

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>; (b)(6)
Subject:	FW: delivery of Jan 25 version of draft report
Date:	2018/01/28 21:13:00
Priority:	Normal
Type:	Note

And please print two copies of this for me...

From: Schnitzer, Jay J (b)(6)
Sent: Friday, January 26, 2018 12:01 AM
To: Blackburn, Scott R.; Windom, John H.
Subject: [EXTERNAL] RE: delivery of Jan 25 version of draft report

Scott, John,
Resending with smaller size attachment.
Best,
Jay

From: Schnitzer, Jay J
Sent: Thursday, January 25, 2018 11:52 PM
To: Scott R. Blackburn <Scott.Blackburn@va.gov>; John Windom (b)(6)
Subject: delivery of Jan 25 version of draft report

Dear Scott and John,

Please find attached an updated and revised **draft** document entitled VA EHRM RFP Interoperability Review Report, which I am submitting to you on behalf of MITRE, as requested, on 25 January 2018.

This draft document contains an updated summary of the recommendations of the expert Panel we convened on 5 January, the outside legal expert (contracts) input, and a summary of the visit to UPMC.

As always, your comments, questions, suggestions, and feedback are most welcome.

Thank you.
Sincerely,
Jay Schnitzer

JAY J. SCHNITZER, M.D., PH.D.
Vice President, Chief Technology Officer (CTO)

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>; (b)(6)
Sent Date:	2018/01/28 21:13:34
Delivered Date:	2018/01/28 21:13:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	(b)(6)
CC:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	RE: [EXTERNAL] Call request
Date:	2018/01/19 08:31:12
Priority:	Normal
Type:	Note.SMIME.MultipartSigned

From: (b)(6)
Sent: Friday, January 19, 2018 8:19:33 AM
To: Blackburn, Scott R.
Cc: Callaghan, Elizabeth
Subject: FW: [EXTERNAL] Call request

Good morning Sir,

They would like to have this call on Monday, January 22 @ 7:15am or 6:00pm.
Please let me know which time would work best for you.

r/s

(b)(6)

-----Original Message-----

From: (b)(6)
Sent: Thursday, January 18, 2018 4:44 PM
To: (b)(6)
Cc: Sophia Boyer; Wallace, Patricia
Subject: [EXTERNAL] Call request

Hi (b)(6)

I am writing to seek your assistance in scheduling a 5-10 minute call with Dr. Clancy and Scott Blackburn and Cynthia Hogan and Jacky Haynes with Apple, before 1pm on Tuesday January 23rd. The purpose of the call is to give them a timely update.

Please let me know what is available.

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
----------------	---

Recipient:	(b)(6) Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/01/19 08:31:11
Delivered Date:	2018/01/19 08:31:12

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	(b)(6)
CC:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	RE: [EXTERNAL] Call request
Date:	2018/01/19 09:08:00
Priority:	Normal
Type:	Note.SMIME.MultipartSigned

(b)(6) says good morning right back at you ☺

From: Moultrie, Crystal M.
Sent: Friday, January 19, 2018 9:05 AM
To: Blackburn, Scott R.
Cc: Callaghan, Elizabeth
Subject: RE: [EXTERNAL] Call request

Sir,

Thank you.

Good morning (b)(6)

From: Blackburn, Scott R.
Sent: Friday, January 19, 2018 8:31 AM
To: (b)(6)
Cc: Callaghan, Elizabeth
Subject: RE: [EXTERNAL] Call request

Ok. Either time is ok.

Sent with Good (www.good.com)

----- Original Message -----

From: (b)(6)
Sent: Friday, January 19, 2018 at 8:20 AM
To: Blackburn, Scott R.
Cc: Callaghan, Elizabeth
Subject: [EXTERNAL] Call request

Good morning Sir,

They would like to have this call on Monday, January 22 @ 7:15am or 6:00pm.
Please let me know which time would work best for you.

r/s

(b)(6)

-----Original Message-----

From: (b)(6)
Sent: Thursday, January 18, 2018 4:44 PM
To: (b)(6)
Cc: Sophia Boyer; Wallace, Patricia
Subject: [EXTERNAL] Call request

Hi (b)(6)

I am writing to seek your assistance in scheduling a 5-10 minute call with Dr. Clancy and Scott Blackburn and Cynthia Hogan and Jacky Haynes with Apple, before 1pm on Tuesday January 23rd. The purpose of the call is to give them a timely update.

Please let me know what is available.

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	(b)(6) Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2018/01/19 09:08:19
Delivered Date:	2018/01/19 09:08:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	FW: Contract Language
Date:	2018/04/01 22:26:00
Priority:	Normal
Type:	Note

Did you know anything about Genevieve Morris coming in?

From: Sandoval, Camilo J.
Sent: Sunday, April 01, 2018 8:39 PM
To: Blackburn, Scott R.
Cc: Windom, John H.
Subject: RE: Contract Language

Excellent, I'll touch base with Windom tomorrow morning.

Also, there's someone by the name of Genevieve Morris from the Office of National Coordinator (ONC) joining the VA tomorrow on a 120 day detail. I believe she will be helping us review the contract as well, at least with regards to interoperability, and already working with the EHR team.

Do you know (of) her? Any thoughts on how we might utilize her expertise in combination with Rasu, beyond just reviewing the Cerner contract? She seems to have a solid policy background in her respective space. Do you see Genevieve and Rasu working together to cover the policy and functional aspects of Interoperability?

Camilo

From: Blackburn, Scott R.
Sent: Sunday, April 01, 2018 4:38:47 PM
To: Sandoval, Camilo J.
Cc: Windom, John H.
Subject: RE: Contract Language

Not sure we did. John?

What he might be talking about is the feedback from the calls we had 2 weeks ago. I believe John and team have created a thorough matrix to reconcile that feedback (and Ash did follow ups with each to make sure we understood their feedback and then understood how we were reconciling that feedback). There was also the language that we received via OGC.

I'll leave it to John to weigh in.

From: Sandoval, Camilo J.
Sent: Sunday, April 01, 2018 7:35 PM
To: Blackburn, Scott R.
Cc: Windom, John H.
Subject: Re: Contract Language

Scott,

I just spoke with Bruce Moskowitz regarding where things are with EHR and he mentioned you recently received language provided by several CIOs (Leslie Cooper, Stan Huff, Stephanie Reel, Jonathan Manis). Could you kindly forward me those emails and documents? I believe it was in regards to interoperability.

Hope you had a great Easter Sunday.

Thank you.
Camilo

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/04/01 22:26:06
Delivered Date:	2018/04/01 22:26:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	FW: [EXTERNAL] Re: CIOs
Date:	2018/01/17 13:42:00
Priority:	Normal
Type:	Note

Can you set up a dial in for this call tonight at 7:30pm? I think it is just me, Jay Schnitzer, Marc Sherman and Dr. Moskowitz. I do not think that Mr. Pelmutter is planning to dial in (Marc or Bruce will tell us if they are).

From: Blackburn, Scott R.
Sent: Wednesday, January 17, 2018 10:46 AM
To: 'Marc Sherman'
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: RE: [EXTERNAL] Re: CIOs

That works. Talk to you then.

If you have a dial in that you prefer, let us know. Otherwise I can ask my assistant to send one out.

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 10:37 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: RE: [EXTERNAL] Re: CIOs

If today, 7:30pm?

Marc Sherman
(b)(6)

On Jan 17, 2018 9:28 AM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2018/01/17 13:42:01
Delivered Date:	2018/01/17 13:42:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Schnitzer, Jay J' (b)(6)
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/17 10:46:00
Priority:	Normal
Type:	Note

Yep, let's plan on 7:30pm. I'm assuming it will be Marc/Bruce (rather than Ike).

From: Schnitzer, Jay J (b)(6)
Sent: Wednesday, January 17, 2018 10:42 AM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Re: CIOs

Hi Scott,
I will make 7:30 pm today work, if you wish.
Best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Marc Sherman (b)(6)
Date: Wednesday, Jan 17, 2018, 10:37 AM
To: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Cc: Schnitzer, Jay J (b)(6) IP <ip@frenchangel59.com>, Bruce Moskowitz (b)(6)
Subject: RE: [EXTERNAL] Re: CIOs

If today, 7:30pm?

Marc Sherman

(b)(6)

On Jan 17, 2018 9:28 AM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM

To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Schnitzer, Jay J' (b)(6)
Sent Date:	2018/01/17 10:46:28

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/17 14:11:00
Priority:	Normal
Type:	Note

Please do

From: Callaghan, Elizabeth
Sent: Wednesday, January 17, 2018 1:45 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Re: CIOs

Yes, you can use 1-800-767-1750,22712#. Should I send a calendar invite?

From: Blackburn, Scott R.
Sent: Wednesday, January 17, 2018 1:42 PM
To: Callaghan, Elizabeth
Subject: FW: [EXTERNAL] Re: CIOs
Importance: High

Can you set up a dial in for this call tonight at 7:30pm? I think it is just me, Jay Schnitzer, Marc Sherman and Dr. Moskowitz. I do not think that Mr. Pelmutter is planning to dial in (Marc or Bruce will tell us if they are).

From: Blackburn, Scott R.
Sent: Wednesday, January 17, 2018 10:46 AM
To: 'Marc Sherman'
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: RE: [EXTERNAL] Re: CIOs

That works. Talk to you then.

If you have a dial in that you prefer, let us know. Otherwise I can ask my assistant to send one out.

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 10:37 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: RE: [EXTERNAL] Re: CIOs

If today, 7:30pm?

Marc Sherman

(b)(6)

On Jan 17, 2018 9:28 AM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2018/01/17 14:11:50
Delivered Date:	2018/01/17 14:11:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	FW: VA/CMS/OAI Meeting
Date:	2018/01/16 22:45:00
Priority:	Normal
Type:	Note

I think (b)(6) is going to reach out to set up something in person later this week or early next week.

Monday morning could work (b)(6) I also see I'm supposed to go to the Pentagon... (b)(6) Tuesday would be great (seems wide open). I could also do Friday, but right now planning on staying at home for rest of the week.

From: Liddell, Christopher P. EOP/WHO (b)(6)
Sent: Tuesday, January 16, 2018 3:52 PM
To: Blackburn, Scott R.; Guram, Jeet (CMS/OA)
Cc: (b)(6)
Subject: [EXTERNAL] RE: VA/CMS/OAI Meeting

Good call today

I think we said that we would try and get together in person to discuss plans and try and ensure we are coordinated

(b)(6) who can suggest some times

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Tuesday, January 16, 2018 11:21 AM
To: Guram, Jeet (CMS/OA) (b)(6) Liddell, Christopher P. EOP/WHO (b)(6)
Cc: (b)(6)
Subject: RE: VA/CMS/OAI Meeting

Thanks Jeet. Below is an outline of how we are thinking of things at VA. Also pre-decisional and would love your input.

(b)(5)

(b)(5)

From: Guram, Jeet (CMS/OA) (b)(6)
Sent: Tuesday, January 16, 2018 8:25 AM
To: Liddell, Christopher P. EOP/WHO; Blackburn, Scott R.
Cc: (b)(6)
Subject: [EXTERNAL] RE: VA/CMS/OAI Meeting

(b)(5)

Jeet Guram, M.D.
Senior Advisor | Office of the Administrator

(b)(6)

-----Original Appointment-----

From: (b)(6)

Sent: Thursday, January 11, 2018 6:15 PM

To: (b)(6) Liddell, Christopher P. EOP/WHO; Guram, Jeet (CMS/OA);
Blackburn, Scott R.

Subject: VA/CMS/OAI Meeting

When: Tuesday, January 16, 2018 12:30 PM-1:00 PM Eastern Time

Where: Participant Dial-In: (202) 395-6392, Participant Code: 229 7022

This will now be a dial in conference! Thank you and have a nice weekend!

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2018/01/16 22:45:06
Delivered Date:	2018/01/16 22:45:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Schnitzer, Jay J (b)(6) Wynn, Jackie (b)(6)
Subject:	Chris Liddell tomorrow
Date:	2018/01/15 14:23:00
Priority:	Normal
Type:	Note

Team – I hope everyone is enjoying a nice long weekend. From the below thread it looks like any report might be delayed a bit. However Chris Liddell called a meeting tomorrow between myself and Jett (from CMS) to see what we need to do to “land this plane”. Below is what I’m going to tell him. **Let me know if this makes sense to you guys and please provide any feedback/edits.** In red are specific asks/questions for you guys.

(b)(5)

(b)(5)

Does this sound right?

Thanks,
Scott

From: Windom, John H.
Sent: Sunday, January 14, 2018 4:43 PM
To: Wynn, Jackie
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); Schnitzer, Jay J; Blackburn, Scott R.; Gabbert, Jeffrey A. (MITRE Corporation)
Subject: RE: Update_Interoperability_14 January 2018

Jackie,

I should also have included a fourth item that the Secretary called for which was an overall external legal review of the RFP, not just the interoperability language. Any final report should also include an adjudication matrix of the comments offered by the participants, alignment to the existing RFP and corresponding adjudication/reconciliation of those comments. Further contributing to the aforementioned timeline adjustments.

Thx
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Sunday, January 14, 2018 2:57 PM
To: 'Wynn, Jackie'
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); 'Schnitzer, Jay J'; Gabbert, Jeffrey A. (MITRE Corporation)
Subject: Update_Interoperability_14 January 2018

Jackie,
I will gladly review any drafts of your upcoming interoperability report as they become available. However, based on last Wednesday's discussions with SECVA and his additional comments, there are clearly additional elements that should be included in any final interoperability report. Those elements include the results of our findings at UPMC regarding their HIE interoperability efforts/activities/technical solutions, the prospective costs of point to point interoperability solutions between Cerner and Epic medical centers/academic affiliates, and the prospective technology/interoperability updates/enhancements required by the Cerner EHR solution necessary to support national interoperability and health information exchange objectives with an EPIC EHR platform.

As a result of the aforementioned elements to be included in the final report, we need to revisit the final report timeline to ensure the appropriate time is allotted to include this requisite additional information. The earliest a final report could be generated is after the UPMC visit.

Thank you,
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhpalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>;

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Schnitzer, Jay J' (b)(6)
CC:	'Wynn, Jackie' (b)(6)
Subject:	RE: Chris Liddell tomorrow
Date:	2018/01/15 15:15:00
Priority:	Normal
Type:	Note

Thanks. Let me send a note to Marc right now and cc you.

From: Schnitzer, Jay J (b)(6)
Sent: Monday, January 15, 2018 3:03 PM
To: Blackburn, Scott R.
Cc: Wynn, Jackie
Subject: [EXTERNAL] RE: Chris Liddell tomorrow

Hi Scott,

I will have a **draft** of the report, which will include the summary of the January 5 Panel, and placeholders for the additional tasks, by the end of today, and will send it to you and John Windom.

My preliminary responses to your Items in red below:

- * There will be specific recommendations from the Panel in the draft report, and the Executive Summary will contain ~5-6 of the most important.
- * The other "expert follow up" was the outside legal-contracting expert input into the RFP language, which is ongoing in parallel, and will ultimately be included in the final report.
- * We have not yet initiated the connections to the 2-3 health delivery systems; I think Bruce (and perhaps Marc) could provide very valuable assistance in this, particularly the first reach out and ask. Do you agree? If so, would you be willing to help make the request of Bruce? Or would you prefer that I do so myself directly? Please advise.

Thanks,
Best,
Jay

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Monday, January 15, 2018 2:23 PM
To: Windom, John H. (b)(6); Zenooz, Ashwini (b)(6) Short,
John (VACO) (b)(6); Schnitzer, Jay J (b)(6); Wynn, Jackie
(b)(6)
Subject: Chris Liddell tomorrow

Team – I hope everyone is enjoying a nice long weekend. From the below thread it looks like any report might be delayed a bit. However Chris Liddell called a meeting tomorrow between myself and Jett (from

(b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

(b)(5)

Does this sound right?

Thanks,
Scott

From: Windom, John H.
Sent: Sunday, January 14, 2018 4:43 PM
To: Wynn, Jackie
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); Schnitzer, Jay J; Blackburn, Scott R.; Gabbert, Jeffrey A. (MITRE Corporation)
Subject: RE: Update_Interoperability_14 January 2018

Jackie,
I should also have included a fourth item that the Secretary called for which was an overall external legal review of the RFP, not just the interoperability language. Any final report should also include an adjudication matrix of the comments offered by the participants, alignment to the existing RFP and corresponding adjudication/reconciliation of those comments. Further contributing to the aforementioned timeline adjustments.

Thx
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Sunday, January 14, 2018 2:57 PM
To: 'Wynn, Jackie'
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); 'Schnitzer, Jay J'; Gabbert, Jeffrey A. (MITRE Corporation)
Subject: Update_Interoperability_14 January 2018

Jackie,
I will gladly review any drafts of your upcoming interoperability report as they become available. However, based on last Wednesday's discussions with SECVA and his additional comments, there are clearly additional elements that should be included in any final interoperability report. Those elements

include the results of our findings at UPMC regarding their HIE interoperability efforts/activities/technical solutions, the prospective costs of point to point interoperability solutions between Cerner and Epic medical centers/academic affiliates, and the prospective technology/interoperability updates/enhancements required by the Cerner EHR solution necessary to support national interoperability and health information exchange objectives with an EPIC EHR platform.

As a result of the aforementioned elements to be included in the final report, we need to revisit the final report timeline to ensure the appropriate time is allotted to include this requisite additional information. The earliest a final report could be generated is after the UPMC visit.

Thank you,
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Schnitzer, Jay J' (b)(6) 'Wynn, Jackie' (b)(6)
Sent Date:	2018/01/15 15:15:20
Delivered Date:	2018/01/15 15:15:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>; James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoJamesB2>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Subject:	RE: [EXTERNAL] OSEHRA
Date:	2018/01/08 14:05:00
Priority:	Normal
Type:	Note

See earlier note. I think we are all aligned. Because of the nature of the noise this is caused, we just need to get the Secretary there.

From: Mulligan, Ricci
Sent: Monday, January 08, 2018 2:01 PM
To: Blackburn, Scott R.; James, Bill; Short, John (VACO)
Subject: RE: [EXTERNAL] OSEHRA

Scott, We had a SLT meeting where we discussed this. Perhaps a call? Then a follow up with email response. Ricci

Ricci L. Mulligan
Acting Principal Deputy Assistant Secretary
VA OI&T
202-461-1538 (O)

(b)(6)

From: Blackburn, Scott R.
Sent: Monday, January 08, 2018 1:58 PM
To: James, Bill; Short, John (VACO); Mulligan, Ricci
Subject: FW: [EXTERNAL] OSEHRA

From: Roger Baker (b)(6)
Sent: Monday, January 08, 2018 1:56 PM
To: Blackburn, Scott R.
Cc: Peake, Jim (CGI Federal)
Subject: Re: [EXTERNAL] OSEHRA

Glad to hear you're doing well!

Just a bit about OSEHRA (the Open Source Electronic Health Records Association).

We (Peter Levin and I) stood up OSEHRA (when we were at VA) when it became plain to us that VA could not move VistA forward fast enough, by itself, to keep pace with the private sector. Our thought was that, as an open source, freely available EHR, we could attract enough other interest to make it look more like a commercial product. And, we hoped that the open source approach would help attract DoD to working with us, as they would no longer be reliant on VA if they adopted VistA.

The grand plan didn't work, as the decision for VA to adopt Cerner made clear. What did work, however, was coalescing the VistA community, including vendors like DSS and Medsphere, behind a single VistA code base. And, getting VA to work with the broad commercial community to identify VistA issues and fixes has been very beneficial to VA.

OSEHRA provides an easy vehicle for VA to interact with the VistA expertise in the private sector while staying within procurement regs. VA is going to need to be able to tap that expertise as its own skills dwindle.

Roger Baker

On Jan 8, 2018, at 12:56 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

(b)(6)

Thank you for the heads up on OSEHRA. I will look into this and sure our decision makes sense. I know a little bit about OSEHRA, but admittedly this is something I need to learn more about. We are working on a much tighter budget than we have historically with many expanded requirements, so we are having to prioritize and make tradeoffs.

I appreciate you getting this on my radar.
Scott

From: Roger Baker (b)(6)
Sent: Monday, January 08, 2018 11:20 AM
To: Blackburn, Scott R.
Cc: 'Peake, Jim (CGI Federal)'
Subject: [EXTERNAL] OSEHRA

I hear you're convalescing at home, but up for reading emails. Hope you're doing well and feeling better!!

As I think you know, Secretary Peake and I are both on the board of OSEHRA. We believe that OSEHRA is strategically important to VA as the channel for accessing the VistA community and its expertise over the long term, as VistA is slowly replaced by Cerner.

Secretary Shulkin and Rob Thomas expressed agreement with this view last summer.

I'm enlisting your help, because right now OSEHRA has a \$4M annual contract option with VA that needs to be renewed during the next month. This option supports a variety of deliverables that VA needs for the Cerner transition, but it also provides OSEHRA with an important vehicle to keep the VistA community engaged with helping VA.

Discussion at VA so far has been about awarding a three month option, and adding another in three months. The temporary nature of that approach is difficult to manage for OSEHRA (and probably VA as well), and sends a very chilling signal to the OSEHRA community. There is even some concern that VA will decide not to exercise the option at all.

Could you look into where VA is headed with this and make sure it makes sense to you?

Thanks!

Roger Baker

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>; James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoJamesB2>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Sent Date:	2018/01/08 14:05:35
Delivered Date:	2018/01/08 14:05:00
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoJamesB2>
CC:	Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>
Subject:	RE: [EXTERNAL] OSEHRA
Date:	2018/01/08 12:38:00
Priority:	Normal
Type:	Note

Agree 100% with both of you. I think you guys know my views on this type of thing. Our North Star always has to be doing right by Veterans and taxpayers.

Since this is something I am going to have to inevitably discuss with the Secretary, can you guys do me a favor? To make life a little easier, can we put a pen to paper on a brief document that tells this story? Here is what I'm thinking (Secretary level document – very simple and concise):

Page 1 – What OSEHRA is. Founded in XXXX with what purpose

Page 2 – Who is on OSEHRA's board. Who (other than VA) are other stakeholders/funders/customers.

Page 3 – VA's history with OSEHRA to include how much we have paid over what period of time.

Page 4 – Benefits we have gotten out of it. What have they delivered for us? Good to have a few specific examples

Page 5 – Recommendation for moving forward

In the meantime I will respond to Roger with a pleasant non-answer. The minute we give them something they will go to the Secretary so need to get him on board.

From: Short, John (VACO)
Sent: Monday, January 08, 2018 11:59 AM
To: Blackburn, Scott R.; James, Bill
Cc: Mulligan, Ricci
Subject: RE: [EXTERNAL] OSEHRA

Scott – Agree with Bill!

Also, as discussed a few weeks ago, the contract has been modified in couple ways to provide possible relevancy and value. These changes didn't have to be proposed, but they offer both sides an opportunity for success.

The main changes are:

- 1) Testing support added
- 2) Modification of an existing tool OSEHRA has to possibly help FMBT
- 3) One year term broken into 90 day increments for funding and monitoring of value

Note: OSEHRA has agreed to changes 1 and 2, but I have not heard if they agreed yet to #3. When they were first asked they said they preferred the full year be funded, but what vendor doesn't want that?

Contracting Officer has concurred to the changes.

Bill James and I also discussed this as well along with splitting the funding.

The COR is working the package.

As far as Roger Baker's comments go below where he says:

- (1) "I'm enlisting your help, because right now OSEHRA has a \$4M annual contract option with VA that needs to be renewed during the next month. This option supports a variety of deliverables that VA needs for the Cerner transition, but it also provides OSEHRA with an important vehicle to keep the VistA community engaged with helping VA."

**There is NO dependency on OSEHRA for the Cerner transition. One staff member added some testing that OSEHRA could possibly do. We don't know how that will work. If it works well it will shift some work VA staff were going to at VA and instead move it over to OSEHRA. That will possibly help with legacy system consolidation for VistA Access and VistA Standardization. If the OSEHRA contract was not there the team would do the testing a different way.

**FMBT's Dr. Aaron Drew (also the OSEHRA contract PM) has stated that FMBT has a dependency on an OSEHRA tool, but that is a possible FMBT dependency, not EHRM.

(2) "Discussion at VA so far has been about awarding a three month option, and adding another in three months. The temporary nature of that approach is difficult to manage for OSEHRA (and probably VA as well), and sends a very chilling signal to the OSEHRA community. There is even some concern that VA will decide not to exercise the option at all."

**EPMO and VistA Evolution prioritized the OSEHRA contract at a low level over a year ago. So, it didn't make the cut for funding in the budget. It was not prioritized higher because the return of value didn't match the investment, so other items were prioritized ahead of it.

****This is not something we would say to Roger necessarily, but I bring it back up here since your recovering and thought it would be easier for you to have the information readily available.

Thank you!

V/r, John Short

From: James, Bill
Sent: Monday, January 08, 2018 11:53 AM
To: Blackburn, Scott R.
Cc: Mulligan, Ricci; Short, John (VACO)
Subject: RE: [EXTERNAL] OSEHRA

Scott,

OSEHRA may be of value to the VA, but VA's contribution to OSEHRA should be commensurate with the value received and with subscription rates offered to other government organizations. Having taken a reduction in OIT development funds in 2018, I believe that \$4M could be better invested in the Health or Benefits systems portfolio to meet unfunded requirements. I recommend staying the course with a three month option.

Bill James
Deputy Assistant Secretary OI&T

(b)(6)

From: Blackburn, Scott R.
Sent: Monday, January 08, 2018 11:24 AM
To: James, Bill; Mulligan, Ricci; Short, John (VACO)
Subject: FW: [EXTERNAL] OSEHRA

From: Roger Baker (b)(6)
Sent: Monday, January 08, 2018 11:20 AM
To: Blackburn, Scott R.
Cc: 'Peake, Jim (CGI Federal)'
Subject: [EXTERNAL] OSEHRA

I hear you're convalescing at home, but up for reading emails. Hope you're doing well and feeling better!!

As I think you know, Secretary Peake and I are both on the board of OSEHRA. We believe that OSEHRA is strategically important to VA as the channel for accessing the VistA community and its expertise over the long term, as VistA is slowly replaced by Cerner.

Secretary Shulkin and Rob Thomas expressed agreement with this view last summer.

I'm enlisting your help, because right now OSEHRA has a \$4M annual contract option with VA that needs to be renewed during the next month. This option supports a variety of deliverables that VA needs for the Cerner transition, but it also provides OSEHRA with an important vehicle to keep the VistA community engaged with helping VA.

Discussion at VA so far has been about awarding a three month option, and adding another in three months. The temporary nature of that approach is difficult to manage for OSEHRA (and probably VA as well), and sends a very chilling signal to the OSEHRA community. There is even some concern that VA will decide not to exercise the option at all.

Could you look into where VA is headed with this and make sure it makes sense to you?

Thanks!

Roger Baker

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoJamesB2>; Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>
Sent Date:	2018/01/08 12:38:09
Delivered Date:	2018/01/08 12:38:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Colli, Jacqueline </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacocollij>; Wynn, Jackie (b)(6) Schnitzer, Jay J (b)(6)
CC:	O'Brien, Milli </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoalamm>; Carrington, Belinda L </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacocarrib>; (b)(6) Jensen, Jon M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacojensej>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	RE: Friday afternoon
Date:	2018/01/03 15:29:00
Priority:	Normal
Type:	Note

Thanks. Jackie/Jay will adjust.

We should also make sure Chris Liddell, Dr. Clancy, John Windom, etc are aware too (hopefully they are ok with it)

From: Colli, Jacqueline
Sent: Wednesday, January 03, 2018 2:59 PM
To: Wynn, Jackie; Blackburn, Scott R.
Cc: O'Brien, Milli; Carrington, Belinda L; (b)(6) Jensen, Jon M.
Subject: RE: Friday afternoon

Jackie/Scott – We are planning to get the Secretary to this meeting earlier than 3pm, at around 1:30pm. He must depart no later than 3:30pm. I hope this is OK. Also, Deputy Secretary Bowman is not able to attend due to a prior commitment. He is hosting an off-site meeting that cannot be moved. I'll get POC info for his security detail to you asap. Thank you.

Jackie C.

From: Wynn, Jackie (b)(6)
Sent: Wednesday, January 03, 2018 11:01 AM
To: Blackburn, Scott R.; Colli, Jacqueline; (b)(6)
Cc: O'Brien, Milli
Subject: [EXTERNAL] RE: Friday afternoon

Jacqueline

Can you also provide a POV for the protocol and security detail?

Thanks again!

Sent with BlackBerry Work
(www.blackberry.com)

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>

Date: Wednesday, Jan 03, 2018, 10:55 AM

To: Colli, Jacqueline (b)(6); Wynn, Jackie (b)(6); (b)(6)

(b)(6)

Cc: O'Brien, Milli (b)(6)

Subject: RE: Friday afternoon

MITRE Building 2
7515 Colshire Drive
McLean, Virginia 22102

From: Colli, Jacqueline

Sent: Wednesday, January 03, 2018 9:03 AM

To: Blackburn, Scott R.; Wynn, Jackie; (b)(6)

Cc: O'Brien, Milli

Subject: RE: Friday afternoon

May we get an address?

From: Blackburn, Scott R.

Sent: Tuesday, January 02, 2018 12:10 PM

To: Colli, Jacqueline; Wynn, Jackie; (b)(6)

Cc: O'Brien, Milli

Subject: RE: Friday afternoon

It will be all-day. However looking for the Secretary to join for 60-90 minutes sometime in the afternoon (say 3pm). MITRE can be flexible on schedule depending on when the Secretary can make it.

From: Colli, Jacqueline

Sent: Tuesday, January 02, 2018 12:03 PM

To: Wynn, Jackie; Blackburn, Scott R.; (b)(6)

Cc: O'Brien, Milli

Subject: RE: Friday afternoon

What time is this?

From: Wynn, Jackie (b)(6)

Sent: Tuesday, January 02, 2018 12:01 PM

To: Blackburn, Scott R.; Colli, Jacqueline; (b)(6)

Subject: [EXTERNAL] RE: Friday afternoon

We look forward to the Friday meeting.
The MITRE address is :

MITRE Building 2
7515 Colshire Drive

McLean, Virginia 22102

We will be sending a formal invitation later today.

Sent with BlackBerry Work
(www.blackberry.com)

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Date: Tuesday, Jan 02, 2018, 9:26 AM
To: Colli, Jacqueline (b)(6)
Cc: Wynn, Jackie (b)(6)
Subject: RE: Friday afternoon

One more thing. Chris Liddell is interested in attending as well. I invited him to come to the Secretary's report out and are just waiting on time/logistics.

From: Blackburn, Scott R.
Sent: Tuesday, January 02, 2018 9:18 AM
To: Colli, Jacqueline; (b)(6)
Cc: 'Wynn, Jackie'
Subject: Friday afternoon

Hi Jackie C – Happy New Year once again. Friday afternoon's session will be at MITRE in McLean. I am cc'ing Jackie Wynn for the exact address (they have a few different buildings and I don't want to give you the wrong one).

We can be flexible around the Secretary's calendar. I am guessing 3pm would be optimal but I will let you work that out with Jackie W. Ideally 90 minutes on the ground (but we will take 60). This is a pretty big meeting. Below are some more details.

All day Friday, MITRE will be convening a group of experts to weigh in on interoperability. At the end of the day, we are going to ask them to share what they are recommending directly to the Secretary. We will also invite DepSec Bowman, Dr. Clancy, John Windom and Ricci Mulligan (in place of me, I will be out with back surgery). Below is the information I already sent to the Secretary with a few updates in red.

- 1) January 5 MITRE expert panel. MITRE has at least 7 experts coming in for a full day. **If you are available, I have asked them to reserve 60-90 minutes at the end for the experts to brief you on their recommendations at the end of this day** (I would include the 3 of you + Carolyn + John Windom). This will be at MITRE in McLean.
 - The 7 experts are (with a few others possible):
 - Aneesh Chopra
 - Cris Ross, CIO, Mayo Clinic
 - Carla Smith, President, HMMS
 - Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell)
 - Paul R. Sutton, MD, PhD, University of Washington (note: we are having conversations with him about coming on board full-time via IPA)

- Frank Opelka, MD, American College of Surgeons (recommended by Marc Sherman + Chris Liddell)
- Kenneth Mandl, MD, MPH, Boston Children’s Hospital (was on the previous MITRE panel, also one of the experts invited to the White House interoperability summit hosted by Seema Verma and Jared Kushner)
- Dr. Andrew Karson, Massachusetts General Hospital (per suggestion of Bruce Moskowitz and Marc Sherman)
- Possibly Dr. Peter Provonost
- MITRE will basically be asking them 3 questions.
 - If they were us writing a contract with Cerner, what would they want included?
 - What is their perspective on what off-the-shelf solutions or emerging technologies for which we need to build flexibility in the contract to include? This will be their chance to weigh in on some of the ideas that people reach out to you/I about.
 - What other big ideas do they have that we should consider incorporating into the contract (such as the ones that Aneesh already sent us unsolicited)?
- In addition to the outside experts – I have asked MITRE to also invite Camilo Sandoval, Jon White from ONC, and someone from CMS (I am working with Jeet Guram who is Seema’s senior advisor) as well as Kyle Sheetz and Drew Myklegard (Drew is our guy behind the Digital Veterans Platform). John Short and Ash will be there is listen-only mode.

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
 Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Colli, Jacqueline </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacocollij>; Wynn, Jackie (b)(6) Schnitzer, Jay J (b)(6) O'Brien, Milli </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoalamm>; Carrington, Belinda L </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacocarrib>; (b)(6) Jensen, Jon M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacojensej>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/01/03 15:39:51
Delivered Date:	2018/01/03 15:29:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Schnitzer, Jay J' (b)(6)
CC:	'Wynn, Jackie' (b)(6)
Subject:	RE: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/02 09:23:00
Priority:	Normal
Type:	Note

Thank you!

From: Schnitzer, Jay J [mailto:jschnitzer@mitre.org]
Sent: Tuesday, January 02, 2018 9:23 AM
To: Blackburn, Scott R.
Cc: Wynn, Jackie
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Hi Scott,
I have a phone call scheduled with Andy later today.
Best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Date: Tuesday, Jan 02, 2018, 9:20 AM
To: Marc Sherman (b)(6)
Cc: (b)(6), Bruce Moskowitz (b)(6), Schnitzer, Jay J (b)(6), Wynn, Jackie (b)(6)
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Marc/Bruce/Andrew – thank you so much! We are very excited that Andrew might be able to join. I have cc'd Jay/Jackie from MITRE who will be hosting this.

Jay/Jackie – can you send Andrew/Marc/Bruce the details?

Thanks,
Scott

From: Marc Sherman (b)(6)
Sent: Tuesday, January 02, 2018 6:09 AM
To: Blackburn, Scott R.
Cc: (b)(6) Bruce Moskowitz
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Scott,

Andrew Karson will likely be able to attend the January 5 VA interoperability summit. Can you please send Andrew all of the details (about purpose, logistics etc) and copy me and Bruce? I have included Andrew on this email so you each have contact info of the other.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Schnitzer, Jay J' (b)(6)

	'Wynn, Jackie' (b)(6)	
Sent Date:	2018/01/02 09:23:44	
Delivered Date:	2018/01/02 09:23:00	

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Schnitzer, Jay J' (b)(6) 'Wynn, Jackie' (b)(6)
Subject:	FW: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/02 09:23:00
Priority:	Normal
Type:	Note

Thoughts on a dial in? Maybe just for Bruce.

See this... <https://www.statnews.com/2017/01/16/donald-trump-palm-beach-doctor/>

From: Bruce Moskowitz (b)(6)
Sent: Tuesday, January 02, 2018 6:16 AM
To: Marc Sherman
Cc: Blackburn, Scott R.; (b)(6)
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Also is there a call in number

Sent from my iPad
Bruce Moskowitz M.D.

On Jan 2, 2018, at 6:09 AM, Marc Sherman (b)(6) wrote:

Scott,

Andrew Karson will likely be able to attend the January 5 VA interoperability summit. Can you please send Andrew all of the details (about purpose, logistics etc) and copy me and Bruce? I have included Andrew on this email so you each have contact info of the other.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R."

<Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Schnitzer, Jay J' (b)(6) 'Wynn, Jackie' (b)(6)
Sent Date:	2018/01/02 09:23:26
Delivered Date:	2018/01/02 09:23:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>
CC:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Subject:	RE: [EXTERNAL] Re: VA EHR
Date:	2018/03/23 15:08:00
Priority:	Normal
Type:	Note

I agree. Please connect with the Secretary today to make sure we are all on the same page.

This is a case of continuing to talk past each other (given Marc doesn't understand the context of government nor does he understand the contract). We can do an interoperability sandbox/test platform, but we still need to sign the contract. In fact, I think we need to sign the contract in order to do this. Not signing the contract essentially kills the deal.

From: Windom, John H.
Sent: Friday, March 23, 2018 1:55 PM
To: Blackburn, Scott R.; Bowman, Thomas
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: RE: [EXTERNAL] Re: VA EHR

Mr. Blackburn,
I went back and read Mr. Sherman's email and reviewed my notes. I see no recommended language for insertion in the contract to address his concerns. What it appears to be is a push to perform an interoperability sandbox/test platform in advance of contract award.

Vr
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Friday, March 23, 2018 1:47 PM
To: Blackburn, Scott R.; Bowman, Thomas
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: RE: [EXTERNAL] Re: VA EHR

Mr. Blackburn,

Not sure where Mr. Sherman is going with his comments but our language in the contract is consistent with the requirements or our Clinicians , various external reviews and the Mitre report. Mr. Sherman is seeking specificity in the interoperability realm that simply does not exist today and is evolving even as I type. We have provisions in the EHR contract to insert technology as we, the VA, as well as to incorporate evolving technology and standards. The DVP acquisition is our bridge to the use of APIs (gateways), FHIR, etc. We have modified our interoperability language (below) based on the Mitre and the many external reviews to give us the utmost flexibility over the 10-year life of this contract. The Secretary personally halted the recent phone call to stop Marc Sherman, et. Al's parade of national interoperability objectives as not feasible at this juncture "anywhere," but included as part of our overall interoperability strategy that includes the DVP acquisition/strategy. We are committed to establishing the interoperability test bed/sandbox at IOC to solidify our interoperability objectives prior to full deployment to the enterprise. In addition, I believe Mr. Sherman meant to highlight section 5.5.1 which speaks to the data domains that were called into question and their inclusion in the contract. They are clearly in the contract as captured below. Mr. Sherman does not understand the culture of VA or the federal government. We have an incremental/iterative change management strategy that will culminate in a successful EHR Modernization effort. He appears to be more of a "big bang" theory guy. The problem is, we must continue to deliver uninterrupted and quality care to our Veterans during the transformation within the parameters of the law and other regulations/policies (e.g. cybersecurity, cloud, etc.) bounding our integration/implementation strategies. Our existing language is sound and appropriately balances change management risks, future insertion of technology, innovation opportunities, standards development, etc. without artificially inflating the cost of the contract through the incorporation of excess specificity that never materializes in practice. Through the Initial Operating Capabilities (IOC) process and the judicious issuance of task orders, we will have the ability to change course direction as appropriate without excess risk to the taxpayers or our overall success. Mr. Sherman continues to fail to recognize that it is Program Management Oversight (PMO) and VA commitment to change management that will drive our success in these areas, not more words in the contract.

V/r,
John

IDIQ PWS 5.5.1: Workflow Development and Normalization:

j) The Contractor shall enable configuration of the application that supports external community data without requiring the clinician to go to special screens to see and use reconciled external data. By IOC entry, the Contractor shall support incorporation of the following external community data domains, including but not limited to these domains and sub-domains:

- Problems
- Allergies
- Home Medications
- Procedures - including associated reports and with appropriately filtered CPT codes

- Immunizations
- Discharge Summaries
- Progress Notes
- Consult Notes
- History & Physicals
- Operative Notes
- Radiology and Diagnostic Reports (Into “Documentation” component)

By IOC exit, the Contractor shall support incorporation of the following external community data domains, including but not limited to these domains and sub-domains:

- Results
 - o Labs
 - General
 - Pathology and Microbiology
 - o Vitals
- Radiology and Diagnostic Reports (Into “Diagnostic Report” component)
- Images

IDIQ PWS Section 5.10.4: Seamless Interoperability / Joint Industry Outreach includes significant detail on the topic. The interoperability section is copied below this table for reference.

IDIQ PWS section 5.5.4 Data Exchange - Application Program Interface (API) Gateway also includes detail on the creation of strategic open APIs.

VA NF-177: Interoperability - Data Standards: The system shall support the use of the health data standards identified in the VA DoD Health Information Technical Standards Profile and by the VA DoD Interagency Clinical Informatics board, including following common data standards: National Information Exchange Model NIEM; Health Level 7 HL7; Logical Observation Identifiers, Names and Codes LOINC; Systematized Nomenclature of Medicine SNOMED; RxNorm, MedRT, ICD, CPT, HCPCS, Veteran Information Model VIM; and Healthcare Information Technology Standards Panel HITSP as well as VA/DOD/IPO extensions to these standards.

VA-NF-T23: Informatics - Care Integration: VA must be able to seamlessly integrate with HIE and external-to-EHR shared services to provide for a seamless experience and to more effectively integrate in community care efforts, as well as with other parts of VA (e.g., identity management). This includes but is not limited to the EHR product ability to support external shared services (SOA services, such as identity management, care plan service, scheduling, etc.) accessed via standards-based APIs. (Process Continuity, Evolution, Extension) KSR5 [NOW +]

VA NF-Z11: Health Information Exchange: The system shall support VA electronic exchange of health records via other interoperable networks (e.g. CareQuality, CommonWell Health Alliance, DirectTrust, National Association for Trusted Exchange) by supporting their specifications, security and content specifications

5.10.4 Seamless Interoperability / Joint Industry Outreach

The Contractor is required to collaborate with VA affiliates, community partners, EHR providers, healthcare providers, and provider market. Seamless care will require the creation of an integrated inpatient and outpatient solution with software and deployed with a design architecture that allows for access to and sharing of common data and an enabling security and business operations. Seamless care is the experience patients and providers have moving from task to task and enabling high-quality decisions form easily and complete care plans execute smoothly. Information systems support the seamless information, and managing tasks. Currently, industry lacks specific and uniform interoperability standards to support seamless systems. The Requirements Traceability Matrix Section D, Attachment 003, sets forth specific Informatics and Interoperability shall provide software and services to enable seamless care between VA encounters, encounters with other Government advancements in all areas of the EHR that occur. In addition, the software and services shall support the VA designated applications, or other published standards.

The objective of these interoperability solutions is to advance the state of the art supporting seamless care for Veterans. Vendors, such as The Argonaut Project, have developed or are planning to develop technology standards or technical approaches to the extent that underlying third party technology is available or made available to meet the following timelines, the following delivered under this section:

- a) By Initial Operating Capability (IOC), the Contractor shall provide a software solution enabling VA, DoD and community partners to create and manage interactive care plans (ICPs) for Veterans. ICPs will enable collaborative communication between providers, and between providers and patients.
- b) Within 24 months of applicable task order award, the Contractor shall provide a software solution enabling VA, DoD and community partners to manage management activities for Veterans.
- c) By IOC, the Contractor shall provide a software solution enabling VA to release and consume, via on-demand access, health information and connected community partners, irrespective of which EHR they use, provided such EHR technology is certified by the ONC (ONC) or its successor. The longitudinal record solution shall support Provider-to-Provider record sharing, as well as Provider-to-Patient record sharing including appropriate consent management. The bi-directional health information exchange shall maximize use of discrete informatics.
- d) Within 24 months of applicable task order award, the Contractor shall provide a software solution enabling connect and send and receive Admission/Discharge/Transfer notifications "pushed" from the provider initiating a Veteran care event to a Veteran notified of a Veteran care event.
- e) Within 24 months of applicable task order award, the Contractor will demonstrate a solution for identification and record exchange with community partners.
- f) By IOC, the contractor shall provide URL based image access to the VA, community and academic partner systems with health information exchange networks. Within 36 months of applicable task order award, the Contractor shall provide a solution connected to the EHRM to have nationwide access to Veterans' imaging associated with diagnostic tests.
- g) By IOC, the Contractor shall provide a software solution for multilateral standards-based ingestion, normalization, storage and retrieval of Veteran health information. The Contractor shall ensure that the solution provides a computable dataset for purposes of support, and workflow integration.
- h) By IOC, the Contractor shall provide the capability to connect and exchange VA electronic health records via other information exchange CommonWell Health Alliance, DirectTrust, National Association for Trusted Exchange by supporting their specifications, network record locator services and patient provider associations as applicable in accordance with applicable technical specifications Agreement (TEFCA).
- i) By IOC, the Contractor shall provide a capability for provider collaboration via secure e-mail using the ONC Direct project Millennium EHR workflow context.

- j) Within 36 months of applicable task order award, the Contractor shall provide a solution for a Software Development (e.g., FHIR, etc.) integrated with EHRM solutions and platforms.
- k) Cerner shall deliver annually an Interoperability Plan to the VA on how it intends to meet the objectives established in the applicable TO award.
- l) The Contractor shall conduct an annual Interoperability Self-Assessment against standards that shall be specified by VA. The annual self assessment shall report on the state of each data element (e.g., which are supported by national standards implementation consistency and assure standards compliance with evolving national standards.
- m) The Contractor shall support Knowledge Interoperability by supporting the extension of clinical content assets such as (e.g., etc.), to the extent such extensions are consistent with the model and best practices of the controlling national standard. This fosters rapid adoption from industry best practices, e.g., clinical professional societies.

5.10.4.1 Data Design and Information Sharing

In support of the interoperability objectives under this Section, agreed upon Contractor proprietary information/data made available to both international and national standards designating organizations as described and set forth in an applicable TO award shall be made available into any underlying proprietary terminology/code systems for the purpose of enhancing national standards to address interoperability. The Contractor shall also make the interoperability capabilities and product enhancements developed under this contract available to national standards organizations.

5.10.4.2 VA Digital Health Platform/Digital Veterans Platform Integration

VA anticipates developing a Digital Health Platform/Digital Veterans Platform (DVP) to consolidate critical VA EHR and national standards EHRM to interoperate with DVP, or future state VA platform, including the DVP API gateway or any other method designed to support interoperability.

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Blackburn, Scott R.
Sent: Friday, March 23, 2018 12:15 PM
To: Windom, John H.; Bowman, Thomas
Subject: FW: [EXTERNAL] Re: VA EHR

John - you might want to swing the by Secretary/Deputy's office before end of day to get a sense of where he is with respect to this.

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Friday, March 23, 2018 9:47:39 AM
To: Blackburn, Scott R.
Cc: Bruce Moskowitz; DJS
Subject: [EXTERNAL] Re: VA EHR

Scott,

Thanks for inviting me to listen in on your calls this week with the subject matter experts. I was happy to make time to participate as requested and always happy to provide my thoughts for your consideration when requested.

I read carefully your email about the efforts to work out the holes raised by the experts. You are on the way to kicking off an exciting project with a highly respected Contractor/vendor and a VA team that has worked very hard; and I know everyone has the goal to build the best next generation system for the veterans' healthcare. However, there were several major issues raised in the calls this week with the technical and clinical experts that you try to explain away in your email as solved, but indeed are not according to the experts. These issues, they believe, will prevent a successful implementation and I fear come back to haunt this project and its overseers. I hate to be a naysayer, but I respectfully don't agree with some of your conclusions expressed in your email when I listen to the experts with whom you consulted; and the experts are in fact not swayed by the follow-up conversations with them. The experts are recommending a system for the VA that has various enhancements to today's standard system functionality. At a minimum, I heard those experts express their opinions that the contract dangerously lacks definitions, standards and a clear expression of this required, defined enhanced (non-standard) functionality (they articulate it much better than I). Failing to express this type of definitional clarity in the contract is an invitation to ambiguity, disputes and ultimate failure of purpose. The best "oversight and management of the contract" will not turn a contract lacking specificity into a vision of clarity. Including contractual clarity allows the Contractor to understand TODAY what is expected so that today it can confirm its agreement to provide the full functionality desired and have a better understanding of what is expected of them. Clarity in the contract is a healthy ingredient for the VA and the Contractor.

I would be delighted to be wrong and welcome a demonstration of where Section 5.1 of the contract provides this specificity that Drs. Cooper and Huff, for example, urged. In light of the system requirements that these experts say must be included, which are enhancements of today's standard deliverables, the contract language is ambiguous. You say that "risk cannot be 100% driven out of any transformation of this magnitude," a concept to which I subscribe. However, when you substitute this concept for clear, written and defined functionality, especially for a design that is expected to be unique in many respects, you are doomed to disappointment and conflict.

I am sorry to be so harsh in my opinions, but the experts are so united on this point; and together with my historical observations of failures in nearly identical situations I just see

warning flares going off. Scott, I want to see this project get started, and quickly, as much as anyone, but with the clarity that equally serves the VA and the Contractor, and prevents evident problems down the road. I also believe these things are easy to resolve in the contract language in relatively minimal time.

Just my opinion and food for thought as you make your decisions.

Marc

On Wed, Mar 21, 2018 at 10:19 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc / Bruce,

Thank you once again for all your support and especially for linking us up with these CIOs/experts. This was incredibly valuable. Secretary Shulkin, John Windom and I got together earlier today as well to talk about the path ahead. A few notes:

- In order to make sure we understand some of the more specific detailed points, members of our team reached out today for individual follow ups with Dr. Cooper, Dr. Karson, Dr. Shrestha, Jon Manis and Stephanie. Each have been so generous with their time – Stephanie will host us for a visit on April 4 and Dr. Cooper offered to do the same at Mayo.

- Dr. Zenooz did connect with Dr. Cooper today on the point Marc highlights below to make sure we are on the same page and have the language right (part was us better understanding his point; part was pointing him to the specific language in 5.1.1 and giving him the broader context with what we are doing with Lighthouse as our API gateway and the VA Open API Pledge that 11 healthcare institutions signed two weeks ago include Cris Ross at Mayo as well Stan Huff at Intermountain and Dr. Karson at Partners).

- We will also follow up with Stan on some of the issues he raised as well. For example: Stan will be excited to learn that Cerner has prioritized an additional 40 engineers to accelerate FHIR APIs for VA in support of this contract. This will also benefit Intermountain as Stan was telling us they've only had 10-15 for their entire company to date. If VA/DoD/Intermountain work together we will quickly get to the 200 number Stan mentioned.

- Per Stephanie's suggestion, we are going to start moving forward ASAP on formalizing an Advisory Committee so that we can get these insights on an ongoing basis. Formalizing this will allow for continuity of expertise throughout our journey. Obviously we will want Stephanie, John, Andy, Rasu, etc. Cris Ross (Mayo), Will Morris or Ed Marx (Cleveland Clinic), Frank Opelka (American College of Surgeons) are others you've introduced us to along the way that we would love to include. We would like to work with you to make sure we get this right.

- As recommended last night, an interoperability sandbox/test bed will be established during our Initial Operating Capabilities (IOC) implementation/deployment process to solidify the requisite interoperability requirements prior to full enterprise deployment. This is a great suggestion and very consistent with what we have been hearing from many experts.
- Our team is reviewing all the feedback (both oral from the calls and the written notes that some provided) and cross-walking this against the language in the RFP/contract documents (both EHR and also Lighthouse). We are not seeing any major changes to the contract nor do we see any showstoppers. Upon receiving the feedback, we feel very good that we have a solid contract from which we will just need to make minor revisions.
- After discussing this with Secretary Shulkin today, we feel strongly about moving forward quickly. We will make any necessary tweaks with Cerner ASAP (we absolutely do not anticipate any push back; and Cerner has promised to turn things around immediately) and will move forward to sign the overarching IDIQ contract. Assuming Congress approves the Omnibus bill by Friday (and President Trump signs it), we will then have the funding and authority to do so – and Secretary Shulkin could sign as early as next week. If the Omnibus falls through (which let's hope not), then we would have to request a transfer from the Congressional appropriation committees which will then take ~2 weeks. Signing the initial task orders will allow us to start moving forward with Cerner on the initial 3 hospitals (which will be in Washington state) on things like site surveys, infrastructure readiness, data hosting, change management (with will include wide involvement from clinicians inside and outside VA...something we heard loud and clear from Bruce!), help desk establishment, and project oversight (which we've heard loud and clear from Stephanie/Jon). As a reminder, given the IDIQ structure of the contract we would not be signing the full contract (rather just Year 1 – which is ~5% of the value of the contract). But this will allow us to get moving and out of the “quicksand”.
- Marc makes a great point below on turning DoD's struggles into a positive. We have been working very closely with the DoD team over the past 9 months (I now have my own Pentagon ID pass I am there so much; John and I work very closely with their EHR lead Stacy Cummings; John Windom talks to her several times a week). We have incorporated a lot of their stumbles into our contract (e.g., data migration was a big issue with Congressman Phil Roe and we addressed that; and most recently we have made some adjustments on trouble ticket management based on what you've read in the papers). We are paying very close attention to their implementation issues (workflow, change management, governance) to make sure we don't make the same mistake twice. DoD's biggest problems are around implementation and change management. This underscores Bruce's point of making sure we have clinician buy-in and involvement from the get-go (I couldn't agree more). This will make getting move on change management in Task Order #1 so important.

- As you both know, risk cannot be 100% driven out of any transformation of this magnitude. Stephanie Reel so succinctly captured, "it is the oversight and management of the contract that will be of the utmost importance, as well as the VA'S access to senior industry advisors." I think we have a great plan. The biggest thing I worry about will be executing and we are definitely going to need all the help we can get.

Again, we believe the construct of the contract, and more importantly the proper oversight and management of the contract will greatly mitigate cost, schedule and performance concerns, as well as support the timely injection of technological advancements (e.g. cloud, APIs, etc.) at the appropriate pace and balance necessary to support our Veterans without jeopardizing our overall care. Interoperability remains at the forefront of our concerns, and your comments, the MITRE study, and various other external inputs contributing significantly to our RFP language and corresponding requirements. Interoperability will be a moving target for years to come, but our contract allows us to leverage the best of ideas of industry throughout the contract's life without incurring the exorbitant costs you have alluded to, as well as not be bound by potentially antiquated definitions . Bruce/Marc, thank you for everything. As I mentioned to Bruce recently, you have been tremendous "demanding partners" on this journey and we are incredibly appreciate. We look forward to continuing this relationship as we take the next steps.
Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 9:31 AM
To: Blackburn, Scott R.
Cc: DJS
Subject: Re: [EXTERNAL] Re: Stan Huff

I agree that the call was very helpful. I spent the night after the call reflecting on some of the discussion and thought I would offer some reaction/feedback that still seems unsettled. I will outline my nighttime thoughts below in case you find them useful.

1. • 1. I thought that Dr. Cooper made a good case for inserting specific definitions and standards on the meaning and use of "interoperability," especially since that term has as many meanings in the industry as those who speak it. It is so easy for the contractor to proceed down a design path using one definition or standard while the users will require a totally different standard. That runs the risk of not being discovered until later, perhaps even up to implementation, a very costly result. Perhaps a similar problem (a seemingly big problem) that the DOD implementation faces now where the users are rebelling. Unfortunately, if this "gap" in definition is not discovered until IOC, it will be very difficult and very expensive to fix (ala the DOD problem). I agree with Dr. Cooper, why not set the critical definitions and standards in the contract (PWS) now and eliminate the chance for any confusion or ambiguity. It will pay dividends later in terms of less arguments, better initial design, happier user community, less overall cost, better healthcare delivery, etc. Then, with the standard fully defined and set in the original PWS, the mock-up test will be much sooner in time and much more complete the first time,

allowing the users to provide input sooner and better, eliminating costly design mistakes from the beginning. The user community can tell you today what is needed to accomplish this "next generation" system that will be a model for the country and the future of healthcare (as Ms. Reel envisioned on the call last night). Why would you not want to tell the contractor the specifics of that now, in fairness to them, the VA, the patients and healthcare, so they can proceed with that standard from day one or express any concerns they may have now instead of in the future after costly design has occurred? Why would you not want to be specific in the contract to prevent ambiguity? Dr. Shulkin pushed back on Dr. Cooper's view as already accomplished in the PWS and cited Section 5 (I believe he said section 5.1.1) of the PWS. Dr. Cooper, as a physician user and not a technician, deferred on the effectiveness of the existing contract language to others, but commented that the CIO of MAYO read the contract and also did not think it adequately contained the right defining language to set out unambiguous definitions and standard. I have read the contract again last night and happen to agree, or am missing it. If I am wrong, it would be useful for someone to point me in the right direction.

2. • 2. I was also thinking about the current reported problems of the DOD implementation seemingly caused by a user (clinician) revolt over inadequacy (or unsuitability) for their needs. The VA runs that same risk. Perhaps that problem could be a benefit to your effort. Why not accumulate all of the user complaints/issues in the DOD implementation identified by the users and chart them out. Then identify which of those issues would be issues if they existed in the VA implementation and include them in the contract as definitional requirements. You have the benefit of knowing the failures in the very system upon which you are modeling your system...and you have an added advantage and opportunity to contractually prevent similar mistakes.
3. • 3. I have other thoughts as well that we should discuss, but these are the ones that I felt more pressing to highlight since I will be unavailable today.

Best

Marc

On Wed, Mar 21, 2018 at 8:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman
(202) 758-8700

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will trying.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Sent Date:	2018/03/23 15:08:22
Delivered Date:	2018/03/23 15:08:00

From:	Davis, Lynda </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODAVISL1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>
CC:	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>
Subject:	RE: WH next Thursday
Date:	2017/04/21 06:46:03
Priority:	Normal
Type:	Note

Thanks Mark.

I think respect on the Hill and at DoD are key too.

I would respectfully disagree with the order of influence both on the Hill and in agencies and media.

EDF and Dole our pace many above them.

TAPS is a VSO.

I note that BSF and NMFA and Red Cross are not included - BIG influencers and serve vets too.

Glad to discuss the purpose of this list and Cross walk it to Sec Def list. Lynda

Sent with Good (www.good.com)

Lynda C. Davis, Ph.D.

Senior Advisor to the Secretary

-----Original Message-----

From: Leinenkugel, Jake

Sent: Friday, April 21, 2017 05:40 AM Eastern Standard Time

To: Erwin, Mark T.; Blackburn, Scott R.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Davis, Lynda

Cc: Gough, James; Selnick, Darin
Subject: RE: WH next Thursday

I want Lynda to tell us who needs to be represented from caregivers consortiums. Huge initiative with new FACA. CVA...some hate them but they're huge influencers with legislation. Need to reward those that proactively link our legislative agenda.

Sent with Good (www.good.com)

-----Original Message-----

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:47 PM Eastern Standard Time
To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA
PVA
VVA
AMVETS
WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them

soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ullyot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?

3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner – can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-verts/2015/06/16/espys-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Davis, Lynda </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODAVISL1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>
Sent Date:	2017/04/21 06:46:02
Delivered Date:	2017/04/21 06:46:03

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>
CC:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>
Subject:	RE: WH next Thursday
Date:	2017/04/21 07:41:41
Priority:	Normal
Type:	Note

This is a great opportunity to get their national leadership activated. We always have same VSO folks at these. There will be a "cap" limit due to space & logistics as per Jennifer Korn. Latriece is handling our invite spreadsheet for input and final recommendations. I would pass on the strategic partner at this point.

From: Gough, James
Sent: Thursday, April 20, 2017 7:11 PM
To: Blackburn, Scott R.; Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Erwin, Mark T.
Subject: RE: WH next Thursday

Id definitely recommend having a NASDVA presence - Randy and Les. It's great to have a state perspective so that we're not so VSO heavy.

If there's room, Marty Caraway from NACVSO is always value added as well.

Including both would also be good given they have summer conferences they've invited the secretary (NASDVA) and Scott (NACVSO) to.

Let me know how you would like me to proceed.

Gabe

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ulylot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulylot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espys-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we calls out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)

- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>
Sent Date:	2017/04/21 07:41:41

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>
CC:	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>
Subject:	RE: WH next Thursday
Date:	2017/04/21 05:40:29
Priority:	Normal
Type:	Note

I want Lynda to tell us who needs to be represented from caregivers consortiums. Huge initiative with new FACA. CVA...some hate them but they're huge influencers with legislation. Need to reward those that proactively link our legislative agenda.

Sent with Good (www.good.com)

-----Original Message-----

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:47 PM Eastern Standard Time
To: Blackburn, Scott R.; Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA

PVA
VVA
AMVETS
WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulliyot, John
Sent: Thursday, April 20, 2017 8:41 AM
To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6), Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)

- VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espys-danielle-green/71260618/>). She is a VA employee in Indianapolis.
- VA volunteer - Rahul Harpalani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
- I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP

	(FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>
Sent Date:	2017/04/21 05:40:28
Delivered Date:	2017/04/21 05:40:29

From:	Gough, James </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOGOUGHJ2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>
CC:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>
Subject:	RE: WH next Thursday
Date:	2017/04/20 19:10:40
Priority:	Normal
Type:	Note

Id definitely recommend having a NASDVA presence - Randy and Les. It's great to have a state perspective so that we're not so VSO heavy.

If there's room, Marty Caraway from NACVSO is always value added as well.

Including both would also be good given they have summer conferences they've invited the secretary (NASDVA) and Scott (NACVSO) to.

Let me know how you would like me to proceed.

Gabe

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)

- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulyot, John
Sent: Thursday, April 20, 2017 8:41 AM
To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens

- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espys-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA), Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Gough, James </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOGOUGHJ2>
----------------	--

Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>
Sent Date:	2017/04/20 19:10:39
Delivered Date:	2017/04/20 19:10:40

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	(b)(6)
CC:	O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Subject:	EHR Tracker
Date:	2018/03/07 17:11:08
Priority:	Normal
Type:	Note

Bruce/Marc,

I am working with Pete and Scott to help streamline all the questions and answers we are following up on. I have consolidated everything into a word document and also pasted below. I'll continue to update this document as new questions come in. Please feel free to CC when you send new questions. Either way, I'll work directly with Pete, Scott, and the EHR team to help get accurate answers as quickly as possible.

Thank you
Camilo

From: Blackburn, Scott R.
Sent: Wednesday, March 07, 2018 4:51 PM
To: Sandoval, Camilo J.
Cc: O'Rourke, Peter M.; Hayes-Byrd, Jacquelyn
Subject: RE: EHR - Tracker

I like the idea. That way he can refine the issues he is truly concerned with (so we aren't shooting at the wrong target). Please do.

Sent with Good (www.good.com)

From: Sandoval, Camilo J.
Sent: Wednesday, March 07, 2018 4:40 PM
To: Blackburn, Scott R.
Cc: O'Rourke, Peter M.; Hayes-Byrd, Jacquelyn
Subject: RE: EHR - Tracker

Scott,

Okay if we also share tracker with Bruce, so we can hopefully help funnel question and catch any missing gaps?

From: Blackburn, Scott R.
Sent: Wednesday, March 07, 2018 4:37 PM
To: Sandoval, Camilo J.

Cc: O'Rourke, Peter M.; Hayes-Byrd, Jacquelyn
Subject: RE: EHR - Tracker

Thank you. Let me share with Team so we can populate.

Update - Rasu has taken a thorough scrub. Did raise a few issues that team is adjudicating. Rasu is awesome.

Manis jammed this week (everyone is at HIMSS) but doing it next week he says.

Sent with Good (www.good.com)

From: Sandoval, Camilo J.
Sent: Wednesday, March 07, 2018 4:24:54 PM
To: Blackburn, Scott R.
Cc: O'Rourke, Peter M.; Hayes-Byrd, Jacquelyn
Subject: EHR - Tracker

Scott,

See my tracker below. What additional questions are we tracking and still outstanding?

(b)(5)



(b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

(b)(5)

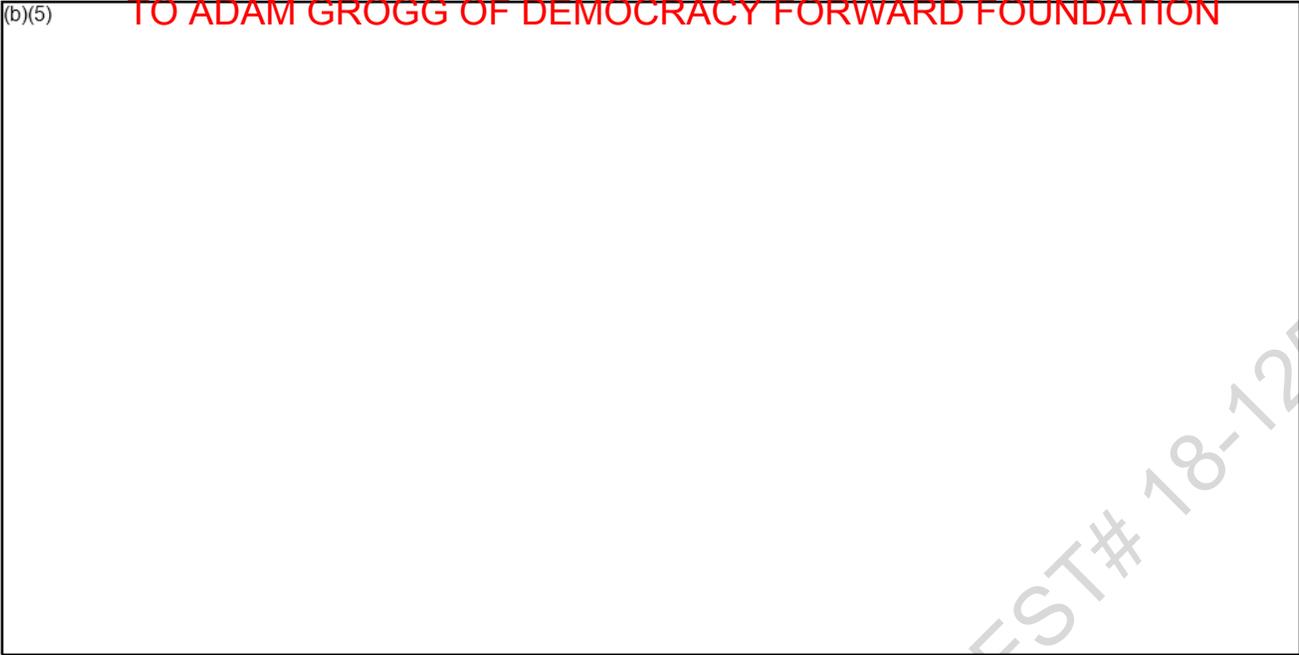
RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

(b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(5)



Camilo Sandoval
Senior Advisor to Under Secretary
Veterans Health Administration
U.S. Department of Veterans Affairs
Washington, D.C.

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	(b)(6) O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Sent Date:	2018/03/07 17:11:09
Delivered Date:	2018/03/07 17:11:08

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>
Subject:	RE: [EXTERNAL] Fwd: EMR
Date:	2018/03/07 02:44:42
Due Date:	2018/03/06 19:00:00
Priority:	Normal
Type:	Note

I like it. Will do. Also just forwarded what we shared with Bruce last week. We are close. We will get there. Bruce seems positive. I am hopeful Rasu and Manis will help.

From: Sandoval, Camilo J.
Sent: Tuesday, March 06, 2018 7:12 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Fwd: EMR

Is Bruce's email one of the questions you think we've already answered in the past?

Can I offer a suggestion? Could we possibly create a tracker on all the incoming questions/answers? I believe this might clarify the question and help get a quicker reply and keep everyone on the same page. Example below based on what Bruce requested today.

Thoughts?

Question/Topic	Follow-Up Questions	Response/Comments
1. Cloud	<ul style="list-style-type: none"> • Are we getting the cloud correctly 	<ul style="list-style-type: none"> • Document reference ? • Strategy? • POC?
2. CIO	<ul style="list-style-type: none"> • Candidate Pool? • Key Qualifications? • Separation of roles? 	<ul style="list-style-type: none"> •
3. Physician Input	<ul style="list-style-type: none"> • Patient Centric? • Physician Usability Scope? • 	<ul style="list-style-type: none"> •
4.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
5. Apple Project	<ul style="list-style-type: none"> • Who is POC? • Project update? • Mental Health Strategy and Portable EMR Solution that works with DOD & VA & Community? 	<ul style="list-style-type: none"> •

6.	•	•
7.	•	•

From: Blackburn, Scott R.
Sent: Tuesday, March 06, 2018 5:05 PM
To: Sandoval, Camilo J.
Subject: FW: [EXTERNAL] Fwd: EMR

Sent with Good (www.good.com)

From: David Shulkin
Sent: Tuesday, March 06, 2018 7:09:43 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Fwd: EMR

Can we begin to address and then ill respond back?

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 5, 2018 at 6:49:58 AM EST
To: (b)(6)
Cc: (b)(6) IP (b)(6)@frenchangel59.com>, (b)(6)
Subject: EMR

I would like to underscore the importance of getting the “Cloud” correctly and the other four issues with the new CIO’s. Also the composition of the physician input has to change immediately so that the EMR is patient centric and usable from the physician perspective.

Second this is going to take years to implement and especially in mental health we need a portable EMR solution that works with the DOD, the VA and the private sector. No one at the VA got back to me on what the Apple project can and can not do in terms of solving this problem.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>
Sent Date:	2018/03/07 02:44:40

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	RE: Contract Language
Date:	2018/04/01 20:38:41
Priority:	Normal
Type:	Note

Excellent, I'll touch base with Windom tomorrow morning.

Also, there's someone by the name of Genevieve Morris from the Office of National Coordinator (ONC) joining the VA tomorrow on a 120 day detail. I believe she will be helping us review the contract as well, at least with regards to interoperability, and already working with the EHR team.

Do you know (of) her? Any thoughts on how we might utilize her expertise in combination with Rasu, beyond just reviewing the Cerner contract? She seems to have a solid policy background in her respective space. Do you see Genevieve and Rasu working together to cover the policy and functional aspects of Interoperability?

Camilo

From: Blackburn, Scott R.
Sent: Sunday, April 01, 2018 4:38:47 PM
To: Sandoval, Camilo J.
Cc: Windom, John H.
Subject: RE: Contract Language

Not sure we did. John?

What he might be talking about is the feedback from the calls we had 2 weeks ago. I believe John and team have created a thorough matrix to reconcile that feedback (and Ash did follow ups with each to make sure we understood their feedback and then understood how we were reconciling that feedback). There was also the language that we received via OGC.

I'll leave it to John to weigh in.

From: Sandoval, Camilo J.
Sent: Sunday, April 01, 2018 7:35 PM

To: Blackburn, Scott R.
Cc: Windom, John H.
Subject: Re: Contract Language

Scott,

I just spoke with Bruce Moskowitz regarding where things are with EHR and he mentioned you recently received language provided by several CIOs (Leslie Cooper, Stan Huff, Stephanie Reel, Jonathan Manis). Could you kindly forward me those emails and documents? I believe it was in regards to interoperability.

Hope you had a great Easter Sunday.

Thank you.
Camilo

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/04/01 20:38:40
Delivered Date:	2018/04/01 20:38:41

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blaha, Lydia B. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblahal>
Subject:	RE: [EXTERNAL] RE: Veteran's Affairs & Marvel - Closing Bell - 11.07.17
Date:	2017/10/23 14:01:42
Priority:	Normal
Type:	Note

I hope to find out more after my 3pm with Marvel. I'll send you the count as soon as I have it.

Camilo

From: Blaha, Lydia B.
Sent: Monday, October 23, 2017 2:00 PM
To: Sandoval, Camilo J.
Subject: RE: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Do we have a final number yet?

Lydia B Blaha

From: Wagner, John (Wolf)
Sent: Monday, October 23, 2017 1:37 PM
To: West, Walinda
Cc: Sandoval, Camilo J.; Blaha, Lydia B.
Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Linda-

Cam has this covered; there is a 3pm call as I understand today to review all of this for the event. I have provided logos and media material thru Cam for it ,and have sent material to the local team to distribute.

Lydia is working with locals to get Vets and others there on the podium as coordinated with Cam. There is a set number, strictly enforced, of who will be involved from VA team, and it's not very large. Lydia and Cam will be in NYC at the event as well.

John 'Wolf' Wagner
Principal Deputy Assistant Secretary

Public and Intergovernmental Affairs
U.S. Department of Veterans Affairs
O: 202-461-7500

(b)(6)



cid:65DA3D97-9296-40CA-BE93-

6CC05BD3DE07

From: "West, Walinda" (b)(6)
Date: Monday, October 23, 2017 at 11:54 AM
To: "Hutton, James" (b)(6)
Cc: "Ullyot, John" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Screen, Gina" (b)(6) "Kudler, Harold" (b)(6)
Subject: FW: [EXTERNAL] RE: Veteran's Affairs & Marvel - Closing Bell - 11.07.17

Hi there.

Please see below. This is a great opportunity. Let me know if we can proceed or if you would personally like to handle.

Walinda "Linda" West
Director of Media Relations
Veterans Health Administration
U.S. Department of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, D.C. 20420
Direct: 202-461-5235

(b)(6)

From: Kudler, Harold
Sent: Monday, October 23, 2017 7:22:14 AM
To: West, Walinda
Cc: Lynch, Thomas (VHA); Carroll, David (VACO); Franklin, Keita (Detail); Hauptmann, Bobbi J.; Tenhula,

Wendy; Gadd, Jacob

Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Dear Linda,

Dr Lynch and I spoke about this Nov 7 event this morning and need your help

As you see, Marvel Communications CEO gets to ring the closing bell at the NY Stock Exchange. He wants to use this opportunity to call attention to the VA Johnson & Johnson Partnership (for example, the Tom Hanks Be There PSA. Mr Perlmutter is the person who got Tom Hanks on board

The question is whether VA employees (a local Director or Network Director) can or should be there or whether we can put VA's logo on the proposed banner (see attachment) let alone our Make the Connection logo and website?

