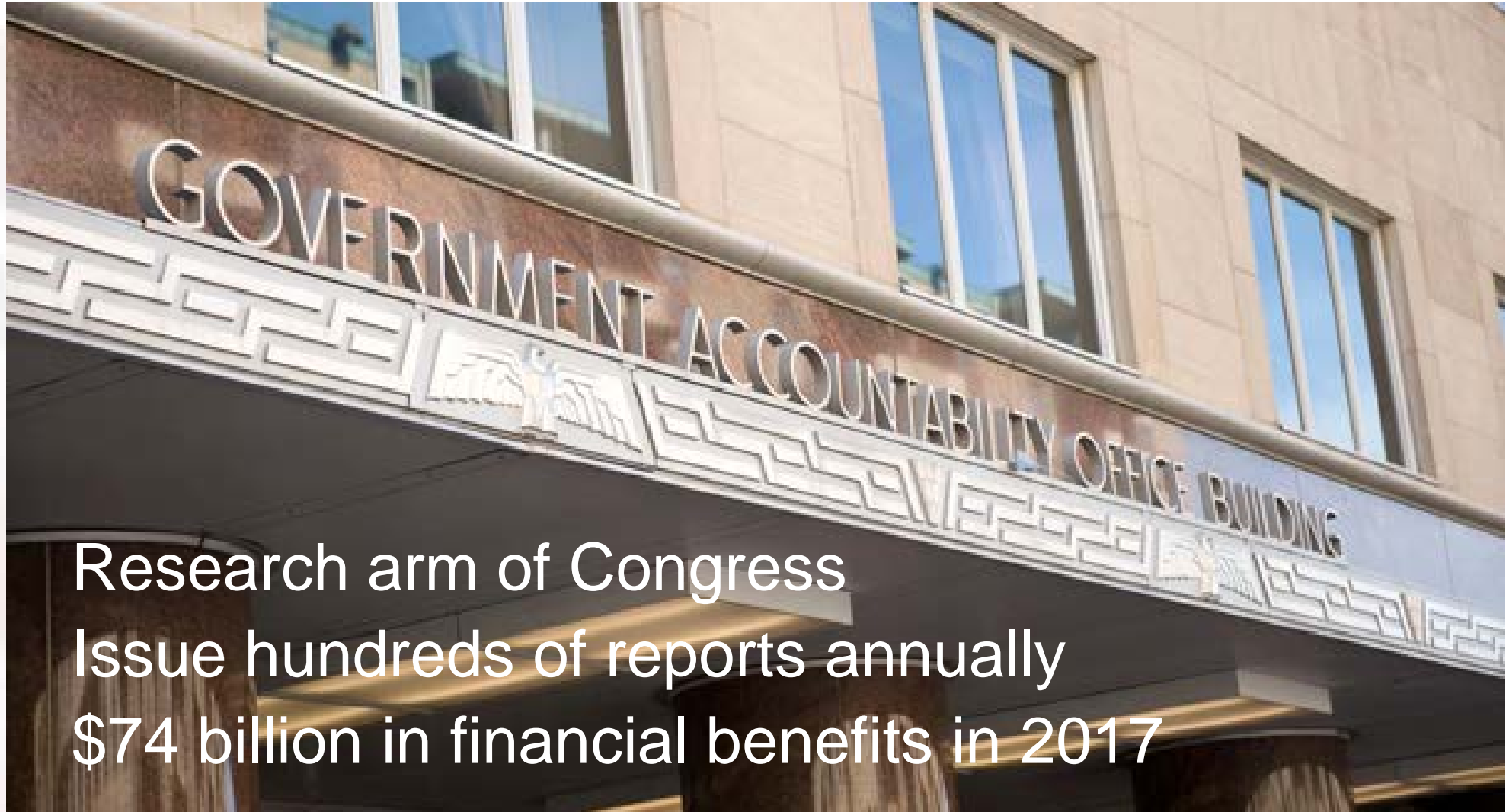


Aligning Facilities to Meet Changing Veteran Needs

**NAS Committee on Facilities Staffing
Requirements for Veterans Health
Administration**

