DEPARTMENT OF VETERANS AFFAIRS
Washington DC 20420

November 22, 2019

In Reply Refer To: 001B
FOIA Request: 19-09094-F

Austin R. Evers
Executive Director
American Oversight
foia@americanoversight.org

Dear Mr. Evers:

This is the Initial Partial Initial Agency Decision (IAD) to your Freedom of Information Act (FOIA) request to the Office of the Secretary, U.S. Dept. of Veterans Affairs (OSVA) dated July 11, 2019, referred to this FOIA office on July 2, 2019, and assigned FOIA tracking number **19-09094-F.** You requested, as you phrase it:
"All emails sent or received by former Secretary David Shulkin or former Chief of Staff and Acting Secretary Peter O'Rourke on any personal, non-governmental, or nonofficial email account regarding official agency business.
[. . .]
Please provide all responsive records from November 9, 2016, through March 28, 2018."

Partial IAD & Reasonable Searches Dated 8/2/19
On August 2, 2019, OSVA received approximately twenty-two thousand (22,000) pages of emails from David Shulkin working on VA business on his aol.com and gmail.com email addresses. We now release nine hundred forty-nine (949) pages, of which three hundred forty-eight (348) pages were released to you on November 13, 2019 for your FOIA request **18-11960-F.**

After reviewing nine hundred forty-nine (949) pages, OSVA redacts some information with FOIA Exemptions 5 and 6. Exemption 5 protects interagency or intra-agency memorandums or letters that would not be available by law to a party other than an agency in litigation with the agency. For information on two (2) pages, VA redacts communications between the VA and the President's advisers. The presidential communications privilege protects agency communications to or from the President or his advisers. Loving v. DOD, 550 F.3d 32, 37-38 (D.C. Cir. 2008) (Exemption 5 "incorporates" Presidential Communications Privilege, which protects "'communications directly involving and documents actually viewed by the President,' as well as documents 'solicited and received' by the President or his 'immediate White House advisers'" (internal citations omitted)); Berman v. CIA, 378 F. Supp. 2d 1209, 1219-20 (E.D. Cal. 2005) (same), aff'd on other grounds, 501 F.3d 1136 (9th Cir. 2007); Judicial Watch, Inc. v. DOJ, 365 F.3d 1108, 1110 n.1 (D.C. Cir. 2004) ("embrac[ing] the definitional analysis set forth" in In re Sealed Case, 121 F.3d 729, 749-50, 752 (D.C. Cir. 1997), protecting documents covered by Presidential Communications Privilege); Amnesty Int'l USA v. CIA, 728 F. Supp. 2d 479, 522 (S.D.N.Y. 2010) ("all twenty documents reflect or memorialize communications between senior presidential advisers and other United States government officials and are therefore properly withheld").

FOIA Exemption 5 also permits an agency to withhold material reflecting the thoughts, opinions, and recommendations of federal officials reviewing an issue. Under the deliberative process privilege and FOIA Exemption 5, for information on two (2) pages, OSVA redacts internal

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government deliberations, thoughts, opinions, recommendations, and solutions from federal employees reviewing VA programs and a proposed Executive Order in their professional capacities. The information contained in the responsive records is both predecisional and deliberative because it reflects preliminary opinions, proposed solutions, recommendations, and a proposed Executive Order, which do not reflect VA's final decision. Exposure of premature discussions before a final decision is made could create undue public confusion. The release of the redacted information would negatively impact the ability of federal employees to openly and frankly consider issues amongst themselves when deliberating, discussing, reviewing, proposing changes to, and making recommendations on VA programs or a proposed Executive Order. The information reveals the thoughts, deliberations, and opinions that, if released, would have a chilling effect on the ability of federal officials to discuss, opine, recommend or be forthcoming about the agency's issues which require full and frank assessment. Here, the disclosure of the withheld information is likely to compromise the integrity of this deliberative or decision-making process. Moreover, the predecisional character of a document is not altered by the passage of time. Bruscino v. BOP, No. 94-1955, 1995 WL 444406 at *5 (D.D. C. May 15, 1995), aff'd in part, No. 95-5212, 1996 WL 393101 (D.C. Cir. June 24, 1996).

With respect to FOIA Exemption 6, VA elects to release the names and VA contact information of VA Senior Executives, the names of three informal advisors and their family members (Laurie Perlmutter and Aaron Moskowitz), of Terry Fadem who pursued VA licensing opportunities, of some Subject Matter Experts reviewing the Electric Health Modernization Interoperability Report and Request for Proposal, and of some White House officials. VA also released photographs of the VA Secretary, some White House officials, or photographs already in the public domain.

5 U.S.C. § 552(b)(6) exempts from required disclosure "personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy." FOIA Exemption 6 permits VA to withhold a document or information within a document if disclosure of the information, either by itself or in conjunction with other information available to either the public or the FOIA requester, would result in an unwarranted invasion of an individual's personal privacy without contributing significantly to the public's understanding of the activities of the federal government. Specifically, the information being withheld, as indicated on the enclosed documents, under FOIA Exemption 6, consists of names, identities, photographs, email addresses, phone numbers, cellular numbers, facsimile numbers, resume details, and medical details of: federal employees, federal contractors, veterans, private citizens, and their family members. Federal employees, federal contractors, veterans, private citizens, and their family members retain a significant privacy interest under certain circumstances, such as in instances where the release of their information could represent a threat to their well-being, harassment, or their ability to function within their sphere of employment. The federal employees, federal contractors, veterans, private citizens, and their family members whose information is at issue have a substantial privacy interest in their personal information. In weighing the private versus the public interest, we find that there is no public interest in knowing the names, identities, email addresses, phone numbers, cellular numbers, facsimile numbers, resume details, and medical details of: federal employees, federal contractors, veterans, private citizens, and their family members. The coverage of FOIA Exemption 6 is absolute unless the FOIA requester can demonstrate a countervailing public interest in the requested information by demonstrating that the FOIA requester is in a position to provide the requested information to members of the general public and that the information requested contributes significantly to the public's understanding of the activities of the Federal government. Additionally, the requester must demonstrate how the public's need to understand the information significantly outweighs the privacy interest of the person to whom the information pertains. Upon consideration of the

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records, I have not been able to identify a countervailing public interest of sufficient magnitude to outweigh the privacy interest of the individuals whose names are redacted. The protected information has been redacted and (b)(6) inserted. "Withholding a telephone number or e-mail address, alone, is not sufficient to protect that [privacy] interest; alternate means of contacting and harassing these employees would be readily discoverable on the Internet if this court ordered their names disclosed." Long v. Immigration & Customs Enf't, 2017 U.S. Dist. LEXIS 160719 (D.C. Cir. 2017).

FOIA Mediation

As part of the 2007 FOIA amendments, the Office of Government Information Services (OGIS) was created to offer mediation services to resolve disputes between FOIA requesters and Federal agencies as a non-exclusive alternative to litigation. Using OGIS services does not affect your right to pursue litigation. Under the provisions of the FOIA Improvement Act of 2016, the following contact information is provided to assist FOIA requesters in resolving disputes:

VA Central Office FOIA Public Liaison:
Name: John Buck
Email Address: vacofoiaservice@va.gov

Office of Government Information Services (OGIS)
Email Address: ogis@nara.gov
Fax: 202-741-5769
Mailing address:
National Archives and Records Administration
8601 Adelphi Road
College Park, MD 20740-6001

FOIA Appeal

This concludes OSVA's partial IAD response to request **19-09094-F**. Please be advised that should you desire to do so, you may appeal the determination made in this response to:

Office of General Counsel (024)
Department of Veterans Affairs
810 Vermont Avenue, NW
Washington, DC 20420

If you should choose to file an appeal, please include a copy of this letter with your written appeal and clearly indicate the basis for your disagreement with the determination set forth in this response. Please be advised that in accordance with VA's implementing FOIA regulations at 38 C.F.R. § 1.559, your appeal must be postmarked no later than ninety (90) days of the date of this letter.

Sincerely,

Richard Ha, JD, CIPP/G
OSVA FOIA Officer

Attachments – Redacted nine hundred forty-nine (949) pages of emails

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 9/24/2018 4:24:03 AM
To: DrShulkin@aol.com
Subject: Fwd: [EXTERNAL] Apple Agenda

-----Original Message-----
From: IP <(b) (6) frenchangel59.com>
To: David shulkin <drshulkin@aol.com>
Sent: Thu, May 18, 2017 10:55 am
Subject: FW: [EXTERNAL] Apple Agenda

From: Selnick, Darin [mailto:Darin.Selnick@va.gov]
Sent: Thursday, May 18, 2017 7:19 AM
To: 'Bruce Moskowitz'
Cc: (b) (6) Bruce Moskowitz,MD'; 'Marc Sherman'; (b) (6) 'IP'; 'L Perl'
Subject: RE: [EXTERNAL] Apple Agenda

Hi Bruce

I agree with your comments. The VA staff has limited knowledge and experience, which is why you and the Centers are so important to help the VA move forward.

Looking forward to the discussion today.

Best

Darin

Sent with Good (www.good.com)

-----Original Message-----
From: Bruce Moskowitz [(b) (6) gmail.com]
Sent: Thursday, May 18, 2017 07:08 AM Eastern Standard Time
To: Selnick, Darin
Cc: (b) (6) Bruce Moskowitz,MD; Marc Sherman; (b) (6) IP; L Perl
Subject: Re: [EXTERNAL] Apple Agenda

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Sent from my iPad
Bruce Moskowitz M.D.

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On May 16, 2017, at 1:45 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

Hi Bruce

For the Thursday call, here are the VA thoughts in blue based on the agenda items you had sent me. If I get additional questions I will send them:

1. The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.

    a. *We suggest a modified use case: A telehealth provider wants to direct their patient to a nearby healthcare resource (e.g. urgent care center or call 911 for patient). The app should be able to send to the patient and the patient's telehealth providers, the location of the patient and the healthcare resources that are nearby to the patient. For example, the closest VA location, closest pharmacy, closest urgent care center, and closest contact center phone number.*

2. We will need the ability for Veterans to download the records from both the Veteran sector (Veterans have access to a portable record) and private sector on their portable device. It should have the feature that would prevent duplication of tests at the time of ordering at the point of contact and the ability to send information back to their primary doctor in real time. It should also have a feature to prevent unnecessary testing and over utilization.

    a. *This is the FHIR Patient-Mediated data exchange concept. Please see attached FHIR concept paper.*

3. We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.
    a. *This is a problem but we do not believe that this is something that can be solved with an app.*

4. Currently the medical discharge everywhere is antiquated. Patients are discharged by a floor nurse with a list of medication. We need a system that automatically checks that the patient picked up the medication and does not confuse it with medication at home. Second, track follow up appointments, health care services for home care and distributes all information to the health care team.
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Best

Darin

Darin Selnick
Senior Advisor to the Secretary
Cell 202-390-5845

From: bruce moskowitz [mailto:(b) (6) gmail.com]
Sent: Friday, May 12, 2017 3:52 PM
To: Selnick, Darin
Cc: (b) (6) Bruce Moskowitz,MD; Marc Sherman; (b) (6)
Subject: Re: [EXTERNAL] Apple Agenda

Darin call my cell to discuss length 561346(b) (6)

Sent from my iPhone

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On May 12, 2017, at 3:34 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

Just to confirm, how long will the call be.

Thanks

Darin

Darin Selnick
Senior Advisor to the Secretary
Cell 202-390-5845

From: (b) (6) Bruce Moskowitz,MD [mailto (b) (6) gmail.com]
Sent: Friday, May 12, 2017 3:11 PM
To: Selnick, Darin
Cc: Bruce Moskowitz; Marc Sherman; (b) (6)
Subject: Re: [EXTERNAL] Apple Agenda

Great! I will send out a calendar invite.

On Fri, May 12, 2017 at 3:08 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

Let's go with Thursday, May 18 at 4pm.

Thanks

Darin

Darin Selnick

Senior Advisor to the Secretary

Cell 202-390-5845

From: (b) (6) Bruce Moskowitz,MD [mailto:(b) (6) gmail.com]
Sent: Friday, May 12, 2017 2:35 PM
To: Selnick, Darin
Cc: Bruce Moskowitz; Marc Sherman; (b) (6)
Subject: RE: [EXTERNAL] Apple Agenda

Dr. Moskowitz is not available until 5:00 pm EDT on May 19. I had suggested Thursday, May 18 at 4 pm or Monday, May 22 at 4 pm, but Mr. Sherman is not available at those times, however he indicated that the date works for everyone else, you could proceed without him. Do you have a preference?

On May 12, 2017 2:27 PM, "Selnick, Darin" <Darin.Selnick@va.gov> wrote:

Hi (b) (6)

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No there has not been a consensus at this point. The last email from Bruce was the possibility of checking on 4pm on 5/19. We are open all day on 5/19 and most of the day on 5/22.

Best

Darin

Darin Selnick

Senior Advisor to the Secretary

Cell 202-390-5845

From: (b) (6) Bruce Moskowitz,MD [mailto:(b) (6) gmail.com]
Sent: Friday, May 12, 2017 1:51 PM
To: Marc Sherman
Cc: Bruce Moskowitz; Selnick, Darin; (b) (6)
Subject: Re: [EXTERNAL] Apple Agenda

Good afternoon everyone!

I'm just checking in to see if there has been any consensus on a date for the conference call that is convenient for all of the participants?

On May 11, 2017 11:40 PM, "Marc Sherman" <(b) (6) gmail.com> wrote:

I am not available on Thursday May 18 or Monday May 22. Proceed without me if those are the only times available for everyone.

Marc Sherman
(202) 758-(b) (6)

On May 11, 2017 12:06 PM, "(b) (6) Bruce Moskowitz,MD" <(b) (6) gmail.com> wrote:

Dr, Moskowitz would be available at 5:00 on Friday, May 19 or he is available at 4:00 pm on Thursday, May 18 or 4:00 pm on Monday, May 22.

On Thu, May 11, 2017 at 11:57 AM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

Bruce

We are available anytime on 5/19. If that day does not work for you, please let us know a date and time that will.

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Thanks

Darin

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Cell 202-390-5845

From: Bruce Moskowitz [mailto:(b) (6) gmail.com]
Sent: Thursday, May 11, 2017 11:50 AM
To: Selnick, Darin
Cc: Marc Sherman; (b) (6) (b) (6)

Subject: Re: [EXTERNAL] Apple Agenda

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> **From:** Marc Sherman [mailto:(b) (6) gmail.com]
> **Sent:** Thursday, May 11, 2017 11:20 AM
> **To:** Bruce Moskowitz
> **Cc:** Selnick, Darin; (b) (6) (b) (6)
> **Subject:** Re: [EXTERNAL] Apple Agenda
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> I am good at 4pm on the 19th.
>
> On Thu, May 11, 2017 at 11:16 AM, Bruce Moskowitz
> <(b) (6) gmail.com> wrote:

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Ok [redacted] will check possibly 4

Sent from my iPad

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On May 11, 2017, at 11:04 AM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

> Hi Bruce
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> We have all the VA staff identified for the 2 hour conference call meeting we discussed. How does next week look, Friday May 19.
>
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From: Bruce Moskowitz [mailto:[redacted]gmail.com]
Sent: Tuesday, May 09, 2017 6:42 AM
To: Selnick, Darin
Cc: [redacted] Marc Sherman
Subject: [EXTERNAL] Apple Agenda

The following is the correct agenda I accidentally sent an earlier version

> The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.

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(b) (6) MPA

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Patient Care Coordinator
Dr. Bruce Moskowitz, MD
Victor Ferris Medical Building
1411 North Flagler Drive
Suite 7100
West Palm Beach, FL 33401
Phone: 561-833-(b) (6)
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<Fast Healthcare Interoperablity Resources (FHIR) Concept of Operations (ConOps).docx>

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From: IP [(b) (6)frenchangel59.com]
Sent: 5/18/2017 2:54:26 PM
To: David shulkin [drshulkin@aol.com]
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Dr. Bruce Moskowitz, MD

Victor Ferris Medical Building

1411 North Flagler Drive

Suite 7100

West Palm Beach, FL 33401

Phone: 561-833-(b) (6)

Fax: 561-833-(b) (6)

--

(b) (6) MPA
Patient Care Coordinator
Dr. Bruce Moskowitz, MD
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Suite 7100
West Palm Beach, FL 33401
Phone: 561-833-(b) (6)
Fax: 561-833-(b) (6)

<Fast Healthcare Interoperablity Resources (FHIR) Concept of Operations (ConOps).docx>

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/18/2017 2:52:22 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: [EXTERNAL] Apple Agenda

FYI

From: Bruce Moskowitz [mailto(b) (6) gmail.com]
Sent: Thursday, May 18, 2017 7:09 AM
To: Selnick, Darin
Cc: (b) (6) Bruce Moskowitz,MD; Marc Sherman; (b) (6) IP; L Perl
Subject: Re: [EXTERNAL] Apple Agenda

Before you consider the phrase you do not believe it is appropriate to do due diligence. We now have approximately 20 in our group that already have an available platform to solve the two issues you believe can not be solved. Also Apple technology is more than apps, platforms that get the job done are equally important.

Sent from my iPad
Bruce Moskowitz M.D.

On May 16, 2017, at 1:45 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

> Hi Bruce
>
> For the Thursday call, here are the VA thoughts in blue based on the agenda items you had sent me. If I get additional questions I will send them:
>
> 1. The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.
>
>   a. *We suggest a modified use case: A telehealth provider wants to direct their patient to a nearby healthcare resource (e.g. urgent care center or call 911 for patient). The app should be able to send to the patient and the patient's telehealth providers, the location of the patient and the healthcare resources that are nearby to the patient. For example, the closest VA location, closest pharmacy, closest urgent care center, and closest contact center phone number.*
>
> 2. We will need the ability for Veterans to download the records from both the Veteran sector (Veterans have access to a portable record) and private sector on their portable device. It should have the feature that would prevent duplication of tests at the time of ordering at the point of contact and the ability to send information back to their primary doctor in real time. It should also have a feature to prevent unnecessary testing and over utilization.
>
>   a. *This is the FHIR Patient-Mediated data exchange concept. Please see attached FHIR concept paper.*
>
> 3. We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.
>   a. *This is a problem but we do not believe that this is something that can be solved with an app.*

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4. Currently the medical discharge everywhere is antiquated. Patients are discharged by a floor nurse with a list of medication. We need a system that automatically checks that the patient picked up the medication and does not confuse it with medication at home. Second, track follow up appointments, health care services for home care and distributes all information to the health care team.
    a. *This is a problem but we do not believe that this is something that can be solved with an app.*

Best

Darin

Darin Selnick
Senior Advisor to the Secretary
Cell 202-390-5845

From: bruce moskowitz [mailto:(b) (6) gmail.com]
Sent: Friday, May 12, 2017 3:52 PM
To: Selnick, Darin
Cc: (b) (6) Bruce Moskowitz,MD; Marc Sherman; (b) (6)
Subject: Re: [EXTERNAL] Apple Agenda

Darin call my cell to discuss length 561346(b) (6)

Sent from my iPhone

On May 12, 2017, at 3:34 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

> Just to confirm, how long will the call be.
>
> Thanks
>
> Darin
>
> Darin Selnick
> Senior Advisor to the Secretary
> Cell 202-390-5845
>
> **From:** (b) (6) Bruce Moskowitz,MD [mailto:(b) (6) gmail.com]
> **Sent:** Friday, May 12, 2017 3:11 PM
> **To:** Selnick, Darin
> **Cc:** Bruce Moskowitz; Marc Sherman; (b) (6)
> **Subject:** Re: [EXTERNAL] Apple Agenda
>
> Great! I will send out a calendar invite.
>
> On Fri, May 12, 2017 at 3:08 PM, Selnick, Darin <Darin.Selnick@va.gov> wrote:
>
> Let's go with Thursday, May 18 at 4pm.

AMERICAN OVERSIGHT

Thanks

Darin

Darin Selnick

Senior Advisor to the Secretary

Cell 202-390-5845

From: [redacted] Bruce Moskowitz,MD [mailto:[redacted]gmail.com]
Sent: Friday, May 12, 2017 2:35 PM
To: Selnick, Darin
Cc: Bruce Moskowitz; Marc Sherman; [redacted]
Subject: RE: [EXTERNAL] Apple Agenda

Dr. Moskowitz is not available until 5:00 pm EDT on May 19. I had suggested Thursday, May 18 at 4 pm or Monday, May 22 at 4 pm, but Mr. Sherman is not available at those times, however he indicated that the date works for everyone else, you could proceed without him. Do you have a preference?

On May 12, 2017 2:27 PM, "Selnick, Darin" <Darin.Selnick@va.gov> wrote:

Hi [redacted]

No there has not been a consensus at this point. The last email from Bruce was the possibility of checking on 4pm on 5/19. We are open all day on 5/19 and most of the day on 5/22.

Best

Darin

Darin Selnick

AMERICAN OVERSIGHT

Senior Advisor to the Secretary

Cell 202-390-5845

From: [redacted] Bruce Moskowitz,MD [mailto:[redacted]gmail.com]
Sent: Friday, May 12, 2017 1:51 PM
To: Marc Sherman
Cc: Bruce Moskowitz; Selnick, Darin; [redacted]
Subject: Re: [EXTERNAL] Apple Agenda

Good afternoon everyone!

I'm just checking in to see if there has been any consensus on a date for the conference call that is convenient for all of the participants?

On May 11, 2017 11:40 PM, "Marc Sherman" <[redacted]gmail.com> wrote:

I am not available on Thursday May 18 or Monday May 22. Proceed without me if those are the only times available for everyone.

Marc Sherman
(202) 758-[redacted]

On May 11, 2017 12:06 PM, "[redacted] Bruce Moskowitz,MD" <[redacted]gmail.com> wrote:

Dr, Moskowitz would be available at 5:00 on Friday, May 19 or he is available at 4:00 pm on Thursday, May 18 or 4:00 pm on Monday, May 22.

On Thu, May 11, 2017 at 11:57 AM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

Bruce

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We are available anytime on 5/19. If that day does not work for you, please let us know a date and time that will.

Thanks

Darin

Darin Selnick

Senior Advisor to the Secretary

Cell 202-390-5845

From: Bruce Moskowitz [mailto:(b) (6) gmail.com]
Sent: Thursday, May 11, 2017 11:50 AM
To: Selnick, Darin
Cc: Marc Sherman; (b) (6) (b) (6)

Subject: Re: [EXTERNAL] Apple Agenda

That won't work I have a call with Mayo and Poonam at that time

Sent from my iPad

Bruce Moskowitz M.D.

On May 11, 2017, at 11:34 AM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

> 4pm on 5/19 works for VA.
>
> Darin
>
> Darin Selnick
>
> Senior Advisor to the Secretary

AMERICAN OVERSIGHT

Cell 202-390-5845

From: Marc Sherman [mailto:(b) (6) gmail.com]
Sent: Thursday, May 11, 2017 11:20 AM
To: Bruce Moskowitz
Cc: Selnick, Darin; (b) (6) (b) (6)
Subject: Re: [EXTERNAL] Apple Agenda

I am good at 4pm on the 19th.

On Thu, May 11, 2017 at 11:16 AM, Bruce Moskowitz <(b) (6) gmail.com> wrote:

Ok (b) (6) will check possibly 4

Sent from my iPad

Bruce Moskowitz M.D.

On May 11, 2017, at 11:04 AM, Selnick, Darin <Darin.Selnick@va.gov> wrote:

> Hi Bruce
>
> We have all the VA staff identified for the 2 hour conference call meeting we discussed. How does next week look, Friday May 19.
>
> Best
>
> Darin
>
> Darin Selnick
>
> Senior Advisor to the Secretary
>
> Cell 202-390-5845

AMERICAN OVERSIGHT

From: Bruce Moskowitz
[mailto:(b) (6) [redacted]gmail.com]
Sent: Tuesday, May 09, 2017 6:42 AM
To: Selnick, Darin
Cc: (b) (6) [redacted] Marc Sherman
Subject: [EXTERNAL] Apple Agenda

The following is the correct agenda I accidentally sent an earlier version

The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.

We will need the ability for Veterans to download the records from both the Veteran sector (Veterans have access to a portable record) and private sector on their portable device. It should have the feature that would prevent duplication of tests at the time of ordering at the point of contact and the ability to send information back to their primary doctor in real time. It should also have a feature to prevent unnecessary

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testing and over utilization.

We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.

Currently the medical discharge everywhere is antiquated. Patients are discharged by a floor nurse with a list of medication. We need a system that automatically checks that the patient picked up the medication and does not confuse it with medication at home. Second, track follow up appointments, health care services for home care and distributes all information to the health care team.

Sent from my iPad

Bruce Moskowitz M.D.

--

(b) (6) MPA

Patient Care Coordinator

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AMERICAN OVERSIGHT

--
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Fax: 561-833-(b) (6)

<Fast Healthcare Interoperablity Resources (FHIR) Concept of Operations (ConOps).docx>

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/2/2017 10:04:44 AM
To: Marc Sherman [(b) (6) gmail.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Michael

Awesome- between all of us, we will most definitely make it happen!!

Sent from my iPad

On Jun 1, 2017, at 9:50 PM, Marc Sherman <(b) (6) gmail.com> wrote:

> Sounds like you had a good meeting with him and think he can advance the mission. Glad you think so. I also hope you can make it work... for the mission.
>
> Thanks again for a very enjoyable dinner conversation on Tuesday. You should know that i mentioned to Ike our "director" discussion.
>
> Marc
>
> Marc Sherman
> (202) 758-(b) (6)
>
> On Jun 1, 2017 5:52 PM, "Poonam Alaigh" <(b) (6) hotmail.com> wrote:
> Met him today and looking for a way to bring him on to work with the performance improvement implementation team in our Health Operations Center - hope I can make it happen- thanks a ton!
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 6/2/2017 1:50:08 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Michael

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Marc

Marc Sherman
(202) 758-(b) (6)

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>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/1/2017 10:58:02 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: Marc Sherman [(b) (6) gmail.com]
Subject: Re: Michael

Great

Sent from my iPhone

> On Jun 1, 2017, at 5:52 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Met him today and looking for a way to bring him on to work with the performance improvement implementation team in our Health Operations Center - hope I can make it happen- thanks a ton!
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/1/2017 9:52:05 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: David Shulkin [drshulkin@aol.com]
Subject: Michael

Met him today and looking for a way to bring him on to work with the performance improvement implementation team in our Health Operations Center - hope I can make it happen- thanks a ton!

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/22/2017 6:51:29 PM
To: David shulkin [drshulkin@aol.com]
Subject: Congresswoman - Elise Stefanik

https://stefanik.house.gov/



Biography



Congresswoman Elise Stefanik proudly represents New York's 21st District in the House of Representatives in her second term in office. She is a Member of the Armed Services Committee, the Committee on Education and the Workforce, and the House Permanent Select Committee on Intelligence. On the Armed Services Committee, Congresswoman Stefanik serves as Chair for the Subcommittee on Emerging Threats

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and Capabilities and is a Member of the Subcommittee on Readiness. On the Committee on Education and the Workforce, she serves on the Subcommittees on Higher Education and Workforce Development and Workforce Protections. Additionally, she serves as Chair of the House Republican Policy Committee's Millennial Task Force.

Congresswoman Stefanik is proudly the youngest woman ever elected to Congress in United States history.

Among Congresswoman Stefanik's accomplishments and initiatives, she:

- Successfully led the New York State delegation in saving Fort Drum from up to 16,000 military personnel cuts due to sequestration.
- Authored the Be Open Act – legislation that passed the House of Representatives and was signed into law by the President. This was the largest fix to Obamacare of the 114th Congress and repealed the auto-enrollment mandate that reduces choices in health coverage and has created confusion that can lead to significant tax penalties on both the employer and employee.
- Authored the Flexible Pell Grant for 21st Century Students Act -- bipartisan legislation developed from her higher education roundtables that will help students complete a postsecondary education quickly and at a lower cost.
- Helped pass the Bipartisan Budget Act – a two year budget agreement that lifted the devastating defense sequester cuts and put an end to crisis-to-crisis governing.
- Was the sole freshman negotiator for two consecutive years on the National Defense Authorization Act (NDAA) and fought hard to include language to help protect and strengthen Fort Drum.
- Co-authored U.S./Canadian pre-clearance legislation that passed the House of Representatives in 2016 and will help grow North Country commerce, tourism and border security.
- Brought a new commitment to transparency to Congress, posting her legislative votes to Facebook and keeping her website updated with her legislative work and public schedule.
- Has worked hard on behalf of North Country veterans, helping to recover hard earned benefits from the VA and helping pass critical legislation to support our North Country heroes, including the Clay Hunt Suicide Prevention for American Veterans Act.
- Helped pass the 21st Century Cures Act -- critical, bipartisan legislation designed to help accelerate the discovery, development, and delivery of promising new treatments and cures for patients with diseases ranging from Alzheimer's to Lyme.

Prior to winning her election to Congress, Congresswoman Stefanik worked at her family's small business called Premium Plywood Products that was founded in Upstate New York over twenty years ago. Growing up in her family's small business, she learned, lived and understands the values of hard work, perseverance, challenges, and

AMERICAN OVERSIGHT

risk that go along with building, operating and growing small businesses that provide jobs in today's Upstate economy.

Congresswoman Stefanik's policy focus includes:

- Creating jobs and economic opportunities for small businesses and hard working families in Upstate New York.
- Reducing the out-of-control tax and regulatory burdens facing small businesses by reforming the tax code to be flatter and fairer and eliminating red tape.
- Repealing Obamacare and replacing it with common sense solutions to lower health care costs and improve quality and access.
- Fighting for fiscal responsibility by balancing the budget and protecting and preserving entitlements.
- Expanding access to broadband throughout the district.
- Supporting Upstate farmers – the backbone of our North Country communities.
- Protecting Fort Drum and advocating for veterans and military families.
- Pursuing energy policies that help North Country families and businesses.
- Finding solutions for hard working North Country families to help make education higher quality and more affordable.
- Promoting and strengthening U.S.-Canadian trade relations.

Congresswoman Stefanik served as Director of Vice Presidential Debate Prep to Paul Ryan where she oversaw all debate preparations for the Republican Vice Presidential nominee. She served as Director of Communications for the Foreign Policy Initiative, which launched Defending Defense, a coalition of think tanks warning of the dangers of the sequester.

From 2006 - 2009, Congresswoman Stefanik served in the West Wing of the White House as part of President George W. Bush's Domestic Policy Council Staff and in the Chief of Staff's office where she assisted in overseeing the policy development process on all economic and domestic policy issues.

As the first member of her immediate family to graduate from college, Congresswoman Stefanik graduated with Honors from Harvard University. She currently serves on the Senior Advisory Committee of Harvard's Institute of Politics, the largest political undergraduate organization.

Congresswoman Stefanik was born and raised in Upstate New York. She graduated cum laude from Albany Academy for Girls, the oldest continuous all girls' school in the country. She lives in Willsboro, NY where her family has had a home since she was 3.

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 6/2/2017 10:32:35 AM
To: David shulkin [drshulkin@aol.com]
CC: L Perl [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]; IP [(b) (6) frenchangel59.com]
Subject: Re: In case you didn't get enough of VA- live from the White House

I enjoyed watching this. Really well done. It should become a routine event.

Marc

Marc Sherman
(202) 758-(b) (6)

On May 31, 2017 10:25 PM, "David Shulkin" <drshulkin@aol.com> wrote:
https://m.youtube.com/watch?v=yLkmxzuTq80

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 6/1/2017 1:22:38 PM
To: 'David Shulkin' [drshulkin@aol.com]; 'Laurie Perlmutter' [(b) (6) gmail.com]; 'Bruce Moskowitz' [(b) (6) mac.com]; 'Marc Sherman' [(b) (6) gmail.com]
Subject: RE: In case you didn't get enough of VA- live from the White House

Excellent!

From: David Shulkin [mailto:drshulkin@aol.com]
Sent: Wednesday, May 31, 2017 10:25 PM
To: Ike Perlmutter; Laurie Perlmutter; Bruce Moskowitz; Marc Sherman
Subject: In case you didn't get enough of VA- live from the White House

https://m.youtube.com/watch?v=yLkmxzuTq80

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/1/2017 2:25:12 AM
To: Ike Perlmutter [(b) (6)frenchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]; Marc Sherman [(b) (6) gmail.com]
Subject: In case you didn't get enough of VA- live from the White House

https://m.youtube.com/watch?v=yLkmxzuTq80

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 4/15/2016 4:03:23 PM
To: [redacted] [redacted]ultrawellnesscenter.com]
CC: [redacted] [redacted]gmail.com]
Subject: Re: Your Video and An Introduction to Dr. [redacted]

[redacted] Monday looks
ImPossible for me

[redacted] will find a phone time for us

David

Sent from my iPhone

On Apr 14, 2016, at 9:39 PM, [redacted] <[redacted]ultrawellnesscenter.com> wrote:

> Thanks David.
>
> If we don't get to meet then we hopefully can at least touch base on the phone.
>
> Be well,
>
> [redacted]
>
> ---
> [redacted] MD
> Pritzker Foundation Chair in Functional Medicine, Cleveland Clinic Lerner College of Medicine
> Director, Cleveland Clinic Center for Functional Medicine
> Founder and Medical Director
> The UltraWellness Center
> Chairman, Institute for Functional Medicine
> 55 Pittsfield Road, Suite 9
> Lenox Commons
> Lenox, MA 01240
> (413) 637-[redacted]
> [redacted]drhyman.com
> www.drhyman.com
>
> Follow me:
> Facebook
> Twitter
> Linked In
>
> ---
>
> **From:** David Shulkin MD <Drshulkin@aol.com>
> **Date:** Thursday, April 14, 2016 at 9:30 PM
> **To:** [redacted] <[redacted]ultrawellnesscenter.com>
> **Cc:** [redacted] <[redacted]gmail.com>
> **Subject:** Re: Your Video and An Introduction to Dr. [redacted]

AMERICAN OVERSIGHT

Thanks [redacted] im having dinner with [redacted] Monday night - im pretty busy on the 18 th and ill ask my office if its possible

David

Sent from my iPhone

On Apr 14, 2016, at 9:06 PM, [redacted] <[redacted]ultrawellnesscenter.com> wrote:

> Thanks [redacted] for the introduction.
>
> Hello David.
> I would love the chance to touch base with you about some of the innovative cancer research we are doing at Cleveland Clinic. I will be in DC the 18th and would love the chance to chat even for a few minutes.
> Let me know if we can make that happen. I am meeting with the Surgeon General at 10 am.
> My cell is 413 446 [redacted]
> Be well,
>
> [redacted]
>
> ---
> [redacted] MD
> Pritzker Foundation Chair in Functional Medicine, Cleveland Clinic Lerner College of Medicine
> Director, Cleveland Clinic Center for Functional Medicine
> Founder and Medical Director
> The UltraWellness Center
> Chairman, Institute for Functional Medicine
> 55 Pittsfield Road, Suite 9
> Lenox Commons
> Lenox, MA 01240
> (413) 637-[redacted]
> [redacted]drhyman.com
> www.drhyman.com
>
> Follow me:
> Facebook
> Twitter
> Linked In
>
> ---
>
> **From:** [redacted] <[redacted]gmail.com>
> **Date:** Tuesday, April 12, 2016 at 4:45 PM
> **To:** David Shulkin MD <drshulkin@aol.com>
> **Cc:** [redacted] <[redacted]ultrawellnesscenter.com>
> **Subject:** Your Video and An Introduction to Dr. [redacted]
>
> **Dear David,**
>
> **First, I want to say again that the video from The National Disabled Veteran's**
> **Winter Sports Clinic in Snowmass, Colorado last week was *awesome*! I can**

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only imagine how you felt being there. Talk about people rising to a challenge!
I had no idea that it is the largest adaptive event of its kind in the world and I am looking
forward to hearing more when we see you on the 24th!

I am writing to you today in order to connect you with Dr. [redacted]

I had the good fortune and pleasure of meeting him in Costa Rica in February and
saw him again at a conference in Western Mass. this past weekend. He is currently director
of the Cleveland Clinic's Center for Functional Medicine, chairman of the Institute for Functional
Medicine and has dedicated his life and career to identifying and addressing the root causes of
chronic illness and degenerative disease.

In addition to decades of clinical practice, he continues to pour his energy into writing, research, teaching and public policy work.
It is hard not to appreciate his seemingly tireless advocacy when it comes to empowering people around their health issues. I know
mom is feeling a bit more energized following some of his suggestions.

Like you, he has testified before Senate committees and, besides that commonality, I think you two have much in common and
would enjoy meeting one another and could be helpful to one another in areas of overlapping interest!
As you can see, I copied him on this email and I am trusting that you and [redacted] **will find a way to follow-up with one another.**

You both have my deepest respect for what you are accomplishing in the world and the many lives you have touched!

Looking forward to seeing you soon!
[redacted]

--
[redacted] ***PhD***

www.mentoringlove.com
610.896.[redacted]

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 4/15/2016 1:48:17 AM
To: (b) (6) [(b) (6) ultrawellnesscenter.com]
BCC: (b) (6) [(b) (6) gmail.com]
Subject: Re: Your Video and An Introduction to Dr. (b) (6)

Absolutely

Sent from my iPhone

On Apr 14, 2016, at 9:39 PM, (b) (6) <(b) (6) ultrawellnesscenter.com> wrote:

> Thanks David.
>
> If we don't get to meet then we hopefully can at least touch base on the phone.
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> Be well,
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> Follow me:
> Facebook
> Twitter
> Linked In
>
> ---
>
> **From:** David Shulkin MD <Drshulkin@aol.com>
> **Date:** Thursday, April 14, 2016 at 9:30 PM
> **To:** (b) (6) <(b) (6) ultrawellnesscenter.com>
> **Cc:** (b) (6) <(b) (6) gmail.com>
> **Subject:** Re: Your Video and An Introduction to Dr. (b) (6)
>
> Thanks (b) (6) im having dinner with (b) (6) Monday night - im pretty busy on the 18 th and ill ask my office if its possible
>
> David
>
> Sent from my iPhone

AMERICAN OVERSIGHT

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My cell is 413 446 [redacted]
Be well,

[redacted]

[redacted] MD
Pritzker Foundation Chair in Functional Medicine, Cleveland Clinic Lerner College of Medicine
Director, Cleveland Clinic Center for Functional Medicine
Founder and Medical Director
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Chairman, Institute for Functional Medicine
55 Pittsfield Road, Suite 9
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[redacted]drhyman.com
www.drhyman.com

Follow me:
Facebook
Twitter
Linked In

From: [redacted] <[redacted]gmail.com>
Date: Tuesday, April 12, 2016 at 4:45 PM
To: David Shulkin MD <drshulkin@aol.com>
Cc: [redacted] <[redacted]ultrawellnesscenter.com>
Subject: Your Video and An Introduction to Dr. [redacted]

Dear David,

First, I want to say again that the video from The National Disabled Veteran's
Winter Sports Clinic in Snowmass, Colorado last week was *awesome*! I can only imagine how you felt being there. Talk about people rising to a challenge!
I had no idea that it is the largest adaptive event of its kind in the world and I am looking
forward to hearing more when we see you on the 24th!

I am writing to you today in order to connect you with Dr. [redacted]

AMERICAN OVERSIGHT

I had the good fortune and pleasure of meeting him in Costa Rica in February and saw him again at a conference in Western Mass. this past weekend. He is currently director of the Cleveland Clinic's Center for Functional Medicine, chairman of the Institute for Functional Medicine and has dedicated his life and career to identifying and addressing the root causes of chronic illness and degenerative disease.

In addition to decades of clinical practice, he continues to pour his energy into writing, research, teaching and public policy work. It is hard not to appreciate his seemingly tireless advocacy when it comes to empowering people around their health issues. I know mom is feeling a bit more energized following some of his suggestions.

Like you, he has testified before Senate committees and, besides that commonality, I think you two have much in common and would enjoy meeting one another and could be helpful to one another in areas of overlapping interest! As you can see, I copied him on this email and I am trusting that you and (b) (6) will find a way to follow-up with one another.

You both have my deepest respect for what you are accomplishing in the world and the many lives you have touched!

Looking forward to seeing you soon!
(b) (6)

--
(b) (6) ***PhD***

www.mentoringlove.com
610.896.(b) (6)

AMERICAN OVERSIGHT

Message

From: [redacted] [[redacted]ultrawellnesscenter.com]
Sent: 4/15/2016 1:39:24 AM
To: David shulkin [Drshulkin@aol.com]
CC: [redacted] [[redacted]gmail.com]
Subject: Re: Your Video and An Introduction to Dr. [redacted]

Thanks David.

If we don't get to meet then we hopefully can at least touch base on the phone.

Be well,

[redacted]

[redacted] MD
Pritzker Foundation Chair in Functional Medicine, Cleveland Clinic Lerner College of Medicine
Director, Cleveland Clinic Center for Functional Medicine
Founder and Medical Director
The UltraWellness Center
Chairman, Institute for Functional Medicine
55 Pittsfield Road, Suite 9
Lenox Commons
Lenox, MA 01240
(413) 637-[redacted]
[redacted]drhyman.com
www.drhyman.com

Follow me:
Facebook
Twitter
Linked In

From: David Shulkin MD <Drshulkin@aol.com>
Date: Thursday, April 14, 2016 at 9:30 PM
To: [redacted] <[redacted]ultrawellnesscenter.com>
Cc: [redacted] <[redacted]gmail.com>
Subject: Re: Your Video and An Introduction to Dr. [redacted]

Thanks [redacted] im having dinner with [redacted] Monday night - im pretty busy on the 18 th and ill ask my office if its possible

David

Sent from my iPhone

On Apr 14, 2016, at 9:06 PM, [redacted] <[redacted]ultrawellnesscenter.com> wrote:

> Thanks [redacted] for the introduction.
>
> Hello David.
> I would love the chance to touch base with you about some of the innovative cancer research we are doing at Cleveland Clinic. I will be in DC the 18th and would love the chance to chat even for a few minutes.
> Let me know if we can make that happen. I am meeting with the Surgeon General at 10 am.

AMERICAN OVERSIGHT

My cell is 413 446 [redacted]
Be well,

[redacted]

[redacted] MD
Pritzker Foundation Chair in Functional Medicine, Cleveland Clinic Lerner College of Medicine
Director, Cleveland Clinic Center for Functional Medicine
Founder and Medical Director
The UltraWellness Center
Chairman, Institute for Functional Medicine
55 Pittsfield Road, Suite 9
Lenox Commons
Lenox, MA 01240
(413) 637-[redacted]
[redacted]drhyman.com
www.drhyman.com

Follow me:
Facebook
Twitter
Linked In

From: [redacted] <[redacted]gmail.com>
Date: Tuesday, April 12, 2016 at 4:45 PM
To: David Shulkin MD <drshulkin@aol.com>
Cc: [redacted] <[redacted]ultrawellnesscenter.com>
Subject: Your Video and An Introduction to Dr. [redacted]

Dear David,

First, I want to say again that the video from The National Disabled Veteran's Winter Sports Clinic in Snowmass, Colorado last week was *awesome*! I can only imagine how you felt being there. Talk about people rising to a challenge! I had no idea that it is the largest adaptive event of its kind in the world and I am looking forward to hearing more when we see you on the 24th!

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AMERICAN OVERSIGHT

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Looking forward to seeing you soon!
[redacted]

--
[redacted] *PhD*

www.mentoringlove.com
610.896.[redacted]

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 4/15/2016 1:30:26 AM
To: (b) (6) [(b) (6) ultrawellnesscenter.com]
CC: (b) (6) [(b) (6) gmail.com]
Subject: Re: Your Video and An Introduction to Dr. (b) (6)

Thanks (b) (6) im having dinner with (b) (6) Monday night - im pretty busy on the 18 th and ill ask my office if its possible

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Sent from my iPhone

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> Be well,
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>
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> (b) (6) MD
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> Director, Cleveland Clinic Center for Functional Medicine
> Founder and Medical Director
> The UltraWellness Center
> Chairman, Institute for Functional Medicine
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> Lenox, MA 01240
> (413) 637-(b) (6)
> (b) (6) drhyman.com
> www.drhyman.com
>
> Follow me:
> Facebook
> Twitter
> Linked In
>
> ---
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> **To:** David Shulkin MD <drshulkin@aol.com>
> **Cc:** (b) (6) <(b) (6) ultrawellnesscenter.com>
> **Subject:** Your Video and An Introduction to Dr. (b) (6)

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Looking forward to seeing you soon!

(b) (6)

--

(b) (6) ***PhD***

www.mentoringlove.com

610.896.(b) (6)

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/3/2017 11:51:52 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re: Possible candidates for robotics group

Great

Sent from my iPhone

On Jun 3, 2017, at 7:21 AM, (b) (6) <(b) (6) gmail.com> wrote:

> We'll have the draft to show you Monday. Tentative date is june 27 a wed.
> On Sat, May 27, 2017 at 4:13 PM David shulkin <Drshulkin@aol.com> wrote:
> If we need help on this project id like to get Charlie Wiggins involved when he starts in june but if we getba jump start thats fine too
>
> Please print a copy for me
>
> (b) (6) at seattle allen institute
> (b) (6) (hanson robotics)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6) at mayo
>
> Sent from my iPhone
> --
> Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/3/2017 11:21:21 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Possible candidates for robotics group

We'll have the draft to show you Monday. Tentative date is june 27 a wed.
On Sat, May 27, 2017 at 4:13 PM David shulkin <Drshulkin@aol.com> wrote:

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> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted] at mayo
>
> Sent from my iPhone

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/27/2017 8:22:36 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re: Possible candidates for robotics group

We can call it industry Roundtable and just do it

Sent from my iPad

On May 27, 2017, at 4:20 PM, (b) (6) <(b) (6) gmail.com> wrote:

> I have some names on my desk. Yes same thought for Charlie
>
> Not sure if you saw my message, if you want to start asap, then the group can be invited as part of smag under an innovation subcommittee. If you want it to be part of myva we learned we have to wait until the group has enough members to hose a quorum. Either faca, would have a member recommend the subcommittee and will send letters to invite them.
>
> The jump start would be to have it under smag, not sure how long before myva will be up.
>
> We can letters drafted, leaving some parts blank.
>
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> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6)
> (b) (6) at mayo
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/27/2017 8:20:24 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Possible candidates for robotics group

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[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted] at mayo

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/27/2017 8:13:16 PM
To: (b) (6) [(b) (6) gmail.com]
BCC: Djs Shulkin [vacodjs1@va.gov]
Subject: Possible candidates for robotics group

If we need help on this project id like to get Charlie Wiggins involved when he starts in june but if we getba jump start thats fine too

Please print a copy for me

(b) (6) at seattle allen institute
(b) (6) (hanson robotics)
(b) (6)
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(b) (6)
(b) (6)
(b) (6)
(b) (6)
(b) (6)
(b) (6)
(b) (6)
(b) (6) at mayo

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]hotmail.com]
Sent: 6/8/2017 10:27:21 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Egyptian party

Yes we did,any others

Sent from my iPhone

On Jun 8, 2017, at 6:25 AM, David shulkin <Drshulkin@aol.com> wrote:

> Did we have norty schwartz and his wife?
>
> If we already did i do think laverne and [redacted] would be fine
>
> Sent from my iPhone
>
> On Jun 7, 2017, at 6:07 PM, [redacted] <[redacted]hotmail.com> wrote:
>
> > U need to ask poonam and [redacted] [redacted] and [redacted] if coming.
> > She has Not invited anyone else til these people rsvp.
> > We have ronny and wife r only ones so far
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **From:** [redacted] <[redacted]hotmail.com>
> > **Date:** May 18, 2017 at 7:04:34 PM EDT
> > **To:** David <drshulkin@aol.com>
> > **Subject: Fwd: Egyptian party**
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **From:** [redacted]
> > <[redacted]yahoo.com>
> > **Date:** May 6, 2017 at 2:02:51 PM EDT
> > **To:** [redacted] <[redacted]hotmail.com>
> > **Subject: Re: Possible dates**
> >
> > It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ❤
> >
> > Sent from my iPhone

AMERICAN OVERSIGHT

On May 6, 2017, at 8:48 AM, (b) (6)
<(b) (6) hotmail.com> wrote:

> (b) (6)
> Enclosed are names and addresses
> Dr Poonam Aleigh and spouse
> (b) (6) hotmail.com
> Dr and Mrs . Ronny Jackson
> (b) (6) whmo.mil
> Dr. (b) (6) and spouse
> (b) (6) aol.com
> Jared and Ivanka Trump
> (b) (6) who.eop.gov
> (b) (6) ijkfamily.com
> Doctor and Mrs. (b) (6)
> (b) (6) gmail.com
> (b) (6) and guest
> (b) (6) who.eop.gov
> Mr and mrs (b) (6)
> (b) (6) who.eop.gov
> Mr and mrs (b) (6)
> (b) (6) who.eop.gov
> Mr and mrs (b) (6)
> (b) (6) advisory.com
> Jake and (b) (6) Tapper
> (b) (6) gmail.com
>
> Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.
> Again, thank you and your husband for wanting to host this.
> Best,
> (b) (6)
>
> Sent from my iPhone
>
> On May 3, 2017, at 9:25 PM, (b) (6)
> <(b) (6) yahoo.com>
> wrote:
>
> > My dearest (b) (6) so happy to celebrate together our feast after Ramadan on June 27Th , this is perfect for us waiting

AMERICAN OVERSIGHT

for your list for 20 Pearson .
Looking forward to celebrate with you & your excellency, always from success to success ❤

Sent from my iPhone

On May 3, 2017, at 2:52 PM, (b) (6) <(b) (6) hotmail.com> wrote:

> Dear (b) (6)
> So sweet for your husband and you to host a dinner in my husband's honor. Sorry the schedule is crazy so has taken me a while to get some dates. How does Friday june 2 or june 23 or june 27 look? Do any of

AMERICAN OVERSIGHT

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(b) (6)

Sent from my iPhone

AMERICAN OVERSIGHT

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> **To:** David <drshulkin@aol.com>
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AMERICAN OVERSIGHT

(b) (6) hotmail.com
Dr and Mrs . Ronny Jackson
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Jared and Ivanka Trump
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Doctor and Mrs. (b) (6)
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Mr and mrs (b) (6)
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Mr and mrs (b) (6)
(b) (6) advisory.com
Jake and (b) (6) Tapper
(b) (6) gmail.com

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AMERICAN OVERSIGHT

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If not we can keep trying.
Thanks.
Warm regards,
(b) (6)

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]hotmail.com]
Sent: 6/7/2017 10:07:04 PM
To: David [drshulkin@aol.com]
Subject: Fwd: Egyptian party

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> Sent from my iPhone
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>
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> > **Date:** May 6, 2017 at 2:02:51 PM EDT
> > **To:** [redacted] <[redacted]hotmail.com>
> > **Subject: Re: Possible dates**
> >
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> > > [redacted]whmo.mil
> > > Dr. [redacted] and spouse
> > > [redacted]aol.com
> > > Jared and Ivanka Trump
> > > [redacted]who.eop.gov
> > > [redacted]ijkfamily.com
> > > Doctor and Mrs. [redacted]
> > > [redacted]gmail.com

AMERICAN OVERSIGHT

[redacted] and guest
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]advisory.com
Jake and [redacted] Tapper
[redacted]gmail.com

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> If not we can keep trying.
> Thanks.
> Warm regards,
> [redacted]

> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 2:28:40 PM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Re: Egyptian party

We can ask jake when we see him next week

So far its 8 plus us

(b) (6) and husband
(b) (6) and wife
Ronny and wife
I assume poonam and (b) (6) but dont know yet

Lets assume others say no at this point-

What about inviting

Tom bowman- my new deputy- he would be alone- alone
(b) (6) alone - but i owe her for coming to va
Vivieca and (b) (6)
(b) (6) and wife?
(b) (6) and wife
(b) (6) and wife?
Norty schwarz and wife- but he blew offdoarta party

The there are the vsos that are important to mr

(b) (6)
(b) (6)
(b) (6)
(b) (6)
(b) (6)

I could also invite my chairman

Senator issakson
Senator tester
Rep Rowe
Rep walz

What do you think?

Should we

Sent from my iPhone

On May 18, 2017, at 7:04 PM, (b) (6) <(b) (6) hotmail.com> wrote:

AMERICAN OVERSIGHT

Sent from my iPhone

Begin forwarded message:

From: [redacted] <[redacted]yahoo.com>
Date: May 6, 2017 at 2:02:51 PM EDT
To: [redacted] <[redacted]hotmail.com>
Subject: Re: Possible dates

It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ❤

Sent from my iPhone

On May 6, 2017, at 8:48 AM, [redacted] <[redacted]hotmail.com> wrote:

[redacted]
Enclosed are names and addresses
Dr Poonam Aleigh and spouse
[redacted]hotmail.com
Dr and Mrs . Ronny Jackson
[redacted]whmo.mil
Dr. [redacted] and spouse
[redacted]aol.com
Jared and Ivanka Trump
[redacted]who.eop.gov
[redacted]ijkfamily.com
Doctor and Mrs. [redacted]
[redacted]gmail.com
[redacted] and guest
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]advisory.com
Jake and [redacted] Tapper
[redacted]gmail.com

Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.
Again, thank you and your husband for wanting to host this.
Best,
[redacted]

Sent from my iPhone

AMERICAN OVERSIGHT

On May 3, 2017, at 9:25 PM, [redacted]
<[redacted]yahoo.com> wrote:

> My dearest [redacted] so happy to celebrate together our feast after Ramadan on June 27Th , this is perfect for us waiting for your list for 20 Pearson . Looking forward to celebrate with you & your excellency, always from success to success ❤

> Sent from my iPhone

> On May 3, 2017, at 2:52 PM, [redacted]
> <[redacted]hotmail.com> wrote:

> > [redacted]
> > So sweet for your husband and you to host a dinner in my husband's honor. Sorry the schedule is crazy so has taken me a while to get some dates.
> > How does Friday june 2 or june 23 or june 27 look? Do any of those work with your schedules?
> > If not we can keep trying.
> > Thanks.
> > Warm regards,
> > [redacted]

> > Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 3:11:40 AM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: Egyptian party

(b) (6) email was wrong
Should be

(b) (6) gmail.con

Sent from my iPhone

Begin forwarded message:

> **From:** (b) (6) <(b) (6) hotmail.com>
> **Date:** May 18, 2017 at 7:04:34 PM EDT
> **To:** David <drshulkin@aol.com>
> **Subject: Fwd: Egyptian party**
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** (b) (6) <(b) (6) yahoo.com>
> > **Date:** May 6, 2017 at 2:02:51 PM EDT
> > **To:** (b) (6) <(b) (6) hotmail.com>
> > **Subject: Re: Possible dates**
> >
> > It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ❤
> >
> > Sent from my iPhone
> >
> > On May 6, 2017, at 8:48 AM, (b) (6) <(b) (6) hotmail.com> wrote:
> >
> > > (b) (6)
> > > Enclosed are names and addresses
> > > Dr Poonam Aleigh and spouse
> > > (b) (6) hotmail.com
> > > Dr and Mrs . Ronny Jackson
> > > (b) (6) whmo.mil
> > > Dr. (b) (6) and spouse
> > > (b) (6) aol.com
> > > Jared and Ivanka Trump
> > > (b) (6) who.eop.gov
> > > (b) (6) ijkfamily.com
> > > Doctor and Mrs. (b) (6)

AMERICAN OVERSIGHT

[redacted] gmail.com
[redacted] and guest
[redacted] who.eop.gov
Mr and mrs [redacted]
[redacted] who.eop.gov
Mr and mrs [redacted]
[redacted] who.eop.gov
Mr and mrs [redacted]
[redacted] advisory.com
Jake and [redacted] Tapper
[redacted] gmail.com

Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.
Again, thank you and your husband for wanting to host this.
Best,
[redacted]

Sent from my iPhone

On May 3, 2017, at 9:25 PM, [redacted]
<[redacted] yahoo.com> wrote:

> My dearest [redacted] so happy to celebrate together our feast after Ramadan on June 27Th , this is perfect for us waiting for your list for 20 Pearson . Looking forward to celebrate with you & your excellency, always from success to success ♥
>
> Sent from my iPhone
>
> On May 3, 2017, at 2:52 PM, [redacted]
> <[redacted] hotmail.com> wrote:
>
> > [redacted]
> > So sweet for your husband and you to host a dinner in my husband's honor. Sorry the schedule is crazy so has taken me a while to get some dates.
> > How does Friday june 2 or june 23 or june 27 look? Do any of those work with your schedules?
> > If not we can keep trying.
> > Thanks.
> > Warm regards,
> > [redacted]
> >
> > Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]hotmail.com]
Sent: 5/18/2017 11:04:34 PM
To: David [drshulkin@aol.com]
Subject: Fwd: Egyptian party

Sent from my iPhone

Begin forwarded message:

From: [redacted] <[redacted]yahoo.com>
Date: May 6, 2017 at 2:02:51 PM EDT
To: [redacted] <[redacted]hotmail.com>
Subject: Re: Possible dates

It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ❤

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[redacted]
Enclosed are names and addresses
Dr Poonam Aleigh and spouse
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Dr and Mrs . Ronny Jackson
[redacted]whmo.mil
Dr. [redacted] and spouse
[redacted]aol.com
Jared and Ivanka Trump
[redacted]who.eop.gov
[redacted]ijkfamily.com
Doctor and Mrs. [redacted]
[redacted]gmail.com
[redacted] and guest
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]advisory.com
Jake and [redacted] Tapper
[redacted]gmail.com

AMERICAN OVERSIGHT

Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.
Again, thank you and your husband for wanting to host this.
Best,
(b) (6)

Sent from my iPhone

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> How does Friday june 2 or june 23 or june 27 look?
> Do any of those work with your schedules?
> If not we can keep trying.
> Thanks.
> Warm regards,
> (b) (6)

> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/26/2017 12:42:40 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

K- send me the specifics and details on the places and times and I will just show up with (b) (6) as long as we don't have to get any tickets

Sent from my iPad

> On May 26, 2017, at 8:33 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> No tickets needed for concert- just go
>
> We did that last year and it was great
>
> This stuff is not (b) (6) not sure why you think its her jo
> I never got anything from the Department
>
> Sent from my iPhone
>
>> On May 26, 2017, at 8:05 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>>
>> The only thing I have is a formal Monday morning ceremony. You told me about the concert on Sunday but have no tickets. My office has been in contact with (b) (6) relentlessly about additional details on the Memorial Day activities, but not unexpectedly, she has not provided anything additional on how to participate on the Memorial Day activities. It would have been great if (b) (6) could have been part of more, but I don't even know how to go about it.
>>
>> From experience, I know that (b) (6) is passive and on sidelines when it pertains to me and wishes I wasn't ever around in your sphere of influence, she didn't even let me know about the game yesterday when the time changed and never brings me into anything - and I know that you can't possibly have this stuff as a "to-do" on your list
>>
>> Sent from my iPad
>>
>>> On May 26, 2017, at 7:38 AM, David shulkin <Drshulkin@aol.com> wrote:
>>>
>>> Dont forget about rolling thunder sunday and the memorial day concert sunday night
>>>
>>> Does protocol have you in a box on monday?
>>>
>>> If you want to go to a bike race monday morning of wiunded warriors i am starting them off about 9 am - before arlington starts at 1010
>>>
>>> gI film festival going on all weekend - very cool -you and i went last year at candian embassy
>>>
>>> If i hear of other stuff ill let you know
>>>
>>> Sent from my iPhone
>>>
>>>> On May 26, 2017, at 7:08 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>>>>
>>>> We will be there- getting there in Sunday
>>>>
>>>> Sent from my iPad
>>>>
>>>>> On May 26, 2017, at 7:07 AM, David shulkin <Drshulkin@aol.com> wrote:
>>>>>
>>>>> Ate you and (b) (6) coming to memorial day or skipping? Either is ok- im just asking
>>>>>
>>>>> Sent from my iPhone
>>>
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 12:33:37 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re:

No tickets needed for concert- just go

We did that last year and it was great

This stuff is not (b) (6) not sure why you think its her jo
I never got anything from the Department

Sent from my iPhone

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>>
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>> gI film festival going on all weekend - very cool -you and i went last year at candian embassy
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>>>>
>>>> Ate you and (b) (6) coming to memorial day or skipping? Either is ok- im just asking
>>>>
>>>> Sent from my iPhone
>>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 11:38:37 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re:

Dont forget about rolling thunder sunday and the memorial day concert sunday night

Does protocol have you in a box on monday?

If you want to go to a bike race monday morning of wiunded warriors i am starting them off about 9 am - before arlington starts at 1010

gI film festival going on all weekend - very cool -you and i went last year at candian embassy

If i hear of other stuff ill let you know

Sent from my iPhone

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>> Ate you and (b) (6) coming to memorial day or skipping? Either is ok- im just asking
>>
>> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/26/2017 11:08:55 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

We will be there- getting there in Sunday

Sent from my iPad

> On May 26, 2017, at 7:07 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> Ate you and (b) (6) coming to memorial day or skipping? Either is ok- im just asking
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 11:07:28 AM
To: Poonam Alaigh [(b) (6) hotmail.com]

Ate you and (b) (6) coming to memorial day or skipping? Either is ok- im just asking

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/2/2017 3:35:10 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]; Marc Sherman [(b) (6) gmail.com]
Subject: Fwd:

I wanted you to see- another delivery on the Presidents commitment to veterans

David

To: 'Shulkin ' <drshulkin@aol.com>

https://www.google.com/amp/taskandpurpose.com/called-new-white-house-veterans-complaint-line-heres-went/amp/

Sent with Good (www.good.com)

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/6/2017 4:34:04 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: David Shulkin [drshulkin@aol.com]
Subject: Re: Cerner

It's with the AMCs initially so that they hear directly from us

Sent from my iPhone

On Jun 6, 2017, at 12:09 PM, Marc Sherman <(b) (6) gmail.com> wrote:

> A call with whom? Shouldn't there be a plan put together first of all of the must haves and would like to haves and then put that into the negotiation process before anyone has any calls with anyone...unless you are talking about a call with the AMCs, then I stand corrected.
>
> On Tue, Jun 6, 2017 at 11:01 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
> Agree completely- let's get a call with them so that David and I can talk to them directly. David do you want to organize it or should I with Bruce and /or (b) (6)
>
> Sent from my iPhone
>
> > On Jun 6, 2017, at 8:09 AM, Marc Sherman <(b) (6) gmail.com> wrote:
> >
> > Bruce got a message of surprise from (b) (6) last night when he saw the press release. He was surprised by the choice, which is understandable unless you know the rest of the story. Have you informed the 5 CEOs of the decision? You should let them all know the rest of the story.
> >
> > Let me know if your want any assistance as you get into the negotiating phase.
> >
> > Marc
> >
> > Marc Sherman
> > (202) 758-(b) (6)

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 6/6/2017 4:09:25 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: David Shulkin [drshulkin@aol.com]
Subject: Re: Cerner

A call with whom? Shouldn't there be a plan put together first of all of the must haves and would like to haves and then put that into the negotiation process before anyone has any calls with anyone...unless you are talking about a call with the AMCs, then I stand corrected.

On Tue, Jun 6, 2017 at 11:01 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
Agree completely- let's get a call with them so that David and I can talk to them directly. David do you want to organize it or should I with Bruce and /or (b) (6)

Sent from my iPhone

> On Jun 6, 2017, at 8:09 AM, Marc Sherman <(b) (6) gmail.com> wrote:
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>
> Let me know if your want any assistance as you get into the negotiating phase.
>
> Marc
>
> Marc Sherman
> (202) 758-(b) (6)

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/6/2017 3:01:51 PM
To: Marc Sherman [(b) (6) gmail.com]; David Shulkin [drshulkin@aol.com]
Subject: Re: Cerner

Agree completely- let's get a call with them so that David and I can talk to them directly. David do you want to organize it or should I with Bruce and /or (b) (6)

Sent from my iPhone

> On Jun 6, 2017, at 8:09 AM, Marc Sherman <(b) (6) mail.com> wrote:
>
> Bruce got a message of surprise from (b) (6) last night when he saw the press release. He was surprised by the choice, which is understandable unless you know the rest of the story. Have you informed the 5 CEOs of the decision? You should let them all know the rest of the story.
>
> Let me know if your want any assistance as you get into the negotiating phase.
>
> Marc
>
> Marc Sherman
> (202) 758-(b) (6)

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 8:10:33 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]
CC: curtis.coy@va.gov

Ike- i wanted to introduce you to Mr Curtis Coy who is an expert in veteran employment

Curtis please meet Mr Perlmutter who is assisting us with our White House event- please extend him all of our courtesies- he has our full support

Thank you

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: (b) (6) [(b) (6) gmail.com]
Sent: 5/25/2017 8:32:03 PM
To: David Shulkin [drshulkin@aol.com]
Subject: DUI

http://miamiherald.typepad.com/nakedpolitics/2011/01/miami-republican-deborah-cox-roush-is-tough.html

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/7/2017 1:41:20 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re: Read this if you haven't

Omg

Sent from my iPhone

On Jun 6, 2017, at 6:45 PM, (b) (6) <(b) (6) gmail.com> wrote:

> This has been out for a while lots of articles dating back over the past few years, but he's bounced back successfully despite all of these articles.
>
> http://mauramurray.blogspot.com/2016/05/women-claim-bill-rausch-assaulted.html?m=1

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/6/2017 10:45:11 PM
To: drshulkin@aol.com
Subject: Read this if you haven't

This has been out for a while lots of articles dating back over the past few years, but he's bounced back successfully despite all of these articles.

http://mauramurray.blogspot.com/2016/05/women-claim-bill-rausch-assaulted.html?m=1

AMERICAN OVERSIGHT

Message

From: Vivieca Simpson [(b) (6) gmail.com]
Sent: 5/22/2017 5:05:11 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

I asked Scott to cancel for today.

On May 22, 2017 12:49, "Vivieca Simpson" <(b) (6) gmail.com> wrote:
Scott wants to speak with the USH Commission at 2:00. I say wait because if they don't agree you have to start again and you may want to think about this more.

On May 16, 2017 19:12, "Vivieca Simpson" <(b) (6) gmail.com> wrote:
We get good coverage.

On May 15, 2017 19:38, "David shulkin" <Drshulkin@aol.com> wrote:
https://www.whitehouse.gov/the-press-office/2017/05/15/press-daily-briefing-press-secretary-sean-spicer-48

Interesting they mention my travel in the WH press briefing - guess its good that we give then our info so we can get the word out- good job

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Vivieca Simpson [(b) (6) gmail.com]
Sent: 5/16/2017 11:12:07 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

We get good coverage.

On May 15, 2017 19:38, "David shulkin" <Drshulkin@aol.com> wrote:
https://www.whitehouse.gov/the-press-office/2017/05/15/press-daily-briefing-press-secretary-sean-spicer-48

Interesting they mention my travel in the WH press briefing - guess its good that we give then our info so we can get the word out- good job

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/16/2017 12:30:45 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

#boo #sigh
On Mon, May 15, 2017 at 8:30 PM David shulkin <Drshulkin@aol.com> wrote:
Perry doesnt respond to his messages

Sent from my iPhone

On May 15, 2017, at 8:13 PM, [redacted] <[redacted]gmail.com> wrote:

> They pay attention. Today they(WH) asked why weren't you in Houston with Perry.
>
> On May 15, 2017 7:38 PM, "David shulkin" <Drshulkin@aol.com> wrote:
> https://www.whitehouse.gov/the-press-office/2017/05/15/press-daily-briefing-press-secretary-sean-spicer-48
>
> Interesting they mention my travel in the WH press briefing - guess its good that we give then our info so we can get the word out- good job
>
> Sent from my iPhone

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/16/2017 12:19:10 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re:

Perry doesnt respond to his messages

Sent from my iPhone

On May 15, 2017, at 8:13 PM, (b) (6) <(b) (6) gmail.com> wrote:

> They pay attention. Today they(WH) asked why weren't you in Houston with Perry.
>
> On May 15, 2017 7:38 PM, "David shulkin" <Drshulkin@aol.com> wrote:
> https://www.whitehouse.gov/the-press-office/2017/05/15/press-daily-briefing-press-secretary-sean-spicer-48
>
> Interesting they mention my travel in the WH press briefing - guess its good that we give then our info so we can get the word out- good job
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/15/2017 11:38:44 PM
To: Vivieca Simpson [(b) (6) gmail.com]; (b) (6) [(b) (6) gmail.com]
BCC: (b) (6) [dbshulkin@gmail.com]; (b) (6) [(b) (6) hotmail.com]

https://www.whitehouse.gov/the-press-office/2017/05/15/press-daily-briefing-press-secretary-sean-spicer-48

Interesting they mention my travel in the WH press briefing - guess its good that we give then our info so we can get the word out- good job

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 11:14:03 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: (b) (6)

Ok

Sent from my iPhone

> On May 23, 2017, at 5:32 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> I will let her know not to call you David in meetings- I dont like it, and especially dislike it when Baligh does that. Either Vivieca or I let him know that
>
> Also, told Vivieca to make the small group smaller yesterday morning, which I am so glad she did because I dont want anyone to be 'leaking' stuff out from our small groups
>
> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/23/2017 9:32:08 AM
To: Drshulkin@aol.com
Subject: (b) (6)

I will let her know not to call you David in meetings- I dont like it, and especially dislike it when Baligh does that. Either Vivieca or I let him know that

Also, told Vivieca to make the small group smaller yesterday morning, which I am so glad she did because I dont want anyone to be 'leaking' stuff out from our small groups

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/26/2017 10:57:22 PM
To: David shulkin [Drshulkin@aol.com]
CC: L Perl [(b) (6) gmail.com]; IP [(b) (6) frenchangel59.com]; Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: June 15 th

Thanks. Good to know.

Marc Sherman
(202) 758-(b) (6)

On May 26, 2017 4:17 PM, "David shulkin" <Drshulkin@aol.com> wrote:
I wanted to make sure you were aware that Chairman Roe has invited the 5 ceos to a roundtable at congress on june 15 th to talk about industry best practices.

It should be an excellent forum to highlight our work

Thanks

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 10:55:58 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: June 15 th

Happy memorial day- but Omg - look how crazy things are out there

http://fusion.kinja.com/how-many-people-have-to-die-resign-or-go-to-jail-befo-1795378647

Sent from my iPhone

On May 26, 2017, at 4:18 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:

> This is great news.
>
> Sent from my iPad
> Bruce Moskowitz M.D.
>
> > On May 26, 2017, at 4:14 PM, David shulkin <Drshulkin@aol.com> wrote:
> >
> > I wanted to make sure you were aware that Chairman Roe has invited the 5 ceos to a roundtable at congress on june 15 th to talk about industry best practices.
> >
> > It should be an excellent forum to highlight our work
> >
> > Thanks
> >
> > David
> >
> > Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/26/2017 8:18:22 PM
To: David shulkin [Drshulkin@aol.com]
CC: Marc Sherman [(b) (6) gmail.com]; Ike Perlmutter [(b) (6) renchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]
Subject: Re: June 15 th

This is great news.

Sent from my iPad
Bruce Moskowitz M.D.

> On May 26, 2017, at 4:14 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> I wanted to make sure you were aware that Chairman Roe has invited the 5 ceos to a roundtable at congress on june 15 th to talk about industry best practices.
>
> It should be an excellent forum to highlight our work
>
> Thanks
>
> David
>
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 8:14:38 PM
To: Bruce Moskowitz [(b) (6) mac.com]; Marc Sherman [(b) (6) gmail.com]; Ike Perlmutter [(b) (6) frenchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]
Subject: June 15 th

I wanted to make sure you were aware that Chairman Roe has invited the 5 ceos to a roundtable at congress on june 15 th to talk about industry best practices.

It should be an excellent forum to highlight our work

Thanks

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/3/2017 1:57:25 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Fwd: Wh photo

Ok

On Jun 2, 2017 9:55 PM, "David shulkin" <Drshulkin@aol.com> wrote:

> This would be a good one as a 8 x 10 for my office
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** [redacted] <[redacted]hotmail.com>
> **Date:** June 2, 2017 at 9:48:24 PM EDT
> **To:** David <drshulkin@aol.com>
> **Subject: Wh photo**

AMERICAN OVERSIGHT



Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/3/2017 1:55:29 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Fwd: Wh photo

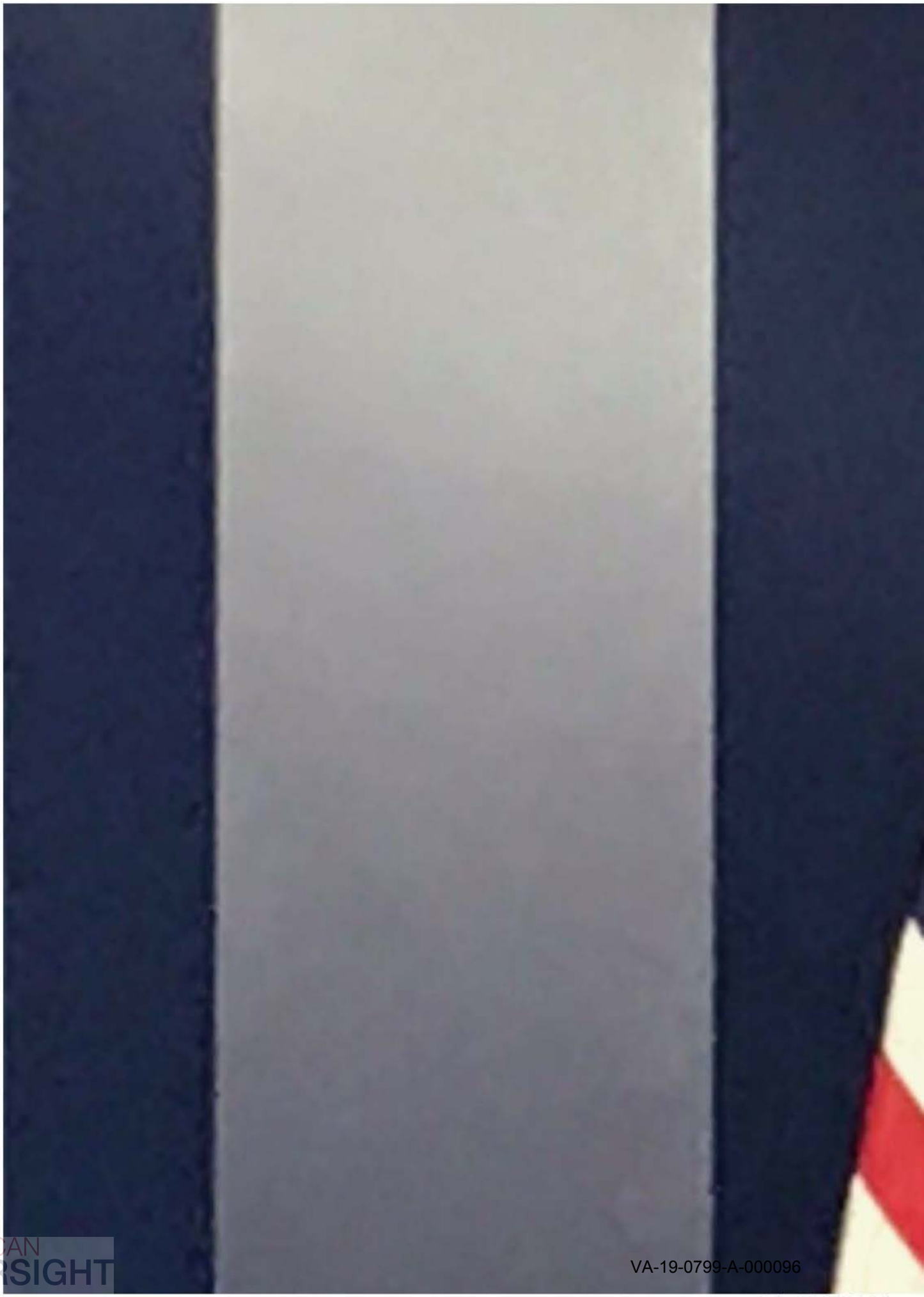
This would be a good one as a 8 x 10 for my office

Sent from my iPhone

Begin forwarded message:

From: (b) (6) <(b) (6) hotmail.com>
Date: June 2, 2017 at 9:48:24 PM EDT
To: David <drshulkin@aol.com>
Subject: Wh photo

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 8:28:10 PM
To: (b) (6) yahoo.com
Subject: Re: Veterans Affairs and the CBS Veterans Network

I will definitely contact them

I actually thought that we had done this as i did a cbs taping in veterans a month ago but ill double check - thanks

Sent from my iPhone

On May 23, 2017, at 3:57 PM, thomas bowman <(b) (6) yahoo.com> wrote:

> Sir.....see email below from CBS Veterans News VP.....Both Chairman Isakson and Ranking Member Tester were interviewed last week and will be part of the role out....I strongly. As they were developing this program a few months ago, I strongly recommended that they be sure to connect with VA and afford the Secretary an opportunity to be interviewed as part of the rollout....they agreed....there appears to be a snag in the VA chain to you....unless you have declined. You are a natural in these settings....I wanted to be sure that you were aware and that this opportunity would not be inadvertently missed.....thanks....
>
> Sent from Yahoo Mail on Android
>
> On Tue, May 23, 2017 at 2:37 PM, Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov> wrote:
>
> > **From:** O'Brien, Mark C [mailto:mark.obrien@cbs.com]
> > **Sent:** Tuesday, May 23, 2017 2:30 PM
> > **To:** Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov>
> > **Subject:** Veterans Affairs and the CBS Veterans Network
> >
> > Good Afternoon Tom:
> >
> > We have struggled to establish contact with the VA. When the administration changed over, I was referred to (b) (6) and we engaged in some positive conversations, but he appears to be gone. We have been very successful interviewing many key officials in the Veteran world as we prepare for our launch on June 5th. As of now, we have no one from the VA. I know they will support our efforts, but I don't want to leave them out…do you have any suggestions? Always appreciate the help, Mark OBrien
> >
> > Mark C. OBrien
> >
> > Vice President

AMERICAN OVERSIGHT

CBS Veterans Network

1015 Half St. SE, Suite 200

Washington, DC 20003

C:240.888.7005

E: Mark.OBrien@cbsradio.com

<image003.png>

<image003.png>

AMERICAN OVERSIGHT

Message

From: thomas bowman [(b) (6) yahoo.com]
Sent: 5/23/2017 7:57:03 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fw: Veterans Affairs and the CBS Veterans Network

Sir.....see email below from CBS Veterans News VP.....Both Chairman Isakson and Ranking Member Tester were interviewed last week and will be part of the role out....I strongly. As they were developing this program a few months ago, I strongly recommended that they be sure to connect with VA and afford the Secretary an opportunity to be interviewed as part of the rollout....they agreed....there appears to be a snag in the VA chain to you....unless you have declined. You are a natural in these settings....I wanted to be sure that you were aware and that this opportunity would not be inadvertently missed.....thanks....

Sent from Yahoo Mail on Android

On Tue, May 23, 2017 at 2:37 PM, Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov> wrote:

From: O'Brien, Mark C [mailto:mark.obrien@cbs.com]
Sent: Tuesday, May 23, 2017 2:30 PM
To: Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov>
Subject: Veterans Affairs and the CBS Veterans Network

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Mark C. OBrien

Vice President

CBS Veterans Network

1015 Half St. SE, Suite 200

Washington, DC 20003

C:240.888.7005

E: Mark.OBrien@cbsradio.com

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/29/2017 10:03:56 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: The Washington Post: VA has a woman problem. It starts with its motto.

Good idea

Sent from my iPhone

> On May 29, 2017, at 6:00 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Let's talk about this and other projects at dinner tomorrow
>
> Sent from my iPhone
>
>> On May 29, 2017, at 2:51 PM, David Shulkin <drshulkin@aol.com> wrote:
>>
>> Agree Bruce - we should step it up
>>
>> David
>>
>> Sent from my iPad
>>
>>> On May 29, 2017, at 2:42 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>>
>>> The article is timely.
>>>
>>> Now that we are fortunate to have the involvement of the heads of women's health at the MGH, Johns Hopkins and the Mayo Clinic to be actively involved, I would recommend you consider a committee to initiate a broad based program. As we discussed on the call we should have a unique program for nutrition and mental health along with a referral system for tertiary care.
>>>
>>>
>>> I thought you might like this story from The Washington Post.
>>>
>>> VA has a woman problem. It starts with its motto.
>>> Female veterans shouldn't feel like an afterthought.
>>>
>>> https://www.washingtonpost.com/posteverything/wp/2017/05/29/va-motto/
>>>
>>>
>>> Sent from my iPad
>>> Bruce Moskowitz M.D.
>>

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/29/2017 10:00:54 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: The Washington Post: VA has a woman problem. It starts with its motto.

Let's talk about this and other projects at dinner tomorrow

Sent from my iPhone

> On May 29, 2017, at 2:51 PM, David Shulkin <drshulkin@aol.com> wrote:
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> Agree Bruce - we should step it up
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>> VA has a woman problem. It starts with its motto.
>> Female veterans shouldn't feel like an afterthought.
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>> https://www.washingtonpost.com/posteverything/wp/2017/05/29/va-motto/
>>
>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/29/2017 6:58:23 PM
To: David Shulkin [drshulkin@aol.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]
Subject: Re: The Washington Post: VA has a woman problem. It starts with its motto.

(b) (6) has the perfect platform and promised to donate his program. I will reach out to him.

Sent from my iPad
Bruce Moskowitz M.D.

> On May 29, 2017, at 2:51 PM, David Shulkin <drshulkin@aol.com> wrote:
>
> Agree Bruce - we should step it up
>
> David
>
> Sent from my iPad
>
>> On May 29, 2017, at 2:42 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>
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>>
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>> Female veterans shouldn't feel like an afterthought.
>>
>> https://www.washingtonpost.com/posteverything/wp/2017/05/29/va-motto/
>>
>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/29/2017 6:51:03 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]
Subject: Re: The Washington Post: VA has a woman problem. It starts with its motto.

Agree Bruce - we should step it up

David

Sent from my iPad

> On May 29, 2017, at 2:42 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> The article is timely.
>
> Now that we are fortunate to have the involvement of the heads of women's health at the MGH, Johns Hopkins and the Mayo Clinic to be actively involved, I would recommend you consider a committee to initiate a broad based program. As we discussed on the call we should have a unique program for nutrition and mental health along with a referral system for tertiary care.
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>
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> VA has a woman problem. It starts with its motto.
> Female veterans shouldn't feel like an afterthought.
>
> https://www.washingtonpost.com/posteverything/wp/2017/05/29/va-motto/
>
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/29/2017 6:42:18 PM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
CC: (b) (6) [(b) (6) hmi.edu]; (b) (6) M.D. [(b) (6) PARTNERS.ORG]; (b) (6) M. B. B. S. [(b) (6) mayo.edu]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]
Subject: The Washington Post: VA has a woman problem. It starts with its motto.

The article is timely.

Now that we are fortunate to have the involvement of the heads of women's health at the MGH, Johns Hopkins and the Mayo Clinic to be actively involved, I would recommend you consider a committee to initiate a broad based program. As we discussed on the call we should have a unique program for nutrition and mental health along with a referral system for tertiary care.

I thought you might like this story from The Washington Post.

VA has a woman problem. It starts with its motto.
Female veterans shouldn't feel like an afterthought.

https://www.washingtonpost.com/posteverything/wp/2017/05/29/va-motto/

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/30/2017 11:53:43 PM
To: (b) (6) gmail.com
CC: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: June 5th Kennedy Center

Sent from my iPhone

Begin forwarded message:

From: Ivanka Kushner <(b) (6) ijkfamily.com>
Date: May 30, 2017 at 7:43:11 PM EDT
To: Assistant <(b) (6) ijkfamily.com>, David shulkin <Drshulkin@aol.com>
Cc: "(b) (6) EOP/WHO" <(b) (6) who.eop.gov>
Subject: RE: June 5th Kennedy Center

We look forward to a fun night and meeting your daughter!

From: Assistant
Sent: Monday, May 29, 2017 5:35 PM
To: David shulkin <Drshulkin@aol.com>
Cc: Ivanka Kushner <(b) (6) ijkfamily.com>; (b) (6) EOP/WHO <(b) (6) who.eop.gov>
Subject: RE: June 5th Kennedy Center

Dr. Shulkin,

Thank you for your email. My sincerest apologies for the delay in response as we ironed out final details of the evening. Ivanka and Jared would absolutely love for your daughter to join! Seats for the dinner are unfortunately at max capacity, however she is more than welcome to join for the performance afterwards in the Presidential Box.

I am copying (b) (6) on this email as well. We will be in touch in the coming week with additional details. In the meantime, please let me know if we can be of any additional assistance.

All my best,
(b) (6)

From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Monday, May 29, 2017 5:30 PM
To: Assistant <(b) (6) ijkfamily.com>
Cc: Ivanka Kushner <(b) (6) ijkfamily.com>
Subject: Fwd: June 5th Kennedy Center

Hi- sorry to bother you again but i wanted to see if you had received the message below- or if it possibly went into spam as many of my aol messages do

Thanks

AMERICAN OVERSIGHT

David Shulkin

From: David shulkin <Drshulkin@aol.com>
Date: May 25, 2017 at 9:54:22 PM EDT
To: Ivanka Trump <assistant
Subject: June 5th Kennedy Center

I wanted to check with your office and see if it might be possible for my daughter [redacted] Shulkin to join my wife and I on June 5 th at the Kennedy Center. [redacted] is a third year Harvard Law student who is very interested in working with at risk youth. If not, i certainly understand.

Thank you

David Shulkin
Secretary, US Department of Veteran Affairs

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/26/2017 9:48:13 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: VA list

FYI

-----Original Message-----
From: (b) (6) EOP/WHO [mailto(b) (6) who.eop.gov]
Sent: Friday, May 26, 2017 4:31 PM
To: (b) (6)frenchangel59.com
Subject: VA list

Ike, It was good to talk with you earlier. Thank you for your help. Here is the initial list of CEOs that I was given.
Have a great weekend.
(b) (6)

(b) (6) CEO, Blackstone Group (b) (6); CEO, HP (b) (6) (b) (6) CEO, AT&T (b) (6); Senior VP, Boeing (b) (6), General Dynamics Information Technology (b) (6); CEO, GE (b) (6) (b) (6) CEO, Home Depot (b) (6); CEO, Humana (b) (6); CEO, JPMorgan Chase & Co.
(b) (6); CEO, Coca-Cola
(b) (6); CEO, UPS
(b) (6); Chairwoman, Xerox
(b) (6); CEO, Walmart
(b) (6); CEO, USAA
(b) (6) (b) (6) CEO, Dow Chemical Company (b) (6) Johnson & Johnson
(b) (6); CEO, IBM (b) (6); CEO, Pratt Industries

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/19/2017 6:56:11 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Do I need to rsvp with anyone- or does your invite suffice? Will check with (b) (6) since its a weekday

Sent from my iPad

> On May 19, 2017, at 10:00 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> June 27 th - you and (b) (6) are invited to the egyptian ambassadors home for special dinner for a dinner for me
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 2:13:59 PM
To: Poonam Alaigh [(b) (6) hotmail.com]

June 27 th - you and (b) (6) are invited to the egyptian ambassadors home for special dinner for a dinner for me

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/29/2017 12:57:35 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci

Absolutely- how dare he defame and disparage our people

Sent from my iPhone

On May 29, 2017, at 8:27 AM, David Shulkin <drshulkin@aol.com> wrote:

> What a jerk- let's make sure we keep this bigot out!
>
> Sent from my iPad
>
> Begin forwarded message:
>
> **From:** (b) (6) <(b) (6) gmail.com>
> **Date:** May 29, 2017 at 7:55:12 AM EDT
> **To:** David shulkin <drshulkin@aol.com>
> **Subject: Fwd: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci**
>
> Hi Dave,
>
> Watching you on Fox & Friends this morning. We had exchanged a few emails & texts (708.837-(b) (6) about the notion of being added to the senior group, to help accelerate the improvements being pursued & use my unique "blended" Ascension Health/HCA pedigree to be a link & conduit to forging partnerships with the private provider sector.
>
> I was referred to some Indian undersecretary, for follow-up. We had a conversation & was told that she would be back in touch. Sadly, the govt. inertia/group of insecure/incompetent career people kept out those who've had a track record in the private sector, e.g., 4 large hospital turnarounds, as well as industry credibility, i.e., selected by editors of HealthLeaders Journal, to serve as 1 of 2 judges, selecting the Top Leadership Teams in Healthcare (e.g., Novant Health, Banner Health).
>
> I hope that you & team can continue to make progress. It's made more difficult though when ineffective members are keeping good people out, who've reached out to offer help.
>
> Continued success, Dave!
>
> (b) (6)
>
> Sent from my iPad
>
> Begin forwarded message:

AMERICAN OVERSIGHT

From: [redacted] <[redacted]gmail.com>
Date: February 21, 2017 at 10:32:30 AM CST
To: David shulkin <Drshulkin@aol.com>
Subject: Re: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci

Hi David,

Many thanks again for your 2+ recent notes of interest, these past few days.

