

In Reply Refer To: **FOIA Request 21-06268-F**

December 11, 2023

Ryan Mulvey
Americans For Prosperity Foundation
1310 N. Courthouse Rd
Arlington, VA, 22201

Dear Mr. Mulvey:

This letter is the seventeenth email production in response to your May 27, 2021, request under the Freedom of Information Act (FOIA), 5 U.S.C. § 552, submitted to the Department of Veterans Affairs (VA) Veterans Health Administration (VHA) Central Office FOIA Office, requesting the following records:

1. "Records reflecting aggregate totals and percentages for pending and completed appointment wait times and related data, as previously disclosed in summary form at the Veterans Health Administration ("VHA") "Patient Access Data" portal, <https://www.va.gov/health/accessaudit.asp>. The time period for this item is March 1, 2021 to the present records that reflect the requested data on a monthly basis (e.g., total number of scheduled appointments for each month of the requested time period) or per reporting period. If month-by-month or period-by-period data is unavailable, please provide the requested data in the form otherwise maintained by the agency. If responsive records are kept in a CSV or Excel format, please produce the records in their native format.
2. All records concerning the VHA's decision to eliminate proactive disclosure of patient access in nation-wide summary form, as previously available at the "Patient Access Data" portal, <https://www.va.gov/health/access-audit.asp>. The time period for this item of the request is January 1, 2021 to the present.
3. All guidance documents, legal opinions, administrative orders, directives, or policy statements issued by the VA concerning any of the following topics:
 - a. Interpretation of the VCCP regulations and designated access standards, including the agency's method for calculating wait times (e.g., discussion of the difference between "date of request," "patient preferred date," and "clinically indicated date");
 - b. The process by which the VA obtains patient consent to schedule an appointment outside the 20-/28-period established by the VCCP designated access standards;
 - c. Limiting or dissuading veterans from using community care; and
 - d. The impact of the COVID-19 pandemic on administration of the VCCP.

4. All records reflecting communications between or amongst any of the following entities, offices, or components concerning any of the topics listed in Item Three: (a) VHA, (b) VA Office of the Secretary, (c) VA Office of General Counsel, (d) White House Office of Management and Budget, (e) White House Domestic Policy Council, or (f) Office of the White House Counsel.
5. All records concerning congressional requests or inquiries pertaining to any of the topics listed in Item Three. This item includes, but is not limited to, records originating with any Member or entity of Congress, formal agency responses thereto, and internal VA communications regarding the congressional request or inquiry. Searches should be conducted, at a minimum, within the VHA, VA Office of the Secretary, VA Office of General Counsel, and VA Office of Public and Intergovernmental Affairs.”

As noted in our November 19, 2021 letter, also on or around May 28, 2021; fourteen (14) VA Medical Center FOIA Offices received the following requests:

“Pursuant to the Freedom of Information Act, 5 U.S.C. § 552 (“FOIA”), AFPP hereby requests access to the following categories of records concerning operation of the (previously indicated) VA Medical Center hospital. The time period for all items of this request is January 1, 2020 to the present. Please note: to the extent an item of this request seeks data (i.e., Items 1–7 and 9), please provide records reflecting that data on a monthly basis (e.g., total number of scheduled appointments for each month of the requested time period). If month-by-month data is unavailable, please provide the requested data in the aggregate or in the form otherwise maintained by the agency. If responsive records are kept in a CSV or Excel format, please produce the records in their native format.

1. Records reflecting the total number of appointments scheduled.
2. Records reflecting the total number of appointments completed.
3. Records reflecting the total number of appointments cancelled:
 - a. By a VA health care provider; and
 - b. By a patient.
4. Records reflecting the total number and percentage of appointments for primary care, mental health care, or non-institutional extended care services scheduled:
 - a. Within 20 days of a patient’s date of request; and
 - b. Over 20 days of a patient’s date of request.
5. Records reflecting the total number and percentage of appointments for specialty care scheduled:
 - a. Within 28 days of a patient’s date of request; and
 - b. Over 28 days of a patient’s date of request.
6. Records reflecting the total number of patients who, in consultation with a VA health care provider, agreed to schedule an appointment outside the 20-/28-day period established by the VCCP designated access standards.
7. Records reflecting the total number of patients who refused to schedule an appointment outside the 20-/28-day period established by the VCCP designated access standards.

8. All records reflecting the policies and practices for documenting whether a patient agrees or refuses to schedule an appointment outside the 20-/28-day period established by the VCCP designated access standards. This item would include, for example, any blank, standardized form(s) for memorializing such patient consent.
9. Records reflecting the total number and percentage of patients:
 - a. Eligible for community care under the VCCP;
 - b. Who have elected to receive community care under the VCCP; and
 - c. Who have declined to receive community care under the VCCP.
10. All guidance documents, legal opinions, administrative orders, directives, policy statements, or communications exchanged between the (previously indicated) VA Medical Center hospital and the Veterans Health Administration, VA Office of General Counsel, VA Office of the Secretary, White House Office of Management and Budget, or White House Domestic Policy Council concerning:
 - a. Interpretation of the VCCP regulations and designated access standards, including the agency's method for calculating wait times (e.g., discussion of the difference between "date of request," "patient preferred date," and "clinically indicated date");
 - b. The process by which the VA obtains patient consent to schedule an appointment outside the 20-/28-period established by the VCCP designated access standards;
 - c. Limiting or dissuading veterans from using community care; and
 - d. The impact of the COVID-19 pandemic on administration of the VCCP."

Consolidation:

Per communication in or about September 2021, we notified you through counsel that we consolidated all of the above-mentioned FOIA requests into one tracking number, 21-06268-F (appearing at the top of this letter), for ease of use and tracking post litigation filing. Any further communication will be under FOIA tracking number 21-06268-F.

Search Terms:

As agreed upon on in discussions and memorialized in writing (via email) around May 16, 2022, the parties agreed on the following search terms and custodians:

Search Item	Search Terms	Custodians
<p>Search #1, <u>HQ</u> <u>FOIA ITEM 2</u></p>	<p>[(“access to care” OR “patient access”) AND (“data” OR “numbers”)]</p> <p>AND (“website” OR “site” OR “portal”)</p> <p>AND (“transfer” OR “move” OR “shift” OR “relocate” OR “create date” OR “inspector general”)</p>	<ul style="list-style-type: none"> • Kirsh • Lieberman • Hudson • Oshinski • Stone

<p>Search #2, <u>HQ</u> <u>FOIA ITEM 3a & 4-5 and VAMCs</u> <u>FOIA Item 10a</u></p> <p><u>(W/O CACMI)</u></p>	<p>(“MISSION Act” OR “VCCP” OR “Veterans Community Care”)</p> <p>AND (“date of request” OR “request date” OR “patient preferred date” OR “create date” OR “clinically indicated date” OR “patient indicated date” OR “wait time standard” OR “access standard” OR “file entry date” OR “community care eligibility”)</p> <p>AND [(“guidance” OR “direct*” OR “policy” OR “memo*”) OR (“inquiry” OR “request” OR “question” OR “inspector general”)]</p>	<ul style="list-style-type: none"> • Kirsh • Upton • Matthews • Boyd • Cunningham • Lieberman • Greenstone • MacDonald • Tucker • Bradsher • Sauber • Hudson • Blauert • Henson • Powers • Raftery • Stone • Clancy • Oshinski • Wilkie (x2) • McDonough (x2)
<p>Search #3, <u>HQ</u> <u>FOIA ITEM 3a & 4-5 and VAMCs</u> <u>FOIA Item 10a</u></p> <p>(w/VHACACMI)</p>	<p>(“MISSION Act” OR “VCCP” OR “Veterans Community Care”)</p> <p>AND (“date of request” OR “request date” OR “patient preferred date” OR “create date” OR “clinically indicated date” OR “patient indicated date” OR “wait time standard” OR “access standard” OR “file entry date” OR “community care eligibility”)</p> <p>AND [(“guidance” OR “direct*” OR “policy” OR “memo*”) OR (“inquiry” OR “request” OR “question” OR “inspector general”)] AND “VHACACMI@va.gov”</p>	<ul style="list-style-type: none"> • Mary Fields
<p>Search #4, <u>HQ</u> <u>FOIA ITEM 3b & 4-5 and VAMCs</u> <u>FOIA ITEM 10b</u></p>	<p>(“VCCP” OR “Community Care” OR “MISSION Act”)</p> <p>AND (“access standards” OR “wait times”)</p> <p>AND [(“method*” OR “calculat*”) AND (“process” OR “procedure” OR “direct*” OR “policy” OR “memo*”)]</p>	<ul style="list-style-type: none"> • Upton • Matthews • Boyd • Cunningham • Lieberman • Greenstone • MacDonald • Tucker • Bradsher

		<ul style="list-style-type: none"> • Sauber • Hudson • Blauert • Powers • Henson • Raftery • Stone • Clancy • Oshinski • Wilkie (x2) • McDonough (x2)
<p>Search #5, <u>HQ</u> <u>FOIA ITEM 3c &</u> <u>4-5 and VAMCs</u> <u>FOIA ITEM 10c</u></p>	<p>[(“community care wait time”) AND (“eligible” OR “eligibility”)] AND (“script” OR “referral coordination initiative”)</p>	<ul style="list-style-type: none"> • Kirsh • Upton • Matthews • Boyd • Cunningham • Lieberman • Greenstone • MacDonald • Tucker • Bradsher • Sauber • Hudson • Blauert • Henson • Powers • Raftery • Stone • Clancy • Oshinski • Wilkie (x2) • McDonough (x2) •
<p>Search #6, <u>HQ</u> <u>FOIA ITEM 3c &</u> <u>4-5 and VAMCs</u> <u>FOIA ITEM 10c</u></p> <p><u>(w/VHACACMI)</u></p>	<p>((“community care wait time”) AND (“eligible” OR “eligibility”))AND (“eligible” OR “eligibility”)) AND (“script” OR “referral coordination initiative”) AND “vhacacmi@va.gov”</p>	<ul style="list-style-type: none"> • Mary Fields

<p>Search #7, <u>HQ</u> <u>FOIA ITEM 3d &</u> <u>4-5 and VAMCs</u> <u>FOIA ITEM 10d</u></p>	<p>[(“COVID*” OR “pandemic”) AND (“VCCP” OR “community care” OR “MISSION Act”)]</p> <p>AND (“referral management” OR “consult management” OR “eligibility” OR “wait time standard” OR “access standard” OR “pause”)</p>	<ul style="list-style-type: none"> • Kirsh • Matthews • Boyd • Sauber • Hudson • Hipolit • Blauert • Upton • Tucker • Bradsher • Powers • Henson • Raftery • Stone • Wilkie (x2) • McDonough (x2)
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Email Production:

This production is in response to Search #2 of your request.

Search #2

1. All guidance documents, legal opinions, administrative orders, directives, or policy statements issued by the VA concerning any of the following topics:
 - a. Limiting or dissuading veterans from using community care;
2. “All records reflecting communications between or amongst any of the following entities, offices, or components concerning any of the topics listed in Item Three: (a) VHA, (b) VA Office of the Secretary, (c) VA Office of General Counsel, (d) White House Office of Management and Budget, (e) White House Domestic Policy Council, or (f) Office of the White House Counsel.”
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4. All guidance documents, legal opinions, administrative orders, directives, policy statements, or communications exchanged between the (previously indicated) VA Medical Center hospital and the Veterans Health Administration, VA Office of General Counsel, VA Office of the Secretary, White House Office of Management and Budget, or White House Domestic Policy Council concerning:

a. Limiting or dissuading veterans from using community care;

The time period for this item of the request is January 1, 2020 to the present.

As noted above, the search terms include:

("MISSION Act" OR "VCCP" OR "Veterans Community Care")

AND ("date of request" OR "request date" OR "patient preferred date" OR "create date" OR "clinically indicated date" OR "patient indicated date" OR "wait time standard" OR "access standard" OR "file entry date" OR "community care eligibility")

AND [("guidance" OR "direct*" OR "policy" OR "memo*") OR ("inquiry" OR "request" OR "question" OR "inspector general")]

These search terms were applied to the following custodian mailboxes:

- Susan Kirsh
- Mark Upton
- Kameron Matthews
- Teresa Boyd
- Kristen Cunningham
- Steven Lieberman
- Clinton Greenstone
- Jennifer MacDonald
- Brooks Tucker
- Tanya Bradsher
- Richard Sauber
- William Hudson, Jr.
- Susan Blauert
- Christopher Henson
- Pamela Powers
- Meghan Raftery
- Richard Stone
- Carolyn Clancy
- Renee Oshinski
- Robert Wilkie (x2)
- Denis McDonough (x2)

We sent out one seven hundred fifty-three (753) pages for consult with another VA component. The pages have since been returned, and we have provided them with the appropriate redactions as set forth below. We also processed and reviewed a total of nine (9) pages that originated from the Government Printing Office. We are providing the link to this public available information for your review and download – [Federal Register :: Update To Access Standards Drive Time Calculations](#). The Bates numbers for this dataset start

at number 8826 and are located at the top center of the pages, any additional numbering that appear are original to the documents.

Determination:

My review of the documents revealed that they contained information that falls within the disclosure protections of FOIA Exemption 5 U.S.C. § 552(b)(5).

FOIA Exemption 5 provides that an agency need not disclose "inter-agency or intra-agency memorandums or letters that would not be available by law to a party other than an agency in litigation with the agency." Thus, Exemption 5 shields agency-created records that would be protected from civil discovery by a recognized evidentiary or discovery privilege.

Accordingly, Exemption 5 includes the deliberative-process privilege. That privilege covers records reflecting advisory opinions, recommendations, and deliberations that comprise part of a process by which governmental decisions and policies are formulated. Stated more concretely, the deliberative-process privilege exempts an agency record from disclosure under FOIA if the information it contains is both pre-decisional and deliberative.

My review of the records identified as responsive to your FOIA request reveals that they contain information that falls within the protection of Exemption 5. The recommendations forecasted project dependencies, and risks and mitigation factors within the enclosed records marked with Exemption 5 redactions are pre-decisional, as they were expressed in advance of their relevant agency decisions. Furthermore, the redacted portions are deliberative because they contain the unadopted opinions of VA personnel participating in the decision-making process. Release of this information would cause injury to the deliberative process, as the release of the pre-decisional records to the public would negatively impact frank discussion on matters of policy between agency personnel. Consequently, VA denies your request for this information under FOIA Exemption 5, 5 U.S.C. § 552(b)(5).

Thank you for your interest in VA. If you have any further questions, please feel free to contact me at (202) 738-2974 or via email at darryl.webb@va.gov.

Sincerely,

Darryl Webb

Darryl Webb
VA FOIA Officer

Enclosures:

VETERANS HEALTH ADMINISTRATION

Moving Forward Plan

Safe Care is Our Mission COVID-19 Response

Presentation for: 8 Corners Brief

Presented by: Dr. Kameron Matthews and Dr.
Teresa Boyd

Date of briefing: May 19, 2020



Choose VA

VA



U.S. Department
of Veterans Affairs

Key Principles

Safety of Veterans and VA Staff

High Reliability Organization (HRO) principles and values

Prioritize, expand and maximize virtual care

Gradual capacity expansion with assessment of safety

Adherence to relevant federal, state and local guidance

Veteran-centric patient flow with physical distancing

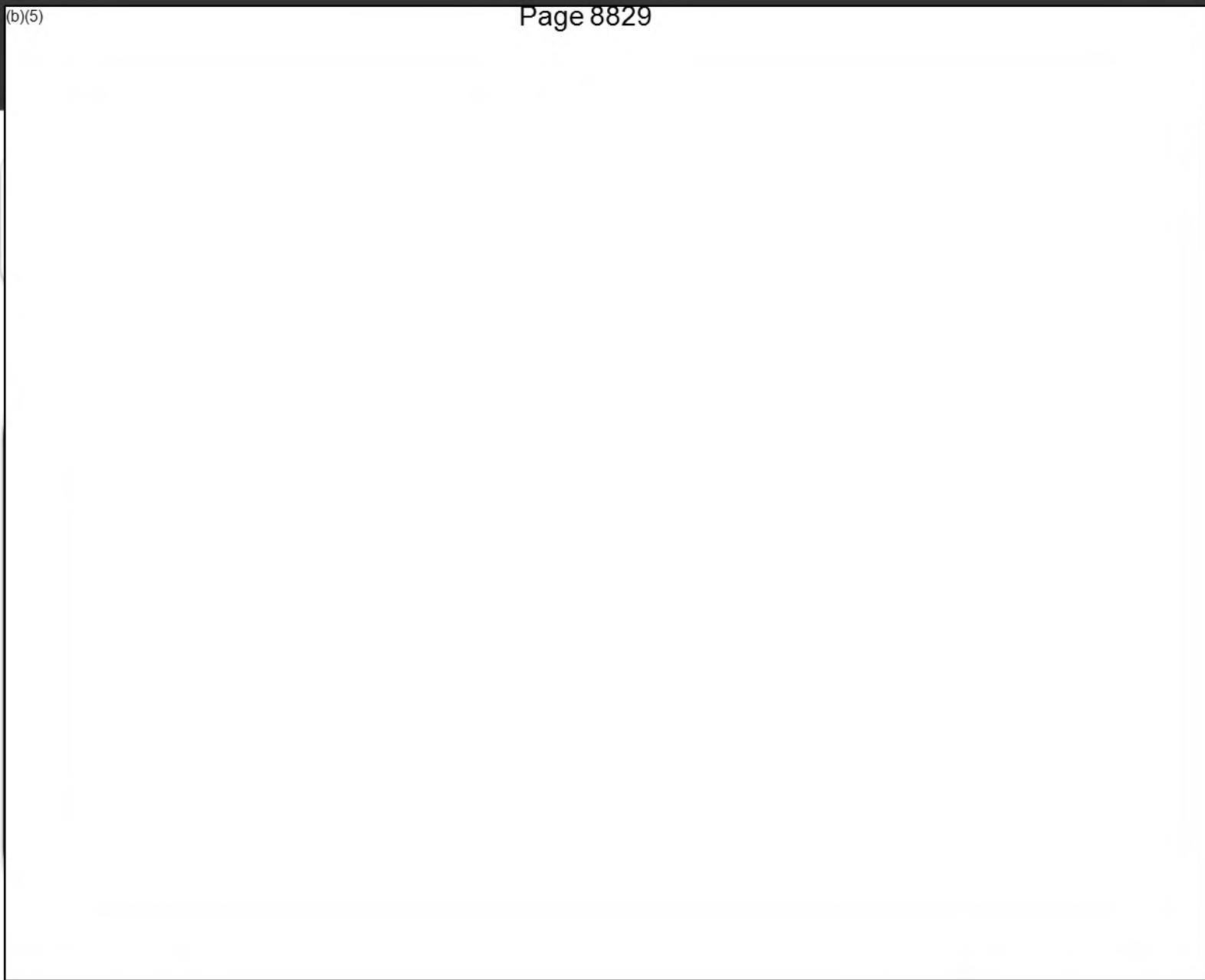


Gating Criteria

Gating Criteria align with the *White House Guidelines for Opening Up America Again*, VA guidance and federal, state and local guidance (e.g., CDC guidance)

Symptoms	Cases	Medical Facilities
The state or region in which the facility is located has a downward trajectory of influenza-like illnesses reported within a 14-day period	The state or region in which the facility is located has a downward trajectory of documented cases of COVID-19 within a 14-day period	The facility is able to treat all patients within the normal standard of care (i.e., not the crisis standard of care)
AND	OR	AND
A downward trajectory of COVID-like syndromic cases reported within a 14-day period	A downward trajectory of positive COVID-19 tests as a percent of total COVID-19 tests within a 14-day period (flat or increasing volume of tests)	A robust testing program is in place for at-risk healthcare workers, including emerging antibody testing
<p><i>Veterans Integrated Service Networks (VISNs) and VA Medical Centers (VAMCs) may need to tailor application of these criteria to local circumstances (e.g., metropolitan areas that have suffered severe COVID outbreaks, rural and suburban areas where outbreaks have not occurred or have been mild).</i></p>		







Key Considerations – Delivering Care

Optimize and prioritize expanded virtual modalities for delivery of care

- **Virtual Modalities**
 - Maximize virtual modalities for delivery of primary care and mental health services
 - Prioritize virtual modalities of delivery for specialty care and surgical services when clinically appropriate
- **VA Direct Care – VAMC/Community Based Outpatient Clinics**
 - Take universal precautions and implement 100% mask utilization and handwashing
 - Remodeling the environment of care and patient flows to establish a Veteran-centric care delivery model is a priority for expanding care to Veterans

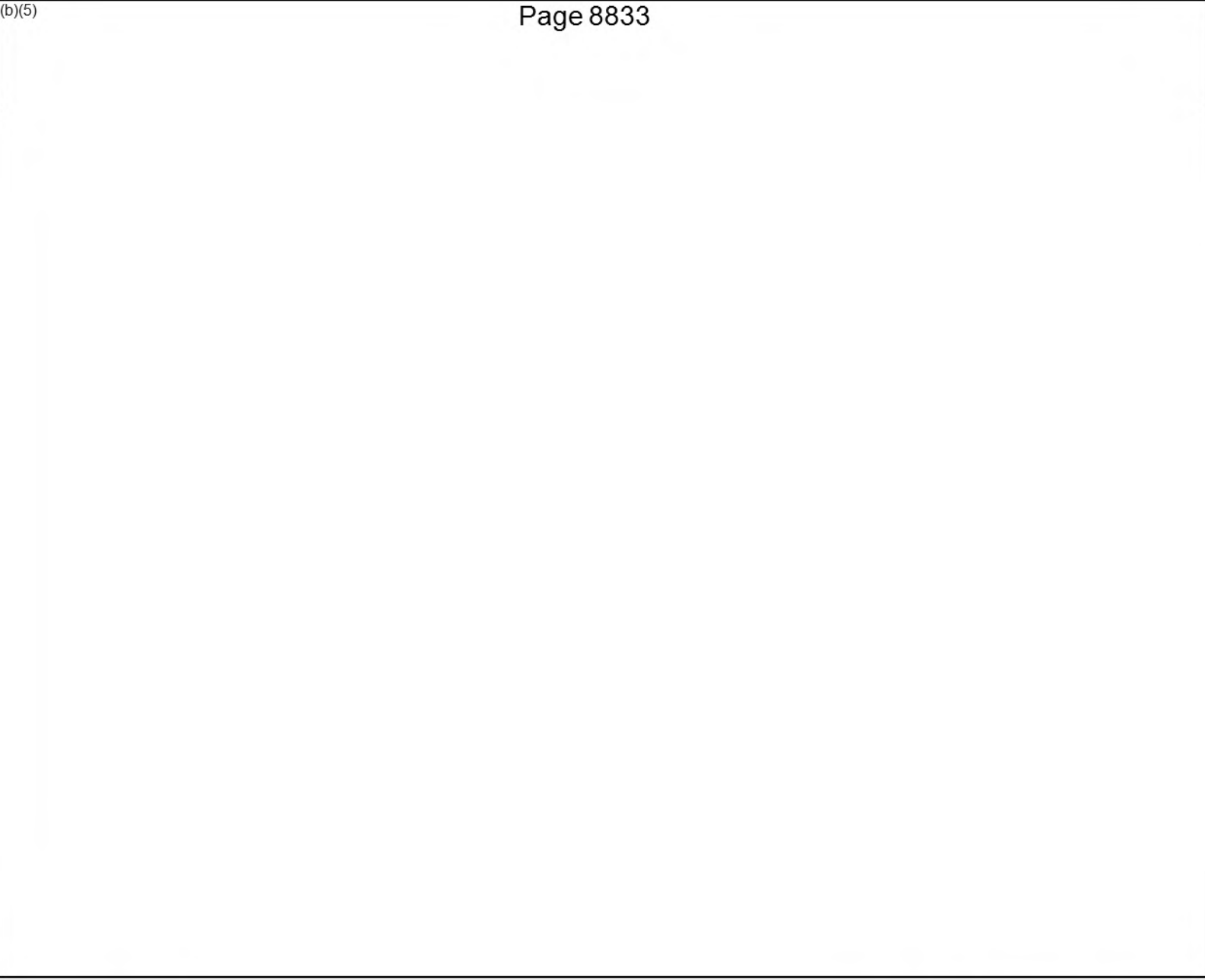


Key Considerations – Delivering Care (cont.)

Optimize and prioritize expanded virtual modalities for delivery of care

- **Community Care**
 - Implement community care eligibility determination per the MISSION Act and its associated policies and procedures
 - Empower Veterans to identify and expect safe practices in community settings, with VA as a model
- **Clinical Referral Coordination**
 - VA is committed to providing the safest and highest quality care to Veterans whether they are receiving their care within VA or in the community
 - Continue to incorporate Referral Coordination Teams to advise Veterans using shared and informed decision making when discussing all care options





Moving Forward: Planning Flows

Facility Level Planning

Clinic Level Planning

Facility Gating Criteria

Symptoms ²	Cases	Medical Facilities
The state or region in which the facility is located has a downward trajectory of influenza-like illnesses reported within a 14-day period	The state or region in which the facility is located has a downward trajectory of documented cases of COVID-19 within a 14-day period	The facility is able to treat all patients within the normal standard of care (i.e., not the crisis standard of care)
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<i>VISNs and VAMCs may need to tailor application of these criteria to local circumstances (e.g., metropolitan areas that have suffered severe COVID outbreaks, rural and suburban areas where outbreaks have not occurred or have been mild)</i>		

Determine facility readiness to expand access

VHA Moving Forward Plan Dashboard

Facility
(b)(5)
(759) Facility A
(299) Facility B
(133) Facility C
(168) Facility D
(510) Facility E
(568) Facility F
(954) Facility G
(666) Facility H
(726) Facility I
(173) Facility J
(514) Facility K
(184) Facility L
(599) Facility M

Monitor facilities as they move forward in expanding access

Clinical Consult/Referral Prioritization

Specialty Area	Guidance Provided
Anesthesia	Three phased plan for expanding service
Cardiology	Cardiac Electrophysiologic (EP) Procedures, Diagnostic and Interventional Invasive Procedures, Outpatient Clinics
Dental	Four phased approach – acute, disease control, definitive treatment, maintenance therapy
Diabetes/Endocrinology	General Outpatient Consult Prioritization
Gastroenterology	Prioritization of Endoscopy Consults (Specifics for Priority 1-4)
Hematology/Oncology	Outpatient consult prioritization (Specifics for priority 1-4)
Infectious Disease	Outpatient consult prioritization (Specifics for priority 1-4)
Hepatitis C and Liver Disease	Outpatient consult prioritization (Specifics for priority 1-4)
HIV	Outpatient consult prioritization (Specifics for priority 1-4)
Mental Health	General principles to consider when expanding care
Neurology	Outpatient consult prioritization (Specifics for priority 1-4)
Ophthalmology	Outpatient consult prioritization (Specifics for priority 1-4)
Optometry	Outpatient consult prioritization (Specifics for priority 1-4)
Physical Medicine and Rehab	Outpatient consult prioritization (Specifics for priority 1-4)
Podiatry	Outpatient consult prioritization (Specifics for priority 1-4)
Primary Care	TBD
Pulmonary	Outpatient consult prioritization (Specifics for priority 1-4)
Pain Management	Outpatient consult prioritization (Specifics for priority 1-4)
Radiology	Interim guidance for management and clinical review of orders placed on hold
Surgery	Three phased plan for expanding elective procedures

Determine priority encounters within specialties

Risk/Benefit-Based Assessment for Expanding Procedural Face-to-Face Services

Category	Factor
(b)(5)	(b)(5)

Sequence appointments using risk-based framework, balancing patient and facility factors



Choose VA

Pre-Decisional Deliberative Document
Internal VA Use Only

VA



U.S. Department of Veterans Affairs

Communications and Outreach

Leading with a comprehensive National Communications Campaign and messaging for leaders and staff

- ***Moving Forward Plan: Safe Care is Our Mission***
- **Customizable package featuring products on a deployable timeline (t-minus schedule) for Lead Sites, and then VISNs and VAMCs**
- **The six essential change management questions for product development, including “What’s in it for me” (WIIFM) messaging and HRO principles and values**
- **Safety is VA’s number one priority and how VHA is leading the national recovery phase by ensuring safety principles and guidelines are the foundation of plan**



Managing reintegration of COVID-19 Response volunteers, hiring, workload and training requirements

- **Volunteer Staff and Transition from COVID-19 Response Roles**
 - Considered 14-day quarantine in facility staffing requirements and planning for return of staff
- **Hiring**
 - Hiring for non-COVID-related roles may continue
 - Temporary details resulting in a promotion can be done noncompetitively for up to 120 days
- **Balancing Staff Workload**
- **Training**
 - Leverage clinical up-training for nurses and physicians
 - Evaluate their unique circumstances to determine the types and manner of training needed



Information Technology

Continuing expansion for virtual care modalities

- **Sustain current expanded capabilities in primary care and mental health**
- **Leverage momentum to further develop video capabilities and innovations in Tele Critical Care and specialty care for appropriate clinical care delivery**
- **Telehealth provides increased access to care regardless of geographic areas and promotes physical distancing. As a modality, it should be incorporated as fully as possible into VA's plan to provide expanded care**



Establishing and utilizing common reporting and monitoring tools and procedures across the Enterprise

- **VA's Healthcare Operations Center will be the centralized hub for enterprise Central Office monitoring and VISN reporting**
- **VA will establish common reporting and monitoring tools, common data definitions, common data sources for enterprise, regional and local reporting**
- **Key measure categories will include: COVID-19 Case Growth, Inpatient Capacity, Outpatient Clinic Capacity, Equipment and Supplies, Workforce and Testing**



VETERANS HEALTH ADMINISTRATION

Moving Forward Plan

Safe Care is Our Mission COVID-19 Response

Presentation for: 8 Corners Brief

Presented by: Dr. Kameron Matthews and Dr.
Teresa Boyd

Date of briefing: May 19, 2020



Choose VA

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U.S. Department
of Veterans Affairs

Key Principles

Safety of Veterans and VA Staff

High Reliability Organization (HRO) principles and values

Prioritize, expand and maximize virtual care

Gradual capacity expansion with assessment of safety

Adherence to relevant federal, state and local guidance

Veteran-centric patient flow with physical distancing

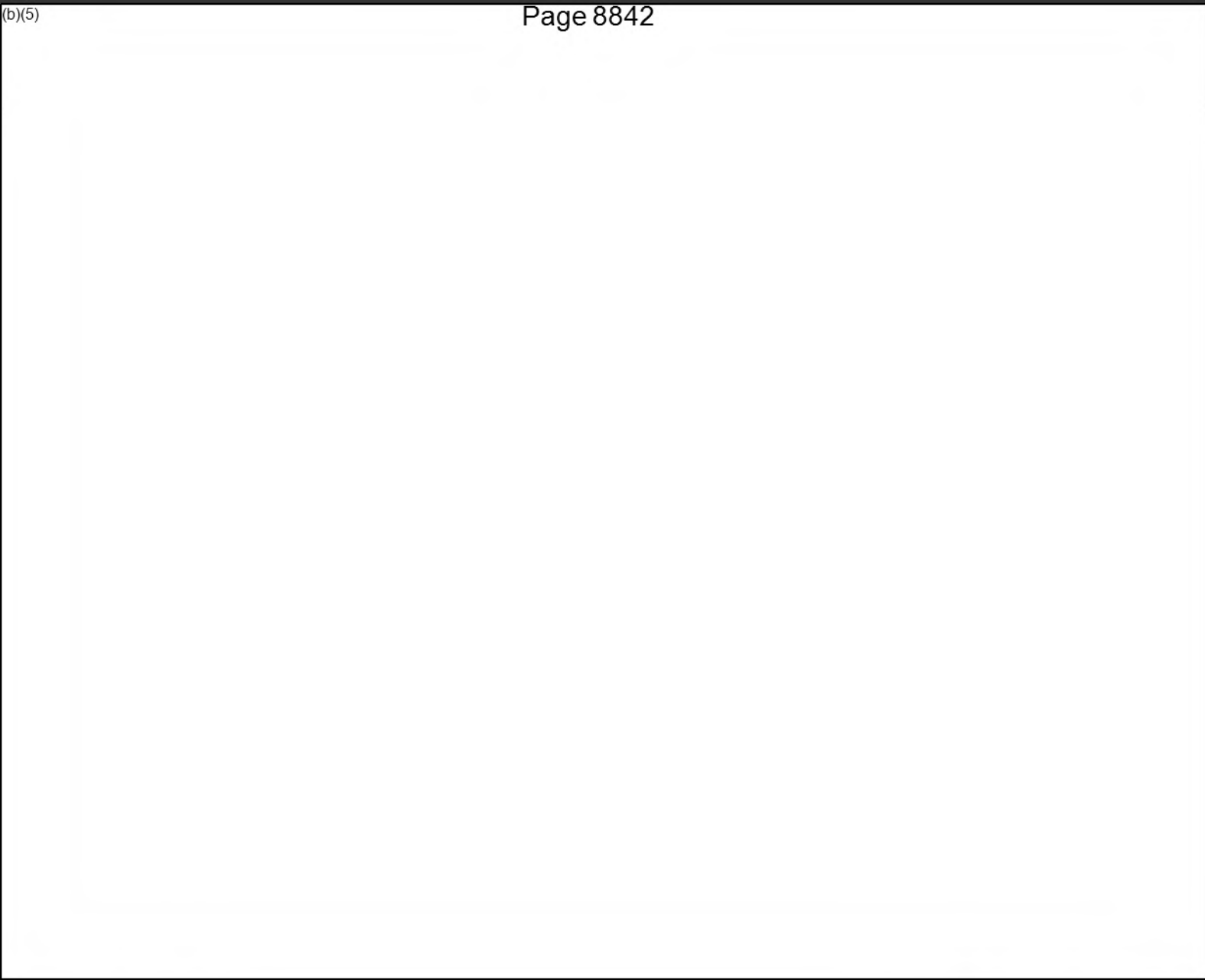


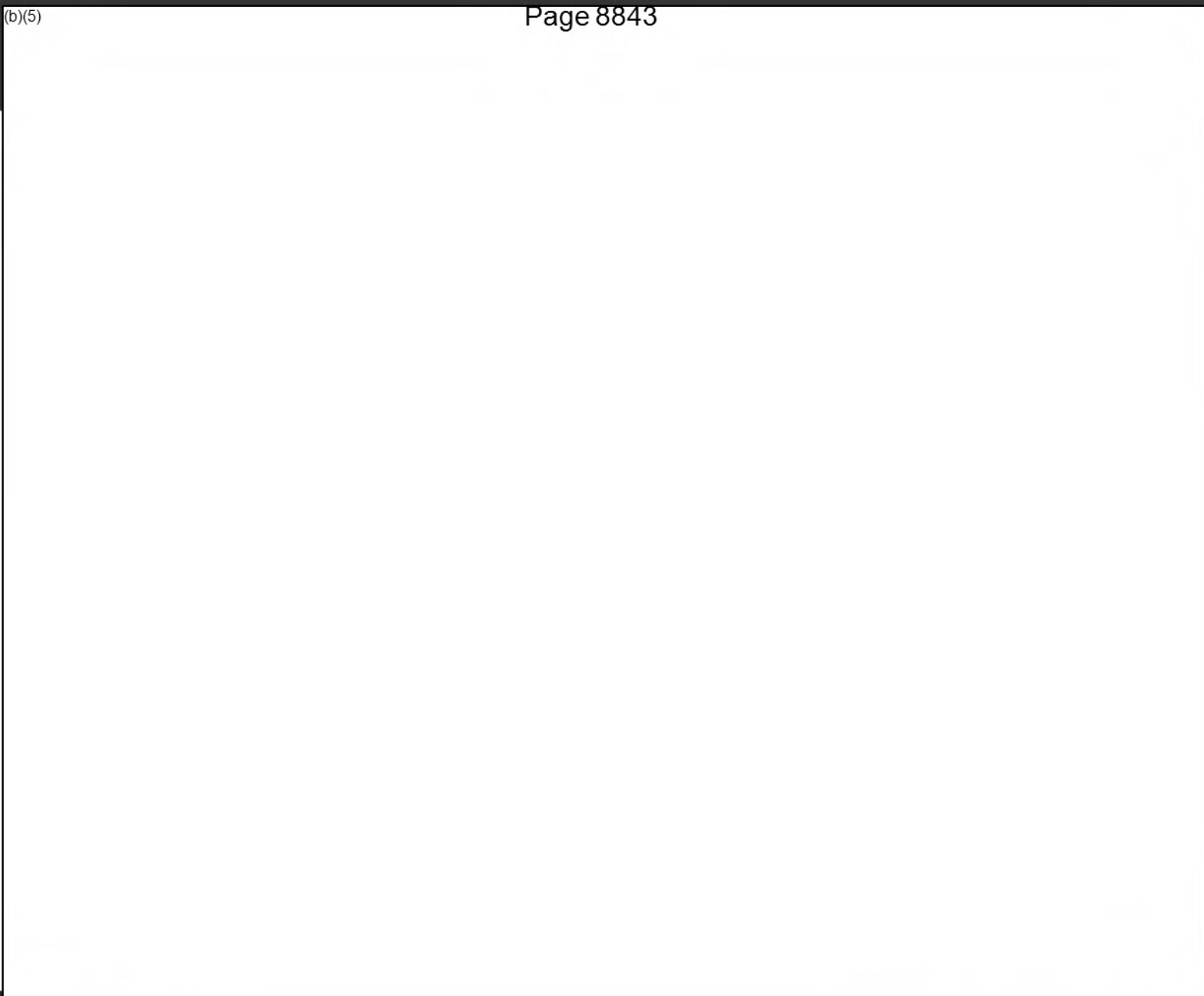
Gating Criteria

Gating Criteria align with the *White House Guidelines for Opening Up America Again*, VA guidance and federal, state and local guidance (e.g., CDC guidance)

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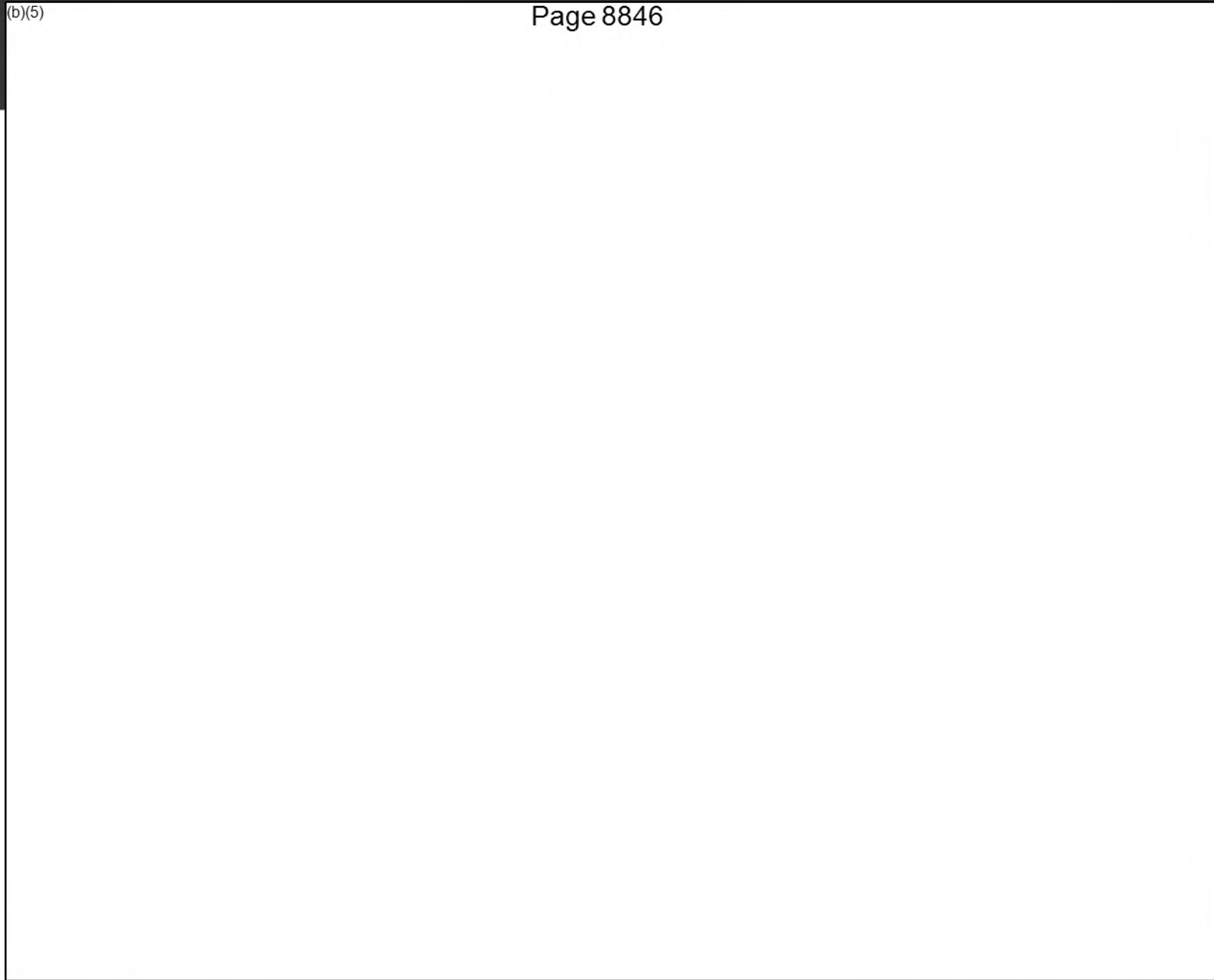


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Moving Forward: Planning Flows

Facility Level Planning

Facility Gating Criteria

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Determine facility readiness to expand access

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(b)(5)
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(184) Facility L
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Clinic Level Planning

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Moving Forward Plan

Safe Care is Our Mission COVID-19 Response

Presentation for: 8 Corners Brief

Presented by: Dr. Kameron Matthews and Dr.
Teresa Boyd

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Prioritize, expand and maximize virtual care

Gradual capacity expansion with assessment of safety

Adherence to relevant federal, state and local guidance

Veteran-centric patient flow with physical distancing

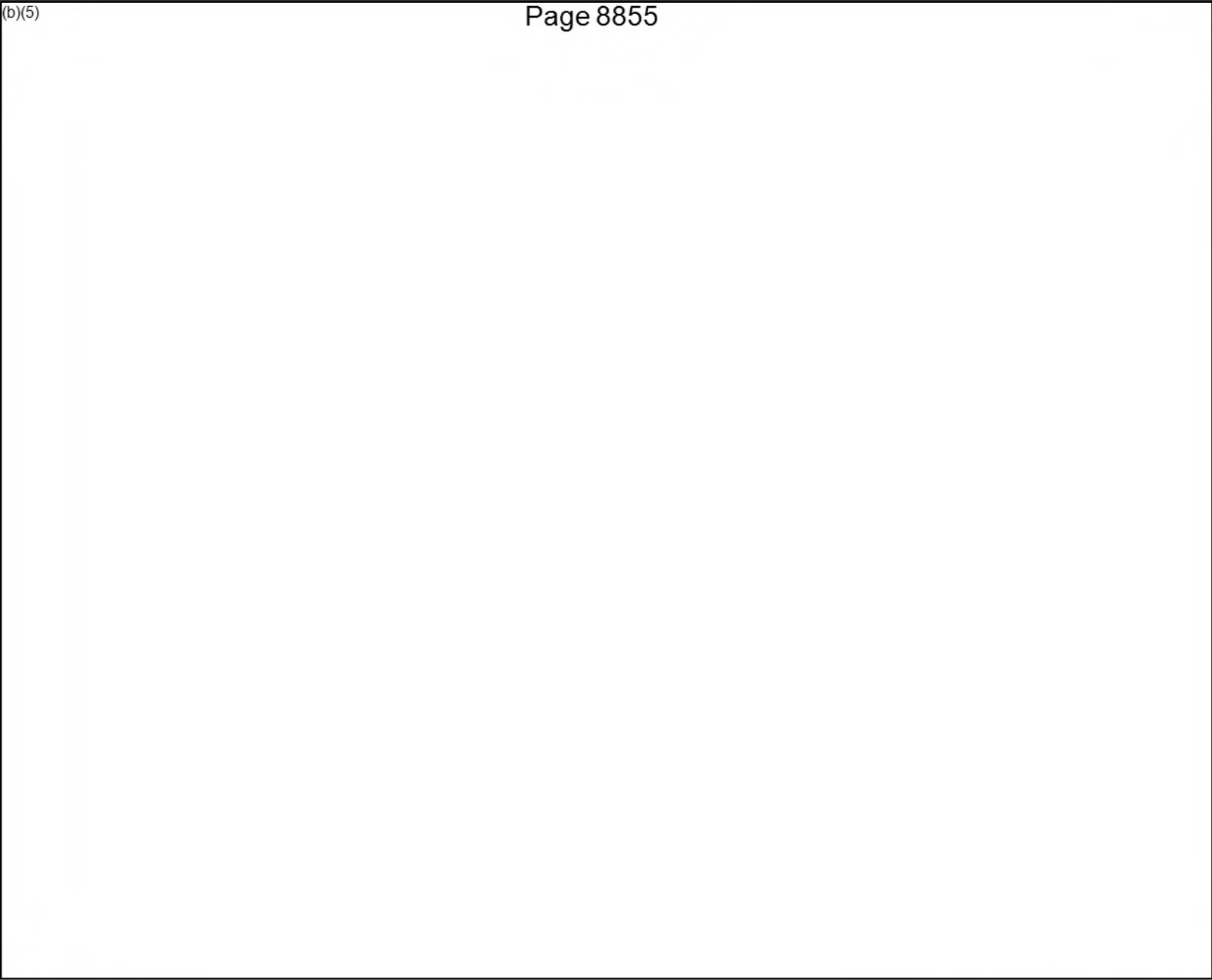


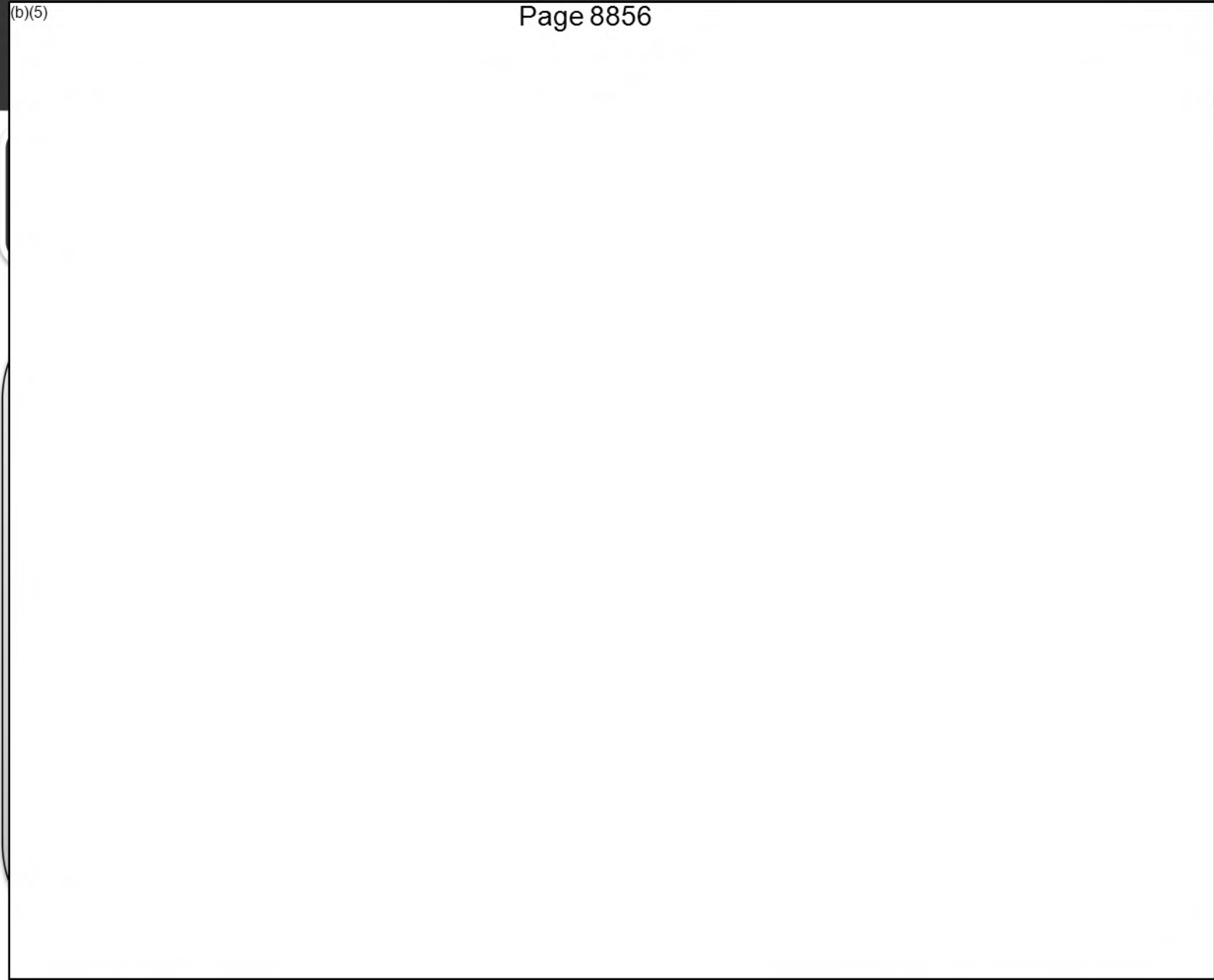
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AND	OR	AND
A downward trajectory of COVID-like syndromic cases reported within a 14-day period	A downward trajectory of positive COVID-19 tests as a percent of total COVID-19 tests within a 14-day period (flat or increasing volume of tests)	A robust testing program is in place for at-risk healthcare workers, including emerging antibody testing
<p><i>Veterans Integrated Service Networks (VISNs) and VA Medical Centers (VAMCs) may need to tailor application of these criteria to local circumstances (e.g., metropolitan areas that have suffered severe COVID outbreaks, rural and suburban areas where outbreaks have not occurred or have been mild).</i></p>		







Key Considerations – Delivering Care

Optimize and prioritize expanded virtual modalities for delivery of care

- **Virtual Modalities**
 - Maximize virtual modalities for delivery of primary care and mental health services
 - Prioritize virtual modalities of delivery for specialty care and surgical services when clinically appropriate
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 - Take universal precautions and implement 100% mask utilization and handwashing
 - Remodeling the environment of care and patient flows to establish a Veteran-centric care delivery model is a priority for expanding care to Veterans

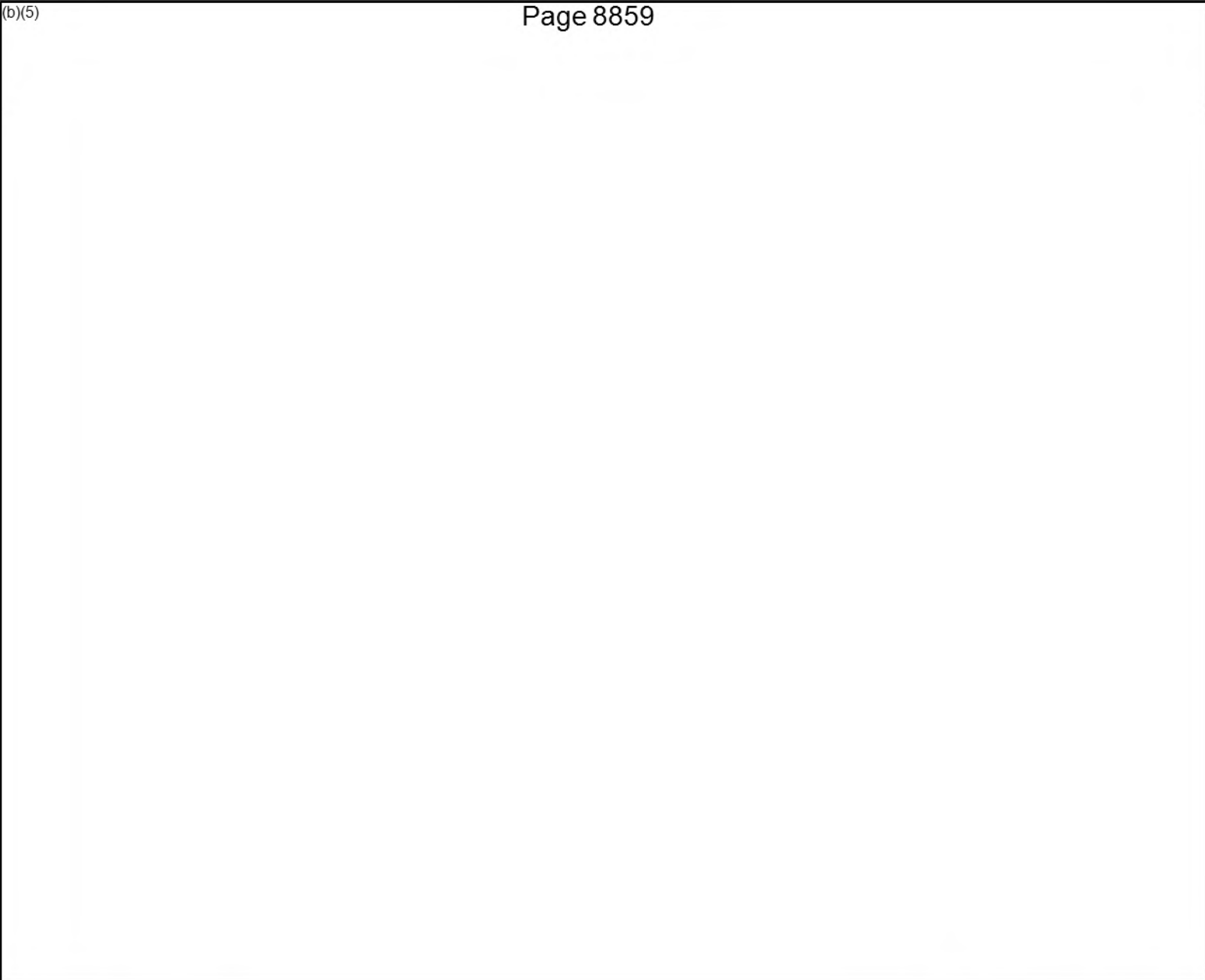


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Moving Forward: Planning Flows

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Determine facility readiness to expand access

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(759) Facility A	
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Monitor facilities as they move forward in expanding access

Facility Level Planning

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Specialty Area	Guidance Provided
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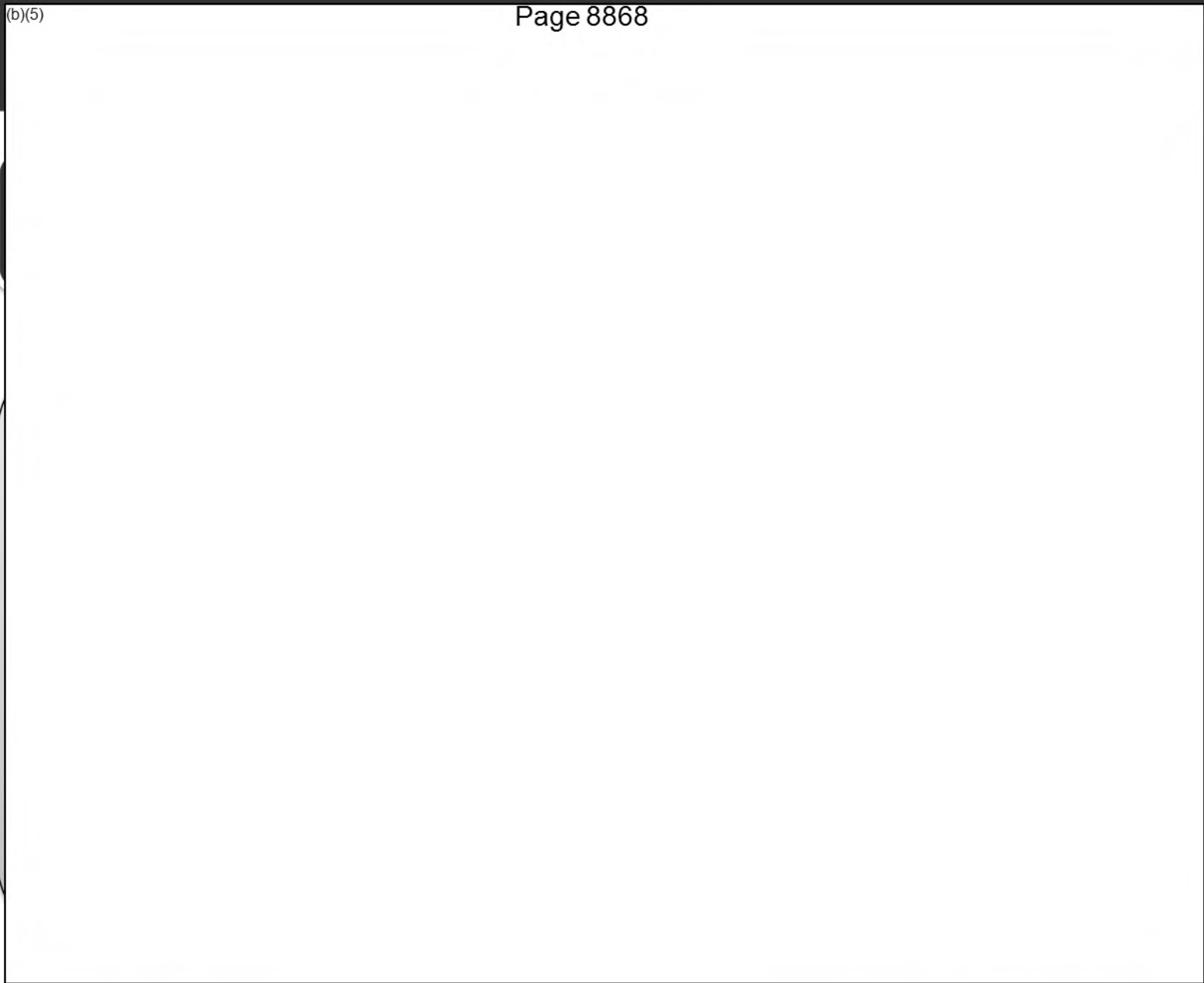


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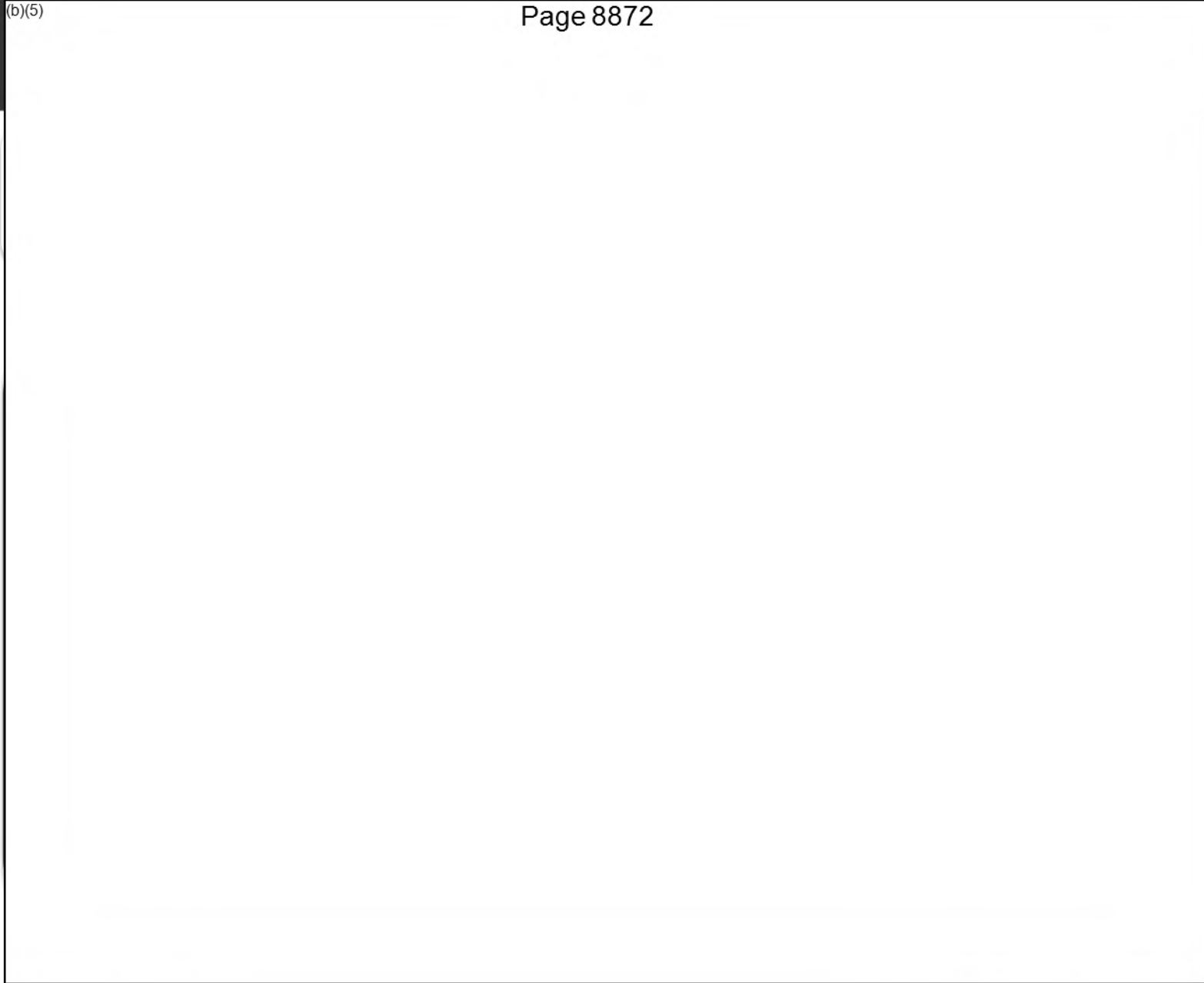


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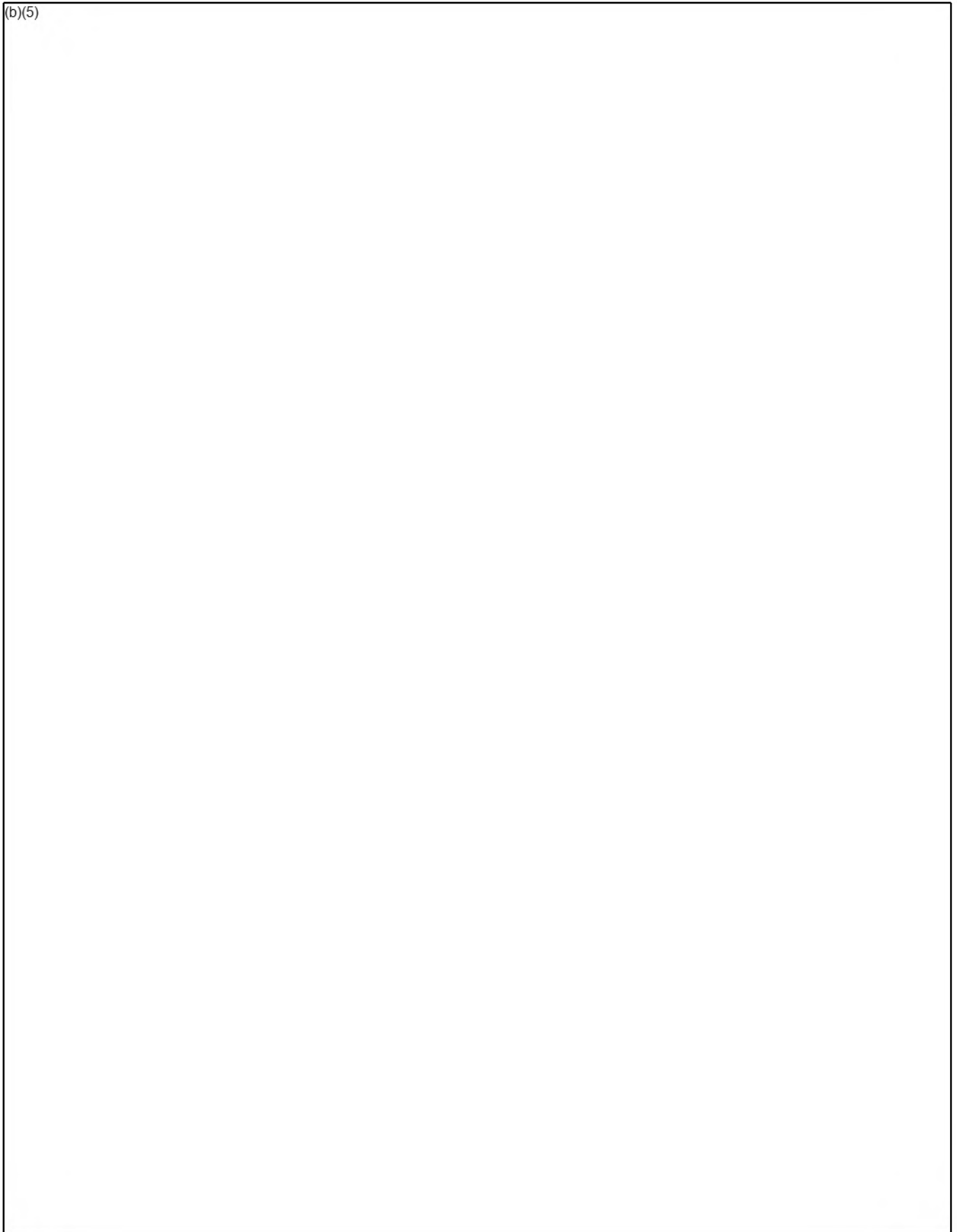


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credentialed with United Health Care as a participating provider (these can be finalized in days).

Data:

- TriWest Adequacy analysis, for pilot sites, (Slides #8 and 9)
- Optum will provide data on time from contracting to onboarding TODAY

****COVID-19 Specific Concerns – CCN Deployment Shifts in Regions 3 and 4**

- Due to the impact of COVID-19 in Spring 2020, VA shifted Region 3 and Region 4 deployment from Spring 2020 to Summer 2020 to allow VISNs, VA Medical Centers, and VA field staff to prioritize the VA response to COVID-19
- These are gradual transitions where both PC3 and CCN providers are available as opposed to a hard shift between networks on a single date.
- Facilities have 30 or more days to use providers in both networks.
- As certain facilities face increasing infection rates, we will reevaluate the need to extend the transition periods even further.
- Costs between the two contracts differ based on administrative fees (i.e. PC3 fees per referral, CCN fees per month that admin work is performed on a referral).

Data:

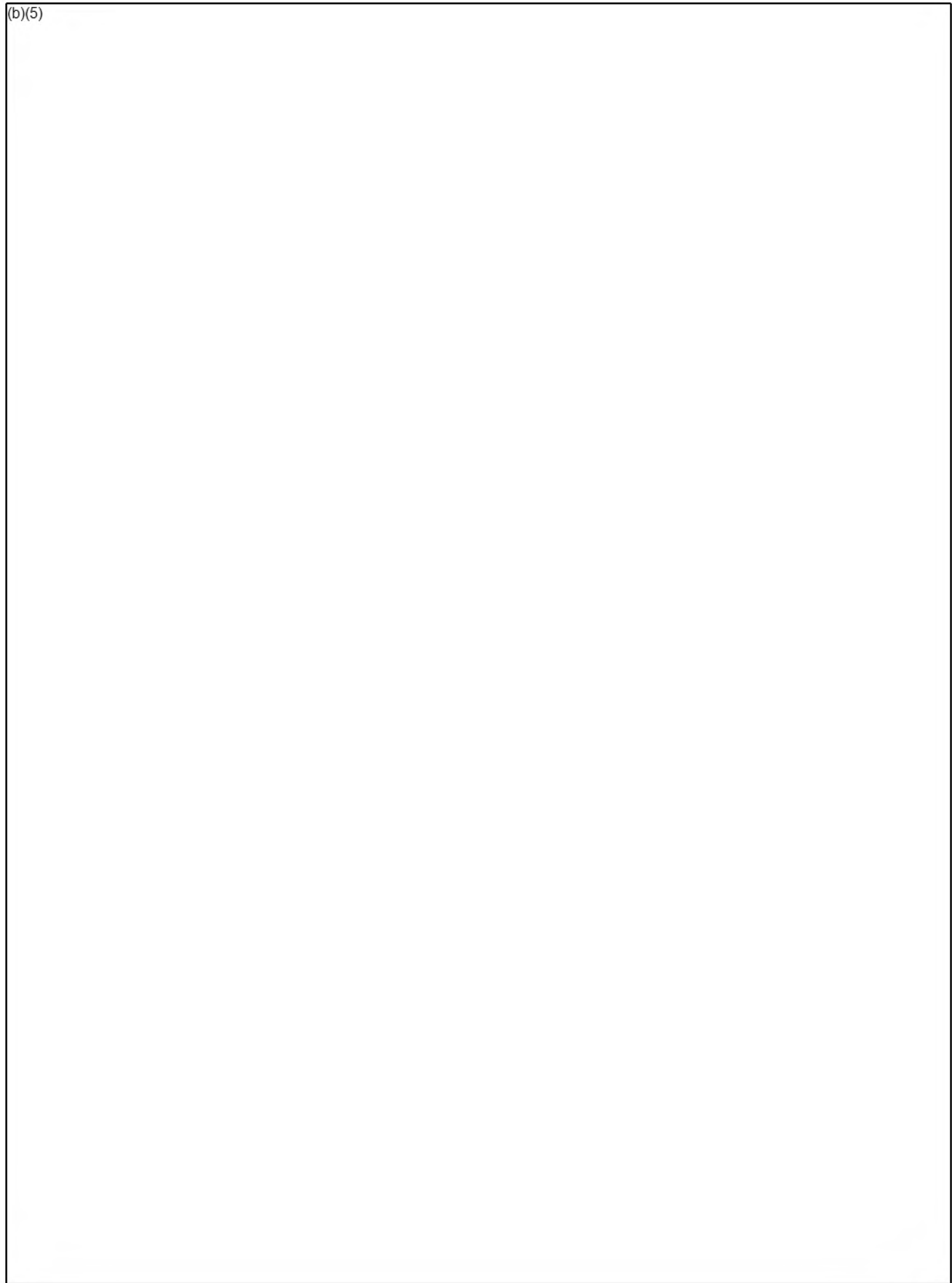
- Admin Costs for PC3 utilization vs. CCN utilization TODAY

(b)(5)

(b)(5)

(b)(5)

(b)(5)



(b)(5)

Community Care Network (CCN): Kansas – Comparing Optum's Network To TriWest's PC3 Network

Network Comparison: Overview

Comparing CCN and PC3 Networks: Number of care sites in Kansas

Network	Kansas (Total)
CCN (Optum)	18,191
PC3 (TW)	15,587

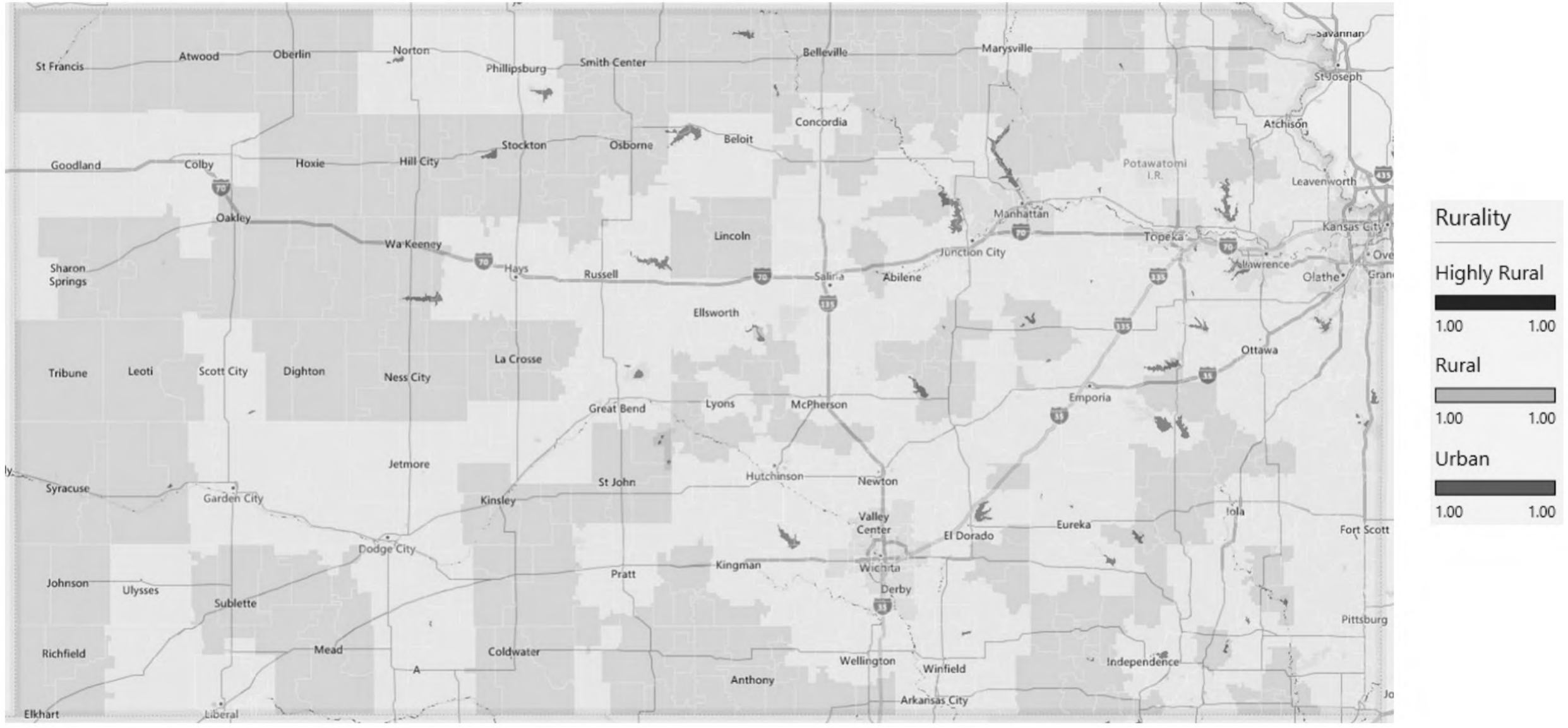
Care Sites Comparison By Rurality

Network	Highly Rural	Rural	Urban
CCN (Optum)	1,287	7,346	9,931
PC3 (TW)	1,164	6,746	7,975

Notes:

- **Care Site:** Unique locations for each provider (determined by distinct NPI)
 - For providers with multiple practicing locations - Counted once per county
- **Rurality:** Based on care site zip code
 - Each zip code is assigned as highly rural, rural, or urban
 - Determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

Background: Kansas Rurality



*Note: Mapping based on zip codes. Zip code rurality determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

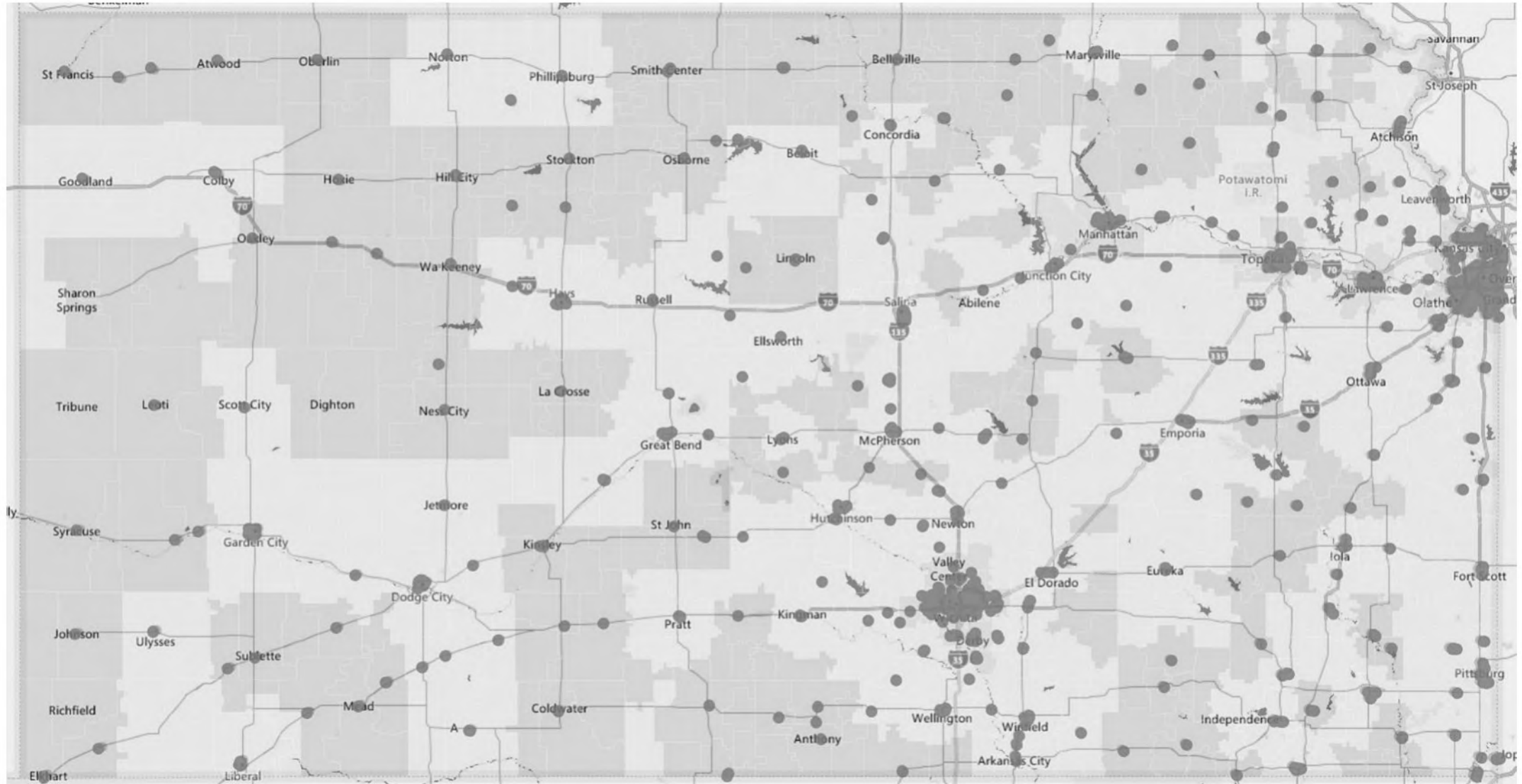
Network Comparison: Types of Care / Services

Comparing the number of care sites by type of care / services		
Type of Care / Services	CCN (Optum)	PC3 (TW)
Primary Care	5,273	3,879
Physical Therapy	1,677	1,399
Optometry	1,166	836
Mental / Behavioral Health	949	1,313
Anesthesiology	796	812
Cardiology	718	600
Radiology	611	647
Surgery	604	562
Gynecology & Obstetrics	440	336
Chiropractic Care	423	453
Orthopedics	400	370
Ophthalmology	398	358
Emergency Care Provider	381	260
Hematology / Oncology	354	360
Hospitalist	294	368

Notes:

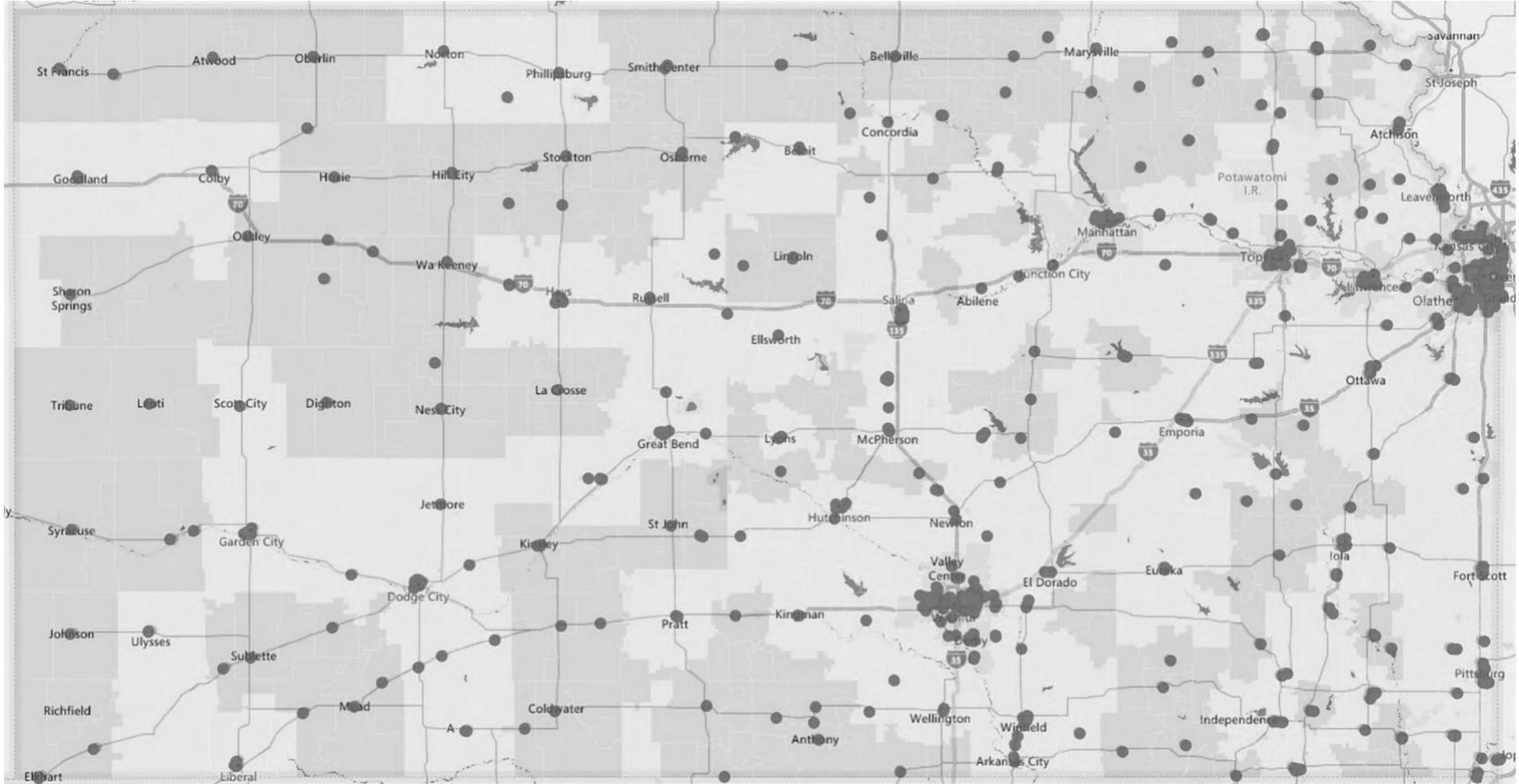
- **Type of Care:** Based on provider taxonomy codes
 - Includes physicians, other types of providers (NPs, PAs, etc.), clinics, and other facilities
 - Table only reflects the top 15 (by number of care sites)

Network Maps: Primary Care (CCN – Green)



