





VA | U.S. Department
of Veterans Affairs

VISN 10

VA HEALTHCARE SYSTEM SERVING OHIO, INDIANA AND MICHIGAN

2024

Annual Report



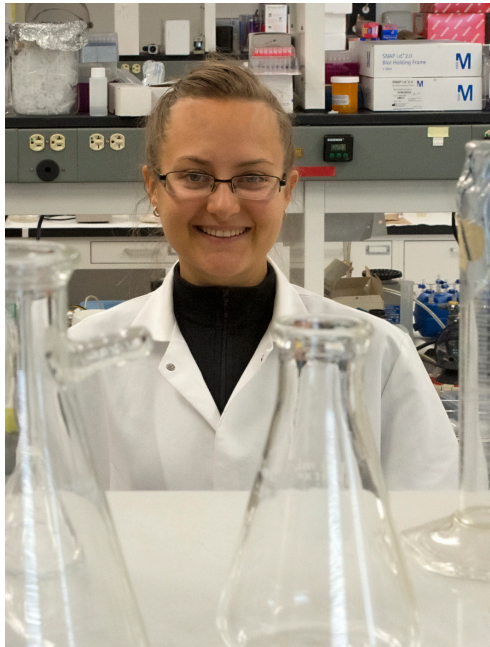


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Honoring America's Veterans by providing exceptional health care that improves their health and well-being.

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Message from the Network Director



Laura Ruzick, FACHE
Network Director

I completed my 20th year of service to Veterans this year with sixteen of those years spent in Veterans Integrated Service Network (VISN) 10. There is a reason I appreciate VISN 10. It is the work we do to care for Veterans using the best health care team out there. The accomplishments we have achieved over the years are exceptional and 2024 has been no different.

Despite the challenges and roadblocks placed in front of us, we once again celebrate many successes and lead the nation in areas of Veteran care, to include hiring the best and the brightest to care for our nation's heroes, providing outstanding access to services, and ensuring Veterans get the benefits they deserve by enrolling more Veterans for care than we have in years using the PACT Act provisions.

While we worked to right size our employee complement this year, we continued to refine our hiring process resulting in winning the national On Time Challenge for Time to Fill open positions. VISN 10 was rewarded by a visit from Undersecretary for Health Dr. Shereef Elnahal in September for our efforts leading the nation with an average of 126 days to bring on a new employee.

As a Network, our access has improved along with an increase in encounters and productivity. We made significant inroads in maximizing the clinical time we have available for care, both face to face and virtual care. Over-

all, VISN 10 increased productivity by 2.35% and the number of encounters by 9.3% over 2023. By implementing centralized Referral Coordination Teams both at the facilities and at the market level, and adhering to existing guidelines for mapping and clinic utilization, we were able to provide more Veteran care. This alone improves trust, continuity, and timeliness.

We added 3,366 Veterans to our rolls! Our care and research will ensure their exposure to potential toxins during their service are addressed and treated. VISN 10 staff screened over 458,800 Veterans in 2024 and are well on our way to 100% screened by the end of FY25. We completed over 1,015 outreach events with Veterans Benefits Administration (VBA) and others to communicate this opportunity to be screened and file appeals and to invite unenrolled Veterans to take advantage of the benefits to which they are entitled. Excellent work!

As we transliterate to my retirement I plan to retire in early 2025 and move on to the next phase of my life. It has been an honor to be a part of this Network. I value my 16 years in VISN 10 from so many perspectives. I have enjoyed the work and camaraderie and the amazing opportunities I have had to learn from all of you. I hope I have been able to bring some of my own leadership perspective and skills to some of you as it makes me so proud to see many among you taking the next steps in your career to become our next generation of VA leaders.

Congratulations on a great year! And remember, VISN 10 LEADS!

Laura E. Ruzick, FACHE
VISN 10 Network Director

2024 VISN 10 by the Numbers

Veterans Integrated Services Network 10 consists of health care systems in Ann Arbor, Battle Creek, Detroit and Saginaw in Michigan; Indianapolis and Northern Indiana in Indiana; Chillicothe, Cincinnati, Northeast Ohio, Dayton and Columbus in Ohio.



Annual Budget

\$9.2 B



Enrolled Veterans

673,677



Total Employees

32,639



Medical Centers (1 Dual Campus)

11



Outpatient Clinics

87



Square miles and counties

221 Counties
105,832 sq.mi



Gross square footage

13.6 M in owned
& leased physical
assets



Mobile Clinics

8



Health Care Center

1



Residential Treatment Facilities (Doms)

3

Other Regional Partners



National Cemeteries

14 (5 open)



State Cemeteries

4



VBA Regional Offices

3



VSOs

29



State Veteran Homes

4

FY 24 CLC Overall Star Ratings for VISN 10



Ann Arbor MI



Battle Creek MI



Chillicothe OH



Cincinnati OH



Cleveland OH



Dayton OH



Detroit MI



Marion IN



Saginaw MI



A Community Living Center (CLC) is a VA Nursing Home. Veterans may stay for a short time or, in rare instances, for the rest of their lives. It is a place where Veterans receive nursing home level of care, which includes help with activities of daily living and skilled nursing, and medical care. There are also activities for Veterans of all ages. The mission of a Community Living Center is to restore each Veteran to his or her highest level of well-being.

CLC Compare is an external benchmarking system introduced in February 2018. This means VA Nursing Home performance is compared to external for-profit nursing homes. The CLC Compare star rating methodology is the

best approximation of the Medicare Nursing Home 5-Star Quality rating system. The Star rating is based on CLC performance in yearly health surveys, staffing, and quality measures.

The primary goal of this rating system is to provide residents and their families with an easy way to understand assessment of nursing home quality, making meaningful distinctions between high and low performing nursing homes. In VISN 10, all CLCs achieved the highest rating of 5 stars. The five-star rating confirms for Veterans and their families that our CLC residents are receiving the highest level of care.



VISN 10 Special Population Program Services

Veterans with Acute and Chronic Musculoskeletal Conditions



Given these staggering statistics that impact Veterans and service members of all genders and ages, a VHA & DoD Joint Incentive Funding (JIF) was received to deliver a virtual “Active Duty & Veterans’ Holistic Musculoskeletal Management and Enhancement program” (ADVet HOMME). This program served VISN 10 Veterans in this fiscal year 2024.

The program provides Veterans an alternative way to receive an active modality of therapeutic exercises blended with Whole Health, from health coach coordinators. This rehabilitation service is offered to Veterans across VISN 10 through the Dayton VA Medical Center. During the FY 25, a JIF extension makes possible an

expansion of the ADVet HOMME program to active-duty services members from Wright-Patterson Air Force Base.

