

**VA**



U.S. Department  
of Veterans Affairs

# Functional Organization Manual

Version 8

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

Volume 1: Administrations

Department of Veterans Affairs  
Office of Enterprise Integration

Department of Veterans Affairs

# Functional Organization Manual

Version 8

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Volume 1 of 2: Administrations

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# Table of Contents

<i>ORGANIZATION OF THE DEPARTMENT</i> .....	6
<i>NCA-40 National Cemetery Administration Overview</i> .....	12
NCA-40A Principal Deputy Under Secretary for Memorial Affairs .....	15
NCA-41 Deputy Under Secretary for Field Programs and Cemetery Operations .....	16
NCA-41A Executive Director of Cemetery Operations .....	17
NCA-41A1 Operations Management .....	19
NCA-41A2 Cemetery Development and Improvement Service.....	20
NCA-41B Executive Director of Field Programs.....	21
NCA-41B1 Memorial Products Service.....	21
NCA-41B2 Eligibility and Scheduling .....	23
NCA-42 Deputy Under Secretary for Finance and Planning/Chief Financial Officer.....	25
NCA-42A Performance Analysis and Planning Service .....	27
NCA-42B Budget Service .....	28
NCA-42C Finance Service .....	29
NCA-42C1 Financial Operations Division.....	31
NCA-42C2 Financial Accountability Division .....	32
NCA-42D Business Process Improvement and Compliance Service .....	34
NCA-42E Policy and Regulatory Service .....	35
NCA-42F Financial Systems Oversight Transformation Services .....	35
NCA-43 Deputy Under Secretary for Management.....	36
NCA-43B Design and Construction Service .....	38
NCA-43C Contracting Service.....	39
NCA-43E Business Transformation and Requirements .....	40
NCA-43F Human Capital Management .....	40
NCA-43F1 Human Capital Management Training and Safety.....	42
NCA-43F2 Human Capital Management Policy and Programs .....	42
NCA-40B Chief of Staff.....	45

VA Functional Organization Manual Version 8.0 – Volume 1: Administrations

NCA-40B1 Executive Coordination and Review Service .....	46
NCA-44 Office of Engagement and Memorial Innovations .....	46
NCA-44A Communications and Outreach .....	46
NCA-44B Digital Services.....	47
NCA-44C Veterans Legacy Program .....	48
NCA-44D History Program .....	48
<b><i>VBA-20 Veterans Benefits Administration .....</i></b>	<b><i>50</i></b>
VBA-201 Principal Deputy Under Secretary for Benefits.....	52
VBA-20F Office of Field Operations .....	54
VBA-20F National Contact Operations.....	56
VBA-20I Office of Automated Benefits Delivery.....	60
VBA-20A Chief of Staff for Under Secretary for Benefits .....	83
VBA-20A11 Office of Executive Review.....	84
VBA-20A13 Program Integrity and Internal Controls .....	85
VBA-20A14 Office of Strategic Support and Initiatives .....	86
VBA-20B Performance Analysis and Integrity .....	86
VBA-20M1 Office of Human Capital Services.....	90
VBA-20M3 Office of Mission Support .....	92
VBA-24 Office of Financial Management .....	94
<b><i>VHA-10 Veterans Health Administration .....</i></b>	<b><i>97</i></b>
VHA-10B Chief of Staff.....	99
VHA-10B VA-DoD Health Affairs .....	100
VHA-10BCOM Communications.....	102
VHA-10BEXC Executive Correspondence .....	105
VHA-10BGOAL GAO/OIG Accountability Liaison .....	106
VHA-10BGOV Governance .....	106
VHA-10BLEG Legislative Affairs.....	107
VHA-10BRAP Office of Regulations, Appeals and Policy .....	108
VHA-10A Deputy Under Secretary for Health .....	111
VHA-10ATB Office of Tribal Health .....	113

## VA Functional Organization Manual Version 8.0 – Volume 1: Administrations

---

VHA-104 Finance .....	114
VHA-105HI Health Informatics.....	123
VHA-106 Human Capital Management.....	148
VHA-108 Strategy .....	159
VHA-10ADEI Diversity, Equity and Inclusion and Assault, Harassment and Prevention .....	164
VHA-10CHAP Chaplain Services.....	167
VHA-10T Office of Healthcare Transformation .....	167
VHA-11 Clinical Services .....	169
VHA-12 Patient Care Services.....	208
VHA-14 Discovery, Education & Affiliate Networks .....	245
VHA-15 Operations.....	254
VHA-16IVC Integrated Veteran Care.....	262
.....	262
VHA-17 Quality and Patient Safety.....	271
VHA-19 Support .....	286
VHA-10ORE Oversight, Risk and Ethics .....	301
VHA-10ETH National Center for Ethics in Health Care.....	302
VHA-10IA Internal Audit .....	303
VHA-10MI Medical Inspector .....	304
VHA-10OIC Office of Integrity and Compliance.....	305
VHA-10RO Research Oversight .....	306
VHA-10PADV Office of Patient Advocacy.....	307
VHA-10RCS Readjustment Counseling .....	308
VHA-10W Women's Health.....	309
<i>Appendix A: Organization Charts -- Alternate Representations.....</i>	<i>311</i>

## *Introduction*

The Functional Organization Manual (FOM) is the foundational source that documents the current organizational 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.

The FOM is a core reference document for the Department that describes 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.

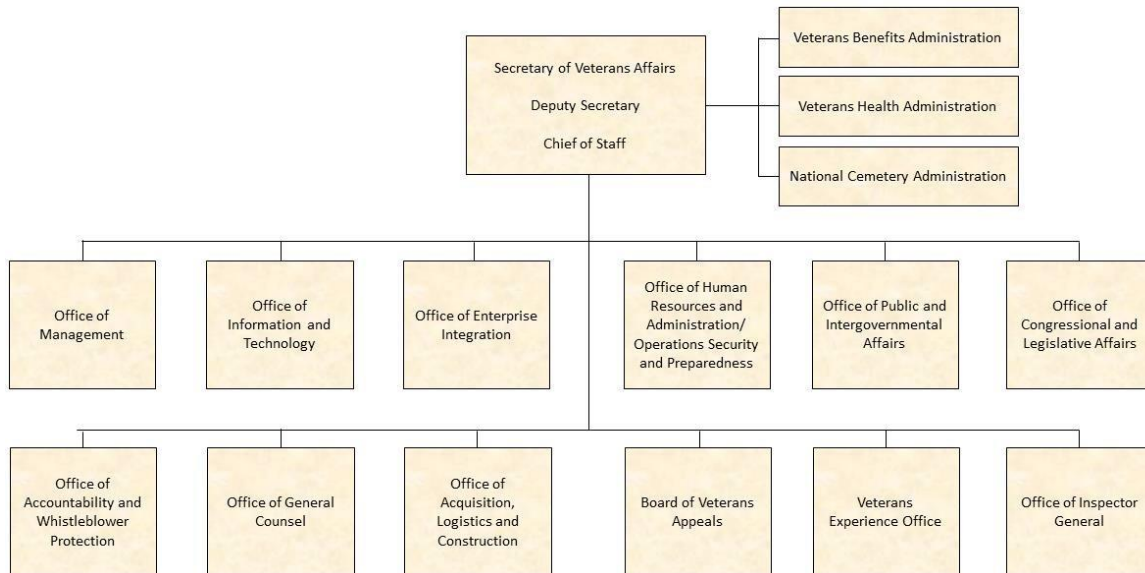
FOM Version 8 is produced in two volumes. Volume 1 contains information on the three Administrations (Veterans Benefits Administration, Veterans Health Administration and National Cemetery Administration). Volume 2 contains information on the VA Staff Offices.

The Office of Enterprise Policy and Governance, within OEI, is responsible for the maintenance and updating of the FOM.

## *Background*

- VA was established as an independent agency under the President by Executive Order No. 5398 on July 21, 1930, and was redesignated as the Department of Veterans Affairs 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 144 acute inpatient sites, 1,138 VA outpatient only sites, 1,321 VA sites, 300 Vet Centers, 56 Regional Offices, 155 VA National Cemeteries (statistics current as of April 28, 2023)

## ORGANIZATION OF THE DEPARTMENT



### 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, the Chief Veterans Experience Officer and the Inspector General. These officials advise and support the SECVA, and the Administrations and Staff Offices provide specific assistance to the SECVA.

The three Administrations are the National Cemetery Administration, the Veterans Benefits Administration and the Veterans Health 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 mission of the Department of Veterans Affairs (VA), Office of Accountability and Whistleblower Protection (OAWP) is to promote and improve accountability in VA. OAWP was established in 2017 and its functions are codified at 38 U.S.C. § 323. OAWP advises the Secretary of Veterans Affairs on accountability within VA. OAWP improves and promotes accountability in VA by investigating allegations of VA senior leader misconduct and/or poor performance and allegations of whistleblower retaliation. OAWP confidentially receives whistleblower disclosures from VA employees and applicants for VA employment. OAWP tracks and confirms the implementation of recommendations from audits and investigations conducted by several internal and external investigative entities. OAWP identifies trends so that VA can proactively address concerns and improve accountability.

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

The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs (OCLA) is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress. OCLA coordinates the Department's Activities with Congress. It is the Department's focal point for all interactions and engagements with Members of Congress, authorization committees and personal staff. Additionally, the Office is the Department's liaison with the Government Accountability Office (GAO). The Assistant Secretary advises the Secretary of the Department of Veterans Affairs (VA) and serves as the Department's primary point of contact with Congress. The Assistant Secretary also serves as the Department's principal point of contact between OCLA and the White House Office of Legislative Affairs as well as other federal agency legislative operations.

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

OEI's mission is to drive unity of effort across the Department in support of Veterans, their family members, caregivers and survivors by providing complementary capabilities to enhance VA's operations, inform decision-making and policy, and integrate initiatives within the Department as well as with other agencies. OEI functional offices include the Office of Planning and Performance Management (PPM), the



Office of Data Governance and Analytics (DGA), the Office of Enterprise Policy and Governance (EPG), and the Enterprise Program Integration Office (EPIO). These offices lead Departmental efforts in strategic and future foresights, strategy and strategic planning, integrated enterprise planning, enterprise risk management, policy research, data analytics and statistics, performance management, policy management and analysis, actuarial science, data governance and VA-DoD Collaboration.

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

The mission of the Office of Human Resources and Administration/Operations, Security and Preparedness (HRA/OSP) is to lead the development and oversight of human capital strategies, policies and practices; manage the Department’s preparedness, law enforcement and security capabilities; and provide or oversee VA Central Office infrastructure and support services to cultivate an engaged, skilled and resilient workforce. HRA/OSP also coordinates VA’s “Fourth Mission” supporting national efforts to prepare for, respond to and recover from disasters and acts of terrorism. HRA/OSP provides critical mission support for VA Administrations and Staff Offices through a diverse portfolio of programs that include policy, governance, oversight and some direct operations work. HRA/OSP develops policy, guidance, oversight and technical assistance in the areas of human capital management and information services, law enforcement and physical security, workforce development and training, labor relations and bargaining, national security and emergency preparedness, workforce planning and position management, personnel security and suitability, and Equal Employment Opportunity (EEO), diversity, equity and inclusion. HRA/OSP also provides direct operational support by managing human resources services for VA senior executives, providing basic and sustainment training for all VA police officers, providing background investigations and adjudications for VA employees and contractors, issuing personal identity verification badges and coordinating support services for VA Central Office (VACO) facilities.

### **Assistant Secretary for Information and Technology**

The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans. Information technology (IT) is an essential enabler to the mission of the Department of Veterans Affairs (VA)—serving our Nation’s Veterans and their families. The Assistant Secretary (AS) 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, to deliver adaptable, secure, and cost-effective technology services to the Department. The AS/CIO is the principal advisor to the Secretary for Veteran Affairs (SECVA) on matters relating to information and technology management as delineated in P.L. 104-106, the Clinger-Cohen Act, the Paperwork Reduction Act, Chapter 35 of Title 44 U.S.C. and, other associated legislated or regulatory media. The role of the CIO is to understand the department’s administrations and staff offices’ mission areas, goals, objectives, and operational processes. Armed with this information and the knowledge of technologies, the CIO leads OIT in applying the best and most effective technical solutions that address mission requirements. The CIO manages a more than \$7B Information and Technology (IT) Congressional appropriation, safeguards space and facilities services for OIT’s 28 locations nationwide, ensures talent management services for OIT’s currently authorized 8,668 appropriated and funded

positions, and has 35 areas of responsibilities across six key functions: (1) IT Leadership and Accountability; (2) IT Strategic Planning; (3) IT Workforce; (4) IT Budgeting; (5) IT Investment

Management; and (6) Information Security. These efforts are supported through operational transparency, effective communication, and management of people, technology, business requirements, and financial processes. CIO directs the tactical and strategic operations of three key offices and six divisions: Principal Deputy Assistant Secretary and Deputy Chief Information Officer; Executive Director of Information Technology Program Integration and Chief of Staff; Office of Chief Technology Officer; Compliance, Risk, and Remediations; Office of People Science; IT Budget and Finance; Office of Strategic Sourcing; Office of Information Security; Account Management Office; End User Services, Product Engineering, Software Product Management, Infrastructure Operations, and Solution Delivery. OIT's team of skilled technical experts collaborates with business partners, internal and external stakeholders to make VA a world-class organization that provides seamless unified services and benefits to our Nations' Veterans and their families.

### **Assistant Secretary for Management**

The Assistant Secretary for Management and Chief Financial Officer oversees all resource requirements, development and implementation of agency performance measures, and financial management Activities relating to VA programs and operations. In addition, responsibilities include a Departmental accounting and financial management system that provides for management, cost, budgeting, and account information. In addition, OM oversees the Department's capital asset management Activities and business oversight Activities, including development and implementation of policies and regulations.

### **Assistant Secretary for Public and Intergovernmental Affairs**

The Office of Public and Intergovernmental Affairs (OPIA) helps build and maintain public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America's Veterans of all generations. OPIA accomplishes this by developing, routinely updating and communicating the Department's key messages to many audiences through media relations, public affairs, intergovernmental affairs, outreach and Veteran engagement to reach Veterans and their families, other beneficiaries and other stakeholders. Under VA's modernization effort, OPIA is designated as the enterprise policy and functional coordinator of internal employee and external communications to ensure consistent messaging and to be the unified voice of the department. OPIA provides executive oversight, management and direction to OPIA. The Assistant Secretary oversees VA's communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, the Chief of Staff, Special Assistant, Executive Assistant and other program analysts and assistants.

### **The General Counsel**

The Office of General Counsel (OGC) provides legal advice and services to the Secretary of Veterans Affairs (SECVA) and all organizational components of the Department. The General Counsel is, by statute, 38 U.S.C. 311, the Department's Chief Legal Officer. OGC serves as VA's in-house counsel and is

committed to ensuring that every member of OGC is focused on how OGC's work impacts Veterans and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans. OGC's attorneys act as business partners, providing sound legal expertise, and as needed, critical problem-solving skills and risk-management advice.

### **Chairman of the Board of Veterans' Appeals**

The mission of the Board is to conduct hearings and decide appeals properly before the Board in a timely manner. The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for making final decisions on behalf of the Secretary for appeals for Veterans' benefits and services from all three administrations – Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration – and the Office of General Counsel (OGC) that are presented to the Board for appellate review. The Board's mission is to conduct hearings and issue timely decisions for Veterans and other Appellants in compliance with the law. 38 U.S.C. 7101. This involves expediting remands by the Court of Appeals for Veterans Claims, expediting certain cases in special circumstances, and conducting hearings at alternate locations. 38 U.S.C. 7112; 38 U.S.C. 7107(b), (c). The Board's jurisdiction extends to all questions in a matter involving a decision by the Secretary under a law that affects a provision of benefits by the Secretary to Veterans, their dependents, or their Survivors. 38 U.S.C. 511; 7104. Final decisions on such appeals are made by the Board based on the entire record in the proceeding and upon consideration of all evidence and applicable provisions of law and regulation.

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

The Principal Executive Director for Acquisition, Logistics and Construction 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.

### **Chief Veterans Experience Officer**

The Veterans Experience Office (VEO) supports VA as the Secretary of Veterans Affairs' (SECVA) customer experience (CX) 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**

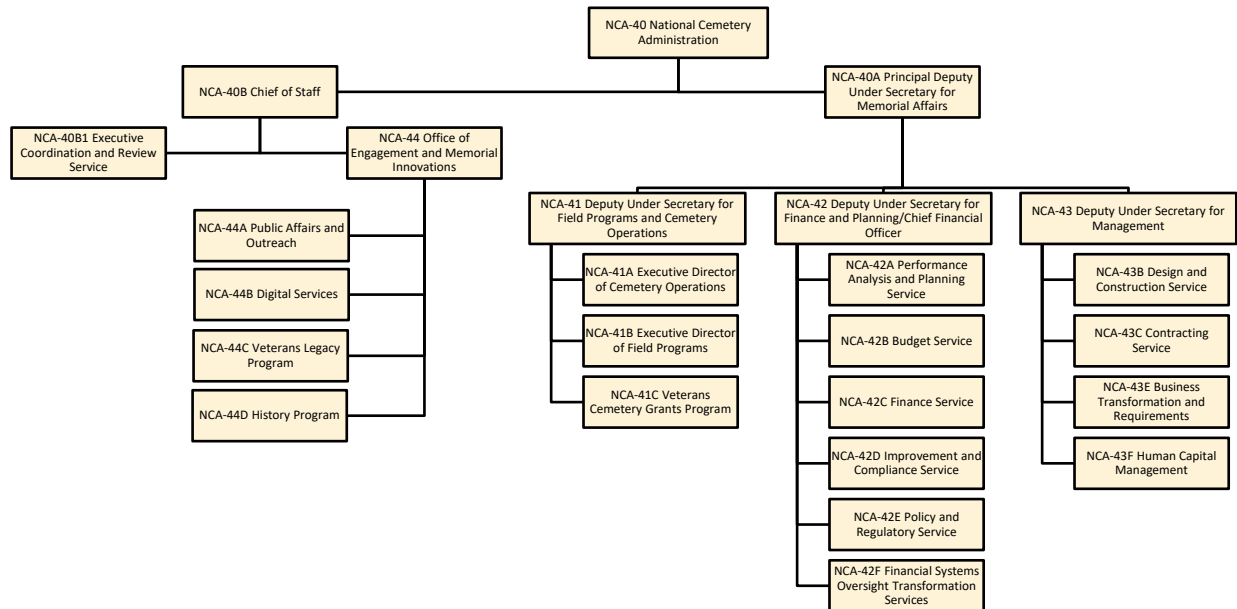
The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, P.L. 95-452, was enacted, establishing a statutory Inspector General in VA. It states that the IG is responsible for: (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, 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. In addition, P.L. 100-322, passed on May 20, 1988, charged the OIG with the oversight of the quality of VA health care.

**Authorities**

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

## NCA-40 National Cemetery Administration



### 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 of Veterans Affairs and serves as the principal advisor to the Secretary on matters including acquisition, construction and maintenance of national cemeteries, burial eligibility, the Headstone and Marker, Presidential Memorial Certificate and Veteran Cemetery Grants Programs. The USMA is responsible for all VA national cemeteries, soldiers’ lots, and monument sites throughout the country. The USMA serves as the Secretary’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 Secretary of Veterans Affairs 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

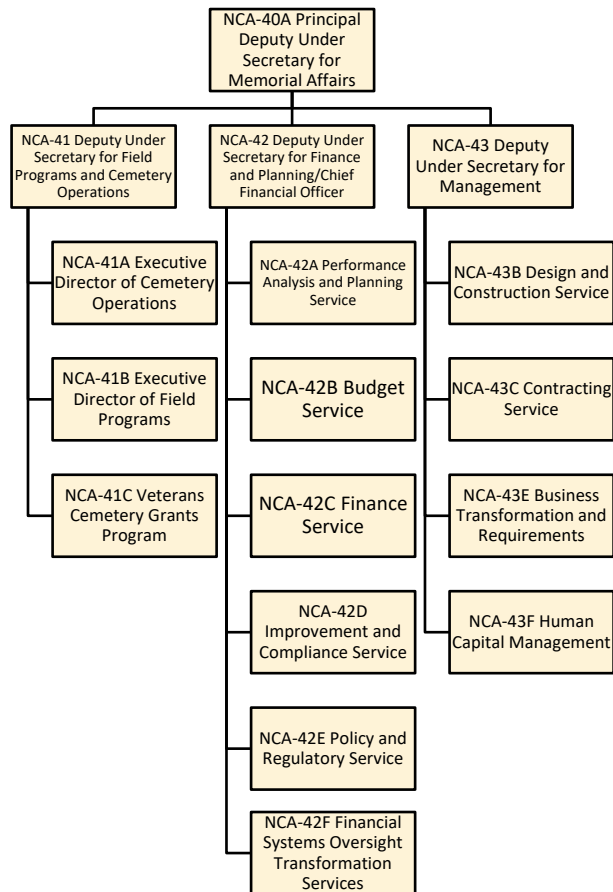
- The Under Secretary for Memorial Affairs leads and directs the National Cemetery Administration. The Principal Deputy Under Secretary for Memorial Affairs oversees a broad range of management Activities in support of the Under Secretary.
- Administers 38 U.S.C. Benefits.
- Ensures a burial option exists 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 Memorial and Veterans Legacy Program.
- Administers the Veterans Legacy Grants Program, which provides grants to educational institutions and other eligible entities to conduct cemetery research and produce educational tools.
- 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 Secretary of Veterans Affairs (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 human resources, equal employment opportunity and diversity, budget/finance, construction, safety, emergency preparedness, information technology, 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 the 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 the SECVA on the congressionally authorized Advisory Committee on Cemeteries and Memorials.
- The Committee advises the SECVA, through the Under Secretary for Memorial Affairs (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.
- Manages relationships with NCA's diverse and varied stakeholder population, including Veterans and their family members, Veterans Service Organizations (VSO), 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.

## NCA-40A Principal Deputy Under Secretary for Memorial Affairs



### Overview

The Principal Deputy Under Secretary for Memorial Affairs (PDUSMA) oversees a broad range of management Activities in support of the Under Secretary. In the absence of the USMA, the PDUSMA performs the duties of the USMA.

### Activities

- Provides leadership and direction through four Senior Executive Service leaders: Deputy Under Secretary for Field Programs and Cemetery Operations (DUSFPCO), Deputy Under Secretary for Finance and Planning (DUSFP), Deputy Under Secretary for Management (DUSM) and the Executive Director, Strategy and Analysis.
- Through the Leadership team, the PDUSMA: Oversees operation and maintenance of 5 district offices, 155 VA national cemeteries and 33 burial lots; furnishing government-furnished



headstones and markers to eligible veterans in national, federally administered state and tribal cemeteries; furnishing medallions for privately purchased headstones and marker for veterans buried in private cemeteries; providing Presidential Memorial Certificates to next of kin and other loved ones in recognition of veterans' honorable service.

- Oversees the development of NCA's Strategic Plan, and assures implementation of initiatives, programs, and actions to improve organizational performance.
- Oversees execution of the National Cemetery Administration's budget, donations, and grant payments to states and tribal organizations.
- Oversees human capital management, design and construction of VA national cemeteries, and contracting.

## **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 Department of Veterans Affairs. The DUSFPCO leads through three NCA leaders: the Executive Director, 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 Principal Deputy Under Secretary for Memorial Affairs (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 Department of Defense (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, Cemetery Operations (EDCO) leads five NCA district offices and 155 VA national cemeteries that provide 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 EDCO 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 EDCO, 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 the field facilities they oversee, including 155 VA national cemeteries and 34 soldier's lots, Government plots and monument sites, and serves as headquarters' senior official who communicates with NCA field offices concerning operational decisions impacting these facilities.
- Supervises NCA's Current and Integrated Operations team (Watch Officers) (resident within the VA Integrated Operations Center, Washington DC) 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.
- District executive directors supervise the operations and maintenance of VA national cemeteries and related facilities organized within five regions: North Atlantic District (Philadelphia); Southeast District (Atlanta); Midwest District (Indianapolis); Continental District (Denver); and Pacific District (Oakland). District offices determine resource requirements, monitor rates of interments and gravesite usage, support the planning to expand existing cemeteries and establish new cemeteries; administer policies related to the efficient and effective operation of VA cemeteries; and support the recruitment, development and training of qualified employees to accomplish the NCA mission.
- Provides dignified burial and memorial services for eligible Servicemembers, Veterans and family members, and operates and maintains VA national cemeteries as national shrines that commemorate service and sacrifice. Informs Veterans, eligible family members, DoD members, VSOs, and other stakeholders about burial and memorial benefits.
- Ensures that decedents are buried in the correct gravesites and that gravesites are properly marked (accounting for remains).
- Monitors all aspects of national cemetery operations, evaluates procedures for effectiveness, initiates improvements, and makes appropriate adjustments to accommodate changing program demands. Accounts for gravesite usage at cemeteries to support planning for expansion and closure of existing cemeteries and opening of new ones and provides field-based analyses of program-planning actions such as forecasted rates of interments, feasibility of new cemeteries, further development of existing cemeteries, and availability of resources.
- Through the Executive Director, Cemetery Operations, works with the NCA Business Process Improvement and Compliance Service to establish operational standards and measures required to ensure national cemeteries meet national shrine levels of appearance and service. Oversees on-going assessments of progress in achieving national shrine status.
- Determines resource requirements necessary to maintain interment and memorialization operations, and grounds, infrastructure, and equipment maintenance.
- Identifies environmental aspects associated with the operations and Activities performed at VA cemeteries. Supervises to ensure that cemetery environmental Activities are conducted properly,

maintaining compliance, and minimizing impact to the environment.

- Works with NCA Human Capital Management to ensure the recruitment, selection, development, and performance management of employees. Develops subordinate leaders at cemeteries and holds them accountable.
- Ensures compliance and support for Equal Employment Opportunity principles at all levels of the organization. Manages use of uncompensated workforce individuals to achieve goals (e.g., volunteers, Compensated Work Therapy participants, work study students, summer youth programs, court-ordered details, and prisoners).
- Verifies burial receptacles meet program requirements when an application is made for reimbursement under NCA's Casket and Urn Reimbursement Program.
- Establishes Emergency Preparedness Plans to prepare for internal and external emergencies and contingency situations.
- Establishes and implements comprehensive Occupational Safety and Health (OSH) programs to ensure safe and healthful working conditions for the workforce.

## **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.

### **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.
- Manages gravesite accountability programs to monitor and promote operational excellence.
- Current and Integrated Operations (Watch Officers) manages data collection, consolidation, and distribution related to recurring and situational operations and administration Activities.
- Provides guidance to NCA Central Office, field facilities, and staff regarding timely and accurate flow of information to and from the VA Integrated Operations Center (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.
- Manages and maintains a centralized action calendars, rosters and other information resources for use and distribution to senior leaders and facility directors to facilitate timely and accurate information sharing and task accomplishment.
- Supports NCA's Emergency Preparedness Coordinator with communication and information exchanges 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 a geographically dispersed office 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, Presidential Memorial Certificate, and Commemorative Urn and Plaque 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, Presidential Memorial Certificates, and commemorative urns and plaques 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 Secretary of Veterans Affairs 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, medallions, and commemorative urns and plaques. 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., which honors the memory of deceased Veterans. 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, Medallion and Commemorative Urn and Plaque program.
- Reviews and determines appropriate action on requests to inscribe new Emblems of Belief (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, medallion, and commemorative urn and plaque benefits. Arranges for the manufacture and delivery of headstones, markers, and medallions to cemeteries and commemorative urns and plaques to 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 Department of Veterans Affairs (VA) national 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, and assists other stakeholders (to include, but not limited to, national and state and tribal cemetery directors and other field programs entities) with obtaining similar documentation so they can make similar determinations and/or complete other key memorialization tasks, (such as formatting inscriptions on headstones.)

### **Activities**

- Determines eligibility (Time of Need and Pre-Need) and schedules committal and memorial services for VA national cemeteries.
- Verifies eligibility for headstone/marker order requests for VA grant funded state and tribal 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 (to include, but not limited to, 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.



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## NCA-41C Veterans Cemetery Grants Program

### Overview

The Veterans Cemetery Grants Program (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 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 and the cemetery leadership's supervisors 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 Activities, including: budget and financial operations, strategic planning, performance measurement and reporting, demographic analyses, management and decision support, business and customer service process measurement and 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

#### DUSF&P Front Office

- 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.
- Provides field user support for operators of the NCA Management and Decision Support System that ensures the accuracy and integrity of workload and performance information.

#### Performance Analysis and Planning

- Oversees organizational analyses, studies, and reviews within NCA in support of strategic and operational plans.
- Manages development of strategies and performance measures NCA employs to achieve its goals and objectives.
- Develops, enhances, analyzes, and distributes the results of the NCA Employee Interaction Satisfaction Survey.
- Provides access to data 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 Veteran population data, demographic trends, and other statistical information for informed decision making.

- Manages capital asset budget requirements, funding execution and inventory.

#### Financial Operations/Accountability

- Facilitates procurement execution (contractual, non-contractual, reimbursable agreements and purchase card) by providing a financial review and approval for each action prior to execution, monitoring, and reporting document performance, as well as providing end user training.
- Provides core accounting functions such as agent cashier for all NCA cash deposits, pay.gov, employee debt management, lease revenue agreements, management of the financial aspects of NCA's real property, grant accruals, expense transfers, journal entries, asset inventory management, general ledger reconciliations and payroll accruals.
- Performs data analytics and audit reviews to analyze and report financial performance, minimize improper payments, support assurance certifications, and prepare financial statements.
- Reviews financial performance trends to identify and recommend financial process improvement and Compliance
- Monitors leadership responsibilities for internal controls and reporting.
- Oversees the NCA Organizational Assessment and Improvement (OAI) Program for VA 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.

#### Policy and Regulatory

- Develops and maintains NCA regulations that meet applicable rulemaking requirements in coordination with other VA offices.
- Oversees establishment and maintenance of NCA's official policy publications program.
- Assists in NCA development of responses to congressional queries, hearing materials, and legislative matters.

#### Financial Systems Oversight and Transformation Service

- Develop and deliver iFAMS, Purchase Card, Power BI and other ad-hoc system trainings.
- Provide O&M services which include system access provisioning, ticket management and SOP creation.
- Provide Financial Management Business Transformation Services (FMBTS) by planning, programming, formulating, and executing future system transformation.
- Primary point of contact for government Charge and Travel Cards ensuring programs are administered in accordance with established laws, regulations, and policies.

## **Business Functions**

Conduct Budget Formulation  
Conduct Financial Management  
Coordinate Legislative Proposals  
Conduct Regulatory Development  
Conduct Strategic Planning  
Conduct Enterprise Performance  
Management Provide Organizational  
Leadership and Oversight Develop  
Budget Estimation and Justification  
Perform Budget Execution  
Perform Agent Cashier  
Perform Cost Management  
Perform Analytics  
Perform Property Acquisition and Control

## **NCA-42A Performance Analysis and Planning Service**

### **Overview**

The Performance Analysis and Planning Service (42A) is responsible for NCA-level long-range planning and performance analysis and reporting efforts. This Service coordinates all long-range planning efforts for the Administration and supports both NCA Central Office and field units by providing workload and performance data analysis that is critical for informed decision making. The Performance Analysis and Planning Service is also responsible for developing policies that support, expand and enhance access to a burial option or memorial products for US Veterans who reside within the United States, Puerto Rico, and US Island Areas.

### **Activities**

- Conducts organizational analyses, studies, and reviews within NCA to support the development of operational plans that affect the future needs of the Administration.
- Initiates studies and develops plans to meet future needs of NCA and those we serve.
- Ensures implementation of the Government Performance and Results Act Modernization Act requirements, including managing long-range and operational planning processes that set forth the future direction of NCA.
- Consults with all elements of NCA to develop NCA strategic goals and objectives.

- Works with planning officials throughout the Department 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.
- Ensures NCA leadership has current, valid and relevant client satisfaction data for all major benefits and programs that NCA delivers. Collects and maintains all 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.
- Identifies the need for and directs the accomplishment of special studies and investigations that report 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 Customer Service Excellence Recognition program.

## **NCA-42B Budget Service**

### **Overview**

Budget Service (42B) 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. Also provides workload and performance data analysis that is critical for informed decision making. Supports the development of plans and policies that support, expand, and enhance access to a burial option or memorial products for eligible Veterans and family members through Veteran population analyses that identify the present and future locations of Veterans.

### **Activities**

Programs, 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, historic properties, 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 Committee 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, 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, purchases, travel policy, authorizations, and vouchers. 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 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 VA national cemeteries.

## **NCA-42C Finance Service**

### **Overview**

Finance Service (42C) conducts centralized accounting and financial accountability functions for NCA's 155 national cemeteries. Responsible for administering good financial stewardship of accounting operations, internal controls, audit reviews, financial policy and reporting, financial statements and oversees the administration's purchase card program.

### **Activities**

- Facilitates Government Purchase Card spending (purchase cards, fleet cards, etc.) for staff at all levels and all NCA locations by applying appropriate policy, administration and audit Activities to meet facility-specific needs.
- Manage NCA's reimbursable agreements for field offices, input shared service agreements with VA and oversee Treasury's G-Invoicing program for NCA.
- Conducts transactional review for contractual and non-contractual procurement to ensure

compliance with appropriation authority and document integrity. Monitors and reports document performance.

- Provides agent cashier functions for NCA field offices that include the deposit and proper accounting of official and unofficial funds for all NCA appropriations, including the NCA Operations and Maintenance Fund, Recycling Fund, Gift Fund, and the Agriculture Lease Fund.
- Monitors NCA's Accounts Receivables for employee debts and works in consort with the VA Finance Services Center for recording and collection of Vendor Receivables and Employee payroll-related debts. Monitors NCA's Account Payables for undelivered orders and works in consort with VA Finance Services Center for invoice payments.
- Participates with the integrated Financial and Acquisition Management System (iFAMS) implementation efforts and maintenance for NCA to include process development, testing and training.
- 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 the Centralized Administrative Accounting Transaction System (CAATS).
- Oversees all NCA invoice payments and serves as the Invoice Payment Processing System (IPPS) NCA administrator.
- 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 and 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.
- Reviews accruals for accuracy. Analyzes payable balances for reasonableness and prompt payment.

- 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. Improvement and Compliance Service.

### **Business Functions**

Conduct and Manage Audits and Audit Findings

Manage Fund Allocation and Control

Perform Financial Reconciliation

Perform Agent Cashier

Conduct Revenue Management

Perform Receivable and Collection Management

Execute Talent Development

Perform Property Acquisition and Control

## **NCA-42C1 Financial Operations Division**

### **Overview**

Finance Service (42C) conducts centralized accounting and financial accountability functions for NCA's national cemeteries. Responsible for administering good financial stewardship of accounting operations, internal controls, audit reviews, financial policy and reporting, financial statements, and oversees the administration'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 Departments.

## **NCA-42C2 Financial Accountability Division**

### **Overview**

The Deputy Under Secretary for Finance and Planning/Chief Financial Officer (42) directs and provides leadership for a broad range of management Activities, including: budget and financial operations, strategic planning, performance measurement and reporting, demographic analyses, management and

decision support, business and customer service process measurement and 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

- 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 (42D) conducts multiple types of reviews to assess conformance to standards, identifies areas of potential improvement and leads various improvement initiatives. As a basis for reviews, the Service also ensures that VA national cemeteries, and Veterans cemeteries receiving grants, have a current version of Operational Standards and Measures, and all cemeteries have current internal controls requirements for the Annual Statement of Assurance. Other key Activities include administration of the Annual Statement of Assurance process, Baldrige-based management assessments, performance recognition and liaison responsibility for NCA 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. Cemeteries considered provisionally compliant are required to submit an action plan

and report on progress.

- 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 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 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 Policy and Regulatory Service

### Overview

NCA's Policy and Regulatory Service (42E) ensures that NCA has and maintains the legislative and regulatory **Authorities** for providing burial and memorialization benefits; develops and publishes necessary policy documents to inform NCA staff of programmatic and operational decisions; 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, that 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/procedures publications to support all NCA offices/programs by identifying the need for and publishing nationwide policy and procedural guidance.
- Advises NCA senior executives on all legislative issues affecting VA regulations and policies.
- Serves as NCA liaison with the VA Office of General Counsel, provides subject matter expertise and coordinates research, review and action/advice on all legal issues related to national cemetery operations and memorial and burial benefits for Veterans and dependents.
- Updates and informs NCA staff of relevant changes to statutory or regulatory **Authorities**.

## NCA-42F Financial Systems Oversight Transformation Services

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## Overview

Financial Systems Oversight and Transformation Service (FSOTS) (42F) is responsible for NCA operations and maintenance of iFAMS system changes. The team oversees the system sustainment trainings, system access, reporting requirements, ticket management, Purchase/Travel card services, system testing programs and tracks operations and maintenance updates for the system. FSOTS provides project management oversight for the Financial Management Business Transformation Services (FMBTS) initiative by planning, programming, formulating, and executing future system transformation.

## Activities

- Develops and delivers training on iFAMS, Purchase Card Policy, Power BI Reporting and other ad-hoc system trainings for NCA field users.
- Creates and maintains Field-level iFAMS SOPs and guides for iFAMS and Power BI Reports to ensure users are adhering to policy and minimizing issues created by incorrectly performing duties in the system.
- Serves as NCA liaison for operations and maintenance with the systems integrator for systems sustainment, system changes and communicating all system changes to NCA stakeholders
- Provisions new users and makes updates to existing users access to the system ensuring correct access for users to complete day-to-day Activities, maintains the appropriate segregation of duties, as well as performs quarterly audits of users' access.
- Facilitates meetings with FSC and system integrators that track tickets, prioritize system issues and demonstrate fixes to the system.
- Coordinates user acceptance testing (UAT), briefs field users about system change requests and identifies SMEs to assist with testing efforts.
- Creates/modifies government Purchase and Travel credit card accounts, updates approving officials, conducts audits/reviews for program compliance, provides customer service, monitors and tracks violations and communicates policy guidance.

## NCA-43 Deputy Under Secretary for Management

### 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

- Oversees and administers all human resources 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.
- 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.
- 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.
- 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.

## Business Functions

Conduct Human Capital Management  
Manage Benefits and Services Outreach  
Conduct Outreach to Veterans and Beneficiaries  
Provide Communications and Outreach  
Conduct Public Relations  
Conduct Acquisition Planning  
Provide Organizational Leadership and Oversight  
Perform Internal VA Communications and Coordination  
Manage Correspondence  
Perform Design  
Manage Official Government Records Perform Property  
Acquisition and Control  
Develop Facilities and Grounds Capital Investment  
Perform Property Design and Development  
Develop and Prepare New or Enhanced Grounds  
Perform Space Management

## NCA-43B Design and Construction Service

### 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.

## **Business Functions**

Develop Facilities and Grounds Capital Investment

Perform Property Design and Development

Conduct Property Space Design and Construction

Develop and Prepare New or Enhanced Grounds

Provide Construction, Engineering Architecture Oversight and Support

## **NCA-43C Contracting Service**

### **Mission**

Provide Procurement function to accomplish NCA operational mission to Veterans and their families. 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 on NCA Contracting Activities.

