

Department of Veterans Affairs

Memorandum

Date: September 23, 2021
From: Acting Under Secretary for Health, Veterans Health Administration (10)
Subject: Notification of Program Office Reorganization
To: VHA Senior Leaders

1. VHA's Office of Community Care (OCC), Office for Veterans Access to Care (OVAC) and Office of Finance are reorganizing in support of the Acting Under Secretary of Health's decision memo dated March 22, 2021 ([Attachment A](#)). There will be no reduction in force associated with this effort.
 - a. OVAC and OCC will be decommissioned, and the Office for Integrated Veteran Care (IVC) established to create a seamless system for Veterans by integrating VA's direct and community care delivery systems. Approximately 3,600 current employees will be realigned to the new IVC.
 - b. Office of Finance will assume revenue operations from OCC as well as approximately 4,300 of its employees.
2. There are bargaining unit employees in each of the three program offices. VHA has notified VA's Office of Labor Management Relations (05LMR) about this reorganization. Pursuant to master agreements with union partners, LMR will notify all national unions of any proposed changes in personnel policies, practices, or working conditions. Bargaining will occur at the national level.
3. Employees with changes to assigned supervisors will be notified with targeted implementation dates as follows:
 - a. Office of Finance: January 2022
 - b. IVC: April 2022No changes to duties or current performance standards are anticipated. We will engage union partners should proposed changes materialize that impact the duties, position descriptions and/or performance standards for any bargaining unit employees.
4. Additional information is available at [Veteran Access to an Integrated System of Care \(sharepoint.com\)](#). If you have any questions or concerns regarding this notification, please contact Jenna Bennett at Jennifer.Bennett3@va.gov or 719-447-5276 or Pete MacEachern Peter.MacEachern@va.gov or 202-657-3317.



Steven Lieberman, MD, MBA, FACHE

Attachment A

DEPARTMENT OF
VETERANS AFFAIRS

Memorandum

Date: March 22, 2021
From: Acting Under Secretary for Health (10)
Subj: Decision Memo – Integrated Veteran Care (VIEWS 4803223)
To: VHA Senior Leaders

1. Providing timely access to care for our Veterans is one of the VA's top priorities. In order to understand our current state of access, the VHA performed a programmatic and functional assessment of direct and community care. Based on the outcomes and recommendations of that assessment, VHA will integrate direct and community care access to develop an Integrated Veteran Care (IVC) model as the next evolution of seamless care for Veterans. The IVC model will provide a transformative structure for optimizing access to care, improving outcomes and strengthening enterprise decision-making.

2. VHA established a multidisciplinary Integrated Project Team (IPT) in October 2020 to perform an independent review using methodology derived from General Accounting Office's (GAO) program evaluation guide, *Fragmentation, Overlap, and Duplication: An Evaluation and Management Guide*. The review was focused on improving the process of managing Veterans' access to care through clinical, administrative, and financial operations, thereby reducing overlap and duplication of core organizational access and financial functions. The IPT identified the following recommended courses of action:

- a. Integrate financial activity functions;
- b. Establish an Assistant Under Secretary for Health for Integrated Veteran Care;
- c. Identify opportunities for efficiencies across direct and community care;
- d. Design an Enterprise Integrated Veteran Care Model; and
- e. Establish Network Directors as Operational Leaders with direct and community care.

3. The IVC work will begin immediately and will be led by Dr. Steve Lieberman and Ms. Renee Oshinski. The IVC future state will be fully implemented by the end of Fiscal Year 2021. A communication toolkit has been established with to maintain key messaging for this effort (<https://dvagov.sharepoint.com/sites/VHAIVC>). Employee town halls, change chats, and other methods will be fully utilized to facilitate this organizational change.

4. If you have any questions regarding the implementation of this decision memo, please contact Ms. Jennifer Bennett at jennifer.bennett3@va.gov.



Richard A Stone, M.D.