NX Information Flow – Master Overview

PADMD-Based Information Control for Nonexpendable Equipment

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# Purpose & Vision

*We control the information* → *We control the inventory* → *We satisfy compliance.*  
  
This Master Overview establishes a data-first, platform-agnostic plan for managing nonexpendable equipment (NX) through PADMD (Planning, Acquisition, Deployment, Maintenance, Disposition). It eliminates file-chasing by enforcing information flow at every stage, aligning directly with OIG and QCR requirements for compliance, oversight, and accountability.

# Core Principles

* Control the information, control the inventory, satisfy compliance.
* Every physical action produces a data event.
* Transparency: Any stakeholder can see status without chasing files.
* Compliance: VA Handbook 7002, Directive 1761, VISN QCR, and OIG findings baked into workflows.
* Adaptability: Platform-agnostic; dashboards and UI layers are windows, not the engine.
* Accountability: IMS, COs, Scan, and Material Handling carry defined roles in data integrity.

# Stakeholders & Roles

* Internal NX: Supervisor, IMS, Scan Team, Material Handling.
* External: OIT, Biomed, FMS, clinical/admin services.
* Leadership: Facility Director, VISN, auditors.
* Oversight Anchors: Accountable Officer (AO), Custodial Officers (COs).
* Material Handling integrated at key custody points (receipts, moves, turn-ins).

# PADMD Structure & Compliance Mapping

* Planning: SEPG prep, OA3, IMS assignments, strategic forecasts. Ensures EILs are set before acquisition.
* Acquisition: Requisitions, approvals, tagging at receipt. Prevents ghost assets.
* Deployment: IMS update all locations. COs/delegates must request changes through intake. MH logs moves.
* Maintenance: Annual inventories, no exceptions. <95% triggers 6-month re-check. BoH reports required for re-use; shops provide, NX does not chase.
* Disposition: Turn-ins, inspections, ROS, excess, Unicor, recycling. New tools unify processes; ROS closed within 60 days.
* Contingency: Outage-proof intake and tracking; reconciliation back into PADMD.

# Governance & Oversight

* Quarterly governance reviews to update taxonomy and forms.
* EIL assignments validated through scheduled reviews.
* Annual review with AO, COs, and leadership on inventories, ROS, compliance performance.
* Facility Directors and AOs cannot defer oversight; accountability enforced.

# Dashboards (Proof-of-Concept Windows)

* Dashboards are not the system; they are windows into the system.
* PPM monitors: Requests, inventories, dispositions by IMS/EIL.
* OIT counters: Simple in/out tallies.
* ROS view: Per-IMS snapshot tied to approval portal.
* Libraries/metadata can evolve into richer Service Line or EIL dashboards.
* SharePoint is just the UI. The real control is the enforced data flow.

# OIG & QCR Alignment

* Lost Assets: Prevented through tagging + annual inventory.
* Wrong Locations: IMS update; CO requests required for changes.
* Idle/Unused Assets: Planning + Disposition pipelines force transfer, reuse, or disposal.
* Inventory by Exception: Eliminated. Annual, no exception; <95% = re-check.
* ROS: Centralized, tracked, closed within 60 days.
* Oversight: Facility Directors/AOs act on live compliance data.

# Contingency Operations

* Trigger: System outage.
* Intake: Controlled templates + contingency tracker.
* Reconciliation: Post-outage migration back into PADMD.

# Bottom Line

* Platform-agnostic, data-centric, compliance-driven system.
* Material Handling integrated logically at custody points.
* IMS own SEPG and EIL accountability.
* COs initiate all changes via intake; shops provide BoH for re-use/Excess.
* Dashboards remain proof-of-concept windows; enforced data flow is the system.
* We control the information → We control the inventory → We satisfy compliance.

Section I – Purpose & Vision

*We control the information* → *We control the inventory* → *We satisfy compliance.*  
  
The purpose of this plan is to establish a clear, disciplined system for managing nonexpendable equipment (NX) at the Pittsburgh VA. This section defines the vision: moving away from fragmented, file-chasing practices into a structured, process-based flow of information. The PADMD lifecycle (Planning, Acquisition, Deployment, Maintenance, Disposition) provides the backbone, ensuring that every action generates a data record and every record ties back to compliance requirements.

# Vision

Our vision is simple and direct: when we control the flow of information, we control the assets. When assets are under control, compliance follows naturally. This system is built to prevent the very failures that OIG and VISN QCR reviews have repeatedly identified — lost equipment, inaccurate locations, idle assets, incomplete Reports of Survey, and inconsistent custodial oversight.