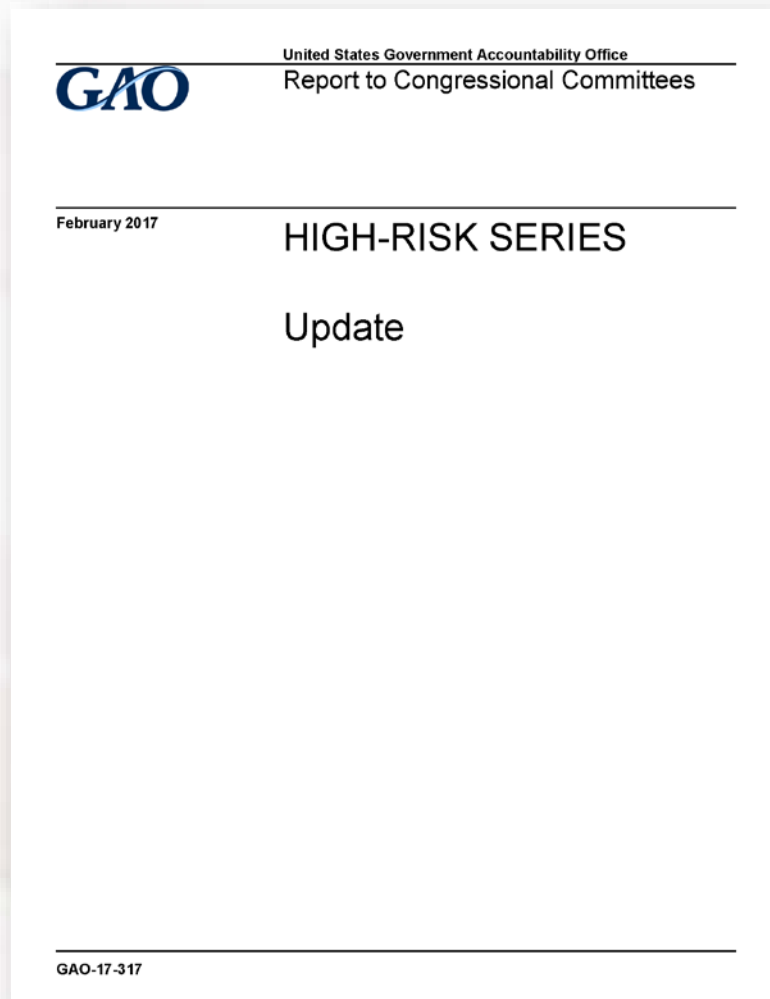
December 13, 2018

What is GAO?



Research arm of Congress
Issue hundreds of reports annually
\$74 billion in financial benefits in 2017

