

VA



U.S. Department of Veterans Affairs

Veterans Health Administration

VA Great Lakes Health Care System (VISN 12)



2021 Annual Report

VA GREAT LAKES HEALTH CARE SYSTEM – VISN 12



Message from the Executive Director



As the Executive Director of Veterans Integrated Service Network (VISN 12), it has been my honor to serve our nation's heroes, providing them the best care they have earned and deserve, and to lead this awesome team of health care professionals. From our office located in the Chicago suburb of Westchester, Illinois, VISN 12 oversees clinical activities for eight VA Medical Centers, 40 outpatient clinics, eight nursing homes and seven domiciliaries, offering health care services to over 800,000 Veterans who reside in Illinois, Wisconsin, Michigan's Upper peninsula and Northwest Indiana.

This annual report highlights some of our significant accomplishments over the past year. In 2021, we faced many challenges as we continued to navigate through the COVID-19 pandemic. I'm very proud of the great work our staff and volunteers accomplished through it all. Their hard work, resilience, and commitment to our patients made all the difference.



The past year was not only busy, but groundbreaking. In 2021, we led from the front when COVID-19 vaccinations became available. Throughout the year, VISN 12 administered 366,218 doses of COVID vaccines to Veterans, family members, caregivers, and employees of other Federal agencies. We also made significant strides in our Mental Health program by increasing our efforts to work in concert with government and public-private partnerships to achieve the goal of reaching zero Veteran deaths by suicide; launched a free virtual fitness program for all VISN 12 patients and a behavioral wellness program for our employees; and expanded services in our outpatient clinics. These are just a few of the highlights you'll read in this report, and it is because of dedication of our staff and volunteers. They are the foundation of what we do, and we could not provide the exceptional care and service that we do without them.

As we move into this new year, we remain motivated, committed, and focused on providing our patients world-class medical care. We are one team and one mission!

Sincerely,
Victoria P. Brahm, MSN, RN, VHA-CM
Executive Director





Leadership Team

Executive Director

Victoria P. Brahm, MSN, RN, VHA CM

Deputy Network Director

Lynette Taylor, MHSA, BSN, RN

Chief Medical Officer (Acting)

Scott Pawlikowski, MD

Chief Nursing Officer

Shavetta Williams, MSPH, RN

Quality Management Officer

Barbara R. Kelly, MS, RN

Our Philosophy

Mission

To serve the health care needs of America's Veterans. This is accomplished through a comprehensive, integrated health care delivery system that provides excellence in health care value, excellence in service as defined by customers, and excellence in education and research.

Core Values

- Integrity
- Commitment
- Advocacy
- Respect
- Excellence

Vision

To be a Veterans' health care system that supports innovation, empowerment, productivity, accountability, and continuous improvement. Working together, a continuum of high-quality health care is provided in a convenient, responsive, caring manner.



Operating Budget

| | |
|--------------------------------|-----------------|
| Total Operating Budget: | \$4,505,488,809 |
| Salary and Benefits: | \$2,294,801,301 |
| Consolidated Mailout Pharmacy: | \$207,378,631 |
| Community Care: | \$819,594,031 |
| In-House Drugs & Medicine: | \$179,760,748 |
| Medical Care Collection: | \$150,435,391 |
| Supplies & Equipment: | \$382,654,288 |
| Lands & Structures: | \$138,411,374 |
| Research: | \$41,694,209 |
| Contract Services: | \$328,579,786 |

Volunteers

| | |
|------------------------------|---------|
| Total Volunteers: | 1,499 |
| Total Volunteer Hours: | 163,983 |
| Average Hours Per Volunteer: | 110 |

Workforce

| | |
|------------------|--------|
| Total Employees: | 19,202 |
| Physicians: | 1,134 |
| Nurses: | 3,922 |

Donations

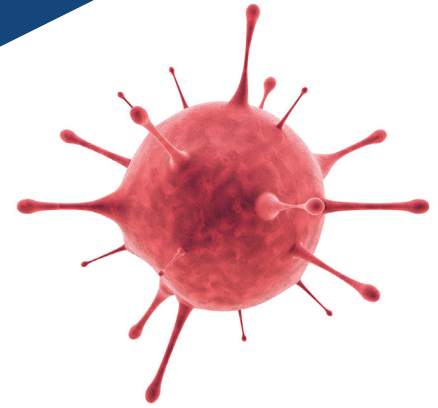
| | |
|-------------------------------------|-------------|
| Total Value Monetary Donations: | \$2,197,751 |
| Total Value Activity Donations: | \$43,969 |
| Total Value Non-Monetary Donations: | \$3,048,824 |
| Total Value All Donations: | \$5,290,544 |

Operating Statistics

| | |
|------------------------|-----------|
| Total Veterans Served: | 373,664 |
| Outpatient Visits: | 4,097,463 |
| Total Admissions: | 30,889 |
| Operating Beds: | 2,238 |



Covid-19 Vaccines



The development of vaccines was a major development in efforts to help control the spread of COVID-19. VISN 12 moved quickly to develop and execute vaccination plans to ensure all Veterans and staff had access to these vaccines.

