

112TH CONGRESS  
2D SESSION

# S. 3084

To require the Secretary of Veterans Affairs to reorganize the Veterans Integrated Service Networks of the Veterans Health Administration, and for other purposes.

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IN THE SENATE OF THE UNITED STATES

MAY 10, 2012

Mr. BURR introduced the following bill; which was read twice and referred to the Committee on Veterans' Affairs

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## A BILL

To require the Secretary of Veterans Affairs to reorganize the Veterans Integrated Service Networks of the Veterans Health Administration, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*  
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “VISN Reorganization  
5 Act of 2012”.

6 **SEC. 2. ADMINISTRATION OF VETERANS INTEGRATED**  
7 **SERVICE NETWORKS.**

8 (a) VETERANS INTEGRATED SERVICE NETWORKS.—

1           (1) IN GENERAL.—Subchapter I of chapter 73  
2           of title 38, United States Code, is amended by add-  
3           ing at the end the following new section:

4   **“§ 7309. Veterans Integrated Service Networks**

5           “(a) ORGANIZATION.—The Secretary shall organize  
6           the Veterans Health Administration in 12 geographically  
7           defined Veterans Integrated Service Networks.

8           “(b) ALIGNMENT WITH MISSION OF DEPART-  
9           MENT.—The Secretary shall ensure that the staff, serv-  
10          ices, and programs of each Veterans Integrated Service  
11          Network are aligned with the mission of the Department  
12          and the specific health care requirements of each popu-  
13          lation of veterans in each Network.

14          “(c) IMPLEMENTATION OF NATIONAL GOALS.—The  
15          Secretary shall ensure that each Veterans Integrated Serv-  
16          ice Network takes appropriate measures to implement the  
17          national goals of the Department within their networks  
18          and associated medical centers.

19          “(d) INTEGRATED HEALTH CARE SYSTEM.—The  
20          Secretary shall ensure that each Veterans Integrated Serv-  
21          ice Network maintains a regional integrated healthcare  
22          system by—

23                 “(1) implementing alliances with such other  
24                 governmental, public, and private health care organi-  
25                 zations and practitioners as the Secretary considers

1 appropriate to meet the needs of veterans in the  
2 Network;

3 “(2) providing oversight and management of,  
4 and taking responsibility for, a regional budget for  
5 the activities of the Veterans Health Administration  
6 in the geographic area of the Network that—

7 “(A) is aligned with the budget guidelines  
8 of the Department and the Veterans Health  
9 Administration; and

10 “(B) is balanced at the end of each fiscal  
11 year;

12 “(3) using national metrics to develop systems  
13 to provide effective, efficient, and safe delivery of  
14 health care that is rated as highly satisfactory by  
15 patients and families of patients; and

16 “(4) ensuring high quality clinical programs  
17 and services are rendered in and through—

18 “(A) the medical centers and outpatient  
19 clinics of the Department that are located in  
20 the Network; and

21 “(B) other non-Department clinical or  
22 health care delivery settings located in the Net-  
23 work.

24 “(e) REDUCTION IN DUPLICATE FUNCTIONS.—The  
25 Secretary shall ensure that the Veterans Integrated Serv-

1 ice Networks identify and reduce, whenever practicable,  
2 the duplication of functions in clinical, administrative, and  
3 operational processes and practices of the Veterans Health  
4 Administration.

5 “(f) COLLABORATION AND COOPERATION.—The Sec-  
6 retary shall ensure that each Veteran Integrated Service  
7 Network—

8 “(1) works to achieve maximum effectiveness in  
9 patient care and safety, graduate medical education,  
10 and research; and

11 “(2) assesses the consolidation or realignment  
12 of institutional functions, including capital asset,  
13 safety, and operational support functions, in collabo-  
14 ration and cooperation with other Veterans Inte-  
15 grated Service Networks and the following offices or  
16 entities within the geographical area of the Network:

17 “(A) The offices of the Veterans Benefits  
18 Administration and the National Cemetery Ad-  
19 ministration.

20 “(B) The offices, installations, and facili-  
21 ties of the Department of Defense, including  
22 the offices, installations, and facilities of each  
23 branch of the Armed Forces and the reserve  
24 components of the Armed Forces.

1           “(C) The offices, installations, and facili-  
2 ties of the Coast Guard.

3           “(D) Offices of State and local agencies  
4 that have a mission to provide assistance to vet-  
5 erans.

6           “(E) Medical schools and other affiliates.

