A MESSAGE FROM THE NETWORK DIRECTOR

VISN 1 is an outstanding system of health care facilities throughout New England that has been proudly serving our Veterans for many years. But it’s more than clinics, hospitals, and programs. What makes VISN 1 truly exceptional is its people.

On the following pages, you’ll see our mission statement, vision statement, core values, and more. And it’s the hard-working men and women throughout VISN 1 who make all these things a reality. They are the ones touching Veterans’ lives, improving the health of our Veterans, and always striving to do the very best at what they do.

Pages 6 - 13 outline each of our facilities and some of their accomplishments from this past year. These are just a few of the highlights we wanted to share. But in truth, we could go on for hundreds of pages with the many amazing achievements that our team members have brought to fruition.

Finally, you’ll learn about a few individuals in VISN 1 who exemplify the ICARE values (see page 14). We honor these individuals, as well as the thousands of others, who make a difference to our Veterans every single day.

I am proud of the work VISN 1 is doing to ensure our Veterans receive exemplary care. I hope you enjoy reading the awards, recognitions, and stories here. You are the ones who make all this happen, and I thank each one of you for your commitment and dedication.

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 35 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

2015 Annual Report 3
VA CORE VALUES

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)
NEWINGTON CAMPUS  
555 Willard Avenue  
Newington, CT 06111  
860-666-6951

WEST HAVEN CAMPUS  
950 Campbell Avenue  
West Haven, CT 06516  
203-932-5711

www.facebook.com/VAConnecticut  
www.twitter.com/VeteransHealth

Director: Gerald F. Culliton, MPA, FACHE

COMMUNITY CLINICS
Danbury  Waterbury  
New London  Willimantic  
Stamford  Winsted

FACILITY ACCOMPLISHMENTS

- On August 27, 2015, Connecticut Governor Dannel P. Malloy announced that Connecticut was designated the first state to end chronic Veteran homelessness. The announcement means that all known Veterans experiencing chronic homelessness are either housed or are on an immediate path to permanent housing and that the state – with the assistance of federal and community agencies – is able to rapidly place any Veteran who newly experiences chronic homelessness on the path to permanent housing. VA Connecticut played a major role in making this accomplishment possible through the work of staff based at the Errera Community Care Center as well as other staff members who support the work of our homeless outreach efforts.

- Dr. Michelle Conroy was selected as the recipient of the 2015 American Psychiatric Association Hartford-Jeste Award for Future Leaders in Geriatric Psychiatry. Dr. Conroy was presented the award at the May 2015 APA annual meeting in Toronto, Canada.

- The American College of Psychiatrists presented the 2014 Award for Creativity in Psychiatric Education to the VA National Telemental Health Center based at the VA Connecticut Healthcare System West Haven campus. This award recognizes a teaching program that demonstrates innovation in psychiatric education.
www.maine.va.gov

1 VA Center
Augusta, ME 04330
207-623-8411
877-421- 8263 toll-free

www.facebook.com/VAMaine
www.twitter.com/VeteransHealth

Director: Ryan S. Lilly, MPA

COMMUNITY CLINICS
Aroostook County (Caribou)
Bangor CBOC
Bingham Access Point
Calais CBOC
Fort Kent Access Point
Houlton Access Point
Lewiston-Auburn CBOC
Lincoln CBOC
Portland CBOC
Rumford CBOC
Saco CBOC

FACILITY STATISTICS

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<td>Skilled Nursing Home Beds</td>
<td>100</td>
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FACILITY ACCOMPLISHMENTS

VA Maine HCS is a national leader in Rural Health advocacy. In FY15 the Office of Rural Health awarded over $5 million in Office of Rural Health funding for 17 pilot projects designed to develop ways to care for our underserved rural Veterans. These include telemedicine, mental health, opiate-use reduction, service expansion at rural CBOCs, expansion of rural home-based primary care programs, and education of providers and staff in rural health matters. VA Maine HCS is also partnering in a State of Maine-VHA-HRSA program to develop ways to electronically share patient information in a secure environment to better serve VA patients that receive care in the community.
www.bedford.va.gov

200 Springs Road
Bedford, MA 01730
781-687-2000 / 800-838-6331 toll-free

www.facebook.com/BedfordVAHospital
www.twitter.com/VeteransHealth

Director: Christine Croteau

COMMUNITY CLINICS
Gloucester CBOC
Haverhill CBOC
Lowell CBOC
Lynn CBOC

FACILITY ACCOMPLISHMENTS
Voted Most Efficient for pharmaceutical costs in hospital class. Primary Care voted Best in Quality.