As new vaccines became available, VISN 12 plans included all three types of vaccines (Pfizer, Moderna, and J&J) as well as the progression through initial vaccinations, third doses, and finally boosters as they were approved.



In 2021, VISN 12 administered 366,218 doses of COVID vaccines. This includes:

- 165,426 fully vaccinated Veterans
- 42,334 Veterans receiving a booster
- 26,814 fully vaccinated employees
- 6,465 employees receiving a booster
- 6,807 fully vaccinated caregivers
- 252 vaccinations of employees of other Federal Agencies

- 3,343 spouses, Veterans, children, and other caregivers who were able to be vaccinated under the Save Lives Act legislation

This accomplishment was made possible by the diligent and dedicated efforts of many staff at each facility and the VISN. A Vaccine Coordination Team was convened to spearhead these actions and included representatives from Pharmacy, operations, clinical staff, Occupational Health and others from the facilities and the VISN. The team worked on a multitude of activities including the development of policies and procedures, clinic logistics and set up, acquisition and placement of equipment needed for vaccine storage and transport, data tracking and monitoring, vaccine inventory orders and balancing, community outreach and partnerships, and more.

Several vaccination innovations developed by pioneering VISN 12 staff were shared with other facilities and VISNs as best practices. Some examples include:

- VISN 12 implemented an online pre-registration tool (using Microsoft Forms) for employees before vaccines were available. This allowed interested staff to be identified and scheduled in advance and resulted in quick roll-out of vaccines to employees in initial stratification group

- VISN 12 developed a forecasting tool that allowed site to predict supply and demand for various cohorts
- The utilization of multiple methods of Veteran outreach for vaccine awareness and availability including Vet Text, social media, Veteran virtual town halls, press releases, Audio Care, and Active Outreach by Phone
- To support vaccinations for CMOP staff, VISN-level employees volunteered and staff those clinics to keep station-level staff free to continue at their local clinics
- VISN Homeless Veteran lead pulled this data and provided to sites to facilitate their outreach. Sites have done vaccinations in homeless clinics but also have traveled to shelters to provide vaccinations
- Vaccine distribution and transportation system to rural CBOCs that do not have on-call staff or electrical systems necessary for round-the-clock vaccine temperature monitoring
- Mass vaccination event procedures and lessons learned
- Scripting for MSAs scheduling vaccines to ensure consistent and clear messaging as well as using those calls to being outreach for deferred care



Mental Health

Achieving zero Veteran death by suicide continues to be the highest priority in VISN 12. Over the past fiscal year, VISN 12 increased efforts to work in concert with government and public-private partnerships to achieve the goal of reaching zero Veteran death by suicide. We understand we cannot achieve zero alone and along with our stakeholders, partners, and communities, we have built coalitions in which we work collaboratively and align our unique strengths. Each VISN 12 health care system maintains at least one Community Engagement and Partnership Coordinator (CEPC) who build coalitions and partnerships at the community, state, and regional levels. VISN 12 has been instrumental in the development of statewide plans to end Veteran suicide through the Governor's Challenges and VISN 12 has partnered with a community partner to implement Expiration of Term of Service (ETS) project in which transitioning Army are partnered with a Buddy in their community to make the transition to civilian life easier.

VISN 12 is a national leader in Mental Health care, which in turn will improve Veteran psychological health and lead to a decrease in Veteran death by suicide. We offer the full spectrum of mental health care services, and we will continue to focus on Veteran's need for immediate access to those MH services. VISN 12 MH Programs offer access to care through our stepped level of care model in which Veterans can be offered treatment options based on the level of mental health acuity.

VISN 12 is a national leader in Mental Health care which in turn will lead to a decrease in Veteran death by suicide. Let's take full advantage of our skills and resources to ensure that no more Veterans die by suicide. We pledge to continue to strive for excellence in every area of MH care to relieve our heroes of the inner turmoil and life disruptions resulting from psychological distress.