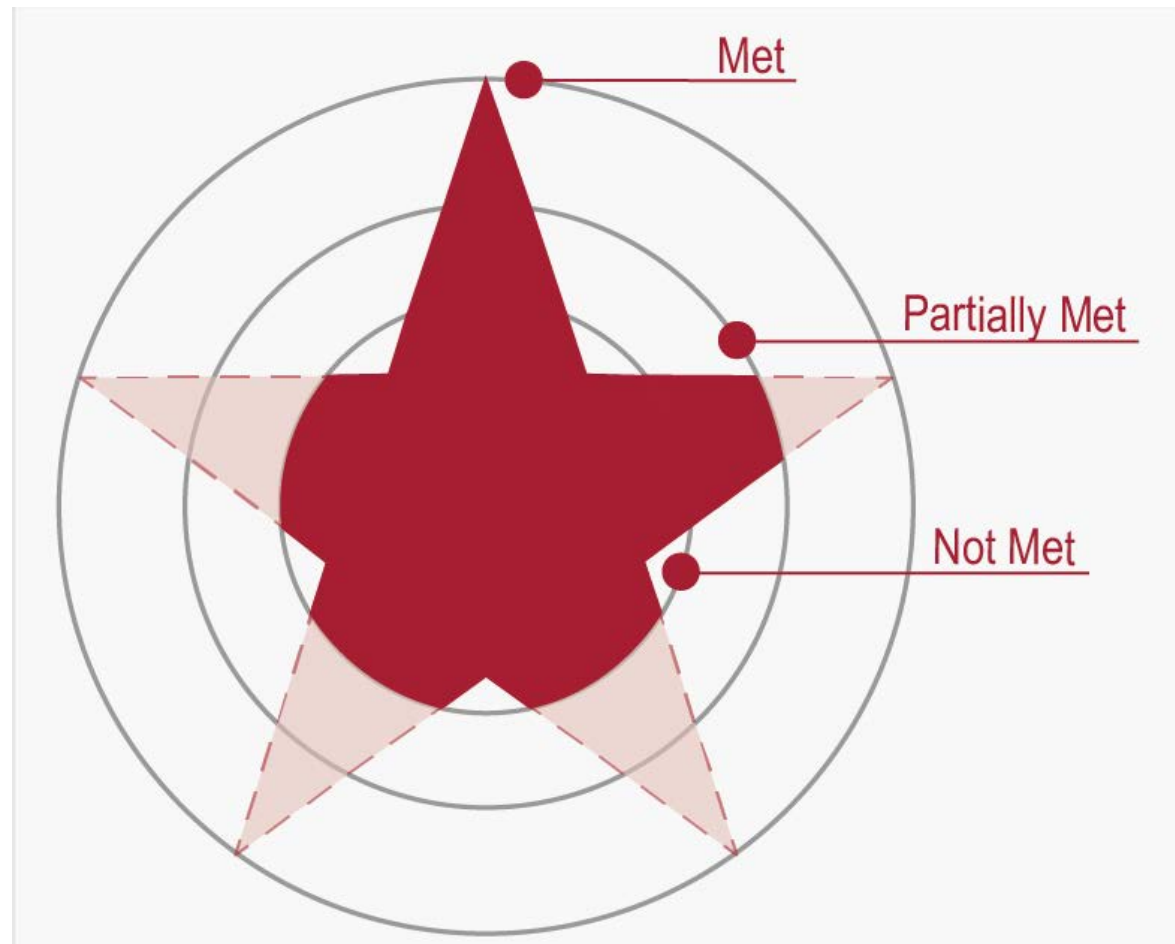
Every 2 Years: GAO's High Risk List



- Currently 34 high risk areas at greatest risk of waste, fraud, or mismanagement.
- VA Facilities touch on 2 high risk areas:
 - Managing Federal Real Property
 - VA Health Care

Real Property High Risk: Criteria

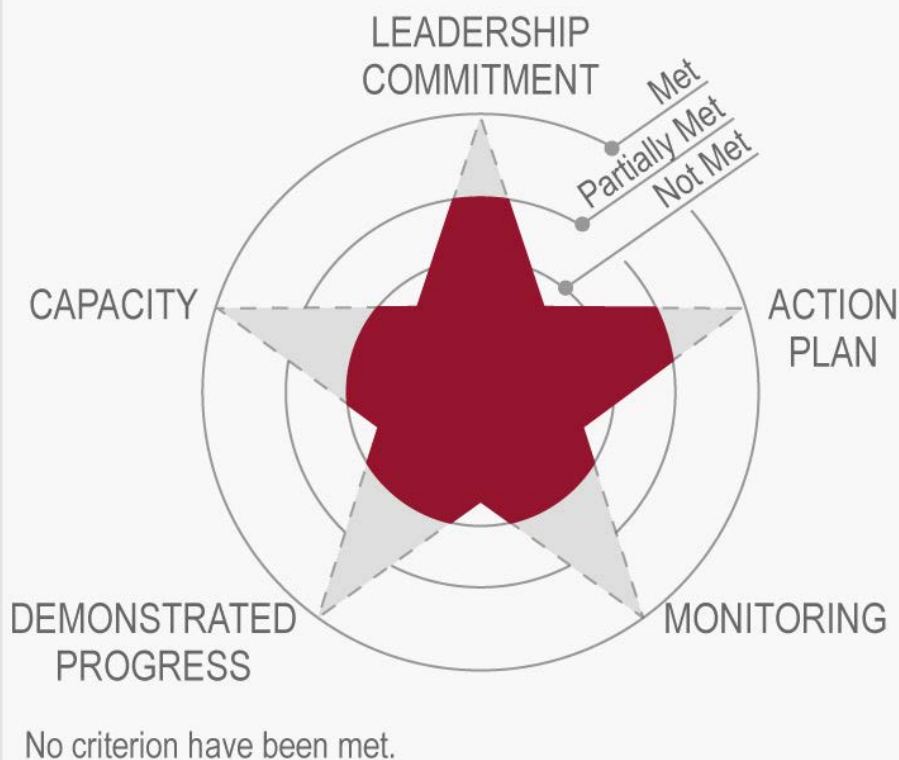
- Leadership commitment
- Capacity
- Action plan
- Monitoring
- Demonstrated progress



High Risk Issue: VA Health Care

- Not cost effective
- Issues with timely access to care
- Uneven quality of safety and care

