



**OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS**

**SENATE VETERANS
AND MILITARY AFFAIRS**

STRATEGIC VISION 2047

APPROACHING A CENTURY OF VETERANS CARE

SEPTEMBER 24, 2026 | OKLAHOMA STATE CAPITOL

**REAR ADMIRAL (RET) JAMES BYNUM, EXECUTIVE DIRECTOR
OKLAHOMA DEPARTMENT OF VETERANS AFFAIRS**



Interim Study Oklahoma Senate Veterans and Military Affairs Committee

Senator Brenda Stanley
Oklahoma Senate District 42

Opening Remarks



OKLAHOMA DEPARTMENT OF
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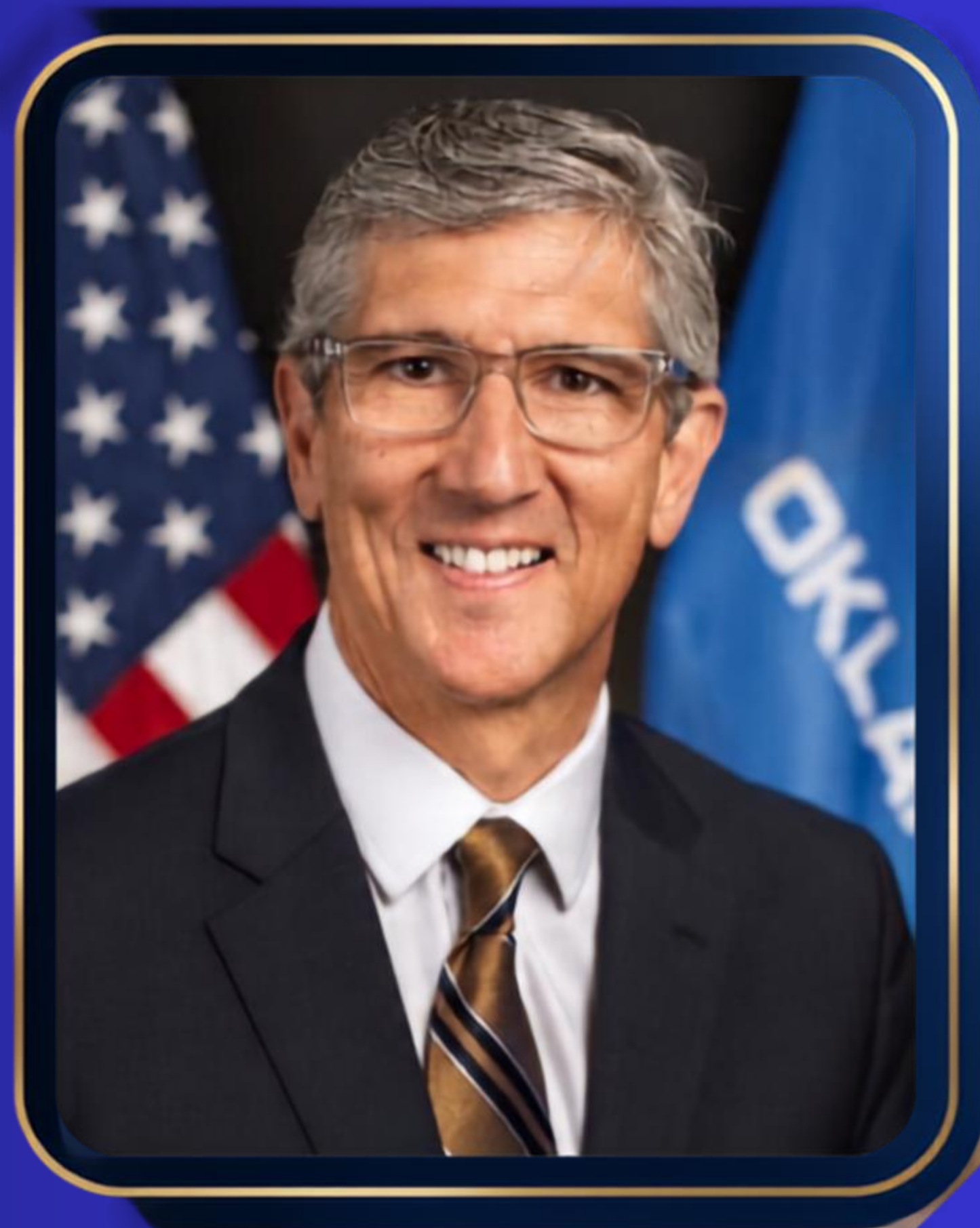


STRATEGIC VISION 2047

RADM (ret) James Bynum
Executive Director, ODVA



OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS





OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS

POSTURING FOR 2047

ODVA must:

- Meet the needs of a constantly changing Veteran population
- Pace standards of care / diversify sources of operating revenue (CMS)
- Retire/recapitalize aging Veteran Homes

Broad understanding and partnerships needed to provide these outcomes for Oklahoma Veterans





THIS STUDY: *Takeaways*

1

ODVA is an enterprise on a scale that greatly exceeds appropriations

2

ODVA operates like a P&L whose revenues and costs are tied to the Veteran - bills are "fact of life"/must pay

3

Veteran Home operations drive our risk

4

We must adapt to a veteran base whose needs are changing

5

Strategic vision for 2047 frames choices, requires partnerships to succeed

ODVA AT-A-GLANCE



**36th Street and
Martin Luther King Boulevard**



**OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS**

AGENCY MISSION

To improve outcomes for Oklahoma Veterans and their families. We harness our people and resources, build strong partnerships, and unite Federal, State, Tribal, Veterans Service Organizations, Non-Profit, Community and Private Sector capabilities around a shared purpose: Better outcomes for those we serve.

BRIEF HISTORY

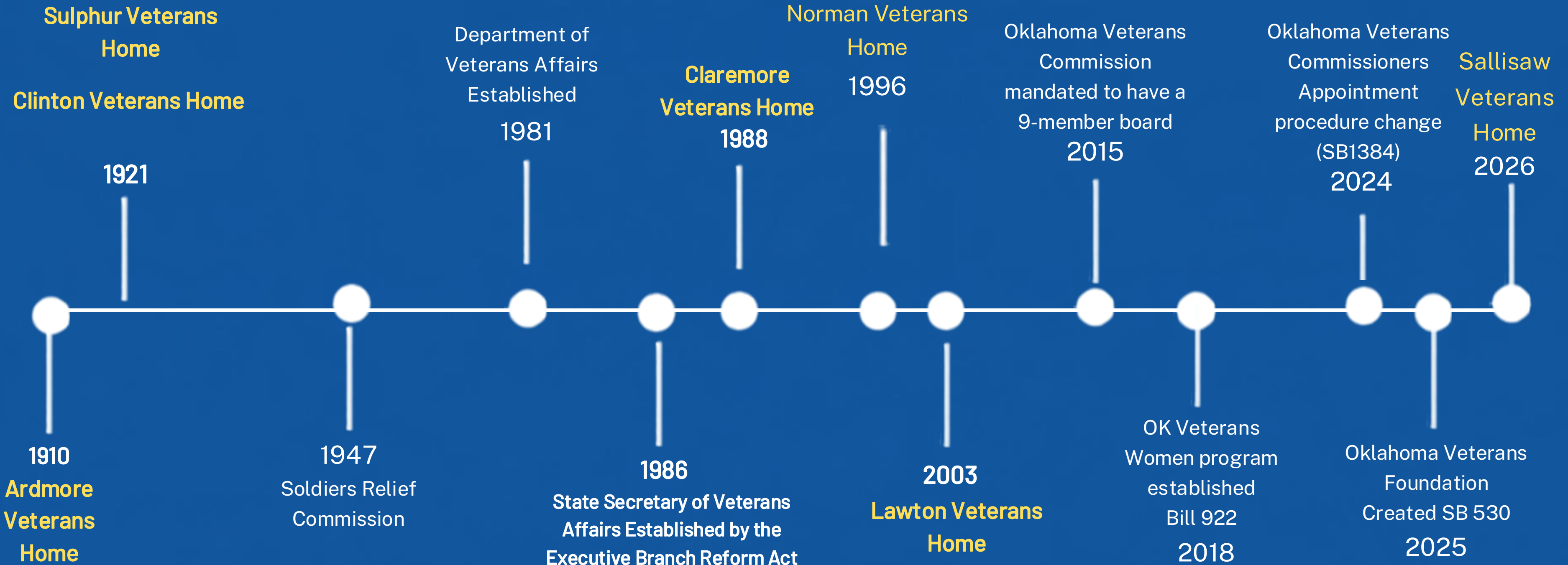
The origins of the department date back to 1947, when the Oklahoma Legislature established the Soldiers Relief Commission to assist World War II Veterans.

In 1981, under Governor George Nigh, the legislature dissolved the commission and officially established the modern ODVA to centralize and expand Veterans' services in the state.