Can you get us the guidance we need and help respond to Mr Perlmutter (who has been working in this area at the direction of the White House). Note that Ivanka Trump got him into this and was to appear but she will now be in Europe instead

We reached out to Jacob Gadd (copied here) who felt this would be a great time to invite VSOs to send someone to represent Veterans. He needs a formal "go ahead" to arrange this as well!

I realize that VA participation may require OGC review as well given how much business VA does with JnJ- but this really isn't a JnJ event. Marvel Communications is doing this and we don't, so far as I know, do business with them

Thank a for your help in shaping this event appropriately- it is surely a high profile good news story but it truly is something new for us!

Harold

Sent with Good (www.good.com)

From: Kudler, Harold
Sent: Sunday, October 22, 2017 2:38:43 PM
To: Lynch, Thomas (VHA); Carroll, David (VACO); Franklin, Keita (Detail); Hauptmann, Bobbi J.; Tenhula, Wendy
Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Here is an update on the plan to have "Be There" featured at the ring of the bell closing the New York Stock Exchange on 11/7. Jacob Gadd welcomes the idea of having local VSO leaders there for this. At this point we don't plan to send anyone from VACO but we could send a local VA leader (VISN or Facility Director). From the attachments, we could have a VA logo as well! I'd recommend the Standard VA Logo plus our Make the Connection logo which includes the website. I've copied Wendy for her input

Unfortunately I have a Drs appointment ("tennis leg" from playing with the Marines) early tomorrow morning but I'll call in if at all possible at 7:30

Harold

Sent with Good (www.good.com)

From: Garcia, Marisol
Sent: Sunday, October 22, 2017 11:50:58 AM
To: Billington, Courtney [JSGUS]; Kudler, Harold; Hauptmann, Bobbi J.
Cc: Fondacaro, Christopher; Holland, Alexandra [JJCUS]; Devine, Danielle J [JJCUS]
Subject: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

We have great news! We are including Disney, as you know their 'Heroes Work Here' program has been very successful in helping veterans.

From: Billington, Courtney [JSGUS] (b)(6)
Sent: Friday, October 20, 2017 7:02 PM

To: Garcia, Marisol; Harold Kudler; Bobbi J. Hauptmann
Cc: Fondacaro, Christopher; Holland, Alexandra [JJCUS]; Devine, Danielle J [JJCUS]
Subject: Re: Veteran's Affairs & Marvel - Closing Bell - 11.07.17

Thanks Marisol

Best Regards
Courtney
Please excuse any typos
Sent from my iPhone

On Oct 20, 2017, at 5:33 PM, Garcia, Marisol [redacted] wrote:

Hello Courtney ,

We received the digital media guidelines from the New York Stock Exchange. For your convenience, we have taken an initial pass at the Digital Banner Creative for the podium.

As of now, all logos and messaging are FPO (for placement only). Do you have a specific graphic image you are using to represent the initiative for print? We pulled the current graphic but if you have the native file, please share along with a hi-resolution file of your logo to ensure quality control.

Very much appreciate your partnership on this exciting venture.

Marisol

Nothing contained in this e-mail shall (a) be considered a legally binding agreement, amendment or modification of any agreement with Marvel, each of which requires a fully executed agreement to be received by Marvel or (b) be deemed approval of any product, packaging, advertising or promotion material, which may only come from Marvel's Legal Department.

THINK GREEN - SAVE PAPER - THINK BEFORE YOU PRINT!

<NYSE_Veterans_Graphic_B[2].pdf>

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blaha, Lydia B. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblaha>
Sent Date:	2017/10/23 14:01:47

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Devine, Danny C. </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacodevind>
Subject:	FW: Veteran's Affairs & Marvel - Closing Bell - 11.07.17
Date:	2017/10/20 13:47:52
Importance:	High
Priority:	Urgent
Type:	Note

FYI... and awareness. I'm working with all concerned parties internally and externally.

From: IP [mailto:ip@frenchangel59.com]
Sent: Thursday, October 19, 2017 10:23 PM
To: DJS
Cc: Bowman, Thomas; Sandoval, Camilo J.
Subject: [EXTERNAL] Veteran's Affairs &Marvel - Closing Bell - 11.07.17
Importance: High

Secretary Shulkin,

As I shared with you on our recent call, we are now confirmed to ring the closing bell at the NYSE on November 7th.

We have arranged to have a costumed character version of Captain America to appear on stage to help ring the bell, and a costumed character version of Spider-Man on the trading floor. We will also have a team on the floor distributing Marvel product to the NYSE employees.

Attached you will find an image of the costumed character version of Captain America and a copy of the Closing Bell Ceremony Event Logistics Guide.

I have included a PSA commercial we worked on with Johnson & Johnson and the Veterans Affairs that includes Tom Hanks called **#Be There / Leave No One Behind**. Please click here to see the commercial. (click the blue "here") [here](#).

We will have a images of the logo and the messaging for this event in a few days.

We look forward to you joining us for this special event. If you have any questions please email Camilo Sandoval who will be on point for this project.

This is very exciting news and is going to bring a lot of positive attention to Veteran Affairs.

All my Best,

Ike

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
----------------	--

Recipient:	Devine, Danny C. </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacodevind>
Sent Date:	2017/10/20 13:48:15
Delivered Date:	2017/10/20 13:47:52

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Wagner, John (Wolf) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacowagnej>
CC:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoleinet>
Subject:	FW: [EXTERNAL] Veteran's Affairs & Marvel - Closing Bell - 11.07.17
Date:	2017/10/20 08:16:58
Priority:	Normal
Type:	Note

FYI... They are now informed of characters being involved during event.

Sent with Good (www.good.com)

From: IP
Sent: Thursday, October 19, 2017 7:22:55 PM
To: DJS
Cc: Bowman, Thomas; Sandoval, Camilo J.
Subject: [EXTERNAL] Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Secretary Shulkin,

As I shared with you on our recent call, we are now confirmed to ring the closing bell at the NYSE on November 7th.

We have arranged to have a costumed character version of Captain America to appear on stage to help ring the bell, and a costumed character version of Spider-Man on the trading floor. We will also have a team on the floor distributing Marvel product to the NYSE employees.

Attached you will find an image of the costumed character version of Captain America and a copy of the Closing Bell Ceremony Event Logistics Guide.

I have included a PSA commercial we worked on with Johnson & Johnson and the Veterans Affairs that includes Tom Hanks called **#Be There / Leave No One Behind**. Please click here to see the commercial. (click the blue "here") [here](#).

We will have a images of the logo and the messaging for this event in a few days.

We look forward to you joining us for this special event. If you have any questions please email Camilo Sandoval who will be on point for this project.

This is very exciting news and is going to bring a lot of positive attention to Veteran Affairs.

All my Best,

Ike

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Wagner, John (Wolf) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacowagnej>; Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoleinet>
Sent Date:	2017/10/20 08:16:57
Delivered Date:	2017/10/20 08:16:58

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Alaigh, Poonam, M.D. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Poonam.Alaigh>
Subject:	Re: Idea
Date:	2017/08/08 17:01:00
Priority:	Normal
Type:	Note

Dr. Alaigh,

Can I schedule 10-15min with you on Friday to discuss some ideas I have around innovation, technology transfer, data commercialization, call centers, and Telehealth? I spoke with Ike and Dr. Moskowitz about these ideas (they provided some great advice), and would love to present them to you.

Thank you,
Camilo

----- Forwarded message -----

From: Camilo Sandoval

Date: Mon, Aug 7, 2017 at 9:03 PM

Subject: Idea

To: Ike Perlmutter

CC: Marisol Garcia

Ike,

If you have a few minutes this week, I would like your thoughts on an idea I had for the VA, that could potentially change the way they approach innovation.

The big picture idea is, I would like the VA to consider creating a nonprofit Venture Capital (VC) firm that would focus on helping startups find innovative solutions pertaining to healthcare related medical technology and other VA related issues.

The narrative might be: a programmer invents new technology, then seeks funding, submitting a proposal to the independent non-profit VC entity. Liking the idea, the VA backs the company, likely bringing on board members of its favored investment partners, and begin to influence the founders in such a way that it would require more flexibility.

This would allow the VA to tap into the innovation and advancements happening outside of government and the VA, and help align the road map and development efforts of innovative companies with the needs of the VA and DOD healthcare community.

The VC arm would have unique insights into the VA community needs and the broader federal sector, and could be an excellent partner and source of feedback as the VA develops its' modernization strategy.

This model between federal and private sector already exist today and used by the CIA, NSA and FBI as the intelligence community realized a long time ago that there was a significant gap between the Intelligence Agency, which continued to leverage off of past accomplishments, and the private sector, which was transforming with cutting edge technology.

Can we please talk about this?

Camilo

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Alaigh, Poonam, M.D. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Poonam.Alaigh>
Sent Date:	2017/08/08 17:01:52
Delivered Date:	2017/08/08 17:01:00

To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] Fwd: EMR
Date:	2018/03/06 19:11:56
Priority:	Normal
Type:	Note

Is Bruce's email one of the questions you think we've already answered in the past?

Can I offer a suggestion? Could we possibly create a tracker on all the incoming questions/answers? I believe this might clarify the question and help get a quicker reply and keep everyone on the same page. Example below based on what Bruce requested today:

Question/Topic	Follow-Up Questions	Response/Comments
1. Cloud	<ul style="list-style-type: none"> Are we getting the cloud correctly 	<ul style="list-style-type: none"> Document reference ? Strategy? POC?
2. CIO	<ul style="list-style-type: none"> Candidate Pool? Key Qualifications? Separation of roles? 	<ul style="list-style-type: none">
3. Physician Input	<ul style="list-style-type: none"> Patient Centric? Physician Usability Scope? 	<ul style="list-style-type: none">
4.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
5. Apple Project	<ul style="list-style-type: none"> Who is POC? Project update? Mental Health Strategy and Portable EMR Solution that works with DOD &VA &Community? 	<ul style="list-style-type: none">
6.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
7.	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

From: Blackburn, Scott R.
Sent: Tuesday, March 06, 2018 5:05 PM
To: Sandoval, Camilo J.
Subject: FW: [EXTERNAL] Fwd: EMR

Sent with Good (www.good.com)

From: David Shulkin
Sent: Tuesday, March 06, 2018 7:09:43 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Fwd: EMR

Can we begin to address and then ill respond back?

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 5, 2018 at 6:49:58 AM EST
To: (b)(6)
Cc: (b)(6) IP (b)(6)@frenchangel59.com>, (b)(6)
Subject: EMR

I would like to underscore the importance of getting the “Cloud” correctly and the other four issues with the new CIO’s. Also the composition of the physician input has to change immediately so that the EMR is patient centric and usable from the physician perspective.

Second this is going to take years to implement and especially in mental health we need a portable EMR solution that works with the DOD, the VA and the private sector. No one at the VA got back to me on what the Apple project can and can not do in terms of solving this problem.

Sent from my iPad
Bruce Moskowitz M.D.

Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Delivered Date:	2018/03/06 19:11:56
Message Flags:	Unread Unsent

To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: I reviewed again and this is the way forward
Date:	2018/02/01 21:11:06
Priority:	Normal
Type:	Note

I just pinged Mark and Bruce to clarify, but I think there are still a couple of angles. The provider perspective (Bruce) and more system design technology perspective vs. contract approach (Mark). I had a long discussion with Mark last night, and I don't believe our conversation is included in the discussion below. But stay tune as I confirm. This would be an amazing breakthrough if so.

Thank you.

From: Blackburn, Scott R.
Sent: Thursday, February 01, 2018 7:43 PM
To: Sandoval, Camilo J.
Subject: FW: I reviewed again and this is the way forward

How do you interpret this?

From: Byrne, Rich (b)(6)
Sent: Thursday, February 01, 2018 7:03 PM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J
Subject: [EXTERNAL] FW: I reviewed again and this is the way forward

Scott

If I read Bruce's note correctly, there has been a significant change. Jay and I think he now supports the way ahead that we discussed with you that connects the EHR and DVP efforts to address his concerns!
Rich

From: Rich Byrne (b)(6)
Date: Thursday, February 1, 2018 at 7:00 PM
To: Bruce Moskowitz (b)(6)
Cc: Jay Schnitzer (b)(6)
Subject: Re: I reviewed again and this is the way forward

Bruce

Our thinking has been heavily influenced for the better by your thoughts, compelling real-life examples (the array of faxes you shared are emblazoned on our minds forever!), and your network of national healthcare experts. However, this is just the beginning, and we hope you and your colleagues will continue to generously support the evolution of Veteran healthcare, decrease clinician burden, and reduce physician burnout.

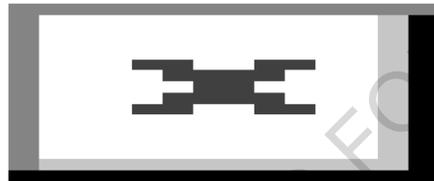
Rich

To:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoIeinet>
CC:	O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Subject:	FW: Consultant firms & contracts
Date:	2018/05/12 11:36:36
Priority:	Normal
Type:	Note

Jake,

Could use your expertise here if you're around next week. Lots of interesting contracts (+2600) and numbers (\$7.2 billion).

Thank you
Camilo



To:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoLeinet>
CC:	O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Subject:	FW: VA Expands Telehealth by Allowing Health Care Providers to Treat Patients Across State Lines
Date:	2018/05/12 12:03:44
Priority:	Normal
Type:	Note

Jake—

Thanks for your help in pushing this regulation across last year. As a result, Veterans can now access providers anywhere in the country, and Providers can treat patients across state lines. This regulation was especially important for increasing access to mental health providers. The final published regulation is attached.

Camilo

From: MacDonald, Jennifer E. (Physician)
Sent: Friday, May 11, 2018 9:59 AM
To: Sandoval, Camilo J.
Subject: FW: VA Expands Telehealth by Allowing Health Care Providers to Treat Patients Across State Lines

Camilo,

FYI below. Just ensuring this good news has reached you. This will be transformative for triage, disaster response, and essentially all facets of clinical care. Thank you for your help in moving it forward.

All best,
Jennifer

Thank you.

VA Expands Telehealth by Allowing Health Care Providers to Treat Patients Across State Lines

WASHINGTON — Today the U.S. Department of Veterans Affairs (VA) announced a new federal rule that will allow VA doctors, nurses and other health-care providers to administer care to Veterans using telehealth, or virtual technology, regardless of where in the United States the provider or Veteran is located, including when care will occur across state lines or outside a VA facility.

Previously, it was unclear whether VA providers could furnish care to Veterans in other states through telehealth because of licensing restrictions or state-specific telehealth laws. This new rule exercises federal preemption to override those state restrictions, paving the way for VA to expand care to Veterans using telehealth. VA worked closely with the White House Office of American Innovation and the Department of Justice for implementation of the new rule.

“This new rule is critical to VA’s ‘Anywhere to Anywhere’ initiative,” said VA Acting Secretary Robert Wilkie. “Now that the rule has been finalized, VA providers and patients can start enjoying the full benefits of VA’s telehealth services.”

By enabling Veterans nationwide to receive care at home, the rule will especially benefit Veterans living in rural areas who would otherwise need to travel a considerable distance or across state lines to receive care. The rule also will expand Veterans’ access to critical care that can be provided virtually — such as mental health care and suicide prevention — by allowing quicker and easier access to VA mental health providers through telehealth.

VA first announced the proposed rule, titled “Authority of Health Care Providers to Practice Telehealth,” at a White House event last August, during which VA and President Donald Trump launched the “Anywhere to Anywhere” initiative.

In the announcement, VA also unveiled VA Video Connect, a video conferencing app for Veterans and VA providers. Through this new rule, VA providers will be able to use VA Video Connect and other forms of telehealth to furnish care to Veterans anywhere in the country, including in the Veteran’s home.

To learn more about VA’s telehealth “Anywhere to Anywhere” initiative, visit VA’s Office of Connected Care at connectedcare.va.gov.

###

Recipient:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoletin>; O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Delivered Date:	2018/05/12 12:03:44
Message Flags:	Unsent

To:	(b)(6)
BCC:	
Subject:	EHR Meeting @ 415pm/Thursday
Date:	2018/02/07 19:02:21
Priority:	Normal
Type:	Note

Bruce,

I have consolidated all the content you shared earlier and asked everyone to read before tomorrow's meeting (see attachments). If there's anything else I've missed, please let me know.

Dial-in Number: (1-800-767-1750, 22712#)

Agenda

- 1) **Marc Sherman** – 5 minutes to layout areas of interest/opening remarks
- 2) **Bruce Moskowitz** – 5 minutes to layout areas of interest/opening remarks
- 3) Group discussion around attachments
- 4) **John Window** – 5 minutes closing remarks

Recipient:	(b)(6)
Delivered Date:	2018/02/07 19:02:21
Message Flags:	Unsent

To:	Bruce Moskowitz (b)(6)
BCC:	(b)(6)
Subject:	FW: OIT Leadership
Date:	2018/04/28 23:54:51
Priority:	Normal
Type:	Note

Bruce—

Last week I officially began leading the Office of Information & Technology as the Executive-in-Charge (CIO) for the VA until a permanent CIO is nominated and confirmed through the Senate process, which could take 3-6 months or longer. As I familiarize myself with the complex IT operations and large distributed teams (16,000 employees), I am also surrounding myself with a small group of Federal CIO's that can advise me on interagency cross-over issues and policies. I would love to find a private sector CIO (1-or-2) with healthcare IT experience that could advise me on enterprise-wide IT infrastructure and operation services. I am very interested in identifying areas where best practices from the private sector can be applied to enhance the customer experience, and improve support to veterans. As a Veteran myself, this mission is very personal (see note below), especially during this pivotal stage of EHRM modernization. I know you are well connected to the brightest in the field, and I would welcome an introduction to anyone you think might be open to this idea.

Here's a link to my VA bio. Feel free to share with anyone. Thanks again for everything you do, I greatly appreciate it!

https://www.va.gov/opa/bios/bio_sandoval.asp

Camilo Sandoval

(b)(6)

From: Sandoval, Camilo J.
Sent: Monday, April 23, 2018 10:52 AM
Subject: OIT Leadership

Good morning,

I don't think I've had an opportunity to meet everyone on the OIT Leadership team, but I hope to meet all of you very soon. I am sending a brief note to share where I stand right now. My first priority is to meet and spend more time with all of you, as I view this as an opportunity for honest, earnest, two-way communication. I will do a great deal of listening so I can understand historical perspectives about OIT and our priorities. You were here before me. You have viewpoints and personal experiences that I don't. Please share them. I want to learn everything I can about the current culture and what inspires your teams as quickly as possible.

I also want to peel back the onion and dive into the details. You can help me with the background on our performance, plans/strategy and decision-making processes. I want to understand what works, what doesn't and where we might have opportunities to improve. Over the weekend I reviewed the Comprehensive IT Plan and 2017 Year in Review transformation/modernization documents. I have to say, there's a lot of good work and progress that I hope you are all very proud of. I love to see this kind of optimism and innovation. It's healthy. It's contagious. It inspires pride.

I am humbled and proud to lead a team that impacts our Veterans in every way imaginable. For me, technology does not respect tradition—it respects innovation; and we are in a pivotal time. Make no mistake, we are headed for greater places—as technology evolves and we at the VA evolve with or ahead of it. I am here for the same reason I think most people join OIT—to change the way we serve our Veterans by harnessing the power of technology. We live in a software & data powered world, and we have an unparalleled capability to make an impact.

In some cases, we'll apply the brakes. In other instances, we may hit the accelerator. In every case, we must provide clarity to our customers, to our workforce, and most importantly to our cherished Veterans.

Let's build on this foundation together. I'm ready to get started.

Thank you,



cid:image002.png@01D3DAF1.2611CA70

Camilo Sandoval
Executive-In-Charge
Office of Information & Technology
U.S. Department of Veterans Affairs
Washington, D.C.

(b)(6)

Recipient:	Bruce Moskowitz (b)(6) (b)(6)
Delivered Date:	2018/04/28 23:54:51
Message Flags:	Unsent

To:	(b)(6) Sherman, Marc (b)(6) IP <ip@frenchangel59.com>
CC:	O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Subject:	Re: CMS Announcement at HIMSS
Date:	2018/03/08 11:55:37
Priority:	Normal
Type:	Note

<https://www.cms.gov/Newsroom/MediaReleaseDatabase/Press-releases/2018-Press-releases-items/2018-03-06-2.html>

 Camilo Sandoval
 Senior Advisor to Under Secretary
 Veterans Health Administration
 U.S. Department of Veterans Affairs
 Washington, D.C.

(b)(6)

Recipient:	(b)(6); Sherman, Marc (b)(6) IP <ip@frenchangel59.com>; O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Delivered Date:	2018/03/08 11:55:37
Message Flags:	Unread Unsent

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulylot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulylot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>; Gadd, Jacob </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=368eef2f12c542a6839525bbfd84fb82-Gadd, Jacob>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3cacf-O'Connor, C>
CC:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: WH next Thursday
Date:	2017/04/23 11:39:51
Priority:	Normal
Type:	Note

Got that right. Be helpful if you schedule & lead Meeting. We're going to need clear message and accountability for delivery to key stakeholders.

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Sunday, April 23, 2017 10:23 AM Eastern Standard Time
To: Leinenkugel, Jake; Gough, James; Erwin, Mark T.; Ulylot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Sounds good. Perhaps we huddle before or after the morning meeting tomorrow. Obviously for Thursday, not everyone can be there.

On stakeholders...It has taken me 2+ years to sort it out who's who and I am still learning every day (VSOs, states, counties, cities, non-profits, tribal groups, interest groups) and we make it more

complicated by managing everything in different pockets across the Department. If we can accelerate that learning for new folks and get everyone on the same page...we will avoid landmines and hopefully accelerate change. Most of our stakeholders are optimistic right now and want to me on board. It is critical to take advantage of this excitement while the window is open. However there are a lot of egos and sensitive folks that will put up roadblocks if they don't feel like they've gotten to proper love.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 8:23 AM
To: Gough, James; Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher; Leinenkugel, Jake
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Scott: Let's discuss and hopefully get date/time to align. I'm unclear with reporting relationships, responsibilities, communication and coordination of our VSO folks (including state & local). We are beginning a build toward 2.0 and need all on same page & actionable/aligned strategy. Sooner the better.

Sent with Good (www.good.com)

-----Original Message-----

From: Gough, James
Sent: Friday, April 21, 2017 03:39 PM Eastern Standard Time
To: Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: RE: WH next Thursday

To echo what Mark mentioned below. If Les (Kentucky), Randy (Mississippi) and Marty (Minnesota) will be invited, I need to let them know very soon so they can make travel arrangements. This is something I know they would welcome the opportunity to participate in.

Gabe

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:48 PM
To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA
PVA
VVA
AMVETS
WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ulylot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulliot, John
Sent: Thursday, April 20, 2017 8:41 AM
To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team — as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally

those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:

- VSO - Dave Riley (National Commander, DAV, quadruple amputee)
- VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espionage-danielle-green/71260618/>). She is a VA employee in Indianapolis.
- VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
- I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group

	(FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>; Gadd, Jacob </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=368eef2f12c542a6839525bbfd84fb82-Gadd, Jacob>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3cacf-O'Connor, C>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/04/23 11:39:50
Delivered Date:	2017/04/23 11:39:51

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3cacf-O'Connor, C>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>
Subject:	RE: Stakeholders
Date:	2017/04/25 08:44:57
Priority:	Normal
Type:	Note

Scott: Agree with your direction and inclusion. I'm adding Chris & Brooks as they, along with John U., will be leading coordination of message and stakeholder engagement.

From: Blackburn, Scott R.
Sent: Tuesday, April 25, 2017 8:39 AM
To: Leinenkugel, Jake
Cc: Fureigh, Brandon; Ullyot, John; Davis, Lynda; Erwin, Mark T.
Subject: Stakeholders

Let's do this in 2 steps:

- (1) On Wednesday (in Leesburg), Brandon is holding 2 breakout sessions on precisely this topic. 8:15-9:45a and 12:30-2pm.

Brandon – I might suggest you invite a few key stakeholders to join your sessions. Namely...

- Stephanie Birdwell – Tribal Governments (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)
- Gabe Gough – states, counties, etc (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)
- Mark Erwin – VSOs (Mark, not sure if you plan to come out there, but just crash it!)
- Jim Wartski – from VE (he will be there anyway, he is most knowledgeable on CVEBs). Lynda will be organizing a different session at the same time.

- (2) As a follow up, we will organize a session where we a) educate everyone on current state (who are stakeholders are, how we manage them) and b) discuss what we need to do differently to better integrate/coordinate. Brandon – let's discuss right mix of folks for this meeting.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 11:40 AM
To: Blackburn, Scott R.; Gough, James; Erwin, Mark T.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Got that right. Be helpful if you schedule & lead Meeting. We're going to need clear message and accountability for delivery to key stakeholders.

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Sunday, April 23, 2017 10:23 AM Eastern Standard Time
To: Leinenkugel, Jake; Gough, James; Erwin, Mark T.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Sounds good. Perhaps we huddle before or after the morning meeting tomorrow. Obviously for Thursday, not everyone can be there.

On stakeholders...It has taken me 2+ years to sort it out who's who and I am still learning every day (VSOs, states, counties, cities, non-profits, tribal groups, interest groups) and we make it more complicated by managing everything in different pockets across the Department. If we can accelerate that learning for new folks and get everyone on the same page...we will avoid landmines and hopefully accelerate change. Most of our stakeholders are optimistic right now and want to me on board. It is critical to take advantage of this excitement while the window is open. However there are a lot of egos and sensitive folks that will put up roadblocks if they don't feel like they've gotten to proper love.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 8:23 AM
To: Gough, James; Erwin, Mark T.; Blackburn, Scott R.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher; Leinenkugel, Jake
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Scott: Let's discuss and hopefully get date/time to align. I'm unclear with reporting relationships, responsibilities, communication and coordination of our VSO folks (including state & local). We are beginning a build toward 2.0 and need all on same page & actionable/aligned strategy. Sooner the better.

Sent with Good (www.good.com)

-----Original Message-----

From: Gough, James

Sent: Friday, April 21, 2017 03:39 PM Eastern Standard Time

To: Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: RE: WH next Thursday

To echo what Mark mentioned below. If Les (Kentucky), Randy (Mississippi) and Marty (Minnesota) will be invited, I need to let them know very soon so they can make travel arrangements. This is something I know they would welcome the opportunity to participate in.

Gabe

From: Erwin, Mark T.

Sent: Thursday, April 20, 2017 10:48 PM

To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Gough, James

Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW

American Legion

DAV

MOAA

PVA

VVA

AMVETS

WWP

SVA

Team RWB

Mission Continues

Got Your 6

MOPH

Team Rubicon

IAVA

Travis Manion Fdn

*Dole Fdn &TAPS (not VSOs but very well respected)

*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ulliyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulliyot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.

2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?

3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>

Date: Thursday, April 20, 2017 at 12:06 AM

To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)

Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/esp-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we calls out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.

- Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3cacf-O'Connor, C>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>
Sent Date:	2017/04/25 08:44:57

From:	VA CIO Executive Schedule </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCIOEXE>
To:	VA CIO Executive Schedule </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacocioexe>; Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; 'Bruce Moskowitz' (b)(6); 'Carolyn@Bruce Moskowitz,MD' (b)(6); 'Marc Sherman' (b)(6); 'IP' <ip@frenchangel59.com>; Foster, Michele (SES) </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeasfostem>; Nostrant, David K. </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeasnostrd>; Draper, Anne </O=VA/OU=VISN 03/cn=Recipients/cn=VHAEASDRAPEA>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>; 'Cooper, Leslie T., M.D.' (b)(6)
Subject:	FW: VA EHR Call
Date:	2018/03/20 19:02:30
Start Date:	2018/03/20 19:30:00
End Date:	2018/03/20 20:00:00
Priority:	Normal
Type:	Appointment
Location:	1-800-767-1750,22712#

Part 1.
 Jw

Sent with Good (www.good.com)

All times listed are in the following time zone:(UTC-05:00) Eastern Time (US &Canada)

From: VA CIO Executive Schedule
Sent: Monday, March 19, 2018 1:32:31 PM
To: VA CIO Executive Schedule; Blackburn, Scott R.; Windom, John H.; Truex, Matthew; 'Bruce Moskowitz'; 'Carolyn@Bruce Moskowitz,MD'; 'Marc Sherman'; 'IP'; Foster, Michele (SES); Nostrant, David K.; Draper, Anne; Zenooz, Ashwini; Short, John (VACO); Myklegard, Drew; Callaghan, Elizabeth; 'Cooper, Leslie T., M.D.'
Subject: VA EHR Call
When: Tuesday, March 20, 2018 7:30 PM-8:00 PM.

Where: 1-800-767-1750,22712#

All, Dr. Cooper will not be able to participate in the entire session so we are going to start at 7:30PM to get feedback from Dr. Cooper. Thanks, Liz

Scheduling POC: Liz Callaghan (b)(6)

Sender:	VA CIO Executive Schedule </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCIOEXE>
Recipient:	VA CIO Executive Schedule </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacocioexe>; Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; 'Bruce Moskowitz' (b)(6); 'Carolyn@Bruce Moskowitz,MD' (b)(6); 'Marc Sherman' (b)(6); 'JP' <ip@frenchangel59.com>; Foster, Michele (SES) </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeasfostem>; Nostrant, David K. </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeasnostrd>; Draper, Anne </O=VA/OU=VISN 03/cn=Recipients/cn=VHAEASDRAPEA>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>; 'Cooper, Leslie T., M.D.' (b)(6)
Sent Date:	2018/03/20 19:02:30

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Galpin, Kevin MD </O=VA/OU=VISN 07/cn=Recipients/cn=VHAATGGalpiK>
CC:	Evans, Neil C </O=VA/OU=VISN 05/cn=Recipients/cn=vhawasevansnc>
Subject:	Re: Telehealth VA Studies
Date:	2017/07/16 19:28:00
Priority:	Normal
Type:	Note

Kevin,

Could you please send me some of the recent Telehealth studies done by the VA? Bruce Moskowitz highly recommended I should read these studies, as they were well received.

Thank you,
Cam

Camilo Sandoval
Senior Advisor
Veterans Health Administration
U.S. Department of Veteran Affairs

(b)(6)

O: 202-461-7359

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Galpin, Kevin MD </O=VA/OU=VISN 07/cn=Recipients/cn=VHAATGGalpiK>; Evans, Neil C </O=VA/OU=VISN 05/cn=Recipients/cn=vhawasevansnc>
Sent Date:	2017/07/16 19:28:23
Delivered Date:	2017/07/16 19:28:00

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Sherman, Marc (b)(6)
Subject:	RE: Camilo Sandoval
Date:	2017/07/18 19:11:00
Priority:	Normal
Type:	Note

Hi Marc—

Just wanted to check in and see if you might have some free time on your calendar over the next two weeks remaining in July or early August?

Camilo

From: Sherman, Marc (b)(6)
Sent: Tuesday, May 30, 2017 1:10 PM
To: Sandoval, Camilo J.
Subject: [EXTERNAL] RE: Camilo Sandoval

Great news. I would love to do that. I will get back to you once my calendar settles.

Marc

Alvarez & Marsal

(b)(6)

From: Sandoval, Camilo J (b)(6)
Sent: Tuesday, May 30, 2017 12:59 PM
To: Sherman, Marc (b)(6)
Subject: Re: Camilo Sandoval

Hi Marc,

Hope you are well. I wanted to let you know that I officially began working at the VA last week.

If you have time this week or next, would love to chat and reconnect with you over lunch or after work. My new contact information is below. I look forward to catching up soon.

Regards,
Camilo

Camilo Sandoval
Senior Advisor

Veterans Health Administration
Department of Veterans Affairs

(b)(6)

O: 202-461-7359

(b)(6)

This message is intended only for the use of the addressee(s) and may contain information that is PRIVILEGED and CONFIDENTIAL. If you are not the intended recipient(s), you are hereby notified that any dissemination of this communication is strictly prohibited. If you have received this communication in error, please erase all copies of the message and its attachments and notify us immediately.

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Sherman, Marc (b)(6)
Sent Date:	2017/07/18 19:11:49
Delivered Date:	2017/07/18 19:11:00

From:	Marisol Garcia (b)(6)
To:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>
Subject:	[EXTERNAL] RE: Executive Order: Justification
Date:	2017/06/13 08:48:01
Due Date:	2017/06/12 20:00:00
Priority:	Normal
Type:	Note

Thank you. I will make sure Ike reads this morning.

Have a great day.

From: Sandoval, Camilo J. (b)(6)
Sent: Tuesday, June 13, 2017 8:29 AM
To: mg@frenchangel59.com
Subject: FW: Executive Order: Justification

Hi Marisol,

Hope you are doing well. Could you let Ike know that next week is Technology Week at the White House, and Dr. Shulkin and the Telehealth Team have been asked to demo the capabilities of TeleHealth (June 23rd). Also, could you ask if he knows whether or not there is support from the White House to sign an Executive Order (during the event) ensuring our veterans get the care they need wherever and whenever they need it? This would be a big win for our vets and the American Innovation team!!

Thank you,
Camilo

(b)(6)

From: Sandoval, Camilo J.
Sent: Monday, June 12, 2017 10:41 PM
To: 'avi'
Subject: FW: Executive Order: Justification

Avi,

(b)(5)

-----Original Message-----

From: Galpin, Kevin MD
Sent: Monday, June 12, 2017 10:26 PM Eastern Standard Time
To: Sandoval, Camilo J.; Evans, Neil C

Cc: Lee, Jennifer S. (VACO)

Subject: Executive Order: Justification

Justification for an executive order:

- VA finds that it is imperative to expand the current telehealth capabilities to allow VA to increase much needed access, particularly in the area of mental health treatment.
- Under the existing and rapidly shifting licensing environment that varies by State, some VA health care providers are reluctant, and others ultimately refuse, to serve beneficiaries when delivering VA health care across State lines or into a veteran's home for fear of potential adverse actions against their licensure.
- Delivering care wherever and whenever it is needed through Telehealth is critical to expanding VA healthcare services
- VA must act expeditiously to ensure that its health care providers are protected when engaging in telehealth because some State licensing boards have started to restrict the use of telehealth for their health care providers.
- The executive order would dramatically accelerates the publication of critical VA regulations that would authorize VA providers to care for Veterans anywhere and everywhere

Sender:	Marisol Garcia (b)(5)
Recipient:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>
Sent Date:	2017/06/13 08:46:47
Delivered Date:	2017/06/13 08:48:01

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	(b)(6)
Subject:	Re: Camilo VA Contact
Date:	2017/05/23 15:12:00
Priority:	Normal
Type:	Note

Hi Marisol,

FYI... below is my new VA contact information. Also, could you please send me Marc Sherman's email or mobile number? I suggested I reach out to him, but I don't have his contact info.

Thank you,
Camilo

Mobile: (b)(6)

Office: 202-461-7359

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	(b)(6)
Sent Date:	2017/05/23 15:12:56
Delivered Date:	2017/05/23 15:12:00

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
CC:	Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	RE: WPB Meeting
Date:	2018/02/06 17:24:11
Start Date:	2018/02/08 16:15:00
End Date:	2018/02/08 17:30:00
Priority:	Normal
Type:	Appointment
Location:	Need a Dial-in Number???
Attendees:	Sandoval, Camilo J.; Blackburn, Scott R.; Windom, John H.; Zenooz, Ashwini; Short, John (VACO); Myklegard, Drew; Callaghan, Elizabeth

Agenda

- 1) Marc Sherman – 5 minutes to layout areas of interest
- 2) Bruce Moskowitz – 5 minutes to layout areas of interest
- 3) Remainder of time - Open for discussion

 Camilo Sandoval
 Senior Advisor to Under Secretary
 Veterans Health Administration
 U.S. Department of Veterans Affairs
 Washington, D.C.

(b)(6)

O: 202-461-7359

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>;

	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2018/02/06 17:24:11

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	FW: hey curt. this will move later today for subs. yr comment -- or that of Wilkie et al -- is welcome
Date:	2018/09/07 16:01:00
Priority:	Normal
Type:	Note

Camilo Sandoval
202-461-6910

From: Cashour, Curtis
Sent: Friday, September 07, 2018 10:07 AM
To: Gabbert, Jeffrey A. (Mission) (b)(6); Cosmas, Laura M. (BAH) (b)(6)
Cc: Sandoval, Camilo J. (b)(6); Windom, John H. (b)(6) Eason, William J. (b)(6)
Subject: RE: hey curt. this will move later today for subs. yr comment -- or that of Wilkie et al -- is welcome

Hi, folks. Please let me know your recommended response to the below.

Thanks,

Curt Cashour
Press Secretary
Department of Veterans Affairs
202-461-7388

(b)(6)

From: Arthur Allen [mailto:aallen@politico.com]
Sent: Friday, September 07, 2018 9:57 AM
To: Cashour, Curtis (b)(6)
Subject: [EXTERNAL] hey curt. this will move later today for subs. yr comment -- or that of Wilkie et al - is welcome

The new VA leadership's plan to implement a Cerner EHR in lockstep with the DoD program is raising concerns within the VA informatics community and was partly responsible for the sudden departure of the woman chosen to lead the implementation, according to sources within and outside the agency.

The arrival of Robert Wilkie, a former Pentagon leader, to leadership of the VA appears to have raised the influence of the military on the direction of the contract. In a speech to the American Legion last week, Wilkie said the two implementations would be “joined at the hip” to make sure patient records could move flawlessly between medical facilities at the two agencies.

This worries many VA officials because the agency offers vastly different services to veterans than what the Pentagon provides active-duty troops. Clinicians in the two systems have different care settings and licensure levels. In addition, the DoD’s Cerner EHR showed major weaknesses during its rollout in the Pacific Northwest, creating wariness about it at the VA.

To try to resolve the issue, the woman chosen in July to lead the VA’s Cerner transition, Genevieve Morris, asked Cerner for a report on what items DoD and VA had to share in order for its dual implementation to succeed, and what specific differences could be allowed, congressional and VA sources said.

At a hearing Wednesday for the VA’s designated chief information officer, James Gfrerer, Sen. Bill Cassidy asked whether the report was still expected and when. Gfrerer said he would investigate.

Morris quit Aug. 24 after only five weeks on the job, in part because of a conflict with Wilkie and other officials over the VA’s leeway in its implementations, according to three former VA officials.

The ongoing turmoil reflects continued uncertainty on the 10-year, \$16 billion VA Cerner conversion, although health IT experts spent 10 months picking over the contract before it was signed in March. The so-called “Mar-a-Lago three” – Trump friend and Marvel Entertainment Chairman Ike Perlmutter, Palm Beach internist Bruce Moskowitz, and attorney Marc Sherman--were deeply involved in the reviews.

This spring, for example, a group of hospital CIOs who use Cerner technology were asked to examine the VA contract. John Windom, who led the VA work before Morris and returned to its helm after her departure, once joked to colleagues, “more people have read the Cerner contract than the Bible.”

Yet VA clinicians and informaticists have not been reassured. They aren’t convinced that an identical system will be workable for the Veterans Health Administration, the ultimate customer.

Everyone attached to the project agrees that “change management”—i.e. getting VA clinicians to adapt to learn and adapt to the new system—is the biggest challenge. But the new VA leadership seems to be suggesting that it isn’t so much a question of keeping VA clinicians happy as it is of getting them to accept their fate.

“There’s a huge change management component, so clinicians will have to go through a substantial, rigorous process to conform their workflows to the IT systems,” Gfrerer testified Wednesday. If the implementation fails to meet milestones, he said, people may be fired.

But clinical informatics leaders say an EHR project should first and foremost be aimed at transforming a health care system to better deliver on its mission--in other words, the EHR should conform to support the mission and not clinicians to the EHR.

Some officials inside and out of the VA are concerned that a single-minded push to have interoperable computers in the two systems could come at the cost of good care at the VA.

While the DoD chose Cerner to replace a clunky digital health system, most VA clinicians are relatively happy with their current, homegrown system, known as Vista.

At a meeting during a military IT conference in Orlando in July, Morris and Stacy Cummings, who leads the military's EHR implementation, had a contentious discussion about the project.

According to a military source close to Cummings, "Stacy believed it was in everyone's best interest if the DoD and VA solutions were identical; Genevieve seemed to believe VA's system would operate better if VA was able to be as unique as possible."

The source reflected the military's position in adding, "I'm not a rocket scientist on EHRs, but different is bad. I'm not looking it for this be the bleeding edge. I want a system that works reliably well. We aren't the Mayo Clinic--this is government run health care."

At the Mayo Clinic and in other EHR transformations, the IT staff are answerable to clinical leaders. While the VA transition includes councils of clinical advisers, the modernization is currently led by an acquisitions officer and answers to the deputy VA secretary.

At a mid-August meeting of the DoD and VA EHR teams, Wilkie confirmed that the two systems would be nearly identical. Morris left about a week later. She has declined to comment on her departure.

One way to bridge differences would be to standardize most of the two implementations, while putting a governance council in charge of approving some variations while assuring neither agency strayed outside certain guardrails, said a former VA IT official.

"VA and DoD don't like to work together, and they aren't going to fold to any policy or even law that says they have to work together," said another former official, Roger Baker, who was CIO at the VA during an Obama administration attempt to create a single VA-DoD EHR. "If you have a single instance it will be easier to work together. If you have a single object code, there's a circle around how much you can change and how much you can drift."

Meanwhile, the Mar-a-Lago three continue to consult on the project although "nobody really knows what they are saying because their thinking is not clear," said a third former senior VA official.

Democrats on the congressional oversight panels have requested an inspector-general probe into the influence of the Mar-a-Lago group. So far, the GOP chairs have not joined in the request, but "at some point there will be hearings, IG reports," said the official. "It's absolutely blowing my mind."

Arthur Allen
Editor, eHealth, POLITICO
Author, *The Fantastic Laboratory of Dr. Weigl* (WW Norton)
202-365-6116

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>

Sent Date:	2018/09/07 16:02:00
Delivered Date:	2018/09/07 16:01:00

RELEASED PURSUANT TO FOIA REQUEST# 18-12525-F

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>
BCC:	<camintel@gmail.com>
Subject:	FW: Please Review Tonight
Date:	2018/08/13 11:45:00
Priority:	Normal
Type:	Note

Camilo Sandoval
202-461-6910

From: Sandoval, Camilo J.
Sent: Friday, May 04, 2018 2:16 AM
To: Spero, Casin D. (b)(6) Hayes-Byrd, Jacquelyn (b)(6)
(b)(6) O'Rourke, Peter M. (b)(6)
Subject: RE: Please Review Tonight

And in case anyone ask, here are the signed NDA's of Ike, Bruce, and Marc.

From: Sandoval, Camilo J.
Sent: Friday, May 04, 2018 2:12 AM
To: Spero, Casin D.; Hayes-Byrd, Jacquelyn; O'Rourke, Peter M.
Subject: RE: Please Review Tonight

Pete—

This request from members of congress is based on inaccurate reporting by Arthur Allen from Politico, which was fueled by David Shulkin and Scott Blackburn. In fact, the real outside interference and conflict of interest came from Peter Levin, who was attempting to shape the direction of ongoing contract negotiations between the VA and Cerner. According to John Windom and Ash Zenooz, on several occasions Secretary Shulkin suggested to the EHRM team that Peter Levin be hired as a direct contractor. When those efforts failed, Peter Levin then acquired VA contracts through MITRE with Secretary Shulkin's influence. Please note that Peter Levin, Scott Gould, Stephen Ondra and Michele Flournoy (married to Scott Gould) all work for or are associated with AMIDA and MITRE. Ironically, they were all senior VA or DOD employees under the Obama administration with access to insider information.

A key question Arthur Allen and interested members of congress should investigate and write about is, why did Shulkin and Blackburn continue to communicate with Peter Levin, and put undue pressure on John Windom to hire Peter Levin's firm—AMIDA—as a contractor. Also, why was Shulkin in such a rush to sign the Cerner contract last year(Oct/Nov) when there was

over 51 major findings and recommendations added to the contract over the past several months? And for the record, it was a team of top medical CIOs and practitioners—put together by Ike Perlmutter and Bruce Moskowitz—who identified the flaws in the contract and made the recommendations, not MITRE. MITRE had advised against a strategic pause, and then took credit for the work done after.

Please read attachments.

From: Spero, Casin D.
Sent: Thursday, May 03, 2018 7:31 PM
To: Sandoval, Camilo J.; Hayes-Byrd, Jacquelyn; O'Rourke, Peter M.
Subject: RE: Please Review Tonight

Good info Cam, we may want to remind the interested parties of that.

From: Sandoval, Camilo J.
Sent: Thursday, May 03, 2018 4:13:22 PM
To: Hayes-Byrd, Jacquelyn; O'Rourke, Peter M.; Spero, Casin D.
Subject: RE: Please Review Tonight

Thank you Jacquie. If we go back to Shulkin's EHRM hearing testimony, he mentions under oath that he and Scott Blackburn requested outside, non-governmental help from the top 5 Medical CIO's. These experts are who alerted him to the many interoperability issues previously unknown to Cerner or VA staff.

From: Hayes-Byrd, Jacquelyn
Sent: Thursday, May 03, 2018 5:42 PM
To: O'Rourke, Peter M.; Sandoval, Camilo J.; Spero, Casin D.
Subject: Please Review Tonight

Please see these two documents tonight as the Dep Sec provided this to Colonel Gainey late this afternoon

And Andy will be giving it to the Secretary first in the a.m. don't want you to be blindsided and I would like for you to be prepared to discuss.

Jacquie

From: Washington, Conrad
Sent: Thursday, May 03, 2018 5:32 PM
To: Hayes-Byrd, Jacquelyn
Subject: REQUESTED SCAN

Conrad Washington

Special Assistant
Office of the Secretary
810 Vermont Ave, NW
Washington, DC 20420
202-461-7865 (O)

(b)(6)

VA Core Values: Integrity, Commitment, Advocacy, Respect, and Excellence—I CARE

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacosandoc>; (b)(6)
Sent Date:	2018/08/13 11:46:17
Delivered Date:	2018/08/13 11:45:00
From:	IP (b)(6) @frenchangel59.com>
To:	Marc Sherman (b)(6) Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	(b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	[EXTERNAL] RE: VA EHR NDA
Date:	2018/03/13 14:08:24
Type:	Note

Attached is my signed NDA. Thank you.

From: Marc Sherman (b)(6)
Sent: Tuesday, March 13, 2018 1:40 PM
To: Blackburn, Scott R.
Cc: IP (b)(6) Bruce Moskowitz; Truex, Matthew; Windom, John H.; DJS
Subject: Re: VA EHR NDA

Scott, Matt and John

Thank you for the NDA draft that you sent along and the organized approach. I have attached the following to close the loop:

- 1. a marked up version of the NDA with a few necessary adjustments in red-line so you can see the changes that were made,
- 2. a blank copy of the amended NDA for Bruce and Ike to sign, and

3. • 3. a signed version by me of the amended NDA.
Thanks and happy to help as requested.

Marc

On Tue, Mar 13, 2018 at 10:31 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Ike, Bruce, Marc:

Thank each of you for agreeing to lend an extra set of outside eyes on the EHR contract. We appreciate your support and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex (who is the government contracting officer) and John Windom (who is our EHR leader) will lead this from our side. I will ask Liz Callaghan (cc'd) here to help set up a time. We can either do this all together, if calendars match up, or separately if need be.

We have also connected with Stephanie Reel, Stan Huff, Dr. Karson, Dr. Ko, Dr. Shretha, and Jon Manis who all have all received the NDA and we are working with them. I am hoping to connect with Dr. Cooper today.

Thanks again!
Scott

Scott Blackburn
Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	IP (b)(6)@frenchangel59.com>
Recipient:	Marc Sherman (b)(6) Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>;

	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/03/13 14:07:06
Delivered Date:	2018/03/13 14:08:24
From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
CC:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; IP (b)(6)@frenchangel59.com>; (b)(6)
Subject:	[EXTERNAL] NDA.pdf
Date:	2018/03/13 15:04:42
Type:	Note

Sent from my iPad
 Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz <brucemoskowitzmd@mac.com>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; IP (b)(6)@frenchangel59.com>; (b)(6) Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/03/13 14:59:21
Delivered Date:	2018/03/13 15:04:42
From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	IP (b)(6)@frenchangel59.com>; (b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	[EXTERNAL] Re: VA EHR NDA
Date:	2018/03/13 13:40:31
Type:	Note

Scott, Matt and John

Thank you for the NDA draft that you sent along and the organized approach. I have attached the following to close the loop:

1. • 1. a marked up version of the NDA with a few necessary adjustments in red-line so you can see the changes that were made,
2. • 2. a blank copy of the amended NDA for Bruce and Ike to sign, and
3. • 3. a signed version by me of the amended NDA.

Thanks and happy to help as requested.

Marc

On Tue, Mar 13, 2018 at 10:31 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Ike, Bruce, Marc:

Thank each of you for agreeing to lend an extra set of outside eyes on the EHR contract. We appreciate your support and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex (who is the government contracting officer) and John Windom (who is our EHR leader) will lead this from our side. I will ask Liz Callaghan (cc'd) here to help set up a time. We can either do this all together, if calendars match up, or separately if need be.

We have also connected with Stephanie Reel, Stan Huff, Dr. Karson, Dr. Ko, Dr. Shretha, and Jon Manis who all have all received the NDA and we are working with them. I am hoping to connect with Dr. Cooper today.

Thanks again!
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. (DISABLED ACCT) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; IP (b)(6)@frenchangel59.com>; (b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </O=VA/OU=VISN 03/cn=Recipients/cn=vhaeastruexm>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/03/13 13:39:36
Delivered Date:	2018/03/13 13:40:31

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Glynn, Melissa S. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Glynn, Melissa S.ce5>
Subject:	FW: Consultant firms & contracts
Date:	2018/05/14 19:58:00
Priority:	Normal
Type:	Note

Melissa,

Here's the list of funded contracts I mentioned in OIT. Who do you have that can help me dive into the details and what to look for? I can get all the supporting documentation behind the spreadsheets, which I presume will be needed.

Thank you
Camilo

From: Leinenkugel, Jake
Sent: Sunday, May 13, 2018 11:16 AM
To: Sandoval, Camilo J.
Cc: O'Rourke, Peter M.
Subject: RE: Consultant firms & contracts

An excellent former CEO once said "A company with a high dependency on consulting is either a bloated, lazy company or one that is unsure of its vision & mission. Senior Leaders should be solving most of our business issues." That said, doesn't mean you don't have consultants & contracts.....but over 2,700?

Sent with Good (www.good.com)

From: Sandoval, Camilo J.
Sent: Saturday, May 12, 2018 11:39 AM
To: Leinenkugel, Jake
Cc: O'Rourke, Peter M.
Subject: FW: Consultant firms & contracts

Jake,

Could use your expertise here if you're around next week. Lots of interesting contracts (+2600) and numbers (\$7.2 billion).

Thank you
Camilo

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: Special Government Employee - would Marc Sherman consider this?
Date:	2018/04/05 16:37:00
Priority:	Normal
Type:	Note

Have shared... let's see what kind of feedback I get. Definitely a good idea/thought.

Thank you
Camilo

Camilo Sandoval

M: (b)(6)

From: Blackburn, Scott R.
Sent: Thursday, April 05, 2018 3:01 PM
To: Sandoval, Camilo J.
Subject: Special Government Employee - would Marc Sherman consider this?

During the 2014 scandal (after Secretary Shinseki was fired and before McDonald came in), Dr. Jonathan Perlin did this for 60 days. Would Marc be willing to do something similar?

<http://www.modernhealthcare.com/article/20140626/NEWS/306269942>

<http://www.modernhealthcare.com/article/20140628/MAGAZINE/306289971>

<https://www.tennessean.com/story/news/health/2014/06/26/veterans-affairs-turns-hca-exec-help/11399441/>

Scott Blackburn
Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>

Sent Date:	2018/04/05 16:37:59
Delivered Date:	2018/04/05 16:37:00

RELEASED PURSUANT TO FOIA REQUEST# 18-12525-F

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Bruce Moskowitz (b)(6)
Subject:	RE: [EXTERNAL] How is patient-centric interoperability leading the revolutionary healthcare transformation?
Date:	2018/04/02 23:38:00
Priority:	Normal
Type:	Note

Thank you. Great article.

-----Original Message-----

From: Bruce Moskowitz (b)(6)

Sent: Monday, April 02, 2018 6:35 AM

To: Sandoval, Camilo J.

Subject: [EXTERNAL] How is patient-centric interoperability leading the revolutionary healthcare transformation?

<https://www.beckershospitalreview.com/healthcare-information-technology/how-is-patient-centric-interoperability-leading-the-revolutionary-healthcare-transformation.html>

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Bruce Moskowitz (b)(6)
Sent Date:	2018/04/02 23:38:55
Delivered Date:	2018/04/02 23:38:00

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: Apple vs Cerner
Date:	2018/03/07 22:52:39
Priority:	Normal
Type:	Note

FYI... will update tracker.

Thanks

From: Sandoval, Camilo J.
Sent: Wednesday, March 07, 2018 7:46:02 PM
To: Bruce Moskowitz; Marc Sherman; IP
Cc: O'Rourke, Peter M.
Subject: FW: Apple vs Cerner

Bruce/Marc,

Apparently I was suppose to share this Attachment with you last month per John's note below.

My apologies if I didn't. I will update the tracker, and please do let me know if this helps answers questions around Apple's efforts or if additional clarification is required.

Thank you.
Camilo

From: Windom, John H.
Sent: Wednesday, March 07, 2018 7:26:08 PM
To: Sandoval, Camilo J.
Subject: FW: Apple vs Cerner

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Tuesday, March 06, 2018 6:18:26 AM
To: Blackburn, Scott R.
Cc: Short, John (VACO); Zenooz, Ashwini
Subject: FW: Apple vs Cerner

Sir,
As you can see, I also shared with Cam who readily saw the difference and was to convey the message down South. Here you go.

Vr
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Friday, January 26, 2018 3:24 PM
To: Blackburn, Scott R.; Sandoval, Camilo J.; Zenooz, Ashwini; Short, John (VACO); Cox, Tim (VACO)
Subject: Apple vs Cerner

Apple will not produce an EHR/EMR. It is a health record electronic file cabinet and will likely ultimately align to a commercial EHR. Apple will deliver less than 1% of commercial EHR capabilities. Please don't let people confuse the two. These draft charts may help you with your messaging.

Vr
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420

(b)(6)

Office: (202) 461-5820

(b)(6)

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/07 22:52:39

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	(b)(6)
Subject:	FW: Re: CMS Announcement at HIMSS
Date:	2018/03/08 12:02:01
Priority:	Normal
Type:	Note

Resending... apologies.

From: Sandoval, Camilo J.
Sent: Thursday, March 08, 2018 11:57 AM
To: (b)(6); 'Sherman, Marc'; IP
Cc: O'Rourke, Peter M.
Subject: Re: CMS Announcement at HIMSS

Seema Verma's speech at HIMMS:

<https://www.cms.gov/Newsroom/MediaReleaseDatabase/Press-releases/2018-Press-releases-items/2018-03-06-2.html>

Camilo Sandoval
Senior Advisor to Under Secretary
Veterans Health Administration
U.S. Department of Veterans Affairs
Washington, D.C.
M: (b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	(b)(6)
Sent Date:	2018/03/08 12:02:05
Delivered Date:	2018/03/08 12:02:01

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Bruce Moskowitz (b)(6) Marc Sherman (b)(6) IP (b)(6)@frenchangel59.com>
CC:	O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Subject:	FW: Apple vs Cerner
Date:	2018/03/07 22:46:03
Priority:	Normal
Type:	Note

Bruce/Marc,

Apparently I was suppose to share this Attachment with you last month per John's note below.

My apologies if I didn't. I will update the tracker, and please do let me know if this helps answers questions around Apple's efforts or if additional clarification is required.

Thank you.
Camilo

From: Windom, John H.
Sent: Wednesday, March 07, 2018 7:26:08 PM
To: Sandoval, Camilo J.
Subject: FW: Apple vs Cerner

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Tuesday, March 06, 2018 6:18:26 AM
To: Blackburn, Scott R.
Cc: Short, John (VACO); Zenooz, Ashwini
Subject: FW: Apple vs Cerner

Sir,
As you can see, I also shared with Cam who readily saw the difference and was to convey the message down South. Here you go.

Vr

John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Friday, January 26, 2018 3:24 PM
To: Blackburn, Scott R.; Sandoval, Camilo J.; Zenooz, Ashwini; Short, John (VACO); Cox, Tim (VACO)
Subject: Apple vs Cerner

Apple will not produce an EHR/EMR. It is a health record electronic file cabinet and will likely ultimately align to a commercial EHR. Apple will deliver less than 1% of commercial EHR capabilities. Please don't let people confuse the two. These draft charts may help you with your messaging.

Vr
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Bruce Moskowitz (b)(6) Marc Sherman (b)(6)

	IP(b)(7)(C)@frenchangel59.com>; O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>
Sent Date:	2018/03/07 22:46:02
Delivered Date:	2018/03/07 22:46:03

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Bruce Moskowitz' (b)(6)
Subject:	RE: [EXTERNAL] VA-CIO CALL
Date:	2017/11/20 17:33:00
Due Date:	2018/08/22 20:00:00
Priority:	Normal
Type:	Note

Dr. Moskowitz,

Thank you so much for the note and for all the help/support. I would love to meet you in person. Do you have any plans to be in Washington anytime soon?

I thought the call last week was extremely valuable. The experience and wisdom of the participants is such a great asset – we would be fools to not take full advantage of it. I do agree fully that there was a lot to cover in only two hours. I think the moderator was doing the best he could to get as much out of it as possible, while trying to be respectful of the time that so many important people were volunteering. If the 5 CIOs were willing to follow up, perhaps we schedule another session(s) on various deep dive topics? We would absolutely love that.

Just by way of introduction – I jumped into the CIO role less than 2 months ago when our previous CIO (Rob Thomas) abruptly retired to deal with some personal issues. I am a disabled Army Veteran (MIT ROTC). After getting out of service I went to business school and then to McKinsey where I made partner and spent 9+ years there leading large business transformations in industrial clients. Bob McDonald (the former P&G CEO and former Secretary) convinced me to join VA to lead the turnaround after the 2014 Phoenix scandal. From Feb-Sept, I served as Secretary Shulkin's Deputy until a political appointee was put in place. Then jumped into the CIO role to work with the team and make sure this gets done. We are still awaiting a permanent CIO.

I would be happy to jump on the phone this week to if you would like.

Thanks again for your support!
Scott

Scott Blackburn
Acting CIO and Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 20, 2017 6:02 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] VA-CIO CALL

Dear Scott:

I thought the VA-CIO call November 15 to help you with practical industry expertise relating to your proposed Cerner implementation generated some valuable conversation. The participants were some of the most highly experienced CIOs with deep EMR backgrounds, together with physicians who focus on medical error prevention and improving the EMR experience. I hope and expect that you found it of great value. Since we have not spoken before, you may not be aware that I am the person who personally recruited the Academic Medical Centers to provide the VA with advice, intended to help the VA create and implement a path to fix its care delivery issues, as well as advise on other areas where they can be of value to better veterans' care. I have been a central point for the group and was the collection point for the participants' post-call debrief. Also, for reference purposes, each of the people on yesterday's call has performed flawless implementations of state of the art EMR systems on behalf of their respective healthcare delivery systems, some more than once.

Since the call was structured to focus the discussion on the few direct questions set forth in your agenda, and the moderator controlled the timing of each question very tightly, the breadth of the discussion was somewhat limited. As a result, you only had the benefit of the experts' advice in the areas that the moderator put on the table... and the participant's want to make sure you have the benefit of their complete thoughts and feedback. Everyone felt good about the discussion on the agenda questions and felt that the scope and implementation issues relating to DOD / VA interoperability were well in hand. However, some of the participants' questions raised about other areas left them uneasy about the readiness of the system for implementation or the readiness of the Cerner RFP contract for execution. Based on some of the offshoot discussions, the participants felt that many non-DOD interoperability solutions have not yet been fully addressed or solved, leading to incomplete system planning and contracting protections, greatly risking an unsuccessful implementation and large additional cost and time overruns. The interoperability with community provider partners did not seem to be defined completely. Some additional areas that were identified by the VA and its contractor's participants and moderator as incomplete in the call are: seamless sharing of Choice partner records, duplicate procedure and medical error prevention, flagging mechanisms and implantable device identification, among others. Until the design of the system and all functional requirements are identified and completed, the participants fear that these as yet undeveloped processes and solutions will result in a significant increase in the cost of the implementation and operation of the Choice program and impact quality care delivery to our veterans who choose to take advantage of the Choice program.

Lastly, at the beginning of yesterday's call your moderator identified the comfort that Congress expressed at recent hearings from the participation of the CIOs in the process. However, yesterday's relatively short discussion on a massive topic was limited and not set up to have a platform for full discussion in a two hour phone call with a few questions. Also, as mentioned in

the call at various times, the participants' did not have access to the RFP contract document, its scope and the contractual provisions and protections, a critical part they feel of evaluating the completeness of a successful design and implementation. As such, the participants want to make sure that yesterday's discussion is understood by everyone - the VA and Congress alike - to be a limited dialogue to provide their valuable experiences on the topics put on the table by the moderator, but not as a confirmation of the project's completeness or readiness for contract execution or implementation, which they believe likely has shortfalls. In general, we liked what we heard, we are honored that you felt our advice would be of value, but have had discussion about a very limited part of the project and have questions about the system design, whether it is ready for implementation and whether the contract (from the limited discussion) has adequate safeguards to proceed without risk to the cost and success of the effort.

While this was the first time you have spoken to any of these participants on the topic of EMR, and maybe on any topic, the participants would be pleased to provide further feedback and advice should you desire on the remaining issues that are still incomplete and to help you work toward a successful RFP contract, design and implementation.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	'Bruce Moskowitz' (b)(6)
Sent Date:	2017/11/20 17:33:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>
CC:	Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	RE: [EXTERNAL] RE: VA EHR Call Update
Date:	2018/03/20 22:20:00
Priority:	Normal
Type:	Note

I agree with you.

If you think it is helpful, I'd be happy to connect you directly with Dr. Cooper so you guys can talk this through and make sure we didn't miss a point (or make sure he understands what we are doing). I am afraid of the back-channel talk that happens with these guys.

From: Myklegard, Drew
Sent: Tuesday, March 20, 2018 10:19 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] RE: VA EHR Call Update

I don't get it. What is said below is where we are trying to go with standards. Our contract could site the specific standards (no argument here). But even if you did everything below there is still quite a bit of daylight between what he was saying on the phone (semantic interoperability, machine learning) and having the data appended to the EMR when the initiating institution passes the data using a standard. I don't see anything about how you make the sender adhere to standards, especially how you have Cerner "make" the other EHRs do it.

Drew Myklegard

(b)(6)

From: Blackburn, Scott R.
Sent: Tuesday, March 20, 2018 7:34:36 PM
To: Myklegard, Drew
Subject: FW: [EXTERNAL] RE: VA EHR Call Update

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Tuesday, March 20, 2018 4:25 PM
To: Blackburn, Scott R.; Callaghan, Elizabeth

Cc: Windom, John H.; Truex, Matthew; Short, John (VACO)
Subject: Re: [EXTERNAL] RE: VA EHR Call Update

Scott,

I reviewed the material you sent regarding the proposed VA EMR contract and statement of work. I have one area of concern regarding the interoperability of the system with community care providers. For the new VA EMR to efficiently serve patients, maximize safety and lower medical costs, medical records from the military, VA and community care providers under contract must be viewable in a seamless electronic format. The language of the contract and statement of work do not require this of the Cerner system.

In my experience using 3 versions of the Cerner EMR, the records from outside providers are imported as a CCD or CCA file and labeled as "Outside Material" with no way to identify file content or correlate internal study results with similar outside studies. For example a fax with a coronary angiogram report and a colonoscopy report will be included in the same "Outside Material" file. The date on the Outside Material file is the date of entry into the Cerner EMR, with no relation to the date of the file contents. These results are neither indexed nor searchable. The effort required of providers to open and read all pages of each file is infeasible and therefore tests are needlessly repeated at substantial cost and risk to patients.

I recommend that the VA EMR contract and statement of work be amended to require that a core interoperability strategy be operational at the time of initial EMR implementation. The amended contract and statement of work should specify that that all community care provider materials be indexed and searchable by specific diagnosis and test result, and that these results be linked to relevant parts of the internal VA records by date and medical discipline. For example, a coronary angiogram report at an outside facility performed in January 2018 should appear in the VA EMR under Cardiology Testing (nomenclature from Cerner Mayo installations) on the date of the study. Current operational examples of successful EMR interoperability at the level required include EPIC to EPIC data exchange or a proprietary intra-organization system used at Mayo Clinic called Synthesis. We would recommend that you utilize standards for this as promulgated by the Federal government (e.g., Meaningful Use 2015 edition, and the Trusted Exchange Framework and Common Agreement initiated by the Department of Health and Human Services) and by industry (e.g., the HL7 Fast Healthcare Interoperability Resource standards and industry-led Argonaut and SMART projects). This recommendation has been reviewed by Mayo Clinic leadership and we believe is consistent with other feedback you have received from Mayo Clinic experts.

I look forward to discussing the VA EMR during the conference call at 7:30. My flight to ATL is delayed slightly, but scheduled to land at 7:05 pm.

Leslie T. Cooper, Jr., MD
Chair, Enterprise Department of Cardiovascular Medicine
Mayo Clinic

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>

Date: Monday, March 19, 2018 at 2:39 PM

To: "Callaghan, Elizabeth" (b)(6) "Cooper, Leslie T., M.D."

(b)(6)

Cc: "Windom, John H." <John.Windom@va.gov>, Matthew Truex (b)(6), "Short, John (VACO)" (b)(6)
Subject: [EXTERNAL] RE: VA EHR Call Update

Thank you, Dr. Cooper. Dr. Moskowitz mentioned very specifically to me that we should get your perspective on cloud so that we know we have that part correct. I am thinking we cover that issue from 7:30-8pm ET before others join at 8pm.

Thank you again for the support.
Scott

From: Callaghan, Elizabeth
Sent: Monday, March 19, 2018 1:38 PM
To: Cooper, Leslie T., M.D.
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: RE: [EXTERNAL] VA EHR Call Update

Dr. Cooper, thank you for your response. I have sent two outlook invites, one starting at 7:30PM EST for you to participate in as well as the 8PM EST with the group. Please let me know if you have any questions.

Thanks,
Liz

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Saturday, March 17, 2018 9:36 PM
To: Callaghan, Elizabeth
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: Re: [EXTERNAL] VA EHR Call Update
Importance: High

Tuesday I am in Rochester, MN. Meetings 10:30-2:00 and a 4 pm flight to Atlanta.
If the call needs to be Tuesday, I have a layover in ATL 7:05-8:48 pm. Could I call in as soon as I land?
Wednesday I could make a call after 6:30 pm.

Leslie

From: "Callaghan, Elizabeth" (b)(6)
Date: Saturday, March 17, 2018 at 12:13 PM
To: "Cooper, Leslie T., M.D." (b)(6)
Cc: "Blackburn, Scott R." <Scott.Blackburn@va.gov>, "Windom, John H." (b)(6), Matthew Truex (b)(6)
Subject: [EXTERNAL] VA EHR Call Update

Good afternoon Dr. Cooper,

I hope you are having a nice weekend! Sorry for the extra email but we are having trouble finding a time that works for everyone. Right now, Tuesday evening seems to be the best time. If we made the call later on Tuesday starting at 5pm, 6pm, 7pm or 8pm ET would you be able to make that work?

Thanks again!

Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs
Desk: 202-461-6288
Cell: (b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/03/20 22:21:00
Delivered Date:	2018/03/20 22:20:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
CC:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Subject:	RE: Meeting with Secretary Shulkin
Date:	2018/03/21 09:17:00
Priority:	Normal
Type:	Note

Sounds like a plan. I will come in and be there in person.

From: Windom, John H.
Sent: Wednesday, March 21, 2018 9:16 AM
To: Blackburn, Scott R.
Cc: Zenooz, Ashwini; Myklegard, Drew; Short, John (VACO)
Subject: Meeting with Secretary Shulkin
Importance: High

Sir,

I recommend using the 1100-1130 meeting with Shulkin to get clear direction from him on what it takes to close out the contract. The only comments I would make from an action perspective:

1. We will be assembling the EHRM industry advisory council as discussed. Participants likely to include:

Stephanie Reel (Hopkins)
Jon Manis (Sutter)
Rasu (UPMC)
Shafiq Rab (Rush)
Chris Ross (Mayo)
Vivek Reddy (Intermountain)
Aneesh Chopra
Ryan Howells (Leavitt Partners)
Frank Opelka (American College of Physicians)
Will Morris or Ed Marx (Cleveland Clinic)
Dr. Andy Karson (Mass General Hospital)
Dr. Bruce Moskowitz (Tenet)
Alistair Erskine (Geisinger)
Daniel Barchi (New York Presbyterian)

2. We will setup the recommended interoperability test platform/sandbox as part of our IOC efforts and associated testing requirements.
3. We will solidify the DVP requirements and associated API strategies based on comments from the external experts.
4. Re-validate interoperability, device registry, etc. language contained in the contract.

- 5. Continue to solidify our PEO staffing structure in support of present and future contract oversight requirements.

Mr. Secretary, what else did your hear? I believe we are ready.

Thoughts.....?

John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>; Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacomykled>; Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>
Sent Date:	2018/03/21 09:17:29
Delivered Date:	2018/03/21 09:17:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	Advisory Committee
Date:	2018/03/20 21:17:00
Priority:	Normal
Type:	Note

Let's start putting this together with ASAP. I know I have thoughts and "favorites". I am sure you guys do to. My candidates (Just off top of my head).

Stephanie Reel (Hopkins)
Jon Manis (Sutter)
Rasu (UPMC)
Shafiq Rab (Rush)
Cris Ross (Mayo)
Vivek Reddy (Intermountain)
Aneesh Chopra
Ryan Howells (Leavitt Partners)
Frank Opelka (American College of Physicians)
Will Morris or Ed Marx (Cleveland Clinic)
Dr. Andy Karson (Mass General Hospital)
Dr. Bruce Moskowitz (Tenet)
Alistair Erskine (Geisinger)
Daniel Barchi (New York Presbyterian)

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>; Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/03/20 21:17:22
Delivered Date:	2018/03/20 21:17:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Frank Opelka' (b)(6) 'Liddell, Christopher P. EOP/WHO' (b)(6)
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	RE: VA interoperability
Date:	2017/12/19 19:49:00
Priority:	Normal
Type:	Note

Chris – thank you for the support and the connection.

Frank – Thank you for your service and willingness to help! I hear great things about you from Marc Sherman and Carolyn Clancy. I will ask Liz (cc'd) to help us find time to connect so we can get more specific about our ask. I will also include John Windom in that conversation.

Best,
Scott

From: Frank Opelka (b)(6)
Sent: Tuesday, December 19, 2017 5:40 PM
To: Liddell, Christopher P. EOP/WHO; Blackburn, Scott R.
Subject: [EXTERNAL] Re: VA interoperability

Chris,

Thanks so much.

Scott,

I look forward to learning about your efforts. As a veteran myself and a former US Army special ops surgeon, there's a warm place in my heart for helping out our veterans. Please know we are very committed to the veterans and to this work surrounding interoperability.

Best,

Frank

Frank Opelka, MD FACS
Medical Director
Quality and Health Policy
American College of Surgeons

O: (b)(6)

M: (b)(6)

From: Liddell, Christopher P. EOP/WHO (b)(6)
Sent: Tuesday, December 19, 2017 5:09:56 PM
To: Blackburn, Scott R.; Frank Opelka
Subject: VA interoperability

Dr Opelka

Scott is putting together a group to help him think about aspects of interoperability to do with the upgraded VA platform

I suggested you would be a good person to add to that group if possible (and subject to whatever legal clearances are needed)

I'll let you both connect and see if it makes sense

Regards
Chris

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Frank Opelka' (b)(6) 'Liddell, Christopher P. EOP/WHO (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2017/12/19 19:49:44
Delivered Date:	2017/12/19 19:49:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	FW: [EXTERNAL] RE: VA interoperability
Date:	2017/12/19 10:45:43
Priority:	Normal
Type:	Note

Can you see if Chris and I can connect?

Sent with Good (www.good.com)

From: Liddell, Christopher P. EOP/WHO
Sent: Tuesday, December 19, 2017 10:02:26 AM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: [EXTERNAL] RE: VA interoperability

Scott

Do you have 5 mins to discuss at some stage today – trying to be as helpful as possible so just wanted to think about best input

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Monday, December 18, 2017 8:29 PM
To: Liddell, Christopher P. EOP/WHO (b)(6)
Cc: Windom, John H. (b)(6)
Subject: VA interoperability

Chris,

I hope you and your family are ready for a well-deserved holiday break.

When we get back in January, we will be working with Cerner/others on an interoperability exercise to better understand their capabilities and what we need to include in the contract. We want to put together a panel of outside independent experts and have asked MITRE to help us with this. We will be including ONC (Dr. Rucker has been incredibly helpful), Intermountain has offered to help, and I've reached out to Marc Sherman to see if any of the 5 CIOs (Hopkins, Cleveland Clinic, Mayo, Partners or Kaiser) are willing to provide input. Happy to provide you an overview of plan and desired outputs (our team is working this right now and will have something on paper by Wednesday) – but basically testing clinical scenarios/use-cases involving information exchange between Cerner/VistA/DoD/Epic/Allscripts/other systems all with the

intent of proving/disproving various hypotheses while addressing/exploring various identified concerns.