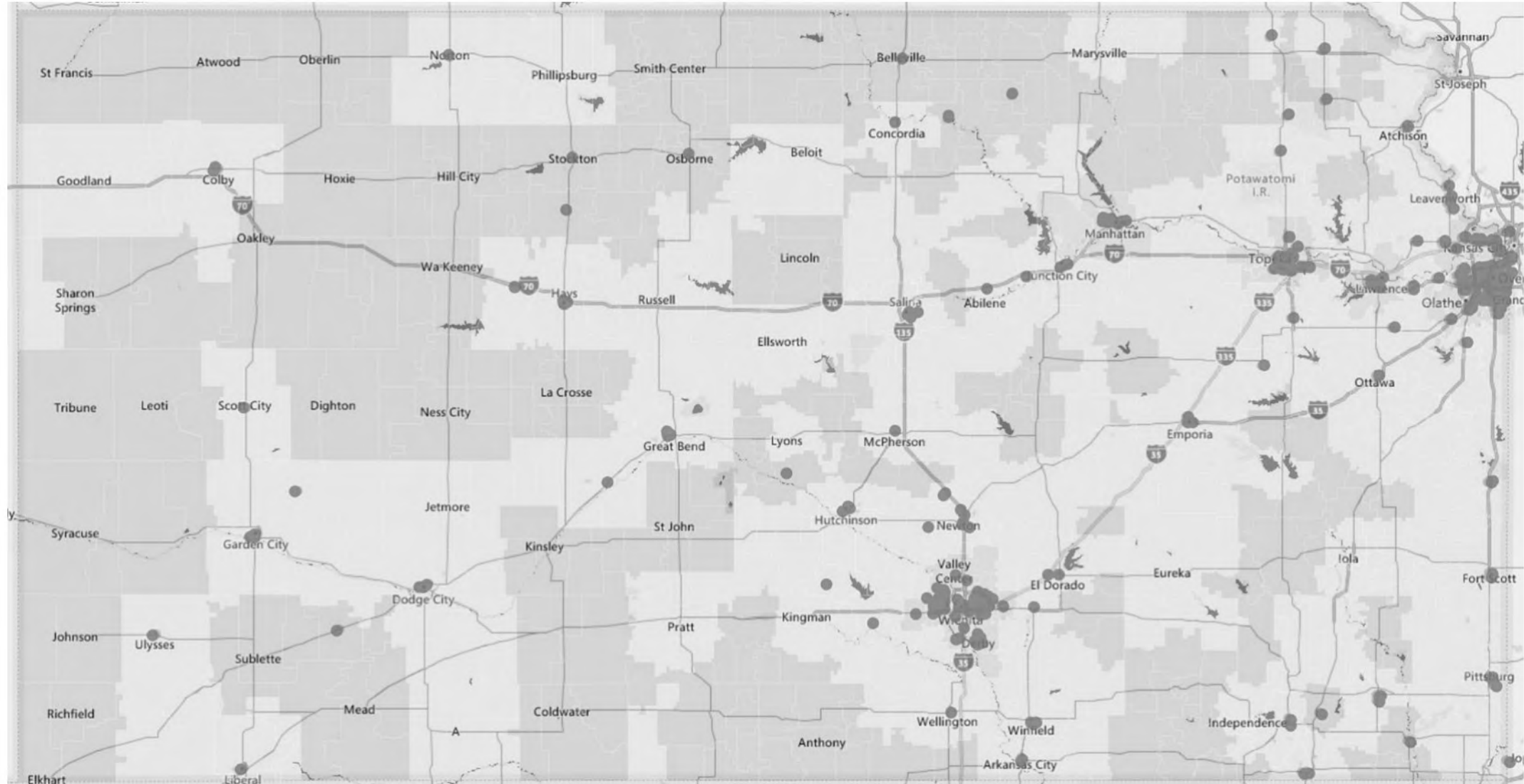
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Primary Care (PC3 – Blue)



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PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Physical Therapy (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Physical Therapy (PC3)



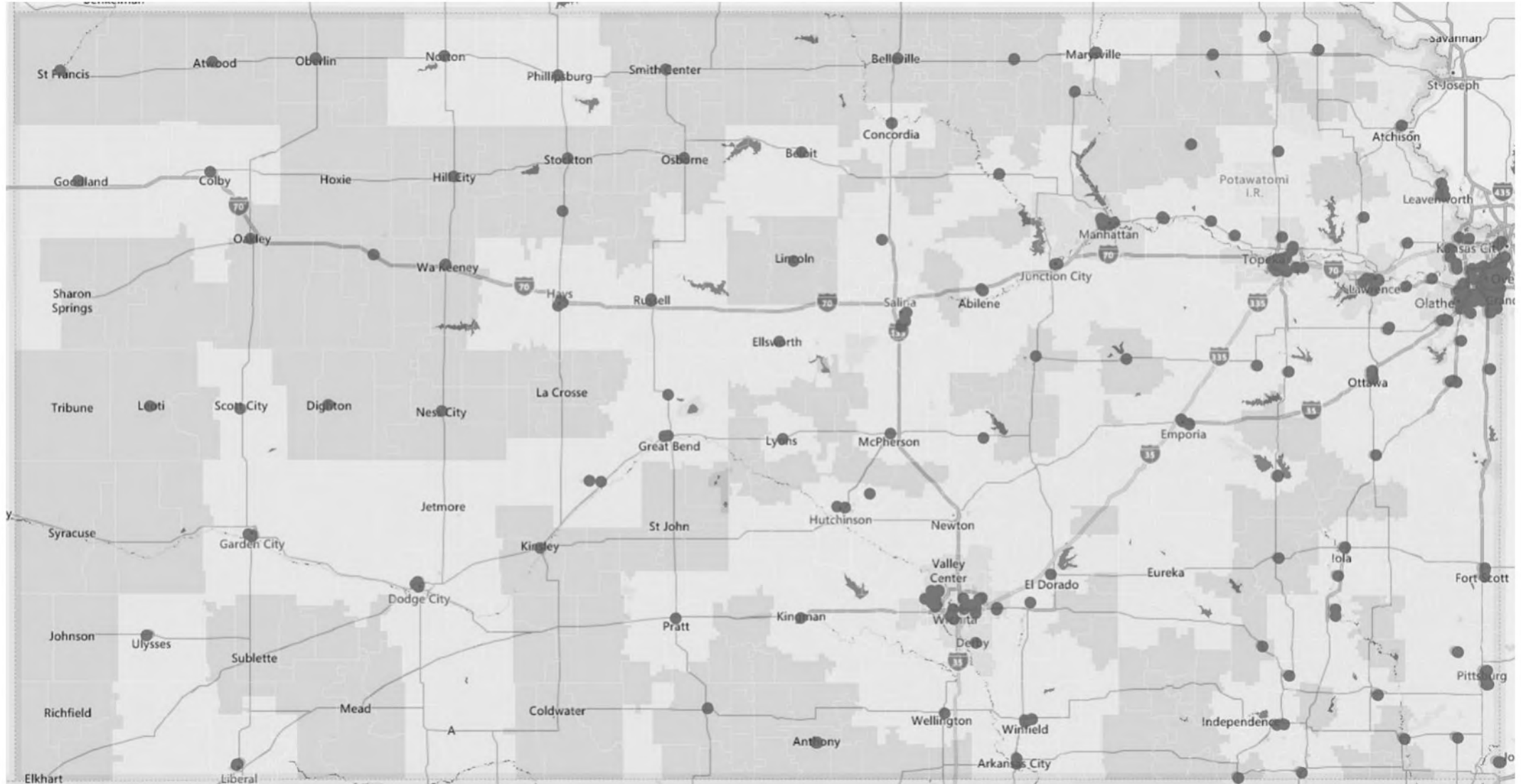
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Network Maps: Optometry (CCN)



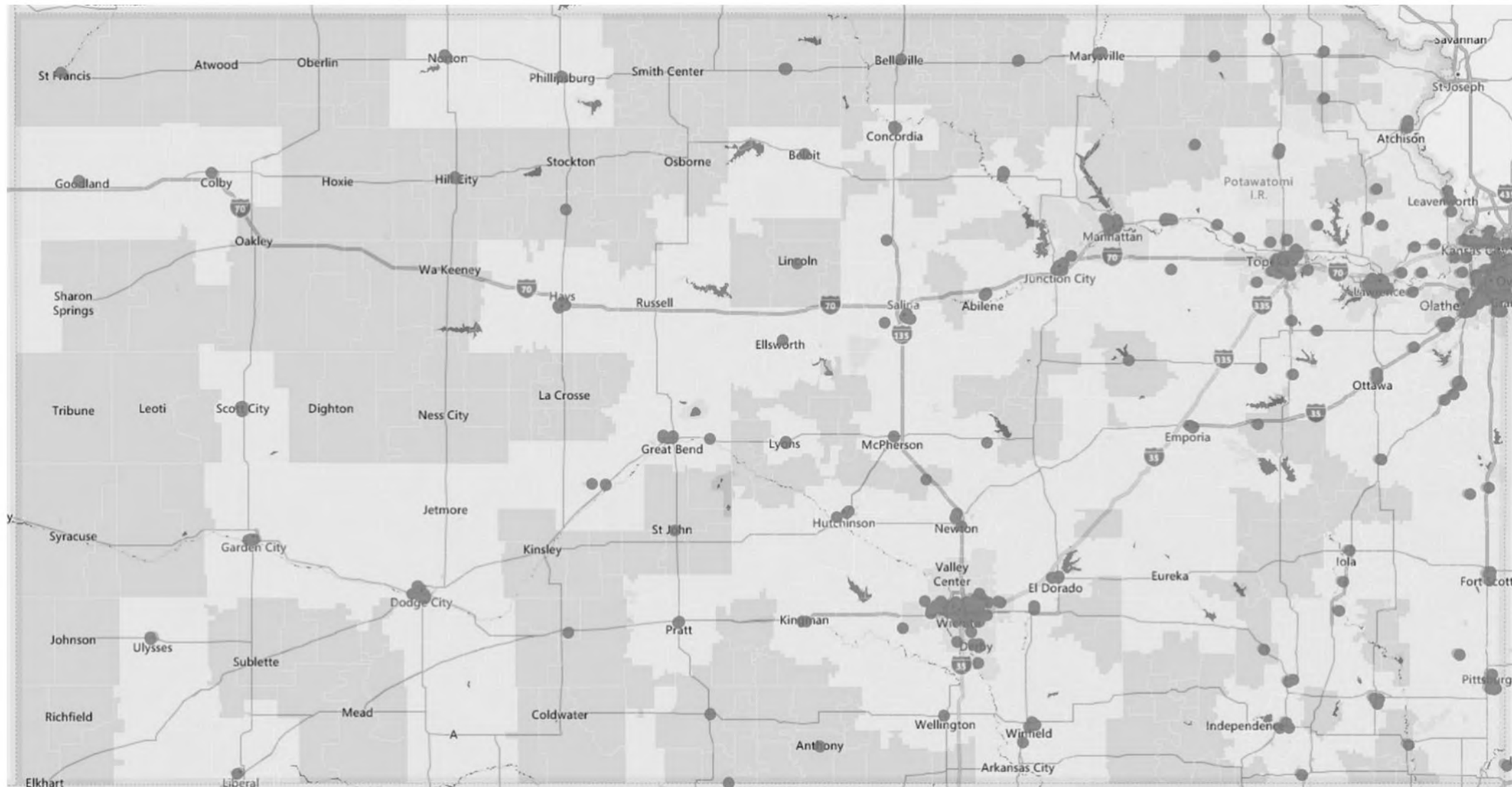
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Optometry (PC3)



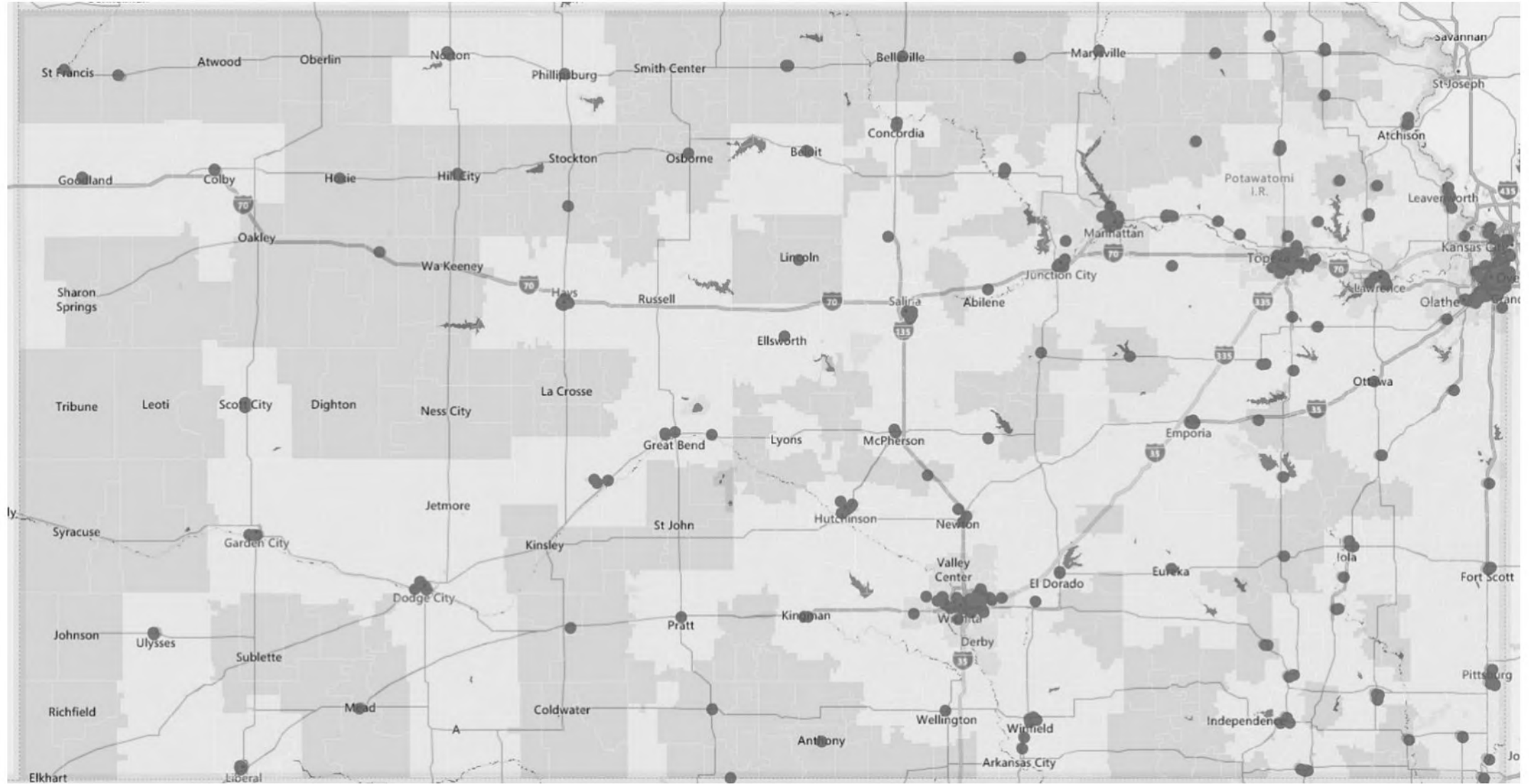
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
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Network Maps: Mental / Behavioral Health (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Maps: Mental / Behavioral Health (PC3)



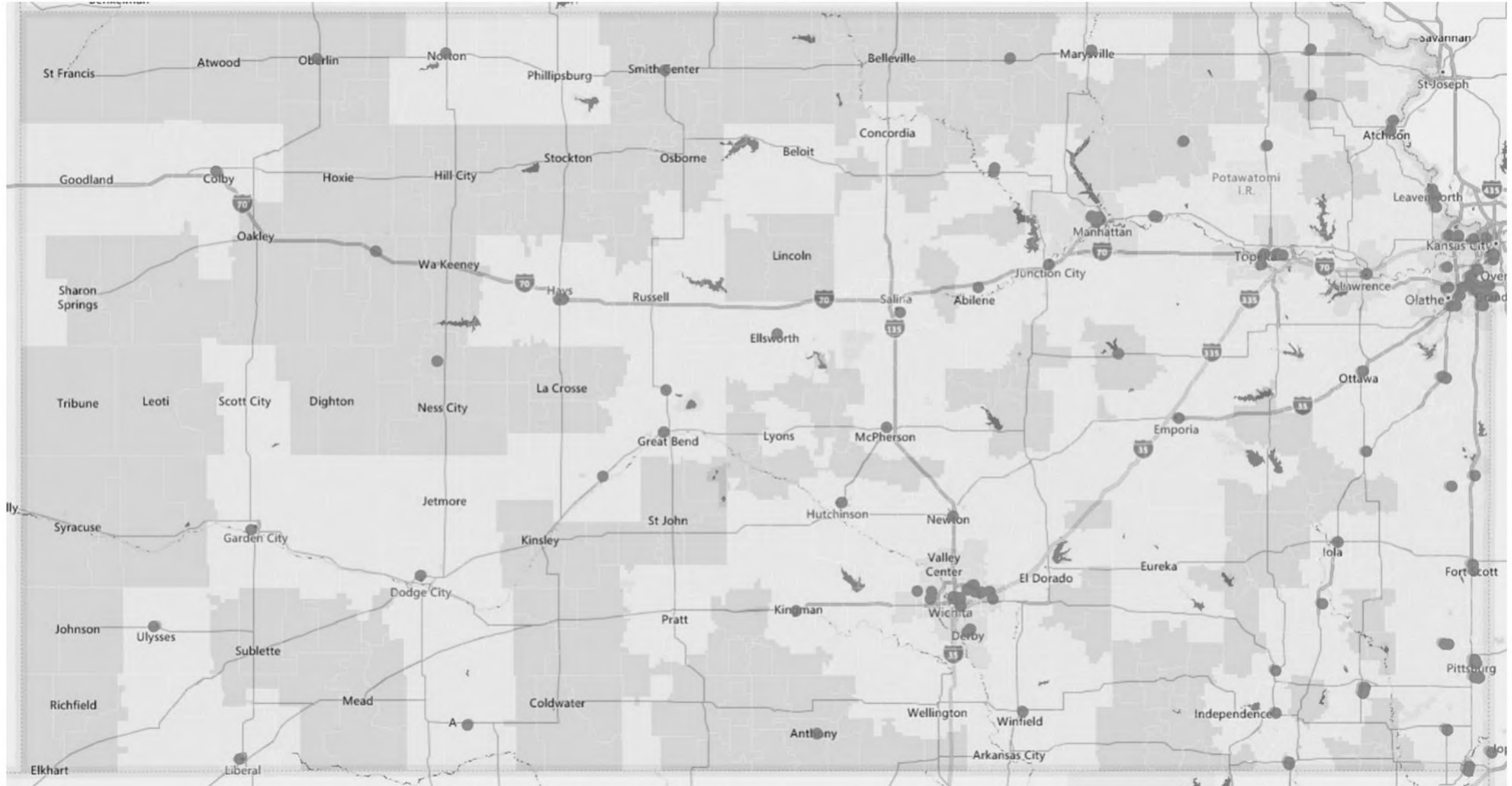
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Network Analysis (Example): Mental / Behavioral Health (CCN vs. PC3)

Mental / Behavioral Health Network (By Provider Type): Number of Care Sites

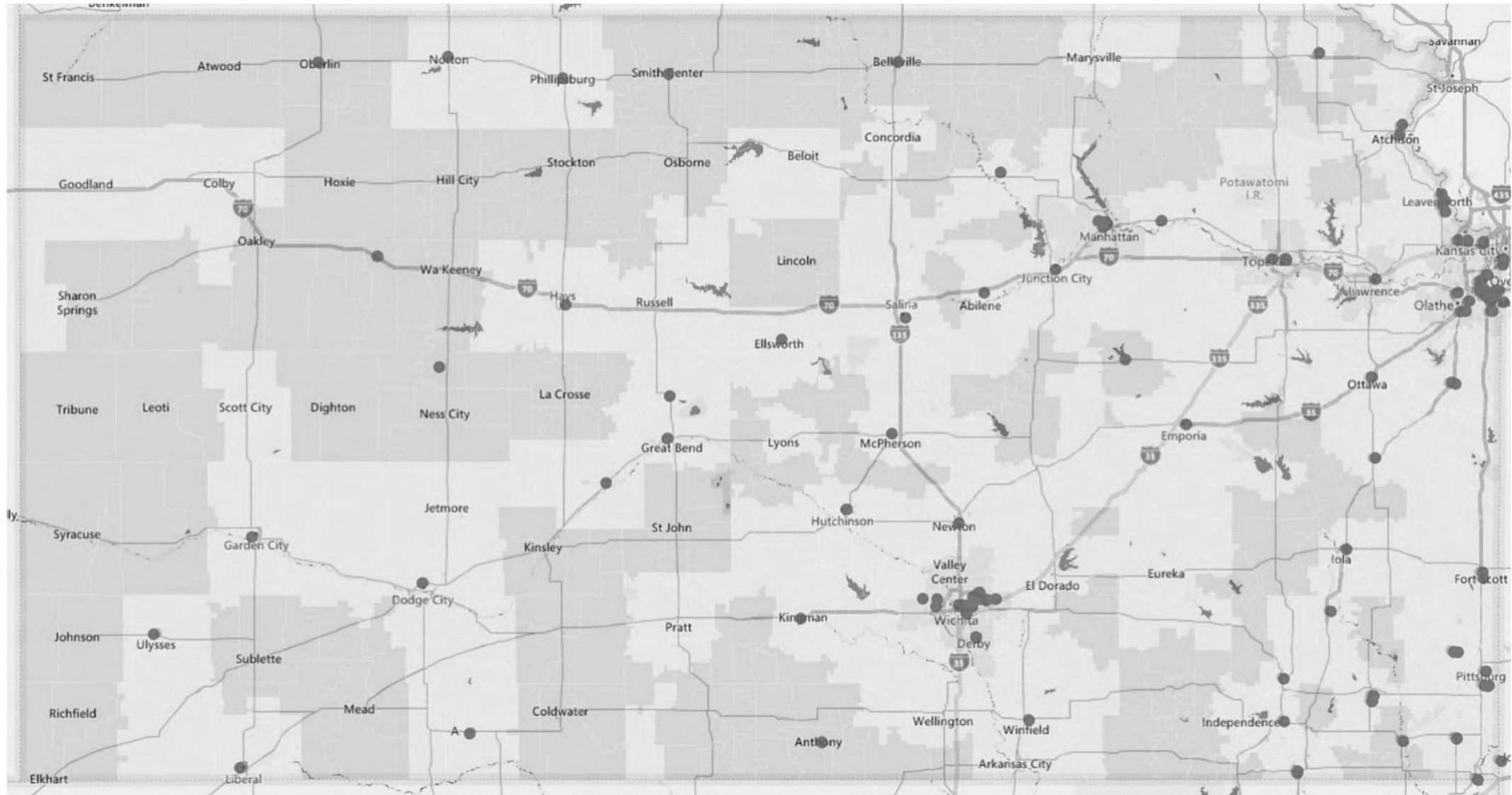
Type of Providers	CCN (Optum)	PC3 (TW)
Total Care Sites	949	1,313
Behavioral Health & Social Service Providers	623	932
<i>Social Worker</i>	259	422
<i>Counselor</i>	145	210
<i>Psychologist</i>	155	188
<i>Marriage & Family Therapist</i>	74	120
<i>Clinical Neuropsychologist</i>	6	5
Allopathic & Osteopathic Physicians	162	219
Physician Assistants & Advanced Practice Nursing Providers	47	138
Ambulatory Health Care Facilities	88	18
<i>Mental Health (Including Community Mental Health Center)</i>	53	11
<i>Rehabilitation, Substance Use Disorder</i>	31	5
<i>Methadone</i>	2	2
<i>Developmental Disabilities</i>	2	
<i>Adult Mental Health</i>	1	
Hospital Units	8	7
Residential Treatment Facilities	14	1
Agencies	14	

Network Maps: Cardiology (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

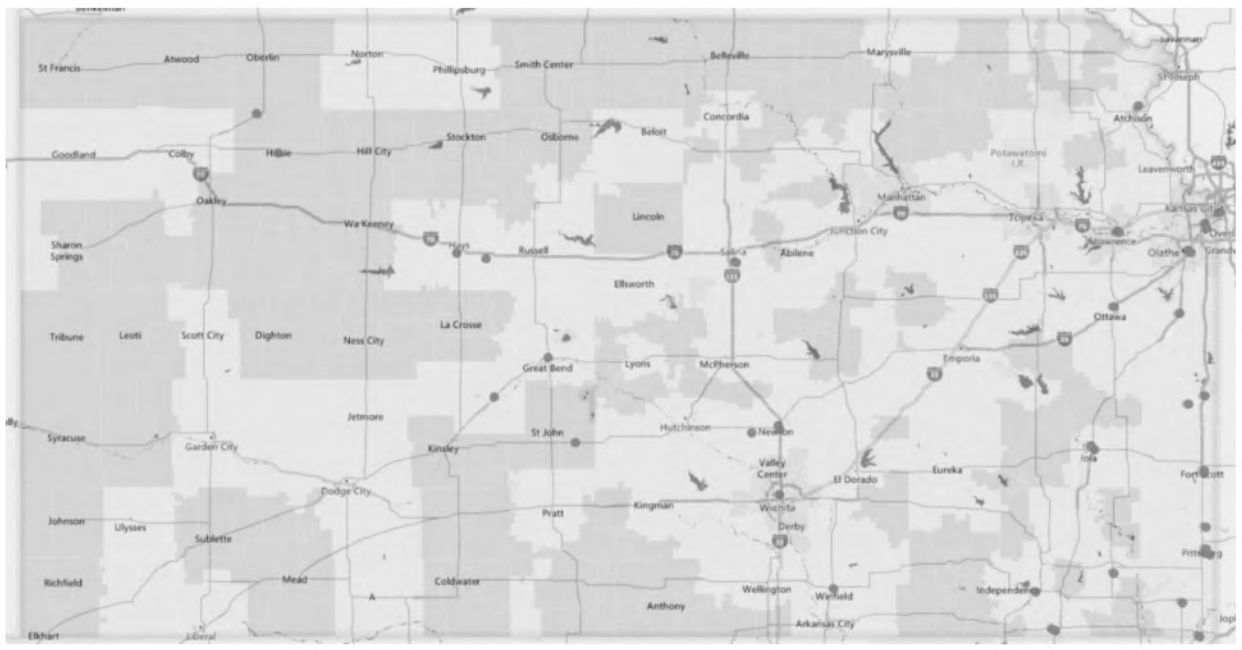
Network Maps: Cardiology (PC3)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

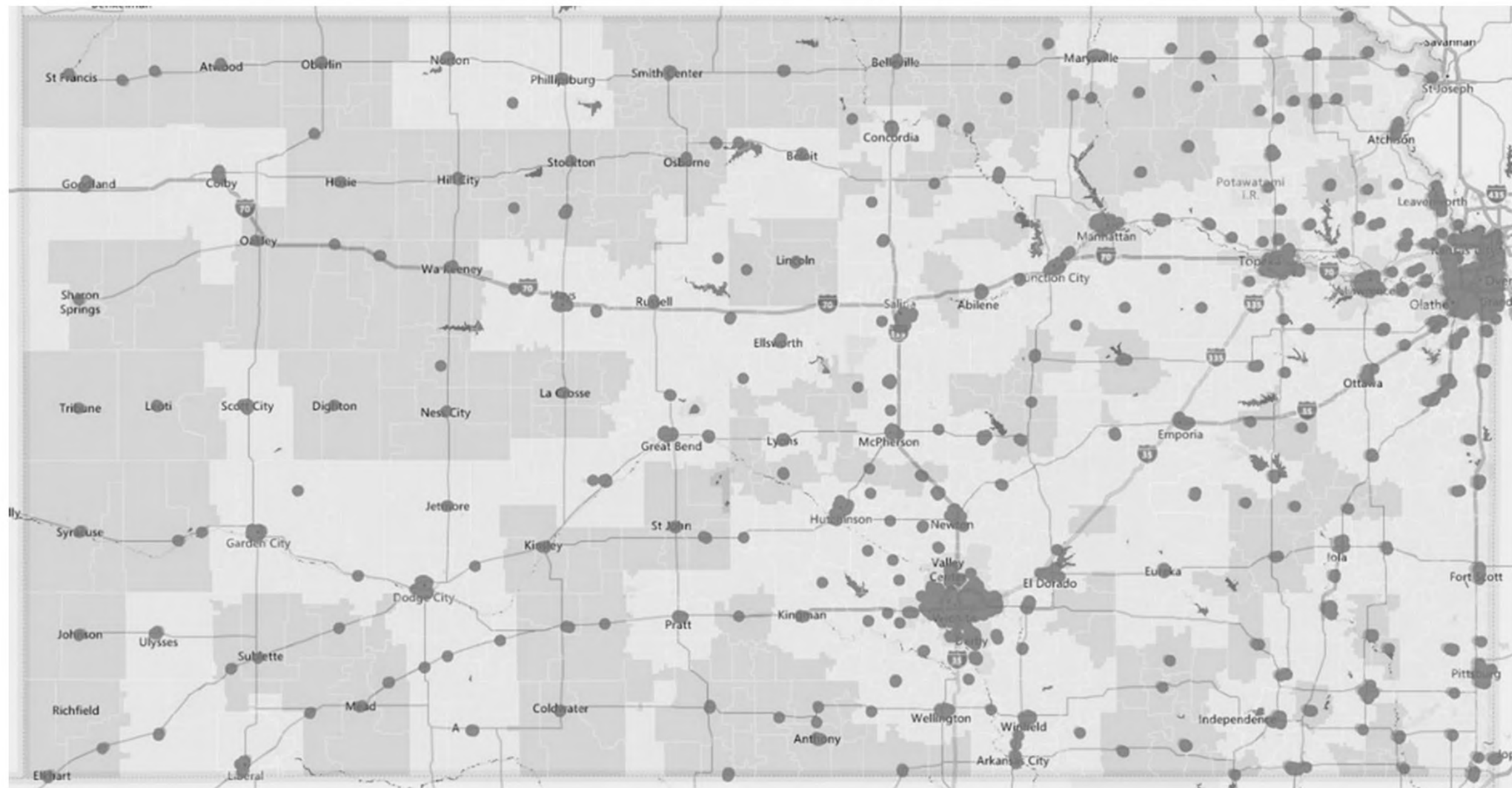
APPENDIX

Network Maps: Federally Qualified Health Centers (FQHCs)

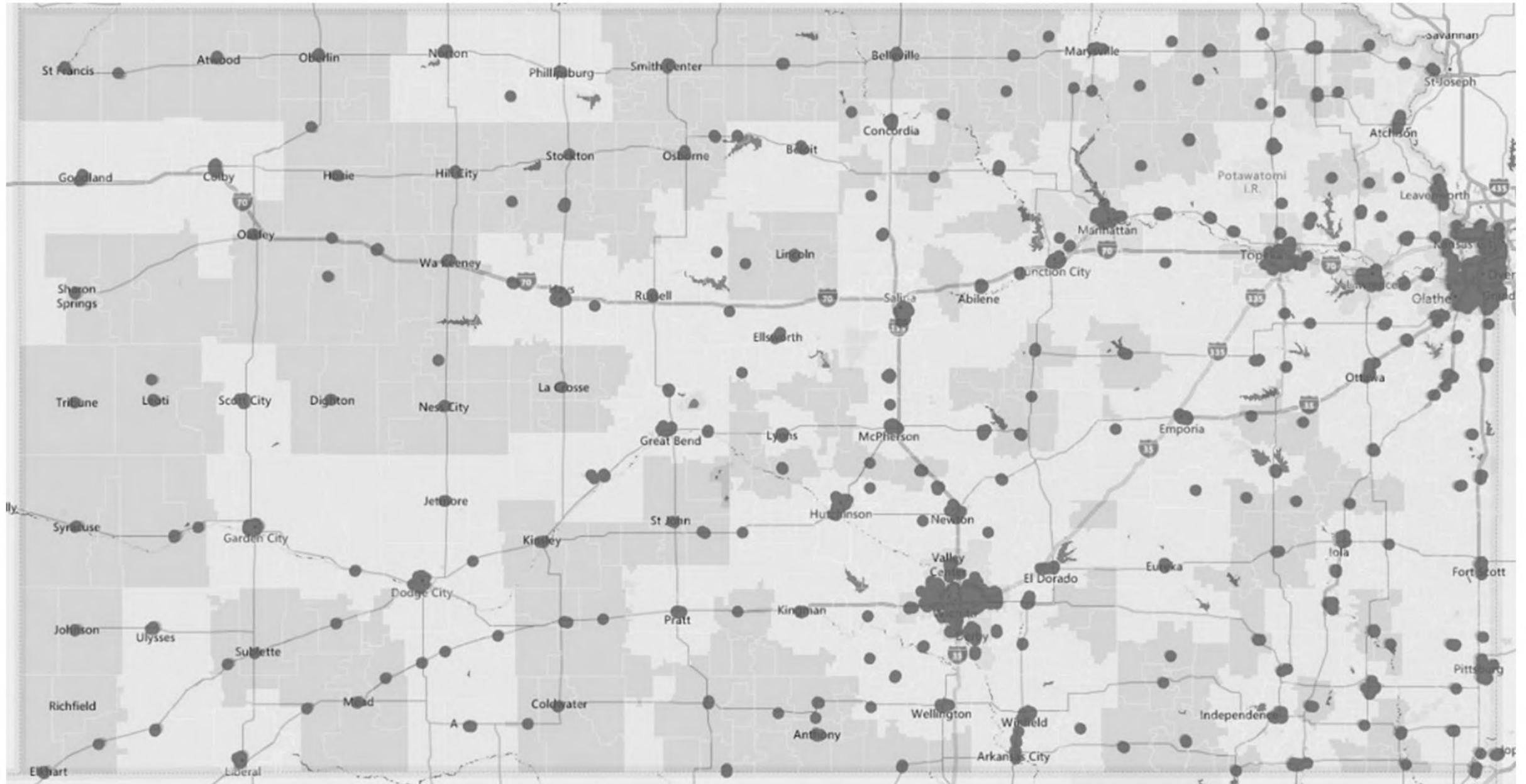


Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	3	30	9	42
PC3 (TW)	2	9	3	14

Network Maps: All Types of Care/Services (CCN – Green)



Network Maps: All Types of Care/Services (PC3 – Blue)



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Community Care Network (CCN): Kansas – Comparing Optum's Network To TriWest's PC3 Network

Network Comparison: Overview

Comparing CCN and PC3 Networks: Number of care sites in Kansas

Network	Kansas (Total)
CCN (Optum)	18,191
PC3 (TW)	15,587

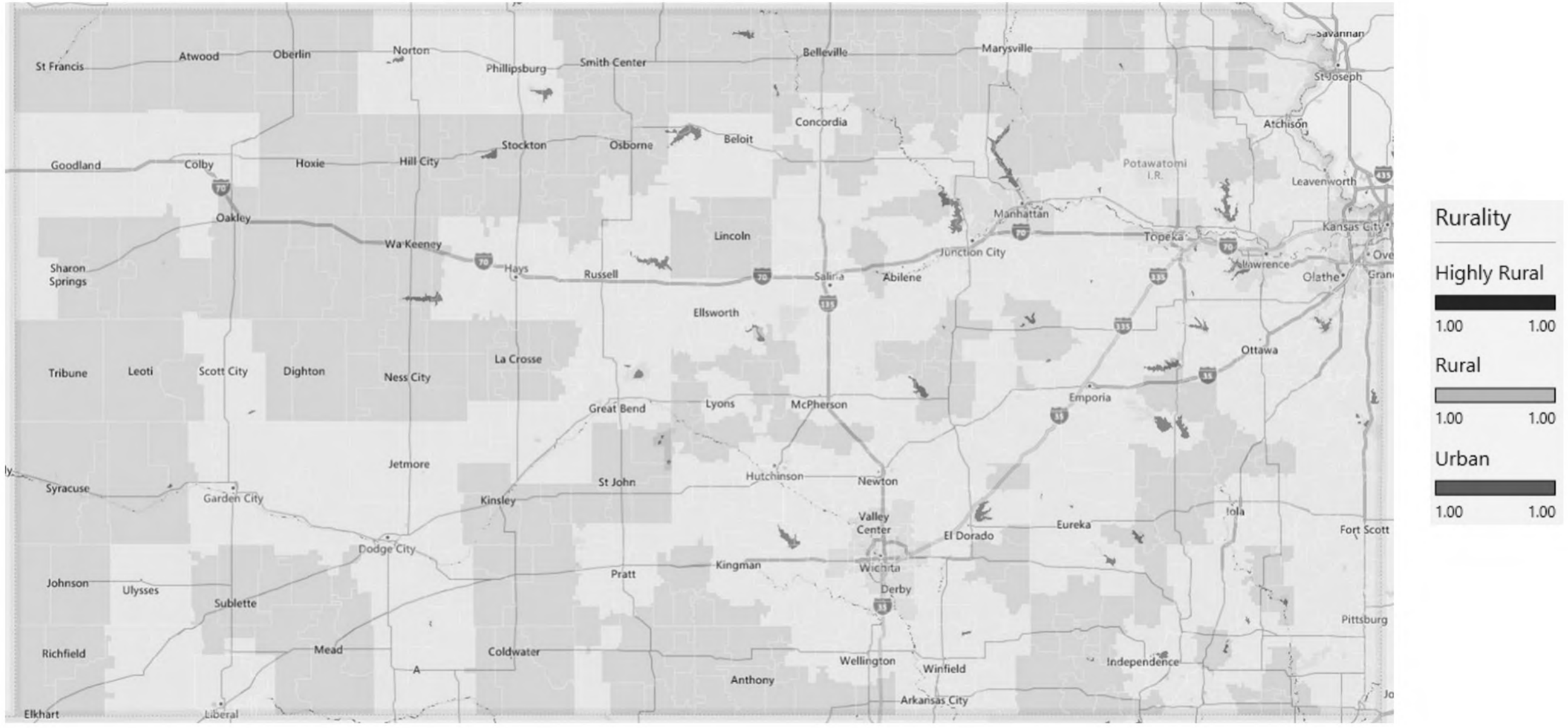
Care Sites Comparison By Rurality

Network	Highly Rural	Rural	Urban
CCN (Optum)	1,287	7,346	9,931
PC3 (TW)	1,164	6,746	7,975

Notes:

- **Care Site:** Unique locations for each provider (determined by distinct NPI)
 - For providers with multiple practicing locations - Counted once per county
- **Rurality:** Based on care site zip code
 - Each zip code is assigned as highly rural, rural, or urban
 - Determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

Background: Kansas Rurality



*Note: Mapping based on zip codes. Zip code rurality determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

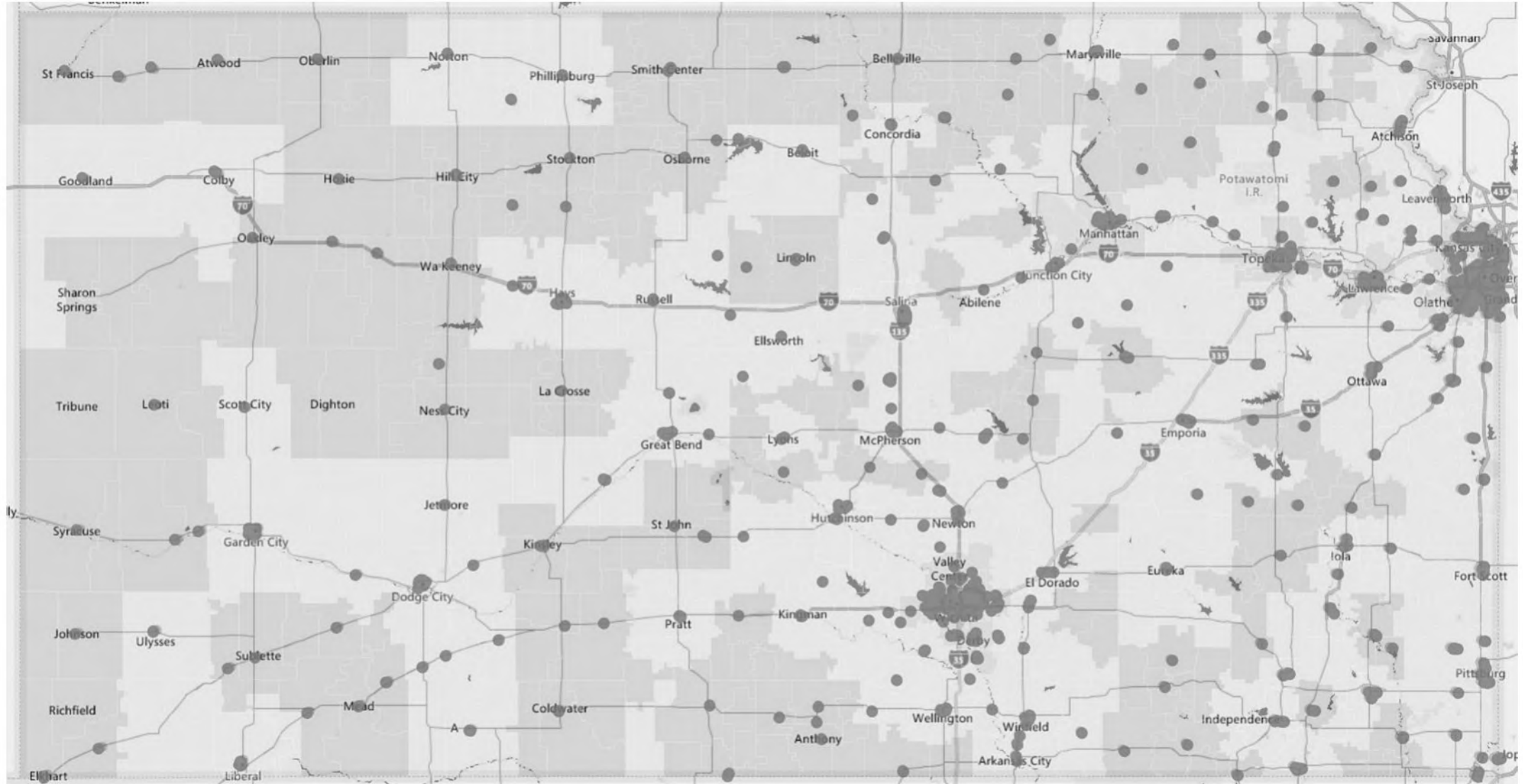
Network Comparison: Types of Care / Services

Comparing the number of care sites by type of care / services		
Type of Care / Services	CCN (Optum)	PC3 (TW)
Primary Care	5,273	3,879
Physical Therapy	1,677	1,399
Optometry	1,166	836
Mental / Behavioral Health	949	1,313
Anesthesiology	796	812
Cardiology	718	600
Radiology	611	647
Surgery	604	562
Gynecology & Obstetrics	440	336
Chiropractic Care	423	453
Orthopedics	400	370
Ophthalmology	398	358
Emergency Care Provider	381	260
Hematology / Oncology	354	360
Hospitalist	294	368

Notes:

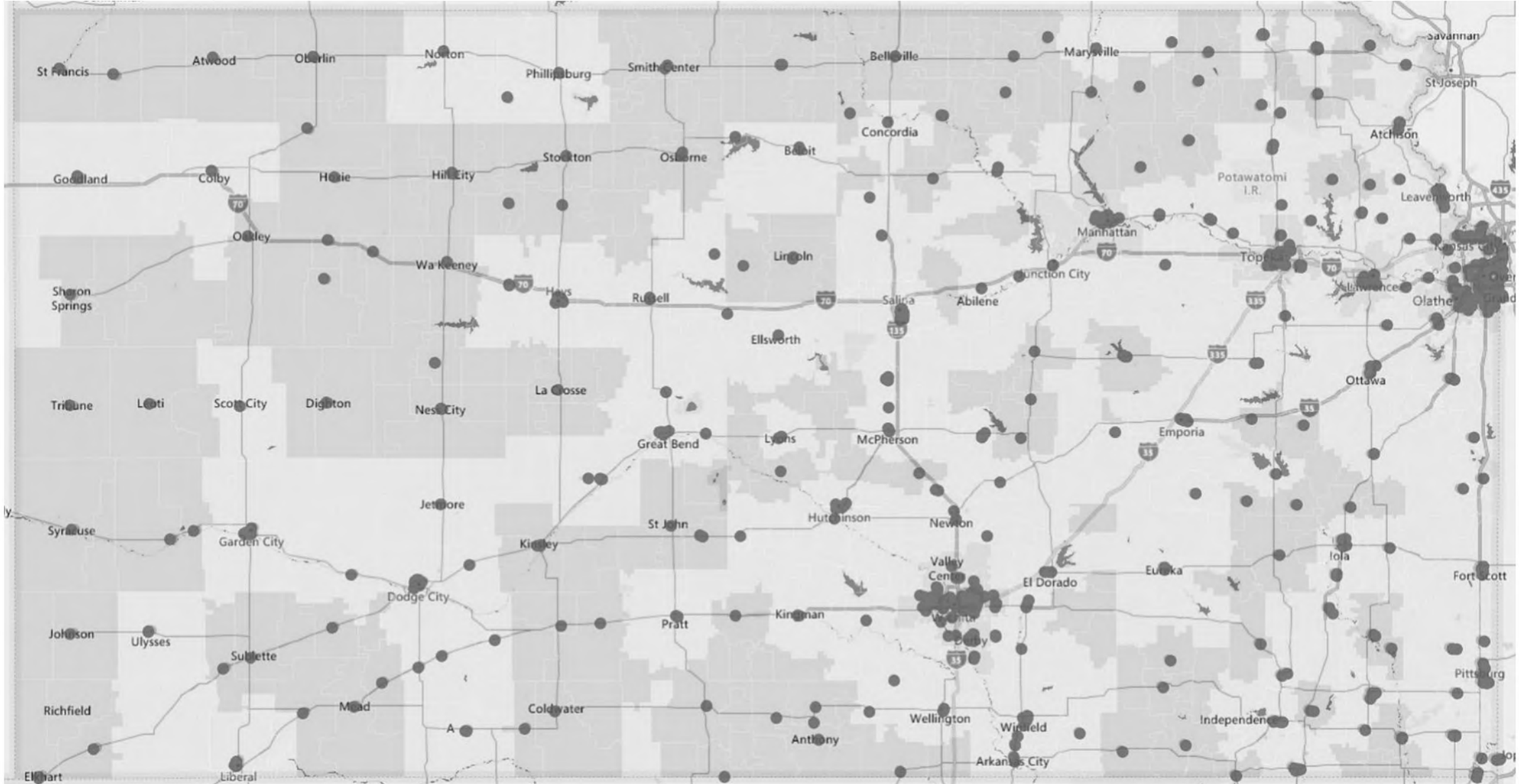
- **Type of Care:** Based on provider taxonomy codes
 - Includes physicians, other types of providers (NPs, PAs, etc.), clinics, and other facilities
 - Table only reflects the top 15 (by number of care sites)

Network Maps: Primary Care (CCN – Green)



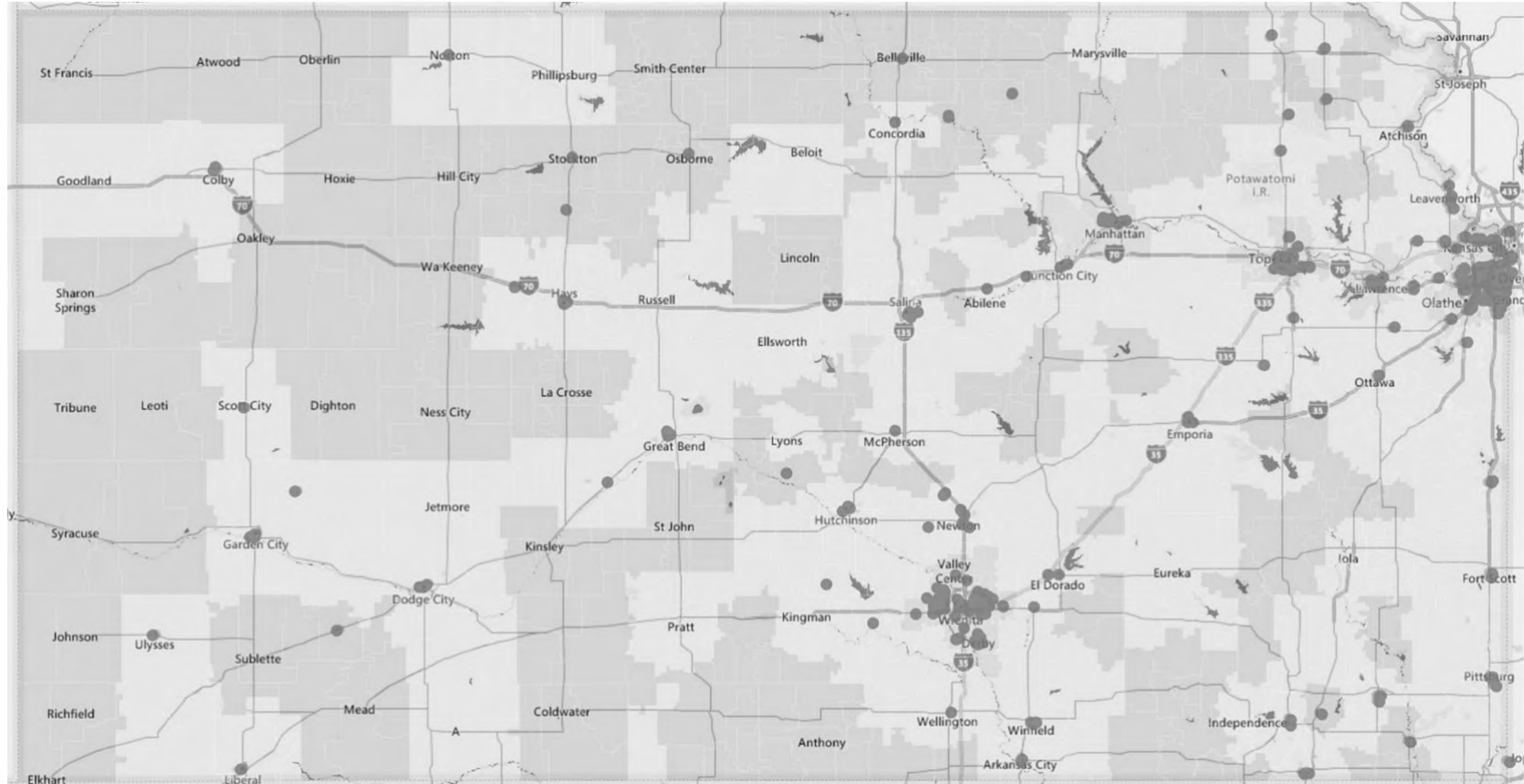
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Primary Care (PC3 – Blue)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Physical Therapy (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Physical Therapy (PC3)



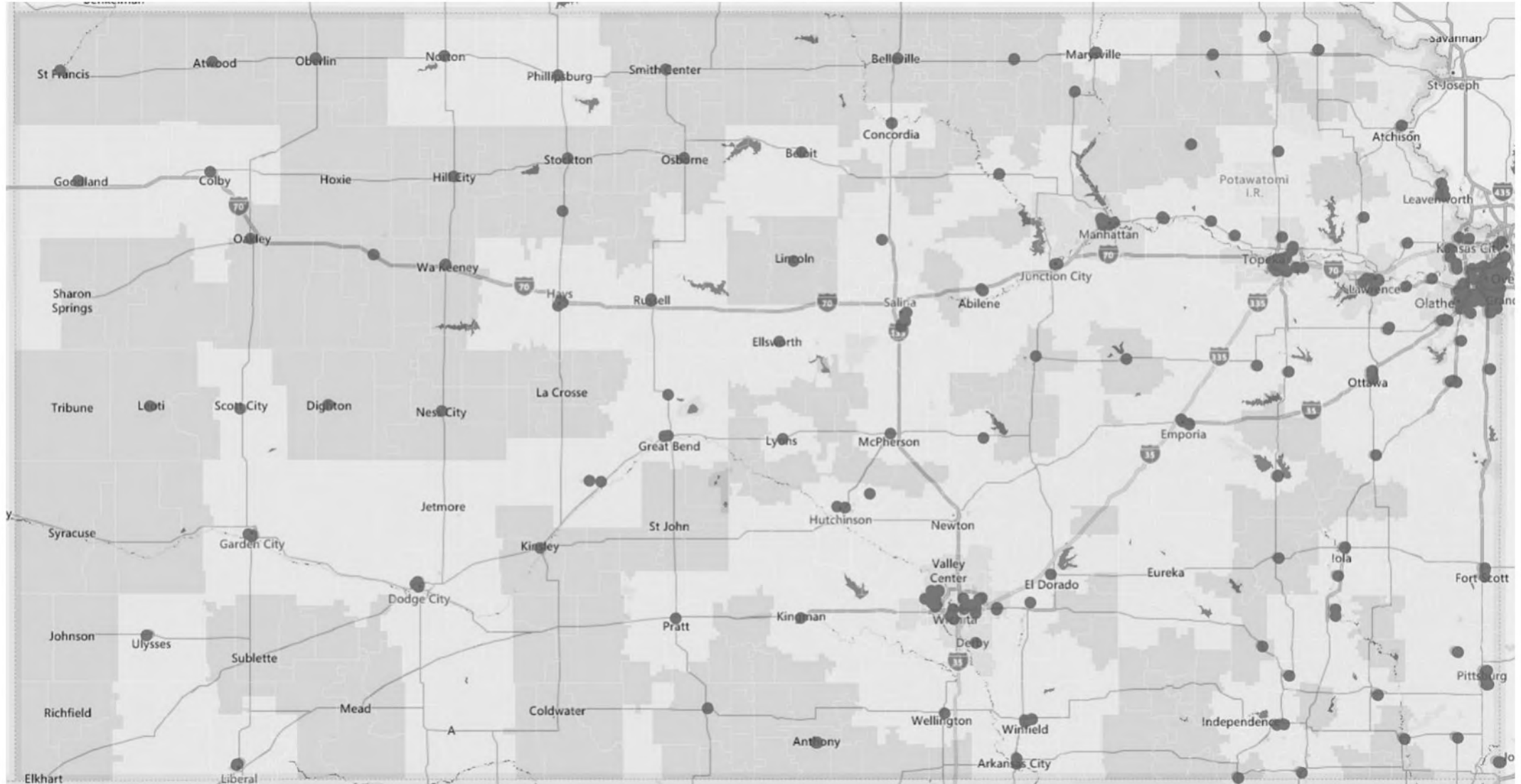
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Optometry (CCN)



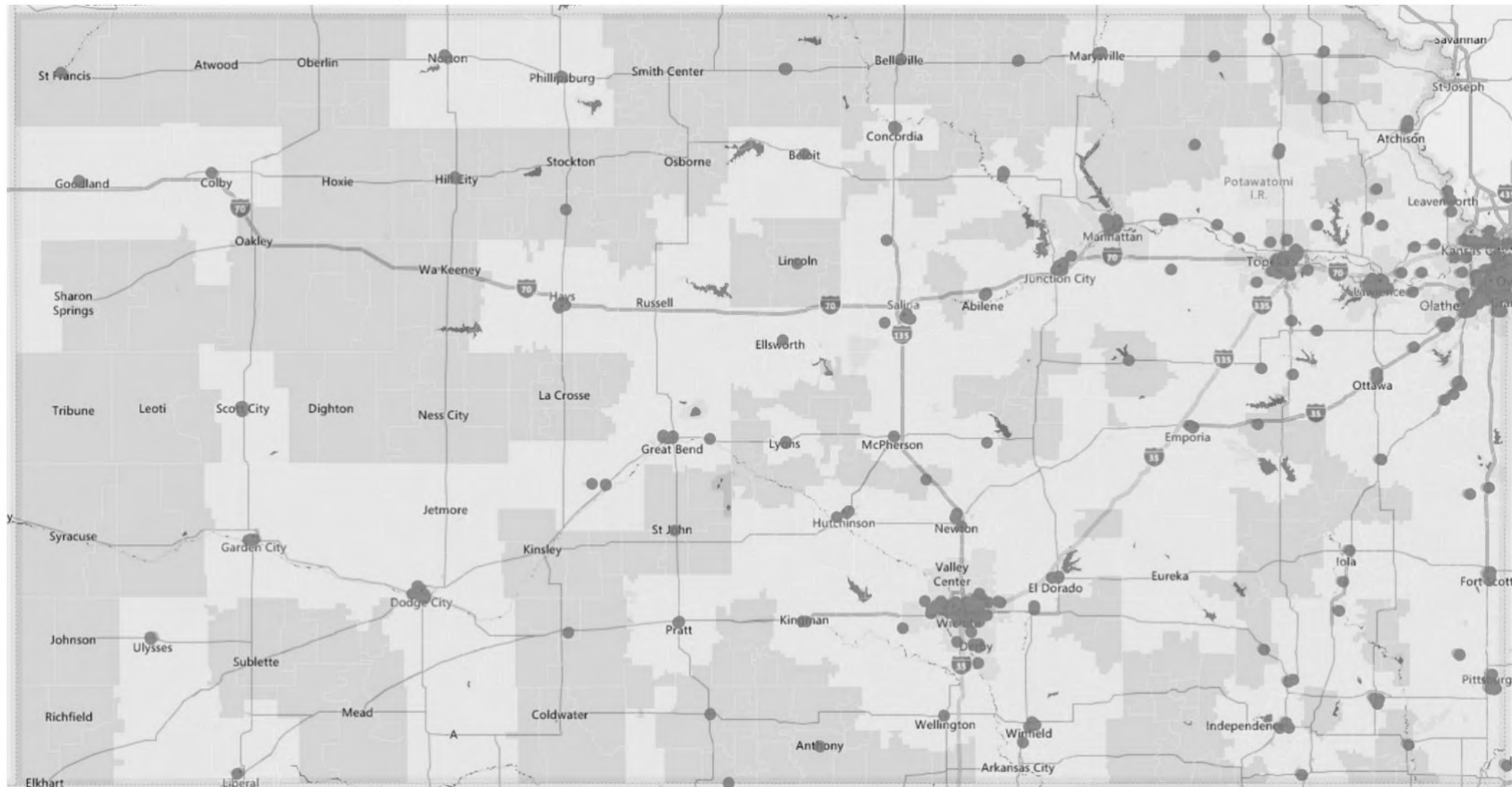
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Optometry (PC3)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Mental / Behavioral Health (CCN)



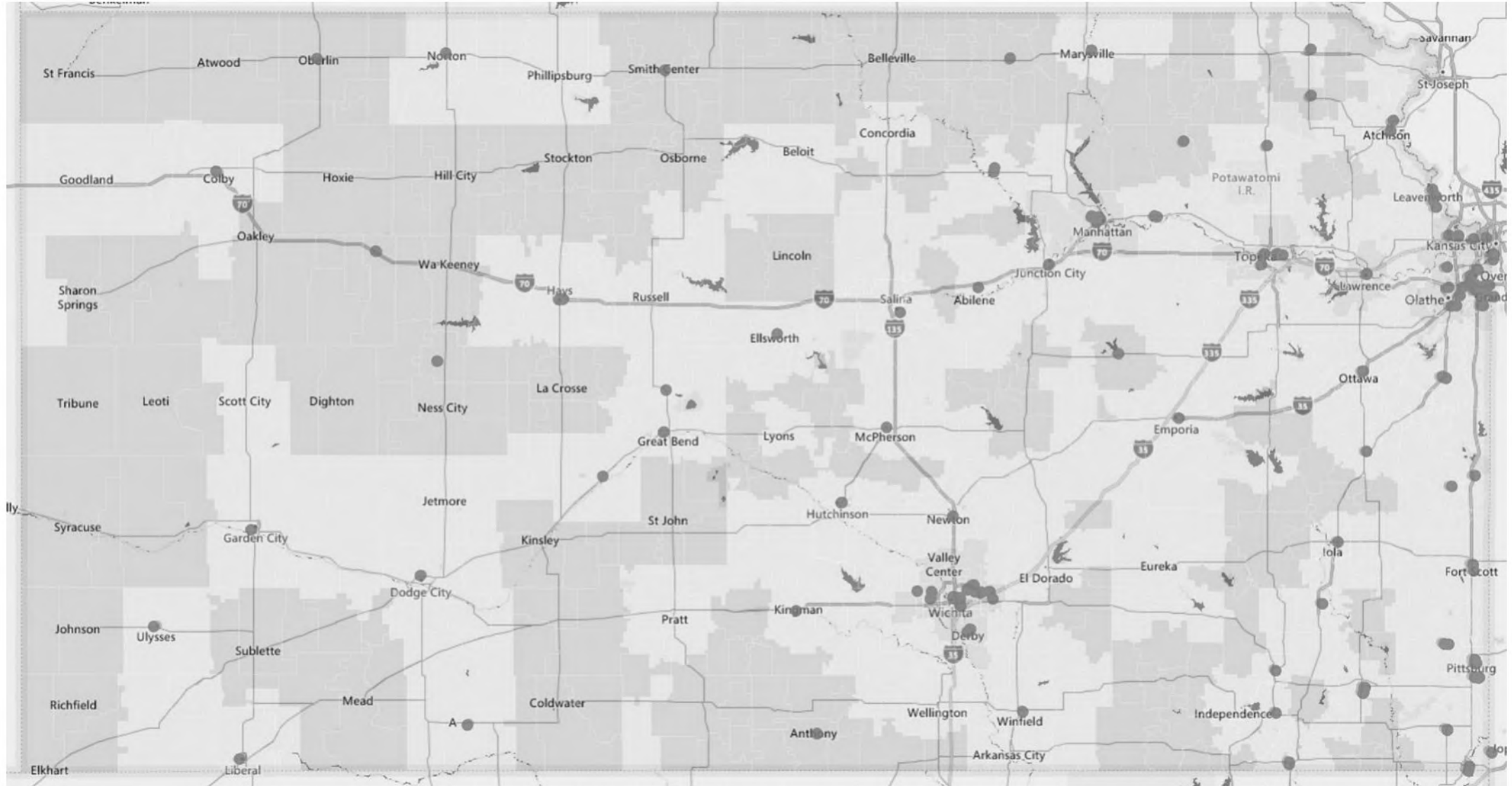
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Analysis (Example): Mental / Behavioral Health (CCN vs. PC3)

Mental / Behavioral Health Network (By Provider Type): Number of Care Sites

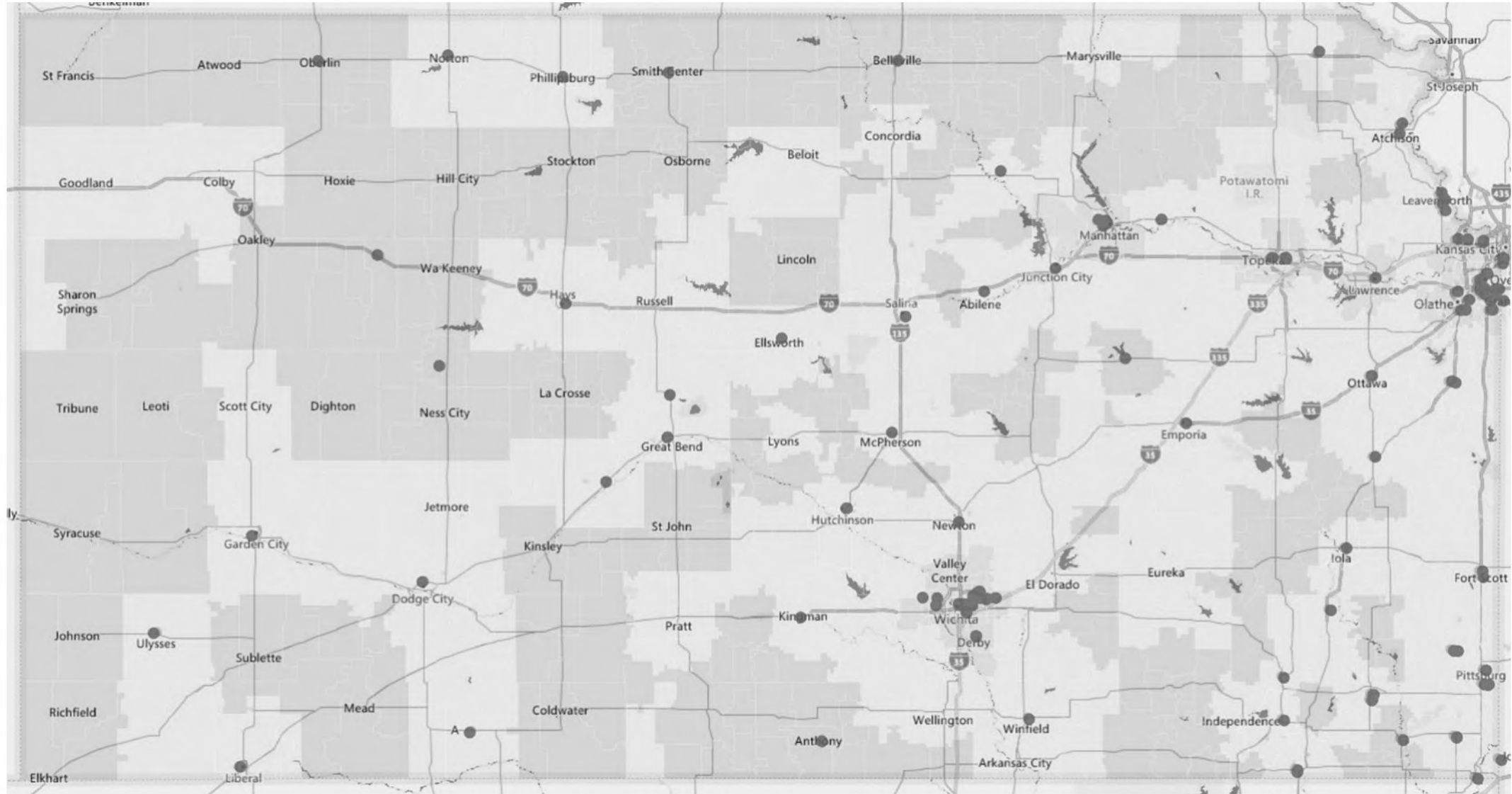
Type of Providers	CCN (Optum)	PC3 (TW)
Total Care Sites	949	1,313
Behavioral Health & Social Service Providers	623	932
<i>Social Worker</i>	259	422
<i>Counselor</i>	145	210
<i>Psychologist</i>	155	188
<i>Marriage & Family Therapist</i>	74	120
<i>Clinical Neuropsychologist</i>	6	5
Allopathic & Osteopathic Physicians	162	219
Physician Assistants & Advanced Practice Nursing Providers	47	138
Ambulatory Health Care Facilities	88	18
<i>Mental Health (Including Community Mental Health Center)</i>	53	11
<i>Rehabilitation, Substance Use Disorder</i>	31	5
<i>Methadone</i>	2	2
<i>Developmental Disabilities</i>	2	
<i>Adult Mental Health</i>	1	
Hospital Units	8	7
Residential Treatment Facilities	14	1
Agencies	14	

Network Maps: Cardiology (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

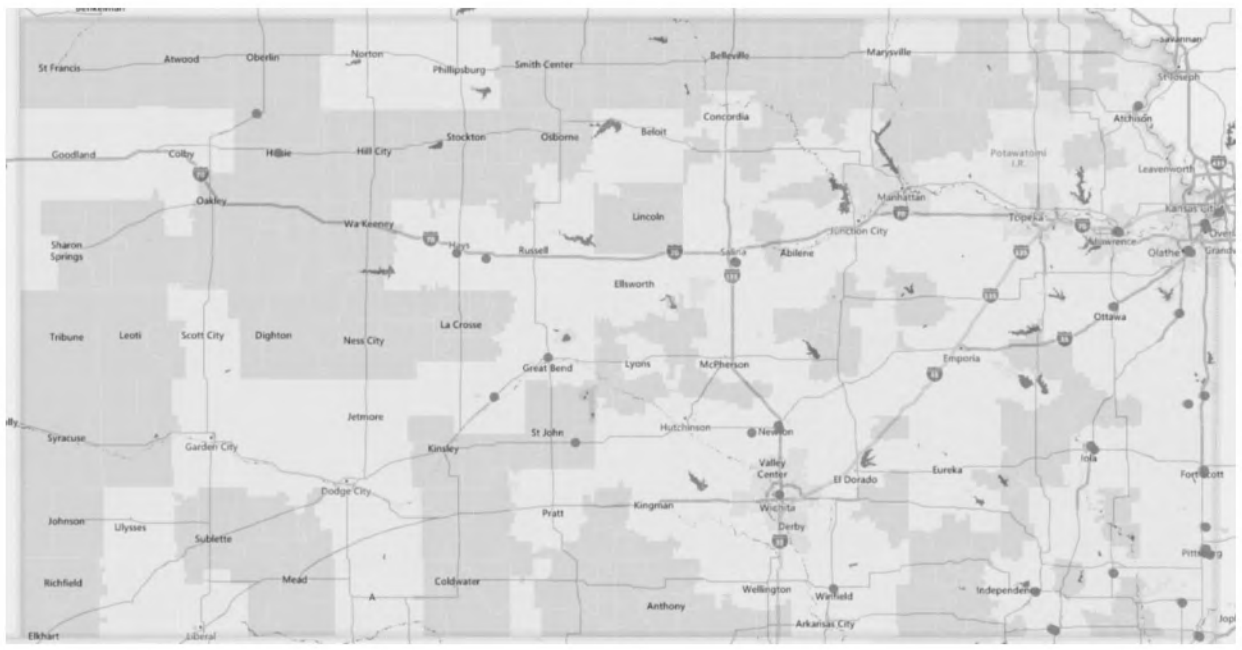
Network Maps: Cardiology (PC3)



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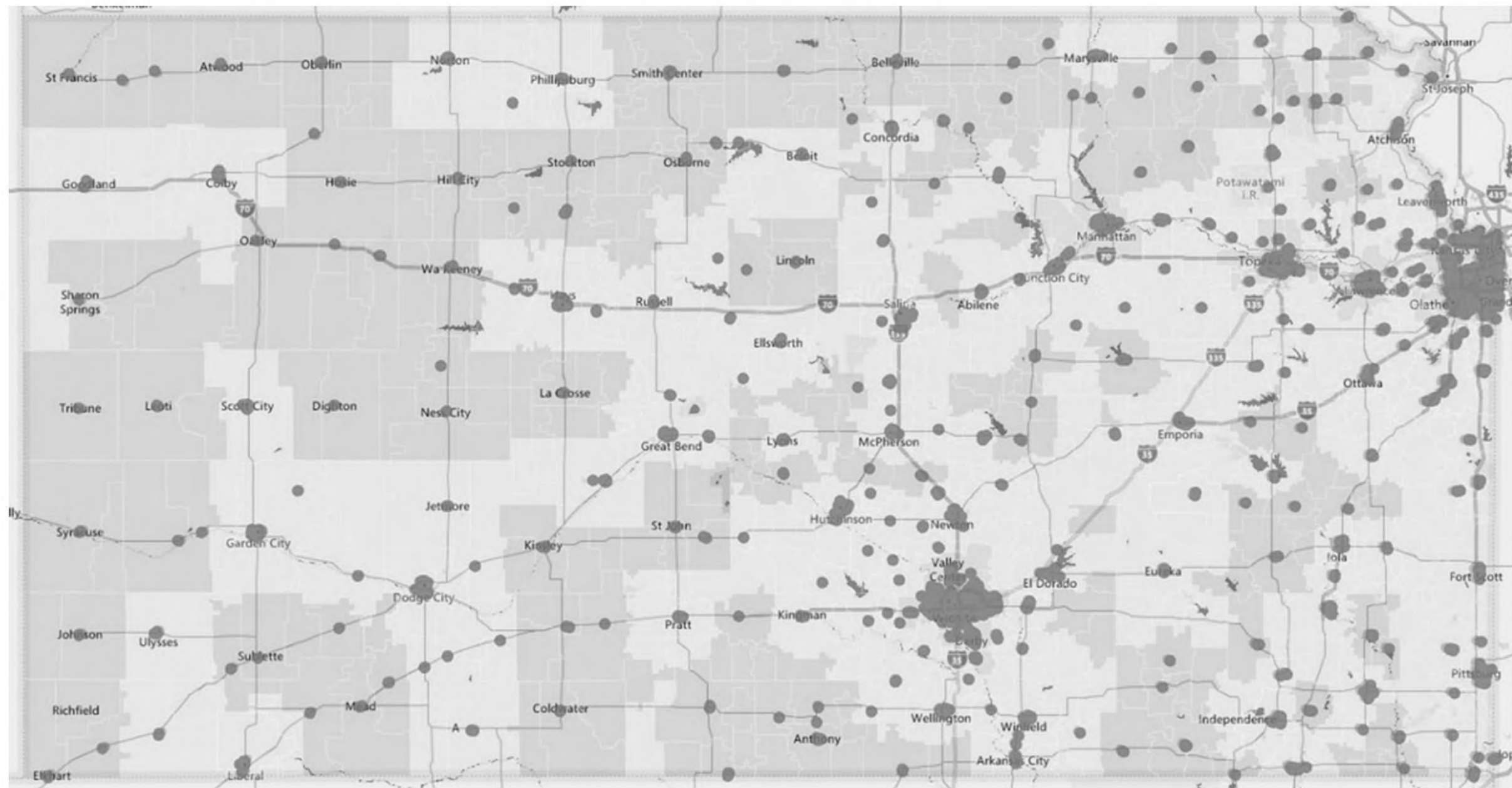
APPENDIX

Network Maps: Federally Qualified Health Centers (FQHCs)

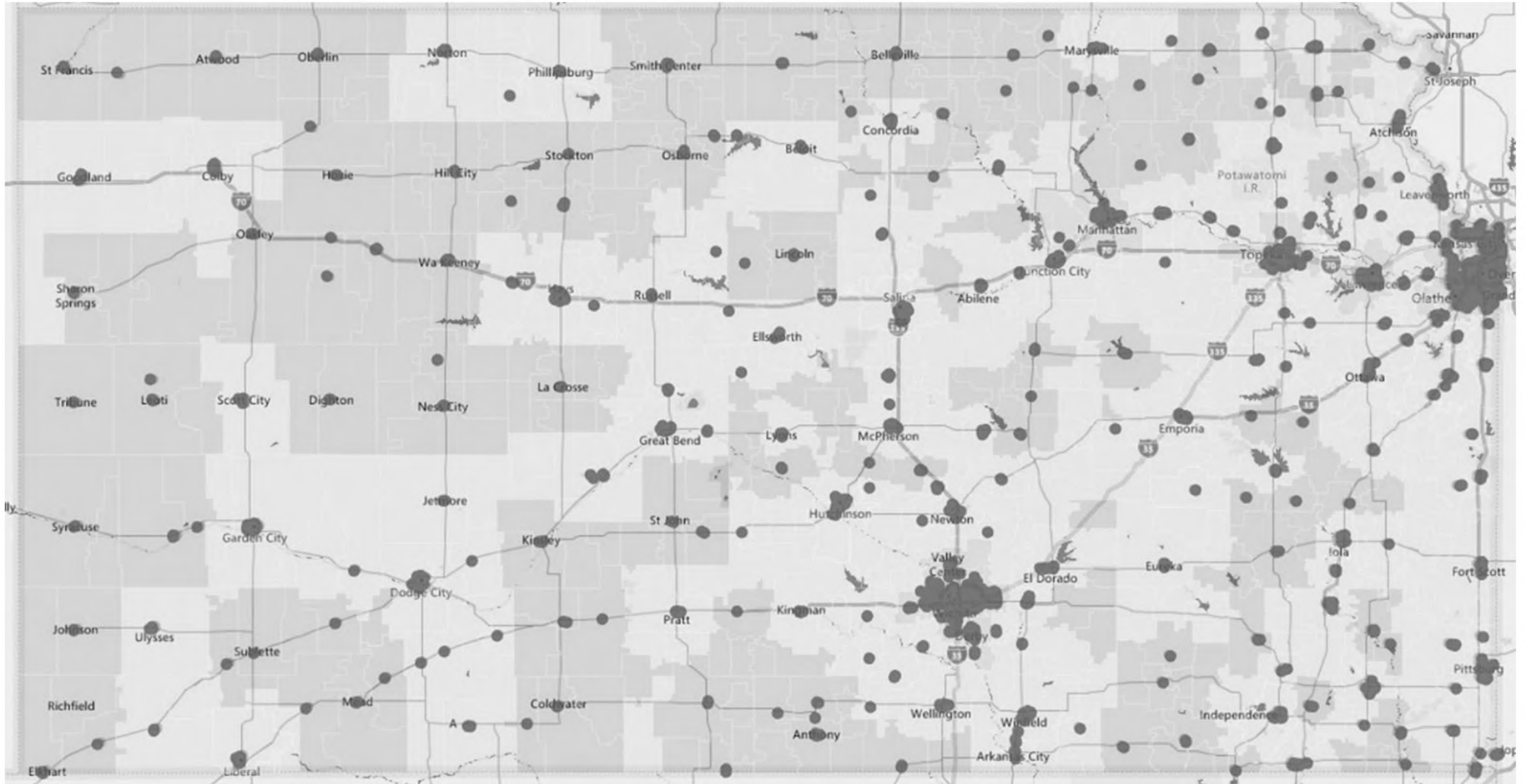


Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	3	30	9	42
PC3 (TW)	2	9	3	14

Network Maps: All Types of Care/Services (CCN – Green)



Network Maps: All Types of Care/Services (PC3 – Blue)



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Community Care Network - Region 2

Congressional Staff Briefing
January 2020



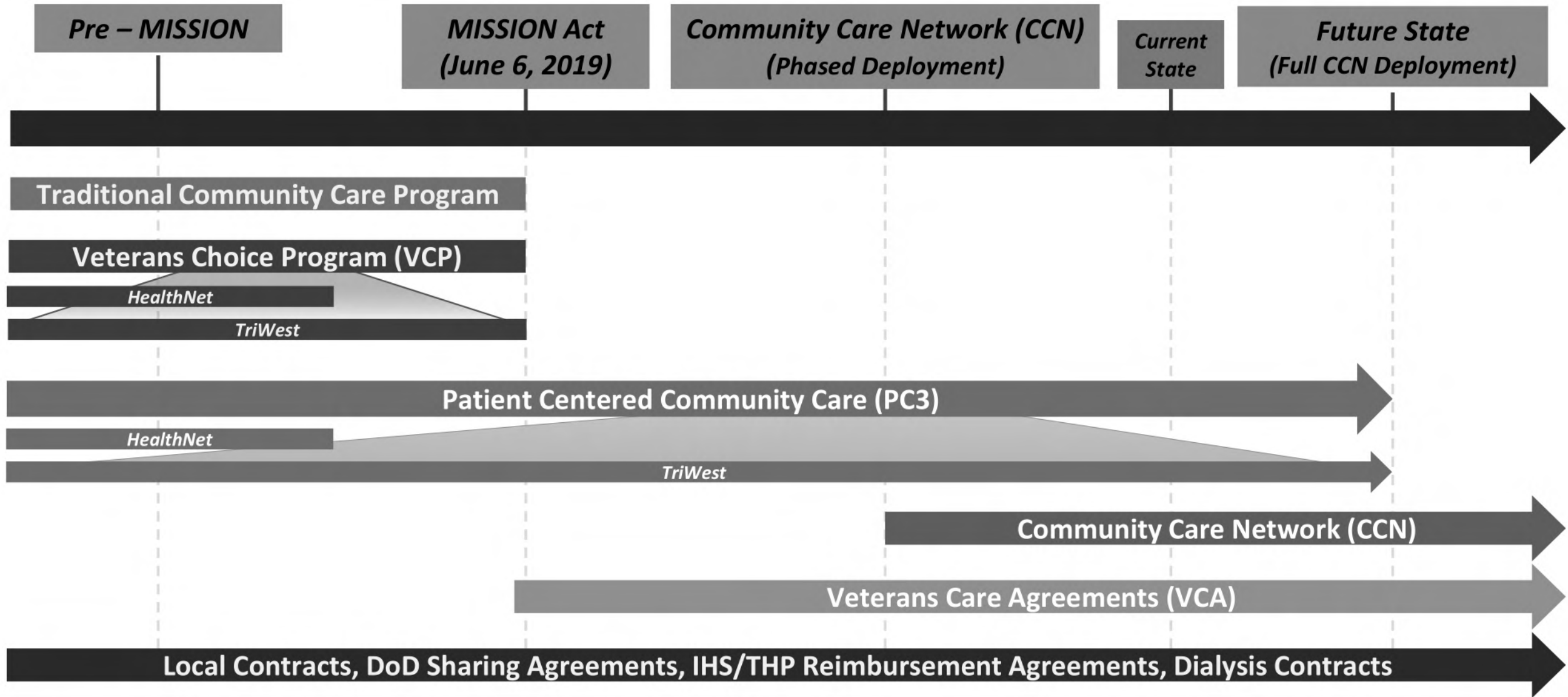
Choose VA

VA



U.S. Department
of Veterans Affairs

Community Care Programs & Purchasing Authorities Timeline



Community Care Network: Overview

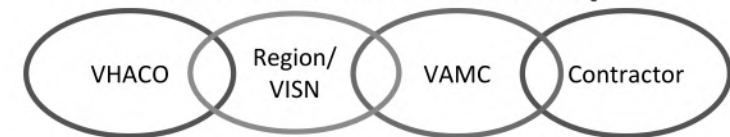
The **Community Care Network (CCN)** is a set of **region-based** contracts to provide health care services in the community through a contractor who **builds** and **credentials** the associated network and **processes claims**.