I caught most of your interview on Fox, this morning. As you assemble your exec team to transform the VA health system, my "blended" Ascension/HCA pedigree would reinforce and buttress your vision and the plan that requires history and success in the"real" healthcare leadership world.

Wishing continued success, David.

Regards,

[redacted]

On Fri, Feb 17, 2017 at 4:24 PM, David shulkin <Drshulkin@aol.com> wrote:
Ok thanks- we will think this through

Sent from my iPhone

On Feb 17, 2017, at 5:02 PM, [redacted] <[redacted]gmail.com> wrote:

> Hi David,
>
> Many thanks for your text message this morning, received @ 5:24 Chicago time...was up.
> You asked me to share my resume, which I've attached. Also is a 1 pg. summary for reference.
>
> My LI message, yesterday, is my reference point, i.e., reaching out to Anthony Scaramucci, etc.
>
> Your text this morning asked if I was interested in "full or part-time, as well as DC or somewhere else". .....I have a colleague who served as an Undersecretary of the VA, leading all hospitals, which was a couple years ago.

AMERICAN OVERSIGHT

While regional oversight and leadership could be an option, I would be effective, also, in assisting/formulating/distributing & ensuring that the "rules of engagement" that are desired and deserved are put in place.

I had previously served on the Board of Governors, for the Federation of American Hospitals (the investor-owned version of the American Hospital Assoc.). My unique Ascension Health/HCA pedigree also affords a "street cred and familiarity" with all health systems, recognized, like you, as a trusted peer and not a bureaucrat.
After gaining my investor-owned experience, I became valued, again, by the non-profit systems (Mercy Health, St Louis & Franciscan Alliance), for the mgmt discipline alluded to.

I can effectively assist with your message, both under the guise of Mission and being an exceptional community steward. From my HCA and other investor-owned chapter, I am also particularly comfortable and effective, operating in an accountable business environment, having learned the "management discipline", i.e., performance to budget and accountability to shareholders (tax-payers, for VA).

My personal characteristics/assets include having started my career as a hospital housekeeper. Both sisters are RN's. My Father was a med-device career marketing executive. He taught me that being a physician is a vocation. My career recipe became: Attract platinum-level physicians to my organization, find out what these physicians desire to be successful. Enable their success, which begets my hospitals' success. I had a repeatable interest/aptitude to achieve in every opportunity that was given to lead. To my Father's credit, my oldest child recently became a new Family Practitioner.

My Dad became afflicted with Alzheimer's (since passed). I chose to create time to help my parents, and worked to leverage my experience and network, to help my provider peers via the client service side.

With my "bottom of the ladder" career history, I effectively relate to, and deal with all strata of the organization. My broad background was

AMERICAN OVERSIGHT

recognized by the editors of **HealthLeaders Journal,** selected to be 1 of 2 judges, to evaluate and select their annual Top Leadership Teams in Healthcare (for 2 years), in the large hospital/system category.
I was fortunate to see the "greatest hits" of healthcare leadership.

I hope, David, I hope I can be helpful. A solid supporter of the current Administration! My VA DNA is limited to my Uncle, a Marine, who served in the Recon Div (precursor to Navy Seals).

Best and thanks,

(b) (6)

(b) (6)
www.linkedin.com/in/(b) (6)
708.837-(b) (6)
<(b) (6) RESUME_2015HC.docx>
<(b) (6) 1 pg. summary (3).docx>

--

(b) (6)
www.linkedin.com/in/(b) (6)
708.837-(b) (6)

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/29/2017 12:26:50 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci

What a jerk- let's make sure we keep this bigot out!

Sent from my iPad

Begin forwarded message:

> **From:** (b) (6) <(b) (6) gmail.com>
> **Date:** May 29, 2017 at 7:55:12 AM EDT
> **To:** David shulkin <drshulkin@aol.com>
> **Subject: Fwd: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci**
>
> Hi Dave,
>
> Watching you on Fox & Friends this morning. We had exchanged a few emails & texts (708.837-(b) (6) about the notion of being added to the senior group, to help accelerate the improvements being pursued & use my unique "blended" Ascension Health/HCA pedigree to be a link & conduit to forging partnerships with the private provider sector.
>
> I was referred to some Indian undersecretary, for follow-up. We had a conversation & was told that she would be back in touch. Sadly, the govt. inertia/group of insecure/incompetent career people kept out those who've had a track record in the private sector, e.g., 4 large hospital turnarounds, as well as industry credibility, i.e., selected by editors of HealthLeaders Journal, to serve as 1 of 2 judges, selecting the Top Leadership Teams in Healthcare (e.g., Novant Health, Banner Health).
>
> I hope that you & team can continue to make progress. It's made more difficult though when ineffective members are keeping good people out, who've reached out to offer help.
>
> Continued success, Dave!
>
> (b) (6)
>
> Sent from my iPad
>
> Begin forwarded message:
>
> > **From:** (b) (6) <(b) (6) gmail.com>
> > **Date:** February 21, 2017 at 10:32:30 AM CST
> > **To:** David shulkin <Drshulkin@aol.com>
> > **Subject: Re: Follow-up to your text message to me, today re: Exec. role in VA, via Anthony Scaramucci**
> >
> > Hi David,

AMERICAN OVERSIGHT

Many thanks again for your 2+ recent notes of interest, these past few days.

I caught most of your interview on Fox, this morning. As you assemble your exec team to transform the VA health system, my "blended" Ascension/HCA pedigree would reinforce and buttress your vision and the plan that requires history and success in the"real" healthcare leadership world.

Wishing continued success, David.

Regards,

(b) (6)

On Fri, Feb 17, 2017 at 4:24 PM, David shulkin <Drshulkin@aol.com> wrote:
Ok thanks- we will think this through

Sent from my iPhone

On Feb 17, 2017, at 5:02 PM, (b) (6) <(b) (6) gmail.com> wrote:

> Hi David,
>
> Many thanks for your text message this morning, received @ 5:24 Chicago time...was up.
> You asked me to share my resume, which I've attached.
> Also is a 1 pg. summary for reference.
>
> My LI message, yesterday, is my reference point, i.e., reaching out to Anthony Scaramucci, etc.
>
> Your text this morning asked if I was interested in "full or part-time, as well as DC or somewhere else". ....I have a colleague who served as an Undersecretary of the VA, leading all hospitals, which was a couple years ago.
>
> While regional oversight and leadership could be an option, I would be effective, also, in assisting/formulating/distributing & ensuring that the "rules of engagement" that are desired and deserved are put in place.
>
> I had previously served on the Board of Governors, for the Federation of American Hospitals (the investor-owned version of the American Hospital Assoc.). My unique Ascension Health/HCA pedigree also affords a "street cred and familiarity" with all health systems, recognized, like you, as a trusted peer and not a bureaucrat.

AMERICAN OVERSIGHT

After gaining my investor-owned experience, I became valued, again, by the non-profit systems (Mercy Health, St Louis & Franciscan Alliance), for the mgmt discipline alluded to.

I can effectively assist with your message, both under the guise of Mission and being an exceptional community steward. From my HCA and other investor-owned chapter, I am also particularly comfortable and effective, operating in an accountable business environment, having learned the "management discipline", i.e., performance to budget and accountability to shareholders (tax-payers, for VA).

My personal characteristics/assets include having started my career as a hospital housekeeper. Both sisters are RN's. My Father was a med-device career marketing executive. He taught me that being a physician is a vocation. My career recipe became: Attract platinum-level physicians to my organization, find out what these physicians desire to be successful. Enable their success, which begets my hospitals' success. I had a repeatable interest/aptitude to achieve in every opportunity that was given to lead. To my Father's credit, my oldest child recently became a new Family Practitioner.

My Dad became afflicted with Alzheimer's (since passed). I chose to create time to help my parents, and worked to leverage my experience and network, to help my provider peers via the client service side.

With my "bottom of the ladder" career history, I effectively relate to, and deal with all strata of the organization. My broad background was recognized by the editors of **HealthLeaders Journal,** selected to be 1 of 2 judges, to evaluate and select their annual Top Leadership Teams in Healthcare (for 2 years), in the large hospital/system category.
I was fortunate to see the "greatest hits" of healthcare leadership.

I hope, David, I hope I can be helpful. A solid supporter of the current Administration! My VA DNA is limited to my Uncle, a Marine, who served in the Recon Div (precursor to Navy Seals).

Best and thanks,

(b) (6)

(b) (6)
www.linkedin.com/in/(b) (6)
708.837-(b) (6)

AMERICAN OVERSIGHT

<[redacted]RESUME_2015HC.docx>

<[redacted]1 pg. summary (3).docx>

--

[redacted]
www.linkedin.com/in/[redacted]
708.837-[redacted]

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/6/2017 8:37:27 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]

Ike- i am meeting with (b) (6) from epic on thursday at 10 am

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 7:05:40 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Thoughts

Very nice and true

Sent from my iPhone

> On May 19, 2017, at 3:04 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> After our call last night and seeing you so affected by how people assess me, I realized.....that you never ever give up on me or our partnership, not matter how difficult or reactive I become. I dont get it, but will not ask any questions or think about it too much- I will simply take it this as something divine- and smile!
>
> I will be better since this is the "storming phase' of the new chapter to our precious relationship- cant change completely though
>
>
> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/19/2017 7:04:24 PM
To: Drshulkin@aol.com
Subject: Thoughts

After our call last night and seeing you so affected by how people assess me, I realized.....that you never ever give up on me or our partnership, not matter how difficult or reactive I become. I dont get it, but will not ask any questions or think about it too much- I will simply take it this as something divine- and smile!

I will be better since this is the "storming phase' of the new chapter to our precious relationship- cant change completely though

Sent from my iPad

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 12:30:12 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Derek

Yes i agree

Sent from my iPhone

> On May 19, 2017, at 8:22 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> Yes
>
> Sent from my iPhone
>
>> On May 19, 2017, at 8:13 AM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> You mean Darin?
>>
>> Sent from my iPhone
>>
>>> On May 19, 2017, at 7:02 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>>
>>> I think we should keep him on project and explained why to IP
>>>
>>> Sent from my iPad
>>> Bruce Moskowitz M.D.
>>

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/19/2017 12:22:02 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Derek

Yes

Sent from my iPhone

> On May 19, 2017, at 8:13 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> You mean Darin?
>
> Sent from my iPhone
>
>> On May 19, 2017, at 7:02 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>
>> I think we should keep him on project and explained why to IP
>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 12:13:53 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Derek

You mean Darin?

Sent from my iPhone

> On May 19, 2017, at 7:02 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> I think we should keep him on project and explained why to IP
>
> Sent from my iPad
> Bruce Moskowitz M.D.

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Message

From: Bruce Moskowitz [(b) (6) [redacted]mac.com]
Sent: 5/19/2017 11:02:33 AM
To: drshulkin@aol.com
Subject: Derek

I think we should keep him on project and explained why to IP

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/10/2017 11:25:28 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: IP [(b) (6) frenchangel59.com]; (b) (6) gmail.com; (b) (6) gmail.com; David shulkin [drshulkin@aol.com]
Subject: Re: connecting in advance of June 14 call

Yes

Sent from my iPad
Bruce Moskowitz M.D.

On Jun 10, 2017, at 7:10 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Most definitely concerning- should we get on an internal call before our 11am call to discuss this and other open ended items-maybe 15-30 minutes prior
>
> Sent from my iPad
>
> On Jun 10, 2017, at 7:04 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> > This is Darin and I specifically told him not to meet without the rest of the team giving input. The CEO's are not going to be happy since they have invested a great deal of time working on the full agenda which is interrelated
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **From:** (b) (6) <(b) (6) apple.com>
> > **Date:** June 10, 2017 at 6:28:59 PM EDT
> > **To:** Bruce Moskowitz <(b) (6) mac.com>
> > **Cc:** (b) (6) <(b) (6) @apple.com>, (b) (6) (b) (6) @apple.com>
> > **Subject: connecting in advance of June 14 call**
> >
> > Hi Bruce,
> > I wanted to touch base before the call on June 14th to make sure we understand the goals and agenda and are fully prepared. I also wanted to let you know that the Apple team met with the VA this past Thursday and made good progress. The VA stated that EHRs mobility is their first priority and the discussion focused on this work and how Apple and the five medical centers can partner to realize that goal as quickly as possible. As that work moves forward, the other three work steams (physician geolocation app, medication tracking, and transitions of care) can then be folded in. The VA has already done a lot of work to make their systems compatible with the argonaut standard (an important first step), and they are pushing to complete that work in order to move forward. The Apple team will support that effort as needed. The group also identified questions for both the VA and Apple, and the teams are

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now working internally to be ready to meet again and take the discussions forward.

From my perspective, it makes sense to use the call on June 14th to report on this meeting and outline next steps. I'm not sure that we are at a point where this discussion needs to be overly technical or include proprietary information, but I do think it will be useful to report in to Ike and (b) (6) about the work so far.

Please let me know if this sounds right to you.
Thanks,
(b) (6)

(b) (6) Vice President for Public Policy, Americas • Apple • 202.772.(b) (6)

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/20/2017 3:00:03 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Posted from dca

Who took the picture and posted it

Sent from my iPhone

On May 19, 2017, at 9:36 PM, David Shulkin <drshulkin@aol.com> wrote:

> http://static.politico.com/42/e4/5939a2ed48b68345153650bc5c36/fullsizerender.jpg
>
> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/20/2017 2:36:18 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Posted from dca

http://static.politico.com/42/e4/5939a2ed48b68345153650bc5c36/fullsizerender.jpg

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/20/2017 11:01:16 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re:

Agree better to find out now while probation still in existence

Sent from my iPhone

> On May 20, 2017, at 6:56 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> I have asked her similar questions based on a briefing she did a couple of weeks ago- I will now send her an email and copy you on it- I am still not getting good vibes, she never responded to the questions I had of her prior to the Brain Trust
>
> Sent from my iPhone
>
>> On May 20, 2017, at 4:03 PM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> My suggestion for research is to request a brief strategic document from Rachael on where they are going to focus their efforts (does it align with our priorities?) and what they should be doing and not doing.
>>
>> Is there a plan to get more external funding?
>>
>> How will they use their budget to get more value from research or is it business as usual?
>>
>> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/20/2017 10:56:50 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

I have asked her similar questions based on a briefing she did a couple of weeks ago- I will now send her an email and copy you on it- I am still not getting good vibes, she never responded to the questions I had of her prior to the Brain Trust

Sent from my iPhone

> On May 20, 2017, at 4:03 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> My suggestion for research is to request a brief strategic document from Rachael on where they are going to focus their efforts (does it align with our priorities?) and what they should be doing and not doing.
>
> Is there a plan to get more external funding?
>
> How will they use their budget to get more value from research or is it business as usual?
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/20/2017 6:54:36 PM
To: Poonam Alaigh [(b) (6) hotmail.com]

My suggestion for research is to request a brief strategic document from Rachael on where they are going to focus their efforts (does it align with our priorities?) and what they should be doing and not doing.

Is there a plan to get more external funding?

How will they use their budget to get more value from research or is it business as usual?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/3/2017 11:31:40 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Is this true?newt

Ok- i guess i didnt see friday so now i understand yoyr text friday am

Sent from my iPhone

On Jun 3, 2017, at 6:40 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> This was the article that I sent you Friday morning that you couldn't open that triggered our early morning discussion.
>
> We will discuss, but amongst the 3 of us first.
>
> You have charged us to let you know if you are not pushing us hard enough or pushing too hard and I need you to hear from us.
>
> BTW- last night, all I dreamt about was your frustration and your accountability message in various visual clips, the content was the same but the backdrop was different
>
> Sent from my iPhone
>
> On Jun 3, 2017, at 4:03 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> > Sorry to ruin your weekend - not my intent but this is was Predictable and totally unnecessary had vha acted on friday- i pleaded to do something
> >
> > This is killing everything we are working for and is so disappointing
> >
> > We need to discuss on monday at report- and we will need to consider a different process
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **From:** Thirdwave2 <thirdwave2@speakergingrich.com>
> > **Date:** June 3, 2017 at 3:48:53 PM EDT
> > **To:** Dr Shulkin <drshulkin@aol.com>
> > **Subject: Is this true?newt**
> >
> > Sent from my iPad
> >
> > Begin forwarded message:

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From: [redacted]
<[redacted]gingrichproductions.com>
Date: June 2, 2017 at 8:21:30 PM GMT+2
To: Thirdwave2
<thirdwave2@speakergingrich.com>
Subject: Report: Demoted District VA head lands new 'high-ranking job' | TheHill

http://thehill.com/policy/defense/335963-demoted-dc-va-head-gets-new-high-ranking-job-at-va-headquarters-report

The demoted head of D.C.'s Department of Veterans Affairs (VA) hospital is now in a high-ranking post at the VA's headquarters, according to NBC4 in Washington.

Brian Hawkins's new role follows his April demotion, which was prompted by a government watchdog's scathing report warning that patients at the VA center in Washington, D.C., were at risk due to staffing deficiencies and inventory management. He had been in the post since 2011.

The Hill has reached out to the VA for comment regarding Hawkins's new position.
The VA said in April it would take additional disciplinary actions if appropriate.

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Transferring Your Credit Card Balance To a 21-Month 0% APR is Ingenious

By Next Advisor

A major card issuer is offering an industry-best 21-month 0% APR on balance transfers and new purchases. Pay no interest until 2018

Read More

"VA's top priority is to ensure that no patient has been harmed. If appropriate, additional disciplinary actions will be taken in accordance with the law," the VA said in a statement at the time.

The report on Hawkins's new role comes the same day that NBC4 reported that D.C.'s Metropolitan Police Department and top officials at the Washington VA medical center are investigating after the discovery of a missing veteran's body outside of the medical center.

The veteran was reported missing on May 15, after he didn't return home from an appointment at the VA. His body was not found until May 17.

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/3/2017 10:40:07 PM
To: David shulkin [Drshulkin@aol.com]
CC: Vivieca Simpson [(b) (6) gmail.com]
Subject: Re: Is this true?newt

This was the article that I sent you Friday morning that you couldn't open that triggered our early morning discussion.

We will discuss, but amongst the 3 of us first.

You have charged us to let you know if you are not pushing us hard enough or pushing too hard and I need you to hear from us.

BTW- last night, all I dreamt about was your frustration and your accountability message in various visual clips, the content was the same but the backdrop was different

Sent from my iPhone

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> Sorry to ruin your weekend - not my intent but this is was Predictable and totally unnecessary had vha acted on friday- i pleaded to do something
>
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>
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>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** Thirdwave2 <thirdwave2@speakergingrich.com>
> > **Date:** June 3, 2017 at 3:48:53 PM EDT
> > **To:** Dr Shulkin <drshulkin@aol.com>
> > **Subject: Is this true?newt**
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> > > **From:** (b) (6) <(b) (6) gingrichproductions.com>
> > > **Date:** June 2, 2017 at 8:21:30 PM GMT+2
> > > **To:** Thirdwave2 <thirdwave2@speakergingrich.com>
> > > **Subject: Report: Demoted District VA head lands new 'high-ranking job' | TheHill**

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Sent from my iPhone

AMERICAN OVERSIGHT

Message

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Sent: 6/3/2017 8:03:18 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: Vivieca Simpson [(b) (6) gmail.com]
Subject: Fwd: Is this true?newt

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> > **Date:** June 2, 2017 at 8:21:30 PM GMT+2
> > **To:** Thirdwave2 <thirdwave2@speakergingrich.com>
> > **Subject: Report: Demoted District VA head lands new 'high-ranking job' | TheHill**
> >
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> >
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The veteran was reported missing on May 15, after he didn't return home from an appointment at the VA. His body was not found until May 17.

AMERICAN OVERSIGHT

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/28/2017 10:02:59 PM
To: (b) (6) [(b) (6) gmail.com]
Attachments: IMG_4028.JPG; Untitled attachment 00519.txt

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/7/2017 2:11:12 AM
To: David shulkin [Drshulkin@aol.com]
CC: (b) (6) [JJCUS] [(b) (6) ts.jnj.com]; (b) (6) [JSGUS] [(b) (6) ts.jnj.com]; (b) (6) [(b) (6) va.gov]; (b) (6) [JRDUS] [(b) (6) ts.jnj.com]; (b) (6) [JJCUS] [(b) (6) ts.jnj.com]; (b) (6) [JJCUS] [(b) (6) its.jnj.com]; (b) (6) [DPYUS] [(b) (6) ITS.JNJ.com]; (b) (6) [(b) (6) va.gov]
Subject: Re: Tom Hanks and Integrated Marketing Campaign

This is the kind of momentum our Suicide Prevention movement needs - thanks to the team for making this happen and for all of your collective efforts

Sent from my iPhone

> On Jun 6, 2017, at 9:52 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> Please accept my sincere congratulations as well
>
> Your efforts will make a big difference
>
> David Shulkin
>
> Sent from my iPhone
>
>> On Jun 6, 2017, at 6:24 PM, (b) (6) [JJCUS] <(b) (6) ts.jnj.com> wrote:
>>
>> (b) (6) and Team,
>>
>> Congratulations on this great step forward with the campaign!
>>
>> Tom's participation will help to increase the notoriety and impact of our overall program. I know everyone has been working hard to pul this together. I'm confident this will produce something that will help our Veterans in a very significant manner.
>>
>> Please let us know how we can support you!
>>
>> (b) (6)
>>
>>> On Jun 6, 2017, at 5:09 PM, (b) (6) [JSGUS] <(b) (6) ts.jnj.com> wrote:
>>>
>>> Dear Secretary Shulkin, Under Secretary Alaigh, and (b) (6)
>>> I am pleased to share with all of you that Tom Hanks has agreed to support our Integrated Marketing Campaign focused on veteran's suicide prevention. Initially, Mr. Hanks was unable to support us due to an intense filming schedule for the next 3 months. After working closely with his team to come up with different options, he has graciously agreed to offer his talents by providing a voiceover for the campaign. We believe his involvement will have a significant impact on our efforts.
>>> We could not have made this connection without the support of Ike Perlmutter and (b) (6) and I have already thanked them both on our behalf. Our teams continue to work diligently together to overcome challenges and are confident that we will deliver on the 10 point plan that was approved. We look forward to sharing an update with you as we continue to move forward on this critically important initiative.
>>>
>>> Respectfully Submitted
>>> (b) (6)
>>>
>>> Sent from my iPad
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/7/2017 1:42:12 AM
To: [redacted] [JJCUS] [redacted]
CC: [redacted] [JSGUS] [redacted]; Dr. Poonam Alaigh [redacted]; [redacted] [redacted]; [redacted] [JRDUS] [redacted]; [redacted] [JJCUS] [redacted]; [redacted] [JJCUS] [redacted]; [redacted] [DPYUS] [redacted]; [redacted] [redacted]
Subject: Re: Tom Hanks and Integrated Marketing Campaign

Please accept my sincere congratulations as well

Your efforts will make a big difference

David Shulkin

Sent from my iPhone

> On Jun 6, 2017, at 6:24 PM, [redacted] [JJCUS] <[redacted] wrote:
>
> [redacted] and Team,
>
> Congratulations on this great step forward with the campaign!
>
> Tom's participation will help to increase the notoriety and impact of our overall program. I know everyone has been working hard to pul this together. I'm confident this will produce something that will help our Veterans in a very significant manner.
>
> Please let us know how we can support you!
>
> [redacted]
>
>> On Jun 6, 2017, at 5:09 PM, [redacted] [JSGUS] <[redacted] wrote:
>>
>> Dear Secretary Shulkin, Under Secretary Alaigh, and [redacted]
>> I am pleased to share with all of you that Tom Hanks has agreed to support our Integrated Marketing Campaign focused on veteran's suicide prevention. Initially, Mr. Hanks was unable to support us due to an intense filming schedule for the next 3 months. After working closely with his team to come up with different options, he has graciously agreed to offer his talents by providing a voiceover for the campaign. We believe his involvement will have a significant impact on our efforts.
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>>
>> Respectfully Submitted
>> [redacted]
>>
>> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: [redacted] [JJCUS] [redacted]ts.jnj.com]
Sent: 6/6/2017 10:24:04 PM
To: [redacted] [JSGUS] [redacted]ts.jnj.com]
CC: David Shulkin [Drshulkin@aol.com]; Dr. Poonam Alaigh [redacted]notmail.com]; [redacted] [redacted]va.gov]; [redacted] [JRDUS] [redacted]ts.jnj.com]; [redacted] [JJCUS] [redacted]ts.jnj.com]; [redacted] [JJCUS] [redacted]its.jnj.com]; [redacted] [DPYUS] [redacted]ITS.JNJ.com]; [redacted] [redacted]va.gov]
Subject: Re: Tom Hanks and Integrated Marketing Campaign

[redacted] and Team,

Congratulations on this great step forward with the campaign!

Tom's participation will help to increase the notoriety and impact of our overall program. I know everyone has been working hard to pul this together. I'm confident this will produce something that will help our Veterans in a very significant manner.

Please let us know how we can support you!

[redacted]

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>
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> We could not have made this connection without the support of Ike Perlmutter and [redacted] and I have already thanked them both on our behalf. Our teams continue to work diligently together to overcome challenges and are confident that we will deliver on the 10 point plan that was approved. We look forward to sharing an update with you as we continue to move forward on this critically important initiative.
>
> Respectfully Submitted
> [redacted]
>
> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/6/2017 2:47:27 AM
To: (b) (6) gmail.com; (b) (6) [(b) (6) hotmail.com]
Subject: Fwd:

Sent from my iPhone

Begin forwarded message:

From: Ivanka Kushner <(b) (6) ijkfamily.com>
Date: June 5, 2017 at 10:13:45 PM EDT
To: David Jonathan Shulkin <drshulkin@aol.com>

Thank you for joining us!!!



AMERICAN OVERSIGHT

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

Message

From: Ivanka Kushner [(b) (6) jkfamily.com]
Sent: 6/6/2017 2:13:45 AM
To: David Jonathan Shulkin [drshulkin@aol.com]
Attachments: IMG_4229.JPG; ATT00001.txt; IMG_4226.JPG; ATT00002.txt; IMG_4225.JPG; ATT00003.txt

Thank you for joining us!!!

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/20/2017 1:08:19 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Agenda for tomorrow call

I think the agenda is good

I can add my idea under the hiring agenda item

I wasnt aware of the dr (b) (6) deliverable- maybe Poonam is tracking

Sent from my iPhone

> On May 20, 2017, at 8:55 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> Perhaps you can review and add to it. ike likes the idea of hiring that you mentioned.
> We should discuss his problem with the Apple call and who is in charge should be discussed prior to call offline I am available anytime to discuss. I understand the concern from the last memo sent.
>
> Also Marc is concerned that according to inventory management minutes under action items:
> Dr. (b) (6) was to have a report available for the group May 19 and it did not materialize
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/20/2017 12:55:08 PM
To: David shulkin [drshulkin@aol.com]
Subject: Agenda for tomorrow call

Perhaps you can review and add to it. ike likes the idea of hiring that you mentioned.
We should discuss his problem with the Apple call and who is in charge should be discussed prior to call offline I am available anytime to discuss. I understand the concern from the last memo sent.

Also Marc is concerned that according to inventory management minutes under action items:
Dr. (b) (6) was to have a report available for the group May 19 and it did not materialize

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/18/2017 11:10:07 AM
To: David Shulkin [drshulkin@aol.com]

Need to discuss FACA suicide prevention , Klein, quality metrics in Choice

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/28/2017 2:32:22 PM
To: bob mcDonald [(b) (6) gmail.com]

Bob- I wanted to wish you and your family a very happy Memorial Day. I hope things are well with you. I hope (b) (6) wedding was fantastic.

Best Wishes,

David

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/10/2017 9:34:19 PM
To: (b) (6) gmail.com
Subject: Re: From tom bowman-

I think she is going to be a veterans appeals judge

-----Original Message-----
From: Vivieca Simpson <(b) (6) gmail.com>
To: David shulkin <Drshulkin@aol.com>
Sent: Sat, Jun 10, 2017 3:08 pm
Subject: Re: From tom bowman-

She is not on our list for anything.

On Jun 8, 2017 06:18, "David shulkin" <Drshulkin@aol.com> wrote:
So who is amanda meredith?

Sent from my iPhone

On Jun 7, 2017, at 9:56 PM, Vivieca Simpson <(b) (6) gmail.com> wrote:

We did and they told Cheryl Mason she was moving forward. Will check.

On Jun 7, 2017 18:50, "David shulkin" <Drshulkin@aol.com> wrote:
I thought we nominated Carol

Tom writes;

Amanda Meredith my deputy was announced as nominee for Court of Appeals for Veterans Claims...very deserving

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Vivieca Simpson [(b) (6) gmail.com]
Sent: 6/10/2017 7:08:53 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: From tom bowman-

She is not on our list for anything.

On Jun 8, 2017 06:18, "David shulkin" <Drshulkin@aol.com> wrote:
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Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/8/2017 10:18:16 AM
To: Vivieca Simpson [(b) (6) gmail.com]
Subject: Re: From tom bowman-

So who is amanda meredith?

Sent from my iPhone

On Jun 7, 2017, at 9:56 PM, Vivieca Simpson <(b) (6) gmail.com> wrote:

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> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Vivieca Simpson [(b) (6) gmail.com]
Sent: 6/8/2017 1:56:20 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: From tom bowman-

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I thought we nominated Carol

Tom writes;

Amanda Meredith my deputy was announced as nominee for Court of Appeals for Veterans Claims...very deserving

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/7/2017 10:50:54 PM
To: Vivieca Simpson [(b) (6) gmail.com]
Subject: From tom bowman-

I thought we nominated Carol

Tom writes;

Amanda Meredith my deputy was announced as nominee for Court of Appeals for Veterans Claims...very deserving

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/17/2017 10:49:06 AM
To: David shulkin [drshulkin@aol.com]
CC: IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Re: DOD VA

I think to make progress we should look at preventative measures first. This will prevent the "hot button issue for the VSO". Also I think we need to understand immediately the preventive pathway for diabetes and tinnitus that are projected to go up possibly 20 billion next year. If we do not act soon we will need to ask for a budget instead of using our intellectual capital to reduce the budget.

Sent from my iPad
Bruce Moskowitz M.D.

> On May 16, 2017, at 7:31 AM, Bruce Moskowitz <(b) (6) me.com> wrote:
>
> This seems reasonable however we need information on early detection and prevention from the DOD
>
> Sent from my iPhone
>
>> On May 16, 2017, at 7:26 AM, (b) (6) EOP/WHO <(b) (6) who.eop.gov> wrote:
>>
>> Bruce and Ike, I started with a discussion with Sec Shulkin and told him of the advancements in tinnitus and PTSD testing, the need for diabetes prevention in DOD, and the need for base-line tests in general. Sec Shulkin is in complete agreement that Disabilities are a core problem for the VA. He believes they need to be dealt with holistically with a fundamental change in approach and he will pull together his person focused on the issue, (b) (6) and prepare a report and potential course of action for our review quickly. He believes it will be advisable to have an independent group study and advise on any changes as it will be a hot-button issue for VSO's.
>> As to the tinnitus and PTSD tests Sec Shulkin is aware, excited about their progress, will monitor their development as they hopefully become closer to being able to utilized.
>> Per this conversation the next step would be to receive from Sec Shulkin for his overall ideas on disabilities which I may include base-line tests and preventative steps while on active duty.
>>
>> If you think he should approach it differently (including meetings you recommend) we may want to have a group discussion w Sec Shulkin to discuss. If you think I should contact DOD outside of the VA please let me know.
>>
>>
>> -----Original Message-----
>> From: Bruce Moskowitz [mailto:(b) (6) me.com]
>> Sent: Tuesday, May 16, 2017 6:51 AM
>> To: (b) (6) EOP/WHO <(b) (6) who.eop.gov>
>> Cc: IP <(b) (6) frenchangel59.com>
>> Subject: DOD VA
>>
>> Have you been able to select who at the DOD will be working with us on the disability program? Thank you
>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) me.com]
Sent: 5/16/2017 11:31:19 AM
To: (b) (6) EOP/WHO [(b) (6) who.eop.gov]
CC: IP [(b) (6) frenchangel59.com]; drshulkin@aol.com
Subject: Re: DOD VA

This seems reasonable however we need information on early detection and prevention from the DOD

Sent from my iPhone

> On May 16, 2017, at 7:26 AM, (b) (6) EOP/WHO <(b) (6) who.eop.gov> wrote:
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>
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> From: Bruce Moskowitz [mailto:(b) (6) me.com]
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> Cc: IP <(b) (6) frenchangel59.com>
> Subject: DOD VA
>
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>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 2:37:30 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]
Subject: See the part on the President

http://www.appliancedoctorx.com/miele-appliance-repair-manhattan/

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/1/2017 2:12:09 AM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Ike

Thanks

Sent from my iPad

> On May 31, 2017, at 8:59 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> Will talk with you for a plan to start cost savings initiative and Terry Fadem starting a revenue stream. Also we discussed at dinner the 5 CEO's testifying of how effective your leadership has been.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/1/2017 12:59:36 AM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
CC: IP [(b) (6) frenchangel59.com]
Subject: Ike

Will talk with you for a plan to start cost savings initiative and Terry Fadem starting a revenue stream. Also we discussed at dinner the 5 CEO's testifying of how effective your leadership has been.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/10/2017 4:28:47 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; David shulkin [drshulkin@aol.com]
Subject: Risk factors associated with suicide in current and former US military personnel. - PubMed - NCBI

The study provides the best evidence to proceed with a mental health and wellness telemedicine initiative since deployment was not a factor.
https://www.ncbi.nlm.nih.gov/pubmed/23925620

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/23/2017 4:51:48 PM
To: David shulkin [drshulkin@aol.com]
Subject: Reminders

1. HR
2. CIO
3. 3 Executive Orders
4. Darin Selnik – VA (Apple) – Do not invite him. Speak to (b) (6)
5. Congresswoman - Elise Stefanik
6. Inventory Management
7. VA General Counsel / Meghan Flanz
8. Apple Call – ENR
9. Disability Claims
10. Camilo Sandoval - OK
11. Terry Fadem – Licensing - OK

AMERICAN OVERSIGHT

Message

From: Jared Kushner [(b) (6) ijkfamily.com]
Sent: 5/24/2017 2:46:19 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Thanks so much! Very excited about the trip – seems to have been a homerun so far! C should be great

On 5/23/17, 2:51 AM, "David shulkin" <Drshulkin@aol.com> wrote:

> Jared- Carmillo started at VA today- thanks for the help.
>
> You looked great at the Western Wall
>
> Great coverage stateside
>
> David
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 12:51:45 AM
To: Jared Kushner [(b) (6) ijkfamily.com]

Jared- Carmillo started at VA today- thanks for the help.

You looked great at the Western Wall

Great coverage stateside

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 12:15:00 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: New York Post: Mowdown mayhem in Times Square

Another one

Sent from my iPhone

Begin forwarded message:

From: (b) (6) @aol.com
Date: May 19, 2017 at 6:57:47 AM EDT
To: Dave Shulkin <DRShulkin@aol.com>
Subject: New York Post: Mowdown mayhem in Times Square

I thought you might be interested in this story from the New York Post.

A Navy washout on a suicide mission plowed his car through three blocks of sidewalk pedestrian traffic in Times Square on Thursday — killing a teenage tourist and injuring 22 others.

"You were supposed to shoot me! I wanted to kill them," Richard Rojas, 26, told police after his bloody rampage, according to sources.

The killer, who has been arrested twice for drunken driving, was heading south on Seventh Avenue at 11:55 a.m. when he pulled a sudden U-turn at West 42nd Street, then barreled north — the wrong way — sending victims flying and witnesses running for their lives.

Rojas, of The Bronx, finally crashed his Honda Accord into a stanchion at Broadway and 45th Street — then got out of the car and ran toward a group of people with his arms outstretched before being tackled by law enforcement, including a transit cop and an FBI agent.

"He was driving like a madman and screaming," eyewitness Michael Rickerby, 24, a tourist from Tennessee told The Post. "It looked like he was trying to hit people. He had the angriest, craziest face, and he was literally going after people."

Witnesses watched in horror as Rojas' car raced up the sidewalk, killing Michigan tourist Alyssa Elsman, 18, who was standing near her 13-year-old sister, between 42nd and 43rd streets.

The incident sparked fears of terrorism, but officials said they have no reason to believe that played a role in the carnage.

"Based on the information we have at this moment, there is no indication that this was an act of terror," Mayor de Blasio said.

Of the 22 injured, four were rushed to hospitals in serious condition, with open fractures and "multiple traumas," officials said.

AMERICAN OVERSIGHT

"None of those four are likely to perish. We're very hopeful. . . that they will survive," said FDNY Commissioner Daniel Nigro.

Rojas was taken to the Midtown South Precinct station house, where he told police that he had hoped to commit suicide-by-cop, sources said. He wasn't drunk, but police suspect that he may have been using drugs, for which he was undergoing testing Thursday afternoon, sources said.

Rojas was arrested for drunken driving in 2008 and again in 2015. Most recently, he was busted on May 11 for threatening a man who had come to his home to get an annuity notarized.

"You're trying to steal my identity," he told the man as he held up a knife to his throat, according to court papers.

In that incident, he was charged with menacing and criminal possession of a weapon but pleaded guilty to harassment.

Rojas served in the Navy as an electrician's mate fireman apprentice from 2011 to 2014 and was dishonorably discharged, sources said.

He was arrested in 2012 at a naval base in Jacksonville, Fla., for allegedly attacking a cabdriver and threatening to kill cops, according to court records obtained by Reuters.

"My life is over," he shouted at the cabby before his bust. Rojas was charged with misdemeanor battery and resisting an officer without violence.

In 2013, he also spent a couple months behind bars in a military prison in Charleston, SC, but it's unclear why he was locked up. A pal said he was never the same after his stint in the military and took to drinking to relieve his stress.

"He finally came home, and it was hard for him to find a job," said Harrison Ramos, 30. "He was having a lot of bad nightmares. He was talking crazy. He was acting strange."

Rojas would rant about "demons and devils" and became wrapped up in conspiracy theories — a far cry from his behavior before his military service, Ramos said.

"He started drinking to help with his problems. He didn't drink before," the friend said. "I saw him about a week ago, and I asked him how's he doing, and he sounded lost in the world, like he wasn't with all his five senses."

But on Wednesday night, Rojas appeared to be in "good spirits" as he celebrated getting his impounded car back, another friend said.

"He just got his car back, a Honda," said José Medrano, 27. "He was happy about it. He said they had taken his car for lack of payment. He'd just gotten it back and was happy. He was drinking last night out here, with his friends."

The next day, Rojas used the Honda for his deadly spree.

Witnesses recalled victims being lifted off the ground by his car, as mortified pedestrians ran for shelter.

AMERICAN OVERSIGHT

"I see this woman was mid-air and this guy is revving his engine and just going full-speed," said deliveryman Julio Sanchez River, 20.

"He was on the curb between 42nd and 43rd. It was a pretty scary sight. It was really gruesome. There were clothes and shoes everywhere."

Rojas resisted until the end, punching a police officer while struggling to get away, witnesses said.

Civilians also sprung into action to help capture him, including Alphe Balde, 57, who works in Times Square for Gray Line Tours.

"I grabbed him by the neck," he said. "I said, 'You're not getting away.' "

Additional reporting by Kevin Fasick and Danielle Furfaro

For more from the New York Post and to download our apps, visit NYPost.com.

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 9/25/2018 1:50:31 PM
To: drshulkin@aol.com
Subject: Fwd: Ike and Apple

-----Original Message-----
From: Bruce Moskowitz <(b) (6) mac.com>
To: drshulkin <drshulkin@aol.com>
Sent: Tue, Feb 28, 2017 6:46 am
Subject: Ike and Apple

I was asked by Ike to lead the call and I want to present a short list of needed technology in a first phase. Please review and change or add to it as needed. Thank you

We will need the full expertise of the company to develop the following:

The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location.

We will need the ability for Veterans to download the records from both the Veteran sector and private sector on their smartphone.

We will need to work together in developing health related apps that can be used by the VA and those in active service. We have a good group between the five medical centers, researchers affiliated with the VA and the brilliant group at Apple to provide the R&D.

We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.

Finally, there will need to be a more efficient and comprehensive platform in telemedicine especially for mental health services.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) [redacted] mac.com]
Sent: 2/28/2017 12:06:12 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Ike and Apple

Good point we have access to a free management person who will donate his time if you want.

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 28, 2017, at 7:01 AM, David shulkin <Drshulkin@aol.com> wrote:

> I think this is perfect
>
> Maybe we need both software development support and a management person to oversee the strategy and implementation
>
> Sent from my iPhone
>
> On Feb 28, 2017, at 6:46 AM, Bruce Moskowitz <(b) (6) [redacted] mac.com> wrote:
>
> > I was asked by Ike to lead the call and I want to present a short list of needed technology in a first phase. Please review and change or add to it as needed. Thank you
> >
> > We will need the full expertise of the company to develop the following:
> >
> > The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location.
> >
> > We will need the ability for Veterans to download the records from both the Veteran sector and private sector on their smartphone.
> >
> > We will need to work together in developing health related apps that can be used by the VA and those in active service. We have a good group between the five medical centers, researchers affiliated with the VA and the brilliant group at Apple to provide the R&D.
> >
> > We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.
> >
> > Finally, there will need to be a more efficient and comprehensive platform in telemedicine especially for mental health services.
>
> Sent from my iPad

AMERICAN OVERSIGHT

Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 2/28/2017 12:01:06 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Ike and Apple

I think this is perfect

Maybe we need both software development support and a management person to oversee the strategy and implementation

Sent from my iPhone

On Feb 28, 2017, at 6:46 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:

> I was asked by Ike to lead the call and I want to present a short list of needed technology in a first phase. Please review and change or add to it as needed. Thank you
>
> We will need the full expertise of the company to develop the following:
>
> The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location.
>
> We will need the ability for Veterans to download the records from both the Veteran sector and private sector on their smartphone.
>
> We will need to work together in developing health related apps that can be used by the VA and those in active service. We have a good group between the five medical centers, researchers affiliated with the VA and the brilliant group at Apple to provide the R&D.
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> We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.
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>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) [redacted]mac.com]
Sent: 2/28/2017 11:46:09 AM
To: drshulkin@aol.com
Subject: Ike and Apple

I was asked by Ike to lead the call and I want to present a short list of needed technology in a first phase. Please review and change or add to it as needed. Thank you

We will need the full expertise of the company to develop the following:

The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location.

We will need the ability for Veterans to download the records from both the Veteran sector and private sector on their smartphone.

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We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.

Finally, there will need to be a more efficient and comprehensive platform in telemedicine especially for mental health services.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/10/2017 5:51:04 PM
To: (b) (6) [(b) (6) frenchangel59.com]

(b) (6) i tried Ike in his apartment but no luck- any other ideas on how to reach him?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/20/2017 10:51:14 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]
Subject: Re: Ike

I can get an interim loaner for possibly a year reasonably soon quickly if they do not have to move.

Sent from my iPhone

On May 20, 2017, at 6:35 PM, Marc Sherman <(b) (6) gmail.com> wrote:

> Thanks. On the HR portion of the agenda, it will be useful to focus on developing an action plan to getting an HR person on board. I was not quite moved by the strategy suggested on Friday's call. We don't have the time or luxury to take a year to fill the spot with the perfect person after an extensive retained search. We need an interim "loaner" NOW. Then we can think about long term solutions.
>
> Marc Sherman
> (202) 758-(b) (6)
>
> On May 20, 2017 8:22 AM, "Bruce Moskowitz" <(b) (6) mac.com> wrote:
> Will set up a hour call for Sunday agenda
>
> HR and managers is top consideration
>
> Inventory management update
>
> Disability Claims
>
> Apple Call and EMR

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/20/2017 10:43:58 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; IP [(b) (6) frenchangel59.com]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Ike

I am putting the hiring protocols and preferences on my agenda with Isakson and Roe. I passed it by Tom today and he agreed that would be useful. We need to put a stop to those absurd rules. I need more info from someone at VA on how these rules work before my Hill meetings. Also, David, i am thinking that a meeting for me (or you) with Senator Tester on the subject would also love the ball. I can explain why tomorrow. Let me know your thoughts when we talk.

Marc Sherman
(202) 758-(b) (6)

On May 20, 2017 6:35 PM, "Marc Sherman" <(b) (6) gmail.com> wrote:

> Thanks. On the HR portion of the agenda, it will be useful to focus on developing an action plan to getting an HR person on board. I was not quite moved by the strategy suggested on Friday's call. We don't have the time or luxury to take a year to fill the spot with the perfect person after an extensive retained search. We need an interim "loaner" NOW. Then we can think about long term solutions.
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AMERICAN OVERSIGHT

Message

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Sent: 5/20/2017 12:22:55 PM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; (b) (6) gmail.com; (b) (6) gmail.com
Subject: Ike

Will set up a hour call for Sunday agenda

HR and managers is top consideration

Inventory management update

Disability Claims

Apple Call and EMR

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/11/2017 7:04:34 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re:

Ok send me the address

Sent from my iPhone

> On May 11, 2017, at 1:59 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Let's catch up today for a quick dinner with (b) (6) can we do it with Dennis and your security detail- we can then go over everything that you wanted - a Chinese or Thai place - I know a good one - I have a lot to catch up with you on. Getting back from a meeting with Tom Bowman
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> Sent from my iPhone
>
>> On May 11, 2017, at 1:28 PM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> Ethics turned me down for tonights event at the japanese embassy since there was no VA business reason - so sorry we cant go- bummer
>>
>> Do we want to go out with (b) (6) Or should we just catch up on sleep?
>>
>> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/11/2017 5:59:42 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Let's catch up today for a quick dinner with (b) (6) can we do it with Dennis and your security detail- we can then go over everything that you wanted - a Chinese or Thai place - I know a good one - I have a lot to catch up with you on. Getting back from a meeting with Tom Bowman

Sent from my iPhone

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AMERICAN OVERSIGHT

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Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]va.gov]
Sent: 5/14/2017 1:58:06 PM
To: 'David Shulkin' [drshulkin@aol.com]
Subject: RE: [EXTERNAL] Fwd: From newt

Ok will do, that Sunday 6/18.

-----Original Message-----
From: David Shulkin [drshulkin@aol.com]
Sent: Sunday, May 14, 2017 09:41 AM Eastern Standard Time
To: [redacted]
Subject: Re: [EXTERNAL] Fwd: From newt

lets plan on that

I wonder when fathers day is?

-----Original Message-----
From: [redacted] <[redacted]va.gov>
To: 'David Shulkin' <drshulkin@aol.com>
Sent: Sun, May 14, 2017 8:08 am
Subject: RE: [EXTERNAL] Fwd: From newt

It would be the following:

June 18(Sunday) travel to Bentonville, Arkansas
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You have the option to be on the agenda for BioScience on June 20/21.

June 19 (Monday evening) travel to San Diego
June 20/21 (Tues/Wed) be on BioScience Agenda

Could be back in DC Wed night.

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From: David Shulkin [drshulkin@aol.com]
Sent: Sunday, May 14, 2017 08:00 AM Eastern Standard Time
To: [redacted]
Subject: Re: [EXTERNAL] Fwd: From newt

Would it be June 19 in Arkansas and June 20th in San Diego or is it different dates?

I'd like to try to get it to work

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From: [redacted] <[redacted]va.gov>
To: 'David Shulkin' <drshulkin@aol.com>
Sent: Sun, May 14, 2017 6:54 am
Subject: RE: [EXTERNAL] Fwd: From newt

AMERICAN OVERSIGHT

Roughly 5-6 hours, one connecting flight in Detroit, Denver, LAX or Houston. Or fly straight to Lax no connection (3.5hrs) and drive 2 hours to San Diego.

Certainly doable, but would be a lot.

-----Original Message-----
From: David Shulkin [drshulkin@aol.com]
Sent: Saturday, May 13, 2017 08:44 AM Eastern Standard Time
To: (b) (6)
Subject: Re: [EXTERNAL] Fwd: From newt

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-----Original Message-----
From: (b) (6) <(b) (6) va.gov>
To: 'drshulkin' <drshulkin@aol.com>
Sent: Sat, May 13, 2017 8:24 am
Subject: FW: [EXTERNAL] Fwd: From newt

Dr. Shulkin,

Have you had chance to review the summer calendar schedule? This is the bioscience engagement in San Diego, I'll speak to them on Monday and say we have not confirmed yet.

-----Original Message-----
From: (b) (6) [(b) (6) @bio.org]
Sent: Friday, May 12, 2017 12:19 PM Eastern Standard Time
To: (b) (6)
Subject: RE: [EXTERNAL] Fwd: From newt

Hi (b) (6)
Apologies for being a pest but are you available to speak with Jim today or even now by chance?

From: (b) (6)
Sent: Tuesday, May 09, 2017 11:01 AM
To: (b) (6) <(b) (6) va.gov>
Subject: RE: [EXTERNAL] Fwd: From newt

10:30am tomorrow or 1:30pm or 2pm???

From: (b) (6) [mailto (b) (6) va.gov]
Sent: Tuesday, May 09, 2017 10:57 AM
To: (b) (6) (b) (6) @bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Hi (b) (6) yes this is on our radar, would be happy to connect tomorrow. Please let me know what time.

From: (b) (6) [mailto (b) (6) bio.org]
Sent: Tuesday, May 09, 2017 10:46 AM
To: (b) (6)
Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

AMERICAN OVERSIGHT

Hi [redacted]
Just following up to see if you have a few minutes to chat with Jim regarding the invitation to Sec. Shulkin.

[redacted]

From: [redacted]
Sent: Friday, May 05, 2017 3:21 PM
To: [redacted] <[redacted]va.gov>
Subject: RE: [EXTERNAL] Fwd: From newt

Hi [redacted]
Happy Friday!!!! Please let me know what works for you next week for a quick call.

Thanks!
[redacted]

From: [redacted] [mailto[redacted]va.gov]
Sent: Wednesday, May 03, 2017 9:39 AM
To: [redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you – will review.

From: [redacted] [mailto[redacted]@bio.org]
Sent: Wednesday, May 03, 2017 9:33 AM
To: [redacted]
Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

Here you go. And as background, Secretary Shulkin met with several members of our Board in April here at BIO and had a great discussion.

Let me know once you review and are ready to speak with Jim.

[redacted]

From: [redacted] [mailto[redacted]va.gov]
Sent: Wednesday, May 03, 2017 5:33 AM
To: [redacted] <[redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Good morning, yes please send invitation for review. Would be glad to speak after that.

-----Original Message-----
From: [redacted]@bio.org]
Sent: Tuesday, May 02, 2017 10:23 PM Eastern Standard Time
To: [redacted]
Subject: RE: [EXTERNAL] Fwd: From newt

Hi Ms. [redacted] –

AMERICAN OVERSIGHT

Would you be able to speak with former Congressman Jim Greenwood, now President and CEO of the Biotechnology Innovation Organization (BIO), regarding the invitation? I am happy to send the formal invitation to you for review prior to speaking with Jim if that would be helpful. Or I can just have Jim forward you the invitation via email. Whatever works best for you.

Thanks so much for reaching out. Greatly appreciated!

(b) (6)

From: (b) (6) [mailto (b) (6) va.gov]
Sent: Tuesday, May 02, 2017 5:59 PM
To: (b) (6) (b) (6) @bio.org>
Subject: FW: [EXTERNAL] Fwd: From newt

Hi (b) (6) – Please let us know specifics when you can.

(b) (6) MBA
Special Advisor to the Secretary
Department of Veterans Affairs
202-461-(b) (6)
202-834-(b) (6)

From: (b) (6)
Sent: Tuesday, May 02, 2017 5:58 PM
To: 'thirdwave2@speakergingrich.com'; '(b) (6) bio.org'
Cc: '(b) (6) speakergingrich.com'
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you Speaker Gingrich.

---------- Forwarded message ----------
From: "Thirdwave2" < >
Date: May 2, 2017 5:21 PM
Subject: From newt
To: "(b) (6) gmail.com" <(b) (6) gmail.com>, "(b) (6) (b) (6) @bio.org>
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(b) (6) works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/14/2017 1:40:41 PM
To: (b) (6) va.gov
Subject: Re: [EXTERNAL] Fwd: From newt

lets plan on that

I wonder when fathers day is?

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From: (b) (6) <(b) (6) va.gov>
To: 'David Shulkin' <drshulkin@aol.com>
Sent: Sun, May 14, 2017 8:08 am
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It would be the following:

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June 20/21 (Tues/Wed) be on BioScience Agenda

Could be back in DC Wed night.

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Certainly doable, but would be a lot.

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Sent: Saturday, May 13, 2017 08:44 AM Eastern Standard Time

AMERICAN OVERSIGHT

To: [redacted]
Subject: Re: [EXTERNAL] Fwd: From newt

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Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

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[redacted]

From: [redacted]
Sent: Friday, May 05, 2017 3:21 PM

AMERICAN OVERSIGHT

To: [redacted] <[redacted]va.gov>
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Hi [redacted]
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Thanks!
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Thank you – will review.

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AMERICAN OVERSIGHT

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[b) (6) works for bio and they want to invite dr shulkin to a major event.her email is above newt

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AMERICAN OVERSIGHT

Message

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To: [b) (6)
Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

Here you go. And as background, Secretary Shulkin met with several members of our Board in April here at BIO and had a great discussion.

Let me know once you review and are ready to speak with Jim.

[b) (6)

From: [b) (6) [mailto[b) (6) va.gov]
Sent: Wednesday, May 03, 2017 5:33 AM
To: [b) (6) [b) (6) @bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Good morning, yes please send invitation for review. Would be glad to speak after that.

-----Original Message-----
From: [b) (6) [[b) (6) @bio.org]
Sent: Tuesday, May 02, 2017 10:23 PM Eastern Standard Time
To: [b) (6)
Subject: RE: [EXTERNAL] Fwd: From newt

Hi Ms. [b) (6) –

Would you be able to speak with former Congressman Jim Greenwood, now President and CEO of the Biotechnology Innovation Organization (BIO), regarding the invitation? I am happy to send the formal invitation to you for review prior to speaking with Jim if that would be helpful. Or I can just have Jim forward you the invitation via email. Whatever works best for you.

Thanks so much for reaching out. Greatly appreciated!

[b) (6)

From: [b) (6) [mailto[b) (6) va.gov]
Sent: Tuesday, May 02, 2017 5:59 PM
To: [b) (6) [b) (6) @bio.org>
Subject: FW: [EXTERNAL] Fwd: From newt

Hi [b) (6) – Please let us know specifics when you can.

AMERICAN OVERSIGHT

[redacted] MBA
Special Advisor to the Secretary
Department of Veterans Affairs
202-461-[redacted]
202-834-[redacted]

From: [redacted]
Sent: Tuesday, May 02, 2017 5:58 PM
To: 'thirdwave2@speakergingrich.com'; '[redacted]bio.org'
Cc: '[redacted]speakergingrich.com'
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you Speaker Gingrich.

---------- Forwarded message ----------
From: "Thirdwave2" < >
Date: May 2, 2017 5:21 PM
Subject: From newt
To: "[redacted]gmail.com" <[redacted]gmail.com>, "[redacted]@bio.org>
Cc: "[redacted] <[redacted]speakergingrich.com>

[redacted] works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/14/2017 11:59:58 AM
To: (b) (6) va.gov
Subject: Re: [EXTERNAL] Fwd: From newt

Would it be June 19 in Arkansas and June 20th in San Diego or is it different dates?

I'd like to try to get it to work

-----Original Message-----
From: (b) (6) <(b) (6) va.gov>
To: 'David Shulkin' <drshulkin@aol.com>
Sent: Sun, May 14, 2017 6:54 am
Subject: RE: [EXTERNAL] Fwd: From newt

Roughly 5-6 hours, one connecting flight in Detroit, Denver, LAX or Houston. Or fly straight to Lax no connection (3.5hrs) and drive 2 hours to San Diego.

Certainly doable, but would be a lot.

-----Original Message-----
From: David Shulkin [drshulkin@aol.com]
Sent: Saturday, May 13, 2017 08:44 AM Eastern Standard Time
To: (b) (6)
Subject: Re: [EXTERNAL] Fwd: From newt

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-----Original Message-----
From: (b) (6) <(b) (6) va.gov>
To: 'drshulkin' <drshulkin@aol.com>
Sent: Sat, May 13, 2017 8:24 am
Subject: FW: [EXTERNAL] Fwd: From newt

Dr. Shulkin,

Have you had chance to review the summer calendar schedule? This is the bioscience engagement in San Diego, I'll speak to them on Monday and say we have not confirmed yet.

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From: (b) (6) [(b) (6) @bio.org]
Sent: Friday, May 12, 2017 12:19 PM Eastern Standard Time
To: (b) (6)
Subject: RE: [EXTERNAL] Fwd: From newt

Hi (b) (6)
Apologies for being a pest but are you available to speak with Jim today or even now by chance?

From: (b) (6)
Sent: Tuesday, May 09, 2017 11:01 AM

AMERICAN OVERSIGHT

To: [redacted] <[redacted]va.gov>
Subject: RE: [EXTERNAL] Fwd: From newt

10:30am tomorrow or 1:30pm or 2pm???

From: [redacted] [mailto[redacted]va.gov]
Sent: Tuesday, May 09, 2017 10:57 AM
To: [redacted] <[redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Hi [redacted] yes this is on our radar, would be happy to connect tomorrow. Please let me know what time.

From: [redacted] [mailto[redacted]@bio.org]
Sent: Tuesday, May 09, 2017 10:46 AM
To: [redacted]
Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

Hi [redacted]
Just following up to see if you have a few minutes to chat with Jim regarding the invitation to Sec. Shulkin.

[redacted]

From: [redacted]
Sent: Friday, May 05, 2017 3:21 PM
To: [redacted] <[redacted]va.gov>
Subject: RE: [EXTERNAL] Fwd: From newt

Hi [redacted]
Happy Friday!!!! Please let me know what works for you next week for a quick call.

Thanks!
[redacted]

From: [redacted] [mailto[redacted]va.gov]
Sent: Wednesday, May 03, 2017 9:39 AM
To: [redacted] [redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you – will review.

From: [redacted] [mailto[redacted]@bio.org]
Sent: Wednesday, May 03, 2017 9:33 AM
To: [redacted]
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AMERICAN OVERSIGHT

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Thanks so much for reaching out. Greatly appreciated!

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202-461-[b) (6)]
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Thank you Speaker Gingrich.

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From: "Thirdwave2" < >
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AMERICAN OVERSIGHT

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(b) (6) works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]va.gov]
Sent: 5/14/2017 10:54:27 AM
To: 'David Shulkin' [drshulkin@aol.com]
Subject: RE: [EXTERNAL] Fwd: From newt

Roughly 5-6 hours, one connecting flight in Detroit, Denver, LAX or Houston. Or fly straight to Lax no connection (3.5hrs) and drive 2 hours to San Diego.

Certainly doable, but would be a lot.

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AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

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From: David Shulkin [drshulkin@aol.com]
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To: (b) (6) va.gov
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AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

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(b) (6) works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]va.gov]
Sent: 5/13/2017 12:24:50 PM
To: 'drshulkin' [drshulkin@aol.com]
Subject: FW: [EXTERNAL] Fwd: From newt

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AMERICAN OVERSIGHT

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[b) (6) works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/25/2017 9:06:16 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: David Shulkin [drshulkin@aol.com]; (b) (6) [(b) (6) @american.edu]; (b) (6) [(b) (6) @american.edu]
Subject: Re: HR

Great- please have (b) (6) from your office coordinate - she is super!

Sent from my iPad

> On May 25, 2017, at 4:30 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> June 19 after 10 we will have a call with the outstanding HR faculty (b) (6) and (b) (6) who are committed to solving the HR problem. Let me know if you have a calendar conflict.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/21/2017 11:34:14 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: HR

Sure

Sent from my iPhone

> On May 21, 2017, at 6:36 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> Ok to talk with (b) (6) owes me a favor? I will talk with Georgetown and GW
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AMERICAN OVERSIGHT

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From: David shulkin [Drshulkin@aol.com]
Sent: 5/21/2017 10:23:30 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: HR

I known (b) (6) well

It would be good if you know the GW or georgetown people as i dont

Sent from my iPhone

> On May 21, 2017, at 4:53 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> MED star is not for profit and I know the CEO (b) (6) I can also reach out to GW and Georgetown. Getting someone who does not have to move if they are excellent would be easier let me know if Medstar would be a problem.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/21/2017 8:53:25 PM
To: David shulkin [drshulkin@aol.com]
Subject: HR

MED star is not for profit and I know the CEO (b) (6) I can also reach out to GW and Georgetown. Getting someone who does not have to move if they are excellent would be easier let me know if Medstar would be a problem.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 6/11/2017 2:03:25 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: Bruce Moskowitz [(b) (6) mac.com]; L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; IP [(b) (6) frenchangel59.com]
Subject: Re: (b) (6)

Is there a call before the 11am call?

On Sat, Jun 10, 2017 at 7:30 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
Completely agree- let's discuss tomorrow before our 11am- what time should we get on the call- should we use the same call in number?

Sent from my iPhone

On Jun 10, 2017, at 7:28 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:

I have been in contact with the most knowledgeable physician in telemedicine (b) (6) and will contact the head of Yale Psychiatry who was in charge of the research. Our best chance is to assemble a team quickly to get it done. We do not need to do more research we need to act.

Sent from my iPad
Bruce Moskowitz M.D.

On Jun 10, 2017, at 7:22 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

Yes of course- I just cut and paste the link

Sent from my iPad

On Jun 10, 2017, at 7:21 PM, Marc Sherman <(b) (6) gmail.com> wrote:

Agree... Except for the forwarding part of course.

Marc Sherman
(202) 758-(b) (6)

On Jun 10, 2017 7:20 PM, "Poonam Alaigh"
<(b) (6) hotmail.com> wrote:
This is really good- I will forward to my VA team. Thanks a ton

Sent from my iPad

On Jun 10, 2017, at 10:20 AM, Bruce Moskowitz
<(b) (6) mac.com> wrote:

Again Kaiser is at forefront with mental health telemedicine. They offer this 24-7. This is what needs to get done and include the DOD.

AMERICAN OVERSIGHT

I thought you would be interested in the following story from The Wall Street Journal.

Medical Care Means Mental Health, Too

https://www.wsj.com/article_email/medical-care-means-mental-health-too-1497037174-lMyQjAxMTE3MTE3MDgxNDAwWj/

Download the Wall Street Journal app here: WSJ.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/10/2017 11:30:28 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Marc Sherman [(b) (6) gmail.com]; L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; IP [(b) (6) frenchangel59.com]
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AMERICAN OVERSIGHT

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Medical Care Means Mental Health, Too

https://www.wsj.com/article_email/medical-care-means-mental-health-too-1497037174-lMyQjAxMTE3MTE3MDgxNDAwWj/

Download the Wall Street Journal app here: WSJ.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/10/2017 11:22:51 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: Bruce Moskowitz [(b) (6) mac.com]; L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; IP [(b) (6) frenchangel59.com]
Subject: Re: (b) (6)

Yes of course- I just cut and paste the link

Sent from my iPad

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> >
> > Download the Wall Street Journal app here: WSJ.
> >
> > Sent from my iPad
> > Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/10/2017 11:19:59 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: David shulkin [drshulkin@aol.com]; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]
Subject: Re: (b) (6)

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Sent from my iPad

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>
> Download the Wall Street Journal app here: WSJ.
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> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/10/2017 2:19:34 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; David shulkin [drshulkin@aol.com]
CC: (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]
Subject: (b) (6)

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Medical Care Means Mental Health, Too

https://www.wsj.com/article_email/medical-care-means-mental-health-too-1497037174-lMyQjAxMTE3MTE3MDgxNDAwWj/

Download the Wall Street Journal app here: WSJ.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/1/2017 2:15:17 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Veteran Suicide

There is a reason we are where we are- always so disturbing

Sent from my iPad

On May 31, 2017, at 10:11 PM, David Shulkin <drshulkin@aol.com> wrote:

> Sent from my iPad
>
> Begin forwarded message:
>
> **Date:** May 31, 2017 at 9:05:49 PM EDT
> **To:** David shulkin <Drshulkin@aol.com>
> **Subject: Veteran Suicide**
>
> The son of my good friend (b) (6) who you know as former AMVET Executive Director and Commission on Care, died from a suicide yesterday. I thought you would like to see what he wrote on his facebook today.
>
> It is with a broken heart I announce the passing of my oldest son, (b) (6) (b) (6) (b) (6) was a Marine Corps Cpl and Army Reserve 1stLt. A veteran of Afghanistan and a love of my life. He succumbed to his opioid addition and ptsd and tbi. I did everything I could (b) (6) I'm sorry. He was a devoted son and I will miss him for the rest of my life. I love you (b) (6)
>
> This really makes veteran suicide hit home for me.

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/1/2017 2:11:23 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Veteran Suicide

Sent from my iPad

Begin forwarded message:

Date: May 31, 2017 at 9:05:49 PM EDT
To: David shulkin <Drshulkin@aol.com>
Subject: Veteran Suicide

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This really makes veteran suicide hit home for me.

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/1/2017 2:10:54 AM
To: Darin Selnick [(b) (6) @gmail.com]
Subject: Re: Veteran Suicide

Terrible

Sent from my iPad

> On May 31, 2017, at 9:05 PM, Darin Selnick <(b) (6) k@gmail.com> wrote:
>
> The son of my good friend (b) (6) who you know as former AMVET Executive Director and Commission on Care, died from a suicide yesterday. I thought you would like to see what he wrote on his facebook today.
>
> It is with a broken heart I announce the passing of my oldest son, (b) (6) (b) (6) (b) (6) was a Marine Corps Cpl and Army Reserve 1stLt. A veteran of Afghanistan and a love of my life. He succumbed to his opioid addition and ptsd and tbi. I did everything I could (b) (6) I'm sorry. He was a devoted son and I will miss him for the rest of my life. I love you (b) (6)
>
> This really makes veteran suicide hit home for me.
>
> Darin

AMERICAN OVERSIGHT

Message

From: Darin Selnick [(b) (6) @gmail.com]
Sent: 6/1/2017 1:05:49 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Veteran Suicide

The son of my good friend (b) (6) who you know as former AMVET Executive Director and Commission on Care, died from a suicide yesterday. I thought you would like to see what he wrote on his facebook today.

It is with a broken heart I announce the passing of my oldest son, (b) (6) (b) (6) (b) (6) was a Marine Corps Cpl and Army Reserve 1stLt. A veteran of Afghanistan and a love of my life. He succumbed to his opioid addition and ptsd and tbi. I did everything I could (b) (6) I'm sorry. He was a devoted son and I will miss him for the rest of my life. I love you (b) (6)

This really makes veteran suicide hit home for me.

Darin

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/18/2017 1:52:56 PM
To: drshulkin@aol.com
Subject: Trump 'is very accessible to me': Q&A with VA Secretary David Shulkin

Trump 'is very accessible to me': Q&A with VA Secretary David Shulkin

https://www.statnews.com/2017/05/18/va-david-shulkin-qa/

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/23/2017 5:53:20 PM
To: 'David shulkin' [Drshulkin@aol.com]
Subject: RE:

Thank you.

-----Original Message-----
From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Tuesday, May 23, 2017 1:23 PM
To: Ike Perlmutter
Subject:

Congresswoman Elise Stefanik is a very junior representative from upstate new york -

She is not very involved in VA issues and not a strong opinion leader at this point

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 5:22:34 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]

Congresswoman Elise Stefanik is a very junior representative from upstate new york -

She is not very involved in VA issues and not a strong opinion leader at this point

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 11:34:47 AM
To: (b) (6) [(b) (6) gmail.com]
BCC: (b) (6) [(b) (6) hotmail.com]
Subject: Re:

Perfect

Sent from my iPhone

On May 26, 2017, at 7:18 AM, (b) (6) <(b) (6) gmail.com> wrote:

> To clarify, you are in box 5, kids in box 6, friends in box 35.
>
> On May 26, 2017 7:17 AM, "(b) (6) <(b) (6) gmail.com> wrote:
> Box 6
>
> On May 26, 2017 7:06 AM, "David shulkin" <Drshulkin@aol.com> wrote:
> If (b) (6) and i sit with sec Mattis in his box - do (b) (6) and (b) (6) have seats ?
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/26/2017 11:18:47 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

To clarify, you are in box 5, kids in box 6, friends in box 35.

On May 26, 2017 7:17 AM, "[redacted] <[redacted]gmail.com> wrote:
Box 6

On May 26, 2017 7:06 AM, "David shulkin" <Drshulkin@aol.com> wrote:
If [redacted] and i sit with sec Mattis in his box - do [redacted] and [redacted] have seats ?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 11:06:18 AM
To: (b) (6) [(b) (6) gmail.com]

If (b) (6) and i sit with sec Mattis in his box - do (b) (6) and (b) (6) have seats ?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/18/2017 10:09:12 PM
To: IP [(b) (6) frenchangel59.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Camilo Sandoval

I really liked him- we are contacting him to set up meetings with the deputy Under Secretary since he will be a good fit in her area of Telehealth and technology. She is out of the country and will be back in a week- so things are moving forward and I would really like to have him on our team. Unfortunately the process of hiring does take long though. Thanks and really appreciate you connecting us- looks like a great find

Sent from my iPhone

On May 18, 2017, at 12:27 PM, IP <(b) (6) frenchangel59.com> wrote:

> Poonam - I sent to quick and forgot to copy you.
>
> ---
>
> **From:** IP [mailto(b) (6) frenchangel59.com]
> **Sent:** Thursday, May 18, 2017 12:23 PM
> **To:** David shulkin (drshulkin@aol.com)
> **Subject:** Camilo Sandoval
>
> David,
>
> Please let me know what's happening with Camilo.
>
> So far he has not heard from anyone at the VA.
>
> Can you follow-up and let me know what's happening.
>
> Thank you,
> Ike

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 8:29:06 PM
To: Djs Shulkin [vacodjs1@va.gov]
Subject: Fwd: Veterans Affairs and the CBS Veterans Network

Sent from my iPhone

Begin forwarded message:

> **From:** thomas bowman <(b) (6) yahoo.com>
> **Date:** May 23, 2017 at 3:57:03 PM EDT
> **To:** David Shulkin <drshulkin@aol.com
>
> see email below from CBS Veterans News VP.....Both Chairman Isakson and Ranking Member Tester were interviewed last week and will be part of the role out....I strongly. As they were developing this program a few months ago, I strongly recommended that they be sure to connect with VA and afford the Secretary an opportunity to be interviewed as part of the rollout....they agreed....there appears to be a snag in the VA chain to you....unless you have declined. You are a natural in these settings....I wanted to be sure that you were aware and that this opportunity would not be inadvertently missed.....thanks....
>
> Sent from Yahoo Mail on Android

> **From:** O'Brien, Mark C [mailto:mark.obrien@cbs.com]
> **Sent:** Tuesday, May 23, 2017
> **Subject:** Veterans Affairs and the CBS Veterans Network
>
> Good Afternoon Tom:
>
> We have struggled to establish contact with the VA. When the administration changed over, I was referred to (b) (6) and we engaged in some positive conversations, but he appears to be gone. We have been very successful interviewing many key officials in the Veteran world as we prepare for our launch on June 5th. As of now, we have no one from the VA. I know they will support our efforts, but I don't want to leave them out…do you have any suggestions? Always appreciate the help, Mark OBrien
>
> Mark C. OBrien
>
> Vice President
>
> CBS Veterans Network

AMERICAN OVERSIGHT

1015 Half St. SE, Suite 200

Washington, DC 20003

C:240.888.7005

E: Mark.OBrien@cbsradio.com

CBSRADIO

CBSRADIO

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/9/2017 11:22:39 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Heads Up: Dr. (b) (6) Veteran's Affairs Committee

Maybe a call this weekend?

Sent from my iPhone

On Jun 9, 2017, at 6:03 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Are we having a pre meeting conference call with "the group of 5"
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** "(b) (6) <(b) (6) mayo.edu>
> **Date:** June 8, 2017 at 5:44:54 PM EDT
> **To:** "Poonam Alaigh (b) (6) hotmail.com)" <(b) (6) hotmail.com>
> **Subject: Heads Up: Dr. (b) (6) Veteran's Affairs Committee**
>
> Hello Dr. Alaigh,
>
> I hope you are doing well!
>
> As I mentioned when we talked last, Dr. (b) (6) has accepted the invitation of the House of Representatives Veterans' Affairs Committee's invitation to participate in their June 15 round table discussion regarding governance at the Veterans Administration. We understand that Secretary Shulkin will be attending as well. Dr. (b) (6) is particularly interested in letting the Secretary know he will be coming to Washington for this meeting and is very much looking forward to seeing him again.
>
> If you know of any particular issues Dr. (b) (6) should be mindful in advance of this meeting, please feel free to let me know and we will bring those to his attention.
>
> Also, if you are in Washington on June 15, perhaps you and I could explore connecting as you suggested – would welcome the opportunity if your schedule permits.
>
> Again, I hope you are doing well and thank you for passing this information on the Secretary Shulkin.
>
> Best,
>
> (b) (6)
> Chair | Mayo Clinic Department of Public Affairs
> 200 First Street S.W. | Rochester, MN 55905
> cell: 507.269.(b) (6) | office: 507.284.(b) (6)
> e-mail: (b) (6) mayo.edu

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/20/2017 12:02:07 PM
To: David shulkin [Drshulkin@aol.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Re: Mayo ClinicCall

Ok I have access to all 150 academic centers. If one academic center donates a top HR person for one year and they bring along a candidate to train will that worK? Again a donation. That I can do every quickly.

Sent from my iPad
Bruce Moskowitz M.D.

> On May 20, 2017, at 7:41 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> The rules for hiring and firing Senior executive Service (SES) federal employees are very restrictive and make it almost impossible to fire anyone- thats why we are pushing for law changes. OPM makes hiring complex.
>
> I believe the path forward is with IPAs- these are partnership agreements with universities that allow hiring with much greater flexibility. These already exist and can be utilized.
>
> We need a HR person in VA to explain better how we can use these- as there are some limitations.
>
> David
>
>
>
> Sent from my iPhone
>
>> On May 20, 2017, at 6:49 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>
>> The call does provide a path forward here are the target points:
>> The academic partners would develop a "board of directors" who provide management experience directly to VA new managers.
>> Mayo Clinic has an internship program with Baylor Business School. The Dean of Wharton would have a consortium of business schools do the same for the VA. The Dean would also form a search committee to find talented new management recruits and seasoned managers for the VA.
>> We all believe that new mangers can be hired for the VA from the following sources:
>> Physicians with hospital committee experience. This is the credentials of (b) (6) (b) (6) (b) (6) and (b) (6) had, when they assumed leadership. I have multiple physicians I know with leadership qualifications who in the right setting will take over. I propose a physician search committee that would go to work immediately and get this done.
>> I approached after the Mayo Call, the chairman of the board of Bristol Myers, (b) (6) he will meet on Monday to get the Pharmaceutical Industry to assist in hiring a strong HR person and qualified management. He is also agreeable to form a search committee in the pharmaceutical industry.
>> The major problem:
>> If you are not allowed to conduct the VA like any other business in ability to immediately hire and lay off people then there is no clear path to success.
>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/20/2017 11:41:58 AM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Re: Mayo ClinicCall

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We need a HR person in VA to explain better how we can use these- as there are some limitations.

David

Sent from my iPhone

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>
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>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/20/2017 10:49:29 AM
To: drshulkin@aol.com
CC: Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Mayo ClinicCall

The call does provide a path forward here are the target points:
The academic partners would develop a "board of directors" who provide management experience directly to VA new managers.
Mayo Clinic has an internship program with Baylor Business School. The Dean of Wharton would have a consortium of business schools do the same for the VA. The Dean would also form a search committee to find talented new management recruits and seasoned managers for the VA.
We all believe that new mangers can be hired for the VA from the following sources:
Physicians with hospital committee experience. This is the credentials of (b) (6) (b) (6) (b) (6) and (b) (6) had, when they assumed leadership. I have multiple physicians I know with leadership qualifications who in the right setting will take over. I propose a physician search committee that would go to work immediately and get this done.
I approached after the Mayo Call, the chairman of the board of Bristol Myers, (b) (6) he will meet on Monday to get the Pharmaceutical Industry to assist in hiring a strong HR person and qualified management. He is also agreeable to form a search committee in the pharmaceutical industry.
The major problem:
If you are not allowed to conduct the VA like any other business in ability to immediately hire and lay off people then there is no clear path to success.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

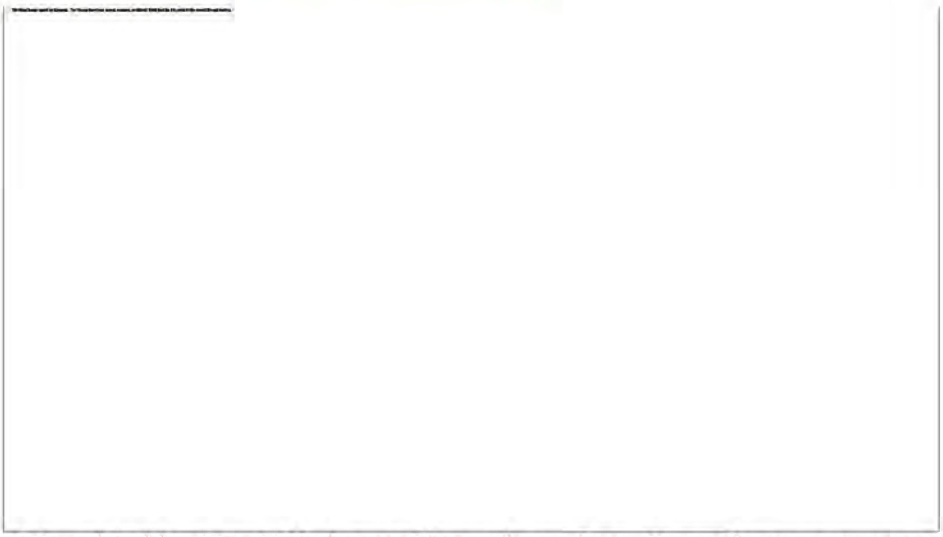
From: IP [(b) (6)frenchangel59.com]
Sent: 5/15/2017 6:40:04 PM
To: David shulkin [drshulkin@aol.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: The Trump administration has not yet set up a promised White House hotline for veterans' complaints nearly four months after President Trump took office, Military Times reported.

David,

Please give me a call about this after 5:00 PM today.

Thank you,
Ike

http://www.msn.com/en-us/news/politics/trumps-promised-veterans-hotline-not-set-up-nearly-4-months-later/ar-BBBarpo?li=BBnb7Kz&ocid=iehp



© Provided by The Hill Jimmy Kimmel previews Trump's commencement speeches

The Trump administration has not yet set up a promised White House hotline for veterans' complaints nearly four months after President Trump took office, Military Times reported.

Load Error

Trump promised that the private hotline would be "devoted to answering veterans' complaints of wrongdoing at the VA and ensure no complaints fall through the cracks."

The hotline was to be "active 24 hours a day answered by a real person."

"This could keep me very busy at night, folks," Trump said during a July 26, 2016 rally. "This will take the place of Twitter."

AMERICAN OVERSIGHT

White House officials told Military Times they have no updates on when or whether the hotline will be established, while VA officials did not respond to requests for comment.

The hotline was included in Trump's 10-point plan to help veterans, which was recently removed from Trump's campaign website.

Trump's re-election campaign told Military Times the changes were made to help better inform the public with "fact-based information" on Trump's accomplishments ahead of the 2020 campaign.

The 10-point plan was created last July while Trump was on the campaign trail. Only one bullet point in the plan appears to have been completed thus far - Trump's vow to "appoint a VA Secretary whose sole purpose will be to serve veterans."

The Senate confirmed VA Secretary David Shulkin in February.

Trump has repeatedly vowed in office and on the campaign trail to reform the VA and increase accountability at the department, calling the effort one of the "crown jewels" of his administration.

The VA has been criticized for years for failing to quickly fire bad employees, as well as overseeing long wait times for medical appointments and a slow benefits appeal process.

Trump signed an executive order in April creating the Office of Accountability and Whistleblower Protection, a new office within the VA, a wide-reaching office that can weed out poorly performing employees and protect whistleblowers.

Lawmakers last week introduced a bill that would legally establish the new office. If passed, it would touch on four of the plan's points - "to remove and discipline the federal employees and managers who have violated the public's trust; ask that Congress pass legislation that empowers the Secretary of the VA to discipline or terminate any employee who has jeopardized the health, safety or well-being of a veteran; protect and promote honest employees at the VA who highlight wrongdoing;" and "stop giving bonuses to any VA employees who are wasting money."

Trump also pledged in the 10-point plan to create a commission "to investigate all the fraud, cover-ups, and wrongdoing that has taken place in the VA."

Such a commission has yet to be announced.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/12/2017 9:46:30 PM
To: (b) (6) (b) (6) @jhmi.edu]
CC: Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; (b) (6) gmail.com; L Perl [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]
Subject: Re: Washington VA

This is very important information and
We will plan a call with you directly. Thank you

Sent from my iPhone

On May 12, 2017, at 5:35 PM, (b) (6) <(b) (6) @jhmi.edu> wrote:

> Dr. Moskowitz & Dr. Alaigh,
>
> Thank you for the invite to the meeting on May 15th but unfortunately I will be on an airplane at that time and will not be able to attend. Two other members of the Johns Hopkins team will be participating and will be able to contribute to the effort. As I mentioned in my previous note, before joining Johns Hopkins I worked PWC and had an opportunity led an initiative to conduct an in-depth review of Northern Indiana VA (NIHCS - VISN 11) and work with the VISN supply chain leadership. I had a chance to review my notes and thought that I would share some of those insights that may help in your effort as you seek improvements... the assessment is from 2011/12 but I believe a number of these insights may still be valid. The assessment was an in-depth review but I have attached a high-level overview of the VA status at the time against these leading supply chain practices . At NIHCS, ~$102M in non-labor spend was reviewed with a conservative ~$8M in opportunity cost improvements identified. Savings were split equally between supplies and services. In Supplies opportunities where focused on (contracts written that did not constrain extraneous cost, non-use of prime vendors, multiple products contracted in categories, p-card use for clinical products, external site ordering (i.e. punch-out's). Key Service opportunities focused on the rationalization of insource/outsource opportunities, lack of category leverage and expertise to assure proper local contract terms and pricing, alignment of capital purchases and ongoing service requirements)

AMERICAN OVERSIGHT

Leading Practice	Assessment	Current State
Plan	Capital budgeting process does not take a total cost view, which includes equipment expense as well as ancillary costs such as human and supply resources and construction.	Basic
	Processes are mixed within the facilities resulting in operational inconsistency and inefficiency.	Basic +
Source & Procure	Overall procurement strategy is set by VA contracts and FSS pricing agreements. When contracted vendors were utilized, pricing compliance was relatively high.	Progressive
	Opportunities exist to standardize clinical and non-clinical products to fewer suppliers. Benefits include reduced costs based on product volume aggregation and reduced inventory line items and handling costs.	Basic +
Move	Supplies are handled multiple times before delivery to the end user resulting in inefficiencies.	Basic
Pay	A minimal relationship exists between front line Logistics and Accounts Payable staff, resulting in pricing discrepancy errors.	Basic +
	P-Card approval policies allow for purchases to be made up to $3K and $25K per month with only Department Chief approval, leading to more than $1.6M in purchases outside of the standard Logistics procurement process and control.	Basic +
	Payments are made at the obligation level and not consistently matched at line item level for invoice payments.	Basic +
Structure & Staffing	Supply chain is not the single point of contact for the organization at the purchasing transaction level due to P-card usage and multiple prime vendor website service points.	Basic +
	Local level support for contracting and capital purchases may not be specialized or take consistent advantage of VISN resources.	Basic +
Tools & Processes	Spend data is not readily available nor easily obtained, nor routinely analyzed.	Basic +
	Reporting for supply spend is limited to total supply spend purchased at the facility level.	Basic
Organizational Alignment	Supply chain is generally viewed as a product replenishment function versus an integrated component of patient care and cost control with costs not well understood by key stakeholders.	Basic +
	Cross functional coordination of services need to be reviewed, SPD and Logistics share storeroom but manage inventories using different practices. Lack of transportation coordination between SPD, Logistics, and Engineering results in less efficient deliveries.	Basic

I am happy to have a follow-up conversation with you and would also like to extend an invitation to each of you or your staff to attend our Nobilant GOP working group session. In addition to my Johns Hopkins Supply Chain and Procurement responsibilities, I am also responsible for Nobilant, Johns Hopkins owned Healthcare Group Purchasing Organizations. We have ten hospitals that participate within the Baltimore/Washington area. This group of Hospitals has come together with the goal of achieving 90% plus in alignment of our Non Labor spend. It is a patient centered approach to identifying products and services that can advance clinical outcomes at the lowest cost. Please feel free to attend as there may be additional learnings you can incorporate into your processes or we may identify opportunities where our Nobilant collaborative can be of assistance to the Washington VA.

I hope this helps, JHHS and my team stand ready to support the VA and our veterans.

Regards,

(b) (6)
Chief Procurement Officer
Johns Hopkins Health System &
Executive Director Nobilant

3910 Keswick Road
Suite 5500
Baltimore, MD 21211-2226
Tel: 440-384-(b) (6)
Fax: 443.997.
Email: (b) (6) jhmi.edu

From: Bruce Moskowitz [mailto:(b) (6) mac.com]
Sent: Friday, April 28, 2017 6:30 AM
To: Poonam Alaigh <(b) (6) hotmail.com>

AMERICAN OVERSIGHT

Cc: [redacted] <[redacted]jhmi.edu>; [redacted] <[redacted]jhmi.edu>
Subject: Re: Washington VA

Absolutely thank you

Sent from my iPad
Bruce Moskowitz M.D.

