

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

November 13, 2023

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

Dear Mr. Mulvey:

This letter is the sixteenth 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
Search #1, <u>HQ</u> <u>FOIA ITEM 2</u>	[("access to care" OR "patient access") AND ("data" OR "numbers")] AND ("website" OR "site" OR "portal") AND ("transfer" OR "move" OR "shift" OR "relocate" OR "create date" OR "inspector general")	<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

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<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.”
3. “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.”
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 thousand fifty-three (1053) 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. The Bates numbers for this dataset start at number 7773 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**

VISION PLAN

*Updated Response to
38 U.S.C. 7330C(b):
Strategy Regarding the
Department of Veterans
Affairs High-Quality
Integrated Health Care
System*

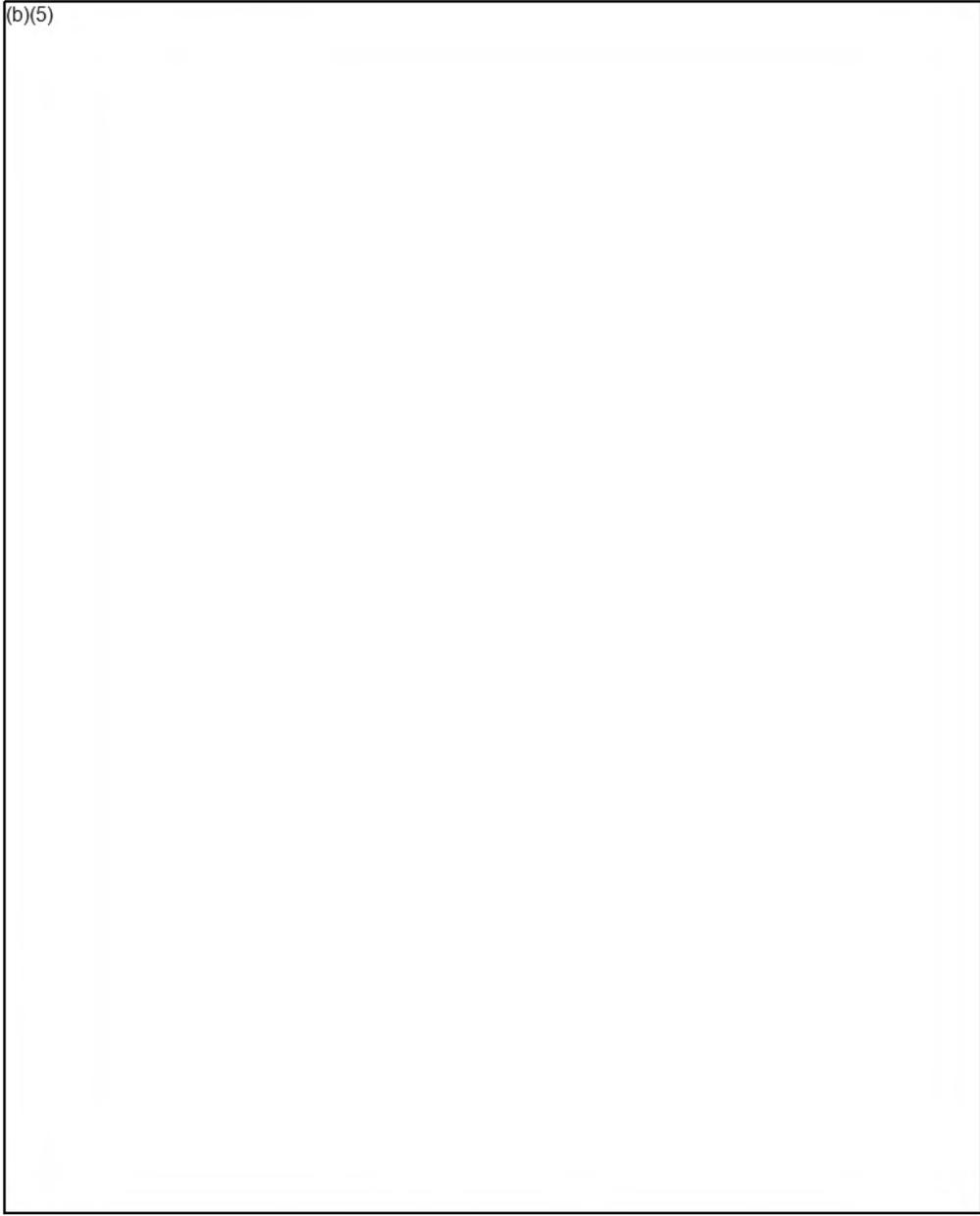
December 2020

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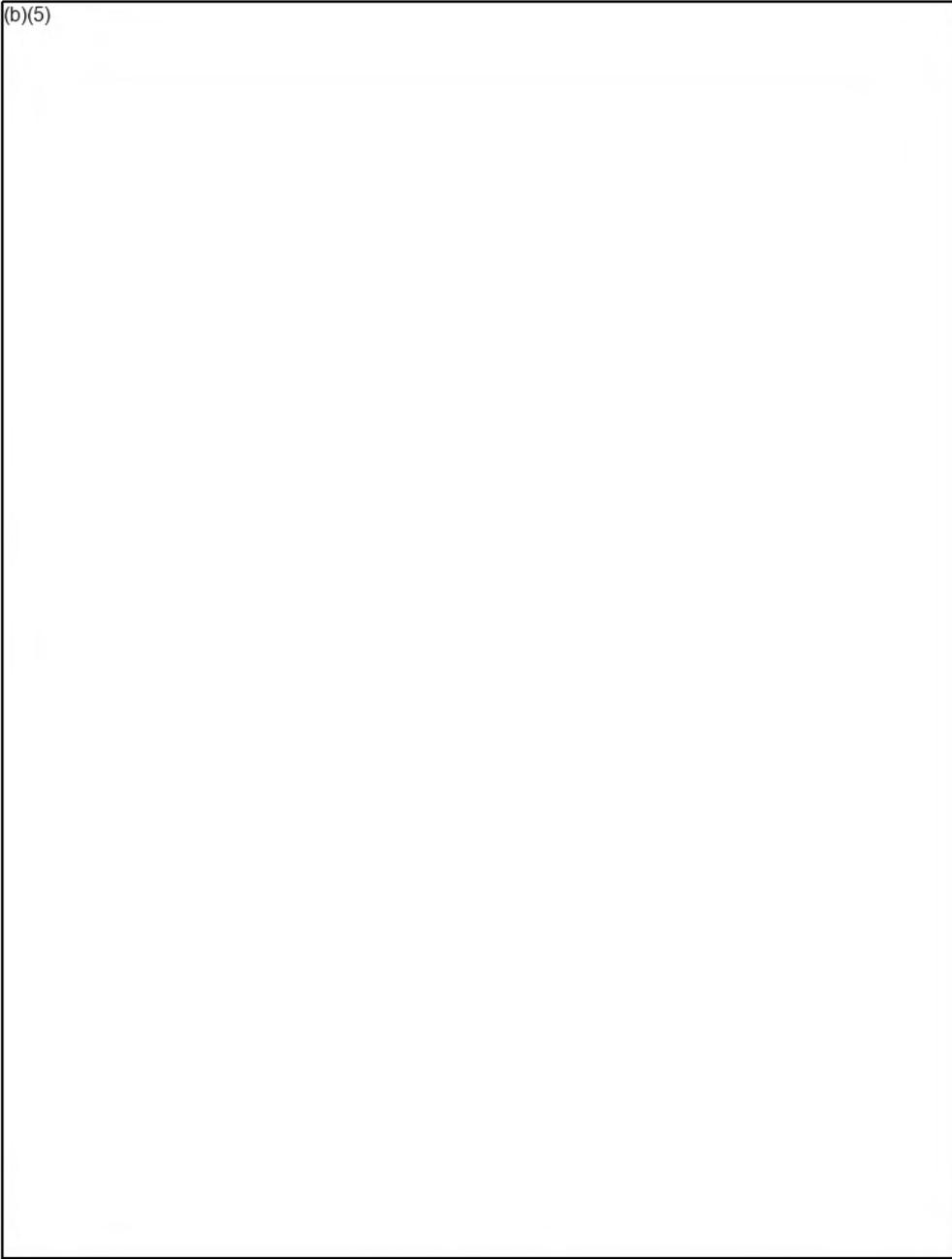
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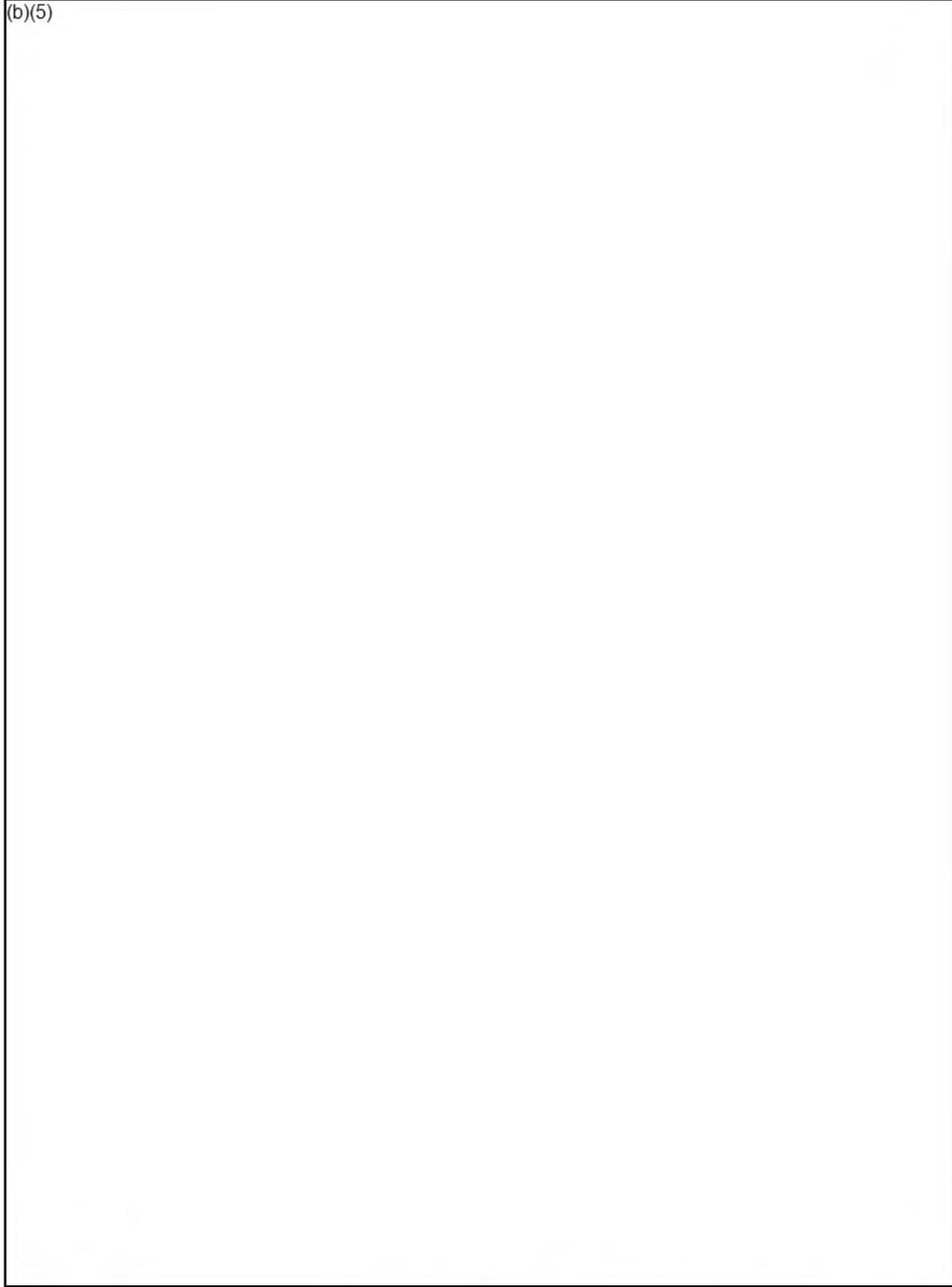
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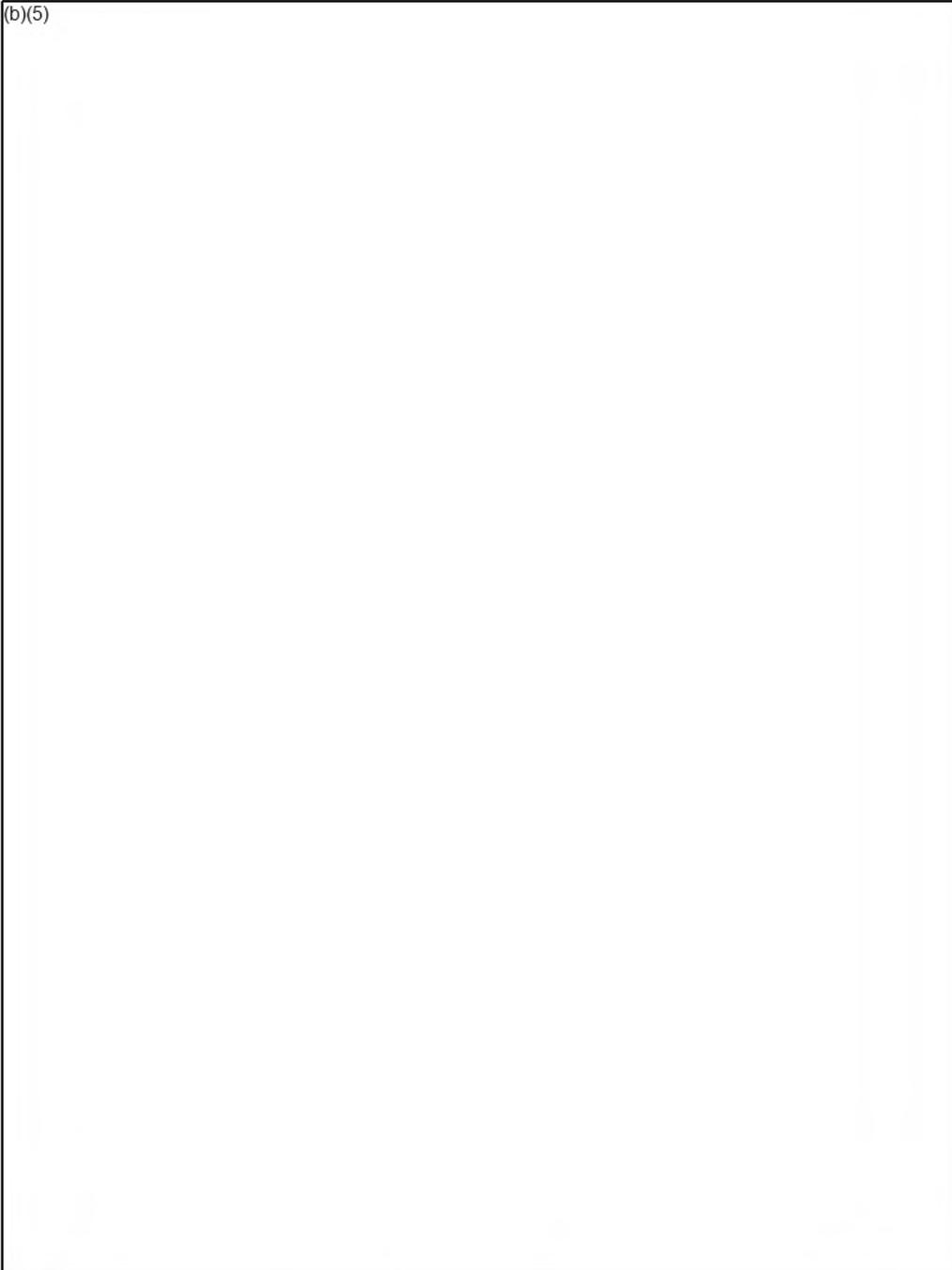