Benefits of CCN:

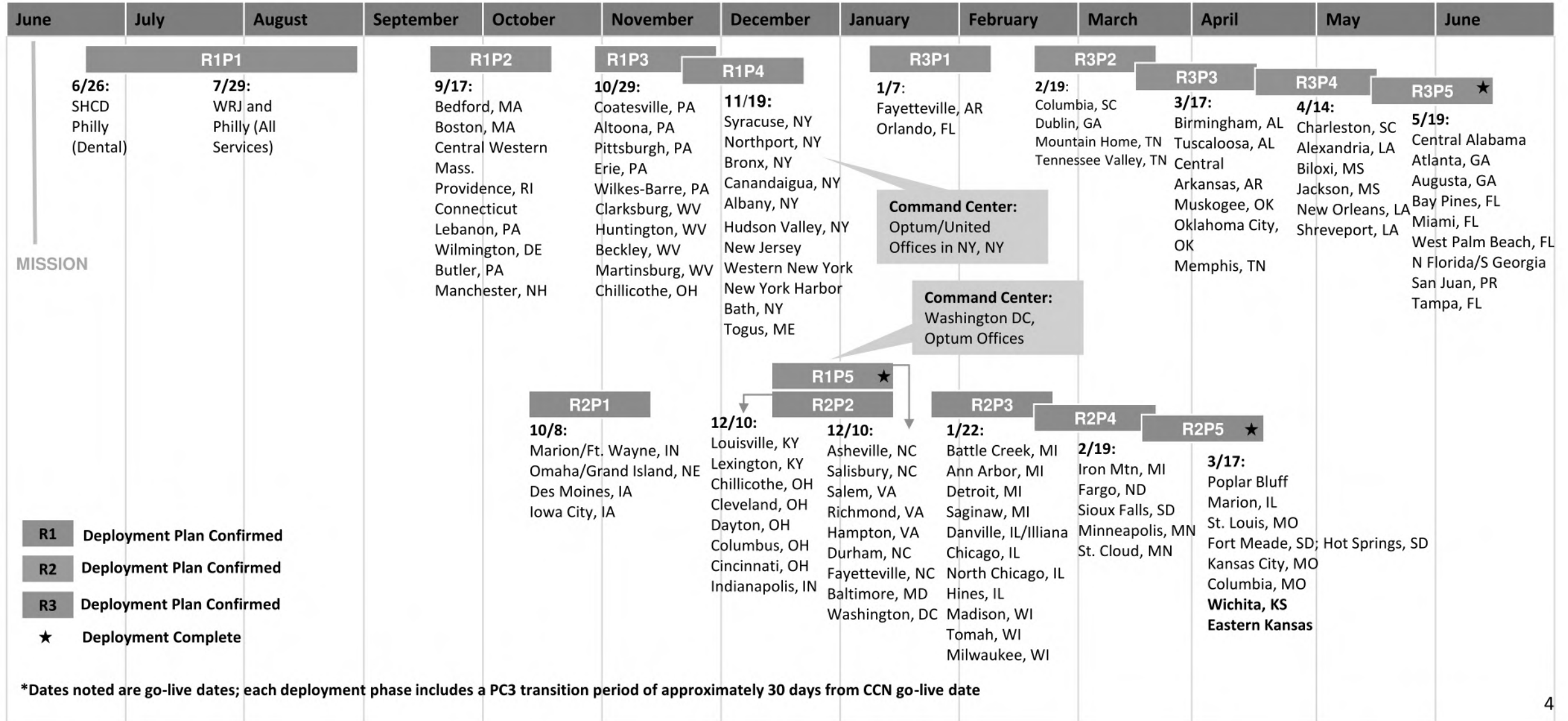
- Gives VA control of Veteran care and experience
 - **Scheduling, care coordination, and customer service** functions within VA's purview
- Gives VA convenient access to a network of qualified, **credentialed providers**
- Gives VA a streamlined community care processes
 - by including **more services** under CCN
 - by **no longer** adjudicating claims



Achieved in Partnership



Community Care Network (CCN) Deployment Timeline – Regions 1 - 3



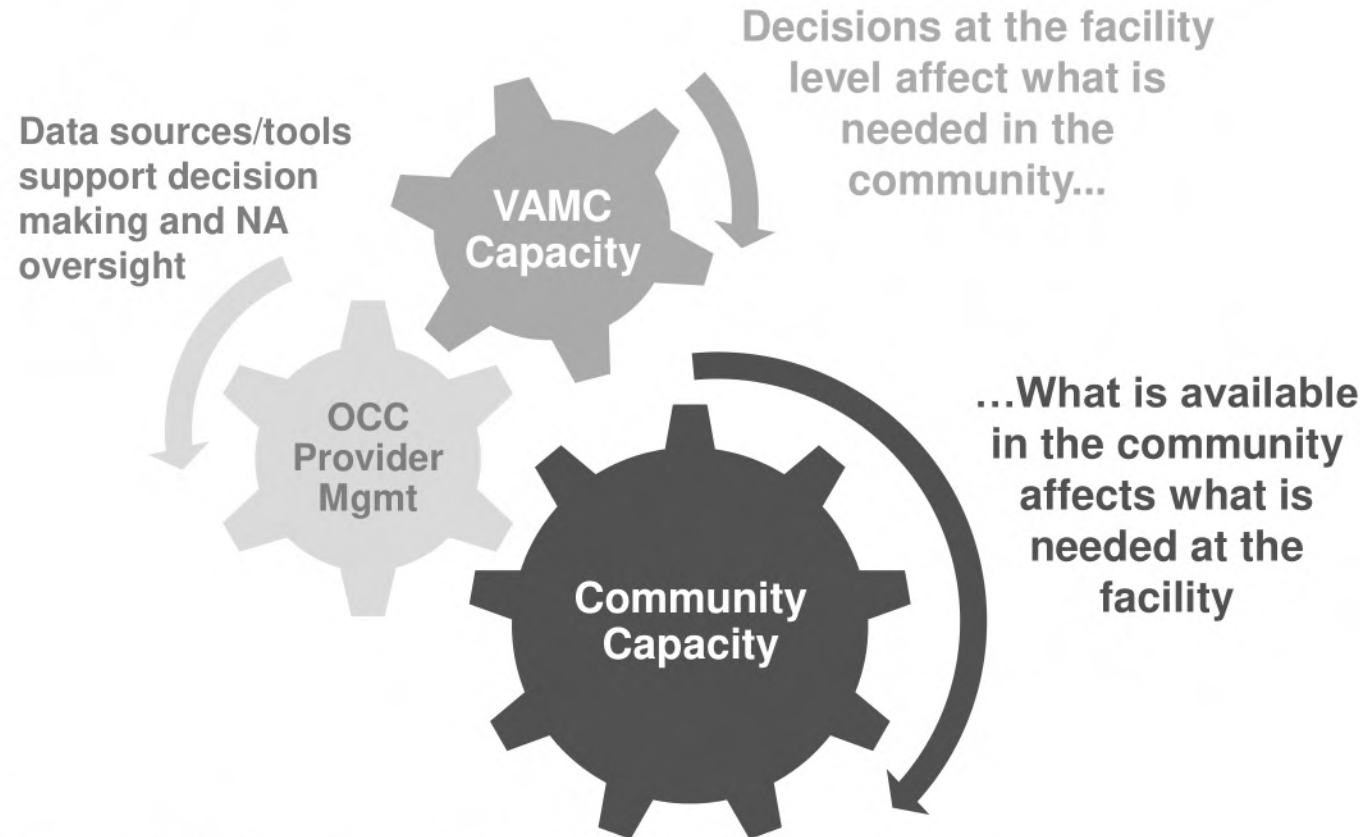
Provider Network Adequacy - Background

- Access to care is a nationwide issue affecting both public and private sector
 - VA will do all that is necessary to provide services to Veterans when and where care is needed. However, there is a shortage of providers or they do not exist in certain areas throughout the nation
 - Any network that VA builds, regardless of the network standards that are enforced by contract – there will be gaps in services
- VA contracts with strong partners that bring developed networks and can provide appropriate contracting and quality oversight
- The VA network includes these region-based contracted networks as well as:
 - VA-DoD Sharing Agreements
 - Indian Health Service and Tribal Health Programs Reimbursement Agreements
 - Dialysis Contracts
 - Facility based-local contracts
 - Veterans Care Agreements (VCA)
- Forecasting for the size and location of network need is based on demographics and typical utilization of that population.
 - Difficult as VA does not have a discrete beneficiary population to forecast services – due to Veteran choice and other health insurance (OHI)
- Working with the regional contractors using an advance network sizing model in order to appropriately offer the right care in the right locations.
 - Contractors will use single case agreements to organize care that is needed prior to additional contracting
 - VA can use Veterans Care Agreements when contracts or sharing agreements are not feasible available

Network Adequacy Assessment

Integrating information across entities is essential to ensuring access to care.

- Network Adequacy Assessment Factors:
 - Referral Volumes; Highest number of Consults and authorizations created
 - Utilization; Claims submitted by providers
 - Associated patient zip codes for referral volumes and utilization
 - Current Availability of providers compared to referral and utilization volumes



Close collaboration and exchanges of data between the CCN Contractor, VA Office of Community Care, Veterans Integrated Service Networks, and Medical Centers is critical to developing a customized community care network to meet VA needs

MISSION vs Current CCN Standards

VA is working closely with Optum and TriWest to ensure that Veterans receive care when and where they need it

MISSION Act

Community Care Eligibility Access Standards

Access is one of six Community Care eligibility criteria established by MISSION Act

MISSION ACCESS STANDARDS	Primary Care, Mental Health, Non-Institutional Extended Care	Specialty Care
Drive Time	30 minutes	60 minutes
Wait Time	20 days	28 days

Six Community Care Eligibility Criteria:

- Best medical interest of the Veteran
- Care or services are non-compliant with VA's standards for quality
- Care or services not provide within the designated access standards
- Grandfathered eligibility from Veterans Choice Program
- Lack of full-service medical facility
- Required care or services are not offered

After determining Community Care eligibility based on the new MISSION standards, sites turn to CCN

CCN has contractually binding drive time and appointment standards

VA is working to adjust the CCN contract standards to ensure CCN is as accurate as possible (e.g., stabilize highly rural needs, address by individual categories of care)

In the interim, Optum and TriWest will enroll providers based on immediate and recent demand

CCN Network Adequacy

Access standards for the new network

Health Services Network					
	Accessibility/Drive Times		Appointment Availability		
	Primary	Specialty	Emergent	Urgent	Routine
Urban	30	45	24 hrs	48 hrs	30 days
Rural	45	100			
Highly Rural	60	180			

Complementary & Integrated Healthcare Services (CIHS)					
	Accessibility/Drive Times		Appointment Availability		
Urban	45		30 days		
Rural	100				
Highly Rural	180				

Dental					
	Accessibility/Drive Times		Appointment Availability		
	General	Specialized	Emergent	Urgent	Routine
Urban	30	45	24 hrs	48 hrs	30 days
Rural	45	100			
Highly Rural	90	180			

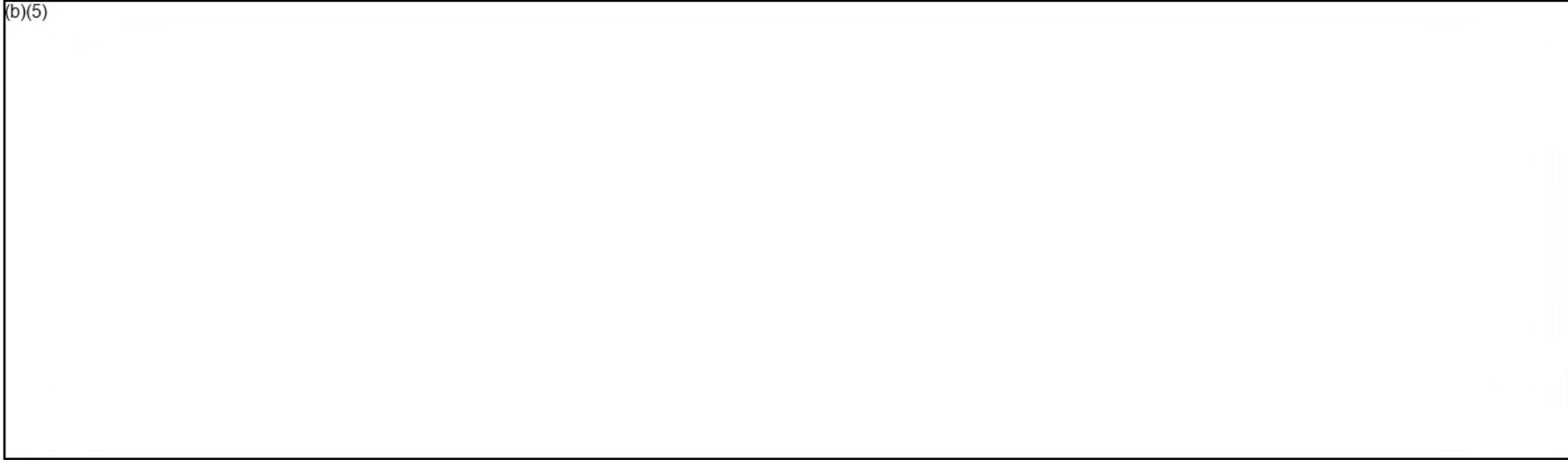
Pharmacy	
Urban	90% of Veterans have access w/in 5 miles of Veteran's home
Rural	70% of Veterans have access w/in 15 miles of Veteran's home
Highly Rural	70% of Veterans have access w/in 30 miles of Veteran's home

Stepwise Approach to expanding Network requirements

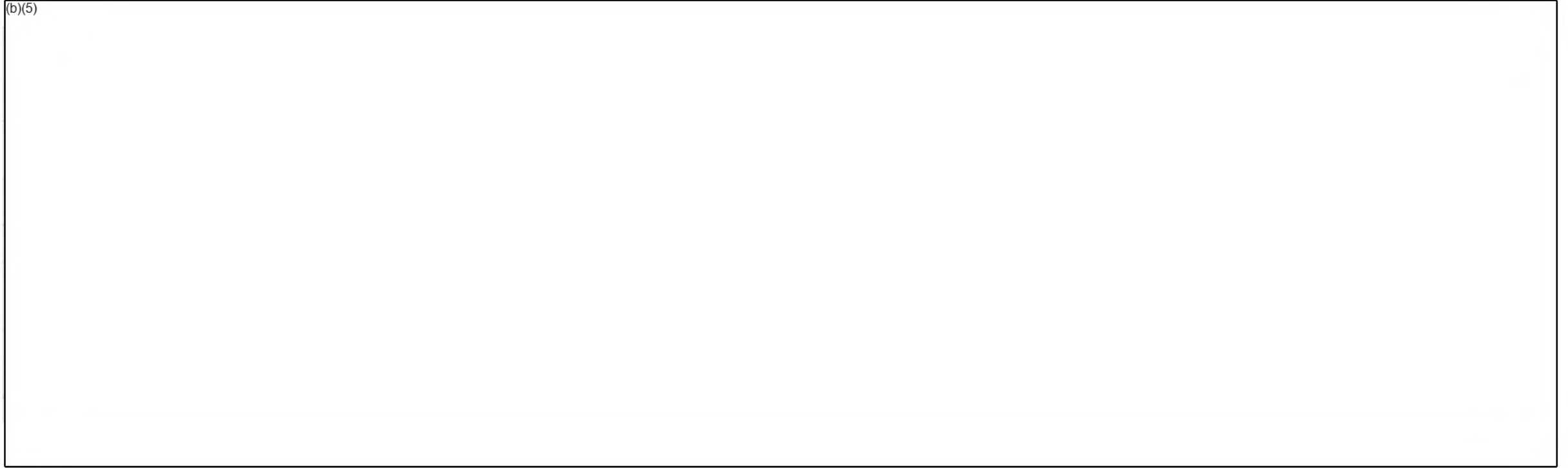
- Few opportunities to learn from other networks – requirements are not typically adjusted during the term of the contract
- Both TPAs committed to ensuring access to care and working with VA to ensure preferred health systems and practices are enrolled
 - TriWest has had the benefit of expanding the network over several years based on utilization models
- Adjustments will be included in contract modifications now that utilization data of Q4FY19 is available
 - Gaps between the current contract standards and the eligibility standards are being mapped for additional contracting based on utilization
- Monthly facility meetings with contractors to discuss gaps, preferred providers, and use of single case agreements
- Dynamic Model: Quarterly updates to network requirements to be considered based on updated data with oversight through the regional governance structure
 - Based on standardized data sets with updated referral and expenditure data through CCN, Veterans Care Agreements, and other mechanisms

Network Overall Status – R1, R2, R3

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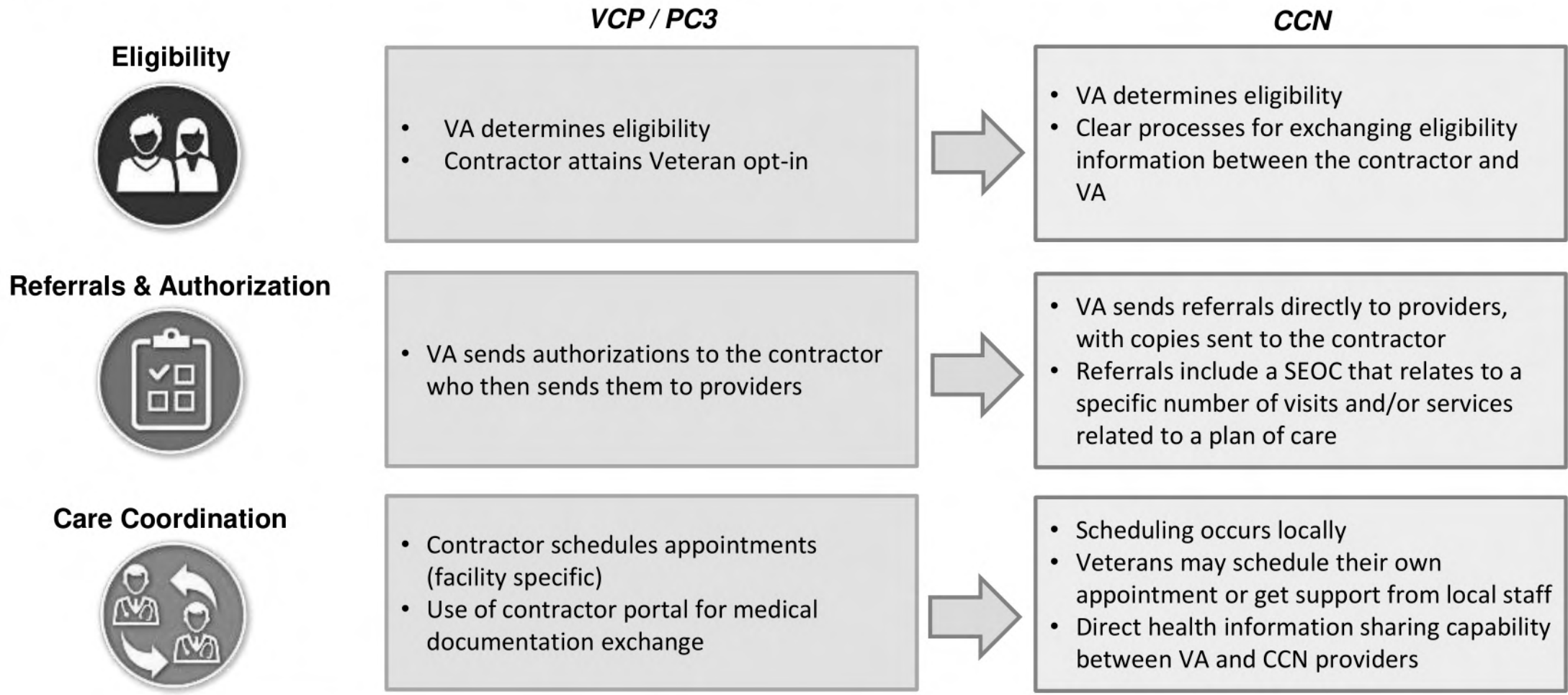
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Appendix – Additional / Optional Slides

Benefits of CCN over PC3/VCP

Veterans, VA staff, and community providers shared challenges they were experiencing with community care programs like PC3/VCP. The VA has listened to these challenges and has taken steps to address each of them in the new CCN contracts.



Benefits of CCN over PC3/VCP

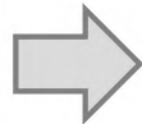
Veterans, VA staff, and community providers shared challenges they were experiencing with community care programs like PC3/VCP. The VA has listened to these challenges and has taken steps to address each of them in the new CCN contracts.

Community Care Network



VCP / PC3

- Region-based adequacy measurement
- No high performing provider designation
- Poor visibility into network coverage gaps



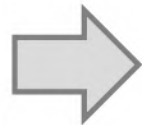
CCN

- Expanded services offered under CCN
- Adequacy measured at VAMC level with local VAMC participation in development
- Accreditation standards and high performing provider designation

Provider Payments



- Claims re-adjudicated
- Providers not paid timely
- Strained provider relationships
- Lengthy reimbursement process

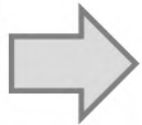


- No re-adjudication of claims
- Contractor pays providers
- 98 percent of clean claims paid within 30 days of receipt

Customer Service



- Contractor manages Veterans, providers, and VA touchpoints
- Veteran customer service and experience is inconsistent



- VA directly manages Veteran touchpoints
- Contractor supports VA staff and community provider touchpoints

Services Covered Under CCN

Basic Medical

- Preventative Care
- Outpatient Services
- Inpatient Services
- Hospital Services
- Ancillary Services
- Behavioral Health
- Comprehensive Rehab
- Residential Care
- Home Health
- Hospice
- Geriatrics
- Long Term Acute Care
- Maternity and Women's Health
- Newborn care
- Acupuncture
- Telehealth
- Chronic Dialysis
- Assisted Reproductive Tech*

Conditional Benefits

- Pharmacy
- Dental
- Emergent Care
- DME
- Reconstructive Surgery
- Immunizations
- Implants
- Urgent Care
- Skilled Nursing Facility Care
- In Vitro Fertilization (IVF)*
- Walk-In Care

CIHS

- Bio Feedback
- Hypnotherapy
- Massage Therapy
- Native American Healing
- Relaxation Techniques
- Tai Chi

Non-Covered

- Beneficiary Travel
- Prosthetic Device Evaluation
- Nursing Home Care
- Home Deliveries
- Ambulance Services
- Yoga+

Excluded

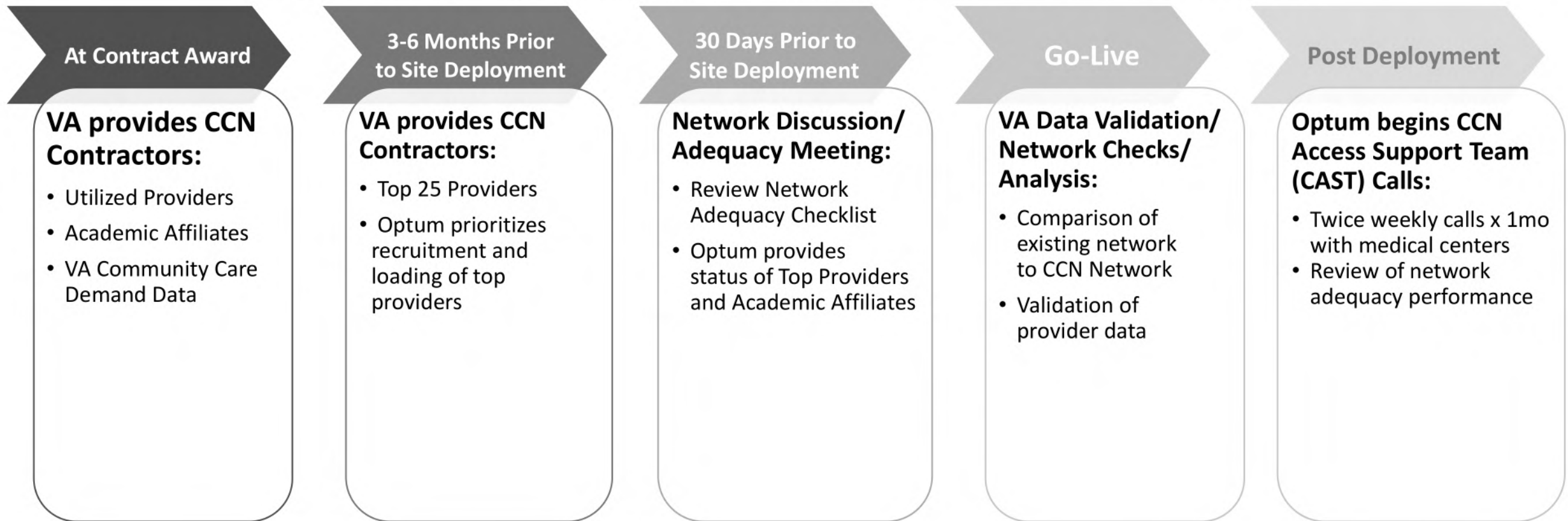
- Abortion
- Drugs not approved by FDA
- Gender alteration
- Institutionalized Patient care
- Spa/Health club
- Out-of-network Services

*Region 4 benefit only - Regions 1-3 contracts will be amended to include ART / IVF services

+Excluded from Region 4.

Provider Network Development Timeline and Expectations

Close collaboration and exchanges of data between the CCN Contractor, VA Office of Community Care, Veterans Integrated Service Networks, and Medical Centers is critical to developing a customized community care network to meet VA needs





- Community Care Network (CCN) Region 2 includes 36 sites of care within the Midwest and is characterized by the following:
 - 1,970,722 Enrollees (FY19)
 - Highly Rural
- CCN is currently active at 12 sites within Region 2, and Optum continues to work with these facilities to further develop and refine their network of active providers

CCN Region 2 Kansas Catchment

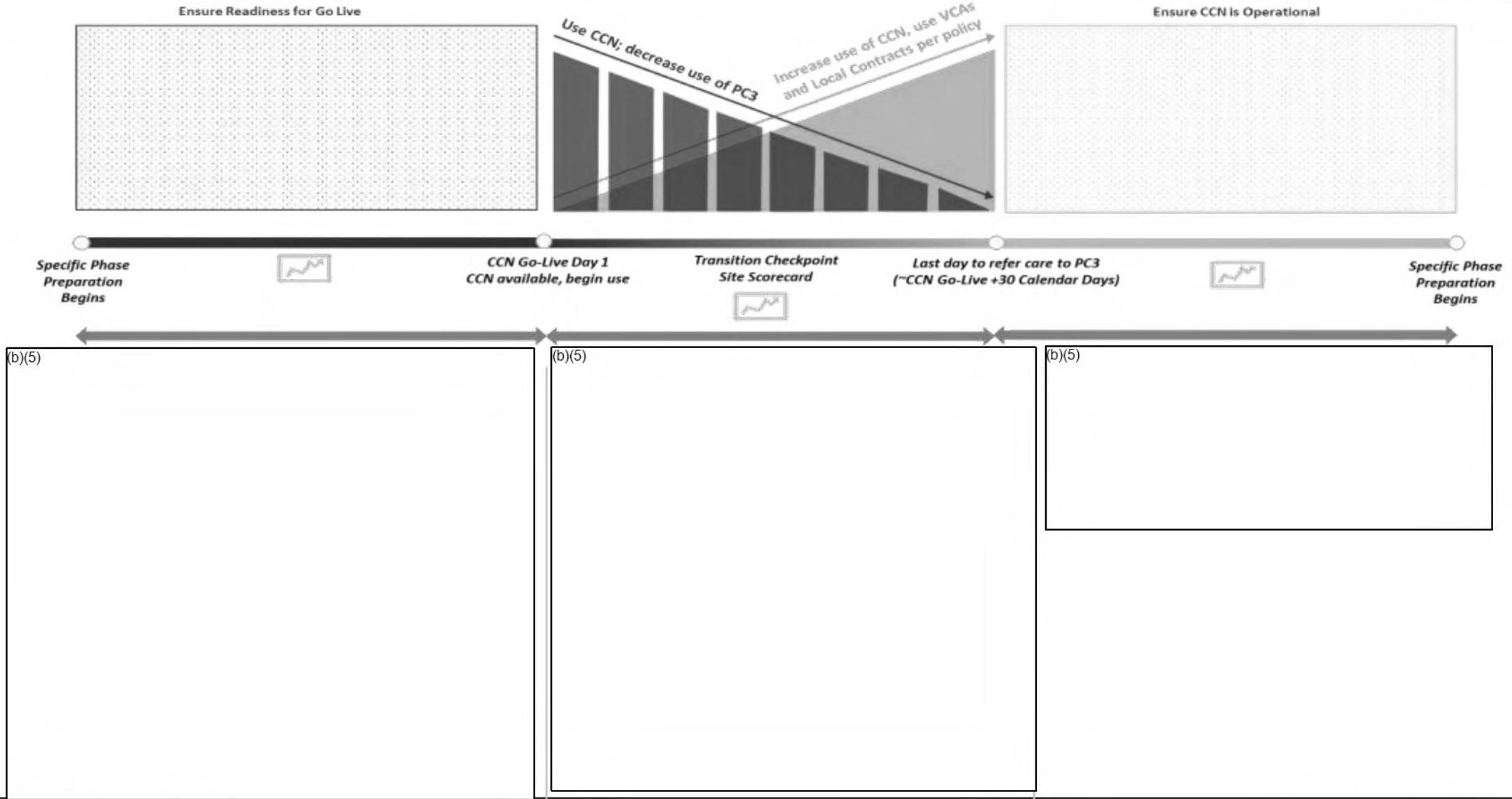


CCN Region 2 Kansas Catchment

Kansas stations will go live with CCN during Region 2 deployment Phase 5 on March 17, 2020

- Wichita, KS (589A7)
- Topeka, KS (589A5)
- Leavenworth, KS (Eastern Kansas) (598A6)

CCN Region 2: Pre-Go-Live Through Stabilization Activities



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6) Johnson, Glenn (SES); (b)(6) Upton, Mark T.; (b)(6)
Sent: August 24, 2020 8:06 AM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

-----Original Appointment-----

From: (b)(6) <(b)(6)@va.gov>
Sent: Sunday, August 23, 2020 6:23 PM
To: (b)(6)
(b)(6)
Cc: (b)(6) Johnson, Glenn (SES); (b)(6) Upton, Mark T.; (b)(6)
(b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
When: Monday, August 24, 2020 9:30 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: VANTS Line: 800-767-1750 Code: 03942

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

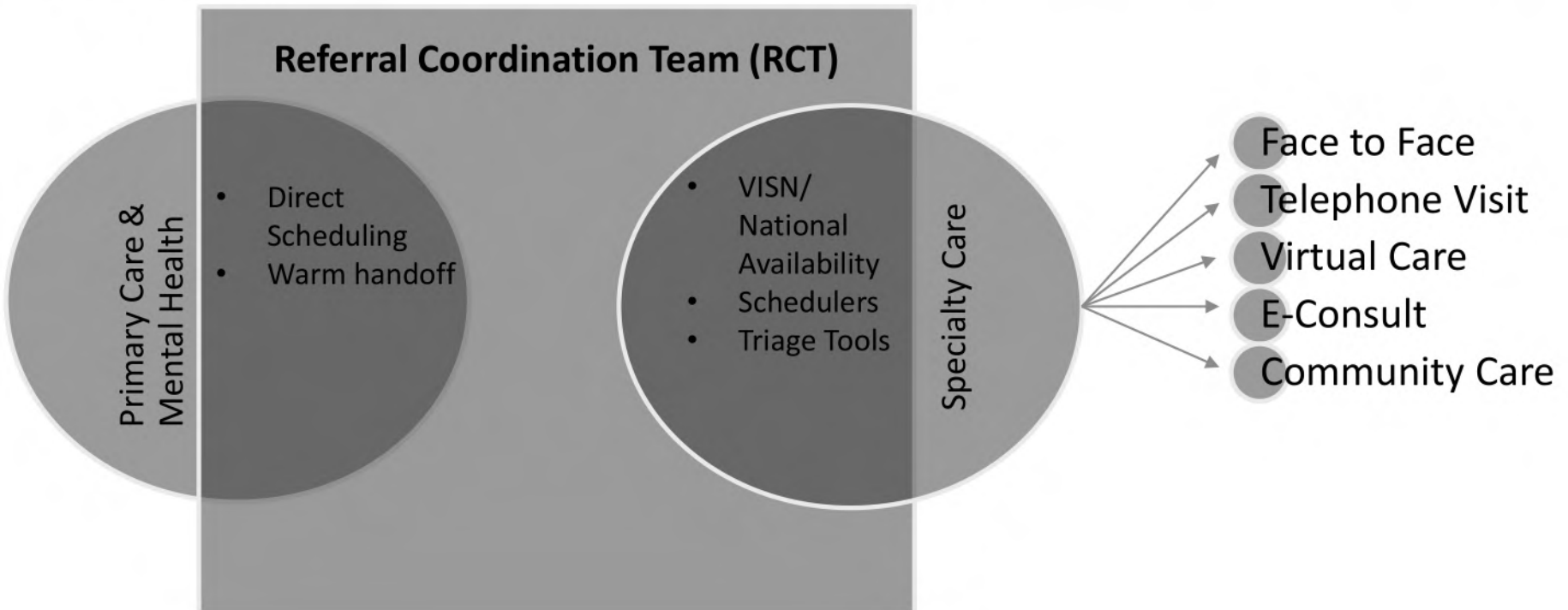
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

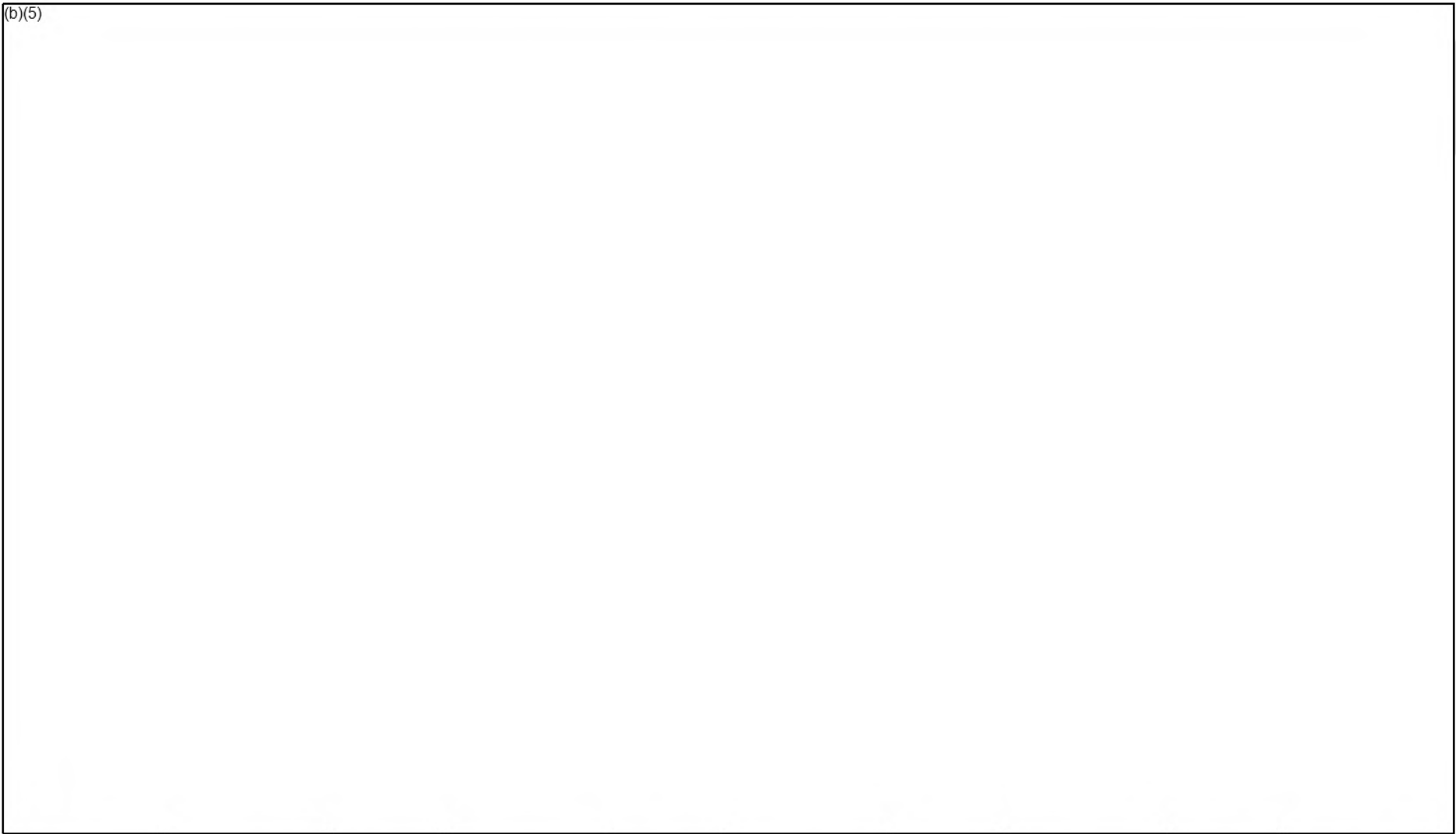
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

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Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

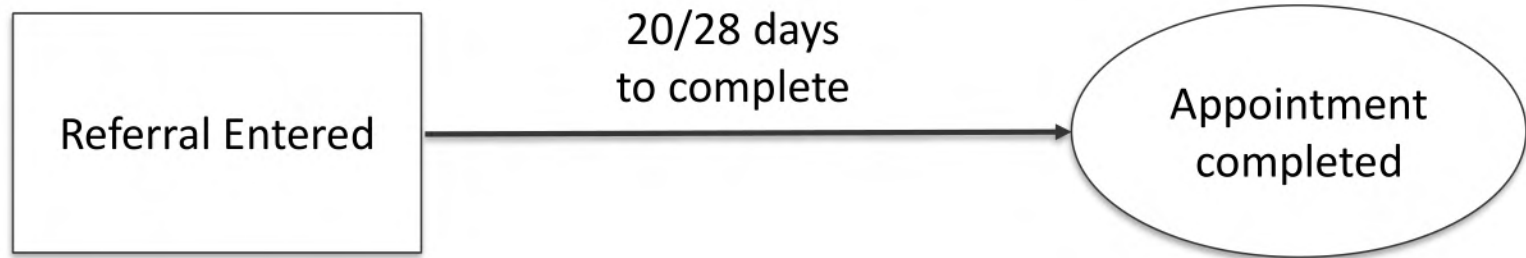
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6) Upton, Mark T.; (b)(6)
Sent: August 24, 2020 8:06 AM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

-----Original Appointment-----

From: (b)(6)@va.gov>
Sent: Sunday, August 23, 2020 6:23 PM

(b)(6)

Cc: (b)(6); Johnson, Glenn (SES); (b)(6) Upton, Mark T.; (b)(6)

(b)(6)

Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community

When: Monday, August 24, 2020 9:30 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: VANTS Line: 800-767-1750 Code: 03942

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

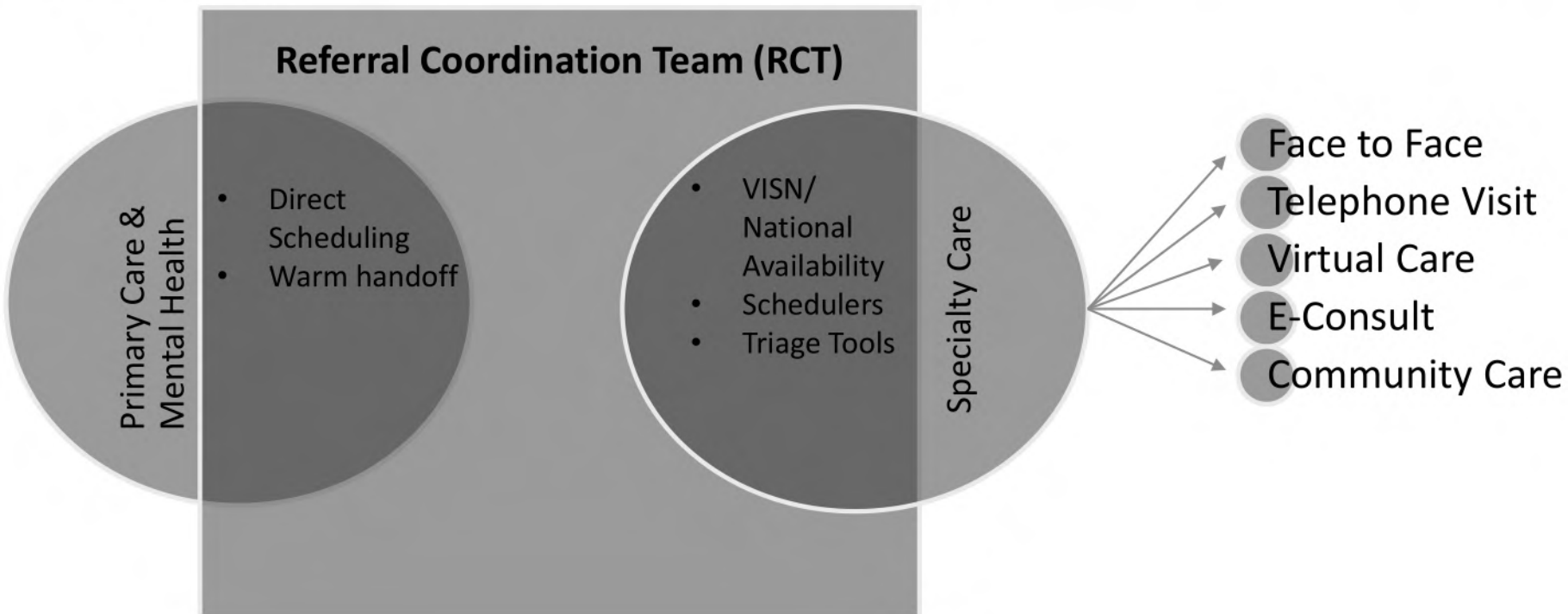
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

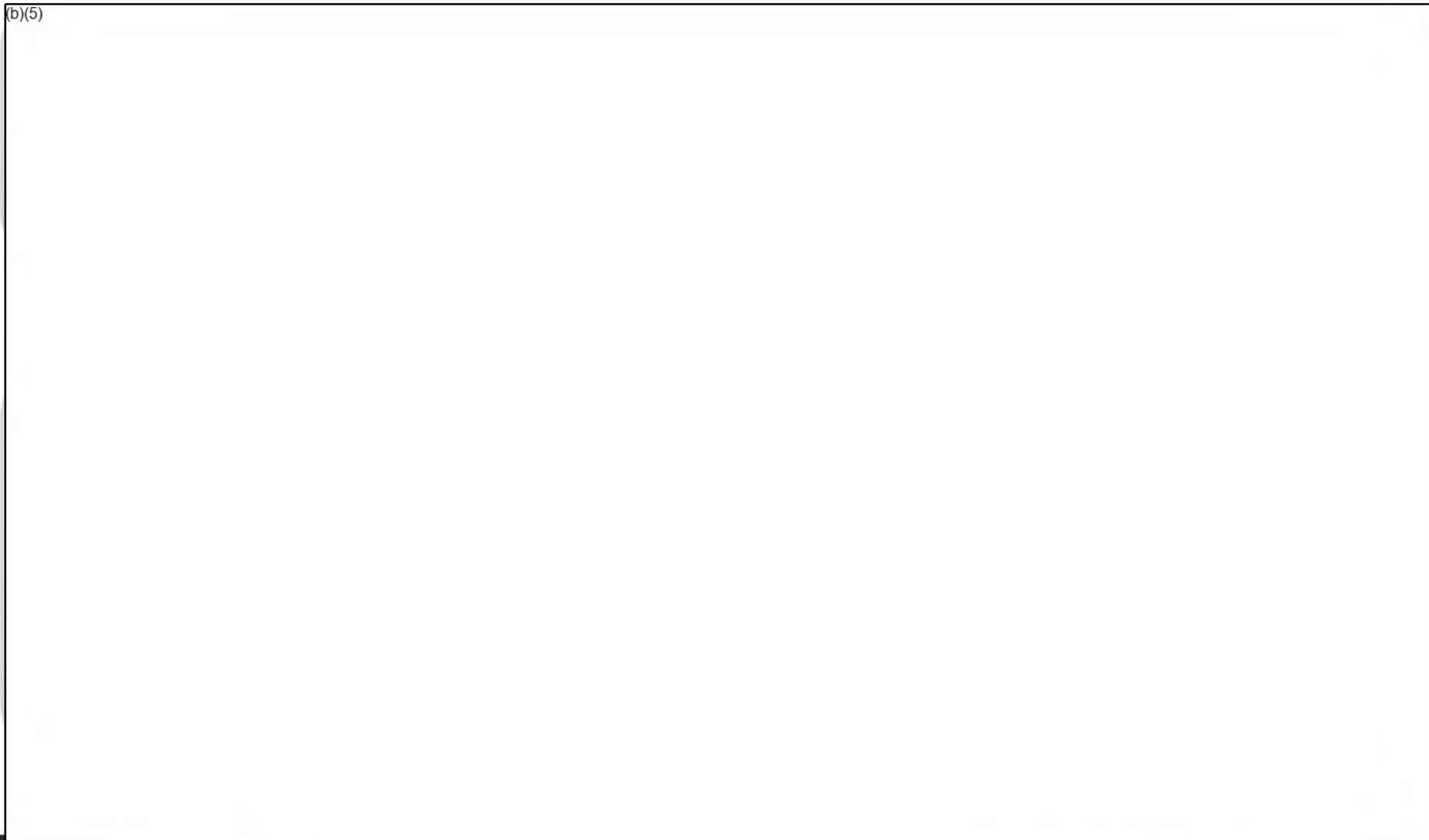
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

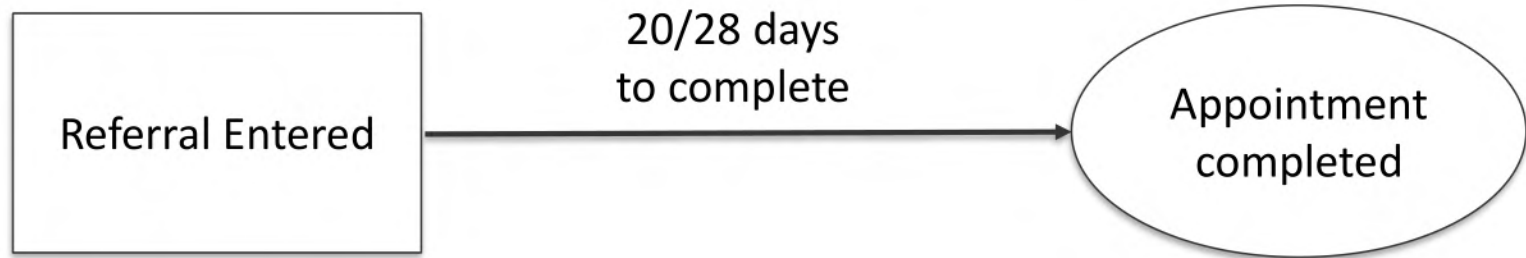
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

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(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

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(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist Facility Summary

Page 9015

Please see attached PDF.



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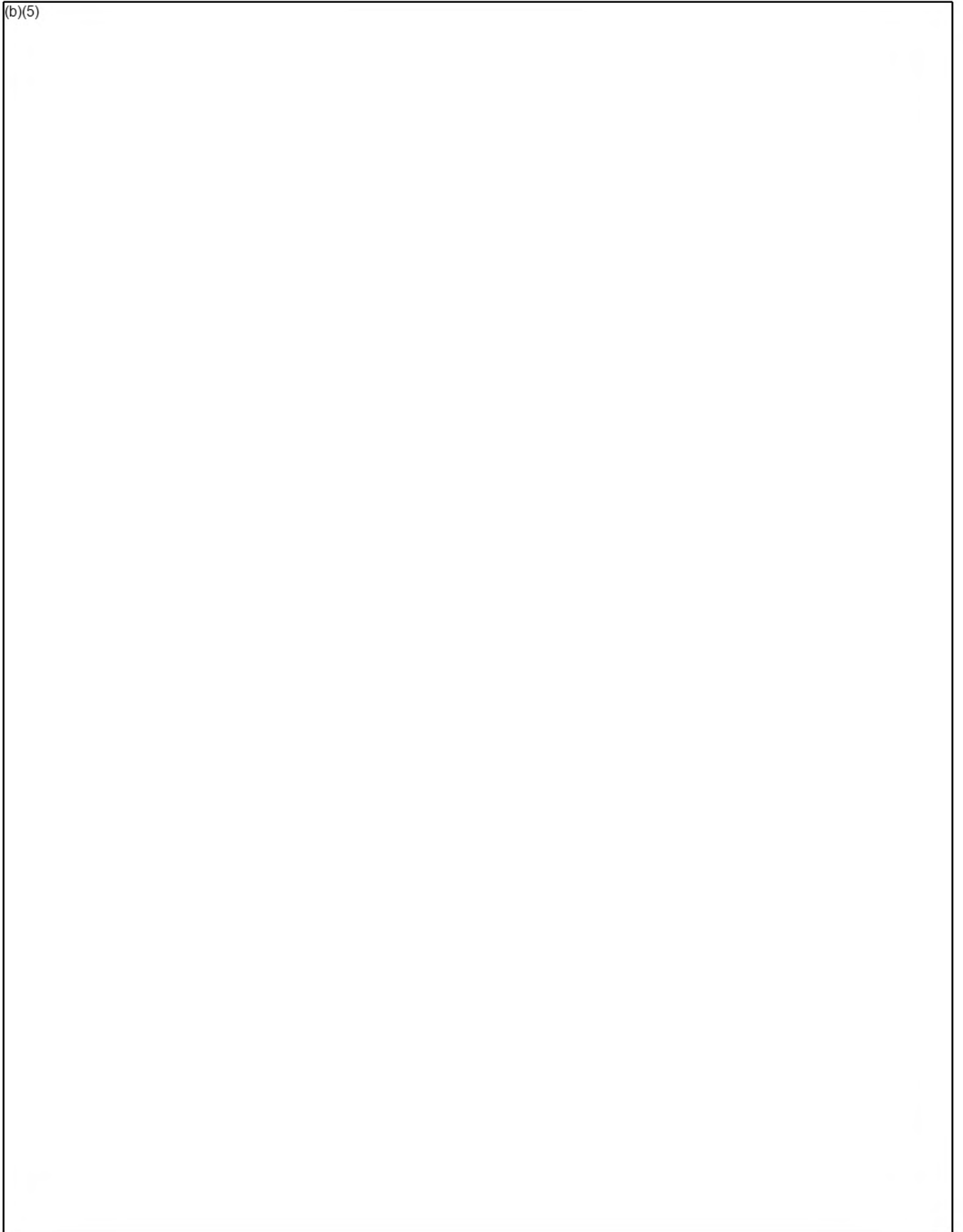
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From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 23, 2020 5:23 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

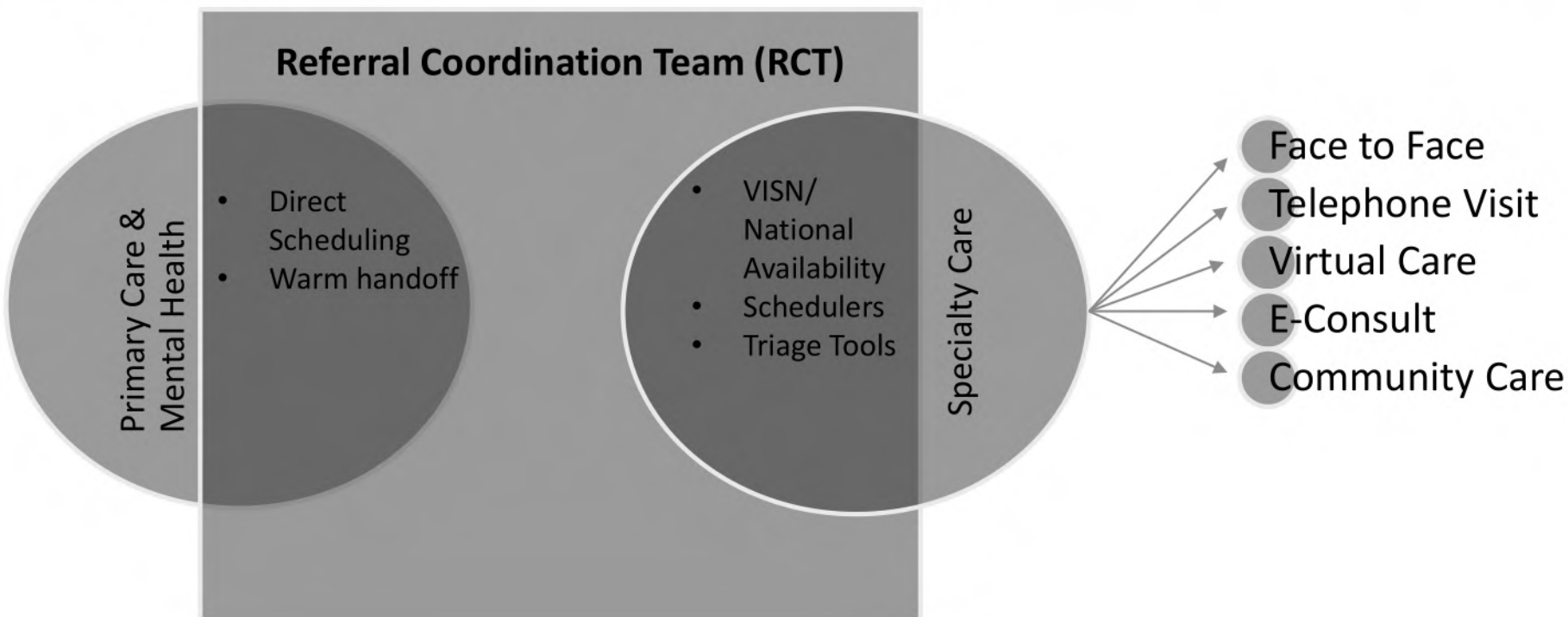
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

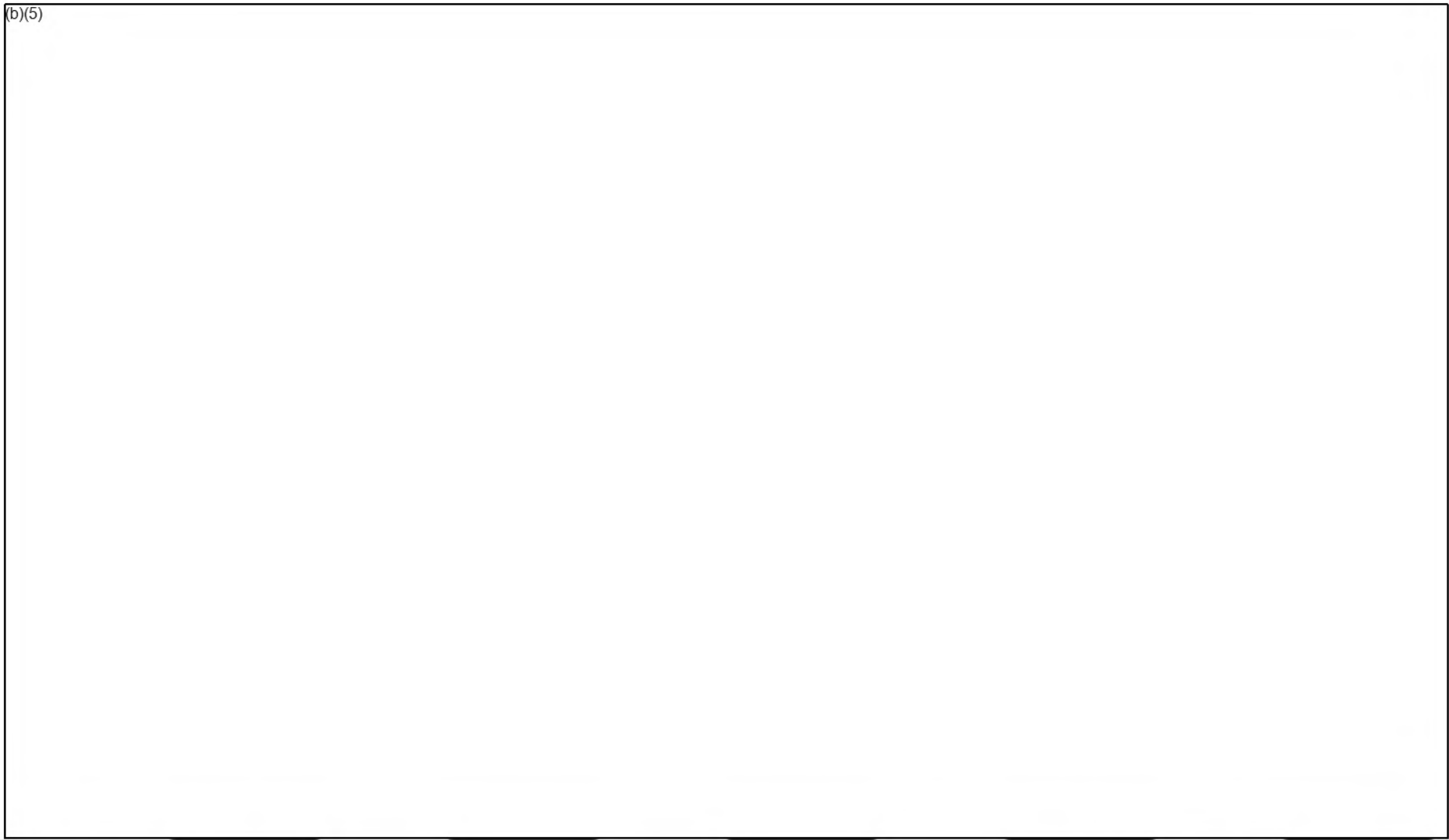
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

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Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

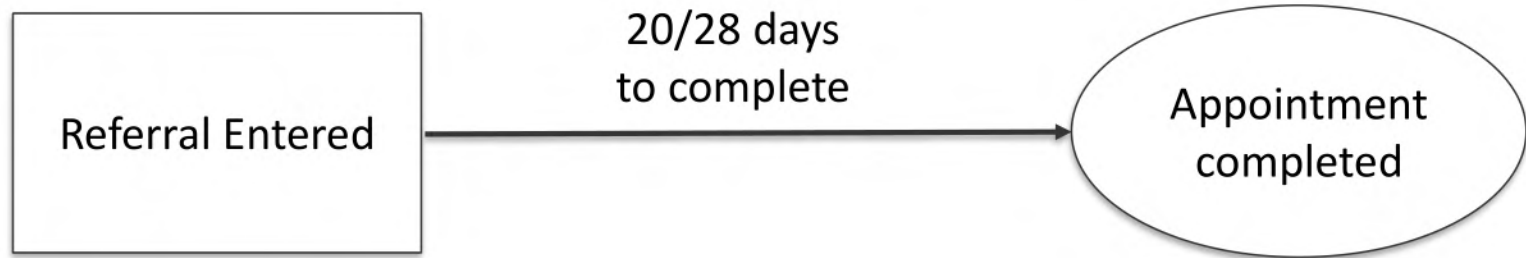
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

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(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist Facility Summary

Please see attached PDF.



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U.S. Department
of Veterans Affairs

From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 23, 2020 5:23 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

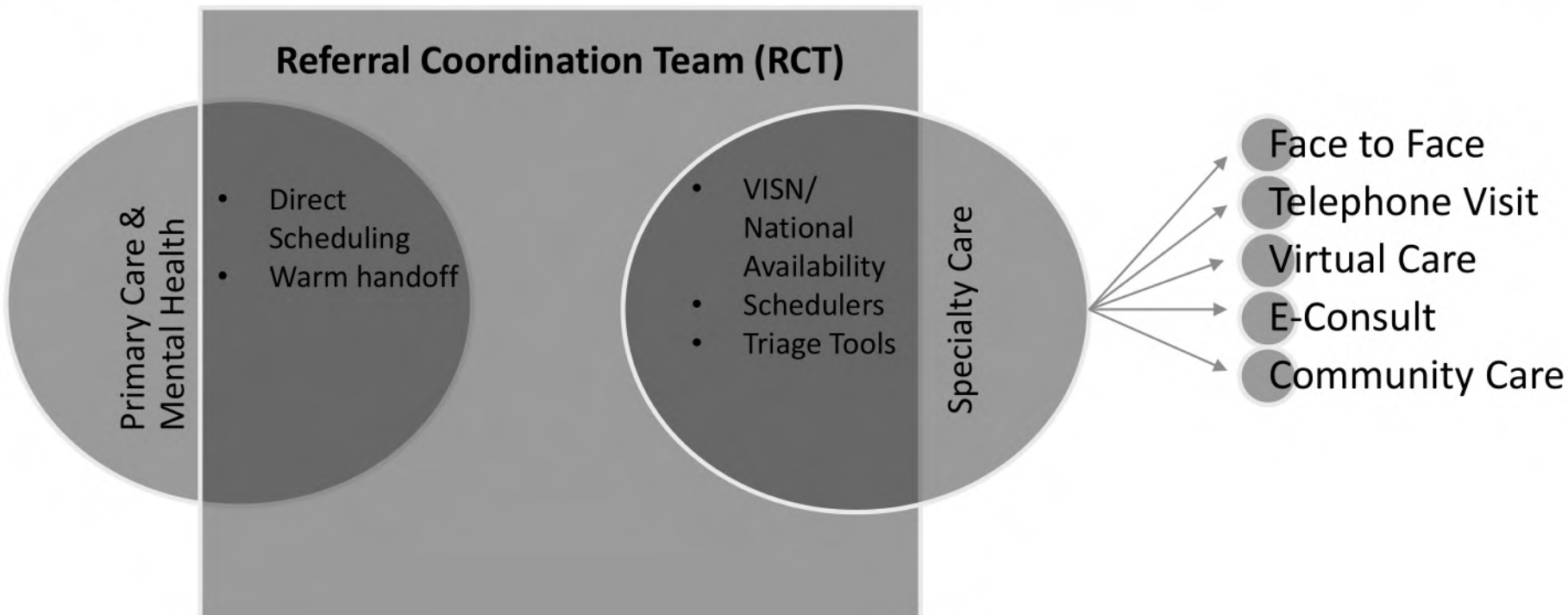
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



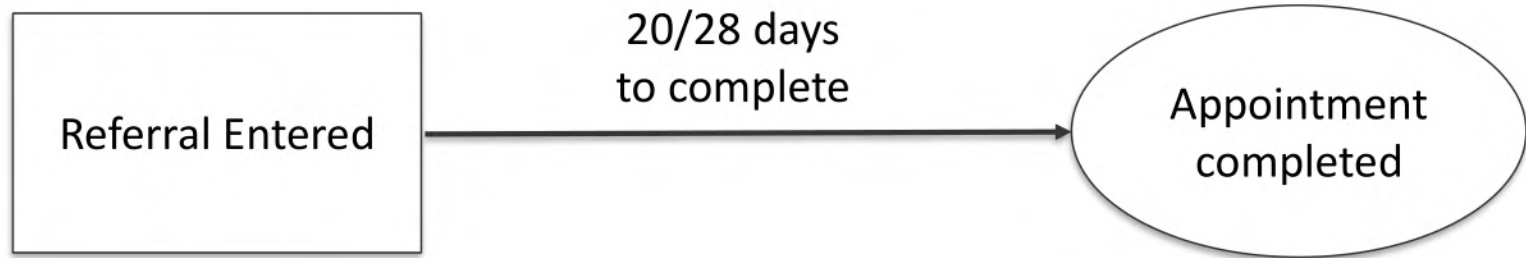
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Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist Facility Summary

Please see attached PDF.



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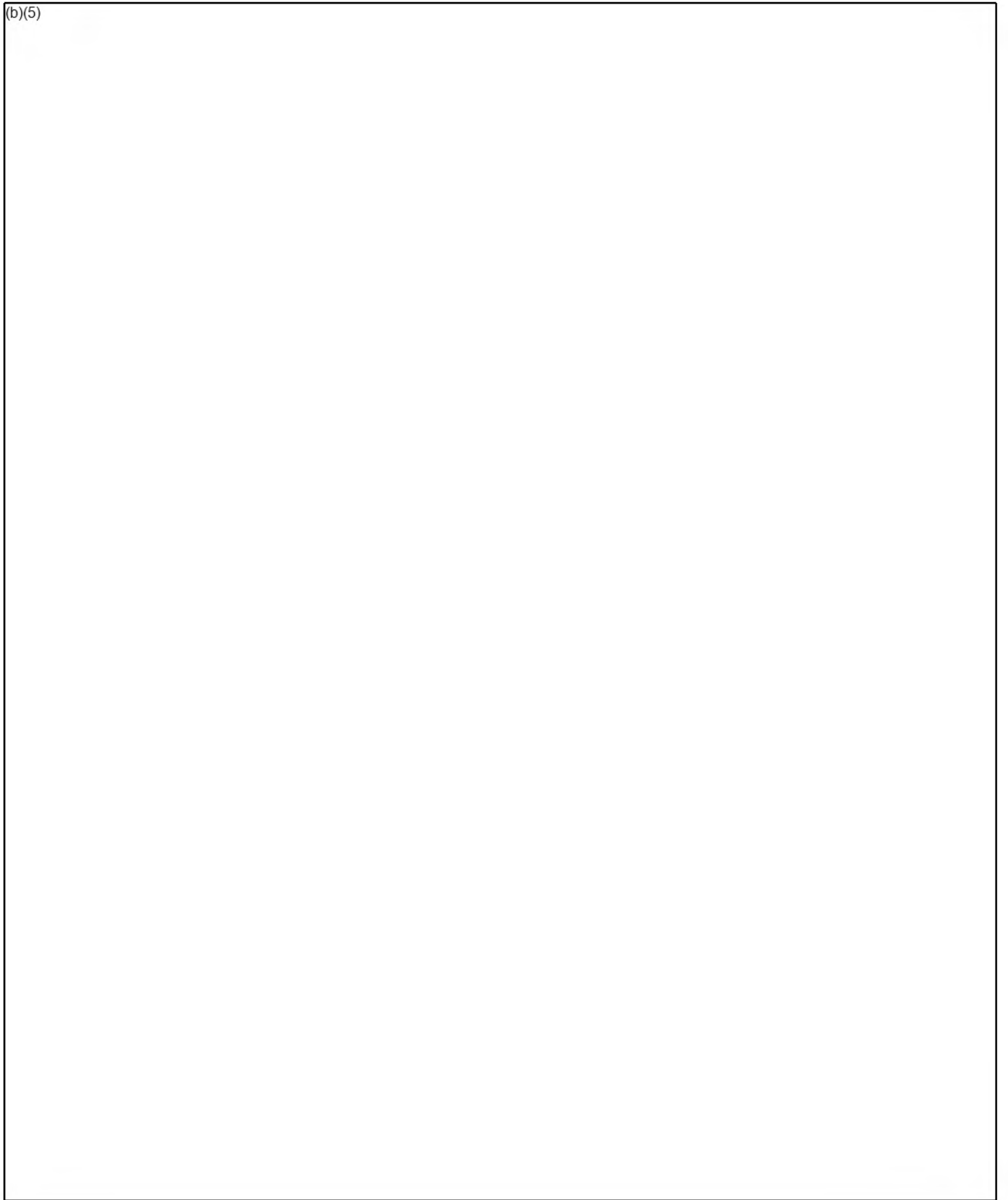


U.S. Department
of Veterans Affairs

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From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

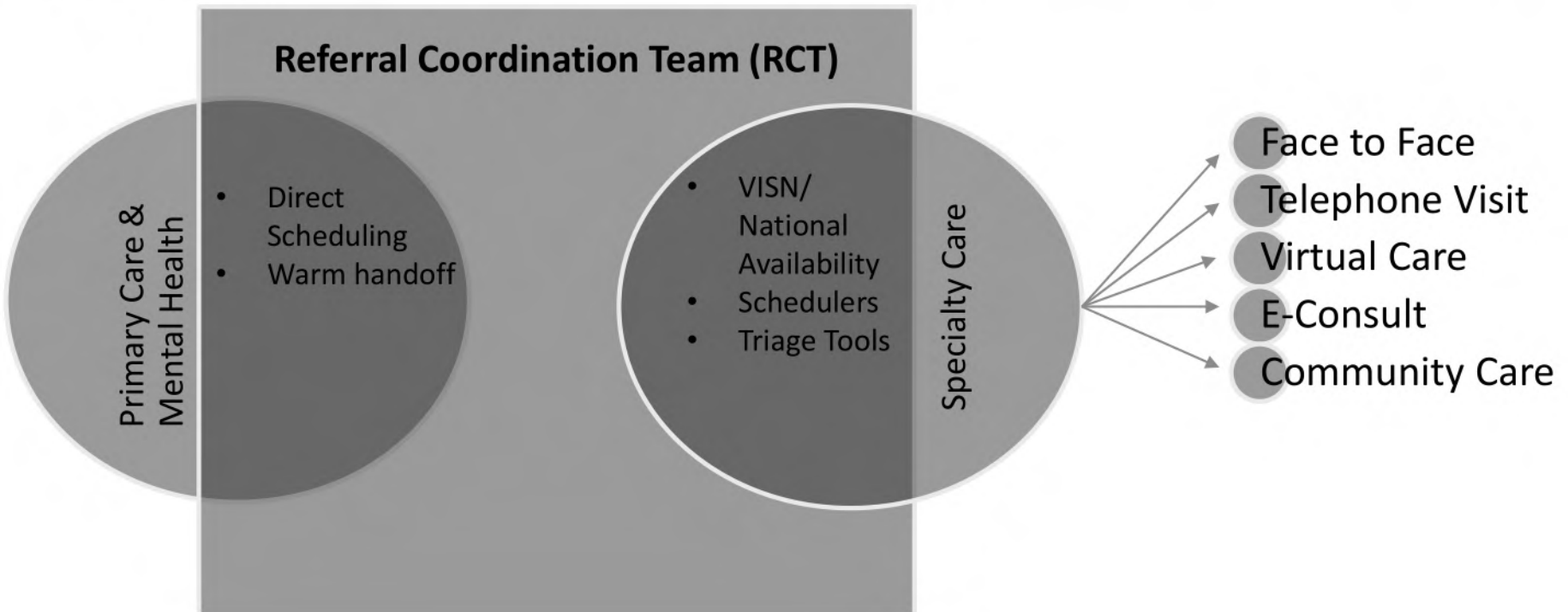
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

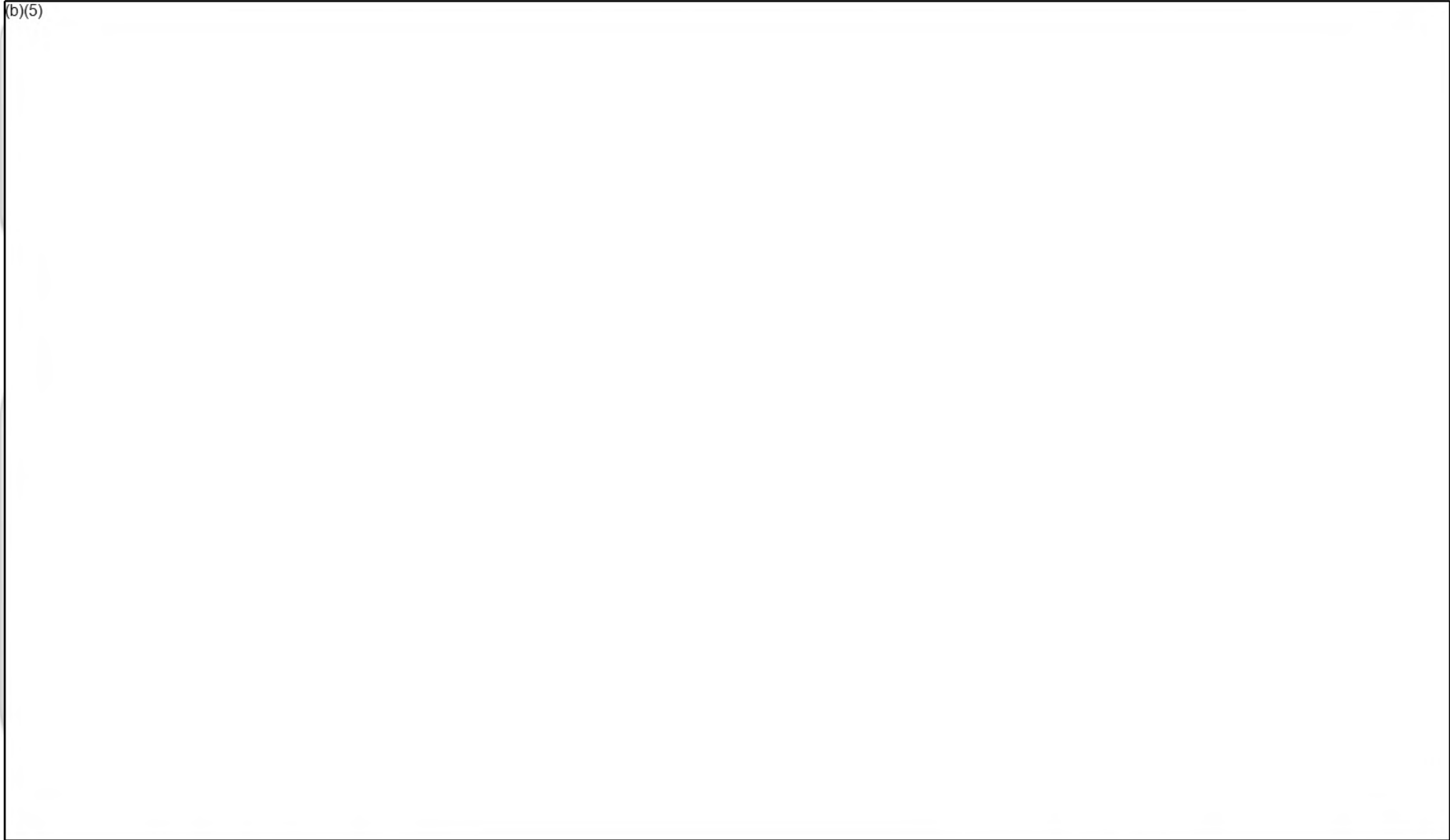
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

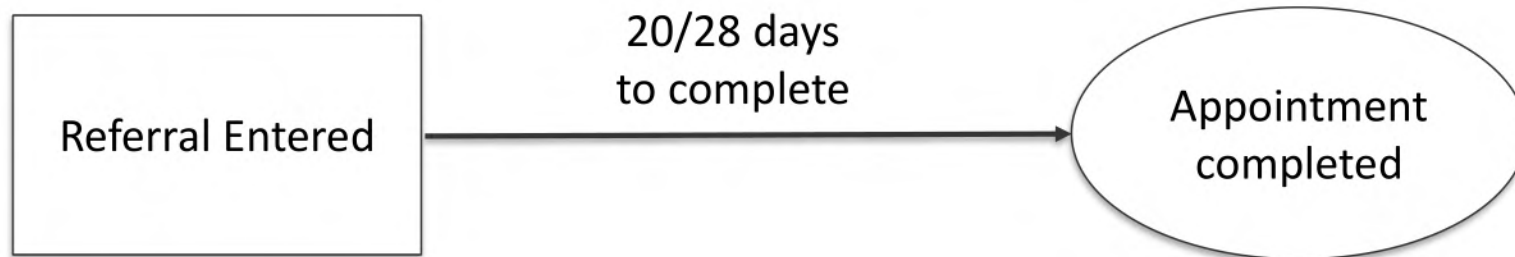
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



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U.S. Department
of Veterans Affairs

From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

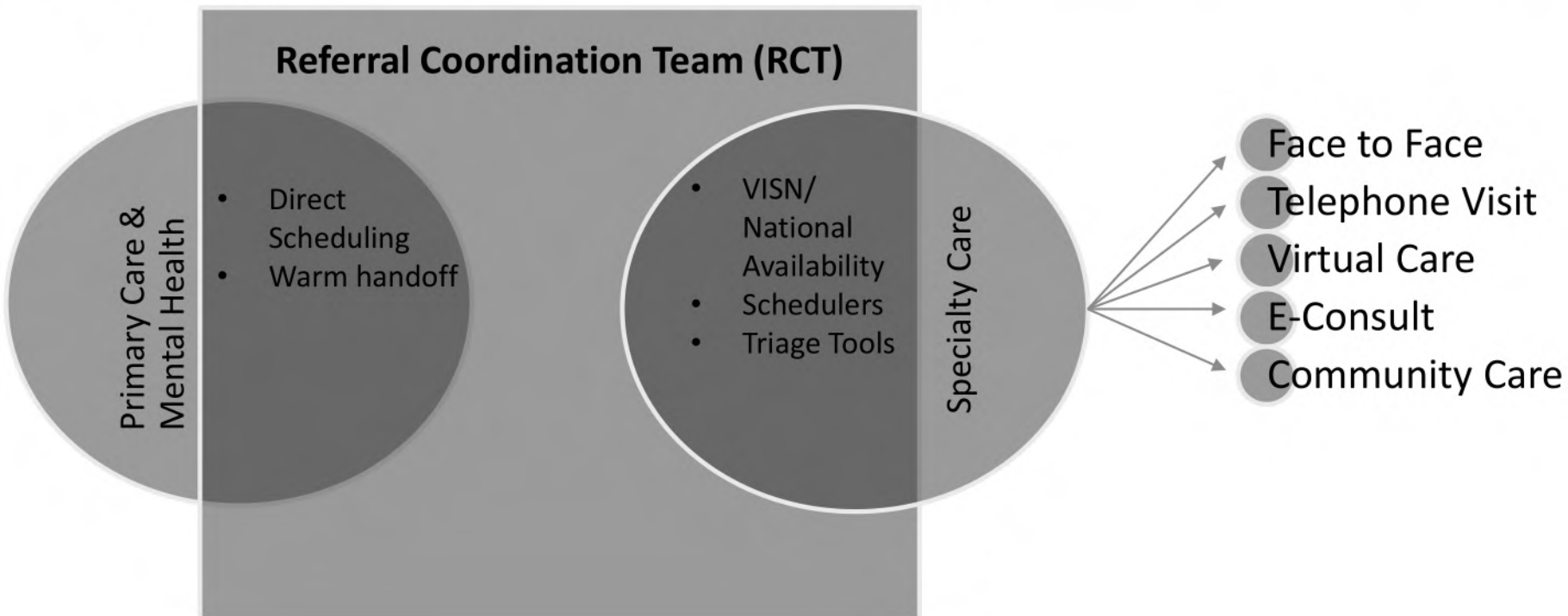
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

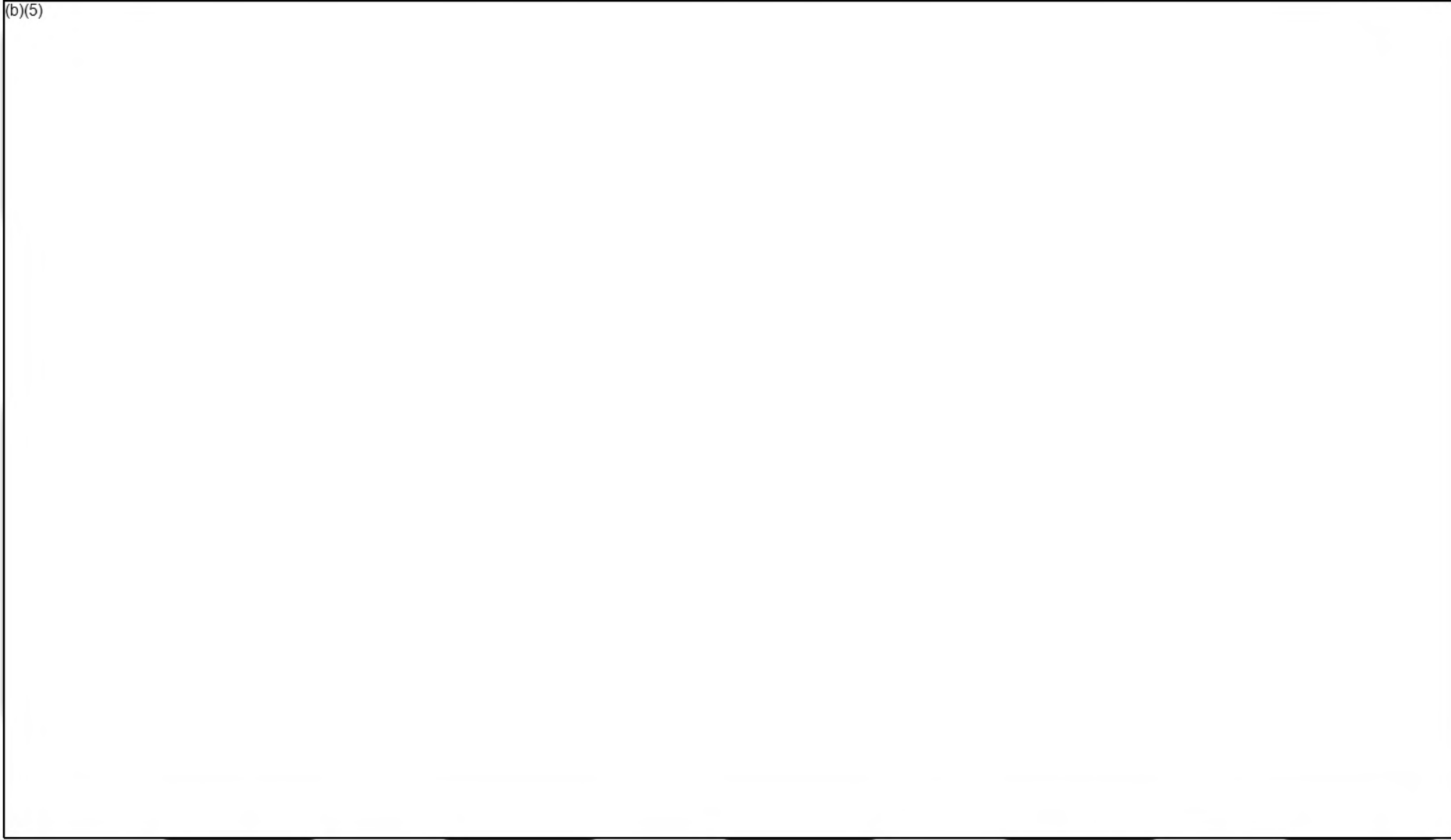
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Pre- and Post-6/6 Routine Referrals: VISN Data

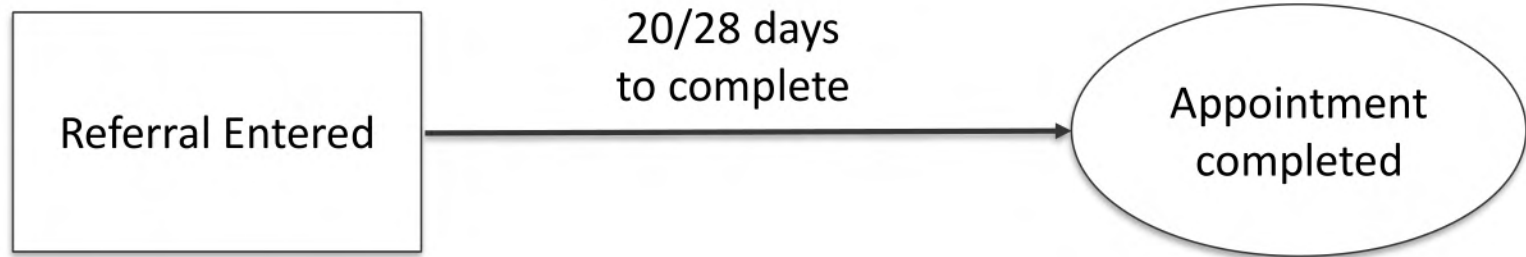
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

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(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



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Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1



Page 9153

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



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Community Care Network (CCN): Kansas – Comparing Optum's Network To TriWest's PC3 Network

Network Comparison: Overview

Comparing CCN and PC3 Networks: Number of care sites in Kansas

Network	Kansas (Total)
CCN (Optum)	18,191
PC3 (TW)	15,587

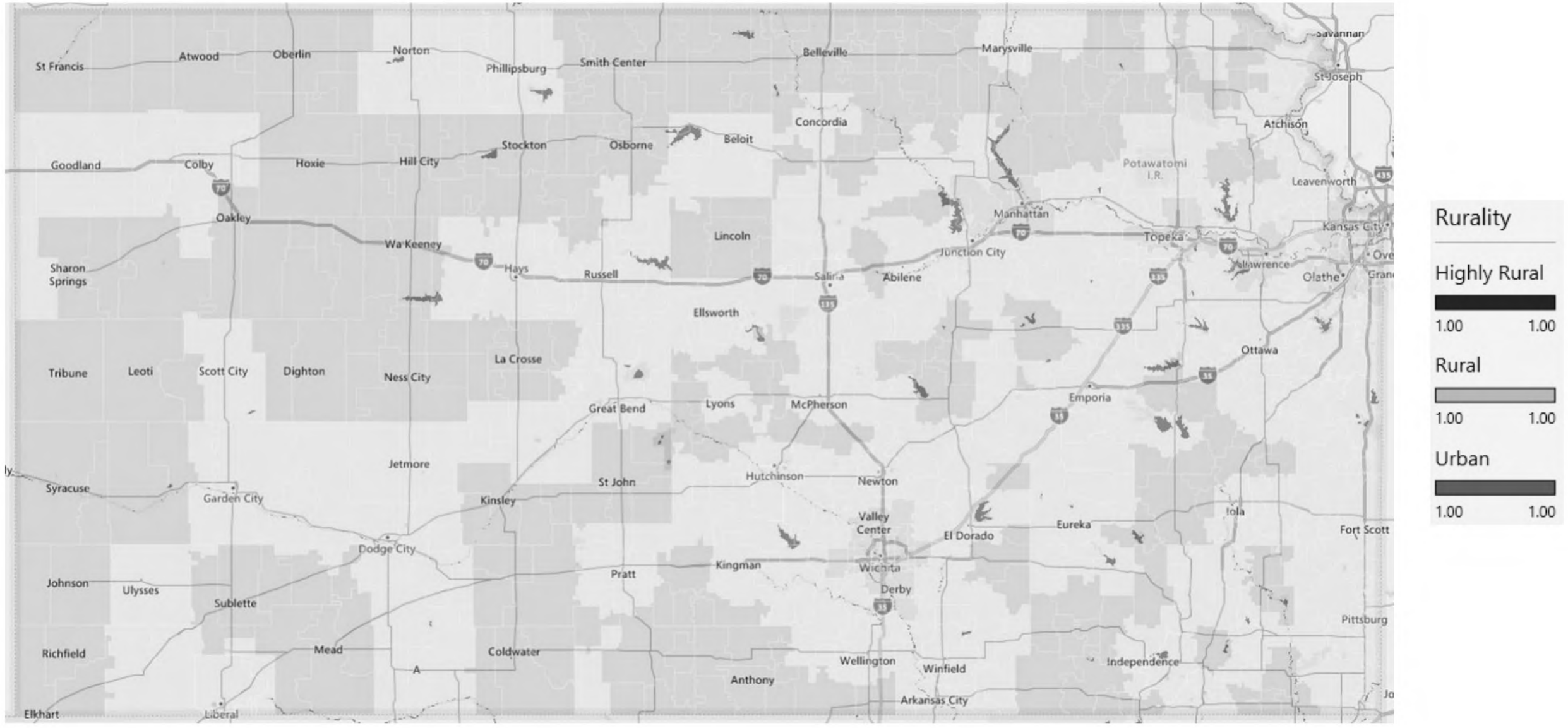
Care Sites Comparison By Rurality

Network	Highly Rural	Rural	Urban
CCN (Optum)	1,287	7,346	9,931
PC3 (TW)	1,164	6,746	7,975

Notes:

- **Care Site:** Unique locations for each provider (determined by distinct NPI)
 - For providers with multiple practicing locations - Counted once per county
- **Rurality:** Based on care site zip code
 - Each zip code is assigned as highly rural, rural, or urban
 - Determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

Background: Kansas Rurality



*Note: Mapping based on zip codes. Zip code rurality determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

