DEPARTMENT OF VETERANS AFFAIRS
OFFICE OF INSPECTOR GENERAL

VETERANS HEALTH ADMINISTRATION

OIG Determination of Veterans Health Administration's Occupational Staffing Shortages

FY 2019

The mission of the Office of Inspector General is to serve veterans and the public by conducting effective oversight of the programs and operations of the Department of Veterans Affairs through independent audits, inspections, reviews, and investigations.

Executive Summary

The VA Choice and Quality Employment Act of 2017 requires the VA Office of Inspector General (OIG) to determine, on an annual basis, a minimum of five clinical and five non-clinical Veterans Health Administration (VHA) occupations with the largest staffing shortages within each VHA facility.[1] Pursuant to this requirement, the OIG conducted a review to identify those staffing shortages by occupation. The OIG also compared the number of severe occupational staffing shortages against last year's report to assess changes. Veterans Integrated Service Network (VISN) and medical center directors also were interviewed to assess among other issues, the impact of medical center director vacancies on VHA facilities.

This is the sixth OIG report in a series on occupational staffing shortages and the second to determine severe occupational staffing shortages identifiable at the facility level. The OIG surveyed medical center directors to facilitate identification of severe occupational staffing shortages at each facility. Among the most significant findings in this year's staffing report were

- Medical center directors reported widespread severe shortages in many occupations throughout VHA;[2]
- A lack of qualified applicants and non-competitive salaries were the two most commonly cited reasons for severe occupational staffing shortages; and
- The numbers of reported severe shortages across facilities declined from last year, but the reasons for those shortages did not change.

The OIG found 96 percent of VHA facilities reported at least one severe occupational shortage as of December 31, 2018. Thirty-nine percent of the facilities noted at least 20 severe occupational staffing shortages. The Medical Officer and Nurse occupations were the most commonly cited occupations with severe occupational staffing shortages across the system.[3] Psychiatry was the most commonly cited medical specialty in the Medical Officer occupational series. Human Resources Management was the most commonly cited non-clinical occupation. The OIG also identified 27 occupations listed by 20 percent of the facilities as a severe occupational staffing shortage.

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[1] The VA Choice and Quality Employment Act, Pub. L. No. 115-46, 131 Stat. 958 (2017). The Act amended the Veterans Access, Choice, and Accountability Act of 2014 (Public Law 113-146).

[2] A severe shortage is defined by the Office of Personnel Management when particular occupations are difficult to fill, and a shortage exists as defined by 5 C.F.R. § 337.204 for the occupational series. Vacancy refers to a specific unoccupied position and is distinct from the designation of a severe shortage. For example, a facility could identify an occupation as a severe occupational shortage, which could have one vacant position or 100 vacant positions.

[3] Medical Officer and Nurse were separated from the other occupations because VHA utilizes assignment codes to designate specialties within the corresponding Office of Personnel Management occupational series. Assessing severe shortages at the level of these specialty assignment codes instead of the broader occupational series codes allowed the OIG to assess severe shortages for the Medical Officer and Nurse series at a more detailed level.

In the survey, the OIG requested that medical center directors provide the reason a given occupation was identified as a severe occupational shortage as defined by 5 C.F.R. § 337.204. The OIG conducted a thematic analysis of the reasons provided and identified five primary themes: (1) lack of qualified applicants, (2) non-competitive salary, (3) geographical recruitment challenges, (4) private sector competition, and (5) high staff turnover. The 2018 OIG staffing report also identified the lack of qualified applicants and non-competitive salary as barriers that interfered with VHA staffing efforts.

The VA Choice and Quality Employment Act paved the way for the OIG to assess changes in severe occupational staffing shortages at the facility and occupational levels across years. Five facilities identifying severe occupational staffing shortages in last year's report did not identify any in the 2019 survey.[4] Additionally, the OIG found a decline in the overall number of severe shortages across the VHA system.[5]

Having effective and stable leadership at VHA medical centers is critical to the facilities' overall success. Medical center directors make key decisions affecting veterans' health care and shape the careers of staff through mentoring and leadership development. The OIG found that since 2015, more than 46 facilities annually saw at least one change in medical center directors. To analyze the impact of this turnover and vacancies for medical center directors, the OIG interviewed medical center and VISN directors for their perspectives.

Directors stated any vacancy has some degree of adverse impact on facility operations. Delayed decision-making and deteriorating facility culture were two ramifications. One medical center director described the effect of a long-term vacancy on the staff as "a workforce that feels abandoned and that nobody cares enough for them to get stable leadership."

While medical center directors generally reported the position was fulfilling, both VISN and medical center directors expressed reservations. Lower pay and career risk were primary concerns that came up during interviews. VISN and medical center directors identified relatively lower pay than their private sector peers. One VISN director took a reduction in pay when selected to be a medical center director because the position required a conversion from a Title 38 to Title 5 pay schedule. In terms of being able to successfully lead and manage a facility, non-competitive pay has been a barrier to filling medical center positions. During interviews, the OIG was informed of instances in which applicants withdrew from consideration due to lower pay.

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[4] Facilities reporting no severe occupational shortages in the 2019 survey included Canandaigua, New York; Coatesville, Pennsylvania; Columbia, South Carolina; Milwaukee, Wisconsin; and Honolulu, Hawaii.

[5] In the 2018 survey, a total of 3,068 occupational shortages were reported across VHA facilities. In the 2019 survey, a total of 2,685 occupational shortages were reported across VHA facilities.

VISN and medical center directors also expressed reservations about the career risk associated with the role of a medical center director. Heightened public scrutiny and VHA's implementation of the VA Accountability and Whistleblower Protection Act have demotivated applicants and created barriers in hiring medical center directors.[6] VISN directors stated current accountability laws provide limited recourse for medical center directors to defend themselves from allegations and have lengthened the onboarding process.

Representatives from VA's Corporate Senior Executive Management Office and VHA's Workforce Management and Consulting Office advised the OIG of initiatives to improve the recruitment, onboarding, and retention of medical center directors. Additionally, the OIG learned of VA's ongoing pursuit of legislative changes that may resolve concerns regarding compensation for medical center directors.

The OIG made two recommendations to the Under Secretary for Health to ensure completion of all open action plans related to recommendations from previous staffing reports and to identify a plan of action that will address the underlying causes of severe occupational staffing shortages as discussed in this review.[7]

Comments

The Executive in Charge concurred with OIG recommendations and provided an acceptable action plan (see appendix I, pages 258–59). The OIG will follow up on the planned actions.

[signature]

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[6] The Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017. Pub. L. No. 115-41, 131 Stat. 862 (2017).

[7] Recommendations directed to the Under Secretary for Health were submitted to the Executive in Charge who has the authority to perform the functions and duties of the Under Secretary for Health.

Contents

Abbreviations

C.F.R.	Code of Federal Regulations
FY	fiscal year
HRML	Human Resource Management Letter
OIG	Office of Inspector General
OPM	Office of Personnel Management
VACAA	Veterans Access, Choice, and Accountability Act of 2014
VCQEA	VA Choice and Quality Employment Act of 2017
VHA	Veterans Health Administration
VISN	Veterans Integrated Service Network
WMC	Workforce Management and Consulting

Introduction

The purpose of this review is for the VA Office of Inspector General (OIG) to report a minimum of five clinical and five non-clinical Veterans Health Administration (VHA) occupations that have the largest staffing shortages at each VA medical facility as required by the VA Choice and Quality Employment Act (VCQEA) of 2017.[8] This is the sixth report in a series on staffing shortages by VHA occupation. The OIG also compared the number of severe occupational staffing shortages against last year's report and reviewed the impact of medical center director vacancies on VHA facilities.

Background

Veterans Access, Choice, and Accountability Act and VCQEA

Congress passed the Veterans Access, Choice, and Accountability Act (VACAA) of 2014 on August 7, 2014, in response to concerns about the quality of VHA care, scheduling practices, and excessive wait times.[9] VACAA required the OIG to determine, on an annual basis, five VHA occupations with the largest staffing shortages. With the passage of the VCQEA, the OIG expanded the scope of this work to include an annual determination of a minimum of five clinical and five non-clinical VHA occupations with the largest staffing shortages within each medical facility.

Occupational Categories and Assignment Codes

The Classification Act of 1949 established the principle of providing equal pay for substantially equal work.[10] The Office of Personnel Management (OPM), after consulting with federal agencies, created occupational series to classify positions in the General Schedule.[11]

To provide further detail to the OPM occupational series, VHA developed assignment codes. VHA assignment codes exist as an administrative option within the VA Human Resource Information Systems. The Workforce Management and Consulting (WMC) Office classifies occupations as clinical and non-clinical in addition to the appointing authority (Title 38, Hybrid Title 38, and Title 5).

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[8] The VA Choice and Quality Employment Act, Pub. L. No. 115-46, 131 Stat. 958 (2017).

[9] The Veterans Access, Choice, and Accountability Act of 2014, Pub. L. No. 113-146, 128 Stat. 1754 (2014).

[10] The Classification Act of 1949, Pub. L. No 429, 63 Stat. 954 (1949).

[11] The General Schedule classification and pay system covers most civilian white-collar professional, technical, administrative, and clerical positions.

For example, an anesthesiologist would have an OPM occupational series of 0602 – Medical Officer, and a VHA assignment code of 1. VHA has labeled anesthesiology a clinical occupation, and physicians are appointed under Title 38.

VHA Interpretation of the Law and Utilization of Direct-Hire Authority

VHA has non-competitive hiring authority for Title 38 occupations, and OPM may grant direct-hire authority for Title 5 occupations based on identified shortages. Direct-hire authority allows VA to hire, after public notice is given, any qualified applicant without regard to Title 5 §§ 3309–3318, 5 Code of Federal Regulations (C.F.R.) part 211, or 5 C.F.R. part 337, subpart A. Direct-hire authority eliminates competitive rating and ranking, veterans' preference, and "rule of three" procedures to expedite hiring procedures.[12]

VACAA and VCQEA provided a mechanism for the Secretary of Veterans Affairs to grant VHA direct-hire authority for Hybrid Title 38 occupations based on severe shortages. At the time of this report, VHA held direct-hire authority for 31 occupations. VHA sought direct-hire authority for 26 percent of these occupations as a result of the OIG's 2018 staffing shortages report and the 2018 WMC workforce planning analysis.[13] See appendix A for additional details regarding VHA's interpretations of VACAA and VCQEA and VHA's utilization of direct-hire authority.

Impact of Staffing Shortages

The OIG has previously published reports directly linking staffing shortages with negative impacts on patient care delivery. For example, in the 2018 *Critical Deficiencies at the Washington, DC VA Medical Center* report, the OIG determined that the facility's Logistics Service and Sterile Processing Services were consistently understaffed, creating barriers to healthcare providers' access to instruments and equipment.[14]

Ongoing OIG work found that VHA continues to contend with meeting required staffing levels.[15] In 2018, the OIG discovered nearly 39 percent of a facility's Pathology and Laboratory Medicine Service positions were vacant. The OIG team conducting the review found the inadequate

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[12] The competitive hiring process ranks applicants in accordance with numerical ratings. Preference eligible individuals (such as certain military veterans) are entered ahead of non-preference eligible individuals with the same rating. The appointing officer shall select an eligible individual for the vacancy from the highest three applicants on the certificate who are available for appointment.

[13] VHA's Workforce Management and Consulting *Shortage Occupation Report FY 2018 Workforce Planning Cycle*.

[14] VA Office of Inspector General, *Critical Deficiencies at the Washington DC VA Medical Center,* Report No. 17-02644-130, March 7, 2018.

[15] VA Office of Inspector General, *Pathology Processing Delays at the Memphis VA Medical Center Tennessee*, Report No. 18-02988-198, August 27, 2019.

staffing levels affected the service's ability to process specimens in a timely manner. Further, the OIG team found an affiliated university's pathology residents did not receive adequate training and mentorship due to a lack of pathologists.

Status of Recommendations

The OIG made recommendations that VHA develop staffing models for critical need occupations beginning with the first report published in January 2015.[16] VHA's response to the initial recommendation stated that continuously refined staffing models ensure "adequate resources are available to support timely access to care for our Veterans."[17] VHA also noted that such staffing models would allow VHA to "more accurately project resource requirements" and "improve on effective management of recruiting and retaining medical professionals, facility by facility." While VHA has made progress in extending its staffing models to cover more critical need occupations, operational staffing models do not cover all of these occupations.

The OIG has issued five *Occupational Staffing Shortages* reports and made 13 recommendations.[18] Five recommendations remain open, including three from 2017 and two from 2018. Appendix B provides detailed information on the status of all 13 recommendations.

Scope and Methodology

The OIG conducted a survey to identify severe occupational staffing shortages at each facility across VHA. In addition, the OIG conducted interviews with select Veterans Integrated Service Network (VISN) and medical center directors to identify causes and effects of medical center director vacancies.

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[16] Language has changed since the first report from "critical need" to "severe shortage."

[17] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages*, Report No. 15-00430-103, January 30, 2015.

[18] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages,* Report No. 15-00430-103, January 30, 2015; VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages*, Report No. 15-03063-511, September 1, 2015; VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages*, Report No. 16-00351-453, September 28, 2016; VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages,* Report No. 17-00936-385, September 27, 2017; VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages,* Report No. 18-01693-196, June 14, 2018.

Staffing Survey Development and Distribution

The facility-specific survey that the OIG conducted determined severe occupational staffing shortages as of December 31, 2018. Medical center directors identified severe shortages as defined by 5 C.F.R. § 337.204.[19]

The OIG's survey listed occupations categorized by (1) OPM occupational series codes, (2) VHA assignment codes, (3) hiring authority, and (4) clinical or non-clinical designation.[20] See appendix C for a complete list of OPM occupational series and VHA assignment codes included in the survey. The survey asked for the following facility information: director name and facility-identifying information. Facility information was pre-populated in drop-down menus from a directory provided by VHA. Additionally, the survey asked the directors the following questions for each occupation:

(1) What was the number of staff within the occupation as of December 31, 2018?

(2) Do you consider there to be a severe shortage in this occupation?

(3) If yes to #2, why do you consider there to be a severe shortage in this occupation?

(4) How would you rank the designated shortages in priority order?

The OIG distributed the staffing survey to medical center directors across 140 facilities on March 28, 2019, with a completion requirement of April 16, 2019.[21] Although the survey contained directions on how to complete the survey, the OIG conducted a national call with directors to discuss the survey and identify the OIG points of contact on April 10, 2019. The OIG reviewed submissions as received and, when necessary, worked with the facility to clarify responses. The OIG received all survey responses by April 30, 2019.[22]

Survey Analysis

The OIG counted the frequency of occupational series and assignment codes as a severe shortage when the occupation was designated as such by the medical center director. The OIG derived the frequency of those shortages for Medical Officer and Nurse to both the OPM occupational series and VHA assignment code level because medical center directors chose to identify severe shortages at the occupational series level, the assignment code level, or both. To derive

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[19] A severe shortage is defined by OPM when particular occupations are difficult to fill, and a shortage exists as defined by 5 C.F.R. § 337.204 for the occupational series.

[20] Items 1-4 were provided by VHA Workforce Management and Consulting.

[21] During the review, the OIG requested a list of medical center directors from VHA to facilitate identification of severe occupational staffing shortages across facilities. The OIG received inconsistent information about who maintained the list and determined that the list provided by VHA was inaccurate.

[22] Manila, station number 353, was excluded as its staff are not composed of VA employees but are employed by the State Department and are foreign nationals.

frequencies for Medical Officer and Nurse, the OIG counted these occupations as severe shortages if the medical center director indicated there was a severe shortage either within the OPM occupational series or any of the related VHA assignment codes.

The OIG conducted a textual analysis of the reasons medical center directors provided to explain why they considered certain occupations to be severe shortages. To begin the textual analysis, the OIG used the software, JMP®, version 14, to assist in identifying themes.[23] Utilizing the word and phrase counts from JMP®, the OIG identified six common themes: (1) lack of qualified applicants, (2) non-competitive salary, (3) geographical recruitment challenges, (4) private sector competition, (5) staff turnover, and (6) other.[24] The "other" category was used to capture themes that did not fit within the other five. To finalize the textual analysis, the OIG manually assigned the individual responses into one or more of the six themes.

Medical Center Director Vacancies

The OIG interviewed nine VISN and 12 medical center directors to gain perspectives on medical center director turnover and vacancies.[25] The OIG selected VISN directors based on the frequency of medical center director turnover in their network. The OIG chose medical center directors who were recently appointed, had a long tenure at a single facility, and had held a permanent medical center director position at multiple facilities. The OIG did not make a judgment with respect to the responses each VISN and medical center director provided. As such, examples provided in this report are anecdotal. While they provide additional context, they should not be generalized across all VISN and medical center directors.

The OIG conducted the review in accordance with *Quality Standards for Inspection and Evaluation* published by the Council of the Inspectors General on Integrity and Efficiency.

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[23] JMP® is a suite of data analysis software programs developed by the SAS® Institute that includes a tool to extract and organize words from free text.

[24] For example, the OIG grouped terms like "non-competitive salary," "lack of competitive pay," "salary not competitive," "salary disparity," and "disparities in pay" into the "Non-Competitive Salary" theme.

[25] VISN directors serve as the chief executive of their regional network and are the immediate supervisors of medical center directors within that network. In the hiring process, they are responsible for recommending medical center directors for appointment to VHA leadership positions.

Results

Issue 1: VHA Occupational Staffing Severe Shortages

To determine the magnitude of severe occupational shortages at VHA, the OIG surveyed all 140 facilities to determine the occupational series that medical center directors designated as having severe shortages at each location and the perceived reasons for those shortages. The OIG reviewed the number of facilities that designated an occupation as a severe shortage, noting specifically those occupational series identified by 20 percent or more of VHA facilities.[26] The OIG then analyzed the reported reasons for severe shortages and identified consistent themes that contributed to severe shortages across occupations and facilities.

Widespread Severe Shortages in Many Occupations Occurred Throughout VHA

Twenty-seven occupations were identified as severe shortages by at least 20 percent of VHA facilities. The OIG found that nearly 61 percent of facilities designated Psychiatry as a severe occupational shortage, making it the most frequently cited shortage. Specialty assignment codes within the Medical Officer occupational series comprised 10 of the 27 top severe occupational shortages. Human Resources Management was the most frequently reported non-clinical shortage occupation, which 51 percent of facilities designated as a severe shortage.

Table 1 shows the frequency with which the VHA facilities designated select occupations as a severe shortage.[27] Occupations designated by one in five facilities, or more, were included in this table. As a result, not all occupations designated as a severe shortage by each facility are included. Responses from individual facilities can be found in appendix D. Table 1 captures the number of times facilities at the local level designated an occupation as a severe shortage; it does not include or provide other dimensions needed to calculate national ranking determinations. For example, one facility may have ranked an occupation as its number one shortage, while another facility could have ranked that same occupation as its 30th largest shortage. Further, the relative impact that filling a shortage might have on a facility is impossible to assess by the survey results.

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[26] The designation of a national occupational shortage based on the criteria of 20 percent or more of VHA facilities designating an occupation as a severe shortage was consistent with last year's OIG staffing report and with the criteria for a national shortage occupation utilized by the VHA Workforce Management and Consulting *Shortage Occupation Report FY 2018 Workforce Planning Cycle.*

[27] A severe shortage is determined by OPM when particular occupations are difficult to fill, and a shortage exists as defined by 5 C.F.R. § 337.204 for the occupational series. Vacancy refers to a specific, unoccupied position and is distinct from the designation of a severe shortage. 5 C.F.R. 337.204 – Severe Shortage of Candidates. https://www.govregs.com/regulations/5/337.204. (The website was accessed on May 14, 2019.)

Two occupations – Medical Officer and Nurse – were separated from the other occupations because VHA utilizes assignment codes to designate specialties within the corresponding OPM occupational series. Assessing severe shortages at the level of these specialty assignment codes instead of the broader occupational series codes allowed the OIG to assess those severe shortages at a more detailed level. For example, it is useful to know that Psychiatry, which falls within the Medical Officer occupational series, was the most frequently cited severe occupational shortage. Though assignment codes for Medical Officer and Nurse occupational series were utilized for the analysis, a tally of the number of facilities designating the occupations of Medical Officer and Nurse as severe shortages was calculated based on both the OPM occupational series code and the related VHA assignment codes. The derived frequency for Medical Officer shortages was 131 out of 140, meaning that 131 facilities listed the OPM occupational series Medical Officer or a related VHA assignment code as a severe shortage. The derived frequency for Nurse was 102 out of 140, meaning that 102 facilities listed the OPM occupational series Nurse or a related VHA assignment code as a severe shortage.

Table 1. Frequency of Facility-Designated Severe Occupational Shortages

Occupational Series or Assignment Code[a]	Occupation	Clinical or Non-Clinical	Number of Facilities that Identified the Occupation as a Severe Shortage
31*	Psychiatry	Clinical	85
0201	Human Resources Management	Non-Clinical	72
0083	Police	Non-Clinical	65
0801	General Engineering	Non-Clinical	56
3566	Custodial Worker	Non-Clinical	55
P1*	Primary Care	Clinical	54
0644	Medical Technologist	Clinical	53
25*	Gastroenterology	Clinical	48
0180	Psychology	Clinical	47
0620	Practical Nurse	Clinical	46
12*	Urology	Clinical	41
0675	Medical Records Technician	Non-Clinical	39
0647	Diagnostic Radiologic Technologist	Clinical	38
K6*	Hospitalist	Clinical	36

Occupational Series or Assignment Code[a]	Occupation	Clinical or Non-Clinical	Number of Facilities that Identified the Occupation as a Severe Shortage
Q6[#]	Registered Nurse/Staff-Inpatient Community Living Center	Clinical	36
30*	Neurology	Clinical	34
0679	Medical Support Assistance	Non-Clinical	34
N4[#]	Nurse Practitioner–Mental Health/Substance Use Disorder	Clinical	32
0622	Medical Supply Aide and Technician	Non-Clinical	32
16*	Emergency Medicine	Clinical	31
88[#]	Registered Nurse Staff Nurse-Inpatient	Clinical	31
0649	Medical Instrument Technician	Clinical	31
7408	Food Service Worker	Non-Clinical	31
20*	Dermatology	Clinical	30
38*	Radiology-Diagnostic	Clinical	30
1*	Anesthesiology	Clinical	28
0645	Medical Technician	Clinical	28

Source: VHA facilities in response to the OIG's 2019 staffing survey
*[a] The * denotes assignment codes within the Medical Officer occupational series; the # denotes assignment codes within the Nurse occupational series.*

The number of severe occupational shortage designations at a facility ranged from 0 to 84, including both clinical and non-clinical occupations.[28] Five facilities did not report any severe occupational shortages.[29] Thirty-nine percent of facilities identified at least 20 severe occupational shortages. See appendix E for the number of clinical, non-clinical, and total severe occupational shortages listed by facility.

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[28] Facilities designated from 0 to 76 severe clinical shortages and 0 to 23 severe non-clinical shortages.

[29] Facilities reporting no severe occupational shortages in the 2019 survey included medical centers located in Canandaigua, New York; Coatesville, Pennsylvania; Columbia, South Carolina; Milwaukee, Wisconsin; and Honolulu, Hawaii.

Lack of Qualified Applicants and Non-Competitive Salaries Were the Most Commonly Cited Reasons for Severe Occupational Shortages

As previously discussed, a thematic analysis of responses from the OIG's 2019 staffing survey indicated that the most frequently cited reasons for severe occupational shortages fell into the following categories: (1) lack of qualified applicants, (2) non-competitive salary, (3) geographical recruitment challenges, (4) private sector competition, (5) staff turnover, and (6) other.

As reasons for severe shortages may vary between occupations and facilities, the OIG assessed the most common reasons for severe shortages to identify the primary themes which represent challenges for VHA. In addition to designating all facility-specific severe occupational staffing shortages, the OIG asked medical center directors to provide reasons for each of the designated severe shortages, consistent with the reasons outlined in 5 C.F.R. § 337.204, Severe Shortage of Candidates.[30]

The level of detail and specificity for the provided reasons for each shortage varied among facilities. For example, some facilities provided the same reason for each designated shortage while others provided distinct responses. Some facilities gave multiple reasons for a particular occupational shortage, while other facilities provided only one reason per occupational shortage. The OIG did not make a judgment with respect to the accuracy or strength of each reason provided. As such, examples provided in this section are anecdotal. While they provide additional context, they should not be generalized across all VHA facilities. The OIG gathered responses for contextual information and not to measure compliance with VHA guidance on staffing.

The severe occupational shortage categories were not mutually exclusive, and some reasons were associated with more than one of the categories. For example, a facility may have identified an occupation's severe shortage status as being due to lack of competitive salary and high competition with other healthcare agencies in the local labor market, while also reporting use of other hiring flexibilities such as recruitment incentives or special salary rates in efforts to attract qualified candidates. Fifty-two percent of responses included two or more of the themes identified. As a result, the percentages in Table 2 below total to greater than 100 percent.

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[30] 5 C.F.R. § 337.204 – Severe Shortage of Candidates. https://www.govregs.com/regulations/5/337.204. (The website was accessed on May 14, 2019.)

Table 2. Thematic Analysis of Facility Reasons for Severe Occupational Shortages

Theme	Number of Responses (Total N=2,685)	Percentage of Responses (%)
Lack of Qualified Applicants	1,259	47
Non-Competitive Salary	1,134	42
Geographical Recruitment Challenges	636	24
Private Sector Competition	526	20
High Staff Turnover	376	14
Other	759	28

Source: Textual analysis of VHA facilities' responses to the OIG's 2019 staffing survey

The OIG found that the extent to which the five main themes were cited as a reason for severe shortages varied among the occupations. For example, in attributing reasons for severe shortages in the Diagnostic Radiologic Technician occupational series, 63 percent of responses cited non-competitive salary, while only 13 percent of the responses cited non-competitive salary as a reason for severe shortages in the Human Resources Management occupational series. High staff turnover was the most frequently cited reason for severe shortages for the two Wage Grade occupational series, Custodial Worker and Food Service Worker, with over half of the responses having included this theme. A comparison of the primary themes of reasons for severe shortages by occupation is provided in appendix F.

Examination of facilities' descriptions regarding reasons for severe shortages also yielded some less frequent, yet relevant, themes. Ten percent of responses regarding reasons for severe shortages also included reference to use of incentives or flexibilities related to recruitment or retention.[31] These responses included mention of recruitment, retention, and relocation incentives; special salary flexibilities; and Education Debt Reduction Program and Student Loan Repayment Program incentives. Some of the descriptions referred to use of these incentives to improve recruitment, while other responses identified challenges with implementing these flexibilities. The OIG noted that, despite reported use of incentives, the responses referred to occupations with severe shortages, thus indicating incentives offered were insufficient to recruit an adequate number of qualified candidates. Examples of challenges mentioned included time-intensive and lengthy processes to adjust salary rates and limited use of the Education Debt Reduction Program due to funding issues.

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[31] This should not be interpreted to suggest that only 10 percent of the reported severe shortages utilized additional incentives, as the survey question asked facilities to identify reasons for the severe shortages. Mentions regarding either use of or lack of incentives reflected elaboration in the responses and was not a required element.

Certain facilities located in areas with high costs of living identified an issue interrelated with both salary concerns and geographical challenges. Responses referencing high costs of living as a reason for severe occupational staffing shortages highlighted that the OPM-approved General Schedule pay tables were insufficient to offset the high costs of living found in those locales or to compete with the comparatively higher private sector salaries. This might be interpreted as suggesting that, while non-competitive salaries present a challenge nationwide for some occupations, the detrimental impact of pay inequities was particularly prominent in areas with high costs of living and strong private sector competition, with OPM cost of living adjustments for those areas failing to compensate for such geographical challenges.

Issue 2: Changes in Staffing Shortages

The OIG examined the changes in reported shortages to assess VHA's progress in reducing severe occupational shortages and as a potential proxy indicator of the impact of legislation. To assess changes in severe occupational shortages, the OIG compared 2019 facility survey responses on identified severe shortages, and reasons for them, to the 2018 survey responses. One noted limitation to this approach relates to medical center directors changing positions, which may have affected how some facilities reported an occupation as a severe shortage. Inconsistencies in the clinical versus non-clinical designations for some positions may also have occurred because the OIG's 2018 survey allowed the medical center directors to designate the type of position, while the OIG's 2019 survey provided these designations for each position based on information from the WMC. Also, the list of occupations included in the 2019 survey was modified slightly to reflect the most up-to-date occupational codes information, as provided by the WMC, which may impact year-to-year comparisons for occupations affected by those updates.

The Numbers of Reported Severe Shortages Across Facilities Declined from Last Year, but Reasons for Those Shortages Did Not Change

Figure 1 provides a comparison of the distributions of severe shortages from the 2018 survey and the 2019 survey.
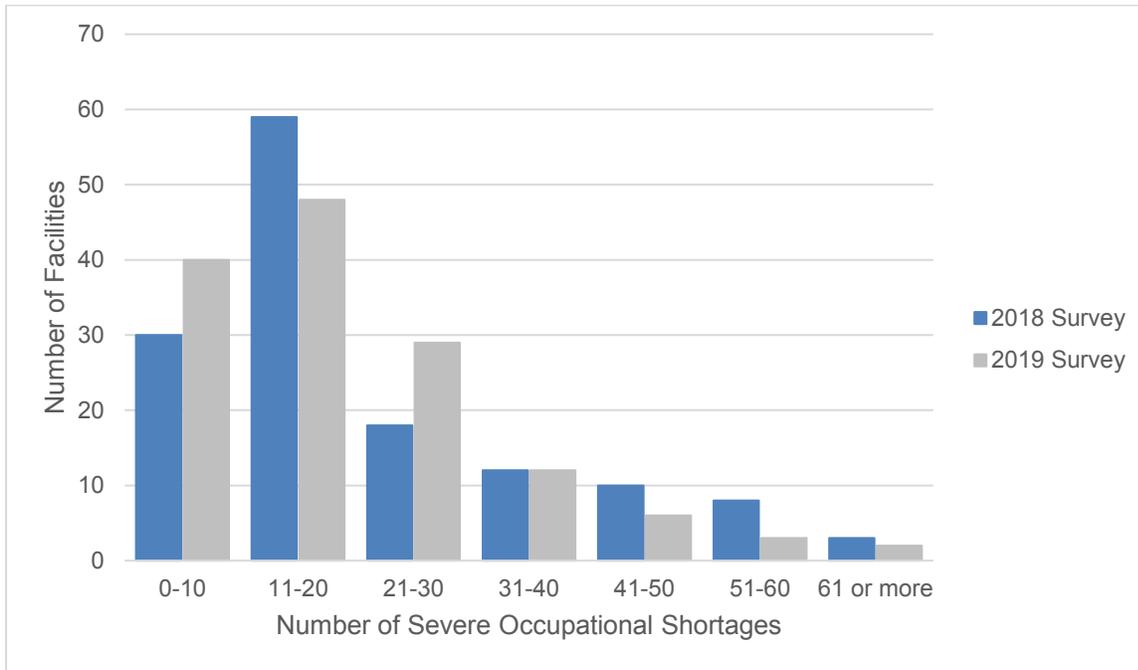
Figure 1. Comparison of distributions of severe occupational shortages[32]
Source: VHA facilities in response to the OIG's 2018 and 2019 staffing surveys

The total number of severe occupational shortages reported across facilities declined by 12 percent.[33] While there has been a reduction in number of severe occupational shortages, there may not be a corresponding drop in vacancies. Vacancy refers to a specific unoccupied position and is distinct from the designation of a severe shortage. For example, a facility could identify an occupation as a severe occupational shortage regardless of whether it has one vacant position or 100 vacant positions. In an August 2018 press release, VHA leaders noted a vacancy rate of 11 percent was in line with historical turnover and growth rates. See appendix G for VHA staffing trends for select severe occupational shortages.[34] The decrease in the number of severe occupational shortages could be the result of occurrences such as alterations in policy or changes in the demand for VHA healthcare. However, the OIG did not explore the reasons for this change.

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[32] While the medical center directors verified the data on severe occupational shortages for their respective facilities, some facilities have experienced changes in medical center directors, thus the data provided for a given facility may have been rated and verified by a different director in the 2019 survey than the 2018 survey.

[33] In the 2018 survey, a total of 3,068 occupational shortages were reported across VHA facilities. In the 2019 survey, a total of 2,685 occupational shortages were reported across VHA facilities. A severe shortage is determined by OPM when particular occupations are difficult to fill, and a shortage exists as defined per 5 C.F.R. § 337.204 for the occupational series.

[34] While the total staffing numbers in each of the national severe shortage occupations has increased over the past five years, the average rate of growth in staffing for many of the identified severe shortage occupations has not kept pace with the average rate of growth in VHA's overall staffing numbers.

All facilities reported at least one severe occupational shortage in response to the 2018 survey, whereas five facilities reported no severe occupational shortages in response to the 2019 survey.[35] Ten facilities reported 10 or fewer severe occupational shortages across both 2018 and 2019 surveys.[36] Three facilities reported 50 or more severe occupational shortages across both 2018 and 2019 surveys.[37] The Atlanta VA Medical Center reported the greatest number of severe occupational shortages in both 2018 and 2019.

Changes in the number of shortages reported by the individual facilities ranged from a decrease of 77 severe occupational shortages to an increase of 53 severe occupational shortages. Fifty-four percent of VHA facilities reported fewer occupations in a severe shortage status in response to the 2019 survey than the 2018 survey, and 41 percent reported more occupations in a severe shortage status.

The occupations of Human Resources Management, Emergency Medicine, Physician's Assistant, Orthopedic Surgery, and Physical Therapist showed the largest reductions in reported severe shortages. The occupation of registered nurse (RN)/Staff Nurse – Inpatient Community Living Center showed the largest increase in reported severe shortages.[38] Changes in the reporting of severe shortages by occupation can be found in appendix H.

The reasons identified for severe occupational staffing shortages during the 2019 survey were largely consistent with barriers noted in the 2018 survey. Lack of qualified applicants and non-competitive salary remained the two most frequently cited reasons for severe occupational staffing shortages. Geographical recruitment challenges and high staff turnover also continued to be identified as common factors underlying severe shortages. The 2019 textual analysis of reasons cited for severe shortages added one other common theme, local market or private sector competition. The 2018 category described as issues with position classification did not account for enough unique responses to be identified as a theme from the 2019 responses.

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[35] Facilities reporting no severe occupational shortages in the 2019 survey included Canandaigua, New York; Coatesville, Pennsylvania; Columbia, South Carolina; Milwaukee, Wisconsin; and Honolulu, Hawaii.

[36] Facilities reporting 10 or fewer occupational shortages across both 2018 and 2019 surveys included VA Central Massachusetts; Wilmington, Delaware; Coatesville, Pennsylvania; Cincinnati, Ohio; Northern Indiana HCS; North Chicago, Illinois; Iron Mountain, Michigan; Milwaukee, Wisconsin; Houston, Texas; and Long Beach, California.

[37] Facilities reporting 50 or more occupational shortages across both 2018 and 2019 surveys included Richmond, Virginia; Atlanta, Georgia; and Puget Sound, Washington.

[38] Occupations identified as having the largest increases and decrease in frequency of shortages are those which showed an increase or decrease in reported shortage by 10 percent or more of VHA facilities.