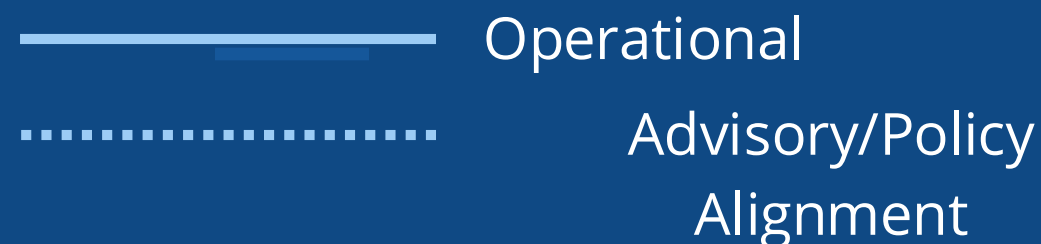
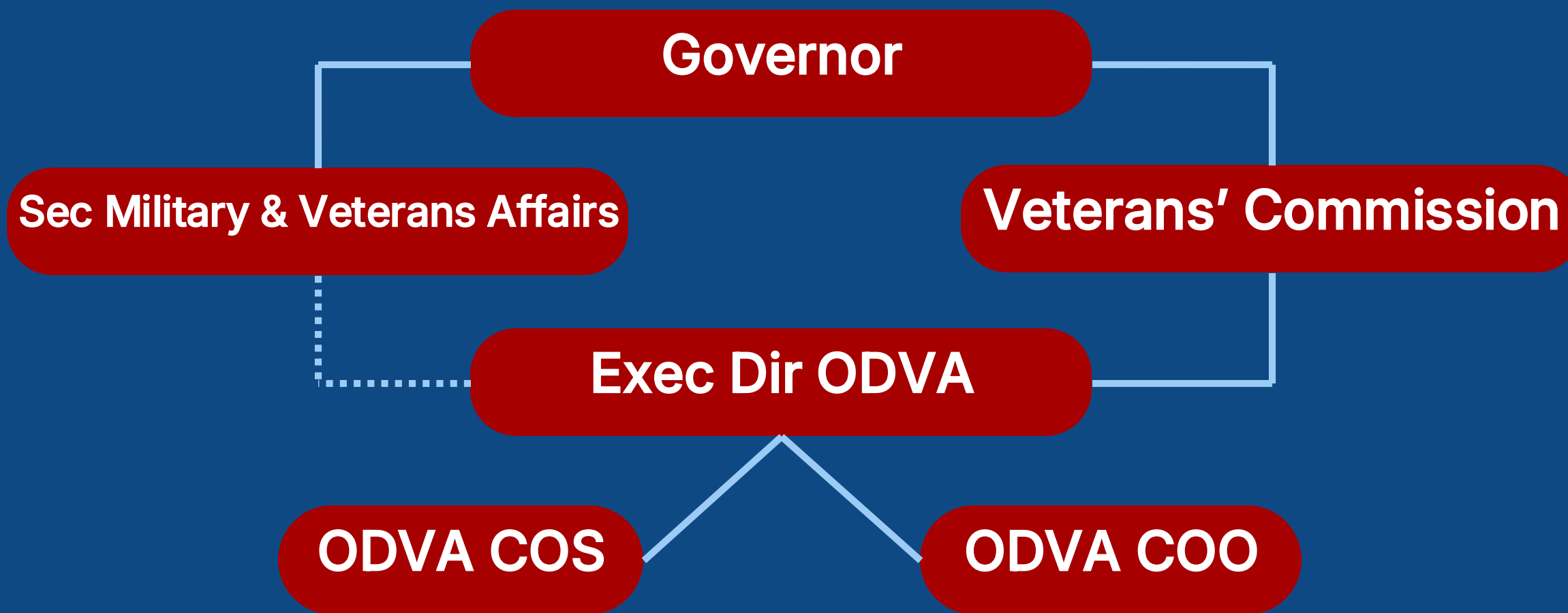


MEANINGFUL DATES



Three of seven Veterans Homes pre-date WWII

ODVA is a cabinet-level state agency operating under the governance of the Oklahoma Veterans' Commission.



Veterans' Commission details:

The Oklahoma Veterans Commission is governed primarily by 72 O.S. § 63.2 (composition and appointment) and § 72-225 (duties and powers), with additional authority under § 63.8 for administration of VA affairs

- Nine (9) members
- All honorably discharged veterans
- Appointment By the Governor with Senate advice and consent
- Three members at large, at least one with service on or after Sept. 11, 2001
- Veterans' Organization Seats: Six members appointed from lists submitted by:
 - American Legion
 - Veterans of Foreign Wars of the U.S.
 - Disabled American Veterans
 - Paralyzed Veterans of America
 - Military Order of the Purple Heart
 - National Guard Association of Oklahoma

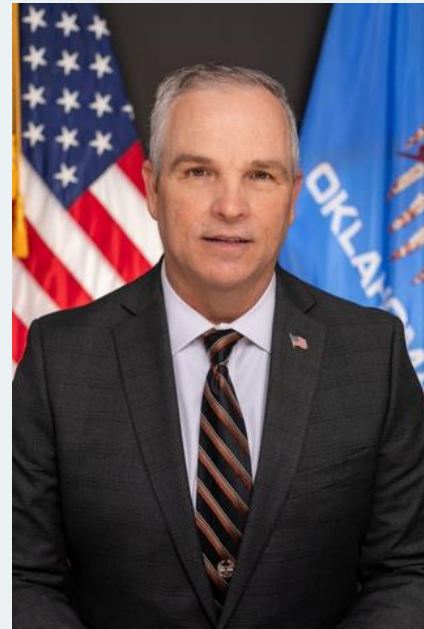
OKLAHOMA VETERANS COMMISSION



Chair
Daniel Orr



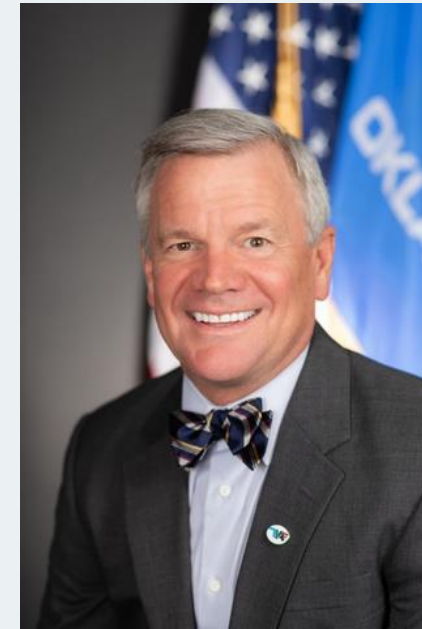
Vice Chair
Matthew Dukes



Secretary
Rick Mutchler



Commissioner
Robert Allen



Commissioner
Sid Ellington



Commissioner
Thomas George



Commissioner
Brett Martin



Commissioner
Ken Offel



Commissioner
Ted Perry





ENTERPRISE MISSIONS

1

SEVEN LONG-TERM CARE FACILITIES

- Significant operational risk
- Costly capital shortfalls
- Largest workforce component
- State-wide footprint

2

VETERANS SERVICES

- Converts eligibility into outcomes and benefits for Vets
- State-wide reach

3

STATE APPROVING AGENCY

Links OK institutions,
Veterans, benefits and
federal requirements

4

MEMORIAL AFFAIRS

Represents the state's
enduring obligation across
the full Veteran life cycle

1

Homes

Homes mission:

Complexities of clinical care and hospitality combined

Resident census

drives operating revenue

Census volatility and recapitalization needs pressurize operating margins

Direct Care

Clinical Care
Skilled Nursing
Pharmacy

Memory Care

Physical
Therapy

Resident Hospitality

Nutrition /
Food Services

Recreation



Facilities & Support

Housekeeping

Maintenance

Administration & Advocacy

Social
Services

Business
Office

Claims &
Benefits
Assistance

ODVA = Long term skilled care; USDVA = Acute care





STATE VETERANS HOMES



More than 1,700 employees serving ~1100 residents across seven locations, providing 24/7/365 care

23
277



Claremore



Census



Licensed Beds

134
148



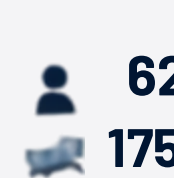
Clinton

279
301



Norman

62
175



Sallisaw

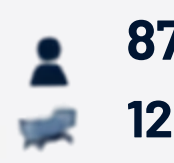


192
200



Lawton

87
12
2



Sulphur

108
125



Ardmore



Talihina

Census = Director's Business

- An empty bed is a mission failure (veteran not served)

90% protects revenue by ensuring Bed-Hold

2



Veteran Services

462

WORLD WAR II

4,001

KOREAN WAR

75,189

VIETNAM

80,380

GULF WAR I

103,272

GULF WAR II

OKLAHOMA VETERANS CONFLICT ASSOCIATION

(FY2025) U.S. Department of Veterans Affairs Open Data



TAILORED, MULTI-GENERATIONAL STRATEGIES

Oklahoma's veteran population may change, but the mission will not diminish.
It will become more complex, urgent, geographically uneven, and financially sensitive.

