

2014 Annual Report

# VA NEW ENGLAND HEALTHCARE SYSTEM



**VA**



U.S. Department  
of Veterans Affairs

# A MESSAGE FROM THE NETWORK DIRECTOR



The mission of the Veterans Health Administration (VHA) is to “Honor America’s Veterans by providing exceptional health care that improves their health and well-being.”

To support this important mission, VA New England Healthcare System (VISN 1) must continually assess the needs of the organization and make adjustments—not only to keep VISN 1 on the cutting edge of health care, but also to ensure that we meet the needs of our Veterans. To guide us on this journey, we will strive for excellence in: population health, patient experience, financial stewardship, workforce, and service to our communities. (see page 1).

We will also continue to subscribe to VA’s core values of Integrity, Commitment, Advocacy, Respect, and Excellence (ICARE). These values are the foundation for how we carry out our responsibilities and how we interact with Veterans. In this report, you can read about a few individuals in VISN 1 who exemplify the ICARE values (see page 12). For each individual named in this publication, literally thousands of others make equally outstanding contributions daily to our mission. Thank you for all you do.

Pages 4–11 highlight each of our VA Medical Centers and their achievements in bringing exceptional care and innovative technology to the Veterans of New England, and it identifies some of the challenges we face moving forward.

I am proud of what we have accomplished thus far on behalf of Veterans in VISN 1, and I look forward to working with you for many years to come as we travel the road to EXCELLENCE together.

Sincerely,

Michael F. Mayo-Smith, M.D., M.P.H.  
Network Director



*The mission of the Veterans Health Administration (VHA) is to “Honor America’s Veterans by providing exceptional health care that improves their health and well-being.”*

**THE VA NEW ENGLAND HEALTHCARE SYSTEM** is one of 21 Veterans Integrated Service Networks (VISNs) within the U.S. Department of Veterans Affairs (VA). Services are provided through primary care supported by eight Joint Commission accredited medical centers. We are located throughout the six New England states – Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, and Connecticut. VISN 1 has over 45 Community-Based Outpatient Clinics (CBOCs), six nursing homes, and two domiciliaries.

# VETERANS HEALTH ADMINISTRATION VISION STATEMENT, MISSION STATEMENT, AND GOALS

## VHA VISION STATEMENT

VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient centered and evidence based.

This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery, and continuous improvement.

It will emphasize prevention and population health and contribute to the nation's well-being through education, research, and service in national emergencies.

## VISN 1 MISSION STATEMENT

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

## VISN 1 DOMAINS OF VALUE AND STRATEGIC OBJECTIVES, FY 2015-2019

 **EXCELLENCE**  
in Population Health  
*Objective: Treatment and Rehabilitation of Chronic Pain*

 **EXCELLENCE**  
in Patient Experience  
*Objective: Increase Access to Our Health Care Services*

 **EXCELLENCE**  
in Financial Stewardship  
*Objective: Expand our Patient Base*

 **EXCELLENCE**  
in Workforce  
*Objective: Develop Our Supervisors*

 **EXCELLENCE**  
in Service to Our Communities  
*Objective: Enhance Research*

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New Bedford Mayor Jon Mitchell cuts the ribbon to the new physical therapy wing of the New Bedford VA Community-Based Outpatient Clinic Monday, Dec. 22, 2014, with Providence VA Medical Center Director Dr. Susan MacKenzie, New Bedford Veterans' Services Director Christopher Gomes, and on the far right, Michael Keegan, Chief of the Civil, International and Interagency Support Project Management Branch, U.S. Army Corps of Engineers, New England District. The facility was renovated to expand services and improve patient access, exemplifying the VA's commitment to provide high-quality, accessible health care to Veterans in our communities. *Providence VA photo by Winfield Danielson*



# VA CORE VALUES: I CARE

## Integrity

Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

## Commitment

Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.

## Advocacy

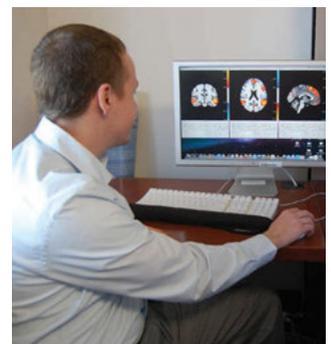
Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

## Respect

Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.