### **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 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.



## **NCA-43E Business Transformation and Requirements**

### **Overview**

Business Transformation and Requirements Service (BTRS) serves as the liaisons for NCA and the Office of Information and Technology (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**

- Business Transformation and Requirements Service (BTRS) (43E) serves as the liaison for the National Cemetery Administration (NCA) with the Office of Information and Technology (OIT).
- BTRS supports the transformation of NCA by modernizing the NCA-wide IT applications and capabilities.
- BTRS leads the design, development, and deployment of the modernized architecture, while supporting legacy systems and users, focusing on reducing risks and optimizing resources.
- BTRS directs the NCA Freedom of Information Act (FOIA), Records Management (RM), and Privacy Act (PA) Programs.
- BTRS provides property accountability, communication, and IT infrastructure support for NCA.

## **NCA-43F Human Capital Management**

### **Overview**

Human Capital Management (43F) is responsible for all human resource 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 human resources (HR) products and services to the NCA workforce.
- Administers and manages all delegated human resource 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**

### **Overview**

The Training and Safety division (43F1) delivers training and development opportunities that promote employee engagement, safe workplaces, outstanding customer service, and our national shrine commitment.

### **Activities**

- Operates an NCA-specific training program that encompasses all Activities performed by NCA staff in locations nationwide, including job functions ranging from manual and/or skilled physical labor to financial management to labor relations to performance and analysis functions.
- Manages NCA’s leader development program, partnering with VA HCSC and other organizations to ensure that NCA’s current and future leaders are positioned for success.
- Oversees operation of the NCA National Training Center in St. Louis, MO, and through the NCA Director, Training and Safety, provides NCA-specific and commercially unavailable technical and leadership training for Cemetery Director Interns, Cemetery Directors, and other field and central office personnel, to develop competency and reinforce uniform operating procedures and standards.
- Manages NCA’s Cemetery Caretaker Apprenticeship Program (CAP) for homeless Veterans.
- Manages and oversees the NCA Occupational Safety and Health program, designed to meet the specific safety and health needs of staff administrative functions performed in office environments, and staff field functions performed during typical cemetery operations, such as grounds maintenance, burial Activities and headstone or marker installation.
- Manages and oversees the NCA Workers’ Compensation Program (WCP).
- Manages and oversees the NCA emergency management and preparedness program.

## **NCA-43F2 Human Capital Management Policy and Programs**

### **Overview**

The Policy and Programs Division (43F2) is responsible for developing guidance, plans, and programs that inform and support NCA managers and employees on human capital management areas such as awards, onboarding, offboarding, telework, workforce planning, health and wellness, property/space management, and other workplace matters.

### **Activities**

- Provides advisory services, training, and support to NCA leaders and managers to enhance their efforts to effectively manage the National Cemetery Administration.
- Develops and delivers well designed business practices, programs, initiatives, and tools that support employees and encourage their full engagement and participation in efforts to deliver exceptional service to America’s Veterans.
- Ensures all NCA Central Office employees' space management and property management needs are met, to include space design, employee moves, acquisition of IT and non-IT equipment, and liaison support for IT issues.
- Provides guidance to NCA field offices on space management, renovations, and moves.
- Provides workforce planning support to NCA leadership, staff, and field units, in the form of expertise and advice on staffing levels, position management, and succession planning.
- Oversees position management board (PMB) for NCA Central Office.

## NCA-43F3 Human Resource Center

### Overview

The NCA Human Resources Center (HRC) (43F3), located in Indianapolis, IN, is responsible for all HR operations and processing for NCA. The HRC administers the delegated HR **Authorities** of the USMA.

### Activities

- Responsible for providing advisory assistance, forms processing, regulatory interpretation, and personnel transaction coding for NCA employees and managers within the following areas of HR: recruitment and placement; position classification and management; personnel security; and employee benefits administration.
- Provides expert advisory HR opinions to NCA management.
- Monitors, evaluates, and meets NCA obligations to report on HR performance metrics to identify trends, address process issues, and improve the HR process within NCA.

## 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, Equity and Inclusion (I-DEA), and Civil Rights (CR)

programs. This Office provides support to NCA senior leaders, managers, and employees nationwide on matters of IDEA, 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 OWR 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), and coordinating enterprise-wide initiatives.

## Activities

- This Office serves NCA headquarters, district offices, and field locations in the NCA system which serve for more than 155 national cemeteries and associated monuments and soldiers' lots, which includes more than 2,100 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 I-DEA, EEO/ (including special emphasis programs and reasonable accommodation), CR programs, employee and labor relations, and employee engagement.
- OWR is responsible for developing policy and responding to correspondence for the Administration on all EEO, I-DEA 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 EEO, 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 I-DEA Office conducts analysis and recommends solutions to problems that impact EEO, I-DEA, CR in establishing program priorities and direction to achieve optimum results for the organization. The I-DEA Office is responsible for assembling, consolidating, and submitting timely and accurate plans, information, and reports on the organization's EEO and I-DEA 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 e administers the organizations special emphasis programs (SEP) in accordance with VA policy and the VA I-DEA Strategic Plan, ensuring they are designed to eliminate barriers, promote workforce diversity, equity, and inclusion.
- OWR does not perform any EEO complaint processing functions, as those are executed under the control and authority of ORMDI personnel.
- 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 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 and performance management, which allows employees to be more productive and improves NCA’s ability to meet its’ Mission.

## Authorities

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. 95-555. The Pregnancy Discrimination Act of 1978.

Pub. L. 101-336. Americans with Disabilities Act of 1990 Amended.

Pub. L. 102-166. Civil Rights Act of 1991.

Pub. L. 110-233. Genetic Information Nondiscrimination Act (GINA) of 2008.

Pub. L. 103-446 § 509. Center for Minority Veterans and Center for Women Veterans.

38 U.S.C. § 317. Center for Minority Veterans.

## NCA-40B Chief of Staff

### Overview

The Chief of Staff (COS) (40B) is a member of the NCA Management team, providing direct advice and high-level technical support to the Under Secretary and the Principal Deputy Under Secretary for Memorial Affairs, including 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 crosscutting 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 Under Secretary for Memorial Affairs (USMA) and NCA staff are authorized to make.
- Oversees the management of executive correspondence and congressional inquiries for the National Cemetery Administration (NCA).
- Provides oversight of the Office of Engagement and Memorial Innovations.

## **NCA-40B1 Executive Coordination and Review Service**

### **Overview**

Executive Correspondence (40B1) 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-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.

### **Activities**

Provides leadership and oversight to NCA's public affairs, outreach, engagement, historical research, and educational programs to raise awareness of NCA benefits.

## **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 Voluntary Service Organizations (VSO), funeral, mortuary, and palliative care industries. Serves as the primary point of contact with VA's Office of Public and Intergovernmental Affairs (OPIA).

### **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 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's 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. Coordinates NCA outreach at these venues. Assists cemeteries in conducting local outreach efforts.
- 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-44B Digital Services

### Overview

Digital Services enables NCA and stakeholders/public to receive information, access benefits, and interact with memorialization using digital platforms.

### Activities

Manages the content on NCA's Internet and Intranet sites.

Manages the Veterans Legacy Memorial ([www.va.gov/remember](http://www.va.gov/remember)).



## NCA-44C Veterans Legacy Program

### Overview

The Veterans Legacy Program (VLP) (44C), launched on Memorial Day 2016, is currently composed of 5.0 FTE 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

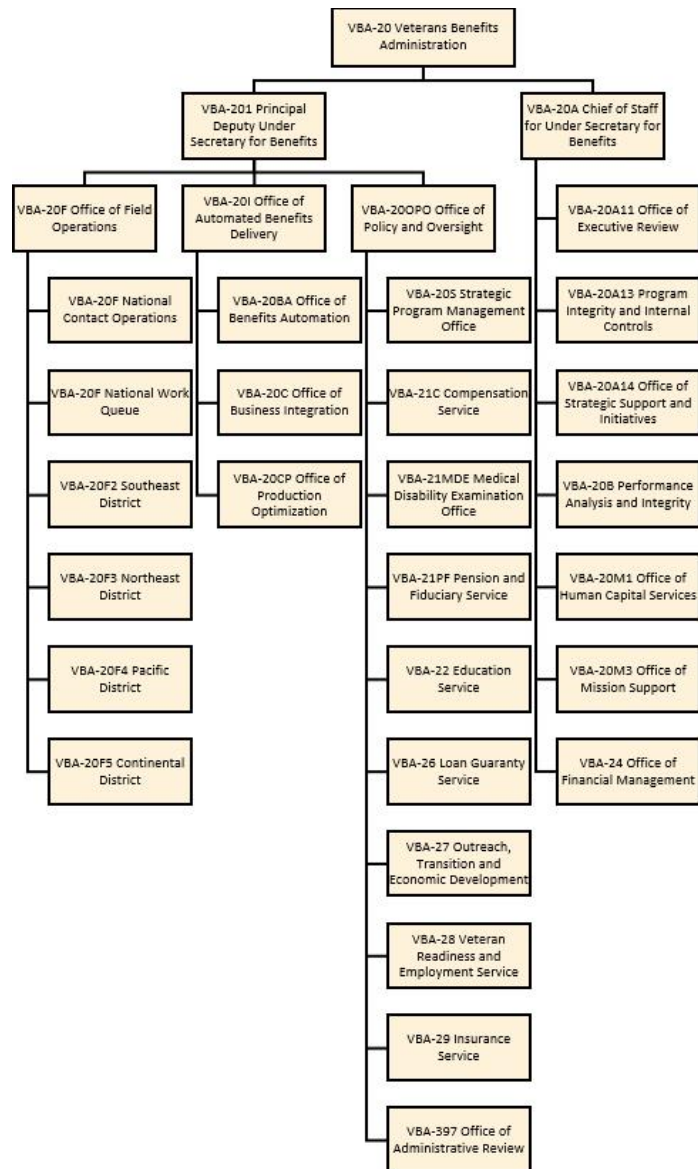
### Overview

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, undertakes 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, cultural resources, policies, and burial benefits in response to inquiries from NCA, VA, other Government offices, and the public; develops special commemorative programs for VA Central Office (VACO), NCA localities and the public; generates, reviews and verifies content for Notable Burials list.
- Serves as subject matter experts in verifying historic information in support of NCA-administrated benefits.
- Develops or reviews the 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 the NCA website; initiates documentation projects about historic resources, including the National Register of Historic Places nominations per Section 110 and Section 112 of the National Historic Preservation Act of 1966 (NHPA).
- Maintains the NCA History Collection encompassing textual records, ephemera, a library, architectural, and grave marking artifacts, maps/drawings, photographs, and electronic media; assures collection contents are properly documented, secured, and organized; and develops artifact loan agreements as part of mitigation and educational efforts.
- Plans and manages projects including procurement of specialized signage and materials-conservation treatment as a Contracting Officer's Technical Representative; supports other NCA offices meeting preservation requirements per Section 106, NHPA; provides NCA historic preservation accomplishments and Activities to the VA Federal Preservation Officer for departmental reporting.
- Produces oral history interviews of senior leadership, long-time employees, and other persons of interest whose personal recollections of NCA Activities and decision-making serve to complement and enhance the written Administration records.
- Designs and provides 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.
- Advises on Capital Asset Inventory (CAI), Facilities Condition Assessment (FCA), and BOSS content for historic resources including monuments, headstones, and markers; accountable for new donated monuments and annual verification of total inventory, and advises on the content of proposed new NCA monuments and carillons.

## VBA-20 Veterans Benefits Administration



### 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 Office of the Under Secretary for Benefits (USB) Office supports the USB in leading and directing the Veterans Benefits Administration (VBA) in the delivery of benefits and services to Veterans, their families, caregivers, and survivors. 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 Department of Defense (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.

## Business Functions

Coordinate External Partnerships

Provide Organizational Leadership and Oversight

Manage Partnerships

Conduct Congressional, Legislative, and Regulatory Affairs

Conduct Strategic Planning

Perform Internal VA Communications and Coordination

## 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

- 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.

## VBA-20F Office of 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; and any re-adjudications 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.

### **Business Functions**

Perform Agent Assisted Interaction

Develop Acquisition Strategy/Plan

Manage Activities with Congress, GAO, and Veteran Stakeholders

Conduct and Manage Audits and Audit Findings

Manage Performance and Risk

Conduct Program Evaluations

Provide Organizational Leadership and Oversight

Perform Budgetary Reporting

Develop Agency Human Capital Strategy, Policy, and Operations Plan

Manage Diversity and Inclusion

Administer Employee Performance Management

Conduct Employee Performance Management

Perform Labor Management Relations

### **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 Contact Operations

### Overview

National Contact Operations (NCO) ensures consistent, high quality customer facing interactions across multiple access channels and has overall responsibility and oversight for the Department to deliver guidance and direction to VBA regional and district offices to direct VBA's customer interaction, oversight Activities, and special emphasis programs. Oversight includes planning program strategies, developing initiatives, and directing Activities related to program expansion and day-to-day operational Activities. NCO provides substantial input on resourcing for the customer-facing Activities and their operation, currently staffed by 1,669 FTE in the National Contact Center (NCC) and 550 FTE at regional office Public Contact Teams (PCT). Additionally, NCO provides compliance analysis and process remediation to VBA identified special issues, priority claims, and internal and external oversight reports requiring compliance monitoring, remediation, and continued oversight. NCO's operational oversight ensures an efficient and effective service experience for both internal and external VBA customers across the NCO enterprise.

### Activities

- Provides operational oversight for VBA's call centers, public contact centers, and special emphasis programs to include administering guidance and instruction to field offices regarding contact operations.
- Assesses program and operational deficiencies at VBA RO public contact locations and VBA call centers; identifies and implements process improvements that will improve the level of service that is provided to customers.
- 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 NCO performance.
- Directs all projects and Activities that are concerned with the ongoing operation of the call centers and public contact teams.
- Works with companion business lines when recurring program/process errors fail to show improvement. Holds root cause analyses to better identify systemic errors and provides a report of

the analysis in order to implement remediation and monitoring.

- Oversees and manages customer satisfaction surveys to identify and develop process improvements.
- Provides training to contact center managers, coaches, management analysts, training coordinators, and lead legal administrative specialists in VBA call centers, and PCTs to ensure they are knowledgeable of operations, benefits, services, policies and procedures and can effectively manage, coach, train and mentor PCRs.
- Manages the training schedule for all employee development, refresher training, and completion of the National Training Curriculum.
- Coordinates with VA Central Offices to identify technology requirements for customer experience improvements.
- Supports and monitors process and procedures requiring operational compliance, oversight, and remediation for high impact program areas and third-party oversight reviews.
- Provides analyses of priority claims processing Activities to ensure process compliance.
- Coordinates and provides analysis for VBA special missions (having great impact or a high level of sensitivity).
- Ensures recurring internal and external oversight audits are properly analyzed for compliance, remediates all identified claims processing deficiencies, and continued oversight monitoring.
- Manages program processes associated with Military Sexual Trauma claims processing, overseeing mandatory training, quality, and operational compliance for the remote Military Sexual Trauma Operations Center.
- Uses data driven reports to monitor compliance and remediation across the field offices.
- Compliance significance is defined by quantitative and qualitative factors using metrics to support oversight processes.

## VBA-20F National Work Queue

### Overview

The National Work Queue (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-20F2 Southeast District

### Overview

The Southeast District, located in Nashville, TN, is responsible for the effective management of the VBA regional offices (ROs) for an assigned geographical area.

### Activities

- 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

### Overview

Each District Office (20F1 thru 20F5) is responsible for the effective management of the VBA regional offices (ROs) for an assigned geographical area. The North Atlantic District Office is located in Philadelphia, PA, the Southeast District Office is located in Nashville, TN, the Midwest District Office is located in St. Louis, MO, the Continental District Office is located in Denver, CO, and the Pacific District Office is located in Phoenix, AZ.

### Activities

- 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.

## **Business Functions**

Conduct Program Evaluations  
Conduct Enterprise Performance Management  
Provide Organizational Leadership and Oversight

## **VBA-20F4 Pacific District**

### **Overview**

The Pacific District, located in Phoenix, AZ, is responsible for the effective management of the VBA regional offices (ROs) for an assigned geographical area.

### **Activities**

- 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-20F5 Continental District**

### **Overview**

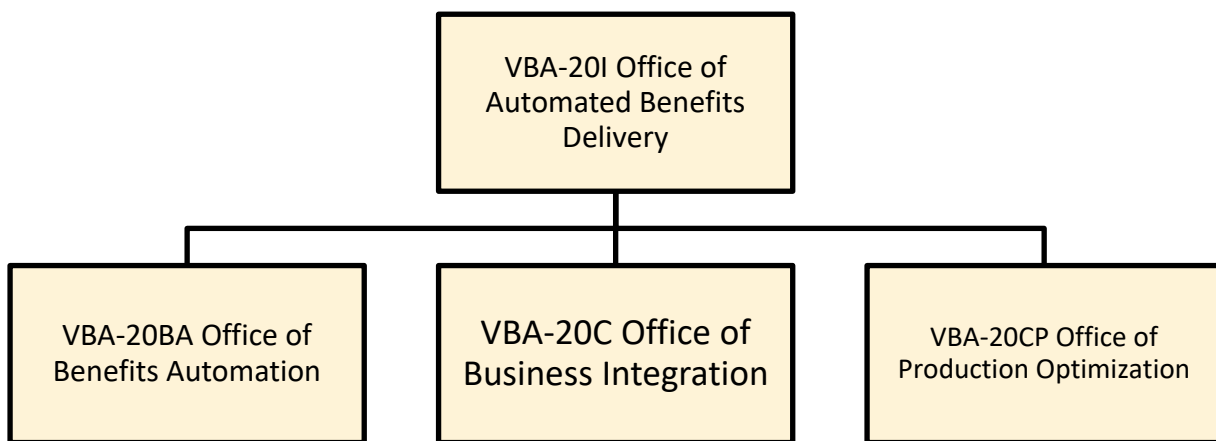
There are four district offices that are each responsible for the effective management of the VBA regional offices (ROs) for an assigned geographical area. The four district offices and their locations are:

**Northeast District - St. Louis, MO Southeast District - Nashville, TN Continental District - Denver, CO Pacific District - Phoenix, AZ** Activities

- 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-20I Office of Automated Benefits Delivery



### Overview

The Office of Automated Benefits Delivery (ABD) oversees the development, execution and life cycle maintenance of VBA’s technology and automation efforts, collaborates with VA’s Office of Information Technology (OIT) to provide business solutions driven by customer requirements, and modernizes VA business applications to improve VA’s benefit claims process for our Nation’s Veterans, their family members, survivors and other beneficiaries. ABD strives to continuously improve VBA’s claims process and provide tools to deliver decisions more quickly, accurately, and consistently than ever before.

### Activities

- Provide oversight for ABD staff offices to manage and coordinate Activities in accordance with VA and VBA’s strategic goals and plans, ensuring compliance and oversight with VA policies and

procedures. These offices include VBA's Office of Business Integration (OBI), Office of Benefits Automation (OBA), and the Office of Production Optimization (ProdOps).

- Coordinates with ABD staff offices, VBA business lines, and field personal to provide world-class, veteran-centric informational technology (IT) capabilities that securely, seamlessly, and cost-effectively delivery VA benefits and other services to Veterans and their families.
- Accelerates VBA's modernization of VBA systems and applications by increasing the speed and frequency of deployments, identifying innovations to lower costs without sacrificing quality, and manage the resources necessary to quickly adjust for emerging technology needs such as claims automation, and digital imaging.
- Streamlines the claim process to allow VBA to provide a better user experience for all employees across a nationwide network of 56 regional benefits offices. Efficiencies gained through these efforts will allow VBA to redirect valuable resources towards more complicated claims and improve claim processing timeliness.
- Manages system changes in support of new programs and policy requirements to keep up with the ever-evolving changes within VA's benefits programs.
- Employs a continuous improvement model to optimize production that relies on user engagement and identifies inefficiency, delivers enhancements, validates functionality while timely resolving defects.
- Collaborates 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.

## **Business Functions**

Perform Office Administrative Support Functions

## **VBA-20BA Office of Benefits Automation**

### **Overview**

The Office of Benefits Automation (OBA) accelerates business improvements through partnership, collaboration, and innovation. OBA's acquisitions efforts leverage industry tools and solutions in support of modernization and automation efforts. Additionally, OBA leads and manages significant business process improvement projects, collaborating across business lines and stakeholder groups.

### **Activities**

- OBA supports VBA projects and initiatives by providing the following services:

- Enhance the digital experience for Veterans and Employees
- Leverage data to modernize operations.
- Deliver decision support capabilities through automation.
- Improve the way we communicate with Veterans.
- Cultivate partnerships across the enterprise to improve outcomes for Veterans.
- Develop tools to provide faster and more consistent decisions.

## VBA-20C Office of 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.

### Activities

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

## VBA-20CP Office of Production Optimization

### Overview

The Office of Production Optimization (ProdOps - formerly Chief Production Office) works collaboratively across the Veterans Benefits Administration (VBA) enterprise to ensure claims processors are equipped and supported with highly efficient technology and lean processes. ProdOps 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

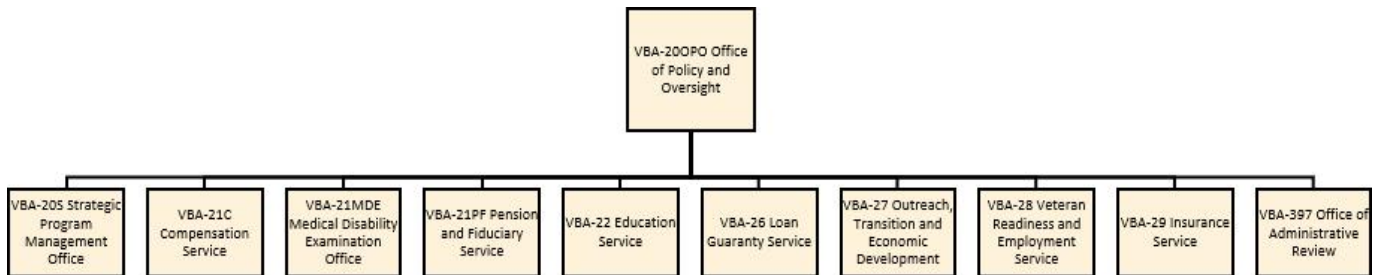
- Focuses on claims processing system modernization, timely defect resolution and user-driven system enhancements:
- Utilizes an enterprise-wide, data-driven, human-centered, analytical approach to solving claims processing challenges and implements viable and effective people, process, and technology solutions.
- Employs a continuous improvement model to optimize production that relies on user engagement and identifies inefficiency, delivers enhancements, validates functionality while timely resolving defects.
- Collaborates with VA OIT and VBA partners (VBA district offices, regional offices, business lines and staff offices) to design and deliver technology solutions through clean, fast, flexible delivery of system functionality and equipment to support claims processing.

### Activities

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



## VBA-20OPO Office of 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

- OPO 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 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. Works collaboratively with OPO business lines and program offices to ensure transformation initiatives are successfully executed and aligned with VBA objectives.
- Collects, interprets, and analyzes qualitative and quantitative data pertaining to business line Activities and benefits administration for briefings to VBA leadership on Activities and achievements. Leverages the collected data to develop performance measures and conduct performance reviews to assess the functional capabilities of program areas within OPO program offices.
- OPO 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. Also, provides solutions to problems that affect day-to-day program

management Activities for OPO business lines and program offices.

- 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.
- Evaluates budgetary performance and develops planning mechanisms to forecast needs of OPO business lines. Identifies interconnecting OPO business line needs and allocates resources to improve service delivery to Veterans. Ensuring that budgets and resources for OPO business lines are aligned to maximize outcomes.
- 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.

## VBA-20S Strategic Program Management Office

### Overview

The Strategic Program Management Office (SPMO) is VBA’s essential partner for enabling enterprise results for Veterans. SPMO’s mission is to provide strategic project management and enable customer experience for enhanced delivery of services to Veterans.

VBA projects and programs are the driving force behind the benefits and value delivered to Veterans and their beneficiaries. SPMO supports complex VBA projects and initiatives by providing project management advice and subject matter expertise. SPMO works with VBA business lines to align effective, cross-functional teams to a common goal, to proactively identify and mitigate risks to mission success, and to help teams to deliver products and services on-time and within scope.

How Veterans experience VBA across every interaction in their benefits journey builds trust in the organization. SPMO supports VBA business lines in their mission to connect Veterans with benefits by enabling VBA to turn customer insights into action and by making VBA correspondence more easily understood. The team gains customer insights through human-centered design, journey maps, surveys, and analysis, continuously improves the customer experience via data collection, analysis, and integration, and produces products that help to enhance Veterans’ experience of VBA.

### 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.

## Business Functions

Conduct Enterprise Requirements Management

Conduct Strategic Planning

Conduct Mission Requirements Planning

## Authorities

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

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

38 C.F.R. § 2.6. Secretary's Delegations of Authority to Certain Officials (38 U.S.C. § 512).

38 U.S.C. § 501. Rules and Regulations.

## 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

- Responsible for all policy, maintenance, and implementation aspects of regulatory guidance for VA that is found under 38 C.F.R. 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. Issues and administers procedural guidance implementing initiatives and laws governing VA benefits through updates to VBA's Adjudication Procedures Manual, M21-1.
- Administers and oversees programs and benefits to separating Service members to ease the transition into civilian life to include the administration of the Joint VA/DoD disability evaluation process for service members facing medical discharge.
- Develops, supports and monitors the National Training Plan for claims processors, including developing, facilitating, and overseeing training and implementation of the Competency Based

Training System (CBTS) assessment, remediation and compliance programs for VBA employees and managers involved in processing compensation claims.

- Assesses claims processing accuracy nationwide for rating and non-rating workload. Controls and oversees the Systematic Technical Accuracy Review (STAR) program, which conducts rating accuracy and special focus reviews with regular, random samples from each station. Conducts advisory reviews and participates in special case reviews.
- Enables the responsive and timely delivery of compensation benefits through the development and maintenance of business line software applications, systems, enhancements and data. Executes business ownership and develops funding requests, requirements and business architecture for the Compensation Service portfolio of information technology (IT) software application.

## **Business Functions**

Process Benefit and Appeals Requests

Capture Data and Documentation from External Sources

Manage Partnerships

Conduct Vendor Performance Monitoring and Dispute Resolution

Conduct Strategic Planning

Conduct Mission Requirements Planning

Conduct and Manage Audits and Audit Findings

Manage Performance and Risk

Conduct Program Evaluations

Administer Employee Engagement

Execute Talent Development

Perform Talent Development Planning

Manage Talent Development and Training

Administer Employee Performance Management

Manage IT Systems Lifecycle

Establish Service Delivery Standards

Create Regulations

Conduct Enterprise Performance Management

## **Authorities**

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

5 U.S.C. app. § 2. The Federal Advisory Committee Act (FACA) of 1972.

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

## 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

- Collaborates with contractors, regional offices, and VBA leadership to ensure changes/updates to exam scheduling requests; and develops identified training products for contract to address error trends, hot topics, or other training needs. Maximizes claim processing capacity while improving timeliness and accuracy.
- Oversees and monitors several multi-billion-dollar contracts to provide medical disability examinations worldwide.
- 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.
- 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.
- Receives and responds to Veteran inquiries regarding their contract exam.

### Activities

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, Medal of Honor Pension (MOHP) for survivors 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 completes many individual Activities, including developing, maintaining, and implementing regulations, and providing technical, program-specific advice regarding existing and proposed legislation.
- P&F Service develops and disseminates procedures for the administration of the pension, DIC, burial benefit, and fiduciary programs. To fulfill these duties 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, and creates and maintains forms and letters used in the adjudication of pension, DIC, burial benefits and for the fiduciary program.
- P&F Service develops, facilitates, and oversees training while monitoring the National Training Plan for VA employees involved in processing pension, DIC and burial claims, as well as for VA employees administering the fiduciary program. In performing these duties, P&F Service collaborates with the Office of Talent Management, Pension Management Centers (PMC) and Fiduciary Hubs to develop new training products for new, intermediate and journey-level employees at PMCs and Fiduciary Hubs.
- P&FS Service executes the development and maintenance of business line software applications, systems and data. P&F Services provides internal coordination of business requirements and collaborates with stakeholders for systems requirements for field and automated claims processing and fiduciary program oversight Activities, delivers functionality that improves the timeliness, quality, and transparency of decisions, performs testing for system and claim processing and (4) business process analysis.

- P&F Service 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 PMCs, Fiduciary Hubs and automated claim decisions. P&FS provides additional quality oversight by conducting audits and completing special focused reviews to ensure compliance with policy and procedures.
- P&FS develops protocols for and conducts site assistance visits for the purposes of assisting the regional offices, PMCs, and Fiduciary Hubs in complying with published policies and procedures, identifying areas for improvement, and establishing best practices.
- P&F Service partners with internal and external stakeholders to address concerns related to pension, DIC, burial and fiduciary programs and to improve outreach efforts for our Veterans and beneficiaries.

## **Business Functions**

Execute Talent Development

Perform Talent Acquisition Management

Administer Pension and Fiduciary Benefits

Conduct and Manage Audits and Audit Findings

Conduct Outreach to Veterans and Beneficiaries

Manage Performance and Risk

Coordinate Legislative Proposals

## **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. This includes drafting regulations to govern new or modified education benefit programs.
- Manages quality assurance, payment accuracy, program appraisal, internal control management, and equitable relief determinations for VA education benefits.

- Supports the Regional Processing Offices, Central Office staffs and external partners, including monitoring internal workload, production and quality metrics in addition to providing training support to field personnel, School Certifying Officials (SCO) and State Approving Agencies (SAA).
- Collaborates with Department of Education and Department of Defense to provide available data on education programs, to include retention rate, persistence rate, transfer-out rate, graduation rate and certificate of completion, to support informed decision making by beneficiaries on which education path may yield the best return on investment.
- Provides education and outreach on VA education benefits to internal and external partners and beneficiaries, including facilitating workshops and presentations, updating education benefit pamphlets, the GI Bill website and social media accounts, and regularly disseminating information about VA education benefit programs and services through other platforms.
- Develops effective education business line procedures and IT systems requirements to support claims processing and effectively implements statutes and regulations governing VA education benefits. This includes composing systems business requirements, assessing system performance before deployment and monitoring system performance to minimize interruption of claims processing.
- Conducts compliance surveys to ensure all approved programs comply with all applicable provisions of the laws administered by VA. The compliance survey identifies deficiencies and violations that may develop into remediation or enforcement actions to ensure the propriety of benefit payments for GI Bill beneficiaries.
- Maintains and enforces SAA contracts and Yellow Ribbon Program agreements and serves as approval authority for education programs. This oversight includes revising, issuing and processing SAA contracts annually to ensure maximum value to VA in addition to offering relevant training and general outreach Activities to SAAs and SCOs.

## **Business Functions**

Manage Partnerships

Conduct Employee Performance Management

Create Regulations

Administer Education Benefits

Manage Talent Development and Training

Perform Learning Administration

Manage Customer Services

Manage Benefits and Services Outreach

Communicate Benefits and Services Availability

Conduct Program Evaluations

Execute Talent Development

Provide Organizational Leadership and

Oversight Manage Performance and Risk



Conduct Enterprise Risk Management  
Perform Office Administrative Support  
Functions Perform Internal VA  
Communications and Coordination Perform  
Talent Development Planning  
Perform Planning and Requirements Analysis  
Perform Integration and Testing  
Perform Procurement Request (PR) Processing  
Perform Evolution, Maintenance, and Disposition  
Perform Analytics

## Authorities

38 U.S.C. ch. 30. All-Volunteer Force Educational Assistance Program.  
38 U.S.C. ch. 34. Veterans' Educational Assistance.  
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. 35. Survivors' and Dependents' Educational Assistance.  
38 U.S.C. ch. 36. Administration of Educational Benefits.  
38 C.F.R. pt. 21 subpt. F. Education Loans.  
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 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.  
10 U.S.C. § 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.  
38 C.F.R. pt. 21 subpt. C. Survivors' and Dependents' Educational Assistance Under 38 U.S.C. ch. 35.  
Pub. L. 112-56. Vow to Hire Heroes Act of 2011.  
38 C.F.R. pt. 21 subpt. B. Claims and Applications for Educational Assistance.  
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.

## 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

- LGY provides a viable and progressive loan program as a benefit for eligible Veterans and Service members to obtain, retain and adapt homes and increases Veteran and Service member awareness of their home loan guaranty benefit through varied communication/outreach Activities.
- 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, Department of Agriculture, and the Department of Treasury).
- 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).
- LGY 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, as well as 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.
- LGY provides direct loan mortgage financing and outreach to Native American Veterans or Veterans married to Native American non-Veterans who desire to live on Federal Trust land.
- LGY 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.
- LGY 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.

## Business Functions

Manage Partnerships

Communicate Benefits and Services Availability

Manage Customer Services

Administer Home Loans

Coordinate External Partnerships

Perform Grants Management

Establish Service Delivery Standards  
Conduct Outreach to Veterans and Beneficiaries  
Manage External Veterans Affairs Relationships  
Conduct Contracts Administration  
Conduct and Manage Audits and Audit Findings  
Conduct Program Evaluations  
Manage VA Asset Sales  
Coordinate Homeless Veterans Program  
Perform Grant Pre-Award Management  
Perform Grant Application Support and Receipt  
Perform Facilities Operation and Maintenance

## Authorities

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. G. Post-Vietnam Era Veterans' Educational Assistance Under 38 U.S.C. ch. 32.  
38 U.S.C. ch. 32. Post-Vietnam Era Veterans' Educational Assistance.  
10 U.S.C. § 510. Enlistment Incentives for Pursuit of Skills to Facilitate National Service.  
38 C.F.R. pt. 21 subpt. D. Administration of Educational Assistance Programs.  
38 C.F.R. pt. 21 subpt. B. Claims and Applications for Educational Assistance.  
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 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 U.S.C. ch. 34. Veterans' Educational Assistance.  
38 U.S.C. ch. 33. Post-9/11 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 collaborating, informing, and advocating for Veterans, transitioning Service members, survivors, family members and all eligible beneficiaries by highlighting pathways to VA benefits and services to facilitate sustained successful connections. OTED serves as a trusted leader to all Veterans, transitioning Service members, survivors and eligible beneficiaries by increasing awareness of and access to VA benefits and services.

## Activities

- Outreach: Conducts national and international outreach for VA connecting transitioning Service members, Veterans, families, survivors and VSOs to VA resources and benefits assistance; and manage 5 Federal Advisory Committees.
- Transition Assistance Program: Supports Service members and their families transitioning to civilian life through the Transition Assistance Program (TAP); target support of women Veterans' health care needs by facilitating Women's Health Transition Training (WHTT); and represent VA in interagency collaborative transition initiatives.
- Post-Separation and Survivors Assistance: Collaborates with DoD and other Federal partners to highlight transition benefits and services under the Military to Civilian Readiness Pathway and help Veteran's access personalized career counseling and additional services through Personalized Career Planning and Guidance. To provide outreach and strategic engagement on all matters related to the policies, programs and legislative issues affecting Veterans, survivors and their dependents access to survivor benefits.
- Economic Development: Connects Service members, Veterans and families with professional growth resources through Economic Development Initiatives; and create Veteran training and employment opportunities through VA SkillBridge, a program that empowers transitioning Service members to gain civilian work experience.
- Strategic Engagement: Delivers communication and marketing strategies throughout VBA enterprise and Regional Offices, including communications strategy, marketing, and media relations; and provide digital outreach to Veterans and partners through social media, websites, GovDelivery and video.
- Client Relations: Quickly and accurately responds to and resolves inquiries from Veterans and beneficiaries who reach out to the White House, Secretary of Veterans Affairs and other senior VA officials.
- National Contact Center Quality and Compliance: Provides centralized oversight, evaluation, quality and technical assistance in VBA program management to VBA national call centers and public contact locations.
- National Contact Center Training, Policy and Procedures and Business Applications: Develops, implements, and oversees the necessary training, policy & procedures, and business applications tools to provide Veteran-facing employees in the National Call Center, VA Solid Start, and Public Contact Teams with the training, guidance, and support tools necessary to ensure a consistent, efficient, high-quality Veteran experience across all access channels.

## Business Functions

Manage Partnerships

Execute Talent Development

Develop New Approaches and Models of Service Delivery

Manage Talent Development and Training  
Communicate Benefits and Services Availability  
Manage Benefits and Services Outreach  
Conduct Outreach to Veterans and Beneficiaries  
Coordinate External Partnerships  
Conduct and Manage Audits and Audit Findings  
Conduct Program Evaluations  
Manage IT Systems Lifecycle  
Provide Communications and Outreach  
Promote Awareness of Veteran Issues

## Authorities

Exec. Order No. 13822. Supporting Our Veterans During their Transition from Uniformed Service to Civilian Life.  
38 U.S.C. ch. 36. Administration of Educational Benefits.  
Pub. L. 115-232. John S. McCain National Defense Authorization Act for Fiscal Year 2019.  
Pub. L. 112-56. Vow to Hire Heroes Act of 2011.  
Pub. L. 116-214. Veterans Comprehensive Prevention, Access to Care, and Treatment Act of 2020.  
38 U.S.C. § 7703. Functions of the Administration.  
38 U.S.C. §§ 6301-6308. Outreach Activities.  
38 U.S.C. § 527. Evaluation and Data Collection.  
38 U.S.C. § 7731 et. seq. Veterans Benefits Administration; Subchapter II; Quality Assurance.  
Pub. L. 116-92. NDAA for FY 2020.  
38 U.S.C. § 7703(5). Functions of the Administration. Designated VBA As the Administration Responsible for Outreach Programs and Other Veteran’s Services Programs.  
38 U.S.C. § 6308(2). Biennial Report to Congress for the Improvement and Administration of Outreach Activities.  
38 U.S.C. § 6306(f). Use of Other Agencies. Conduct and Provide for Studies, in Consultation with Other Federal Departments and Agencies, to Determine Effective Outreach Program Strategies.  
38 U.S.C. § 527. Evaluation and Data Collection. VA Must Measure and Evaluate All Programs Under Title 38, Specifically to Collect, Collate, and Analyze Statistical Data to Determine Program Effectiveness.  
38 U.S.C. § 7731. Establishment: VBA Shall Carry Out a Quality Assurance Program.  
38 U.S.C. § 7732. Functions: On An Ongoing Basis Perform and Oversee Quality Reviews of the Functions of Each of the Principal Organizational Elements of VBA.  
38 U.S.C. § 7733. Personnel. FTE Requirement to Perform the Quality Assurance Functions for Which VBA has Responsibility.

## VBA-20A3 Office of Client Relations

### Overview

Outreach, Transition and Economic Development (OTED) Service is dedicated to collaborating,

informing, and advocating for Veterans, transitioning Service members, survivors, family members and all eligible beneficiaries by highlighting pathways to VA benefits and services to facilitate sustained successful connections. OTED serves as a trusted leader to all Veterans, transitioning Service members, survivors and eligible beneficiaries by increasing awareness of and access to VA benefits and services

## Activities

- The Office of Client Relations quickly and accurately responds to and resolves inquiries from Veterans and beneficiaries who reach out to the White House, Secretary of Veterans Affairs and other senior VA officials.