(b)(5)

Thanks again for all the support,
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2017/12/19 10:45:43

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>; Chandler, Richard C. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoindr2>
Subject:	RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA
Date:	2017/12/15 16:22:00
Priority:	Normal
Type:	Note

Got it. I will see what Dr. Clancy wants to do. Seems like we would be happy to talk to this person if we thought there was a fit (but you guys tell me).

From: Short, John (VACO)
Sent: Thursday, December 14, 2017 7:21 AM
To: Mulligan, Ricci; Blackburn, Scott R.; Chandler, Richard C.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

That's the way I read it also.

Also, some of the people mentioned below, like Dr. Ken Rubin, are currently under an IPA to VHA.

Warmest regards!
Respectfully,

John A. Short (SES), Doctoral Candidate, MBA-ISM, MSIS, CNSS 4011/4012, FEMA PDS
Acting Deputy Director, DOD/VA Interagency Program Office (IPO)
Executive Director, Information Technology Systems Modernization
CTO, EHRM PEO
VA Office: (202) 461-9299
DOD/VA IPO Office: (703) 588-1829

(b)(6)

From: Mulligan, Ricci
Sent: Thursday, December 14, 2017 6:52:13 AM
To: Blackburn, Scott R.; Short, John (VACO); Chandler, Richard C.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Sounds like this is a VHA issue to get her in? Ricci

Ricci L. Mulligan
Acting Principal Deputy Assistant Secretary
VA OI&T
202-461-1538 (O)
(b)(6) Cell

From: Blackburn, Scott R.
Sent: Thursday, December 14, 2017 12:16 AM
To: Mulligan, Ricci; Short, John (VACO); Chandler, Richard C.
Subject: FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

From: Clancy, Carolyn
Sent: Wednesday, December 13, 2017 4:41 PM
To: Blackburn, Scott R.
Subject: FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Executive in Charge
Veterans Health Administration
810 Vermont Ave, NW
Washington, DC 20420
202-461-7000

From: Patricia MacTaggart
Sent: Wednesday, December 13, 2017 4:04:20 PM
To: Howard, Kristi
Cc: Clancy, Carolyn
Subject: Re: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Kristi:

I am very optimistic based on your e-mail and am around if you want to talk by phone or need anything further. My VA contacts for the IPA are as follows: Ken Rubin, who was the immediate contact, Kenneth Samuel Rubin (b)(6) who works for Steven Brown, who I have also met with and was very interested. I also met with Jonathan Nebeker, who was the initial contact from VA. They had me also talk with Margaret Donahue M.D. Director, Veterans Health Information Exchange (VLER Health) and others, such as Neil Davis.

Let me know if you need more information from me.

On Wed, Dec 13, 2017 at 3:45 PM, Howard, Kristi <(b)(6)> wrote:

Good afternoon Ms. MacTaggart – I am reaching out on behalf of Dr. Clancy. She is feeling optimistic, but asked if you could tell us who in OIT that you talked with? Thank you!

From: Patricia MacTaggart
Sent: Tuesday, December 12, 2017 9:24:56 AM
To: Clancy, Carolyn
Subject: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Carolyn:

I don't know if this help but per below even CMS/CMMI thinks I would be of value to VA -

I'm at my meeting in Seattle with ONC and I will need to talk to them while I'm here if I need to go to "Plan B" - I can hold off for a day or so but do you have a sense of when I will know if I need to pull the plug so I don't miss an opportunity to initiate a backup plan?

----- Forwarded message -----

From: Jensen, Frances R. (CMS/CMMI) <(b)(6)>
Date: Mon, Dec 11, 2017 at 5:05 PM
Subject: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA
To: Patricia MacTaggart <(b)(6)>

See below. This is why the VA needs you.

From: Terl, Erika (CMS/CMMI)

Sent: Monday, December 11, 2017 4:57 PM

To: Mentnech, Renee M. (CMS/CMMI) (b)(6) Rudolph, Noemi V. (CMS/CMMI) (b)(6) Cha, Stephen S. (CMS/CMMI)

(b)(6) Jensen, Frances R. (CMS/CMMI)

(b)(6) Toomey, Mimi C. (CMS/CMMI)

(b)(6) Dziak, Kathleen M. (CMS/CMMI)

Ritter, Christina S. (CMS/CM)

Kapp, Mary C. (CMS/CMMI) (b)(6)

Lapin, Pauline J. (CMS/CMMI) (b)(6) Petroski, Jason G.

(CMS/CMMI) (b)(6) Johnston, James (CMS/CMMI)

(b)(6) Thornhill, Jonathan K. (CMS/CMMI)

(b)(6) Alley, Dawn E. (CMS/CMMI)

(b)(6) Brown-Ashford, Nina C. (CMS/CMMI) (b)(6)

(b)(6) Harris, Sean C. (CMS/CMMI) (b)(6)

Lumpkin, John R. (CMS/CMMI) (b)(6) Ault, David O.

(CMS/CMMI) (b)(6); Alexander, Maria F. (CMS/CMMI)

(b)(6) Leonard, Paula (CMS/CMMI)

(b)(6) Sessums, Laura L. (CMS/CMMI)

Weaver, Kelsey J. (CMS/CMMI)

Leonard, Paula (CMS/CMMI)

Billieux, Alexander C. (CMS/CMMI)

(b)(6)

Cc: Terl, Erika (CMS/CMMI) (b)(6)

Subject: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Importance: High

We've just received word that Seema will be meeting with Dr. Moskowitz of the US Department of Veterans Affairs next week to discuss the Choice Program for the VA – specifically, interoperability of medical records and prevention of duplication of services.

--

Patricia MacTaggart, MBA, MMA

Lead Research Scientist/Lecturer
Department of Health Policy and Management
Milken Institute School of Public Health
The George Washington University
950 New Hampshire Ave, NW
Washington, DC 20052

(b)(6)

"Kind words do not cost much. Yet they accomplish much," Blaise Pascal.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Short, John (VACO) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vacoshortj>; Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Ricci.Mulligan>; Chandler, Richard C. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacochandr2>
Sent Date:	2017/12/15 16:22:49
Delivered Date:	2017/12/15 16:22:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Clancy, Carolyn </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vhacoclancc>
Subject:	RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA
Date:	2017/12/15 16:41:00
Priority:	Normal
Type:	Note

Yes please. We'll take it from there.

From: Clancy, Carolyn
Sent: Friday, December 15, 2017 4:34 PM
To: Blackburn, Scott R.
Subject: Re: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

That would be wonderful — would an e-intro help?

Carolyn M. Clancy, MD
Executive in Charge
Veterans Health Administration
Department of Veterans Affairs
810 Vermont Ave, NW
Washington, DC 20420
202-461-7000

From: Scott Blackburn <Scott.Blackburn@va.gov>
Date: Friday, December 15, 2017 at 4:22 PM
To: Department of Veterans Affairs (b)(6)
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Looks like the people she was talking to were VHA people (e.g., Jonathan Nebecker, Ken Rubin who is under a IPA to VA now).

Would you like us (OIT) to talk to her and see if she'd be a fit?

From: Clancy, Carolyn
Sent: Wednesday, December 13, 2017 4:41 PM
To: Blackburn, Scott R.
Subject: FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Clancy, Carolyn </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vhacoclancc>
CC:	Fahrenkopf, Amy </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Fahrenkopf, Amydc6>
Subject:	FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA
Date:	2017/12/13 13:19:00
Priority:	Normal
Type:	Note

No one in OIT has heard of her. If you can tell us who she talked to, please let me know. Also happy to bring her in to talk.

From: Chandler, Richard C.
Sent: Wednesday, December 13, 2017 12:14 PM
To: Mulligan, Ricci; Blackburn, Scott R.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

It doesn't sound like anyone in OIT or the PEO has spoken to this lady. If we might be interested we should first get her resume and then if still interested set up an interview with the PEO.

This brings up an issue we need to discuss. We need to really think about who we are bringing on folks for – the PEO as advisors or direct hands on help OR for the CIO directly to provide advice related to your responsibility to oversee IT projects. I understand that the PEO reports to the DepSec, but the CIO has a responsibility under Clinger-Cohn and FITARA to provide oversight for IT programs. The CIO will be hauled up in front of Congress many times over the next decade for this project and should have an independent view of project performance. I recommend that you have some independent advisors and a separate Independent Verification and Validation (IV&V) contract. IV&V contracts are an industry best practice. IV&V are a pain in the neck for the PEO but are there to protect the agency. I have yet to hear any mention of IV&V but truly believe that we should stand one up.

From: Mulligan, Ricci
Sent: Wednesday, December 13, 2017 11:48 AM
To: Chandler, Richard C.; Blackburn, Scott R.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

I have never heard of her. Ricci

Ricci L. Mulligan
Acting Principal Deputy Assistant Secretary
VA OI&T
202-461-1538 (O)

(b)(6) Cell

From: Chandler, Richard C.
Sent: Wednesday, December 13, 2017 8:39 AM
To: Blackburn, Scott R.; Mulligan, Ricci
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Never heard of her.

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, December 13, 2017 7:52:53 AM
To: Mulligan, Ricci; Chandler, Richard C.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

My question is who is this person? Have we been talking to them? Do we have any history on what Carolyn is talking about?

From: Mulligan, Ricci
Sent: Wednesday, December 13, 2017 7:15 AM
To: Blackburn, Scott R.; Chandler, Richard C.
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Scott, paying this individual is not a problem if it is OIT. I don't know if VHA has pay dollars. Ricci

Ricci L. Mulligan
Acting Principal Deputy Assistant Secretary
VA OI&T
202-461-1538 (O)
(b)(6) Cell

From: Blackburn, Scott R.
Sent: Tuesday, December 12, 2017 5:50 PM
To: Mulligan, Ricci; Chandler, Richard C.
Subject: FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

See below. Does this name sound familiar? I don't think \$\$\$ for an IPA is the problem.

I am meeting with Carolyn tomorrow at 8am, so anything intel you guys have...let me know.

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Subject:	make sure we end at 11:45am
Date:	2017/12/11 11:28:00
Priority:	Normal
Type:	Note

I need to make sure I am on time and ready for the noon lunch. Also, do you know what Marc Sherman looks like?

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2017/12/11 11:28:53
Delivered Date:	2017/12/11 11:28:00

David mentioned the two of you had lunch together the other day. He mentioned that you/I should get together whenever you are in town next. Let me know as I would love to get together.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacocallaE2>
Sent Date:	2017/12/07 07:39:34
Delivered Date:	2017/12/07 07:39:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Fleck, Robert R. (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOFleckR>
Subject:	FW: [EXTERNAL] Follow up meeting
Date:	2017/11/27 09:38:00
Priority:	Normal
Type:	Note

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 27, 2017 8:41 AM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: Re: [EXTERNAL] Follow up meeting

Prior to any meeting we need to know what is not in the contract so we can make progress:

Cerner Contract has to have the responsibility of 100% connectivity to all EMR platforms for Choice to work

Cerner has to have telemedicine built into the system

Cerner needs to tract duplicate diagnostic testing

Cerner needs to have medication error, tracking of controlled substances and duplicate prescription monitoring

Cerner needs to tract appointment times between the VA and the Choice Program.

Cerner needs to have voice recognition built in

These are the basics we need to know prior to writing an agenda and meeting.

Thank you

Sent from my iPad
Bruce Moskowitz M.D.

- > On Nov 26, 2017, at 9:23 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
- >
- > Bruce - thanks for the note. I hope you and Marc both had a great Thanksgiving.
- >
- > Sounds good on all below. Let's shoot for the week of December 11th or December 18th in Washington. If the CIOs can get us the list of issues by December 5th, we will turn around the

gap analysis quickly. Happy to work with Stephanie, Andrew and Marc on the agenda development - that would be very helpful.

>

> Scott

>

> -----Original Message-----

> From: Bruce Moskowitz (b)(6)

> Sent: Friday, November 24, 2017 7:08 PM

> To: Blackburn, Scott R.

> Cc: (b)(6)

> Subject: [EXTERNAL] Follow up meeting

>

> I am speaking for myself and it would seem to me that holding it at Cerner would restrain an open honest discussion of what is needed to insure that we have all the key pieces to have the the EMR that we all see as a necessity to provide the end users with all tools necessary to provide quality care. The five CIO's are very knowledgeable regarding all capabilities of Cerner. I have been an end user of Cerner and know as do the CEO's the process to quickly move the agenda forward. We are committed to your adoption of Cerner as the EMR however being rushed into a contract without due diligence on our part would be problematic. We can be available for a meeting in Washington ASAP fully realizing some will need to be on a conference call. I would recommend an agenda that reflects the way forward by both groups and would recommend you allow Stephanie Reel, Andrew Karson and Marc Sherman to assist in the agenda development.

>

> Sent from my iPad

> Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Fleck, Robert R. (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOFleckR>
Sent Date:	2017/11/27 09:38:57
Delivered Date:	2017/11/27 09:38:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Fleck, Robert R. (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOFleckR>; Kraycinovich, Michael (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Michael.Kraycinovich>
Subject:	FW: [EXTERNAL] Follow up meeting
Date:	2017/11/27 10:33:00
Priority:	Normal
Type:	Note

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 27, 2017 10:18 AM
To: Blackburn, Scott R.
Cc: mbsherman@gmail.com
Subject: Fwd: [EXTERNAL] Follow up meeting

I should point out this would be ideal functionality requirements of any EMR contract if not part of what has been reviewed by the VA we need to discuss these points further since they are derived from the previous meeting points made by the CIO's and we can again cover them in the agenda

Sent from my iPad
Bruce Moskowitz M.D.

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: November 27, 2017 at 8:41:19 AM EST
To: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Cc: (b)(6)
Subject: Re: [EXTERNAL] Follow up meeting

Prior to any meeting we need to know what is not in the contract so we can make progress:

Cerner Contract has to have the responsibility of 100% connectivity to all EMR platforms for Choice to work

Cerner has to have telemedicine built into the system

Cerner needs to tract duplicate diagnostic testing

Cerner needs to have medication error, tracking of controlled substances and duplicate prescription monitoring

Cerner needs to tract appointment times between the VA and the Choice Program.

Cerner needs to have voice recognition built in

These are the basics we need to know prior to writing an agenda and meeting.

Thank you

Sent from my iPad
Bruce Moskowitz M.D.

On Nov 26, 2017, at 9:23 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce - thanks for the note. I hope you and Marc both had a great Thanksgiving.

Sounds good on all below. Let's shoot for the week of December 11th or December 18th in Washington. If the CIOs can get us the list of issues by December 5th, we will turn around the gap analysis quickly. Happy to work with Stephanie, Andrew and Marc on the agenda development - that would be very helpful.

Scott

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Friday, November 24, 2017 7:08 PM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: [EXTERNAL] Follow up meeting

I am speaking for myself and it would seem to me that holding it at Cerner would restrain an open honest discussion of what is needed to insure that we have all the key pieces to have the the EMR that we all see as a necessity to provide the end users with all tools necessary to provide quality care. The five CIO's are very knowledgeable regarding all capabilities of Cerner. I have been an end user of Cerner and know

as do the CEO's the process to quickly move the agenda forward. We are committed to your adoption of Cerner as the EMR however being rushed into a contract without due diligence on our part would be problematic. We can be available for a meeting in Washington ASAP fully realizing some will need to be on a conference call. I would recommend an agenda that reflects the way forward by both groups and would recommend you allow Stephanie Reel, Andrew Karson and Marc Sherman to assist in the agenda development.

Sent from my iPad

Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Fleck, Robert R. (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOFleckR>; Kraycinovich, Michael (OGC) </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Michael.Kraycinovich>
Sent Date:	2017/11/27 10:33:51
Delivered Date:	2017/11/27 10:33:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
CC:	Carolyn (b)(6)
Subject:	RE: [EXTERNAL] VA-CIO CALL
Date:	2017/11/20 19:17:09
Priority:	Normal
Type:	Note

Hi Carolyn - nice to meet you. Liz controls my calendar and can help set up a time for Bruce and I to connect.

Thanks for your help,
Scott

Sent with Good (www.good.com)

From: Bruce Moskowitz
Sent: Monday, November 20, 2017 6:10:17 PM
To: Blackburn, Scott R.
Cc: Carolyn
Subject: Re: [EXTERNAL] VA-CIO CALL

Thank you for your response. I will be available for a phone call at a convenient time for both of us. Carolyn will set it up

Sent from my iPhone

On Nov 20, 2017, at 5:33 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Dr. Moskowitz,

Thank you so much for the note and for all the help/support. I would love to meet you in person. Do you have any plans to be in Washington anytime soon?

I thought the call last week was extremely valuable. The experience and wisdom of the participants is such a great asset – we would be fools to not take full advantage of it. I do agree fully that there was a lot to cover in only two hours. I think the moderator was doing the best he could to get as much out of it as possible, while trying to be respectful of the time that so many important people

were volunteering. If the 5 CIOs were willing to follow up, perhaps we schedule another session(s) on various deep dive topics? We would absolutely love that.

Just by way of introduction – I jumped into the CIO role less than 2 months ago when our previous CIO (Rob Thomas) abruptly retired to deal with some personal issues. I am a disabled Army Veteran (MIT ROTC). After getting out of service I went to business school and then to McKinsey where I made partner and spent 9+ years there leading large business transformations in industrial clients. Bob McDonald (the former P&G CEO and former Secretary) convinced me to join VA to lead the turnaround after the 2014 Phoenix scandal. From Feb-Sept, I served as Secretary Shulkin's Deputy until a political appointee was put in place. Then jumped into the CIO role to work with the team and make sure this gets done. We are still awaiting a permanent CIO.

I would be happy to jump on the phone this week to if you would like.

Thanks again for your support!
Scott

Scott Blackburn
Acting CIO and Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

From: Bruce Moskowitz [mailto:brucemoskowitzmd@mac.com]
Sent: Monday, November 20, 2017 6:02 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] VA-CIO CALL

Dear Scott:

I thought the VA-CIO call November 15 to help you with practical industry expertise relating to your proposed Cerner implementation generated some valuable conversation. The participants were some of the most highly experienced CIOs with deep EMR backgrounds, together with physicians who focus on medical error prevention and improving the EMR experience. I hope and expect that you found it of great value. Since we have not spoken before, you may not be aware that I am the person who personally recruited the Academic Medical Centers to provide the VA with advice, intended to help the VA create and implement a path to fix its care delivery issues, as well as advise on other areas where they can be of value to better veterans' care. I have been a central point for the group and was the collection point for the participants' post-call debrief. Also, for reference purposes, each of the people on yesterday's call has performed flawless implementations of state of the art EMR systems on behalf of their respective healthcare delivery systems, some more than once.

Since the call was structured to focus the discussion on the few direct questions set forth in your agenda, and the moderator controlled the timing of each question very tightly, the breadth of the discussion was somewhat limited. As a result, you only had the benefit of the experts' advice in the areas that the moderator put on the table... and the participant's want to make sure you have the benefit of their complete thoughts and feedback. Everyone felt good about the discussion on the agenda questions and felt that the scope and implementation issues relating to DOD / VA interoperability were well in hand. However, some of the participants' questions raised about other areas left them uneasy about the readiness of the system for implementation or the readiness of the Cerner RFP contract for execution. Based on some of the offshoot discussions, the participants felt that many non-DOD interoperability solutions have not yet been fully addressed or solved, leading to incomplete system planning and contracting protections, greatly risking an unsuccessful implementation and large additional cost and time overruns. The interoperability with community provider partners did not seem to be defined completely. Some additional areas that were identified by the VA and its contractor's participants and moderator as incomplete in the call are: seamless sharing of Choice partner records, duplicate procedure and medical error prevention, flagging mechanisms and implantable device identification, among others. Until the design of the system and all functional requirements are identified and completed, the participants fear that these as yet undeveloped processes and solutions will result in a significant increase in the cost of the implementation and operation of the Choice program and impact quality care delivery to our veterans who choose to take advantage of the Choice program.

Lastly, at the beginning of yesterday's call your moderator identified the comfort that Congress expressed at recent hearings from the participation of the CIOs in the process. However, yesterday's relatively short discussion on a massive topic was limited and not set up to have a platform for full discussion in a two hour phone call with a few questions. Also, as mentioned in the call at various times, the participants' did not have access to the RFP contract document, its scope and the contractual provisions and protections, a critical part they feel of evaluating the completeness of a successful design and implementation. As such, the participants want to make sure that yesterday's discussion is understood by everyone - the VA and Congress alike - to be a limited dialogue to provide their valuable experiences on the topics put on the table by the moderator, but not as a confirmation of the project's completeness or readiness for contract execution or implementation, which they believe likely has shortfalls. In general, we liked what we heard, we are honored that you felt our advice would be of value, but have had discussion about a very limited part of the

project and have questions about the system design, whether it is ready for implementation and whether the contract (from the limited discussion) has adequate safeguards to proceed without risk to the cost and success of the effort.

While this was the first time you have spoken to any of these participants on the topic of EMR, and maybe on any topic, the participants would be pleased to provide further feedback and advice should you desire on the remaining issues that are still incomplete and to help you work toward a successful RFP contract, design and implementation.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Carolyn (b)(6)
Sent Date:	2017/11/20 19:17:08
Delivered Date:	2017/11/20 19:17:09

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>
Subject:	RE: VA MEETING
Date:	2017/11/14 16:38:00
Priority:	Normal
Type:	Note

They are coming from POTUS friend/doctor. Will need to handle sensitively and with facts.

From: Zenooz, Ashwini
Sent: Tuesday, November 14, 2017 4:35 PM
To: Blackburn, Scott R.
Subject: RE: VA MEETING

Scott, thanks. I just landed from a trip to Orlando. I'd be happy to respond to this but these questions are just ridiculous. They don't make sense and there is basic lack of understanding of interoperability, the solutions, radiology etc. I'm just baffled.

Ashwini Zenooz, MD
EHRM Program Office

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Tuesday, November 14, 2017 11:44:20 AM
To: Zenooz, Ashwini
Subject: FW: VA MEETING

I somehow left you off (I put Windom's name twice)...

From: Windom, John H.
Sent: Tuesday, November 14, 2017 2:42 PM
To: Blackburn, Scott R.; Short, John (VACO)
Subject: RE: VA MEETING

Ok. Thanks. Not sure of the validity of any of his comments but will investigate. I could prepare a list of things Cerner has that Epic does not have that would serve no purpose. What Cerner does have is interoperability with DOD and an overall better product. I am not going to be drawn into the cherry picking game that is being done with the Cerner product. Please send that list of Epic overruns that I sent you last week to this person.

Thx
John

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Tuesday, November 14, 2017 11:24:58 AM
To: Windom, John H.; Windom, John H.; Short, John (VACO)
Subject: FW: VA MEETING

Sharing in the spirit of transparency.

Dr. Bruce Moskowitz will join the call tomorrow. He is a White House advisor. I don't know much about him other than he is important. He has asked at least one other person to join (a clinician from MGH). See trail to include questions at the bottom (that I sent earlier). I connected with the Secretary and he is ok with Bruce and whomever he invites to join the call.

From: Schnitzer, Jay J. (b)(6)
Sent: Tuesday, November 14, 2017 12:47 PM
To: Blackburn, Scott R.
Cc: Wynn, Jackie
Subject: [EXTERNAL] FW: VA MEETING

Hi Scott,
Please see the email trail below. Just want you aware in case we have people joining the call without your knowledge or approval.
Thanks,
Best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Noga, James (b)(6)
Date: Tuesday, Nov 14, 2017, 11:43 AM
To: Karson, Andrew Scott, M.D. (b)(6)
Cc: Schnitzer, Jay J. (b)(6)
Subject: RE: VA MEETING

But do the people hosting the call know you are going to be on the call? I am copying Jay as he is helping coordinate the call. Jim

From: Karson, Andrew Scott, M.D.
Sent: Tuesday, November 14, 2017 11:31 AM
To: Noga, James (b)(6)
Subject: RE: VA MEETING

Dear Jim,

Thanks for the note. I think that you and I may have a little mis-understanding. I agree that you can of course handle the call, but Gregg and Bruce Moskowitz invited me to the call tomorrow so that they can have a hands-on clinicians perspective. Bruce and I spoke very briefly (between his patients) a little while ago and Bruce sent me the below information. I am hoping to touch base with you before the call if that is possible for you. I am tied up in presentations/meetings the rest of the day, but could speak this evening (6pm?) or tomorrow if that is okay with you. (And if needed I will break out of other meetings today).

Many thanks,

Andy

From: Noga, James

Sent: Tuesday, November 14, 2017 11:16 AM

To: Karson, Andrew Scott, M.D. (b)(6)

Subject: RE: VA MEETING

I had a call with them today in prep for tomorrow's call. I appreciate the offer but I don't think it is my place to invite you. It needs to come from the VA.

From: Karson, Andrew Scott, M.D.

Sent: Tuesday, November 14, 2017 11:11 AM

To: Noga, James (b)(6)

Subject: FW: VA MEETING

Dear Jim,

Given some conflicts that Gregg has being a senior advisor for the VA, Gregg has asked me to join the 3pm VA call tomorrow to be available for the clinician perspective. Would you be up for a 15 minute check-in call with me at some point tomorrow before the VA call? If so, then I'll reach out to Susan Briggs to get us a time.

Many thanks,

Andy

From: Karson, Andrew Scott, M.D.

Sent: Tuesday, November 14, 2017 11:06 AM

To: 'Bruce Moskowitz' (b)(6)

Subject: RE: VA MEETING

Dear Bruce,

Many thanks for the note. I'll review the below a little later today and I'll be back in touch.

Many thanks and best,

Andy

From: Bruce Moskowitz (b)(6)

Sent: Tuesday, November 14, 2017 10:45 AM

To: Karson, Andrew Scott, M.D. (b)(6)

Subject: VA MEETING

The call will take place this Wednesday, November 15th between 3:00 PM and 5:00 PM

Dial In Number: 800-767-1750

Passcode: 22712#

Thank you for your time and involvement. Some background information. These are my concerns as a clinician.

Cerner does not have the ability to provide the following in the Choice Program:

Tracking duplicate testing

Tracking over utilization by providers

Tracking duplicate prescriptions and medication errors.

Tracking tests that were ordered, completed and results go to all physicians involved in the Veterans care

Patient notification of critically abnormal results with followup resolution

Arranging appointment followup between the VA and Private sector

Emergency room visits in the private sector ability to access records immediately and VA physicians notified of emergency care and followup

Cerner has no registry to track what Cardiac and orthopedic devices are implanted in case there is a recall of the device

Automatic record transfer from the Choice Provider to the VA patient record with flagging new information to every VA health care worker

A radiology platform to see films in high definition to compare X-rays and ability for radiologists to efficiently find previous films. For instance a radiologist needs to know if a lung nodule is new or was there previously and the same size.

Cardiologists need to access catheterization films in high definition

Cerner has no system to alert VA health care workers when a patient is at a particular office or hospital to participate in care management in real time.

Sent from my iPad

Bruce Moskowitz M.D.

The information in this e-mail is intended only for the person to whom it is addressed. If you believe this e-mail was sent to you in error and the e-mail contains patient information, please contact the Partners Compliance HelpLine at <http://www.partners.org/complianceline> . If the e-mail was sent to you in error but does not contain patient information, please contact the sender and properly dispose of the e-mail.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Zenooz, Ashwini </O=VA/OU=VISN 21/cn=Recipients/cn=vhapalzenooa>
Sent Date:	2017/11/14 16:38:51
Delivered Date:	2017/11/14 16:38:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Erwin, Mark T. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoerwinm>
Subject:	RE: Can you call Sherman?
Date:	2017/10/24 16:33:00
Priority:	Normal
Type:	Note

Oh wow. That is crazy. I hope he is ok.

From: Erwin, Mark T.
Sent: Tuesday, October 24, 2017 4:32 PM
To: Blackburn, Scott R.
Subject: FW: Can you call Sherman?

FYI—Sherm may be looking for a job

From: Erwin, Mark T.
Sent: Tuesday, October 24, 2017 4:32 PM
To: DJS
Cc: Wright, Vivieca (Simpson)
Subject: Can you call Sherman?

Sir, as you know, Sherman abruptly stepped down yesterday. He called it a “divergence of values” with leadership. It all happened very quickly. I’m sure he’d appreciate a brief call from you. Should you want to call him, his direct number is: (b)(6)

Mark

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Erwin, Mark T. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoerwinm>
Sent Date:	2017/10/24 16:33:08
Delivered Date:	2017/10/24 16:33:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Merchant, Robert </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4cc20aa982a0407787ad1e8c3043cb62-Merchant, R>
Subject:	FW: Coffman event
Date:	2017/09/11 18:32:40
Priority:	Normal
Type:	Note

From: Lynch, Thomas (VHA)
Sent: Thursday, August 31, 2017 7:36 PM
To: Gigliotti, Ralph; Blackburn, Scott R.; Houser-Hanfelder, Sallie A.
Subject: RE: Coffman event

Ralph, Sallie, here is a preliminary briefing deck that Scott and I have put together WHEN the Secretary asks. Open for comments and feedback.

TGL

From: Gigliotti, Ralph
Sent: Thursday, August 31, 2017 6:59 PM
To: Blackburn, Scott R.; Houser-Hanfelder, Sallie A.; Lynch, Thomas (VHA)
Subject: RE: Coffman event

Certainly will let Sallie weigh in – overall it went very well. We explained that the final construction date from KT is January 25, 2018 and that ideally it takes six months to activate from that date. They both seem to understand that and congressmen Coffman said, so July 2018. And congressmen Perlmutter said 2018 for sure. They both expressed understanding and concurrence with July and we stated we would like that to be sooner – they expressed just get it right.

We can talk more about this but my sense is any urgency of a November ceremony of some kind was muted with their focus being on a full grand opening in July or sooner.

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Thursday, August 31, 2017 3:17:07 PM
To: Houser-Hanfelder, Sallie A.; Gigliotti, Ralph; Lynch, Thomas (VHA)
Subject: Coffman event

How did it go with Coffman/Perlmutter/etc this week? What is there view on November, April, activation, etc?

Scott Blackburn
Interim Deputy Secretary
Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Merchant, Robert </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4cc20aa982a0407787ad1e8c3043cb62-Merchant, R>
Sent Date:	2017/09/11 19:29:44
Delivered Date:	2017/09/11 18:32:40

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Isaac, Charlyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ec5f4f9f654b4d91a01fdc5ea8aba79c-Isaac, Char>
CC:	Carrington, Belinda L. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=3f6a31b30bf144ecb8c851e434b63e26-Carrington,>
Subject:	RE: [EXTERNAL] Blackburn at Mission: ABLE Awards
Date:	2017/09/06 11:22:00
Priority:	Normal
Type:	Note

I am still planning to attend (as long as they want me there). I am a big fan/advocate of PVA so I want to be there for Sherman and team.

From: Isaac, Charlyn
Sent: Wednesday, September 06, 2017 8:50 AM
To: Blackburn, Scott R.
Cc: Carrington, Belinda L
Subject: RE: [EXTERNAL] Blackburn at Mission: ABLE Awards

SB- pls see below. This event is on Sept 19th, would you still like to attend?

From: (b)(6)
Sent: Wednesday, September 06, 2017 8:43 AM
To: Isaac, Charlyn
Subject: [EXTERNAL] Blackburn at Mission: ABLE Awards

Greeting Ma'am,

I know Mr. Blackburn has been replaced in his position of Interim Deputy Secretary for Veterans Affairs. Is he still planning to attend the MAAs? Is he still with the VA?

Also, could you extend the invitation to whomever replaced him in this office?

V/t,

Nicole Desourdis
DatocWitten Group, Inc.

(b)(6)



Datocwitten

Strategic Event Planning, Fundraising, Public Relations
www.datocwitten.com

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Isaac, Charlyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ec5f4f9f654b4d91a01fdc5ea8aba79c-Isaac, Char>; Carrington, Belinda L. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=3f6a31b30bf144ecb8c851e434b63e26-Carrington,>
Sent Date:	2017/09/06 11:22:37
Delivered Date:	2017/09/06 11:22:00

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blaha, Lydia B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d6646164346344fa93c93901887abd1d-Blaha, Lydi>
Subject:	RE: [EXTERNAL] RE: Veteran's Affairs & Marvel - Closing Bell - 11.07.17
Date:	2017/10/23 14:01:42
Priority:	Normal
Type:	Note

I hope to find out more after my 3pm with Marvel. I'll send you the count as soon as I have it.

Camilo

From: Blaha, Lydia B.
Sent: Monday, October 23, 2017 2:00 PM
To: Sandoval, Camilo J.
Subject: RE: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Do we have a final number yet?

Lydia B Blaha

From: Wagner, John (Wolf)
Sent: Monday, October 23, 2017 1:37 PM
To: West, Walinda
Cc: Sandoval, Camilo J.; Blaha, Lydia B.
Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Linda-

Cam has this covered; there is a 3pm call as I understand today to review all of this for the event. I have provided logos and media material thru Cam for it ,and have sent material to the local team to distribute.

Lydia is working with locals to get Vets and others there on the podium as coordinated with Cam. There is a set number, strictly enforced, of who will be involved from VA team, and it's not very large. Lydia and Cam will be in NYC at the event as well.

John 'Wolf' Wagner
Principal Deputy Assistant Secretary

Public and Intergovernmental Affairs
U.S. Department of Veterans Affairs
O: 202-461-7500

(b)(6)



cid:65DA3D97-9296-40CA-BE93-

6CC05BD3DE07

From: "West, Walinda" (b)(6)
Date: Monday, October 23, 2017 at 11:54 AM
To: "Hutton, James" (b)(6)
Cc: "Ullyot, John" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Screen, Gina" (b)(6) "Kudler, Harold" (b)(6)
Subject: FW: [EXTERNAL] RE: Veteran's Affairs & Marvel - Closing Bell - 11.07.17

Hi there.

Please see below. This is a great opportunity. Let me know if we can proceed or if you would personally like to handle.

Walinda "Linda" West
Director of Media Relations
Veterans Health Administration
U.S. Department of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, D.C. 20420
Direct: 202-461-5235
Cell: (b)(6)

From: Kudler, Harold
Sent: Monday, October 23, 2017 7:22:14 AM
To: West, Walinda
Cc: Lynch, Thomas (VHA); Carroll, David (VACO); Franklin, Keita (Detail); Hauptmann, Bobbi J.; Tenhula,

Wendy; Gadd, Jacob

Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Dear Linda,

Dr Lynch and I spoke about this Nov 7 event this morning and need your help

As you see, Marvel Communications CEO gets to ring the closing bell at the NY Stock Exchange. He wants to use this opportunity to call attention to the VA Johnson & Johnson Partnership (for example, the Tom Hanks Be There PSA. Mr Perlmutter is the person who got Tom Hanks on board

The question is whether VA employees (a local Director or Network Director) can or should be there or whether we can put VA's logo on the proposed banner (see attachment) let alone our Make the Connection logo and website?

Can you get us the guidance we need and help respond to Mr Perlmutter (who has been working in this area at the direction of the White House). Note that Ivanka Trump got him into this and was to appear but she will now be in Europe instead

We reached out to Jacob Gadd (copied here) who felt this would be a great time to invite VSOs to send someone to represent Veterans. He needs a formal "go ahead" to arrange this as well!

I realize that VA participation may require OGC review as well given how much business VA does with JnJ- but this really isn't a JnJ event. Marvel Communications is doing this and we don't, so far as I know, do business with them

Thank a for your help in shaping this event appropriately- it is surely a high profile good news story but it truly is something new for us!

Harold

Sent with Good (www.good.com)

From: Kudler, Harold
Sent: Sunday, October 22, 2017 2:38:43 PM
To: Lynch, Thomas (VHA); Carroll, David (VACO); Franklin, Keita (Detail); Hauptmann, Bobbi J.; Tenhula, Wendy
Subject: FW: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Here is an update on the plan to have "Be There" featured at the ring of the bell closing the New York Stock Exchange on 11/7. Jacob Gadd welcomes the idea of having local VSO leaders there for this. At this point we don't plan to send anyone from VACO but we could send a local VA leader (VISN or Facility Director). From the attachments, we could have a VA logo as well! I'd recommend the Standard VA Logo plus our Make the Connection logo which includes the website. I've copied Wendy for her input

Unfortunately I have a Drs appointment ("tennis leg" from playing with the Marines) early tomorrow morning but I'll call in if at all possible at 7:30

Harold

Sent with Good (www.good.com)

From: Garcia, Marisol
Sent: Sunday, October 22, 2017 11:50:58 AM
To: Billington, Courtney [JSGUS]; Kudler, Harold; Hauptmann, Bobbi J.
Cc: Fondacaro, Christopher; Holland, Alexandra [JJCUS]; Devine, Danielle J [JJCUS]
Subject: [EXTERNAL] RE: Veteran's Affairs &Marvel - Closing Bell - 11.07.17

We have great news! We are including Disney, as you know their 'Heroes Work Here' program has been very successful in helping veterans.

From: Billington, Courtney [JSGUS] (b)(6)
Sent: Friday, October 20, 2017 7:02 PM

To: Garcia, Marisol; Harold Kudler; Bobbi J. Hauptmann
Cc: Fondacaro, Christopher; Holland, Alexandra [JJCUS]; Devine, Danielle J [JJCUS]
Subject: Re: Veteran's Affairs & Marvel - Closing Bell - 11.07.17

Thanks Marisol

Best Regards
Courtney
Please excuse any typos
Sent from my iPhone

On Oct 20, 2017, at 5:33 PM, Garcia, Marisol [REDACTED] wrote:

Hello Courtney ,

We received the digital media guidelines from the New York Stock Exchange. For your convenience, we have taken an initial pass at the Digital Banner Creative for the podium.

As of now, all logos and messaging are FPO (for placement only). Do you have a specific graphic image you are using to represent the initiative for print? We pulled the current graphic but if you have the native file, please share along with a hi-resolution file of your logo to ensure quality control.

Very much appreciate your partnership on this exciting venture.

Marisol

Nothing contained in this e-mail shall (a) be considered a legally binding agreement, amendment or modification of any agreement with Marvel, each of which requires a fully executed agreement to be received by Marvel or (b) be deemed approval of any product, packaging, advertising or promotion material, which may only come from Marvel's Legal Department.

THINK GREEN - SAVE PAPER - THINK BEFORE YOU PRINT!

<NYSE_Veterans_Graphic_B[2].pdf>

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blaha, Lydia B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d6646164346344fa93c93901887abd1d-Blaha, Lydi>
Sent Date:	2017/10/23 14:01:42

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Wagner, John (Wolf) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2ea81beb53184e9681d18d786ac92fe1-Wagner, Joh>
CC:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>
Subject:	FW: [EXTERNAL] Veteran's Affairs & Marvel - Closing Bell - 11.07.17
Date:	2017/10/20 08:16:58
Priority:	Normal
Type:	Note

FYI... They are now informed of characters being involved during event.

Sent with Good (www.good.com)

From: IP
Sent: Thursday, October 19, 2017 7:22:55 PM
To: DJS
Cc: Bowman, Thomas; Sandoval, Camilo J.
Subject: [EXTERNAL] Veteran's Affairs &Marvel - Closing Bell - 11.07.17

Secretary Shulkin,

As I shared with you on our recent call, we are now confirmed to ring the closing bell at the NYSE on November 7th.

We have arranged to have a costumed character version of Captain America to appear on stage to help ring the bell, and a costumed character version of Spider-Man on the trading floor. We will also have a team on the floor distributing Marvel product to the NYSE employees.

Attached you will find an image of the costumed character version of Captain America and a copy of the Closing Bell Ceremony Event Logistics Guide.

I have included a PSA commercial we worked on with Johnson & Johnson and the Veterans Affairs that includes Tom Hanks called **#Be There / Leave No One Behind**. Please click here to see the commercial. (click the blue "here") [here](#).

We will have a images of the logo and the messaging for this event in a few days.

We look forward to you joining us for this special event. If you have any questions please email Camilo Sandoval who will be on point for this project.

This is very exciting news and is going to bring a lot of positive attention to Veteran Affairs.

All my Best,

Ike

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Wagner, John (Wolf) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2ea81beb53184e9681d18d786ac92fe1-Wagner, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>
Sent Date:	2017/10/20 08:16:57
Delivered Date:	2017/10/20 08:16:58

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Galpin, Kevin MD </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5a04024b98fb41749ff1a3e0e28cd90d-Galpin, Kev>
CC:	Evans, Neil C </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=bf3772a111e64e90a4ec5f8191401933-Evans, Neil>
Subject:	Re: Telehealth VA Studies
Date:	2017/07/16 19:28:00
Priority:	Normal
Type:	Note

Kevin,

Could you please send me some of the recent Telehealth studies done by the VA? Bruce Moskowitz highly recommended I should read these studies, as they were well received.

Thank you,
 Cam

 Camilo Sandoval
 Senior Advisor
 Veterans Health Administration
 U.S. Department of Veteran Affairs
 M: (b)(6)
 O: 202-461-7359
Camilo.Sandoval@va.gov

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Galpin, Kevin MD </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5a04024b98fb41749ff1a3e0e28cd90d-Galpin, Kev>; Evans, Neil C </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=bf3772a111e64e90a4ec5f8191401933-Evans, Neil>
Sent Date:	2017/07/16 19:28:23
Delivered Date:	2017/07/16 19:28:00

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Galpin, Kevin MD </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5a04024b98fb41749ff1a3e0e28cd90d-Galpin, Kev>
Subject:	RE: Re: Telehealth VA Studies
Date:	2017/07/16 22:16:00
Priority:	Normal
Type:	Note

Just downloaded. Thank you.

From: Galpin, Kevin MD
Sent: Sunday, July 16, 2017 9:59 PM
To: Sandoval, Camilo J.
Cc: Evans, Neil C
Subject: RE: Re: Telehealth VA Studies

Cam, I am giving you temporary access to my evidence file on SharePoint. Here is the link:
<https://vawww.vha.esp.va.gov/sites/TelehealthDirector/Evidence%20Documents/Forms/AllItems.aspx>.
I've just added some recent studies.

From: Sandoval, Camilo J.
Sent: Sunday, July 16, 2017 7:28 PM
To: Galpin, Kevin MD
Cc: Evans, Neil C
Subject: Re: Telehealth VA Studies

Kevin,

Could you please send me some of the recent Telehealth studies done by the VA? Bruce Moskowitz highly recommended I should read these studies, as they were well received.

Thank you,
Cam

Camilo Sandoval
Senior Advisor
Veterans Health Administration
U.S. Department of Veteran Affairs
M: (b)(6)
O: 202-461-7359
Camilo.Sandoval@va.gov

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
----------------	--

Recipient:	Galpin, Kevin MD </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5a04024b98fb41749ff1a3e0e28cd90d-Galpin, Kev>
Sent Date:	2017/07/16 22:16:56
Delivered Date:	2017/07/16 22:16:00

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	Memorandum of Record - EHRM (v1)
Date:	2018/04/08 12:45:31
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Scott Blackburn
 Executive in Charge, Office of Information & Technology
 US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/04/08 12:45:30
Delivered Date:	2018/04/08 12:45:31
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Berkowitz, Avrahm J. EOP/WHO (b)(6)
Subject:	RE: VA CIO advisory support for Cerner contract
Date:	2017/11/03 18:23:00
Priority:	Normal
Type:	Note

Thanks Avi. I managed to find the other 4. I will shoot them all an email over the weekend. I'll cc you guys too in case you want to be included. Thanks for all the support.

Have a great weekend,
 Scott

From: Berkowitz, Avrahm J. EOP/WHO (b)(6)
Sent: Wednesday, November 01, 2017 9:33 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] RE: VA CIO advisory support for Cerner contract

Richard D. Daniels (b)(6)

Here is the first he can help likely with the others – let me know if you need help tracking them down – I don't have them at the moment

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Tuesday, October 31, 2017 4:31 PM
To: Berkowitz, Avrahm J. EOP/WHO (b)(6)
Subject: FW: VA CIO advisory support for Cerner contract

Hi Avi,

Happy Halloween! I just want to follow up on this exchange with Jared. Can you help connect us with the 5 CIOs so we can bounce our EHR plan off of them before we go final?

Thanks again for all the support!
Scott

From: Kushner, Jared C. EOP/WHO (b)(6)
Sent: Friday, October 27, 2017 5:36 AM
To: Blackburn, Scott R.
Cc: Liddell, Christopher P. EOP/WHO; Windom, John H.; DJS; Berkowitz, Avrahm J. EOP/WHO; Dumbauld, Cassidy M. EOP/WHO
Subject: [EXTERNAL] Re: VA CIO advisory support for Cerner contract

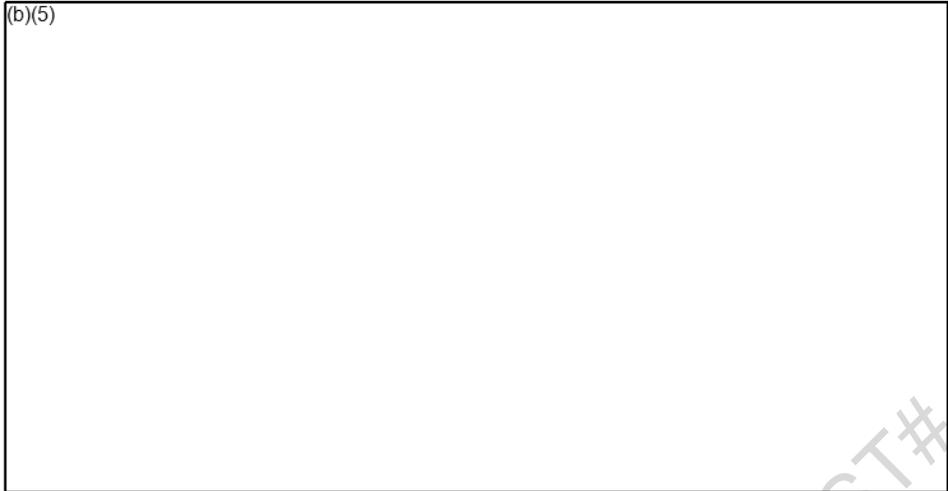
(b)(5)

Sent from my iPhone

On Oct 27, 2017, at 1:56 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

(b)(5)

(b)(5)



Scott

<insert names>

This is Scott Blackburn, the Acting CIO for the Department of Veterans Affairs (VA). On behalf of the Secretary David Shulkin, I would like to invite you to participate in a critical review of our Electronic Health Record (EHR) modernization strategy and corresponding Request for Proposal (RFP) to Cerner. Your organizations have been at the forefront of the evolution high quality IT-based health care services and delivery for decades, and thus we would be remiss if we did not seek to gain your insight prior to our final contracting decision.

I anticipate a round table style engagement/discussion in the Washington, D.C. area that will last approximately two hours. I will be accompanied by the Program Executive Officer for VA Electronic Health Record Modernization (PEO EHRM), John Windom, and his key staff members including his Chief Medical Officer (CMO), Chief Technology Officer (CTO) and Director of Contracts. We have spoken to many commercial health care industry leaders regarding EHR implementation and deployment, and continue to maintain a strong relationship with our Department of Defense (DoD) counterparts, with regards to their EHR deployment activities and related challenges. We believe that we have developed a comprehensive RFP with particular emphasis on notable "fail points" EHR-deployment arena such as Governance, Training, Change Management, Data Migration, Funding, etc. to name only a few, but look forward to your thoughts on these and others.

I ask that you please provide me your primary schedule manager or point of contact to coordinate a date and time that maximizes our overall participation at this all-important review forum. Thank you in advance for your attention to this note, participation and willingness to help our Veterans continue to receive the very best healthcare.

Scott Blackburn

Scott Blackburn
Acting CIO & Executive in Charge, Office of Information &
Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Berkowitz, Avrahm J. EOP/WHO (b)(6)
Sent Date:	2017/11/03 18:23:29
Delivered Date:	2017/11/03 18:23:00
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: VA MEETING
Date:	2017/11/14 14:15:00
Priority:	Normal
Type:	Note

thanks

From: DJS
Sent: Tuesday, November 14, 2017 2:15 PM
To: Blackburn, Scott R.
Subject: RE: VA MEETING

Yes and yes

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Tuesday, November 14, 2017 10:46:39 AM
To: DJS
Subject: RE: VA MEETING

Got it.

Are you ok with Bruce joining and inviting a few others (it looks like 1-2 clinicians from MGH)?

For the 5 CIOs who ask, I will tell them that Bruce is an advisor and extension of the WH/VA team. Is that ok to say?

From: DJS
Sent: Tuesday, November 14, 2017 1:43 PM
To: Blackburn, Scott R.
Subject: RE: VA MEETING

I don't have any real advice but to keep the conversation focused on the topics you need advice and value on

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Tuesday, November 14, 2017 10:38:25 AM
To: DJS
Subject: FW: VA MEETING

The call with the 5 CIOs is Wednesday 3-5pm. On our pre-calls, 2 of the CIOs have asked about Bruce and what his involvement is. I have never had any contact with Bruce, but it seems like a sensitive relationship. Any advice on how to handle?

(b)(5)

Can discuss live later before or after hearing prep.

Scott

From: Schnitzer, Jay J (b)(6)
Sent: Tuesday, November 14, 2017 12:47 PM
To: Blackburn, Scott R.
Cc: Wynn, Jackie
Subject: [EXTERNAL] FW: VA MEETING

Hi Scott,

Please see the email trail below. Just want you aware in case we have people joining the call without your knowledge or approval.

Thanks,
Best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Noga, James (b)(6)
Date: Tuesday, Nov 14, 2017, 11:43 AM
To: Karson, Andrew Scott, M.D. (b)(6)
Cc: Schnitzer, Jay J (b)(6)
Subject: RE: VA MEETING

But do the people hosting the call know you are going to be on the call? I am copying Jay as he is helping coordinate the call. Jim

From: Karson, Andrew Scott, M.D.
Sent: Tuesday, November 14, 2017 11:31 AM
To: Noga, James (b)(6)
Subject: RE: VA MEETING

Dear Jim,

Thanks for the note. I think that you and I may have a little mis-understanding. I agree that you can of course handle the call, but Gregg and Bruce Moskovitz invited me to the call tomorrow so that they can have a hands-on clinicians perspective. Bruce and I spoke very briefly (between his patients) a little while ago and Bruce sent me the below information. I am hoping to touch base with you before the call if that is possible for you. I am tied up in presentations/meetings the rest of the day, but could speak this evening (6pm?) or tomorrow if that is okay with you. (And if needed I will break out of other meetings today).

Many thanks,
Andy

From: Noga, James
Sent: Tuesday, November 14, 2017 11:16 AM
To: Karson, Andrew Scott, M.D. (b)(6)
Subject: RE: VA MEETING

I had a call with them today in prep for tomorrow's call. I appreciate the offer but I don't think it is my place to invite you. It needs to come from the VA.

From: Karson, Andrew Scott, M.D.
Sent: Tuesday, November 14, 2017 11:11 AM
To: Noga, James (b)(6)
Subject: FW: VA MEETING

Dear Jim,

Given some conflicts that Gregg has being a senior advisor for the VA, Gregg has asked me to join the 3pm VA call tomorrow to be available for the clinician perspective. Would you be up for a 15 minute check-in call with me at some point tomorrow before the VA call? If so, then I'll reach out to Susan Briggs to get us a time.

Many thanks,
Andy

From: Karson, Andrew Scott, M.D.

Sent: Tuesday, November 14, 2017 11:06 AM

To: 'Bruce Moskowitz' (b)(6)

Subject: RE: VA MEETING

Dear Bruce,

Many thanks for the note. I'll review the below a little later today and I'll be back in touch.

Many thanks and best,
Andy

From: Bruce Moskowitz (b)(6)

Sent: Tuesday, November 14, 2017 10:45 AM

To: Karson, Andrew Scott, M.D. (b)(6)

Subject: VA MEETING

The call will take place this Wednesday, November 15th between 3:00 PM and 5:00 PM

Dial In Number: 800-767-1750

Passcode: 22712#

Thank you for your time and involvement. Some background information. These are my concerns as a clinician.

Cerner does not have the ability to provide the following in the Choice Program:

Tracking duplicate testing

Tracking over utilization by providers

Tracking duplicate prescriptions and medication errors.

Tracking tests that were ordered, completed and results go to all physicians involved in the Veterans care

Patient notification of critically abnormal results with followup resolution

Arranging appointment followup between the VA and Private sector

Emergency room visits in the private sector ability to access records immediately and VA physicians notified of emergency care and followup

Cerner has no registry to tract what Cardiac and orthopedic devices are implanted in case there is a recall of the device

Automatic record transfer from the Choice Provider to the VA patient record with flagging new information to every VA health care worker

A radiology platform to see films in high definition to compare X-rays and ability for radiologists to efficiently find previous films. For instance a radiologist needs to know if a lung nodule is new or was there previously and the same size.

Cardiologists need to access catheterization films in high definition

Cerner has no system to alert VA health care workers when a patient is at a particular office or hospital to participate in care management in real time.

Sent from my iPad
Bruce Moskowitz M.D.

The information in this e-mail is intended only for the person to whom it is addressed. If you believe this e-mail was sent to you in error and the e-mail contains patient information, please contact the Partners Compliance HelpLine at <http://www.partners.org/complianceline> . If the e-mail was sent to you in error but does not contain patient information, please contact the sender and properly dispose of the e-mail.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/11/14 14:15:28
Delivered Date:	2017/11/14 14:15:00
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Bruce Moskowitz (b)(6)
Subject:	RE: [EXTERNAL] VA-CIO CALL
Date:	2017/11/20 17:33:00
Priority:	Normal
Type:	Note

Dr. Moskowitz,

Thank you so much for the note and for all the help/support. I would love to meet you in person. Do you have any plans to be in Washington anytime soon?

I thought the call last week was extremely valuable. The experience and wisdom of the participants is such a great asset – we would be fools to not take full advantage of it. I do agree fully that there was a lot to cover in only two hours. I think the moderator was doing the best he could to get as much out of it as possible, while trying to be respectful of the time that so many important people were volunteering. If the 5 CIOs were willing to follow up, perhaps we schedule another session(s) on various deep dive topics? We would absolutely love that.

Just by way of introduction – I jumped into the CIO role less than 2 months ago when our previous CIO (Rob Thomas) abruptly retired to deal with some personal issues. I am a disabled Army Veteran (MIT ROTC). After getting out of service I went to business school and then to McKinsey where I made partner and spent 9+ years there leading large business transformations in industrial clients. Bob McDonald (the former P&G CEO and former Secretary) convinced me to join VA to lead the turnaround after the 2014 Phoenix scandal. From Feb-Sept, I served as Secretary Shulkin's Deputy until a political appointee was put in place. Then jumped into the CIO role to work with the team and make sure this gets done. We are still awaiting a permanent CIO.

I would be happy to jump on the phone this week to if you would like.

Thanks again for your support!
Scott

Scott Blackburn
Acting CIO and Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 20, 2017 6:02 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] VA-CIO CALL

Dear Scott:

I thought the VA-CIO call November 15 to help you with practical industry expertise relating to your proposed Cerner implementation generated some valuable conversation. The participants were some of the most highly experienced CIOs with deep EMR backgrounds, together with physicians who focus on medical error prevention and improving the EMR experience. I hope and expect that you found it of great value. Since we have not spoken before, you may not be aware that I am the person who personally recruited the Academic Medical Centers to provide the VA with advice, intended to help the VA create and implement a path to fix its care delivery issues, as well as advise on other areas where they can be of value to better veterans' care. I have been a central point for the group and was the collection point for the participants' post-call

debrief. Also, for reference purposes, each of the people on yesterday's call has performed flawless implementations of state of the art EMR systems on behalf of their respective healthcare delivery systems, some more than once.

Since the call was structured to focus the discussion on the few direct questions set forth in your agenda, and the moderator controlled the timing of each question very tightly, the breadth of the discussion was somewhat limited. As a result, you only had the benefit of the experts' advice in the areas that the moderator put on the table... and the participant's want to make sure you have the benefit of their complete thoughts and feedback. Everyone felt good about the discussion on the agenda questions and felt that the scope and implementation issues relating to DOD / VA interoperability were well in hand. However, some of the participants' questions raised about other areas left them uneasy about the readiness of the system for implementation or the readiness of the Cerner RFP contract for execution. Based on some of the offshoot discussions, the participants felt that many non-DOD interoperability solutions have not yet been fully addressed or solved, leading to incomplete system planning and contracting protections, greatly risking an unsuccessful implementation and large additional cost and time overruns. The interoperability with community provider partners did not seem to be defined completely. Some additional areas that were identified by the VA and its contractor's participants and moderator as incomplete in the call are: seamless sharing of Choice partner records, duplicate procedure and medical error prevention, flagging mechanisms and implantable device identification, among others. Until the design of the system and all functional requirements are identified and completed, the participants fear that these as yet undeveloped processes and solutions will result in a significant increase in the cost of the implementation and operation of the Choice program and impact quality care delivery to our veterans who choose to take advantage of the Choice program.

Lastly, at the beginning of yesterday's call your moderator identified the comfort that Congress expressed at recent hearings from the participation of the CIOs in the process. However, yesterday's relatively short discussion on a massive topic was limited and not set up to have a platform for full discussion in a two hour phone call with a few questions. Also, as mentioned in the call at various times, the participants' did not have access to the RFP contract document, its scope and the contractual provisions and protections, a critical part they feel of evaluating the completeness of a successful design and implementation. As such, the participants want to make sure that yesterday's discussion is understood by everyone - the VA and Congress alike - to be a limited dialogue to provide their valuable experiences on the topics put on the table by the moderator, but not as a confirmation of the project's completeness or readiness for contract execution or implementation, which they believe likely has shortfalls. In general, we liked what we heard, we are honored that you felt our advice would be of value, but have had discussion about a very limited part of the project and have questions about the system design, whether it is ready for implementation and whether the contract (from the limited discussion) has adequate safeguards to proceed without risk to the cost and success of the effort.

While this was the first time you have spoken to any of these participants on the topic of EMR, and maybe on any topic, the participants would be pleased to provide further feedback and advice should you desire on the remaining issues that are still incomplete and to help you work toward a successful RFP contract, design and implementation.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Bruce Moskowitz (b)(6)
Sent Date:	2017/11/20 17:33:00
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Bruce Moskowitz (b)(6)
CC:	(b)(6)
Subject:	RE: [EXTERNAL] Follow up meeting
Date:	2017/11/27 10:42:00
Priority:	Normal
Type:	Note

Thank you Bruce. Very helpful.

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 27, 2017 10:18 AM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: Fwd: [EXTERNAL] Follow up meeting

I should point out this would be ideal functionality requirements of any EMR contract if not part of what has been reviewed by the VA we need to discuss these points further since they are derived from the previous meeting points made by the CIO's and we can again cover them in the agenda

Sent from my iPad
Bruce Moskowitz M.D.

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: November 27, 2017 at 8:41:19 AM EST
To: "Blackburn, Scott R." <Scott.Blackburn@va.gov>

Cc: (b)(6)

Subject: Re: [EXTERNAL] Follow up meeting

Prior to any meeting we need to know what is not in the contract so we can make progress:

Cerner Contract has to have the responsibility of 100% connectivity to all EMR platforms for Choice to work

Cerner has to have telemedicine built into the system

Cerner needs to tract duplicate diagnostic testing

Cerner needs to have medication error, tracking of controlled substances and duplicate prescription monitoring

Cerner needs to tract appointment times between the VA and the Choice Program.

Cerner needs to have voice recognition built in

These are the basics we need to know prior to writing an agenda and meeting.

Thank you

Sent from my iPad
Bruce Moskowitz M.D.

On Nov 26, 2017, at 9:23 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce - thanks for the note. I hope you and Marc both had a great Thanksgiving.

Sounds good on all below. Let's shoot for the week of December 11th or December 18th in Washington. If the CIOs can get us the list of issues by December 5th, we will turn around the gap analysis quickly.

Happy to work with Stephanie, Andrew and Marc on the agenda development - that would be very helpful.

Scott

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Friday, November 24, 2017 7:08 PM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: [EXTERNAL] Follow up meeting

I am speaking for myself and it would seem to me that holding it at Cerner would restrain an open honest discussion of what is needed to insure that we have all the key pieces to have the the EMR that we all see as a necessity to provide the end users with all tools necessary to provide quality care. The five CIO's are very knowledgeable regarding all capabilities of Cerner. I have been an end user of Cerner and know as do the CEO's the process to quickly move the agenda forward. We are committed to your adoption of Cerner as the EMR however being rushed into a contract without due diligence on our part would be problematic. We can be available for a meeting in Washington ASAP fully realizing some will need to be on a conference call. I would recommend an agenda that reflects the way forward by both groups and would recommend you allow Stephanie Reel, Andrew Karson and Marc Sherman to assist in the agenda development.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Bruce Moskowitz (b)(6) (b)(6)
Sent Date:	2017/11/27 10:42:51
Delivered Date:	2017/11/27 10:42:00
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Bruce Moskowitz' (b)(6) (b)(6)
Subject:	Follow up
Date:	2017/11/22 18:49:00
Priority:	Normal
Type:	Note

Bruce / Marc – thanks again for all your support. We really appreciate what you are doing to bring the best of the healthcare industry to help Veterans/VA.

I spoke with David and he gave the green light to move forward. We absolutely want to get this feedback and greatly appreciate the help. The only caveat is that we move as aggressively/quickly as possible. There are still a few things we need to figure out with respect to timing on signing the contract with Congress/budget/funding/etc (e.g., one of the reasons for starting soon is to get in sync with DoD's rollout to leverage synergies; another variable is the Continuing Resolution and timing of when the government budget is finalized which could possibly push out to Jan/Feb rather than December as currently projected). But we will figure that out. The point being is that we love the idea, do want the feedback, and agree with the logic we discussed on the phone. We will delay the signing as long as we can to make sure we get this right (the concern is making sure we don't miss the window).

If you could reach out to the 5 CEOs/CIOs, it would be greatly appreciated. I will commit to making sure the VA turns around the gap analysis as fast as possible. Do you think it could then be possible to shoot for a full day session in mid-December (week of 11th or 18th)? David had the idea of possibly doing it at the Cerner Innovation Laboratory in Kansas City so we can test/challenge somethings on the spot.

Thanks again for all your support! I hope you and your families have a great Thanksgiving.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
 Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Bruce Moskowitz' (b)(6) (b)(6)
Sent Date:	2017/11/22 18:49:19
Delivered Date:	2017/11/22 18:49:00
From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoDjs>; Marc Sherman (b)(6) O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>; IP(b)(6)@frenchangel59.com>; (b)(6)
Subject:	Re: [EXTERNAL] Re: Open API - it is CLOUD + languge + Rasu
Date:	2018/02/28 16:55:16
Type:	Note

Thank you progress is being made but as my group keeps saying devil is in the details

Sent from my iPhone

On Feb 28, 2018, at 4:36 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce – as promised here is more information on what we will have to address the other 4 issues you mentioned. I still owe you device registry. Let me know if this makes sense or not. Also happy to get you on the phone directly with my experts. - Scott

Voice Recognition.

Our new Cerner EHR platform includes Enterprise Dragon Nuance. VHA currently deploys the enterprise version which maintains people voice print and the Clinical Staff say it works very well (my primary care provider at the Washington VA Medical Center uses it). Cerner will port over the voice prints so the clinicians that use it today will be able to use it tomorrow in Cerner without any rework. The Clinician can use the dictation and other features with voice recognition.

How will all entered lab data, from any source, be available on a graph

Graphs will be available in 2 spots. 1. Workflow MPage lab Component and 2. Results review flowsheet. When outside labs are mapped we would use the same names as internal and then they would appear on the same line. Even if they are not exactly named the same the results review flowsheet allows for 2 different lab values to be graphed together.

Catching test duplication, over utilization and medication duplication/errors at time of ordering instead of after the fact

All tests are configured to have a time where an alert is issued based on parameters we configure and can flex by venue. Over utilization will be avoided with real time alerting but VA would have to use a mechanism to monitor, via report. The med duplication is configured similarly to test and parameters will determine how the system acts. Tall man lettering reduces errors in look alike, sound alike meds, and finally in instances we identify errors we can configure rules to catch those. For meds all allergy checking, dupes, dose range checks, and interactions are checked at time of ordering. As an aside, while the DoD Cerner implementation has been far from perfect this is one area where it has been very successful; the new DoD/Cerner system has already prevented over 15,000 duplicate tests at their initial three sites that have been implemented.

Streamlined SOAP notes.

Yes, the VA/Cerner system will have this. These are provided and will be further configured under VA direction to meet VA clinician needs.

From: Blackburn, Scott R.

Sent: Wednesday, February 28, 2018 2:30 PM

To: 'Bruce Moskowitz'

Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)

Subject: RE: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Bruce – we certainly aren't going to let you get tar and feathered! Again, we really appreciate all the support you've given us.

On these other 4, I'll get you answers on these ASAP. I know these are topics you've brought up in past and we were definitely listening. I've been hammering the team to make sure we incorporate all this feedback into the negotiation. Let me send you the specifics where we have landed to make sure that we got them right. Stand by...

Scott

From: Bruce Moskowitz (b)(6)

Sent: Wednesday, February 28, 2018 1:13 PM

To: Blackburn, Scott R.

Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)

Subject: Re: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Thank you my five CIO's had looked forward to tar and feathering me if the cloud is not done correctly!

The other issues are:

Voice Recognition

All entering lab data on a graph from any source

Catching test duplication, over utilization and medication duplication/errors at time of ordering not after the fact

Streamlined SOAP notes

Sent from my iPad

Bruce Moskowitz M.D.

On Feb 28, 2018, at 12:52 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce – this is incredibly helpful. Thank you very much. I had my team dig into this this more this morning. What you have stated below is clearly the intent (we need everything to be OPEN and absolutely do not want to inadvertently create vendor lock); we've also gone back this mornign to confirm with Cerner that this is their intent. We are going to alter the language to make this more clear. We don't anticipate any pushback. A few things I learned this morning...

- The contract does NOT lock us in to Amazon Web Services (AWS). Rather any cloud provider or applications that meet security and privacy requirements to protect Veteran data can interface with Open APIs or push data to the VA/Cerner system.
- Currently 3 cloud providers meet the Government security requirements – AWS, Azure/Microsoft and CSRA. There are several others that we expect to come on board soon including Google and VirtuStream/Dell. At VA, we use both AWS and Azure right now. Again, the goal here is to create open environment as long as the provider meets certain standards (these standards are dictated by GSA, not VA).
- Cerner does have a partnership with AWS (which is why we highlighted that) but it is just one example of the open cloud environments they are planning to work with. We have confirmed that it will be OPEN and not proprietary to their specific AWS cloud.
- DoD is excited to follow our lead on all of this. I spent the morning at the Pentagon with the DoD CIO/team. This will help not just Veterans, but servicemembers still in uniform.

Thanks again for the feedback and support. We are going to make sure this is crystal clear.

Scott

From: Bruce Moskowitz (b)(6)
Sent: Tuesday, February 27, 2018 9:29 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Apologize for the wording instead of their commercial cloud a cloud based system open
To all entities and instead of Amazon it should be all platforms working to accelerate health care initiatives

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 27, 2018, at 9:20 PM, Bruce Moskowitz

(b)(6) wrote:

To clarify further it states their commercial cloud instead a commercial cloud
Open to all entities and of equal importance an open platform to all not just amazon but to all

Working on

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 27, 2018, at 8:20 PM, Bruce Moskowitz

(b)(6) wrote:

This is a problem it should say open cloud to all entities not commercial cloud
Second it should be open platform and not just Amazon to all entries working on health care platforms.

Sent from my iPhone

On Feb 27, 2018, at 6:09 PM, Blackburn, Scott R.

<Scott.Blackburn@va.gov> wrote:

David/Bruce/Marc – here are a few updates:

#1) **Rasu is all** in as far as starting to help right away. I just got off the phone with him. He has UPMC commitments rest of this week and is Chairman of HiMSS Innovation committee (so we will all be at HiMSS together next week). However if he needs to come to Washington this week for something, he will find a way to do it (and we will use invitation travel to pay for it). He is willing to start engaging right away to help us. He said he doesn't have to wait for the IPA paperwork to come through for him to help. I've attached Rasu's CV in case you need it.

#2) **The APIs are cloud based**. Here is the response from our Technical lead...

- The Open APIs that VA has access to from Cerner reside in their Commercial Cloud environment. This environment is designed to scale to accommodate Cerner's entire remote hosted customer base.
- In a recent press release Cerner and Amazon announced that they would

be working together in cooperation to accelerate HealthCare Innovations.

#3) Below is the IP language that we negotiated. This is what caused Aneesh Chopra (one of the experts on our MITRE panel) to jump out of his chair last week. He claims this is the holy grail that no other healthcare system has been able to get from either Cerner or Epic. Aneesh claims that as a result of what we've negotiated below, that other healthcare systems will be willing to join us in the attached pledge (shall we decide to go forward with it) and we could do this next week at HiMSS. When I spoke to Rasu, he told me Aneesh had already called him about this and that UPMC would be willing to sign this pledge.

Of importance: Third[MJT1] party API developers shall retain their IP rights when their API is used to connect to the Cerner interface, and there will be no derivative Contractor IP ownership when third parties consume Cerner terminology through open APIs.

Regarding the question on sharing development with others, see PWS Section 5.5.4 opening paragraph: To accelerate better and more responsive service to the Veteran, VA is making a deliberate shift towards becoming a standards[MJT2]-based API driven digital enterprise. A cornerstone of this effort is the setup of a strategic Open API Program, The Digital Veteran Platform API Gateway, that is adopting an outside-in, value-to-business driven approach to create API's that are managed as products to be consumed by developers within and outside of VA.

Finally, Cerner's response and the final negotiation language on sharing their data model as a result of the Interoperability Panel findings is as follows, Cerner agreed to suggested

addition of PWS paragraph 5.8(h) as highlighted at no additional cost:

49	<p>Understand how Cerner will provide the VA with access to the data model, share data for analytics freely to 3rd parties, increase the amount of computable data exchanged with 3rd parties.</p> <p>Panelists acknowledged this recommendation is a stretch goal.</p>	<p>RFP Section 5.8 address the support to business intelligence and data analytics. Section 5.10.4.1 supports the sharing of Contractor proprietary information/data model extension points (e.g., ingestion and record APIs) with both international and national standards designating organizations. However, current language does not require access to the EHRM data model, supporting understanding of and therefore increase the exchange of computable data with community care providers.</p>	<p>Suggest a VA EHR model, ta populated or softwa illustrate</p> <p>Suggest a Contracto by support such as te order sets extend, an partners. best pract</p> <p>Suggest V provide a accessing example data is co parties to</p>
----	---	---	---

-Scott

<EHRM _ National Interoperability Cooperative Commitment (NIC2) - DRAFT_2.....pptx>
 <Rasu Shrestha MD_v2018 02_CV and Bio2.pdf>

Sender:	Bruce Moskowitz (b)(6)
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; Marc Sherman (b)(6) O'Rourke, Peter M. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacoOrourp>; IP (b)(6)@frenchangel59.com>; (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/02/28 16:53:27
Delivered Date:	2018/02/28 16:55:16
From:	O'Brien, Milli </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VACOALAMM>

To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6)
CC:	Colli, Jacqueline </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d21386fb099450d9a51ae5cdf06dd2a-Colli, Jacq>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Rinchack, Diane </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5b16ff55518e4f0dba3a3fcfe5dcfba9-Rinchack, D>; Llamas, Jose </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=219c6e10b80149d19c7c95a830f1232f-Llamas, Jos>; Turner, Tanya T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a47d9fe0f119447596064f83851a93e0-Turner, Tan>
Subject:	RE: SecVA
Date:	2018/03/09 16:10:19
Importance:	High
Priority:	Urgent
Type:	Note

Scott, this breakfast is off. Mr. Perlmutter can no longer do. No need to travel, Scott. Sorry about that. Thank you.

From: Blackburn, Scott R.
Sent: Friday, March 09, 2018 4:09 PM
To: (b)(6)
Cc: Colli, Jacqueline; O'Brien, Milli; Callaghan, Elizabeth; Rinchack, Diane; Llamas, Jose; Turner, Tanya T.
Subject: RE: SecVA

Awesome! Thanks so much.

From: (b)(6)
Sent: Friday, March 09, 2018 2:50 PM
To: Blackburn, Scott R.
Cc: Colli, Jacqueline; O'Brien, Milli; Callaghan, Elizabeth; Rinchack, Diane; Llamas, Jose; Turner, Tanya T.
Subject: RE: SecVA

Scott – meeting is confirmed for 11am on Tuesday. Boss will fly out on Tuesday in the AM. He has a speech and dinner that evening. He said you can leave after the 11am meeting.

I've added our travel team to provide you details of flights. Thank you!

From: Blackburn, Scott R.
Sent: Friday, March 09, 2018 2:19 PM
To: (b)(6)
Cc: Colli, Jacqueline; O'Brien, Milli; Callaghan, Elizabeth
Subject: RE: SecVA

I'll be there. I'll plan to mimic his schedule.

Sent with Good (www.good.com)

From: (b)(6)
Sent: Friday, March 09, 2018 2:18:28 PM
To: Blackburn, Scott R.
Cc: Colli, Jacqueline; O'Brien, Milli; Callaghan, Elizabeth
Subject: SecVA

Scott – just a heads up that boss wants you to travel with him to Mar-A-Largo on Tuesday. He will be meeting w/Mr. Perlmutter, Dr. Moskowitz, and Marc Sherman. We are trying to firm up the time. He may be departing early afternoon on Monday or early on Tuesday. Please confirm if you are available to travel with him. Thanks.