An Exploratory Pilot Analysis of the Veterans’ Holistic Musculoskeletal Management and Enhancement Program was commenced after receiving the WSU institutional review board and Dayton VA research and services approvals. This VA to DoD seamless offering is in concert with the Ohio Federal Buckeye Consortium.

For the seventh consecutive year, the Special Population program offered a three-day women’s health musculoskeletal (MSK) Provider training to all facilities within VISN 10. This initiative was conducted in collaboration with the Dayton VA Medical Center, Wright-Patterson Air Force Base, and the Uniformed Services University’s CHAMP program. Musculoskeletal disorders (MSKD) are among the most common reasons for medical visits in the Veterans Affairs (VA) Health System and the Department of Defense (DOD). The training encompasses various aspects of the MSK system, including assessment, diagnosis, and management of conditions that are prevalent among Veterans and Active-duty service members. This program was made possible by funding from the VHA Office of Women’s Health.

Approximately 80% of all injuries to active-duty service members (ADSM) were musculoskeletal in nature, accounting for over 1 million incident encounters. MSKD also represents the primary cause of separation of ADSM from service as well as long-term disability after service. Once ADSM enter Veteran care, MSKD continues to represent the greatest share of inpatient and outpatient visits to VA medical facilities.



VISN 10 Selected as National Center for Innovation in Digital and Remote Health

The U.S. Department of Veterans Affairs (VA) is pleased to announce the launch of the VHA Digital and Remote Health Center for Innovation (DRHCI) based out of the Cincinnati VA Medical Center with support from Veterans Integrated Service Network 10 (VISN 10). The DRHCI will serve as a digital health hub for VA medical centers across the nation.

Ensuring that Veterans have timely access to world-class health care is a top priority for VA, and this work being led by front-line staff to incubate, co-develop and test solutions with Veterans will help speed up validation and scaling of digital and remote health solutions across VA. This work will ensure VA continues its role as a pioneer and leader in telehealth, connecting millions of Veterans each year to digital solutions and improved clinical outcomes through remote early detection and treatment.

DRHCI is one of VHA Innovation Ecosystem's five National Center for Innovation to Impact (NCi2I), and the first to partner with one of VHA's national program offices, VHA's Office of Connected Care.

The DRHCI will seek to enhance Veteran care through:

- Improved clinical outcomes through remote early detection/treatment.
- Reduced travel by expanding access for rural Veterans, and More cost-effective solutions than traditional visits.

"This center positions VA at the forefront of digital health technology with the mission of providing best-in-class preventative care for Veterans," said Dr. Lindsay Riegler, director of DRHCI. "It allows us to systematically evaluate innovative digital health and remote patient monitoring solutions so that VHA can make informed, validated health care decisions."

"The center is an important part of our strategy to be leaders in health care innovation and to provide the best care to Veterans," said Executive Director Dr. Meredith Josephs, of Connected Health in VHA's Office of Connected Care.



As one of the largest and most complex VISN in the VHA system, VISN 10 is positioned as a leading innovation hub. Of the 11 medical centers in VISN 10, seven are complexity level-1 facilities affiliated with some of the best medical schools in America. VISN 10 also distinguishes itself with a strong footprint in the med-tech industry.

"The DRHCI will be a central resource to help improve the implementation of new solutions throughout VA," said Jane Johnson, executive medical center director, Cincinnati VAMC. "It will offer solutions to Veterans and providers faster by streamlining navigation challenges and building infrastructure."

In the coming years, VHA Innovation Ecosystem seeks to add additional National Centers for Innovation to Impact and capitalize on regional innovation hubs and advance innovative solutions that empower VA to provide world-class health care to Veterans.



PACT Act Implementation Highlights

VISN10 provided rapid response to the Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics (PACT) Act by implementing initiatives for Veterans who qualify for benefits and health care to treat illnesses resulting from exposure to toxins or other hazards during their military service.

Achieved outstanding results for 'VHA Priority: Serve Veterans with Military Environmental Exposures', one of the Under Secretary for Health top VHA Priorities, including key actions of: compliance with mandatory training for all VHA clinicians, screening enrolled Veterans for military related toxic exposures, and timely completion of requested Airborne Hazards & Open Burn Pit (AHOBP) Registry exams.

VISN10 deployed numerous strategies for Veteran PACT Act outreach including town halls, outreach events, toxic exposure screening events, welcome home celebrations, direct mailers, and other communication material and robust education events for VHA staff, resulting in 95% of clinicians across the VISN completing PACT Act related TMS training in addition to local and network-wide training events. All VAMCs within the network exceeded their goals for reaching the target number of Veterans and completing Toxic Exposure Screening (TES). Each facility developed individualized outreach and education plans including mailings, signage, town halls, outreach events, to raise awareness of the new eligibility created by the PACT Act while promoting screenings.

Collective efforts resulted in screening over 95% of Veterans with PCM assignment to one of our facilities, translating to completion of TES for approximately 460,000 Veterans, over 200,000 of which endorsed an exposure and required follow up which consisted of referrals to Environmental Health for Registry exams and other assessments, or referrals to VBA and Veterans Service Organization (VSO) to file disability claims for service connection. With Veterans and staff in mind, our network developed a TES RN Navigator protocol, first of its kind in the nation, to maximize efficiency of TES operations. Achieving outstanding performance cemented VISN10 as the #1 performing network, leading the nation at functional zero unresolved TES reminders.

Analyzing TES trends, we noted up to 25% of Veterans endorsing toxic exposures that did not qualify for a formal VA registry. VISN small and medium-sized enterprises (SMEs) conceptualized and implemented a “non-registry toxic exposure assessment” process to document these exposures and deliver an exceptional Veteran experience embodying I CARE values. This innovative approach ensured that all Veterans endorsing toxic exposures had their concerns addressed, assessments documented, and felt valued and heard. Efforts were implemented across VISN sites, including CRH, and shared as best practices with other networks and national offices. This non-registry process led to VISN10 participation in developing a national template for Military Environmental Exposures (MEE).

VISN10 leveraged resources within the network, developing innovative initiatives to improve consistency and deliver toxic exposure care across facilities. Supported a Veteran-centric approach to completing toxic exposure screening and assessments, by establishing a virtual TES Outreach process for CRH, coordinating needs of VISN10 medical centers to utilize CRH administrative medicine clinicians to conduct phone outreach, focusing on Veterans who do not utilize the VA in order to offer virtual Toxic Exposure screening as well as recommend VHA healthcare resources and connect them with local primary care.