Managing Risks and Improving VA Health Care



High Risk: Federal Real Property

- Excess and underutilized property
- Costly leasing
- Real property data reliability
- Physical security

Managing Federal Real Property



Recent VA Real Property Reports

- Medical Center Performance - GAO-19-21
- Non-Recurring Maintenance – GAO-18-479
- Using Unneeded VA Buildings to House Homeless Veterans – GAO-17-636
- Facility Alignment - GAO-17-349
- Major Construction - GAO-16-884T
- Lease Management - GAO-16-619

Recent Report:

VA Facility Alignment
(GAO-17-349)

Presenter: Jeff Mayhew



United States Government Accountability Office
Report to Congressional Requesters

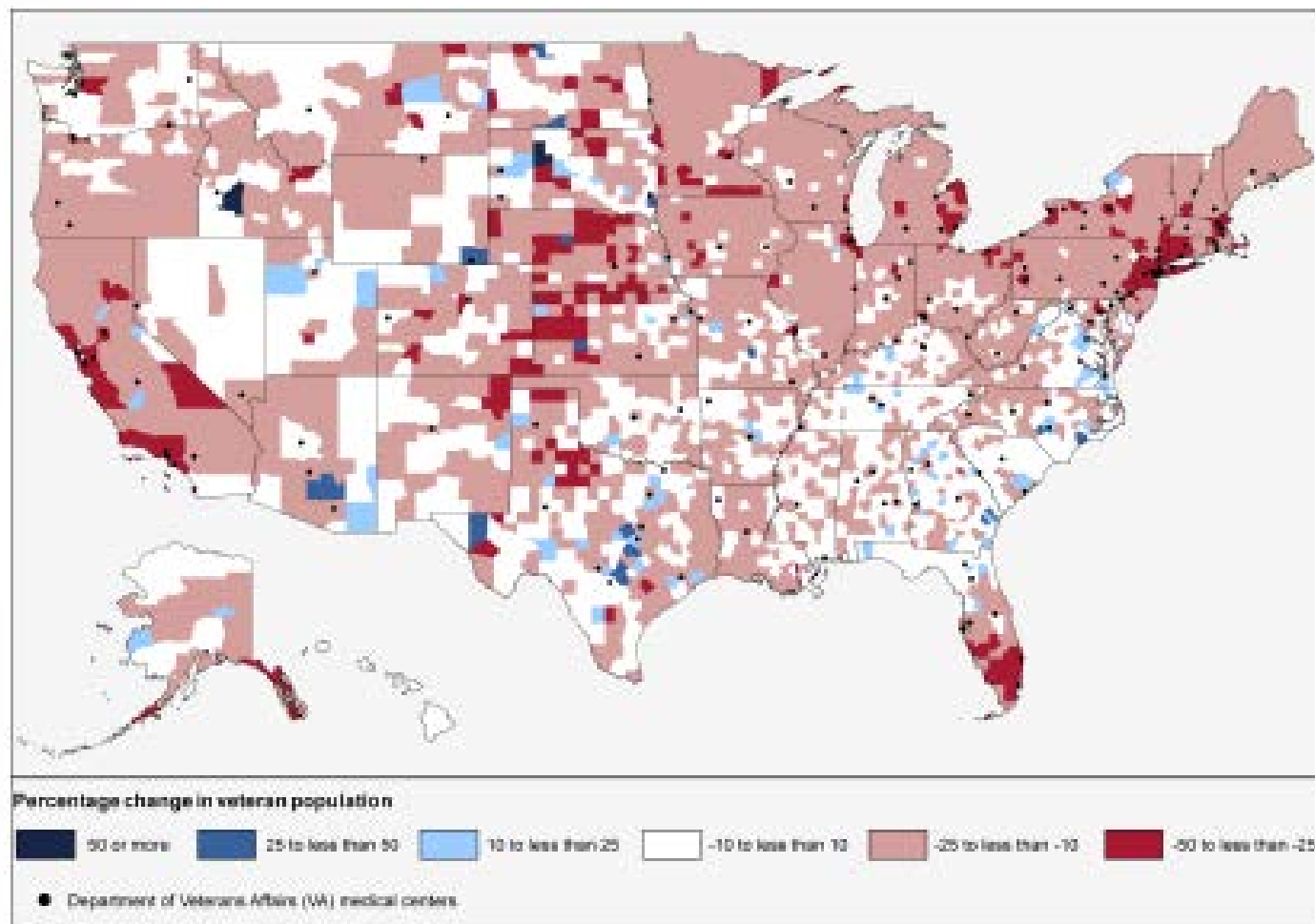
April 2017

VA REAL PROPERTY

VA Should Improve Its
Efforts to Align
Facilities with
Veterans' Needs

GAO-17-349

Challenge: Shifting Veteran Populations



Source: GAO analysis of VA information and Map Info (map). | GAO-17-348

Challenge: Outdated Configurations



Short distances between columns preclude open formats



Low ceilings won't allow modern instrumentation

Challenge: Historic Designation



Chillicothe VA Medical Center, Ohio

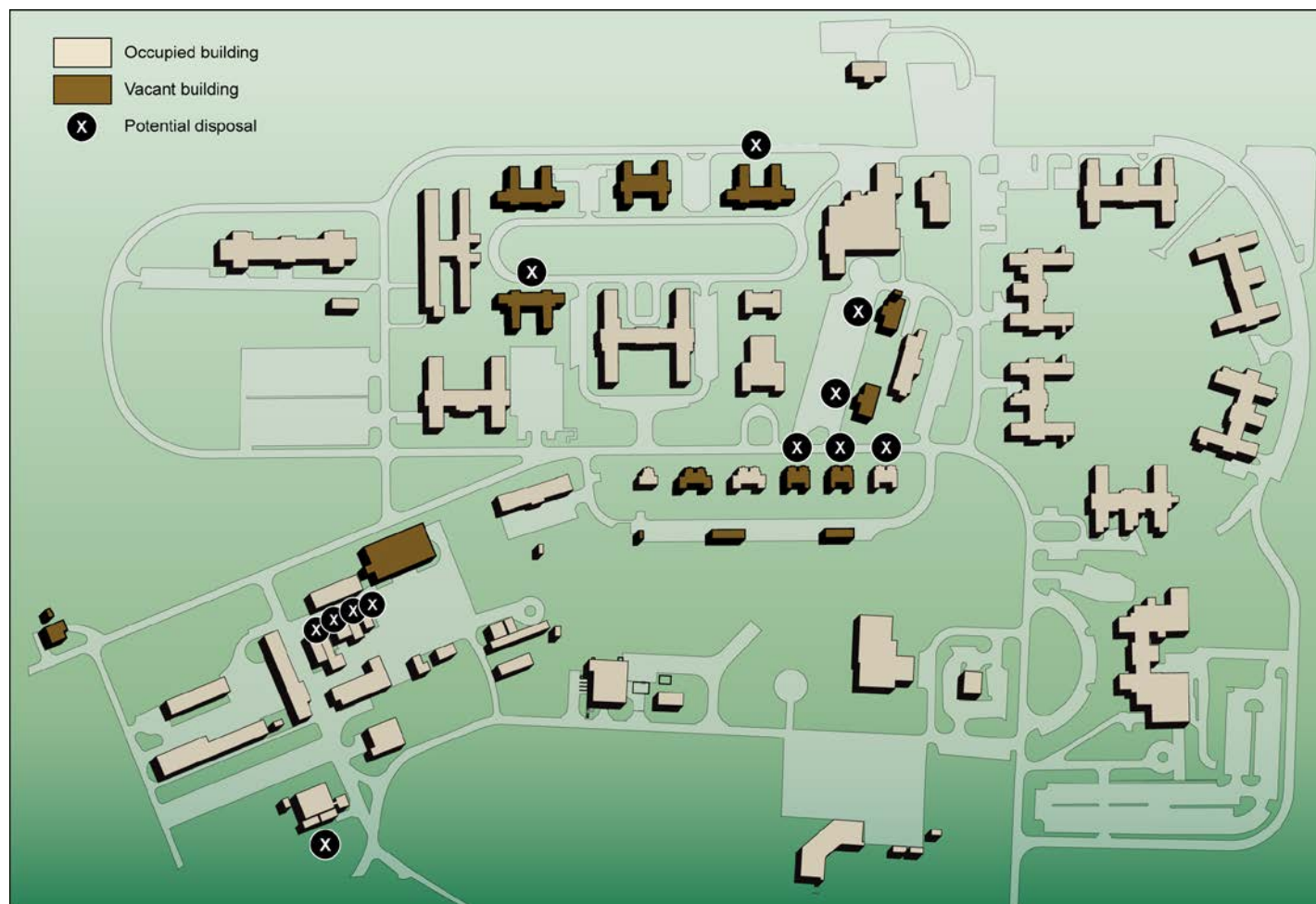
Challenge: Vacant, Deteriorating Buildings