Sender:	O'Brien, Milli </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VACOALAMM>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6) Colli, Jacqueline </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d21386fb099450d9a51ae5cdf06dd2a-Colli, Jacq>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Rinchack, Diane </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5b16ff55518e4f0dba3a3fce5dcfba9-Rinchack, D>; Llamas, Jose </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=219c6e10b80149d19c7c95a830f1232f-Llamas, Jos>; Turner, Tanya T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a47d9fe0f119447596064f83851a93e0-Turner, Tan>
Sent Date:	2018/03/09 16:10:18
Delivered Date:	2018/03/09 16:10:19
From:	David Shulkin (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Fwd: Contact review
Date:	2018/03/11 12:32:27
Type:	Note

Scott lets discuss tommorow

Sent from my iPhone

Begin forwarded message:

From: David Shulkin (b)(6)
Date: March 11, 2018 at 12:31:22 PM EDT
To: Bruce Moskowitz (b)(6)

Cc: IP <(b)(6)@frenchangel59.com> <(b)(6)>
Subject: Re: Contact review

Great list

Is leslie cooper from mayo- i could not find him or her

Sent from my iPhone

On Mar 11, 2018, at 11:02 AM, Bruce Moskowitz

<(b)(6)> wrote:

These are the individuals to review the contract;

Stephanie Reel CIO- hopkins

Stan Huff CIO- intermuntain

Jonathan ManisCIO- suttrr

Andrew Karson MD.- partners

Leslie Cooper M.D.

Clifford Ko M.D.- american college surgeons

Sent from my iPad

Bruce Moskowitz M.D.

Sender:	David Shulkin <(b)(6)>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/11 12:31:54
Delivered Date:	2018/03/11 12:32:27
From:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=WINDOM, JOHN H.E16>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>
CC:	Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Subject:	RE: [EXTERNAL] Re: VA EHR
Date:	2018/03/23 13:54:36
Priority:	Normal
Type:	Note

Mr. Blackburn,

I went back and read Mr. Sherman's email and reviewed my notes. I see no recommended language for insertion in the contract to address his concerns. What it appears to be is a push to perform an interoperability sandbox/test platform in advance of contract award.

Vr

John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Friday, March 23, 2018 1:47 PM
To: Blackburn, Scott R.; Bowman, Thomas
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: RE: [EXTERNAL] Re: VA EHR

Mr. Blackburn,

Not sure where Mr. Sherman is going with his comments but our language in the contract is consistent with the requirements or our Clinicians , various external reviews and the Mitre report. Mr. Sherman is seeking specificity in the interoperability realm that simply does not exist today and is evolving even as I type. We have provisions in the EHR contract to insert technology as we, the VA, as well as to incorporate evolving technology and standards. The DVP acquisition is our bridge to the use of APIs (gateways), FHIR, etc. We have modified our interoperability language (below) based on the Mitre and the many external reviews to give us the utmost flexibility over the 10-year life of this contract. The Secretary personally halted the recent phone call to stop Marc Sherman, et. Al's parade of national interoperability objectives as not feasible at this juncture "anywhere," but included as part of our overall interoperability strategy that includes the DVP acquisition/strategy. We are committed to establishing the interoperability test bed/sandbox at IOC to solidify our interoperability objectives prior to full deployment to the enterprise. In addition, I believe Mr. Sherman meant to highlight section 5.5.1 which speaks to the data domains that were called into question and their inclusion in the contract. They are clearly in the contract as captured below. Mr. Sherman does not understand the culture of VA or the federal government. We have an incremental/iterative change management strategy that will culminate in a successful EHR Modernization effort. He appears to be more of a

“big bang” theory guy. The problem is, we must continue to deliver uninterrupted and quality care to our Veterans during the transformation within the parameters of the law and other regulations/policies (e.g. cybersecurity, cloud, etc.) bounding our integration/implementation strategies. Our existing language is sound and appropriately balances change management risks, future insertion of technology, innovation opportunities, standards development, etc. without artificially inflating the cost of the contract through the incorporation of excess specificity that never materializes in practice. Through the Initial Operating Capabilities (IOC) process and the judicious issuance of task orders, we will have the ability to change course direction as appropriate without excess risk to the taxpayers or our overall success. Mr. Sherman continues to fail to recognize that it is Program Management Oversight (PMO) and VA commitment to change management that will drive our success in these areas, not more words in the contract.

V/r,
John

IDIQ PWS 5.5.1: Workflow Development and Normalization:

j) The Contractor shall enable configuration of the application that supports external community data without requiring the clinician to go to special screens to see and use reconciled external data. By IOC entry, the Contractor shall support incorporation of the following external community data domains, including but not limited to these domains and sub-domains:

- Problems
- Allergies
- Home Medications
- Procedures - including associated reports and with appropriately filtered CPT codes
- Immunizations
- Discharge Summaries
- Progress Notes
- Consult Notes
- History & Physicals
- Operative Notes
- Radiology and Diagnostic Reports (Into “Documentation” component)

By IOC exit, the Contractor shall support incorporation of the following external community data domains, including but not limited to these domains and sub-domains:

- Results
 - o Labs
 - General
 - Pathology and Microbiology
 - o Vitals
- Radiology and Diagnostic Reports (Into “Diagnostic Report” component)
- Images

IDIQ PWS Section 5.10.4: Seamless Interoperability / Joint Industry Outreach includes significant detail on the topic. The interoperability section is copied below this table for reference.

IDIQ PWS section 5.5.4 Data Exchange - Application Program Interface (API) Gateway also includes detail on the creation of strategic open APIs.

VA NF-177: Interoperability - Data Standards: The system shall support the use of the health data standards identified in the VA DoD Health Information Technical Standards Profile and by the VA DoD Interagency Clinical Informatics board, including following common data standards: National Information Exchange Model NIEM; Health Level 7 HL7; Logical Observation Identifiers, Names and Codes LOINC; Systematized Nomenclature of Medicine SNOMED; RxNorm, MedRT, ICD, CPT, HCPCS, Veteran Information Model VIM; and Healthcare Information Technology Standards Panel HITSP as well as VA/DOD/IPO extensions to these standards.

VA-NF-T23: Informatics - Care Integration: VA must be able to seamlessly integrate with HIE and external-to-EHR shared services to provide for a seamless experience and to more effectively integrate in community care efforts, as well as with other parts of VA (e.g., identity management). This includes but is not limited to the EHR product ability to support external shared services (SOA services, such as identity management, care plan service, scheduling, etc.) accessed via standards-based APIs. (Process Continuity, Evolution, Extension) KSR5 [NOW +]

VA NF-Z11: Health Information Exchange: The system shall support VA electronic exchange of health records via other interoperable networks (e.g. CareQuality, CommonWell Health Alliance, DirectTrust, National Association for Trusted Exchange) by supporting their specifications, security and content specifications

5.10.4 Seamless Interoperability / Joint Industry Outreach

The Contractor is required to collaborate with VA affiliates, community partners, EHR providers, healthcare providers, and provider market. Seamless care will require the creation of an integrated inpatient and outpatient solution with software and deployed with a design architecture that allows for access to and sharing of common data and an enabling security and business operations. Seamless care is the experience patients and providers have moving from task to task and enabling high-quality decisions form easily and complete care plans execute smoothly. Information systems support the seamless information, and managing tasks. Currently, industry lacks specific and uniform interoperability standards to support seamless systems. The Requirements Traceability Matrix Section D, Attachment 003, sets forth specific Informatics and Interoperability shall provide software and services to enable seamless care between VA encounters, encounters with other Government advancements in all areas of the EHR that occur. In addition, the software and services shall support the VA designated applications, or other published standards.

The objective of these interoperability solutions is to advance the state of the art supporting seamless care for Veterans vendors, such as The Argonaut Project, have developed or are planning to develop technology standards or technical approaches to the extent that underlying third party technology is available or made available to meet the following timelines, the following delivered under this section:

- a) By Initial Operating Capability (IOC), the Contractor shall provide a software solution enabling VA, DoD and community interactive care plans (ICPs) for Veterans. ICPs will enable collaborative communication between providers, and between VA and providers.
- b) Within 24 months of applicable task order award, the Contractor shall provide a software solution enabling VA, DoD management activities for Veterans.

- c) By IOC, the Contractor shall provide a software solution enabling VA to release and consume, via on-demand access and connected community partners, irrespective of which EHR they use, provided such EHR technology is certified by the ONC or its successor. The longitudinal record solution shall support Provider-to-Provider record sharing, as well as Provider-to-Patient record sharing, including appropriate consent management. The bi-directional health information exchange shall maximize use of discrete informatics.
- d) Within 24 months of applicable task order award, the Contractor shall provide a software solution enabling connect send and receive Admission/Discharge/Transfer notifications "pushed" from the provider initiating a Veteran care event notified of a Veteran care event.
- e) Within 24 months of applicable task order award, the Contractor will demonstrate a solution for identification and r with community partners.
- f) By IOC, the contractor shall provide URL based image access to the VA, community and academic partner systems w health information exchange networks. Within 36 months of applicable task order award, the Contractor shall provide a connected to the EHRM to have nationwide access to Veterans' imaging associated with diagnostic tests.
- g) By IOC, the Contractor shall provide a software solution for multilateral standards-based ingestion, normalization, st Veteran health information. The Contractor shall ensure that the solution provides a computable dataset for purposes o support, and workflow integration.
- h) By IOC, the Contractor shall provide the capability to connect and exchange VA electronic health records via other in CommonWell Health Alliance, DirectTrust, National Association for Trusted Exchange by supporting their specifications, network record locator services and patient provider associations as applicable in accordance with applicable technical s Agreement (TEFCA).
- i) By IOC, the Contractor shall provide a capability for provider collaboration via secure e-mail using the ONC Direct pr Millennium EHR workflow context.
- j) Within 36 months of applicable task order award, the Contractor shall provide a solution for a Software Developme FHIR, etc.) integrated with EHRM solutions and platforms.
- k) Cerner shall deliver annually an Interoperability Plan to the VA on how it intends to meet the objectives established of applicable TO award.
- l) The Contractor shall conduct an annual Interoperability Self-Assessment against standards that shall be specified by be identified by VA. The annual self assessment shall report on the state of each data element (e.g., which are supported standards implementation consistency and assure standards compliance with evolving national standards.
- m) The Contractor shall support Knowledge Interoperability by supporting the extension of clinical content assets such a etc., to the extent such extensions are consistent with the model and best practices of the controlling national standard. knowledge with clinical partners. This fosters rapid adoption from industry best practices, e.g., clinical professional soci

5.10.4.1 Data Design and Information Sharing

In support of the interoperability objectives under this Section, agreed upon Contractor proprietary information/data m provided to both international and national standards designating organizations as described and set forth in an applica rights into any underlying proprietary terminology/code systems for the purpose of enhancing national standards to ado shall also make the interoperability capabilities and product enhancements developed under this contract available to n

5.10.4.2 VA Digital Health Platform/Digital Veterans Platform Integration

VA anticipates developing a Digital Health Platform/Digital Veterans Platform (DVP) to consolidate critical VA EHR and n EHRM to interoperate with DVP, or future state VA platform, including the DVP API gateway or any other method design

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Blackburn, Scott R.
Sent: Friday, March 23, 2018 12:15 PM
To: Windom, John H.; Bowman, Thomas
Subject: FW: [EXTERNAL] Re: VA EHR

John - you might want to swing the by Secretary/Deputy's office before end of day to get a sense of where he is with respect to this.

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Friday, March 23, 2018 9:47:39 AM
To: Blackburn, Scott R.
Cc: Bruce Moskowitz; DJS
Subject: [EXTERNAL] Re: VA EHR

Scott,

Thanks for inviting me to listen in on your calls this week with the subject matter experts. I was happy to make time to participate as requested and always happy to provide my thoughts for your consideration when requested.

I read carefully your email about the efforts to work out the holes raised by the experts. You are on the way to kicking off an exciting project with a highly respected Contractor/vendor and a VA team that has worked very hard; and I know everyone has the goal to build the best next generation system for the veterans' healthcare. However, there were several major issues raised in the calls this week with the technical and clinical experts that you try to explain away in your email as solved, but indeed are not according to the experts. These issues, they believe, will prevent a successful implementation and I fear come back to haunt this project and its

overseers. I hate to be a naysayer, but I respectfully don't agree with some of your conclusions expressed in your email when I listen to the experts with whom you consulted; and the experts are in fact not swayed by the follow-up conversations with them. The experts are recommending a system for the VA that has various enhancements to today's standard system functionality. At a minimum, I heard those experts express their opinions that the contract dangerously lacks definitions, standards and a clear expression of this required, defined enhanced (non-standard) functionality (they articulate it much better than I). Failing to express this type of definitional clarity in the contract is an invitation to ambiguity, disputes and ultimate failure of purpose. The best "oversight and management of the contract" will not turn a contract lacking specificity into a vision of clarity. Including contractual clarity allows the Contractor to understand TODAY what is expected so that today it can confirm its agreement to provide the full functionality desired and have a better understanding of what is expected of them. Clarity in the contract is a healthy ingredient for the VA and the Contractor.

I would be delighted to be wrong and welcome a demonstration of where Section 5.1 of the contract provides this specificity that Drs. Cooper and Huff, for example, urged. In light of the system requirements that these experts say must be included, which are enhancements of today's standard deliverables, the contract language is ambiguous. You say that "risk cannot be 100% driven out of any transformation of this magnitude," a concept to which I subscribe. However, when you substitute this concept for clear, written and defined functionality, especially for a design that is expected to be unique in many respects, you are doomed to disappointment and conflict.

I am sorry to be so harsh in my opinions, but the experts are so united on this point; and together with my historical observations of failures in nearly identical situations I just see warning flares going off. Scott, I want to see this project get started, and quickly, as much as anyone, but with the clarity that equally serves the VA and the Contractor, and prevents evident problems down the road. I also believe these things are easy to resolve in the contract language in relatively minimal time.

Just my opinion and food for thought as you make your decisions.

Marc

On Wed, Mar 21, 2018 at 10:19 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc / Bruce,

Thank you once again for all your support and especially for linking us up with these CIOs/experts. This was incredibly valuable. Secretary Shulkin, John Windom and I got together earlier today as well to talk about the path ahead. A few notes:

- In order to make sure we understand some of the more specific detailed points, members of our team reached out today for individual follow ups with Dr. Cooper, Dr. Karson, Dr. Shrestha, Jon Manis and Stephanie. Each have been so generous with their time – Stephanie will host us for a visit on April 4 and Dr. Cooper offered to do the same at Mayo.

- Dr. Zenooz did connect with Dr. Cooper today on the point Marc highlights below to make sure we are on the same page and have the language right (part was us better understanding his point; part was pointing him to the specific language in 5.1.1 and giving him the broader context with what we are doing with Lighthouse as our API gateway and the VA Open API Pledge that 11 healthcare institutions signed two weeks ago include Cris Ross at Mayo as well Stan Huff at Intermountain and Dr. Karson at Partners).
- We will also follow up with Stan on some of the issues he raised as well. For example: Stan will be excited to learn that Cerner has prioritized an additional 40 engineers to accelerate FHIR APIs for VA in support of this contract. This will also benefit Intermountain as Stan was telling us they've only had 10-15 for their entire company to date. If VA/DoD/Intermountain work together we will quickly get to the 200 number Stan mentioned.
- Per Stephanie's suggestion, we are going to start moving forward ASAP on formalizing an Advisory Committee so that we can get these insights on an ongoing basis. Formalizing this will allow for continuity of expertise throughout our journey. Obviously we will want Stephanie, John, Andy, Rasu, etc. Cris Ross (Mayo), Will Morris or Ed Marx (Cleveland Clinic), Frank Opelka (American College of Surgeons) are others you've introduced us to along the way that we would love to include. We would like to work with you to make sure we get this right.
- As recommended last night, an interoperability sandbox/test bed will be established during our Initial Operating Capabilities (IOC) implementation/deployment process to solidify the requisite interoperability requirements prior to full enterprise deployment. This is a great suggestion and very consistent with what we have been hearing from many experts.
- Our team is reviewing all the feedback (both oral from the calls and the written notes that some provided) and cross-walking this against the language in the RFP/contract documents (both EHR and also Lighthouse). We are not seeing any major changes to the contract nor do we see any showstoppers. Upon receiving the feedback, we feel very good that we have a solid contract from which we will just need to make minor revisions.
- After discussing this with Secretary Shulkin today, we feel strongly about moving forward quickly. We will make any necessary tweaks with Cerner ASAP (we absolutely do not anticipate any push back; and Cerner has promised to turn things around immediately) and will move forward to sign the overarching IDIQ contract. Assuming Congress approves the Omnibus bill by Friday (and President Trump signs it), we will then have the funding and authority to do so – and Secretary Shulkin could sign as early as next week. If the Omnibus falls through (which let's hope not), then we would have to request a transfer from the Congressional appropriation

committees which will then take ~2 weeks. Signing the initial task orders will allow us to start moving forward with Cerner on the initial 3 hospitals (which will be in Washington state) on things like site surveys, infrastructure readiness, data hosting, change management (with will include wide involvement from clinicians inside and outside VA...something we heard loud and clear from Bruce!), help desk establishment, and project oversight (which we've heard loud and clear from Stephanie/Jon). As a reminder, given the IDIQ structure of the contract we would not be signing the full contract (rather just Year 1 – which is ~5% of the value of the contract). But this will allow us to get moving and out of the “quicksand”.

- Marc makes a great point below on turning DoD's struggles into a positive. We have been working very closely with the DoD team over the past 9 months (I now have my own Pentagon ID pass I am there so much; John and I work very closely with their EHR lead Stacy Cummings; John Windom talks to her several times a week). We have incorporated a lot of their stumbles into our contract (e.g., data migration was a big issue with Congressman Phil Roe and we addressed that; and most recently we have made some adjustments on trouble ticket management based on what you've read in the papers). We are paying very close attention to their implementation issues (workflow, change management, governance) to make sure we don't make the same mistake twice. DoD's biggest problems are around implementation and change management. This underscores Bruce's point of making sure we have clinician buy-in and involvement from the get-go (I couldn't agree more). This will make getting move on change management in Task Order #1 so important.

- As you both know, risk cannot be 100% driven out of any transformation of this magnitude. Stephanie Reel so succinctly captured, “it is the oversight and management of the contract that will be of the utmost importance, as well as the VA'S access to senior industry advisors.” I think we have a great plan. The biggest thing I worry about will be executing and we are definitely going to need all the help we can get.

Again, we believe the construct of the contract, and more importantly the proper oversight and management of the contract will greatly mitigate cost, schedule and performance concerns, as well as support the timely injection of technological advancements (e.g. cloud, APIs, etc.) at the appropriate pace and balance necessary to support our Veterans without jeopardizing our overall care. Interoperability remains at the forefront of our concerns, and your comments, the MITRE study and various other external inputs contributing significantly to our RFP language and corresponding requirements. Interoperability will be a moving target for years to come, but our contract allows us to leverage the best of ideas of industry throughout the contract's life without incurring the exorbitant costs you have alluded to, as well as not be bound by potentially antiquated definitions .

Bruce/Marc, thank you for everything. As I mentioned to Bruce recently, you have been tremendous “demanding partners” on this journey and we are incredibly appreciate. We look forward to continuing this relationship as we take the next steps.

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 9:31 AM
To: Blackburn, Scott R.
Cc: DJS
Subject: Re: [EXTERNAL] Re: Stan Huff

I agree that the call was very helpful. I spent the night after the call reflecting on some of the discussion and thought I would offer some reaction/feedback that still seems unsettled. I will outline my nighttime thoughts below in case you find them useful.

1. • 1. I thought that Dr. Cooper made a good case for inserting specific definitions and standards on the meaning and use of "interoperability," especially since that term has as many meanings in the industry as those who speak it. It is so easy for the contractor to proceed down a design path using one definition or standard while the users will require a totally different standard. That runs the risk of not being discovered until later, perhaps even up to implementation, a very costly result. Perhaps a similar problem (a seemingly big problem) that the DOD implementation faces now where the users are rebelling. Unfortunately, if this "gap" in definition is not discovered until IOC, it will be very difficult and very expensive to fix (ala the DOD problem). I agree with Dr. Cooper, why not set the critical definitions and standards in the contract (PWS) now and eliminate the chance for any confusion or ambiguity. It will pay dividends later in terms of less arguments, better initial design, happier user community, less overall cost, better healthcare delivery, etc. Then, with the standard fully defined and set in the original PWS, the mock-up test will be much sooner in time and much more complete the first time, allowing the users to provide input sooner and better, eliminating costly design mistakes from the beginning. The user community can tell you today what is needed to accomplish this "next generation" system that will be a model for the country and the future of healthcare (as Ms. Reel envisioned on the call last night). Why would you not want to tell the contractor the specifics of that now, in fairness to them, the VA, the patients and healthcare, so they can proceed with that standard from day one or express any concerns they may have now instead of in the future after costly design has occurred? Why would you not want to be specific in the contract to prevent ambiguity? Dr. Shulkin pushed back on Dr. Cooper's view as already accomplished in the PWS and cited Section 5 (I believe he said section 5.1.1) of the PWS. Dr. Cooper, as a physician user and not a technician, deferred on the effectiveness of the existing contract language to others, but commented that the CIO of MAYO read the contract and also did not think it adequately contained the right defining language to set out unambiguous definitions and standard. I have read the contract again last night and happen to agree, or am missing it. If I am wrong, it would be useful for someone to point me in the right direction.
2. • 2. I was also thinking about the current reported problems of the DOD implementation seemingly caused by a user (clinician) revolt over inadequacy (or unsuitability) for their needs. The VA runs that same risk. Perhaps that

problem could be a benefit to your effort. Why not accumulate all of the user complaints/issues in the DOD implementation identified by the users and chart them out. Then identify which of those issues would be issues if they existed in the VA implementation and include them in the contract as definitional requirements. You have the benefit of knowing the failures in the very system upon which you are modeling your system...and you have an added advantage and opportunity to contractually prevent similar mistakes.

- 3. I have other thoughts as well that we should discuss, but these are the ones that I felt more pressing to highlight since I will be unavailable today.

Best

Marc

On Wed, Mar 21, 2018 at 8:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman
(b)(6)

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will trying.

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology
 US Department of Veterans Affairs

Sender:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=WINDOM, JOHN H.E16>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>; Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Sent Date:	2018/03/23 13:54:36
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Subject:	RE: Update
Date:	2018/03/27 08:19:27
Priority:	Normal
Type:	Note

Hmm. Have you spoken to the Secretary directly yet? I wrote him about Marc Sherman's email but he didn't respond. Not sure where his head is at.

I don't understand why ogc would meet him without you. It kills me how we don't trust each other and try to work point to point through the Secretary.

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Tuesday, March 27, 2018 6:34:17 AM
To: Blackburn, Scott R.
Subject: Update

(b)(5)



Thank you.
John

John,

(b)(5)



Sent with Good (www.good.com)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Windom, John H.e16>
Sent Date:	2018/03/27 08:19:26
Delivered Date:	2018/03/27 08:19:27
From:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
To:	Kraycinovich, Michael (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=bce76b8383b54a76a2d8d9c793a79de4-Kraycinovic>
CC:	DiCorcia, Desiree A. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5d0fdee4aa0a49c4b6fda3e14ed9a750-Dicorcia, D>; DiNicola, Frank V. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=987ac458f19f4a6a9db09203278c73ca-DiNicola, F>; Fleck, Robert R. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a5c939f62e3f4c07969f42799934788a-Fleck, Robe>; Duerinck, Lea E. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c7757961d23f4e118c2743af5489b849-Duerinck, L>;

	Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>; Nostrant, David K. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=7ad1f6b472bc4f6b8ac525f0f884c474-Nostrant, D>
Subject:	RE: contractual language - PWS - EHR
Date:	2018/03/27 09:45:16
Importance:	High
Priority:	Urgent
Type:	Note

(b)(5)

Thanks,
Matt

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650

Mobile: (b)(6)

(b)(6)



cid:image001.jpg@01CF969D.EE16D7A0

"For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof."

From: Kraycinovich, Michael (OGC)

Sent: Friday, March 23, 2018 12:27 PM

To: Truex, Matthew

Cc: DiCorcia, Desiree A. (OGC); DiNicola, Frank V. (OGC); Fleck, Robert R. (OGC); Duerinck, Lea E. (OGC)

Subject: contractual language - PWS - EHR

Matt,

(b)(5)

Thanks,

Mike

Michael J. Kraycinovich
Associate Chief Counsel
Procurement Law Group
Office of the General Counsel
U.S. Department of Veterans Affairs
810 Vermont Avenue, N.W.
Room 1056/Mail Code 025
Washington, DC 20420
Phone: (202) 461-6334

(b)(6)

Sender:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
Recipient:	Kraycinovich, Michael (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=bce76b8383b54a76a2d8d9c793a79de4-Kraycinovic>; DiCorcia, Desiree A. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5d0fdee4aa0a49c4b6fda3e14ed9a750-Dicorcia, D>; DiNicola, Frank V. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group

	(FYDIBOHF23SPDLT)/cn=Recipients/cn=987ac458f19f4a6a9db09203278c73ca-DiNicola, F>; Fleck, Robert R. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a5c939f62e3f4c07969f42799934788a-Fleck, Robe>; Duerinck, Lea E. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c7757961d23f4e118c2743af5489b849-Duerinck, L>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>; Nostrant, David K. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=7ad1f6b472bc4f6b8ac525f0f884c474-Nostrant, D>
Sent Date:	2018/03/27 09:45:14
Delivered Date:	2018/03/27 09:45:16
From:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=WINDOM, JOHN H.E16>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: Getting it right
Date:	2018/03/27 09:42:47
Priority:	Normal
Type:	Note

Sir,

(b)(5)

John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Tuesday, March 27, 2018 9:29 AM
To: DJS
Cc: Byrne, Jim (OGC); Blackburn, Scott R.
Subject: RE: Getting it right

(b)(5)



John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420

(b)(6)



(b)(6)

From: DJS
Sent: Tuesday, March 27, 2018 7:50 AM
To: Windom, John H.
Cc: Byrne, Jim (OGC)
Subject: FW: Getting it right

(b)(5)

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, March 25, 2018 9:37:38 AM
To: DJS
Subject: RE: Getting it right

I'm not sure if you read Marc's response to mine yet. Or if so, what your thoughts are on it. I fear we are still talking past each other. If he/others were to come back with specific counter language to the language in the contract then we would certainly consider that (that is the level we are working at right now). But we aren't getting that nor do I see us getting that without Marc or anything else really digging into the details of our contract. We are way beyond the high level philosophy.

Let me know and I'll direct the team. In Bahamas now and only have connectivity sporadically, but back in US (Florida/Disney) tomorrow morning. Back in the office on Thursday.

Sent with Good (www.good.com)

From: DJS
Sent: Sunday, March 25, 2018 12:08:17 PM
To: Byrne, Jim (OGC)
Cc: Blackburn, Scott R.
Subject: Getting it right

(b)(5)

(b)(5)

Thanks

Sent with Good (www.good.com)

Sender:	Windom, John H. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=WINDOM, JOHN H.E16>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/27 09:42:46
Delivered Date:	2018/03/27 09:42:47

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>
CC:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugel>
Subject:	OIT - how to keep the trains running and positive momentum going
Date:	2018/04/01 22:23:18
Due Date:	2018/04/01 20:00:00
Priority:	Normal
Type:	Note

Camilo – I hope you had a good weekend. I appreciate the conversation on Friday and thought I would put my thoughts down on paper (as promised). I am including Peter on this as he/I have begun having some of these conversations over the past few weeks (although Pete in fairness has had a lot on his mind with his new role) and also cc'ing Jake.

Attached are two documents:

- The 8 things that I believe need to happen to not just keep the lights on, but also to keep our positive momentum going. I believe we should aspire for much more than just keeping the lights on during this upcoming transition (at least in OIT) as we have a huge organization making some huge changes and if we don't keep the momentum, it will make the next guy's job impossible. I am a big believer that the sign of an effective leader is how the organization performs when that leader leaves. So this will be important to me to know (which is why I'm writing this out).
- #1 out of 8 is stabilizing the leadership of OIT to get us through the next 6 months and set the new CIO up for success (I firmly believe it will 6 months before we have a permanent CIO). So I have 5 specific recommendations under that I've gone into greater detail. I am worried about this not just because of folks leaving (I was always planning to leave this Spring...actually I was supposed to leave a few months ago; Ricci's retirement date is 4/15), but also because of possible moratoriums on SES moves (e.g., possible OPM moratorium on hiring because no permanent Secretary in place, 120 moratorium on moving SESs once new Secretary put in place, etc). So any waivers to these or anything we can do to push stuff through, I would love to work together to make happen.

I would strongly advise you guys to get to know Bill James better. I am convinced he is the right guy to step up and lead OIT through transition until the permanent CIO comes on board. If you can get comfortable with him, I would suggest that we then transition sooner rather than later given I think it will be better for that person to start fresh with the new leadership team on the 10th floor (rather than me hanging around as a lame duck for a month). We can talk about what that means as far as timing, transition, handover. I am more than willing to fade to the back for a little bit to a support role (to help boost up Bill and make him successful) or fade away completely (if that is better for the organization). I think you guys know me well enough to know that I'll do whatever is best for Veterans and the organization; and will always do so in the most professional manner. I've now given 3.5 years (way longer than I had ever planned to) and I want to see the positive momentum continue well after I'm gone.

Talk to you tomorrow,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>
Sent Date:	2018/04/01 22:23:16
Delivered Date:	2018/04/01 22:23:18

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	FW: VA EHR
Date:	2018/03/21 22:20:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Hopefully this lands well. Let me know what you hear back.

From: Blackburn, Scott R.
Sent: Wednesday, March 21, 2018 10:20 PM
To: 'Bruce Moskowitz'; 'Marc Sherman'
Cc: DJS
Subject: VA EHR

Marc / Bruce,

Thank you once again for all your support and especially for linking us up with these CIOs/experts. This was incredibly valuable. Secretary Shulkin, John Windom and I got together earlier today as well to talk about the path ahead. A few notes:

- In order to make sure we understand some of the more specific detailed points, members of our team reached out today for individual follow ups with Dr. Cooper, Dr. Karson, Dr. Shrestha, Jon Manis and Stephanie. Each have been so generous with their time – Stephanie will host us for a visit on April 4 and Dr. Cooper offered to do the same at Mayo.
 - Dr. Zenooz did connect with Dr. Cooper today on the point Marc highlights below to make sure we are on the same page and have the language right (part was us better understanding his point; part was pointing him to the specific language in 5.1.1 and giving him the broader context with what we are doing with Lighthouse as our API gateway and the VA Open API Pledge that 11 healthcare institutions signed two weeks ago include Cris Ross at Mayo as well Stan Huff at Intermountain and Dr. Karson at Partners).
 - We will also follow up with Stan on some of the issues he raised as well. For example: Stan will be excited to learn that Cerner has prioritized an additional 40 engineers to accelerate FHIR APIs for VA in support of this contract. This will also benefit Intermountain as Stan was telling us they've only had 10-15 for their entire company to date. If VA/DoD/Intermountain work together we will quickly get to the 200 number Stan mentioned.
- Per Stephanie's suggestion, we are going to start moving forward ASAP on formalizing an Advisory Committee so that we can get these insights on an ongoing basis. Formalizing this will allow for continuity of expertise throughout our journey. Obviously we will want Stephanie, John, Andy, Rasu, etc. Cris Ross (Mayo), Will Morris or Ed Marx (Cleveland Clinic), Frank Opelka

(American College of Surgeons) are others you've introduced us to along the way that we would love to include. We would like to work with you to make sure we get this right.

- As recommended last night, an interoperability sandbox/test bed will be established during our Initial Operating Capabilities (IOC) implementation/deployment process to solidify the requisite interoperability requirements prior to full enterprise deployment. This is a great suggestion and very consistent with what we have been hearing from many experts.
- Our team is reviewing all the feedback (both oral from the calls and the written notes that some provided) and cross-walking this against the language in the RFP/contract documents (both EHR and also Lighthouse). We are not seeing any major changes to the contract nor do we see any showstoppers. Upon receiving the feedback, we feel very good that we have a solid contract from which we will just need to make minor revisions.
- After discussing this with Secretary Shulkin today, we feel strongly about moving forward quickly. We will make any necessary tweaks with Cerner ASAP (we absolutely do not anticipate any push back; and Cerner has promised to turn things around immediately) and will move forward to sign the overarching IDIQ contract. Assuming Congress approves the Omnibus bill by Friday (and President Trump signs it), we will then have the funding and authority to do so – and Secretary Shulkin could sign as early as next week. If the Omnibus falls through (which let's hope not), then we would have to request a transfer from the Congressional appropriation committees which will then take ~2 weeks. Signing the initial task orders will allow us to start moving forward with Cerner on the initial 3 hospitals (which will be in Washington state) on things like site surveys, infrastructure readiness, data hosting, change management (with will include wide involvement from clinicians inside and outside VA...something we heard loud and clear from Bruce!), help desk establishment, and project oversight (which we've heard loud and clear from Stephanie/Jon). As a reminder, given the IDIQ structure of the contract we would not be signing the full contract (rather just Year 1 – which is ~5% of the value of the contract). But this will allow us to get moving and out of the "quicksand".
- Marc makes a great point below on turning DoD's struggles into a positive. We have been working very closely with the DoD team over the past 9 months (I now have my own Pentagon ID pass I am there so much; John and I work very closely with their EHR lead Stacy Cummings; John Windom talks to her several times a week). We have incorporated a lot of their stumbles into our contract (e.g., data migration was a big issue with Congressman Phil Roe and we addressed that; and most recently we have made some adjustments on trouble ticket management based on what you've read in the papers). We are paying very close attention to their implementation issues (workflow, change management, governance) to make sure we don't make the same mistake twice. DoD's biggest problems are around implementation and change management. This underscores Bruce's point of making sure we have clinician buy-in and involvement from the get-go (I couldn't agree more). This will make getting move on change management in Task Order #1 so important.
- As you both know, risk cannot be 100% driven out of any transformation of this magnitude. Stephanie Reel so succinctly captured, "it is the oversight and management of the contract that will be of the utmost importance, as well as the VA'S access to senior industry advisors." I think we have a great plan. The biggest thing I worry about will be executing and we are definitely going to need all the help we can get.

Again, we believe the construct of the contract, and more importantly the proper oversight and management of the contract will greatly mitigate cost, schedule and performance concerns, as well as support the timely injection of technological advancements (e.g. cloud, APIs, etc.) at the appropriate pace and balance necessary to support our Veterans without jeopardizing our overall care. Interoperability remains at the forefront of our concerns, and your comments, the MITRE study and various other external inputs contributing significantly to our RFP language and corresponding requirements. Interoperability will be a moving target for years to come, but our contract allows us to leverage the best of ideas of industry throughout the contract's life without incurring the exorbitant costs you have alluded to, as well as not be bound by potentially antiquated definitions. Bruce/Marc, thank you for everything. As I mentioned to Bruce recently, you have been tremendous "demanding partners" on this journey and we are incredibly appreciate. We look forward to continuing this relationship as we take the next steps.
Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 9:31 AM
To: Blackburn, Scott R.
Cc: DJS
Subject: Re: [EXTERNAL] Re: Stan Huff

I agree that the call was very helpful. I spent the night after the call reflecting on some of the discussion and thought I would offer some reaction/feedback that still seems unsettled. I will outline my nighttime thoughts below in case you find them useful.

1. • 1. I thought that Dr. Cooper made a good case for inserting specific definitions and standards on the meaning and use of "interoperability," especially since that term has as many meanings in the industry as those who speak it. It is so easy for the contractor to proceed down a design path using one definition or standard while the users will require a totally different standard. That runs the risk of not being discovered until later, perhaps even up to implementation, a very costly result. Perhaps a similar problem (a seemingly big problem) that the DOD implementation faces now where the users are rebelling. Unfortunately, if this "gap" in definition is not discovered until IOC, it will be very difficult and very expensive to fix (ala the DOD problem). I agree with Dr. Cooper, why not set the critical definitions and standards in the contract (PWS) now and eliminate the chance for any confusion or ambiguity. It will pay dividends later in terms of less arguments, better initial design, happier user community, less overall cost, better healthcare delivery, etc. Then, with the standard fully defined and set in the original PWS, the mock-up test will be much sooner in time and much more complete the first time, allowing the users to provide input sooner and better, eliminating costly design mistakes from the beginning. The user community can tell you today what is needed to accomplish this "next generation" system that will be a model for the country and the future of healthcare (as Ms. Reel envisioned on the call last night). Why would you not want to tell the contractor the specifics of that

now, in fairness to them, the VA, the patients and healthcare, so they can proceed with that standard from day one or express any concerns they may have now instead of in the future after costly design has occurred? Why would you not want to be specific in the contract to prevent ambiguity? Dr. Shulkin pushed back on Dr. Cooper's view as already accomplished in the PWS and cited Section 5 (I believe he said section 5.1.1) of the PWS. Dr. Cooper, as a physician user and not a technician, deferred on the effectiveness of the existing contract language to others, but commented that the CIO of MAYO read the contract and also did not think it adequately contained the right defining language to set out unambiguous definitions and standard. I have read the contract again last night and happen to agree, or am missing it. If I am wrong, it would be useful for someone to point me in the right direction.

2. • 2. I was also thinking about the current reported problems of the DOD implementation seemingly caused by a user (clinician) revolt over inadequacy (or unsuitability) for their needs. The VA runs that same risk. Perhaps that problem could be a benefit to your effort. Why not accumulate all of the user complaints/issues in the DOD implementation identified by the users and chart them out. Then identify which of those issues would be issues if they existed in the VA implementation and include them in the contract as definitional requirements. You have the benefit of knowing the failures in the very system upon which you are modeling your system...and you have an added advantage and opportunity to contractually prevent similar mistakes.
3. • 3. I have other thoughts as well that we should discuss, but these are the ones that I felt more pressing to highlight since I will be unavailable today.

Best

Marc

On Wed, Mar 21, 2018 at 8:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman

(b)(6)

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will try.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/03/21 22:20:26
Delivered Date:	2018/03/21 22:20:00

From:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: VA EHR
Date:	2018/03/21 22:25:49
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Wow that's quite an email

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, March 21, 2018 7:20:26 PM
To: DJS
Subject: FW: VA EHR

Hopefully this lands well. Let me know what you hear back.

From: Blackburn, Scott R.
Sent: Wednesday, March 21, 2018 10:20 PM
To: 'Bruce Moskowitz'; 'Marc Sherman'
Cc: DJS
Subject: VA EHR

Marc / Bruce,

Thank you once again for all your support and especially for linking us up with these CIOs/experts. This was incredibly valuable. Secretary Shulkin, John Windom and I got together earlier today as well to talk about the path ahead. A few notes:

- In order to make sure we understand some of the more specific detailed points, members of our team reached out today for individual follow ups with Dr. Cooper, Dr. Karson, Dr. Shrestha, Jon Manis and Stephanie. Each have been so generous with their time – Stephanie will host us for a visit on April 4 and Dr. Cooper offered to do the same at Mayo.
 - Dr. Zenooz did connect with Dr. Cooper today on the point Marc highlights below to make sure we are on the same page and have the language right (part was us better understanding his point; part was pointing him to the specific language in 5.1.1 and giving him the broader context with what we are doing with Lighthouse as our API gateway and the VA Open API Pledge that 11 healthcare

institutions signed two weeks ago include Cris Ross at Mayo as well Stan Huff at Intermountain and Dr. Karson at Partners).

- We will also follow up with Stan on some of the issues he raised as well. For example: Stan will be excited to learn that Cerner has prioritized an additional 40 engineers to accelerate FHIR APIs for VA in support of this contract. This will also benefit Intermountain as Stan was telling us they've only had 10-15 for their entire company to date. If VA/DoD/Intermountain work together we will quickly get to the 200 number Stan mentioned.
- Per Stephanie's suggestion, we are going to start moving forward ASAP on formalizing an Advisory Committee so that we can get these insights on an ongoing basis. Formalizing this will allow for continuity of expertise throughout our journey. Obviously we will want Stephanie, John, Andy, Rasu, etc. Cris Ross (Mayo), Will Morris or Ed Marx (Cleveland Clinic), Frank Opelka (American College of Surgeons) are others you've introduced us to along the way that we would love to include. We would like to work with you to make sure we get this right.
- As recommended last night, an interoperability sandbox/test bed will be established during our Initial Operating Capabilities (IOC) implementation/deployment process to solidify the requisite interoperability requirements prior to full enterprise deployment. This is a great suggestion and very consistent with what we have been hearing from many experts.
- Our team is reviewing all the feedback (both oral from the calls and the written notes that some provided) and cross-walking this against the language in the RFP/contract documents (both EHR and also Lighthouse). We are not seeing any major changes to the contract nor do we see any showstoppers. Upon receiving the feedback, we feel very good that we have a solid contract from which we will just need to make minor revisions.
- After discussing this with Secretary Shulkin today, we feel strongly about moving forward quickly. We will make any necessary tweaks with Cerner ASAP (we absolutely do not anticipate any push back; and Cerner has promised to turn things around immediately) and will move forward to sign the overarching IDIQ contract. Assuming Congress approves the Omnibus bill by Friday (and President Trumps signs it), we will then have the funding and authority to do so – and Secretary Shulkin could sign as early as next week. If the Omnibus falls through (which let's hope not), then we would have to request a transfer from the Congressional appropriation committees which will then take ~2 weeks. Signing the initial task orders will allow us to start moving forward with Cerner on the initial 3 hospitals (which will be in Washington state) on things like site surveys, infrastructure readiness, data hosting, change management (with will include wide involvement from clinicians inside and outside VA...something we heard loud and clear from Bruce!), help desk establishment, and project oversight (which we've heard loud and clear from Stephanie/Jon). As a reminder, given the IDIQ structure of the contract we would not be signing the full contract (rather just Year 1 – which is ~5% of the value of the contract). But this will allow us to get moving and out of the "quicksand".

- Marc makes a great point below on turning DoD's struggles into a positive. We have been working very closely with the DoD team over the past 9 months (I now have my own Pentagon ID pass I am there so much; John and I work very closely with their EHR lead Stacy Cummings; John Windom talks to her several times a week). We have incorporated a lot of their stumbles into our contract (e.g., data migration was a big issue with Congressman Phil Roe and we addressed that; and most recently we have made some adjustments on trouble ticket management based on what you've read in the papers). We are paying very close attention to their implementation issues (workflow, change management, governance) to make sure we don't make the same mistake twice. DoD's biggest problems are around implementation and change management. This underscores Bruce's point of making sure we have clinician buy-in and involvement from the get-go (I couldn't agree more). This will make getting move on change management in Task Order #1 so important.
- As you both know, risk cannot be 100% driven out of any transformation of this magnitude. Stephanie Reel so succinctly captured, "it is the oversight and management of the contract that will be of the utmost importance, as well as the VA'S access to senior industry advisors." I think we have a great plan. The biggest thing I worry about will be executing and we are definitely going to need all the help we can get.

Again, we believe the construct of the contract, and more importantly the proper oversight and management of the contract will greatly mitigate cost, schedule and performance concerns, as well as support the timely injection of technological advancements (e.g. cloud, APIs, etc.) at the appropriate pace and balance necessary to support our Veterans without jeopardizing our overall care. Interoperability remains at the forefront of our concerns, and your comments, the MITRE study and various other external inputs contributing significantly to our RFP language and corresponding requirements. Interoperability will be a moving target for years to come, but our contract allows us to leverage the best of ideas of industry throughout the contract's life without incurring the exorbitant costs you have alluded to, as well as not be bound by potentially antiquated definitions.

Bruce/Marc, thank you for everything. As I mentioned to Bruce recently, you have been tremendous "demanding partners" on this journey and we are incredibly appreciate. We look forward to continuing this relationship as we take the next steps.

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 9:31 AM
To: Blackburn, Scott R.
Cc: DJS
Subject: Re: [EXTERNAL] Re: Stan Huff

I agree that the call was very helpful. I spent the night after the call reflecting on some of the discussion and thought I would offer some reaction/feedback that still seems unsettled. I will outline my nighttime thoughts below in case you find them useful.

1. • 1. I thought that Dr. Cooper made a good case for inserting specific definitions and standards on the meaning and use of "interoperability,"

especially since that term has as many meanings in the industry as those who speak it. It is so easy for the contractor to proceed down a design path using one definition or standard while the users will require a totally different standard. That runs the risk of not being discovered until later, perhaps even up to implementation, a very costly result. Perhaps a similar problem (a seemingly big problem) that the DOD implementation faces now where the users are rebelling. Unfortunately, if this "gap" in definition is not discovered until IOC, it will be very difficult and very expensive to fix (ala the DOD problem). I agree with Dr. Cooper, why not set the critical definitions and standards in the contract (PWS) now and eliminate the chance for any confusion or ambiguity. It will pay dividends later in terms of less arguments, better initial design, happier user community, less overall cost, better healthcare delivery, etc. Then, with the standard fully defined and set in the original PWS, the mock-up test will be much sooner in time and much more complete the first time, allowing the users to provide input sooner and better, eliminating costly design mistakes from the beginning. The user community can tell you today what is needed to accomplish this "next generation" system that will be a model for the country and the future of healthcare (as Ms. Reel envisioned on the call last night). Why would you not want to tell the contractor the specifics of that now, in fairness to them, the VA, the patients and healthcare, so they can proceed with that standard from day one or express any concerns they may have now instead of in the future after costly design has occurred? Why would you not want to be specific in the contract to prevent ambiguity? Dr. Shulkin pushed back on Dr. Cooper's view as already accomplished in the PWS and cited Section 5 (I believe he said section 5.1.1) of the PWS. Dr. Cooper, as a physician user and not a technician, deferred on the effectiveness of the existing contract language to others, but commented that the CIO of MAYO read the contract and also did not think it adequately contained the right defining language to set out unambiguous definitions and standard. I have read the contract again last night and happen to agree, or am missing it. If I am wrong, it would be useful for someone to point me in the right direction.

2. • 2. I was also thinking about the current reported problems of the DOD implementation seemingly caused by a user (clinician) revolt over inadequacy (or unsuitability) for their needs. The VA runs that same risk. Perhaps that problem could be a benefit to your effort. Why not accumulate all of the user complaints/issues in the DOD implementation identified by the users and chart them out. Then identify which of those issues would be issues if they existed in the VA implementation and include them in the contract as definitional requirements. You have the benefit of knowing the failures in the very system upon which you are modeling your system...and you have an added advantage and opportunity to contractually prevent similar mistakes.

3. • 3. I have other thoughts as well that we should discuss, but these are the ones that I felt more pressing to highlight since I will be unavailable today.

Best

Marc

On Wed, Mar 21, 2018 at 8:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman

(b)(6)

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will try.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/21 22:25:48
Delivered Date:	2018/03/21 22:25:49

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Bruce Moskowitz' (b)(6)
CC:	'IP' (b)(6) @frenchangel59.com>; (b)(6)
Subject:	RE: [EXTERNAL] Stan Huff
Date:	2018/03/21 13:08:49
Priority:	Normal
Type:	Note

Figured it out. Here are the files/notes that Stan wrote up for us...

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, March 21, 2018 11:30 AM
To: Blackburn, Scott R.
Cc: IP; (b)(6)
Subject: [EXTERNAL] Stan Huff

Can you send his notes to us? Thank you

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Bruce Moskowitz' (b)(6) 'IP' (b)(6) @frenchangel59.com>; (b)(6)
Sent Date:	2018/03/21 13:08:52
Delivered Date:	2018/03/21 13:08:49

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Bruce Moskowitz' (b)(6)
CC:	'IP (b)(6)@frenchangel59.com>; (b)(6)
Subject:	RE: [EXTERNAL] Stan Huff
Date:	2018/03/21 13:03:42
Priority:	Normal
Type:	Note

Attached is what Stan sent me. I haven't been able to open it. I'm going to have to go back to him and have him resend.

Scott

-----Original Message-----

From: Bruce Moskowitz (b)(6)
 Sent: Wednesday, March 21, 2018 11:30 AM
 To: Blackburn, Scott R.
 Cc: IP (b)(6)
 Subject: [EXTERNAL] Stan Huff

Can you send his notes to us? Thank you

Sent from my iPad
 Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Bruce Moskowitz' (b)(6); 'IP (b)(6)@frenchangel59.com>; (b)(6)
Sent Date:	2018/03/21 13:03:43
Delivered Date:	2018/03/21 13:03:42
From:	Stan Huff (b)(6)
SentVia:	Stan Huff <secureMailer.d-2eae12d482b047329e2a8361a12431a8@imail.org>
To:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; VA CIO Executive Schedule </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2735873074d14582a456eca56bd713ea-VA CIO Exec>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	PHI RE: [EXTERNAL] RE: EHR VA Call
Date:	2018/03/21 10:00:15
Type:	Note

 Intermountain
Healthcare **Axway | MailGate SC**

Secure Message Delivery

From: Stan Huff (b)(6)
Subject: PHI RE: [EXTERNAL] RE: EHR VA Call

[View Message](#)

Message available online until 05/20/2018. Use your password to access the message.

Sender:	Stan Huff (b)(6) Stan Huff <secureMailer.d-2eae12d482b047329e2a8361a12431a8@imail.org>
Recipient:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; VA CIO Executive Schedule </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2735873074d14582a456eca56bd713ea-VA CIO Exec>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/21 09:59:29
Delivered Date:	2018/03/21 10:00:15

From:	Karson, Andrew Scott, M.D. (b)(6)
To:	VA CIO Executive Schedule </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2735873074d14582a456eca56bd713ea-VA CIO Exec>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Bruce Moskowitz (b)(6); 'Carolyn@Bruce Moskowitz,MD' (b)(6); Marc Sherman (b)(6); IP (b)(6)@frenchangel59.com>; Stephanie Reel (b)(6); Mary Riordan (b)(6); Ashley Johnson (b)(6); Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Rasu Shrestha (b)(6); Manis, Jonathan (Jon) <(b)(6)>; Shrestha, Rasu B (b)(6); Cooper, Leslie T., M.D. (b)(6); Zuccala, Kandace (Kandi) R. (b)(6)
CC:	Clifford Ko <cko@facs.org>; Mehresh Khalid <mkhalid@facs.org>; Stan Huff <Stan.Huff@imail.org>; Karson, Andrew Scott, M.D. <AKARSON@mgh.harvard.edu>
Subject:	[EXTERNAL] RE: VA EHR Call
Date:	2018/03/20 18:05:16
Priority:	Normal
Type:	Note

Dear Matt, Liz, et al,

I will be taking the call from my car as I drive from NY to Boston. I reviewed the documents and I have two lingering questions that I may figure out between now and our call, but I thought that I would send along while I still had email access:

1. • 1. How do users who are on the legacy system see data that will be in the new EHRM/Cerner product (during the transition phase; as some VA users will be on the legacy system and others will be on the new system)
2. • 2. Do we have a list of the actual medical devices for which there will be device data integration? (I tried to find that list, but cannot seem to find it on review.)

I look forward to joining the call at 8pm.

Thanks and best,
 Andy Karson

-----Original Appointment-----

From: VA CIO Executive Schedule (b)(6)
Sent: Sunday, March 18, 2018 2:32 PM
To: VA CIO Executive Schedule; Blackburn, Scott R.; Windom, John H.; Truex, Matthew; Bruce Moskowitz; 'Carolyn@Bruce Moskowitz,MD'; Marc Sherman; IP; Stephanie Reel; Mary Riordan; Ashley Johnson; Callaghan, Elizabeth; Rasu Shrestha; Manis, Jonathan (Jon); Shrestha, Rasu B; Cooper, Leslie T., M.D.; Karson, Andrew Scott, M.D.; Zuccala, Kandace (Kandi) R.

Cc: Clifford Ko; Mehwesh Khalid; Stan Huff

Subject: VA EHR Call

When: Tuesday, March 20, 2018 8:00 PM-9:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: 1-800-767-1750,22712#

Scheduling POC: Liz Callaghan (b)(6)

All, I am including everyone in the group in case anyone has any last minute scheduling changes. Thanks,
 Liz

The information in this e-mail is intended only for the person to whom it is addressed. If you believe this e-mail was sent to you in error and the e-mail contains patient information, please contact the Partners Compliance HelpLine at <http://www.partners.org/complianceline> . If the e-mail was sent to you in error but does not contain patient information, please contact the sender and properly dispose of the e-mail.

Sender:	Karson, Andrew Scott, M.D. (b)(6)
Recipient:	VA CIO Executive Schedule </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2735873074d14582a456eca56bd713ea-VA CIO Exec>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Bruce Moskowitz (b)(6) 'Carolyn@Bruce Moskowitz,MD' (b)(6) Marc Sherman (b)(6) IP (b)(6)@frenchangel59.com>; Stephanie Reel (b)(6) Mary Riordan (b)(6) Ashley Johnson (b)(6) Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Rasu Shrestha (b)(6) Manis, Jonathan (Jon) (b)(6) Shrestha, Rasu B (b)(6) Cooper, Leslie T., M.D. (b)(6) Zuccala, Kandace (Kandi) R. (b)(6) Clifford Ko (b)(6) Mehwesh Khalid (b)(6) Stan Huff (b)(6) Karson, Andrew Scott, M.D. (b)(6)
Sent Date:	2018/03/20 18:04:17
Delivered Date:	2018/03/20 18:05:16

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	FW: [EXTERNAL] RE: VA EHR Call Update
Date:	2018/03/20 19:33:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Tuesday, March 20, 2018 4:25 PM
To: Blackburn, Scott R.; Callaghan, Elizabeth
Cc: Windom, John H.; Truex, Matthew; Short, John (VACO)
Subject: Re: [EXTERNAL] RE: VA EHR Call Update

Scott,

I reviewed the material you sent regarding the proposed VA EMR contract and statement of work. I have one area of concern regarding the interoperability of the system with community care providers. For the new VA EMR to efficiently serve patients, maximize safety and lower medical costs, medical records from the military, VA and community care providers under contract must be viewable in a seamless electronic format. The language of the contract and statement of work do not require this of the Cerner system.

In my experience using 3 versions of the Cerner EMR, the records from outside providers are imported as a CCD or CCA file and labeled as "Outside Material" with no way to identify file content or correlate internal study results with similar outside studies. For example a fax with a coronary angiogram report and a colonoscopy report will be included in the same "Outside Material" file. The date on the Outside Material file is the date of entry into the Cerner EMR, with no relation to the date of the file contents. These results are neither indexed nor searchable. The effort required of providers to open and read all pages of each file is infeasible and therefore tests are needlessly repeated at substantial cost and risk to patients.

I recommend that the VA EMR contract and statement of work be amended to require that a core interoperability strategy be operational at the time of initial EMR implementation. The amended contract and statement of work should specify that that all community care provider materials be indexed and searchable by specific diagnosis and test result, and that these results be linked to relevant parts of the internal VA records by date and medical discipline. For example, a coronary angiogram report at an outside facility performed in January 2018 should appear in the VA EMR under Cardiology Testing (nomenclature from Cerner Mayo installations) on the date of the study. Current operational examples of successful EMR interoperability at the level required include EPIC to EPIC data exchange or a proprietary intra-organization system used at Mayo Clinic called Synthesis. We would recommend that you utilize standards for this as promulgated by the Federal government (e.g., Meaningful Use 2015

edition, and the Trusted Exchange Framework and Common Agreement initiated by the Department of Health and Human Services) and by industry (e.g., the HL7 Fast Healthcare Interoperability Resource standards and industry-led Argonaut and SMART projects). This recommendation has been reviewed by Mayo Clinic leadership and we believe is consistent with other feedback you have received from Mayo Clinic experts.

I look forward to discussing the VA EMR during the conference call at 7:30. My flight to ATL is delayed slightly, but scheduled to land at 7:05 pm.

Leslie T. Cooper, Jr., MD
Chair, Enterprise Department of Cardiovascular Medicine
Mayo Clinic

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Monday, March 19, 2018 at 2:39 PM
To: "Callaghan, Elizabeth" (b)(6) "Cooper, Leslie T., M.D."
(b)(6)
Cc: "Windom, John H." (b)(6) Matthew Truex (b)(6) "Short, John (VACO)" (b)(6)
Subject: [EXTERNAL] RE: VA EHR Call Update

Thank you, Dr. Cooper. Dr. Moskowitz mentioned very specifically to me that we should get your perspective on cloud so that we know we have that part correct. I am thinking we cover that issue from 7:30-8pm ET before others join at 8pm.

Thank you again for the support.
Scott

From: Callaghan, Elizabeth
Sent: Monday, March 19, 2018 1:38 PM
To: Cooper, Leslie T., M.D.
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: RE: [EXTERNAL] VA EHR Call Update

Dr. Cooper, thank you for your response. I have sent two outlook invites, one starting at 7:30PM EST for you to participate in as well as the 8PM EST with the group. Please let me know if you have any questions.

Thanks,
Liz

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Saturday, March 17, 2018 9:36 PM
To: Callaghan, Elizabeth
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: Re: [EXTERNAL] VA EHR Call Update
Importance: High

Tuesday I am in Rochester, MN. Meetings 10:30-2:00 and a 4 pm flight to Atlanta.

If the call needs to be Tuesday, I have a layover in ATL 7:05-8:48 pm. Could I call in as soon as I land?
Wednesday I could make a call after 6:30 pm.

Leslie

From: "Callaghan, Elizabeth" (b)(6)
Date: Saturday, March 17, 2018 at 12:13 PM
To: "Cooper , Leslie T., M.D." (b)(6)
Cc: "Blackburn, Scott R." <Scott.Blackburn@va.gov>, "Windom, John H." (b)(6)
Matthew Truex (b)(6)
Subject: [EXTERNAL] VA EHR Call Update

Good afternoon Dr. Cooper,

I hope you are having a nice weekend! Sorry for the extra email but we are having trouble finding a time that works for everyone. Right now, Tuesday evening seems to be the best time. If we made the call later on Tuesday starting at 5pm, 6pm, 7pm or 8pm ET would you be able to make that work?

Thanks again!

Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs
Desk: 202-461-6288
Cell: (b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/03/20 19:33:35
Delivered Date:	2018/03/20 19:33:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Bruce Moskowitz' (b)(6) <[REDACTED]> 'Marc Sherman' <[REDACTED]>
CC:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	VA EHR
Date:	2018/03/21 22:19:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Marc / Bruce,

Thank you once again for all your support and especially for linking us up with these CIOs/experts. This was incredibly valuable. Secretary Shulkin, John Windom and I got together earlier today as well to talk about the path ahead. A few notes:

- In order to make sure we understand some of the more specific detailed points, members of our team reached out today for individual follow ups with Dr. Cooper, Dr. Karson, Dr. Shrestha, Jon Manis and Stephanie. Each have been so generous with their time – Stephanie will host us for a visit on April 4 and Dr. Cooper offered to do the same at Mayo.
 - Dr. Zenooz did connect with Dr. Cooper today on the point Marc highlights below to make sure we are on the same page and have the language right (part was us better understanding his point; part was pointing him to the specific language in 5.1.1 and giving him the broader context with what we are doing with Lighthouse as our API gateway and the VA Open API Pledge that 11 healthcare institutions signed two weeks ago include Cris Ross at Mayo as well Stan Huff at Intermountain and Dr. Karson at Partners).
 - We will also follow up with Stan on some of the issues he raised as well. For example: Stan will be excited to learn that Cerner has prioritized an additional 40 engineers to accelerate FHIR APIs for VA in support of this contract. This will also benefit Intermountain as Stan was telling us they've only had 10-15 for their entire company to date. If VA/DoD/Intermountain work together we will quickly get to the 200 number Stan mentioned.
- Per Stephanie's suggestion, we are going to start moving forward ASAP on formalizing an Advisory Committee so that we can get these insights on an ongoing basis. Formalizing this will allow for continuity of expertise throughout our journey. Obviously we will want Stephanie, John, Andy, Rasu, etc. Cris Ross (Mayo), Will Morris or Ed Marx (Cleveland Clinic), Frank Opelka (American College of Surgeons) are others you've introduced us to along the way that we would love to include. We would like to work with you to make sure we get this right.
- As recommended last night, an interoperability sandbox/test bed will be established during our Initial Operating Capabilities (IOC) implementation/deployment process to solidify the requisite

interoperability requirements prior to full enterprise deployment. This is a great suggestion and very consistent with what we have been hearing from many experts.

- Our team is reviewing all the feedback (both oral from the calls and the written notes that some provided) and cross-walking this against the language in the RFP/contract documents (both EHR and also Lighthouse). We are not seeing any major changes to the contract nor do we see any showstoppers. Upon receiving the feedback, we feel very good that we have a solid contract from which we will just need to make minor revisions.
- After discussing this with Secretary Shulkin today, we feel strongly about moving forward quickly. We will make any necessary tweaks with Cerner ASAP (we absolutely do not anticipate any push back; and Cerner has promised to turn things around immediately) and will move forward to sign the overarching IDIQ contract. Assuming Congress approves the Omnibus bill by Friday (and President Trump signs it), we will then have the funding and authority to do so – and Secretary Shulkin could sign as early as next week. If the Omnibus falls through (which let's hope not), then we would have to request a transfer from the Congressional appropriation committees which will then take ~2 weeks. Signing the initial task orders will allow us to start moving forward with Cerner on the initial 3 hospitals (which will be in Washington state) on things like site surveys, infrastructure readiness, data hosting, change management (with will include wide involvement from clinicians inside and outside VA...something we heard loud and clear from Bruce!), help desk establishment, and project oversight (which we've heard loud and clear from Stephanie/Jon). As a reminder, given the IDIQ structure of the contract we would not be signing the full contract (rather just Year 1 – which is ~5% of the value of the contract). But this will allow us to get moving and out of the “quicksand”.
- Marc makes a great point below on turning DoD's struggles into a positive. We have been working very closely with the DoD team over the past 9 months (I now have my own Pentagon ID pass I am there so much; John and I work very closely with their EHR lead Stacy Cummings; John Windom talks to her several times a week). We have incorporated a lot of their stumbles into our contract (e.g., data migration was a big issue with Congressman Phil Roe and we addressed that; and most recently we have made some adjustments on trouble ticket management based on what you've read in the papers). We are paying very close attention to their implementation issues (workflow, change management, governance) to make sure we don't make the same mistake twice. DoD's biggest problems are around implementation and change management. This underscores Bruce's point of making sure we have clinician buy-in and involvement from the get-go (I couldn't agree more). This will make getting move on change management in Task Order #1 so important.
- As you both know, risk cannot be 100% driven out of any transformation of this magnitude. Stephanie Reel so succinctly captured, “it is the oversight and management of the contract that will be of the utmost importance, as well as the VA'S access to senior industry advisors.” I think we have a great plan. The biggest thing I worry about will be executing and we are definitely going to need all the help we can get.

Again, we believe the construct of the contract, and more importantly the proper oversight and management of the contract will greatly mitigate cost, schedule and performance concerns, as well as support the timely injection of technological advancements (e.g. cloud, APIs, etc.) at the appropriate pace and balance necessary to support our Veterans without jeopardizing our overall care.

Interoperability remains at the forefront of our concerns, and your comments, the MITRE study and

various other external inputs contributing significantly to our RFP language and corresponding requirements. Interoperability will be a moving target for years to come, but our contract allows us to leverage the best of ideas of industry throughout the contract's life without incurring the exorbitant costs you have alluded to, as well as not be bound by potentially antiquated definitions .
Bruce/Marc, thank you for everything. As I mentioned to Bruce recently, you have been tremendous "demanding partners" on this journey and we are incredibly appreciate. We look forward to continuing this relationship as we take the next steps.
Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 9:31 AM
To: Blackburn, Scott R.
Cc: DJS
Subject: Re: [EXTERNAL] Re: Stan Huff

I agree that the call was very helpful. I spent the night after the call reflecting on some of the discussion and thought I would offer some reaction/feedback that still seems unsettled. I will outline my nighttime thoughts below in case you find them useful.

1. • 1. I thought that Dr. Cooper made a good case for inserting specific definitions and standards on the meaning and use of "interoperability," especially since that term has as many meanings in the industry as those who speak it. It is so easy for the contractor to proceed down a design path using one definition or standard while the users will require a totally different standard. That runs the risk of not being discovered until later, perhaps even up to implementation, a very costly result. Perhaps a similar problem (a seemingly big problem) that the DOD implementation faces now where the users are rebelling. Unfortunately, if this "gap" in definition is not discovered until IOC, it will be very difficult and very expensive to fix (ala the DOD problem). I agree with Dr. Cooper, why not set the critical definitions and standards in the contract (PWS) now and eliminate the chance for any confusion or ambiguity. It will pay dividends later in terms of less arguments, better initial design, happier user community, less overall cost, better healthcare delivery, etc. Then, with the standard fully defined and set in the original PWS, the mock-up test will be much sooner in time and much more complete the first time, allowing the users to provide input sooner and better, eliminating costly design mistakes from the beginning. The user community can tell you today what is needed to accomplish this "next generation" system that will be a model for the country and the future of healthcare (as Ms. Reel envisioned on the call last night). Why would you not want to tell the contractor the specifics of that now, in fairness to them, the VA, the patients and healthcare, so they can proceed with that standard from day one or express any concerns they may have now instead of in the future after costly design has occurred? Why would you not want to be specific in the contract to prevent ambiguity? Dr. Shulkin pushed back on Dr. Cooper's view as already accomplished in the PWS and cited

Section 5 (I believe he said section 5.1.1) of the PWS. Dr. Cooper, as a physician user and not a technician, deferred on the effectiveness of the existing contract language to others, but commented that the CIO of MAYO read the contract and also did not think it adequately contained the right defining language to set out unambiguous definitions and standard. I have read the contract again last night and happen to agree, or am missing it. If I am wrong, it would be useful for someone to point me in the right direction.

2. • 2. I was also thinking about the current reported problems of the DOD implementation seemingly caused by a user (clinician) revolt over inadequacy (or unsuitability) for their needs. The VA runs that same risk. Perhaps that problem could be a benefit to your effort. Why not accumulate all of the user complaints/issues in the DOD implementation identified by the users and chart them out. Then identify which of those issues would be issues if they existed in the VA implementation and include them in the contract as definitional requirements. You have the benefit of knowing the failures in the very system upon which you are modeling your system...and you have an added advantage and opportunity to contractually prevent similar mistakes.
3. • 3. I have other thoughts as well that we should discuss, but these are the ones that I felt more pressing to highlight since I will be unavailable today.

Best

Marc

On Wed, Mar 21, 2018 at 8:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman
(b)(6)

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will trying.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	'Bruce Moskowitz' (b)(6) 'Marc Sherman' (b)(6) DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/03/21 22:19:56
Delivered Date:	2018/03/21 22:19:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Marc Sherman' <(b)(6)> 'Bruce Moskowitz' <(b)(6)>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	Stan Huff
Date:	2018/03/20 22:30:00
Priority:	Normal
Type:	Note

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will trying.

Scott

Scott Blackburn
 Executive in Charge, Office of Information & Technology
 US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Marc Sherman' <(b)(6)> 'Bruce Moskowitz' <(b)(6)> Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/20 22:30:34
Delivered Date:	2018/03/20 22:30:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Marc Sherman' (b)(6)
Subject:	RE: [EXTERNAL] Re: Stan Huff
Date:	2018/03/21 08:24:00
Priority:	Normal
Type:	Note

No problem Marc. Thanks for all your help. Very helpful call last night.

From: Marc Sherman (b)(6)
Sent: Wednesday, March 21, 2018 12:12 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Stan Huff

Scott

I won't be able to join the call tomorrow as I have a previous commitment that I cannot move. I will catch up with you or Bruce after.

Marc

Marc Sherman

(b)(6)

On Tue, Mar 20, 2018, 10:30 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce/Marc – thanks for introducing us to all the experts we talked to tonight. It was extremely valuable.

We have Stan Huff from Intermountain tomorrow at 10am. I assume you have the calendar invite, but just in case it is 1-800-767-1750,,22712#.

We have been unable to schedule anything with Dr. Ko (very busy calendar). We will trying.

Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
----------------	---

Recipient:	Marc Sherman' (b)(6)
Sent Date:	2018/03/21 08:24:22
Delivered Date:	2018/03/21 08:24:00

RELEASED PURSUANT TO FOIA REQUEST# 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Bruce Moskowitz' (b)(6) 'Marc Sherman' <
CC:	Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	VA EHR call
Date:	2018/03/18 12:28:00
Priority:	Normal
Type:	Note

Bruce/Marc – it is looking like Tuesday 8pm ET is going to work best for our CIOs/Doctors. We will have at least 4 people confirmed (Manis, Reel, Shretha and Karson; likely Stan Huff as well which would make 5). Dr. Cooper I know is a single issue SME so we can probably do that one separately. Dr. Ko has a tough schedule all this week.

Would Tuesday 8pm work for you/Marc? If so – we will press for that time. I will get everyone from VA who needs to be on the call, on the call at that time.

Thanks again for the help,
Scott

From: Callaghan, Elizabeth
Sent: Saturday, March 17, 2018 5:29 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR

It looks like if we do 8PM on Tuesday we can get:

Manis
Reel
Rasu
Karson (probably joining late)

I know Dr. Ko is on travel Tuesday, but I haven't heard what time he lands.
I think Dr. Cooper is also on travel and has not responded to the last email.
Dr. Huff has not responded to the last email.

So maybe we go with Tuesday at 8PM. Depending on what Ko, Cooper and Huff say we can let Dr. Bruce engage with them if needed.

Let me know...

Liz

From: Blackburn, Scott R.
Sent: Saturday, March 17, 2018 2:28 PM
To: Callaghan, Elizabeth
Subject: FW: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Maybe pulse Monday/Wednesday nights as well (seems after 6pm might work best for these folks)? Then i think we should just pick one (either Mon, Tues or Wed night) and just go with it.

Sent with Good (www.good.com)

From: Karson, Andrew Scott,M.D.
Sent: Saturday, March 17, 2018 2:23:32 PM
To: Callaghan, Elizabeth
Cc: Blackburn, Scott R.; Truex, Matthew; Windom, John H.
Subject: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR

Dear Liz, I am participating in a ceremony at 630 pm on Tuesday, but I could be on the VA call any time before that. (Also, I'll try to learn more about the timing of my other event to see if/when I could break away after 6:30 if needed.)

Thanks and best,
Andy

From: Callaghan, Elizabeth (b)(6)
Sent: Saturday, March 17, 2018 12:15 PM
To: Karson, Andrew Scott,M.D. (b)(6)
Cc: Blackburn, Scott R. <Scott.Blackburn@va.gov>; Truex, Matthew (b)(6)
Windom, John H. (b)(6)
Subject: RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Good afternoon Dr. Karson,

Thank you again for confirming Tuesday works best for you. If we started the call later in the evening, between 5-8PM EST would you still be available? So far Tuesday seems to work best for everyone.

Thanks again!
Liz

From: Karson, Andrew Scott,M.D. (b)(6)
Sent: Friday, March 16, 2018 7:22 PM
To: Callaghan, Elizabeth
Subject: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR

Dear Liz, so sorry for the delay getting back to you; I have been on the road most of yesterday/today and first catching up on emails now. The only time among those three that I can do is the Tuesday time. (I will be part of an out of town family event on Sunday and in the air on Monday.)

Many thanks and best,
Andy

From: Callaghan, Elizabeth (b)(6)
Sent: Friday, March 16, 2018 7:12 PM
To: Stan Huff (b)(6); Cooper, Leslie T., M.D. (b)(6); Karson, Andrew Scott, M.D. (b)(6); Shrestha, Rasu B (b)(6); Rasu Shrestha (b)(6)
Cc: Blackburn, Scott R. <Scott.Blackburn@va.gov>; Windom, John H. (b)(6); Truex, Matthew (b)(6)
Subject: RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Good evening,

Another friendly reminder to please let me know which dates works best for your schedule.

Have a great evening,
Liz

From: Callaghan, Elizabeth
Sent: Friday, March 16, 2018 1:06 PM
To: 'Stephanie Reel'; 'Stan Huff'; (b)(6); 'Cooper, Leslie T., M.D.'; 'Karson, Andrew Scott, M.D.'; 'Shrestha, Rasu B'; 'Rasu Shrestha'
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew; 'Bruce Moskowitz'; (b)(6); Moskowitz, MD; 'Ashley Johnson'; 'Mary Riordan'; 'Mehwesh Khalid'; 'Marc Sherman'; 'IP'
Subject: RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Good afternoon,

A friendly reminder to please let me know which date works best for your schedule. Please feel free to call me with any questions.

Thank you,
Liz

From: Callaghan, Elizabeth
Sent: Thursday, March 15, 2018 7:27 PM
To: Stephanie Reel; 'Stan Huff'; 'Manis, Jonathan (Jon)'; (b)(6); 'Cooper, Leslie T., M.D.'; 'Karson, Andrew Scott, M.D.'; 'Shrestha, Rasu B'; 'Rasu Shrestha'
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew; Bruce Moskowitz; (b)(6); Moskowitz, MD; 'Ashley Johnson'; 'Mary Riordan'; 'Mehwesh Khalid'; 'Marc Sherman'; 'IP'
Subject: Scheduling a Call Regarding Feedback on VA EHR

Good evening,

We would like to schedule a call in the next few days to share feedback on the VA EHR contract. I have been corresponding with many of you on different dates and times next week, but we are going to schedule the call for either Sunday 3/18 at 4PM EST, Monday 3/19 at 4PM EST or Tuesday 3/20 at 4PM EST. Please let me know which date will work best for your schedule. Feel free to call me with any questions and I look forward to hearing from you.