## VBA-20A4 Office of Strategic Engagement

### Overview

Outreach, Transition and Economic Development (OTED) Service is dedicated to collaborating, informing, and advocating for Veterans, transitioning Service members, survivors, family members and all eligible beneficiaries by highlighting pathways to VA benefits and services to facilitate sustained successful connections. OTED serves as a trusted leader to all Veterans, transitioning Service members, survivors and eligible beneficiaries by increasing awareness of and access to VA benefits and services.

### Activities

- The Office of Strategic Engagement delivers communication and marketing strategies throughout VBA enterprise and Regional Offices, including communications strategy, marketing, and media relations; and provide digital outreach to Veterans and partners through social media, websites, GovDelivery and video.

## VBA-28 Veteran Readiness and Employment Service

### Overview

The Veteran Readiness and Employment (VR&E) program 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

- VR&E reviews and develops legislative proposals, regulations, policies and procedures that drive effective and efficient processes for changes and improvements to the VR&E program.

- Ensures the budget focuses on core tactical and strategic goals in support of the Department’s mission. Coordinates with Office of Financial Management (OFM) to finalize budgetary needs and assists in preparing the President’s Budget.
- Assesses compliance and quality of service provision and operations through a monthly review of a random sample of cases and site visits to regional offices.
- Investigates and responds to a variety of program-related inquiries including Veteran, Congressional and all other partner inquiries. Provides continuous support to field offices.
- 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.
- Coordinates and conducts outreach programs to ensure Service members, Veterans, and their dependents are provided with information about benefits and opportunities to participate in the VR&E program.
- 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.
- 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.

## Business Functions

Conduct Budget Formulation  
Perform Self-Service Interaction  
Promote Veterans Employment and Retention  
Provide Veterans Education, Training & Rehabilitation  
Administer Veteran Readiness and Employment Benefits  
Conduct Outreach to Veterans and Beneficiaries  
Communicate Benefits and Services Availability  
Manage Partnerships  
Conduct Strategic Planning  
Conduct Acquisition Planning  
Respond to Congressional, Constituent, and GAO Inquiries  
Develop Legislative Proposals  
Conduct and Manage Audits and Audit Findings  
Conduct Program Evaluations  
Provide Organizational Leadership and Oversight  
Perform Internal VA Communications and Coordination

Manage Budget Request Planning and Submission  
Perform Budget Operating/Spend Plan Monitoring and Adjustment  
Manage Fund Allocation and Control  
Manage Talent Development and Training  
Perform Budgetary Reporting  
Execute Talent Development  
Perform Talent Development Planning  
Perform Learning Administration Manage IT  
Systems Lifecycle  
Perform Planning and Requirements Analysis  
Conduct Enterprise Performance Management  
Coordinate Legislative Proposals  
Perform Analytics  
Provide Communications and Outreach  
Perform Administrative Acquisition and Contract Management

### **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**

- The programs administered directly by VA includes 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)(closing to new insureds on 12/31/22), VA Life Insurance (VALife) (opening to insureds on 1/1/23) and the Veterans' Mortgage Life Insurance (VMLI) programs.

- VA provides insurance coverage and services to Active Duty and Reserve/National Guard members of the uniformed services, as well as their families, that are commonly provided by large scale civilian employers through a group insurance contract with a private insurer. 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).
- Key functions performed by VA or the contracted insurer for its programs, include issuing policies/coverage; paying insurance claims, loans and cash surrenders; handling policy maintenance actions; and setting premium rates, policy reserves, and dividend rates.
- In addition, VA conducts the following Activities to include providing oversight of the private commercial insurer administering SGLI, FSGLI, TSGLI and VGLI programs;
- 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; and
- Develops, plans and oversees implementation of new products designed to improve benefits and enhance Veterans' financial security.

## **Business Functions**

Administer Life Insurance Benefits

Create Regulations

Develop Legislative Proposals

Coordinate Legislative Proposals

## **Authorities**

38 U.S.C. ch. 19. Insurance.

38 U.S.C. ch. 21. Specially Adapted Housing for Disabled Veterans.

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. 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

- OAR 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 stakeholders.
- OAR monitors the regulatory and procedural framework for the modernized decision review process and legacy appeals system to ensure timely and accurate benefits decisions by overseeing all operational facets of HLRs and legacy appeals elimination including workload management, data analytics, resource allocation, performance targets and performance measurement.
- Maintains operational control over VBA's three DROCs which process AMA HLRs, HLR returns, and Board of Veterans' Appeals (Board) AMA remands, Board AMA grants, Board legacy remands, and Board legacy grants.
- DROCs deliver benefits and services efficiently to Veterans, Service members, their families, and survivors.
- Provides direction, guidance, and oversight when implementing new and revised programs, policies, initiatives, and applications for processing decision reviews and legacy appeals, to include regulatory and legislative updates, site visits, training, and quality assurance Activities.
- Oversees policy, procedures, training, quality assurance, and customer service for VBA's attorney and agent fee program.
- Communicates VBA decision review and appeals policies, programs, and procedures with national partners (VSOs, Congress, external agencies, VA, VHA and public forums).
- Responds and complies with findings and recommendations resulting from audits and reviews conducted by the OIG, GAO, and others.

### Business Functions

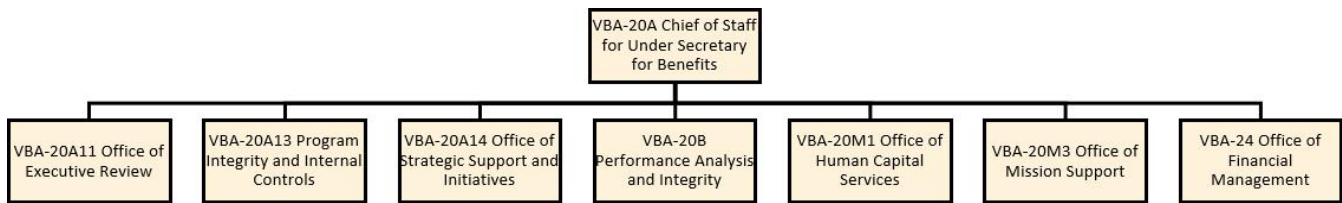
Determine Eligibility and Approve Benefits

Communicate Process Appeal and/or Notice of Disagreement

**Authorities**

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

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



### Overview

The VBA Office of the Chief of Staff (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 Services, 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 most effectively carry out the mission of VBA.
- 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.

## **Business Functions**

Conduct Outreach to Veterans and Beneficiaries

Manage Activities with Congress, GAO, and Veteran Stakeholders

Prepare VA Officials for Congressional Briefings and Hearings

Provide Organizational Leadership and Oversight

Perform Internal VA Communications and Coordination

## **VBA-20A11 Office of 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 correspondence from Congress and affiliated offices (Congressional Budget Office, Congressional Research Service, 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 Office of Management and Budget’s (OMB) 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.

## **Business Functions**

Manage Activities with Congress, GAO, and Veteran Stakeholders

## **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 Office of Inspector General (OIG) and the Government Accountability Office (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.

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## 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

- OSSI supports VBA projects and initiatives by providing the following services:
- 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-20B Performance Analysis and Integrity

### Overview

The Office of Performance Analysis and Integrity (PA&I) provides data, analysis and infrastructure to manage information as a critical business resource. To do this PA&I develops and maintains the Enterprise Data Warehouse (EDW) for report generation supporting decision-making and business needs; promulgates and posts operating data in insightful graphics; provides data analysis for situational awareness, optimizing operating and Business Functions; and uses data mining, forecasting, and advanced statistical methods to measure performance and develop decision models for leadership.

### 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.

- 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.
- 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 through:
  - Workload Forecasting: Develops statistical models to accurately forecast Compensation and Pension Program receipts, inventory, production and timeliness. Statistical Sampling: Collaborates with VBA business lines to facilitate robust statistical sampling practices for audit and quality reporting.
  - NWQ Quality: Analyzes the change in 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 claims 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.

- The Business Intelligence (BI) team’s mission is to provide timely accurate reporting on VBA performance Activities, processes and metrics relating to mission accomplishments:
- Compiles and publishes a many recurring reports required for VBA workload management and regional office 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.

## **Business Functions**

Conduct Enterprise Performance Management  
Execute Talent Development  
Conduct and Manage Audits and Audit Findings  
Manage Enterprise Data Management  
Perform Information and Data Management  
Perform Meta Data Management  
Manage Data Warehouse  
Perform Analytics  
Provide Business Intelligence Services

## **Authorities**

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

## **VBA-20EQ Office of Equity Assurance**

### **Overview**

The Office of Equity Assurance (OEA) analyzes and evaluates the current state of how VBA’s benefits and programs are awarded and implemented across the various racial and ethnic, gender, and

socioeconomic groups and provides recommendations for improvements. OEA focuses on solutions for reducing disparities, improving benefits and service delivery, and ensuring equity across a diverse and inclusive beneficiary population. The office will work in close coordination with the Inclusion, Diversity, Equity and Access (I\*DEA) Council to ensure that we are delivering earned benefits to all Veterans, their survivors and caregivers, no matter their age, race, ethnicity, gender, religion, disability, or sexual identity.

## Activities

- Conduct project management Activities related to I\*DEA and equity assignments.
- Develop data analysis and incorporate relevant data research/studies to provide reports and findings for comprehensive equity assessments.
- Address business line gap areas in equity.
- Historical reviews and analysis of VBA benefit programs and policies in relevant socio-economic settings to include the military/legislative environments.
- Benchmarking studies and literature reviews of federal and non-profit entities where equity research has been completed.
- Collaboration within VA (VHA and NCA) and with external VA partners to review and assess research studies related to equity and the various impacted Veteran groups (e.g., Veterans Service Organizations, States, Law Groups, Community Organizations).
- Assess, develop, and deliver equity specific training and education in conjunction with business lines and HCS.
- Attend multifaceted meetings on I\*DEA and equity.

## Business Functions

Manage Activities with Congress, GAO, and Veteran Stakeholders

## Authorities

Exec. Order No. 13985. Advancing Racial Equity and Support of Underserved Communities Through the Federal Government.

Exec. Order No. 14031. Advancing Educational Equity, Justice and Opportunity for Asian Americans, Native Americans, Native Hawaiians, and Pacific Islanders.

Exec. Order No. 14041. Advancing Educational Equity, Excellence, and Economic Opportunity Through Historically Black Colleges and Universities.

Exec. Order No. 14045. Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics

Exec. Order No. 14049. Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities.

Exec. Order No. 14050. Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans.

Exec. Order No. 14075. Advancing Equity for Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Individuals.

Exec. Order No. 1409. Further Advancing Racial Equity in Support for Underserved Communities Through the Federal Government.

## **VBA-20M1 Office of Human Capital Services**

### **Overview**

The Office of Human Capital Services directly advances and supports VBA’s mission through creating and implementing solutions that address the Department of Veterans Affairs’ workforce in areas of recruiting, hiring, training, retention, leadership development, succession planning, and more. HCS aims to be an organizational center of excellence for Human Capital best practices through fulfillment of its own mission of “Building Strategic Partnerships Through Service.”

### **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 & 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 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.
- Provide professional consultation and expertise in Instructional Systems Design (ISD) and Human Performance Improvement (HPI) from personnel with advanced level degrees in these disciplines.
- Actively consult and partner with all VBA Services to identify future training needs and develop appropriate plans and interventions to influence the improvement 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 Human Resource 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.

## **Business Functions**

Conduct Human Capital Management  
Execute Talent Development  
Perform Talent Development Planning  
Manage Talent Development and Training  
Conduct Employee Performance Management  
Execute Continuous Vetting  
Administer Collective Bargaining

## **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 Office of 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 material management, Privacy Act, Freedom of Information Act (FOIA), fleet management, mail management, forms management, publications, printing, directives, Web Automated Reference Material System (WARMS), Mission Accountability Support Tracker (MAST), 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, MAST, and EIL.

- Oversees VBA occupational safety and health program, forms and records management, forms and publications, FOIA, privacy.
- 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 and responds to emergencies and disasters to reduce property loss, maintain public safety and preserve continuity of benefits and services to Veterans and their families.
- Responsible for protecting life and property within the Department's jurisdiction. Also responsible for planning, directing, and coordinating all personnel security and suitability related functions.
- Administers VBA's FOIA 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.

## Business Functions

Provide Organizational Leadership and Oversight  
Respond to Freedom of Information Act Requests  
Coordinate National Security Operations  
Perform Office Administrative Support Functions  
Perform Space Management

## Authorities

48 C.F.R. ch. 1. Federal Acquisition Regulation.  
48 C.F.R. ch. 8. Federal Acquisition Regulation System - Department of Veterans Affairs.  
29 C.F.R. § 1960. Basic Program Elements for Federal Employee Occupational Safety and Health Programs and Related Matters.  
38 U.S.C. § 501. Rules and Regulations.  
VA Directive 6300. Records Management.  
Pub. L. 114-185. Freedom of Information Act (FOIA) Improvement Act of 2016.  
Pub. L. 115-59. Privacy Act of 1974 (as amended 5 U.S.C. § 552a) Social Security Number Fraud Prevention Act of 2017.  
VA Directive 0637. VA Vehicle Fleet Management Program.  
VA Handbook 0730/1. Security and Law Enforcement.  
38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.  
VA Directive 7700. Occupational Safety and Health.

## 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

- OFM provides cost estimates, monitors transactions, and ensures accurate obligations and execution of funds for VBA.
- Formulates VBA's GOE 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 the long-term discretionary spending resource framework to articulate and prioritize budget requirements for a five-year planning period.
- OFM 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, OMB, and Congress about matters concerning the mandatory benefits budget.
- Plays a distinct role in the distribution of funds pertaining to benefit payment Activities.
- OFM provides support to VBA Headquarters staff and VBA ROs 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 effectively and efficiently provide benefits to Veterans.
- Determines financial impacts and costs of proposed and actual changes in manpower and staffing requirements.
- OFM manages and directs all budgetary Activities involving the VBA housing, insurance, and vocational rehabilitation programs.
- OFM provides support to VBA Headquarters staff and VBA ROs for all finance Activities, including payroll, travel, government purchase card and benefits questions.

- Develops and implements formal financial and operational policies and procedures; ensures that current policies and procedures for programs are implemented.
- Implements business process improvements, including Treasury or OMB initiatives, system enhancements, or data analytic/data management initiatives.
- Develops, implements, and supports fiscal systems (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.
- OFM 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.
- Identifies, researches, analyzes, 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 Financial Management and Business Solutions 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.
- Assist ROs and business lines with the formulation and implementation of corrective action plans (CAPs) resulting from any notice of findings and recommendations (NFR) from external auditors.
- 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).
- Educate Veterans, stakeholders and employees and ensure they have the tools needed to help combat FWA.
- Makes VBA a hostile space for criminals using modern fraud prevention capabilities.
- Protects Veterans and 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.

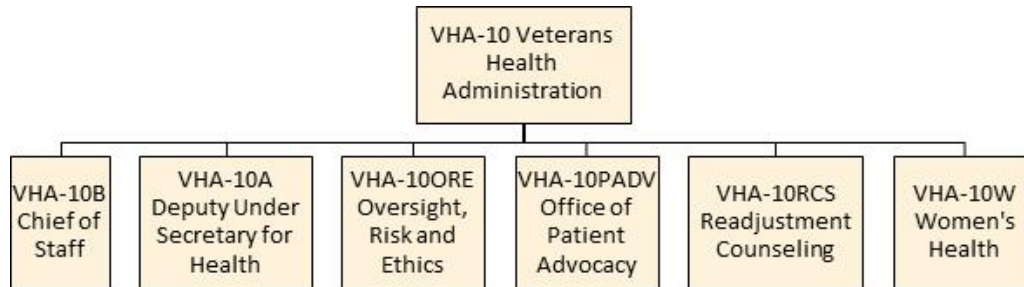


- Designs, executes and interprets the outcomes of predictive analytic data modeling.
- Provides FWA investigation assistance to VA OIG and external Federal and state investigatory agencies.
- Integrates the prevention of FWA with VBA's overall Enterprise Risk Management program.

## **Authorities**

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

## VHA-10 Veterans Health Administration



### Mission

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

### Overview

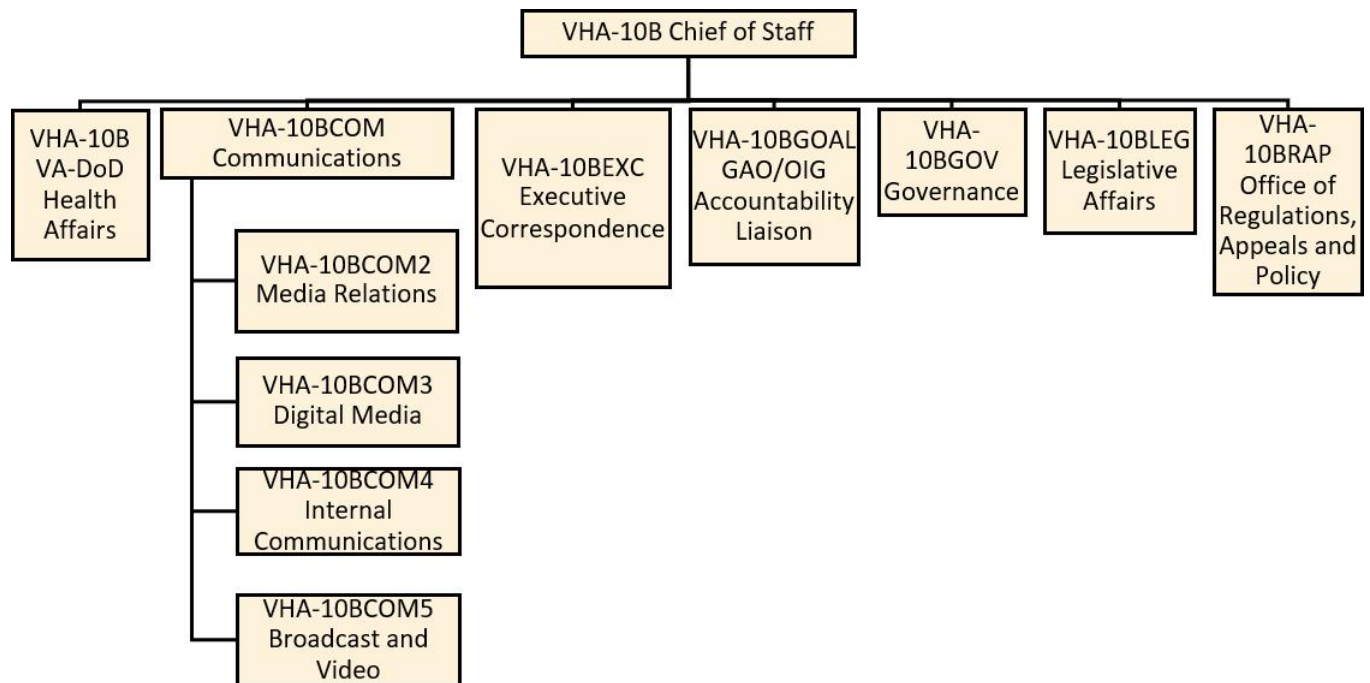
The Office of the Under Secretary for Health (USH/10) is responsible for the leadership and direction of the Veterans Health Administration (VHA), the Nation's largest integrated health care system. The four statutory missions of VHA are: 1) to develop, maintain, and operate a national health care delivery 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 Department of Defense (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, Veterans Service Organizations (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



### Overview

Office of the Chief of Staff (COS) works closely with the Under Secretary for Health, the Deputy Under Secretary for Health, and the Assistant 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, and VHA's Governance Board.

### 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, Veterans Service Organizations (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 with partners throughout the Department including, the Office of the Secretary of Veterans Affairs (OSVA), Office of Management (OM), Office of Public Affairs and Intergovernmental Affairs (OPIA), Office of General Counsel (OGC), and Office of the Inspector General (OIG).

## VHA-10B VA-DoD Health Affairs

### Overview

The VHA Office of VA/DoD Health Affairs serves as VHA's lead in coordinating and facilitating collaboration Activities with the DoD Military Health System (MHS). The MHS, operating within the Department of Defense (DoD) and led by the Office of the Assistant Secretary of Defense for Health Affairs (OASD(HA)), includes the Defense Health Agency (DHA), Joint Staff Surgeon, Uniformed Services University of the Health Sciences (USU), Military Treatment Facilities (MTFs), and the medical departments of the Army, Navy, and Air Force.

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 Under Secretary for Health (USH) who serves as the VA HEC co-chair. OHA provides national-level policy guidance and oversight for sharing of health care resources between VA and DoD and manages the VA/DoD Joint Incentive Fund (JIF), which improves access to health care, enhances quality and continuity of care, and drives cost avoidance 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) which provides enterprise-level longitudinal consultation services and assistance to VA and DoD Lead Coordinators (LCs), Care Management Teams (CMTs), and select Servicemembers, Veterans (SM/V), and their families. OHA manages the Army War College Fellowship program for VA 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

- Coordinates VA/DoD Health Executive Committee (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 JEC Joint Strategic Plan (JSP), VA/DoD Joint Operating Plan (JOP), and the Annual Joint Report to Congress; monitors all HEC and JEC initiatives until completion.
- Collaborates with senior medical leadership within the Reserves and National 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 AMSUS, The Society of Federal Health Professionals, annual

conference.

- Collaborates, facilitates, and sustains effective partnerships and mutually supportive relationships on matters related to joint health care initiatives and Activities between VHA, MHS, and the TRICARE Health Plan.
- Provides national-level policy guidance and oversight for sharing health care resources between VHA and MHS.
- 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 point of contact for regional TRICARE issues supporting VHA's transition efforts for Veterans and Servicemembers; and enhances VA/DoD bi-directional communications through monthly training for VA Medical Center (VAMC) and Veterans Integrated Services Network (VISN) staff on TRICARE referrals, authorizations, and billing processes.
- Provides senior-level leadership and direction for the support and accomplishment of all healthcare related VHA/DoD JSP goals, objectives, strategies/milestones, and performance measures encompassing the use of health care resource sharing agreements.
- Provides enterprise-level consultation and navigation to VA and DoD Lead Coordinator (LCs) and Care Management Teams (CMTs), providing clinical and non-clinical assistance and advice regarding DoD, VA, other Federal agencies, community, and other resources available to support the Servicemember, Veterans (SM/V), and the family or caregiver.
- Provides policy direction, administrative and operational support for nine Federal Recovery Consultants (FRCs) located at key locations: strategic 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 US 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 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.

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## 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 develops clear and consistent messaging and determines strategies and methods to be used in informing Veterans, stakeholders, employees, and the American public about the policies, programs, actions, and initiatives of VHA.

### Activities

- Directly supports Under Secretary for Health messaging to employees and Veterans, their families, caregivers, and survivors.
- Creates and maintains a consistent VHA communications strategy and message throughout all VHA products.
- Interacts continually with and serves as liaison to the VA Office of Public and Intergovernmental Affairs (OPIA).
- 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 VA/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.
- Provides clear and consistent messaging, especially in crisis situations, reinforces positive messaging about VHA's impact and employee action, and promotes trust in VA health care among Veterans.
- Works in collaboration with program office staff, supports campaigns and initiatives with communications counsel, coordination, and message/product distribution and outreach through internal and external channels.
- Supports the VHA Communicators community (field public affairs officers and program office communicators) with training, feedback processes, collaborative tools, career development, and communications professionalization and standardization.

## VHA-10BCOM2 Media Relations

### Overview

The Media Relations team (10BCOM2) provides proactive media relations and communications planning in support of the Under Secretary for Health and VHA leadership, as well as 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

- 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.
- 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.
- Provides strategic communications advisement and support for major announcements and coordinates these announcements across VHA and VA in concert with the Office of Public and Intergovernmental Affairs (OPIA).
- Produces news releases, articles, op-eds, and other written materials to proactively communicate VHA's messages.
- Prepares, and trains VHA leadership in delivering messages, responding to media, and promoting VHA programs and initiatives.

## VHA-10BCOM3 Digital Media

### Overview

The Digital Media team (10BCOM3) oversees VHA's online presence, web content, social media, graphic design, and limited video capability. It leads VHA's digital communication to Veterans, family members, caregivers, and other key stakeholders.

### 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.

## VHA-10BCOM4 Internal Communications

### Overview

The Internal Communications team (10BCOM4) oversees and maximizes employee-facing communication channels and outreach, as well as history, advertising, and policy development functions.

### Activities

- Manages content for multiple employee-facing communication channels and functions on various technology platforms to provide employees, leadership, and the VHA communication community with news, information, resources, and updates to pertinent issues.
- Hosts the public affairs directory, field public affairs officers' monthly calls, editorial advisory committee, professional development resources, and internal news and informational products.
- Supports program offices via establishment of focus groups, a program communicator SharePoint site, and calendar of significant events.
- Serves as liaison with Veterans Benefit Administration, National Cemetery Administration, National Veteran Outreach Office, Veteran Experience Office, and other Veteran-facing offices to improve outreach efforts across VA.
- Supports VHA advertising policy and compliance, trains program offices and facilities in VHA policy requirements and guidance, promotes best practices, and manages approvals for paid advertising expenses per Congressional and OPIA requirements.
- Provides 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.

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## VHA-10BCOM5 Broadcast and Video

### Overview

The Broadcast and Video team (10BCOM5) provides video broadcast and production support to VHA, as well as to VA's most senior leaders. 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 to accomplish remote productions on location (live conference feeds, and electronic field production). Supporting these efforts is a broadcast-standard suite of post-production equipment to edit and distribute to all audiences.

### Activities

- Consults and advises on the use of video and live streaming productions.
- Produces 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.
- Collaborates with requestors to develop focused content in support of key communications plans and campaigns.
- Supports VA's senior leaders with rapid response video products.
- Provides location video production support.

## VHA-10BEXC Executive Correspondence

### Overview

The Office of Executive Correspondence (10BEXC) administers the correspondence management program for the Veterans Health Administration (VHA). 10BEXC establishes VHA correspondence policy, provides writing, research, and other administrative support on correspondence matters, and provides correspondence training to VHA and non-VHA staff. 10BEXC staff reviews all correspondence for the signature of the Secretary, Deputy Secretary, Under Secretary for Health, and Deputy Under Secretary for Health.

### 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) is VHA's primary liaison with OIG and GAO for national reviews, audits, inspections, and manages VHA's Congressionally Mandated Reports and Congressional Tracking Reports.

### 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.
- Engages with OCLA, OGC, Secretary's Senior Advisors, OM, and other Department offices to managed Congressionally Mandated Reports and Congressional Tracking Reports for VHA.
- Tracks CMRs and CTRs to ensure they are submitted in a timely manner and of the quality expected for Departmental level submissions to Congress.

## VHA-10BGOV Governance

### Overview

The Governance Board oversees Activities related to the operational strategy to ensure decisions are prioritized and consistent with the organization's mission and the strategic direction from the Under Secretary for Health (USH). The Assistant Under Secretary for Health for Operations is the Chair of the VHA Governance Board.

The Governance Board consists of senior VHA leaders including those within the Office of the Under Secretary for Health, each Veterans Integrated Service Network (VISN) Director, each Assistant Under Secretary for Health and select senior leadership in VHA Central Office. The Governance Board comprises of five Councils (VHA Data Governance, Healthcare Delivery, Healthcare Operations, Organizational Health, Quality, Safety & Value), 15 Committees, and four Sub-Committees.

The Governance Office functions as a focal point for VHA's support for organizational processes central to the support of senior leadership decision-making. The Governance Office is responsible for developing, implementing, and monitoring the support structure and procedures to facilitate VHA's primary governance body.

### Activities

- Reviews and assesses all current and revised VHA policy and procedures specifically as they relate to VHA governance.
- Coordinates policies and procedures related to operations and management of the VHA Governance Board and assists in the development of national guidance to use in implementing these policies, as well as conducting evaluations of these policies to identify needed modifications.
- Reviews, processes, and tracks all Executive Decision Memorandums (EDMs) for VHA, which receive final approval by the Assistant Under Secretary for Health for Operations and maintains an online database to record and track all EDMs for the organization.
- Provides guidance to over 20 Governance Board points-of contact on fulfilling their responsibilities.
- Develops strategic plans and short and long-range goals for the VHA Governance Board and five VHA Governance Board Councils.

## VHA-10BLEG Legislative Affairs

### Overview

The Office of Legislative Affairs (10BLEG) advises the Under Secretary for Health on legislative matters affecting VHA. The Office of Legislative Affairs 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), develops Congressional testimony, responds to congressional inquiries, tracks legislation, 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.
- 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.

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

### Overview

The Office of Regulations, Appeals and Policy (10BRAP) has three essential functions:

**Regulations:** Ensures VHA properly implements new statutory **Authorities** through regulations published in the Code of Federal Regulations, and appropriately revises/maintains its legal **Authorities** to match current needs and vision. This includes overseeing VHA compliance with the Paperwork Reduction Act and ensuring legal compliance and availability of forms for Veterans and internal users and related publications, including Presidential portraits, brochures, and posters. Provides support in the areas of regulation and policy for VHA legislative reviews and proposals.

**Appeals:** Manages and coordinates all aspects of VHA implementation of the Appeals Modernization Act, including education, process standardization, and systems (IT) and process improvements for legacy and modern VHA claims and appeals.

**Policy:** Oversees quality, improvement, and maintenance of VHA policy (Directives and Notices) at national and local (field-based) levels, including support of sub-policy guidance such as field instructions from Assistant Under Secretaries for Health. Serves as Executive Sponsor for several key initiatives including GAO High Risk List and National Standards of Practice (Supremacy), and provides support for many other key initiatives with policy components. This includes establishing and supporting implementation of directives and policy related to governance at both the Governance Board and VHA Central Office Operating Unit levels. This also includes maintaining online databases for policies and best practices, and ensuring policy compliance with new Electronic Health Record development.

### Activities

- Provides strategic advice and consultation to the Under Secretary for Health and Assistant Under Secretaries for Health on developing regulatory and policy strategies to respond to new legislation and related regulatory challenges and related regulatory and sub-regulatory issuances; changing priorities; and developing challenges.
- Provides research, expertise, and performs necessary work on behalf of VAMCs, VISNs, and VHA CO Program Offices to ensure legal, procedural, and technical compliance in areas of regulations; written policy; inter agency coordination with VA, Federal/State agencies; and external stakeholders; and compliance with the Administrative Procedures Act, Paperwork Reduction Act, and related Executive Orders and controlling policy.
- Leads enterprise improvement initiatives including development of National Standards of Practice; GAO High Risk List responses; reduction in the number of both national and local written policy (leading ongoing improvement); Electronic Health Record (managing national/local policy impacts).
- Provides oversight and management of VHA's compliance with Appeals Modernization Act (including notices, supplemental claims, higher level reviews, and appeals), involving all VA Administrations, the Board of Veterans' Appeals, VA OIT, and multiple external and Congressional stakeholders, including IT development; process standardization; enterprise education; systems improvements; and legal compliance.
- Assists VHA program and field offices in securing OMB approval for collections of information covered by the Paperwork Reduction Act, which includes all VHA regulations, official forms, customer service questionnaires, oral or written surveys or research tools, and other devices.
- Maintains intra- and internet repositories, for use by the field and the public of VHA national policies, operational memoranda and related documents, best practices, and national forms.
- Facilitates delivery of benefits and legally-mandated (and fundamentally fair) process to Veterans, dependents, survivors, and other claimants by coordinating with VA Administrations, the Board of Veterans' Appeals, Office of General Counsel, VAOIT, and VHA programs.

## VHA-10BSIM Strategic Investment Management

### Overview

Strategic Investment Management (SIM) supports the VHA business' health information technology (IT) needs by facilitating business transformation, informing change management efforts, and providing the information that leaders need to make sound decisions.

### Activities

- Conducts execution reporting to provide oversight of VHA IT funding; conducts 10-13 yearly VHA customer satisfaction surveys and reports on IT outcomes.
- Evaluates business needs and develops requirements to inform IT funding and investment priorities.

- Supports a consolidated set of architectural methodologies, principles, and practices to optimize technology and build an architecture that harmonizes business and technical information.
- Maintains current state, enterprise end-to-end (E2E) process diagrams to support oversight, facilitation, and transition of VHA's Enterprise Transition Management Strategy for strategic projects.
- Executes Multi Year Planning process to allow VHA to speak with one voice for IT needs.
- Evaluates business cases annually submitted by VA business owners.

### **Authorities**

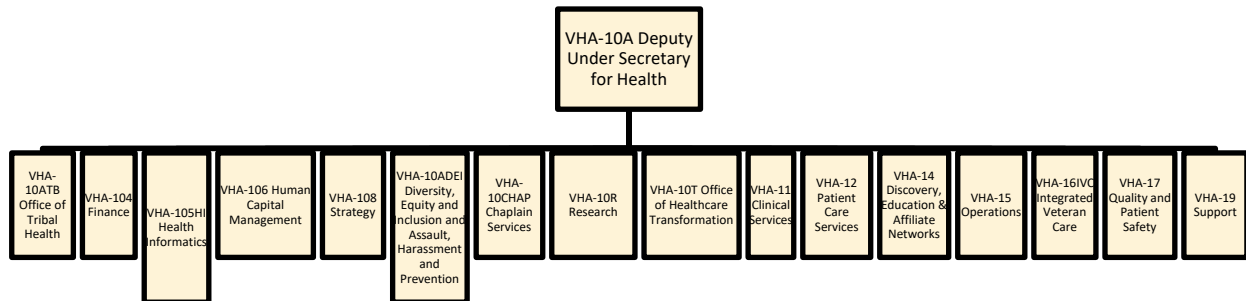
Pub. L. 104-106. Information Technology Management Reform Act.

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

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

## VHA-10A Deputy Under Secretary for Health



### 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 their 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 Under Secretaries for Health; for Clinical Services; Patient Care Services; Integrated Veteran 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 Offices of Diversity, Equity, and Inclusion(DEI) and Tribal Health (OTH). These national program offices facilitate diversity, equity, and inclusion efforts and through two pillars: Diversity, Equity and Inclusion, and Assault, Harassment and Prevention, and strengthen VHA’s commitment to American Indian and Alaskan Native (AI/AN) Veterans



by supporting exceptional health care that enhances health and well-being through partnerships, respect, and cultural understanding.

### **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 National 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.

### **Authority**

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-10ATB Office of Tribal Health

### Overview

The Office of Tribal Health (OTH) strengthens VHA's commitment to American Indian and Alaskan Native (AI/AN) Veterans by supporting exceptional health care that enhances health and well-being through partnerships, respect, and cultural understanding. The Office of Tribal health will initiate, build, and strengthen partnerships, collaboration, and resource sharing with Indian Health Service (IHS), Tribal Health Programs (THP), Urban Indian Organizations (UIO), and other stakeholders that address health disparities, while enhancing the AI/AN Veteran's experience.

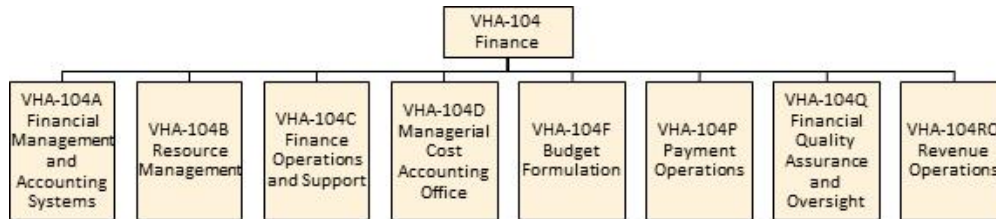
OTH provides VHA with leadership, guidance, strategic direction, and policy to support AI/AN Veteran health care, access, and Fourth Mission Activities. It serves as a consulting partner on the VHA/Indian Health Services (IHS) Memorandum of Understanding (MOU) and pertinent legislation.

OTH also provides direction to VHA program offices, Veteran Integrated Service Networks (VISNs), and VA medical facilities in coordinating, collaborating and resource sharing with partner entities and stakeholders to improve the health and well-being of AI/AN Veterans.

### Activities

- Provides standardized guidance to support AI/AN Veteran health care, access, and Fourth Mission Activities between all levels of VA, VHA, and other organizations.
- Serves as VHA's liaison on issues related to AI/AN health care. Supports the Veteran experience through seamless navigation for eligible AI/AN Veterans in VHA and with IHS, THP, and UIO health care. In collaboration with VA Office of Tribal Government Relations, provides informed advice on AI/AN health care matters to VA/VHA leadership, the White House/Nation-to-Nation dialogue, Congress, Advisory Committee on Tribal and Indian Affairs (aka TAC), and other stakeholders.
- Provides knowledge to enhance tools, training, and cultural awareness to successfully help AI/AN Veterans navigate the system.
- Supports successful integration of information, technology, and data to better serve AI/AN Veterans.
- Serves as Consulting Partner on IHS/VHA MOU & Pertinent Legislation
- Works with stakeholders to achieve optimal outcomes for AI/AN Veterans.

## VHA-104 Finance



### Overview

The Office of Finance serves as the principal financial advisor to the Under Secretary for Health (USH). The Office has an overarching responsibility for VHA budget development and allocation; monitors the execution of funds to networks, guides and oversees financial management and accounting operations, maintains the managerial cost accounting system for VA, manages payment and revenue operations for care in the community, and conducts financial quality assurance and oversight of resources used for Veterans' health care programs. Working with both Headquarters Program Officials and Veteran Integrated Service Network (VISN) Directors, the Office of Finance defines the financial policy, standards, and measures necessary to establish and manage an efficient, cost-effective health care delivery system.

The Office of Finance is composed of eight major organizational elements: Financial Management and Accounting Systems, Resource Management, Financial Operations and Support, Managerial Cost Accounting, Budget Formulation, Payment Operations, Financial Quality Assurance and Oversight, and Revenue Operations.

### Activities

- Provides analytical support to leadership and represents the Office of Finance on special projects and interests in Administration and department-wide settings.
- Provides program and product management delivery support to include multi-year program and project funding Activities across the Finance enterprise.
- Provides oversight and coordination for operations ensuring timely concise submissions and information to stakeholders across VHA.
- Provides financial expertise to support special projects for internal and external entities.

### 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 (FMAS) provides internal and external audit support, and analysis of financial information and Activities in support of financial statement reporting. The office also conducts program risk assessments, reviews, monitors, manages, and reports on the Payment Integrity Information Act (PIIA).

### Activities

- Provides reporting on PIIA per the Office of Management and Budget requirements, [paymentaccuracy.gov](http://paymentaccuracy.gov).
- 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 (RMO) is located in Washington, D.C. and provides oversight and management of VHA budget allocation, execution and analysis, and health care financial reporting, workload, and cost analysis.

### Activities

- Develops top level controls for the General Purpose (GP) and Specific Purpose (SP) budget categories within the VHA budget, as well as high priority requirements and objectives on behalf of the VHA USH and VHA CFO.
- Provides the allocation of appropriated VHA GP funds using the Veterans Equitable Resource Allocation (VERA) model and the Specific Purpose budget processes, allocates funds to the VHA enterprise based upon these models.
- Provides oversight of routine and non-routine distributions and redistributions of funds within the enterprise using 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.

