

Key Personnel Roles: VA and Affiliate

Note: The following represents a locally-adaptable template for education of both VA and Affiliate staff regarding key personnel roles that pertain to the leadership and management of education programs. This document, when appropriate filled in with local names, is intended to serve as a roadmap for lateral and hierarchical communication and would also highlight resources available at the VA. The Table below presents an outline of key VA players in academic issues and their roles; POCs and VA counterparts to affiliate incumbents; whom to call for what kinds of issues. The table is followed by an outline for a general overview of a local VA facility's major clinical, educational, and research programs.

VA	General Responsibilities/ Authority	General Responsibilities/ Authority	Academic Affiliate
			
Medical Center Director [insert name; e-mail address, POC (secretary)]	CEO of the VA clinical facility	CEO of the affiliate's clinical facility & major teaching hospital	Vice President or Chancellor of Healthcare System of Academic Center or CEO of a Hospital system [insert name; e-mail address, POC (secretary)]
Deputy/Associate Director [insert name; ; e-mail address, POC (secretary)] <ul style="list-style-type: none"> • Fiscal • Police • HR • Engineering • PI • IRM and Tech 	Operations/Security/HR/Labor – oversees all of the day-to-day operational, employment, HR, and physical plant issues that support patient care services	Similar, analogous role and duties	Chief Operating Officer (COO) and/or Chief Financial Officer (CFO) [insert name; e-mail address, POC (secretary)]
Chief of Staff (COS) [insert name; ; e-mail address, POC (secretary)] <ul style="list-style-type: none"> • Clinical Services • Clinical Staff (MD, DO, Dental, all Allied Health except Nursing) • Education and TMS • CPRS 	Oversees the clinical policies, daily Service issues that directly impact on patient care: safety, census, emergencies and crisis management, appointment, and credentialing of all clinicians.	Similar, analogous role and duties	Vice President for Clinical Affairs/Hospital COS [insert name; e-mail address, POC (secretary)] Dean of College (Medical, Nursing, Dental, Allied Health) [insert name; e-mail address, POC (secretary)]
Chief, Nursing Service, Nurse Executive, or Associate Director for Patient Care Services [List appropriate title; insert name; ; e-mail address, POC (secretary)]	Oversees hospital operations as it pertains to nursing staff/patient care and care management	Similar, analogous role and duties	Vice President or Director of Nursing of hospital or healthcare system [insert name; e-mail address, POC (secretary)] Dean of College – Nursing [insert name; e-mail address, POC (secretary)]
Assistant/Associate Chief, Nurse Education [List appropriate title; insert name; e-mail address]	Oversees training and education of nurse staff and trainees	Similar, analogous role and duties	Associate Dean for Education at College of Nursing [insert name; e-mail address, POC (secretary)]

VA	General Responsibilities/ Authority	General Responsibilities/ Authority	Academic Affiliate
<p>Associate Chief of Staff/Education (ACOS/E)</p> <ul style="list-style-type: none"> Designated Education Official (DEO) Sometimes referred to as “Director of Education” or “Academic Affiliations” May be a collateral duty for the Chief of Staff in smaller facilities <p>[List Title; insert name; e-mail address]</p>	<ul style="list-style-type: none"> Manages educational and training mission for health professions trainees of all disciplines, including allocation & funding of trainee positions. Manages appointment of trainees (including all students) Oversees student issues via the different services Manages responses to RFPs for training and education grants Manages the academic affiliations and compliance with VA education policy Manages disbursement agreement for trainee FTE funding Liaison between clerkship directors & VA services on which medical student rotate 	<p>Similar, analogous role and duties but GME is managed separately from medical student education (referred to as UME-undergraduate medical education). Different disciplines are managed by the faculty of the different disciplines</p>	<p>Medical School:</p> <ul style="list-style-type: none"> Senior Associate Dean for Graduate Medical Education (aka GME Dean, aka Designated Institutional Official - DIO) [insert name; e-mail address, POC (secretary)] Senior Associate Dean for Educational Affairs or Undergraduate Education [insert name; e-mail address] Associate Dean for Faculty Affairs [insert name; e-mail address] Associate Dean for Student Affairs [insert name; e-mail address] Associate Dean for Allied Health Education [insert name; e-mail address] Director for medical student clerkships (departmental) [insert name; e-mail address]
<p>Designated Learning Official (DLO)</p> <p>[sometimes combined with ACOS/E; insert name; e-mail address]</p>	<ul style="list-style-type: none"> Manages educational and training mission of employees Succession planning Workforce development 	<p>Similar, but more focused role than the VA equivalent</p>	<ul style="list-style-type: none"> Associate Dean for Continuing Education [insert name; e-mail address]
<p>Associate Chief of Staff/Research (ACOS/R)</p> <p>[insert name; e-mail address]</p>	<ul style="list-style-type: none"> Manages research development and conduct Involved with the vetting of research proposals, including oversight of the Institutional Review Board (IRB) for human studies, if present Manages intramural & extramural grant processes involving any VA employee Coordinates responses to RFPs for research projects and training. 	<p>Similar/analogous role and duties</p>	<p>Vice President or Associate Provost for Research</p> <p>-university or health center level [insert name; e-mail address]</p> <p>Senior Associate Dean for Research Affairs</p> <p>-college level [insert name; e-mail address]</p> <p>Associate Chair or Vice-Chair for Research</p> <p>-department level [insert name; e-mail address]</p>
<p>Service Chief</p> <p>[insert name; e-mail address]</p>	<p>Oversees the administration and operations of a Service (or Service Line) examples:</p> <ul style="list-style-type: none"> Medicine Primary Care Surgery Radiology 	<p>Similar, analogous role and duties</p>	<p>Department Chair</p> <p>[insert name; e-mail address; POC (secretary)]</p>