Issue 3: Medical Center Director Vacancies

Having effective and stable leadership at VA medical centers is critical to the overall success of the facilities. Medical center directors make key decisions affecting veterans' health care and shape the careers of their staff through mentoring and leadership development. The OIG observed 14 percent of current medical center directors were in an acting or interim role. As seen in Figure 2, at least 46 facilities annually saw at least one change in medical center directors between fiscal years (FY) 2015 and 2018. In 2016, that number eclipsed 50 percent. According to the former acting Executive Director of VA's Corporate Senior Executive Management Office, VA addressed medical center director vacancies through talent management and succession planning, including non-competitive details. Reportedly, OPM recommends that 25 percent of executives should be in rotational assignments. The OIG sought to determine if facility operations were affected by medical center director turnover and vacancies, primarily through interviews with VISN and facility leaders.
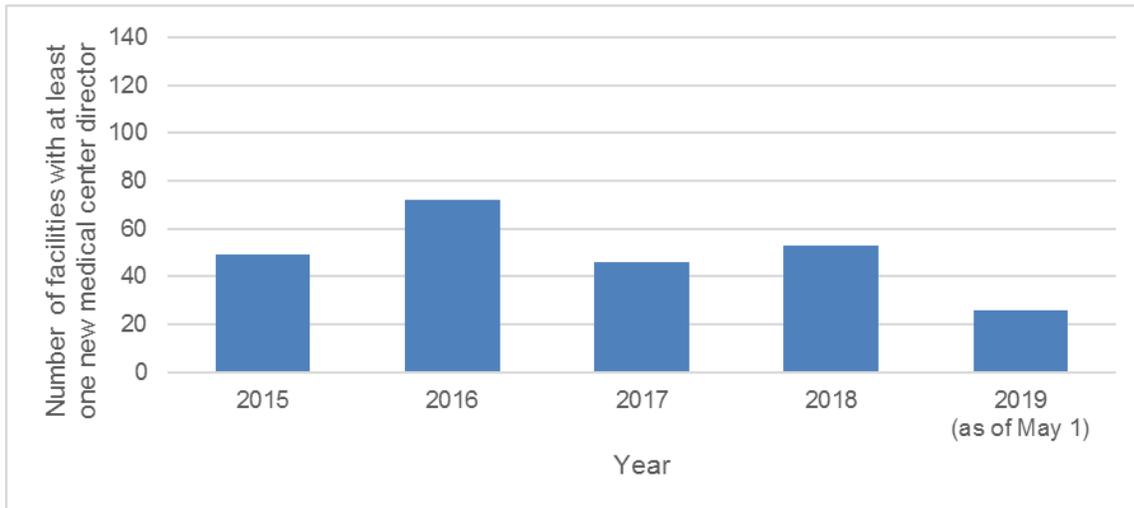
Figure 2. Facilities with at least one new medical center director (permanent, acting, or interim), by year
Source: VHA[39]

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[39] The OIG did not verify data provided by VHA. The OIG urges caution in using this data for decision-making given VHA's inability to provide an accurate list of medical center directors and other issues identified through a review of the data provided. The OIG opted to include this information as it provides perspective on leadership changes at facilities.

VISN Director Interviews

VISN Directors Reported Medical Center Director Vacancies May Negatively Affect Facility Operations

The OIG reviewed the medical center director hiring process from the perspective of VISN directors to better understand how medical center director turnover and vacancies affect facility operations. VISN directors, WMC, and the Corporate Senior Executive Management Office manage medical center director vacancies. Other facility vacancies are processed locally.

VISN directors reported medical center director vacancies affected facility operations, though the magnitude of the impact varied depending on circumstances. VISN directors described delays in decisions as well as cultural and stability issues caused by medical center director vacancies. Alternatively, VISN directors expressed that strong leadership support teams or an experienced interim medical center director with a specific charge to implement change reduced negative effects.[40] They explained, experienced interim leaders had higher confidence that they could make long-term decisions and medical center personnel would support process improvement projects.

VISN Directors Reported Multiple Barriers with Hiring Processes That Lengthened Time to Recruit, Select, and Onboard Medical Center Directors

The OIG observed an average vacancy time between permanent medical center directors of 249 days between October 1, 2013, and May 1, 2019. VISN directors were interviewed to better understand barriers and challenges in the medical center director hiring process.

VISN Directors Expressed Office of WMC and Corporate Senior Executive Management Office Processes Were Not Known or Standardized

VISN directors reported little involvement with hiring processes other than interviewing and selecting a candidate to recommend to the VA Secretary.[41] VISN directors identified delays with

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[40] Leadership support teams are composed of Associate/Assistant Directors, Nurse Executives, and Chiefs of Staff.

[41] VISN directors reported the interview and selection process must be completed within two weeks of receiving lists of candidates.

aspects of placing USAJOBS position announcements and meeting OPM's Executive Core Qualifications requirements.[42]

VISN directors reported waiting between 4 and 12 weeks for vacancy announcements to post to USAJOBS. If the VISN director was unable to recommend a candidate for appointment, the process started over, and they had to wait for the next group announcement.

Once the top candidate was selected by the VISN director, a review panel, composed of Senior Executive Service employees across multiple agencies, was responsible for approving the candidate's Executive Core Qualifications requirements. VISN directors expressed frustration with the OPM Executive Core Qualifications review of selected candidates; candidates not being accepted; and requests for candidates to submit revisions, sometimes to a different review panel. Several VISN directors acknowledged a preference for choosing an existing Senior Executive Service candidate to a non-Senior Executive Service or external candidate to avoid this lengthy step.[43]

VISN directors also communicated hiring delays for existing Senior Executive Service candidates because of their perception that current accountability laws suggest there could be no changes in position until Office of Accountability and Whistleblower Protection investigations concluded. VISN directors also reported a lack of transparency in the investigation process resulting in uncertainty surrounding when, or if, a candidate would be appointed. While VISN directors expressed that accountability is important, they conveyed a desire that the hiring processes could move forward during open investigations—especially when there is little evidence corroborating allegations.

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[42] Federal agencies use USAJOBS to facilitate hiring processes and match qualified applicants to job vacancies. Executive Core Qualifications are required for entry to Senior Executive Service. Per OPM's Senior Executive Service Executive Core Qualifications Overview, five competencies define requirements "to build a federal corporate culture that drives results, serves customers, and builds successful teams and coalitions within and outside the organization." Senior Executive Service candidates write a performance-based assessment on their executive experience and potential. This assessment is submitted to a review board to confirm the candidate has the necessary knowledge, skills and abilities to fulfill position duties. https://www.opm.gov/policy-data-oversite/senior-executive-service/executive-core-qualifications/. (The website was accessed on June 25, 2019.)

[43] Existing Senior Executive Service candidates are not required to submit Executive Core Qualifications.

VISN Directors Communicated Lower Salaries and Career Risk Made the Medical Center Director Position Unappealing

According to VISN directors, low salaries, negative media coverage, and limited recourse with the VA Accountability and Whistleblower Protection Act made medical center director positions unappealing, leaving current directors feeling vulnerable and disincentivizing applicants.[44]

VISN directors described scenarios in which recommended candidates withdrew from consideration at the salary and incentive negotiation stage. The Corporate Senior Executive Management Office provides the VISN director a worksheet to assist with salary determination based on an applicant's current salary, geographic locality, and hospital complexity. VISN directors noted medical center directors make approximately 25 percent of a private sector hospital chief executive officer salary yet have a greater scope of responsibility.[45] While medical center directors were typically Title 5 employees, their Title 38 subordinates may make double the salary with a smaller scope of responsibility. See appendix A for additional details regarding VHA's Title 38 salary flexibilities. One VISN director took a reduction in pay when selected to be a medical center director as the position required a conversion from the Title 38 to Title 5 pay structure. Many VISN directors expressed that the VA medical center director salaries could not compete with private sector positions, discouraging qualified applicants from applying.

VISN directors suggested heightened media and political attention on the VA discouraged qualified individuals from applying for medical center director positions due to perceived risk. One VISN director noted perceptions garnered from the media were not always in line with reality. VISN directors spoke about conversations with potential applicants who did not apply due to treatment of current medical center directors in media and political environments.

Although VISN directors reported positive changes in how medical center directors are treated with regards to Office of Accountability and Whistleblower Protection allegations under current VA leadership, they indicated current accountability laws go too far without providing recourse for medical center directors to defend themselves from allegations.

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[44] Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017. Pub. L. No. 115-41, 131 Stat. 862 (2017). While applicants can come from outside of VA, VISN directors are in regular communication with associate directors and relayed this information based on conversations with associate directors to weigh interest in medical center director positions.

[45] VISN directors acknowledged VA and private sector hospitals executive leader responsibilities are different, but felt due to VA's larger catchment area, high numbers of community based outpatient clinics and community living centers, and greater presence in the public eye, VA medical center directors have a greater scope of responsibility than their private sector counterparts.

VISN Directors Relayed Rural Areas Present Greater Recruitment Challenges

Rural facilities were typically categorized as Level 2 or 3 complexity facilities, and their medical center directors were paid the lowest base salary.[46] VISN directors shared that a new medical center director generally starts at a Level 3 facility and moves up the complexity ladder. Some VISN directors, especially one with Level 3 medical center director experience, noted the incorrect assumptions that a lower complexity facility was easier to manage. They shared distinct challenges not faced by higher complexity facilities including smaller leadership support teams, and limited resources with respect to specialized services to address severe psychiatric and high acuity patients, in addition to high levels of community engagement from communities often resistant to change.

VISN directors indicated that existing medical center directors rarely showed interest in moving to rural facilities because this would result in a lower salary when coming from a higher complexity facility. A few VISN directors perceived the lack of educational, entertainment, and housing options further added to recruitment challenges at rural facilities. VISN directors who have placed existing medical center directors into rural facilities expressed how fortunate they were that an existing medical center director wanted to relocate to the area for personal reasons such as to be closer to family, return to an area where they had previously lived, or had an interest in local recreational activities.

VISN Directors Reported that Medical Center Directors Left Their Current Assignments to Seek Higher Pay, Change Geographical Areas, or Separate from Government Service

VISN directors identified the ideal medical center director tenure between three and seven years. Using data provided by VHA, the OIG found that between October 1, 2013, and May 1, 2019, 105 of 153 medical center directors left their position at a facility with a tenure of less than five years.[47] Despite the critical nature and high turnover of the medical center director position, according to WMC's Director of Executive Recruitment, exit interviews were not conducted with separating medical center directors.

The OIG observed that a medical center director may serve as the director at multiple facilities throughout their career. VISN directors stated that medical center directors often chose to move to different facilities for promotion opportunities or to change their location for personal reasons.

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[46] The VHA Facility Complexity Model groups facilities for purposes such as operational reporting, performance measurement, and research studies. Level 2 and 3 complexities, generally, have medium or low volume, and few or no complex clinical programs.

[47] Medical center director tenure is the difference between official start date and date of separation and does not include medical center directors with no date of separation (currently sitting in the position).

VISN directors shared their view that some vacancies occur because medical center directors separate from government service. In addition to retirement, compensation was reported as a common reason for medical center directors' leaving government service. VISN directors can request retention incentives to deter medical center directors from separating. Retention incentives require "bona fide offers of employment" and only last a single year. Due to the high pay difference, if a medical center director receives a bona fide offer from the private sector, it is unlikely the retention incentive will be able to match the offer's compensation, often resulting in the director's departure from government service.

Further, multiple VISN directors discussed concerns about inequities and vulnerabilities causing the medical center director to leave government service. As mentioned earlier, medical center directors who are physicians and dentists may qualify for pay under Title 38, which allows for a higher salary, but creates inequity for their Title 5 counterparts who earn less.[48] VISN directors also expressed concerns that the VA Accountability and Whistleblower Protection Act increased pressure and risk, prompting some medical center directors to leave government service.[49]

Medical Center Director Interviews

Medical center directors similarly reported that individuals leave medical center director positions for many reasons. The OIG interviewed twelve medical center directors to better understand these motivations

Medical Center Directors Reported the Role Was Rewarding and Impactful, but Had Reservations about Lower Pay, the Office of Accountability and Whistleblower Protection Process, and Negative Publicity

Several of the medical center directors interviewed described the position as generally rewarding and fulfilling. Medical center directors spoke of their enjoyment working alongside passionate professionals who deliver high quality health care. One medical center director described the position as "a calling," while another described it as "the best position in the VA organization." Medical center directors also mentioned that autonomy to hire and develop a strong leadership team was important with one director noting, "[t]en of my direct reports went on to become VA medical center and VISN directors, so I've helped people to become leaders." The VA mission and making a difference were drivers for the medical center directors the OIG interviewed.

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[48] VISN directors noted Title 38 medical center directors are required to see patients in a clinical setting, which could limit time spent attending to facility operations.

[49] Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017. Pub. L. No. 115-41, 131 Stat. 862 (2017).

Medical center directors interviewed acknowledged that their peers in the private sector had higher salaries, however none mentioned leaving their current position for the private sector. Some medical center directors expressed the desire for increased pay within VHA that could be accomplished by moving to a more complex facility or VISN director position. Medical center directors relayed that changing the position to Title 38 could allow for more comparable pay to private sector directors and improve recruitment.

Medical center directors interviewed reported the position was subject to close scrutiny, and the perceived ease of removal was often a demotivator. The medical center directors recognized the potential of being removed without appeal in accordance with the VA Accountability and Whistleblower Protection Act. One medical center director mentioned that while under an investigation by that office, the medical center director cannot receive bonuses, promotions, or assignment changes until allegations have been cleared.[50] Another medical center director shared the perception that the medical center director role is "potential career suicide."

VHA facilities have been highly publicized in the news since the Phoenix access to care investigation in 2014.[51] One medical center director expressed that the stresses associated with negative media attention could be a motivator to leave. For example, one director received negative media attention and allegations of responsibility for a veteran death. Despite the subsequent investigation not substantiating the allegations, the publicity had adversely affected that director.

Medical Center Directors Reported Negative Effects to Both Operations and Morale the Longer the Facility Went Without a Permanent Director

While conducting the surveys for this review, the OIG encountered numerous facilities with acting or detailed medical center directors. Medical center directors described the effect on facility operations when a medical center was without a permanent director.

Short Vacancy Period (Three Months or Less)

Medical center directors shared the opinion that a short vacancy period had minimal effect within the facility. However, medical center directors observed work pausing and plans delayed while waiting for the permanent medical center director. Medical center directors noticed consistent operations were contingent on the acting medical center director maintaining the "status quo" aligned with VHA guidance. Some medical center directors stated any change could be problematic if the acting medical center director made drastic changes or pushed a new strategic

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[50] Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017. Pub. L. No. 115-41, 131 Stat. 862 (2017).

[51] VA Office of Inspector General, *Interim Report: Review of Patient Wait Times, Scheduling Practices, and Alleged Patient Deaths at the Phoenix Health Care System*, Report No. 14-02603-178, May 28, 2014.

plan. One medical center director stated that leaving acting directors in place longer allows them to see the ramifications of their decisions.

Long Vacancy Period (More Than Three Months)

Medical center directors shared that long vacancy periods were detrimental to staff morale and continuity of medical center operations.

Medical center directors noted that a long vacancy period discouraged staff, and this, subsequently, caused a decline in morale. One medical center director described the effect of a long vacancy on the staff as "a workforce that feels abandoned and that nobody cares enough for them to get stable leadership." One medical center director stated that facility staff described frequent changes in the acting director during a vacancy as a "revolving door" in an All Employee Survey.[52]

Medical center directors relayed there is uncertainty for staff regarding continuity of "who is in charge and what direction they should follow." Some medical center directors shared that staff waited to move forward with everyday decisions because of frustrations with changes being altered by the next medical center director. One director described this as "leadership whiplash" for the staff.

VHA Efforts to Address Challenges to Hiring Medical Center Directors

Addressing the complaints and concerns raised by VISN and medical center directors, representatives from VA's Corporate Senior Executive Management Office and WMC informed the OIG of efforts to improve recruitment and retention issues. The OIG learned those offices were working to identify vacancies sooner and were issuing monthly announcements. Additionally, the OIG learned of initiatives to provide candidates with assistance in drafting executive core qualification statements. The OIG further learned of efforts to develop executive talent through details, as well as a push to obtain permission for the Corporate Senior Executive Management Office to direct a qualifications review board. These efforts are reportedly expected to reduce the recruiting and onboarding time for new medical center directors to VA's goal of 120 days.

Regarding medical center director compensation, the OIG was informed of proposed legislative initiatives VA is presently considering. Because the effort to pay all medical center directors as Title 38 employees is still under agency consideration, the VHA representatives the OIG

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[52] The VA All Employee Survey is administered to all VA employees in June. The survey data assist VA with understanding workforce perceptions of organizational strengths and opportunities for improvement, as well as inform effective and data-driven action planning.

interviewed could not state whether the executive branch administration or Congress will ultimately support the compensation changes.

Conclusion

Ninety-six percent of VHA facilities identified having at least one severe occupational staffing shortage. The OIG believes implementation of staffing models is one important approach to addressing shortages, as evidenced by eight recommendations to that effect—three of which remain open—over the past five reports. Every year since 2014, the Medical Officer and Nurse occupations have been identified as a severe shortage in OIG's annual *Determination of Occupational Staffing Shortages* report. VHA is able to non-competitively appoint individuals to both of these Title 38 occupations in accordance with VA guidance.[53] The OIG finds it concerning that despite the hiring flexibility, VHA continues to experience occupational staffing shortages for these positions that are fundamental to the delivery of health care.

For 2019, medical center directors reported more than 2,500 severe occupational shortages across the VHA system, with one facility noting 84.[54] The OIG determined that 131 of 140 facilities had severe shortages for Medical Officers and 102 of 140 facilities had severe Nurse shortages. Sixty percent of the facilities noted severe occupational shortages for Psychiatry, making it the most cited clinical occupational shortage; and about half of the facilities noted severe occupational shortages for Human Resources Management, the most cited non-clinical occupation.

The OIG found facilities that reported Human Resources Management as a severe occupational staffing shortage identified an average of 25 occupational staffing shortages, whereas facilities that did not, identified an average of 13 occupational staffing shortages. The OIG determined this provides indirect evidence that adequate human resources staffing diminishes severe occupational staffing shortages across the facility. Inadequate staffing in the Human Resources Management occupation hamstrings VHA's ability to fill other severe occupational shortages.

While widespread severe occupational shortages continue to exist, the OIG identified a 12 percent decline in the overall number of severe occupational staffing shortages when compared to 2018. This decline does not mean there was a corresponding reduction in the number of vacancies at VHA, rather that the number of occupations identified as a severe shortage across all facilities has declined. However, 8 of the 10 most frequently cited severe occupational staffing shortages in last year's report remained in the top 10 this year. The OIG also identified that the primary reasons for severe occupational shortages across VHA remained

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[53] Handbook 5005, Part II, Chapter 3, Section F, Appointments under 38 U.S.C. 7401.

[54] A severe occupational shortage is different than a vacancy. A severe occupational shortage exists when there is a severe shortage of candidates for an occupation and is defined by 5 C.F.R. § 337.204. A vacancy exists when a position within an occupation goes unfilled.

unchanged. Lack of qualified applicants and non-competitive salary continued to be the two most frequently cited reasons for severe occupational staffing shortages across VHA. The same occupations and the same reasons continue to pose severe staffing issues for facilities. Although the OIG understands the ebb and flow of staffing, concerns persist that VHA suffers from widespread, chronic staffing problems. The OIG considers VHA's current approaches to be insufficient to timely address staffing needs despite the incremental progress identified in this report.

At the time of this review, 14 percent of medical center directors had served in an acting or interim role. Additionally, since 2015, at least 46 facilities annually experienced at least one change in medical center directors. Both VISN directors and medical center directors noted that vacancies in the medical center director position negatively affected facility operations—with the impact growing the longer the facility went without a permanent director. Leaders interviewed reported delayed decision-making, concerns with the culture, and lower staff morale as common themes when identifying the effects from the lack of a permanent medical center director. Facilities cannot be expected to operate at their highest levels when they do not have stability in their leadership.

VISN directors and medical center directors also stated that relatively lower pay and the risks associated with the position have made the role of the medical center director unappealing to qualified applicants, even "potential career suicide" as one medical director stated. The OIG noted that issues associated with the lack of a permanent director coupled with a discouraged applicant pool frustrates efforts to address the effects of medical center director vacancies. Without a pipeline of qualified applicants, VHA will be unable to appropriately staff its medical center director positions.

The OIG learned of efforts undertaken by VA's Corporate Senior Executive Management Office and WMC to improve the process for filling vacancies, which include pursuing legislative initiatives to pay all medical center directors as Title 38 employees, issuing monthly announcements, providing candidates with assistance in drafting executive core qualification statements, developing executive talent through details, and attempting to obtain permission for the Corporate Senior Executive Management Office to direct a qualifications review board.

Recommendations 1–2[55]

1. The Under Secretary for Health ensures completion of all open action plans related to recommendations from previous iterations of this report.

2. The Under Secretary for Health identifies a plan of action that will address the underlying causes of severe occupational staffing shortages identified in this report.

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[55] Recommendations directed to the Under Secretary for Health were submitted to the Executive in Charge who has the authority to perform the functions and duties of the Under Secretary for Health.

Appendix A: VHA Interpretation of the Law and Utilization of Direct-Hire Authority

To address the previous OIG-identified severe occupational shortages, VACAA granted the Secretary of Veterans Affairs authority to recruit and directly appoint qualified personnel to serve in those occupations during the fiscal year following the fiscal year after such determination.[56] The OIG reviewed VHA's utilization of direct-hire authority to assess how VHA had interpreted and applied the additional hiring flexibilities provided by VACAA and VCQEA.[57]

The VHA WMC *Shortage Occupation Report FY 2018 Workforce Planning Cycle* offered VHA's interpretation of hiring authorities and the flexibilities in hiring authorities provided by law to address identified occupational shortages.[58] The WMC specified that "VHA has non-competitive hiring authority for Title 38 occupations" and noted that "the OPM may grant agencies direct hiring authority for Title 5 occupations if shortages are demonstrated to exist."

The VHA WMC *Shortage Occupation Report FY 2018 Workforce Planning Cycle* cited that,

> "The Veterans Access, Choice, and Accountability Act of 2014 (VACAA) Section 301(d) granted the Secretary of VA the authority to recruit and directly appoint individuals in Hybrid Title 38 occupations identified by the VA OIG as shortage occupations. VHA utilizes the workforce planning cycle results and the VA OIG analysis to request approval for direct hiring authority for Hybrid Title 38 shortage occupations."[59]

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[56] Title III, Section 301 of the VACAA, which became law on August 7, 2014, amended Subchapter 1, Chapter 74 of Title 38 U.S.C. to include a requirement for the OIG to make an annual determination of the five occupations in VHA for which there are the largest staffing shortages. The law requires the OIG to calculate occupational staffing shortages each year over the five-year period preceding the determination; the first *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages* report was published on January 30, 2015.

[57] Title II, Section 201 of the VCQEA, signed into law on August 12, 2017, further amended 38 U.S.C. to modify the original requirement such that the OIG would now make a distinction between clinical and non-clinical positions and to report the top five shortages for each category. In addition, instead of reporting shortages throughout the Veterans Health Administration, VCQEA specified that the OIG shall determine the shortages at each medical center, of which there are 140. This level of specificity began with the OIG's 2018 report and continues in this report.

[58] VHA Workforce Management and Consulting Occupation Report FY 2018 Workforce Planning Cycle.

[59] VHA Workforce Management and Consulting Occupation Report FY 2018 Workforce Planning Cycle.

VHA Direct-Hire Authority[60]

VHA holds direct-hire authority for 31 total occupations. These authorizations were communicated to VHA facilities via three Human Resource Management Letters (HRML) during 2018 and 2019.[61]

Table A.1. VHA Occupations with Direct-Hire Authority and Associated Appointing Authorities

Occupational Series	Occupation	Appointing Authority	Basis for Direct-Hire Authority	Date of Direct-Hire Authority	Duration of Direct-Hire Authority
0180	Psychology	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0620	Practical Nurse	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0644	Medical Technologist	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0647	Diagnostic Radiologic Technologist	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0649	Medical Instrument Technician	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0675	Medical Records Technician	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0679	Medical Support Assistant	Title 38 Hybrid	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0080	Personnel Security Specialist	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0083	Police	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0101	Health Science Specialist (Veterans Crisis Line)	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020

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[60] For the purposes of the current report, the OIG uses the term direct-hire authority to describe VHA's ability to non-competitively fill Hybrid Title 38 and competitive Title 5 positions. The OIG is aware that the term direct-hire authority also applies to the appointing authority the OPM gives federal agencies in order to fill vacancies when a critical hiring need or severe shortage of candidates exists.

[61] HRMLs are used by VHA human resources staff to clarify and communicate policy.

Occupational Series	Occupation	Appointing Authority	Basis for Direct-Hire Authority	Date of Direct-Hire Authority	Duration of Direct-Hire Authority
0110	Economist	Title 5	HRML 05-18-11 dated November 2, 2018	October 11, 2018	October 11, 2023
0201	Human Resources Specialist	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0203	Human Resources Assistant (all specialties)	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0401	Biological Science	Title 5	HRML 05-18-11 dated November 2, 2018	October 11, 2018	October 11, 2023
0510	Accountant	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0622	Medical Supply Aide and Technician	Title 5[62]	HRML 05-19-02, dated April 9, 2019	February 26, 2019	October 1, 2019
0640	Health Technician (all specialties)	Title 5[63]	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0646	Histopathology Technician	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
0801	General Engineer	Title 5	HRML 05-18-03, dated February 12, 2018 and HRML 05-18-11, dated November 2, 2018	January 24, 2018	October 11, 2023
0810	Civil Engineer	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1102	Acquisitions	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1170	Realty Specialist	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020

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[62] Depending on the specialty assignment code, positions in the 0622 Medical Supply Aide and Technician occupational series may fall under Hybrid Title 38 or Title 5 appointing authorities. Sterile processing positions that are classified as Hybrid Title 38 qualify under direct-hire authority. VA Human Resources Management Letter No. 05-19-02, *Annual Determination of Staffing Shortages*, April 9, 2019.

[63] Depending on the specialty assignment code, positions in the 0640 Health Technician occupational series may fall under Hybrid Title 38 or Title 5 appointing authorities.

Occupational Series	Occupation	Appointing Authority	Basis for Direct-Hire Authority	Date of Direct-Hire Authority	Duration of Direct-Hire Authority
1301	Physical Sciences	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1510	Actuary	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1520	Mathematics	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1529	Mathematical Statistician	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
1530	Statistician	Title 5	HRML 05-18-11, dated November 2, 2018	October 11, 2018	October 11, 2023
2210	Information Technology Specialist	Title 5	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
4742	Utility System Repair	Title 5[64]	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
5402	Boiler Plant Operator	Title 5[65]	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020
5406	Utility Systems Operator	Title 5[66]	HRML 05-18-03, dated February 12, 2018	January 24, 2018	December 31, 2020

Source: VHA Human Resource Management Letters

VHA's Use of VCQEA in Requesting Direct-Hire Authority

The *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018* report identified 17 occupational series that were reported as severe shortage occupations by at least one in five VHA facilities and provided further specification of severe shortages within the Medical Officer and Nurse occupational series, based on VHA assignment

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[64] The occupational series 4742 – Utility System Repair is hired under Title 5 appointing authority and is categorized as Wage Grade.

[65] The occupational series 5402 – Boiler Plant Operator is hired under Title 5 appointing authority and is categorized as Wage Grade.

[66] The occupational series 4742 – Utility System Repair is hired under Title 5 appointing authority and is categorized as Wage Grade.

codes.[67] The WMC 2018 Shortage Occupation Report identified 18 occupational series as national shortage occupations, based on severe occupational shortages identified by 20 percent or more of VHA healthcare systems during the workforce planning annual cycle. The WMC report identified 14 of 17 occupations on the OIG's severe occupational shortages list for 2018.[68] The WMC report identified four additional occupations not identified in the OIG's report.[69]

Because of the severe occupational shortages identified in the OIG's 2018 report and the 2018 WMC Workforce Planning analysis, VHA sought direct-hire authority for eight positions.[70] Two of the eight were only in the 2018 WMC Workforce Planning analysis whereas six were in both reports. The WMC advised the OIG that VHA met with the House Veterans Affairs Committee to discuss VCQEA amendments to VACAA 301 (d) and determined that the legislation applied only to Hybrid Title 38 positions and did not apply to Title 5 positions. The House Veterans Affairs Committee was satisfied with VHA's proposed recommendation for a direct-hire authority list consisting of eight Hybrid Title 38 occupations identified by both the OIG's report and the VHA Workforce Planning analysis that would apply to all facilities.

Based on the occupational categorizations provided by WMC, 38 out of 518 occupations within VHA are Hybrid Title 38 positions; however, some occupational series, which are categorized broadly under Title 5, include VHA assignment codes with positions in certain specialty areas which are appointed under Hybrid Title 38 instead, such as the Medical Supply Aide and Technician series.[71] In contrast, to the relatively smaller number of Hybrid Title 38 positions, 213 occupational series were classified as Title 5, and 70 occupational series are classified as Wage Grade. Based on the interpretation of legislation as described above, this would indicate that, while VHA has utilized the available options to gain direct-hire authority for identified severe shortage occupations, the additional hiring flexibility offered by VACAA and VCQEA has been limited to a small proportion of VHA's occupational series.

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[67] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018*, Report No. 18-01693-196, June 14, 2018.

[68] The three occupational series identified as national shortages by the 2018 OIG report, but not included in the 2018 WMC report were 0633 – Physical Therapist, 0631 – Occupational Therapist, and 0858 – Biomedical Engineering.

[69] The four occupational series identified as national shortages by the 2018 WMC report, but not included in the 2018 OIG report were 0640 – Health Aid and Technician, 0660 – Pharmacist, 0679 – Medical Support Assistant, and 0675 – Medical Records Technician.

[70] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018,* Report No. 18-01693-196, June 14, 2018; VHA Workforce Management and Consulting Occupation Report FY 2018 Workforce Planning Cycle.

[71] See appendix C for a list of the occupations.

As of the OIG's 2019 review, VHA had authorization for direct-hire authority for 9 out of 17 occupational series identified in the OIG's 2018 occupational staffing shortages report.[72] At the time of the 2018 report, VHA had direct-hire authority for three of those nine occupational series.[73] VHA sought direct-hire authority for the remaining six after issuance of the OIG's 2018 occupational staffing shortages report. As part of this effort, VHA sought direct-hire authority for two additional occupations identified through its Workforce Planning analysis. The Secretary approved direct-hire authority for these eight occupations in February 2019, and the Office of Human Resources Management issued associated guidance, HRML 05-19-02, in April 2019. See Figure A.1. for a timeline of direct-hire authority for the eight occupations.
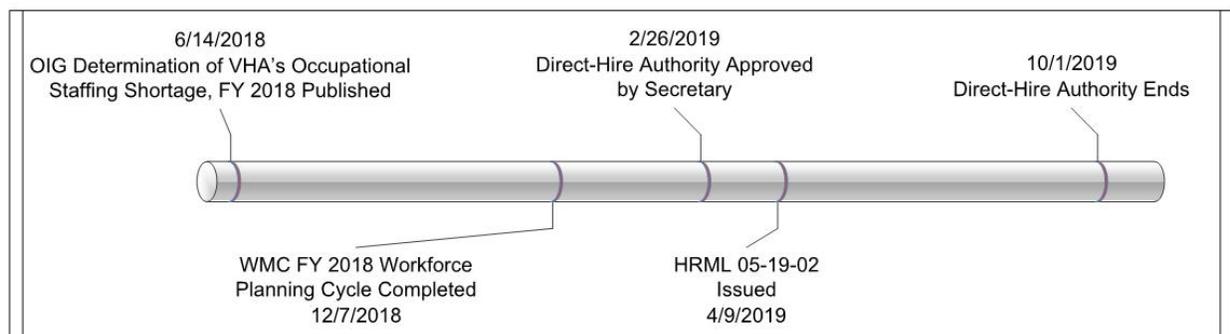
Figure A.1. Timeline of direct-hire authority for Hybrid Title 38 occupations listed in both OIG's 2018 Determination of Occupational Staffing Shortages report and the 2018 WMC Workforce Planning analysis
Source: OIG 2018 Staffing Report,[74] WMC 2018 Workforce Planning Cycle Report,[75] Under Secretary for Health Memorandum on 2019 Request to Implement Direct Hire Authority, Human Resource Management Letter 05-19-02

Title 38

VHA is able to non-competitively appoint individuals to Title 38 occupations in accordance with VA Directive 5005, Part II, Chapter 3, Section F, Appointments under 38 U.S.C. 7401.[76] VHA does not utilize governmentwide direct-hire authority granted by OPM for positions hired under 38 U.S. Code § 7401, which fall under excepted service. OPM granted governmentwide direct-hire authority for two of three Title 38 occupational series (Medical Officer – 0602 and Nurse –

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[72] Hybrid Title 38 positions were 0180 – Psychology, 0644 – Medical Technologist, 0620 – Practical Nurse, 0647 – Diagnostic Radiologic Technologist, 0649 – Medical Instrument Technician. Title 5 positions were 0201 – Human Resources Management, 0801 – General Engineer, 0083 – Police, 0622 – Medical Supply Aide and Technician. While the occupational series 0622 Medical Supply Aide and Technician is classified as Title 5, sterile processing positions that are classified as Hybrid Title 38 were the positions identified with direct-hire authority.

[73] VHA secured direct-hire authority for 0201 – Human Resources Management, 0801 – General Engineer, and 0083 – Police on January 24, 2018.

[74] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018*, Report No. 18-01693-196, June 14, 2018.

[75] VHA Workforce Management and Consulting Occupation Report FY 2018 Workforce Planning Cycle.

[76] VA Directive 5005, *Staffing,* April 15, 2002.

0610) identified as severe shortage occupations within the OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018 report.[77] The Medical Officer and Nurse occupational series have been the two most frequently reported occupational series each year since the inception of the report in 2014.

With regards to other hiring incentives, it is also noted that under 38 U.S. Code § 7431, physicians have a special pay authority that allows for a combination of market pay, base pay, and performance pay, thus the Medical Officer series of occupations has an established authority to address non-competitive salary in addition to the baseline non-competitive hiring process utilized for Title 38 positions.[78]

Hybrid Title 38

VHA is able to non-competitively appoint individuals to Hybrid Title 38 occupations in accordance with VA Handbook 5005, Part II, Chapter 3, Section F, Appointments under 38 U.S.C. 7401. Hybrid Title 38 occupations are covered under Title 38 for appointment purposes but follow Title 5 veterans' preference rules when hiring.[79] 38 U.S.C. § 7412 waives the requirement to apply veterans preference for appointments made during the FY to Hybrid Title 38 occupations reported among the occupations with the largest staffing shortages.[80]

On February 26, 2019, based on the authority granted by VACAA, the Secretary approved VHA's request for direct-hire authority for five Hybrid Title 38 occupations identified within the OIG's 2018 report as severe shortage occupations (Diagnostic Radiologic Technologist – 0647, Medical Instrument Technician – 0649, Medical Technologist – 0644, Practical Nurse – 0620, and Psychologist – 0180).[81] On April 9, 2019, VHA Human Resources Management issued further guidance to the field regarding the annual determination of staffing shortages and VACAA, including an updated list of shortage occupations approved for direct-hire authority for FY 2019.[82]

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[77] The occupational series 0603 – Physician's Assistant, was the third Title 38 occupation identified in the OIG's 2018 report. OPM had not granted governmentwide direct-hire authority for that occupational series; VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018*, Report No. 18-01693-196, June 14, 2018.

[78] 38 U.S.C. § 7431, Pay.

[79] VA Directive 5005.

[80] 38 U.S.C. § 7412, Annual determination of staffing shortages; recruitment and appointment for needed occupations.

[81] VA Office of Inspector General, *OIG Determination of Veterans Health Administration's Occupational Staffing Shortages FY 2018,* Report No. 18-01693-196, June 14, 2018. While the occupational series 0622 Medical Supply Aide and Technician may be classified as Title 5, sterile processing positions within this series are classified as Hybrid Title 38. The Medical Supply Aide and Technician series was identified as a shortage in the OIG's 2018 report and was included in the Secretary's February 26, 2019 authorization.

[82] VA Human Resources Management Letter No. 05-19-02, *Annual Determination of Staffing Shortages*, April 9, 2019.

