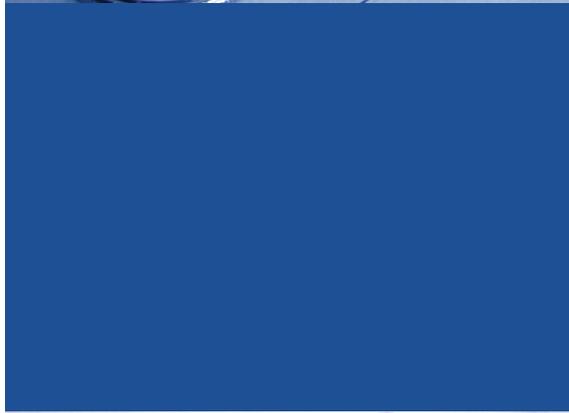




DEPARTMENT OF VETERANS AFFAIRS

Veterans Health Administration • Office of Rural Health

Strategic Plan • 2010-2014



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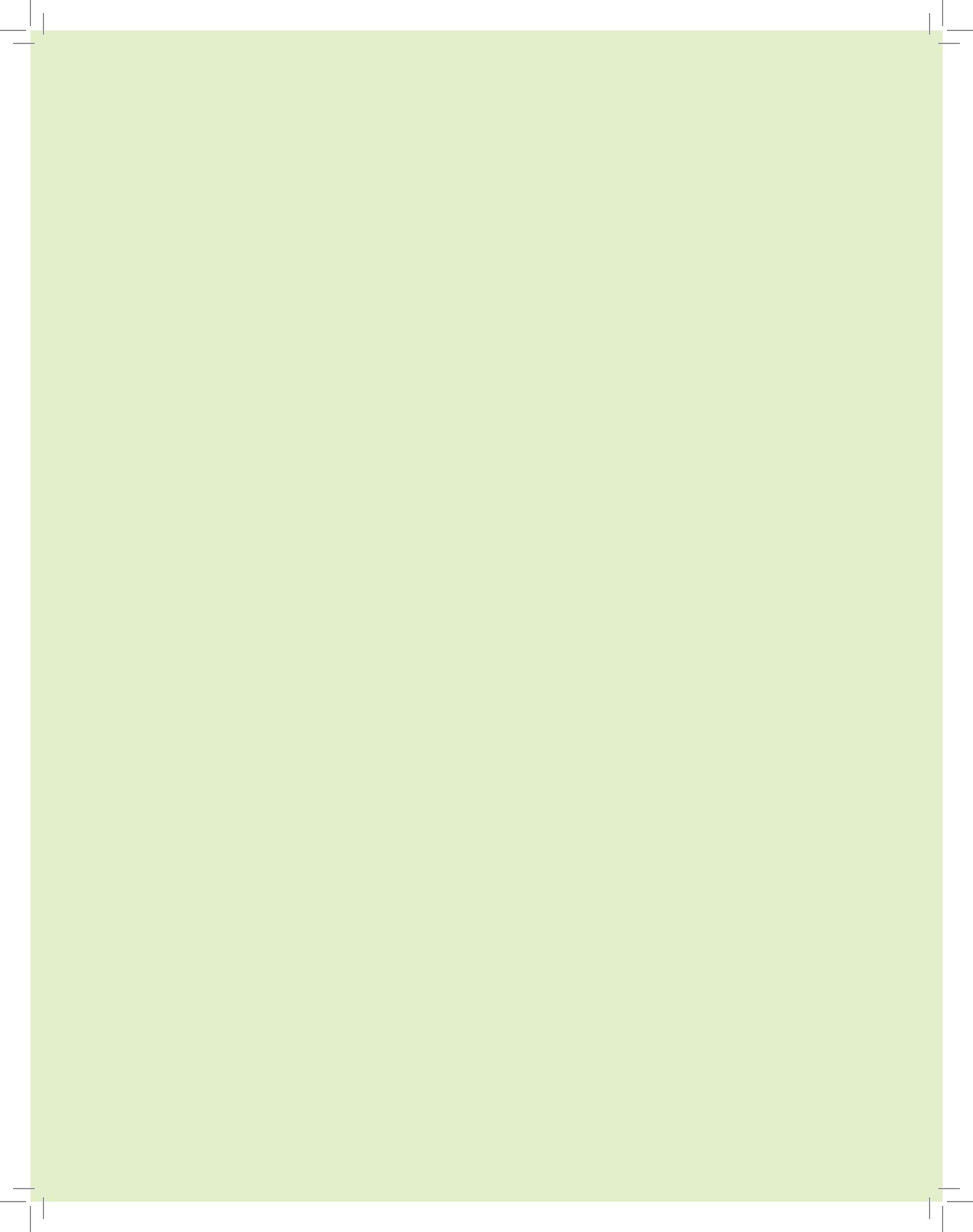
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OFFICE OF RURAL HEALTH STRATEGIC PLAN

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I. Introduction

This strategic plan was developed by the Office of Rural Health (ORH) within the Department of Veterans Affairs (VA) Veterans Health Administration (VHA). It outlines VHA's strategic direction for enhancing health care services for Veterans living in rural and highly rural areas.

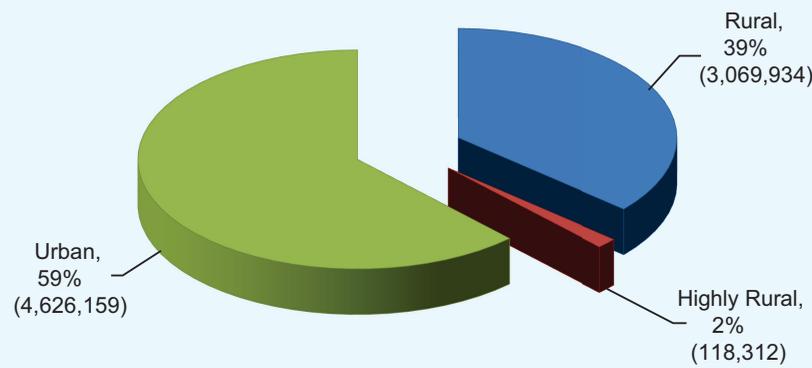
Of the 23.4 million Veterans in this country, roughly 8.0 million are enrolled in VA for health care. Under our current delivery system, VA provides care to more than 5.5 million Veterans each year at over 1,100 locations, including inpatient hospitals and Community Based Outpatient Clinics (CBOCs). We want to ensure that all Veterans receive the health care they have earned through their service. Demographic shifts and changes in where Veterans live call for continued realignment of the delivery system with the needs of all Veterans enrolled in our health care system.

VA knows that it is important to provide effective, high quality and accessible health care to all eligible Veterans. Increasing access to health care for Veterans residing in rural and highly rural areas is also an important goal.

- More than one of three enrolled Veterans resided in a rural area in fiscal year (FY) 2008. Thirty-nine percent resided in rural areas and an additional two percent lived in highly rural areas (see [Exhibit 1](#)).
- While approximately two-thirds of rural and highly rural enrolled Veterans received VA medical services in FY 2008, one-third did not. Rural and highly rural Veterans comprise about 40 percent of the total number of enrolled Veterans who received VA medical services in FY 2008.
- Men and women from geographically rural and highly rural areas make up a disproportionate share of service members and comprise about one-third (31.9 percent) of the enrolled Veterans who served in Operation Enduring Freedom and Operation Iraqi Freedom (OEF/OIF); many of these soldiers are returning to their rural communities.



Exhibit 1: Veteran Enrollees by U/R/H EOY 08

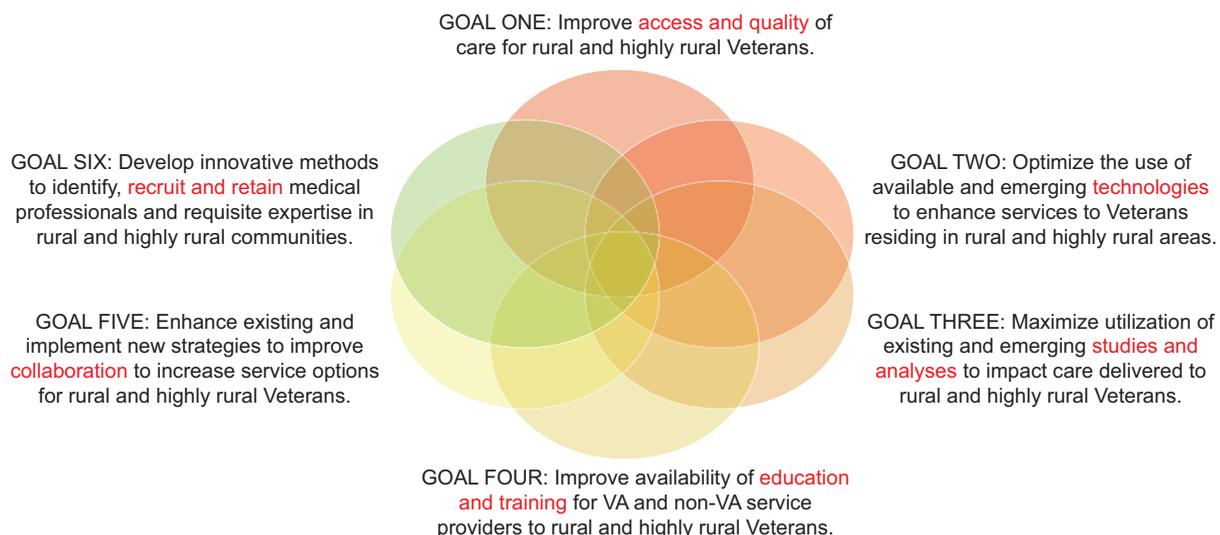


VA is recognized as a leader in the use of information and communication technologies to provide care to Veteran patients. ORH works collaboratively with the relevant program offices to prioritize and operationalize how these existing technologies are deployed and how new technologies are piloted to increase access to care for Veteran patients in rural areas. VA can build on the growth of its virtual channels (e.g., MyHealthVet) to provide world-class innovative access between patients and providers and between providers coordinating care, especially in rural areas. VA already has a large established telehealth capability that provided care to 260,000 patients in FY 2009 of which 37% were in rural

locations. VA plans to expand its implementation of the national telehealth programs, adopt new telehealth technologies, and forge collaborations that will increase access to care for Veterans in rural areas.

ORH was established to develop policy and strategic direction for enhancing services to Veterans who reside in rural and highly rural areas. As outlined in the graphic below, ORH has set six strategic goals and articulated a number of objectives to meet these goals to ensure improved quality and access of health care service delivery to less populous areas of the United States (see Section III below.)

ORH Strategic Goals



II. Background

ORH's mission is to improve access and quality of care for enrolled rural and highly rural Veterans by developing evidence-based policies and innovative practices to support the unique needs of enrolled Veterans residing in geographically remote areas. VA has adopted a modification of the U.S. Census Bureau's definition to define urban, rural, and highly rural as: urban refers to any enrollee (or clinic) located in a Census defined urbanized area; rural refers to enrollees (or clinics) not designated as urban; and highly rural refers to those that are defined as rural and reside in counties with less than seven civilians per square mile.

ORH was established in 2007, as mandated by Public Law 109-461, to conduct, coordinate, promote and disseminate studies and analyses of issues affecting Veterans living in rural and highly rural areas, in cooperation with the medical, rehabilitation, health services and cooperative studies research programs. The law also set the expectation for ORH to work with all VA personnel and offices to develop, refine, and promulgate policies, best practices, lessons learned and innovative and successful programs to improve care and services for enrolled rural and highly rural Veterans.

Since its creation, ORH has been positioning itself to work throughout VA and the larger federal sector to address the health care needs of Veterans residing in rural and highly rural areas. It strives to develop system-wide strategies aimed at meeting the needs of Veterans living in rural and highly rural areas of the country. ORH is located in VA Central Office under the auspices of the Office of the Assistant Deputy Under Secretary for Health for Policy and Planning in VHA. The execution of its policies and strategies occurs with the support of a national structure comprised of field-based Veterans Integrated Service Network (VISN) Rural Consultants, the regional Veterans Rural Health Resource Centers (VRHRCs) that serve as its programmatic and analysis field offices, and the Veterans Rural Health Advisory Committee (see Appendix A).

VISN Rural Consultants (VRCs) serve as the primary interface between ORH and the VISNs in which they operate. Currently, the VRC initiative is sponsored by ORH. The VRC program has 8 full-time VRC positions and 13 part-time VRC positions that have collateral responsibilities. In this capacity, the VRCs lead activities in building upon ORH efforts in the field and leverage VISN resources to enhance care for Veterans in rural and highly rural communities. VRCs are responsible for executing a needs assessment, developing a rural health services plan, facilitating information sharing within and across VISNs and with ORH (on topics pertinent to rural Veterans health care), and performing outreach to develop strong relationships and communications with the community at large and within VA. VRCs are also responsible for tracking ORH-funded initiatives at the VISN level to ensure appropriate oversight.