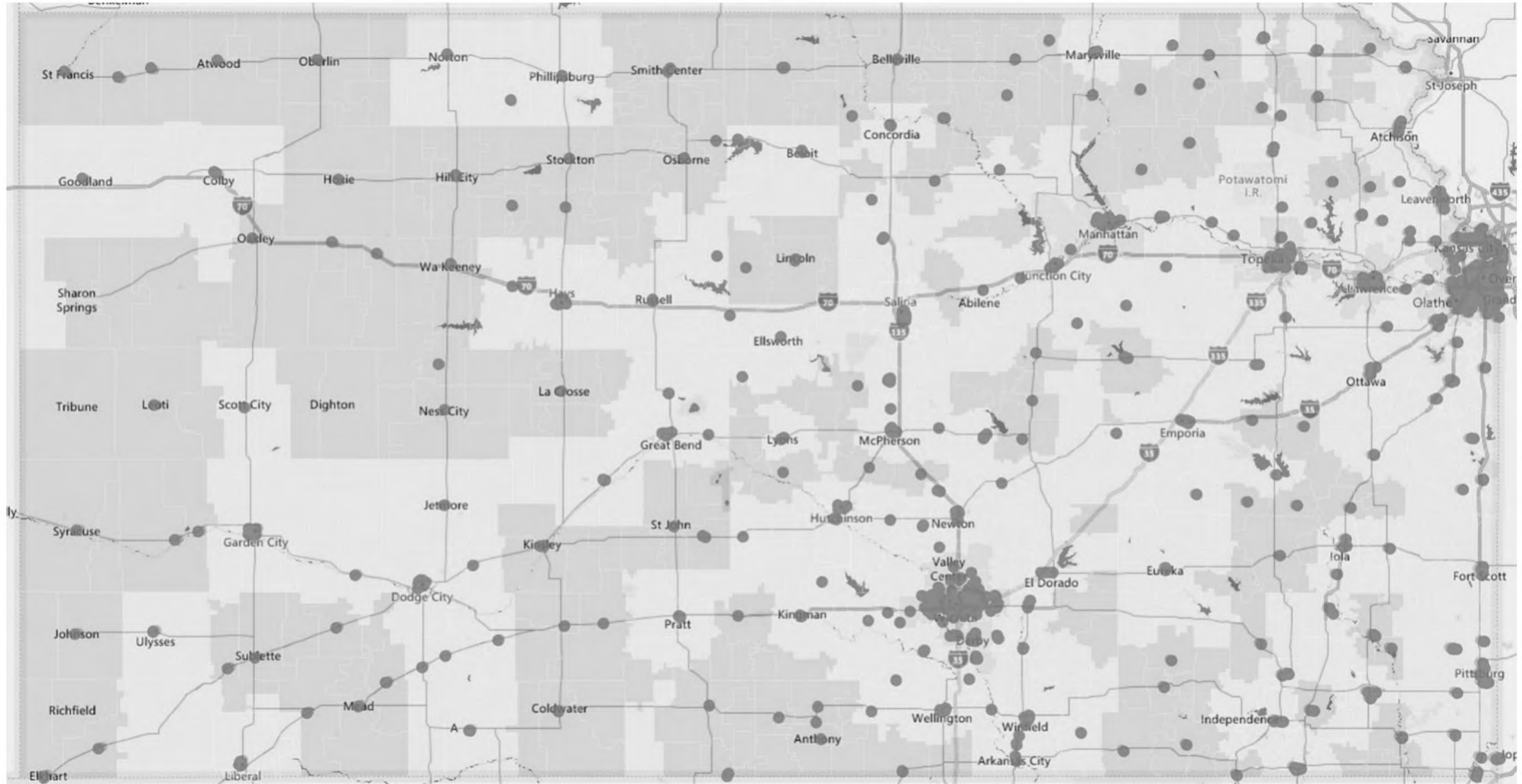
Network Comparison: Types of Care / Services

Comparing the number of care sites by type of care / services		
Type of Care / Services	CCN (Optum)	PC3 (TW)
Primary Care	5,273	3,879
Physical Therapy	1,677	1,399
Optometry	1,166	836
Mental / Behavioral Health	949	1,313
Anesthesiology	796	812
Cardiology	718	600
Radiology	611	647
Surgery	604	562
Gynecology & Obstetrics	440	336
Chiropractic Care	423	453
Orthopedics	400	370
Ophthalmology	398	358
Emergency Care Provider	381	260
Hematology / Oncology	354	360
Hospitalist	294	368

Notes:

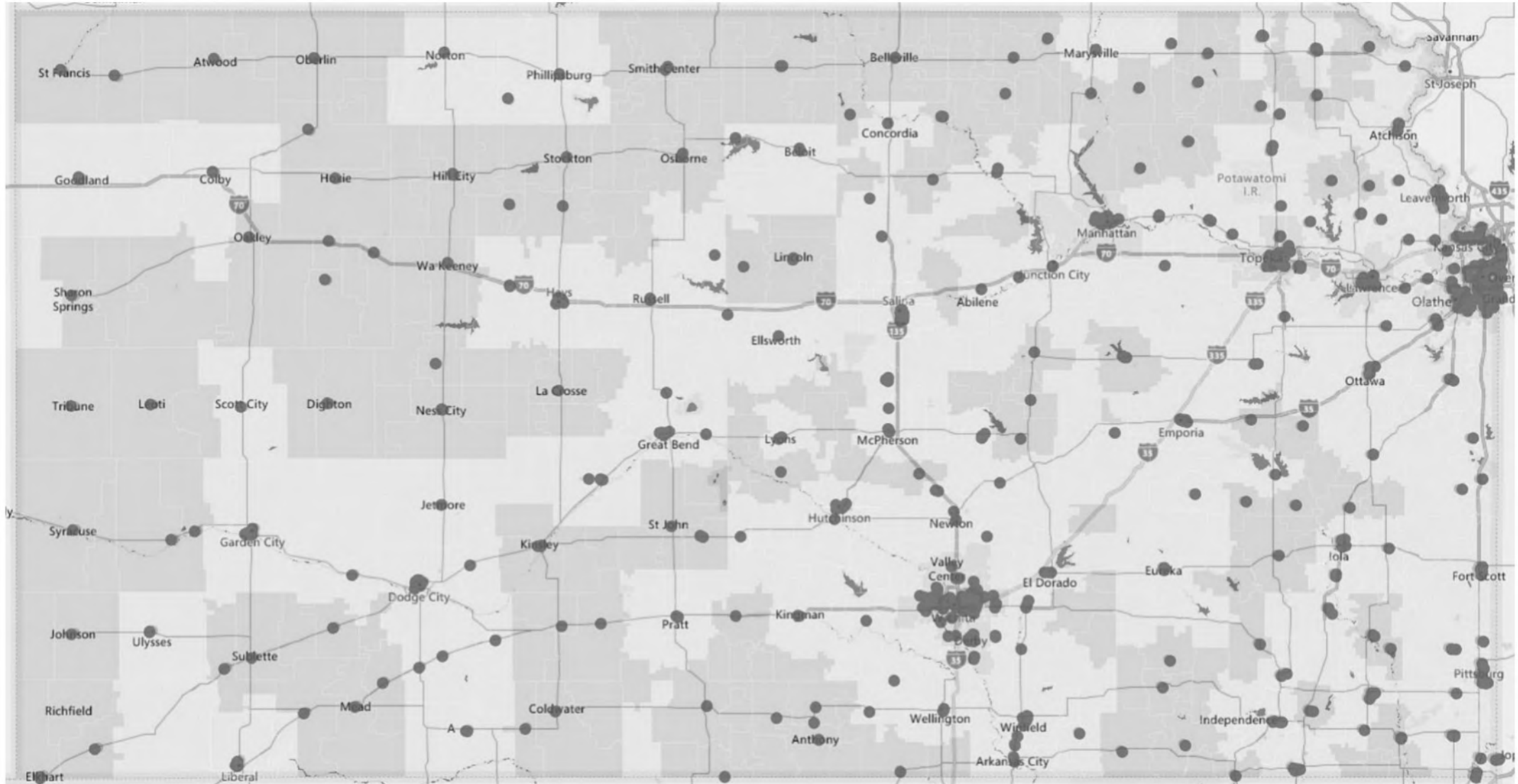
- **Type of Care:** Based on provider taxonomy codes
 - Includes physicians, other types of providers (NPs, PAs, etc.), clinics, and other facilities
 - Table only reflects the top 15 (by number of care sites)

Network Maps: Primary Care (CCN – Green)



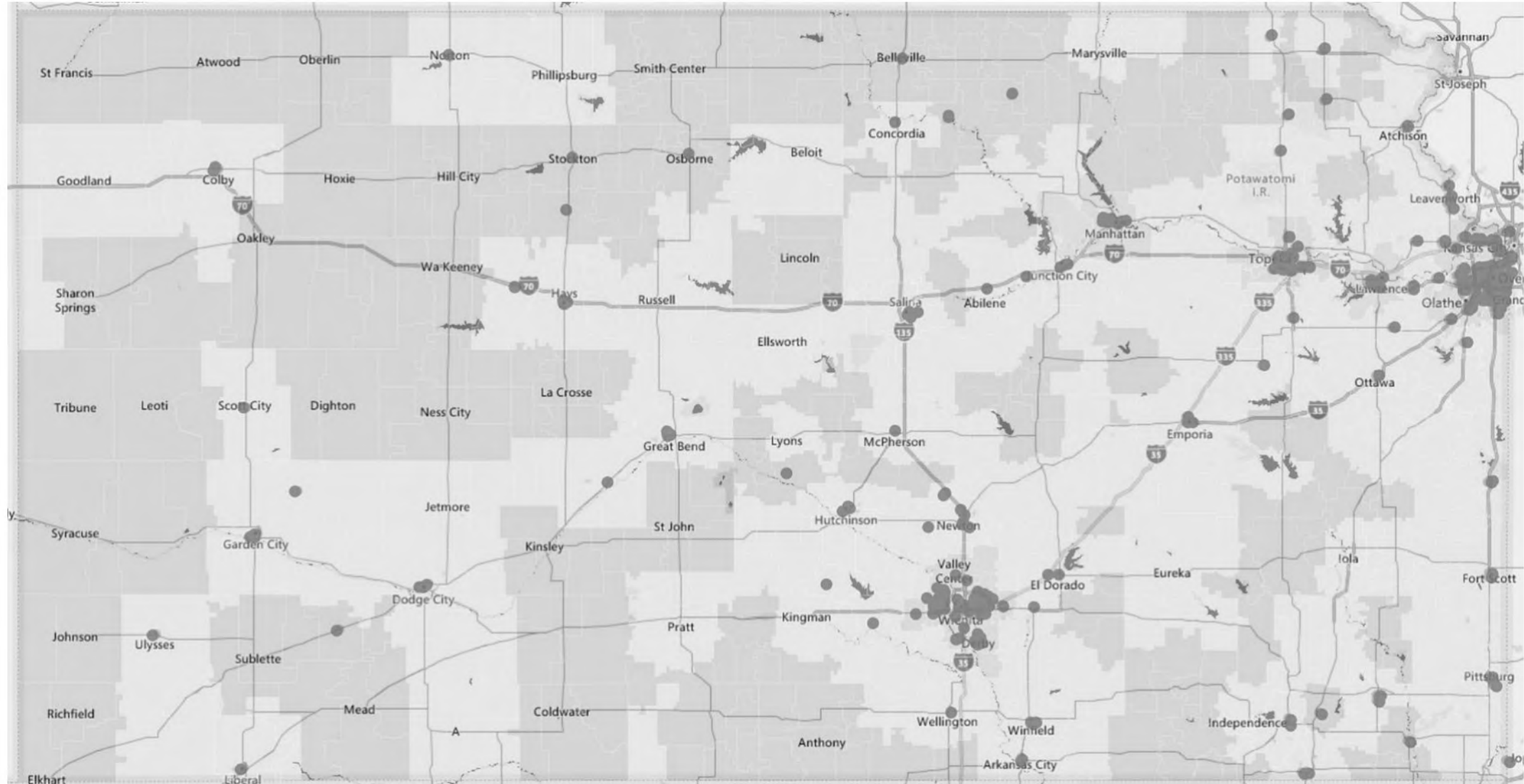
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Primary Care (PC3 – Blue)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Physical Therapy (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Physical Therapy (PC3)



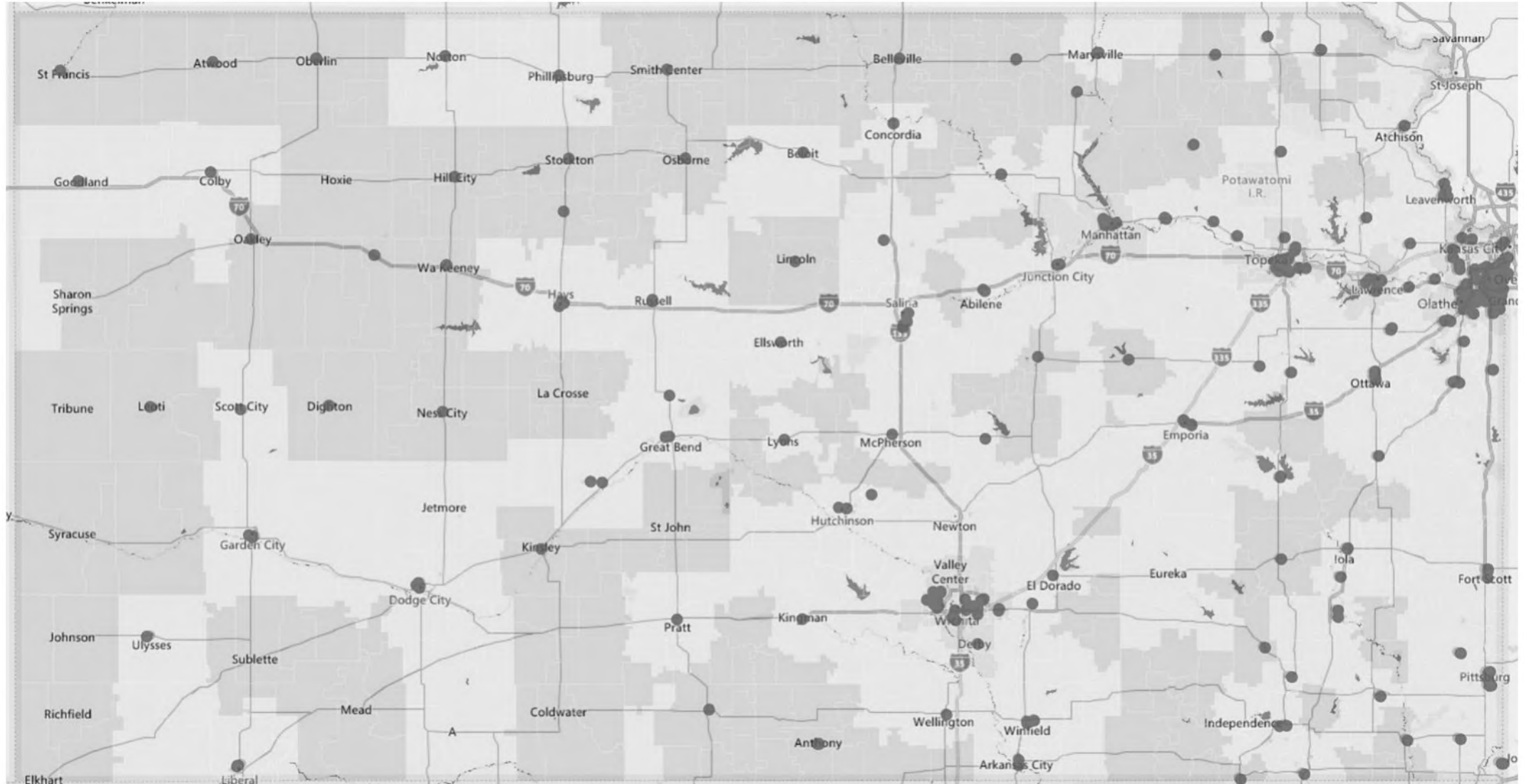
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Optometry (CCN)



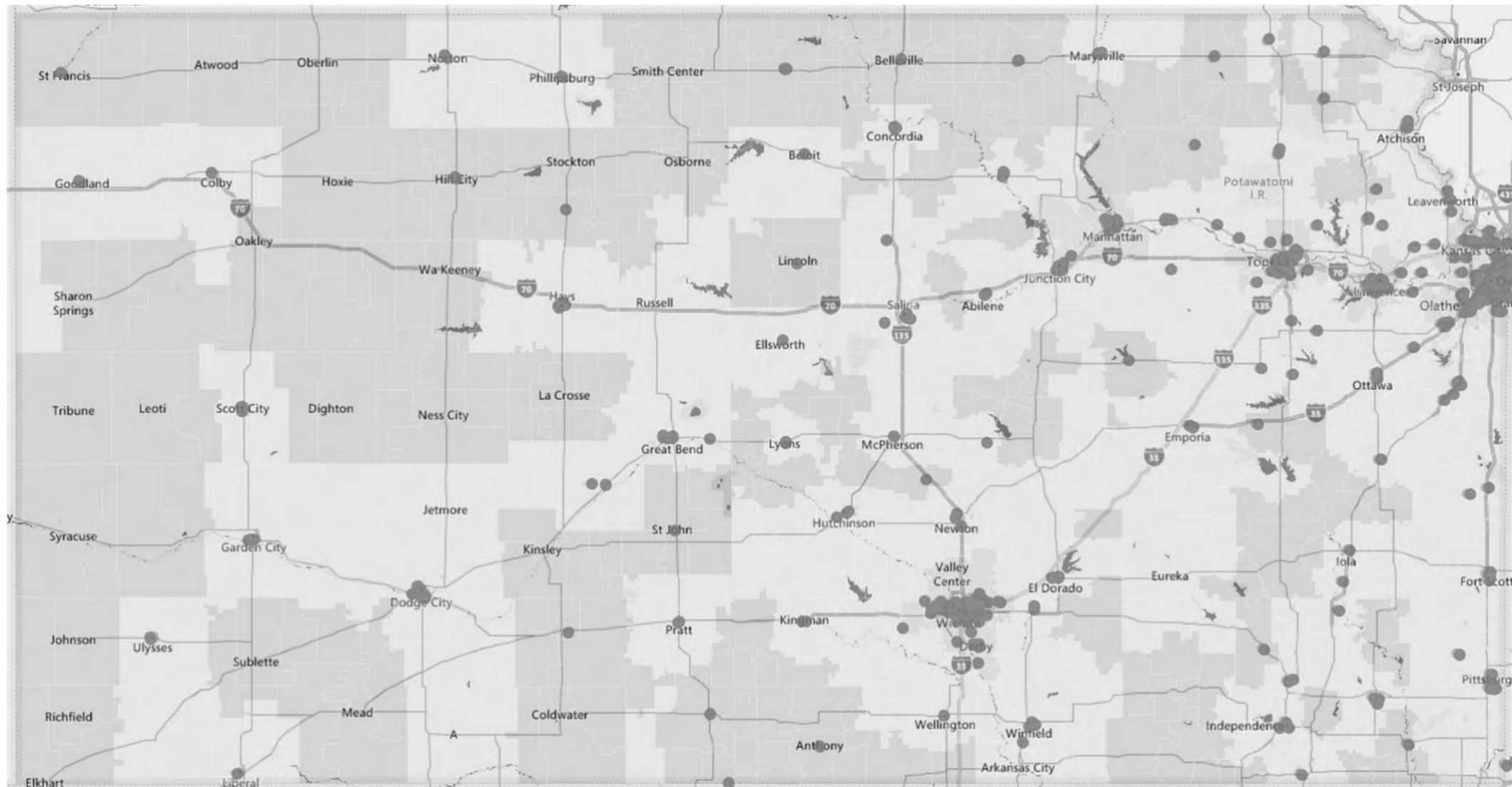
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Optometry (PC3)



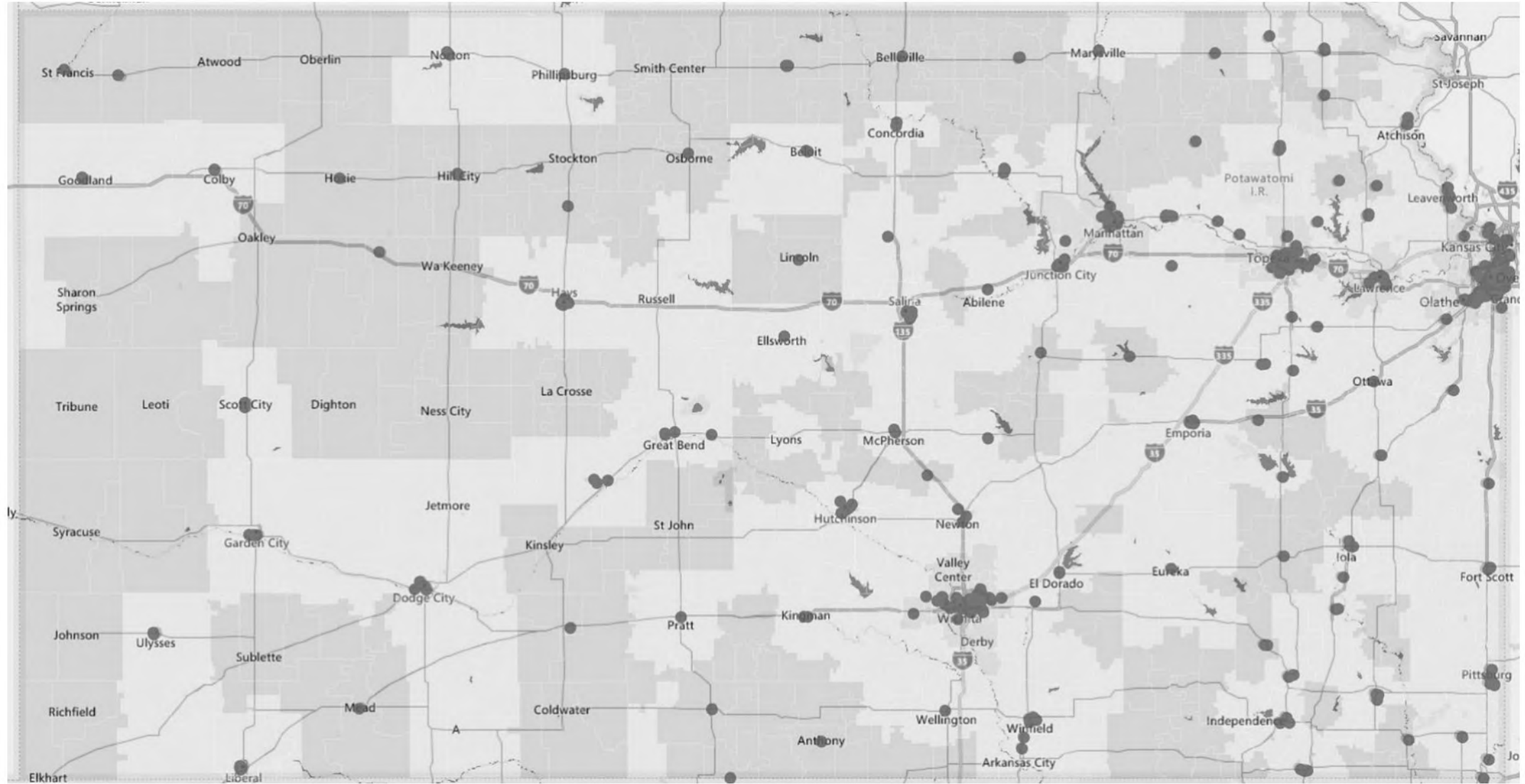
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Mental / Behavioral Health (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Maps: Mental / Behavioral Health (PC3)



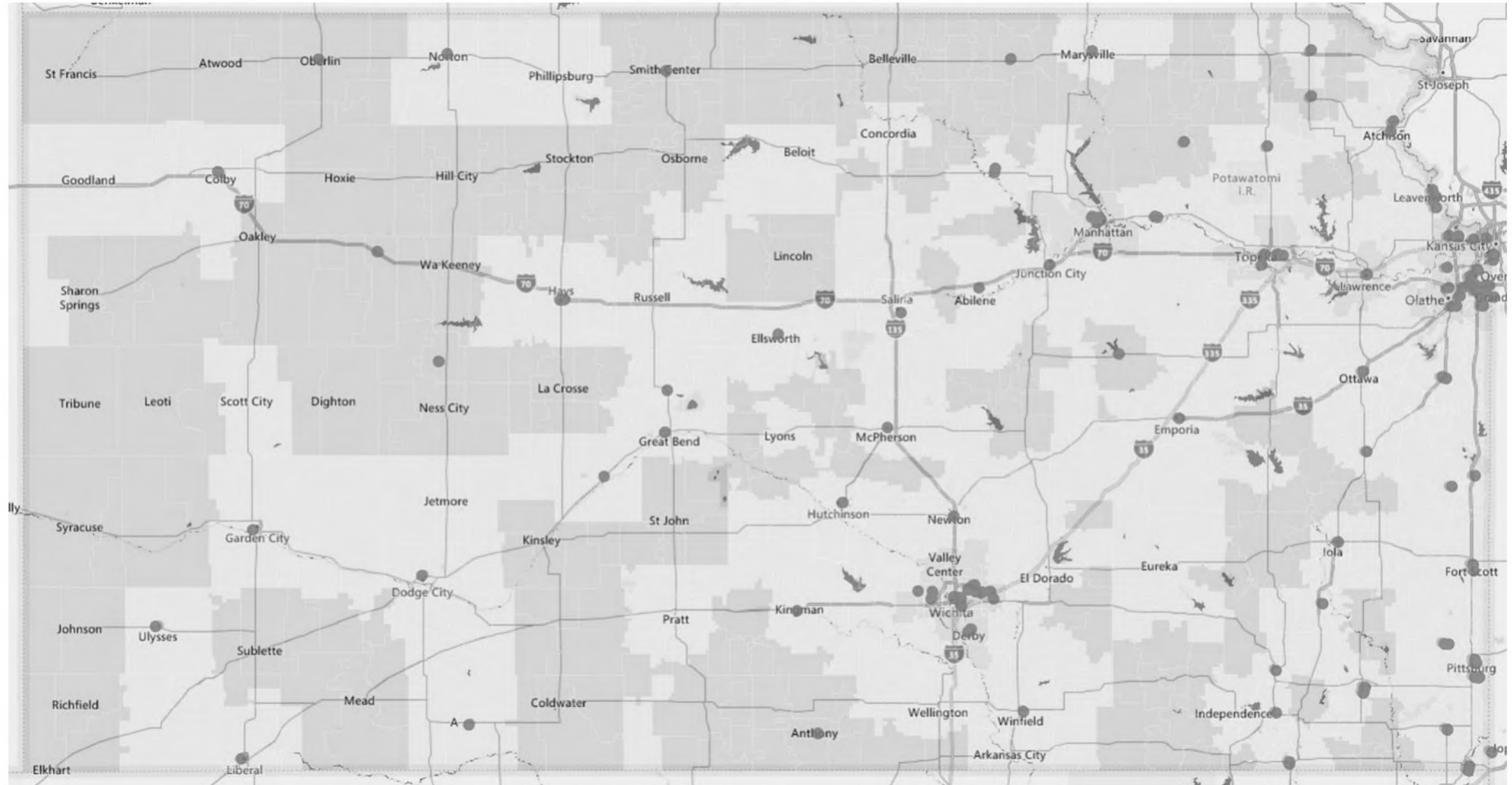
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Analysis (Example): Mental / Behavioral Health (CCN vs. PC3)

Mental / Behavioral Health Network (By Provider Type): Number of Care Sites

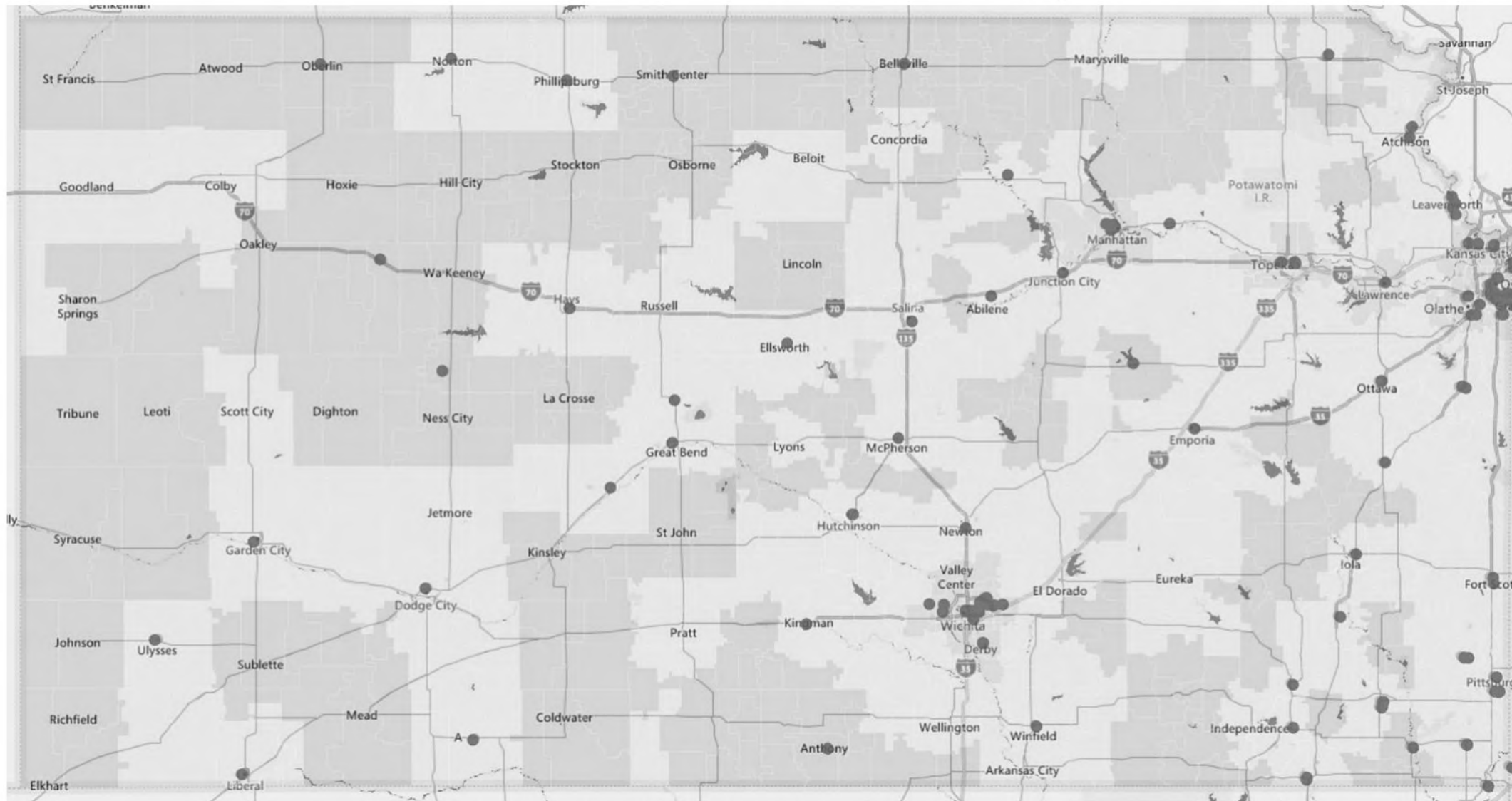
Type of Providers	CCN (Optum)	PC3 (TW)
Total Care Sites	949	1,313
Behavioral Health & Social Service Providers	623	932
<i>Social Worker</i>	259	422
<i>Counselor</i>	145	210
<i>Psychologist</i>	155	188
<i>Marriage & Family Therapist</i>	74	120
<i>Clinical Neuropsychologist</i>	6	5
Allopathic & Osteopathic Physicians	162	219
Physician Assistants & Advanced Practice Nursing Providers	47	138
Ambulatory Health Care Facilities	88	18
<i>Mental Health (Including Community Mental Health Center)</i>	53	11
<i>Rehabilitation, Substance Use Disorder</i>	31	5
<i>Methadone</i>	2	2
<i>Developmental Disabilities</i>	2	
<i>Adult Mental Health</i>	1	
Hospital Units	8	7
Residential Treatment Facilities	14	1
Agencies	14	

Network Maps: Cardiology (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

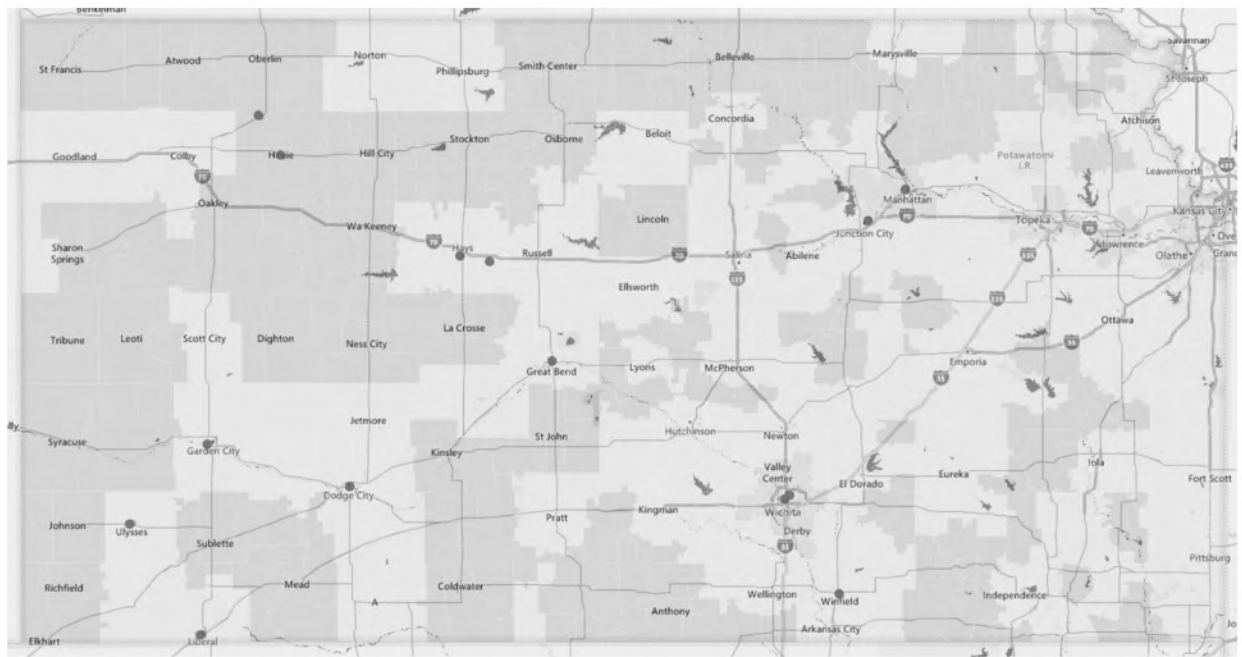
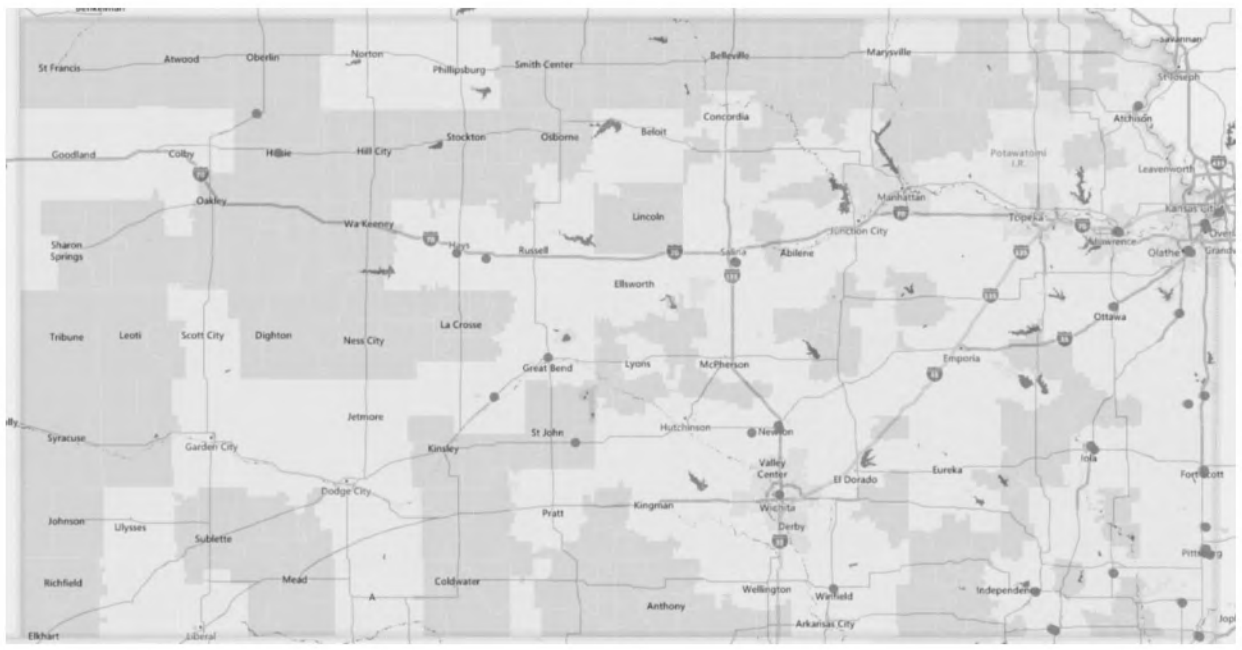
Network Maps: Cardiology (PC3)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

APPENDIX

Network Maps: Federally Qualified Health Centers (FQHCs)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	3	30	9	42
PC3 (TW)	2	9	3	14

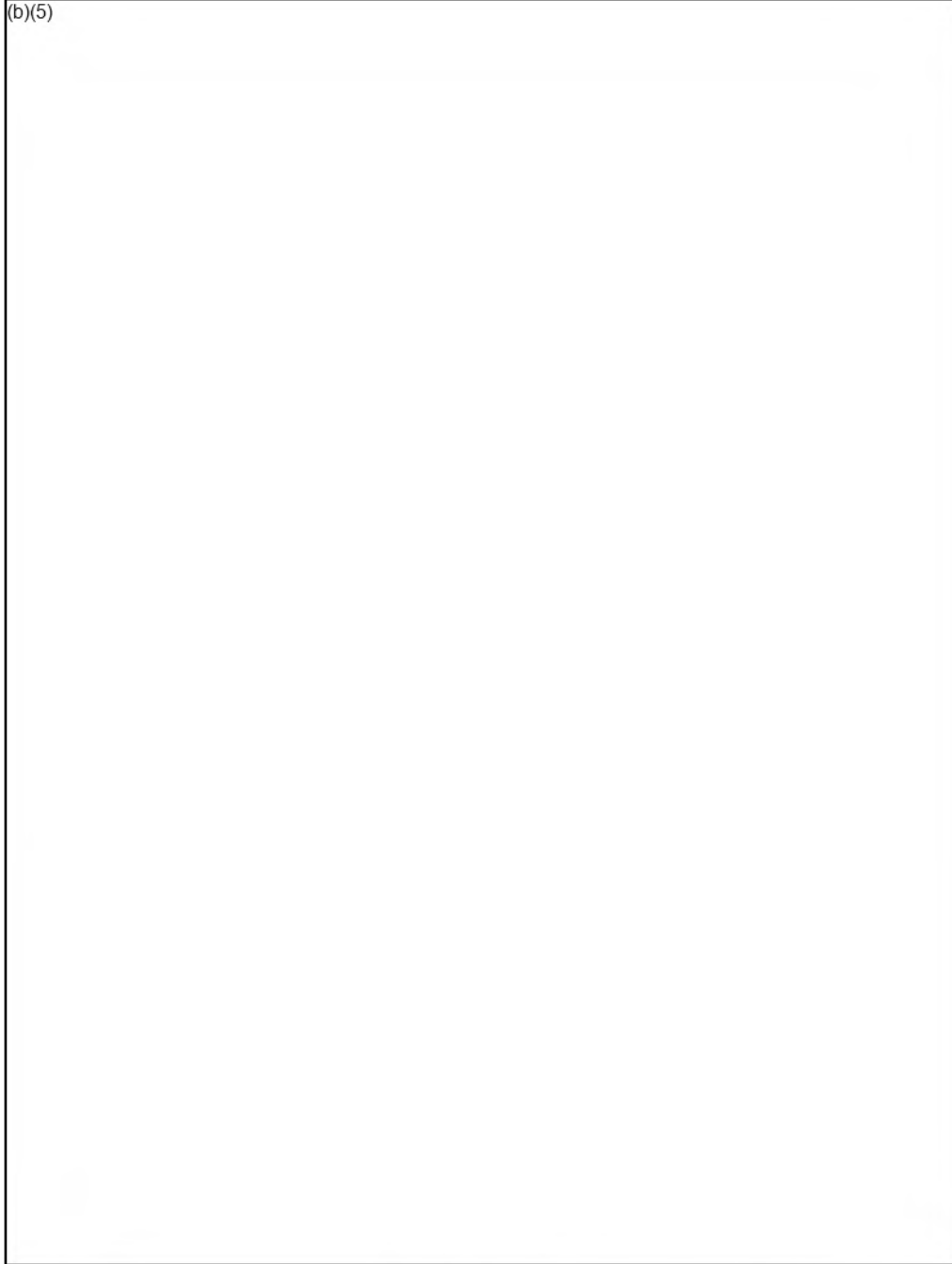
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From: (b)(6)
Subject: ||Briefing Prep|| Eight Corners MISSION Briefing: Market Assessments & VHA Vision Plan (Sec. 106b)
To: (b)(6)
Cc: OCLA Calendar (NEW); (b)(6)
 (b)(6)
Sent: December 29, 2020 6:56 PM (UTC-06:00)
Attached: Vision Plan_11.10.20_Final.12.9.20.FINAL.version 12122020.docx

Please let me know ahead of time if I am forgetting someone on the below list of primary briefers and if your title is correct. Also, please come prepared to present your briefing as it would be presented Jan 7.

Market Assessment:

- (b)(6) Chief Strategy Officer, VHA;
- (b)(6) Chief Consultant to the Deputy Under Secretary for Health;
- (b)(6) Principal Deputy Assistant Secretary for OEI;
- (b)(6) Executive Director, Strategic Planning and Analysis, VHA Chief Strategy Office

VHA Vision:

- (b)(6) Chief Consultant to the Deputy Under Secretary for Health;

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(b)(6)

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 Department of Veterans Affairs

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Community Care Network (CCN) Update

Congressional Staff Briefing
January 15, 2020



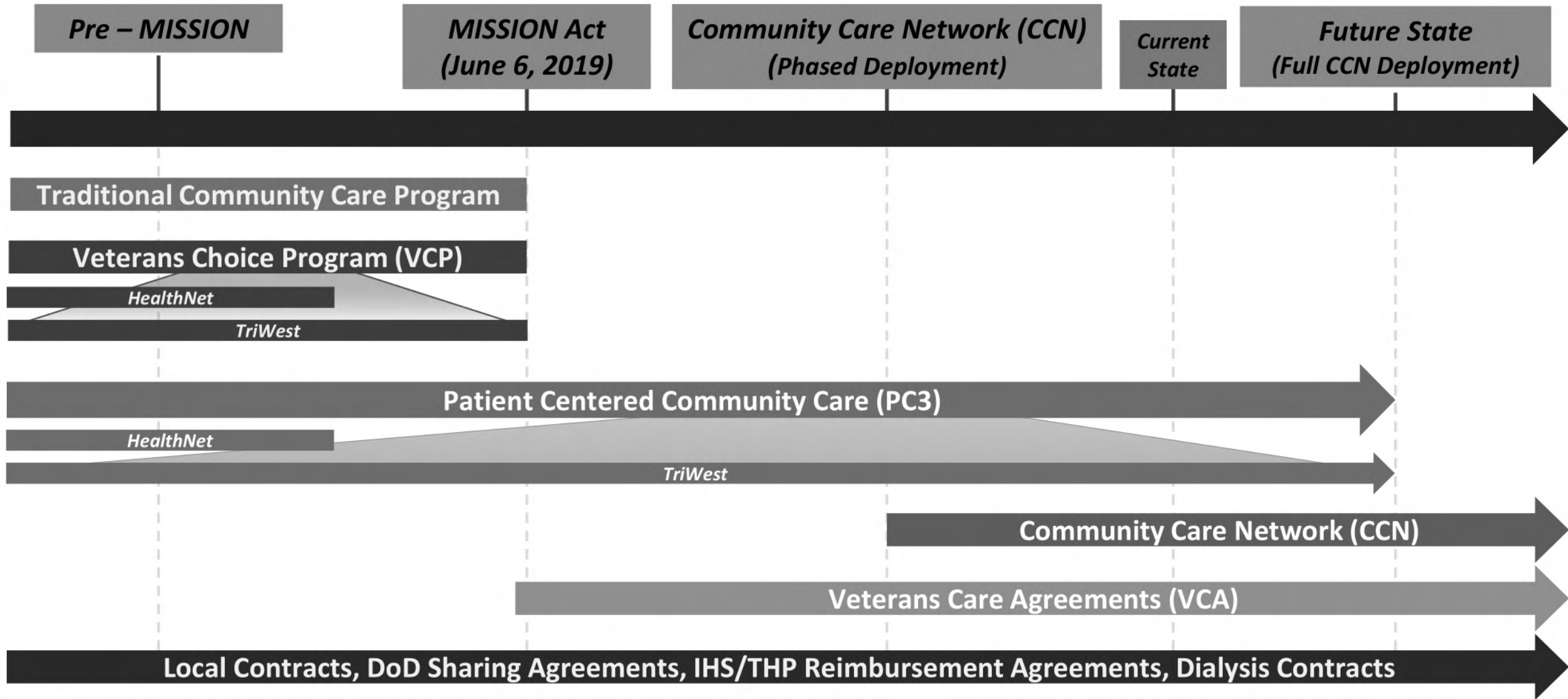
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Community Care Programs & Purchasing Authorities Timeline



Community Care Network: Overview

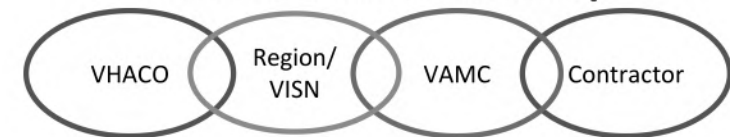
The **Community Care Network (CCN)** is a set of **region-based** contracts to provide health care services in the community through a contractor who **builds** and **credentials** the associated network and **processes claims**.

Benefits of CCN:

- Gives VA control of Veteran care and experience
 - **Scheduling, care coordination, and customer service** functions within VA's purview
- Gives VA convenient access to a network of qualified, **credentialed providers**
- Gives VA a streamlined community care processes
 - by including **more services** under CCN
 - by **no longer** adjudicating claims



Achieved in Partnership



Community Care Network (CCN) Deployment Timeline

June	July	August	September	October	November	December	January	February	March	April	May	June
	R1P1			R1P2	R1P3	R1P4		R3P1	R3P2			
	6/26: SHCD Philly (Dental)	7/29: WRJ and Philly (All Services)		9/17: Bedford, MA Boston, MA Central Western Mass. Providence, RI Connecticut Lebanon, PA Wilmington, DE Butler, PA Manchester, NH	10/29: Coatesville, PA Altoona, PA Pittsburgh, PA Erie, PA Wilkes-Barre, PA Clarksburg, WV Huntington, WV Beckley, WV Martinsburg, WV Chillicothe, OH	11/19: Syracuse, NY Northport, NY Bronx, NY Canandaigua, NY Albany, NY Hudson Valley, NY New Jersey Western New York New York Harbor Bath, NY Togus, ME		1/7: Fayetteville, AR Orlando, FL	2/19: Columbia, SC Dublin, GA Mountain Home, TN Tennessee Valley, TN	3/17: Birmingham, AL Tuscaloosa, AL Central Arkansas, AR Muskogee, OK Oklahoma City, OK Memphis, TN	4/14: Charleston, SC Alexandria, LA Biloxi, MS Jackson, MS New Orleans, LA Shreveport, LA	5/19: ★ Central Alabama Atlanta, GA Augusta, GA Bay Pines, FL Miami, FL West Palm Beach, FL N Florida/S Georgia San Juan, PR Tampa, FL
MISSION								Command Center: Washington, DC	Command Center: Minneapolis, MN		Command Center: Overland Park, KS	
				R2P1		R1P5 ★	R2P2	R2P3	R2P4	R2P5 ★		
				10/8: Marion/Ft. Wayne, IN Omaha/Grand Island, NE Des Moines, IA Iowa City, IA		12/10: Louisville, KY Lexington, KY Chillicothe, OH Cleveland, OH Dayton, OH Columbus, OH Cincinnati, OH Indianapolis, IN	12/10: Asheville, NC Salisbury, NC Salem, VA Richmond, VA Hampton, VA Durham, NC Fayetteville, NC Baltimore, MD Washington, DC	1/22: Battle Creek, MI Ann Arbor, MI Detroit, MI Saginaw, MI Danville, IL/Illiana Chicago, IL North Chicago, IL Hines, IL Madison, WI Tomah, WI Milwaukee, WI	2/19: Iron Mtn, MI Fargo, ND Sioux Falls, SD Minneapolis, MN St. Cloud, MN	3/17: Poplar Bluff Marion, IL St. Louis, MO Fort Meade, SD; Hot Springs, SD Kansas City, MO Columbia, MO Wichita, KS Eastern Kansas		
R1	Deployment Plan Confirmed											
R2	Deployment Plan Confirmed											
R3	Deployment Plan Confirmed											
R4	Deployment Plan in development											
★	Deployment Complete											
*Dates noted are go-live dates; each deployment phase includes a PC3 transition period of approximately 30 days from CCN go-live date												

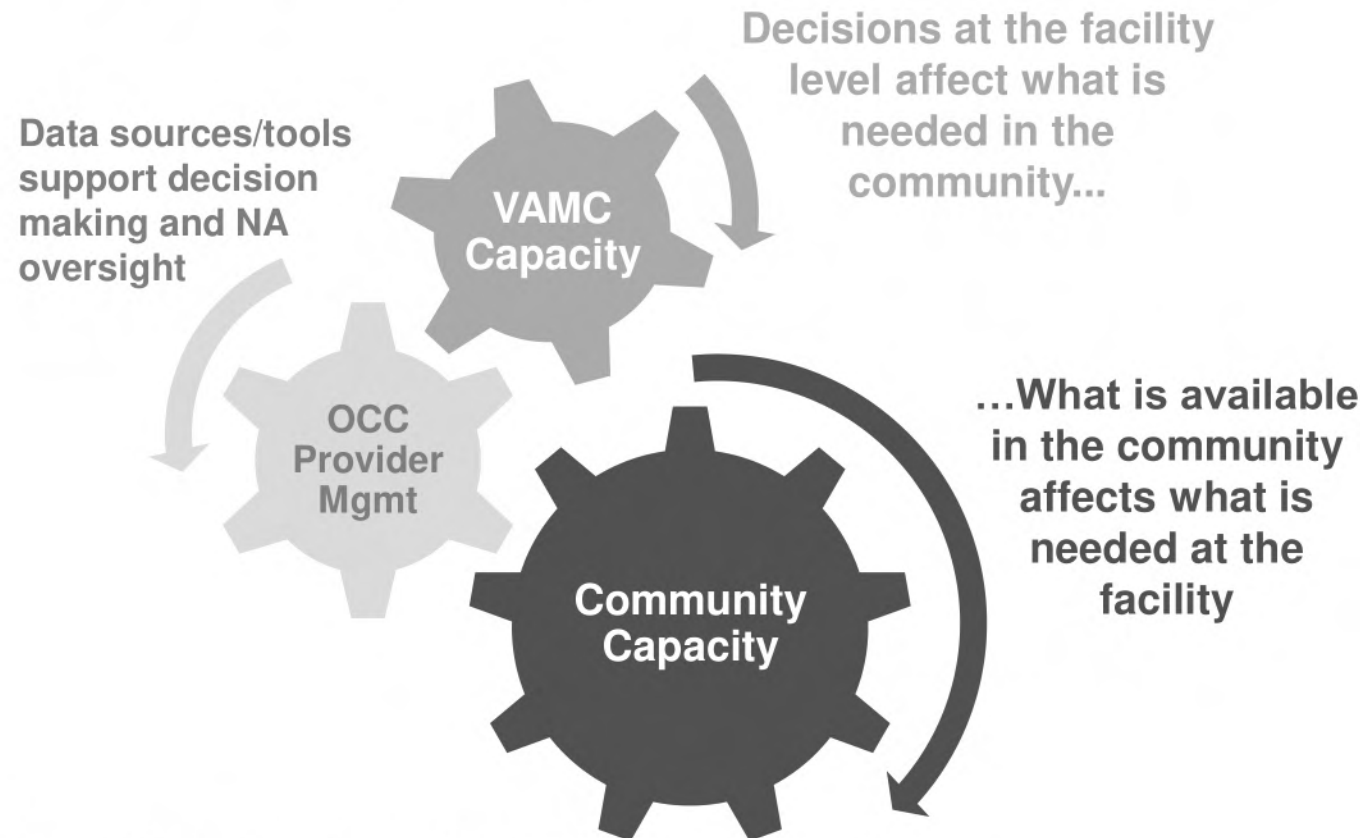
Provider Network Adequacy - Background

- Access to care is a nationwide issue affecting both public and private sector
 - VA will do all that is necessary to provide services to Veterans when and where care is needed. However, there is a shortage of providers or they do not exist in certain areas throughout the nation
 - Any network that VA builds, regardless of the network standards that are enforced by contract – there will be gaps in services
- VA contracts with strong partners that bring developed networks and can provide appropriate contracting and quality oversight
- The VA network includes these region-based contracted networks as well as:
 - VA-DoD Sharing Agreements
 - Indian Health Service and Tribal Health Programs Reimbursement Agreements
 - Dialysis Contracts
 - Facility based-local contracts
 - Veterans Care Agreements (VCA)
- Forecasting for the size and location of network need is based on demographics and typical utilization of that population.
 - Difficult as VA does not have a discrete beneficiary population to forecast services – due to Veteran choice and other health insurance (OHI)
- Working with the regional contractors using an advance network sizing model in order to appropriately offer the right care in the right locations.
 - Contractors will use single case agreements to organize care that is needed, if additional contracting is not available timely
 - VA can use Veterans Care Agreements when contracts or sharing agreements are not feasible available

Network Adequacy Assessment

Integrating information across entities is essential to ensuring access to care.

- Network Adequacy Assessment Factors:
 - Referral Volumes; Highest number of Consults and authorizations created
 - Utilization; Claims submitted by providers
 - Associated patient zip codes for referral volumes and utilization
 - Current Availability of providers compared to referral and utilization volumes



Close collaboration and exchanges of data between the CCN Contractor, VA Office of Community Care, Veterans Integrated Service Networks, and Medical Centers is critical to developing a community care network to meet VA needs

MISSION vs Current CCN Standards

VA is working closely with Optum and TriWest to ensure that Veterans receive care when and where they need it

MISSION Act

Community Care Eligibility Access Standards

Access is one of six Community Care eligibility criteria established by MISSION Act

MISSION ACCESS STANDARDS	Primary Care, Mental Health, Non-Institutional Extended Care	Specialty Care
Drive Time	30 minutes	60 minutes
Wait Time	20 days	28 days

Six Community Care Eligibility Criteria:

- Best medical interest of the Veteran
- Care or services are non-compliant with VA's standards for quality
- Care or services not provide within the designated access standards
- Grandfathered eligibility from Veterans Choice Program
- Lack of full-service medical facility
- Required care or services are not offered

← After determining Community Care eligibility based on the new MISSION standards, sites turn to CCN

CCN has contractually binding drive time and appointment standards →

(b)(5)

In the interim, Optum and TriWest will enroll providers based on immediate and recent demand

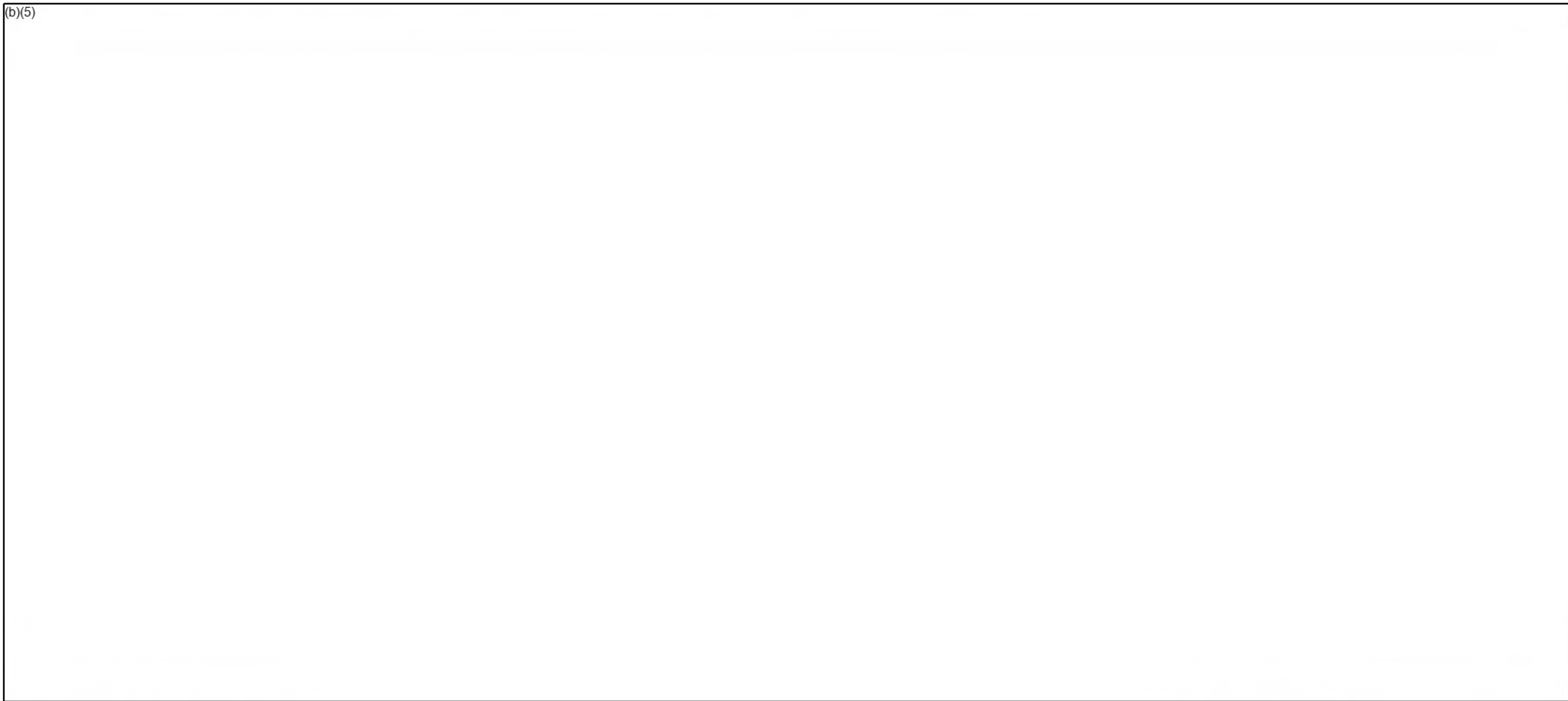
CCN Network Adequacy

Access standards for the new network

Health Services Network					
	Accessibility/Drive Times		Appointment Availability		
	Primary	Specialty	Emergent	Urgent	Routine
Urban	30	45	24 hrs	48 hrs	30 days
Rural	45	100			
Highly Rural	60	180			
Complementary & Integrated Healthcare Services (CIHS)					
	Accessibility/Drive Times		Appointment Availability		
			30 days		
Urban	45		30 days		
Rural	100				
Highly Rural	180				
Dental					
	Accessibility/Drive Times		Appointment Availability		
	General	Specialized	Emergent	Urgent	Routine
Urban	30	45	24 hrs	48 hrs	30 days
Rural	45	100			
Highly Rural	90	180			
Pharmacy					
Urban	90% of Veterans have access w/in 5 miles of Veteran's home				
Rural	70% of Veterans have access w/in 15 miles of Veteran's home				
Highly Rural	70% of Veterans have access w/in 30 miles of Veteran's home				

Stepwise Approach to expanding Network requirements

(b)(5)



Appendix

Benefits of CCN over PC3/VCP

Veterans, VA staff, and community providers shared challenges they were experiencing with community care programs like PC3/VCP. ^{(b)(5)}

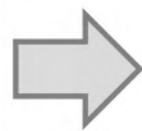
VCP / PC3

CCN

Eligibility



- VA determines eligibility
- Contractor attains Veteran opt-in

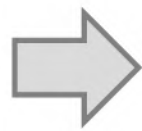


- VA determines eligibility
- Clear processes for exchanging eligibility information between the contractor and VA

Referrals & Authorization



- VA sends authorizations to the contractor who then sends them to providers

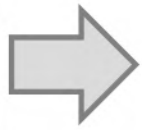


- VA sends referrals directly to providers, with copies sent to the contractor
- Referrals include a SEOC that relates to a specific number of visits and/or services related to a plan of care

Care Coordination



- Contractor schedules appointments (facility specific)
- Use of contractor portal for medical documentation exchange



- Scheduling occurs locally
- Veterans may schedule their own appointment or get support from local staff
- Direct health information sharing capability between VA and CCN providers

Benefits of CCN over PC3/VCP

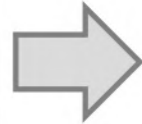
Veterans, VA staff, and community providers shared challenges they were experiencing with community care programs like PC3/VCP. (b)(5)

Community Care Network



VCP / PC3

- Region-based adequacy measurement
- No high performing provider designation
- Poor visibility into network coverage gaps



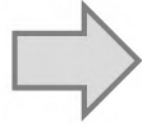
CCN

- Expanded services offered under CCN
- Adequacy measured at VAMC level with local VAMC participation in development
- Accreditation standards and high performing provider designation

Provider Payments



- Claims re-adjudicated
- Providers not paid timely
- Strained provider relationships
- Lengthy reimbursement process

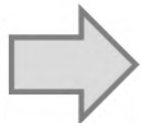


- No re-adjudication of claims
- Contractor pays providers
- 98 percent of clean claims paid within 30 days of receipt

Customer Service



- Contractor manages Veterans, providers, and VA touchpoints
- Veteran customer service and experience is inconsistent



- VA directly manages Veteran touchpoints
- Contractor supports VA staff and community provider touchpoints

Services Covered Under CCN

Basic Medical

- Preventative Care
- Outpatient Services
- Inpatient Services
- Hospital Services
- Ancillary Services
- Behavioral Health
- Comprehensive Rehab
- Residential Care
- Home Health
- Hospice
- Geriatrics
- Long Term Acute Care
- Maternity and Women's Health
- Newborn care
- Acupuncture
- Telehealth
- Chronic Dialysis
- Assisted Reproductive Tech*

Conditional Benefits

- Pharmacy
- Dental
- Emergent Care
- DME
- Reconstructive Surgery
- Immunizations
- Implants
- Urgent Care
- Skilled Nursing Facility Care
- In Vitro Fertilization (IVF)*
- Walk-In Care

CIHS

- Bio Feedback
- Hypnotherapy
- Massage Therapy
- Native American Healing
- Relaxation Techniques
- Tai Chi

Non-Covered

- Beneficiary Travel
- Prosthetic Device Evaluation
- Nursing Home Care
- Home Deliveries
- Ambulance Services
- Yoga+

Excluded

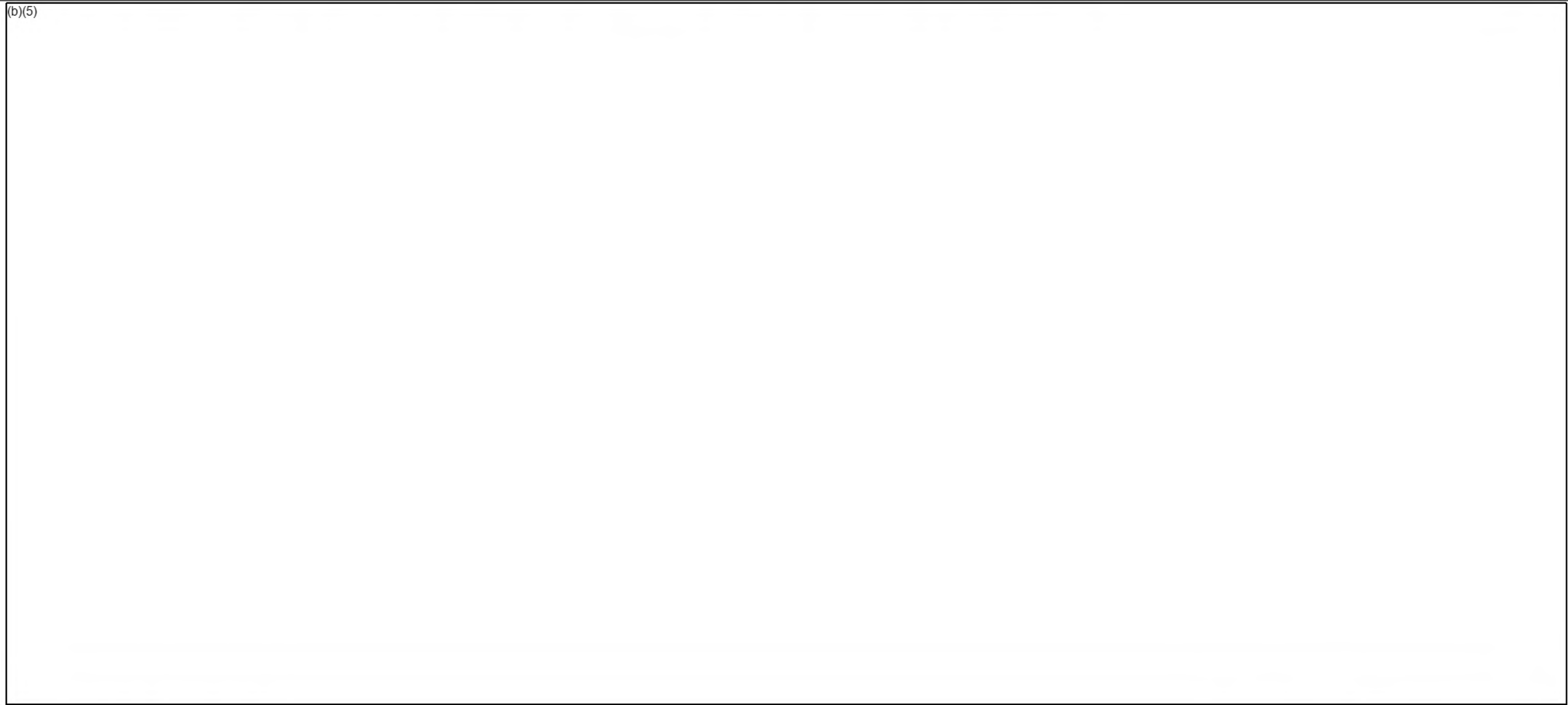
- Abortion
- Drugs not approved by FDA
- Gender alteration
- Institutionalized Patient care
- Spa/Health club
- Out-of-network Services

*Region 4 benefit only - Regions 1-3 contracts will be amended to include ART / IVF services

+Excluded from Region 4.

Provider Network Development Timeline and Expectations

(b)(5)



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: Melton, Jason M.; Haverstock, Cathy; Anderson, Christopher; Raftery, Meghan; MacDonald, Jennifer E. (Physician); Lieberman, Steven
Cc: (b)(6) Johnson, Glenn (SES); (b)(6) Upton, Mark
T.; (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

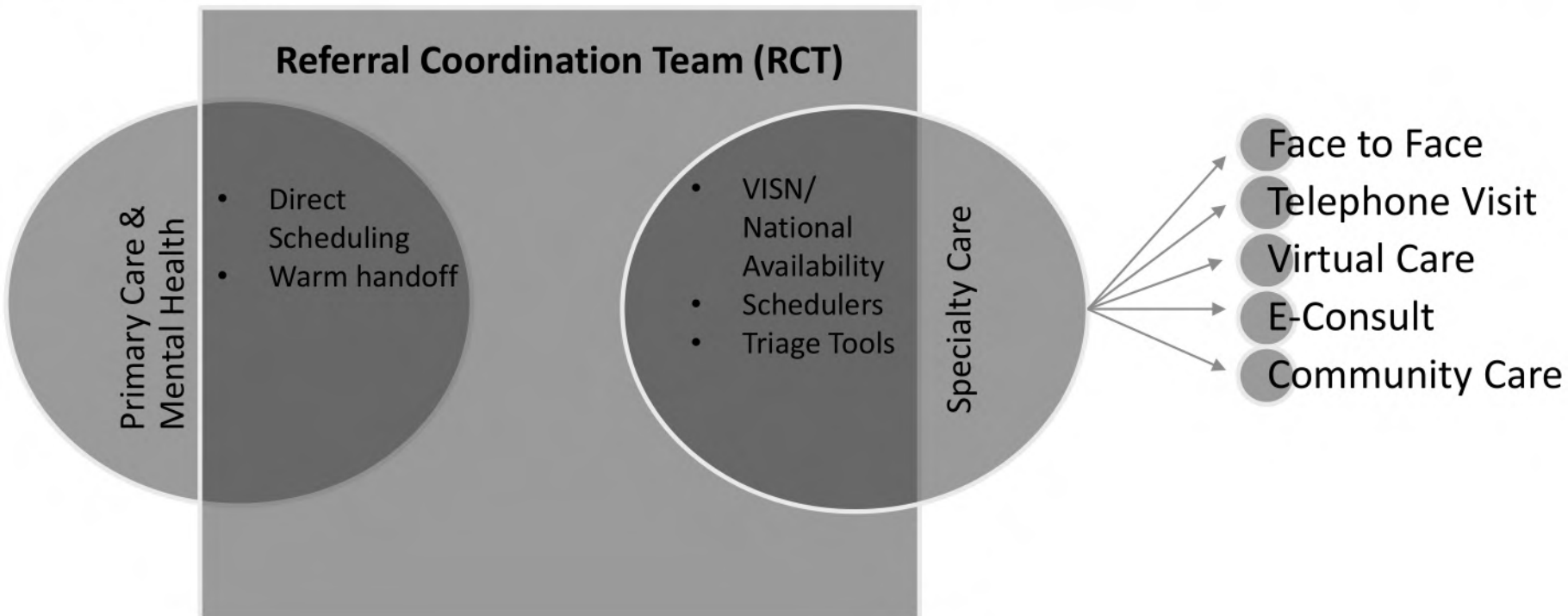
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)

Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



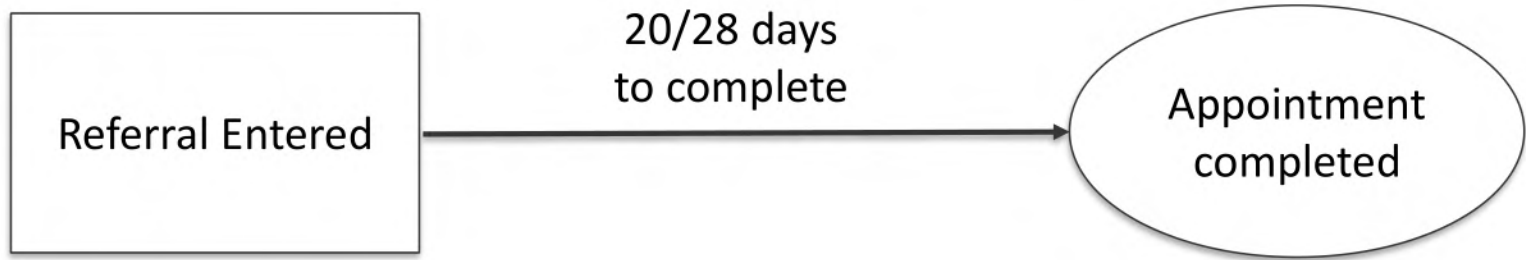
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VA



U.S. Department
of Veterans Affairs

Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

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(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

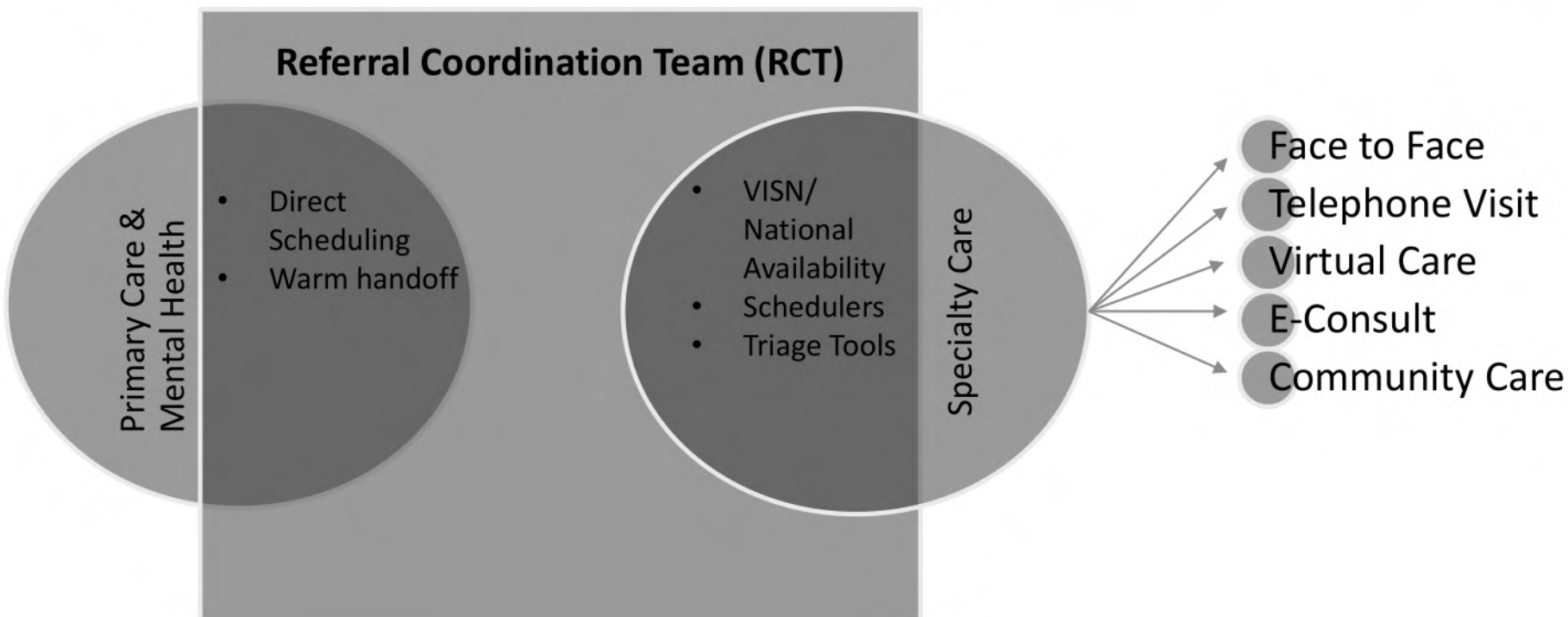
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Pre- and Post-6/6 Routine Referrals: VISN Data

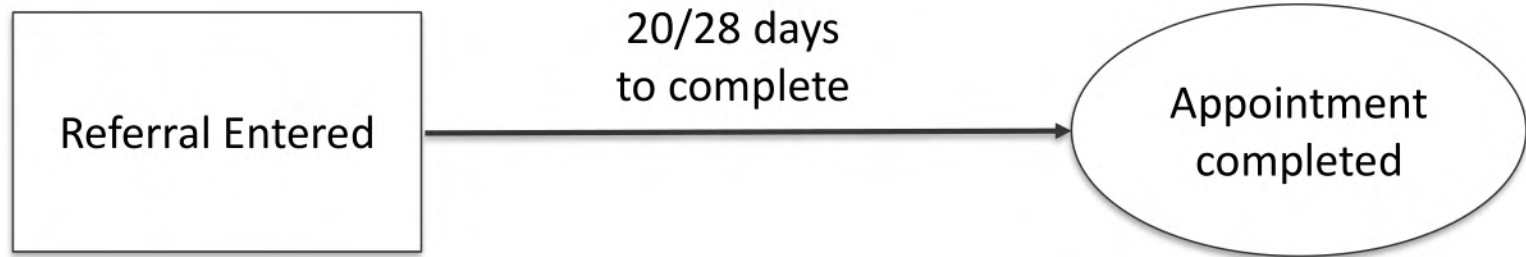
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist Facility Summary

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Please see attached PDF.