Thank you,
Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs
Desk: 202-461-6288
Cell: (b)(6)

The information in this e-mail is intended only for the person to whom it is addressed. If you believe this e-mail was sent to you in error and the e-mail contains patient information, please contact the Partners Compliance HelpLine at <http://www.partners.org/complianceline> . If the e-mail was sent to you in error but does not contain patient information, please contact the sender and properly dispose of the e-mail.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Bruce Moskowitz' (b)(6) 'Marc Sherman' (b)(6) Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/18 12:28:34
Delivered Date:	2018/03/18 12:28:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>
Subject:	FW: [EXTERNAL] Re: Scheduling a Call Regarding Feedback on VA EHR
Date:	2018/03/15 20:45:19
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

We are pushing to get this done no later than Tuesday so we can wrap this up. Talked to Bruce and we are perfectly aligned. He is going to help push these folks for us.

Sent with Good (www.good.com)

From: Bruce Moskowitz
Sent: Thursday, March 15, 2018 7:27:17 PM
To: Callaghan, Elizabeth
Cc: Stephanie Reel; Stan Huff; Manis, Jonathan (Jon); (b)(6) Cooper, Leslie T., M.D.; Karson, Andrew Scott, M.D.; Shrestha, Rasu B; Rasu Shrestha; Blackburn, Scott R.; Windom, John H.; Truex, Matthew; (b)(6) Moskowitz, MD; Ashley Johnson; Mary Riordan; Mehresh Khalid; Marc Sherman; IP
Subject: [EXTERNAL] Re: Scheduling a Call Regarding Feedback on VA EHR

All work for me

Sent from my iPad
Bruce Moskowitz M.D.

On Mar 15, 2018, at 7:26 PM, Callaghan, Elizabeth (b)(6) wrote:

Good evening,

We would like to schedule a call in the next few days to share feedback on the VA EHR contract. I have been corresponding with many of you on different dates and times next week, but we are going to schedule the call for either Sunday 3/18 at 4PM EST, Monday 3/19 at 4PM EST or Tuesday 3/20 at 4PM EST. Please let me

know which date will work best for your schedule. Feel free to call me with any questions and I look forward to hearing from you.

Thank you,
Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs
Desk: 202-461-6288
Cell: (b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>
Sent Date:	2018/03/15 20:45:19

From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] EMR calls
Date:	2018/03/14 12:22:34
Priority:	Normal
Type:	Note

To save time can you tell me if the Cerner contract has a provision to have the EMR that is in Intensive care units interact with a central monitoring system? Currently all major institutions have a command and control center staff that monitors intensive care units located in different hospitals in their system. The future is expanding this to monitor emergency rooms, recovery rooms and telemetry beds. If it is not in place which should be a standard part of the contract we will have billions in further costs to the system.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/14 12:18:30
Delivered Date:	2018/03/14 12:22:34

From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
CC:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; IP (b)(6)@frenchangel59.com>; (b)(6)
Subject:	[EXTERNAL] NDA.pdf
Date:	2018/03/13 15:04:42
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Sent from my iPad
 Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz (b)(6)
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; IP (b)(6)@frenchangel59.com>; (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Sent Date:	2018/03/13 14:59:21
Delivered Date:	2018/03/13 15:04:42

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Marc Sherman' (b)(6)
CC:	'JP' (b)(6)@frenchangel59.com>: (b)(6) 'Bruce Moskowitz' (b)(6) Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Fleck, Robert R. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a5c939f62e3f4c07969f42799934788a-Fleck, Robe>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>
Subject:	VHA EHR - 2 calls that my assistant will set up
Date:	2018/03/13 17:04:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Marc/Bruce/Ike – thank you so much for the prompt replies. I just spoke to Bruce. We’ve got 100% participation (Stephanie Reel, Stan Huff, Jon Manis, Dr. Ko, Dr Karson, Dr. Cooper, and Dr. Shretha) and we are moving forward. Matt Truex (cc’d, our contracting officer) is making sure everyone has the right material. Liz (my assistant, cc’d here) will be organizing a few phone calls in 2 steps:

Step 1 – Basic orientation to the government contract structure. This will be a 30-45 minute orientation so that folks know what they are looking at. John Windom and Matt Truex will host this and clue people into the parts to focus on and parts that are standard government things that are less relevant. This can be done in groups (ideally) or in one-offs to fit to accommodate people’s busy schedules. Liz has already scheduled 2 times in case they work for you. If they do not, she will work with your schedulers to find other times in the next 24-48 hours (sooner the better).

- Thursday 8:30-9:15am ET – Stephanie Reel confirmed
- Thursday 11:30am-12:15pm ET – Stan Huff confirmed

Step 2 – Feedback calls. Per Bruce’s idea, we’ll schedule 2 separate feedback calls for early next week. Both 90 minutes each. We are aiming for Monday, Tuesday or Wednesday at the latest. Liz will set these up.

- CIOs (Reel, Huff, Manis, Shretha – and of course each of you are encouraged to join)
- Doctors (Dr. Karson, Dr. Ko, and Dr. Cooper – and of course each of you are encouraged to join)

Let me know how this sounds. Thank you again for your support and assistance on this critical matter.

Scott

From: Marc Sherman (b)(6)
Sent: Tuesday, March 13, 2018 1:40 PM
To: Blackburn, Scott R.
Cc: IP; (b)(6); Bruce Moskowitz; Truex, Matthew; Windom, John H.; DJS
Subject: [EXTERNAL] Re: VA EHR NDA

Scott, Matt and John

Thank you for the NDA draft that you sent along and the organized approach. I have attached the following to close the loop:

1. • 1. a marked up version of the NDA with a few necessary adjustments in red-line so you can see the changes that were made,
2. • 2. a blank copy of the amended NDA for Bruce and Ike to sign, and
3. • 3. a signed version by me of the amended NDA.

Thanks and happy to help as requested.

Marc

On Tue, Mar 13, 2018 at 10:31 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Ike, Bruce, Marc:

Thank each of you for agreeing to lend an extra set of outside eyes on the EHR contract. We appreciate your support and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex (who is the government contracting officer) and John Windom (who is our EHR leader) will lead this from our side. I will ask Liz Callaghan (cc'd) here to help set up a time. We can either do this all together, if calendars match up, or separately if need be.

We have also connected with Stephanie Reel, Stan Huff, Dr. Karson, Dr. Ko, Dr. Shretha, and Jon Manis who all have all received the NDA and we are working with them. I am hoping to connect with Dr. Cooper today.

Thanks again!
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
 Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Marc Sherman' (b)(6) 'IP (b)(6)@frenchangel59.com'; (b)(6) 'Bruce Moskowitz' (b)(6) Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>; Fleck, Robert R. (OGC) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a5c939f62e3f4c07969f42799934788a-Fleck, Robe>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>
Sent Date:	2018/03/13 17:04:27
Delivered Date:	2018/03/13 17:04:00

From:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Subject:	RE: [EXTERNAL] RE: VA EHR
Date:	2018/03/14 07:41:11
Priority:	Normal
Type:	Note

Good morning, I believe we have everyone scheduled for tomorrow here is the breakdown:

8:30AM

Reel
Ko

11:30AM

Huff
Karson
Cooper

I have yet to hear back from the three folks you emailed last night.

Thanks,
Liz

From: Blackburn, Scott R.
Sent: Tuesday, March 13, 2018 11:07 PM
To: Callaghan, Elizabeth; Truex, Matthew
Cc: Windom, John H.
Subject: FW: [EXTERNAL] RE: VA EHR
Importance: High

Let's try to get everyone else lined up on the timeline I previously laid out. I don't want to ruin his vacation. At the same time I don't want this to drag on.

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Tuesday, March 13, 2018 11:04 PM
To: Blackburn, Scott R.
Cc: Callaghan, Elizabeth; Truex, Matthew
Subject: Re: [EXTERNAL] RE: VA EHR

Tomorrow or next Thursday? I am on the Big Sur coast now on vacation. Cell coverage spotty. Leslie Cooper

Sent from my iPhone

On Mar 13, 2018, at 1:46 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Leslie – thank you so much! 2 next steps.

- 1) Matt (cc'd here) will send you the latest package of material to review.
- 2) Liz (also cc'd here) will reach out to you to schedule some time this week so that Matt/team can orient you to what Matt will be sending to you. Government contracts are very different than typical private sector contracts (longer and some would say more bureaucratic). So in order to help we'll jump on the phone so that Matt can walk you through what sections to look at and what you can ignore.

Thanks again!

Scott

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Tuesday, March 13, 2018 12:43 PM
To: Blackburn, Scott R.
Subject: Re: [EXTERNAL] VA EHR

Thank you for the invitation to provide input. I am glad for accept. Please let me know how I can be of service. I will be traveling largely out of cell coverage the next day. Leslie Cooper

Sent from my iPhone

On Mar 12, 2018, at 6:55 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Dr. Cooper:

I hope this finds you well. On behalf of Secretary Shulkin I wanted to see if we could enlist your help. We are very close to finalizing our EHR deal with Cerner; however we want to make sure we get a few extra set of eyes on it to make sure we are doing right by Veterans, the country and taxpayers. Would you have the time/ability to conduct a quick high level review and provide input in the next week or so? You were referred to us by Dr. Bruce Moskowitz.

Thanks so much,
Scott

Scott Blackburn
Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Sent Date:	2018/03/14 07:40:49
Delivered Date:	2018/03/14 07:41:11

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>
Subject:	FW: [EXTERNAL] Re: Open API - it is CLOUD + lantage + Rasu
Date:	2018/03/07 02:43:23
Due Date:	2018/03/06 19:00:00
Priority:	Normal
Type:	Note

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, February 28, 2018 4:35 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: Re: [EXTERNAL] Re: Open API - it is CLOUD + lantage + Rasu

Thank you progress is being made but as my group keeps saying devil is in the details

Sent from my iPhone

On Feb 28, 2018, at 4:36 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov>wrote:

Bruce – as promised here is more information on what we will have to address the other 4 issues you mentioned. I still owe you device registry. Let me know if this makes sense or not. Also happy to get you on the phone directly with my experts. - Scott

Voice Recognition.

Our new Cerner EHR platform includes Enterprise Dragon Nuance. VHA currently deploys the enterprise version which maintains people voice print and the Clinical Staff say it works very well (my primary care provider at the Washington VA Medical Center uses it). Cerner will port over the voice prints so the clinicians that use it today will be able to use it tomorrow in Cerner without any rework. The Clinician can use the dictation and other features with voice recognition.

How will all entered lab data, from any source, be available on a graph

Graphs will be available in 2 spots. 1. Workflow MPAGE lab Component and 2. Results review flowsheet. When outside labs are mapped we would use the same names as internal and then they would appear on the same line. Even if they are not exactly named the same the results review flowsheet allows for 2 different lab values to be graphed together.

Catching test duplication, over utilization and medication duplication/errors at time of ordering instead of after the fact

All tests are configured to have a time where an alert is issued based on parameters we configure and can flex by venue. Over utilization will be avoided with real time

alerting but VA would have to use a mechanism to monitor, via report. The med duplication is configured similarly to test and parameters will determine how the system acts. Tall man lettering reduces errors in look alike, sound alike meds, and finally in instances we identify errors we can configure rules to catch those. For meds all allergy checking, dupes, dose range checks, and interactions are checked at time of ordering. As an aside, while the DoD Cerner implementation has been far from perfect this is one area where it has been very successful; the new DoD/Cerner system has already prevented over 15,000 duplicate tests at their initial three sites that have been implemented.

Streamlined SOAP notes.

Yes, the VA/Cerner system will have this. These are provided and will be further configured under VA direction to meet VA clinician needs.

From: Blackburn, Scott R.
Sent: Wednesday, February 28, 2018 2:30 PM
To: 'Bruce Moskowitz'
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: RE: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Bruce – we certainly aren't going to let you get tar and feathered! Again, we really appreciate all the support you've given us.

On these other 4, I'll get you answers on these ASAP. I know these are topics you've brought up in past and we were definitely listening. I've been hammering the team to make sure we incorporate all this feedback into the negotiation. Let me send you the specifics where we have landed to make sure that we got them right. Stand by...

Scott

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, February 28, 2018 1:13 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: Re: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Thank you my five CIO's had looked forward to tar and feathering me if the cloud is not done correctly!

The other issues are:

Voice Recognition

All entering lab data on a graph from any source

Catching test duplication, over utilization and medication duplication/errors at time of ordering not after the fact

Streamlined SOAP notes

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 28, 2018, at 12:52 PM, Blackburn, Scott R.
<Scott.Blackburn@va.gov>wrote:

Bruce – this is incredibly helpful. Thank you very much. I had my team dig into this this more this morning. What you have stated below is clearly the intent (we need everything to be OPEN and absolutely do not want to inadvertently create vendor lock); we've also gone back this mornign to confirm with Cerner that this is their intent. We are going to alter the language to make this more clear. We don't anticipate any pushback. A few things I learned this morning...

- The contract does NOT lock us in to Amazon Web Services (AWS). Rather any cloud provider or applications that meet security and privacy requirements to protect Veteran data can interface with Open APIs or push data to the VA/Cerner system.
- Currently 3 cloud providers meet the Government security requirements – AWS, Azure/Microsoft and CSRA. There are several others that we expect to come on board soon including Google and VirtuStream/Dell. At VA, we use both AWS and Azure right now. Again, the goal here is to create open environment as long as the provider meets certain standards (these standards are dictated by GSA, not VA).
- Cerner does have a partnership with AWS (which is why we highlighted that) but it is just one example of the open could environments they are planning to work with. We have confirmed that it will be OPEN and not proprietary to their specific AWS cloud.
- DoD is excited to follow our lead on all of this. I spent the morning at the Pentagon with the DoD CIO/team. This will help not just Veterans, but servicemembers still in uniform.

Thanks again for the feedback and support. We are going to make sure this is crystal clear.

Scott

From: Bruce Moskowitz (b)(6)
Sent: Tuesday, February 27, 2018 9:29 PM
To: Blackburn, Scott R.

Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: [EXTERNAL] Re: Open API - it is CLOUD + language + Kasu

Apologize for the wording instead of their commercial cloud a cloud based system open
To all entities and instead of Amazon it should be all platforms working to accelerate health care initiatives

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 27, 2018, at 9:20 PM, Bruce Moskowitz

(b)(6) wrote:

To clarify further it states their commercial cloud instead a commercial cloud
Open to all entities and of equal importance an open platform to all not just amazon but to all

Working on

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 27, 2018, at 8:20 PM, Bruce Moskowitz

(b)(6) wrote:

This is a problem it should say open cloud to all entities not commercial cloud
Second it should be open platform and not just Amazon to all entries working on health care platforms.

Sent from my iPhone

On Feb 27, 2018, at 6:09 PM, Blackburn, Scott R.

<Scott.Blackburn@va.gov>wrote:

David/Bruce/Marc – here are a few updates:

(b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(5)



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

(b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

-Scott

<EHRM_National Interoperability
Cooperative Commitment (NIC2) -
DRAFT_2....pptx>
<Rasu Shrestha MD_v2018 02_CV and
Bio2.pdf>

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>
Sent Date:	2018/03/07 02:43:22
Delivered Date:	2018/03/07 02:43:23

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>
Subject:	RE: [EXTERNAL] Fwd: EMR
Date:	2018/03/07 02:44:42
Due Date:	2018/03/06 19:00:00
Priority:	Normal
Type:	Note

I like it. Will do. Also just forwarded what we shared with Bruce last week. We are close. We will get there. Bruce seems positive. I am hopeful Rasu and Manis will help.

From: Sandoval, Camilo J.
Sent: Tuesday, March 06, 2018 7:12 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Fwd: EMR

Is Bruce's email one of the questions you think we've already answered in the past?

Can I offer a suggestion? Could we possibly create a tracker on all the incoming questions/answers? I believe this might clarify the question and help get a quicker reply and keep everyone on the same page. Example below based on what Bruce requested today.

Thoughts?

Question/Topic	Follow-Up Questions	Response/Comments
1. Cloud	<ul style="list-style-type: none"> • Are we getting the cloud correctly 	<ul style="list-style-type: none"> • Document reference ? • Strategy? • POC?
2. CIO	<ul style="list-style-type: none"> • Candidate Pool? • Key Qualifications? • Separation of roles? 	<ul style="list-style-type: none"> •
3. Physician Input	<ul style="list-style-type: none"> • Patient Centric? • Physician Usability Scope? • 	<ul style="list-style-type: none"> •
4.	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
5. Apple Project	<ul style="list-style-type: none"> • Who is POC? • Project update? • Mental Health Strategy and Portable EMR Solution that works with DOD & VA & Community? 	<ul style="list-style-type: none"> •

6.	•	•
7.	•	•

From: Blackburn, Scott R.
Sent: Tuesday, March 06, 2018 5:05 PM
To: Sandoval, Camilo J.
Subject: FW: [EXTERNAL] Fwd: EMR

Sent with Good (www.good.com)

From: David Shulkin
Sent: Tuesday, March 06, 2018 7:09:43 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Fwd: EMR

Can we begin to address and then ill respond back?

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 5, 2018 at 6:49:58 AM EST
To: (b)(6)
Cc: (b)(6) IP (b)(6)@frenchangel59.com (b)(6)
Subject: EMR

I would like to underscore the importance of getting the “Cloud” correctly and the other four issues with the new CIO’s. Also the composition of the physician input has to change immediately so that the EMR is patient centric and usable from the physician perspective.

Second this is going to take years to implement and especially in mental health we need a portable EMR solution that works with the DOD, the VA and the private sector. No one at the VA got back to me on what the Apple project can and can not do in terms of solving this problem.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Sandoval, Camilo J. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=91cab99711134d5898a778ab468532fc-Sandoval, C>
Sent Date:	2018/03/07 02:44:40

Delivered Date: 2018/03/07 02:44:42
--

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	David Shulkin (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Fwd: EMR
Date:	2018/03/06 07:10:26
Priority:	Normal
Type:	Note

Can we begin to address and then ill respond back?

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 5, 2018 at 6:49:58 AM EST
To: (b)(6)
Cc: (b)(6) IP (b)(6)@frenchangel59.com>, (b)(6)
Subject: EMR

I would like to underscore the importance of getting the “Cloud” correctly and the other four issues with the new CIO’s. Also the composition of the physician input has to change immediately so that the EMR is patient centric and usable from the physician perspective.

Second this is going to take years to implement and especially in mental health we need a portable EMR solution that works with the DOD, the VA and the private sector. No one at the VA got back to me on what the Apple project can and can not do in terms of solving this problem.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	David Shulkin (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/06 07:09:43
Delivered Date:	2018/03/06 07:10:26

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Bruce Moskowitz' (b)(6)
CC:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacadjs>; 'Marc Sherman' (b)(6); O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; 'IP' (b)(6)@frenchangel59.com>; (b)(6)
Subject:	RE: [EXTERNAL] Re: Open API - it is CLOUD + langage + Rasu
Date:	2018/02/28 16:36:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Bruce – as promised here is more information on what we will have to address the other 4 issues you mentioned. I still owe you device registry. Let me know if this makes sense or not. Also happy to get you on the phone directly with my experts. - Scott

Voice Recognition.

Our new Cerner EHR platform includes Enterprise Dragon Nuance. VHA currently deploys the enterprise version which maintains people voice print and the Clinical Staff say it works very well (my primary care provider at the Washington VA Medical Center uses it). Cerner will port over the voice prints so the clinicians that use it today will be able to use it tomorrow in Cerner without any rework. The Clinician can use the dictation and other features with voice recognition.

How will all entered lab data, from any source, be available on a graph

Graphs will be available in 2 spots. 1. Workflow MPage lab Component and 2. Results review flowsheet. When outside labs are mapped we would use the same names as internal and then they would appear on the same line. Even if they are not exactly named the same the results review flowsheet allows for 2 different lab values to be graphed together.

Catching test duplication, over utilization and medication duplication/errors at time of ordering instead of after the fact

All tests are configured to have a time where an alert is issued based on parameters we configure and can flex by venue. Over utilization will be avoided with real time alerting but VA would have to use a mechanism to monitor, via report. The med duplication is configured similarly to test and parameters will determine how the system acts. Tall man lettering reduces errors in look alike, sound alike meds, and finally in instances we identify errors we can configure rules to catch those. For meds all allergy checking, dupes, dose range checks, and interactions are checked at time of ordering. As an aside, while the DoD Cerner implementation has been far from perfect this is one area where it has been very successful; the new DoD/Cerner system has already prevented over 15,000 duplicate tests at their initial three sites that have been implemented.

Streamlined SOAP notes.

Yes, the VA/Cerner system will have this. These are provided and will be further configured under VA direction to meet VA clinician needs.

From: Blackburn, Scott R.
Sent: Wednesday, February 28, 2018 2:30 PM
To: 'Bruce Moskowitz'
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: RE: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Bruce – we certainly aren't going to let you get tar and feathered! Again, we really appreciate all the support you've given us.

On these other 4, I'll get you answers on these ASAP. I know these are topics you've brought up in past and we were definitely listening. I've been hammering the team to make sure we incorporate all this feedback into the negotiation. Let me send you the specifics where we have landed to make sure that we got them right. Stand by...

Scott

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, February 28, 2018 1:13 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: Re: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Thank you my five CIO's had looked forward to tar and feathering me if the cloud is not done correctly!
The other issues are:

Voice Recognition

All entering lab data on a graph from any source

Catching test duplication, over utilization and medication duplication/errors at time of ordering not after the fact

Streamlined SOAP notes

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 28, 2018, at 12:52 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Bruce – this is incredibly helpful. Thank you very much. I had my team dig into this this more this morning. What you have stated below is clearly the intent (we need everything to be OPEN and absolutely do not want to inadvertently create vendor lock); we've also gone back this mornign to confirm with Cerner that this is their intent. We are going to

alter the language to make this more clear. We don't anticipate any pushback. A few things I learned this morning...

- The contract does NOT lock us in to Amazon Web Services (AWS). Rather any cloud provider or applications that meet security and privacy requirements to protect Veteran data can interface with Open APIs or push data to the VA/Cerner system.
- Currently 3 cloud providers meet the Government security requirements – AWS, Azure/Microsoft and CSRA. There are several others that we expect to come on board soon including Google and VirtuStream/Dell. At VA, we use both AWS and Azure right now. Again, the goal here is to create open environment as long as the provider meets certain standards (these standards are dictated by GSA, not VA).
- Cerner does have a partnership with AWS (which is why we highlighted that) but it is just one example of the open cloud environments they are planning to work with. We have confirmed that it will be OPEN and not proprietary to their specific AWS cloud.
- DoD is excited to follow our lead on all of this. I spent the morning at the Pentagon with the DoD CIO/team. This will help not just Veterans, but servicemembers still in uniform.

Thanks again for the feedback and support. We are going to make sure this is crystal clear.

Scott

From: Bruce Moskowitz (b)(6)
Sent: Tuesday, February 27, 2018 9:29 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: [EXTERNAL] Re: Open API - it is CLOUD + language + Rasu

Apologize for the wording instead of their commercial cloud a cloud based system open
To all entities and instead of Amazon it should be all platforms working to accelerate health care initiatives

Sent from my iPad
Bruce Moskowitz M.D.

On Feb 27, 2018, at 9:20 PM, Bruce Moskowitz (b)(6) wrote:

To clarify further it states their commercial cloud instead a commercial cloud
Open to all entities and of equal importance an open platform to all not just amazon but to all

Our vision

(b)(4); (b)(5)



0296



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

Three potential courses of action

(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

0298

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

Internal VA Use Only // Pre-Decisional // Acquisition Sensitive



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

0300

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

Internal VA Use Only // Pre-Decisional // Acquisition Sensitive



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

0301

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

Internal VA Use Only // Pre-Decisional // Acquisition Sensitive



List of external experts leveraged by the MITRE report

Panelists	Title	Organization
Aneesh Chopra	President	CareJourney, former United States Chief Technology Officer
Charles E. (Chuck) Christian	Vice President, Technology and Engagement	Indiana Health Information Exchange
Ryan Howells	Principal	Leavitt Partners, LLC
Andrew Karson, MD	Director, Clinical Decision Support	Massachusetts General Hospital
Chris Klomp	Chief Executive Office	Collective Medical Technologies, Inc.
Kenneth Mandl, MD	Professor, Biomedical Informatics; Director, Computational Health Informatics	Harvard Medical School Boston Children's Hospital
Frank Opelka, MD	Medical Director, Quality and Health Policy	American College of Surgeons
Peter Pronovost, MD, PhD	Director, Armstrong Institute for Patient Safety and Quality; Senior Vice President, Patient Safety and Quality	Johns Hopkins University
Christopher J. (Cris) Ross	Chief Information Officer	The Mayo Clinic
Carla Smith	Executive Vice President	The Healthcare Information and Management Systems Society
Paul R. Sutton, MD, PhD	Professor, Biomedical Informatics and Medical Education; Associate Medical Director, Inpatient IT Systems, UW Medicine IT Services	University of Washington

Other Federal Gov't Participants	Title	Organization
Jeet Guram	Senior Advisor, Office of Administration	The Centers for Medicare and Medicaid Services
Chris Liddell	Assistant to the President for Strategic Initiatives	The White House, Office of American Innovation
Bruce Moskowitz	Internist	External Expert Participant
Shannon Sartan	Director, Digital Services	The Centers for Medicare and Medicaid Services
Dr. Lauren Thompson	Director	DoD/VA Interagency Program Office
Jon White 0302	Deputy National Coordinator for Mental Health	The United States Department of Health and Human Services; The Office of the National Coordinator for Health Information Technology

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

(b)(4), (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

0304

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

Internal VA Use Only // Pre-Decisional // Acquisition Sensitive



(b)(4); (b)(5)

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F



Lessons learned from Canadian and Coast Guard implementations

Investigators Deem Canadian Cerner Implementation Poorly Executed

The Canadian government determined the Cerner implementation was poorly executed, yielding few benefits.



Canadian iHealth EHR rollout (Cerner)Ernst & Young report found no fault with Cerner technology; identified inadequate consulting subject matter expertise within the oversight office.Insufficient advanced deployment planning.Failure of governance to support workflow alignment and eliminate customization.Inadequate communication of the vision to the enterprise.Inadequate trouble ticket process – hampered by lack of governance and timely adjudication.Improper alignment of roles/access to workforce.Failure to leverage Cerner physician training.U.S. Coast Guard (Epic)Served as own integrator of 5 different contractors, including Epic and Leidos.Failure to minimize customization.Lack of adequate consulting services.Insufficient training. Inadequate trouble ticket process. Workflow alignments.Data management strategy.Inadequate program oversight leading to missed key milestones.



EHR debacle leads to paper-based care for Coast Guard servicemembers

By DARIUS TAHIR | 04/25/2016 02:48 PM EDT | Updated 05/04/2017 02:33 PM EDT



Lessons learned from DoD MHS Genesis implementation

DoD's EHR Worries

By MOHANA RAVINDRANATH | 01/16/2018 10:00 AM EST

With help from Arthur Allen (@athurallen202) and Darius Tahir (@DariusTahir)

MOUNTING CONCERNS ABOUT VA'S EHR CONTRACT The Defense

Depart
system
rollout
tickets
and ho

DoD official: MHS Genesis project in planned assessment period, not on hold

While circulating reports say DoD has paused its Cerner EHR replacement project amid user complaints, the agency is in the middle of a planned eight-week assessment period at its four test sites.

By Jessica Davis | January 17, 2018 | 04:11 PM



See W
Tackle

JPM

initial
startin

VA is working closely with our DoD counterparts to ensure lessons learned are captured and incorporated into our EHR contract and deployment strategies. Several examples include: VA EHRM Governance Structure (Technical, Functional, and Joint) – Chaired by VA Deputy Secretary. Cerner serving as developer and integrator – Consistent with commercial best practices. Program Management Office (PMO) fully resourced – Staffed to manage cost, schedule, and performance objectives; and overall risk portfolio. Infrastructure readiness to receive new EHR. No customization – Configuration management in support of commercial workflow alignments. Requirements definition – properly scoped and aligned to commercial functional definitions. Clinical workflow alignment and analysis. Oversight expertise (Clinical, Technical, etc.) – Highly qualified PMO support. Advanced planning – Representative site surveys in support of comprehensive interface and integration (with Vista) strategies. Data management strategy – Hosted in Cerner data center; utilizing HealthIntent. Comprehensive and diverse training plan in support of change management strategy/plan. Revised contract language for trouble ticket resolution based on DoD challenges. Proper alignment of commercial clinical roles/access to the VA workforce.



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION



RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F
TO ADAM GROGG OF DEMOCRACY FORWARD FOUNDATION



From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	'Wynn, Jackie' (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; 'Schnitzer, Jay J.' (b)(6) 'Byrne, Rich' (b)(6) 'Hoffman-Boswell, Teri Li' (b)(6) 'Cool, Ryan J.' (b)(6)
CC:	Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>; Myklegard, Drew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=46555f3bdf3c47c0b36ecd6c3c149d90-Myklegard,>
Subject:	RE: delivery of draft report
Date:	2018/01/31 11:32:00
Priority:	Normal
Type:	Note

Yes. That is why I wanted to make sure Drew Myklegard was plugging in and involved.
Important that you guys understand what we are (and aren't) doing there. Drew is cc'd here.

-----Original Message-----

From: Wynn, Jackie (b)(6)
Sent: Wednesday, January 31, 2018 10:10 AM
To: Windom, John H.; Schnitzer, Jay J; Blackburn, Scott R.; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: [EXTERNAL] RE: delivery of draft report

Scott
Is there an opportunity for MITRE to evaluate the DVP program to help with the evaluation of the interoperability ?

Thanks in advance

Jackie

-----Original Message-----

From: Windom, John H. (b)(6)
Sent: Wednesday, January 31, 2018 5:28 AM
To: Schnitzer, Jay J. (b)(6); Blackburn, Scott R. <Scott.Blackburn@va.gov>;
Byrne, Rich (b)(6); Wynn, Jackie (b)(6); Hoffman-Boswell, Teri Li
(b)(6); Cool, Ryan J. (b)(6)
Cc: Zenooz, Ashwini (b)(6); Short, John (VACO) (b)(6)
Subject: RE: delivery of draft report

Team

Some additional thoughts. In the absence of financial disclosure statements from panel participants, the line is being severely crossed in discussing products like Apple. Many people invest in Apple and other technology stocks. Apples recent announcement has stimulated many people by the Apple name alone. Apple does not have an EHR/EMR, they have a tool which appears to be an electronic file cabinet only. In addition they could produce nothing in a reasonable amount of time or cost that supports our requirements today or in the near future.

The DVP program is committed to a competitive acquisition to solve the concerns of the folks down South you have been conversing with. Many of the industry leaders including Apple want to participate in this DVP effort . Let's not let our report or comments from folks in the South taint or tilt the competitive landscape.

I look forward to reading the final report today with the updated executive summary and final comments matrix. It's time to move forward on the EHRM side while helping the DVP TEAM stay abreast and Integrated with our implementation/interoperability efforts.

Again Amazon, Salesforce, Google, IBM, MICROSOFT , AllScripts and many others are interested in DVP. All successful industry leaders.

John

Sent with Good (www.good.com)

From: Windom, John H.

Sent: Tuesday, January 30, 2018 1:57:39 PM

To: Schnitzer, Jay J; Blackburn, Scott R.; Byrne, Rich; Wynn, Jackie; Hoffman-Boswell, Teri Li; Cool, Ryan J.

Subject: RE: delivery of draft report

Jay,

Since the Executive Summary is being provided to the VSO Reps (and likely others) without the benefit of the full report, I think several declarative statements in the Executive Summary by Mitre should be added that include:

- The D&F is the right decision in support of immediate interoperability within the VA (130+ disparate systems), with DoD and with the community providers that support DoD and VA.
- The flexibility of the EHR contract supports the evolution and inclusion of any national interoperability standards or future direction of health information exchange including FHIR, APIs, etc.
- There are no interoperability showstoppers in the RFP that preclude the award of the Cerner contract or inhibitors that preclude the advancement of national interoperability objectives -You recommend proceeding with the contract award and including industry participation throughout the business transformation process to ensure the VA remains abreast of evolving standards, technology and/or industry concerns in the realm of national interoperability. In addition, the continued alignment of the EHRM efforts with the Digital Veteran Platform (DVP) acquisition

which is charged with promoting API Gateways and other emerging technology, remains critical to overall success.

Thank you.
John

-

John H. Windom, Senior Executive Service (SES) Program Executive for Electronic Health Record Modernization (PEO EHRM) Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080) Washington, DC 20420
John.Windom@va.gov<mailto:John.Windom@va.gov>
Office: (202) 461-5820

(b)(6)

From: Schnitzer, Jay J (b)(6)
Sent: Monday, January 15, 2018 11:01 PM
To: Blackburn, Scott R.; Windom, John H.
Subject: [EXTERNAL] delivery of draft report

Dear Scott and John,

Please find attached a draft document entitled VA EHRM RFP Interoperability Review Report, which I am submitting to you on behalf of MITRE, as requested, on 15 January 2018.

This draft document contains a summary of the recommendations of the expert Panel we convened on 5 January, and constitutes one of the tasks in this effort. Additional tasks will be completed and added to the final Report as agreed upon in the schedule in the revised PWS.

As always, your comments, questions, suggestions, and feedback are most welcome.

Thank you.
Sincerely,
Jay Schnitzer

Jay J. Schnitzer, M.D., Ph.D.
Vice President, Chief Technology Officer (CTO) The MITRE Corporation
202 Burlington Road | Bedford, MA | 01730-1420

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	'Wynn, Jackie' (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; 'Schnitzer, Jay J' (b)(6) 'Byrne, Rich' (b)(6) 'Hoffman-Boswell, TERRI' (b)(6) 'Cool, Ryan J.' (b)(6) Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>; Myklegard, Drew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=46555f3bdf3c47c0b36ecd6c3c149d90-Myklegard,>
Sent Date:	2018/01/31 11:32:28
Delivered Date:	2018/01/31 11:32:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Marc Sherman' (b)(6)
CC:	'Bruce Moskowitz' (b)(6) 'Schnitzer, Jay J' (b)(6)
Subject:	RE: [EXTERNAL] Re: Thanks!
Date:	2018/01/18 16:27:00
Priority:	Normal
Type:	Note

Thanks. I am feeling better every day. I had my post-op appointment this morning and the doctor says I'm progressing well.

From: Marc Sherman (b)(6)
Sent: Thursday, January 18, 2018 4:25 PM
To: Blackburn, Scott R.
Cc: Bruce Moskowitz; Schnitzer, Jay J
Subject: [EXTERNAL] Re: Thanks!

Thank you Scott. We really appreciate the feedback and your and Jay's openness. I hope you both know that our interest is the VA's best interest (and the interest of those charged with its oversight). We stand ready to help as things move forward.

I hope your recovery is progressing from the surgery...forgot to inquire last night and apologize for that.

All the best

Marc (and on behalf of Bruce)

On Thu, Jan 18, 2018 at 3:34 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc/Bruce – I just want to say thank you once again for the support, partnership, and sage advice. Great conversation last night and I appreciate you guys being direct/blunt in your feedback. As I mentioned – being a former college QB (w/ tough coaches), a former Army officer, and having spent 10 years in McKinsey's feedback culture – you don't ever have to worry about my feelings being hurt.

I had a good conversation with the Secretary this morning and he too appreciates the feedback. We will adjust and are working on refining our next steps.

Thanks again,
Scott

Scott Blackburn
Action CIO

US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Marc Sherman' (b)(6) 'Bruce Moskowitz' (b)(6) 'Schnitzer, Jay J' (b)(6)
Sent Date:	2018/01/18 16:27:28
Delivered Date:	2018/01/18 16:27:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Bruce Moskowitz' (b)(6) 'Marc Sherman' (b)(6)
CC:	'Schnitzer, Jay J' (b)(6)
Subject:	Thanks!
Date:	2018/01/18 15:34:00
Priority:	Normal
Type:	Note

Marc/Bruce – I just want to say thank you once again for the support, partnership, and sage advice. Great conversation last night and I appreciate you guys being direct/blunt in your feedback. As I mentioned – being a former college QB (w/ tough coaches), a former Army officer, and having spent 10 years in McKinsey’s feedback culture – you don’t ever have to worry about my feelings being hurt.

I had a good conversation with the Secretary this morning and he too appreciates the feedback. We will adjust and are working on refining our next steps.

Thanks again,
 Scott

Scott Blackburn
 Action CIO
 US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Bruce Moskowitz' (b)(6) 'Marc Sherman' (b)(6) 'Schnitzer, Jay J' (b)(6)
Sent Date:	2018/01/18 15:34:30
Delivered Date:	2018/01/18 15:34:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Marc Sherman' (b)(6)
CC:	'Schnitzer, Jay J' (b)(6); 'IP' (b)(6)@frenchangel59.com>; 'Bruce Moskowitz' (b)(6)
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/17 10:45:00
Priority:	Normal
Type:	Note

That works. Talk to you then.

If you have a dial in that you prefer, let us know. Otherwise I can ask my assistant to send one out.

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 10:37 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: RE: [EXTERNAL] Re: CIOs

If today, 7:30pm?

Marc Sherman
(b)(6)

On Jan 17, 2018 9:28 AM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	'Marc Sherman' (b)(6) 'Schnitzer, Jay J' (b)(6) 'IP (b)(6)@frenchangel59.com>; 'Bruce Moskowitz' (b)(6)
Sent Date:	2018/01/17 10:45:53
Delivered Date:	2018/01/17 10:45:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Marc Sherman' (b)(6)
CC:	'Schnitzer, Jay J' (b)(6) 'IP' (b)(6) [afrenchangel59.com]; 'Bruce Moskowitz' (b)(6)
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/17 09:27:00
Priority:	Normal
Type:	Note

Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better

understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Marc Sherman' (b)(6) 'Schnitzer, Jay J' (b)(6) 'JP' (b)(6)@frenchangel59.com>; 'Bruce Moskowitz' (b)(6)
Sent Date:	2018/01/17 09:27:58
Delivered Date:	2018/01/17 09:27:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Marc Sherman (b)(6)
CC:	Schnitzer, Jay J (b)(6)
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/15 22:49:04
Priority:	Normal
Type:	Note

Thanks Marc. Greatly appreciated.

And so far so good on recovery.

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Monday, January 15, 2018 10:44:56 PM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J
Subject: [EXTERNAL] Re: CIOs

Scott,

Bruce and I will discuss and I will get back to you after. I hope you are recovering strongly.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser

Permanente, Partners, Mayo Clinic, Geisinger) to be able to “plug into” (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology

US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Marc Sherman (b)(6) Schnitzer, Jay J (b)(6)
Sent Date:	2018/01/15 22:49:03
Delivered Date:	2018/01/15 22:49:04

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	'Wynn, Jackie' (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>; 'Schnitzer, Jay J' (b)(6)
Subject:	RE: Chris Liddell tomorrow
Date:	2018/01/15 15:24:00
Priority:	Normal
Type:	Note

Thanks.

Coordinating messaging between Seema/Shulkin won't be a problem. We have plenty of time for that and good working relationship (White House will also make sure of that).

From: Wynn, Jackie (b)(6)
Sent: Monday, January 15, 2018 3:05 PM
To: Blackburn, Scott R.; Windom, John H.; Zenooz, Ashwini; Short, John (VACO); Schnitzer, Jay J
Subject: [EXTERNAL] RE: Chris Liddell tomorrow

Scott

We will have draft from panelist meeting on 1/5 ready later today that will be delivered to Windom and yourself.

THE other areas for legal, UPMC and point to point will be delivered by 1/31.

Additional:

Action:

- 1)need to coordinate messaging between Seema and Shulkin at HIMSS
- 2)for HIMSS keynote, we can have one of our communication leads work with Ash to help frame and deliver the message to ensure alignment with Seema's HIMSS message
- 3)we had also spoken about an Interoperability lab(Aneesh Chopra) as part of the announcement at HIMSS that would allow clinicians and others to to help test dev ops

Sent with BlackBerry Work
(www.blackberry.com)

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Date: Monday, Jan 15, 2018, 2:23 PM

To: Windom, John H. (b)(6) Zenooz, Ashwini (b)(6) Short, John
(VACO) (b)(6) Schnitzer, Jay J (b)(6) Wynn, Jackie
(b)(6)
Subject: Chris Liddell tomorrow

(b)(5)

(b)(5)

Does this sound right?

Thanks,
Scott

From: Windom, John H.
Sent: Sunday, January 14, 2018 4:43 PM
To: Wynn, Jackie
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); Schnitzer, Jay J; Blackburn, Scott R.; Gabbert, Jeffrey A. (MITRE Corporation)
Subject: RE: Update_Interoperability_14 January 2018

Jackie,

I should also have included a fourth item that the Secretary called for which was an overall external legal review of the RFP, not just the interoperability language. Any final report should also include an adjudication matrix of the comments offered by the participants, alignment to the existing RFP and corresponding adjudication/reconciliation of those comments. Further contributing to the aforementioned timeline adjustments.

Thx
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Windom, John H.
Sent: Sunday, January 14, 2018 2:57 PM
To: 'Wynn, Jackie'
Cc: Zenooz, Ashwini; Hoffman-Boswell, Teri Li; Short, John (VACO); 'Schnitzer, Jay J'; Gabbert, Jeffrey

A. (MITRE Corporation)

Subject: Update_Interoperability_14 January 2018

Jackie,

I will gladly review any drafts of your upcoming interoperability report as they become available. However, based on last Wednesday's discussions with SECVA and his additional comments, there are clearly additional elements that should be included in any final interoperability report. Those elements include the results of our findings at UPMC regarding their HIE interoperability efforts/activities/technical solutions, the prospective costs of point to point interoperability solutions between Cerner and Epic medical centers/academic affiliates, and the prospective technology/interoperability updates/enhancements required by the Cerner EHR solution necessary to support national interoperability and health information exchange objectives with an EPIC EHR platform.

As a result of the aforementioned elements to be included in the final report, we need to revisit the final report timeline to ensure the appropriate time is allotted to include this requisite additional information. The earliest a final report could be generated is after the UPMC visit.

Thank you,
 John

John H. Windom, Senior Executive Service (SES)
 Program Executive for Electronic Health Record Modernization (PEO EHRM)
 Special Advisor to the Under Secretary for Health
 811 Vermont Avenue NW (5th Floor Suite 5080)
 Washington, DC 20420
John.Windom@va.gov
 Office: (202) 461-5820

(b)(6)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	'Wynn, Jackie' (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90fbf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>; 'Schnitzer, Jay J' (b)(6)
Sent Date:	2018/01/15 15:24:43
Delivered Date:	2018/01/15 15:24:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	'Marc Sherman' (b)(6)
CC:	'Schnitzer, Jay J' (b)(6)
Subject:	CIOs
Date:	2018/01/15 15:23:00
Priority:	Normal
Type:	Note

Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,
 Scott

Scott Blackburn
 Executive in Charge, Office of Information & Technology
 US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	'Marc Sherman' (b)(6) 'Schnitzer, Jay J'
Sent Date:	2018/01/15 15:23:22
Delivered Date:	2018/01/15 15:23:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Wynn, Jackie <(b)(6)>
CC:	Schnitzer, Jay <(b)(6)>
Subject:	RE: [EXTERNAL] RE: today
Date:	2018/01/05 22:40:22
Priority:	Normal
Type:	Note

Marc Sherman. He is a partner at Alvarez & Marsal.

Sent with Good (www.good.com)

From: Wynn, Jackie
Sent: Friday, January 05, 2018 10:38:49 PM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J
Subject: [EXTERNAL] RE: today

Scott
Quick question:

Jay will call you at 2PM on Sunday prior to his trip to Florida.
The Secretary actually thinks it is a great idea for Jay and Rich to visit with Bruce.

I am trying to prepare bios for Rich and Jay for their meeting so besides Bruce And Perlmutter. I am trying to remember the name -who is the other person Mark ?

Hope you are feeling better and will be back to your quarterback days!

Sent with BlackBerry Work
(www.blackberry.com)

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Date: Friday, Jan 05, 2018, 10:11 PM
To: Schnitzer, Jay J <(b)(6)> Wynn, Jackie <(b)(6)> Windom, John H. <(b)(6)> Short, John (VACO) <(b)(6)>, Zenooz, Ashwini <(b)(6)>
Subject: today

What do you guys think? How did it go? What did we learn? What are next steps?

I got a very nice note from the Secretary. "I think the meeting was terrific. Everyone was aligned- great ideas- Should be of real help and was a great validator". Secretary has a very high bar for sending notes like this (I don't get them often). So it seems like it must have gone well!

Great job and thanks so much for helping pull this off!

Have a nice weekend,
Scott

Scott Blackburn
Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Wynn, Jackie (b)(6) Schnitzer, Jay
Sent Date:	2018/01/05 22:40:21
Delivered Date:	2018/01/05 22:40:22

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/05 10:44:01
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Surgery went well. Probably couldn't have gone better. The team at the Baltimore VAMC is great. At home recovering.

Hope everything goes well this afternoon at MITRE. I hope we get some great input.

Sent with Good (www.good.com)

From: DJS
Sent: Thursday, January 04, 2018 7:09:51 AM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Good luck tommorow

I'll be thinking of you and please let me know if you need anything- I really am a good doctor if something arises!

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 9:40:03 AM
To: DJS
Subject: FW: [EXTERNAL] Re: VA interoperability - outside experts

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 12:39:41 PM
To: Marc Sherman
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Thanks Marc. I am working with Chris on this. If you could reach out to Andrew and/or Peter it would be greatly appreciated. If they can make Jan 5, then it would be awesome. If not, we will work with them some other way.

Happy new year,
Scott

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Sunday, December 31, 2017 12:33:00 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Scott

This is great. Thanks for keeping me in the loop. I think your effort will be significantly informed of you were able to have Chris Liddell, Dr. Peter Pronovost (Hopkins) and Andrew Karson (Mass General). Peter and Andrew are experts in patient risks related to EHR. Would you like me/Bruce reach out to Peter and Andrew? I assume you will reach out to Chris (if you haven't already).

A very Happy & Healthy New Year to you and your family.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Scott

From: Marc Sherman (b)(6)
Sent: Thursday, December 21, 2017 9:27 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: FW: Follow ups

All three of these items are actively in progress. I know they are all working on #1. On the third item, Bruce has identified multiple candidates and I will be talking to him later today and will get a more detailed update and get back to you.

On Wed, Dec 20, 2017 at 2:53 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc – I hope you are having a great week. I want to follow up on 3 things:

- Any progress on the punch-list of issues from the 5 CIOs? Is there anything I can do to help this along? The Secretary has been nagging me about this.
- Were you able to connect with Bruce and/or the 5 CIOs to see if anyone of them would be willing to help with a January external review of interoperability solutions? This is similar to the punch-list but will be more public. As I mentioned, MITRE will be helping put this together for us. The Office of American Innovation has given us a few suggestions that we will include. We have connected with Dr. Frank Opelka from the American College of Physicians and he will be working together with us on this.
- Any luck identifying an executive that would be willing to come on as a government employee? The Secretary has also been nagging me about this.

Thanks so much! I hope you are enjoying the holidays and will hopefully get some time off over the break.

Scott

From: Blackburn, Scott R.
Sent: Thursday, December 14, 2017 12:13 AM
To: Marc Sherman
Subject: Follow ups

Marc,

It was great meeting you in person earlier this week. Thank you so much for the offers to help. I really appreciate all that you and others are doing.

I just wanted to follow up on 3 items we discussed.

#1) Identifying an experienced executive willing to become a government employee ('insider') to help us drive this from the inside. As discussed, outside advisors/consultants can only do so much in government due to ethics laws, etc. We really need someone on the inside. The pay stinks (I took a pay cut from \$1m+ down to \$171k per year) and it is a pain in the neck – but also tremendously fulfilling. This person is really going to want to do it for the greater good. There are two options that could work.

- A Kurt Heyssel like executive that we could hire as a “India Pale Ale” (or whatever IPA stands for). This would be one of the 5 CIOs #2 or something like that.
- A former CIO that we can trust that doesn't need the money. We have the ability to quickly hire “experts” on a non-competitive basis. Again, the pay will stink so anyone looking for something fair/respectable need not apply. This will truly be “public service”.

#2) The punch-list of issues that the 5 CIOs have volunteered. Do you think this is possible for us to get by the end of next week (December 22)? This would allow me to get our team to work on this over the holiday week and get a gap analysis done.

#3) A date in early January. If you can give me a date in early January, we will make it work. I will also work to make sure that we do this within FACA guidelines so we don't inadvertently break any rules.

Thanks again for all the support. On behalf of my fellow Veterans, it is very much appreciated.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/01/05 10:44:01

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/04 07:12:05
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Thanks. I appreciate that. Am walking into the VAMC now. Surgery at 9am. Am sure everything will be ok.

Sent with Good (www.good.com)

From: DJS
Sent: Thursday, January 04, 2018 7:09:51 AM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Good luck tomorrow

I'll be thinking of you and please let me know if you need anything- I really am a good doctor if something arises!

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 9:40:03 AM
To: DJS
Subject: FW: [EXTERNAL] Re: VA interoperability - outside experts

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 12:39:41 PM
To: Marc Sherman
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Thanks Marc. I am working with Chris on this. If you could reach out to Andrew and/or Peter it would be greatly appreciated. If they can make Jan 5, then it would be awesome. If not, we will work with them some other way.

Happy new year,
Scott

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Sunday, December 31, 2017 12:33:00 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Scott

This is great. Thanks for keeping me in the loop. I think your effort will be significantly informed of you were able to have Chris Liddell, Dr. Peter Pronovost (Hopkins) and Andrew Karson (Mass General). Peter and Andrew are experts in patient risks related to EHR. Would you like me/Bruce reach out to Peter and Andrew? I assume you will reach out to Chris (if you haven't already).

A very Happy & Healthy New Year to you and your family.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out

they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Scott

From: Marc Sherman (b)(6)
Sent: Thursday, December 21, 2017 9:27 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: FW: Follow ups

All three of these items are actively in progress. I know they are all working on #1. On the third item, Bruce has identified multiple candidates and I will be talking to him later today and will get a more detailed update and get back to you.

On Wed, Dec 20, 2017 at 2:53 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc – I hope you are having a great week. I want to follow up on 3 things:

- Any progress on the punch-list of issues from the 5 CIOs? Is there anything I can do to help this along? The Secretary has been nagging me about this.
- Were you able to connect with Bruce and/or the 5 CIOs to see if anyone of them would be willing to help with a January external review of interoperability solutions? This is similar to the punch-list but will be more public. As I mentioned, MITRE will be helping put this together for us. The Office of American Innovation has given us a few suggestions that we will include. We have connected with Dr. Frank Opelka from the American College of Physicians and he will be working together with us on this.
- Any luck identifying an executive that would be willing to come on as a government employee? The Secretary has also been nagging me about this.

Thanks so much! I hope you are enjoying the holidays and will hopefully get some time off over the break.

Scott

From: Blackburn, Scott R.
Sent: Thursday, December 14, 2017 12:13 AM
To: Marc Sherman
Subject: Follow ups

Marc,

It was great meeting you in person earlier this week. Thank you so much for the offers to help. I really appreciate all that you and others are doing.

I just wanted to follow up on 3 items we discussed.

#1) Identifying an experienced executive willing to become a government employee ('insider') to help us drive this from the inside. As discussed, outside advisors/consultants can only do so much in government due to ethics laws, etc. We really need someone on the inside. The pay stinks (I took a pay cut from \$1m+ down to \$171k per year) and it is a pain in the neck – but also tremendously fulfilling. This person is really going to want to do it for the greater good. There are two options that could work.

- A Kurt Heyssel like executive that we could hire as a “India Pale Ale” (or whatever IPA stands for). This would be one of the 5 CIOs #2 or something like that.
- A former CIO that we can trust that doesn't need the money. We have the ability to quickly hire “experts” on a non-competitive basis. Again, the pay will stink so anyone looking for something fair/respectable need not apply. This will truly be “public service”.

#2) The punch-list of issues that the 5 CIOs have volunteered. Do you think this is possible for us to get by the end of next week (December 22)? This would allow me to get our team to work on this over the holiday week and get a gap analysis done.

#3) A date in early January. If you can give me a date in early January, we will make it work. I will also work to make sure that we do this within FACA guidelines so we don't inadvertently break any rules.

Thanks again for all the support. On behalf of my fellow Veterans, it is very much appreciated.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2018/01/04 07:12:04
Delivered Date:	2018/01/04 07:12:05

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	FW: Follow up
Date:	2017/11/24 13:34:32
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, November 22, 2017 6:49:19 PM
To: Bruce Moskowitz; (b)(6)
Subject: Follow up

Bruce / Marc – thanks again for all your support. We really appreciate what you are doing to bring the best of the healthcare industry to help Veterans/VA.

I spoke with David and he gave the green light to move forward. We absolutely want to get this feedback and greatly appreciate the help. The only caveat is that we move as aggressively/quickly as possible. There are still a few things we need to figure out with respect to timing on signing the contract with Congress/budget/funding/etc (e.g., one of the reasons for starting soon is to get in sync with DoD's rollout to leverage synergies; another variable is the Continuing Resolution and timing of when the government budget is finalized which could possibly push out to Jan/Feb rather than December as currently projected). But we will figure that out. The point being is that we love the idea, do want the feedback, and agree with the logic we discussed on the phone. We will delay the signing as long as we can to make sure we get this right (the concern is making sure we don't miss the window).

If you could reach out to the 5 CEOs/CIOs, it would be greatly appreciated. I will commit to making sure the VA turns around the gap analysis as fast as possible. Do you think it could then be possible to shoot for a full day session in mid-December (week of 11th or 18th)? David had the idea of possibly doing it at the Cerner Innovation Laboratory in Kansas City so we can test/challenge somethings on the spot.

Thanks again for all your support! I hope you and your families have a great Thanksgiving.

Scott

Scott Blackburn
Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/11/24 13:34:31
Delivered Date:	2017/11/24 13:34:32

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: [EXTERNAL] Follow up meeting
Date:	2017/11/24 20:09:19
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

How about this for next steps...?

+ I respond with “sounds good, let’s shoot for week of 12/11 or 12/18 in Washington”

+ Windom, myself and Jay from MITRE (he has done a good job as facilitator) work with the folks he names below on the agenda for the full day session

+ ask Bruce/Marc/CIOs to move forward ASAP with the list of issues that he mentioned they would develop. Ask for these by 12/5. We will turn around the gap analysis by 12/11.

(b)(5)

Thoughts?

Sent with Good (www.good.com)

From: DJS
Sent: Friday, November 24, 2017 7:52:54 PM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Follow up meeting

Thanks

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Friday, November 24, 2017 4:48:41 PM
To: DJS
Subject: FW: [EXTERNAL] Follow up meeting

Sent with Good (www.good.com)

From: Bruce Moskowitz
Sent: Friday, November 24, 2017 7:08:20 PM
To: Blackburn, Scott R.
Cc: (b)(6)
Subject: [EXTERNAL] Follow up meeting

I am speaking for myself and it would seem to me that holding it at Cerner would restrain an open honest discussion of what is needed to insure that we have all the key pieces to have the the EMR that we all see as a necessity to provide the end users with all tools necessary to provide quality care. The five CIO's are very knowledgeable regarding all capabilities of Cerner. I have been an end user of Cerner and know as do the CEO's the process to quickly move the agenda forward. We are committed to your adoption of Cerner as the EMR however being rushed into a contract without due diligence on our part would be problematic. We can be available for a meeting in Washington ASAP fully realizing some will need to be on a conference call. I would recommend an agenda that reflects the way forward by both groups and would recommend you allow Stephanie Reel, Andrew Karson and Marc Sherman to assist in the agenda development.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/11/24 20:09:19

From:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] Follow up meeting
Date:	2017/11/25 08:52:54
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

Yes sounds right

And agree everything needs to be done within the correct confines

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Friday, November 24, 2017 5:09:19 PM
To: DJS
Subject: RE: [EXTERNAL] Follow up meeting

How about this for next steps...?

+ I respond with "sounds good, let's shoot for week of 12/11 or 12/18 in Washington"

+ Windom, myself and Jay from MITRE (he has done a good job as facilitator) work with the folks he names below on the agenda for the full day session

+ ask Bruce/Marc/CIOs to move forward ASAP with the list of issues that he mentioned they would develop. Ask for these by 12/5. We will turn around the gap analysis by 12/11.

(b)(5)

Thoughts?

Sender:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/11/25 08:52:53
Delivered Date:	2017/11/25 08:52:54

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	(b)(6)
Subject:	[EXTERNAL] Follow up meeting
Date:	2017/11/24 19:08:50
Priority:	Normal
Type:	Note

I am speaking for myself and it would seem to me that holding it at Cerner would restrain an open honest discussion of what is needed to insure that we have all the key pieces to have the the EMR that we all see as a necessity to provide the end users with all tools necessary to provide quality care. The five CIO's are very knowledgeable regarding all capabilities of Cerner. I have been an end user of Cerner and know as do the CEO's the process to quickly move the agenda forward. We are committed to your adoption of Cerner as the EMR however being rushed into a contract without due diligence on our part would be problematic. We can be available for a meeting in Washington ASAP fully realizing some will need to be on a conference call. I would recommend an agenda that reflects the way forward by both groups and would recommend you allow Stephanie Reel, Andrew Karson and Marc Sherman to assist in the agenda development.

Sent from my iPad
 Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz (b)(6)
Recipient:	(b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/11/24 19:08:20
Delivered Date:	2017/11/24 19:08:50

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	Bruce M + Mark Sherman
Date:	2017/11/22 16:43:00
Due Date:	2018/05/05 20:00:00
Priority:	Normal
Type:	Note

When you have a minute, can you give me a call? (b)(6)

I just had a conversation with Bruce and Mark Sherman (both joined in on the CIO call last week). They have a suggestion that I need to run by you.

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 20, 2017 6:02 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] VA-CIO CALL

Dear Scott:

I thought the VA-CIO call November 15 to help you with practical industry expertise relating to your proposed Cerner implementation generated some valuable conversation. The participants were some of the most highly experienced CIOs with deep EMR backgrounds, together with physicians who focus on medical error prevention and improving the EMR experience. I hope and expect that you found it of great value. Since we have not spoken before, you may not be aware that I am the person who personally recruited the Academic Medical Centers to provide the VA with advice, intended to help the VA create and implement a path to fix its care delivery issues, as well as advise on other areas where they can be of value to better veterans' care. I have been a central point for the group and was the collection point for the participants' post-call debrief. Also, for reference purposes, each of the people on yesterday's call has performed flawless implementations of state of the art EMR systems on behalf of their respective healthcare delivery systems, some more than once.

Since the call was structured to focus the discussion on the few direct questions set forth in your agenda, and the moderator controlled the timing of each question very tightly, the breadth of the discussion was somewhat limited. As a result, you only had the benefit of the experts' advice in the areas that the moderator put on the table... and the participant's want to make sure you have the benefit of their complete thoughts and feedback. Everyone felt good about the discussion on the agenda questions and felt that the scope and implementation issues relating to DOD / VA interoperability were well in hand. However, some of the participants' questions raised about other areas left them uneasy about the readiness of the system for implementation or the readiness of the Cerner RFP contract for execution. Based on some of the offshoot discussions,

the participants felt that many non-DOD interoperability solutions have not yet been fully addressed or solved, leading to incomplete system planning and contracting protections, greatly risking an unsuccessful implementation and large additional cost and time overruns. The interoperability with community provider partners did not seem to be defined completely. Some additional areas that were identified by the VA and its contractor's participants and moderator as incomplete in the call are: seamless sharing of Choice partner records, duplicate procedure and medical error prevention, flagging mechanisms and implantable device identification, among others. Until the design of the system and all functional requirements are identified and completed, the participants fear that these as yet undeveloped processes and solutions will result in a significant increase in the cost of the implementation and operation of the Choice program and impact quality care delivery to our veterans who choose to take advantage of the Choice program.

Lastly, at the beginning of yesterday's call your moderator identified the comfort that Congress expressed at recent hearings from the participation of the CIOs in the process. However, yesterday's relatively short discussion on a massive topic was limited and not set up to have a platform for full discussion in a two hour phone call with a few questions. Also, as mentioned in the call at various times, the participants' did not have access to the RFP contract document, its scope and the contractual provisions and protections, a critical part they feel of evaluating the completeness of a successful design and implementation. As such, the participants want to make sure that yesterday's discussion is understood by everyone - the VA and Congress alike - to be a limited dialogue to provide their valuable experiences on the topics put on the table by the moderator, but not as a confirmation of the project's completeness or readiness for contract execution or implementation, which they believe likely has shortfalls. In general, we liked what we heard, we are honored that you felt our advice would be of value, but have had discussion about a very limited part of the project and have questions about the system design, whether it is ready for implementation and whether the contract (from the limited discussion) has adequate safeguards to proceed without risk to the cost and success of the effort.

While this was the first time you have spoken to any of these participants on the topic of EMR, and maybe on any topic, the participants would be pleased to provide further feedback and advice should you desire on the remaining issues that are still incomplete and to help you work toward a successful RFP contract, design and implementation.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/11/22 16:43:33
Delivered Date:	2017/11/22 16:43:00

From:	(b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Colli, Jacqueline </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d21386fb099450d9a51ae5cdf06dd2a-Colli, Jacq>; O'Brien, Milli </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=e04c02929f184bffbb82bbd27f5bc6ad-O'Brien, Mil>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	SecVA
Date:	2018/03/09 14:18:30
Priority:	Normal
Type:	Note

Scott – just a heads up that boss wants you to travel with him to Mar-A-Largo on Tuesday. He will be meeting w/Mr. Perlmutter, Dr. Moskowitz, and Marc Sherman. We are trying to firm up the time. He may be departing early afternoon on Monday or early on Tuesday. Please confirm if you are available to travel with him. Thanks.

Sender:	(b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Colli, Jacqueline </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d21386fb099450d9a51ae5cdf06dd2a-Colli, Jacq>; O'Brien, Milli </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=e04c02929f184bffbb82bbd27f5bc6ad-O'Brien, Mil>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/09 14:18:28
Delivered Date:	2018/03/09 14:18:30

From:	Clancy, Carolyn </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VHACOCLANCC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	Re: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA
Date:	2017/12/15 16:33:31
Priority:	Normal
Type:	Note

That would be wonderful — would an e-intro help?

Carolyn M. Clancy, MD
Executive in Charge
Veterans Health Administration
Department of Veterans Affairs
810 Vermont Ave, NW
Washington, DC 20420
202-461-7000

From: Scott Blackburn <Scott.Blackburn@va.gov>
Date: Friday, December 15, 2017 at 4:22 PM
To: Department of Veterans Affairs (b)(6)
Subject: RE: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Looks like the people she was talking to were VHA people (e.g., Jonathan Nebecker, Ken Rubin who is under a IPA to VA now).

Would you like us (OIT) to talk to her and see if she'd be a fit?

From: Clancy, Carolyn
Sent: Wednesday, December 13, 2017 4:41 PM
To: Blackburn, Scott R.
Subject: FW: [EXTERNAL] Fwd: FW: Please review and respond by 1pm tomorrow - External Meeting with Dr. Moskowitz - VA

Executive in Charge
Veterans Health Administration
810 Vermont Ave, NW
Washington, DC 20420
202-461-7000

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Subject:	Re: Contract Language
Date:	2018/04/01 19:35:00
Priority:	Normal
Type:	Note

Scott,

I just spoke with Bruce Moskowitz regarding where things are with EHR and he mentioned you recently received language provided by several CIOs (Leslie Cooper, Stan Huff, Stephanie Reel, Jonathan Manis). Could you kindly forward me those emails and documents? I believe it was in regards to interoperability.

Hope you had a great Easter Sunday.

Thank you.
Camilo

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Sent Date:	2018/04/01 19:34:58
Delivered Date:	2018/04/01 19:35:00

From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	IP (b)(6)@frenchangel59.com>; (b)(6) O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>
Subject:	Re: [EXTERNAL] EMR calls
Date:	2018/03/15 09:53:13
Priority:	Normal
Type:	Note

Thank you this is important information. I can walk everyone through the device registry and the nutritional platform.

The critical area that is the main part of your due diligence which is much appreciated is remote patient monitoring. This will be the hospital platform of the very near future for the VA and is already well done in the private sector. Chris Ross CIO at Mayo made a good point that the contract should not tie the VA to only this vendor for this important function. This technology is getting better at an accelerated pace. We could get stuck with a platform that is outdated and the contract will not allow us to innovate with another platform.

Sent from my iPad
Bruce Moskowitz M.D.

> On Mar 15, 2018, at 9:24 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

>

> Bruce, thanks for raising this. Below is what I learned about what we have for intensive care units interacting with a central monitoring system. Let me know if this sounds right to you. Also you rattled off a couple of things (nutritional layout from Tufts, field to input the serial number for items in the device registry); if you could send me those I can hunt those down as well to save time. I just got off the phone with Stephanie Reel and she is excited to help; speaking to a few others at 11:30am ET.

>

> The Cerner solution for ICU central monitoring, as part of the VA EHR, utilizes Cerner's CareAware iAware framework through the Apache Outcomes solution. This solution has the capability to configure dashboard views to enable monitoring of high acuity areas, specifically around performance and patient care. This capability is included in the scope of the Cerner acquisition as the Critical Care System, Cerner Apache Outcomes solution and End User License Agreement.

>

> Does this capability also monitors emergency rooms, recovery rooms and telemetry beds?

> The current acquisition solutions meet these requirements and can be configured into a central command center model.

> * Emergency Room: Emergency Department (ED) Dashboard is built into the Emergency Department Care Management to monitor progression of patients through the patient care process. This solution has been included as an Emergency Medicine System and End User License Agreement.

> * Recovery Room: Surgical Management solution has tracking boards to monitor patient progress and efficiency of care provided. This solution has been included as Perioperative System and End User License Agreement.

> * Telemetry Beds: Traditional central monitoring systems as are used in telemetry, exist within the VA's current environment. During the acquisition process it was decided that these solutions will persist into the future state to reduce costs for the VA. However, the acquisition includes integration of this capability.

>

> In addition to these monitoring capabilities, CareAware Patient Flow, which is Cerner's capacity management solution that helps to operationalize patient care activities such as room cleaning offers specific dashboards that can be centralized to support a central command center model.

>

>

> -Scott

>

> -----Original Message-----

> From: Bruce Moskowitz (b)(6)

> Sent: Wednesday, March 14, 2018 12:18 PM

> To: Blackburn, Scott R.

> Subject: [EXTERNAL] EMR calls

>

> To save time can you tell me if the Cerner contract has a provision to have the EMR that is in Intensive care units interact with a central monitoring system? Currently all major institutions have a command and control center staff that monitors intensive care units located in different hospitals in their system. The future is expanding this to monitor emergency rooms, recovery rooms and telemetry beds. If it is not in place which should be a standard part of the contract we will have billions in further costs to the system.

>

> Sent from my iPad

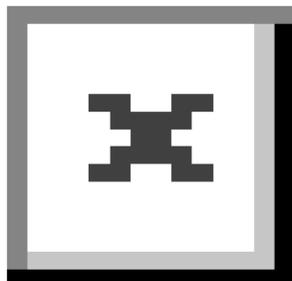
> Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz (b)(6)
Recipient:	IP (b)(6) @frenchangel59.com>; (b)(6) O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/15 09:52:13
Delivered Date:	2018/03/15 09:53:13

From:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	EHR Call Status Update
Date:	2018/03/16 10:36:00
Priority:	Normal
Type:	Note

Good morning Mr. Blackburn,

I have only received responses from Dr. Moskowitz and Mr. Manis. Should I sent out a follow up email?



X = available

Thanks, Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs
Desk: 202-461-6288
Cell: (b)(6)

Sender:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>

Sent Date:	2018/03/16 10:35:59
Delivered Date:	2018/03/16 10:36:00

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Bruce Moskowitz (b)(6)
To:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>
CC:	(b)(6) IP (b)(6)@frenchangel59.com>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>
Subject:	[EXTERNAL] Re: EHR VA Call
Date:	2018/03/15 13:28:13
Priority:	Normal
Type:	Note

I want to make sure we are all in agreement of how this is structured. Marc and I want to be on every call that the group is on to discuss the contract. The whole group needs to be on the same call so we all give input to the whole contract and hear the same considerations and comments. Let me know if there is any discrepancy to this. Thank you

Sent from my iPad
 Bruce Moskowitz M.D.

On Mar 15, 2018, at 12:28 PM, VA CIO Executive Schedule <vacocioexe@va.gov> wrote:

<mime-attachment.ics>

Sender:	Bruce Moskowitz (b)(6)
Recipient:	(b)(6) IP (b)(6)@frenchangel59.com>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>
Sent Date:	2018/03/15 13:27:32
Delivered Date:	2018/03/15 13:28:13

From:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
To:	Stephanie Reel (b)(6) Stan Huff (b)(6) Manis, Jonathan (Jon) (b)(6) (b)(6); Cooper, Leslie T., M.D. (b)(6) Karson, Andrew Scott, M.D. (b)(6) Shrestha, Rasu B (b)(6) Rasu Shrestha (b)(6)
CC:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Bruce Moskowitz (b)(6) 'Carolyn@Bruce Moskowitz.MD.(b)(6) Ashley Johnson (b)(6) Mary Riordan (b)(6) Mehresh Khalid (b)(6) Marc Sherman (b)(6) IP (b)(6)@frenchangels99.com>
Subject:	Scheduling a Call Regarding Feedback on VA EHR
Date:	2018/03/15 19:26:34
Priority:	Normal
Type:	Note

Good evening,

We would like to schedule a call in the next few days to share feedback on the VA EHR contract. I have been corresponding with many of you on different dates and times next week, but we are going to schedule the call for either Sunday 3/18 at 4PM EST, Monday 3/19 at 4PM EST or Tuesday 3/20 at 4PM EST. Please let me know which date will work best for your schedule. Feel free to call me with any questions and I look forward to hearing from you.

Thank you,
 Liz

Elizabeth M. Callaghan
 Executive Assistant to the Assistant Secretary
 Office of Information and Technology
 US Department of Veterans Affairs
 Desk: 202-461-6288
 Cell: (b)(6)

Sender:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
Recipient:	Stephanie Reel (b)(6) Stan Huff (b)(6) Manis, Jonathan (Jon) (b)(6) (b)(6) Cooper, Leslie T., M.D. (b)(6)

	<p>Karson, Andrew Scott, M.D. (b)(6) Shrestha, Rasu (b)(6) Rasu Shrestha (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Bruce Moskowitz (b)(6) 'Carolyn@Bruce Moskowitz, MD' (b)(6) Ashley Johnson (b)(6) Mary Riordan (b)(6) Mehwesh Khalid (b)(6) Marc Sherman (b)(6) IP (b)(6)@frenchangel59.com></p>
Sent Date:	2018/03/15 19:26:32
Delivered Date:	2018/03/15 19:26:34

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	IP (b)(6)@frenchangel59.com>; Laura Perlmutter (b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	[EXTERNAL] Re: VHA EHR - 2 calls that my assistant will set up
Date:	2018/03/15 10:54:17
Priority:	Normal
Type:	Note

Scott and Matt

I received a document download email with a password from

AMRDEC Safe Access File Exchange

However, Bruce has not received a similar email. Can you please get that to him?

Marc

On Mar 13, 2018 2:04 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc/Bruce/Ike – thank you so much for the prompt replies. I just spoke to Bruce. We've got 100% participation (Stephanie Reel, Stan Huff, Jon Manis, Dr. Ko, Dr Karson, Dr. Cooper, and Dr. Shretha) and we are moving forward. Matt Truex (cc'd, our contracting officer) is making sure everyone has the right material. Liz (my assistant, cc'd here) will be organizing a few phone calls in 2 steps:

Step 1 – Basic orientation to the government contract structure. This will be a 30-45 minute orientation so that folks know what they are looking at. John Windom and Matt Truex will host this and clue people into the parts to focus on and parts that are standard government things that are less relevant. This can be done in groups (ideally) or in one-offs to fit to accommodate people's busy schedules. Liz has already scheduled 2 times in case these work for you. If they do not, she will work with your schedulers to find other times in the next 24-48 hours (sooner the better).

- Thursday 8:30-9:15am ET – Stephanie Reel confirmed

- Thursday 11:30am-12:15pm ET – Stan Huff confirmed

Step 2 – Feedback calls. Per Bruce’s idea, we’ll schedule 2 separate feedback calls for early next week. Both 90 minutes each. We are aiming for Monday, Tuesday or Wednesday at the latest. Liz will set these up.

- CIOs (Reel, Huff, Manis, Shretha – and of course each of you are encouraged to join)
- Doctors (Dr. Karson, Dr. Ko, and Dr. Cooper – and of course each of you are encouraged to join)

Let me know how this sounds. Thank you again for your support and assistance on this critical matter.

Scott

From: Marc Sherman (b)(6)
Sent: Tuesday, March 13, 2018 1:40 PM
To: Blackburn, Scott R.
Cc: IP; (b)(6) Bruce Moskowitz; Truex, Matthew; Windom, John H.; DJS
Subject: [EXTERNAL] Re: VA EHR NDA

Scott, Matt and John

Thank you for the NDA draft that you sent along and the organized approach. I have attached the following to close the loop:

1. • 1. a marked up version of the NDA with a few necessary adjustments in red-line so you can see the changes that were made,
2. • 2. a blank copy of the amended NDA for Bruce and Ike to sign, and
3. • 3. a signed version by me of the amended NDA.

Thanks and happy to help as requested.

Marc

On Tue, Mar 13, 2018 at 10:31 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Ike, Bruce, Marc:

Thank each of you for agreeing to lend an extra set of outside eyes on the EHR contract. We appreciate your support and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex (who is the government contracting officer) and John Windom (who is our EHR leader) will lead this from our side. I will ask Liz Callaghan (cc'd) here to help set up a time. We can either do this all together, if calendars match up, or separately if need be.