There are three regional VRHRCs that serve as ORH field offices. The VRHRCs are located in: the Eastern Region (White River Junction, Vermont); the Central Region (Iowa City, Iowa); and the Western Region (Salt Lake City, Utah). The VRHRCs conduct policy-oriented studies and analyses on rural and highly rural Veteran health issues that are in turn synthesized into technical and non-technical reports. These centers serve as field-based clinical laboratories for pilot programs and as regional rural health experts. The centers organize and facilitate ORH efforts and disseminate information to all stakeholders in that area. They also serve as an educational repository and academic and clinical information clearinghouse. Each VRHRC is led by a Director, who is the program manager for VRHRC projects, and a Deputy Director, who is a full-time VA staff member responsible for the administrative aspects of the VRHRC and has the organizational authority to supervise all staff working on VRHRC projects.

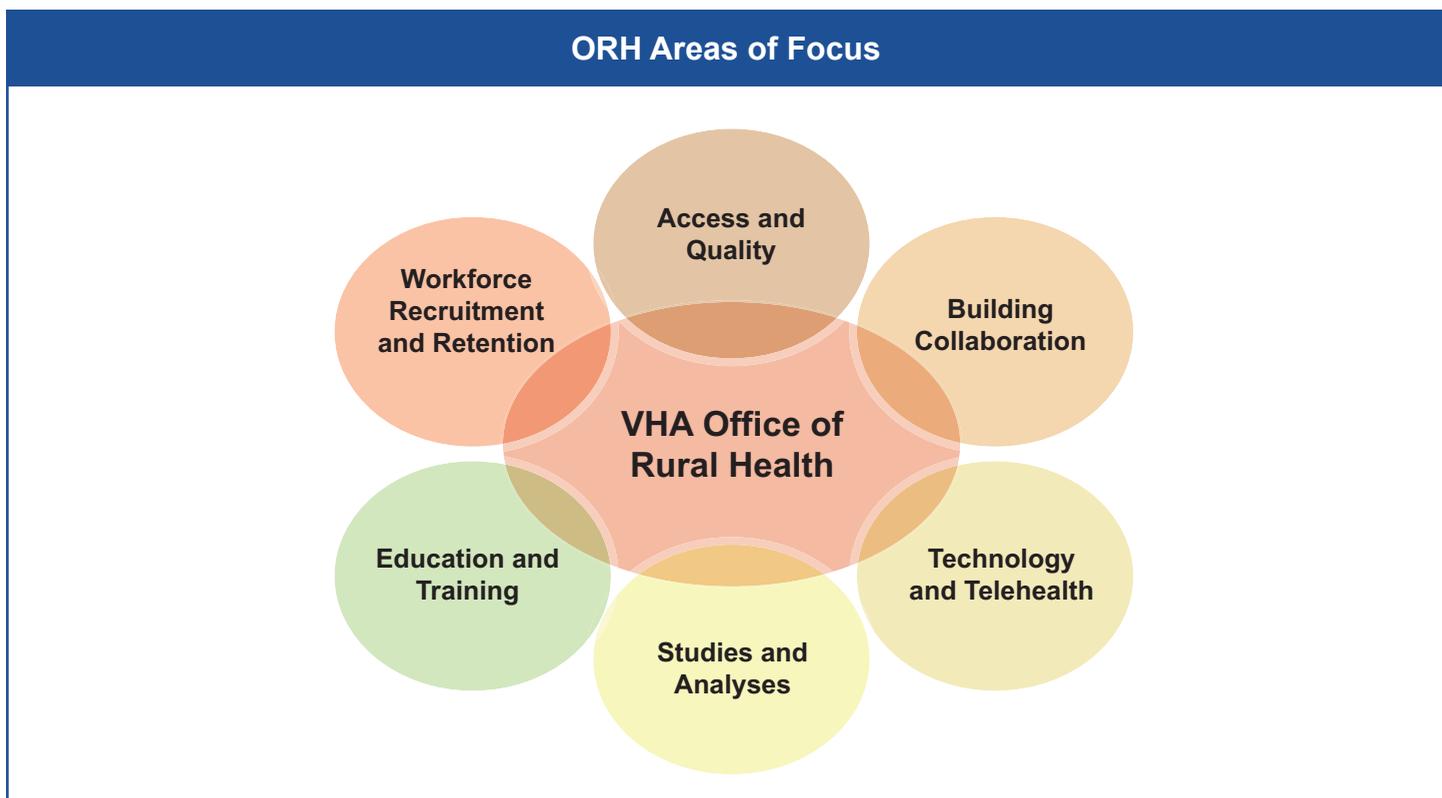
The Veterans Rural Health Advisory Committee (VRHAC) is a 13 member body that advises the Secretary of Veterans Affairs. The VRHAC meets semi-annually to discuss ORH programs and policies that impact the provision of VA health care to Veterans in rural and highly rural areas. The VRHAC examines ways to improve and enhance VA services for Veterans residing in rural and highly rural areas by evaluating current program activities and identifying barriers to providing services. The VRHAC has the ability to make recommendations designed to enhance or improve VA rural and highly rural health care services for Veterans, and the VRHAC may submit such reports as it deems necessary to describe its activities, deliberations and findings. To ensure coordination with other federal agencies involved with rural health issues, the VRHAC has three ex officio members representing other Federal agencies, e.g., the Department of Health and Human Services' (HHS) Indian Health Service (IHS) and Health Resources and Services Administration (HRSA), as well as the Department of Agriculture's Economic Research Service.



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ORH coordinates closely with both internal and external stakeholders. Internal field inputs come from VISN and VA Medical Center (VAMC) leadership, VA program offices, VRHRC Directors and staff, and VRCs. External field inputs come from the VRHAC and other rural health collaborators such as State Departments of Veterans Affairs, State Offices of Rural Health, HRSA, IHS, and others. Information gleaned from both internal and external sources ultimately contributes to improved strategy articulation and fulfillment, strengthens programs, and promotes effective collaborations for ORH.

ORH has six main areas of focus that are aligned with the strategic direction, and assist in furthering the rural health services agenda. These ORH areas of focus guide the strategies and content for each of VHA's rural health strategic goals and objectives.



Areas of focus include:

- Access and Quality: An example of a persistent access challenge facing rural and highly rural Veterans is transportation. For many reasons, Veterans in rural and highly rural areas often do not have even the most basic transportation options available to them. Efforts to improve access to needed health care services for rural and highly rural Veterans begin with an understanding of the specific health care needs of these Veterans and the provision of access points for these needed services. To this end, ORH has funded several initiatives designed to address these challenges, including:
 - The Nationwide rural Veteran access improvements to My HealthVet through the VHA Office of Information (OHI).
 - The Nationwide Care Coordination (CC) - Rural Telehealth Support and Expansion in VHA Patient Care Services (PCS) Office of Telehealth Services (OTS).
 - The Ft. Indiantown Gap, Pennsylvania, OEF/OIF Outreach Clinic (VISN 4).
- Technology: The technologies employed for telehealth are of major importance. However, creating robust telehealth programs that are sustainable involves more than just implementing telehealth technologies. The clinical resources that support telehealth delivery to Veteran patients are frequently in urban medical centers. VA has created national telehealth networks that have considered the clinical, technology, and business processes necessary to ensure the appropriate, safe and cost-effective delivery of care via telehealth to Veterans whether they are in rural, highly rural or urban locations. ORH is working with the program office for telehealth in VA to explore ways to expand existing telehealth services into rural areas and pilot new initiatives. ORH has funded several projects, including:
 - Supplemental dollars for VA's national telehealth programs within 19 VISNs in FY 2009 and FY 2010 to expand telehealth services in rural areas by 20 percent per annum.
 - Primary care outreach clinics that utilize telehealth in VISNs 8, 19, and 20.
 - Expansion of mental health services in rural areas via video technologies to enable remote connectivity of the Mental Health Intensive Case Management (MHICM) model.
- Studies and Analyses: ORH has initiated numerous pioneering studies and analyses in order to better characterize, understand, and develop programs for rural and highly rural Veterans. Specific examples of studies include:
 - ORH conducted a study entitled "Enrolled Rural and Highly Rural Veterans: Demographics, Access, and Utilization" in fall 2009.
 - Eastern VRHRC conducted a study entitled "Telephone Care as a Substitute for Routine Psychiatric Medication Management."
 - Central VRHRC conducted a study entitled "Are Community-Based Outpatient Clinics (CBOCs) Improving Care for Chronically Ill Rural Veterans?"
 - Looking to the future, ORH will develop methods for describing, cataloging and providing access to the information gained from its many research and analytic projects and pilots.

- Education and Training: ORH envisions enhancing education and training opportunities for rural and highly rural health care providers to include expanding the use of distance learning technologies and other modalities for program delivery. Promoting long-term sustainment of a competent and capable rural and highly rural Veteran health care workforce will prove critical to providing high quality care for the nation's Veterans. ORH recognizes that there must be the provision of initial and continuing education and training opportunities for providers and other rural health care professionals. VHA OTS has developed telehealth training centers, and trained 2,800 staff in FY 2009. Ninety-six percent of the training was accomplished using virtual resources. ORH has linked with national telehealth training assets to avoid duplication and maintain consistency. An example is that the Western VRHRC hosted the "4 Corners Telehealth Conference – Regional Telehealth Conference to Address Rural Health Needs in Colorado, Utah, Arizona, and New Mexico Using Technology."

- Building Collaborations: Beyond the important relationships with VA program offices, ORH will develop and expand partnerships with other federal agencies and offices such as the Department of Defense (DOD) Agency for Healthcare Research and Quality (AHRQ), Centers for Medicaid and Medicare Services (CMS), HRSA and IHS. Such collaborations are essential in that there are large and potentially complimentary networks of facilities, providers, and support services that may be able to readily serve rural and highly rural Veterans. Specific examples include:

- ORH funding of "Potential Collaboration Networks Study" in fall 2009.
- ORH funding of the "Western NY Home Based Primary Care Expansion Proposal" (VISN 2).

- ORH provides supplemental funding support to the "Telehealth Expansion in North Dakota, South Dakota, Nebraska, and Iowa" (VISN 23).

- Workforce Recruitment and Retention: In order to promote a sustained and appropriately trained workforce, ORH will develop and focus future efforts on identifying and developing health care professionals at various stages along the clinical training pipeline to include those in undergraduate, graduate, and professional training programs. Specific initiatives may include funding grants for high performing students who agree to provide care to rural and highly rural Veterans. Specific examples of existing programs include:

- Western VRHRC development of the "Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans."
- ORH funding of the "Workforce Competencies" (VISN 5).
- ORH funding of the "Assisting Communities to Collaborate for Expanded Soldier Support in Arkansas and Louisiana" (VISN 16).



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III. Rural Health Care Strategic Goals and Objectives

Setting clear and achievable goals is critical for VHA to improve care to Veterans residing in rural and highly rural areas. Each of the following goals reflect a targeted approach to delivering tangible results and deliverables in alignment with ORH's focus areas and the broader VA strategic goals (see Appendix B).

The related objectives listed below delineate how ORH will achieve the office's goals over the five-year planning horizon through FY 2014. ORH will use these strategic goals and related objectives (see Appendix C) to guide the execution of its plan.



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GOAL ONE:
Improve access and quality of care for rural and highly rural Veterans.

In many cases throughout the Nation, due to factors such as demographic variations, gender differences, geographic location, and transportation and logistical obstacles, individuals are unable to access health care. This access challenge is particularly true among rural and highly rural Veterans. ORH seeks innovative methods for achieving better quality of care for rural and highly rural Veterans. There are a number of initiatives underway, as well as in development, that directly support ORH's efforts to improve access and quality of care throughout the country.

- **Objective 1.1: Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.**

ORH supports facility improvements and enhancements that improve access for rural and highly rural Veterans at new sites of care. Ongoing initiatives with outreach clinics and mobile clinics will continue.

- **Objective 1.2: Promote programming that identifies and implements innovative strategies for improving access.**

Moving beyond current initiatives, ORH will support the development of pilot programs that encourage new and functional approaches to improving access to rural and highly rural Veterans. Some of these strategies may include partnering with non-VA entities, as described further in Goal Five.



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- **Objective 1.3: Develop new, and support ongoing, transportation solutions and initiatives.**

A key impediment to access to care for rural and highly rural Veterans is the inability to obtain transportation. The gaps in available transportation resources often mean medical services are not utilized by rural and highly rural Veterans. ORH will extend ongoing transportation initiatives and seek to develop new and effective solutions that focus on specific transportation challenges across distinct rural and highly rural communities.

- **Objective 1.4: Support initiatives that improve quality of care.**

ORH has programmatic and funding resources to support a number of initiatives through VISNs, VA program offices and VRHRCs for improving quality of care. This improvement will be achieved through the support of various programmatic initiatives.

