



**INSPECTOR GENERAL**  
**DEPARTMENT OF DEFENSE**  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22350-1500

July 27, 2022

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND  
READINESS

ASSISTANT SECRETARY OF DEFENSE (HEALTH AFFAIRS)  
ASSISTANT SECRETARY OF DEFENSE (MANPOWER AND  
RESERVE AFFAIRS)

DIRECTOR, DEFENSE HEALTH AGENCY  
AUDITOR GENERAL, DEPARTMENT OF THE ARMY  
AUDITOR GENERAL, DEPARTMENT OF THE NAVY  
AUDITOR GENERAL, DEPARTMENT OF THE AIR FORCE

SUBJECT: Audit of DoD Health Care Personnel Shortages During the Coronavirus  
Disease–2019 Pandemic (Project No. D2022-D000AW-0158.000)

We plan to begin the subject audit in July 2022. The objective of this audit is to determine whether the DoD medical treatment facilities experienced shortages in health care personnel during the Coronavirus Disease–2019 pandemic, the impact of personnel shortages, and mitigation strategies to reduce shortages during future pandemics. We may revise the objective as the audit proceeds, and we will also consider suggestions from management for additional or revised objectives. This audit is part of a joint project led by the DoD Office of Inspector General in support of the Pandemic Response Accountability Committee (PRAC). The PRAC is a committee that supports and coordinates independent oversight of pandemic relief spending. The Offices of Inspector General for the DoD, the Department of Health and Human Services, the Department of Justice, and the Department of Veterans Affairs will conduct a review of the four Departments' health care programs, or the providers they reimburse, to review health care personnel shortages. The PRAC will issue a report on this joint project; however, we may issue a separate report or management advisory with recommendations.

We will perform the audit at the Office of the Assistant Secretary of Defense (Health Affairs); Office of the Assistant Secretary of Defense for Manpower and Reserve Affairs; Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs; U.S. Army Medical Command; Office of the Assistant Secretary of the Navy for Manpower and Reserve Affairs; Navy Bureau of Medicine and Surgery; Office of the Assistant Secretary of the Air Force for Manpower and Reserve Affairs; Air Force Medical Readiness Agency; Defense Health Agency; and selected DoD medical treatment facilities as identified in the attachment. We may identify additional locations during the project.

Please provide us with a point of contact for the audit within **5 days** of the date of this memorandum. The point of contact should be a Government employee—a GS-15, pay band equivalent, or the military equivalent. Send the contact's name, title, grade/pay band, phone number, and e-mail address to [audityorktown@dodig.mil](mailto:audityorktown@dodig.mil).

You can obtain information about the Department of Defense Office of Inspector General from DoD Directive 5106.01, "Inspector General of the Department of Defense (IG DoD)," April 20, 2012, as amended; DoD Instruction 7600.02, "Audit Policies," October 16, 2014, as amended; and DoD Instruction 7050.03, "Office of the Inspector General of the Department of Defense Access to Records and Information," March 22, 2013. Our website is [www.dodig.mil](http://www.dodig.mil).

If you have any questions, please contact [REDACTED]

or [REDACTED]

*Carol Gorman*  
Carol N. Gorman  
Assistant Inspector General for Audit  
Cyberspace Operations & Acquisition,  
Contracting, and Sustainment

Attachment:  
As stated

<b>DMIS ID</b>	<b>MTF Name</b>
0006	AF-H-673rd MEDGRP-JBER ELMNDRF-RICH
0014	AF-MC-60th MEDGRP-TRAVIS
0024	NH CAMP PENDLETON
0029	NMC SAN DIEGO
0030	NH TWENTYNINE PALMS
0039	NH JACKSONVILLE
0048	ACH MARTIN-FT BENNING
0052	AMC TRIPLER-SHAFTER
0060	ACH BLANCHFIELD-FT CAMPBELL
0067	WALTER REED NATIONAL MILITARY MEDICAL CNTR
0089	AMC WOMACK-BRAGG
0091	NMC CAMP LEJEUNE
0095	AF-MC-88th MEDGRP-WRIGHT-PATTERSON
0108	AMC WILLIAM BEAUMONT-FT BLISS
0124	NMC PORTSMOUTH
0125	AMC MADIGAN-FT LEWIS
0126	NH BREMERTON
0131	ACH WEED-IRWIN
0607	LANDSTUHL REGIONAL MEDCEN
0618	NH ROTA
0620	NH GUAM
0624	NH SIGONELLA
0633	AF-H-48th MEDGRP-LAKENHEATH
0638	AF-H-51st MEDGRP-OSAN