## Excellence

Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.



# ACADEMIC PARTNERS AND AFFILIATIONS

## ACADEMIC AFFILIATES

- Boston University School of Medicine
- Brown Medical School
- Dartmouth Medical School
- Harvard Medical School
- Tufts University School of Medicine
- University of Connecticut School of Medicine
- University of Massachusetts School of Medicine
- University of New England School of Osteopathic Medicine
- University of Vermont School of Medicine
- Yale University School of Medicine
- Hundreds of affiliations with other health care schools in New England

## NATIONAL ACCREDITATION ORGANIZATIONS

- The Joint Commission
- Commission on Accreditation of Rehabilitation Facilities (CARF)
- National Committee for Quality Assurance (NCQA)
- College of American Pathologists (CAP)
- American Psychological Association
- American Dental Association for Advanced Dental Education
- Association for the Accreditation of Human Research Protection Programs (AAHRPP)
- Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC)
- American Association of Blood Banks (AABB)



# VA Connecticut Healthcare System



## VA Connecticut Healthcare System

<http://www.connecticut.va.gov>

### Newington Campus

555 Willard Avenue  
Newington, CT 06111

860-666-6951  
860-667-6838 (24/7)

### West Haven Campus

950 Campbell Avenue  
West Haven, CT 06516

(203) 932-5711

**Director:** Gerald F. Culliton, MPA, FACHE

<https://www.facebook.com/VAConnecticut>

<https://twitter.com/VeteransHealth>

### COMMUNITY CLINICS

- Danbury
- Waterbury
- New London
- Willimantic
- Stamford
- Winsted

### FACILITY ACCOMPLISHMENTS

- The American College of Psychiatrists presented the 2014 Award for Creativity in Psychiatric Education to the VA National Telemental Health Center.

### Facility Statistics

Total Patients Treated	59,023
Employees	2,506
Medical Care Budget	\$494,529,295
Total Inpatients Treated	5,430
Outpatient Visits	727,205
Research Funding Awarded	\$44.2 million
Number of Active Research Projects	400
Total Operational Beds	216
Hospital Operational Beds	135
Skilled Nursing Home Beds	40
Domiciliary Beds	32

- The Eastern Blind Rehabilitation Center was the recipient of the New Haven Symphony Orchestra 2013-2014 Season Community Award.
- Neurologist Dr. Stephen G. Waxman is the 2013 recipient of the Paul B. Magnuson Award for Outstanding Achievement in Rehabilitation Research and Development.
- Dr. Laurie Harkness was named the 2013 recipient of the Under Secretary for Health's Excellence in Social Work Leadership Award.



## VA Maine Healthcare System

<http://www.maine.va.gov>

1 VA Center  
Augusta, ME 04330  
877421-8263

207-623-8411  
877-421-4263 toll-free

**Director:** Ryan S. Lilly, MPA

<https://www.facebook.com/VAMaine>  
<https://twitter.com/VeteransHealth>

### COMMUNITY CLINICS

- Bangor
- Calais
- Caribou
- Fort Kent
- Houlton Outreach Clinic
- Lewiston/Auburn
- Lincoln Outreach Clinic
- Portland
- Rumford
- Saco
- Bingham Outreach Clinic

### Facility Statistics

Total Patients Treated	40,613
Employees	1,311
Medical Care Budget	\$262,913,458
Total Inpatients Treated	2,593
Outpatient Visits	408,138
Total Operational Beds	171
Hospital Operational Beds	71
Skilled Nursing Home Beds	100

### FACILITY ACCOMPLISHMENTS

VA Maine has become a national leader in Rural Health advocacy by being awarded over \$5 million in Office of Rural Health funding for 10 pilot projects designed to develop ways to care for our underserved rural Veterans. These include mental health, opiate-use reduction, service expansion at rural CBOCs, expansion of rural home-based primary care programs, better access to lab work, in-home retinal imaging services, and education of providers and staff in rural health matters. VA Maine is also partnering in a State of Maine – VHA joint program to explore ways to electronically share patient information in a secure environment to better serve VA patients that receive care in the community.