- **Objective 1.5: Improve measurements of quality of care.**

ORH, in conjunction with the Office of Quality and Performance, and PCS, will continue to support the development of internal (i.e., VHA) measures for care delivered in rural areas that seek to build upon existing quality of care metrics. This will serve to support the development of a set of standard metrics that will better assess the effectiveness of ongoing initiatives throughout VHA, as well as serve as a guide for ORH's decision making process on levels of programmatic support through the next five years. ORH will also seek external inputs on performance metrics through the various non-VA rural health stakeholders with whom ORH has collaborative relationships, such as HRSA.

- **Objective 1.6: Identify variations in quality of care across age groups.**

Research shows that people who live in rural and highly rural communities are more likely to be older and in poorer health than their urban counterparts. Older rural and highly rural people are in poorer health, as compared to the younger residents in their communities. Due to these differences in health status among rural and highly rural populations, ORH, in cooperation with the Office of Geriatrics and Extended Care (GEC), will address quality of care issues with an added focus on older Veterans in rural and highly rural communities by supporting programming and initiatives that expand targeted services and available medical expertise.

- **Objective 1.7: Identify variations in quality of care across communities.**

ORH recognizes that different communities have specifically tailored needs that must be addressed through customized initiatives and programming; one singular approach does not necessarily work for all communities. In this regard, ORH is careful to capture and analyze program efforts within the context of such specific community needs, ensuring that deployed quality of care initiatives acknowledge and address the unique aspects of the targeted community.



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**GOAL TWO:
Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas.**

Given the inherently remote location of rural and highly rural Veterans, optimizing the use of technology to effectively improve access to and quality of care for these Veterans is critical. Existing telehealth programming, virtual systems and networks have proven beneficial. ORH will work with VHA OTS and continue to support building out existing technological platforms and investigate additional information technology solutions for continuity of care.

- **Objective 2.1: Improve existing communications infrastructure.**

ORH will support existing efforts to leverage the communication infrastructure within rural and highly rural communities and seek new, efficient, and innovative ways to build upon existing communications networks. Specific activities will include supporting programming that provides for targeted communications access for rural and highly rural Veterans, conducting outreach to rural and highly rural Veterans to ensure complete visibility on all communications options currently existing in these communities, and reviewing how best to use older generation methods of communication (radio and mailings).

- **Objective 2.2: Work with private-sector counterparts to leverage new technologies.**

ORH will expand its relationships with private sector entities to develop innovative technological approaches to fulfill the ORH mission and further strategic goals. Such relationships may focus on the development of new ways to transmit information through the use of web-based networking tools, and specialized approaches to address care needs for rural and highly rural Veterans. In doing so, ORH will ensure clinical appropriateness and avoid duplication.

- **Objective 2.3: Streamline and simplify existing technological platforms.**

ORH will develop more efficient approaches to accessing technological platforms available to rural and highly rural Veterans. This includes ensuring available technologies are designed to ensure they are usable by Veterans of different backgrounds and technological experience. Similarly, ORH supports the design and development of improved platforms for care providers and professionals.

- **Objective 2.4: Support existing and new telehealth initiatives.**

ORH will work with VHA OTS to seek to expand the availability of telemedicine equipment at VA facilities and their corresponding outreach clinics that serve rural and highly rural Veterans.

**GOAL THREE:
Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans.**

The dearth of studies regarding access and delivery of care to rural and highly rural Veterans is an impediment to effectively addressing specific needs of these Veterans. ORH supports the development of improved methodologies for sharing available information, findings, and data on rural and highly rural Veterans and the expansion of studies and analyses, both within VHA and through external stakeholders.

- **Objective 3.1: Expand access to and use of VA studies and data.**

ORH supports existing processes and initiates new processes to provide easier mechanisms to access VA studies and data so that internal and external stakeholders can best take advantage of information for new analyses and program development.

- **Objective 3.2: Support new and innovative studies on rural and highly rural Veterans.**

ORH will expand on existing studies and analysis efforts through internal and external

stakeholders, with specific emphasis on VRHRCs, as well as partnerships with the VHA research community and academic institutions. ORH will also develop new and creative analytical approaches to identify how to enhance services to Veterans residing in rural and highly rural areas.

**GOAL FOUR:
Improve availability of education and training for VA and non-VA service providers to rural and highly rural Veterans.**

Rural and highly rural health care providers tend to have less access to continuing education and training due to travel distances required to attend training, as well as the limited ability to find alternate service coverage while on travel. ORH supports distance education and targeted training to enhance the skills of VA and non-VA service providers. ORH sponsors training initiatives utilizing these modalities and intends to increase offerings in future years.

- **Objective 4.1: Expand the use of distance learning technologies and other modalities for education program delivery.**

ORH supports expanded use of distance education for VA and non-VA providers of services to rural and highly rural Veterans and supports the continued use and expansion of satellite broadcast methods for reaching broad audiences. Additionally, ORH will explore additional methods such as web-streaming to allow maximum flexibility in providing access to training for rural and highly rural providers.



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- **Objective 4.2: Provide targeted training to address specific provider needs.**

Recognizing that some rural and highly rural providers experience specific challenges to ensuring high quality, accessible services that vary depending upon location and population served, ORH will provide a limited set of targeted training opportunities to address these needs. Targeted training topics and venues will be selected based on a set of criteria that ensure maximum reach and utility in addressing specific needs of rural and highly rural Veterans.

- **Objective 4.3: Develop new education resources for medical professionals.**

ORH will expand available rural health resources for relevant professional stakeholders to include the development of online material, pamphlets and specific subject matter guidance. In collaboration with VHA Office of Academic Affiliations, ORH will work to better integrate the topic of rural and highly rural Veterans into health professionals' education and bring to their attention the challenges and opportunities in rural and highly rural communities. ORH will also work to facilitate collaboration with local health care providers, such as emergency medical technicians, to make sure these professionals are fully aware of the specific needs of rural and highly rural Veterans.



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GOAL FIVE:

Enhance existing and implement new strategies to improve collaborations and increase service options for rural and highly rural Veterans.

VA's collaborative efforts to improve access and quality of services available to rural and highly rural Veterans can take place through public-public and public-private partnerships. Internally, VA program offices represent the primary platforms for collaboration and expansion of existing supportive initiatives for ORH.

ORH will expand public-public partnerships with agencies such as HRSA, which provides funding and technical assistance for the Nation's Federally Qualified Health Centers, IHS, and CMS to address issues of co-managed care, among others.

ORH will also support public-private partnerships through new and ongoing collaborations between private sector health care providers and VHA.

Finally, over the next five years, the nexus between the private and public sectors will become an increasingly important focus area for collaboration. With this in mind, it will be important for ORH to develop and expand upon relationships with other rural health organizations and internal and external stakeholders, both in the private and public sectors.

- **Objective 5.1: Expand collaborations with VA program offices.**

ORH collaborates extensively with VA program offices in support of its mission to improve access and quality of health care services to rural and highly rural Veterans. ORH will continue to seek inputs from, and support the efforts of, VA program offices for initiatives to improve services for rural and highly rural Veterans.

- **Objective 5.2: Establish collaborations within the rural health community.**

ORH will take advantage of existing expertise and talent within the rural health community and build upon existing rural health networks to improve access and care for rural and highly rural Veterans through institutional collaborations. Potential collaborators include State Offices of Rural Health, HRSA Office of Rural Health Policy, Network Development and Outreach grantees, rural health researchers, and others.

- **Objective 5.3: Expand and develop public-public collaborations.**

ORH will seek to expand public-public partnerships with agencies such as State Departments of Veterans Affairs, HRSA, IHS, CMS, academic affiliations and others. Given the role of these organizations in providing access to health care services and health care coverage, ORH will seek to expand initiatives to address issues of co-managed care, information sharing and provider training, among others.

- **Objective 5.4: Institutionalize public-private collaborations.**

ORH will support ongoing collaborations with private sector health care providers to specifically address the needs of rural and highly rural Veterans. ORH will solicit input from private sector stakeholders on best practices and approaches.



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GOAL SIX:

Develop innovative methods to identify, recruit and retain medical professionals and requisite expertise in rural and highly rural communities.

Another barrier to accessing services facing rural and highly rural Veterans is the lack of health care available in rural and highly rural communities. Inadequate staffing at health care facilities will always present a challenge to access and quality of care efforts. ORH will undertake several initiatives to ensure the continued development and deployment of highly trained professionals to meet current and emerging service needs of rural and highly rural Veterans.

- **Objective 6.1: Develop training programs to increase health professionals' awareness of rural practice.**

ORH will collaborate with community colleges and universities to develop undergraduate and graduate programs aimed at training students to become qualified rural and highly rural health professionals immediately deployable into field locations. ORH will explore the possibility of establishing funding grants for high-performing rural and highly rural health-focused students to ensure the best and brightest health care professionals are developed to meet the staffing resource needs of rural and highly rural Veterans.

- **Objective 6.2: Support existing and new workforce recruitment efforts.**

ORH will continue to support efforts to bring trained and qualified professionals to rural and highly rural locations, focusing specifically on facilities geared to the rural and highly rural communities. ORH will work within VHA to enhance recruitment efforts at VISNs and VAMCs for professionals with specific rural and highly rural health expertise.

IV. ORH Strategic Plan: Execution

A. Infrastructure

ORH has established structures to meet the objectives outlined for each of its goals including the VRHRCs and the VRCs. These structures serve as building blocks for future innovation and expansion. The organization of ORH in Appendix A illustrates how these structures work together to support expanding care to the Nation's rural and highly rural Veteran population.

B. Initiatives

ORH supports the establishment of rural and highly rural health initiatives through the funding of outreach and delivery programs through VISNs and program offices. Currently, there are a number of active initiatives that are developed to expand health care services to rural and highly rural Veterans. Appendices D and E are crosswalks between ORH initiatives and the goals and objectives of ORH.

ORH Initiatives

- Outreach Clinics. ORH supports and will continue to support outreach clinics, which target rural and highly rural areas where there is not sufficient demand or it is not feasible to establish a CBOC.
- Mobile Clinics. To increase access to health care services to Veterans living in rural and highly rural areas, VHA funded mobile clinic pilots. These are recreational-type vehicles equipped to be a rolling primary care and mental health clinic.
- Idea Award Program. The Idea Awards Program supports institutions and investigators that identify innovative strategies, policies, care delivery models, educational initiatives, technology uses and other approaches that enhance health care service delivery for rural and highly rural Veterans.

VHA Program Office Initiatives

VHA program offices put forth a number of specific initiatives that can be leveraged in support of ORH strategic goals. These efforts include: Home Based Primary Care, Mental Health Services, Telehealth Programs and selected projects and programs. (See Appendices D and E.)

Veterans Integrated Service Networks/VA Medical Centers

VISNs and VAMCs support program and initiatives, which serve as further resources and leverage points for meeting rural health mission requirements. The VISNs in particular also serve as repositories of field expertise relevant to the development of targeted programming and initiatives for rural and highly rural Veterans. (See Appendices D and E.)

C. Performance Metrics

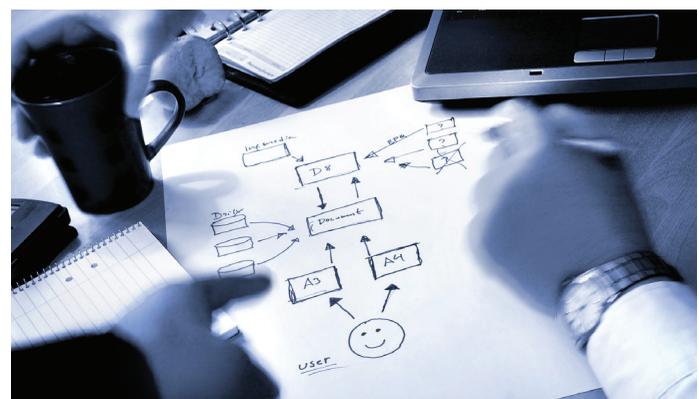
Key to establishing performance metrics will be the ability of ORH to track and monitor the performance of specific programming and initiatives as they relate to the fulfillment of the strategic goals outlined in this plan. To accomplish this, ORH will continue to seek adherence to the specific funding guidance requirements and develop specific evaluation metrics for project performance.

D. Communications Strategy

ORH will further develop a communications strategy aimed at not only communicating ORH efforts throughout the rural health community, but VHA's aspirational goals, objectives, and priorities for improving access and quality of health care for Veterans in rural and highly rural areas.