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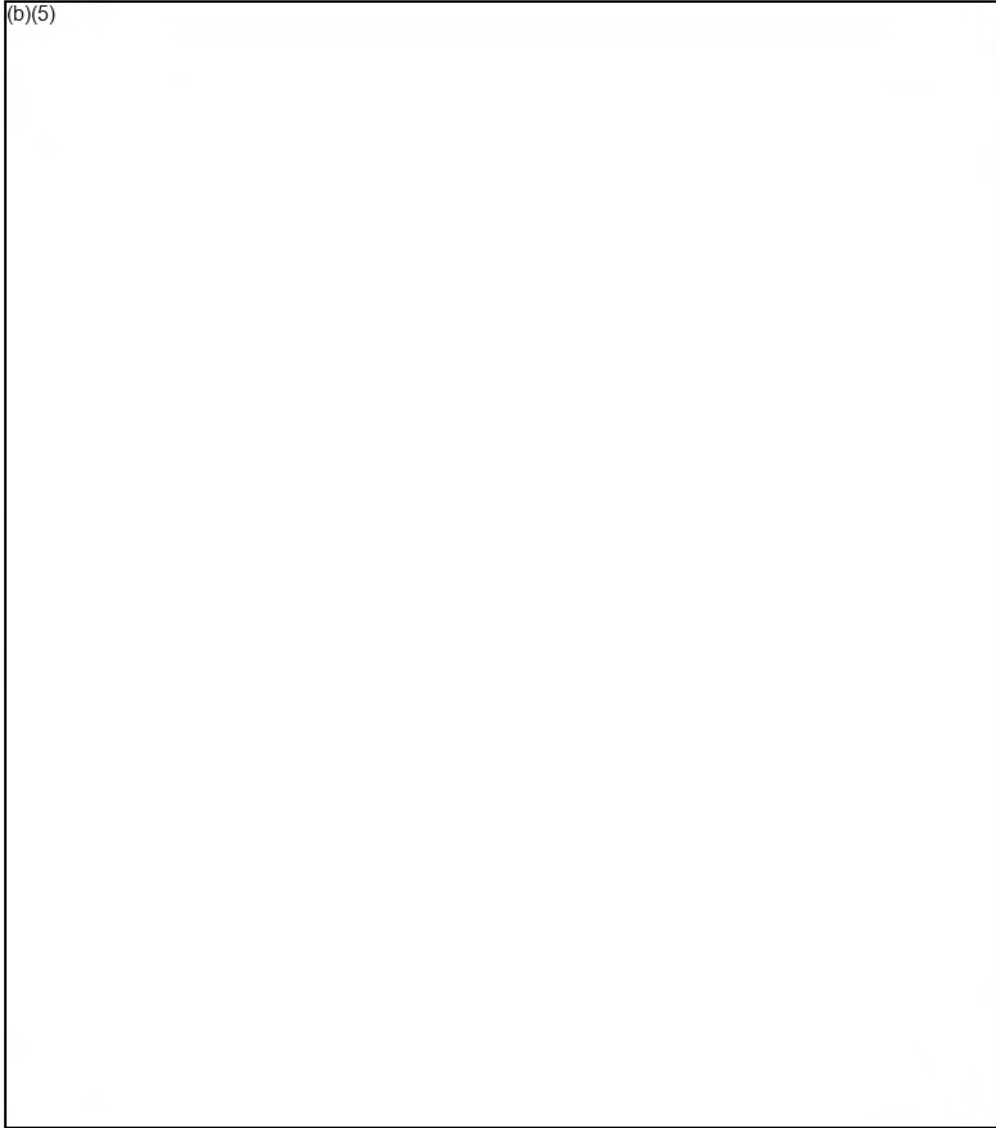
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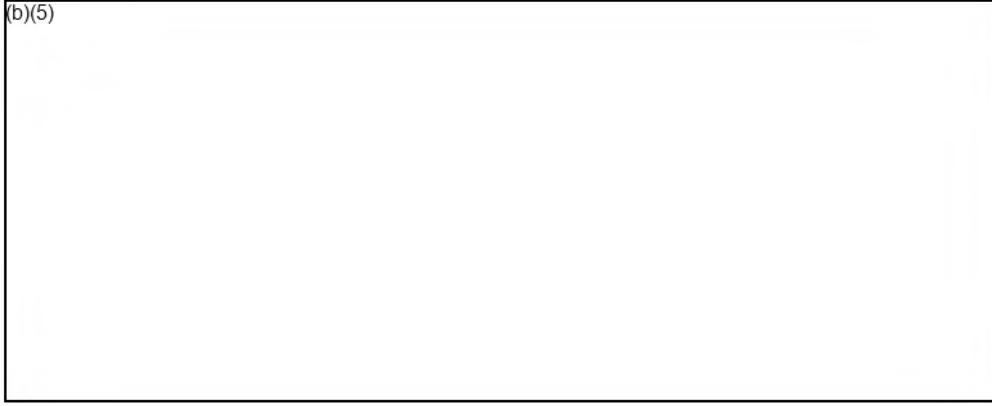


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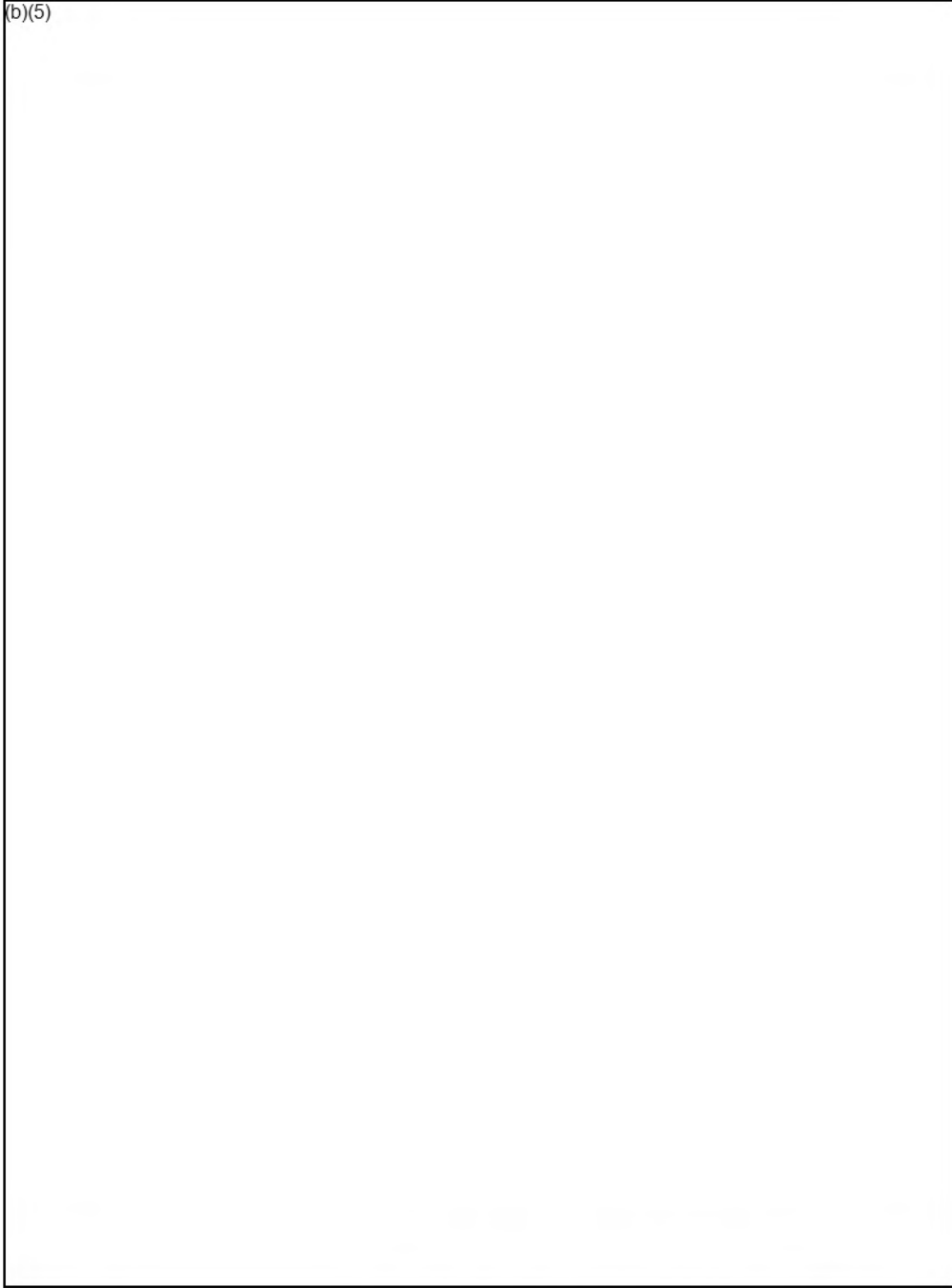


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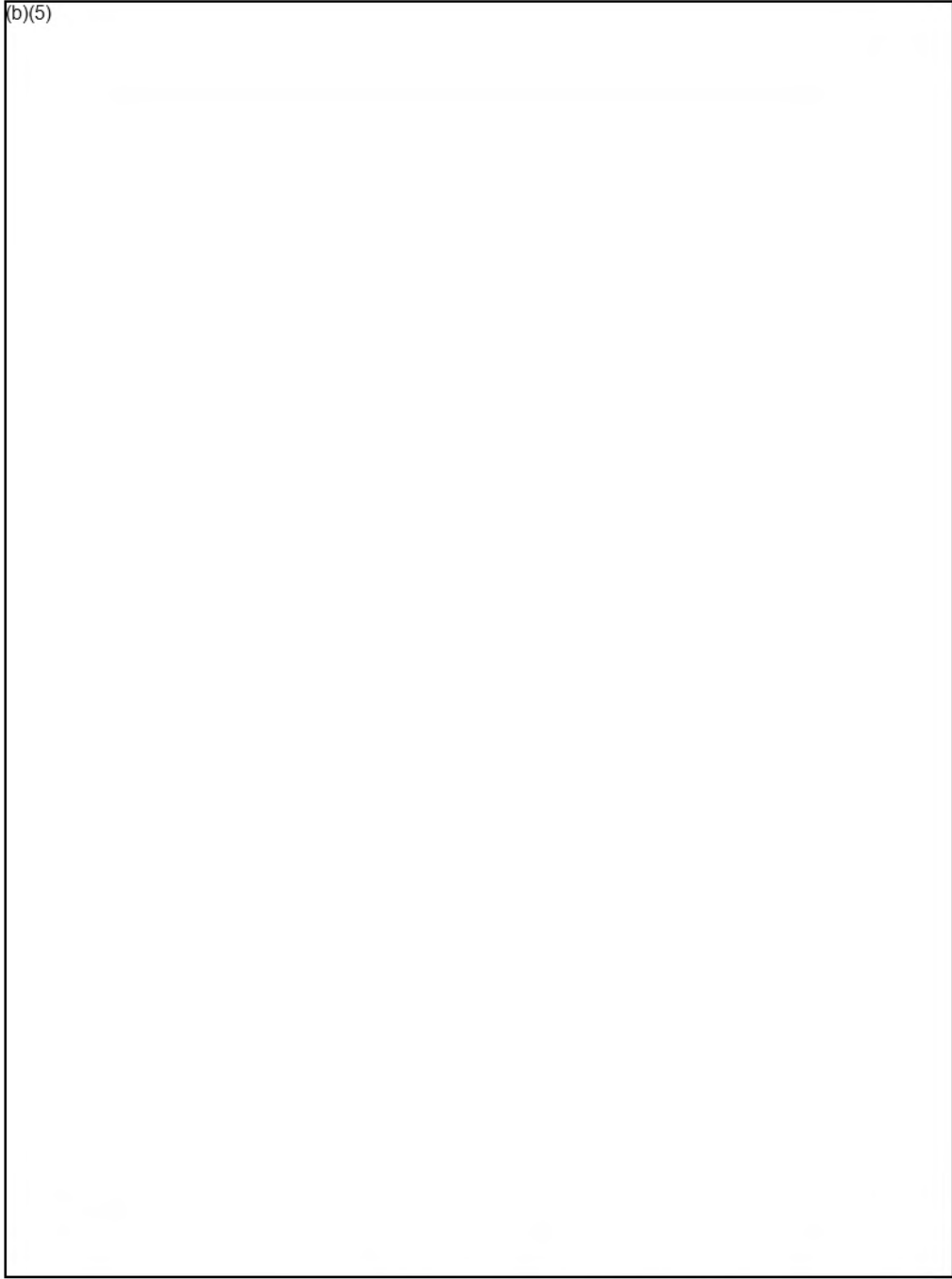
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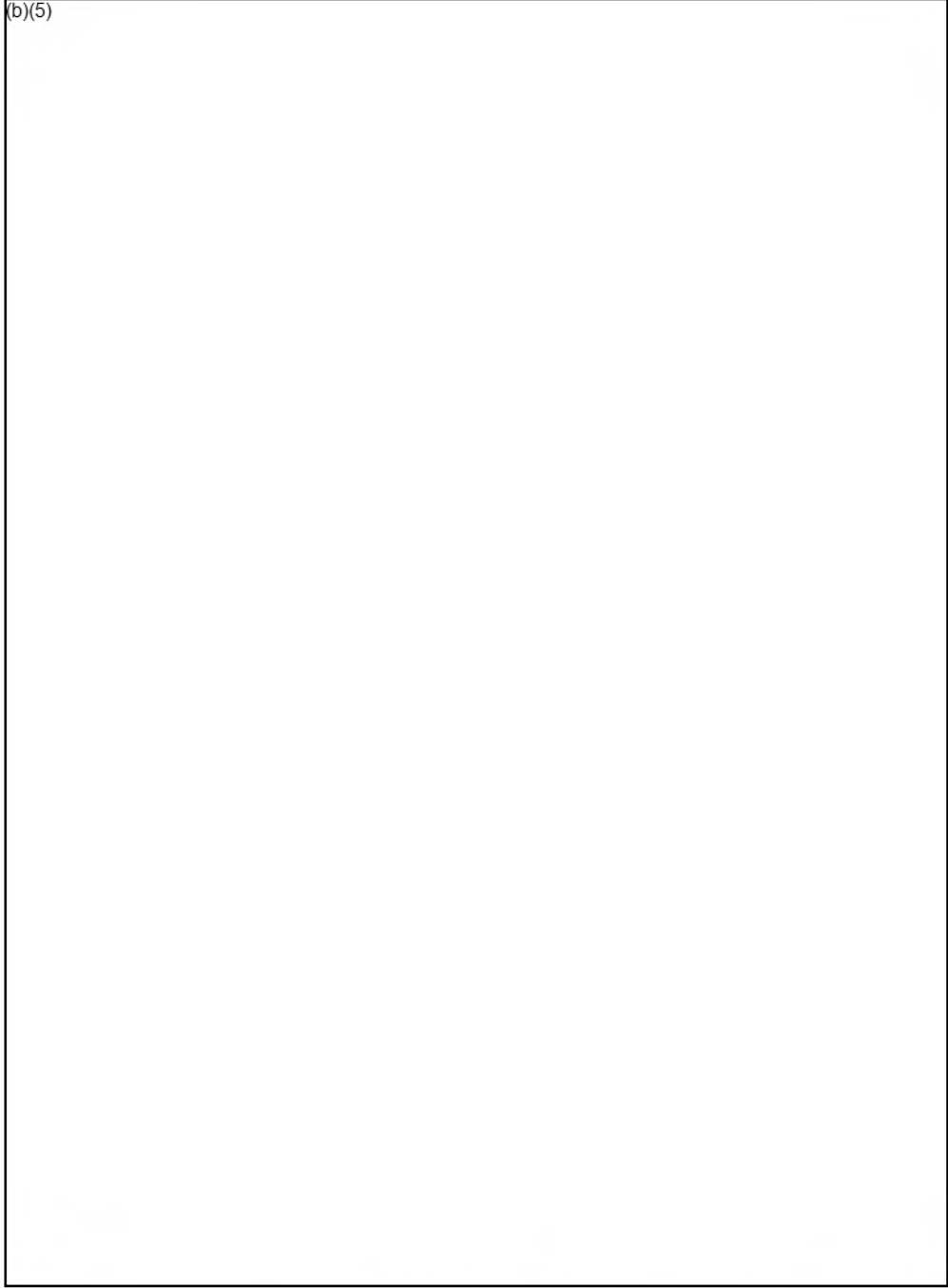
¹² For additional information, see Appendix J: Integration.

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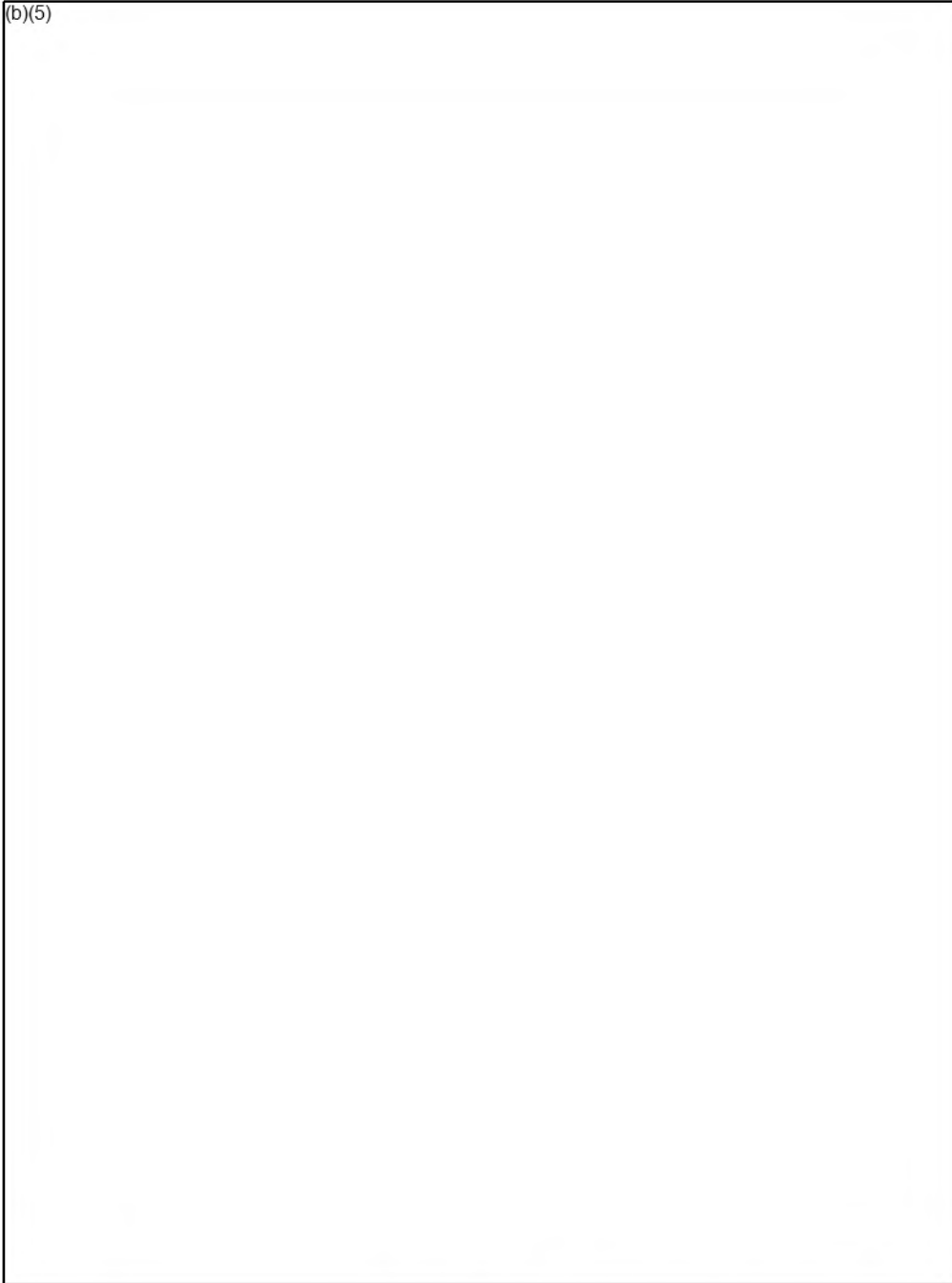


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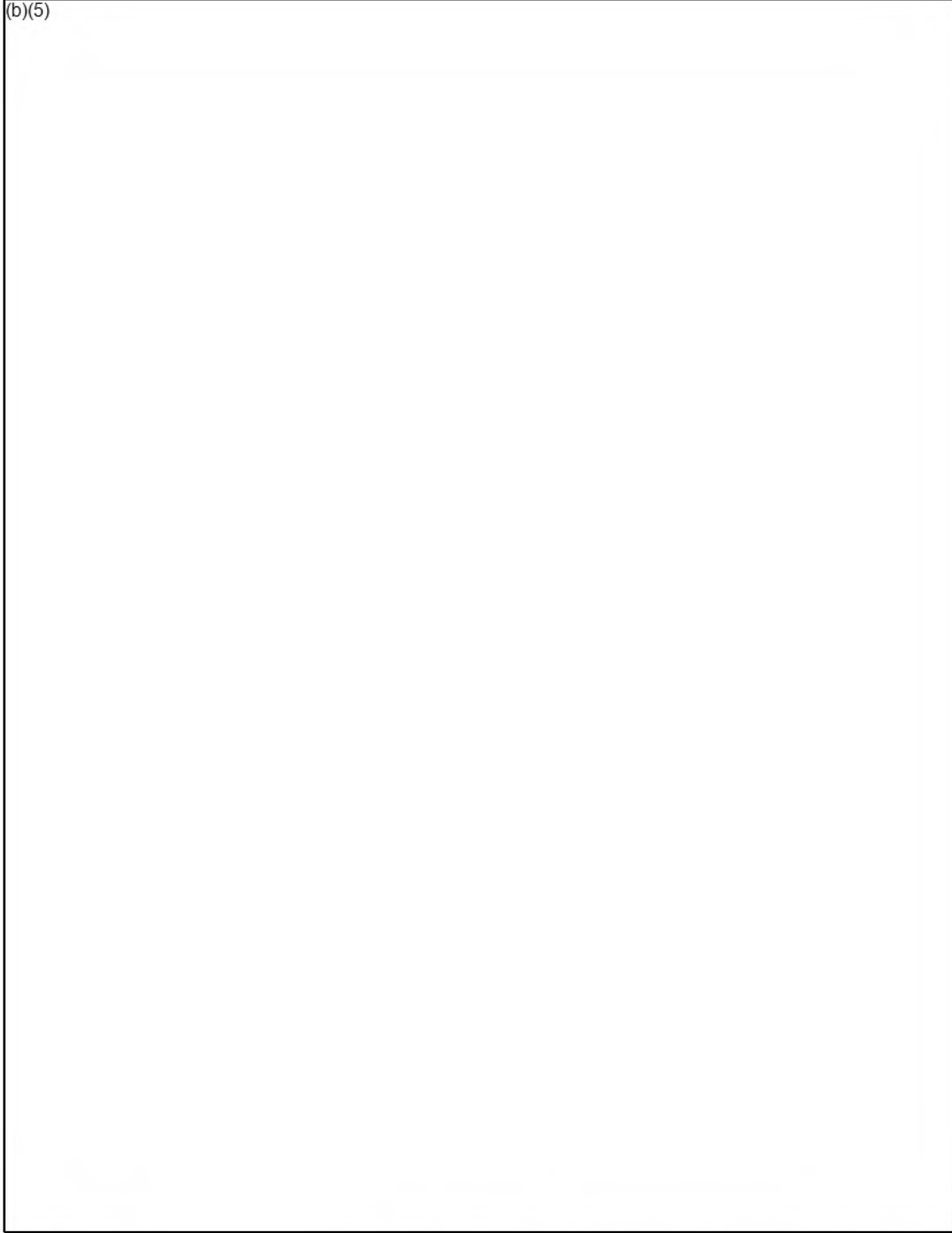


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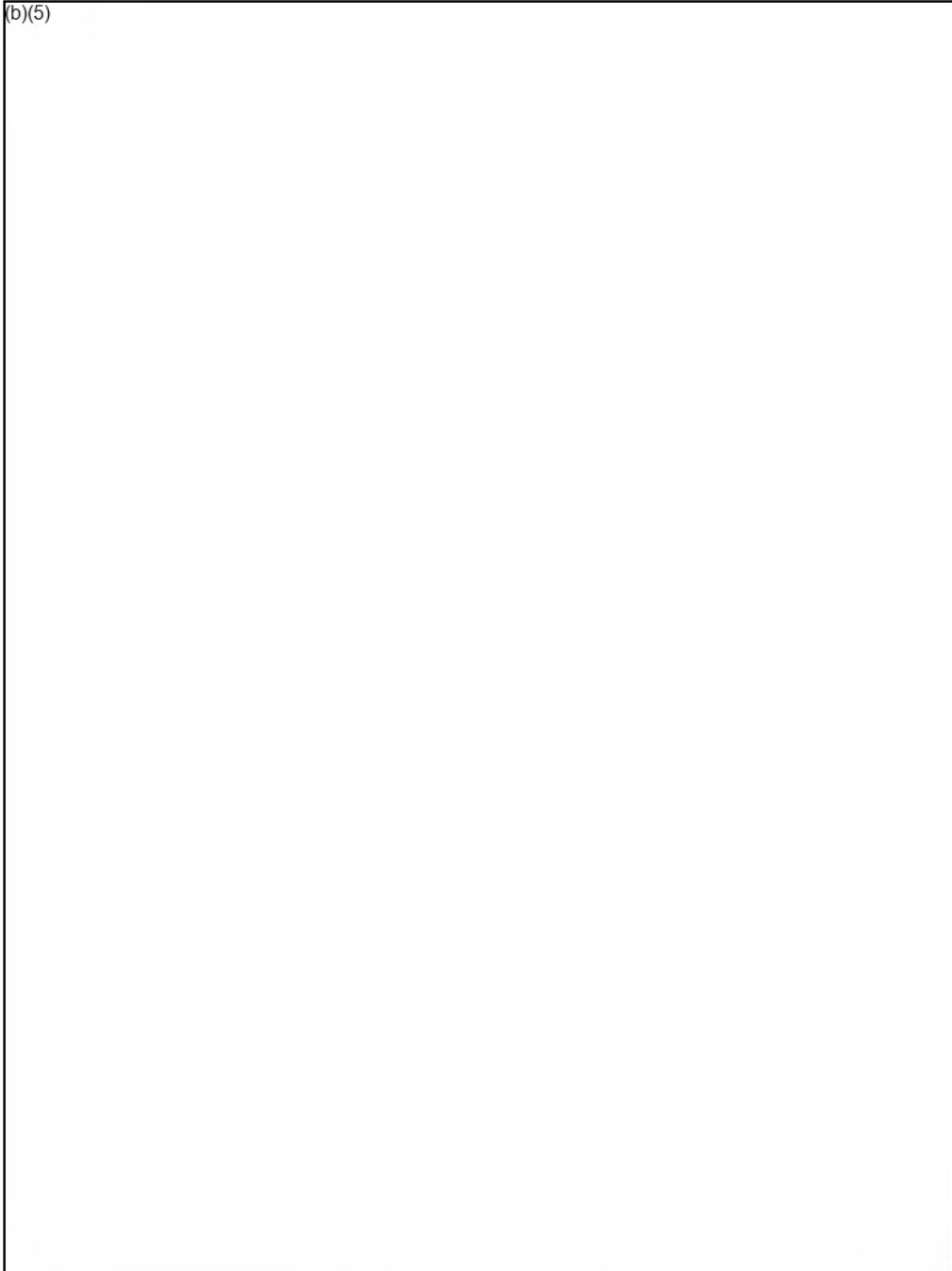
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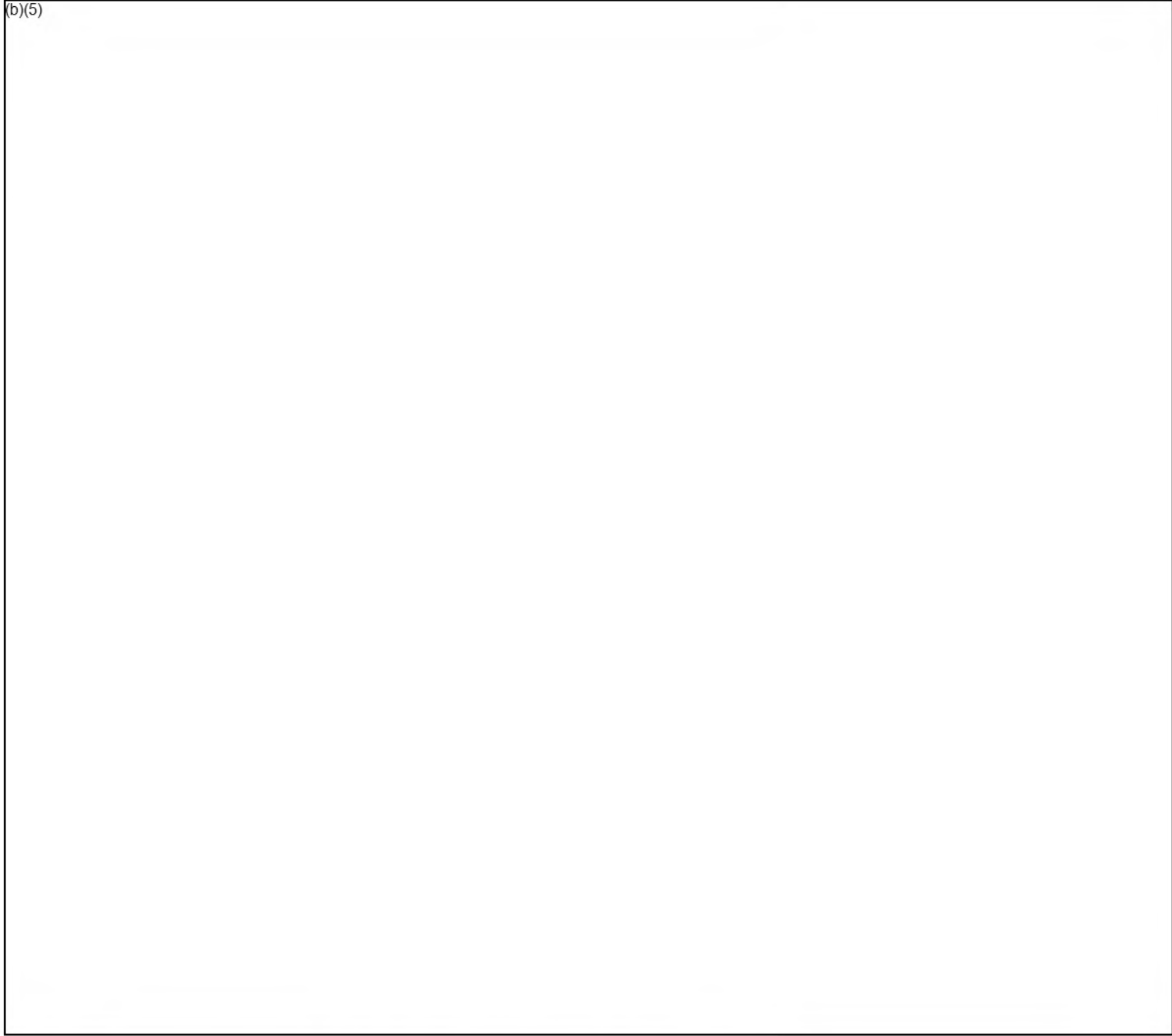
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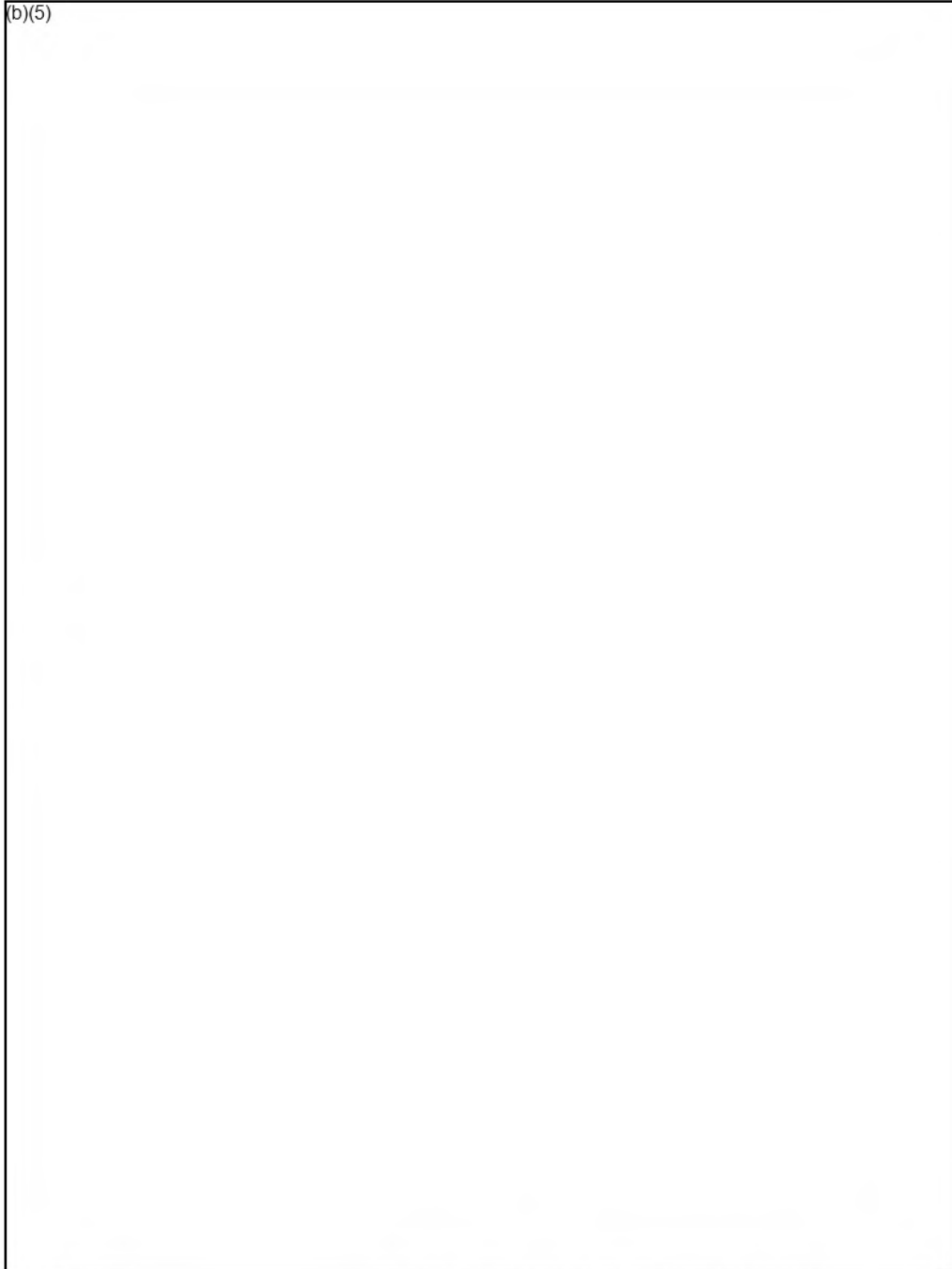


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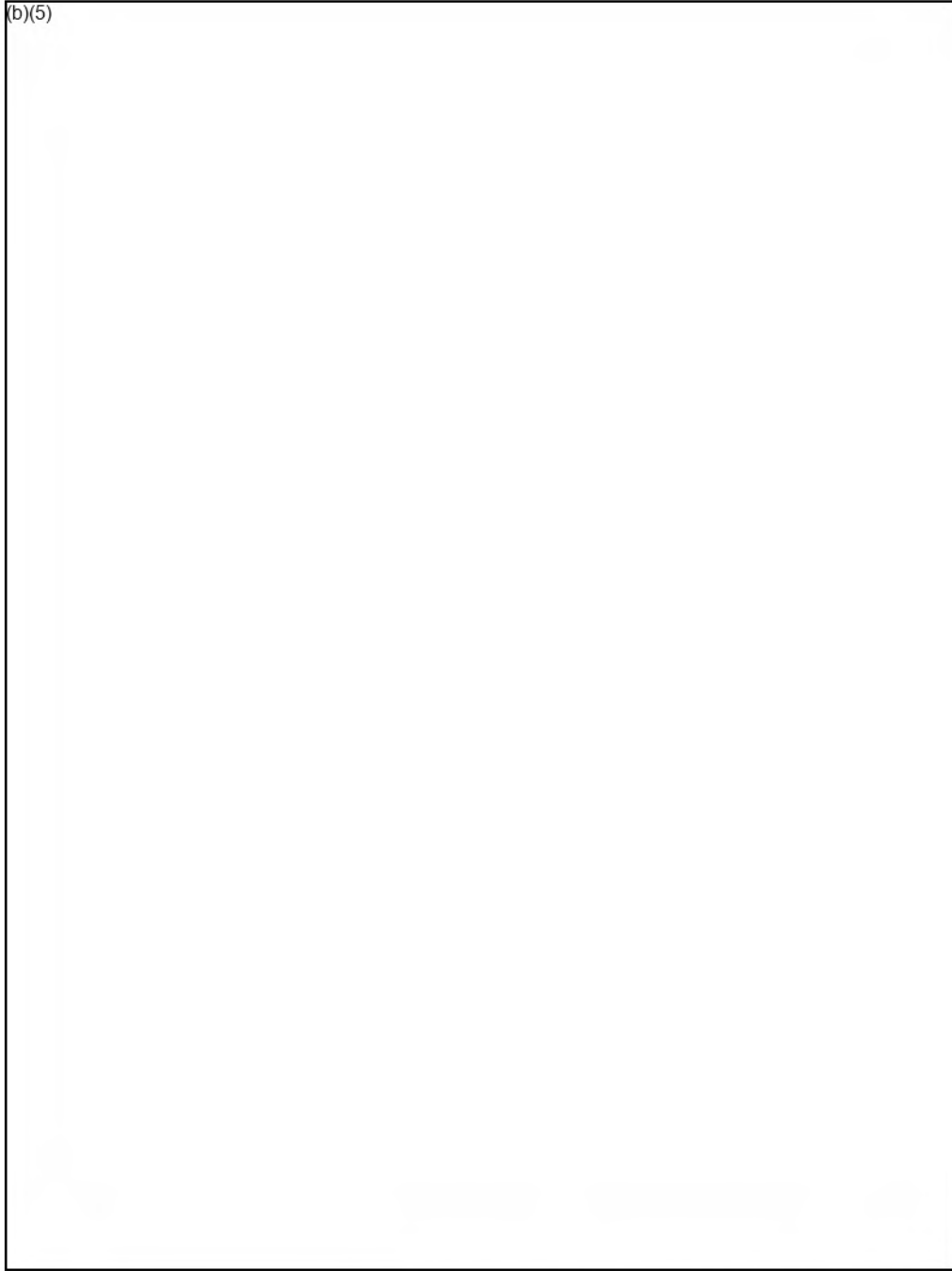
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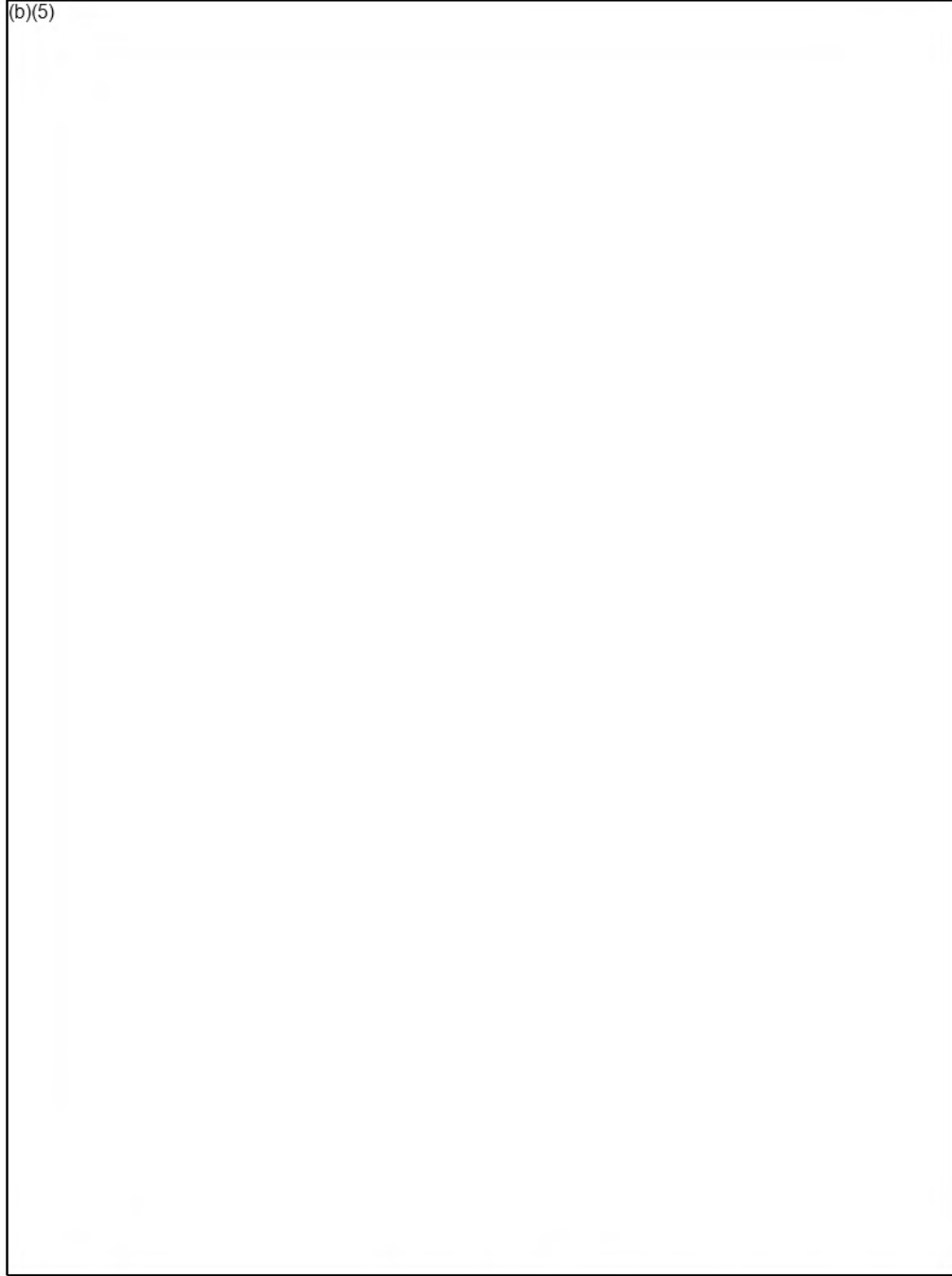


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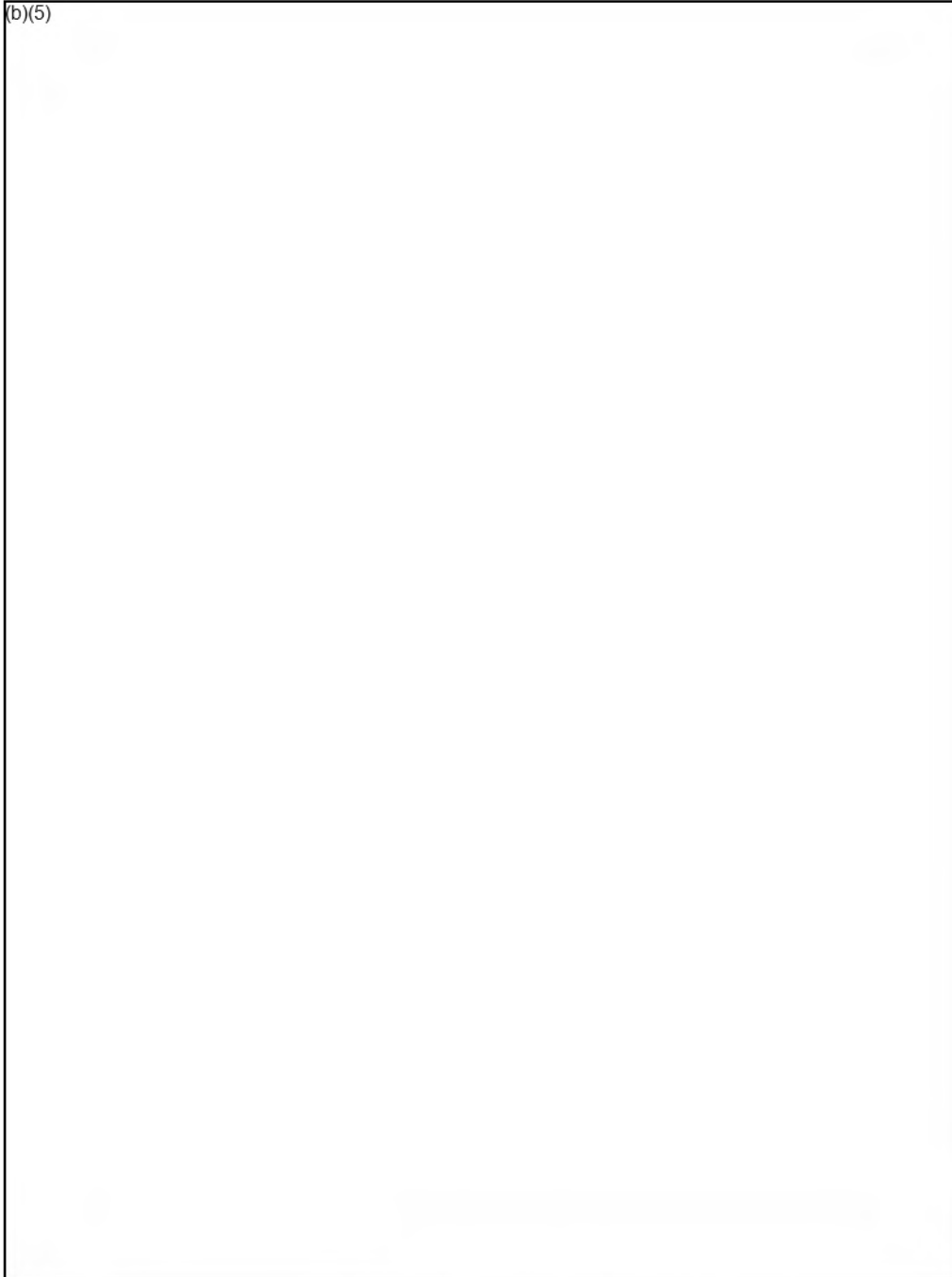
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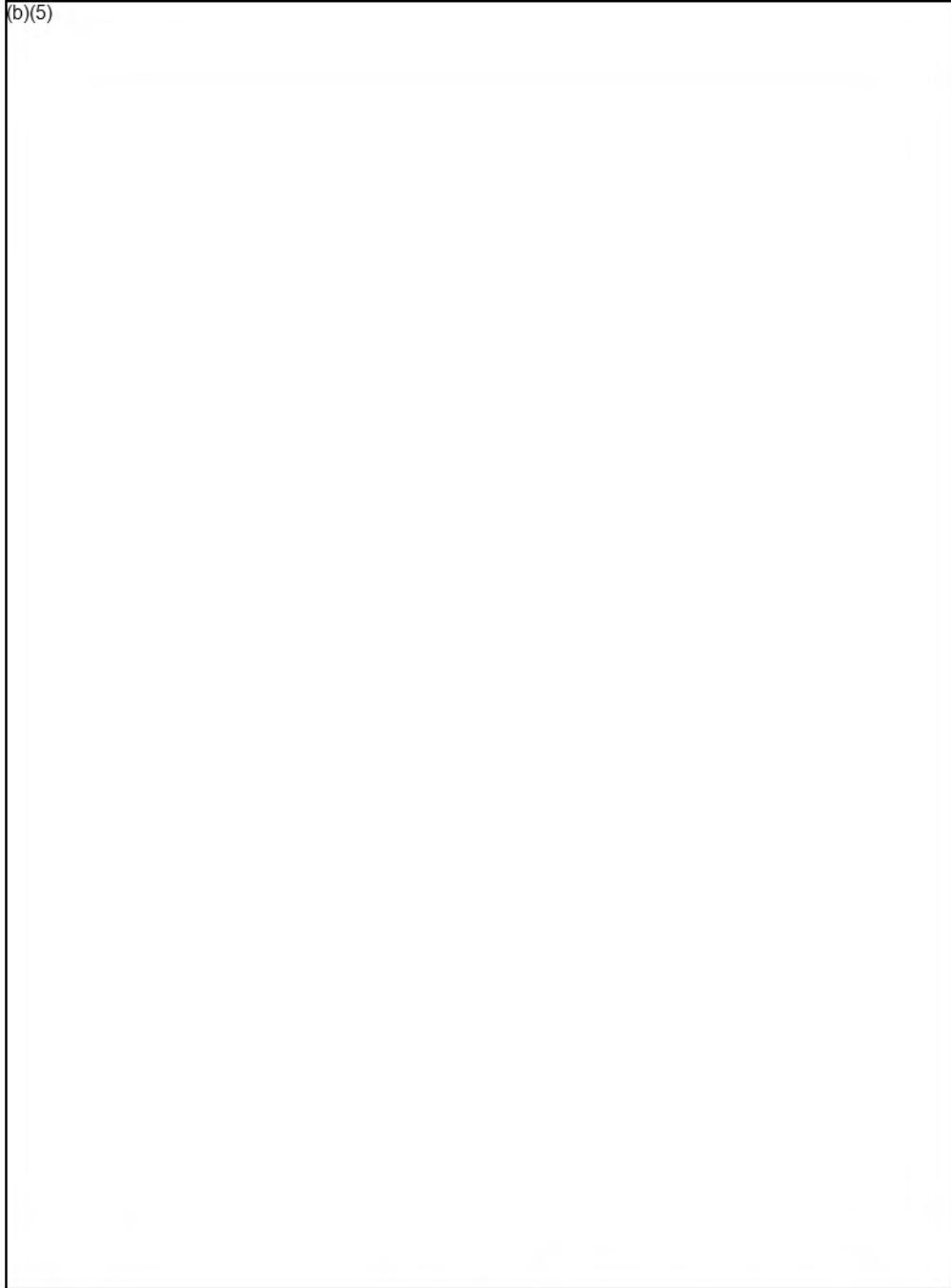
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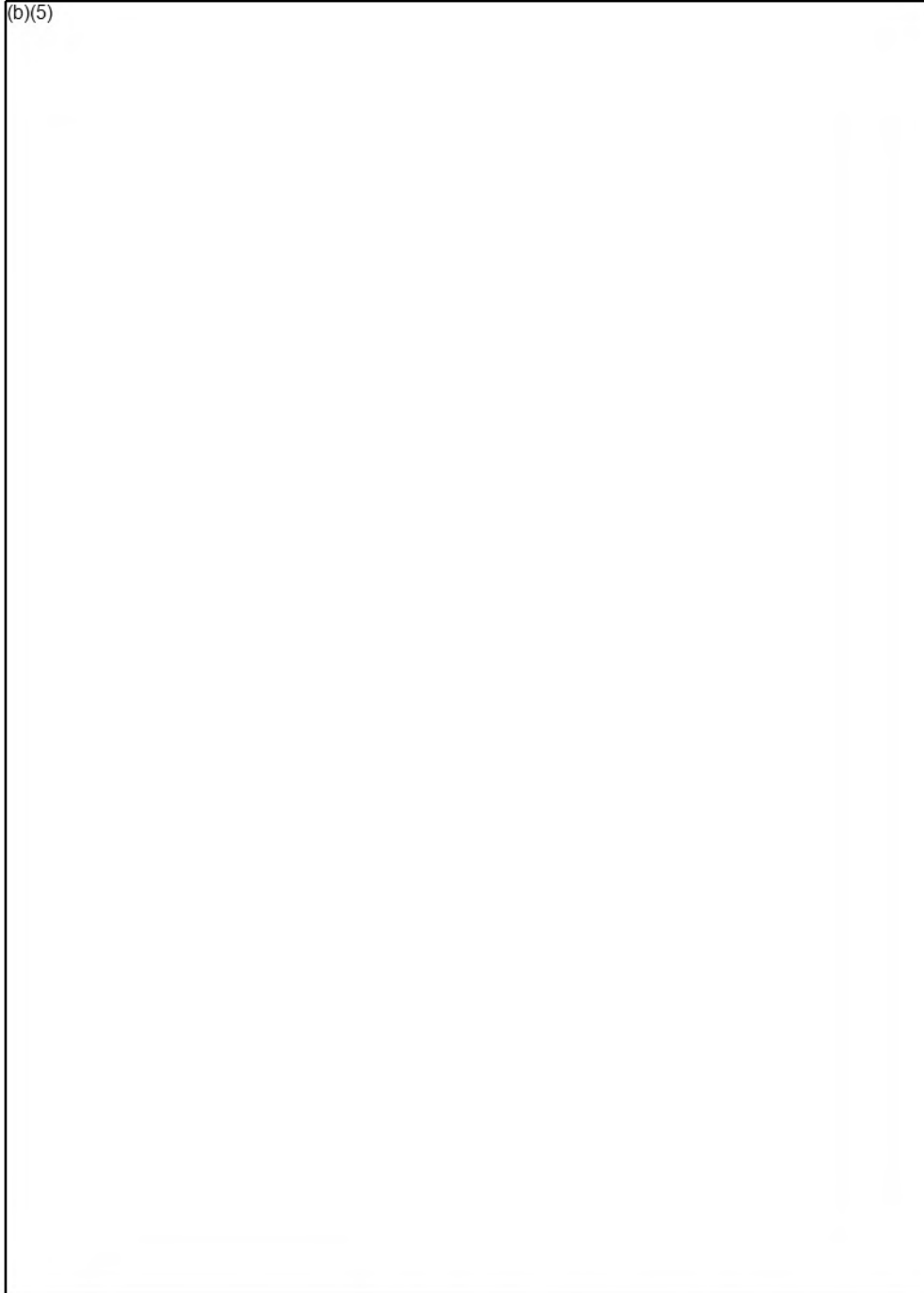
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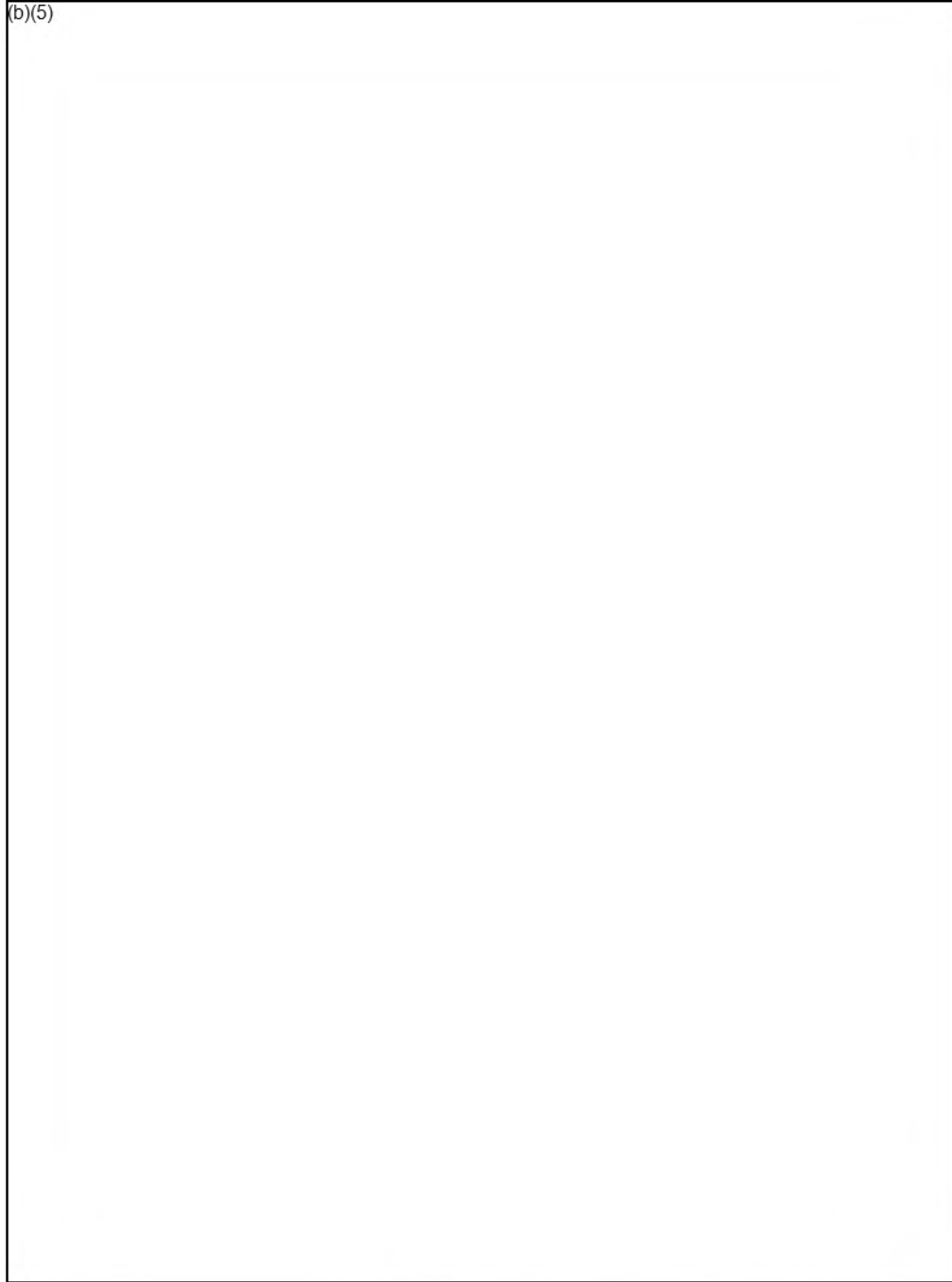


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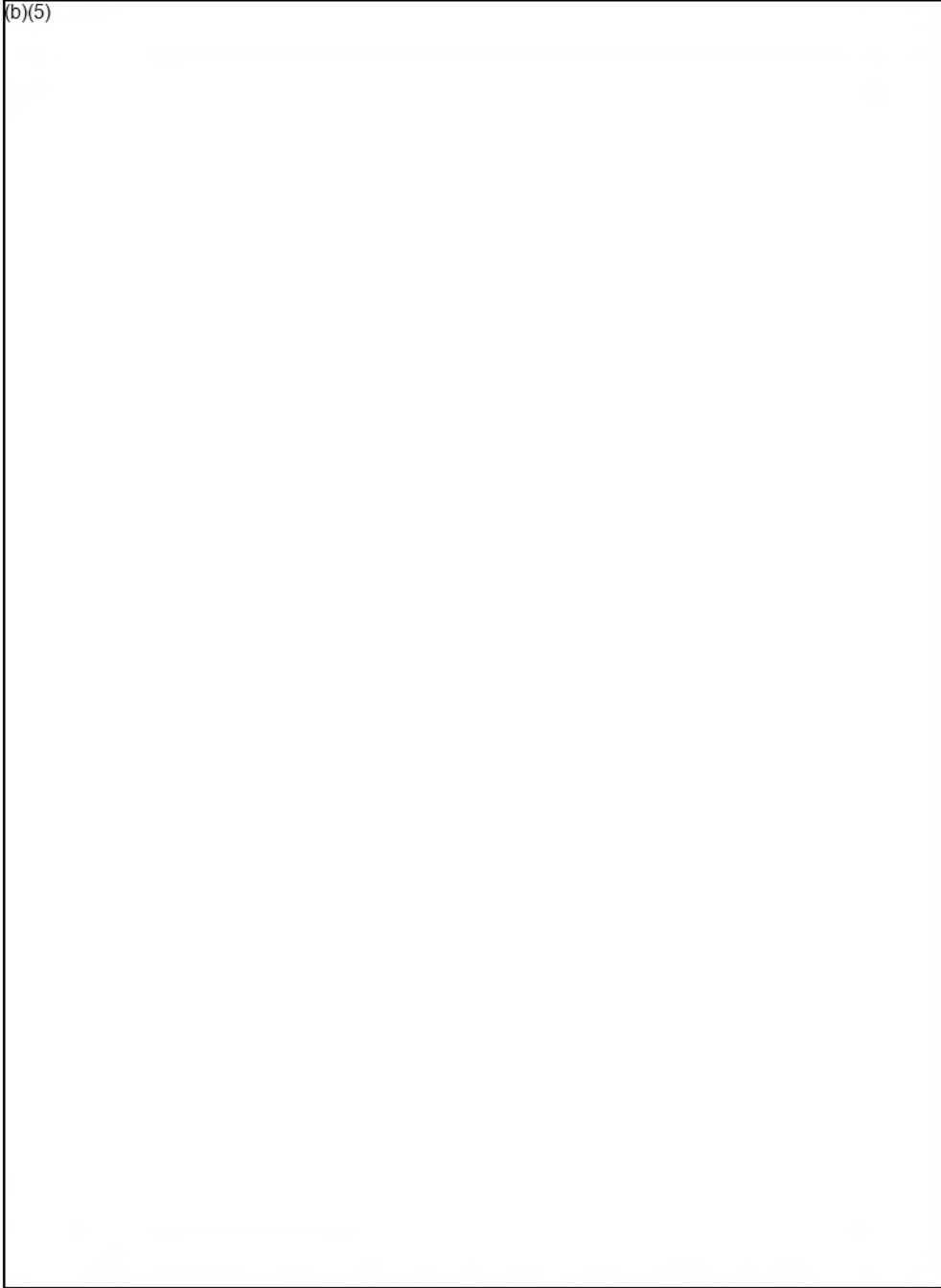
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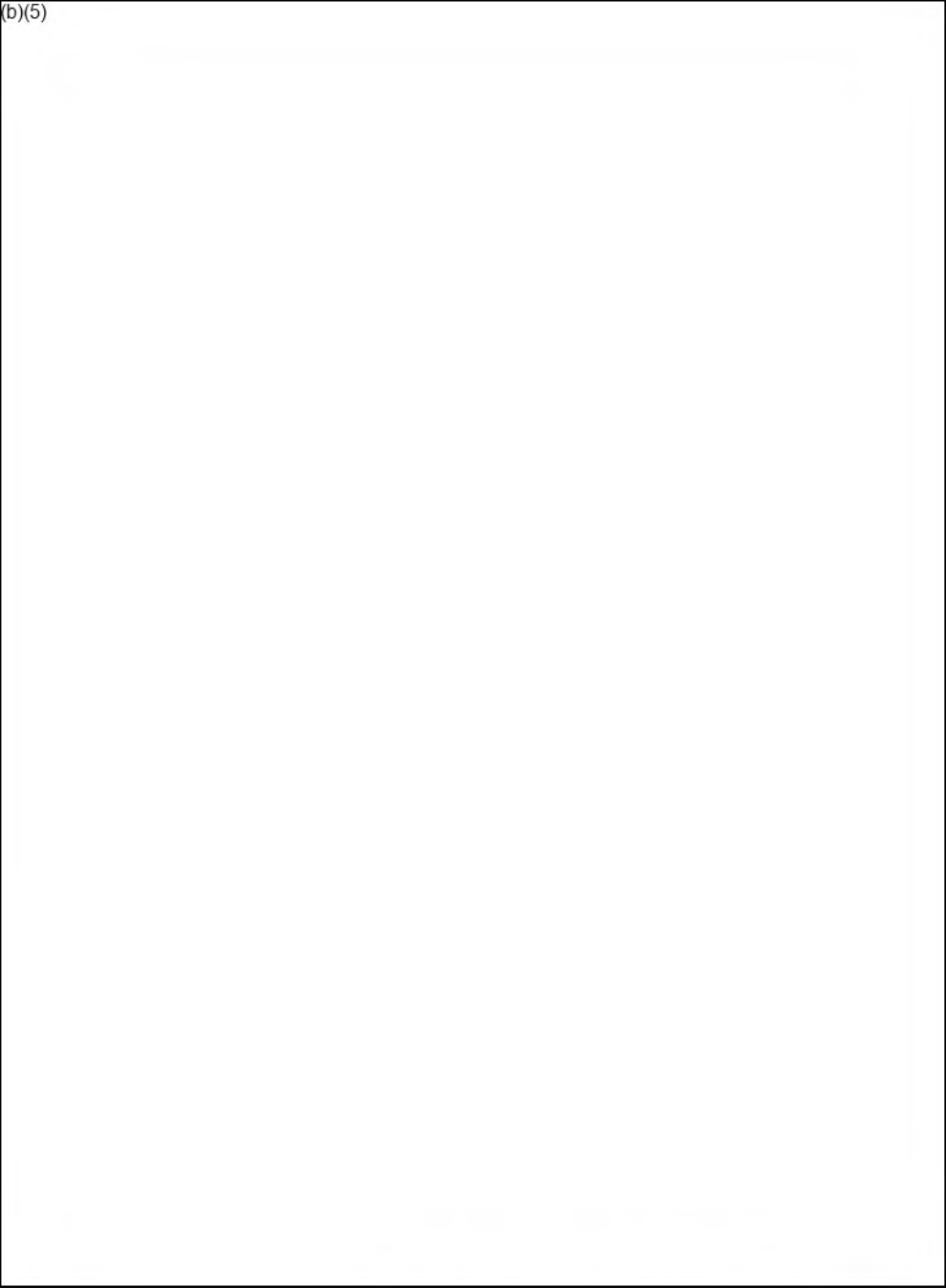
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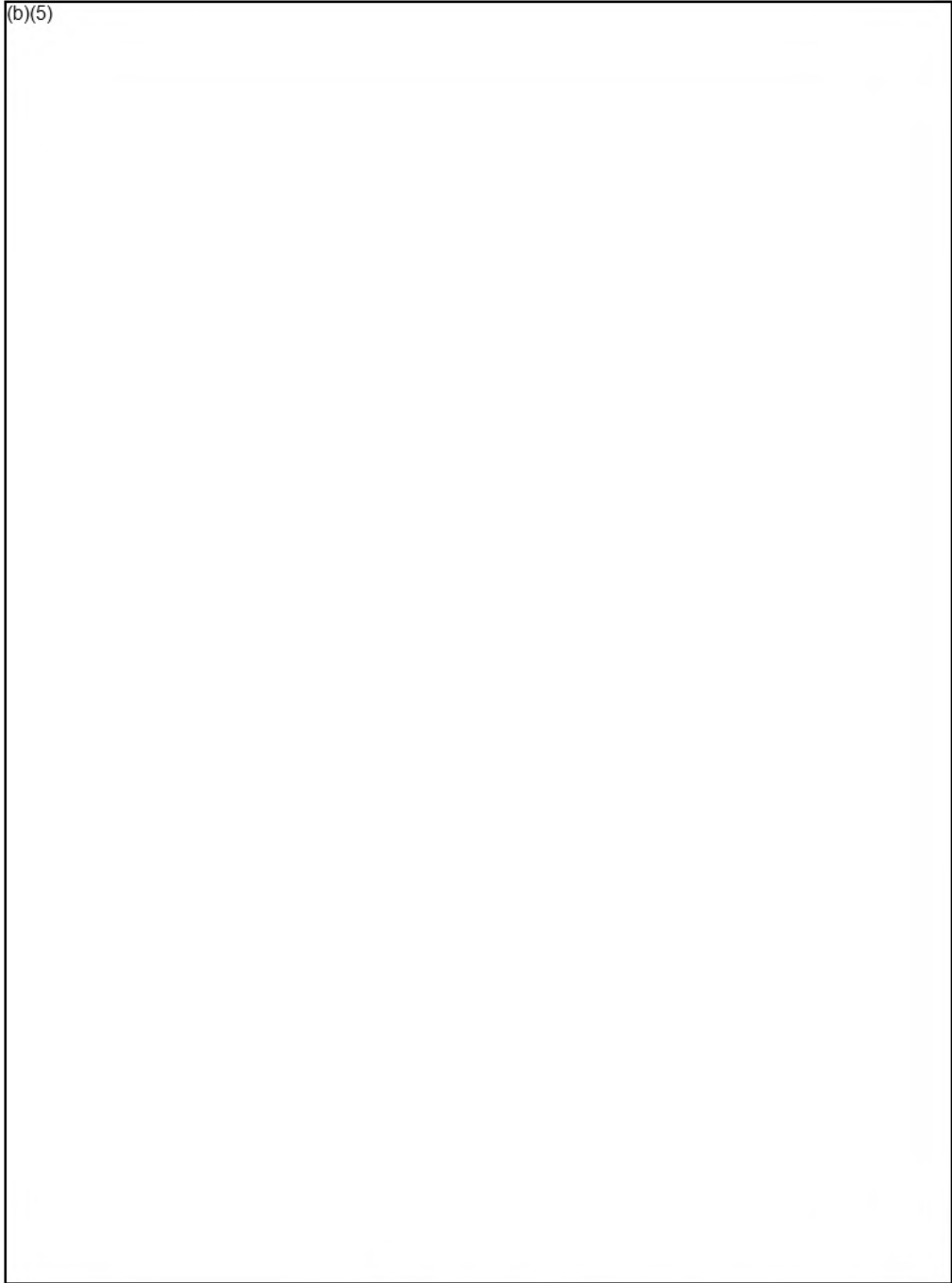


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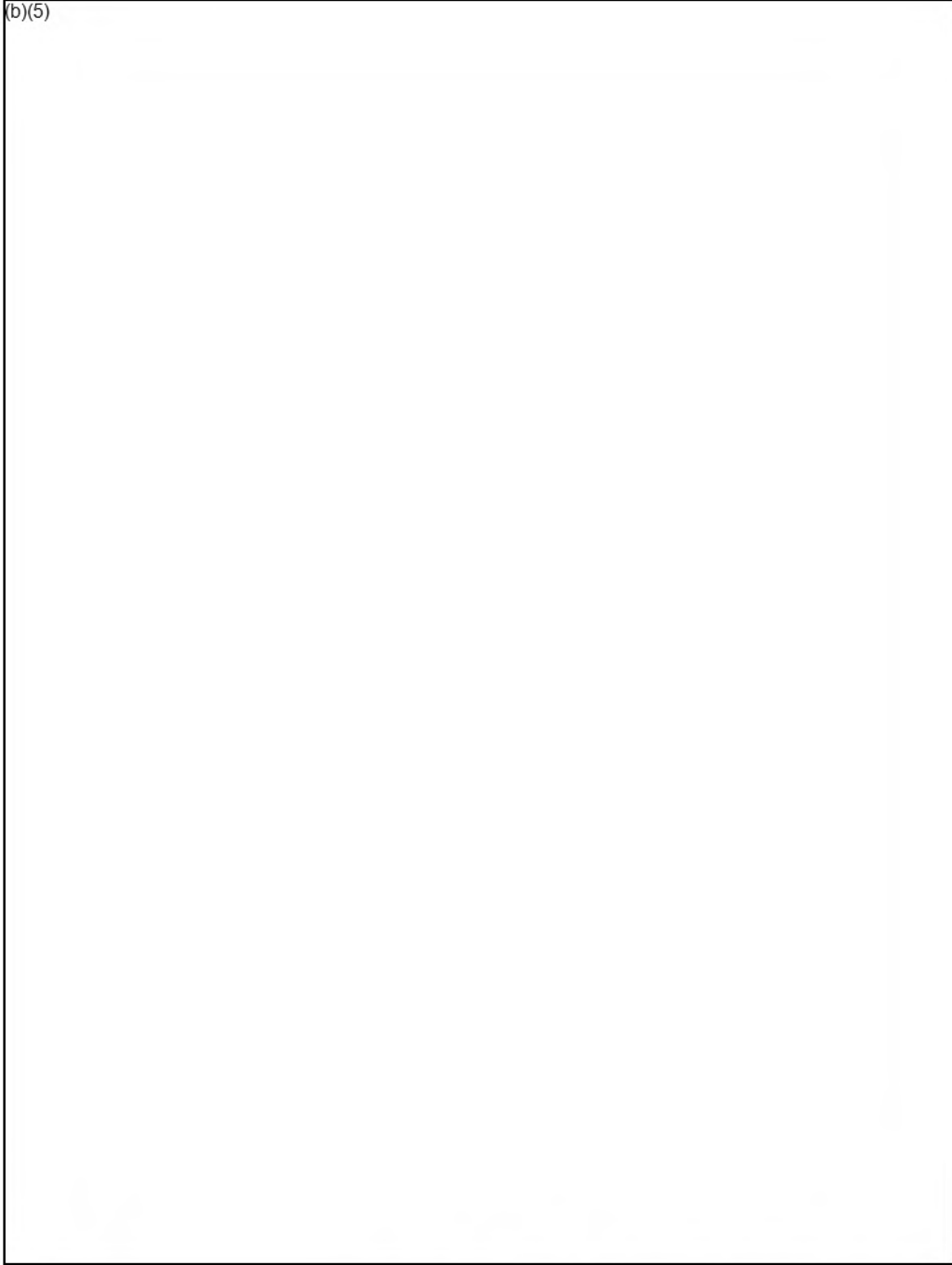
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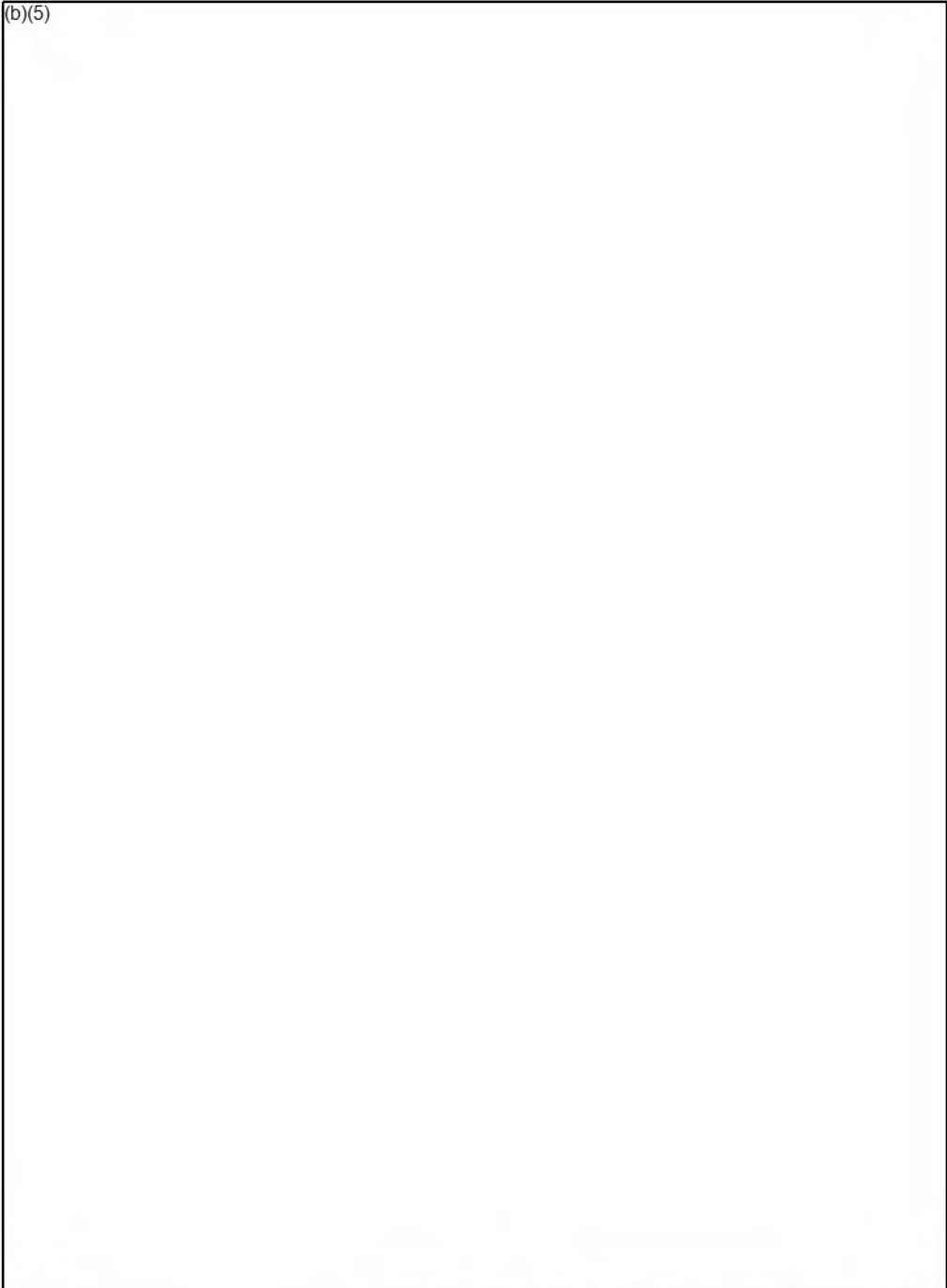
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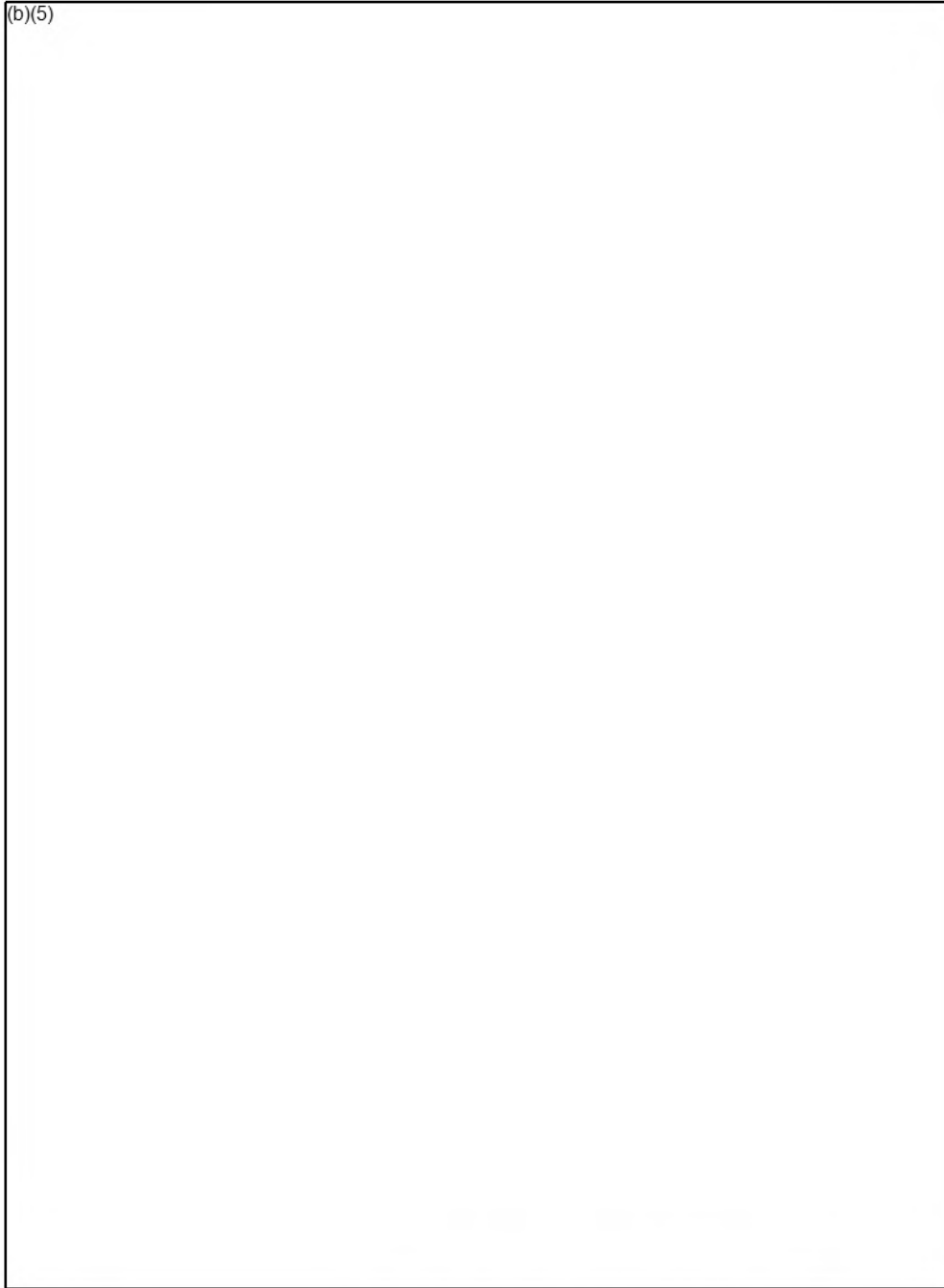


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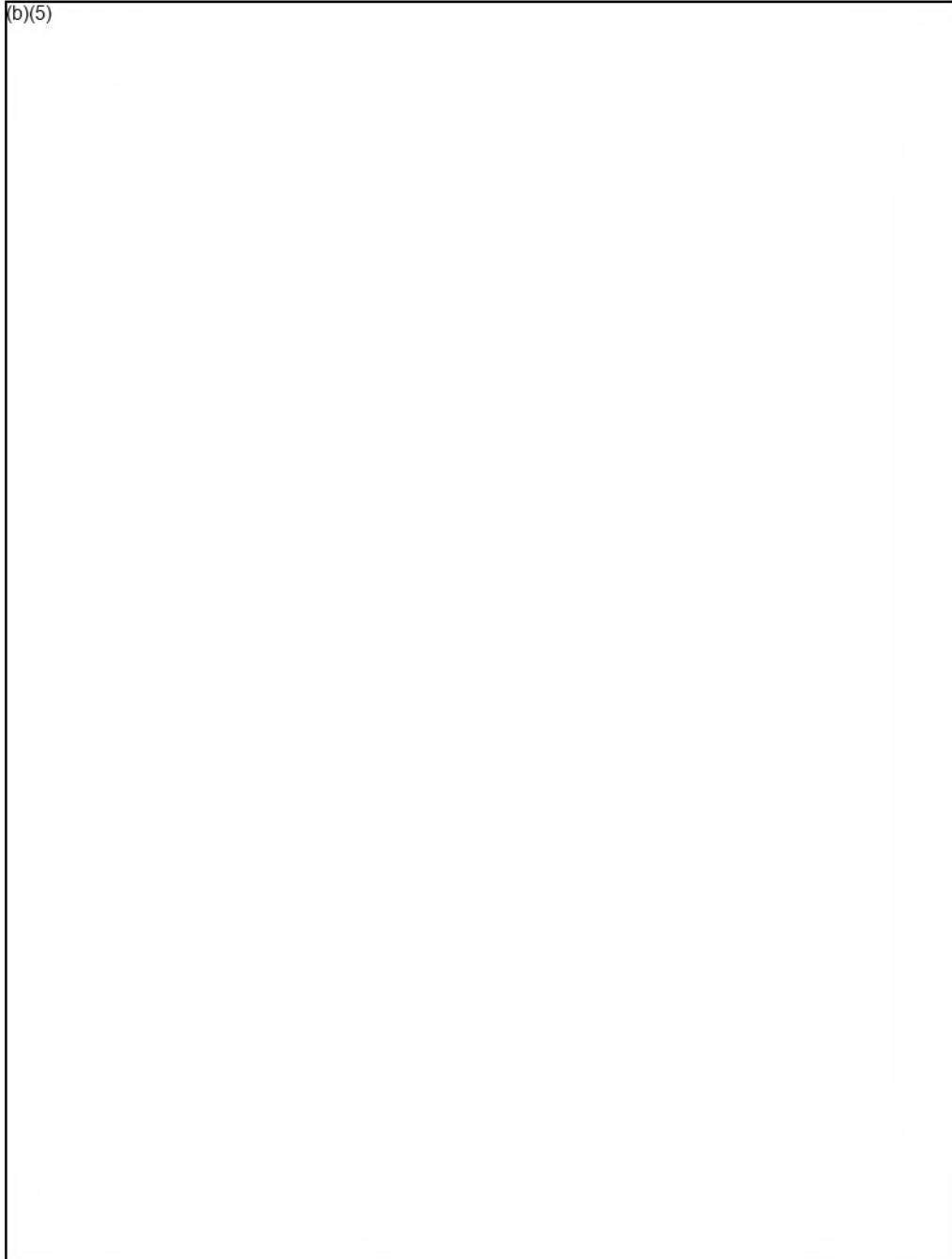


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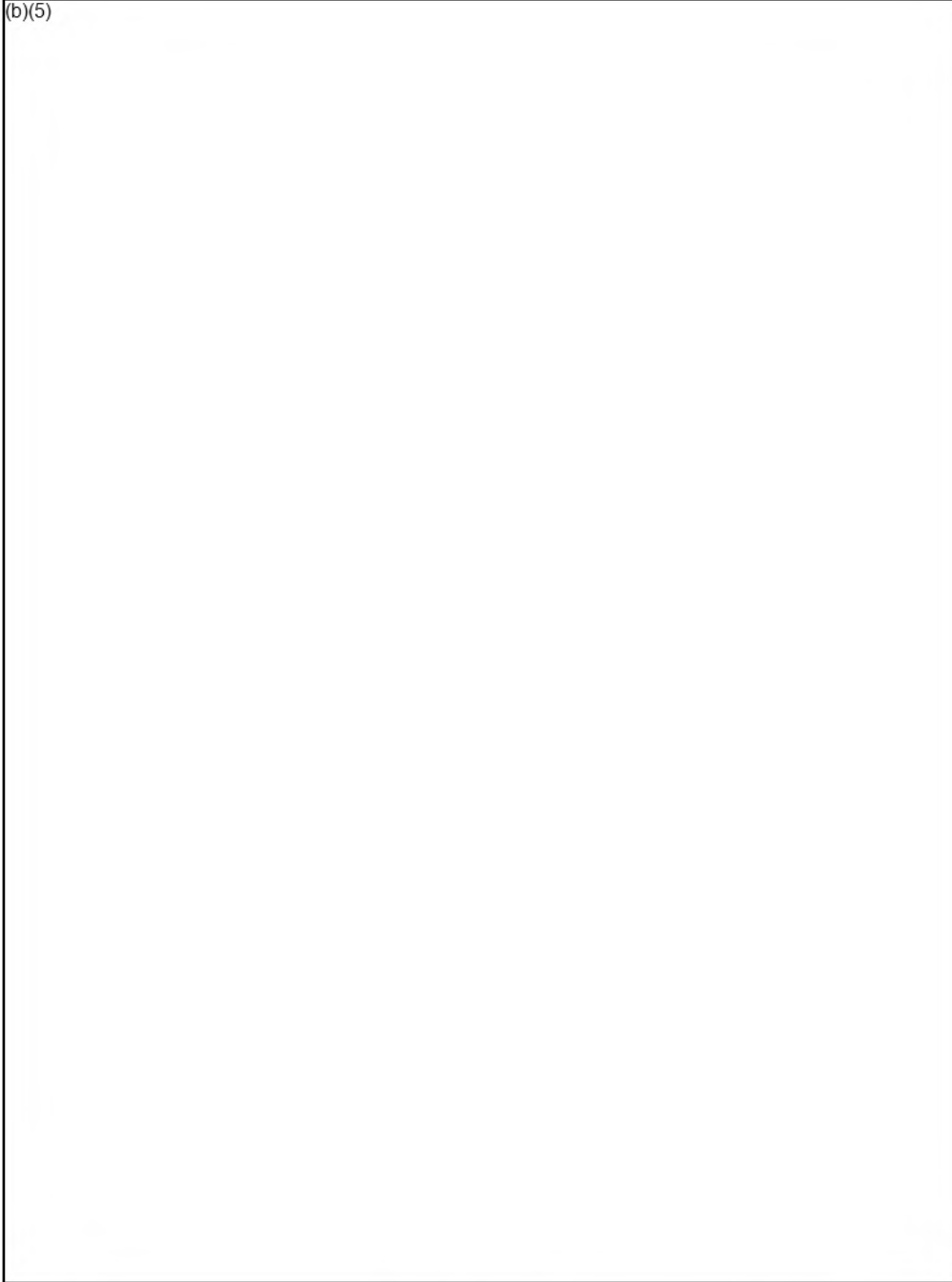
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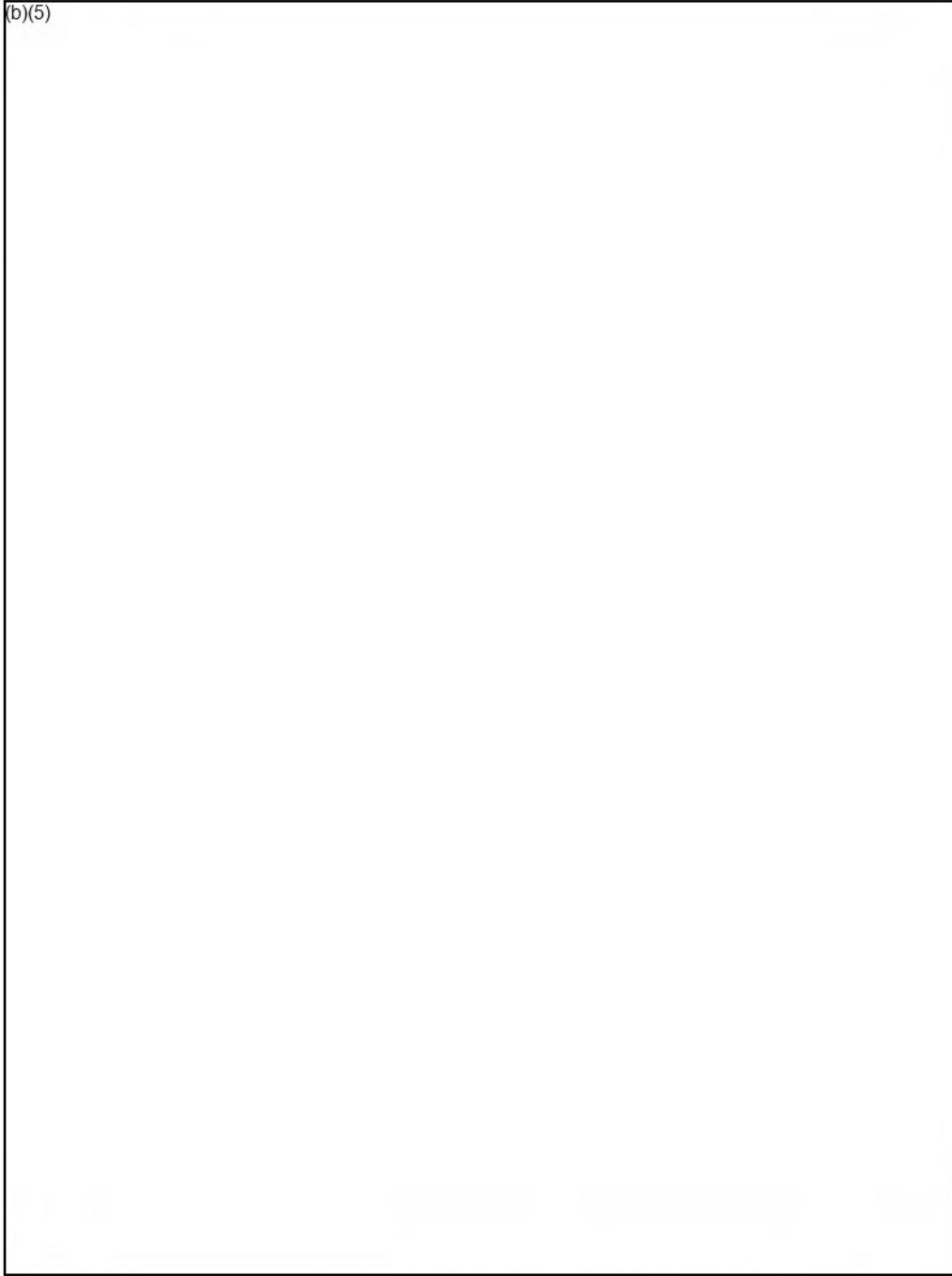
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VETERANS HEALTH ADMINISTRATION

Moving Forward Plan

Safe Care is Our Mission COVID-19 Response

Presentation for: 8 Corners Brief

Presented by: Dr. Kameron Matthews and Dr.
Teresa Boyd

Date of briefing: May 19, 2020



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U.S. Department
of Veterans Affairs

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Safety of Veterans and VA Staff