Community Care



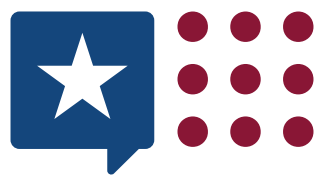
During fiscal year 2021, VISN 12 medical centers continued their commitment to provide health care services to those who served using VA Community Care. The VISN saw an increase in the number of referrals to community providers for Veteran care this FY, which continues to demonstrate the commitment of VISN 12 staff to ensure Veterans receive the right care, at the right time, at the right place.

The top 10 types of community care sought by Veterans in 2021 were:

- Emergency Care
- Skilled Home Health Care
- Homemaker/Home Health Aid
- Chiropractic
- Orthopedic
- Gastroenterology
- Cardiology
- Complementary & Integrated Health
- Dermatology
- Optometry



Veterans Crisis Line



1-800-273-8255

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In fiscal year 2021, VISN 12 increased access to care by providing clinical care to Veterans in their private home, which is VA Video Connect (VVC). VVC occurs between the Veteran's home and a provider located at a VAMC, CBOC, or an alternate location.

VVC provides Veterans access to their health care team from anywhere, using encrypted video to ensure the appointment is private and secure. Veterans who have with their own equipment, like a laptop, desktop, tablet, or smart phone, can have their appointments from the comfort of their homes. They need to have the ability to see with a webcam, have a microphone to speak, have speakers to hear, and have a quality picture with high-speed internet access. For Veterans who do

not have their own equipment, they can participate through means of a VA-loaned device. When Veterans require peripheral equipment, there are stethoscopes, pulse oximeters, weight scales, blood pressure cuffs, and/or thermometers.

VVC allows Veterans to get their health care at the time and place that's most convenient to them. VVC eliminates travel times and the need to be in inclement weather. It is more convenient for those who work, are in school, and live in rural areas with limited access to VA health care facilities. Some employed Veterans have their appointments during break or lunch time. For Veterans who find it difficult to walk through a hospital, VVC gives them access to the help they need. Whether

it's bad weather, a bad day, or chronic pain, VVC appointments eliminate many of the issues that keep Veterans from showing up for their appointments.

VVC is easy to use. The scheduler makes the appointment. The provider and Veteran receive an email or text with a link to a secure connection. At the time of the appointment, each clicks the link to enter the virtual medical room.

Most Veterans like VVC appointments. Research shows no differences in mental health treatment for in-person or telehealth. VA providers determine which services are clinically appropriate for VVC. Veterans can then decide whether they want VVC or in-person care. Increasingly, VA providers and Veterans are having VVC appointments because it's more convenient.

VVC has increased health care access to our Veterans. VISN 12 has been actively expanding VVC by training providers, increasing clinical services, and offering VVC to more Veterans. In fiscal year 2021, VISN 12 had trained nearly all providers. In fact, over 97% of Mental Health and Primary Care providers and over 91% of Specialty Medicine, Surgery, Rehabilitation, and Geriatric providers had completed VVC appointments.

In fiscal year 2021, nearly 55,000 Veterans participated in a VVC appointment, representing an over 100% increase from fiscal year 2020. This means that 1 out of every 5 Veterans had a VVC appointment in fiscal year 2021. There were numerous clinical areas that provided care to Veterans in their homes. The most common VISN 12 clinics were:

- Mental Health: Mental Health, PTSD, Mental Health Integrated Care, Substance Use Disorder, Residential Rehabilitation Treatment Program (RRPT), Veterans Justice Outreach, Psychosocial Rehabilitation and

Recovery Center (PRRC), HUD/VASH, Intensive Community Mental Health Recovery Services (ICMHR), and MH Intervention Biomed

- Primary Care and Women's Primary Care
- Whole Health
- Rehabilitation: Physical Therapy, Blind Rehab Center, Recreational Therapy, Occupational Therapy, Speech Language Pathology, SCI, Polytrauma/TBI, PM&RS Physician, and Audiology
- Clinical Pharmacy
- Caregiver Support Program
- Specialty Medicine: Endocrinology, Sleep Medicine, Neurology, Gastroenterology, and Cardiology
- Weight Management and MOVE! and Nutrition/Dietetics
- Social Work Service
- Home Telehealth
- Surgery: Pain Clinic, Podiatry, Gynecology, Opioid Treatment, and Urology

In fiscal year 2021, VVC groups were offered, too. Veterans in VISN 12 participated in Substance Use Disorder Group, RRTP Group, Weight Management and MOVE! Program Group, Mental Health Group, PTSD Group, PRRC Group, and Mental Health Integrated Care Group.