To better Serve Veterans with Military Environmental Exposures, the VISN improved coordination of services, including Toxic Exposure Screening (TES), Environmental Health (EH) and Compensation and Pension (C&P) disability exams that establish service connection. The

VISN collectively completed approximately 10,000 Airborne Hazard and Open Burn Pit registry evaluations. In addition, in FY24, VISN10 also completed 2,000 Gulf War Registry exams, 2,400 Agent Orange exams, and completed over 33,000 C&P cases for disability benefits.

Optimizing VISN10 virtual resources, CRH Administrative Medicine operations improve efficiency and effectiveness of aforementioned services, effectively reducing wait times, and ensuring Veterans access to the soonest and best care. The VISN10 CRH Admin Medicine section was recognized as a best practice, showing success in high productivity and high-quality exams, while reducing exam wait times and cancellations. C&P disability claims were processed averaging 4-day turn-around (compared to a <30-day standard) resulting in expedited claims decisions for service connection and healthcare benefits.

VISN10 attained top performance and continues to provide the best care in Serving Veterans with Military Environmental Exposures.



VISN 10 HR Staffing Accomplishments & Highlights

VISN 10 HR has had a terrific year. At the beginning of FY24 hiring was at an all time high due to the PACT Act. VHA then shifted gears when budgetary concerns took precedence and hiring became strategic. In January 2024, the On Time Challenge was officially kicked off with a partnership with a White House Fellow sponsoring the event. This renewed focus on Time to Fill (T2F), Time to Hire (T2H), onboarding days, and seeking improvements to recruitment days. VISN 10 HR took the lead from the get-go, winning in overall T2F for the month of January.

This continued every month until the challenge ended in August. Below are notable accomplishments as the overall winner, where V10 HR took first place in multiple categories and second for largest improvement in recruitment days. V10 HR was able to accomplish this due to increased engagements through all levels of the VISN.

Overall National Winner in OTC in Multiple Categories.

- T2F-123 days.
- T2H-89.56 days.
- Best Overall Time to Fill Winner with a reduction of 126 days.
- 2.78% improvement in onboarding days (number 1 in the nation) 35 days for V10, by 3 days
- Next V23 at 38 days, 2.56% improvement.
- Veterans Health Administration (VHA) Avg 48 days, FY23 was 43.
- 16.67% improvement in recruitment days (number 2 in the nation).

The OTC was not the only area where V10 HR had focused its attention. Improvements from FY23, reducing overall budget and concentration of hiring internal candidates rather than external to keep FTEE levels as close to net zero as possible also played into our very successful year.

Below are some additional accomplishments:

- 7,023 completed recruitment requests.
- Vacancy rate reduced by 5% from FY23.
- Increased internal hires by 3.6% from FY23.
- 1.3% growth rate.
- Inactivated 5,273 positions FY24, cost avoidance of \$290.78M (sum of position adjusted base pay).

We look forward to FY25, and new areas to explore including diving deeper into our clinical and non-clinical positions & vacancies as we continue to lean out and become even more efficient, and improve our high reliability organization



VA Indianapolis Healthcare System

www.va.gov/indiana-health-care
x.com/IndyVAMC
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Michael E. Hershman
MHA, FACHE
Medical Center Director



Richard L. Roudebush VA Medical Center
1481 W. Tenth St. Indianapolis, IN 46202 / 317-554-0000

Bloomington Outpatient Clinic

2100 S. Liberty Dr.
Bloomington, IN 47403
812-336-5723

Brownsburg Outpatient Clinic

557 Pit Rd.
Brownsburg, IN 46112
317-988-1772

Cold Spring Road Outpatient Clinic

2669 Cold Spring Rd.
Indianapolis, IN 46222
317-554-0000

Indianapolis-Meridian Outpatient Clinic

777 N. Meridian St., Ste 200
Indianapolis, IN 46204
317-554-0000

Indianapolis Domiciliary

9045 E. 59th St., Bldg. 402
Indianapolis, IN 46216
317-554-0000

Indianapolis YMCA Outpatient Clinic

5315 Lafayette Rd.
Indianapolis, IN 46254
317-554-0000

Lafayette Outpatient Clinic

940 Park E. Blvd. Lafayette,
IN 47905
765-464-2280

Martinsville Outpatient Clinic

2200 John R. Wooden Dr.
Martinsville, IN 46151
765-349-2071

Monroe County Outpatient Clinic

1332 Arch Haven Ave.
Bloomington, IN 47403
812-349-4406

Shelbyville Outpatient Clinic

2158 Intelliplex Dr., Ste 200
Shelbyville, IN 46176
317-398-2812

Terre Haute Outpatient Clinic

5080 E. Bill Farr Dr.
Terre Haute, IN 47803
812-478-1825

Wakeman Outpatient Clinic

3791 10th St., Bldg. 1010
Edinburgh, IN 46124
812-348-0300

By the Numbers



FY Budget

\$850 M



Veteran Patients

64,670



Total Employees

3,151



Inpatient Admissions

5,860



Out Patient Visits

790,624

Facility Accomplishments

- Richard L. Roudebush VA Medical Center is one of only five U.S. hospitals recognized by the American Hospital Association for leadership and innovation in quality improvement and safety.
- In 2024, operationalized Transcatheter Aortic Valve Replacement (TAVR) as part of our comprehensive cardiovascular surgery program.
- Began construction of a new VA Outpatient Clinic in Bloomington, Ind. The 24,000-square-foot facility will consolidate Mental Health, Primary Care and Specialty Care services under one roof, replacing two facilities where area Veterans currently receive their care. The clinic will serve approximately 5,000 area Veterans when it opens in late summer 2025.
- Established a new integrated services clinic, including pharmacy and social work, to effectively manage post-discharge care. Key outcomes of clinic's interventions indicated a 25% decrease in bed days of care, a 51% reduction in emergency room visits, and a 67% decrease in hospital admissions, resulting in FY24 through Q3 cost savings of \$354 K. For its work, the Post Discharge Clinic was awarded the Team Patient Safety Award from the Indianapolis Coalition for Patient Safety.
- Trained more than 2,400 clinicians, including 1,000 physicians and 400 nurses, trained at R.L. Roudebush VAMC.
- Successfully activated three community clinics utilizing development initiatives that includes a new 45,000 square foot clinic for Terre Haute, Ind. a 78,000-sf clinic in Brownsburg, Indiana, and a 20,000 square foot replacement clinic in Lafayette, Ind. which doubled the amount of clinic space.
- With more than \$21M in funded research and 200+ active research studies, made significant to chronic pain

management, geriatrics, reduction of hospitalizations, treatment of stroke and neurological conditions, and care for patients with severe mental illnesses.