1st quintile as measured by SAIL for Access, received 5 Star status for FY 16. Primary Care ranked #1 in access. Mental Health services ranked #2 nationally.

VISN 1 2nd Annual Improvement Summit: Featured Improvement Work at the Dom Food Waste, GRECC Personal Laundry, Non-VA Dental Care, Performance Reviews, MOVE 5 & MOVE 6 Improvement, Automated Checkout Process, Controlled Substance, Fleet Oversight, Pharmacy Eligibility, Hospital Policies, and First Responders. Improvement work was recognized in Dom Food Waste Team: Excellence in Patient Experience - Veteran-Centered Care, First Responders Team: Excellence in Service to Our Communities

FACILITY STATISTICS

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<td>48</td>
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<tr>
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<td>286</td>
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<tr>
<td>Domiciliary Beds</td>
<td>50</td>
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<tr>
<td>CWT/TR Beds</td>
<td>42</td>
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Expanded and New Services:
- Ribbon cutting for Dental Clinic and the Community Recovery and Connections Team’s community integration program
- Groundbreaking for Bedford Green

Partnership Events Hosted:
- Improvement, Innovations and Partnership Fair with attendance from Secretary Bob McDonald
- Mental Health Summit with UMASS Lowell
- “Summer of Service” to engage volunteers from the community, supported by the attendance of Bruins Hockey legend, Bobby Orr
- Stand Down for homeless Veterans in Lowell and Bedford
- Homeless Summit with the City of Lynn
- VA Town Halls in Gloucester, Bedford and Lowell
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

www.facebook.com/VABoston
www.twitter.com/VeteransHealth

Director: Vincent Ng

COMMUNITY CLINICS
Causeway Street (Boston) Lowell
Framingham Plymouth Quincy

FACILITY ACCOMPLISHMENTS
Named one of the Top 100 Best Places to Work for 2015 by the Boston Globe for the sixth year in a row.

More than 1000 employees have a colored belt in Lean/Six Sigma, including 10 Black Belts, and more than 130 engaged work teams work are improving specific programs at any given time. A team of quality improvement managers and engineers from the VA Resource and Engineering Center (VERC) collaborate closely with clinicians and administrative staff on systems improvements. Recognized by the National Center for Patient Safety for creating a culture of blameless reporting of errors and work in root cause analysis achieving the Gold Cornerstone Award for the seventh consecutive year. The facility received grant funding and was designated an Innovation Network in 2015 by VHA, one of seven nationally.

Terence M. Keane Ph.D., Director of the Behavioral Science Division of the National Center for PTSD, received the John Blair Barnwell Award recognizing him as a world leader in the field of traumatic stress.

FACILITY STATISTICS

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<td><strong>Research Funding Awarded</strong></td>
<td>$58 million</td>
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<td><strong>Number of Active Research Projects</strong></td>
<td>804</td>
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<td>592</td>
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<td><strong>Hospital Operational Beds</strong></td>
<td>349</td>
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<td><strong>Skilled Nursing Home Beds</strong></td>
<td>112</td>
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<tr>
<td><strong>Domiciliary Beds</strong></td>
<td>98</td>
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<tr>
<td><strong>CWT/TR Operating Beds</strong></td>
<td>33</td>
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2015 Annual Report
www.centralwesternmass.va.gov
421 North Main Street
Leeds, MA 01053
413-584-4040 / 800-893-1522 toll-free
www.facebook.com/VACWMASS
www.twitter.com/VeteransHealth