On Apr 28, 2017, at 5:56 AM, Poonam Alaigh <[redacted]hotmail.com> wrote:

> Thanks- this would indeed be extremely valuable. Bruce, after your call do you think our internal team can connect with [redacted] as next steps.
>
> Sent from my iPhone
>
> On Apr 28, 2017, at 5:48 AM, Bruce Moskowitz <[redacted]mac.com> wrote:
>
> > Thank you I will call you
> >
> > Sent from my iPad
> > Bruce Moskowitz M.D.
> >
> > On Apr 28, 2017, at 2:59 AM, [redacted] [redacted]@jhmi.edu> wrote:
> >
> > > Dr. Moskowitz & Dr. Alaigh,
> > >
> > > I would be my pleasure to give you a call to discuss JHHS enterprise supply chain efforts. By way of background before joining Johns Hopkins I led PriceWaterhouseCoopers (PWC) Healthcare Provider Supply Chain Practice and had the opportunity to work with VA's VISN supply chain team as well as conduct an in-depth supply chain review of the VA's Northern Indiana Health System. (NIHCS). Those insights coupled with JHHS's patient centered supply chain efforts should provide the backdrop to identify opportunities to benefit the VA.
> >
> > Regards,
> >
> > [redacted]
> > *Chief Procurement Officer*
> > *Johns Hopkins Health System &*
> > *Executive Director Nobilant*
> >
> > 3910 Keswick Road
> > Suite 5500
> > Baltimore, MD 21211-2226
> > Tel: 440-384-[redacted]
> > Fax: 443.997[redacted]
> > Email: [redacted]jhmi.edu

AMERICAN OVERSIGHT

From: Bruce Moskowitz
[mailto:(b) (6) mac.com]
Sent: Friday, April 21, 2017 5:17 PM
To: (b) (6) <(b) (6) jhmi.edu>
Cc: Poonam Alaigh <(b) (6) hotmail.com>; (b) (6) <(b) (6) jhmi.edu>
Subject: Re: Washington VA

Thank you it is important that we have an understanding of the supply change management that is in place and could benefit the VA Please feel free to call my cell anytime 561/3466(b) (6)

Sent from my iPhone

On Apr 21, 2017, at 9:55 AM, (b) (6) <(b) (6) emocha.com> wrote:

> Hi Aaron and Poonam,
>
> By way of this email I'm introducing you to (b) (6) who is in charge of enterprise supply chain management for the Johns Hopkins Health System, which has an external arm as well, according to Mr. (b) (6) JHHS' CFO.
>
> I'm also including (b) (6) VP and CTO of Johns Hopkins, for his reference as well.
>
> Thank you,
> (b) (6)
>
> CTO, emocha

| 785.218(b) (6)
emocha Mobile Health Inc.
1812 Ashland Avenue
1st Floor - Suite 100
Baltimore, MD, 21205
visit us at emocha.com

AMERICAN OVERSIGHT

On Apr 14, 2017, at 9:54 AM, Aaron Moskowitz <(b) (6) [redacted] m ac.com> wrote:

Hi (b) (6) [redacted]
It was great to meet you in person yesterday. I wanted to put you in touch with Poonam Alaigh, whom I also spoke with yesterday afternoon. We would like to learn more about the inventory control company that Johns Hopkins has set up. Could you put us in touch with someone directly?

Sincerely,
Aaron Moskowitz
Executive Director
Biomedical Research&
Education Foundation
www.brefnet.org
(c)561-512-(b) (6) [redacted]
1010 N. Hancock St
c/o WeWork
Philadelphia, PA 19123

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 4/22/2017 5:43:47 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Washington VA

Would we think about have him visiting the baltimore VA to see what they currently have and how he could help fix?

Sent from my iPhone

On Apr 22, 2017, at 12:35 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:

> On Friday Aaron put me in touch with Dr. (b) (6) who is the Mandell Bellmore Professor of Computer Science at Johns Hopkins University and the Director for the Malone Center for Engineering in Healthcare. His team can do a revolutionary fix for inventory management. We are working on a comprehensive rather than piecemeal solution:
> The usual is to have a management system in place that does central purchasing keeping strict control of cost and distribution.
> We want to go beyond this and have:
>
> 24-7 alert for device recalls that not only goes to central purchasing and automatically checks if the device is still on the shelf and if it was implanted, directly alerting the physician and the patient.
>
> A device registry that barcodes every device and adds it to the patient record. An added feature to tract over utilization of implantable devices or physicians who are receiving stipends from a device manufacturer.
>
> Tract if a particular VA is using more inventory than could be explained by patient volume to prevent pilfering of supplies.
>
> Aside from this we are looking how to tract patients who are being treated in the private sector from having unnecessary testing, surgery or medical treatment.

Sent from my iPad
Bruce Moskowitz M.D.

On Apr 22, 2017, at 11:07 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Bruce, I will wait to hear from you about next steps. I will pull our team here together once we are ready to talk to Hopkins. Thanks a ton, we are extremely busy ensuring that there are no patient safety issues relating to inventory management across the country and have all hands on deck in the facilities that are at risk.

AMERICAN OVERSIGHT

Really appreciate all the support we are getting from you Bruce.

From: Bruce Moskowitz <(b) (6) mac.com>
Sent: Friday, April 21, 2017 5:16 PM
To: (b) (6)
Cc: Poonam Alaigh; (b) (6)
Subject: Re: Washington VA

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Sent from my iPhone

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> # | 785.218.(b) (6)
> emocha Mobile Health Inc.
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AMERICAN OVERSIGHT

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Sincerely,
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Executive Director
Biomedical Research& Education Foundation
www.brefnet.org
(c)561-512-[redacted]
1010 N. Hancock St
c/o WeWork
Philadelphia, PA 19123

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 4/22/2017 4:35:53 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: David Shulkin [drshulkin@aol.com]; (b) (6) hotmail.com; (b) (6) gmail.com; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]
Subject: Re: Washington VA

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> Really appreciate all the support we are getting from you Bruce.

From: Bruce Moskowitz <(b) (6) mac.com>
Sent: Friday, April 21, 2017 5:16 PM

AMERICAN OVERSIGHT

To: [redacted]
Cc: Poonam Alaigh; [redacted]
Subject: Re: Washington VA

Thank you it is important that we have an understanding of the supply change management that is in place and could benefit the VA Please feel free to call my cell anytime 561/3466[redacted]

Sent from my iPhone

On Apr 21, 2017, at 9:55 AM, [redacted] <[redacted]emocha.com> wrote:

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> [redacted]
>
> [redacted]
> CTO, emocha
>
> # | 785.218.[redacted]
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> Aaron Moskowitz

AMERICAN OVERSIGHT

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www.brefnet.org
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1010 N. Hancock St
c/o WeWork
Philadelphia, PA 19123

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 4/22/2017 3:07:36 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: David Shulkin [drshulkin@aol.com]
Subject: Re: Washington VA

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From: Bruce Moskowitz <(b) (6) mac.com>
Sent: Friday, April 21, 2017 5:16 PM
To: (b) (6)
Cc: Poonam Alaigh; (b) (6)
Subject: Re: Washington VA

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> CTO, emocha
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> visit us at emocha.com

AMERICAN OVERSIGHT

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1010 N. Hancock St
c/o WeWork
Philadelphia, PA 19123

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/12/2017 12:42:42 PM
To: L Perl [(b) (6) gmail.com]
CC: Bruce Moskowitz [(b) (6) mac.com]; (b) (6) [(b) (6) comcast.net]; IP [(b) (6) frenchangel59.com]; David shulkin [drshulkin@aol.com]
Subject: Re: Fwd: I loved this....hope u do too

That is really great!!!!!! I really enjoyed it. Thanks for sending it.

Marc Sherman
(202) 758-(b) (6)

On May 12, 2017 8:28 AM, "L Perl" (b)(b) (6) gmail.com> wrote:

Enjoy! L

Subject: Fwd: I loved this....hope u do too

Jews & Music

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AMERICAN OVERSIGHT

youtube.com/embed/rToAwMfKOLg

AMERICAN OVERSIGHT

Message

From: L Perl [(b) (6) gmail.com]
Sent: 5/12/2017 12:28:04 PM
To: IKE [(b) (6) frenchangel59.com]; Bruce Moskowitz [(b) (6) mac.com]; Marc Sherman [(b) (6) gmail.com]; David shulkin [drshulkin@aol.com]; (b) (6) [(b) (6) comcast.net]
Subject: Fwd: I loved this....hope u do too

Enjoy! L

Subject: Fwd: I loved this....hope u do too

Jews & Music

Inspiring

https://www.youtube.

AMERICAN OVERSIGHT

c o m / _ e m b e d / _ r _ T _ o A w M f _ K O _ L _ g

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/30/2017 10:02:55 PM
To: (b) (6) [(b) (6) va.gov]
Subject: Fwd: Penn
Attachments: Suicide Related Activities for Dr. Moskowitz 2017 05 19.docx; Untitled attachment 00952.htm

Print

Sent from my iPhone

Begin forwarded message:

> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Date:** May 30, 2017 at 4:32:02 PM EDT
> **To:** David shulkin <drshulkin@aol.com>, Poonam Alaigh <(b) (6) hotmail.com>
> **Subject: Penn**

AMERICAN OVERSIGHT

Penn Medicine/ Corporal Michael J Crescenz VAMC Activities Related to Suicide Prevention

Penn has extensive suicide prevention clinical activities throughout the entire health system. Importantly, Psychiatry has a long history of ground breaking research to identify the newest and best clinical and neurobiological methodologies to identify individuals at risk and develop or discover the strongest clinical approaches to suicide prevention at both individual and population levels.

CLINICAL ACTIVITIES

Penn Military Family Clinic (Cohen Clinic): This clinic serves Veterans and their families at no charge, regardless of discharge status, providing evidence-based treatments. This state of the art short-term mental health community clinic has specific competency on military culture, often lacking in the community.

Penn Medicine:

- Risk Reduction Initiative: systematic suicide risk screening for all psychiatric patients
- Treatment and Safety Planning (a specific method for reducing suicide risk in acute and chronically suicidal populations) provides risk reducing tools and resources
- 24/7 Crisis Response Center at Pennsylvania Hospital and 24/7 psychiatrist in-house at Hospital of the University of Pennsylvania for emergency evaluation and safety assessment using validated tools
- Close coordination with Counseling and Psychological Services for University students at risk for self-harm
- Close collaboration with Community Behavioral Health and community outreach (Intensive Case Managers, Targeted Case Managers, Assertive Community Treatment teams, etc.) to ensure safe transitions of care

Corporal Michael J Crescenz VA Medical Center:

- Initiated Safety Planning and risk assessments for patients in the ED, inpatient unit and residential unit.
- Suicide prevention committee
- Comprehensive peer review of all suicides and suicide attempts
- 2 full time suicide prevention coordinators who do a host of outreach activities to high risk patients
- Policy that all mental health clinical activities address suicide risk as part of documentation

RESEARCH ACTIVITIES (see addendum for more details)

Penn Medicine:

- *Cognitive Therapy for Suicidal Older Men*
- *Management of Suicide-Related Events during Deployment*
- *A Brief Intervention to Reduce Suicide Risk in Military Service Members and Veterans*
- *Safety Planning Intervention to Reduce Short-term Risk*
- *Zero Suicide Implementation and Evaluation in Outpatient Behavioral Health*
- *Military Suicide Research Consortium Dissemination and Implementation Core*
- *Suicide Risk Reduction in the Year Following Jail Release*
- *ED-SAFE 2: Translating Safety Planning into Practice*
- *Intervention mapping to develop multi-level implementation strategies in partnership with stakeholders--Firearms means restriction for suicide prevention in pediatric care*
- *Attentional Fixation as a Moderator of the Association between Suicidal Ideation and Suicide Attempts*
- *Neurobiological Underpinnings of Two Suicide Subtypes*
- *Attachment-Based Family Therapy (ABFT) for Suicidal Adolescents*
- *Pilot Trial of Inpatient Cognitive Therapy for the Prevention of Suicide in Military Personnel with Acute Stress Disorder of Post-Traumatic Stress Disorder*

AMERICAN OVERSIGHT

Corporal Michael J Crescenz VA Medical Center:

- A DOD funded study examines the effectiveness of home visits after psychiatric hospitalization to engage patients in care and reduce suicide after hospitalization (a vulnerable time).
- Philadelphia VA is the lead site of a 2000-patient randomized clinical trial on the pharmacogenetics of depression treatment. Precision depression care has great potential for reducing suicide risk.
- Working with VA Central Offices to increase the use of measurement-based care including the use of the 9-item Patient Health Questionnaire (PHQ-9), which contains a question about suicidal ideation and behavior.
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AMERICAN OVERSIGHT

ADDENDUM:

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- *Cognitive Therapy for Suicidal Older Men*: National Institute of Mental Health (NIMH) Randomized controlled trial (RCT) with 95% research participants who are veterans
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AMERICAN OVERSIGHT

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/30/2017 8:32:02 PM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Penn
Attachments: Suicide Related Activities for Dr. Moskowitz 2017 05 19.docx; Untitled attachment 00958.txt

AMERICAN OVERSIGHT

Penn Medicine/ Corporal Michael J Crescenz VAMC Activities Related to Suicide Prevention

Penn has extensive suicide prevention clinical activities throughout the entire health system. Importantly, Psychiatry has a long history of ground breaking research to identify the newest and best clinical and neurobiological methodologies to identify individuals at risk and develop or discover the strongest clinical approaches to suicide prevention at both individual and population levels.

CLINICAL ACTIVITIES

Penn Military Family Clinic (Cohen Clinic): This clinic serves Veterans and their families at no charge, regardless of discharge status, providing evidence-based treatments. This state of the art short-term mental health community clinic has specific competency on military culture, often lacking in the community.

Penn Medicine:

- Risk Reduction Initiative: systematic suicide risk screening for all psychiatric patients
- Treatment and Safety Planning (a specific method for reducing suicide risk in acute and chronically suicidal populations) provides risk reducing tools and resources
- 24/7 Crisis Response Center at Pennsylvania Hospital and 24/7 psychiatrist in-house at Hospital of the University of Pennsylvania for emergency evaluation and safety assessment using validated tools
- Close coordination with Counseling and Psychological Services for University students at risk for self-harm
- Close collaboration with Community Behavioral Health and community outreach (Intensive Case Managers, Targeted Case Managers, Assertive Community Treatment teams, etc.) to ensure safe transitions of care

Corporal Michael J Crescenz VA Medical Center:

- Initiated Safety Planning and risk assessments for patients in the ED, inpatient unit and residential unit.
- Suicide prevention committee
- Comprehensive peer review of all suicides and suicide attempts
- 2 full time suicide prevention coordinators who do a host of outreach activities to high risk patients
- Policy that all mental health clinical activities address suicide risk as part of documentation

RESEARCH ACTIVITIES (see addendum for more details)

Penn Medicine:

- *Cognitive Therapy for Suicidal Older Men*
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AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Selnick, Darin [Darin.Selnick@va.gov]
Sent: 5/12/2017 2:41:02 AM
To: 'David shulkin' [Drshulkin@aol.com]
Subject: RE: [EXTERNAL] Re:

FYI - I did talk to Bruce and Marc last Monday about having a Apple call. Bruce wanted to wait until after the Centers had a call with VA first. I am in process of setting up that call with Bruce for end of next week.

Darin

Sent with Good (www.good.com)

-----Original Message-----
From: Bruce Moskowitz [(b) (6) [redacted] mac.com]
Sent: Thursday, May 11, 2017 07:34 PM Eastern Standard Time
To: David shulkin
Cc: Selnick, Darin
Subject: [EXTERNAL] Re:

We can set up the call in 10 days my group is working on parts of agenda

Sent from my iPhone

> On May 11, 2017, at 6:26 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> Bruce- did Darin or (b) (6) [redacted] reach out to you yet to set up
> A call regarding Apple?
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Vivieca Simpson [(b) (6) gmail.com]
Sent: 5/11/2017 12:55:20 AM
To: David shulkin [Drshulkin@aol.com]
CC: (b) (6) [(b) (6) gmail.com]
Subject: Re: Fwd: Interesting Comments

OMG

On May 10, 2017 18:40, "David shulkin" <Drshulkin@aol.com> wrote:
The pinheads at work again

Sent from my iPhone

Begin forwarded message:

From: thomas bowman <(b) (6) yahoo.com>
Date: May 10, 2017 at 5:00:46 PM EDT
To: David Shulkin <drshulkin@aol.com>
Subject: Fw: Interesting Comments
Reply-To: "(b) (6) yahoo.com" <(b) (6) yahoo.com>

Dr. Shulkin: I received the below email text this afternoon from a friend. I have not discussed my candidacy with this person at all, but they obviously have heard about it through the leakage. It seems to fit the theme of the article I sent you last week. I know this person would not have sent this to me unless they trusted the accuracy of the person who told them. I am passing this along in confidence to make you aware, but also to express some concern if you were not aware these types of meeting were going on. I am aware of who is on the beachhead team, know some pretty well because of their VSO or prior VA service……others only from introductions when I was over there. If I still have your complete confidence and support, and that of the WH (Ike, Marc Sherman, etc), then I can chalk this up to jealousy, inexperience, immaturity, or their self-inflated since of importance. I do have my own thoughts about who some might be. Although I sincerely hope there has not been any erosion of confidence and support by you or the others, If there has please let me know and I will withdraw and remain here. I would appreciate an opportunity to discuss with you….thanks. Chairman appreciated your visit this afternoon.....R/tom

==========

Hi Tom. I sincerely hope things are progressing well ... sure wish it was quicker!

I was recently informed about a discussion that occurred in VACO among members of the beachhead team at VA (shadow cabinet as they are being referred to in the press) regarding your candidacy for the DepSec role. It was described as an open discussion with career staff present. I don't know who the careerists were. Purportedly, Mr. _____, Mr._____ and other politicals were present. The "discussion" was about why the politicals thought the candidate was the wrong person for the job. Words like too old, old school, out of touch .... were mentioned. Apparently a careerist who knows you from your COS days, spoke up and said that was not his/her impression of you. That person was asked to leave the discussion.

AMERICAN OVERSIGHT

Granted this is all hearsay, but where there's smoke...

I thought you should be aware of the reported conversation. Not only do the topic and the opinions bother me, but the fact that the discussion took place really concerns me.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/10/2017 10:29:33 PM
To: Vivieca Simpson [(b) (6) gmail.com]; (b) (6) [(b) (6) gmail.com]
Subject: Fwd: Interesting Comments

The pinheads at work again

Sent from my iPhone

Begin forwarded message:

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Date: May 10, 2017 at 5:00:46 PM EDT
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AMERICAN OVERSIGHT

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From: thomas bowman [(b) (6) yahoo.com]
Sent: 5/10/2017 9:00:46 PM
To: David Shulkin [drshulkin@aol.com]
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AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]hotmail.com]
Sent: 5/21/2017 2:00:03 AM
To: David [drshulkin@aol.com]
Subject: Re: Egyptian party

Get emails, u want vistage ?

Sent from my iPhone

On May 19, 2017, at 3:02 PM, David shulkin <Drshulkin@aol.com> wrote:

> Which ones should i invite?
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** David shulkin <Drshulkin@aol.com>
> **Date:** May 19, 2017 at 10:28:40 AM EDT
> **To:** [redacted] <[redacted]hotmail.com>
> **Subject: Re: Egyptian party**
>
> We can ask jake when we see him next week
>
> So far its 8 plus us
>
> [redacted] and husband
> [redacted] and wife
> Ronny and wife
> I assume poonam and [redacted] but dont know yet
>
> Lets assume others say no at this point-
>
> What about inviting
>
> Tom bowman- my new deputy- he would be alone- alone
> [redacted] alone - but i owe her for coming to va
> Vivieca and [redacted]
> [redacted] and wife?
> [redacted] and wife
> [redacted] and wife?
> Norty schwarz and wife- but he blew offdoarta party
>
> The there are the vsos that are important to mr
>
> [redacted]
> [redacted]
> [redacted]
> [redacted]
> [redacted]

AMERICAN OVERSIGHT

I could also invite my chairman

Senator issakson
Senator tester
Rep Rowe
Rep walz

What do you think?

Should we

Sent from my iPhone

On May 18, 2017, at 7:04 PM, [redacted] <[redacted]hotmail.com> wrote:

> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** [redacted]
> <[redacted]yahoo.com>
> **Date:** May 6, 2017 at 2:02:51 PM EDT
> **To:** [redacted] <[redacted]hotmail.com>
> **Subject: Re: Possible dates**
>
> It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ♥
>
> Sent from my iPhone
>
> On May 6, 2017, at 8:48 AM, [redacted]
> <[redacted]hotmail.com> wrote:
>
> > [redacted]
> > Enclosed are names and addresses
> > Dr Poonam Aleigh and spouse
> > [redacted]hotmail.com
> > Dr and Mrs . Ronny Jackson
> > [redacted]whmo.mil
> > Dr. [redacted] and spouse
> > [redacted]aol.com
> > Jared and Ivanka Trump
> > [redacted]who.eop.gov
> > [redacted]ijkfamily.com
> > Doctor and Mrs. [redacted]
> > [redacted]gmail.com

AMERICAN OVERSIGHT

[redacted] and guest
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]advisory.com
Jake and [redacted] Tapper
[redacted]gmail.com

Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.
Again, thank you and your husband for wanting to host this.
Best,
[redacted]

Sent from my iPhone

On May 3, 2017, at 9:25 PM, [redacted]
<[redacted]yahoo.com>
wrote:

> My dearest [redacted] so happy to celebrate together our feast after Ramadan on June 27Th , this is perfect for us waiting for your list for 20 Pearson .
> Looking forward to celebrate with you & your excellency, always from success to success ❤□
>
> Sent from my iPhone
>
> On May 3, 2017, at 2:52 PM, [redacted]
> <[redacted]hotmail.com> wrote:
>
> > Dear
> > [redacted]

AMERICAN OVERSIGHT

So sweet for your husband and you to host a dinner in my husband's honor. Sorry the schedule is crazy so has taken me a while to get some dates. How does Friday june 2 or june 23 or june 27 look? Do any of those work with your schedules? If not we can keep trying. Thanks.

Warm regards,

(b) (6)

AMERICAN OVERSIGHT

Sent
from
my
iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/20/2017 1:48:53 AM
To: [redacted] [redacted]hotmail.com]
Subject: Re: Egyptian party

Ill get emails on monday

Sent from my iPhone

On May 19, 2017, at 9:12 PM, [redacted] <[redacted]hotmail.com> wrote:

> I need emails- senators, [redacted] deputy, [redacted] u want any of vistage, [redacted] and [redacted]
> Not vivica, norty unless hes helpful
>
> Sent from my iPhone
>
> On May 19, 2017, at 3:02 PM, David shulkin <Drshulkin@aol.com> wrote:
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> > We can ask jake when we see him next week
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> > So far its 8 plus us
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AMERICAN OVERSIGHT

The there are the vsos that are important to mr

[redacted]

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AMERICAN OVERSIGHT

(b) (6)
Enclosed are names and addresses
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Dr and Mrs . Ronny Jackson
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Dr. (b) (6) and spouse
(b) (6) aol.com
Jared and Ivanka Trump
(b) (6) who.eop.gov
(b) (6) ijkfamily.com
Doctor and Mrs.
(b) (6)
(b) (6) gmail.com
(b) (6) and guest
(b) (6) who.eop.gov
Mr and mrs (b) (6)
(b) (6) who.eop.gov
Mr and mrs (b) (6)
William.j.mcginley@who.eop.gov
Mr and mrs (b) (6)
(b) (6) advisory.com
Jake and (b) (6) Tapper
(b) (6) @gmail.com

Im sure some of these wont be able to come and then i can provide backup people to invite. This is 20 not including david and me and you and your husband. If too many, leave off Jake Tapper for now.

AMERICAN OVERSIGHT

Again, thank you and your husband for wanting to host this.
Best,
(b) (6)

Sent from my iPhone

On May 3, 2017, at 9:25 PM, (b) (6) <(b) (6) yahoo.com> wrote:

> My dearest (b) (6) so happy to celebrate together our feast after Ramadan on June 27Th , this is perfect for us waiting for your list for 20 Pearson . Looking forward to celebrate with you & your excellency, always from

AMERICAN OVERSIGHT

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(b) (6)



Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]hotmail.com]
Sent: 5/20/2017 1:12:17 AM
To: David [drshulkin@aol.com]
Subject: Re: Egyptian party

I need emails- senators, [redacted] deputy, [redacted] u want any of vistage, [redacted] and [redacted]
Not vivica, norty unless hes helpful

Sent from my iPhone

On May 19, 2017, at 3:02 PM, David shulkin <Drshulkin@aol.com> wrote:

> Which ones should i invite?
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** David shulkin <Drshulkin@aol.com>
> **Date:** May 19, 2017 at 10:28:40 AM EDT
> **To:** [redacted] <[redacted]hotmail.com>
> **Subject: Re: Egyptian party**
>
> We can ask jake when we see him next week
>
> So far its 8 plus us
>
> [redacted] and husband
> [redacted] and wife
> Ronny and wife
> I assume poonam and [redacted] but dont know yet
>
> Lets assume others say no at this point-
>
> What about inviting
>
> Tom bowman- my new deputy- he would be alone- alone
> [redacted] alone - but i owe her for coming to va
> Vivieca and [redacted]
> [redacted] and wife?
> [redacted] and wife
> [redacted] and wife?
> Norty schwarz and wife- but he blew offdoarta party
>
> The there are the vsos that are important to mr
>
> [redacted]

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(b) (6)
(b) (6)

I could also invite my chairman

Senator issakson
Senator tester
Rep Rowe
Rep walz

What do you think?

Should we

Sent from my iPhone

On May 18, 2017, at 7:04 PM, (b) (6) <(b) (6) hotmail.com> wrote:

> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** (b) (6)
> <(b) (6) yahoo.com>
> **Date:** May 6, 2017 at 2:02:51 PM EDT
> **To:** (b) (6) <(b) (6) hotmail.com>
> **Subject: Re: Possible dates**
>
> It's perfect. I'll proceed immediately & I wish all your friends would be able to make it , to celebrate together. I'll keep you informed. All the best & have a wonderful weekend. Kisses much love ❤
>
> Sent from my iPhone
>
> On May 6, 2017, at 8:48 AM, (b) (6)
> <(b) (6) hotmail.com> wrote:
>
> > (b) (6)
> > Enclosed are names and addresses
> > Dr Poonam Aleigh and spouse
> > (b) (6) hotmail.com
> > Dr and Mrs . Ronny Jackson
> > (b) (6) whmo.mil
> > Dr. (b) (6) and spouse
> > (b) (6) aol.com
> > Jared and Ivanka Trump
> > (b) (6) who.eop.gov
> > (b) (6) ijkfamily.com

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Doctor and Mrs. [redacted]
[redacted]gmail.com
[redacted] and guest
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]who.eop.gov
Mr and mrs [redacted]
[redacted]advisory.com
Jake and [redacted] Tapper
[redacted]gmail.com

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AMERICAN OVERSIGHT

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Warm regards,

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(b) (6)

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AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 7:02:15 PM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: Egyptian party

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Begin forwarded message:

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> **To:** (b) (6) <(b) (6) hotmail.com>
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AMERICAN OVERSIGHT

Rep walz

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> > [redacted]whmo.mil
> > Dr. [redacted] and spouse
> > [redacted]aol.com
> > Jared and Ivanka Trump
> > [redacted]who.eop.gov
> > [redacted]ijkfamily.com
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> > [redacted] and guest
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> > Mr and mrs [redacted]
> > [redacted]who.eop.gov
> > Mr and mrs [redacted]
> > [redacted]who.eop.gov
> > Mr and mrs [redacted]

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[redacted] advisory.com
Jake and [redacted] Tapper
[redacted] gmail.com

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> > If not we can keep trying.
> > Thanks.
> > Warm regards,
> > [redacted]

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Sent from my iPhone

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/21/2017 3:37:37 AM
To: David Shulkin [drshulkin@aol.com]
Subject: So you made it to Morristown

Sent from my iPhone

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Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/8/2017 3:19:50 PM
To: David shulkin [drshulkin@aol.com]
Subject: Canaduigua VA

The University of Rochester is interested in the public private partnership model. If you want to pursue let me know

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted]aol.com [[redacted]aol.com]
Sent: 5/18/2017 2:40:53 PM
To: Poonam Alaigh [[redacted]hotmail.com]
CC: Drshulkin@aol.com
Subject: Re: VA Inventory Meeting

My notes to the COMMENTARY begin and end with CAPS below. I am also available to answer any questions

Sent from my iPhone

On May 17, 2017, at 9:03 PM, Poonam Alaigh <[redacted]hotmail.com> wrote:

[redacted] since you were in attendance at this meeting- can review and provide feedback

Sent from my iPad

Begin forwarded message:

From: Bruce Moskowitz <[redacted]mac.com>
Date: May 17, 2017 at 12:13:20 PM EDT
To: "drshulkin@aol.com" <drshulkin@aol.com>, Poonam Alaigh <[redacted]hotmail.com>
Cc: IP <[redacted]frenchangel59.com>, L Perl <[redacted]gmail.com>, "[redacted]gmail.com" <[redacted]gmail.com>
Subject: VA Inventory Meeting

Aaron provided the following document, I pulled out the Commentary that he wrote to highlight the important issues going forward.

COMMENTARY:

As part of the private-public partnership between the VA and the group of five Academic Medical Centers, the Mayo Clinic, the Cleveland Clinic, the Massachusetts General Hospital, Johns Hopkins and Kaiser Permanente the meeting at the Baltimore VA addressed the urgent need of a centralized Inventory Management System. The current system is over 30 years old and has resulted in a loss of billions of dollars, jeopardizing needed funds for direct patient care, and fostered a system that allowed fraud and abuse to go undetected. THERE WAS NO reference to LOSS OF BILLIONS OF DOLLARS nor jeopardy to patient care nor a system that FOSTERED FRAUD AND ABUSE. THIS IS COMMENTARY PROVIDED by AARON MOSKOWITZ.

Documented Shortcomings:

- Patient safety impacted: clinical resources diverted, hazardous devices in use, NO RECALL OF ANY DISCUSSION of the Hazardous devices REFERENCE during the presentation or discussion.

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- Integrated VA wide Supply Chain management impossible.
- Poor analytics: Both quality and timeliness
- Expensive life cycle management decisions: long cycles, lacking purchasing power
- Costly Procurement decisions (Purchase card overuse)

Importantly, devices that were found to be defective have been and can continue to be implanted in veterans resulting in permanent disability and death. Immediate and secondary effects of harmful devices effects health, quality of life and create new cost and resource burdens on the VA. AGAIN THIS WAS NOT STATED. There was a presentation by Dr Fred Resnic that was generic to the industry about the importance of an effective system for recall. He presentation published papers that described the adverse outcomes. He also noted that work at been done at the VA on several of these topics and that the VA actually had some CENTERS OF EXCELLENCE ON EVALUATIONS OF THESE OUTCOMES

To quote our Hopkins representative (b) (6)
"I have always taken an approach that fixes the easiest and most painful problems first, then use the processes established to move the larger effort forward in good, large steps. There are some fundamental problems that can/should be fixed within 8 -14 months. Then, once it is proven to work, roll it out to the rest of the VA." (b) (6) also exercised extreme caution at not being overly ambitious and not to try to BOIL THE OCEAN.

Most of what we are looking at involves some fairly large culture changes, which means influencing behavior. This usually takes time but can be done fairly quickly if the VA is willing to engage in a high velocity culture change effort. It has taken Kaiser 5 years to get where they are, and is thought of as one of the “highest performing” health care supply chains in the nation. There is the possibility of using Kaiser’s and other Academic Medical Center’s playbook to shorten the cycle time at the VA. THE KAISER REP WAS EXTREMELY HELPFUL TO THE ENTIRE DAY !!! SHE EMPHASIZED THAT WE SHOULD NOT MAKE THE MISTAKE OF THINKING THE SOLUTION IS JUST A NEW STSTEM BUT NEEDEd TO BE A BROADER SYSTEM of STANDARDIZATION of data , roles and responsibilities, processes ETC.

Change starts with basic operations and gaining the trust of supply chain customers: docs and nurses. (b) (6) (Kaiser) notes:

If VA’s supply chain can’t get a Band-Aid into the hands of the person needing it, it is going to be very hard to get them on board to tackle the big vision challenges that lie ahead."

Interoperability, standardization and centralization will allow agile development of a new system. For example, considering all five AMCs use Epic EMR, the VA can readily adopt existing solutions if

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they are also using Epic. The VA Technology Transfer Office should also adopt best practices from AMC TTOs to quickly engage and protect intellectual capital. THERE WAS NO DISCUSSION OF THE FOLLOWING THiNGS AT THIS MEETING: Hopkins being willing to give us their system, any discussion of an EMR, any discussion or offer of help writing code to link any two systems together, OR THE VA TECHNOLOGY TRANSFER CENTER

Sent from my iPad
Bruce Moskowitz M.D.

<VA meeting May 15.pdf>

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/18/2017 1:03:10 AM
To: (b) (6) [(b) (6) aol.com]
CC: Drshulkin@aol.com
Subject: Fwd: VA Inventory Meeting
Attachments: VA meeting May 15.pdf; ATT00001.htm

(b) (6) since you were in attendance at this meeting- can review and provide feedback

Sent from my iPad

Begin forwarded message:

From: Bruce Moskowitz <(b) (6) mac.com>
Date: May 17, 2017 at 12:13:20 PM EDT
To: "drshulkin@aol.com" <drshulkin@aol.com>, Poonam Alaigh <(b) (6) hotmail.com>
Cc: IP <(b) (6) frenchangel59.com>, L Perl <(b) (6) gmail.com>, "(b) (6) gmail.com" <(b) (6) gmail.com>
Subject: VA Inventory Meeting

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Change starts with basic operations and gaining the trust of supply chain customers: docs and nurses. (b) (6) (Kaiser) notes:

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Interoperability, standardization and centralization will allow agile development of a new system. For example, considering all five AMCs use Epic EMR, the VA can readily adopt existing solutions if they are also using Epic. The VA Technology Transfer Office should also adopt best practices from AMC TTOs to quickly engage and protect intellectual capital.

Sent from my iPad
Bruce Moskowitz M.D.

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VA meeting May 15

Supply chain management Listening Session

This document is my effort to organize discussion points and *is not* minutes of the meeting, my day of notes, nor a final white paper. Some material contained here may not have been presented at the meeting but is included to provide context.

Overview:

- Create a new, effective, and holistic system
- Idealized case scenarios were discussed but should not be chased
- This system can not carry the water for existing initiatives, programs, positions
- Asses with a mirror instead of a yard stick.
- The system we discussed should be readily capable for achieving goals but not designed to meet them. This is a future looking system in a radically evolving space. Attributes of a healthy and effective system will achieve discrete goals that can be validated with metrics.

Attendees and participants volunteered time and experience. I preface this document with the I Care Values and an excerpted statement form the VA director to shape frame the ideas presented later.

Aaron Moskowitz
Executive Director
Biomedical Research &
Education Foundation

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VA Goals

"Now, I look forward to continuing our collective efforts across the department and our country to deliver the care and services our Veterans need and deserve. Among many critical efforts already underway, we will continue building on significant progress increasing access for Veterans, preventing suicide, addressing unique needs of women Veterans, supporting Veterans' families and caregivers, continuing to drive down the disability backlog and Veteran homelessness, and pursuing necessary legislation to reform the outdated appeals process and for other critical legislative priorities."

-Dr. David Shulkin

Summary

1. Increasing Access for Veterans
2. Preventing Suicide
3. Addressing Unique Needs of Women Veterans
4. Supporting Veterans' Families and Caregivers
5. Drive Down Disability Backlog & Veteran Homelessness
6. Reform Appeals Process

I Care Core Values

Integrity, **C**ommitment, **A**dvocacy, **R**espect, and **E**xcellence (I CARE) define "who the VA is," VA's culture, and help guide the actions of staff across VA. Staff - at every level within VA - play a critical role to support VA's commitment to care and serve our Veterans, their families, and beneficiaries.

Integrity: Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

Commitment: Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.

Advocacy: Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

Respect: Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.

Excellence: Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.

Goals Presented by Dr. (b) (6) [redacted]

1. Greater Choice
2. Modernize system with infrastructure improvements
3. DoD VA coordination, Private public partnerships
4. Improve Timely Service
5. Suicide Prevention

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Commentary

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Agenda Items

These are the solutions for Inventory Management that our private public partnership Can assist in implementing.

• A system that monitors purchasing, inventory, and assists decision making

• Tracking *utilization* of medical technology that would help identify fraud and abuse.

• Detection of over utilization. Does one particular surgeon use for instance use only one company hip joint instead of the standard one purchase (apparently this is a problem)

• A device registry that can track recalls and ensure recalled devices are removed from inventory and practice (for instance a defibrillator or laboratory reagent may have had a recall but the VA in Alaska still as not pulled it from service)

• Recording of device information in a patient's EMR: the device (UDI), who implanted it, related outcome measures. Again, the information should aid decision making for the VA patient population

• Be compatible with patients receiving devices outside a VA hospital, as part of Veterans Choice Program

• Surveillance to track complications from implanting a device either from surgical complications or actual device failure

• The system for drugs, implanted devices, hospital equipment, home use devices, etc.

• Benchmarking prescribing and ordering by doctors and administrators

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Approach

1) **Functions follows Form**, Build the basics right and the desired attributes will arise: Benefits and desired attributes are byproducts of an effective system, not design goals. This design philosophy will allow iteration.

2) **The System**
    1) Specialized experience above internal experience
    2) Stakeholder driven, with dedicated roles (Full, part -time) and leadership positions
    3) Adaptive organization structure to quickly address needs
    4) System components are iterative after execution, not end points or static
    5) Scalable (up and down)
    6) Creates validation metrics
    7) Technology framework is open and interoperable systems

3) **The Pathway**
    1) Leverage experience at medical centers (Coalition of academic medical centers)
    2) Find specialists in other industries
    3) Organizational structure is centralized and standards are adopted
    4) Adopt and test technology fast
        1) Don't develop internally
        2) It it doesn't work, quickly unplug and terminate
    5) Avoid oversized solutions that run afoul of the Form

Pilot Program at the Baltimore VA Medical Center

Objective is to create a system that can "Centralize and Standardize" inventory management across all VAMCs.

A. Standardization of Process
    A. How to do: ordering, receiving, distribution, billing, etc
B. Standardization of Technology
    A. e.g. GS1
C. Standardized System Attributes
    A. Future facing to new technology (Smart Devices)
    B. Data integration and application
D. Centralize Supply Chain Management System
    A. Organization is standardized through out VAMCs
    B. Attributes are common job descriptions, processes, etc.
E. Centralize Supply Chain Management Attributes
    A. Revenue, Pricing, Billing, Item Master (formulary)
    B. National contracts and buying power for
        A. lower prices
        B. security of supplies
        C. purchases meet required standards for the system

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Expected Attributes

- Filling the gaps of other systems
  - Device safety and efficacy
  - True Pricing
    - factor in external costs (e.g. follow up care after procedure)
    - missed revenue opportunities (e.g. bundled payments)
- Patient and family/caregiver engagement
  - For data collection
    - Compliance and adherence to prescribed treatments
    - Outcomes
    - Inventory tracking (including opioids, equipment, expensive prescriptions)
- Optimization of purchasing
  - Creation of a centralized formulary or item list
  - Cost reduction in group practicing
  - Dictate features or orders
  - Ensure reliable supplies
- Metrics (fast and reliable)
  - On process
  - Performance of purchased goods and services
  - Educate stakeholders and validate positions taken
- Optimizes workflow
  - Professionals don't need to spend time on tertiary tasks
  - Billing, Patient record, administrative records, etc. are all web accessible
- Individual applications work right out of the box
  - Digital health, telemedicine, remote monitoring, and future technologies integration plug-in fast and easy. This is both an administrative and technology attribute.

Action Items

- Report from Dr. (b) (6) [redacted] to group by Friday May 19th
- Communication with Undersecretary Poonam Alaigh, MD
- Create a report from Academic Medical Centers
  - Kaiser, CCF, Mayo, Mass General, Mount Sinai and Johns Hopkins to present back to secretary and undersecretary.
- Internal Reports from VA made public (to avoid conflict)
- Bring in external resources and information

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VHA Supply Chain Scope

Causes for Supply Chain Inefficiencies and Costs

-Not integrated with other systems/ processes (eCMS, MSPV, Maximo)
-Multiple discrete/antiquated systems including FMS, IFCAP GIP
-Lack of Standardized data as evidenced by unique naming standards in individual VA Medical Centers
-No standard workforce management/ training/education (adoption is throttled by "this is how we do things here" mentality)

Future Supply Chain Management System Requirements

- Create an enterprise system to replace the current disjointed instances and varied support systems to provide:
  - Cloud-based consistent and standard data
  - Advanced analytical support for decision making
  - Web-based platform for maintainability and accessibility
  - Single interface to related systems (e.g. Finance, Contracting)
  - Will interface with the new USDA Shared Service Platform
- Enable professional staff to realize their full potential with an efficient/effective technical infrastructure.
- Operationalize advanced technical capabilities provided by reviewing and modifying processes and policies as needed

Phrases of the day

"DO THE BASICS RIGHT"

"DON'T BOIL THE OCEAN"

"HOW TO EAT THE ELEPHANT"

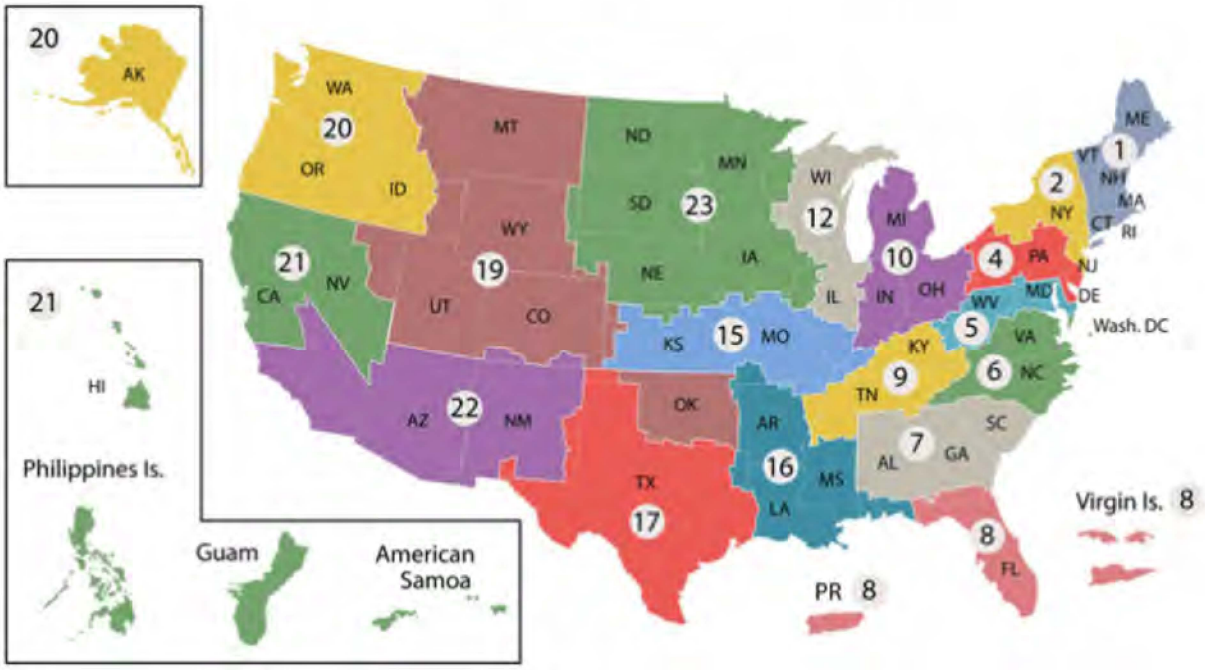
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Attendees

Name	Organization
[redacted] MD	Veterans Health Administration
[redacted], MD	Veterans Health Administration
Rick Lemmon	Veterans Health Administration
[redacted]	Veterans Health Administration
[redacted]	Veterans Health Administration
[redacted]	Veterans Health Administration
[redacted]	Johns Hopkins [redacted]
[redacted]	[redacted]
[redacted]	[redacted]hns Hopkins Health System
[redacted], MD	Lahey Clinic
[redacted], MD	Vanderbilt
Aaron Moskowitz	Biomedical Research and Education Foundation
[redacted]	Kaiser Permanente
[redacted]	Kaiser Permanente
[redacted]	Responsive Health
[redacted], MD	Responsive Health, Mount Sinai
[redacted]	Responsive Health
[redacted]	Responsive Health
[redacted]	Responsive Health
[redacted]	Responsive Health
[redacted]	Responsive Health

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Veterans Integrated Service Networks (VISN)



[VISN 1: VA New England Healthcare System]
[VISN 2: New York/New Jersey VA Health Care Network]
[VISN 4: VA Healthcare - VISN 4]
[VISN 5: VA Capitol Health Care Network]
[VISN 6: VA Mid-Atlantic Health Care Network]
[VISN 7: VA Southeast Network]
[VISN 8: VA Sunshine Healthcare Network]
[VISN 9: VA MidSouth Healthcare Network]
[VISN 10: VA Healthcare System]
[VISN 12: VA Great Lakes Health Care System]
[VISN 15: VA Heartland Network]
[VISN 16: South Central VA Health Care Network]
[VISN 17: VA Heart of Texas Health Care Network]
[VISN 19: Rocky Mountain Network]
[VISN 20: Northwest Network]
[VISN 21: Sierra Pacific Network]
[VISN 22: Desert Pacific Healthcare Network]
[VISN 23: VA Midwest Health Care Network]

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/19/2017 6:20:50 PM
To: (b) (6) [(b) (6) gmail.com]
CC: Djs Shulkin [vacodjs1@va.gov]
BCC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re:

Thats great

Sent from my iPhone

> On May 19, 2017, at 12:34 PM, (b) (6) <(b) (6) gmail.com> wrote:
>
> My mother and her boyfriend had the best experience at the Brooklyn VA. They stated he was one of only three World War II vet still around and they were so happy to see him. He thought it was better than any New York Hospital he's ever been to

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/10/2017 6:58:20 PM
To: (b) (6) frenchangel59.com
Subject: Employment Insurance

Ike- The issue we discussed is related to stopping the unemployment insurance for veterans once they are eligible for social security payments. This was used an offset to fund the additional funds made available to fund additional care in the community.

I think that the article below describes the concerns pretty well.

Also if the opportunity is appropriate feel free to remind the President that I am more than willing to help him on healthcare reform if needed.

Thanks

David

AMVETS Deeply Concerned by President's Proposed Cuts to Veteran Benefits

AMVETS National Headquarters, May 24, 2017 – While AMVETS (American Veterans) is thankful for President Trump's proposed 6 percent increase in the U.S. Department of Veterans Affairs' fiscal year 2018 discretionary budget, AMVETS leadership is deeply concerned by the proposed cuts to earned benefits for perhaps the most vulnerable segment of the veterans population.

The Trump administration's budget proposal contains a provision to cut Individual Unemployability (IU) benefits for seriously service connected disabled veterans aged 65 and older. This would steal a large percentage of a wounded, injured or ill veteran's compensation.

The argument for this cut is that these senior citizens would be eligible for Social Security retirement benefits at age 65. That argument is flawed because these veterans have largely been disabled, out of the work force and not paying into Social Security for many years before reaching 65. Many have been severely disabled as a result of their military service and unable to work since the day of their discharge.

Such a misguided move would wrongly take away about $1,200 a month from a single veteran rated at 90 percent disabled and already determined to be unable to work because or his or her military service. The monetary loss rapidly increases for veterans with lower disability ratings. In all, this proposal threatens to strip benefits from more than 225,000 senior citizen veterans who've been seriously disabled as a result of their military service.

AMVETS strongly opposes this proposed cut and calls for its immediate withdrawal.

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This cut, along with cuts to Cost of Living Adjustments (COLA) for veterans, is being used to assure funding for a "choice" program that has yet to be adequately developed, let alone tested and proven.

Other veteran groups also strongly objected to two legislative proposals included in the budget; one that would penalize millions of disabled veterans or survivors by rounding down cost-of-living adjustments (COLAs) for recipients of VA disability compensation and certain other benefit programs; and the other to cutoff eligibility to recipients of disability compensation due to individual unemployability (IU) once they reach age 62.

"We are adamantly opposed to a 10-year round down of veterans' disability compensation, which would have the cumulative effect of taking $2.7 billion away from injured and ill veterans who rely on such payments. We are equally opposed to arbitrarily cutting off eligibility for IU for veterans who turn 62, an age at which millions of American's continue working and saving money for their retirements, a luxury that many disabled veterans do not have. Congress must reject any proposals that seek to shift the cost of VA health care or benefits onto the backs of disabled veterans," said the IBVSOs.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/17/2017 9:44:42 PM
To: (b) (6) [(b) (6) frenchangel59.com]
Subject: Re: RE:

Id ask (b) (6) who she wants

Sent from my iPhone

> On May 17, 2017, at 5:32 PM, (b) (6) <(b) (6) renchangel59.com> wrote:
>
> Thank you - Do you know who from Apple we should invite? Or should I include
> everyone from our previous call?
>
> (b) (6) (CEO Apple), (b) (6) VP of Environment, Policy and Social
> Initiatives (Apple),
>
> -----Original Message-----
> From: David shulkin [mailto:Drshulkin@aol.com]
> Sent: Wednesday, May 17, 2017 1:56 PM
> To: (b) (6)
> Subject:
>
> (b) (6) please include these three people from VA on the apple call
>
> Thanks
>
> (b) (6) va.gov
>
> Rob.thomas2@va.gov
>
> Jennifer.s.lee@va.gov
>
> Sent from my iPhone
>

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Message

From: [redacted] [redacted]frenchangel59.com]
Sent: 5/17/2017 9:32:01 PM
To: 'David shulkin' [Drshulkin@aol.com]
Subject: RE:

Thank you - Do you know who from Apple we should invite? Or should I include everyone from our previous call?

[redacted] (CEO Apple), [redacted] VP of Environment, Policy and Social Initiatives (Apple),

-----Original Message-----
From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Wednesday, May 17, 2017 1:56 PM
To: [redacted]
Subject:

[redacted] please include these three people from VA on the apple call

Thanks

[redacted]va.gov

Rob.thomas2@va.gov

Jennifer.s.lee@va.gov

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/17/2017 5:55:31 PM
To: (b) (6) [(b) (6) frenchangel59.com]

(b) (6) please include these three people from VA on the apple call

Thanks

(b) (6) va.gov

Rob.thomas2@va.gov

Jennifer.s.lee@va.gov

Sent from my iPhone

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/14/2017 8:45:07 PM
To: Poonam Alaigh [(b) (6) hotmail.com]

Lets stop the emails today

Sorry for the bad email
Exchange- i know there is not daylight

Ive had not a minute of break all weekend - non stop crises and hassles- im super stressed and its getting to me

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/28/2017 10:02:29 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Me and tillerson
Attachments: IMG_4029.JPG; Untitled attachment 01075.txt

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Sent from my iPhone

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 9:24:24 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: (No Subject)

Sent from my iPhone

Begin forwarded message:

> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Date:** May 23, 2017 at 3:42:44 PM EDT
> **To:** David shulkin <Drshulkin@aol.com>
> **Subject: Re: (No Subject)**
>
> Me first. Also make sure someone gives the message to Poonam to give (b) (6) the candidate for Inventory Management a call in number thanks
>
> Sent from my iPad
> Bruce Moskowitz M.D.
>
> On May 23, 2017, at 3:40 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> > Bruce- who should she contact?
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **From:** DJS <vacodjs1@va.gov>
> > **Date:** May 23, 2017 at 3:30:23 PM EDT
> > **To:** 'Shulkin ' <drshulkin@aol.com>
> > **Subject: FW: (No Subject)**
> >
> > Sent with Good (www.good.com)
> >
> > -----Original Message-----
> > **From:** (b) (6)
> > **Sent:** Tuesday, May 23, 2017 03:24 PM Eastern Standard Time
> > **To:** DJS; Mitchell, Pam
> > **Cc:** Alaigh, Poonam, M.D.; Bonjorni, Jessica (WMC)
> > **Subject:** RE:

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We could use an IPA bring in employees of AU; for students, we'll need to look at other options. I would be happy to talk to AU. Is there a POC I can reach out to?

Many thanks,

(b) (6)

-----Original Message-----
From: DJS
Sent: Tuesday, May 23, 2017 3:13 PM
To: Mitchell, Pam
Cc: (b) (6) Alaigh, Poonam, M.D.
Subject:

(b) (6) are we able to use an IPA with American University to get some additional help into HR ?

Sent with Good (www.good.com)

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/23/2017 7:42:44 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: (No Subject)

Me first. Also make sure someone gives the message to Poonam to give (b) (6) the candidate for Inventory Management a call in number thanks

Sent from my iPad
Bruce Moskowitz M.D.

On May 23, 2017, at 3:40 PM, David shulkin <Drshulkin@aol.com> wrote:

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> **To:** 'Shulkin ' <drshulkin@aol.com>
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> **From:** (b) (6)
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> **Cc:** Alaigh, Poonam, M.D.; Bonjorni, Jessica (WMC)
> **Subject:** RE:
>
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>
> Many thanks,
>
> (b) (6)
>
> -----Original Message-----
> From: DJS
> Sent: Tuesday, May 23, 2017 3:13 PM
> To: Mitchell, Pam
> Cc: (b) (6) Alaigh, Poonam, M.D.
> Subject:

AMERICAN OVERSIGHT

(b) (6) are we able to use an IPA with American University to get some additional help into HR ?

Sent with Good (www.good.com)

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 7:40:38 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Fwd: (No Subject)

Bruce- who should she contact?

Sent from my iPhone

Begin forwarded message:

> **From:** DJS <vacodjs1@va.gov>
> **Date:** May 23, 2017 at 3:30:23 PM EDT
> **To:** 'Shulkin ' <drshulkin@aol.com>
> **Subject: FW: (No Subject)**
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** (b) (6)
> **Sent:** Tuesday, May 23, 2017 03:24 PM Eastern Standard Time
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> To: Mitchell, Pam
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> Subject:
>
> (b) (6) are we able to use an IPA with American University to get some additional help into HR ?
>
> Sent with Good (www.good.com)

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/11/2017 1:12:50 AM
To: Darin Selnick [(b) (6) @gmail.com]
Subject: Re: Sen. Rubio needs to speak to Dr. Shulkin tonight

Ok

Sent from my iPhone

On May 10, 2017, at 9:01 PM, Darin Selnick <(b) (6) @gmail.com> wrote:

> Final clarification from (b) (6) Rubio does not need to speak with you, (b) (6) misread the email. Rubio wants to make sure you know before the hearing, as he will bring the following up due to a rough meeting he, Isakson and Tester had with Schumer.
>
> Schemer wants to make it harder to fire VA employees by changing two standards - 1. For poor performance make it preponderance standard. 2. For misconduct make it substantial standard.
>
> Rubio and he says Dr. Roe want substantial standard for both poor performance and misconduct, making it easier for you to fire bad employees.
>
> This can be confusing, recommend you talk to OGC in morning if you need to before hearing.
>
> Darin
>
> Sent from my iPhone
>
> On May 10, 2017, at 5:11 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> > Im glad to speak to him (6104530(b) (6)
> >
> > David
> >
> > Sent from my iPhone
> >
> > On May 10, 2017, at 7:59 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
> >
> > > I talked to (b) (6) what Sen Rubio wanted to tell you was that Sen Schumer is trying to kill the accountability bill by lowering the standards. So the Senator wants to ask you at the upcoming hearing if you are ok with lower standards, he wants you to say no.
> > >
> > > Probably no need for a call unless you want to talk to him.
> > >
> > > Darin
> > >
> > > Sent from my iPhone
> > >
> > > On May 10, 2017, at 4:34 PM, Darin Selnick <(b) (6) @gmail.com> wrote:

AMERICAN OVERSIGHT

I received a call from [redacted] from Senator Rubio who wants to talk to you tonight, see email below. If you want to talk to Senator let me know and I will get the phone number for you from [redacted]

Darin

Sent from my iPhone

Begin forwarded message:

> **From:** "[redacted] (Rubio)" <[redacted]rubio.senate.gov>
> **Date:** May 10, 2017 at 4:27:26 PM PDT
> **To:** Darin Selnick <[redacted]@gmail.com>
> **Subject: Sen. Rubio needs to speak to Dr. Shulkin tonight**
>
> About the evidence standards for the accountability bill. Is there a way Marco can talk to Dr. Shulkin tonight before the hearing tomorrow?
>
> Thank you,
> [redacted]
>
> Sent from my BlackBerry 10 smartp hone on the Verizon Wireless 4G LT E network.

AMERICAN OVERSIGHT

Message

From: Darin Selnick [(b) (6) @gmail.com]
Sent: 5/11/2017 1:01:50 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Sen. Rubio needs to speak to Dr. Shulkin tonight

Final clarification from (b) (6) Rubio does not need to speak with you, (b) (6) misread the email. Rubio wants to make sure you know before the hearing, as he will bring the following up due to a rough meeting he, Isakson and Tester had with Schumer.

Schemer wants to make it harder to fire VA employees by changing two standards - 1. For poor performance make it preponderance standard. 2. For misconduct make it substantial standard.

Rubio and he says Dr. Roe want substantial standard for both poor performance and misconduct, making it easier for you to fire bad employees.

This can be confusing, recommend you talk to OGC in morning if you need to before hearing.

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>
> David
>
> Sent from my iPhone
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> >
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> >
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> >
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> >
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AMERICAN OVERSIGHT

Darin

Sent from my iPhone

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About the evidence standards for the accountability bill. Is there a way Marco can talk to Dr. Shulkin tonight before the hearing tomorrow?

Thank you,
(b) (6)

Sent from my BlackBerry 10 smartphone on the Ver izon Wireless 4G LTE network.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/11/2017 12:11:46 AM
To: Darin Selnick [(b) (6) @gmail.com]
Subject: Re: Sen. Rubio needs to speak to Dr. Shulkin tonight

Im glad to speak to him (6104530(b) (6)

David

Sent from my iPhone

On May 10, 2017, at 7:59 PM, Darin Selnick <(b) (6) @gmail.com> wrote:

> I talked to (b) (6) what Sen Rubio wanted to tell you was that Sen Schumer is trying to kill the accountability bill by lowering the standards. So the Senator wants to ask you at the upcoming hearing if you are ok with lower standards, he wants you to say no.
>
> Probably no need for a call unless you want to talk to him.
>
> Darin
>
> Sent from my iPhone
>
> On May 10, 2017, at 4:34 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
>
> > I received a call from (b) (6) from Senator Rubio who wants to talk to you tonight, see email below. If you want to talk to Senator let me know and I will get the phone number for you from (b) (6)
> >
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> >
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> >
> > Thank you,
> > (b) (6)
> >
> > Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

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Message

From: Thomas, Rob C. II [Rob.Thomas2@va.gov]
Sent: 5/21/2017 10:14:51 PM
To: 'David shulkin' [Drshulkin@aol.com]; 'Bruce Moskowitz' [(b) (6) [redacted]mac.com]
Subject: RE: (No Subject)

Thank you Secretary.

Dr. Moskowitz, a pleasure to meet you virtually. I wrote the original thought piece we sent to Apple. Most recently, we seem to be bogged down on the way forward. I surely welcome a conversation at your convenience.

Warm Regards, Rob

ROB C. THOMAS II
Acting Assistant Secretary &
Chief Information Officer
Department of Veterans Affairs
Email: Rob.Thomas2@va.gov
Office: 202-461-6910

-----Original Message-----
From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Sunday, May 21, 2017 03:41 PM Eastern Standard Time
To: Bruce Moskowitz
Cc: Thomas, Rob C. II
Subject:

Rob- i would like to connect you with Dr Bruce Moskowitz, a trusted advisor, to see if the two you could have a conversation about our Apple discussions

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/27/2017 12:59:15 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: APple call

No

Sent from my iPhone

> On May 27, 2017, at 8:50 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> I mentioned the disability stuff for our upcoming HEC discussion which is in a couple of months- should I try to tackle it sooner
>
> Sent from my iPad
>
>> On May 27, 2017, at 7:53 AM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> Agree all are important Bruce
>>
>> I would continue to work with Rob thomas (Cio) om apple
>>
>> Sent from my iPhone
>>
>>> On May 27, 2017, at 7:32 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>>
>>> I need to brief the new CIO on the call we had yesterday with Apple
>>>
>>> Second we need to take advantage of off the shelf strategies to make sure the choice program does not lead to over utilization and fraud and abuse.
>>>
>>> Third we need to work with the DOD on preventive measures for disability claims
>>>
>>> Enjoy the holiday
>>>
>>> Sent from my iPad
>>> Bruce Moskowitz M.D.
>>

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/27/2017 12:50:58 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: APple call

I mentioned the disability stuff for our upcoming HEC discussion which is in a couple of months- should I try to tackle it sooner

Sent from my iPad

> On May 27, 2017, at 7:53 AM, David shulkin <Drshulkin@aol.com> wrote:
>
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>
> I would continue to work with Rob thomas (Cio) om apple
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>> Enjoy the holiday
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>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/27/2017 11:53:22 AM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Re: APple call

Agree all are important Bruce

I would continue to work with Rob thomas (Cio) om apple

Sent from my iPhone

> On May 27, 2017, at 7:32 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> I need to brief the new CIO on the call we had yesterday with Apple
>
> Second we need to take advantage of off the shelf strategies to make sure the choice program does not lead to over utilization and fraud and abuse.
>
> Third we need to work with the DOD on preventive measures for disability claims
>
> Enjoy the holiday
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/27/2017 11:32:01 AM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
CC: IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: APple call

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Third we need to work with the DOD on preventive measures for disability claims

Enjoy the holiday

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/8/2017 3:36:58 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Suicide initiative

Were working on a moa with dod that we can include this

Sent from my iPhone

> On Jun 8, 2017, at 9:32 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> I had a meeting yesterday in Albuquerque with a 20 year air force firearms safety instructor. His observations are important. While in the active military the stigmata of having mental health care is a serious deterrent. Now that he is a Veteran and volunteers his time he is adamant that until we solve and more importantly recognize the problem during active service we can not make a dent in the suicide rate. He points out that we need a telemedicine service that can protect a confidential reach out to a professional
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AMERICAN OVERSIGHT

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Sent: 6/8/2017 1:32:01 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; David shulkin [drshulkin@aol.com]
Subject: Suicide initiative

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Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/15/2017 1:09:23 AM
To: Darin Selnick [(b) (6) @gmail.com]
Subject: Re: Updates

Thanks

Sent from my iPhone

On May 14, 2017, at 8:56 PM, Darin Selnick <(b) (6) @gmail.com> wrote:

> Thanks, I thought you would also like to see the latest article from (b) (6) - DAV, concerning choice.
>
> http://thehill.com/blogs/pundits-blog/healthcare/333308-congress-must-act-to-better-the-healthcare-of-americas-veterans
>
> Darin
>
> On Sun, May 14, 2017 at 6:40 AM, David Shulkin <drshulkin@aol.com> wrote:
>
> > updates
>
> -----Original Message-----
> From: Darin Selnick <(b) (6) @gmail.com>
> To: David shulkin <Drshulkin@aol.com>
> Sent: Sun, May 14, 2017 9:29 am
> Subject: Updates
>
> Here are some updates I did not get a chance to mention at the 1 on 1.
>
> 1. Leave - I need leave from May 24-26 as I have a number of doctor visits back in California, including the inside of my knee started having pain.
>
> Sorry to hear this hope you get some relief
> I would also like to take leave for June 8-9, as it is my nephew high school graduation. On leave I always check my phone and email in case you need anything.
> ok
> 2. Senator Cruz: I met with (b) (6) his staffer who handles veterans policy. Cruz wants to get active with veterans policy and legislation. At the meeting he has with you on May 23 he will want to discuss the latest on Choice 2.0. His staff has been talking to Rep McMorris - Rodgers staff about where VA healthcare should go and he is a big fan of CVA and their Fixing Veterans Healthcare Taskforce report. In the short term, Cruz wants to be lead on introducing smaller and narrow focused legislation that can get passed quickly, bills that are 5 pages or less, so I expect he will bring that up and may have some ideas in mind and/or ask if there is something you would like.
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ok
4. WH - [redacted] Office of Public Liaison. I had a great meeting with [redacted] on Friday, I have been friends with her for 20 years. We discussed what the status is with the WHOAH. A new Office of American Heroes will not be stood up. Instead all of its functions will be done through her office as the WH Warriors Initiative. The initiative will have teeth as it will be run through her office and will coordinate with the WH offices, DoD and VA, with sponsorship from the first lady and Mrs Pence. [redacted] is looking forward to working closely with me and VA going forward on coordination and support of veterans issues, interagency efforts and veterans policy. She would like for us to keep her updated on new VA policy developments. I think her office could be very helpful in our efforts on passing Choice 2.0. and the pilots.
This is good- lets try to get VA as involved in these efforts, and be supportive as possible. I think you can play an important role in keeping the sunlight between us and them as little as possible- thanks
Darin

AMERICAN OVERSIGHT

Message

From: Darin Selnick [(b) (6) @gmail.com]
Sent: 5/15/2017 12:56:27 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Updates

Thanks, I thought you would also like to see the latest article from (b) (6) - DAV, concerning choice.

http://thehill.com/blogs/pundits-blog/healthcare/333308-congress-must-act-to-better-the-healthcare-of-americas-veterans

Darin

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Darin

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/14/2017 1:40:04 PM
To: (b) (6) @gmail.com
Subject: Re: Updates

updates

-----Original Message-----
From: Darin Selnick <(b) (6) @gmail.com>
To: David shulkin <Drshulkin@aol.com>
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Darin

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/4/2017 2:20:05 AM
To: (b) (6) [(b) (6) va.gov]
Subject: Fwd: Choice Thoughts

Print

Sent from my iPhone

Begin forwarded message:

From: Darin Selnick <(b) (6) @gmail.com>
Date: June 3, 2017 at 6:36:24 PM EDT
To: David shulkin <Drshulkin@aol.com>
Subject: Choice Thoughts

I read the latest version of the new Choice plan and legislation and they are pretty good. Especially good is the draft language for the pilots. The pilots gives us the opportunity to test out everything we need to do to become a modern healthcare system, they are the future salvation of the system, the bold change, and they keep the Trump promise that veterans will be able to choose either the VHA providers or the Community Providers. The one item I am going to double check with Baligh is to make sure in the pilots we can have non-eligible veterans use the system when they bring full payment. Part of the pilot language includes a section for innovative payment for non-veterans. Most people do not realize up to 10% of our patients are currently non-veterans and we are probably not collecting the payment for services we should be for those patients.

I expect Rep McMorris-Rodgers to take her draft bill and introduce it as a regular bill by June 23. She is supposed to be coordinating with Dr Roe so he understands what she is doing. She does not expect her bill to go anywhere, but to provide us cover and make the Roe bill, which will have the VA draft language and pilots, look like a moderate compromise. She is good with that as the pilots provide her with what she really wants, and her compromise will be the pilots staying intact.

I do have some recommendations on a few areas:

1. In the VA draft language, we do not mention primary or secondary payer. You will get questions about it and Dr Roe and Sen Lee will want it in the final legislation for community care as cost mitigation. Recommend we internally cost out 2nd payer and have numbers ready if needed. I also recommend you have that great chart available, VIP services can grow over time, IF VA can act more like the private sector.

2. A cost mitigation strategy we do not discuss under Revenue Optimization, is the idea I mentioned to you the other month about better identifying what truly is service-connected treatment and not just checking off the box. Recommend we start doing this now. The more we move service connected treatment to non service connected treatment, the more we can collect from OHI additional revenue. If we were in the private sector this would be a top priority, and so it should be for us. This does not cost the veteran any more money, but gets us additional revenue we need.

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3. As we discussed Friday, without the 40 mile and 30 days standard, it is less clear what the guidelines are for accessible (access) and feasible (distance). I recommend we use as an internal guideline the DoD TRICARE Prime standard listed below. This would not be a requirement, but as a flexible internal and non-binding guideline, would provide clarity and consistency with staff and veterans on how we are approaching it. All veterans on active duty or retired have this had this as their choice standard and it would make the transition easier for veterans as they would have the same standards going from DoD healthcare to VA healthcare. In practice you do not actually use it much. In the two years that my care has been at Camp Pendleton, I have never needed to use it, as the system has been working. If they could not provide me the care under these standards, I have always been given an authorization and referral for the providers in the network. I think having these standards in DoD has kept their management and providers honest as this is their competition.

TRICARE Prime for access standards

	Urgent Care	**Routine Care**	**Referred/ Specialty Care**	**Wellness/ Preventive Care**
Appointment wait time	Not to exceed 24 hours	Not to exceed 7 days	Not to exceed 28 days	Not to exceed 30 days
Drive Time		Within 30 minutes from home	Within 60 minutes from home	
Wait time in office	Not to exceed 30 minutes for non-emergency situations			

Darin

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/4/2017 2:18:45 AM
To: Darin Selnick [(b) (6) [redacted]@gmail.com]
Subject: Re: Choice Thoughts

Really good comments

As i digest these- I suggest you share with baligh and poonam as well

Sent from my iPhone

On Jun 3, 2017, at 6:36 PM, Darin Selnick <(b) (6) [redacted]@gmail.com> wrote:

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Darin

AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

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Darin

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/21/2017 7:52:22 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Practicing fir rolling thunber
Attachments: IMG_9253.PNG; Untitled attachment 01155.txt

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/15/2017 2:02:37 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: Great to meet you, (b) (6)

David,

Please let me know if it makes sense for me to meet with them.

Thank you,
Ike

From: (b) (6) [mailto(b) (6) missioncontinues.org]
Sent: Monday, May 15, 2017 8:52 AM
To: (b) (6)
Cc: IP
Subject: Re: Great to meet you, (b) (6)

Glad to be looped in here! Ike, I'm back in the office now and (b) (6) and I will mind-meld on some times when we can connect with you. Looking forward to crossing paths!
Best,
(b) (6)

On Thu, May 11, 2017 at 6:06 PM, (b) (6) <(b) (6) missioncontinues.org> wrote:
(b) (6)

Thank you very much for reaching out to Ike and for the introduction on behalf of The Mission Continues. I've moved you to bcc so that we can spare your inbox.

Ike - It is a sincere pleasure to meet you. Thank you very much for your interest in learning more about The Mission Continues, for speaking with Secretary Shulkin about the work that we are doing, and for your tremendous support of our veterans. (b) (6) and I would be honored to meet you this summer in NYC. (b) (6) is actually in Israel at the moment as part of an opportunity through a grant that the Harry & Jeanette Weinberg Foundation recently made in The Mission Continues. When he returns next week, I will connect with him and determine some dates that work to meet and we will get back with you. In the meantime, if I can provide any additional information on The Mission Continues, or answer any questions that you might have, please do let me know.

Thank you very much, and I look forward to continuing the conversation very soon.

Best,
(b) (6)

(b) (6)
Executive Director, West Region
The Mission Continues
5427 1/2 Santa Monica Blvd.
Los Angeles, CA 90029
C: 210.294(b) (6)
Facebook | Twitter | Donate | CFC# 46324

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Watch our new video!
Support TMC & Help me get into the Guinness Book of World Records!

On Thu, May 11, 2017 at 6:14 AM, (b) (6) @disney.com> wrote:
(b) (6)

I had an opportunity to review this with Ike and he would like to see you and (b) (6) in NYC this summer. He will also discuss this with Secretary Shulkin and, if there's interest, introduce you to him. Ike is copied here and I'll leave it to you to connect.

Best regards,

(b) (6)

Sent from my iPhone

On May 10, 2017, at 1:29 PM, (b) (6) <(b) (6) missioncontinues.org> wrote:

> Hi (b) (6)
>
> Thanks again for your time yesterday and for the fantastic conversation about ways that Disney and The Mission Continues can strengthen our partnership with one another. I am particularly excited about finding ways to collaborate on a 2018 Mass Deployment in Los Angeles, and I'm including here a link to more info about this year's Deployment to Atlanta for your information.
>
> I had a great talk with (b) (6) and look forward to hearing from her about next steps. I also appreciate your offer to connect (b) (6) & me with Ike, and to reach out to (b) (6) on our behalf. I'll follow up with a separate email regarding the connection to (b) (6)
>
> I sincerely appreciate your commitment to veterans through your efforts with Disney's SALUTE and Heroes Work Here programs, and I look forward to working together & to connecting again soon!
>
> Very best,
> (b) (6)
>
> PS - Here's a link to the great article about Secretary Shulkin that I mentioned to you.

(b) (6)
Executive Director, West Region
The Mission Continues
5427 1/2 Santa Monica Blvd.
Los Angeles, CA 90029
C: 210.294(b) (6)
Facebook | Twitter | Donate | CFC# 46324
Watch our new video!
Support TMC & Help me get into the Guinness Book of World Records!

AMERICAN OVERSIGHT

--

(b) (6)
President
The Mission Continues | 50 Broad Street, Suite 404 | New York, NY 10004
O: (646) 568-(b) (6) | M: (917) 275(b) (6)
Facebook | Twitter | Donate | CFC# 46324

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 5:38:22 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: This week

Ok - she has really withdrawn from most things

Sent from my iPhone

> On May 26, 2017, at 1:25 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> When I met with Scott, he was extremely sympathetic towards Jen Lee and he was nosey and protective of her, wanting to elevate her role - I was pretty matter of factly though
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/26/2017 5:25:00 PM
To: David Shulkin [drshulkin@aol.com]
Subject: This week

When I met with Scott, he was extremely sympathetic towards Jen Lee and he was nosey and protective of her, wanting to elevate her role - I was pretty matter of factly though

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 11:25:16 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re:

No its ok

Sent from my iPhone

On May 17, 2017, at 9:34 PM, (b) (6) <(b) (6) gmail.com> wrote:

> Ahhh. Yes I did. I can pull back very diplomatically
>
> On Wed, May 17, 2017 at 9:33 PM David shulkin <Drshulkin@aol.com> wrote:
> Have you already invited suraf? If not hold off- if you did its ok
>
> Sent from my iPhone
> --
> Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/18/2017 1:34:08 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Ahhh. Yes I did. I can pull back very diplomatically

On Wed, May 17, 2017 at 9:33 PM David shulkin <Drshulkin@aol.com> wrote:
Have you already invited suraf? If not hold off- if you did its ok

Sent from my iPhone
--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 1:33:06 AM
To: (b) (6) [(b) (6) gmail.com]

Have you already invited suraf? If not hold off- if you did its ok

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/25/2017 11:00:35 AM
To: (b) (6) [(b) (6) gmail.com]

Hope you are feeling better

Do u have an email for (b) (6) and (b) (6) from the GI film festival?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/3/2017 11:53:03 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re:

I would wait for the private sector-

We can make that happen

Sent from my iPhone

> On Jun 3, 2017, at 6:52 AM, (b) (6) <(b) (6) gmail.com> wrote:
>
> Hi.
>
> I promised cleveland an answer on Monday about the detail. Experience would be great, but I watched you and poonam at medexpress, the private sector exposed you all to so much more acumen. I want that. Cleveland is my only offer so that makes things easy and hard. Know you're plate is full but on Monday if you please give me your thoughts, I appreciate it.

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/3/2017 10:52:36 AM
To: David Shulkin [drshulkin@aol.com]

Hi.

I promised cleveland an answer on Monday about the detail. Experience would be great, but I watched you and poonam at medexpress, the private sector exposed you all to so much more acumen. I want that. Cleveland is my only offer so that makes things easy and hard. Know you're plate is full but on Monday if you please give me your thoughts, I appreciate it.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) [redacted]mac.com]
Sent: 5/27/2017 9:43:33 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Re:

I have been on this site often this is easy to stop with some effort

Sent from my iPad
Bruce Moskowitz M.D.

On May 27, 2017, at 5:35 PM, David Shulkin <drshulkin@aol.com> wrote:

> This is what these guys do to Increase disability claims
>
> http://www.disabledveterans.org/2011/01/14/how-to-file-a-va-claim-for-disability-compensation/?inf_contact_key=4b80b89d7dafca86ed0740f8908c320859503270 66b7cd41d068ab5b23f3ca0d
>
> Sent from my iPad

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/27/2017 9:35:20 PM
To: Bruce Moskowitz [(b) (6) [redacted] mac.com]

This is what these guys do to Increase disability claims

http://www.disabledveterans.org/2011/01/14/how-to-file-a-va-claim-for-disability-compensation/?inf_contact_key=4b80b89d7dafca86ed0740f8908c32085950327066b7cd41d068ab5b23f3ca0d

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: (b) (6) [(b) (6) gmail.com]
Sent: 5/26/2017 11:01:10 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Unbelievable

Geez. Crazy!

But the universe aligns for unknown reasons. Just never know what's up next.

On Fri, May 26, 2017 at 6:52 PM David shulkin <Drshulkin@aol.com> wrote:
http://fusion.kinja.com/how-many-people-have-to-die-resign-or-go-to-jail-befo-1795378647

Sent from my iPhone
--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/4/2017 1:48:02 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Ok
On Sun, Jun 4, 2017 at 9:47 AM David shulkin <Drshulkin@aol.com> wrote:
Be careful- alot of mri's show [redacted] in normal people- rushing into surgery can be a mistake - but lets take it one step at a time

Sent from my iPhone

On Jun 4, 2017, at 9:41 AM, [redacted] <[redacted]gmail.com> wrote:

> Orthopedist believes it's a [redacted] will confirm on Wednesday morning after he receives MRI results.
> On Wed, May 31, 2017 at 6:22 PM David shulkin <Drshulkin@aol.com> wrote:
> Hope it goes well
>
> Sent from my iPhone
>
> > On May 31, 2017, at 6:16 PM, [redacted] <[redacted]gmail.com> wrote:
> >
> > Dr. Shulkin, will use tomorrow to see the medical specialist and be off tomorrow. Have a nice time in Hampton.
> > --
> > Sent from Gmail Mobile
>
> --
> Sent from Gmail Mobile

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/4/2017 1:47:28 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re:

Be careful- alot of mri's show (b) (6) in normal people- rushing into surgery can be a mistake - but lets take it one step at a time

Sent from my iPhone

On Jun 4, 2017, at 9:41 AM, (b) (6) <(b) (6) gmail.com> wrote:

> Orthopedist believes it's a (b) (6) will confirm on Wednesday morning after he receives MRI results.
> On Wed, May 31, 2017 at 6:22 PM David shulkin <Drshulkin@aol.com> wrote:
> Hope it goes well
>
> Sent from my iPhone
>
> > On May 31, 2017, at 6:16 PM, (b) (6) <(b) (6) gmail.com> wrote:
> >
> > Dr. Shulkin, will use tomorrow to see the medical specialist and be off tomorrow. Have a nice time in Hampton.
> > --
> > Sent from Gmail Mobile
>
> --
> Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 6/4/2017 1:41:35 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Orthopedist believes it's a [redacted] will confirm on Wednesday morning after he receives MRI results.
On Wed, May 31, 2017 at 6:22 PM David shulkin <Drshulkin@aol.com> wrote:

> Hope it goes well
>
> Sent from my iPhone
>
> > On May 31, 2017, at 6:16 PM, [redacted] <[redacted]gmail.com> wrote:
> >
> > Dr. Shulkin, will use tomorrow to see the medical specialist and be off tomorrow. Have a nice time in Hampton.
> > --
> > Sent from Gmail Mobile

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/31/2017 10:22:50 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re:

Hope it goes well

Sent from my iPhone

> On May 31, 2017, at 6:16 PM, (b) (6) <(b) (6) gmail.com> wrote:
>
> Dr. Shulkin, will use tomorrow to see the medical specialist and be off tomorrow. Have a nice time in Hampton.
> --
> Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/31/2017 10:16:13 PM
To: David Shulkin [drshulkin@aol.com]

Dr. Shulkin, will use tomorrow to see the medical specialist and be off tomorrow. Have a nice time in Hampton.
--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/12/2017 10:49:36 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Women's health initiative

Its about OB- not a great fit since we have no OB!

Sent from my iPhone

On May 12, 2017, at 6:47 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Looks like its this is what he is talking about around donations

---

From: Bruce Moskowitz <(b) (6) mac.com>
Sent: Wednesday, May 10, 2017 8:20 AM
To: Poonam Alaigh; drshulkin@aol.com
Subject: Women's health initiative

The head of this company is amenable of donating this to the VA.
I knew about it from a friend at Medstar Health. Perhaps it is worth reviewing

The Customer

MedStar Health is the largest healthcare provider in the Maryland and Washington, D.C. region, caring for more than half a million patients. The Medstar Health System includes MedStar's 10 hospitals, the MedStar Health Research Institute, and MedStar Medical Group.

The Objectives

1. Introduce innovation into the system
2. Create a unique and differentiated OB service in the DC marketplace
3. Improve the bottom line

The Outcomes

Leveraging MedStar's Institute for Innovation (MI2) as a key sponsor, Babyscripts was able to successfully onboard patients at four hospital locations and measured very high levels of patient engagement and satisfaction. Babyscripts is extending the implementation at two practices to further measure ROI.

https://getbabyscripts.com/

AMERICAN OVERSIGHT

Babyscripts

getbabyscripts.com

Research. Because of our clinical focus, Babyscripts is the only digital pregnancy experience that has been validated through research. Read More

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/12/2017 10:47:48 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fw: Women's health initiative

Looks like its this is what he is talking about around donations

---

From: Bruce Moskowitz <(b) (6) mac.com>
Sent: Wednesday, May 10, 2017 8:20 AM
To: Poonam Alaigh; drshulkin@aol.com
Subject: Women's health initiative

The head of this company is amenable of donating this to the VA.
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The Objectives

1. **Introduce innovation into the system**
2. **Create a unique and differentiated OB service in the DC marketplace**
3. **Improve the bottom line**

The Outcomes

Leveraging MedStar's Institute for Innovation (MI2) as a key sponsor, Babyscripts was able to successfully onboard patients at four hospital locations and measured very high levels of patient engagement and satisfaction. Babyscripts is extending the implementation at two practices to further measure ROI.

https://getbabyscripts.com/

Babyscripts

getbabyscripts.com

Research. Because of our clinical focus, Babyscripts is the only digital pregnancy experience that has been validated through research. Read More

AMERICAN OVERSIGHT

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) [redacted] mac.com]
Sent: 5/10/2017 12:20:49 PM
To: Poonam Alaigh [(b) (6) [redacted] hotmail.com]; drshulkin@aol.com
Subject: Women's health initiative

The head of this company is amenable of donating this to the VA.
I knew about it from a friend at Medstar Health. Perhaps it is worth reviewing

The Customer

MedStar Health is the largest healthcare provider in the Maryland and Washington, D.C. region, caring for more than half a million patients. The Medstar Health System includes MedStar's 10 hospitals, the MedStar Health Research Institute, and MedStar Medical Group.

The Objectives

1. Introduce innovation into the system
2. Create a unique and differentiated OB service in the DC marketplace
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The Outcomes

Leveraging MedStar's Institute for Innovation (MI2) as a key sponsor, Babyscripts was able to successfully onboard patients at four hospital locations and measured very high levels of patient engagement and satisfaction. Babyscripts is extending the implementation at two practices to further measure ROI.

https://getbabyscripts.com/

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/16/2017 5:20:01 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Two calls

Will (b) (6) send us the details of the calls- we don't have it on our calendar

Sent from my iPhone

> On May 16, 2017, at 7:27 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> You and David should be on Mayo Clinic call to lend their senior management 4 may 19. The U of Penn suicide prevention 4 may 30
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/16/2017 3:51:36 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Two calls

Do you know the tines for these calls?

Sent from my iPhone

Begin forwarded message:

> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Date:** May 16, 2017 at 7:24:26 AM EDT
> **To:** Poonam Alaigh <(b) (6) hotmail.com>
> **Cc:** David shulkin <drshulkin@aol.com>
> **Subject: Two calls**
>
> You and David should be on Mayo Clinic call to lend their senior management 4 may 19. The U of Penn suicide prevention 4 may 30
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/16/2017 11:24:26 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Two calls

You and David should be on Mayo Clinic call to lend their senior management 4 may 19. The U of Penn suicide prevention 4 may 30

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/17/2017 7:12:40 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Cinci

Hi, it doesn't look like I will be able to travel to Cinci Friday. I have a commitment that I can't shake. I will try to look for your remarks in your email tomorrow when I get in.

[redacted] Vivieca's EA, will be providing the staff support.

[redacted]

--

Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/22/2017 5:51:49 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; Ike Perl [(b) (6) marvel.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Re: Apple meeting

Thanks Bruce

Sent from my iPhone

> On May 22, 2017, at 12:48 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> You are right Robert Thomas is the correct person as CIO to lead the Apple meeting. He will stay on in the position until mission accomplished. I had a long discussion with him today and you are right he is impressive.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/22/2017 4:48:33 PM
To: drshulkin@aol.com; Poonam Alaigh [(b) (6) hotmail.com]
CC: Ike Perl [(b) (6) marvel.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Apple meeting

You are right Robert Thomas is the correct person as CIO to lead the Apple meeting. He will stay on in the position until mission accomplished. I had a long discussion with him today and you are right he is impressive.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/1/2017 1:59:42 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]

For the meeting with the 5 ceos i would add senator Isakson and Chairman Roe

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]va.gov]
Sent: 6/12/2017 5:48:54 PM
To: David shulkin [Drshulkin@aol.com]
Subject: RE: [EXTERNAL] Fwd: Article about PTSD

Unfortunately, I can't open the full article…Need to subscribe in order to pull article.