We have also connected with Stephanie Reel, Stan Huff, Dr. Karson, Dr. Ko, Dr. Shretha, and Jon Manis who all have all received the NDA and we are working with them. I am hoping to connect with Dr. Cooper today.

Thanks again!

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; IP (b)(6)@frenchangel59.com>; Laura Perlmutter (b)(6) Bruce Moskowitz (b)(6) Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/15 10:53:37
Delivered Date:	2018/03/15 10:54:17

From:	Short, John (VACO) </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VACOSHORTJ>
To:	Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>
CC:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Subject:	RE: [EXTERNAL] EMR calls
Date:	2018/03/14 20:44:59
Priority:	Normal
Type:	Note

Ash – Take a look at this DRAFT Response.

Cerner’s proposed solution for ICU central monitoring, as part of the VA EHR, utilizes Cerner’s CareAware iAware framework through the Apache Outcomes solution. This solution has the capability to configure dashboard views to enable monitoring of high acuity areas, specifically around performance and patient care. This capability is included in the scope of the Cerner acquisition as the Critical Care System, Cerner Apache Outcomes solution and End User License Agreement.

Does this capability also monitors emergency rooms, recovery rooms and telemetry beds? The current acquisition solutions meet these requirements and can be configured into a central command center model.

- **Emergency Room:** Emergency Department (ED) Dashboard is built into the Emergency Department Care Management to monitor progression of patients through the patient care process. This solution has been included as an Emergency Medicine System and End User License Agreement.
- **Recovery Room:** Surgical Management solution has tracking boards to monitor patient progress and efficiency of care provided. This solution has been included as Perioperative System and End User License Agreement.
- **Telemetry Beds:** Traditional central monitoring systems as are used in telemetry, exist within the VA’s current environment. During the acquisition process it was decided that these solutions will persist into the future state to reduce costs for the VA. However, the acquisition includes integration of this capability.

In addition to these monitoring capabilities, CareAware Patient Flow, which is Cerner’s capacity management solution that helps to operationalize patient care activities such as room cleaning offers specific dashboards that can be centralized to support a central command center model.

From: Windom, John H.
Sent: Wednesday, March 14, 2018 7:00 PM
To: Zenooz, Ashwini; Blackburn, Scott R.; Short, John (VACO)
Subject: RE: [EXTERNAL] EMR calls

I would it make the response overly complex.
Jw

Sent with Good (www.good.com)

From: Zenooz, Ashwini
Sent: Wednesday, March 14, 2018 3:44:50 PM
To: Windom, John H.; Blackburn, Scott R.; Short, John (VACO)
Subject: RE: [EXTERNAL] EMR calls

John Short and I are working on a response. He should have something back from John Short by 8p. Thx

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Wednesday, March 14, 2018 3:31:07 PM
To: Blackburn, Scott R.; Zenooz, Ashwini; Short, John (VACO)
Subject: RE: [EXTERNAL] EMR calls

Ash
Did you closeout this request from Mr Blackburn? I was not copied on anything. This is a doctor to doctor tasking.
Thx
Jw

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, March 14, 2018 9:55:20 AM
To: Zenooz, Ashwini; Windom, John H.; Short, John (VACO)
Subject: RE: [EXTERNAL] EMR calls

Thanks. Can you guys write me a short response to Bruce that I can cut/paste? I want to nip these things in the bud so we can get this damn thing over the goalline! It is crunch time.

From: Zenooz, Ashwini
Sent: Wednesday, March 14, 2018 12:54 PM
To: Windom, John H.; Blackburn, Scott R.; Short, John (VACO)
Subject: RE: [EXTERNAL] EMR calls

That is correct. Through LightsOn and system config we would be able to view enterprise wide ICU, ED activity etc. at a central command.

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Wednesday, March 14, 2018 9:50:28 AM
To: Blackburn, Scott R.; Short, John (VACO); Zenooz, Ashwini
Subject: RE: [EXTERNAL] EMR calls

This is part of contract and standard EHR implementation practices/solutions. The team will validate.
John

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, March 14, 2018 9:37:42 AM
To: Windom, John H.; Short, John (VACO); Zenooz, Ashwini
Subject: FW: [EXTERNAL] EMR calls

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, March 14, 2018 12:18 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] EMR calls

To save time can you tell me if the Cerner contract has a provision to have the EMR that is in Intensive care units interact with a central monitoring system? Currently all major institutions have a command and control center staff that monitors intensive care units located in different hospitals in their system. The future is expanding this to monitor emergency rooms, recovery rooms and telemetry beds. If it is not in place which should be a standard part of the contract we will have billions in further costs to the system.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Short, John (VACO) </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VACOSHORTJ>
Recipient:	Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Sent Date:	2018/03/14 20:44:58

Delivered Date: 2018/03/14 20:44:59
--

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
To:	Marc Sherman (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	IP (b)(6)@frenchangel59.com>; Laura Perlmutter (b)(6) Bruce Moskowitz (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	RE: [EXTERNAL] Re: VHA EHR - 2 calls that my assistant will set up
Date:	2018/03/15 11:01:10
Priority:	Normal
Type:	Note

Mr. Sherman – The notice was just resent to Dr. Moskowitz. He should receive an email from the following address, usarmy.redstone.rdecom-amrdec.mbx.safe-team@mail.mil.

Thanks,
Matt

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650

(b)(6)



cid:image001.jpg@01CF969D.EE16D7A0

“For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof.”

From: Marc Sherman (b)(6)
Sent: Thursday, March 15, 2018 10:54 AM
To: Blackburn, Scott R.
Cc: IP; Laura Perlmutter; Bruce Moskowitz; Truex, Matthew; Windom, John H.; Callaghan, Elizabeth
Subject: [EXTERNAL] Re: VHA EHR - 2 calls that my assistant will set up

Scott and Matt

I received a document download email with a password from

AMRDEC Safe Access File Exchange

However, Bruce has not received a similar email. Can you please get that to him?

Marc

On Mar 13, 2018 2:04 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc/Bruce/Ike – thank you so much for the prompt replies. I just spoke to Bruce. We've got 100% participation (Stephanie Reel, Stan Huff, Jon Manis, Dr. Ko, Dr Karson, Dr. Cooper, and Dr. Shretha) and we are moving forward. Matt Truex (cc'd, our contracting officer) is making sure everyone has the right material. Liz (my assistant, cc'd here) will be organizing a few phone calls in 2 steps:

Step 1 – Basic orientation to the government contract structure. This will be a 30-45 minute orientation so that folks know what they are looking at. John Windom and Matt Truex will host this and clue people into the parts to focus on and parts that are standard government things that are less relevant. This can be done in groups (ideally) or in one-offs to fit to accommodate people's busy schedules. Liz has already scheduled 2 times in case these work for you. If they do not, she will work with your schedulers to find other times in the next 24-48 hours (sooner the better).

- Thursday 8:30-9:15am ET – Stephanie Reel confirmed
- Thursday 11:30am-12:15pm ET – Stan Huff confirmed

Step 2 – Feedback calls. Per Bruce's idea, we'll schedule 2 separate feedback calls for early next week. Both 90 minutes each. We are aiming for Monday, Tuesday or Wednesday at the latest. Liz will set these up.

- CIOs (Reel, Huff, Manis, Shretha – and of course each of you are encouraged to join)
- Doctors (Dr. Karson, Dr. Ko, and Dr. Cooper – and of course each of you are encouraged to join)

Let me know how this sounds. Thank you again for your support and assistance on this critical matter.

Scott

From: Marc Sherman (b)(6)
Sent: Tuesday, March 13, 2018 1:40 PM
To: Blackburn, Scott R.

Cc: IP; [b)(6)] Bruce Moskowitz; Truex, Matthew; Windom, John H.; DJS
Subject: [EXTERNAL] Re: VA EHR NDA

Scott, Matt and John

Thank you for the NDA draft that you sent along and the organized approach. I have attached the following to close the loop:

1. • 1. a marked up version of the NDA with a few necessary adjustments in red-line so you can see the changes that were made,
2. • 2. a blank copy of the amended NDA for Bruce and Ike to sign, and
3. • 3. a signed version by me of the amended NDA.

Thanks and happy to help as requested.

Marc

On Tue, Mar 13, 2018 at 10:31 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:
Ike, Bruce, Marc:

Thank each of you for agreeing to lend an extra set of outside eyes on the EHR contract. We appreciate your support and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex (who is the government contracting officer) and John Windom (who is our EHR leader) will lead this from our side. I will ask Liz Callaghan (cc'd) here to help set up a time. We can either do this all together, if calendars match up, or separately if need be.

We have also connected with Stephanie Reel, Stan Huff, Dr. Karson, Dr. Ko, Dr. Shretha, and Jon Manis who all have all received the NDA and we are working with them. I am hoping to connect with Dr. Cooper today.

Thanks again!
Scott

Scott Blackburn
Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
Recipient:	Marc Sherman (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; IP (b)(6)@frenchangel59.com>; Laura Perlmutter (b)(6) Bruce Moskowitz (b)(6) Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/15 11:01:08
Delivered Date:	2018/03/15 11:01:10

From:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
To:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>
Subject:	RE: any other NDAs come in?
Date:	2018/03/14 13:24:23
Priority:	Normal
Type:	Note

John – To some extent, yes, however, in instances where VA is having specific individuals provide reviews/feedback I still prefer to have NDAs as we are pulling them behind the veil to some extent. I briefly consulted with OGC and their recommendation is to continue to request the NDAs.

Thanks,
Matt

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650

(b)(6)



cid:image001.jpg@01CF969D.EE16D7A0

“For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof.”

From: Windom, John H.
Sent: Wednesday, March 14, 2018 12:48 PM
To: Truex, Matthew; Blackburn, Scott R.
Cc: Foster, Michele (SES)
Subject: RE: any other NDAs come in?

NDA's are a moot point after the public posting, correct?
Jw

Sent with Good (www.good.com)

From: Truex, Matthew
Sent: Wednesday, March 14, 2018 9:45:41 AM
To: Blackburn, Scott R.
Cc: Windom, John H.; Foster, Michele (SES)
Subject: RE: any other NDAs come in?

Mr. Blackburn,

I have received NDAs for all individuals except Dr. Ko and Dr. Scott.

NDAs are in hand for Dr. Cooper, Dr. Huff, Dr. Moskowitz, Mr. Sherman, Mr. Perlmutter, and Ms. Reel. Those with signed NDAs have all been sent a link to the RFP files.

Thanks,
Matt

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650
Mobile: 732-320-1968
e-mail: matthew.truex@va.gov



cid:image001.jpg@01CF969D.EE16D7A0

“For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof.”

From: Truex, Matthew
Sent: Tuesday, March 13, 2018 2:17 PM

To: Blackburn, Scott R.; Windom, John H.; Foster, Michele (SES)
Subject: RE: any other NDAs come in?

Mr. Blackburn – As you may have seen, NDAs were just received from Mr. Perlmutter and Mr. Sherman. I am in the process of providing Ms. Reel, Mr. Perlmutter and Mr. Sherman access to the RFP files via the Army's SAFE site.

Thanks,
Matt

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650

(b)(6)



cid:image001.jpg@01CF969D.EE16D7A0

“For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof.”

From: Truex, Matthew
Sent: Tuesday, March 13, 2018 12:32 PM
To: Blackburn, Scott R.; Windom, John H.; Foster, Michele (SES)
Subject: RE: any other NDAs come in?

Absolutely, will do Mr. Blackburn. The only NDA I have received is from Ms. Reel, as stated yesterday.

Matthew Truex
Contracting Officer
Department of Veterans Affairs
Office of Procurement, Acquisition and Logistics
Technology Acquisition Center
23 Christopher Way
Eatontown, New Jersey 07724
Office: 732-440-9650

(b)(6)



cid:image001.jpg@01CF969D.EE16D7A0

“For Internal VA Use Only – Working Draft, Pre-Decisional, Deliberative Document: This e-mail and any attachments are intended only for the use of the addressee(s) named herein and may contain privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this e-mail, and any attachments thereto, is strictly prohibited. If you have received this e-mail in error, please notify me via return e-mail or telephone (732) 440-9650, and permanently delete the original and any copy of any e-mail and any printout thereof.”

From: Blackburn, Scott R.
Sent: Tuesday, March 13, 2018 11:41 AM
To: Truex, Matthew; Windom, John H.; Foster, Michele (SES)
Subject: any other NDAs come in?

Let me know if/when they do. The Secretary is monitoring very closely so I want to give him a little “here is where we are” by the end of the day.

Once again – thanks for your patience and support with this. I want to make sure we do this all in the right way so leaning on you guys for help. I do think this is important for external validation, buy-in, and maybe even a few slight course corrections before signing if they do find anything that we need to improve (extra sets of eyes and different perspectives is always good – especially on a contract of this significance and magnitude).

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Truex, Matthew </O=VA/OU=VISN 03/CN=RECIPIENTS/CN=VHAEASTRUEXM>
Recipient:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>
Sent Date:	2018/03/14 13:24:21
Delivered Date:	2018/03/14 13:24:23

From:	Stan Huff (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	[EXTERNAL] RE: VA EHR
Date:	2018/03/12 21:26:09
Priority:	Normal
Type:	Note

Scott,

I am at the AMIA Joint Summit in San Francisco so it will be Wednesday morning before I can return the signed NDA. I am currently available for a call on Wednesday 11:00 am to noon, 2:00-2:30 pm, or 3:30-4:00 pm. If none of those times work I am free on Thursday morning. Let me know. Thanks, Stan

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Monday, March 12, 2018 7:08 PM
To: Stan Huff (b)(6)
Cc: Windom, John H. (b)(6); Truex, Matthew (b)(6); Foster, Michele (SES) (b)(6); Callaghan, Elizabeth (b)(6)
Subject: RE: VA EHR

Stan:

Thank you for agreeing to be an extra set of outside eyes as we at VA finalize our EHR contract. We appreciate your vast experience and expertise; and want to make sure we get to the best place possible for Veterans, the country and taxpayers. As we are incredibly grateful to you for volunteering your time, we want to make this as easy as possible for you. Here are 3 next steps.

- 1) We will need you to sign the attached NDA. Please return to Matt Truex (cc'd).
- 2) Matt will then send you the latest package under separate cover.
- 3) Given government contracts are different than what you are used to reading, we would propose a quick phone call so that we can orient you to the contract and help focus you on the parts where your expertise will be most valuable. Matt Truex will lead this from our side and has told me is available between tomorrow from 9:30-11am ET or I am sure he can also find other times if these don't work for you. I will ask Liz Callaghan (cc'd) here to help set up a time.

Thanks again!
Scott

From: Stan Huff (b)(6)
Sent: Monday, March 12, 2018 4:34 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: VA EHR

Yes, I would be glad to help. What is the next step? Stan

Sent from Stan Huff's iPhone

On Mar 12, 2018, at 6:54 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Stan,

I hope this finds you well. On behalf of Secretary Shulkin I wanted to see if we could enlist your help. We are very close to finalizing our EHR deal with Cerner; however we want to make sure we get a few extra set of eyes on it to make sure we are doing right by Veterans, the country and taxpayers. Would you have the time/ability to conduct a quick high level review and provide input in the next week or so? You were referred to us by Dr. Bruce Moskowitz.

Thanks so much,
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Stan Huff (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Truex, Matthew </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=045f8eff429f45888be795fbaa1d9ef2-Truex, Matt>; Foster, Michele (SES) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d5a5c4830d9343df97563a7e8282be05-Foster, Mic>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/12 21:25:23
Delivered Date:	2018/03/12 21:26:09

From:	David Shulkin (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Fwd: Contact review
Date:	2018/03/12 16:19:02
Priority:	Normal
Type:	Note

Can we get them the nda as well?

Sent from my iPhone

Begin forwarded message:

From: IP (b)(6)@frenchangel59.com>
Date: March 12, 2018 at 2:50:52 PM EDT
To: David Shulkin (b)(6)
Cc: (b)(6)
(b)(6), Bruce Moskowitz
(b)(6)
Subject: RE: Contact review

David,

How quick can you send the NDA to the people?

And why not send it to Bruce, Marc and myself so we can work around the clock to finish this?

Thank you.

-----Original Message-----

From: Bruce Moskowitz (b)(6)
Sent: Monday, March 12, 2018 2:03 PM
To: David Shulkin (b)(6)
Cc: IP (b)(6)
(b)(6)
Subject: Re: Contact review

The following may be discussed on the review however if not, we need to be sure there is a platform for the planned device registry.

Separately there needs to be the ability to insert a mental health tracker, nutritional tracker and wellness tracker. We do not want to find out there is add on charges for these essential elements of the EMR.

It also needs to be worked out how mental health records, treatments and appointments do not fall through the cracks during this lengthy implementation. The head of Columbia Psychiatry will Dr. Lieberman can assist with this aspect.

Thank you.

Sent from my iPad
Bruce Moskowitz M.D.

On Mar 12, 2018, at 1:53 PM, David Shulkin

(b)(6) wrote:

Bruce- we got 4 of 6 on board so far plus one additional

Manis

Reel

Karson

Ko

Also got Rasu Shrestha from Pittsburgh

We are still waiting to hear from Dr Cooper and Huff and will add them

if they agree

All will sign an NDA and will receive a package today and we will

either bring in or video connect within the next 48 hours- we cannot

have a group meeting because of federal rules so we must connect or

meet separately

Thanks so much

David

Sent from my iPhone

On Mar 11, 2018, at 12:42 PM, Bruce Moskowitz

(b)(6) wrote:

He is a cardiologist and administration

Sent from my iPhone

On Mar 11, 2018, at 12:31 PM, David Shulkin (b)(6) wrote:

Great list

Is leslie cooper from mayo- i could not find him or her

Sent from my iPhone

On Mar 11, 2018, at 11:02 AM, Bruce Moskowitz

(b)(6)

These are the individuals to review the contract;
Stephanie Reel

CIO- hopkins Stan Huff
CIO- intermountain
Jonathan Manis CIO- suttr

Andrew Karson MD.-
partners Leslie Cooper
M.D.

Clifford Ko M.D.-
american college surgeons
Sent from my iPad Bruce

Moskowitz M.D.

Sender:	David Shulkin (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/12 16:17:39
Delivered Date:	2018/03/12 16:19:02

From:	Stan Huff (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: VA EHR
Date:	2018/03/12 16:34:31
Priority:	Normal
Type:	Note

Yes, I would be glad to help. What is the next step? Stan

Sent from Stan Huff's iPhone

On Mar 12, 2018, at 6:54 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Stan,

I hope this finds you well. On behalf of Secretary Shulkin I wanted to see if we could enlist your help. We are very close to finalizing our EHR deal with Cerner; however we want to make sure we get a few extra set of eyes on it to make sure we are doing right by Veterans, the country and taxpayers. Would you have the time/ability to conduct a quick high level review and provide input in the next week or so? You were referred to us by Dr. Bruce Moskowitz.

Thanks so much,
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Stan Huff (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/12 16:33:46
Delivered Date:	2018/03/12 16:34:31

From:	Clifford Ko (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: VA EHR
Date:	2018/03/12 10:47:53
Priority:	Normal
Type:	Note

Dear Scott-I'd be happy to contribute. Clifford

On Mar 12, 2018, at 6:54 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Dr. Ko:

I hope this finds you well. On behalf of Secretary Shulkin I wanted to see if we could enlist your help. We are very close to finalizing our EHR deal with Cerner; however we want to make sure we get a few extra set of eyes on it to make sure we are doing right by Veterans, the country and taxpayers. Would you have the time/ability to conduct a quick high level review and provide input in the next week or so? You were referred to us by Dr. Bruce Moskowitz.

Thanks so much,
Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology
Department of Veterans Affairs

Sender:	Clifford Ko (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/12 10:47:05
Delivered Date:	2018/03/12 10:47:53

From:	David Shulkin (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Fwd: Call with Secretary Shulkin
Date:	2018/03/11 17:55:29
Priority:	Normal
Type:	Note

Can you join me at morning report in the am- 8 or 815 am to discuss next steps on this

Note the emails below

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 11, 2018 at 12:57:53 PM EDT
To: Stephanie Reel (b)(6)
(b)(6)
(b)(6) "Karson, Andrew Scott, M. D."
(b)(6)
Cc: David Shulkin (b)(6) IP (b)(6)@frenchangel59.com>,
(b)(6)
(b)(6)
Subject: Call with Secretary Shulkin

The Secretary will send out an email to set up a conference call to discuss the review of the EMR contract for the VA. This has tremendous importance not just for the VA, but setting a standard for interoperability for the nation and also EMR innovation. I want to take the opportunity to thank everyone for their service to the Veterans and advancing health care for the nation

Sent from my iPhone

Sender:	David Shulkin (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/11 17:55:08
Delivered Date:	2018/03/11 17:55:29

From:	Zenooz, Ashwini </O=VA/OU=VISN 21/CN=RECIPIENTS/CN=VHAPALZENOOA>
To:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Subject:	RE: [EXTERNAL] Fwd: EMR
Date:	2018/03/06 09:45:40
Priority:	Normal
Type:	Note

On physician and patient centric EHR: creating workflows with front line providers in-mind and engaged is the core part of change management strategy. Business and Clinical Requirements for Phase 1 of the acquisition were provided by Integrated Teams comprised of 200+ front line clinicians. Phase 2: in-depth workflow development for Cerner to implement at each site with follow a similar model. We are NOT adopting run-of-the-mill Cerner workflows. They will be configured based on requirements set forth by VA Clinical teams and Clinical Practice Guidelines.

Patient Perspective: We have engaged with VA patient centered design teams since day 1 of the project and our baseline discussions with Cerner started with the Veteran journey. Additionally, VSOs have been very engaged and have been/will be part of the design input and review as we implement patient portal, mobile scheduling etc.

Patient Centric EHR: Our focus is on providing high quality, value-based care and that was the basis of the "Choose VA" campaign. The goal of this implementation is to enable reliable metrics and data returns, measure outcomes so that patients have faster, access to quality care.

Please let me know if there are questions.

I'll be at the Venetian all day.

(b)(6)

Ash

Sent with Good (www.good.com)

From: Windom, John H.
Sent: Tuesday, March 06, 2018 6:16:13 AM
To: Blackburn, Scott R.; Zenooz, Ashwini; Short, John (VACO)

Subject: RE: [EXTERNAL] Fwd: EMR

Ash and John S.,

Please provide a one short paragraph technical and functional response for Mr. Blackburn to these elements that we have covered as part of our efforts. I can tell that our journey is coming to a close in the good Doctor's mind. Please do not create any ambiguity or open up any cans of worms in your responses. "Clear and concise." Thank you. Break Mr. Blackburn/I provided you the Apple comparison matrix awhile back but will send you again. My e-mail highlighted that the Apple solution that was announced is effectively portable electronic file cabinet not an EHR/EMR.

V/r,
John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420
John.Windom@va.gov
Office: (202) 461-5820

(b)(6)

From: Blackburn, Scott R.
Sent: Tuesday, March 06, 2018 8:42 AM
To: Windom, John H.; Zenooz, Ashwini; Short, John (VACO)
Subject: FW: [EXTERNAL] Fwd: EMR

See email below. Any thoughts on how to respond?

Sent with Good (www.good.com)

From: David Shulkin
Sent: Tuesday, March 06, 2018 7:09:43 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Fwd: EMR

Can we begin to address and then ill respond back?

Sent from my iPhone

Begin forwarded message:

From: Bruce Moskowitz (b)(6)
Date: March 5, 2018 at 6:49:58 AM EST
To: (b)(6)
Cc: (b)(6) IP (b)(6)@frenchangel59.com>, (b)(6)
Subject: EMR

I would like to underscore the importance of getting the “Cloud” correctly and the other four issues with the new CIO’s. Also the composition of the physician input has to change immediately so that the EMR is patient centric and usable from the physician perspective.

Second this is going to take years to implement and especially in mental health we need a portable EMR solution that works with the DOD, the VA and the private sector. No one at the VA got back to me on what the Apple project can and can not do in terms of solving this problem.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Zenooz, Ashwini </O=VA/OU=VISN 21/CN=RECIPIENTS/CN=VHAPALZENOOA>
Recipient:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Sent Date:	2018/03/06 09:45:38
Delivered Date:	2018/03/06 09:45:40

From:	Byrne, Rich (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Schnitzer, Jay J (b)(6)
Subject:	[EXTERNAL] FW: VA CONTRACT
Date:	2018/01/31 23:07:38
Priority:	Normal
Type:	Note

Here is what I sent.

Sent with BlackBerry Work
(www.blackberry.com)

From: Byrne, Rich (b)(6)
Date: Wednesday, Jan 31, 2018, 8:44 PM
To: Bruce Moskowitz (b)(6)
Cc: Schnitzer, Jay J (b)(6)
Subject: Re: VA CONTRACT

Bruce

Thanks for the great paper on EHR challenges. Jay and I have been working to understand and strengthen where VA can best incorporate your many excellent ideas to improve Veteran healthcare. We see at least two major contracts that are central to achieving these ideas.

The **VA EHR (Cerner) contract** goal is to replace VISTA consistently across the VA, provide seamless interoperability with the Cerner implementation at DOD, and build an open, standards based architecture to share data, interfaces, and encourage innovation from third parties across the healthcare community. It is understood that the current state of practice rolled out today will need to be continuously evolved to improve the Veteran and clinician experience, increase over time the amount of interoperability possible, and enable innovation to make a positive improvement on the challenging, current Veteran and clinician experience (as you vividly illustrated to us with the common, current dependence on faxes). No contract is perfect but as our panelists noted, taking the long-needed action to migrate off VISTA and achieve seamless interoperability within VA and with DOD would be a huge set of first steps forward.

The **Digital Veteran Platform contract** will leverage the data made available from the VA EHR to foster an eco-system for innovation, analytics, apps, and partnerships across the healthcare community including VA, Cerner, and many other 3rd parties for continuous improvements to healthcare. Among its goals are:

- Integrate more effectively with the outside healthcare community by connecting members of a Veteran's "Care Team" from within and outside VA; and generate greater opportunities for collaboration across the care continuum with private sector providers. (find better ways to

connect clinicians from different locations to collaboratively treat the Veteran—similar to how you shared Mayo Clinic works as an integrated team)

- Effectively incorporate new technology developments to Cerner and other healthcare administrative systems including supply chain, CRM, ERPs, etc. that can integrate modular components into the enterprise through open APIs, allowing VA to leverage these capabilities in order to adopt more efficient and effective care management processes. (the power of data analytics should cut across all of VA's key systems much like what Kaiser has done to become an exemplar learning health organization under Bernard Tyson)
- Foster an interoperable, active, innovation ecosystem of solutions and services through its Open API Framework that contributes to the next generation of healthy living and care models that are more precise, personalized, outcome-based, evidence-based, tiered and connected across the continuum of care regardless of where and how care is delivered. (here we can bring in the innovation of your network's best in class healthcare providers [e.g., Partners, Johns Hopkins, Cleveland Clinic, Kaiser, Mayo], non-traditional healthcare emerging players such as Apple—new mobile apps, Google—advanced AI algorithms, and even individual physician innovators at the perimeter who are creating solutions directly with VA patients)
- Create a sophisticated clinical environment, supported by world-class technology, that attracts and retains the best clinicians and staff to care for Veterans - including residents and other trainees - allowing them to practice the highest quality healthcare, in a safe and efficient manner. Integrating the use of technology that is used in virtually every aspect of life to increase clinical situation awareness, patient/provider communications, clinical decision support, and raise the quality and efficiency of care. (here is where your message works to reduce the burden on clinicians and administrators to spend less time looking at computers and more time face to face with patients—voice interfaces instead of typing; real time alerts to avoid medication interactions, duplicative lab testing, and national device registry information pushed automatically)
- Creates an open, accessible platform that can be used not only for Veterans care but also for advanced knowledge sharing, clinical decision support, technical expertise, and process interoperability with organizations through the U.S. care delivery system. By simplifying access to the largest data set of clinical data anywhere, albeit de-identified, it will accelerate the discovery and development of new clinical pathways for the benefit of the Veterans and the community at large. (this addresses the VA and its partners unique roles as leaders in research and training by leveraging a massive dataset to improve and discover new clinical treatments)

The DVP could then serve as the engine to insert innovations both into VA and DOD EHRs. We are sharing this with our initial understanding of DVP as we are still learning about it. However, Jay and I stand ready to search for answers to any questions you might have and, of course, if you want to meet directly with the VA DVP leadership, just let us know.

Best regards,
Rich and Jay

From: Bruce Moskowitz (b)(6)
Date: Wednesday, January 31, 2018 at 6:53 AM
To: Rich Byrne (b)(6) Jay Schnitzer (b)(6)
Subject: VA CONTRACT

This position paper captures what needs to be done not only for the VA but the nation via the clout the VA contract for a new EMR can accomplish.

INTRODUCTION

A range of factors drives clinician burnout, including workload, time pressure, clerical burden, and professional isolation [1]. Clerical burden, especially documentation of care and order entry, is a major driver of clinician burnout. Recent studies have shown that physicians spend as much as 50 percent of their time completing clinical documentation [2]. Nurses similarly spend up to half their time fulfilling clinical documentation requirements and data entry for other demands such as quality reporting and meeting accreditation standards [3]. In the outpatient setting, patients will often describe clinical team members going through mundane questioning and computer documentation, often duplicative, and spending little time making eye contact and talking to them, or performing physical examination [4]. With the exception of improving medication safety, nurses and other clinicians report dissatisfaction with the design and cumbersome processes of electronic documentation [5]. Many clinicians feel they are compelled to first satisfy the demands of documentation in the clinical record. After caring for patients, many clinicians devote significant amounts of time to nonclinical activities, which often carry on into afterhours. This paper explores the relationship between clinical documentation, the electronic systems that support documentation, and clinician burnout, and provides recommendations for addressing these issues.

Background

Clinician well-being and fulfillment in work is critical for patient safety and health system function [6]. Fulfillment in work has been ascribed to three factors: (1) mastery: competency and proficiency in the work to be done, (2) autonomy: having some element of influence over the way work is performed, and (3) purpose: a connection to filling a societal need in an environment where one's profession is honored and valued [7]. The current epidemic of clinician burnout is related to these factors. Clinicians increasingly feel burdened by administrative tasks that seem to not add value to patient care and are unrelated to the reasons they chose their professions. The disconnect between one's calling and one's daily work contributes to distress, and can lead to alienation, isolation, depersonalization, cynicism, emotional exhaustion, and burnout.

Clinical documentation began when physicians recorded case reports of a patient's course of care [8]. These case reports evolved into records used in teaching others the practice of medicine. Although the original impetus for clinical documentation was to tell a patient's story

and describe that person's treatment and progress, recent history has seen an increasing shift toward tailoring documentation to fulfill billing requirements.

Clinical Documentation and Coding Requirements

Several major forces led to changes in clinical documentation. First, as a component of public funding (Medicare and Medicaid), documentation of services became a requirement for payment, because federal payers needed to ensure that taxpayer funds were appropriately spent and beneficiaries received medically necessary services. Additionally, payers had to guard against fraud. However, payers are requiring increasingly detailed documentation to provide reimbursement. Similarly, private payers have increased administrative oversight in the form of administrative preapproval processes and very specific documentation criteria to reimburse for drugs and procedures. These requests encourage the generation of boilerplate text, templates, check boxes, and other documentation tools that fulfill billing purposes but can produce documentation of limited clinical value and also add time to the documentation process [9]. Movement away from detailed documentation of each care process to a focus on rewarding patient outcome is potentially beneficial. However, the management of the transition and the specified documentation approaches for outcome measurement will directly affect the potential benefit.

The second factor influencing the change in clinical documentation was computerization of the patient medical/health record. Early systems fulfilled the need to collect data from different sources (pharmacy, laboratory, transcription). These electronic health records (EHRs) were often used to support billing and collections, and not necessarily clinical needs and workflow. Next, computerized provider order entry systems (CPOE) were introduced that use described guidelines for care and checklists in the form of electronic order sets. CPOE offers advantages over traditional paper-based order-writing systems, such as improved accuracy in ordering services and the avoidance of problems associated with handwriting legibility. However, CPOE interrupts the traditional workflow of order entry. The way electronic order sets conceptualize workflow often does not align with actual practice. For example, ICU physicians are often alerted to emergent needs for medication orders by the bedside nurse, who monitors the patient closely. Nurses were previously able to write verbal orders from the physician, with physician signature later, sometimes after administration of the medication. In contrast, CPOE workflow requires the physician to enter the order as well as sign it [10]. Further attention to the design and implementation of CPOE is necessary to realize its full potential benefits.

The third factor that changed workflow was the introduction of patient confidentiality rules and regulations within the Health Insurance Portability and Accountability Act (HIPAA). Although HIPAA introduced important privacy protections for patients, the law also led health systems to limit the use of tools such as the problem-oriented checklist, names of patients written on the rooms or central locations, and many other basic forms of communication.

A continued shortcoming of modern systems is adherence to tedious detailed documentation requirements to satisfy payers and regulations. We have yet to design systems to support the premise that clinical documentation exists to support the care clinicians deliver to patients, and other functions should be a secondary goal. By creating a specific task out of every element of information, even with the use of checklists and reporting by exception, clinicians' time is

adversely affected. In part, this is perpetuated by the myth that “if it isn’t documented, it wasn’t done [11].” Much of this has been driven by linking documentation to payment. This demand has perpetuated the perception by clinicians that payers do not fully trust them. The perceived overdocumentation of process fuels resentment that payers are supplanting the clinician’s professional judgment regarding the care that needs to be provided.

Centers for Medicare and Medicaid Services’ Evaluation and Management (E/M) coding guidelines offer a good example of the challenges in completion of document requirements. E/M codes require attestation of various elements of the patient’s history, including review of 14 systems (e.g., respiratory) and physical examination to support the level of payment requested. There are five levels of payment, which are determined by a tabular interplay of four levels of medical history, four levels of physical examination, and four levels of medical decision making [12]. This results in abundantly detailed documentation, which is necessary for billing purposes, and, with the exception of medical decision making, is often clinically irrelevant [13]. The EHR compounds this problem by facilitating the collection of many redundant or irrelevant details. Another challenge is that some institutions over interpret E/M coding guidelines and require that only physicians can directly enter elements of the History of Present Illness (HPI). In addition, limitations are sometimes placed on clinically trained staff (medical assistants or nurses) such that they must sign in and out of roles between clerical and clinical tasks, and that the HPI drafted by an MA or nurse during rooming does not count for billing.

Clinical Information Systems

EHRs provide a nexus for information input and retrieval among complex health care systems and environments. However, there are challenges in the use of EHRs that affect clinician burnout. The Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009 provided the financial support and incentives to accelerate the adoption of computerized patient records. Through the Meaningful Use (MU) Program of HITECH, eligible providers and organizations could garner significant funding to offset the costs of implementing EHRs with the intention of optimally using the data to improve the patient experience, as well as quality and cost of care.

The rapid pace of implementing systems that were available on the market at the time discouraged many clinicians and organizations from taking the time to redesign workflows, or insist on design changes in EHR systems that would better support clinical care. What was not envisioned was that the electronic systems would exact more benefits for those other than patients and clinicians—e.g., automated claims for third-party payers.

Currently, most sites of clinical care use EHRs, which include electronic prescribing (pharmacy information systems) and CPOE [14,15]. These systems often connect to clinical decision support systems (CDSS), laboratory, radiology, telehealth, mobile health, patient portals, and health information exchange systems (see *Figure 1*). CDSS are designed to aid clinical decision making by providing patient-specific assessments or recommendations. When MU incentives rapidly advanced the implementation of EHR systems, it brought along the breadth of features listed above. Also for health care providers, MU brought enhanced use of structured data elements, and significant changes in workflow. Although some positive process and outcomes improvements have been reported with the use of CPOE and CDSS systems, the overall results

are mixed [16,17,18,19,20,21]. There is evidence for enhanced quality and safety, but there is also risk that distractions caused by associated clerical burden can contribute to safety issues [20]. Physicians who do use CPOE experience 30 percent higher rates of burnout than those who do not [2]. Several studies document that physicians and residents spend 50 percent or more of their time using EHR systems for documentation, ordering tests, reviewing results, and communicating with patients or team members [22,23,24]. Furthermore, nurses also spend up to 50 percent of their time on documentation [3].

From the early inception of electronic documentation, appropriate mechanisms to encourage direct clinician input have proved to be a challenge. CDSS often provide alerts (such as drug interactions and reminders) to health care providers as they use the EHR. Efforts of health systems to improve quality and performance along with MU requirements have led to widespread use of CDSS and alerts. However, a high percentage of alerts are routinely bypassed [25,26]. Another feature of EHR systems, inbox notifications, also consumes clinician time—a recent study estimated that physicians spend an average of 67 minutes per day processing these notifications [27]. As a result, the utility of such notifications should be optimized and warrants further investigation.

Personal health records that store health data input by the consumer or from other data sources have been implemented through a variety of models. They are most frequently available as tethered patient portals in EHRs, but freestanding products are also offered. However, adoption of patient health records has been slow, and there are recognized barriers to their use [28]. Increasingly, mobile health data are available through personal mobile health devices and phones that can measure heart rate, steps, oxygen saturation, and other data. Integration and use of this data can be important to patient management, and plays a growing role in the clinical record.

Patients and clinicians benefit when essential relevant health information is available at the point of care. For this to occur, health information must be shared across systems. Health information exchange (HIE) efforts are focused on the problem of sharing data between EHR systems. Although progress is being made, barriers remain with interoperability between EHRs and other health information tools and systems [15,29,30]. Also, there are concerns that HIE is impeded by EHR products because information sharing between systems can be challenging [31]. A principal challenge in HIE is the limited standardized formatting of data and a lack of common framework [32]. Although it is common in other industries such as banking and travel, this lack of easy exchange of medical data constrains the overarching promise of EHRs.

The digital environment in health care has irrevocably changed how clinicians deliver and document care. The promise of technology to deliver on improving care and outcomes, as well as enabling workflow and reducing clinician workload, has yet to be fully realized. The National Academy of Medicine (NAM) recognized the impending challenges more than two decades ago when it formed the Committee on Improving the Patient Record in Response to Increasing Functional Requirements and Technological Advances [33]. In their report, the committee acknowledged both the benefits and the challenges of the rapid expansion of information technology in health care. As health care continues to become increasingly complex and the pace of technological change accelerates, the need to revisit the digital environment in health care has never been more pressing.

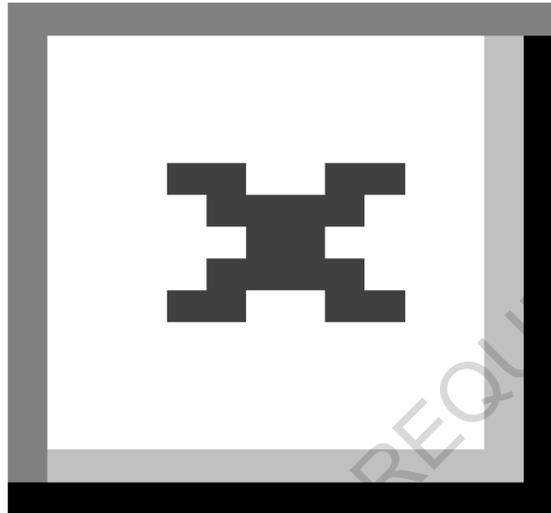


image removed by sender.

Figure 1 | Clinician EHR Systems/Tools | Source: Ommaya et al., "Care-Centered Clinical Documentation in the Digital Environment: Solutions to Alleviate Burnout," National Academy of Medicine.

System Challenges in the Current Environment

Clinicians must spend increasing portions of their work time on nonclinical activities. This leads to a lack of control over their workday, a loss of collegiality while working in isolation, and interference with the patient-physician/clinician relationship as a computer screen creates a physical and psychological barrier between them [34]. EHRs have spawned a new MD exercise known colloquially as "Pajama Time," with mandated documentation carrying on into afterhours because of the volume of required computer tasks and the ability to complete these tasks remotely.

Because of the aforementioned payment guidelines and the ease with which digital documentation allows "copying and pasting" or just adding to prior entries, the EHR has become a bloated repository of repetitive and redundant information. Recent studies indicate that, in a variety of settings, clinicians routinely use copy and paste or copy-forward and that most clinical

notes are the result of copied or imported text [35,36]. The patient's story is further lost in the fog of self-populated content that adds pages but little purpose to the notes [37].

Another feature that an EHR has that a paper chart lacks is the ability to use templates and menus. Depending on the use, these features can either speed up or slow down use but may not necessarily improve content. Forced characterization by selecting choices from a "pull-down" list or prewritten text prevents telling the story in the patient's own words in as much detail as possible. Some health organizations require documentation through templates (e.g., drop-down boxes) to facilitate billing and auditing. Optimization of template design may help alleviate some of these issues.

The Challenge of Multiple Stakeholder Requirements Driving Clinical Documentation

The espoused advantages of electronic health records are to help provide higher-quality and safer care along with greater efficiency to meet business goals. Some of the potential advantages are widely accepted: timely access to patient records, legible documentation, more reliable prescribing, reduction of some error-prone processes, enhanced privacy and security of data, and the potential to share information electronically with patients and other care providers. The advantages of other capabilities are less certain and have yet to be realized by the majority of patients and clinicians. These advantages include better-coordinated and efficient care, enhanced clinician and team communication, complete documentation for streamlined coding and billing, improved productivity and efficiency leading to better work-life balance for clinicians, and reduced costs with less "paperwork" as well as elimination of duplicate diagnostics.

Given the investment and desire to optimize the use of EHR systems, practices and organizations rely on the broadest possible application of its use to service a diverse array of stakeholders, including but not limited to patients, clinicians, institutions, payers (public and private), vendors, research bodies, registries, regulatory bodies and regulatory counsel, and policy makers. These stakeholders have great expectations that may also create competing interests. For example, documentation methods that capture data in a structured format can help facilitate billing or data analysis for quality improvement. However, clinicians may prefer free-form methods that provide greater flexibility and may be faster than structured templates in certain instances (though the use of structured formats and free-form methods for clinical documentation are not mutually exclusive). That being said, all stakeholders rely on data for critical decision making as well as advancing business decisions.

The fundamental functions driving clinical-documentation demands include traditional recording of care, automated transactions, and approaches to enable greater quality, efficiency, and informed decision making as summarized in *Table 1*.

image removed by sender.

Source: Ommaya et al., "Care-Centered Clinical Documentation in the Digital Environment: Solutions to Alleviate Burnout," National Academy of Medicine. | Note: [a] Principal elements that should be captured by the clinician during the patient encounter and recorded in clinical documentation.

Leveraging Digital Health to Support Rational Clinical Documentation

Up to 80 percent of information about an individual in a medical record is textual. Use of free text in clinical notes is an important part of medical documentation. It allows the clinician to go beyond structured data entry to record a more holistic view of an individual. In addition, under the Assessment and Plan sections of a progress note, clinicians describe their current assessment, along with their rationale, and plans for next steps in diagnosis or treatment.

Reimagining the future of digital health information technology to support clinicians, patients, and person-centered care relies on reevaluating the current data elements collected and entries recorded in EHRs. Simplifying the breadth and depth of documentation for all clinicians should be predicated on evidence that the documentation is justified.

Providing Automated Review of Previous Clinical Information

With the introduction of EHRs, and their text-productivity tools (e.g., templates, macros, and copy-paste functionality), clinical notes have become bloated and difficult to read. This forces the next clinician to go through a process of foraging to uncover important elements of past notes. By applying specially designed natural language processing algorithms, computers are now poised to read clinical text and glean important insights from it. Natural language processing (NLP) tools have been shown to reliably extract data from clinical notes with high levels of precision in research settings for specific tasks [38,39]. Current use of NLP also allows clinicians to dictate a clinical experience and can provide structured data without the use of a template. In a study published in the Journal of Medical Internet Research, use of dictation plus NLP reduced documentation time while maintaining documentation quality [40]. Future tools that facilitate the presentation of summary insights from the past in a succinct fashion would save clinicians time and prevent important information from falling through the cracks.

Addressing Copy-Paste Documentation

Tools to help recognize the original source of text passages would help the clinician reader assess the credibility and veracity of the text, as well as know which findings are new or changed. Microsoft's Track Changes is an example of a common editing tool that helps the reader understand the provenance of a text passage. Administrative changes, such as documentation assistance and empowered teamwork that direct data entry tasks away from clinicians, will reduce the pressure to copy and paste or copy-forward. Copy and paste can be helpful and time saving, but it must be used judiciously. Organizations have identified practices to promote safe use of copy and paste [41]. In addition, regulatory changes that relieve

clinicians of the need to document low-value text—e.g., each element of a normal physical exam, a complete review of systems, test results that are already present elsewhere in the record, and so on—will reduce the need for copy and paste.

Transitioning to Payment Reform

One of the drivers leading to excessive and duplicative text that is so prevalent in today's clinical documentation is the need to comply with billing rules. Payment-driven documentation criteria are artifacts of the fee-for-service environment that has dominated American medicine for decades. As the United States moves from fee-for-transactions to value-based purchasing, policy makers should reexamine the need for documentation that serves billing needs and replace it with documentation that serves care. Ultimately, returning to the origins of clinical documentation—to communicate and facilitate care—would simplify documentation, reduce the effort dedicated to producing it, and encourage documentation of only those features that are most salient and necessary to continuing care.

Applying User-Centered Design Principles

As health care practitioners transition from handwritten documents in paper medical records to electronically captured structured and unstructured documentation, the health care enterprise should take the opportunity to fundamentally reexamine the methods used to enter and retrieve essential care information. Instead of computerizing the paper-based methods of entering and retrieving information, design-thinking methods should be employed to elucidate an efficient method for capturing information and an efficient and effective way of retrieving the information needed to support effective decision making.

The transition from paper-based record keeping to computer-based information management presents a great opportunity to fundamentally relook at the most effective way of capturing and using rich information about an individual to make the best possible decisions about health. A goal of this effort should be to improve targeting of alerts and reduce disruption in clinician workflow. In addition, the inclusion of social and behavioral data that helps drive patient-focused treatment recommendations and the incorporation of patient goals would be beneficial. Standards for automated data integration from medical monitoring devices and other IT systems will also decrease clinician burden of manual data entry [42]. A truly advanced EHR system should provide patient-specific outcome and experience comparisons based on the treated population within the practice [43]. Machine-learning approaches could add to existing CDSS and generate accurate differential diagnoses and determine high-value evaluation approaches [44]. Machine-learning tools will likely assist in error detection and could improve diagnostic accuracy. Importantly, efforts to improve health IT systems must address usability or the "effectiveness, efficiency and satisfaction with which specific users can achieve a specific set of tasks in a particular environment [45]." A schema of the future state is presented in *Figure 2*.

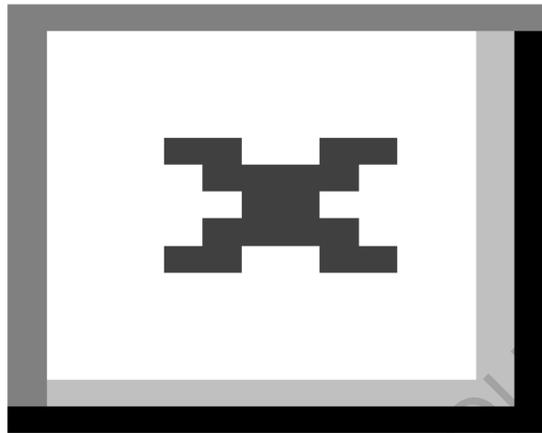


image removed by sender.

Figure 2 | The Future State of a Lean, Streamlined, User-Designed System | *Source: Ommaya et al., "Care-Centered Clinical Documentation in the Digital Environment: Solutions to Alleviate Burnout," National Academy of Medicine.*

Recommendations

To say the evolution of clinical documentation in the digital environment has become merely a source of dissatisfaction for clinicians grossly underestimates its effect on burnout. Clinicians are calling for significant redesign of clinical documentation to restore autonomy and purpose to this aspect of work, eliminate the perceived large number of actions that do not add value, and return time to clinicians for essential care activities. We recognize that the primary drivers for current capabilities in EHRs include regulatory requirements, and documentation to support coding and billing. As noted in this paper, however, the needs of clinicians and patients should be emphasized more directly and better incorporated as the primary drivers. Clinicians spend much of their time focused on documentation and related coding issues. This use of highly specialized clinical knowledge seems to be a misapplication of resources. Meanwhile, the patients have been left in their exam rooms or hospital beds wondering if all the activity going on is helping to address their needs.

It is essential that clinical documentation be adequately detailed so that patients' diagnoses and care can be understood by clinical colleagues and contribute constructively to team-based care. With the current system, we have created records that are dense, where the relevant information is challenging to find, and gaps in the consistency of what is documented are

apparent. Clinicians have learned to simply jump through the hoops of adequate documentation for reimbursement. Physicians are copying and pasting previous notes, changing a few details, and potentially contributing to the increasing volume of unnecessary and irrelevant data.

Recognizing that time is a limited resource for all clinicians, only essential primary data entry should be *required* of clinicians to support the care of a patient. The care team needs to control what documentation demands their attention with optimal capability to capture information at the point of care. Secondary uses, such as billing, should be satisfied through machine-captured data, which might be addressed in EHR certification criteria. The technology also needs to be enhanced to address the tension between structured versus unstructured documentation.

Given the time that clinicians spend with inbox management, organizations should ensure that messages indicate clear action targeted to specific audiences. Having medical assistants or other support personnel support documentation (e.g., inbox management and entering patient data into the EHR) improves clinician satisfaction and reduces burnout [46]. However, the potential for unintended consequences in data accuracy should be considered and further evaluated. Additionally, providing time in workflows during the workday to complete EHR documentation tasks enhances clinician satisfaction. Although not addressing the underlying documentation challenges, scribes or team-support mechanisms for documentation enhance physician satisfaction, increase time with patients, and advance charting efficiency [47].

As the country transitions from pay-for-transactions to pay-for-value, the focus of documentation should return to that which supports high-quality care delivery and team communication. The original 1995 and 1997 guidelines were developed to ensure that fee-for-service reimbursement was justified. It would also be beneficial for CMS to deemphasize documentation requirements as a condition of payment for health care services. Deemphasizing (and phasing out over time) the granular documentation requirements would not only decrease the administrative work that burdens clinicians, but also improve the quality and meaningfulness of the clinical documents. CMS should clarify that elements of the HPI drafted by an assistant (MA or nurse) during rooming, and subsequently confirmed with the patient by the provider, as indicated by the provider in the medical record, should count for reimbursement.

Focus on further development of health informatics capability that allows clinicians to view and understand the previous medical, health, and social history of the patient, including detail regarding diagnostic, surgical, procedure, and care plan information, will improve current EHR workflow. Ideally, richer imaging, video, and other sources of information will be included. In this system, medical history will be informed and built on the input of various treating and consulting clinicians with input and review by the patient.

As a best practice, clinicians should be engaged in development, testing, optimization, and evaluation of new EHR features such as clinical decision support, order sets, and templates. EHR training is often provided in a limited number of sessions as an onboarding component. However, advanced longitudinal training and support of clinical staff improves self-assessment of competency [48,49].

The authors recommend that an authoritative body, such as the National Academy of Medicine, initiate a study focused on redesigning clinical documentation suited to the modern digital age with a primary focus on informing clinical management and improving patient outcomes and health. The study should focus on the needs of clinicians and patients in support of succinct documentation and use of informatics tools, which can facilitate and streamline workflow. See *Box 1*.

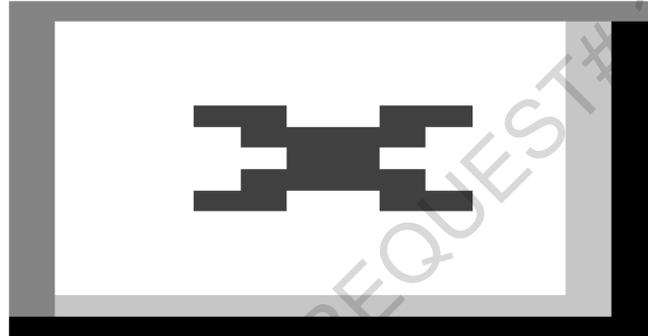


image removed by sender.

Conclusion

As a result of new and emerging technology and changing consumer expectations, health care will inevitably transition to a more person- and family-centric health system requiring the interoperability of a broad array of health solutions from traditional resources, including clinicians and hospitals, to the internet of things. As we enter an era of telehealth and digital applications, we are just beginning to understand the effect of new technologies, such as machine learning and blockchain solutions, on extending the value of health care and better aligning it with the social, genetic, environmental, and behavioral determinants of health [50]. Simultaneously, payment reform efforts are underway to support this change with new models of value-based payment that reward improved personalized health outcomes. As we study opportunities to address the existing challenges of clinical documentation, we must do so with the understanding that health care is at an inflection point and will undergo unprecedented change in the way care is delivered and paid for in the coming years.

Florence Nightingale was prophetic in her 1863 critique of hospital documentation that described her difficulty in seeking information on patient care and hospital conditions, claiming, "I have applied everywhere for information, but in scarcely an instance have I been able to find hospital records fit for any purpose of comparison [51]." Physicians 100 years ago brought forth the idea of adequate documentation to establish their professional responsibilities to their patients and to themselves. In the present environment, clinicians have lost control of this responsibility, and it is having deleterious effects on the authenticity of their work, their sense of

autonomy, patient outcomes, and the functions of the clinical environment. It is time to rethink the patient record and how it can best be used to improve person-centered care.

Join the conversation

 mage removed by sender. Critical patient data is hidden within the many documentation requirements of electronic health records. The authors of the most recent @theNAMedicine discussion paper illustrate a return to care-centered medical records: <http://ow.ly/uh1R30i1iRi> #ClinicianWellBeing

 mage removed by sender. Although the original impetus for clinical documentation was to tell a patient's story...recent history has seen an increasing shift toward tailoring documentation to fulfill billing requirements." Read the paper exploring why electronic health records are not living up to their promise: <http://ow.ly/uh1R30i1iRi> #ClinicianWellBeing

 mage removed by sender. Electronic health records aren't working as well as they could

Sent from my iPad

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Byrne, Rich (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Schnitzer, Jay J (b)(6)
Sent Date:	2018/01/31 23:07:00
Delivered Date:	2018/01/31 23:07:38

From:	Wynn, Jackie (b)(6)
To:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Schnitzer, Jay J (b)(6); Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Byrne, Rich (b)(6); Hoffman-Boswell, (b)(6); Cool, Ryan J. (b)(6)
CC:	Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Subject:	[EXTERNAL] RE: delivery of draft report
Date:	2018/01/31 10:10:26
Priority:	Normal
Type:	Note

Scott

Is there an opportunity for MITRE to evaluate the DVP program to help with the evaluation of the interoperability ?

Thanks in advance

Jackie

-----Original Message-----

From: Windom, John H. (b)(6)
Sent: Wednesday, January 31, 2018 5:28 AM
To: Schnitzer, Jay J (b)(6); Blackburn, Scott R. (b)(6); Byrne, Rich (b)(6); Wynn, Jackie (b)(6); Hoffman-Boswell, Teri Li (b)(6); Cool, Ryan J. (b)(6)
Cc: Zenooz, Ashwini (b)(6); Short, John (VACO) (b)(6)
Subject: RE: delivery of draft report

Team

Some additional thoughts. In the absence of financial disclosure statements from panel participants, the line is being severely crossed in discussing products like Apple. Many people invest in Apple and other technology stocks. Apples recent announcement has stimulated many people by the Apple name alone. Apple does not have an EHR/EMR, they have a tool which appears to be an electronic file cabinet only. In addition they could produce nothing in a reasonable amount of time or cost that supports our requirements today or in the near future.

The DVP program is committed to a competitive acquisition to solve the concerns of the folks down South you have been conversing with. Many of the industry leaders including Apple want to participate in this DVP effort . Let's not let our report or comments from folks in the South taint or tilt the competitive landscape.

I look forward to reading the final report today with the updated executive summary and final comments matrix. It's time to move forward on the EHRM side while helping the DVP TEAM stay abreast and Integrated with our implementation/interoperability efforts.

Again Amazon, Salesforce, Google, IBM, MICROSOFT , AllScripts and many others are interested in DVP. All successful industry leaders.

John

Sent with Good (www.good.com)

From: Windom, John H.

Sent: Tuesday, January 30, 2018 1:57:39 PM

To: Schnitzer, Jay J; Blackburn, Scott R.; Byrne, Rich; Wynn, Jackie; Hoffman-Boswell, Teri Li; Cool, Ryan J.

Subject: RE: delivery of draft report

Jay,

Since the Executive Summary is being provided to the VSO Reps (and likely others) without the benefit of the full report, I think several declarative statements in the Executive Summary by Mitre should be added that include:

- The D&F is the right decision in support of immediate interoperability within the VA (130+ disparate systems), with DoD and with the community providers that support DoD and VA.
- The flexibility of the EHR contract supports the evolution and inclusion of any national interoperability standards or future direction of health information exchange including FHIR, APIs, etc.
- There are no interoperability showstoppers in the RFP that preclude the award of the Cerner contract or inhibitors that preclude the advancement of national interoperability objectives -You recommend proceeding with the contract award and including industry participation throughout the business transformation process to ensure the VA remains abreast of evolving standards, technology and/or industry concerns in the realm of national interoperability. In addition, the continued alignment of the EHRM efforts with the Digital Veteran Platform (DVP) acquisition which is charged with promoting API Gateways and other emerging technology, remains critical to overall success.

Thank you.

John

John H. Windom, Senior Executive Service (SES) Program Executive for Electronic Health Record Modernization (PEO EHRM) Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080) Washington, DC 20420

(b)(6)

(b)(6)

From: Schnitzer, Jay J. (b)(6)
Sent: Monday, January 15, 2018 11:01 PM
To: Blackburn, Scott R.; Windom, John H.
Subject: [EXTERNAL] delivery of draft report

Dear Scott and John,

Please find attached a draft document entitled VA EHRM RFP Interoperability Review Report, which I am submitting to you on behalf of MITRE, as requested, on 15 January 2018.

This draft document contains a summary of the recommendations of the expert Panel we convened on 5 January, and constitutes one of the tasks in this effort. Additional tasks will be completed and added to the final Report as agreed upon in the schedule in the revised PWS.

As always, your comments, questions, suggestions, and feedback are most welcome.

Thank you.
Sincerely,
Jay Schnitzer

Jay J. Schnitzer, M.D., Ph.D.
Vice President, Chief Technology Officer (CTO) The MITRE Corporation
202 Burlington Road | Bedford, MA | 01730-1420

(b)(6)

Sender:	Wynn, Jackie (b)(6)
Recipient:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Schnitzer, Jay J. (b)(6); Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Byrne, Rich (b)(6); Hoffman-Boswell, Teri L (b)(6); Cool, Ryan J. (b)(6); Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90bf1401da07d9ba47abdfbb3-Zenooz, Ash>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Sent Date:	2018/01/31 10:09:47
Delivered Date:	2018/01/31 10:10:26

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: Follow ups
Date:	2017/12/14 00:20:35
Priority:	Normal
Type:	Note

Scott

Great meeting you also, thanks for a very enjoyable conversation and thanks for passing on my greetings to Melissa. She emailed me to let me know you passed it on.

On the three items, we are already on items 1 and 2. Bruce has communicated with the CIOs to ask them to complete the punch list items as soon as possible. He has also formally request of each of the CIOs to recommend a current #2 CIO type person from one of their institutions (or elsewhere) that can take that role. We will get back to you as we receive info from both of these requests. He asked each CIO to prepare their own list and then Bruce and I will combine them and remove duplication before we send one combined list to you.

On item 3, we decided to wait until we get the punch lists from them (since we don't know their timing) to get their availability for a January meeting date. But we have that on the to do list.

Marc

On Thu, Dec 14, 2017 at 12:12 AM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc,

It was great meeting you in person earlier this week. Thank you so much for the offers to help. I really appreciate all that you and others are doing.

I just wanted to follow up on 3 items we discussed.

#1) Identifying an experienced executive willing to become a government employee ('insider') to help us drive this from the inside. As discussed, outside

advisors/consultants can only do so much in government due to ethics laws, etc. We really need someone on the inside. The pay stinks (I took a pay cut from \$1m+ down to \$171k per year) and it is a pain in the neck – but also tremendously fulfilling. This person is really going to want to do it for the greater good. There are two options that could work.

- A Kurt Heyssel like executive that we could hire as a “India Pale Ale” (or whatever IPA stands for). This would be one of the 5 CIOs #2 or something like that.
- A former CIO that we can trust that doesn’t need the money. We have the ability to quickly hire “experts” on a non-competitive basis. Again, the pay will stink so anyone looking for something fair/respectable need not apply. This will truly be “public service”.

#2) The punch-list of issues that the 5 CIOs have volunteered. Do you think this is possible for us to get by the end of next week (December 22)? This would allow me to get our team to work on this over the holiday week and get a gap analysis done.

#3) A date in early January. If you can give me a date in early January, we will make it work. I will also work to make sure that we do this within FACA guidelines so we don’t inadvertently break any rules.

Thanks again for all the support. On behalf of my fellow Veterans, it is very much appreciated.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/12/14 00:20:20
Delivered Date:	2017/12/14 00:20:35

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Bruce Moskowitz (b)(6) Schnitzer, Jay J (b)(6)
Subject:	[EXTERNAL] Re: Thanks!
Date:	2018/01/18 16:25:26
Priority:	Normal
Type:	Note

Thank you Scott. We really appreciate the feedback and your and Jay's openness. I hope you both know that our interest is the VA's best interest (and the interest of those charged with its oversight). We stand ready to help as things move forward.

I hope your recovery is progressing from the surgery...forgot to inquire last night and apologize for that.

All the best

Marc (and on behalf of Bruce)

On Thu, Jan 18, 2018 at 3:34 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc/Bruce – I just want to say thank you once again for the support, partnership, and sage advice. Great conversation last night and I appreciate you guys being direct/blunt in your feedback. As I mentioned – being a former college QB (w/ tough coaches), a former Army officer, and having spent 10 years in McKinsey's feedback culture – you don't ever have to worry about my feelings being hurt.

I had a good conversation with the Secretary this morning and he too appreciates the feedback. We will adjust and are working on refining our next steps.

Thanks again,

Scott

Scott Blackburn

Action CIO

US Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Bruce Moskowitz (b)(6) Schnitzer, Jay J (b)(6)
Sent Date:	2018/01/18 16:24:43
Delivered Date:	2018/01/18 16:25:26

From:	Wynn, Jackie (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] FW: Meeting with Marc Sherman
Date:	2018/01/09 19:42:22
Priority:	Normal
Type:	Note

FYSA

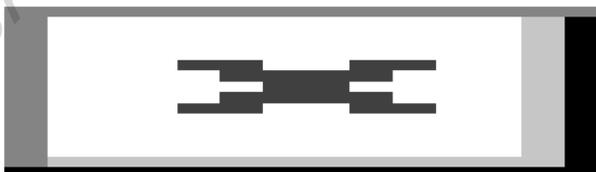
Thanks in advance

Jackie

From: Byrne, Rich
Sent: Tuesday, January 9, 2018 7:05 PM
To: Schnitzer, Jay J (b)(6)
Cc: Wynn, Jackie (b)(6); White, Katharyn M. (b)(6)
Subject: Re: Meeting with Marc Sherman

Soonest (any day this week) in case we can add language to contract in time. Otherwise it will be weeks since he will be in florida and I am not sure we want to fly down again even tho its nice weather.

Rich
PS I ran across this:



From: "Schnitzer, Jay J" (b)(6)
Date: Tuesday, January 9, 2018 at 7:01 PM
To: Rich Byrne (b)(6)
Subject: FW: Meeting with Marc Sherman

When would you like to follow up with Marc?
Thanks,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Schnitzer, Jay J (b)(6)
Date: Tuesday, Jan 09, 2018, 7:30 AM
To: Bruce Moskowitz (b)(6) Byrne, Rich (b)(6)
Cc: (b)(6)
Subject: RE: Meeting with Marc Sherman

Hi Bruce,

I was just composing an email to you.

First, to you and Marc, thank you. Both Rich and I appreciate how generous you were with your time. And, we learned an enormous amount from both of you. Thank you again so much.

Marc, we outline some next steps over dinner, and key among those was to meet with you to discuss several aspects of this going forward, especially aligning incentives for industry and assuring ROI for VA and the country. Rich and I will work with you to schedule that session, if you are agreeable.

Once again, many, many thanks.

All the best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Bruce Moskowitz (b)(6)
Date: Tuesday, Jan 09, 2018, 7:16 AM
To: Schnitzer, Jay J (b)(6) Byrne, Rich (b)(6)
Cc: (b)(6)
Subject: Meeting with Marc Sherman

Marc is only in the Washington area this week and then in Florida. The next step is to meet with him. Thank you for an excellent discussion. My cell is (b)(6)

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Wynn, Jackie (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/01/09 19:41:35
Delivered Date:	2018/01/09 19:42:22

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: FW: Follow ups
Date:	2017/12/21 09:28:06
Priority:	Normal
Type:	Note

All three of these items are actively in progress. I know they are all working on #1. On the third item, Bruce has identified multiple candidates and I will be talking to him later today and will get a more detailed update and get back to you.

On Wed, Dec 20, 2017 at 2:53 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc – I hope you are having a great week. I want to follow up on 3 things:

- Any progress on the punch-list of issues from the 5 CIOs? Is there anything I can do to help this along? The Secretary has been nagging me about this.
- Were you able to connect with Bruce and/or the 5 CIOs to see if anyone of them would be willing to help with a January external review of interoperability solutions? This is similar to the punch-list but will be more public. As I mentioned, MITRE will be helping put this together for us. The Office of American Innovation has given us a few suggestions that we will include. We have connected with Dr. Frank Opelka from the American College of Physicians and he will be working together with us on this.
- Any luck identifying an executive that would be willing to come on as a government employee? The Secretary has also been nagging me about this.

Thanks so much! I hope you are enjoying the holidays and will hopefully get some time off over the break.

Scott

From: Blackburn, Scott R.
Sent: Thursday, December 14, 2017 12:13 AM
To: Marc Sherman
Subject: Follow ups

Marc,

It was great meeting you in person earlier this week. Thank you so much for the offers to help. I really appreciate all that you and others are doing.

I just wanted to follow up on 3 items we discussed.

#1) Identifying an experienced executive willing to become a government employee ('insider') to help us drive this from the inside. As discussed, outside advisors/consultants can only do so much in government due to ethics laws, etc. We really need someone on the inside. The pay stinks (I took a pay cut from \$1m+ down to \$171k per year) and it is a pain in the neck – but also tremendously fulfilling. This person is really going to want to do it for the greater good. There are two options that could work.

- A Kurt Heyssel like executive that we could hire as a “India Pale Ale” (or whatever IPA stands for). This would be one of the 5 CIOs #2 or something like that.
- A former CIO that we can trust that doesn't need the money. We have the ability to quickly hire “experts” on a non-competitive basis. Again, the pay will stink so anyone looking for something fair/respectable need not apply. This will truly be “public service”.

#2) The punch-list of issues that the 5 CIOs have volunteered. Do you think this is possible for us to get by the end of next week (December 22)? This would allow me to get our team to work on this over the holiday week and get a gap analysis done.

#3) A date in early January. If you can give me a date in early January, we will make it work. I will also work to make sure that we do this within FACA guidelines so we don't inadvertently break any rules.

Thanks again for all the support. On behalf of my fellow Veterans, it is very much appreciated.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/12/21 09:27:29
Delivered Date:	2017/12/21 09:28:06

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: Next time you are in DC?
Date:	2017/12/06 21:47:34
Priority:	Normal
Type:	Note

Scott

Thanks for the nice email. I will be in DC and could have lunch this coming Monday (Dec 11). After that, I will be in NY for several days and then gone until after New Year's. Let me know if the 11th lunch would work for you.

Marc

On Wed, Dec 6, 2017 at 7:21 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc –

David mentioned the two of you had lunch together the other day. He mentioned that you/I should get together whenever you are in town next. Let me know as I would love to get together.

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology

US Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/12/06 21:47:23
Delivered Date:	2017/12/06 21:47:34

From:	Bruce Moskowitz (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Carolyn (b)(6)
Subject:	Re: [EXTERNAL] VA-CIO CALL
Date:	2017/11/20 18:10:47
Priority:	Normal
Type:	Note

Thank you for your response. I will be available for a phone call at a convenient time for both of us. Carolyn will set it up

Sent from my iPhone

On Nov 20, 2017, at 5:33 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Dr. Moskowitz,

Thank you so much for the note and for all the help/support. I would love to meet you in person. Do you have any plans to be in Washington anytime soon?

I thought the call last week was extremely valuable. The experience and wisdom of the participants is such a great asset – we would be fools to not take full advantage of it. I do agree fully that there was a lot to cover in only two hours. I think the moderator was doing the best he could to get as much out of it as possible, while trying to be respectful of the time that so many important people were volunteering. If the 5 CIOs were willing to follow up, perhaps we schedule another session(s) on various deep dive topics? We would absolutely love that.

Just by way of introduction – I jumped into the CIO role less than 2 months ago when our previous CIO (Rob Thomas) abruptly retired to deal with some personal issues. I am a disabled Army Veteran (MIT ROTC). After getting out of service I went to business school and then to McKinsey where I made partner and spent 9+ years there leading large business transformations in industrial clients. Bob McDonald (the former P&G CEO and former Secretary) convinced me to join VA to lead the turnaround after the 2014 Phoenix scandal. From Feb-Sept, I served as Secretary Shulkin's Deputy until a political appointee was put in place. Then jumped into the CIO role to work with the team and make sure this gets done. We are still awaiting a permanent CIO.

I would be happy to jump on the phone this week to if you would like.

Thanks again for your support!
Scott

Scott Blackburn

Acting CIO and Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

From: Bruce Moskowitz (b)(6)
Sent: Monday, November 20, 2017 6:02 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] VA-CIO CALL

Dear Scott:

I thought the VA-CIO call November 15 to help you with practical industry expertise relating to your proposed Cerner implementation generated some valuable conversation. The participants were some of the most highly experienced CIOs with deep EMR backgrounds, together with physicians who focus on medical error prevention and improving the EMR experience. I hope and expect that you found it of great value. Since we have not spoken before, you may not be aware that I am the person who personally recruited the Academic Medical Centers to provide the VA with advice, intended to help the VA create and implement a path to fix its care delivery issues, as well as advise on other areas where they can be of value to better veterans' care. I have been a central point for the group and was the collection point for the participants' post-call debrief. Also, for reference purposes, each of the people on yesterday's call has performed flawless implementations of state of the art EMR systems on behalf of their respective healthcare delivery systems, some more than once.

Since the call was structured to focus the discussion on the few direct questions set forth in your agenda, and the moderator controlled the timing of each question very tightly, the breadth of the discussion was somewhat limited. As a result, you only had the benefit of the experts' advice in the areas that the moderator put on the table... and the participant's want to make sure you have the benefit of their complete thoughts and feedback. Everyone felt good about the discussion on the agenda questions and felt that the scope and implementation issues relating to DOD / VA interoperability were well in hand. However, some of the participants' questions raised about other areas left them uneasy about the readiness of the system for implementation or the readiness of the Cerner RFP contract for execution. Based on some of the offshoot discussions, the participants felt that many non-DOD interoperability solutions have not yet been fully addressed or solved, leading to incomplete system planning and contracting protections, greatly risking an unsuccessful implementation and large additional cost and time overruns. The interoperability with community provider partners did not seem to be defined completely. Some additional areas that were identified by the VA and its contractor's participants and moderator as incomplete in the call are: seamless sharing of Choice partner records, duplicate procedure and medical error prevention, flagging

mechanisms and implantable device identification, among others. Until the design of the system and all functional requirements are identified and completed, the participants fear that these as yet undeveloped processes and solutions will result in a significant increase in the cost of the implementation and operation of the Choice program and impact quality care delivery to our veterans who choose to take advantage of the Choice program.

Lastly, at the beginning of yesterday's call your moderator identified the comfort that Congress expressed at recent hearings from the participation of the CIOs in the process. However, yesterday's relatively short discussion on a massive topic was limited and not set up to have a platform for full discussion in a two hour phone call with a few questions. Also, as mentioned in the call at various times, the participants' did not have access to the RFP contract document, its scope and the contractual provisions and protections, a critical part they feel of evaluating the completeness of a successful design and implementation. As such, the participants want to make sure that yesterday's discussion is understood by everyone - the VA and Congress alike - to be a limited dialogue to provide their valuable experiences on the topics put on the table by the moderator, but not as a confirmation of the project's completeness or readiness for contract execution or implementation, which they believe likely has shortfalls. In general, we liked what we heard, we are honored that you felt our advice would be of value, but have had discussion about a very limited part of the project and have questions about the system design, whether it is ready for implementation and whether the contract (from the limited discussion) has adequate safeguards to proceed without risk to the cost and success of the effort.

While this was the first time you have spoken to any of these participants on the topic of EMR, and maybe on any topic, the participants would be pleased to provide further feedback and advice should you desire on the remaining issues that are still incomplete and to help you work toward a successful RFP contract, design and implementation.

Sent from my iPad
Bruce Moskowitz M.D.

Sender:	Bruce Moskowitz <(b)(6)>
Recipient:	Carolyn <(b)(6)> Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/11/20 18:10:17
Delivered Date:	2017/11/20 18:10:47

From:	Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=RICCI.MULLIGAN>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: [EXTERNAL] RE: delivery of draft report
Date:	2018/02/04 10:09:25
Priority:	Normal
Type:	Note

Scott

I hope that all that were included on the email that John Windom sent are on the NDA which we reinforced on our trip with Apple. We do not have a signed MOU as OIT just took over the task that VHA was responsible to accomplish.