E. Strategic Plan Review

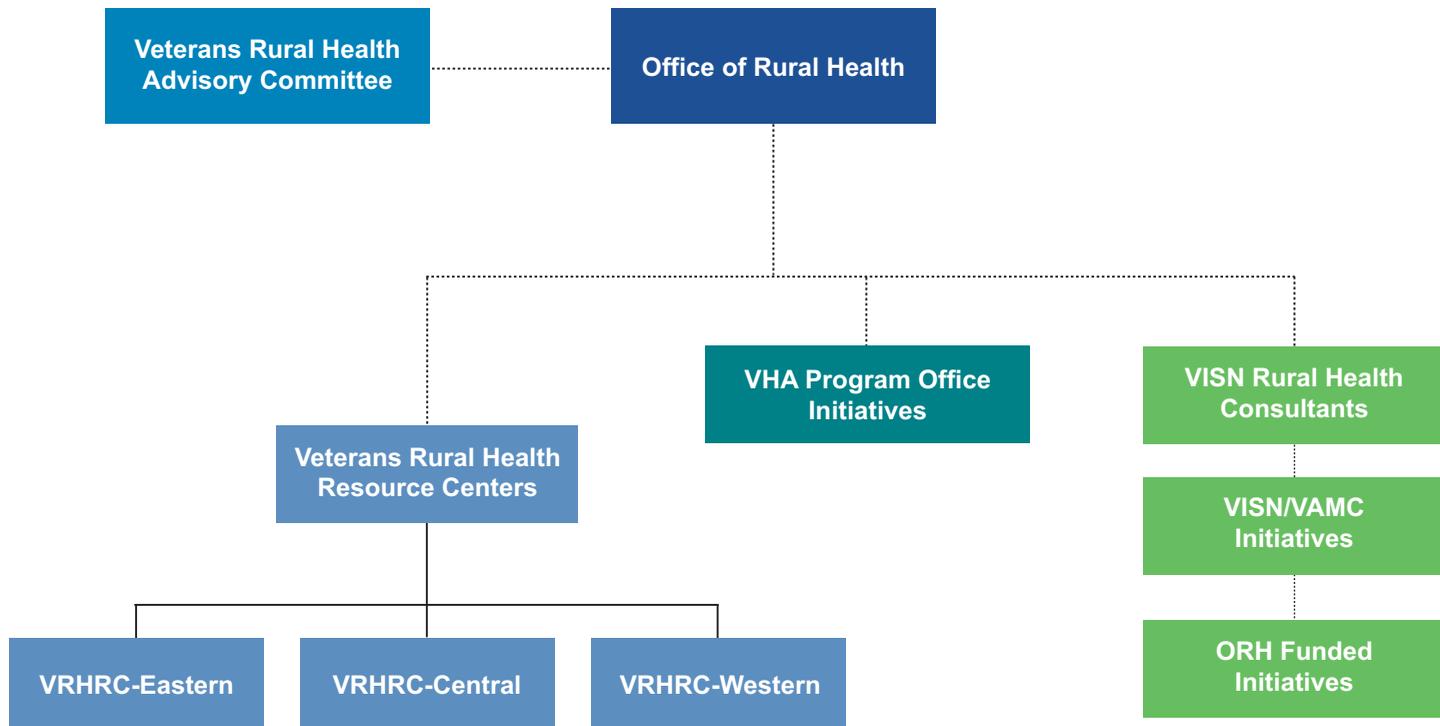
ORH will review its strategic plan annually to ensure that its goals and objectives address the needs of rural and highly rural Veterans. Sections of this strategic plan may be revised to reflect changes in this dynamic environment.



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Appendix A

ORH Infrastructure



Appendix B

Strategic Alignment Matrix

ORH STRATEGIC GOALS								
	1	2	3	4	5	6		
VA Strategic Goals	1	●	●	●		●	●	Improve the quality and accessibility of health care, benefits and memorial services while optimizing value.
	2	●	●	●	●	●	●	Increase Veteran client satisfaction with health, education, training, counseling, financial and burial benefits and services.
	4			●	●	●		Raise readiness to provide services and protect people and assets continuously and in time of crisis.
	5	●	●	●	●	●	●	Improve internal customer satisfaction with management systems and support services to make VA an employer of choice by investing in human capital.

Appendix C

ORH Goals and Objectives

	OBJECTIVE
GOAL ONE: Improve access and quality of care for rural and highly rural Veterans.	1.1: Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.
	1.2: Promote programming that identifies and implements innovative strategies for improving access.
	1.3: Develop new, and support ongoing, transportation solutions and initiatives.
	1.4: Support initiatives that improve quality of care.
	1.5: Improve measurements of quality of care.
	1.6: Identify variations in quality of care across age groups.
	1.7: Identify variations in quality of care across communities.
GOAL TWO: Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas.	2.1: Improve existing communications infrastructure.
	2.2: Work with private-sector counterparts to leverage new technologies.
	2.3: Streamline and simplify existing technological platforms.
	2.4: Support existing and new telehealth initiatives.
GOAL THREE: Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans.	3.1: Expand access and use of VA studies and data.
	3.2: Support new and innovative studies on rural and highly rural Veterans.
GOAL FOUR: Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans.	4.1: Expand the use of distance learning technologies and other modalities for education program delivery.
	4.2: Provide targeted training to address specific provider needs.
	4.3: Develop new education resources for medical professionals.
GOAL FIVE: Enhance existing and implement new strategies to improve collaborations and increase service options for rural and highly rural Veterans.	5.1: Expand collaborations with VA program offices.
	5.2: Establish collaborations within the rural health community.
	5.3: Expand and develop public-public collaborations.
	5.4: Institutionalize public-private collaborations.
GOAL SIX: Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities.	6.1: Develop training programs to increase health professionals' awareness of rural practice.
	6.2: Support existing and new workforce recruitment efforts.

Appendix D

ORH Initiatives and Related Strategic Goals and Objectives

The following is a list of VISN and VHA program office projects funded by ORH. These projects align with ORH's strategic goals and related objectives.

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Health Information Exchange in Rural Southeast UT in Support of Better Access to Statewide Information (CHIO)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Work with private-sector counterparts to leverage new technologies. Support existing and new telehealth initiatives.</p> <p>Expand and develop public-public collaborations. Establish collaborations within the rural health community.</p>
Nationwide Rural Veteran Access Improvements to My HealtheVet (CHIO)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Home Based Primary Care (HBPC) Expansion: Indian Health Service Collaboration (GEC)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care. Address differentiations of quality of care across age groups.</p> <p>Expand collaborations with VA program offices.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
HBPC Expansion: CBOC and Community Collaboration (GEC)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support initiatives that improve quality of care.</p> <p>Address differentiations of quality of care across age groups.</p> <p>Expand collaborations with VA program offices.</p> <p>Expand and develop public-public collaborations.</p>
Medical Foster Home Expansion: Black Hills, SD; Muskogee, OK; and White River Junction, VT (GEC)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support initiatives that improve quality of care.</p> <p>Address differentiations of quality of care across age groups.</p>
Nationwide Care Coordination (CC) - Rural Telehealth Support and Expansion (OTS)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure.</p> <p>Streamline and simplify existing technological platforms.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Nationwide Care Coordination General Telehealth (CCGT) - Rural Telehealth Support and Expansion (OTS)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Nationwide Care Coordination Store and Forward (CCSF) - Rural Telehealth Support and Expansion (OTS)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Community-Based Mental Health Services for Veterans in Rural Areas (OMHS)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Oregon (OR) Rural Mental Health Implementation (OMHS)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations. Establish collaborations within the rural health community.</p>
Nationwide War Related Interactive Online Referral and Surveillance (OPHEH)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p> <p>Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.</p> <p>Establish collaborations within the rural health community.</p>
Nationwide Education Initiative for Primary Care Rural Health Providers (PCS)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Improve existing communications infrastructure.</p> <p>Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Veteran-Centered Medical Homes in ME and VT (VISN 1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Extending Telemental Health in Rural VT and NH (VISN 1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Establish collaborations within the rural health community.</p>
In-Home Services for High-Risk Mental Health Patients in ME (VISN 1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p>
Wellsboro, PA Rural Clinic - The Pennsylvania Connection (VISN 2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices. Establish collaborations within the rural health community.</p>
Behavioral Health Care Line Initiative Carthage, NY (VISN 2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
Behavioral Health Care Line Initiative Rome, NY (VISN 2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Western NY HBPC Expansion Proposal (VISN 2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices.</p>
Expanding Rural Veteran Access to Behavioral Care in NY (VISN 2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p> <p>Institutionalize public-private collaborations.</p> <p>Establish collaborations within the rural health community.</p>
Telehealth Services and Teleretinal Imaging Expansion in NJ and NY (VISN 3)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
CCHT Expansion in PA, WV, and DE (VISN 4)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p>
Ft. Indiantown Gap, PA Operation Enduring Freedom/Operation Iraqi Freedom Outreach Clinic (VISN 4)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support initiatives that improve quality of care.</p> <p>Establish collaborations within the rural health community.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
E-Consult Program in PA, WV, and DE (VISN 4)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Physical and Occupational Therapy in Selected Rural CBOCs in MD, PA, WV, and VA (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p>
Transportation Study Program in MD, PA, WV, and VA (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Women Veterans Health Program in MD, PA, WV, and VA (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support initiatives that improve quality of care.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p> <p>Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Rural Health Communications Strategies and MyHealtheVet Expansion Program in MD, PA, WV, and VA (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p> <p>Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Rural Women Veterans Health Care Program in NC, VA, and WV (VISN 6)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Mental Health and Substance Abuse Coordination in NC, VA, and WV (VISN 6)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
AL Veterans Rural Health Initiative (VISN 7)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p>
Evidence-Based Telemental Health in AL, SC, and GA (VISN 7)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
HBPC Expansion to Selma, AL Outreach Clinic and Athens, GA CBOC (VISN 7)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
Mental Health Intensive Case Management (MHICM) for Selma, AL Outreach Clinic (VISN 7)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p>
Rural Veterans Telerehabilitation Initiative in FL and GA (VISN 8)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Taylor County, FL Outreach Clinic (VISN 8)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p>
Vieques, PR Outreach Clinic (VISN 8)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p>
Comerio, PR Outreach Clinic (VISN 8)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
VISN Rural Health Institute (VISN 9)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support initiatives that improve quality of care.</p> <p>Expand the use of distance learning technologies and other modalities for education program delivery. Provide targeted training to address specific provider needs.</p> <p>Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Rural Telephone Consultant Program in WV, VA, and TN (VISN 9)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p>
Outpatient Specialty Video Consultation Service in OH (VISN 10)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p>
Improving Chronic Disease Management in Rural CBOCs in MI (VISN 11)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p>
Telemedicine in Central and Northern Market MI and WI (VISN 12)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p> <p>Work with private-sector counterparts to leverage new technologies.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Marion, IL VAMC HBPC Expansion in IN, IL, KY, and TN (VISN 15)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Work with private-sector counterparts to leverage new technologies. Support existing and new telehealth initiatives. Expand collaborations with VA program offices.</p>
Collaborative Discharge Planning for Veterans Returning to Rural Areas in MO, AR, IL, IN, and KY (VISN 15)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Improve existing communications infrastructure.</p>
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Develop new education resources for medical professionals.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Biloxi, MS Rural Access and Home Telehealth Expansion (VISN 16)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Overton Brooks, LA HBPC Expansion in LA and AR (VISN 16)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices.</p>
VA North Texas HBPC Expansion in OK and TX (VISN 17)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices.</p>
Southern AZ Rural Health Care Coordination Centers (VISN 18)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Telemedicine Expansion in Rural Areas of Northern AZ, NM, and Western TX (VISN 18)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Homeless Grant and Per Diem Program for Rural Veterans in AZ (VISN 18)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p>
Patient Transportation Model for Improved Rural Access in AZ (VISN 18)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Develop new, and support ongoing, transportation solutions and initiatives.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Primary Care for Rural Veterans (VISN 19)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Electronic Intensive Care Unit in CO, MT, UT, and WY (VISN 19)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support existing and new telehealth initiatives.</p>
General Telehealth – Specialty Services in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Extended Education and Wellness Strategies for Veterans in Rural Communities in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Outreach Clinics Expansion in CA, ID, and OR (VISN 20)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices.</p> <p>Institutionalize public-private collaborations.</p>
HBPC Expansion in ID and OR (VISN 20)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand collaborations with VA program offices.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Teledermatology Consultation System in AK, ID, OR, and WA (VISN 20)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support existing and new telehealth initiatives.</p> <p>Provide targeted training to address specific provider needs.</p> <p>Expand collaborations with VA program offices.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Partnering with Primary Care Providers in ID, OR, and WA (VISN 20)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
Establishment of Saipan, Commonwealth of Northern Marianas Islands (CNMI) VA Outreach Clinic and Rural Health Coordinator (VISN 21)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Laughlin, NV Outreach Clinic (VISN 22)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p>
Office of Rural Co-Management in ND, IA, NE, MN, and SD (VISN 23)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Improve existing communications infrastructure.</p> <p>Institutionalize public-private collaborations.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
CCHT Expansion for Patients with Chronic Diseases in SD, IA, MN, and NE (VISN 23)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices.</p>
Telehealth Expansion in ND, SD, NE, and IA (VISN 23)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
CCHT Expansion - Mental Health and Palliative Care in IA, SD, and MN (VISN 23)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Expansion of Audiology Services to CBOCs in IA, ND, and MN (VISN 23)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Address differentiations of quality of care across age groups.</p> <p>Support existing and new telehealth initiatives.</p>
CCHT Rural Health Care Initiatives for Renal Care Patients in IA (VISN 23)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Geriatric Scholars Program Expansion (GEC)	<ul style="list-style-type: none"> • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Enhancing Primary Care and Mental Health Services for Rural Veterans in RI using CCHT (VISN 1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p>
Transportation Expansion in MI, IL, and ID (VISN 11)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Develop new, and support ongoing, transportation solutions and initiatives.</p>
Rural Services and Support Expansion in CA (VISN 21)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.</p>
ORH Rural Mobile Health Clinics (VISNs 1, 4, 19, 20)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Develop new, and support ongoing, transportation solutions and initiatives. Address differentiations of quality of care across communities.</p> <p>Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
ORH Outreach Clinics (VISNs 1, 7, 8, 12, 17, 19, 20, 21)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.</p> <p>Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
TeleHome Care for Native American Rural Veterans with Post-traumatic Stress Disorder: Adaptation and Service Demonstration Project (Eastern VRHRC-1, VISN 16)	<ul style="list-style-type: none"> • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Support existing and new telehealth initiatives.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Examination of VA's Urban/Rural/ Highly Rural Designations (Eastern VRHRC-2)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Expand access and use of VA studies and data.
Health Care Utilization and Costs of VA Patients in National Surveys of the General Population (Eastern VRHRC-3)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care. Support new and innovative studies on rural and highly rural Veterans.
Rural Veterans' Perceptions of their Access to Care (Eastern VRHRC-4)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care. Support new and innovative studies on rural and highly rural Veterans.
Clinical Practice Intensity: Comparing VA to Private Sector Physicians in Rural and Urban Settings (Eastern VRHRC-6)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support new and innovative studies on rural and highly rural Veterans.
Access Factors Affecting VA Enrollees' Use of Non-VA Medical Care (Eastern VRHRC-8)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Support new and innovative studies on rural and highly rural Veterans.
Variations and Opportunities in End-of-Life Care of Veterans (Eastern VRHRC-9)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support new and innovative studies on rural and highly rural Veterans.
Access to Treatment and Outcomes for Veterans with Substance Use Disorders (Eastern VRHRC-10)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Support new and innovative studies on rural and highly rural Veterans.
Adequacy of the Physician Workforce in Rural Settings: Augmentation of Primary Care with Emergency Capabilities (Eastern VRHRC-14)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support new and innovative studies on rural and highly rural Veterans.
Quality Improvement, VAMC Chiefs of Staff Perceptions of Rural Access to Care (Eastern VRHRC-15)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care. Support new and innovative studies on rural and highly rural Veterans.

