


CARES Contracts and Reports

Request 3: VA documents given to PwC, MicroTech
Documents generated by PwC, MicroTech

Documents Provided to Contractors



Documents provided to PricewaterhouseCoopers

15. Detailed Statement of Work
Attachment 1 to CARES contract
776-04-241

DETAILED STATEMENT OF WORK

Note that the requirements for the Healthcare Delivery Study, the Capital Plans and the Reuse Plans are outlined in the main Statement of Work Document. Therefore, if the requirements differ from the General Statement, it will be noted here, otherwise, follow the requirements in the Statement of Work.

VISN 1 – Boston - Healthcare Delivery Study, General Capital and Reuse Plans

Specific Considerations/Requirements - The Boston study consists of two major components, the Healthcare Delivery Study and the proposed general Capital and Reuse Plans.

Healthcare Delivery Study - The study provides an opportunity to examine the feasibility of redesigning the Boston area VA health care delivery system. Health care services are currently delivered at the Bedford, Jamaica Plains, West Roxbury and Brockton campuses.

Using forecasted health services utilization data and patient origin data; provide a minimum of three options for providing health care in the Boston area. For one of the options, determine the feasibility of consolidating acute care services at one tertiary care medical center to meet future demand. This center would be the hub of a system of primary care and multi specialty clinics located throughout the Boston area. These sites would be identified at a level of specificity required to accurately analyze improvements in access and the costing required in order to make a recommendation. In addition to acute care services, key questions in the study are the location of Domiciliary care, Nursing Home care, non acute psychiatric programs, residential treatment facilities as well as specialized programs such as the Alzheimer's disease unit at Bedford. The analysis could/should include consideration of partial use of current campuses for these services, collocation with the tertiary care center, free standing Nursing Homes, and the clustering of these programs for continuity and quality.

General Capital and Reuse Plans - General Capital and Reuse Plans for the current and proposed campuses would include the proposed capital infrastructure if services would continue to be delivered on campus or reuse if the campus will no longer deliver VA health care services. These will be developed complementary to the Healthcare Delivery Studies.

Secretary's Decision - Reference 3-3

- Four existing VA Medical Centers in Boston range in age from 36 to 62 years.
- All require ongoing renovation and upgrades and are in need of modernization.
- Feasibility of consolidating its existing four Boston area medical centers into one state-of-the-art tertiary care facility that will act as a hub for VA health care in the greater Boston area
- Current fragmented nature of care across the four existing Boston area facilities,
- VA's need to remain competitive in a medical care environment where recruitment and retention of quality staff is difficult.

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- The system to be studied would be anchored by a state-of-the-art tertiary care medical center and would include plans for development of strategically located multi-specialty outpatient clinics and CBOCs.
- The study also will analyze the demand for nursing home care services and plan to locate facilities in places that would preserve access for aging veterans and their families.
- The tertiary care medical center would deliver comprehensive inpatient care services, while allowing specialty care services such as cardiology, neurology, audiology, as well as primary and special VA mental health services to spread out into the community closer to where patients live.
- Supported by CBOCs, the system of care would bring VA health care into communities throughout the Boston area, improving access to specialty care, primary care, mental health care, and nursing home services.

VISN 2 – Canandaigua – Comprehensive Capital & Reuse Plan

Specific Considerations/Requirements – The Canandaigua Capital and Reuse Plan is to determine whether the existing campus or another location in the Canandaigua area is the best location for the services currently offered on the Canandaigua campus. The services include primary care, specialty care, Nursing Home, Domiciliary care, residential rehabilitation treatment, geropsychiatric care and hospice care. The comprehensive Capital and Reuse Plan should consider the partial use of the campus, movement of all services to another site(s) or a combination of these possibilities to maximize access to veterans and determine the highest and best use of the Canandaigua campus. The comprehensive Capital and Reuse Plan would include the physical configuration of the infrastructure at all sites identified for the location of services and the comprehensive Reuse Plan for the Canandaigua campus. Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included.. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference Page 3-10