- Provides oversight, advice, and support in managing the annual budget allocation (SP) for the VHA Headquarters and Program Offices. Ensures compliance with expectations outlined in the annual President’s budget and generally expected standards for budget management and oversight specific to the VHA HQ and Program Offices.
- 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 Financial Operations and Support Office provides policy analysis, quality assurance, training, and development functions.

### Activities

- Establishes financial quality assurance reviews and financial performance indicators to evaluate the quality of work within finance operations.
- Develops VHA financial directives, provides input into VA Financial Policy Volumes, publishing Financial Alerts/Standard Operating Procedures (SOPs) and responds to related field inquiries.
- Provides Financial training and educational support for the field including technical career field advancement programs.
- Provides support for program operations including implementation of G-Invoicing, Agent Cashier Delegations, Electronic Health Record Modernization reimbursements, Electronic Funds Transfer data for Beneficiary Travel, Financial Indicator Waiver requests, Prior Year Non-Recurring Maintenance funding requests, Nonprofit Program Office Annual Report preparation, and the Veterans Personal Finance System.

## VHA-104D Managerial Cost Accounting Office

### Overview

The Managerial Cost Accounting Office (MCAO) is VA’s Program Office for its activity based cost accounting program. MCAO conducts all 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, and the Decision Support System (DSS). The MCA Program provides the full cost of all healthcare

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 national guidance and procedures that affect the mapping and distribution of costs in DSS.
- Maintains all VHA, VBA, and NCA financial extracts from the feeder systems (FMS/iFAMS/PAID) that provide cost and hours, while reconciling to the feeder systems.
- Ensures timely, uninterrupted, accurate Managerial Cost Accounting information for the VA Enterprise through MCA's IT system of record, Sunrise Decision Support System (DSS).
- Ensures accuracy of 44 clinical workload feeds including 14 VistA extracts and 13 Cerner extracts from all VA Medical Centers and 17 non-VistA extracts from VHA national databases.
- Ensures efficient and effective management of DSS Vendor engineers with Strata Decision Technology, LLC., and DSS Database and System Administrators at VA Austin Information Technology Center.
- Analyzes the impact and design/implement appropriate DSS response to VA enterprise changes.
- Provides robust, expert, and on-demand Help Desk support to 350 MCA Site Staff stationed at 171 VA Medical Centers.
- Conducts economic and statistical analysis using accurate cost and relevant clinical data to provide Stakeholders with MCA information needed to evaluate efficiency, staff performance, and allocate resources.
- Trains VHA staff on MCA concepts, principles, and DSS processing.
- Engages with leadership from the clinical services to develop and obtain concurrence on technical solutions in response to change requests and reported problems.
- Engages with leadership from other VA Offices and data stakeholder offices to develop and obtain concurrence on technical solutions in response to change requests and reported problems. (e.g., Chief Business Office, Office of Informatics and Analytics, ARC, VSSC, OI&T, Corporate Data Warehouse (CDW), VISN Council).
- Coordinates with VHA OI&T, vendor, and IPT to manage and execute 2 annually recurring projects for VistA data extraction and the VistA Event Capture System Updates.
- Creates annual DSS fiscal year implementation guide, which provides instructions to 171 VA Medical Centers on what changes to make for the new fiscal year.

- Develops and maintains a large portfolio of financial and clinical business intelligence products including reports and dashboards for use across VHA.

## Authorities

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

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

## VHA-104F Budget Formulation

### Overview

The Budget Formulation Office (BF) serves as the primary advisor to the VHA CFO on all matters that pertain to developing and justifying the VHA Medical Care budget in the President's Budget each fiscal year that fully meets the needs of a continually diversifying Veteran population across the VHA enterprise.

### Activities

- Develops, submits, and justifies the VHA Medical Care budget of the annual President's Budget submission to Congress.
- Coordinates development and publishing of the annual VHA Medical Care budget in collaboration with the Office of Management and Budget, VA Office of Management, the VHA Under Secretary for Health, and program officials in accordance with the annual budget review and publication cycle.
- Provides ad hoc operational and historic budget and enactment information to both internal and external stakeholders such as the VA Secretary and Congressional members as requested, often with sensitive outcomes and observations, in addition to potential impact on future fiscal requirements.
- Prepares and provides the timely submission of the Office of National Drug Control Policy budget and responds to external review bodies independently providing all requested information on behalf of the VHA Office of Finance.
- Conducts resource analysis of both enacted and proposed health care text such as legislation, regulations, and White House priorities that impact health care facilities' resource requirements in the short and long-term.

## VHA-104P Payment Operations

### Overview

Payment Operations Office (PO) provides non-network claims management services to enable and

support high-quality, accessible, and integrated health care across the VHA enterprise operating eleven (11) payment centers.

### Activities

- Payment Operations supports the following programs/Activities:
- Non-community care network in-patient and out-patient, dental, behavioral health, non-national contract dialysis, homemaker/home health.
- Caregiver Bowel & Bladder Payments
- Caregiver Stipend Payments
- Indian Health Services for Veterans
- Department of Defense Sharing Agreements
- Community Nursing Homes
- Veteran Reimbursements (Pharmacy and Dental)
- Non-authorized Emergency Care
- Beneficiary Travel Payment Operations provides the following enabling capabilities:
- Customer Relations and Service
- Clinical Reviews
- Appeals and Internal Controls
- Training and Workforce Development
- Congressional Response Correspondence
- Electronic Claims Adjudication Management System (ECAMS) Program Management
- CHAMPVA Debt Management

## VHA-104Q Financial Quality Assurance and Oversight

### Overview

Financial Quality Assurance and Oversight Office (FQAQ) has overarching responsibility for identifying and managing financial risk, including establishing and evaluating the effectiveness of internal controls to minimize these risks and Activities to ensure compliance across VHA operations with VA/VHA financial policy, laws, regulations, and requirements. This is completed through internal audits, oversight reviews,



and active monitoring.

### Activities

- Serves as the centralized and coordinated management hub for risk centric, timely and complete responses, corrective actions and remediation of financial statement, OIG/GAO and internal audit findings to minimize future material weaknesses and/or GAO High Risk List (HRL) findings.
- Oversees a systemic and disciplined approach for identifying and assessing financial risks, evaluating the effectiveness of related internal controls to minimize these risks, and ensuring compliance with VA/VHA financial policy, regulations, and requirements.
- Establishes continuous monitoring and oversight processes, tools, and guidance to manage the quality of financial performance, processes, services/products, and outcomes. Improves financial reporting and accounting record management.
- Assures optimal use of VA resources in purchasing healthcare through payment and transactional auditing and fraud, waste, and abuse detection and prevention actions.
- Develops national guidance for data cleansing to prepare medical centers for the iFAMS transition.

## VHA-104RO Revenue Operations

### Overview

Revenue Operations Office (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. This is conducted with a nationwide team that includes 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 (CPACs) 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), denials, and net collections ratio (NCR). These metrics drive performance and are aligned with benchmarks used by high performing industry leaders.

- 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.
- Performs Medical Care Collections Fund (MCCF) forecasting and predictive modeling to support the annual budget formulation.
- Evaluates and implements policy and regulatory changes regarding changes in Veteran enrollment and utilization 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.
- Integrates and supports the Joint Electronic Health Record (EHR) across the full revenue cycle, to include front-end, mid-cycle and back-end.
- Supports modernization initiatives that cross agencies and departments, including VA/DoD Sharing, financial and acquisition systems modernization, and other congressionally mandated actions.
- Prepares, validates, and publishes VA's reasonable charges and cost based inter-agency rates for billing third party payers, humanitarian cases, and other government entities.
- Ensures the VA EHR charge master structure supports effective entry of all chargeable services/items and oversees critical aspects of the hospital charge entry process and system interfaces.

## Authorities

38 C.F.R. § 17.105. Waivers.

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

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 U.S.C. § 501. Rules and Regulations.

38 U.S.C. § 1725. Reimbursement for Emergency Treatment.

38 U.S.C. § 1729A. Department of Veterans Affairs Medical Care Collections Fund.

38 U.S.C. § 1728. Reimbursement of Certain Medical Expenses.

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

38 U.S.C. § 1722A. Copayment for Medications.

38 C.F.R. § 17.103. Referrals of Compromise Settlement Offers.

38 C.F.R. § 17.104. Terminations and Suspensions.

38 U.S.C. § 1729B. Consolidated Patient Accounting Centers.

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

38 C.F.R. § 17.106. VA Collection Rules; Third Party Payers.

38 U.S.C. § 1729. Recovery by the United States for the Cost of Certain Care and Services.

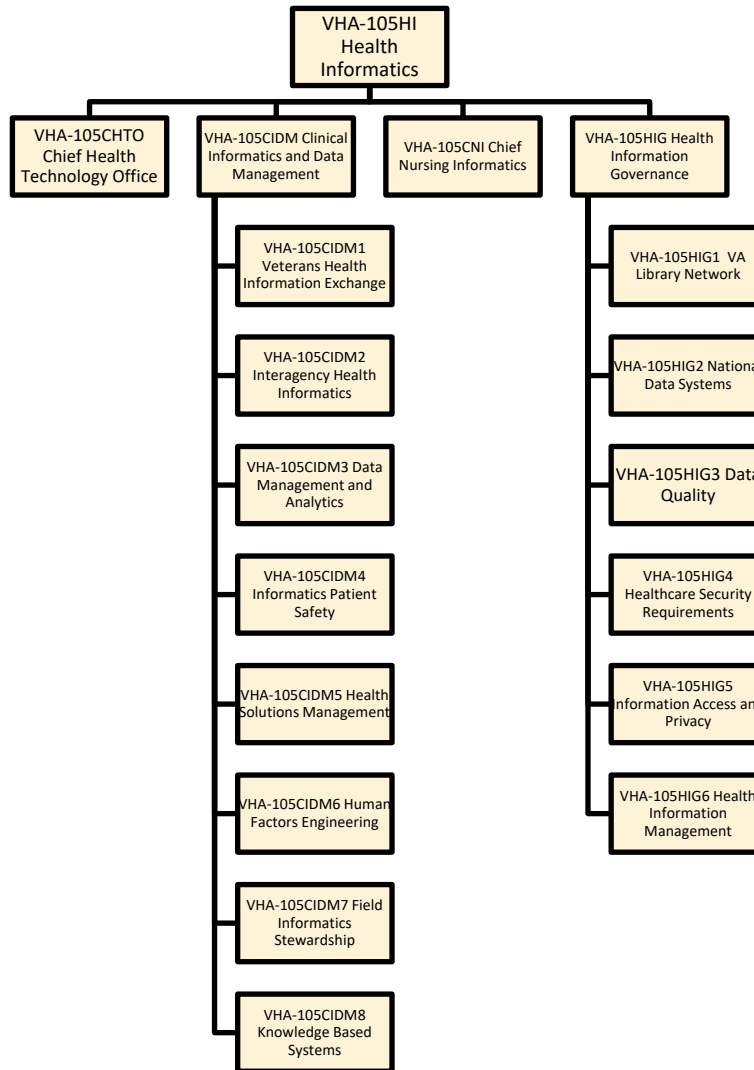
38 U.S.C. § 1730A. Prohibition on Collection of Copayments from Catastrophically Disabled Veterans.

38 U.S.C. § 1720D. Counseling and Treatment for Sexual Trauma.

38 U.S.C. § 1720E. Nasopharyngeal Radium Irradiation.

38 C.F.R. § 17.108-17.111. Copayments.

## VHA-105HI Health Informatics



### Overview

The Office of Health Informatics (OHI) supports VA’s health care system, clinicians, and program office staff by providing innovative health information management, enhanced by technology, to support the needs of VHA clinicians and sharing partners. OHI ensures clinical applications and information systems, including the Veteran Health Information Systems Technology Architecture/Computerized Patient Record System (VistA/CPRS) and Electronic Health Record Modernization (EHRM), are designed, configured, deployed, and optimized 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

- Supports features and optimization of VistA/CPRS and related systems to provide the most efficient,

accessible, high quality of care for Veterans.

- Provides input to Electronic Health Record Modernization to support configuration of the workflows, usability, and safety of the new Electronic Health Record (EHR).
- Broadens and deepens clinical informatics competencies across VHA.
- Expands Veteran health information access and interoperability with DoD and Community Care providers to improve Health Information Exchange (HIE).
- Facilitates clinically driven decision making for development, acquisition and maintenance of health information systems through business requirements, strategy, and investment analysis.
- Provides national policy and guidance to health informatics, data rights, Freedom of Information Act (FOIA), data privacy, health information management, health records management, and library personnel nationwide.

## Authorities

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

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

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

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

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

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

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

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

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

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.

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

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

VHA Directive 1932.01. Library Information Services and Resources Program.

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

VHA Directive 6371. Electronic Health Information Exchange for Treatment.

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

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

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

VHA Directive 1080.01(1). Data Use Agreements.

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

Index Functions.

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

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

VHA Directive 1907.02. My HealtheVet Identity Verification.

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

VHA Handbook 1605.04. Notice of Privacy Practices.

VHA Directive 1605.05. Business Associate Agreements.

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

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. 97-258. Anti-Deficiency Act.

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

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.

VHA Directive 1164. Essential Medication Information Standards.

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

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

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

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

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

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

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

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

Appropriation Act, 2021. 41 C.F.R. § 102-193. Creation, Maintenance, and Use of Records.

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

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

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

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

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

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

## Overview

The Chief Health Technology Office (CHTO) serves as the Administrations' 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). 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 Electronic Health Record Modernization (EHRM).

## 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), Software Modifications Waiver Committee, and the Secretary's Innovation Team.
- Fosters synchronization of innovations across myriad Information Technology 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), VHA Operations, OIT, and EHRM IO, relying on its VHA EHRM Site Implementation team and its actions in the Current State Review, Acquisitions, simulation electronic health record capability, 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

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

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.

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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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.

## VHA-105CIDM Clinical Informatics and Data Management

### Overview

The Clinical Informatics and Data Management Office (CIDMO) is essential to delivering high-quality, accessible, and integrated health care, making health information available when and where it matters most. CIDMO advances a consistent standard of care working toward a better, safer, and more equitable health care environment through improved data, tools, clinical processes, and informatics capabilities. CIDMO plays a critical role in transforming health care to be interoperable and more equitable. CIDMO's technical and policy expertise contributes to VA's electronic health record modernization efforts while maintaining the integrity of its legacy system, VistA. CIDMO employs technical expertise in areas such as data modernization, process engineering, human factors engineering, terminology, knowledge representation, system design, patient safety and computer-science-based analytical methods.

### Activities

- Supports health care team's (including patients) experience, safety, effectiveness and efficiency using evidence-driven, repeatable, reliable and scalable process standardization and management.
- Builds a world class informatics workforce that address both the local implementation/go-live and enterprise longitudinal Information Management/Information Technology (IM/IT) management for maximal value realization.
- Enables continual, sustainable Health IM/IT modernization through collaborations with EHRM IO 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.

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

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

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

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

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

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

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. 81-754. The Federal Records 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.

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

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

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

VHA Directive 1164. Essential Medication Information Standards.

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

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

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

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

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

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

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

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

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

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

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

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## 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 provider organizations, Health Information Exchanges (HIEs), state Immunization Information Systems, and other public health **Authorities**.

### Activities

- Supports VA clinicians and participating provider organizations 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.
- Identifies and supports onboarding of partners to enable the exchange of Veteran health information.
- Provides guidance, education, and training to VA medical center staff to promote adoption of health information exchange solutions.
- Conducts program management, strategic planning, system/business requirements, and business implementation Activities for information systems needed to execute health information exchange functionality.
- Provides continuous surveillance and analysis on the data quality of information provided to and received from participating provider organizations to inform opportunities for improvement.
- Facilitates VA's health information exchange with public health registries such as Prescription Drug Monitoring Programs (PDMP), Immunization Information Systems (IIS), Electronic Lab Reporting (ELR), Clinical Syndromic Surveillance Reporting (CSSR), and COVID-19 reporting to the Centers for Disease Control and Prevention (CDC).
- 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 the Department of Defense Health Affairs and the Defense Health Agency (DoD/DHA) to improve VA/DoD shared healthcare delivery through governance and coordination, joint policies, requirements development, and solutions. Additionally, IHI ensures VA participation in national clinical informatics policy conversations, decisions, and new regulations through coordination with national and interagency informatics policy organizations such as at the Department of Health and Human Services (HHS), Center for Medicare and Medicaid Services (CMS) and the Office of the National Coordinator (ONC) for Health IT.

### Activities

- Partners with DoD/DHA to facilitate governance, strategy and coordination of VA/DoD joint clinical informatics requirements and policies.
- Supports the DoD/VA Health Executive Committee’s Health Informatics Business Line (HI BL) and subordinate workgroups, including the Interagency Health Informatics Board (ICIB).
- Manages the HI BL staffing of VA/DoD Joint Incentive Fund (JIF) Reviews.
- Leads VHA clinical informatics regulatory liaison and Federal health informatics policy coordination through coordination with the Department of Health and Human Services (HHS), Center for Medicare and Medicaid Services (CMS) and the Office of National Coordinator for Health Information Technology (ONC), Indian Health Services (IHS) and other Federal agencies.
- Provides interagency health informatics programs management to improve interagency health care delivery at VA/DoD joint sharing sites to maximize end user adoption, increased efficiency, and improve patient safety through knowledge management and subject matter expertise; requirement development and solution sharing; and joint workflow improvements.

### Authorities

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

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

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

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

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

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

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

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

Pub. L. 117-81. National Defense Authorization Act for Fiscal Year 2022.

## 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).

### Activities

- Oversees, manages, and provides strategic guidance to enterprise data management and other analytics projects.
- Serves on work groups, committees, and project teams to promote enterprise data management goals across the VA and in DoD-VA collaboration.

### Authorities

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

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.

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.

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

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

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

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

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

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

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.

## 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 healthcare and the effective use of Health IT to make care safer.

## Activities

- Supports Health IT Safety Surveillance and Investigation, and knowledge dissemination
- Provides Health IT safety communication, education, training, consultation, and Knowledge Discovery (Hazard Detector Development, Evidence-Based Practices).

## Authorities

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

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

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

Pub. L. 117-168. Sergeant First Class Health Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## VHA-105CIDM5 Health Solutions Management

### Overview

Health Solutions Management (HSM) provides clinical informatics subject matter expertise, resource management, and leadership in the collaborative design, development, and implementation of innovative and technologically robust next generation clinical and health applications and products. The office focus is on clinical products that deliver tools and solutions for clinical services used throughout the VA health care system, including Joint Longitudinal Viewer (JLV).

### Activities

- Provides support of Veteran Health Information Systems Technology Architecture Computerized Patient Record System (Vista/CPRS) enhancements, JLV, and Bar Code Resources (BCR) including Bar Code Medication Administration (BCMA).
- Provides subject matter expertise and program management to EHR Modernization (EHRM) and its stakeholders including the EHRM Integration Office (EHRM IO), OHI, VISNs, and VAMCs
- Ensures that health information tools support care coordination of Veterans.
- Enhances and integrates technology that improves workflows.
- Helps determine clinical software needs for clinical care.
- Supports enhancements of the interface between legacy and emerging health systems to ensure that the clinical provider needs are primary.
- Provides solutions integration, product management, enterprise solutions, and training.

### Authorities

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

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

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

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

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

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

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

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-105CIDM6 Human Factors Engineering

### Overview

HFE maximizes efficiency, effectiveness, usability and safety of VA systems through early and iterative application of analysis methods and design principles based on knowledge of human capabilities and limitations, throughout the systems engineering lifecycle.

### Activities

- Conducts End User Needs Analysis, identifying operational needs and capability gaps including understanding the context of use, scenarios/use cases, observation or ethnography, interviews, cognitive walk throughs and focus groups.
- Requirements Development: Baseline user tasks, information needs and profiles to develop appropriate Human Factors / Usability Requirements, as well as verified standards (e.g., ANSI/ISA 101.01, 18.2, HF-STD-001).
- Usability Assessment, Design Evaluation, and Performance Optimization: Conduct assessment including heuristic evaluations, usability walkthroughs, both qualitative and performance-based approaches on prototyped, newly developed, or existing systems.
- Human Performance Risk Assessments: Identify uncertain events or conditions, which if occurred would result in a negative impact to one or more objectives such as usability, safety, efficiency (time/cost) or effectiveness.
- Systems Engineering: Apply a holistic approach to analysis, design and testing of systems to evaluate candidate solutions, including tradeoff analysis of cost, schedule, and performance while maintaining an acceptable level of risk covering the entire system life cycle.
- Systems Safety: Perform systematic and comprehensive assessment of the architecture, design, and implementation of the systems to ensure that relevant safety requirements are met through application of specialized knowledge and skills in applying scientific and engineering principles, criteria, and techniques to identify hazards and then to eliminate the hazards or reduce the

associated risks when the hazards cannot be eliminated.

- Process Reengineering: Engage in process improvement and policy development using a tailored/scaled application of industry, academic and government standards and guidelines to enable increased effectiveness and thereby higher quality solutions delivered to end users/customers.

## Authorities

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

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

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

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

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

VHA Directive 1164. Essential Medication Information Standards.

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

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

## VHA-105CIDM7 Field Informatics Stewardship

### Overview

FIS is accountable for the Clinical Informatics work to provide a single standard of care and experience for healthcare and informatics teams across the enterprise. The office creates educational and software-focused products for VHA's workforce, providing platform-agnostic health practices, informatics organizational structure, training, innovation, and coordinated implementation of all products to the field. FIS supports informatics competency, career development, and enhances systems so that clinicians can maintain a single, standard level of care across the enterprise and ensure optimal Veteran patient care.

### 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-EHRM HIT applications and products including necessary updates to and sustainment of Veteran Health Information Systems Technology Architecture Computerized Patient Record System (VistA/CPRS) (VistA/CPRS).
- Assists health informatics staff with VistA/CPRS needs at the time of transition to EHRM/Cerner.
- Engages with VISNs and VA medical facilities to assess VHA informatics-related needs and determines if those needs are being met; improves the capacity, competency, and consistency of the health informatics (HI) workforce through education, training and professional development; develops HI workforce standards and guidance for VISN and VA medical facility HI services; convenes

and mobilizes HI volunteers into national and VISN work efforts; and coordinates the work of VHA's HI Community of Practice.

## 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 on decision support data that ensures timely access to pertinent patient data, promotes care across VA and with care partners.
- Maintains clinical data in systems that accurately, precisely, and re-usably encodes patient signs, symptoms, results, and diagnoses so that data means the same thing regardless of the system it's 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 (SOLOR: System of Logical Representation) that integrates, removes overlapping terminology, provides comprehensive, and situational meaning of various standards and terminologies for patient specific clinical data.
- 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) fulfills the 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 VA's largest group of healthcare professionals, 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 healthcare 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**

- Standardizes and implements nursing documentation reporting across all systems to reflect the nursing process, from nursing actions at the point of care to measure Veteran outcomes across the enterprise.
- Fosters communities of practice across the enterprise to support nursing analytics and measure nursing value at the point of care.
- Provides onsite experts for adoption and optimization of the Cerner implementation.
- Manages the standardization of 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 to improve Veteran safety enterprise wide.
- Supports technology solutions and data driven decisions which promote the retention and recruitment of nurses across the enterprise and assures efficient staffing levels.
- Chairs the Communities of Practice Boards influencing budget and practice decisions and priorities for improvements to all communities of practice.
- Establishes leadership roles and responsibilities within VHA's Nursing Informatics Career Pathway.

### **Authorities**

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

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

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. 81-754. The Federal Records Act.

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

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

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

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

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

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

38 U.S.C. ch. 73. Veterans Health Administration - Organization and Functions.  
Pub. L. 111-148. The Patient Protection and Affordable Care Act (PPACA) of 2009.  
38 U.S.C. § 7332. Confidentiality of Certain Medical Records.  
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).  
38 U.S.C. § 5701. Confidential Nature of Claims.  
Pub. L. 107-347. Federal Information Security Management Act of 2002 (As Amended by Federal Information Security).  
Pub. L. 113-283. Federal Information Security Modernization Act (FISMA) of 2014.  
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.

## VHA-105HIG Health Information Governance

### Overview

Health Information Governance (HIG) 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' Electronic Health Record (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 issues.
- 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

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

VHA Handbook 1605.04. Notice of Privacy Practices.

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

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

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

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

VHA Directive 1605.05. Business Associate Agreements.

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

VHA Directive 1907.02. My HealthVet Identity Verification. 44 U.S.C. §3102(1).  
Records Management by Federal Agencies

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

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

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

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

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## **VHA-105HIG1 VA Library Network**

## Overview

The VHA Library Network Office (LNO) consists of the Program Office and the VA Central Office (VACO) Library. LNO supports and advocates for the availability of both library services provided by professional librarians and evidence-based resources for VA staff at the Medical Centers and central office.

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.

## Activities

- Advocates for professional library staff and services.
- Provides and manages a core collection of centrally funded authoritative information resources that are accessible anywhere, anytime.
- Provides consultation to VA administration on issues relating to the provision of information services and resources.
- Supports Central Office employees, including the Secretary's Office, the three VA Administrations, and all Program Offices within the Administrations.
- Provides training on how to use the library and its resources, including customized searches and support.

## VHA-105HIG2 National Data Systems

### Overview

National Data Systems (NDS) provides knowledge and services related to data stored in national systems. Responsibilities include facilitating health care data access, ensuring the availability of reliable health care data, and providing operational oversight at the VA Austin Information Technology Center.

### 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 Data Use Agreement (DUA).
- 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 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.
- Manages centralized information resources 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 VHA-wide data management groups such as the VA FOIA work group and the VA Open Data Initiative work group.

### **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.

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## **VHA-105HIG3 Data Quality**

### **Overview**

The Data Quality (DQ) Program implements and manages a framework to continuously improve data quality and advocates for an inclusive governance process to ensure that business stakeholders participate in decision making about data key to organizational programs. Blended and new data sources, master data management efforts, and data integration initiatives requires the need for data quality management. DQ improves data quality for organizational use, and the data quality process results in continuing enhancement of each data quality characteristic.

### **Activities**

- Provides the guidance, policy direction, requirements definition, user acceptance testing, customer support, and problem resolution needed to ensure integrity of VA identity data within the electronic health record and throughout the Administration.
- Manages VA Master Person Index (VA MPI) the data source for identity.
- Supports Analytics and Visualization Service (AVS) focusing 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.

- Provides visualization of analyzed data through dashboards and other tools, as well as assists in the development of metrics and reporting to enable data quality improvements.
- Assesses data within specific information domains to determine its level of acceptability for use by the business owners and provides guidance and expertise in the improvement of clinical data quality in VA systems.
- Manages Health Care Identity Management Program (HC IdM) protecting the person identity data within VHA that uniquely identifies and links person identities across VA, and with external systems such as DoD.
- Provides direct support to maintain the accuracy and integrity of identity data used throughout VA.

### **Authorities**

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

VHA Directive 1080.01(1). Data Use Agreements.

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

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

## **VHA-105HIG4 Healthcare Security Requirements**

### **Overview**

Health Care Security (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 analysis and advisory services, security requirements development, and compliance reviews 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. § 5705. Confidentiality of Medical Quality-Assurance Records.

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

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

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

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

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

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

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

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

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

## VHA-105HIG5 Information Access and Privacy

### Overview

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

### Activities

- Develops and implements privacy policy and regulations in accordance with Privacy Act, Title 38 confidentiality statutes and HIPAA Privacy Rule.
- Implements the VHA-wide Privacy Program by providing training, resources and subject matter guidance to VA health care facilities and VHA Program Offices.
- Participates in VA Office of Inspector General (OIG) Federal Information Security Modernization Act (FISMA) Audits of VA health care facilities.
- Reviews health care data breaches and Health and Human Services (HHS) Office for Civil Rights complaints and provides recommendations for resolution and mitigation.
- Implements the VHA-wide compliance monitoring for privacy, FOIA and records management (RM) by providing policies, training, resources and guidance to VA health care facility Privacy Officers and Records Managers.
- Administers facility self-assessment (FSA) for Privacy and RM to the field quarterly and conducts FSA-validation reviews to validate field FSA submissions.
- Conducts onsite audits (both mandated and consultative) of VA health care facilities regarding privacy, FOIA and RM; and reports audit findings to VHA leadership as well as conducts Post-Audit Oversight Activities.

- Implements the VHA-wide FOIA Program by providing policies, training, resources and subject matter guidance to VA health care facilities and VHA Program Offices.
- Processes all FOIA requests for VHA Central Office owned records as well as referrals and routes requests to VA health care facilities for processing where appropriate.
- Implements the VHA-wide FOIA Program by providing policies, training, resources and subject matter guidance to VA health care facilities and VHA Program Office.
- Manages data calls for Congressional oversight committees and prepares responses to such requests.
- Supports field-based FOIA Officers through regular group training, 1-1 mentoring, requester mediation and FOIAXpress enhancements.
- Compiles the VHA Annual FOIA Report and Chief FOIA Officer Report for submission to VA.
- Responds to FOIA Litigation in collaboration with VA Office of General Counsel.

### **Authorities**

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

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

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

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

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

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

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

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

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

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

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

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

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.

## **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

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

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

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

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.

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

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

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.

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

## VHA-105SIM Strategic Investment Management

### Overview

Strategic Investment Management (SIM) supports the VHA business' health information technology (IT) needs by facilitating business transformation, informing change management efforts, and providing the information that leaders need to make sound decisions.

### Activities

- Conducts execution reporting to provide oversight of VHA IT funding; conducts 10-13 yearly VHA customer satisfaction surveys and reports on IT outcomes.
- Evaluates business needs and develops requirements to inform IT funding and investment priorities.
- Supports a consolidated set of architectural methodologies, principles, and practices to optimize technology and build an architecture that harmonizes business and technical information.

- Maintains current state, enterprise end-to-end (E2E) process diagrams to support oversight, facilitation, and transition of VHA's Enterprise Transition Management Strategy for strategic projects.
- Executes Multi Year Planning process to allow VHA to speak with one voice for IT needs.
- Evaluates business cases annually submitted by VA business owners.

### **Authorities**

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

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

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## **VHA-105SIM1 Business Architecture**

### **Overview**

Business Architecture (BA) develops and manages the VHA business architecture, which structures and communicates VHA's healthcare business, including descriptions of business behaviors, functionality, processes, and the flow of information that is required to achieve VHA's mission. The VHA business architecture supports and integrates with the VA and other Federal enterprise architectures. BA bridges the gap between VHA business and information technology (IT) stakeholders by establishing a common language to ongoing operations. 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**

- Supports the strategic direction and drivers for IT systems and solutions needed to address VHA's most critical clinical and administrative requirements.
- Supports architecture products and services by depicting the various relationships of VHA's clinical and administrative capabilities and services.
- Provides business process modeling to capture and communicate VHA clinical and administrative Activities, processes, and assists to optimize value.
- 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.
- Provides 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 oversight of budget planning Activities relative to VHA IT needs, coordinates IT governance functions within VHA and provides VHA liaison to VA-wide governance. IGS also provides investment information to enable decision-making related to VHA IT Multi-Year Program planning, 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

- Supports 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).
- 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.
- Serves as the authoritative information resource center for VHA IT investments.
- 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).
- Conducts all-source analyses, information and process management, and assessments of delivered products and their value to the customer.
- 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).

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

## VHA-105SIM3 Requirements Development and Management

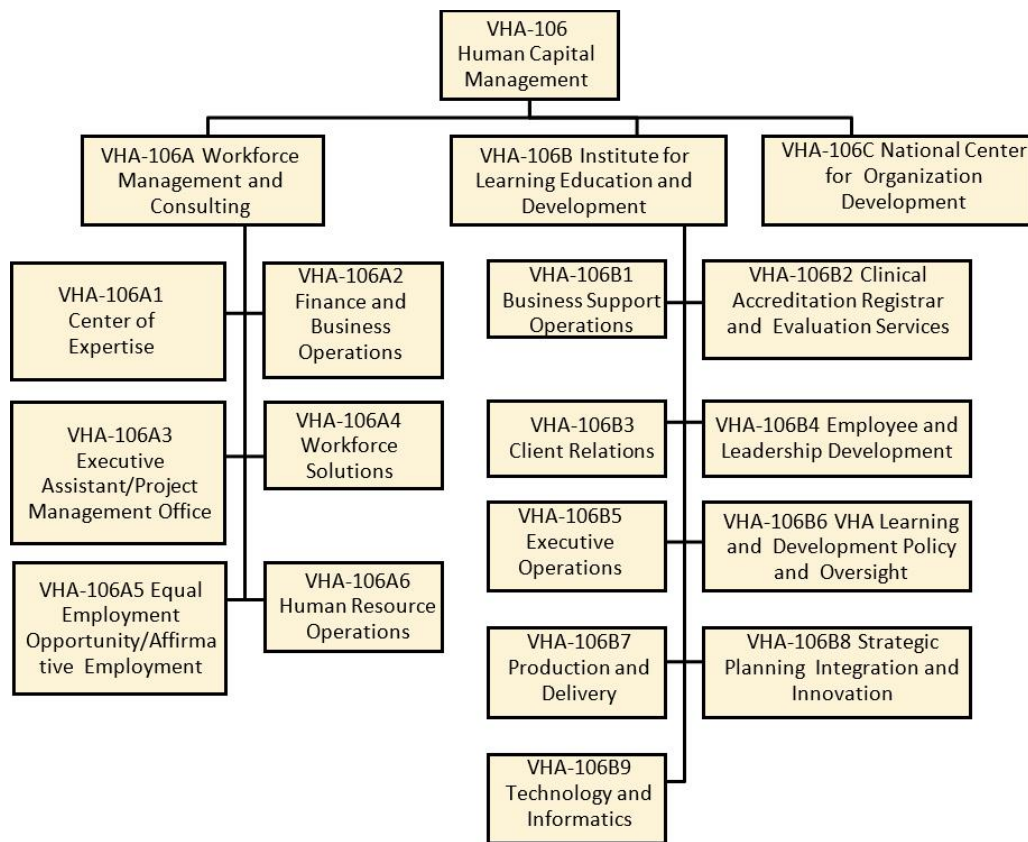
## Overview

Requirements Development and Management (RDM) collaborates with VHA Program Offices, VHA field staff, subject matter experts, and stakeholders to gather, document, analyze, validate, and communicate requirements supporting clinical and business needs which drives traceability towards an enterprise standard. This ensures VHA's IT needs are documented in a manner that is crucial to improving existing IT systems and in the acquisition of new technology.

## Activities

- Manages documents and business requirements that clearly describe what functionality is needed by VHA staff to inform enhancements to existing health information technology (IT) solutions or creation and acquisition of new solutions based on changes to business processes, policies, legislative mandates, process improvement and other drivers to meet VHA clinical and business needs.
- Delivers business requirement documentation needed by the Office of Information and Technology (OIT) and Electronic Health Record Modernization Integration Office (EHRM IO) to initiate project planning.
- Develops and documents detailed business requirements for funded work efforts; guides business customers to actively participate in agile methodologies.
- Collaborates with Business Architecture to elaborate model driven requirements; delivers business requirements at a level sufficient for OIT or other consumers to acquire solutions or develop technical specifications of the design of IT solutions and enhancements.
- Supports organizational decision making, reporting needs and customer communication through the use of the requirements repository to track work in support of IT enhancement requests.
- Supports requirements through the integration of the repository with the VHA business architecture and the Multi-Year Programming information.

## VHA-106 Human Capital Management



### Overview

The Office of Human Capital Management facilitates VHA's ability to retain, invest in, and support 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 370,000 VHA employees 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 and employee experience 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.
- Applies Customer Experience and human-centered design principles to enhance the employee experience for all VHA employees, supported by rigorous qualitative and quantitative research, prototyping, and journey mapping.
- Obtains routine voice of the customer feedback regarding the employee experience to position VHA as the best place to work.

## 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, programs, and ensuring that VHA maintains a position as leader in the health care industry.

### Activities

- 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.
- 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.
- Provides HR training and development resources for VHA HR specialists in Title 5 and Title 38 **Authorities.**
- Responsible for oversight and technical consultation related to suitability determinations and identity credential issuance for VHACO, VISNs and VHA's health care network.

## 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**

The Project Management Office 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 executives, 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-106B Institute for Learning Education and Development

### Overview

Institute for Learning Education and Development (ILEAD) is responsible for the life cycle of an employee's career journey within VHA. ILEAD provides virtual and in-person training, products, services, and cohort-based experiential development opportunities for employees in all phases of their career, from entry-level, through mid-career, to aspiring and new supervisors and managers, and for budding, future and current senior leaders at the executive level. ILEAD's executive director serves as the VHA Chief Learning Officer (CLO). The VHA CLO is mission-focused and supports several functions and focus areas including human capital, talent management, training and learning, organizational development, and change management.

ILEAD partners with VHA program offices, field leaders and stakeholders to build and support succession planning processes for key positions, encouraging local development of employees to create a strong, steady pipeline of future leaders ready to fill critical roles. ILEAD's mission is to best care for Veterans as a high-performing organization that delivers exceptional learning, education, and development to every VHA employee throughout their career life cycle.

## Activities

- Modernizes processes, products and services to become more efficient and deliver high quality training for VHA clients.
- Simplifies and communicates enhanced processes to make it easier for VHA clients to partner with ILEAD.
- Supports VHA in developing a Community of Practice (CoP) that shares learning solutions across VA medical centers.
- Leads new training collaboration to encourage innovative learning approaches.
- Provides a center for learning excellence and to build partnerships and create an end-to-end learning journey for VHA employees across the health care system.

## VHA-106B1 Business Support Operations

### Overview

Facilitate ILEAD's exceptional support of VHA's training requirements by providing a pathway to acquire all ILEAD's resource needs.

### Activities

- Supports overarching funding, subsidized labor, FTE (salaries), logistics, acquisition commodities, space utilization, internal training, travel, and general administration support.
- Ensures organizational accountability and compliance with national policies, regulations, and laws.

## VHA-106B2 Clinical Accreditation Registrar and Evaluation Services

### Overview

Clinical Accreditation Registrar and Evaluation Services (CARES) supports accreditation; mid-level support of the learning management system and associated TMS Admin CoP; and measurement and evaluation of training programs and products for VHA's approximately 370,000 employees across their careers.

### Activities

- Provides accreditation, mid-level support of the learning management system, and associated TMS Admin CoP.

- Measures and evaluates training programs and products.

## VHA-106B3 Client Relations

### Overview

Collaborates with field and program office clients to align workforce development with strategic planning priorities.

### Activities

- Assesses performance and learning needs.
- Determines optimal options for learning design, development, delivery, and evaluation of content with the best subject matter experts available.

## VHA-106B4 Employee and Leadership Development

### Overview

Leads learning and development initiatives that support VHA employee career growth.

### Activities

- Builds leadership skills and competencies.
- Prepares a ready talent pool of employees and leaders to sustain workforce succession needs for VHA.

## VHA-106B5 Executive Operations

### Overview

Executive Operations (EO) is a vital service to support ILEAD in delivering exceptional learning, education and development to VHA employees.

### Activities

- Drives the culture of ILEAD and supports delivery of services through innovative communication strategies, timely and equitable human resourcing, attention to improvement, and a focus on the customer experience.
- Provides direct support to the VHA CLO by managing the day-to-day operations of coordinating,

organizing, communicating and delegating functional tasks and policy enabling the CLO to focus on leading the organization to the next level and advocate ILEAD to leadership across VHA.