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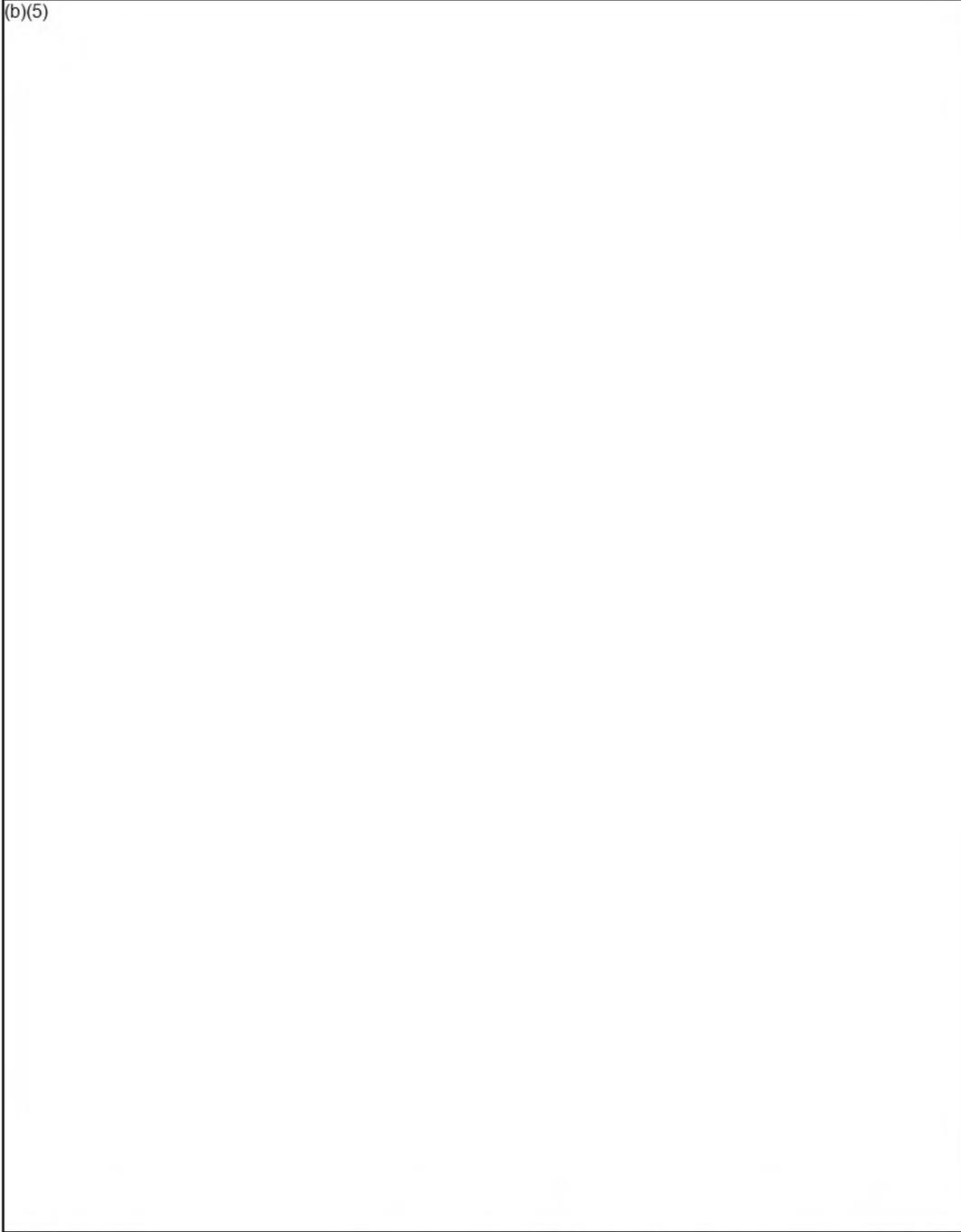
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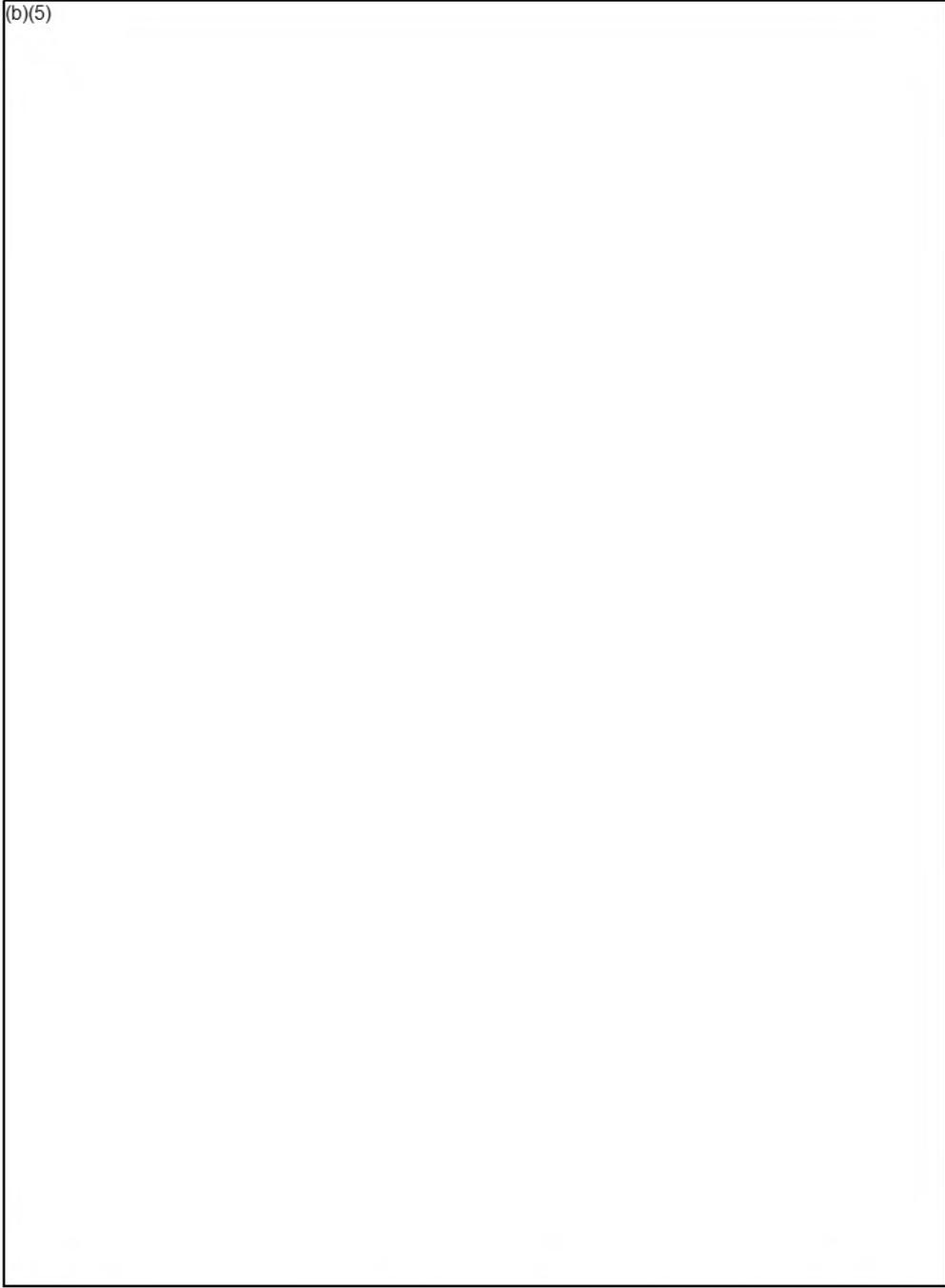
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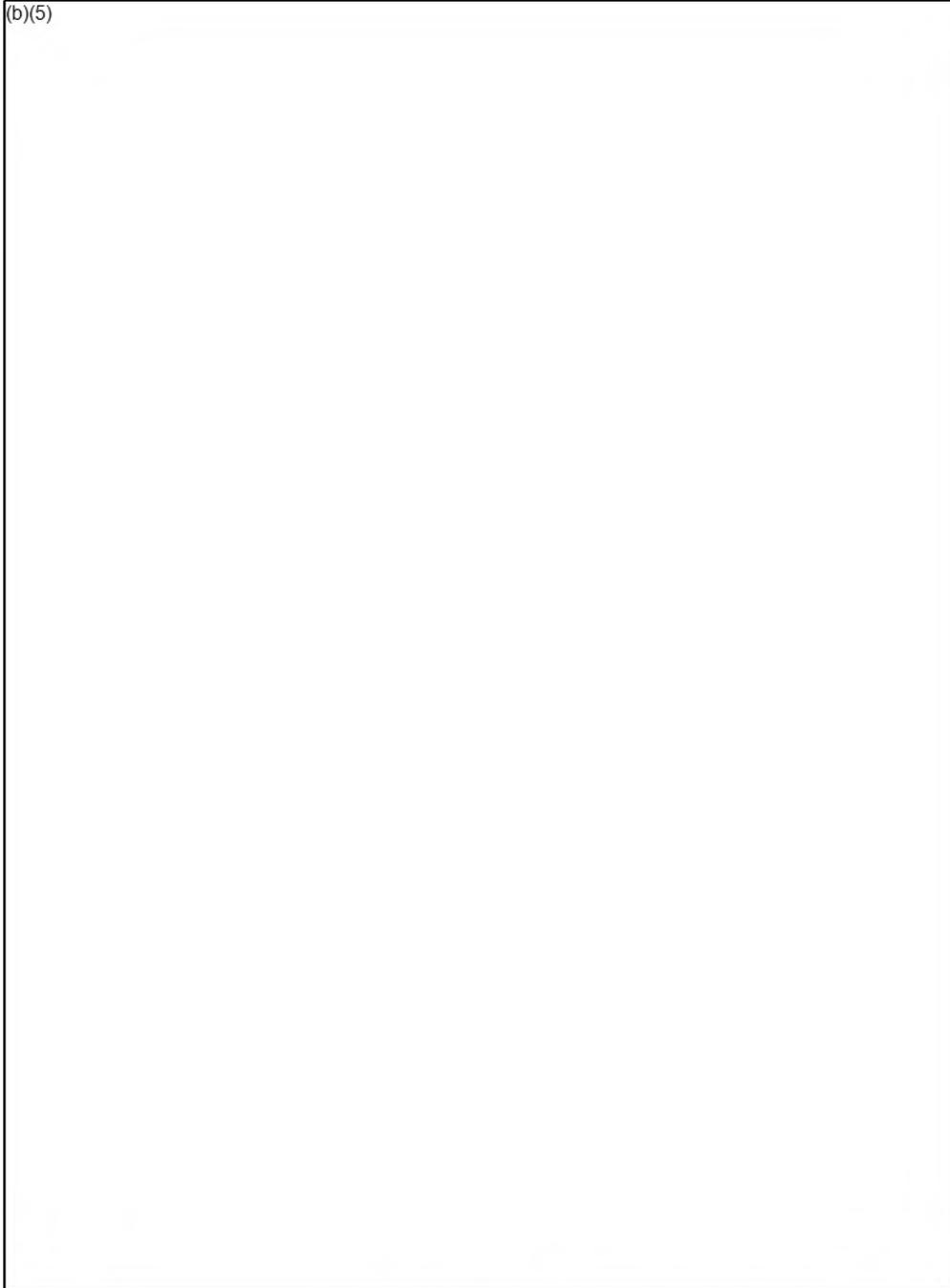
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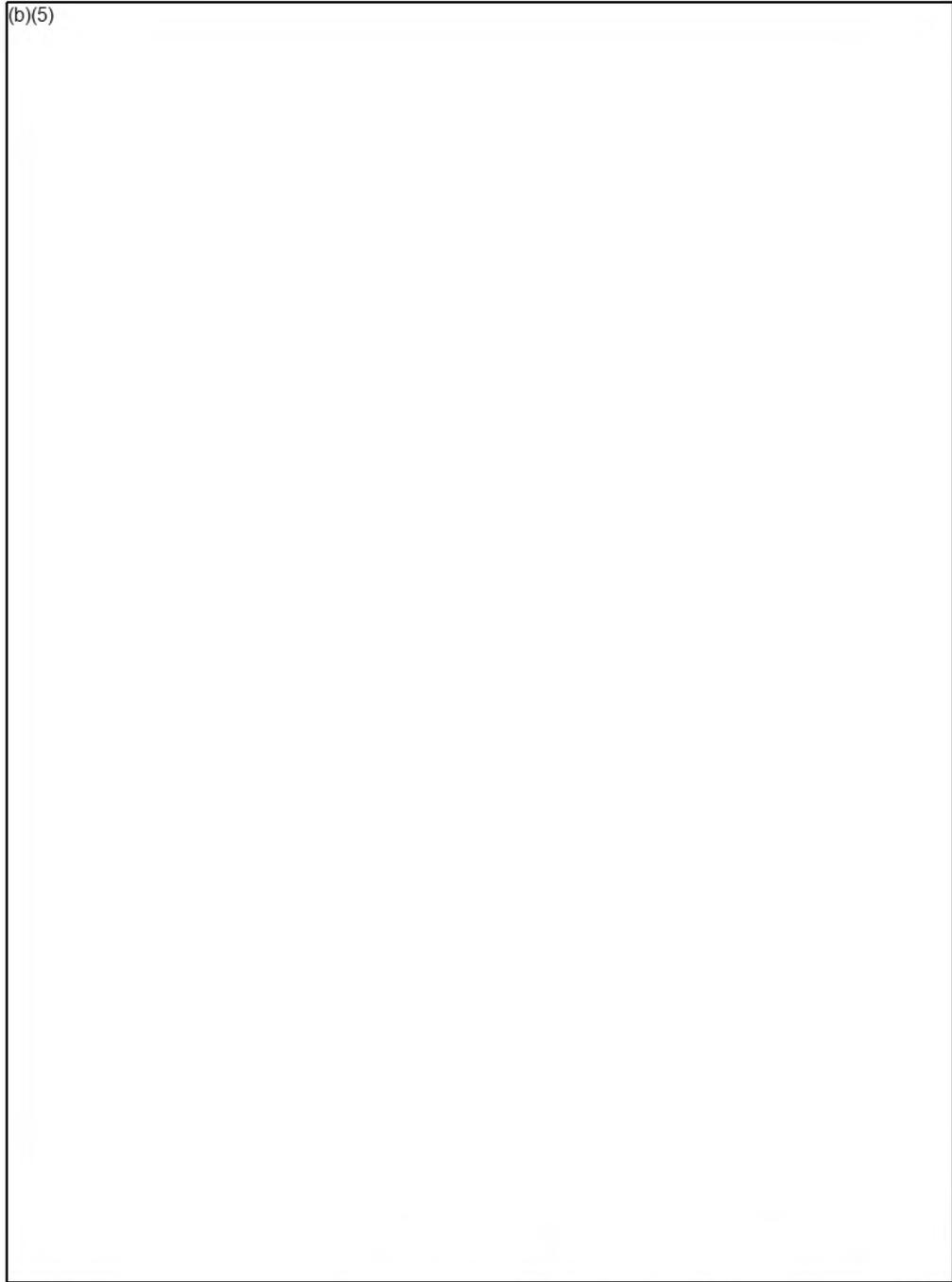