Director: John P. Collins, FACHE

COMMUNITY CLINICS
Fitchburg  Greenfield
Pittsfield  Springfield  Worcester

FACILITY ACCOMPLISHMENTS
• Now providing services in podiatry, optometry and audiology services
• Improved the overall hiring process, overhauled human resources office, reorganized the business office, created a new logistics department and improved the work order and response process
• Senior leaders conducted GEMBA walks at each work unit to discuss how unit-level staff can contribute to the success of strategic goals and objectives
• 25 key organizational leaders completed LEAN leadership course.
• VA CWM HCS engaged with Air Academy to implement the Healthcare system strategic plan. Air Academy facilitators are coaching work groups for each of the areas of excellence

FACILITY STATISTICS

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<th>Description</th>
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<td>Skilled Nursing Home Beds</td>
<td>32</td>
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<tr>
<td>CWT/TR Operating Beds</td>
<td>16</td>
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• VA CWM HCS research team received a $350,000 partnered evaluation grant to study VACAA implementation across the United States, with a focus on women Veterans.

• VA CWM HCS hosted or participated in:
  – The VISN Leadership Development Program
  – National Center for Organizational Development – CREW training of more than 50 employees
  – Monthly Town Hall meetings
  – Systems redesign program, with 86 fully chartered engaged work teams, including “Huddle Board” where teams track their progress of improvements. ELT members conduct weekly roundings to understand challenges and help teams move forward
  – VA CWM HCS Executive Leadership Team, senior managers and 20 key employees attended Director’s Leaders Developing Leaders session
www.manchester.va.gov
718 Smyth Road
Manchester, NH 03104
603-624-4366 / 800-892-8384 toll-free

www.facebook.com/ManchesterVAMC
www.twitter.com/VeteransHealth

Director: Danielle Ocker, RN, BSN, MBA

COMMUNITY CLINICS
Conway
Portsmouth
Somersworth
Tilton

FACILITY ACCOMPLISHMENTS

• Initiated project to develop and maximize strategic partnership to leverage resources external to the VA. Submitted national call of informal and formalized MyVA Strategic Partners for facilities.

• Held first Access Stand Down.

• Veteran employees honored with an Honoring Employee Veterans Wall and ribbon cutting ceremony dedication.

• Held a Veterans stories “In the Voices of Veterans Panel” detailing personal journeys of service.

• Held first Career Day Expo and Governor’s Proclamation Ceremony.

• Manchester VAMC led VISN in the all employee survey (AES) participation at 73%.

• Women’s Health Program recognized as “Best Performance in VA New England.”

• Achieved a Gold status Patient Safety Cornerstone Award. Manchester received a perfect score of 13 points.

• Held quarterly and regular meetings for the Joint VBA and Medical Center Veteran Town Halls.

• Reactivated research program and engaged in the Million Veteran Program (MVP).

• Developed new affiliation with Boston University’s Medical School to allow medical students to attend clinical rotations at Manchester VAMC.

FACILITY STATISTICS

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<td>Total Operational Beds</td>
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2015 Annual Report
www.providence.va.gov
830 Chalkstone Avenue
Providence, RI 02908
401-273-7100 / 866-363-4486 toll-free
www.facebook.com/VAProvidence
www.twitter.com/VeteransHealth

Director: Susan MacKenzie, PhD

COMMUNITY CLINICS
Middletown, RI   New Bedford, MA   Hyannis, MA

FACILITY ACCOMPLISHMENTS

Clinical Enhancements:
• Participation in the Current Care system to communicate with outside providers in a secure manner.
• Institution of clinical reminder for lung cancer screening; a multidisciplinary effort between Pulmonary, Primary Care and Diagnostic Imaging. This screening effort has resulted in identification of otherwise undiagnosed lung cancers and curative resections.
• Providence VAMC has added vestibular assessments to the Audiology Department to help determine the source of balance dysfunction.

Surveys, Accreditations and Designations:
• Fully accredited - Hospital Accreditation Program, Home Care Accreditation Program and Behavioral Health Accreditation Program, effective May 2015.
• College of American Pathologists (CAP) awarded Pathology and Laboratory Service accreditation effective May 2015.