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Telephone Care as a Substitute for Routine Psychiatric Medication Management (Eastern VRHRC-5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Access to Evidence-Based Treatments for Neurologically-Impaired Rural Veterans (Eastern VRHRC-11)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Decision Aid for Patients with PTSD (Eastern VRHRC-12)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Military, Family, and Community Networks Helping with Reintegration (Eastern VRHRC-13)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p> <p>Expand and develop public-public collaborations. Institutionalize public-private collaborations.</p>
Evaluation of ORH-Approved Access Points as a Means to Increase Rural Access (Eastern VRHRC-21)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Community-Based Facilities to Provide VA Telemental Health (Eastern VRHRC-22)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Expand Collaborations with VA program offices.</p>
Ethics of Rural Health Care Practice (Eastern VRHRC-7)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support new and innovative studies on rural and highly rural Veterans.</p>
Care Improvement for Rural Veterans CIRV Online Newsletter (Eastern VRHRC-16)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand access and use of VA studies and data.</p>
Rural Health Summit Conference (Eastern VRHRC-19)	<ul style="list-style-type: none"> • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Establish collaborations within the rural health community.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Symposium on Supplemental Rural Health Funding and Strategies for VISN 1-10 (Eastern VRHRC-23)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Expand access and use of VA studies and data.</p> <p>Expand collaborations with VA program offices.</p>
Symposium on Rural Health Challenges: Access, Ethics, Delivery, and Technology (Eastern VRHRC-24)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Expand access and use of VA studies and data.</p> <p>Establish collaborations within the rural health community.</p>
Potentially Preventable Hospital Readmissions among Rural Veterans (Central VRHRC-1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Are Community-Based Outpatient Clinics (CBOCs) Improving Care for Chronically Ill Rural Veterans? (Central VRHRC-2)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support new and innovative studies on rural and highly rural Veterans.</p>
Assessment of Readiness to Become Patient-Centered Medical Home (Central VRHRC-3)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Telephone-based Telehealth Intervention for Diabetes, Hypertension, and Chronic Pain (Central VRHRC-4)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support existing and new telehealth initiatives.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Baseline Survey Assessing Health Care Needs, Perceived Barriers to Service and Service Disparities in Rural Utah and Montana (Western VRHRC-3)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Creation of Infrastructure for Native Focus – Examination of Health Care Policies for Rural Native Veterans (Western VRHRC-6)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Focus Group Protocols for Use in Follow-up Veterans Population Studies (Western VRHRC-10)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support new and innovative studies on rural and highly rural Veterans.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Survey of Vietnam-Era Veterans Assessing Health Care Needs, Barriers to Service (Western VRHRC-15)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Expand access and use of VA studies and data.</p>
Taxonomy of Rural Community Types and Associated Characteristics (Western VRHRC-16)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Expand access and use of VA studies and data.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Investigation and Analysis of Transportation Policies for Rural Veterans (Western VRHRC-18)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Develop new, and support ongoing, transportation solutions and initiatives.</p> <p>Support new and innovative studies on rural and highly rural Veterans.</p>
Understanding Veterans' Service Options and Utilization Patterns for PTSD and TBI (Western VRHRC-19)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Support new and innovative studies on rural and highly rural Veterans.</p>
Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans (Western VRHRC-4)	<ul style="list-style-type: none"> • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Support existing and new telehealth initiatives.</p> <p>Expand the use of distance learning technologies and other modalities for education program delivery.</p> <p>Develop training programs to increase health professionals' awareness of rural practice.</p>
Telepsychiatry Clinics for AI Veterans on Rural Reservations (Western VRHRC-5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. 	<p>Promote programming that identifies and implements innovative strategies for improving access.</p> <p>Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p>
Dissemination of Symptom-Based Home Telehealth Protocols to National Sites (Western VRHRC-12)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p> <p>Support existing and new telehealth initiatives.</p> <p>Provide targeted training to address specific provider needs.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Guidelines for Design and Implementation of AI/PI/AN Telemental Health Clinics (Western VRHRC-14)	<ul style="list-style-type: none"> • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support existing and new telehealth initiatives. Expand access and use of VA studies and data. Expand collaborations with VA program offices.
4 Corners Telehealth Conference – Regional Telehealth Conference to Address Rural Health Needs in Colorado, Utah, Arizona, and New Mexico Using Technology (Western VRHRC-2)	<ul style="list-style-type: none"> • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support existing and new telehealth initiatives. Establish collaborations within the rural health community.
Website to Assist Rural Veterans Connect to VA Resources and Information (Western VRHRC-7)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. 	<ul style="list-style-type: none"> Promote programming that identifies and implements innovative strategies for improving access. Improve existing communications infrastructure.
Website to Disseminate Information About ORH and RHRCs to Consumers, Policymakers, Veterans, and Service Providers (Western VRHRC-8)	<ul style="list-style-type: none"> • Optimize the use of available technologies to enhance services to Veterans residing in rural and highly rural areas. 	<ul style="list-style-type: none"> Improve existing communications infrastructure.
Reports and Related Products to Highlight and Describe Findings from RHRC Projects (Western VRHRC-11)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Expand access and use of VA studies and data.
VISN Rural Consultants Program (Nationwide)	<ul style="list-style-type: none"> • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<ul style="list-style-type: none"> Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Vermont Survey of Existing Rural Health Programs (VISN 1)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Support initiatives that improve quality of care. Support new and innovative studies on rural and highly rural Veterans.
Vermont Health Related Quality of Life Study (VISN 1)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<ul style="list-style-type: none"> Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Workforce Competencies (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. • Identify innovative methods to identify, recruit and retain health care professionals and requisite expertise in rural and highly rural communities. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.</p> <p>Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p> <p>Develop training programs to increase health professionals' awareness of rural practice. Support existing and new workforce recruitment efforts.</p>
Educational Resource Development (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care. Improve measurements of quality of care.</p> <p>Expand access and use of VA studies and data.</p> <p>Expand the use of distance learning technologies and other modalities for education program delivery. Develop new education resources for medical professionals.</p>
Patient Navigator Pilot (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care. Address differentiations of quality of care across communities.</p> <p>Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.</p>
Primary Prevention Pilot Using Aspirin to Prevent Cardiovascular Disease (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Expand access and use of VA studies and data.</p> <p>Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.</p>
Online Curriculum Development (VISN 5)	<ul style="list-style-type: none"> • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. 	<p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p> <p>Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.</p>

PROJECT TITLE	RELATED STRATEGIC GOAL(S)	RELATED OBJECTIVE(S)
Community Based Outreach Clinic (CBOC) Partnership for Improving Rural Mental Health (VISN 16)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure. Work with private-sector counterparts to leverage new technologies. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p> <p>Expand collaborations with VA program offices. Establish collaborations within the rural health community.</p>
Evaluating the Longitudinal Change in Chronic Health Care Utilization (VISN 17)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. 	<p>Address differentiations of quality of care across communities.</p> <p>Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.</p>
Telehome Care for Rural Veterans with PTSD (VISN 19)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Optimize the use of available and emerging technologies to enhance services to Veterans residing in rural and highly rural areas. • Maximize utilization of existing and emerging studies and analyses to impact care delivered to rural and highly rural Veterans. • Improve availability of education and training for VA and non-VA providers of services to rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.</p> <p>Improve existing communications infrastructure. Support existing and new telehealth initiatives.</p> <p>Expand access and use of VA studies and data.</p> <p>Develop new education resources for medical professionals.</p> <p>Expand collaborations with VA program offices.</p>
Problem Drinking: Trends Among Rural Veterans (VISN 20)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. • Enhance existing and implement new strategies to improve collaboration to increase service options for rural and highly rural Veterans. 	<p>Address differentiations of quality of care across age groups. Address differentiations of quality of care across communities.</p> <p>Expand collaborations with VA program offices.</p>
Veterans Rural Health Advisory Committee Planning Support (VISN 5)	<ul style="list-style-type: none"> • Improve access and quality of care for rural and highly rural Veterans. 	<p>Support initiatives that improve quality of care.</p>

Legend:

PROGRAM OFFICE	ABBREVIATION
Chief Health Informatics Office	CHIO
Office of Geriatrics and Extended Care	GEC
Office of Telehealth Services	OTS
Office of Mental Health Services	OMHS
Office of Public Health and Environmental Hazards	OPHEH
Patient Care Services	PCS

VETERANS RURAL HEALTH RESOURCE CENTER	ABBREVIATION
Central Region Resource Center	Central VRHRC
Eastern Region Resource Center	Eastern VRHRC
Western Region Resource Center	Western VRHRC