High Reliability Organization (HRO) principles and values

Prioritize, expand and maximize virtual care

Gradual capacity expansion with assessment of safety

Adherence to relevant federal, state and local guidance

Veteran-centric patient flow with physical distancing



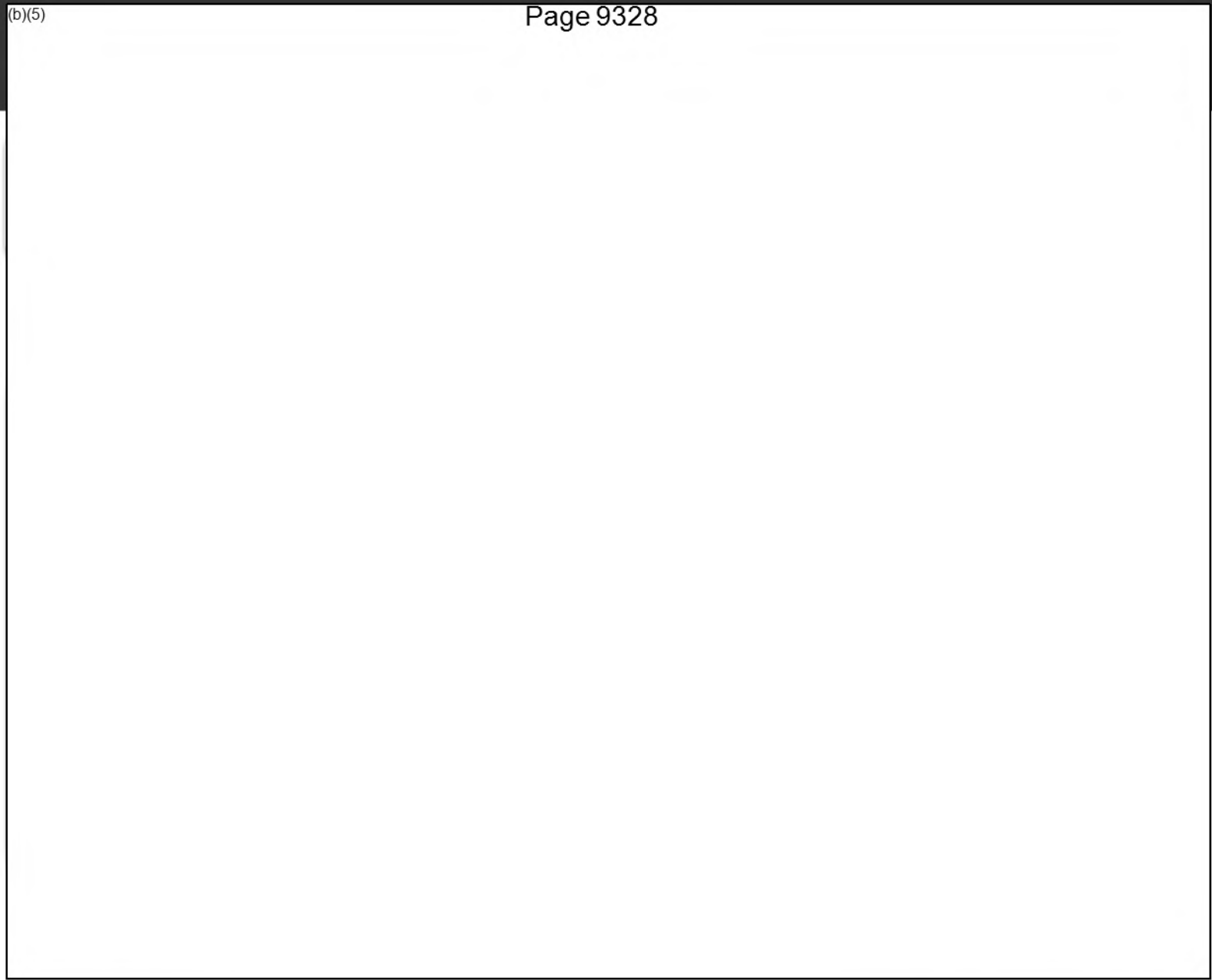
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Key Considerations – Delivering Care

Optimize and prioritize expanded virtual modalities for delivery of care

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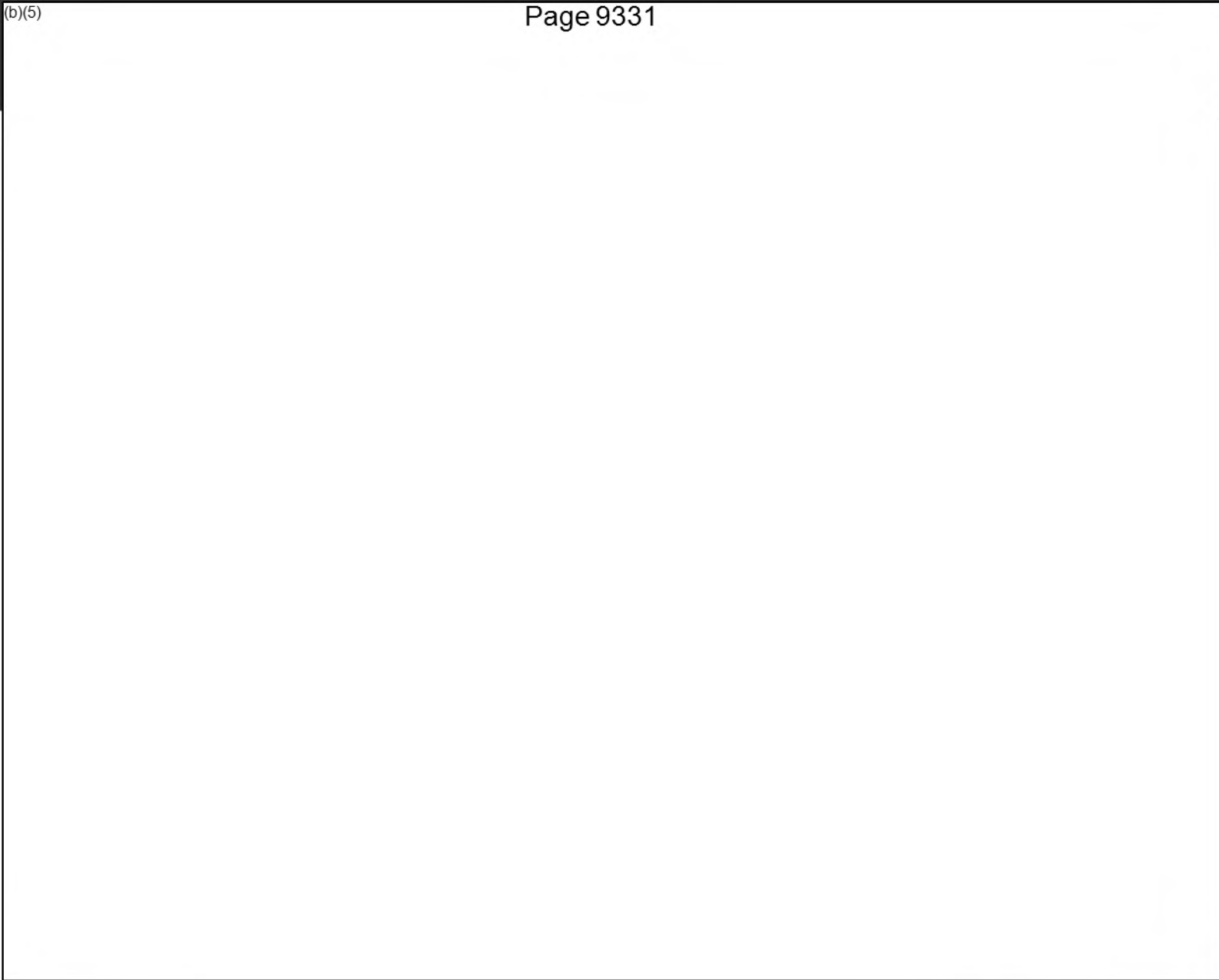


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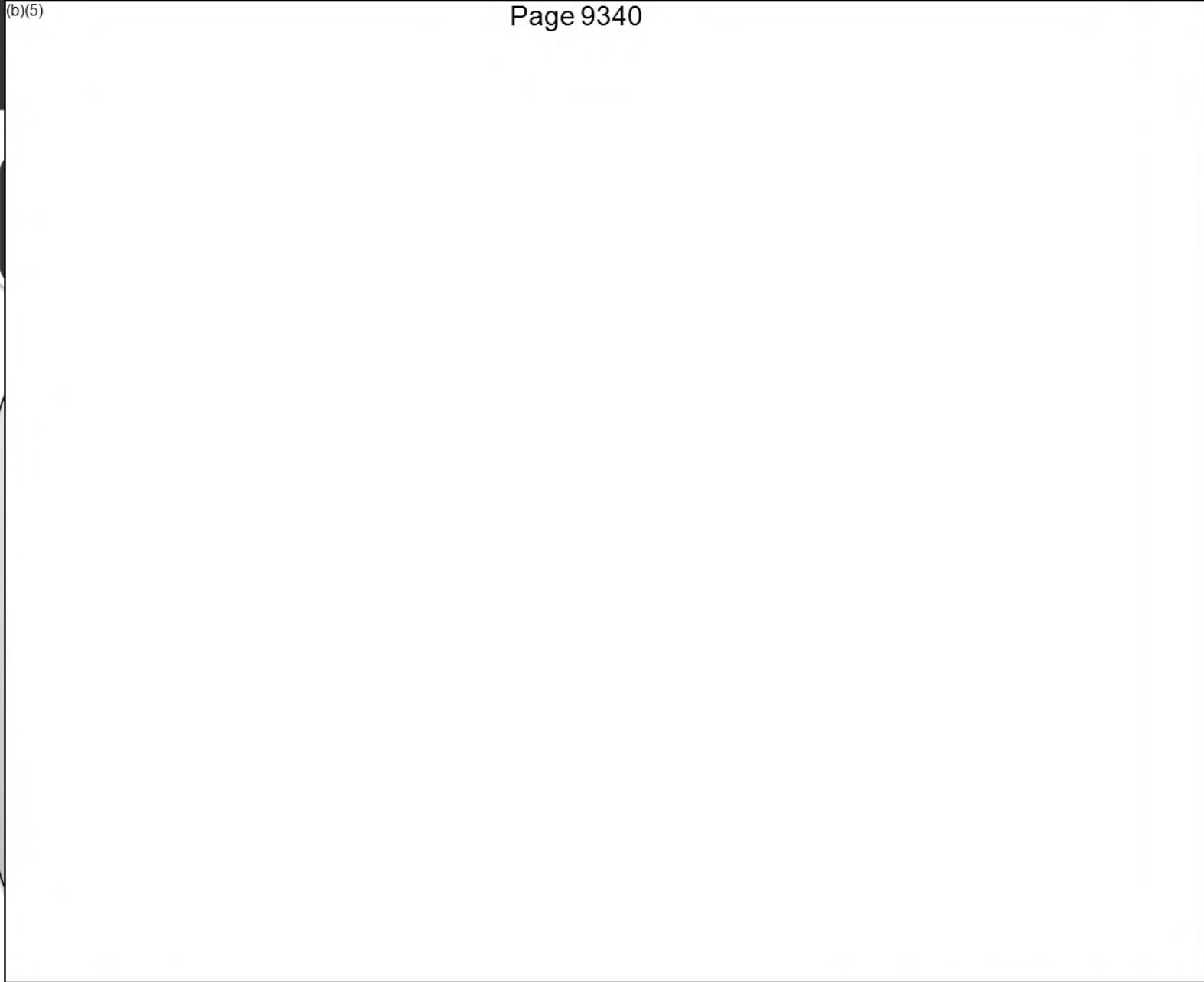


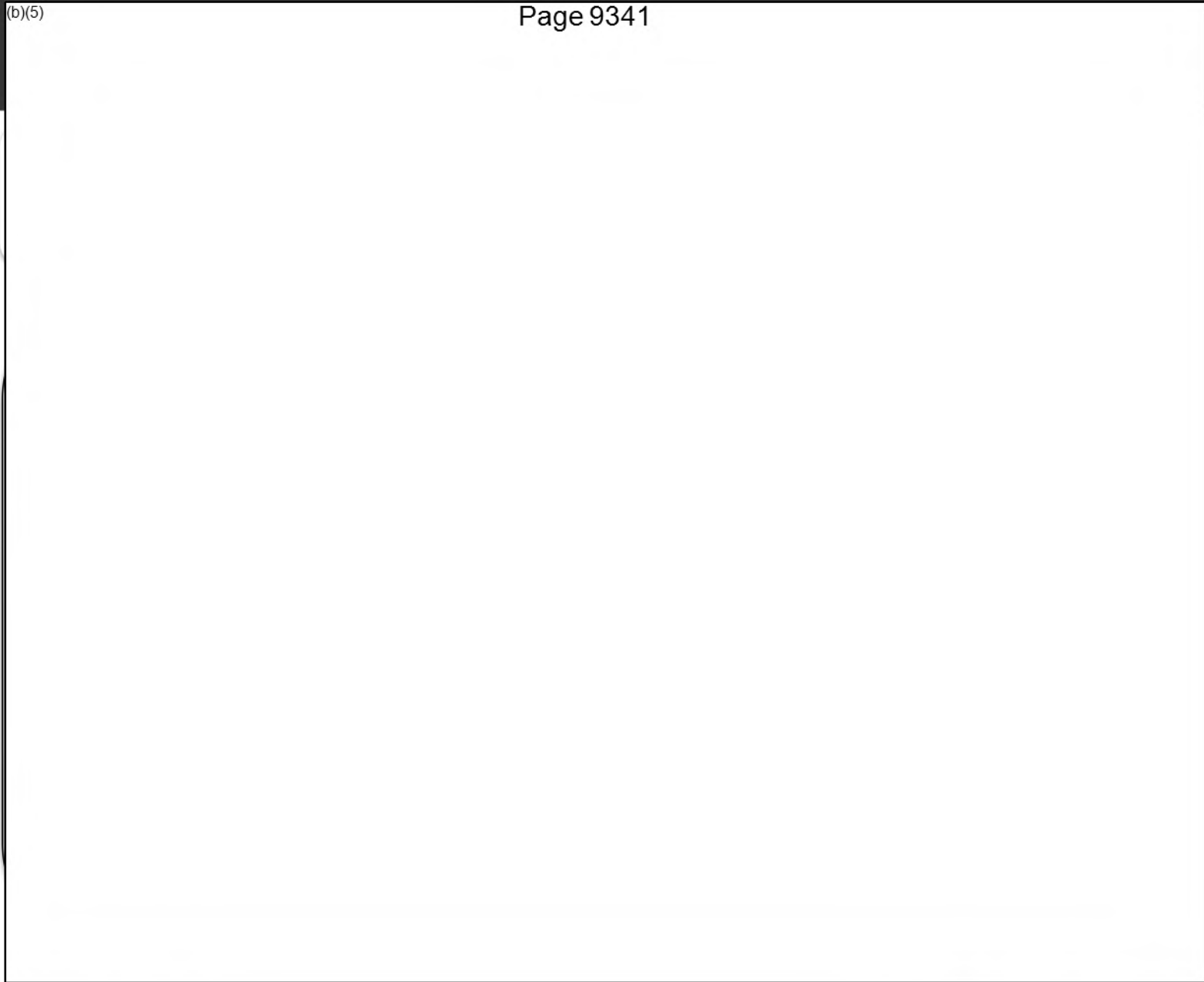
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**Federal Register Notice on Drive Time Changes Talking Points
July 15, 2020**

1. On July 15, 2020, VA published a Federal Register Notice that provided additional information on how VA calculates drive times in determining the drive time access standard for community care. This notice is effective August 14, 2020.
2. In the original rulemaking for the Veterans Community Care Program, VA noted that as we gained experience with the tool to determine drive time, enhancements might be made.
3. Now that VA has one year's worth of experience, VA identified the need to improve the geographic information system determining drive time eligibility under the Veterans Community Care Program. This was done by introducing a new geographic drive time eligibility information system.
4. The new system will not only utilize the distance from a VA facility to a Veteran's residence, the speed limit on the roads, the route to determine the eligibility, but will now utilize historical drive time data in making the determination for every search.
5. The new geographic information system will be updated at least 2-3 times per year with historical drive time data.
6. Instead of using an exact average drive time, the new system will develop service areas with time bands around VA facilities in 10-minute intervals. Veterans whose residence is within a drive time service area range that exceeds the drive time standard for the type of care being sought would be determined to be eligible for community care.
7. The new geographic information system will also use Wednesdays at 10 AM Eastern standard time to determine average drive time determinations. VA feels this is a reasonable estimate of the times that Veterans would be traveling for appointments.
8. Federal Register Notice attached below.



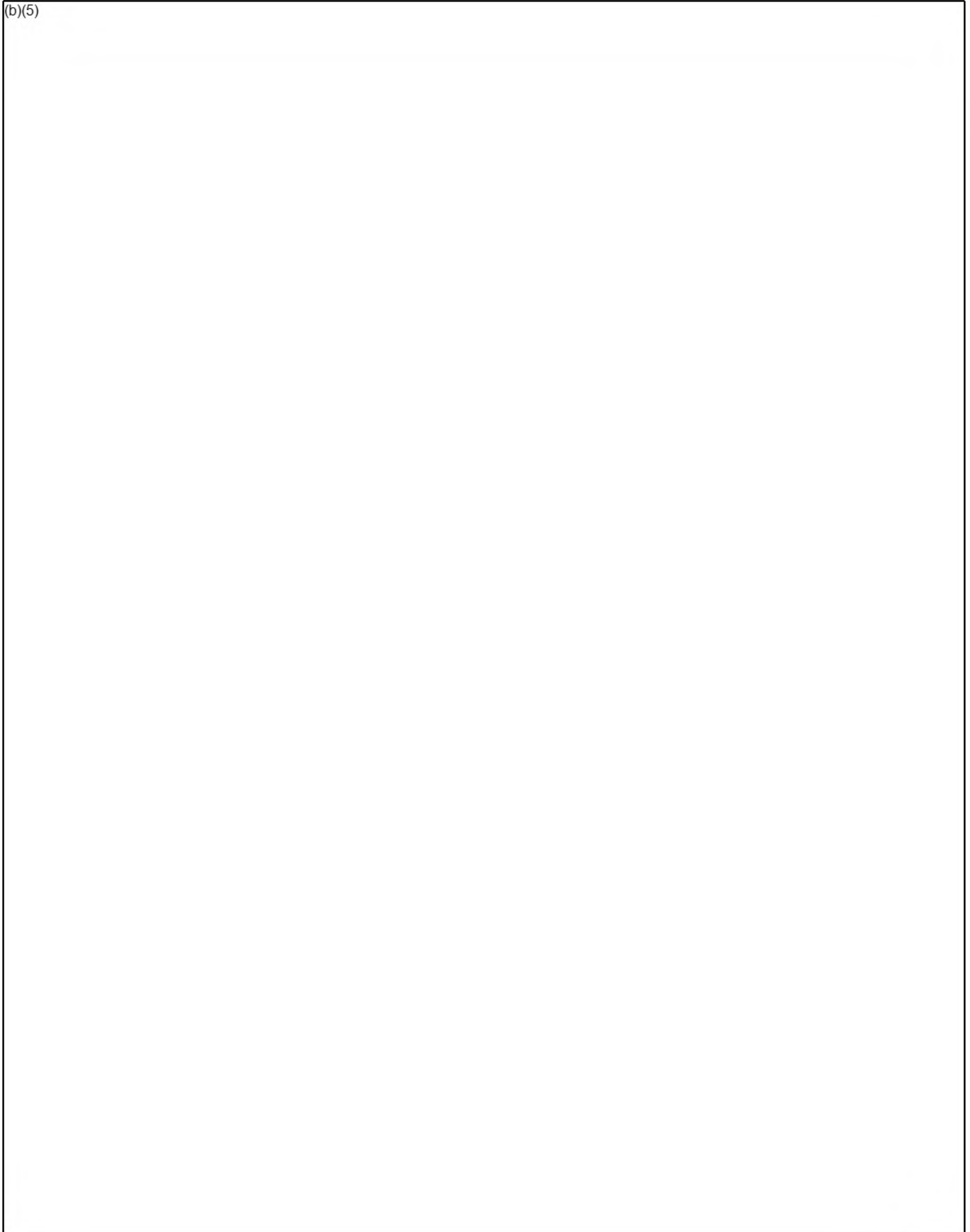
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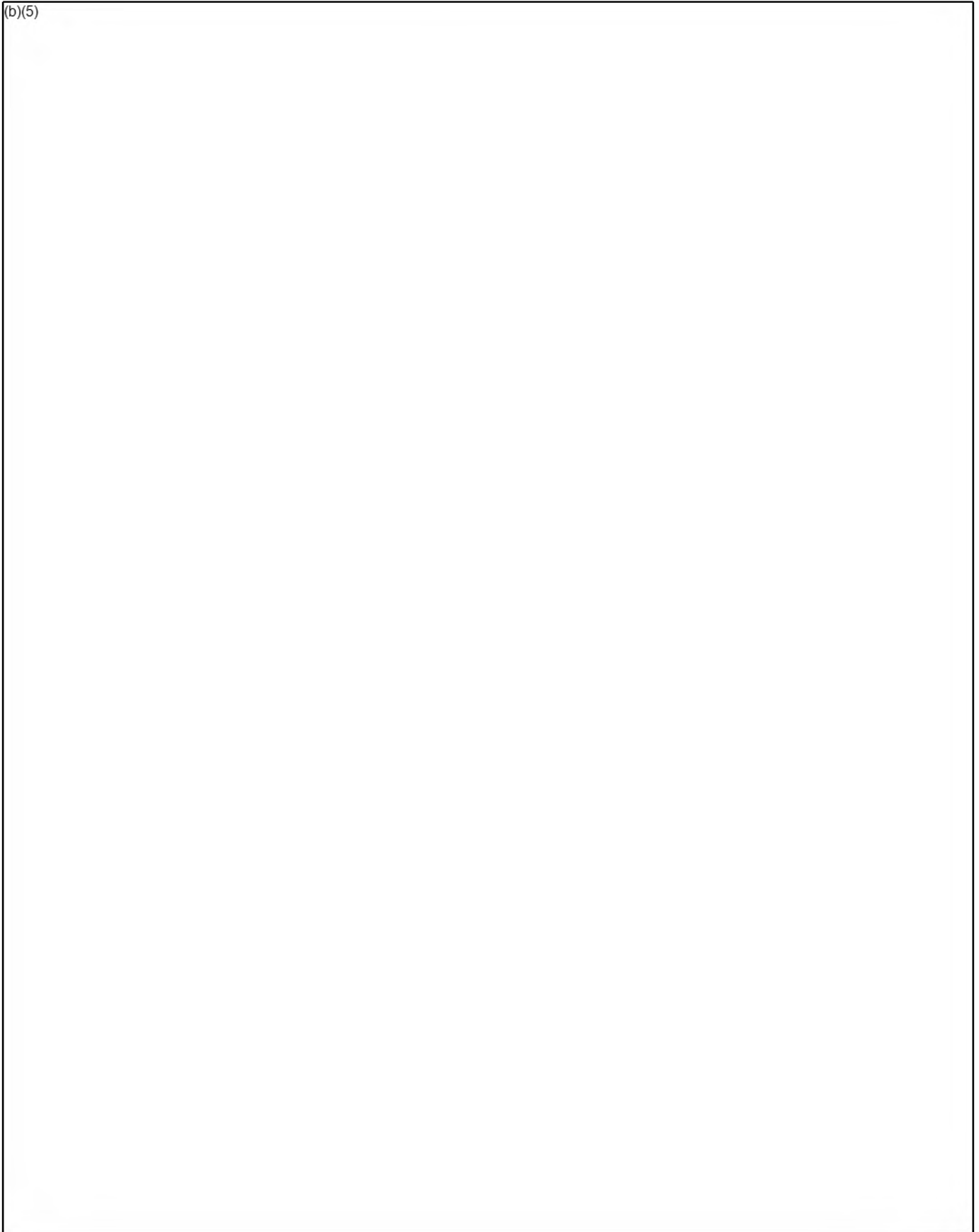


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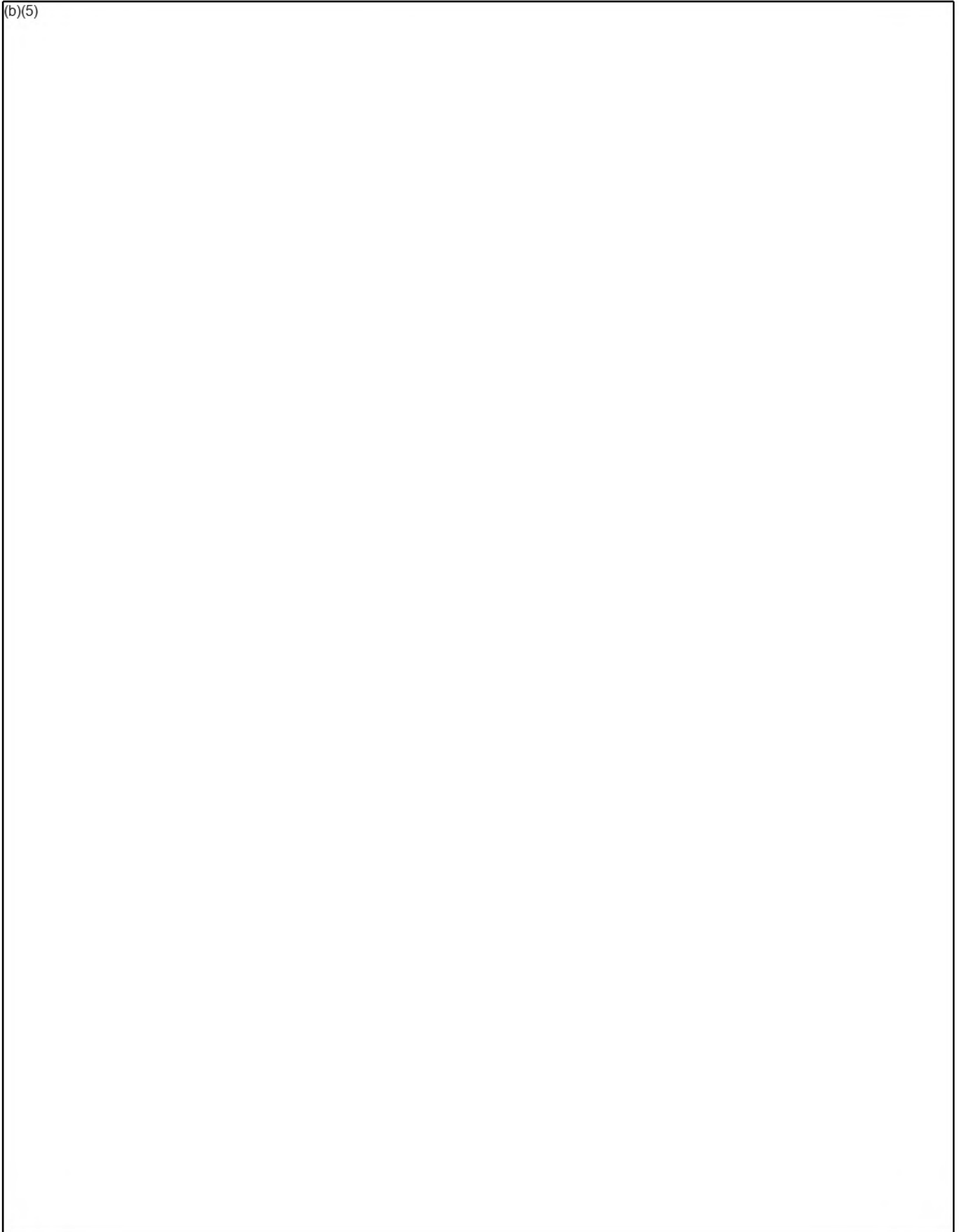


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From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 23, 2020 5:23 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

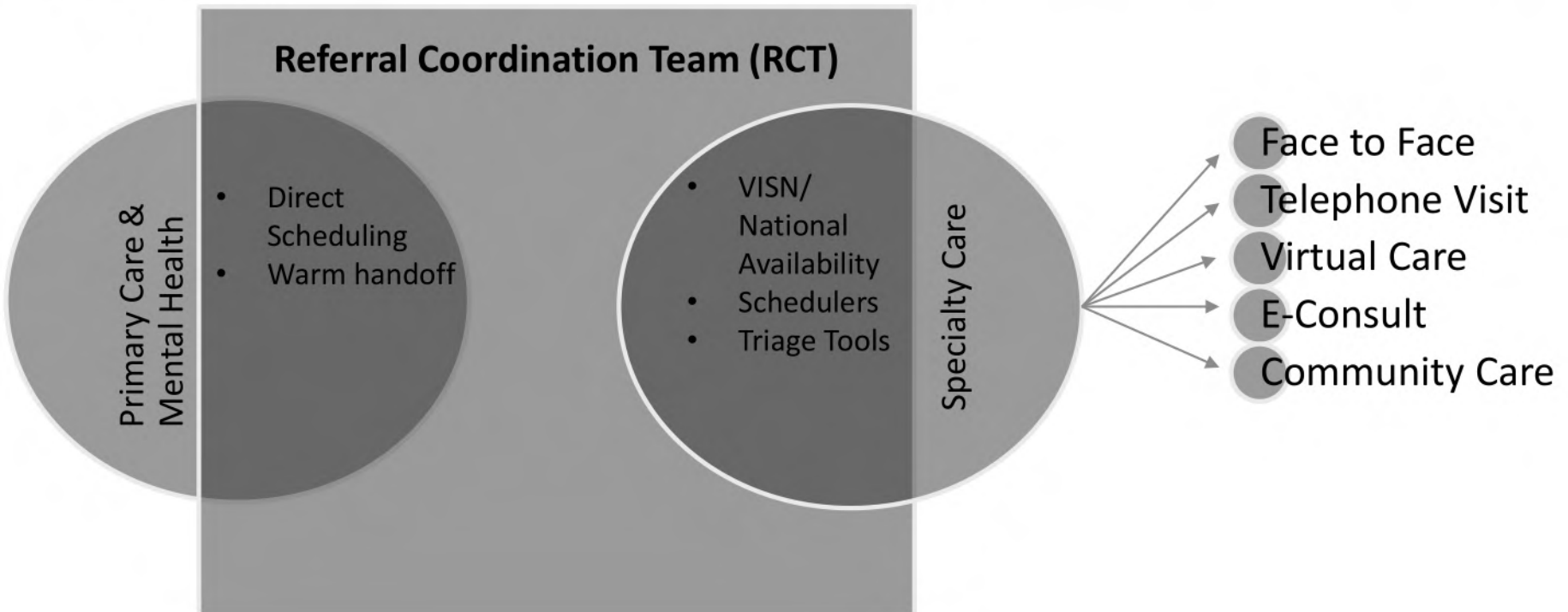
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

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Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Pre- and Post-6/6 Routine Referrals: VISN Data

	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



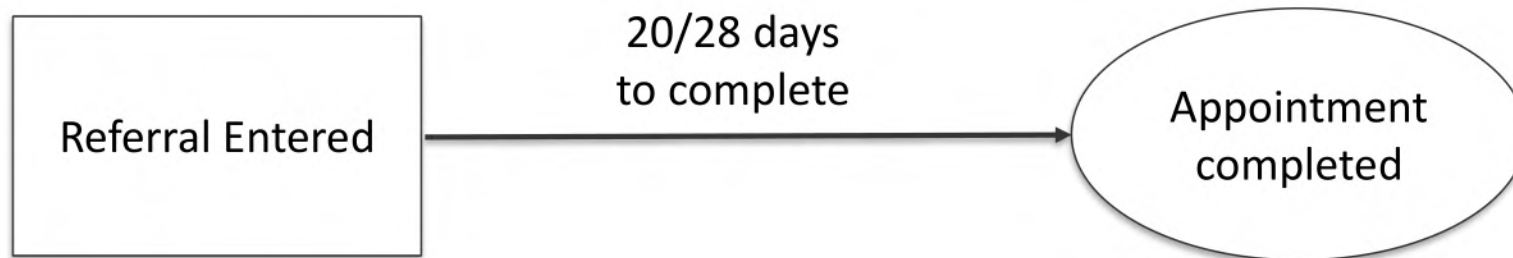
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Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 23, 2020 5:23 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

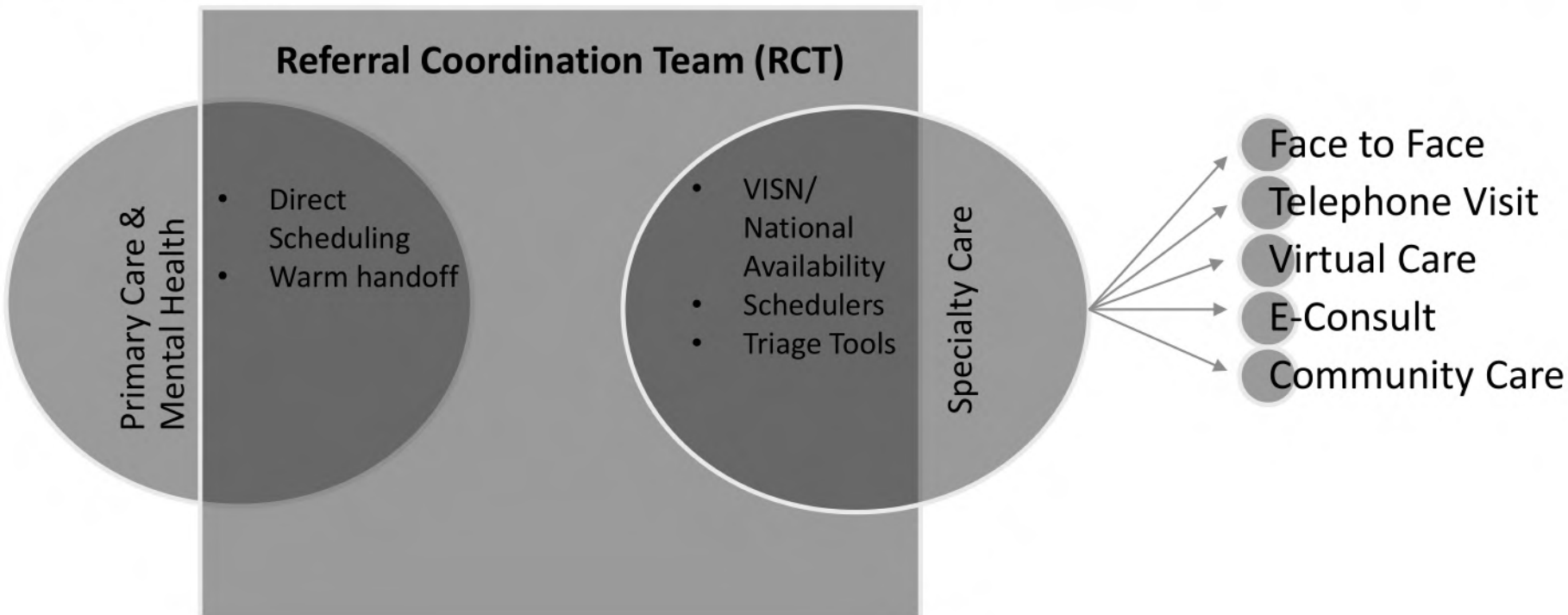
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

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Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

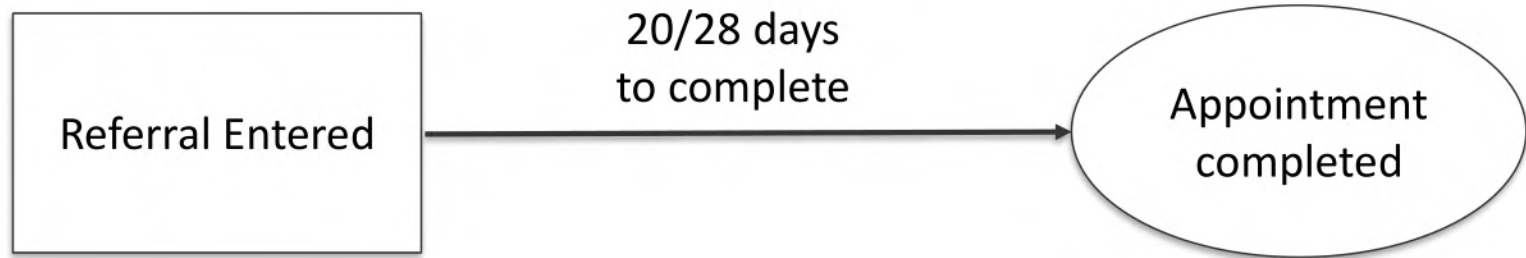
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

Please see attached PDF.



Community Care Network (CCN): Kansas – Comparing Optum's Network To TriWest's PC3 Network

Network Comparison: Overview

Comparing CCN and PC3 Networks: Number of care sites in Kansas

Network	Kansas (Total)
CCN (Optum)	18,191
PC3 (TW)	15,587

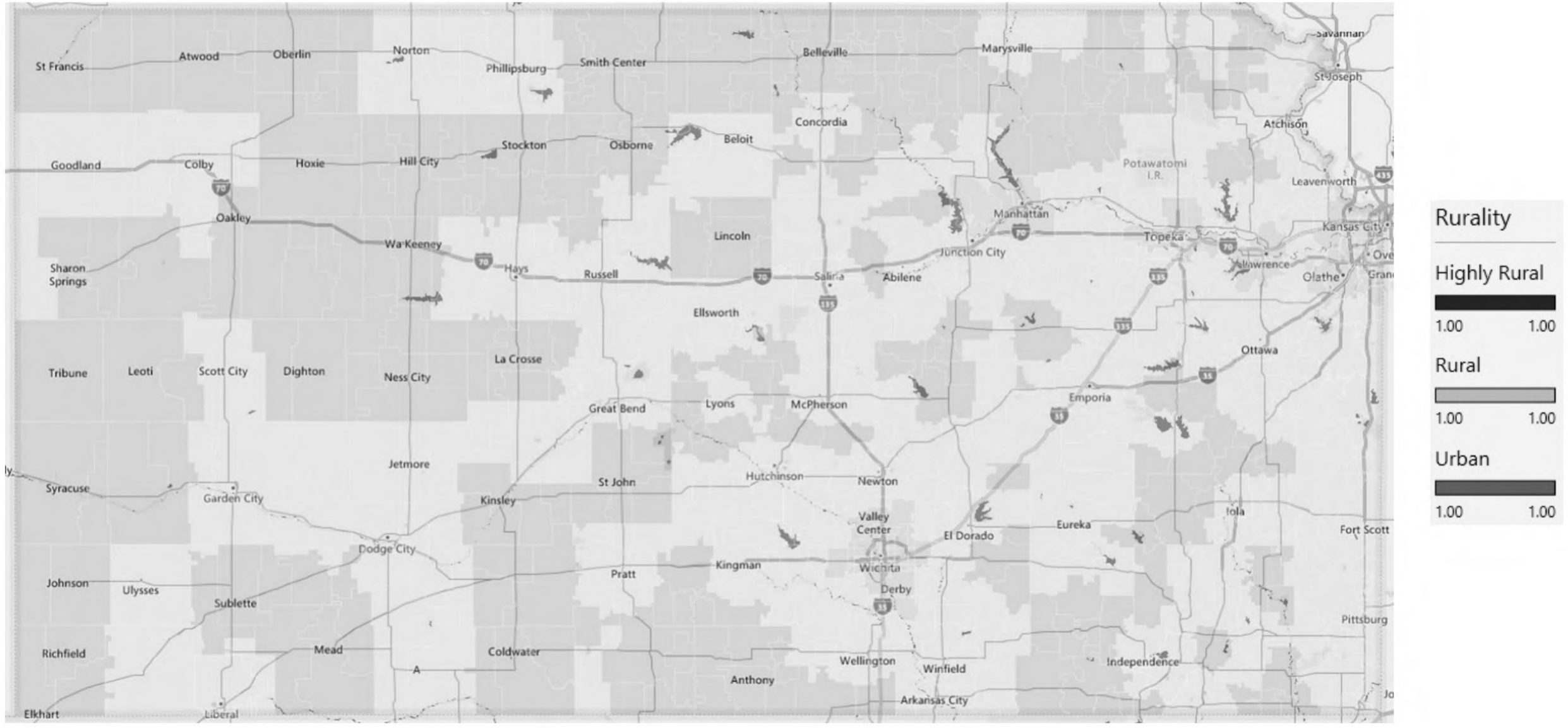
Care Sites Comparison By Rurality

Network	Highly Rural	Rural	Urban
CCN (Optum)	1,287	7,346	9,931
PC3 (TW)	1,164	6,746	7,975

Notes:

- **Care Site:** Unique locations for each provider (determined by distinct NPI)
 - For providers with multiple practicing locations - Counted once per county
- **Rurality:** Based on care site zip code
 - Each zip code is assigned as highly rural, rural, or urban
 - Determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

Background: Kansas Rurality



*Note: Mapping based on zip codes. Zip code rurality determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

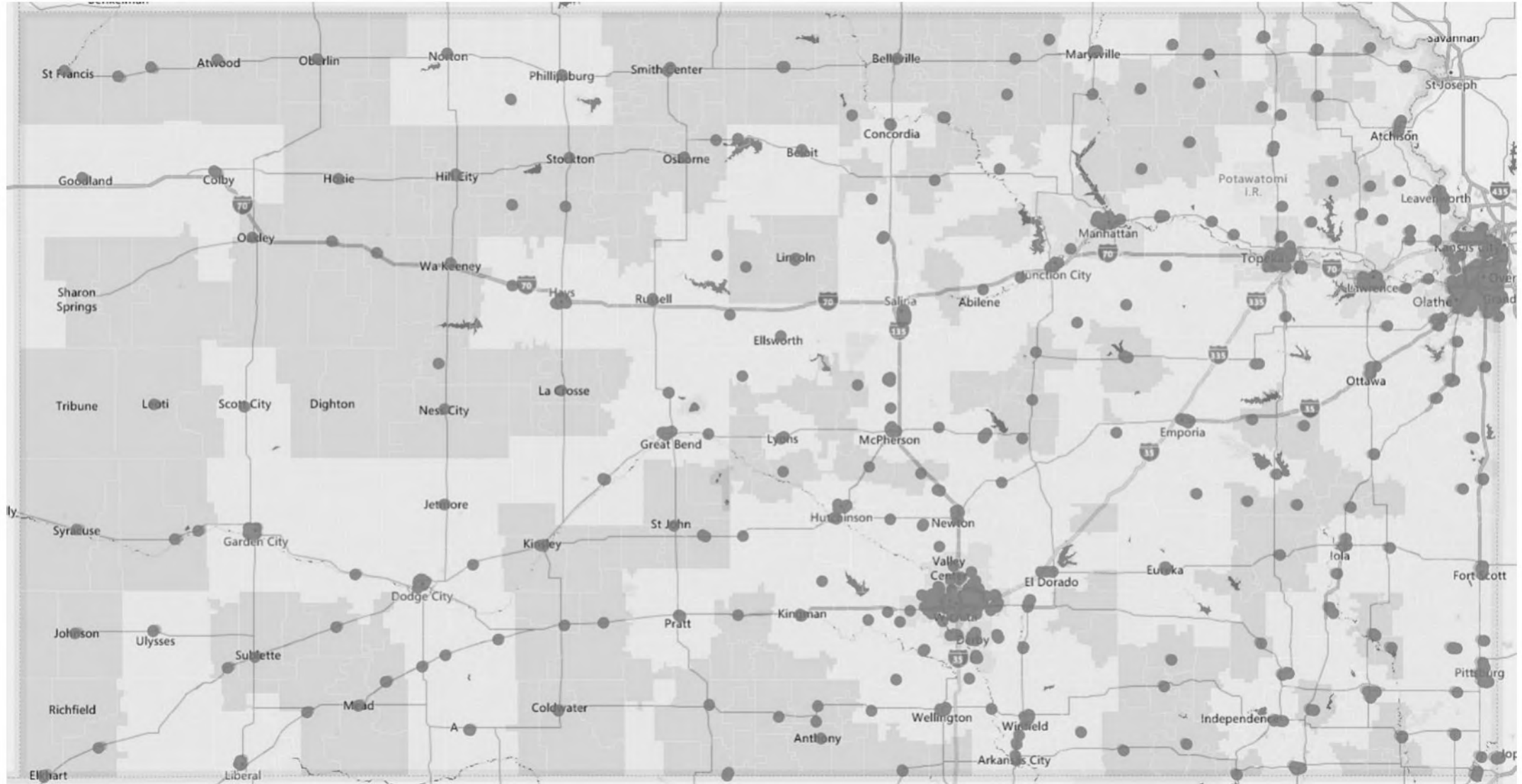
Network Comparison: Types of Care / Services

Comparing the number of care sites by type of care / services		
Type of Care / Services	CCN (Optum)	PC3 (TW)
Primary Care	5,273	3,879
Physical Therapy	1,677	1,399
Optometry	1,166	836
Mental / Behavioral Health	949	1,313
Anesthesiology	796	812
Cardiology	718	600
Radiology	611	647
Surgery	604	562
Gynecology & Obstetrics	440	336
Chiropractic Care	423	453
Orthopedics	400	370
Ophthalmology	398	358
Emergency Care Provider	381	260
Hematology / Oncology	354	360
Hospitalist	294	368

Notes:

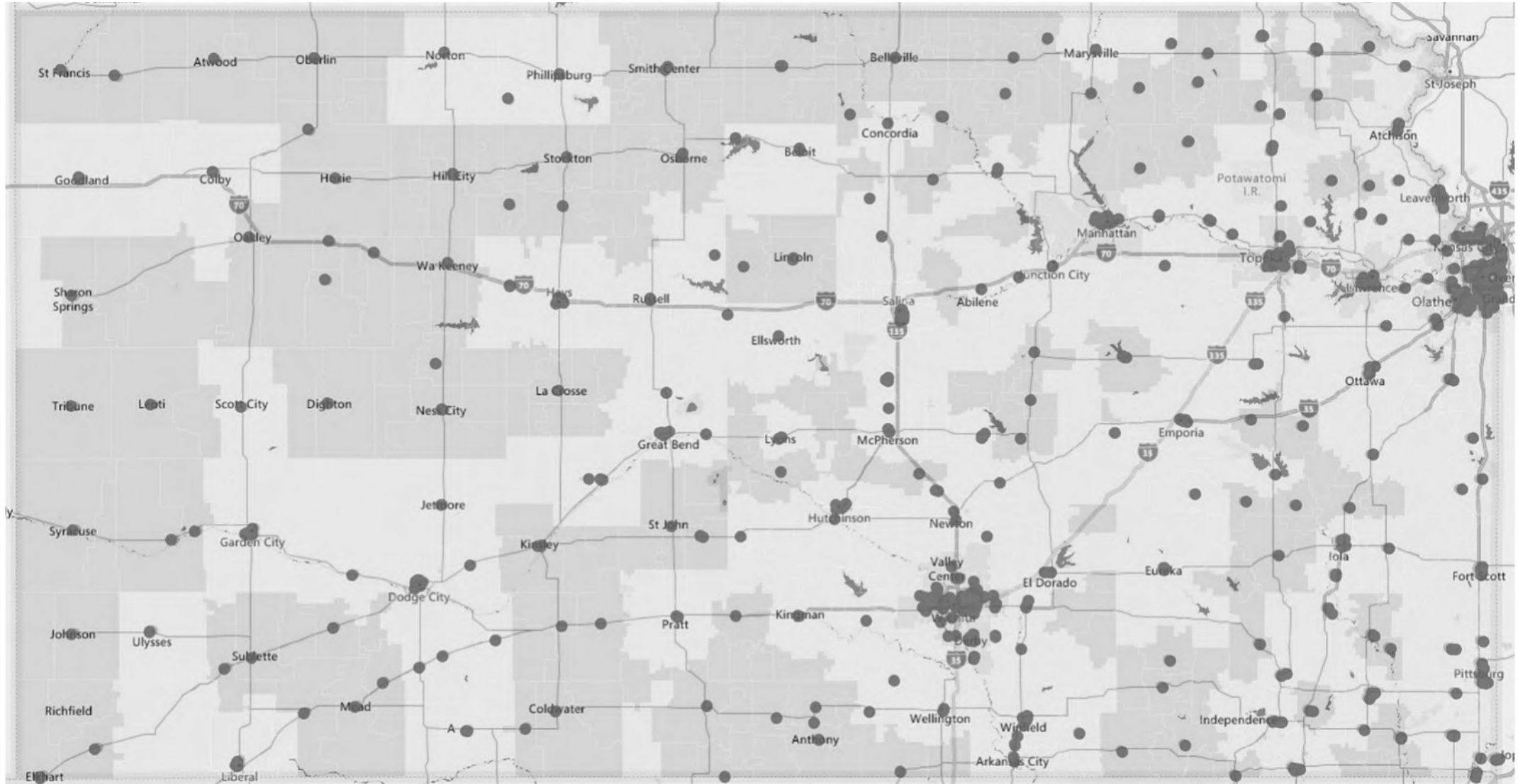
- **Type of Care:** Based on provider taxonomy codes
 - Includes physicians, other types of providers (NPs, PAs, etc.), clinics, and other facilities
 - Table only reflects the top 15 (by number of care sites)

Network Maps: Primary Care (CCN – Green)



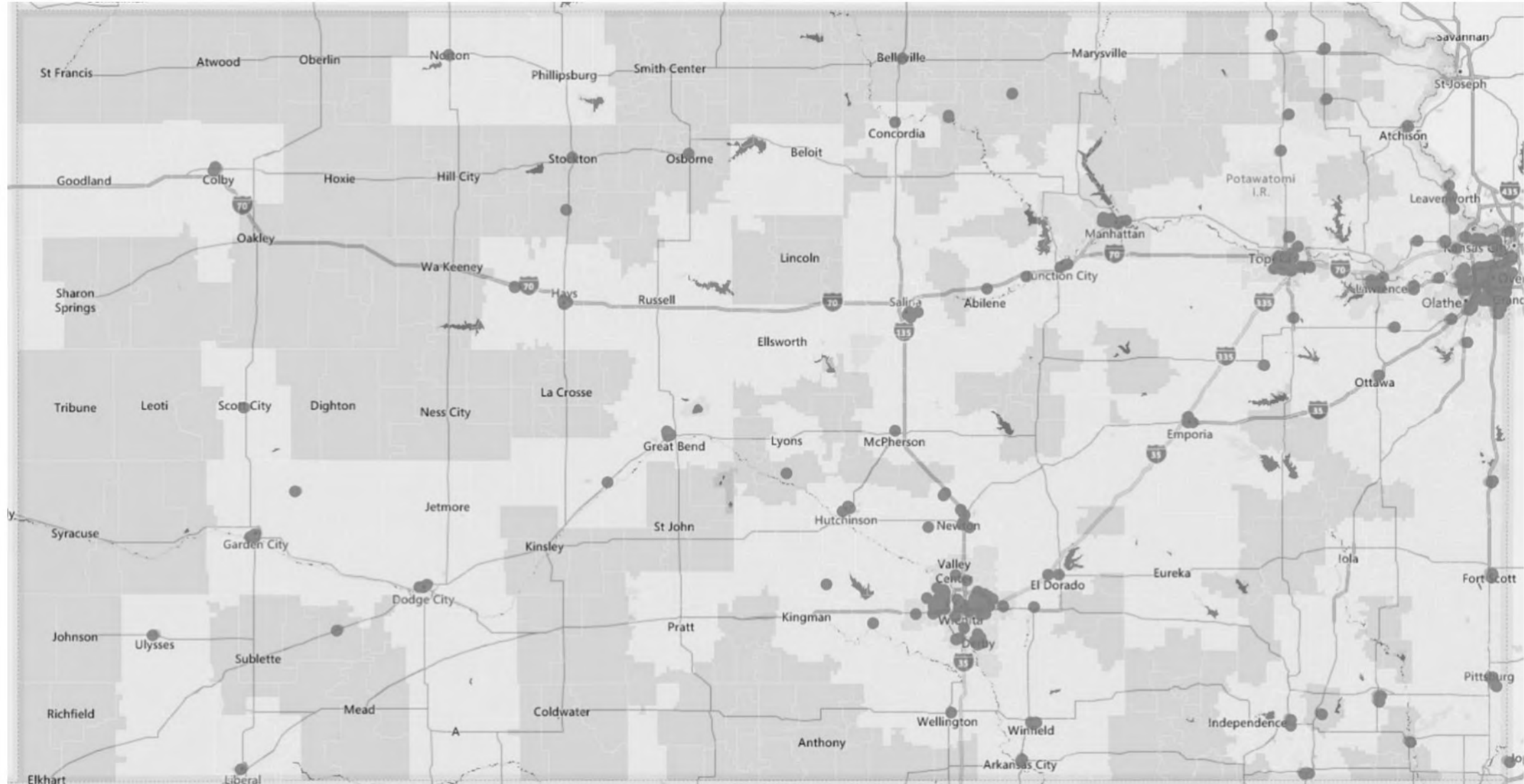
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Primary Care (PC3 – Blue)



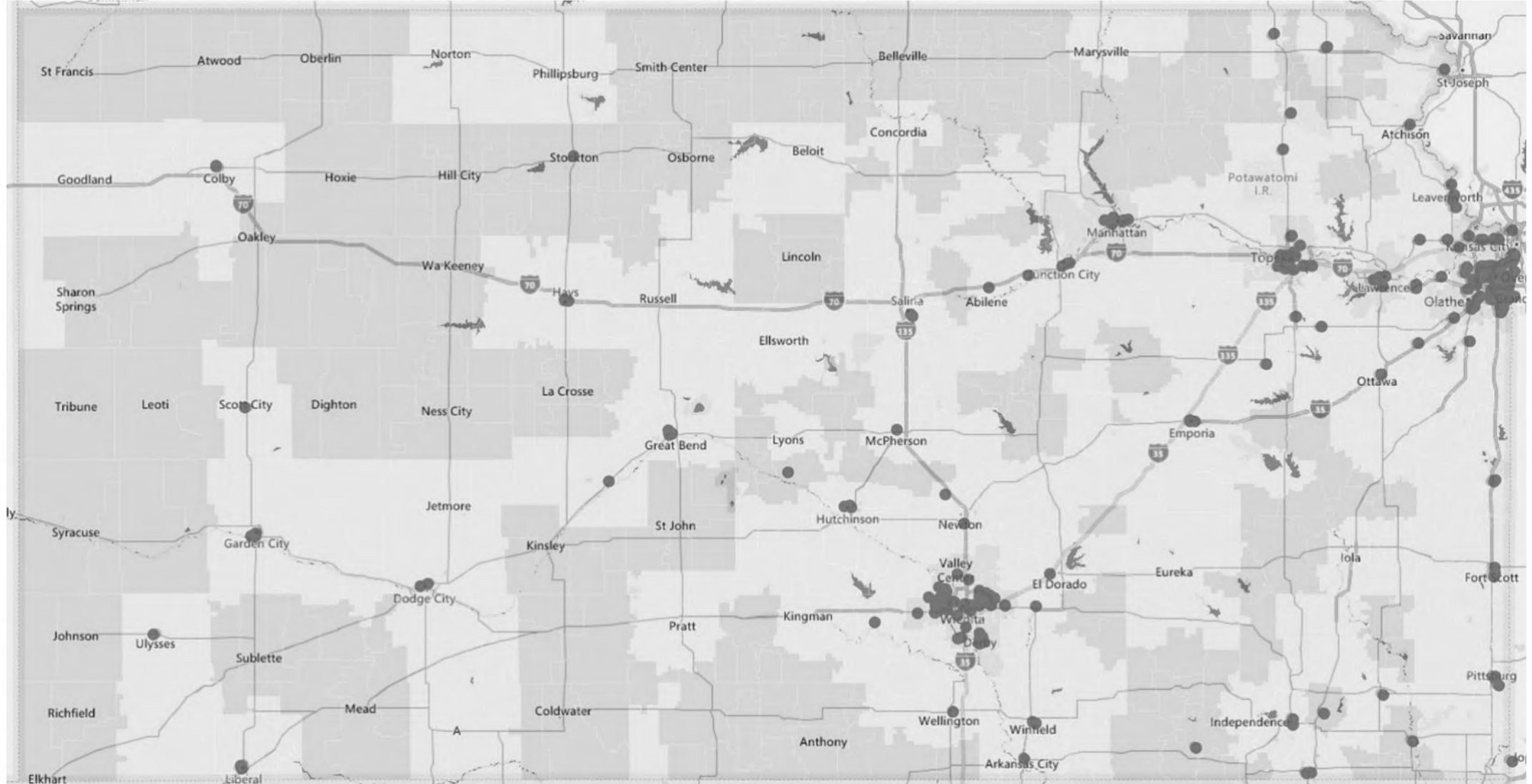
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Physical Therapy (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Physical Therapy (PC3)



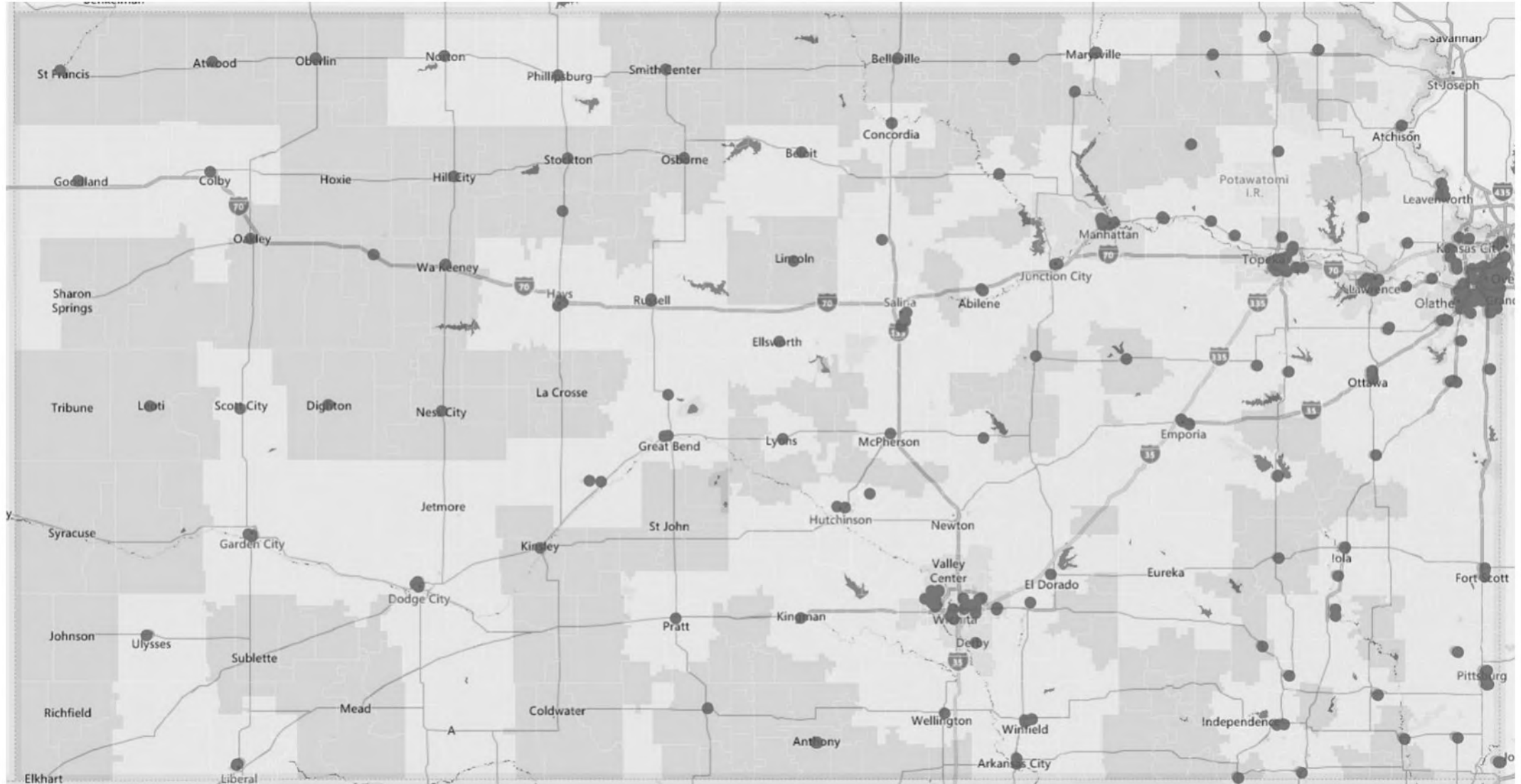
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
PC3 (TW)	36	611	812	1,399

Network Maps: Optometry (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Optometry (PC3)



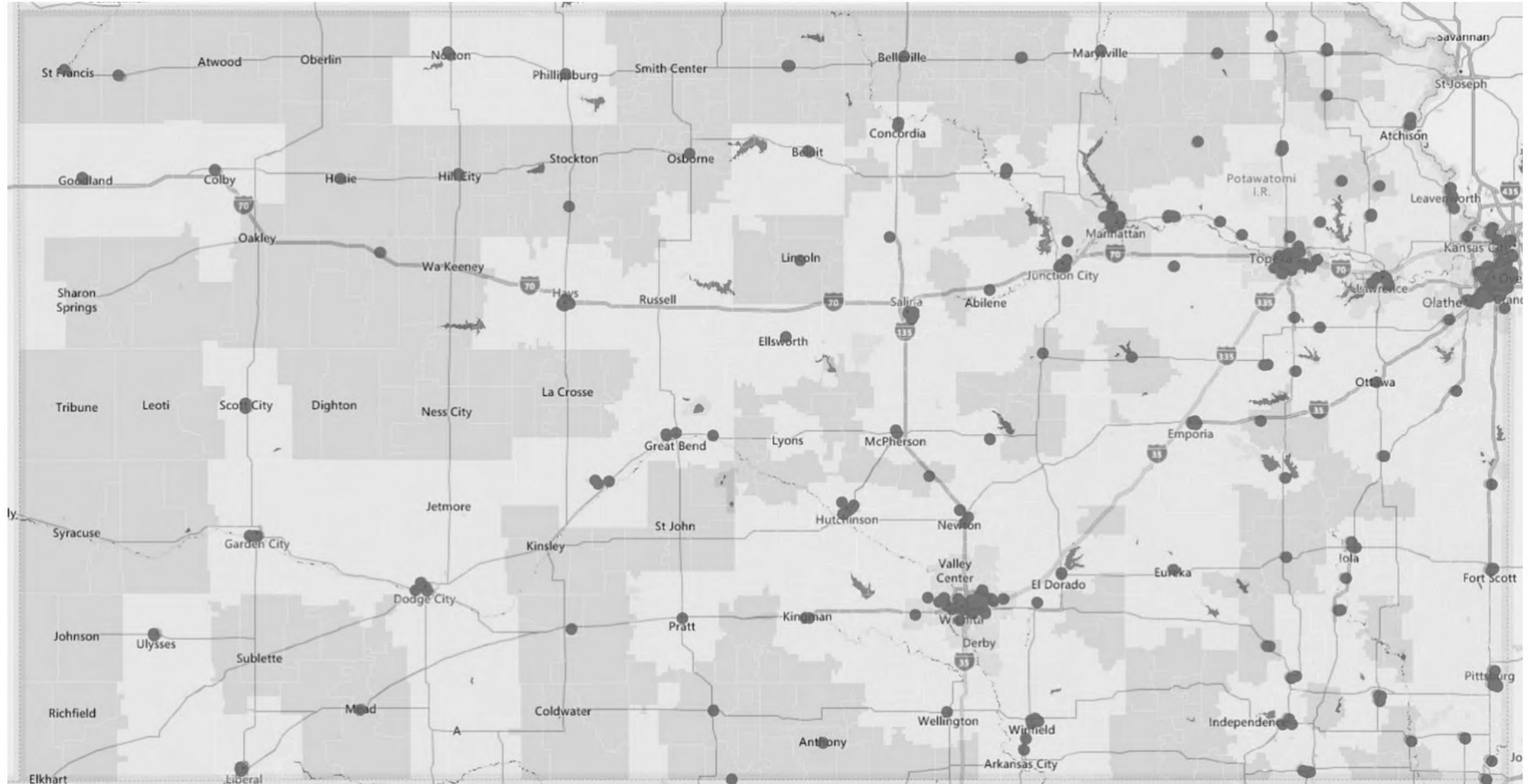
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Mental / Behavioral Health (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Maps: Mental / Behavioral Health (PC3)



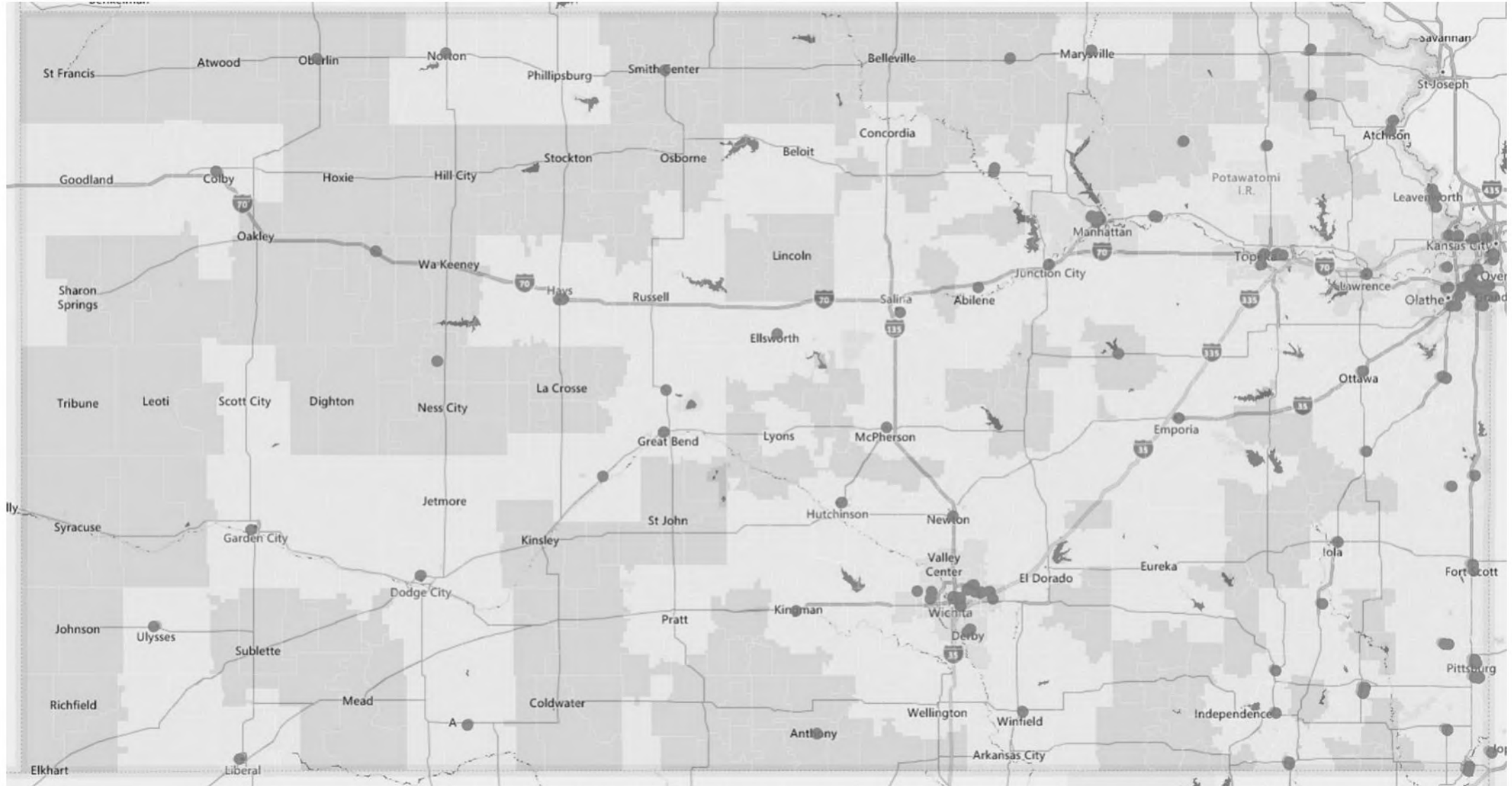
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	56	290	622	949
PC3 (TW)	84	665	578	1,313

Network Analysis (Example): Mental / Behavioral Health (CCN vs. PC3)

Mental / Behavioral Health Network (By Provider Type): Number of Care Sites

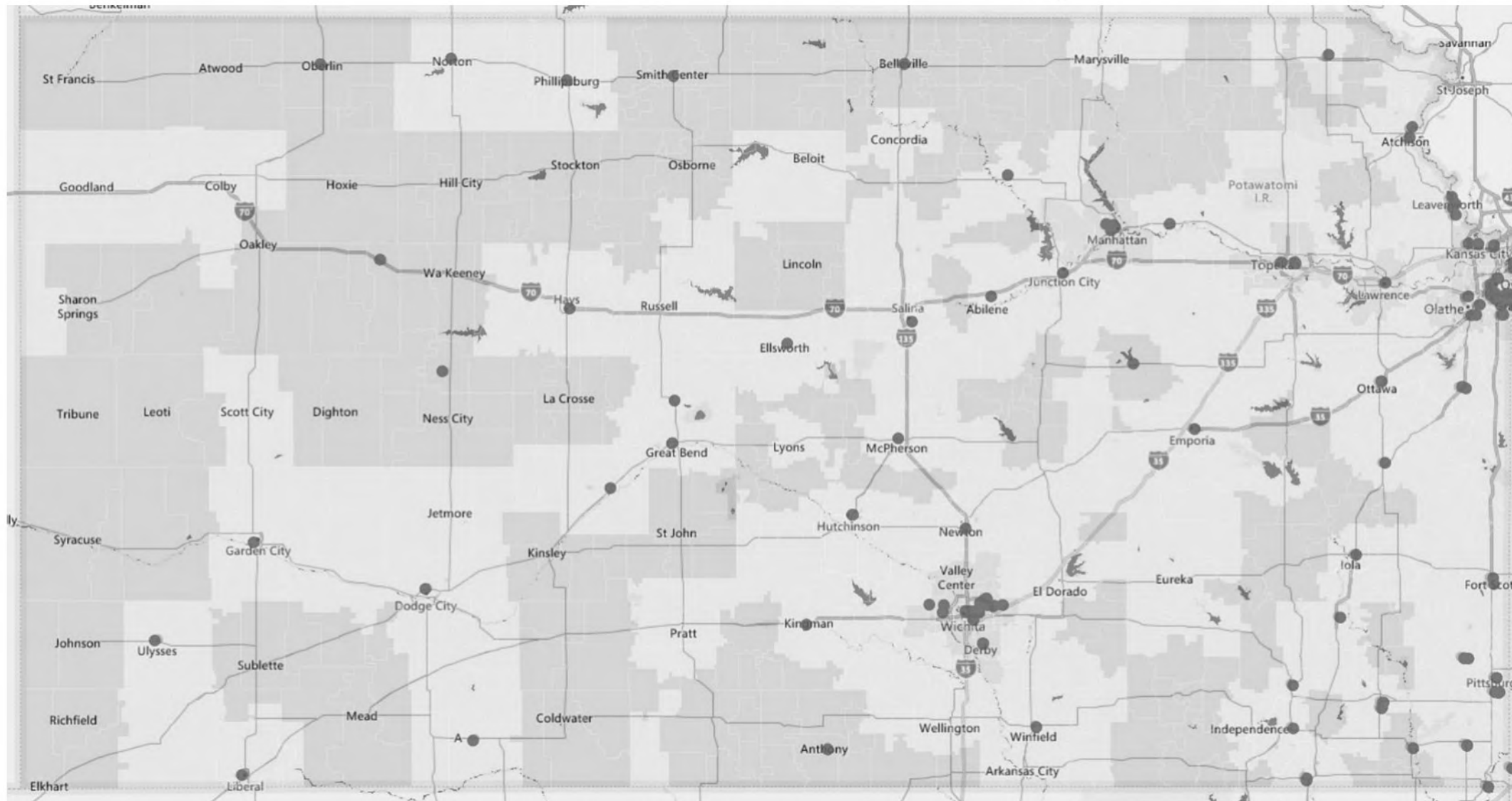
Type of Providers	CCN (Optum)	PC3 (TW)
Total Care Sites	949	1,313
Behavioral Health & Social Service Providers	623	932
<i>Social Worker</i>	259	422
<i>Counselor</i>	145	210
<i>Psychologist</i>	155	188
<i>Marriage & Family Therapist</i>	74	120
<i>Clinical Neuropsychologist</i>	6	5
Allopathic & Osteopathic Physicians	162	219
Physician Assistants & Advanced Practice Nursing Providers	47	138
Ambulatory Health Care Facilities	88	18
<i>Mental Health (Including Community Mental Health Center)</i>	53	11
<i>Rehabilitation, Substance Use Disorder</i>	31	5
<i>Methadone</i>	2	2
<i>Developmental Disabilities</i>	2	
<i>Adult Mental Health</i>	1	
Hospital Units	8	7
Residential Treatment Facilities	14	1
Agencies	14	

Network Maps: Cardiology (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

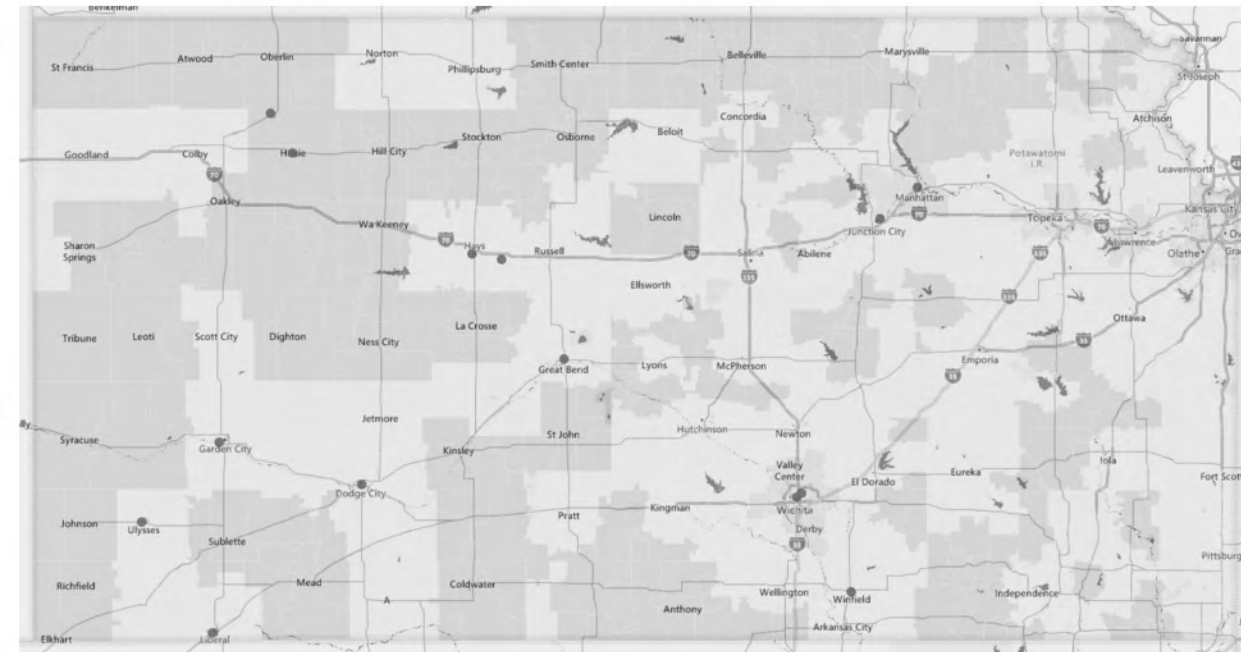
Network Maps: Cardiology (PC3)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

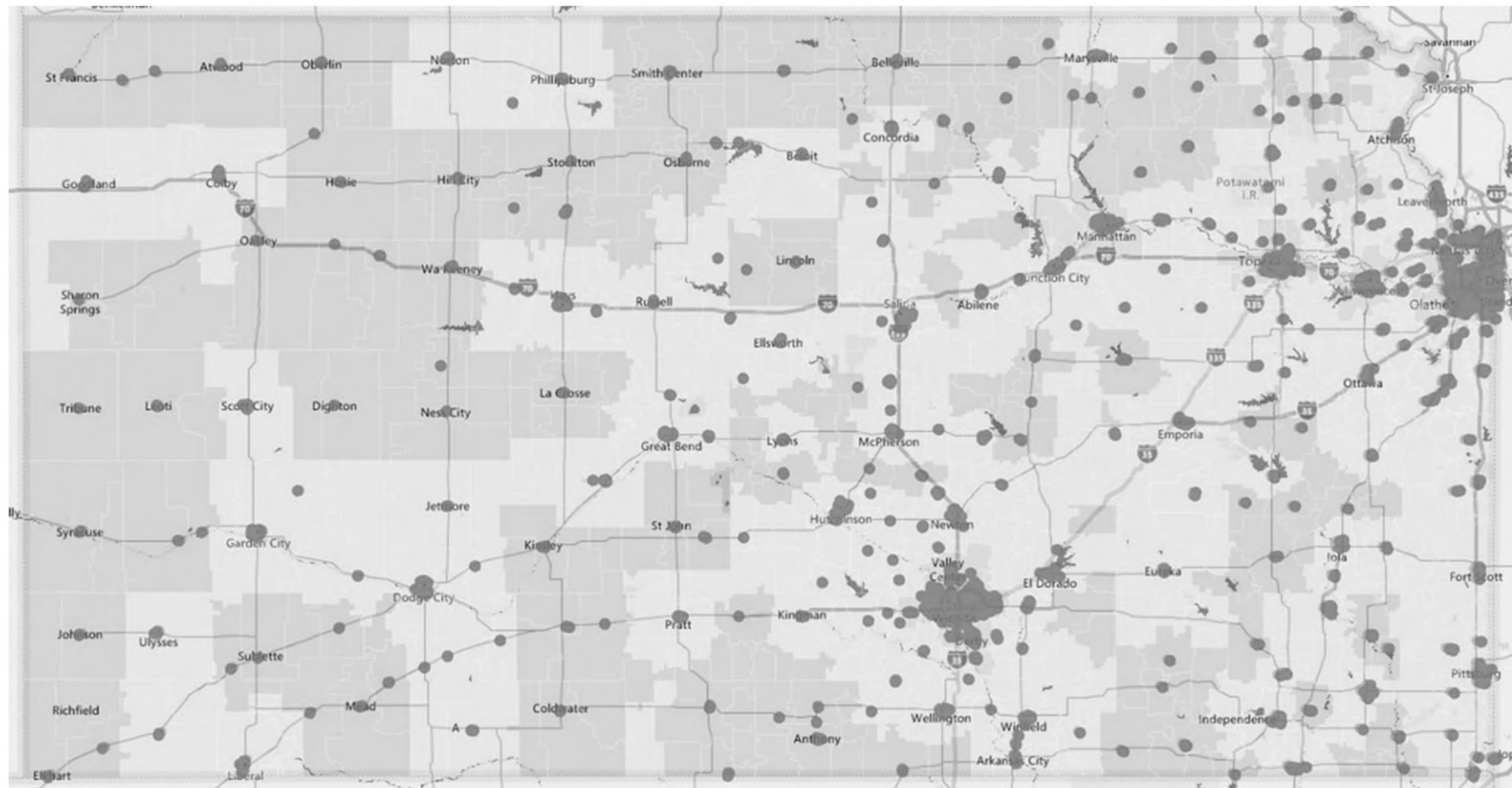
APPENDIX

Network Maps: Federally Qualified Health Centers (FQHCs)

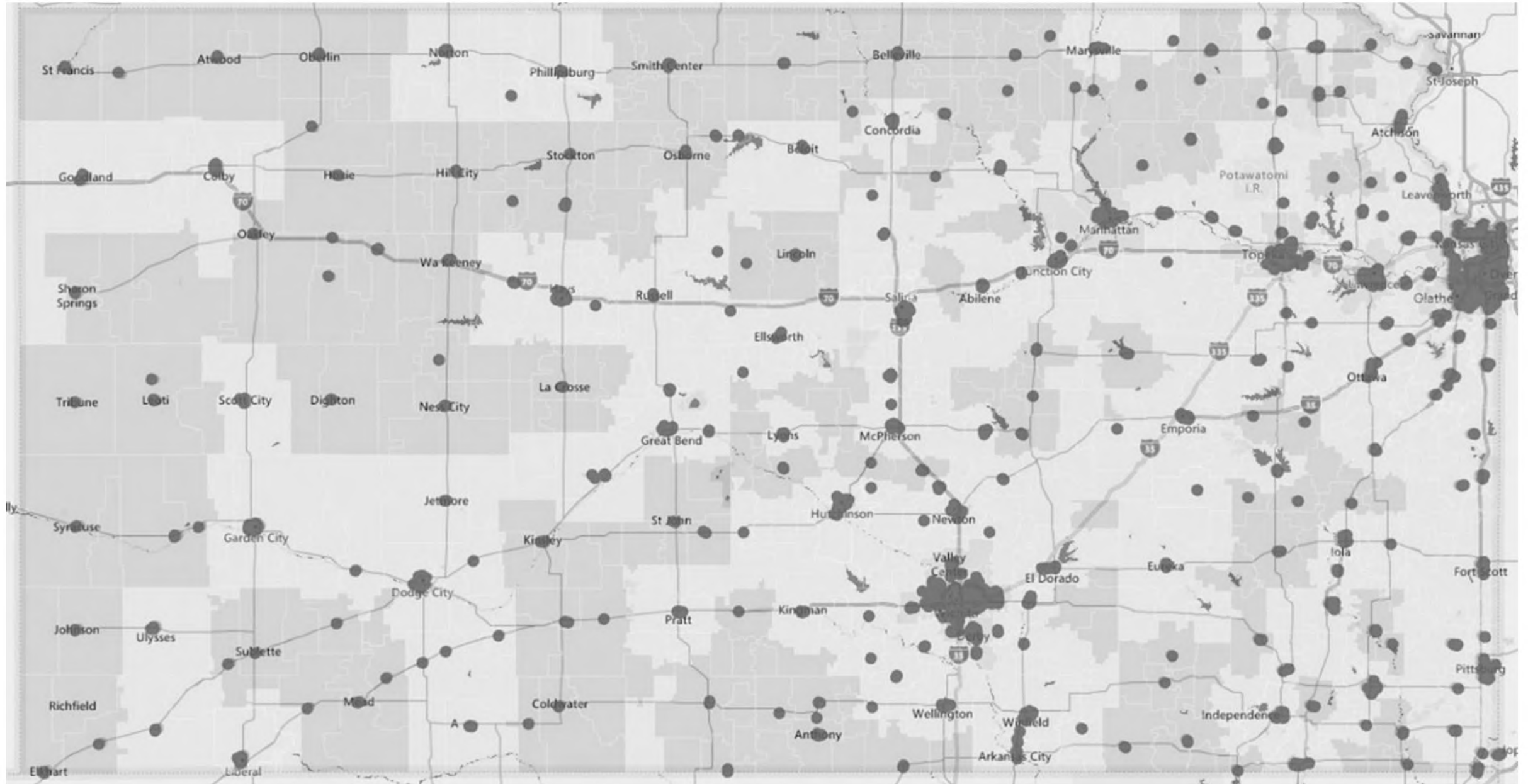


Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	3	30	9	42
PC3 (TW)	2	9	3	14

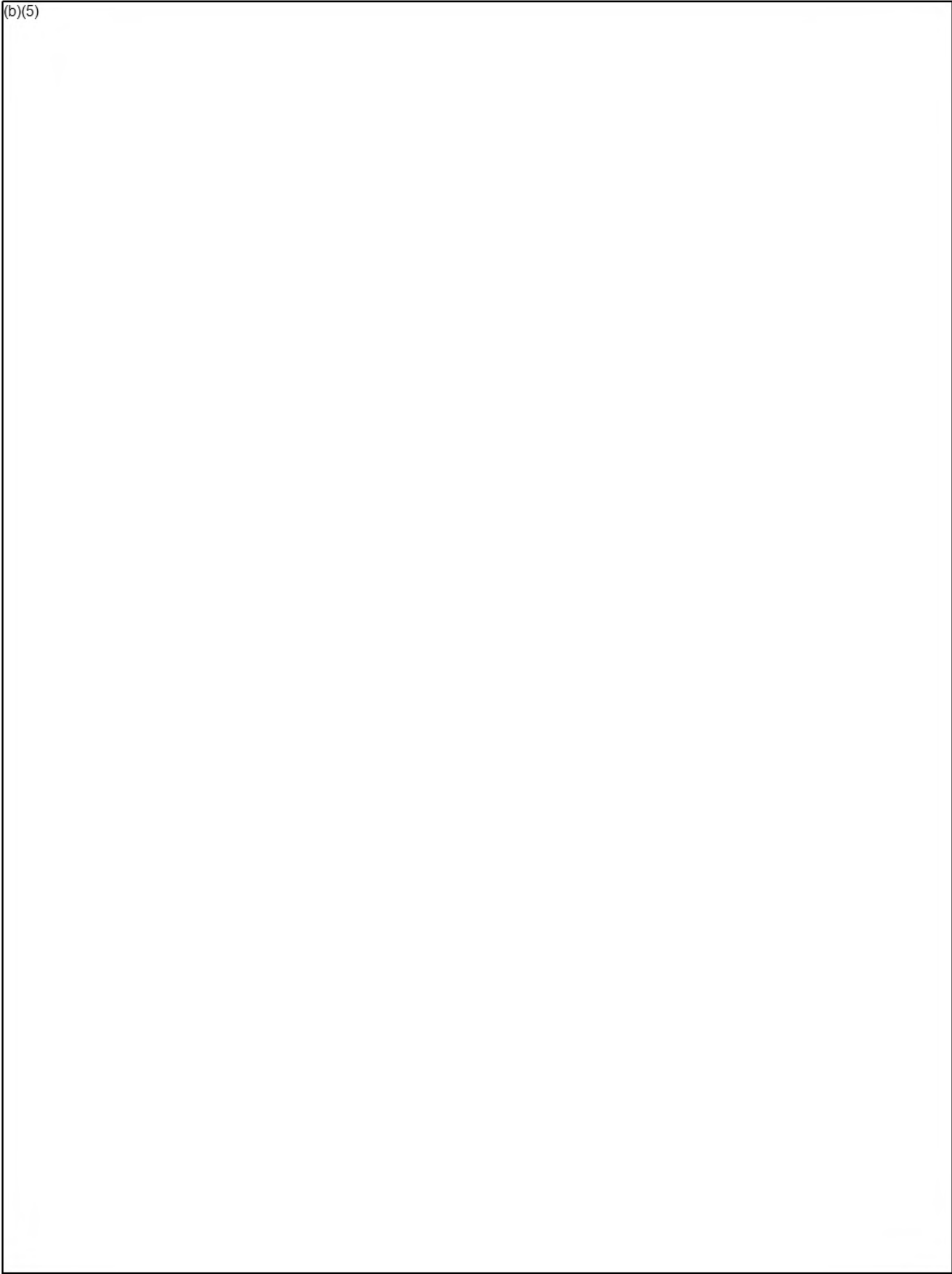
Network Maps: All Types of Care/Services (CCN – Green)



Network Maps: All Types of Care/Services (PC3 – Blue)



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**Federal Register Notice on Drive Time Changes Talking Points
July 15, 2020**

1. On July 15, 2020, VA published a Federal Register Notice that provided additional information on how VA calculates drive times in determining the drive time access standard for community care. This notice is effective August 14, 2020.
2. In the original rulemaking for the Veterans Community Care Program, VA noted that as we gained experience with the tool to determine drive time, enhancements might be made.
3. Now that VA has one year's worth of experience, VA identified the need to improve the geographic information system determining drive time eligibility under the Veterans Community Care Program. This was done by introducing a new geographic drive time eligibility information system.
4. The new system will not only utilize the distance from a VA facility to a Veteran's residence, the speed limit on the roads, the route to determine the eligibility, but will now utilize historical drive time data in making the determination for every search.
5. The new geographic information system will be updated at least 2-3 times per year with historical drive time data.
6. Instead of using an exact average drive time, the new system will develop service areas with time bands around VA facilities in 10-minute intervals. Veterans whose residence is within a drive time service area range that exceeds the drive time standard for the type of care being sought would be determined to be eligible for community care.
7. The new geographic information system will also use Wednesdays at 10 AM Eastern standard time to determine average drive time determinations. VA feels this is a reasonable estimate of the times that Veterans would be traveling for appointments.
8. Federal Register Notice attached below.