# Key Objectives

* Replace ad-hoc file structures with a lifecycle-driven PADMD framework.
* Ensure every physical action produces a corresponding data entry.
* Embed compliance into daily operations — not as an afterthought, but as the default.
* Provide transparency so stakeholders can see the status of assets and requests without chasing files.
* Position NX as the central authority for information flow, not a back-office afterthought.
* Maintain platform-agnostic design: dashboards and automation are windows, not engines.

# Why Now

OIG’s recent audit findings mirror the weaknesses highlighted in our QCR: equipment lost, records inaccurate, inventories skipped, and ROS left incomplete. These are not abstract failures — they affect patient care, facility readiness, and fiscal responsibility. By moving now, we ensure Pittsburgh is not only compliant, but also leading in how NX is managed across the VA system.

# Strategic Impact

This plan is not a software project or a SharePoint configuration. It is a structural, compliance-first approach to how Pittsburgh VA handles every piece of NX equipment. By embedding PADMD discipline, we remove the guesswork, enforce accountability, and eliminate the gaps OIG called out. Leadership gains visibility, IMS gain structure, Material Handling gains clarity, and compliance is satisfied.

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*We control the information* → *We control the inventory* → *We satisfy compliance.*

Section II – Core Principles

The foundation of the NX information flow model rests on a set of core principles. These principles are not abstract ideals — they are practical rules for how data, equipment, and compliance interconnect. Each principle drives behaviors across IMS, COs, Material Handling, and customer shops, ensuring accountability and eliminating blind spots.

# Principle 1: Control the Information, Control the Inventory, Satisfy Compliance

Every action taken with an NX asset must generate a data record. This turns accountability from an afterthought into a built-in safeguard. By locking control to information flow, we ensure that compliance is a natural byproduct of operations — not a separate, manual task.

# Principle 2: Every Physical Action Produces a Data Event

From receipt at Material Handling to deployment by IMS, to relocation requests from COs, to final disposition — each step must be logged. This ensures the asset lifecycle is transparent and auditable, closing the gaps that OIG identified in past audits.

# Principle 3: Transparency Without Chasing Files

Stakeholders should never have to chase information. Whether through a dashboard, a report, or a filtered view, data must be available on demand. This principle builds trust across leadership, auditors, and operational staff.

# Principle 4: Compliance Embedded in Operations

VA Handbook 7002, Directive 1761, and VISN QCR expectations are not external checklists. They are embedded directly into workflows. Inventories occur annually without exception. ROS cases close in 60 days. Custodial Officers validate all requests. Compliance is enforced by structure, not preference.

# Principle 5: Platform-Agnostic, System-First Design

SharePoint, Power Automate, or any future tool is just a user interface. The enforced flow of information is the true system. This ensures longevity and flexibility — the structure survives even as platforms change.

# Principle 6: Clear Roles and Accountability

IMS, COs, Material Handling, and customer shops all carry defined responsibilities. IMS manage records and locations, COs initiate changes, shops provide Bills of Health, and Material Handling ensures custody is documented. This clarity prevents overlap, excuses, and gaps in accountability.

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*Core principles drive discipline. Discipline drives compliance.*

Section III – Stakeholders & Roles

For the NX information flow system to function, responsibilities must be clear. Every stakeholder — internal, external, and leadership — has a defined role in the PADMD lifecycle. Clarity of roles eliminates gaps, prevents duplication of effort, and ensures accountability trails are unbroken.

# Internal Stakeholders

• Supervisor – Oversees NX program execution, ensures compliance checkpoints are met, and enforces information flow discipline.  
• Inventory Management Specialists (IMS) – Maintain PADMD records, update locations, execute inventories, and monitor requests. IMS are the primary operators of the system.  
• Scan Team – Conducts equipment scans across facilities, verifying tagging, location accuracy, and reconciliation with system records.  
• Material Handling (MH) – Handles physical custody at receipt, staging, transfers, and turn-ins. Each action by MH must generate a corresponding data record in the system.

# External Stakeholders

• OIT – Provides technical clearance and inspection for IT equipment.  
• Biomed – Provides technical clearance and inspection for medical equipment.  
• FMS Trades (plumbing, electrical, electronics, etc.) – Provide Bills of Health for reusable equipment and support technical inspections.  
• Clinical and Administrative Services – End users of equipment, responsible for initiating requests and complying with reporting requirements.