- Activated the nation's first Community Based Outpatient Clinic inside of a YMCA, which donated 5,000 square-feet of its newest Indiana facility for dedicated, VA-staffed programming including physical medicine, rehabilitation, healthy eating, complementary and alternative therapies, and counseling services for Veterans.
- Applying innovative practices during the pandemic and transitioning forward, the Community Clinics remain flexible with providing Veteran care where and how they want it. Each clinic continues to provide care for Veterans who do not want virtual appointments or have urgent needs with face-to-face appointments. Veterans may stay connected with healthcare providers through VA Video Connect and by phone with over 17,526 phone and 22,858 video connect appointments from March to June 2024.



VA Northern Indiana Healthcare System

va.gov/northern-indiana-healthcare

x.com/VANIHCS

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Jon Beidelschies
JD, FACHE
Medical Center Director



Fort Wayne Campus
2121 Lake Ave. Fort Wayne, IN 46805



Defiance Outpatient Clinic

800 N. Clinton St., Suite B
Defiance, OH 43512
419-783-2200

Hoosier Outpatient Clinic

1496 W. Hoosier Blvd.
Peru, IN 46970
765-472-8907

Jackie Walorski Outpatient Clinic

1540 Trinity Pl.
Mishawaka, IN 46545
574-272-9000

Marion Campus

1700 E. 38th Street
Marion, IN 46953
765-674-3321

Muncie Outpatient Clinic

3401 N. Morrison Rd.
Muncie, IN 47304
765-254-5602

Huntington Outpatient Clinic

2859 Northpark Ave.
Berkshire Bldg., Suite 110
Huntington, IN 46750
800-360-8387



By the Numbers



FY Budget

\$625 M



Veteran Patients

42,983



Total Employees

2,170



Inpatient Admissions

1,381



Out Patient Visits

350,623

Facility Accomplishments



- **Doctor Recognized by Michiana's Forty Under 40:** Dr. Ernest (Alex) Vera-Vazquez was recognized as Michiana's Forty under 40 honoree. Michiana Forty Under 40 is an initiative that highlights the achievements of 40 outstanding individuals who, despite being under the age of 40, have demonstrated extraordinary leadership, excellence in their careers, and a strong commitment to community service.
- **Nurse Honored with Daisy Award:** VA Northern Indiana Health Care System celebrated its first Daisy Award recipient, Megan Kern, RN. Megan is a registered nurse on the Marion Substance Abuse Recovery Therapy Program (SARRTP) Unit. Megan has worked as a nurse for 22 years and has been working with VANIHCs since November of 2023.
- **Employee Selected to Attend VHA Veterans Day Ceremony:** Naomi Nicastro was selected to represent Veteran Health Administration (VHA) at this year's Veterans Day Ceremony at the Arlington Cemetery. Naomi was selected due to a stellar recommendation from her supervisors and her 30 years of outstanding service as a social worker and homeless coordinator. Naomi and the other nominees had the privilege of enjoying breakfast at the White House and having their pictures taken with the President and First Lady.
- **Celebrating Veteran's 105th Birthday:** VA Northern Indiana Health Care System had the honor of helping Sergeant Lawrence W. Butler, a WWII Veteran celebrate his 105th birthday. Lawrence, who goes by Bill was born October 17, 1918, in Grand Rapids, Mich. Butler was an only child and joined the United States Army in 1939. He was a part of the First Armored Division where he worked with tanks. On December 7, 1941, Butler was getting ready to go home for the holidays when he learned of the attack on Pearl Harbor, Hawaii. Butler was later deployed overseas and participated in campaigns throughout North Africa and Italy. He served as a tank commander and a platoon commander. He earned 2 WWII Campaign medals his good conduct ribbon.

VA Ann Arbor Healthcare System

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Ginny Creasman
Pharm. D., FACHE
Medical Center Director



Lieutenant Colonel Charles S. Kettles VA Medical Center
2215 Fuller Road Ann Arbor, MI 48105 / 734-769-7100



Green Road VA Clinic

2500 Green Road, Suite 200
Ann Arbor, MI 48105
734-769-7100

Howell VA Clinic

3399 East Grand River Avenue,
Suite 100
Howell, MI 48843
517-552-3700

Jackson VA Clinic

4328 Page Avenue
Michigan Center, MI 49254
517-764-3609

Toledo VA Clinic

1200 South Detroit Avenue
Toledo, OH 43614
419-259-2000

Adrian VA Clinic

770 Riverside Avenue, 1st Floor
Adrian, MI 49221
734-222-7160

Major General Oliver W. Dillard VA Clinic

5900 North Lotz Road
Canton, MI 48187
734-394-4500

Packard Road VA Clinic

3800 Packard Road, Suite 120
(MHICM) and 160 (CWT, Homeless,
VEAR)
Ann Arbor, MI 48108-2073
734-222-7600

Findlay VA Clinic

1720 East Melrose Avenue
Findlay, OH 45840
567-250-7100

Flint VA Clinic

2360 South Linden Road
Flint, MI 48532
810-720-2913



By the Numbers



FY Budget

\$988.5 M



Veteran Patients

79,203



Total Employees

3,508



Inpatient Admissions

4,880



Outpatient Visits

740,596

Facility Accomplishments

- The Close to Me program, which provides for infusion treatments at a local CBOC or at home, kicked off at the Toledo and Howell clinics on October 1, 2024.
- VAAAHS participated in 91 PACT Act outreach events FY24 including three Vet Fests and 10 county fairs.
- VAAAHS piloted a screening process to identify health-related social needs (HRSNs) to make data-driven decisions to reduce health disparities and promote health equity. Disparities in health-related social needs are non-medical factors impacting patients' health outcomes as a result of social determinants of health (SDOH).
- VAAAHS dedicates a significant emphasis on the integration of health and environment and was recently awarded the Environmental Excellence Award from Practice Green Health in recognition of our focus on maintaining and improving the health of our environment and community.
- FY24 additionally saw the implementation of the State of Michigan's first Veterans Response Team, located in Livingston County, and an expansion of legal services available to Veterans through partnerships with both Michigan Advocacy Program and Legal Aid of Western Ohio.
- VA Ann Arbor Healthcare System opened the new Findlay VA clinic on October 1st, 2024. The nearly 7,000 square foot clinic will serve Veterans in Hancock and surrounding counties in Ohio and will provide primary care, mental health, clinical pharmacist, dietetics, social work, lab services, and vaccination services to more than 3,000 eligible Veterans. In the past three years VAAAHS has added four new clinics, including Canton, Adrian, Howell, and Findlay, Ohio. VAAAHS continually upgrades its infrastructure and, at any given time, has several ongoing construction and enhancement projects underway. These projects further improve our ability to deliver world-class care to our Veterans.
- VA Ann Arbor Healthcare System received a 5-star rating from the Centers for Medicare & Medicaid Services (CMS) for the second year in a row. VA hospitals outperformed non-VA hospitals on all 10 core patient satisfaction metrics in the Hospital Consumer Assessment of Healthcare Providers and Systems Star Ratings, and a recent systematic review of more than 40 peer-reviewed studies found that VA health care is consistently as good as — or better than — non-VA health care.