DST FRN
2020-14341.pdf

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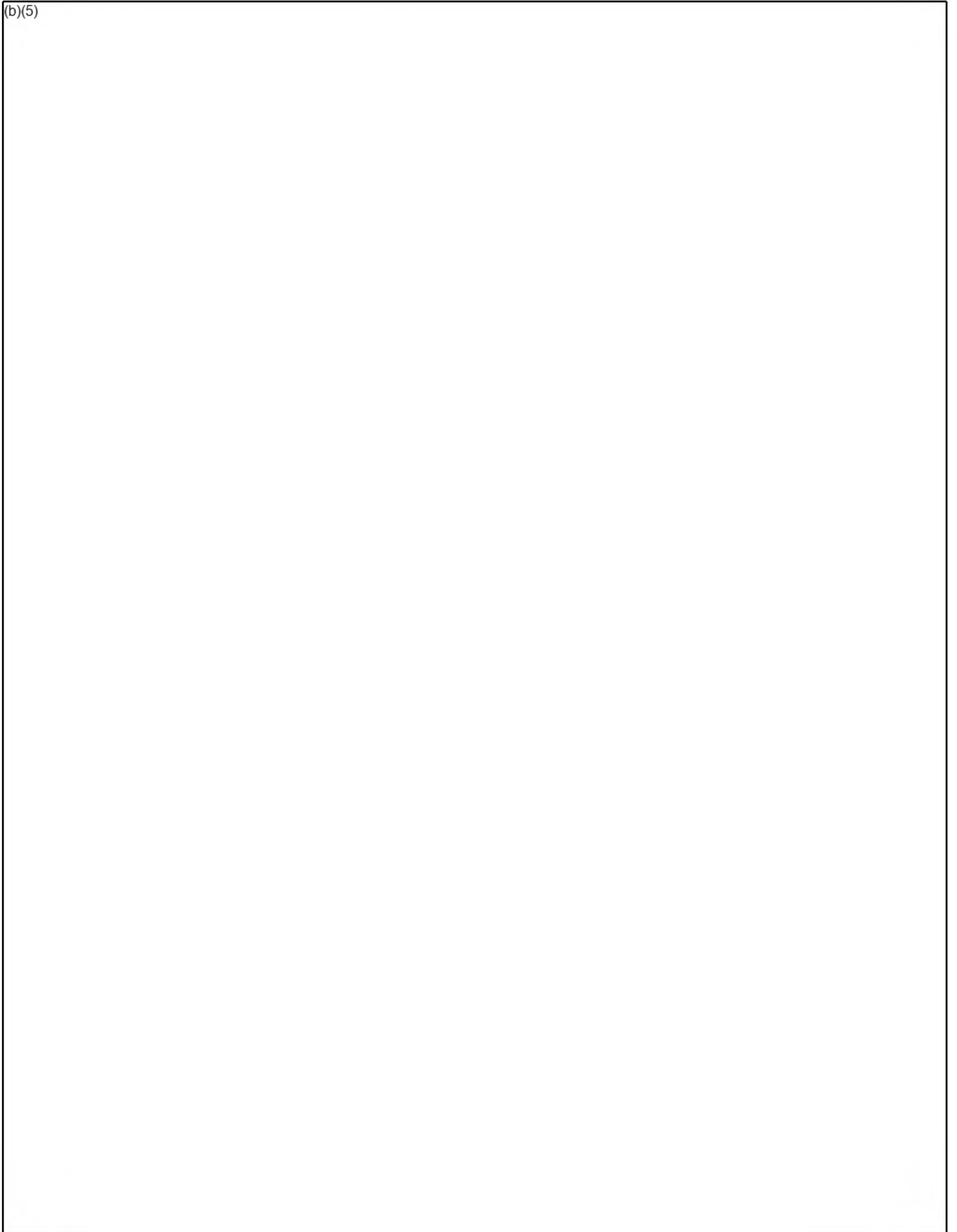


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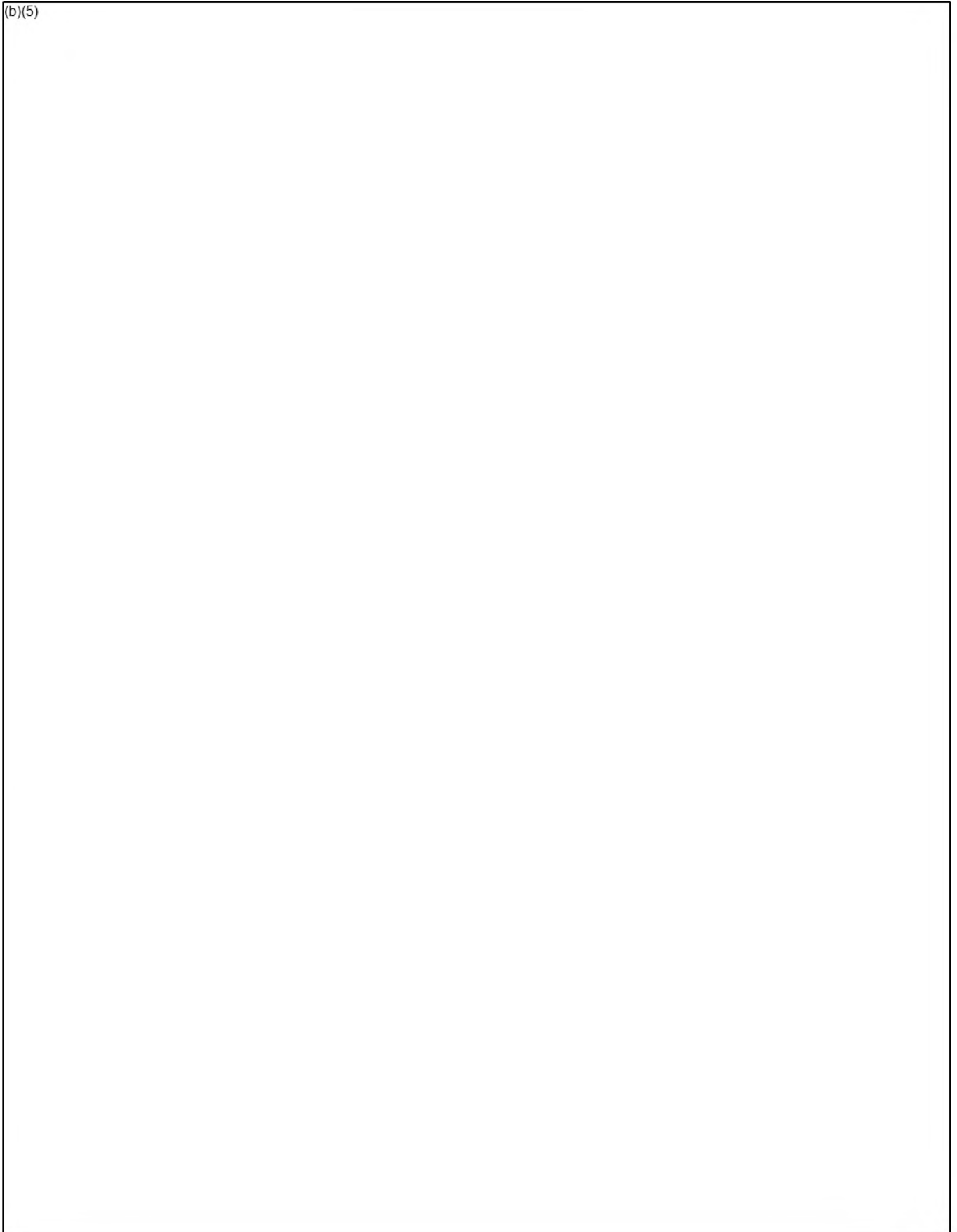


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From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T. (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

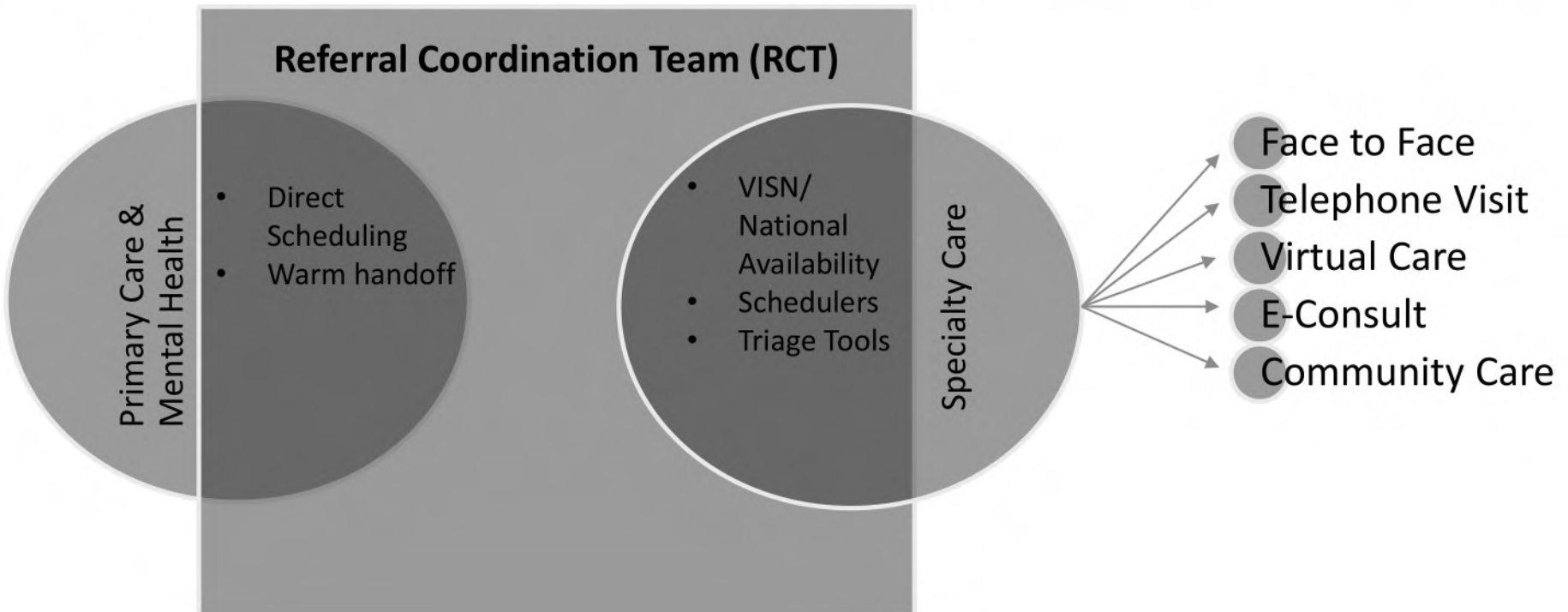
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

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Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



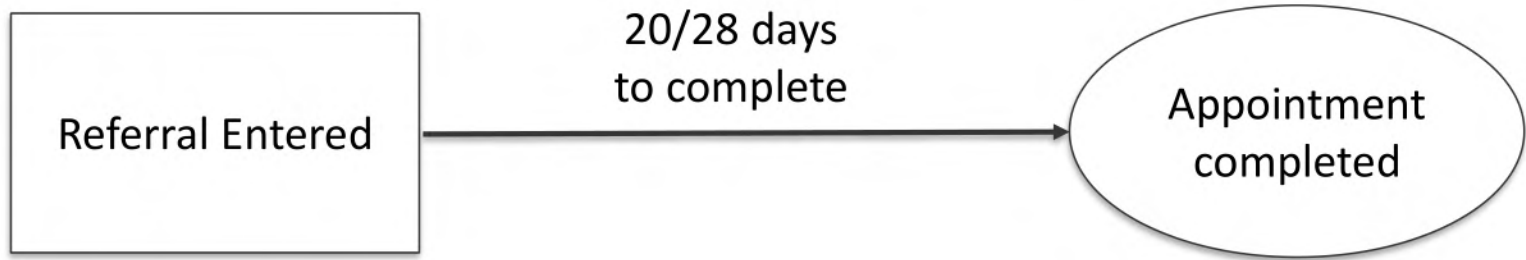
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Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

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(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist

Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1



Volume and Timeliness of Routine Referrals to a Specialist Facility Summary

Please see attached PDF.



From: (b)(6)
Subject: ||Numbers Pre-Brief|| Access: Wait Time/Referral Time Data for Veterans being Scheduled in Community
To: (b)(6)
Cc: (b)(6); Johnson, Glenn (SES); (b)(6); Upton, Mark
T.; (b)(6)
Sent: August 21, 2020 12:35 PM (UTC-05:00)
Attached: 12.10.2019 8 Corners Briefing.pdf, 8 Corners Update 12-10.pdf, Draft_8_Data_Slides - 8.24.2020 Semi-final.pptx, Draft Facility 8 Corners Data - 8.21.2020 - Semi-Final.pdf

****The attached documents contain wait time/referral time data that VHA briefed in December to be used as a comparison with the recalculated numbers (also attached), which, we are discussing this morning.**

Briefing Description: Overview of the numbers Wait Time/Referral Time Data for Veterans being Scheduled in Community

8 Corners Data Update

12/10/2019



Overview

- VA has been closely monitoring MISSION Act implementation to ensure we meet legislative requirements while operating in the best interest of the Veterans we serve.
- Review has indicated a need for improvements to:
 - The referral process, including timeliness of scheduling referrals in the community. Timeliness has long been an operational challenge; efforts have realized some improvement over recent years.
 - Measurement of publicly reported specialty care wait times
- Veteran feedback on the referral process showed Veterans are not always offered the option to ChooseVA even when they want VA care
- VA is actively addressing these areas via the following high priority initiatives:
 - Referral Stand Down
 - Launched November 8, 2019; intended to optimize timeliness now as a bridge to a sustained process change
 - Redesign and simplification of referral process
 - Primary aims are timeliness and Veteran empowerment
 - Alignment of publicly reported specialty care wait times with MISSION Act



Immediate Action: Routine Referral Stand Down

- Collaborative effort by the Office of Veterans Access to Care (OVAC), Office of Community Care (OCC), and the VHA Support Service Center (VSSC) national data team
- ***The focus of the Stand Down is to improve timeliness of routine specialty referrals.***
- Tangible progress since Stand Down kickoff November 8; further actions underway
 - Referral performance is reviewed daily at a national level to promote focused field support
 - Effort has been escalated to the VHA Joint Operations Center, with all Medical Center leaders joining a weekly operations call exclusively to address referral timeliness
 - Referral Stand Down team is also providing support on weekly calls and hosting tailored, virtual training sessions to medical centers
- ***Important Note: Timeliness of urgent referrals to specialists continues to be better than industry standard. FY19 average time from referral placement to care delivery is under 2 days.***



Sustained Action: Referral Coordination Initiative

- Referral Coordination Teams (RCTs) at each VA medical center will integrate relevant information across specialty services and assist Veterans in making the best and most timely care decisions
 - Conducted two-week, field-driven sequester to redesign and simplify process
 - New approach aligns with industry best practice
 - Addresses arduous and inefficient current referral process
 - Numerous steps needed by multiple entities to get from ordering a referral to completing the appointment
- Three major benefits expected from RCTs, implementation of which is already in process and will progress over the next several months:
 - **Reduction in the time it takes to schedule appointments**, whether in VA's direct care system or the community
 - **Veteran empowerment** and guidance on care options that best match their needs and care goals
 - **Enhances Veteran and provider relationship** by reducing administrative burden and allowing more time to focus on the Veteran



Key Definitions

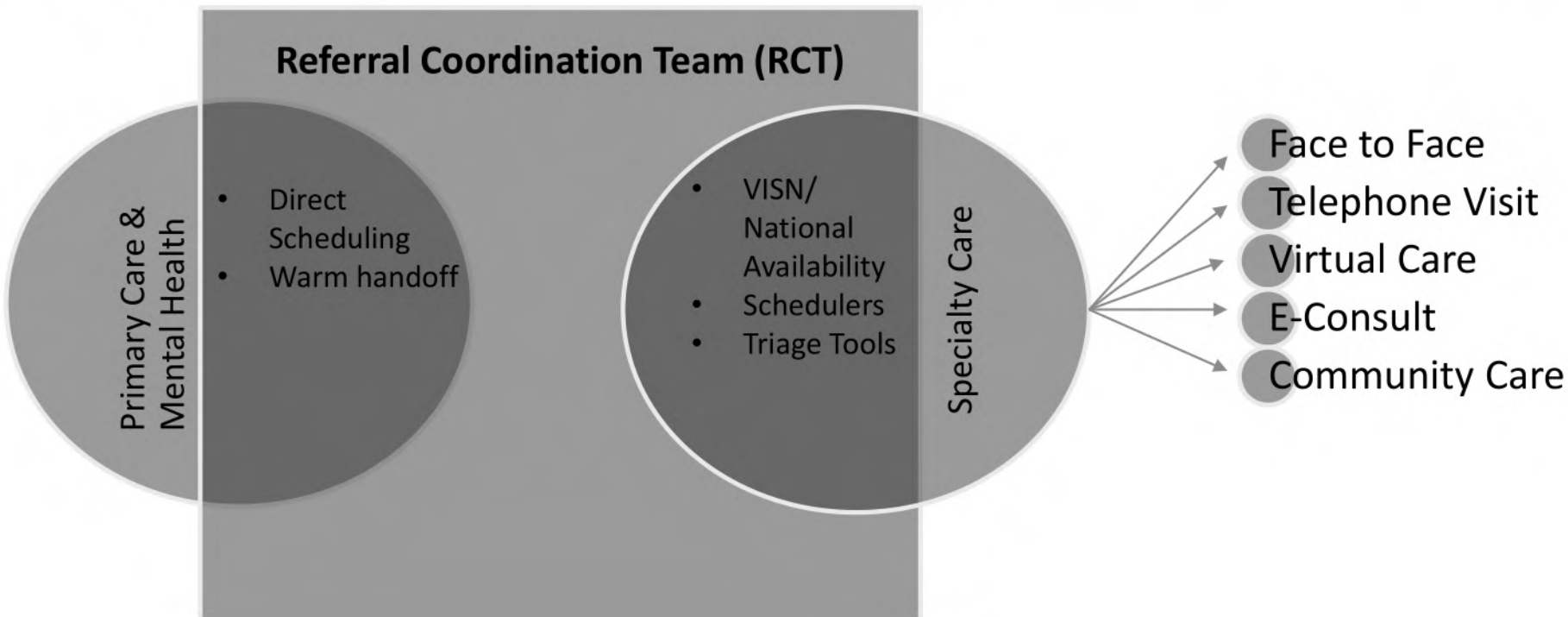
In alignment with industry standard, VA will use the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for specialty care in VA
- **Community Care Referral** = Request for specialty care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered urgently and requires a warm hand off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals



New Approach: Referral Coordination Team

Work directly with Veterans and coordinate with Primary Care, Mental Health, Specialty Care, and Community Care to identify the best and most timely health care to meet Veterans' unique needs. Care delivery options include electronic consults, face to face visits, virtual visits and care in the community. The RCT may also utilize care across facilities within their own VISNs and nationally.



What does this mean for Veterans and Staff?

Improvements for Veterans:

- Better coordination of care
- More timely appointments
- A better overall experience
- Empowerment to make well-informed health care decisions

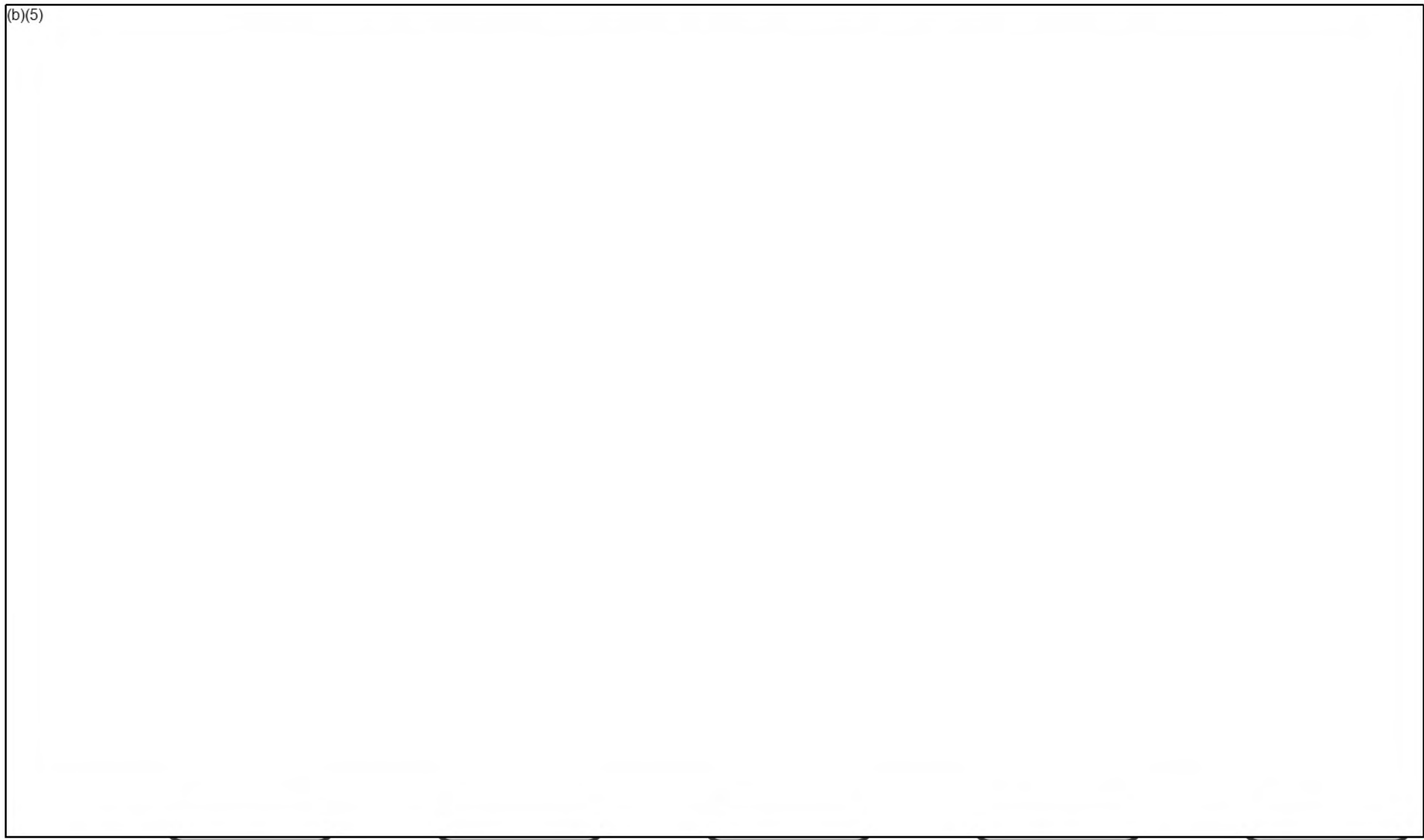
Enhancements for Staff:

- Provider can focus on identifying care needs of the patients
- RCT can use cross-facility/ VISN/national knowledge of care modality available to address Veteran's care needs
- Primary Care, Mental Health and Specialty Care teams collaborate to provide interfacility and virtual care options to Veterans



Way Forward: RCT Timeline & Objectives

(b)(5)



Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	Community Care		In-house Care	
	Referrals	Average Days From Referral Request To Appointment	Referrals	Average Days From Referral Request To Appointment
FY17	40,352	1.2	241,460	2.5
FY18	29,720	1.4	178,520	1.9
FY19	23,294	0.7	144,912	1.5

- In Fiscal Year 2019, 23,294 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 0.7 days.
- In Fiscal Year 2019, 144,912 thousand in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.5 Days.



Routine Referral Stand Down Data

	Community Care		In-house	
	11/1/2019	12/1/2019	11/1/2019	12/1/2019
All	464,370	424,377	406,843	370,971
1V01	22,845	17,823	21,188	16,396
1V02	12,551	12,245	17,113	14,084
1V04	15,205	13,545	18,291	15,264
1V05	14,062	12,989	12,791	11,095
1V06	40,049	36,945	30,537	28,798
2V07	39,731	36,949	20,332	16,953
2V08	44,266	41,946	39,828	37,412
2V09	21,067	18,104	11,133	10,359
3V10	34,130	31,459	31,064	29,235
3V12	20,203	18,452	15,741	15,062
3V15	10,585	11,780	17,108	15,518
3V23	32,522	29,826	27,614	25,899
4V16	22,054	21,415	27,436	26,732
4V17	29,050	24,286	18,498	16,791
4V19	27,667	24,679	17,968	16,396
5V20	32,934	33,066	15,321	14,339
5V21	17,346	15,425	19,191	17,642
5V22	28,103	23,443	45,687	42,996

- Since the initiation of the Referral Stand Down 11/8/19, VISNs have exhibited a reduction in the total number of unscheduled community care and in-house referrals.
- *Note: 486,000 community care and 1.3 million in-house referrals were placed in November. Progress is occurring despite this ongoing volume of requested referrals.*
- The total number of unscheduled community care referrals has decreased by 40,000.
- The total number of unscheduled in house referrals has decreased by 35,000.

Routine Referral Volume and Timeliness

	Community Care Referrals		In-house Referrals	
	Referrals	Average Days From Referral Request To First Scheduled	Referrals	Average Days From Referral Request To First Scheduled
FY12	1,045,459	24	13,979,066	9.6
FY13	1,445,128	25.5	14,258,792	8.5
FY14	2,054,990	28.3	15,422,898	7.6
FY15	2,357,025	35.9	16,295,170	8.9
FY16	2,503,137	34.2	17,039,418	8.8
FY17	2,768,504	30.5	16,746,475	7.3
FY18	3,640,315	31.1	16,805,131	6.8
FY19	4,780,300	27.1	17,009,139	5.9

- In FY18, VA processed ~20.4 million referrals. In FY19, referral volume increased to approximately 21.7 million.
- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 3.6 million community care referrals were scheduled in FY18 in an average of 31.1 days. In FY19, VA scheduled ~4.7 million community care referrals in an average of 27.1 days.
 - Approximately 16.8 million in-house referrals were scheduled in FY18 in an average of 6.8 days. In FY19, this improved to ~17 million referrals scheduled in an average of 5.9 days.

With implementation of Referral Coordination Teams, VA's aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.



Pre- and Post-6/6 Routine Referrals: VISN Data

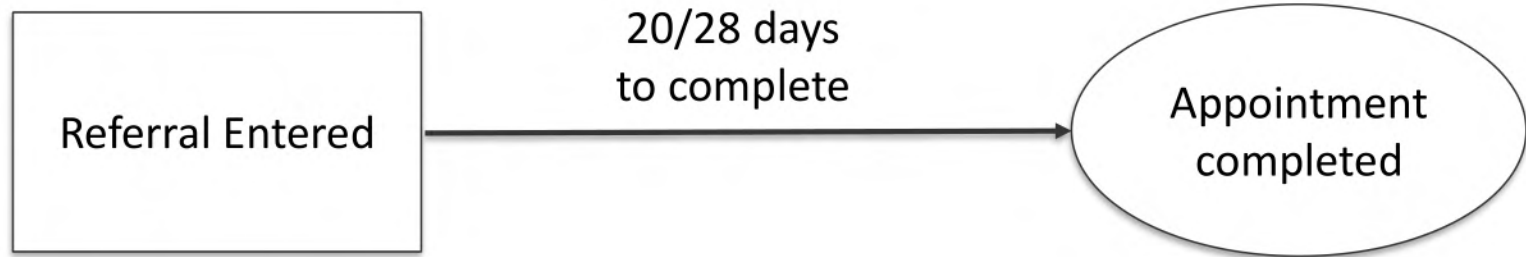
	Community Care Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	27.6	26.8	1,120,667	1,378,531
1V01	30.2	28.9	44,133	48,483
1V02	23	27.9	23,770	29,700
1V04	16.4	20	37,234	48,249
1V05	37.2	34.1	26,927	31,984
1V06	39.7	33.9	70,389	92,328
2V07	40.2	33.8	64,210	89,833
2V08	40.9	34.9	73,888	89,474
2V09	34.7	33.9	52,404	65,238
3V10	26.8	30.1	72,343	93,603
3V12	24.9	29.7	41,861	53,859
3V15	18.5	14.6	52,518	66,428
3V23	24.5	25.8	72,541	82,555
4V16	19.3	17	69,459	95,294
4V17	23.4	24.2	94,685	109,650
4V19	24.1	22.9	86,117	103,798
5V20	23.3	26.2	95,774	109,887
5V21	23.4	22.3	58,659	71,252
5V22	30.5	30.2	83,753	96,914

	In-house Referrals			
	Average Days From Referral Request To First Scheduled		# Referrals	
	Pre 6/6	Post 6/6	Pre 6/6	Post 6/6
(86 Days Pre and Post 6/6)				
All Facility	5.6	5.5	4,341,067	4,058,367
1V01	5.4	5.1	215,287	198,693
1V02	4.8	4.7	210,790	199,805
1V04	4.4	4.3	192,297	177,650
1V05	6.4	6.9	143,269	132,890
1V06	5.8	5.9	277,286	257,943
2V07	5.3	5.2	267,012	253,449
2V08	5.1	5.1	428,921	400,788
2V09	5.8	6	196,123	184,977
3V10	5.4	5.3	360,292	337,785
3V12	4.7	4.6	215,424	199,095
3V15	4.6	4.6	158,835	145,289
3V23	5.2	5.1	201,497	184,536
4V16	5.5	5.2	267,847	248,965
4V17	6.2	6.4	243,453	232,462
4V19	6.4	5.8	206,180	193,524
5V20	6.9	7.1	181,703	166,515
5V21	5.6	5.6	222,221	212,350
5V22	7.3	6.8	352,627	331,651

Years-long efforts to improve consult timeliness have created moderate improvement in the context of increasing consult volume. However, fundamental process redesign – implementing Referral Coordination Teams - is required to meet VA's aim of taking all necessary action to schedule consults within 3 business days.



Community Care Eligibility



Looking Ahead:

- Continued refinement of data
- Continued focus on measurements that promote enhanced Veteran experience

Specialty Care Wait Times

- Previous
 - Time referral **scheduled** to appointment **completed**
 - Limitations
 - Retrospective data that is reported with an average number
 - Data relies on manual process from scheduler
- Way forward
 - Time referral is **requested**, to time referral is **scheduled**, to appointment is **completed**



Community Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals		In-House Care Referrals	Average Days From Referral Request To First Scheduled		# Referrals	
	(86 Days)	Pre 6/6	Post 6/6	Pre 6/6		Post 6/6	(86 Days)	Pre 6/6	Post 6/6
All Facility	27.6	27	1,120,673	1,378,545	All Facility	5.6	5.5	4,341,066	4,058,353
1V01	30.3	29.1	44,133	48,483	1V01	5.4	5.1	215,287	198,693
(1V01) (402) Togus, ME HCS	34.3	34.6	12,585	14,055	(1V01) (402) Togus, ME HCS	8.2	7.1	23,473	21,073
(1V01) (405) White River Junction, VT HCS	47.6	47.1	5,382	6,718	(1V01) (405) White River Junction, VT HCS	7.4	6.9	15,716	13,603
(1V01) (518) Bedford, MA HCS	16.5	18.7	1,664	1,780	(1V01) (518) Bedford, MA HCS	4	5.1	10,344	9,853
(1V01) (523) Boston, MA HCS	14.3	16.4	2,254	2,349	(1V01) (523) Boston, MA HCS	4.4	4.5	63,270	58,476
(1V01) (608) Manchester, NH HCS	41.4	29.4	7,675	8,062	(1V01) (608) Manchester, NH HCS	6.3	4.3	18,831	16,813
(1V01) (631) Central Western Massachusetts HCS	27.7	27.2	6,673	6,808	(1V01) (631) Central Western Massachusetts HCS	5.3	4.8	10,821	10,460
(1V01) (650) Providence, RI HCS	15.6	14.2	3,649	4,066	(1V01) (650) Providence, RI HCS	6	5.8	28,911	27,336
(1V01) (689) Connecticut HCS	16	19.3	4,251	4,645	(1V01) (689) Connecticut HCS	4.1	4.4	43,921	41,079
1V02	23	28.2	23,770	29,700	1V02	4.8	4.7	210,790	199,805
(1V02) (526) Bronx, NY HCS	27.1	18.8	396	413	(1V02) (526) Bronx, NY HCS	4.2	4.1	18,228	17,458
(1V02) (528) Western New York HCS	18.2	25.8	2,238	3,062	(1V02) (528) Western New York HCS	5.6	5.1	39,803	36,787
(1V02) (528A6) Bath, NY HCS	19.9	23.3	4,317	5,663	(1V02) (528A6) Bath, NY HCS	2.5	2.4	13,133	12,355
(1V02) (528A7) Syracuse, NY HCS	32.5	42.9	6,125	8,248	(1V02) (528A7) Syracuse, NY HCS	6.6	6.4	33,510	31,025
(1V02) (528A8) Albany, NY HCS	18.8	32.8	2,701	3,665	(1V02) (528A8) Albany, NY HCS	5.6	5.4	19,758	18,883
(1V02) (561) New Jersey HCS	17.4	17.2	4,502	4,681	(1V02) (561) New Jersey HCS	4.4	4	27,268	27,283
(1V02) (620) Hudson Valley, NY HCS	10.1	12.3	1,056	1,347	(1V02) (620) Hudson Valley, NY HCS	3.9	5.4	10,770	10,206
(1V02) (630) New York Harbor HCS	15	11.4	623	610	(1V02) (630) New York Harbor HCS	4.4	4.3	32,327	30,631
(1V02) (632) Northport, NY HCS	23.9	19	1,812	2,011	(1V02) (632) Northport, NY HCS	4.4	5.2	15,993	15,177
1V04	16.4	20.1	37,235	48,253	1V04	4.4	4.3	192,296	177,646
(1V04) (460) Wilmington, DE HCS	33.3	25.2	5,224	5,957	(1V04) (460) Wilmington, DE HCS	4	4	13,306	12,149
(1V04) (503) Altoona, PA HCS	8.9	16	4,151	6,627	(1V04) (503) Altoona, PA HCS	2.9	2.9	10,664	9,552
(1V04) (529) Butler, PA HCS	3.8	4.6	4,218	5,307	(1V04) (529) Butler, PA HCS	2.2	3.1	8,200	8,483
(1V04) (542) Coatesville, PA HCS	18	25.6	1,709	2,144	(1V04) (542) Coatesville, PA HCS	3.9	3.6	5,536	5,539
(1V04) (562) Erie, PA HCS	7.3	25.7	4,110	5,410	(1V04) (562) Erie, PA HCS	3.2	4.3	10,569	9,868
(1V04) (595) Lebanon, PA HCS	18.5	22.2	4,212	5,134	(1V04) (595) Lebanon, PA HCS	2.4	2.1	29,648	27,379
(1V04) (642) Philadelphia, PA HCS	31.8	39.2	4,316	5,435	(1V04) (642) Philadelphia, PA HCS	6.8	6.2	39,528	36,903
(1V04) (646) Pittsburgh, PA HCS	8.7	13.9	3,325	5,136	(1V04) (646) Pittsburgh, PA HCS	5.5	5.5	57,778	52,502
(1V04) (693) Wilkes-Barre, PA HCS	18.6	17.9	5,970	7,103	(1V04) (693) Wilkes-Barre, PA HCS	3.8	3.1	17,067	15,271
1V05	37.2	34.2	26,927	31,981	1V05	6.4	6.9	143,269	132,892
(1V05) (512) Baltimore, MD HCS	44.7	31	4,767	6,227	(1V05) (512) Baltimore, MD HCS	8.9	9.2	37,927	35,727
(1V05) (517) Beckley, WV HCS	51.7	37.9	2,793	2,906	(1V05) (517) Beckley, WV HCS	4.9	3.8	7,935	7,384
(1V05) (540) Clarksburg, WV HCS	9.6	22.5	1,594	2,574	(1V05) (540) Clarksburg, WV HCS	4.6	4.6	19,064	17,150
(1V05) (581) Huntington, WV HCS	38.4	40.7	8,417	8,427	(1V05) (581) Huntington, WV HCS	7.1	7.4	15,334	14,151
(1V05) (613) Martinsburg, WV HCS	19.2	36	2,439	4,155	(1V05) (613) Martinsburg, WV HCS	3.8	3.8	24,654	22,380
(1V05) (688) Washington, DC HCS	38.3	31.1	6,917	7,692	(1V05) (688) Washington, DC HCS	6.6	7.9	38,355	36,100
1V06	39.7	34.3	70,395	92,336	1V06	5.8	5.9	277,285	257,938
(1V06) (558) Durham, NC HCS	37.7	26.5	10,169	12,623	(1V06) (558) Durham, NC HCS	6.1	6.6	51,433	49,223
(1V06) (565) Fayetteville, NC HCS	43.4	32.8	20,083	24,534	(1V06) (565) Fayetteville, NC HCS	6.6	6.1	24,967	21,013
(1V06) (590) Hampton, VA HCS	49.6	43.7	8,037	12,098	(1V06) (590) Hampton, VA HCS	5	4.8	24,353	23,055
(1V06) (637) Asheville, NC HCS	42.5	33.6	7,547	10,570	(1V06) (637) Asheville, NC HCS	13.6	10.6	27,422	26,036
(1V06) (652) Richmond, VA HCS	51.2	39.1	7,176	8,530	(1V06) (652) Richmond, VA HCS	5.4	5.7	70,197	66,211
(1V06) (658) Salem, VA HCS	19.4	37.7	5,668	8,477	(1V06) (658) Salem, VA HCS	3.1	4.5	28,911	27,073
(1V06) (659) Salisbury, NC HCS	28.6	31.6	11,715	15,504	(1V06) (659) Salisbury, NC HCS	4	4.7	50,002	45,327
2V07	40.2	34	64,208	89,830	2V07	5.3	5.2	267,014	253,452
(2V07) (508) Atlanta, GA HCS	38.3	29.8	13,800	18,517	(2V07) (508) Atlanta, GA HCS	5	5.8	76,565	73,907
(2V07) (509) Augusta, GA HCS	61.6	47.2	7,253	8,433	(2V07) (509) Augusta, GA HCS	7.8	6.2	28,827	28,713
(2V07) (521) Birmingham, AL HCS	30.2	25.3	4,512	7,771	(2V07) (521) Birmingham, AL HCS	6.1	5.2	49,407	45,603
(2V07) (534) Charleston, SC HCS	21.2	32.8	8,127	10,684	(2V07) (534) Charleston, SC HCS	4.3	4	45,057	43,812
(2V07) (544) Columbia, SC HCS	25.6	34.6	4,638	11,777	(2V07) (544) Columbia, SC HCS	4.2	3.7	36,094	33,021

(2V07) (557) Dublin, GA HCS	38.5	41.9	9,439	12,257	(2V07) (557) Dublin, GA HCS	5	7.8	11,233	11,002
(2V07) (619) Central Alabama HCS	59.3	35.9	11,958	15,517	(2V07) (619) Central Alabama HCS	6.9	6.1	14,340	12,260
(2V07) (679) Tuscaloosa, AL HCS	21.6	18.6	4,481	4,874	(2V07) (679) Tuscaloosa, AL HCS	3.5	3.6	5,491	5,134
2V08	41.5	35.9	73,888	89,474	2V08	5.1	5.1	428,921	400,788
(2V08) (516) Bay Pines, FL HCS	27.4	34.8	10,147	15,451	(2V08) (516) Bay Pines, FL HCS	3.8	4	62,186	57,594
(2V08) (546) Miami, FL HCS	33.8	22.2	3,603	4,368	(2V08) (546) Miami, FL HCS	6.3	5.7	42,750	41,440
(2V08) (548) West Palm Beach, FL HCS	31.7	25.5	6,184	7,213	(2V08) (548) West Palm Beach, FL HCS	4.4	4.6	40,855	36,563
(2V08) (573) Gainesville, FL HCS	102.8	64.7	18,460	22,167	(2V08) (573) Gainesville, FL HCS	6.7	6.9	81,209	75,833
(2V08) (672) San Juan, PR HCS	23.2	13.2	8,986	8,181	(2V08) (672) San Juan, PR HCS	6.7	6.3	47,528	43,836
(2V08) (673) Tampa, FL HCS	39.7	41	10,201	10,622	(2V08) (673) Tampa, FL HCS	5.1	4.4	90,335	87,666
(2V08) (675) Orlando, FL HCS	22.5	32.3	16,307	21,472	(2V08) (675) Orlando, FL HCS	3.9	4.4	64,058	57,856
2V09	34.7	33.9	52,406	65,244	2V09	5.8	6	196,121	184,971
(2V09) (596) Lexington, KY HCS	24.6	23.7	3,834	5,279	(2V09) (596) Lexington, KY HCS	5.2	5	29,521	28,799
(2V09) (603) Louisville, KY HCS	24.3	25.1	5,842	7,159	(2V09) (603) Louisville, KY HCS	4.1	4.1	35,464	34,066
(2V09) (614) Memphis, TN HCS	35	30.4	6,642	10,404	(2V09) (614) Memphis, TN HCS	7.2	6	35,098	33,662
(2V09) (621) Mountain Home, TN HCS	32.9	35.8	14,512	16,316	(2V09) (621) Mountain Home, TN HCS	4	3.7	38,090	35,694
(2V09) (626) Middle Tennessee HCS	39.7	38.4	21,576	26,086	(2V09) (626) Middle Tennessee HCS	7.1	8.6	57,948	52,750
3V10	26.8	30.5	72,342	93,603	3V10	5.4	5.4	360,293	337,784
(3V10) (506) Ann Arbor, MI HCS	24.9	23.7	4,047	5,045	(3V10) (506) Ann Arbor, MI HCS	7.9	7.7	18,440	16,925
(3V10) (515) Battle Creek, MI HCS	54.5	51.3	8,089	11,752	(3V10) (515) Battle Creek, MI HCS	4.1	4.2	12,267	11,383
(3V10) (538) Chillicothe, OH HCS	19.8	21	6,613	9,845	(3V10) (538) Chillicothe, OH HCS	3.2	2.8	15,036	12,530
(3V10) (539) Cincinnati, OH HCS	14.1	13.1	4,032	4,220	(3V10) (539) Cincinnati, OH HCS	6.5	7.6	39,492	39,339
(3V10) (541) Cleveland, OH HCS	23.7	22.3	8,773	10,074	(3V10) (541) Cleveland, OH HCS	4.3	3.9	85,917	83,028
(3V10) (552) Dayton, OH HCS	12.4	12.6	6,752	7,871	(3V10) (552) Dayton, OH HCS	3.9	3.9	33,235	31,981
(3V10) (553) Detroit, MI HCS	37.8	17.8	4,491	4,791	(3V10) (553) Detroit, MI HCS	4.9	5	36,303	32,483
(3V10) (583) Indianapolis, IN HCS	29.5	34.1	5,671	7,056	(3V10) (583) Indianapolis, IN HCS	6.9	6.3	45,760	42,837
(3V10) (610) Northern Indiana HCS	22.1	45.5	8,890	12,238	(3V10) (610) Northern Indiana HCS	5.3	5.1	20,859	18,884
(3V10) (655) Saginaw, MI HCS	38.2	47.8	8,160	12,000	(3V10) (655) Saginaw, MI HCS	4.7	3.9	20,079	17,329
(3V10) (757) Columbus, OH HCS	13.5	13.5	6,824	8,711	(3V10) (757) Columbus, OH HCS	7.5	8.3	32,905	31,065
3V12	24.9	29.8	41,860	53,859	3V12	4.8	4.6	215,425	199,095
(3V12) (537) Chicago, IL HCS	11	12.8	4,143	4,491	(3V12) (537) Chicago, IL HCS	6.8	6.8	31,933	29,869
(3V12) (550) Danville, IL HCS	20.8	35.7	5,209	9,212	(3V12) (550) Danville, IL HCS	3.2	3.6	18,402	16,256
(3V12) (556) North Chicago, IL HCS	12.6	14.3	2,908	3,084	(3V12) (556) North Chicago, IL HCS	4.1	4.1	22,817	22,805
(3V12) (578) Hines, IL HCS	19.4	20.4	3,447	3,775	(3V12) (578) Hines, IL HCS	4.8	4.6	48,969	44,408
(3V12) (585) Iron Mountain, MI HCS	21.7	29.2	7,339	9,725	(3V12) (585) Iron Mountain, MI HCS	3.4	3.7	7,468	6,199
(3V12) (607) Madison, WI HCS	31	26.8	6,596	7,224	(3V12) (607) Madison, WI HCS	6.1	5.4	33,253	31,997
(3V12) (676) Tomah, WI HCS	32.4	34.3	5,762	7,729	(3V12) (676) Tomah, WI HCS	2.8	3.2	10,277	9,672
(3V12) (695) Milwaukee, WI HCS	36.6	39.3	6,456	8,619	(3V12) (695) Milwaukee, WI HCS	3.8	3.8	42,306	37,889
3V15	18.5	14.6	52,518	66,426	3V15	4.6	4.6	158,835	145,291
(3V15) (589) Kansas City, MO HCS	18.8	16.3	5,829	7,188	(3V15) (589) Kansas City, MO HCS	4.2	3.9	25,297	23,783
(3V15) (589A4) Columbia, MO HCS	17.1	14.9	7,129	9,055	(3V15) (589A4) Columbia, MO HCS	6.3	5.8	23,926	22,091
(3V15) (589A5) Eastern Kansas HCS	18.7	15.5	9,646	10,943	(3V15) (589A5) Eastern Kansas HCS	4.2	4	23,684	21,659
(3V15) (589A7) Wichita, KS HCS	16.9	14	5,612	8,222	(3V15) (589A7) Wichita, KS HCS	5	4.8	17,688	16,665
(3V15) (657) St. Louis, MO HCS	19.5	15.7	6,099	6,481	(3V15) (657) St. Louis, MO HCS	5.2	5.6	47,415	43,331
(3V15) (657A4) Poplar Bluff, MO HCS	21.4	13.4	9,447	11,454	(3V15) (657A4) Poplar Bluff, MO HCS	2.2	2.4	4,672	4,327
(3V15) (657A5) Marion, IL HCS	16.4	13.8	8,756	13,083	(3V15) (657A5) Marion, IL HCS	2.8	2.9	16,153	13,435
3V23	24.6	26.1	72,541	82,553	3V23	5.2	5.1	201,497	184,538
(3V23) (437) Fargo, ND HCS	23.1	25.4	15,127	14,364	(3V23) (437) Fargo, ND HCS	6.1	4.6	12,753	10,691
(3V23) (438) Sioux Falls, SD HCS	40	33	7,132	8,212	(3V23) (438) Sioux Falls, SD HCS	3.9	4.2	12,462	10,686
(3V23) (568) Black Hills, SD HCS	19.9	18.9	7,457	8,043	(3V23) (568) Black Hills, SD HCS	3	3.4	9,088	8,937
(3V23) (618) Minneapolis, MN HCS	43.1	48.3	12,946	15,121	(3V23) (618) Minneapolis, MN HCS	5.3	6.5	54,488	50,980
(3V23) (636) Nebraska-W Iowa HCS	14.1	15.2	8,779	10,383	(3V23) (636) Nebraska-W Iowa HCS	4.4	4	33,903	31,294
(3V23) (636A6) Central Iowa HCS	14.6	15.4	5,153	6,007	(3V23) (636A6) Central Iowa HCS	7.3	7	24,745	23,319
(3V23) (636A8) Iowa City, IA HCS	15.3	30.3	6,575	8,361	(3V23) (636A8) Iowa City, IA HCS	6.3	5.4	30,549	28,680

(3V23) (656) St. Cloud, MN HCS	16.4	16.8	9,372	12,062	(3V23) (656) St. Cloud, MN HCS	4.1	3.7	23,509	19,951
4V16	19.3	17	69,460	95,294	4V16	5.5	5.2	267,846	248,965
(4V16) (502) Alexandria, LA HCS	19.4	18	8,267	10,745	(4V16) (502) Alexandria, LA HCS	4	3	9,951	8,785
(4V16) (520) Gulf Coast, MS HCS	25.3	20	13,148	18,700	(4V16) (520) Gulf Coast, MS HCS	5.2	5.5	31,522	28,690
(4V16) (564) Fayetteville, AR HCS	20.2	17.9	9,036	13,841	(4V16) (564) Fayetteville, AR HCS	3.5	3	24,922	21,957
(4V16) (580) Houston, TX HCS	14.3	15.4	10,451	13,522	(4V16) (580) Houston, TX HCS	6.6	6.2	81,854	79,479
(4V16) (586) Jackson, MS HCS	16.9	12.9	9,678	11,527	(4V16) (586) Jackson, MS HCS	6.4	5	19,985	17,789
(4V16) (598) Little Rock, AR HCS	12.5	19.2	2,700	6,571	(4V16) (598) Little Rock, AR HCS	6	5.7	42,451	40,100
(4V16) (629) New Orleans, LA HCS	19.3	17	8,925	9,995	(4V16) (629) New Orleans, LA HCS	4.8	4.8	37,224	33,899
(4V16) (667) Shreveport, LA HCS	19.1	14.8	7,255	10,393	(4V16) (667) Shreveport, LA HCS	4.9	5.1	19,937	18,266
4V17	23.4	24.2	94,685	109,653	4V17	6.2	6.4	243,453	232,459
(4V17) (504) Amarillo, TX HCS	10.7	12.2	5,851	8,931	(4V17) (504) Amarillo, TX HCS	4.2	3.7	13,344	12,189
(4V17) (519) Big Spring, TX HCS	23.4	21.1	7,338	8,486	(4V17) (519) Big Spring, TX HCS	7.8	9.7	5,419	5,306
(4V17) (549) Dallas, TX HCS	34.8	33.8	17,885	22,716	(4V17) (549) Dallas, TX HCS	9.2	9.4	77,475	74,313
(4V17) (671) San Antonio, TX HCS	30.1	32.1	17,275	16,637	(4V17) (671) San Antonio, TX HCS	5.4	6	64,501	63,632
(4V17) (674) Temple, TX HCS	23.1	27.3	11,132	16,623	(4V17) (674) Temple, TX HCS	4.7	4.2	58,723	54,254
(4V17) (740) Texas Valley Coastal Bend HCS	19.5	22.7	17,566	17,249	(4V17) (740) Texas Valley Coastal Bend HCS	3.6	4.1	10,106	9,811
(4V17) (756) El Paso, TX HCS	16.7	14.8	17,638	19,011	(4V17) (756) El Paso, TX HCS	4.6	4	13,885	12,954
4V19	24.1	22.9	86,117	103,800	4V19	6.4	5.8	206,180	193,522
(4V19) (436) Montana HCS	36	32.4	18,390	20,031	(4V19) (436) Montana HCS	4.7	4.3	18,266	16,611
(4V19) (442) Cheyenne, WY HCS	13.2	15.2	4,303	5,767	(4V19) (442) Cheyenne, WY HCS	4.3	4.8	14,873	13,619
(4V19) (554) Aurora, CO HCS	19.5	20.1	20,257	24,657	(4V19) (554) Aurora, CO HCS	8.7	7.1	57,287	56,575
(4V19) (575) Grand Junction, CO HCS	11.9	12.2	6,548	6,459	(4V19) (575) Grand Junction, CO HCS	4.5	4.1	8,343	8,015
(4V19) (623) Muskogee, OK HCS	26.7	25.9	8,876	11,496	(4V19) (623) Muskogee, OK HCS	5.4	4.9	22,751	21,162
(4V19) (635) Oklahoma City, OK HCS	32.2	31.2	9,357	12,805	(4V19) (635) Oklahoma City, OK HCS	5.2	5.3	37,182	33,405
(4V19) (660) Salt Lake City, UT HCS	16.9	13.4	12,523	16,222	(4V19) (660) Salt Lake City, UT HCS	7.8	6.8	41,962	39,701
(4V19) (666) Sheridan, WY HCS	22.1	24.4	5,863	6,363	(4V19) (666) Sheridan, WY HCS	3.5	3.6	5,516	4,434
5V20	23.3	26.2	95,774	109,887	5V20	6.9	7.1	181,703	166,515
(5V20) (463) Anchorage, AK HCS	15.5	19.3	18,558	17,261	(5V20) (463) Anchorage, AK HCS	3.8	3.7	4,232	3,513
(5V20) (531) Boise, ID HCS	15.2	17	6,041	8,238	(5V20) (531) Boise, ID HCS	6.4	5.3	22,491	20,659
(5V20) (648) Portland, OR HCS	29.3	31.3	17,851	19,488	(5V20) (648) Portland, OR HCS	7.1	7.7	64,919	60,486
(5V20) (653) Roseburg, OR HCS	23.9	26.9	7,867	10,290	(5V20) (653) Roseburg, OR HCS	6.5	5.4	11,485	9,651
(5V20) (663) Puget Sound, WA HCS	27.6	33.4	23,791	27,872	(5V20) (663) Puget Sound, WA HCS	8.2	8.7	51,041	47,001
(5V20) (668) Spokane, WA HCS	28.6	26.3	9,452	12,773	(5V20) (668) Spokane, WA HCS	4.9	5.9	17,498	15,774
(5V20) (687) Walla Walla, WA HCS	18.5	17.3	8,354	9,154	(5V20) (687) Walla Walla, WA HCS	10.3	10.4	3,388	3,043
(5V20) (692) White City, OR HCS	26	31.4	3,860	4,811	(5V20) (692) White City, OR HCS	3.6	3.6	6,649	6,388
5V21	23.5	22.3	58,659	71,253	5V21	5.6	5.6	222,221	212,348
(5V21) (358) Manila, PI HCS					(5V21) (358) Manila, PI HCS	3	1.8	1,047	936
(5V21) (459) Honolulu, HI HCS	25.1	27.8	14,153	19,739	(5V21) (459) Honolulu, HI HCS	5.2	5.6	11,599	11,261
(5V21) (570) Fresno, CA HCS	31	26.4	4,903	5,443	(5V21) (570) Fresno, CA HCS	3.8	3.8	23,602	23,238
(5V21) (593) Las Vegas, NV HCS	15.1	14.4	14,707	18,071	(5V21) (593) Las Vegas, NV HCS	3.6	3.7	43,297	41,109
(5V21) (612A4) N. California HCS	19.7	19	9,612	10,094	(5V21) (612A4) N. California HCS	6.5	7	53,706	52,270
(5V21) (640) Palo Alto, CA HCS	34	27.7	5,908	6,966	(5V21) (640) Palo Alto, CA HCS	7.1	6.6	45,490	42,325
(5V21) (654) Reno, NV HCS	28	22.4	4,396	5,298	(5V21) (654) Reno, NV HCS	4.7	4.4	18,910	17,886
(5V21) (662) San Francisco, CA HCS	25.2	20.4	4,980	5,642	(5V21) (662) San Francisco, CA HCS	7.6	7.3	24,570	23,323
5V22	30.5	30.3	83,753	96,914	5V22	7.3	6.9	352,627	331,651
(5V22) (501) New Mexico HCS	44.1	51.5	12,013	17,032	(5V22) (501) New Mexico HCS	15.3	10	31,365	28,696
(5V22) (600) Long Beach, CA HCS	26.2	28.1	2,596	3,215	(5V22) (600) Long Beach, CA HCS	5.8	5.4	57,684	55,550
(5V22) (605) Loma Linda, CA HCS	33.5	25.7	7,696	9,129	(5V22) (605) Loma Linda, CA HCS	5.4	5.5	55,004	53,844
(5V22) (644) Phoenix, AZ HCS	24.8	21.9	19,243	21,585	(5V22) (644) Phoenix, AZ HCS	6.1	5.9	54,458	50,748
(5V22) (649) Northern Arizona HCS	25.4	24.5	10,708	11,427	(5V22) (649) Northern Arizona HCS	7.5	6.1	6,823	6,374
(5V22) (664) San Diego, CA HCS	38.9	36.8	10,021	9,870	(5V22) (664) San Diego, CA HCS	7.8	9.7	50,234	46,888
(5V22) (678) Southern Arizona HCS	29.1	24.2	8,947	9,912	(5V22) (678) Southern Arizona HCS	7.1	7.1	39,026	35,788
(5V22) (691) Greater Los Angeles, CA HCS	24.3	28.5	12,529	14,744	(5V22) (691) Greater Los Angeles, CA HCS	7.1	6.1	58,033	53,763

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All Facility	2,615,096	1,086,230	20.3	15.6	40.7	32.4	6,323,169	2,381,861	7.4	9	41.3	38.7
1V01	101,027	43,039	21.6	16	43.2	32	290,986	104,222	7.1	9.1	38.9	35.3
(1V01) (402) Togus, ME HCS	29,272	12,150	29.3	19.5	49.9	36.7	35,684	13,734	9.9	11.9	48.1	44.1
(1V01) (405) White River Junction, VT HCS	12,201	6,167	35.5	25.9	44	26.4	22,244	8,566	12.1	15.7	45	40.3
(1V01) (518) Bedford, MA HCS	3,259	1,237	9	5.4	42.4	23.7	12,957	4,110	6.5	9.6	25.9	20.3
(1V01) (523) Boston, MA HCS	6,011	2,340	10.8	7.2	27.9	18.2	86,845	31,192	6.5	8.2	37.6	33.6
(1V01) (608) Manchester, NH HCS	18,319	8,011	21.5	15.3	39.3	27.3	24,371	9,181	6.4	9	40.8	32.6
(1V01) (631) Central Western Massachusetts HCS	15,104	6,190	15	12.7	42.8	35.5	13,906	4,399	6.4	9	39.6	31
(1V01) (650) Providence, RI HCS	7,353	3,089	11.3	10	32.6	26.4	36,708	13,244	5	5.5	34	29.9
(1V01) (689) Connecticut HCS	9,508	3,855	13.6	9.9	39.1	30.7	58,271	19,796	6.3	9	36.9	39.3
1V02	52,826	19,903	20.1	12.9	43.4	30.6	279,137	95,255	6.2	8.6	34	32.4
(1V02) (526) Bronx, NY HCS	1,128	458	16.7	13.5	23.1	26.8	24,271	7,644	4.9	5.7	29.3	27.4
(1V02) (528) Western New York HCS	5,693	2,391	26	18	58.6	43.5	52,260	19,342	7.7	9.2	32.7	31.8
(1V02) (528A6) Finger Lakes, NY HCS	10,683	4,209	29	17.8	57.5	39.9	15,880	5,469	5.3	9.9	28.9	26.6
(1V02) (528A7) Syracuse, NY HCS	12,605	3,950	17.3	10.7	40.7	29.2	46,384	18,315	6.3	9.5	46.2	41.6
(1V02) (528A8) Albany, NY HCS	5,763	2,258	42.5	19.8	62	36.6	29,538	11,136	7.3	10.7	43.4	40.4
(1V02) (561) New Jersey HCS	9,031	3,395	9.5	5.8	38.9	26.7	35,173	10,309	6.5	6.4	33.3	30.9
(1V02) (620) Hudson Valley, NY HCS	2,859	1,166	15.1	13.7	25	19.9	13,420	3,894	5.6	10.8	34	30.3
(1V02) (630) New York Harbor HCS	1,395	501	6.3	4.4	14.8	11	41,287	12,409	5.4	8.5	23.2	23.1
(1V02) (632) Northport, NY HCS	3,669	1,575	11.3	9.4	24.5	17.3	20,924	6,737	5.2	4.9	26	19.1
1V04	100,217	42,213	14.8	10.4	38.2	29.2	272,433	96,306	6.3	8.7	40.6	39.9
(1V04) (460) Wilmington, DE HCS	9,899	3,776	23.1	10.4	45	26.1	18,259	6,411	5.3	5.7	32.4	25.8
(1V04) (503) Altoona, PA HCS	11,989	5,358	8.4	6.7	33.9	29.8	16,347	6,906	5.1	6.4	31.2	32.3
(1V04) (529) Butler, PA HCS	11,045	4,631	7.3	6.4	33.8	30.4	12,996	4,303	3.8	5.9	44.3	50.5
(1V04) (542) Coatesville, PA HCS	4,282	1,512	22.6	11.7	48.5	28.5	8,206	2,706	4.9	8.5	23.9	21.2
(1V04) (562) Erie, PA HCS	9,663	4,493	15	7.1	38.9	28.3	15,141	5,594	9.5	17.6	33.8	34.4
(1V04) (595) Lebanon, PA HCS	14,421	6,766	19.6	15	45.2	33.9	40,700	13,516	2.4	2.8	56.7	56.8
(1V04) (642) Philadelphia, PA HCS	11,579	4,403	19.7	16.1	39.7	27.8	58,923	18,927	8.3	10.6	48.9	47.6
(1V04) (646) Pittsburgh, PA HCS	13,925	5,834	13.2	10.3	31	23.3	78,723	29,810	9.3	12.8	31.7	31.9
(1V04) (693) Wilkes-Barre, PA HCS	13,414	5,440	13.2	11.1	36.3	30.5	23,138	8,133	4.3	7.9	39.8	38.3
1V05	68,698	28,896	25.1	15.8	47.2	35.2	192,727	64,018	9.7	11.9	38.5	34.6
(1V05) (512) Baltimore, MD HCS	13,251	6,076	27.6	16.8	35.5	21.8	47,666	13,925	14.7	15.2	43.3	33.2
(1V05) (517) Beckley, WV HCS	6,828	2,764	20.5	12.8	57	40.4	9,549	2,509	10.2	17.6	47.2	40.9
(1V05) (540) Clarksburg, WV HCS	7,658	3,181	20.5	9.2	49.9	33	25,580	8,782	5.9	9.3	32.4	33.5
(1V05) (581) Huntington, WV HCS	17,221	7,419	25.9	19.4	54.9	45.1	24,843	10,015	10.9	16.9	43.5	42.1
(1V05) (613) Martinsburg, WV HCS	8,888	3,608	21	11.8	44.6	30.1	30,114	9,446	4.5	7	24.3	22
(1V05) (688) Washington, DC HCS	14,852	5,848	31	18.5	34	20.8	54,975	19,341	8.6	9.4	40.8	37
1V06	176,424	72,170	28.4	21.5	49.2	40.1	405,739	148,657	7.4	8.5	46.6	43.3

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	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(1V06) (558) Durham, NC HCS	24,813	9,929	29.6	27.7	50.5	41.3	80,043	28,720	8.6	10.5	54.2	51.5
(1V06) (565) Fayetteville, NC HCS	49,895	19,981	30.8	32	51.7	52.3	32,303	11,388	10.1	12.4	40.4	42.6
(1V06) (590) Hampton, VA HCS	19,263	7,660	34.6	21.9	39	24.2	41,942	16,238	5.9	6.1	42	38.2
(1V06) (637) Asheville, NC HCS	15,791	5,976	23.6	11.8	44.8	28.9	43,744	17,168	6.3	9.4	43.9	40.3
(1V06) (652) Richmond, VA HCS	17,663	7,132	40	25.6	56.2	39.9	102,357	38,729	5.9	5.5	39.3	36.1
(1V06) (658) Salem, VA HCS	15,288	7,693	18.1	14.5	52.1	42.2	39,917	14,538	5.7	7.4	49.3	46.1
(1V06) (659) Salisbury, NC HCS	33,711	13,799	24.4	13.8	41.3	28.2	65,433	21,876	8.4	9.6	52.3	47.1
2V07	174,801	74,376	24.4	19.3	45.5	37.3	399,248	149,514	7.6	9.8	42.8	41
(2V07) (508) Atlanta, GA HCS	36,716	16,930	25	24	40.2	39.6	118,307	44,746	8.2	9.7	51.4	48.3
(2V07) (509) Augusta, GA HCS	18,201	7,186	36.3	28	61.5	46.9	46,142	17,541	7.2	9.5	41.3	43.7
(2V07) (521) Birmingham, AL HCS	15,610	6,283	14.8	9.9	32.5	25.3	69,714	26,756	8.8	9.6	48.4	48.1
(2V07) (534) Charleston, SC HCS	21,452	10,115	18	14.4	41.1	34.4	67,472	24,868	5.2	5.8	34.1	31
(2V07) (544) Columbia, SC HCS	20,201	7,685	28.6	14.5	55.4	33.6	53,595	19,659	9.8	17.1	37.1	34.9
(2V07) (557) Dublin, GA HCS	23,627	10,197	21.4	15.6	39.9	30.5	16,340	5,563	6.3	7.8	41.3	44.4
(2V07) (619) Central Alabama HCS	30,273	12,404	30.1	31.9	52.6	52.8	20,200	7,827	6.9	7.3	44.7	34.6
(2V07) (679) Tuscaloosa, AL HCS	8,721	3,576	15.4	10.2	38.8	30.9	7,478	2,554	3.7	4.5	26.8	27.3
2V08	158,752	65,384	16.8	9	37.6	23.7	654,756	249,096	6.8	7.7	47.7	45.3
(2V08) (516) Bay Pines, FL HCS	29,676	12,957	11.3	7.2	31.9	21.3	98,498	37,831	4.7	4.3	44.4	42.3
(2V08) (546) Miami, FL HCS	7,376	2,702	11.6	7.9	35.7	28.1	63,119	23,072	6.5	6.4	49.9	40
(2V08) (548) West Palm Beach, FL HCS	11,499	4,852	10.1	5.9	25.8	19.5	65,220	27,177	4.5	5.5	36.3	37.6
(2V08) (573) Gainesville, FL HCS	35,936	13,795	15.5	4.1	39.3	21.1	119,200	47,140	13	16	47.8	41.1
(2V08) (672) San Juan, PR HCS	13,201	4,629	7.6	6.5	32.9	24.4	64,761	23,414	8.2	7.8	39.1	25.7
(2V08) (673) Tampa, FL HCS	24,790	10,485	32.4	17.6	50.5	36.4	140,333	49,728	6.6	9.1	45	56.2
(2V08) (675) Orlando, FL HCS	36,274	15,964	22	11.7	39.2	22.6	103,625	40,734	4.5	4.9	61.4	57.8
2V09	123,534	51,485	25	19.2	44	35.9	300,102	117,807	7.2	7.9	44.3	40.2
(2V09) (596) Lexington, KY HCS	11,192	4,238	16.5	14.4	35	30.2	46,450	18,255	7.8	9.8	36.1	34.2
(2V09) (603) Louisville, KY HCS	12,537	5,368	9.1	6.9	32	25.5	52,059	19,558	5.3	7.2	42.7	41.4
(2V09) (614) Memphis, TN HCS	18,778	7,405	21.5	13.9	43.2	28.6	54,870	21,096	4.8	4.6	41.6	38.9
(2V09) (621) Mountain Home, TN HCS	27,760	11,902	18.5	16.2	45	39.7	62,965	25,023	5.4	7.2	33	35.4
(2V09) (626) Middle Tennessee HCS	53,267	22,572	37.1	28.8	48.8	40.7	83,758	33,875	10.1	9.2	56.1	45.3
3V10	160,788	67,325	22.1	15.8	43.7	33.4	516,088	194,686	7.5	9.4	35.1	33.2
(3V10) (506) Ann Arbor, MI HCS	9,364	3,015	25.3	18.9	44	33.8	27,691	10,251	8	9.4	50.7	44.2
(3V10) (515) Battle Creek, MI HCS	17,471	7,434	29.4	23	49.8	35.5	18,119	7,595	5.1	6.2	38.5	36.4
(3V10) (538) Chillicothe, OH HCS	15,050	6,331	15.3	12	42.1	35.1	23,833	10,706	3.2	4	25.1	24
(3V10) (539) Cincinnati, OH HCS	8,343	3,625	12.6	8.6	27.7	21.4	60,953	22,461	10.4	12	37.7	33
(3V10) (541) Cleveland, OH HCS	17,357	7,357	18.2	17.5	30.4	26.1	121,473	45,167	6.5	8.1	29	27.9
(3V10) (552) Dayton, OH HCS	14,451	6,426	10.2	8.4	29.1	26.5	50,046	19,027	5.4	8.1	32.7	31.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(3V10) (553) Detroit, MI HCS	8,534	3,149	20.1	15.2	51	41.7	46,243	16,066	7.7	10.3	35.9	31.6
(3V10) (583) Indianapolis, IN HCS	13,489	5,420	21.7	16.4	39.9	32.6	68,223	26,230	7.6	9.7	35.7	34
(3V10) (610) Northern Indiana HCS	20,608	8,965	47.2	22.8	66.2	39	27,707	10,693	5.1	5.9	42.9	45.1
(3V10) (655) Saginaw, MI HCS	18,923	8,058	30.7	21.6	57.1	45	24,187	8,997	8.7	14.6	36.4	42
(3V10) (757) Columbus, OH HCS	17,198	7,545	11	9.6	33	26.6	47,613	17,493	12.3	14.4	36.6	33.2
3V12	102,058	43,000	22.1	15	44.3	31.3	296,355	110,555	6.1	7.5	36.4	33.5
(3V12) (537) Chicago, IL HCS	9,480	3,501	15.6	11.5	46.1	28.7	40,778	13,031	9.6	12.4	49.7	43.8
(3V12) (550) Danville, IL HCS	11,707	4,965	21.6	12	50.8	34.8	23,831	8,980	4.3	5.5	25.1	23.9
(3V12) (556) North Chicago, IL HCS	6,437	2,672	11.4	10.1	26.9	21.5	34,840	12,352	4.4	4.7	21.7	18
(3V12) (578) Hines, IL HCS	8,954	4,033	24.7	12.1	35.7	22.1	65,021	23,719	5.6	7.8	40.9	37
(3V12) (585) Iron Mountain, MI HCS	18,661	8,049	14	12	36.4	30.1	11,037	4,929	6.6	8.1	31.2	30.7
(3V12) (607) Madison, WI HCS	14,205	5,477	23.7	17.4	49.8	35.6	49,948	20,648	8.7	10.2	30.1	28.9
(3V12) (676) Tomah, WI HCS	15,171	6,285	24.9	17.6	44.5	30.2	14,704	5,870	3.5	3.9	23.5	24.2
(3V12) (695) Milwaukee, WI HCS	17,443	8,018	38	22.2	55.5	36.9	56,196	21,026	4.7	6.1	47.5	46.9
3V15	109,956	45,997	17	13.5	39.1	34	226,421	88,280	6.9	8.6	42.3	39.3
(3V15) (589) Kansas City, MO HCS	9,763	3,908	11.8	9.9	30.9	23.9	40,875	17,336	5.2	6.1	41.4	40
(3V15) (589A4) Columbia, MO HCS	13,547	6,026	15.9	12.8	29.5	24.1	36,826	15,523	8.5	10	58.1	48.1
(3V15) (589A5) Eastern Kansas HCS	14,359	5,185	12.7	11.5	31.7	33.1	30,551	12,158	6.1	7.4	43.5	40.4
(3V15) (589A7) Wichita, KS HCS	15,894	6,614	22.6	16.7	42.3	35.1	27,473	10,959	6.9	8.2	38.3	36.7
(3V15) (657) St. Louis, MO HCS	10,641	4,728	14.6	9.7	34.5	24.2	61,422	21,339	9.7	15.8	36.1	29.5
(3V15) (657A4) Poplar Bluff, MO HCS	22,461	9,836	17.7	14.6	41.3	37.2	6,313	2,164	5.6	10.8	29.8	32.5
(3V15) (657A5) Marion, IL HCS	23,291	9,700	18.7	14.3	48.3	41.4	22,961	8,801	3.7	3.6	38.1	40.2
3V23	161,018	71,489	13.4	9.7	35.3	29.2	281,102	109,741	7.2	9.1	39.4	35.6
(3V23) (437) Fargo, ND HCS	26,050	12,277	7.9	7.1	33.3	30	19,780	8,833	8.1	12.1	47	38.3
(3V23) (438) Sioux Falls, SD HCS	16,832	7,506	15.2	16.2	42.3	39.3	15,133	5,800	7.1	10.9	39	33.1
(3V23) (568) Black Hills, SD HCS	16,012	7,151	14.7	12.6	36.6	31.3	12,109	4,468	3.6	3.8	31.4	27.4
(3V23) (618) Minneapolis, MN HCS	31,216	14,026	22.3	12.7	40.8	27.4	75,189	26,763	7.8	10.7	34.2	31.6
(3V23) (636) Nebraska-W Iowa HCS	23,294	10,322	5.3	3.3	25.4	20.5	48,742	18,979	6	6.8	41.4	37.2
(3V23) (636A6) Central Iowa HCS	11,933	4,873	12	8.3	35	31.4	35,434	15,894	11.9	14.5	39.2	34.4
(3V23) (636A8) Iowa City, IA HCS	17,393	6,961	17.9	10.6	35.3	26.5	43,221	16,590	8.4	9.9	49.5	46
(3V23) (656) St. Cloud, MN HCS	18,288	8,373	11.3	8.2	35.1	30.2	31,494	12,414	3.8	4	31.4	30.6
4V16	180,663	70,134	22.8	18.3	43.2	34	362,573	129,464	6.8	8.2	45	45.6
(4V16) (502) Alexandria, LA HCS	20,826	7,651	13.9	16	37.4	33.1	11,815	3,830	5	7.8	43.9	45.8
(4V16) (520) Gulf Coast, MS HCS	36,159	13,803	22.4	23.2	40.2	33.6	41,890	14,212	4.7	4.7	52.4	56.7
(4V16) (564) Fayetteville, AR HCS	30,252	12,055	35.2	22.1	62.6	43.3	37,716	14,798	3.6	5.1	30.9	35.8
(4V16) (580) Houston, TX HCS	24,485	8,837	12.1	10.2	24.1	19.4	112,286	39,753	7.9	9.3	41.9	42
(4V16) (586) Jackson, MS HCS	21,203	8,697	44.7	23.4	68.1	44.2	25,374	8,868	7.5	9.4	41.1	37.6
(4V16) (598) Little Rock, AR HCS	12,316	5,714	10.1	8.3	26	20.8	58,979	21,168	9.5	11.5	57.1	56.1

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(4V16) (629) New Orleans, LA HCS	18,790	7,118	20.3	21.8	40.7	36.6	48,824	17,813	6.7	9.1	42.2	39.3
(4V16) (667) Shreveport, LA HCS	16,632	6,259	18.6	20.9	43.2	41.2	25,689	9,022	6.1	5.1	43.1	41.3
4V17	221,182	87,481	16.1	12.9	35.9	30.3	355,391	133,228	6.4	7	41.5	43
(4V17) (504) Amarillo, TX HCS	16,875	7,123	16.7	11.6	36.9	28.5	17,268	6,462	3.7	5.3	37.3	39
(4V17) (519) Big Spring, TX HCS	19,207	8,593	23	18.4	44.6	36.6	7,545	2,834	15.4	12	55	48.1
(4V17) (549) Dallas, TX HCS	39,693	13,555	20.7	13	31.5	22.9	110,822	42,184	8.1	7.2	47.1	43.9
(4V17) (671) San Antonio, TX HCS	33,361	14,519	24.3	23.4	45.9	42.4	98,512	38,444	7.1	9.9	36.9	38.4
(4V17) (674) Temple, TX HCS	28,737	9,583	19.3	11.5	40.5	27	83,300	29,703	4.6	4.5	45.8	53.8
(4V17) (740) Texas Valley Coastal Bend HCS	43,233	17,549	10.7	11.2	36.8	34.5	16,913	6,160	5.9	8.3	29.9	29.5
(4V17) (756) El Paso, TX HCS	40,076	16,559	8	7	27.4	23.5	21,031	7,441	3.9	4.9	32.6	36.6
4V19	212,151	91,504	17.6	15.2	38	31.4	321,857	129,467	9.3	11.8	39.9	37
(4V19) (436) Montana HCS	40,332	18,262	21.9	15.1	44.4	32.2	30,666	13,762	5.3	6.7	36.6	35.3
(4V19) (442) Cheyenne, WY HCS	11,757	5,154	17.1	9	36.4	23.5	22,533	8,582	9.5	14.4	41.4	41.2
(4V19) (554) Aurora, CO HCS	55,321	22,253	14.5	14.8	36.5	32.4	97,072	40,594	12.1	14.9	44.9	40.2
(4V19) (575) Grand Junction, CO HCS	12,212	5,617	15.2	23.3	39.7	41.9	12,378	4,931	9.1	12.5	32.9	33.5
(4V19) (623) Muskogee, OK HCS	23,125	9,625	28.1	18.5	49.3	35.9	34,789	13,225	4.2	3.9	37	35.9
(4V19) (635) Oklahoma City, OK HCS	21,904	9,498	20.3	22.5	35.3	37.4	54,605	22,379	10.9	15.2	39.2	33.9
(4V19) (660) Salt Lake City, UT HCS	34,136	14,962	10	11	29.3	24.9	62,699	23,338	9.3	11.2	39.9	37.7
(4V19) (666) Sheridan, WY HCS	13,364	6,133	17.2	11.9	34.7	27.6	7,115	2,656	5.7	8	20.5	20.8
5V20	211,650	90,669	24.2	19.9	41.2	33.2	282,821	118,584	9.7	10	34.8	30
(5V20) (463) Anchorage, AK HCS	40,170	17,038	12.6	10.6	26.5	22.9	5,604	2,440	9.6	13.6	30.7	30
(5V20) (531) Boise, ID HCS	10,719	4,253	20.4	16.9	33	28.6	36,223	15,636	5.6	5.6	31.5	29
(5V20) (648) Portland, OR HCS	38,108	15,241	33.1	22.9	48.5	36.1	96,893	39,449	11.7	12.9	37.6	31.6
(5V20) (653) Roseburg, OR HCS	20,813	8,987	25.6	23.8	41.1	34.8	14,212	5,756	9.1	10.4	34.2	35.1
(5V20) (663) Puget Sound, WA HCS	45,872	18,674	33.9	25.7	53.2	41.8	78,764	32,698	11.3	10.6	36.2	28.9
(5V20) (668) Spokane, WA HCS	24,357	10,212	21.5	19.7	41.8	33.1	31,393	13,502	8	8.8	31.8	29.1
(5V20) (687) Walla Walla, WA HCS	18,927	9,233	21.1	21.5	39.1	35.7	4,742	2,009	7.1	6	28.7	22.5
(5V20) (692) White City, OR HCS	12,684	7,031	25	22.6	37.5	30.4	14,990	7,094	8.1	8.4	37.6	26.2
5V21	125,040	51,912	23.7	19.8	42.5	35.3	346,470	133,924	9.3	11.4	41	35.7
(5V21) (358) Manila, PI HCS							780	176	10.4	29.1	156.6	149.5
(5V21) (459) Honolulu, HI HCS	35,964	14,835	23.8	24	46.1	42.4	18,684	7,372	8.6	9.5	43.2	37.3
(5V21) (570) Fresno, CA HCS	11,156	4,952	18.1	16.7	34.8	30.5	35,788	13,022	5.7	7.4	36.8	35.7
(5V21) (593) Las Vegas, NV HCS	26,585	9,800	22	20.2	38.4	32.6	66,626	24,807	9.4	14.8	48.4	43.4
(5V21) (612A4) N. California HCS	19,162	9,160	44.5	20.6	58.5	32.7	88,845	34,154	11.2	11.8	43.6	37.6
(5V21) (640) Palo Alto, CA HCS	13,622	5,247	20	13.4	41	29.2	70,235	27,224	8.9	10	31	25.6
(5V21) (654) Reno, NV HCS	7,606	3,087	19.6	20.3	37.4	34.4	27,356	10,811	7.7	11.5	35.3	32.8
(5V21) (662) San Francisco, CA HCS	10,945	4,831	18.9	15.2	35.7	28.1	38,156	16,358	9.3	10.1	36.5	30.8
5V22	174,311	69,253	16.1	15	34.5	30.1	538,963	209,057	8	8.9	43	39.8

	Community Care						In House					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Appointment	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
(5V22) (501) New Mexico HCS	28,603	9,607	21.5	22.2	42.9	41.3	42,882	15,427	13.9	17.1	56	49
(5V22) (600) Long Beach, CA HCS	6,894	2,742	17.5	12.5	29.7	21.1	86,738	30,108	6	7.5	30.2	27.2
(5V22) (605) Loma Linda, CA HCS	15,693	5,575	13.2	11.6	29.6	26	87,487	33,199	6.9	8.1	31.7	27.4
(5V22) (644) Phoenix, AZ HCS	36,725	16,404	17.4	14.3	35.7	29.8	86,057	35,789	8	8.8	48.3	46.4
(5V22) (649) Northern Arizona HCS	22,577	9,312	13.2	13.1	34.8	31.8	10,184	4,376	8.4	10	33.3	29.5
(5V22) (664) San Diego, CA HCS	17,549	6,557	17.8	16.3	27.5	25.3	72,845	28,024	12.5	13.9	49.3	43.8
(5V22) (678) Southern Arizona HCS	19,600	8,651	10.4	11.4	30.3	25	63,759	24,888	8	8.3	46.8	37.4
(5V22) (691) Greater Los Angeles, CA HCS	26,670	10,405	15.8	16.2	33.6	28.8	89,011	37,246	5.2	5.3	48.9	50.2

VETERANS HEALTH ADMINISTRATION

8 Corners Data Update



- Since the implementation of the MISSION Act in June 2019, VA has been closely monitoring associated care delivery metrics and working to modernize relevant systems.
- As presented in December 2019, this intensive monitoring indicated a need for improvements to the referral process, including timeliness of scheduling referrals in the community and in-house.
- VA launched the Referral Coordination Initiative, intended to redesign and simplify the referral process to achieve greater timeliness and Veteran empowerment.
 - VISNs began establishing Referral Coordination Teams (RCTs) at each VA medical center, charged with integrating relevant information across specialty services and assisting Veterans in making the best and most timely care decisions.
- With implementation, VA saw a reduction in the time it took to schedule appointments, both in-house and in the community.
- As U.S. healthcare and VA operations have changed in the last several months due to COVID-19, complexities have arisen in the data. These are articulated on the following slides.
- To ensure continued progress on our timeliness goals, VA is taking additional urgent action now – further streamlining processes and exploring contracted scheduling options.