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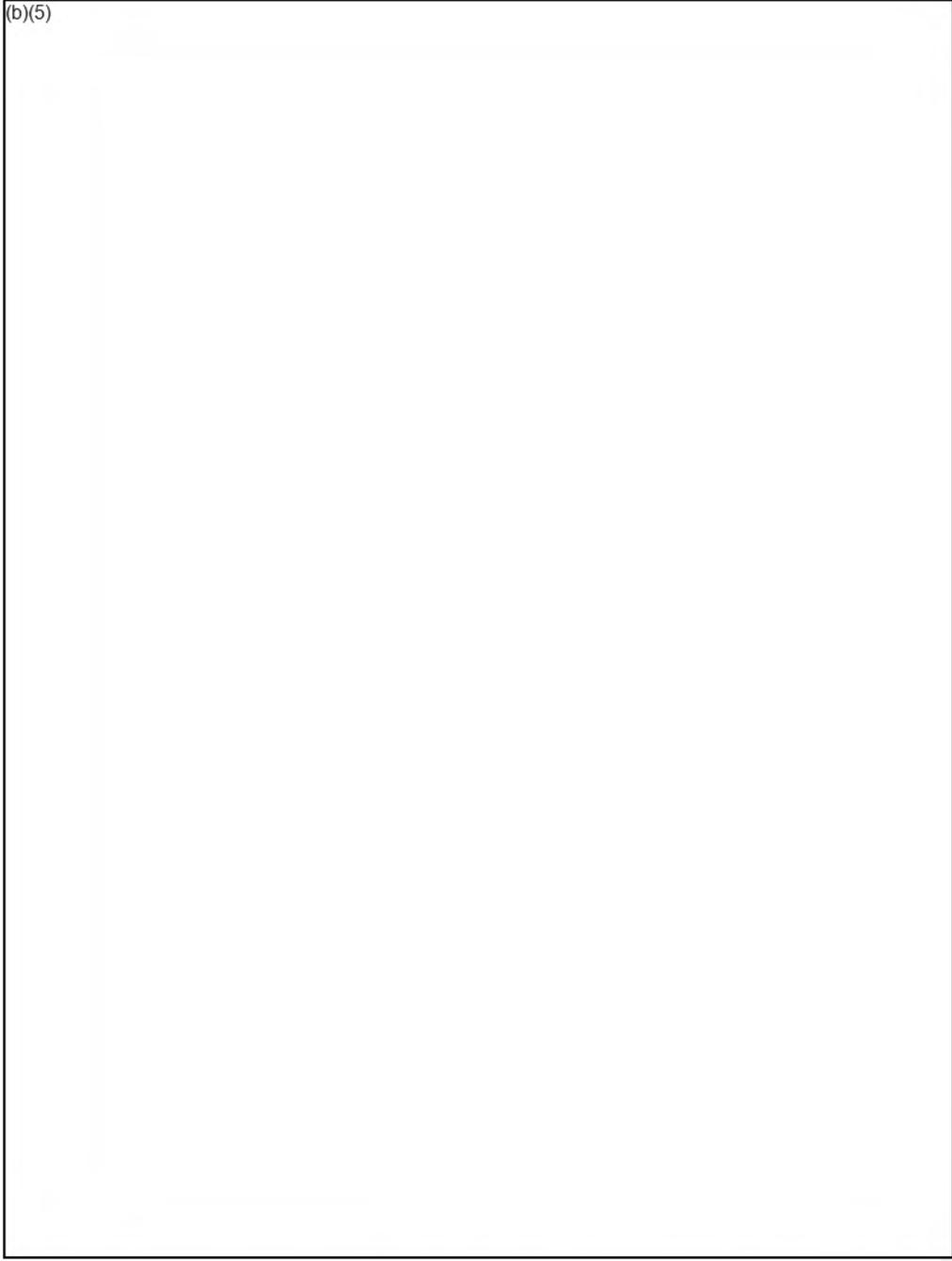
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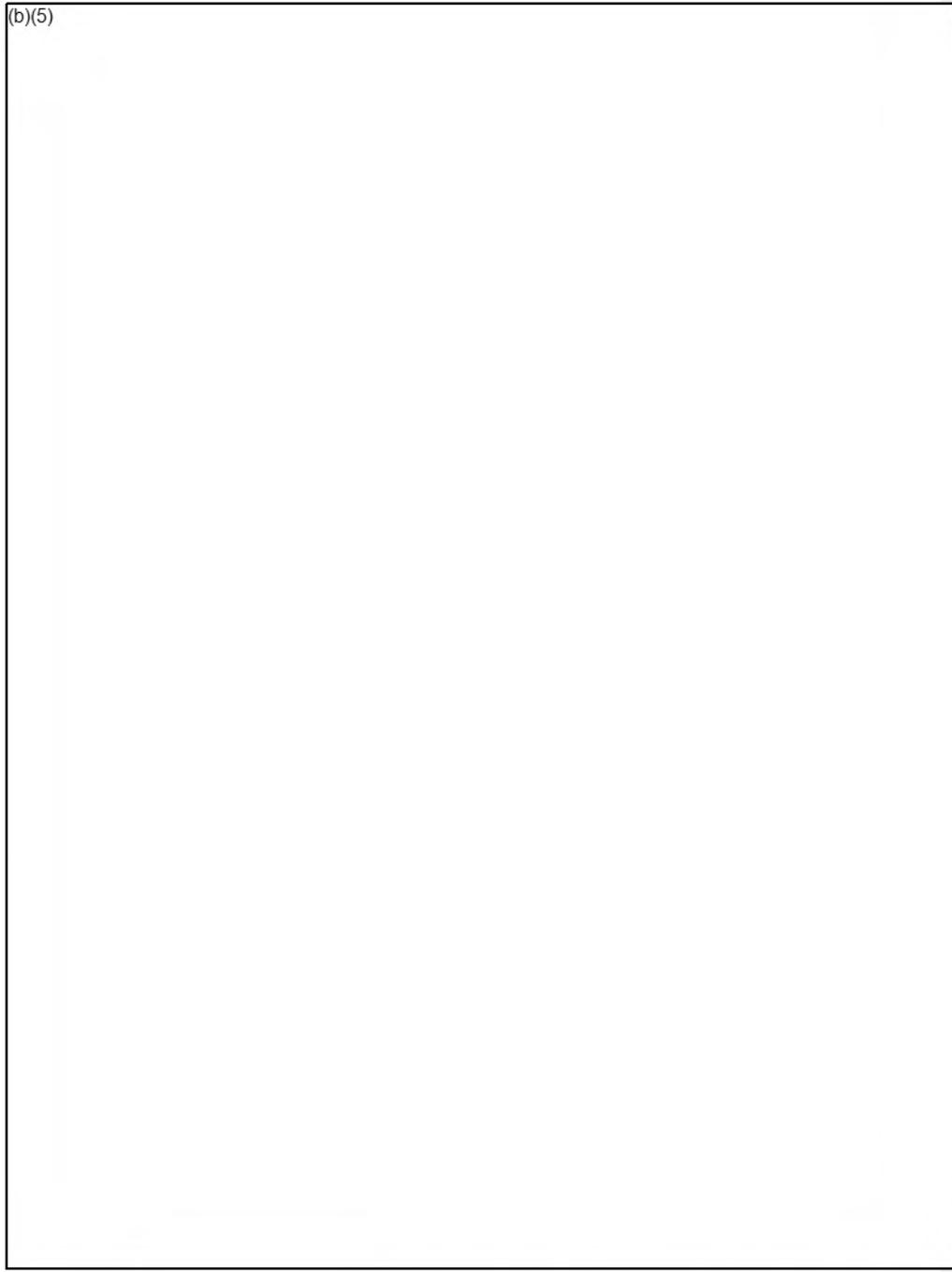
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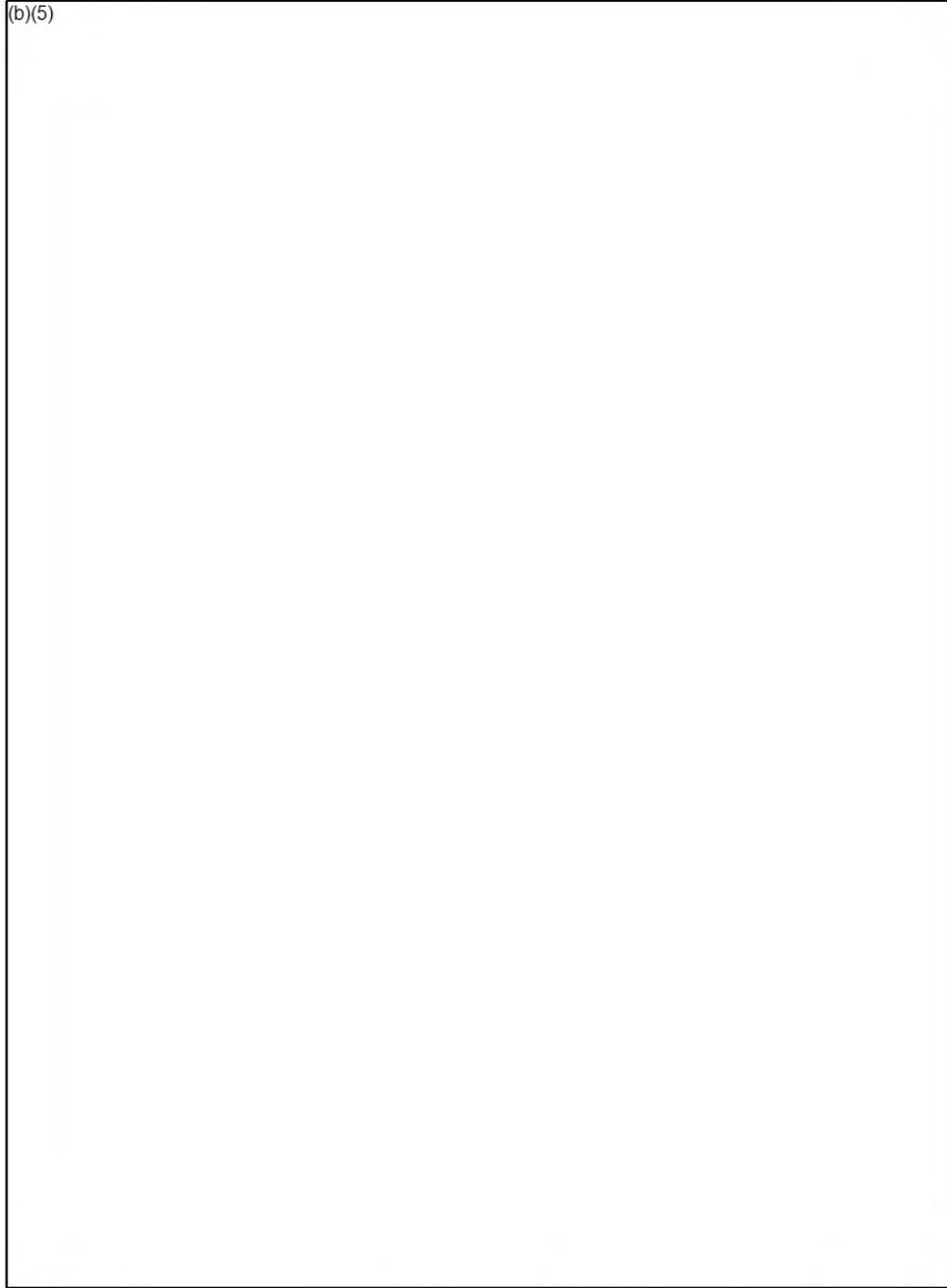
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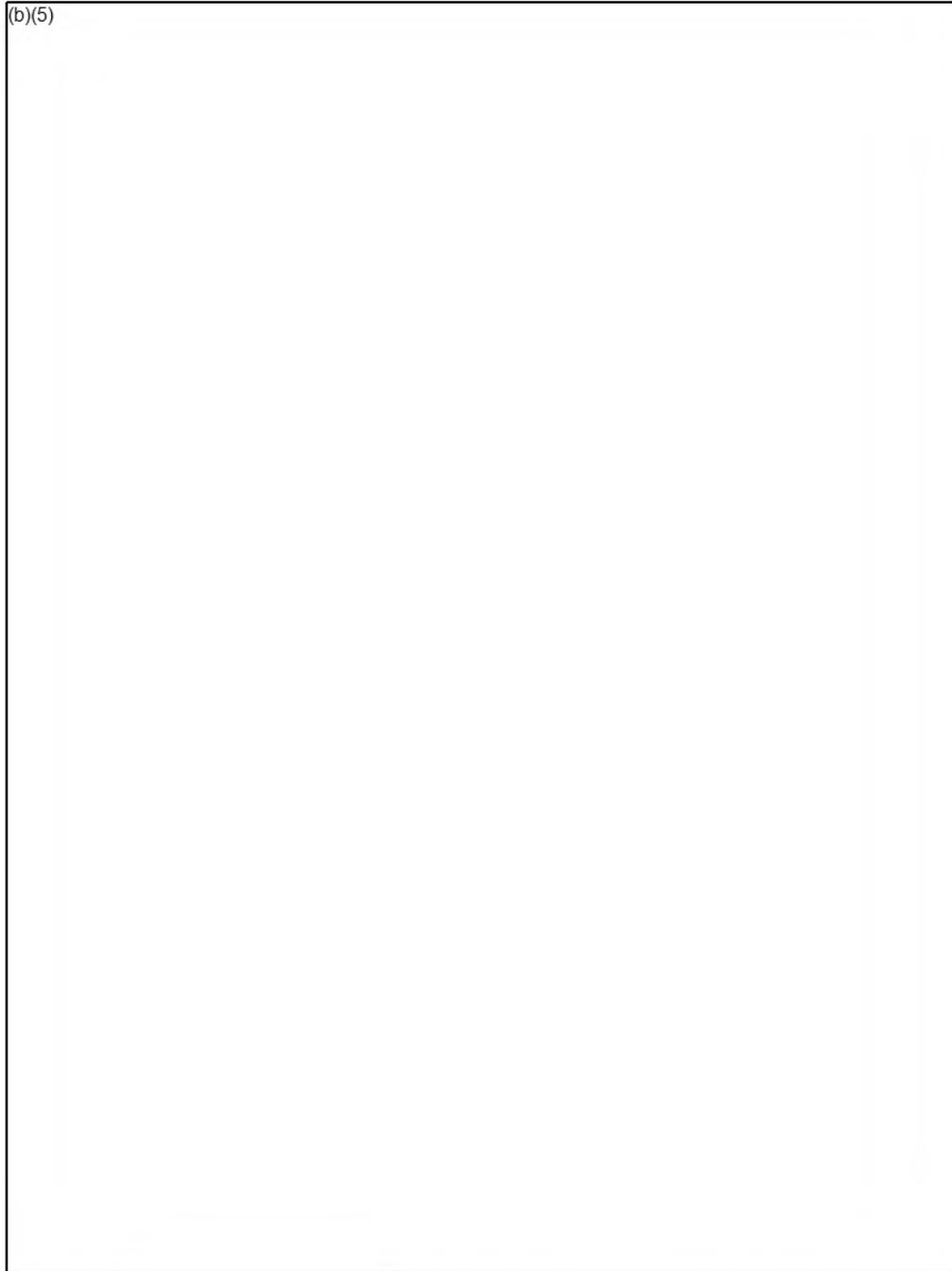