7           “(F) Offices of Congress, offices of State  
8 and local elected officials, and other government  
9 offices.

10          “(G) Federal, State and local emergency  
11 preparedness organizations.

12          “(H) Community and faith-based organiza-  
13 tions.

14          “(I) Such other offices of the Federal Gov-  
15 ernment as the Secretary considers appropriate.

16          “(g) DEVELOPMENT AND SHARING OF INNOVATIONS  
17 AND PRACTICES.—The Secretary shall ensure that the  
18 Veterans Integrated Service Networks develop and share  
19 innovations and best practices with each other at the local,  
20 regional, and national levels.

21          “(h) HEADQUARTERS.—(1) The Secretary shall en-  
22 sure that each Veterans Integrated Service Network has  
23 only one headquarters office.

24          “(2) The location of a headquarters office for a Vet-  
25 erans Integrated Service Network shall be determined by

1 the Secretary and co-located with a Department of Vet-  
2 erans Affairs medical center.

3 “(3)(A) The Secretary may employ or contract for  
4 the services of not more than 65 full time equivalent em-  
5 ployees and contractors at the headquarters of each Vet-  
6 erans Integrated Service Network.

7 “(B) Not less frequently than once each year, the  
8 Secretary shall submit to the Committee on Veterans’ Af-  
9 fairs of the Senate and the Committee on Veterans’ Af-  
10 fairs of the House of Representatives a report on employ-  
11 ment at the headquarters of Veterans Integrated Service  
12 Networks during the most recently completed fiscal year.

13 “(C) Each report submitted under subparagraph (B)  
14 shall include the following for the year covered by the re-  
15 port:

16 “(i) The number of individuals employed at  
17 each headquarters of a Veterans Integrated Service  
18 Network.

19 “(ii) The number of individuals employed by the  
20 Veterans Health Administration in each Veterans  
21 Integrated Service Network who are not employed at  
22 the same location as the headquarters of the Net-  
23 work.

1           “(iii) The title for each position of employment  
2           at a headquarters of a Veterans Integrated Service  
3           Network.

4           “(iv) The title for each position of employment  
5           with the Veterans Health Administration in each  
6           Veterans Integrated Service Network that is not at  
7           the same location as the headquarters of the Net-  
8           work.

9           “(v) An assessment of the impact on the budget  
10          of the Department by the employment of individuals  
11          at the headquarters of the Veterans Integrated Serv-  
12          ice Networks.

13          “(i) TRIENNIAL STRUCTURE REVIEW, REASSESS-  
14          MENT, AND REPORT.—(1) Beginning three years after the  
15          date of the enactment of this section and not less fre-  
16          quently than once every three years thereafter, the Sec-  
17          retary shall conduct a review and assessment of the struc-  
18          ture and operations of the Veterans Integrated Service  
19          Networks.

20          “(2) Not later than 180 days after conducting a re-  
21          view and assessment under paragraph (1), the Secretary  
22          shall submit to the Committee of Veterans’ Affairs of the  
23          Senate and the Committee on Veterans’ Affairs of the  
24          House of Representatives a report on such review and as-  
25          sessment, which shall include such recommendations for

1 legislative or regulatory action as the Secretary considers  
 2 appropriate to improve the Veterans Integrated Service  
 3 Networks.”.

4 (2) CLERICAL AMENDMENT.—The table of sec-  
 5 tions at the beginning of chapter 73 of such title is  
 6 amended by inserting after the item relating to sec-  
 7 tion 7308 the following new item:

“7309. Veterans Integrated Service Networks.”.

8 (b) CONSOLIDATION OF NETWORKS.—

9 (1) IN GENERAL.—In order to comply with sec-  
 10 tion 7309(a) of such title, as added by subsection  
 11 (a)(1), not later than one year after the date of the  
 12 enactment of this Act, the Secretary of Veterans Af-  
 13 fairs shall geographically realign and combine the 21  
 14 Veterans Integrated Service Networks in effect on  
 15 the day before the date of the enactment of this Act  
 16 into 12 geographically defined Veterans Integrated  
 17 Service Networks as follows:

18 (A) Veterans Integrated Service Network  
 19 1, Veterans Integrated Service Network 2, and  
 20 Veterans Integrated Service Network 3 shall be  
 21 combined into a single Veterans Integrated  
 22 Service Network.

23 (B) Veterans Integrated Service Network 4  
 24 and Veterans Integrated Service Network 5



1 shall be combined into a single Veterans Inte-  
2 grated Service Network.