Appendix E

ORH Goals and Related Initiatives

The following table provides a crosswalk of ORH goals and their alignment to funded VISN and VHA program office initiatives. Projects listed in the table below are the same initiatives listed in Appendix D.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS	
INITIATIVE	OBJECTIVE(S)
Health Information Exchange in Rural Southeast UT in Support of Better Access to Statewide Information (CHIO)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Nationwide Rural Veteran Access Improvements to My HealtheVet (CHIO)	Promote programming that identifies and implements innovative strategies for improving access.
Home Based Primary Care (HBPC) Expansion: Indian Health Service Collaboration (GEC)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care. Address differentiations of quality of care across age groups.
HBPC Expansion: CBOC and Community Collaboration (GEC)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care. Address differentiations of quality of care across age groups.
Medical Foster Home Expansion: Black Hills, SD; Muskogee, OK; and White River Junction, VT (GEC)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care. Address differentiations of quality of care across age groups.
Nationwide Care Coordination Home Telehealth (CCHT) - Rural Telehealth Support and Expansion (OTS)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Nationwide Care Coordination General Telehealth (CCGT) - Rural Telehealth Support and Expansion (OTS)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.
Nationwide Care Coordination Store and Forward (CCSF) - Rural Telehealth Support and Expansion (OTS)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.
Community-Based Mental Health Services for Veterans in Rural Areas (OMHS)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
OR Rural Mental Health Implementation (OMHS)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Nationwide War Related Interactive Online Referral and Surveillance (OPHEH)	Support initiatives that improve quality of care.
Extending Telemental Health in Rural VT and NH (VISN 1)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
In-Home Services for High-Risk Mental Patients in ME (VISN 1)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Veteran-Centered Medical Homes in ME and VT (VISN 1)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Wellsboro, PA Rural Clinic - The Pennsylvania Connection (VISN 2)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Behavioral Health Care Line Initiative Carthage, NY (VISN 2)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Behavioral Health Care Line Initiative Rome, NY (VISN 2)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Western NY HBPC Expansion Proposal (VISN 2)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Expanding Rural Veteran Access to Behavioral Care in NY (VISN 2)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Telehealth Services and Teleretinal Imaging Expansion in NJ and NY (VISN 3)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
CCHT Expansion in PA, WV, and DE (VISN 4)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Ft. Indiantown Gap, PA Operation Enduring Freedom/Operation Iraqi Freedom Outreach Clinic (VISN 4)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.
E-Consult Program in PA, WV, and DE (VISN 4)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Physical and Occupational Therapy in Selected Rural CBOCs in MD, PA, WV, and VA (VISN 5)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives. Support initiatives that improve quality of care.
Transportation Study Program in MD, PA, WV, and VA (VISN 5)	Develop new, and support ongoing, transportation solutions and initiatives.
Women Veterans Health Program in MD, PA, WV, and VA (VISN 5)	Support initiatives that improve quality of care.
Rural Health Communications Strategies and MyHealtheVet Expansion Program in MD, PA, WV, and VA (VISN 5)	Promote programming that identifies and implements innovative strategies for improving access.
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	Promote programming that identifies and implements innovative strategies for improving access.
Rural Women Veterans Health Care Program in NC, VA, and WV (VISN 6)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
AL Veterans Rural Health Initiative (VISN 7)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Evidence-Based Telemental Health in AL, SC, and GA (VISN 7)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
HBPC Expansion to Selma, AL Outreach Clinic and Athens, GA CBOC (VISN 7)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Mental Health Intensive Case Management for Selma, AL Outreach Clinic (VISN 7)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Rural Veterans Telerehabilitation Initiative in FL and GA (VISN 8)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Taylor County, FL Outreach Clinic (VISN 8)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Vieques, PR Outreach Clinic (VISN 8)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.
Comerio, PR Outreach Clinic (VISN 8)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.
VISN Rural Health Institute (VISN 9)	Support initiatives that improve quality of care.
Rural Telephone Consultant Program in WV, VA, and TN (VISN 9)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Outpatient Specialty Video Consultation Service in OH (VISN 10)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Improving Chronic Disease Management in Rural CBOCs in MI (VISN 11)	Support initiatives that improve quality of care.
Telemedicine in Central and Northern Market MI and WI (VISN 12)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Marion, IL VAMC HBPC Expansion in IN, IL, KY, and TN (VISN 15)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Overton Brooks, LA HBPC Expansion in LA and AR (VISN 16)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Biloxi, FL Rural Access and Home Telehealth Expansion (VISN 16)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
VA North Texas HBPC Expansion in OK and TX (VISN 17)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Southern AZ Rural Health Care Coordination Centers (VISN 18)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Develop new, and support ongoing, transportation solutions and initiatives.
Telemedicine Expansion in Rural Areas of Northern AZ, NM, and West TX (VISN 18)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Homeless Grant and Per Diem Program for Rural Veterans in AZ (VISN 18)	Promote programming that identifies and implements innovative strategies for improving access.
Patient Transportation Model for Improved Rural Access in AZ (VISN 18)	Develop new, and support ongoing, transportation solutions and initiatives.
Primary Care for Rural Veterans (VISN 19)	Promote programming that identifies and implements innovative strategies for improving access.
General Telehealth – Specialty Services in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Extended Education and Wellness Strategies for Veterans in Rural Communities in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	Promote programming that identifies and implements innovative strategies for improving access.
Outreach Clinics Expansion in CA, ID, and OR (VISN 20)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
HBPC Expansion in ID and OR (VISN 20)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Partnering with Primary Care Providers in ID, OR, and WA (VISN 20)	Promote programming that identifies and implements innovative strategies for improving access.
Establishment of Saipan, Commonwealth of Northern Marianas Islands (CNMI) VA Outreach Clinic and Rural Health Coordinator (VISN 21)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Laughlin, NV Outreach Clinic (VISN 22)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
CCHT Expansion for Patients with Chronic Diseases in SD, IA, MN, and NE (VISN 23)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Telehealth Expansion in ND, SD, NE, and IA (VISN 23)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
CCHT Expansion - Mental Health and Palliative Care in IA, SD, and MN (VISN 23)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Expansion of Audiology Services to CBOCs in IA, ND, and MN (VISN 23)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access. Address differentiations of quality of care across age groups.
CCHT Rural Health Care Initiatives for Renal Care Patients in IA (VISN 23)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Enhancing Primary Care and Mental Health Services for Rural Veterans in RI using CCHT (VISN 1)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.
Transportation Expansion in MI, IL, and ID (VISN 11)	Develop new, and support ongoing, transportation solutions and initiatives.
Rural Services and Support Expansion in CA (VISN 21)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Promote programming that identifies and implements innovative strategies for improving access.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
ORH Outreach Clinics (VISNs 1, 7, 8, 12, 17, 19, 20, 21)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.
ORH Rural Mobile Health Clinics (VISNs 1, 4, 19, 20)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans. Develop new, and support ongoing, transportation solutions and initiatives. Address differentiations of quality of care across communities.
Examination of VA's Urban/Rural/Highly Rural Designations (Eastern VRHRC-2)	Support the establishment of new access points tailored to the specific medical needs of rural and highly rural Veterans.
Health Care Utilization and Costs of VA Patients in National Surveys of the General Population (Eastern VRHRC-3)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Rural Veterans' Perceptions of their Access to Care (Eastern VRHRC-4)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Access Factors Affecting VA Enrollees' Use of Non-VA Medical Care (Eastern VRHRC-8)	Promote programming that identifies and implements innovative strategies for improving access.
Access to Treatment and Outcomes for Veterans with Substance Use Disorders (Eastern VRHRC-10)	Promote programming that identifies and implements innovative strategies for improving access.
Quality Improvement, VAMC Chiefs of Staff Perceptions of Rural Access to Care (Eastern VRHRC-15)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Telephone Care as a Substitute for Routine Psychiatric Medication Management (Eastern VRHRC-5)	Promote programming that identifies and implements innovative strategies for improving access.
Access to Evidence-Based Treatments for Neurologically-Impaired Rural Veterans (Eastern VRHRC-11)	Promote programming that identifies and implements innovative strategies for improving access.
Decision Aid for Patients with PTSD (Eastern VRHRC-12)	Support initiatives that improve quality of care.
Military, Family, and Community Networks Helping with Reintegration (Eastern VRHRC-13)	Support initiatives that improve quality of care.
Evaluation of ORH-Approved Access Points as a Means to Increase Rural Access (Eastern VRHRC-21)	Promote programming that identifies and implements innovative strategies for improving access.
Community-Based Facilities to Provide VA Telemental Health (Eastern VRHRC-22)	Promote programming that identifies and implements innovative strategies for improving access.
Care Improvement for Rural Veterans CIRV Online Newsletter (Eastern VRHRC-16)	Promote programming that identifies and implements innovative strategies for improving access.
Potentially Preventable Hospital Readmissions among Rural Veterans (Central VRHRC-1)	Support initiatives that improve quality of care.
Assessment of Readiness to Become Patient-Centered Medical Home (Central VRHRC-3)	Promote programming that identifies and implements innovative strategies for improving access.
Telephone-based Telehealth Intervention for Diabetes, Hypertension, and Chronic Pain (Central VRHRC-4)	Promote programming that identifies and implements innovative strategies for improving access.
Baseline Survey Assessing Health Care Needs, Perceived Barriers to Service and Service Disparities in Rural Utah and Montana (Western VRHRC-3)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Creation of Infrastructure for Native Focus – Examination of Health Care Policies for Rural Native Veterans (Western VRHRC-6)	Promote programming that identifies and implements innovative strategies for improving access.

GOAL ONE: IMPROVE ACCESS AND QUALITY OF CARE FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Survey of Vietnam-Era Veterans Assessing Health Care Needs, Barriers to Service (Western VRHRC-15)	Promote programming that identifies and implements innovative strategies for improving access.
Telepsychiatry Clinics for AI Veterans on Rural Reservations (Western VHRHRC-5)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Dissemination of Symptom-Based Home Telehealth Protocols to National Sites (Western VHRHC-12)	Support initiatives that improve quality of care.
Website to Assist Rural Veterans Connect to VA Resources and Information (Western VHRHRC-7)	Promote programming that identifies and implements innovative strategies for improving access. Improve existing communications infrastructure.
Investigation and Analysis of Transportation Policies for Rural Veterans (Western VHRHRC-18)	Develop new, and support ongoing, transportation solutions and initiatives.
Vermont Survey of Existing Rural Health Programs (VISN 1)	Support initiatives that improve quality of care.
Workforce Competencies (VISN 5)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Educational Resource Development (VISN 5)	Support initiatives that improve quality of care. Improve measurements of quality of care.
Patient Navigator Pilot (VISN 5)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care. Address differentiations of quality of care across communities.
Primary Prevention Pilot Using Aspirin to Prevent Cardiovascular Disease (VISN 5)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Veterans Rural Health Advisory Committee Planning Support (VISN 5)	Support initiatives that improve quality of care.
Community Based Outreach Clinic (CBOC) Partnership for Improving Rural Mental Health (VISN 16)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Evaluating the Longitudinal Change in Chronic Health Care Utilization (VISN 17)	Address differentiations of quality of care across communities.
Telehome Care for Rural Veterans with PTSD (VISN 19)	Promote programming that identifies and implements innovative strategies for improving access. Support initiatives that improve quality of care.
Problem Drinking: Trends Among Rural Veterans (VISN 20)	Address differentiations of quality of care across age groups. Address differentiations of quality of care across communities.

GOAL TWO: OPTIMIZE THE USE OF AVAILABLE AND EMERGING TECHNOLOGIES TO ENHANCE SERVICES TO VETERANS RESIDING IN RURAL AND HIGHLY RURAL AREAS

INITIATIVE	OBJECTIVE(S)
Health Information Exchange in Rural Southeast UT in Support of Better Access to Statewide Information (CHIO)	Work with private-sector counterparts to leverage new technologies. Support existing and new telehealth initiatives.
Nationwide Rural Veteran Access Improvements to My HealtheVet (CHIO)	Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.
Nationwide Care Coordination Home Telehealth (CCHT) - Rural Telehealth Support and Expansion (OTS)	Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.
Nationwide Care Coordination General Telehealth (CCGT) - Rural Telehealth Support and Expansion (OTS)	Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.
Nationwide Care Coordination Store and Forward (CCSF) - Rural Telehealth Support and Expansion (OTS)	Improve existing communications infrastructure. Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.
OR Rural Mental Health Implementation (OMHS)	Support existing and new telehealth initiatives.
Nation Wide War Related Interactive Online Referral and Surveillance (OPHEH)	Streamline and simplify existing technological platforms. Support existing and new telehealth initiatives.
Nationwide Education Initiative for Primary Care Rural Health Providers (PCS)	Improve existing communications infrastructure.
Extending Telemental Health in Rural VT and NH (VISN 1)	Support existing and new telehealth initiatives.
In-Home Services for High-Risk Mental Patients in ME (VISN 1)	Support existing and new telehealth initiatives.
Expanding Rural Veteran Access to Behavioral Care in NY (VISN 2)	Support existing and new telehealth initiatives.
Telehealth Services and Teleretinal Imaging Expansion in NJ and NY (VISN 3)	Support existing and new telehealth initiatives.
CCHT Expansion in PA, WV, and DE (VISN 4)	Support existing and new telehealth initiatives.
E-Consult Program in PA, WV, and DE (VISN 4)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.
Physical and Occupational Therapy in Selected Rural CBOCs in MD, PA, WV, and VA (VISN 5)	Improve existing communications infrastructure.
Rural Health Communications Strategies and MyHealtheVet Expansion Program in MD, PA, WV, and VA (VISN 5)	Improve existing communications infrastructure.
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	Improve existing communications infrastructure.
Evidence-Based Telemental Health in AL, SC, and GA (VISN 7)	Support existing and new telehealth initiatives.
Rural Veterans Telerehabilitation Initiative in FL and GA (VISN 8)	Support existing and new telehealth initiatives.
Vieques, PR Outreach Clinic (VISN 8)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.
Comerio, PR Outreach Clinic (VISN 8)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.