## **VHA-106B6 VHA Learning and Development Policy and Oversight**

### **Overview**

Provides guidance and support to VHA training programs and enterprise-wide training products and services through comprehensive and integrated oversight, systems integration, and accountability.

### **Activities**

- Oversees the development and implementation of VHA enterprise-wide training policies and standard operating procedures.

## **VHA-106B7 Production and Delivery**

### **Overview**

Collaborates with internal and external stakeholders to build upon instructional design plans for production and delivery of educative solutions. This is accomplished by operationalizing and enabling objectives through design and production.

### **Activities**

- Provides training videos and supports senior VA leadership's communication efforts.
- Develops interactive multimedia eLearning products.
- Provides support to VA and VISN clients in development and processing of VA/VHA-sponsored packages in accordance with VA financial policies and procedures, conferencing planning, reporting and oversight. Ensures full accessibility of the organization's deliverables by adhering to Americans with Disabilities Act (ADA) 508.

## **VHA-106B8 Strategic Planning Integration and Innovation**

### **Overview**

Oversees the strategic plan metrics, learning and development innovation framework, process improvement process and education and development of the ILEAD workforce across the organization.

## Activities

- Develops and tracks strategic plans for the organization and VHA.
- Creates, monitors, and reports metrics mapped to strategies and priorities.
- Conducts strategic process improvements (PI) including training and consulting on PI initiatives.
- Gathers and analyzes information on emerging strategic practices, tools, and technologies.
- Assesses and reports on innovations; leverage fellowships, VHA Innovation Ecosystem, and CoPs to advance initiatives.
- Develops implementation plans for approved innovations.
- Establishes and maintains connections throughout ILEAD to ensure workforce skill set is incorporated into operations and that organizational needs are identified and supported.
- Supports workforce assessments, consulting support, infrastructure processes, job aid development, captures and leverages best practices, and contingency operations.

## VHA-106B9 Technology and Informatics

### Overview

Empowers customers and stakeholders with the right data and technology to foster efficient business processes, capture measurable outcomes, enable data-driven decision making, and demonstrate the achievement of organizational goals.

### Activities

- Supports business requirements, development, testing, and training for any ILEAD level systems, such as Business Intelligence Suite (BIS), EMAP, Spend, Federal Accreditation System (FAS), Faculty Documentation System, Travel Request Queue.
- Supports all data functions, including analysis, governance, visualization reporting, identification, and implementation of strategic metrics such as key performance indicators.
- Supports Microsoft products such as Teams, creating, maintaining web sites, low-code, and small-scale apps for individual ILEAD service lines.
- Provides management of digital assets, software, and coordinates with OIT on processes and systems.

## VHA-106C National Center for Organization Development

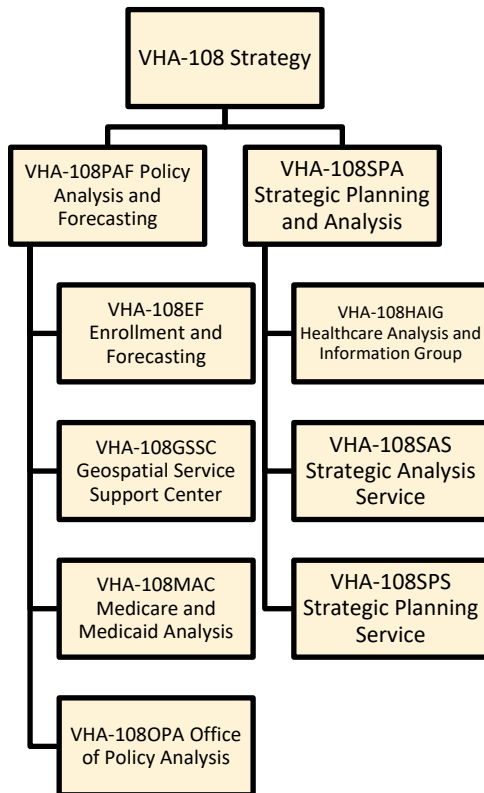
### Overview

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 via briefings, distribution of tools, and other supportive functions (#1 diagnostic tool for employee engagement).
- Provides customized consultation to those teams/groups/services within VHA most in need by focusing on areas within organizational health and employee engagement that may be impacting overall performance.
- 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 VHA internal coach training program to build a broader cadre of coaches that are eligible for the International Coaching Federation (ICF) credential.
- 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-108 Strategy



### 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 & 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 healthcare 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 four sub offices - Enrollment and Forecasting (E&F), Policy Analysis, Medicare and Medicaid Analysis Center (MAC) and Geospatial Service Support Center (GSSC).

### Activities

- Ensures analytics are developed and available for key official's.

## 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-108EF Enrollment and Forecasting

### Overview

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

- Participates in the development of health care policy in support of VHA strategic goals.
- Advances development/utilization of the VA Enrollee Health Care Projections 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 analysis on projected future enrollment, utilization, and demand for health care.

## VHA-108GSSC Geospatial Service Support Center

### Overview

Geospatial Service Support Center (GSSC) provides essential geographic information and analysis to assist healthcare 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 healthcare 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 healthcare 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 healthcare operations analysis, to extend understanding of Veteran healthcare 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-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

- Ensures the proactive and continuous development of policy and regulatory efforts that improve the VA healthcare delivery system and Veteran outcomes.
- Evaluates policies, regulations, and legislation for decision makers to determine the impact on Veterans and VHA operations.
- Supports risk mitigation and delivers key insights by completing legislative analyses and healthcare testimony.
- Prepares issue briefs that inform VHA offices of key policy changes to enhance governance and oversight.

## VHA-108HAIG Healthcare Analysis and Information Group

### Overview

Healthcare Analysis and Information Group (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

- Provides program evaluation reviews, field surveys and other data analyses inform and supports VHA in the following areas: strategic planning, decision making, healthcare 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

- Provides VHA transition from a facility-based system to a market-based enterprise using data-driven population-based assessments that match system capacity to Veteran demand.
- Administers the annual national VA Survey of Veteran Enrollees' Health and Use of Health Care to gather essential information on drivers of Veteran utilization of health services in support of the annual VHA projections of enrollment, utilization, and expenditures.
- Improves healthcare delivery planning and policy interpretation and execution.

## VHA-108SPS Strategic Planning Service

### Overview

Strategic Planning Service (SPS) 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.
- Leads, develops, and coordinates strategic planning efforts for VHA to effect implementation of VA and VHA strategic goals, performance measures, and targets.
- 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-10ADEI Diversity, Equity and Inclusion and Assault, Harassment and Prevention

### Overview

The Office of Diversity, Equity and Inclusion and Assault and Harassment Prevention ensures the creation and sustainment of an environment that is inclusive, equitable, accessible and safe for everyone. The office provides leadership, guidance and strategic direction in support of the VHA mission and in collaboration with the Office of Resolution Management, Diversity and Inclusion; Office of Health Equity; Equal Employment Opportunity; National Center for Organizational Development; and several other VHA Program Offices. The office facilitates diversity, equity, inclusion, safety and accessibility through its two divisions: Diversity, Equity and Inclusion, and Assault, Harassment and Prevention.

### Activities

- Assesses diversity, equity, and inclusion efforts to enhance productivity throughout the organization.
- Conducts Virtual Listening Sessions to gather feedback on Veterans' experiences and perceptions related to DEI at VA health care facilities.
- Conducts monthly cultural observances that recognize the achievements and contributions made by specific racial, ethnic, religious, sexual orientation, and gender diverse communities in our society.
- Provides training to VA employees to educate the workforce on diversity, equity, and inclusion. Training sessions include Inclusive Intelligence, Improving Engagement, Building Your Personal Brand and training sessions during facility town hall meetings, to local DEI committees, facility supervisors, VACO offices, VISN Executive Leadership Meetings, and Corporate Senior Executive Management Office DEI trainings.
- Leads national efforts to promote a culture of respect and safety in health care settings and throughout the workforce.
- Conducts periodic environmental scans to identify gaps in reporting processes and opportunities for improvement.
- Systematically improves existing VHA harassment and sexual assault policies.
- Oversees trends and tracks reports of sexual assaults and sexually based incidents occurring in VA medical facilities.
- Advances a balance of focused education, comprehensive response, empathetic advocacy and just adjudication to promote an environment of professionalism, respect and trust.
- Sponsored the first VHA DEI Summit that brought VA employees and stakeholders together to better

understand how the power of our differences can provide solutions to current and future complex problems.

## VHA-10ADEI1 Diversity, Equity, and Inclusion

### Overview

The Office of Diversity, Equity and Inclusion (ODEI) ensures the creation and sustainment of a diverse, inclusive, and safe work environment where all employees can perform at their maximum potential to achieve excellence. The Director provides guidance and strategic direction to foster an inclusive and equitable culture where our employees, Veterans, and their families are treated with dignity and respect.

ODEI works collaboratively with VA and VHA program offices including the Office of Patient Centered Care and Cultural Transformation (Whole Health), Veterans Experience Office, C20, Care Management & Social Work Services and Strategic Planning Office. ODEI also works closely at the local level with Network Directors, Veterans Integrated Service Network (VISN) DEI Champions and Medical Center Directors.

ODEI continues to strengthen internal and external partnerships with underrepresented groups such as racial and ethnic minorities, women, LGBTQ+ community members, people with disabilities, and religious minorities, as well as with local advisory boards, colleges/universities, state and county Veteran offices, Veteran Service Organizations, officials representing Veterans, Congressional staff members, and community leaders.

### Activities

- Supports diversity, equity, and inclusion efforts to enhance productivity throughout the organization.
- Supports Virtual Listening Sessions to gather feedback on Veterans' experiences and perceptions related to DEI at VA health care facilities.
- Supports monthly cultural observances that recognize the achievements and contributions made by specific racial, ethnic, religious, sexual orientation, and gender diverse communities in our society.
- Supports training sessions during facility town hall meetings, to local DEI committees, facility supervisors, VACO offices, VISN Executive Leadership Meetings, and Corporate Senior Executive Management Office DEI trainings.

## VHA-10ADEI2 Assault, Harassment and Prevention Office

### Overview

The VHA Assault and Harassment Prevention Office (AHPO) aims to systematically improve harassment and sexual assault policies and procedures, promote a culture of respect and safety, and create a seamless, secure and compassionate system for reporting harassment without fear of retaliation. AHPO's lanes of effort include education and awareness; compliance, oversight and quality assurance; strategic partnerships; and data evaluation.

AHPO leads initiatives and provides training and tools to reduce harmful behaviors and increase respectful and safe environments for Veterans, visitors, caretakers and employees. AHPO encourages reporting and active intervention by all who enter facilities or are employed by VA. The office also addresses Congressional mandates, leadership initiatives and related directives to implement program requirements to best support Veterans, caretakers and employees. AHPO provides timely quality management and technical assistance to facilities to sustain or improve program effectiveness and continually works toward establishing communities of practice to further efforts to eradicate harassment and sexual assault in VA facilities.

AHPO also identifies and addresses trends to maximize prevention efforts and targets intervention and response efforts by analyzing and translating reporting and incident data, remediation plans of actions and survey results.

### Activities

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

## VHA-10CHAP 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

- Responsible for the development of innovative chaplain and spiritual care policy, which guides the spiritual care of Veterans across VA's national health care system.
- Responsible for providing 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.
- Responsible for implementing effective chaplain and spiritual care programming, which address the diverse demographics of our Veteran population nationwide.
- Responsible for gathering, maintaining and reporting reliable spiritual care data about Veterans nationwide.

### Authorities

VHA Directive 1111. Spiritual Care.

## VHA-10T Office of Healthcare Transformation

### Overview

The Office of Healthcare Transformation (OHT) 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

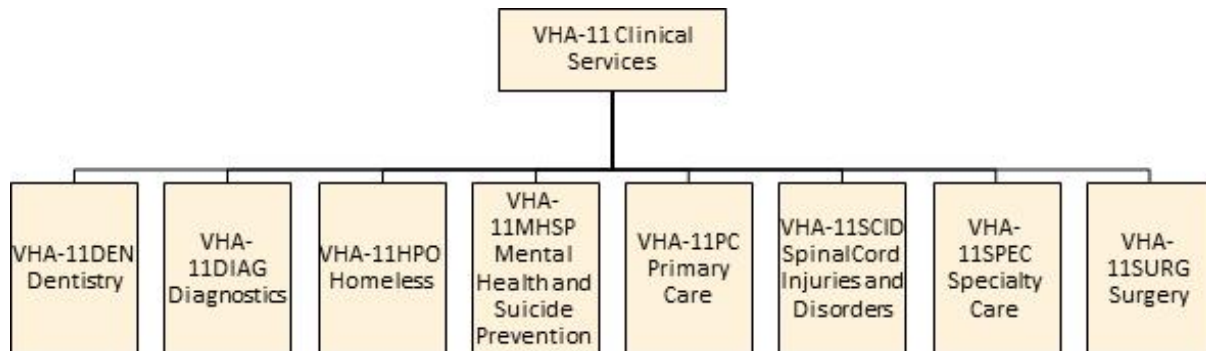
- Functions as the VHA Senior Executive Team's Healthcare Systems Engineering, and Program and Project Management Office, coordinating and facilitating highly complex enterprise initiatives including, but not limited to, crisis response, Modernization, Legislation Implementation, enterprise Change Management, and the ongoing COVID-19 and 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 healthcare 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 healthcare 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



### Overview

The Office of the Assistant Under Secretary Health for Clinical Services (CMO) is the Chief Medical Officer for field and central office clinical services, and operations, including coordination with clinical and administrative leadership within the VISNs and collaboration with our partners in the Office of AUSH for 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.
- 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 Electronic Health Record Modernization (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

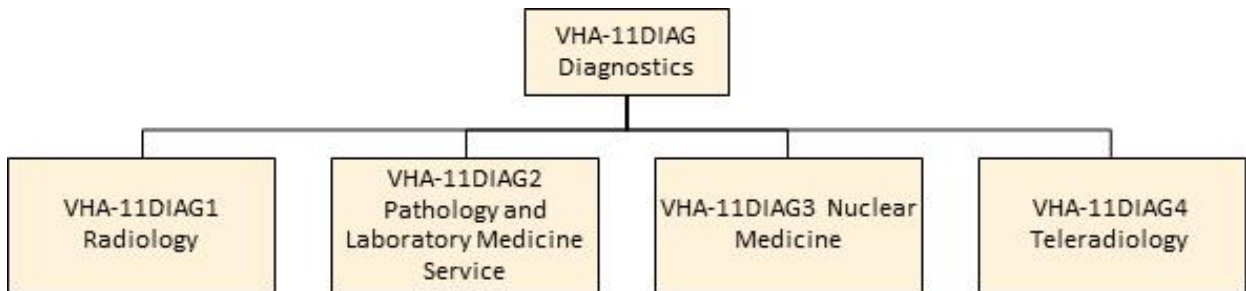
### Overview

The Office of Dentistry, under the direction of the Assistant Under Secretary for Health for Dentistry and through collaboration with National Program Directors, 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 Assistant Under Secretary for Health, Integrated Veteran Care (16) to improve timely access to Dental Services and processes governed by the MISSION Act.

## VHA-11DIAG Diagnostics



### Overview

The Office of Diagnostic Services encompasses the National Radiology and Nuclear Medicine Programs, the National Pathology and Laboratory Medicine (PLM) Program, 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.

### Activities

- 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 provision of care to eligible Veterans.

## VHA-11DIAG1 Radiology

### Overview

The National Radiology Program, in conjunction with the National Nuclear Medicine Program, provides leadership and develops national policy for VHA clinical imaging 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

- Develops policy and performs oversight of clinical diagnostic and interventional radiology, including women's imaging, services.

## Activities

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

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

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

VHA Directive 1916. VHA Teleradiology Programs.

VHA Directive 1105.04. Fluoroscopy Safety.

Pub. L. 117-133. Dr. Kate Hendricks Thomas Supporting Expanded Review for Veterans in Combat Environments (SERVICE) Act.

Pub. L. 117-135. Making Advances in Mammography and Medical Options for Veterans (MAMMO) Act.

VHA Directive 1105.03. Mammography Program Procedures and Standards.

VHA Directive 1105.05. Magnetic Resonance (MR) Safety.

VHA Directive 1104. Radiology Picture Archiving and Communication Systems (PACS).

## VHA-11DIAG2 Pathology and Laboratory Medicine Service

### Overview

The National Pathology and Laboratory Medicine (PLM) Program 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 Clinical Laboratory Improvement Acts (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 PLM 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 policy and oversight of testing for VHA facilities, satellite specialty laboratory testing sites, community-based outpatient care, home based health care, high complexity testing autopsy review, and infection control review.

### Activities

42 C.F.R. pt. 493. Laboratory Requirements.

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

VHA Handbook 1106.01. Pathology and Laboratory Medicine Service Procedures.

## VHA-11DIAG3 Nuclear Medicine

### Overview

The National Nuclear Medicine Program, in conjunction with the National Radiology Program, provides leadership and develops national policy for VHA clinical imaging 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

- Develops policy and performs oversight of clinical nuclear medicine imaging and therapy services.

### Activities

Pub. L. 93-438. Energy Reorganization Act of 1974.

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

VHA Directive 1105.02. Nuclear Medicine and Radiation Safety Administrative Services.

VHA Directive 1187. Administrative Practices for Ensuring Safe Injection of Radio-Labeled Blood Products.

## VHA-11DIAG4 Teleradiology

### Overview

The National Teleradiology Program is an enterprise-wide teleradiology organization under the supervision of Diagnostic Services, utilizing advanced image viewing, reporting, and quality management information systems to provide 24/7 teleradiology coverage for nearly 120 VHA sites. This service enables rapid and accurate radiologic interpretation to support VHA facilities.

### Activities

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

### Activities

VHA Directive 1084. VHA National Teleradiology Program.

## 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 VAMCs. The Office partners with stakeholders across the Department, 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 originally 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 eight pillars: Outreach, Health Care And Treatment, Housing Solutions and Supportive Services, Community Employment, Community Partnerships, Administrative Operations, Business Intelligence, and Research.
- 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, VAMCs, 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, reducing unsheltered homeless, and advancing racial equity.

## Activities

38 U.S.C. §§ 2011. Grants.

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. § 2064. Technical Assistance Grants for Nonprofit Community-based Groups.

38 U.S.C. § 2031. General Treatment.

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.

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

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

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

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. § 2022. Coordination of Outreach Services for Veterans at Risk of Homelessness.

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

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

38 U.S.C. § 7301. Functions of Veterans Health Administration: in General. VHA Directive 1162.06. Veterans Justice Programs.

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

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 Directive 1162.03. Health Care for Homeless Veterans Community Resource and Referral Centers.

VHA Directive 1162.04. Health Care for Homeless Veterans Contract Residential Services Program.

VHA Directive 1162.08. Health Care for Homeless Veterans Outreach Services.

VHA Directive 1510. Veterans Legal Referral Process.



## 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 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 Suicide Prevention efforts are guided by the National Strategy for Preventing Veteran Suicide (2018), a 10 year plan 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 to and emphasis on 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. The new White House Strategy on Reducing Military and Veteran Suicide (2021) has been cross-walked with the National Strategy and aligns well with VA's operationalization of the National Strategy through the Suicide Prevention 2.0 initiative (SP 2.0), Suicide Prevention Now initiative, the Veterans Crisis Line, new legislation, and ongoing research advancements and their translation into practice.

### Activities

- Focuses on Mental Health and 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 mental health and 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 follow-up referral for additional services.
- Promotes a recovery-oriented, whole health approach throughout all mental health care including but not limited to 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 VISNs 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 full range of internal barriers (e.g. stigma) and external barriers (e.g. transportation) 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., telemental 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.
- Promotes the integration of mental health services in specialty medicine programs (e.g., oncology, neurology, pain) to better facilitate access to mental and behavioral health care through bringing the care to the Veteran.
- 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.
- Promotes Veteran access to pharmacotherapies and other evidence-based somatic treatments through integrated policy support, pilot projects and legislative requests to minimize undertreatment of severe mental illness.
- Develops and implements treatment-focused and multi-disciplinary best practice approaches to promoting violence prevention in healthcare workplaces.
- Endeavors to optimize Veteran mental health care by coordinating when appropriate with community-based treatment resources according to parameters outlined by congress.
- Collaborates with other national program offices and academic affiliates to train the future mental health workforce in order to meet Veterans needs and conduct research.

## Activities

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

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

VHA Handbook 1160.06. Inpatient Mental Health Services.

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

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

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

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

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

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

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

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

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

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

Life.

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

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

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

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

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.

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

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

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.

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

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.

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

## VHA-11PC Primary Care

### Overview

National Office of Primary Care facilitates the delivery of safe, timely, effective, efficient, equitable, timely, patient centered and quality-oriented 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 Patient Aligned Care Team (PACT) implementation, sustainment 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 VA Health Care System (VAHCS) 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:
- PCMH, 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 while traveling 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 and permanently relocating Veterans in coordination with PACT, Specialty Care, Mental Health Care, and other providers.
- 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.

## Activities

VA Handbook 5005. Staffing.

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

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

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

VHA Handbook 1100.19. Credentialing and Privileging.

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

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

VHA Directive 1914. Telehealth Clinical Resource Sharing Between VA Facilities and Telehealth from Approved Alternative Worksites.

VHA Directive 1100.20. Credentialing of Health Care Providers.

## 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 Department of Defense (DoD) transition and separation programs. These responsibilities include collaboration with the Veterans Benefits Administration (VBA) and the Board of Veterans' Appeals (BVA) for the medical disability examination 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 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.

- Maintains certification database of all VHA examiners who have completed required education and training.
- Serves as a resource supporting the VHA Compensation and Pension community of practice for policy and procedure guidance.

### Activities

38 U.S.C. § 5103A. Duty to Assist Claimants.

38 C.F.R. § 3.159. Department of Veterans Affairs Assistance in Developing Claims.

38 C.F.R. § 3.326. Examinations.

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

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

VHA Directive 1046. Compensation and Pension Disability Examinations.

Pub. L. 104-275. Veterans' Benefits Improvements Act of 1996.

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

VHA Directive 1603. Training and Certification of VHA Examiners Completing VA Compensation and Pension (C&P) Disability Examinations.

## 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 design of the SCI/D System of Care “Hub and Spokes” system 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.

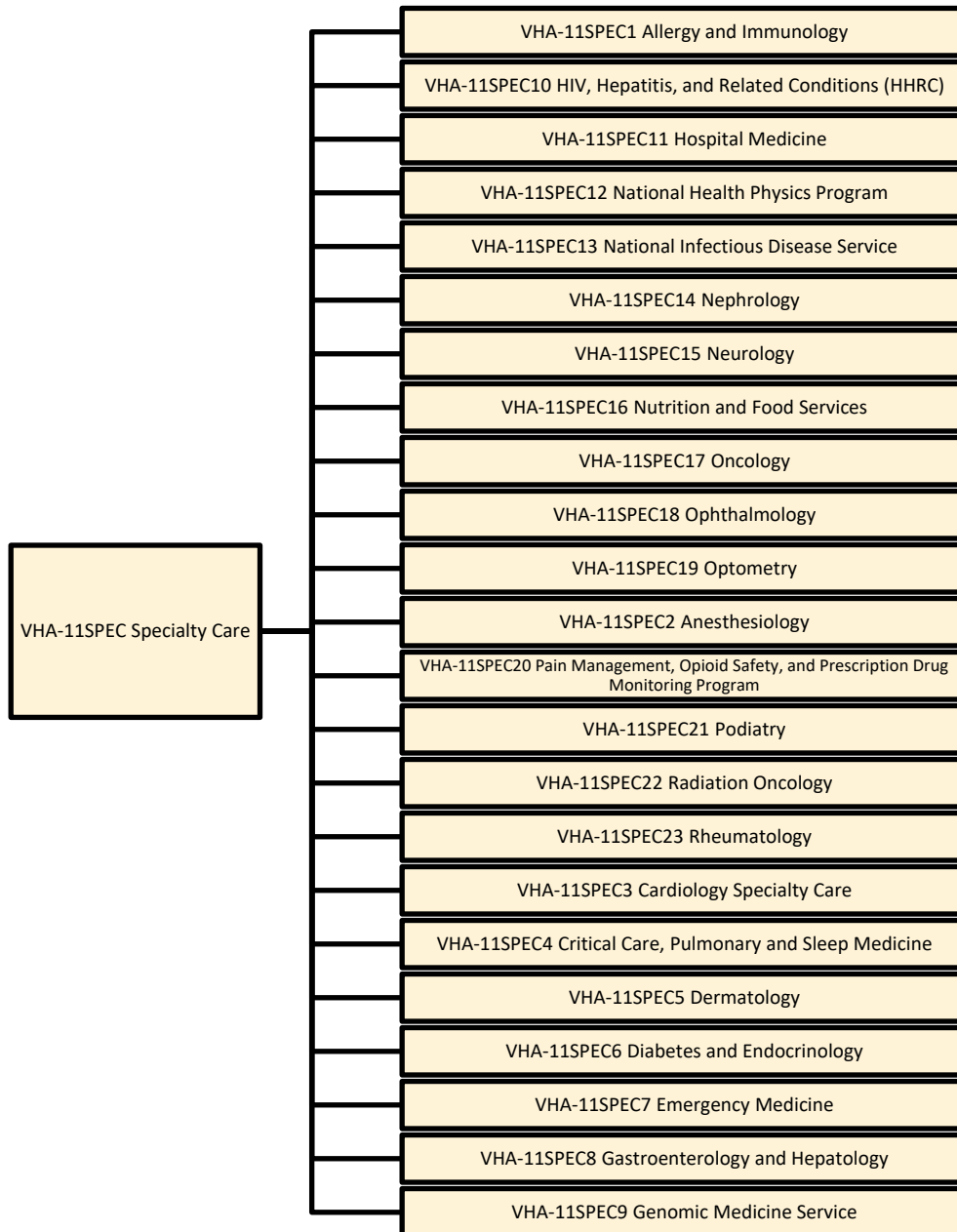
- Offers consultation and resources to the SCI/D System of Care to support SCI/D-related education, training and resources for Veterans, family members, primary and specialty care providers and clinical leaders, policy makers, and other stakeholders focusing on areas that will improve care for Veterans 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 data and individual Center reports for Veterans access and inpatient rehabilitation outcomes each fiscal year.
- Guides the operational Activities of the 25 Management of Information and Outcomes Coordinators, providing structure to address informatics product stewardship of all SCI/D data products.
- Advocates and leads SCI/D specialty documentation and clinical/operational reporting development within the new Cerner Millennium and HealthRegistries environments.
- Collaborates with the Center of Innovation for Complex Chronic Healthcare in program evaluation and research Activities that support Veterans with SCI/D. Leads development of data resources intended for research and program evaluation investigators to identify Veterans with SCI/D and related SCI/D-specific data information.
- Supports a collaborative partnership with the Department of Defense through a longstanding Memorandum of Agreement that enables VA to provide 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.”

## Activities

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 Centers of Excellence (CoE)s 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, as it relates to the practice of anesthesia, 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 National Cardiac Device Surveillance Program (NCDSP) facilitates the remote monitoring of Veterans with Cardiac Implanted Electrical Devices (CIEDs) e.g., pacemakers, defibrillators, and loop recorders. The NCDSP also coordinates the VA's response to FDA and industry alerts and recalls that involve CIEDs or their leads.
- 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. Ophthalmology provides medical and surgical eye care, including cataract surgery, the most common surgical procedure in VHA. Optometry provides primary and secondary eye and vision care services, including vision rehabilitation care. The national TeleEye Care Screening Program and the Technology-based Eye Care Services (TECS) within VHA Telehealth Services provide regular screening for diabetic retinopathy, the most common cause of blindness in Veterans.
- 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.
- Hospital Medicine develops national policy, provides guidance and oversight, and promotes strong practices and education related to the interdisciplinary care of hospitalized Veterans. Collaborates with numerous VA and VHA offices, particularly Emergency Medicine and Pulmonary and Critical Care Medicine.
- 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 other disorders. Pulmonary/Critical Care closely collaborates with Cardiology, Emergency and Hospital Medicine, Pharmacy Benefits and Infectious Diseases.
- TeleCritical Care provides continuous, 24/7/365 critical care telemedicine services to all intensive care units in affiliated facilities throughout the VA caring for acutely ill Veterans with medical and surgical disorders. TeleCritical Care works closely with Healthcare Technology Management and the Office of Information Technology as well as other specialty care programs especially Pulmonary/Critical Care and TeleStroke.
- 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-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.

### **Activities**

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.

## Activities

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.

### Activities

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) provides regulatory and safety oversight for uses of radioactive material, primarily in nuclear medicine and biomedical research, and machines sources of ionizing radiation, primarily diagnostic and interventional x-ray imaging machines and linear accelerators used in radiation oncology. NHPP provides 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 readily accessible on a website, making site visits to impacted facilities, and providing 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. and 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. Oversight of NHPP is provided by the VHA National Radiation Safety Committee.

### Activities

- Serves as the primary VHA office for implementing an NRC Master Materials License (MML) for the use of radioactive material.
- 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.
- Develops VHA policies for the safe use of radioactive materials and machine sources of ionizing

radiation for clinical and research purposes.

- Collaborates with national clinical program offices particularly the National Nuclear Medicine Program, National Radiology Program and National Radiation Oncology Program, to facilitate new clinical uses of radioactive material and radiation-producing machines.
- 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.

### Activities

VHA Directive 1105. Management of Radioactive Materials.

VHA Directive 1129. Radiation Protection for Machine Sources of Ionizing Radiation.

VHA Directive 1129.01. Mandatory Reporting of Misadministrations by Therapy Machine.

VHA Directive 1105.04. Fluoroscopy Safety.

## VHA-11SPEC13 National Infectious Disease Service

### Overview

The National Infectious Diseases Services Program (NIDS) is comprised of several different components (Clinical Management Services, (consisting of the following Divisions: Antimicrobial Stewardship Division; Epidemiology/Microbiology/Emerging Pathogens Division; and the Multidrug Resistant Organisms Prevention Division) 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 1031. Antimicrobial Stewardship Programs (ASP).

VHA Directive 1131(5). Management of Infectious Diseases and Infection Prevention.

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.

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

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

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

Pub. L. 110-53. Implementing Recommendations of the 9/11 Commission Act of 2007.

## 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

- 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 & 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 Integrated Veteran 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 & Development 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; four regional Epilepsy Centers of Excellence; and 19 Headache 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. 110-387 § 404. Veterans' Mental Health and Other Care Improvements Act of 2008.

Pub. L. 109-461 § 209. Veterans Benefits, Health Care, and Information Technology Act of 2006.

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

- Provide Nutrition Education, Counseling, and Medical Nutrition Therapy in all VHA care settings and programs.
- Provide all VHA inpatient foodservice operations & enteral/supplemental feedings.
- Execute National Subsistence Prime Vendor Contract and National Dietary Supplements Contract that serve >90 other government agencies.
- Utilize the standardized Nutrition Care Process in electronic health record documentation.
- Provide VA Healthy Teaching Kitchens Program.
- Develop and implement VA Healthy Diet Guidelines.
- Develop and implement Veteran-centric dining.
- Innovate room service operations.

### Authorities

VHA Directive 1439. Food Service Management.

VHA Directive 1438. Clinical Nutrition Management and Therapy.

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

## VHA-11SPEC17 Oncology

### Overview

The National Oncology/Hematology Program (NOPO) provides national precision oncology services, coordinates the Cancer Registry System/Central Cancer Registry, provides policy, guidance, and oversight to the implementation of the National Cancer Strategy.

## 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.
- 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.
- Coordinates VA Cancer Registry System, including operation of the VA Central Cancer Registry.
- Coordinates and publishes Oncology clinical pathways.
- 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.
- Serve as Chair of the Ophthalmology Field Advisory Board.
- Serve as Chair of Eye Care Council for the Cerner OERHM Project.
- Serve as Advisory Board Member for the DoD/VA Vision Center of Excellence.
- Liaison with the VHA National Surgery Office through the Integrated Communities of Care.

- Provides Virtual and On-site Staff Assistance Visits to VHA Ophthalmology Programs.
- Develops OPPE/FPPE Professional Practice Evaluations.

## 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 and sedation, 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 component subspecialties including critical care and acute and chronic pain management (as it relates to the practice of anesthesia) 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 1157(1). Out of Operating Room Airway Management.

VHA Directive 1123. Anesthesia Service.

VHA Directive 1073. Moderate Sedation By Non-Anesthesia Providers.

VHA Directive 1220. Facility Procedure Complexity Designation Requirements to Perform Invasive

Procedures in Any Clinical Setting.

VHA Directive 1183. Nurse Anesthetist Education Program.

## VHA-11SPEC20 Pain Management, Opioid Safety, and Prescription Drug Monitoring Program

### Overview

Pain Management, Opioid Safety, and Prescription Drug Monitoring Program (PMOP) is the key program 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 the 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 querying, solution that enables accessing 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

- Coordinates directly 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 PDMP-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), Enterprise Opioid Strategy Team (EOST), the PMOP Field Advisory Board (FAB), and the VISN Pain Consultant Group, which are composed of VHA program representatives and clinicians 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, and Pharmacy Benefits Management.
- 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).

- Collaborates with partners from the Military Health System (MHS) within the Pain Management Work Group (PMWG) under the Health Executive Committee (HEC) to coordinate pain management and opioid safety initiatives in the Department of Defense and VA.
- Coordinates with professional organizations harmonize common operational standards for PMOP-related care delivery to improve Veteran care.
- Serves as a continuing communication resource between VHACO and VISN leaders, Veterans and their families, and VA health care professionals regarding VHA pain management, opioid safety, and PDMP care operations. Establishes task forces as necessary to address specific clinical and operation issues within the purview of VHA PMOP.

## Authorities

VHA Directive 1306. Querying State Prescription Drug Monitoring Programs (PDMP).

Pub. L. 114-198. Comprehensive Addiction and Recovery Act (CARA).

Pub. L. 112-74. Consolidated Appropriations Act, 2012.

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

38 U.S.C. § 1730B. Access to State Prescription Drug Monitoring Programs.

Pub. L. 115-251. Department of Veterans Affairs Expiring **Authorities** Act of 2018.

VHA Directive 1151. Pain Management and Opioid Safety.

## 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 Board, 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

The National Radiation Oncology Program (NROP) has the dual roles of setting treatment guidelines and policies as well as providing clinical oversight for all radiation oncology operations within VHA. To carry out this mission NROP is organized around the dual competencies of clinical radiation oncology and therapeutic medical physics. NROP also manages the Radiation Oncology Field Advisory Board (ROFAB) through which programs and policies are fully coordinated with the center-based practices.

### 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 a nationally recognized accrediting body contracted through the American Society for Radiation Oncology (ASTRO) Accreditation Program for Excellence<sup>®</sup> (APEX)- or previously the American College of Radiology (ACR) Radiation Oncology Practice accreditation program (ROPA) . Practices also adhere to the American Association of Physicists in Medicine (AAPM) technical standards, National Comprehensive Cancer Network<sup>®</sup> (NCCN<sup>®</sup>), 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 Veterans Affairs Lung Cancer Surgery or Stereotactic Radiotherapy (VALOR), prostate with oligo-metastases trial- StarPort, LPOP and Prostate Centers of Excellence trials; Big Data projects working with National Precision Oncology (GRID), 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 advises on treatment equipment 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 the National Radiation Oncology program and when appropriate the National Health Physics Program.
- Reviews facility contracts for personnel and service contracts when requested.
- Assesses 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.

- Develops a dashboard to recover patient care information from radiation therapy facilities delivering Community Care and bring it into the VHA patient record.
- 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.

VHA Directive 1414. Stereotactic Body Radiotherapy.

VHA Directive 1156. Accreditation of VHA Radiation Oncology Services/Sections.

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-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 oversight and support to the Office of Connected Care as subject matter expert(s) for guidance to best practices for Tele-Rheumatology by reviewing and revising their Tele-Rheumatology supplement.
- Collaborate with Clinical Resource Hubs (CRH) in establishing standards for best practices for Tele-Rheumatology practice. The National Program Executive Director for Rheumatology will be a member of the CRH Clinical Services Council and attend their monthly meetings to coordinate this function.
- The National Program Executive Director will provide oversight and guidance for VISNs that have Rheumatology ICC leads and correspond directly with the VISN Specialty ICC leads on rheumatology related matters for VISNs that do not have Rheumatology ICC leads.
- 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 VHA, 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.

### Activities

- Maintains extremely close collaboration with Clinical Assessment, Reporting and Tracking (CART) Program for Invasive Cardiac Procedures which assists in quality and safety oversight.
- The National Cardiac Device Surveillance Program (NCDSP) is an additional key component that remotely monitors approximately 60,000 patients with implanted cardiac pacemakers or defibrillators.
- NCDSP 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 and Pulmonary Medicine Programs provide guidance, advice, and oversight to ambulatory and hospital-based programs, including Pulmonary programs, and intensive care units. 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 medicine Clinical Business partner for Somnoware to provide improved Respiratory 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 CPG 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

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## 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 and maintenance of advanced liver disease dashboards.

## Activities

- Improves GI and liver care through evidence-based, system-wide quality improvement interventions.
- Supports VHA providers through efforts to improve access to care for Veterans living with or at risk of gastrointestinal and liver disease.
- Collaborates with various stakeholders to enhance the gastrointestinal and hepatological care Veterans receive within VHA including, drafting 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 evaluations, genetic testing and genetic counseling services through the Genomic Medicine Service. This includes the provision of genetic services to multiple VAMCs across the nation. The National Genomic Medicine Program also networks with other VA genetics providers across the nation to provide streamlined services. The overarching goal of the service is to improve access to genetic and genomic services for the veterans, optimize their genomic care, provide policy and guidance regarding germline genetic testing, and address provider and patient education in genetics and genomics.

### Activities

- Provides genetic consultation to veterans as well as guidance to their providers regarding indications for genetic consultation and counseling and the application of genetic testing technologies.

### Authorities

VHA Handbook 1106.01. Pathology and Laboratory Medicine Service Procedures.

VHA Handbook 1100.19. Credentialing and Privileging.

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

VHA Directive 1004. National Center for Ethics in Health Care.

## VHA-11SURG Surgery

### Overview

The National Surgery Office develops and implements policy, provides operational oversight, monitors surgical quality and outcomes, and supports quality improvement Activities of all VHA surgical programs and selected specialty programs.

### Activities

- Oversees the delivery of surgical care in VHA.
- Coordinates oversight of VHA surgical outcomes and quality improvement by VHA surgical programs.
- Manages surgical outcomes data for operational and research analyses.
- Develops and implements national policy and guidance for surgical programs including the VA Transplant Program.
- Supports national delivery of transplant and related services at VHA programs.
- Supports prioritization of surgery related graduate medical education and research objectives.

### Authorities

Pub. L. 99-166. Veterans' Administration Health-Care Amendments of 1985.

38 U.S.C. § 7311(b). Quality Assurance.

VHA Directive 1089. Invasive Procedures Performed in Patients Who Decline the Transfusion of Blood Products.

VHA Directive 1091. Plastic Reconstructive Surgery.