3 (C) Veterans Integrated Service Network 9  
4 and Veterans Integrated Service Network 10  
5 shall be combined into a single Veterans Inte-  
6 grated Service Network.

7 (D) Veterans Integrated Service Network  
8 11 and Veterans Integrated Service Network 12  
9 shall be combined into a single Veterans Inte-  
10 grated Service Network.

11 (E) Veterans Integrated Service Network  
12 15 and Veterans Integrated Service Network 23  
13 shall be combined into a single Veterans Inte-  
14 grated Service Network.

15 (F) Veterans Integrated Service Network  
16 17 and Veterans Integrated Service Network 18  
17 shall be combined into a single Veterans Inte-  
18 grated Service Network.

19 (G) Veterans Integrated Service Network  
20 19 and Veterans Integrated Service Network 20  
21 shall be combined into a single Veterans Inte-  
22 grated Service Network.

23 (H) Veterans Integrated Service Network  
24 21 and Veterans Integrated Service Network 22

1 shall be combined into a single Veterans Inte-  
2 grated Service Network.

3 (2) CONSOLIDATION OF HEADQUARTERS.—

4 (A) IN GENERAL.—Except as provided in  
5 subsection (c), for each set of Veterans Inte-  
6 grated Service Networks consolidated under  
7 paragraph (1), the Secretary shall retain one of  
8 the headquarters of such set in effect on the  
9 day before the date of the enactment of this Act  
10 in the same location as in effect on the day be-  
11 fore such date and eliminate any other head-  
12 quarters of such set to meet the requirements  
13 of section 7309(h) of title 38, United States  
14 Code, as added by subsection (a).

15 (B) REEMPLOYMENT ASSISTANCE.—For  
16 each individual who's position of employment is  
17 eliminated as a result of eliminating a head-  
18 quarters under subparagraph (A), the Secretary  
19 shall take such measures as the Secretary con-  
20 siders practicable to find a new position of em-  
21 ployment for such individual within the Depart-  
22 ment of Veterans Affairs.

23 (3) IMPLEMENTATION PLAN.—Not later than  
24 180 days after the date of the enactment of this Act,  
25 the Secretary shall submit to the Committee of Vet-

1        erans' Affairs of the Senate and the Committee on  
2        Veterans' Affairs of the House of Representatives a  
3        plan to carry out this subsection.

4        (c) RELOCATION OF HEADQUARTERS.—

5            (1) IN GENERAL.—In the case of a head-  
6        quarters office of a Veterans Integrated Service Net-  
7        work that on the day before the date of the enact-  
8        ment of this Act was in a location that was not co-  
9        located with a Department of Veterans Affairs med-  
10       ical center and the Secretary is engaged in a lease  
11       for such location, the Secretary may—

12            (A) relocate such headquarters upon the  
13        expiration of such lease so that such head-  
14        quarters is co-located as required by section  
15        7309(h)(2) (as added by subsection (a)(1)); or

16            (B) notwithstanding section 7309(h)(2) (as  
17        so added), renew such lease or enter into a new  
18        lease to keep such headquarters in such loca-  
19        tion.

20            (2) REPORT.—If the Secretary renews a lease  
21        or engages in a new lease under paragraph (1)(B),  
22        the Secretary shall submit to the Committee on Vet-  
23        erans' Affairs of the Senate and the Committee on  
24        Veterans' Affairs of the House of Representatives,  
25        before renewing such lease or engaging in such

1 lease, a report describing the reasons for such re-  
2 newal or engagement. Such report shall include the  
3 following:

4 (A) A list of Department of Veterans Af-  
5 fairs medical centers in the Veterans Integrated  
6 Service Network of the headquarters with un-  
7 derutilized buildings, the number of such build-  
8 ings, and the total underutilized square footage  
9 for each such medical center.

10 (B) The cost of the current lease (the an-  
11 nual amount of rent, the total cost over the life  
12 of the lease, and the total cost per square foot)  
13 and the current square footage being leased.

14 (C) The cost of the new lease (the annual  
15 amount of rent, the total cost over the life of  
16 the lease, and the total cost per square foot)  
17 and the square footage to be leased.