The VHA's request and the Secretary's approval for direct-hire authority also included two Hybrid Title 38 occupations identified as shortages in the 2018 WMC report which were not included in the 2018 OIG report (Medical Records Technician – 0675, and Medical Support Assistant – 0679). These two occupations were subsequently identified as severe occupational shortages based on the OIG's 2019 survey. The OIG's 2018 report included three additional Hybrid Title 38 occupational series as severe shortage occupations (Physical Therapist – 0633, Occupational Therapist – 0631 and Biomedical Engineer – 0858); however, these were not identified within the 2018 WMC report and VHA did not request direct-hire authority for these occupational series, citing insufficient support by WMC facility level analytics. These three Hybrid Title 38 positions were not identified as national shortages based on the OIG's 2019 survey. Direct-hire authority for Hybrid Title 38 positions, which is granted by the Secretary based on VACAA, is specific to the current fiscal year authority, thus requires an annual update of authorization to maintain direct-hire authority.

Title 5

Title 5 occupations utilize competitive hiring processes and follow veterans preference and preference eligible rules.[83]

On January 24, 2018, OPM authorized direct-hire authority for three of four Title 5 occupations identified within the OIG's 2018 report as severe shortage occupations (Human Resources Management – 0201, General Engineering – 0801, and Police – 0083). VHA Human Resources Management issued notice to the field regarding authorization of direct-hire authority for those positions on February 12, 2018.[84] The Secretary approved VHA's request for direct-hire authority for a fourth severe shortage occupation (Medical Supply Aide and Technician – 0622) on February 26, 2019; however, the occupational series includes both Title 5 and Hybrid Title 38 positions and the approval only applied to sterile processing positions that are classified as Hybrid Title 38.[85] As noted above, VHA Human Resources Management issued further guidance to the field regarding the annual determination of staffing shortages and VACAA, including an updated list of shortage occupations approved for direct-hire authority for FY 2019, including Medical Supply Aide and Technician, on April 9, 2019.[86]

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[83] VA Directive 5005.

[84] VA Human Resources Management Letter No. 05-18-03, *Direct Hire Authority for Critical Occupations under 5 CFR 337.205*, February 12, 2018.

[85] VA Memorandum, 2019 Request to Implement Direct Hire Authority (PL 113-146), February 6, 2019.

[86] VA Human Resources Management Letter No. 05-19-02, *Annual Determination of Staffing Shortages*, April 9, 2019.

Wage Grade

Wage Grade occupations fall under Title 5 appointing authority, and Public Law 92-392 which established the Federal Wage System.[87] Wage Grade occupations are categorized "blue collar," and utilize a wage grade pay system, with pay at an hourly rate rather than salary.

Two Wage Grade occupational series (Custodial Worker – 3566 and Food Service Worker – 7408) identified within both the OIG's 2018 and WMC's 2018 reports were not authorized for direct-hire authority.

Future Considerations

Review of direct-hire authority authorizations showed that VHA held direct-hire authority for all Hybrid Title 38 and Title 5 occupations identified as severe shortages by the OIG's 2019 survey, with the exception of two Wage Grade positions.[88] Given that the OIG's mandated reporting of VHA severe occupational staffing shortages, which is identified within VACAA and VCQEA as a basis for the Secretary's approval of direct-hire authority, is due to end with the current report, the OIG requested information on VHA's plans for proceeding with direct-hire authority requests related to severe occupational shortages in future years. VHA noted that all Title 5 severe shortage occupations identified by the OIG, except for Wage Grade occupations (Custodial Workers and Food Service Workers), have been granted direct-hire authority through OPM, and do not require further action to retain direct-hire authority. With the sunsetting of the OIG's staffing shortages report, which has supported the Secretary's request for direct-hire authority for Hybrid Title 38 occupations, VHA indicated plans to explore the need for continued direct-hire authority for other severe occupational shortages, including analyzing the extent to which direct-hire authority has proven beneficial for the occupations which were granted direct-hire authority.

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[87] Public Law 92-392, The Federal Wage System, Washington: U.S. Govt. Print. Off., 1976.

[88] VHA does not have direct-hire authority for the Wage Grade occupations of Custodial Worker and Food Service Worker.

Appendix B: Status of Recommendations

Table B.1. Status of OIG Recommendations Made in the Annual Determination of Occupational Staffing Shortages Reports

Report	Recommendation	Status
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 15-00430-103, January 30, 2015	1. We recommended that the Interim Under Secretary for Health continue to develop and implement staffing models for critical need occupations.	Opened: January 30, 2015 Closed: October 15, 2015[89]
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 15-03063-511, September 1, 2015	1. We recommended that the Under Secretary for Health ensure that the Veterans Health Administration further develops staffing models for critical need occupations.	Opened: September 1, 2015 Closed: September 28, 2016[90]
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 15-03063-511, September 1, 2015	2. We recommended that the Under Secretary for Health review the data on regrettable losses in this report and Veterans Integrated Service Network Workforce Succession Strategic Plans, and if appropriate, consider implementing measures to reduce such losses.	Opened: September 1, 2015 Closed: September 28, 2016[91]
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 16-00351-453, September 28, 2016	1. We restated our previous recommendation that the Under Secretary for Health ensure that Veterans Health Administration develops staffing models for critical need occupations, and we further recommended that Veterans Health Administration sets forth milestones and a timetable for further critical need occupations' staffing model development, piloting, and implementation.	Opened: September 28, 2016 Closed: January 4, 2018

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[89] The OIG did not close the recommendation because VHA had successfully completed the action; it was closed because the recommendation was repeated in the next iteration of the staffing report.

[90] The OIG did not close the recommendation because VHA had successfully completed the action; it was closed because the recommendation was repeated in the next iteration of the staffing report.

[91] The OIG did not close the recommendation because VHA had successfully completed the action; it was closed because the recommendation was repeated in the next iteration of the staffing report.

Report	Recommendation	Status
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 16-00351-453, September 28, 2016	2. We restated our previous recommendation that the Under Secretary for Health review data on regrettable losses and consider implementing measures to reduce such losses.	Opened: September 28, 2016 Closed: January 4, 2018
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 16-00351-453, September 28, 2016	3. We recommended that the Under Secretary for Health consider incorporating data that predicts changes in veteran demand for health care into its staffing model.	Opened: September 28, 2016 Closed: January 4, 2018
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 16-00351-453, September 28, 2016	4. We recommended that the Under Secretary for Health assess Veterans Health Administration's resources and expertise in developing staffing models and determine whether exploration of external options to develop the above staffing model is necessary.	Opened: September 28, 2016 Closed: January 4, 2018
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 17-00936-385, September 27, 2017	1. We recommended that the Acting Under Secretary for Health ensure that the Veterans Health Administration implements staffing models for critical need occupations.	Opened: September 27, 2017 Status: Staffing models created for multiple service areas. Awaiting models for select critical need positions.
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 17-00936-385, September 27, 2017	2. We recommended that the Acting Under Secretary for Health review the Veterans Health Administration report on regrettable losses and implement effective measures to reduce such losses.	Opened: September 27, 2017 Closed: August 2, 2018
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 17-00936-385, September 27, 2017	3. We recommended that the Acting Under Secretary for Health continue incorporating data that predict changes in veteran demand for health care into its staffing model.	Opened: September 27, 2017 Status: Pilot phase deployed and successful. National market analysis in progress. Awaiting analysis results to implement nationwide.

Report	Recommendation	Status
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 17-00936-385, September 27, 2017	4. We recommended that the Acting Under Secretary for Health continue assessing the Veterans Health Administration's resources and expertise in developing staffing models and determine whether exploration of external options to develop the above staffing model is necessary.	Opened: September 27, 2017 Status: VHA reported assessment complete. OIG awaiting documentation assessing VHA's ability to develop staffing models.
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 18-01693-196, June 14, 2018	1. We recommended that the Under Secretary for Health refines and formalizes VHA's [Veterans Health Administration] position categorization of individuals (clinical and non-clinical) who are necessary to VHA's [Veterans Health Administration] mission of delivering health care by looking at various dimensions of each occupation, including staff skill set and function, enabling identification of positions based on the specific role a person would fill.	Opened: June 14, 2018 Status: Completed review of assignment codes. Revisions identified and in progress.
Determination of Veterans Health Administration's Occupational Staffing Shortages, Report No. 18-01693-196, June 14, 2018	2. We recommended that the Under Secretary for Health ensures the consistent implementation and use of the position categorization approach across all facilities.	Opened: June 14, 2018 Status: VHA Manpower Management Office created and recruiting supervisors. Developing position management workflows and roles.

Source: OIG analysis of status of recommendations made across the six Determination of Occupational Staffing Shortages Reports

Appendix C: Occupational Series and VHA Assignment Codes Included in the Survey

Table C.1. Occupational Series and VHA Assignment Codes included in the Survey

Occupation	Clinical / Non-Clinical	Appointing Authority
0602 Medical Officer*	Clinical	Title 38
1 Anesthesiology*	Clinical	Title 38
2 Surgery*	Clinical	Title 38
3 Gynecology*	Clinical	Title 38
4 Pain Management/Physical Medicine and Rehabilitation*	Clinical	Title 38
5 Medical Oncology*	Clinical	Title 38
6 Ophthalmology*	Clinical	Title 38
7 Orthopedic Surgery*	Clinical	Title 38
8 Otolaryngology*	Clinical	Title 38
9 Plastic Surgery*	Clinical	Title 38
10 Colon & Rectal Surgery*	Clinical	Title 38
11 Thoracic Surgery*	Clinical	Title 38
12 Urology*	Clinical	Title 38
13 Physiatry*	Clinical	Title 38
16 Emergency Medicine*	Clinical	Title 38
17 Retinal Surgery*	Clinical	Title 38
18 Hematology*	Clinical	Title 38
19 Infectious Diseases*	Clinical	Title 38
20 Dermatology*	Clinical	Title 38
21 General Internal Medicine*	Clinical	Title 38
22 Internal Medicine*	Clinical	Title 38
23 Allergy & Immunology*	Clinical	Title 38
24 Cardiovascular Diseases*	Clinical	Title 38
25 Gastroenterology*	Clinical	Title 38
26 Pulmonary Diseases*	Clinical	Title 38
27 Nephrology*	Clinical	Title 38
28 Rheumatology*	Clinical	Title 38
29 Endocrine and Metabolism*	Clinical	Title 38
30 Neurology*	Clinical	Title 38
31 Psychiatry*	Clinical	Title 38
32 Anatomic Pathology*	Clinical	Title 38
33 Clinical Pathology*	Clinical	Title 38

Occupation	Clinical / Non-Clinical	Appointing Authority
34 Advanced Geriatric Fellow*	Clinical	Title 38
35 Clinical Scholar-Robert Wood Johnson*	Clinical	Title 38
36 Preventive Medicine*	Clinical	Title 38
37 Advanced Spinal Cord Fellow*	Clinical	Title 38
38 Radiology-Diagnostic*	Clinical	Title 38
39 Radiology-Therapeutic*	Clinical	Title 38
40 Geriatrics*	Clinical	Title 38
41 Pain Management/Anesthesia*	Clinical	Title 38
42 Paraplegia*	Clinical	Title 38
43 Pathology*	Clinical	Title 38
44 Physical Medicine & Rehabilitation*	Clinical	Title 38
45 Radiology-Interventional*	Clinical	Title 38
46 Nuclear Medicine*	Clinical	Title 38
47 Research-Career Development*	Clinical	Title 38
48 Research*	Clinical	Title 38
49 Family Practice*	Clinical	Title 38
50 Admitting Physician*	Clinical	Title 38
51 Chief of Staff*	Clinical	Title 38
52 Chief of Staff Trainee*	Clinical	Title 38
53 Associate Chief of Staff-Education*	Clinical	Title 38
54 Associate Chief of Staff Resident & Development*	Clinical	Title 38
55 Director*	Clinical	Title 38
56 Physician in CO*	Clinical	Title 38
57 Physician-Admin, Other*	Clinical	Title 38
58 Assistant Chief of Staff*	Clinical	Title 38
59 Associate COS Ambulatory Care*	Clinical	Title 38
61 ACOS/Quality Assurance*	Clinical	Title 38
63 General Practice*	Clinical	Title 38
64 Executive Director*	Clinical	Title 38
65 Assistant Under Secretary of Health*	Clinical	Title 38
CA Cardiology Non-Interventionalist*	Clinical	Title 38
CB Anesthesiology Pain Management*	Clinical	Title 38
CC Pain Management*	Clinical	Title 38
CD Physiological Medicine and Rehabilitation Fellow*	Clinical	Title 38
CE Palliative Care*	Clinical	Title 38
CF Dermatology Mohs*	Clinical	Title 38
DC Osteopath*	Clinical	Title 38
E1 Associate Chief of Staff Extended Care*	Clinical	Title 38
E2 Associate Chief of Staff Geriatrics/Long Term Care*	Clinical	Title 38

Occupation	Clinical / Non-Clinical	Appointing Authority
E3 Associate Chief of Staff Men's Health/Behavioral Science*	Clinical	Title 38
E4 Cardiovascular/Thoracic Surgeon*	Clinical	Title 38
E5 Neurosurgery*	Clinical	Title 38
E6 Cardiology Non-Interventionalist*	Clinical	Title 38
E7 Radiology (Nuclear)*	Clinical	Title 38
E9 Compensation/Pension*	Clinical	Title 38
F8 Director - VISN*	Clinical	Title 38
G9 Radiation Oncology*	Clinical	Title 38
H1 Psychiatry Fellow*	Clinical	Title 38
H2 Schizophrenia Research Fellow*	Clinical	Title 38
H3 Ambulatory Care Fellow*	Clinical	Title 38
H4 Palliative Care Medicine Fellow*	Clinical	Title 38
H6 Neurology Fellow*	Clinical	Title 38
H7 Health Services Research Fellow*	Clinical	Title 38
H8 Neuro/Traumatic Brain Injury Fellow*	Clinical	Title 38
H9 Women Veterans Health Fellow*	Clinical	Title 38
K1 Chief Consultant*	Clinical	Title 38
K2 Psych/Social Rehab Physical Fellow*	Clinical	Title 38
K3 National Qual Scholars*	Clinical	Title 38
K6 Hospitalist*	Clinical	Title 38
K8 Critical Care*	Clinical	Title 38
K9 Mohs Surgery*	Clinical	Title 38
M5 Medinfo Postdoctoral Fellow*	Clinical	Title 38
M9 Cardiology-Interventional*	Clinical	Title 38
N9 Cardiac Electrophy*	Clinical	Title 38
P1 Primary Care*	Clinical	Title 38
P3 Chief Med Officer VISN*	Clinical	Title 38
P4 Chief Officer In CO*	Clinical	Title 38
P5 Principle Deputy USH*	Clinical	Title 38
P6 Director Outpatient Clinic*	Clinical	Title 38
P7 Pharmacist Executive*	Clinical	Title 38
P8 Dep Chief Of Staff*	Clinical	Title 38
P9 Orthopedic*	Clinical	Title 38
Q8 Health Informatics*	Clinical	Title 38
Q9 Sleep Medicine*	Clinical	Title 38
R1 Office of Research Oversight, Regional Dir*	Clinical	Title 38
R2 Clin Sim Advanced Fellowship*	Clinical	Title 38
R3 Hematology/Oncology*	Clinical	Title 38

Occupation	Clinical / Non-Clinical	Appointing Authority
R4 Vascular Surgery*	Clinical	Title 38
R7 Sports Medicine*	Clinical	Title 38
R9 Tele-ICU Program*	Clinical	Title 38
S8 Chief Officer*	Clinical	Title 38
0610 Nurse#	Clinical	Title 38
CG Nurse Practitioner Resident#	Clinical	Title 38
CJ Resource/Float Pool#	Clinical	Title 38
CL RN-VA Liaison Health#	Clinical	Title 38
CM RN Staff-Critical Care#	Clinical	Title 38
CP RN Staff- Progressive Care#	Clinical	Title 38
CQ RN Staff- Inpatient Mental Health#	Clinical	Title 38
CR RN Staff- Emergency Dept/Urgent Care#	Clinical	Title 38
CS RN Staff- Outpatient Mental Health#	Clinical	Title 38
CT RN Staff- Women's Health Clinic#	Clinical	Title 38
CU RN Staff- Domiciliary#	Clinical	Title 38
CV RN Staff-Interventional#	Clinical	Title 38
CW RN Staff- Peri-Op#	Clinical	Title 38
CX RN First Assist#	Clinical	Title 38
CY NP-Geriatrics#	Clinical	Title 38
CZ NP-Medical Specialty#	Clinical	Title 38
DA NP-Surgical Special#	Clinical	Title 38
DB NP-Joint Med/Surg#	Clinical	Title 38
E8 Deputy Nurse Executive#	Clinical	Title 38
F2 RN Administrative Trainee#	Clinical	Title 38
F5 Supervisor NHC Unit TR#	Clinical	Title 38
G1 Associate Chief of Staff Clinical Informatics#	Clinical	Title 38
G3 Associate Clinical Service Manager#	Clinical	Title 38
G4 Dr, Clinical Program Manager#	Clinical	Title 38
G5 RN Facility Admin#	Clinical	Title 38
G6 RN/Program Manager/Coordinator#	Clinical	Title 38
G7 RN, Admin/Other#	Clinical	Title 38
G8 Program Manager National Facility Register/Operation Enduring Freedom-Operation Iraqi Freedom #	Clinical	Title 38
J3 RN, Clinical Analyst#	Clinical	Title 38
J4 RN/Assistant Manager/Perm Change#	Clinical	Title 38
J5 RN, VISN, Other#	Clinical	Title 38
J6 RN, Peer Advocate#	Clinical	Title 38
M1 RN, Administrative/Discharge Coordinator#	Clinical	Title 38
M2 RN/Case Manager/Care#	Clinical	Title 38

Occupation	Clinical / Non-Clinical	Appointing Authority
M3 RN, Transition Care Management Case Manager#	Clinical	Title 38
M4 RN, Federal Recovery Coordinator#	Clinical	Title 38
N1 NP/Long Term Care#	Clinical	Title 38
N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	Clinical	Title 38
N5 NP-Other#	Clinical	Title 38
N6 CNS-Outpatient#	Clinical	Title 38
N7 CNS-Long Term Care/Geriatrics#	Clinical	Title 38
N8 Clinical Nurse Specialist – Mental Health/Substance Use Disorder#	Clinical	Title 38
Q1 RN/Staff-Outpatient#	Clinical	Title 38
Q2 RN/Staff-Mixed#	Clinical	Title 38
Q3 RN-Telephone Triage#	Clinical	Title 38
Q4 RN Clinical Nurse Lead#	Clinical	Title 38
Q5 RN, Travel Nurse Corps Staff#	Clinical	Title 38
Q6 RN/Staff-Inpatient Community Living Center#	Clinical	Title 38
Q7 Charge Nurse#	Clinical	Title 38
R6 RN-Veteran Affairs Nursing Academic Partnerships Faculty#	Clinical	Title 38
S1 RN/Polytrauma Rehab#	Clinical	Title 38
S2 RN Informatics#	Clinical	Title 38
S3 RN, Preventative/Occupational Health#	Clinical	Title 38
S4 RN/Wound Care Spec#	Clinical	Title 38
S5 RN, IV Therapy#	Clinical	Title 38
S6 RN – General Clinical Consultant#	Clinical	Title 38
S7 RN/Resident#	Clinical	Title 38
S9 Social Work#	Clinical	Title 38
T0 Trainee#	Clinical	Title 38
T3 Trainee#	Clinical	Title 38
T4 Trainee#	Clinical	Title 38
T6 Trainee#	Clinical	Title 38
T7 Trainee#	Clinical	Title 38
T8 Trainee#	Clinical	Title 38
T9 Trainee#	Clinical	Title 38
71 RN, Recruiter#	Clinical	Title 38
72 Maxillofacial Prosthetic#	Clinical	Title 38
74 RN, Infection Control#	Clinical	Title 38
75 NP-Primary Care#	Clinical	Title 38
77 RN, Researcher/Doctor#	Clinical	Title 38
79 CNS-Med/Surg#	Clinical	Title 38

Occupation	Clinical / Non-Clinical	Appointing Authority
80 RN/Nurse Executive#	Clinical	Title 38
82 RN, Senior Leadership#	Clinical	Title 38
85 RN Educator#	Clinical	Title 38
86 RN, Shift Supervisor#	Clinical	Title 38
87 RN, Manager/Head Nurse#	Clinical	Title 38
88 RN Staff Nurse-Inpatient#	Clinical	Title 38
89 RN/VACO, Other#	Clinical	Title 38
91 Nurse Supervisor Surgical Service#	Clinical	Title 38
0018 Safety and Occupational Health Management	Non-Clinical	Title 5
0019 Safety Technician	Non-Clinical	Title 5
0028 Environmental Protection Specialist	Non-Clinical	Title 5
0030 Sports Specialist	Non-Clinical	Title 38 Hybrid
0060 Chaplain	Clinical	Title 5
0080 Security Administration	Non-Clinical	Title 5
0081 Fire Protection and Prevention	Non-Clinical	Title 5
0083 Police	Non-Clinical	Title 5
0085 Security Guard	Non-Clinical	Title 5
0086 Security Clerical and Assistance	Non-Clinical	Title 5
0089 Emergency Management	Non-Clinical	Title 5
0090 Guide	Non-Clinical	Title 5
0101 Social Science (Title 5)	Clinical	Title 5
0101 Social Science/Licensed Prof Mental Health Counselor	Clinical	Title 38 Hybrid
0101 Social Service/Marriage Family Therapist	Clinical	Title 38 Hybrid
0102 Social Science Aid and Technician	Clinical	Title 5
0110 Economist	Non-Clinical	Title 5
0150 Geographer	Non-Clinical	Title 5
0170 History	Non-Clinical	Title 5
0180 Psychology	Clinical	Title 38 Hybrid
0181 Psychology Aid and Technician	Clinical	Title 5
0184 Sociology	Clinical	Title 5
0185 Social Work	Clinical	Title 38 Hybrid
0186 Social Services Aid and Assistant	Clinical	Title 5
0187 Social Services	Clinical	Title 5
0188 Recreation Specialist	Clinical	Title 5
0189 Recreation Aid and Assistant	Clinical	Title 5
0193 Archeology	Non-Clinical	Title 5
0199 Social Science Student Trainee	Clinical	Title 5
0201 Human Resources Management	Non-Clinical	Title 5

Occupation	Clinical / Non-Clinical	Appointing Authority
0203 Human Resources Assistance	Non-Clinical	Title 5
0260 Equal Employment Opportunity	Non-Clinical	Title 5
0299 Human Resources Management Student Trainee	Non-Clinical	Title 5
0301 Miscellaneous Administration and Program	Non-Clinical	Title 5
0302 Messenger	Non-Clinical	Title 5
0303 Miscellaneous Clerk and Assistant	Non-Clinical	Title 5
0304 Information Receptionist	Non-Clinical	Title 5
0305 Mail and File	Non-Clinical	Title 5
0306 Government Information Specialist	Non-Clinical	Title 5
0308 Records and Information Management	Non-Clinical	Title 5
0309 Correspondence Clerk	Non-Clinical	Title 5
0313 Work Unit Supervising	Non-Clinical	Title 5
0318 Secretary	Non-Clinical	Title 5
0322 Clerk-Typist	Non-Clinical	Title 5
0326 Office Automation Clerical and Assistance	Non-Clinical	Title 5
0332 Computer Operation	Non-Clinical	Title 5
0335 Computer Clerk and Assistant	Non-Clinical	Title 5
0340 Program Management	Non-Clinical	Title 5
0341 Administrative Officer	Non-Clinical	Title 5
0342 Support Services Administration	Non-Clinical	Title 5
0343 Management and Program Analysis	Non-Clinical	Title 5
0344 Management and Program Clerical and Assistance	Non-Clinical	Title 5
0346 Logistics Management	Non-Clinical	Title 5
0350 Equipment Operator	Non-Clinical	Title 5
0356 Data Transcriber	Non-Clinical	Title 5
0360 Equal Opportunity Compliance	Non-Clinical	Title 5
0361 Equal Opportunity Assistance	Non-Clinical	Title 5
0382 Telephone Operating	Non-Clinical	Title 5
0390 Telecommunications Processing	Non-Clinical	Title 5
0391 Telecommunications	Non-Clinical	Title 5
0392 General Telecommunications	Non-Clinical	Title 5
0394 Communications Clerical	Non-Clinical	Title 5
0399 Administration and Office Support Student Trainee	Non-Clinical	Title 5
0401 General Biological Science	Non-Clinical	Title 5
0403 Microbiology	Non-Clinical	Title 5
0404 Biological Science Technician	Non-Clinical	Title 5
0405 Pharmacology	Non-Clinical	Title 5
0413 Physiology	Non-Clinical	Title 5

Occupation	Clinical / Non-Clinical	Appointing Authority
0415 Toxicology	Non-Clinical	Title 5
0437 Horticulture	Non-Clinical	Title 5
0440 Genetics	Clinical	Title 5
0459 Irrigation System Operation	Non-Clinical	Title 5
0471 Agronomy	Non-Clinical	Title 5
0499 Biological Science Student Trainee	Non-Clinical	Title 5
0501 Financial Administration and Program	Non-Clinical	Title 5
0503 Financial Clerical and Assistance	Non-Clinical	Title 5
0505 Financial Management	Non-Clinical	Title 5
0510 Accounting	Non-Clinical	Title 5
0511 Auditing	Non-Clinical	Title 5
0525 Accounting Technician	Non-Clinical	Title 5
0530 Cash Processing	Non-Clinical	Title 5
0540 Voucher Examining	Non-Clinical	Title 5
0544 Civilian Pay	Non-Clinical	Title 5
0560 Budget Analysis	Non-Clinical	Title 5
0561 Budget Clerical and Assistance	Non-Clinical	Title 5
0593 Insurance Accounts	Non-Clinical	Title 5
0599 Financial Management Student Trainee	Non-Clinical	Title 5
0601 General Health Science (Title 5)	Clinical	Title 5
0601 General Health Science/Acupuncturist	Clinical	Title 38 Hybrid
0601 General Health Science/Blind Rehab	Clinical	Title 38 Hybrid
0601 General Health Science/Chiropractor	Clinical	Title 38
0601 General Health Science/Expanded Dental Function	Clinical	Title 38
0601 General Health Science/Genetic Counselor	Clinical	Title 38 Hybrid
0601 General Health Science/Nuclear Medicine Technologist	Clinical	Title 38 Hybrid
0601 General Health Science/Registered Respiratory Therapist	Clinical	Title 38 Hybrid
0601 General Health Science/Therapeutic Medical Physicist	Clinical	Title 38 Hybrid
0603 Physician's Assistant	Clinical	Title 38
0604 Chiropractor	Clinical	Title 38
0605 Nurse Anesthetist	Clinical	Title 38
0620 Practical Nurse	Clinical	Title 38 Hybrid
0621 Nursing Assistant	Clinical	Title 38 Hybrid
0622 Medical Supply Aide and Technician	Non-Clinical	Title 5
0625 Autopsy Assistant	Clinical	Title 5
0630 Dietitian and Nutritionist	Clinical	Title 38 Hybrid
0631 Occupational Therapist	Clinical	Title 38 Hybrid

Occupation	Clinical / Non-Clinical	Appointing Authority
0633 Physical Therapist	Clinical	Title 38 Hybrid
0635 Corrective Therapist	Clinical	Title 38 Hybrid
0636 Rehabilitation Therapy Assistant (Title 5)	Clinical	Title 5
0636 Rehabilitation Therapy Assistant/Occupational Therapy Assistant	Clinical	Title 38 Hybrid
0638 Recreation/Creative Arts Therapist	Clinical	Title 5
0639 Educational Therapist	Non-Clinical	Title 38 Hybrid
0640 Health Aid and Technician (Title 5)	Clinical	Title 5
0640 Health Aid and Technician/Certified Respiratory Therapist	Clinical	Title 38 Hybrid
0640 Health Aid and Technician/Telehealth	Clinical	Title 38 Hybrid
0642 Nuclear Medicine Technician	Clinical	Title 5
0644 Medical Technologist	Clinical	Title 38 Hybrid
0645 Medical Technician	Clinical	Title 5
0646 Pathology Technician (Title 5)	Clinical	Title 5
0646 Pathology Technician/Histopathology	Clinical	Title 38 Hybrid
0647 Diagnostic Radiologic Technologist	Clinical	Title 38 Hybrid
0648 Therapeutic Radiologic Technologist	Clinical	Title 38 Hybrid
0649 Medical Instrument Technician	Clinical	Title 38 Hybrid
0651 Respiratory Therapist	Clinical	Title 5
0660 Pharmacist	Clinical	Title 38 Hybrid
0661 Pharmacy Technician	Clinical	Title 38 Hybrid
0662 Optometrist	Clinical	Title 38
0665 Speech Pathology and Audiology	Clinical	Title 38 Hybrid
0667 Orthotist and Prosthetist	Clinical	Title 38 Hybrid
0668 Podiatrist	Clinical	Title 38
0669 Medical Records Administration	Non-Clinical	Title 38 Hybrid
0670 Health System Administration	Non-Clinical	Title 5
0671 Health System Specialist	Non-Clinical	Title 5
0672 Prosthetic Representative	Non-Clinical	Title 38 Hybrid
0673 Hospital Housekeeping Management	Non-Clinical	Title 5
0675 Medical Records Technician	Non-Clinical	Title 38 Hybrid
0679 Medical Support Assistance	Non-Clinical	Title 38 Hybrid
0680 Dental Officer	Clinical	Title 38
0681 Dental Assistant	Clinical	Title 38 Hybrid
0682 Dental Hygiene	Clinical	Title 38 Hybrid
0683 Dental Laboratory Aid and Technician	Clinical	Title 5
0690 Industrial Hygiene	Non-Clinical	Title 5
0698 Environmental Health Technician	Non-Clinical	Title 5
0699 Medical and Health Student Trainee	Clinical	Title 5

Occupation	Clinical / Non-Clinical	Appointing Authority
0701 Veterinary Medical Science	Non-Clinical	Title 5
0704 Animal Health Technician	Non-Clinical	Title 5
0801 General Engineering	Non-Clinical	Title 5
0802 Engineering Technician	Non-Clinical	Title 5
0803 Safety Engineering	Non-Clinical	Title 5
0804 Fire Protection Engineering	Non-Clinical	Title 5
0807 Landscape Architecture	Non-Clinical	Title 5
0808 Architecture	Non-Clinical	Title 5
0809 Construction Control	Non-Clinical	Title 5
0810 Civil Engineering	Non-Clinical	Title 5
0819 Environmental Engineering	Non-Clinical	Title 5
0830 Mechanical Engineering	Non-Clinical	Title 5
0850 Electrical Engineering	Non-Clinical	Title 5
0854 Computer Engineering	Non-Clinical	Title 5
0855 Electronics Engineering	Non-Clinical	Title 5
0856 Electronics Technician	Non-Clinical	Title 5
0858 Biomedical Engineering	Non-Clinical	Title 38 Hybrid
0896 Industrial Engineering	Non-Clinical	Title 5
0899 Engineering and Architecture Student Trainee	Non-Clinical	Title 5
0901 General Legal and Kindred Administration	Non-Clinical	Title 5
0904 Law Clerk	Non-Clinical	Title 5
0905 General Attorney	Non-Clinical	Title 5
0930 Hearings and Appeals	Non-Clinical	Title 5
0950 Paralegal Specialist	Non-Clinical	Title 5
0962 Contact Representative	Non-Clinical	Title 5
0963 Legal Instruments Examining	Non-Clinical	Title 5
0986 Legal Assistance	Non-Clinical	Title 5
0996 Veterans Claims Examining	Non-Clinical	Title 5
0998 Claims Assistance and Examining	Non-Clinical	Title 5
0999 Legal Occupations Student Trainee	Non-Clinical	Title 5
1001 General Arts and Information	Non-Clinical	Title 5
1008 Interior Design	Non-Clinical	Title 5
1020 Illustrating	Non-Clinical	Title 5
1035 Public Affairs	Non-Clinical	Title 5
1040 Language Specialist	Non-Clinical	Title 5
1051 Music Specialist	Non-Clinical	Title 5
1060 Photography	Non-Clinical	Title 5
1071 Audiovisual Production	Non-Clinical	Title 5
1082 Writing and Editing	Non-Clinical	Title 5

Occupation	Clinical / Non-Clinical	Appointing Authority
1083 Technical Writing and Editing	Non-Clinical	Title 5
1084 Visual Information	Non-Clinical	Title 5
1087 Editorial Assistance	Non-Clinical	Title 5
1099 Information and Arts Student Trainee	Non-Clinical	Title 5
1101 General Business and Industry	Non-Clinical	Title 5
1102 Contracting	Non-Clinical	Title 5
1104 Property Disposal	Non-Clinical	Title 5
1105 Purchasing	Non-Clinical	Title 5
1106 Procurement Clerical and Technician	Non-Clinical	Title 5
1107 Property Disposal Clerical and Technician	Non-Clinical	Title 5
1109 Grants Management	Non-Clinical	Title 5
1160 Financial Analysis	Non-Clinical	Title 5
1165 Loan Specialist	Non-Clinical	Title 5
1170 Realty	Non-Clinical	Title 5
1171 Appraising	Non-Clinical	Title 5
1176 Building Management	Non-Clinical	Title 5
1199 Business and Industry Student Trainee	Non-Clinical	Title 5
1301 General Physical Science	Clinical	Title 5
1306 Health Physics	Clinical	Title 5
1310 Physics	Clinical	Title 5
1311 Physical Science Technician	Clinical	Title 5
1320 Chemistry	Clinical	Title 5
1371 Cartographic Technician	Non-Clinical	Title 5
1410 Librarian	Non-Clinical	Title 5
1411 Library Technician	Non-Clinical	Title 5
1412 Technical Information Services	Non-Clinical	Title 5
1421 Archives Technician	Non-Clinical	Title 5
1499 Library and Archives Student Trainee	Non-Clinical	Title 5
1510 Actuarial Science	Non-Clinical	Title 5
1515 Operations Research	Non-Clinical	Title 5
1520 Mathematics	Non-Clinical	Title 5
1529 Mathematical Statistician	Non-Clinical	Title 5
1530 Statistician	Non-Clinical	Title 5
1531 Statistical Assistant	Non-Clinical	Title 5
1550 Computer Science	Non-Clinical	Title 5
1599 Mathematics and Statistics Student Trainee	Non-Clinical	Title 5
1601 General Facilities and Equipment	Non-Clinical	Title 38 Hybrid
1601 General Facilities and Equipment (Title 5)	Non-Clinical	Title 5
1603 Equipment, Facilities, and Service Assistance	Non-Clinical	Title 5

Occupation	Clinical / Non-Clinical	Appointing Authority
1630 Cemetery Administration Services	Non-Clinical	Title 5
1640 Facility Management	Non-Clinical	Title 5
1654 Printing Management	Non-Clinical	Title 5
1658 Laundry and Dry Cleaning Plant Management	Non-Clinical	Title 5
1667 Steward	Non-Clinical	Title 5
1670 Equipment Specialist	Non-Clinical	Title 5
1699 Equipment and Facilities Management Student Trainee	Non-Clinical	Title 5
1701 General Education and Training	Non-Clinical	Title 5
1702 Education and Training Technician	Non-Clinical	Title 5
1712 Training Instruction	Non-Clinical	Title 5
1715 Vocational Rehabilitation	Clinical	Title 5
1720 Education Program	Non-Clinical	Title 5
1725 Public Health Educator	Non-Clinical	Title 5
1740 Education Services	Non-Clinical	Title 5
1750 Instructional Systems	Non-Clinical	Title 5
1801 General Inspection, Investigation, Enforcement, and Compliance Series	Non-Clinical	Title 5
1810 General Investigating	Non-Clinical	Title 5
1811 Criminal Investigating	Non-Clinical	Title 5
1910 Quality Assurance	Non-Clinical	Title 5
2001 General Supply	Non-Clinical	Title 5
2003 Supply Program Management	Non-Clinical	Title 5
2005 Supply Clerical and Technician	Non-Clinical	Title 5
2010 Inventory Management	Non-Clinical	Title 5
2030 Distribution Facilities and Storage Management	Non-Clinical	Title 5
2091 Sales Store Clerical	Non-Clinical	Title 5
2099 Supply Student Trainee	Non-Clinical	Title 5
2101 Transportation Specialist	Non-Clinical	Title 5
2102 Transportation Clerk and Assistant	Non-Clinical	Title 5
2130 Traffic Management	Non-Clinical	Title 5
2151 Dispatching	Non-Clinical	Title 5
2210 Information Technology Management	Non-Clinical	Title 5
2299 Information Technology Student Trainee	Non-Clinical	Title 5
2502 Telecommunications Mechanic	Non-Clinical	Wage Grade
2604 Electronics Mechanic	Non-Clinical	Wage Grade
2606 Electronic Industrial Controls Mechanic	Non-Clinical	Wage Grade
2608 Digital Computer Mechanic	Non-Clinical	Wage Grade
2610 Electronic Integrated Systems Mechanic	Non-Clinical	Wage Grade
2614 Electronics Mechanic (Abolished)	Non-Clinical	Wage Grade