From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Monday, June 12, 2017 1:46 PM
To: [redacted]
Subject: [EXTERNAL] Fwd: Article about PTSD

Print

Sent from my iPhone

Begin forwarded message:

> **From:** "IP" <[redacted]frenchangel59.com>
> **Date:** June 12, 2017 at 1:07:45 PM EDT
> **To:** <[redacted]mac.com>, <[redacted]gmail.com>, "David shulkin" <drshulkin@aol.com>, "Poonam Alaigh" <[redacted]hotmail.com>
> **Subject: Article about PTSD**
>
> I don't know if you saw this.
>
> https://www.wsj.com/articles/can-a-single-injection-conquer-ptsd-the-army-wants-to-find-out-1497279572

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/12/2017 5:47:23 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Article about PTSD

Can we see what our sme's think about this

Sent from my iPhone

Begin forwarded message:

> **From:** "IP" <(b) (6) frenchangel59.com>
> **Date:** June 12, 2017 at 1:07:45 PM EDT
> **To:** <(b) (6) mac.com>, <(b) (6) gmail.com>, "David shulkin" <drshulkin@aol.com>, "Poonam Alaigh" <(b) (6) hotmail.com>
> **Subject: Article about PTSD**
>
> I don't know if you saw this.
>
> https://www.wsj.com/articles/can-a-single-injection-conquer-ptsd-the-army-wants-to-find-out-1497279572

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/12/2017 5:45:57 PM
To: IP [(b) (6)frenchangel59.com]
CC: (b) (6) mac.com; (b) (6) gmail.com; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Article about PTSD

We are looking into this

Thanks

Sent from my iPhone

On Jun 12, 2017, at 1:07 PM, IP <(b) (6) frenchangel59.com> wrote:

> I don't know if you saw this.
>
> https://www.wsj.com/articles/can-a-single-injection-conquer-ptsd-the-army-wants-to-find-out-1497279572

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/12/2017 5:45:37 PM
To: [redacted] [redacted]va.gov]
Subject: Fwd: Article about PTSD

Print

Sent from my iPhone

Begin forwarded message:

> **From:** "IP" <[redacted]frenchangel59.com>
> **Date:** June 12, 2017 at 1:07:45 PM EDT
> **To:** <[redacted]mac.com>, <[redacted]gmail.com>, "David shulkin" <drshulkin@aol.com>, "Poonam Alaigh" <[redacted]hotmail.com>
> **Subject: Article about PTSD**
>
> I don't know if you saw this.
>
> https://www.wsj.com/articles/can-a-single-injection-conquer-ptsd-the-army-wants-to-find-out-1497279572

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 6/12/2017 5:07:45 PM
To: (b) (6) mac.com; (b) (6) gmail.com; David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Article about PTSD

I don't know if you saw this.

https://www.wsj.com/articles/can-a-single-injection-conquer-ptsd-the-army-wants-to-find-out-1497279572

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/23/2017 7:32:48 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]
Subject: Fwd: [EXTERNAL] RE: June 2

Ike- this is about the telehealth executive order- i think we are in good shape - and things are moving forward

David

Sent from my iPhone

Begin forwarded message:

> **From:** DJS <vacodjs1@va.gov>
> **Date:** May 23, 2017 at 3:15:33 PM EDT
> **To:** 'Shulkin ' <drshulkin@aol.com>
> **Subject: FW: [EXTERNAL] RE: June 2**
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** (b) (6) EOP/WHO [(b) (6) who.eop.gov]
> **Sent:** Tuesday, May 23, 2017 12:32 PM Eastern Standard Time
> **To:** DJS
> **Subject:** RE: [EXTERNAL] RE: June 2
>
> That's exactly what I am trying to address.
>
> **From:** DJS [mailto:vacodjs1@va.gov]
> **Sent:** Tuesday, May 23, 2017 12:30 PM
> **To:** (b) (6) EOP/WHO <(b) (6) who.eop.gov>
> **Subject:** RE: [EXTERNAL] RE: June 2
>
> (b) (6) recall the issue is with the requirement to consult all 50 states- and therefore to avoid this we need an EO
>
> David
>
> Sent with Good (www.good.com)

AMERICAN OVERSIGHT

-----Original Message-----
From: [redacted]. EOP/WHO [[redacted]who.eop.gov]
Sent: Tuesday, May 23, 2017 11:38 AM Eastern Standard Time
To: [redacted] EOP/WHO
Cc: DJS
Subject: [EXTERNAL] RE: June 2

Almost. VA is writing up how they will announce the change. I am working with OMB to get the last hurdle cleared.

From: [redacted] EOP/WHO
Sent: Tuesday, May 23, 2017 11:14 AM
To: [redacted] EOP/WHO <[redacted]who.eop.gov>
Cc: DJS <vacodjs1@va.gov>
Subject: Re: June 2

Are we there on telehealth?

Sent from my iPhone

On May 23, 2017, at 6:12 PM, [redacted] EOP/WHO <[redacted]who.eop.gov> wrote:

> I should have an update later today.
>
> ---
>
> **From:** [redacted] EOP/WHO
> **Sent:** Tuesday, May 23, 2017 11:12 AM
> **To:** DJS <vacodjs1@va.gov>
> **Cc:** [redacted] EOP/WHO <[redacted]who.eop.gov>
> **Subject:** Re: June 2
>
> Adding [redacted]
>
> Sent from my iPhone
>
> On May 23, 2017, at 3:38 PM, DJS <vacodjs1@va.gov> wrote:
>
> > [redacted] – by chance do you know if there is an update on the Veterans Jobs Initiative Lunch next week on June 2?

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/18/2017 10:39:29 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: (No Subject)

Have my peeps working on it - also really likes squawk box- good job

Sent from my iPhone

On May 17, 2017, at 3:22 PM, David shulkin <Drshulkin@aol.com> wrote:

> See link below
>
> We went last year and it was great
>
> Its open seating - first cone first serve - i was given two reserved seating tickets for the cabinet and they were not willing to give me more- but maybe your people in VHA have a way to get you reserved seats too- but either way its worth going
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** DJS <vacodjs1@va.gov>
> > **Date:** May 17, 2017 at 3:15:47 PM EDT
> > **To:** 'Shulkin ' <drshulkin@aol.com>
> > **Subject: FW: (No Subject)**
> >
> > Sent with Good (www.good.com)
> >
> > -----Original Message-----
> > **From:** DJS
> > **Sent:** Wednesday, May 17, 2017 03:11 PM Eastern Standard Time
> > **To:** Shulkin, David J., MD
> > **Subject:**
> >
> > http://www.pbs.org/national-memorial-day-concert/home/
> >
> > Sent with Good (www.good.com)

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/17/2017 7:22:15 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: (No Subject)

See link below

We went last year and it was great

Its open seating - first cone first serve - i was given two reserved seating tickets for the cabinet and they were not willing to give me more- but maybe your people in VHA have a way to get you reserved seats too- but either way its worth going

Sent from my iPhone

Begin forwarded message:

> **From:** DJS <vacodjs1@va.gov>
> **Date:** May 17, 2017 at 3:15:47 PM EDT
> **To:** 'Shulkin ' <drshulkin@aol.com>
> **Subject: FW: (No Subject)**
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** DJS
> **Sent:** Wednesday, May 17, 2017 03:11 PM Eastern Standard Time
> **To:** Shulkin, David J., MD
> **Subject:**
>
> http://www.pbs.org/national-memorial-day-concert/home/
>
> Sent with Good (www.good.com)

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/29/2017 10:05:19 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: At the VA

Its really important to share these things with family since they give up so much- but it allows them to see how important our jobs are to the country

Sent from my iPhone

> On May 29, 2017, at 6:03 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> I was able to take (b) (6) to the office- also to yours and he was super impressed- thanks for the day today, both of us really enjoyed it!! Makes it all worthwhile especially since I need his support in every way.
>
> Sent from my iPhone

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/29/2017 10:03:12 PM
To: David Shulkin [drshulkin@aol.com]
Subject: At the VA

I was able to take (b) (6) to the office- also to yours and he was super impressed- thanks for the day today, both of us really enjoyed it!! Makes it all worthwhile especially since I need his support in every way.

Sent from my iPhone

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/27/2017 9:32:06 PM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: 6/26

Sent from my iPad

Begin forwarded message:

From: (b) (6) <(b) (6) gmail.com>
Date: May 27, 2017 at 5:02:04 PM EDT
To: David Shulkin <drshulkin@aol.com>
Subject: 6/26

Lunch with Ike at Mar a largo at 1230. Let us know if you would like to bring your wife

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/27/2017 9:31:57 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re: 6/26

Does (b) (6) know?

Sent from my iPad

> On May 27, 2017, at 5:02 PM, (b) (6) <(b) (6) gmail.com> wrote:
>
> Lunch with Ike at Mar a largo at 1230. Let us know if you would like to bring your wife

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Message

From: [redacted] [redacted]gmail.com]
Sent: 5/27/2017 9:02:04 PM
To: David Shulkin [drshulkin@aol.com]
Subject: 6/26

Lunch with Ike at Mar a largo at 1230. Let us know if you would like to bring your wife

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/13/2017 4:27:08 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: For Tuesdays interview

Yes

Sent from my iPhone

On May 13, 2017, at 11:37 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> should I let the folks know that we have worked together in the past and so there is no daylight between USH and SecVA office, which makes us effective as we want transformational and bold change- havent seen the questions yet, have a number of things to work on but will get to it probably on Monday night. This was just a fleeting thought

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/13/2017 3:37:19 PM
To: David Shulkin [drshulkin@aol.com]
Subject: For Tuesdays interview

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Message

From: IP [(b) (6)frenchangel59.com]
Sent: 6/1/2017 1:11:12 AM
To: 'Bruce Moskowitz' [(b) (6) mac.com]; Poonam Alaigh [(b) (6) hotmail.com]
CC: David shulkin [drshulkin@aol.com]; (b) (6)frenchangel59.com
Subject: RE: Hiring of inventory manager Ike's solution

Please make sure you use my personal email. Please respond to this email
(b) (6)frenchangel59.com

-----Original Message-----
From: Bruce Moskowitz [mailto(b) (6) @mac.com]
Sent: Wednesday, May 31, 2017 8:57 PM
To: Poonam Alaigh
Cc: David shulkin; IP
Subject: Hiring of inventory manager Ike's solution

Ike has a solution if you need assistance to hire the candidate

Sent from my iPad
Bruce Moskowitz M.D.

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Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/1/2017 12:56:44 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: David shulkin [drshulkin@aol.com]; Ike Perl [(b) (6) marvel.com]
Subject: Hiring of inventory manager Ike's solution

Ike has a solution if you need assistance to hire the candidate

Sent from my iPad
Bruce Moskowitz M.D.

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Message

From: [redacted] [redacted]yahoo.com]
Sent: 5/13/2017 1:47:23 PM
To: [redacted]hotmail.com; David Shulkin [drshulkin@aol.com]
CC: Poonam Alaigh [redacted]hotmail.com]
Subject: picture 2
Attachments: IMG_9033.jpg

Thanks,

[redacted]
A&T Hospitality Group
(908)334-[redacted]
InterContinental Hotels Group



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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/22/2017 8:43:20 PM
To: (b) (6) yahoo.com
Subject: Re: SVAC Meeting Documents - 5/24/17 at 2:30 p.m. in SR-418

We will
Work on this Tom

Thanks

Sent from my iPhone

On May 22, 2017, at 3:51 PM, thomas bowman <(b) (6) yahoo.com> wrote:

> Sir....is possible for you to offer some sort of public statement of support (release??) before Wednesdays hearing for the passage of the Accountability Bill out of Committee..."gives you what you need, etc"....grumbling by some members about amendments ....we are trying to get out of Committee without amendments and let any desired amendments be dealt with on Floor.....hearing the SecVA say the bill is what he wants will possibly help blunt any amendments.....we are going to get to the Floor as quickly as possible after Memorial Day Break.....if not do able, completely understand.....thanks....
>
> Sent from Yahoo Mail on Android
>
> On Mon, May 22, 2017 at 3:26 PM, Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov> wrote:

From: (b) (6) (Veterans Affairs)
Sent: Friday, May 19, 2017 11:10 AM
Subject: SVAC Meeting Notice - 5/24/17 at 2:30 p.m. in SR-418

COMMITTEE NOTICE of MEETING

AMERICAN OVERSIGHT

The Senate Committee on Veterans' Affairs will meet **at 2:30 p.m.**, in **SR-418,** on **Wednesday, May 24, 2017,** to hold a business meeting to consider S.1094, the Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017 (Committee Print).

The deadline for any first degree amendments is 2:30 p.m. on Tuesday, May 23, 2017. **The easiest way to disseminate proposed amendments to all Members of the Committee is to reply to this email, to all addressees, with the proposed amendment attached.** Any amendments received after 2:30 p.m. on Tuesday will not be in order under the Committee Rules.

(b) (6) [redacted]

Chief Clerk

U.S. Senate Committee on Veterans' Affairs

412 Russell Senate Office Building

202-224-(b) [redacted] direct | 202-224-(b) (6) main

This e-mail may contain information that is privileged, confidential or otherwise protected from disclosure. If you are not the intended recipient of this e-mail, please notify the sender immediately by return e-mail, purge it and do not disseminate or copy it.

<Agenda 5.24.17.docx>
<BAG17449.pdf>

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/22/2017 8:11:40 PM
To: Djs Shulkin [vacodjs1@va.gov]
Subject: Fwd: SVAC Meeting Documents - 5/24/17 at 2:30 p.m. in SR-418
Attachments: Agenda 5.24.17.docx; Untitled attachment 01469.htm; BAG17449.pdf; Untitled attachment 01472.htm

Sent from my iPhone

Begin forwarded message:

From: thomas bowman <(b) (6) yahoo.com>
Date: May 22, 2017 at 3:51:08 PM EDT
To: David Shulkin <drshulkin@aol.com>
Subject: Fw: SVAC Meeting Documents - 5/24/17 at 2:30 p.m. in SR-418
Reply-To: "(b) (6) yahoo.com" <(b) (6) yahoo.com>

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(b) (6) [redacted]

Chief Clerk

U.S. Senate Committee on Veterans' Affairs

412 Russell Senate Office Building

202-224-(b) [redacted] direct | 202-224-(b) (6) main

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UNITED STATES SENATE
COMMITTEE ON VETERANS' AFFAIRS

Meeting to Consider Pending Legislation

May 24, 2017

Agenda

I. S.1094 – Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017 (Committee Print)

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AMERICAN OVERSIGHT

Calendar No. _____

115TH CONGRESS
1ST SESSION

S. 1094

[Report No. 115–_____]

To amend title 38, United States Code, to improve the accountability of employees of the Department of Veterans Affairs, and for other purposes.

IN THE SENATE OF THE UNITED STATES

Mr. RUBIO (for himself, Mr. TESTER, Mr. ISAKSON, Mr. NELSON, Mr. MCCAIN, Mrs. SHAHEEN, Mr. MORAN, and Ms. BALDWIN) introduced the following bill; which was read twice and referred to the Committee on _____

_____ (legislative day, _____), _____

Reported by Mr. ISAKSON, with an amendment

[Strike out all after the enacting clause and insert the part printed in italic]

A BILL

To amend title 38, United States Code, to improve the accountability of employees of the Department of Veterans Affairs, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

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SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017".

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

Sec. 101. Establishment of Office of Accountability and Whistleblower Protection.
Sec. 102. Protection of whistleblowers in Department of Veterans Affairs.
Sec. 103. Report on methods used to investigate employees of Department of Veterans Affairs.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

Sec. 201. Improved authorities of Secretary of Veterans Affairs to improve accountability of senior executives.
Sec. 202. Improved authorities of Secretary of Veterans Affairs to improve accountability of employees.
Sec. 203. Reduction of benefits for Department of Veterans Affairs employees convicted of certain crimes.
Sec. 204. Authority to recoup bonuses or awards paid to employees of Department of Veterans Affairs.
Sec. 205. Authority to recoup relocation expenses paid to or on behalf of employees of Department of Veterans Affairs.
Sec. 206. Time period for response to notice of adverse actions against supervisory employees who commit prohibited personnel actions.
Sec. 207. Direct hiring authority for medical center directors and VISN directors.
Sec. 208. Time periods for review of adverse actions with respect to certain employees.
Sec. 209. Improvement of training for supervisors.
Sec. 210. Assessment and report on effect on senior executives at Department of Veterans Affairs.
Sec. 211. Measurement of Department of Veterans Affairs disciplinary process outcomes and effectiveness.

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TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

SEC. 101. ESTABLISHMENT OF OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION.

(a) IN GENERAL.—Chapter 3 of title 38, United States Code, is amended by adding at the end the following new section:

"§ 323. Office of Accountability and Whistleblower Protection

"(a) ESTABLISHMENT.—There is established in the Department an office to be known as the 'Office of Accountability and Whistleblower Protection' (in this section referred to as the 'Office').

"(b) HEAD OF OFFICE.—(1) The head of the Office shall be responsible for the functions of the Office and shall be appointed by the President pursuant to section 308(a) of this title.

"(2) The head of the Office shall be known as the 'Assistant Secretary for Accountability and Whistleblower Protection'.

"(3) The Assistant Secretary shall report directly to the Secretary on all matters relating to the Office.

"(4) Notwithstanding section 308(b) of this title, the Secretary may only assign to the Assistant Secretary re-

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sponsibilities relating to the functions of the Office set forth in subsection (c).

"(c) FUNCTIONS.—(1) The functions of the Office are as follows:

"(A) Advising the Secretary on all matters of the Department relating to accountability, including accountability of employees of the Department, retaliation against whistleblowers, and such matters as the Secretary considers similar and affect public trust in the Department.

"(B) Issuing reports and providing recommendations related to the duties described in subparagraph (A).

"(C) Receiving whistleblower disclosures.

"(D) Referring whistleblower disclosures received under subparagraph (C) for investigation to the Office of the Medical Inspector, the Office of Inspector General, or other investigative entity, as appropriate, if the Assistant Secretary has reason to believe the whistleblower disclosure is evidence of a violation of a provision of law, mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health and safety.

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"(E) Receiving and referring disclosures from the Special Counsel for investigation to the Medical Inspector of the Department, the Inspector General of the Department, or such other person with investigatory authority, as the Assistant Secretary considers appropriate.

"(F) Recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations carried out by the Inspector General of the Department, the Medical Inspector of the Department, the Special Counsel, and the Comptroller General of the United States, including the imposition of disciplinary actions and other corrective actions contained in such recommendations.

"(G) Analyzing data from the Office and the Office of Inspector General telephone hotlines, other whistleblower disclosures, disaggregated by facility and area of health care if appropriate, and relevant audits and investigations to identify trends and issue reports to the Secretary based on analysis conducted under this subparagraph.

"(H) Receiving, reviewing, and investigating allegations of misconduct, retaliation, or poor performance involving—

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"(i) an individual in a senior executive position (as defined in section 713(d) of this title) in the Department;

"(ii) an individual employed in a confidential, policy-making, policy-determining, or policy-advocating position in the Department; or

"(iii) a supervisory employee, if the allegation involves retaliation against an employee for making a whistleblower disclosure.

"(I) Making such recommendations to the Secretary for disciplinary action as the Assistant Secretary considers appropriate after substantiating any allegation of misconduct or poor performance pursuant to an investigation carried out as described in subparagraph (F) or (H).

"(2) In carrying out the functions of the Office, the Assistant Secretary shall ensure that the Office maintains a toll-free telephone number and Internet website to receive anonymous whistleblower disclosures.

"(3) In any case in which the Assistant Secretary receives a whistleblower disclosure from an employee of the Department under paragraph (1)(C), the Assistant Secretary may not disclose the identity of the employee without the consent of the employee, except in accordance with

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~~the provisions of section 552a of title 5, or as required by any other applicable provision of Federal law.~~

~~"(d) STAFF AND RESOURCES.—The Secretary shall ensure that the Assistant Secretary has such staff, resources, and access to information as may be necessary to carry out the functions of the Office.~~

~~"(e) RELATION TO OFFICE OF GENERAL COUNSEL.—The Office shall not be established as an element of the Office of the General Counsel and the Assistant Secretary may not report to the General Counsel.~~

~~"(f) REPORTS.—(1)(A) Not later than June 30 of each calendar year, beginning with June 30, 2017, the Assistant Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the activities of the Office during the calendar year in which the report is submitted.~~

~~"(B) Each report submitted under subparagraph (A) shall include, for the period covered by the report, the following:~~

~~"(i) A full and substantive analysis of the activities of the Office, including such statistical information as the Assistant Secretary considers appropriate.~~

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"(ii) Identification of any issues reported to the Secretary under subsection (c)(1)(G), including such data as the Assistant Secretary considers relevant to such issues and any trends the Assistant Secretary may have identified with respect to such issues.

"(iii) Identification of such concerns as the Assistant Secretary may have regarding the size, staffing, and resources of the Office and such recommendations as the Assistant Secretary may have for legislative or administrative action to address such concerns.

"(iv) Such recommendations as the Assistant Secretary may have for legislative or administrative action to improve—

"(I) the process by which concerns are reported to the Office; and

"(II) the protection of whistleblowers within the Department.

"(v) Such other matters as the Assistant Secretary considers appropriate regarding the functions of the Office or other matters relating to the Office.

"(2) If the Secretary receives a recommendation for disciplinary action under subsection (c)(1)(I) and does not take or initiate the recommended disciplinary action before the date that is 60 days after the date on which the Sec-

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retary received the recommendation, the Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a detailed justification for not taking or initiating such disciplinary action.

"(g) DEFINITIONS.—In this section:

"(1) The term 'supervisory employee' means an employee of the Department who is a supervisor as defined in section 7103(a) of title 5.

"(2) The term 'whistleblower' means one who makes a whistleblower disclosure.

"(3) The term 'whistleblower disclosure' means any disclosure of information by an employee of the Department or individual applying to become an employee of the Department which the employee or individual reasonably believes evidences—

"(A) a violation of a provision of law; or

"(B) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.".

(b) CONFORMING AMENDMENT.—Section 308(b) of such title is amended by adding at the end the following new paragraph:

"(12) The functions set forth in section 323(c) of this title.".

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(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 3 of such title is amended by adding at the end the following new item:

"323. Office of Accountability and Whistleblower Protection.".

SEC. 102. PROTECTION OF WHISTLEBLOWERS IN DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter II of chapter 7 of title 38, United States Code, is amended by—

(1) striking sections 731, 732, 734, 735, and 736;

(2) by redesignating section 733 as section 731; and

(3) by adding at the end the following new sections:

"§ 732. Protection of whistleblowers as criteria in evaluation of supervisors

"(a) DEVELOPMENT AND USE OF CRITERIA REQUIRED.—The Secretary, in consultation with the Assistant Secretary of Accountability and Whistleblower Protection, shall develop criteria that—

"(1) the Secretary shall use as a critical element in any evaluation of the performance of a supervisory employee; and

"(2) promotes the protection of whistleblowers.

"(b) PRINCIPLES FOR PROTECTION OF WHISTLEBLOWERS.—The criteria required by subsection (a) shall

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include principles for the protection of whistleblowers, such as the degree to which supervisory employees respond constructively when employees of the Department report concerns, take responsible action to resolve such concerns, and foster an environment in which employees of the Department feel comfortable reporting concerns to supervisory employees or to the appropriate authorities.

''(c) SUPERVISORY EMPLOYEE AND WHISTLEBLOWER DEFINED.—In this section, the terms 'supervisory employee' and 'whistleblower' have the meanings given such terms in section 323 of this title.

''§ 733. Training regarding whistleblower disclosures

''(a) TRAINING.—Not less frequently than once every two years, the Secretary, in coordination with the Whistleblower Protection Ombudsman designated under section 3(d)(1)(C) of the Inspector General Act of 1978 (5 U.S.C. App.), shall provide to each employee of the Department training regarding whistleblower disclosures, including—

''(1) an explanation of each method established by law in which an employee may file a whistleblower disclosure;

''(2) the right of the employee to petition Congress regarding a whistleblower disclosure in accordance with section 7211 of title 5;

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"(3) an explanation that the employee may not be prosecuted or reprised against for disclosing information to Congress, the Inspector General, or another investigatory agency in instances where such disclosure is permitted by law, including under sections 5701, 5705, and 7732 of this title, under section 552a of title 5 (commonly referred to as the Privacy Act), under chapter 93 of title 18, and pursuant to regulations promulgated under section 264(c) of the Health Insurance Portability and Accountability Act of 1996 (Public Law 104–191);

"(4) an explanation of the language that is required to be included in all nondisclosure policies, forms, and agreements pursuant to section 115(a)(1) of the Whistleblower Protection Enhancement Act of 2012 (5 U.S.C. 2302 note); and

"(5) the right of contractors to be protected from reprisal for the disclosure of certain information under section 4705 or 4712 of title 41.

"(b) MANNER TRAINING IS PROVIDED.—The Secretary shall ensure, to the maximum extent practicable, that training provided under subsection (a) is provided in person.

"(c) CERTIFICATION.—Not less frequently than once every two years, the Secretary shall provide training on

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merit system protection in a manner that the Special Counsel certifies as being satisfactory.

"(d) PUBLICATION.—The Secretary shall publish on the Internet website of the Department, and display prominently at each facility of the Department, the rights of an employee to make a whistleblower disclosure, including the information described in paragraphs (1) through (5) of subsection (a).

"(e) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323 of this title.".

(b) CLERICAL AMENDMENTS.—The table of sections at the beginning of such chapter is amended—

(1) by striking the items relating to sections 731 through 736; and

(2) by adding at the end the following new items:

"731. Adverse actions against supervisory employees who commit prohibited personnel actions relating to whistleblower complaints.
"732. Protection of whistleblowers as criteria in evaluation of supervisors.
"733. Training regarding whistleblower disclosures.".

(c) CONFORMING AMENDMENTS.—Section 731 of such title, as redesignated by subsection (a)(2), is amended—

(1) in subsection (c)—

(A) in paragraph (1)—

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(i) by striking subparagraphs (A) and (B) and inserting the following:

"(A) making a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Inspector General of the Department, the Special Counsel, or Congress;"; and

(ii) by redesignating subparagraphs (C) through (F) as subparagraphs (B) through (E), respectively; and

(iii) in subparagraph (B), as redesignated by clause (ii), by striking "complaint in accordance with section 732 or with" and inserting "disclosure made to the Assistant Secretary for Accountability and Whistleblower Protection,"; and

(B) in paragraph (2), by striking "through (F)" and inserting "through (E)"; and

(2) by adding at the end the following new subsection:

"(d) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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~~SEC. 103. REPORT ON METHODS USED TO INVESTIGATE EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.~~

~~(a) REPORT REQUIRED.—Not later than 540 days after the date of the enactment of this Act, the Assistant Secretary for Accountability and Whistleblower Protection shall submit to the Secretary of Veterans Affairs, the Committee on Veterans' Affairs of the Senate, and the Committee on Veterans' Affairs of the House of Representatives a report on methods used to investigate employees of the Department of Veterans Affairs and whether such methods are used to retaliate against whistleblowers.~~

~~(b) CONTENTS.—The report required by subsection (a) shall include the following:~~

~~(1) An assessment of the use of administrative investigation boards, peer review, searches of medical records, and other methods for investigating employees of the Department.~~

~~(2) A determination of whether and to what degree the methods described in paragraph (1) are being used to retaliate against whistleblowers.~~

~~(3) Recommendations for legislative or administrative action to implement safeguards to prevent the retaliation described in paragraph (2).~~

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~~(c) WHISTLEBLOWER DEFINED.—In this section, the term "whistleblower" has the meaning given such term in section 323 of title 38, United States Code, as added by section 101.~~

~~TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES~~

~~SEC. 201. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF SENIOR EXECUTIVES.~~

~~(a) IN GENERAL.—Section 713 of title 38, United States Code, is amended to read as follows:~~

~~"§ 713. Senior executives: removal, demotion, or suspension based on performance or misconduct~~

~~"(a) AUTHORITY.—(1) The Secretary may, as provided in this section, reprimand or suspend, involuntarily reassign, demote, or remove a covered individual from a senior executive position at the Department if the Secretary determines that the misconduct or performance of the covered individual warrants such action.~~

~~"(2) If the Secretary so removes such an individual, the Secretary may remove the individual from the civil service (as defined in section 2101 of title 5).~~

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DS_00000433

"(b) RIGHTS AND PROCEDURES.—(1) A covered individual who is the subject of an action under subsection (a) is entitled to—

"(A) advance notice of the action;

"(B) be represented by an attorney or other representative of the covered individual's choice; and

"(C) grieve the action in accordance with an internal grievance process that the Secretary, in consultation with the Assistant Secretary for Accountability and Whistleblower Protection, shall establish for purposes of this subsection.

"(2)(A) The aggregate period for notice, response, and decision on an action under subsection (a) may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice under paragraph (1)(A) of an action under subsection (a) shall be 7 business days.

"(C) A decision under this paragraph on an action under subsection (a) shall be issued not later than 15 business days after notice of the action is provided to the covered individual under paragraph (1)(A). The decision shall be in writing, and shall include the specific reasons therefor and a file containing all evidence in support of the proposed action.

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"(3)(A) The Secretary shall ensure that the grievance process established under paragraph (1)(C) takes fewer than 21 days.

"(B) The Secretary shall ensure that grievances under this subsection are reviewed only by employees of the Department.

"(4) A decision under paragraph (2) that is not grieved, and a grievance decision under paragraph (3), shall be final and conclusive.

"(5) A covered individual adversely affected by a decision under paragraph (2) that is not grieved, or by a grievance decision under paragraph (3), may obtain judicial review of such decision.

"(6) In any case in which judicial review is sought under paragraph (5), the court shall review the record and may set aside any Department action found to be—

"(A) arbitrary, capricious, an abuse of discretion, or otherwise not in accordance with a provision of law;

"(B) obtained without procedures required by a provision of law having been followed; or

"(C) unsupported by substantial evidence.

"(c) RELATION TO OTHER PROVISIONS OF LAW.—Section 3592(b)(1) of title 5 and the procedures under

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section 7543(b) of such title do not apply to an action under subsection (a).

"(d) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means—

"(A) a career appointee (as that term is defined in section 3132(a)(4) of title 5); or

"(B) any individual who occupies an administrative or executive position and who was appointed under section 7306(a) or section 7401(1) of this title.

"(2) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(3) The term 'senior executive position' means—

"(A) with respect to a career appointee (as that term is defined in section 3132(a) of title 5), a Senior Executive Service position (as such term is defined in such section); and

"(B) with respect to a covered individual appointed under section 7306(a) or section 7401(1) of this title, an administrative or executive position.".

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~~(b) CONFORMING AMENDMENT.—Section 7461(c)(1) of such title is amended by inserting "employees in senior executive positions (as defined in section 713(d) of this title) and" before "interns".~~

~~(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by striking the item relating to section 713 and inserting the following new item:~~

~~"713. Senior executives: removal, demotion, or suspension based on performance or misconduct.".~~

~~SEC. 202. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF EMPLOYEES.~~

~~(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by inserting after section 713 the following new section:~~

~~"§ 714. Employees: removal, demotion, or suspension based on performance or misconduct~~

~~"(a) IN GENERAL.—(1) The Secretary may remove, demote, or suspend a covered individual who is an employee of the Department if the Secretary determines the performance or misconduct of the covered individual warrants such removal, demotion, or suspension.~~

~~"(2) If the Secretary so removes, demotes, or suspends such a covered individual, the Secretary may—~~

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"(A) remove the covered individual from the civil service (as defined in section 2101 of title 5);

"(B) demote the covered individual by means of a reduction in grade for which the covered individual is qualified, that the Secretary determines is appropriate, and that reduces the annual rate of pay of the covered individual; or

"(C) suspend the covered individual.

"(b) PAY OF CERTAIN DEMOTED INDIVIDUALS.—(1) Notwithstanding any other provision of law, any covered individual subject to a demotion under subsection (a)(2) shall, beginning on the date of such demotion, receive the annual rate of pay applicable to such grade.

"(2)(A) A covered individual so demoted may not be placed on administrative leave during the period during which an appeal (if any) under this section is ongoing, and may only receive pay if the covered individual reports for duty or is approved to use accrued unused annual, sick, family medical, military, or court leave.

"(B) If a covered individual so demoted does not report for duty or receive approval to use accrued unused leave, such covered individual shall not receive pay or other benefits pursuant to subsection (d)(5).

"(c) PROCEDURE.—(1)(A) The aggregate period for notice, response, and final decision in a removal, demotion,

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or suspension under this section may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice of a proposed removal, demotion, or suspension under this section shall be 7 business days.

"(C) Paragraph (3) of subsection (b) of section 7513 of title 5 shall apply with respect to a removal, demotion, or suspension under this section.

"(D) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.

"(2) The Secretary shall issue a final decision with respect to a removal, demotion, or suspension under this section not later than 15 business days after the Secretary provides notice, including a file containing all the evidence in support of the proposed action, to the covered individual of the removal, demotion, or suspension. The decision shall be in writing and shall include the specific reasons therefor.

"(3) The procedures under chapter 43 of title 5 shall not apply to a removal, demotion, or suspension under this section.

"(4)(A) Subject to subparagraph (B) and subsection (d), any removal or demotion under this section, and any suspension of more than 14 days under this section, may

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be appealed to the Merit Systems Protection Board, which shall refer such appeal to an administrative judge pursuant to section 7701(b)(1) of title 5.

"(B) An appeal under subparagraph (A) of a removal, demotion, or suspension may only be made if such appeal is made not later than 10 business days after the date of such removal, demotion, or suspension.

"(d) EXPEDITED REVIEW.—(1) Upon receipt of an appeal under subsection (c)(4)(A), the administrative judge shall expedite any such appeal under section 7701(b)(1) of title 5 and, in any such case, shall issue a final and complete decision not later than 180 days after the date of the appeal.

"(2)(A) Notwithstanding section 7701(c)(1)(B) of title 5, the administrative judge shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

"(B) If the decision of the Secretary is supported by substantial evidence, the administrative judge shall not mitigate the penalty prescribed by the Secretary.

"(3) The decision of the administrative judge under paragraph (1) may be appealed to the Merit Systems Protection Board.

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"(4) In any case in which the administrative judge cannot issue a decision in accordance with the 180-day requirement under paragraph (1), the Merit Systems Protection Board shall, not later than 14 business days after the expiration of the 180-day period, submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report that explains the reasons why a decision was not issued in accordance with such requirement.

"(5)(A) A decision of the Merit Systems Protection Board under paragraph (3) may be appealed to the United States Court of Appeals for the Federal Circuit pursuant to section 7703 of title 5.

"(B) Any decision by such Court shall be in compliance with section 7462(f)(2) of this title.

"(6) The Merit Systems Protection Board may not stay any removal or demotion under this section, except as provided in section 1214(b) of title 5.

"(7) During the period beginning on the date on which a covered individual appeals a removal from the civil service under subsection (c) and ending on the date that the United States Court of Appeals for the Federal Circuit issues a final decision on such appeal, such covered individual may not receive any pay, awards, bonuses, incentives, allowances, differentials, student loan repayments,

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special payments, or benefits related to the employment of the individual by the Department.

"(8) To the maximum extent practicable, the Secretary shall provide to the Merit Systems Protection Board such information and assistance as may be necessary to ensure an appeal under this subsection is expedited.

"(9) If an employee prevails on appeal under this section, the employee shall be entitled to backpay (as provided in section 5596 of title 5).

"(10) If an employee who is subject to a collective bargaining agreement chooses to grieve an action taken under this section through a grievance procedure provided under the collective bargaining agreement, the timelines and procedures set forth in subsection (c) and this subsection shall apply.

"(c) WHISTLEBLOWER PROTECTION.—(1) In the case of a covered individual seeking corrective action (or on behalf of whom corrective action is sought) from the Office of Special Counsel based on an alleged prohibited personnel practice described in section 2302(b) of title 5, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) without the approval of the Special Counsel under section 1214(f) of title 5.

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"(2) In the case of a covered individual who has made a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) until—

"(A) in the case in which the Assistant Secretary determines to refer the whistleblower disclosure under section 323(c)(1)(D) of this title to an office or other investigative entity, a final decision with respect to the whistleblower disclosure has been made by such office or other investigative entity; or

"(B) in the case in which the Assistant Secretary determines not to the refer the whistleblower disclosure under such section, the Assistant Secretary makes such determination.

"(f) TERMINATION OF INVESTIGATIONS BY OFFICE OF SPECIAL COUNSEL.—(1) Notwithstanding any other provision of law, the Special Counsel (established by section 1211 of title 5) may terminate an investigation of a prohibited personnel practice alleged by an employee or former employee of the Department after the Special Counsel provides to the employee or former employee a written statement of the reasons for the termination of the investigation.

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~~"(2) Such statement may not be admissible as evidence in any judicial or administrative proceeding without the consent of such employee or former employee.~~

~~"(g) VACANCIES.—In the case of a covered individual who is removed or demoted under subsection (a), to the maximum extent feasible, the Secretary shall fill the vacancy arising as a result of such removal or demotion.~~

~~"(h) DEFINITIONS.—In this section:~~

~~"(1) The term 'covered individual' means an individual occupying a position at the Department, but does not include—~~

~~"(A) an individual occupying a senior executive position (as defined in section 713(d) of this title);~~

~~"(B) an individual appointed pursuant to sections 7306, 7401(1), or 7405 of this title;~~

~~"(C) an individual who has not completed a probationary or trial period; or~~

~~"(D) a political appointee.~~

~~"(2) The term 'suspend' means the placing of an employee, for disciplinary reasons, in a temporary status without duties and pay for a period in excess of 14 days.~~

~~"(3) The term 'grade' has the meaning given such term in section 7511(a) of title 5.~~

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"(4) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(5) The term 'political appointee' means an individual who is—

"(A) employed in a position described under sections 5312 through 5316 of title 5 (relating to the Executive Schedule);

"(B) a limited term appointee, limited emergency appointee, or noncareer appointee in the Senior Executive Service, as defined under paragraphs (5), (6), and (7), respectively, of section 3132(a) of title 5; or

"(C) employed in a position of a confidential or policy-determining character under schedule C of subpart C of part 213 of title 5, Code of Federal Regulations, or successor regulation.

"(6) The term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

(b) CLERICAL AND CONFORMING AMENDMENTS.—

(1) CLERICAL.—The table of sections at the beginning of chapter 7 of such title is amended by in-

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serting after the item relating to section 713 the following new item:

"714. Employees: removal, demotion, or suspension based on performance or misconduct.".

(2) CONFORMING.—Section 4303(f) of title 5, United States Code, is amended—

(A) in paragraph (2), by striking "or" at the end;

(B) in paragraph (3), by striking the period at the end and inserting ", or"; and

(C) by adding at the end the following:

"(4) any removal or demotion under section 714 of title 38.".

SEC. 203. REDUCTION OF BENEFITS FOR DEPARTMENT OF VETERANS AFFAIRS EMPLOYEES CONVICTED OF CERTAIN CRIMES.

(a) REDUCTION OF BENEFITS.—

(1) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by adding at the end the following new section:

"§ 719. Reduction of benefits of employees convicted of certain crimes

"(a) REDUCTION OF ANNUITY FOR REMOVED EMPLOYEE.—(1) The Secretary shall order that the covered service of an employee of the Department removed from a position for performance or misconduct under section

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~~719 or 7461 of this title or any other provision of law shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—~~

~~"(A) the Secretary determines that the individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and~~

~~"(B) before such order is made, the individual is afforded—~~

~~"(i) notice of the proposed order; and~~

~~"(ii) an opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and~~

~~"(C) the Secretary issues the order—~~

~~"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or~~

~~"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).~~

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"(2) Any individual with respect to whom an annuity is reduced under this subsection may appeal the reduction to the Director of the Office of Personnel Management pursuant to such regulations as the Director may prescribe for purposes of this subsection.

"(b) REDUCTION OF ANNUITY FOR RETIRED EMPLOYEE.—(1) The Secretary may order that the covered service of an individual who is removed for performance or misconduct under section 719 or 7461 of this title or any other provision of law but who leaves employment at the Department prior to the issuance of a final decision with respect to such action shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order;

"(ii) opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

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"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Upon the issuance of an order by the Secretary under paragraph (1), the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(3) The Director of the Office of Personnel Management shall make a final decision with respect to an appeal under paragraph (2) within 30 business days of receiving the appeal.

"(c) ADMINISTRATIVE REQUIREMENTS.—Not later than 37 business days after the Secretary issues a final order under subsection (a) or (b) with respect to an individual, the Director of the Office of Personnel Management shall recalculate the annuity of the individual.

"(d) LUMP-SUM ANNUITY CREDIT.—Any individual with respect to whom an annuity is reduced under sub-

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section (a) or (b) shall be entitled to be paid so much of such individual's lump-sum credit as is attributable to the period of covered service.

"(c) SPOUSE OR CHILDREN EXCEPTION.—(1) The Secretary, in consultation with the Director of the Office of Personnel Management, shall prescribe regulations that may provide for the payment to the spouse or children of any individual referred to in subsection (a) or (b) of any amounts which (but for this subsection) would otherwise have been nonpayable by reason of such subsections.

"(2) Regulations prescribed under paragraph (1) shall be consistent with the requirements of section 8332(o)(5) and 8411(l)(5) of title 5, as the case may be.

"(f) DEFINITIONS.—In this section:

"(1) The term 'covered service' means, with respect to an individual subject to a removal for performance or misconduct under section 719 or 7461 of this title or any other provision of law, the period of service beginning on the date that the Secretary determines under such applicable provision that the individual engaged in activity that gave rise to such action and ending on the date that the individual is removed from or leaves a position of employment at the Department prior to the issuance of a final decision with respect to such action.

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"(2) The term 'lump-sum credit' has the meaning given such term in section 8331(8) or section 8401(19) of title 5, as the case may be.

"(3) The term 'service' has the meaning given such term in section 8331(12) or section 8401(26) of title 5, as the case may be.".

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 717 the following new item:

"719. Reduction of benefits of employees convicted of certain crimes.".

(b) APPLICATION.—Section 719 of title 38, United States Code, as added by subsection (a)(1), shall apply to any action of removal of an employee of the Department of Veterans Affairs under section 719 or 7461 of such title or any other provision of law, commencing on or after the date of the enactment of this Act.

SEC. 204. AUTHORITY TO RECOUP BONUSES OR AWARDS PAID TO EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 203, is further amended by adding at the end the following new section:

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"§ 721. Recoupment of bonuses or awards paid to employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, of any award or bonus paid to the employee under title 5, including under chapters 45 or 53 of such title, or this title if—

"(1) the Secretary determines that the individual engaged in misconduct or poor performance prior to payment of the award or bonus, and that such award or bonus would not have been paid, in whole or in part, had the misconduct or poor performance been known prior to payment; and

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

"(B) an opportunity to respond to the proposed order by not later than 10 business days after the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

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"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 business days after receiving such appeal.

"(c) APPEAL OF FINAL DECISION ON APPEAL OF ORDER.—An individual may appeal a final decision on an appeal under subsection (b) to the Merit Systems Protection Board under section 7701 of title 5.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter, as amended by section 203(a)(2), is further amended by inserting after the item relating to section 719 the following new item:

"721. Recoupment of bonuses or awards paid to employees of Department.".

(c) EFFECTIVE DATE.—Section 721 of title 38, United States Code, as added by subsection (a), shall apply with respect to an award or bonus paid by the Sec-

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retary of Veterans Affairs to an employee of the Department of Veterans Affairs on or after the date of the enactment of this Act.

(d) CONSTRUCTION.—Nothing in this Act or the amendments made by this Act may be construed to modify the certification issued by the Office of Personnel Management and the Office of Management and Budget regarding the performance appraisal system of the Senior Executive Service of the Department of Veterans Affairs.

SEC. 205. AUTHORITY TO RECOUP RELOCATION EXPENSES PAID TO OR ON BEHALF OF EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 204, is further amended by adding at the end the following new section:

"§ 723. Recoupment of relocation expenses paid on behalf of employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, paid to or on behalf of the employee under title 5 for relocation expenses, including any expenses under section 5724 or 5724a of such title, or this title if—

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"(1) the Secretary determines that relocation expenses were paid following an act of fraud or malfeasance that influenced the authorization of the relocation expenses;

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

"(B) an opportunity to respond to the proposed order not later than ten business days following the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the

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Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 days after receiving such appeal.

"(c) APPEAL OF FINAL DECISION ON APPEAL OF ORDER.—An individual may appeal a final decision on an appeal under subsection (b) to the Merit Systems Protection Board under section 7701 of title 5.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is further amended by inserting after the item relating to section 721, as added by section 204(b), the following new item:

"723. Recoupment of relocation expenses paid on behalf of employees of Department.".

(c) EFFECTIVE DATE.—Section 723 of title 38, United States Code, as added by subsection (a), shall apply with respect to an amount paid by the Secretary of Veterans Affairs to or on behalf of an employee of the Department of Veterans Affairs for relocation expenses on or after the date of the enactment of this Act.

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SEC. 206. TIME PERIOD FOR RESPONSE TO NOTICE OF ADVERSE ACTIONS AGAINST SUPERVISORY EMPLOYEES WHO COMMIT PROHIBITED PERSONNEL ACTIONS.

Section 731(a)(2)(B) of title 38, United States Code, as redesignated by section 102(a)(2), is amended—

(1) in clause (i), by striking "14 days" and inserting "10 days"; and

(2) in clause (ii), by striking "14-day period" and inserting "10-day period".

SEC. 207. DIRECT HIRING AUTHORITY FOR MEDICAL CENTER DIRECTORS AND VISN DIRECTORS.

(a) IN GENERAL.—Section 7401 of title 38, United States Code, is amended by adding at the end the following new paragraph:

"(4) Directors of medical centers and directors of Veterans Integrated Service Networks with demonstrated ability in the medical profession, in health care administration, or in health care fiscal management.".

(b) CONFORMING AMENDMENT.—Section 7404(a)(1) of such title is amended by inserting "and 7401(4)" after "7306".

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SEC. 208. TIME PERIODS FOR REVIEW OF ADVERSE ACTIONS WITH RESPECT TO CERTAIN EMPLOYEES.

(a) PHYSICIANS, DENTISTS, PODIATRISTS, CHIROPRACTORS, OPTOMETRISTS, REGISTERED NURSES, PHYSICIAN ASSISTANTS, AND EXPANDED-FUNCTION DENTAL AUXILIARIES.—Paragraph (2) of section 7461(b) of title 38, United States Code, is amended to read as follows:

"(2) In any case other than a case described in paragraph (1) that involves or includes a question of professional conduct or competence in which a major adverse action was not taken, such an appeal shall be made through Department grievance procedures under section 7463 of this title.".

(b) MAJOR ADVERSE ACTIONS INVOLVING PROFESSIONAL CONDUCT OR COMPETENCE.—Section 7462(b) of such title is amended—

(1) in paragraph (1)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (5)(A)," after "is entitled";

(B) in subparagraph (A)—

(i) by striking "At least 30 days advance written notice" and inserting "Advance written notice";

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(ii) by striking "and a statement" and inserting "a statement"; and

(iii) by inserting "and a file containing all the evidence in support of each charge," after "with respect to each charge,"; and

(C) in subparagraph (B), by striking "A reasonable time, but not less than seven days" and inserting "The opportunity, within the time period provided for in paragraph (4)(A)";

(2) by striking paragraph (3) and inserting the following new paragraph (3):

"(3) After considering the employee's answer, if any, and within the time period provided for in paragraph (5)(B), the deciding official shall render a decision on the charges. The decision shall be in writing and shall include the specific reasons therefor.";

(3) in paragraph (4)—

(A) by striking subparagraph (A) and inserting the following new subparagraph (A):

"(A) The period for the response of an employee under paragraph (1)(B) to advance written under paragraph (1)(A) shall be seven business days."; and

(B) in subparagraph (B), by striking "30 days" and inserting "seven business days"; and

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(4) by adding at the end the following new paragraphs:

"(5)(A) The aggregate period for the resolution of charges against an employee under this subsection may not exceed 15 business days.

"(B) The deciding official shall render a decision under paragraph (3) on charges under this subsection not later than 15 business days after the Under Secretary provides notice on the charges for purposes of paragraph (1)(A).

"(6) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.".

(c) OTHER ADVERSE ACTIONS.—Section 7463(c) of such title is amended—

(1) in paragraph (1), by striking "the same notice and opportunity to answer with respect to those charges as provided in subparagraphs (A) and (B) of section 7462(b)(1) of this title" and inserting "notice and an opportunity to answer with respect to those charges in accordance with subparagraphs (A) and (B) of section 7462(b)(1) of this title, but within the time periods specified in paragraph (3)";

(2) in paragraph (2)—

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(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (3)(A)," after "is entitled";

(B) in subparagraph (A), by striking "an advance written notice" and inserting "written notice"; and

(C) in subparagraph (B), by striking "a reasonable time" and inserting "time to answer"; and

(3) by adding at the end the following new paragraph (3):

"(3)(A) The aggregate period for the resolution of charges against an employee under paragraph (1) or (2) may not exceed 15 business days.

"(B) The period for the response of an employee under paragraph (1) or (2)(B) to written notice of charges under paragraph (1) or (2)(A), as applicable, shall be seven business days.

"(C) The deciding official shall render a decision on charges under paragraph (1) or (2) not later than 15 business days after notice is provided on the charges for purposes of paragraph (1) or (2)(A), as applicable.".

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SEC. 209. IMPROVEMENT OF TRAINING FOR SUPERVISORS.

(a) IN GENERAL.—The Secretary of Veterans Affairs shall provide to each employee of the Department of Veterans Affairs who is employed as a supervisor periodic training on the following:

(1) The rights of whistleblowers and how to address a report by an employee of a hostile work environment, reprisal, or harassment.

(2) How to effectively motivate, manage, and reward the employees who report to the supervisor.

(3) How to effectively manage employees who are performing at an unacceptable level and access assistance from the human resources office of the Department and the Office of the General Counsel of the Department with respect to those employees.

(b) DEFINITIONS.—In this section:

(1) SUPERVISOR.—The term "supervisor" has the meaning given such term in section 7103(a) of title 5, United States Code.

(2) WHISTLEBLOWER.—The term "whistleblower" has the meaning given such term in section 323(g) of title 38, United States Code, as added by section 101.

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SEC. 210. ASSESSMENT AND REPORT ON EFFECT ON SENIOR EXECUTIVES AT DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Not later than two years after the date of the enactment of this Act, the Secretary of Veterans Affairs shall—

(1) measure and assess the effect of the enactment of this title on the morale, engagement, hiring, promotion, retention, discipline, and productivity of individuals in senior executive positions at the Department of Veterans Affairs; and

(2) submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the findings of the Secretary with respect to the measurement and assessment carried out under paragraph (1).

(b) ELEMENTS.—The assessment required by subsection (a)(1) shall include the following:

(1) With respect to engagement, trends in morale of individuals in senior executive positions and individuals aspiring to senior executive positions.

(2) With respect to promotions—

(A) whether the Department is experiencing an increase or decrease in the number of employees participating in leadership develop-

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~~ment and candidate development programs with the intention of becoming candidates for senior executive positions; and~~

~~(B) trends in applications to senior executive positions within the Department.~~

~~(3) With respect to retention—~~

~~(A) trends in retirement rates of individuals in senior executive positions at the Department;~~

~~(B) trends in quit rates of individuals in senior executive positions at the Department;~~

~~(C) rates of transfer of—~~

~~(i) individuals from other Federal agencies into senior executive positions at the Department; and~~

~~(ii) individuals from senior executive positions at the Department to other Federal agencies; and~~

~~(D) trends in total loss rates by job function.~~

~~(4) With respect to disciplinary processes—~~

~~(A) regarding individuals in senior executive positions at the Department who are the subject of disciplinary action—~~

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~~(i) the length of the disciplinary process in days for such individuals both before the date of the enactment of this Act and under the provisions of this Act described in subsection (a)(1); and~~

~~(ii) the extent to which appeals by such individuals are upheld under such provisions as compared to before the date of the enactment of this Act;~~

~~(B) the components or offices of the Department which experience the greatest number of proposed adverse actions against individuals in senior executive positions and components and offices which experience the least relative to the size of the components or offices' total number of senior executive positions;~~

~~(C) the tenure of individuals in senior executive positions who are the subject of disciplinary action;~~

~~(D) whether the individuals in senior executive positions who are the subject of disciplinary action have previously been disciplined; and~~

~~(E) the number of instances of disciplinary action taken by the Secretary against individ-~~

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~~uals in senior executive positions at the Department as compared to governmentwide discipline against individuals in Senior Executive Service positions (as defined in section 3132(a) of title 5, United States Code) as a percentage of the total number of individuals in senior executive positions at the Department and Senior Executive Service positions (as so defined).~~

~~(5) With respect to hiring—~~

~~(A) the degree to which the skills of newly hired individuals in senior executive positions at the Department are appropriate with respect to the needs of the Department;~~

~~(B) the types of senior executive positions at the Department most commonly filled under the authorities in the provisions described in subsection (a)(1);~~

~~(C) the number of senior executive positions at the Department filled by hires outside of the Department compared to hires from within the Department;~~

~~(D) the length of time to fill a senior executive position at the Department and for a new hire to begin working in a new senior executive position;~~

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~~(E) the mission-critical deficiencies filled by newly hired individuals in senior executive positions and the connection between mission-critical deficiencies filled under the provisions described in subsection (a) and annual performance of the Department;~~

~~(F) the satisfaction of applicants for senior executive positions at the Department with the hiring process, including the clarity of job announcements, reasons for withdrawal of applications, communication regarding status of applications, and timeliness of hiring decision; and~~

~~(G) the satisfaction of newly hired individuals in senior executive positions at the Department with the hiring process and the process of joining and becoming oriented with the Department.~~

~~(c) SENIOR EXECUTIVE POSITION DEFINED.—In this section, the term "senior executive position" has the meaning given such term in section 713 of title 38, United States Code.~~

~~SEC. 211. MEASUREMENT OF DEPARTMENT OF VETERANS AFFAIRS DISCIPLINARY PROCESS OUTCOMES AND EFFECTIVENESS.~~

~~(a) MEASURING AND COLLECTING.—~~

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~~(1) IN GENERAL.—The Secretary of Veterans Affairs shall measure and collect information on the outcomes of disciplinary actions carried out by the Department of Veterans Affairs during the three-year period ending on the date of the enactment of this Act and the effectiveness of such actions.~~

~~(2) ELEMENTS.—In measuring and collecting pursuant to paragraph (1), the Secretary shall measure and collect information regarding the following:~~

~~(A) The average time from the initiation of an adverse action against an employee at the Department to the final resolution of that action.~~

~~(B) The number of distinct steps and levels of review within the Department involved in the disciplinary process and the average length of time required to complete these steps.~~

~~(C) The rate of use of alternate disciplinary procedures compared to traditional disciplinary procedures and the frequency with which employees who are subject to alternative disciplinary procedures commit additional offenses.~~

~~(D) The number of appeals from adverse actions filed against employees of the Depart-~~

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ment, the number of appeals upheld, and the reasons for which the appeals were upheld.

(E) The use of paid administrative leave during the disciplinary process and the length of such leave.

(b) REPORT.—

(1) IN GENERAL.—Not later than December 31, 2017, the Secretary shall submit to the appropriate committees of Congress a report on the disciplinary procedures and actions of the Department.

(2) CONTENTS.—The report submitted under paragraph (1) shall include the following:

(A) The information collected under subsection (a).

(B) The findings of the Secretary with respect to the measurement and collection carried out under subsection (a).

(C) An analysis of the disciplinary procedures and actions of the Department.

(D) Suggestions for improving the disciplinary procedures and actions of the Department.

(E) Such other matters as the Secretary considers appropriate.

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~~(3) APPROPRIATE COMMITTEES OF CONGRESS.—In this subsection, the term "appropriate committees of Congress" means—~~

~~(A) the Committee on Appropriations and the Committee on Veterans' Affairs of the Senate; and~~

~~(B) the Committee on Appropriations and the Committee on Veterans' Affairs of the House of Representatives.~~

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017".

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

Sec. 101. Establishment of Office of Accountability and Whistleblower Protection.
Sec. 102. Protection of whistleblowers in Department of Veterans Affairs.
Sec. 103. Report on methods used to investigate employees of Department of Veterans Affairs.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

Sec. 201. Improved authorities of Secretary of Veterans Affairs to improve accountability of senior executives.
Sec. 202. Improved authorities of Secretary of Veterans Affairs to improve accountability of employees.
Sec. 203. Reduction of benefits for Department of Veterans Affairs employees convicted of certain crimes.
Sec. 204. Authority to recoup bonuses or awards paid to employees of Department of Veterans Affairs.
Sec. 205. Authority to recoup relocation expenses paid to or on behalf of employees of Department of Veterans Affairs.

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Sec. 206. Time period for response to notice of adverse actions against supervisory employees who commit prohibited personnel actions.
Sec. 207. Direct hiring authority for medical center directors and VISN directors.
Sec. 208. Time periods for review of adverse actions with respect to certain employees.
Sec. 209. Improvement of training for supervisors.
Sec. 210. Assessment and report on effect on senior executives at Department of Veterans Affairs.
Sec. 211. Measurement of Department of Veterans Affairs disciplinary process outcomes and effectiveness.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

SEC. 101. ESTABLISHMENT OF OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION.

(a) IN GENERAL.—Chapter 3 of title 38, United States Code, is amended by adding at the end the following new section:

"§ 323. Office of Accountability and Whistleblower Protection

"(a) ESTABLISHMENT.—There is established in the Department an office to be known as the 'Office of Accountability and Whistleblower Protection' (in this section referred to as the 'Office').

"(b) HEAD OF OFFICE.—(1) The head of the Office shall be responsible for the functions of the Office and shall be appointed by the President pursuant to section 308(a) of this title.

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"(2) The head of the Office shall be known as the 'Assistant Secretary for Accountability and Whistleblower Protection'.

"(3) The Assistant Secretary shall report directly to the Secretary on all matters relating to the Office.

"(4) Notwithstanding section 308(b) of this title, the Secretary may only assign to the Assistant Secretary responsibilities relating to the functions of the Office set forth in subsection (c).

"(c) FUNCTIONS.—(1) The functions of the Office are as follows:

"(A) Advising the Secretary on all matters of the Department relating to accountability, including accountability of employees of the Department, retaliation against whistleblowers, and such matters as the Secretary considers similar and affect public trust in the Department.

"(B) Issuing reports and providing recommendations related to the duties described in subparagraph (A).

"(C) Receiving whistleblower disclosures.

"(D) Referring whistleblower disclosures received under subparagraph (C) for investigation to the Office of the Medical Inspector, the Office of Inspector General, or other investigative entity, as appropriate,

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if the Assistant Secretary has reason to believe the whistleblower disclosure is evidence of a violation of a provision of law, mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health or safety.

"(E) Receiving and referring disclosures from the Special Counsel for investigation to the Medical Inspector of the Department, the Inspector General of the Department, or such other person with investigatory authority, as the Assistant Secretary considers appropriate.

"(F) Recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations carried out by the Inspector General of the Department, the Medical Inspector of the Department, the Special Counsel, and the Comptroller General of the United States, including the imposition of disciplinary actions and other corrective actions contained in such recommendations.

"(G) Analyzing data from the Office and the Office of Inspector General telephone hotlines, other whistleblower disclosures, disaggregated by facility and area of health care if appropriate, and relevant audits and investigations to identify trends and issue

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reports to the Secretary based on analysis conducted under this subparagraph.

"(H) Receiving, reviewing, and investigating allegations of misconduct, retaliation, or poor performance involving—

"(i) an individual in a senior executive position (as defined in section 713(d) of this title) in the Department;

"(ii) an individual employed in a confidential, policy-making, policy-determining, or policy-advocating position in the Department; or

"(iii) a supervisory employee, if the allegation involves retaliation against an employee for making a whistleblower disclosure.

"(I) Making such recommendations to the Secretary for disciplinary action as the Assistant Secretary considers appropriate after substantiating any allegation of misconduct or poor performance pursuant to an investigation carried out as described in subparagraph (F) or (H).

"(2) In carrying out the functions of the Office, the Assistant Secretary shall ensure that the Office maintains a toll-free telephone number and Internet website to receive anonymous whistleblower disclosures.

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"(3) In any case in which the Assistant Secretary receives a whistleblower disclosure from an employee of the Department under paragraph (1)(C), the Assistant Secretary may not disclose the identity of the employee without the consent of the employee, except in accordance with the provisions of section 552a of title 5, or as required by any other applicable provision of Federal law.

"(d) STAFF AND RESOURCES.—The Secretary shall ensure that the Assistant Secretary has such staff, resources, and access to information as may be necessary to carry out the functions of the Office.

"(e) RELATION TO OFFICE OF GENERAL COUNSEL.—The Office shall not be established as an element of the Office of the General Counsel and the Assistant Secretary may not report to the General Counsel.

"(f) REPORTS.—(1)(A) Not later than June 30 of each calendar year, beginning with June 30, 2017, the Assistant Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the activities of the Office during the calendar year in which the report is submitted.

"(B) Each report submitted under subparagraph (A) shall include, for the period covered by the report, the following:

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"(i) A full and substantive analysis of the activities of the Office, including such statistical information as the Assistant Secretary considers appropriate.

"(ii) Identification of any issues reported to the Secretary under subsection (c)(1)(G), including such data as the Assistant Secretary considers relevant to such issues and any trends the Assistant Secretary may have identified with respect to such issues.

"(iii) Identification of such concerns as the Assistant Secretary may have regarding the size, staffing, and resources of the Office and such recommendations as the Assistant Secretary may have for legislative or administrative action to address such concerns.

"(iv) Such recommendations as the Assistant Secretary may have for legislative or administrative action to improve—

"(I) the process by which concerns are reported to the Office; and

"(II) the protection of whistleblowers within the Department.

"(v) Such other matters as the Assistant Secretary considers appropriate regarding the functions of the Office or other matters relating to the Office.

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"(2) If the Secretary receives a recommendation for disciplinary action under subsection (c)(1)(I) and does not take or initiate the recommended disciplinary action before the date that is 60 days after the date on which the Secretary received the recommendation, the Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a detailed justification for not taking or initiating such disciplinary action.

"(g) DEFINITIONS.—In this section:

"(1) The term 'supervisory employee' means an employee of the Department who is a supervisor as defined in section 7103(a) of title 5.

"(2) The term 'whistleblower' means one who makes a whistleblower disclosure.

"(3) The term 'whistleblower disclosure' means any disclosure of information by an employee of the Department or individual applying to become an employee of the Department which the employee or individual reasonably believes evidences—

"(A) a violation of a law, rule, or regulation; or

"(B) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.".

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(b) CONFORMING AMENDMENT.—Section 308(b) of such title is amended by adding at the end the following new paragraph:

"(12) The functions set forth in section 323(c) of this title.".

(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 3 of such title is amended by adding at the end the following new item:

"323. Office of Accountability and Whistleblower Protection.".

SEC. 102. PROTECTION OF WHISTLEBLOWERS IN DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter II of chapter 7 of title 38, United States Code, is amended by—

(1) striking sections 731, 732, 734, 735, and 736;

(2) by redesignating section 733 as section 731; and

(3) by adding at the end the following new sections:

"§ 732. Protection of whistleblowers as criteria in evaluation of supervisors

"(a) DEVELOPMENT AND USE OF CRITERIA REQUIRED.—The Secretary, in consultation with the Assistant Secretary of Accountability and Whistleblower Protection, shall develop criteria that—

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"(1) the Secretary shall use as a critical element in any evaluation of the performance of a supervisory employee; and

"(2) promotes the protection of whistleblowers.

"(b) PRINCIPLES FOR PROTECTION OF WHISTLEBLOWERS.—The criteria required by subsection (a) shall include principles for the protection of whistleblowers, such as the degree to which supervisory employees respond constructively when employees of the Department report concerns, take responsible action to resolve such concerns, and foster an environment in which employees of the Department feel comfortable reporting concerns to supervisory employees or to the appropriate authorities.

"(c) SUPERVISORY EMPLOYEE AND WHISTLEBLOWER DEFINED.—In this section, the terms 'supervisory employee' and 'whistleblower' have the meanings given such terms in section 323 of this title.

"§ 733. Training regarding whistleblower disclosures

"(a) TRAINING.—Not less frequently than once every two years, the Secretary, in coordination with the Whistleblower Protection Ombudsman designated under section 3(d)(1)(C) of the Inspector General Act of 1978 (5 U.S.C. App.), shall provide to each employee of the Department training regarding whistleblower disclosures, including—

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"(1) an explanation of each method established by law in which an employee may file a whistleblower disclosure;

"(2) the right of the employee to petition Congress regarding a whistleblower disclosure in accordance with section 7211 of title 5;

"(3) an explanation that the employee may not be prosecuted or reprised against for disclosing information to Congress, the Inspector General, or another investigatory agency in instances where such disclosure is permitted by law, including under sections 5701, 5705, and 7732 of this title, under section 552a of title 5 (commonly referred to as the Privacy Act), under chapter 93 of title 18, and pursuant to regulations promulgated under section 264(c) of the Health Insurance Portability and Accountability Act of 1996 (Public Law 104–191);

"(4) an explanation of the language that is required to be included in all nondisclosure policies, forms, and agreements pursuant to section 115(a)(1) of the Whistleblower Protection Enhancement Act of 2012 (5 U.S.C. 2302 note); and

"(5) the right of contractors to be protected from reprisal for the disclosure of certain information under section 4705 or 4712 of title 41.

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"(b) MANNER TRAINING IS PROVIDED.—The Secretary shall ensure, to the maximum extent practicable, that training provided under subsection (a) is provided in person.

"(c) CERTIFICATION.—Not less frequently than once every two years, the Secretary shall provide training on merit system protection in a manner that the Special Counsel certifies as being satisfactory.

"(d) PUBLICATION.—The Secretary shall publish on the Internet website of the Department, and display prominently at each facility of the Department, the rights of an employee to make a whistleblower disclosure, including the information described in paragraphs (1) through (5) of subsection (a).

"(e) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323 of this title.".

(b) CLERICAL AMENDMENTS.—The table of sections at the beginning of such chapter is amended—

(1) by striking the items relating to sections 731 through 736; and

(2) by adding at the end the following new items:

"731. Adverse actions against supervisory employees who commit prohibited personnel actions relating to whistleblower complaints.
"732. Protection of whistleblowers as criteria in evaluation of supervisors.
"733. Training regarding whistleblower disclosures.".

(c) CONFORMING AMENDMENTS.—Section 731 of such title, as redesignated by subsection (a)(2), is amended—

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(1) in subsection (c)—

(A) in paragraph (1)—

(i) by striking subparagraphs (A) and (B) and inserting the following:

"(A) making a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Inspector General of the Department, the Special Counsel, or Congress;"; and

(ii) by redesignating subparagraphs (C) through (F) as subparagraphs (B) through (E), respectively; and

(iii) in subparagraph (B), as redesignated by clause (ii), by striking "complaint in accordance with section 732 or with" and inserting "disclosure made to the Assistant Secretary for Accountability and Whistleblower Protection,"; and

(B) in paragraph (2), by striking "through (F)" and inserting "through (E)"; and

(2) by adding at the end the following new subsection:

"(d) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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SEC. 103. REPORT ON METHODS USED TO INVESTIGATE EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) REPORT REQUIRED.—Not later than 540 days after the date of the enactment of this Act, the Assistant Secretary for Accountability and Whistleblower Protection shall submit to the Secretary of Veterans Affairs, the Committee on Veterans' Affairs of the Senate, and the Committee on Veterans' Affairs of the House of Representatives a report on methods used to investigate employees of the Department of Veterans Affairs and whether such methods are used to retaliate against whistleblowers.

(b) CONTENTS.—The report required by subsection (a) shall include the following:

(1) An assessment of the use of administrative investigation boards, peer review, searches of medical records, and other methods for investigating employees of the Department.

(2) A determination of whether and to what degree the methods described in paragraph (1) are being used to retaliate against whistleblowers.

(3) Recommendations for legislative or administrative action to implement safeguards to prevent the retaliation described in paragraph (2).

(c) WHISTLEBLOWER DEFINED.—In this section, the term "whistleblower" has the meaning given such term in

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section 323 of title 38, United States Code, as added by section 101.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

SEC. 201. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF SENIOR EXECUTIVES.

(a) IN GENERAL.—Section 713 of title 38, United States Code, is amended to read as follows:

"§ 713. Senior executives: removal, demotion, or suspension based on performance or misconduct

"(a) AUTHORITY.—(1) The Secretary may, as provided in this section, reprimand or suspend, involuntarily reassign, demote, or remove a covered individual from a senior executive position at the Department if the Secretary determines that the misconduct or performance of the covered individual warrants such action.

"(2) If the Secretary so removes such an individual, the Secretary may remove the individual from the civil service (as defined in section 2101 of title 5).

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"(b) RIGHTS AND PROCEDURES.—(1) A covered individual who is the subject of an action under subsection (a) is entitled to—

"(A) advance notice of the action and a file containing all evidence in support of the proposed action;

"(B) be represented by an attorney or other representative of the covered individual's choice; and

"(C) grieve the action in accordance with an internal grievance process that the Secretary, in consultation with the Assistant Secretary for Accountability and Whistleblower Protection, shall establish for purposes of this subsection.

"(2)(A) The aggregate period for notice, response, and decision on an action under subsection (a) may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice under paragraph (1)(A) of an action under subsection (a) shall be 7 business days.

"(C) A decision under this paragraph on an action under subsection (a) shall be issued not later than 15 business days after notice of the action is provided to the covered individual under paragraph (1)(A). The decision shall be in writing, and shall include the specific reasons therefor.

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"(3) The Secretary shall ensure that the grievance process established under paragraph (1)(C) takes fewer than 21 days.

"(4) A decision under paragraph (2) that is not grieved, and a grievance decision under paragraph (3), shall be final and conclusive.

"(5) A covered individual adversely affected by a decision under paragraph (2) that is not grieved, or by a grievance decision under paragraph (3), may obtain judicial review of such decision.

"(6) In any case in which judicial review is sought under paragraph (5), the court shall review the record and may set aside any Department action found to be—

"(A) arbitrary, capricious, an abuse of discretion, or otherwise not in accordance with a provision of law;

"(B) obtained without procedures required by a provision of law having been followed; or

"(C) unsupported by substantial evidence.

"(c) RELATION TO OTHER PROVISIONS OF LAW.—Section 3592(b)(1) of title 5 and the procedures under section 7543(b) of such title do not apply to an action under subsection (a).

"(d) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means—

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"(A) a career appointee (as that term is defined in section 3132(a)(4) of title 5); or

"(B) any individual who occupies an administrative or executive position and who was appointed under section 7306(a), section 7401(1), or section 7401(4) of this title.

"(2) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(3) The term 'senior executive position' means—

"(A) with respect to a career appointee (as that term is defined in section 3132(a) of title 5), a Senior Executive Service position (as such term is defined in such section); and

"(B) with respect to a covered individual appointed under section 7306(a) or section 7401(1) of this title, an administrative or executive position.".

(b) CONFORMING AMENDMENT.—Section 7461(c)(1) of such title is amended by inserting "employees in senior executive positions (as defined in section 713(d) of this title) and" before "interns".

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(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by striking the item relating to section 713 and inserting the following new item:

"713. Senior executives: removal, demotion, or suspension based on performance or misconduct.".

SEC. 202. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF EMPLOYEES.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by inserting after section 713 the following new section:

"§ 714. Employees: removal, demotion, or suspension based on performance or misconduct

"(a) IN GENERAL.—(1) The Secretary may remove, demote, or suspend a covered individual who is an employee of the Department if the Secretary determines the performance or misconduct of the covered individual warrants such removal, demotion, or suspension.

"(2) If the Secretary so removes, demotes, or suspends such a covered individual, the Secretary may—

"(A) remove the covered individual from the civil service (as defined in section 2101 of title 5);

"(B) demote the covered individual by means of a reduction in grade for which the covered individual is qualified, that the Secretary determines is appro-

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priate, and that reduces the annual rate of pay of the covered individual; or

"(C) suspend the covered individual.

"(b) PAY OF CERTAIN DEMOTED INDIVIDUALS.—(1) Notwithstanding any other provision of law, any covered individual subject to a demotion under subsection (a)(2) shall, beginning on the date of such demotion, receive the annual rate of pay applicable to such grade.

"(2)(A) A covered individual so demoted may not be placed on administrative leave during the period during which an appeal (if any) under this section is ongoing, and may only receive pay if the covered individual reports for duty or is approved to use accrued unused annual, sick, family medical, military, or court leave.

"(B) If a covered individual so demoted does not report for duty or receive approval to use accrued unused leave, such covered individual shall not receive pay or other benefits pursuant to subsection (d)(5).

"(c) PROCEDURE.—(1)(A) The aggregate period for notice, response, and final decision in a removal, demotion, or suspension under this section may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice of a proposed removal, demotion, or suspension under this section shall be 7 business days.

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"(C) Paragraph (3) of subsection (b) of section 7513 of title 5 shall apply with respect to a removal, demotion, or suspension under this section.

"(D) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.

"(2) The Secretary shall issue a final decision with respect to a removal, demotion, or suspension under this section not later than 15 business days after the Secretary provides notice, including a file containing all the evidence in support of the proposed action, to the covered individual of the removal, demotion, or suspension. The decision shall be in writing and shall include the specific reasons therefor.

"(3) The procedures under chapter 43 of title 5 shall not apply to a removal, demotion, or suspension under this section.

"(4)(A) Subject to subparagraph (B) and subsection (d), any removal or demotion under this section, and any suspension of more than 14 days under this section, may be appealed to the Merit Systems Protection Board, which shall refer such appeal to an administrative judge pursuant to section 7701(b)(1) of title 5.

"(B) An appeal under subparagraph (A) of a removal, demotion, or suspension may only be made if such appeal

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is made not later than 10 business days after the date of such removal, demotion, or suspension.

"(d) EXPEDITED REVIEW.—(1) Upon receipt of an appeal under subsection (c)(4)(A), the administrative judge shall expedite any such appeal under section 7701(b)(1) of title 5 and, in any such case, shall issue a final and complete decision not later than 180 days after the date of the appeal.

"(2)(A) Notwithstanding section 7701(c)(1)(B) of title 5, the administrative judge shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

"(B) Notwithstanding title 5 or any other provision of law, if the decision of the Secretary is supported by substantial evidence, the administrative judge shall not mitigate the penalty prescribed by the Secretary.

"(3)(A) The decision of the administrative judge under paragraph (1) may be appealed to the Merit Systems Protection Board.

"(B) Notwithstanding section 7701(c)(1)(B) of title 5, the Merit Systems Protection Board shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

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"(C) Notwithstanding title 5 or any other provision of law, if the decision of the Secretary is supported by substantial evidence, the Merit Systems Protection Board shall not mitigate the penalty prescribed by the Secretary.

"(4) In any case in which the administrative judge cannot issue a decision in accordance with the 180-day requirement under paragraph (1), the Merit Systems Protection Board shall, not later than 14 business days after the expiration of the 180-day period, submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report that explains the reasons why a decision was not issued in accordance with such requirement.

"(5)(A) A decision of the Merit Systems Protection Board under paragraph (3) may be appealed to the United States Court of Appeals for the Federal Circuit pursuant to section 7703 of title 5 or to any court of appeals of competent jurisdiction pursuant to subsection (b)(1)(B) of such section.

"(B) Any decision by such Court shall be in compliance with section 7462(f)(2) of this title.

"(6) The Merit Systems Protection Board may not stay any removal or demotion under this section, except as provided in section 1214(b) of title 5.

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"(7) During the period beginning on the date on which a covered individual appeals a removal from the civil service under subsection (c) and ending on the date that the United States Court of Appeals for the Federal Circuit issues a final decision on such appeal, such covered individual may not receive any pay, awards, bonuses, incentives, allowances, differentials, student loan repayments, special payments, or benefits related to the employment of the individual by the Department.

"(8) To the maximum extent practicable, the Secretary shall provide to the Merit Systems Protection Board such information and assistance as may be necessary to ensure an appeal under this subsection is expedited.

"(9) If an employee prevails on appeal under this section, the employee shall be entitled to backpay (as provided in section 5596 of title 5).

"(10) If an employee who is subject to a collective bargaining agreement chooses to grieve an action taken under this section through a grievance procedure provided under the collective bargaining agreement, the timelines and procedures set forth in subsection (c) and this subsection shall apply.

"(e) WHISTLEBLOWER PROTECTION.—(1) In the case of a covered individual seeking corrective action (or on behalf of whom corrective action is sought) from the Office

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of Special Counsel based on an alleged prohibited personnel practice described in section 2302(b) of title 5, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) without the approval of the Special Counsel under section 1214(f) of title 5.

"(2) In the case of a covered individual who has made a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) until—

"(A) in the case in which the Assistant Secretary determines to refer the whistleblower disclosure under section 323(c)(1)(D) of this title to an office or other investigative entity, a final decision with respect to the whistleblower disclosure has been made by such office or other investigative entity; or

"(B) in the case in which the Assistant Secretary determines not to the refer the whistleblower disclosure under such section, the Assistant Secretary makes such determination.

"(f) TERMINATION OF INVESTIGATIONS BY OFFICE OF SPECIAL COUNSEL.—(1) Notwithstanding any other provision of law, the Special Counsel (established by section 1211 of title 5) may terminate an investigation of a prohibited personnel practice alleged by an employee or former em-

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ployee of the Department after the Special Counsel provides to the employee or former employee a written statement of the reasons for the termination of the investigation.

"(2) Such statement may not be admissible as evidence in any judicial or administrative proceeding without the consent of such employee or former employee.

"(g) VACANCIES.—In the case of a covered individual who is removed or demoted under subsection (a), to the maximum extent feasible, the Secretary shall fill the vacancy arising as a result of such removal or demotion.

"(h) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means an individual occupying a position at the Department, but does not include—

"(A) an individual occupying a senior executive position (as defined in section 713(d) of this title);

"(B) an individual appointed pursuant to sections 7306, 7401(1), 7401(4), or 7405 of this title;

"(C) an individual who has not completed a probationary or trial period; or

"(D) a political appointee.

"(2) The term 'suspend' means the placing of an employee, for disciplinary reasons, in a temporary

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status without duties and pay for a period in excess of 14 days.

"(3) The term 'grade' has the meaning given such term in section 7511(a) of title 5.

"(4) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(5) The term 'political appointee' means an individual who is—

"(A) employed in a position described under sections 5312 through 5316 of title 5 (relating to the Executive Schedule);

"(B) a limited term appointee, limited emergency appointee, or noncareer appointee in the Senior Executive Service, as defined under paragraphs (5), (6), and (7), respectively, of section 3132(a) of title 5; or

"(C) employed in a position of a confidential or policy-determining character under schedule C of subpart C of part 213 of title 5, Code of Federal Regulations, or successor regulation.

"(6) The term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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(b) CLERICAL AND CONFORMING AMENDMENTS.—

(1) CLERICAL.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 713 the following new item:

"714. Employees: removal, demotion, or suspension based on performance or misconduct.".

(2) CONFORMING.—Section 4303(f) of title 5, United States Code, is amended—

(A) in paragraph (2), by striking "or" at the end;

(B) in paragraph (3), by striking the period at the end and inserting ", or"; and

(C) by adding at the end the following:

"(4) any removal or demotion under section 714 of title 38.".

SEC. 203. REDUCTION OF BENEFITS FOR DEPARTMENT OF VETERANS AFFAIRS EMPLOYEES CONVICTED OF CERTAIN CRIMES.

(a) REDUCTION OF BENEFITS.—

(1) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by adding at the end the following new section:

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"§ 719. Reduction of benefits of employees convicted of certain crimes

"(a) REDUCTION OF ANNUITY FOR REMOVED EMPLOYEE.—(1) The Secretary shall order that the covered service of an employee of the Department removed from a position for performance or misconduct under section 713, 714, or 7461 of this title or any other provision of law shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that the individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order; and

"(ii) an opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

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"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Any individual with respect to whom an annuity is reduced under this subsection may appeal the reduction to the Director of the Office of Personnel Management pursuant to such regulations as the Director may prescribe for purposes of this subsection.

"(b) REDUCTION OF ANNUITY FOR RETIRED EMPLOYEE.—(1) The Secretary may order that the covered service of an individual who the Secretary proposes to remove for performance or misconduct under section 713, 714, or 7461 of this title or any other provision of law but who leaves employment at the Department prior to the issuance of a final decision with respect to such action shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

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"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order;

"(ii) opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Upon the issuance of an order by the Secretary under paragraph (1), the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(3) The Director of the Office of Personnel Management shall make a final decision with respect to an appeal under paragraph (2) within 30 business days of receiving the appeal.

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"(c) ADMINISTRATIVE REQUIREMENTS.—Not later than 37 business days after the Secretary issues a final order under subsection (a) or (b) with respect to an individual, the Director of the Office of Personnel Management shall recalculate the annuity of the individual.

"(d) LUMP-SUM ANNUITY CREDIT.—Any individual with respect to whom an annuity is reduced under subsection (a) or (b) shall be entitled to be paid so much of such individual's lump-sum credit as is attributable to the period of covered service.

"(e) SPOUSE OR CHILDREN EXCEPTION.—(1) The Secretary, in consultation with the Director of the Office of Personnel Management, shall prescribe regulations that may provide for the payment to the spouse or children of any individual referred to in subsection (a) or (b) of any amounts which (but for this subsection) would otherwise have been nonpayable by reason of such subsections.

"(2) Regulations prescribed under paragraph (1) shall be consistent with the requirements of section 8332(o)(5) and 8411(l)(5) of title 5, as the case may be.

"(f) DEFINITIONS.—In this section:

"(1) The term 'covered service' means, with respect to an individual subject to a removal for performance or misconduct under section 719 or 7461 of this title or any other provision of law, the period of

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service beginning on the date that the Secretary determines under such applicable provision that the individual engaged in activity that gave rise to such action and ending on the date that the individual is removed from or leaves a position of employment at the Department prior to the issuance of a final decision with respect to such action.

"(2) The term 'lump-sum credit' has the meaning given such term in section 8331(8) or section 8401(19) of title 5, as the case may be.

"(3) The term 'service' has the meaning given such term in section 8331(12) or section 8401(26) of title 5, as the case may be.".

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 717 the following new item:

"719. Reduction of benefits of employees convicted of certain crimes.".

(b) APPLICATION.—Section 719 of title 38, United States Code, as added by subsection (a)(1), shall apply to any action of removal of an employee of the Department of Veterans Affairs under section 719 or 7461 of such title or any other provision of law, commencing on or after the date of the enactment of this Act.

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SEC. 204. AUTHORITY TO RECOUP BONUSES OR AWARDS PAID TO EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 203, is further amended by adding at the end the following new section:

"§ 721. Recoupment of bonuses or awards paid to employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, of any award or bonus paid to the employee under title 5, including under chapters 45 or 53 of such title, or this title if—

"(1) the Secretary determines that the individual engaged in misconduct or poor performance prior to payment of the award or bonus, and that such award or bonus would not have been paid, in whole or in part, had the misconduct or poor performance been known prior to payment; and

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

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"(B) an opportunity to respond to the proposed order by not later than 10 business days after the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 business days after receiving such appeal.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter, as amended by section

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203(a)(2), is further amended by inserting after the item relating to section 719 the following new item:

"721. Recoupment of bonuses or awards paid to employees of Department.".

(c) EFFECTIVE DATE.—Section 721 of title 38, United States Code, as added by subsection (a), shall apply with respect to an award or bonus paid by the Secretary of Veterans Affairs to an employee of the Department of Veterans Affairs on or after the date of the enactment of this Act.

(d) CONSTRUCTION.—Nothing in this Act or the amendments made by this Act may be construed to modify the certification issued by the Office of Personnel Management and the Office of Management and Budget regarding the performance appraisal system of the Senior Executive Service of the Department of Veterans Affairs.

SEC. 205. AUTHORITY TO RECOUP RELOCATION EXPENSES PAID TO OR ON BEHALF OF EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 204, is further amended by adding at the end the following new section:

"§ 723. Recoupment of relocation expenses paid on behalf of employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a por-

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tion of the amount, paid to or on behalf of the employee under title 5 for relocation expenses, including any expenses under section 5724 or 5724a of such title, or this title if—

"(1) the Secretary determines that relocation expenses were paid following an act of fraud or malfeasance that influenced the authorization of the relocation expenses;

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

"(B) an opportunity to respond to the proposed order not later than ten business days following the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection

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(a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 days after receiving such appeal.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is further amended by inserting after the item relating to section 721, as added by section 204(b), the following new item:

"723. Recoupment of relocation expenses paid on behalf of employees of Department.".

(c) EFFECTIVE DATE.—Section 723 of title 38, United States Code, as added by subsection (a), shall apply with respect to an amount paid by the Secretary of Veterans Affairs to or on behalf of an employee of the Department of Veterans Affairs for relocation expenses on or after the date of the enactment of this Act.

SEC. 206. TIME PERIOD FOR RESPONSE TO NOTICE OF ADVERSE ACTIONS AGAINST SUPERVISORY EMPLOYEES WHO COMMIT PROHIBITED PERSONNEL ACTIONS.

Section 731(a)(2)(B) of title 38, United States Code, as redesignated by section 102(a)(2), is amended—

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(1) in clause (i), by striking "14 days" and inserting "10 days"; and

(2) in clause (ii), by striking "14-day period" and inserting "10-day period".

SEC. 207. DIRECT HIRING AUTHORITY FOR MEDICAL CENTER DIRECTORS AND VISN DIRECTORS.

(a) IN GENERAL.—Section 7401 of title 38, United States Code, is amended by adding at the end the following new paragraph:

"(4) Directors of medical centers and directors of Veterans Integrated Service Networks with demonstrated ability in the medical profession, in health care administration, or in health care fiscal management.".

(b) CONFORMING AMENDMENTS.—Section 7404(a)(1) of such title is amended—

(1) by inserting "(A)" before "The annual"; and

(2) in subparagraph (A), as designated by paragraph (1)—

(A) by inserting "and 7401(4)" after "7306"; and

(B) by adding at the end the following new subparagraph:

"(B) Section 5377 of title 5 shall apply to a position under section 7401(4) of this title as if such position were

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included in the definition of 'position' in section 5377(a) of title 5.".

SEC. 208. TIME PERIODS FOR REVIEW OF ADVERSE ACTIONS WITH RESPECT TO CERTAIN EMPLOYEES.

(a) PHYSICIANS, DENTISTS, PODIATRISTS, CHIROPRACTORS, OPTOMETRISTS, REGISTERED NURSES, PHYSICIAN ASSISTANTS, AND EXPANDED-FUNCTION DENTAL AUXILIARIES.—Paragraph (2) of section 7461(b) of title 38, United States Code, is amended to read as follows:

"(2) In any case other than a case described in paragraph (1) that involves or includes a question of professional conduct or competence in which a major adverse action was not taken, such an appeal shall be made through Department grievance procedures under section 7463 of this title.".

(b) MAJOR ADVERSE ACTIONS INVOLVING PROFESSIONAL CONDUCT OR COMPETENCE.—Section 7462(b) of such title is amended—

(1) in paragraph (1)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (5)(A)," after "is entitled";

(B) in subparagraph (A)—

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(i) by striking "At least 30 days advance written notice" and inserting "Advance written notice";

(ii) by striking "and a statement" and inserting "a statement"; and

(iii) by inserting "and a file containing all the evidence in support of each charge," after "with respect to each charge,"; and

(C) in subparagraph (B), by striking "A reasonable time, but not less than seven days" and inserting "The opportunity, within the time period provided for in paragraph (4)(A)";

(2) by striking paragraph (3) and inserting the following new paragraph (3):

"(3) After considering the employee's answer, if any, and within the time period provided for in paragraph (5)(B), the deciding official shall render a decision on the charges. The decision shall be in writing and shall include the specific reasons therefor.";

(3) in paragraph (4)—

(A) by striking subparagraph (A) and inserting the following new subparagraph (A):

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"(A) The period for the response of an employee under paragraph (1)(B) to advance written under paragraph (1)(A) shall be seven business days."; and

(B) in subparagraph (B), by striking "30 days" and inserting "seven business days"; and

(4) by adding at the end the following new paragraphs:

"(5)(A) The aggregate period for the resolution of charges against an employee under this subsection may not exceed 15 business days.

"(B) The deciding official shall render a decision under paragraph (3) on charges under this subsection not later than 15 business days after the Under Secretary provides notice on the charges for purposes of paragraph (1)(A).

"(6) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.".

(c) OTHER ADVERSE ACTIONS.—Section 7463(c) of such title is amended—

(1) in paragraph (1), by striking "the same notice and opportunity to answer with respect to those charges as provided in subparagraphs (A) and (B) of section 7462(b)(1) of this title" and inserting "notice and an opportunity to answer with respect to those

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charges in accordance with subparagraphs (A) and (B) of section 7462(b)(1) of this title, but within the time periods specified in paragraph (3)";

(2) in paragraph (2)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (3)(A)," after "is entitled";

(B) in subparagraph (A), by striking "an advance written notice" and inserting "written notice"; and

(C) in subparagraph (B), by striking "a reasonable time" and inserting "time to answer"; and

(3) by adding at the end the following new paragraph (3):

"(3)(A) The aggregate period for the resolution of charges against an employee under paragraph (1) or (2) may not exceed 15 business days.

"(B) The period for the response of an employee under paragraph (1) or (2)(B) to written notice of charges under paragraph (1) or (2)(A), as applicable, shall be seven business days.