VA Battle Creek Medical Center

www.battlecreek.va.gov
facebook.com/VABattleCreek
[x.com BattleCreekVAMC](https://x.com/BattleCreekVAMC)
instagram.com/VABattleCreek



Michelle Martin
Medical Center Director



VA Battle Creek Medical Center
5500 Armstrong Rd. Battle Creek, MI 49037 / 269-966-5600



Benton Harbor VA Outpatient Clinic
1275 Mall Dr.
Benton Harbor, MI 49022
269-934-9123

Century Avenue VA Clinic
620 Century Avenue Southwest,
Suite 120
Grand Rapids, MI 49503
269-966-5600

Lansing VA Clinic
5656 S. Cedar St.
Lansing, MI 48911
517-267-3925

Muskegon VA Clinic
2734 E. Apple Avenue
Muskegon, MI 49442
231-798-4445

Wyoming VA Outpatient Clinic
5838 Metro Way SW
Wyoming, MI 49519
616-249-5300

By the Numbers



FY Budget

\$680.2 M



Veteran Patients

46,589



Total Employees

1,979



Inpatient Admissions

584



Outpatient Visits

559,159

Facility Accomplishments

- Battle Creek VA celebrates 100 years of Veteran care.
- Veterans, staff, and community members from southwest Michigan gathered at Battle Creek VA Medical Center on October 15, 2024 to celebrate and recognize the hospital's 100th anniversary of care to Veterans in the region from when it first opened in 1924.
- Held more than 117 PACT Act outreach events in the community with an increased enrollment of more than 725 Veterans over FY 23.
- Community Living Center 5 Star on recent Scorecard.
- Opened new Muskegon Outpatient Clinic.
- Opened new Urgent Care.
- Started Ketamine Therapy through Battle Creek Infusion Clinic.
- Implemented Technology Based Eye Care Services (TECS) at the Muskegon Outpatient Clinic.
- Completed more than 37 objectives from the FY 24 Tactical Plan.



VA Detroit Healthcare System

www.va.gov/detroit-health-care
facebook.com/VADetroit
instagram.com/Detroitva



Chris W. Cauley
FACHE
Medical Center Director



John D. Dingell Detroit VAMC
4646 John R St. Detroit, MI 48201 / 313-576-1000



Pontiac VA Outpatient Clinic
44200 Woodward Ave. Suite 208
Pontiac, MI 48341
248-332-4540

Yale VA Outpatient Clinic
7470 Brockway Rd.
Yale, MI 48097
810-387-3211

Downriver VA Clinic
1640 Fort Street, Suite D
Trenton, MI 48183-2040
734-559-8101



By the Numbers



FY Budget

\$704 M



Veteran Patients

48,902



Total Employees

2,493



Inpatient Admissions

5,209



Outpatient Visits

497,645

Facility Accomplishments

- The Detroit VA Medical Center opened a Community Outpatient Clinic (CBOC) in Trenton, MI. The VA Downriver Clinic has expanded access to those who reside in southern Wayne and northern Monroe Counties and can service over 3,000 Veterans.
- The Pontiac CBOC reopened late-Summer after an expansion to introduce added services that will comfortably serve Veterans in Oakland and western/northern Macomb Counties. The Pontiac Clinic brings an additional primary care clinic which offers side by side mental health and social work services. The expansion also includes Physical Therapy, Audiology, Occupational Therapy and Speech Language Therapy, while carving space for future inclusion of Radiology and Ultrasound.
- The first Mako hip replacement in the VISN was performed at the Detroit VA, unlocking new ways of providing advanced surgical care for Veterans.
- The Market Level Transportation Hub, a call center, was opened in Detroit to expand access for Veterans. The Transportation Hub provides transportation to Veterans that need to receive care at other Michigan VA facilities.
- The Fisher House location in Detroit opened in November 2024, allowing Veterans families to receive no-cost lodging while their loved one is getting the care they need at the Detroit VA.
- The Detroit VA Healthcare System's Green Environmental Management System (GEMS) handles the coordination of programs allowing for increased sustainability throughout Detroit VA. The GEMS program has earned the Detroit VA four in 2024 through Practice Greenhealth's Environmental Excellence Awards. They earned multiple Circles of Excellence awards, including the Chemicals Circle, the Green Building Circle, and the Water Circle. GEMS also earned the Greenhealth Emerald award, recognizing the

Detroit VA ongoing commitment to sustainability.

- Detroit VA become one of the first VA Medical Centers in the country to be recognized as a National Voters Registration Act site. In partnership with the Michigan's Department of State (MDOS), Veterans seeking a change in their address for their VA records will be offered a voter registration application. Veterans can either submit the application on their own or allow Detroit VA to send to MDOS.
- The Detroit VA GI Endoscopy Unit was the first facility in the VISN to be recognized as a center of excellence by the American Society of Gastrointestinal Endoscopy.
- The Detroit VA was one of the few VA Medical Centers to be recognized in the Antimicrobial Stewardship Program, program run by the Infectious Disease Society of America.
- The Detroit VA Commission on Cancer was provided provisional recognition as a center of excellence by the American Society of Surgeons
- The Detroit VA Radiation Oncology service received an Accreditation Program for Excellence (APEX) from the American Society of Radiation Oncology.



VA Saginaw Healthcare System

www.saginaw.va.gov
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x.com/SaginawVA