45,258

UNDER 40
YEARS OF AGE

110,244

40 - 64
YEARS OF AGE

119,156

65+
YEARS OF AGE

274,659 VETERANS

(FY2025) U.S. Department of Veterans Affairs Open Data



ODVA DIRECTLY DELIVERS

THESE SERVICES TO VETERANS



Claims preparation and
filing assistance



Accredited representation
in VA claims and appeals



Veteran and family benefits
counseling and navigation



Veterans outreach



State veterans cemetery
eligibility and interment services



ODVA ASSISTS, CONNECTS OR REFERS VETERANS TO

THESE SERVICES AND RESOURCES



VA health care



Vet Center counseling



Mental-health treatment



Suicide-prevention services



Employment opportunities



Housing and home-loan benefits



Federal burial benefits and
military funeral honors



Other community and nonprofit
veteran resources

2

OK Veteran Impact



\$1.2B

Benefits to Oklahoma Veterans via ODVA claims in FY26



16.5%

Of OK Veterans represented by ODVA



Monthly average

\$101.M



33.7%

Of new benefits awards in FY26, supported by ODVA VSOs



*Points to Oklahoma ranking #6
Nationally in per capita benefits received*

2

VETERAN SERVICES (Outreach)

Outreach events in FY25-26 met veterans where they are; and though quarterly enrollment goals continue to be exceeded...

We are not moving fast enough.



140,000 Not
Receiving Benefits



100,000
“Untethered” in OK

*We must be more agile & targeted;
leverage partnerships and new technology
to connect veterans with what they’ve earned*





Program Approval

- Review education and training programs
- Approve programs for GI Bill participation

Compliance & Oversight

- Compliance surveys
- Monitor continued eligibility
- Investigate complaints
- Identify deficiencies and corrective action

Partner & Federal Coordination

- Technical assistance to schools and training providers
- Train/counsel providers on VA requirements
- Coordinate with USDVA

SAA is ODVA's quality control and regulatory interface between education/training providers, and the federal education benefits system

Oklahoma SAA Program Participation



Data on institutions with programs approved by the
Oklahoma State Approving Agency (SAA) for the use of
VA education benefits.



211
active facilities

Institutions with approved programs where
beneficiaries are **actively** using VA education benefits.
This figure does not represent the total number of
institutions in Oklahoma with SAA-approved
programs; it reflects only those currently considered
active.



12,537
beneficiaries

Beneficiaries **currently** using
VA education benefits within
the State of Oklahoma.



**Current available data;
not final FY26 totals.**



Final FY26 program approval totals and other year-end
SAA data will not be finalized and compiled for federal
reporting until after the close of the fiscal year on
October 1, 2026. These figures should not be presented as
final FY26 numbers at this time.

4

MEMORIAL AFFAIRS



Burial & Memorial Services

- Determine eligibility and pre-need services
- Coordinate interments, services and military honors
- Memorial markers

Cemetery Operations

- Perpetual grounds care & maintenance
- Infrastructure and facilities
- Burial records

Memorial Stewardship

- Maintain State Veteran Memorial properties
- Event support
- Long-term capacity and infrastructure needs

Serves Veterans and families and end of life; operating state-owned cemetery infrastructure and preserving them for future generations

Union Soldiers Cemetery and Seaman First Class Billy Turner Veterans Cemetery

- ★ First federally funded, state-owned and operated veterans' cemetery in Oklahoma
- ★ Dedicated June 4, 2022, with the burial of Seaman First Class Billy Pearl Harbor aboard the USS Oklahoma on December 7, 1941.
- ★ As a final resting place for our nation's heroes, this hallowed ground stands as a poignant reminder of the valor, dedication, and selflessness exhibited by those who served our great nation and their unwavering commitment to defending our freedoms.



ODVA GEOGRAPHY



A STATEWIDE MISSION.



CENTRAL OFFICE

Oklahoma City

- Executive Leadership
- Administration / Policy / HR / Financial
- Veteran Service Officers (VSO)
- State Approving Agency (SAA)



VETERANS HOMES

Statewide

- Seven locations
- Skilled long-term care
- ~1,100 residents, more than 1,700 employees



VETERAN SERVICES OFFICES

Statewide

- Central Office
- VSO support assigned to every Home
- Four regional offices



MEMORIAL SERVICES

Ardmore & Oklahoma City

- Operates and maintains two Veteran Cemeteries
- Special event support



1800+
Employee

S



1100+
Resident

S



24/7/365
MISSION



#6 NATIONALLY
IN PER CAPITA BENEFITS
(~\$1.2B ANNUALLY)

How the Enterprise works: ODVA Revenue Cycle

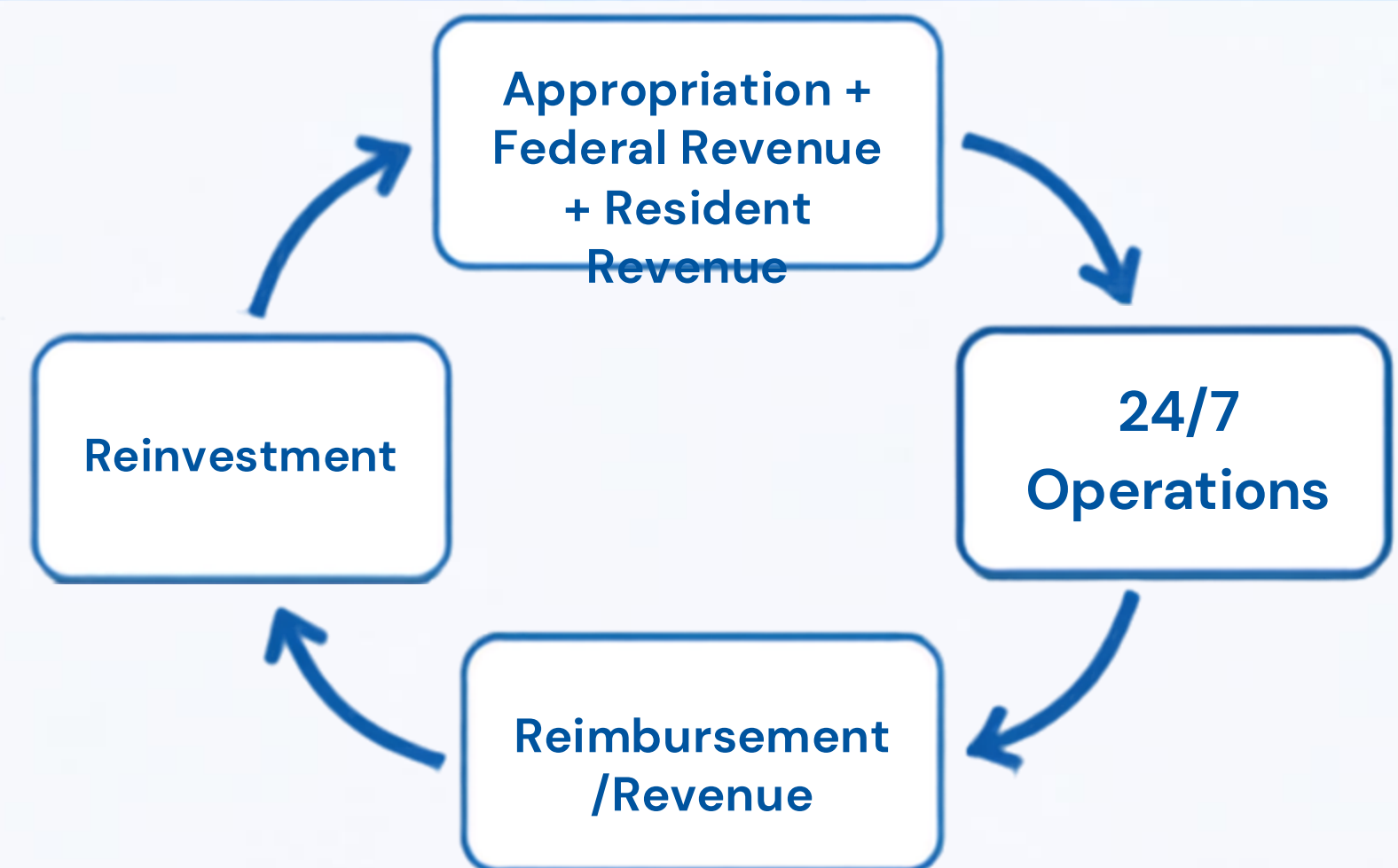


Typical State Agency Model



A conventional funding-to-service pipeline

ODVA Model



An ongoing operating enterprise

ODVA is more than an Appropriated Agency — it is an operating enterprise

THE VETERAN HOME DOLLAR



VETERAN CARE

~90%

Homes Operations
75% is Direct Care

LIFE CYCLE MANAGEMENT

~10%

Sustainment/Maintenance
Capital Equipment
Capital Replacement



FY 26 REVENUE SOURCES

Agency Wide

\$138M

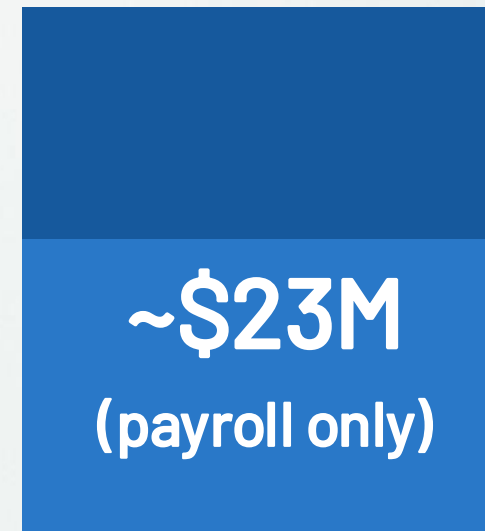


FEDERAL

HOMES \$\$\$

OTHER \$\$\$

\$43M



STATE

\$16M



VETERAN
RESIDENTS

\$2M



OTHER



FY26 BUDGET RECAP (Homes only)

**Federal VA
Per Diem Rates**

State Appropriations

**Private Pay &
Misc Revenue**

**Funding
streams**



**Where it
goes**

Care Support &
Quality of Life
75%

Direct Care &
Clinical Operations
8%

Administrative &
Professional Services
4%

Facilities &
Infrastructures
3%

Note: Funding percentages and amounts shown are based on FY2026 actual results.