- Built in 1932, the campus sits on 171 acres of land and includes 23 buildings, most of which were built between 1932 and 1937.
- Approximately 26 percent of the campus is vacant or underused and forecasts for the Finger Lakes market show decreasing enrollment through 2022.
- The Master Plan will include construction of a new multi-specialty outpatient clinic and nursing home complex to replace the patient care facilities currently located on the Canandaigua campus.
- The plan also will include the transfer of acute inpatient psychiatric patients from Canandaigua to Buffalo and Syracuse
- The new nursing home complex will accommodate nursing home, domiciliary and residential rehabilitation patients and will provide geropsychiatric services and hospice care.

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- All other patient care services currently in place at the Canandaigua VAMC will be accommodated in the new facilities with the potential for enhanced services to include new clinics as needed.

VISN 3 – NYC – Healthcare Delivery Study, General Capital Plan and Reuse Plan

Specific Considerations/Requirements – The NYC study consists of two major components; the Healthcare Delivery Study and the proposed general Capital and Reuse Plans for the existing sites. The Healthcare Delivery Study will provide three options for health care delivery in the NYC area. The options will include the feasibility of consolidating the Manhattan and Brooklyn campuses into one site. The site could be an entirely new site or the Manhattan or Brooklyn sites. Reuse Plans would be developed for the Manhattan and Brooklyn campuses as part of the study.

Healthcare Delivery Study - The study provides an opportunity to examine the feasibility of redesigning the NYC VA health care delivery system. Health care services are currently delivered at the Brooklyn and Manhattan campuses. Using forecasted health services utilization and patient origin data the study will determine the feasibility of consolidating services at a single tertiary care medical center to meet future demand. The site could be one of the current campuses or a new site. That center that would be the hub of a system of primary care and multi specialty clinics located throughout the NY City Area to improve access to these services for veterans. These sites would be identified at a level of specificity required to accurately analyze improvements in access and the costing required to develop options and a recommendation.

General Capital and Reuse Plans - General Capital and Reuse Plans for the current and proposed campuses would include the proposed capital infrastructure if services would continue to be delivered on campus or re use if the campus will no longer deliver VA health care services. These will be developed complementary to the Healthcare Delivery Studies.

Secretary's Decision - Reference Page 3-16

- VA will undertake a thorough feasibility study of the potential to consolidate the Manhattan and Brooklyn campuses of the New York Harbor HCS in the VISN's New York market.
- The system to be studied would be anchored by a comprehensive tertiary care medical center located in either Manhattan or Brooklyn and will include plans for development of strategically located multi-specialty outpatient clinics and CBOCs targeted to support the tertiary hub, maximize access, and bring primary, mental health, and specialty care services closer to where veterans live.
- The study also will analyze the demand for nursing home care services.
- The tertiary care medical center will deliver comprehensive inpatient care services, while allowing specialty care services such as cardiology, neurology, audiology, as well as primary and special VA mental health resources to spread out into the community closer to patients. Further supported by CBOCs, the system of care

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would bring VA health care to sites throughout the New York area, improving access to specialty, primary care, mental health, and nursing home services.

VISN 3 – Castle Point & Montrose – Comprehensive Capital and Reuse Plans

Specific Considerations/Requirements - The services to be relocated from the Montrose campus to the Castle Point campus have been determined in the Secretary's Decision document. The purpose of the comprehensive Capital and Reuse Plan is to redesign the Montrose campus to maximize the reuse potential of part of the campus that is afforded by the transfer of services to Castle Point. Castle Point requires a comprehensive Capital and Reuse Plan that enables the transferred services to be most efficiently located on the Castle Point campus.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference page 3-17