I would like to sit down and discuss on Monday what is the path here.

I have my thoughts, most concerning is the ability to manage the breadth and scope of DVP if it becomes combined with EHRM delivery.

If politically you need to do so to get signed, I understand.

However, the current Apple project has nothing to do with DVP.

The DVP project could be a different partnership, but I am concerned that there would be some protest from Amazon or Google.

We will move forward with whatever way you deem. It is implied here that DVP is now under the EHRM project, that would be a mistake, but I do understand the issue we have here.

I would like to talk as soon as you are free Monday? I would then like to bring Drew in to give him instructions.

Ricci

Sent with Good (www.good.com)

From: Myklegard, Drew

Sent: Sunday, February 04, 2018 6:25:31 AM

To: Windom, John H.; Short, John (VACO); Wynn, Jackie; Blackburn, Scott R.; Schnitzer, Jay J; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.; Mulligan, Ricci

Cc: Zenooz, Ashwini

Subject: Re: [EXTERNAL] RE: delivery of draft report

Sure John. Just send over an invite to Ricci based on her schedule, and I will make my schedule work.

From: "Windom, John H." (b)(6)
Date: Saturday, February 3, 2018 at 10:55 AM
To: "Myklegard, Drew" (b)(6) "Short, John (VACO)"
(b)(6) "Wynn, Jackie" (b)(6) "Blackburn, Scott R."
<Scott.Blackburn@va.gov>, "Schnitzer, Jay J" (b)(6) Rich Byrne
(b)(6) "Hoffman-Boswell, Teri Li" (b)(6) "Cool, Ryan J."
(b)(6)
Cc: "Zenooz, Ashwini" (b)(6)
Subject: RE: [EXTERNAL] RE: delivery of draft report

Drew,

The Mitre report is complete. I would like for you to come sitdown with Ash, John Short and Me to discuss the overall way forward before sitting down to discuss your Apple trip or any other events with people outside of your OIT leadership. Break/John Short, please coordinate the appropriate meeting between we four.

Thx

John

John H. Windom, Senior Executive Service (SES)
Program Executive for Electronic Health Record Modernization (PEO EHRM)
Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080)
Washington, DC 20420

(b)(6)

Office: (202) 461-5820

(b)(6)

From: Myklegard, Drew
Sent: Saturday, February 03, 2018 5:49 AM
To: Short, John (VACO); Wynn, Jackie; Blackburn, Scott R.; Windom, John H.; Schnitzer, Jay J; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini
Subject: Re: [EXTERNAL] RE: delivery of draft report

Apologies. I wrote Wednesday. I meant to put Monday.

From: "Short, John (VACO)" (b)(6)
Date: Friday, February 2, 2018 at 7:45 PM
To: "Myklegard, Drew" (b)(6) "Wynn, Jackie"
(b)(6) "Blackburn, Scott R." <Scott.Blackburn@va.gov>, "Windom,
John H." (b)(6) "Schnitzer, Jay J" (b)(6) Rich
Byrne (b)(6) "Hoffman-Boswell, Teri Li" (b)(6) "Cool, Ryan

J. "(b)(6)"
Cc: "Zenooz, Ashwini" (b)(6)
Subject: RE: [EXTERNAL] RE: delivery of draft report

I can meet Wednesday at 3pm.

Warmest regards!
Respectfully,

John A. Short (SES), Doctoral Candidate, MBA-ISM, MSIS, CNSS 4011/4012, FEMA PDS
Executive Director, Information Technology Systems Modernization
CTO, EHRM PEO
VA Office: (202) 461-9299

(b)(6)

For IPO business please reach out to the new Deputy Director of the DoD/VA IPO, Dr. Helga Rippen (b)(6)

From: Myklegard, Drew
Sent: Friday, February 02, 2018 6:04:04 PM
To: Wynn, Jackie; Blackburn, Scott R.; Windom, John H.; Schnitzer, Jay J; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: RE: [EXTERNAL] RE: delivery of draft report

Could we do Wednesday after 3pm?

Sent with Good (www.good.com)

From: Wynn, Jackie
Sent: Thursday, February 01, 2018 11:50:36 AM
To: Myklegard, Drew; Blackburn, Scott R.; Windom, John H.; Schnitzer, Jay J; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: [EXTERNAL] RE: delivery of draft report

Drew
That would be great to sync to understand any insights learned from your recent trip.

What is your availability for Monday?

Thanks in advance

Jackie

-----Original Message-----

From: Myklegard, Drew (b)(6)
Sent: Wednesday, January 31, 2018 8:25 PM
To: Blackburn, Scott R. <Scott.Blackburn@va.gov>; Wynn, Jackie (b)(6); Windom, John H. (b)(6); Schnitzer, Jay J (b)(6); Byrne, Rich (b)(6); Hoffman-Boswell, Teri Li (b)(6); Cool, Ryan J. (b)(6)
Cc: Zenooz, Ashwini (b)(6); Short, John (VACO) (b)(6)
Subject: RE: delivery of draft report

Jackie,

Traveling today, but glad to make myself available when you need. Do you want me to sync with Rich or someone else on your team?

Drew

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Wednesday, January 31, 2018 11:32:28 AM
To: Wynn, Jackie; Windom, John H.; Schnitzer, Jay J; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini; Short, John (VACO); Myklegard, Drew
Subject: RE: delivery of draft report

Yes. That is why I wanted to make sure Drew Myklegard was plugging in and involved. Important that you guys understand what we are (and aren't) doing there. Drew is cc'd here.

-----Original Message-----

From: Wynn, Jackie (b)(6)
Sent: Wednesday, January 31, 2018 10:10 AM
To: Windom, John H.; Schnitzer, Jay J; Blackburn, Scott R.; Byrne, Rich; Hoffman-Boswell, Teri Li; Cool, Ryan J.
Cc: Zenooz, Ashwini; Short, John (VACO)
Subject: [EXTERNAL] RE: delivery of draft report

Scott

Is there an opportunity for MITRE to evaluate the DVP program to help with the evaluation of the interoperability?

Thanks in advance

Jackie

-----Original Message-----

From: Windom, John H. (b)(6)

Sent: Wednesday, January 31, 2018 5:28 AM

To: Schnitzer, Jay J. (b)(6); Blackburn, Scott R. <Scott.Blackburn@va.gov>; Byrne, Rich

(b)(6); Wynn, Jackie (b)(6); Hoffman-Boswell, Teri Li (b)(6)

Cool, Ryan J. (b)(6)

Cc: Zenooz, Ashwini (b)(6); Short, John (VACO) (b)(6)

Subject: RE: delivery of draft report

Team

Some additional thoughts. In the absence of financial disclosure statements from panel participants, the line is being severely crossed in discussing products like Apple. Many people invest in Apple and other technology stocks. Apples recent announcement has stimulated many people by the Apple name alone. Apple does not have an EHR/EMR, they have a tool which appears to be an electronic file cabinet only. In addition they could produce nothing in a reasonable amount of time or cost that supports our requirements today or in the near future.

The DVP program is committed to a competitive acquisition to solve the concerns of the folks down South you have been conversing with. Many of the industry leaders including Apple want to participate in this DVP effort . Let's not let our report or comments from folks in the South taint or tilt the competitive landscape.

I look forward to reading the final report today with the updated executive summary and final comments matrix. It's time to move forward on the EHRM side while helping the DVP TEAM stay abreast and Integrated with our implementation/interoperability efforts.

Again Amazon, Salesforce, Google, IBM, MICROSOFT , AllScripts and many others are interested in DVP. All successful industry leaders.

John

Sent with Good (www.good.com<<http://www.good.com>>)

From: Windom, John H.

Sent: Tuesday, January 30, 2018 1:57:39 PM

To: Schnitzer, Jay J; Blackburn, Scott R.; Byrne, Rich; Wynn, Jackie; Hoffman-Boswell, Teri Li; Cool, Ryan J.

Subject: RE: delivery of draft report

Jay,

Since the Executive Summary is being provided to the VSO Reps (and likely others) without the benefit of the full report, I think several declarative statements in the Executive Summary by Mitre should be added that include:

- The D&F is the right decision in support of immediate interoperability within the VA (130+ disparate systems), with DoD and with the community providers that support DoD and VA.
- The flexibility of the EHR contract supports the evolution and inclusion of any national interoperability standards or future direction of health information exchange including FHIR, APIs, etc.
- There are no interoperability showstoppers in the RFP that preclude the award of the Cerner contract or inhibitors that preclude the advancement of national interoperability objectives -You recommend proceeding with the contract award and including industry participation throughout the business transformation process to ensure the VA remains abreast of evolving standards, technology and/or industry concerns in the realm of national interoperability. In addition, the continued alignment of the

EHRM efforts with the Digital Veteran Platform (DVP) acquisition which is charged with promoting API Gateways and other emerging technology, remains critical to overall success.

Thank you.
John

John H. Windom, Senior Executive Service (SES) Program Executive for Electronic Health Record Modernization (PEO EHRM) Special Advisor to the Under Secretary for Health
811 Vermont Avenue NW (5th Floor Suite 5080) Washington, DC 20420

(b)(6)

Office: (202) 461-5820

(b)(6)

From: Schnitzer, Jay (b)(6)
Sent: Monday, January 15, 2018 11:01 PM
To: Blackburn, Scott R.; Windom, John H.
Subject: [EXTERNAL] delivery of draft report

Dear Scott and John,

Please find attached a draft document entitled VA EHRM RFP Interoperability Review Report, which I am submitting to you on behalf of MITRE, as requested, on 15 January 2018.

This draft document contains a summary of the recommendations of the expert Panel we convened on 5 January, and constitutes one of the tasks in this effort. Additional tasks will be completed and added to the final Report as agreed upon in the schedule in the revised PWS.

As always, your comments, questions, suggestions, and feedback are most welcome.

Thank you.
Sincerely,
Jay Schnitzer

Jay J. Schnitzer, M.D., Ph.D.
Vice President, Chief Technology Officer (CTO) The MITRE Corporation
202 Burlington Road | Bedford, MA | 01730-1420

(b)(6)

Sender:	Mulligan, Ricci </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=RICCI.MULLIGAN>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/02/04 10:09:25

From:	Clancy, Carolyn </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VHACOCLANCC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: Followup to last evenings discussion
Date:	2018/01/31 13:31:54
Priority:	Normal
Type:	Note

FYI re call later today

Executive in Charge
Veterans Health Administration
810 Vermont Ave, NW
Washington, DC 20420

(b)(6)

From: Wallace, Patricia
Sent: Wednesday, January 31, 2018 12:37:50 PM
To: Bruce Moskowitz
Cc: Clancy, Carolyn; Wallace, Patricia
Subject: Followup to last evenings discussion

Bruce, As you know, the work being done at the VA is under a Non Disclosure Agreement. While great progress has been made since we began, we are not at the level of any public disclosure or product availability at this point in time.

You also know that Apple had a press release last week announcing a significant update to their HEALTH app within the iPhone that would allow a feature for customers to see their medical records on their iPhone. I will try to answer the questions you posed last evening based on what Apple publicly communicated about their new beta product and relate it to a Veteran experience and the VA health care delivery system.

How would such a product benefit the Veteran?

One of the key objectives to transforming care at the VA is to ensure that the Veteran is ACTIVELY engaged in their care. The relationship between that high level of engagement and improved outcomes has been established. Coordination of key elements of the health record also provides a critical safety net for the Veteran. Patient and Providers would know a current medication list, lab studies would not need to be repeated, etc. For the product to be optimally effective, it requires providers, clinics, hospitals, health systems to participate. The more participants, the stronger the product.

How will the Veteran use it?

The Veteran will access the HealthApp on their iPhone. They can then look up and find participating institutions (hospitals, clinics etc) and then create a secure connection to their health records. This will create a secure method of storing their health records to have available when the Veteran is travelling, moving, standing at the pharmacy counter at their local CVS when queried about allergies or immunizations, or seeing providers in the VA system or through Choice providers. To the best of my knowledge, the information flows to the Veteran and is not bi-directional. In that manner, the Veteran is responsible for sharing that information with his health care team.

The data types currently supported are allergies, conditions, immunizations, lab results, medications, procedures and vitals.

How would it benefit the VA?

With multiple providers involved in a Veterans care, it is essential that everyone has the most up-to-date information. Whether the patient gets care at the VA or through a Choice facility/provider, that care requires coordination. It is expected that quality would be enhanced, costs from duplicative or fragmented care would be reduced and the Veteran experience would be enhanced.

Have physicians had input into the product?

I can't speak for the work that Apple has done related to their beta release of last week but we've been told that multiple physicians were involved. At the VA, our workteam is comprised by technical staff and physicians

How many Veterans have access to an iPhone?

I am working on finding an answer to that for you. Stay tuned.

Below are screen shots of the Apple screens for the beta release announced by Apple last week

From:	James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOJAMESB2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: Apple
Date:	2018/04/11 10:54:35
Priority:	Normal
Type:	Note

FYI below.

Bill James
Acting Principal Deputy Assistant Secretary
Office of Information & Technology

(b)(6)

From: Sandoval, Camilo J.
Sent: Wednesday, April 11, 2018 10:53 AM
To: Myklegard, Drew; Huweart, Eric D.; James, Bill
Subject: RE: Apple

Thank you

From: Myklegard, Drew
Sent: Wednesday, April 11, 2018 5:42:38 AM
To: Huweart, Eric D.; Sandoval, Camilo J.; James, Bill
Subject: Re: Apple

Morning Camilo,

Attached is the very generic NDA that legal has asked us to have people sign if they are involved in the project. I will send the MOU in a second email.

Drew

From: "Huweart, Eric D." (b)(6)
Date: Wednesday, April 11, 2018 at 8:36 AM
To: Camilo Sandoval <Camilo.Sandoval@va.gov>, "James, Bill" (b)(6), "Myklegard, Drew" (b)(6)
Subject: RE: Apple

Camilo,

I actually do not have access to that document. In fact, I understand that there is an associated NDA that needs to be executed. Adding Drew who should be able to assist.

v/r,
Eric

ERIC D. HUWEART

Chief of Staff

Office of Assistant Secretary for Information and Technology (OIT)

Department of Veterans Affairs

(b)(6)

From: Sandoval, Camilo J.
Sent: Tuesday, April 10, 2018 4:50 PM
To: James, Bill; Huweart, Eric D.
Subject: Re: Apple

Hi Eric,

Can you please send me the Apple MOU that was signed last week by Scott?

Thank you
Camilo

Sender:	James, Bill </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOJAMESB2>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/04/11 10:54:33
Delivered Date:	2018/04/11 10:54:35

From:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Subject:	RE: Contract Language
Date:	2018/04/01 20:38:42
Priority:	Normal
Type:	Note

Excellent, I'll touch base with Windom tomorrow morning.

Also, there's someone by the name of Genevieve Morris from the Office of National Coordinator (ONC) joining the VA tomorrow on a 120 day detail. I believe she will be helping us review the contract as well, at least with regards to interoperability, and already working with the EHR team.

Do you know (of) her? Any thoughts on how we might utilize her expertise in combination with Rasu, beyond just reviewing the Cerner contract? She seems to have a solid policy background in her respective space. Do you see Genevieve and Rasu working together to cover the policy and functional aspects of Interoperability?

Camilo

From: Blackburn, Scott R.
Sent: Sunday, April 01, 2018 4:38:47 PM
To: Sandoval, Camilo J.
Cc: Windom, John H.
Subject: RE: Contract Language

Not sure we did. John?

What he might be talking about is the feedback from the calls we had 2 weeks ago. I believe John and team have created a thorough matrix to reconcile that feedback (and Ash did follow ups with each to make sure we understood their feedback and then understood how we were reconciling that feedback). There was also the language that we received via OGC.

I'll leave it to John to weigh in.

From: Sandoval, Camilo J.
Sent: Sunday, April 01, 2018 7:35 PM

To: Blackburn, Scott R.
Cc: Windom, John H.
Subject: Re: Contract Language

Scott,

I just spoke with Bruce Moskowitz regarding where things are with EHR and he mentioned you recently received language provided by several CIOs (Leslie Cooper, Stan Huff, Stephanie Reel, Jonathan Manis). Could you kindly forward me those emails and documents? I believe it was in regards to interoperability.

Hope you had a great Easter Sunday.

Thank you.
Camilo

Sender:	Sandoval, Camilo J. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOSANDOC>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>
Sent Date:	2018/04/01 20:38:40
Delivered Date:	2018/04/01 20:38:42

From:	Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOMYKLED>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] RE: VA EHR Call Update
Date:	2018/03/20 22:18:48
Priority:	Normal
Type:	Note

I don't get it. What is said below is where we are trying to go with standards. Our contract could site the specific standards (no argument here). But even if you did everything below there is still quite a bit of daylight between what he was saying on the phone (semantic interoperability, machine learning) and having the data appended to the EMR when the initiating institution passes the data using a standard. I don't see anything about how you make the sender adhere to standards, especially how you have Cerner "make" the other EHRs do it.

Drew Myklegard

(b)(6)

From: Blackburn, Scott R.
Sent: Tuesday, March 20, 2018 7:34:36 PM
To: Myklegard, Drew
Subject: FW: [EXTERNAL] RE: VA EHR Call Update

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Tuesday, March 20, 2018 4:25 PM
To: Blackburn, Scott R.; Callaghan, Elizabeth
Cc: Windom, John H.; Truex, Matthew; Short, John (VACO)
Subject: Re: [EXTERNAL] RE: VA EHR Call Update

Scott,

I reviewed the material you sent regarding the proposed VA EMR contract and statement of work. I have one area of concern regarding the interoperability of the system with community care providers. For the new VA EMR to efficiently serve patients, maximize safety and lower medical costs, medical records from the military, VA and community care providers under contract must be viewable in a seamless electronic format. The language of the contract and statement of work do not require this of the Cerner system.

In my experience using 3 versions of the Cerner EMR, the records from outside providers are imported as a CCD or CCA file and labeled as "Outside Material" with no way to identify file content or correlate internal study results with similar outside studies. For example a fax with a coronary angiogram report and a colonoscopy report will be included in the same "Outside Material" file. The date on the Outside Material file is the date of entry into the Cerner EMR, with no relation to the date of the file contents. These results are neither indexed nor searchable. The effort required of providers to open and read all pages of each file is infeasible and therefore tests are needlessly repeated at substantial cost and risk to patients.

I recommend that the VA EMR contract and statement of work be amended to require that a core interoperability strategy be operational at the time of initial EMR implementation. The amended contract and statement of work should specify that that all community care provider materials be indexed and searchable by specific diagnosis and test result, and that these results be linked to relevant parts of the internal VA records by date and medical discipline. For example, a coronary angiogram report at an outside facility performed in January 2018 should appear in the VA EMR under Cardiology Testing (nomenclature from Cerner Mayo installations) on the date of the study. Current operational examples of successful EMR interoperability at the level required include EPIC to EPIC data exchange or a proprietary intra-organization system used at Mayo Clinic called Synthesis. We would recommend that you utilize standards for this as promulgated by the Federal government (e.g., Meaningful Use 2015 edition, and the Trusted Exchange Framework and Common Agreement initiated by the Department of Health and Human Services) and by industry (e.g., the HL7 Fast Healthcare Interoperability Resource standards and industry-led Argonaut and SMART projects). This recommendation has been reviewed by Mayo Clinic leadership and we believe is consistent with other feedback you have received from Mayo Clinic experts.

I look forward to discussing the VA EMR during the conference call at 7:30. My flight to ATL is delayed slightly, but scheduled to land at 7:05 pm.

Leslie T. Cooper, Jr., MD
Chair, Enterprise Department of Cardiovascular Medicine
Mayo Clinic

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Monday, March 19, 2018 at 2:39 PM
To: "Callaghan, Elizabeth" <(b)(6)> "Cooper, Leslie T., M.D." <(b)(6)>
Cc: "Windom, John H." <(b)(6)> Matthew Truex <(b)(6)>
"Short, John (VACO)" <(b)(6)>
Subject: [EXTERNAL] RE: VA EHR Call Update

Thank you, Dr. Cooper. Dr. Moskowitz mentioned very specifically to me that we should get your perspective on cloud so that we know we have that part correct. I am thinking we cover that issue from 7:30-8pm ET before others join at 8pm.

Thank you again for the support.
Scott

From: Callaghan, Elizabeth
Sent: Monday, March 19, 2018 1:38 PM
To: Cooper, Leslie T., M.D.
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: RE: [EXTERNAL] VA EHR Call Update

Dr. Cooper, thank you for your response. I have sent two outlook invites, one starting at 7:30PM EST for you to participate in as well as the 8PM EST with the group. Please let me know if you have any questions.

Thanks,
Liz

From: Cooper, Leslie T., M.D. (b)(6)
Sent: Saturday, March 17, 2018 9:36 PM
To: Callaghan, Elizabeth
Cc: Blackburn, Scott R.; Windom, John H.; Truex, Matthew
Subject: Re: [EXTERNAL] VA EHR Call Update
Importance: High

Tuesday I am in Rochester, MN. Meetings 10:30-2:00 and a 4 pm flight to Atlanta.
If the call needs to be Tuesday, I have a layover in ATL 7:05-8:48 pm. Could I call in as soon as I land?
Wednesday I could make a call after 6:30 pm.

Leslie

From: "Callaghan, Elizabeth" (b)(6)
Date: Saturday, March 17, 2018 at 12:13 PM
To: "Cooper, Leslie T., M.D." (b)(6)
Cc: "Blackburn, Scott R." <Scott.Blackburn@va.gov>, "Windom, John H." (b)(6), Matthew Truex (b)(6)
Subject: [EXTERNAL] VA EHR Call Update

Good afternoon Dr. Cooper,

I hope you are having a nice weekend! Sorry for the extra email but we are having trouble finding a time that works for everyone. Right now, Tuesday evening seems to be the best time. If we made the call later on Tuesday starting at 5pm, 6pm, 7pm or 8pm ET would you be able to make that work?

Thanks again!
Liz

Elizabeth M. Callaghan
Executive Assistant to the Assistant Secretary
Office of Information and Technology
US Department of Veterans Affairs

(b)(6)

Sender:	Myklegard, Drew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOMYKLED>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/03/20 22:18:47
Delivered Date:	2018/03/20 22:18:48

From:	Callaghan, Elizabeth </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOCALLAE2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR
Date:	2018/03/17 17:29:12
Priority:	Normal
Type:	Note

It looks like if we do 8PM on Tuesday we can get:

Manis
Reel
Rasu
Karson (probably joining late)

I know Dr. Ko is on travel Tuesday, but I haven't heard what time he lands.
I think Dr. Cooper is also on travel and has not responded to the last email.
Dr. Huff has not responded to the last email.

So maybe we go with Tuesday at 8PM. Depending on what Ko, Cooper and Huff say we can let Dr. Bruce engage with them if needed.

Let me know...

Liz

From: Blackburn, Scott R.
Sent: Saturday, March 17, 2018 2:28 PM
To: Callaghan, Elizabeth
Subject: FW: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Maybe pulse Monday/Wednesday nights as well (seems after 6pm might work best for these folks)? Then i think we should just pick one (either Mon, Tues or Wed night) and just go with it.

Sent with Good (www.good.com)

From: Karson, Andrew Scott,M.D.
Sent: Saturday, March 17, 2018 2:23:32 PM
To: Callaghan, Elizabeth
Cc: Blackburn, Scott R.; Truex, Matthew; Windom, John H.
Subject: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR

Dear Liz, I am participating in a ceremony at 630 pm on Tuesday, but I could be on the VA call any time before that. (Also, I'll try to learn more about the timing of my other event to see if/when I could break away after 6:30 if needed.)

Thanks and best,
Andy

From: Callaghan, Elizabeth (b)(6)
Sent: Saturday, March 17, 2018 12:15 PM
To: Karson, Andrew Scott, M.D. (b)(6)
Cc: Blackburn, Scott R. <Scott.Blackburn@va.gov>; Truex, Matthew (b)(6)
Windom, John H. (b)(6)
Subject: RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Good afternoon Dr. Karson,

Thank you again for confirming Tuesday works best for you. If we started the call later in the evening, between 5-8PM EST would you still be available? So far Tuesday seems to work best for everyone.

Thanks again!
Liz

From: Karson, Andrew Scott, M.D. (b)(6)
Sent: Friday, March 16, 2018 7:22 PM
To: Callaghan, Elizabeth
Subject: [EXTERNAL] RE: Scheduling a Call Regarding Feedback on VA EHR

Dear Liz, so sorry for the delay getting back to you; I have been on the road most of yesterday/today and first catching up on emails now. The only time among those three that I can do is the Tuesday time. (I will be part of an out of town family event on Sunday and in the air on Monday.)

Many thanks and best,
Andy

From: Callaghan, Elizabeth (b)(6)
Sent: Friday, March 16, 2018 7:12 PM
To: Stan Huff (b)(6); Cooper, Leslie T., M.D. (b)(6); Karson, Andrew Scott, M.D. (b)(6); Shrestha, Rasu B. (b)(6); Rasu Shrestha (b)(6)
Cc: Blackburn, Scott R. <Scott.Blackburn@va.gov>; Windom, John H. (b)(6); Truex, Matthew (b)(6)
Subject: RE: Scheduling a Call Regarding Feedback on VA EHR
Importance: High

Good evening,

Another friendly reminder to please let me know which dates works best for your schedule.

Have a great evening,

From:	Aneesh Chopra (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Aneesh Chopra (b)(6) Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Subject:	Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...
Date:	2018/03/01 18:20:14
Priority:	Normal
Type:	Note

yes. anytime for you :)

i'm with chris liddell again from 2-4pm (though likely will end early). i'm actually briefing him on open API standards (the Argonaut Project) with Micky Tripathy who is flying down from Boston. care to meet for a few minutes on friday?

before or after?

Aneesh Chopra

President

(b)(6)

CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

On Thu, Mar 1, 2018 at 6:16 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

The Secretary is all in. However he isn't quite ready to make any big announcements next week. What he'd rather do is line everything up.

Do you have 5 mins to chat tomorrow?

(b)(6)

From: Aneesh Chopra (b)(6)

Sent: Thursday, March 01, 2018 1:22 PM

To: Blackburn, Scott R.

Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

this commitment can be a pledge without you signing the contract

it would put pressure on all ehr vendors per the "model ehr agreement" language which means this consortium will request these rights

candidly, it might be more powerful BEFORE you sign

but i see the provisions you would want are in hand as best i can tell.

On Thu, Mar 1, 2018 at 12:14 PM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Thanks! I was an engineer not English major ☺

One more question.

If Secretary is NOT yet ready to sign (or announce) the Cerner deal next week, do you think he can still push this commitment? Or would it be premature?

It is going to happen. And this language is going to be in it. However I'm not sure he is going to be ready to announce by next Friday.

From: Aneesh Chopra

(b)(6)

Sent: Thursday, March 01, 2018 12:42 PM

To: Blackburn, Scott R.

Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

one typo on page 2:

“fhir resources” not “fhir resource” in this sentence:

“associated FHIR resource similar to what is called for by the SMART Health IT”

On Thu, Mar 1, 2018 at 11:25 AM Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Thanks. Btw – here is what I am putting in front of him. Please double check and make sure we didn't lose anything in translation.

From: Aneesh Chopra (b)(6)
Sent: Thursday, March 01, 2018 11:08 AM

To: Blackburn, Scott R.

Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

i'm at your disposal :) even an email written to their leadership teams might be sufficient with an offer to chat further if they have questions. maybe a single conference call for their teams to learn more? i'm happy to facilitate of course.

BTW, this is the entire focus of the wed 2pm HIMSS session i mentioned before. the idea of a standards accelerator with/without the VA is the topic!

Aneesh Chopra

President

(b)(6) | CareJourney.com



CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

On Thu, Mar 1, 2018 at 11:03 AM, Blackburn, Scott R.
<Scott.Blackburn@va.gov> wrote:

Thanks. I've been talking to him about it. I might need to call in a favor for you to talk to him too. I meet with him at 5pm today to discuss and will let you know.

From: Aneesh Chopra (b)(6)
Sent: Thursday, March 01, 2018 10:51 AM

To: Blackburn, Scott R.
Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

Scott,

I thought to check in on the idea of the Secretary recruiting health systems to join the "Open API standards acceleration collaborative." Here's a few more talking points I thought to share as you socialize the idea internally:

1) as 1/3 veterans obtain care both at the VA and in the community, it is critical we have nationwide interop to ensure safer care for our veterans

2) the va has long been active in industry standards bodies but, while they have made great progress, we find that they are moving too slowly to map all health data to open APIs - a modern, Internet-based method of interop to doctors, veterans, and care teams who coordinate their care, and the path chosen by Apple and others to support patients in aggregating all of their health information in once place.

3) I have challenged cerner to move faster, and they have agreed. Further, I have called on a dozen CEOs of health systems who treat our veterans through the choice care act, among other programs, who have volunteered to work with their EHR vendors to reciprocate in sharing data via open APIs as we make them available at the VA, all built on the FHIR API standard.

4) to help us row in the same direction, I have asked [someone?] to spearhead a standards acceleration initiative that will start with this early group of health system partners, but will hopefully grow voluntarily, to map all available FHIR APIs to our respective EHR systems so app developers can build on a common language.

5) the results of this initiative will mean safer care for veterans, lower costs to taxpayers in delivering care, and a thriving apps economy to tap into that Silicon Valley ingenuity by reducing barriers and frictions that have stifled their participation in the transformation we so desperately need.

Participants might include (and need the secretary to secure commitments from):

- 1) Intermountain
- 2) Geisinger
- 3) Cleveland Clinic
- 4) UPMC
- 5) Rush
- 6) Mayo
- 7) Fairview
- 8) Hopkins
- 9) Partners

10) University of WA

Aneesh Chopra

President

(b)(6) CareJourney.com



CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

On Mon, Feb 26, 2018 at 8:27 PM, Blackburn, Scott R.
<Scott.Blackburn@va.gov> wrote:

Sounds great! Thanks.

From: Aneesh Chopra (b)(6)
Sent: Monday, February 26, 2018 8:06 AM
To: Blackburn, Scott R.
Cc: Callaghan, Elizabeth; Moultrie, Crystal M.; Caroline Pugh

Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

brilliant.

there aren't any logistics per se, but I've added Caroline if we have any room changes, etc.

My cell is (b)(6) in case you wish to text me in advance, etc.

Aneesh Chopra

President

(b)(6) CareJourney.com



CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

On Mon, Feb 26, 2018 at 8:02 AM, Blackburn, Scott R.
<Scott.Blackburn@va.gov> wrote:

I can join Wednesday 2pm. I'd love to.

From: Aneesh Chopra (b)(6)
Sent: Monday, February 26, 2018 7:13 AM
To: Blackburn, Scott R.
Subject: Re: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

Scott,

Best of luck this week. One item for HIMSS - I'm hosting a private CIO discussion with EHR vendor reps, HL7 FHIR leadership, and others seeking to do exactly what we've proposed in the "Standards Acceleration Collaborative".

I'd love to have someone senior from the VA join us even if this takes place before any formal announcement of such an effort.

Wed @ 2pm (see my schedule attached).

Regards,

Aneesh

Aneesh Chopra

President

(b)(6) CareJourney.com



CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

On Sat, Feb 24, 2018 at 2:58 PM, Blackburn, Scott R.
<Scott.Blackburn@va.gov> wrote:

Thanks Aneesh! I really appreciate your support.

From: Aneesh Chopra (b)(6)
Sent: Saturday, February 24, 2018 2:57 PM
To: Shulkin, David J., MD
Cc: Blackburn, Scott R.; Schnitzer, Jay J
Subject: [EXTERNAL] Closing the loop on Jan 5th MITRE recommendations...

Secretary Shulkin,

I am writing to share some exciting feedback. Yesterday afternoon, Jay and I had the pleasure of joining Scott and the team to review the status of some of our recommendations from the Jan 5th gathering, particularly around open APIs and the opportunity to better align with community providers.

We are pleased to report your team appears to have successfully designed a contract that will reap interop benefits far beyond the VA. Signing this agreement, and encouraging community providers to join you in a "standards acceleration" effort as previously noted as a "pledge", will:

-make care safer for vets who receive both community care and direct services from the VA;

-accelerate by years an open API-based data sharing network by inspiring community care providers and their EHR vendors to reciprocate what your team will do in making more EHR data accessible via APIs than are currently planned for production absent your intervention;

-unleash a true "apps economy" that will compete to delight veterans, clinicians, and care coordination service providers in the use of longitudinal health information for care decisions.

To complement the specific provisions your team has negotiated with Cerner, the standards acceleration initiative ("pledge") is critical to ensuring your trading partners in the private sector/community can reciprocate in data sharing at the pace the VA will set.

Launching this collaborative, in time for a possible HIMSS announcement, might warrant your personal attention in recruiting CEOs to serve as charter members of what will be an open process.

I'll defer to Jay and Scott on the roster of CEOs you might wish to call, but I've circulated a DRAFT of the acceleration effort with CIOs and CEOs who have participated in the Jan 5th gathering and one of the White House EHR listening sessions I attended a week or two ago. I'm confident, if asked, they will join:

Mayo

Hopkins

Cleveland Clinic

Geisinger

Intermountain

Fairview (MN)

others to consider: U. Washington, Partners, Rush, UPMC (and anyone else Scott/Jay suggest).

Congratulations on taking what I presume was a good contract, to something closer to great on account of the impact it will have in making open, standards-based interop a reality faster than if you hadn't made this a priority.

Regards,

--

Aneesh Chopra

President

(b)(6) CareJourney.com



CareJourney

This email is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution, or copying of this email or the information herein by anyone other than the intended recipient, or an employee or agent responsible for delivering the message to the intended recipient, is prohibited. If you have received this email in error, please immediately notify us.

Sender:	Aneesh Chopra <aneesh.chopra@carejourney.com>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Aneesh Chopra <aneesh.chopra@carejourney.com>; Callaghan, Elizabeth </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42c421b369514c52855cd1d036fe7b33-Callaghan,>
Sent Date:	2018/03/01 18:19:18
Delivered Date:	2018/03/01 18:20:14

From:	Short, John (VACO) </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VACOSHORTJ>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Zenooz, Ashwini </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=806a9f90fbf1401da07d9ba47abdfbb3-Zenooz, Ash>
Subject:	RE: Open API - it is CLOUD + languge + Rasu
Date:	2018/02/28 14:53:39
Priority:	Normal
Type:	Note

I hadn't seen these other questions until now.

See below for one answer. I am working the others as well.

From: Blackburn, Scott R.
Sent: Wednesday, February 28, 2018 2:33 PM
To: Windom, John H.; Short, John (VACO); Zenooz, Ashwini
Subject: FW: [EXTERNAL] Re: Open API - it is CLOUD + languge + Rasu

Where did we land on the 4 topics below? I want to make sure they understand that you guys did a hell of a job so we have a warm and fuzzy that we are getting the best deal for Veterans.

From: Bruce Moskowitz (b)(6)
Sent: Wednesday, February 28, 2018 1:13 PM
To: Blackburn, Scott R.
Cc: DJS; Marc Sherman; O'Rourke, Peter M.; IP; (b)(6)
Subject: Re: [EXTERNAL] Re: Open API - it is CLOUD + languge + Rasu

Thank you my five CIO's had looked forward to tar and feathering me if the cloud is not done correctly!

The other issues are:

Voice Recognition

**The EHRM platform includes Enterprise Dragon Nuance. VHA already deployed the enterprise version which maintains people voice print and the Clinical Staff say it works very well. Cerner will port over the voice prints so the clinicians that use it today will be able to use it tomorrow in Cerner without any rework. The Clinician can use the dictation and other features with voice recognition.

All entering lab data on a graph from any source

Catching test duplication, over utilization and medication duplication/errors at time of ordering

From:	Zenooz, Ashwini </O=VA/OU=VISN 21/CN=RECIPIENTS/CN=VHAPALZENOOA>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Cox, Tim (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=48ccb3c730124b95bd3ded2a8ca26b85-Cox, Tim>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Subject:	FW: HIMSS Documents for Scott Blackburn's Review and Submission to SecVA
Date:	2018/02/27 16:02:01
Priority:	Normal
Type:	Note

Scott,

Attached are following documents related to EHRM's talking points for HIMSS that we developed. The talking points likely need updating based on your conversations with SecVA. Happy to come over at 4:30pm to review if you need us.

- SecVA Keynote Presentation
- SecVA Keynote Talking Points
- EHRM Pledge
- EHRM National Interoperability Cooperative Commitment

Thanks,
ash

Sender:	Zenooz, Ashwini </O=VA/OU=VISN 21/CN=RECIPIENTS/CN=VHAPALZENOOA>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Cox, Tim (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=48ccb3c730124b95bd3ded2a8ca26b85-Cox, Tim>; Windom, John H. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=43f78d00b4a04d0492dbbf83ea188342-Windom, Joh>; Short, John (VACO) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6208a46c9f2b4bcf87a442f085065189-Short, John>
Sent Date:	2018/02/27 16:01:58
Delivered Date:	2018/02/27 16:02:01

From:	Wallace, Patricia </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOWALLAP2>
To:	Clancy, Carolyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0adcbef3a98d42f7b17bb4d1d97fb16f-Clancy, Car>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	Topic Area 2 Project
Date:	2018/02/16 13:19:16
Priority:	Normal
Type:	Note

Good Afternoon, I have received a request by Mr. Moskowitz for a meeting to discuss the Topic Area 2 project. He specifically requested that this call is for VA/VHA participants only (no commercial partner). His stated purpose is to "understand if the project will solve the problems brought up on the initial call." Because of the complexity of schedules, I will proceed with coordinating time on calendars including those of Drew Mykelgard and myself. Scott, if there are others to be included please let me know. I will look for background information to refresh our memories on the discussions of last June and get to you in advance. Please give me a call if you have questions. (b)(6) Patti

Sender:	Wallace, Patricia </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOWALLAP2>
Recipient:	Clancy, Carolyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0adcbef3a98d42f7b17bb4d1d97fb16f-Clancy, Car>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/02/16 13:19:13
Delivered Date:	2018/02/16 13:19:16

From:	Schnitzer, Jay J (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Byrne, Rich (b)(6)
Subject:	[EXTERNAL] update via phone call, if you wish
Date:	2018/01/28 16:13:32
Priority:	Normal
Type:	Note

Hi Scott,

I just sent you a text.

Rich Byrne and I just got off a phone call with Bruce Moskowitz (which Bruce requested). He gave us some information regarding a phone call scheduled tomorrow with the Secretary and CMS which might be useful to you and the Secretary.

Rich and I would be happy to connect to you with a phone call this afternoon or evening if you wish.

Thanks,
Best,
Jay

JAY J. SCHNITZER, M.D., PH.D.
Vice President, Chief Technology Officer (CTO)
The MITRE Corporation
202 Burlington Road | Bedford, MA | 01730-1420

(b)(6)

Sender:	Schnitzer, Jay J (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Byrne, Rich (b)(6)
Sent Date:	2018/01/28 16:13:13
Delivered Date:	2018/01/28 16:13:32

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Schnitzer, Jay J (b)(6) IP (b)(6) frenchangel59.com>; Bruce Moskowitz (b)(6)
Subject:	RE: [EXTERNAL] Re: CIOs
Date:	2018/01/17 10:38:06
Priority:	Normal
Type:	Note

If today, 7:30pm?

Marc Sherman

(b)(6)

On Jan 17, 2018 9:28 AM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – thanks so much for the support. Good idea to jump on the phone to discuss. Today is best for me, but I can make tomorrow work as well. Am sure Jay will be flexible as well. Do you want to propose a time?

Scott

From: Marc Sherman (b)(6)
Sent: Wednesday, January 17, 2018 9:12 AM
To: Blackburn, Scott R.
Cc: Schnitzer, Jay J; IP; Bruce Moskowitz
Subject: [EXTERNAL] Re: CIOs

Scott

I understand the goal, but not certain I understand the process or approach to solving the goal. Would you and Jay be available late today or tomorrow to discuss so I know better what you are asking? I am copying Bruce and Ike so they know what my thoughts/questions are as well.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology

US Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Schnitzer, Jay (b)(6) IP (b)(6)@frenchangel59.com>; Bruce Moskowitz (b)(6)
Sent Date:	2018/01/17 10:37:15
Delivered Date:	2018/01/17 10:38:06

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Schnitzer, Jay J (b)(6)
Subject:	[EXTERNAL] Re: CIOs
Date:	2018/01/15 22:45:05
Priority:	Normal
Type:	Note

Scott,

Bruce and I will discuss and I will get back to you after. I hope you are recovering strongly.

Marc

On Mon, Jan 15, 2018 at 3:23 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc,

I hope you had (or are still having) a nice MLK weekend. One thing that came out of discussions with the Secretary last week that I was wondering if we could get you/Bruce's help on.

The Secretary asked MITRE to help us understand what it would take for one of the large Epic based health care systems (e.g., Johns Hopkins, Cleveland Clinic, Kaiser Permanente, Partners, Mayo Clinic, Geisinger) to be able to "plug into" (my words) the future VA/Cerner based systems to seamlessly exchange data. We keep hearing that it would only be a modest technology investment and would instead require these providers to demand this as a requirement of Epic (we will be able to demand it of Cerner). He has asked MITRE to better understand this and estimate how much would it cost (is it a \$100k investment, a \$1m, \$10m, \$100m or a \$1b investment?).

In order to do this, MITRE would need the help of the CIOs. Ideally the Secretary would love to announce commitments of these healthcare systems to do this when he gives the keynote at HIMSS in Las Vegas on March 9.

Is this something you guys would be willing to help with? I am cc'ing Dr. Jay Schnitzer from MITRE who is helping us out (I believe you met Jay at least via phone last week).

Thanks,

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology

US Department of Veterans Affairs

Sender:	Marc Sherman (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Schnitzer, Jay J (b)(6)
Sent Date:	2018/01/15 22:44:56
Delivered Date:	2018/01/15 22:45:05

From:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/05 16:33:21
Priority:	Normal
Type:	Note

So glad to hear

I think the meeting was terrific

Everyone was aligned- great ideas- Should be of real help and was a great validator

Hope you up and around soon

Get as much sympathy from your wife as you can- while you can

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Friday, January 05, 2018 7:44:01 AM
To: DJS
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Surgery went well. Probably couldn't have gone better. The team at the Baltimore VAMC is great. At home recovering.

Hope everything goes well this afternoon at MITRE. I hope we get some great input.

Sent with Good (www.good.com)

From: DJS
Sent: Thursday, January 04, 2018 7:09:51 AM
To: Blackburn, Scott R.
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Good luck tomorrow

I'll be thinking of you and please let me know if you need anything- I really am a good doctor if something arises!

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 9:40:03 AM
To: DJS
Subject: FW: [EXTERNAL] Re: VA interoperability - outside experts

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Sunday, December 31, 2017 12:39:41 PM
To: Marc Sherman
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Thanks Marc. I am working with Chris on this. If you could reach out to Andrew and/or Peter it would be greatly appreciated. If they can make Jan 5, then it would be awesome. If not, we will work with them some other way.

Happy new year,
Scott

Sent with Good (www.good.com)

From: Marc Sherman
Sent: Sunday, December 31, 2017 12:33:00 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Scott

This is great. Thanks for keeping me in the loop. I think your effort will be significantly informed of you were able to have Chris Liddell, Dr. Peter Pronovost (Hopkins) and Andrew Karson (Mass General). Peter and Andrew are experts in patient risks related to EHR. Would you like me/Bruce reach out to Peter and Andrew? I assume you will reach out to Chris (if you haven't already).

A very Happy & Healthy New Year to you and your family.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington

- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Scott

From: Marc Sherman (b)(6)
Sent: Thursday, December 21, 2017 9:27 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: FW: Follow ups

All three of these items are actively in progress. I know they are all working on #1. On the third item, Bruce has identified multiple candidates and I will be talking to him later today and will get a more detailed update and get back to you.

On Wed, Dec 20, 2017 at 2:53 PM, Blackburn, Scott R. <Scott.Blackburn@va.gov> wrote:

Marc – I hope you are having a great week. I want to follow up on 3 things:

- Any progress on the punch-list of issues from the 5 CIOs? Is there anything I can do to help this along? The Secretary has been nagging me about this.
- Were you able to connect with Bruce and/or the 5 CIOs to see if anyone of them would be willing to help with a January external review of interoperability solutions? This is similar to the punch-list but will be more public. As I mentioned, MITRE will be helping put this together for us. The Office of American Innovation has given us a few suggestions that we will include. We have connected with Dr. Frank Opelka from the American College of Physicians and he will be working together with us on this.
- Any luck identifying an executive that would be willing to come on as a government employee? The Secretary has also been nagging me about this.

Thanks so much! I hope you are enjoying the holidays and will hopefully get some time off over the break.

Scott

From: Blackburn, Scott R.
Sent: Thursday, December 14, 2017 12:13 AM
To: Marc Sherman
Subject: Follow ups

Marc,

It was great meeting you in person earlier this week. Thank you so much for the offers to help. I really appreciate all that you and others are doing.

I just wanted to follow up on 3 items we discussed.

#1) Identifying an experienced executive willing to become a government employee ('insider') to help us drive this from the inside. As discussed, outside advisors/consultants can only do so much in government due to ethics laws, etc. We really need someone on the inside. The pay stinks (I took a pay cut from \$1m+ down to \$171k per year) and it is a pain in the neck – but also tremendously fulfilling. This person is really going to want to do it for the greater good. There are two options that could work.

- A Kurt Heyssel like executive that we could hire as a “India Pale Ale” (or whatever IPA stands for). This would be one of the 5 CIOs #2 or something like that.
- A former CIO that we can trust that doesn't need the money. We have the ability to quickly hire “experts” on a non-competitive basis. Again, the pay will stink so anyone looking for something fair/respectable need not apply. This will truly be “public service”.

#2) The punch-list of issues that the 5 CIOs have volunteered. Do you think this is possible for us to get by the end of next week (December 22)? This would allow me to get our team to work on this over the holiday week and get a gap analysis done.

#3) A date in early January. If you can give me a date in early January, we will make it work. I will also work to make sure that we do this within FACA guidelines so we don't inadvertently break any rules.

Thanks again for all the support. On behalf of my fellow Veterans, it is very much appreciated.

Scott

Scott Blackburn

Acting CIO & Executive-in-Charge, Office of Information & Technology

Department of Veterans Affairs

Sender:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2018/01/05 16:33:21

From:	Carolyn@Bruce Moskowitz, MD (b)(6)
To:	Bruce Moskowitz (b)(6)
CC:	Wynn, Jackie (b)(6) Schnitzer, Jay (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Sullivan, Mary Jo (b)(6) Perez, Christina L (b)(6)
Subject:	[EXTERNAL] Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018
Date:	2018/01/04 07:50:25
Priority:	Normal
Type:	Note

Good Morning:

Dr. Moskowitz suggested that you come to our office on Monday, January 8, 2018 at 4:00 pm. We are located in the Victor Farris Medical Building, 1411 N. Flagler Drive, Suite 7100, West Palm Beach, FL. The number to the office is 561-833-1628.

We are approximately 10- 15 minutes from the Palm Beach International Airport. The easiest way to get to our office is to take 95 N and get off at the Palm Beach Lakes exit (East). Stay on Palm Beach Lakes Blvd until it ends at Flagler Drive and make a left. The Victor Farris Building will be located on your left. There is valet parking at the front of the building.

Please let me know if you need any further assistance.

Carolyn

On Wed, Jan 3, 2018 at 8:41 PM, Bruce Moskowitz (b)(6) wrote:

Thank you Carolyn will give you meeting info probably 630 dinner meeting palm beach

Sent from my iPhone

On Jan 3, 2018, at 7:10 PM, Wynn, Jackie (b)(6) wrote:

Bruce

We will send you package of the EHR updated contract language, our Non Disclosure Agreement as well as summary of the output from the 12 panelists in preparation for our discussion. We appreciate your flexibility and the opportunity to get your input.

Richard Byrne, SVP of our Technical Center and Dr. Jay Schnitzer , CTO and Chief Medical Officer will be meeting with you.

Is there anyone we need to contact for logistics or protocol?

We are looking forward to your input.

Sent with BlackBerry Work
(www.blackberry.com)

From: Bruce Moskowitz (b)(6)
Date: Wednesday, Jan 03, 2018, 6:51 PM
To: Wynn, Jackie (b)(6)
Cc: Schnitzer, Jay J (b)(6), Blackburn, Scott R.
<Scott.Blackburn@va.gov>, Sullivan, Mary Jo (b)(6)
Subject: Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018

Ok Monday early dinner.

Sent from my iPhone

On Jan 3, 2018, at 6:44 PM, Wynn, Jackie (b)(6) wrote:

Bruce

We would like to offer to fly down on Monday or Tuesday to personally brief you on the discussion and collect your insight and input prior to preparing a final report.

Please let me know if this visit can work with your calendar.

Sent with BlackBerry Work
(www.blackberry.com)

From: Bruce Moskowitz (b)(6)
Date: Wednesday, Jan 03, 2018, 6:22 PM
To: Wynn, Jackie (b)(6)
Cc: Schnitzer, Jay J (b)(6), Blackburn, Scott R.
<Scott.Blackburn@va.gov>
Subject: Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018

Regrettably I was given this at the last minute and flights are unavailable. My understanding you have no end users who have worked as a physician with the Cerner system. I have had almost an eight year experience as part of my Tenet

hospital system. Therefore I regret that I can not provide input by conference call.

Sent from my iPhone

On Jan 3, 2018, at 6:15 PM, Wynn, Jackie

(b)(6) wrote:

Given the level of sensitivity and the proprietary nature of the discussions, all 12 panelists are attending in person.

Is there any way for you to join us in person as we would be delighted to having you attend in person!

Sent with BlackBerry Work
(www.blackberry.com)

From: Bruce Moskowitz

(b)(6)

Date: Wednesday, Jan 03, 2018, 5:36 PM

To: Wynn, Jackie (b)(6)

Subject: Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018

I will need to participate via phone call in if possible.

Sent from my iPad
Bruce Moskowitz M.D.

On Jan 3, 2018, at 4:54 PM, Wynn, Jackie

(b)(6) wrote:

White House, VA, CMS, HHS,
MITRE and other invited attendees,

I am pleased to confirm your participation in the "Expert external review Panel for VA EHR RFP interoperability section" event the day of January 5th. This is a by

invitation only event, please do not forward.

Thank you in advance for your participation – we look forward to an informative and outcome driven engagement!

Attached to this invitation please see a summary of logistical information and should you need any assistance with travel arrangements, please feel free to contact Mary Jo Sullivan at

(b)(6)

PLEASE NOTE... If you are planning to drive yourself to this event on Friday, we will have on a 1st come 1st serve basis, reserved parking spaces in the MITRE 2 parking garage (See attached map), 7515 Colshire Drive. Upon arrival there will be security personal, in front of MITRE 2, in case you have any questions. Thank you.

If you have any questions or comments, please feel free to contact myself or Dr. Jay Schnitzer.

Sincerely,

Jackie Mitchell Wynn

Vice President and Director, Veterans
Affairs

Center for Enterprise Modernization FFRDC

MITRE Public Sector

(b)(6)

<image001.png><image002.png><image003.png><image004.png><image005.png>

<image006.png>

<Expert external review Panel for
VA EHR RFP interoperability
section, January 5, 2108 @ Mitre 2
Building Logistics II.docx>

--

Carolyn Schmidt, MPA
Patient Care Coordinator
Dr. Bruce Moskowitz, MD

(b)(6)

Sender:	Carolyn@Bruce Moskowitz,MD (b)(6)
Recipient:	Bruce Moskowitz (b)(6) Wynn, Jackie <j (b)(6)> Schnitzer, Jay J (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Sullivan, Mary Jo (b)(6) Perez, Christina L (b)(6)
Sent Date:	2018/01/04 07:49:24
Delivered Date:	2018/01/04 07:50:25

From:	Bruce Moskowitz (b)(6)
To:	Wynn, Jackie (b)(6)
CC:	Schnitzer, Jay J (b)(6) Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	[EXTERNAL] Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018
Date:	2018/01/03 18:22:48
Priority:	Normal
Type:	Note

Regrettably I was given this at the last minute and flights are unavailable. My understanding you have no end users who have worked as a physician with the Cerner system. I have had almost an eight year experience as part of my Tenet hospital system. Therefore I regret that I can not provide input by conference call.

Sent from my iPhone

On Jan 3, 2018, at 6:15 PM, Wynn, Jackie (b)(6) wrote:

Given the level of sensitivity and the proprietary nature of the discussions, all 12 panelists are attending in person. Is there any way for you to join us in person as we would be delighted to having you attend in person!

Sent with BlackBerry Work
(www.blackberry.com)

From: Bruce Moskowitz (b)(6)
Date: Wednesday, Jan 03, 2018, 5:56 PM
To: Wynn, Jackie (b)(6)
Subject: Re: Expert external review Panel for VA EHR RFP interoperability section, January 5, 2018

I will need to participate via phone call in if possible.

Sent from my iPad
Bruce Moskowitz M.D.

On Jan 3, 2018, at 4:54 PM, Wynn, Jackie (b)(6) wrote:

White House, VA, CMS, HHS, MITRE and other invited attendees,

I am pleased to confirm your participation in the “Expert external review Panel for VA EHR RFP interoperability section” event the day of January 5th. This is a by invitation only event, please do not forward.

Thank you in advance for your participation – we look forward to an informative and outcome driven engagement!

Attached to this invitation please see a summary of logistical information and should you need any assistance with travel arrangements, please feel free to contact Mary Jo Sullivan at

(b)(6)

PLEASE NOTE... If you are planning to drive yourself to this event on Friday, we will have on a 1st come 1st serve basis, reserved parking spaces in the MITRE 2 parking garage (See attached map), 7515 Colshire Drive. Upon arrival there will be security personal, in front of MITRE 2, in case you have any questions. Thank you.

If you have any questions or comments, please feel free to contact myself or Dr. Jay Schnitzer.

Sincerely,

Jackie Mitchell Wynn

Vice President and Director, Veterans Affairs
Center for Enterprise Modernization FFRDC
MITRE Public Sector

(b)(6)

<image001.png><image002.png><image003.png><image004.png><image005.png>
<image006.png>

<Expert external review Panel for VA EHR RFP interoperability section, January 5, 2108 @ Mitre 2 Building Logistics II.docx>

Sender:	Bruce Moskowitz (b)(6)
Recipient:	Schnitzer, Jay J <jschnitzer@mitre.org>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Wynn, Jackie (b)(6)
Sent Date:	2018/01/03 18:21:50
Delivered Date:	2018/01/03 18:22:48

From:	Marc Sherman (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	(b)(6) Bruce Moskowitz (b)(6)
Subject:	[EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/02 06:09:24
Priority:	Normal
Type:	Note

Scott,

Andrew Karson will likely be able to attend the January 5 VA interoperability summit. Can you please send Andrew all of the details (about purpose, logistics etc) and copy me and Bruce? I have included Andrew on this email so you each have contact info of the other.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer

- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Sender:	Marc Sherman <(b)(6)>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6) Bruce Moskowitz <(b)(6)>
Sent Date:	2018/01/02 06:09:14
Delivered Date:	2018/01/02 06:09:24

From:	Bruce Moskowitz (b)(6)
To:	Marc Sherman (b)(6)
CC:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6)
Subject:	[EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/02 06:16:23
Priority:	Normal
Type:	Note

Also is there a call in number

Sent from my iPad
Bruce Moskowitz M.D.

On Jan 2, 2018, at 6:09 AM, Marc Sherman <(b)(6)> wrote:

Scott,

Andrew Karson will likely be able to attend the January 5 VA interoperability summit. Can you please send Andrew all of the details (about purpose, logistics etc) and copy me and Bruce? I have included Andrew on this email so you each have contact info of the other.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:

Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Sender:	Bruce Moskowitz (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; (b)(6) Marc Sherman (b)(6)
Sent Date:	2018/01/02 06:15:43
Delivered Date:	2018/01/02 06:16:23

From:	Schnitzer, Jay J (b)(6)
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Wynn, Jackie (b)(6)
Subject:	RE: [EXTERNAL] Re: VA interoperability - outside experts
Date:	2018/01/02 09:23:26
Priority:	Normal
Type:	Note

Hi Scott,
I have a phone call scheduled with Andy later today.
Best,
Jay

Jay J. Schnitzer, M.D., Ph.D.
MITRE

From: Blackburn, Scott R. <Scott.Blackburn@va.gov>
Date: Tuesday, Jan 02, 2018, 9:20 AM
To: Marc Sherman (b)(6)
Cc: (b)(6), (b)(6), Bruce Moskowitz (b)(6), Schnitzer, Jay J (b)(6), Wynn, Jackie (b)(6)
Subject: RE: [EXTERNAL] Re: VA interoperability - outside experts

Marc/Bruce/Andrew – thank you so much! We are very excited that Andrew might be able to join. I have cc'd Jay/Jackie from MITRE who will be hosting this.

Jay/Jackie – can you send Andrew/Marc/Bruce the details?

Thanks,
Scott

From: Marc Sherman (b)(6)
Sent: Tuesday, January 02, 2018 6:09 AM
To: Blackburn, Scott R.
Cc: (b)(6), Bruce Moskowitz
Subject: [EXTERNAL] Re: VA interoperability - outside experts

Scott,

Andrew Karson will likely be able to attend the January 5 VA interoperability summit. Can you please send Andrew all of the details (about purpose, logistics etc) and copy me and Bruce? I have included Andrew on this email so you each have contact info of the other.

Marc

Marc Sherman

(b)(6)

On Dec 29, 2017 5:43 PM, "Blackburn, Scott R." <Scott.Blackburn@va.gov> wrote:
Marc – Happy New Year! I hope you are enjoying the holidays.

As I mentioned previously, MITRE is helping us get outside expert opinions on what we need to demand (from Cerner or elsewhere) to meet our interoperability needs. I just found out they are putting together an all-day expert panel on January 5 at MITRE in McLean VA. Frank Opelka, who you recommended, will be there as will Cris Ross (CIO from Mayo Clinic) who MITRE confirmed independently. The list of confirmed participants is below (I know they are working on confirming a few others).

I know it is short notice, and over the holidays, but is there anyone else that you/Bruce would recommend MITRE include?

Current list of participants:

- Aneesh Chopra, President, CareJourney, former United States Chief Technology Officer
- Cris Ross, CIO, Mayo Clinic
- Carla Smith, President, HMMS
- Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell, Office of American Innovation)
- Paul R. Sutton, MD, PhD, University of Washington
- Frank Opelka, MD, American College of Surgeons
- Kenneth Mandl, MD, MPH, Boston Children's Hospital

Sender:	Schnitzer, Jay J (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Wynn, Jackie (b)(6)
Sent Date:	2018/01/02 09:23:07
Delivered Date:	2018/01/02 09:23:26

From:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Subject:	RE: EHR interoperability - Jan 5 MITRE hosted panel
Date:	2017/12/29 17:06:07
Priority:	Normal
Type:	Note

Sounds good

I would try to reach Marc

I'm seeing him for lunch on Sunday in Florida

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Friday, December 29, 2017 1:59:09 PM
To: DJS
Cc: Bowman, Thomas; Wright, Vivieca (Simpson)
Subject: EHR interoperability - Jan 5 MITRE hosted panel

David – I hope you are getting some time off this week. I just got off the phone with MITRE/Window/team and wanted to connect on a few things. Feel free to give me a call whenever it is convenient for you over the weekend or we can connect in person on Tuesday.

- 1) January 5 MITRE expert panel. MITRE has at least 7 experts coming in for a full day. **If you are available, I have asked them to reserve 60-90 minutes at the end for the experts to brief you on their recommendations at the end of this day** (I would include the 3 of you + Carolyn + John Window). This will be at MITRE in McLean.
 - The 7 experts are:
 - Aneesh Chopra
 - Cris Ross, CIO, Mayo Clinic
 - Carla Smith, President, HMMS
 - Ryan Howells, Principal, Leavitt Partners, LLC (recommended by Chris Liddell)
 - Paul R. Sutton, MD, PhD, University of Washington (note: we are having conversations with him about coming on board full-time via IPA)

- Frank Opelka, MD, American College of Surgeons (recommended by Marc Sherman + Chris Liddell)
 - Kenneth Mandl, MD, MPH, Boston Children’s Hospital (was on the previous MITRE panel, also one of the experts invited to the White House interoperability summit hosted by Seema Verma and Jared Kushner)
- MITRE will basically be asking them 3 questions.
 - If they were us writing a contract with Cerner, what would they want included?
 - What is their perspective on what off-the-shelf solutions or emerging technologies for which we need to build flexibility in the contract to include? This will be their chance to weigh in on some of the ideas that people reach out to you/I about.
 - What other big ideas do they have that we should consider incorporating into the contract (such as the ones that Aneesh already sent us unsolicited)?
 - In addition to the outside experts – I have asked MITRE to also invite Camilo Sandoval, Jon White from ONC, and someone from CMS (I am working with Jeet Guram who is Seema’s senior advisor) as well as Kyle Sheetz and Drew Myklegard (Drew is our guy behind the Digital Veterans Platform). John Short and Ash will be there in listen-only mode.
- 2) There are several other experts that want to help but couldn’t make it on January 5. These include Dr. Rasu Shrestha from University of Pittsburgh, Dr. Alistair Erskine from Geisinger (he was on the previous MITRE panel), and Adam Boehler (recommended by Chris Liddell) who Politico reported last week will be the next head of CMMI. If necessary/helpful, we will find other ways to get their input or involvement.
- 3) I’m looking for your guidance regarding Marc Sherman. I don’t have anything concrete back yet from Marc (other than he recommend Dr. Frank Opelka when I spoke to him a week or two ago). I am thinking of giving him a heads up regarding Jan 5, as I’m sure MITRE would be open to including others if Marc/Bruce have suggestions. Cris Ross is obviously one of the five CIOs (MITRE confirmed Cris independently). What are your thoughts?

Scott

Scott Blackburn

Executive in Charge, Office of Information & Technology
US Department of Veterans Affairs

Sender:	DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACODJS>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Bowman, Thomas </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP

	(FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Bowman, Thomas61a>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Sent Date:	2017/12/29 17:06:05
Delivered Date:	2017/12/29 17:06:07

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
CC:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>
Subject:	FW: WH meeting on Hotline Dr Shulkins participation requested.
Date:	2017/03/01 12:33:25
Priority:	Normal
Type:	Note

Am I correct in assuming this meeting will not take place due to POTUS & SecVA discussion with one page white paper on Monday?

V/R,

Jake

From: Davis, Lynda
Sent: Tuesday, February 28, 2017 6:12 PM
To: Colli, Jacqueline; Prince-Wheeler, Latriece R.
Cc: Leinenkugel, Jake; Morton, Barbara C.
Subject: WH meeting on Hotline Dr Shulkins participation requested.

The White House is happy to receive the briefing on the Hotline next week to accommodate the Secretary's travel this week.

Please provide me with dates the Secretary might be available to be present at the VA Hotline Tiger Team (copied above plus 3) briefing.

The White House will have the following people in attendance:

- Paul Winfree, Deputy Director of the Domestic Policy Council
- Katy Talento, Domestic Policy Council
- Reed Coordish, Assistant to the President for Intragovernmental and Technology Initiatives

Thank you very much, Lynda

Sent with Good (www.good.com)
Lynda C. Davis, Ph.D.
Senior Advisor to the Secretary

-----Original Message-----

From: Davis, Lynda

Sent: Tuesday, February 28, 2017 08:57 AM Eastern Standard Time
To: Colli, Jacqueline; Prince-Wheeler, Latriece R.
Cc: Leinenkugel, Jake; Morton, Barbara C.
Subject: RE: WH meeting on Hotline Dr Shulkins participation requested.

Thank you!

Understand!

I will get the names and the dates for next week.

Back to you soon. Lynda

Sent with Good (www.good.com)
Lynda C. Davis, Ph.D.
Senior Advisor to the Secretary

-----Original Message-----

From: Colli, Jacqueline
Sent: Tuesday, February 28, 2017 08:42 AM Eastern Standard Time
To: Davis, Lynda; Prince-Wheeler, Latriece R.
Cc: Leinenkugel, Jake; Morton, Barbara C.
Subject: RE: WH meeting on Hotline Dr Shulkins participation requested.

The Secretary is traveling tomorrow and Thursday morning.

This week is going to be tough for the Secretary to attend.

Who from the WH will be in attendance?

Thank you,
Jackie

From: Davis, Lynda
Sent: Monday, February 27, 2017 5:04 PM
To: Prince-Wheeler, Latriece R.; Colli, Jacqueline
Cc: Leinenkugel, Jake; Morton, Barbara C.
Subject: WH meeting on Hotline Dr Shulkins participation requested.

Latriece,

Last week the VA Tiger Team created to prepare option(s) for the White House Hotline (option(s) that reflect Dr Shulkin guidance) was scheduled to brief three representatives of

Cabinet Affairs and Policy at the White House.

That briefing was canceled.

These Offices have asked me to reschedule the brief and they would like Dr Shulkin to attend if possible. They would like the briefing to occur Thursday or Friday of this week.

Is that at all possible? Thank you for checking and letting me know.

Appreciatively, Lynda

Sent with Good (www.good.com)

-----Original Message-----

From: Prince-Wheeler, Latriece R.

Sent: Thursday, February 23, 2017 07:09 PM Eastern Standard Time

To: Davis, Lynda; Colli, Jacqueline; Pham, Katherine; O'Brien, Milli

Subject: RE: Follow up for Dr. Shulkin

Hi Lynda,

Adding Ms. Colli – not sure about his time.

From: Davis, Lynda

Sent: Thursday, February 23, 2017 4:42 PM

To: Prince-Wheeler, Latriece R.

Subject: RE: Follow up for Dr. Shulkin

Importance: High

Latriece,

I would like to meet with the Secretary at the end of next week (Thursday or Friday) to respond to his requests/taskers related to:

- 1) OPP/OIE and OVE future state
- 2) Sherman Gillium and PVA reports and responses way ahead
- 3) Ben Krause input options

Thank you so very much, Lynda

From: Prince-Wheeler, Latriece R.

Sent: Wednesday, February 22, 2017 5:18 PM

To: Davis, Lynda
Subject: RE: Follow up for Dr. Shulkin

Sure, it was Sherman Gillium (Gillums, Sherman (b)(6)) and Ben Krause.

From: Davis, Lynda
Sent: Tuesday, February 21, 2017 10:28 AM
To: Prince-Wheeler, Latriece R.
Subject: Follow up for Dr. Shulkin
Importance: High

Latrice,

During our (Jake, Darin and I) meeting with Dr. Shulkin last Thursday, he mentioned that he wanted me to meet with two gentlemen re their comments (reports and blogs) about the VA.

I have received the recent PVA Report on Miami but I would appreciate receiving any additional information that he referenced that you think might be helpful background for me.

Appreciatively, Lynda

From: Prince-Wheeler, Latriece R.
Sent: Friday, February 17, 2017 12:03 PM
To: Davis, Lynda
Cc: Wright, Vivieca (Simpson)
Subject: FW: [EXTERNAL] Re: PVA Report process

-----Original Message-----

From: DJS
Sent: Friday, February 17, 2017 07:16 AM Eastern Standard Time
To: Prince-Wheeler, Latriece R.
Subject: FW: [EXTERNAL] Re: PVA Report process

Print

Sent with Good (www.good.com)

-----Original Message-----

From: Lynch, Thomas (VHA)
Sent: Friday, February 17, 2017 05:46 AM Eastern Standard Time
To: DJS
Cc: Wright, Vivieca (Simpson)
Subject: FW: [EXTERNAL] Re: PVA Report process

A new approach from PVA. Apparently facilities will no longer respond, and reports will go to the YSH and OIG.

TGL

Sent with Good (www.good.com)

-----Original Message-----

From: Sabharwal, Sunil
Sent: Friday, February 17, 2017 12:12 AM Eastern Standard Time
To: Lynch, Thomas (VHA)
Cc: Wickremasinghe, Itala M; Goldstein, Barry
Subject: FW: [EXTERNAL] Re: PVA Report process

FYI

Sent with Good (www.good.com)

-----Original Message-----

From: Sherman Gillums (b)(6)
Sent: Thursday, February 16, 2017 09:11 PM Central Standard Time
To: Sabharwal, Sunil
Cc: McKenzie, Lana; Goldstein, Barry; Wickremasinghe, Itala M
Subject: [EXTERNAL] Re: PVA Report process

Dr. Sabharwal,

The changes we're implementing address a number of longstanding issues with the process. Whether PVA and VA agree or disagree on concerns such as understaffing, infrastructure, policy compliance, meeting demand, etc., PVA's advocacy positions are what they are. The process of having 17 different layers of review where contributors largely nonconcur, concur in principle, simply disregard our repeat recommendations, or deny there are problems no longer works for PVA. We got very little done over the last two years, and that didn't sit very well with our executive committee, board of directors, and membership. I told Dr. Shulkin myself after he was selected, and he agreed, that the last two years left much to be desired. I also told him, and he agreed, that accountability needs to begin at the top and trickle down this time around.

On our end, our reports will be more succinct, less personal, and based largely on compliance with VHA policy and putative best practices across the system. We will be collegial and constructive while true to our obligation to provoke necessary changes. The reports will no

longer be written for SCI/D chiefs, facility directors, VISN management, and VACO middle management to defend the status quo and paint an alternate reality as the reports pass through each level, and the shortened process is intended to prompt action and serious, fruitful discussion once we submit our findings.

The SCI/D executive director is a chief clinical advisor to the under secretary and VA secretary, not just some policy wonk with no practical authority, on matters related to the SCI/D system of care. Those matters and our concerns need to reach the highest levels in VA unfiltered, starting with the new administration. I believe this is the only way we can elevate the SCI/D service line and the executive director's standing going forward.

Thus, what Dr. Ota alluded to is our new reporting process once we complete our reports. A copy with go to the VA Secretary, Under Secretary for Health, SCI/D Executive Director, and VA OIG once the reports are cleared by me. Once the reports are in VA's possession, we will consider our job complete and await any inquiries and responses by any means the Secretary sees fit.

It would behoove all of us to understand how the VA landscape is changing and what's at stake. VA senior management has had a problem with admitting VA has a problem, and the same patterns of denial simply trickle down to those in the field who fail to appreciate the macro-perspective that has legislators, media, the public, and informed advocates like PVA shaking our heads. The problems we have documented since my time in DC have often manifested in ways that leave me wondering if there are people in VA purposely trying to make the institution fail. This time around though, the "this too shall pass" mentality is no longer acceptable.

We should probably plan a teleconference soon to talk through what I've outlined here. I'm interested in your feedback. I'll leave it to Lana to coordinate if that's what the group would like.

Sherman Gillums Jr.
Executive Director
Paralyzed Veterans of America

(b)(6)

www.PVA.org

On Feb 16, 2017, at 20:26, Sabharwal, Sunil (b)(6) wrote:

Hi Lana, Sherman:

Sorry about the multiple emails on the same day...but a separate issue.

Got the email below from Palo Alto and we were confused about the new process being referred to, and the reference to OIG involvement. Perhaps the facility misinterpreted something that was mentioned in the entrance or exit briefing. Could you please clarify?

Thanks,
Sunil

From: Ota, Doug
Sent: Thursday, February 16, 2017 4:33 PM
To: Sabharwal, Sunil; Goldstein, Barry; Wickremasinghe, Itala M
Cc: Earley, Gail E.
Subject: PVA Report process

Hello Sunil,
During our PVA site visit, Lana indicated there is a new process for the PVA report. She indicated it goes through the Under Secretary and the OIG first and then disseminated down. When asked for further details including the involvement of the HCS and the specific SCI Service she did not provide any details other than the Executive Director of SCI would be working with the local HCS and SCI Service. Could you elaborate what will be the process of the PVA report and how at the local level we will contribute to the report.
Thanks, Doug

Doug Ota M.D.
Chief Spinal Cord Injury Service
VA Palo Alto Health Care System
3801 Miranda Avenue (MC-128)
Palo Alto, CA 94304

(b)(6)

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>
Sent Date:	2017/03/01 12:33:25

From:	Steve Rutledge <(b)(6)>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: [EXTERNAL] FW: Follow Up
Date:	2017/08/08 10:13:39
Priority:	Normal
Type:	Note

Scott: Thx for follow up (again). I'll wait to hear from you. For what it's worth, planning being on vacation in No. Michigan end of next week to middle of week 8/21. Hope you have a productive week.
Best, Steve

From: Blackburn, Scott R. [mailto:Scott.Blackburn@va.gov]
Sent: Monday, August 07, 2017 8:29 PM
To: Steve Rutledge
Subject: FW: [EXTERNAL] FW: Follow Up

Steve – here is the email I sent yesterday. I am going to try to circle up with the Secretary, Vivieca, Jake and Lynda this week to make sure we are all on the same page. It was great seeing you last week.

Scott

From: Blackburn, Scott R.
Sent: Sunday, August 06, 2017 4:51 PM
To: 'Steve Rutledge'
Subject: RE: [EXTERNAL] FW: Follow Up

Steve,

Thank you for the note. So sorry about the travel delay back.

I'm glad you had a great trip. I need to connect more with Vivieca, Jake, Lynda and the Secretary this week. It seems you made a positive impression. I understand you only got to meet the Secretary briefly as he got caught up at the White House. My apologies for the choppy schedule and thanks for your patience.

I'll circle up with them and then we can plan to connect later this week.