State Appropriations Earmarked for Payroll Only

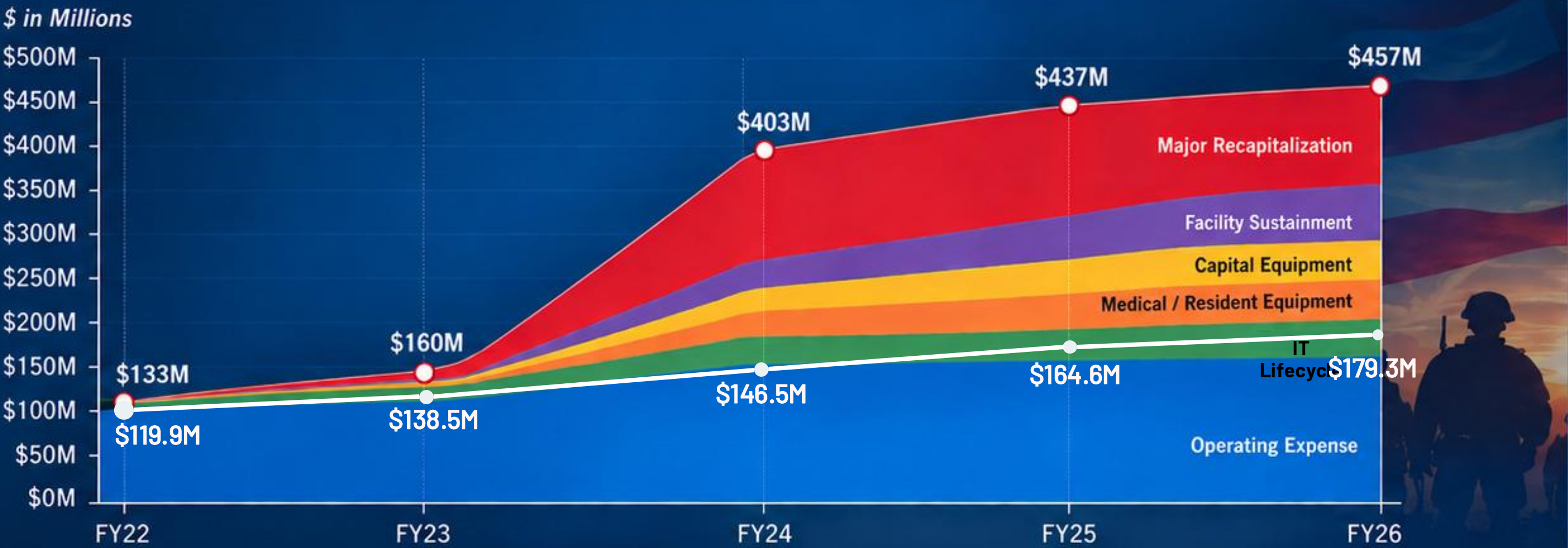
ODVA FY22–FY25 FINANCIAL VOLATILITY



- **\$64M** | ODVA consumed \$64M above budget from FY22–FY25
- **\$30M** | \$30M came from funds earmarked for Ardmore replacement. Ardmore dropped from #2 to #92 on USVA funding list
- **\$10M** | \$10M cash infusion from the legislature in 2024
- **\$20M** | \$20M to complete Sallisaw Home
- **\$4M** | \$4M to cover Sallisaw operations pending VA recognition

ODVA MISSION REQUIREMENT vs. ACTUAL FUNDING

HISTORICAL ANALYSIS (FY22 – FY26)



KEY TAKEAWAYS



Major Recapitalization Drives Increase

\$226.4M in annual major recapitalization beginning in FY24 significantly increases mission requirements.



Ongoing Facility Needs

Sustained investment required for roofs, HVAC, plumbing, baths, and building systems.



Operations Remain Critical

Operating expenses continue to grow to support resident care and essential services.



Funding Gap Persists

Available revenue has not kept pace with the mission requirement in FY22 – FY26.

\$ in Millions	FY22	FY23	FY24	FY25	FY26
Major Recapitalization	\$0.00	\$0.00	\$226.40	\$226.40	\$226.40
Facility Sustainment	\$2.00	\$20.38	\$20.55	\$51.58	\$56.67
Capital Equipment	\$2.23	\$4.11	\$3.03	\$3.90	\$5.53
Medical / Resident Equipment	\$1.88	\$3.20	\$4.92	\$6.43	\$9.26
IT Lifecycle	\$0.43	\$0.83	\$0.99	\$1.30	\$1.98
Operating Expense	\$126.93	\$131.58	\$147.31	\$147.70	\$156.98
TOTAL MISSION REQUIREMENT	\$133.47	\$160.11	\$403.20	\$437.31	\$456.82
Actual Revenue Available (All Sources)	\$119.90	\$138.50	\$146.50	\$164.60	\$179.30
FUNDING GAP (UNDERFUNDED)	(\$13.57)	(\$21.61)	(\$256.70)	(\$272.71)	(\$277.52)

Mission Requirement (What We Should Have Been Funding)

- Major Recapitalization
- Facility Sustainment
- Capital Equipment
- Medical / Resident Equipment
- IT Lifecycle
- Operating Expense

— Actual Funding

Note: Numbers are in millions and based on FY22–FY26 actuals.

We changed the operating model...



THE NEW MODEL

FY22 ENVIRONMENT

A CHALLENGING STARTING POINT

Emerging from COVID-19

Census disruption and
operating volatility

High contract-labor
dependence

Inconsistent practices
across homes

Limited enterprise visibility

Aging infrastructure and
deferred needs



FY 25

STABILIZE THE WORKFORCE

Eliminated contract-
labor dependence

Rebuilt internal
capacity

Improved workforce
stability and retention



FY 26

STANDARDIZE CLINICAL OPERATIONS

Common leadership
expectations

Education and
competency

Consistent care and
accountability



FY 25

BUILD AN ENTERPRISE OPERATING MODEL

Standardized support
functions

Stronger supply chain,
facilities and logistics

Repeatable systems
and processes



FY 25

CREATE VISIBILITY AND ACCOUNTABILITY

Enterprise financial
visibility

Performance
management

Modernized methods of
internal fiscal control

*A more stable,
disciplined and
learning enterprise*



Improved care
reliability



Reduced operating
volatility



Stronger performance



Capacity to reinvest
in our people, facilities
and programs

The Future required a new approach.

Oklahoma Veterans Home System Update

Shawn Kirland
Licensed Long Term Care Administrator
Deputy Director, ODVA



OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS



VETERANS HOMES

TITLE 62. STATE GOVERNMENT

- ODVA's largest operational component.
- Homes provide high-quality, compassionate, and skilled nursing care to eligible veterans who can no longer live independently.
- Ardmore, Claremore, Clinton, Lawton, Norman, Sulphur, and Sallisaw.

STATE VETERANS HOMES



More than 1,700 employees serving ~1100 residents across seven locations, providing 24/7/365 care

 239
 277  **Claremore**

 134
 148  **Clinton**

 279
 301  **Norman**

 62
 175  **Sallisaw**

 192
 200  **Lawton**

 87
 12
2  **Sulphur**

 10
 185  **Ardmore**

 **Talihina**

 **Census**

 **Licensed Beds**

Census = Director's Business
90% protects revenue by ensuring Bed-Hold

Norman Veterans Home



Near Term Capital Requirements

- \$12.1 M
- Structural, plumbing, electrical, HVAC upgrades

279
Census

30
Beds
1

Lawton Veterans Home



Near Term Capital Requirements

- \$4.4 M
- Structural, Plumbing,
HVAC

19
Census
2

20
Beds
0

Claremore Veterans Home



Near Term Capital Requirements

- \$13.2 M
- Structural, HVAC,
Equipment

239
Census

277
Beds

Clinton Veterans Home



Near Term Capital Requirements

- \$2.4 M
- Structural, Plumbing,
HVAC

13
Census
4

148
Beds

Sulphur Veterans



Near Term Capital Requirements

- \$1.5 M
- Structural, HVAC

87
Census

122
Beds

Sallisaw Veterans



Near Term Capital Requirements

- HVAC Challenges

62
Census

17
Beds
5

Ardmore Veterans



Near Term Capital

Requirements

- \$170 M
- Current facility sustainment, full facility replacement

10
Census
8

125
Beds

Clinical Landscape

Angela Battles, MSN, RN, CNML
Director of Clinical Operations, ODVA



OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS



NURSING & SUPPORT PERSONNEL

Workforce Composition



137

RNs

232

LPNs

656

CNAs

689

SUPPORT

Homes workforce accounts for 95%+ of all ODVA employees

SCALE AND COMPLEXITY OF CARE

**1,000,000+
Medications
Per Year**

**~5000 Pills a
Day Per
Veterans
Home**

**1,100+
Veterans
Receiving
24/7 Care**

**\$5M
Medication
Costs
Annually**

**1.6M Hours
of Direct
Care
Annually**

**~1,200,000
Meals
Annually**



**OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS**

Building the Workforce Today's Veteran Requires.