VHA Directive 1101.03. Solid Organ, Tissue and Eye Donation.

VHA Directive 1102.08. Heart Failure Treatment Utilizing A Ventricular Assist Device or Total Artificial Heart: Patient Selection and Funding.

VHA Directive 1039(3). Ensuring Correct Surgery and Invasive Procedures in and Out of the Operating Room.

VHA Directive 1102.01(2). National Surgery Office.

VHA Directive 1103(1). Prevention of Retained Surgical Items.

VHA Directive 1128(1). Timely Scheduling of Surgical Procedures in the Operating Room.

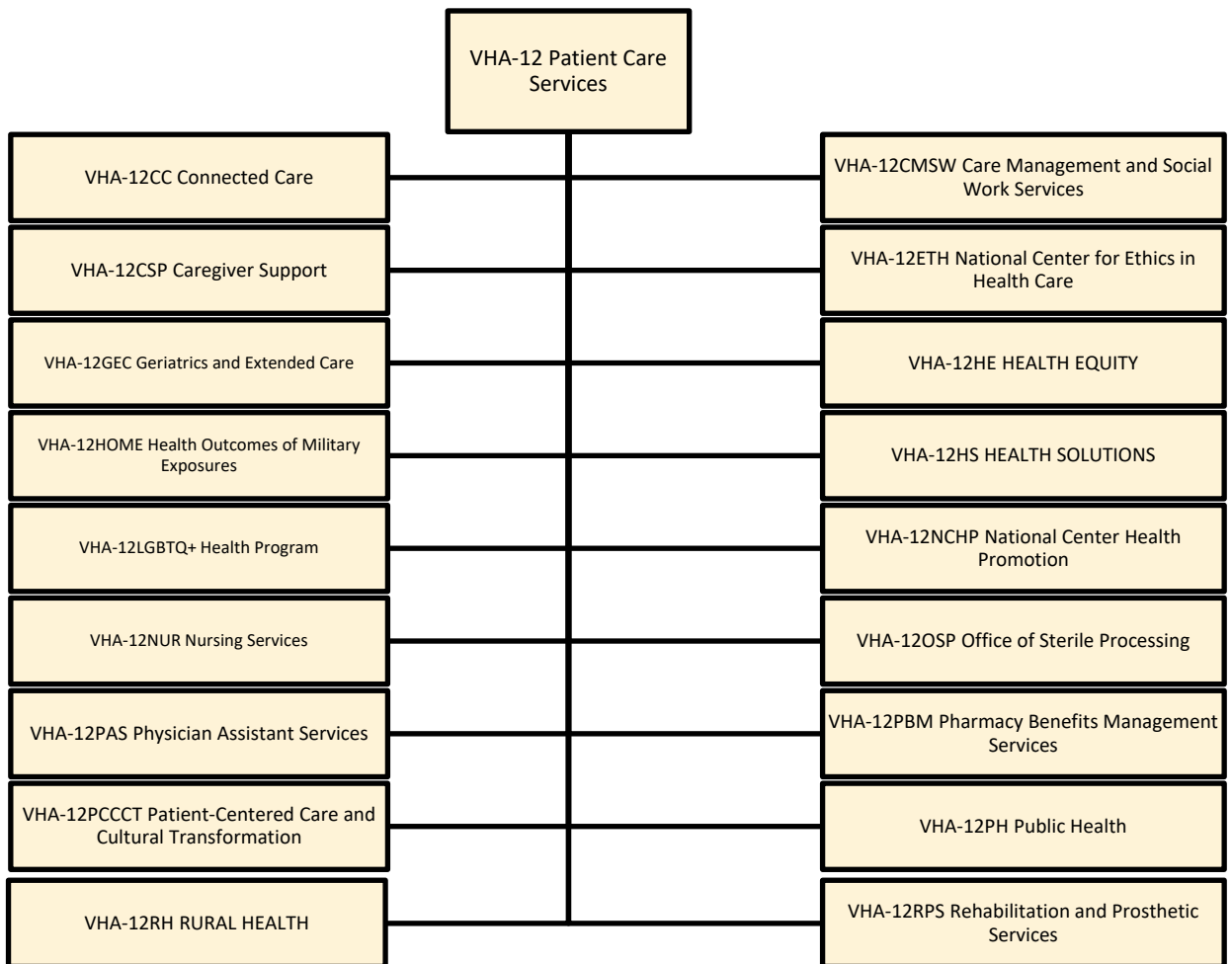
VHA Directive 1220(1). Facility Procedure Complexity Designation Requirements to Perform Invasive Procedures in Any Clinical Setting.

VHA Directive 2012-018(1). Solid Organ and Bone Marrow Transplantation.

VHA Directive 1102.07. Organ Donation After Circulatory Death.



## VHA-12 Patient Care Services



### Overview

Patient Care Services (PCS) enables Veterans Health Administration (VHA) to provide the best possible health care for our Nation's Veterans through policy and program development. PCS is dedicated to ensuring the full continuum of health care through the varying expertise in clinical roles, populations, and services and through interdisciplinary collaboration both internally and external to VHA with key stakeholders and partners.

### Activities

- Provides leadership, policy, and advisory services, which are oriented toward achieving optimum overall program balance in relation to the VA and VHA missions.

- Provides guidance to Veterans Integrated Service Networks (VISNs) and promulgates incorporation of health care guidelines, policies and strategies, as well as reviews program adequacy, efficacy, and quality.
- Contributes to VHA's transformation to a high reliability organization (HRO) through patient safety contributions in programs such as Sterile Processing, Pharmacy Benefits Management Services, Health Promotion and Disease Prevention, and Care Management and Social Work Services.
- Supports the development of clinical guidelines, protocols and/or best practices to be used in the delivery of clinical care services.
- Provides guidance on clinical practice for a wide variety of clinical roles, including nursing, physician assistants, pharmacists, and social workers for practice at the federal level.
- Provides operational oversight of delivery of prosthetics and pharmaceuticals, including Consolidated Mail Outpatient Pharmacies (CMOPs) and Meds by Mail.
- Provides oversight of care settings and processes for geriatric populations.
- Engages with key VHA, VA, and external entities to support care innovations for home and community based care, supporting the use of telehealth.
- Cares for population health through ensuring the following: health equity for all Veterans, health promotion and disease prevention, post deployment health, creating health solutions, oversight of public health labs and surveillance, pandemic preparedness and response, increased access to care for rural Veterans, and the spread of innovations in care delivery for elder Veterans.
- Provides national subject matter expertise in policy, operations, program management and consultation in care settings in Geriatrics and Extended Care (GEC) and Rehabilitation and Prosthetics Services (RPS).
- Supports both Veterans and their caregivers through expertise and benefits, supports implementation of Whole Health concepts, and provides meaningful spiritual care for our Veterans throughout their life's journey.

## Authorities

VHA Directive 2011-012. Medication Reconciliation.

VHA Directive 1063. Utilization of Physician Assistants.

VHA Directive 1013(1). Prevention and Control of Seasonal Influenza with Vaccines.

VHA Directive 1899(2). Health Care Professional Practice in VA.

## VHA-12CC Connected Care

### Overview

The Office of Connected Care (OCC) focuses on delivering health information technology (IT) solutions

that increase Veterans' access to care and support and participation in their own health care. Connected Care works collaboratively to standardize and promote the use of virtual and digital health products and their interfaces. This includes driving the growth and adoption of technologies that help Veterans communicate with their care teams and coordinate, track, and manage their health care. These technology and health solutions are delivered through Connected Care programs including VA Telehealth Services, My HealtheVet, VA Mobile, and Virtual Health Resource Centers.

## 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 My VA Images, Mental Health Check-Up, VA Video Connect, and Annie.
- 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.

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

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

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

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

Pub. L. 107-347 §§ 3601, 3602. E-Government Act of 2002. Office of Electronic Government.

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

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

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

Pub. L. 93-112. The Rehabilitation Act of 1973, As Amended by the American Disability Act Amendments Act of 2008.

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

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

38 U.S.C. § 1730C. Licensure of Health Care Professionals Providing Treatment Via Telemedicine.

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

## VHA-12CMSW Care Management and Social Work Services

### Overview

As the nation's largest employer and training organization for social workers, Care Management and Social Work Services (CMSW) is a leader in interventions that impact Social Determinants of Health (SDOH), embrace the values of social justice and promote the wellness and enhanced quality of life for all Veterans, Service members, their caregivers and loved ones. CMSW achieves these objectives 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 of five national programs (National Social Work Program, VA Fisher House

and Family Hospitality Program, Intimate Partner Violence Assistance Program, Post-9/11 Military2VA (M2VA) Case Management Program, and VA Liaisons for Healthcare Program), and several national initiatives such as guardianship, human trafficking, and Social Work Patient Aligned Care Teams. CMSW also provides clinical practice oversight to Veterans Health Administration's (VHA's) 17,400+ facility-based master's prepared social workers in the delivery of holistic care.

### Activities

- 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 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 and support persons of Veterans and Active Duty Service members 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. Family members or caregivers may accompany Veterans to provide additional support during treatment.
- Promotes safe, healthy relationships for Veterans, their partners, and staff who use or experience intimate partner violence. The Intimate Partner Violence Assistance Program (IPVAP) develops policy and provides support, guidance and resources to IPVAP Coordinators at VA medical facilities.

- Provides direct access and coordinates individualized VA health care for Service members transitioning from Department of Defense (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 other risk factors such as 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. Post-9/11 M2VA teams are embedded at every VA medical facility.
- Collaborates with the Office of Nursing Service to provide oversight and implementation of the Care Coordination and Integrated Case Management (CC&ICM) framework across VHA.

## Authorities

VHA Directive 1011. Department of Veterans Affairs Liaison for Health Care Stationed at Military Treatment Facilities.

VHA Directive 1110.02. Social Work Professional Practice.

VHA Directive 1199. Reporting Cases of Abuse and Neglect.

VHA Directive 1107. VA Fisher Houses and Other Temporary Lodging.

VHA Directive 1650. Special Care and Benefits Teams Evaluating or Treating former Prisoners of War.

VHA Directive 1010. Transition and Care Management of Ill or Injured Servicemembers and New Veterans.

VHA Directive 1198. Intimate Partner Violence Assistance Program.

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 1110.04. Integrated Case Management Standards of Practice.

## VHA-12CSP Caregiver Support

### Overview

The Caregiver Support Program (CSP) promotes the health and well-being of Family Caregivers who provide care for our nation's Veterans. 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, providing resources, education, and support to caregivers of all era Veterans.

### 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 CHAMPVA (if eligible), and/or 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 (PSM) Program, 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 information technology (IT) system that supports the administration and oversight of PCAFC, PGCSS and the CSL (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 CSP programs are integrated across VHA IT systems, including the Electronic Health Record (EHR).

## Authorities

38 U.S.C. ch. 71. Board of Veterans Appeals.

85 Fed. Reg. 34522 (Jun 5, 2020). Home Visits in Program of Comprehensive Assistance for Family Caregivers During COVID-19 National Emergency.

80 Fed. Reg. 1357 (Jan. 9, 2015). Caregivers Program.

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.

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

## VHA-12GEC Geriatrics and Extended Care

### 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 and who have chronic or serious illness through end of life, as well as support to their families and caregivers. Many LTSS programs assist the Veteran with maintaining independence and preference to age in place while also supporting and supplementing care provided by the Veteran’s caregivers.

## Activities

- Provides a comprehensive spectrum of services that surpasses all other health care systems in the United States.
- Innovates, evaluates, and implements programs to improve health, function, independence, and well-being of Veterans, as well as decreases preventable hospitalizations and nursing home admissions by providing options that are preferred by Veterans, which reduces total health care costs.
- Promotes reliable quality of care through oversight, evaluation, and feedback to Veterans Administration Medical Centers (VAMCs) and Veterans Integrated Service Networks (VISNs) 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 twenty Geriatric Research, Education and Clinical Centers (GRECCs), 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 and 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 or purchases 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, 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.
- Noninstitutional care programs include the Home Based Primary Care program, Comprehensive End-of-Life Care services, Adult Day Health Care programs, and Community Residential Care.
- Geriatrics provides guidance and oversight on the clinical operation of Purchased LTSS programs, including Community Nursing Home, Purchased Skilled Home Care, Hospice, Homemaker/Home Health Aide, Veteran Directed Care, Community Adult Day Care, Home Respite, Program of All-Inclusive Care of the Elderly and Brain Injury Residential Rehabilitation.

## Authorities

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

38 C.F.R. pt. 51. Per Diem for Nursing Home, Domiciliary, or Adult Day Health Care of Veterans in State Homes.

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.

Pub. L. 96-330. Centers of Geriatric Research, Education and Clinical Activities.

Pub. L. 104-262. The Veterans Health Care Eligibility Reform Act of 1996.

Pub. L. 106-117. The Veterans Millennium Health Care Benefits Act.

38 C.F.R. § 17.38. Medical Benefits Package.

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

38 C.F.R. pt. 51. Per Diem for Nursing Home, Domiciliary, or Adult Day Health Care of Veterans in State Homes.

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.

## VHA-12NUR Nursing Services

### Overview

The Office of Nursing Services (ONS) serves as the primary consultant to the Assistant Under Secretary for Health (AUSH) for Patient Care Services (PCS)/Chief Nursing Officer (CNO) and key Veterans Health Administration (VHA) and Department officials on all matters relating to nursing and the delivery of patient care. ONS is responsible for the planning and formulation of national policies and Activities that impact all nursing staff in the delivery of health care within the Department of Veterans Affairs. Additionally, ONS collaborates inter-professionally to enhance and support evidence-based professional practice, workforce research, education, and the VA nursing workforce to strengthen leadership and



teamwork to provide quality, patient-driven care for the nation's Veterans. ONS serves as a consultant to program office, VISN, and facility leadership in planning strategic Activities.

## Activities

- Develops and executes the VA Nursing Strategic Plan through seven work streams including Coordinated/Integrated Case Management, Clinical Practice, Electronic Health Record Modernization, Policy, Legislation, Professional Standards, Research, Evidence-Based Practice, Analytics, Workforce and Leadership, as well as 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 Boards.
- 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 throughout VHA to assist with staffing shortages, national emergency preparedness and response.

## Authorities

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

VA Handbook 5005. Staffing.

VA Handbook 5007. Pay Administration.

VHA Directive 1014. Safe Medication Injection Practices.

VA Directive 5013. Performance Management Systems.

VA Directive 5017. Employee Recognition and Awards.

VA Handbook 5021. Employee Management Relations.

VHA Directive 1899(2). Health Care Professional Practice in VA.

VHA Directive 1074. Establishment of Medication Prescribing Authority for Advanced Practice Registered Nurses.

VHA Directive 1351. Staffing Methodology for VHA Nursing Personnel.

VHA Directive 1110.04. Integrated Case Management Standards of Practice.

VHA Directive 1195. High Alert Medications.

VHA Directive 1899(2). Health Care Professional Practice in VA.

VHA Directive 2013-006. Use of Unlicensed Assistive Personnel in Administering Medication.

## VHA-12OSP Office of Sterile Processing

### Overview

The Office of Sterile Processing (OSP) provides consultative oversight and guidance for improvement of Sterile Processing Services (SPS) and reusable medical device (RMD) operations and practices for over 190 SPS locations across the nation.

### 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 and provides consultative assistance and advice as appropriate to the VISN CSPOs, key stakeholders, and VISN and medical center leadership.
- Assists in development and delivery of standardized Document Control Systems and Quality Management Systems to promote effective administration and execution of the SPS mission.

- Leads workforce modernization efforts toward organizational standardization and improvement recruitment and retention to stabilize the SPS workforce.
- Manages the SPS Improvement Specific Purpose Funding Program to foster standardization and modernization of SPS processes.
- Develops and implements training and continuing education programs to support the SPS field with advancing technologies in health care.

### **Authorities**

VHA Directive 1116(2). Sterile Processing Services.

## **VHA-12PAS Physician Assistant Services**

### **Overview**

Physician Assistant (PA) Services Office oversees the physician assistant program and policy development in Veterans Health Administration (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 Employee Education System (EES) to develop educational plans to meet needs.
- Partners with the Office of Academic Affiliations (OAA) for the Physician Assistant residency program and provides Resident placement.
- Oversees the Educational Assistance for Certain Former Members of the Armed Forces PA scholarship program. Selects and places pre-PA students into the Health Professional Scholarship Program (HPSP).

## VHA-12PBM Pharmacy Benefits Management Services

### Overview

Pharmacy Benefits Management (PBM) Services is located in Washington, D.C. and has several programs decentralized throughout the country to provide organizational and clinical leadership to VHA Pharmacies. PBM provides support to other health care providers to facilitate the highest quality care to Veterans by ensuring safe, effective, and medically necessary management of medications and medication-related supplies. 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, use, 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. 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 centers in their pharmacy cost avoidance plans.
- Coordinates the VA National Formulary management process with the Medical Advisory Panel and VISN Pharmacist Executive Committee.
- Center for Medication Safety (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 (EPS). PBM EPS manages readiness of mobile pharmacy assets to be deployed for immediate prescription services for Veterans displaced or affected by a catastrophic event.
- The Pharmacy Clinical Informatics Program develops and supports the VA's industry leading VistA Clinical Decision Support System, which performs drug interaction, therapeutic duplication, drug dosage, and allergy order checks during the electronic order entry process. Additionally, the Advanced Medication Platform Pharmacy Graphic User Interface (AMPL P-GUI) is a state-of-the-art comprehensive electronic coversheet containing clinical data that supports pharmacists in making informed clinical decisions during patient care. Operates and oversees the PBM VA National Drug File (NDF) and the Primary Product System (PPS), 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 is provided to the National Library of Medicine. The system drives operational efficiency, medication ordering and dispensing, and patient safety.
- Serves as the clinical, operational, and technological medication-use subject matter experts in support of the electronic health record (EHR) deployment preparation, implementation, and sustainment by identifying gaps between current functionality and institutional best practices, managing medication content, and developing software business requirements intended to support the best care possible to our Veterans.
- 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.

- Operates the Meds by Mail (MbM) program which provides comprehensive outpatient mail-order pharmacy services and call center support to qualifying beneficiaries of VHA's CHAMPVA program (including Spina Bifida and Children of Women Vietnam Veterans programs). The nationwide program operates three physical service centers located in Cheyenne, Wyoming; Dublin, Georgia; and Murfreesboro, Tennessee. MbM also operates the Virtual Pharmacy Services (VPS) program to remotely process outpatient prescriptions for VA Medical Center pharmacies.
- The Pharmacy Residency Program Office (PRPO) supports VHA strategic initiatives through residency training programs. PRPO has the highest percentage of Board-Certified psychiatric residency trained pharmacists in the country due to our mental health pharmacy residency training programs. PBM leads the nation in pain residencies with over 93% of those pain residents trained being hired into VA. PRPO trains the largest number of ambulatory care residents nationwide meeting the needs of Veterans in Patient Aligned Care Team (PACT) settings across the nation. PRPO has over 655 residents and Fellows, which includes but is not limited to specialty training in Geriatrics, Oncology, Infectious Disease, Internal Medicine, and Medication and Patient Safety. VA hired over 78% of the trainees in 2020-2022 with 98% of residents seeking VA employment. PRPO residency programs are the training programs of choice nationwide and PRPO/PBM are extremely proud to train the best to serve the best!
- Provides technical guidance to VA medical centers (VAMCs) on pharmaceutical compounding, 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 include 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. Additionally, this office coordinates and provides guidance and support for all PBM policy, pay, and recruitment and retention challenges in support of VISN and VA medical centers.

## VHA-12PCCCT Patient-Centered Care and Cultural Transformation

### Overview

The Veterans Health Administration's (VHA) Office of Patient Centered Care & Cultural Transformation's (OPCC&CT) primary goal is to transform the VA health care system from the traditional model of health care to a personalized, proactive, patient-driven model that focuses on developing and advancing Whole Health for Veterans and employees. OPCC&CT is leading the way with Whole Health, the VA's cutting-edge approach to health care transformation.

Whole Health is an approach to health care that empowers and equips Veterans and employees to take charge of their health and well-being and live their life to the fullest. It expands the vision of the health system's role beyond disease management to creating well-being and supporting Veterans in moving toward what matters most to them in life. Whole Health incorporates peer support, access to complimentary/integrative health approaches, health coaching, and a Whole Health approach to clinical care into the Veteran's experience.

The Whole Health model prioritizes the Veteran's values and partners with them to create personalized strategy to optimize health, healing, and well-being that is based on relationships built on trust. Whole Health is committed to positive results over the Veteran's lifetime and begins with the Veteran's vision of their health and goals. It links Veterans' personalized health plans to what matters to them in their lives, and it supports them in acquiring 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

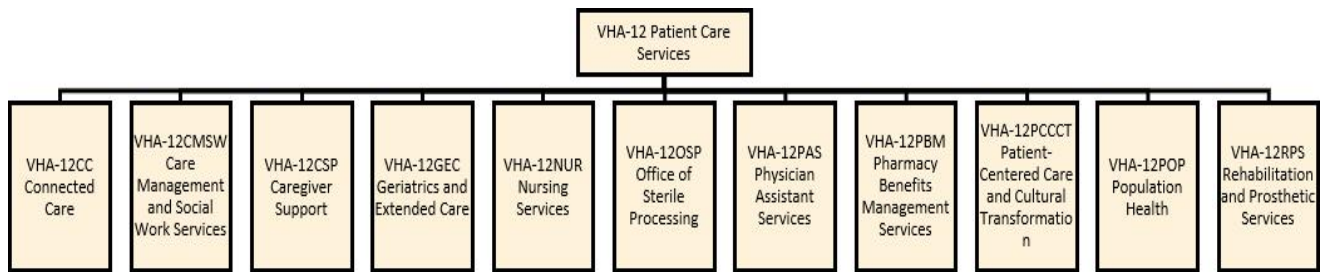
- Provides support to strategic focus areas to include Employee Whole Health, Whole Health System Development and Field Implementation, Whole Health Communications and Strategic Partnerships, Complimentary and Integrative Approaches, Whole Health Education, and Whole Health Research and Evaluation.
- Supports VHA leadership, national program offices, VISNs, VHA facilities, and frontline staff in transformation which focuses on self-empowerment, self-healing and self-care.
- Supports major stakeholders and partners including Veterans and their families, Caregivers, VHA employees, community providers, Veterans Service Organizations (VSOs), and Congress.
- Supports implementation of the Whole Health System across VHA including Pathway services (peer-to-peer groups and Whole Health partners).
- Provides assessments of the deployment and impact of tele-Whole Health.
- Supports research of Whole Health and Integrated Healthcare (CIH) as an Office of Research and Development (ORD) research priority area.
- Develops and provides multiple Whole Health training programs both in-person and virtually. Trains and supports a large network of field-based faculty to train VA staff on all aspects of Whole Health.
- Develops infrastructure in the field for facilities to respond to the well-being and needs of staff.
- Promotes front-line leadership awareness of the needs to prioritize a Whole Health approach for their teams.
- Supports, trains, and evaluates the Chief Well-being Officer program supported by the Reduce Employee Burnout and Optimize Organizational Thriving (REBOOT) task force.
- Partners with the Office of Mental Health and Suicide Prevention (OMHSP) and Office of Primary

Care (OPC) to integrate the Whole Health approach and principles across VHA in mental health and primary care clinical settings.

- Partners with Department of Defense (DoD) to make Transitioning Service Members (TSM) aware of the benefits of Whole Health early in the transition.
- Provides outreach and partners with multiple VSOs to reach Veterans in the community.



## 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 and enabling all Veterans to achieve equitable health outcomes, get the support they need, and achieve their highest level of health.
- 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 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 develop, refine, and promulgate policies, best practices, lessons learned, and innovative and successful programs for rural Veterans.

## Authorities

Pub. L. 109-417. Pandemic and All-Hazards Preparedness Act.

S. 1379. Pandemic and All-Hazards Preparedness and Advancing Innovation Act of 2019.

Pub. L. 113-5. Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.

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.

VHA Directive 1047. VHA All Hazards Cache Program.

Exec. Order No. 13995. Ensuring an Equitable Pandemic Response and Recovery.

Exec. Order No. 13997. Improving and Expanding Access to Care and Treatments for COVID-19.

Exec. Order No. 13653. Preparing the United States for the Impacts of Climate Change.

## VHA-12POP1 Health Equity

### Overview

The Office of Health Equity (OHE) strengthens and broadens the ability of Veterans Health Administration (VHA) leadership to address health inequalities and reduce health disparities through pursuit of health equity in all policies, operations, oversight, and research. Working to promote health equity through policies, education, communication, data analysis, and improvement of health care outcomes, OHE positively impacts the health and health care of vulnerable sub populations within VHA.

### Activities

- Supports five aims of the National Partnership for Action (NPA) to End Health Disparities:
- Provides leadership, education, and coordination for the Health Equity Coalition (HEC) in advancing the VA FY 2022-2028 Strategic Plan Objective 2.3: "VA will enhance understanding of Veteran needs and eliminate disparities and barriers to health, improve service delivery and opportunities to enhance Veterans' outcomes, experiences and quality of life."
- Pursues strong strategic partnerships for implementing the Health Equity Action Plan (HEAP) with internal and external organizations.
- Develops a comprehensive communication plan, reviewed at least annually, to address existing disparities and highlight interventions and other efforts to promote equity within VHA.
- Leadership:
- Encourages VHA leadership, program offices, HEC and Veteran Integrated Service Networks (VISNs)

to commit resources (financial, human, information, etc.) to implement HEAP and health equity projects with outcome evaluation strategies.

- Establishes and expands access to leadership trainings to equip leaders with the capacity to engage all VHA members on Activities for health prevention and equity work.
- Health Outcomes:
  - Assists VA to understand variations in use, preferences, and barriers to VHA care and Veterans Benefits Administration (VBA) benefits across different groups of Veterans to increase numbers of eligible Veterans of all groups receiving services.
  - Assists VISNs and VA medical centers (VAMCs) identify best opportunities for improving outcomes with an Equity Guided Improvement Strategy (EGIS) and identify evidence-based treatments for identified opportunities.
  - Supports VISNs and VAMCs to identify social risks and match at-risk Veterans with appropriate social services.
  - Supports VHA central offices understand variations in the services they support across different groups of Veterans.
  - Assists with Community Care access data on variations in the services purchased by their program across different groups of Veterans.
- Workforce Cultural and Linguistic Competency:
  - Partners and collaborates with the Office of Diversity, Equity, and Inclusion and other program offices to incorporate cultural and linguistic competency into education Activities and programs within and outside VA, new and established.
  - Supports training and learning resources in the areas of health equity, cultural and linguistic competency, and shared decision-making tools for all levels of the workforce and Veterans.
  - Promotes best practices, share resources, and create programs for diversifying the clinical workforce.
  - Provides resources that address the inequities and needs of specific Veteran populations (women; racial and ethnic minorities; LGBTQ+; seniors; rural; etc.) health literacy, and language barriers in all forms of communication.
- Data, Research, and Evaluation: Identifies VA and non-VA data sources for health equity and related information. Conducts data analyses and maintain inventory of data, research, and evaluation Activities occurring within and outside of VA related to Veterans.
- Identifies strategies for capturing data for vulnerable populations and social determinants of health and promote data collection, evaluation, and reporting for such populations.
- Develops strategy for prioritizing, monitoring, and tracking identified disparities.

## VHA-12POP2 Health Solutions

### Overview

Health Solutions identifies, measures, and assesses Veteran populations by incorporating non-health care determinants of health, and then by deploying and refining electronic medical record solutions with a public health approach to support population management.

### Activities

- Leads development and configuration of population health tools including, Heal the Registries and recommendations in the new electronic health record (EHR) which are designed to identify patient cohorts and ensure Veterans receive recommended screening, testing, and treatments.
- Leads the development and use of local 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 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 EMR interfaces to State/Territory Public Health Immunization Information Systems (IIS).
- Supports programs for Veterans participating in State-Approved Marijuana Programs.
- 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.

## VHA-12POP3 Lesbian, Gay, Bisexual, Transgender, Queer+ Health

### Overview

The LGBTQ+ Health Program facilitates field-based policy recommendations, establishes metrics, and develops clinical education to support personalized, proactive, patient-centered 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 care for LGBTQ+ Veterans. VA strives to be a national leader in the provision of health care to LGBTQ+ Veterans and assure care is provided in an affirming, safe environment at VA health facilities nationwide.

## Activities

- Manages the LGBTQ+ Point of Contact Program. Due to historical stigmatization, each VA medical facility has at least one LGBTQ+ Veteran Care Coordinator to ensure LGBTQ+ relevant services, educate staff, and create a more inclusive clinical environment.
- Establishes assessment of sexual orientation identity and history of sexual health for all patients at intake and at least annually.
- Establishes VHA policy for the equitable, respectful, and affirming delivery of clinically appropriate health care to transgender and intersex Veterans.
- Provides guidance and oversight 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).
- 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 experienced by LGBTQ+ Veterans.

## Authorities

VHA Directive 1341. Providing Health Care for Transgender and Intersex Veterans.

VHA Directive 1340 (2). Provision of Health Care for Veterans Who Identify as Lesbian, Gay or Bisexual.

## 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, as well as 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 Veterans Affairs (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, MOVE! Program Coordinators, and Veterans Integrated Service Network (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 Veterans Health Administration (VHA) Clinical Preventive Services Guidance Statements, which inform clinical staff about recommendations regarding clinical preventive services such as cancer screenings, immunizations, and preventive medications.
- 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 such the Veterans Health Library, an online, comprehensive, Veteran-focused health information resource.
- 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.
- Leads VHA's Infection: Don't Pass it On campaign, a public health infection control campaign, and VHA's seasonal influenza and COVID-19 vaccination campaigns.
- Produces a variety of communication products, including newsletters, annual highlights reports,

staff and patient education materials, training videos, websites, and other products.

- Develops and disseminates guidance, tools, and resources 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 Health Outcomes of Military Exposures**

### **Overview**

Health Outcomes of Military Exposures (HOME) encompasses four distinct programs – Epidemiology (2 Divisions: Health and Epidemiologic Analytic Research and Surveillance and Investigations of Military Exposures), Era Environmental Health - Policy and Environmental Health - Operations, as well as field-based clinical programs and research in the War-Related Illness and Injury Study Center (WRIISC) at its three sites; California (2 Centers), New Jersey (2 Centers) and Washington, D.C (2 Centers), the Toxic Embedded Fragments/Depleted Uranium Center (TEFC) in Maryland and Veterans Exposure Team-Health Outcomes Military Exposures (VETHOME) located in Lakewood, CO.

The Operations and Policy 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**

- Assesses the impact of deployment/military environmental exposures on Veterans and develops related policy, research, education, clinical support, evaluation, and health care strategies. The Epidemiology Service manages operational reviews of trends, surveillance on specific military/combat exposures and conducts original research to understand the effects of military service and deployment on Veterans' health.

- 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 Secretary of Veterans Affairs.
- Coordinates with Department of Defense (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.
- Veterans Exposure Team-Health Outcomes Military Exposures (VET-HOME) serves as a centralized intake center for Veterans and healthcare providers to be able to ask questions and receive information and resources on military environmental exposures; to learn about Environmental Health registry programs; and to schedule and receive a registry exam as needed. VET-HOME will standardize the process for Veterans to be connected with environmental exposure specialists to meet their unique needs.

## Authorities

Pub. L. 102-585 § 703. Veterans Health Care Act of 1992.

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

Pub. L. 102-4. Agent Orange Act of 1991.

Pub. L. 100-687. Veterans Judicial Review Act.



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.

Pub. L. 100-322. Veterans' Benefits and Services Act of 1988. Pub. L. 102-4. Agent Orange Act of 1991.

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

Pub. L. 105-368. Veterans Programs Enhancement Act of 1998 Pub. L. 108-183. Veterans Benefits Act of 2003.

Pub. L. 109-417. Pandemic and All-Hazards Preparedness Act.

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

## VHA-12POP6 Public Health Surveillance and Research

### Overview

The Public Health National Program Office (PHNPO) performs critical public health functions in VA including conducting epidemiologic investigations and surveillance for infectious disease. The office operates the Public Health Reference Laboratory (PHRL) and is responsible for the VHA All-Hazards Emergency Cache (AHEC) Program. PHNPO is instrumental in providing subject matter expertise for public health preparedness, biodefense issues and in developing policy and guidance on public health emergency response.

### Activities

- Conducts epidemiologic and lookback investigations in conjunction with large-scale disclosures to patients. To support sequestration of lookback investigation samples for public health testing and legal purposes, and in collaboration with the VA Office of Research & Development (ORD), PHNPO operates a national multiuse Public Health Biorepository. It currently houses over 40,000 samples, most of which contain bloodborne or emerging pathogens such as Human Immunodeficiency Virus (HIV), Hepatitis C virus (HCV), severe respiratory syndrome coronavirus 2 (SARS-CoV-2), Monkeypox, or multidrug resistant organisms.
- Operates the Public Health Reference Laboratory (PHRL).
- Manages a Joint Commission-certified national Veterans Administration (VA) microbiology reference laboratory for surge capacity and rapid deployment of diagnostic assays for emerging pathogens; detecting and characterizing unusual pathogens; confirming atypical laboratory test results; analyzing epidemiologically significant specimens with potential public health implications using next generation sequencing and other state-of-the-art testing platforms; and identifying infectious diseases of public health consequence that occur too infrequently for other Veterans Health Administration (VHA) clinical laboratories to maintain testing capacity. PHRL is a member of the Centers for Disease Control (CDC) Laboratory Reference Network (LRN) of public health laboratories.
- Conducts ongoing VA-wide public health surveillance for endemic (i.e., influenza) and emerging or reemerging infectious diseases (i.e., Zika, SARS-CoV-2, Monkeypox) and noninfectious conditions of public health importance (i.e., lead or carbon monoxide poisoning), thereby assisting VA and federal

and state partners in the coordination of appropriate response and containment measures. In addition, PHNPO conducts public health surveillance and epidemiologic investigations of environmental factors or exposures associated with or caused by climate change that affect Veteran and VA employee health.

- Responsible for the VHA All-Hazards Emergency Cache (AHEC) Program. This includes maintaining critical medical countermeasures and supply stockpiles in caches at VA medical centers to ensure VA can provide service continuity in response to Chemical, Biological, Radiological, Nuclear, and Explosive weapons (CBRNE) events, other public health emergencies including pandemic events, climate change associated natural disasters, and endemic high consequence infections. PHNPO works closely with federal partners in the Public Health Emergency Medical Countermeasures Enterprise (PHEMCE).
- Provides subject matter expertise for VA regarding public health preparedness and biodefense issues/events and policy. Collaborates closely with VA/VHA program offices to develop policy and guidance on public health emergency response including employee and patient safety. Serves as VA representative on Federal pandemic preparedness workgroups and committees. Assists the VHA Office of Emergency Management in preparedness and response including Fourth Mission.

### Authorities

Pub. L. 116-22. Pandemic and All-Hazards Preparedness and Advancing Innovation Act of 2019.

Pub. L. 113-5. Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.

Pub. L. 107-287. Department of Veterans Affairs Emergency Preparedness Act of 2002.

Pub. L. 109-417. Pandemic and All-Hazards Preparedness Act.

Pub. L. 113-5. Pandemic and All-Hazards Preparedness Reauthorization Act of 2013.

Exec. Order No. 13653. Preparing the United States for the Impacts of Climate Change.

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.

VHA Directive 1047. VHA All Hazards Cache Program.

## 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 three million Veterans living in rural and highly rural communities who rely on 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

- Leverages 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 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.

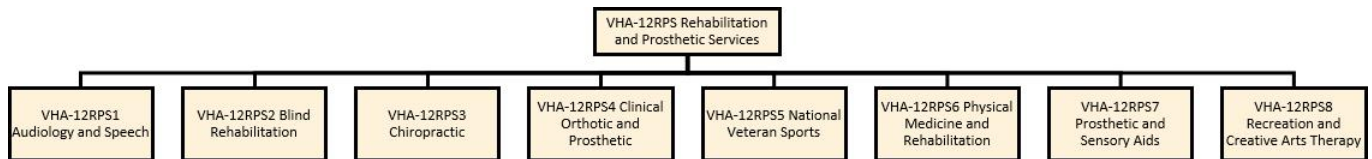
### **Authorities**

38 U.S.C. § 7308. Office of Rural Health.

Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.

Pub. L. 109-461 § 212(a)(1). Health Matters.

## VHA-12RPS Rehabilitation and Prosthetic Services



### Overview

Rehabilitation and Prosthetic Services (RPS) oversees program and policy development for rehabilitation services for Veterans Health Administration (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 care services to Veterans with hearing loss, tinnitus, and balance in more than 450 sites of care by more than 1450 audiologists and 400 audiology health technicians. 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). Speech-language pathology services include the early identification or screening, evaluation, and treatment for speech, swallowing, language, voice, and cognitive- communication disorders and are provided by 459 clinical speech pathologists (SLPs). VA is one of the largest providers of graduate and post graduate training for speech pathologists and audiologists, offering approximately 50 funded speech pathology fellowships and over 100 audiology graduate externships. Additionally, over 25 audiology researchers are working together with neuroscientists and other professionals studying ways to prevent, diagnose, and treat hearing loss and related issues, and a wide range of technological,

medical, rehabilitative, and social issues associated with tinnitus and blast exposure. VA employs six speech pathologist researchers studying disorders of speech, language, swallowing, and cognition and supporting clinicians across disciplines.

- 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 Veteran’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.
- Through the National Veterans Sports Programs and Special Events (NVSPSE) provides adaptive sports medicine and therapeutic arts for Veterans to improve their independence, well-being and quality of life. These rehabilitation 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 Veteran Service Officers (VSOs), 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 are delivered at more than 80 locations (or “labs”) across the country to 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 & 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 recreation therapy and creative arts therapies (art, dance movement, drama, and music) through evidenced-based clinical treatment services to restore, remediate, and rehabilitate functional outcomes for Veterans with injuries, chronic illness, and disabling conditions. Services include evaluation and treatment of physical, cognitive, emotional, psychosocial, and leisure deficits. Treatment interventions include, but not limited to adaptive sports, leisure education, community reintegration, pain management, balance and coordination, assistive technology, auditory processing, sensory integration, visual processing, active meditation, emotional regulation and processing, fine/gross motor movement, virtual technology, 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. Services are provided based upon applying the best available evidence, using expert clinical judgment in alignment with the Veteran’s mission, aspiration and purpose, individual goals and life pursuits.
- 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 a prosthetic or orthopedic device that wears or tears clothing, or 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.

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. 116-171 § 203. Recreation Therapy & National Veterans Sports Programs & Special Events (NVSP&SE).

Pub. L. 114-256. Prosthetic & Sensory Aids Service (PSAS).

H.R. 7105. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.

## VHA-12RPS1 Audiology and Speech

### Overview

Audiology and Speech Services are offered to Veterans with auditory system disabilities and/or those Veterans who need early identification or screening, evaluation, and treatment for speech, swallowing, language, voice, and cognitive-communication disorders. 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. VA audiologists are licensed healthcare 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.