**Edith Nourse Rogers  
Memorial Veterans Hospital  
(Bedford VAMC)**



**Edith Nourse  
Rogers Memorial  
Veterans Hospital**  
(Bedford VAMC)

<http://www.bedford.va.gov/>

200 Springs Road  
Bedford, MA 01730

781-687-2000  
800-838-6331 toll-free

**Director:** Christine Croteau

<https://www.facebook.com/BedfordVAHospital>  
<https://twitter.com/VeteransHealth>

**COMMUNITY CLINICS**

- Gloucester
- Haverhill
- Lynn

**FACILITY ACCOMPLISHMENTS**

Bedford VAMC was awarded Best in Population Health and Patient Experience in VA New England Healthcare system in FY 2012 and 2013.

Bedford VAMC had featured improvement work at the VISN 1 2014 Improvement as

**Facility Statistics**

Total Patients Treated	18,338
Employees	1,183
Medical Care Budget	\$182,402,358
Total Inpatients Treated	1,161
Outpatient Visits	217,684
Research Funding Awarded	\$8 million
Total Operational Beds	461
Hospital Operational Beds	65
Skilled Nursing Home Beds	304
Domiciliary Beds	50
CWT/TR Beds	42

follows: the ePharmacy Claim Rejection Process Improvement, Collaboration to Improve CRC Resident's Foot Care, Facility Training and Education Funding Request Process, Housekeeping Management Improvement Project, Laboratory Cost Savings, and Peer Involved Smoking Cessation. Bedford VAMC improvement work was recognized in many categories: Laboratory Cost Saving received the Excellence in Financial Stewardship award; Housekeeping Management received the Excellence in Workforce award; and ePharmacy Claim Rejection Process Improvement was awarded the overall Judge's Award.



Photo by John Phelan

# VA Boston Healthcare System



## VA Boston Healthcare System

<http://www.boston.va.gov>

### Brockton Division

940 Belmont Street  
Brockton, MA 02301  
508-583-4500  
800-865-3384 toll-free

### Jamaica Plain Division

150 S. Huntington Avenue  
Boston, MA 02130  
617-232-9500  
800-865-3384 toll-free

### West Roxbury Division

1400 VFW Parkway  
West Roxbury, MA 02132  
617-323-7700  
800-865-3384 toll-free

**Director:** Vincent Ng

<https://www.facebook.com/VABoston>

<https://twitter.com/VeteransHealth>

### COMMUNITY CLINICS

- Causeway Street
- Framingham
- Lowell
- Plymouth
- Quincy

### Facility Statistics

Total Patients Treated	65,486
Employees	3,676
Medical Care Budget	\$688,649,771
Total Inpatients Treated	10,028
Outpatient Visits	657,894
Research Funding Awarded	\$57 million
Number of Active Research Projects	750
Total Operational Beds	640
Hospital Operational Beds	349
Skilled Nursing Home Beds	160
Domiciliary Beds	98
CWT/TR Operating Beds	33

### FACILITY ACCOMPLISHMENTS

- VA Boston Healthcare System (VABHS) is one of only two VA facilities nationwide to receive a 5-star ranking for Quality in the SAIL report in 10 consecutive quarters (FY12-FY14TD) and two annual reports (FY10 and FY11).
- VABHS ranked third nationally in the FY14 Integrated Ethics Quality in Healthcare Survey.
- VABHS has been named one of the Top 100 Best Places to Work for 2013 by the Boston Globe newspaper.



# VA Central Western Massachusetts Healthcare System



## VA Central Western Massachusetts Healthcare System

<http://www.centralwesternmass.va.gov>

421 North Main Street  
Leeds, MA 01053

413-584-4040  
800-893-1522 (24/7)

**Director:** John Collins

<https://www.facebook.com/VACWMASS>  
<https://twitter.com/VeteransHealth>

### COMMUNITY CLINICS

- Fitchburg
- Greenfield
- Pittsfield
- Springfield
- Worcester

### FACILITY ACCOMPLISHMENTS

- VA CWM HCS continues to build our research and development program, particularly with increased collaboration between the VA CWM HCS and the University of Massachusetts Medical School (UMass) in Worcester.