"(C) The deciding official shall render a decision on charges under paragraph (1) or (2) not later than 15 busi-

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ness days after notice is provided on the charges for purposes of paragraph (1) or (2)(A), as applicable.".

SEC. 209. IMPROVEMENT OF TRAINING FOR SUPERVISORS.

(a) IN GENERAL.—The Secretary of Veterans Affairs shall provide to each employee of the Department of Veterans Affairs who is employed as a supervisor periodic training on the following:

(1) The rights of whistleblowers and how to address a report by an employee of a hostile work environment, reprisal, or harassment.

(2) How to effectively motivate, manage, and reward the employees who report to the supervisor.

(3) How to effectively manage employees who are performing at an unacceptable level and access assistance from the human resources office of the Department and the Office of the General Counsel of the Department with respect to those employees.

(b) DEFINITIONS.—In this section:

(1) SUPERVISOR.—The term "supervisor" has the meaning given such term in section 7103(a) of title 5, United States Code.

(2) WHISTLEBLOWER.—The term "whistleblower" has the meaning given such term in section 323(g) of title 38, United States Code, as added by section 101.

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SEC. 210. ASSESSMENT AND REPORT ON EFFECT ON SENIOR EXECUTIVES AT DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Not later than two years after the date of the enactment of this Act, the Secretary of Veterans Affairs shall—

(1) measure and assess the effect of the enactment of this title on the morale, engagement, hiring, promotion, retention, discipline, and productivity of individuals in senior executive positions at the Department of Veterans Affairs; and

(2) submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the findings of the Secretary with respect to the measurement and assessment carried out under paragraph (1).

(b) ELEMENTS.—The assessment required by subsection (a)(1) shall include the following:

(1) With respect to engagement, trends in morale of individuals in senior executive positions and individuals aspiring to senior executive positions.

(2) With respect to promotions—

(A) whether the Department is experiencing an increase or decrease in the number of employees participating in leadership development and candidate development programs with the inten-

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tion of becoming candidates for senior executive positions; and

(B) trends in applications to senior executive positions within the Department.

(3) With respect to retention—

(A) trends in retirement rates of individuals in senior executive positions at the Department;

(B) trends in quit rates of individuals in senior executive positions at the Department;

(C) rates of transfer of—

(i) individuals from other Federal agencies into senior executive positions at the Department; and

(ii) individuals from senior executive positions at the Department to other Federal agencies; and

(D) trends in total loss rates by job function.

(4) With respect to disciplinary processes—

(A) regarding individuals in senior executive positions at the Department who are the subject of disciplinary action—

(i) the length of the disciplinary process in days for such individuals both before

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the date of the enactment of this Act and under the provisions of this Act described in subsection (a)(1); and

(ii) the extent to which appeals by such individuals are upheld under such provisions as compared to before the date of the enactment of this Act;

(B) the components or offices of the Department which experience the greatest number of proposed adverse actions against individuals in senior executive positions and components and offices which experience the least relative to the size of the components or offices' total number of senior executive positions;

(C) the tenure of individuals in senior executive positions who are the subject of disciplinary action;

(D) whether the individuals in senior executive positions who are the subject of disciplinary action have previously been disciplined; and

(E) the number of instances of disciplinary action taken by the Secretary against individuals in senior executive positions at the Department as compared to governmentwide discipline against individuals in Senior Executive Service

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positions (as defined in section 3132(a) of title 5, United States Code) as a percentage of the total number of individuals in senior executive positions at the Department and Senior Executive Service positions (as so defined).

(5) With respect to hiring—

(A) the degree to which the skills of newly hired individuals in senior executive positions at the Department are appropriate with respect to the needs of the Department;

(B) the types of senior executive positions at the Department most commonly filled under the authorities in the provisions described in subsection (a)(1);

(C) the number of senior executive positions at the Department filled by hires outside of the Department compared to hires from within the Department;

(D) the length of time to fill a senior executive position at the Department and for a new hire to begin working in a new senior executive position;

(E) the mission-critical deficiencies filled by newly hired individuals in senior executive positions and the connection between mission-critical

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deficiencies filled under the provisions described in subsection (a) and annual performance of the Department;

(F) the satisfaction of applicants for senior executive positions at the Department with the hiring process, including the clarity of job announcements, reasons for withdrawal of applications, communication regarding status of applications, and timeliness of hiring decision; and

(G) the satisfaction of newly hired individuals in senior executive positions at the Department with the hiring process and the process of joining and becoming oriented with the Department.

(c) SENIOR EXECUTIVE POSITION DEFINED.—In this section, the term "senior executive position" has the meaning given such term in section 713 of title 38, United States Code.

SEC. 211. MEASUREMENT OF DEPARTMENT OF VETERANS AFFAIRS DISCIPLINARY PROCESS OUTCOMES AND EFFECTIVENESS.

(a) MEASURING AND COLLECTING.—

(1) IN GENERAL.—The Secretary of Veterans Affairs shall measure and collect information on the outcomes of disciplinary actions carried out by the

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Department of Veterans Affairs during the three-year period ending on the date of the enactment of this Act and the effectiveness of such actions.

(2) ELEMENTS.—In measuring and collecting pursuant to paragraph (1), the Secretary shall measure and collect information regarding the following:

(A) The average time from the initiation of an adverse action against an employee at the Department to the final resolution of that action.

(B) The number of distinct steps and levels of review within the Department involved in the disciplinary process and the average length of time required to complete these steps.

(C) The rate of use of alternate disciplinary procedures compared to traditional disciplinary procedures and the frequency with which employees who are subject to alternative disciplinary procedures commit additional offenses.

(D) The number of appeals from adverse actions filed against employees of the Department, the number of appeals upheld, and the reasons for which the appeals were upheld.

(E) The use of paid administrative leave during the disciplinary process and the length of such leave.

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(b) REPORT.—

(1) IN GENERAL.—Not later than December 31, 2017, the Secretary shall submit to the appropriate committees of Congress a report on the disciplinary procedures and actions of the Department.

(2) CONTENTS.—The report submitted under paragraph (1) shall include the following:

(A) The information collected under subsection (a).

(B) The findings of the Secretary with respect to the measurement and collection carried out under subsection (a).

(C) An analysis of the disciplinary procedures and actions of the Department.

(D) Suggestions for improving the disciplinary procedures and actions of the Department.

(E) Such other matters as the Secretary considers appropriate.

(3) APPROPRIATE COMMITTEES OF CONGRESS.—In this subsection, the term "appropriate committees of Congress" means—

(A) the Committee on Appropriations and the Committee on Veterans' Affairs of the Senate; and

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(B) the Committee on Appropriations and the Committee on Veterans' Affairs of the House of Representatives.

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Message

From: thomas bowman [(b) (6) yahoo.com]
Sent: 5/22/2017 7:51:08 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fw: SVAC Meeting Documents - 5/24/17 at 2:30 p.m. in SR-418
Attachments: Agenda 5.24.17.docx; BAG17449.pdf

Sir....is possible for you to offer some sort of public statement of support (release??) before Wednesdays hearing for the passage of the Accountability Bill out of Committee..""gives you what you need, etc""....grumbling by some members about amendments ....we are trying to get out of Committee without amendments and let any desired amendments be dealt with on Floor.....hearing the SecVA say the bill is what he wants will possibly help blunt any amendments.....we are going to get to the Floor as quickly as possible after Memorial Day Break.....if not do able, completely understand.....thanks....

Sent from Yahoo Mail on Android

On Mon, May 22, 2017 at 3:26 PM, Bowman, Thomas (Veterans Affairs) <Thomas_Bowman@vetaff.senate.gov> wrote:

From: (b) (6) (Veterans Affairs)
Sent: Friday, May 19, 2017 11:10 AM
Subject: SVAC Meeting Notice - 5/24/17 at 2:30 p.m. in SR-418

COMMITTEE NOTICE of MEETING

The Senate Committee on Veterans' Affairs will meet **at 2:30 p.m.**, in **SR-418,** on **Wednesday, May 24, 2017,** to hold a business meeting to consider S.1094, the Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017 (Committee Print).

The deadline for any first degree amendments is 2:30 p.m. on Tuesday, May 23, 2017. **The easiest way to disseminate proposed amendments to all Members of the Committee is to reply to this email, to all addressees, with the**

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proposed amendment attached. Any amendments received after 2:30 p.m. on Tuesday will not be in order under the Committee Rules.

(b) (6)

Chief Clerk

U.S. Senate Committee on Veterans' Affairs

412 Russell Senate Office Building

202-224-(b) (6) direct | 202-224-(b) (6) main

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UNITED STATES SENATE
COMMITTEE ON VETERANS' AFFAIRS

Meeting to Consider Pending Legislation

May 24, 2017

Agenda

I. S.1094 – Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017 (Committee Print)

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Calendar No. _____

115TH CONGRESS
1ST SESSION

S. 1094

[Report No. 115–_____]

To amend title 38, United States Code, to improve the accountability of employees of the Department of Veterans Affairs, and for other purposes.

IN THE SENATE OF THE UNITED STATES

Mr. RUBIO (for himself, Mr. TESTER, Mr. ISAKSON, Mr. NELSON, Mr. MCCAIN, Mrs. SHAHEEN, Mr. MORAN, and Ms. BALDWIN) introduced the following bill; which was read twice and referred to the Committee on _____

_____ (legislative day, _____), _____

Reported by Mr. ISAKSON, with an amendment

[Strike out all after the enacting clause and insert the part printed in italic]

A BILL

To amend title 38, United States Code, to improve the accountability of employees of the Department of Veterans Affairs, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

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SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017".

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

Sec. 101. Establishment of Office of Accountability and Whistleblower Protection.
Sec. 102. Protection of whistleblowers in Department of Veterans Affairs.
Sec. 103. Report on methods used to investigate employees of Department of Veterans Affairs.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

Sec. 201. Improved authorities of Secretary of Veterans Affairs to improve accountability of senior executives.
Sec. 202. Improved authorities of Secretary of Veterans Affairs to improve accountability of employees.
Sec. 203. Reduction of benefits for Department of Veterans Affairs employees convicted of certain crimes.
Sec. 204. Authority to recoup bonuses or awards paid to employees of Department of Veterans Affairs.
Sec. 205. Authority to recoup relocation expenses paid to or on behalf of employees of Department of Veterans Affairs.
Sec. 206. Time period for response to notice of adverse actions against supervisory employees who commit prohibited personnel actions.
Sec. 207. Direct hiring authority for medical center directors and VISN directors.
Sec. 208. Time periods for review of adverse actions with respect to certain employees.
Sec. 209. Improvement of training for supervisors.
Sec. 210. Assessment and report on effect on senior executives at Department of Veterans Affairs.
Sec. 211. Measurement of Department of Veterans Affairs disciplinary process outcomes and effectiveness.

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~~TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION~~

~~SEC. 101. ESTABLISHMENT OF OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION.~~

~~(a) IN GENERAL.—Chapter 3 of title 38, United States Code, is amended by adding at the end the following new section:~~

~~"§ 323. Office of Accountability and Whistleblower Protection~~

~~"(a) ESTABLISHMENT.—There is established in the Department an office to be known as the 'Office of Accountability and Whistleblower Protection' (in this section referred to as the 'Office').~~

~~"(b) HEAD OF OFFICE.—(1) The head of the Office shall be responsible for the functions of the Office and shall be appointed by the President pursuant to section 308(a) of this title.~~

~~"(2) The head of the Office shall be known as the 'Assistant Secretary for Accountability and Whistleblower Protection'.~~

~~"(3) The Assistant Secretary shall report directly to the Secretary on all matters relating to the Office.~~

~~"(4) Notwithstanding section 308(b) of this title, the Secretary may only assign to the Assistant Secretary re-~~

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sponsibilities relating to the functions of the Office set forth in subsection (c).

"(c) FUNCTIONS.—(1) The functions of the Office are as follows:

"(A) Advising the Secretary on all matters of the Department relating to accountability, including accountability of employees of the Department, retaliation against whistleblowers, and such matters as the Secretary considers similar and affect public trust in the Department.

"(B) Issuing reports and providing recommendations related to the duties described in subparagraph (A).

"(C) Receiving whistleblower disclosures.

"(D) Referring whistleblower disclosures received under subparagraph (C) for investigation to the Office of the Medical Inspector, the Office of Inspector General, or other investigative entity, as appropriate, if the Assistant Secretary has reason to believe the whistleblower disclosure is evidence of a violation of a provision of law, mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health and safety.

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"(E) Receiving and referring disclosures from the Special Counsel for investigation to the Medical Inspector of the Department, the Inspector General of the Department, or such other person with investigatory authority, as the Assistant Secretary considers appropriate.

"(F) Recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations carried out by the Inspector General of the Department, the Medical Inspector of the Department, the Special Counsel, and the Comptroller General of the United States, including the imposition of disciplinary actions and other corrective actions contained in such recommendations.

"(G) Analyzing data from the Office and the Office of Inspector General telephone hotlines, other whistleblower disclosures, disaggregated by facility and area of health care if appropriate, and relevant audits and investigations to identify trends and issue reports to the Secretary based on analysis conducted under this subparagraph.

"(H) Receiving, reviewing, and investigating allegations of misconduct, retaliation, or poor performance involving—

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"(i) an individual in a senior executive position (as defined in section 713(d) of this title) in the Department;

"(ii) an individual employed in a confidential, policy-making, policy-determining, or policy-advocating position in the Department; or

"(iii) a supervisory employee, if the allegation involves retaliation against an employee for making a whistleblower disclosure.

"(I) Making such recommendations to the Secretary for disciplinary action as the Assistant Secretary considers appropriate after substantiating any allegation of misconduct or poor performance pursuant to an investigation carried out as described in subparagraph (F) or (H).

"(2) In carrying out the functions of the Office, the Assistant Secretary shall ensure that the Office maintains a toll-free telephone number and Internet website to receive anonymous whistleblower disclosures.

"(3) In any case in which the Assistant Secretary receives a whistleblower disclosure from an employee of the Department under paragraph (1)(C), the Assistant Secretary may not disclose the identity of the employee without the consent of the employee, except in accordance with

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~~the provisions of section 552a of title 5, or as required by any other applicable provision of Federal law.~~

~~"(d) STAFF AND RESOURCES.—The Secretary shall ensure that the Assistant Secretary has such staff, resources, and access to information as may be necessary to carry out the functions of the Office.~~

~~"(e) RELATION TO OFFICE OF GENERAL COUNSEL.—The Office shall not be established as an element of the Office of the General Counsel and the Assistant Secretary may not report to the General Counsel.~~

~~"(f) REPORTS.—(1)(A) Not later than June 30 of each calendar year, beginning with June 30, 2017, the Assistant Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the activities of the Office during the calendar year in which the report is submitted.~~

~~"(B) Each report submitted under subparagraph (A) shall include, for the period covered by the report, the following:~~

~~"(i) A full and substantive analysis of the activities of the Office, including such statistical information as the Assistant Secretary considers appropriate.~~

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"(ii) Identification of any issues reported to the Secretary under subsection (c)(1)(G), including such data as the Assistant Secretary considers relevant to such issues and any trends the Assistant Secretary may have identified with respect to such issues.

"(iii) Identification of such concerns as the Assistant Secretary may have regarding the size, staffing, and resources of the Office and such recommendations as the Assistant Secretary may have for legislative or administrative action to address such concerns.

"(iv) Such recommendations as the Assistant Secretary may have for legislative or administrative action to improve—

"(I) the process by which concerns are reported to the Office; and

"(II) the protection of whistleblowers within the Department.

"(v) Such other matters as the Assistant Secretary considers appropriate regarding the functions of the Office or other matters relating to the Office.

"(2) If the Secretary receives a recommendation for disciplinary action under subsection (c)(1)(I) and does not take or initiate the recommended disciplinary action before the date that is 60 days after the date on which the Sec-

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retary received the recommendation, the Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a detailed justification for not taking or initiating such disciplinary action.

"(g) DEFINITIONS.—In this section:

"(1) The term 'supervisory employee' means an employee of the Department who is a supervisor as defined in section 7103(a) of title 5.

"(2) The term 'whistleblower' means one who makes a whistleblower disclosure.

"(3) The term 'whistleblower disclosure' means any disclosure of information by an employee of the Department or individual applying to become an employee of the Department which the employee or individual reasonably believes evidences—

"(A) a violation of a provision of law; or

"(B) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.".

(b) CONFORMING AMENDMENT.—Section 308(b) of such title is amended by adding at the end the following new paragraph:

"(12) The functions set forth in section 323(c) of this title.".

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(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 3 of such title is amended by adding at the end the following new item:

"323. Office of Accountability and Whistleblower Protection.".

SEC. 102. PROTECTION OF WHISTLEBLOWERS IN DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter II of chapter 7 of title 38, United States Code, is amended by—

(1) striking sections 731, 732, 734, 735, and 736;

(2) by redesignating section 733 as section 731; and

(3) by adding at the end the following new sections:

"§ 732. Protection of whistleblowers as criteria in evaluation of supervisors

"(a) DEVELOPMENT AND USE OF CRITERIA REQUIRED.—The Secretary, in consultation with the Assistant Secretary of Accountability and Whistleblower Protection, shall develop criteria that—

"(1) the Secretary shall use as a critical element in any evaluation of the performance of a supervisory employee; and

"(2) promotes the protection of whistleblowers.

"(b) PRINCIPLES FOR PROTECTION OF WHISTLEBLOWERS.—The criteria required by subsection (a) shall

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include principles for the protection of whistleblowers, such as the degree to which supervisory employees respond constructively when employees of the Department report concerns, take responsible action to resolve such concerns, and foster an environment in which employees of the Department feel comfortable reporting concerns to supervisory employees or to the appropriate authorities.

''(c) SUPERVISORY EMPLOYEE AND WHISTLEBLOWER DEFINED.—In this section, the terms 'supervisory employee' and 'whistleblower' have the meanings given such terms in section 323 of this title.

''§ 733. Training regarding whistleblower disclosures

''(a) TRAINING.—Not less frequently than once every two years, the Secretary, in coordination with the Whistleblower Protection Ombudsman designated under section 3(d)(1)(C) of the Inspector General Act of 1978 (5 U.S.C. App.), shall provide to each employee of the Department training regarding whistleblower disclosures, including—

''(1) an explanation of each method established by law in which an employee may file a whistleblower disclosure;

''(2) the right of the employee to petition Congress regarding a whistleblower disclosure in accordance with section 7211 of title 5;

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"(3) an explanation that the employee may not be prosecuted or reprised against for disclosing information to Congress, the Inspector General, or another investigatory agency in instances where such disclosure is permitted by law, including under sections 5701, 5705, and 7732 of this title, under section 552a of title 5 (commonly referred to as the Privacy Act), under chapter 93 of title 18, and pursuant to regulations promulgated under section 264(c) of the Health Insurance Portability and Accountability Act of 1996 (Public Law 104–191);

"(4) an explanation of the language that is required to be included in all nondisclosure policies, forms, and agreements pursuant to section 115(a)(1) of the Whistleblower Protection Enhancement Act of 2012 (5 U.S.C. 2302 note); and

"(5) the right of contractors to be protected from reprisal for the disclosure of certain information under section 4705 or 4712 of title 41.

"(b) MANNER TRAINING IS PROVIDED.—The Secretary shall ensure, to the maximum extent practicable, that training provided under subsection (a) is provided in person.

"(c) CERTIFICATION.—Not less frequently than once every two years, the Secretary shall provide training on

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merit system protection in a manner that the Special Counsel certifies as being satisfactory.

"(d) PUBLICATION.—The Secretary shall publish on the Internet website of the Department, and display prominently at each facility of the Department, the rights of an employee to make a whistleblower disclosure, including the information described in paragraphs (1) through (5) of subsection (a).

"(e) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323 of this title.".

(b) CLERICAL AMENDMENTS.—The table of sections at the beginning of such chapter is amended—

(1) by striking the items relating to sections 731 through 736; and

(2) by adding at the end the following new items:

"731. Adverse actions against supervisory employees who commit prohibited personnel actions relating to whistleblower complaints.
"732. Protection of whistleblowers as criteria in evaluation of supervisors.
"733. Training regarding whistleblower disclosures.".

(c) CONFORMING AMENDMENTS.—Section 731 of such title, as redesignated by subsection (a)(2), is amended—

(1) in subsection (c)—

(A) in paragraph (1)—

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(i) by striking subparagraphs (A) and (B) and inserting the following:

"(A) making a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Inspector General of the Department, the Special Counsel, or Congress;"; and

(ii) by redesignating subparagraphs (C) through (F) as subparagraphs (B) through (E), respectively; and

(iii) in subparagraph (B), as redesignated by clause (ii), by striking "complaint in accordance with section 732 or with" and inserting "disclosure made to the Assistant Secretary for Accountability and Whistleblower Protection,"; and

(B) in paragraph (2), by striking "through (F)" and inserting "through (E)"; and

(2) by adding at the end the following new subsection:

"(d) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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~~SEC. 103. REPORT ON METHODS USED TO INVESTIGATE EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.~~

~~(a) REPORT REQUIRED.—Not later than 540 days after the date of the enactment of this Act, the Assistant Secretary for Accountability and Whistleblower Protection shall submit to the Secretary of Veterans Affairs, the Committee on Veterans' Affairs of the Senate, and the Committee on Veterans' Affairs of the House of Representatives a report on methods used to investigate employees of the Department of Veterans Affairs and whether such methods are used to retaliate against whistleblowers.~~

~~(b) CONTENTS.—The report required by subsection (a) shall include the following:~~

~~(1) An assessment of the use of administrative investigation boards, peer review, searches of medical records, and other methods for investigating employees of the Department.~~

~~(2) A determination of whether and to what degree the methods described in paragraph (1) are being used to retaliate against whistleblowers.~~

~~(3) Recommendations for legislative or administrative action to implement safeguards to prevent the retaliation described in paragraph (2).~~

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(c) WHISTLEBLOWER DEFINED.—In this section, the term "whistleblower" has the meaning given such term in section 323 of title 38, United States Code, as added by section 101.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

SEC. 201. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF SENIOR EXECUTIVES.

(a) IN GENERAL.—Section 713 of title 38, United States Code, is amended to read as follows:

"§ 713. Senior executives: removal, demotion, or suspension based on performance or misconduct

"(a) AUTHORITY.—(1) The Secretary may, as provided in this section, reprimand or suspend, involuntarily reassign, demote, or remove a covered individual from a senior executive position at the Department if the Secretary determines that the misconduct or performance of the covered individual warrants such action.

"(2) If the Secretary so removes such an individual, the Secretary may remove the individual from the civil service (as defined in section 2101 of title 5).

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"(b) RIGHTS AND PROCEDURES.—(1) A covered individual who is the subject of an action under subsection (a) is entitled to—

"(A) advance notice of the action;

"(B) be represented by an attorney or other representative of the covered individual's choice; and

"(C) grieve the action in accordance with an internal grievance process that the Secretary, in consultation with the Assistant Secretary for Accountability and Whistleblower Protection, shall establish for purposes of this subsection.

"(2)(A) The aggregate period for notice, response, and decision on an action under subsection (a) may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice under paragraph (1)(A) of an action under subsection (a) shall be 7 business days.

"(C) A decision under this paragraph on an action under subsection (a) shall be issued not later than 15 business days after notice of the action is provided to the covered individual under paragraph (1)(A). The decision shall be in writing, and shall include the specific reasons therefor and a file containing all evidence in support of the proposed action.

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"(3)(A) The Secretary shall ensure that the grievance process established under paragraph (1)(C) takes fewer than 21 days.

"(B) The Secretary shall ensure that grievances under this subsection are reviewed only by employees of the Department.

"(4) A decision under paragraph (2) that is not grieved, and a grievance decision under paragraph (3), shall be final and conclusive.

"(5) A covered individual adversely affected by a decision under paragraph (2) that is not grieved, or by a grievance decision under paragraph (3), may obtain judicial review of such decision.

"(6) In any case in which judicial review is sought under paragraph (5), the court shall review the record and may set aside any Department action found to be—

"(A) arbitrary, capricious, an abuse of discretion, or otherwise not in accordance with a provision of law;

"(B) obtained without procedures required by a provision of law having been followed; or

"(C) unsupported by substantial evidence.

"(c) RELATION TO OTHER PROVISIONS OF LAW.—Section 3592(b)(1) of title 5 and the procedures under

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section 7543(b) of such title do not apply to an action under subsection (a).

"(d) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means—

"(A) a career appointee (as that term is defined in section 3132(a)(4) of title 5); or

"(B) any individual who occupies an administrative or executive position and who was appointed under section 7306(a) or section 7401(1) of this title.

"(2) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(3) The term 'senior executive position' means—

"(A) with respect to a career appointee (as that term is defined in section 3132(a) of title 5), a Senior Executive Service position (as such term is defined in such section); and

"(B) with respect to a covered individual appointed under section 7306(a) or section 7401(1) of this title, an administrative or executive position.".

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~~(b) CONFORMING AMENDMENT.—Section 7461(c)(1) of such title is amended by inserting "employees in senior executive positions (as defined in section 713(d) of this title) and" before "interns".~~

~~(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by striking the item relating to section 713 and inserting the following new item:~~

~~"713. Senior executives: removal, demotion, or suspension based on performance or misconduct.".~~

~~SEC. 202. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF EMPLOYEES.~~

~~(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by inserting after section 713 the following new section:~~

~~"§ 714. Employees: removal, demotion, or suspension based on performance or misconduct~~

~~"(a) IN GENERAL.—(1) The Secretary may remove, demote, or suspend a covered individual who is an employee of the Department if the Secretary determines the performance or misconduct of the covered individual warrants such removal, demotion, or suspension.~~

~~"(2) If the Secretary so removes, demotes, or suspends such a covered individual, the Secretary may—~~

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"(A) remove the covered individual from the civil service (as defined in section 2101 of title 5);

"(B) demote the covered individual by means of a reduction in grade for which the covered individual is qualified, that the Secretary determines is appropriate, and that reduces the annual rate of pay of the covered individual; or

"(C) suspend the covered individual.

"(b) PAY OF CERTAIN DEMOTED INDIVIDUALS.—(1) Notwithstanding any other provision of law, any covered individual subject to a demotion under subsection (a)(2) shall, beginning on the date of such demotion, receive the annual rate of pay applicable to such grade.

"(2)(A) A covered individual so demoted may not be placed on administrative leave during the period during which an appeal (if any) under this section is ongoing, and may only receive pay if the covered individual reports for duty or is approved to use accrued unused annual, sick, family medical, military, or court leave.

"(B) If a covered individual so demoted does not report for duty or receive approval to use accrued unused leave, such covered individual shall not receive pay or other benefits pursuant to subsection (d)(5).

"(c) PROCEDURE.—(1)(A) The aggregate period for notice, response, and final decision in a removal, demotion,

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or suspension under this section may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice of a proposed removal, demotion, or suspension under this section shall be 7 business days.

"(C) Paragraph (3) of subsection (b) of section 7513 of title 5 shall apply with respect to a removal, demotion, or suspension under this section.

"(D) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.

"(2) The Secretary shall issue a final decision with respect to a removal, demotion, or suspension under this section not later than 15 business days after the Secretary provides notice, including a file containing all the evidence in support of the proposed action, to the covered individual of the removal, demotion, or suspension. The decision shall be in writing and shall include the specific reasons therefor.

"(3) The procedures under chapter 43 of title 5 shall not apply to a removal, demotion, or suspension under this section.

"(4)(A) Subject to subparagraph (B) and subsection (d), any removal or demotion under this section, and any suspension of more than 14 days under this section, may

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be appealed to the Merit Systems Protection Board, which shall refer such appeal to an administrative judge pursuant to section 7701(b)(1) of title 5.

"(B) An appeal under subparagraph (A) of a removal, demotion, or suspension may only be made if such appeal is made not later than 10 business days after the date of such removal, demotion, or suspension.

"(d) EXPEDITED REVIEW.—(1) Upon receipt of an appeal under subsection (c)(4)(A), the administrative judge shall expedite any such appeal under section 7701(b)(1) of title 5 and, in any such case, shall issue a final and complete decision not later than 180 days after the date of the appeal.

"(2)(A) Notwithstanding section 7701(c)(1)(B) of title 5, the administrative judge shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

"(B) If the decision of the Secretary is supported by substantial evidence, the administrative judge shall not mitigate the penalty prescribed by the Secretary.

"(3) The decision of the administrative judge under paragraph (1) may be appealed to the Merit Systems Protection Board.

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"(4) In any case in which the administrative judge cannot issue a decision in accordance with the 180-day requirement under paragraph (1), the Merit Systems Protection Board shall, not later than 14 business days after the expiration of the 180-day period, submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report that explains the reasons why a decision was not issued in accordance with such requirement.

"(5)(A) A decision of the Merit Systems Protection Board under paragraph (3) may be appealed to the United States Court of Appeals for the Federal Circuit pursuant to section 7703 of title 5.

"(B) Any decision by such Court shall be in compliance with section 7462(f)(2) of this title.

"(6) The Merit Systems Protection Board may not stay any removal or demotion under this section, except as provided in section 1214(b) of title 5.

"(7) During the period beginning on the date on which a covered individual appeals a removal from the civil service under subsection (c) and ending on the date that the United States Court of Appeals for the Federal Circuit issues a final decision on such appeal, such covered individual may not receive any pay, awards, bonuses, incentives, allowances, differentials, student loan repayments,

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special payments, or benefits related to the employment of the individual by the Department.

"(8) To the maximum extent practicable, the Secretary shall provide to the Merit Systems Protection Board such information and assistance as may be necessary to ensure an appeal under this subsection is expedited.

"(9) If an employee prevails on appeal under this section, the employee shall be entitled to backpay (as provided in section 5596 of title 5).

"(10) If an employee who is subject to a collective bargaining agreement chooses to grieve an action taken under this section through a grievance procedure provided under the collective bargaining agreement, the timelines and procedures set forth in subsection (c) and this subsection shall apply.

"(c) WHISTLEBLOWER PROTECTION.—(1) In the case of a covered individual seeking corrective action (or on behalf of whom corrective action is sought) from the Office of Special Counsel based on an alleged prohibited personnel practice described in section 2302(b) of title 5, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) without the approval of the Special Counsel under section 1214(f) of title 5.

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"(2) In the case of a covered individual who has made a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) until—

"(A) in the case in which the Assistant Secretary determines to refer the whistleblower disclosure under section 323(c)(1)(D) of this title to an office or other investigative entity, a final decision with respect to the whistleblower disclosure has been made by such office or other investigative entity; or

"(B) in the case in which the Assistant Secretary determines not to the refer the whistleblower disclosure under such section, the Assistant Secretary makes such determination.

"(f) TERMINATION OF INVESTIGATIONS BY OFFICE OF SPECIAL COUNSEL.—(1) Notwithstanding any other provision of law, the Special Counsel (established by section 1211 of title 5) may terminate an investigation of a prohibited personnel practice alleged by an employee or former employee of the Department after the Special Counsel provides to the employee or former employee a written statement of the reasons for the termination of the investigation.

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"(2) Such statement may not be admissible as evidence in any judicial or administrative proceeding without the consent of such employee or former employee.

"(g) VACANCIES.—In the case of a covered individual who is removed or demoted under subsection (a), to the maximum extent feasible, the Secretary shall fill the vacancy arising as a result of such removal or demotion.

"(h) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means an individual occupying a position at the Department, but does not include—

"(A) an individual occupying a senior executive position (as defined in section 713(d) of this title);

"(B) an individual appointed pursuant to sections 7306, 7401(1), or 7405 of this title;

"(C) an individual who has not completed a probationary or trial period; or

"(D) a political appointee.

"(2) The term 'suspend' means the placing of an employee, for disciplinary reasons, in a temporary status without duties and pay for a period in excess of 14 days.

"(3) The term 'grade' has the meaning given such term in section 7511(a) of title 5.

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"(4) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(5) The term 'political appointee' means an individual who is—

"(A) employed in a position described under sections 5312 through 5316 of title 5 (relating to the Executive Schedule);

"(B) a limited term appointee, limited emergency appointee, or noncareer appointee in the Senior Executive Service, as defined under paragraphs (5), (6), and (7), respectively, of section 3132(a) of title 5; or

"(C) employed in a position of a confidential or policy-determining character under schedule C of subpart C of part 213 of title 5, Code of Federal Regulations, or successor regulation.

"(6) The term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

(b) CLERICAL AND CONFORMING AMENDMENTS.—

(1) CLERICAL.—The table of sections at the beginning of chapter 7 of such title is amended by in-

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serting after the item relating to section 713 the following new item:

"714. Employees: removal, demotion, or suspension based on performance or misconduct.".

(2) CONFORMING.—Section 4303(f) of title 5, United States Code, is amended—

(A) in paragraph (2), by striking "or" at the end;

(B) in paragraph (3), by striking the period at the end and inserting ", or"; and

(C) by adding at the end the following:

"(4) any removal or demotion under section 714 of title 38.".

SEC. 203. REDUCTION OF BENEFITS FOR DEPARTMENT OF VETERANS AFFAIRS EMPLOYEES CONVICTED OF CERTAIN CRIMES.

(a) REDUCTION OF BENEFITS.—

(1) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by adding at the end the following new section:

"§ 719. Reduction of benefits of employees convicted of certain crimes

"(a) REDUCTION OF ANNUITY FOR REMOVED EMPLOYEE.—(1) The Secretary shall order that the covered service of an employee of the Department removed from a position for performance or misconduct under section

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~~719 or 7461 of this title or any other provision of law shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—~~

~~"(A) the Secretary determines that the individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and~~

~~"(B) before such order is made, the individual is afforded—~~

~~"(i) notice of the proposed order; and~~

~~"(ii) an opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and~~

~~"(C) the Secretary issues the order—~~

~~"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or~~

~~"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).~~

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"(2) Any individual with respect to whom an annuity is reduced under this subsection may appeal the reduction to the Director of the Office of Personnel Management pursuant to such regulations as the Director may prescribe for purposes of this subsection.

"(b) REDUCTION OF ANNUITY FOR RETIRED EMPLOYEE.—(1) The Secretary may order that the covered service of an individual who is removed for performance or misconduct under section 719 or 7461 of this title or any other provision of law but who leaves employment at the Department prior to the issuance of a final decision with respect to such action shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order;

"(ii) opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

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"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Upon the issuance of an order by the Secretary under paragraph (1), the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(3) The Director of the Office of Personnel Management shall make a final decision with respect to an appeal under paragraph (2) within 30 business days of receiving the appeal.

"(c) ADMINISTRATIVE REQUIREMENTS.—Not later than 37 business days after the Secretary issues a final order under subsection (a) or (b) with respect to an individual, the Director of the Office of Personnel Management shall recalculate the annuity of the individual.

"(d) LUMP-SUM ANNUITY CREDIT.—Any individual with respect to whom an annuity is reduced under sub-

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section (a) or (b) shall be entitled to be paid so much of such individual's lump-sum credit as is attributable to the period of covered service.

"(c) SPOUSE OR CHILDREN EXCEPTION.—(1) The Secretary, in consultation with the Director of the Office of Personnel Management, shall prescribe regulations that may provide for the payment to the spouse or children of any individual referred to in subsection (a) or (b) of any amounts which (but for this subsection) would otherwise have been nonpayable by reason of such subsections.

"(2) Regulations prescribed under paragraph (1) shall be consistent with the requirements of section 8332(o)(5) and 8411(l)(5) of title 5, as the case may be.

"(f) DEFINITIONS.—In this section:

"(1) The term 'covered service' means, with respect to an individual subject to a removal for performance or misconduct under section 719 or 7461 of this title or any other provision of law, the period of service beginning on the date that the Secretary determines under such applicable provision that the individual engaged in activity that gave rise to such action and ending on the date that the individual is removed from or leaves a position of employment at the Department prior to the issuance of a final decision with respect to such action.

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"(2) The term 'lump-sum credit' has the meaning given such term in section 8331(8) or section 8401(19) of title 5, as the case may be.

"(3) The term 'service' has the meaning given such term in section 8331(12) or section 8401(26) of title 5, as the case may be.".

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 717 the following new item:

"719. Reduction of benefits of employees convicted of certain crimes.".

(b) APPLICATION.—Section 719 of title 38, United States Code, as added by subsection (a)(1), shall apply to any action of removal of an employee of the Department of Veterans Affairs under section 719 or 7461 of such title or any other provision of law, commencing on or after the date of the enactment of this Act.

SEC. 204. AUTHORITY TO RECOUP BONUSES OR AWARDS PAID TO EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 203, is further amended by adding at the end the following new section:

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"§ 721. Recoupment of bonuses or awards paid to employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, of any award or bonus paid to the employee under title 5, including under chapters 45 or 53 of such title, or this title if—

"(1) the Secretary determines that the individual engaged in misconduct or poor performance prior to payment of the award or bonus, and that such award or bonus would not have been paid, in whole or in part, had the misconduct or poor performance been known prior to payment; and

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

"(B) an opportunity to respond to the proposed order by not later than 10 business days after the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

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~~"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).~~

~~"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.~~

~~"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 business days after receiving such appeal.~~

~~"(c) APPEAL OF FINAL DECISION ON APPEAL OF ORDER.—An individual may appeal a final decision on an appeal under subsection (b) to the Merit Systems Protection Board under section 7701 of title 5.".~~

~~(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter, as amended by section 203(a)(2), is further amended by inserting after the item relating to section 719 the following new item:~~

~~"721. Recoupment of bonuses or awards paid to employees of Department.".~~

~~(c) EFFECTIVE DATE.—Section 721 of title 38, United States Code, as added by subsection (a), shall apply with respect to an award or bonus paid by the Sec-~~

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retary of Veterans Affairs to an employee of the Department of Veterans Affairs on or after the date of the enactment of this Act.

(d) CONSTRUCTION.—Nothing in this Act or the amendments made by this Act may be construed to modify the certification issued by the Office of Personnel Management and the Office of Management and Budget regarding the performance appraisal system of the Senior Executive Service of the Department of Veterans Affairs.

SEC. 205. AUTHORITY TO RECOUP RELOCATION EXPENSES PAID TO OR ON BEHALF OF EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 204, is further amended by adding at the end the following new section:

"§ 723. Recoupment of relocation expenses paid on behalf of employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, paid to or on behalf of the employee under title 5 for relocation expenses, including any expenses under section 5724 or 5724a of such title, or this title if—

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~~"(1) the Secretary determines that relocation expenses were paid following an act of fraud or malfeasance that influenced the authorization of the relocation expenses;~~

~~"(2) before such repayment, the employee is afforded—~~

~~"(A) notice of the proposed order; and~~

~~"(B) an opportunity to respond to the proposed order not later than ten business days following the receipt of such notice; and~~

~~"(3) the Secretary issues the order—~~

~~"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or~~

~~"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).~~

~~"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the~~

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Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 days after receiving such appeal.

"(c) APPEAL OF FINAL DECISION ON APPEAL OF ORDER.—An individual may appeal a final decision on an appeal under subsection (b) to the Merit Systems Protection Board under section 7701 of title 5.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is further amended by inserting after the item relating to section 721, as added by section 204(b), the following new item:

"723. Recoupment of relocation expenses paid on behalf of employees of Department.".

(c) EFFECTIVE DATE.—Section 723 of title 38, United States Code, as added by subsection (a), shall apply with respect to an amount paid by the Secretary of Veterans Affairs to or on behalf of an employee of the Department of Veterans Affairs for relocation expenses on or after the date of the enactment of this Act.

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SEC. 206. TIME PERIOD FOR RESPONSE TO NOTICE OF ADVERSE ACTIONS AGAINST SUPERVISORY EMPLOYEES WHO COMMIT PROHIBITED PERSONNEL ACTIONS.

Section 731(a)(2)(B) of title 38, United States Code, as redesignated by section 102(a)(2), is amended—

(1) in clause (i), by striking "14 days" and inserting "10 days"; and

(2) in clause (ii), by striking "14-day period" and inserting "10-day period".

SEC. 207. DIRECT HIRING AUTHORITY FOR MEDICAL CENTER DIRECTORS AND VISN DIRECTORS.

(a) IN GENERAL.—Section 7401 of title 38, United States Code, is amended by adding at the end the following new paragraph:

"(4) Directors of medical centers and directors of Veterans Integrated Service Networks with demonstrated ability in the medical profession, in health care administration, or in health care fiscal management.".

(b) CONFORMING AMENDMENT.—Section 7404(a)(1) of such title is amended by inserting "and 7401(4)" after "7306".

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SEC. 208. TIME PERIODS FOR REVIEW OF ADVERSE ACTIONS WITH RESPECT TO CERTAIN EMPLOYEES.

(a) PHYSICIANS, DENTISTS, PODIATRISTS, CHIROPRACTORS, OPTOMETRISTS, REGISTERED NURSES, PHYSICIAN ASSISTANTS, AND EXPANDED-FUNCTION DENTAL AUXILIARIES.—Paragraph (2) of section 7461(b) of title 38, United States Code, is amended to read as follows:

"(2) In any case other than a case described in paragraph (1) that involves or includes a question of professional conduct or competence in which a major adverse action was not taken, such an appeal shall be made through Department grievance procedures under section 7463 of this title.".

(b) MAJOR ADVERSE ACTIONS INVOLVING PROFESSIONAL CONDUCT OR COMPETENCE.—Section 7462(b) of such title is amended—

(1) in paragraph (1)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (5)(A)," after "is entitled";

(B) in subparagraph (A)—

(i) by striking "At least 30 days advance written notice" and inserting "Advance written notice";

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(ii) by striking "and a statement" and inserting "a statement"; and

(iii) by inserting "and a file containing all the evidence in support of each charge," after "with respect to each charge,"; and

(C) in subparagraph (B), by striking "A reasonable time, but not less than seven days" and inserting "The opportunity, within the time period provided for in paragraph (4)(A)";

(2) by striking paragraph (3) and inserting the following new paragraph (3):

"(3) After considering the employee's answer, if any, and within the time period provided for in paragraph (5)(B), the deciding official shall render a decision on the charges. The decision shall be in writing and shall include the specific reasons therefor.";

(3) in paragraph (4)—

(A) by striking subparagraph (A) and inserting the following new subparagraph (A):

"(A) The period for the response of an employee under paragraph (1)(B) to advance written under paragraph (1)(A) shall be seven business days."; and

(B) in subparagraph (B), by striking "30 days" and inserting "seven business days"; and

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(4) by adding at the end the following new paragraphs:

"(5)(A) The aggregate period for the resolution of charges against an employee under this subsection may not exceed 15 business days.

"(B) The deciding official shall render a decision under paragraph (3) on charges under this subsection not later than 15 business days after the Under Secretary provides notice on the charges for purposes of paragraph (1)(A).

"(6) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.".

(c) OTHER ADVERSE ACTIONS.—Section 7463(c) of such title is amended—

(1) in paragraph (1), by striking "the same notice and opportunity to answer with respect to those charges as provided in subparagraphs (A) and (B) of section 7462(b)(1) of this title" and inserting "notice and an opportunity to answer with respect to those charges in accordance with subparagraphs (A) and (B) of section 7462(b)(1) of this title, but within the time periods specified in paragraph (3)";

(2) in paragraph (2)—

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(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (3)(A)," after "is entitled";

(B) in subparagraph (A), by striking "an advance written notice" and inserting "written notice"; and

(C) in subparagraph (B), by striking "a reasonable time" and inserting "time to answer"; and

(3) by adding at the end the following new paragraph (3):

"(3)(A) The aggregate period for the resolution of charges against an employee under paragraph (1) or (2) may not exceed 15 business days.

"(B) The period for the response of an employee under paragraph (1) or (2)(B) to written notice of charges under paragraph (1) or (2)(A), as applicable, shall be seven business days.

"(C) The deciding official shall render a decision on charges under paragraph (1) or (2) not later than 15 business days after notice is provided on the charges for purposes of paragraph (1) or (2)(A), as applicable.".

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~~SEC. 209. IMPROVEMENT OF TRAINING FOR SUPERVISORS.~~

~~(a) IN GENERAL.—The Secretary of Veterans Affairs shall provide to each employee of the Department of Veterans Affairs who is employed as a supervisor periodic training on the following:~~

~~(1) The rights of whistleblowers and how to address a report by an employee of a hostile work environment, reprisal, or harassment.~~

~~(2) How to effectively motivate, manage, and reward the employees who report to the supervisor.~~

~~(3) How to effectively manage employees who are performing at an unacceptable level and access assistance from the human resources office of the Department and the Office of the General Counsel of the Department with respect to those employees.~~

~~(b) DEFINITIONS.—In this section:~~

~~(1) SUPERVISOR.—The term "supervisor" has the meaning given such term in section 7103(a) of title 5, United States Code.~~

~~(2) WHISTLEBLOWER.—The term "whistleblower" has the meaning given such term in section 323(g) of title 38, United States Code, as added by section 101.~~

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SEC. 210. ASSESSMENT AND REPORT ON EFFECT ON SENIOR EXECUTIVES AT DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Not later than two years after the date of the enactment of this Act, the Secretary of Veterans Affairs shall—

(1) measure and assess the effect of the enactment of this title on the morale, engagement, hiring, promotion, retention, discipline, and productivity of individuals in senior executive positions at the Department of Veterans Affairs; and

(2) submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the findings of the Secretary with respect to the measurement and assessment carried out under paragraph (1).

(b) ELEMENTS.—The assessment required by subsection (a)(1) shall include the following:

(1) With respect to engagement, trends in morale of individuals in senior executive positions and individuals aspiring to senior executive positions.

(2) With respect to promotions—

(A) whether the Department is experiencing an increase or decrease in the number of employees participating in leadership develop-

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~~ment and candidate development programs with the intention of becoming candidates for senior executive positions; and~~

~~(B) trends in applications to senior executive positions within the Department.~~

~~(3) With respect to retention—~~

~~(A) trends in retirement rates of individuals in senior executive positions at the Department;~~

~~(B) trends in quit rates of individuals in senior executive positions at the Department;~~

~~(C) rates of transfer of—~~

~~(i) individuals from other Federal agencies into senior executive positions at the Department; and~~

~~(ii) individuals from senior executive positions at the Department to other Federal agencies; and~~

~~(D) trends in total loss rates by job function.~~

~~(4) With respect to disciplinary processes—~~

~~(A) regarding individuals in senior executive positions at the Department who are the subject of disciplinary action—~~

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~~(i) the length of the disciplinary process in days for such individuals both before the date of the enactment of this Act and under the provisions of this Act described in subsection (a)(1); and~~

~~(ii) the extent to which appeals by such individuals are upheld under such provisions as compared to before the date of the enactment of this Act;~~

~~(B) the components or offices of the Department which experience the greatest number of proposed adverse actions against individuals in senior executive positions and components and offices which experience the least relative to the size of the components or offices' total number of senior executive positions;~~

~~(C) the tenure of individuals in senior executive positions who are the subject of disciplinary action;~~

~~(D) whether the individuals in senior executive positions who are the subject of disciplinary action have previously been disciplined; and~~

~~(E) the number of instances of disciplinary action taken by the Secretary against individ-~~

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~~uals in senior executive positions at the Department as compared to governmentwide discipline against individuals in Senior Executive Service positions (as defined in section 3132(a) of title 5, United States Code) as a percentage of the total number of individuals in senior executive positions at the Department and Senior Executive Service positions (as so defined).~~

~~(5) With respect to hiring—~~

~~(A) the degree to which the skills of newly hired individuals in senior executive positions at the Department are appropriate with respect to the needs of the Department;~~

~~(B) the types of senior executive positions at the Department most commonly filled under the authorities in the provisions described in subsection (a)(1);~~

~~(C) the number of senior executive positions at the Department filled by hires outside of the Department compared to hires from within the Department;~~

~~(D) the length of time to fill a senior executive position at the Department and for a new hire to begin working in a new senior executive position;~~

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~~(E) the mission-critical deficiencies filled by newly hired individuals in senior executive positions and the connection between mission-critical deficiencies filled under the provisions described in subsection (a) and annual performance of the Department;~~

~~(F) the satisfaction of applicants for senior executive positions at the Department with the hiring process, including the clarity of job announcements, reasons for withdrawal of applications, communication regarding status of applications, and timeliness of hiring decision; and~~

~~(G) the satisfaction of newly hired individuals in senior executive positions at the Department with the hiring process and the process of joining and becoming oriented with the Department.~~

~~(c) SENIOR EXECUTIVE POSITION DEFINED.—In this section, the term "senior executive position" has the meaning given such term in section 713 of title 38, United States Code.~~

~~SEC. 211. MEASUREMENT OF DEPARTMENT OF VETERANS AFFAIRS DISCIPLINARY PROCESS OUTCOMES AND EFFECTIVENESS.~~

~~(a) MEASURING AND COLLECTING.—~~

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~~(1) IN GENERAL.—The Secretary of Veterans Affairs shall measure and collect information on the outcomes of disciplinary actions carried out by the Department of Veterans Affairs during the three-year period ending on the date of the enactment of this Act and the effectiveness of such actions.~~

~~(2) ELEMENTS.—In measuring and collecting pursuant to paragraph (1), the Secretary shall measure and collect information regarding the following:~~

~~(A) The average time from the initiation of an adverse action against an employee at the Department to the final resolution of that action.~~

~~(B) The number of distinct steps and levels of review within the Department involved in the disciplinary process and the average length of time required to complete these steps.~~

~~(C) The rate of use of alternate disciplinary procedures compared to traditional disciplinary procedures and the frequency with which employees who are subject to alternative disciplinary procedures commit additional offenses.~~

~~(D) The number of appeals from adverse actions filed against employees of the Depart-~~

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ment, the number of appeals upheld, and the reasons for which the appeals were upheld.

(E) The use of paid administrative leave during the disciplinary process and the length of such leave.

(b) REPORT.—

(1) IN GENERAL.—Not later than December 31, 2017, the Secretary shall submit to the appropriate committees of Congress a report on the disciplinary procedures and actions of the Department.

(2) CONTENTS.—The report submitted under paragraph (1) shall include the following:

(A) The information collected under subsection (a).

(B) The findings of the Secretary with respect to the measurement and collection carried out under subsection (a).

(C) An analysis of the disciplinary procedures and actions of the Department.

(D) Suggestions for improving the disciplinary procedures and actions of the Department.

(E) Such other matters as the Secretary considers appropriate.

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~~(3) APPROPRIATE COMMITTEES OF CONGRESS.—In this subsection, the term "appropriate committees of Congress" means—~~

~~(A) the Committee on Appropriations and the Committee on Veterans' Affairs of the Senate; and~~

~~(B) the Committee on Appropriations and the Committee on Veterans' Affairs of the House of Representatives.~~

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017".

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

Sec. 101. Establishment of Office of Accountability and Whistleblower Protection.
Sec. 102. Protection of whistleblowers in Department of Veterans Affairs.
Sec. 103. Report on methods used to investigate employees of Department of Veterans Affairs.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

Sec. 201. Improved authorities of Secretary of Veterans Affairs to improve accountability of senior executives.
Sec. 202. Improved authorities of Secretary of Veterans Affairs to improve accountability of employees.
Sec. 203. Reduction of benefits for Department of Veterans Affairs employees convicted of certain crimes.
Sec. 204. Authority to recoup bonuses or awards paid to employees of Department of Veterans Affairs.
Sec. 205. Authority to recoup relocation expenses paid to or on behalf of employees of Department of Veterans Affairs.

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Sec. 206. Time period for response to notice of adverse actions against supervisory employees who commit prohibited personnel actions.
Sec. 207. Direct hiring authority for medical center directors and VISN directors.
Sec. 208. Time periods for review of adverse actions with respect to certain employees.
Sec. 209. Improvement of training for supervisors.
Sec. 210. Assessment and report on effect on senior executives at Department of Veterans Affairs.
Sec. 211. Measurement of Department of Veterans Affairs disciplinary process outcomes and effectiveness.

TITLE I—OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION

SEC. 101. ESTABLISHMENT OF OFFICE OF ACCOUNTABILITY AND WHISTLEBLOWER PROTECTION.

(a) IN GENERAL.—Chapter 3 of title 38, United States Code, is amended by adding at the end the following new section:

"§ 323. Office of Accountability and Whistleblower Protection

"(a) ESTABLISHMENT.—There is established in the Department an office to be known as the 'Office of Accountability and Whistleblower Protection' (in this section referred to as the 'Office').

"(b) HEAD OF OFFICE.—(1) The head of the Office shall be responsible for the functions of the Office and shall be appointed by the President pursuant to section 308(a) of this title.

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"(2) The head of the Office shall be known as the 'Assistant Secretary for Accountability and Whistleblower Protection'.

"(3) The Assistant Secretary shall report directly to the Secretary on all matters relating to the Office.

"(4) Notwithstanding section 308(b) of this title, the Secretary may only assign to the Assistant Secretary responsibilities relating to the functions of the Office set forth in subsection (c).

"(c) FUNCTIONS.—(1) The functions of the Office are as follows:

"(A) Advising the Secretary on all matters of the Department relating to accountability, including accountability of employees of the Department, retaliation against whistleblowers, and such matters as the Secretary considers similar and affect public trust in the Department.

"(B) Issuing reports and providing recommendations related to the duties described in subparagraph (A).

"(C) Receiving whistleblower disclosures.

"(D) Referring whistleblower disclosures received under subparagraph (C) for investigation to the Office of the Medical Inspector, the Office of Inspector General, or other investigative entity, as appropriate,

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if the Assistant Secretary has reason to believe the whistleblower disclosure is evidence of a violation of a provision of law, mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health or safety.

"(E) Receiving and referring disclosures from the Special Counsel for investigation to the Medical Inspector of the Department, the Inspector General of the Department, or such other person with investigatory authority, as the Assistant Secretary considers appropriate.

"(F) Recording, tracking, reviewing, and confirming implementation of recommendations from audits and investigations carried out by the Inspector General of the Department, the Medical Inspector of the Department, the Special Counsel, and the Comptroller General of the United States, including the imposition of disciplinary actions and other corrective actions contained in such recommendations.

"(G) Analyzing data from the Office and the Office of Inspector General telephone hotlines, other whistleblower disclosures, disaggregated by facility and area of health care if appropriate, and relevant audits and investigations to identify trends and issue

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reports to the Secretary based on analysis conducted under this subparagraph.

"(H) Receiving, reviewing, and investigating allegations of misconduct, retaliation, or poor performance involving—

"(i) an individual in a senior executive position (as defined in section 713(d) of this title) in the Department;

"(ii) an individual employed in a confidential, policy-making, policy-determining, or policy-advocating position in the Department; or

"(iii) a supervisory employee, if the allegation involves retaliation against an employee for making a whistleblower disclosure.

"(I) Making such recommendations to the Secretary for disciplinary action as the Assistant Secretary considers appropriate after substantiating any allegation of misconduct or poor performance pursuant to an investigation carried out as described in subparagraph (F) or (H).

"(2) In carrying out the functions of the Office, the Assistant Secretary shall ensure that the Office maintains a toll-free telephone number and Internet website to receive anonymous whistleblower disclosures.

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"(3) In any case in which the Assistant Secretary receives a whistleblower disclosure from an employee of the Department under paragraph (1)(C), the Assistant Secretary may not disclose the identity of the employee without the consent of the employee, except in accordance with the provisions of section 552a of title 5, or as required by any other applicable provision of Federal law.

"(d) STAFF AND RESOURCES.—The Secretary shall ensure that the Assistant Secretary has such staff, resources, and access to information as may be necessary to carry out the functions of the Office.

"(e) RELATION TO OFFICE OF GENERAL COUNSEL.—The Office shall not be established as an element of the Office of the General Counsel and the Assistant Secretary may not report to the General Counsel.

"(f) REPORTS.—(1)(A) Not later than June 30 of each calendar year, beginning with June 30, 2017, the Assistant Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the activities of the Office during the calendar year in which the report is submitted.

"(B) Each report submitted under subparagraph (A) shall include, for the period covered by the report, the following:

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"(i) A full and substantive analysis of the activities of the Office, including such statistical information as the Assistant Secretary considers appropriate.

"(ii) Identification of any issues reported to the Secretary under subsection (c)(1)(G), including such data as the Assistant Secretary considers relevant to such issues and any trends the Assistant Secretary may have identified with respect to such issues.

"(iii) Identification of such concerns as the Assistant Secretary may have regarding the size, staffing, and resources of the Office and such recommendations as the Assistant Secretary may have for legislative or administrative action to address such concerns.

"(iv) Such recommendations as the Assistant Secretary may have for legislative or administrative action to improve—

"(I) the process by which concerns are reported to the Office; and

"(II) the protection of whistleblowers within the Department.

"(v) Such other matters as the Assistant Secretary considers appropriate regarding the functions of the Office or other matters relating to the Office.

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"(2) If the Secretary receives a recommendation for disciplinary action under subsection (c)(1)(I) and does not take or initiate the recommended disciplinary action before the date that is 60 days after the date on which the Secretary received the recommendation, the Secretary shall submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a detailed justification for not taking or initiating such disciplinary action.

"(g) DEFINITIONS.—In this section:

"(1) The term 'supervisory employee' means an employee of the Department who is a supervisor as defined in section 7103(a) of title 5.

"(2) The term 'whistleblower' means one who makes a whistleblower disclosure.

"(3) The term 'whistleblower disclosure' means any disclosure of information by an employee of the Department or individual applying to become an employee of the Department which the employee or individual reasonably believes evidences—

"(A) a violation of a law, rule, or regulation; or

"(B) gross mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to public health or safety.".

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(b) CONFORMING AMENDMENT.—Section 308(b) of such title is amended by adding at the end the following new paragraph:

"(12) The functions set forth in section 323(c) of this title.".

(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 3 of such title is amended by adding at the end the following new item:

"323. Office of Accountability and Whistleblower Protection.".

SEC. 102. PROTECTION OF WHISTLEBLOWERS IN DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter II of chapter 7 of title 38, United States Code, is amended by—

(1) striking sections 731, 732, 734, 735, and 736;

(2) by redesignating section 733 as section 731; and

(3) by adding at the end the following new sections:

"§ 732. Protection of whistleblowers as criteria in evaluation of supervisors

"(a) DEVELOPMENT AND USE OF CRITERIA REQUIRED.—The Secretary, in consultation with the Assistant Secretary of Accountability and Whistleblower Protection, shall develop criteria that—

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"(1) the Secretary shall use as a critical element in any evaluation of the performance of a supervisory employee; and

"(2) promotes the protection of whistleblowers.

"(b) PRINCIPLES FOR PROTECTION OF WHISTLEBLOWERS.—The criteria required by subsection (a) shall include principles for the protection of whistleblowers, such as the degree to which supervisory employees respond constructively when employees of the Department report concerns, take responsible action to resolve such concerns, and foster an environment in which employees of the Department feel comfortable reporting concerns to supervisory employees or to the appropriate authorities.

"(c) SUPERVISORY EMPLOYEE AND WHISTLEBLOWER DEFINED.—In this section, the terms 'supervisory employee' and 'whistleblower' have the meanings given such terms in section 323 of this title.

"§ 733. Training regarding whistleblower disclosures

"(a) TRAINING.—Not less frequently than once every two years, the Secretary, in coordination with the Whistleblower Protection Ombudsman designated under section 3(d)(1)(C) of the Inspector General Act of 1978 (5 U.S.C. App.), shall provide to each employee of the Department training regarding whistleblower disclosures, including—

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"(1) an explanation of each method established by law in which an employee may file a whistleblower disclosure;

"(2) the right of the employee to petition Congress regarding a whistleblower disclosure in accordance with section 7211 of title 5;

"(3) an explanation that the employee may not be prosecuted or reprised against for disclosing information to Congress, the Inspector General, or another investigatory agency in instances where such disclosure is permitted by law, including under sections 5701, 5705, and 7732 of this title, under section 552a of title 5 (commonly referred to as the Privacy Act), under chapter 93 of title 18, and pursuant to regulations promulgated under section 264(c) of the Health Insurance Portability and Accountability Act of 1996 (Public Law 104–191);

"(4) an explanation of the language that is required to be included in all nondisclosure policies, forms, and agreements pursuant to section 115(a)(1) of the Whistleblower Protection Enhancement Act of 2012 (5 U.S.C. 2302 note); and

"(5) the right of contractors to be protected from reprisal for the disclosure of certain information under section 4705 or 4712 of title 41.

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"(b) MANNER TRAINING IS PROVIDED.—The Secretary shall ensure, to the maximum extent practicable, that training provided under subsection (a) is provided in person.

"(c) CERTIFICATION.—Not less frequently than once every two years, the Secretary shall provide training on merit system protection in a manner that the Special Counsel certifies as being satisfactory.

"(d) PUBLICATION.—The Secretary shall publish on the Internet website of the Department, and display prominently at each facility of the Department, the rights of an employee to make a whistleblower disclosure, including the information described in paragraphs (1) through (5) of subsection (a).

"(e) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323 of this title.".

(b) CLERICAL AMENDMENTS.—The table of sections at the beginning of such chapter is amended—

(1) by striking the items relating to sections 731 through 736; and

(2) by adding at the end the following new items:

"731. Adverse actions against supervisory employees who commit prohibited personnel actions relating to whistleblower complaints.
"732. Protection of whistleblowers as criteria in evaluation of supervisors.
"733. Training regarding whistleblower disclosures.".

(c) CONFORMING AMENDMENTS.—Section 731 of such title, as redesignated by subsection (a)(2), is amended—

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(1) in subsection (c)—

(A) in paragraph (1)—

(i) by striking subparagraphs (A) and (B) and inserting the following:

"(A) making a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Inspector General of the Department, the Special Counsel, or Congress;"; and

(ii) by redesignating subparagraphs (C) through (F) as subparagraphs (B) through (E), respectively; and

(iii) in subparagraph (B), as redesignated by clause (ii), by striking "complaint in accordance with section 732 or with" and inserting "disclosure made to the Assistant Secretary for Accountability and Whistleblower Protection,"; and

(B) in paragraph (2), by striking "through (F)" and inserting "through (E)"; and

(2) by adding at the end the following new subsection:

"(d) WHISTLEBLOWER DISCLOSURE DEFINED.—In this section, the term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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SEC. 103. REPORT ON METHODS USED TO INVESTIGATE EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) REPORT REQUIRED.—Not later than 540 days after the date of the enactment of this Act, the Assistant Secretary for Accountability and Whistleblower Protection shall submit to the Secretary of Veterans Affairs, the Committee on Veterans' Affairs of the Senate, and the Committee on Veterans' Affairs of the House of Representatives a report on methods used to investigate employees of the Department of Veterans Affairs and whether such methods are used to retaliate against whistleblowers.

(b) CONTENTS.—The report required by subsection (a) shall include the following:

(1) An assessment of the use of administrative investigation boards, peer review, searches of medical records, and other methods for investigating employees of the Department.

(2) A determination of whether and to what degree the methods described in paragraph (1) are being used to retaliate against whistleblowers.

(3) Recommendations for legislative or administrative action to implement safeguards to prevent the retaliation described in paragraph (2).

(c) WHISTLEBLOWER DEFINED.—In this section, the term "whistleblower" has the meaning given such term in

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section 323 of title 38, United States Code, as added by section 101.

TITLE II—ACCOUNTABILITY OF SENIOR EXECUTIVES, SUPERVISORS, AND OTHER EMPLOYEES

SEC. 201. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF SENIOR EXECUTIVES.

(a) IN GENERAL.—Section 713 of title 38, United States Code, is amended to read as follows:

"§ 713. Senior executives: removal, demotion, or suspension based on performance or misconduct

"(a) AUTHORITY.—(1) The Secretary may, as provided in this section, reprimand or suspend, involuntarily reassign, demote, or remove a covered individual from a senior executive position at the Department if the Secretary determines that the misconduct or performance of the covered individual warrants such action.

"(2) If the Secretary so removes such an individual, the Secretary may remove the individual from the civil service (as defined in section 2101 of title 5).

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"(b) RIGHTS AND PROCEDURES.—(1) A covered individual who is the subject of an action under subsection (a) is entitled to—

"(A) advance notice of the action and a file containing all evidence in support of the proposed action;

"(B) be represented by an attorney or other representative of the covered individual's choice; and

"(C) grieve the action in accordance with an internal grievance process that the Secretary, in consultation with the Assistant Secretary for Accountability and Whistleblower Protection, shall establish for purposes of this subsection.

"(2)(A) The aggregate period for notice, response, and decision on an action under subsection (a) may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice under paragraph (1)(A) of an action under subsection (a) shall be 7 business days.

"(C) A decision under this paragraph on an action under subsection (a) shall be issued not later than 15 business days after notice of the action is provided to the covered individual under paragraph (1)(A). The decision shall be in writing, and shall include the specific reasons therefor.

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"(3) The Secretary shall ensure that the grievance process established under paragraph (1)(C) takes fewer than 21 days.

"(4) A decision under paragraph (2) that is not grieved, and a grievance decision under paragraph (3), shall be final and conclusive.

"(5) A covered individual adversely affected by a decision under paragraph (2) that is not grieved, or by a grievance decision under paragraph (3), may obtain judicial review of such decision.

"(6) In any case in which judicial review is sought under paragraph (5), the court shall review the record and may set aside any Department action found to be—

"(A) arbitrary, capricious, an abuse of discretion, or otherwise not in accordance with a provision of law;

"(B) obtained without procedures required by a provision of law having been followed; or

"(C) unsupported by substantial evidence.

"(c) RELATION TO OTHER PROVISIONS OF LAW.—Section 3592(b)(1) of title 5 and the procedures under section 7543(b) of such title do not apply to an action under subsection (a).

"(d) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means—

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"(A) a career appointee (as that term is defined in section 3132(a)(4) of title 5); or

"(B) any individual who occupies an administrative or executive position and who was appointed under section 7306(a), section 7401(1), or section 7401(4) of this title.

"(2) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(3) The term 'senior executive position' means—

"(A) with respect to a career appointee (as that term is defined in section 3132(a) of title 5), a Senior Executive Service position (as such term is defined in such section); and

"(B) with respect to a covered individual appointed under section 7306(a) or section 7401(1) of this title, an administrative or executive position.".

(b) CONFORMING AMENDMENT.—Section 7461(c)(1) of such title is amended by inserting "employees in senior executive positions (as defined in section 713(d) of this title) and" before "interns".

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(c) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by striking the item relating to section 713 and inserting the following new item:

"713. Senior executives: removal, demotion, or suspension based on performance or misconduct.".

SEC. 202. IMPROVED AUTHORITIES OF SECRETARY OF VETERANS AFFAIRS TO IMPROVE ACCOUNTABILITY OF EMPLOYEES.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by inserting after section 713 the following new section:

"§ 714. Employees: removal, demotion, or suspension based on performance or misconduct

"(a) IN GENERAL.—(1) The Secretary may remove, demote, or suspend a covered individual who is an employee of the Department if the Secretary determines the performance or misconduct of the covered individual warrants such removal, demotion, or suspension.

"(2) If the Secretary so removes, demotes, or suspends such a covered individual, the Secretary may—

"(A) remove the covered individual from the civil service (as defined in section 2101 of title 5);

"(B) demote the covered individual by means of a reduction in grade for which the covered individual is qualified, that the Secretary determines is appro-

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priate, and that reduces the annual rate of pay of the covered individual; or

"(C) suspend the covered individual.

"(b) PAY OF CERTAIN DEMOTED INDIVIDUALS.—(1) Notwithstanding any other provision of law, any covered individual subject to a demotion under subsection (a)(2) shall, beginning on the date of such demotion, receive the annual rate of pay applicable to such grade.

"(2)(A) A covered individual so demoted may not be placed on administrative leave during the period during which an appeal (if any) under this section is ongoing, and may only receive pay if the covered individual reports for duty or is approved to use accrued unused annual, sick, family medical, military, or court leave.

"(B) If a covered individual so demoted does not report for duty or receive approval to use accrued unused leave, such covered individual shall not receive pay or other benefits pursuant to subsection (d)(5).

"(c) PROCEDURE.—(1)(A) The aggregate period for notice, response, and final decision in a removal, demotion, or suspension under this section may not exceed 15 business days.

"(B) The period for the response of a covered individual to a notice of a proposed removal, demotion, or suspension under this section shall be 7 business days.

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"(C) Paragraph (3) of subsection (b) of section 7513 of title 5 shall apply with respect to a removal, demotion, or suspension under this section.

"(D) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.

"(2) The Secretary shall issue a final decision with respect to a removal, demotion, or suspension under this section not later than 15 business days after the Secretary provides notice, including a file containing all the evidence in support of the proposed action, to the covered individual of the removal, demotion, or suspension. The decision shall be in writing and shall include the specific reasons therefor.

"(3) The procedures under chapter 43 of title 5 shall not apply to a removal, demotion, or suspension under this section.

"(4)(A) Subject to subparagraph (B) and subsection (d), any removal or demotion under this section, and any suspension of more than 14 days under this section, may be appealed to the Merit Systems Protection Board, which shall refer such appeal to an administrative judge pursuant to section 7701(b)(1) of title 5.

"(B) An appeal under subparagraph (A) of a removal, demotion, or suspension may only be made if such appeal

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is made not later than 10 business days after the date of such removal, demotion, or suspension.

"(d) EXPEDITED REVIEW.—(1) Upon receipt of an appeal under subsection (c)(4)(A), the administrative judge shall expedite any such appeal under section 7701(b)(1) of title 5 and, in any such case, shall issue a final and complete decision not later than 180 days after the date of the appeal.

"(2)(A) Notwithstanding section 7701(c)(1)(B) of title 5, the administrative judge shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

"(B) Notwithstanding title 5 or any other provision of law, if the decision of the Secretary is supported by substantial evidence, the administrative judge shall not mitigate the penalty prescribed by the Secretary.

"(3)(A) The decision of the administrative judge under paragraph (1) may be appealed to the Merit Systems Protection Board.

"(B) Notwithstanding section 7701(c)(1)(B) of title 5, the Merit Systems Protection Board shall uphold the decision of the Secretary to remove, demote, or suspend an employee under subsection (a) if the decision is supported by substantial evidence.

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"(C) Notwithstanding title 5 or any other provision of law, if the decision of the Secretary is supported by substantial evidence, the Merit Systems Protection Board shall not mitigate the penalty prescribed by the Secretary.

"(4) In any case in which the administrative judge cannot issue a decision in accordance with the 180-day requirement under paragraph (1), the Merit Systems Protection Board shall, not later than 14 business days after the expiration of the 180-day period, submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report that explains the reasons why a decision was not issued in accordance with such requirement.

"(5)(A) A decision of the Merit Systems Protection Board under paragraph (3) may be appealed to the United States Court of Appeals for the Federal Circuit pursuant to section 7703 of title 5 or to any court of appeals of competent jurisdiction pursuant to subsection (b)(1)(B) of such section.

"(B) Any decision by such Court shall be in compliance with section 7462(f)(2) of this title.

"(6) The Merit Systems Protection Board may not stay any removal or demotion under this section, except as provided in section 1214(b) of title 5.

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"(7) During the period beginning on the date on which a covered individual appeals a removal from the civil service under subsection (c) and ending on the date that the United States Court of Appeals for the Federal Circuit issues a final decision on such appeal, such covered individual may not receive any pay, awards, bonuses, incentives, allowances, differentials, student loan repayments, special payments, or benefits related to the employment of the individual by the Department.

"(8) To the maximum extent practicable, the Secretary shall provide to the Merit Systems Protection Board such information and assistance as may be necessary to ensure an appeal under this subsection is expedited.

"(9) If an employee prevails on appeal under this section, the employee shall be entitled to backpay (as provided in section 5596 of title 5).

"(10) If an employee who is subject to a collective bargaining agreement chooses to grieve an action taken under this section through a grievance procedure provided under the collective bargaining agreement, the timelines and procedures set forth in subsection (c) and this subsection shall apply.

"(e) WHISTLEBLOWER PROTECTION.—(1) In the case of a covered individual seeking corrective action (or on behalf of whom corrective action is sought) from the Office

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of Special Counsel based on an alleged prohibited personnel practice described in section 2302(b) of title 5, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) without the approval of the Special Counsel under section 1214(f) of title 5.

"(2) In the case of a covered individual who has made a whistleblower disclosure to the Assistant Secretary for Accountability and Whistleblower Protection, the Secretary may not remove, demote, or suspend such covered individual under subsection (a) until—

"(A) in the case in which the Assistant Secretary determines to refer the whistleblower disclosure under section 323(c)(1)(D) of this title to an office or other investigative entity, a final decision with respect to the whistleblower disclosure has been made by such office or other investigative entity; or

"(B) in the case in which the Assistant Secretary determines not to the refer the whistleblower disclosure under such section, the Assistant Secretary makes such determination.

"(f) TERMINATION OF INVESTIGATIONS BY OFFICE OF SPECIAL COUNSEL.—(1) Notwithstanding any other provision of law, the Special Counsel (established by section 1211 of title 5) may terminate an investigation of a prohibited personnel practice alleged by an employee or former em-

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ployee of the Department after the Special Counsel provides to the employee or former employee a written statement of the reasons for the termination of the investigation.

"(2) Such statement may not be admissible as evidence in any judicial or administrative proceeding without the consent of such employee or former employee.

"(g) VACANCIES.—In the case of a covered individual who is removed or demoted under subsection (a), to the maximum extent feasible, the Secretary shall fill the vacancy arising as a result of such removal or demotion.

"(h) DEFINITIONS.—In this section:

"(1) The term 'covered individual' means an individual occupying a position at the Department, but does not include—

"(A) an individual occupying a senior executive position (as defined in section 713(d) of this title);

"(B) an individual appointed pursuant to sections 7306, 7401(1), 7401(4), or 7405 of this title;

"(C) an individual who has not completed a probationary or trial period; or

"(D) a political appointee.

"(2) The term 'suspend' means the placing of an employee, for disciplinary reasons, in a temporary

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status without duties and pay for a period in excess of 14 days.

"(3) The term 'grade' has the meaning given such term in section 7511(a) of title 5.

"(4) The term 'misconduct' includes neglect of duty, malfeasance, or failure to accept a directed reassignment or to accompany a position in a transfer of function.

"(5) The term 'political appointee' means an individual who is—

"(A) employed in a position described under sections 5312 through 5316 of title 5 (relating to the Executive Schedule);

"(B) a limited term appointee, limited emergency appointee, or noncareer appointee in the Senior Executive Service, as defined under paragraphs (5), (6), and (7), respectively, of section 3132(a) of title 5; or

"(C) employed in a position of a confidential or policy-determining character under schedule C of subpart C of part 213 of title 5, Code of Federal Regulations, or successor regulation.

"(6) The term 'whistleblower disclosure' has the meaning given such term in section 323(g) of this title.".

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(b) CLERICAL AND CONFORMING AMENDMENTS.—

(1) CLERICAL.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 713 the following new item:

"714. Employees: removal, demotion, or suspension based on performance or misconduct.".

(2) CONFORMING.—Section 4303(f) of title 5, United States Code, is amended—

(A) in paragraph (2), by striking "or" at the end;

(B) in paragraph (3), by striking the period at the end and inserting ", or"; and

(C) by adding at the end the following:

"(4) any removal or demotion under section 714 of title 38.".

SEC. 203. REDUCTION OF BENEFITS FOR DEPARTMENT OF VETERANS AFFAIRS EMPLOYEES CONVICTED OF CERTAIN CRIMES.

(a) REDUCTION OF BENEFITS.—

(1) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, is amended by adding at the end the following new section:

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"§ 719. Reduction of benefits of employees convicted of certain crimes

"(a) REDUCTION OF ANNUITY FOR REMOVED EMPLOYEE.—(1) The Secretary shall order that the covered service of an employee of the Department removed from a position for performance or misconduct under section 713, 714, or 7461 of this title or any other provision of law shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that the individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order; and

"(ii) an opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

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"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Any individual with respect to whom an annuity is reduced under this subsection may appeal the reduction to the Director of the Office of Personnel Management pursuant to such regulations as the Director may prescribe for purposes of this subsection.

"(b) REDUCTION OF ANNUITY FOR RETIRED EMPLOYEE.—(1) The Secretary may order that the covered service of an individual who the Secretary proposes to remove for performance or misconduct under section 713, 714, or 7461 of this title or any other provision of law but who leaves employment at the Department prior to the issuance of a final decision with respect to such action shall not be taken into account for purposes of calculating an annuity with respect to such individual under chapter 83 or chapter 84 of title 5, if—

"(A) the Secretary determines that individual is convicted of a felony (and the conviction is final) that influenced the individual's performance while employed in the position; and

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"(B) before such order is made, the individual is afforded—

"(i) notice of the proposed order;

"(ii) opportunity to respond to the proposed order by not later than ten business days following receipt of such notice; and

"(C) the Secretary issues the order—

"(i) in the case of a proposed order to which an individual responds under subparagraph (B)(ii), not later than five business days after receiving the response of the individual; or

"(ii) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under subparagraph (B)(i).

"(2) Upon the issuance of an order by the Secretary under paragraph (1), the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(3) The Director of the Office of Personnel Management shall make a final decision with respect to an appeal under paragraph (2) within 30 business days of receiving the appeal.

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"(c) ADMINISTRATIVE REQUIREMENTS.—Not later than 37 business days after the Secretary issues a final order under subsection (a) or (b) with respect to an individual, the Director of the Office of Personnel Management shall recalculate the annuity of the individual.

"(d) LUMP-SUM ANNUITY CREDIT.—Any individual with respect to whom an annuity is reduced under subsection (a) or (b) shall be entitled to be paid so much of such individual's lump-sum credit as is attributable to the period of covered service.

"(e) SPOUSE OR CHILDREN EXCEPTION.—(1) The Secretary, in consultation with the Director of the Office of Personnel Management, shall prescribe regulations that may provide for the payment to the spouse or children of any individual referred to in subsection (a) or (b) of any amounts which (but for this subsection) would otherwise have been nonpayable by reason of such subsections.

"(2) Regulations prescribed under paragraph (1) shall be consistent with the requirements of section 8332(o)(5) and 8411(l)(5) of title 5, as the case may be.

"(f) DEFINITIONS.—In this section:

"(1) The term 'covered service' means, with respect to an individual subject to a removal for performance or misconduct under section 719 or 7461 of this title or any other provision of law, the period of

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service beginning on the date that the Secretary determines under such applicable provision that the individual engaged in activity that gave rise to such action and ending on the date that the individual is removed from or leaves a position of employment at the Department prior to the issuance of a final decision with respect to such action.

"(2) The term 'lump-sum credit' has the meaning given such term in section 8331(8) or section 8401(19) of title 5, as the case may be.

"(3) The term 'service' has the meaning given such term in section 8331(12) or section 8401(26) of title 5, as the case may be.".

(2) CLERICAL AMENDMENT.—The table of sections at the beginning of chapter 7 of such title is amended by inserting after the item relating to section 717 the following new item:

"719. Reduction of benefits of employees convicted of certain crimes.".

(b) APPLICATION.—Section 719 of title 38, United States Code, as added by subsection (a)(1), shall apply to any action of removal of an employee of the Department of Veterans Affairs under section 719 or 7461 of such title or any other provision of law, commencing on or after the date of the enactment of this Act.

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SEC. 204. AUTHORITY TO RECOUP BONUSES OR AWARDS PAID TO EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 203, is further amended by adding at the end the following new section:

"§ 721. Recoupment of bonuses or awards paid to employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a portion of the amount, of any award or bonus paid to the employee under title 5, including under chapters 45 or 53 of such title, or this title if—

"(1) the Secretary determines that the individual engaged in misconduct or poor performance prior to payment of the award or bonus, and that such award or bonus would not have been paid, in whole or in part, had the misconduct or poor performance been known prior to payment; and

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

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"(B) an opportunity to respond to the proposed order by not later than 10 business days after the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection (a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 business days after receiving such appeal.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter, as amended by section

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203(a)(2), is further amended by inserting after the item relating to section 719 the following new item:

"721. Recoupment of bonuses or awards paid to employees of Department.".

(c) EFFECTIVE DATE.—Section 721 of title 38, United States Code, as added by subsection (a), shall apply with respect to an award or bonus paid by the Secretary of Veterans Affairs to an employee of the Department of Veterans Affairs on or after the date of the enactment of this Act.

(d) CONSTRUCTION.—Nothing in this Act or the amendments made by this Act may be construed to modify the certification issued by the Office of Personnel Management and the Office of Management and Budget regarding the performance appraisal system of the Senior Executive Service of the Department of Veterans Affairs.

SEC. 205. AUTHORITY TO RECOUP RELOCATION EXPENSES PAID TO OR ON BEHALF OF EMPLOYEES OF DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Subchapter I of chapter 7 of title 38, United States Code, as amended by section 204, is further amended by adding at the end the following new section:

"§ 723. Recoupment of relocation expenses paid on behalf of employees of Department

"(a) IN GENERAL.—Notwithstanding any other provision of law, the Secretary may issue an order directing an employee of the Department to repay the amount, or a por-

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tion of the amount, paid to or on behalf of the employee under title 5 for relocation expenses, including any expenses under section 5724 or 5724a of such title, or this title if—

"(1) the Secretary determines that relocation expenses were paid following an act of fraud or malfeasance that influenced the authorization of the relocation expenses;

"(2) before such repayment, the employee is afforded—

"(A) notice of the proposed order; and

"(B) an opportunity to respond to the proposed order not later than ten business days following the receipt of such notice; and

"(3) the Secretary issues the order—

"(A) in the case of a proposed order to which an individual responds under paragraph (2)(B), not later than five business days after receiving the response of the individual; or

"(B) in the case of a proposed order to which an individual does not respond, not later than 15 business days after the Secretary provides notice to the individual under paragraph (2)(A).

"(b) APPEAL OF ORDER OF SECRETARY.—(1) Upon the issuance of an order by the Secretary under subsection

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(a) with respect to an individual, the individual shall have an opportunity to appeal the order to the Director of the Office of Personnel Management before the date that is seven business days after the date of such issuance.

"(2) The Director shall make a final decision with respect to an appeal under paragraph (1) within 30 days after receiving such appeal.".

(b) CLERICAL AMENDMENT.—The table of sections at the beginning of such chapter is further amended by inserting after the item relating to section 721, as added by section 204(b), the following new item:

"723. Recoupment of relocation expenses paid on behalf of employees of Department.".

(c) EFFECTIVE DATE.—Section 723 of title 38, United States Code, as added by subsection (a), shall apply with respect to an amount paid by the Secretary of Veterans Affairs to or on behalf of an employee of the Department of Veterans Affairs for relocation expenses on or after the date of the enactment of this Act.

SEC. 206. TIME PERIOD FOR RESPONSE TO NOTICE OF ADVERSE ACTIONS AGAINST SUPERVISORY EMPLOYEES WHO COMMIT PROHIBITED PERSONNEL ACTIONS.

Section 731(a)(2)(B) of title 38, United States Code, as redesignated by section 102(a)(2), is amended—

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(1) in clause (i), by striking "14 days" and inserting "10 days"; and

(2) in clause (ii), by striking "14-day period" and inserting "10-day period".

SEC. 207. DIRECT HIRING AUTHORITY FOR MEDICAL CENTER DIRECTORS AND VISN DIRECTORS.

(a) IN GENERAL.—Section 7401 of title 38, United States Code, is amended by adding at the end the following new paragraph:

"(4) Directors of medical centers and directors of Veterans Integrated Service Networks with demonstrated ability in the medical profession, in health care administration, or in health care fiscal management.".

(b) CONFORMING AMENDMENTS.—Section 7404(a)(1) of such title is amended—

(1) by inserting "(A)" before "The annual"; and

(2) in subparagraph (A), as designated by paragraph (1)—

(A) by inserting "and 7401(4)" after "7306"; and

(B) by adding at the end the following new subparagraph:

"(B) Section 5377 of title 5 shall apply to a position under section 7401(4) of this title as if such position were

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included in the definition of 'position' in section 5377(a) of title 5.".

SEC. 208. TIME PERIODS FOR REVIEW OF ADVERSE ACTIONS WITH RESPECT TO CERTAIN EMPLOYEES.

(a) PHYSICIANS, DENTISTS, PODIATRISTS, CHIROPRACTORS, OPTOMETRISTS, REGISTERED NURSES, PHYSICIAN ASSISTANTS, AND EXPANDED-FUNCTION DENTAL AUXILIARIES.—Paragraph (2) of section 7461(b) of title 38, United States Code, is amended to read as follows:

"(2) In any case other than a case described in paragraph (1) that involves or includes a question of professional conduct or competence in which a major adverse action was not taken, such an appeal shall be made through Department grievance procedures under section 7463 of this title.".

(b) MAJOR ADVERSE ACTIONS INVOLVING PROFESSIONAL CONDUCT OR COMPETENCE.—Section 7462(b) of such title is amended—

(1) in paragraph (1)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (5)(A)," after "is entitled";

(B) in subparagraph (A)—

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(i) by striking "At least 30 days advance written notice" and inserting "Advance written notice";

(ii) by striking "and a statement" and inserting "a statement"; and

(iii) by inserting "and a file containing all the evidence in support of each charge," after "with respect to each charge,"; and

(C) in subparagraph (B), by striking "A reasonable time, but not less than seven days" and inserting "The opportunity, within the time period provided for in paragraph (4)(A)";

(2) by striking paragraph (3) and inserting the following new paragraph (3):

"(3) After considering the employee's answer, if any, and within the time period provided for in paragraph (5)(B), the deciding official shall render a decision on the charges. The decision shall be in writing and shall include the specific reasons therefor.";

(3) in paragraph (4)—

(A) by striking subparagraph (A) and inserting the following new subparagraph (A):

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"(A) The period for the response of an employee under paragraph (1)(B) to advance written under paragraph (1)(A) shall be seven business days."; and

(B) in subparagraph (B), by striking "30 days" and inserting "seven business days"; and

(4) by adding at the end the following new paragraphs:

"(5)(A) The aggregate period for the resolution of charges against an employee under this subsection may not exceed 15 business days.

"(B) The deciding official shall render a decision under paragraph (3) on charges under this subsection not later than 15 business days after the Under Secretary provides notice on the charges for purposes of paragraph (1)(A).

"(6) The procedures in this subsection shall supersede any collective bargaining agreement to the extent that such agreement is inconsistent with such procedures.".

(c) OTHER ADVERSE ACTIONS.—Section 7463(c) of such title is amended—

(1) in paragraph (1), by striking "the same notice and opportunity to answer with respect to those charges as provided in subparagraphs (A) and (B) of section 7462(b)(1) of this title" and inserting "notice and an opportunity to answer with respect to those

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charges in accordance with subparagraphs (A) and (B) of section 7462(b)(1) of this title, but within the time periods specified in paragraph (3)";

(2) in paragraph (2)—

(A) in the matter preceding subparagraph (A), by inserting ", within the aggregate time period specified in paragraph (3)(A)," after "is entitled";

(B) in subparagraph (A), by striking "an advance written notice" and inserting "written notice"; and

(C) in subparagraph (B), by striking "a reasonable time" and inserting "time to answer"; and

(3) by adding at the end the following new paragraph (3):

"(3)(A) The aggregate period for the resolution of charges against an employee under paragraph (1) or (2) may not exceed 15 business days.

"(B) The period for the response of an employee under paragraph (1) or (2)(B) to written notice of charges under paragraph (1) or (2)(A), as applicable, shall be seven business days.

"(C) The deciding official shall render a decision on charges under paragraph (1) or (2) not later than 15 busi-

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ness days after notice is provided on the charges for purposes of paragraph (1) or (2)(A), as applicable.".

SEC. 209. IMPROVEMENT OF TRAINING FOR SUPERVISORS.

