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(Original Signature of Member)

119TH CONGRESS
1ST SESSION

H. R. _____

To amend title 38, United States Code, to make certain improvements to the administration of Veterans Integrated Service Networks under laws administered by the Secretary of Veterans Affairs, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

Mr. BOST introduced the following bill; which was referred to the Committee
on _____

A BILL

To amend title 38, United States Code, to make certain improvements to the administration of Veterans Integrated Service Networks under laws administered by the Secretary of Veterans Affairs, and for other purposes.

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

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “VISN Reform Act of
5 2025”.

1 **SEC. 2. ADMINISTRATION OF VETERANS INTEGRATED**
2 **SERVICE NETWORKS.**

3 (a) VETERANS INTEGRATED SERVICE NETWORKS.—
4 Subchapter I of chapter 73 of title 38, United States
5 Code, is amended by inserting after section 7305 following
6 new section:

7 **“§ 7305A. Veterans Integrated Service Networks**

8 “(a) ORGANIZATION.—The Secretary shall organize
9 the Veterans Health Administration in eight geographi-
10 cally defined Veterans Integrated Service Networks (here-
11 inafter referred to as ‘VISNs’).

12 “(b) ALIGNMENT WITH MISSION OF DEPART-
13 MENT.—The Secretary shall ensure that the employees,
14 services, and programs of each VISN are aligned with the
15 mission of the Department and the specific health care
16 requirements of each population of veterans in each Net-
17 work.

18 “(c) INTEGRATED HEALTH CARE SYSTEM.—The
19 Secretary shall maintain a regional integrated health care
20 system within the geographic area served by each VISN
21 by—

22 “(1) entering into agreements with such other
23 governmental, public, and private health care organi-
24 zations and practitioners as the Secretary considers
25 appropriate to meet the needs of veterans who reside
26 in the geographic area served by the VISN;

1 “(2) providing oversight and management of,
2 and taking responsibility for, a regional budget for
3 the activities of each VISN that—

4 “(A) is aligned with the budget guidelines
5 of the Department and the Veterans Health
6 Administration; and

7 “(B) is balanced at the end of each fiscal
8 year; and

9 “(3) using national metrics to develop systems
10 to provide effective, efficient, and safe delivery of
11 health care that is rated as highly satisfactory by
12 patients and families of patients.

13 “(d) REDUCTION IN DUPLICATE FUNCTIONS.—The
14 Secretary shall identify functions that are duplicated
15 across the clinical, administrative, and operational proc-
16 esses and practices of the Veterans Health Administration
17 and operate the system of VISNs in a manner designed
18 to reduce the duplication of such functions.

19 “(e) COLLABORATION AND COOPERATION.—(1) The
20 Secretary shall operate the VISN system by working to
21 achieve maximum effectiveness with respect to the provi-
22 sion hospital care, medical services, and nursing home
23 care, graduate medical education, and research; and

24 “(2) The Secretary shall assess, on an ongoing basis,
25 the consolidation or realignment of institutional functions,

1 including capital asset, safety, and operational support
2 functions, in collaboration and cooperation with other
3 VISNs and the following offices or entities within the geo-
4 graphic area served by the VISN:

5 “(A) The offices of the Veterans Benefits Ad-
6 ministration and the National Cemetery Administra-
7 tion.

8 “(B) Offices of State and local agencies that
9 have a mission to provide assistance to veterans.

10 “(C) Medical schools and other affiliates.

11 “(D) Federal, State, and local emergency pre-
12 paredness organizations.

13 “(E) Such other offices of the Federal Govern-
14 ment as the Secretary considers appropriate.

15 “(3) The Director of each VISN shall be responsible
16 for oversight and for the enforcement of Department poli-
17 cies authorities applicable to medical facilities of the De-
18 partment with respect to such medical facilities located in
19 the geographic area served by such VISN.

20 “(f) HEADQUARTERS.—(1) There shall be only one
21 headquarters office for each VISN. The Secretary shall
22 choose the location of each such office and shall ensure
23 each such office is colocated with a medical center of the
24 Department.

1 “(2)(A) Each headquarters office established under
2 paragraph (1) shall have not more than 50 full-time em-
3 ployees. Of such 50 full-time employees, not more than
4 10 shall be contractor employees.

5 “(B)(i) The Secretary may waive the limitation under
6 subparagraph (A) with respect to a VISN headquarters
7 if the Secretary—

8 “(I) determines the waiver is necessary to
9 maintain essential operations of the VISN head-
10 quarters during the implementation of the plan re-
11 quired under paragraph (3); and

12 “(II) before the date on which the waiver be-
13 comes effective, submits to the Committees on Vet-
14 erans’ Affairs of the Senate and the House of Rep-
15 resentatives a written certification of such deter-
16 mination.

17 “(ii) The term of any wavier issued pursuant to
18 clause (i) may not exceed one year.

19 “(C) Not less frequently than once each fiscal year,
20 the Secretary shall submit to the Committees on Veterans’
21 Affairs of the Senate and the House of Representatives
22 a report on employment at the VISN headquarters offices
23 during the preceding fiscal year. Each such report shall
24 include the following for the year covered by the report:

1 “(i) The number of individuals employed at
2 each VISN headquarters office.

3 “(ii) The number of individuals employed by the
4 Veterans Health Administration in each VISN who
5 are not employed at the same location as the head-
6 quarters office of that VISN.

7 “(iii) The title for each position of employment
8 at a headquarters office.

9 “(iv) The title for each position of employment
10 with the Veterans Health Administration in each
11 VISN whose duty station is not at the same location
12 as the headquarters office of that VISN.

13 “(v) An assessment of the effect of the employ-
14 ment of individuals at VISN headquarters offices on
15 the budget of the Department.