- The Montrose and Castle Point campuses of the Hudson Valley Health Care System are both underutilized.
- The Montrose campus was built in 1950 for a capacity of 1,984 hospital beds and now operates 291 beds.
- The Castle Point campus was transferred to VA in 1924. It was originally built for 600 tuberculosis beds and now operates 122 inpatient beds.
- VA will implement a consolidation of services between the Montrose and Castle Point campuses that will enhance patient care and make more effective use of VA health care resources.
- The consolidation will transfer acute psychiatric, long-term psychiatric and nursing home beds from the Montrose to the Castle Point campus.
- To accomplish this consolidation, VA will augment the mission at the Castle Point campus with new construction and reduce the footprint on the Montrose campus through an enhanced use lease for assisted living and other compatible uses or divestiture of property.
- By consolidating these services at Castle Point, VA can build one new state-of-the-art and appropriately sized nursing home designed to provide high quality nursing home care services.
- VA will continue to provide outpatient, domiciliary and residential rehabilitation services at the Montrose campus.
- The Plan will make sure that the realignment decision for the excess VA property at the Montrose campus will consider, but will not be limited to, an existing enhanced use lease proposal for an assisted living complex. The potential for collaboration with the National Cemetery Administration also will be considered in the Master

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Plan. Any reuse or disposal of property on the Montrose Campus will serve to enhance the Department's mission.

Specific Capital Considerations - EU plan submitted to develop senior housing and assisted living units. This proposal will also utilize and preserve two well maintained structures, reduce VA Hudson Valley health care system maintenance and repair costs and obtain additional revenue to fund community based clinics to better serve veteran patients.

VISN 3 – St. Albans – Comprehensive Capital and Reuse Plans

Specific Considerations/Requirements - The comprehensive Capital and Reuse Plans will be accomplished using demand data to determine the appropriate capacity and foot print size of the replacement for the Domiciliary and Nursing Home units that maximize the re use potential of the balance of the site.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included.. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference page 3-19

- The St. Albans campus was not designed for modern health care delivery, is aging, and is in need of replacement.
 - VA will develop a Master Plan that will propose an efficient and cost-effective design for the replacement buildings at St. Albans and ensure an effective transition of services. VA will develop plans for the size of the nursing home and domiciliary buildings using its mental health and long-term care strategic plans.
 - The Master Plan also will describe the most effective footprint for the campus and ensure that any plans for alternate use or disposal of VA property serve to enhance the Department's mission.
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VISN 4 – Pittsburgh – Highland Drive – Comprehensive Capital Plan and General Reuse Plan

Specific Considerations/Requirements - Provide options for maximizing the highest and best use of the vacated campus.

Secretary's Decision - Reference page 3-23

- VA will consolidate the Highland Drive Division to the University Drive and Heinz campuses of the Pittsburgh HCS.
- This consolidation will be accomplished through major construction that will modernize patient care facilities at the University Drive and Heinz campuses and improve the environment of care for area veterans.

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- Collocate inpatient psychiatry services at University Drive and domiciliary and residential rehabilitation services at the Heinz campus.
- Plans shall include a new parking garage at the University Drive campus
- Upon completion of construction and patient transfer, VA will seek alternate uses for, or disposal of, the Highland Drive campus. These uses may include, but will not be limited to, an enhanced use lease of the campus.

Specific Capital Considerations - A contractor has already been retained to provide the Capital Plans for University Drive and the Heinz campus. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

VISN 5 – Perry Point - Comprehensive Capital and Reuse Plans

Specific Considerations/Requirements - The comprehensive Capital and Reuse Plans will determine the appropriate setting on the site for the replacement NHCU, and the appropriate footprint for the redesigned campus that will maximize the reuse potential of the site.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included.. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference Page 3-33

- The Perry Point campus is situated on 364 acres of land, much of which is underused or vacant.
 - While some buildings on the campus have been recently renovated, others are in dire need of repair, including the nursing home, which is almost 80 years old.
 - While the mission of the Perry Point VAMC will remain unchanged, the Master Plan will propose an efficient, cost-effective, and appropriately sized design that will reduce vacant and underused space on the campus and include modernization of patient care buildings to meet current and anticipated needs.
 - The plan will include construction of a replacement nursing home.
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VISN 7 – CAVHCS, Montgomery Division – Healthcare Delivery Study and General Capital Plan

Specific Considerations/Requirements - Using forecasted health services utilization data and patient origin data the study would determine the feasibility of converting the Montgomery campus to an outpatient-only campus to meet future demand. The study will include at least three options for providing the health care and converting the campus. Each option will include a general Capital Plan for the Montgomery campus if appropriate.

