

Statement of Melissa Sue Glynn
Nominee to be Assistant Secretary of Veterans Affairs
for Enterprise Integration
October 4, 2017

Chairman Isakson, Ranking Member Tester and Distinguished Committee Members, I am truly humbled by the opportunity to serve our Veterans, their families and work on behalf of the employees of the Department of Veterans Affairs. Meeting personally with many of you, I have been able to gain an appreciation of your commitment to serving our Veterans. I am deeply honored to be nominated by President Trump for the role of Assistant Secretary for Enterprise Integration.

Today my mother, Jo-Ann Serrani, is here to provide support for me as she has always has done. She taught me to balance strength with empathy. I am also appreciative of my friends, my chosen family, who are also here in support.

Although my father has passed, his care and his final days were spent at the Carl Hayden VA Hospital in Phoenix, Arizona. His military career was brief due to an injury which shattered his knee. Yet, the care he received from the VA lasted all of his days. Before his passing, my grandfather finally opened up and shared stories of WWII that he kept private for over fifty years. Painful memories of liberating Concentration Camps and the suffering inflicted across Europe - even more painful for a Jew whose family fled the pogroms of Eastern Europe. He held them tight because he could not reconcile those memories with his day-to-day life. Those experiences, as well as my prior service as a Board member for the USO Capital Region, influence my desire to

commit myself professionally and personally to serve, if confirmed, as Assistant Secretary for Enterprise Integration.

The Department is undertaking multiple, significant initiatives simultaneously, and now more than ever requires broad perspective, critical analysis and independent assessment to evaluate the efficacy of these efforts. Modernization efforts are planned or already underway in VBA, VHA, NCA, and BVA and across the Department's management functions. Therefore, the Office of Enterprise Integration's greatest opportunity is to lead the Department's strategic planning and performance model, serve as the driver for modernization with responsibility to track and verify initiative progress and provide analytical support. These efforts all must align with Secretary's priorities and focus our resources on VA's mission – serving our Veterans. OEI also provides critical cross Departmental support through its Center for Innovation and leadership of the VA/DoD Joint Executive Committee. The VACI conducts ground breaking work including identifying barriers Veterans experience to accessing available mental healthcare. This work informs preventing suicides.

Earlier in my career, I had responsibility for over 60 consulting projects at the VA as a partner with PricewaterhouseCoopers. These ranged from defueling and decommissioning VA's only nuclear reactor at the Omaha VAMC to the rollout of National Provider Identifiers for VHA, to standing up the National Acquisition Academy in Frederick, Maryland. I was afforded an opportunity to travel to over 60 medical centers, benefits regional offices and cemeteries during my role as Engagement Partner with the VA. I additionally led a large implementations effort for the VA's business partner, the

Defense Finance and Accounting Service to significantly reduce fraud, waste and abuse.

The last nine years of my career have been devoted to affecting change as a partner in the world's largest turnaround consulting firm. As the managing partner of Alvarez & Marsal's public sector practice, I drew from expertise in the private sector to address long standing failings of government programs. The majority of my work focused on fixing broken Medicaid systems at the State level. Many States were not agile enough to implement new delivery models, meet changing needs of their clients nor harness new advances in healthcare and technology. My consulting teams focused on identifying the root causes of performance and communication failure as well as significant cost overruns. Working as interim management, we sought to build capacity of the State employees while implementing changes aligning financial management with programs, righting technology implementations, improving stakeholder engagement, and increasing the value of service to their clients – often the most vulnerable populations.

For the VA, Secretary Shulkin has identified five priorities and my prior experience directly aligns with two of these priorities - modernizing systems and focusing resources. And achieving success with systems and resource management enables the realization of the remaining three priorities: greater choice, improve timeliness and suicide prevention. ***It is critical at this juncture that progress is made to change how the Department operates to foster agility and ensure appropriated resources deliver value to Veterans.***

The Department has incredible opportunities to improve today and for the future through leveraging leading practices in healthcare, benefits delivery, customer service, as well as improving business operations including integration of technology, human capital management, facilities management and organizational governance.

If confirmed, I will assertively drive the organization to realize potential to improve and uplift its service to today's and tomorrow's Veterans.

With appreciation to the Committee for the opportunity to appear today, I look forward to answering your questions.