FACILITY STATISTICS

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<td>Total Operational Beds</td>
<td>73</td>
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- Commission on Accreditation of Rehabilitation Facilities (CARF) accredited Psycho-social Rehabilitation Programs, March 2015.

Construction Projects:
• Ambulatory care entrance renovation under construction, completion expected in early Fiscal Year (FY) 2017.
• Design complete for emergency egress stairs, construction expected in FY16.
• Sterile Processing Service addition project awarded, construction expected in FY16.
• Design complete for a new Intensive Care Unit, awaiting solicitation for construction.
• New, enclosed 350-space parking garage project in design, construction expected in FY17.
• Design complete for mental health research addition, awaiting funding.
www.whiteriver.va.gov
215 North Main Street (Mailing)
63 Veterans Drive (GPS)
White River Junction, VT 05009
802-295-9363 / 866-687-8387 toll-free

www.facebook.com/VAWhiteRiverJunction
www.twitter.com/wrj_vamc

Director: Al Montoya, Interim Medical Center Director

COMMUNITY CLINICS
Bennington CBOC Littleton, NH CBOC
Brattleboro CBOC Newport Outpatient Clinic
Burlington Lakeside CBOC Rutland CBOC
Keene, NH Outpatient Clinic

FACILITY ACCOMPLISHMENTS
• Residential Recovery Center (RRC) received 3-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).
• Identified as a Joint Commission “Top Performer” for the second year in a row.
• Scored in the top 10% of all VA facilities in the annual Ethics Survey.
• Fully adopted the Secretary of the VA’s initiative to strengthen and enhance relations with its academic affiliates, the Geisel School of Medicine and the University of Vermont (UVM) College of Medicine.
• Introduced new Cardiac Imaging Center.
• Began on-site enrollment into the Million Veteran Program.

FACILITY STATISTICS

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<td>Domiciliary Beds</td>
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• WRJ Cardiology selected as a site in FY2016 for the new promising practices in Home-based Cardiac Rehab.
• Adopted VA Pain Management mini-residency program.
• Received approval and funding from the VA Office of Rural Health for Home Based Primary Care (HBPC) project.
• Selected to be a pilot site for “My Life, My Story.”
• Telehealth program experienced over 70% growth in encounters. New programs include Nursing Pre-Operative Assessments, Pain Management, Genomics, Audiology and Cardiology.
• Restructuring and resurrection of the VA Outcomes Group.
• Veteran Transportation Service (VTS) established with the introduction of a Mobility Manager and Transportation Coordinator.
• Pilot Site for the VA Voices Program.
The New England Healthcare System Network Director gave out a total of 24 I CARE Awards in 2015. On the following pages are examples of each of the I CARE values.

2015 Recipients

- Dr. Stewart Evans, VISN 1
- Women’s Clinic Design Team, VA Maine
- Nursing Staff, Providence VAMC
- 4L Acute Mental Health Unit Nursing Staff, VA CWM
- Janice Valley, VISN 1
- Katherine F. (Kay) Arnold, Bedford VAMC
- Shelley Blake, VA Connecticut
- Comprehensive Cancer Care Center Team, VA Connecticut
- Primary Care Clinics PACT B, VA Central Western Massachusetts
- Chaplain Services and Palliative Care Staff, Manchester VAMC
- Choice Program Support Office, Manchester VAMC
- Newington Ambulatory Care Center, VA Connecticut
- Volunteer Transportation Team, VA Central Western Massachusetts
- Veterans Choice Program, White River Junction VAMC
- Interdisciplinary Pain Rehabilitation Team, VA Maine
- Veteran Business Owners Initiative, Bedford VAMC
- Pain Management Program, White River Junction VAMC
- The VITAL College Outreach Team, Bedford VAMC
- Mary Ann Daidone RN, VA Boston
- Dr. Brian Kimble, Providence VAMC
- Mental Health & Chaplain Services, VA Maine
- Hyannis CBOC Team, Providence VAMC
- Inventory Management Team, VA Boston
- Gloria Satti-Langlois, VA Connecticut
Network Director’s I CARE Award Presented to
Pain Management Program, White River Junction VAMC

I CARE Award Citation
For demonstrating exceptional INTEGRITY,
Dr. Julie Franklin led her Pain Management Team in securing a grant for the Pain Management program. This valuable program will expand the Pain Management options across the VISN, offering more options other than narcotics for Veterans suffering with chronic pain. Her dual-track program of pain management helps Veterans reduce dependence on high doses of opioids, changing Veterans’ lives for the better.