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- VA will proceed with a study of the feasibility of converting the Montgomery CAVHS to an outpatient-only facility as part of the CARES implementation process.
- The study will examine the impact of mission change on access to and quality of care as well as the cost-effectiveness of potential realignment. VA will consider comments from stakeholders as it conducts the study. A Capital Plan for the Montgomery campus will be developed.

VISN 9 – Louisville – Healthcare Delivery Study, General Capital and Reuse Plans

Specific Considerations/Requirements - The determination of the need for a replacement hospital and the size and services will be provided including an estimate of the capital and operating costs of the new facility and a comparison to maintaining the current facility. Special attention will be given to referral patterns from VA facilities.

Secretary's Decision - Reference Page 3-61

- VA will study the need for a replacement hospital for the Louisville VAMC.
- The Louisville VAMC is in need of renovation.
- There is an opportunity to partner with the University of Louisville
- There is also potential for collocation of a VBA presence at a new Louisville facility.

VISN 9 – Lexington, Leestown - Comprehensive Capital and Reuse Plans

Specific Considerations/Requirements - The comprehensive Capital and Reuse Plans will be accomplished using demand data to determine the appropriate capacity and foot print size of the campus that maximize the re use potential of the balance of the site.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Specific Considerations/Requirements - The Leestown campus will continue to provide Nursing Home care and outpatient services as well as administrative space for the Cooper Drive Division with an appropriately sized footprint. The comprehensive Capital and Reuse Plan will utilize demand forecasts to determine the service delivery capacity of the campus. The comprehensive Capital and Reuse Plans should reflect the results of the Louisville replacement hospital study to determine any impact on the Cooper Drive and Leestown campuses. However the Study should not prevent reuse analysis of land and buildings currently available land on the campus or opportunities currently available for Enhanced Use or other options.

DETAILED STATEMENT OF WORKSecretary's Decision - Reference page 3-62

- The Secretary will not consider consolidation of the Leestown campus at Cooper Drive, but VA will pursue opportunities to reduce the footprint of the Leestown campus.
 - While the mission of the Leestown campus will remain unchanged, the Master Plan will propose an efficient, cost-effective, and appropriately sized footprint that will reduce vacant and underused space on the campus.
 - The Master Plan will consider enhanced use lease opportunities and will ensure that any plan for alternate use or disposal of VA property serves to enhance the Department's mission.
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VISN 15 – Poplar Bluff – Financial Analysis

Specific Considerations/Requirements - The study to determine the cost effectiveness of providing care at the hospital versus contracting for care will be based upon the medical services that are designated appropriate for Poplar Bluff under the VRAH criteria. In completing the financial analysis contracting costs (if services meeting quality standards are available in the local community) will be factored into the analysis.

Secretary's Decision - Reference Page 3-84

- The Poplar Bluff VAMC is a 16-bed acute facility operating at full capacity and forecasts project only marginal decline in inpatient care – 15 and 11 beds in 2012 and 2022.
 - While there are limited options for contracting in the community, it is important that VA examine the potential for savings through contracting by conducting a detailed cost-effectiveness analysis.
 - The analysis will assess the cost of retaining care versus contracting in the community and will also include an assessment of the impact on access.
 - This cost-effectiveness analysis will examine the efficiency of providing care at the Poplar Bluff VAMC.
 - Once the VRAH policy is approved, VA will study the Poplar Bluff VAMC, as well as other similar facilities, to determine whether it meets the criteria for designation as a VRAH and to define the appropriate scope of practice to ensure that it meets quality standards.
 - The results of the VRAH study will provide the framework for the cost-effectiveness analysis.
 - In the interim, the Poplar Bluff VAMC will continue to operate in accordance with its current mission.
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VISN 16 – Gulfport/Biloxi – Comprehensive Capital & Reuse Plan

Specific Considerations/Requirements - The comprehensive Capital and Reuse Plans will be accomplished using demand data to determine the appropriate capacity and footprint size of the Biloxi and Gulfport campuses that maximize the re use potential of the balance of the site.