Anthony L. Colón
FACHE
Medical Center Director



Aleda E. Lutz Saginaw VAMC
1500 Weiss St. Saginaw, MI 48602 / 989-497-2500

LTC Clement C. Van Wagoner Department of VA Clinic

180 N. State St.
Alpena, MI 49707
989-497-2500, ext. 13510

Bad Axe Outpatient Clinic

1142 S. Van Dyke Rd. Suite 100
Bad Axe, MI 48413
989-497-2500, ext. 13540

Cadillac VA Clinic

1905 North Mitchell
Cadillac, MI 49601-1139
989-497-2500, ext. 11410

Clare Outpatient Clinic

11775 N. Isabella Rd.
Clare, MI 48617
989-497-2500, ext. 13530

Grayling Outpatient Clinic

1680 Hartwick Pines Rd.
Grayling, MI 49738
989-497-2500, ext. 13550

Navy Corpsman Steve Andrews Department of VA Health Care Clinic

2782 S. Otsego Ave.
Gaylord, MI 49735
989-497-2500, ext 13520

Pfc. Justin T. Paton Department of VA Clinic

5739 Highway M-68
Indian River, MI 49749
989-497-2500, ext 13560

Oscoda Outpatient Clinic

5671 Skeel Ave., Suite 4
Oscoda, MI 48750
989-497-2500, ext. 11959

Saginaw North Outpatient Clinic

2830 McCarty Rd.
Saginaw, MI 48603
989-497-2500, ext. 11400

Saginaw Healthcare

Annex 4241 Barnard Rd.
Saginaw, MI 48603
800-406-5143, ext. 11959

Saginaw Vet Center

5360 Hampton Avenue
Saginaw, MI 48604
989-321-4650

Colonel Demas T. Craw VA Clinic

701 US Highway 31 S.
Traverse City, MI 49685
989-497-2500, ext. 11959



By the Numbers



FY Budget

\$515 M



Veteran Patients

41,871



Total Employees

1,619



Inpatient Admissions

332



Out Patient Visits

471,624

Facility Accomplishments



- Since 2018, the CLC at the Saginaw VA Medical Center has maintained an overall 5-star rating in CLC/ Strategic Analytics for Improvement in Learning. CLC/SAIL is a system for summarizing hospital performance within the Veterans Health Administration (VHA) and private sector nursing homes.
- The Patient Aligned Care Teams (PACT) have been involved in PACT reboot over the last 12 months. The PACT reboot training has been in conjunction with VISN 10 PACT leadership. The training was developed and delivered by PACT leadership. Training utilized focus training groups consisting of educators, nursing, provider mentor, and PACT coordinators.
- AES completion rate 75%.
- National Veterans Wheelchair Games – July 2024.
- National Veterans Golden Age Games – August 2024 (8 Veterans participated in the games .
- National Women Veteran's Recognition Day – June 12, 2024. 106-year-old women Veteran Irene Hosking passed away in August 2024.
- Irene Hosking Nurse Honor Guard Induction – Honorary Member.

VA Chillicothe Healthcare System

www.chillicothe.va.gov
facebook.com/ChillicotheVAMC



Kenneth Mortimer
FACHE
Medical Center Director



Chillicothe VA Medical Center
17273 State Route 104 Chillicothe, OH 45601 / 740-773-1141



Athens Outpatient Clinic
88 N. Plains Rd.
The Plains, OH 45780
740-592-7220

Cambridge Outpatient Clinic
2146 Southgate Pkwy.
Cambridge, OH 43725
740-432-1963

Lancaster Outpatient Clinic
1703 N. Memorial Dr.
Lancaster, OH 43130
740-653-6145

Marietta Outpatient Clinic
27843 State Rte. 7
Marietta, OH 45750
740-568-0412

Portsmouth Outpatient Clinic
4038 Rhodes Ave.
New Boston, OH 45662
740-353-3236

Wilmington Outpatient Clinic
448 W. Main St.
Wilmington, OH 45177
937-382-3949

By the Numbers



FY Budget

\$410 M



Veteran Patients

22,986



Total Employees

1,630



Inpatient Admissions

843



Out Patient Visits

298,646

Facility Accomplishments

- The Chillicothe VAMC aggregated trust score as reported on VSignals FY24 is 96.5%, 4.1% above the national average of 92.7%.
- In our VISN of 11 facilities, we ranked #1 in All employee survey data sharing & data use, employee engagement, best place to work, psychological safety, moral courage and many other categories.
- The Chillicothe Veterans Affairs Medical Center (VAMC) has opened two new clinic areas, one unit and one neighborhood. "Warriors Path" is a 10-bed Inpatient Acute Rehabilitation Center, opened April 15, 2024. "Serenity Square" is a 10-bed long term mental health rehabilitation neighborhood, opened September 16, 2024. "Serenity Square" is the first behavioral care unit of its kind in the VA network.
- We are conducting monthly "New Patient Orientation" meetings for our Veterans, both online and in person, with the average attendance per month of 44 Veterans. These NPO meetings help new and existing Veterans better integrate into the VA network and teach them about services and benefits available to them.
- On June 1, 2024 our facility celebrated its 100th anniversary. We marked that milestone with a full week of festivities to include historic displays, campus trolley tours, museum tours, a ceremony, food trucks, VA and community vendors, live music, the "Eyes of Freedom" display, a vintage baseball game, and more, all leading to our annual Veterans Appreciation Night baseball game with the Chillicothe Paints. The celebration brought in an estimated 8,000 guests to our facility.



VA Cincinnati Healthcare System

www.cincinnati.va.gov
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instagram.com/Cincinnati_VAMC