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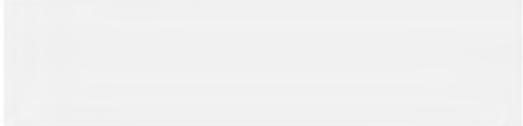
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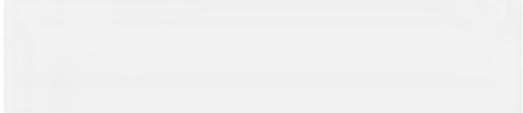
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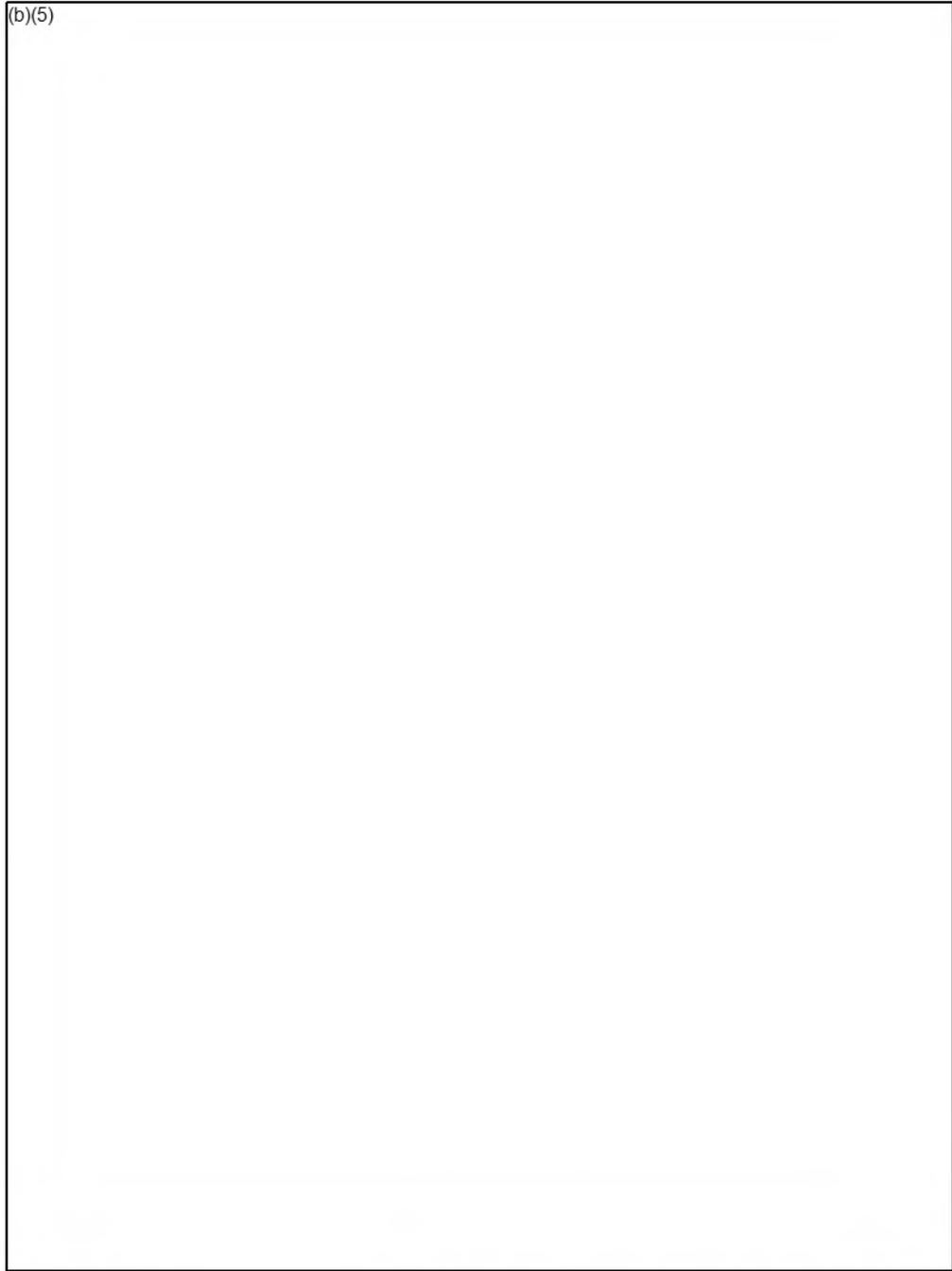




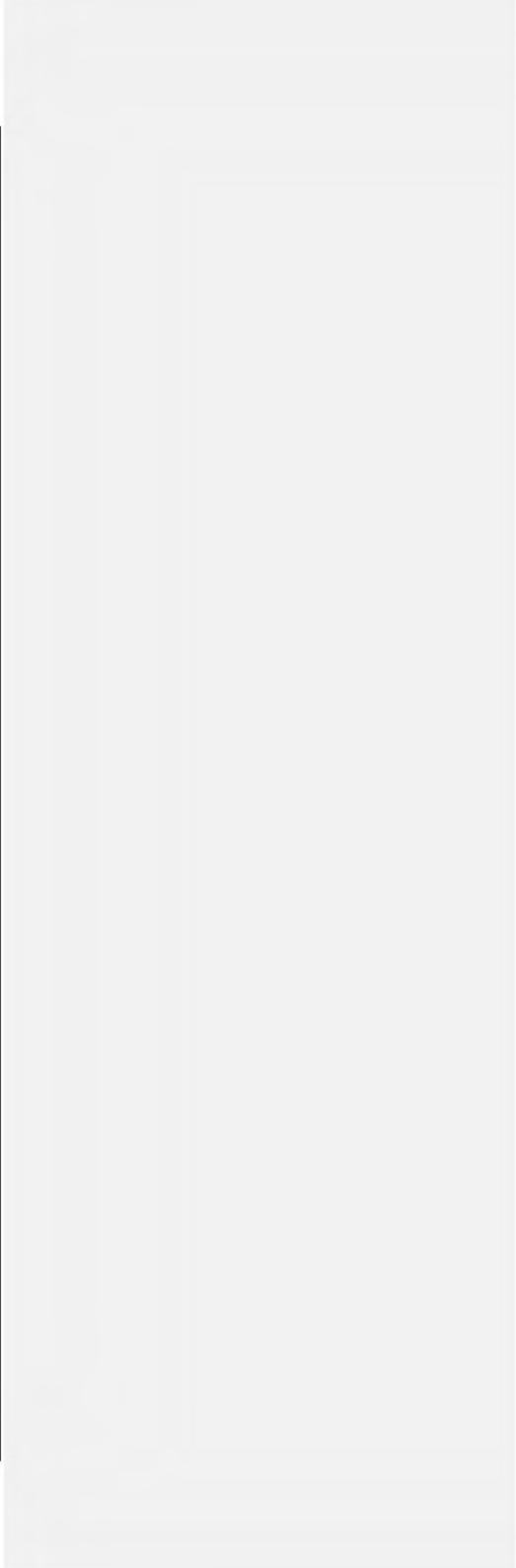