Key Definitions

In alignment with industry standard, VA uses the term “referral” to describe specialty care requests.

- **In-house Referral** = Request for care in VA
- **Community Care Referral** = Request for care in the community
- **Urgent Referral** = Request for in-house or community care to be delivered within 2 calendar days; requires a warm hand-off
- **Routine Referral** = Request for in-house or community care to be delivered on a routine basis; excludes urgent referrals
- **Average Days from Request to First Scheduled** = Average number of days from the time a referral is placed to the time the relevant care is first scheduled
- **Average Days from Request to Care Delivered** = Average number of days from the time a referral is placed to the time the relevant care is delivered



Operational Context and Data Considerations

- The metrics on the following slides: “Average Days From Request To First Scheduled” and “Average Days From Request to Care Delivered” are impacted by the following data complexities:
 - When in-person referrals are converted to ad hoc/unscheduled virtual care or telephone care, the original referral may still appear to be open
 - When a Veteran schedules care directly with a community provider, this action may not immediately be communicated to VA and the referral may still appear to be unscheduled
 - When a Veteran chooses to defer scheduling of a referral, this may not be captured in the data
 - When the community provider the Veteran chose becomes temporarily unavailable for the type of care desired, this is not well captured in the data

As above, VA is taking further operational action while working to elucidate these nuances.



Volume and Timeliness of Urgent Referrals to a Specialist

Timeliness of Urgent Referrals to a Specialist continues to be better than industry standard – under 2 days.

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	178,502	0.6	2	29,726	1.6	2.5
FY19	144,910	0.5	1.6	23,293	1.6	1.9
FY20-June	90,344	0.5	1.7	13,787	1.5	1.8

- In Fiscal Year 2020 through June, 90,344 in-house urgent referrals to a specialist were placed and Veterans received care, on average, in 1.7 days.
- In Fiscal Year 2020 through June, 13,787 community care urgent referrals to a specialist were placed and Veterans received care, on average, in 1.8 days.



Volume and Timeliness of Routine Referrals to a Specialist Enterprise Summary

	In-House			Community Care		
	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered	Referrals	Average Days From Request To First Scheduled	Average Days From Request To Care Delivered
FY18	16,824,813	6.8	33.8	3,642,343	31.1	43.6
FY19	17,028,542	6.3	33.7	4,782,754	28.4	44.2
FY20-June	10,364,112	6.8	38.2	4,109,057	21.9	41.9

- Data on average time to schedule these referrals is, in part, dependent on manual process actions and has important caveats. However, with reasonable validity, VA is able to indicate:
 - Approximately 10.3 million in-house referrals were scheduled in FY20 through June in an average of 6.8 days.
 - In FY19, approximately 4.8 million community care referrals were scheduled in an average of 28.4 days. In FY20 through June, this improved to ~4.1 million community care referrals scheduled in an average of 21.9 days.

With implementation of Referral Coordination Teams, VA's ultimate aim is to take all necessary action to schedule referrals, whether in-house or in the community, within 3 business days.

Volume and Timeliness of Routine Referrals to a Specialist

VISN Summary

	In House						Community Care					
	Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered		Referrals		Average Days From Request To First Scheduled		Average Days From Request To Care Delivered	
	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20	Jan-Jun FY20	Apr-June FY20
All Facility	6,323,169	2,381,861	7.4	9	41.3	38.7	2,615,096	1,086,230	20.3	15.6	40.7	32.4
1V01	290,986	104,222	7.1	9.1	38.9	35.3	101,027	43,039	21.6	16	43.2	32
1V02	279,137	95,255	6.2	8.6	34	32.4	52,826	19,903	20.1	12.9	43.4	30.6
1V04	272,433	96,306	6.3	8.7	40.6	39.9	100,217	42,213	14.8	10.4	38.2	29.2
1V05	192,727	64,018	9.7	11.9	38.5	34.6	68,698	28,896	25.1	15.8	47.2	35.2
1V06	405,739	148,657	7.4	8.5	46.6	43.3	176,424	72,170	28.4	21.5	49.2	40.1
2V07	399,248	149,514	7.6	9.8	42.8	41	174,801	74,376	24.4	19.3	45.5	37.3
2V08	654,756	249,096	6.8	7.7	47.7	45.3	158,752	65,384	16.8	9	37.6	23.7
2V09	300,102	117,807	7.2	7.9	44.3	40.2	123,534	51,485	25	19.2	44	35.9
3V10	516,088	194,686	7.5	9.4	35.1	33.2	160,788	67,325	22.1	15.8	43.7	33.4
3V12	296,355	110,555	6.1	7.5	36.4	33.5	102,058	43,000	22.1	15	44.3	31.3
3V15	226,421	88,280	6.9	8.6	42.3	39.3	109,956	45,997	17	13.5	39.1	34
3V23	281,102	109,741	7.2	9.1	39.4	35.6	161,018	71,489	13.4	9.7	35.3	29.2
4V16	362,573	129,464	6.8	8.2	45	45.6	180,663	70,134	22.8	18.3	43.2	34
4V17	355,391	133,228	6.4	7	41.5	43	221,182	87,481	16.1	12.9	35.9	30.3
4V19	321,857	129,467	9.3	11.8	39.9	37	212,151	91,504	17.6	15.2	38	31.4
5V20	282,821	118,584	9.7	10	34.8	30	211,650	90,669	24.2	19.9	41.2	33.2
5V21	346,470	133,924	9.3	11.4	41	35.7	125,040	51,912	23.7	19.8	42.5	35.3
5V22	538,963	209,057	8	8.9	43	39.8	174,311	69,253	16.1	15	34.5	30.1

Volume and Timeliness of Routine Referrals to a Specialist *Facility Summary*

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Please see attached PDF.



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Community Care Network (CCN): Kansas – Comparing Optum's Network To TriWest's PC3 Network

Network Comparison: Overview

Comparing CCN and PC3 Networks: Number of care sites in Kansas

Network	Kansas (Total)
CCN (Optum)	18,191
PC3 (TW)	15,587

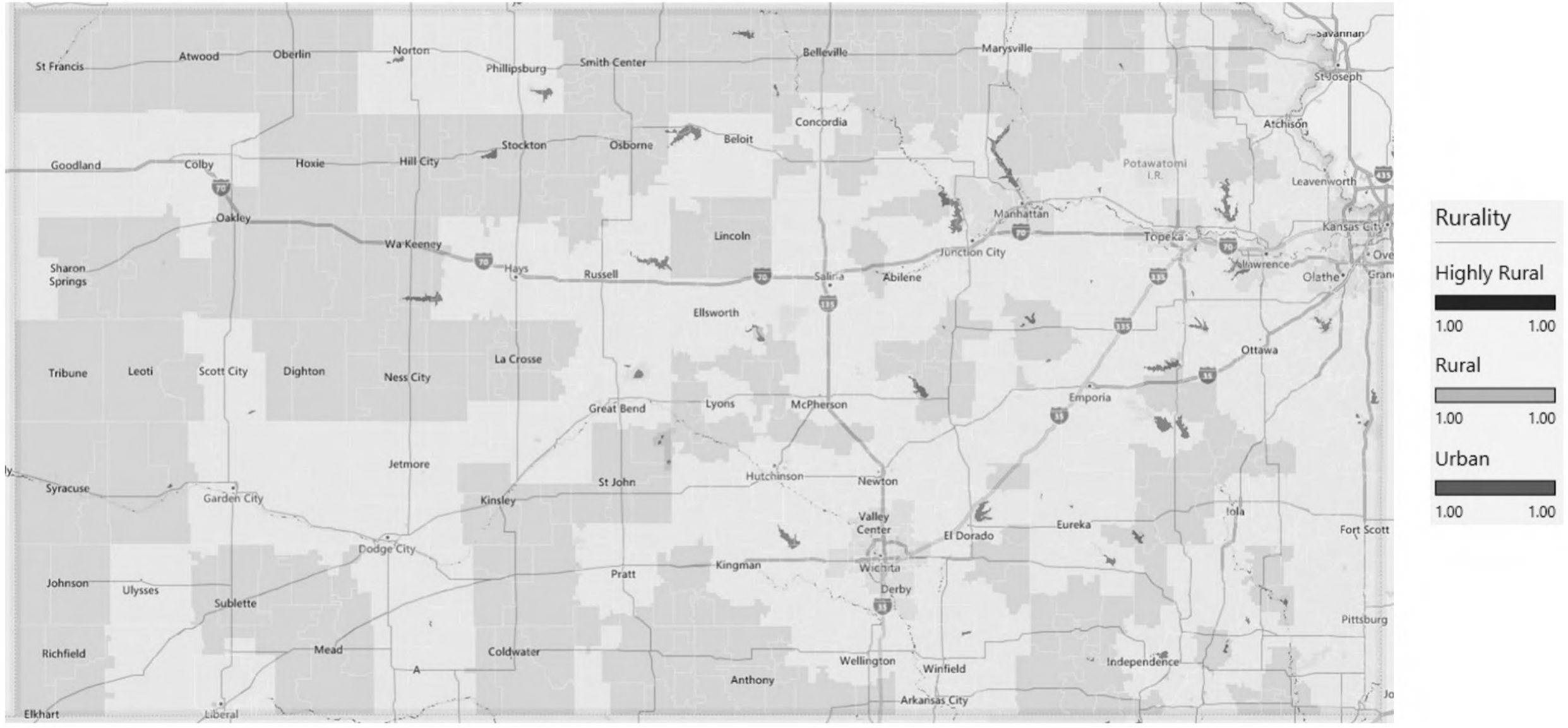
Care Sites Comparison By Rurality

Network	Highly Rural	Rural	Urban
CCN (Optum)	1,287	7,346	9,931
PC3 (TW)	1,164	6,746	7,975

Notes:

- **Care Site:** Unique locations for each provider (determined by distinct NPI)
 - For providers with multiple practicing locations - Counted once per county
- **Rurality:** Based on care site zip code
 - Each zip code is assigned as highly rural, rural, or urban
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Background: Kansas Rurality



*Note: Mapping based on zip codes. Zip code rurality determined by # highest number of Veteran addresses designated as highly rural, rural or urban.

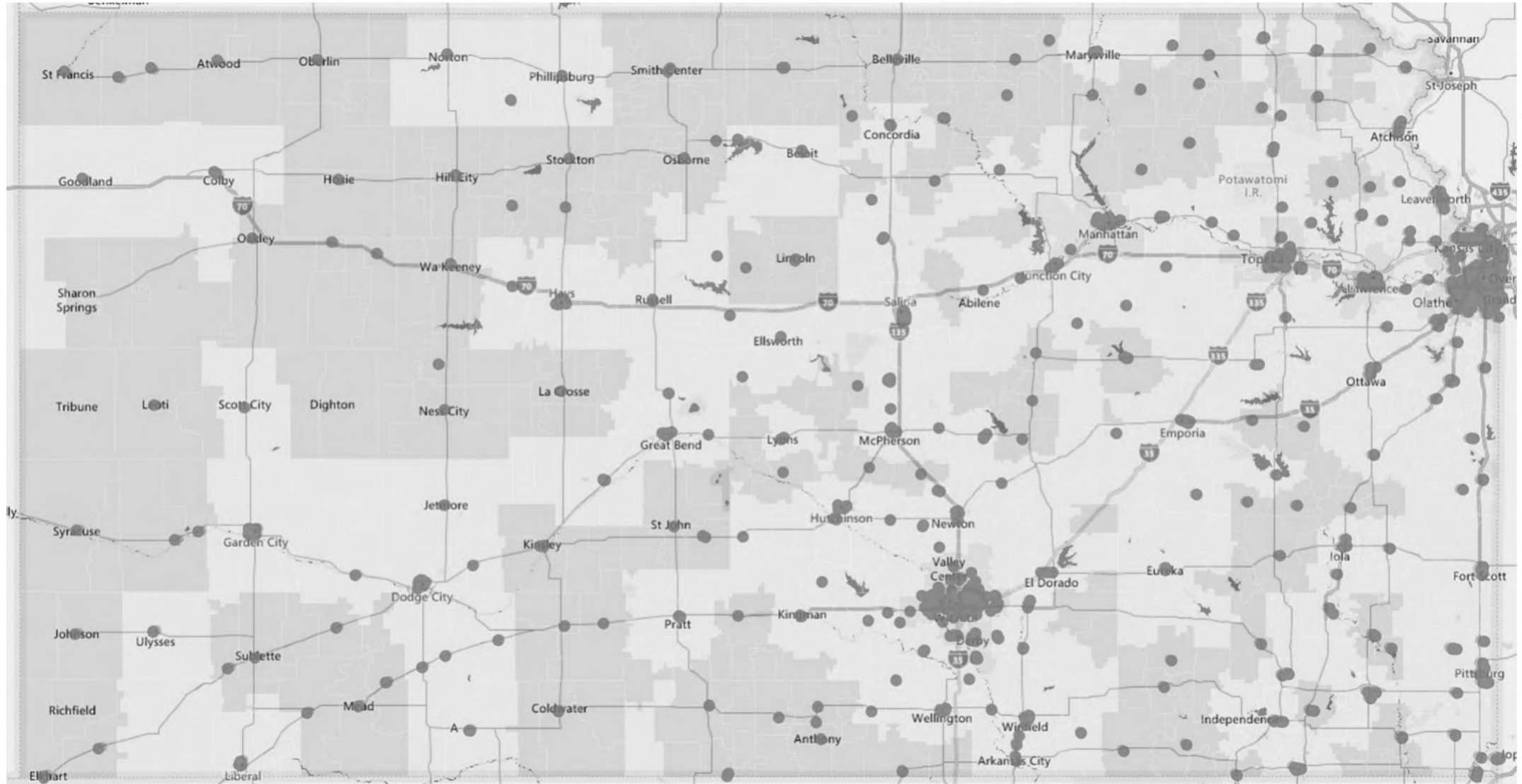
Network Comparison: Types of Care / Services

Comparing the number of care sites by type of care / services		
Type of Care / Services	CCN (Optum)	PC3 (TW)
Primary Care	5,273	3,879
Physical Therapy	1,677	1,399
Optometry	1,166	836
Mental / Behavioral Health	949	1,313
Anesthesiology	796	812
Cardiology	718	600
Radiology	611	647
Surgery	604	562
Gynecology & Obstetrics	440	336
Chiropractic Care	423	453
Orthopedics	400	370
Ophthalmology	398	358
Emergency Care Provider	381	260
Hematology / Oncology	354	360
Hospitalist	294	368

Notes:

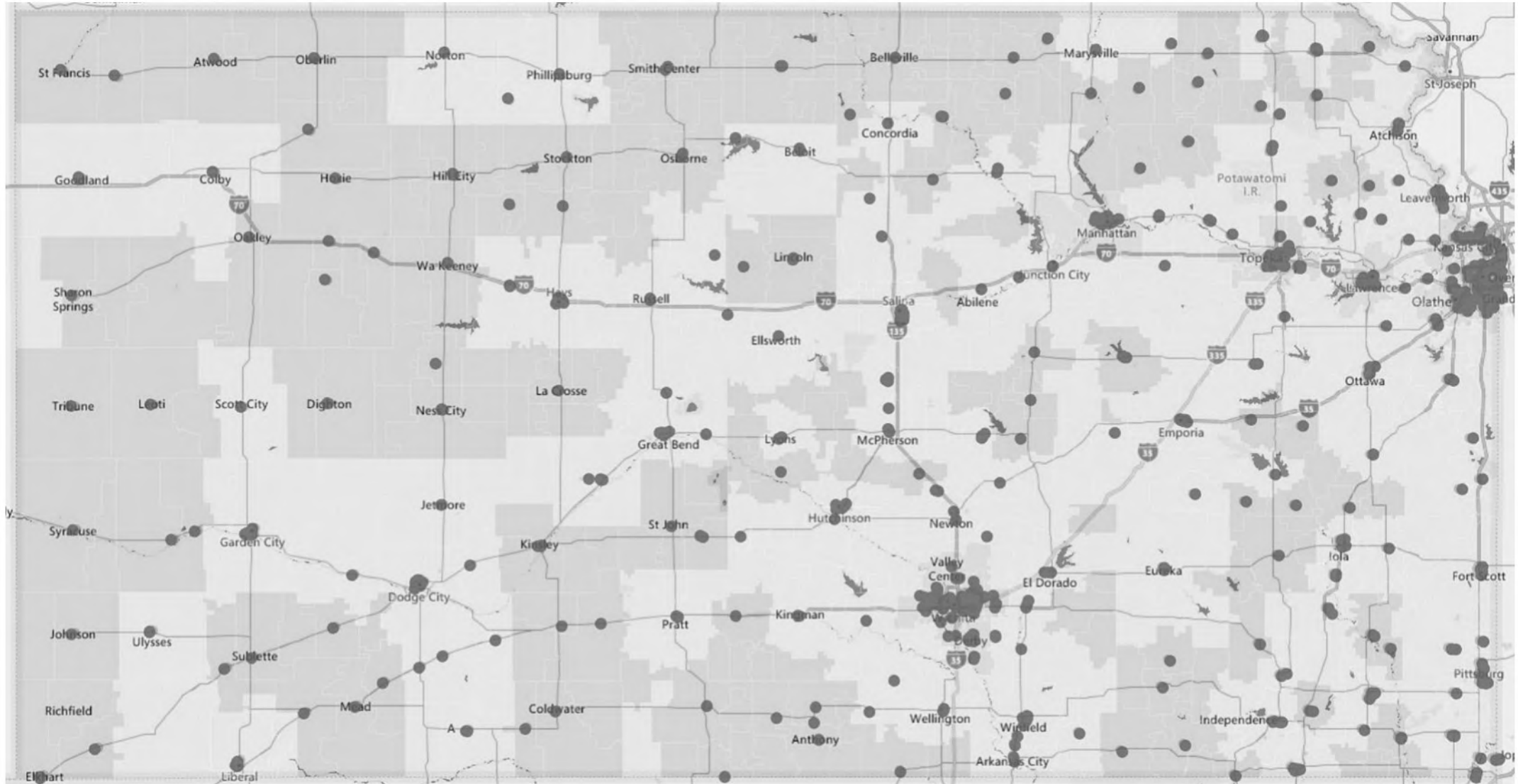
- **Type of Care:** Based on provider taxonomy codes
 - Includes physicians, other types of providers (NPs, PAs, etc.), clinics, and other facilities
 - Table only reflects the top 15 (by number of care sites)

Network Maps: Primary Care (CCN – Green)



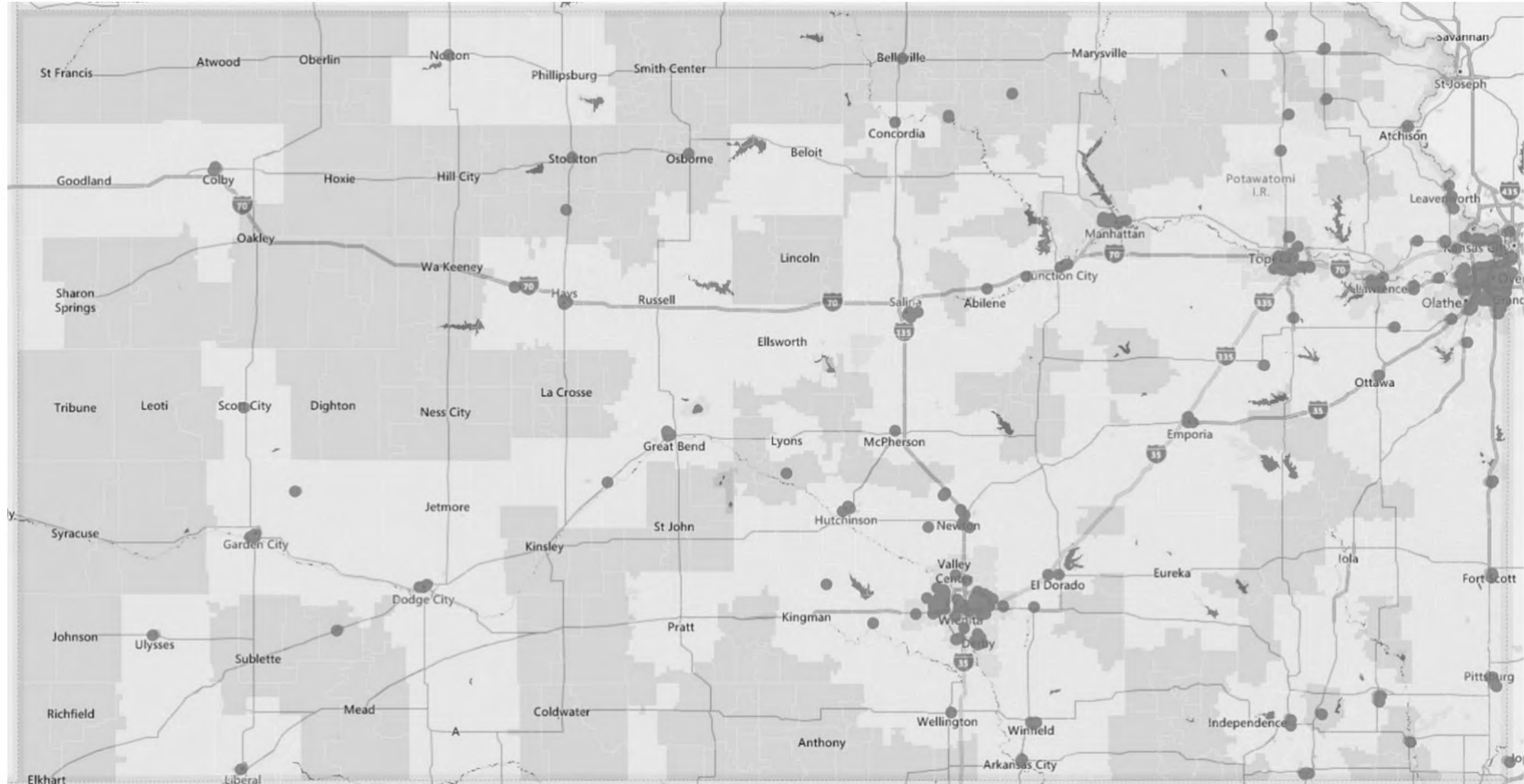
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
PC3 (TW)	463	1,711	1,774	3,879

Network Maps: Primary Care (PC3 – Blue)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	507	2,099	2,764	5,273
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Network Maps: Physical Therapy (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	61	701	979	1,677
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Network Maps: Physical Therapy (PC3)



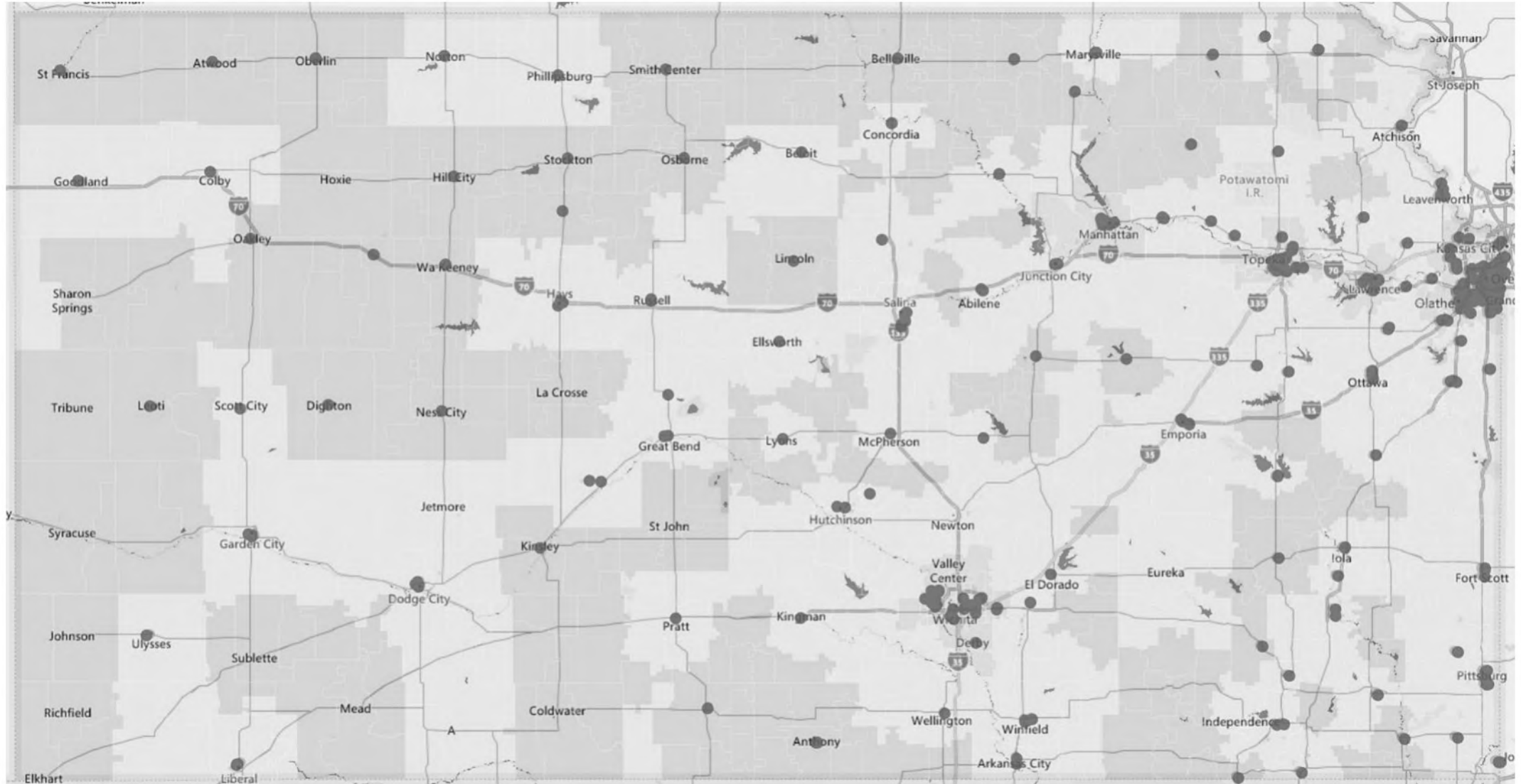
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Network Maps: Optometry (CCN)



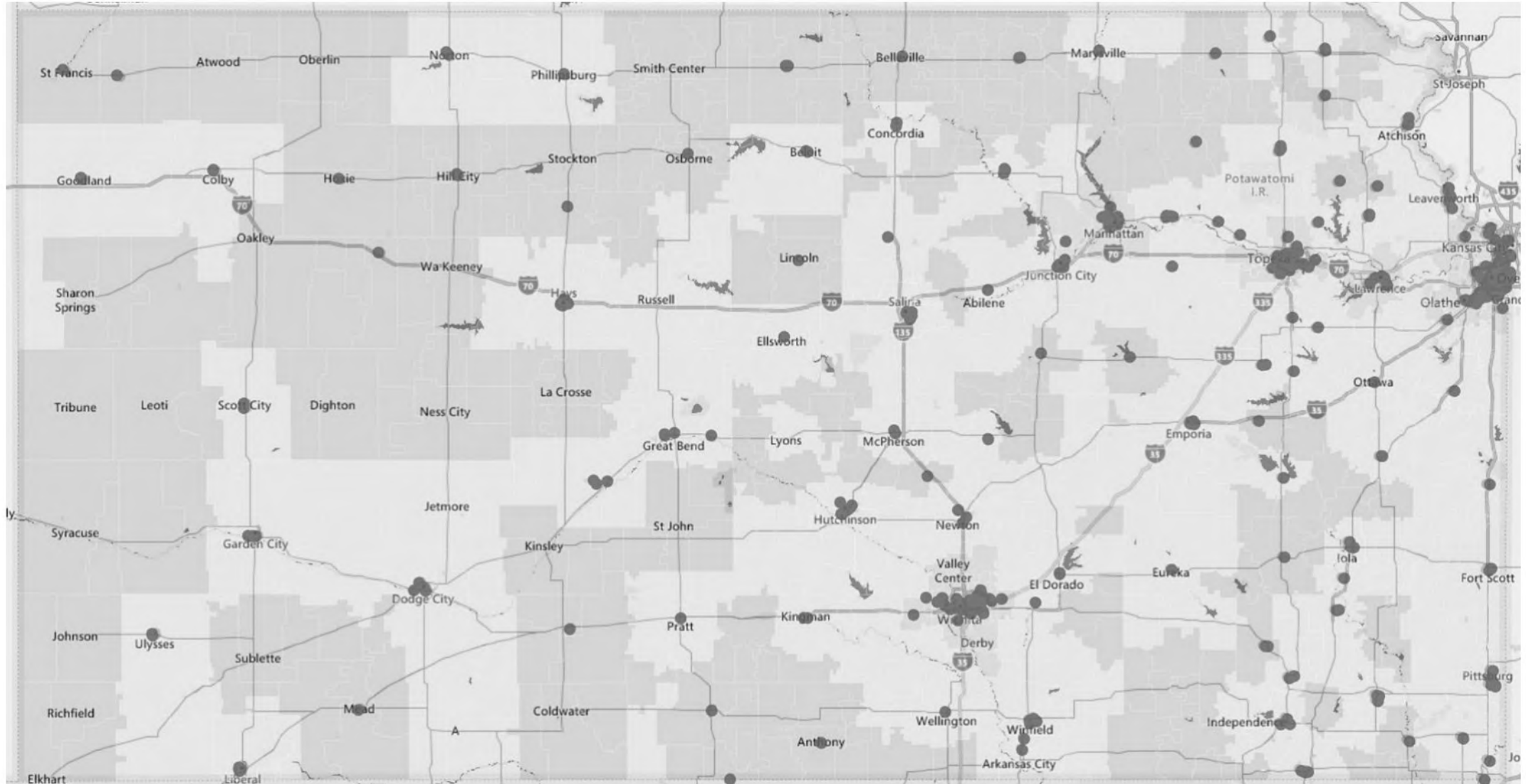
Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	157	532	566	1,166
PC3 (TW)	167	473	274	836

Network Maps: Optometry (PC3)



Network	Highly Rural	Rural	Urban	Kansas (Total)
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Network Maps: Mental / Behavioral Health (PC3)



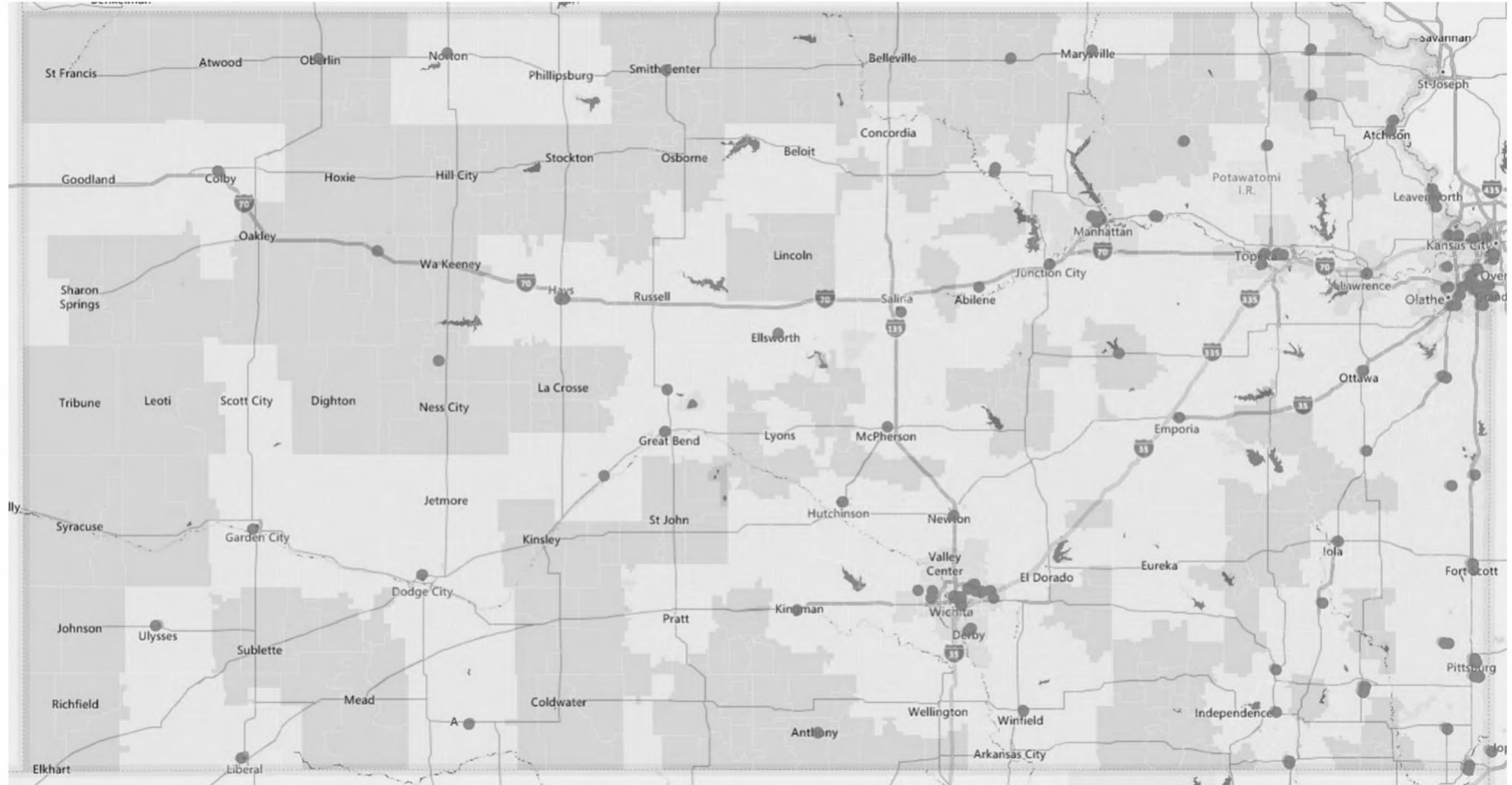
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PC3 (TW)	84	665	578	1,313

Network Analysis (Example): Mental / Behavioral Health (CCN vs. PC3)

Mental / Behavioral Health Network (By Provider Type): Number of Care Sites

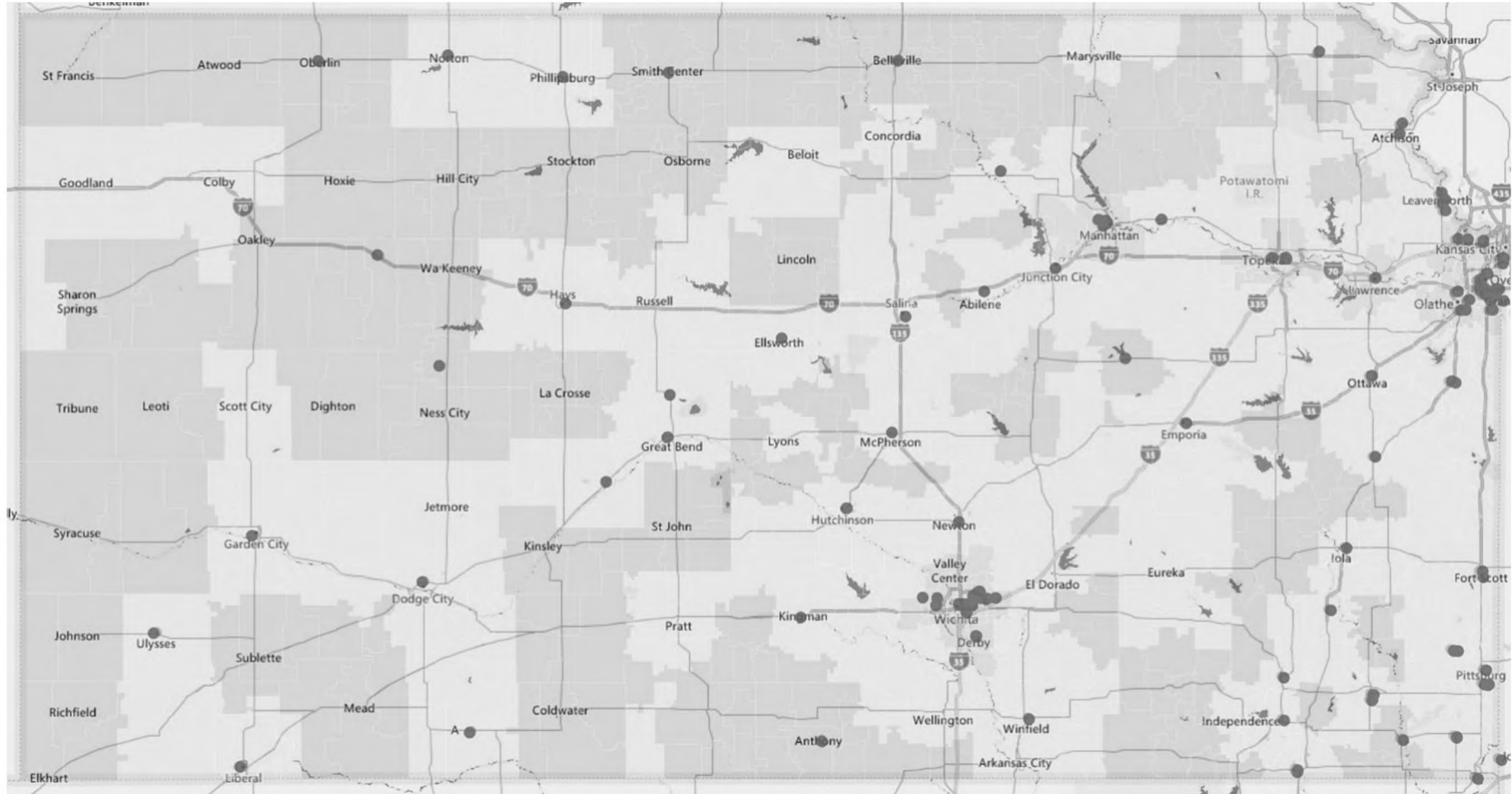
Type of Providers	CCN (Optum)	PC3 (TW)
Total Care Sites	949	1,313
Behavioral Health & Social Service Providers	623	932
<i>Social Worker</i>	259	422
<i>Counselor</i>	145	210
<i>Psychologist</i>	155	188
<i>Marriage & Family Therapist</i>	74	120
<i>Clinical Neuropsychologist</i>	6	5
Allopathic & Osteopathic Physicians	162	219
Physician Assistants & Advanced Practice Nursing Providers	47	138
Ambulatory Health Care Facilities	88	18
<i>Mental Health (Including Community Mental Health Center)</i>	53	11
<i>Rehabilitation, Substance Use Disorder</i>	31	5
<i>Methadone</i>	2	2
<i>Developmental Disabilities</i>	2	
<i>Adult Mental Health</i>	1	
Hospital Units	8	7
Residential Treatment Facilities	14	1
Agencies	14	

Network Maps: Cardiology (CCN)



Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	15	305	398	718
PC3 (TW)	13	260	327	600

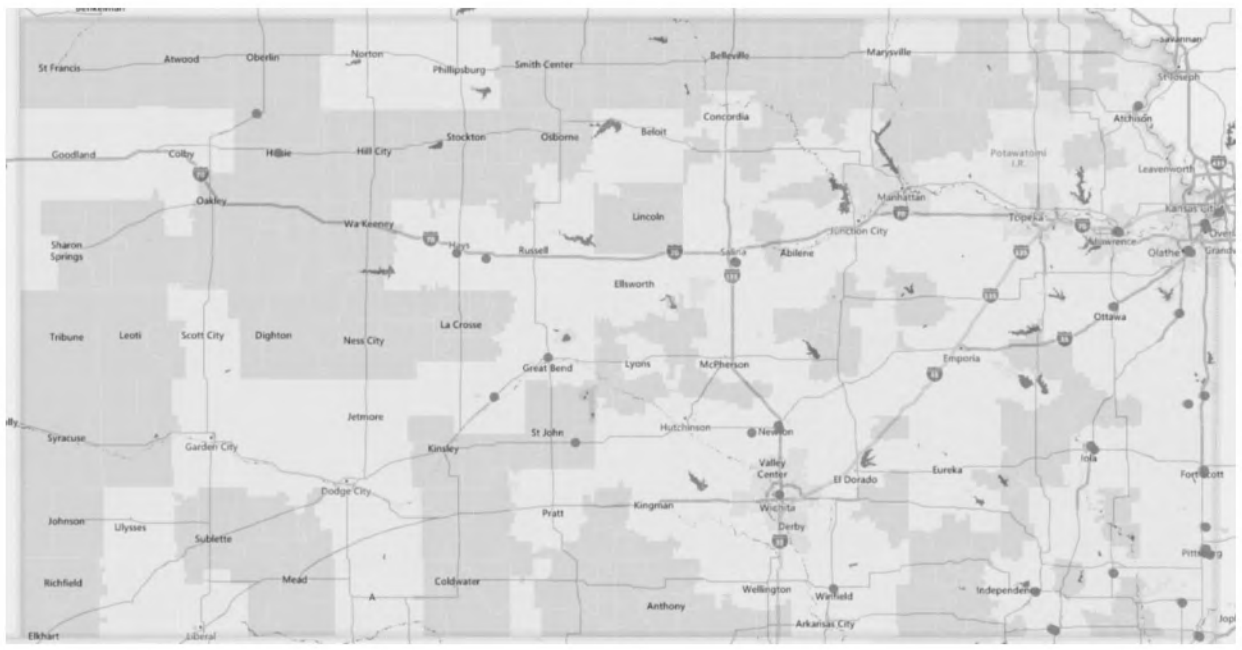
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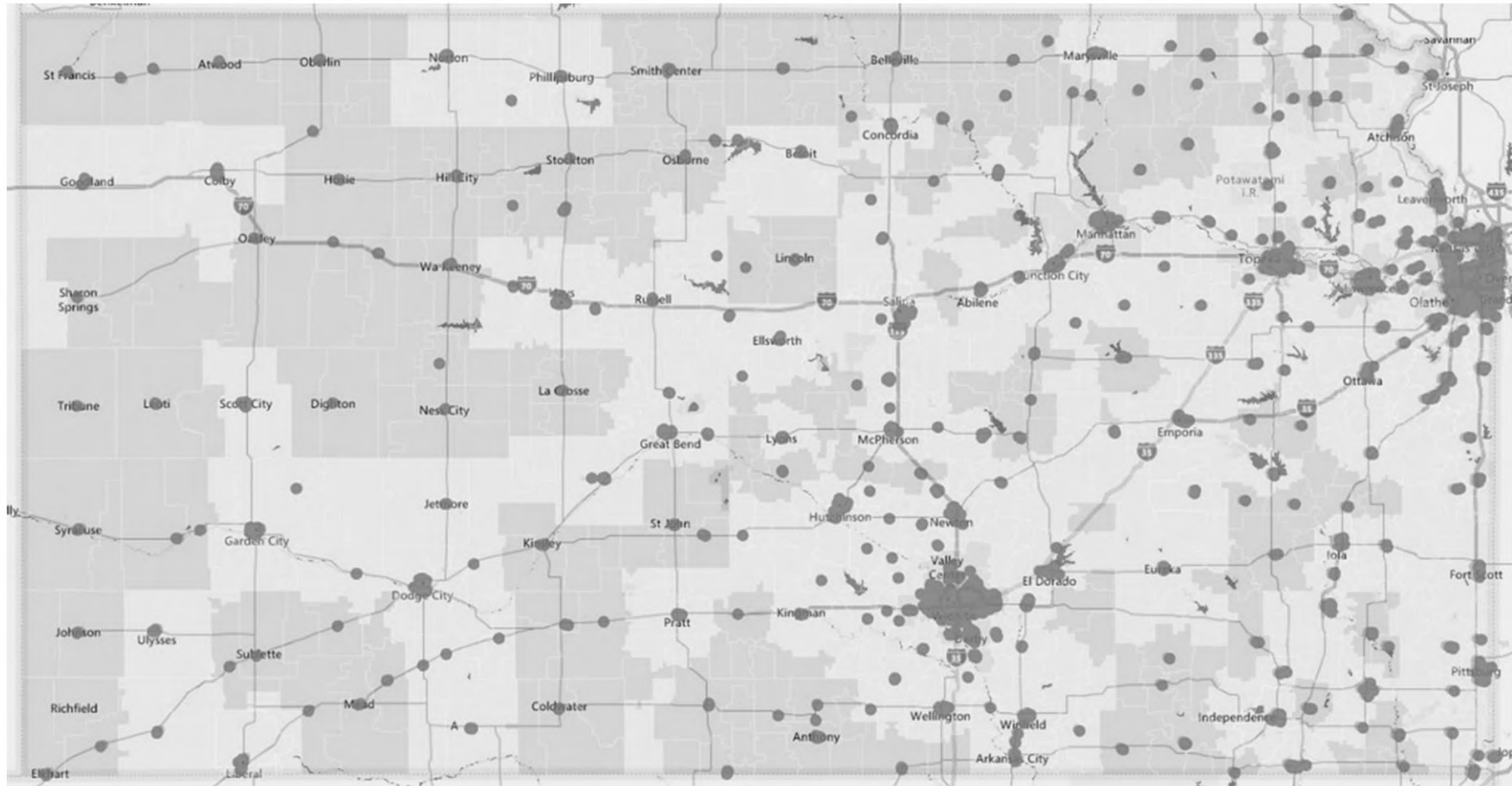
APPENDIX

Network Maps: Federally Qualified Health Centers (FQHCs)

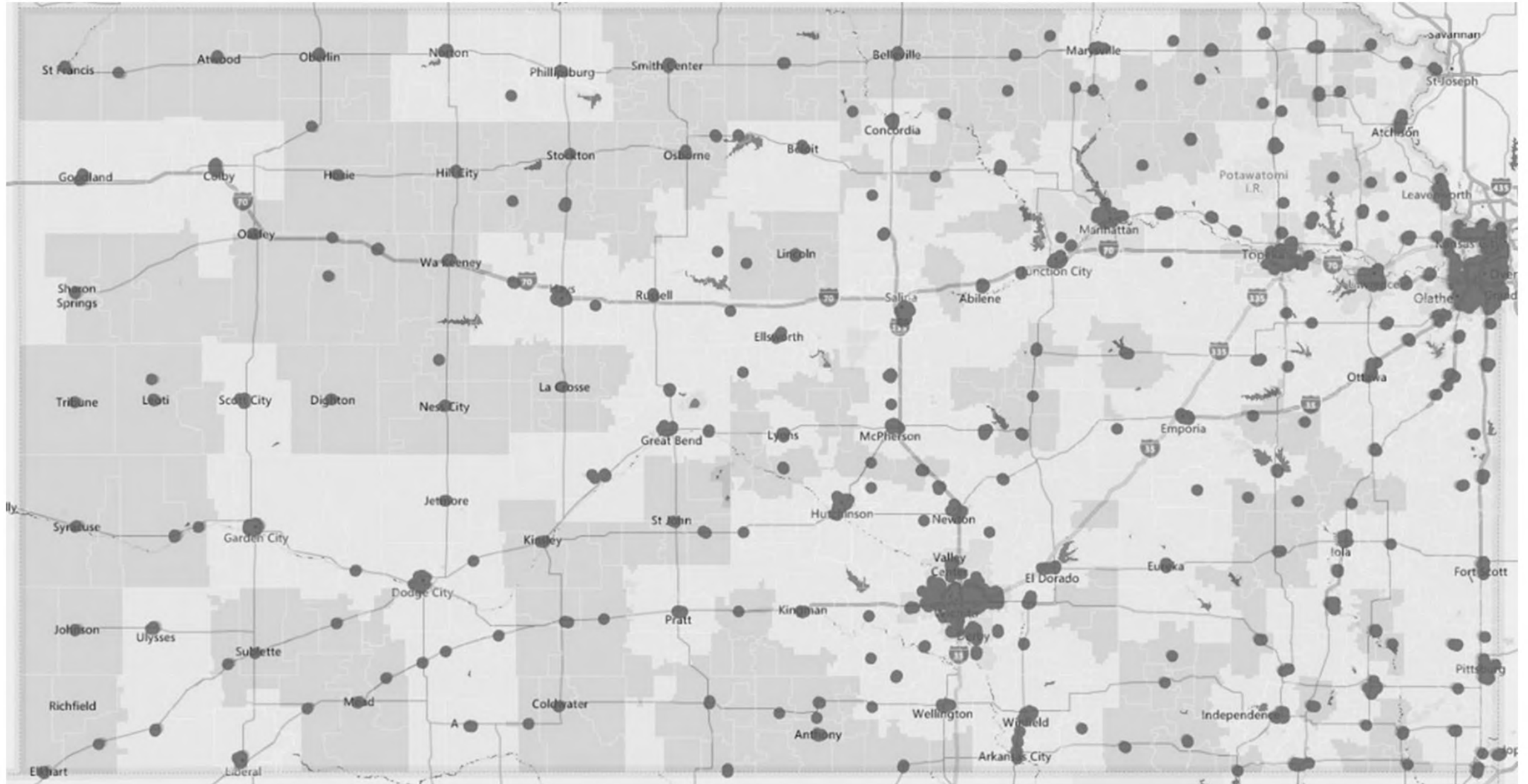


Network	Highly Rural	Rural	Urban	Kansas (Total)
CCN (Optum)	3	30	9	42
PC3 (TW)	2	9	3	14

Network Maps: All Types of Care/Services (CCN – Green)



Network Maps: All Types of Care/Services (PC3 – Blue)



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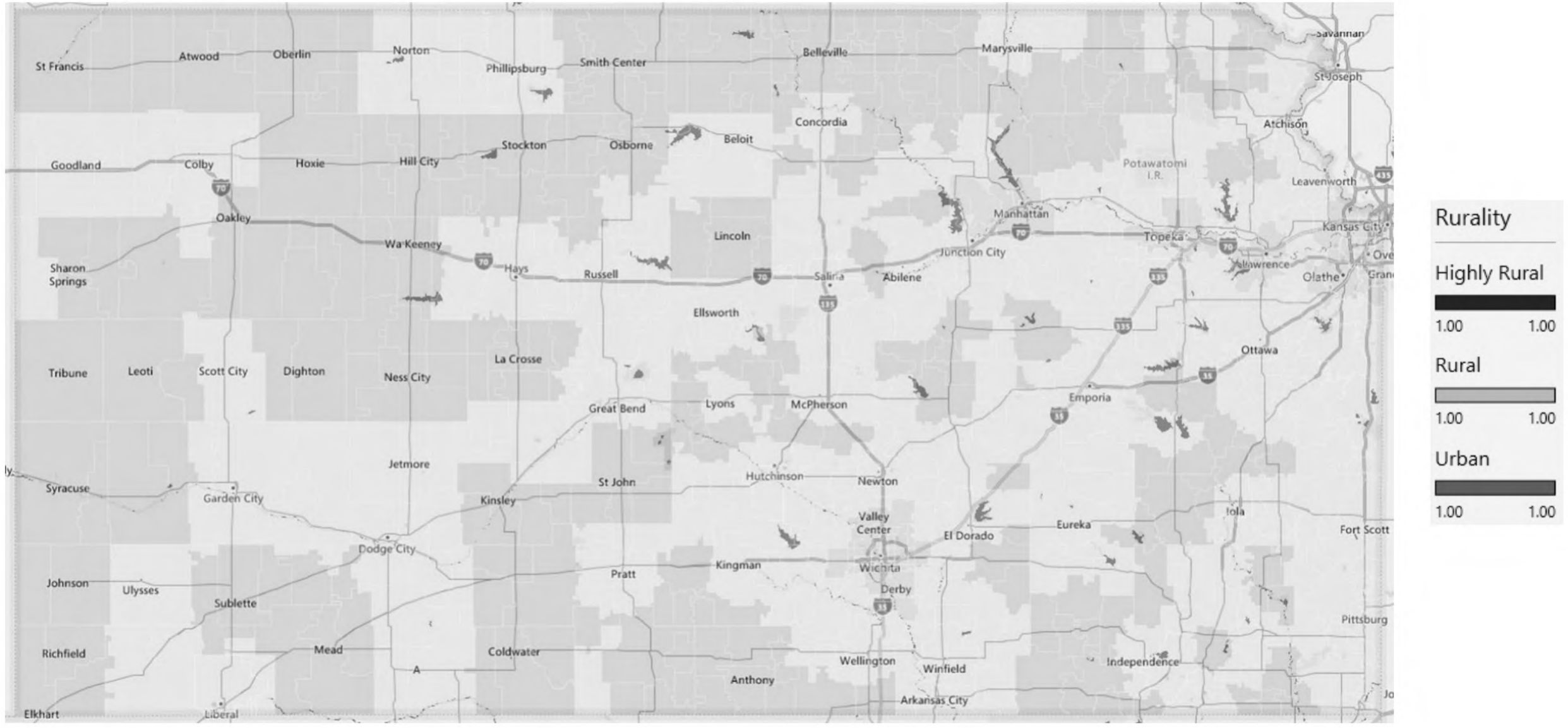
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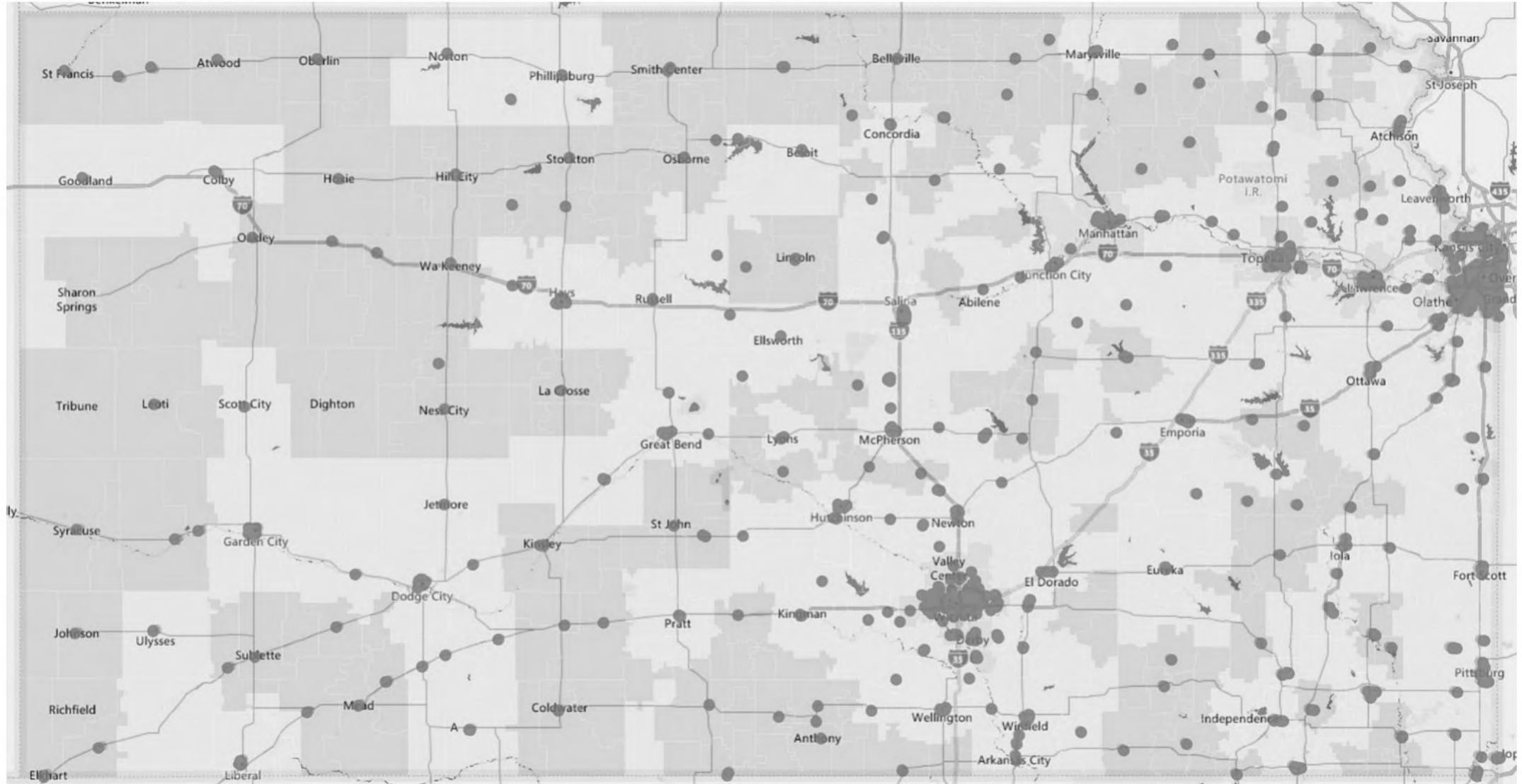
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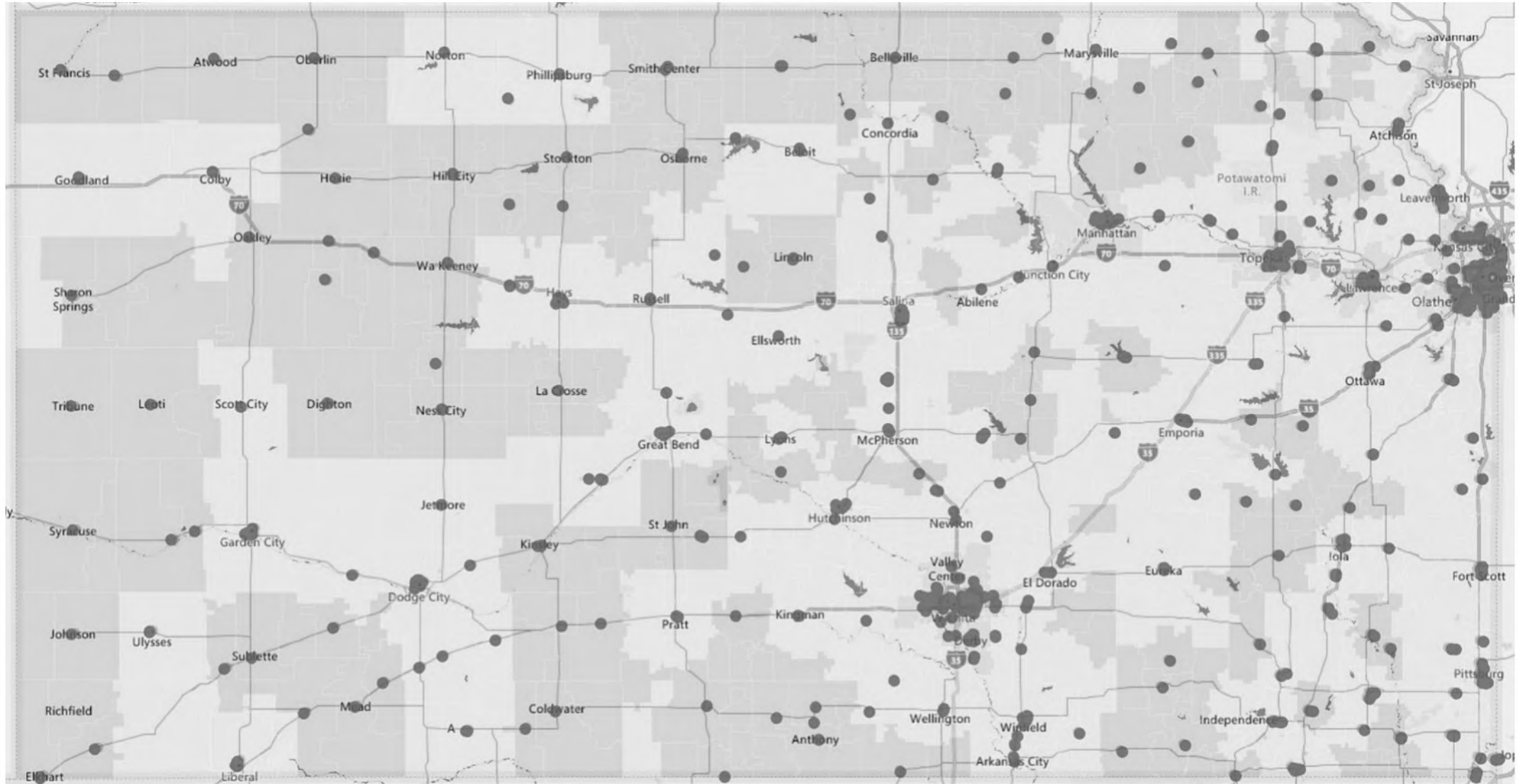
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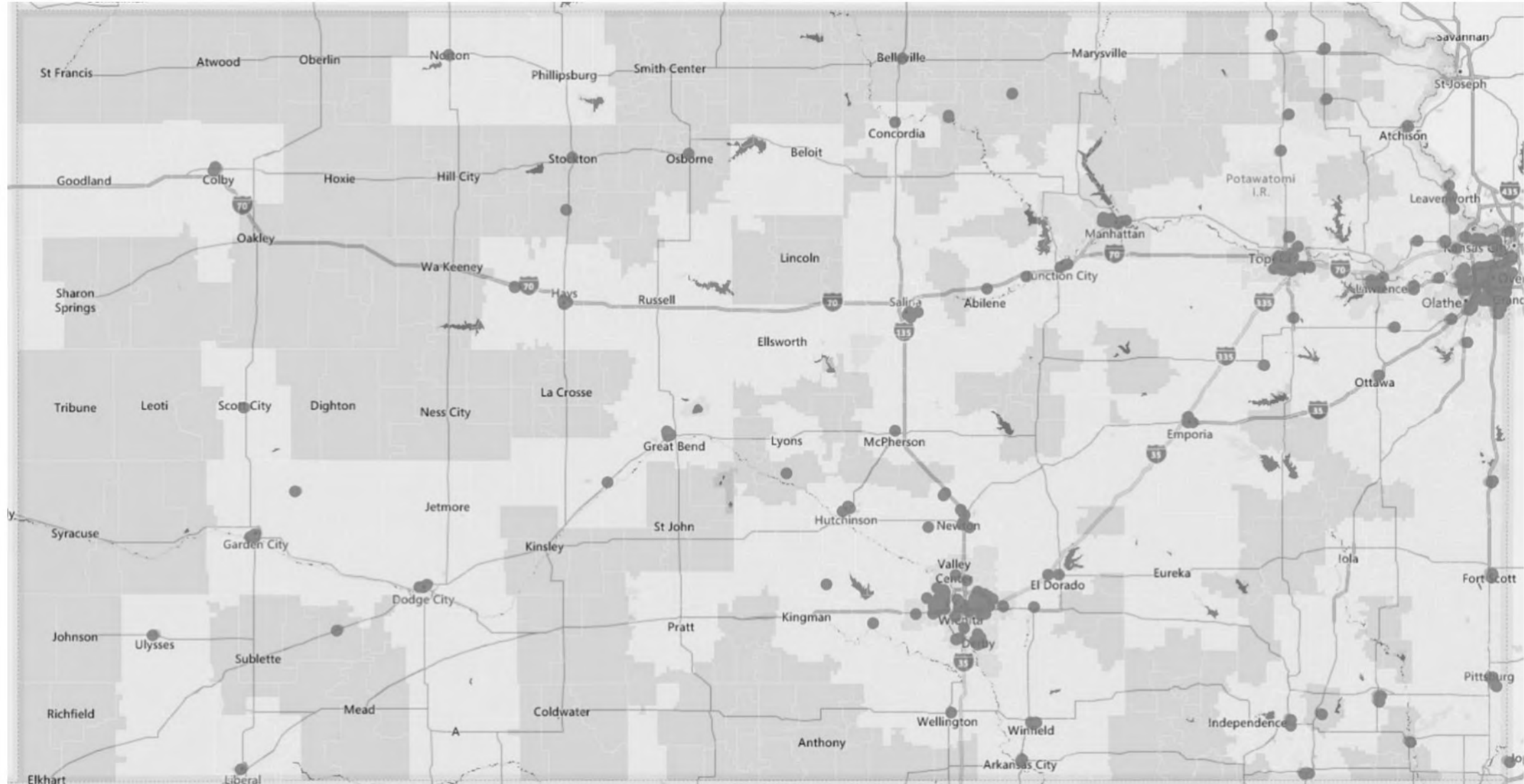
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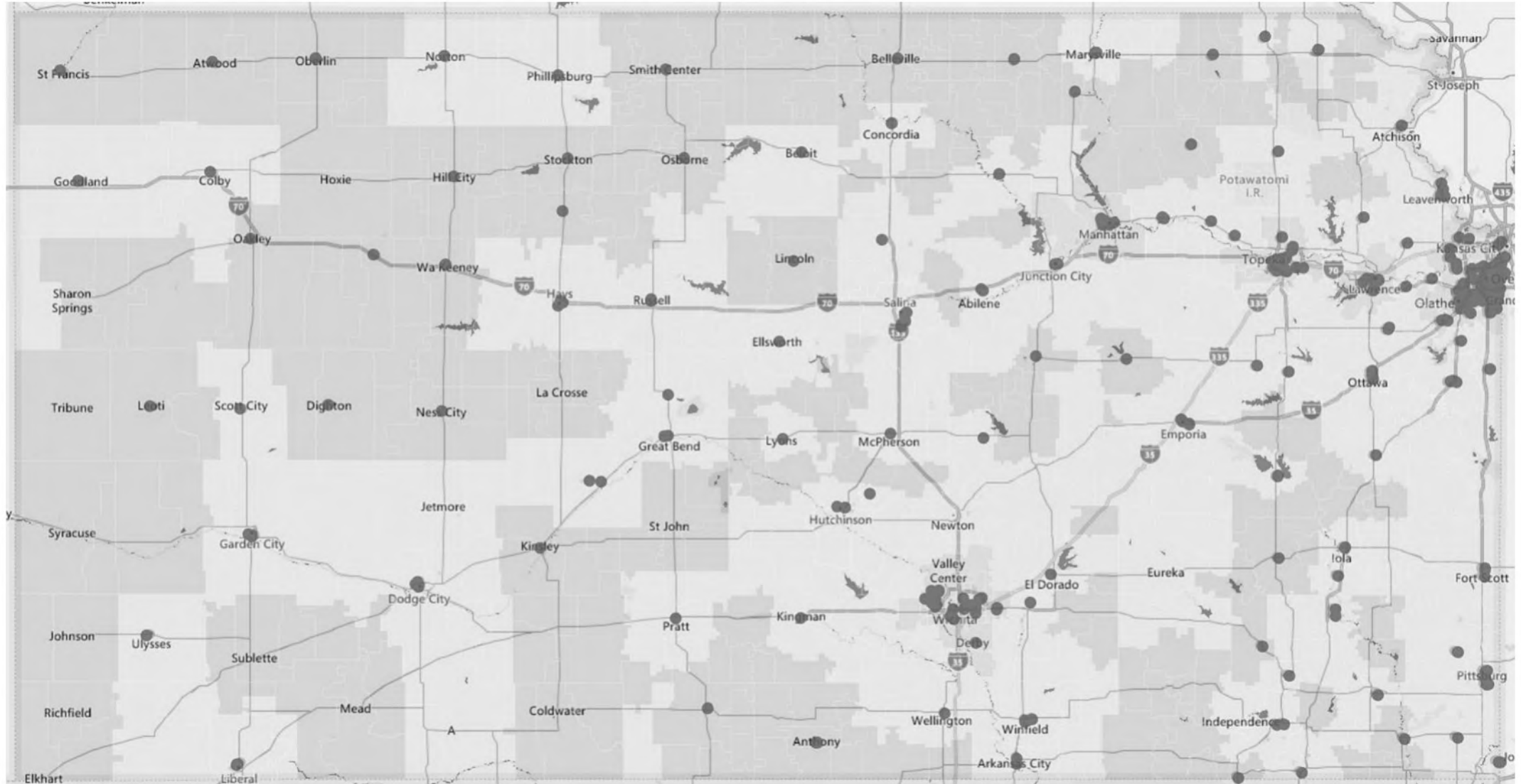
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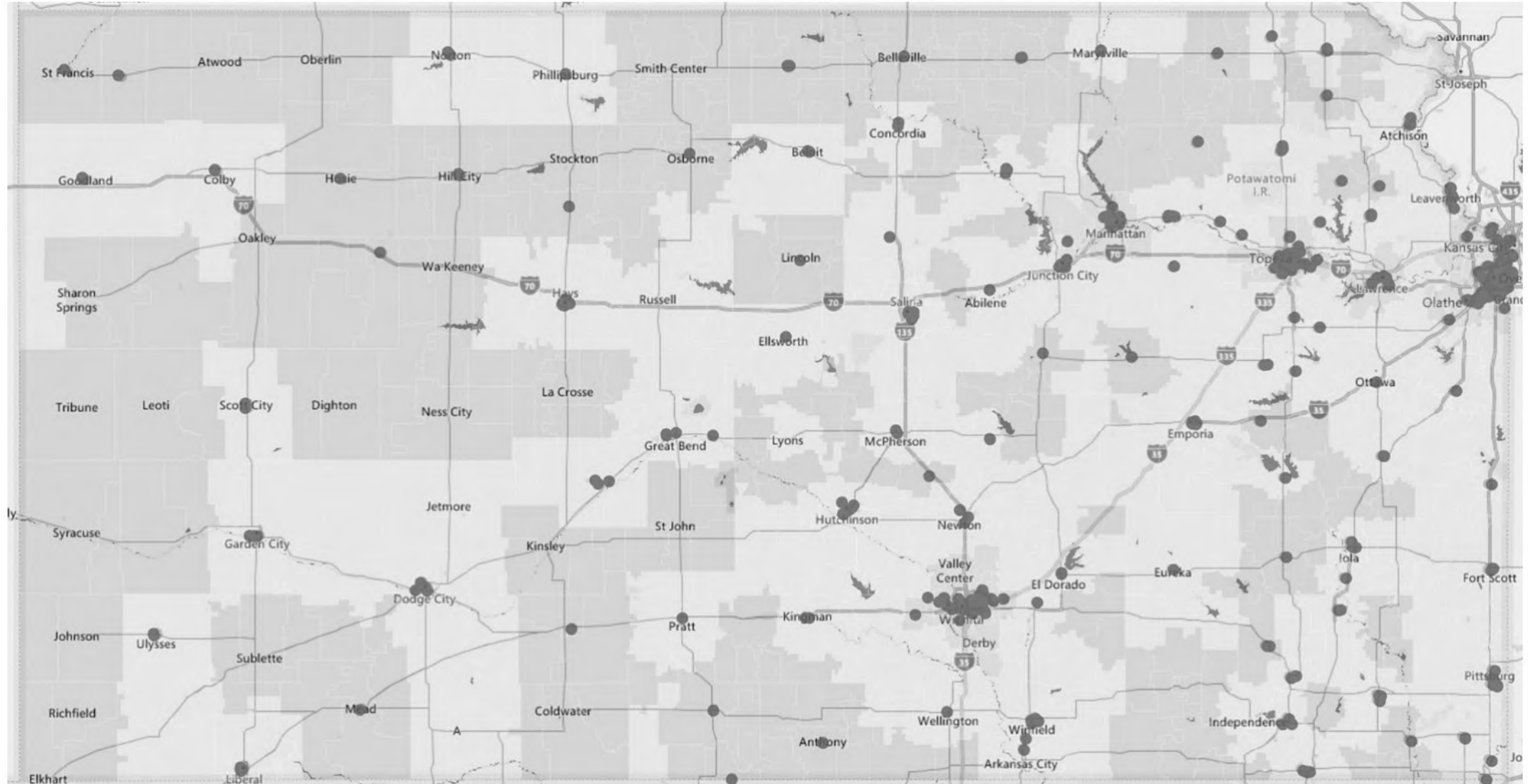
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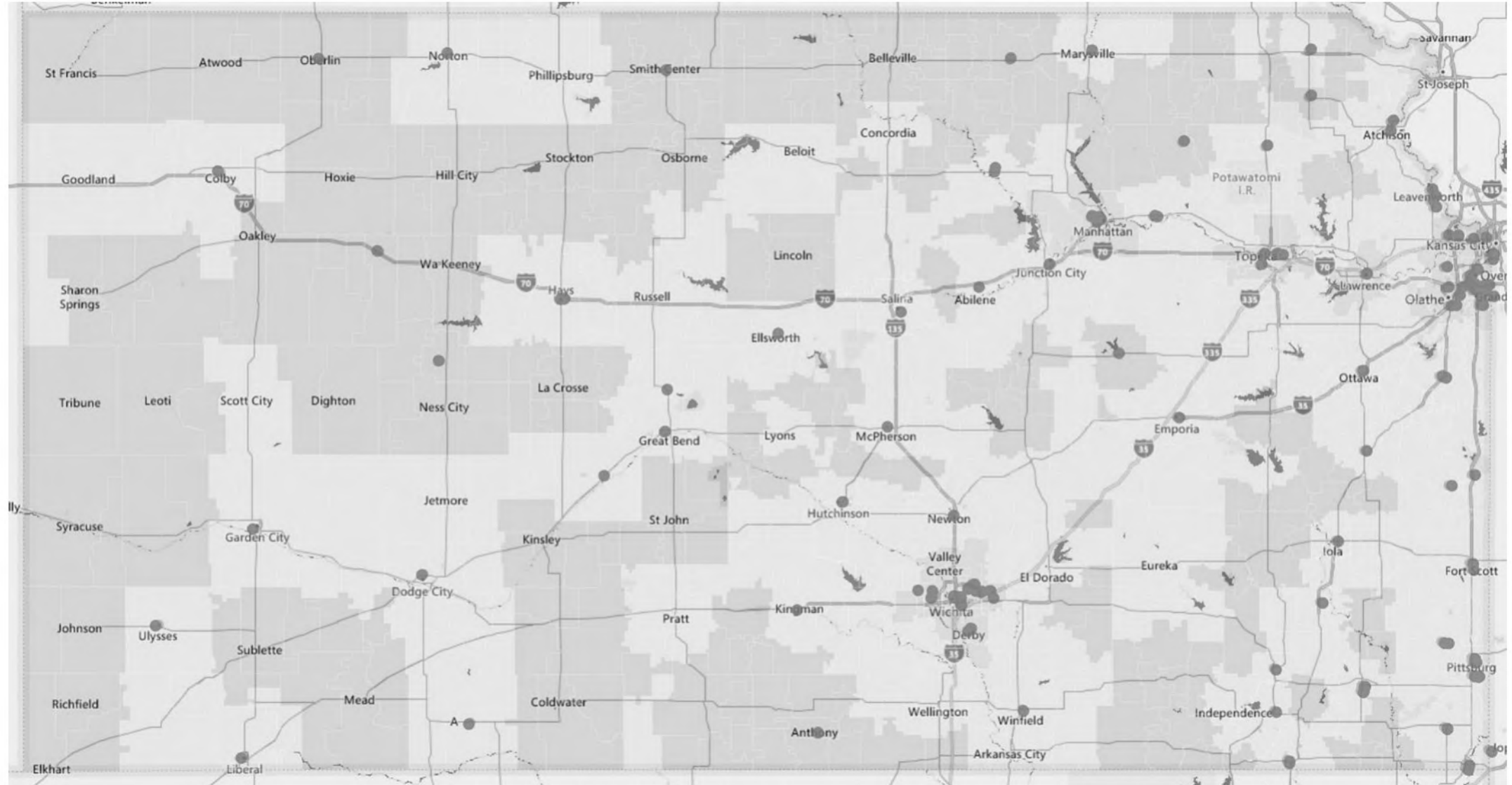
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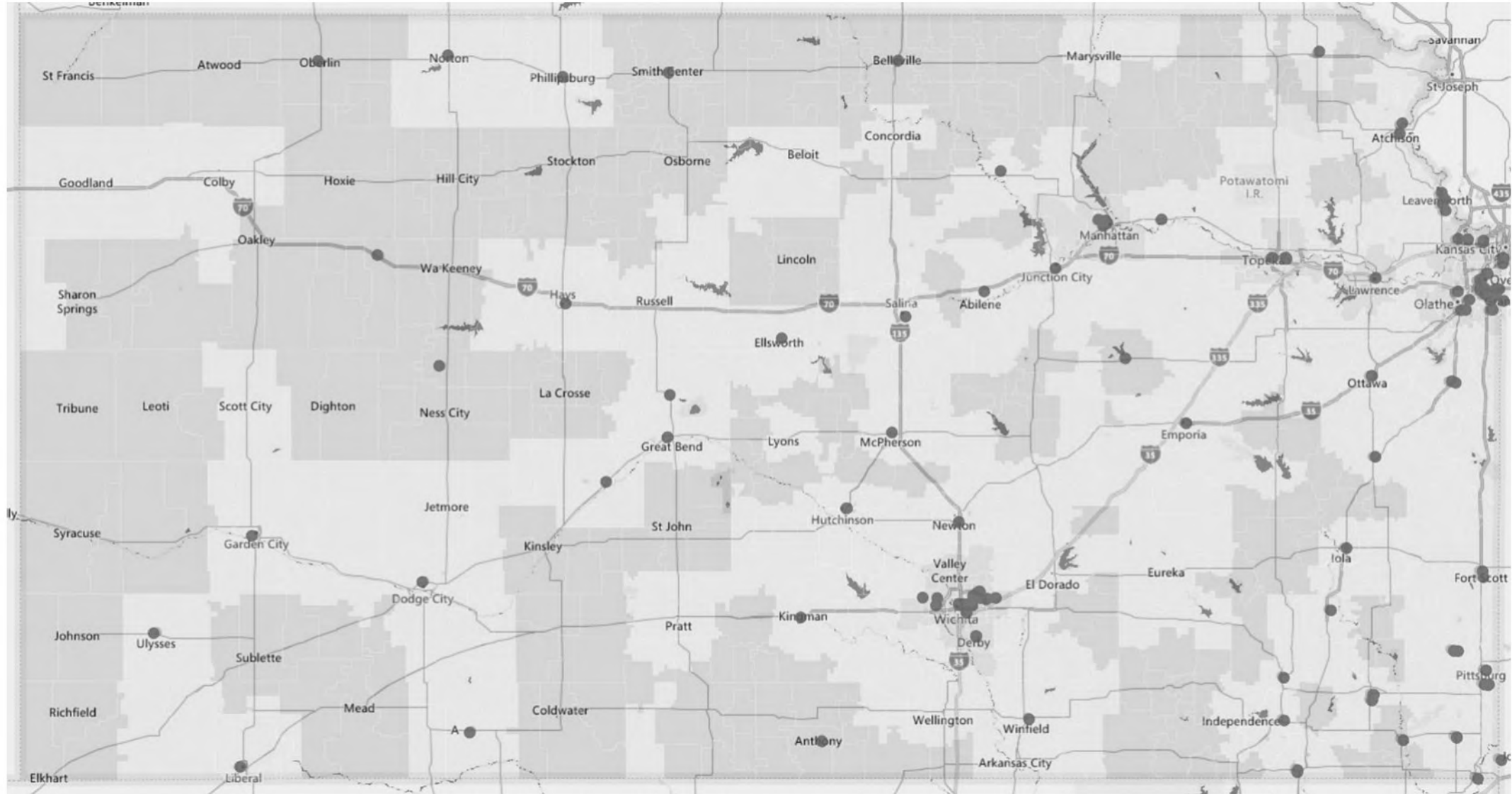
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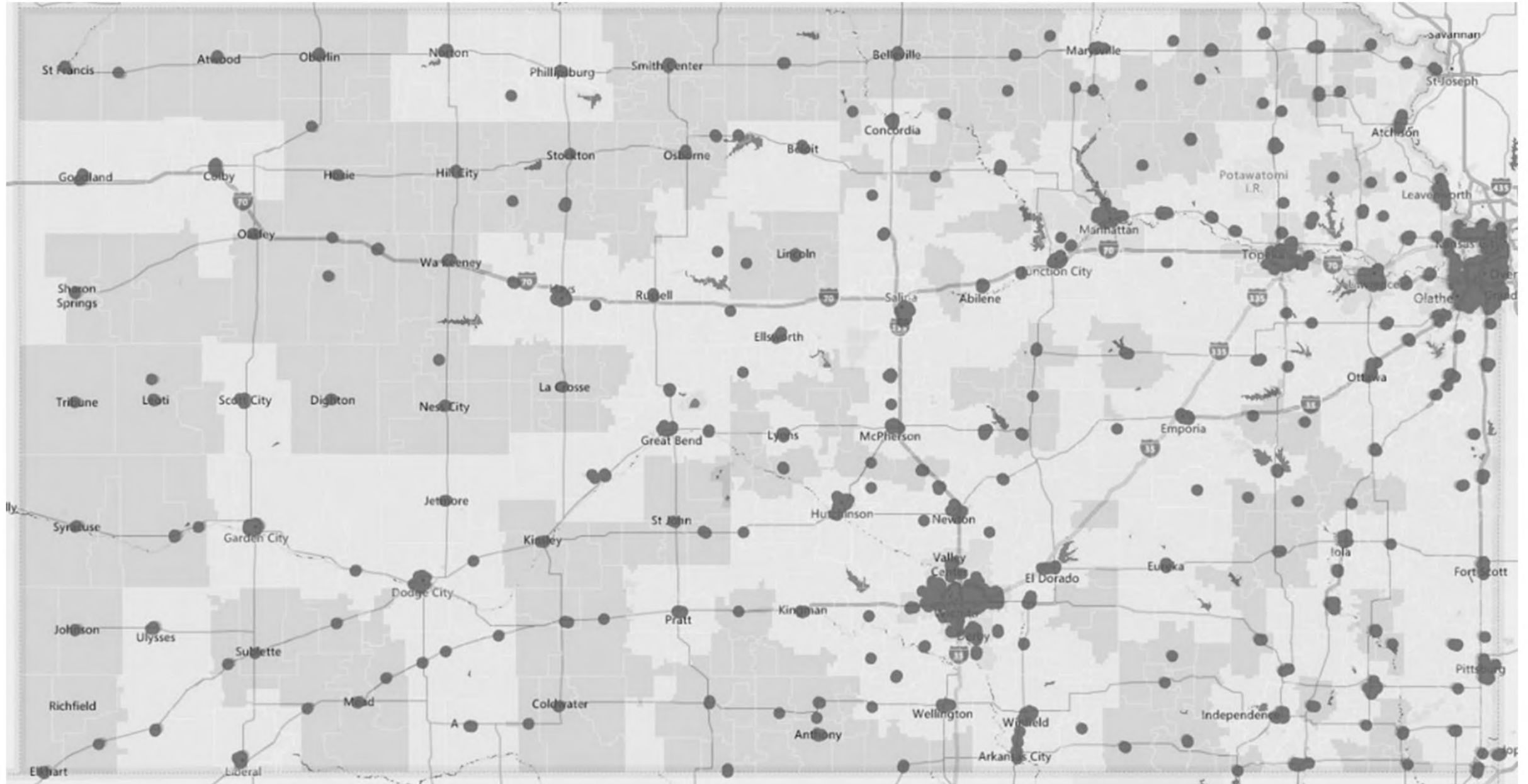
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