18 **SEC. 3. REGIONAL SUPPORT CENTERS FOR VETERANS IN-**  
19 **TEGRATED SERVICE NETWORKS.**

20 (a) IN GENERAL.—Subchapter I of chapter 73 of title  
21 38, United States Code, as amended by section 2(a), is  
22 further amended by adding at the end the following new  
23 section:

1 **“§ 7309A. Regional support centers for Veterans Inte-**  
2 **grated Service Networks**

3 “(a) ESTABLISHMENT.—The Secretary shall estab-  
4 lish not more than four regional support centers within  
5 the Veterans Health Administration to assess the effec-  
6 tiveness and efficiency of the Veterans Integrated Service  
7 Networks. The head of each regional support center shall  
8 report to the Under Secretary of Health.

9 “(b) FUNCTIONS.—The functions of the regional sup-  
10 port centers established under subsection (a) are as fol-  
11 lows:

12 “(1) To assess the quality of work performed  
13 within finance operations and other compliance re-  
14 lated activities of the Veterans Integrated Service  
15 Networks.

16 “(2) To assess how effectively and efficiently  
17 each Veterans Integrated Service Network conducts  
18 outreach to veterans who served in Operation En-  
19 during Freedom, Operation Iraqi Freedom, Oper-  
20 ation New Dawn, or other contingency operation (as  
21 defined in section 101 of title 10).

22 “(3) To assess how effectively and efficiently  
23 each Veterans Integrated Service Network conducts  
24 programs for the benefit of women veterans.

25 “(4) To assess how effectively and efficiently  
26 each Veterans Integrated Service Network conducts

1 programs that address homelessness among vet-  
2 erans.

3 “(5) To assess how effectively and efficiently  
4 each Veterans Integrated Service Network consumes  
5 energy.

6 “(6) To assess such other matters concerning  
7 the operations and activities of the Veterans Inte-  
8 grated Service Networks as the Secretary considers  
9 appropriate.

10 “(c) STAFF.—The Secretary may hire such employ-  
11 ees and contractors as the Secretary considers appropriate  
12 to carry out the functions of the regional support centers.

13 “(d) LOCATION OF REGIONAL SUPPORT CENTERS.—  
14 (1) Except as provided in paragraph (2), the location of  
15 each regional support center established under subsection  
16 (a) shall be determined by the Secretary and co-located  
17 with a Department of Veterans Affairs medical center.

18 “(2) The Secretary may choose a location for a re-  
19 gional support center established under subsection (a) that  
20 is not co-located with a Department of Veterans Affairs  
21 medical center if the Secretary submits to the Committee  
22 on Veterans’ Affairs of the Senate and the Committee on  
23 Veterans’ Affairs of the House of Representatives, before  
24 engaging in a lease for such location, a report describing  
25 the Secretary’s reasons for choosing a location for the re-

1 gional support center that is not co-located with a Depart-  
2 ment of Veterans Affairs medical center. Such report shall  
3 include the following:

4           “(A) A list of Department of Veterans Affairs  
5           medical centers in the Veterans Integrated Service  
6           Network of the regional support center with under-  
7           utilized buildings, the number of all Veterans Health  
8           Administration buildings in such Network, and the  
9           total underutilized square footage for each medical  
10          center in such Network.

11           “(B) In the case that the Secretary engages in  
12          a lease for the location of the regional support cen-  
13          ter, the cost of such lease (the annual amount of  
14          rent, the total cost over the life of the lease, and the  
15          total cost per square foot) and the square footage to  
16          be leased.”.

17          (b) INITIAL STAFFING.—In providing for the initial  
18          staff of each regional support center established under sec-  
19          tion 7309A(a) of such title, as added by subsection (a),  
20          the Secretary shall, to the degree practicable, transfer em-  
21          ployees from headquarters of Veterans Integrated Service  
22          Networks to regional support centers who were employed  
23          in positions at such headquarters that covered functions  
24          similar to those described in section 7309A(b) of such  
25          title, as so added.

1           (c) CLERICAL AMENDMENT.—The table of sections  
2 at the beginning of chapter 73 of such title, as amended  
3 by section 2(a)(2), is further amended by inserting after  
4 the item relating to section 7309 the following new item:

“7309A. Regional support centers for Veterans Integrated Service Networks.”.

5 **SEC. 4. CONSTRUCTION.**

6           Nothing in this Act shall be construed to require any  
7 change in the location or type of medical care or service  
8 provided by a Department of Veterans Affairs medical  
9 center, a Department community based outpatient clinic,  
10 a center for readjustment counseling and related mental  
11 health services for veterans under section 1712A of title  
12 38, United States Code (known as a “vet center”), or  
13 other facility that provides direct care or services under  
14 a law administered by the Secretary of Veterans Affairs.

○