Occupation	Clinical / Non-Clinical	Appointing Authority
2805 Electrician	Non-Clinical	Wage Grade
2810 Electrician (High Voltage)	Non-Clinical	Wage Grade
2854 Electrical Equipment Repairer	Non-Clinical	Wage Grade
3111 Sewing Machine Operating	Non-Clinical	Wage Grade
3359 Instrument Mechanic	Non-Clinical	Wage Grade
3414 Machining	Non-Clinical	Wage Grade
3502 Laboring	Non-Clinical	Wage Grade
3511 Laboratory Working	Non-Clinical	Wage Grade
3566 Custodial Worker	Non-Clinical	Wage Grade
3601 Miscellaneous Structural & Finishing Work	Non-Clinical	Wage Grade
3603 Masonry	Non-Clinical	Wage Grade
3604 Tile Setting	Non-Clinical	Wage Grade
3605 Plastering	Non-Clinical	Wage Grade
3610 Insulating	Non-Clinical	Wage Grade
3703 Welding	Non-Clinical	Wage Grade
3806 Sheet Metal Mechanic	Non-Clinical	Wage Grade
4010 Prescription Eyeglass Making	Non-Clinical	Wage Grade
4101 Painting & Paper Hanging	Non-Clinical	Wage Grade
4102 Painting	Non-Clinical	Wage Grade
4104 Sign Painting	Non-Clinical	Wage Grade
4204 Pipefitting	Non-Clinical	Wage Grade
4206 Plumbing	Non-Clinical	Wage Grade
4352 Plastic Fabricating	Non-Clinical	Wage Grade
4417 Offset Press Operating	Non-Clinical	Wage Grade
4605 Wood Crafting	Non-Clinical	Wage Grade
4607 Carpenter	Non-Clinical	Wage Grade
4701 Miscellaneous General Maintenance and Operations Work	Non-Clinical	Wage Grade
4737 General Equipment Mechanic	Non-Clinical	Wage Grade
4742 Utility Systems Repairer-Operator	Non-Clinical	Wage Grade
4749 Maintenance Mechanic	Non-Clinical	Wage Grade
4754 Cemetery Caretaking	Non-Clinical	Wage Grade
4801 Miscellaneous General Equipment Maintenance	Non-Clinical	Wage Grade
4804 Locksmithing	Non-Clinical	Wage Grade
4805 Medical Equipment Repairing	Non-Clinical	Wage Grade
5003 Gardening	Non-Clinical	Wage Grade
5026 Pest Controller	Non-Clinical	Wage Grade
5048 Animal Caretaking	Non-Clinical	Wage Grade
5301 Miscellaneous Industrial Equipment Maintenance	Non-Clinical	Wage Grade

Occupation	Clinical / Non-Clinical	Appointing Authority
5306 Air Conditioning Equipment Mechanic	Non-Clinical	Wage Grade
5309 Heating and Boiler Plant Equipment Mechanic	Non-Clinical	Wage Grade
5313 Elevator Mechanic	Non-Clinical	Wage Grade
5317 Laundry and Dry Cleaning Equipment Repairing	Non-Clinical	Wage Grade
5352 Industrial Equipment Mechanic	Non-Clinical	Wage Grade
5378 Powered Support Systems Mechanic	Non-Clinical	Title 5
5402 Boiler Plant Operator	Non-Clinical	Wage Grade
5406 Utility Systems Operator	Non-Clinical	Wage Grade
5408 Wastewater Treatment Plant Operator	Non-Clinical	Wage Grade
5409 Water Treatment Plant Operator	Non-Clinical	Wage Grade
5415 Air Conditioning Equipment Operator	Non-Clinical	Wage Grade
5703 Motor Vehicle Operator	Non-Clinical	Wage Grade
5705 Tractor Operator	Non-Clinical	Wage Grade
5716 Engineering Equipment Operating	Non-Clinical	Wage Grade
5803 Heavy Mobile Equipment Mechanic	Non-Clinical	Wage Grade
5806 Mobile Equipment Servicing	Non-Clinical	Wage Grade
5823 Automotive Mechanic	Non-Clinical	Wage Grade
6904 Tools and Parts Attending	Non-Clinical	Wage Grade
6907 Materials Handler	Non-Clinical	Wage Grade
6913 Hazardous Waste Disposer	Non-Clinical	Wage Grade
7301 Miscellaneous Laundry, Dry Cleaning, and Pressing	Non-Clinical	Wage Grade
7304 Laundry Working	Non-Clinical	Wage Grade
7305 Laundry Machine Operating	Non-Clinical	Wage Grade
7401 Miscellaneous Food Preparation and Serving	Non-Clinical	Wage Grade
7404 Cook	Non-Clinical	Wage Grade
7408 Food Service Worker	Non-Clinical	Wage Grade
7601 Miscellaneous Personal Services	Non-Clinical	Wage Grade
7603 Barbering	Non-Clinical	Title 5
7644 Sales Clerk	Non-Clinical	Title 5

Source: 2019 OIG determination of VHA staffing shortages survey

*ᵃ The * denotes assignment codes within the Medical Officer occupational series; the # denotes assignment codes within the Nurse occupational series.*

Appendix D: Facility-Specific Designated Shortages and Rankings

Table D.1. (VISN 01), (402), VA Maine Healthcare System – Togus (Augusta, ME) Shortages and Rankings

(VISN 01), (402), VA Maine Healthcare System – Togus (Augusta, ME)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	12 Urology*	2	1
	26 Pulmonary Diseases*	4	2
	CQ RN Staff- Inpatient Mental Health#	8	3
	CY NP-Geriatrics#	3	4
	0621 Nursing Assistant	80	5
	0620 Practical Nurse	35	6
	0644 Medical Technologist	17	7
	0645 Medical Technician	17	8
Non-Clinical	0801 General Engineering	4	9
	0802 Engineering Technician	2	10
	4206 Plumbing	1	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.2. (VISN 01), (405), White River Junction VA Medical Center (White River Junction, VT) Shortages and Rankings

(VISN 01), (405), White River Junction VA Medical Center (White River Junction, VT)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	88 RN Staff Nurse-Inpatient#	40	1
	1 Anesthesiology*	4	2
	0644 Medical Technologist	16	4
	0660 Pharmacist	23	5
	Q1 RN/Staff-Outpatient#	26	6
	0621 Nursing Assistant	34	7
	0661 Pharmacy Technician	10	8
Non-Clinical	0622 Medical Supply Aide and Technician	8	3
	5306 Air Conditioning Equipment Mechanic	2	9

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.3. (VISN 01), (518), Edith Nourse Rogers Memorial Veterans Hospital (Bedford, MA) Shortages and Rankings

(VISN 01), (518), Edith Nourse Rogers Memorial Veterans Hospital (Bedford, MA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	Q6 RN/Staff-Inpatient Community Living Center#	90	1
	CQ RN Staff- Inpatient Mental Health#	21	2
	0620 Practical Nurse	105	3
	0631 Occupational Therapist	9	5
	0661 Pharmacy Technician	10	7
	0636 Rehabilitation Therapy Assistant/Occupational Therapy Assistant	9	9
	88 RN Staff Nurse-Inpatient#	5	10
	CJ Resource/Float Pool#	2	11
	Q3 RN-Telephone Triage#	4	12
	40 Geriatrics*	5	13
Non-Clinical	5402 Boiler Plant Operator	5	4
	3566 Custodial Worker	65	6
	0622 Medical Supply Aide and Technician	7	8
	0801 General Engineering	11	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.4. (VISN 01), (523), VA Boston Healthcare System (Jamaica Plain, MA) Shortages and Rankings

(VISN 01), (523), VA Boston Healthcare System (Jamaica Plain, MA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	24	1
	31 Psychiatry*	41	2
	1 Anesthesiology*	26	3
	R3 Hematology/Oncology*	6	4
	45 Radiology-Interventional*	3	5
	CW RN Staff- Peri-Op#	64	6
	88 RN Staff Nurse-Inpatient#	239	7
	CV RN Staff-Interventional#	21	8
	87 RN, Manager/Head Nurse#	53	9
	0680 Dental Officer	19	10
	0661 Pharmacy Technician	62	12
	0620 Practical Nurse	168	14
	0649 Medical Instrument Technician	47	16
	0605 Nurse Anesthetist	9	18
	J4 RN/Assistant Manager/Perm Change#	28	20
	0647 Diagnostic Radiologic Technologist	71	21
	0645 Medical Technician	12	22
	0682 Dental Hygiene	4	28
Non-Clinical	0801 General Engineering	22	11
	5306 Air Conditioning Equipment Mechanic	19	13
	0544 Civilian Pay	8	15
	2805 Electrician	7	17
	0525 Accounting Technician	5	19
	0201 Human Resources Management	78	23
	0560 Budget Analysis	11	24
	5402 Boiler Plant Operator	17	25
	0511 Auditing	2	26
	0510 Accounting	8	27

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.5. (VISN 01), (608), Manchester VA Medical Center (Manchester, NH) Shortages and Rankings

(VISN 01), (608), Manchester VA Medical Center (Manchester, NH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	7	1
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	2
	Q6 RN/Staff-Inpatient Community Living Center#	15	3
	0620 Practical Nurse	35	4
	0621 Nursing Assistant	30	5
	8 Otolaryngology*	0	6
	E6 Cardiology Non-Interventionalist*	2	7
Non-Clinical	0601 General Health Science (Title 5)	1	9
	0622 Medical Supply Aide and Technician	6	8
	0801 General Engineering	4	10
	5402 Boiler Plant Operator	6	11
	0083 Police	13	12
	5703 Motor Vehicle Operator	7	13
	0201 Human Resources Management	12	14
	0675 Medical Records Technician	7	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.6. (VISN 01), (631), VA Central Western Massachusetts Healthcare System (Leeds, MA) Shortages and Rankings

(VISN 01), (631), VA Central Western Massachusetts Healthcare System (Leeds, MA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	14	1
	0662 Optometrist	10	2
	21 General Internal Medicine*	21	3
	0620 Practical Nurse	41	4
	0621 Nursing Assistant	56	6
Non-Clinical	0679 Medical Support Assistance	97	5
	3566 Custodial Worker	37	7
	7408 Food Service Worker	20	8

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.7. (VISN 01), (650), Providence VA Medical Center (Providence, RI) Shortages and Rankings

(VISN 01), (650), Providence VA Medical Center (Providence, RI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	183	1
	0610 Nurse#	348	2
	75 NP-Primary Care#	5	3
	1 Anesthesiology*	4	4
	31 Psychiatry*	16	5
	P1 Primary Care*	32	6
	2 Surgery*	9	7
	0620 Practical Nurse	22	8
	Q1 RN/Staff-Outpatient#	44	9
	38 Radiology-Diagnostic*	1	10
	0605 Nurse Anesthetist	5	12
	6 Ophthalmology*	13	13
	0644 Medical Technologist	24	14
	0649 Medical Instrument Technician	19	15
	0640 Health Aid and Technician/Telehealth	1	22
	0646 Pathology Technician/Histopathology	2	24
	87 RN, Manager/Head Nurse#	19	25
	0647 Diagnostic Radiologic Technologist	22	27
	0060 Chaplain	2	30
	0645 Medical Technician	7	32
Non-Clinical	5402 Boiler Plant Operator	5	11
	0675 Medical Records Technician	13	16
	0801 General Engineering	10	17
	5306 Air Conditioning Equipment Mechanic	1	18
	0201 Human Resources Management	20	19
	7408 Food Service Worker	18	20
	0203 Human Resources Assistance	9	21
	4204 Pipefitting	0	23
	0622 Medical Supply Aide and Technician	7	26
	0858 Biomedical Engineering	7	28

(VISN 01), (650), Providence VA Medical Center (Providence, RI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	3566 Custodial Worker	80	29
	7404 Cook	6	31

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.8. (VISN 01), (689), VA Connecticut Healthcare System (West Haven, CT) Shortages and Rankings

(VISN 01), (689), VA Connecticut Healthcare System (West Haven, CT)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	380	1
	4 Pain Management/Physical Medicine and Rehabilitation*	0	2
	12 Urology*	7	3
	40 Geriatrics*	8	4
	20 Dermatology*	4	5
	25 Gastroenterology*	11	6
	P1 Primary Care*	28	7
	30 Neurology*	16	8
	E6 Cardiology Non-Interventionalist*	9	9
	44 Physical Medicine & Rehabilitation*	3	10
	R3 Hematology/Oncology*	4	11
	0610 Nurse#	654	12
	Q6 RN/Staff-Inpatient Community Living Center#	6	13
	N5 NP-Other#	6	14
	Q2 RN/Staff-Mixed#	53	15
	82 RN, Senior Leadership#	4	17
	0644 Medical Technologist	51	18
	0647 Diagnostic Radiologic Technologist	39	19
	0668 Podiatrist	9	21
	0649 Medical Instrument Technician	33	22
	0603 Physician's Assistant	18	25
	87 RN, Manager/Head Nurse#	37	26
	9 Plastic Surgery*	3	30
	CQ RN Staff- Inpatient Mental Health#	0	31
Non-Clinical	0201 Human Resources Management	23	16
	0679 Medical Support Assistance	194	20
	0622 Medical Supply Aide and Technician	33	23
	0801 General Engineering	12	24
	2005 Supply Clerical and Technician	17	27

(VISN 01), (689), VA Connecticut Healthcare System (West Haven, CT)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	3566 Custodial Worker	155	28
	7408 Food Service Worker	32	29
	0083 Police	38	32

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.9. (VISN 02), (526), James J. Peters VA Medical Center (Bronx, NY) Shortages and Rankings

(VISN 02), (526), James J. Peters VA Medical Center (Bronx, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	4206 Plumbing	0	1

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.10. (VISN 02), (528), VA Western New York Healthcare System (Buffalo, NY) Shortages and Rankings

(VISN 02), (528), VA Western New York Healthcare System (Buffalo, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	12	1
	0610 Nurse#	424	2
	38 Radiology-Diagnostic*	4	4
	0640 Health Aid and Technician (Title 5)	34	7
	0646 Pathology Technician (Title 5)	3	8
	1306 Health Physics	2	9
	0101 Social Science (Title 5)	4	13
Non-Clinical	0201 Human Resources Management	17	3
	5402 Boiler Plant Operator	5	5
	0401 General Biological Science	1	6
	0203 Human Resources Assistance	4	10
	0801 General Engineering	8	11
	0083 Police	21	12
	0510 Accounting	1	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.11. (VISN 02), (528A5), Canandaigua VA Medical Center (Canandaigua, NY) Shortages and Rankings

(VISN 02), (528A5), Canandaigua VA Medical Center (Canandaigua, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.12. (VISN 02), (528A6), Bath VA Medical Center (Bath, NY) Shortages and Rankings

(VISN 02), (528A6), Bath VA Medical Center (Bath, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	Q6 RN/Staff-Inpatient Community Living Center#	21	1
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.13. (VISN 02), (528A7), Syracuse VA Medical Center (Syracuse, NY) Shortages and Rankings

(VISN 02), (528A7), Syracuse VA Medical Center (Syracuse, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	25 Gastroenterology*	3	1
	16 Emergency Medicine*	9	2
	6 Ophthalmology*	4	3
	1 Anesthesiology*	9	4
	0644 Medical Technologist	31	5
	0601 General Health Science/Registered Respiratory Therapist	21	6
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.14. (VISN 02), (528A8), Samuel S. Stratton VA Medical Center (Albany, NY) Shortages and Rankings

(VISN 02), (528A8), Samuel S. Stratton VA Medical Center (Albany, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	1 Anesthesiology*	15	1
	12 Urology*	13	2
	13 Physiatry*	0	3
	25 Gastroenterology*	2	4
	30 Neurology*	4	5
	7 Orthopedic Surgery*	2	6
	2 Surgery*	3	7
	G9 Radiation Oncology*	3	8
	Q6 RN/Staff-Inpatient Community Living Center#	11	9
	0605 Nurse Anesthetist	3	10
	0644 Medical Technologist	29	11
	0647 Diagnostic Radiologic Technologist	20	12
	0648 Therapeutic Radiologic Technologist	10	13
Non-Clinical	0858 Biomedical Engineering	1	14
	0801 General Engineering	6	15
	0018 Safety and Occupational Health Management	4	16
	0083 Police	18	17

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.15. (VISN 02), (561), VA New Jersey Health Care System (East Orange, NJ) Shortages and Rankings

(VISN 02), (561), VA New Jersey Health Care System (East Orange, NJ)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	27 Nephrology*	2	1
	0661 Pharmacy Technician	39	3
	0603 Physician's Assistant	15	5
	P1 Primary Care*	17	6
	0631 Occupational Therapist	8	7
	0636 Rehabilitation Therapy Assistant/Occupational Therapy Assistant	9	8
	0601 General Health Science/Nuclear Medicine Technologist	1	9
Non-Clinical	0801 General Engineering	7	2
	0858 Biomedical Engineering	0	4
	5408 Wastewater Treatment Plant Operator	1	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.16. (VISN 02), (620), VA Hudson Valley Health Care System (Montrose, NY) Shortages and Rankings

(VISN 02), (620), VA Hudson Valley Health Care System (Montrose, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	51 Chief Of Staff*	1	1
	CQ RN Staff- Inpatient Mental Health#	8	2
	Q6 RN/Staff-Inpatient Community Living Center#	16	3
	0644 Medical Technologist	20	6
	0660 Pharmacist	34	8
	0185 Social Work	53	11
	87 RN, Manager/Head Nurse#	5	12
	86 RN, Shift Supervisor#	2	13
	4 Pain Management/Physical Medicine and Rehabilitation*	2	14
	20 Dermatology*	1	15
	25 Gastroenterology*	2	16
	43 Pathology*	1	17
	1 Anesthesiology*	2	18
	CF Dermatology Mohs*	1	19
	E6 Cardiology Non-Interventionalist*	2	20
	K6 Hospitalist*	6	21
	P1 Primary Care*	17	22
	0630 Dietitian and Nutritionist	9	23
	0602 Medical Officer*	1	28
	0610 Nurse#	0	29
Non-Clinical	0858 Biomedical Engineering	3	4
	5703 Motor Vehicle Operator	7	5
	0801 General Engineering	12	7
	2805 Electrician	8	9
	5306 Air Conditioning Equipment Mechanic	3	10
	0341 Administrative Officer	8	24
	0203 Human Resources Assistance	3	25
	1105 Purchasing	3	26
	1601 General Facilities and Equipment	0	27

(VISN 02), (620), VA Hudson Valley Health Care System (Montrose, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	(Title 5)		

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.17. (VISN 02), (630), VA NY Harbor Healthcare System (New York, NY) Shortages and Rankings

(VISN 02), (630), VA NY Harbor Healthcare System (New York, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0605 Nurse Anesthetist	5	1
	0603 Physician's Assistant	15	2
	Q9 Sleep Medicine*	0	4
	0633 Physical Therapist	25	7
	87 RN, Manager/Head Nurse#	25	10
	K6 Hospitalist*	9	11
	41 Pain Management/Anesthesia*	1	12
	K8 Critical Care*	3	13
	16 Emergency Medicine*	19	14
	0631 Occupational Therapist	14	15
	0649 Medical Instrument Technician	8	16
	0682 Dental Hygiene	3	18
	0601 General Health Science/Registered Respiratory Therapist	34	21
	0647 Diagnostic Radiologic Technologist	31	22
	0601 General Health Science/Nuclear Medicine Technologist	7	23
	K9 Mohs Surgery*	0	24
	0667 Orthotist and Prosthetist	12	25
	0644 Medical Technologist	44	27
Non-Clinical	0083 Police	95	3
	2805 Electrician	15	5
	4206 Plumbing	0	6
	0801 General Engineering	18	8
	0675 Medical Records Technician	11	9
	0669 Medical Records Administration	5	17
	0858 Biomedical Engineering	5	19
	5402 Boiler Plant Operator	12	20
	0622 Medical Supply Aide and Technician	21	26

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.18. (VISN 02), (632), Northport VA Medical Center (Northport, NY) Shortages and Rankings

(VISN 02), (632), Northport VA Medical Center (Northport, NY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0621 Nursing Assistant	136	1
	0647 Diagnostic Radiologic Technologist	17	2
	0644 Medical Technologist	30	4
	0620 Practical Nurse	58	7
	1 Anesthesiology*	5	9
	20 Dermatology*	7	11
	46 Nuclear Medicine*	1	12
	0681 Dental Assistant	6	13
	Q6 RN/Staff-Inpatient Community Living Center#	31	15
	80 RN/Nurse Executive#	0	16
	87 RN, Manager/Head Nurse#	20	17
	CW RN Staff- Peri-Op#	19	18
	G9 Radiation Oncology*	2	19
	11 Thoracic Surgery*	3	20
Non-Clinical	0858 Biomedical Engineering	1	3
	0801 General Engineering	9	5
	0675 Medical Records Technician	13	6
	0679 Medical Support Assistance	120	8
	0083 Police	26	10
	0201 Human Resources Management	33	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.19. (VISN 04), (460), Wilmington VA Medical Center (Wilmington, DE) Shortages and Rankings

(VISN 04), (460), Wilmington VA Medical Center (Wilmington, DE)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	8 Otolaryngology*	1	1
	20 Dermatology*	1	2
	24 Cardiovascular Diseases*	0	3
	6 Ophthalmology*	3	4
	74 RN, Infection Control#	1	5
	0601 General Health Science/Nuclear Medicine Technologist	4	6
Non-Clinical	0858 Biomedical Engineering	1	7
	0819 Environmental Engineering	1	8
	4204 Pipefitting	1	9
	0201 Human Resources Management	12	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.20. (VISN 04), (503), James E. Van Zandt VA Medical Center (Altoona, PA) Shortages and Rankings

(VISN 04), (503), James E. Van Zandt VA Medical Center (Altoona, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	51 Chief Of Staff*	0	1
	0602 Medical Officer*	25	2
	40 Geriatrics*	0	3
	K6 Hospitalist*	2	4
	38 Radiology-Diagnostic*	1	5
	0180 Psychology	7	6
	31 Psychiatry*	5	7
	CA Cardiology Non-Interventionalist*	0	8
	P1 Primary Care*	14	9
	75 NP-Primary Care#	6	10
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	1	11
	CZ NP-Medical Specialty#	3	12
	N1 NP/Long Term Care#	4	13
	N5 NP-Other#	2	14
	30 Neurology*	0	15
	25 Gastroenterology*	0	16
	0603 Physician's Assistant	14	17
	74 RN, Infection Control#	1	18
	0610 Nurse#	132	19
	44 Physical Medicine & Rehabilitation*	0	20
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.21. (VISN 04), (529), VA Butler Health Care Center (Butler, PA) Shortages and Rankings

(VISN 04), (529), VA Butler Health Care Center (Butler, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	11	1
	0610 Nurse#	137	2
	31 Psychiatry*	1	3
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	3	4
	Q6 RN/Staff-Inpatient Community Living Center#	13	5
	21 General Internal Medicine*	0	6
	22 Internal Medicine*	0	7
	P1 Primary Care*	5	8
	49 Family Practice*	0	9
	DC Osteopath*	0	10
Non-Clinical	0669 Medical Records Administration	1	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.22. (VISN 04), (542), Coatesville VA Medical Center (Coatesville, PA) Shortages and Rankings

(VISN 04), (542), Coatesville VA Medical Center (Coatesville, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.23. (VISN 04), (562), Erie VA Medical Center (Erie, PA) Shortages and Rankings

(VISN 04), (562), Erie VA Medical Center (Erie, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	45	1
	13 Physiatry*	1	2
	31 Psychiatry*	4	3
	0610 Nurse#	167	4
	87 RN, Manager/Head Nurse#	15	5
	75 NP-Primary Care#	15	6
	0620 Practical Nurse	53	7
	0662 Optometrist	5	8
	0665 Speech Pathology and Audiology	5	10
	0180 Psychology	11	11
	G5 RN Facility Admin#	5	12
	38 Radiology-Diagnostic*	1	13
	12 Urology*	1	14
	K6 Hospitalist*	6	15
	P1 Primary Care*	16	16
	21 General Internal Medicine*	5	17
	7 Orthopedic Surgery*	1	18
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	19
	N1 NP/Long Term Care#	3	20
	CZ NP-Medical Specialty#	1	21
	Q6 RN/Staff-Inpatient Community Living Center#	5	22
	82 RN, Senior Leadership#	2	23
	51 Chief Of Staff*	1	24
	1 Anesthesiology*	2	26
	2 Surgery*	2	27
	80 RN/Nurse Executive#	2	28
Non-Clinical	0801 General Engineering	5	9
	0622 Medical Supply Aide and Technician	5	25
	0306 Government Information Specialist	1	29

(VISN 04), (562), Erie VA Medical Center (Erie, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0201 Human Resources Management	10	30
	0671 Health System Specialist	13	31
	0802 Engineering Technician	0	32
	0679 Medical Support Assistance	65	33
	0505 Financial Management	2	34
	0670 Health System Administration	1	35
	0808 Architecture	1	36
	5306 Air Conditioning Equipment Mechanic	2	37
	5402 Boiler Plant Operator	6	38
	1601 General Facilities and Equipment	4	39

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.24. (VISN 04), (595), Lebanon VA Medical Center (Lebanon, PA) Shortages and Rankings

(VISN 04), (595), Lebanon VA Medical Center (Lebanon, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	14	1
	P1 Primary Care*	29	2
	12 Urology*	2	3
	0649 Medical Instrument Technician	16	4
	0610 Nurse#	295	5
	0603 Physician's Assistant	28	6
	75 NP-Primary Care#	8	8
	1 Anesthesiology*	5	9
	7 Orthopedic Surgery*	4	10
	8 Otolaryngology*	1	11
	26 Pulmonary Diseases*	2	12
	K8 Critical Care*	1	13
	0647 Diagnostic Radiologic Technologist	14	14
Non-Clinical	0858 Biomedical Engineering	1	7
	0801 General Engineering	7	15
	0669 Medical Records Administration	1	16
	0675 Medical Records Technician	34	17
	0201 Human Resources Management	19	18
	2606 Electronic Industrial Controls Mechanic	1	19

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.25. (VISN 04), (642), Philadelphia VA Medical Center (Philadelphia, PA) Shortages and Rankings

(VISN 04), (642), Philadelphia VA Medical Center (Philadelphia, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0640 Health Aid and Technician/Telehealth	9	1
	0649 Medical Instrument Technician	33	3
	38 Radiology-Diagnostic*	15	4
	CA Cardiology Non-Interventionalist*	10	5
	16 Emergency Medicine*	16	8
	30 Neurology*	10	10
Non-Clinical	0622 Medical Supply Aide and Technician	28	2
	0801 General Engineering	9	6
	0675 Medical Records Technician	27	7
	5402 Boiler Plant Operator	4	9
	2805 Electrician	9	11
	5415 Air Conditioning Equipment Operator	8	12
	1035 Public Affairs	0	13
	4607 Carpenter	3	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.26. (VISN 04), (646), VA Pittsburgh Healthcare System (Pittsburgh, PA) Shortages and Rankings

(VISN 04), (646), VA Pittsburgh Healthcare System (Pittsburgh, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	31	1
	2 Surgery*	13	2
	16 Emergency Medicine*	13	3
	12 Urology*	1	4
	1 Anesthesiology*	11	5
	6 Ophthalmology*	10	6
	K6 Hospitalist*	15	7
	M9 Cardiology-Interventional*	4	8
	7 Orthopedic Surgery*	5	9
	0180 Psychology	54	10
	25 Gastroenterology*	7	11
	9 Plastic Surgery*	3	12
	E4 Cardiovascular/Thoracic Surgeon*	0	13
	R4 Vascular Surgery*	2	14
	40 Geriatrics*	6	15
	39 Radiology-Therapeutic*	1	16
	Q9 Sleep Medicine*	1	17
	88 RN Staff Nurse-Inpatient#	158	18
	CZ NP-Medical Specialty#	31	19
	Q6 RN/Staff-Inpatient Community Living Center#	45	20
	0185 Social Work	112	22
	0189 Recreation Aid and Assistant	10	23
	S4 RN/Wound Care Spec#	3	25
	0603 Physician's Assistant	38	26
	0644 Medical Technologist	41	27
	0620 Practical Nurse	136	28
	0621 Nursing Assistant	183	30
	N5 NP-Other#	13	31
	0660 Pharmacist	81	44
	0667 Orthotist and Prosthetist	1	45

(VISN 04), (646), VA Pittsburgh Healthcare System (Pittsburgh, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Non-Clinical	0181 Psychology Aid and Technician	17	46
	0083 Police	65	21
	0201 Human Resources Management	59	24
	0819 Environmental Engineering	1	29
	5406 Utility Systems Operator	4	32
	0675 Medical Records Technician	39	33
	0858 Biomedical Engineering	9	34
	1008 Interior Design	1	35
	5309 Heating and Boiler Plant Equipment Mechanic	1	36
	4206 Plumbing	15	37
	0301 Miscellaneous Administration and Program	65	38
	7404 Cook	13	39
	5352 Industrial Equipment Mechanic	2	40
	3566 Custodial Worker	256	41
	2091 Sales Store Clerical	15	42
	7408 Food Service Worker	119	43
	5716 Engineering Equipment Operating	1	47

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.27. (VISN 04), (693), Wilkes-Barre VA Medical Center (Wilkes-Barre, PA) Shortages and Rankings

(VISN 04), (693), Wilkes-Barre VA Medical Center (Wilkes-Barre, PA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0610 Nurse#	226	1
	0602 Medical Officer*	92	2
	0180 Psychology	18	3
	0603 Physician's Assistant	19	4
	31 Psychiatry*	8	5
	Q6 RN/Staff-Inpatient Community Living Center#	21	7
	88 RN Staff Nurse-Inpatient#	22	8
	16 Emergency Medicine*	5	9
	38 Radiology-Diagnostic*	1	10
	CR RN Staff- Emergency Dept/Urgent Care#	10	11
	CW RN Staff- Peri-Op#	13	12
	CM RN Staff-Critical Care#	26	14
	K6 Hospitalist*	10	15
	75 NP-Primary Care#	1	17
	87 RN, Manager/Head Nurse#	19	18
	7 Orthopedic Surgery*	3	20
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	21
	74 RN, Infection Control#	1	22
	29 Endocrine and Metabolism*	0	23
	20 Dermatology*	1	24
	45 Radiology-Interventional*	2	25
	CQ RN Staff- Inpatient Mental Health#	4	26
	0667 Orthotist and Prosthetist	0	28
Non-Clinical	3566 Custodial Worker	58	6
	0201 Human Resources Management	10	13
	0675 Medical Records Technician	11	16
	4749 Maintenance Mechanic	6	19
	0671 Health System Specialist	8	27

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.28. (VISN 05), (512), VA Maryland Health Care System (Baltimore, MD) Shortages and Rankings

(VISN 05), (512), VA Maryland Health Care System (Baltimore, MD)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	0201 Human Resources Management	24	2
	0083 Police	46	1

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.29. (VISN 05), (517), Beckley VA Medical Center (Beckley, WV) Shortages and Rankings

(VISN 05), (517), Beckley VA Medical Center (Beckley, WV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	44	1
	25 Gastroenterology*	0	2
	0180 Psychology	1	3
	40 Geriatrics*	2	4
	0610 Nurse#	166	5
	CM RN Staff-Critical Care#	9	6
	CR RN Staff- Emergency Dept/Urgent Care#	13	7
	0645 Medical Technician	10	8
	6 Ophthalmology*	0	11
	20 Dermatology*	0	12
	31 Psychiatry*	2	13
	16 Emergency Medicine*	6	14
	2 Surgery*	2	15
	1 Anesthesiology*	1	16
	K6 Hospitalist*	3	17
	CT RN Staff- Women's Health Clinic#	1	18
	CW RN Staff- Peri-Op#	7	19
	S4 RN/Wound Care Spec#	1	20
	Q6 RN/Staff-Inpatient Community Living Center#	10	21
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	0	22
	DB NP-Joint Med/Surg#	1	23
	7 Orthopedic Surgery*	1	24
	4 Pain Management/Physical Medicine and Rehabilitation*	1	25
	63 General Practice*	1	26
	21 General Internal Medicine*	8	27
	12 Urology*	3	28
	38 Radiology-Diagnostic*	2	29
	M2 RN/Case Manager/Care#	15	30

(VISN 05), (517), Beckley VA Medical Center (Beckley, WV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	R3 Hematology/Oncology*	1	31
	51 Chief Of Staff*	1	32
	59 Associate COS Ambulatory Care*	1	33
	88 RN Staff Nurse-Inpatient#	23	34
	32 Anatomic Pathology*	0	35
Non-Clinical	0201 Human Resources Management	8	9
	5402 Boiler Plant Operator	6	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.30. (VISN 05), (540), Louis A. Johnson VA Medical Center (Clarksburg, WV) Shortages and Rankings

(VISN 05), (540), Louis A. Johnson VA Medical Center (Clarksburg, WV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	72	1
	25 Gastroenterology*	0	2
	R3 Hematology/Oncology*	0	3
	31 Psychiatry*	6	4
	12 Urology*	3	5
	2 Surgery*	3	6
	0603 Physician's Assistant	26	7
	0180 Psychology	12	8
	75 NP-Primary Care#	1	10
	Q6 RN/Staff-Inpatient Community Living Center#	8	11
	CM RN Staff-Critical Care#	20	12
	88 RN Staff Nurse-Inpatient#	34	13
	0605 Nurse Anesthetist	5	14
	0644 Medical Technologist	13	15
	0647 Diagnostic Radiologic Technologist	25	16
	0681 Dental Assistant	5	20
Non-Clinical	0858 Biomedical Engineering	0	9
	0669 Medical Records Administration	1	17
	0675 Medical Records Technician	14	18
	0083 Police	9	19
	4742 Utility Systems Repairer-Operator	5	21
	0679 Medical Support Assistance	65	22
	7408 Food Service Worker	21	23
	3566 Custodial Worker	32	24

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.31. (VISN 05), (581), Hershel "Woody" Williams VA Medical Center (Huntington, WV) Shortages and Rankings

(VISN 05), (581), Hershel "Woody" Williams VA Medical Center (Huntington, WV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	25 Gastroenterology*	1	1
	31 Psychiatry*	7	2
	16 Emergency Medicine*	7	3
	E6 Cardiology Non-Interventionalist*	3	4
	2 Surgery*	4	5
	R3 Hematology/Oncology*	0	6
	27 Nephrology*	0	7
	12 Urology*	2	8
	43 Pathology*	2	9
	7 Orthopedic Surgery*	2	10
	8 Otolaryngology*	0	11
	6 Ophthalmology*	1	12
	E5 Neurosurgery*	0	13
	0662 Optometrist	10	14
	29 Endocrine and Metabolism*	1	15
	R4 Vascular Surgery*	1	16
	45 Radiology-Interventional*	2	17
	K6 Hospitalist*	8	18
	30 Neurology*	3	20
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	21
	1 Anesthesiology*	3	22
	0667 Orthotist and Prosthetist	0	23
Non-Clinical	0858 Biomedical Engineering	1	19

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.32. (VISN 05), (613), Martinsburg VA Medical Center (Martinsburg, WV) Shortages and Rankings