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Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included.. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference Page 3-89

- VA will consolidate the services provided at the Gulfport VAMC to the Biloxi VAMC and will develop plans to reuse or divest the Gulfport campus.
 - VA also will continue to seek sharing opportunities with Keesler AFB in support of the consolidation.
 - To ensure effective implementation, VA will develop a Master Plan for transfer of services from the Gulfport VAMC to the Biloxi VAMC, and for enhanced use or disposal of the Gulfport campus.
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VISN 16 – Muskogee –Healthcare Delivery Study

Specific Considerations/Requirements - The study will seek solutions to the disparity of excess capacity at Muskogee VA while expected growth in population is in the Tulsa area. The forecasted demand for care in the Tulsa Muskogee area will be analyzed to determine how to best provide accessible quality care while utilizing to the extent feasible the capital invested in the Muskogee VAMC.

Secretary's Decision Reference page:3-91

- The Muskogee VAMC currently has excess capacity, while the region's patient population growth is focused in the Tulsa area.
 - The study will assess the demand for health care in the Muskogee/Tulsa region and recommend a plan to best meet the health care needs of veterans, while maximizing use of resources.
 - VA will study the needs in the region, including the potential for expansion of inpatient psychiatry at the Muskogee VAMC, and develop a strategy to more effectively manage the vacant space at the Muskogee VAMC and enhance services in the region.
 - While the study is underway, VA will plan for the closure of the Muskogee VAMC's five-bed inpatient surgery program.
 - The Muskogee VAMC will retain ambulatory surgery and have observation beds available.
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VISN 17 – Waco – Healthcare Delivery Study, General Capital and Reuse Plans

Specific Considerations/Requirements - The WACO study involves an analysis of the demand for health care services in the future and the development of options regarding the possible location of those services on the WACO campus, in the WACO area, or another nearby VAMC or a combination of these options. The WACO study should

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result in a clear understanding of the positive and any potentially negative impact on access for current and the expected number of future patients.

The capital and operating costs of potentially transferring all inpatient beds from Waco to a nearby VAMC will clearly identify the costs of each option and any potential savings as contrasted with options that retain services on the WACO campus as outlined in the General Scope of Work.

The options developed should include the development of a multi specialty outpatient clinic in the Waco area to ensure that primary care and mental health services are provided to the community residential care facilities that depend on Waco for outpatient psychiatric services as well as other veterans in the Waco area. In addition to exploring options on the VA campus in Waco, alternative sites in the Waco community will also be explored.

Secretary's Decision - Reference page 3-98

- The Waco campus includes 123 acres of land and 36 main hospital buildings, many of which are vacant or underutilized.
- The Commission made several observations concerning the proposed Waco campus realignment, including the potential benefits of collocating inpatient psychiatric care with other acute inpatient care in Temple, expansion of access to care for the growing Austin area, and a clear need to more effectively manage the substantial vacant space on the Waco campus.
- VA will conduct a further comprehensive study of the cost and continuity of care issues of such realignment.
- The study will evaluate the most appropriate means and site for providing care to veterans now treated at the Waco campus and will include an analysis of moving the VBA Regional Office onto the Waco VAMC campus.
- Irrespective of any realignment, it will also identify options for divesting or leasing a significant portion of the underutilized property in order to generate savings and revenues that could be applied to VA's health care mission.

VISN 18 – Big Spring – Healthcare Delivery Study, General Capital and Reuse Plans

Specific Considerations/Requirements - The study should review the demand for services that are within the scope of services for a VRAH and determine whether there is adequate demand in the Odessa-Midland area with and without the demand from the Big Spring area. If there is adequate demand for a VRAH hospital in the Odessa Midland area then a cost effectiveness analysis would be undertaken to determine if the closure of Big Spring and the opening of a VRAH facility in the Odessa Midland area is a cost effective decision. That decision should include the positive and negative impacts on access for current and projected enrollees and a General Reuse Plan with expected reuse revenues from the Big Spring campus.