# Leadership Stakeholders

• Facility Director – Holds ultimate accountability for NX compliance at the facility. Must review compliance metrics and cannot defer oversight.  
• VISN Leadership – Provides regional oversight, ensuring Pittsburgh aligns with VISN and VA-wide requirements.  
• Auditors (OIG, QCR, Internal) – External verification of compliance through data records, dashboards, and reports.

# Oversight Anchors

• Accountable Officer (AO) – Assigned official responsible for NX oversight at the facility level.  
• Custodial Officers (COs) – Assigned to each EIL, personally responsible for the equipment listed under their control. COs or their delegates must submit requests for changes (relocation, transfer, etc.) via intake forms, ensuring NX maintains authoritative control of the data.

# Accountability Trail

The accountability trail is only complete when every role fulfills its responsibility: IMS manage and update the system, COs request changes, MH documents custody, shops provide Bills of Health, and leadership reviews compliance. Any missing link weakens compliance — therefore, accountability is enforced by structure, not choice.

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*Clear roles create clear accountability. Accountability creates compliance.*

Section IV – PADMD Structure & Compliance Mapping

The PADMD lifecycle — Planning, Acquisition, Deployment, Maintenance, and Disposition — is the backbone of the NX information flow model. Each stage creates, captures, or updates data records that directly align with OIG and QCR compliance requirements. By enforcing PADMD discipline, every NX asset is accounted for from entry to final disposition.

# Planning

Planning anchors the lifecycle. It includes SEPG preparation, OA3 readiness, IMS assignments, and strategic forecasting through the Equipment Committee. IMS are expected to be experts in SEPG, ensuring that equipment cannot progress without an assigned EIL. This closes the gap where assets historically entered the system with no custodial assignment. Planning also drives five-year replacement strategies and prevents overbuying that leads to idle assets.

Compliance tie: Ensures assets are tied to EILs early, prevents idle or untracked equipment, and satisfies QCR demands for forward planning.

# Acquisition

Acquisition covers requisitions, approvals, and receiving. Every NX asset is EE-tagged by Material Handling before deployment. Emergency purchases are documented with the same rigor as planned acquisitions. All assets are linked to an EIL at the moment of tagging, eliminating the possibility of ghost assets.

Compliance tie: Guarantees tagging and accountability at entry, addressing OIG’s findings of unaccounted equipment.

# Deployment

Deployment is where assets are placed into service. IMS are responsible for updating locations in the system. Custodial Officers (or their delegates) are required to submit requests for any changes (relocations, transfers, loans, etc.) through controlled intake forms. Material Handling logs physical movements, ensuring every relocation is paired with a data entry.

Compliance tie: Eliminates OIG’s identified problem where one-third of assets were not at their recorded location.

# Maintenance

Maintenance enforces accountability throughout the asset’s useful life. Annual inventories are mandatory, with no exceptions. Any EIL falling below 95% accuracy must undergo a re-check within six months. Loaned equipment is tracked through a formal loan registry. For equipment deemed reusable, Bills of Health are required from OIT, Biomed, or FMS shops. NX does not chase these reports — they must be submitted with the asset.

Compliance tie: Prevents idle or unsafe assets from circulating, addresses OIG concerns with incomplete inventories, and enforces accuracy standards.

# Disposition

Disposition governs the retirement of assets. This includes turn-ins, inspections, ROS, Excess, Unicor, recycling, and final disposal confirmations. Pittsburgh’s new tools unify previously scattered processes into a single, robust workflow. ROS cases are tracked through initiation, approval, and closure, with strict enforcement of 60-day completion. Excess postings require Bills of Health, ensuring only verified equipment moves forward.

Compliance tie: Resolves OIG findings of incomplete or missing ROS cases and prevents unverified assets from re-entering circulation.

# Contingency

Contingency operations ensure accountability continues even during system outages. Controlled templates and a master contingency tracker (Uber-Tracker) capture intake during downtime. After restoration, records are migrated back into PADMD to maintain an unbroken chain of custody.

Compliance tie: Guarantees auditors see continuity of records and no accountability gaps, even during outages.

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*PADMD turns scattered processes into a single lifecycle. Every stage enforces compliance.*

Section V – Governance & Oversight

Governance is the structure that enforces compliance, ensures continuous improvement, and eliminates the possibility of oversight being treated as optional. Without structured governance, accountability erodes. This section defines the cadence and responsibilities for governance and oversight.