In fiscal year 2021, VISN 12 had nearly 102,000 VVC encounters to Veterans who live in rural and highly rural areas. This is more than a 155% increase from fiscal year 2020.

VISN 12 is committed to providing care to Veterans at their preferred location and plans to expand the VVC program.

Caregiver Support Program (CSP)



Program of Comprehensive Assistance for Family Caregivers (PCAFC)

The U.S. Department of Veterans Affairs (VA) Program of Comprehensive Assistance for Family Caregivers (PCAFC) offers enhanced clinical support for caregivers of eligible Veterans who are seriously injured. The Improvements and Amendments Under the VA MISSION Act of 2018, Final Rule, RIN 2900-AQ48, effective October 1, 2020, expanded eligibility and improved upon the application and evaluation process for the PCAFC. The enhanced PCAFC eliminates the need for a connection between personal care services and the qualifying serious injury. It also redefines serious injury to now include any service-connected disability — regardless of whether it resulted from an injury, illness or disease. Benefits under PCAFC include education and training, enhanced respite care, counseling, a monthly stipend, CHAMPVA (if eligible) and certain travel expenses, among others.

Currently, Veterans who incurred or aggravated a serious injury (including a serious illness) in the line of duty in the active military, naval, or air service on or after September 11, 2001, or on or before May 7, 1975 qualify. As of October 1, 2022, the final phase of expansion will be opened to include those Veterans who incurred or aggravated a serious injury (including a serious illness) in the line of duty in the active military, naval, or air service on or before September 10, 2001, or on or after May 8, 1975.

The Department of Veterans Affairs Caregiver Support Program also extended eligibility through Sept. 30, 2022 for Veterans who are Legacy Participants and their family caregivers, participating in the PCAFC. A Legacy Participant

is any Veteran who applied and/or was approved before October 1, 2020. The extension provides VA an additional year to conduct required reassessments of this cohort. All Legacy Participants and their family caregivers will be reassessed based upon the new eligibility criteria resulting from the Final Rule.

For FY 2020, VISN 12 received 3012 new applications, 478 applications in October alone with the announcement of expansion to Veterans pre-1975. 575 new Primary Family Caregivers were approved this past FY with a total of 1006 Approved Primary Family Caregivers.

The PCAFC now offers multiple appeal options when a Veteran and/or caregiver disagree with a decision, which depend on the date the PCAFC decision was issued. As a result of the *Beaudette v. McDonough* ruling, the National VA Caregiver Support Office is contacting every Veteran or caregiver who previously received a PCAFC decision with information about their appeal rights. VA will be mailing these notices over several months, starting November 17, 2021. This staggered approach is being used so that VA can be as responsive as possible.

For disagreements w/ PCAFC decisions issued before February 19, 2019, Veterans can now appeal to the Board of Veteran's Appeals (Board) with a completed VA Form 10-307, PCAFC Notice of Disagreement (NOD). Veterans can continue to seek review through the VHA Clinical Review Process through the Patient Advocate office.

If the Veteran and/or caregiver disagrees with a PCAFC decision issued on or after February 19, 2019, they can now utilize one of the following options: VHA Clinical Review Process, Supplemental Claim, Higher-Level Review, or appeal to the Board. Like the Clinical Review Process, a Supplemental Claim or request for Higher-Level Review is completed by VHA.

A Supplemental Claim can be filed when a Veteran has new and relevant evidence that was not part of the record (not available) when the PCAFC decision was made through VA Form-20-0995, Decision

Review Request: Supplemental Claim. A Higher-Level Review is used to ask for a higher-level decision maker in the Caregiver Support Program without additional evidence. VA Form 20-0996 (Higher-Level Review) is utilized.

All PCAFC decisions can be appealed to the Board. To appeal a PCAFC decision to the Board issued on or after February 19, 2019, Veterans will need to submit a completed VA Form 10182, Decision Review Request: Board Appeal (Notice of Disagreement).

Program of General Caregiver Support Services (PGCSS)

The Program of General Caregiver Support Services (PGCSS) is also a part of the Caregiver Support Program. PGCSS provides peer support mentoring, skills training, coaching, telephone support, online programs, and referrals to available resources to caregivers of Veterans. The Veteran must be enrolled

in Veterans Affairs (VA) health care and be receiving care from a caregiver in order for the caregiver to participate. Caregivers who participate in PGCSS are called General Caregivers. General Caregivers do not need to be a relative or live with the Veteran. VISN 12 had 281 enrolled PGCSS caregivers last year.