### Activities

- Provides comprehensive audiology care services to Veterans with hearing loss, tinnitus, and balance in more than 450 sites of care by more than 1450 audiologists and 400 audiology health technicians.
- Over 450 clinical speech pathologists (SLPs) provide early identification or screening, evaluation, and treatment for speech, swallowing, language, voice, and cognitive-communication disorders.
- VA employs six speech pathologist researchers who study disorders of speech, language, swallowing, and cognition, and who support clinicians across disciplines.

## VHA-12RPS2 Blind Rehabilitation

### Overview

Blind and Visual Impairment Rehabilitation Services provides a seamless service integration ensuring Veterans and Service Members with a visual impairment receive the finest medical and rehabilitative care. The mission is to assist eligible blind and visually impaired Veterans and Service Members in developing the skills needed for personal independence and successful reintegration into the community and family environment. Rehabilitation is patient-centered and interdisciplinary, developing

and deploying integrated plans of care that address the Veteran's needs and goals to guide service delivery. Family members, included as members of the team, are provided with education and training that allows them to understand visual impairment and provide support for goal achievement.

## Activities

- 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.
- Provides lifetime care coordination and services that are most appropriate for the Veteran's needs, including Visual Impairment Service Team Coordinators, Blind Rehabilitation Outpatient Specialists, Comprehensive Inpatient Blind Rehabilitation Services, and Low Vision Clinics.
- Ensures early intervention for Veterans or Service Members whose vision loss results from progressive diseases such as age-related macular degeneration, neurological vision loss, diabetic retinopathy and glaucoma, as well as those whose vision results from the wounds and trauma of war.
- Collaborates with other rehabilitation and non-rehabilitation disciplines, such as physical and rehabilitation medicine programs, audiology, eye care services, psychology, social work, diabetic educators, and primary care, to ensure holistic care is provided to ensure Veterans maximize their fullest potential.

## VHA-12RPS3 Chiropractic

### Overview

Chiropractic Services serves America's Veterans by providing the highest quality chiropractic care while maintaining a strong commitment to advance 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. These services are provided on-site at one or more VA facilities in each Veterans Integrated Service Network (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

- Serves as the chiropractic subject matter expert to the Under Secretary for Health and the Veterans Health Administration.
- Develops policies and procedures aimed at improving processes and quality of chiropractic services provided to VA patients.
- Advocates for the field and providing guidance and oversight for field-based chiropractic service programs.
- Serves as the chiropractic consultant on clinical, business, and policy matters with other VA offices, services, and/or programs.
- Ensures excellence in chiropractic patient care, education, and research to improve Veterans' health and well-being.

## VHA-12RPS4 Clinical Orthotic and Prosthetic

### Overview

Orthotic, Prosthetic & Pedorthic Clinical Services (OPPCS) is the leading provider of orthotics and prosthetics (O&P) patient care services for Veterans. OPPCS is comprised of over 450 clinical field staff practicing in more than 80 VA facilities. OPPCS provides custom fabrication and fitting of the latest state-of-the-art, evidence based orthotic, prosthetic and pedorthic services and componentry. VA leads the world in providing cutting-edge OP&P technology to aid eligible Veterans in regaining their independence, revitalizing their lives, and facilitating functional, societal, and familial reintegration.

### Activities

- Provides comprehensive OP&P care services to Veterans with limb loss and orthotic needs in more than 80 sites of care by more than 450 OP&P clinicians and technicians.
- Participates as a multidisciplinary team member in Amputation Care Clinics.
- Provides guidance, advice, and oversight on all matters related to OP&P Clinical Services for Veterans.
- Operates the nation's largest, hospital-based O&P Practitioner Residency Training Program.
- Contributes to the development of peer-reviewed, evidence-based clinical practice guidelines.

## VHA-12RPS5 National Veteran Sports

### Overview

The National Veterans Sports Programs and Special Events (NVSPSE) program office provides adaptive sports medicine and therapeutic arts for Veterans to improve their independence, well-being, and quality of life. These rehabilitation 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 Veterans Service Organizations (VSOs), corporate sponsors, individual donors, and community partners, the programs serve thousands of Veterans annually.

### Activities

- Manages the monthly training stipend for elite Veteran athletes with disabilities.
- Oversees the operations of the following Activities:
- National Disabled Veterans Golf Clinic
- National Disabled Veterans Winter Sports Clinic
- National Veterans Creative Arts Competition and Festival
- National Veterans Golden Age Games
- National Veterans Wheelchair Games
- National Veterans Summer Sports Clinic
- Sports4Vets Throwdown: Adaptive Fitness
- VA Adaptive Sports Grant Program

## VHA-12RPS6 Physical Medicine and Rehabilitation

### Overview

Physical Medicine and Rehabilitation Services (PM&RS) is responsible for the national policies and programs for medical rehabilitation that promote the 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 is comprised of the following rehabilitation disciplines: Kinesiotherapy (KT), Occupational Therapy (OT), Physical Therapy (PT) and Physiatry. 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. Occupational Therapists provide evaluation and treatment in areas of self-care, work, and productive/leisure Activities. Physiatrists are physicians who have completed a residency training program in Physical Medicine & Rehabilitation and lead the clinical team providing rehabilitation. Physical Therapists treat Veterans with movement disorders which include impairments of the musculoskeletal, cardiovascular, pulmonary, neuromuscular, and integumentary (skin) systems. 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.

## Activities

- Provides medical, rehabilitative, and preventive strategies.
- Emphasizes restoring and optimizing function through physical modalities, therapeutic exercise and interventions, adaptive equipment, modification of the environment, education and assistive devices.
- Provide services through the continuum of care, such as rehabilitation services, including outpatient clinics, inpatient settings, telemedicine, and Veteran's homes. Individualized plans of care focus on specific rehabilitation needs and goals.
- 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 acute rehabilitation for Veterans who require the intensity of medical and rehabilitation services that can only be provided at an inpatient facility. These patients are admitted to a Comprehensive Integrated Inpatient Rehabilitation Program (CIIRP). 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).
- Provides subacute rehabilitation 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 in 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

Prosthetic & 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. 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

- Provides a wide range of comprehensive services and items:
- Durable Medical Equipment (DME)
- Mobility aids, such as walkers and wheelchairs
- Communication and assistive devices
- Home oxygen services
- Surgical implants
- Recreational/Rehabilitative equipment
- Clinical orthotic and prosthetic custom-fabricated and fitted devices (e.g., shoe inserts, braces, artificial limbs)
- Prosthetic item repairs
- Aids for blindness and visual impairment
- Sensory aids, including hearing aids and eye glasses
- Automobile adaptive equipment (AAE)
- Vehicles modification (non-service connected Veterans)
- Clothing allowance
- Home Improvement and Structural Alterations (HISA)
- Service dog veterinary health insurance

## Authorities

Pub. L. 114-256 § 3. Veterans Mobility Safety Act of 2016.

H.R. 7105. Johnny Isakson and David P. Roe, M.D. Veterans Health Care and Benefits Improvement Act of 2020.

H.R. 116-445. Military Construction, Veterans Affairs, and Related Agencies Appropriations Bill, 2021.

## VHA-12RPS8 Recreation and Creative Arts Therapy

### Overview

The Recreation and Creative Arts Therapy Service is responsible for national policies related to Recreation Therapy and Creative Arts Therapies (art therapy, dance therapy, drama therapy, and music therapy).

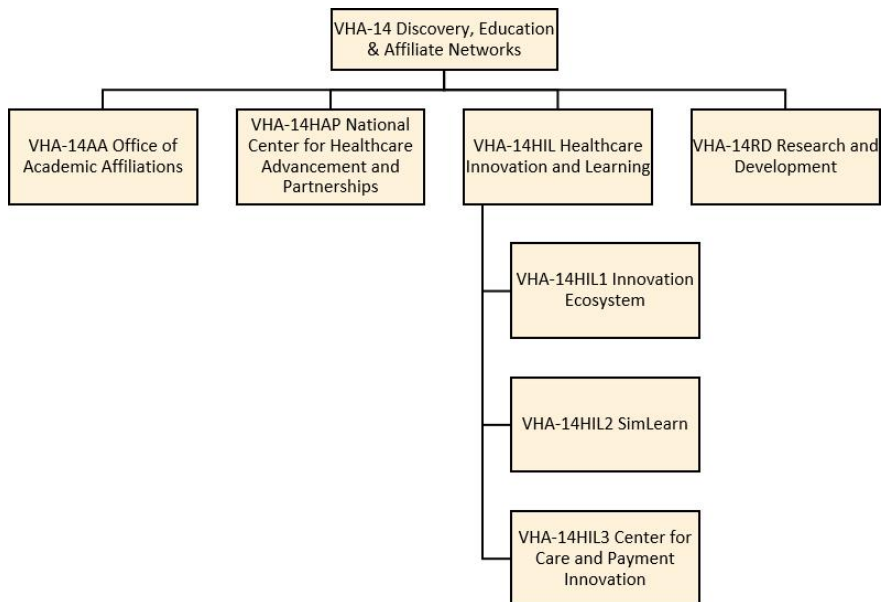
### Activities

- Collaborates and cooperates with other services within the VHA and community partner organizations to promote and ensure an exceptional level of care and high-quality services for all Veterans as reflected in the I-CARE Core Values.
- 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.
- Provides recreation therapy and creative arts therapies through evidenced-based clinical treatment services to restore, remediate, and rehabilitate functional outcomes for Veterans with injuries, chronic illness, and disabling conditions.
- Provides evaluation and treatment of physical, cognitive, emotional, psychosocial, and leisure deficits. Treatment interventions include, but are not limited to adaptive sports, leisure education, community reintegration, pain management, balance and coordination, assistive technology, auditory processing, sensory integration, visual processing, active meditation, emotional regulation and processing, fine/gross motor movement, virtual technology, 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.
- Provides services based upon applying the best available evidence, using expert clinical judgment in alignment with the Veteran's mission, aspiration and purpose, individual goals and life pursuits.

### Authorities

Pub. L. 116-171 § 203. Recreation Therapy & National Veterans Sports Programs & Special Events (NVSP&SE).

## VHA-14 Discovery, Education & Affiliate Networks



### Overview

Office of the Assistant Under Secretary for Health for Discovery, Education and Affiliate Networks (DEAN) oversees the offices of Academic Affiliations (OAA), Research and Development (ORD), Healthcare Innovation and Learning (HIL), and the National Center for 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 VA's four statutory missions, the office oversees health professions education (HPE) to create a robust pipeline of healthcare professionals for VA and the Nation.

By maintaining a strong position in high quality healthcare, DEAN ensures VHA is prepared to face new medical challenges, as well as to enhance current and future operations and care delivery. DEAN 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 throughout the VA enterprise.

### Activities

- Amplifies VA's vital research mission.
- Strengthens academic affiliate relationships and expands HPE training opportunities.
- Improves the care provided to Veterans and assists in providing an adequate supply of healthcare personnel for the Nation.

- Promotes organizational partnerships at the local, state, and national level.
- Unifies collaboration and coordination with facility-based educators, researchers, and clinicians.
- 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.
- Applies basic, translational, and clinical health services research, as well as rehabilitative research to apply scientific knowledge in the development of effective care solutions for Veterans.
- Provides innovation project management for the design, evaluation, and diffusion of new healthcare innovations to improve Veteran care.

## 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) oversees VA’s statutory mission to train health professionals. During the 2020-2021 academic year, approximately 113,000 health professions trainees (HPTs) participated in over 7,000 health professions education (HPE) programs offered through partnerships between 150 health care facilities and over 1,400 academic institutions. OAA provides leadership, advice, and subject matter expertise across the full range of VA’s HPE programs, including policies, budget development, execution, and relationships with academic affiliates.

### Activities

- Ensures VA’s HPE programs are relevant to VA and to national clinical workforce needs and holds responsibility for the development, analysis, oversight and evaluation of all policies, guidelines, and programs relating to HPE, and academic affiliations.
- Develops strategic and operational alliances with key stakeholders, including VA medical facilities, other VA program offices, staff offices, academic affiliates, accreditation, credentialing bodies, other federal agencies, and professional societies.
- Fosters excellence and innovation in HPE through transformative learning projects.
- Provides guidance, mentoring, and development opportunities to field-based HPE leaders and collaborates with other program offices on workforce development and succession planning.

## Authorities

VHA Directive 1400. Office of Academic Affiliations.

38 U.S.C. § 7302. Functions of Veterans Health Administration: Health-Care Personnel Education and Training Programs.

VA Policy Memorandum No. 2. Policy in Association of Veterans' Hospitals with Medical Schools: January 30, 1946.

## VHA-14HAP National Center for Healthcare Advancement and Partnerships

### Overview

The National Center for Healthcare Advancement and Partnerships 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 wellbeing of Veterans through exploration of innovative, safe, and ethical emerging therapies.

### Activities

- Serves as a facilitator and 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 nonmonetary partnerships across the organization.
- Oversees policy and training associated with formal nonmonetary strategic partnerships across the organization.
- Explores emerging therapies that are safe and ethical to enhance Veteran physical and mental well-being when other treatments have not been successful.
- Develops guidance, protocols, administrative business rules, and other artifacts to promote diffusion of best partnership practices across the organization.
- Provides programmatic oversight of partnerships through engagement, education, and policy at the VHA level.
- Provides consultative services and resources to facilitate partnerships that deliver quality benefits, care, and accessible services across social determinants of health.
- Promotes dissemination of best practices at the national, state, and community level through employee engagement.

### Authorities

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

VHA Directive 1098. Public-Private Partnerships.



## 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 healthcare 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 healthcare 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

- Provides a foundation to enable the spread of mission-driven health care innovation and drives transformational change for VA to cement the organization as a global leader in health care innovation.
- Drives efforts to provide Veterans with the highest standard of care, prioritizing value-based innovation initiatives and focusing on the fundamental principles of access, effectiveness, efficiency, and equity.
- Serves as an engine to drive innovation and build organizational capacity through workforce development to operationalize 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

Innovation Ecosystem (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 and program offerings of Innovators Network, Diffusion of Excellence, Fellowships and Community Engagement and National Centers for Innovation 2 Impact, 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, evidenced-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 a 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.

## Authorities

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

## 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, project managers and curriculum developers 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 (REI) 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 SimLEARN Assessment Collaboration and Outreach team utilizes a process oriented simulation strategy to assess the effectiveness of a clinical space and the impact on the quality of care provided to Veterans during facility activations. SimLEARN leverages its partnership with the Office of Construction Management, to bring together frontline clinicians and architectural subject matter experts to design new clinical spaces in real time resulting in significant cost avoidance.

## 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.

## Authorities

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

VHA Directive 1177. Cardiopulmonary Resuscitation, Basic Life Support and Advanced Cardiac Life Support Training for Staff.

## VHA-14HIL3 Center for Care and Payment Innovation

### Overview

The Center for Care and Payment Innovation (CCPI) develops innovative approaches to testing payment

and service delivery models to reduce expenditures while preserving and enhancing the quality of care furnished by the Department. CCPI plays a critical role in ensuring VA maximizes quality of care, while balancing costs to achieve high-value health care for all veterans.

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.

## Activities

- Oversees the implementation and evaluation of care and payment innovation authorized by VA MISSION Act, Section 152. 1703E.
- Leads innovation pilots that focus on access, effectiveness, efficiency and equity to test new models of care and service delivery and improve health outcomes.
- Transforms healthcare delivery and payment mechanisms within the VA health system to maximize resources.
- Drives collaborative efforts to advance integrated, value-based care across the enterprise.
- Applies data-driven decision making to identify 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.

## Authorities

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

## 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 from basic science to clinical trials and health systems

research; 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, advancing VA research from initial discovery to real-world implementation. 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, enterprise-wide research IT requirements, human subjects' protections infrastructure, centralized institutional review and privacy boards, specialized human resources support, and electronic health record modernization for research purposes. Effectively communicates the value of VA research to internal and external stakeholders.
- Defines and advances strategic priorities for VA research including increasing Veteran access to high quality clinical trials and building community through VA research, directly engaging Veterans to establish research programs that are responsive to and respectful of Veteran 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 research topics 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.
- 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. This includes recruiting, training, and retaining the highest-caliber investigators and staff, and nurtures their continuous development as leaders and technical experts in their fields. 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.
- Partners with VHA clinical operations to provide and implement evidence-based solutions into clinical care. Conducts rigorous evaluations of existing practices in the largest integrated health care system in the country.
- Provides policy, training, education, and technical assistance to VA field-based research offices and

## VA Functional Organization Manual Version 8.0 – Volume I:

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. 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.

- Manages multiple Federal Advisory Committees which provide direction for research priorities and ensure effectiveness of the research portfolio for meeting Veterans' needs.
- 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.

### Authorities

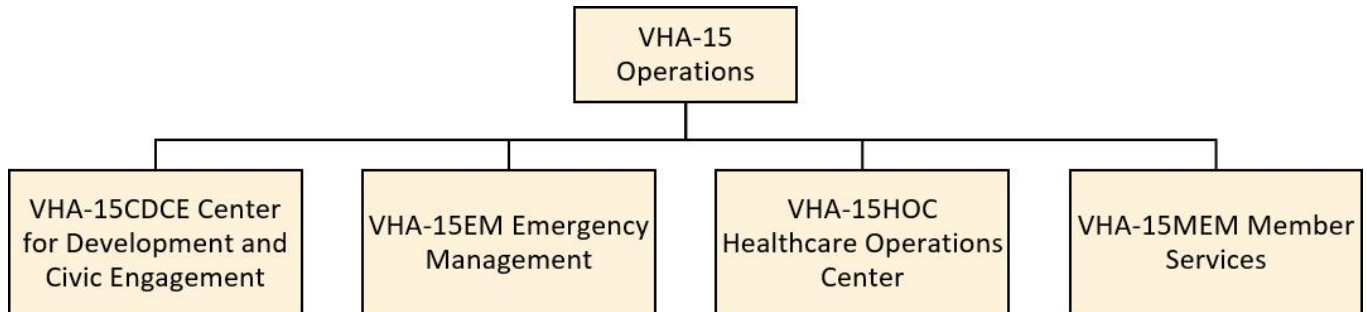
38 U.S.C. § 7303. Functions of Veterans Health Administration: Research Programs.

Pub. L. 115-435. Foundations for Evidence-Based Policymaking Act of 2018.

VHA Directive 1200. Research and Development Program.

15 U.S.C. § 3710. Utilization of Federal Technology.

## VHA-15 Operations



### 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.

## Activities

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

Pub. L. 111-8. Omnibus Appropriations Act, 2009.

Pub. L. 99-166. Veterans' Administration Health-Care Amendments of 1985.

Pub. L. 106-117. The Veterans Millennium Health Care Benefits Act.

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

Exec. Order No. 12656. Assignment of Emergency Preparedness Responsibilities.

Pub. L. 112-10. Department of Defense and Full-Year Continuing Appropriations Act, 2011.

42 U.S.C. § 362. The Public Health and Welfare.

21 U.S.C. § 321. Federal Food, Drug and Cosmetic Act; Definitions; Generally.

Pub. L. 117-4. Strengthening and Amplifying Vaccination Efforts to Locally Immunize All Veterans and Every Spouse Act.

38 U.S.C. § 1785. Care and Services During Certain Disasters and Emergencies.

45 C.F.R. § 164.512. Uses and Disclosures for Which an Authorization or Opportunity to Agree or Object is not Required.

HSPD-21. Public Health and Medical Preparedness.

Presidential Decision Directive-67. Enduring Constitutional Government and Continuity of Government.

VHA Directive 1229(1). Planning and Operating Outpatient Sites of Care.

VHA Directive 1188(1). Animals on Veterans Health Administration (VHA) Property.

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

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

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. § 111A. Transportation of Individuals to and from Department Facilities.

38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.

VHA Directive 1044. Assignment and Maintenance of Station Numbers and Attributes.

38 U.S.C. § 1710B. Extended Care Services.

VHA Directive 1000.1. Program Restructuring and Inpatient Bed Change Policy.

VHA Handbook 1000.01. Inpatient Bed Change Program and Procedures.

Pub. L. 116-136. Coronavirus Aid, Relief, and Economic Security Act (CARES) of 2020.

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

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

VHA Directive 1695. Veterans Transportation Services.

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

Pub. L. 117-168. Sergeant First Class Heath Robinson Honoring Our Promise to Address Comprehensive Toxics (PACT) Act of 2022.

VHA Directive 1193.01. COVID-19 Vaccination Program for VHA Health Care Personnel.



VHA Directive 1620. VA Center for Development and Civic Engagement Program.  
38 C.F.R. § 1.218. Security and Law Enforcement at VA Facilities.

## VHA-15CDCE Center for Development and Civic Engagement

### Overview

The Center for Development and Civic Engagement (CDCE) 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:

**Voluntary Service:** The largest integrated volunteer program in the Federal government, this line of business is a government-wide model for the strategic integration of volunteers, appointed as without compensation (WOC) employees within Veterans Health Administration (VHA) facilities, Veterans Benefits Administration (VBA) regional offices, and National Cemetery Administration (NCA) cemetery locations, as well as within State Veterans Homes and other authorized VA programs.

**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, Veterans Service Organizations (VSO's), non-profits, foundations, and other community/civic organizations.

**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

Pub. L. 92-463. Federal Advisory Committee Act.  
5 U.S.C. §§ ch. 81, 552a, 3111. Acceptance of Volunteer Service.

31 U.S.C. §§ 1321. Trust Funds.  
5 C.F.R. pts. 731-732, § 308. Suitability.  
VHA Directive 1609. Workers' Compensation Program Management.  
VHA Directive 1137. Provision of Complementary and Integrative Health (CIH).  
VHA Directive 1178. Animal-Assisted Activities and Animal-Assisted Therapy.  
VHA Directive 1695. Veterans Transportation Services.  
VHA Directive 4721. VHA General Post Funds - Gifts and Donations.  
VHA Notice 2020-34. Mandatory Business Rules for Local Policy Development.  
38 U.S.C. § 83. Acceptance of Gifts and Bequests.  
38 U.S.C. § 85. Disposition of Deceased Veterans' Personal Property.  
38 U.S.C. § 111A(b). Transportation of Individuals to and from Department Facilities - Transportation by Third-Parties.  
38 U.S.C. § 513. Contracts and Personal Services.  
38 U.S.C. § 7405(a). Temporary Full-Time Appointments, Part-Time Appointments, and Without-Compensation Appointments.  
38 U.S.C. § 8301. Authority to Accept Gifts, Devises, and Bequests.  
38 U.S.C. § 6301. Purpose; Definitions.  
VHA Handbook 1100.19. Credentialing and Privileging.  
38 U.S.C. § 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.  
38 U.S.C. § 1720G. Assistance and Support Service for Caregivers.  
38 U.S.C. § 7332. Confidentiality of Certain Medical Records.  
38 U.S.C. § 8104. Congressional Approval of Certain Medical Facility Acquisitions.  
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. § 7301. Functions of Veterans Health Administration: in General.  
38 U.S.C. § 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.  
38 U.S.C. §§ 308, 512. Delegation of Authority.

## 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 throughout the country.

### Activities

- 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).

## VA Functional Organization Manual Version 8.0 – Volume I:

- Serves as the lead program office for coordinating Continuity of Operations (COOP) Activities for the Administration on a day-to-day basis and 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. § 1785. Care and Services During Certain Disasters and Emergencies.

38 U.S.C. § 8117. Emergency Preparedness.

42 U.S.C. ch. 68. Disaster Relief.

HSPD-21. Public Health and Medical Preparedness.

HSPD-5. Management of Domestic Incidents.

38 U.S.C. § 1784. Humanitarian Care.

38 U.S.C. § 8111A. Furnishing of Health-Care Services to Members of the Armed Forces During a War or National Emergency.

42 U.S.C. ch. 6a, subch. XXVI. National All-Hazards Preparedness for Public Health Emergencies.

Presidential Policy Directive-8. National Preparedness.

VHA Directive 0320.12. VHA Compliance with the National Incident Management System (NIMS).

38 U.S.C. § 8153. Sharing of Health-Care Resources.

VHA Directive 0320.07. Dual Use Vehicle (DUV) Program.

VHA Directive 0320. VHA Comprehensive Emergency Management Program (CEMP).

VHA Directive 1047. VHA All Hazards Cache Program.

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 Handbook 0320.04. Department of Veterans Affairs and Department of Defense Contingency Plan.

VHA Directive 0320.08. Critical Deployable Resources.

## VHA-15HOC Healthcare Operations Center

### Overview

Healthcare Operations Center (HOC) 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.

HOC is organized into three divisions:

**Field Operations and Support:** dedicated to VISN Support Teams and provides daily operational support to VHA CO and the VISNs, promoting bi-lateral communication between central office and the field.

**Monitoring & Analytics:** manages recurring and ad-hoc data analysis requests from VHA national and regional leadership, supports the daily briefing to the Under Secretary for Health, and works to coordinate and consolidate various VHA databases and reporting streams to support required analyses.

**Implementation and Integration:** serves as primary change management agents for VHA, overseeing a matrix of stakeholders across VHA to implement enterprise-wide change.

### 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.
- 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, 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 homeless support for Veterans and beneficiaries. Member Services has offices in Atlanta, GA; Canandaigua, NY; Fort Riley, KS; Hot Springs,

SD; Topeka, KS; and Waco, TX.

## Activities

- Provides oversight, review and direct service for VA health care eligibility and enrollment, administration of health care benefits, and homeless support for 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 applicable customer support during national disasters.
- HEC is 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 servicemembers, 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, First Party billing and payment inquiries, Help Desk technical assistance for VA web sites and applications, homelessness, and provides national disaster program support. HRC manages the National Call Center for Homeless Veterans (NCCHV) hotline which provides free, 24/7 assistance for homeless Veterans, r Veterans and their families at-risk of homelessness, VA medical centers, Federal, state, and local partners, service providers and others in the community.
- Responds to calls from Veterans concerning administrative medication issues such as prescription status, refills, renewals, change of address, prescription tracking, medication identification, and appointment information. The Team also manages all closed/collected prescription copayment determinations for Service-Connected or Special Authority eligibility through audit processes established with seven national Consolidated Patient Account Centers (CPACs).
- Responsible for providing administrative oversight of delivery of transportation benefits to Veterans. The Veterans Transportation Program (VTP) is the national program office for Beneficiary Travel (BT), Veterans Transportation Service (VTS), and Highly Rural Transportation Grants (HRTG). For BT and VTS, VTP manages legislative and regulatory development and revisions, along with development and dissemination of VHA policy associated with said legislation and regulations. VTP works in concert with local VA Medical Center staff to ensure consistent processes exist to ensure Veteran's access care by overcoming certain transportation barriers by providing reimbursement of Beneficiary Travel, purchase of Special Mode Transports for eligible Veterans, direct transport of any Veteran to 120 Medical Centers, as well as grants to Veteran Service Organization's State Veteran

Agencies for highly rural counties.

## **Authorities**

VHA Directive 1909. Income Verification Program.

VHA Directive 1601A.02. Eligibility Determination.

VHA Directive 1502. Homeless Veteran Contact and Referral Management.

38 U.S.C. § 111. Payments or Allowances for Beneficiary Travel.

38 U.S.C. § 111A. Transportation of Individuals to and from Department Facilities.

VHA Handbook 1601B.05. Beneficiary Travel.

VHA Directive 1601A.01. Registration and Enrollment.

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. § 5317. Use of Income Information from Other Agencies.

38 U.S.C. § 1722. Determinations of Inability to Defray.

38 U.S.C. § 1720G. Assistance and Support Service for Caregivers.

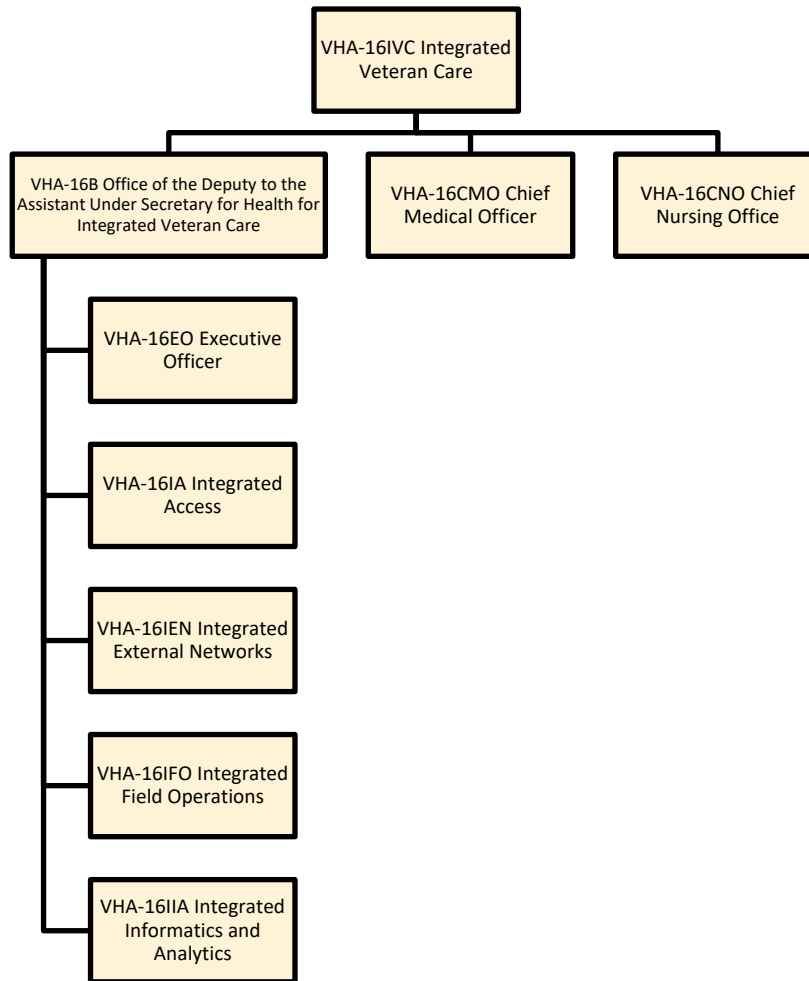
38 C.F.R. §§ 17.1 - 17.4600. Medical.

38 C.F.R. pt. 70 subpt. A. Veterans Transportation Programs.

38 C.F.R. pt. 70 subpt. B. Veterans Transportation Programs.

38 C.F.R. §§ 17.700 - 17.730. Grants for Transportation of Veterans in Highly Rural Areas.

## VHA-16IVC Integrated Veteran Care



### Overview

The Office of the Assistant Under Secretary for Health (AUSH) for Integrated Veteran Care (IVC) is the principal advisor to the Under Secretary for Health on matters related to Veteran access to healthcare. This executive-level office provides clear and consistent guidance on the use of direct care and community care and provides a unified Veteran-centric access management strategy and performance management framework that is uniformly applied across VHA. The office oversees functions related to access, both within VHA directly and via community partners as well as beneficiary healthcare programs. This office provides critical leadership for determining the mission and vision of IVC, as well as the shared services that support the entire program office and its staff.

IVC manages four Directorates: Integrated Access, Integrated Field Operations, Integrated External Networks and Integrated Information and Analytics. Along with the four Directorates, there are senior advisor offices: Chief Nursing Officer, Chief Medical Officer and Executive Officer.

### Activities

- Advances enterprise wide business practices that support patient care delivery of health benefits.

- Provides executive program support to the Under Secretary for Health (USH) 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.
- Establishes strategic direction and organizational priorities.
- Serves as the single point of coordination of supporting functions to the VISNs in executing the access operating model.

## Authorities

38 U.S.C. § 1703. Veterans Community Care Program.

38 C.F.R. § 17.412. Fertility Counseling and Treatment for Certain Spouses.

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

38 U.S.C. § 1720J. Emergent Suicide Care.

Pub. L. 104-262. The Veterans Health Care Eligibility Reform Act of 1996.

38 U.S.C. § 1786. Care for Newborn Children of Women Veterans Receiving Maternity Care.

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. 110-387. Veterans' Mental Health and Other Care Improvements Act of 2008.

Pub. L. 93-82. Veterans Health Care Expansion Act of 1973.

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

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

Pub. L. 112-260. Dignified Burial and Other Veterans' Benefits Improvement Act of 2012.

Pub. L. 99-272. The Consolidated Omnibus Budget Reconciliation Act of 1985.

Pub. L. 112-154. Honoring America's Veterans and Caring for Camp Lejeune Families Act of 2012.

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

38 U.S.C. § 1720D. Counseling and Treatment for Sexual Trauma.

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

38 C.F.R. § 17.38. Medical Benefits Package.

38 U.S.C. § 1803. Health Care.

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

## VHA-16B Office of the Deputy to the Assistant Under Secretary for Health for Integrated Veteran Care

### Overview

The Deputy Assistant Under Secretary for Health (DAUSH) for IVC is responsible for oversight, management and coordination of advancing access to care across VHA striving to create a single, integrated care access and coordination model to serve Veterans seeking VA. The DAUSH oversees all



operational areas of IVC that address access to care, as well Activities to include communications, governance, project management and typical front office functions. The DAUSH serves as an advisor to the AUSH for IVC.

## Activities

- Coordinates patient care issue responses to external stakeholders.
- Coordinates responses to RFIs from Congress, VSOs and other external stakeholders as well as the Office of Medical Inspector (OMI), Office of Inspector General (OIG), Government Accountability Office (GAO).
- Provides strategic alignment for all office Activities.
- Ensures governance processes exist to facilitate IVC enterprise decision making.
- Collaborates with industry leaders in the field of access improvement, various high-level individuals of Federal, state, and local entities to facilitate healthcare delivery programs and processes, as well as with VHA leadership, service organizations, employees, consultants and Veterans served by the system.

## Authorities

38 U.S.C. § 501. Rules and Regulations.

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

OMB Circular No. A-130. Managing Federal Information as a Strategic Resource.

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

38 U.S.C. § 1703. Veterans Community Care Program.

## VHA-16EO Executive Officer

### Overview

The Executive Officer (EO) leads operations by providing direction, oversight, and management of programs, projects, initiatives, and other Activities that fall under the purview of the EO. The EO organization provides administrative oversight for the following directorates: Business Operations; Policy, Communications and Project Management. Each directorate is led by a senior manager and is staffed with personnel responsible for delivering core services throughout the IVC organization, VA, and directly to Veterans and their families. EO provides the services necessary to ensure efficient operations, systems innovations, and appropriate performance monitoring that will optimize the enterprise's ability to make key, informed business decisions and execute sound business practices throughout the organization.

### Activities

- Coordinates Congressional interaction including briefings and reports.

- Collaborates with internal and external stakeholders to address the needs of AUSH and IVC.
- Provides project management support for projects within IVC directorates as well as for IVC enterprise-level projects.
- Provides shared services in support of IVC, its directorates and stakeholders including budget and administrative oversight through Business Operations.
- Provides enterprise policy and regulations guidance and oversight regarding Veteran direct and community care access.
- Proposes, develops and analyzes legislation in support of Veteran’s healthcare.
- Provides communication strategy and full communications support for both internal and external stakeholder communication.

## Authorities

38 U.S.C. § 1703. Veterans Community Care Program.

31 U.S.C. § 1501. Documentary Evidence Requirement for Government Obligations.

31 U.S.C. § 3729. False Claims Act.

31 U.S.C. § 3711. Compromises.

5 C.F.R. § 1315. Prompt Payment, Final Rule.

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

41 C.F.R. ch. 300-304. Federal Travel Regulation System.

OMB Circular No. A-123, app. D. Compliance with the Federal Financial Management Improvement Act of 1996.

38 U.S.C. § 7410. Additional Pay **Authorities**.

## VHA-16IA Integrated Access

### Overview

Integrated Access (IA) guides VHA processes, roles and practices to provide Veterans with access to timely, appropriate, quality healthcare, whether within the direct care system, virtual care system, or in the community. IA examines all parts of integrated delivery systems to identify opportunities to reduce variation, remove waste, and manage constraints. IA 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. IA focuses on optimization, integrated care management and alternative care modalities.

### Activities

- Improves access for Veterans via clinic practice management, scheduling, referrals, and care management.

- Develops access policies, processes and improvements for direct and community care.
- Provides leadership oversight and management of various alternative modalities of providing health care, as well as future innovations.
- Establishes clear roles and responsibilities across clinical and administrative functions to create multidisciplinary teams focusing on access optimization.
- Ensures access to all care available within the VHA medical benefits package in the most efficient way possible while supporting new legislation and regulations, through thoughtful collaboration with the clinical program offices, other directorates within IVC and critical community partners.

## Authorities

38 C.F.R. § 17.38. Medical Benefits Package.

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

VHA Directive 1230(3). Outpatient Scheduling Processes and Procedures.

## VHA-16IEN Integrated External Networks

### Overview

Integrated External Network (IEN) leads, develops, and administers community care contracts and networks for purchased care for Veterans and their beneficiaries. IEN 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. IEN focuses on network development, adequacy, contract management and performance as well as customer support and stakeholder relations.

### Activities

- Develops, manages and oversees contracts for Veteran healthcare services, working to ensure that network providers provide timely, high-quality care for Veterans that integrates with VA-led lifetime care management.
- Provides education, outreach and customer support to providers, Veterans, and their beneficiaries.
- Monitors, measures, and reports on providers' quality, safety, access performance and health outcomes, to ensure purchased care provides high quality, Veteran-centric health services for our Veterans.
- Monitors contractor performance, provides technical validation, certification, and invoicing.

- Prepares and conducts quarterly performance reviews with Third Party Administrators (TPAs) and creates action plans for identified risks/issues.
- Monitors network adequacy, continuously coordinating efforts to strengthen and improve the network of community providers.
- Oversees solutions for scheduling delays, non-payment of services, and billing of Veterans for medical services received through the community care contracts.
- Analyzes financial/clinical data and identifies anomalies (high cost services, referral rates, provider risk) including performance indicators, cost outliers, referral rates, and top specialties. Identifies measures and results requiring early identification of potential issues.
- Manages and oversees the Veteran Family Members Program (VFMP) special programs for beneficiary healthcare access.

## Authorities

38 U.S.C. §1703A. Agreements with Eligible Entities or Providers; Certification Processes.

25 U.S.C. § 1647. Eligible Indian Veteran Services.

25 U.S.C. § 1645. Sharing Agreements with Federal Agencies.

38 U.S.C. § 8153. Sharing of Health-Care Resources.

38 C.F.R. § 17.38. Medical Benefits Package.

38 U.S.C. § 1703. Veterans Community Care Program.

18 U.S.C. § 1347. Health Care Fraud.

38 U.S.C. § 1720J. Emergent Suicide Care.

38 U.S.C. § 1725. Reimbursement for Emergency Treatment.

38 C.F.R. § 17.102. Charges for Care or Services.

38 U.S.C. § 1724. Hospital Care, Medical Services and Nursing Home Care Abroad.

38 U.S.C. § 1802. Spina Bifida Conditions Covered.

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

38 U.S.C. § 1803. Health Care.

38 U.S.C. § 1811. Definitions.

38 U.S.C. § 1821. Benefits for Children of Certain Korea Service Veterans Born with Spina Bifida.

Pub. L. 112-248. Improper Payments Elimination and Recovery Improvement Act (IPERIA) of 2012.

## VHA-16IFO Integrated Field Operations

### Overview

Integrated Field Operations (IFO) collaborates with VA Medical Centers (VAMCs), Veterans Integrated Service Networks (VISNs), regional, and/or national Program Office leadership to address challenges and opportunities for optimizing Veterans' access to healthcare within the direct care system and in the

community. IFO focuses on field support, technology, innovation, training and development.