Jane Johnson
Medical Center Director



Cincinnati VA Medical Center
3200 Vine Street Cincinnati, OH 4522 / 513-861-3100



Bellevue Outpatient Clinic

103 Landmark Dr. Suite 300
Bellevue, KY 41073
859-392-3840

Cincinnati VA Medical Center - Fort Thomas

1000 S. Fort Thomas Ave.
Fort Thomas, KY 41075
859-572-6202

Clermont County Outpatient Clinic

4600 Beechwood Rd.
Cincinnati, OH 45244
513-943-3680

Dearborn Outpatient Clinic

131 Campus Dr.
Lawrenceburg, IN 47025
513-861-3100 ext. 322313

Florence Outpatient Clinic

7310 Turfway Rd., Suite 510
Florence, KY 41042
859-282-4480

Georgetown Outpatient Clinic

474 Home St.
Georgetown, OH 45121
937-378-3413

Hamilton Outpatient Clinic

1750 S. Erie Hwy.
Hamilton, OH 45011
513-870-9444

Highland Avenue Outpatient Clinic

2929 Highland Ave.
Cincinnati, OH 45219
513-559-3599

Norwood Outpatient Clinic

4600 Smith Road, Central Station,
Suite A6
Norwood, OH 45212
513-475-6547

Vine Street VA Clinic

909 Vine Street
Cincinnati, OH 45202
513-977-6800



By the Numbers



FY Budget

\$878.5 M



Veteran Patients

42,924



Total Employees

2,680



Inpatient Admissions

6,844



Out Patient Visits

648,2486

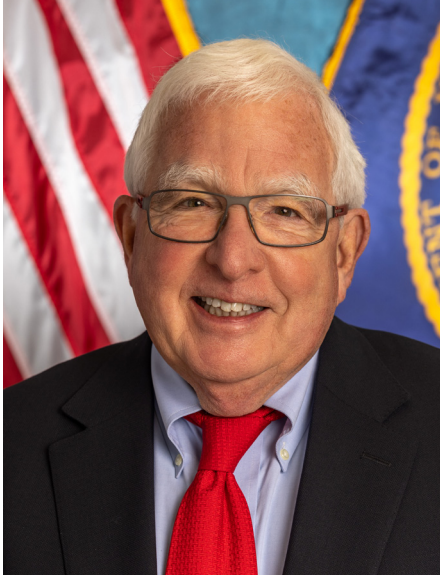
Facility Accomplishments



- Developed an incredibly comprehensive educational plan for the facility that encompasses Orientation, Training, Education, and Competency, as well as 24/7 online access to educational materials, training videos, equipment information, and clinical needs requests. All material is specified by unit and care area, so that anyone at any time can access orientation and competency material for their areas.
- Established a robust competency training program for annual competencies that provides live, real time immersive competency training and validation for all facility nursing personnel who attend, last year totaling over 700 staff members.
- In process of obtaining Commission on Collegiate Nursing Education (CCNE) accreditation for three of our nursing residency and training programs and will be seeking accreditation for Transition to Practice program for all new registered nurses and will be launching a Geriatric Nurse Practitioner program this next fiscal year.
- Engineering has recently successfully completed relocation of our methadone clinic allowing Veterans greater access, privacy, and treatment.
- Multiple phases of construction projects have occurred to enhance the environment to make it more inviting, and to accommodate state-of-the-art innovations in treatment. We have designed, built, and renovated patient rooms to include private rooms complete with anterooms, as needed. Completed renovations and expansion of the emergency department to accommodate newer construction and safety designs. Engineering has also implemented an updated customer service process for work orders with hang tags to improve completion, coordination, and feedback with our internal customers.
- My Life My Story: Arts Wave Foundation grant and VA Innovation Grant supporting a Narrative Medicine Fellow FY2024, My Life My Story installation at the Cincinnati Public Library Veterans Day 2024, Arts Wave Workshop 2024, Medical Student special interest committee for Narrative Medicine and My Life My Story, Society of General Internal Medicine Workshop spring 2025 led by Dr. Nam Ha Brown, The Narrative Medicine Compassionate Arts and Healing (NMCAH) Taft Interdisciplinary Research Group hosted Fostering a Culture of Care Through Narrative: An Interdisciplinary Workshop with My Life, My Story's Thor Ringler (the founder of VA My Life My Story) January, 2025.

VA Central Ohio Healthcare System

www.va.gov/central-ohio-health-care
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Marc Cooperman, MD
Medical Center Director



Chalmers P. Wylie VA Outpatient Clinic
420 N. James Rd. Columbus, OH 43219 / 614-257-5200



Columbus VA Clinic
2720 Airport Dr., Suite 100
Columbus, OH 43219
614-388-7650

Daniel L. Kinnard Outpatient Clinic
1855 W. Main St.
Newark, OH 43055
740-788-8329

Grove City Outpatient Clinic
5775 N. Meadows Dr.
Grove City, OH 43123
614-257-5800

Marion Outpatient Clinic
1203 Delaware Ave., Suite 2
Marion, OH 43302
740-223-8809

Zanesville Outpatient Clinic
2800 Maple Ave.
Zanesville, OH 43701
740-453-7725



By the Numbers



FY Budget

\$592 M



Veteran Patients

47,024



Total Employees

1,700



Inpatient Admissions

N/A



Outpatient Visits

504,781

Facility Accomplishments

- Began construction on a fifth CBOC which will be in Delaware county. The Delaware Community-Based Outpatient Clinic (CBOC) will serve the second largest population of Veterans eligible for VA Care in the Columbus catchment area.
- One of eight sites nationwide to establish a Veteran Mobile Evaluation Team (VMET) to work with local law enforcement in preventing Veteran suicide.
- AES response rate increased by 2% resulting in 94% response rate, top five in VA. Best Place to Work score remains stable at 72.
- Convened a Physician Diversity Equity and Inclusion Workgroup. This physician lead group analyzed barriers in the recruitment of minority physicians and provided new recruitment and retention actions.
- Collaborated with Chillicothe to share general surgery services, reducing community care procedures and improving Veteran experience
- We successfully implemented the nurse first model of RCI for eight services and improved timeliness of scheduling for community care referrals to seven days.
- Innovation Successes:
 - 2024 Shark Tank Winner: Lynn Ryan, Pharmacy Virtual Patient Medication – QR Code.
 - Seed projects – Shane Smith, Emergency Room Stretcher Table and Trish Romo, Volunteer Virtual Phone Platform.
 - Spread projects – Vincent Brunotte, PERP – Police Engagement & Relations Program and Lynn Ryan – Pharmacy Virtual Patient Medication QR code.
 - Hosted a Centenarian event in September honoring seven 100-year-old Veterans. Two news stations and representatives from five Congressional offices attended the event.



VA Dayton Healthcare System

www.dayton.va.gov
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Jennifer DeFrancesco
Medical Center Director



Dayton VA Medical Center
4100 W Third St, Dayton, OH 45428 / 937-268-6511



Lima Outpatient Clinic

750 W. High St., Ste 350
Lima, OH 45801
419-229-3300

Middletown Outpatient Clinic

4337 N. Union Rd.
Middletown, OH 45005
513-423-8387

Richmond Outpatient Clinic

1010 N. J St.
Richmond, IN 47374
765-973-6915

Springfield Outpatient Clinic

1620 N. Limestone St.
Springfield, OH 45503
937-342-5480

Wright-Patterson Outpatient Clinic

4881 Sugar Maple Dr.
Wright Patterson AFB, OH 45433
937-268-6511 Ext. 5816



By the Numbers



FY Budget

\$862 M



Veteran Patients

45,762



Total Employees

3,096



Inpatient Admissions

3,711



Out Patient Visits

576,883

Facility Accomplishments

- This facility is the only VA Medical Center in the nation to receive Joint Commission Advanced Total Joint Recertification.
- Nationally recognized for effectively ending Veteran Homelessness in the Dayton region.
- Home to the National VA History Center. Archives are currently activated.
- Successfully launched the Innovations Team, initiated the first community partnership in Dayton related to enhancing innovations for Veterans to improve care. The Innovations Incubator space is being built which will provide cutting edge technology for 3D printing and image processing. Cutting edge clinical technologies developed and in use at the Dayton VA have been recognized by media outlets including leveraging Artificial Intelligence for GI procedures (i.e.- colonoscopies) and Minimally Invasive Therapy (MiNT) clinics for surgical and interventional aspects of lung cancer and beyond.
- Historically patient experience trust score at 94.1% and 75.1% of Veterans who received inpatient care and would rate our hospital a 9 or 10.
- Awarded a Joint Incentive Funding (JIF) providing 2.5+ million to establish a musculoskeletal program on a virtual combined active duty and Veterans virtual platform. This innovative initiative incorporates health coaching, telehealth, integrated medicine, Whole Health, and Total Force Fitness programs.
- Dayton VAMC implemented The Daisy Award Program in FY23. The Daisy Award is the recognition for Veterans, families, or co-workers who take the time to tell their story of a nurse's extraordinary impact on them by writing a nomination. This nomination goes to a committee panel

that reads the stories and scores the extraordinary impact using a standardized scoring sheet listing five set criteria of The Daisy Award Foundation.