High Reliability Organization



Our High Reliability Organization (HRO) journey is a long-term commitment to Veterans and the workforce to continuously improve and drive to Zero Harm. Part of the journey is to leverage strong practices already in place across VHA, as well as introduce new improvement efforts. During 2021, VISN 12 continued to use high reliability principles to assist our staff to safely move forward and to provide the best possible care to our Veterans during the continuation of the COVID-19 pandemic.

Our staff created and utilized many high reliability tools to enable a coordinated effort throughout VISN 12 as well as across the VHA enterprise, in areas such as supply management, COVID-19 screening and testing, COVID-19 vaccination, employee safety, patient visitation, scheduling and providing patient appointments and procedures as well as the employee workforce enabling them to provide the best possible care to Veterans. The dedicated work of our employees in VISN 12 has been demonstrated by the high Veteran experience and patient safety ratings receiving multiple awards and sharing best practices across VHA. High reliability tools such as

huddles, safety forums, leadership rounding, town halls and incident reporting mechanisms allowed VISN 12 employees the opportunity to discuss key concerns throughout the pandemic.

By striving towards high reliability where harm prevention and process improvement are second nature to all employees, we can dramatically improve the way we deliver care to all Veterans served in VISN 12. VISN 12 leadership recognizes that greater reliability requires a work environment where employees at every level of our organization – clinical and non-clinical – are empowered to speak up for safety. To get there, everybody from leadership to front line staff are participating in high reliability training that will assist VISN 12 employees to incorporate into our daily work, the high reliability, pillars, principles and values.

VHA'S JOURNEY TO HIGH RELIABILITY

COMMITTING TO ZERO HARM

By striving to become a high reliability organization (HRO), where harm prevention and process improvement are second nature to all employees, we can dramatically improve the way we deliver care to our Veterans. By empowering all staff to focus on safety and reliability, we can reduce errors that cause patient harm. To get there, we must change the way we do business across VHA.

Center for Development and Civic Engagement Report



Not only did FY '21 see a name change from Voluntary Service to the Center for Development and Civic Engagement (CDCE), it also saw very creative approaches to delivering impactful and positive Veteran experiences in a pandemic environment. Creativity abounded as CDCE teams looked for ways to serve under challenging conditions.

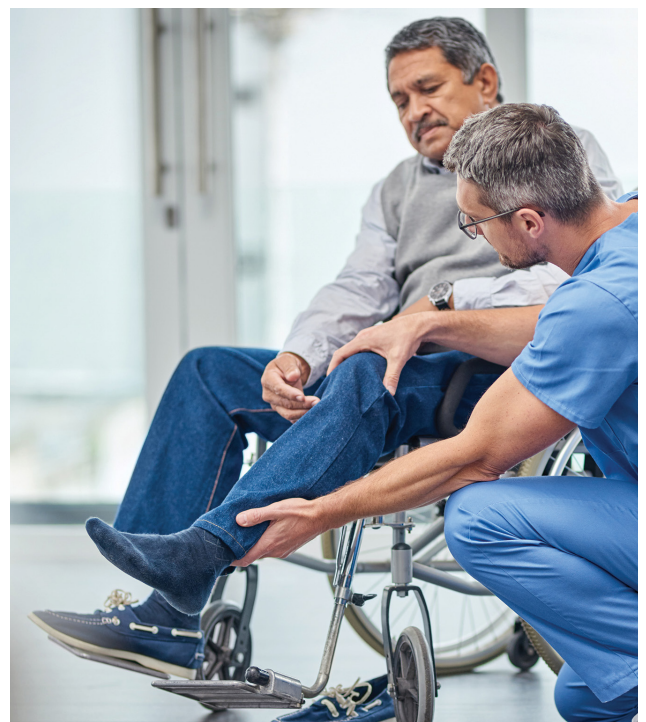
Some examples of how CDCE served our Veterans outside the box in FY '21:

- Hosting 'drive thru' Baby Showers
- Brining Equine Therapy to the Veteran
- Making regular phone calls to Veterans that are socially isolated (Compassionate Companion Corps)
- Shopping for the specific needs of and delivering the groceries to Veterans identified as facing severe food insecurity
- Hosting virtual BINGO's, Trivia Challenges, and providing holiday gift bags in lieu of events
- Providing thousands of volunteer hours to ensure that the Veterans felt comfortable and informed at the COVID-19 vaccine clinics
- Increasing community partnerships to provide gift cards and other items to support Veteran emergencies
- Hosting regular Community Living Center socially distanced events to keep the patient's company and feeling appreciated
- Livestreaming special events through Facebook
- Supporting Hall of Heroes Veteran induction ceremonies

These are just a few of the ways CDCE teams navigated through 2021.