Vacant buildings fall into disrepair. Costs money to maintain, reconfigure, demolish, or dispose of them

Challenge: “Donut Hole” Problem

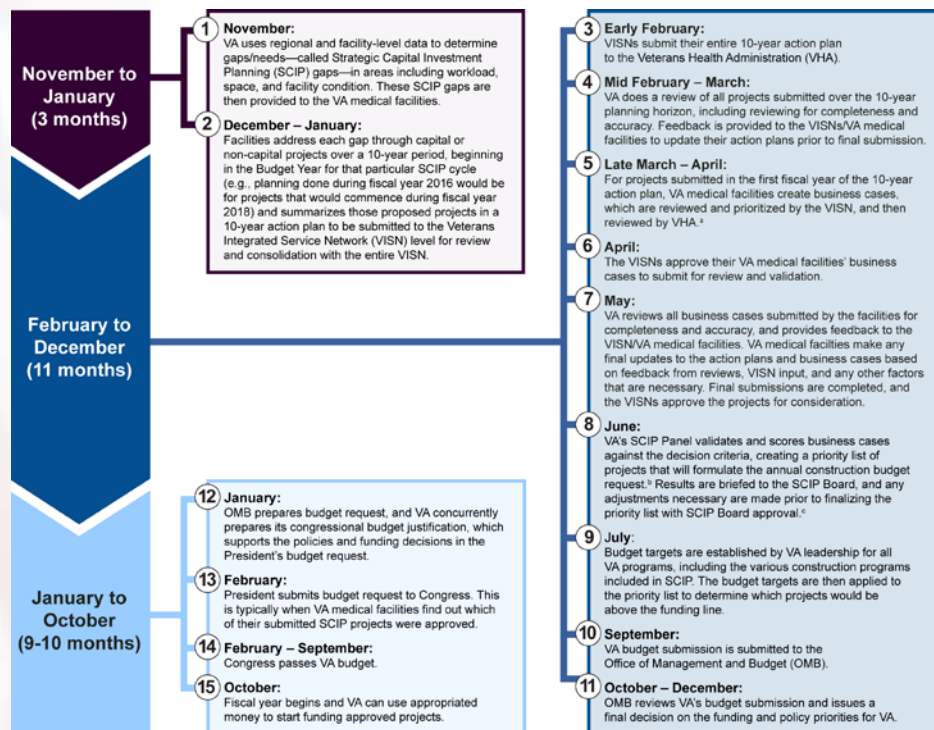
VA cannot
sell/convey
buildings that
are in the
middle of an
active Medical
Center
(Chillicothe,
OH)



Source: GAO analysis of VA Medical Center data. | GAO-17-349

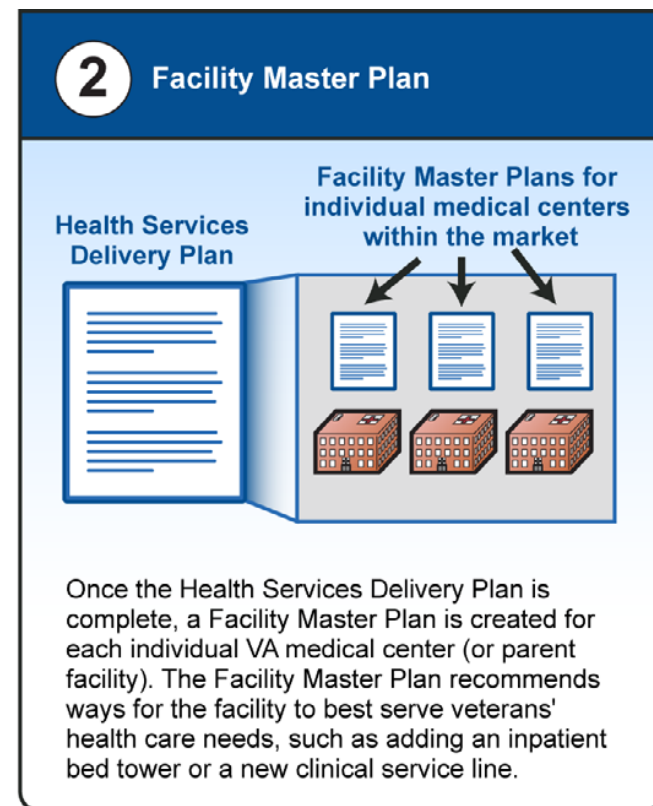
VA's 2 Facility Planning Processes

Strategic Capital Investment Planning (SCIP)