(VISN 05), (613), Martinsburg VA Medical Center (Martinsburg, WV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	21 General Internal Medicine*	34	1
	0647 Diagnostic Radiologic Technologist	23	3
	45 Radiology-Interventional*	0	4
	0645 Medical Technician	5	5
	0649 Medical Instrument Technician	16	6
Non-Clinical	0083 Police	26	2
	0858 Biomedical Engineering	2	7
	0801 General Engineering	10	8
	5402 Boiler Plant Operator	2	9

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.33. (VISN 05), (688), Washington DC VA Medical Center (Washington, DC) Shortages and Rankings

(VISN 05), (688), Washington DC VA Medical Center (Washington, DC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0610 Nurse#	645	1
	0602 Medical Officer*	264	2
	0660 Pharmacist	72	4
	0680 Dental Officer	14	5
	0630 Dietitian and Nutritionist	17	9
	0631 Occupational Therapist	8	10
	0633 Physical Therapist	19	11
Non-Clinical	0201 Human Resources Management	16	3
	0083 Police	28	6
	0622 Medical Supply Aide and Technician	17	7
	0801 General Engineering	6	8
	2005 Supply Clerical and Technician	9	12

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.34. (VISN 06), (558), Durham VA Medical Center (Durham, NC) Shortages and Rankings

(VISN 06), (558), Durham VA Medical Center (Durham, NC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	38	1
	N9 Cardiac Electrophy*	0	2
	31 Psychiatry*	50	3
	E6 Cardiology Non-Interventionalist*	1	4
	G9 Radiation Oncology*	1	5
	E5 Neurosurgery*	3	6
	16 Emergency Medicine*	18	7
	CA Cardiology Non-Interventionalist*	10	8
	R3 Hematology/Oncology*	11	9
	0602 Medical Officer*	422	10
	7 Orthopedic Surgery*	11	11
	Q6 RN/Staff-Inpatient Community Living Center#	52	12
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	7	13
	25 Gastroenterology*	22	14
	30 Neurology*	15	15
	10 Colon & Rectal Surgery*	1	16
	6 Ophthalmology*	15	17
	20 Dermatology*	8	18
	39 Radiology-Therapeutic*	2	19
	2 Surgery*	11	20
	M9 Cardiology-Interventional*	5	21
	K9 Mohs Surgery*	0	22
	1 Anesthesiology*	17	23
	47 Research-Career Development*	4	24
	82 RN, Senior Leadership#	7	25
	88 RN Staff Nurse-Inpatient#	139	26
	0180 Psychology	94	27
	0620 Practical Nurse	119	28
	0621 Nursing Assistant	119	29

(VISN 06), (558), Durham VA Medical Center (Durham, NC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0644 Medical Technologist	47	30
	0647 Diagnostic Radiologic Technologist	53	31
	0649 Medical Instrument Technician	55	32
	12 Urology*	10	36
	0645 Medical Technician	33	37
	1306 Health Physics	1	38
	0662 Optometrist	7	41
	74 RN, Infection Control#	1	42
	77 RN, Researcher/Doctor#	1	43
	S4 RN/Wound Care Spec#	2	44
	S2 RN Informatics#	7	45
	51 Chief Of Staff*	1	46
	11 Thoracic Surgery*	3	47
	9 Plastic Surgery*	3	48
	8 Otolaryngology*	6	49
Non-Clinical	0858 Biomedical Engineering	2	33
	0083 Police	28	34
	0346 Logistics Management	3	35
	0201 Human Resources Management	30	39
	0203 Human Resources Assistance	15	40

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.35. (VISN 06), (565), Fayetteville VA Medical Center (Fayetteville, NC) Shortages and Rankings

(VISN 06), (565), Fayetteville VA Medical Center (Fayetteville, NC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	25	1
	P1 Primary Care*	19	2
	2 Surgery*	2	3
	0602 Medical Officer*	133	4
	0662 Optometrist	3	5
	6 Ophthalmology*	1	6
	26 Pulmonary Diseases*	1	7
	27 Nephrology*	2	8
	0180 Psychology	41	9
	0640 Health Aid and Technician (Title 5)	41	13
	30 Neurology*	4	15
	8 Otolaryngology*	0	16
	0667 Orthotist and Prosthetist	2	17
	0644 Medical Technologist	27	18
	25 Gastroenterology*	2	19
	3 Gynecology*	0	20
	E6 Cardiology Non-Interventionalist*	2	21
	29 Endocrine and Metabolism*	3	22
	41 Pain Management/Anesthesia*	0	23
	R3 Hematology/Oncology*	1	24
	36 Preventive Medicine*	0	25
	44 Physical Medicine & Rehabilitation*	2	26
	12 Urology*	2	27
	P9 Orthopedic*	0	28
Non-Clinical	0018 Safety and Occupational Health Management	0	10
	0083 Police	27	11
	4204 Pipefitting	1	12
	5306 Air Conditioning Equipment Mechanic	4	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.36. (VISN 06), (590), Hampton VA Medical Center (Hampton, VA) Shortages and Rankings

(VISN 06), (590), Hampton VA Medical Center (Hampton, VA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	28	1
	P1 Primary Care*	19	2
	CM RN Staff-Critical Care#	7	3
	CR RN Staff- Emergency Dept/Urgent Care#	11	4
	Q4 RN Clinical Nurse Lead#	4	5
	CQ RN Staff- Inpatient Mental Health#	3	6
	0630 Dietitian and Nutritionist	10	9
	0668 Podiatrist	3	10
	0180 Psychology	57	12
	0633 Physical Therapist	6	13
	0661 Pharmacy Technician	19	14
	Q9 Sleep Medicine*	0	16
	12 Urology*	1	17
	R4 Vascular Surgery*	2	18
Non-Clinical	0083 Police	13	7
	0201 Human Resources Management	18	8
	0675 Medical Records Technician	9	11
	0544 Civilian Pay	3	15
	0203 Human Resources Assistance	6	19

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.37. (VISN 06), (637), Asheville VA Medical Center (Ashville, NC) Shortages and Rankings

(VISN 06), (637), Asheville VA Medical Center (Ashville, NC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	15	1
	25 Gastroenterology*	2	2
	20 Dermatology*	0	3
	P1 Primary Care*	35	4
	0180 Psychology	37	5
	0620 Practical Nurse	125	6
	0621 Nursing Assistant	97	7
	75 NP-Primary Care#	3	8
	N5 NP-Other#	1	9
	Q6 RN/Staff-Inpatient Community Living Center#	27	10
	0644 Medical Technologist	33	11
Non-Clinical	0083 Police	23	12
	0679 Medical Support Assistance	155	13
	7408 Food Service Worker	25	14
	0201 Human Resources Management	17	15
	3566 Custodial Worker	47	16

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.38. (VISN 06), (652), Hunter Holmes McGuire VA Medical Center (Richmond, VA) Shortages and Rankings

(VISN 06), (652), Hunter Holmes McGuire VA Medical Center (Richmond, VA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0185 Social Work	137	1
	0180 Psychology	64	3
	38 Radiology-Diagnostic*	6	4
	31 Psychiatry*	28	5
	CE Palliative Care*	0	6
	82 RN, Senior Leadership#	6	7
	E5 Neurosurgery*	6	8
	CW RN Staff- Peri-Op#	80	9
	17 Retinal Surgery*	0	10
	CM RN Staff-Critical Care#	86	11
	0680 Dental Officer	5	12
	0667 Orthotist and Prosthetist	6	13
	0649 Medical Instrument Technician	52	14
	Q9 Sleep Medicine*	4	27
	N9 Cardiac Electrophy*	0	28
	M9 Cardiology-Interventional*	0	29
	K9 Mohs Surgery*	1	30
	G9 Radiation Oncology*	1	31
	0646 Pathology Technician/Histopathology	2	32
	0668 Podiatrist	8	33
	1310 Physics	1	34
	1320 Chemistry	2	35
	CA Cardiology Non-Interventionalist*	1	37
	CB Anesthesiology Pain Management*	1	38
	CF Dermatology Mohs*	1	39
	39 Radiology-Therapeutic*	1	40
	0604 Chiropractor	1	47
	0601 General Health Science/Therapeutic Medical Physicist	1	48
	0601 General Health Science/Expanded Dental Function	0	49

(VISN 06), (652), Hunter Holmes McGuire VA Medical Center (Richmond, VA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0601 General Health Science/Acupuncturist	1	50
	0601 General Health Science/Chiropractor	2	51
	0601 General Health Science/Genetic Counselor	0	52
	0181 Psychology Aid and Technician	0	55
	0189 Recreation Aid and Assistant	2	56
	49 Family Practice*	1	57
	46 Nuclear Medicine*	1	58
Non-Clinical	0201 Human Resources Management	24	2
	3566 Custodial Worker	107	15
	0679 Medical Support Assistance	280	16
	0801 General Engineering	9	17
	0203 Human Resources Assistance	7	18
	0344 Management and Program Clerical and Assistance	2	19
	0510 Accounting	0	20
	0525 Accounting Technician	0	21
	0544 Civilian Pay	4	22
	0560 Budget Analysis	5	23
	0561 Budget Clerical and Assistance	1	24
	0530 Cash Processing	3	25
	0340 Program Management	0	26
	1530 Statistician	1	36
	1410 Librarian	0	41
	2010 Inventory Management	26	42
	2854 Electrical Equipment Repairer	2	43
	4742 Utility Systems Repairer-Operator	0	44
	7408 Food Service Worker	69	45
	7404 Cook	10	46
	0343 Management and Program Analysis	11	53
	0318 Secretary	10	54
	4701 Miscellaneous General Maintenance and Operations Work	2	59

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.39. (VISN 06), (658), Salem VA Medical Center (Salem, VA) Shortages and Rankings

(VISN 06), (658), Salem VA Medical Center (Salem, VA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	145	1
	0610 Nurse#	401	2
	0649 Medical Instrument Technician	18	5
	0620 Practical Nurse	116	7
	0661 Pharmacy Technician	21	10
Non-Clinical	3566 Custodial Worker	77	3
	0801 General Engineering	5	4
	0201 Human Resources Management	15	6
	0083 Police	14	8
	0622 Medical Supply Aide and Technician	19	9

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.40. (VISN 06), (659), W.G. (Bill) Hefner VA Medical Center (Salisbury, NC) Shortages and Rankings

(VISN 06), (659), W.G. (Bill) Hefner VA Medical Center (Salisbury, NC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	30	1
	31 Psychiatry*	38	2
	CQ RN Staff- Inpatient Mental Health#	32	3
	25 Gastroenterology*	13	6
	12 Urology*	7	7
	75 NP-Primary Care#	11	10
	CS RN Staff- Outpatient Mental Health#	15	11
	S4 RN/Wound Care Spec#	3	13
	E4 Cardiovascular/Thoracic Surgeon*	0	14
	CV RN Staff-Interventional#	65	15
Non-Clinical	0201 Human Resources Management	24	4
	3566 Custodial Worker	76	5
	0679 Medical Support Assistance	311	8
	0203 Human Resources Assistance	8	9
	7408 Food Service Worker	33	12

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.41. (VISN 07), (508), Atlanta VA Health Care System (Decatur, GA) Shortages and Rankings

(VISN 07), (508), Atlanta VA Health Care System (Decatur, GA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	53	1
	88 RN Staff Nurse-Inpatient#	558	2
	Q1 RN/Staff-Outpatient#	95	3
	Q2 RN/Staff-Mixed#	62	4
	30 Neurology*	11	5
	CA Cardiology Non-Interventionalist*	1	6
	E4 Cardiovascular/Thoracic Surgeon*	1	7
	E5 Neurosurgery*	1	8
	25 Gastroenterology*	7	9
	16 Emergency Medicine*	16	11
	1 Anesthesiology*	14	12
	2 Surgery*	9	13
	49 Family Practice*	8	14
	21 General Internal Medicine*	45	15
	3 Gynecology*	4	16
	6 Ophthalmology*	18	17
	12 Urology*	3	18
	9 Plastic Surgery*	3	19
	8 Otolaryngology*	6	20
	7 Orthopedic Surgery*	7	21
	11 Thoracic Surgery*	3	22
	13 Physiatry*	2	23
	18 Hematology*	6	24
	19 Infectious Diseases*	6	25
	20 Dermatology*	10	26
	23 Allergy & Immunology*	1	27
	0601 General Health Science/Nuclear Medicine Technologist	9	28
	26 Pulmonary Diseases*	11	29
	27 Nephrology*	7	30
	28 Rheumatology*	3	31

(VISN 07), (508), Atlanta VA Health Care System (Decatur, GA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	*31 Psychiatry**	71	32
	*29 Endocrine and Metabolism**	11	33
	*32 Anatomic Pathology**	9	34
	*46 Nuclear Medicine**	5	35
	*33 Clinical Pathology**	10	36
	*45 Radiology-Interventional**	1	37
	*38 Radiology-Diagnostic**	17	38
	*44 Physical Medicine & Rehabilitation**	8	39
	*40 Geriatrics**	14	40
	*43 Pathology**	5	42
	0101 Social Science/Licensed Prof Mental Health Counselor	16	44
	0660 Pharmacist	102	45
	0180 Psychology	126	46
	0621 Nursing Assistant	237	47
	0649 Medical Instrument Technician	62	49
	0185 Social Work	277	50
	0644 Medical Technologist	45	51
	0601 General Health Science/Blind Rehab	3	52
	0631 Occupational Therapist	11	54
	0640 Health Aid and Technician (Title 5)	134	55
	0648 Therapeutic Radiologic Technologist	8	56
	0633 Physical Therapist	21	57
	0645 Medical Technician	54	58
	0601 General Health Science/Registered Respiratory Therapist	23	59
	0620 Practical Nurse	192	60
	0647 Diagnostic Radiologic Technologist	47	61
	0630 Dietitian and Nutritionist	23	62
	0605 Nurse Anesthetist	12	63
	*R4 Vascular Surgery**	1	64
	0661 Pharmacy Technician	51	65
	0665 Speech Pathology and Audiology	26	67

(VISN 07), (508), Atlanta VA Health Care System (Decatur, GA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	R3 Hematology/Oncology*	2	68
	E6 Cardiology Non-Interventionalist*	10	69
	0668 Podiatrist	13	70
	0680 Dental Officer	24	71
	Q9 Sleep Medicine*	1	72
	Q6 RN/Staff-Inpatient Community Living Center#	27	74
	0681 Dental Assistant	31	75
	N5 NP-Other#	17	77
	0682 Dental Hygiene	6	78
	N1 NP/Long Term Care#	5	79
	0683 Dental Laboratory Aid and Technician	5	80
	Q3 RN-Telephone Triage#	8	81
	K6 Hospitalist*	12	82
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	14	83
	M9 Cardiology-Interventional*	1	84
Non-Clinical	0622 Medical Supply Aide and Technician	18	10
	0083 Police	97	41
	0201 Human Resources Management	80	43
	0505 Financial Management	1	48
	0501 Financial Administration and Program	0	53
	0858 Biomedical Engineering	2	66
	0675 Medical Records Technician	22	73
	0679 Medical Support Assistance	391	76

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.42. (VISN 07), (509), Charlie Norwood VA Medical Center (Augusta, GA) Shortages and Rankings

(VISN 07), (509), Charlie Norwood VA Medical Center (Augusta, GA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	R3 Hematology/Oncology*	2	1
	31 Psychiatry*	14	2
	27 Nephrology*	5	3
	0644 Medical Technologist	39	4
	CR RN Staff- Emergency Dept/Urgent Care#	26	5
	88 RN Staff Nurse-Inpatient#	246	6
	CM RN Staff-Critical Care#	41	11
	25 Gastroenterology*	4	12
	R4 Vascular Surgery*	2	13
	82 RN, Senior Leadership#	6	14
	86 RN, Shift Supervisor#	2	16
	0631 Occupational Therapist	14	17
	0649 Medical Instrument Technician	21	18
Non-Clinical	3566 Custodial Worker	103	7
	0622 Medical Supply Aide and Technician	14	8
	0201 Human Resources Management	20	9
	0083 Police	28	10
	0801 General Engineering	7	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.43. (VISN 07), (521), Birmingham VA Medical Center (Birmingham, AL) Shortages and Rankings

(VISN 07), (521), Birmingham VA Medical Center (Birmingham, AL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	CM RN Staff-Critical Care#	0	1
	CR RN Staff- Emergency Dept/Urgent Care#	1	2
	S4 RN/Wound Care Spec#	3	3
	S5 RN, IV Therapy#	4	4
	0620 Practical Nurse	151	5
	0610 Nurse#	585	6
	CJ Resource/Float Pool#	3	7
	16 Emergency Medicine*	7	8
	12 Urology*	7	9
	CW RN Staff- Peri-Op#	2	10
	9 Plastic Surgery*	1	11
	Q2 RN/Staff-Mixed#	19	12
	7 Orthopedic Surgery*	7	13
	Q4 RN Clinical Nurse Lead#	0	14
	5 Medical Oncology*	0	15
	58 Assistant Chief Of Staff*	0	16
	61 ACOS/Quality Assurance*	0	17
	CE Palliative Care*	1	18
	CF Dermatology Mohs*	0	19
	E4 Cardiovascular/Thoracic Surgeon*	3	20
	E5 Neurosurgery*	5	21
	K6 Hospitalist*	8	22
	K9 Mohs Surgery*	0	23
	P8 Dep Chief Of Staff*	0	24
	P9 Orthopedic*	0	25
	Q9 Sleep Medicine*	1	26
	R3 Hematology/Oncology*	3	27
	R4 Vascular Surgery*	3	28
	38 Radiology-Diagnostic*	6	29
	18 Hematology*	0	30

(VISN 07), (521), Birmingham VA Medical Center (Birmingham, AL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	20 Dermatology*	3	31
	25 Gastroenterology*	9	32
	34 Advanced Geriatric Fellow*	2	33
	40 Geriatrics*	8	34
	47 Research-Career Development*	1	35
	48 Research*	0	36
	51 Chief Of Staff*	1	37
	52 Chief Of Staff Trainee*	0	38
	8 Otolaryngology*	5	39
	0633 Physical Therapist	14	40
	0649 Medical Instrument Technician	52	41
	0661 Pharmacy Technician	39	42
	0681 Dental Assistant	13	45
	1306 Health Physics	2	48
Non-Clinical	0673 Hospital Housekeeping Management	2	43
	0675 Medical Records Technician	34	44
	0854 Computer Engineering	0	46
	0858 Biomedical Engineering	2	47
	0203 Human Resources Assistance	10	49

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.44. (VISN 07), (534), Ralph H. Johnson VA Medical Center (Charleston, SC) Shortages and Rankings

(VISN 07), (534), Ralph H. Johnson VA Medical Center (Charleston, SC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	Q6 RN/Staff-Inpatient Community Living Center[#]	5	2
	75 NP-Primary Care[#]	14	5
	0633 Physical Therapist	19	7
	40 Geriatrics*	3	8
	0640 Health Aid and Technician (Title 5)	56	9
	0644 Medical Technologist	32	10
	0621 Nursing Assistant	66	11
	88 RN Staff Nurse-Inpatient[#]	301	12
	0180 Psychology	84	16
	31 Psychiatry*	50	17
	Q1 RN/Staff-Outpatient[#]	75	18
	0620 Practical Nurse	142	19
	0602 Medical Officer*	303	20
	7 Orthopedic Surgery*	7	21
	11 Thoracic Surgery*	0	22
	25 Gastroenterology*	6	23
	19 Infectious Diseases*	3	24
	20 Dermatology*	9	25
	45 Radiology-Interventional*	4	26
	CE Palliative Care*	1	27
	E4 Cardiovascular/Thoracic Surgeon*	3	28
	E5 Neurosurgery*	0	29
	P8 Dep Chief Of Staff*	1	30
	0610 Nurse[#]	611	31
	P7 Pharmacist Executive*	1	32
	51 Chief Of Staff*	1	34
	12 Urology*	7	35
	0660 Pharmacist	94	36
Non-Clinical	0801 General Engineering	10	1
	0083 Police	19	3

(VISN 07), (534), Ralph H. Johnson VA Medical Center (Charleston, SC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	3566 Custodial Worker	74	4
	0203 Human Resources Assistance	6	6
	0679 Medical Support Assistance	277	13
	0301 Miscellaneous Administration and Program	50	14
	0303 Miscellaneous Clerk and Assistant	59	15
	0670 Health System Administration	2	33

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.45. (VISN 07), (544), Columbia VA Health Care System (Columbia, SC) Shortages and Rankings

(VISN 07), (544), Columbia VA Health Care System (Columbia, SC)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.46. (VISN 07), (557), Carl Vinson VA Medical Center (Dublin, GA) Shortages and Rankings

(VISN 07), (557), Carl Vinson VA Medical Center (Dublin, GA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	51 Chief Of Staff*	0	2
	0602 Medical Officer*	75	3
	0610 Nurse#	284	4
	P1 Primary Care*	6	5
	Q6 RN/Staff-Inpatient Community Living Center#	43	6
	0180 Psychology	22	7
	40 Geriatrics*	1	8
	31 Psychiatry*	11	9
	0662 Optometrist	6	10
	0665 Speech Pathology and Audiology	5	11
	0644 Medical Technologist	14	12
Non-Clinical	0670 Health System Administration	0	1
	0858 Biomedical Engineering	1	13
	3566 Custodial Worker	50	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.47. (VISN 07), (619), Central Alabama Veterans Health Care System (Montgomery, AL) Shortages and Rankings

(VISN 07), (619), Central Alabama Veterans Health Care System (Montgomery, AL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	51 Chief Of Staff*	0	1
	0180 Psychology	34	2
	P1 Primary Care*	30	3
	31 Psychiatry*	13	4
	26 Pulmonary Diseases*	0	6
	K6 Hospitalist*	3	7
	12 Urology*	1	8
	25 Gastroenterology*	0	9
	22 Internal Medicine*	0	10
	4 Pain Management/Physical Medicine and Rehabilitation*	1	11
Non-Clinical	0201 Human Resources Management	30	5

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.48. (VISN 07), (679), Tuscaloosa VA Medical Center (Tuscaloosa, AL) Shortages and Rankings

	(VISN 07), (679), Tuscaloosa VA Medical Center (Tuscaloosa, AL)		
Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	42	1
	38 Radiology-Diagnostic*	1	2
	E1 Associate Chief of Staff Extended Care*	1	3
	E2 Associate Chief of Staff Geriatrics/Long Term Care*	1	4
	31 Psychiatry*	12	5
	40 Geriatrics*	3	6
	51 Chief Of Staff*	0	7
	CC Pain Management*	0	8
	30 Neurology*	1	9
	P1 Primary Care*	9	10
	63 General Practice*	1	11
	49 Family Practice*	1	12
	K6 Hospitalist*	1	13
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	11	14
	S4 RN/Wound Care Spec#	1	15
	0620 Practical Nurse	90	16
	0180 Psychology	19	18
	0631 Occupational Therapist	3	23
	0633 Physical Therapist	5	24
	0635 Corrective Therapist	6	25
	0681 Dental Assistant	3	30
	0682 Dental Hygiene	2	31
Non-Clinical	0544 Civilian Pay	1	17
	0083 Police	15	19
	0201 Human Resources Management	5	20
	0343 Management and Program Analysis	13	21
	0673 Hospital Housekeeping Management	1	22
	5402 Boiler Plant Operator	5	26
	3566 Custodial Worker	41	27

(VISN 07), (679), Tuscaloosa VA Medical Center (Tuscaloosa, AL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0801 General Engineering	7	28
	4102 Painting	0	29

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.49. (VISN 08), (516), Bay Pines VA Healthcare System (Bay Pines, FL) Shortages and Rankings

(VISN 08), (516), Bay Pines VA Healthcare System (Bay Pines, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	20 Dermatology*	4	3
	0644 Medical Technologist	55	4
	30 Neurology*	5	5
	31 Psychiatry*	47	7
	0180 Psychology	78	8
	P1 Primary Care*	91	11
Non-Clinical	2810 Electrician (High Voltage)	2	1
	2805 Electrician	9	2
	4204 Pipefitting	7	6
	0675 Medical Records Technician	48	9
	0669 Medical Records Administration	3	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.50. (VISN 08), (546), Miami VA Healthcare System (Miami, FL) Shortages and Rankings

(VISN 08), (546), Miami VA Healthcare System (Miami, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	82 RN, Senior Leadership#	7	2
	30 Neurology*	7	5
Non-Clinical	0679 Medical Support Assistance	235	1
	0622 Medical Supply Aide and Technician	18	3
	3566 Custodial Worker	110	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.51. (VISN 08), (548), West Palm Beach VA Medical Center (West Palm Beach, FL) Shortages and Rankings

(VISN 08), (548), West Palm Beach VA Medical Center (West Palm Beach, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	5	1
	CF Dermatology Mohs*	0	3
Non-Clinical	3566 Custodial Worker	93	2

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.52. (VISN 08), (573), North Florida/South Georgia Veterans Healthcare System (Gainesville, FL) Shortages and Rankings

(VISN 08), (573), North Florida/South Georgia Veterans Healthcare System (Gainesville, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	76	1
	31 Psychiatry*	61	2
	25 Gastroenterology*	13	3
	12 Urology*	8	4
	20 Dermatology*	5	5
	CW RN Staff- Peri-Op#	33	6
	CR RN Staff- Emergency Dept/Urgent Care#	42	7
	CQ RN Staff- Inpatient Mental Health#	46	8
	CY NP-Geriatrics#	4	9
	88 RN Staff Nurse-Inpatient#	385	10
	0185 Social Work	223	11
	0647 Diagnostic Radiologic Technologist	98	12
	0620 Practical Nurse	225	13
Non-Clinical	0801 General Engineering	5	14
	0201 Human Resources Management	44	15
	0675 Medical Records Technician	33	16
	0858 Biomedical Engineering	0	17
	0083 Police	56	18

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.53. (VISN 08), (672), VA Caribbean Healthcare System (San Juan, PR) Shortages and Rankings

(VISN 08), (672), VA Caribbean Healthcare System (San Juan, PR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	E4 Cardiovascular/Thoracic Surgeon*	0	1
	11 Thoracic Surgery*	0	2
	G9 Radiation Oncology*	0	3
	M9 Cardiology-Interventional*	0	4
	S4 RN/Wound Care Spec#	2	6
	0601 General Health Science/Therapeutic Medical Physicist	2	7
	0648 Therapeutic Radiologic Technologist	3	8
	0660 Pharmacist	95	9
	0620 Practical Nurse	348	10
	0640 Health Aid and Technician/Certified Respiratory Therapist	19	11
	7 Orthopedic Surgery*	7	12
	27 Nephrology*	3	14
	44 Physical Medicine & Rehabilitation*	17	15
	K8 Critical Care*	5	16
Non-Clinical	0505 Financial Management	1	5
	0201 Human Resources Management	35	13

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.54. (VISN 08), (673), James A. Haley Veterans' Hospital (Tampa, FL) Shortages and Rankings

(VISN 08), (673), James A. Haley Veterans' Hospital (Tampa, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	E4 Cardiovascular/Thoracic Surgeon*	2	1
	P1 Primary Care*	24	2
	88 RN Staff Nurse-Inpatient#	320	3
	Q6 RN/Staff-Inpatient Community Living Center#	58	6
	CR RN Staff- Emergency Dept/Urgent Care#	58	9
Non-Clinical	1601 General Facilities and Equipment (Title 5)	10	4
	0679 Medical Support Assistance	362	5
	3566 Custodial Worker	217	7
	7408 Food Service Worker	82	8
	0083 Police	63	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.55. (VISN 08), (675), Orlando VA Medical Center (Orlando, FL) Shortages and Rankings

(VISN 08), (675), Orlando VA Medical Center (Orlando, FL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	25 Gastroenterology*	8	1
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	8	2
	CQ RN Staff- Inpatient Mental Health#	39	3
	G9 Radiation Oncology*	2	4
	31 Psychiatry*	56	7
	P1 Primary Care*	74	8
	8 Otolaryngology*	3	9
	87 RN, Manager/Head Nurse#	38	10
	0620 Practical Nurse	148	11
	Q6 RN/Staff-Inpatient Community Living Center#	52	12
Non-Clinical	0201 Human Resources Management	32	5
	0341 Administrative Officer	25	6
	0679 Medical Support Assistance	408	13
	3566 Custodial Worker	159	14

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.56. (VISN 09), (596), Lexington VA Medical Center (Lexington, KY) Shortages and Rankings

(VISN 09), (596), Lexington VA Medical Center (Lexington, KY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	14	1
	20 Dermatology*	3	2
	40 Geriatrics*	3	3
	38 Radiology-Diagnostic*	5	4
	44 Physical Medicine & Rehabilitation*	3	5
	45 Radiology-Interventional*	3	6
	43 Pathology*	3	7
	2 Surgery*	15	8
	6 Ophthalmology*	1	9
	9 Plastic Surgery*	1	10
	10 Colon & Rectal Surgery*	1	11
	12 Urology*	1	12
	13 Physiatry*	1	13
	18 Hematology*	2	14
	19 Infectious Diseases*	3	15
	1 Anesthesiology*	10	16
	25 Gastroenterology*	3	17
	26 Pulmonary Diseases*	7	18
	27 Nephrology*	2	19
	28 Rheumatology*	2	20
	29 Endocrine and Metabolism*	2	21
	30 Neurology*	6	22
	M9 Cardiology-Interventional*	4	23
	E1 Associate Chief of Staff Extended Care*	1	24
	E4 Cardiovascular/Thoracic Surgeon*	1	25
	E5 Neurosurgery*	1	26
	E6 Cardiology Non-Interventionalist*	7	27
	R4 Vascular Surgery*	1	28
	0620 Practical Nurse	95	29
	0605 Nurse Anesthetist	3	30

(VISN 09), (596), Lexington VA Medical Center (Lexington, KY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0649 Medical Instrument Technician	39	31
	0647 Diagnostic Radiologic Technologist	27	32
	0645 Medical Technician	10	34
	0633 Physical Therapist	17	35
	0631 Occupational Therapist	4	36
	0601 General Health Science/Nuclear Medicine Technologist	5	37
	0181 Psychology Aid and Technician	2	39
	0642 Nuclear Medicine Technician	5	43
	0644 Medical Technologist	41	44
	0602 Medical Officer*	178	46
Non-Clinical	0083 Police	29	33
	0201 Human Resources Management	22	38
	0622 Medical Supply Aide and Technician	23	40
	0801 General Engineering	6	41
	3566 Custodial Worker	73	42
	0260 Equal Employment Opportunity	1	45

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.57. (VISN 09), (603), Robley Rex VA Medical Center (Louisville, KY) Shortages and Rankings

(VISN 09), (603), Robley Rex VA Medical Center (Louisville, KY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	149	1
	0610 Nurse#	504	2
	P1 Primary Care*	33	3
	31 Psychiatry*	17	4
	2 Surgery*	3	5
	7 Orthopedic Surgery*	3	6
	30 Neurology*	1	7
	74 RN, Infection Control#	1	8
	88 RN Staff Nurse-Inpatient#	80	9
	87 RN, Manager/Head Nurse#	22	10
	S4 RN/Wound Care Spec#	3	11
	0647 Diagnostic Radiologic Technologist	30	13
	0681 Dental Assistant	7	14
	0668 Podiatrist	2	16
	G6 RN/Program Manager/Coordinator#	1	17
Non-Clinical	0201 Human Resources Management	19	12
	0675 Medical Records Technician	13	15
	0083 Police	16	18
	0858 Biomedical Engineering	0	19
	0203 Human Resources Assistance	9	20
	0318 Secretary	14	21

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.58. (VISN 09), (614), Memphis VA Medical Center (Memphis, TN) Shortages and Rankings

(VISN 09), (614), Memphis VA Medical Center (Memphis, TN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	18	1
	P9 Orthopedic*	0	2
	R4 Vascular Surgery*	4	3
	38 Radiology-Diagnostic*	9	4
	41 Pain Management/Anesthesia*	0	5
	0180 Psychology	42	6
	0645 Medical Technician	9	7
	0610 Nurse#	0	8
	CR RN Staff- Emergency Dept/Urgent Care#	36	9
Non-Clinical	0201 Human Resources Management	26	10
	3566 Custodial Worker	97	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.59. (VISN 09), (621), James H. Quillen VA Medical Center (Mountain Home, TN) Shortages and Rankings

(VISN 09), (621), James H. Quillen VA Medical Center (Mountain Home, TN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	20 Dermatology*	1	1
	40 Geriatrics*	0	2
	0601 General Health Science/Therapeutic Medical Physicist	1	3
	4 Pain Management/Physical Medicine and Rehabilitation*	1	4
	31 Psychiatry*	20	5
	0631 Occupational Therapist	6	9
	12 Urology*	4	10
	25 Gastroenterology*	7	11
	30 Neurology*	1	12
	75 NP-Primary Care#	37	13
	Q2 RN/Staff-Mixed#	0	14
	Q6 RN/Staff-Inpatient Community Living Center#	42	15
	CM RN Staff-Critical Care#	35	16
	0638 Recreation/Creative Arts Therapist	2	17
	82 RN, Senior Leadership#	5	18
	0180 Psychology	58	19
Non-Clinical	2805 Electrician	3	6
	0201 Human Resources Management	15	7
	3566 Custodial Worker	68	8
	0675 Medical Records Technician	22	20
	0083 Police	26	21

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.60. (VISN 09), (626), Tennessee Valley Healthcare System (Nashville, TN) Shortages and Rankings

(VISN 09), (626), Tennessee Valley Healthcare System (Nashville, TN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	47	1
	0610 Nurse#	1024	2
	0621 Nursing Assistant	179	4
	0644 Medical Technologist	63	6
	0647 Diagnostic Radiologic Technologist	71	8
	0646 Pathology Technician/Histopathology	3	12
Non-Clinical	3566 Custodial Worker	141	3
	0083 Police	63	5
	5402 Boiler Plant Operator	9	7
	0675 Medical Records Technician	31	9
	4204 Pipefitting	3	10
	1601 General Facilities and Equipment	13	11
	0669 Medical Records Administration	3	13
	5048 Animal Caretaking	2	14
	0201 Human Resources Management	45	15
	0544 Civilian Pay	7	16
	7408 Food Service Worker	55	17

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.61. (VISN 10), (506), VA Ann Arbor Healthcare System (Ann Arbor, MI) Shortages and Rankings

(VISN 10), (506), VA Ann Arbor Healthcare System (Ann Arbor, MI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	6 Ophthalmology*	14	1
	2 Surgery*	6	2
	1 Anesthesiology*	14	3
	P1 Primary Care*	17	4
	G9 Radiation Oncology*	3	5
	31 Psychiatry*	4	6
	25 Gastroenterology*	1	7
	12 Urology*	7	8
	20 Dermatology*	1	9
	K6 Hospitalist*	19	10
	DA NP-Surgical Special#	14	11
	88 RN Staff Nurse-Inpatient#	194	12
	Q2 RN/Staff-Mixed#	87	13
	0603 Physician's Assistant	9	14
	0644 Medical Technologist	38	16
	0649 Medical Instrument Technician	53	17
Non-Clinical	0679 Medical Support Assistance	191	15
	0501 Financial Administration and Program	0	18
	0525 Accounting Technician	2	19
	0544 Civilian Pay	5	20
	0203 Human Resources Assistance	11	21
	0201 Human Resources Management	20	22
	2005 Supply Clerical and Technician	26	23
	0083 Police	20	24

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.62. (VISN 10), (515), Battle Creek VA Medical Center (Battle Creek, MI) Shortages and Rankings

(VISN 10), (515), Battle Creek VA Medical Center (Battle Creek, MI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	14	1
	0644 Medical Technologist	11	3
	0645 Medical Technician	9	4
	0180 Psychology	47	5
	21 General Internal Medicine*	23	6
	0603 Physician's Assistant	9	11
	0647 Diagnostic Radiologic Technologist	11	12
Non-Clinical	0083 Police	13	2
	0525 Accounting Technician	5	7
	0510 Accounting	3	8
	0201 Human Resources Management	18	9
	0203 Human Resources Assistance	5	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.63. (VISN 10), (538), Chillicothe VA Medical Center (Chillicothe, OH) Shortages and Rankings