Dr. Julie Franklin’s Reflections on Integrity
“This has taken a lot of work by all the people around the VISN, and a lot of support, primarily starting with our medical center director, Ms. Amdur, and my service chief, and Dr. Hemalike. We have lot to do; we have roughly seen half number of the patients we want to, and every day we feel we’re doing something valuable.”
Network Director’s I CARE Award Presented to

Volunteer Transportation Team,
VA CWM HCS

I CARE Award Citation
For demonstrating exceptional COMMITMENT by providing safe, reliable transportation for our Veterans. Almost 30 years ago, the Volunteer Transportation Network was established by the DAV to provide transportation services to Veterans seeking benefits at VA facilities and authorized non-VA facilities who have no other means of transportation. The ten gentlemen who comprise the team are all outstanding federal volunteers in every sense, who collectively, during fiscal year 2014, provided rides to 2,084 Veteran patients who would have otherwise missed their medical appointments.

Chief of Compensation & Pension Dr. Rab Cross’ Reflections on Commitment
“I have never seen a more committed bunch of guys in my life. I would tell them I need additional information to complete their physical, so they can drive, and they had it back to me within 24 hours. They love these Veterans and will do anything to make sure they get where they need to be when they need to be there.”
Network Director’s I CARE Award Presented to
The VITAL College Outreach Team, Bedford VAMC

I CARE Award Citation
For demonstrating exceptional ADVOCACY in developing “Supported Education.” This works to ensure Veterans enrolled at local colleges receive needed treatment while using their Veteran benefits to pursue higher education. To ensure no Veteran faces delays in treatment, Bedford VAMC created a new outpatient mental health team (Team Foxtrot) that serves Veterans at the colleges, often by telemental health services. This team is a strategic partner for Veterans to enhance an early treatment entry in new and creative ways benefitting Veterans, their families, and the community.

Dr. Lawrence Herz’s Reflections on Advocacy
“This talented group of professionals can reach Veterans out there whose issues wouldn’t otherwise ever get VA help. We’re very proud they are the face of VA Mental Health on campus.”
Network Director’s I CARE Award Presented to
Dr. Brian Kimble, Providence VAMC

I CARE Award Citation
For demonstrating exceptional RESPECT for showing kindness and thoughtfulness in caring for his primary care patients. Dr. Kimble is a very caring and compassionate individual, who not only provides excellent treatment of his patients, but makes special efforts to comfort both his patients and their families when needed. Dr. Kimble exemplifies the ICARE value of Respects by not just treating his patients, but also helping their families during difficult times.

Dr. Brian Kimble’s Reflections on Respect
“I feel that we are providing an important service to all of the Veterans – I am very honored to take part in that.”
Network Director's I CARE Award Presented to

Comprehensive Cancer Care Center Team, VA Connecticut

I CARE Award Citation

For demonstrating exceptional EXCELLENCE for being the only VA facility in 2014 to receive the Outstanding Achievement Award from the American College of Surgeons Committee on Cancer. During the site visit, the Cancer Care Program awarded commendation in each of the categories that the Committee reviews. From preventive screening programs, to innovative treatment and research, to palliative and hospice care, to educating the next generation of healthcare leaders, the Team provides world class care to our Veterans and their families.

Director of the Comprehensive Cancer Center Dr. Michal Rose's reflections on Excellence

“All of us at the VACT Cancer Center were thrilled to receive the VISN I CARE award. We work very hard to provide the best possible care to our patients and to support them and their loved ones at times of great need. Of course, we are rewarded daily by the gratitude of our Veterans and their families, but the recognition of our efforts by the VISN is gratifying and inspiring.”