PANDEMIC ERA



Contract dependence helped maintain coverage, but continuity, familiarity and consistent practice patterns were not sustainable.

TODAY



ODVA is a zero-contract clinical staff employer, with care delivered through core teams across the homes.



Core workforce + strategic PRN capacity supports stability, reduces strain and aligns staffing to acuity and demand.

WORKFORCE & CONTINUITY

FROM REGULATORY FRAGILITY TO CLINICAL OWNERSHIP.

just wow

VA inspection feedback recognizing the demonstrable change in care delivery, ownership and accountability in ODVA Homes, since mid-2025

BEFORE JULY 2025

15-20 Deficiencies per Facility

- Corrective plans remained open too long
- Inconsistent oversight and ownership
- Immediate Jeopardy-level risk at Claremore
- Lawton faced serious licensure risk

NOW

Single Digit Deficiencies

- Sallisaw 2026: recognized status / perfect survey
- Claremore: zero clinical deficiencies; 3 total findings
- Claremore, Clinton, Ardmore: 2–4 concerns
- Lawton and Sulphur: single-digit findings

NEXT

Five Star Standards

- Top 20% of state VA homes
- - zero deficiencies
- CMS Five Star Standards
- CMS Certification
- National Certifications

Survey performance is one measurable signal that the underlying systems of care are becoming more reliable, standardized and accountable.

CHANGES MADE IN CLINICAL OPERATIONS

IMPROVED OUTCOMES FOR VETERANS



Detailed Oversight



Paying Better



Recognizing Performance



National Level Credentials



**Increased
Communications**



New Policies Enacted

Clinical Operations Impact



1. Building our team.



2. Demonstrated better clinical performance.



3. Standardized clinical operating and training model.



4. We are achieving better Veteran outcomes.



SALLISAW VETERAN HOME RESIDENT TESTIMONY

Billy Worthington
US Army Veteran

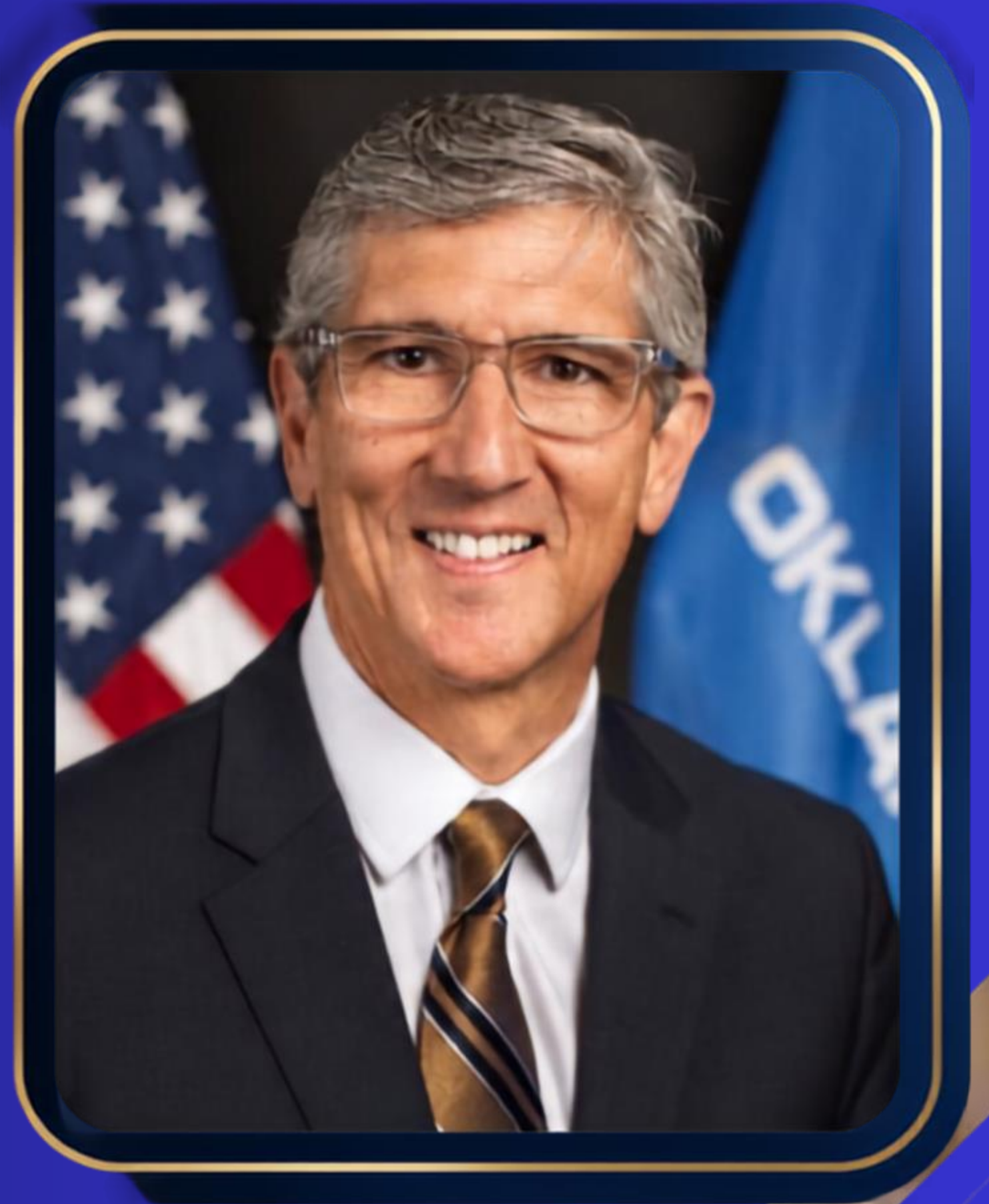


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Strategic Vision 2047

RADM (ret) James Bynum
Executive Director, ODVA



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OKLAHOMA'S VETERAN COHORT

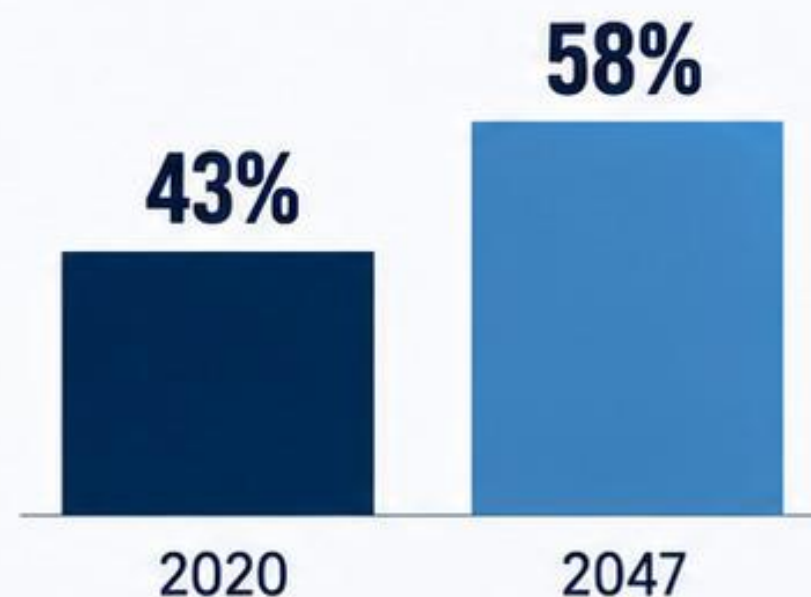


TOTAL VETERAN POPULATION IN OKLAHOMA



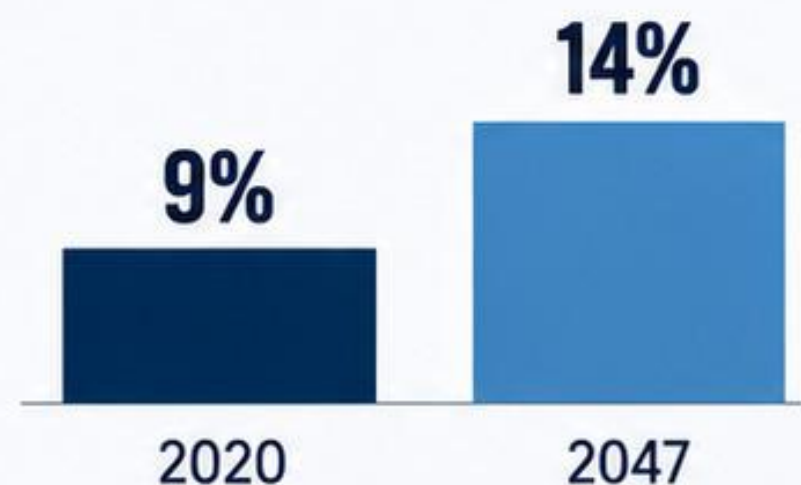
Oklahoma's veteran population is projected to decline by approximately 17% by 2047.