## Activities

- Leads and coordinates technological innovations to support integrated access and care management and creates tools and guidebooks for VISNs and VAMC staff.
- Collaborates with VISNs and VAMCs to help improve access for Veterans via virtual and in-person engagement regarding clinic practice management, scheduling, referrals and care management.
- Develops and guides implementation of IVC's standardized operating model in the field, including how resources (people, process, technology, and data) and governance can best be organized and operate.
- Develops and maintains active partnerships to manage the care of each Veteran via care coordination processes, aligning the level of interventions with Veteran healthcare needs and meeting Veteran needs at the point of service.
- Serves as subject matter experts (SME) in collaboration with Integrated Access on clinical and administrative aspects clinic and facility operations.

## Authorities

38 C.F.R. § 17.38. Medical Benefits Package.

Pub. L. 107-135. The Department of Veterans Affairs Health Care Programs Enhancement Act of 2001.

Pub. L. 106-117. The Veterans Millennium Health Care Benefits Act.

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

## VHA-16IIA Integrated Informatics and Analytics

### Overview

Integrated Informatics & Analytics (IIA) provides the tools and support for VHA and IVC leadership to make data-driven decisions on access investments or partnerships as appropriate for the market. IIA focuses on data validity, stewardship and governance as well as data tools and systems.

### Activities

- Collects, analyzes, and integrate both internal direct care external network data to provide stakeholders actionable information for investment, resource, program, and operational management decisions.
- Provides technical expertise in analytics and business intelligence to inform policy and decision making.
- Collaborates with stakeholders to continuously improve data integrity, security, and associated

analyses.

- Coordinates analytics for purchased care network population health efforts, to provide comparability to VHA population health efforts.
- Enables users to apply a value-based measurement framework to measure both outcomes and costs ensuring progress toward goals and guides decisions on how to pivot as needed.
- Establishes a trusted source of data to deliver consistent, high-quality data and advances IVC's analytics and modeling capabilities.

## Authorities

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

## VHA-16CMO Chief Medical Officer

### Overview

The Chief Medical Officer (CMO) serves as senior advisor to the AUSH/IVC. The CMO office provides clinical guidance, medical oversight, and leadership to support optimal integrated Veteran access to care in the IVC organization. The CMO serves as the integrator between utilization, quality/safety, medical oversight and clinical policy. This integrating role serves to translate administrative imperatives to the medical staff and provides a clinical perspective to IVC vision and strategy.

### Activities

- Oversees, manages and coordinates medical policy creation pertaining to direct and community care access, utilization management process and procedures, financial and utilization reports to appropriate stakeholders as well as serves as a subject matter expert on internal and external provider and quality/safety management committees.
- Provides medical oversight, expertise, and leadership to the delivery of quality healthcare services while giving clear recommendations to the AUSH regarding these matters.
- Oversees, manages and coordinates patient safety and quality management for IVC.
- Interacts with leadership of third-party administrators (TPAs) on clinical matters, providing oversight of credentialing and privileging, peer review and quality improvement committees; and coordinate matters related to pharmacy management in the CCN with Pharmacy Benefits Management (PBM) and the TPAs.
- Participates in senior management business and clinical strategy development and implementation; and facilitates stakeholder engagement with internal and external leaders.

## Authorities

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

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

## VHA-16CNO Chief Nursing Office

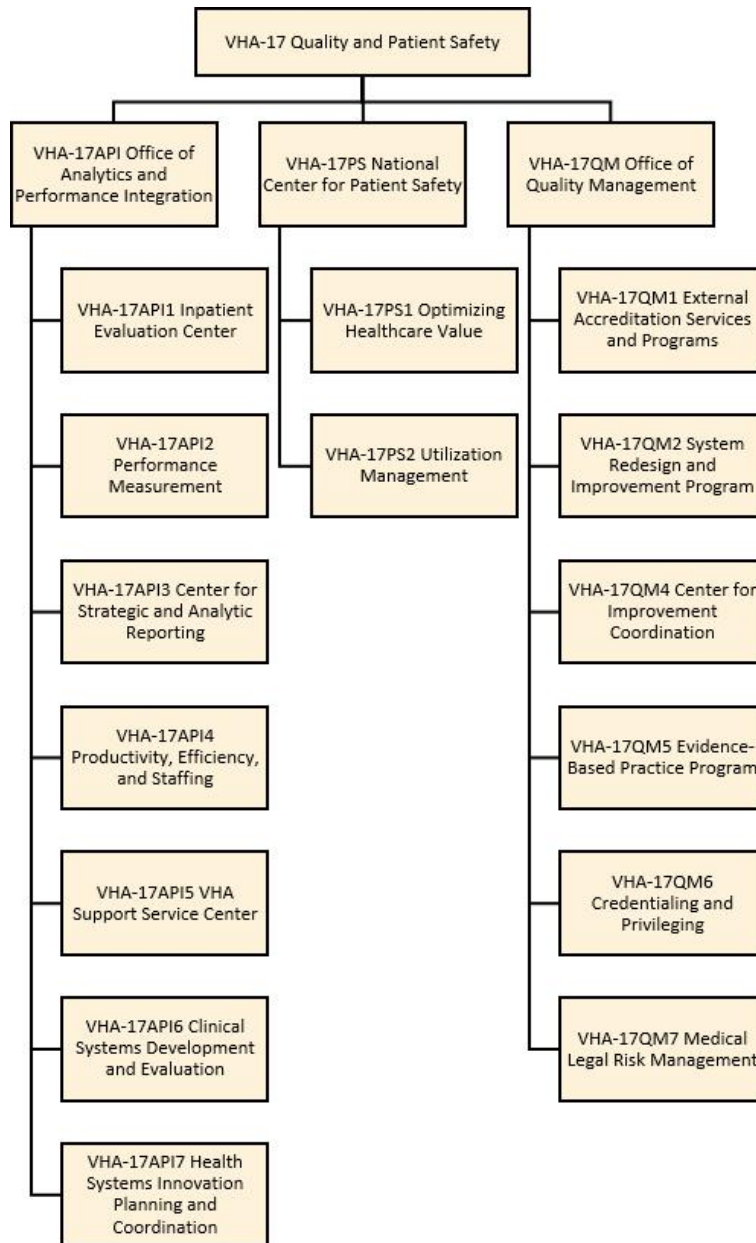
### Overview

The Chief Nursing Officer (CNO) serves as senior advisor to the AUSH/IVC. The CNO office provides clinical guidance, support and education to support optimal integrated Veteran access to care in the IVC organization. The CNO establishes processes and protocols and serves as an integrator between quality/safety, nursing oversight and medical policy. This integrating role serves to translate administrative imperatives to clinical staff and provides a clinical perspective to IVC vision and strategy.

### Activities

- Provides support and guidance to VISNs and facility leadership at a national level on health care policy, care coordination, nursing practice, program and project development and requirements for VA health care delivery programs related to Veteran integrated access to care.
- Provides guidance on matters related to health care policy, care coordination, nursing practice, program and project development, and requirements for health care delivery programs within VA.
- Serves as SME on case management and care coordination, and ensures alignment of nurse functions throughout IVC.
- Leads and operationalizes strategy to clinically improve delivery of care and review population data to identify opportunities for improvement.
- Provides counsel and prepare major recommendations on current and future major health care policy issues and programs consistent with VA's and VHA's mission, strategies and goals.

## VHA-17 Quality and Patient Safety



### Overview

The Office of the Assistant Under Secretary for Health for Quality and Patient Safety (AUSH Q&PS) brings together healthcare based analytics, quality management and patient safety to support a comprehensive framework promoting safe, timely, effective, efficient, equitable and patient-centered healthcare 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



## VA Functional Organization Manual Version 8.0 – Volume I:

- Leads VHA in defining policy for the implementation of strategies and practices to monitor the quality and safety of comparative healthcare delivery processes and outcomes.
- Establishes processes, tools, resources and trainings for continuous assessment and improvement in healthcare 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 healthcare 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 nonprofits 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.
- 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 C.F.R. §§ 17.500 - 17.511. Confidentiality of Healthcare Quality Assurance Review.

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

## 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 Government Accountability Office (GAO) oversight findings of concern and recommendations of independent commissions and reviews. API ensures an integrated and systematic framework for developing, understanding and measuring of a high reliability organization by providing the clinical field and leadership with analytics, tools, consultation and training to assess how VHA is performing as an organization.

## 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.
- 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.
- Supports objectives of Performance Accountability and High Reliability with tracking systems and provides targeted consultation.
- Develops reporting tools for health care-associated infections and a variety of bio-surveillance 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

- Manages reports that cover 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 Survey of Healthcare Experiences of Patients (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 healthcare experience of Veterans.
- Collects Veterans' feedback through the administration of Inpatient (Hospital CAHPS), Patient-Centered Medical Home (PCMH), Specialty Care, and Community Care surveys.

## 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.

## 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), a series of statistical models designed to help VISNs and facilities better understand opportunities to improve efficiency and optimize resource distribution for Veterans and staff.

## 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 across the VHA enterprise to ensure Veterans receive the best quality of care in every medical center.

### Activities

- Provides analytical information in categories that impact care across the VHA organization and is divided into the below categories:
- 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 provides reports and dashboards related to workforce planning, beneficiary travel human resource management, productivity and efficiency, finance and health care operations.
- 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 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 provides reports and dashboards related to VHA and community care data for inpatient and outpatient care, diagnoses, and utilization projections.
- 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 Clinical Assessment, Reporting and Tracking (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. Conducts active device surveillance, including beginning implementation of Real Time Logistics Systems (RTLs) in VA catheterization labs. 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 bio-surveillance 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 frontline 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 National Center for Patient Safety (NCPS) guides VHA 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 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 Optimizing Healthcare Value

### Overview

The Optimizing Healthcare Value Program (OHVP) measures and evaluates the effectiveness, efficiency, and value of VHA strategic initiatives. OHVP approaches each engagement comprehensively to ensure all aspects of the investment yield the expected results that align with the VHA mission. Through proven methodologies, OHVP equips leaders with a balanced analysis that reduces the risk of disruption to the organization and in turn increases productivity and sustainability for a potential Return on Investment (ROI) to benefit Veterans.

### Activities

- Supports and validates investment decisions, justifications, and accountability for VHA programs.
- Assesses Return on Investment through results of complex measures.
- Captures, analyzes, and translates data into valuable and actionable information for VHA stakeholders.
- Reduces variation through expert Key Performance Indicator methodology and design.
- Optimizes productivity and continuous process improvements through independent performance measurement and assessment services.
- Provides VHA leadership with direct customer input from the field.
- Promotes a Learning Organization.

## VHA-17PS2 Utilization Management

### Overview

The Utilization Management Program (UM) uses evidence-based practices along with continuous measurement, 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



## VA Functional Organization Manual Version 8.0 – Volume I:

- Ensures a standardized process, proper use of evidence-based utilization criteria and entry of utilization findings for all Veterans admitted to acute and behavioral health inpatient settings.
- 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.
- Identifies the recommended level of care and services.
- Provides information that assists with decision-making related to patient care management, avoidable bed days of care and discharge coordination processes; and Identifies delays in treatment and services.
- Integrates the substantive data generated through UM reviews into quality improvement initiatives and support continuous improvement, system redesign and efficiency management.
- 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.
- Collaborates with oversight committees to implement 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) supports the ongoing assessment and improvement of healthcare outcomes and healthcare delivery processes. The office ensures VHA is hiring the right providers, identifying evidence-based practices, screening for deviations from standards of care, and keeping 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 organization to further enhance data knowledge, leadership skills, and quality competencies.

### Activities

- 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), Commission on Accreditation Rehabilitation Facilities (CARF), and Survey Readiness programs.)

- Supports and facilitates improvements across the enterprise through a robust process improvement community to include Lean management, improvement training and improvement initiatives, and patient flow management.
- Creates an integrated organization wide capacity to continuously improve toward the goal of high reliability, predictability, prevention of harm, and standardization of best practices.
- 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.
- Improves 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.
- Manages policy in credentialing and privileging and coordinates with National Practitioner Data Bank (NPDB) and state licensing boards.
- Identifies enhancement opportunities in clinical risk management to improve and integrate strategies such as peer review, education, and training.
- 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), Consolidated Mail Outpatient Pharmacies (CMOP), and Rehabilitation Programs. The accreditation vendors are The Joint Commission (TJC), Commission on Accreditation of Rehabilitation Facilities (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: The Joint Commission (TJC), Commission on Accreditation of Rehabilitation Facilities (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 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-17QM4 Center for Improvement Coordination

### Overview

The Center for Improvement Coordination (CIC) partners collaboratively with VHA Senior Leaders, VHA

Program Offices, VISN Leadership teams, and VA Medical Centers (VAMC) on quality improvement initiatives. Through both face-to-face and virtual support multidisciplinary teams engage collaboratively with VISN and VAMC leadership and staff to strengthen quality and patient safety.

## Activities

- Engages with VISNs, facilities, and VHA Program Office Partners to support effective use of analytics, quality improvement and learning to strengthen care delivery for Veterans.
- Strategizes and customizes engagements based on need, and partners with VHA Program Offices to coordinate enterprise expertise for the support of the VISN and VAMCs.
- Collaborates to prioritize quality improvement initiatives that are data driven and support facilities along their improvement journey.
- Co-leads the VHA National Organization for Leadership and Analytics University (NOLA U), which converges VHA spread strong practices, innovation, and learning for VISN and VAMC customers.
- Translates complex VHA data into meaningful information in support of enterprise wide operations, learning, and for both internal and external stakeholder consumption.

## VHA-17QM5 Evidence-Based Practice Program

### Overview

Leads the way in creating and sharing health care best practices is the Evidence-Based Program joint effort between Veterans Affairs (VA) and the Department of Defense (DoD) Military Healthcare System (MHS) 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 military healthcare system to develop evidence-based clinical practice guidelines to be used within VA and DoD military healthcare system. 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 Council (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 Credentialing and Privileging

### Overview

The Credentialing and Privileging Office serves as lead in policy, education, and oversight of VHA credentialing and privileging procedures, state licensing board (SLB) reporting, and National Practitioner Data Bank (NDPB) reporting. The office develops guidance and tools for improving credentialing and privileging processes and reporting processes, including continued maintenance and enhancements of VHA's credentialing and privileging software, VetPro. Credentialing and Privileging promotes efficiency and standardization of processes, improved oversight and enhanced educational resources and training opportunities for ongoing improvement, standardization, improved subject matter expertise and efficiency throughout the organization.

### 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 Medical Legal Risk Management

### Overview

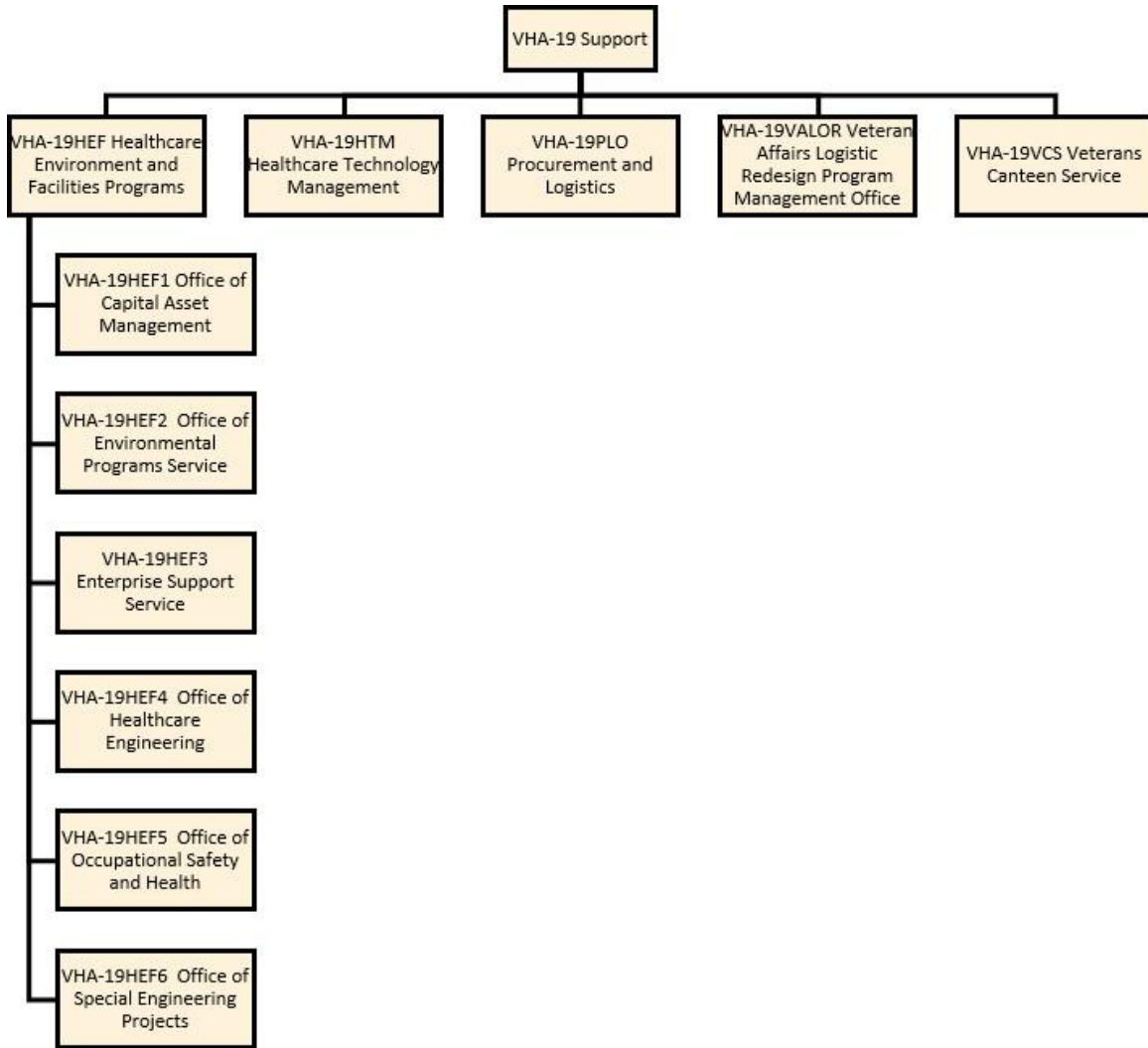
The Medical Legal Risk Management Office oversees an integrated set of Activities to systematically identify, evaluate, monitor, reduce, and eliminate the occurrence of adverse events and situations arising from clinical Activities and operational conditions. The office collaborates with other disciplines such as Patient Safety and Quality Management. The office ensures that adverse risk events are appropriately addressed at the organizational and provider level to promote learning and encourage a just culture in a High Reliability Organization where staff members have the psychological safety to express quality of care concerns. Risk management professionals are facilitators of change, proactively

seeking opportunities to support the goal of improved patient care.

## Activities

- Manages activity requirements and reviews data related to facility level peer reviews for quality management Activities.
- Manages the external audits of peer review for data validation and identification of performance improvement opportunities.
- Assists in the multi-disciplinary Veterans Health Administration Central Office (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 management strategies.
- Manages clinical reviews related to Medical Advisory Opinions associated with medical malpractice (tort) claims.
- Manages activity requirements related to administrative processing of pre- and post-payment tort claims.
- Coordinates and convenes panels to review all paid VHA tort claims for determining whether the standard of care was rendered.
- Identifies licensed practitioners for reporting to the National Practitioner Data Bank.
- Leverages paid tort claim information to help inform quality of care and patient safety initiatives.

## VHA-19 Support



### 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 asset management, health care engineering, environmental program

services, 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, Under Secretary for Health (USH), Deputy Under Secretary for Health (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 VA Logistics Redesign (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 Environment 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 built environment and facility operations are effectively implemented and maintained at each VA medical facility.

### 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.

### Business Functions

Manage Hospital Safety Program

## VHA-19HEF1 Office of Capital Asset Management

### Overview

The Office of Capital Asset Management (CAM) provides VHA guidance, oversight, and technical support for capital asset management and associated initiatives.

Programs within this Office include Major Construction, Minor Construction, Non-Recurring Maintenance (NRM), Clinical Specific Initiatives (CSI), Leasing, Activations, Sharing Use of Space, and Enhanced Use Leasing.

### Activities

- Provides professional engineering and capital asset management expertise.
- Provides direction, guidance, and policy for capital asset programs.

- Develops budget requests for construction programs.
- Manages VHA's space inventory.
- Interprets regulations, policies, and standards for implementation.
- Provides support in capital programs and emergency situations.
- Provides training for capital asset management, policies, processes, and responsibilities.
- Provides VHA's guidance, management, and oversight for the Strategic Capital Investment of Planning (SCIP) process and Veterans Integrated Services Network (VISN) submissions.

## Authorities

VHA Directive 1002.1. Non-Recurring Maintenance Program.

VHA Handbook 1002.02. Minor Construction Program.

VHA Directive 1820. Enhanced Use Sharing of Space.

VHA Directive 1037. Randolph Sheppard Act Compliance.

VHA Directive 7516. Activations 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, memorandum of understanding agreements delineating EMS Activities critical to various clinical and non-clinical programs.
- Oversees the VHA's waste management generation and disposal Activities with the aim 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 considered 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 onsite TCPF's.
- 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 Strategic Acquisition Center (SAC).
- Interprets codes, regulations, policies, and standards for implementation.
- Develops and oversees the core curriculum for the Environmental Management Technical Career Field (TCF) Intern 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, and 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 1851. Waste Minimization and Compliance Report (RCNN 10-99-904).

VHA Directive 1850. Environmental Programs Service.

## 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.
- Manages the Technical Career Field Intern positions for HEFP career disciplines and career paths.

### Authorities

VHA Directive 7705. Management of Hazardous Chemicals.

29 C.F.R. § 1910.1200. OSHA Hazard Communication.

VA-AFGE Master Agreement 2011. VA-AFGE Master Agreement 2011.

## VHA-19HEF4 Office of Healthcare Engineering

### Overview

The Office of Healthcare Engineering (OHE) 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.
- Develops and oversees the core curriculum for the General Engineer and Boiler Plant Operator TCF Intern program to ensure leadership competencies are met in support of VHA Succession Workforce Plan.

### Authorities

VHA Directive 1061. Prevention of Health Care-Associated Legionella Disease and Scald Injury from Potable Water Distribution Systems.

VHA Directive 2009-044. Capital Resource Survey (CAPRES) Benchmarking of Environment of Care.

VHA Directive 1810(1). Boiler and Boiler Plant Operations.

VHA Directive 1028. Electrical Power Distribution Systems.

## 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 Veterans Health Administration (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 Occupational Safety and Health Administration (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.

## VHA-19HEF6 Office of Special Engineering Projects

### Overview

The Office of Special Engineering Projects (SEP) facilitates and manages the cradle-to-grave process of planning, implementing, and executing capital initiatives and projects in support of national 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.

## VA Functional Organization Manual Version 8.0 – Volume I:

- 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 Electronic Health Record Modernization (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/Centralized Scheduling Solution (CSS) system “go live” within approved initiative schedules.
- Establishes and performs EHRM NRM/Minor project oversight and performance monitoring, in conjunction with VISN Capital Asset Management Service (CAMs).
- Performs requirements reviews and requirements reconciliations between VHA, Office of Information and Technology (OIT), Office of Electronic Health Record Modernization (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. Supports development of medical device cyber security program to better safeguard networked medical devices and mitigate cybersecurity risks.
- 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. Strives to manage variation, reduce risk, and spread strong practices. 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.
- Supports modernization of the VA's electronic medical record and its subsequent implementation, sustainment, and optimization by developing data standards and analytics, creating business process and technology configuration standards, and developing and continuously optimizing equipment maintenance protocols.



## 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 VA and VHA needs.

The Executive Director serves as the subject matter expert and principal advisor to the USH, DUSH, AUSH-S, key VA 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 Procurement Offices (RPOs) (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. The Executive Directors of the RPOs are the Head of Contracting Activity for their regions. The Acquisition Office designs and directs VHA Activities related to the purchase of supplies, equipment, services, construction, real estate leases, medical sharing, 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 administrative, HR Liaison, TMS, payroll, travel and fiscal services for reimbursable program offices and contracting personnel as well as oversight and assistance for security background services provided by WMC for contractor personnel. The Acquisition Office provides contract support to VHA 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 Technology Office 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 Medical Technology Office 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 four Directorates; Supply Chain Data & Informatics Office; 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. The Logistics Office is responsible for the requirement generation, 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

## VA Functional Organization Manual Version 8.0 – Volume I:

Secretaries for Health), and with VHA field organizations (e.g., Executive leadership at the VISN, VA Medical Centers (VAMC).

- 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 healthcare 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

VHA Directive 1761. Supply Chain Management Operations.

VHA Decision Document. Enterprise-Wide Adoption of Defense Medical Logistics Standard Support (DMLSS) as VHA's Health Care Logistics and Supply Chain Solution.

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-19VALOR Veteran Affairs Logistic Redesign Program Management Office

### Overview

The VALOR Program Executive Director implements and integrates enterprise-wide deployment of the VA medical supply chain and support system IT solution.

## Activities

- 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.
- Provides Change Management and Communications Activities to support and empower facility leadership and staff throughout the system implementation change process using industry best practices, Activities, communications, and tools needed to support successful transition from multiple, discrete, legacy systems to an enterprise system.
- Provides subject matter expertise supporting the mapping and analysis of legacy system data through data validation services, including data extraction events into the modernized system 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, 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.
- Provides annual audit compliance assistance employing the Federal Information System Controls Audit Manual (FISCAM) general and application controls pertaining to the modernized supply chain and support system solution.
- Supports the enterprise risk management program by identifying interdependencies between other

priority initiatives Electronic Health Record Modernization (EHRM) and Financial Management Business Transformation (FMBT), reducing risk through governance, and maximizing opportunities for collaboration through policy support.

## Authorities

Pub. L. 108-136, Title XIV. Services Acquisition Reform Act of 2003.

38 U.S.C. 8153. Health Care Resources (HCR) Sharing Authority.

38 U.S.C. § 8111. Sharing of Department of Veterans Affairs and Department of Defense Health Care Resources.

H.R. 4319. Federal Financial Management Improvement Act of 1996 (FFMIA).

## VHA-19VCS Veterans Canteen Service

### Overview

Veterans Canteen Service (VCS), headquartered in St. Louis, Missouri, provides 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) and Health Care Centers (HCC). VCS is a self-sustaining entity receiving no annual appropriations, however, may request a non-reoccurring appropriation from "time to time" under the provisions of 38 U.S.C. Chapter 78.

Canteen operations consist of the following services: retail stores, online shopping, cafés, coffee shops, vending machines, catering services, food trucks, retail optical services and barber shops/salons.

### Activities

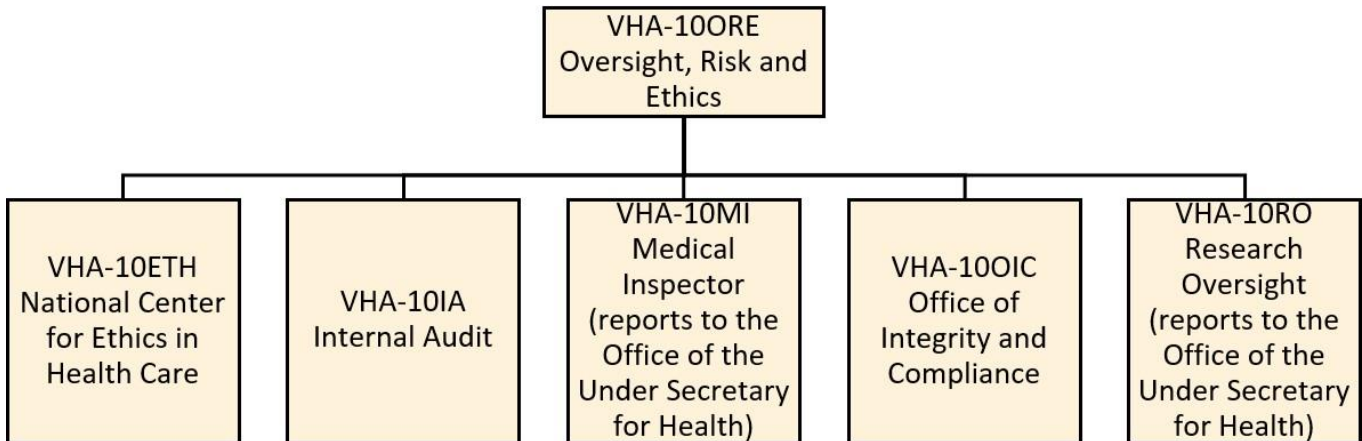
- Provides food and retail services to 150,000 Veterans, their families, caregivers, employees, volunteers, and visitors daily.
- Supports VHA 4th mission: Emergency Operations.

### Authorities

38 U.S.C. ch. 78. Veterans Canteen Service.

VHA Handbook 1008.01 Veterans Canteen Procedures.

## VHA-10ORE Oversight, Risk and Ethics



### Overview

Part of the 2020 reorganization, the Office of the Associate Deputy Under Secretary for Health (ADUSH) for Oversight, Risk and Ethics (ORE) synthesizes information from internal and external oversight Activities to promote a just culture rooted in trust, accountability and ethical decision making as the Veterans Health Administration (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 oversight, compliance and accountability functions.

- Serves as VHA's principal executive liaison to external oversight bodies (Congress, U.S. Government Accountability Office (GAO), Office of Inspector General, and Office of Special Counsel).
- 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) 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-10IA Internal Audit

### Overview

The Office of Internal Audit (IA) provides independent and objective audit assurance and advisory services to VHA senior leadership on the effectiveness of risk management, internal controls 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.

IA receives strategic guidance and direction from the Under Secretary for Health, the Deputy Under Secretary for Health and the Associate Deputy Undersecretary for Health for Oversight, Risk and Ethics. IA supports VHA mission by providing timely and relevant audit service on subject matters most important to VHA.

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 recommendations to VHA Leadership and Under Secretary for Health.
- Refers indications of fraud or other criminal acts to the appropriate investigative organizations in accordance with agency policy.

### Authorities

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

GAO-21-368G. Government Auditing Standards.

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

VHA Directive 1370. VHA Internal Audit and Risk Assessment Program Office.

## VHA-10MI Medical Inspector

### Overview

The Office of the Medical Inspector (OMI) assesses and reports on the quality of VA health care and patient issues by investigations of VA facilities nationwide, administratively reporting to the Associate Deputy Under Secretary for Health Office of Oversight, Risk and Ethics. OMI conducts two types of investigations: OSC employee whistleblower allegations referred to VA by the OSC and Non-OSC individual complaints referred by the Secretary of the VA, Under Secretary for Health, Office of the Inspector General (OIG), Office of Accountability and Whistleblower Protection, Congress, Senate or other stakeholders specifically related to health care outcomes and the provision of clinical care.

### Activities

- 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.
- 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.

## Authorities

VHA Directive 1038. Role of the Office of the Medical Inspector.

# VHA-10OIC Office of Integrity and Compliance

## Overview

The Office of Integrity and Compliance (OIC) provides guidance to the Under Secretary for Health and other VHA leadership on integrity, enterprise risk management 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 prevent, 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 VISNs, CPACs, VA medical facilities and VHA program offices to promote an integrated VHA-wide program.
- Responsible for coordinating and monitoring compliance programs across the VHA enterprise and for promoting a culture of integrity in which accountability and 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 VHA Central Office and all VISNs, CPACs and VA medical facilities.
- Provides tools, systems, solutions and resources to manage enterprise-wide risks.
- Provides targeted guidance, support, education and training to compliance professionals in VISNs, CPACs, VA medical facilities and VHA program offices to support Integrity and Compliance program initiatives in alignment with agency mission, goals and priorities at VHA Central Office, in all VISNs and in all VA medical facilities.
- Assesses integrity and compliance program effectiveness at all levels regarding the implementation and improvement of compliance program impact.
- Fosters a culture of integrity and supports Government and organizational ethics 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 VHA Central Office with oversight, compliance, risk management and field support missions to facilitate greater consistency and effectiveness of operations.

- Facilitates intra- and interagency collaboration for VHA regarding FWA and oversight initiatives.
- Leads VHA’s Enterprise Risk Management function to better identify, assess, prioritize and manage clinical and business risks facing VHA.
- Utilizes an established Enterprise Risk Management framework which links risks to VHA strategy and performance in an effort to address the biggest risks to VHA’s strategy and goals.

## Authorities

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.

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

5 C.F.R. pt. 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).

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

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.

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

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

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

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

## 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 Under Secretary for Health 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 Governmentwide debarment for research impropriety.

### Activities

- Advises the Under Secretary for Health on matters of research related regulatory requirements pertaining to ORO’s oversight areas.

## VA Functional Organization Manual Version 8.0 – Volume I:

- Investigates suspected impropriety and regulatory noncompliance 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
- Oversees, as warranted, VA medical facility implementation of remedial actions to resolve research noncompliance.
- 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 noncompliance.
- 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-10PADV Office of Patient Advocacy

### 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-10RCS Readjustment Counseling

### Overview

Readjustment Counseling Services (RCS) consists of 300 Vet Centers, 83 Mobile Vet Centers, 20 Outstations, over 1000 Community Access Points (this number fluctuates dependent on demand), Vet Center Call Center (877-WAR-VETS), and 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 and American Samoa.

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 available benefits.

### Activities

- Provides individual, group, marriage, family counseling, care coordination, and referrals to assist Veterans and ADSMs in resolving combat- and service-related trauma and readjusting to life after deployment.
- Provides a Veteran-to-Veteran peer model to help Veterans and ADSM overcome stigma and combat-related avoidance tendencies.
- Maintains regularly scheduled non-traditional hours, to include evening and weekends, and providing services to communities distant from the Vet Centers, Vet Center Outstations and Community Access Points.

## VA Functional Organization Manual Version 8.0 – Volume I:

- Provides outreach functions to focus 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).
- Manages 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.
- MVCs include 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

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

Pub. L. 96-22 § 103. Readjustment Counseling 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.

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

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

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

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

## 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 all points of care nationwide. WH

programs include comprehensive primary care, women’s health education, reproductive health, Veteran child care, 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. 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. 115-182. The VA Maintaining Internal Systems and Strengthening Integrated Outside Networks (MISSION) Act of 2018.

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

## Appendix A: Organization Charts -- Alternate Representations

*The following is a bulletized list representing the visual organizational charts listed in this document above:*

### **NCA-40 National Cemetery Administration**

- NCA-40A Principal Deputy Under Secretary for Memorial Affairs
  - NCA-41 Deputy Under Secretary for Field Programs and Cemetery Operations
    - NCA-41A Executive Director of Cemetery Operations
    - NCA-41B Executive Director of Field Programs
    - NCA-41C Veterans Cemetery Grants Program
  - NCA-42 Deputy Under Secretary for Finance and Planning/Chief Financial Officer
    - NCA-42A Performance Analysis and Planning Service
    - NCA-42B Budget Service
    - NCA-42C Finance Service
    - NCA-42D Improvement and Compliance Service
    - NCA-42E Policy and Regulatory Service
    - NCA-42F Financial Systems Oversight Transformation Services
  - NCA-43 Deputy Under Secretary for Management
    - NCA-43B Design and Construction Service
    - NCA-43C Contracting Service
    - NCA-43E Business Transformation and Requirements
    - NCA-43F Human Capital Management
- NCA-40B Chief of Staff
  - NCA-40B1 Executive Coordination and Review Service
  - NCA-44 Office of Engagement and Memorial Innovations
    - NCA-44A Public Affairs and Outreach
    - NCA-44B Digital Services
    - NCA-44C Veterans Legacy Program
    - NCA-44D History Program

### **VBA-20 Veterans Benefits Administration**

- VBA-201 Principal Deputy Under Secretary for Benefits
  - VBA-20F Office of Field Operations
    - VBA-20F National Contact Operations
    - VBA-20F National Work Queue
    - VBA-20F2 Southeast District
    - VBA-20F3 Northeast District
    - VBA-20F4 Pacific District
    - VBA-20F5 Continental District
  - VBA-20I Office of Automated Benefits Delivery



## VA Functional Organization Manual Version 8.0 – Volume I:

- VBA-20BA Office of Benefits Automation
- VBA-20C Office of Business Integration
- VBA-20CP Office of Production Optimization
- VBA-20OPO Office of Policy and Oversight
  - VBA-20S Strategic Program Management Office
  - VBA-21C Compensation Service
  - VBA-21MDE Medical Disability Examination Office
  - VBA-22PF Pension and Fiduciary Service
  - VBA-22 Education Service
  - VBA-26 Loan Guaranty Service
  - VBA-27 Outreach, Transitions and Economic Development
  - VBA-28 Veterans Readiness and Employment Service
  - VBA-29 Insurance Service
  - VBA-397 Office of Administrative Review
- VBA-20A Chief of Staff for Under Secretary for Benefits
  - VBA-20A11 Office of Executive Review
  - VBA-20A13 Program Integrity and Internal Controls
  - VBA-20A14 Office of Strategic Support and Initiatives
  - VBA-20B Performance Analysis and Integrity
  - VBA-20M1 Office of Human Capital Services
  - VBA-20M3 Office of Mission Support
  - VBA-24 Office of Financial Management

### **VHA-10 Veterans Health Administration**

- VHA-10B Chief of Staff
  - VHA-10B VA-DoD Health Affairs
  - VHA-10BCOM Communications
    - VHA-10BCOM2 Media Relations
    - VHA-10BCOM3 Digital Media
    - VHA-10BCOM4 Internal Communications
    - VHA-10BCOM5 Broadcast and Video
  - VHA-10BEXC Executive Correspondence
  - VHA-10BGOAL GAO/OIG Accountability Liaison
  - VHA-10BGOV Governance
  - VHA-10BLEG Legislative Affairs
  - VHA-10BRAP Office of Regulations, Appeals and Policy
    - VHA-10BSIM Strategic Investment Management
- VHA-10A Deputy Under Secretary for Health
  - VHA-10ATB Office of Tribal Health
  - VHA-104 Finance
  - VHA-105 Health Informatics
  - VHA-106 Human Capital Management
  - VHA-108 Strategy
  - VHA-10ADEI Diversity, Equity and Inclusion and Assault, Harassment and Prevention
  - VHA-10CHAP Chaplain Services
  - VHA-10T Office of Healthcare Transformation
  - VHA-11 Clinical Services
  - VHA-12 Patient Care Services

## VA Functional Organization Manual Version 8.0 – Volume I:

- VHA-14 Discovery, Education & Affiliate Networks
- VHA-15 Operations
- VHA-16IVC Integrated Veteran Care
- VHA-17 Quality and Patient Safety
- VHA-19 Support
  
- VHA-10ORE Oversight, Risk and Ethics
  - VHA-10ETH National Center for Ethics in Health Care
  - VHA-10IA Internal Audit
  - VHA-10MI Medical Inspector
  - VHA-10OIC Office of Integrity and Compliance
  - VHA-10RO Research Oversight
  
- VHA-10PADV Office of Patient Advocacy
  
- VHA-10RCS Readjustment Counseling
  
- VHA-10W Women's Health