DETAILED STATEMENT OF WORKSecretary's Decision - reference page 3-104

- VA will proceed with a study of the feasibility of closing inpatient care and transferring inpatient services from the Big Spring VAMC to the Odessa–Midland area.
 - Part of that study will include analysis of what type of facility should be developed in the Odessa–Midland area
 - VA is now in the process of developing a “Veterans Rural Access Hospital” (VRAH) policy that will provide a detailed definition and framework for assessing the clinical and operational characteristics of small and rural facilities.
 - The VRAH policy will be used to determine if the Odessa–Midland area would be an appropriate location for such a facility and what the appropriate scope of practice should be based on projected demand for care.
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VISN 19 – Denver – Comprehensive Capital Plan and General Reuse Plan

Specific Considerations/Requirements - Provide options for maximizing the highest and best use of the vacated campus. Coordination with this Contractor to complete the Reuse Plan is required.

Secretary's Decision - reference page 3-109

- VA will build a replacement VA medical center through a sharing agreement with DoD on the Fitzsimmons campus with some shared facilities with the University of Colorado. The Denver VAMC is old, has deficiencies in patient privacy, and has space deficits of 41,000 square feet in inpatient space and 201,000 square feet in outpatient space.
 - To ensure effective implementation of this project, VA will develop a Master Plan for transition from the existing Denver VAMC to the new facility on the Fitzsimmons campus.
 - The Master Plan will include development of an enhanced use lease or disposal of the existing Denver campus upon transfer of all patient care services.
 - Specific Capital Considerations - A contractor has already been retained to provide the Capital Plans for the Denver replacement hospital. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.
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VISN 20 – White City – Comprehensive Capital and Reuse Plan

Specific Considerations/Requirements - White City receives referrals from other VISNs and the demand for the appropriate number of domiciliary beds should include the referral needs of the other VISNs. The study will utilize the forecasted need for domiciliary beds from the White City area and the referral needs of the other VISNs.

Another contractor in coordination with this Contractor shall develop the Reuse Plan. and as a part of the site options presented the most likely potential reuse for available

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property identified in the capital planning process is to be included. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference page 3-120

- VA will maintain all current services at the White City SORCC.
- VA will pursue opportunities to reduce the footprint of the campus.
- To ensure that VA makes the most effective use of existing buildings and land, VA will develop a Master Plan for the White City campus.
- The plan will propose an efficient, cost-effective, and appropriately sized infrastructure design that will reduce vacant and underused space on the campus. It also will consider enhanced use lease opportunities.

VISN 20 – Walla Walla – Healthcare Delivery Study, General Capital and Reuse Plans

Specific Considerations/Requirements - The Walla Walla study consists of two major components, the Healthcare Delivery Study, and the proposed General Capital and Reuse Plans for the Walla Walla campus. General Capital and Reuse Plans would be developed for the campus to assist in decision making of proposals.

Healthcare Delivery Study - : The study will examine the options to be able to provide quality health care in a modern, quality care setting. Using forecasted health services utilization data, the study will evaluate the demand for health care against the availability of care in the community. Particular attention should be given to patient origin data to determine the communities in which accessible care should be provided.

General Capital and Reuse Plans - General Capital and Reuse Plans for the current campus would include the proposed capital infrastructure if services would continue to be delivered on campus or reuse if the campus will no longer deliver VA health care services. These will be developed complementary to the Healthcare Delivery Studies.

Secretary's Decision – Reference page 3-122

- The Walla Walla campus includes 88 acres of land and 28 buildings from the Fort Walla Walla period of 1858 to 1947.
- Fifteen of the buildings are listed on the historic register and six remain in use for patient care and support.
- The Walla Walla VAMC currently provides inpatient medicine, psychiatric, and nursing home care services as well as outpatient care
- Develop a comprehensive study to determine how to improve the environment of care in Walla Walla, while maximizing use of VA resources.
- The study will evaluate the demand for health care against the availability of care in the community and patient safety concerns as well as consider the limitations and substantial costs of maintaining an aging and expensive medical center campus for a current total inpatient and nursing home average daily census of 53.