(VISN 10), (538), Chillicothe VA Medical Center (Chillicothe, OH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	10	1
	Q6 RN/Staff-Inpatient Community Living Center#	35	2
	20 Dermatology*	0	3
	CQ RN Staff- Inpatient Mental Health#	15	4
	12 Urology*	0	5
	86 RN, Shift Supervisor#	5	6
	4 Pain Management/Physical Medicine and Rehabilitation*	1	7
	CY NP-Geriatrics#	1	8
	26 Pulmonary Diseases*	1	9
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	7	10
	0645 Medical Technician	3	12
	0649 Medical Instrument Technician	8	13
	0620 Practical Nurse	152	14
	0647 Diagnostic Radiologic Technologist	11	17
	0610 Nurse#	315	18
	0644 Medical Technologist	10	19
	0060 Chaplain	4	26
	CA Cardiology Non-Interventionalist*	1	28
	13 Physiatry*	1	29
Non-Clinical	0083 Police	13	11
	0810 Civil Engineering	2	15
	0081 Fire Protection and Prevention	20	16
	0679 Medical Support Assistance	125	20
	0670 Health System Administration	1	21
	3566 Custodial Worker	80	22
	7408 Food Service Worker	45	23
	0201 Human Resources Management	12	24
	0544 Civilian Pay	5	25

(VISN 10), (538), Chillicothe VA Medical Center (Chillicothe, OH)

Clinical / Non-Clinical	*Occupation*	*Number of Staff in this Occupation as of 12/31/2018*	*Overall Rank of Shortages*
	0505 Financial Management	1	27

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.64. (VISN 10), (539), Cincinnati VA Medical Center (Cincinnati, OH) Shortages and Rankings

(VISN 10), (539), Cincinnati VA Medical Center (Cincinnati, OH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	R3 Hematology/Oncology*	2	1
	R4 Vascular Surgery*	1	2
	43 Pathology*	1	3
	4 Pain Management/Physical Medicine and Rehabilitation*	0	4
	8 Otolaryngology*	1	5
	10 Colon & Rectal Surgery*	0	6
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.65. (VISN 10), (541), Louis Stokes Cleveland VA Medical Center (Cleveland, OH) Shortages and Rankings

(VISN 10), (541), Louis Stokes Cleveland VA Medical Center (Cleveland, OH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	363	1
	0603 Physician's Assistant	34	2
	0601 General Health Science/Therapeutic Medical Physicist	2	5
Non-Clinical	0622 Medical Supply Aide and Technician	42	3
	0083 Police	30	4
	0544 Civilian Pay	7	6
	0679 Medical Support Assistance	404	7
	0675 Medical Records Technician	36	8
	0201 Human Resources Management	65	9
	7408 Food Service Worker	102	10
	3566 Custodial Worker	150	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.66. (VISN 10), (552), Dayton VA Medical Center (Dayton, OH) Shortages and Rankings

(VISN 10), (552), Dayton VA Medical Center (Dayton, OH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	12 Urology*	3	1
	25 Gastroenterology*	2	2
	Q9 Sleep Medicine*	0	3
	6 Ophthalmology*	2	4
	0662 Optometrist	10	5
	30 Neurology*	3	6
	7 Orthopedic Surgery*	4	7
	26 Pulmonary Diseases*	3	8
	31 Psychiatry*	13	10
	E4 Cardiovascular/Thoracic Surgeon*	1	11
	R3 Hematology/Oncology*	4	12
	E6 Cardiology Non-Interventionalist*	2	13
	CA Cardiology Non-Interventionalist*	2	14
	G9 Radiation Oncology*	1	15
	0667 Orthotist and Prosthetist	2	16
	0649 Medical Instrument Technician	21	17
Non-Clinical	0675 Medical Records Technician	19	9

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.67. (VISN 10), (553), John D. Dingell VA Medical Center (Detroit, MI) Shortages and Rankings

(VISN 10), (553), John D. Dingell VA Medical Center (Detroit, MI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	19	1
	K8 Critical Care*	4	2
	0603 Physician's Assistant	6	5
	CX RN First Assist#	0	6
	R3 Hematology/Oncology*	1	7
	26 Pulmonary Diseases*	7	8
	K9 Mohs Surgery*	0	9
	25 Gastroenterology*	2	10
	0644 Medical Technologist	32	11
	0645 Medical Technician	9	12
	51 Chief Of Staff*	1	13
	82 RN, Senior Leadership#	5	14
	S4 RN/Wound Care Spec#	1	15
	91 Nurse Supervisor Surgical Service#	0	16
	86 RN, Shift Supervisor#	1	17
	Q4 RN Clinical Nurse Lead#	0	18
	80 RN/Nurse Executive#	1	19
	55 Director*	1	20
	0601 General Health Science/Therapeutic Medical Physicist	1	21
Non-Clinical	0083 Police	22	3
	0201 Human Resources Management	18	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.68. (VISN 10), (583), Richard L. Roudebush VA Medical Center (Indianapolis, IN) Shortages and Rankings

(VISN 10), (583), Richard L. Roudebush VA Medical Center (Indianapolis, IN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	3	1
	E4 Cardiovascular/Thoracic Surgeon*	3	2
	Q2 RN/Staff-Mixed#	88	3
	88 RN Staff Nurse-Inpatient#	263	4
	0620 Practical Nurse	99	7
	0621 Nursing Assistant	64	8
	0644 Medical Technologist	50	10
Non-Clinical	0083 Police	17	5
	0801 General Engineering	8	6
	0201 Human Resources Management	21	9
	1105 Purchasing	9	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.69. (VISN 10), (610), VA Northern Indiana Health Care System (Fort Wayne, IN) Shortages and Rankings

(VISN 10), (610), VA Northern Indiana Health Care System (Fort Wayne, IN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	83	1
	38 Radiology-Diagnostic*	3	2
	12 Urology*	1	3
	P1 Primary Care*	11	4
	0649 Medical Instrument Technician	9	5
	0644 Medical Technologist	21	6
	0645 Medical Technician	22	7
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.70. (VISN 10), (655), Aleda E. Lutz VA Medical Center (Saginaw, MI) Shortages and Rankings

(VISN 10), (655), Aleda E. Lutz VA Medical Center (Saginaw, MI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	11	1
	0180 Psychology	18	2
	0644 Medical Technologist	15	3
	K6 Hospitalist*	7	4
	40 Geriatrics*	1	5
	P1 Primary Care*	13	6
	16 Emergency Medicine*	5	7
	0633 Physical Therapist	18	8
	38 Radiology-Diagnostic*	1	9
	30 Neurology*	0	10
	0680 Dental Officer	5	11
	0662 Optometrist	6	12
	0665 Speech Pathology and Audiology	9	13
	P8 Dep Chief Of Staff*	0	14
	51 Chief Of Staff*	1	15
	80 RN/Nurse Executive#	1	16
Non-Clinical	0083 Police	11	17
	0801 General Engineering	4	18

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.71. (VISN 10), (757), Chalmers P. Wylie Ambulatory Care Center (Columbus, OH) Shortages and Rankings

(VISN 10), (757), Chalmers P. Wylie Ambulatory Care Center (Columbus, OH)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	26 Pulmonary Diseases*	3	1
	7 Orthopedic Surgery*	2	2
	20 Dermatology*	7	3
	8 Otolaryngology*	2	4
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.72. (VISN 12), (537), Jesse Brown VA Medical Center (Chicago, IL) Shortages and Rankings

(VISN 12), (537), Jesse Brown VA Medical Center (Chicago, IL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	30 Neurology*	15	1
	38 Radiology-Diagnostic*	24	2
	16 Emergency Medicine*	33	5
	0601 General Health Science/Registered Respiratory Therapist	12	7
	0605 Nurse Anesthetist	6	8
	Q4 RN Clinical Nurse Lead#	2	9
	0640 Health Aid and Technician (Title 5)	93	16
Non-Clinical	0675 Medical Records Technician	26	3
	0201 Human Resources Management	20	4
	0679 Medical Support Assistance	190	6
	1410 Librarian	0	10
	1411 Library Technician	0	11
	1701 General Education and Training	1	12
	1712 Training Instruction	0	13
	3566 Custodial Worker	127	14
	0083 Police	30	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.73. (VISN 12), (550), VA Illiana Health Care System (Danville, IL) Shortages and Rankings

(VISN 12), (550), VA Illiana Health Care System (Danville, IL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	38 Radiology-Diagnostic*	1	1
	26 Pulmonary Diseases*	0	2
	0180 Psychology	33	3
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	4
	30 Neurology*	0	5
Non-Clinical	0801 General Engineering	4	6

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.74. (VISN 12), (556), Captain James A. Lovell Federal Health Care Center (North Chicago, IL) Shortages and Rankings

(VISN 12), (556), Captain James A. Lovell Federal Health Care Center (North Chicago, IL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	40 Geriatrics*	4	1
	51 Chief Of Staff*	1	5
	38 Radiology-Diagnostic*	6	6
Non-Clinical	0083 Police	22	2
	0801 General Engineering	7	3
	0544 Civilian Pay	5	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.75. (VISN 12), (578), Edward Hines Jr. VA Hospital (Hines, IL) Shortages and Rankings

(VISN 12), (578), Edward Hines Jr. VA Hospital (Hines, IL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	30 Neurology*	8	1
	0610 Nurse#	835	2
	0645 Medical Technician	8	6
	0640 Health Aid and Technician (Title 5)	217	8
	K6 Hospitalist*	19	10
Non-Clinical	0801 General Engineering	8	3
	7408 Food Service Worker	111	4
	3566 Custodial Worker	180	5
	5703 Motor Vehicle Operator	15	7
	0669 Medical Records Administration	2	9
	0675 Medical Records Technician	33	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.76. (VISN 12), (585), Oscar G. Johnson VA Medical Center (Iron Mountain, MI) Shortages and Rankings

(VISN 12), (585), Oscar G. Johnson VA Medical Center (Iron Mountain, MI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	12 Urology*	0	1
	31 Psychiatry*	3	2
	0180 Psychology	9	4
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	1	5
	0602 Medical Officer*	22	6
	0680 Dental Officer	2	7
	53 Associate Chief of Staff-Education*	0	8
Non-Clinical	0083 Police	7	3

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.77. (VISN 12), (607), William S. Middleton Memorial Veterans Hospital (Madison, WI) Shortages and Rankings

(VISN 12), (607), William S. Middleton Memorial Veterans Hospital (Madison, WI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0605 Nurse Anesthetist	7	1
	0610 Nurse#	540	2
	0620 Practical Nurse	70	3
	P1 Primary Care*	11	5
	75 NP-Primary Care#	11	6
	1 Anesthesiology*	7	7
	CM RN Staff-Critical Care#	36	8
	Q1 RN/Staff-Outpatient#	53	9
	CW RN Staff- Peri-Op#	51	10
	0661 Pharmacy Technician	57	11
	88 RN Staff Nurse-Inpatient#	72	12
	31 Psychiatry*	21	13
	25 Gastroenterology*	20	14
	K6 Hospitalist*	16	15
	0649 Medical Instrument Technician	28	17
	E4 Cardiovascular/Thoracic Surgeon*	5	21
	28 Rheumatology*	2	22
	26 Pulmonary Diseases*	15	23
	Q9 Sleep Medicine*	0	24
Non-Clinical	3566 Custodial Worker	67	4
	0201 Human Resources Management	11	16
	0622 Medical Supply Aide and Technician	17	18
	7408 Food Service Worker	25	19
	0675 Medical Records Technician	27	20

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.78. (VISN 12), (676), Tomah VA Medical Center (Tomah, WI) Shortages and Rankings

(VISN 12), (676), Tomah VA Medical Center (Tomah, WI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	CA Cardiology Non-Interventionalist*	0	1
	0610 Nurse#	301	2
	CQ RN Staff- Inpatient Mental Health#	8	3
	CU RN Staff- Domiciliary#	13	4
	Q6 RN/Staff-Inpatient Community Living Center#	71	5
	K6 Hospitalist*	3	6
	P1 Primary Care*	1	7
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	3	8
	21 General Internal Medicine*	14	9
	75 NP-Primary Care#	11	10
	N5 NP-Other#	1	11
	0603 Physician's Assistant	10	12
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.79. (VISN 12), (695), Clement J. Zablocki Veterans Affairs Medical Center (Milwaukee, WI) Shortages and Rankings

(VISN 12), (695), Clement J. Zablocki Veterans Affairs Medical Center (Milwaukee, WI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.80. (VISN 15), (589), Kansas City VA Medical Center (Kansas City, MO) Shortages and Rankings

(VISN 15), (589), Kansas City VA Medical Center (Kansas City, MO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0644 Medical Technologist	28	1
	CP RN Staff- Progressive Care#	0	2
	31 Psychiatry*	14	3
	0647 Diagnostic Radiologic Technologist	35	5
	88 RN Staff Nurse-Inpatient#	103	6
	20 Dermatology*	1	7
	0649 Medical Instrument Technician	27	9
	CM RN Staff-Critical Care#	57	10
	E5 Neurosurgery*	1	11
	87 RN, Manager/Head Nurse#	28	13
	30 Neurology*	2	14
	CV RN Staff-Interventional#	34	16
	19 Infectious Diseases*	1	17
	25 Gastroenterology*	7	19
Non-Clinical	0622 Medical Supply Aide and Technician	15	4
	0675 Medical Records Technician	28	8
	0679 Medical Support Assistance	184	12
	4749 Maintenance Mechanic	18	15
	0203 Human Resources Assistance	7	18

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.81. (VISN 15), (589A4), Harry S. Truman Memorial Veterans' Hospital (Columbia, MO) Shortages and Rankings

(VISN 15), (589A4), Harry S. Truman Memorial Veterans' Hospital (Columbia, MO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	16 Emergency Medicine*	6	1
	2 Surgery*	6	2
	30 Neurology*	5	3
	R3 Hematology/Oncology*	2	4
	R4 Vascular Surgery*	5	5
	M9 Cardiology-Interventional*	5	6
	E6 Cardiology Non-Interventionalist*	6	7
	E5 Neurosurgery*	1	8
	E4 Cardiovascular/Thoracic Surgeon*	1	9
	CA Cardiology Non-Interventionalist*	1	10
	49 Family Practice*	1	11
	26 Pulmonary Diseases*	15	12
	27 Nephrology*	3	13
	25 Gastroenterology*	4	14
	28 Rheumatology*	1	15
	29 Endocrine and Metabolism*	4	16
	31 Psychiatry*	12	17
	23 Allergy & Immunology*	1	18
	20 Dermatology*	3	19
	19 Infectious Diseases*	2	20
	13 Physiatry*	1	21
	12 Urology*	3	22
	11 Thoracic Surgery*	1	23
	9 Plastic Surgery*	1	24
	8 Otolaryngology*	1	25
	7 Orthopedic Surgery*	2	26
	6 Ophthalmology*	4	27
	0602 Medical Officer*	152	28
	40 Geriatrics*	1	29
	38 Radiology-Diagnostic*	11	30

(VISN 15), (589A4), Harry S. Truman Memorial Veterans' Hospital (Columbia, MO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	43 Pathology*	2	31
	44 Physical Medicine & Rehabilitation*	2	32
	45 Radiology-Interventional*	2	33
	46 Nuclear Medicine*	2	34
	CB Anesthesiology Pain Management*	1	35
	P1 Primary Care*	17	36
	0101 Social Service/Marriage Family Therapist	0	41
Non-Clinical	*0083 Police*	16	37
	0201 Human Resources Management	16	38
	0622 Medical Supply Aide and Technician	22	39
	0675 Medical Records Technician	15	40

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.82. (VISN 15), (589A5), VA Eastern Kansas Health Care System (Leavenworth, KS) Shortages and Rankings

(VISN 15), (589A5), VA Eastern Kansas Health Care System (Leavenworth, KS)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	17	1
	0180 Psychology	48	2
	16 Emergency Medicine*	9	3
	K6 Hospitalist*	10	4
	0644 Medical Technologist	24	5
	88 RN Staff Nurse-Inpatient#	36	6
	P1 Primary Care*	13	7
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	12	10
	0649 Medical Instrument Technician	22	11
	0645 Medical Technician	13	14
	0631 Occupational Therapist	8	15
	0633 Physical Therapist	14	16
	0060 Chaplain	7	24
Non-Clinical	0801 General Engineering	10	8
	0083 Police	22	9
	5309 Heating and Boiler Plant Equipment Mechanic	4	12
	5402 Boiler Plant Operator	9	13
	0622 Medical Supply Aide and Technician	9	17
	0201 Human Resources Management	20	18
	0341 Administrative Officer	12	19
	4204 Pipefitting	6	20
	0501 Financial Administration and Program	3	21
	0503 Financial Clerical and Assistance	1	22
	0675 Medical Records Technician	17	23

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.83. (VISN 15), (589A7), Robert J. Dole VA Medical Center (Wichita, KS) Shortages and Rankings

(VISN 15), (589A7), Robert J. Dole VA Medical Center (Wichita, KS)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0180 Psychology	13	3
	0647 Diagnostic Radiologic Technologist	21	4
	0640 Health Aid and Technician (Title 5)	18	5
Non-Clinical	0083 Police	15	1
	3566 Custodial Worker	54	2
	0673 Hospital Housekeeping Management	0	6

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.84. (VISN 15), (657), VA St. Louis Health Care System (St. Louis, MO) Shortages and Rankings

(VISN 15), (657), VA St. Louis Health Care System (St. Louis, MO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	2 Surgery*	11	1
	29 Endocrine and Metabolism*	5	2
	88 RN Staff Nurse-Inpatient#	180	4
	P1 Primary Care*	25	5
	43 Pathology*	5	6
	Q2 RN/Staff-Mixed#	4	7
Non-Clinical	3566 Custodial Worker	164	3
	1105 Purchasing	14	8
	0083 Police	34	9
	0679 Medical Support Assistance	285	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.85. (VISN 15), (657A4), John J. Pershing VA Medical Center (Poplar Bluff, MO) Shortages and Rankings

(VISN 15), (657A4), John J. Pershing VA Medical Center (Poplar Bluff, MO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	11	2
	31 Psychiatry*	6	3
	0631 Occupational Therapist	1	5
	0060 Chaplain	2	6
	G6 RN/Program Manager/Coordinator#	5	7
	0602 Medical Officer*	31	.
Non-Clinical	0201 Human Resources Management	7	1
	0801 General Engineering	3	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

Periods in the column, "Overall Rank of Shortages," indicate the facility did not rank the shortage.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.86. (VISN 15), (657A5), Marion VA Medical Center (Marion, IL) Shortages and Rankings

(VISN 15), (657A5), Marion VA Medical Center (Marion, IL)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	120	1
	P1 Primary Care*	32	2
	25 Gastroenterology*	3	3
	26 Pulmonary Diseases*	3	4
	12 Urology*	0	5
	30 Neurology*	0	6
	38 Radiology-Diagnostic*	5	7
	31 Psychiatry*	16	8
	75 NP-Primary Care#	10	9
	0180 Psychology	10	10
	0620 Practical Nurse	105	11
	0605 Nurse Anesthetist	4	12
	0185 Social Work	76	13
	0644 Medical Technologist	18	14
	0647 Diagnostic Radiologic Technologist	26	15
	0633 Physical Therapist	7	20
	0631 Occupational Therapist	8	21
Non-Clinical	0675 Medical Records Technician	21	16
	0801 General Engineering	7	17
	5402 Boiler Plant Operator	6	18
	0670 Health System Administration	1	19
	0083 Police	20	22
	0028 Environmental Protection Specialist	0	23

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.87. (VISN 16), (502), Alexandria VA Health Care System (Pineville, LA) Shortages and Rankings

(VISN 16), (502), Alexandria VA Health Care System (Pineville, LA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0605 Nurse Anesthetist	3	1
	0602 Medical Officer*	55	2
	CQ RN Staff- Inpatient Mental Health#	1	3
	0645 Medical Technician	3	4
	Q6 RN/Staff-Inpatient Community Living Center#	32	6
	0662 Optometrist	2	7
Non-Clinical	3566 Custodial Worker	44	5
	0801 General Engineering	3	8
	0690 Industrial Hygiene	0	9
	4206 Plumbing	0	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.88. (VISN 16), (520), Gulf Coast Veterans Health Care System (Biloxi, MS) Shortages and Rankings

(VISN 16), (520), Gulf Coast Veterans Health Care System (Biloxi, MS)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	146	1
	P1 Primary Care*	46	2
	31 Psychiatry*	23	3
	26 Pulmonary Diseases*	2	4
	25 Gastroenterology*	2	5
	16 Emergency Medicine*	6	6
	30 Neurology*	1	7
	12 Urology*	5	8
	20 Dermatology*	1	9
	K6 Hospitalist*	4	10
	0610 Nurse#	500	11
	Q6 RN/Staff-Inpatient Community Living Center#	75	12
	CM RN Staff-Critical Care#	14	13
	CQ RN Staff- Inpatient Mental Health#	31	14
	Q1 RN/Staff-Outpatient#	101	15
	87 RN, Manager/Head Nurse#	26	16
	0180 Psychology	48	17
	0620 Practical Nurse	175	18
	0185 Social Work	142	20
	0633 Physical Therapist	14	21
	0660 Pharmacist	71	22
Non-Clinical	0083 Police	33	19
	7408 Food Service Worker	67	23
	0201 Human Resources Management	26	24
	3566 Custodial Worker	111	25

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.89. (VISN 16), (564), Fayetteville VA Medical Center (Fayetteville, AR) Shortages and Rankings

(VISN 16), (564), Fayetteville VA Medical Center (Fayetteville, AR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	33 Clinical Pathology*	0	1
	43 Pathology*	0	2
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.90. (VISN 16), (580), Michael E. DeBakey VA Medical Center (Houston, TX) Shortages and Rankings

(VISN 16), (580), Michael E. DeBakey VA Medical Center (Houston, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	K8 Critical Care*	1	1
	P1 Primary Care*	78	2
Non-Clinical	3566 Custodial Worker	174	3
	4804 Locksmithing	1	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.91. (VISN 16), (586), G.V. (Sonny) Montgomery VA Medical Center (Jackson, MS) Shortages and Rankings

(VISN 16), (586), G.V. (Sonny) Montgomery VA Medical Center (Jackson, MS)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0610 Nurse#	451	1
	0602 Medical Officer*	160	2
	0620 Practical Nurse	67	7
	0644 Medical Technologist	31	9
Non-Clinical	0201 Human Resources Management	15	3
	3566 Custodial Worker	86	4
	7408 Food Service Worker	35	5
	0679 Medical Support Assistance	113	6
	0083 Police	32	8

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.92. (VISN 16), (598), Central Arkansas Veterans Healthcare System (Little Rock, AR) Shortages and Rankings

(VISN 16), (598), Central Arkansas Veterans Healthcare System (Little Rock, AR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	252	1
	0610 Nurse#	887	2
	P1 Primary Care*	14	3
	Q6 RN/Staff-Inpatient Community Living Center#	51	4
	88 RN Staff Nurse-Inpatient#	309	5
	CC Pain Management*	1	6
	N9 Cardiac Electrophy*	1	7
	S2 RN Informatics#	3	8
	M9 Cardiology-Interventional*	2	9
	87 RN, Manager/Head Nurse#	40	10
	6 Ophthalmology*	9	12
	20 Dermatology*	1	15
	0640 Health Aid and Technician (Title 5)	75	16
	0180 Psychology	56	17
	0662 Optometrist	10	18
	36 Preventive Medicine*	0	19
	R4 Vascular Surgery*	1	20
	1 Anesthesiology*	11	21
	CJ Resource/Float Pool#	1	22
Non-Clinical	0675 Medical Records Technician	35	11
	0083 Police	36	13
	3566 Custodial Worker	126	14
	0801 General Engineering	7	23
	0858 Biomedical Engineering	1	24
	4742 Utility Systems Repairer-Operator	12	25

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.93. (VISN 16), (629), Southeast Louisiana Veterans Health Care System (New Orleans, LA) Shortages and Rankings

(VISN 16), (629), Southeast Louisiana Veterans Health Care System (New Orleans, LA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	26	1
	0180 Psychology	45	2
	0181 Psychology Aid and Technician	1	3
	0662 Optometrist	3	5
	K6 Hospitalist*	8	6
	CB Anesthesiology Pain Management*	1	7
	12 Urology*	7	8
	30 Neurology*	7	9
	0646 Pathology Technician/Histopathology	2	10
	26 Pulmonary Diseases*	8	11
	0633 Physical Therapist	25	12
	44 Physical Medicine & Rehabilitation*	9	13
	0631 Occupational Therapist	14	14
	0683 Dental Laboratory Aid and Technician	2	15
	40 Geriatrics*	7	16
	G1 Associate Chief of Staff Clinical Informatics#	0	17
	0638 Recreation/Creative Arts Therapist	2	18
	27 Nephrology*	7	19
	4 Pain Management/Physical Medicine and Rehabilitation*	1	20
	13 Physiatry*	1	21
	0645 Medical Technician	8	29
Non-Clinical	0083 Police	64	4
	4804 Locksmithing	2	22
	0201 Human Resources Management	24	23
	0203 Human Resources Assistance	23	24
	3566 Custodial Worker	106	25
	1811 Criminal Investigating	1	26
	0801 General Engineering	5	27
	3603 Masonry	0	28

(VISN 16), (629), Southeast Louisiana Veterans Health Care System (New Orleans, LA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0510 Accounting	2	30
	0525 Accounting Technician	5	31
	0808 Architecture	1	32

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.94. (VISN 16), (667), Overton Brooks VA Medical Center (Shreveport, LA) Shortages and Rankings

(VISN 16), (667), Overton Brooks VA Medical Center (Shreveport, LA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	26 Pulmonary Diseases*	5	1
	P1 Primary Care*	28	3
	E4 Cardiovascular/Thoracic Surgeon*	1	4
	7 Orthopedic Surgery*	3	5
	12 Urology*	3	6
	25 Gastroenterology*	4	7
	27 Nephrology*	2	8
Non-Clinical	0201 Human Resources Management	13	2
	5406 Utility Systems Operator	1	9
	0675 Medical Records Technician	19	10
	0830 Mechanical Engineering	0	11
	0850 Electrical Engineering	0	12
	0801 General Engineering	4	13

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.95. (VISN 17), (504), Amarillo VA Health Care System (Amarillo, TX) Shortages and Rankings

(VISN 17), (504), Amarillo VA Health Care System (Amarillo, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	66	1
	0621 Nursing Assistant	84	2
	0610 Nurse#	300	5
	0180 Psychology	6	6
Non-Clinical	0679 Medical Support Assistance	111	3
	3566 Custodial Worker	42	4

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.96. (VISN 17), (519), West Texas VA Health Care System (Big Spring, TX) Shortages and Rankings

(VISN 17), (519), West Texas VA Health Care System (Big Spring, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	21 General Internal Medicine*	11	1
	31 Psychiatry*	5	2
	59 Associate COS Ambulatory Care*	0	3
	0644 Medical Technologist	8	4
	0180 Psychology	5	5
	6 Ophthalmology*	2	7
	43 Pathology*	1	10
	51 Chief Of Staff*	1	11
Non-Clinical	0679 Medical Support Assistance	54	6
	3566 Custodial Worker	22	8
	7408 Food Service Worker	14	9
	1105 Purchasing	4	12

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.97. (VISN 17), (549), VA North Texas Health Care System (Dallas, TX) Shortages and Rankings

(VISN 17), (549), VA North Texas Health Care System (Dallas, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	351	1
	31 Psychiatry*	47	2
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	9	3
	21 General Internal Medicine*	78	4
	49 Family Practice*	5	5
	P1 Primary Care*	10	6
	2 Surgery*	7	7
	16 Emergency Medicine*	7	8
	38 Radiology-Diagnostic*	18	9
	25 Gastroenterology*	8	10
	0603 Physician's Assistant	75	11
	CM RN Staff-Critical Care#	0	12
	CR RN Staff- Emergency Dept/Urgent Care#	0	13
	S4 RN/Wound Care Spec#	6	14
	0644 Medical Technologist	97	15
	0645 Medical Technician	39	16
	0647 Diagnostic Radiologic Technologist	63	17
	0649 Medical Instrument Technician	60	18
	0681 Dental Assistant	19	19
	0683 Dental Laboratory Aid and Technician	58	20
Non-Clinical	0801 General Engineering	5	21
	7408 Food Service Worker	116	22

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.98. (VISN 17), (671), South Texas Veterans Health Care System (San Antonio, TX) Shortages and Rankings

(VISN 17), (671), South Texas Veterans Health Care System (San Antonio, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	16 Emergency Medicine*	13	1
	2 Surgery*	17	2
	K6 Hospitalist*	21	3
	Q6 RN/Staff-Inpatient Community Living Center#	92	5
Non-Clinical	0622 Medical Supply Aide and Technician	39	4
	0201 Human Resources Management	49	6
	0801 General Engineering	18	7
	7408 Food Service Worker	63	8

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.99. (VISN 17), (674), Central Texas Veterans Health Care System (Temple, TX) Shortages and Rankings

(VISN 17), (674), Central Texas Veterans Health Care System (Temple, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	41	1
	16 Emergency Medicine*	11	2
	21 General Internal Medicine*	30	3
	25 Gastroenterology*	8	4
	31 Psychiatry*	51	5
	49 Family Practice*	4	6
	0602 Medical Officer*	276	7
	0610 Nurse#	760	8
	CQ RN Staff- Inpatient Mental Health#	49	9
	CW RN Staff- Peri-Op#	44	10
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	13	11
	Q1 RN/Staff-Outpatient#	109	12
	0180 Psychology	97	13
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.100. (VISN 17), (740), VA Texas Valley Coastal Bend Health Care System (Harlingen, TX) Shortages and Rankings

(VISN 17), (740), VA Texas Valley Coastal Bend Health Care System (Harlingen, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	49 Family Practice*	7	1
	21 General Internal Medicine*	8	2
	E6 Cardiology Non-Interventionalist*	1	3
	31 Psychiatry*	12	4
	0180 Psychology	32	5
	6 Ophthalmology*	1	6
	8 Otolaryngology*	0	7
	7 Orthopedic Surgery*	1	8
	CB Anesthesiology Pain Management*	0	9
	0647 Diagnostic Radiologic Technologist	13	10
	0645 Medical Technician	18	11
Non-Clinical	0801 General Engineering	1	12

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.101. (VISN 17), (756), El Paso VA Health Care System (El Paso, TX) Shortages and Rankings

(VISN 17), (756), El Paso VA Health Care System (El Paso, TX)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	30 Neurology*	2	1
	0180 Psychology	16	2
	CS RN Staff- Outpatient Mental Health#	9	3
	6 Ophthalmology*	4	4
	0631 Occupational Therapist	2	5
	21 General Internal Medicine*	17	6
	0605 Nurse Anesthetist	1	7
	CA Cardiology Non-Interventionalist*	2	8
	0668 Podiatrist	3	9
	0662 Optometrist	3	10
	0680 Dental Officer	5	11
	5 Medical Oncology*	1	12
	43 Pathology*	1	13
	27 Nephrology*	1	14
	0644 Medical Technologist	11	15
	0645 Medical Technician	10	16
	3 Gynecology*	1	17
	12 Urology*	1	18
	38 Radiology-Diagnostic*	5	19
	P1 Primary Care*	1	20
	51 Chief Of Staff*	1	21
	E9 Compensation/Pension*	12	22
	2 Surgery*	1	23
	49 Family Practice*	0	24
	20 Dermatology*	0	25
	8 Otolaryngology*	1	26
	29 Endocrine and Metabolism*	1	27
	25 Gastroenterology*	0	28
Non-Clinical	0858 Biomedical Engineering	1	29

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.102. (VISN 19), (436), Fort Harrison VA Medical Center (Fort Harrison, MT) Shortages and Rankings

(VISN 19), (436), Fort Harrison VA Medical Center (Fort Harrison, MT)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	9	1
	Q9 Sleep Medicine*	0	2
	0602 Medical Officer*	79	3
	7 Orthopedic Surgery*	2	4
	K6 Hospitalist*	8	5
	16 Emergency Medicine*	6	6
	87 RN, Manager/Head Nurse#	13	7
	G6 RN/Program Manager/Coordinator#	8	8
	Q1 RN/Staff-Outpatient#	79	9
	S6 RN – General Clinical Consultant#	10	10
	Q2 RN/Staff-Mixed#	30	11
	0610 Nurse#	279	12
	0620 Practical Nurse	51	13
	0640 Health Aid and Technician (Title 5)	24	14
	0640 Health Aid and Technician/Telehealth	16	15
	0647 Diagnostic Radiologic Technologist	15	16
	0649 Medical Instrument Technician	11	17
Non-Clinical	0679 Medical Support Assistance	192	18
	0675 Medical Records Technician	14	19
	0343 Management and Program Analysis	1	20
	0203 Human Resources Assistance	6	21
	0622 Medical Supply Aide and Technician	11	22
	0671 Health System Specialist	12	23
	0083 Police	16	24
	0301 Miscellaneous Administration and Program	9	25

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.103. (VISN 19), (442), Cheyenne VA Medical Center (Cheyenne, WY) Shortages and Rankings

(VISN 19), (442), Cheyenne VA Medical Center (Cheyenne, WY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	6	1
	K6 Hospitalist*	6	5
	0180 Psychology	14	7
	25 Gastroenterology*	1	9
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	7	11
	CZ NP-Medical Specialty#	5	12
	0644 Medical Technologist	18	13
	0605 Nurse Anesthetist	3	14
	N8 Clinical Nurse Specialist – Mental Health/Substance Use Disorder#	N/A	15
	0638 Recreation/Creative Arts Therapist	2	16
	0633 Physical Therapist	9	19
	0601 General Health Science/Registered Respiratory Therapist	14	20
Non-Clinical	5402 Boiler Plant Operator	5	2
	0083 Police	19	3
	0801 General Engineering	5	4
	7408 Food Service Worker	10	6
	3566 Custodial Worker	37	8
	0858 Biomedical Engineering	N/A	10
	4742 Utility Systems Repairer-Operator	1	17
	0201 Human Resources Management	12	18

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

N/A in the column Number of Staff in this Occupation as of 12/31/2018 indicated that, while the facility did not hire for that occupation, they considered it a severe shortage.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.104. (VISN 19), (554), Denver VA Medical Center (Denver, CO) Shortages and Rankings

(VISN 19), (554), Denver VA Medical Center (Denver, CO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	353	1
	1 Anesthesiology*	13	2
	P1 Primary Care*	16	3
	31 Psychiatry*	39	4
	12 Urology*	4	5
	K8 Critical Care*	1	6
	Q6 RN/Staff-Inpatient Community Living Center#	2	7
	88 RN Staff Nurse-Inpatient#	265	8
	0605 Nurse Anesthetist	10	9
	N5 NP-Other#	6	10
	0620 Practical Nurse	120	11
	0638 Recreation/Creative Arts Therapist	5	12
	0640 Health Aid and Technician (Title 5)	47	13
	0185 Social Work	203	14
	0645 Medical Technician	11	15
	21 General Internal Medicine*	6	23
	22 Internal Medicine*	54	24
	26 Pulmonary Diseases*	13	25
	49 Family Practice*	8	26
	55 Director*	0	27
	63 General Practice*	3	28
	N9 Cardiac Electrophy*	0	29
	CS RN Staff- Outpatient Mental Health#	0	30
	71 RN, Recruiter#	1	31
	85 RN Educator#	15	32
	0180 Psychology	93	34
	0603 Physician's Assistant	18	38
	0621 Nursing Assistant	93	39
	0630 Dietitian and Nutritionist	23	40
	0646 Pathology Technician (Title 5)	0	41