VETERANS AGE 65+



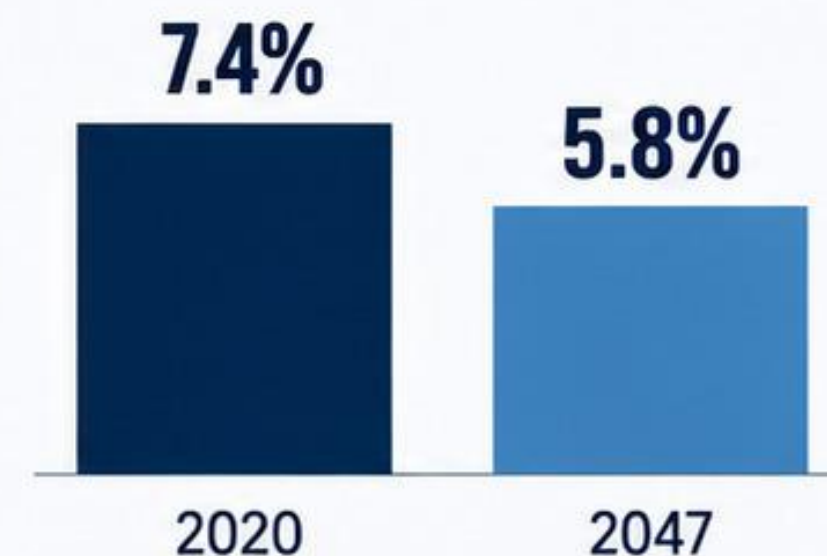
Older, higher-acuity cohort drives greater long-term care demand.

WOMEN VETERANS



Growing population with unique care and facility design considerations.

VETERANS AS A SHARE OF OKLAHOMA ADULT POPULATION



Smaller share of population, but continued need for state support.

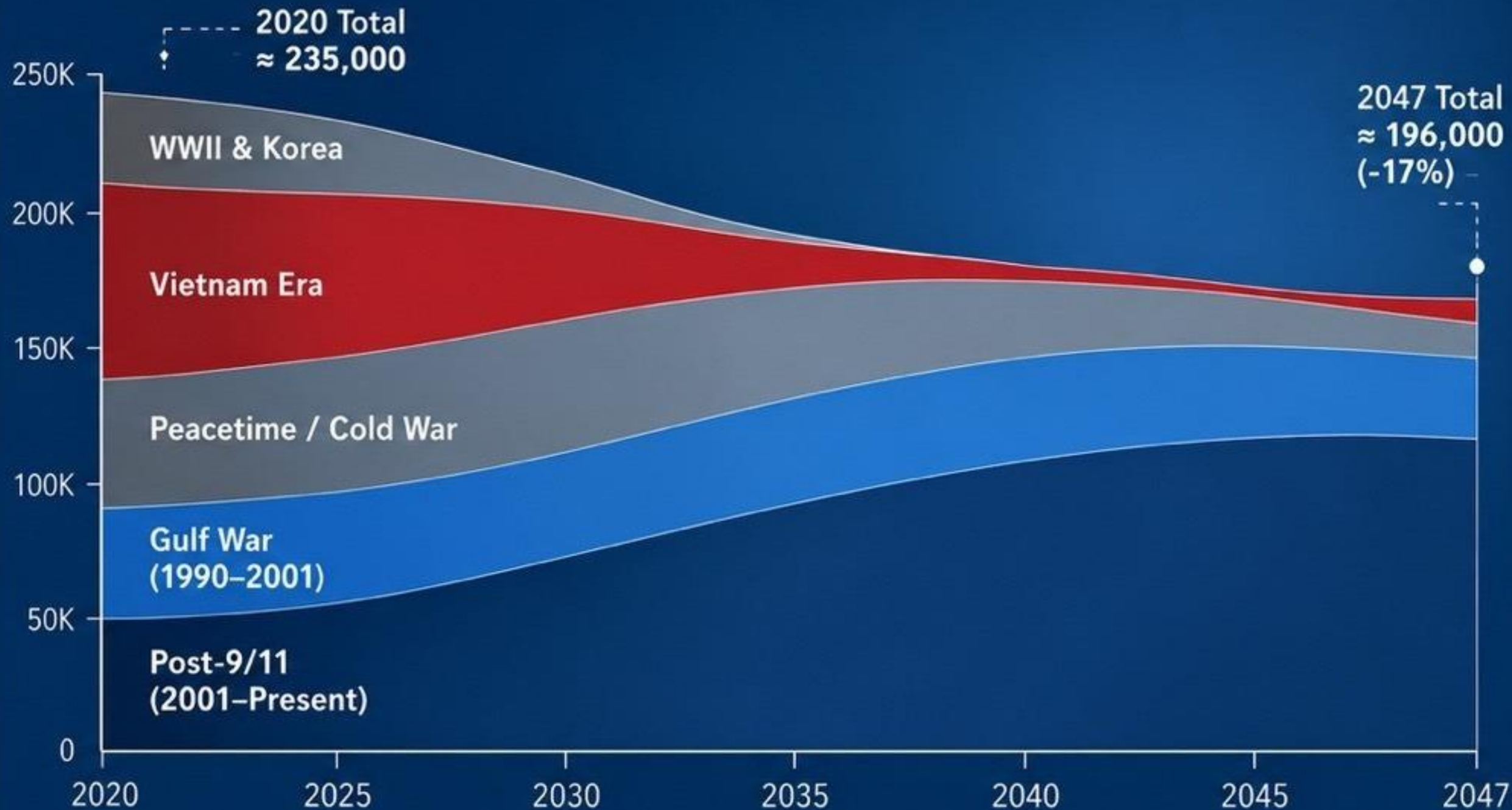
THE COHORT TRANSITION

FROM A WORLD AT WAR TO A NEW GENERATION OF VETERANS



OKLAHOMA VETERAN POPULATION BY ERA OF SERVICE

ESTIMATED POPULATION, 2020 - 2047



By 2047, Oklahoma's veteran population will be predominantly Gulf War and post-9/11 veterans.

KEY TAKEAWAYS



Older wartime cohorts (WWII, Korea, Vietnam) will be a smaller share of the population.



Gulf War and post-9/11 veterans represent a growing share.



Different service experiences, exposures and health conditions will shape demand for state services.



Fewer veterans overall, but a more complex and higher-acuity cohort.

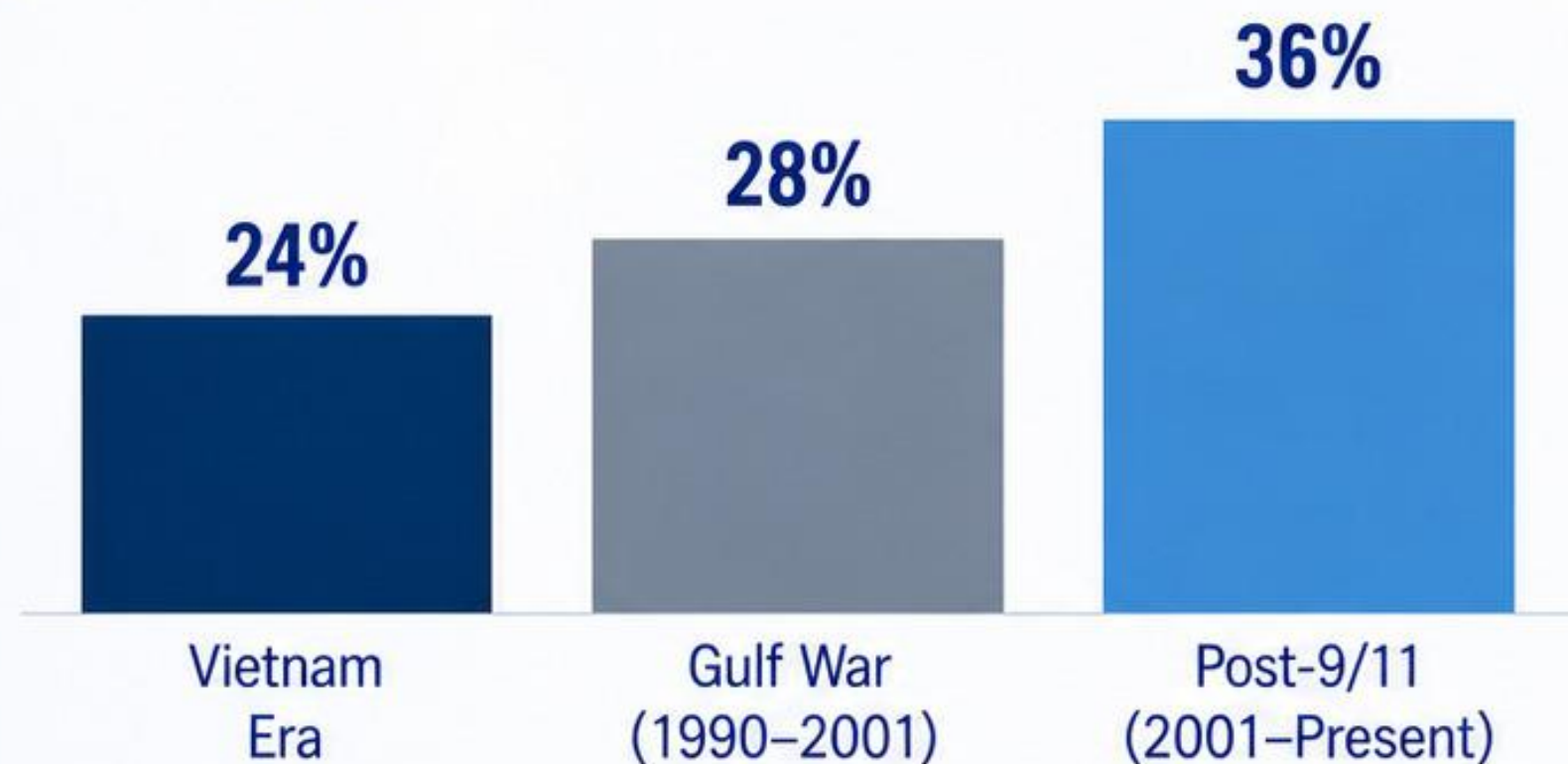
SERVICE CONNECTION & CARE COMPLEXITY

A MORE COMPLEX COHORT, EVEN WITH FEWER VETERANS



HIGHER SERVICE CONNECTION RATES IN RECENT COHORTS

Share of veterans with a service-connected disability
(national trend)



More recent cohorts have higher rates of service connection, increasing demand for state and federal services.