# Quarterly Governance Reviews

Every quarter, the NX Supervisor and IMS team will review forms, metadata taxonomy, and process flows. The purpose is to identify outdated fields, compliance gaps, or new requirements from VISN or VA Central Office. Adjustments are logged, documented, and communicated to all stakeholders.

# EIL Assignments Validation

Custodial Officer (CO) assignments must be validated on a scheduled basis. NX will maintain a master EIL list that ties each EIL to a CO and alternates. This ensures custodial responsibility is always current, preventing gaps caused by personnel turnover or unreported delegation changes.

# Annual Leadership Review

Once a year, the Accountable Officer (AO), Facility Director, and COs will participate in a joint compliance review. This review covers:  
• Inventory accuracy rates by EIL  
• Reports of Survey status and closure timeliness  
• Disposition case throughput  
• Compliance with Bills of Health requirements  
• Any exceptions identified during VISN or OIG audits  
  
The annual review provides leadership with a clear, data-backed picture of compliance.

# Oversight Enforcement

Oversight is not optional. Facility Directors and AOs are expected to actively review and act on compliance data. The system enforces this by surfacing metrics directly tied to OIG findings — missed inventories, incomplete ROS, idle equipment, and inaccurate locations. By making oversight visible and unavoidable, leadership accountability is preserved.

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*Governance ensures discipline. Discipline ensures compliance.*

Section VI – Dashboards (Proof-of-Concept Windows)

Dashboards are not the system. They are windows into the system. They provide visibility into the compliance-driven data flow that PADMD enforces. While still in development, Pittsburgh’s dashboards already provide proof of concept: basic monitors, counters, and views that can expand as the system matures.

# PPM Monitors

PPM dashboards track requests, inventories, and dispositions by IMS or EIL. These monitors provide at-a-glance awareness of workload distribution and compliance status. They serve as operational tools for supervisors and IMS to manage day-to-day execution.

# OIT Counters

The OIT-focused dashboards are intentionally simple: in/out tallies. This clarity reinforces the idea that dashboards don’t need to be complex to provide value. They are tools to confirm compliance checkpoints are being met without burdening staff.

# Reports of Survey (ROS) View

ROS dashboards display per-IMS snapshots of active cases and their statuses. These views are tied directly to the official ROS approval portals, ensuring data integrity. This feature ensures that no ROS can be forgotten or delayed past its 60-day requirement without visibility.

# Libraries & Metadata Expansion

As metadata discipline is enforced, libraries can evolve to provide Service Line and EIL views. These views mimic traditional jacket files but are powered by structured data rather than manual filing. This evolution provides leadership with familiar outputs while preserving system integrity.

# UI ≠ System

The dashboards exist only to display what PADMD already enforces. SharePoint or any other UI layer is replaceable — the data structure is not. This principle preserves long-term resilience of the system, regardless of platform.

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*Dashboards are proof-of-concept windows. The real control is the enforced data flow.*

Section VII – OIG & QCR Alignment

OIG audits and VISN QCR reviews consistently identify the same weaknesses in NX management: lost assets, inaccurate locations, idle equipment, incomplete inventories, and unresolved Reports of Survey. The PADMD framework directly addresses each of these findings. This section maps OIG and QCR expectations to the practices embedded in our system.

# Lost or Unaccounted Assets

OIG identified tens of thousands of unaccounted NX items across facilities. Our solution: assets are tagged upon receipt by Material Handling, entered into the system at acquisition, and verified annually by IMS. There is no entry into service without a tag and no exemption from inventory. Compliance is ensured by closing the loop between acquisition, deployment, and maintenance.

# Wrong or Inaccurate Locations

Audits revealed nearly one-third of assets were not found at their recorded location. Our solution: IMS are solely responsible for updating location records, while COs must submit formal requests for changes. Material Handling logs custody events during moves, ensuring that every relocation is paired with a data entry. Silent moves are eliminated.

# Idle or Unused Assets

QCR highlighted excessive idle and unused equipment. Our solution: Planning ties every acquisition to SEPG, preventing purchases without identified custodians. Disposition processes require shops to provide Bills of Health before posting to Excess, ensuring reuse decisions are based on verified condition. Idle assets are flagged for transfer, reuse, or disposal.

# Inventory by Exception Loopholes

Historically, facilities used exceptions and maintenance records to avoid annual inventory checks. Our solution: every item is inventoried annually without exception. Any EIL falling below 95% accuracy triggers a mandatory re-check within six months. Compliance is enforced as part of the Maintenance stage.