Scott

Sent with Good (www.good.com)

-----Original Message-----

From: Steve Rutledge (b)(6)
Sent: Friday, August 04, 2017 12:00 PM Eastern Standard Time
To: Blackburn, Scott R.
Subject: [EXTERNAL] FW: Follow Up

Oops—this got sent before I'd finished. I felt the conversations with Viveca Wright and Jake went quite well. Re: Lynda Davis, I'm not sure I understood her brief as Chief Experience Officer and how what her group does relates to "delivery" in the field (this likely could be quickly made clear if we were to meet in person...) Key add'l thoughts follow up to yesterday:

1. I feel the need for some clarification re: the Strategic Engagement area. It sounds like Carrie L_____ from Apple is definitely coming on board (?) altho' timing isn't yet final. What do you see her doing versus me, and who would run that operation? Related, as appropriate, I'd like to discuss restaffing that group, timing, priorities, and the overall strategy for developing the S.E. area going forward.
2. I connected with Jake instantly and enjoyed learning about what he's planning to focus on and his near term priorities. It wasn't clear whether I'd be working with him on selected initiatives in addition to Strat. Engmt?
3. I think it's about time to discuss the parameters of a proposition from the V.A. re: my possibly joining up, basis the several phoneconv's we've had and emails we've exchanged this Spring and our in person meetings in June and yesterday. This assumes that the playback you hear from the various people I met with yesterday was positive in terms of how they felt about the value I can add and that I'm someone they feel they could work with.

I'll look forward to hearing back what you see as next steps and timing. This afternoon isn't good for me as I'm booked from 1:00PM on—next week is relatively open.

Thanks again for your hospitality, and best wishes for the weekend. Best as always, Steve

From: Steve Rutledge (b)(6)
Sent: Friday, August 04, 2017 10:16 AM
To: 'Blackburn, Scott R.'
Subject: Follow Up

Good morning, Scott,

The weather gods decided to get even with me for your being delayed getting back to Washington following your visit to Chicago in mid June. Storms first in No. Virginia and subsequently in Chicago threw the Reagan flight schedules upside down, and I finally made it home just after 11:00PM.....

That said, I thought yesterday's visit was productive albeit the schedule ended up being somewhat choppy.

Stephen (Steve) Rutledge
Chicago Associates Management Consultants

(b)(6)



Virus-free. www.avast.com

Sender:	Steve Rutledge (b)(6)
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/08/08 10:13:12
Delivered Date:	2017/08/08 10:13:39

From:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
To:	Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>
CC:	Carrington, Belinda L. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=3f6a31b30bf144ecb8c851e434b63e26-Carrington,>; Isaac, Charlyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ec5f4f9f654b4d91a01fdc5ea8aba79c-Isaac, Char>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: [EXTERNAL] Fwd: Amazon Connection
Date:	2017/06/17 09:31:10
Priority:	Normal
Type:	Note

Latriece: Would like to see if we can schedule bringing Amazon Wounded Warrior research team in for one hour overview. They apparently are doing and have some great tools/ideas in regards to poly-trauma rehab and suicide prevention. Would like Scott to be available and maybe host meeting June 20th - June 23rd as they will have key folks in D.C. Could you please seek appropriate VHA folks and work with Belinda/Charlyn on scheduling. Thanks much!

V/R,

Jake

Sent with Good (www.good.com)

-----Original Message-----

From: Jake Leinenkugel <(b)(6)>
Sent: Saturday, June 17, 2017 09:11 AM Eastern Standard Time
To: Leinenkugel, Jake
Subject: [EXTERNAL] Fwd: Amazon Connection

----- Forwarded message -----

From: Bomke, Tim <(b)(6)>
Date: Thu, Jun 15, 2017 at 8:23 PM
Subject: RE: Amazon Connection
To: Jake Leinenkugel <(b)(6)>, Higgins, Beau <(b)(6)>
Cc: Dick Leinenkugel <(b)(6)>

Jake,

Our precise expectation would be providing technology solution(s) for use in poly-trauma rehab facilities and suicide prevention.

Best,

-Tim

From: Jake Leinenkugel (b)(6)

Sent: Sunday, May 28, 2017 8:01 AM

To: Bomke, Tim (b)(6); Higgins, Beau (b)(6)

Cc: Dick Leinenkugel (b)(6); Jake Leinenkugel (b)(6)

Subject: Re: Amazon Connection

Tim: Let me know your precise expectation within VA context. I'm currently heading 3 major projects for WH & Secretary next 120 days, seriously absorbing all of my time & focus. (Policy, Branding & Reform), I can help connect to correct people and project teams.

On Thu, May 25, 2017 at 4:10 PM Bomke, Tim (b)(6) wrote:

Hi Jake,

Just coming up for air after a week of several events. It would be great to connect and learn more about our mutual efforts. How is your schedule looking next week?

Best,

-Tim

From: Higgins, Beau
Sent: Wednesday, May 17, 2017 10:59 AM
To: Jake Leinenkugel (b)(6)
Cc: Dick Leinenkugel (b)(6); Bomke, Tim (b)(6); Leinenkugel, Jake
Subject: RE: Amazon Connection

Jake,

Thanks for the feedback and I am very interested in getting this moving. Regret this Friday I am personally off the net as my oldest daughter is graduating from high school, but I have cc'd Tim Bomke who runs Amazons's Wounded Warrior program and can help drive this forward. Thank in advance and look forward to getting to DC soon to meet in person and keep up the momentum. Beau

Beau Higgins

Senior Manager

Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition

Email: (b)(6)

From: Jake Leinenkugel (b)(6)
Sent: Wednesday, May 17, 2017 2:44 AM
To: Higgins, Beau (b)(6)
Cc: Dick Leinenkugel (b)(6); Leinenkugel, Jake
(b)(6)
Subject: Re: Amazon Connection

Beau: Secretary Shulkin loves Amazon and references Jeff's "Day One" work mantra weekly (VA needs to replicate). We also are announcing a "Getting to Zero" initiative on suicides. Why don't you and I connect this Friday for next step approach. Is it possible for you and your initiative team to come to VA to meet with our VA Suicide Project leads? We are in Boston at Brain Trust....a terrific collaboration being lead by GE, Optum, IBM, UnitedHealth and major research hospitals on brain trauma, TBI, PTSD and Suicidal indicators until late Thursday afternoon. We have to do more as 20 Veterans a day continue down this path.

V/R,

Jake

(b)(6)

On Tue, May 16, 2017 at 11:14 PM Higgins, Beau <(b)(6)> wrote:

Jake,

Circling back on this to get a pulse check on best way to engage with the WH on telling the veterans employment story. Great story to tell and would love to work with the WH on that. Beau

Beau Higgins

Senior Manager

Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition

(b)(6)

From: Jake Leinenkugel <(b)(6)>

Sent: Saturday, April 08, 2017 7:04 AM

To: Higgins, Beau <(b)(6)>

Cc: Leinenkugel, Dick <(b)(6)>

Subject: Re: Amazon Connection

Beau: Small world and looking forward to meeting you. Amazon has been terrific with assisting Veterans and I will connect you to proper folks within WH. Good friend Jennifer Korn is leading this work and the VA may also be interested in asking Amazon for ideas with VA apps and customer service. We are getting 3 top detailees from Apple in May. I will reach out to Jennifer for connection. Also sending you my contact info.

V/R,

Jake Leinenkugel

Senior White House Advisor -VA

(b)(6)

On Saturday, April 8, 2017, Higgins, Beau (b)(6) wrote:

Dick,

Thanks for the intro and it was great to reconnect this week in DC. Appreciate your continued support of the veteran community.

Jake,

As noted below, Amazon has an idea about creating a “dash button” that may be able to help efforts focused on veteran suicide. I haven’t been able to get a solid point of contact at the VA who might want to pursue this technology and was hoping you may e babel to assist. In addition, last May Jeff Bezos came to the White House and made a pledge to hire 25,000 veterans over 5 years. The anniversary of that pledge is coming up and Amazon would be interested in sharing our progress to date with the white house (about a third of the way there already). Would love to find the white house point of contact for the Joining Forces Initiative portfolio and try to coordinate an event/announcement of some type. Thanks in advance, Semper Fi, Beau

Beau Higgins

Senior Manager

Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition

(b)(6)

From: Leinenkugel, Dick (b)(6)
Sent: Thursday, April 06, 2017 8:13 AM
To: (b)(6)
Cc: Higgins, Beau <(b)(6)>
Subject: Amazon Connection

Jake,

I ran into a Marine Corps acquaintance at last evening's Veterans Jobs Mission event. I met Beau Higgins at LeJeune two years ago when I did a beer dinner for General Lukeman. Beau's wife is from Wisconsin and they visited the brewery later that year. Beau is now out of the Corps and is heading up Military Talent Acquisition for Amazon. Beau mentioned that they have a technology idea that could help prevent veteran suicide and he is looking to pitch the idea to someone in the VA. Sounds like you might be able to point him in the right direction.

Beau Higgins

Military Talent Acquisition

(b)(6)

Richard J. Leinenkugel

President and Chief Beer Merchant

Jacob Leinenkugel Brewing Company

(b)(6)

Sender:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOLEINET>
Recipient:	Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>; Carrington, Belinda L. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=3f6a31b30bf144ecb8c851e434b63e26-Carrington,>; Isaac, Charlyn </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ec5f4f9f654b4d91a01fdc5ea8aba79c-Isaac, Char>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/06/17 09:31:08
Delivered Date:	2017/06/17 09:31:10

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugel>
CC:	Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>
Subject:	Stakeholders
Date:	2017/04/25 08:38:00
Priority:	Normal
Type:	Note

Let's do this in 2 steps:

- (1) On Wednesday (in Leesburg), Brandon is holding 2 breakout sessions on precisely this topic. 8:15-9:45a and 12:30-2pm.

Brandon – I might suggest you invite a few key stakeholders to join your sessions. Namely...

- Stephanie Birdwell – Tribal Governments (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)
- Gabe Gough – states, counties, etc (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)
- Mark Erwin – VSOs (Mark, not sure if you plan to come out there, but just crash it!)
- Jim Wartski – from VE (he will be there anyway, he is most knowledgeable on CVEBs). Lynda will be organizing a different session at the same time.

- (2) As a follow up, we will organize a session where we a) educate everyone on current state (who are stakeholders are, how we manage them) and b) discuss what we need to do differently to better integrate/coordinate. Brandon – let's discuss right mix of folks for this meeting.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 11:40 AM
To: Blackburn, Scott R.; Gough, James; Erwin, Mark T.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Got that right. Be helpful if you schedule & lead Meeting. We're going to need clear message and accountability for delivery to key stakeholders.

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.

Sent: Sunday, April 23, 2017 10:23 AM Eastern Standard Time

To: Leinenkugel, Jake; Gough, James; Erwin, Mark T.; Ulliyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher

Cc: Wright, Vivieca (Simpson); DJS

Subject: RE: WH next Thursday

Sounds good. Perhaps we huddle before or after the morning meeting tomorrow. Obviously for Thursday, not everyone can be there.

On stakeholders...It has taken me 2+ years to sort it out who's who and I am still learning every day (VSOs, states, counties, cities, non-profits, tribal groups, interest groups) and we make it more complicated by managing everything in different pockets across the Department. If we can accelerate that learning for new folks and get everyone on the same page...we will avoid landmines and hopefully accelerate change. Most of our stakeholders are optimistic right now and want to me on board. It is critical to take advantage of this excitement while the window is open. However there are a lot of egos and sensitive folks that will put up roadblocks if they don't feel like they've gotten to proper love.

From: Leinenkugel, Jake

Sent: Sunday, April 23, 2017 8:23 AM

To: Gough, James; Erwin, Mark T.; Blackburn, Scott R.; Ulliyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher; Leinenkugel, Jake

Cc: Wright, Vivieca (Simpson); DJS

Subject: RE: WH next Thursday

Scott: Let's discuss and hopefully get date/time to align. I'm unclear with reporting relationships, responsibilities, communication and coordination of our VSO folks (including state & local). We are beginning a build toward 2.0 and need all on same page & actionable/aligned strategy. Sooner the better.

Sent with Good (www.good.com)

-----Original Message-----

From: Gough, James

Sent: Friday, April 21, 2017 03:39 PM Eastern Standard Time

To: Erwin, Mark T.; Blackburn, Scott R.; Ulliyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: RE: WH next Thursday

To echo what Mark mentioned below. If Les (Kentucky), Randy (Mississippi) and Marty (Minnesota) will be invited, I need to let them know very soon so they can make travel arrangements. This is something I know they would welcome the opportunity to participate in.

Gabe

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:48 PM
To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA
PVA
VVA
AMVETS
WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ullyot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espionage-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harplani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)

- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>
Sent Date:	2017/04/25 08:38:34
Delivered Date:	2017/04/25 08:38:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>
Subject:	RE: Stakeholders
Date:	2017/04/25 09:58:00
Priority:	Normal
Type:	Note

Let's huddle today to figure out the right way forward. I don't want to put you in a bad position.

From: Fureigh, Brandon
Sent: Tuesday, April 25, 2017 9:31 AM
To: Blackburn, Scott R.
Subject: RE: Stakeholders

Sir,

I've reached out to the folks below. Just flagging that I'm a bit toxic with these guys right now. I'll of course help in anyway I can but leading anything in Comms and engagement is going to make me a hotter target.

B

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Tuesday, April 25, 2017 08:38 AM Eastern Standard Time
To: Leinenkugel, Jake
Cc: Fureigh, Brandon; Ulyot, John; Davis, Lynda; Erwin, Mark T.
Subject: Stakeholders

Let's do this in 2 steps:

- (1) On Wednesday (in Leesburg), Brandon is holding 2 breakout sessions on precisely this topic. 8:15-9:45a and 12:30-2pm.

Brandon – I might suggest you invite a few key stakeholders to join your sessions. Namely...

- Stephanie Birdwell – Tribal Governments (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)

- Gabe Gough – states, counties, etc (don't think she is attending, but you might just invite her out there on Wednesday if John is cool with it)
- Mark Erwin – VSOs (Mark, not sure if you plan to come out there, but just crash it!)
- Jim Wartski – from VE (he will be there anyway, he is most knowledgeable on CVEBs). Lynda will be organizing a different session at the same time.

(2) As a follow up, we will organize a session where we a) educate everyone on current state (who are stakeholders are, how we manage them) and b) discuss what we need to do differently to better integrate/coordinate. Brandon – let's discuss right mix of folks for this meeting.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 11:40 AM
To: Blackburn, Scott R.; Gough, James; Erwin, Mark T.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Got that right. Be helpful if you schedule & lead Meeting. We're going to need clear message and accountability for delivery to key stakeholders.

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Sunday, April 23, 2017 10:23 AM Eastern Standard Time
To: Leinenkugel, Jake; Gough, James; Erwin, Mark T.; Ullyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Sounds good. Perhaps we huddle before or after the morning meeting tomorrow. Obviously for Thursday, not everyone can be there.

On stakeholders...It has taken me 2+ years to sort it out who's who and I am still learning every day (VSOs, states, counties, cities, non-profits, tribal groups, interest groups) and we make it more complicated by managing everything in different pockets across the Department. If we can accelerate that learning for new folks and get everyone on the same page...we will avoid landmines and hopefully accelerate change. Most of our stakeholders are optimistic right now and want to me on board. It is critical to take advantage of this excitement while the window is open. However there are a lot of egos and sensitive folks that will put up roadblocks if they don't feel like they've gotten to proper love.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 8:23 AM
To: Gough, James; Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher; Leinenkugel, Jake
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Scott: Let's discuss and hopefully get date/time to align. I'm unclear with reporting relationships, responsibilities, communication and coordination of our VSO folks (including state & local). We are beginning a build toward 2.0 and need all on same page & actionable/aligned strategy. Sooner the better.

Sent with Good (www.good.com)

-----Original Message-----

From: Gough, James
Sent: Friday, April 21, 2017 03:39 PM Eastern Standard Time
To: Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: RE: WH next Thursday

To echo what Mark mentioned below. If Les (Kentucky), Randy (Mississippi) and Marty (Minnesota) will be invited, I need to let them know very soon so they can make travel arrangements. This is something I know they would welcome the opportunity to participate in.

Gabe

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:48 PM
To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA
PVA
VVA

AMVETS
WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ullyot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6) Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) "Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espys-danielle-green/71260618/>). She is a VA employee in Indianapolis.

- VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
- I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latrice's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>
Sent Date:	2017/04/25 09:58:55
Delivered Date:	2017/04/25 09:58:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulylot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulylot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>; Gadd, Jacob </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=368eef2f12c542a6839525bbfd84fb82-Gadd, Jacob>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3cacf-O'Connor, C>
CC:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Subject:	RE: WH next Thursday
Date:	2017/04/23 10:23:00
Priority:	Normal
Type:	Note

Sounds good. Perhaps we huddle before or after the morning meeting tomorrow. Obviously for Thursday, not everyone can be there.

On stakeholders...It has taken me 2+ years to sort it out who's who and I am still learning every day (VSOs, states, counties, cities, non-profits, tribal groups, interest groups) and we make it more complicated by managing everything in different pockets across the Department. If we can accelerate that learning for new folks and get everyone on the same page...we will avoid landmines and hopefully accelerate change. Most of our stakeholders are optimistic right now and want to me on board. It is critical to take advantage of this excitement while the window is open. However there are a lot of egos and sensitive folks that will put up roadblocks if they don't feel like they've gotten to proper love.

From: Leinenkugel, Jake
Sent: Sunday, April 23, 2017 8:23 AM
To: Gough, James; Erwin, Mark T.; Blackburn, Scott R.; Ulylot, John; Fureigh, Brandon; Hutton, James; Tallman, Gary; Selnick, Darin; Gadd, Jacob; Tucker, Brooks; O'Connor, Christopher; Leinenkugel, Jake
Cc: Wright, Vivieca (Simpson); DJS
Subject: RE: WH next Thursday

Scott: Let's discuss and hopefully get date/time to align. I'm unclear with reporting relationships, responsibilities, communication and coordination of our VSO folks (including state & local). We are beginning a build toward 2.0 and need all on same page & actionable/aligned strategy. Sooner

the better.

Sent with Good (www.good.com)

-----Original Message-----

From: Gough, James

Sent: Friday, April 21, 2017 03:39 PM Eastern Standard Time

To: Erwin, Mark T.; Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon;

Hutton, James; Tallman, Gary

Subject: RE: WH next Thursday

To echo what Mark mentioned below. If Les (Kentucky), Randy (Mississippi) and Marty (Minnesota) will be invited, I need to let them know very soon so they can make travel arrangements. This is something I know they would welcome the opportunity to participate in.

Gabe

From: Erwin, Mark T.

Sent: Thursday, April 20, 2017 10:48 PM

To: Blackburn, Scott R.; Ulyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Gough, James

Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW

American Legion

DAV

MOAA

PVA

VVA

AMVETS

WWP

SVA

Team RWB

Mission Continues

Got Your 6

MOPH

Team Rubicon

IAVA

Travis Manion Fdn

*Dole Fdn & TAPS (not VSOs but very well respected)

*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ulylot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ulylot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6), Department of Veterans Affairs Department of Veterans Affairs (b)(6) "Fureigh, Brandon" (b)(6) Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/espy-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:

- Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
- 5 priorities going forward
- Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
- Next 100 days.
- Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Selnick, Darin </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=b42e3e7200d24bc6aeafc5fd36be8d2b-Selnick, Da>; Gadd, Jacob </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=368eef2f12c542a6839525bbfd84fb82-Gadd, Jacob>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; O'Connor, Christopher </o=ExchangeLabs/ou=Exchange Administrative Group

	(FYDIBOHF23SPDLT)/cn=Recipients/cn=33374046e2314428b110fac03aa3caf-O'Connor, C>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>; DJS </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacodjs>
Sent Date:	2017/04/23 10:23:27
Delivered Date:	2017/04/23 10:23:00

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulliyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulliyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugel>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>
CC:	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>
Subject:	RE: WH next Thursday
Date:	2017/04/20 23:11:00
Priority:	Normal
Type:	Note

Thanks Mark. Very helpful.

John/Jake – I assume you guys are taking this input and working this into a plan that is “realistic” based on WH guidance/constraints and what the Secretary envisions.

I talked with Matt Collier. Just like Mark mentions that we’d need to hustle to get those out of towners here, we would need to hustle to confirm someone from Omaha or someone that could represent BrainTrust.

From: Erwin, Mark T.
Sent: Thursday, April 20, 2017 10:48 PM
To: Blackburn, Scott R.; Ulliyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Cc: Gough, James
Subject: RE: WH next Thursday

Scott, your list of VSOs looks solid.

Based on membership size, legislative influence, program quality, reputation, and respect within the veteran community, here's how I "rank" the top veteran organizations:

VFW
American Legion
DAV
MOAA
PVA
VVA
AMVETS

WWP
SVA
Team RWB
Mission Continues
Got Your 6
MOPH
Team Rubicon
IAVA
Travis Manion Fdn
*Dole Fdn & TAPS (not VSOs but very well respected)
*IVMF (not a VSO but key player)

Several of the newer veteran groups don't have a DC office and often send one of their regional representatives, so if we want their CEO or Executive Director to attend we should engage them soonest. Most of the traditional organizations are local and they were at the Choice signing on Wednesday, so it will be easy to get them in.

Mark

-----Original Message-----

From: Blackburn, Scott R.

Sent: Thursday, April 20, 2017 04:30 PM Eastern Standard Time

To: Ullyot, John; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary

Cc: Erwin, Mark T.; Gough, James

Subject: RE: WH next Thursday

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ullyot, John

Sent: Thursday, April 20, 2017 8:41 AM

To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.
2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?
3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Date: Thursday, April 20, 2017 at 12:06 AM
To: "Leinenkugel, Jake" (b)(6), Department of Veterans Affairs Department of Veterans Affairs (b)(6) Fureigh, Brandon" (b)(6) Hutton, James" (b)(6)
Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/esp-y-danielle-green/71260618/>). She is a VA employee in Indianapolis.

- VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
- I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we call out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.
 - Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latrice's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Ulyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ulyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>;

	Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>
Sent Date:	2017/04/20 23:11:16
Delivered Date:	2017/04/20 23:11:00

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>
CC:	Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>
Subject:	RE: WH next Thursday
Date:	2017/04/20 14:47:00
Priority:	Normal
Type:	Note

Sorry for just getting back now. Did you all get the chance to discuss with the Secretary?

On VSOs, yes I can list them out. CC'ing Mark Erwin and Gabe Gough as well. It will depend on how big we want to go.

- Big 6 (Verna, Bob W, Sherman, Rick W, Joe C, Garry) + MOAA (Dana) + IAVA (Paul?)
- WWP (Linnington), GY6 (Raush), Travis Mannion (Amy or Ryan), Team RWB (Brennan?), Team Rubicon (Lourdes?)
- NASDVA (Randy or Les)?, the county guys (Marty?)
- Caregivers/families/survivors – TAPS (Bonnie Carroll), Blue Star Families (Kathy?), Given An Hour?

On Strategic Partnerships – let me ping Matt Collier. Omaha could be a good one as it is the first big one of this administration. BrainTrust (preview of May 18-19 in Boston) could be another to highlight

From: Ullyot, John
Sent: Thursday, April 20, 2017 8:41 AM
To: Blackburn, Scott R.; Leinenkugel, Jake; Fureigh, Brandon; Hutton, James; Tallman, Gary
Subject: Re: WH next Thursday

Thanks very much Scott — this looks like a great outline reflecting the Secretary's intent from our meeting yesterday.

Looks like we have a number of next steps from your outline:

1. Brandon will take the lead on the remarks and the accompanying visual you outlined below — Brandon, can you please pull together a detailed outline by noon today based on Scott's notes below? James and I both have detailed notes from the meeting yesterday that we can share with you as well if you want to do a quick call with us this morning.

2. Jake, I believe you said you would take the lead on attendees along the lines of the categories Scott reflects below — VA employee vets and VA leaders?

3. Scott, you probably have the best idea of the other attendees/VSOs and possibly a strategic partner — can you and I work with Jake to see if an Omaha partner is a good idea or not for this one?

Please let me know if that makes sense and look forward to being in touch with everyone this morning on this. As discussed, we should be prepared to meet briefly as a team to go over the plan sometime around 2 so we're in a position to brief the Secretary anytime after 3 on our progress.

Thanks again,

John U.

From: "Blackburn, Scott R." <Scott.Blackburn@va.gov>

Date: Thursday, April 20, 2017 at 12:06 AM

To: "Leinenkugel, Jake" <(b)(6)> Department of Veterans Affairs Department of Veterans Affairs <(b)(6)> "Fureigh, Brandon" <(b)(6)> "Hutton, James" <(b)(6)>

Subject: WH next Thursday

Team – as promised, I want to sent you a few ideas. I'm sure you've already advanced the thinking since 3pm so please take these as "ideas" and certainly not directives (as anyone that knows me knows, I have no problem being told that my ideas are stupid...in fact I expect it).

Flow of the 1 hour:

- 5 mins - POTUS opens
- 5-10 mins. We celebrate 2-3 inspiring Veterans to remind ourselves of why what we do is so incredibly important. POTUS quickly tells the story of each and we honor their service. Ideally those people who both have been impacted by VA and who are continuing to serve Veterans in some way. Need at least one post-9/11 combat wounded Veteran. Possible ideas:
 - VSO - Dave Riley (National Commander, DAV, quadruple amputee)
 - VA employee - Danielle Green (<http://www.militarytimes.com/story/veterans/best-for-vets/2015/06/16/esp-danielle-green/71260618/>). She is a VA employee in Indianapolis.
 - VA volunteer - Rahul Harplani. This is a guy that I've mentored (I hired him as an intern on my MyVA team) and he now volunteers at the VA in NYC. <http://pattillmanfoundation.org/scholar/rahul-harpalani/>. He would love this and would come down in a second.
 - I am sure we can crowd source many other incredibly inspiring ideas.
- 20 mins - POTUS hands it over to David. David talks about:
 - Vision for where we are taking VA – Competition (choose VA). Veteran-centric. Excellence. Transparency. Accountability. Partnerships. Etc.
 - 5 priorities going forward
 - Accomplishments from 1st 100 days. Perhaps we calls out some of those that have been critical to helping with this (congress, VSOs, employees who went above and beyond).
 - Next 100 days.

- Wrap up by highlighting some of the culture changes going on that will help make this happen (e.g., Quicker decisions, Doing the right thing, etc). Purpose is to make people believe that we can do this and are on the right path.
- 5-10 mins - POTUS closes. Thanks David, Veterans, VSO, VA employees.

Attendees:

- A handful of key VA leadership
- ~10 VA employees, most of which are Veterans. I would have VHA pick 3, VBA 2, NCA 1, OIT 1, + 3 discretionary)
- A handful of key VSOs (Big 6 + MOAA, Bill Rausch, Jared Lyon, etc) + 1-2 from caregiver/family community (e.g., Amy Looney, Bonnie Carroll)
- Strategic partner – anyone from the Omaha deal (to use this as an example of how we are working differently)?
- Press

Visuals: Obviously this isn't a powerpoint presentation. But I wonder if we can blowup 1-2 visuals to help make this a little more powerful:

- 5 priorities would be a good one
- First 100 day accomplishments – I have the feeling Latriece's big arrow might be overboard for this. But worth considering.
- Next 100 day accomplishments

Let me know what you think.

Scott

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Ullyot, John </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c02392d86764480bb90e3854a5f3cbbb-Ullyot, Joh>; Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Hutton, James </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a7da07a304d245cca9fca81fbc0da800-Hutton, Jam>; Tallman, Gary </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a07d34184b7245e4abc96693bce25ac7-Tallman, Ga>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Gough, James (Gabe) </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2636414963e146dca3e8e68720ff4a5f-Gough, Jame>
Sent Date:	2017/04/20 16:30:37
Delivered Date:	2017/04/20 14:47:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; 'Darin Selnick' <darin.selnick@gmail.com>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Harker, Tom W. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c99d3dfcd04c442e835d5c6b5788d119-Harker, Tom>; Lukach, Michael A. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5bdb2ba313a94596bca5ec13054f06dd-Lukach, Mic>; Connell, Lawrence B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a3e7233376344045980ad214122389f4-Connell, La>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Miller, Matthew M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0fe2cf1af5b74cb4ae484817e0efd06a-Miller, Mat>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>
Subject:	RE: Choose VA
Date:	2017/04/10 21:36:00
Priority:	Normal
Type:	Note

I personally LOVE "Choose VA" as it really reinforces the direction the Secretary is going under the theme of "competition". It implies we are giving Veterans choice (which we are). It acknowledges that employees also have choice (they are not indentured servants like we sometimes treat them). It acknowledges that taxpayers have choice in where their money is invested. It acknowledges supplier, VSOs and others have the choice to support us or not. It breaks from the culture of entitlement to one more of hunger/scrapiness and then mentality of "earning your customers".

I view MyVA as very different. I view the two as complimentary rather than competitors. But I'd love to discuss/debate to make sure I am not defending an unconscious bias that I might have (since I have been so close to MyVA for so long). MyVA has been the department transformation. It has been the culture change from rules to principle based decision making, living the ICARE values, more disciplined execution, focusing on the Veteran (rather than the organization), fixing the employee experience, streamlining support services like HR/IT/supply, creating a culture of continuous improvement, and being more inclusive by working jointly with strategic partners to better serve Veterans. It has been fixing the foundation. I view Choose VA as taking it to the next level .

Just like any consumer products company, how you manage the brand change it what is imperative. The Marines are a perfect example "A Few Good Men" to "The Few, The Proud" and now "Battles Won". The issue that we are going to have with Veterans, employees, VSOs, and other stakeholders is transforming and "flavor of the month" fatigue. If we don't handle it correctly the reaction will be "MyVA is gone. Now the new flavor of the moment is Choose VA". That is not the reaction we want. We want, "the MyVA transformation is continuing. But they are taking it to the next level. They want everyone to Choose VA which is brilliant. I can't wait to get behind it. I love the momentum."

Whatever we do, make sure we test it with Veterans, employees and stakeholders. We have a "Human Centered Design" team in VE (lead currently by Renee Anderson). These are folks that used to work for companies like IDEO, Apple, etc who used to do this for a living in the private sector (understand what customers wants, and then design products/branding/etc to meet what the customer wants). I would make sure we use them.

I would also make sure we get someone good to design the logo/brand. The person I used for MyVA is currently at FDIC (perhaps we can borrow her back). Either the VE HCD team or one of our several OPAs (OPIA, VBA or VHA) have some graphic designers that could help. The one "Choose VA" logo I have seen looks like Chick-fil-e and will get badly made fun of. Let's make sure we manage this well and knock it out of the park.

-----Original Message-----

From: Leinenkugel, Jake

Sent: Monday, April 10, 2017 7:40 AM

To: Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke,

Peter M.; Miller, Matthew M.
Cc: Leinenkugel, Jake; Blackburn, Scott R.
Subject: FW: Choose VA

Team: This is very early & initial thinking behind Choose VA vs. MyVA. Fits direction and vision of SecVA for making VA competitive with private sector. Now, can we build a revised communication/marketing plan in short order to make appropriate pivot? Scott: Would appreciate your POV.

-----Original Message-----

From: Leinenkugel, Jake
Sent: Monday, February 20, 2017 6:41 PM
To: Shulkin, David J., MD
Cc: Leinenkugel, Jake
Subject: Choose VA

Mr. Secretary: I spent a few days contemplating the term "Choose VA" and really had main points established within an hour of our meeting.

I put it against the current "My VA" term and where I believe your vision is headed. One thing I learned early on in my career is that every word and every action a leader states or does is critical. That said, the choice of "choose vs. my" is substantive and actionable. We both know...choose is a verb and my is a pronoun. Leaders constantly use verbs because they announce action and a need to obtain a desired outcome, "attack, charge, move and deliver" are examples. Pronouns like "my" can be seen as status quo or non-defensible if the customer doesn't feel it's true.

Your term "Choose VA" should become the new tag line (not term) as used above. You are creating a new vision and direction under your leadership. "Choose VA" is all about delivering actionable outcomes with choices and consequences. It is holistic within a large organization like Veteran Affairs. Every department and every employee can readily grasp the choice behind "Choose VA". Some simple examples:

1. A veteran will and should have a choice of facilities that best meet their needs.
2. Great VA facilities that provide ease of access and quality outcomes will thrive.
3. Mediocre VA facilities will better realize their shortcomings and try harder to match their private competitors.
4. Poor VA facilities will be put on notice that they are failing to meet our customers (Vets) needs and may be out of business if they don't make major changes vs. private market.
5. It is equally as strong with employees at all levels....let's make something better for ourselves and Vets so they do readily choose us vs. competitors.
6. Consider adding the concept internally the that every call from our veterans is a 911 call....so take action!
7. Consider adding the concept where we all need to come to work everyday with the attitude of "I'm personally going to do one thing today that will help a Vet", then ask ourselves if we delivered.

My next test to validate would be what I call "poking". I would present to 5 different level VACO employees (clerk, driver, Doctor, clinician and admin), with a set-up and rationale as stated above. If 4 out of 5 easily agree with strength and validity it could go to next marketing/PR build out stage if desired.

I hope this is what you were looking for to begin the build out of a big idea?

V/R,

Jake Leinenkugel

Sent with Good (www.good.com)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; 'Darin Selnick' <darin.selnick@gmail.com>;

	Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Harker, Tom W. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c99d3dfcd04c442e835d5c6b5788d119-Harker, Tom>; Lukach, Michael A. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5bdb2ba313a94596bca5ec13054f06dd-Lukach, Mic>; Connell, Lawrence B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a3e7233376344045980ad214122389f4-Connell, La>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Miller, Matthew M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0fe2cf1af5b74cb4ae484817e0efd06a-Miller, Mat>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>
Sent Date:	2017/04/10 21:48:29
Delivered Date:	2017/04/10 21:36:00

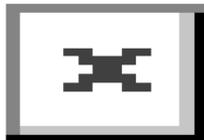
From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; 'Darin Selnick' <darin.selnick@gmail.com>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Harker, Tom W. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c99d3dfcd04c442e835d5c6b5788d119-Harker, Tom>; Lukach, Michael A. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5bdb2ba313a94596bca5ec13054f06dd-Lukach, Mic>; Connell, Lawrence B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a3e7233376344045980ad214122389f4-Connell, La>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Miller, Matthew M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0fe2cf1af5b74cb4ae484817e0efd06a-Miller, Mat>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>
CC:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Subject:	RE: Choose VA
Date:	2017/04/11 07:37:21
Priority:	Normal
Type:	Note

I'd love to be involved.

Ed Ledford put together the below logo on a whim. Well intentioned, but misses the mark for a number of reasons (to include looking too much like Chick-fil-et and also the weird arrow that has been the butt of a few jokes). This is what I mean about getting it down "professionally" and making sure we test anything we roll out with Veterans/employees/stakeholders.

A few names for you:

- Testing this with Veterans (Renee Anderson on Lynda's VE team)
- Drafting the logo (I am told Nick Crawford in VBA is pretty good. Lea Holcer is the name of the person who did the MyVA branding. She was a VA employee and is now at FDIC. I bet we can "borrow" her to do this again for us if we need to). I am sure there are a few other in house people too. We also have Atlas/others on contract that could probably help with this.



-----Original Message-----

From: Leinenkugel, Jake

Sent: Tuesday, April 11, 2017 6:59 AM

To: Blackburn, Scott R.; Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.; Fureigh, Brandon

Cc: Leinenkugel, Jake; Wright, Vivieca (Simpson)

Subject: RE: Choose VA

Completely agree. You hit all major hot buttons. Want you involved going forward and we need your input & support. Don't know where current overnight logo came from, but very happy to know we have in-house capabilities. The only negatives I received when I "poked" this concept was what you correctly pointed out....flavor of the month fatigue. The rationale to transition is strong and should be simultaneously integrated with the new choice direction as you articulated in first paragraph. Thanks much.

-----Original Message-----

From: Blackburn, Scott R.

Sent: Monday, April 10, 2017 9:48 PM

To: Leinenkugel, Jake; Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.; Fureigh, Brandon

Subject: RE: Choose VA

I personally LOVE "Choose VA" as it really reinforces the direction the Secretary is going under the theme of "competition". It implies we are giving Veterans choice (which we are). It acknowledges that employees also have choice (they are not indentured servants like we sometimes treat them). It acknowledges that taxpayers have choice in where their money is invested. It acknowledges supplier, VSOs and others have the choice to support us or not. It breaks from the culture of entitlement to one more of hunger/scrappiness and then mentality of "earning your customers".

I view MyVA as very different. I view the two as complimentary rather than competitors. But I'd love to discuss/debate to make sure I am not defending an unconscious bias that I might have (since I have been so close to MyVA for so long). MyVA has been the department transformation. It has been the culture change from rules to principle based decision making, living the ICARE values, more disciplined execution, focusing on the Veteran (rather than the organization), fixing the employee experience, streamlining support services like HR/IT/supply, creating a culture of continuous improvement, and being more inclusive by working jointly with strategic partners to better serve Veterans. It has been fixing the foundation. I view Choose VA as taking it to the next level .

Just like any consumer products company, how you manage the brand change it what is imperative. The Marines are a perfect example "A Few Good Men" to "The Few, The Proud" and now "Battles Won". The issue that we are going to have with Veterans, employees, VSOs, and other stakeholders is transforming and "flavor of the month" fatigue. If we don't handle it correctly the reaction will be "MyVA is gone. Now the new flavor of the moment is Choose VA". That is not the reaction we want. We want, "the MyVA transformation is continuing. But they are taking it to the next level. They want everyone to Choose VA which is brilliant. I can't wait to get behind it. I love the momentum."

Whatever we do, make sure we test it with Veterans, employees and stakeholders. We have a "Human Centered Design" team in VE (lead currently by Renee Anderson). These are folks that used to work for

companies like IDEO, Apple, etc who used to do this for a living in the private sector (understand what customers wants, and then design products/branding/etc to meet what the customer wants). I would make sure we use them.

I would also make sure we get someone good to design the logo/brand. The person I used for MyVA is currently at FDIC (perhaps we can borrow her back). Either the VE HCD team or one of our several OPAs (OPIA, VBA or VHA) have some graphic designers that could help. The one "Choose VA" logo I have seen looks like Chick-fil-e and will get badly made fun of. Let's make sure we manage this well and knock it out of the park.

-----Original Message-----

From: Leinenkugel, Jake
Sent: Monday, April 10, 2017 7:40 AM
To: Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.
Cc: Leinenkugel, Jake; Blackburn, Scott R.
Subject: FW: Choose VA

Team: This is very early & initial thinking behind Choose VA vs. MyVA. Fits direction and vision of SecVA for making VA competitive with private sector. Now, can we build a revised communication/marketing plan in short order to make appropriate pivot? Scott: Would appreciate your POV.

-----Original Message-----

From: Leinenkugel, Jake
Sent: Monday, February 20, 2017 6:41 PM
To: Shulkin, David J., MD
Cc: Leinenkugel, Jake
Subject: Choose VA

Mr. Secretary: I spent a few days contemplating the term "Choose VA" and really had main points established within an hour of our meeting.

I put it against the current "My VA" term and where I believe your vision is headed. One thing I learned early on in my career is that every word and every action a leader states or does is critical. That said, the choice of "choose vs. my" is substantive and actionable. We both know...choose is a verb and my is a pronoun. Leaders constantly use verbs because they announce action and a need to obtain a desired outcome, "attack, charge, move and deliver" are examples. Pronouns like "my" can be seen as status quo or non-defensible if the customer doesn't feel it's true.

Your term "Choose VA" should become the new tag line (not term) as used above. You are creating a new vision and direction under your leadership. "Choose VA" is all about delivering actionable outcomes with choices and consequences. It is holistic within a large organization like Veteran Affairs. Every department and every employee can readily grasp the choice behind "Choose VA". Some simple examples:

1. A veteran will and should have a choice of facilities that best meet their needs.
2. Great VA facilities that provide ease of access and quality outcomes will thrive.

3. Mediocre VA facilities will better realize their shortcomings and try harder to match their private competitors.
4. Poor VA facilities will be put on notice that they are failing to meet our customers (Vets) needs and may be out of business if they don't make major changes vs. private market.
5. It is equally as strong with employees at all levels....let's make something better for ourselves and Vets so they do readily choose us vs. competitors.
6. Consider adding the concept internally the that every call from our veterans is a 911 call....so take action!
7. Consider adding the concept where we all need to come to work everyday with the attitude of "I'm personally going to do one thing today that will help a Vet", then ask ourselves if we delivered.

My next test to validate would be what I call "poking". I would present to 5 different level VACO employees (clerk, driver, Doctor, clinician and admin), with a set-up and rationale as stated above. If 4 out of 5 easily agree with strength and validity it could go to next marketing/PR build out stage if desired.

I hope this is what you were looking for to begin the build out of a big idea?

V/R,

Jake Leinenkugel

Sent with Good (www.good.com)

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; 'Darin Selnick' <darin.selnick@gmail.com>; Tucker, Brooks </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=24ae47cff629405aa8557cc2cc792903-Tucker, Bro>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Harker, Tom W. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c99d3dfcd04c442e835d5c6b5788d119-Harker, Tom>; Lukach, Michael A. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5bdb2ba313a94596bca5ec13054f06dd-Lukach, Mic>; Connell, Lawrence B. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a3e7233376344045980ad214122389f4-Connell, La>; O'Rourke, Peter M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=2b3694bf8b8045e0a06e4797e30b93af-O'Rourke, P>; Miller, Matthew M. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=0fe2cf1af5b74cb4ae484817e0efd06a-Miller, Mat>; Fureigh, Brandon </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacofureib>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Stiner, Matthew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacostinem>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Morton, Barbara C. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53eb88b4a0814ce198ed30a1909042be-Morton, Bar>; Collier, Matthew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacocollim1>; Kitts, Denise </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=81a17ada0238472caf11a9ea43cf0ea3-Kitts, Deni>
CC:	Merchant, Robert </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4cc20aa982a0407787ad1e8c3043cb62-Merchant, R>; Tran, Dat VACO </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5672e7e4b20d42719eb55eb33d001ca9-Tran, Dat>
Subject:	Representing 22m Veteran
Date:	2017/03/20 21:24:00
Priority:	Normal
Type:	Note

Team – I had an interesting conversation with David this morning about filling the vacuum in serving the full suite of 21.7m Veterans (rather than just the 9.6m Veterans that received at least one service from the VA last year). I am going to engage Bill Rausch in a conversation about this to better understand the void that needs to be filled (whether by VA, the WH or some other entity) and will invite you all into this conversation.

But in the meantime, please read the below thread from the bottom up. I had circulated this in November but it didn't get traction.

- The simplest benefit that all Veterans “earn” is Veteran status.
- Verifying Veteran status is actually not trivial. This is the business model that ID.me created. If anyone should own this, it is VA.
- We have a congressional mandate out there to provide Veterans an ID card in order so that Veterans can prove their status. I can't remember exactly who owns this.
- The natural place for all Veterans to “register” with VA (without filing a claim) is through Vets.gov
- The most logical “carrot” for encouraging Veterans to register is being eligible for Veteran discounts (e.g., Home Depot, Lowes, black Friday shopping, etc).

I had proposed the below outline as a means for ramping up Vets.gov sign ups, which would in turn expedite our Enterprise Data Management effort; all while giving Veterans a major boost via access to Veteran discounts.

Just something to noodle on...

From: Blackburn, Scott R.
Sent: Saturday, November 26, 2016 8:24 AM
To: Allin, Thomas; Becker, Lee A.; Morton, Barbara C.; Kitts, Denise
Subject: RE: opportunity - helping Veterans w/ eCommerce

I'm not sure what Marina is referring to. But in the spirit of "putting Veterans first", "building trust", and making this new VA we are creating tangible for our customers/Veterans; here is what I think the opportunity is:

- Get a vast majority of the 22m Veterans in the US to register with VA (rather than just the 9m that go HC or benefits)
- Accelerate our CDI database of these Veterans. Imagine what we could do with that data?
- Accelerate adoption of Vets.gov. Once we have that, imagine the marketing/communications we could do (versus current state)? Also imagine how that could help our operations (online self-service would go way up, easing the burden on our phone operations and in-person operations).
- Give Veterans a tangible benefit of the VA transformation. Show them VA really cares about them and is looking out for them. I bet the reaction in the veteran community will be "about time!".

I think this could be a huge gamechanger in vaulting VA into the 21st century towards our goal of being the #1 customer service provider in government.

Imagine...

- Veterans Day 2017 (so we'd have plenty of time) – we announce that anyone with a vets.gov account will get instantly verified as a "Veteran" and therefore instantly eligible for a Veteran discount at 200+ retails including all the favorites (Amazon, Home Depot, Disney, NFL.com, Apple, Wal-mart, Target, etc.)
- By Black Friday 2017 – make a big push to advertise this.
- By Christmas 2017 – 15m Veterans signed up
- By Christmas 2018 – 21m Veterans signed up
- This would also solve that "Veteran card" issue that was passed into law last year (not sure of the status of that, I know VBA was working that)

I would think this would require...

- Figuring out whatever Marina is talking about
- Strategic Partnerships to work the agreements with the online retailers. The retailers won't be a problem as many of them either already do this or want to do this (but it is hard to verify if you are truly Veteran or not). The biggest thing will be getting the NFL.com's of the world to change their wording from "Military and First Responders" to "Military, Veterans and First Responders".
- Working with ID.me and whomever else to make this easy.

From: Allin, Thomas
Sent: Saturday, November 26, 2016 7:20 AM
To: Becker, Lee A.; Morton, Barbara C.; Kitts, Denise
Cc: Blackburn, Scott R.
Subject: Re: opportunity - helping Veterans w/ eCommerce

Barbara, Lee & Denise, let's huddle on this. Thought the intent was to use ID.me for now & migrate to a VA capability once it was set up.

From: Marina Martin (b)(6)
Date: Friday, November 25, 2016 at 7:09 PM
To: "Becker, Lee A." (b)(6) "Blackburn, Scott R." <Scott.Blackburn@va.gov>
Cc: Department of Veterans Affairs vaipmacteam (b)(6) Morton, Barbara C."
(b)(6) O'Connor, Kelly A." (b)(6) , "Langer, Stacey"
Subject: RE: opportunity - helping Veterans w/ eCommerce

Great news! You guys (VE) are the decision makers of whether VA trusts ID.me's sources as "did this person serve" because you are the designated data steward for the department for Veteran characteristic data. Their sources are frankly better and more thorough than ours. But this got stuck a few months back at data governance because Denise did not want to move forward with it in favor of a data service at VA that doesn't exist yet (eMIS) and that ID.me would happily include as an additional data source. So ball is in VE's court. I hope you pick it up and make this happen,

-----Original Message-----

From: Becker, Lee A.
Sent: Friday, November 25, 2016 04:33 PM Eastern Standard Time
To: Blackburn, Scott R.
Cc: Allin, Thomas; Morton, Barbara C.; Martin, Marina; O'Connor, Kelly A.
Subject: RE: opportunity - helping Veterans w/ eCommerce

Thank you Scott for sharing! Think this is a very exciting connection to ID.me. Also wonder the opportunity to make things easier for Veterans when going to DMV to get Veteran plates, other bennies that states provide to Veterans....

Thank you!

V/R,
Lee

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Friday, November 25, 2016 02:53 PM Eastern Standard Time
To: Snyder, Robert; Feil, Michael; Allin, Thomas; O'Connor, Kelly A.; Martin, Marina; Venkataraman, Rashi; Collier, Matthew; Williams, Rosemary (Office of Public Affairs); Fureigh, Brandon; Foxworth (Williams), Rochelle; Taylor, Martin A.; Morton, Barbara C.; Becker, Lee A.; Logsdon, Alexandra D.
Subject: opportunity - helping Veterans w/ eCommerce

I was just doing a little Black Friday shopping on NFL.com (Gronk jersey for my son Brady, Ezekiel Elliot jersey for Chase, Patriots tutu for Denali). At checkout I noticed they have a 15% "Military and First Responders" discount supported by ID.me. Turns out the discount is also applicable to Veterans. So I clicked on it, entered my ID.me password (that supports my brand new Vets.gov account) and I instantly got verified and got a 15% discount.

Now that we have ID.me and will be asking all Veterans to do the same with their Vets.gov account, this opens a world of possibilities. Now any eCommerce site can instantly verify whether or not you are a Veteran (rather than DD214, a physical ID or taking someone's word for it).

Can we take advantage of this? By Veterans Day / Black Friday / Christmas 2017, why would we not have 200+ e-retailers signed up offering some kind of discount to Veterans? Start with ones that already exist (e.g., NFL.com) and the other obvious ones as your foundation (e.g., Amazon, Home Depot, Lowes, Disney, Wal-Mart), and then why would someone not do this? Even for the existing ones, we would provide free marketing towards a targeted audience (Veterans). If Veterans see the VA looking out for their interests, this increases trust. This will also increase Vets.gov account adoption because they will get something out of it while simultaneously offsetting the anxiety about switching to LOA3 security level.

Scott Blackburn
MyVA
Department of Veterans Affairs

(b)(6)



cid:image003.jpg@01D10F3D.A0FF1B70

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
Recipient:	Leinenkugel, Jake </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cc0cb8663b3946c2ab59b61da27d86cc-Leinenkugle>; Stiner, Matthew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacostinem>; Erwin, Mark T. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8909b758c8c740f1aa92f70adc70d798-Erwin, Mark>; Davis, Lynda </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53dd549cb56945748275b40c01793432-Davis, Lynd>; Morton, Barbara C. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=53eb88b4a0814ce198ed30a1909042be-Morton, Bar>; Collier, Matthew </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacocollim1>; Kitts, Denise </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=81a17ada0238472caf11a9ea43cf0ea3-Kitts, Deni>; Merchant, Robert </o=ExchangeLabs/ou=Exchange Administrative Group

	(FYDIBOHF23SPDLT)/cn=Recipients/cn=4cc20aa982a0407787ad1e8c3043cb62-Merchant, R>; Tran, Dat VACO </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=5672e7e4b20d42719eb55eb33d001ca9-Tran, Dat>
Sent Date:	2017/03/20 21:24:08
Delivered Date:	2017/03/20 21:24:00

RELEASED PURSUANT TO FOIA REQUEST # 18-12525-F

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
To:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Subject:	RE: Look forward to meeting on OVE
Date:	2017/03/03 14:58:00
Priority:	Normal
Type:	Note

I agree. That is definitely not where I pointed her. I think she could do good things in VE.

-----Original Message-----

From: Wright, Vivieca (Simpson)
Sent: Friday, March 03, 2017 11:30 AM
To: Blackburn, Scott R.
Subject: FW: Look forward to meeting on OVE

OEI - not sure she is a fit for this?

-----Original Message-----

From: Davis, Lynda
Sent: Friday, March 03, 2017 7:13 AM
To: Shulkin, David J., MD
Cc: Wright, Vivieca (Simpson); Lukach, Michael A.; Leinenkugel, Jake; Blackburn, Scott R.
Subject: Look forward to meeting on OVE

Mr Secretary,

Since we last spoke I have worked to complete your requests: 1) a reorganization option for the consolidation of OVE and OEI (I have 3 versions that save staff, resources and increase value to the agencies and the department); and 2) plans for communication with PVA and Mr. Krause (I have these with recommendations for data capture, analysis and utilization by cognizant agencies with the enthusiastic participation of Sherman and Ben).

These latter can be used as a model for Veteran Experience capture internally (e.g. to analyze VHA data on veterans at risk for suicide and to inform nursing services for SCI) and externally (e.g. to capture the experience of the Veteran caregiver through VISNs with the support of CVEBs and focus groups with constituent groups like the 900+ ALA units).

I look forward to briefing you on these as scheduled on Monday at 1:30pm.

I also look forward to discussing with you personally, at the direction of OPP, my future appointment options at VA. This is especially important to me given my life's dedication to devotedly and effectively serving veterans and their families, my very visible role in the MSO/VSO community, and my participation as the co-lead of the 2012 VA transition team and on the 2016 VA transition team since last August.

I have heard about several roles that you might want me to fill (or not) and I would appreciate receiving direct guidance from you before I take further action.

With appreciation, respect and gratitude for the opportunity to have been of service, Lynda

Sent with Good (www.good.com)
Lynda C. Davis, Ph.D.
Senior Advisor to the Secretary

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Sent Date:	2017/03/03 14:58:10
Delivered Date:	2017/03/03 14:58:00

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoleinet>
Subject:	FW: Initial results for 70k comments
Date:	2017/02/27 13:38:33
Priority:	Normal
Type:	Note

Sent with Good (www.good.com)

-----Original Message-----

From: Maktabi, Hala, Ph.D., M.P.H.
Sent: Monday, February 27, 2017 01:07 PM Eastern Standard Time
To: Becker, Lee A.; Morton, Barbara C.; Davis, Lynda; Blackburn, Scott R.
Cc: Akhtar, Syed Asad (ERPI)
Subject: Initial results for 70k comments

With text analysis capability finally stood up on our team, please find attached initial findings from the 70K VE APG comments.

In a nutshell:

- 1) The top 3 threads that we pulled were:
 1. Poor phone interactions
 2. Delays or issues with receiving timely care and/or services
 3. Poor interactions with VA staff

- 2) Customers who mention delays or issues with receiving timely care and/or services in the comments are 1.6 times more likely to report trust disagreement. In other words, improving timeliness of services for a customer results in 1.6 increased likelihood of customer agreeing with trust statement.

- 3) The attached slides include additional results for ease, effectiveness, emotion, as well as next steps for drilldown analyses.

As always, we're happy to answer your questions!

Wishes for a great day ahead,

Hala

Hala Maktabi, PhD, MPH

Director of Enterprise Measurement and Performance Improvement

Veterans Experience Office, MyVA

Department of Veterans Affairs

Phone:

"Building trusted, lifelong relationships with Veterans and their families!"

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Leinenkugel, Jake </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoleinet>
Sent Date:	2017/02/27 13:38:33

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLOCKS1>
To:	Lue, Rosetta </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacolueR>
Subject:	RE: NYC311 Tour
Date:	2017/02/26 16:22:12
Priority:	Normal
Type:	Note

Let's meet 1-on-1. We need to catch up anyway!!!

Tomorrow late afternoon seems to be best. I have a few speaking things (NASDVA and American Legion) tomorrow early afternoon so 1pm wouldn't have worked for me anyway.

Sent with Good (www.good.com)

-----Original Message-----

From: Lue, Rosetta
Sent: Sunday, February 26, 2017 03:02 PM Eastern Standard Time
To: Blackburn, Scott R.
Subject: RE: NYC311 Tour

It's not my calendar either but originally I thought it was 1pm. If it's been cancelled, can I still meet with you one on one to get your perspective on my recommendations?

I will send a one page draft later this evening.

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Sunday, February 26, 2017 02:59 PM Eastern Standard Time
To: Lue, Rosetta
Subject: RE: NYC311 Tour

I thought you were but I no longer see it. What time?

From: Lue, Rosetta
Sent: Sunday, February 26, 2017 2:58 PM
To: Blackburn, Scott R.
Subject: RE: NYC311 Tour

I invited Lynda and will reach out to Jake.

P.S. Am I on your calendar for tomorrow to review the Contact Center Transformation governance?

Sent with Good (www.good.com)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Saturday, February 25, 2017 11:07 PM Eastern Standard Time
To: Lue, Rosetta
Subject: RE: NYC311 Tour

Definitely Lynda. Maybe Jake Leinenklugel.

From: Lue, Rosetta
Sent: Friday, February 24, 2017 4:14 PM
To: Blackburn, Scott R.
Subject: FW: NYC311 Tour

Anyone of VA leadership "influence" you would suggest that I invite on the NYC311 tour?

From: Lue, Rosetta
Sent: Friday, February 24, 2017 3:54 PM
To: Morton, Barbara C.; Becker, Lee A.; 'Victoria McFadden - T'; Kitts, Denise; Dang, Trisha, VBAVACO; Gibbs-Skervin, Annette
Cc: Schuster, Anna
Subject: RE: NYC311 Tour

Joseph Morrisroe, NYC311 Executive Director, has confirmed the NYC311 tour can be conducted on March 15th. He will invite staff from IT (manages CRM, KM and Telecom applications), Performance Management (data and accountability results), Complaints Management (uses the CRM to route complaints and provides tracking number), Staffing, Training, and Veterans Service Office to present on their area of expertise

Please advise who else should be invited to the NYC311 tour.

BACKGROUND ON NYC311:

In 2015, NYC311 processed 20 million calls 400 agents with an ASA of 14 seconds and is promoted as the City's "front door to government".

Since it was founded by the Bloomberg administration in 2003, 311's operation has expanded steadily with the addition of 311 Online in 2009; text message and social media support in 2011; and a mobile app that launched in 2013. In 2015, 311 fielded 13 million online requests and over one million requests through its app, a figure that is growing rapidly.

From: Schuster, Anna
Sent: Friday, February 24, 2017 2:13 PM
To: Lue, Rosetta
Subject: RE: NYC311

Thanks!

From: Lue, Rosetta
Sent: Friday, February 24, 2017 2:12 PM

To: Schuster, Anna
Cc: Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: RE: NYC311

We can all catch an early train in the morning for the tour.

From: Schuster, Anna
Sent: Friday, February 24, 2017 2:11 PM
To: Lue, Rosetta
Cc: Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: RE: NYC311

Hi, Rosetta---will you be leaving the night before or the morning of? I will check for dates and report back.

From: Lue, Rosetta
Sent: Friday, February 24, 2017 2:09 PM
To: Schuster, Anna
Cc: Morton, Barbara C.; Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: NYC311

Anna,

Can you select two upcoming dates when Barbara and Lee are available to join the VEO team on a tour of NYC311? This would be all day event in NYC. Please exclude Monday's from the available options. Thanks.

Rosetta Carrington Lue
White House Presidential Executive Fellow
Senior Advisor to the Chief Veterans Experience Officer
Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBLACKS1>
Recipient:	Lue, Rosetta </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VacolueR>
Sent Date:	2017/02/26 16:22:12

From:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
To:	Lue, Rosetta </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=78b3d44aeb644f499c12950bf8489565-Lue, Rosett>
Subject:	RE: NYC311 Tour
Date:	2017/02/25 23:07:00
Priority:	Normal
Type:	Note

Definitely Lynda. Maybe Jake Leinenklugel.

From: Lue, Rosetta
Sent: Friday, February 24, 2017 4:14 PM
To: Blackburn, Scott R.
Subject: FW: NYC311 Tour

Anyone of VA leadership "influence" you would suggest that I invite on the NYC311 tour?

From: Lue, Rosetta
Sent: Friday, February 24, 2017 3:54 PM
To: Morton, Barbara C.; Becker, Lee A.; 'Victoria McFadden - T'; Kitts, Denise; Dang, Trisha, VBAVACO; Gibbs-Skervin, Annette
Cc: Schuster, Anna
Subject: RE: NYC311 Tour

Joseph Morrisroe, NYC311 Executive Director, has confirmed the NYC311 tour can be conducted on March 15th. He will invite staff from IT (manages CRM, KM and Telecom applications), Performance Management (data and accountability results), Complaints Management (uses the CRM to route complaints and provides tracking number), Staffing, Training, and Veterans Service Office to present on their area of expertise

Please advise who else should be invited to the NYC311 tour.

BACKGROUND ON NYC311:

In 2015, NYC311 processed **20 million calls** with **400 agents with an ASA of 14 seconds** and is promoted as the City's "front door to government".

Since it was founded by the Bloomberg administration in 2003, 311's operation has expanded steadily with the addition of 311 Online in 2009; text message and social media support in 2011; and a mobile app that launched in 2013. In 2015, 311 fielded **13 million online requests and over one million requests through its app**, a figure that is growing rapidly.

From: Schuster, Anna
Sent: Friday, February 24, 2017 2:13 PM
To: Lue, Rosetta
Subject: RE: NYC311

Thanks!

From: Lue, Rosetta
Sent: Friday, February 24, 2017 2:12 PM
To: Schuster, Anna
Cc: Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: RE: NYC311

We can all catch an early train in the morning for the tour.

From: Schuster, Anna
Sent: Friday, February 24, 2017 2:11 PM
To: Lue, Rosetta
Cc: Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: RE: NYC311

Hi, Rosetta---will you be leaving the night before or the morning of? I will check for dates and report back.

From: Lue, Rosetta
Sent: Friday, February 24, 2017 2:09 PM
To: Schuster, Anna
Cc: Morton, Barbara C.; Becker, Lee A.; McFadden, Victoria; Kitts, Denise; Dang, Trisha, VBAVACO
Subject: NYC311

Anna,

Can you select two upcoming dates when Barbara and Lee are available to join the VEO team on a tour of NYC311? This would be all day event in NYC. Please exclude Monday's from the available options. Thanks.

Rosetta Carrington Lue
White House Presidential Executive Fellow
Senior Advisor to the Chief Veterans Experience Officer
Department of Veterans Affairs

Sender:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VACOBBLACKS1>
Recipient:	Lue, Rosetta </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=78b3d44aeb644f499c12950bf8489565-Lue, Rosett>
Sent Date:	2017/02/25 23:07:39
Delivered Date:	2017/02/25 23:07:00

From:	Wright, Vivieca (Simpson) </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VHACOWRIGHV1>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	FW: Look forward to meeting on OVE
Date:	2017/03/03 11:29:49
Priority:	Normal
Type:	Note

OEI - not sure she is a fit for this?

-----Original Message-----

From: Davis, Lynda
 Sent: Friday, March 03, 2017 7:13 AM
 To: Shulkin, David J., MD
 Cc: Wright, Vivieca (Simpson); Lukach, Michael A.; Leinenkugel, Jake; Blackburn, Scott R.
 Subject: Look forward to meeting on OVE

Mr Secretary,

Since we last spoke I have worked to complete your requests: 1) a reorganization option for the consolidation of OVE and OEI (I have 3 versions that save staff, resources and increase value to the agencies and the department); and 2) plans for communication with PVA and Mr. Krause (I have these with recommendations for data capture, analysis and utilization by cognizant agencies with the enthusiastic participation of Sherman and Ben).

These latter can be used as a model for Veteran Experience capture internally (e.g. to analyze VHA data on veterans at risk for suicide and to inform nursing services for SCI) and externally (e.g. to capture the experience of the Veteran caregiver through VISNs with the support of CVEBs and focus groups with constituent groups like the 900+ ALA units).

I look forward to briefing you on these as scheduled on Monday at 1:30pm.

I also look forward to discussing with you personally, at the direction of OPP, my future appointment options at VA. This is especially important to me given my life's dedication to devotedly and effectively serving veterans and their families, my very visible role in the MSO/VSO community, and my participation as the co-lead of the 2012 VA transition team and on the 2016 VA transition team since last August.

I have heard about several roles that you might want me to fill (or not) and I would appreciate receiving direct guidance from you before I take further action.

With appreciation, respect and gratitude for the opportunity to have been of service, Lynda

Sent with Good (www.good.com)
 Lynda C. Davis, Ph.D.
 Senior Advisor to the Secretary

Sender:	Wright, Vivieca (Simpson) </O=VA/OU=VA MARTINSBURG/CN=RECIPIENTS/CN=VHACOWRIGHV1>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/03/03 11:29:48
Delivered Date:	2017/03/03 11:29:49

From:	Thomas, Rob C. II </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ROB.THOMAS2>
To:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Subject:	RE: Plea! VAR
Date:	2017/06/04 23:08:39
Priority:	Normal
Type:	Note

Agree. Poonam and I have been caucusing on DSLogin for the past few weeks. It has not happened as fast as I would have liked. Charles asked if DSE could help and I asked him if they could create Vets.gov login that Marina and I worked. He agreed so I am confident. We are over 1500 users.

Warm Regards, Rob

ROB C. THOMAS II
Acting Assistant Secretary &
Chief Information Officer
Department of Veterans Affairs

(b)(6)

-----Original Message-----

From: Blackburn, Scott R.
Sent: Sunday, June 04, 2017 10:59 PM Eastern Standard Time
To: Constantian, Alan; Frisbee, Kathleen L.; Worthington, Charles; Lieberman, Steven
Cc: Alaigh, Poonam, M.D.; Thomas, Rob C. II; Davis, Lynda; Mulligan, Ricci; Taylor, Martin A.; Leinenkugel, Jake
Subject: Plea! VAR

VAR works!!! It is great. However the front end is so incredibly NOT user friendly. That will be its downfall if we don't fix it soon.

Why I'm writing now...

I just refilled a prescription on Vets.gov. Super easy. Took a minute. I knew it was secure too (I actually like the text verification for LOA3). Did it during a commercial break while watching the NBA Finals.

Then thought, heck I'll try to schedule an appointment on VAR. Painful. Had to switch passwords on the ridiculous DSLogin. The irony isn't lost on my that our mobile "app" is neither mobile nor an app. Finally did it. Put in preferred date. It gave me a bunch of options. I picked one that worked for me. It asked me if I wanted an email reminder (for which I had to input an email address which I obviously shouldn't have to do). It also showed that I have an appointment in September already scheduled.

VAR works and it is actually quite good. I know you guys have told me there are some issues on the backend but I'm not seeing them (backend is perfect from what I can tell). However getting into VAR on the login and the fact that it is separate is what spoils the experience. If you integrated this to vets.gov it would solve these problems. It would also take away the "home grown typical VA" stigma that you will hear from the "Faster Care" folks that will want to spend millions on a redundant solution.

If you do this you will go from hundreds a month to thousands and thousands a month. Especially when we start marketing vets.gov in a few months.

Sent with Good (www.good.com)

Sender:	Thomas, Rob C. II </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=ROB.THOMAS2>
Recipient:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
Sent Date:	2017/06/04 23:08:38
Delivered Date:	2017/06/04 23:08:39

From:	Coy, Curtis, VBAVACO </O=VA/OU=VBA PHILADELPHIA/CN=RECIPIENTS/CN=DUSCOYCU>
To:	Shulkin, David J., MD </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoshulkd>
CC:	Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>; Cloud, Rosye B., VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=VBACOCLOUDR>
Subject:	Just off the phone with Ike Perlmutter
Date:	2017/05/30 12:49:24
Priority:	Normal
Type:	Note

Mr. Secretary,

Just had a good call with Ike – he asked me to send you a quick note to ensure we are all on the same page. I suggested that an email be sent immediately to all of those CEO’s on our list telling them the White House event has been moved from June 2nd to June 20th. He wanted me to check w/you to ensure that was ok.

He indicated the White House point of contact for this event will be him and Mark Sherman. He will connect me with him asap.

He asked me to also include a piece in the email to the CEO’s asking that should they or when they make a Veteran hiring commitment – that they make the commitment for a specific timeframe of 1 – 2 years.

He mentioned that perhaps we should also include VA vendors in this initiative and I indicated to him that we should consider that carefully as it may not be a good idea to connect VA contractual relationships with the Secretary’s/POTUS’ Veteran hiring commitments – I will however follow up with Greg Giddens.

He asked me if I had a direct connection with you and could I call or see you on a moment's notice or as necessary – I talked around that issue.

He was incredibly complementary of you....I told him I thought the Secretary was 'the real deal'.

Finally, he said he would be calling you soon.

V/R

Curt

Curtis L. Coy
Deputy Under Secretary for Economic Opportunity
Veterans Benefits Administration
U.S. Department of Veterans Affairs
1800 G Street, NW, Suite 510 - Mail Stop 20E
Washington, DC 20420

(b)(6)

VA Core Values: Integrity, Commitment, Advocacy, Respect, Excellence ("I CARE")

For appointments or scheduling, please contact my office @ OEO.VBACO@va.gov or 202 443-6080



CONFIDENTIALITY NOTICE: This e-mail is intended only for the person or entity to which it is addressed, and may contain information that is privileged, confidential, or otherwise protected from disclosure. Dissemination, distribution, or copying of this e-mail or the information herein by anyone other than the intended recipient or for official internal VA business is prohibited. If you have received this e-mail in error, please notify the sender by reply e-mail, and destroy the original message and all copies.

Sender:	Coy, Curtis, VBAVACO </O=VA/OU=VBA PHILADELPHIA/CN=RECIPIENTS/CN=DUSCOYCU>
Recipient:	Shulkin, David J., MD </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoshulkd>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Prince-Wheeler, Latriece R. </o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=be220108b33347118e0116b2d1522b77-Prince-Whee>; Cloud, Rosye B., VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=VBACOCLOUDR>
Sent Date:	2017/05/30 12:49:22
Delivered Date:	2017/05/30 12:49:24

From:	Prince-Wheeler, Latriece R. </O=VA/OU=VISA 10/CN=RECIPIENTS/CN=VHACLEPRINCL>
To:	Coy, Curtis, VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=DUSCOYCU>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>
CC:	Cloud, Rosye B., VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=VBACOCLOUDR>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrighv1>
Subject:	RE: Just off the phone with Ike Perlmutter
Date:	2017/05/30 14:17:54
Priority:	Normal
Type:	Note

Hi Curt, the WH just asked me if we had sent out any invitations about 6/2. I said no. Didn't know we had done so. If you could say that it was postponed that would be great. Would you be able to share what invitation went out?

From: Coy, Curtis, VBAVACO
Sent: Tuesday, May 30, 2017 2:11 PM
To: Blackburn, Scott R.
Cc: Prince-Wheeler, Latriece R.; Cloud, Rosye B., VBAVACO
Subject: RE: Just off the phone with Ike Perlmutter

For everyone's situational awareness....

Over the weekend I got a note from the Secretary introducing me to Ike, I then got an email from Ike asking for when would be a good time to talk on Tuesday --- we agreed on 1200

One of the first things he asked me was did everyone know the event was changed from the 2nd to the 20th....I indicated to him that it was my understanding that the WH was taking that on. He indicated that he knew several of the CEO's and some were still under the impression it was still the 2nd. I indicated to him that the email addresses were in the attachments I sent him as read aheads he did not know who in the WH was responsible for the invites. I told him that our WH connection was Latriece but did not know who in the WH was responsible.

He indicated he was now the guy along with Mark Sherman....and perhaps to ensure the info got out right away, that I send an email out indicated the event was changed from the 2nd to the 20th.

While I was writing the note below, I got a note from the Secretary indicated he talked with Ike and that the WH was notifying the CEO's.

Just wanted everyone to know I'm not wanting or trying to get out of my lane....I have not connected w/any of the CEO's.

Curt
Curtis L. Coy
Deputy Under Secretary for Economic Opportunity
Veterans Benefits Administration
U.S. Department of Veterans Affairs
1800 G Street, NW, Suite 510 - Mail Stop 20E
Washington, DC 20420
202/443-6080
curtis.coy@va.gov

VA Core Values: Integrity, Commitment, Advocacy, Respect, Excellence ("I CARE")



For appointments or scheduling, please contact my office @ OEO.VBACO@va.gov or 202 443-6080

CONFIDENTIALITY NOTICE: This e-mail is intended only for the person or entity to which it is addressed, and may contain information that is privileged, confidential, or otherwise protected from disclosure. Dissemination, distribution, or copying of this e-mail or the information herein by anyone other than the intended recipient or for official internal VA business is prohibited. If you have received this e-mail in error, please notify the sender by reply e-mail, and destroy

the original message and all copies.

From: Coy, Curtis, VBAVACO
Sent: Tuesday, May 30, 2017 12:49 PM
To: Shulkin, David J., MD
Cc: Blackburn, Scott R.; Prince-Wheeler, Latriece R.; Cloud, Rosye B., VBAVACO
Subject: Just off the phone with Ike Perlmutter

Mr. Secretary,

Just had a good call with Ike – he asked me to send you a quick note to ensure we are all on the same page. I suggested that an email be sent immediately to all of those CEO's on our list telling them the White House event has been moved from June 2nd to June 20th. He wanted me to check w/you to ensure that was ok.

He indicated the White House point of contact for this event will be him and Mark Sherman. He will connect me with him asap.

He asked me to also include a piece in the email to the CEO's asking that should they or when they make a Veteran hiring commitment – that they make the commitment for a specific timeframe of 1 – 2 years.

He mentioned that perhaps we should also include VA vendors in this initiative and I indicated to him that we should consider that carefully as it may not be a good idea to connect VA contractual relationships with the Secretary's/POTUS' Veteran hiring commitments – I will however follow up with Greg Giddens.

He asked me if I had a direct connection with you and could I call or see you on a moment's notice or as necessary – I talked around that issue.

He was incredibly complementary of you....I told him I thought the Secretary was 'the real deal'.

Finally, he said he would be calling you soon.

V/R

Curt

Curtis L. Coy
Deputy Under Secretary for Economic Opportunity
Veterans Benefits Administration
U.S. Department of Veterans Affairs
1800 G Street, NW, Suite 510 - Mail Stop 20E
Washington, DC 20420

(b)(6)

VA Core Values: Integrity, Commitment, Advocacy, Respect, Excellence ("I CARE")

For appointments or scheduling, please contact my office @ OEO.VBACO@va.gov or 202 443-6080



CONFIDENTIALITY NOTICE: This e-mail is intended only for the person or entity to which it is addressed, and may contain information that is privileged, confidential, or otherwise protected from disclosure. Dissemination, distribution, or copying of this e-mail or the information herein by anyone other than the intended recipient or for official internal VA business is prohibited. If you have received this e-mail in error, please notify the sender by reply e-mail, and destroy

the original message and all copies.

Sender:	Prince-Wheeler, Latriece R. </O=VA/OU=VISN 10/CN=RECIPIENTS/CN=VHACLEPRINCL>
Recipient:	Coy, Curtis, VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=DUSCOYCU>; Blackburn, Scott R. </O=VA/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=Vacoblacks1>; Cloud, Rosye B., VBAVACO </O=VA/OU=VBA Philadelphia/cn=Recipients/cn=VBACOCLOUDR>; Wright, Vivieca (Simpson) </O=VA/OU=VA Martinsburg/cn=Recipients/cn=vhacowrightv1>
Sent Date:	2017/05/30 14:17:53
Delivered Date:	2017/05/30 14:17:54