### Facility Statistics

Total Patients Treated	24,542
Employees	754
Medical Care Budget	\$153,104,203
Total Inpatients Treated	876
Outpatient Visits	287,716
Research Funding Awarded	\$3.17 million
Number of Active Research Projects	7
Total Operational Beds	129
Hospital Operational Beds	81
CWT/TR Operating Beds	16

- The system was selected as the first rural VA healthcare system to be part of the Million Veteran Program.
- The system received its first grant for maternity care for women Veterans.
- The associate chief of staff for research for VA Central Western Massachusetts HCS lead a research team looking at the “Five-year Trends in Women Veterans’ Use of VA Maternity Benefits, 2008–2012.”
- VA CWM HCS was invited to participate in a critical trial network application that will engage our Mental Health team along with academic partners for psychology qualitative science research.

# Manchester

## VA Medical Center



## Manchester

### VA Medical Center

<http://www.manchester.va.gov>

718 Smyth Road  
Manchester, NH 03104

603-624-4366  
800-892-8384 toll-free

**Director:** Tammy A. Krueger

<https://www.facebook.com/ManchesterVAMC>  
<https://twitter.com/VeteransHealth>

#### COMMUNITY CLINICS

- Conway
- Portsmouth
- Somersworth
- Tilton

#### FACILITY ACCOMPLISHMENTS

- Rebuilt/increased pain care services
- Grand re-opening of the facility's operating suites.
- Facility launched new Nurse First program to streamline access and enhance the Veteran experience.
- Facility in partnership with the VBA has newly dedicated space for VBA representatives on station enhancing

#### Facility Statistics

Total Patients Treated	23,696
Employees	692
Medical Care Budget	\$140,969,165
Total Inpatients Treated	182
Outpatient Visits	225,025
Total Operational Beds	112

the Veteran experience and supporting access across the organization.

- Aggressive outreach campaign and eligibility education to the community.
- Established strategic plan.
- Manchester VAMC FY 2014 Veteran User Growth Milestones were accomplished and/or surpassed for each quarter.
- Community partnerships, medical center leadership are members of:
  - Commission of PTSD/TBI for the State of New Hampshire
  - Military Leadership Team for the State of New Hampshire
  - State Veterans Advisory Committee
- Recognized as the top Veterans Affairs Medical Center in the nation for Staff Involvement in improvement efforts.

Photo by John Phelan

# Providence VA Medical Center



## Providence

### VA Medical Center

<http://www.providence.va.gov>

830 Chalkstone Avenue  
Providence, RI 02908

401-273-7100

866-363-4486 toll-free

**Director:** Susan MacKenzie, Ph.D.

<https://www.facebook.com/VACProvidence>

<https://twitter.com/VeteransHealth>

#### COMMUNITY CLINICS

- Hyannis
- Middletown
- New Bedford

#### FACILITY ACCOMPLISHMENTS

##### Clinical Enhancements:

- National Model for the Homeless PACT.
- Introduction of Interventional Radiology program.
- Establishment of multidisciplinary Pulmonary Hypertension Clinic by Pulmonary and Cardiology, resulting in more efficient expert care.
- Expanded access to care offering evening clinics and expanded use of

#### Facility Statistics

Total Patients Treated	33,571
Employees	1,203
Medical Care Budget	\$231,053,183
Total Inpatients Treated	2,831
Outpatient Visits	382,817
Research Funding Awarded	\$15 million
Number of Active Research Projects	250
Total Operational Beds	73

new informatics and technology such as My HealtheVet secure messaging and telehealth technology.

- Establishment of Dermatology Teletriage for dermatology consultations that has improved access to dermatology clinics from CBOCS and primary care.

#### Surveys, accreditations, and designations:

- Pathways to Excellence® designation by the American Nurses Credentialing Center (ANCC), March 2014.
- The Opiate Rehabilitation Treatment Program received full Joint Commission accreditation in November 2013.
- College of American Pathologists (CAP) awarded Pathology and Laboratory Service accreditation effective August 2013.