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- The study will include the potential for partnership with community and private sector organizations to provide nursing home and psychiatric inpatient care to veterans in the community.
- VA will consider options for moving into a more modern and efficient infrastructure designed to provide quality patient care.
- The study will identify the appropriate physical resources needed for VA's mission and identify options to divest or lease excess property to generate revenues that could be applied to VA's health care mission.

VISN 21 – Livermore – Comprehensive Capital and Reuse Plans

Specific Considerations/Requirements - The options developed for the Capital and Reuse Plans for the Livermore campus will be developed with and without a Nursing home presence on campus. The outpatient primary and specialty care and sub acute inpatient services will be transferred from the campus. The study's scope is only on the question of the best way to retain a nursing home presence in the Livermore area i.e. whether to retain a Nursing Home on the Livermore campus or on another site in the community.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference page 3-129

- VA will realign the Livermore campus to improve access to and quality of patient care by moving services closer to where patients live and by collocating care.
- The realignment will include transfer of outpatient care to an expanded Central Valley clinic and to a new East Bay clinic.
- The realignment also will move sub-acute and low-volume specialty services currently provided at Livermore to the Palo Alto VAMC where they will be colocated at a tertiary care facility.
- VA will maintain access to services locally by retaining a nursing home presence in Livermore through construction of a new facility.
- Because this new facility will not be colocated with other VA care, VA will develop a referral agreement to ensure it is able to effectively respond to emergent situations.
- To ensure that this transition is managed effectively, VA will develop a Master Plan for the Livermore campus.
- It will include a careful study of the appropriate size and location of the new nursing home to include a cost-effectiveness analysis to ensure maximum effective use of VA resources.

VISN 22 – West Los Angeles – Comprehensive Capital & Reuse Plan

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Specific Considerations/Requirements - The purpose of the comprehensive Capital and Reuse Plan is to redesign the West Los Angeles campus to maximize the reuse potential of part of the campus, and ensure modern healthcare facilities.

Another contractor in coordination with this Contractor shall develop the Reuse Plan and as a part of the site options presented the most likely potential reuse for available property identified in the capital planning process is to be included.. The contractors will coordinate their work and exchange information on the capital planning process and stakeholder communications.

Secretary's Decision - Reference page 3-139

- Spread across 387 acres in an urban neighborhood, the West LA campus is a unique resource and it is important that VA preserve the integrity of the land originally granted for use as an Old Soldiers home.
- To ensure that VA has a clear framework for managing the vacant and underused property at the West LA campus, VA will develop a Master Plan for the campus in collaboration with stakeholders who will have input into the plan's development.

VISN 23 – Knoxville/Des Moines – Comprehensive Capital Plan and General Reuse PlanSpecific Considerations/Requirements

Provide options for maximizing the highest and best use of portions of the campus vacated. Secretary's Decision - Reference page 3- 144

- VA will transfer inpatient care from the Knoxville VAMC to the Des Moines VAMC
- Nursing home services will be improved through construction of a new state-of-the-art nursing home in Des Moines that will improve the environment of care.
- The Knoxville campus will retain outpatient care services.
- To ensure effective management of this transition, VA will develop a Master Plan for the realignment of the Des Moines and Knoxville campuses.
- The Master Plan will propose an efficient, cost-effective, and appropriately sized footprint that will reduce vacant and underused space on both campuses.
- The Master Plan also will ensure that any plan for alternate use or disposal of VA property serves to enhance the Department's mission and that the transition will not result in a reduction of long-term nursing home care capacity in VISN 23.

Specific Capital Considerations – A contractor has already been retained to provide the construction plans for the Des Moines campus for the transferred workload. Coordination with this Contractor to complete the Reuse Plan is required.