INCREASING CARE COMPLEXITY

Later cohorts experience higher rates of conditions that drive long-term care needs.



Traumatic Brain Injury (TBI)

Higher prevalence in Gulf War and post-9/11 cohorts.



Behavioral Health Conditions

Increased rates of PTSD, anxiety, depression, and related conditions.



Toxic Exposure-Related Conditions

Burn pits, environmental hazards, and other exposures have long-term health impacts.



Chronic and Multi-Morbid Conditions

Higher prevalence at younger ages, driving earlier and more intensive care needs.



A Growing Population of Women Veterans

Different care needs, privacy considerations, and facility design requirements.

A DIFFERENT COHORT. A DIFFERENT SET OF NEEDS.

Sources: VA VetPop, 2023; RAND (RRA1363-5), 2023; National Veterans Health Study, 2022.

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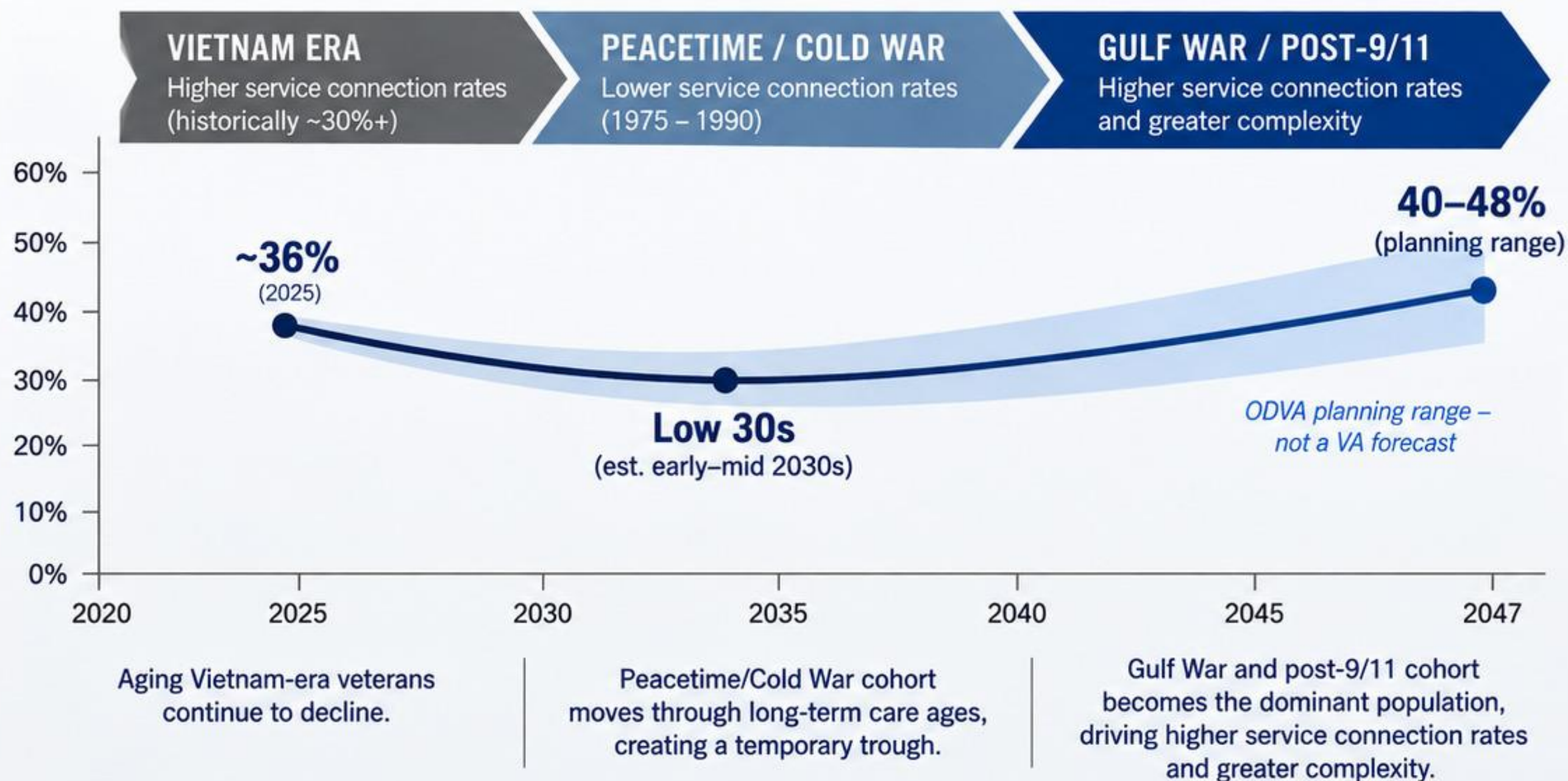
SERVICE CONNECTION TRENDS

FROM A HIGHER PAST, THROUGH A TEMPORARY TROUGH, TO A MORE COMPLEX FUTURE



ESTIMATED SHARE OF VETERANS WITH A SERVICE-CONNECTED DISABILITY

NATIONAL DATA (FY2025) AND PLANNING RANGE TO 2047



KEY INSIGHTS



COHORT DIFFERENCES

Veterans from 1975–1990 have lower service connection rates than Vietnam and post-1990 cohorts.



TEMPORARY TROUGH

Service connection rates may decline modestly over the next 5–15 years as the peacetime cohort ages.



STRONGER FUTURE DEMAND

Gulf War and post-9/11 veterans are more likely to be service connected and have more conditions per veteran.



STRATEGIC IMPLICATION

Plan for the trough, but do not size the future system to the low point. The veteran population in 2047 will be more service connected and more clinically complex.

THE TROUGH CREATES A BUSINESS-MODEL REQUIREMENT

CMS CERTIFICATION PROVIDES STABILITY, FLEXIBILITY, AND A STRONGER FOUNDATION.



CHANGING VETERAN DEMOGRAPHICS DRIVE A DIFFERENT RESIDENT MIX

DURING THE PEACETIME TROUGH, MORE VETERANS AND SPOUSES MAY RELY ON MEDICARE/MEDICAID ELIGIBILITY.



VETERANS < 70% SERVICE CONNECTION

May require Medicaid eligibility to augment resident payments.



SPOUSES OF VETERANS

Eligible for admission when homes are CMS certified.



OTHER ELIGIBLE RESIDENTS

Medicare and Medicaid reimbursement available only with CMS certification.



CMS CERTIFICATION

- ✓ Enables Medicare and Medicaid reimbursement
- ✓ Allows admission of eligible spouses
- ✓ Creates greater flexibility in resident mix
- ✓ Diversifies revenue during the demographic trough
- ✓ Positions homes for long-term sustainability

A MORE RESILIENT PAYER MIX

VA Payments

(service-connected, ≥70%, TDIU)

Medicare

(short-term skilled care)

Medicaid

(for eligible veterans and spouses)

Resident Payments

(private pay and other)

KEY BENEFITS FOR ODVA



FINANCIAL STABILITY

Diversifies revenue during the trough.



MISSION IMPACT

Allows us to serve more veterans and spouses.



OPERATIONAL FLEXIBILITY

Maintains census and essential services.