# White River Junction VA Medical Center



## White River Junction VA Medical Center

<http://www.whiteriver.va.gov>

215 North Main Street (Mailing)  
163 Veterans Drive (GPS)  
White River Junction, VT 05009

802-295-9363  
866-687-8387 toll-free

**Director:** Deborah Amdur

<https://www.facebook.com/WhiteRiverJunction>  
<https://twitter.com/VeteransHealth>

### COMMUNITY CLINICS

- Bennington
- Brattleboro
- Burlington Lakeside
- Keene
- Littleton, NH
- Newport
- Rutland

### FACILITY ACCOMPLISHMENTS

- WRJ VAMC had the distinction of being identified as a Joint Commission "Top Performer" for the second year in a row.
- WRJ VAMC's Home Based Primary Care (HBPC) program received approval

### Facility Statistics

Total Patients Treated	24,818
Employees	878
Medical Care Budget	\$187,156,033
Total Inpatients Treated	2,583
Outpatient Visits	263,369
Research Funding Awarded	\$4.5 million
Number of Active Research Projects	138
Total Operational Beds	74
Hospital Operational Beds	60
Domiciliary Beds	14

for FY 15 VHA Office of Rural Health funding. The HBPC project will improve access to healthcare services and the health of rural Veterans through the creation of new access locations and use of new technologies.

- WRJ VAMC's Environmental Management Service (EMS) was awarded the National VA Green Management Programs Sustainability award.
- WRJ VAMC's Chief of Primary Care, Hugh Huizenga, MD, received the Vermont Executive Association's individual Distinguished Government Service – Professional Award.

# NETWORK DIRECTOR'S ICARE AWARDS



The New England Healthcare Network Director gave out a total of 24 ICARE Awards in 2014. On the following pages are examples of each of the ICARE values.

## 2014 Recipients

- **Kathleen Dunn, LICWS**, Palliative Care Coordinator, VA Boston Healthcare System
- **Pharmacy Dispensing Engaged Work Team**, VA Central Western Massachusetts HCS
- **Daniel White**, VA Connecticut HCS Housekeeper and OIF/OEF veteran
- **VA Maine Women's Clinic Design Team**
- **David James, RN, BSN, CHPN**, Bedford VAMC (posthumously nominated and awarded)
- **Newington Transportation and Travel Staff**, VA Connecticut Healthcare System
- **TeleHealth/TeleRehabilitation Team**, White River Junction VAMC
- **Lanier Summerall, MD**, White River Junction VAMC
- **Calais CBOC Coverage Nursing Team**, VA Maine Healthcare System
- **Oncology Staff**, Manchester VAMC
- **Flu Taskforce Team**, VA Boston HCS
- **VISN 1 Primary Care Staff**, VISN-wide
- **Environmental Management Section Staff**, VA Maine Healthcare System
- **SCALE (Study of the Communication of Adverse Large-Scale Events) Team**, Bedford VAMC
- **Community Living Center Team**, VA Central Western Massachusetts Healthcare System
- **Committee Members for the Wall of Valor**, Manchester VAMC
- **Dr. Amy Schwartz**, VA Connecticut Healthcare System
- **Non-VA Medical Care Office**, VA Boston Healthcare System
- **Systems Redesign Teams**, VISN-wide
- **Compensation and Pension Program**, VISN-wide
- **Paul Corbett**, VISN 1
- **Baldrige Assessment Team**, VISN 1
- **Acting Medical Center Leadership**, Bedford VAMC
- **Sheila Peters**, Manchester VAMC, and **Joe Byron**, founder of Honor Flight New England



Network Director's I CARE Award Presented to  
**BEDFORD SCALE TEAM**



### **I CARE Award Citation**

For demonstrating exceptional **INTEGRITY** in leading the Study of the Communication of Adverse Large-Scale Events (SCALE). SCALE is being used to determine the most effective way to disclose adverse events to Veterans in a way that lessens anxiety and distress and increases confidence and trust in the VA. This project has gone well beyond original expectations, and has yielded cutting-edge knowledge on communicating disclosures.

### **SCALE Member Rani Elwy, PhD's Reflections on Integrity**

"As researchers we aim to do work that is meaningful for everyday hospital and health system practice. What is most important about our SCALE work is that we have done just that. Throughout our study, we were able to present results in real time to a wide audience of Department of Veterans Affairs officials, who then were able to implement changes right away on how disclosures were communicated. For our research to have that kind of immediate impact was really exciting."