(a) IN GENERAL.—The Secretary of Veterans Affairs shall provide to each employee of the Department of Veterans Affairs who is employed as a supervisor periodic training on the following:

(1) The rights of whistleblowers and how to address a report by an employee of a hostile work environment, reprisal, or harassment.

(2) How to effectively motivate, manage, and reward the employees who report to the supervisor.

(3) How to effectively manage employees who are performing at an unacceptable level and access assistance from the human resources office of the Department and the Office of the General Counsel of the Department with respect to those employees.

(b) DEFINITIONS.—In this section:

(1) SUPERVISOR.—The term "supervisor" has the meaning given such term in section 7103(a) of title 5, United States Code.

(2) WHISTLEBLOWER.—The term "whistleblower" has the meaning given such term in section 323(g) of title 38, United States Code, as added by section 101.

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SEC. 210. ASSESSMENT AND REPORT ON EFFECT ON SENIOR EXECUTIVES AT DEPARTMENT OF VETERANS AFFAIRS.

(a) IN GENERAL.—Not later than two years after the date of the enactment of this Act, the Secretary of Veterans Affairs shall—

(1) measure and assess the effect of the enactment of this title on the morale, engagement, hiring, promotion, retention, discipline, and productivity of individuals in senior executive positions at the Department of Veterans Affairs; and

(2) submit to the Committee on Veterans' Affairs of the Senate and the Committee on Veterans' Affairs of the House of Representatives a report on the findings of the Secretary with respect to the measurement and assessment carried out under paragraph (1).

(b) ELEMENTS.—The assessment required by subsection (a)(1) shall include the following:

(1) With respect to engagement, trends in morale of individuals in senior executive positions and individuals aspiring to senior executive positions.

(2) With respect to promotions—

(A) whether the Department is experiencing an increase or decrease in the number of employees participating in leadership development and candidate development programs with the inten-

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VA-19-0799-A-000622
DS_00000622

tion of becoming candidates for senior executive positions; and

(B) trends in applications to senior executive positions within the Department.

(3) With respect to retention—

(A) trends in retirement rates of individuals in senior executive positions at the Department;

(B) trends in quit rates of individuals in senior executive positions at the Department;

(C) rates of transfer of—

(i) individuals from other Federal agencies into senior executive positions at the Department; and

(ii) individuals from senior executive positions at the Department to other Federal agencies; and

(D) trends in total loss rates by job function.

(4) With respect to disciplinary processes—

(A) regarding individuals in senior executive positions at the Department who are the subject of disciplinary action—

(i) the length of the disciplinary process in days for such individuals both before

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the date of the enactment of this Act and under the provisions of this Act described in subsection (a)(1); and

(ii) the extent to which appeals by such individuals are upheld under such provisions as compared to before the date of the enactment of this Act;

(B) the components or offices of the Department which experience the greatest number of proposed adverse actions against individuals in senior executive positions and components and offices which experience the least relative to the size of the components or offices' total number of senior executive positions;

(C) the tenure of individuals in senior executive positions who are the subject of disciplinary action;

(D) whether the individuals in senior executive positions who are the subject of disciplinary action have previously been disciplined; and

(E) the number of instances of disciplinary action taken by the Secretary against individuals in senior executive positions at the Department as compared to governmentwide discipline against individuals in Senior Executive Service

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positions (as defined in section 3132(a) of title 5, United States Code) as a percentage of the total number of individuals in senior executive positions at the Department and Senior Executive Service positions (as so defined).

(5) With respect to hiring—

(A) the degree to which the skills of newly hired individuals in senior executive positions at the Department are appropriate with respect to the needs of the Department;

(B) the types of senior executive positions at the Department most commonly filled under the authorities in the provisions described in subsection (a)(1);

(C) the number of senior executive positions at the Department filled by hires outside of the Department compared to hires from within the Department;

(D) the length of time to fill a senior executive position at the Department and for a new hire to begin working in a new senior executive position;

(E) the mission-critical deficiencies filled by newly hired individuals in senior executive positions and the connection between mission-critical

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deficiencies filled under the provisions described in subsection (a) and annual performance of the Department;

(F) the satisfaction of applicants for senior executive positions at the Department with the hiring process, including the clarity of job announcements, reasons for withdrawal of applications, communication regarding status of applications, and timeliness of hiring decision; and

(G) the satisfaction of newly hired individuals in senior executive positions at the Department with the hiring process and the process of joining and becoming oriented with the Department.

(c) SENIOR EXECUTIVE POSITION DEFINED.—In this section, the term "senior executive position" has the meaning given such term in section 713 of title 38, United States Code.

SEC. 211. MEASUREMENT OF DEPARTMENT OF VETERANS AFFAIRS DISCIPLINARY PROCESS OUTCOMES AND EFFECTIVENESS.

(a) MEASURING AND COLLECTING.—

(1) IN GENERAL.—The Secretary of Veterans Affairs shall measure and collect information on the outcomes of disciplinary actions carried out by the

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Department of Veterans Affairs during the three-year period ending on the date of the enactment of this Act and the effectiveness of such actions.

(2) ELEMENTS.—In measuring and collecting pursuant to paragraph (1), the Secretary shall measure and collect information regarding the following:

(A) The average time from the initiation of an adverse action against an employee at the Department to the final resolution of that action.

(B) The number of distinct steps and levels of review within the Department involved in the disciplinary process and the average length of time required to complete these steps.

(C) The rate of use of alternate disciplinary procedures compared to traditional disciplinary procedures and the frequency with which employees who are subject to alternative disciplinary procedures commit additional offenses.

(D) The number of appeals from adverse actions filed against employees of the Department, the number of appeals upheld, and the reasons for which the appeals were upheld.

(E) The use of paid administrative leave during the disciplinary process and the length of such leave.

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(b) REPORT.—

(1) IN GENERAL.—Not later than December 31, 2017, the Secretary shall submit to the appropriate committees of Congress a report on the disciplinary procedures and actions of the Department.

(2) CONTENTS.—The report submitted under paragraph (1) shall include the following:

(A) The information collected under subsection (a).

(B) The findings of the Secretary with respect to the measurement and collection carried out under subsection (a).

(C) An analysis of the disciplinary procedures and actions of the Department.

(D) Suggestions for improving the disciplinary procedures and actions of the Department.

(E) Such other matters as the Secretary considers appropriate.

(3) APPROPRIATE COMMITTEES OF CONGRESS.—In this subsection, the term "appropriate committees of Congress" means—

(A) the Committee on Appropriations and the Committee on Veterans' Affairs of the Senate; and

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(B) the Committee on Appropriations and the Committee on Veterans' Affairs of the House of Representatives.

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/2/2017 2:57:30 AM
To: (b) (6) [(b) (6) va.gov]
Subject: Fwd: (b) (6) Human Resource

Print

Sent from my iPad

Begin forwarded message:

From: Bruce Moskowitz <(b) (6) mac.com>
Date: June 1, 2017 at 8:06:40 PM EDT
To: David shulkin <Drshulkin@aol.com>
Subject: Re: (b) (6) **Human Resource**

Yes

Sent from my iPhone

On Jun 1, 2017, at 6:59 PM, David shulkin <Drshulkin@aol.com> wrote:

Is he looking for a position?

Sent from my iPhone

On Jun 1, 2017, at 5:41 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:



Career

(b) (6) graduated from New York University and from Harvard Business School. (b) (6) was Senior Vice President, International Business Development at Sedgwick, and Executive Vice President, Human Resources at Xchanging. (b) (6) joined Mattel in 2015
t

If you are interested let me know

from my iPad
Bruce Moskowitz M.D.

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Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/2/2017 12:06:40 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: (b) (6) Human Resource

Yes

Sent from my iPhone

On Jun 1, 2017, at 6:59 PM, David shulkin <Drshulkin@aol.com> wrote:

> Is he looking for a position?
>
> Sent from my iPhone
>
> On Jun 1, 2017, at 5:41 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:



Career

(b) (6) graduated from New York University and from Harvard Business School. (b) (6) was Senior Vice President, International Business Development at Sedgwick, and Executive Vice President, Human Resources at Xchanging. (b) (6) joined Mattel in 2015
t

If you are interested let me know

from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/1/2017 10:59:24 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: (b) (6) Human Resource

Is he looking for a position?

Sent from my iPhone

On Jun 1, 2017, at 5:41 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:



Career

(b) (6) graduated from New York University and from Harvard Business School. (b) (6) was Senior Vice President, International Business Development at Sedgwick, and Executive Vice President, Human Resources at Xchanging. (b) (6) joined Mattel in 2015
t

If you are interested let me know

from my iPad
Bruce Moskowitz M.D.

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Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 6/1/2017 9:41:29 PM
To: drshulkin@aol.com; Poonam Alaigh [(b) (6) hotmail.com]
Subject: (b) (6) Human Resource



Career

(b) (6) graduated from New York University and from Harvard Business School. (b) (6) was Senior Vice President, International Business Development at Sedgwick, and Executive Vice President, Human Resources at Xchanging. (b) (6) joined Mattel in 2015
t

If you are interested let me know

from my iPad
Bruce Moskowitz M.D.

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Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/17/2017 11:14:25 AM
To: David shulkin [Drshulkin@aol.com]
CC: (b) (6) [(b) (6) va.gov]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Dinner

Great. On Friday, I will ask my assistant to make a reservation. Is 6 pm ok? Do you have any recommendations?

Marc Sherman
(202) 758-(b) (6)

On May 17, 2017 7:02 AM, "David shulkin" <Drshulkin@aol.com> wrote:
Works for me

Sent from my iPhone

> On May 17, 2017, at 4:10 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> May 30th works for me- David?
>
> Sent from my iPhone
>
>> On May 16, 2017, at 10:12 PM, Marc Sherman <(b) (6) gmail.com> wrote:
>>
>> The only day I am in town and available for dinner in the next two weeks is Tuesday May 30. If that doesn't work, let me know and I will give you dates for the following week. Great talking to you both before. Safe travels back.
>>
>> Marc

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/17/2017 11:02:30 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
CC: Marc Sherman [(b) (6) gmail.com]; (b) (6) [(b) (6) va.gov]
Subject: Re: Dinner

Works for me

Sent from my iPhone

> On May 17, 2017, at 4:10 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> May 30th works for me- David?
>
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>>
>> Marc

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/17/2017 8:10:01 AM
To: Marc Sherman [(b) (6) gmail.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Dinner

May 30th works for me- David?

Sent from my iPhone

> On May 16, 2017, at 10:12 PM, Marc Sherman <(b) (6) mail.com> wrote:
>
> The only day I am in town and available for dinner in the next two weeks is Tuesday May 30. If that doesn't work, let me know and I will give you dates for the following week. Great talking to you both before. Safe travels back.
>
> Marc

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/27/2017 4:37:16 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Scott Blackburn

No

Tom delayed a few days

Sent from my iPhone

> On May 27, 2017, at 12:18 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Does he know this fate- also, any update on Tom
>
> Sent from my iPad

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/27/2017 4:18:05 PM
To: Drshulkin@aol.com
Subject: Scott Blackburn

Does he know this fate- also, any update on Tom

Sent from my iPad

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/18/2017 10:18:41 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Need to speak to you

About the quality stuff with choice program- the kids are going down a different and complicated path- they are having a work session today which I can't make since I am traveling but (b) (6) and I have discussed this at length yesterday - want to make sure all 3 of us are thinking about it the same way since the rest of the team is going down a very complicated and administratively cumbersome path since this is what they think you asked for - call me either before 7am or send me good times to connect with you on today, preferably before 11am- only a couple of minutes I need

Sent from my iPhone

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 6/1/2017 2:12:46 AM
To: (b) (6) [(b) (6) gmail.com]
Subject: Re: 2 things

Ok to both

Sent from my iPad

> On May 31, 2017, at 8:14 PM, (b) (6) <(b) (6) gmail.com> wrote:
>
> .

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Message

From: [redacted] [redacted]gmail.com]
Sent: 6/1/2017 12:14:04 AM
To: David Shulkin [drshulkin@aol.com]
Subject: 2 things

Ivanka wants to go to NYC with you on June 13. Afternoon would start at 1? Ok for me to plan?

[redacted] wanted to talk to me about faith based again today. She wants to tell you her interest in it. I mentioned strategic partnerships, she said she'd rather do faith based, that's her passion.

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Message

From: [redacted] [redacted]hotmail.com]
Sent: 6/16/2018 2:40:59 AM
To: David Shulkin [DrShulkin@aol.com]
Subject: Re: Fwd: Re:

Ok and?

[redacted] M.D.

On Jun 15, 2018, at 10:18 PM, David Shulkin <DrShulkin@aol.com> wrote:

> I saved
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** Darin Selnick <[redacted]@gmail.com>
> > **Date:** January 11, 2017 at 11:51:27 AM CST
> > **To:** David shulkin <Drshulkin@aol.com>
> > **Subject: Re:**
> >
> > Hi David
> >
> > Congratulations on the SECVA appointment. I am in DC working on transition. Was slated for 120 appointment to help new SECVA. So want to discuss that and how I could best help you out.
> >
> > Best
> >
> > Darin
> >
> > Sent from my iPhone
> >
> > > On Dec 13, 2016, at 7:38 PM, David shulkin <Drshulkin@aol.com> wrote:
> > >
> > > Darin- see you at 8 at teaism on H and 17 th?
> > >
> > > Sent from my iPhone

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Message

From: David Shulkin [DrShulkin@aol.com]
Sent: 6/16/2018 2:18:17 AM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: Re:

I saved

Sent from my iPhone

Begin forwarded message:

> **From:** Darin Selnick <(b) (6) @gmail.com>
> **Date:** January 11, 2017 at 11:51:27 AM CST
> **To:** David shulkin <Drshulkin@aol.com>
> **Subject: Re:**
>
> Hi David
>
> Congratulations on the SECVA appointment. I am in DC working on transition. Was slated for 120 appointment to help new SECVA. So want to discuss that and how I could best help you out.
>
> Best
>
> Darin
>
> Sent from my iPhone
>
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> >
> > Darin- see you at 8 at teaism on H and 17 th?
> >
> > Sent from my iPhone

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 1/16/2017 3:30:21 AM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: Re:

Sent from my iPhone

Begin forwarded message:

> **From:** Darin Selnick <(b) (6) @gmail.com>
> **Date:** January 15, 2017 at 10:26:18 PM EST
> **To:** David shulkin <Drshulkin@aol.com>
> **Subject: Re:**
>
> One last item, we did not discuss your permanent Chief of Staff, not a rush item, but needs to be the right pick on a number of levels.
>
> Darin
>
> On Sun, Jan 15, 2017 at 6:48 PM, David shulkin <Drshulkin@aol.com> wrote:
> Terrific Darin- thanks so much
>
> Sent from my iPhone
>
> On Jan 15, 2017, at 9:24 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
>
> > Great talking to you tonight, very excited about we can do. I will ask Secretary Principi and get his advise about an acting DepSec. Could be a big help, if we find the right guy, but Principi would know best since he was in this situation in 2001.
> >
> > Best
> >
> > Darin
> >
> > On Sun, Jan 15, 2017 at 3:18 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
> > Sure, talk to you at 7:30pm ET.
> >
> > Thanks
> >
> > Darin
> >
> > On Sun, Jan 15, 2017 at 3:17 PM, David shulkin <Drshulkin@aol.com> wrote:
> > Darin- any chance of pushing it back 30 min to 730- im still at dinner and 730 is better

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If thats an issue lets keep it at 7

David

Sent from my iPhone

On Jan 15, 2017, at 10:51 AM, Darin Selnick <(b) (6) @gmail.com> wrote:

> Great, talk to you then.
>
> Darin
>
> On Sun, Jan 15, 2017 at 5:19 AM, David shulkin <Drshulkin@aol.com> wrote:
> Great
>
> If i lose track of time my number is 610453(b) (6)
>
> Sent from my iPhone
>
> On Jan 14, 2017, at 11:06 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
>
> > Sunday night works as I am flying back to DC early Monday.
> >
> > How does Sunday at 7pm ET work, 571-345-(b) (6).
> >
> > Darin
> >
> > On Sat, Jan 14, 2017 at 7:37 PM, David shulkin <Drshulkin@aol.com> wrote:
> > Darin- I think i found a few already
> >
> > Next week is crazy for me
> >
> > Any chance to talk monday morning or sunday evening on the phone? If not the 23 rd works
> >
> > Sent from my iPhone
> >
> > On Jan 14, 2017, at 8:11 PM, Darin Selnick <(b) (6) @gmail.com> wrote:
> >
> > > Hi David
> > >
> > > I know it has been crazy busy since your SECVA

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nomination. You have an historic opportunity for VA reform and I want you to know I have your back and want you to be successful.

However, there are a lot of land mines, and I would like to talk to you privately about them. I have helped three SECVA through those landmines and I would like to help you as well.

We can talk at breakfast like we did last time or at your office. I will be in DC Tuesday and Wednesday, 1/17-18, or we can talk when I start on Jan 23.

Let me know what works for you.

Best

Darin

On Wed, Jan 11, 2017 at 10:04 AM, David shulkin <Drshulkin@aol.com> wrote:
Thanks Darin

Sent from my iPhone

> On Jan 11, 2017, at 12:51 PM, Darin Selnick <(b) (6) [redacted]@gmail.com> wrote:
>
> Hi David
>
> Congratulations on the SECVA appointment. I am in DC working on transition. Was slated for 120 appointment to help new SECVA. So want to discuss that and how I could best help you out.
>
> Best
>

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>
> Sent from my iPhone
>
>> On Dec 13, 2016, at 7:38 PM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> Darin- see you at 8 at teaism on H and 17 th?
>>
>> Sent from my iPhone

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Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/25/2017 1:17:32 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: Veteran Mentoring Program - American Corporate Partners

David,

When you get a chance please give me a call. I would like to speak to you about this.

Thank you,
Ike

From: (b) (6) EOP/WHO [mailto(b) (6) who.eop.gov]
Sent: Thursday, May 25, 2017 6:52 AM
To: Kushner, Jared C. EOP/WHO; Ike Perlmutter
Subject: RE: Veteran Mentoring Program - American Corporate Partners

Will do.

(b) (6)
Assistant to the President
White House Office of American Innovation
202.456.(b) (6) (Direct)
(b) (6) who.eop.gov

From: Kushner, Jared C. EOP/WHO
Sent: Thursday, May 25, 2017 5:17 AM
To: (b) (6) EOP/WHO <(b) (6) who.eop.gov>; Ike Perlmutter <(b) (6)frenchangel59.com>
Subject: Fwd: Veteran Mentoring Program - American Corporate Partners

(b) (6) - can u speak with him and see if there is merit to this? I believe he is credible and was introduced to me by someone legit

Sent from my iPad

Begin forwarded message:

> **From:** (b) (6) (b) (6) @acp-usa.org>
> **Date:** May 24, 2017 at 5:48:44 PM GMT+2
> **To:** (b) (6) who.eop.gov
> **Subject: Veteran Mentoring Program - American Corporate Partners**
>
> Jared - Hope you are well and hope you remember me and my program. I know it has been a very busy past several months but I am writing to ask if you might be able to introduce me to the person in the administration to discuss assisting our returning veterans find new, meaningful careers. Ideally - perhaps you might take a brief call with me.
>
> I have an idea for you which would require no funding and no legislation but could make a very significant impact on the lives of many who have served - particularly our enlisted service

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members, who are often overlooked by corporate America. I just need 10 minutes with the right person to outline.

Please let me know if you can give me a few minutes or if there is a person whom I might talk with.

Best regards,
(b) (6)

On Sep 22, 2016, at 4:37 PM, Jared Kushner <(b) (6) kushnercompanies.com> wrote:

Thanks (b) (6) – this might be something better suited for after election – I know he would love to get involved win or lose!

What a great organization!

JK

From: (b) (6) <(b) (6) acp-usa.org>
Date: Wednesday, September 21, 2016 at 9:20 PM
To: Jared <(b) (6) kushnercompanies.com>
Subject: Veteran Mentoring Program - American Corporate Partners

Jared - it may be that I can be more articulate by phone with you or someone at the campaign but let me explain ACP for a bit and perhaps offer a few ideas:

ACP offers 2 programs-

Primarily we offer a national, 1:1, year-long and customized mentoring program for returning veterans. ACP currently is providing mentoring to 2500 veterans nationwide. The mentors are mostly corporate employees (both at the executive level, eg Rupert Murdoch and J&J CEO (b) (6) Bloomberg's Peter Grauer and more traditional corporate employees as well as manufacturing employees at companies such as Alcoa, Caterpillar, GM and Whirlpool). Nearly 70% of our ACP veteran "Proteges" were enlisted and their average age is 34. In addition, we launched a women's program with great success this spring. The campaign could salute the American spirit in a talk about how we as a nation can assist our returning veterans - and ask corporate America to join us. In addition, we could use funding to build out the program so we can double our size. While we have 60+ Corporate Partners, a number of large companies have recently decided to deemphasize veterans programs as they believe the issues facing our veterans have receded in recent years.

ACP offers a second program - the one that President Clinton, David Petraeus and others are supporting: ACP Advisornet (acp-advisornet.org). This is a "quick question on-line community" open to millions of veterans who are seeking career guidance. The community is open to every veteran and every citizen and is

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completely free. It is meant to be scalable and can handle millions of Americans who wish to be engaged. We don't sell ads or market to anyone; it's a pure mission to assist our returning military. We could use help in informing the public that it exists.

For this program, President Clinton has filmed a PSA as have David Petraeus, GE's Jeff Immelt and WWE's John Cena. In addition, Karl Rove and David Axelrod have filmed a joint PSA as have Sarah Palin and Jon Stewart. We were also able to convince the CEOs of Coke and Pepsi to film a joint PSA as well. The theme is that while people may disagree about issues, we all agree that we should help our returning troops. The PSA campaign may be seen here.

If Mr Trump were interested, he could publicly offer to film a joint PSA with Mrs Clinton - to highlight the need for our citizens to offer career advice to those who have served.

I'm happy to help in any way but please note that while I am a supporter of your father-in-law, I need for my non-profit to be seen as bi-partisan and politically neutral. Lastly - I take zero compensation for my work with ACP. It's simply my attempt at public service.

Happy to discuss or meet if there is interest.

Best regards,
(b) (6)

(b) (6)
Founder & Chairman
American Corporate Partners
2 Grand Central Tower
140 East 45St, #19A
New York, NY 10017
(b) (6) acp-usa.org
212-752-(b) (6)

>www.acp-usa.org<

We've Moved.
Please Note New Address

On Sep 21, 2016, at 7:15 PM, Jared Kushner
<(b) (6) kushnercompanies.com> wrote:

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(b) (6) – (b) (6) sent me your email. Very impressive organization. Do you have any ideas on how we can best work together for me to present to the team?

This message is a PRIVATE communication. This message and all attachments are a private communication and may be confidential and/or legally privileged. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or use of the information contained in or attached to this message is strictly prohibited. Please notify the sender of the delivery error by replying to this message, and then delete it from your system. Thank you.

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Message

From: [redacted] [redacted]gmail.com]
Sent: 5/19/2017 12:56:22 AM
To: David Shulkin [drshulkin@aol.com]

The House Republican Caucus is still May 24 (on Capitol Hill). Roe will introduce you, you will give remarks for 5 minutes about the state of VA, and the rest of the time is for the members to ask you questions.

You And Roe will leave together for the hearing at 1030. Will send you the email.

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/16/2017 3:49:31 PM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: Eric Greitens - The Mission Continues founder's salary questioned amid candidacy for Missouri governor

Wow- thats a surprize

Sent from my iPhone

On May 16, 2017, at 11:04 AM, IP <(b) (6)frenchangel59.com> wrote:

> I'm not sure if you knew about this.
>
> http://www.militarytimes.com/articles/the-mission-continues-founders-salary-questioned-amid-candidacy-for-missouri-governor
>
> <image001.png>
>
> JEFFERSON CITY, Mo. — Missouri Republican gubernatorial candidate Eric Greitens frequently recounts how he used his military combat pay from Iraq to found a charity that helps veterans transition to the private-sector through volunteer work.
>
> Although Greitens initially took no salary at The Mission Continues, federal tax records show he eventually received $700,000 from the charity — a fact his Democratic opponent highlighted in television ads that began airing Wednesday.
>
> One of the ads by Democratic Attorney General Chris Koster accuses Greitens of diverting money intended for veterans to instead promote himself.
>
> The ads mark Koster's most aggressive criticism yet of Greitens, who has built his campaign around his remarkable resume as a Navy SEAL officer, worldwide humanitarian and founder of The Mission Continues. In one of Greitens' previous ads, an Army veteran credits Greitens with saving his life though the charity's help.
>
> An Associated Press review of the charity's Internal Revenue Service tax filings, independent audits and annual reports shows that The Mission Continues has grown significantly since Greitens founded it in 2007. The proportion of its revenues spent on programs is comparable to other charities or slightly better. Greitens' salary was perhaps somewhat higher than similarly situated charities but not extravagant, according to analysts who focus on nonprofits.
>
> Greitens told the AP in an interview last week that he used about $2,500 to $3,500 of his military pay, plus donations from two other military friends, to launch The Mission Continues, which originally was named The Center for Citizen Leadership. The St. Louis-based charity provides grants for veterans to work in temporary fellowships at other charitable organizations as a way to serve their communities and develop skill sets that can lead to jobs.

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Records show Greitens worked without pay in 2007 and 2008 as The Mission Continues got underway. After receiving a grant from the Draper Richards Kaplan Foundation, Greitens was paid a total of $150,000 from mid-2009 through 2010. As contributions continued to flow into The Mission Continues, Greitens' salary was raised to $175,000 in 2011 and he received a $25,000 bonus that year. His salary remained at that level the next two years, before he stepped down as CEO in 2014.

According to a 2014 report by Charity Navigator, which evaluates nonprofit organizations, Greitens' salary was about one-third higher than the $131,000 median compensation for chief executives of 237 medium-sized charities in the Midwest.

"I don't think it's to the point where it's egregious or it's a huge red flag," said Sandra Miniutti, vice president of marketing and chief financial officer at Charity Navigator. But "looking at the data, it is on the high side for a charity located there of that size."

Daniel Borochoff, president and founder of CharityWatch, discounted comparisons made largely by geography and the finances of the charities. He said it's better to look at a charity's mission and the qualifications needed to lead it. As a former Navy SEAL officer with a doctorate degree in politics from Oxford University in England, Greitens would carry appealing qualifications to a veterans service organization.

Borochoff said Greitens' wages "seem within a reasonable range."

The leaders of The Mission Continues "do have a big responsibility with this program, dealing with kind of a complicated population, so people shouldn't make that comparison to their own salary," he said.

Koster is paid about $116,000 annually as attorney general.

Annual reports by The Mission Continues show Greitens gave an equivalent of at least 5 percent of his $175,000 salary back as a donation to the charity starting in 2011. He continued to contribute after leaving the organization and has given a total of more than $50,000, said Greitens campaign manager Austin Chambers.

Koster's ads also criticize about $619,000 paid by The Mission Continues to what the ads characterize as "image consultants." The ads show brief video clips of Greitens appearing to have makeup applied to his face while implying the money was meant to spruce up Greitens' image for his political campaign.

The money at issue was paid to the St. Louis-based public relations firm FleishmanHillard in 2013 and 2014. Chambers said it went toward a rebranding of The Mission Continues, as well as marketing and outreach efforts.

Greitens' campaign quickly attempted to use Koster's new ads as a fundraising tool. It distributed an email to supporters saying "Chris Koster should be ashamed of himself for attacking an organization that helps veterans" and urging them to "chip in $3, $5, $10, or whatever you can" to fight back.

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Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/16/2017 3:04:12 PM
To: David shulkin [drshulkin@aol.com]
Subject: Eric Greitens - The Mission Continues founder's salary questioned amid candidacy for Missouri governor

I'm not sure if you knew about this.

http://www.militarytimes.com/articles/the-mission-continues-founders-salary-questioned-amid-candidacy-for-missouri-governor



The Mission Continues founder's salary questioned amid candidacy for Missouri governor

By: David A. Lieb, The Associated Press, September 8, 2016 *(Photo Credit: Julie Smith/The Jefferson City News-Tribune via AP)*

JEFFERSON CITY, Mo. — Missouri Republican gubernatorial candidate Eric Greitens frequently recounts how he used his military combat pay from Iraq to found a charity that helps veterans transition to the private-sector through volunteer work.

Although Greitens initially took no salary at The Mission Continues, federal tax records show he eventually received $700,000 from the charity — a fact his Democratic opponent highlighted in television ads that began airing Wednesday.

One of the ads by Democratic Attorney General Chris Koster accuses Greitens of diverting money intended for veterans to instead promote himself.

The ads mark Koster's most aggressive criticism yet of Greitens, who has built his campaign around his remarkable resume as a Navy SEAL officer, worldwide humanitarian and founder of The Mission Continues. In one of Greitens' previous ads, an Army veteran credits Greitens with saving his life though the charity's help.

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AMERICAN OVERSIGHT

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AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 6/6/2017 12:58:16 PM
To: (b) (6) [redacted]mac.com

Bruce- is there a good time to reach you today?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/21/2017 7:41:32 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: rob.thomas2@va.gov

Rob- i would like to connect you with Dr Bruce Moskowitz, a trusted advisor, to see if the two you could have a conversation about our Apple discussions

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/29/2017 12:28:24 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; Vivieca Wright Simpson [vivieca.Wright@va.gov]
Subject: Fwd: From ny post today. I know you intend to fix this

Let's share with others on the management team

Sent from my iPad

Begin forwarded

Subject: From ny post today. I know you intend to fix this

I thought you might be interested in this story from the New York Post.

As we commemorate our honored fallen soldiers on Memorial Day, I ask my fellow New Yorkers to take note of the roughly 20 veterans who commit suicide every day. The mental-health issues many of our veterans face is a serious problem that must be addressed.

Fortunately, there are ways to improve this immediately. Unfortunately, it shouldn't have taken this long.

We got a stark reminder of this on May 18.

A man was sitting in his car just before noon, ready to go for a drive because he needed to clear his head. He started the engine, all the while trying to fight off the loud voices clamoring in his brain. His mind spiraled out of control, he did a U-turn and slammed his car into a crowd of people in Times Square. He killed a young woman and injured 22 others.

This man is a US Navy veteran. This man has a mental illness. This man is not alone.

According to the Department of Veterans Affairs, in 2014 an average of 20 veterans committed suicide each day, shining a light on only the most visible group of vets suffering from mental illness. Of those 20, only six were users of VA services. Veterans who are dishonorably discharged or who make too much money wouldn't be eligible for counseling.

A Government Accountability Office study published this month showed that 60 percent of troops who have been discharged for misconduct in recent years suffered from post-traumatic stress disorder or some other type of brain injury.

In addition, there are thousands of veterans with active duty, National Guard and Military Reserve service who were honorably, or less-than-honorably, discharged from the military who don't get the mental-health counseling they need because the eligibility requirements and the VA health system's complex bureaucracy put such treatment too far out of their reach.

Overall, there are roughly 20.8 million veterans in the United States. Of those, 7 million are enrolled in the Veterans Health Administration.

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One of the main reasons for lack of enrollment is the high number of veterans who were dishonorably discharged, don't qualify because of their income or served in other branches such as the reserves.

The VA estimates 22,000 veterans with mental illnesses have received other-than-honorable discharges since 2009. They would all be ineligible for mental-health counseling through the VA.

That's why I have introduced legislation that would provide free mental-health counseling to all United States military veterans. This bill would ensure that any veteran — whether they're active duty, discharged honorably or dishonorably or served in the National Guard or in the Military Reserves — is given full access to the help and treatment they need.

But here's the thing: The process of going through the bureaucracy of demonstrating mental illness to VA officials can dissuade even veterans who are currently eligible from seeking help.

Eliminating the discharge- and income-eligibility process will help all vets. It'll increase the number of now-eligible vets getting care as well as speed up the process of getting treatment for everyone.

Many of us have seen a veteran who lost a limb or suffered a severe burn while fighting overseas. What none of us sees are the mental wounds that come with serving.

They don't just vanish, they can't be stitched back together and they can't be easily explained to bureaucrats. They linger with our men and women through dark and lonely nights, where the only voices they hear are the ones from the battlefield.

This is a very real and serious epidemic we're facing in our country. We have an obligation as a grateful nation to say "thank you" to our veterans by caring for each one of them, not just talking about it.

With Memorial Day here, let's remember that parades, waving American flags and "saluting our troops" are all essential, but we also need to serve our living veterans when they are truly at their lowest moment.

Rep. Thomas Suozzi, a Democrat, represents New York's 3rd District.

For more from the New York Post and to download our apps, visit NYPost.com.

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: thomas bowman [(b) (6) yahoo.com]
Sent: 6/5/2017 6:55:32 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fw: VA EHR Announcement

Positive feedback all around over here.....email below is from a good friend and former VA GC during Bush 43.....great job....

Sent from Yahoo Mail on Android

On Mon, Jun 5, 2017 at 2:19 PM, (b) (6)
<(b) (6) gmail.com> wrote:

Tom,

I was impressed with Dr. Shulkin at his White House press announcement concerning the VA EHR. I thought he did a really good job.

(b) (6)

(b) (6) gmail.com
202-258-(b) (6)

AMERICAN OVERSIGHT

Message

From: L Perl [(b) (6) gmail.com]
Sent: 5/27/2017 9:44:42 PM
To: David Shulkin [drshulkin@aol.com]
CC: Ike Perlmutter [(b) (6) frenchangel59.com]; Marc Sherman [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Google Alert - david shulkin

Excellent----- beautifully stated..

Have a great holiday weekend!

Best...Laurie & Ike

On Sat, May 27, 2017 at 4:19 PM, David Shulkin <drshulkin@aol.com> wrote:
If you click on the link below- yesterdays video on wait times on fox

Google Alerts

david shulkin
Daily update - May 27, 2017

NEWS

VA Secretary Shulkin: Fixing wait times remain top priority
Fox Business
Veterans Affairs Secretary **David Shulkin** on incorporating the private sector in order to fix problems at the VA, including cutting down on wait times for ...
VA plan slap in face for veterans - Columbus Telegram
Full Coverage
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Send Feedback

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/27/2017 8:36:30 PM
To: David Shulkin [drshulkin@aol.com]
CC: Ike Perlmutter [(b) (6) frenchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]; Marc Sherman [(b) (6) gmail.com]
Subject: Re: Google Alert - david shulkin

Well done

Sent from my iPad
Bruce Moskowitz M.D.

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david shulkin

Daily update · May 27, 2017

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/27/2017 8:21:38 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Google Alert - david shulkin

Video - look at how they try to focus on wait times

Sent from my iPad

Begin forwarded message:

From: Google Alerts <googlealerts-noreply@google.com>
Date: May 27, 2017 at 4:00:58 PM EDT
To: drshulkin@aol.com
Subject: Google Alert - david shulkin

Google Alerts

david shulkin

Daily update · May 27, 2017

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Send Feedback

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/30/2017 11:08:01 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Medexpress

Is there a reason we cannot go together?

Sent from my iPad

> On May 30, 2017, at 6:13 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> We will be traveling separately and will be around folks at all times - just missing my time with David - and you know what happens to me when I don't get that fully focused me-time with him. Yup, irritability and frustration.
>
> But don't worry, I understand- it's more important for you to take care of yourself - you have been on over drive and although you are enjoying yourself, you still need time for yourself- I understand.
>
> I know I can always get you when I need you - and I will get used to our prn vs regularly scheduled times. Just take care of yourself- and know that I am always there for you!!
>
>
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/30/2017 10:13:30 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Medexpress

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But don't worry, I understand- it's more important for you to take care of yourself - you have been on over drive and although you are enjoying yourself, you still need time for yourself- I understand.

I know I can always get you when I need you - and I will get used to our prn vs regularly scheduled times. Just take care of yourself- and know that I am always there for you!!

Sent from my iPhone

AMERICAN OVERSIGHT

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Sent: 5/13/2017 3:22:42 PM
To: Marc Sherman [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]
CC: L Perl [(b) (6) gmail.com]; IP [(b) (6) frenchangel59.com]; David shulkin [drshulkin@aol.com]
Subject: Re: VIDEO - Home Depot co-founder on his $38M donation to help veterans

Agree- completely aligned with our Suicide Prevention efforts- we also need to engage him so he is a partner to the VA reinforcing and complementing our efforts

---

From: Marc Sherman <(b) (6) gmail.com>
Sent: Saturday, May 13, 2017 9:39 AM
To: Bruce Moskowitz
Cc: L Perl; IP; David shulkin; Poonam Alaigh
Subject: Re: VIDEO - Home Depot co-founder on his $38M donation to help veterans

I agree on principle, but won't have a chance to see the video until later. In an all day meeting in Washington.

Marc Sherman
(202) 758-(b) (6)

On May 13, 2017 9:36 AM, "Bruce Moskowitz" <(b) (6) mac.com> wrote:

Great

Sent from my iPhone

On May 13, 2017, at 9:22 AM, L Perl <(b) (6) gmail.com> wrote:

> Perhaps it makes sense to pull (b) (6) into our group....he is making a fabulous effort and difference for so many vets....L
>
> http://video.foxnews.com/v/5432177736001/
>
> http://www.foxnews.com/transcript/2017/05/12/home-depot-co-founder-on-his-38m-donation-to-help-veterans.html

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/13/2017 1:39:54 PM
To: Bruce Moskowitz [(b) (6) mac.com]
CC: L Perl [(b) (6) gmail.com]; IP [(b) (6) frenchangel59.com]; David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
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Sent from my iPhone

On May 13, 2017, at 9:22 AM, L Perl <(b) (6) gmail.com> wrote:

> Perhaps it makes sense to pull (b) (6) into our group....he is making a fabulous effort and difference for so many vets....L
>
> http://video.foxnews.com/v/5432177736001/
>
> http://www.foxnews.com/transcript/2017/05/12/home-depot-co-founder-on-his-38m-donation-to-help-veterans.html

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/11/2017 1:38:49 PM
To: David Shulkin [drshulkin@aol.com]

I don't want you to ever feel that I undermine you or that I have anything but the best intention for you, more than you will ever know- it's hurtful- though on the flip side, it means that you have complete honesty and confidence in our relationship. I know we will have ups and downs but it will only make our relationship stronger

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/8/2017 9:56:11 AM
To: (b) (6) aol.com
CC: (b) (6) mac.com; David Shulkin [drshulkin@aol.com]
Subject: Fwd: Resume
Attachments: (b) (6) Resume_.doc; ATT00001.htm

(b) (6) can you speak to the candidate below - she is probably a good fit with our VERC team that (b) (6) is aware of

Sent from my iPhone

Begin forwarded message:

> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Date:** May 8, 2017 at 5:47:12 AM EDT
> **To:** David shulkin <drshulkin@aol.com>, Poonam Alaigh <(b) (6) hotmail.com>
> **Subject: Resume**
>
> This is the young woman who worked for me and can rapidly asses each VA and is willing to travel to each location. She is tough and has a built in radar for problems.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

(b) (6)
(b) (6) • West Palm Beach, FL 33409
Mobile: 561-386-(b) (6) • Email: (b) (6) @gmail.com

Career Profile:

(b) (6)

AREAS OF STRENGTH

- (b) (6)

PROFESSIONAL EXPERIENCE

K. Hovnanian Homes March 2017 to Present
Executive Assistant/Office Manager

(b) (6)

- ation.

GARDENS COURT REHAB February 2016 to March 2017
Admissions Director

(b) (6)

- al marketing activities.
- (b) (6)

BRUCE MOSKOWITZ, M.D., West Palm Beach, FL 2009 to 2016
Patient Care Coordinator

(b) (6)

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- (b) (6) [redacted]

FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL 2006 to 2009

Resident Assistant

(b) (6) [redacted]

EDUCATION

Master of Business Administration, Nova Southeastern University, Fort Lauderdale, FL, 2012
Bachelor of Arts, Health Service Administration, Florida International University, Miami, FL, 2009

AMERICAN OVERSIGHT

AMERICAN OVERSIGHT

Message

From: (b) (6) [(b) (6) gmail.com]
Sent: 5/19/2017 12:59:29 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

Certainly understand why we never see him on email now
On Thu, May 18, 2017 at 7:49 PM Vivieca Simpson <(b) (6) gmail.com> wrote:

> Interesting!
>
> Sent from my iPhone
>
> On May 18, 2017, at 7:36 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> > Fyi
> >
> > Sent from my iPhone
> >
> > Begin forwarded message:
> >
> > **To:** "David shulkin" <drshulkin@aol.com>
> > **Subject: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd**
> >
> > May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd
> >
> > https://medium.com/@Cernovich/may-massacre-johnny-destefano-to-purge-trump-supporters-on-may-22nd-2c00b57e418c

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 11:36:44 PM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

Interesting- yes this is a problem

Sent from my iPhone

On May 18, 2017, at 12:51 PM, IP <(b) (6) frenchangel59.com> wrote:

> May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd
>
> https://medium.com/@Cernovich/may-massacre-johnny-destefano-to-purge-trump-supporters-on-may-22nd-2c00b57e418c

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 11:36:08 PM
To: (b) (6) [(b) (6) gmail.com]; Vivieca Simpson [(b) (6) gmail.com]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

Fyi

Sent from my iPhone

Begin forwarded message:

To: "David shulkin" <drshulkin@aol.com>
Subject: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

https://medium.com/@Cernovich/may-massacre-johnny-destefano-to-purge-trump-supporters-on-may-22nd-2c00b57e418c

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/18/2017 4:51:51 PM
To: David shulkin [drshulkin@aol.com]
Subject: May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

May Massacre — Johnny DeStefano to Purge Trump Supporters on May 22nd

https://medium.com/@Cernovich/may-massacre-johnny-destefano-to-purge-trump-supporters-on-may-22nd-2c00b57e418c

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/16/2017 12:28:08 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Contact information

Yes that would be great

Sent from my iPhone

On May 16, 2017, at 3:46 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Do you want me to handle this- she sent me her contact info too. I don't think you should get involved with this- there is a hierarchy and she shouldn't simply be able to get to the Secretary. A medical center director should not have direct access to the Secretary like this except in an emergency situation. It doesn't sit right somehow. We need to conduct ourselves fairly.
>
> Sent from my iPad
>
> On May 15, 2017, at 10:06 PM, David Shulkin <drshulkin@aol.com> wrote:
>
> > I never asked
> >
> > Sent from my iPad
> >
> > Begin forwarded message:
> >
> > **From:** Donna Katen-Bahensky <(b) (6) gmail.com>
> > **Date:** May 15, 2017 at 9:33:41 PM EDT
> > **To:** DrShulkin@aol.com
> > **Subject: Contact information**
> >
> > Dear Dr Shulkin
> > I was informed you wanted my personal email and cell phone.
> >
> > Please feel free to call if you wish to talk.
> > Donna
> >
> > (b) (6) gmail.com
> > (608) 216-(b) (6)

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/16/2017 7:46:25 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Contact information

Do you want me to handle this- she sent me her contact info too. I don't think you should get involved with this- there is a hierarchy and she shouldn't simply be able to get to the Secretary. A medical center director should not have direct access to the Secretary like this except in an emergency situation. It doesn't sit right somehow. We need to conduct ourselves fairly.

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On May 15, 2017, at 10:06 PM, David Shulkin <drshulkin@aol.com> wrote:

> I never asked
>
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>
> Begin forwarded message:
>
> **From:** Donna Katen-Bahensky <(b) (6) gmail.com>
> **Date:** May 15, 2017 at 9:33:41 PM EDT
> **To:** DrShulkin@aol.com
> **Subject: Contact information**
>
> Dear Dr Shulkin
> I was informed you wanted my personal email and cell phone.
>
> Please feel free to call if you wish to talk.
> Donna
>
> (b) (6) gmail.com
> (608) 216-(b) (6)

AMERICAN OVERSIGHT

Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/16/2017 2:06:35 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: Contact information

I never asked

Sent from my iPad

Begin forwarded message:

> **From:** Donna Katen-Bahensky <(b) (6) gmail.com>
> **Date:** May 15, 2017 at 9:33:41 PM EDT
> **To:** DrShulkin@aol.com
> **Subject: Contact information**
>
> Dear Dr Shulkin
> I was informed you wanted my personal email and cell phone.
>
> Please feel free to call if you wish to talk.
> Donna
>
> (b) (6) gmail.com
> (608) 216-(b) (6)

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/10/2017 10:36:13 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: This morning

Omg

Sent from my iPhone

> On May 10, 2017, at 6:26 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Has a 30min call with Bruce at 5:45am- more stuff, will discuss tonight when we meet
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/10/2017 10:26:16 AM
To: David Shulkin [drshulkin@aol.com]
Subject: This morning

Has a 30min call with Bruce at 5:45am- more stuff, will discuss tonight when we meet

Sent from my iPhone

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Message

From: Jennifer Lee [(b) (6) gmail.com]
Sent: 5/9/2017 2:38:09 AM
To: David Shulkin [drshulkin@aol.com]
Attachments: 20170508_120247.jpg

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/9/2017 11:09:02 AM
To: Bruce Moskowitz [(b) (6) gmail.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; (b) (6) [(b) (6) va.gov]; (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]
Subject: Re: Choice Program

Good for you Bruce- Darin is a smart guy but has his own agenda and often does not listen well- im glad you set limits and ill reinforce

David

Sent from my iPhone

On May 9, 2017, at 6:40 AM, Bruce Moskowitz <(b) (6) gmail.com> wrote:

> Marc and I were on a call with Darin Selnick yesterday and I pointed out to him what he had meetings without our group with Apple and the issues they decided to pursue without our knowledge are of low priority compared with the 12 experts from five institutions current agenda. This WASHINGTON POST ARTICLE (link is below) is one of the emergency issues we had as a priority for Apple. We can bankrupt the Choice Program if we can not control the cost of the program.
>
> OUR 5 ACADEMIC CENTERS AGENDA:
>
> The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.
>
> We will need the ability for Veterans to download the records from both the Veteran sector (Veterans have access to a portable record) and private sector on their portable device. It should have the feature that would prevent duplication of tests at the time of ordering at the point of contact and the ability to send information back to their primary doctor in real time. It should also have a feature to prevent unnecessary testing and over utilization.
>
> We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.

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Currently the medical discharge everywhere is antiquated. Patients are discharged by a floor nurse with a list of medication. We need a system that automatically checks that the patient picked up the medication and does not confuse it with medication at home. Second, track follow up appointments, health care services for home care and distributes all information to the health care team.

Sent from my iPad
Bruce Moskowitz M.D.

Begin forwarded message:

From: Bruce Moskowitz <(b) (6) [redacted]mac.com>
Date: May 9, 2017 at 6:24:40 AM EDT
To: Bruce Moskowitz <(b) (6) [redacted]gmail.com>
Subject: Choice Program

I thought you might like this story from The Washington Post.

Free-standing ERs offer care without the wait. But patients can still pay $6,800 to treat a cut.
Some say the facilities contribute to rise medical expenses.

https://www.washingtonpost.com/business/economy/free-standing-emergency-rooms-offer-costly-convenience/2017/05/07/6255d052-2b98-11e7-b605-33413c691853_story.html

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) gmail.com]
Sent: 5/9/2017 10:40:18 AM
To: drshulkin@aol.com; Poonam Alaigh [(b) (6) hotmail.com]; (b) (6) [(b) (6) va.gov]
CC: (b) (6) gmail.com; IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]
Subject: Fwd: Choice Program

Marc and I were on a call with Darin Selnick yesterday and I pointed out to him what he had meetings without our group with Apple and the issues they decided to pursue without our knowledge are of low priority compared with the 12 experts from five institutions current agenda. This WASHINGTON POST ARTICLE (link is below) is one of the emergency issues we had as a priority for Apple. We can bankrupt the Choice Program if we can not control the cost of the program.

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> The Veterans will need an app that provides for the appropriate medical facility and or physician that is geotagged to their location. It should list the closest certified cardiac center, stroke center, trauma center and pediatric center. It should also list qualified urgent care centers.
>
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>
> We need a technology solution for tracking medication compliance, prevention of over utilization of controlled substances and prevention of medication errors.

Currently the medical discharge everywhere is antiquated. Patients are discharged by a floor nurse with a list of medication. We need a system that automatically checks that the patient picked up the medication and does not confuse it with medication at home. Second, track follow up appointments, health care services for home care and distributes all information to the health care team.

Sent from my iPad
Bruce Moskowitz M.D.

Begin forwarded message:

> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Date:** May 9, 2017 at 6:24:40 AM EDT

AMERICAN OVERSIGHT

To: Bruce Moskowitz <(b) (6) [redacted] gmail.com>
Subject: Choice Program

I thought you might like this story from The Washington Post.

Free-standing ERs offer care without the wait. But patients can still pay $6,800 to treat a cut. Some say the facilities contribute to rise medical expenses.

https://www.washingtonpost.com/business/economy/free-standing-emergency-rooms-offer-costly-convenience/2017/05/07/6255d052-2b98-11e7-b605-33413c691853_story.html

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/10/2017 7:53:47 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fwd: PVA slide suggestions
Attachments: 2017 05 16-2 PVA ANNUAL CONVENTION.pptx

Hi, if you take a look or have time let me know. I asked folks to get info below. As long as with the recommendations that have been closed out, common themes
---------- Forwarded message ---------
From: [redacted]@gmail.com>
Date: Wed, May 10, 2017 at 3:38 PM
Subject: PVA slide suggestions

Are there any new SCI units opening? SCI Hubs?
Just some general other comments - he likes to thank the VSOs for any outstanding contributions
He likes to connect with the leadership and say interesting facts about them.
etc
--
Sent from Gmail Mobile

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Not for slide but good notes

- Sherman was the first post 9/11 Veteran to be named Executive Director of a major VSO group
- Not sure if he has other accomplishments
- (b) (6) was former drill instructor in the marines – Shulkin should say he can tell that's why he is so tough fighting for Veterans, tenacity
- Anything interesting about (b) (6)
- Anything else interesting about (b) (6)

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Thank You PVA Slide

- What should we thank them for? Something they have done
- Wheelchair Games any campaigns

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Pictures of (b) (6) [redacted] Shulkin, POTUS

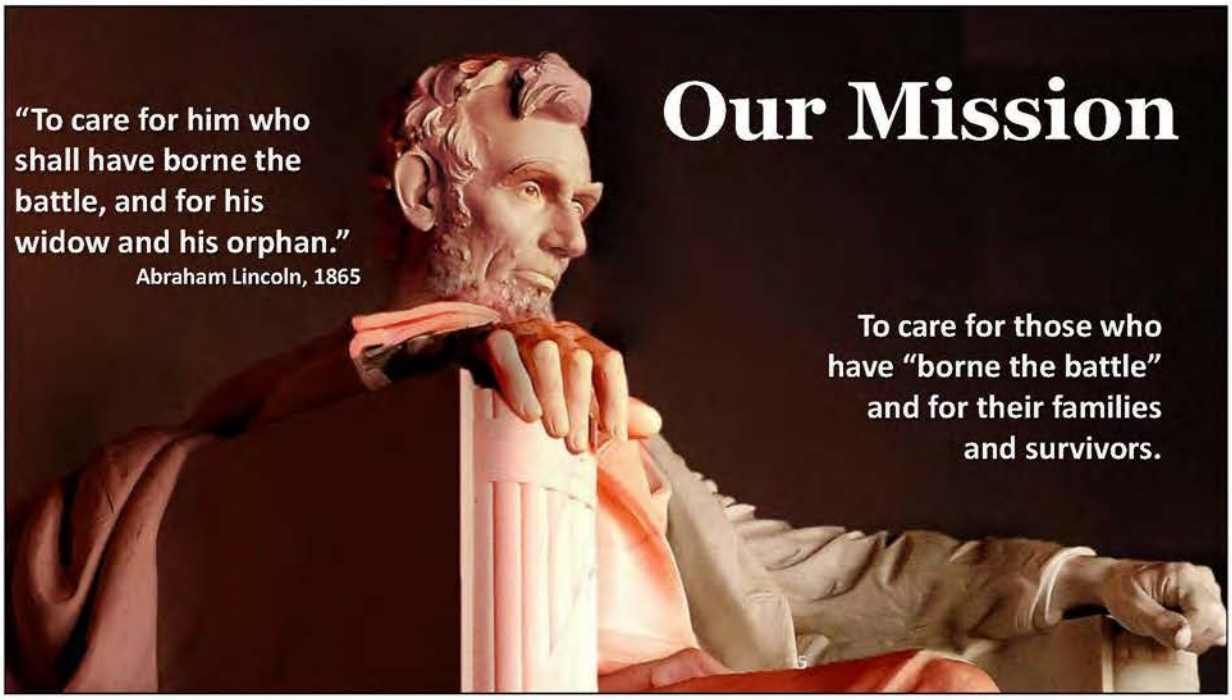
- Any pictures of PVA with Shulkin, POTUS – Internet may have a few.

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Slide about PVA Reports

- Not sure where to add this

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Important Contributions to Society



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Leaders Ask the Right Questions

Two Things Every Leader Needs to Know:

- **Am I pushing too hard or not hard enough?**
- **What don't I know that is likely to damage the organization?**

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Making Tough Decisions



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Get People To Be Part of the Solution



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Focus On Our People



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Effective Organizations Break Down Silos





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Rid Organizations of Bad Actors

"Dealing with employee issues

can be difficult,

but *not dealing with them*

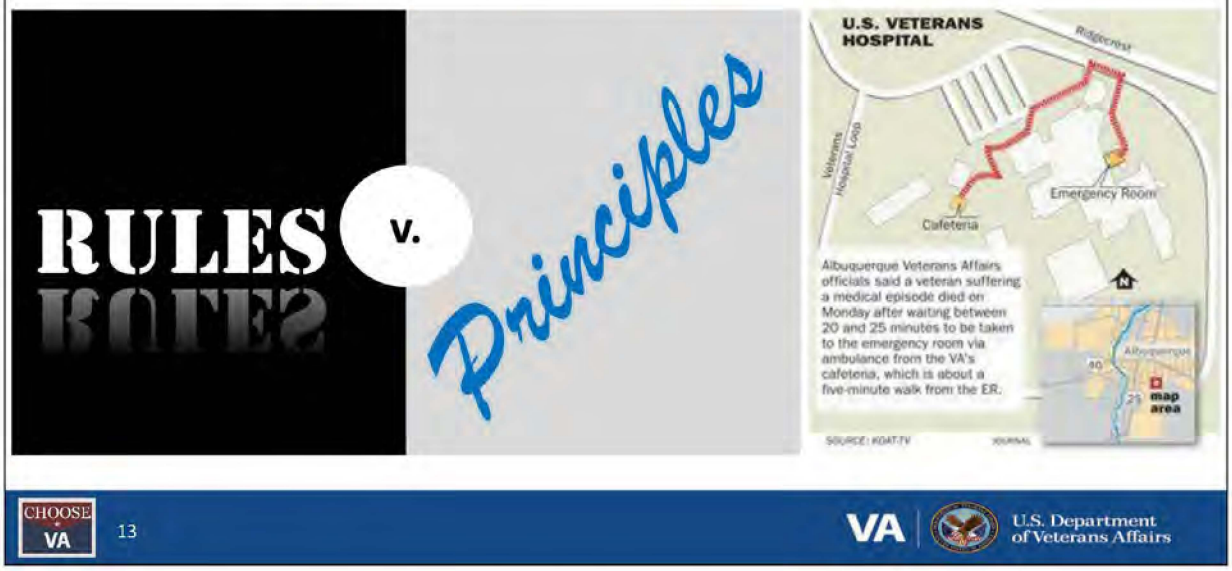
can be worse."

- Paul Foster, CEO and Founder, The Business Therapist®

Business Therapist

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Principle Based Organizations



This slide and the next two are examples of the services VA provides that the private sector often doesn't.

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Challenge the Status Quo



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How Are We Doing This?

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My Board



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Focus on What's Important

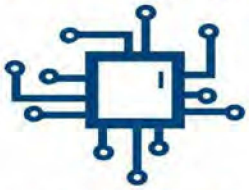


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The Secretary's 5 Priorities



Greater Choice



Modernize Systems



Focus Resources



Improve Timeliness



Suicide Prevention

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Combine 2+3

Multiple, inflexible programs, each with separate rules, red tape, and administrative burdens creates delays in care.

Eligibility criteria are administratively-focused (e.g. 30 days/40 miles) and overlook Veterans clinical needs.

Lack of standardized care coordination inhibits delivery of high-quality, personalized care

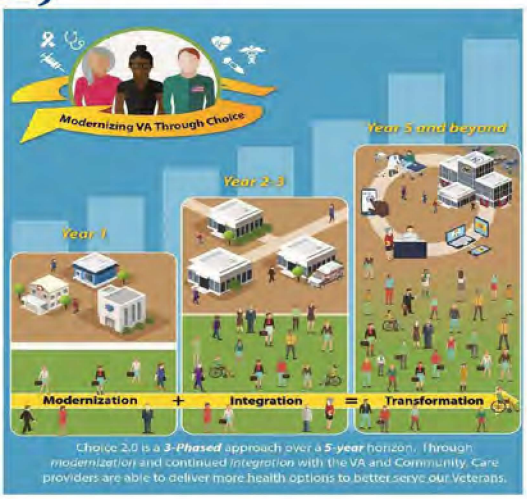
Absence of modern payment and delivery models prevents VA from adapting to the changing healthcare landscape.

Currently, only some populations have a choice between VA and community care.

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Better Results And Veteran Experience (BRAVE)

- Redesign the 40/30 Rule
- Build a high-performing, integrated network of care
- Empower Veterans through transparency of information



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Supporting the veteran provider relationship - title

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BRAVE Puts Veterans in the Driver Seat

BRAVE will be easier to use, have increased patient protections, and ensure Veterans receive the highest quality care.



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VA Telehealth Services

2.14 million episodes to 677,000 Veterans (12%)



Home Telehealth
156,000 Veterans



Video Telehealth
282,000 Veterans



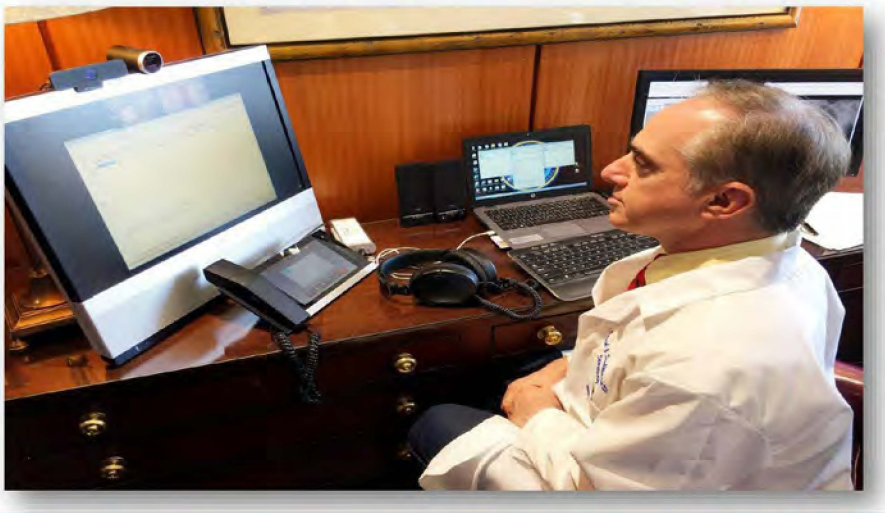
Store-and-Forward Telehealth
298,000 Veterans

45% of our Telehealth services are for rural Veterans

336,000 TeleMental health visits

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Telehealth in Action



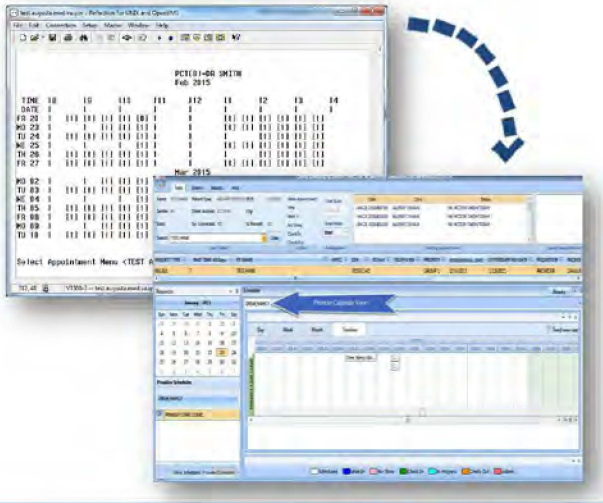
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VA-19-0799-A-000716

DS_00000716

Modernize Our Systems

- EMR interoperability and IT modernization
- Infrastructure improvements and streamlining services



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VA-19-0799-A-000717

DS_00000717

Infrastructure Improvements

Officers' Quarters
Fort Thomas, KY
Circa 1895





Gas Station
Minneapolis,
MN
1932

Palo Alto VAMC
2017



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Improve Timeliness of Services

- Access to care and wait times
- Decisions on appeals
- Performance on disability claims

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Access & Quality



How quickly does my VA see patients?	How satisfied are veterans like me with the timeliness of their care?	How well does my VA's care compare to other hospitals?

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Same Day Services

If you have a need for primary or mental health care right away, you can have it addressed the same day during regular business hours.



The tools you want for the care you need!



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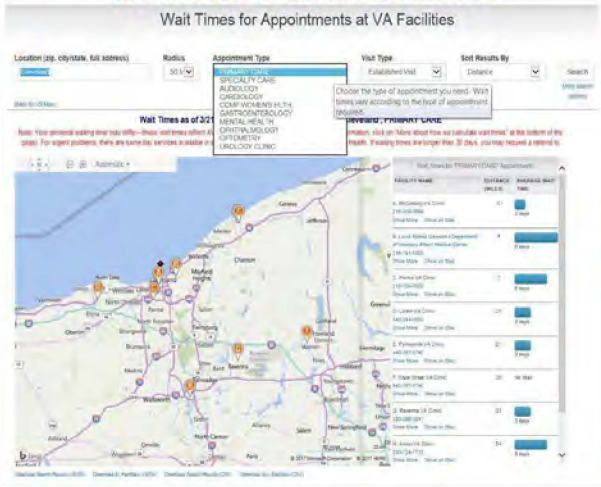
Expanded Access

- Choice Program has been extended
- 1.8 Million More Authorizations for Visits than last year
- UrgiCare Network has been broadened
- Expanded Telehealth capabilities
- Public Health Service Officers can now serve in VA
- Providing behavioral health services to OTH discharged

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Access Transparency

Wait times at local facilities



What Veterans are saying about access



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Focus Resources More Efficiently

- Strengthening of foundational services in VA
- VA/DOD/Community coordination
- Deliver on accountability and effective management practices

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Accountability Legislation



Increased **flexibility to remove, demote, or suspend** VA employees for poor performance or misconduct.	Authority to **recoup bonuses** of employees for poor performance or misconduct.	Authority to **recoup relocation expenses** authorized through fraud or malfeasance.	Authority to **reduce federal pensions** for employees convicted of felonies.	Increased **protections for whistleblowers**.

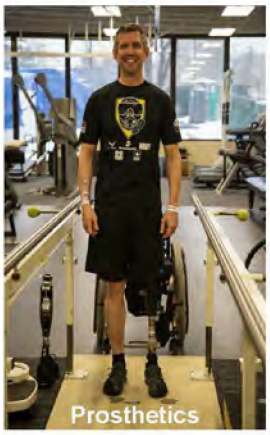
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Genomics Data: 566,000 Enrolled

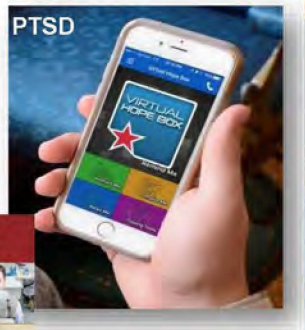


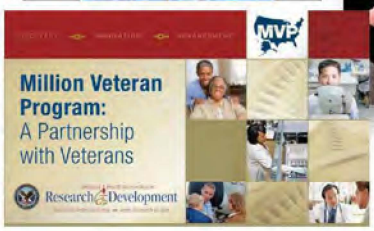
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World Class Foundational Services











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VA SCI/D System of Care

- Largest and most comprehensive SCI/D System of Care in the United States
- SCI/D hub and spokes integrated network of care provides comprehensive care in regional hubs while SCI/D primary care is delivered at locally accessible spokes
- Remarkable aspects of the system of care include rehabilitation for Active Duty Servicemembers with new SCI, SCI/D long-term care centers, comprehensive care for Veterans with SCI/D on ventilators, SCI/D home care, and SCI/D telehealth



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VA SCI/D Program: Innovations



Clinical protocols, research studies, training, and educational activities are now available in most SCI/D Centers on the **powered exoskeleton**

Veterans with SCI/D are currently being trained and prescribed **exoskeletons** for walking during rehabilitation treatment and in the community

Environmental control units are assistive technology devices that allow people with mobility impairments to control the environment

VA Center of Innovation in collaboration with the VA SCI/D Centers has funded and installed new state of the science ECUs in **ADD NUMBER** SCI/D Centers, with plans to complete the other **ADD NUMBER** SCI/D Centers in FY17 and FY18



VA SCI/D **telehealth** has continued to advance its "reach" of SCI/D specialty services to all areas of the United States for Veterans with SCI/D

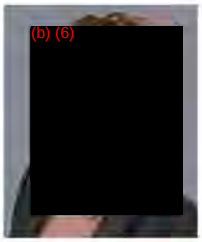


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VA SCI/D New Developments

Legislation

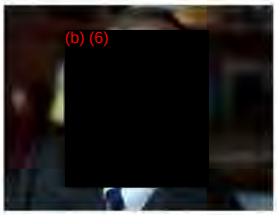
- **Expanded Beneficiary Travel** benefits includes benefits for Veterans with SCI/D who receive inpatient care or temporary lodging in the SCI/D System of Care (Section 250, Public Law 114-223)
- **In vitro Fertilization** is now authorized for a Veteran with a service-connected disability that results in the inability to procreate without the use of fertility treatment (Section 260, Public Law 114-223)



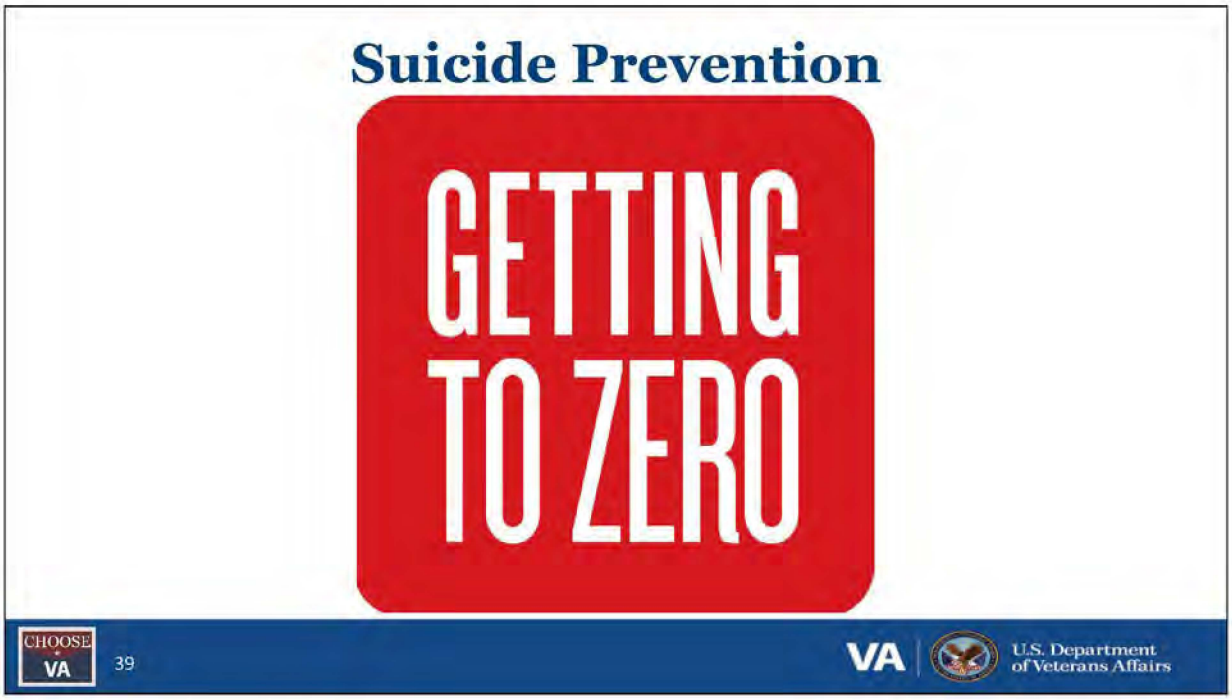
Research

Dr. (b) (6) **2017 Paul B. Magnuson Award Recipient Upper-limb Loss,** Providence VA Medical Center

Dr. (b) (6) **2017 Service to America Medal Nominee, Wheelchair Mobility Innovations,** Founding Director and VA Senior Research Scientist of the Human Engineering Research Laboratories



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First 100 Days

Accountability: Ridding VA of Bad Actors

"Dealing with employee issues **can be difficult,** but *not dealing with them* can be worse."

- Paul Foster, CEO and Founder, The Business Therapist®

Business

CHOOSE VA

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First 100 Days

Community Care Authorizations

- 6.1 million authorizations since January
- 1.8 million more than same time period last year
- 42% increase



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First 100 Days

Same-Day Services in Primary Care & Mental Health



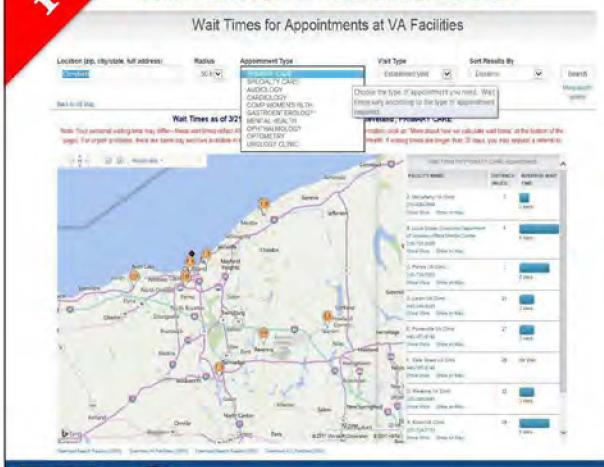
- 96% of appointments are now completed within 30 days of the Veteran's preferred date
- 86% are within 7 days
- 23% are same-day appointments

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First 100 Days

Transparency of Access

Wait times at local facilities



What Veterans are saying about access



U.S. Department of Veterans Affairs

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First 100 Days

terans Crisis Line

Blocked calls down from over 30% in January to less than 1% today



U.S. Department of Veterans Affairs

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REACH VET Predictive Modeling



- Uses data to identify Veterans at high risk for suicide
- Notifies VA providers of the risk assessment
- Allows providers to reevaluate and enhance the Veteran's care

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/10/2017 12:00:47 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Fwd: Listening Session
Attachments: VHA Listening Session Draft Agenda - Baltimore _ V2.docx; ATT00001.htm

See attached attendee list

Sent from my iPhone

Begin forwarded message:

From: "Alaigh, Poonam, M.D." <Poonam.Alaigh@va.gov>
To: "'Poonam Alaigh'" <(b) (6) hotmail.com>
Subject: FW: Listening Session

Sent with Good (www.good.com)

-----Original Message-----
From: (b) (6)
Sent: Wednesday, May 10, 2017 07:36 AM Eastern Standard Time
To: Alaigh, Poonam, M.D.
Subject: FW: Listening Session

Dr. Alaigh, As requested the agenda is attached, FYI. Still need to finalize two things – it WILL go out to Bruce and Aaron today. (b) (6)

From: (b) (6)
Sent: Monday, May 08, 2017 6:36 PM
To: (b) (6) (VHACO); (b) (6) Lemmon, Ricky L.; (b) (6) (b) (6)
Cc: Czarnecki, Tammy
Subject: RE: Listening Session

Based on what we received, and our (VHA) goals, I've revamped the agenda to be a little more palatable. Please review and let me know your thoughts at your earliest convenience; I'd like to baseline and run approval through A/USH tomorrow. Then we can transmit, along with consolidated biographies, on Wednesday. *Disclaimer*: any omissions are purely an oversight on my part ☺!

There is one outlier: Mr. Moskowitz has requested a telecom for some of their attendees. (b) (6) is working to obtain a specific list and location of those attendees—

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and, it will have to be monitored closely (business sensitive meeting). The only option to do that is Lync—VANTS won't tell us who is listening in, only announce when they dial in. More to come on that subject

Thanks,

[redacted]

From: [redacted] (VHACO)
Sent: Monday, May 08, 2017 1:19 PM
To: [redacted]
Cc: [redacted] Lemmon, Ricky L.; [redacted]
Subject: RE: Listening Session

[redacted] I'd rather redefine that portion.

No problem for devices. As for drugs and opioids we can talk to them in general ([redacted] and I are familiar with managing both from previous lifetimes). If we can't redefine that portion, then I'd recommend we have someone from Pharmacy Benefits Management (Mike Valentino's shop) present. The issue then would be that my experience is they're very passionate about the relationship they've build with McKesson as their Prime Vendor. This passion could become problematic in a listening forum.

All the best,

[redacted]

Blackberry: 562-472-[redacted]

Email: [redacted]@va.gov

From: [redacted]
Sent: Monday, May 08, 2017 12:59 PM
To: [redacted] (VHACO); [redacted] Lemmon, Ricky L.
Subject: Listening Session

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Good Afternoon,

I wanted to share the attached for reaction. Aaron Moskowitz provided to [redacted] and outlines their desired agenda. Some of this aligns to our thinking; some (most) does not. Be advised that [redacted] and I will reconcile those differences…

Question for [redacted] and Ricky: are you comfortable with providing the "History and current supply chain management at the VA for drugs, devices, and opioids" briefing; or, would you rather redefine that portion?

Thanks,

[redacted]

[redacted]

Program Manager

e: [redacted]@va.gov

w: 202-461-[redacted] Room 877

bb: 202-230-[redacted]



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Supply Chain Management Listening Session
(Draft Agenda)

Purpose:

- Attendees will acquire a meaningful understanding of Supply Chain Management innovations
- Listening session on state-of-the-art inventory management system

Goal:

- Discuss a unique Inventory Management System beyond what is presently available at the most advanced medical centers

Location:

- Baltimore VA Medical Center – Maryland Health Care System
  10 North Greene Street, Baltimore, MD 21201

For Discussion:

Discuss innovative solutions for Inventory Management:

- A system that monitors purchasing, inventory, and assists decision making
- Tracking *utilization* of medical technology that would help identify fraud and abuse.
- Detection of over utilization. Does one particular surgeon use for instance use only one company hip joint instead of the standard one purchase (apparently this is a problem)
- A device registry that can track recalls and ensure recalled devices are removed from inventory and practice (for instance a defibrillator or laboratory reagent may have had a recall but the VA in Alaska still as not pulled it from service)
- Recording of device information in a patient's EMR: the device (UDI), who implanted it, related outcome measures. Again, the information should aid decision making for the VA patient population
- Be compatible with patients receiving devices outside a VA hospital, as part of Veterans Choice Program
- Surveillance to track complications from implanting a device either from surgical complications or actual device failure
- The system for drugs, implanted devices, hospital equipment, home use devices, etc.
- Benchmarking prescribing and ordering by doctors and administrators

Attendees:

Name	Organization
(b) (6) [redacted] MD	Veterans Health Administration
(b) (6) [redacted], MD	Veterans Health Administration
Rick Lemmon	Veterans Health Administration
(b) (6) [redacted]	Veterans Health Administration
(b) (6) [redacted]	Veterans Health Administration
(b) (6) [redacted]	Veterans Health Administration
(b) (6) [redacted]	Johns Hopkins University
(b) (6) [redacted]	Johns Hopkins Health System
(b) (6) [redacted]	Johns Hopkins Health System

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(b) (6) , MD	Lahey Clinic
(b) (6) , MD	Vanderbilt
Aaron Moskowitz	Biomedical Research and Education Foundation
(b) (6)	Kaiser Permanente
(b) (6)	Kaiser Permanente
(b) (6) (6)	Responsive Health
(b) (6) , MD	Responsive Health, Mount Sinai
(b) (6)	Responsive Health

Agenda:

Monday 5/15/17	Topic	Presenter(s)
9:00-9:30	Welcome Introductions Agenda Overview	(b) (6)
9:30 - 9:45	Why are we here?	(b) (6) Aaron Moskowitz
9:45-11:00	Overview of Baltimore Capabilities Overview of VHA Capabilities	(b) (6) VA Team
11:00-12:00	Current Approaches	Johns Hopkins Kaiser Permanente
12:00-12:45	Working Lunch	All
12:45-1:30	Translating information to decision making	(b) (6)
1:30-2:00	Patient Communication tools	Responsive Health Emocha
2:00-2:30	Discussion Solutions for stakeholders	????
2:30-3:00	Next Steps	All

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Read Aheads



Barsoum_et_al_2012_JOA.pdf



Resnic 2016.pdf

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ORIGINAL ARTICLE

Registry-Based Prospective, Active Surveillance of Medical-Device Safety

Frederic S. Resnic, M.D., Arjun Majithia, M.D., Danica Marinac-Dabic, M.D., Ph.D., Susan Robbins, B.S., Henry Ssemaganda, M.D., Kathleen Hewitt, M.S.N., Angelo Ponirakis, Ph.D., Nilsa Loyo-Berrios, Ph.D., Issam Moussa, M.D., Joseph Drozda, M.D., Sharon-Lise Normand, Ph.D., and Michael E. Matheny, M.D., M.P.H.

ABSTRACT

BACKGROUND

The process of assuring the safety of medical devices is constrained by reliance on voluntary reporting of adverse events. We evaluated a strategy of prospective, active surveillance of a national clinical registry to monitor the safety of an implantable vascular-closure device that had a suspected association with increased adverse events after percutaneous coronary intervention (PCI).

METHODS

We used an integrated clinical-data surveillance system to conduct a prospective, propensity-matched analysis of the safety of the Mynx vascular-closure device, as compared with alternative approved vascular-closure devices, with data from the CathPCI Registry of the National Cardiovascular Data Registry. The primary outcome was any vascular complication, which was a composite of access-site bleeding, access-site hematoma, retroperitoneal bleeding, or any vascular complication requiring intervention. Secondary safety end points were access-site bleeding requiring treatment and postprocedural blood transfusion.

RESULTS

We analyzed data from 73,124 patients who had received Mynx devices after PCI procedures with femoral access from January 1, 2011, to September 30, 2013. The Mynx device was associated with a significantly greater risk of any vascular complication than were alternative vascular-closure devices (absolute risk, 1.2% vs. 0.8%; relative risk, 1.59; 95% confidence interval [CI], 1.42 to 1.78; P<0.001); there was also a significantly greater risk of access-site bleeding (absolute risk, 0.4% vs. 0.3%; relative risk, 1.34; 95% CI, 1.10 to 1.62; P=0.001) and transfusion (absolute risk, 1.8% vs. 1.5%; relative risk, 1.23; 95% CI, 1.13 to 1.34; P<0.001). The initial alerts occurred within the first 12 months of monitoring. Relative risks were greater in three prespecified high-risk subgroups: patients with diabetes, those 70 years of age or older, and women. All safety alerts were confirmed in an independent sample of 48,992 patients from April 1, 2014, to September 30, 2015.

CONCLUSIONS

A strategy of prospective, active surveillance of a clinical registry rapidly identified potential safety signals among recipients of an implantable vascular-closure device, with initial alerts occurring within the first 12 months of monitoring. (Funded by the Food and Drug Administration and others.)

From the Comparative Effectiveness Research Institute, Lahey Hospital and Medical Center, Burlington (F.S.R., A.M., S.R., H.S.), and Tufts School of Medicine (F.S.R., A.M.) and Harvard Medical School and the Harvard T.H. Chan School of Public Health (S.-L.N.), Boston — all in Massachusetts; the Center for Devices and Radiological Health, Food and Drug Administration, Silver Spring, MD (D.M.-D., N.L.-B.); the National Cardiovascular Data Registry, American College of Cardiology, Washington, DC (K.H., A.P.); First Coast Cardiovascular Institute and University of Central Florida College of Medicine, Jacksonville (I.M.); Mercy Health, St. Louis (J.D.); and the Veterans Affairs Tennessee Valley Healthcare System and Vanderbilt University, Center for Population Health Informatics, Departments of Biomedical Informatics, Biostatistics, and Medicine, Vanderbilt University Medical Center — both in Nashville (M.E.M.). Address reprint requests to Dr. Resnic at the Department of Cardiovascular Medicine, Lahey Hospital and Medical Center, 41 Mall Rd., Burlington, MA 01805, or at frederic.resnic@lahey.org.

This article was published on January 25, 2017, at NEJM.org.

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Medical devices have revolutionized health care, but assurance of their postmarketing safety relies on voluntary reporting of adverse events. This system has resulted in incomplete ascertainment and an inability to evaluate the safety of medical devices in an active, prospective fashion.[1-12] Early identification of real-world differences in clinical performance among medical devices may provide opportunities to support iterative improvements in device design and complement traditional premarketing evidence to refine the selection of patients and improve the training of providers. Active surveillance of medical-device safety, through the continuous monitoring of large clinical-data sources, has been proposed to address these limitations[13-15] and has been identified as a priority by the Food and Drug Administration (FDA).[16]

This study was designed to evaluate a strategy of active surveillance of a national cardiovascular registry for assessment of the postmarketing safety of an implantable vascular-closure device. To test this strategy, we considered implantable devices for which previous reports had identified potential safety concerns. Previous studies had suggested important differences between the rates of complications after implantation of one vascular-closure device (Mynx, Cardinal Health) and the rates after implantation of alternative vascular-closure devices following percutaneous coronary intervention (PCI) and cardiac catheterization procedures performed through the femoral artery.[13,17] Unlike other vascular-closure devices, which use a variety of mechanical and biomaterial components to help accelerate hemostasis by sealing the arteriotomy site, the Mynx device delivers a polyethylene glycol gel to the surface of the artery without mechanical anchoring. The effect of this design difference on the performance and safety of the Mynx device as compared with other available vascular-closure devices is unknown. We therefore sought to use registry data regarding this device to test our prospective, active data-surveillance strategy.

METHODS

STUDY DESIGN AND OVERSIGHT

We used an active clinical-data surveillance system, called DELTA (Data Extraction and Longitudinal Trend Analysis), which prospectively monitors clinical registries and other detailed clinical-data sources for safety signals; we have previously validated this surveillance system.[13,15,18-22] DELTA is a collection of integrated software components linking open-source database management and statistical analysis tools and is designed to simultaneously support multiple risk-adjusted prospective safety-surveillance analyses of complex clinical-data sets.[13,15] (Additional information regarding DELTA is provided in the Methods section in the Supplementary Appendix, available with the full text of this article at NEJM.org.)

The CathPCI DELTA study was designed to evaluate the feasibility of using the DELTA system for prospective, active surveillance of medical-device safety by monitoring clinical outcomes with the identified vascular-closure device after PCI procedures. We used the CathPCI Registry of the National Cardiovascular Data Registry (NCDR) as the data source. We identified the Mynx vascular-closure device as the device of interest on the basis of evidence from previous national-registry and regional studies suggesting that the Mynx device was associated with a higher rate of access-site bleeding, injury, or need for repeat intervention than were alternative vascular-closure devices.[13,17] The use of the Mynx device has been increasing since 2012, a factor that highlights the practical clinical importance of such analyses (Fig. S1 in the Supplementary Appendix).

A study oversight committee was established, and a written protocol (available at NEJM.org) was approved before the review of any study data. The protocol includes descriptions of the prespecified end points, analytic methods, sensitivity analyses, and plans for two interim data reviews. The study protocol was reviewed and accepted by the institutional review boards of the NCDR and the Lahey Hospital and Medical Center.

DEVICE EXPOSURES AND ADVERSE OUTCOMES

We used the CathPCI Registry to identify all the patients who had received a vascular-closure device after PCI from January 1, 2011, to September 30, 2013. We excluded patients who had undergone implantation of an intraaortic balloon pump or ventricular-assist device, those in whom nonfemoral arterial access was used, those in whom more than one vascular-closure device was deployed, and those in whom the vascular-closure device did not have an implantable component. We grouped together vascular-closure devices that have identical mechanisms of action and identi-

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cal implanted materials into "device families" in order to increase the analytic power (Table S1 in the Supplementary Appendix).

The primary safety outcome was any vascular complication, which was a composite of access-site bleeding requiring treatment, access-site hematoma requiring treatment, retroperitoneal bleeding, or any vascular complication requiring intervention. Secondary safety end points were access-site bleeding requiring treatment and postprocedural blood transfusion. All end points and covariates were defined according to the terms used in the CathPCI Registry, version 4 (additional details are provided in the Methods section in the Supplementary Appendix). All the outcomes were assessed until the time of hospital discharge on the basis of data that were available from the CathPCI Registry.

PROPENSITY-SCORE MATCHING

For each analysis, a propensity-matched concurrent control population was identified on the basis of a nonparsimonious propensity model. The model included previously identified risk factors as well as covariates that we selected on the basis of information from previous studies (see the Methods section in the Supplementary Appendix for details).[13] Variables were excluded if they were found to be colinear with covariates that were already included in the propensity model. We used univariate rules to impute missing data by assuming the absence of a clinical condition for dichotomous variables and by using the median observed value for continuous variables. The final propensity model is provided in Table S2 in the Supplementary Appendix.

DATA-SURVEILLANCE PROCESS

Fully deidentified case-level data from the CathPCI Registry were provided to DELTA on the basis of scheduled quarterly updates, and the cumulative safety analysis was automatically regenerated within DELTA. Using a fixed caliper width of 0.01 and a greedy-matching algorithm,[10,15,23] we matched control patients according to their propensity scores with Mynx recipients in a 1:1 ratio within 6 months before or after the implantation of the Mynx device. We used the absolute standardized difference in means and proportions of covariates to assess the relative imbalance between the exposed and unexposed groups, with values of less than 0.10 considered to be adequately balanced.[24]

The primary measure of interest was the relative risk of an adverse safety outcome, which was defined as the ratio of observed event rates in the Mynx-treated patients to those in the matched control population of patients who were treated with other vascular-closure devices. DELTA alerts were triggered if the differences between the independent proportions for the Mynx device and those for the alternative devices were significant, as measured by the Wilson method.[25] We calculated 95% confidence intervals that were corrected for multiple comparisons using the O'Brien–Fleming alpha-spending method adapted for use in prospective surveillance[26] (see the Methods section in the Supplementary Appendix).

PRESPECIFIED SUBGROUP AND SENSITIVITY ANALYSES

Subgroups of patients who were prespecified as being at high risk included patients with diabetes, those 70 years of age or older, and women. Sensitivity analyses included alternative event-rate estimation with the use of logistic-regression risk adjustment in place of propensity matching.

INTERIM REVIEW AND ADDITIONAL ANALYSES

After 9 months of monitoring, an early alert led the study steering committee to recommend that an additional analysis be performed to address potential bias owing to center-level effects. It was hypothesized that higher adverse-event rates might be expected at centers in which the Mynx device was used infrequently, since at such centers the device may have been reserved for patients at higher risk. We therefore performed a propensity-matched analysis that included only patients who had undergone PCI at centers in which the Mynx device was commonly used.

