

**STATEMENT OF  
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BEFORE THE  
COMMITTEE ON VETERANS' AFFAIRS  
SUBCOMMITTEE ON TECHNOLOGY MODERNIZATION  
U.S. HOUSE OF REPRESENTATIVES  
ON  
OVERSIGHT OF THE FEDERAL ELECTRONIC HEALTH RECORD  
MODERNIZATION PROGRAM  
DECEMBER 15, 2025**

Good afternoon, Chairman Barrett, Ranking Member Budzinski, and distinguished Members of the Subcommittee. Thank you for the opportunity to testify today about the initiative of the Department of Veterans Affairs (VA) to modernize its electronic health record (EHR) system.

I want to begin by thanking Congress and this Committee for your shared commitment to Veterans and for your continued support of the VA Electronic Health Record Modernization (EHRM) efforts. VA is committed to successfully implementing a modernized, interoperable Federal EHR system across its enterprise. Implementation of the Federal EHR system will facilitate unprecedented ease of transition from Department of War (DoW) to VA and quality of care coordination between the agencies. VA's focus is keeping Veterans at the center of everything we do. Veterans deserve high-quality health care, which means health care that is timely, safe, Veteran-centric, evidence-based, and efficient. The EHR is, and will remain, a key enabler of VA's ability to deliver the comprehensive health care Veterans deserve.

The Federal EHR will provide a framework for improved enterprise standardization of evidence-based health care delivery, positively impacting patient care quality and safety. The Federal EHR will support simpler integration of other modern health information technologies and infrastructure to provide a more coordinated experience for VA staff and clinicians as they care for Veterans. The modernized EHR will also support improved interoperability with the rest of the American health care system. In addition, the adoption of a single system used by VA and DoW will help simplify health care delivery for providers in both Departments, benefiting patients who receive care in both systems or who are transitioning from DoW to VA for care.

Since our last hearing in February 2025, VA has continued to build on previous milestones to achieve the mission objectives set for the EHRM program. In March, VA announced its intention to deploy the Federal EHR to nine sites in Ohio, Indiana, Kentucky, and Alaska by the end of calendar year 2026, in addition to four previously announced sites in Michigan. This brings the total sites to go live in calendar year 2026 to 13, with all sites in Veterans Integrated Service Network (VISN) 10 going live by the end of calendar year 2026, supporting better coordinated care across the entire regional network. VA aims to complete deployment of the Federal EHR to all VA medical facilities as early as 2031.

VA closed out fiscal year (FY) 2025 on target in meeting deployment activity milestones to ensure timely go-lives in 2026. Based on the lessons learned from our prior VISNs 20, 10, and 12 deployments, VA is using a market-based approach for future deployments to scale up the number of concurrent deployments, enable staff to work more efficiently, and increase the sharing of best practices by frontline staff and the Federal EHR community. Training schedules and course loads were adjusted to better support end-users and patient scheduling. VA also provided Congress with an updated long-term cost estimate for the EHRM program, along with a timeline for deployments through 2031. To demonstrate VA's commitment to successfully meeting that timeline within the expected cost, we have augmented our team by contracting a systems integrator to help coordinate deployment activities. We have always relied on

the expertise of our government contractors. We need their functional and technical expertise and resources, working together with the government, to execute our programmatic goals and deliver on VA's promise to our Veterans.

VA has made significant strides in stabilizing its systems, with improved performance metrics demonstrating system reliability. As of November 19, 2025, Oracle Health-owned systems maintained an incident-free time (IFT) of 95.93%, exceeding the Service Level Agreement (SLA) requirement of 95% consistently for 21 consecutive months. Ten of the 12 months in FY 2025 were free of any system-wide outages. At the conclusion of FY 2025, the system had experienced more than 200 consecutive days without any outages.

The momentum demonstrated this year can be attributed to increased VA leadership involvement under this new Administration. Since assuming their roles, Secretary Collins and Deputy Secretary Lawrence have prioritized attention to this critical project and have taken significant steps to assure alignment across all stakeholders in support of the accelerated implementation of the system in support of Veterans. Dr. Lawrence has been talking to site and VISN leaders weekly and making multiple visits per month to sites set to go live with the system in 2026, making it a priority to listen to fellow Veterans talk about their experiences and expectations. During visits across Michigan, Ohio, and Indiana, he has met with executive leadership teams, change leadership teams, super users, and frontline clinicians to discuss preparations for the 2026 deployments and to review how recent improvements have helped frontline staff. While these visits are ongoing and will continue, the feedback has been positive. Leadership and staff at both the individual sites and the VISN level are encouraged by the program's direction and newfound momentum and are confident in this administration's path forward.

VA has continued to listen to and engage with Veterans and clinicians about their experience with the Federal EHR, and is seeing meaningful success with deployments, according to results of the most recent Federal EHR User Experience survey completed

in Spring 2025. For the first time since the survey's inception, at least half of survey respondents felt positive about some aspects of the Federal EHR system. On November 21, 2025, we completed our Fall 2025 survey and look forward to sharing those results when they are available.

VA is continuing to move forward with a modern, commercial EHR solution in close coordination with our Federal partners, including DoW and the Federal Electronic Health Record Modernization office. This new Federal EHR system will empower Veterans to receive care that is more seamlessly coordinated across the enterpriselt will help providers more holistically understand injuries or illnesses that Veterans suffered years ago, so that they can provide those Veterans with the best possible care today. It has the potential to further streamline VA operations and most importantly, it will improve the Veteran experience.

Ultimately, our goal is to deliver an EHR system that earns the trust of Veterans, clinicians, and staff. This means a system that works efficiently, enhances care coordination, reduces administrative burden, and will improve health outcomes for Veterans. We are not simply continuing business as usual; we are committed to getting this right. The responsibility we carry is immense, and we will not rest until this system delivers what our Veterans and providers truly need. With the activities and improvements that are now underway, VA leaders are optimistic about the success of our Federal EHR system optimization efforts and the eventual full implementation of the system throughout VA.

With the partnership of this Subcommittee, we look forward to continued and accelerated progress implementing the Federal EHR across VA over the remainder of the 119th Congress and beyond. We are only 117 days away from our planned go-lives in Ann Arbor, Battle Creek, Detroit, and Saginaw, Michigan, with many more sites following quickly thereafter.

This concludes our testimony. We look forward to responding to any questions that you may have.