VA	General Responsibilities/ Authority	General Responsibilities/ Authority	Academic Affiliate
Section Chief [insert name; e-mail address]	Oversees the administration and operations & staff that are designated as a functional unit within a service – examples: <ul style="list-style-type: none"> • Cardiology • Rheumatology • Addiction psychiatry 	Similar/analogous role and duties	Division or Section Chief [insert name; e-mail address]
Site (Training) Director [May be assumed by the VA Service Chief or Service Line Manager] One for each training programs (e.g., Internal Medicine, Psychiatry, Surgery, etc.) [specified in the Program Letter of Agreement (PLA) for each training program]	Oversees the educational program & management (record keeping, didactics, evaluations; implementing the medical school or specialty-specific training program at VA) for trainees from a specific GME or health discipline – works directly with the sponsoring affiliate's Program Director - assures residents are appropriately supervised - certifies duty rosters and participation in educational activities at the VA (for disbursement agreement)	Responsible for overall quality of the residency training program & for compliance with the policies of the respective accrediting & certifying bodies – Responsible for producing & maintaining a Program Letter of Agreement (PLA) with each of the designated training sites – Maintains evaluations& milestone data on all residents (in a given program)	Program Director or Residency Program Director [insert name; e-mail address]
Service Administrative Officer (AO) -reports to Service or Section Chief [insert name; e-mail address]	Administrative Staff – supervisory level that oversees the operations and staff within a VA clinical service – usually manages different policies, projects, ongoing initiatives within a service	Similar, analogous role and duties	Department Executive Director Reports to Department Chair [insert name; e-mail address] Residency Program Coordinator for GME issues specifically (non-supervisory, reports to Program Director) [insert name; e-mail address]
Core Faculty [specified in the Program Letter of Agreement (PLA) for each training program; insert names; e-mail addresses]	Specialty-specific faculty who have a primary role in teaching and supervising residents May serve on Clinical Competency Committees and other education-related assignments	Similar, analogous role and duties	Core Faculty [insert names; e-mail addresses]

Overview **[insert name of facility] VA (Healthcare System or Medical Center)**

Each site should develop:

- a. *Highlights of certain VA statistics (bed sections, special clinical programs) – although not to the level of detail as a ‘trip pack’*
- b. *Role of the VA non-profit research and education foundation*

Sample Draft:

The [...] VA Medical Center [Healthcare System] is a complexity level [...] facility which serves over [...] Veterans. We currently have [...] operating beds in acute medical and surgical specialties and [...] long-term, nursing home, or extended care beds, which VA now calls “Community Living Centers” (CLCs). [...] provides primary, secondary, and tertiary health care in medicine, surgery, [etc..... list as appropriate]. Specialized clinical services offered include:

- List
- List
- Etc.

Community-based outpatient clinics that function as primary care satellite clinics of the [...] medical center are located in:

- List
- List
- Etc.

The [...] participates in training of over [...] health professions annually from [...] accredited programs. The following professional schools, universities, and teaching hospitals are affiliated with our facility:

- List
- List
- Etc.

Our facility supports the education of the following health professions trainees:

[Insert table with the total numbers of trainees by major disciplines, listed as WOC and paid; use Health Services Training Report data]

Our facility has a VA non-profit research and education foundation, which [...] summarize activities of the local foundation]