# NETWORK DIRECTOR'S I CARE AWARDS



Network Director's I CARE Award Presented to  
**KATHLEEN DUNN**



## I CARE Award Citation

For demonstrating exceptional **COMMITMENT** as a steadfast advocate for Veterans and their families, working tirelessly to improve end of life care for all VA Veterans. The phrase "above and beyond" does not do justice to the service and care that Kathleen provides and the commitment she shows by providing support to Veterans and their families, giving patients and their families a seamless discharge, no unanswered questions, less confusion, and more control. Because of her willingness to work diligently to serve Veterans, hundreds of Veterans and their families have had care from VA that makes Kathleen's co-workers enormously proud of our organization and grateful to her.

## Kathleen's Reflections on Commitment

"I am very honored and humbled to receive this award. It takes a team to provide end of life care to Veterans and I am lucky to work with a wonderful team. Thank you for the privilege to serve Veterans every day."



Network Director's I CARE Award Presented to  
**SHANNAN BROWN**



### **I CARE Award Citation**

For demonstrating exceptional **ADVOCACY** as a Veteran Peer Support Specialist, who noted a gap in retreats for female Veterans, Ms. Brown took the initiative to organize a first time retreat after working with the community group Wounded Warriors@45 North. Ms. Brown is passionate about meeting the needs of our female Veteran population and plans to continue enhancing the female Veteran experience in VA.

### **Shannan's Reflections on Advocacy**

"One thing I wanted to say when I came to the VA is that I didn't know what it was about. Then I got into this role and went on board and started the female Veteran retreat. One female Veteran that came to the retreat said 'I went up with eight other female Veterans, and came back with eight friends.' The Manchester VA is rockin'!"

# NETWORK DIRECTOR'S I CARE AWARDS



Network Director's I CARE Award Presented to  
**MANCHESTER HONOR FLIGHT**



## I CARE Award Citation

For demonstrating exceptional **RESPECT** to our nation's Veterans through their work with Honor Flight New England. These individuals have volunteered countless hours helping to transport America's Veterans to Washington D.C. to visit war memorials dedicated in their honor. They go out of their way to ensure that Veterans have an experience that creates lasting memories and pays tribute to their service.

## Sheila Peters' Reflections on Excellence

"Receiving the I CARE award was such a wonderful surprise. I am honored to volunteer for Honor Flight New England because our WWII Heroes deserve this trip, and it is a long time coming. I believe that it is because of their heroism we have the freedoms we enjoy today. I do the initial contact and I call the WWII Heroes to let them know about their upcoming Honor Flight. It is such a thrill for me; the Heroes are so excited, they act like they have won the lottery.

Truly I am the lucky one, working with Joe Byron and all the other dedicated volunteers of Honor Flight New England, is my pleasure! Thank you, Dr. Mayo Smith, for being our very first physician on our very first flight, and thank you for your continued support."



Network Director's I CARE Award Presented to  
**VISN 1 INTEGRATED ETHICS  
ADVISORY SUBCOMMITTEE**



### **I CARE Award Citation**

For demonstrating exceptional **EXCELLENCE** in showing continuous improvement three years in a row in the Integrated Ethics Staff Survey. VISN 1 was number one for 2014 for "Overall rating as an ethical organization," maintaining the favorable trend of improving ethics quality in health care. This high ethics quality has helped increase employee morale, patient satisfaction, and productivity and efficiency across the Network.

### **VISN I Integrated Ethics Committee Chair Tammy A. Krueger's Reflections on Excellence**

"I am proud to be part of a VA New England Healthcare System team that has supported improvements visible by all. The Integrated Ethics Committee work has contributed to an enhanced ethical environment from leadership throughout the organization and inclusive of all stakeholders. One that is transparent and mirrors the ICARE values and characteristics."