After review of the final study results, the FDA requested an additional analysis using the most recent data collected in the CathPCI Registry to assess the persistence of the DELTA safety signals. A protocol amendment was finalized, and data for the period from October 1, 2013, to September 30, 2015, were made available to DELTA. We recalibrated propensity-score models using data from patients who had undergone PCI from October 1, 2013, through March 31, 2014. An independent propensity-matched analysis was performed for patients who had undergone procedures from April 1, 2014, through September 30, 2015.

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The study steering committee also recommended several post hoc sensitivity analyses to assess the robustness of the primary findings. These analyses included performance of a falsification-hypothesis analysis in which the original matched patient cohorts were evaluated for the development of postprocedural nephropathy associated with the use of iodine as a radiographic contrast agent (contrast-induced nephropathy), which was defined as a maximal increase in the serum creatinine level of at least 25% or at least 0.5 mg per deciliter (44 μmol per liter) over the pre-PCI level.[27] For this outcome, no difference in risk among various vascular-closure devices was expected. Additional sensitivity analyses included alternative approaches to handling missing data, as well as an analysis that used center-level matching, rather than global-registry matching, in an effort to address any confounding from center-level effects. Analyses similar to the analysis performed for the Mynx device were performed for three other commonly used vascular-closure devices. Finally, we compared event rates associated with vascular-closure devices with the rates associated with manual or mechanical access-site compression for hemostasis. Additional details regarding the analytic methods and assumptions are provided in the Methods section in the Supplementary Appendix.

RESULTS

STUDY POPULATION

From January 1, 2011, through September 30, 2013, a total of 1,822,575 patients underwent PCI and had data submitted to the CathPCI Registry; of these patients, 73,164 received the Mynx vascular-closure device and met the inclusion criteria for the analysis (Fig. S2 in the Supplementary Appendix). The amount of missing data did not differ significantly between the patients who received the Mynx vascular-closure device and those who received alternative vascular-closure devices and represented 0.04% of all risk-factor data (Table S3 in the Supplementary Appendix). Propensity matching resulted in the successful matching of 73,124 patients (99.9%) who had received Mynx devices with patients who had received alternative devices (Table 1). Matching resulted in an adequate distribution of risk factors between the cohorts, with all post-matching standardized differences less than 0.10 (the threshold for imbalance).

SAFETY ALERTS FOR MYNX DEVICES

After 9 months of monitoring for the primary outcome of any vascular complication, a DELTA alert was triggered and was sustained throughout the duration of the surveillance study (Fig. 1). At the end of the study, the absolute risk of a vascular complication was 1.2% in the group that received the Mynx device and 0.8% in the group that received an alternative vascular-closure device (relative risk, 1.59; 95% confidence interval [CI], 1.42 to 1.78; P<0.001). Each component of the primary safety outcome was significantly more common in the group that received the Mynx device, including the risk of major access-site bleeding, vascular complication requiring intervention, access-site hematoma, and postprocedural retroperitoneal bleeding. In addition, there was a significantly increased risk of both secondary safety end points, including the rate of access-site bleeding (absolute risk, 0.4% vs. 0.3%; relative risk, 1.34; 95% CI, 1.10 to 1.62; P=0.001) and transfusion (absolute risk, 1.8% vs. 1.5%; relative risk, 1.23; 95% CI, 1.13 to 1.34; P<0.001). The alerts for the secondary end points of major access-site bleeding and postprocedural blood transfusion were triggered after 30 months and 15 months, respectively, and were sustained throughout the remainder of the surveillance period (Table 2).

PRESPECIFIED SUBGROUP AND SENSITIVITY ANALYSES

Protocol-specified propensity-matched analyses were performed for high-risk subgroups: patients with diabetes, those 70 years of age or older, and women (Table 2). More than 99% of the identified patients were successfully matched within each subgroup, which resulted in the inclusion of more than 25,000 patients receiving Mynx devices in each high-risk subgroup. Within 15 months after the initiation of monitoring, safety alerts for vascular complications were triggered for all subgroups and were sustained for the duration of the study. The relative risks of any vascular complication ranged from 1.72 (95% CI, 1.42 to 2.10) among patients with diabetes to 1.94 (95% CI, 1.63 to 2.29) among those who were 70 years of age or older (Fig. 2).

In a prespecified sensitivity analysis, a logistic model was used to adjust for baseline risk in place of propensity matching. This analysis confirmed safety alerts for primary and secondary outcomes within 27 months after the initiation of safety

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Table 1. Demographic and Clinical Characteristics of the Patients before and after Propensity Matching, According to Receipt of the Mynx Device or Alternative Devices.*

Characteristic	Before Propensity Matching			After Propensity Matching			Unmatched Exposures	
	Mynx Device (N=73,164)	Alternative Device (N=603,437)	Standardized Difference†	Mynx Device (N=73,124)	Alternative Device (N=73,124)	Standardized Difference†	Mynx Device (N=40)	Standardized Difference†
Age (yr)	65.3±11.9	65.1±12.1	0.017	65.3±11.9	65.3±12.0	0.001	64.4±11.9	0.075
Female sex (%)	34.3	30.5	0.081	34.3	34.2	0.002	30.0	0.092
Body-mass index (%)‡								
<21	3.7	3.7	0.002	3.7	3.7	0.002	7.5	0.168
≥21 and <25	15.7	16.1	0.026	15.7	15.7	0.001	15.0	0.046
≥25 and <30	35.4	37.0	0.033	35.4	35.4	0.001	37.5	0.043
≥30	45.2	43.2	0.041	45.2	45.2	0.001	40.0	0.106
Coexisting condition (%)								
Diabetes	39.8	35.9	0.080	39.8	40.2	0.008	45.0	0.105
Chronic lung disease	16.5	13.6	0.081	16.5	16.7	0.003	35.0	0.433
Hypertension	84.8	81.1	0.099	84.8	84.8	0.001	80.0	0.128
Peripheral arterial disease	12.7	9.8	0.092	12.6	12.6	0.001	25.0	0.320
NSTEMI on presentation	18.9	20.3	0.036	18.9	18.9	0.000	27.5	0.205
Laboratory measure								
Baseline creatinine (mg/dl)	1.20±1.08	1.17±0.98	0.034	1.20±1.08	1.20±0.10	0.000	1.39±1.30	0.159
PCI procedure								
Performed on emergency basis (%)	13.0	18.7	0.158	13.0	12.9	0.004	17.5	0.126
Bivalirudin exposure (%)	67.9	64.4	0.072	67.9	68.7	0.019	67.5	0.008
Left main coronary artery (%)	2.1	2.2	0.009	2.1	2.2	0.005	2.5	0.027
No. of vessels treated during index procedure	1.42±0.71	1.44±0.73	0.024	1.42±0.71	1.42±0.70	0.004	1.78±0.97	0.361
Duration of fluoroscopy (min)	12.5±9.7	14.1±11.2	0.142	12.5±9.2	12.6±8.9	0.009	122.6±72.2	2.140
No. of procedures during admission	1.05±0.22	1.05±0.22	0.002	1.05±0.22	1.05±0.22	0.003	1.03±0.16	0.102

* Plus–minus values are means ±SD. To convert the values for creatinine to micromoles per liter, multiply by 88.4. NSTEMI denotes non–ST-segment elevation myocardial infarction, and PCI percutaneous coronary intervention.

† The standardized difference (i.e., the mean between-group difference divided by the standard deviation) was calculated to assess the relative imbalance between the exposed and unexposed groups, with values of less than 0.100 considered to be adequately balanced. The standardized difference for unmatched exposures compared these patients with those who had received the Mynx device and were included in the propensity matching.

‡ The body-mass index is the weight in kilograms divided by the square of the height in meters.

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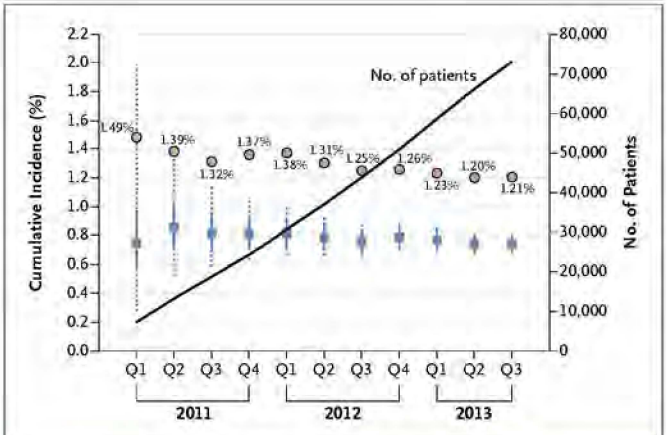


Figure 1. Cumulative Incidence of Any Vascular Complication among Recipients of the Mynx Device and Alternative Devices (January 1, 2011–September 30, 2013).

Shown is the cumulative incidence of any vascular complication (a composite of access-site bleeding, access-site hematoma, retroperitoneal bleeding, or any vascular complication requiring intervention) after the receipt of the Mynx vascular-closure device or a propensity-matched alternative device. The circles indicate observed event rates among Mynx-treated patients, with red indicating higher-than-expected rates, which triggered safety alerts. The blue squares indicate the observed event rates in the matched alternative-device group. The high values denoted by green circles fall below the upper limit of the 95% confidence intervals (solid blue vertical lines) after adjustment for multiple comparisons (dashed blue vertical lines). These findings would have triggered alerts without the adjustment for multiple comparisons. The solid black line indicates the cumulative sample size, with values shown on the right vertical axis.

surveillance, thereby supporting the primary results (Table S4 in the Supplementary Appendix).

POST HOC ANALYSIS AT MYNX HIGH-USE CENTERS

We identified 28,141 patients who had received Mynx devices at hospitals in which Mynx devices were used most frequently among available vascular-closure devices (Table 3). More than 99% of these patients (28,107) were matched with those receiving the Angio-Seal vascular-closure device at centers in which that device was preferentially used. A safety alert for vascular complications with the Mynx device was triggered after the first 12 months of monitoring, with a relative risk of 1.43 (95% CI, 1.18 to 1.73). Safety alerts were triggered for the secondary end points of access-site bleeding and transfusion within 21 months after the initiation of surveillance, and all safety alerts persisted throughout the monitoring period.

POST HOC SIGNAL-PERSISTENCE ANALYSIS

At the request of the FDA, we analyzed 49,037 additional PCI procedures in which the Mynx device was used from April 1, 2014, to September 30, 2015, to assess the persistence of the potential safety signal identified in the primary analysis. Of the patients who had undergone these procedures, 48,992 (99.9%) were successfully matched with patients who had received alternative vascular-closure devices, and DELTA alerts were triggered within 12 months for all end points (Table 3, and Table S5 in the Supplementary Appendix).

ADDITIONAL POST HOC SENSITIVITY ANALYSES

Repeating the primary analysis with the use of multivariate normal imputation[28] in place of simple imputation rules for missing data did not lead to any significant change in the timing of the safety alerts or estimated relative risks. Separately, to assess potential confounding owing to between-center differences, we repeated the primary analysis with patient matching performed at the center level. Using the same propensity-matching methods, we successfully matched 35,192 patients (48.1%) who had received Mynx devices and found a relative risk of vascular complications of 1.59 (95% CI, 1.40 to 1.78). We found no significant differences in estimated relative risk for any outcome or patient subgroup when we used center-level matching.

We performed a falsification-hypothesis analysis using the outcome of contrast-induced nephropathy, which was not anticipated to differ between the two groups. The relative risk of contrast-induced nephropathy in the group that received the Mynx device was 1.05 (95% CI, 0.99 to 1.11; P=0.07), which showed that the risk was slightly but nonsignificantly higher in the group that received the Mynx device (Table 3, and Fig. S3 in the Supplementary Appendix). Analyses of three other commonly used vascular-closure devices showed no higher risk of vascular complications than the risks in propensity-matched groups of patients receiving alternative vascular-closure devices (Table S6 in the Supplementary Appendix), whereas manual or mechanical compression was associated with a higher risk of vascular complications than the Mynx device or any vascular-closure device (Table S7 in the Supplementary Appendix).

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Table 2. Outcomes and Final Alert Status for Propensity-Matched Analysis of Recipients of the Mynx Device and Alternative Devices (January 1, 2011–September 30, 2013).

Cohort	Mynx Device	Alternative Device	Relative Risk (95% CI)	P Value	Absolute Risk Difference*	Time to Alert
	no. of patients (%)				*percentage points*	*mo*
Overall study population						
No. of patients	73,124	73,124				
Vascular complications	883 (1.2)	555 (0.8)	1.59 (1.42–1.78)	<0.001	0.4	9
Access-site bleeding	277 (0.4)	207 (0.3)	1.34 (1.10–1.62)	0.001	0.1	30
Blood transfusion	1,328 (1.8)	1,080 (1.5)	1.23 (1.13–1.34)	<0.001	0.3	15
High-risk subgroup						
Age ≥70 yr						
No. of patients	27,293	27,293				
Vascular complications	447 (1.6)	231 (0.8)	1.94 (1.63–2.29)	<0.001	0.8	9
Access-site bleeding	142 (0.5)	70 (0.3)	2.03 (1.49–2.76)	<0.001	0.3	15
Blood transfusion	754 (2.8)	621 (2.3)	1.21 (1.08–1.36)	<0.001	0.5	27
Diabetes						
No. of patients	29,097	29,097				
Vascular complications	307 (1.1)	178 (0.6)	1.72 (1.42–2.10)	<0.001	0.4	15
Access-site bleeding	101 (0.3)	63 (0.2)	1.60 (1.14–2.25)	0.003	0.1	24
Blood transfusion	634 (2.2)	539 (1.9)	1.18 (1.04–1.33)	0.005	0.3	24
Women						
No. of patients	25,065	25,065				
Vascular complications	544 (2.2)	297 (1.2)	1.83 (1.58–2.13)	<0.001	1.0	9
Access-site bleeding	182 (0.7)	100 (0.4)	1.82 (1.40–2.36)	<0.001	0.3	15
Blood transfusion	795 (3.2)	593 (2.4)	1.34 (1.20–1.50)	<0.001	0.8	15

* The absolute risk difference was calculated as the rate for the Mynx device minus the rate for the alternative devices, with all percentages carried to one decimal place.

DISCUSSION

In our study, we evaluated the feasibility of applying active surveillance to assess the safety of a commonly used vascular-closure device through prospective monitoring of a national clinical registry. We used a prespecified, active surveillance plan to monitor data from the CathPCI Registry to assess the relative safety of a vascular-closure device that was suspected of having increased safety risks over a 3-year study period. Our analysis showed a significantly higher risk of vascular complications, access-site bleeding, and transfusion requirement after PCI among patients treated with the Mynx vascular-closure device than among those treated with alternative vascular-closure devices, although the absolute risk differences were small. Among patients who received the Mynx device, alerts were triggered early, persisted throughout the duration of surveillance, and were present in all subgroups of patients. In addition, the primary results were confirmed in an independent, more contemporary cohort of patients. Analyses of other vascular-closure devices did not show the triggering of similar safety signals.

In an analysis that was restricted to centers that preferentially used the Mynx device among available vascular-closure devices, we found a slightly lower rate of safety alerts than that in the primary analysis, although the between-group difference persisted. These findings suggest that a portion of the difference in complications

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Outcome	Mynx Device	Alternative Device	Relative Risk	P Value
	Observed event rate (%)			
Overall study population				
Any vascular complication	1.21	0.76	1.59 (1.42–1.78)	<0.001
Access-site bleeding	0.38	0.28	1.34 (1.10–1.62)	0.001
Access-site hematoma	0.62	0.30	2.10 (1.76–2.49)	<0.001
Retroperitoneal bleeding	0.28	0.18	1.53 (1.21–1.93)	<0.001
Other vascular complication	0.35	0.20	1.76 (1.42–2.19)	<0.001
Access-site bleeding	0.38	0.28	1.34 (1.10–1.62)	0.001
Transfusion	1.82	1.48	1.23 (1.13–1.34)	<0.001
High-risk population				
Female patients				
Any vascular complication	2.17	1.18	1.83 (1.58–2.13)	<0.001
Access-site bleeding	0.73	0.40	1.82 (1.40–2.36)	<0.001
Transfusion	3.17	2.37	1.34 (1.20–1.50)	<0.001
Age ≥70 yr				
Any vascular complication	1.64	0.85	1.94 (1.63–2.29)	<0.001
Access-site bleeding	0.52	0.26	2.03 (1.49–2.76)	<0.001
Transfusion	2.76	2.28	1.21 (1.08–1.36)	<0.001
Diabetes				
Any vascular complication	1.06	0.61	1.72 (1.42–2.10)	<0.001
Access-site bleeding	0.35	0.22	1.60 (1.14–2.25)	0.003
Transfusion	2.18	1.85	1.18 (1.04–1.33)	0.005
Mynx high-use centers				
Any vascular complication	1.06	0.74	1.43 (1.18–1.73)	<0.001
Access-site bleeding	0.36	0.22	1.60 (1.14–2.25)	0.003
Transfusion	1.58	1.29	1.22 (1.05–1.41)	0.005
Signal-persistence population				
Any vascular complication	1.44	0.96	1.49 (1.33–1.68)	<0.001
Access-site bleeding	0.72	0.51	1.43 (1.21–1.69)	<0.001
Access-site hematoma	0.54	0.31	1.73 (1.46–2.25)	<0.001
Retroperitoneal bleeding	0.24	0.16	1.53 (1.14–2.04)	<0.001
Other vascular complication	0.30	0.20	1.46 (1.11–1.92)	<0.001
Access-site bleeding	0.72	0.51	1.43 (1.21–1.69)	<0.001
Transfusion	1.48	1.25	1.18 (1.06–1.32)	<0.001

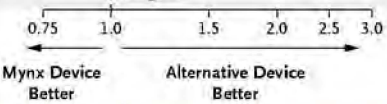


Figure 2. Relative Risk of Vascular Complications, According to Subsets of Patients.
Shown are the risks of vascular complications in various subgroups of recipients of the Mynx vascular-closure device and recipients of alternative devices.

may be attributed to center-level experience in using the Mynx device, a finding that has been shown previously with other vascular-closure devices.[29]

Potential safety signals that are generated through active surveillance should be interpreted with caution, since all such analyses are observational by design. Despite robust risk adjustment through propensity matching, such analyses cannot exclude the possibility that residual confounding is responsible for some portion of the observed difference in adverse events between the Mynx device and alternative vascular-closure devices. The limited number of covariates that were selected for inclusion in the propensity model could contribute to such residual confounding, although the strategy for selecting covariates that was used in this study guarded against overfitting of the models. In addition, important clinical variables such as the anatomical location of the puncture site may have contributed to confounding of the observed relationships, but information on such variables was not available in the CathPCI Registry. Although the duration of follow-up after the PCI procedure was limited to in-hospital events, the adverse events of interest

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Table 3. Outcomes and Final Alert Status in Propensity-Matched Analyses of Mynx High-Use Centers, Signal Persistence, and Falsification Hypothesis.*

Cohort Analyzed	Mynx Device	Alternative Device	Relative Risk (95% CI)	P Value	Absolute Risk Difference	Time to Alert
	no. of patients (%)				*percentage points*	*mo*
Mynx high-use centers						
No. of patients	28,107	28,107				
Vascular complications	297 (1.1)	208 (0.7)	1.43 (1.18–1.73)	<0.001	0.3	12
Access-site bleeding	101 (0.4)	63 (0.2)	1.60 (1.14–2.25)	0.003	0.1	15
Blood transfusion	444 (1.6)	364 (1.3)	1.22 (1.05–1.41)	0.005	0.3	21
Signal persistence†						
No. of patients	48,992	48,992				
Vascular complications	704 (1.4)	472 (1.0)	1.49 (1.32–1.68)	<0.001	0.5	6
Access-site bleeding	355 (0.7)	248 (0.5)	1.43 (1.21–1.69)	<0.001	0.2	12
Blood transfusion	725 (1.5)	614 (1.3)	1.18 (1.06–32)	<0.001	0.2	12
Falsification hypothesis‡						
No. of patients	73,124	73,124				
Contrast-induced nephropathy	2,507 (3.4)	2,384 (3.3)	1.05 (0.99–1.11)	0.07	0.2	NA

* NA denotes not applicable.
† To assess the persistence of the potential safety signal identified in the primary analysis, a further analysis was performed on an additional 49,037 PCI procedures in which the Mynx device was used from April 1, 2014, to September 30, 2015.
‡ A falsification-hypothesis analysis was performed as one of several post hoc sensitivity analyses to assess the robustness of the primary findings. In the falsification-hypothesis analysis, the original matched patient cohorts were evaluated for the development of postprocedural nephropathy that was associated with the use of iodine as a radiographic contrast agent (contrast-induced nephropathy).

would generally be expected to occur during the index hospitalization.

We attempted to assess for residual confounding through several post hoc sensitivity analyses. Although the data set was large, only a small percentage of missing data (<0.04%) was imputed, with the use of simple imputation and with the use of multivariate normal imputation. Case–control matching of patients in a global registry, as was used in this study, may bias results, in that patients who are treated at different centers may have different unmeasured clinical characteristics. However, in an analysis that used center-specific matching, there were no significant changes in the estimated risk differences between the Mynx device and alternative vascular-closure devices.

Finally, we performed a falsification-hypothesis analysis in which we monitored the registry for the development of contrast-induced nephropathy after PCI, although we did not anticipate that there would be an association of this adverse outcome with exposure to a particular vascular-closure device. We found that the risk of contrast-induced nephropathy was slightly but nonsignificantly higher among Mynx recipients, which indicates the possibility of a small amount of residual risk imbalance between Mynx recipients and patients treated with alternative vascular-closure devices.

In conclusion, a strategy of prospective, active surveillance of a representative clinical registry rapidly identified potential safety signals among recipients of an implantable vascular-closure device after PCI. The initial safety alerts occurred within the first 12 months of prospective registry monitoring.

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Disclosure forms provided by the authors are available with the full text of this article at NEJM.org.

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Design, Implementation, and Comparison of Methods for Collecting Implant Registry Data at Different Hospital Types

Wael K. Barsoum, MD, Carlos A. Higuera, MD, Alejandra Tellez, MD, Alison K. Klika, MS, Peter J. Brooks, MD, and Preetesh D. Patel, MD

Abstract: Practical issues surrounding the official establishment of a national arthroplasty registry in the United States remain. The purpose of this study was to compare compliance and accuracy rates associated with 3 methods for voluntarily collecting implant registry data at 3 different hospital types. Methods examined included (1) scannable paper forms, (2) online forms comprising keypunching for implant data input, and (3) the same electronic form but incorporating barcode scanning for implant data entry. Overall compliance was low (930/1761; 52.8%) and decreased with each successive data collection phase. Total accuracy rate was 62.5% (578/925) and varied significantly among sites ($P < .001$). Even with relatively simple reporting systems, compliance was poor. This emphasizes the need for direct surgeon involvement, strict oversight, and a feedback system to ensure validity, particularly if a volunteer-based system is used. **Keywords:** implant, registry, arthroplasty, compliance, accuracy.
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Rapidly changing implant designs, along with surgical innovation, enhance the need for monitoring outcomes and timely dissemination of information to the orthopedic community [1]. The current system of evaluating and reporting implant performance based on meta-analyses of multiple independent trials and large retrospective case series is inadequate. Even the well-recognized "gold standard" randomized clinical trials have inherent limitations; the sample size required and the time necessary to detect underperforming implants are extremely large. In the few cases when it is possible and feasible to conduct these studies, by the time the results are reported, the window of opportunity to influence current practice or implicate likely failure in current designs has expired [2].

Information technology innovations have made joint registries a reasonable postmarket control system. Accordingly, various joint registries have been successfully implemented at a national level throughout the world. The general aims of implementing such registries, whether at a national or at a local level, are to provide data to drive improvements in outcomes, to evaluate cost-effectiveness, and to identify risk factors for early failure [3-7].

The potential for improving the total costs of arthroplasty procedures by establishing a joint registry has been demonstrated by a reduction in the hip revision rates, leading to cost savings in Sweden [6]. Maloney [4] projected an estimate of 30 million dollars saved by decreasing hip revision procedures by 5% in the United States. There is an opportunity to accomplish this through early identification of prone-to-failure implants using arthroplasty registries. In addition, these registries have also proven to be a compelling tool for evidence-based research activities [5-7]. Data generated from these registries have been used to identify potential research areas based on outcomes that reflect real-world experience and, therefore, possess superior generalizability and validity [5].

Several practical and organizational obstacles have prevented the success of a joint registry in the United States [4]. Those barriers were related to the excessive burden of time and cost associated with data collection and submission on clinical care providers, disagreement as to what constitutes a minimum data set, and failure to define a legal framework and governance system. With the projected exponential increase of joint arthroplasties [8], the need for implementation of an American joint

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arthroplasty registry is crucial. In December 2010, the American Joint Replacement Registry pilot project was launched with the support of the American Association of Hip and Knee Surgeons, the American Academy of Orthopaedic Surgeons, implant manufactures, payers, and other organizations. The main short-term goal of this registry is to establish an infrastructure and a uniform system for collecting device information and for monitoring outcomes of joint arthroplasties throughout the United States [9].

One of the key challenges in the establishment of a national registry is the development of an inexpensive and simple documentation system that allows for the collection of accurate data and maintains a high participation rate [10,11]. Logistic issues to address when developing a registry include selection of data collection method(s), definition of data to be collected, determination of the main outcome measure, and strategies for integrating processes to daily clinical workflows [12,13].

The ideal strategy for collecting data is undetermined. Internationally, the most common method used to collect data is based on paper forms [7,11,14]. Electronic-based forms are sometimes offered as an optional alternative to paper-based data collection. Most of the well-established joint registries, such as the Australian registry, use paper-based data collection [15], whereas others, such as the British National Joint Registry, use Web-based electronic data collection [12]. Other potential mechanisms for collecting data include populating the registry with either already established local or federal databases using electronic data capture software systems [1]. In the United States, the method for data collection may vary widely among different facilities, depending on their resources and technological capabilities. The American Joint Replacement Registry pilot data collection is Web-based and is populated either directly by data provided by the hospitals or using billing or surgical databases from the different hospitals. No real-time, uniform mechanism for data collection has been established by this effort. In addition, personnel involved in this process are still undefined, and the voluntary nature of participation in collecting data may be a limitation for this project to succeed.

That data collection may be voluntary and nonuniform in the US makes the level of compliance and accuracy of the registry unpredictable. Cases of poor compliance rates have been reported when participation in the registry is not mandatory [16,17]. On the other hand, uniform registries such as the Kaiser Permanente National Joint Replacement Registry have reported 90.0% voluntary participation with a 96.7% to 98.8% compliance rate and 98.8% accuracy rate [13]. Voluntary participation and nonuniformity may have deleterious effects on the validity of the data collected.

To explore the several documentation and data handling challenges posed by the implementation of any joint registry, we designed a nonmandatory, inexpensive, and low-burden pilot data collection system. The main aims of piloting this joint registry were to (1) test the integration of 3 low-burden documentation systems in 3 different hospital settings without direct surgeon involvement, (2) evaluate data accuracy and identify a documentation method that yields the highest quality data, and (3) assess the total participation rate achieved overall and in each hospital type. The purposes of this study are to describe the development of a joint registry documentation system, report the accuracy of different data collection strategies, and provide information regarding the challenges associated with incorporating data collection processes to the clinical workflow of different hospital types.

Materials and Methods

Standardized Forms Content

Data collection forms designed for this pilot registry were adapted from the Swiss Orthopaedic Registry hip and knee questionnaires. Content was intended to be low burden and was focused on inclusion of minimal essential or level 1 data [18], as suggested by the International Society of Arthroplasty Registries [14]. We defined the minimum essential data set to include patient demographics and procedure data in addition to implants used (Table 1). Demographic data included patient name, date of birth, gender, and medical record

Table 1. Variables Collected, Listed by the 15 Groups Considered for Data Analysis

Category	Variables
Patient	1. Patient name (last, first, MI)
	2. Date of birth
	3. Gender
	4. Medical record number
Procedure	5. Surgeon name (last, first, MI)
	6. Date of surgery
	7. Laterality
	8. Procedure
	9. Primary diagnosis
	10.Cement (Y/N)
	11. Navigation used (Y/N)
	12. Navigation system used (name)
Implants	13. Components, including:
	Used (Y/N)
	Barcode (manufacturer, catalog number, lot number)
	14. Components removed (revisions only)
	15. Ancillary materials, including:
	Cement (location)
	Stem (Y/N, diameter, length)
	Augments (Y/N, location)
	Plates (Y/N)
	Screws (Y/N, number)

MI indicates middle initial; Y/N, yes/no.

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number. Procedure data included surgeon name, date of procedure, surgery laterality, diagnosis, and hospital where the procedure was performed. Implant details included manufacturer, catalog number, lot number, size, and fixation method. Data on ancillary component use (stems, augments, screws, plates, or wires) were also recorded. Patient's medical record number served as the unique identifier that allowed linkage of revisions to primary procedures and permitted implant survival analysis. Revision forms collected the same demographic and procedure information, but removed implants and reason for revision were recorded as well. All reasons for revision were included as the end point of implant survival.

Both hip and knee procedures were collected, and 4 standardized forms were used for data collection in this study: primary knee, knee revision, primary hip, and hip revision arthroplasty forms (Appendix 1). The revision forms were designed to capture data from any intervention involving any prosthesis, including implantation, fracture repair, arthrodesis, and explant and cement spacer placement/removal.

Technical Frame

The setup of the registry followed the central server concept where all the information collected was transferred to a central MS Microsoft Access database (Microsoft Access; Microsoft, Redmond, Wash). The database was stored on a local secure server accessible only by the database administrator and backed up daily. Staff had individually assigned log-ins and passwords to the online application, and all data entry activities within the system were logged on a per-user basis to provide accountability (Fig. 1).

Workflow Integration

To facilitate the integration of data capture to the operating room practices, we asked operating room nursing personnel to be directly responsible for prospective data collection at the point of care, and their contribution was voluntary. Orthopedic surgeons were not directly involved in the registry operation or in the data collection process. Data entry was always completed immediately after the surgery. Although data entry was already part of the routine postoperative documentation processes, data capture for the registry added an extra step into the daily workflow.

Most of the expenses of handling a joint registry are directed to data collection processes [19]. To preserve the low cost and sustainability of the registry, no oversight or registry maintenance staff was hired for supervision of data entry and quality control. Nevertheless, 3 surgeon champions were selected as registry promoters at each of the 3 participating hospital types. The surgeon champions served as nonstrict oversight, as contact staff for questions or issues with the data collection process, to recruit and train nursing staff and to promote registry participation and awareness. Before each study phase, a 1-week trial period was undertaken to help answer questions and troubleshoot technical issues with members of the research team available to the nursing staff 24 hours a day.

Data Collection Strategies

Three different data capture methods were used for comparison. These included paper-based forms (phase I), online electronic forms comprising manual keypunching for implant details input (phase II), and online electronic forms incorporating barcode scanning

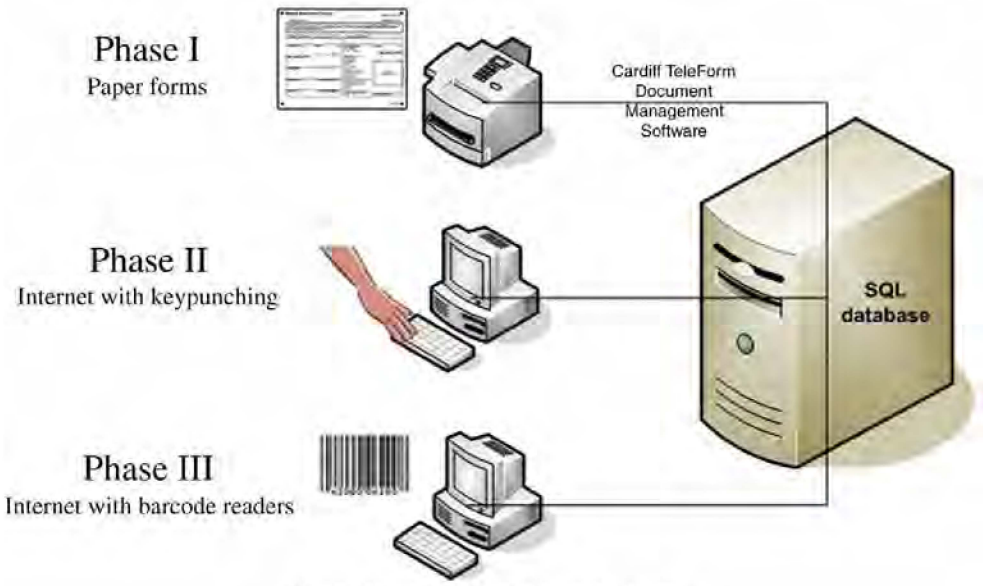


Fig. 1. Description of the study design.

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for implant data entry (phase III). To mimic the hospital diversity that must be accommodated by a national registry, all methods were implemented separately and sequentially evaluated at 3 different hospital types including a large academic hospital, a large-sized community hospital, and a small-sized community hospital within the same health system [20]. The large academic hospital had 12 fellowship-trained adult reconstruction surgeons who perform ~2500 arthroplasties each year along with a large operating room staff (>25 people specialized in orthopedic procedures and many nonspecialized personnel employed during high volume). The large community hospital had 3 fellowship-trained adult reconstruction surgeons, 2 general orthopedic surgeons, and a small dedicated team who complete ~1000 cases annually. The small community hospital had 1 fellowship-trained surgeon, 3 general orthopedic surgeons, and an intimate staff of only 8 individuals who complete ~350 cases per year. The 3 data collection methods were implemented separately during a period that ranged from 22 to 51 weeks, dividing the study into these 3 phases. Each phase was simultaneously implemented in the 3 different hospital types where the registry was piloted. The duration of each phase ranged from 4 to 20 weeks and was stopped when approximately 80 to 100 forms were obtained from every hospital type.

During phase I, data collection was done by using paper-based forms. Each form was double sided, and completion required the user to fill in handwritten data, "bubble" fields (ie, yes/no questions), and to attach the implant label stickers (Appendix 1). Upon completion, forms were fax scanned to the central server and analyzed using special document management software (Cardiff TeleForm; Cardiff, Vista, Calif) that digitized the completed fields. If the software detected invalid forms or was not confident about its interpretation of a particular response (ie, poor handwriting, crooked barcodes, stray marks, etc), the form was presented to a human verifier for manual correction of data. After verification, the data were stored in the central database.

During phases II and III, electronic forms accessed through a secure online interface were the sole method of data entry. The distinguishing feature that differed between these 2 methods was that patient medical record number and implant details were captured with keypunching during phase II, whereas phase III used keypunching and barcode readers. An online data collection system was developed for phases II and III, and a direct data entry into the central database was possible. Both the data collection system and the database were hosted on the same central server. In contrast with phase I, the information collected during phases II and III allowed real-time data validation and quality control.

Registry Compliance and Accuracy

Evaluation of compliance and accuracy of the registry data was performed after concluding the data collection process. To determine compliance rate, a query of the operating room information system was conducted using Current Procedural Terminology [21] codes for primary and revision total hip and total knee arthroplasty cases performed during the same time frame as the data collection periods. This query represented the actual cases completed at each hospital. *Compliance rate* was defined as the ratio of cases with data captured to the number of actual cases performed. To assess for accuracy rate, paper and electronic medical records were compared with the information captured in the registry database. Implant information accuracy was assessed by comparing manufacturer labels found in paper medical records with the catalog and lot number stored in the registry database. Forms for which implant labels were not available in the paper medical records were excluded (n = 5), leaving a total of 925 arthroplasty procedures used for the final analysis. The number of fields varied by form type (ie, revision forms had more fields) and patient because of the variability of components used. Some fields were grouped together for data analysis, which yielded 15 categories (Table 1) or a total of 13 875 fields across the 925 forms. We considered overall accuracy (average number of errors), complete accuracy (all fields on the form were correct), and accuracy by each individual field in the final analyses.

Statistical Analysis

The 15 data field categories for each of the 925 forms were assigned a binomial classification to reflect whether the data matched (assigned a 1) or did not match (assigned a 0) the data in the medical record. These were compared by site and by method using contingency χ^2 analyses using SPSS (SPSS Inc, Chicago, Ill).

Source of Funding

The Biomedical Research and Education Foundation provided funding in support of this study but did not play a role in the investigation.

Results

A total of 1761 arthroplasty procedures were performed at the 3 hospitals types during the data collection periods (large academic hospital n = 833, large community hospital n = 568, small community hospital n = 360). Registry forms were collected for 930 of these procedures, for an overall compliance rate of 52.8% (930/1761). Compliance rates varied among sites, with the small community hospital having the highest overall compliance rate (317/360; 88.0%) and the large academic hospital having the lowest (300/833; 36.0%). Compliance rates decreased with each phase of data collection at the large academic hospital and the large community hospital, but remained fairly constant

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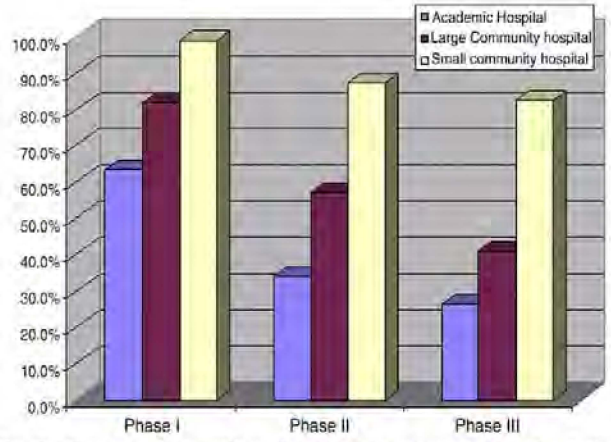


Fig. 2. Bar graph detailing the compliance rates for the 3 sites using the 3 data collection methods.

throughout the study at the small community hospital (Fig. 2).

Data on 853 primary arthroplasty procedures and 77 revisions were reported to the registry. Of these, 48.8% (450/930) were primary knee procedures, 4.3% (40/930) were revision knee surgeries, 43.3% (403/930) were primary hip procedures, and 4.0% (37/930) were revision hip surgeries. Overall compliance rate for revision procedures was low (77/285; 27.0%) relative to that of primary procedures (853/1476; 57.8%). The highest compliance for revision procedure data capture was achieved at the small community hospital (26/43; 60%), and the lowest compliance was observed at the large academic center (34/186; 18%). Compliance rate of exchange revisions (ie, all components) was higher (57/178; 32.0%) when compared with partial revision procedures (ie, revision of a single component; 19/68; 28%). Similarly, compliance was lower for revisions involving explant only (1/39; 3%) than for exchange revisions.

Overall, only 62.5% (578/925) of the submitted forms were completely accurate. There was a significant difference in complete accuracy rate among the data collection sites ($P < .001$), with the large community hospital demonstrating the highest accuracy rate across all 3 data collection methods (231/313; 73.8%) (Table 2). The least number of completely accurate forms was collected at the large academic hospital (149/300; 49.7%). There was a significant difference in complete accuracy rate among the methods of data collection as well ($P = .017$). Complete accuracy rate was greatest for phase III, in which barcode scanning was implemented, and lowest in phase I using paper-based methods.

In the 347 forms that contained errors, a total of 484 mistakes were found across all sites and phases, corresponding to an overall error rate of 3.5% (or an overall accuracy rate of 96.5%). The average number of mistakes varied significantly among sites ($F = 22.07$; $P < .0001$) but not by method ($F = 1.95$; $P = .14$). The large academic hospital had, on average, 0.88 (±0.93) mistakes per form using the paper-based methodology, which was the highest number encountered in the study (Fig. 3). The error rate was reduced to 0.62 (±0.78) and 0.64 (±1.0) during phases II and III, respectively, in which a browser-based electronic form was used, although this difference was not statistically significant ($F = 1.82$; $P = .16$). Similarly, the small community hospital saw its highest number of errors per form during phase I (0.59 ± 0.76), which then decreased to 0.46 (±0.67) and 0.40 (±0.72) during phases II and III, respectively (Fig. 3), but was not statistically supported ($F = 1.85$; $P = 0.16$). In contrast, the average number of mistakes per form was lowest at the large community hospital during the paper data collection (0.26 ± 0.52) and was statistically different among the data collection methods ($F = 3.62$; $P = .03$).

There was variation in accuracy rates when analyzing each variable collected by site and data collection method (Table 3; available online at www.arthroplastyjournal.org). Most notable among these were 2 essential pieces of data, including implant barcode information (ie, catalog and lot numbers) and medical record number (ie, the primary patient identifier). Most of the implant data set (883/925; 95.5%) was accurate, and mistakes were found in only 42 (4.5%) of 925 forms. The significant majority of errors in the implant data set happened while using paper forms to collect this information (31/42, or 74%; $P < .0001$) (Fig. 4). Similarly, the medical record numbers collected were highly accurate, with a total of only 32 (3.5%) errors across all sites and data collection methods. Most of these mistakes occurred using the paper-based method (21/31, or 66%; $P < .0001$) (Fig. 5).

Discussion

The usefulness and reliability of a joint registry depend on the compliance and the accuracy of the data entered [22]. Implementing a joint registry is a challenge that starts with the selection of a simple reporting system that enhances the collection of

Table 2. Complete Accuracy Rate Among Sites for Each Phase of Data Collection

	Phase I	Phase II	Phase III	Total	*P*
Large academic center	44/108 (40.7%)	40/81 (49.4%)	65/111 (58.6%)	149/300 (49.7%)	.03
Large community hospital	78/100 (78.0%)	73/110 (66.4%)	80/103 (77.7%)	231/313 (73.8%)	.09
Small community hospital	47/86 (54.7%)	65/102 (63.7%)	86/124 (69.4%)	198/312 (63.5%)	.13
Total	169/297 (57.5%)	178/293 (60.8%)	231/338 (68.3%)	578/925 (62.5%)	.02
P	<.0001	.05	.01	<.0001	

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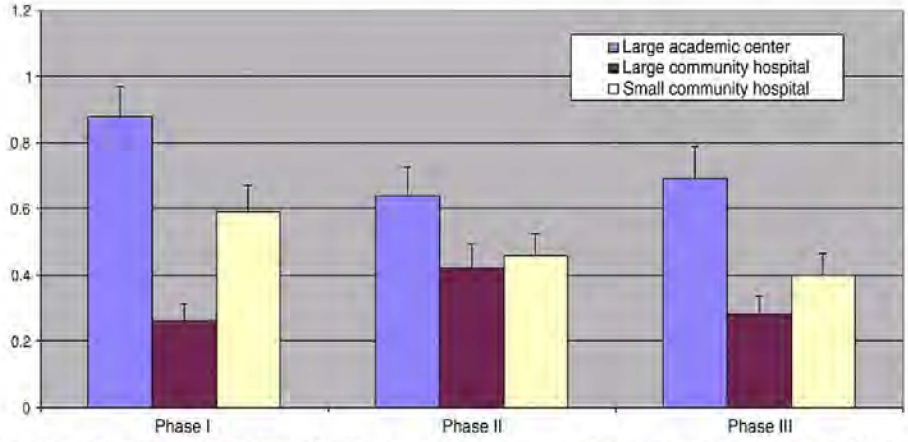


Fig. 3. Bar graph showing the average number of mistakes per form at each site using the 3 data collection methods (includes standard error bars).

accurate data and allows for a high compliance rate [12]. The goal of this study was to pilot a voluntary data collection program with minimal oversight and test the compliance and accuracy rates associated with 3 documentation strategies at 3 different hospital types under those circumstances. It is to be hoped that the results presented may aid on the decision-making process to establish a national arthroplasty registry.

A low-burden reporting system that involves collection of the minimum essential data has been shown to positively impact the quality of data and the participation rate associated with a joint registry [7,12]. Benchmarking with well-organized registries has been evidenced to be a useful approach to design effective data collection tools [13]. In conformity with this evidence, data collection instruments used for this pilot project were modeled after one of the oldest and best performing national registries [7]. Nonetheless, our results showed that overall compliance was low, particularly at the large academic hospital. Similar to the data reported by Puolakka et al [23], results from this study showed that participation rate was highest in the small community hospital. In addition, compliance decreased with each successive phase of data collection in this study. Complete accuracy rate was influenced by both the data collection method and the type of hospital where the data were collected. Two critical registry data elements, implant information and primary patient identifiers, were shown to be more accurate when collected using electronic data capture methods.

As in most of the currently established arthroplasty registries around the world, participation in this registry was voluntary [18]. However, unlike most other registries, in which completeness usually exceeds 90% of the data [12,13,18], participation was very low even with a relatively simple reporting system. The Canadian Joint Replacement Registry [16], which also implicated voluntary contribution of the operating room staff, reported a similar compliance rate of 41%. Other registries have also reported a large variation in terms of compliance and have attributed it to the burden associated with the data to be collected, the personnel involved in the data collection process, and whether or not incentives were used to uphold participation and data confidentiality concerns [22-25]. We believe that the low participation rate in this study was due to the lack of surgeon involvement, feedback system, and strict oversight.

Orthopedic surgeon support and direct involvement in data collection has been emphasized as a key factor to increase compliance [13]. This observation correlates with the higher participation rate seen at the small community hospital in this study, where the champion surgeon was more involved in the data collection process, because the number and complexity of cases was relatively low compared with the other sites. However, the progressive decrease over time in data reporting in this study demonstrates that some kind of incentive is needed to motivate continuous participation. In the experience of well-organized arthroplasty registries, a continuous feedback system (ie, periodic performance reports) can be used to incentivize participation [11,13,22,24]. In addition, legislation in favor of mandatory reporting might also improve participation rate. The registries with mandatory reporting [26] have shown better overall compliance than those that are not mandatory and have no monetary reimbursement [16,25].

Data confidentiality concern may also be a potential barrier to compliance with data reporting because results obtained from these databases may expose individual surgeons, hospitals, and manufacturers to discrimination and liability issues [27]. Accordingly, data privacy guarantees have been recognized as another crucial factor for the success of an arthroplasty registry [4,11]. Most established registries present data conclusions in an anonymous way, and only some registries give hospital

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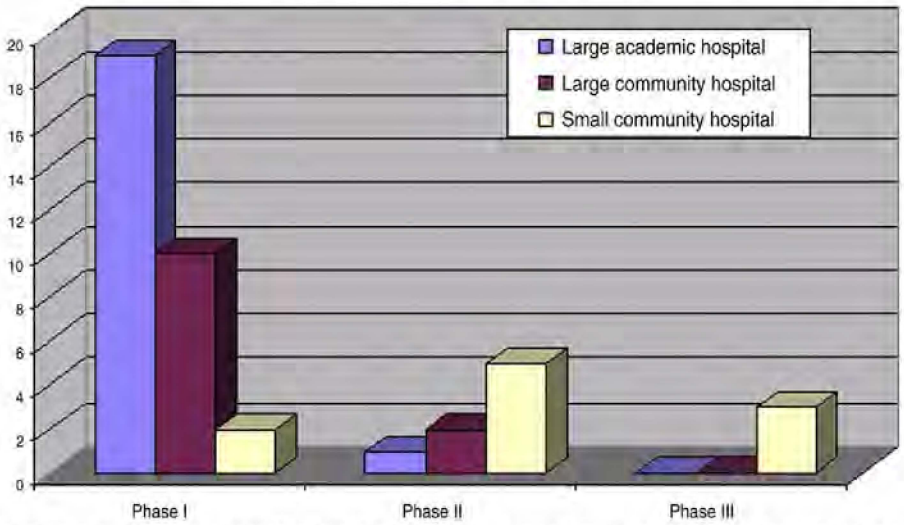


Fig. 4. Bar graph of the number of errors in collecting the implant information (catalog and lot numbers), shown by site and data collection method.

units access to their own results [12]. With the intention of comparing results, some registries give access to other hospital's results by keeping the identity of the other institutions confidential [28]. Statistically significant data regarding implant and technique performance is usually presented in orthopedic conferences and scientific journals [12]. Legal implications were not a major concern for participants in this pilot registry and did not affect the results because patient outcomes were not compared using these pilot registry data.

Given the fact that missing data capture for revision procedures directly affects conclusions drawn, a high compliance rate for these procedures is critical to arthroplasty registries. This study showed that compliance for revisions was significantly lower than for primary procedures. These data concur with those of Pedersen et al [26], in which revision reporting compliance was lower than that for primary procedures. This same study [26] also showed that the type of revision most commonly missed were those involving explants, whereas the most commonly reported type of revision was exchange revisions, which is similar to what is reported in the current study.

The overall accuracy (96.5%) of the data collected was similar to what has been previously reported in the literature by other registries [11,22-24,29]. In contrast to what has been reported from the Swedish Knee Arthroplasty Register [29], the overall accuracy rates were lower in the large academic hospital than the community hospitals. We believe that this may be related with the higher level of complexity and volume of cases performed at the academic hospital, which require more documentation and, consequently, higher chances of having mistakes. Moreover, in the academic center, given the higher volume and daily variation in operating room personnel, some members of the surgical team might not be as familiarized with orthopedic implant data.

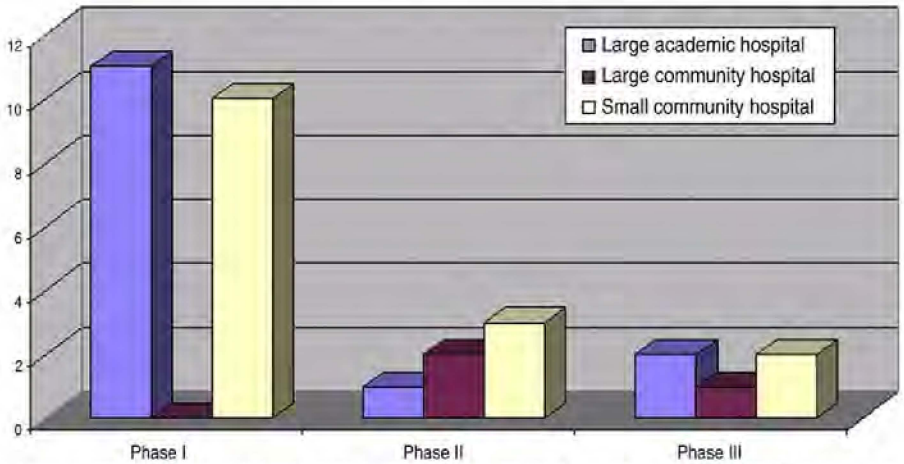


Fig. 5. Bar graph of the number of errors in collecting the medical record number, shown by site and data collection method.

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Although the complete accuracy of the collected forms was low, the most valuable data of the registry (ie, the patient identifier and implant barcode information) was highly accurate. This study shows that paper-based data collection instruments achieve an accuracy rate close to that achieved with electronic data collection only when applied in the large community hospital. Arthursson et al [22] have reported similar results using data extracted from the Norwegian registry, where the most accurate information was collected on the hospital database by stable personnel and well-performed routines [22]. The success of the registry hinges on the ability to accurately capture the primary patient identifier [30] because this serves to link the registry episodes and determine trends in revision and implant failures. Unfortunately, we were not able to use social security number, the nationally recognized patient identifier, because it is considered a risk to human research subjects. Instead, we used the local medical record number as a surrogate.

When selecting the most suitable data collection method, the type of hospital, volume, and workflow should be considered. Workflow organizational effectiveness has been reported as a predictor of data accuracy and completeness [1]. Paxton et al [13] noted that minimal workload and efficient strategies for integration into the clinical workflow are vital for a successful registry data collection. Making use of existing administrative databases has also been suggested as a method to significantly reduce the burden associated with data collection processes [13]. The results observed in this study suggest that electronic-based technologies are related with higher accuracy and compliance of the data, particularly when barcode scanners are used. However, because these technologies have an inherently higher cost, hospitals with limited budgets should make informed decisions when deciding which method is most appropriate according to the volume of the hospital. Barcode scanning is not without problems, as Paxton et al [13] experienced technical problems with integration to regular documentation on large-scale data collection (ie, 43 hospitals). However, Web-based technology innovations have led to an increased use of online documentation systems [12].

The results reported here should be viewed considering the limitations of the study. Participation in this study was voluntary and involved no rigorous oversight; therefore, the sample size was relatively small. Another limitation of this study is that variables were grouped into 15 categories for data analysis to standardize the methods across all form types and interpatient variation. This gave a total field count of 13 875, which is less than the actual fields by approximately half. We recognize that it negatively affects the accuracy rate calculations but chose to use these conservative measures. Because this study was focused on collecting essential registry data (level 1 data), other important information such as comorbidities, complications, and patient-reported outcomes were not considered. In addition, we did not include a control group in the study design; therefore, we were unable to determine if compliance and accuracy rate inconsistencies were related to the method of data collection or to the lack of strict oversight and feedback systems. Finally, the 3 hospitals used in this study may not represent the overall health care system in the United States. We did not include any federal or state-funded health care facilities or for-profit hospitals.

Paper-based forms remain the standard used for many registries around the world [12]. Our data show that an unmonitored, volunteer-based collection system will not be sufficient for collecting complete and accurate data. Options to enhance and improve the compliance and accuracy of the data collected may include direct surgeon involvement in the data collection process, potential third-party oversight, and/or a continuous feedback system.

Acknowledgments

We would like to acknowledge Boris Bershadsky, PhD, and Greg Strnad for their significant contributions to the design and development of the 3 data collection systems used in this study.

Appendix A. Supplementary data

Supplementary data to this article can be found online at doi:10.1016/j.arth.2011.12.014.

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Table 3. Accuracy Rates Associated With Each Variable Collected by Paper Forms (Phase I), Internet With Keypunching (Phase II), and Internet With Barcode Scanning (Phase III) at a Large Academic Hospital (A), a Large Community Hospital (B), and a Small Community Hospital (C)

A. Large Academic Hospital

Variable	Phase I (n = 108)	Phase II (n = 81)	Phase III (n = 111)
Name	105 (97.2%)	75 (92.6%)	95 (85.6%)
Date of birth	107 (99.1%)	79 (97.5%)	99 (89.2%)
Gender	108 (100%)	69 (85.2%)	108 (97.2%)
MRN	97 (89.8%)	80 (98.8%)	109 (98.2%)
Surgeon name	107 (99.1%)	80 (98.8%)	104 (93.7%)
Date of surgery	103 (98.1%)	81 (100.0%)	111 (100.0%)
Laterality	106 (98.2%)	80 (98.8%)	111 (100.0%)
Procedure	105 (97.2%)	80 (98.8%)	111 (100.0%)
Primary diagnosis	103 (98.1%)	76 (93.8%)	105 (94.6%)
Cement	96 (88.9%)	81 (100.0%)	110 (99.1%)
Navigation	100 (92.6%)	73 (90.1%)	93 (83.8%)
Implants	89 (82.4%)	80 (98.8%)	111 (100.0%)
Implants removed	108 (100%)	81 (100.0%)	109 (98.2%)
Ancillary materials	83 (76.9%)	67 (82.7%)	101 (91.0%)

B. Large Community Hospital

Variable	Phase I (n = 100)	Phase II (n = 110)	Phase III (n = 103)
Name	98 (98.0%)	109 (99.1%)	102 (99.0%)
Date of birth	100 (100.0%)	109 (99.1%)	102 (99.0%)
Gender	100 (100.0%)	105 (95.5%)	102 (99.0%)
MRN	100 (100.0%)	108 (98.2%)	102 (99.0%)
Surgeon name	99 (99.0%)	103 (93.6%)	99 (96.1%)
Date of surgery	98 (98.0%)	110 (100.0%)	103 (100.0%)
Laterality	100 (100.0%)	110 (100.0%)	103 (100.0%)
Procedure	100 (100.0%)	108 (98.2%)	102 (99.0%)
Primary diagnosis	96 (96.0%)	102 (92.7%)	95 (92.2%)
Cement	97 (97.0%)	109 (99.1%)	102 (99.0%)
Navigation	100 (100.0%)	101 (91.8%)	98 (95.1%)
Implants	90 (90.0%)	108 (98.2%)	103 (100.0%)
Implants removed	100 (100.0%)	109 (99.1%)	103 (100.0%)
Ancillary materials	96 (96.0%)	97 (88.2%)	97 (94.2%)

C. Small Community Hospital

Variable	Phase I (n = 86)	Phase II (n = 102)	Phase III (n = 124)
Name	76 (88.4%)	99 (97.1%)	122 (98.4%)
Date of birth	86 (100.0%)	101 (99.0%)	124 (100.0%)
Gender	85 (98.8%)	100 (98.0%)	122 (98.4%)
MRN	76 (88.4%)	99 (97.1%)	123 (99.2%)
Surgeon name	80 (93.0%)	98 (96.1%)	113 (91.1%)
Date of surgery	86 (100.0%)	102 (100.0%)	124 (100.0%)
Laterality	86 (100.0%)	102 (100.0%)	124 (100.0%)
Procedure	81 (94.2%)	102 (100.0%)	124 (100.0%)
Primary diagnosis	78 (90.7%)	97 (95.1%)	116 (93.5%)
Cement	84 (97.7%)	102 (100.0%)	122 (98.4%)
Navigation	81 (94.2%)	90 (88.2%)	116 (93.5%)
Implants	84 (97.7%)	97 (95.1%)	121 (97.6%)
Implants removed	86 (100.0%)	102 (100.0%)	121 (97.6%)
Ancillary materials	84 (97.7%)	91 (89.2%)	114 (91.9%)

MRN indicates medical record number.

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VA-19-0799-A-000765
DS_00000765

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Message

From: Jennifer Lee [(b) (6) gmail.com]
Sent: 5/8/2017 6:54:41 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Pic
Attachments: 20170508_120304.jpg

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Message

From: [redacted] [redacted]hotmail.com]
Sent: 5/8/2017 6:06:55 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Oval w biopharma

Great shot

Sent from my iPhone

On May 8, 2017, at 2:06 PM, David shulkin <Drshulkin@aol.com> wrote:

> Sent from my iPhone
>
> Begin forwarded message:
>
> **From:** Jennifer Lee <[redacted]gmail.com>
> **Date:** May 8, 2017 at 1:36:07 PM EDT
> **To:** David Shulkin <drshulkin@aol.com>
> **Subject: Oval w biopharma**
>
> <20170508_120322.jpg>

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 6:00:13 PM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: Oval w biopharma

Sent from my iPhone

Begin forwarded message:

From: Jennifer Lee <(b) (6) gmail.com>
Date: May 8, 2017 at 1:36:07 PM EDT
To: David Shulkin <drshulkin@aol.com>
Subject: Oval w biopharma



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Message

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Sent: 5/8/2017 5:36:07 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Oval w biopharma
Attachments: 20170508_120322.jpg

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 8:50:40 PM
To: L Perl [(b) (6) gmail.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; IKE [(b) (6) frenchangel59.com]
Subject: Re: Donna Katen-Bahensky

Perfect- thanks

Sent from my iPhone

> On May 8, 2017, at 4:41 PM, L Perl <(b) (6) gmail.com> wrote:
>
> I just spoke with Donna and she will be emailing both of you
> with her contact info.
>
> She is passionate about being able to help turn her Medical Center into
> one of excellence and wants very much to be part of your team.
>
> Have a great evening.....L

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From: L Perl [(b) (6) gmail.com]
Sent: 5/8/2017 8:41:37 PM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]; IKE [(b) (6) frenchangel59.com]
Subject: Donna Katen-Bahensky

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She is passionate about being able to help turn her Medical Center into one of excellence and wants very much to be part of your team.

Have a great evening.....L

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 6/8/2017 10:14:03 AM
To: Marc Sherman [(b) (6) gmail.com]
CC: David shulkin [drshulkin@aol.com]
Subject: Re: Patient portal

Yes most certainly needs to be part of it- thanks a ton for the support you provided this past week- has been so hectic and couldn't have managed it without you!!

Sent from my iPhone

> On Jun 7, 2017, at 11:30 PM, Marc Sherman <(b) (6) mail.com> wrote:
>
> Do patients currently have a patient portal through Vista? When the new system gets negotiated, perhaps there should be a patient portal module required. Big item for quality of care and other reasons.
>
> Marc Sherman
> (202) 758-(b) (6)

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/13/2017 3:03:44 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Fwd: [EXTERNAL] Fwd: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

Sent from my iPhone

Begin forwarded message:

> **From:** "Young, Steven W." <Steven.Young2@va.gov>
> **Date:** May 12, 2017 at 3:54:43 PM EDT
> **To:** 'Poonam Alaigh' <(b) (6) hotmail.com>
> **Subject: RE: [EXTERNAL] Fwd: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]**
>
> I think this an old story. I am checking.
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** David shulkin [Drshulkin@aol.com]
> **Sent:** Friday, May 12, 2017 11:58 AM Pacific Standard Time
> **To:** Poonam Alaigh; Young, Steven W.
> **Subject:** [EXTERNAL] Fwd: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]
>
> Look below- we need to address
>
> Sent from my iPhone
>
> Begin forwarded message:
>
> > **From:** <(b) (6) sunnyshulkin.com>
> > **Date:** May 12, 2017 at 1:47:54 PM EDT
> > **To:** "David Shulkin" <drshulkin@aol.com>
> > **Subject: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]**
> >
> > Krause
> >
> > -------- Original Message --------
> > Subject: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired
> > Food To Veterans
> > From: Benjamin Krause <benkrause@disabledveterans.org>

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Date: Fri, May 12, 2017 12:03 pm
To: (b) (6) [redacted] sunnyshulkin.com

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An anonymous whistleblower provided photos to The Daily Caller (TheDC) of raw chicken allegedly served to at least one of the diners at Hines VA. The whistleblower reports the foo often served still raw and that many other meals are also expired when served to veterans.

When chicken is served raw and eaten, veterans are at risk of getting ill from a bacteria calle Salmonella. Eating such chicken can result in gastrointestinal distress and similar problems.

The conditions complained of there have been plaguing the facility for at least a year but hav gone substantively unaddressed during that time...

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Breaking news fighting for veterans in the courtroom of public opinion.

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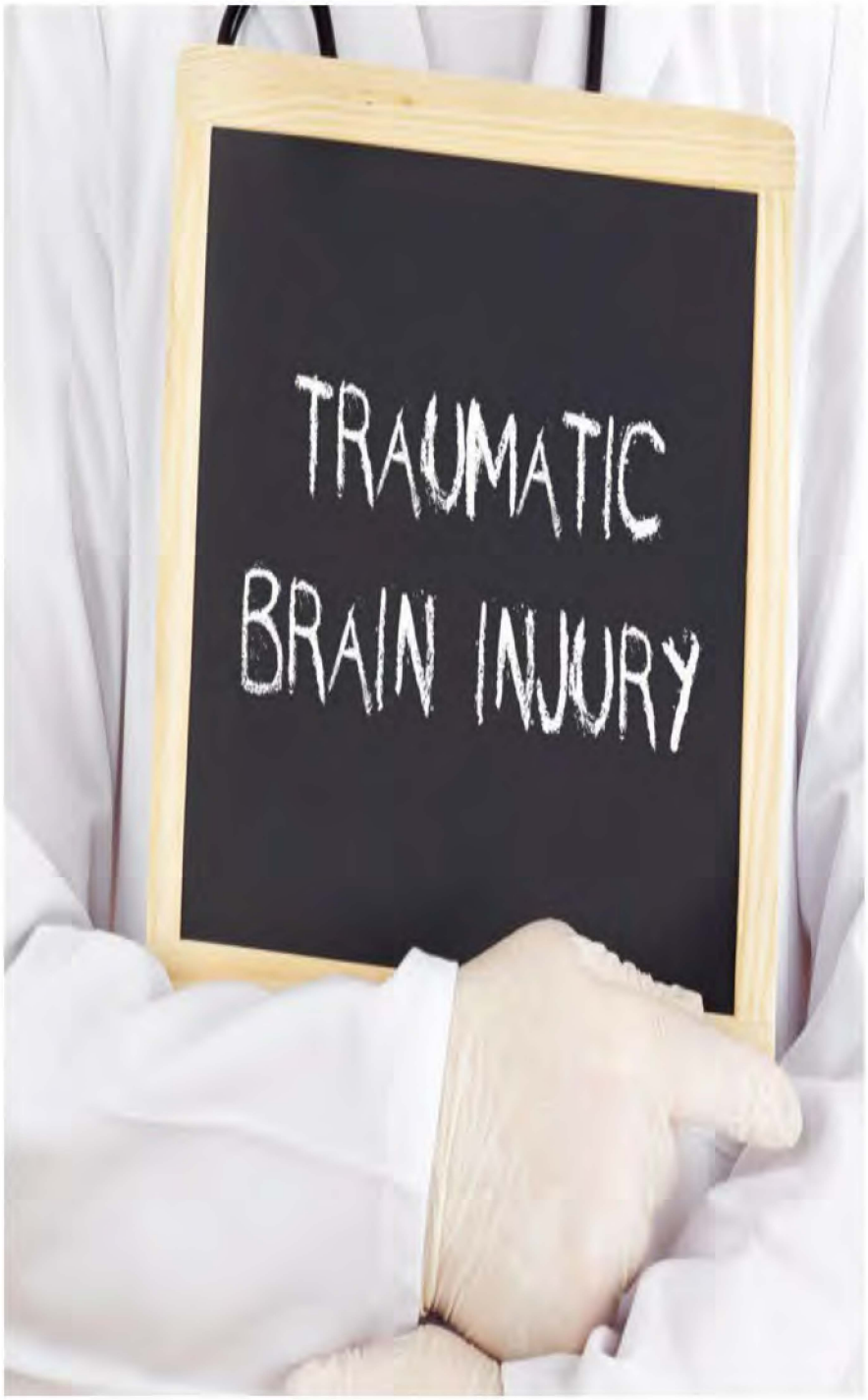
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25,000 Veteran TBI Scandal Exposed

We exposed that VA used unqualified doctors to examine veterans with TBI from 2007 to 20
The exposure resulted in a massive policy reversal and equitable relief package for veterans
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result of the Emmy award-winning investigation and reporting from the NBC team...

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Following the VA shutdown in October 2013, I began investigating where VA was spending money. Come to find out, it was spending it on a propaganda spin machine costing taxpayer

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over $25 mil per year. The story was picked up by Fox News contributor Michelle Malkin... [r
more]

Patient Flag System

Host of DC Breakdown Angela Rae interviewed me on her show to discuss the Communist-
Patient Flag system many VA healthcare professionals use to retaliate against outspoken
veterans... [watch it]





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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/13/2017 3:03:14 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

There is an IG report coming about cockroaches in the kitchen too - being released soon - Missel gave me a heads up and said would get media attention

Sent from my iPhone

On May 12, 2017, at 5:31 PM, David shulkin <Drshulkin@aol.com> wrote:

> Sounds like Dr Braverman should move his office into the kitchen or at least cook a few meals with them
>
> Sent from my iPhone
>
> On May 12, 2017, at 4:59 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> > Yup- Steve is looking into it - he send us an email
> >
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> >
> > > Did u c?
> > >
> > > Sent from my iPhone
> > >
> > > Begin forwarded message:
> > >
> > > **From:** <(b) (6) sunnyshulkin.com>
> > > **Date:** May 12, 2017 at 1:47:54 PM EDT
> > > **To:** "David Shulkin" <drshulkin@aol.com>
> > > **Subject: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]**
> > >
> > > Krause
> > > -------- Original Message --------
> > > Subject: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans
> > > From: Benjamin Krause <benkrause@disabledveterans.org>
> > > Date: Fri, May 12, 2017 12:03 pm
> > > To: (b) (6) sunnyshulkin.com

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/12/2017 9:31:17 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

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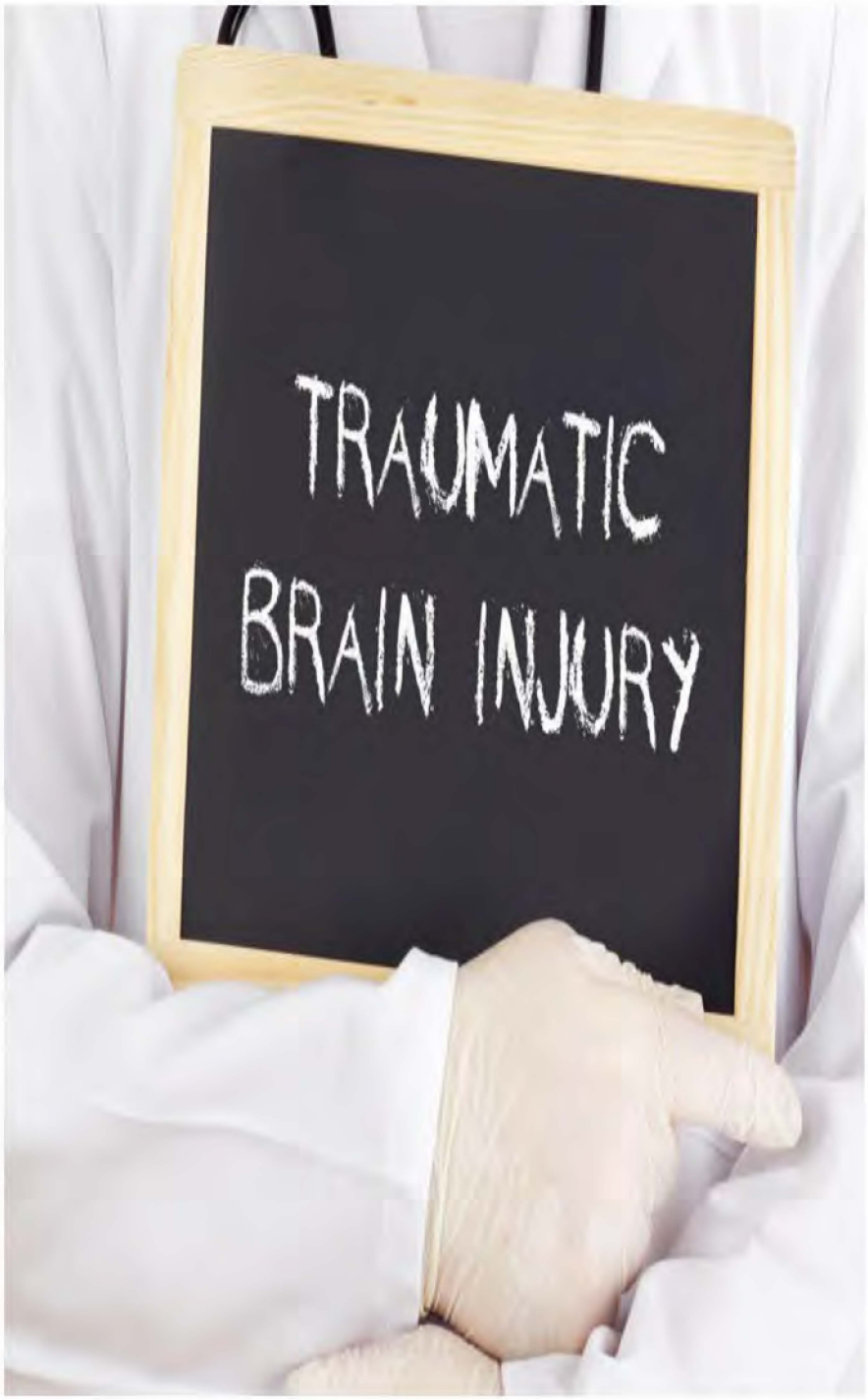
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From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/12/2017 8:59:33 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

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> To: (b) (6) sunnyshulkin.com
>
> DisabledVeterans.org
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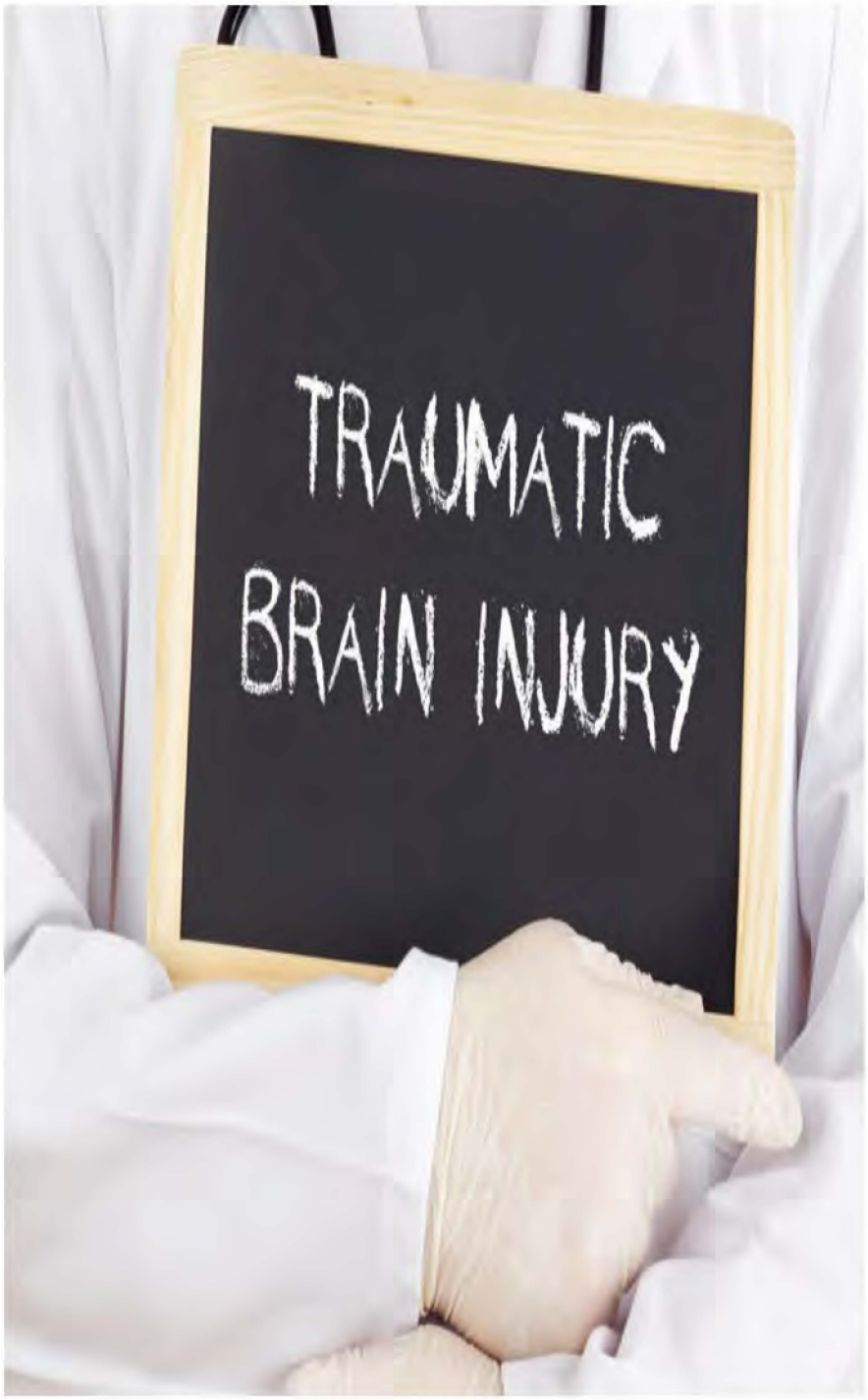
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To: Poonam Alaigh [(b) (6) hotmail.com]
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Did u c?

Sent from my iPhone

Begin forwarded message:

From: <(b) (6) sunnyshulkin.com>
Date: May 12, 2017 at 1:47:54 PM EDT
To: "David Shulkin" <drshulkin@aol.com>
Subject: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

Krause

-------- Original Message --------
Subject: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans
From: Benjamin Krause <benkrause@disabledveterans.org>
Date: Fri, May 12, 2017 12:03 pm
To: (b) (6) sunnyshulkin.com



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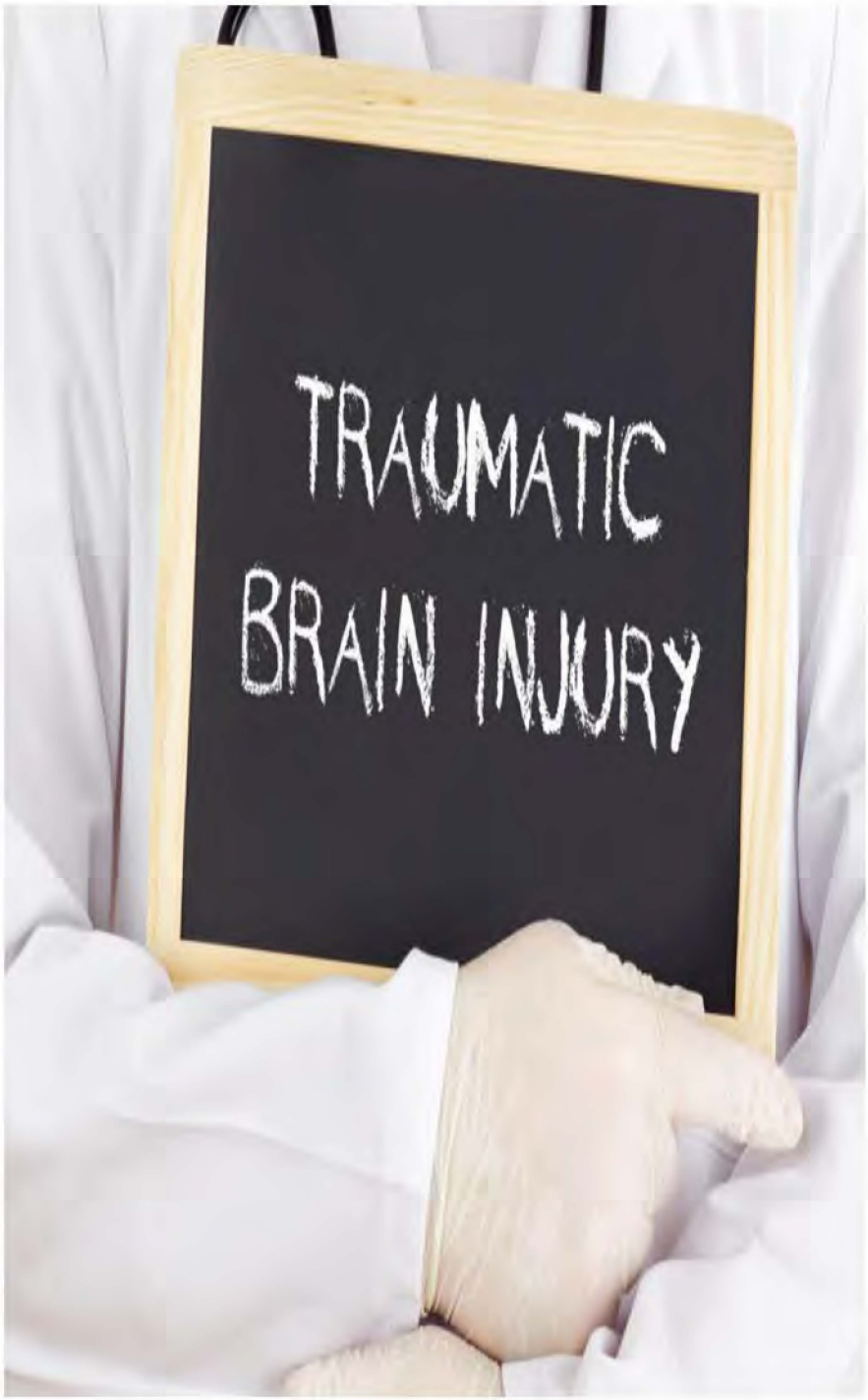
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We exposed that VA used unqualified doctors to examine veterans with TBI from 2007 to 2016. The exposure resulted in a massive policy reversal and equitable relief package for veterans affected. VA won the Golden Padlock Award for being the most secretive agency in 2016 as a result of the Emmy award-winning investigation and reporting from the NBC team...

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Watch TBI Scandal TV Special



Veterans Choice Reversal

One Minneapolis-based NBC News investigation with AJ Lagoe focused on how the Veterans Choice Program. Check out what happened as a result of the exposure...

Read About Veterans Choice



Exposing VA Propaganda

Following the VA shutdown in October 2013, I began investigating where VA was spending its money. Come to find out, it was spending it on a propaganda spin machine costing taxpayers

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over $25 mil per year. The story was picked up by Fox News contributor Michelle Malkin... [read more]

Patient Flag System

Host of DC Breakdown Angela Rae interviewed me on her show to discuss the Communist-esq Patient Flag system many VA healthcare professionals use to retaliate against outspoken veterans... [watch it]





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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/12/2017 6:57:14 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; Steven W. Young [steven.young2@va.gov]
Subject: Fwd: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

Look below- we need to address

Sent from my iPhone

Begin forwarded message:

From: <(b) (6) sunnyshulkin.com>
Date: May 12, 2017 at 1:47:54 PM EDT
To: "David Shulkin" <drshulkin@aol.com>
Subject: [FWD: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans]

Krause

-------- Original Message --------
Subject: Chow Time? Veterans Affairs Serving Dangerously Raw, Expired Food To Veterans
From: Benjamin Krause <benkrause@disabledveterans.org>
Date: Fri, May 12, 2017 12:03 pm
To: (b) (6) sunnyshulkin.com



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Chicken, anyone...?

One Veterans Affairs hospital previously plagued with repeated scandals is in the news again today for serving raw and expired food to veterans and staff.

Hines VA Hospital, located just outside Chicago, is noted have problems ranging from whistleblower retaliation to illegal surgeries killing veterans to allowing veterans to melt after death rather than be buried. The new scandal at the facility focuses on the dangerously poor quality of the food it serves to staff and veterans.

An anonymous whistleblower provided photos to The Daily Caller (TheDC) of raw chicken allegedly served to at least one of the diners at Hines VA. The whistleblower reports the food is often served still raw and that many other meals are also expired when served to veterans.

When chicken is served raw and eaten, veterans are at risk of getting ill from a bacteria called Salmonella. Eating such chicken can result in gastrointestinal distress and similar problems.

The conditions complained of there have been plaguing the facility for at least a year but have gone substantively unaddressed during that time...

CLICK HERE To Read On...

Ben's Courtroom Of Public Opinion

Breaking news fighting for veterans in the courtroom of public opinion.

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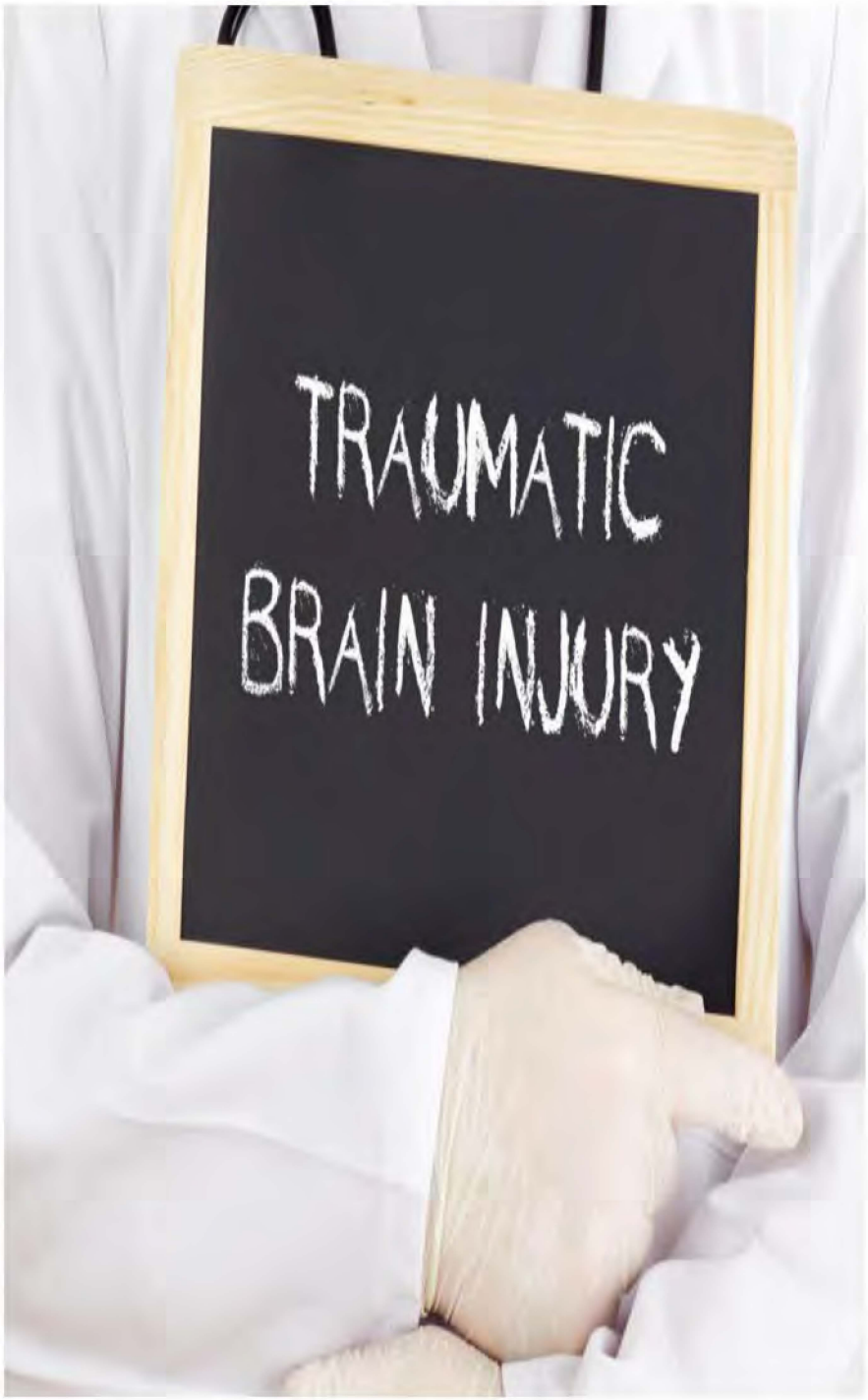
FEATURED IN



Just in case you missed what we've been doing up here in Minneapolis to fight for veterans nationwide, here are some scandals and stories exposed through the press.

=> Check out some interviews below...

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Unsubscribe

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Message

From: IP [(b) (6) frenchangel59.com]
Sent: 5/24/2017 2:34:12 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: (b) (6) Tom Hanks - Johnson and Johnson / VA

FYI

From: (b) (6) [JSGUS] [mailto (b) (6) ts.jnj.com] **On Behalf Of** (b) (6) [JSGUS]
Sent: Wednesday, May 24, 2017 9:29 AM
To: (b) (6)
Cc: (b) (6)
Subject: (b) (6) Tom Hanks

Being sent on behalf of (b) (6)

Dear (b) (6)

My name is (b) (6) and I am the head of Johnson & Johnson's Pharmaceutical Supply Chain and Manufacturing. I also have the privilege of leading our Veterans' Employee Resource Group. At the request of our CEO, (b) (6) and the Secretary of the Veterans Administration, Dr. David Shulkin, I was asked to lead a team that is working together with the Veterans' Health Administration to urgently reduce the number of Veteran suicides from more than 20 per day to zero. There is nothing more urgent.

We have been partnering with a number of other organizations and leaders who have volunteered their time and resources to help address this crisis. One of the initiatives we are working on is an Integrated Marketing Campaign that would include a series of commercials and public service announcements to reach out and move people to act and reverse this trend. We need a very credible and committed spokesperson to help get out this message.

I understood that Mr. Hanks may have had a recent conversation with Bob Iger, CEO of the Walt Disney Company about considering participating in this effort. If he is interested, we have a draft treatment we would like to share with him and get his input.

We are flexible and will make time based on his schedule.

