**A Case for PADMD: How We Stop Chasing Files and Start Running an NX Program**

**OIG Findings**

The September 2025 OIG audit made one thing clear: NX accountability is broken nationally. The OIG reported that VHA could not account for 75,500 items valued at $210.9M, about 537,000 items (33%) were in the wrong place, and 62,500 items may not even have been needed. Facilities stretched inventories out as long as 20 months, and from FY22–24, 76,800 items worth $262M were reported missing or damaged, with 915 Reports of Survey (ROS) worth $31.2M left unfinished. Oversight broke down from VA to VISN to the facility level.  
  
Pittsburgh is emblematic of those findings. We deal with the same flaws daily: ROS buried in emails, turn-ins loosely tracked, disposition logged in spreadsheets, and inventories captured inconsistently. Compliance hinges on inbox traffic and memory, not structure.

**PADMD Framework**

That’s why I am proposing we take the Equipment Life Cycle Management framework and actually use it effectively. I’ve reframed it as PADMD — Planning, Acquisition, Deployment, Maintenance, Disposition — because it makes the lifecycle clear, and because it works.  
  
The principle is simple:  
*Control the information* → *Control the inventory* → *Control compliance*.

**Moving Beyond the Jacket File Tabs**

The old model of compliance relied on the jacket file’s tab structure — Tab A (CO delegation), Tab B (delegate), Tab C (training), Tab D (inventories), Tab E (meeting notes). We’ve already digitized several of these in SharePoint forms and lists, but the tab notion itself is outdated.  
  
The stronger, leaner architecture is to organize everything into the five PADMD buckets:  
- Planning  
- Acquisition  
- Deployment  
- Maintenance  
- Disposition (DS)  
  
Every document, workflow, and data point belongs in one of these buckets. “This ‘bucket’ is where Pittsburgh’s Planning records are/ this ‘bucket’ is where Pittsburgh’s Acquisition records are/ this ‘bucket is where Pittsburgh’s Deployment records are…etc. Each file will consist of Metadata (EIL, SL, CO, etc.). This metadata allows us to view the information in any format we need — by lifecycle stage, by jacket file tab, by compliance requirement, or by EIL (or PO, or tracking number, or SEPG ID or…). We can even purge and archive lists to Excel, still searchable in the document library, and deleting them from the active list to keep operations lean without losing history.  
  
This structure makes the “jacket file look” just one of many possible views, powered by metadata. The result is a system that is scalable, auditable, and flexible.

**What We**’**re Already Doing**

This isn’t theoretical. Pittsburgh has several pieces of PADMD already live:

* Jacket File (Tabs A–C): Active SharePoint form/list captures Custodial Official and Delegate training (Tab C), and holds Delegation of Authority docs (Tabs A and B). Tabs A/B are one-time unless an EIL or personnel change occurs, and the list holds all three tabs in one record.
* Jacket File (Tab D – Inventories): A ‘Record Inventory’ form/list is live. IMS use either the form directly or a mirrored spreadsheet template. Every result is logged, with the signed inventory report attached on intake. This gives a full digital record of Tab D. It functions now as a supervisor tool, but is ready to automate training due dates and push inventory results outward — something we’ve never done before.
* Disposition Log: Already running in SharePoint, logging every warehouse intake and categorizing items as Unicor, Scrap, Excess, or Transfer. While the Excess Portal isn’t live yet, the log itself is functional and producing reports.
* EE Request Tracker (1.0 → 2.0): Version 1.0 resolved email disputes, tagging delays, and poor recordkeeping. Version 2.0 is being built to strengthen OIT-EIL approvals and provide better MH/IMS interfaces.
* MH Receiving Flow: Built to improve daily operations, functioning successfully at UD campus, it has since been cited nationally as a best practice for implant process improvement.

**What**’**s Left to Do**

The foundation is here, but the build must be finished:

* Finish the SharePoint overlay: Complete DS-1 (Turn-In Submission), D-4 (MH delivery checklist), and D-5 (VistA print-line capture) from the PADMD\_Flowchart\_Key.
* Codify custody transfer: Automate the MH driver checklist so we can finally prove chain-of-custody. This area of operation has been provably broken for years. All it takes is there GFE.
* Harden intake points: Move 0751s, ROS, work orders, and bills of health for excess into structured intake, eliminating email as the “system of record.”
* Automate dashboards & notifications: Training due dates, inventory cycles, ROS deadlines — surfaced automatically instead of hidden in inboxes or spreadsheets.

**Why This Will Work**

Our Customers, the clinics and shops and offices, are professionals too. They don’t want to lose paperwork any more than we do. Submitting 0751s, ROS, work orders, or bills of health through structured intake isn’t an unreasonable burden — it’s the natural way. These records always belonged with asset management. We’re simply making it easy for them to flow to us.

PADMD provides the structure. SharePoint provides the tool. Metadata provides the flexibility. With this model:

* Every intake point is a form or dropbox, trackable, indexable, archivable, searchable— not an email.
* Every transfer is logged, not assumed.
* Every compliance requirement is tied to a lifecycle checkpoint, not buried in a nest of network driver folders.

This isn’t just about Pittsburgh. If we complete the build here, we can demonstrate it VISN-wide and show OIG that NX accountability doesn’t have to be an endless cycle of missing files and unfinished surveys.  
  
We can stop chasing files. We can stop chasing our tails. We can start running an NX program.