Veteran Experience

Ensuring our patients have an excellent experience in our medical facilities is a high priority for VISN 12. In FY 2021, our staff rose to the occasion, earning several accolades for the outstanding care provided at our medical facilities. In the VSignals survey, VISN 12 was rated the 4th highest in the nation for overall trust scores. Additionally, Iron Mountain VA won Best Veteran Experience Overall in the VHA FY21 Patient Experience Symposium for having the highest quintile for patient experience, employee engagement, All Employee Survey, and for being top performers for the VSignals Trust score.



Strategic Planning



In VHA, the strategic planning process integrates budget, capital assets, information technology, human resources, workforce development, performance management, evaluation of sites of care, and clinical restructuring for new programs and services into our operational plan – all focused on our primary and abiding goal to meet the needs and expectation of our Veterans. The COVID 19 pandemic has affected healthcare and healthcare planning both within the VA and in the private sector. While we have been caring for patients, balancing resources, and rolling out COVID vaccination programs, VISN 12 has continued to pursue our strategic goals. We have incorporated lessons learned from our handling of the pandemic to ensure our strategic goals include a focus on flexibility, resourcefulness, and reliability. Our plan is focused on optimizing Veteran access to care, increasing Veteran engagement, and the implementation of a Cerner as our new electronic health record (EHR).

VISN 12 is managing several activities to optimize access for our Veterans. Our goal is to ensure that we reach both existing and new Veterans with options that are appropriate and convenient for them. This includes traditional face-to-face appointments plus any of several telehealth modalities such as Clinical Video Telehealth (CVT) and Veteran Video Connect (VVC).

We are proud to announce the opening of a new Community-Based Outpatient Clinic (CBOC) in Gladstone, Michigan. This new clinic, which is part of the Iron Mountain VA Medical Center's network of care, offers Primary Care, Laboratory, and Whole Health services. The Gladstone CBOC began seeing patients on September 7, 2021.

VISN 12 is leading the way in ensuring sites of care are available in locations convenient to our Veterans that offer the care and services they want. VISN 12 will be the first VISN using the As-Built Leasing methodology to stand up new clinics devoted to services like rehabilitation medicine, physical therapy, and Whole Health. This newer leasing tool was developed after the MISSION Act to more rapidly position new clinics to ensure options for care exist within VHA and to decrease the need for Veterans to seek community-based care. In VISN 12, we know that VHA care is superior to that available via Community Care and that continuity of care and care coordination is greatly enhanced when Veterans receive these services within the VHA system. Our goal is to quickly recapture the Veterans that we are losing and to be present where the Veterans seek care.



Veteran Engagement is very closely associated with improved access. Veteran Engagement encompasses both enrolling more Veterans into VHA via multiple outreach programs and activities and using excellent customer service skills and tools to maintain Veterans within our system. Veteran Engagement tactics, pursued as part of our VISN 12 Operational Plan, include developing new data sources and sharing best practices for outreach to Transitioning Service Members and Potentially Lost Patients (e.g., patients who have not been seen for care in close to two years), working with all sites to complete a Patient Experience Office Data Deep Dive to develop local, specific action plans for improvements in customer service and patient experience, and the development of a

Veteran Engagement Toolkit as a resources for all on the many programs and tools that can be used to facilitate Veteran Engagement at all of our facilities. Veteran Engagement will remain a high priority for VISN 12 as we move forward.

VISN 12 continues to work with the Office of Electronic Health Record Modernization and Cerner as we prepare for our migration to the Cerner Electronic Health Record. We have completed our Current State Reviews and we are working on completing required infrastructure changes so that we can transition to Cerner. We expect that we will deploy within the next year with our go-live dates scheduled in late FY23 or early FY24.



Integrity, Commitment, Advocacy, Respect, and Excellence (I CARE) define “who the VA is,” VA’s culture, and help guide the actions of staff across VA. Staff at every level within VA play a critical role to support VA’s commitment to care for and serve our Veterans, their families, and beneficiaries.