Source: GAO analysis of VA information. | GAO-17-349

VA Integrated Planning (VAIP)



SCIP Limitations

- Scoring and approval
 - Narrative introduces subjectivity into a process
 - Projects can be approved out of sequence
- Long timeframes make planning difficult
- Limited access to information makes it difficult to know about neighboring projects

GAO Recommendation: SCIP Limitations Should be Addressed

- We found that VA knew about these weaknesses due to the 2015 “Independent Assessment” required by Congress but had done little to address them.
- We recommended VA improve SCIP’s scoring and approval process.
- VA agreed to take those steps that are within its control to address SCIP’s limitations.

GAO Recommendation: VAIP Facility Master Plans Should be Ended or Improved

- The \$108 million VAIP effort was designed to supplement SCIP and provide a more strategic vision for VA facilities, but VAIP, but recommended large capital projects without exploring options, like care in the community.
- VA planners said they don't use VAIP master plans and, instead, contract for their own facility master plans.
- We recommended VA discontinue or improve VAIP. VA agreed.

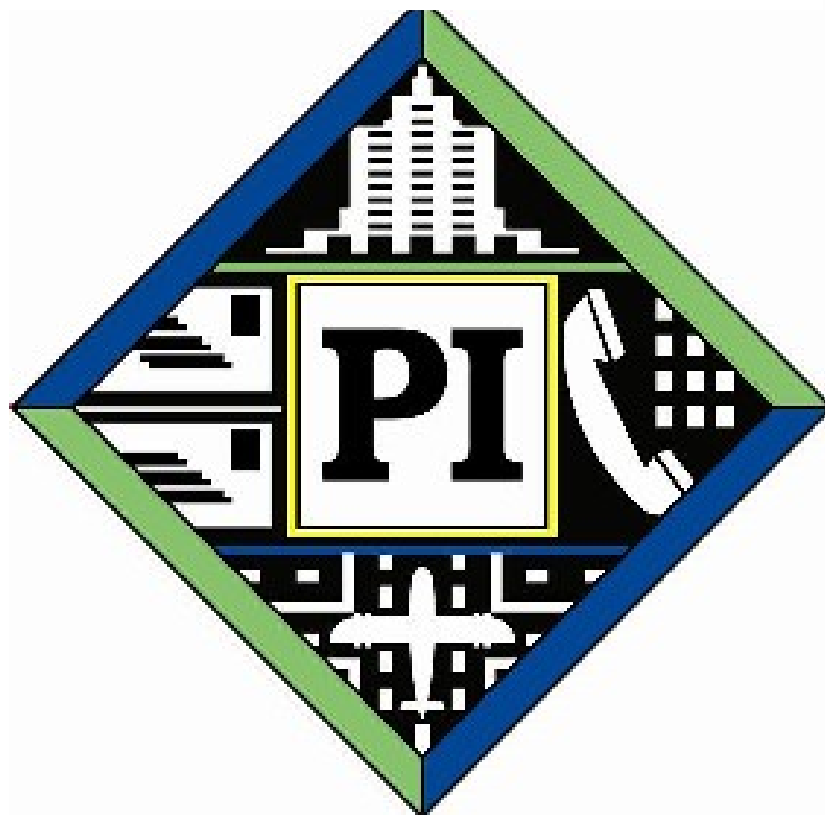
VA Has Taken Some Action To Address Limitations

- In response to our recommendations, VA made changes to address several of the SCIP limitations, including planners' access to information and improving timeframes of the SCIP process.
 - As of now, VA has not yet taken the necessary steps to improve the visibility and prioritization of sequenced projects or the scoring and approval process.
- VA also decided to discontinue the VAIP process.

Current VA real property work



- Property Disposal
- Property Donation Pilot
- Facility Planning for Changing Demographics



Facility Planning for Changing Demographics

Questions

1. Trends in veteran demographics?
2. Changing needs and expectations?
3. How does VA apply these to its facilities?

Methods

- Site visits
- Nationwide survey
- Data analysis



Questions?

Keith Cunningham

Assistant Director, Physical Infrastructure

Jeff Mayhew

Senior Analyst, Health Care