Respectfully Requested
(b) (6)

(b) (6)
Assistant to
(b) (6)
Tel: 908-927-3947
Email: (b) (6) ts.jnj.com

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From: [b) (6) [mailto:[b) (6) playtone.com]
Sent: Monday, May 22, 2017 2:30 PM
To: [b) (6) [JSGUS]
Cc: [b) (6)
Subject: [EXTERNAL] Re: [b) (6) Tom Hanks

Hi [b) (6)

Thank you for the email. Please can you let me have a little more information as to what this is about, and what Mr. [b) (6) may be asking of Tom. He is currently in prep on a movie which starts shooting next week, so has very little wiggle room in his schedule for the foreseeable future.

Any info you can send me would be most useful.

Thank you!
[b) (6)

Sent from my iPhone

On May 22, 2017, at 1:07 PM, [b) (6) [JSGUS] <[b) (6) ts.jnj.com> wrote:

> Hello [b) (6)
>
> I am sending this note on behalf of [b) (6) [b) (6) is the head of Janssen Supply Chain a Johnson & Johnson Company.
>
> I believe Tom was told about the project that J&J is doing with the Veterans Administration with regards to a commercial to make awareness of the plight of the Veterans.
>
> Could you please let me know when Tom would be available to speak with [b) (6) on the project.
>
> My contact information is below.
>
> Thanks
>
> [b) (6)
> Assistant to
> [b) (6)
> Tel: 908-927-3947
> Email: [b) (6) ts.jnj.com

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/3/2017 10:53:49 AM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: VA hospitals and the terrible impact that it is having on our veterans

Thanks Ike- we are in this together- i know that

David

Sent from my iPhone

On May 3, 2017, at 6:14 AM, IP <(b) (6)frenchangel59.com> wrote:

> David,
>
> Thank you. First, please take my note in good spirits. I am not and would never question how hard Poonam and you work. I know how dedicated you and Poonam are to this effort.
>
> I also agree with you that you need more likeminded change agents in leadership positions to help you. Please let me know how I and the others can help you here.
>
> Now that you have pointed it out, I see that the article was about VA benefits, unfortunately the average person reading the story doesn't realize this. They only read the headline and a take away that the VA is not properly caring for our veterans who have the worst and most traumatic injuries and move on to the next story. This is a problem until the articles start telling stories about the changes you are making and how our veterans are finally receiving the respect and care that the country owes them and that they deserve.
>
> Please know that I am focused on helping you and our veterans and focused on the future. I know that you are too.
>
> All my Best,
>
> Ike

From: David shulkin [mailto:Drshulkin@aol.com]
Sent: Tuesday, May 02, 2017 5:08 PM
To: IP
Cc: Poonam Alaigh; (b) (6) gmail.com
Subject: Re: VA hospitals and the terrible impact that it is having on our veterans

Ike- thanks for the note- i had two thoughts-

First - i agree with your comments and I want to assure you that we are pushing so hard and being very aggressive on all fronts- people here are in shell shock and i am being told by many people i have the organization at close to a breaking point

I am comfortable with this and realize we have to push this hard to see change- because we share your sense or urgency.

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Both Poonam and I are working 18 hour days - 7 days a week and we need more people to join us in leadership positions to help.

Second- on this story- this is not the vA hospitals- this is the benefit exams for disability where they had in 2015 general doctors like Bruce and me doing traumatic brain evaluations- i stopped that when i got here- but this was purely about disabilty compensation and not healthcare

Your point on bad press and bad decisions is still very valid and we get the message loud and clear

Thanks again

David

Sent from my iPhone

On May 2, 2017, at 3:17 PM, IP <(b) (6)frenchangel59.com> wrote:

> David,
>
> Yesterday, Poonam, Marc, you and I had a conference call where I shared my very serious concerns about the disaster we are seeing at the VA hospitals and the terrible impact that it is having on our veterans.
>
> After reading the below article my concerns have seriously heightened.
>
> It is critical that we act now, without delay, to fix these issues. Our veterans are suffering every day. It is only a matter of time before the President sees or hears about the worsening abuse in the VA hospitals and how our veterans are still receiving sub-standard care, and loses his patience.
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> We need to act and we need to act right away before we have more situations like the one described in this article. Even though the incident in this article took place in 2015, the article was written recently on April 30, 2017 because these horrific issues are still occurring - and getting worse. The VA hospitals are just not handling our veterans medical care consistently and without repeated unacceptable failures.
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> The last thing we want is to let the President down for not reacting quickly and fixing what is so clearly broken. You have a top team of experts available and eager to help and support you. You have to step up and make tough decisions – we don't have a minute to waste.
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>
> http://www.bostonherald.com/news/local_coverage/2017/05/boston_va_office_incorrectly_processed_1_in_6_traumatic_brain_injury

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/3/2017 10:52:33 AM
To: (b) (6) [(b) (6) hotmail.com]
Subject: Fwd: VA hospitals and the terrible impact that it is having on our veterans

Sent from my iPhone

Begin forwarded message:

From: "IP" <(b) (6) frenchangel59.com>
Date: May 3, 2017 at 6:14:37 AM EDT
To: "'David shulkin'" <Drshulkin@aol.com>
Cc: "'Poonam Alaigh'" <(b) (6) hotmail.com>, <(b) (6) gmail.com>
Subject: RE: VA hospitals and the terrible impact that it is having on our veterans

David,

Thank you. First, please take my note in good spirits. I am not and would never question how hard Poonam and you work. I know how dedicated you and Poonam are to this effort.

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Please know that I am focused on helping you and our veterans and focused on the future. I know that you are too.

All my Best,

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From: David shulkin [mailto:Drshulkin@aol.com]
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http://www.bostonherald.com/news/local_coverage/2017/05/boston_va_office_incorrectly_processed_1_in_6_traumatic_brain_injury

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Sent: Tuesday, May 02, 2017 5:08 PM
To: IP
Cc: Poonam Alaigh; (b) (6) gmail.com
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>
> http://www.bostonherald.com/news/local_coverage/2017/05/boston_va_office_incorrectly_processed_1_in_6_traumatic_brain_injury

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/3/2017 2:27:35 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: VA hospitals and the terrible impact that it is having on our veterans

Great message

Sent from my iPhone

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/2/2017 9:08:25 PM
To: IP [(b) (6)frenchangel59.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; (b) (6) gmail.com
Subject: Re: VA hospitals and the terrible impact that it is having on our veterans

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http://www.bostonherald.com/news/local_coverage/2017/05/boston_va_office_incorrectly_processed_1_in_6_traumatic_brain_injury

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Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/2/2017 7:17:06 PM
To: David shulkin [drshulkin@aol.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]; (b) (6) gmail.com
Subject: VA hospitals and the terrible impact that it is having on our veterans

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/30/2017 2:14:04 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: How is your week

I have dinners both nights

Let's not commit to more dinners with Marc

My time is so limited as it is - I rarely get time anymore

Sent from my iPad

> On May 29, 2017, at 10:08 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> Will you have time on Wednesday or Thursday for our usual dinner or should we see if we can catch up on Tuesday after Marc for 15-20 min- need my david time
>
> Sent from my iPhone

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/30/2017 2:08:52 AM
To: David Shulkin [drshulkin@aol.com]
Subject: How is your week

Will you have time on Wednesday or Thursday for our usual dinner or should we see if we can catch up on Tuesday after Marc for 15-20 min- need my david time

Sent from my iPhone

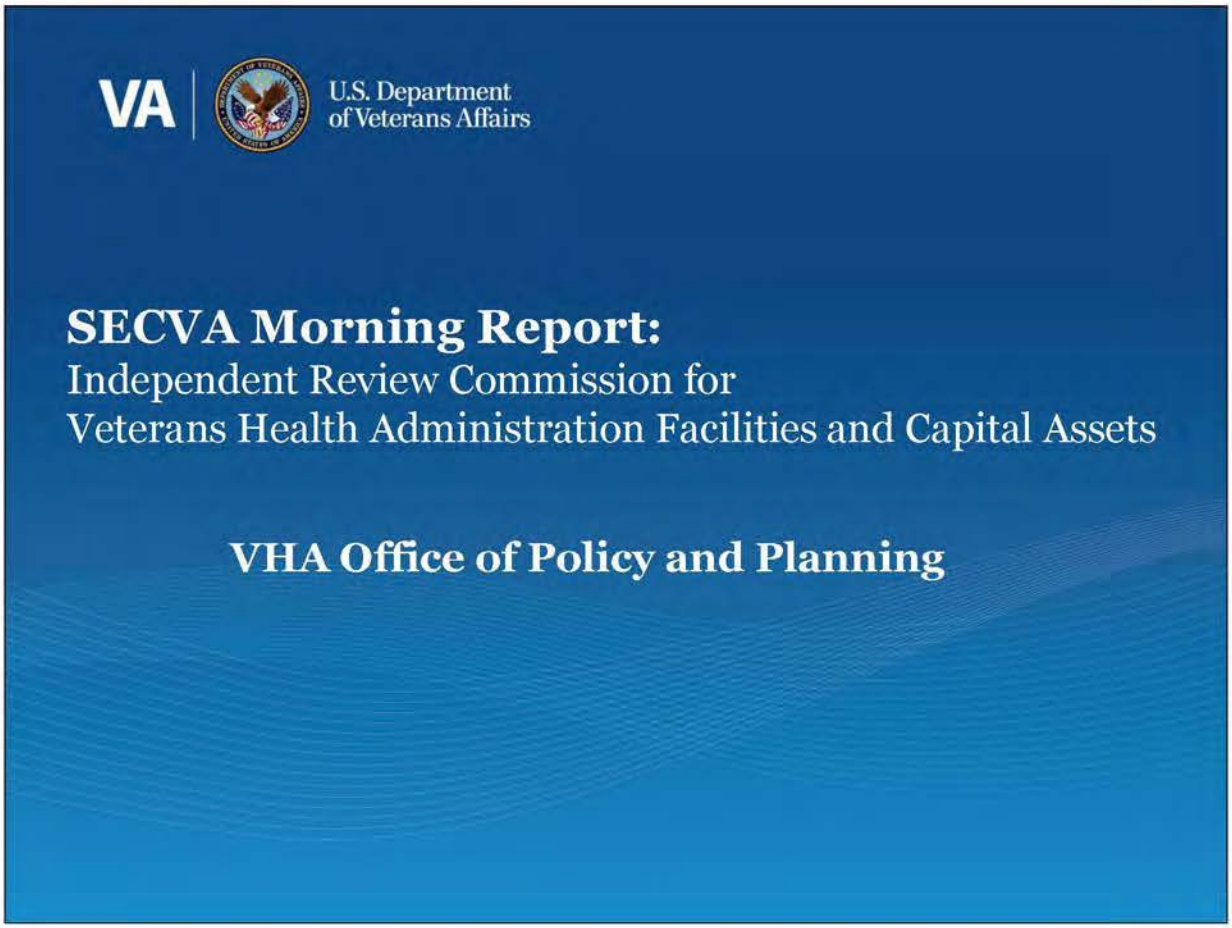
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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/9/2017 5:20:37 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: David Shulkin [drshulkin@aol.com]
Subject: See attached- Capital asset
Attachments: SECVA Briefing Independent Review Commission for VHA Facilities and Capital Assets_170324.pptx

Thanks

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- Background and Purpose
- Recommendation
- Principles
- Lessons Learned
- Timeline
- Legislative Technical Assistance
- Communications

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BACKGROUND AND PURPOSE

- In February, the VHA NLC recommended establishment of a VHA facilities review commission (similar to DOD's Base Realignment and Closure (BRAC) Commission) as a top "big hairy audacious change", which stemmed in part from CARES Commission lessons learned, the Section 201 Independent Assessments (2014) and Commission on Care (2016) reports
- SECVA requested a recommended path forward for the review
- A tiger team was established – including Sr. Advisors to SECVA, OPP, OAEM, OCFM, OCAMES, OGC, OSI – to weigh the options:

  Option 1 : a Statutory VA Advisory Commission ← recommended option

  Option 2 : a Discretionary VA Advisory Committee
- The tiger team is now presenting its recommendation to SECVA, including
  - Suggested methodology/approach
  - Timeline
  - Legislative Technical Assistance
  - Communications strategy to accompany the initiative

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RECOMMENDATION

- It is recommended by the tiger team that VA request Congress to pass legislation requiring VA to establish a Statutory VA Advisory Commission for the realignment of VHA facilities (i.e. Option 1)
- The recommendation for a Statutory VA Advisory Commission is based on the following rationale:
  - Recommendations from a Statutory VA Advisory Commission would have a higher likelihood of receiving an approval/disapproval vote from Congress on the entire recommendations package, since Congress required VA to establish the Commission
  - Congress could appropriate funds for the Commission, to include funds for staff and Contractors (if necessary); and
  - Congress could provide, by statute, that the Commission is FACA-exempt

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PRINCIPLES IN DEVELOPING A NATIONAL REALIGNMENT PLAN

- Several principles will guide development of the national realignment plan and subsequent decisions by the Commission. Some include:
  - Balance the need for equal or better access, Veteran satisfaction, state-of-the-art world-class facilities, and cost-effectiveness
  - While addressing VA's health care mission, preserve VHA's other missions – education, research and emergency preparedness
  - The quality of VA and community care will be examined to ensure suitable facilities and well-trained health care professionals are available to meet the needs of Veterans
  - Assure a high performing clinically integrated network of VA care and community care, which may include adding sites of care where population and referral patterns indicate access needs to be improved
  - Leverage lessons learned from CARES Commission and DOD BRAC Commission

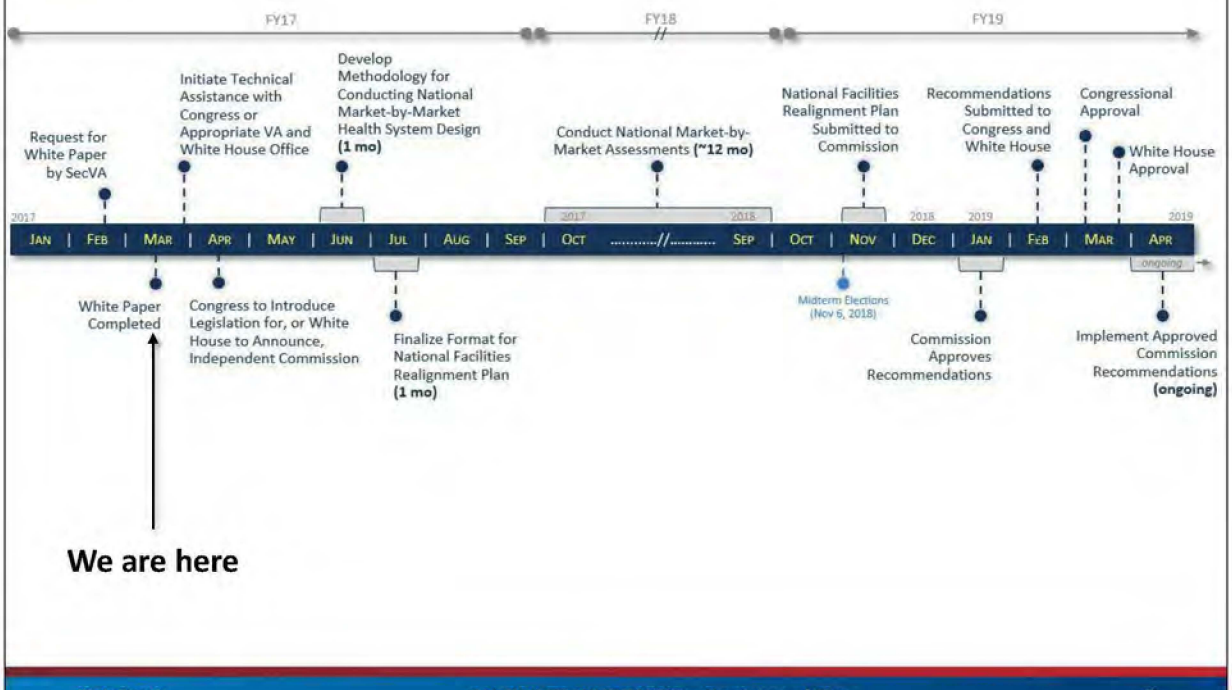
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LESSONS LEARNED

- Some lessons learned from the CARES Commission and BRAC Commission process will be incorporated in the independent review and the National Realignment Plan that VA will submit to the Commission:
  - A number of CARES initiatives were never implemented because members of Congress and special interest groups blocked closure of facilities that the CARES Commission verified were no longer needed
  - Avoid adding requirements after implementation begins and fully account for IT requirements in initial estimates to prevent understating costs
  - In general, the Commission would not be able to add recommendation contingencies, but if contingencies are to be permitted, limit them to specific conditions
  - Requirements such as environmental clean-up before transfer or re-use and historical preservation hindered full implementation
  - BRAC analysis did not give a credible assessment of total excess capacity across DOD or the potential for achieving greater efficiencies in use of that capacity - this could be an issue with VHA as well
  - Not considering property transfer/disposal process once the BRAC closure process completed seemed to prolong moving of the liability, which slowed realizing cost savings

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SUGGESTED TIMELINE



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LEGISLATIVE TECHNICAL ASSISTANCE

- Establish a Statutory VA Advisory Commission comprised of members appointed by the WH and Congress with ex-officio expert members from VA facilities and VHA health care
- Offer legislative assistance on inclusion of review criteria based on access, quality, safety and community facility standards
- Congress has up or down vote on entire plan as a whole
- Criteria can be used for future decisions on capital by SECVA
- Empower the Commission to assess and approve VA/VHA's national realignment plan within 45 days of receipt of VHA's recommendations
- Insert language to preclude members of congress from blocking implementation in their districts

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COMMUNICATIONS

- Need a focused and deliberate communications strategy to accompany the work of the Commission – before and during the assessments, and during implementation
- Communicate to Congress, the Commission, Veterans, VA employees, VSOs, Union partners, and other stakeholders
- Requires a comprehensive multi-media strategy
- Expand routine communications between the markets, VISNs and VHACO, to encourage joint resolution of common challenges, and sharing of best practices and lessons learned in managing mission changes
- Continually accentuate the benefits in terms of equal or greater access, quality, satisfaction, and economic benefits

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 4:12:53 PM
To: (b) (6) [(b) (6) gmail.com]

Please share with vivieca ? Re san juan

Can we immediately start an investigation of the real issues thst he should have been terminated on? Like start that today? Secondly why di we need to keep the pressure from the judge private?

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Jennifer Lee [(b) (6) gmail.com]
Sent: 5/9/2017 1:38:34 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Eeob
Attachments: 20170508_103036.jpg

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AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/9/2017 12:11:13 AM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: Followup

To be accurate- (b) (6) Works for Haley who recommended to (b) (6) told me they would discuss with Jared but I have no independent confirmation of this

Sent from my iPhone

On May 8, 2017, at 6:22 PM, IP <(b) (6)frenchangel59.com> wrote:

> I just want to make sure...
> (b) (6) was recommended by (b) (6) and Jared but was rejected by the Office of Personnel? Correct?
>
> -----Original Message-----
> From: David shulkin [mailto:Drshulkin@aol.com]
> Sent: Sunday, May 07, 2017 9:24 PM
> To: Ike Perlmutter
> Subject: Followup
>
> Ike- the name of the person we will detail into the CIO role from the Department of Defense is Chris Miller - he was recommended by (b) (6) jareds group
>
> The name of the head of the digital services team also recommended by (b) (6) jareds group but rejected by the office of personnel management is (b) (6)
>
> David
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/8/2017 10:22:28 PM
To: 'David shulkin' [Drshulkin@aol.com]
Subject: RE: Followup

I just want to make sure...
(b) (6) was recommended by (b) (6) and Jared but was rejected by the Office of Personnel? Correct?

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David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 1:23:30 AM
To: Ike Perlmutter [(b) (6)frenchangel59.com]
BCC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Followup

Ike- the name of the person we will detail into the CIO role from the Department of Defense is Chris Miller - he was recommended by (b) (6) jareds group

The name of the head of the digital services team also recommended by (b) (6) jareds group but rejected by the office of personnel management is (b) (6)

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/9/2017 12:09:21 AM
To: Ike Perlmutter [(b) (6) frenchangel59.com]
Subject: Fwd: [EXTERNAL] RE:

Ike- the note i sent to (b) (6) tonight

Sent from my iPhone

Begin forwarded message:

> **From:** DJS <vacodjs1@va.gov>
> **Date:** May 8, 2017 at 8:02:42 PM EDT
> **To:** "(b) (6) EOP/WHO" (b)(b) (6) who.eop.gov>
> **Subject: RE: [EXTERNAL] RE:**
>
> (b) (6) unfortunately I am hearing this is still (b) (5)
>
> Thanks for your interest and support
>
> David
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** (b) (6) EOP/WHO [(b) (6) who.eop.gov]
> **Sent:** Monday, May 08, 2017 01:57 PM Eastern Standard Time
> **To:** DJS
> **Cc:** (b) (6) EOP/WHO
> **Subject:** [EXTERNAL] RE:
>
> Top priority.
>
> Where are we on (b) (5)
>
> -----Original Message-----
> From: DJS [mailto:vacodjs1@va.gov]
> Sent: Monday, May 8, 2017 1:47 PM
> To: (b) (6) EOP/WHO (b)(b) (6) who.eop.gov>
> Subject:

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(b) (6) I spoke with Ike - we are working on a smaller (b) (5) [redacted]

David

Sent with Good (www.good.com)

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/10/2017 2:29:58 AM
To: (b) (6) [(b) (6) va.gov]
Subject: Fwd: Camilo Sandoval

Print

Sent from my iPhone

Begin forwarded message:

From: "IP" <(b) (6) frenchangel59.com>
Date: May 9, 2017 at 3:01:56 PM EDT
To: "David shulkin" <drshulkin@aol.com>
Subject: Camilo Sandoval

Reminder for Poonam or you to please call Camilo Sandoval. He can be reached at 917-680-(b) (6) (Cell).

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/9/2017 7:09:50 PM
To: IP [(b) (6)frenchangel59.com]
CC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Camilo Sandoval

Ike- our white house liaison has a meeting with him tommoroW- this is their protocol
Since he is a member of their "beachhead" team. The word is he was disliked by Secretary Munuchen and sent to the basement. He is not known to work well with people but I asked out team to keep an open mind and lets see if there is a fit.

I did not speak with Munuchen yet- i wanted to take one step At a time.

David

Sent from my iPhone

On May 9, 2017, at 3:01 PM, IP <(b) (6)frenchangel59.com> wrote:

Reminder for Poonam or you to please call Camilo Sandoval. He can be reached at 917-680-(b) (6) (Cell).

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From: IP [(b) (6)frenchangel59.com]
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Subject: Camilo Sandoval

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 2:40:08 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Update on Zero Veteran Suicide IMC Creative Treatment

I spoke to ike and told him we are supportive

He is trying to get tom hanks

Sent from my iPhone

On May 18, 2017, at 10:27 AM, IP <(b) (6) frenchangel59.com> wrote:

> David – please let me know if the below is ok and true – you can add or change anything....
>
> DRAFT
>
> (b) (6)
>
> Thank you for getting back to me so quickly.
>
> Yes – this request is coming from Johnson and Johnson.
>
> Johnson and Johnson is doing this in conjunction with the Department of Veteran's Affairs.
>
> The VA is 100% behind this project.
>
> All my Best,
>
> Ike
>
> ---
>
> **From:** (b) (6)
> **Sent:** Thursday, May 18, 2017 10:18 AM
> **To:** IP
> **Subject:** Re: Update on Zero Veteran Suicide IMC Creative Treatment
>
> **Ike,**
> **I read this today and thought it was excellent.**
> **A few questions:**
> **-Will this be done by the Department of Veteran's Affairs?**
> **-Is this request coming from them?**
> **I ask, because if I am to contact Tom, I need to tell him who this is for and from.**
> (b) (6)

AMERICAN OVERSIGHT

From: Ike <(b) (6) marvel.com>
Date: Wednesday, May 17, 2017 at 6:58 AM
To: (b) (6)
Subject: FW: Update on Zero Veteran Suicide IMC Creative Treatment

(b) (6)

Per our conversation I have attached the proposed script for your review.

We would love your input and any changes that you think we should make prior to sharing with Tom Hanks.

It would mean a lot to us if we were able to get Tom Hanks to support this. It's such an important issue and his involvement would be a big win and really help our veterans.

Thank you.

All my Best,

Ike

From: (b) (6)
Sent: Tuesday, May 16, 2017 5:07 PM
To: IP; (b) (6)
Subject: FW: Update on Zero Veteran Suicide IMC Creative Treatment

Ike,

Below and attached please find more context and a script from the J&J team around the campaign. While this is still early stage, I believe there is enough here to at least gauge interest from talent.

Let me know how you would like to to proceed.

Best,
(b) (6)

From: "(b) (6) [JJCUS]" <(b) (6) its.jnj.com>
Date: Tuesday, May 16, 2017 at 1:58 PM
To: (b) (6)
Cc: "(b) (6) [JJCUS]" <(b) (6) its.jnj.com>
Subject: Update on Zero Veteran Suicide IMC Creative Treatment

Hi (b) (6)

Thanks again for your time yesterday---it was great catching up. As promised, attached is the creative treatment/script that I shared with you (1 version is simply the word document with script while the pdf integrates images). This work is the result of a few of the top minds at Batten & Company and BBDO who created this treatment after a deep review of the data and insights

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provided by the VA and other organizations in addition to personal interviews conducted with veterans.

We feel that this treatment, which could turn into a script for Tom Hanks or a different A-list talent, is moving, emotional and tells a story that demands attention and engagement from the general public. Our next step will be to develop a very clear call to action that will move a nation of citizens to action and veterans to the care and support they need. The Friday meeting with the VA that I mentioned yesterday has been postponed—but we will work closely with the VA during the rescheduled meeting to determine the appropriate CTA.

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Thank you again for your continued partnership. I truly feel that together we can make a tremendous difference to our veterans!

Best,

(b) (6)

(b) (6)

Regional Enterprise Strategy & Communication Leader

Johnson & Johnson

One Johnson & Johnson Plaza, New Brunswick, NJ 08933

T: 732-524-(b) (6) | M: 908-930-(b) (6) | (b) (6) its.jnj.com

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<Getting to Zero.docx>

<723888-1-JNJ to zero[2][1].pdf>

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 2:35:20 PM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: Update on Zero Veteran Suicide IMC Creative Treatment

Yes this is great

Sent from my iPhone

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(b) (6)

(b) (6)

Regional Enterprise Strategy & Communication Leader

Johnson & Johnson

One Johnson & Johnson Plaza, New Brunswick, NJ 08933

T: 732-524-(b) (6) | M: 908-930-(b) (6) | (b) (6) its.jnj.com

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<723888-1-JNJ to zero[2][1].pdf>

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Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/18/2017 2:27:25 PM
To: David shulkin [drshulkin@aol.com]
Subject: FW: Update on Zero Veteran Suicide IMC Creative Treatment
Attachments: Getting to Zero.docx; 723888-1-JNJ to zero[2][1].pdf

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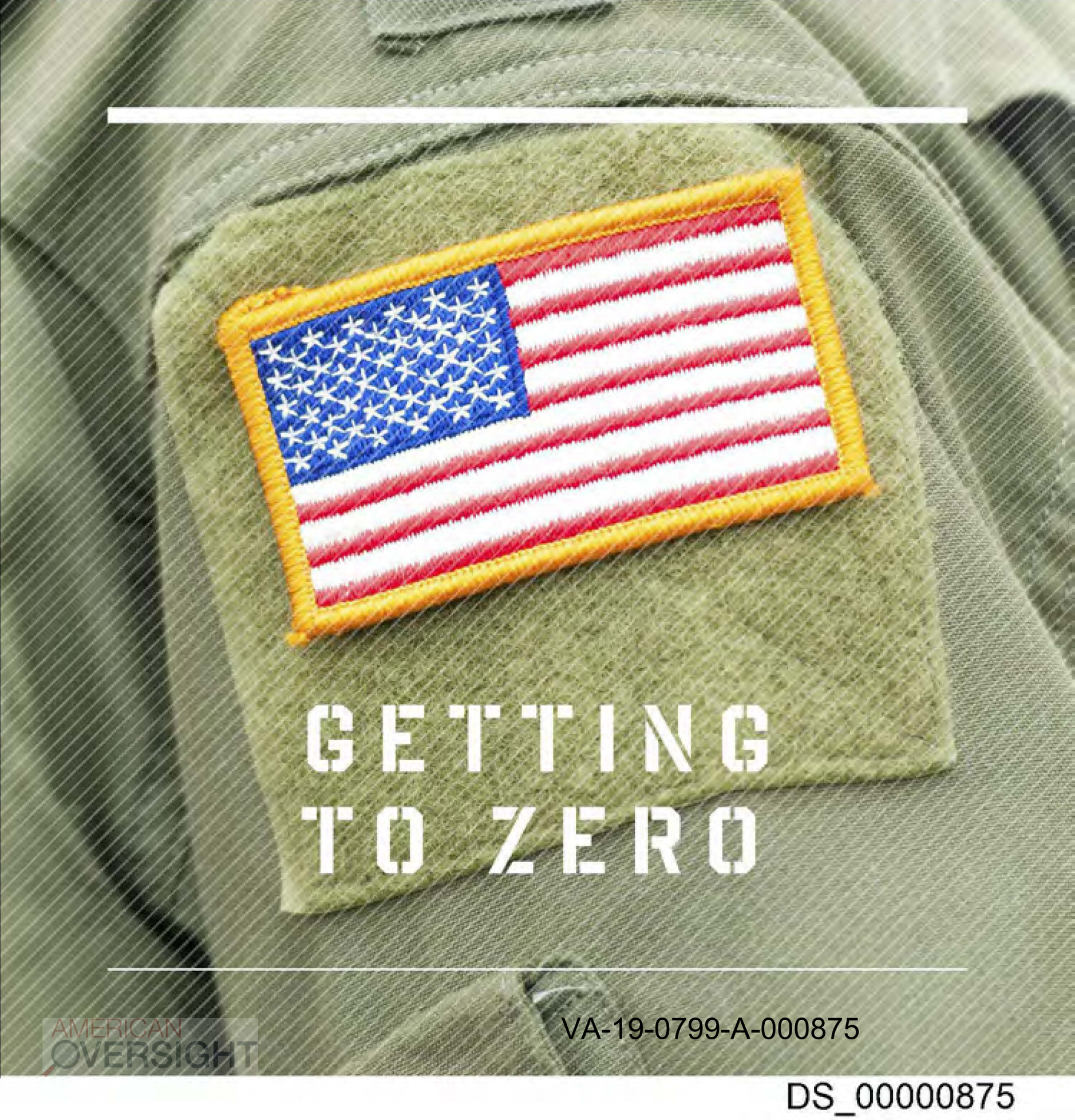
****

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In battle, when a soldier goes down, others go in.
To find him.
Stabilize him.
And bring him to safety.
That's the unwritten rule.
Leave no soldier behind.
When they come home, it's should be no different.
Because a lot of times, the enemy comes with them.
To haunt them. And hunt them.
Not with bullets. Or mortars. Or IED's.
But with things a soldier just can't shake.
Every day, over 20 American veterans commit suicide.
Because they've been left behind.
The fog is simply too dense.
The climb out too steep.
The pain too sharp.
And they can't find their way back.
So the battle is here now. At home.
We're all part of it.
We all need to honor the code.
Leave no soldier behind.
They fought for us.
Now we fight for them.

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VA-19-0799-A-000875

DS_00000875



In battle, when soldiers go down...

AMERICAN OVERSIGHT



others go in.

AMERICAN OVERSIGHT



GETTING TO ZERO

To find them. Stabilize them. And bring them to safety.



That's the unwritten rule. Leave no soldier behind.

AMERICAN OVERSIGHT



When they come home, it should be no different.

AMERICAN OVERSIGHT



GETTING TO ZERO

Because a lot of times, the enemy comes with them.

AMERICAN OVERSIGHT



To haunt them.
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GETTING TO ZERO

Not with bullets. Or mortars. Or IED's.

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a soldier
just can't shake.

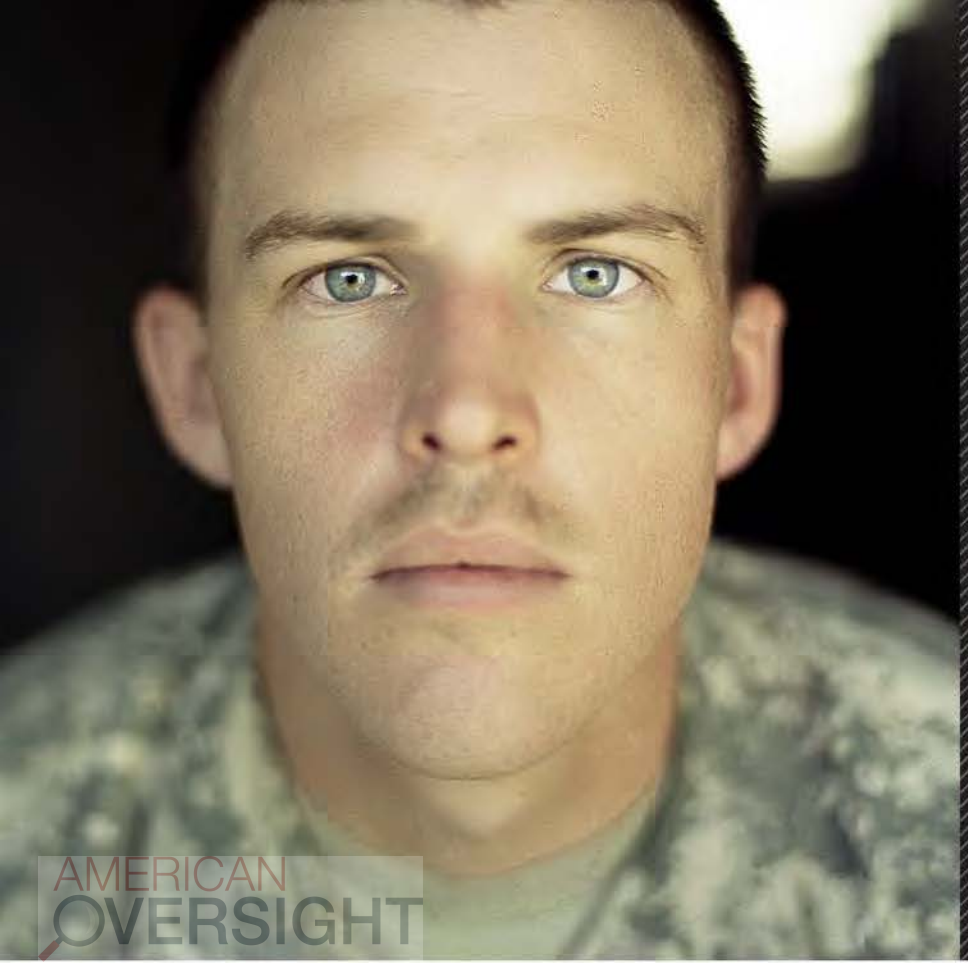
AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

GETTING TO ZERO

Because they've been left behind.



GETTING TO ZERO

The fog is simply too dense. The climb out too steep. The pain too sharp.

AMERICAN OVERSIGHT



And they can't find their way back.

AMERICAN OVERSIGHT



GETTING TO ZERO

So the battle is here now. At home.

AMERICAN OVERSIGHT



AMERICAN OVERSIGHT

We're all part of it. We all need to honor the code.



AMERICAN OVERSIGHT

Leave no soldier behind.



GETTING TO ZERO

They fought for us.

AMERICAN OVERSIGHT



GETTING TO ZERO

Now we fight for them.

AMERICAN OVERSIGHT

2024

Johnson & Johnson

PLAINTIFF'S EXHIBIT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/14/2017 3:10:18 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Update on Zero Veteran Suicide IMC Creative Treatment

Just like the everything with bruce

Remember Poonams philosophy- Our goal is to make bruce and j and j feel good about helping us- so lets be positive

None of these "partnerships" really help

Happy mothers day!

Sent from my iPhone

On May 14, 2017, at 10:55 AM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> They have done nothing for us- extremely disappointing

From: David Shulkin <drshulkin@aol.com>
Sent: Sunday, May 14, 2017 10:03 AM
To: (b) (6) hotmail.com
Subject: Fwd: Update on Zero Veteran Suicide IMC Creative Treatment

Poonam- can you forward this to our team to work on next steps. I assume we would add the link to the veterans crisis line

-----Original Message-----
From: (b) (6) [JJCUS] [JJCUS] <(b) (6) its.jnj.com>
To: drshulkin <drshulkin@aol.com>
Sent: Sat, May 13, 2017 9:08 am
Subject: Update on Zero Veteran Suicide IMC Creative Treatment

> Secretary Shulkin,
> My team has been hard at work to progress the efforts of the Zero Veteran Suicide integrated marketing campaign. In the past few weeks, we've engaged the top minds at Batten & Company and BBDO (world renown creative and advertising agencies) to develop the creative treatment which you will find attached to this email.
>
> The process in developing this treatment included a deep review of the data and insights provided by your organization in addition to personal interviews conducted with veterans. We feel that this treatment, which could turn into a script for Tom Hanks or a different A-list talent, is moving, emotional and tells a story that demands attention and engagement from the general public. Our next step will be to develop a

AMERICAN OVERSIGHT

very clear call to action that will move a nation of citizens to action and veterans to the care and support they need. Our teams will be meeting together next Friday to work through what the call-to-action will be.

We are continuing to engage with both Marvel and Facebook as they are integral partners in our overall success and amplification. Nailing down this piece of creative which must be powerful enough to move people emotionally is the critical first step in creating a campaign that breaks through. I look forward to your reaction and thoughts.

Best,
(b) (6)

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/14/2017 2:55:11 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Re: Update on Zero Veteran Suicide IMC Creative Treatment

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Best,
(b) (6)

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Message

From: David Shulkin [drshulkin@aol.com]
Sent: 5/14/2017 2:03:30 PM
To: (b) (6) hotmail.com
Subject: Fwd: Update on Zero Veteran Suicide IMC Creative Treatment
Attachments: Getting to Zero.docx; ATT00001.htm

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Best,
(b) (6)

AMERICAN OVERSIGHT

In battle, when a soldier goes down, others go in.
To find him.
Stabilize him.
And bring him to safety.
That's the unwritten rule.
Leave no soldier behind.
When they come home, it's should be no different.
Because a lot of times, the enemy comes with them.
To haunt them. And hunt them.
Not with bullets. Or mortars. Or IED's.
But with things a soldier just can't shake.
Every day, over 20 American veterans commit suicide.
Because they've been left behind.
The fog is simply too dense.
The climb out too steep.
The pain too sharp.
And they can't find their way back.
So the battle is here now. At home.
We're all part of it.
We all need to honor the code.
Leave no soldier behind.
They fought for us.
Now we fight for them.

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AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/6/2017 4:48:49 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]; Laurie Perlmutter [(b) (6) gmail.com]; Bruce Moskowitz [(b) (6) mac.com]; Marc Sherman [(b) (6) gmail.com]; Poonam Alaigh [(b) (6) hotmail.com]
Subject: Fwd: [EXTERNAL] Arizona Republic: OUR TURN RICK ROMLEY AND DAVE MCINTYRE
Attachments: ArizonaRepublic_Saturday_May_6.pdf; Untitled attachment 02121.htm

The Arizona Republic has been uniformly critical of VA for the past three years (Pheonix is where the crisis began in 2014)

This is a turning point that they see things changing

David

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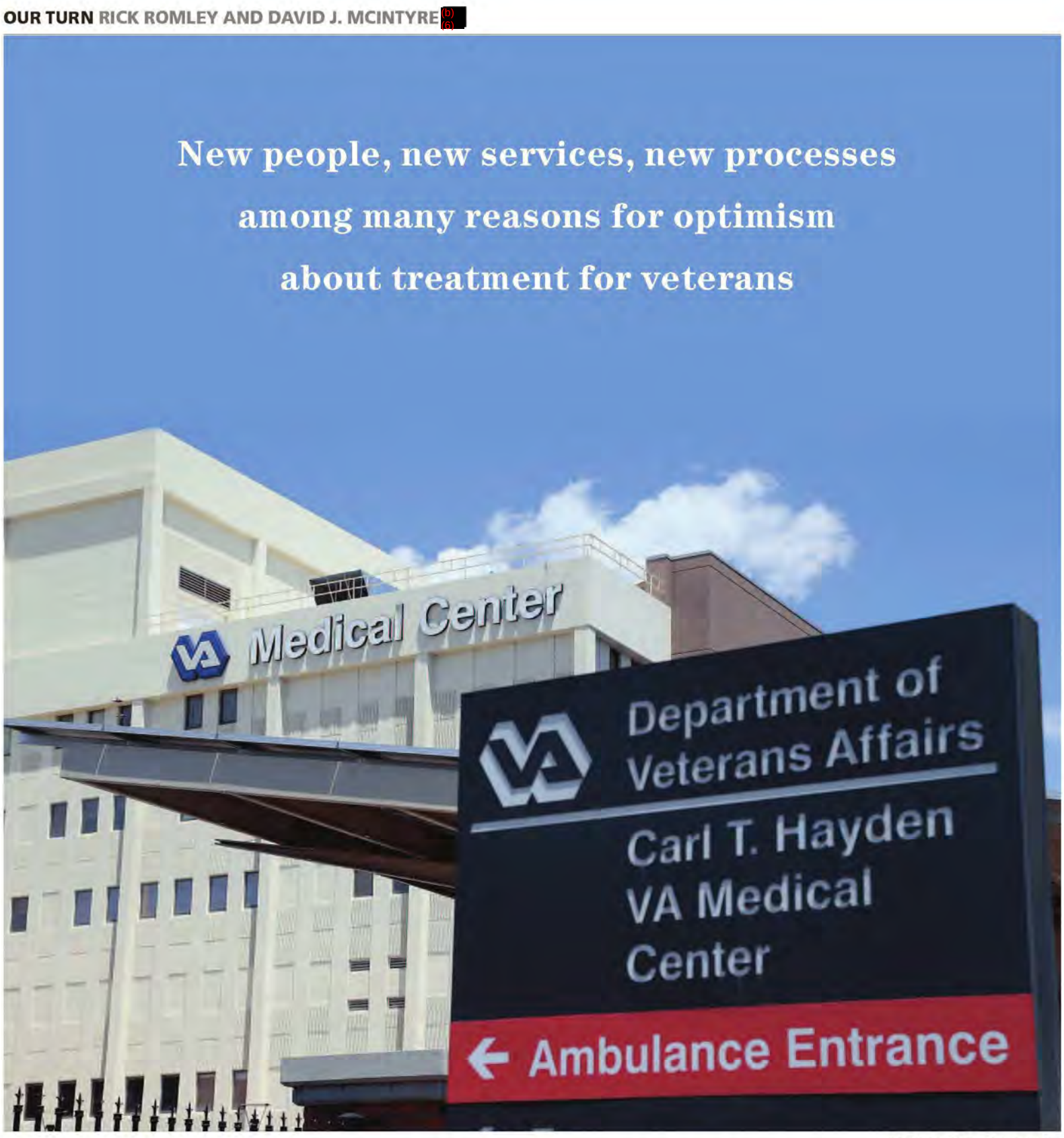
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REPUBLIC EDITORIAL BOARD ‖ Mi-Ai Parrish, Joanna Allhands, Steve Benson, Phil Boas, Nicole Carroll, Elvia Díaz, Abe Kwok, Robert Robb and Linda Valdez

ViewpointsSaturday

REACH US ‖ PHIL BOAS, EDITORIAL PAGE EDITOR, PHIL.BOAS@ARIZONAREPUBLIC.COM ‖ OPINIONS.AZCENTRAL.COM

OUR TURN RICK ROMLEY AND DAVID J. MCINTYRE (b)(6)



GETTY IMAGES NORTH AMERICA

Among improvements at the Department of Veterans Affairs Carl T. Hayden VA Medical Center is Phoenix is that the facility now offers tele-behavioral health services, which provide veterans the ability to receive the care they need from home when geography or other barriers prevent care in a timely manner.

VA prognosis improves





Three years ago, a crisis in VA health care eruptedin Phoenix. Veterans were being forced to wait too long for VA care, putting their health and even lives at risk. • Sadly, some VA employees tried to hide the problems rather than solving them. Our nation's promise to provide veterans access to the best care possible had been broken. • It shocked our national conscience and moved many, including Congress and the White House, to address the problem. While progress has been slow in some cases, we see some good things happening, including here in Phoenix. • Here are five things that make us optimistic:

1. A new, high-caliber VA chief

Our new VA secretary, Dr. David Shulkin, has been impressive in taking command, demonstrating his commitment to implement important reforms to address unresolved issues, seek out new innovations and build on progress from the previous administration.

Chief among his many challenges will be the need to expand and enhance the specialized quality care that VA offers veterans while balancing growing demand to allow veterans to seek care in the community when VA cannot provide care on a timely basis.

Meeting the challenges won't be easy. To succeed, Shulkin will need help from Congress and those of us who advocate for veterans.

2. Phoenix is piloting new services

We are seeing real progress under new Phoenix VA director RimaAnn Nelson. For example, our women veterans, the fastest growing segment of the VA patient population, can now receive same-day mammography results at the Phoenix VA.

In addition, Phoenix VA now offers tele-behavioral health services to veterans, which provides veterans the ability to receive the care they need from home when geography or other barriers prevent care in a timely manner.

And most recently, a pilot is being implemented for

See VA, Page 15A

OF THE MOMENT

A collection of voices, tweets and posts from the week.



Gov. Doug Ducey



Rep. Nancy Pelosi

TWEETS OF THE WEEK

Doug Ducey
@dougducey
Republicans & Democrats just joined together to pass a BIPARTISAN university infrastructure package! WAY TO GO! #InvestinAZ

Jonathan Diaz
@ psych96
#4percent4teachers Honestly having teachers leave cause they found better jobs anywhere else is sad. They so need raise so they can stay.

Torunn Sinclair
@TorunnSinclair
.@RepRubenGallego, dems are living in an alternate reality if they think #Obamacare is working in #AZ. State has crazy premiums, no choice.

Nancy Pelosi
@NancyPelosi
Every Republican who votes for #Trumpcare will have it tattooed on their forehead. They will be held accountable.

Paul Ryan
@ SpeakerRyan
Congress should live by the same rules it creates. House just voted to ensure no member will be exempt from the American Health Care Act.

THEY SAID IT

"Democrats never talk about economic growth because their model is the 'Life of Julia,' the Obama-era cartoon showing a woman who at every stage in her life requires government to get ahead."
— William McGurn
The Wall Street Journal

"I voted for Clinton on Nov. 8 and thought she'd be a good president. But she lost. And she still wants us to feel bad about that. And, worse, she's still blaming everyone else."
— Gersh Kuntzman
New York Daily News

"Not only is Mr. Trump doing what he promised, but — whether we like it or not — he is doing it the way he promised."
— Heather R. Higgins
The Washington Times

COMING SUNDAY

Partisan politics: A provision that bars charitable entities from campaigns isn't broken. Why fix it? **Viewpoints**

JON GABRIEL

Confidence in beliefs allows you to appreciate diverse views



Seeking more ideological diversity, *The New York Times* opinion page hired center-right columnist Bret Stephens. Following his mild-mannered debut op-ed, the Gray Lady's readership went into revolt.

The Guardian labeled Stephens a "hippie puncher." Think Progress compared him to an Imperial Wizard of the KKK. Hashtag protests raged across social media, with subscribers showily canceling their subscriptions. Nearly 30,000 signed a petition demanding *The Times* fire the renegade thinker immediately.

What did the former *Wall Street Journal* deputy editor, Never Trumper and Pulitzer Prize-winning commentator do to stir such outrage? Endorse Assad's use of chemical weapons? Say slavery was no biggie? Praise the Boston Red Sox?

Stephens asked each reader to admit that they don't know everything.

After noting how Hillary Clinton campaign's utter certainty of a 2016 victory led to disaster, he mentioned another example of unquestioned secular dogma: climate change.

"Claiming total certainty about the science traduces the spirit of science," he wrote, adding, "censoriously asserting one's moral superiority and treating skeptics as imbeciles and deplorables wins few converts."

Stephens isn't even a so-called climate change "denier." He merely recommended that each of us be humble about the many unknowns, especially in the fast-changing world of science.

The mob shouted "heretic" and rustled up kindling for a Salem-style bonfire.

Science, let alone politics, are messy affairs. Throughout human history, we've debated, argued and fought over

See GABRIEL, Page 15A

AMERICAN OVERSIGHT
VA-19-0799-A-000901
DS_00000901

Viewpoints

Gabriel

Continued from Page 14A

both until a majority settles upon an uneasy consensus. Then new data are gathered and we argue about them all over again.

I obviously have strong opinions, but I've had policy preferences that didn't work out and candidates who sorely disappointed. It shouldn't be controversial to assert that we all have a blind spot here or there.

The scandalized overreaction proved Stephens' point, that hubris and certainty can backfire in a big way. After all, his bosses at *The Times* must have been elated at all the traffic his piece generated.

I'm more of a skeptic than Stephens when it comes to apocalyptic environmental predictions. For that I blame my first-grade teacher. She handed us maps showing how the pollution-caused ice age would bury our Chicago suburb under a massive glacier. My mom, ever the pragmatist, assured me I wouldn't die since we were moving to Phoenix that summer.

After a childhood expecting to see polar bears chasing Cubs around Wrigley Field, in my late teens I was told to forget that ice age nonsense. The Ozone Hole would give all of us cancer.



RICHARD LUI/THE DESERT SUN

Bret Stephens' climate change views enraged readers who should be more open to such ideas.

Then imagine my 20-something shock to watch politicians trip over their aerosol empties to tell me global warming would chase me from Arizona, maybe back to that glacier-free Chicago suburb.

Global warming gave way to the short-lived "global weirding" then to the endlessly malleable climate change. In the process, I lost the ability to panic. Throughout my life, the most extreme climate alarmists have been more wrong than right, at least after their more nuanced research was spun by politicians greedy for votes and dollars.

But with climate, like with everything else, I know that I might be wrong. That's why I continue to read the latest climate research and opinions from the other side of the partisan divide. If some opposing columnist is particularly excessive in his hyperbole, at least I'll get a laugh out of it and maybe sharpen my arguments.

Newspapers don't exist to confirm your biases but to inform and to challenge them. If you're confident in your beliefs, you should be secure enough to hear diverse views.

None of us, least of all yours truly, know everything there is to know. The only way to learn is to listen.

Jon Gabriel, a Mesa resident, is editor-in-chief of Ricochet.com and a contributor to The Republic and azcentral.com. Follow him on Twitter at @exjon.

VA

Continued from Page 14A

rural laboratory and radiology services. This pilot enables the Show Low Community-Based Outpatient Clinic (CBOC) to order basic laboratory and radiology services at the Summit Healthcare Regional Medical Center in Show Low on the same day of a CBOC appointment.

The pilot was spearheaded by the leadership of the Phoenix VA. It's expected to increase veteran satisfaction and reduce delays in care in Show Low.

3. Private sector is stepping in

VA is creating more public-private partnerships to expand access to care and better serve veterans. VA recently announced that the Phoenix VA, TriWest Healthcare Alliance and CVS MinuteClinic are working together on a new initiative to expand access to health care services for Arizona veterans.

When necessary, veterans can be served the same day at MinuteClinic through the Veterans Choice Program to treat minor illnesses and injuries.

4. Greater and faster access

VA's private sector Choice program partner in Arizona and 28 states, TriWest Health Care Alliance, a Phoenix-based company, is greatly expanding access to care in the community for veterans.

TriWest now has more than 185,000 health-care providers and has helped 860,000 veterans receive more than 4.5 million medical appointments since the start of the Choice Program. Here in the Phoenix VA Medical Center's service area, there are 8,800 community providers who have scheduled care for 45,000 veterans for almost 100,000 routine and urgent appointments.

That is real progress to build upon.

5. Commitment to trim long waits

President Donald Trump signed into law an extension of the Veterans Choice program, which was set to expire in August. Continuing the Choice program will provide needed community care for potentially millions of veterans and prevent a repeat of the long wait times at VA hospitals.

Now, lawmakers can get to work with VA to create the next generation Choice Program by this fall. We are cautiously optimistic that Choice 2.0, as Secretary Shulkin has called it, will build on the progress that has been made while preserving and bolstering the VA system of care.

Our veterans deserve the very best we can offer them. On key issues facing veterans, we are encouraged by what we see so far from the new administration and its local and national VA leaders.

But we have a long way to go. It is important that we find common ground and work together to honor the promises made to veterans when they signed up. We stand ready to do so.

Rick Romley is a former Maricopa County attorney and longtime advocate for veterans' issues. David J. McIntyre [redacted] is president and CEO of TriWest Healthcare Alliance.

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Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/5/2017 10:00:44 PM
To: (b) (6) [(b) (6) questdiagnostics.com]
BCC: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Per Bruce and dialogue with Quest Diagnostics

(b) (6) nice to hear from you

Im excited too and lots to do together but i have no bench yet and need someone ready to take this on- so need about three months before we can dig in

David

Sent from my iPhone

On May 5, 2017, at 4:03 PM, (b) (6) <(b) (6) questdiagnostics.com> wrote:

> David: hope all is well. Extraordinarily excited about your appointment (100-0, unanimous in the Senate!!!) Per discussions between Steve and Bruce, we would like to have a discussion around what we can do to improve the care of our Veterans. Some things that come to mind include special access to our 2300 patient service centers where it might be easier to have their outpatient labs drawn, management of some of the hospital labs at a significant savings to the system, help with data analytics and population management, job training for our industry where we have an aging workforce, etc. Who is the best person that I can contact to coordinate a meeting? I look forward to seeing you and catching up.
> Best
> (b) (6)
>
> Sent with Good (www.good.com)
>
> ---
>
> **From:** Bruce Moskowitz <(b) (6) mac.com>
> **Sent:** Thursday, May 4, 2017 12:41:25 PM
> **To:** (b) (6)
> **Cc:** (b) (6) (b) (6) drshulkin@aol.com
> **Subject:** Re: Letter from (b) (6) Quest Diagnostics
>
> Secretary Shulkin who is CC'd is very interested in moving forward. Assisting the VA is a great service to the Country. Thank you
>
> Sent from my iPad
> Bruce Moskowitz M.D.
>
> On May 4, 2017, at 8:53 AM, (b) (6) <(b) (6) questdiagnostics.com> wrote:

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(b) (6)
Chairman, President & Chief Executive Officer

Quest Diagnostics | Action from Insight | 3 Giralda Farms | Madison, NJ 07940 USA
| **phone** 973.520.(b) (6) | **fax** 973.520.(b) (6)
| (b) (6) QuestDiagnostics.com | QuestDiagnostics.com

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Message

From: [redacted] [redacted]questdiagnostics.com]
Sent: 5/5/2017 8:03:02 PM
To: Bruce Moskowitz [redacted]mac.com]; drshulkin [drshulkin@aol.com]
CC: [redacted] [redacted]questdiagnostics.com]; [redacted] [redacted]questdiagnostics.com]
Subject: Per Bruce and dialogue with Quest Diagnostics

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Best
[redacted]

Sent with Good (www.good.com)

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Sent: Thursday, May 4, 2017 12:41:25 PM
To: [redacted]
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Sent from my iPad
Bruce Moskowitz M.D.

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[redacted]
Chairman, President & Chief Executive Officer

Quest Diagnostics | Action from Insight | 3 Giralda Farms | Madison, NJ 07940 USA
| **phone** 973.520.[redacted] | **fax** 973.520.[redacted] | [redacted]QuestDiagnostics.com
| QuestDiagnostics.com

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Message

From: Jennifer Lee [(b) (6) gmail.com]
Sent: 5/8/2017 6:54:41 PM
To: David Shulkin [drshulkin@aol.com]
Subject: Pics
Attachments: 20170508_120242.jpg

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Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/6/2017 1:23:00 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Looking forward to tomorrow

Hopefully all of your exhaustion will evaporate- that's what happens to me on weekends and our endless partying. I will introduce you to my mom- she knows so much about you

Sent from my iPhone

On May 6, 2017, at 8:33 AM, David shulkin <Drshulkin@aol.com> wrote:

> Low profile is good- totally understand
>
> We will have fun
>
> Im sure we will be exhausted and wanting to get home - so we will probably not stay all that long and dont want you to worry about us- just have fun
>
> Sent from my iPhone
>
> On May 5, 2017, at 10:52 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:
>
> > Just a couple of things about tomorrow:
> >
> > - There are going to be some of my friends coming who work at the VA in NJ- I hope they dont overwhelm you, and if they do, I will manage
> > - I think that its best that you keep a low profile and simply enjoy yourself- let me know if you feel otherwise, in which case I will introduce you formally as the Secretary
> > - No one really knows (except those that work at the VA) what I really do- they think I am just working on various projects and I go to DC often due to that. I prefer to keep my work life separate from all these folks- I like to be simply (b) (6) pampered and spoilt wife who happens to travel for work, doing my own thing.
> >
> > I really hope you, (b) (6) and (b) (6) enjoy themselves and dont feel out of place- didnt really call any of my non Indian friends. I am certain that you will have a blast, just hope (b) (6) and (b) (6) enjoy themselves too.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/6/2017 12:28:37 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Looking forward to tomorrow

Low profile is good- totally understand

We will have fun

Im sure we will be exhausted and wanting to get home - so we will probably not stay all that long and dont want you to worry about us- just have fun

Sent from my iPhone

On May 5, 2017, at 10:52 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

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>
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> - I think that its best that you keep a low profile and simply enjoy yourself- let me know if you feel otherwise, in which case I will introduce you formally as the Secretary
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>
> I really hope you, (b) (6) and (b) (6) enjoy themselves and dont feel out of place- didnt really call any of my non Indian friends. I am certain that you will have a blast, just hope (b) (6) and (b) (6) enjoy themselves too.

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/6/2017 2:52:05 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Looking forward to tomorrow

Just a couple of things about tomorrow:

- There are going to be some of my friends coming who work at the VA in NJ- I hope they dont overwhelm you, and if they do, I will manage
- I think that its best that you keep a low profile and simply enjoy yourself- let me know if you feel otherwise, in which case I will introduce you formally as the Secretary
- No one really knows (except those that work at the VA) what I really do- they think I am just working on various projects and I go to DC often due to that. I prefer to keep my work life separate from all these folks- I like to be simply (b) (6) pampered and spoilt wife who happens to travel for work, doing my own thing.

I really hope you, (b) (6) and (b) (6) enjoy themselves and dont feel out of place- didnt really call any of my non Indian friends. I am certain that you will have a blast, just hope (b) (6) and (b) (6) enjoy themselves too.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/7/2017 1:58:12 PM
To: Alaigh, Poonam, M.D. [Poonam.Alaigh@va.gov]
Subject: Re: [EXTERNAL] (b) (6) [redacted]

Ok - best to have (b) (6) [redacted] or (b) (6) [redacted] handle so we dont have to spend our time

Sent from my iPhone

On May 7, 2017, at 9:10 AM, Alaigh, Poonam, M.D. <Poonam.Alaigh@va.gov> wrote:

> This is the DoD contact and Marc's friend who wanted to do the intro
>
> Sent with Good (www.good.com)
>
> -----Original Message-----
> **From:** Marc Sherman [(b) (6) [redacted]gmail.com]
> **Sent:** Saturday, May 06, 2017 04:42 PM Eastern Standard Time
> **To:** (b) (6) [redacted]
> **Cc:** Alaigh, Poonam, M.D.
> **Subject:** [EXTERNAL] (b) (6) [redacted]
>
> David
>
> I spoke with the Secretary and Undersecretary of the VA about (b) (6) [redacted] today. They agreed that it would be very beneficial for the Undersecretary to talk to (b) (6) [redacted] about their mutual interests. I have copied the Undersecretary on this email. Would you mind introducing me and the her (Dr. Poonam Alaigh) to (b) (6) [redacted] so the two of them could be in contact and have a conversation?
>
> I appreciate your mentioning (b) (6) [redacted] to me. The interests of (b) (6) [redacted] and the VA are so closely aligned.
>
> Thanks again
>
> Marc

AMERICAN OVERSIGHT

Message

From: Alaigh, Poonam, M.D. [Poonam.Alaigh@va.gov]
Sent: 5/7/2017 1:10:45 PM
To: 'David Shulkin' [drshulkin@aol.com]
Subject: FW: [EXTERNAL] (b) (6)

This is the DoD contact and Marc's friend who wanted to do the intro

Sent with Good (www.good.com)

-----Original Message-----
From: Marc Sherman [(b) (6) gmail.com]
Sent: Saturday, May 06, 2017 04:42 PM Eastern Standard Time
To: (b) (6)
Cc: Alaigh, Poonam, M.D.
Subject: [EXTERNAL] (b) (6)

(b) (6)

I spoke with the Secretary and Undersecretary of the VA about (b) (6) today. They agreed that it would be very beneficial for the Undersecretary to talk to (b) (6) about their mutual interests. I have copied the Undersecretary on this email. Would you mind introducing me and the her (Dr. Poonam Alaigh) to (b) (6) so the two of them could be in contact and have a conversation?

I appreciate your mentioning (b) (6) to me. The interests of (b) (6) and the VA are so closely aligned.

Thanks again

Marc

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/27/2017 12:10:08 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Unbelievable

Poonam for VP!

Sent from my iPhone

On May 26, 2017, at 8:07 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Wow- an article to save forever
>
> Sent from my iPhone
>
> On May 26, 2017, at 6:46 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> > http://fusion.kinja.com/how-many-people-have-to-die-resign-or-go-to-jail-befo-1795378647
> >
> > Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/27/2017 12:07:52 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Unbelievable

Wow- an article to save forever

Sent from my iPhone

On May 26, 2017, at 6:46 PM, David shulkin <Drshulkin@aol.com> wrote:

> http://fusion.kinja.com/how-many-people-have-to-die-resign-or-go-to-jail-befo-1795378647
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/26/2017 10:46:53 PM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Unbelievable

http://fusion.kinja.com/how-many-people-have-to-die-resign-or-go-to-jail-befo-1795378647

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/5/2017 7:56:58 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]

Ike- 2 pm works for poonam and I if that works for the rest

David

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/7/2017 3:42:00 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: Management Position

That would be great

Sent from my iPhone

> On May 7, 2017, at 11:24 AM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> There is a young woman who was my executive secretary until she went for her MBA. She is young enough to fly around the country to be your eyes and ears. She is tough as nails and a built in radar system that can pick up any problems. I do not know if she is available but if you want I can ask.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/7/2017 3:24:29 PM
To: David shulkin [drshulkin@aol.com]; Poonam Alaigh [(b) (6) hotmail.com]
CC: IP [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; (b) (6) gmail.com
Subject: Management Position

There is a young woman who was my executive secretary until she went for her MBA. She is young enough to fly around the country to be your eyes and ears. She is tough as nails and a built in radar system that can pick up any problems. I do not know if she is available but if you want I can ask.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/5/2017 10:01:34 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: CIO

☺

Sent from my iPhone

> On May 5, 2017, at 4:01 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> I will try to reach her first she probably has call block on since she knows when I call it is always to volunteer her services.
>
> Sent from my iPad
> Bruce Moskowitz M.D.
>
>> On May 5, 2017, at 3:58 PM, David shulkin <Drshulkin@aol.com> wrote:
>>
>> How can i reach her?
>>
>> Sent from my iPhone
>>
>>> On May 5, 2017, at 2:12 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>>
>>> If you need more I have several. For management it may be worthwhile to see if we can get (b) (6) to volunteer her expertise. Ike knows her and wanted her for his cancer center. She runs the affiliations network at Mayo and is a wealth of information and experience. She also knows all the top management teams across the country.
>>>
>>> Sent from my iPad
>>> Bruce Moskowitz M.D.
>>

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/5/2017 8:01:49 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: CIO

I will try to reach her first she probably has call block on since she knows when I call it is always to volunteer her services.

Sent from my iPad
Bruce Moskowitz M.D.

> On May 5, 2017, at 3:58 PM, David shulkin <Drshulkin@aol.com> wrote:
>
> How can i reach her?
>
> Sent from my iPhone
>
>> On May 5, 2017, at 2:12 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>>
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>>
>> Sent from my iPad
>> Bruce Moskowitz M.D.
>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/5/2017 7:58:27 PM
To: Bruce Moskowitz [(b) (6) mac.com]
Subject: Re: CIO

How can i reach her?

Sent from my iPhone

> On May 5, 2017, at 2:12 PM, Bruce Moskowitz <(b) (6) mac.com> wrote:
>
> If you need more I have several. For management it may be worthwhile to see if we can get (b) (6) to volunteer her expertise. Ike knows her and wanted her for his cancer center. She runs the affiliations network at Mayo and is a wealth of information and experience. She also knows all the top management teams across the country.
>
> Sent from my iPad
> Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/5/2017 6:12:31 PM
To: drshulkin@aol.com
Subject: CIO

If you need more I have several. For management it may be worthwhile to see if we can get (b) (6) to volunteer her expertise. Ike knows her and wanted her for his cancer center. She runs the affiliations network at Mayo and is a wealth of information and experience. She also knows all the top management teams across the country.

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]va.gov]
Sent: 5/5/2017 7:23:57 PM
To: 'drshulkin' [drshulkin@aol.com]
Subject: FW: [EXTERNAL] Fwd: From newt

This is the bioscience in SAN Diego. I don't want to talk to them if you can't do it

-----Original Message-----
From: [redacted]@bio.org]
Sent: Friday, May 05, 2017 03:21 PM Eastern Standard Time
To: [redacted]
Subject: RE: [EXTERNAL] Fwd: From newt

Hi [redacted]
Happy Friday!!!! Please let me know what works for you next week for a quick call.

Thanks!
[redacted]

From: [redacted]mailto[redacted]va.gov]
Sent: Wednesday, May 03, 2017 9:39 AM
To: [redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you – will review.

From: [redacted] [mailto[redacted]@bio.org]
Sent: Wednesday, May 03, 2017 9:33 AM
To: [redacted]
Subject: RE: [EXTERNAL] Fwd: From newt
Importance: High

Here you go. And as background, Secretary Shulkin met with several members of our Board in April here at BIO and had a great discussion.

Let me know once you review and are ready to speak with Jim.

[redacted]

From: [redacted] [mailto[redacted]va.gov]
Sent: Wednesday, May 03, 2017 5:33 AM
To: [redacted]@bio.org>
Subject: RE: [EXTERNAL] Fwd: From newt

Good morning, yes please send invitation for review. Would be glad to speak after that.

AMERICAN OVERSIGHT

-----Original Message-----
From: [(b) (6) (b) (6) @bio.org]
Sent: Tuesday, May 02, 2017 10:23 PM Eastern Standard Time
To: [(b) (6)]
Subject: RE: [EXTERNAL] Fwd: From newt

Hi Ms. [(b) (6)] –

Would you be able to speak with former Congressman Jim Greenwood, now President and CEO of the Biotechnology Innovation Organization (BIO), regarding the invitation? I am happy to send the formal invitation to you for review prior to speaking with Jim if that would be helpful. Or I can just have Jim forward you the invitation via email. Whatever works best for you.

Thanks so much for reaching out. Greatly appreciated!

[(b) (6)]

From: [(b) (6)] [mailto:[(b) (6)] va.gov]
Sent: Tuesday, May 02, 2017 5:59 PM
To: [(b) (6)] <[(b) (6)] @bio.org>
Subject: FW: [EXTERNAL] Fwd: From newt

Hi [(b) (6)] – Please let us know specifics when you can.

[(b) (6)] MBA
Special Advisor to the Secretary
Department of Veterans Affairs
202-461-[(b) (6)]
202-834-[(b) (6)]

From: [(b) (6)]
Sent: Tuesday, May 02, 2017 5:58 PM
To: 'thirdwave2@speakergingrich.com'; '[(b) (6)] @bio.org'
Cc: [(b) (6)] speakergingrich.com'
Subject: RE: [EXTERNAL] Fwd: From newt

Thank you Speaker Gingrich.

---------- Forwarded message ----------
From: "Thirdwave2" < >
Date: May 2, 2017 5:21 PM
Subject: From newt
To: "[(b) (6)] gmail.com" <[(b) (6)] gmail.com>, "[(b) (6) (b) (6)] @bio.org>
Cc: "[(b) (6)] <[(b) (6)] speakergingrich.com>

[(b) (6)] works for bio and they want to invite dr shulkin to a major event.her email is above newt

Sent from my iPad

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]yahoo.com]
Sent: 5/7/2017 8:53:09 PM
To: David shulkin [Drshulkin@aol.com]
CC: Poonam Alaigh [redacted]hotmail.com]
Subject: Re:

David - was nice of you all to stop by for few minutes. We totally understand the time constraints and hopefully will meet again sometime soon in a more relaxing time and place!!
Thanks again,
[redacted]

Sent from my iPhone

> On May 7, 2017, at 10:04 AM, David shulkin <Drshulkin@aol.com> wrote:
>
> Thanks for inviting us last night
>
> What an amazing party! We were all so honored to be there
>
> Please dont take our early departure as anything other than three things
>
> 1) We were all exhausted from the trip to and from bostonand [redacted] had stayed up all night for her finals
>
> 2) i havent been home for four weeks and only have a few hours before going back to DC today
>
> And
>
> 3) [redacted] dad is getting worse and she is totally preoccupied
>
> Hope you understand
>
> Weve never seen anything like your friendship party!
>
>
>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/7/2017 2:04:06 PM
To: Poonam Alaigh [(b) (6) hotmail.com]; (b) (6) [(b) (6) yahoo.com]

Thanks for inviting us last night

What an amazing party! We were all so honored to be there

Please dont take our early departure as anything other than three things

1) We were all exhausted from the trip to and from bostonand (b) (6) had stayed up all night for her finals

2) i havent been home for four weeks and only have a few hours before going back to DC today

And

3) (b) (6) dad is getting worse and she is totally preoccupied

Hope you understand

Weve never seen anything like your friendship party!

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) mac.com]
Sent: 5/6/2017 5:38:36 PM
To: Marc Sherman [(b) (6) gmail.com]
CC: (b) (6) [(b) (6) frenchangel59.com]; L Perl [(b) (6) gmail.com]; Poonam Alaigh [(b) (6) hotmail.com]; David shulkin [Drshulkin@aol.com]; IP [(b) (6) frenchangel59.com]
Subject: Re: Today's call agenda - VA - Follow-up

Also I was made aware based on a congressional discuss earlier this month the VA will be target of a critical review of women's health I have asked the head of maternal health and women's health at Mayo Clinic and the head of babyscripts to give us the ability to provide resources upon request.

Sent from my iPad
Bruce Moskowitz M.D.

On May 6, 2017, at 1:30 PM, Marc Sherman <(b) (6) gmail.com> wrote:

> Forgot to attach the dinner agenda. See attached.
>
> **AGENDA**
>
> - Status of crisis management initiative (ID existing and unexpected risks / field report cards)
> - Apple status (call and initiatives)
> - CIO candidates and status
> - Real Estate facilities initiative (Plan / David's discussions / Marc's discussions)
> - EHR status
> - PR / Crisis management
> - Undersecretary
> - DOD PTSD office
> - Telemedicine
> - Supply Chain initiative
>
> <Dinner Discussion Agenda 041717 abbrev.docx>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/9/2017 12:31:45 AM
To: Marc Sherman [(b) (6) gmail.com]
Subject: Re: My partner

She set the precedent- when are you joining?

Sent from my iPhone

On May 8, 2017, at 5:10 PM, Marc Sherman <(b) (6) gmail.com> wrote:

> Let you know when I find out
>
> Marc Sherman
> (202) 758-(b) (6)
>
> On May 8, 2017 2:57 PM, "David shulkin" <Drshulkin@aol.com> wrote:
> Wow- i wonder where?
>
> Sent from my iPhone
>
> > On May 8, 2017, at 1:04 PM, Marc Sherman <(b) (6) gmail.com> wrote:
> >
> > I just heard that I was wrong. Melissa Glynn, the resume I gave you for CIO is not going to work for the DC Government, but is going to the VA????

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/8/2017 9:10:41 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: My partner

Let you know when I find out.

Marc Sherman
(202) 758-(b) (6)

On May 8, 2017 2:57 PM, "David shulkin" <Drshulkin@aol.com> wrote:
Wow- i wonder where?

Sent from my iPhone

> On May 8, 2017, at 1:04 PM, Marc Sherman <(b) (6) gmail.com> wrote:
>
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AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 6:57:07 PM
To: Marc Sherman [(b) (6) gmail.com]
Subject: Re: My partner

Wow- i wonder where?

Sent from my iPhone

> On May 8, 2017, at 1:04 PM, Marc Sherman <(b) (6) mail.com> wrote:
>
> I just heard that I was wrong. Melissa Glynn, the resume I gave you for CIO is not going to work for the DC Government, but is going to the VA????

AMERICAN OVERSIGHT

Message

From: Marc Sherman [(b) (6) gmail.com]
Sent: 5/8/2017 5:04:43 PM
To: David shulkin [drshulkin@aol.com]
Subject: My partner

I just heard that I was wrong. Melissa Glynn, the resume I gave you for CIO is not going to work for the DC Government, but is going to the VA????

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/25/2017 10:32:32 PM
To: IP [(b) (6)frenchangel59.com]
Subject: Re: President of American Corporate Partners - served eight years with the Clinton Administration and was appointed to two commissions with the British Government

Good pickup- i knew something was off

Sent from my iPhone

On May 25, 2017, at 4:33 PM, IP <(b) (6)frenchangel59.com> wrote:

> http://www.acp-usa.org/ABOUT_ACP/Board_of_Directors/(b) (6)
>
> (b) (6)
>
> <image001.jpg>
> President
>
> (b) (6) (b) (6) is President of American Corporate Partners, and is responsible for all of ACP's operations. (b) (6) comes to ACP with a 35-year career in corporate and government organizations. She was nominated by President Obama and confirmed unanimously by the US Senate to be the Administrator of the General Services Administration, a position she held from 2010-2012. She also served eight years with the Clinton Administration and was appointed to two commissions with the British Government. Her private sector career has spanned the information technology, architecture, strategic consulting, and automotive industries including Cummins Engine Company, Computer Sciences Corporation, and a Boston architectural company.
>
> Her writing credits include *On My Watch: Leadership, Innovation, and Personal Resilience,* a best selling book on Amazon, and *Navigating an Organizational Crisis: When Leadership Matters Most,* co-authored with Harry Huston, Praeger, January 2016. She is also a novelist.
>
> (b) (6) is the Board Chair of Haiti Reforestation Partnership and was the Clerk of Session at First Presbyterian Church, Annapolis. She was graduated with a BA from Oberlin College and with an MBA from the Yale University School of Management. She and her husband, Steve, have two adult children.

AMERICAN OVERSIGHT

Message

From: IP [(b) (6)frenchangel59.com]
Sent: 5/25/2017 8:33:53 PM
To: David shulkin [drshulkin@aol.com]
Subject: President of American Corporate Partners - served eight years with the Clinton Administration and was appointed to two commissions with the British Government

http://www.acp-usa.org/ABOUT_ACP/Board_of_Directors/(b) (6)

(b) (6)



President

(b) (6) (b) (6) is President of American Corporate Partners, and is responsible for all of ACP's operations. (b) (6) comes to ACP with a 35-year career in corporate and government organizations. She was nominated by President Obama and confirmed unanimously by the US Senate to be the Administrator of the General Services Administration, a position she held from 2010-2012. She also served eight years with the Clinton Administration and was appointed to two commissions with the British Government. Her private sector career has spanned the information technology, architecture, strategic consulting, and automotive industries including Cummins Engine Company, Computer Sciences Corporation, and a Boston architectural company.

Her writing credits include *On My Watch: Leadership, Innovation, and Personal Resilience,* a best selling book on Amazon, and *Navigating an Organizational Crisis: When Leadership Matters Most,* co-authored with Harry Huston, Praeger, January 2016. She is also a novelist.

(b) (6) is the Board Chair of Haiti Reforestation Partnership and was the Clerk of Session at First Presbyterian Church, Annapolis. She was graduated with a BA from Oberlin College and with an MBA from the Yale University School of Management. She and her husband, (b) (6) have two adult children.

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/10/2017 2:53:56 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Re:

Yes will send
On Wed, May 10, 2017 at 10:51 AM David shulkin <Drshulkin@aol.com> wrote:
Do you have?

Sent from my iPhone

Begin forwarded message:

From: Darin Selnick <[redacted]@gmail.com>
Date: May 10, 2017 at 10:31:52 AM EDT
To: David shulkin <Drshulkin@aol.com>
Subject: Re:

Yes, in the car, will forward to you once I stop. [redacted] also has it.

Darin

Sent from my iPhone

On May 10, 2017, at 7:08 AM, David shulkin <Drshulkin@aol.com> wrote:

Darin- can you get me the 5-6 executive orders we are trying to advance and work on with [redacted]

Sent from my iPhone

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/10/2017 2:51:56 PM
To: (b) (6) [(b) (6) gmail.com]
Subject: Fwd: Re:

Do you have?

Sent from my iPhone

Begin forwarded message:

> **From:** Darin Selnick <(b) (6) @gmail.com>
> **Date:** May 10, 2017 at 10:31:52 AM EDT
> **To:** David shulkin <Drshulkin@aol.com>
> **Subject: Re:**
>
> Yes, in the car, will forward to you once I stop. (b) (6) also has it.
>
> Darin
>
> Sent from my iPhone
>
> > On May 10, 2017, at 7:08 AM, David shulkin <Drshulkin@aol.com> wrote:
> >
> > Darin- can you get me the 5-6 executive orders we are trying to advance and work on with (b) (6)
> >
> > Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Darin Selnick [(b) (6) @gmail.com]
Sent: 5/10/2017 2:31:52 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Yes, in the car, will forward to you once I stop. (b) (6) also has it.

Darin

Sent from my iPhone

> On May 10, 2017, at 7:08 AM, David shulkin <Drshulkin@aol.com> wrote:
>
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>
> Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/10/2017 2:08:22 PM
To: Darin Selnick [(b) (6) @gmail.com]

Darin- can you get me the 5-6 executive orders we are trying to advance and work on with (b) (6)

Sent from my iPhone

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/8/2017 1:35:17 AM
To: David shulkin [Drshulkin@aol.com]
Subject: Re: Also

I prefer this be your initial message and I can follow up with- email or call or conference call?

From: David shulkin <Drshulkin@aol.com>
Sent: Sunday, May 7, 2017 9:26 PM
To: Poonam Alaigh
Subject: Re: Also

Agree - maybe it can come from both of us

Sent from my iPhone

On May 7, 2017, at 9:18 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

> Also, somehow before Wednesdays hearing, you have to communicate to Ike and Laurie that you took their input and in the hearing you will mention about the service line quality model for each medical center as part of the new Choice program so that facilities like West Palm Beach should not be doing cardiac caths if the volume does not justify it- This was Laurie stated to us based on her fact finding conversation
>
> You have to tell them that their input was valued and incorporated

---

> **From:** Marc Sherman <(b) (6) gmail.com>
> **Sent:** Saturday, May 6, 2017 6:34 PM
> **To:** (b) (6)
> **Cc:** L Perl; Poonam Alaigh; David shulkin; Bruce Moskowitz; IP
> **Subject:** Re: VA - Follow-up
>
> I have attached is a memo that memorializes today's discussion and agreed actions / timing from our 2pm call
>
> <VA initiatives follow up Conference Call May 6 2017.docx>

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/8/2017 1:26:27 AM
To: Poonam Alaigh [(b) (6) hotmail.com]
Subject: Re: Also

Agree - maybe it can come from both of us

Sent from my iPhone

On May 7, 2017, at 9:18 PM, Poonam Alaigh <(b) (6) hotmail.com> wrote:

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Sent: Saturday, May 6, 2017 6:34 PM
To: (b) (6)
Cc: L Perl; Poonam Alaigh; David shulkin; Bruce Moskowitz; IP
Subject: Re: VA - Follow-up

I have attached is a memo that memorializes today's discussion and agreed actions / timing from our 2pm call

<VA initiatives follow up Conference Call May 6 2017.docx>

AMERICAN OVERSIGHT

Message

From: Poonam Alaigh [(b) (6) hotmail.com]
Sent: 5/8/2017 1:18:24 AM
To: David Shulkin [drshulkin@aol.com]
Subject: Also
Attachments: VA initiatives follow up Conference Call May 6 2017.docx

Also, somehow before Wednesdays hearing, you have to communicate to Ike and Laurie that you took their input and in the hearing you will mention about the service line quality model for each medical center as part of the new Choice program so that facilities like West Palm Beach should not be doing cardiac caths if the volume does not justify it- This was Laurie stated to us based on her fact finding conversation

You have to tell them that their input was valued and incorporated

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From: Marc Sherman <(b) (6) gmail.com>
Sent: Saturday, May 6, 2017 6:34 PM
To: (b) (6)
Cc: L Perl; Poonam Alaigh; David shulkin; Bruce Moskowitz; IP
Subject: Re: VA - Follow-up

I have attached is a memo that memorializes today's discussion and agreed actions / timing from our 2pm call

AMERICAN OVERSIGHT

VA Conference Call

AGENDA and CALL NOTES

Saturday May 6, 2017

- Status of crisis management initiative (ID existing and unexpected risks / field report cards)
  - The VA will institute upward feedback and other related programs
  - (b) (6) raser, the Chief HR Officer from the Mayo Clinic has contacted Bruce to lend her expertise in the HR side
  - CNN is about to do a piece on Women's issues at the VA.
  - Poonam will bring in PR to do a Press Release on the VA's lowering the age for mammograms to age 40 and promote the other VA women's initiatives. Then, Fox will be given an exclusive. This is TIME SENSITIVE because it is a preemptive measure.

- Apple status (call and initiatives)
  - The NDA with Apple has been signed
  - (b) (6) is on point for the VA.
  - Bruce has arranged a call with the VA (Darin and Patty) on Monday May 8 to discuss the plan to move forward.
  - Two reps from each AMC has been assigned to participate and advise on this proposed effort with Apple
  - Then the AMC reps, Bruce and the VA will instigate a call with Apple within the week.
  - Bruce will integrate the VA Digital Service Team interim head, (b) (6) into the process.
  - The call will address two initiatives, transportable medical records and geotagging, but ultimately there are 5 or 6 initiatives with Apple in all

- CIO candidates and status
  - David has interviewed several candidates but has settled on Chris Miller from the Department of the Navy. David has spoken with SECNAV and he has agreed to detail (or transfer) Mr. Miller to the VA as CIO.
  - Melissa Glynn has withdrawn her name from consideration.

- Real Estate facilities initiative (Plan / David's discussions / Marc's discussions)
  - David and Poonam will send the PowerPoint proposed facilities plan to Marc
  - Marc will proceed to initiate and develop the "Congressional Plan" through Rep Roe and Senator Iskson.
  - Marc will contact Tom this weekend to set up a meeting with Isakson
  - Marc will call Rep Roe to set up a meeting with him
  - The facilities list will not be used for now

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- EHR status
  - David is working toward a solution. Will keep us advised on progress

- PR / Crisis management
  - Marc has reached out to a restructuring PR Crisis management firm. They are talking internally on whether they can assist. Marc will report back when they respond.
  - The crisis firms of the AMC's will be a potential backup if this firm does not want to proceed.

- Undersecretary
  - David asked that we hold off on exploring this for another week

- DOD PTSD office
  - Marc was introduced to The Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) and suggested a possible meeting between the VA and the DCoE to explore mutually beneficial issues and initiatives.
  - The DCoE provides the Military Health System with current and emerging psychological health and traumatic brain injury clinical and educational information. They identify gaps and prioritize needs in psychological health and TBI research, and then translate that research into clinical practice to improve patient outcomes. DCoE is a division of the Defense Health Agency Operations directorate. DHA is a joint, integrated combat support agency that supports the Military Health System
  - The mission of the DCoE is to improve the lives of our nation's service members, veterans and their families by advancing excellence in psychological health and traumatic brain injury prevention and care.
  - The DCoE's initiatives could be equally beneficial to the VA and may lead to an early detection program for the VA
  - Marc will contact his friend for an introduction of Dr. Alaigh to Dr. [redacted] its Director **[DONE, May 6, 2017]**

- Telemedicine
  - The Domestic Policy Council is giving the VA a hard time about this.
  - The EO drafted is taking a long time, so in the alternative
  - Seventeen governors have already agreed to allow telemedicine in their states. The VA will proceed to implement a telemedicine program in those 17 states. Timing was not discussed, so David and Poonam should provide the expected timing.
  - Once the 17 states are up and running, a PR announcement will be released promoting the progress of the VA, the lives that are being saved and the benefits of telemedicine, thanking the 17 governors for saving lives, with the hope that the PR shames the other states into following on.
  - If this does not get done in one week, we will go back to push the EO option

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- Supply Chain initiative
  - The meeting that Bruce has planned at the Baltimore VA on May 15 will solve this issue as well as the issue of drug control, general digital inventory control and controlled substance control.
  - The cost will be $25,000 per VA site.

- The following additional items were discussed:

  - VA pays salary of Pres/VP of unions. POTUS may address this in the next contract negotiations
  - Mandatory Flu shots – Poonam will publicize this requirement for next Flu season.
  - Laurie reported on the visit she and Ike had with a VAMC director today
    - Employees worried about closings – VA will work on disseminating info to relieve this anxiety
    - Some medical centers are performing procedures that they are not best suited for and possibly cause repeated procedures. – VA HQ will ask employees to ID these types of issues.
    - Several employees are alleged to have committed crimes but are still employed due to a belief that no one can be fired.
      - Ike and Laurie will ask the employee if they can disclose this to David / Poonam and if the employee would discuss this with David and Poonam – If so, Poonam will make it clear that these types of employees can be terminated and they will deal with the fallout later.
      - It is expected that the Accountability bill that passed the House and is currently in the Senate will largely cure this.
  - P-Cards – The meeting Bruce is having on inventory will also cover standard practices on P-cards in the AMCs. Bruce will share this info with Marc since Marc has restructured P-card systems in major, large institutions.

AMERICAN OVERSIGHT

Message

From: Bruce Moskowitz [(b) (6) [redacted]mac.com]
Sent: 5/21/2017 8:29:27 PM
To: rob.thomas2@va.gov
CC: David shulkin [drshulkin@aol.com]
Subject: Apple call

When convenient I would like to update prior to the call with Apple. Thank yo

Sent from my iPad
Bruce Moskowitz M.D.

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/18/2017 3:24:19 PM
To: Ike Perlmutter [(b) (6)frenchangel59.com]
Subject: Fwd: rejected candidates

Ike- please keep this confidential but these are the names I have submitted to the Presidential personnel Office that have been rejected for consideration. They may have good reason but they dont share that with me.

Sent from my iPhone

(b) (6) EOP/WHO
Subject: rejected candidates

Mr. Secretary,

As you requested attached is the list of candidates rejected.

(b) (6)

(b)

AMERICAN OVERSIGHT

Message

From: [redacted] [redacted]gmail.com]
Sent: 5/14/2017 11:24:26 PM
To: David shulkin [Drshulkin@aol.com]
Subject: Re:

Yes I did that last week, we did it on the va account and had you retweet it. Will do it again
On Sun, May 14, 2017 at 7:19 PM David shulkin <Drshulkin@aol.com> wrote:
> Can we tweet my ny times article on my account?
>
> Sent from my iPhone

--
Sent from Gmail Mobile

AMERICAN OVERSIGHT

Message

From: David shulkin [Drshulkin@aol.com]
Sent: 5/14/2017 11:14:32 PM
To: (b) (6) [(b) (6) gmail.com]

Can we tweet my ny times article on my account?

Sent from my iPhone

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