Whole Health & Well-Being

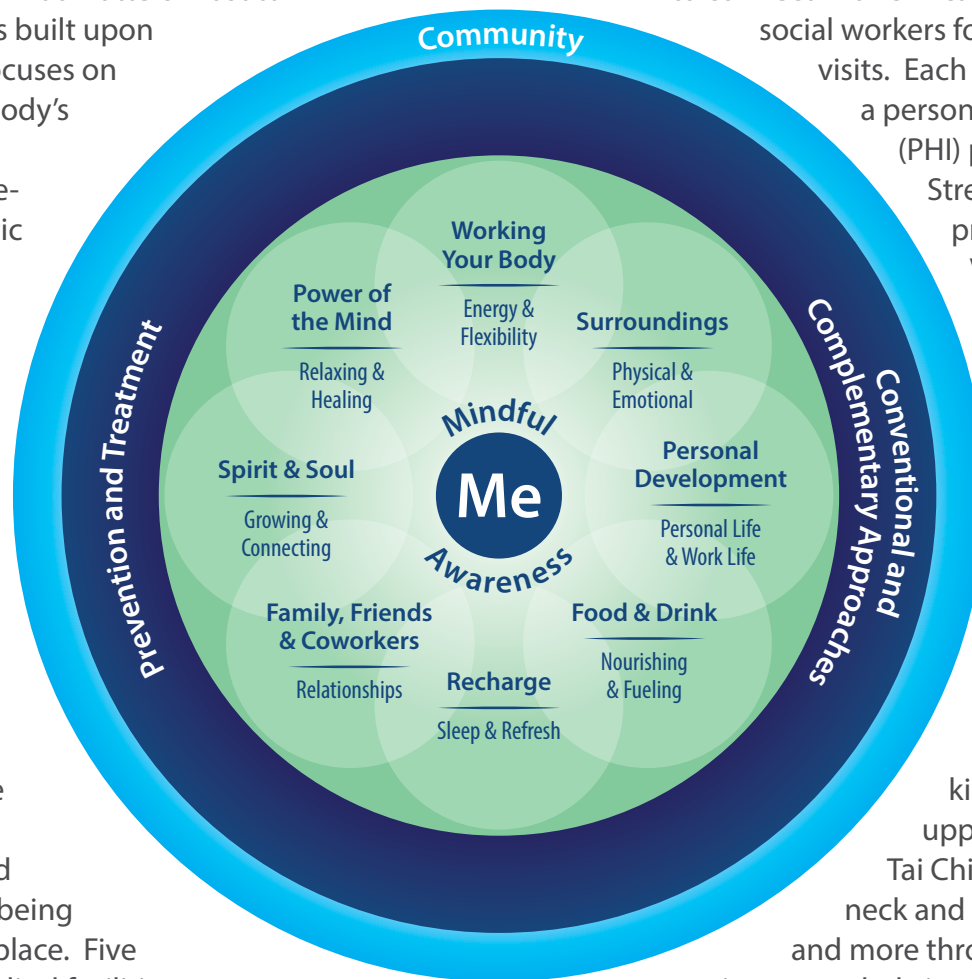


Whole Health (WH) is a personalized, proactive, patient-driven healthcare approach that empowers and equips people to take charge of their health and well-being and to live their life to the fullest. It includes qualities of compassion, empathy, and responsiveness to the needs, values, and preferences of the individual. At its core, WH centers around what matters most to the individual, is built upon relationships, focuses on unlocking the body's innate ability to heal, is evidence-informed, holistic and applies to all, including clinicians.

All eight VISN 12 medical facilities have full-time dedicated WH Clinical Directors and/or Program Managers, and have Whole Health Steering Committees and Employee Well-being Committees in place. Five of our eight medical facilities have full-time dedicated Employee WH Coordinators in place, and the remaining three have part-time collateral staff in place to support. Whole Health services have also been added to the

VISN 12 Clinical Resource Hub. Two social workers can support VISN 12 medical facilities as back-up support offering WH coaching, guided imagery, meditation/mindfulness, and clinical hypnosis.

In FY 2021, VISN 12 launched a Behavioral Wellness Program, affording all employees an opportunity to connect with clinical resource hub social workers for up to three video visits. Each employee is given a personal health inventory (PHI) plan and Perceived Stress Survey (PSS) pre/post meetings. VISN 12 also implemented a network-wide contract with Millennium Fitness to support Veteran and employee Yoga, Pilates, body conditioning, guided imagery, CrossFit, Barre, kickboxing, Zumba, upper body strength, Tai Chi, PiYo, express neck and shoulder needs, and more through no-cost, live instructor-led virtual sessions. Nearly 400 Veterans and 1200 employees signed up for this program.