(VISN 19), (554), Denver VA Medical Center (Denver, CO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0646 Pathology Technician/Histopathology	4	42
	0649 Medical Instrument Technician	50	43
	0660 Pharmacist	109	44
	0667 Orthotist and Prosthetist	7	45
	0683 Dental Laboratory Aid and Technician	1	46
Non-Clinical	3566 Custodial Worker	71	16
	0083 Police	39	17
	0622 Medical Supply Aide and Technician	11	18
	2005 Supply Clerical and Technician	25	19
	0679 Medical Support Assistance	342	20
	7408 Food Service Worker	37	21
	0203 Human Resources Assistance	16	22
	0089 Emergency Management	1	33
	0201 Human Resources Management	33	35
	0510 Accounting	3	36
	0525 Accounting Technician	4	37
	2091 Sales Store Clerical	3	47
	7404 Cook	17	48

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.105. (VISN 19), (575), VA Western Colorado Health Care System (Grand Junction, CO) Shortages and Rankings

(VISN 19), (575), VA Western Colorado Health Care System (Grand Junction, CO)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	4	1
	12 Urology*	8	2
	40 Geriatrics*	1	3
	30 Neurology*	1	4
	CA Cardiology Non-Interventionalist*	1	5
	0633 Physical Therapist	7	7
	0601 General Health Science/Registered Respiratory Therapist	13	8
	0631 Occupational Therapist	4	9
	26 Pulmonary Diseases*	2	10
	0603 Physician's Assistant	5	11
	0645 Medical Technician	7	12
	0060 Chaplain	1	13
	0644 Medical Technologist	13	14
Non-Clinical	0201 Human Resources Management	12	6
	0083 Police	11	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.106. (VISN 19), (623), Eastern Oklahoma VA Health Care System (Muskogee, OK) Shortages and Rankings

(VISN 19), (623), Eastern Oklahoma VA Health Care System (Muskogee, OK)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	10	1
	0667 Orthotist and Prosthetist	1	4
Non-Clinical	0801 General Engineering	2	2
	0858 Biomedical Engineering	1	3

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.107. (VISN 19), (635), Oklahoma City VA Health Care System (Oklahoma City, OK) Shortages and Rankings

(VISN 19), (635), Oklahoma City VA Health Care System (Oklahoma City, OK)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	25 Gastroenterology*	10	1
	31 Psychiatry*	28	2
	45 Radiology-Interventional*	1	3
	2 Surgery*	6	4
	6 Ophthalmology*	2	5
	CW RN Staff- Peri-Op#	42	6
	0180 Psychology	45	7
	16 Emergency Medicine*	16	10
	0681 Dental Assistant	23	11
	0682 Dental Hygiene	4	12
	CA Cardiology Non-Interventionalist*	2	13
	E5 Neurosurgery*	1	14
	E6 Cardiology Non-Interventionalist*	3	15
	K6 Hospitalist*	10	16
	0633 Physical Therapist	21	17
	0631 Occupational Therapist	8	19
	0647 Diagnostic Radiologic Technologist	40	20
	0644 Medical Technologist	36	21
	0667 Orthotist and Prosthetist	5	22
	0649 Medical Instrument Technician	20	23
Non-Clinical	0201 Human Resources Management	24	8
	0801 General Engineering	5	9
	0622 Medical Supply Aide and Technician	26	18
	2606 Electronic Industrial Controls Mechanic	1	24
	2102 Transportation Clerk and Assistant	8	25
	3566 Custodial Worker	78	26
	3610 Insulating	0	27
	5306 Air Conditioning Equipment Mechanic	5	28

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.108. (VISN 19), (660), VA Salt Lake City Health Care System (Salt Lake City, UT) Shortages and Rankings

(VISN 19), (660), VA Salt Lake City Health Care System (Salt Lake City, UT)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	3	1
	31 Psychiatry*	45	2
	P1 Primary Care*	12	3
	E4 Cardiovascular/Thoracic Surgeon*	0	4
	27 Nephrology*	11	5
	13 Physiatry*	1	6
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	29	7
	CM RN Staff-Critical Care#	31	8
	CW RN Staff- Peri-Op#	32	9
	M2 RN/Case Manager/Care#	112	10
	88 RN Staff Nurse-Inpatient#	97	11
	0620 Practical Nurse	61	12
	0644 Medical Technologist	24	14
	0681 Dental Assistant	10	15
	1715 Vocational Rehabilitation	4	18
	0647 Diagnostic Radiologic Technologist	38	22
	0640 Health Aid and Technician (Title 5)	61	23
Non-Clinical	0622 Medical Supply Aide and Technician	15	13
	0801 General Engineering	5	16
	3566 Custodial Worker	57	17
	0679 Medical Support Assistance	215	19
	0675 Medical Records Technician	20	20
	2005 Supply Clerical and Technician	12	21
	0203 Human Resources Assistance	7	24
	0201 Human Resources Management	23	25

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.109. (VISN 19), (666), Sheridan VA Medical Center (Sheridan, WY) Shortages and Rankings

(VISN 19), (666), Sheridan VA Medical Center (Sheridan, WY)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0610 Nurse#	137	2
	0180 Psychology	16	3
	31 Psychiatry*	10	4
	0621 Nursing Assistant	50	6
	88 RN Staff Nurse-Inpatient#	11	9
	Q6 RN/Staff-Inpatient Community Living Center#	11	10
	CU RN Staff- Domiciliary#	13	11
	21 General Internal Medicine*	4	12
	0644 Medical Technologist	7	13
	0603 Physician's Assistant	4	14
	0647 Diagnostic Radiologic Technologist	4	16
	0620 Practical Nurse	30	17
	CQ RN Staff- Inpatient Mental Health#	17	18
	M2 RN/Case Manager/Care#	10	19
	Q1 RN/Staff-Outpatient#	25	20
	49 Family Practice*	7	21
	0602 Medical Officer*	24	22
	0630 Dietitian and Nutritionist	5	23
	0601 General Health Science/Registered Respiratory Therapist	5	24
Non-Clinical	0083 Police	11	1
	5402 Boiler Plant Operator	6	5
	3566 Custodial Worker	31	7
	7408 Food Service Worker	18	8
	0201 Human Resources Management	11	15
	0510 Accounting	1	25

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a [#]).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.110. (VISN 20), (463), Alaska VA Healthcare System (Anchorage, AK) Shortages and Rankings

(VISN 20), (463), Alaska VA Healthcare System (Anchorage, AK)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	6	1
	0180 Psychology	14	2
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.111. (VISN 20), (531), Boise VA Medical Center (Boise, ID) Shortages and Rankings

(VISN 20), (531), Boise VA Medical Center (Boise, ID)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	13	1
	30 Neurology*	1	2
	0180 Psychology	33	3
	0668 Podiatrist	2	4
	12 Urology*	1	5
	1 Anesthesiology*	1	6
	2 Surgery*	6	7
	5 Medical Oncology*	0	8
	43 Pathology*	2	9
	K6 Hospitalist*	3	10
	R4 Vascular Surgery*	1	11
	75 NP-Primary Care#	20	13
	77 RN, Researcher/Doctor#	0	14
	0185 Social Work	67	16
Non-Clinical	7408 Food Service Worker	13	12
	0083 Police	12	15
	0560 Budget Analysis	2	17
	3566 Custodial Worker	52	18

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.112. (VISN 20), (648), Portland VA Medical Center (Portland, OR) Shortages and Rankings

(VISN 20), (648), Portland VA Medical Center (Portland, OR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	1 Anesthesiology*	13	1
	1306 Health Physics	0	2
	Q6 RN/Staff-Inpatient Community Living Center#	29	3
	0644 Medical Technologist	54	6
	R4 Vascular Surgery*	4	7
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	16	14
	25 Gastroenterology*	7	15
	16 Emergency Medicine*	15	16
	Q4 RN Clinical Nurse Lead#	1	17
	S1 RN/Polytrauma Rehab#	2	18
	88 RN Staff Nurse-Inpatient#	254	19
	0647 Diagnostic Radiologic Technologist	47	20
	0649 Medical Instrument Technician	66	23
	0625 Autopsy Assistant	0	24
	0621 Nursing Assistant	148	25
	7 Orthopedic Surgery*	4	27
	75 NP-Primary Care#	23	28
	85 RN Educator#	7	29
	N1 NP/Long Term Care#	1	30
	0646 Pathology Technician (Title 5)	3	32
Non-Clinical	3566 Custodial Worker	130	4
	0622 Medical Supply Aide and Technician	31	5
	7408 Food Service Worker	58	8
	0544 Civilian Pay	3	9
	0382 Telephone Operating	7	10
	0260 Equal Employment Opportunity	0	11
	0203 Human Resources Assistance	8	12
	0201 Human Resources Management	28	13
	5402 Boiler Plant Operator	1	21

(VISN 20), (648), Portland VA Medical Center (Portland, OR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0690 Industrial Hygiene	1	22
	0083 Police	36	26
	5703 Motor Vehicle Operator	19	31

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.113. (VISN 20), (653), Roseburg VA Health Care System (Roseburg, OR) Shortages and Rankings

(VISN 20), (653), Roseburg VA Health Care System (Roseburg, OR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	45	1
	31 Psychiatry*	6	2
	2 Surgery*	3	3
	16 Emergency Medicine*	1	4
	51 Chief Of Staff*	1	5
	E2 Associate Chief of Staff Geriatrics/Long Term Care*	1	6
	K6 Hospitalist*	4	7
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	7	8
	N5 NP-Other#	3	9
	0180 Psychology	21	10
	0633 Physical Therapist	11	12
	0644 Medical Technologist	15	13
	0665 Speech Pathology and Audiology	6	14
	0620 Practical Nurse	65	16
	Q4 RN Clinical Nurse Lead#	2	17
	CQ RN Staff- Inpatient Mental Health#	25	18
Non-Clinical	0201 Human Resources Management	16	11
	0801 General Engineering	7	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.114. (VISN 20), (663), VA Puget Sound Health Care System (Seattle, WA) Shortages and Rankings

(VISN 20), (663), VA Puget Sound Health Care System (Seattle, WA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	23	1
	0621 Nursing Assistant	104	2
	16 Emergency Medicine*	7	4
	0620 Practical Nurse	175	5
	1306 Health Physics	2	7
	0681 Dental Assistant	22	9
	0610 Nurse#	938	12
	0644 Medical Technologist	57	15
	40 Geriatrics*	8	18
	0649 Medical Instrument Technician	32	20
	0682 Dental Hygiene	1	21
	0647 Diagnostic Radiologic Technologist	31	25
	20 Dermatology*	1	26
	0661 Pharmacy Technician	47	27
	31 Psychiatry*	50	28
	25 Gastroenterology*	9	29
	27 Nephrology*	6	30
	12 Urology*	2	31
	1 Anesthesiology*	13	32
	E5 Neurosurgery*	2	33
	K6 Hospitalist*	25	34
	M9 Cardiology-Interventional*	2	35
	R3 Hematology/Oncology*	3	36
	R4 Vascular Surgery*	3	37
	2 Surgery*	6	38
	3 Gynecology*	3	39
	7 Orthopedic Surgery*	1	40
	21 General Internal Medicine*	17	41
	26 Pulmonary Diseases*	10	42
	28 Rheumatology*	4	43

(VISN 20), (663), VA Puget Sound Health Care System (Seattle, WA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	29 Endocrine and Metabolism*	2	44
	30 Neurology*	9	45
	33 Clinical Pathology*	1	46
	38 Radiology-Diagnostic*	8	47
	43 Pathology*	3	48
	44 Physical Medicine & Rehabilitation*	14	49
	45 Radiology-Interventional*	1	50
	0603 Physician's Assistant	25	51
	0180 Psychology	166	52
	0631 Occupational Therapist	30	53
	0640 Health Aid and Technician (Title 5)	109	54
	0645 Medical Technician	19	56
	0646 Pathology Technician/Histopathology	3	57
Non-Clinical	0858 Biomedical Engineering	4	3
	0201 Human Resources Management	24	6
	0679 Medical Support Assistance	308	8
	5402 Boiler Plant Operator	4	10
	5306 Air Conditioning Equipment Mechanic	5	11
	0801 General Engineering	7	13
	0622 Medical Supply Aide and Technician	29	14
	0203 Human Resources Assistance	16	16
	0675 Medical Records Technician	29	17
	3566 Custodial Worker	115	19
	0544 Civilian Pay	8	22
	0510 Accounting	3	23
	0083 Police	33	24
	0080 Security Administration	3	55

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.115. (VISN 20), (668), Mann-Grandstaff VA Medical Center (Spokane, WA) Shortages and Rankings

(VISN 20), (668), Mann-Grandstaff VA Medical Center (Spokane, WA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	5 Medical Oncology*	0	1
	26 Pulmonary Diseases*	1	2
	P1 Primary Care*	5	3
	49 Family Practice*	1	4
	31 Psychiatry*	6	5
	K6 Hospitalist*	6	6
	16 Emergency Medicine*	7	7
	12 Urology*	2	8
	28 Rheumatology*	1	9
	40 Geriatrics*	0	10
	2 Surgery*	2	11
	7 Orthopedic Surgery*	1	12
	10 Colon & Rectal Surgery*	1	13
	38 Radiology-Diagnostic*	1	14
	45 Radiology-Interventional*	1	15
	0603 Physician's Assistant	8	16
	0620 Practical Nurse	48	17
	0681 Dental Assistant	7	18
	0633 Physical Therapist	14	21
	0645 Medical Technician	16	22
Non-Clinical	0622 Medical Supply Aide and Technician	10	19
	0083 Police	13	20
	0203 Human Resources Assistance	5	23
	0679 Medical Support Assistance	118	24
	5415 Air Conditioning Equipment Operator	5	25
	7408 Food Service Worker	12	26
	0544 Civilian Pay	3	27

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a [#]).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.116. (VISN 20), (687), Jonathan M. Wainwright Memorial VA Medical Center (Walla Walla, WA) Shortages and Rankings

(VISN 20), (687), Jonathan M. Wainwright Memorial VA Medical Center (Walla Walla, WA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	63 General Practice*	10	1
	31 Psychiatry*	3	2
	38 Radiology-Diagnostic*	1	3
	0647 Diagnostic Radiologic Technologist	2	4
	N5 NP-Other#	3	5
	51 Chief Of Staff*	1	6
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	7
	0633 Physical Therapist	1	8
	80 RN/Nurse Executive#	1	9
	87 RN, Manager/Head Nurse#	8	10
	0620 Practical Nurse	22	12
	88 RN Staff Nurse-Inpatient#	8	13
Non-Clinical	0801 General Engineering	1	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.117. (VISN 20), (692), White City VA Medical Center (White City OR) Shortages and Rankings

(VISN 20), (692), White City VA Medical Center (White City OR)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	21 General Internal Medicine*	12	1
	0181 Psychology Aid and Technician	35	4
	31 Psychiatry*	7	5
	38 Radiology-Diagnostic*	4	6
	49 Family Practice*	1	7
	44 Physical Medicine & Rehabilitation*	1	8
	CR RN Staff- Emergency Dept/Urgent Care#	4	9
	CU RN Staff- Domiciliary#	9	10
	N1 NP/Long Term Care#	2	11
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	5	12
	0603 Physician's Assistant	2	14
	0631 Occupational Therapist	2	15
	0633 Physical Therapist	5	16
	0644 Medical Technologist	4	17
	0647 Diagnostic Radiologic Technologist	5	18
	0649 Medical Instrument Technician	2	19
	0660 Pharmacist	21	20
	0661 Pharmacy Technician	10	21
	0665 Speech Pathology and Audiology	4	22
	0668 Podiatrist	1	23
Non-Clinical	0669 Medical Records Administration	1	2
	0675 Medical Records Technician	7	3
	0544 Civilian Pay	1	13
	0801 General Engineering	7	24
	2604 Electronics Mechanic	1	25
	2805 Electrician	2	26
	4204 Pipefitting	1	27
	5402 Boiler Plant Operator	3	28

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.118. (VISN 21), (459), VA Pacific Islands Health Care System (Honolulu, HI) Shortages and Rankings

(VISN 21), (459), VA Pacific Islands Health Care System (Honolulu, HI)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	None	N/A	N/A
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.119. (VISN 21), (570), Central California VA Health Care System (Fresno, CA) Shortages and Rankings

(VISN 21), (570), Central California VA Health Care System (Fresno, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	0	1
	K6 Hospitalist*	9	2
	8 Otolaryngology*	1	3
	E7 Radiology (Nuclear)*	0	4
	R3 Hematology/Oncology*	2	5
	CM RN Staff-Critical Care#	5	6
	79 CNS-Med/Surg#	1	7
	88 RN Staff Nurse-Inpatient#	206	8
	0101 Social Science/Licensed Prof Mental Health Counselor	0	9
	0644 Medical Technologist	17	10
Non-Clinical	2005 Supply Clerical and Technician	9	11

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.120. (VISN 21), (593), VA Southern Nevada Healthcare System (Las Vegas, NV) Shortages and Rankings

(VISN 21), (593), VA Southern Nevada Healthcare System (Las Vegas, NV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	8 Otolaryngology*	1	1
	25 Gastroenterology*	2	2
	R4 Vascular Surgery*	5	3
	11 Thoracic Surgery*	0	4
	12 Urology*	4	5
	31 Psychiatry*	22	6
	26 Pulmonary Diseases*	1	7
	K6 Hospitalist*	28	8
	38 Radiology-Diagnostic*	9	9
	45 Radiology-Interventional*	2	10
	P1 Primary Care*	22	11
	75 NP-Primary Care#	22	12
	0647 Diagnostic Radiologic Technologist	42	13
	CM RN Staff-Critical Care#	32	14
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.121. (VISN 21), (612), VA Northern California Health Care System (Mather, CA) Shortages and Rankings

(VISN 21), (612), VA Northern California Health Care System (Mather, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	52	1
	20 Dermatology*	5	2
	31 Psychiatry*	31	3
	25 Gastroenterology*	10	4
	K6 Hospitalist*	17	5
	0180 Psychology	92	6
	CR RN Staff- Emergency Dept/Urgent Care#	47	7
	Q3 RN-Telephone Triage#	7	8
	87 RN, Manager/Head Nurse#	37	9
	0644 Medical Technologist	42	10
	0633 Physical Therapist	31	11
	0647 Diagnostic Radiologic Technologist	59	12
	0185 Social Work	201	14
	P1 Primary Care*	72	15
	Q1 RN/Staff-Outpatient#	50	16
	Q6 RN/Staff-Inpatient Community Living Center#	36	17
	0610 Nurse#	41	18
	0645 Medical Technician	29	20
Non-Clinical	0801 General Engineering	8	13
	0622 Medical Supply Aide and Technician	23	19
	0675 Medical Records Technician	25	21
	0201 Human Resources Management	54	22
	4749 Maintenance Mechanic	15	23
	2805 Electrician	5	24
	0544 Civilian Pay	10	25
	1105 Purchasing	7	26

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a [#]).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.122. (VISN 21), (640), VA Palo Alto Health Care System (Palo Alto, CA) Shortages and Rankings

(VISN 21), (640), VA Palo Alto Health Care System (Palo Alto, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0610 Nurse#	1,065	1
	82 RN, Senior Leadership#	9	2
	79 CNS-Med/Surg#	6	3
	CV RN Staff-Interventional#	0	4
	S1 RN/Polytrauma Rehab#	0	5
	CM RN Staff-Critical Care#	7	6
	0660 Pharmacist	116	7
	0602 Medical Officer*	420	8
	21 General Internal Medicine*	108	9
	31 Psychiatry*	39	10
	K6 Hospitalist*	5	11
	E6 Cardiology Non-Interventionalist*	7	12
	40 Geriatrics*	12	13
	0647 Diagnostic Radiologic Technologist	22	14
	0644 Medical Technologist	57	15
	0620 Practical Nurse	228	24
	0621 Nursing Assistant	282	25
	Q2 RN/Staff-Mixed#	89	26
	Q6 RN/Staff-Inpatient Community Living Center#	113	27
	87 RN, Manager/Head Nurse#	42	28
	J4 RN/Assistant Manager/Perm Change#	37	29
	0603 Physician's Assistant	10	31
	M2 RN/Case Manager/Care#	40	32
	Q1 RN/Staff-Outpatient#	83	33
	0661 Pharmacy Technician	52	34
Non-Clinical	0679 Medical Support Assistance	195	16
	3566 Custodial Worker	144	17
	7408 Food Service Worker	56	18
	2005 Supply Clerical and Technician	29	19
	0201 Human Resources Management	37	20

(VISN 21), (640), VA Palo Alto Health Care System (Palo Alto, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0801 General Engineering	6	21
	0544 Civilian Pay	14	22
	0083 Police	39	23
	0540 Voucher Examining	20	30
	0850 Electrical Engineering	1	35
	0810 Civil Engineering	2	36
	2805 Electrician	11	37
	4204 Pipefitting	8	38
	5306 Air Conditioning Equipment Mechanic	7	39

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.123. (VISN 21), (654), VA Sierra Nevada Health Care System (Reno, NV) Shortages and Rankings

(VISN 21), (654), VA Sierra Nevada Health Care System (Reno, NV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	26 Pulmonary Diseases*	4	1
	K8 Critical Care*	0	2
	4 Pain Management/Physical Medicine and Rehabilitation*	0	3
	20 Dermatology*	1	4
	30 Neurology*	2	5
	R3 Hematology/Oncology*	1	6
	31 Psychiatry*	9	7
	M9 Cardiology-Interventional*	1	8
	E6 Cardiology Non-Interventionalist*	3	9
	6 Ophthalmology*	2	10
	CM RN Staff-Critical Care#	25	11
	CR RN Staff- Emergency Dept/Urgent Care#	20	12
	87 RN, Manager/Head Nurse#	18	13
	0620 Practical Nurse	60	14
	Q4 RN Clinical Nurse Lead#	3	15
	0185 Social Work	77	17
	0621 Nursing Assistant	70	18
	0644 Medical Technologist	20	19
	0647 Diagnostic Radiologic Technologist	21	20
	25 Gastroenterology*	2	25
	7 Orthopedic Surgery*	2	26
	R4 Vascular Surgery*	2	27
	43 Pathology*	3	28
	16 Emergency Medicine*	15	29
	45 Radiology-Interventional*	1	30
	12 Urology*	3	31
	28 Rheumatology*	1	32
	8 Otolaryngology*	1	33
	11 Thoracic Surgery*	1	34
	19 Infectious Diseases*	1	35

(VISN 21), (654), VA Sierra Nevada Health Care System (Reno, NV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	2 Surgery*	3	36
	40 Geriatrics*	7	37
	1 Anesthesiology*	8	38
	49 Family Practice*	1	39
	3 Gynecology*	2	40
	29 Endocrine and Metabolism*	2	41
	P1 Primary Care*	27	42
	21 General Internal Medicine*	3	43
	27 Nephrology*	0	44
	38 Radiology-Diagnostic*	6	45
	48 Research*	0	46
	K6 Hospitalist*	10	47
	E9 Compensation/Pension*	1	48
	18 Hematology*	1	49
	51 Chief Of Staff*	1	50
	58 Assistant Chief Of Staff*	1	51
	CQ RN Staff- Inpatient Mental Health#	9	52
	CV RN Staff-Interventional#	3	53
	0601 General Health Science/Registered Respiratory Therapist	14	55
	0640 Health Aid and Technician (Title 5)	17	56
	0649 Medical Instrument Technician	22	58
	0601 General Health Science/Nuclear Medicine Technologist	3	60
	0181 Psychology Aid and Technician	0	61
	0186 Social Services Aid and Assistant	3	62
	G5 RN Facility Admin#	10	65
	0188 Recreation Specialist	2	66
Non-Clinical	1601 General Facilities and Equipment	7	16
	0083 Police	19	21
	0675 Medical Records Technician	7	22
	0808 Architecture	1	23
	0801 General Engineering	9	24

(VISN 21), (654), VA Sierra Nevada Health Care System (Reno, NV)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0679 Medical Support Assistance	122	54
	3566 Custodial Worker	58	57
	0622 Medical Supply Aide and Technician	13	59
	7404 Cook	16	63
	7408 Food Service Worker	17	64

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.124. (VISN 21), (662), San Francisco VA Health Care System (San Francisco, CA) Shortages and Rankings

(VISN 21), (662), San Francisco VA Health Care System (San Francisco, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	3	1
	31 Psychiatry*	37	2
	R3 Hematology/Oncology*	4	3
	1 Anesthesiology*	24	4
	32 Anatomic Pathology*	6	5
	CZ NP-Medical Specialty#	16	6
	75 NP-Primary Care#	25	7
	CV RN Staff-Interventional#	40	8
	CM RN Staff-Critical Care#	27	9
	Q6 RN/Staff-Inpatient Community Living Center#	22	10
	0644 Medical Technologist	35	11
	0645 Medical Technician	15	12
	0647 Diagnostic Radiologic Technologist	36	13
	0621 Nursing Assistant	142	14
	0640 Health Aid and Technician (Title 5)	30	15
Non-Clinical	0083 Police	20	16
	3566 Custodial Worker	62	17
	0679 Medical Support Assistance	164	18
	0503 Financial Clerical and Assistance	3	19
	0201 Human Resources Management	37	20
	5703 Motor Vehicle Operator	23	21
	2005 Supply Clerical and Technician	25	22
	0203 Human Resources Assistance	7	23

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.125. (VISN 22), (501), New Mexico VA Health Care System (Albuquerque, NM) Shortages and Rankings

(VISN 22), (501), New Mexico VA Health Care System (Albuquerque, NM)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	192	1
	45 Radiology-Interventional*	1	2
	31 Psychiatry*	22	3
	25 Gastroenterology*	5	4
	R3 Hematology/Oncology*	0	5
	E4 Cardiovascular/Thoracic Surgeon*	1	6
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	10	7
	CW RN Staff- Peri-Op#	41	8
Non-Clinical	3566 Custodial Worker	72	9
	7408 Food Service Worker	35	10
	0622 Medical Supply Aide and Technician	27	11
	5306 Air Conditioning Equipment Mechanic	1	12
	1550 Computer Science	1	13
	0203 Human Resources Assistance	14	14
	0201 Human Resources Management	27	15

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.126. (VISN 22), (600), VA Long Beach Healthcare System (Long Beach, CA) Shortages and Rankings

(VISN 22), (600), VA Long Beach Healthcare System (Long Beach, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	1306 Health Physics	1	1
	26 Pulmonary Diseases*	9	2
	4 Pain Management/Physical Medicine and Rehabilitation*	18	3
	0668 Podiatrist	4	4
	0648 Therapeutic Radiologic Technologist	4	7
	0647 Diagnostic Radiologic Technologist	38	10
Non-Clinical	0675 Medical Records Technician	13	5
	0083 Police	28	6
	5402 Boiler Plant Operator	8	8
	0201 Human Resources Management	35	9

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.127. (VISN 22), (605), VA Loma Linda Healthcare System (Loma Linda, CA) Shortages and Rankings

(VISN 22), (605), VA Loma Linda Healthcare System (Loma Linda, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	27 Nephrology*	6	1
	K6 Hospitalist*	23	2
	K8 Critical Care*	3	3
	0620 Practical Nurse	208	4
	0646 Pathology Technician/Histopathology	2	5
Non-Clinical	0690 Industrial Hygiene	1	6

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.128. (VISN 22), (644), Phoenix VA Health Care System (Phoenix, AZ) Shortages and Rankings

(VISN 22), (644), Phoenix VA Health Care System (Phoenix, AZ)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	2 Surgery*	6	1
	E4 Cardiovascular/Thoracic Surgeon*	2	2
	6 Ophthalmology*	1	3
	20 Dermatology*	4	4
Non-Clinical	None	N/A	N/A

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.129. (VISN 22), (649), Northern Arizona VA Health Care System (Prescott, AZ) Shortages and Rankings

(VISN 22), (649), Northern Arizona VA Health Care System (Prescott, AZ)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0620 Practical Nurse	51	1
	0101 Social Science/Licensed Prof Mental Health Counselor	2	2
	0660 Pharmacist	19	3
	21 General Internal Medicine*	19	4
	31 Psychiatry*	5	5
	16 Emergency Medicine*	1	6
	25 Gastroenterology*	1	7
	44 Physical Medicine & Rehabilitation*	1	8
	0602 Medical Officer*	52	9
	5 Medical Oncology*	1	10
	12 Urology*	1	11
	13 Physiatry*	1	12
	33 Clinical Pathology*	1	13
	38 Radiology-Diagnostic*	1	14
	40 Geriatrics*	0	15
	43 Pathology*	1	16
	49 Family Practice*	3	17
	E7 Radiology (Nuclear)*	1	18
	K6 Hospitalist*	1	19
	P1 Primary Care*	9	20
	75 NP-Primary Care#	13	21
	N5 NP-Other#	2	22
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	6	23
	N1 NP/Long Term Care#	6	24
	CZ NP-Medical Specialty#	1	25
	0610 Nurse#	257	26
	CU RN Staff- Domiciliary#	6	27
	S4 RN/Wound Care Spec#	1	28
	74 RN, Infection Control#	2	29

(VISN 22), (649), Northern Arizona VA Health Care System (Prescott, AZ)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0644 Medical Technologist	10	32
	0060 Chaplain	1	34
	0601 General Health Science/Registered Respiratory Therapist	10	35
	0603 Physician's Assistant	10	36
	0604 Chiropractor	0	37
	0640 Health Aid and Technician/Telehealth	3	39
	0640 Health Aid and Technician (Title 5)	14	40
	0640 Health Aid and Technician/Certified Respiratory Therapist	4	41
	0645 Medical Technician	6	42
	0647 Diagnostic Radiologic Technologist	11	43
	0662 Optometrist	2	44
	0680 Dental Officer	3	46
	0682 Dental Hygiene	1	47
	0189 Recreation Aid and Assistant	1	55
	0638 Recreation/Creative Arts Therapist	5	57
Non-Clinical	0675 Medical Records Technician	4	30
	0201 Human Resources Management	10	31
	0203 Human Resources Assistance	4	33
	0622 Medical Supply Aide and Technician	11	38
	0679 Medical Support Assistance	78	45
	4204 Pipefitting	2	48
	3566 Custodial Worker	29	49
	5402 Boiler Plant Operator	5	50
	7404 Cook	8	51
	7408 Food Service Worker	25	52
	0083 Police	12	53
	0260 Equal Employment Opportunity	0	54
	0510 Accounting	2	56
	0801 General Engineering	3	58
	0998 Claims Assistance and Examining	19	59

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.130. (VISN 22), (664), VA San Diego Healthcare System (San Diego, CA) Shortages and Rankings

(VISN 22), (664), VA San Diego Healthcare System (San Diego, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0649 Medical Instrument Technician	49	1
	0601 General Health Science/Nuclear Medicine Technologist	4	4
	0620 Practical Nurse	152	5
	CR RN Staff- Emergency Dept/Urgent Care#	49	6
	CW RN Staff- Peri-Op#	42	7
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	15	8
	N8 Clinical Nurse Specialist – Mental Health/Substance Use Disorder#	2	9
	74 RN, Infection Control#	0	10
	3 Gynecology*	2	11
	44 Physical Medicine & Rehabilitation*	10	13
	31 Psychiatry*	56	14
	25 Gastroenterology*	15	15
	16 Emergency Medicine*	14	16
	20 Dermatology*	14	17
	12 Urology*	12	18
	6 Ophthalmology*	16	19
	E4 Cardiovascular/Thoracic Surgeon*	7	20
Non-Clinical	0201 Human Resources Management	37	2
	0622 Medical Supply Aide and Technician	38	3
	1008 Interior Design	3	12
	0690 Industrial Hygiene	2	21

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.131. (VISN 22), (678), Southern Arizona VA Health Care System (Tucson, AZ) Shortages and Rankings

(VISN 22), (678), Southern Arizona VA Health Care System (Tucson, AZ)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	21 General Internal Medicine*	28	1
	49 Family Practice*	16	2
	75 NP-Primary Care#	16	3
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	3	4
	0620 Practical Nurse	109	5
	0180 Psychology	19	6
	N5 NP-Other#	12	7
	26 Pulmonary Diseases*	4	11
	1 Anesthesiology*	10	12
	30 Neurology*	7	13
	25 Gastroenterology*	5	14
Non-Clinical	0679 Medical Support Assistance	227	8
	0201 Human Resources Management	26	9
	3566 Custodial Worker	76	10
	0544 Civilian Pay	2	15
	0083 Police	18	16

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.132. (VISN 22), (691), VA Greater Los Angeles Healthcare System (Los Angeles, CA) Shortages and Rankings

(VISN 22), (691), VA Greater Los Angeles Healthcare System (Los Angeles, CA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	1 Anesthesiology*	24	1
	31 Psychiatry*	82	2
	0605 Nurse Anesthetist	15	3
	CM RN Staff-Critical Care#	59	4
	Q1 RN/Staff-Outpatient#	159	5
	CW RN Staff- Peri-Op#	31	8
	DA NP-Surgical Special#	3	9
	11 Thoracic Surgery*	1	11
	CA Cardiology Non-Interventionalist*	13	12
	0185 Social Work	292	15
	0620 Practical Nurse	221	16
Non-Clinical	0679 Medical Support Assistance	341	6
	0201 Human Resources Management	24	7
	3566 Custodial Worker	156	10
	0083 Police	56	13
	0086 Security Clerical and Assistance	7	14
	0675 Medical Records Technician	20	17

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.133. (VISN 23), (437), Fargo VA Health Care System (Fargo, ND) Shortages and Rankings

(VISN 23), (437), Fargo VA Health Care System (Fargo, ND)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	21 General Internal Medicine*	20	1
	K6 Hospitalist*	11	2
	31 Psychiatry*	9	3
	Q6 RN/Staff-Inpatient Community Living Center#	37	4
	0620 Practical Nurse	80	5
	0644 Medical Technologist	24	9
	0645 Medical Technician	8	10
	CQ RN Staff- Inpatient Mental Health#	12	12
	30 Neurology*	6	14
	CA Cardiology Non-Interventionalist*	2	15
	25 Gastroenterology*	1	16
	27 Nephrology*	2	17
	24 Cardiovascular Diseases*	0	18
	20 Dermatology*	1	19
	16 Emergency Medicine*	8	20
	1 Anesthesiology*	1	21
	2 Surgery*	7	22
	5 Medical Oncology*	3	23
	6 Ophthalmology*	2	24
	12 Urology*	1	25
	0060 Chaplain	6	26
Non-Clinical	7408 Food Service Worker	37	6
	7404 Cook	12	7
	3566 Custodial Worker	50	8
	0801 General Engineering	7	11
	0201 Human Resources Management	13	13

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a [#]).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.134. (VISN 23), (438), Sioux Falls VA Health Care System (Sioux Falls, SD) Shortages and Rankings

(VISN 23), (438), Sioux Falls VA Health Care System (Sioux Falls, SD)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	P1 Primary Care*	7	1
	75 NP-Primary Care#	10	2
	Q6 RN/Staff-Inpatient Community Living Center#	39	3
	30 Neurology*	2	4
	0620 Practical Nurse	70	5
	0180 Psychology	15	6
	CR RN Staff- Emergency Dept/Urgent Care#	11	7
	CM RN Staff-Critical Care#	16	8
	11 Thoracic Surgery*	0	9
	CA Cardiology Non-Interventionalist*	0	10
	13 Physiatry*	1	11
	5 Medical Oncology*	0	12
	31 Psychiatry*	8	13
	16 Emergency Medicine*	9	14
	0602 Medical Officer*	64	.
	0610 Nurse#	296	.
Non-Clinical	0801 General Engineering	9	15
	0201 Human Resources Management	13	16

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

Periods in the column, "Overall Rank of Shortages," indicate the facility did not rank the shortage.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.135. (VISN 23), (568), VA Black Hills Health Care System (Fort Meade, SD) Shortages and Rankings

(VISN 23), (568), VA Black Hills Health Care System (Fort Meade, SD)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	7 Orthopedic Surgery*	1	1
	75 NP-Primary Care#	9	2
	0620 Practical Nurse	57	4
Non-Clinical	0081 Fire Protection and Prevention	26	3

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.136. (VISN 23), (618), Minneapolis VA Health Care System (Minneapolis, MN) Shortages and Rankings