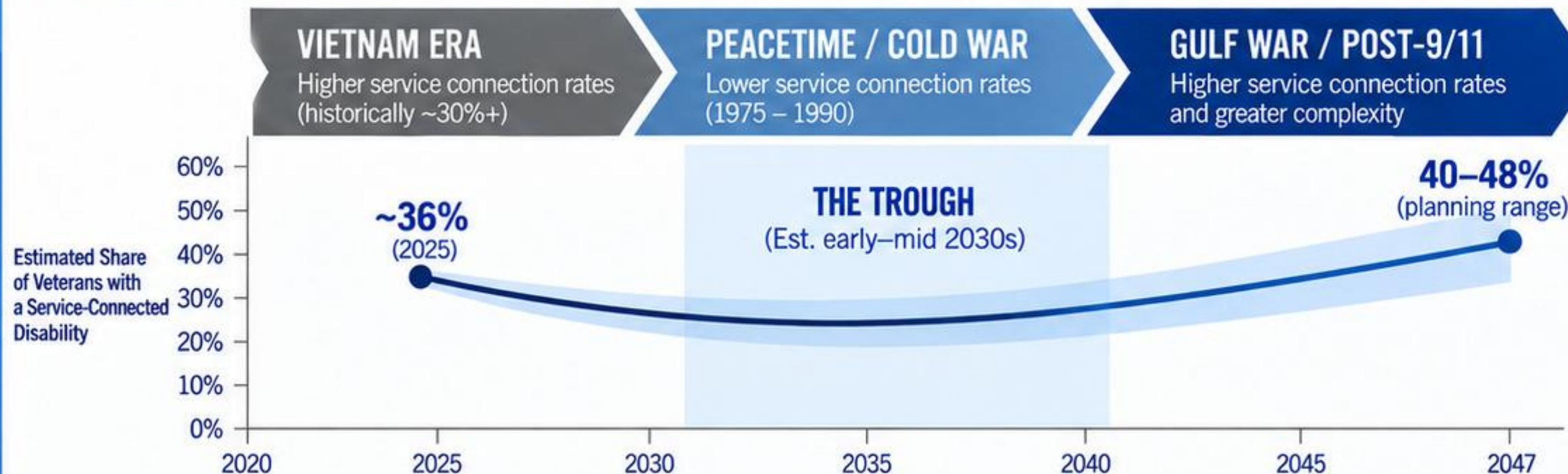
STRONGER POSITION FOR 2047

Builds the infrastructure for what's next.

FROM TODAY TO 2047: PLAN THROUGH THE TRANSITION

VETERAN COHORTS AND SERVICE CONNECTION TRENDS

A TRANSITIONAL TROUGH BEFORE A LARGER, MORE COMPLEX, HIGHER SERVICE-CONNECTED POPULATION



INFRASTRUCTURE MODERNIZATION — START NOW

PLAN | DESIGN | FUND | REPLACE | MODERNIZE

WHAT WE KNOW:

1. Current infrastructure is not designed or positioned to meet the needs of 2047
2. Service connection rates will increase with the post-9/11 cohort
3. Future residents will have more conditions and greater clinical complexity
4. Demand for high quality, state veterans homes will grow.

OUR RESPONSE:

1. We need resources “in-hand” to be eligible for Federal VA Construction funds and/or grant dollars

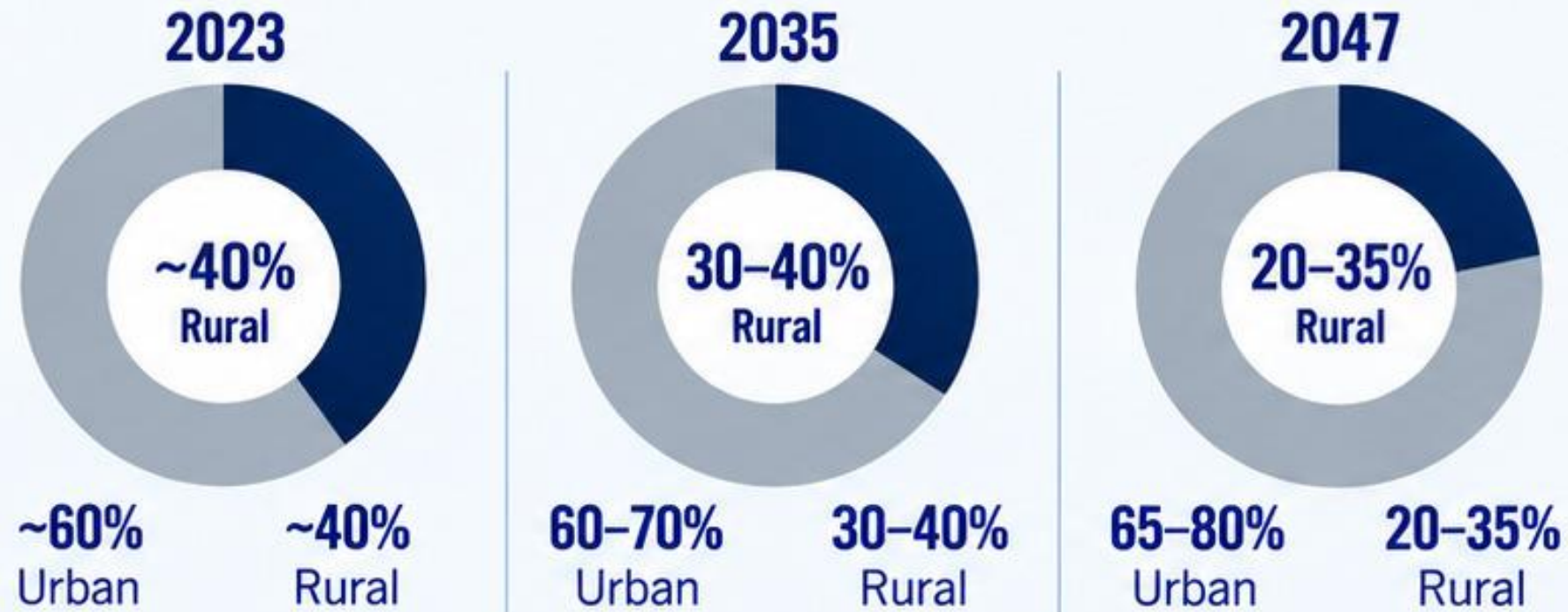
PLANNING FOR AN UNCERTAIN FUTURE

DIFFERENT VETERAN GEOGRAPHIES. DIFFERENT IMPLICATIONS. REAL CHOICES.



POSSIBLE FUTURE GEOGRAPHIES

Share of Oklahoma Veterans by Location Type
(Illustrative scenarios, not forecasts)



FACTORS THAT CREATE UNCERTAINTY



STATE POPULATION GROWTH



MILITARY RETIREE SETTLEMENT PATTERNS



AGING IN PLACE



EVOLVING VETERAN COHORTS



ACCESS TO HEALTH CARE

STRATEGIC CHOICES FOR ODVA

Different geographic outcomes require different approaches. ODVA will need a flexible strategy that can adapt as trends become clearer.



VETERANS HOME
INFRASTRUCTURE



SERVICE DELIVERY
MODEL



WORKFORCE STRATEGY



GEOGRAPHIC FOOTPRINT



SCENARIO PLANNING

ODVA

OKLAHOMA DEPARTMENT OF VETERANS AFFAIRS

Sources: VA rural/urban veteran analysis; VA VetPop, 2023;
Oklahoma 2050 Long Range Transportation Plan.

WHAT TOMORROW'S VETERAN WILL VALUE

DIFFERENT GENERATIONS. HIGHER EXPECTATIONS. A CONTINUED COMMITMENT.



Oklahoma's veterans are changing — and so are their expectations for skilled care. Future veterans will seek care that supports not just longer lives, but better lives.



**AUTONOMY
AND CHOICE**



**PRIVACY
AND DIGNITY**



**CONNECTION
TO FAMILY AND
COMMUNITY**



**HEALTH, FUNCTION
AND INDEPENDENCE**



**ACCESS TO
TECHNOLOGY**



**PERSONALIZED,
VETERAN-CENTERED
CARE**



**A HIGH-QUALITY
LIVING EXPERIENCE**



**PURPOSE AND
MEANING**



**INCLUSIVE CARE
FOR ALL VETERANS**

***“It’s not just
about more time
in their lives —
it’s about more
life in their years.”***

HONORING THEIR SERVICE
BY MEETING TOMORROW'S
EXPECTATIONS.

Sources: VA Geriatrics and Extended Care strategic plan; VA Age-Friendly Health Systems Initiative; VA Veteran Decision Aid; VA research on women veterans' care preferences.



STRATEGIC VISION 2047

A STRONGER TOMORROW FOR OKLAHOMA'S VETERANS

2026 – 2028

2028 – 2035

2035 – 2042

2042 – 2047



STABILIZE

Build the Foundation



MODERNIZE

Recapitalize for the Future



ADAPT

Meet the Next Veteran



ALIGN

Right-Sized for What's Next



ODVA

OWN & EXECUTE

Operate and standardize the enterprise

Implement capital projects and modernize care

Expand services and meet emerging needs

Operate a resilient, high-performing enterprise



OKLAHOMA LEGISLATURE

PROTECT & ENABLE

Protect financial capacity and clarify authorities

Support strategic investments and enable partnerships

Provide policy flexibility as needs evolve

Ensure accountability and long-term sustainability



U.S. VA + PARTNERS

LEVERAGE & INTEGRATE

Sustain reimbursement and program alignment

Partner on capital and specialized capabilities

Coordinate care, benefits and workforce solutions

Align federal programs and capital opportunities with Oklahoma's future needs

DECISIONS DRIVEN BY:



Veteran Outcomes



Veteran Demographics



Acuity & Demand



Facility Condition



Workforce



Geography



Financial Sustainability



Federal Policy & Funding

Sources: ODVA Strategic Vision 2047; Congressional Research Service, Department of Veterans Affairs FY2026 Appropriations (June 3, 2026).

Interim Study Oklahoma Senate Veterans and Military Affairs Committee

Senator Brenda Stanley
Oklahoma Senate District 42

Concluding Remarks



OKLAHOMA DEPARTMENT OF
VETERANS AFFAIRS