- In March, Dayton VA Medical Center (DVAMC) Biomedical Engineers completed our first test print to confirm that our 3D printing lab has the capability to print prosthetic sockets. The socket was replicated from an old one no longer being used by the patient for whom it was originally designed.

This test confirms that our scanner produces accurate digital replication of the object being scanned, and that our 3D printer has the capability to produce the shapes necessary to create a prosthetic socket. The next steps are to run another print with different material (i.e. carbon fiber) and then try and produce another socket from a scan of a patients limb. This facility is in the very beginning of development for 3D printing for prosthetics. This facility's biomedical engineers have been working very closely with Prosthetics to get to this point and we wanted to celebrate their early success!



VA Northeast Ohio Healthcare System

www.cleveland.va.gov
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x.com/ClevelandVAMC
instagram.com/ClevelandVAMC



Jill Dietrich Mellon
JD, MBA, FACHE
Medical Center Director



Louis Stokes Cleveland Department of Veterans Affairs Medical Center
10701 East Blvd. Cleveland, OH 44106 / 216-791-3800

Akron Outpatient Clinic

55 W. Waterloo Rd.
Akron, OH 44319
330-724-7715

Canton Outpatient Clinic

733 Market Ave S.
Canton, OH 44702
330-489-4600

Carl Nunziato Youngstown Outpatient Clinic

1815 Belmont Ave.
Youngstown, OH 44504
330-740-9200

Cleveland Outpatient Clinic-Euclid

7000 Euclid Ave. Suites 102 & 202
Cleveland, OH 44103
216-391-0264

Cleveland Outpatient Clinic-Superior

8901 Superior Ave.
Cleveland, OH 44106
216-421-3133

David F. Winder Mansfield Outpatient Clinic

1025 S. Trimble Rd.
Mansfield, OH 44906
419-529-4602

East Liverpool Outpatient Clinic

15655 St. Rte. 170, Suite A
Calcutta, OH 43920
330-386-4303

Lake County Outpatient Clinic

35000 Kaiser Ct. Willoughby, OH 44094
440-269-4600

Lorain Outpatient Clinic

5275 N. Abbe Rd.
Sheffield Village, OH 44035
440-934-9158

New Philadelphia Outpatient Clinic

1260 Monroe St. NW, Ste 1A
New Philadelphia, OH 44663
330-602-5339

Parma Outpatient Clinic

8787 Brookpark Rd.
Parma, OH 44129
216-739-7000

Ravenna Outpatient Clinic

6751 N. Chestnut St.
Ravenna, OH 44266
330-296-3641

Sandusky Outpatient Clinic

1912 Hayes Ave.
Sandusky, OH 44870
419-609-1460

Summit County Outpatient Clinic Community Resource & Referral Center (CRRC)

111 East Voris St.
Akron, OH 44311
330-761-7054

Warren Outpatient Clinic

1460 Tod Ave. NW
Warren, OH 44485
330-392-0311

By the Numbers



FY Budget

\$1.8 B



Veteran Patients

140,660



Total Employees

6,462



Inpatient Admissions

11,456



Out Patient Visits

1,689,156

Facility Accomplishments

- In May, VA Secretary Denis McDonough visited VA Northeast Ohio Healthcare System (VANEOHS). During the visit, Secretary McDonough addressed Veterans in a Veterans' Experience Town Hall, toured the VANEOHS Louis Stokes Cleveland VA Medical Center (LSCVAMC) hospital, and received an update on VANEOHS progress in PACT ACT Veteran outreach. During a local media briefing, the Secretary expressed his appreciation for VA staff efforts and reflected on an emotional meeting with U.S. Air Force Veteran Bob Salo.
- VANEOHS is an active partner in the Better Health Partnership Initiative, comparing outcomes for crucial measures of care for patients living with diabetes, high blood pressure, and heart failure.
- LSCVAMC maintained the 5-star rating from the Center for Medicare & Medicaid Services. VANEOHS received a 94.4% Trust rating from the V-Signals patient satisfaction survey.
- New mammography service in Canton, the opening of a new Close-to-Me Infusion Center in Akron, and a new dermatology specialty service in Youngstown, were added to serve Veterans in local areas, helping reduce travel time for patients for diagnosis and treatment.
- In connection with LSCVAMC's academic partnership with Case Western Reserve University's medical school, researchers received a \$1.14M grant from the Department of Veterans Affairs aimed at using Artificial Intelligence (AI) to determine the best personalized treatment options for Veterans with rectal cancer. The AI tool will assess MRI data in more detail than available by human evaluation alone. The tool, once fully developed and tested, is expected to allow doctors to offer Veterans timely customized precision oncology treatment.
- VANEOHS Executive Director Jill Dietrich Mellon attended the birthday celebration of a local WWII Veteran and Purple Heart recipient turning 102 years old, George Washington Whitehead. Director Dietrich Mellon presented Mr. Whitehead with a special recognition letter from VA Secretary Denis McDonough, along with a special challenge coin.
- LSCVAMC Police department initiative to educate local law enforcement and community organizations on understanding and reacting constructively when encountering Veterans in crisis is growing in impact and notoriety, with local media helping to spread the word.



24/7, confidential crisis support for **Veterans and their loved ones**



If you're a Veteran in crisis or concerned about one, reach caring, trained responders 24 hours a day, 7 days a week.

When you call the Veterans Crisis Line, here is what you can expect:

- A qualified responder will answer your call, ready to listen and help.
- The responder will ask a few questions, such as whether you or the Veteran you're concerned about may be in immediate danger or at risk for suicide.
- The conversation is free and confidential, and you decide how much information to share.
- Support doesn't end with your conversation. Our responders can connect you with the resources you need.

You don't have to be enrolled in VA benefits or health care to connect.

You're not alone— the **Veterans Crisis Line** is here for you.



Dial 988 then Press 1



Chat online at
VeteransCrisisLine.net/Chat



Text 838255



U.S. Department
of Veterans Affairs

Scan the QR code to download
Veterans Crisis Line resources.