16 “(3)(A) Not later than 180 days after the date of
17 the enactment of this section, the Secretary shall develop
18 and submit to the Committees on Veterans’ Affairs of the
19 Senate and the House of Representatives a comprehensive
20 plan for the reorganization and right-sizing of the work-
21 force of each VISN headquarters to achieve compliance
22 with the limitation under paragraph (2)(A).

23 “(B) The plan under subparagraph (A) shall include,
24 for each VISN headquarters—

1 “(i) an identification of all positions currently
2 assigned to the headquarters, including duty loca-
3 tion, occupational services, pay grade, and primary
4 function;

5 “(ii) a determination of which positions—

6 “(I) are essential to execute the mission of
7 the VISN; and

8 “(II) are duplicative or administrative in
9 nature;

10 “(iii) a phased implementation schedule for
11 such plan;

12 “(iv) a description of any workforce realign-
13 ments, reassignments, or separations required to
14 comply with the limitation under paragraph (2)(A),
15 including voluntary separation incentive payments or
16 retraining opportunities under title 5; and

17 “(v) a certification that the implementation of
18 such plan will not result in a reduction in access to
19 care or services furnished to veterans under the laws
20 administered by the Secretary.

21 “(C) In developing and implementing the plan re-
22 quired under this subsection, the Secretary shall—

23 “(i) ensure that each VISN headquarters is in
24 compliance with the limitation under paragraph

1 (2)(A) not later than the date that is three years
2 after the date of the enactment of this section; and

3 “(ii) to the maximum extent practicable, offer
4 each employee of a VISN headquarters who is a li-
5 censed physician, nurse, psychologist, or other
6 healthcare professional such the opportunity to
7 transfer, without loss of pay or benefits, to a posi-
8 tion appointed under chapter 74 of this title to fur-
9 nish direct patient care or clinical support at a De-
10 partment medical facility.

11 “(g) PERSONNEL.—(1) The head of each VISN shall
12 be the Director, who shall be appointed by the President,
13 by and with the advice and consent of the Senate. The
14 position of Director of a VISN shall be a noncareer ap-
15 pointee position. The Director of a VISN shall—

16 “(A) be responsible for the functions of the
17 VISN; and

18 “(B) have the authority and responsibility to
19 enforce the policies and standards of the Depart-
20 ment with respect to all Department personnel em-
21 ployed within the VISN.

22 “(2) Each employee employed at a facility of the Vet-
23 erans Health Administration located in the geographic
24 area served by a VISN shall—

1 “(A) report directly to the Director of the
2 VISN;

3 “(B) in the case of an employee who is licensed
4 to practice in a hospital, work at least one day each
5 week in a Department medical center located in such
6 geographic area; and

7 “(C) visit routinely with service line chiefs at
8 Department medical centers, as directed by the Sec-
9 retary.

10 “(h) TRIENNIAL STRUCTURE REVIEW, REASSESS-
11 MENT AND REPORT.—(1) Not later than three years after
12 the date of the enactment of this section, and not less fre-
13 quently than once every three years thereafter, the Sec-
14 retary shall conduct a review and assessment of the struc-
15 ture and operations of the VISNs.

16 “(2) Not later than 180 days after conducting a re-
17 view and assessment under paragraph (1), the Secretary
18 shall submit to the Committees on Veterans’ Affairs of
19 the Senate and the House of Representatives a report on
20 such review and assessment, which shall include such rec-
21 ommendations for legislative or regulatory action as the
22 Secretary considers appropriate to improve the VISNs.”.

23 (b) CLERICAL AMENDMENT.—The table of sections
24 at the beginning of chapter 73 of such title is amended

1 by inserting after the item relating to section 7305 the
2 following new item:

“7305A. Veterans Integrated Service Networks”.

3 **SEC. 3. CONSOLIDATION OF VETERANS INTEGRATED SERV-**
4 **ICE NETWORKS.**

5 In order to comply with section 7305A of title 38,
6 United States Code, as added by section 2, not later than
7 one year after the date of the enactment of this Act, the
8 Secretary of Veterans Affairs shall geographically realign
9 and combine the Veterans Integrated Service Networks in
10 effect on the day before the date of enactment of this Act
11 into geographically defined Veterans Integrated Service
12 Networks as follows:

13 (1) Veterans Integrated Service Network 1,
14 Veterans Integrated Service Network 2, and Vet-
15 erans Integrated Service Network 4 shall be Com-
16 bined into a single Veterans Integrated Service Net-
17 work.

18 (2) Veterans Integrated Service Network 5,
19 Veterans Integrated Service Network 6, and Vet-
20 erans Integrated Service Network 9 shall be com-
21 bined into a single Veterans Integrated Service Net-
22 work.

23 (3) Veterans Integrated Service Network 10,
24 Veterans Integrated Service Network 12, and Vet-
25 eran Integrated Service Network 23 shall be com-

1 bined into a single Veterans Integrated Service Net-
2 work.

3 (4) Veterans Integrated Service Network 7,
4 Veterans Integrated Service Network 8, and Veteran
5 Integrated Service Network 16 shall be combined
6 into a single Veterans Integrated Service Network.

7 (5) Veterans Integrated Service Network 15
8 and Veteran Integrated Service Network 19 shall be
9 combined into a single Veterans Integrated Service
10 Network.

11 (6) Veterans Integrated Service Network 17
12 and Veteran Integrated Service Network 22 shall be
13 combined into a single Veterans Integrated Service
14 Network.

15 (7) Veterans Integrated Service Network 20
16 shall remain a single Veterans Integrated Service
17 Network.

18 (8) Veterans Integrated Service Network 21
19 shall remain a single Veterans Integrated Service
20 Network.