# Reports of Survey (ROS)

OIG reported unresolved or missing ROS cases valued in the millions. Our solution: ROS are managed as structured workflows with initiation, approval, and closure steps. Cases must close within 60 days, and dashboards provide per-IMS visibility into active cases until completion.

# Leadership Oversight

Audits consistently find directors and accountable officers deferring responsibility. Our solution: governance enforces quarterly reviews, annual leadership reviews, and live metrics. Facility Directors and AOs cannot defer oversight because compliance metrics are surfaced directly, and inaction is visible to auditors.

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*Every OIG and QCR gap is tied directly to a PADMD practice. This is not theory — it is control by design.*

Section VIII – Contingency Operations

Contingency operations ensure NX accountability continues even when systems are unavailable. Downtime cannot create blind spots. If SharePoint, Power Automate, or other platforms are offline, we fall back to controlled email templates and the Uber-Tracker spreadsheet. Every request is still logged, tracked, and reconciled once systems are restored.

# Trigger

Contingency procedures are activated during outages of SharePoint, Power Automate, or any NX tracking platform. Activation is immediate — there is no gap in accountability.

# Email Templates with Unique IDs

All contingency requests must be submitted using pre-set email templates. Each template requires a standardized subject line with a unique ID. This ensures consistency, searchability, and continuity when migrating back into PADMD.

Subject Line Format: [PPM-<TYPE>-####] – <Short Description>

* PPM-ERQ-2025-0147 – New Monitor for OR
* PPM-TRN-2025-0083 – Turn-in Request, Lab Equipment
* PPM-ROS-2025-0021 – Missing Ultrasound Machine

The body of the template includes request type, EIL, CO/requestor name, IMS assigned, and a brief description of the action. This standardization eliminates the ambiguity that typically plagues email-based submissions.

# Uber-Tracker Spreadsheet

IMS log every contingency email into the Uber-Tracker. The spreadsheet is the single source of truth during outages. Each row corresponds to the unique ID in the subject line, ensuring no request can be lost.

Core Uber-Tracker Columns:

* Unique ID (from subject line)
* Request Type
* Requestor (CO)
* Date Received
* Assigned IMS
* Status (Active/Complete/Reconciled)
* Linked PADMD Folder (after restoration)

# Reconciliation

Once systems are restored, IMS migrate all logged requests into their proper PADMD folders. The unique ID ensures seamless linkage between the contingency records and permanent records. Reconciliation is required within 48 hours of system restoration.

# Compliance Tie

This process guarantees that every NX action is captured, regardless of system availability. Auditors see a complete, unbroken trail of accountability — no excuses, no gaps.

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*Even when systems fail, accountability does not. Unique IDs and the Uber-Tracker keep control unbroken.*

Section IX – Bottom Line

The NX information flow model is built to eliminate uncertainty, enforce compliance, and restore confidence in equipment accountability at the Pittsburgh VA. It is not a software project or a filing exercise — it is a structural system that ties every physical action to an information record.

# Key Takeaways

* PADMD (Planning, Acquisition, Deployment, Maintenance, Disposition) is the backbone. Every action produces a data record tied to compliance.
* Material Handling is integrated at custody points, ensuring custody changes are logged.
* IMS maintain data integrity and execute inventories with zero exceptions.
* Custodial Officers initiate all changes via controlled intake — no silent moves.
* Shops provide Bills of Health for reusable or excess equipment; NX does not chase compliance inputs.
* Dashboards are proof-of-concept windows. The real control is the enforced data flow.

# What This Means for Pittsburgh VA

OIG and QCR findings are resolved by design, not by patchwork. Leadership retains visibility through dashboards and reports, while NX retains control of the process. Compliance is not a burden added on top of operations — it is the natural output of how we operate.

# Closing Statement

We control the information → We control the inventory → We satisfy compliance. That is the standard- period - and should be the standard operating model for NX in Pittsburgh.

* *We control the information* → *We control the inventory* → *We satisfy compliance.*
* *Core principles drive discipline. Discipline drives compliance.*
* *Clear roles create clear accountability. Accountability creates compliance.*
* *PADMD turns scattered processes into a single lifecycle. Every stage enforces compliance.*
* *Governance ensures discipline. Discipline ensures compliance.*
* *Dashboards are proof-of-concept windows. The real control is the enforced data flow.*
* *Every OIG and QCR gap is tied directly to a PADMD practice. This is not theory — it is control by design.*
* *Even when systems fail, accountability does not. Unique IDs and the Uber-Tracker keep control unbroken.*