# VA NEW ENGLAND HEALTHCARE SYSTEM

200 Springs Road  
Bedford, MA 01730

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PAID  
Lansdale, PA  
Permit 491

## VA MEDICAL CENTERS

### CONNECTICUT VA Connecticut Healthcare System

**Newington Campus**  
555 Willard Avenue  
Newington, CT 06111  
(860) 666-6951

**West Haven Campus**  
950 Campbell Avenue  
West Haven, CT 06516  
(203) 932-5711

### MAINE VA Maine Healthcare System

1 VA Center  
Augusta, ME 04330  
(207) 623-8411  
(877) 421-8263

### MASSACHUSETTS

#### Edith Nourse Rogers Memorial Veterans Hosp.

200 Springs Road  
Bedford, MA 01730  
(781) 687-2000

#### VA Boston Healthcare System

**Brockton Campus**  
940 Belmont Street  
Brockton, MA 02301  
(508) 583-4500

**Jamaica Plain Campus**  
150 S. Huntington Avenue  
Boston, MA 02130  
(617) 232-9500

**West Roxbury Campus**  
1400 VFW Parkway  
West Roxbury, MA 02132  
(617) 323-7700

#### VA Central Western MA Healthcare System

421 North Main Street  
Leeds, MA 01053  
(413) 584-4040

### NEW HAMPSHIRE Manchester VAMC

718 Smyth Road  
Manchester, NH 03104  
(603) 624-4366  
(800) 892-8384

### RHODE ISLAND

**Providence VAMC**  
830 Chalkstone Avenue  
Providence, RI 02908  
(401) 273-7100  
(866) 590-2976

### VERMONT

**White River  
Junction VAMC**  
215 North Main Street  
White River Junction,  
VT 05009  
(802) 295-9363

## COMMUNITY-BASED OUTPATIENT CLINICS

### CONNECTICUT

**Danbury CBOC**  
7 Germantown Road  
Danbury, CT 06810  
(203) 798-8422

**New London CBOC**  
4 Shaw's Cove, Suite 101  
New London, CT 06320  
(860) 437-3611

**Stamford CBOC**  
Stamford Health System  
1275 Summer Street  
Stamford, CT 06905  
(203) 325-0649

**Waterbury CBOC**  
95 Scovill Street  
Waterbury, CT 06706  
(203) 465-5292

**Willimantic CBOC**  
1320 Main Street  
Tyler Square (next to Social  
Security Office)  
Willimantic, CT 06226  
(860) 450-7583

**Winsted CBOC**  
115 Spencer Street  
Winsted, CT 06098  
(860) 738-6985

### MAINE

**Bangor CBOC**  
35 State Hospital Street  
Bangor, ME 04401  
(207) 561-3600

**Lincoln Outreach Clinic  
(Bangor Satellite Clinic)**  
99 River Road  
Lincoln, ME 04457  
(207) 403-2000

**Calais CBOC**  
50 Union Street  
Calais, ME 04619  
(207) 904-3700

**Caribou CBOC**  
163 Van Buren Road, Ste. 6  
Caribou, ME 04736  
(207) 493-3800

**Fort Kent CBOC**  
Medical Office Building  
197 East Main St.  
Fort Kent, ME 04743  
(207) 834-1572

**Houlton Outreach Clinic**  
Houlton Regional Hospital  
20 Hartford Street  
Houlton, ME 04730  
(877) 421-8263, ext. 2000

**Lewiston/Auburn CBOC**  
15 Challenger Drive  
Lewiston, ME 04240  
(207) 623-8411 Ext. 4601  
(877) 421-8263 Ext. 4601

**Mobile Medical Unit**  
Main Street  
Bingham, ME 04920  
(866) 961-9263

**Portland CBOC**  
144 Fore Street  
Portland, ME 04101  
(207) 771-3500

**Rumford CBOC**  
431 Franklin Street  
Rumford, ME 04276  
(207) 369-3200

**Saco CBOC**  
655 Main Street  
Saco, ME 04072  
(207) 294-3100

### MASSACHUSETTS

**Causeway Street CBOC**  
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Oak Bluffs, MA 02557  
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North Quincy, MA 02171  
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**Springfield CBOC**  
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Keene, NH 03431  
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**Littleton CBOC**  
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**Portsmouth CBOC**  
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**Burlington Lakeside Clinic**  
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