GOAL TWO: OPTIMIZE THE USE OF AVAILABLE AND EMERGING TECHNOLOGIES TO ENHANCE SERVICES TO VETERANS RESIDING IN RURAL AND HIGHLY RURAL AREAS

INITIATIVE	OBJECTIVE(S)
Rural Telephone Consultant Program in WV, VA, and TN (VISN 9)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.
Outpatient Specialty Video Consultation Service in OH (VISN 10)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.
Telemedicine in Central and Northern Market MI and WI (VISN 12)	Work with private-sector counterparts to leverage new technologies. Support existing and new telehealth initiatives.
Marion, IL VAMC HBPC Expansion in IN, IL, KY, and TN (VISN 15)	Work with private-sector counterparts to leverage new technologies. Support existing and new telehealth initiatives.
Collaborative Discharge Planning for Veterans Returning to Rural Areas in MO, AR, IL, IN, and KY (VISN 15)	Improve existing communications infrastructure.
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	Support existing and new telehealth initiatives.
Biloxi, FL Rural Access and Home Telehealth Expansion (VISN 16)	Support existing and new telehealth initiatives.
Southern AZ Rural Health Care Coordination Centers (VISN 18)	Support existing and new telehealth initiatives.
Telemedicine Expansion in Rural Areas of Northern AZ, NM, and West TX (VISN 18)	Support existing and new telehealth initiatives.
Electronic Intensive Care Unit in CO, MT, UT, and WY (VISN 19)	Support existing and new telehealth initiatives.
Primary Care for Rural Veterans (VISN 19)	Support existing and new telehealth initiatives.
General Telehealth – Specialty Services in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	Support existing and new telehealth initiatives.
Extended Education and Wellness Strategies for Veterans in Rural Communities in CO, ID, MT, NE, NV, UT, and WY (VISN 19)	Support existing and new telehealth initiatives.
Teledermatology Consultation System in AK, ID, OR, and WA (VISN 20)	Support existing and new telehealth initiatives.
Establishment of Saipan, Commonwealth of Northern Marianas Islands (CNMI) VA Outreach Clinic and Rural Health Coordinator (VISN 21)	Support existing and new telehealth initiatives.
Office of Rural Co-Management in ND, IA, NE, MN, and SD (VISN 23)	Improve existing communications infrastructure.
CCHT Expansion for Patients with Chronic Diseases in SD, IA, MN, and NE (VISN 23)	Support existing and new telehealth initiatives.
Telehealth Expansion in ND, SD, NE, and IA (VISN 23)	Support existing and new telehealth initiatives.
Expansion of Audiology Services to CBOCs in IA, ND, and MN (VISN 23)	Support existing and new telehealth initiatives.
CCHT Rural Health Care Initiatives for Renal Care Patients in IA (VISN 23)	Support existing and new telehealth initiatives.
CCHT Expansion - Mental Health and Palliative Care in IA, SD, and MN (VISN 23)	Support existing and new telehealth initiatives.
Enhancing Primary Care and Mental Health Services for Rural Veterans in RI using CCHT (VISN 1)	Support existing and new telehealth initiatives.

GOAL TWO: OPTIMIZE THE USE OF AVAILABLE AND EMERGING TECHNOLOGIES TO ENHANCE SERVICES TO VETERANS RESIDING IN RURAL AND HIGHLY RURAL AREAS

INITIATIVE	OBJECTIVE(S)
TeleHome Care for Native American Rural Veterans with Post-traumatic Stress Disorder: Adaptation and Service Demonstration Project (Eastern VHRHC-1, VISN 16)	Support existing and new telehealth initiatives.
Telephone Care as a Substitute for Routine Psychiatric Medication Management (Eastern VHRHC-5)	Support existing and new telehealth initiatives.
Community-Based Facilities to Provide VA Telemental Health (Eastern VHRHC-22)	Support existing and new telehealth initiatives.
Telephone-based Telehealth Intervention for Diabetes, Hypertension, and Chronic Pain (Central VRHRC-4)	Support existing and new telehealth initiatives.
Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans (Western VHRHC-4)	Support existing and new telehealth initiatives.
Telepsychiatry Clinics for AI Veterans on Rural Reservations (Western VHRHC-5)	Support existing and new telehealth initiatives.
Dissemination of Symptom-Based Home Telehealth Protocols to National Sites (Western VHRHC-12)	Support existing and new telehealth initiatives.
Guidelines for Design and Implementation of AI/PI/AN Telemental Health Clinics (Western VRHRC-14)	Support existing and new telehealth initiatives.
4 Corners Telehealth Conference – Regional Telehealth Conference to Address Rural Health Needs in Colorado, Utah, Arizona, and New Mexico Using Technology (Western VHRHC-2)	Support existing and new telehealth initiatives.
Website to Assist Rural Veterans Connect to VA Resources and Information (Western VHRHC-7)	Improve existing communications infrastructure.
Website to Disseminate Information About ORH and RHRCs to Consumers, Policymakers, Veterans, and Service Providers (Western VHRHC-8)	Improve existing communications infrastructure.
Telehome Care for Rural Veterans with PTSD (VISN 19)	Improve existing communications infrastructure. Support existing and new telehealth initiatives.

GOAL THREE: MAXIMIZE UTILIZATION OF EXISTING AND EMERGING STUDIES AND ANALYSES TO IMPACT CARE DELIVERED TO RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Physical and Occupational Therapy in Selected Rural CBOCs in MD, PA, WV, and VA (VISN 5)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Transportation Study Program in MD, PA, WV, and VA (VISN 5)	Support new and innovative studies on rural and highly rural Veterans.
Women Veterans Health Program in MD, PA, WV, and VA (VISN 5)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Rural Health Communications Strategies and MyHealtheVet Expansion Program in MD, PA, WV, and VA (VISN 5)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Mental Health and Substance Abuse Coordination in NC, VA, and WV (VISN 6)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
AL Veterans Rural Health Initiative (VISN 7)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Examination of VA's Urban/Rural/Highly Rural Designations (Eastern VRHRC-2)	Expand access and use of VA studies and data.
Telephone Care as a Substitute for Routine Psychiatric Medication Management (Eastern VRHRC-5)	Support new and innovative studies on rural and highly rural Veterans.
Ethics of Rural Health Care Practice (Eastern VRHRC-7)	Support new and innovative studies on rural and highly rural Veterans.
Quality Improvement, VAMC Chiefs of Staff Perceptions of Rural Access to Care (Eastern VRHRC-15)	Support new and innovative studies on rural and highly rural Veterans.
Adequacy of the Physician Workforce in Rural Settings: Augmentation of Primary Care with Emergency Capabilities (Eastern VRHRC-14)	Support new and innovative studies on rural and highly rural Veterans.
Access to Treatment and Outcomes for Veterans with Substance Use Disorders (Eastern VRHRC-10)	Support new and innovative studies on rural and highly rural Veterans.
Variations and Opportunities in End-of-Life Care of Veterans (Eastern VRHRC-9)	Support new and innovative studies on rural and highly rural Veterans.
Access Factors Affecting VA Enrollees' Use of Non-VA Medical Care (Eastern VRHRC-8)	Support new and innovative studies on rural and highly rural Veterans.
Clinical Practice Intensity: Comparing VA to Private Sector Physicians in Rural and Urban Settings (Eastern VRHRC-6)	Support new and innovative studies on rural and highly rural Veterans.
Rural Veterans' Perceptions of their Access to Care (Eastern VRHRC-4)	Support new and innovative studies on rural and highly rural Veterans.
Care Improvement for Rural Veterans CIRV Online Newsletter (Eastern VRHRC-16)	Expand access and use of VA studies and data.

GOAL THREE: MAXIMIZE UTILIZATION OF EXISTING AND EMERGING STUDIES AND ANALYSES TO IMPACT CARE DELIVERED TO RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Evaluation of ORH-Approved Access Points as a Means to Increase Rural Access (Eastern VRHRC-21)	Support new and innovative studies on rural and highly rural Veterans.
Decision Aid for Patients with PTSD (Eastern VRHRC-12)	Support new and innovative studies on rural and highly rural Veterans.
Access to Evidence-Based Treatments for Neurologically-Impaired Rural Veterans (Eastern VRHRC-11)	Support new and innovative studies on rural and highly rural Veterans.
Health Care Utilization and Costs of VA Patients in National Surveys of the General Population (Eastern VRHRC-3)	Support new and innovative studies on rural and highly rural Veterans.
Symposium on Supplemental Rural Health Funding and Strategies for VISN 1-10 (Eastern VRHRC-23)	Expand access and use of VA studies and data.
Symposium on Rural Health Challenges: Access, Ethics, Delivery, and Technology (Eastern VRHRC-24)	Expand access and use of VA studies and data.
Potentially Preventable Hospital Readmissions among Rural Veterans (Central VRHRC-1)	Support new and innovative studies on rural and highly rural Veterans.
Are Community-Based Outpatient Clinics (CBOCs) Improving Care for Chronically Ill Rural Veterans? (Central VRHRC-2)	Support new and innovative studies on rural and highly rural Veterans.
Assessment of Readiness to Become Patient-Centered Medical Home (Central VRHRC-3)	Support new and innovative studies on rural and highly rural Veterans.
Telephone-based Telehealth Intervention for Diabetes, Hypertension, and Chronic Pain (Central VRHRC-4)	Support new and innovative studies on rural and highly rural Veterans.
Baseline Survey Assessing Health Care Needs, Perceived Barriers to Service and Service Disparities in Rural Utah and Montana (Western VRHRC-3)	Support new and innovative studies on rural and highly rural Veterans.
Focus Group Protocols for Use in Follow-up Veterans Population Studies (Western VRHRC-10)	Support new and innovative studies on rural and highly rural Veterans.
Creation of Infrastructure for Native Focus – Examination of Health Care Policies for Rural Native Veterans (Western VRHRC-6)	Support new and innovative studies on rural and highly rural Veterans.
Survey of Vietnam-Era Veterans Assessing Health Care Needs, Barriers to Service (Western VRHRC-15)	Expand access and use of VA studies and data.
Reports and Related Products to Highlight and Describe Findings from RHRC Projects (Western VRHRC-11)	Expand access and use of VA studies and data.
Guidelines for Design and Implementation of AI/PI/AN Telemental Health Clinics (Western VRHRC-14)	Expand access and use of VA studies and data.
Taxonomy of Rural Community Types and Associated Characteristics (Western VRHRC-16)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Investigation and Analysis of Transportation Policies for Rural Veterans (Western VRHRC-18)	Support new and innovative studies on rural and highly rural Veterans.
Understanding Veterans' Service Options and Utilization Patterns for PTSD and TBI (Western VRHRC-19)	Support new and innovative studies on rural and highly rural Veterans.
Vermont Survey of Existing Rural Health Programs (VISN 1)	Support new and innovative studies on rural and highly rural Veterans.

GOAL THREE: MAXIMIZE UTILIZATION OF EXISTING AND EMERGING STUDIES AND ANALYSES TO IMPACT CARE DELIVERED TO RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Vermont Health Related Quality of Life Study (VISN 1)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Educational Resource Development (VISN 5)	Expand access and use of VA studies and data.
Primary Prevention Pilot Using Aspirin to Prevent Cardiovascular Disease (VISN 5)	Expand access and use of VA studies and data.
Online Curriculum Development (VISN 5)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Community Based Outreach Clinic (CBOC) Partnership for Improving Rural Mental Health (VISN 16)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Evaluating the Longitudinal Change in Chronic Health Care Utilization (VISN 17)	Expand access and use of VA studies and data. Support new and innovative studies on rural and highly rural Veterans.
Telehome Care for Rural Veterans with PTSD (VISN 19)	Expand access and use of VA studies and data.
Workforce Competencies (VISN 5)	Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.

GOAL FOUR: IMPROVE AVAILABILITY OF EDUCATION AND TRAINING FOR VA AND NON-VA PROVIDERS OF SERVICES TO RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Health Information Exchange in Rural Southeast UT in Support of Better Access to Statewide Information (CHIO)	Expand and develop public-public collaborations. Establish collaborations within the rural health community.
Nationwide Education Initiative for Primary Care Rural Health Providers (PCS)	Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.
Women Veterans Health Program in MD, PA, WV, and VA (VISN 5)	Develop new education resources for medical professionals.
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	Develop new education resources for medical professionals.
Rural Women Veterans Health Care Program in NC, VA, and WV (VISN 6)	Develop new education resources for medical professionals.
VISN Rural Health Institute (VISN 9)	Expand the use of distance learning technologies and other modalities for education program delivery. Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	Develop new education resources for medical professionals.
Teledermatology Consultation System in AK, ID, OR, and WA (VISN 20)	Provide targeted training to address specific provider needs.
Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans (Western VRHRC-4)	Expand the use of distance learning technologies and other modalities for education program delivery.
Dissemination of Symptom-Based Home Telehealth Protocols to National Sites (Western VRHRC-12)	Provide targeted training to address specific provider needs.
Geriatric Scholars Program Expansion (GEC)	Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.
Educational Resource Development (VISN 5)	Expand the use of distance learning technologies and other modalities for education program delivery. Develop new education resources for medical professionals.
Primary Prevention Pilot Using Aspirin to Prevent Cardiovascular Disease (VISN 5)	Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.
Online Curriculum Development (VISN 5)	Provide targeted training to address specific provider needs. Develop new education resources for medical professionals.
Telehome Care for Rural Veterans with PTSD (VISN 19)	Develop new education resources for medical professionals.
Workforce Competencies (VISN 5)	Institutionalize public-private collaborations. Establish collaborations within the rural health community.