Medical Facilities



Jesse Brown VA Medical Center
Chicago, IL



Oscar G. Johnson VA Medical Center
Iron Mountain, MI



VA Illiana Health Care System
Danville, IL



William S. Middleton Memorial Veterans Hospital
Madison, WI



Capt. James A. Lovell Federal Health Care Center
North Chicago, IL



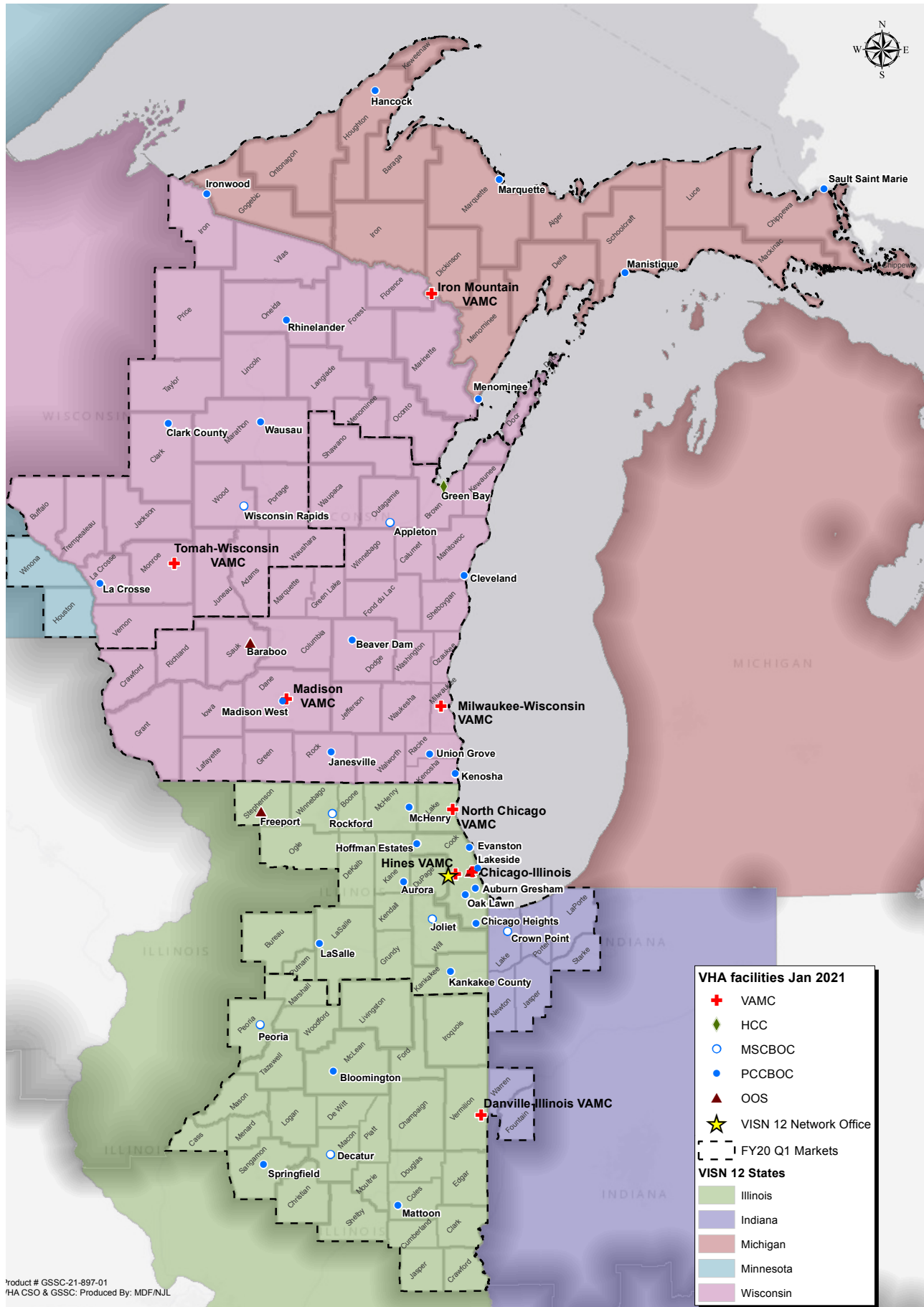
Tomah VA Medical Center
Tomah, WI



Edward Hines, Jr. VA Hospital
Hines, IL



Clement J. Zablocki VA Medical Center
Milwaukee, WI





VISN 12 Office, Westchester, IL

*“To care for him who shall have borne the battle,
and for his widow, and his orphan” by serving and honoring
the men and women who are America’s Veterans.*

VA



U.S. Department of Veterans Affairs

Veterans Health Administration

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