(VISN 23), (618), Minneapolis VA Health Care System (Minneapolis, MN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	236	1
	21 General Internal Medicine*	39	2
	0610 Nurse#	1,200	3
	88 RN Staff Nurse-Inpatient#	313	4
	75 NP-Primary Care#	20	5
	0605 Nurse Anesthetist	43	6
	P1 Primary Care*	8	9
	25 Gastroenterology*	7	10
	DA NP-Surgical Special#	13	11
	N5 NP-Other#	7	12
	31 Psychiatry*	20	13
	0603 Physician's Assistant	31	14
	20 Dermatology*	2	15
	30 Neurology*	6	16
	M9 Cardiology-Interventional*	3	17
	CM RN Staff-Critical Care#	40	18
	M2 RN/Case Manager/Care#	95	19
	7 Orthopedic Surgery*	4	20
	0620 Practical Nurse	159	23
	0180 Psychology	112	24
	16 Emergency Medicine*	10	25
	R3 Hematology/Oncology*	5	26
	6 Ophthalmology*	5	27
	38 Radiology-Diagnostic*	10	28
	CR RN Staff- Emergency Dept/Urgent Care#	28	29
	0630 Dietitian and Nutritionist	39	30
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	5	31
	0681 Dental Assistant	24	33
	0631 Occupational Therapist	43	35
	0647 Diagnostic Radiologic Technologist	79	37

(VISN 23), (618), Minneapolis VA Health Care System (Minneapolis, MN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Non-Clinical	0649 Medical Instrument Technician	52	38
	0621 Nursing Assistant	120	40
	0083 Police	34	7
	0679 Medical Support Assistance	352	8
	0201 Human Resources Management	45	21
	5306 Air Conditioning Equipment Mechanic	9	22
	2005 Supply Clerical and Technician	15	32
	0675 Medical Records Technician	36	34
	7408 Food Service Worker	79	36
	0544 Civilian Pay	3	39

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.137. (VISN 23), (636), VA Nebraska-Western Iowa Healthcare System (Omaha, NE) Shortages and Rankings

(VISN 23), (636), VA Nebraska-Western Iowa Healthcare System (Omaha, NE)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	13	2
	CQ RN Staff- Inpatient Mental Health#	21	5
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	2	6
	30 Neurology*	3	7
	M9 Cardiology-Interventional*	1	8
	P1 Primary Care*	6	9
	75 NP-Primary Care#	16	10
	88 RN Staff Nurse-Inpatient#	74	11
	13 Physiatry*	1	13
Non-Clinical	5402 Boiler Plant Operator	13	1
	0201 Human Resources Management	21	3
	0203 Human Resources Assistance	6	4
	0801 General Engineering	8	12

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.138. (VISN 23), (636A6), VA Central Iowa Health Care System (Des Moines, IA) Shortages and Rankings

(VISN 23), (636A6), VA Central Iowa Health Care System (Des Moines, IA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	86	1
	26 Pulmonary Diseases*	1	2
	31 Psychiatry*	4	3
	19 Infectious Diseases*	0	4
	25 Gastroenterology*	0	5
	8 Otolaryngology*	1	6
	18 Hematology*	2	7
	16 Emergency Medicine*	10	8
	7 Orthopedic Surgery*	1	9
	6 Ophthalmology*	2	10
	21 General Internal Medicine*	20	11
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	10	12
	CZ NP-Medical Specialty#	4	13
	N5 NP-Other#	1	14
	Q4 RN Clinical Nurse Lead#	6	15
	0633 Physical Therapist	20	16
	0631 Occupational Therapist	13	17
	0646 Pathology Technician/Histopathology	2	18
	0060 Chaplain	4	21
	0630 Dietitian and Nutritionist	15	24
	0644 Medical Technologist	22	25
	0640 Health Aid and Technician (Title 5)	18	32
Non-Clinical	0801 General Engineering	5	19
	0083 Police	18	20
	0201 Human Resources Management	18	22
	0510 Accounting	4	23
	2210 Information Technology Management	14	26
	4742 Utility Systems Repairer-Operator	8	27
	5406 Utility Systems Operator	1	28
	0203 Human Resources Assistance	8	29

(VISN 23), (636A6), VA Central Iowa Health Care System (Des Moines, IA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
	0675 Medical Records Technician	19	30
	3566 Custodial Worker	59	31
	0544 Civilian Pay	7	33

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.139. (VISN 23), (636A8), Iowa City VA Health Care System (Iowa City, IA) Shortages and Rankings

(VISN 23), (636A8), Iowa City VA Health Care System (Iowa City, IA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	0602 Medical Officer*	255	1
	E4 Cardiovascular/Thoracic Surgeon*	2	2
	45 Radiology-Interventional*	2	3
	31 Psychiatry*	17	4
	P1 Primary Care*	21	5
	88 RN Staff Nurse-Inpatient#	63	6
	41 Pain Management/Anesthesia*	0	7
	49 Family Practice*	8	8
	1 Anesthesiology*	1	9
	0180 Psychology	24	10
	18 Hematology*	1	11
	0610 Nurse#	474	12
	CJ Resource/Float Pool#	7	14
	CM RN Staff-Critical Care#	27	15
	CQ RN Staff- Inpatient Mental Health#	23	16
	E5 Neurosurgery*	1	17
	5 Medical Oncology*	0	18
	4 Pain Management/Physical Medicine and Rehabilitation*	1	19
	CC Pain Management*	1	20
	R3 Hematology/Oncology*	4	21
	CW RN Staff- Peri-Op#	26	22
	CV RN Staff-Interventional#	17	23
	85 RN Educator#	3	25
	0101 Social Science/Licensed Prof Mental Health Counselor	1	26
	0101 Social Service/Marriage Family Therapist	0	27
	0605 Nurse Anesthetist	11	29
	0644 Medical Technologist	42	30
	44 Physical Medicine & Rehabilitation*	0	33

(VISN 23), (636A8), Iowa City VA Health Care System (Iowa City, IA)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Non-Clinical	3 Gynecology*	1	34
	0801 General Engineering	5	13
	0201 Human Resources Management	17	24
	0083 Police	12	28
	2805 Electrician	4	31
	5402 Boiler Plant Operator	6	32

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Table D.140. (VISN 23), (656), St. Cloud VA Health Care System (St. Cloud, MN) Shortages and Rankings

(VISN 23), (656), St. Cloud VA Health Care System (St. Cloud, MN)

Clinical / Non-Clinical	Occupation	Number of Staff in this Occupation as of 12/31/2018	Overall Rank of Shortages
Clinical	31 Psychiatry*	8	1
	0620 Practical Nurse	217	2
	N4 Nurse Practitioner – Mental Health/Substance Use Disorder#	5	3
	21 General Internal Medicine*	11	4
	R3 Hematology/Oncology*	0	5
	75 NP-Primary Care#	13	6
	Q6 RN/Staff-Inpatient Community Living Center#	60	7
	88 RN Staff Nurse-Inpatient#	18	8
Non-Clinical	0083 Police	15	9
	0858 Biomedical Engineering	0	10

The Medical Center Director for each facility is the source of this information.

The OIG did not assess the validity of VHA's data.

0602 Medical Officer and associated VHA assignment codes are highlighted in blue (with an *).

0610 Nurse and associated VHA assignment codes are highlighted in gray (with a #).

The information in the column titled "Number of Staff in this Occupation as of 12/31/2018" should be reviewed with prudence. While these numbers provide context, there is variability in how facilities account for this information and therefore cannot be used to draw comparisons among facilities.

Appendix E: Clinical, Non-Clinical, and Total Severe Occupational Staffing Shortages, by Facility

Table E.1. Clinical, Non-Clinical, and Total Severe Occupational Staffing Shortages, by Facility

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(VISN 01), (402), VA Maine Healthcare System – Togus (Augusta, ME)	8	3	11
(VISN 01), (405), White River Junction VA Medical Center (White River Junction, VT)	7	2	9
(VISN 01), (518), Edith Nourse Rogers Memorial Veterans Hospital (Bedford, MA)	10	4	14
(VISN 01), (523), VA Boston Healthcare System (Jamaica Plain, MA)	18	10	28
(VISN 01), (608), Manchester VA Medical Center (Manchester, NH)	8	7	15
(VISN 01), (631), VA Central Western Massachusetts Healthcare System (Leeds, MA)	5	3	8
(VISN 01), (650), Providence VA Medical Center (Providence, RI)	20	12	32
(VISN 01), (689), VA Connecticut Healthcare System (West Haven, CT)	24	8	32
(VISN 02), (526), James J. Peters VA Medical Center (Bronx, NY)	0	1	1
(VISN 02), (528), VA Western New York Healthcare System (Buffalo, NY)	7	7	14
(VISN 02), (528A5), Canandaigua VA Medical Center (Canandaigua, NY)	0	0	0
(VISN 02), (528A6), Bath VA Medical Center (Bath, NY)	1	0	1
(VISN 02), (528A7), Syracuse VA Medical Center (Syracuse, NY)	6	0	6
(VISN 02), (528A8), Samuel S. Stratton VA Medical Center (Albany, NY)	13	4	17
(VISN 02), (561), VA New Jersey Health Care System (East Orange, NJ)	7	3	10
(VISN 02), (620), VA Hudson Valley Health Care System (Montrose, NY)	20	9	29
(VISN 02), (630), VA NY Harbor Healthcare System (New York, NY)	18	9	27
(VISN 02), (632), Northport VA Medical Center (Northport, NY)	14	6	20
(VISN 04), (460), Wilmington VA Medical Center (Wilmington, DE)	6	4	10
(VISN 04), (503), James E. Van Zandt VA Medical Center (Altoona, PA)	20	0	20

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(VISN 04), (529), VA Butler Health Care Center (Butler, PA)	10	1	11
(VISN 04), (542), Coatesville VA Medical Center (Coatesville, PA)	0	0	0
(VISN 04), (562), Erie VA Medical Center (Erie, PA)	26	13	39
(VISN 04), (595), Lebanon VA Medical Center (Lebanon, PA)	13	6	19
(VISN 04), (642), Philadelphia VA Medical Center (Philadelphia, PA)	6	8	14
(VISN 04), (646), VA Pittsburgh Healthcare System (Pittsburgh, PA)	31	16	47
(VISN 04), (693), Wilkes-Barre VA Medical Center (Wilkes-Barre, PA)	23	5	28
(VISN 05), (512), VA Maryland Health Care System (Baltimore, MD)	0	2	2
(VISN 05), (517), Beckley VA Medical Center (Beckley, WV)	33	2	35
(VISN 05), (540), Louis A. Johnson VA Medical Center (Clarksburg, WV)	16	8	24
(VISN 05), (581), Hershel "Woody" Williams VA Medical Center (Huntington, WV)	22	1	23
(VISN 05), (613), Martinsburg VA Medical Center (Martinsburg, WV)	5	4	9
(VISN 05), (688), Washington DC VA Medical Center (Washington, DC)	7	5	12
(VISN 06), (558), Durham VA Medical Center (Durham, NC)	44	5	49
(VISN 06), (565), Fayetteville VA Medical Center (Fayetteville, NC)	24	4	28
(VISN 06), (590), Hampton VA Medical Center (Hampton, VA)	14	5	19
(VISN 06), (637), Asheville VA Medical Center (Asheville, NC)	11	5	16
(VISN 06), (652), Hunter Holmes McGuire VA Medical Center (Richmond, VA)	36	23	59
(VISN 06), (658), Salem VA Medical Center (Salem, VA)	5	5	10
(VISN 06), (659), W.G. (Bill) Hefner VA Medical Center (Salisbury, NC)	10	5	15
(VISN 07), (508), Atlanta VA Health Care System (Decatur, GA)	76	8	84
(VISN 07), (509), Charlie Norwood VA Medical Center (Augusta, GA)	13	5	18
(VISN 07), (521), Birmingham VA Medical Center (Birmingham, AL)	44	5	49

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(VISN 07), (534), Ralph H. Johnson VA Medical Center (Charleston, SC)	28	8	36
(VISN 07), (544), Columbia VA Health Care System (Columbia, SC)	0	0	0
(VISN 07), (557), Carl Vinson VA Medical Center (Dublin, GA)	11	3	14
(VISN 07), (619), Central Alabama Veterans Health Care System (Montgomery, AL)	10	1	11
(VISN 07), (679), Tuscaloosa VA Medical Center (Tuscaloosa, AL)	22	9	31
(VISN 08), (516), Bay Pines VA Healthcare System (Bay Pines, FL)	6	5	11
(VISN 08), (546), Miami VA Healthcare System (Miami, FL)	2	3	5
(VISN 08), (548), West Palm Beach VA Medical Center (West Palm Beach, FL)	2	1	3
(VISN 08), (573), North Florida/South Georgia Veterans Healthcare System (Gainesville, FL)	13	5	18
(VISN 08), (672), VA Caribbean Healthcare System (San Juan, PR)	14	2	16
(VISN 08), (673), James A. Haley Veterans' Hospital (Tampa, FL)	5	5	10
(VISN 08), (675), Orlando VA Medical Center (Orlando, FL)	10	4	14
(VISN 09), (596), Lexington VA Medical Center (Lexington, KY)	40	6	46
(VISN 09), (603), Robley Rex VA Medical Center (Louisville, KY)	15	6	21
(VISN 09), (614), Memphis VA Medical Center (Memphis, TN)	9	2	11
(VISN 09), (621), James H. Quillen VA Medical Center (Mountain Home, TN)	16	5	21
(VISN 09), (626), Tennessee Valley Healthcare System (Nashville, TN)	6	11	17
(VISN 10), (506), VA Ann Arbor Healthcare System (Ann Arbor, MI)	16	8	24
(VISN 10), (515), Battle Creek VA Medical Center (Battle Creek, MI)	7	5	12
(VISN 10), (538), Chillicothe VA Medical Center (Chillicothe, OH)	19	10	29
(VISN 10), (539), Cincinnati VA Medical Center (Cincinnati, OH)	6	0	6
(VISN 10), (541), Louis Stokes Cleveland VA Medical Center (Cleveland, OH)	3	8	11
(VISN 10), (552), Dayton VA Medical Center (Dayton, OH)	16	1	17
(VISN 10), (553), John D. Dingell VA Medical Center	19	2	21

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(Detroit, MI)			
(VISN 10), (583), Richard L. Roudebush VA Medical Center (Indianapolis, IN)	7	4	11
(VISN 10), (610), VA Northern Indiana Health Care System (Fort Wayne, IN)	7	0	7
(VISN 10), (655), Aleda E. Lutz VA Medical Center (Saginaw, MI)	16	2	18
(VISN 10), (757), Chalmers P. Wylie Ambulatory Care Center (Columbus, OH)	4	0	4
(VISN 12), (537), Jesse Brown VA Medical Center (Chicago, IL)	7	9	16
(VISN 12), (550), VA Illiana Health Care System (Danville, IL)	5	1	6
(VISN 12), (556), Captain James A. Lovell Federal Health Care Center (North Chicago, IL)	3	3	6
(VISN 12), (578), Edward Hines Jr. VA Hospital (Hines, IL)	5	6	11
(VISN 12), (585), Oscar G. Johnson VA Medical Center (Iron Mountain, MI)	7	1	8
(VISN 12), (607), William S. Middleton Memorial Veterans Hospital (Madison, WI)	19	5	24
(VISN 12), (676), Tomah VA Medical Center (Tomah, WI)	12	0	12
(VISN 12), (695), Clement J. Zablocki Veterans Affairs Medical Center (Milwaukee, WI)	0	0	0
(VISN 15), (589), Kansas City VA Medical Center (Kansas City, MO)	14	5	19
(VISN 15), (589A4), Harry S. Truman Memorial Veterans' Hospital (Columbia, MO)	37	4	41
(VISN 15), (589A5), VA Eastern Kansas Health Care System (Leavenworth, KS)	13	11	24
(VISN 15), (589A7), Robert J. Dole VA Medical Center (Wichita, KS)	3	3	6
(VISN 15), (657), VA St. Louis Health Care System (St. Louis, MO)	6	4	10
(VISN 15), (657A4), John J. Pershing VA Medical Center (Poplar Bluff, MO)	6	2	8
(VISN 15), (657A5), Marion VA Medical Center (Marion, IL)	17	6	23
(VISN 16), (502), Alexandria VA Health Care System (Pineville, LA)	6	4	10
(VISN 16), (520), Gulf Coast Veterans Health Care System (Biloxi, MS)	21	4	25
(VISN 16), (564), Fayetteville VA Medical Center (Fayetteville, AR)	2	0	2
(VISN 16), (580), Michael E. DeBakey VA Medical Center	2	2	4

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(Houston, TX)			
(VISN 16), (586), G.V. (Sonny) Montgomery VA Medical Center (Jackson, MS)	4	5	9
(VISN 16), (598), Central Arkansas Veterans Healthcare System (Little Rock, AR)	19	6	25
(VISN 16), (629), Southeast Louisiana Veterans Health Care System (New Orleans, LA)	21	11	32
(VISN 16), (667), Overton Brooks VA Medical Center (Shreveport, LA)	7	6	13
(VISN 17), (504), Amarillo VA Health Care System (Amarillo, TX)	4	2	6
(VISN 17), (519), West Texas VA Health Care System (Big Spring, TX)	8	4	12
(VISN 17), (549), VA North Texas Health Care System (Dallas, TX)	20	2	22
(VISN 17), (671), South Texas Veterans Health Care System (San Antonio, TX)	4	4	8
(VISN 17), (674), Central Texas Veterans Health Care System (Temple, TX)	13	0	13
(VISN 17), (740), VA Texas Valley Coastal Bend Health Care System (Harlingen, TX)	11	1	12
(VISN 17), (756), El Paso VA Health Care System (El Paso, TX)	28	1	29
(VISN 19), (436), Fort Harrison VA Medical Center (Fort Harrison, MT)	17	8	25
(VISN 19), (442), Cheyenne VA Medical Center (Cheyenne, WY)	12	8	20
(VISN 19), (554), Denver VA Medical Center (Denver, CO)	35	13	48
(VISN 19), (575), VA Western Colorado Health Care System (Grand Junction, CO)	13	2	15
(VISN 19), (623), Eastern Oklahoma VA Health Care System (Muskogee, OK)	2	2	4
(VISN 19), (635), Oklahoma City VA Health Care System (Oklahoma City, OK)	20	8	28
(VISN 19), (660), VA Salt Lake City Health Care System (Salt Lake City, UT)	17	8	25
(VISN 19), (666), Sheridan VA Medical Center (Sheridan, WY)	19	6	25
(VISN 20), (463), Alaska VA Healthcare System (Anchorage, AK)	2	0	2
(VISN 20), (531), Boise VA Medical Center (Boise, ID)	14	4	18
(VISN 20), (648), Portland VA Medical Center (Portland, OR)	20	12	32

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(VISN 20), (653), Roseburg VA Health Care System (Roseburg, OR)	16	2	18
(VISN 20), (663), VA Puget Sound Health Care System (Seattle, WA)	43	14	57
(VISN 20), (668), Mann-Grandstaff VA Medical Center (Spokane, WA)	20	7	27
(VISN 20), (687), Jonathan M. Wainwright Memorial VA Medical Center (Walla Walla, WA)	12	1	13
(VISN 20), (692), White City VA Medical Center (White City OR)	20	8	28
(VISN 21), (459), VA Pacific Islands Health Care System (Honolulu, HI)	0	0	0
(VISN 21), (570), Central California VA Health Care System (Fresno, CA)	10	1	11
(VISN 21), (593), VA Southern Nevada Healthcare System (Las Vegas, NV)	14	0	14
(VISN 21), (612), VA Northern California Health Care System (Mather, CA)	18	8	26
(VISN 21), (640), VA Palo Alto Health Care System (Palo Alto, CA)	25	14	39
(VISN 21), (654), VA Sierra Nevada Health Care System (Reno, NV)	56	10	66
(VISN 21), (662), San Francisco VA Health Care System (San Francisco, CA)	15	8	23
(VISN 22), (501), New Mexico VA Health Care System (Albuquerque, NM)	8	7	15
(VISN 22), (600), VA Long Beach Healthcare System (Long Beach, CA)	6	4	10
(VISN 22), (605), VA Loma Linda Healthcare System (Loma Linda, CA)	5	1	6
(VISN 22), (644), Phoenix VA Health Care System (Phoenix, AZ)	4	0	4
(VISN 22), (649), Northern Arizona VA Health Care System (Prescott, AZ)	44	15	59
(VISN 22), (664), VA San Diego Healthcare System (San Diego, CA)	17	4	21
(VISN 22), (678), Southern Arizona VA Health Care System (Tucson, AZ)	11	5	16
(VISN 22), (691), VA Greater Los Angeles Healthcare System (Los Angeles, CA)	11	6	17
(VISN 23), (437), Fargo VA Health Care System (Fargo, ND)	21	5	26
(VISN 23), (438), Sioux Falls VA Health Care System (Sioux Falls, SD)	16	2	18
(VISN 23), (568), VA Black Hills Health Care System (Fort Meade, SD)	3	1	4
(VISN 23), (618), Minneapolis VA Health Care System	32	8	40

Facility	Clinical Shortages	Non-Clinical Shortages	Total Number of Positions Designated as a Severe Shortage
(Minneapolis, MN)			
(VISN 23), (636), VA Nebraska-Western Iowa Healthcare System (Omaha, NE)	9	4	13
(VISN 23), (636A6), VA Central Iowa Health Care System (Des Moines, IA)	22	11	33
(VISN 23), (636A8), Iowa City VA Health Care System (Iowa City, IA)	29	5	34
(VISN 23), (656), St. Cloud VA Health Care System (St. Cloud, MN)	8	2	10

Source: 2018 and 2019 OIG determination of VHA staffing shortages surveys

Appendix F: Primary Themes of Reasons for Severe Shortages by Occupation

Table F.1. Primary Themes of Reasons for Severe Shortages by Occupation

Occupational Series or Assignment Code[a]	Occupation	Lack of Qualified Applicants (%)[b]	Non-Competitive Salary (%)	Geographical Recruitment Challenges (%)	Private Sector Competition (%)	Staff Turn-over (%)	Other (%)
n/a	Total (All Occupations Listed by as Severe Shortages Across All Facilities Combined)	47	42	24	20	14	28
31*	Psychiatry	51	42	40	22	11	21
0201	Human Resources Management	57	13	22	10	39	46
0083	Police	42	49	17	9	26	45
0801	General Engineering	52	55	13	18	4	27
3566	Custodial Worker	36	29	15	5	56	60
P1*	Primary Care	43	30	37	22	9	28
0644	Medical Technologist	53	40	19	19	17	34
25 *	Gastroenterology	48	63	29	27	4	21
0180	Psychology	57	38	34	13	9	23
0620	Practical Nurse	46	43	24	17	22	33
12*	Urology	41	54	12	15	29	32
0675	Medical Records Technician	54	46	13	26	10	33
0647	Diagnostic Radiologic Technologist	50	63	11	21	16	26
K6*	Hospitalist	39	50	33	25	6	33
Q6#	RN/Staff-Inpatient	36	33	14	25	33	36

Occupational Series or Assignment Code[a]	Occupation	Lack of Qualified Applicants (%)[b]	Non-Competitive Salary (%)	Geographical Recruitment Challenges (%)	Private Sector Competition (%)	Staff Turn-over (%)	Other (%)
	Community Living Center						
30*	Neurology	56	65	35	29	0	18
0679	Medical Support Assistance	32	29	15	3	59	38
N4#	Nurse Practitioner – Mental Health/ Substance Use Disorder	59	38	31	22	3	19
0622	Medical Supply Aide and Technician	63	31	9	31	28	41
16*	Emergency Medicine	48	52	35	32	0	10
88#	RN Staff Nurse-Inpatient	35	23	13	35	35	26
0649	Medical Instrument Technician	42	45	10	26	0	23
7408	Food Service Worker	35	32	13	6	58	32
20*	Dermatology	37	63	30	33	3	27
38*	Radiology-Diagnostic	33	53	37	17	7	30
1*	Anesthesiology	50	50	21	39	18	29
0645	Medical Technician	46	57	14	14	14	36

Source: 2019 OIG determination of VHA staffing shortages survey

*[a] The * denotes assignment codes within the Medical Officer occupational series; the # denotes assignment codes within the Nurse occupational series.*

[b] Fifty-two percent of responses included two or more of the themes identified. As a result, the percentages in the table do not total to 100 percent because the categories are not mutually exclusive.

Appendix G: VHA Staffing Trends for Severe Occupational Shortages

To further explore staffing trends for the most frequently reported clinical and non-clinical severe occupational shortages identified by the OIG's 2019 survey, the OIG reviewed human resources data for VHA-wide onboard employee levels through the VHA Support Service Center for the time frame of 2014 — 2019 OIG's occupational staffing shortages reports. Review of the onboard employee data showed increases in raw numbers of staff in severe shortage occupations. However, the staffing increases were insufficient to address severe occupational shortages as evidenced by the identification of severe shortages in these occupations at 20 percent or more of VHA facilities. One way of considering the increases in raw staffing numbers was to compare the average rate of growth for staffing within identified occupations to VHA's average rate of growth for overall staffing.[92] Thus, a rate of growth in onboard employees which exceeds VHA's overall rate of growth may signal progress, while a rate of growth in onboard employees which mirrors or falls behind VHA's overall rate of growth may signal continuing struggles to address severe occupational staffing shortages. Interpretations of onboard employee data and rates of growth are limited, as these numbers do not account for factors which may influence staffing demands, such as expanded reliance on the VHA system or implementation of the MISSION Act.[93] Onboard employee numbers and rates of growth for identified severe shortage occupations can be found in Table G.1.

Onboarding trends were mixed when examining the staffing trends for specialty assignment codes within the occupational series of Medical Officer and Nurse. Of the 10 severe shortage specialties in the Medical Officer occupational series, the average growth rate for five occupations surpassed the overall VHA growth rate, suggesting increased onboarding of new staff in these occupations, while five of the occupations showed average growth rates equivalent to or falling behind the overall VHA growth rate, suggesting continuing challenges in recruiting

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[92] Yearly growth rates within occupational series were calculated by dividing the change in number of onboard employees within that occupation from one year to the next by the total number of onboard employees from the earlier of those two years. The average growth rate was then calculated, using the mean of the yearly rates of growth for each occupation across the period of the study. VHA's average yearly growth rate was calculated in the same manner, using the total number of onboard employees for VHA.

[93] The VA MISSION Act of 2018 expanded the VA's community-based care program. Public Law 115-182 - VA MISSION Act of 2018. https://www.congress.gov/bill/115th-congress/senate-bill/2372/text. (The website was accessed on July 9, 2019.)

or retaining staff in these occupations.[94] Staffing numbers in the Hospitalist and Primary Care specialties of the Medical Officer occupational series showed the highest average percentage of growth. While overall staff numbers increased, staffing in the Psychiatry specialty, the most frequently reported severe shortage occupation, showed the least percentage of growth, falling behind VHA's overall growth rate. Of the three specialties within the Nurse occupational series, average growth for two occupations surpassed the overall VHA average growth rate, while the growth rate for one occupation fell behind the overall VHA average.[95] While growth in staffing for the Human Resources Management occupational series surpassed the overall VHA average growth rate, staffing growth in the Police occupational series was stagnant, and staffing growth for the General Engineering and Custodial Worker occupational series fell behind VHA's overall growth rate.

Table G.1. VHA Staffing Trends and Growth Rates for Shortage Occupations

Occupational Series or Assignment Code	Occupation	Onboard Employees						Average Yearly Growth (%)
		2014	2015	2016	2017	2018	2019[a]	
	VHA Total	309,475	323,174	331,727	338,500	350,682	354,990	
	Rate of Growth (%)		4.4	2.6	2.0	4.0	1.2	2.8
0602	Medical Officer	24,409	25,764	26,380	26,780	27,502	27,595	2.5
31*	Psychiatry	3,188	3,272	3,304	3,352	3,382	3,358	1.1
30*	Neurology	724	746	748	749	771	771	1.3
38*	Radiology-Diagnostic	904	943	973	972	1,024	1,034	2.7

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[94] For the purposes of this report, the OIG considered the average growth rate of an occupation to be equivalent to VHA's overall growth rate if the occupation's average growth rate fell within one percent of the overall VHA average growth rate. Medical Officer specialty assignment codes which showed growth rates exceeding VHA average included Hospitalist, Primary Care, Emergency Medicine, Urology, and Dermatology. Medical Officer specialty assignment codes which showed growth rates equivalent to VHA average included Radiology-Diagnostic, Gastroenterology, and Anesthesiology. Medical Officer specialty assignment codes which showed growth rates falling behind VHA average included Psychiatry and Neurology.

[95] Nurse specialty assignment codes which showed growth rates exceeding VHA average included Nurse Practitioner – Mental Health/Substance Use Disorder and RN/Staff-Inpatient Community Living Center. Nurse specialty assignment codes which showed growth rates falling behind VHA average included RN Staff Nurse – Inpatient.

25*	Gastro-enterology	606	675	688	704	707	705	3.2
1*	Anesthesiology	888	959	1,003	1,020	1,052	1,056	3.6
20*	Dermatology	388	413	436	453	467	469	3.9
12*	Urology	437	477	501	523	536	532	4.1
16*	Emergency Medicine	815	890	960	1,054	1,182	1,222	8.5
P1*	Primary Care	1,367	1,813	2,006	2,132	2,310	2,368	12.1
K6*	Hospitalist	634	925	1,090	1,206	1,376	1,407	18.1
0610	**Nurse**	62,458	65,996	68,037	69,685	72,747	74,381	3.6
88#	RN Staff Nurse-Inpatient	26,024	28,175	29,685	30,345	30,400	15,697	-6.5
Q6#	RN/Staff-Inpatient Community Living Center	2,882	2,954	2,994	2,861	3,076	4,035	7.6
N4#	Nurse Practitioner-Mental Health/ Substance Use Disorder	415	421	402	379	759	841	20.5
n/a	**Occupational Series Other than Medical Officer and Nurse**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
7408	Food Service Worker	4,906	4,831	4,906	5,000	4,902	4,916	0.1
0644	Medical Technologist	4,470	4,532	4,505	4,587	4,578	4,579	0.5
0620	Practical Nurse	14,507	14,956	15,013	15,091	15,235	15,442	1.3
0801	General Engineering	939	945	913	889	958	1,003	1.4
3566	Custodial Worker	11,008	11,342	11,597	11,598	11,852	11,914	1.6
0622	Medical Supply Aide and Technician	2,481	2,424	2,443	2,497	2,545	2,753	2.2

0645	Medical Technician	1,581	1,624	1,681	1,729	1,764	1,759	2.2
0083	Police	3,307	3,492	3,524	3,643	3,700	3,713	2.4
0675	Medical Records Technician	2,449	2,498	2,599	2,695	2,754	2,838	3.0
0180	Psychology	5,974	6,412	6,635	6,780	7,088	7,094	3.5
0647	Diagnostic Radiologic Technologist	3,702	3,878	4,051	4,173	4,336	4,390	3.5
0649	Medical Instrument Technician	2,884	3,103	3,218	3,398	3,476	3,536	4.2
0201	Human Resources Management	3,065	3,242	3,368	3,547	3,901	4,150	6.3
0679	Medical Support Assistance	17,206	19,623	21,252	23,756	25,886	27,093	9.6

Source: VHA Support Service Center - HR Employment Cube
ᵃ The FY 2019 data are for partial FY through May 1, 2019.

Appendix H: Frequency of Reported Severe Occupational Staffing Shortages by Occupation (2018 to 2019)

Table H.1. Frequency of Reported Severe Occupational Staffing Shortages by Occupation (2018 to 2019)

Occupational Series or Assignment Code[a]	Occupation	Number of Facilities Indicating Severe Shortage in 2018[b]	Number of Facilities Indicating Severe Shortage in 2019	Change in Frequency of Reported Severe Shortages
0201	Human Resources Management	92	72	-20
16*	Emergency Medicine	48	31	-17
0603	Physician's Assistant	39	23	-16
7*	Orthopedic Surgery	42	26	-16
0633	Physical Therapist	37	22	-15
75#	NP-Primary Care	39	24	-15
88#	RN Staff Nurse-Inpatient	44	31	-13
K6*	Hospitalist	49	36	-13
31*	Psychiatry	98	85	-13
P1*	Primary Care	66	54	-12
0631	Occupational Therapist	31	20	-11
0180	Psychology	58	47	-11
40*	Geriatrics	29	22	-7
0622	Medical Supply Aide and Technician	39	32	-7
0858	Biomedical Engineering	30	24	-6
20*	Dermatology	36	30	-6
0649	Medical Instrument Technician	37	31	-6
21*	General Internal Medicine	30	25	-5
0644	Medical Technologist	56	53	-3
1*	Anesthesiology	31	28	-3
38*	Radiology-Diagnostic	33	30	-3
26*	Pulmonary Diseases	29	26	-3
12*	Urology	42	41	-1

Occupational Series or Assignment Code[a]	Occupation	Number of Facilities Indicating Severe Shortage in 2018[b]	Number of Facilities Indicating Severe Shortage in 2019	Change in Frequency of Reported Severe Shortages
0647	Diagnostic Radiologic Technologist	39	38	-1
30*	Neurology	35	34	-1
0620	Practical Nurse	46	46	0
7408	Food Service Worker	31	31	0
0801	General Engineering	55	56	1
0645	Medical Technician	27	28	1
25*	Gastroenterology	45	48	3
N4#	Nurse Practitioner – Mental Health/Substance Use Disorder	25	32	7
3566	Custodial Worker	46	55	9
0679	Medical Support Assistance	25	34	9
0083	Police	52	65	13
0675	Medical Records Technician	26	39	13
Q6#	RN/Staff-Inpatient Community Living Center	17	36	19

Source: VHA facilities in response to the OIG's 2018 and 2019 staffing surveys

*[a] The * denotes assignment codes within the Medical Officer occupational series; the # denotes assignment codes within the Nurse occupational series.*

[b] The medical center directors verified the data on severe occupational shortages for their respective facilities. Some facilities have experienced changes in medical center directors, thus the data provided for a given facility may have been rated and verified by a different director in the 2019 survey than the 2018 survey.

Appendix I: Executive in Charge Memorandum

Department of Veterans Affairs Memorandum

Date: September 13, 2019

From: Executive in Charge, Office of the Under Secretary for Health (10)

Subj: Healthcare Inspection— OIG Determination of VHA's Occupational Staffing Shortage, FY 2019

To: Assistant Inspector General for Healthcare Inspections (54)

          Director, GAO/OIG Accountability Liaison Office (VHA 10EG GOAL Action)

1. Thank you for the opportunity to review and comment on the Office Inspector General (OIG) draft report, OIG Determination of Veterans Health Administration's Occupational Staffing Shortages.

2. I concur with OIG's recommendations 1 and 2. The attachments provide a response to the recommendations and technical and general comments pertaining to OIG's report.

3. If you have any questions, please email Karen Rasmussen, M.D., Director, GAO OIG Accountability Liaison Office at VHA10EGGOALAction@va.gov.

(Original signed by:)

Richard A. Stone, M.D.

Executive in Charge

Comments to OIG's Report

Recommendation 1

The Under Secretary for Health ensures completion of all open action plans related to recommendations from previous iterations of this report.

Concur.

Target date for completion: June 2020

Executive in Charge Comments

Veterans Health Administration (VHA) Workforce Management and Consulting is working to complete all remaining open action plans related to recommendations from previous iterations of this report.

Recommendation 2

The Under Secretary for Health identifies a plan of action that will address the underlying causes of severe occupational staffing shortages identified in this report.

Concur.

Target date for completion: March 2020

Executive in Charge Comments

VHA Workforce Management and Consulting (WMC) is working to address the underlying causes of severe occupational staffing shortages across our organization. VHA is leveraging Human Resource modernization to improve resources to address Lack of Qualified Applicants, Non-Competitive Salary, Geographical Recruitment Challenges, Private Sector Competition, and Staff Turnover. Each facility that identified a high-risk staffing shortage in the 2019 VHA Workforce Planning Cycle is responsible for creation and follow-through on an action plan to address the reasons and primary driver for the shortage. WMC will be tracking these biannually as we move forward.

OIG Contact and Staff Acknowledgments

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