GOAL FIVE: ENHANCE EXISTING AND IMPLEMENT NEW STRATEGIES TO IMPROVE COLLABORATION TO INCREASE SERVICE OPTIONS FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Health Information Exchange in Rural Southeast UT in Support of Better Access to Statewide Information (CHIO)	Expand collaborations with VA program offices. Establish collaborations within the rural health community.
Nationwide Rural Veterans Access Improvements to MyHealthVet (CHIO)	Expand collaborations with VA program offices.
Home Based Primary Care (HBPC) Expansion: Indian Health Service Collaboration (GEC)	Expand collaborations with VA program offices.
HBPC Expansion: CBOC and Community Collaboration (GEC)	Expand collaborations with VA program offices. Expand and develop public-public collaborations.
Nationwide Care Coordination Home Telehealth (CCHT)- Rural Telehealth Support and Expansion (OTS)	Expand collaborations with VA program offices.
Nationwide Care Coordination General Telehealth (CCGT)- Rural Telehealth Support and Expansion (OTS)	Expand collaborations with VA program offices.
Nationwide Care Coordination Store and Forward (CCSF)- Rural Telehealth Support and Expansion (OTS)	Expand collaborations with VA program offices.
Community-Based Mental Health Services for Veterans in Rural Areas (OMHS)	Expand collaborations with VA program offices.
OR Rural Mental Health Implementation (OMHS)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Establish collaborations within the rural health community.
Nationwide War Related Interactive Online Referral and Surveillance (OPHEH)	Establish collaborations within the rural health community.
Veteran-Centered Medical Homes in ME and VT (VISN 1)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Extending Telemental Health in Rural VT and NH (VISN 1)	Establish collaborations within the rural health community.
Wellsboro, PA Rural Clinic - The Pennsylvania Connection (VISN 2)	Expand collaborations with VA program offices. Establish collaborations within the rural health community.
Behavioral Health Care Line Initiative Carthage, NY (VISN 2)	Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Behavioral Health Care Line Initiative Rome, NY (VISN 2)	Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Western NY HBPC Expansion Proposal (VISN 2)	Expand collaborations with VA program offices.
Expanding Rural Veteran Access to Behavioral Care in NY (VISN 2)	Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Ft. Indiantown Gap, PA Operation Enduring Freedom/Operation Iraqi Freedom Outreach Clinic (VISN 4)	Establish collaborations within the rural health community.
E-Consult Program in PA, WV, and DE (VISN 4)	Expand collaborations with VA program offices.
Mental Health and Substance Abuse Coordination in NC, VA, and WV (VISN 6)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.

GOAL FIVE: ENHANCE EXISTING AND IMPLEMENT NEW STRATEGIES TO IMPROVE COLLABORATION TO INCREASE SERVICE OPTIONS FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Rural Women Veterans Health Care Program (VISN 6)	Develop training programs to increase health professionals' awareness of rural practice.
HBPC Expansion to Selma, AL Outreach Clinic and Athens, GA CBOC (VISN 7)	Expand collaborations with VA program offices. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Telemedicine in Central and Northern Market MI and WI (VISN 12)	Expand collaborations with VA program offices.
Marion, IL VAMC HBPC Expansion in IN, IL, KY, and TN (VISN 15)	Expand collaborations with VA program offices.
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Biloxi, FL Rural Access and Home Telehealth Expansion (VISN 16)	Expand collaborations with VA program offices.
Overton Brooks, LA HBPC Expansion in LA and AR (VISN 16)	Expand collaborations with VA program offices.
VA North Texas HBPC Expansion in OK and TX (VISN 17)	Expand collaborations with VA program offices.
Southern AZ Rural Health Care Coordination Centers (VISN 18)	Expand collaborations with VA program offices.
Outreach Clinics Expansion in CA, ID, and OR (VISN 20)	Expand collaborations with VA program offices. Institutionalize public-private collaborations.
HBPC Expansion in ID and OR (VISN 20)	Expand collaborations with VA program offices.
Teledermatology Consultation System in AK, ID, OR, and WA (VISN 20)	Expand collaborations with VA program offices.
Partnering with Primary Care Providers in ID, OR, and WA (VISN 20)	Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Establishment of Saipan, Commonwealth of Northern Marianas Islands (CNMI) VA Outreach Clinic and Rural Health Coordinator (VISN 21)	Expand collaborations with VA program offices.
Office of Rural Co-Management in ND, IA, NE, MN, and SD (VISN 23)	Institutionalize public-private collaborations.
CCHT Expansion for Patients with Chronic Diseases in SD, IA, MN, and NE (VISN 23)	Expand collaborations with VA program offices.
Telehealth Expansion in ND, SD, NE, and IA (VISN 23)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Rural Health Summit Conference (Eastern VRHRC-19)	Establish collaborations within the rural health community.
Military, Family, and Community Networks Helping with Reintegration (Eastern VRHRC-13)	Expand and develop public-public collaborations. Institutionalize public-private collaborations.
Community-Based Facilities to Provide VA Telemental Health (Eastern VRHRC-22)	Expand Collaborations with VA program offices.
Symposium on Supplemental Rural Health Funding and Strategies for VISN 1-10 (Eastern VRHRC-23)	Expand collaborations with VA program offices.
Symposium on Rural Health Challenges: Access, Ethics, Delivery, and Technology (Eastern VRHRC-24)	Establish collaborations within the rural health community.

GOAL FIVE: ENHANCE EXISTING AND IMPLEMENT NEW STRATEGIES TO IMPROVE COLLABORATION TO INCREASE SERVICE OPTIONS FOR RURAL AND HIGHLY RURAL VETERANS

INITIATIVE	OBJECTIVE(S)
Guidelines for Design and Implementation of AI/PI/AN Telemental Health Clinics (Western VRHRC-14)	Expand collaborations with VA program offices.
4 Corners Telehealth Conference – Regional Telehealth Conference to Address Rural Health Needs in Colorado, Utah, Arizona, and New Mexico Using Technology (Western VRHRC-2)	Establish collaborations within the rural health community.
Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans (Western VRHRC-4)	Develop training programs to increase health professionals' awareness of rural practice.
ORH Rural Mobile Health Clinics (VISNs 1, 4, 19, 20)	Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
VISN Rural Consultants Program (Nationwide)	Expand collaborations with VA program offices. Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
ORH Outreach Clinics (VISNs 1, 7, 8, 12, 17, 19, 20, 21)	Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Patient Navigator Pilot (VISN 5)	Expand and develop public-public collaborations. Institutionalize public-private collaborations. Establish collaborations within the rural health community.
Workforce Competencies (VISN 5)	Develop training programs to increase health professionals' awareness of rural practice. Support existing and new workforce recruitment efforts.
Telehome Care for Rural Veterans with PTSD (VISN 19)	Expand collaborations with VA program offices.
Problem Drinking: Trends Among Rural Veterans (VISN 20)	Expand collaborations with VA program offices.
Community Based Outreach Clinic (CBOC) Partnership for Improving Rural Mental Health (VISN 16)	Expand and develop public-public collaborations. Establish collaborations within the rural health community.
Geriatrics Scholars Program Expansion (GEC)	Develop training programs to increase health professionals' awareness of rural practice.

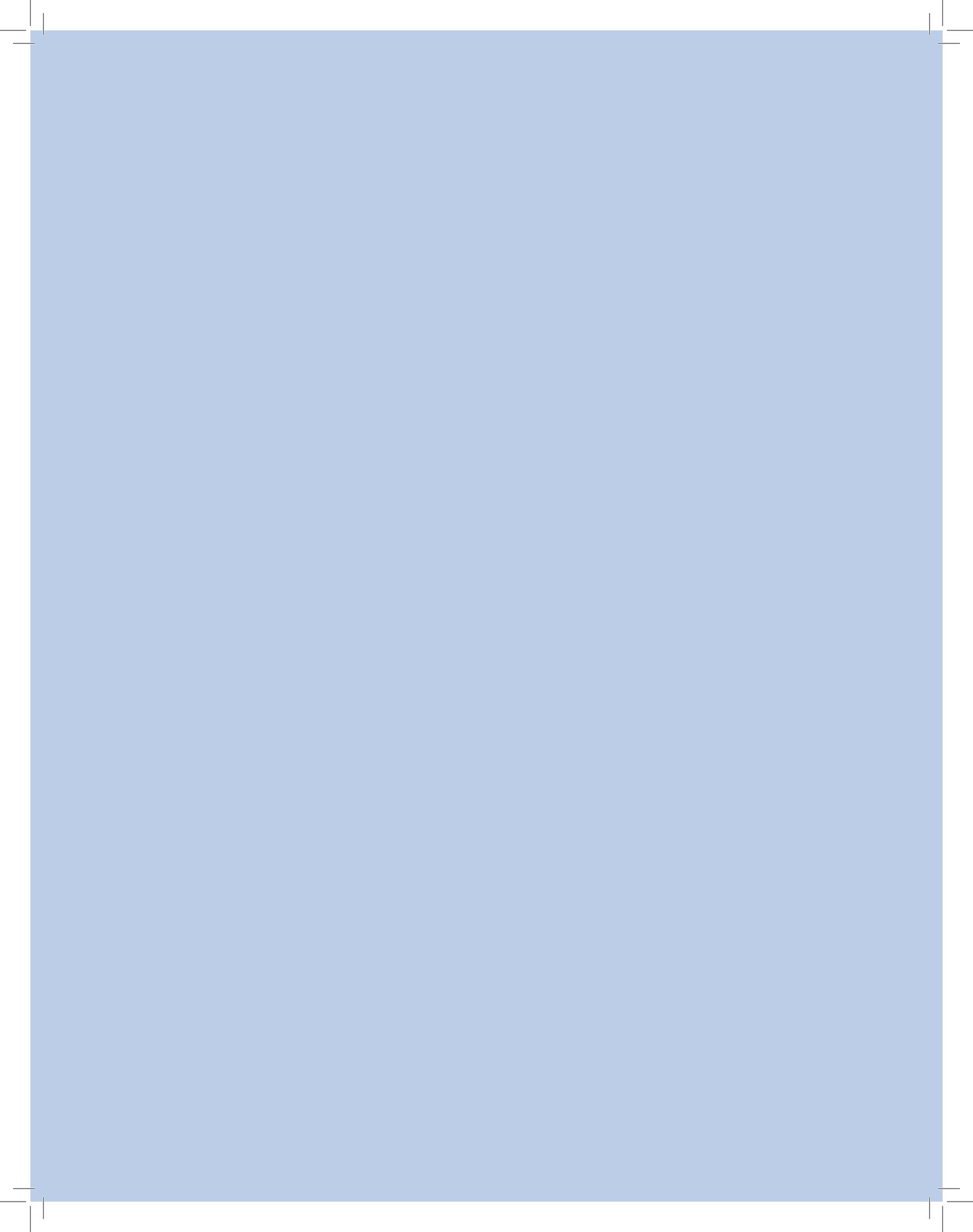
GOAL SIX: IDENTIFY INNOVATIVE METHODS TO IDENTIFY, RECRUIT, AND RETAIN HEALTH CARE PROFESSIONALS AND REQUISITE EXPERTISE IN RURAL AND HIGHLY RURAL COMMUNITIES

INITIATIVE	OBJECTIVE(S)
Nationwide Education Initiative for Primary Care Rural Health Providers (PCS)	Develop training programs to increase health professionals' awareness of rural practice.
Women Veterans Health Program in MD, PA, WV, and VA (VISN 5)	Develop training programs to increase health professionals' awareness of rural practice.
Effective Rural Health Communications and Low Health Literacy Program in NC, VA, and WV (VISN 6)	Develop training programs to increase health professionals' awareness of rural practice.
Rural Women Veterans Health Care Program (VISN 6)	Develop training programs to increase health professionals' awareness of rural practice.
VISN Rural Health Institute (VISN 9)	Develop training programs to increase health professionals' awareness of rural practice.
Assisting Communities to Collaborate for Expanded Soldier Support in AR and LA (VISN 16)	Develop training programs to increase health professionals' awareness of rural practice.
Teledermatology Consultation System in AK, ID, OR, and WA (VISN 20)	Develop training programs to increase health professionals' awareness of rural practice.
Focus Group Protocols for Use in Follow-up Veterans Population Studies (Western VRHRC-10)	Develop training programs to increase health professionals' awareness of rural practice.
Internet Based Caregiver Support Program for Caregivers of Cognitively Impaired Elderly Veterans (Western VRHRC-4)	Develop training programs to increase health professionals' awareness of rural practice.
Workforce Competencies (VISN 5)	Develop training programs to increase health professionals' awareness of rural practice. Support existing and new workforce recruitment efforts.

Legend:

PROGRAM OFFICE	ABBREVIATION
Chief Health Informatics Office	CHIO
Office of Geriatrics and Extended Care	GEC
Office of Telehealth Services	OTS
Office of Mental Health Services	OMHS
Office of Public Health and Environmental Hazards	OPHEH
Patient Care Services	PCS

VETERANS RURAL HEALTH RESOURCE CENTER	ABBREVIATION
Central Region Resource Center	Central VRHRC
Eastern Region Resource Center	Eastern VRHRC
Western Region Resource Center	Western VRHRC





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