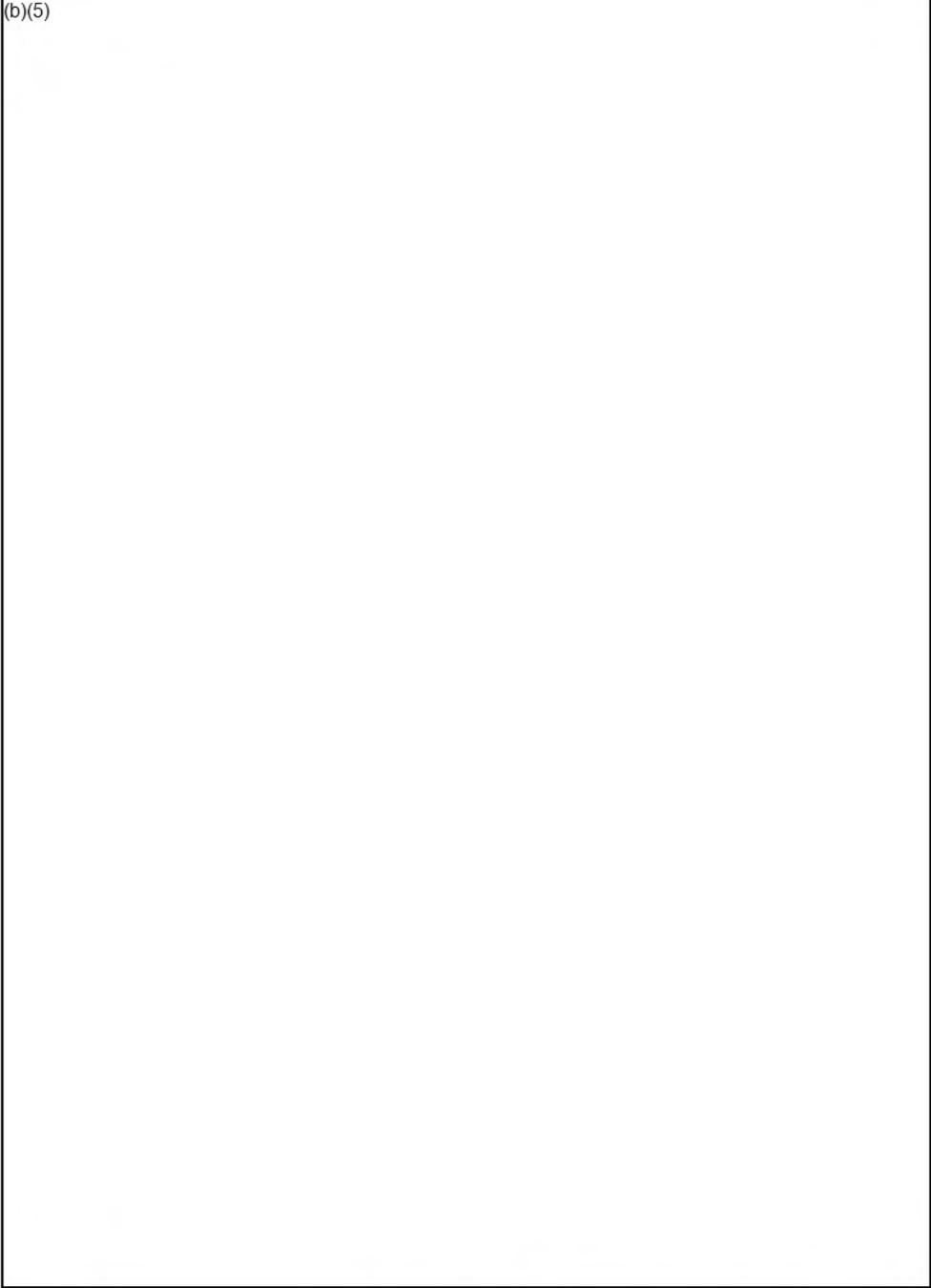
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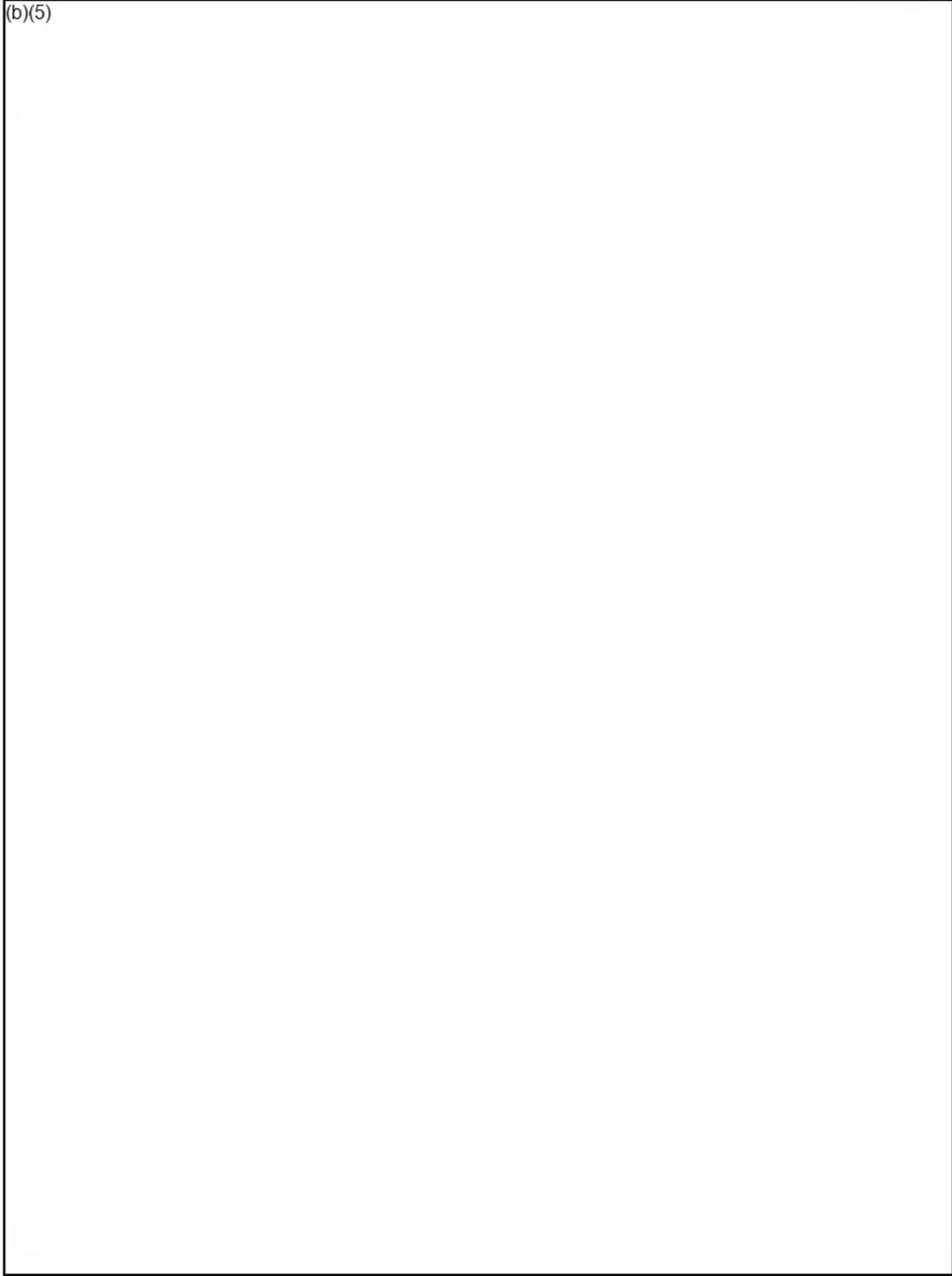
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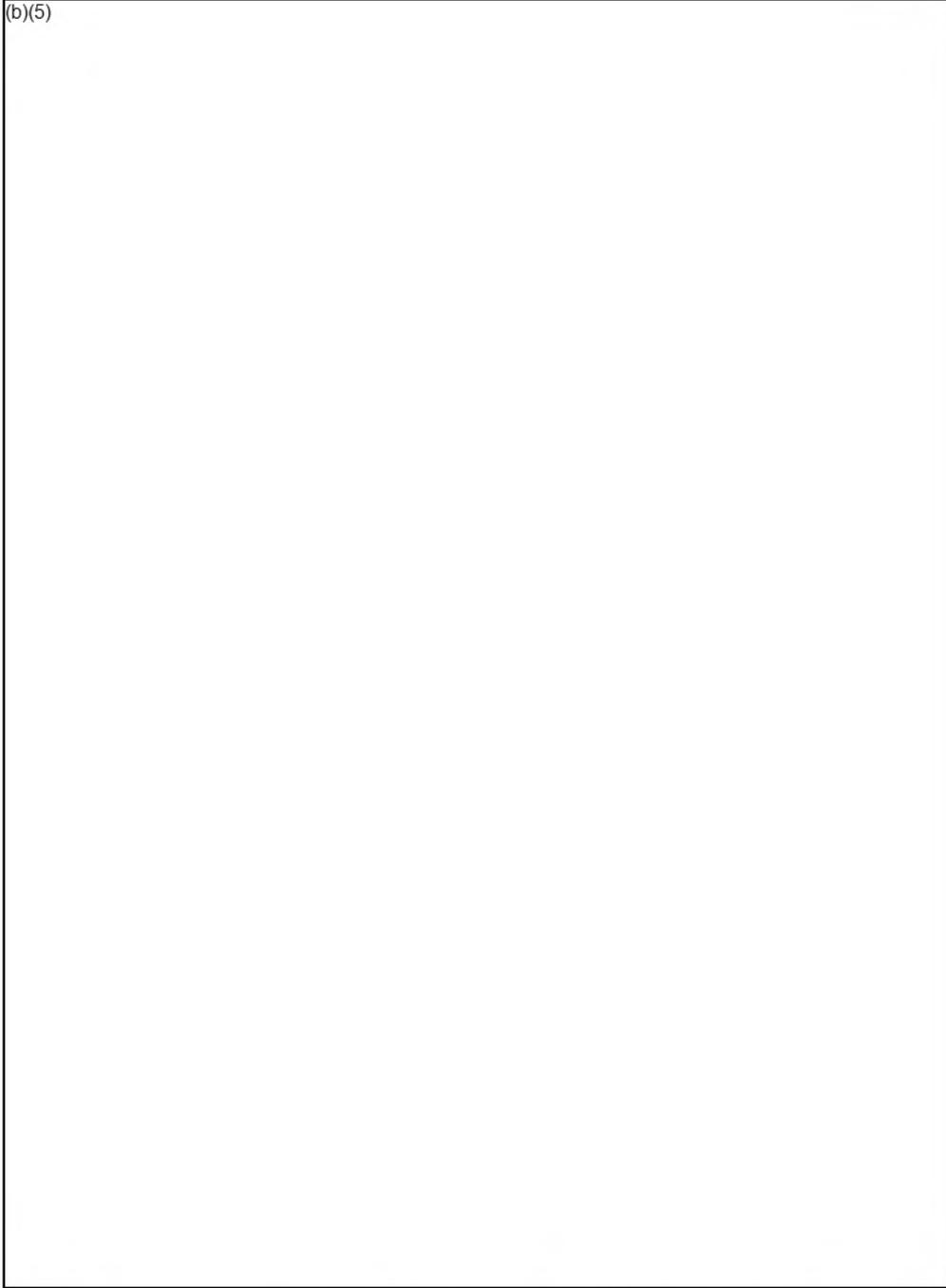
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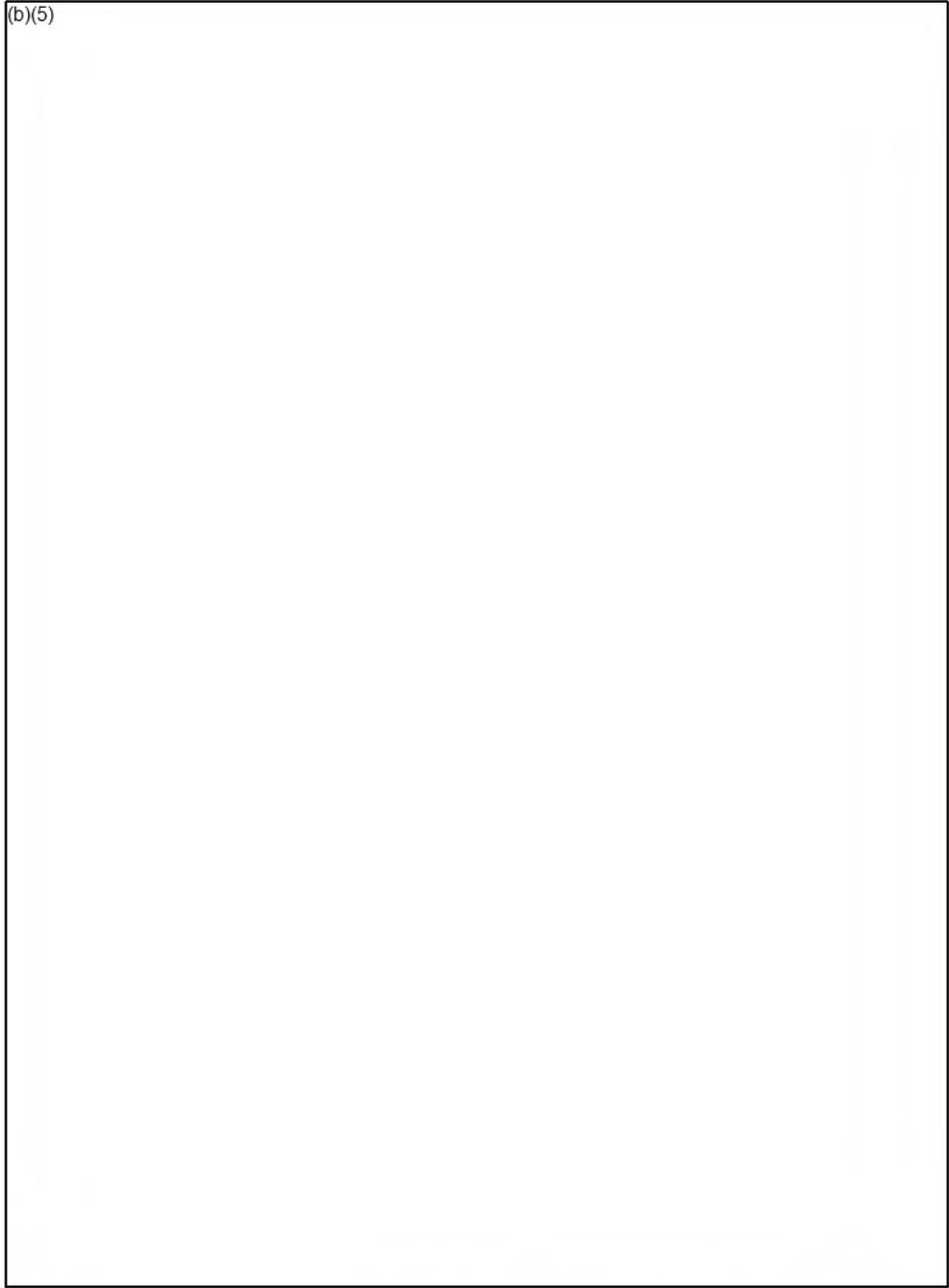
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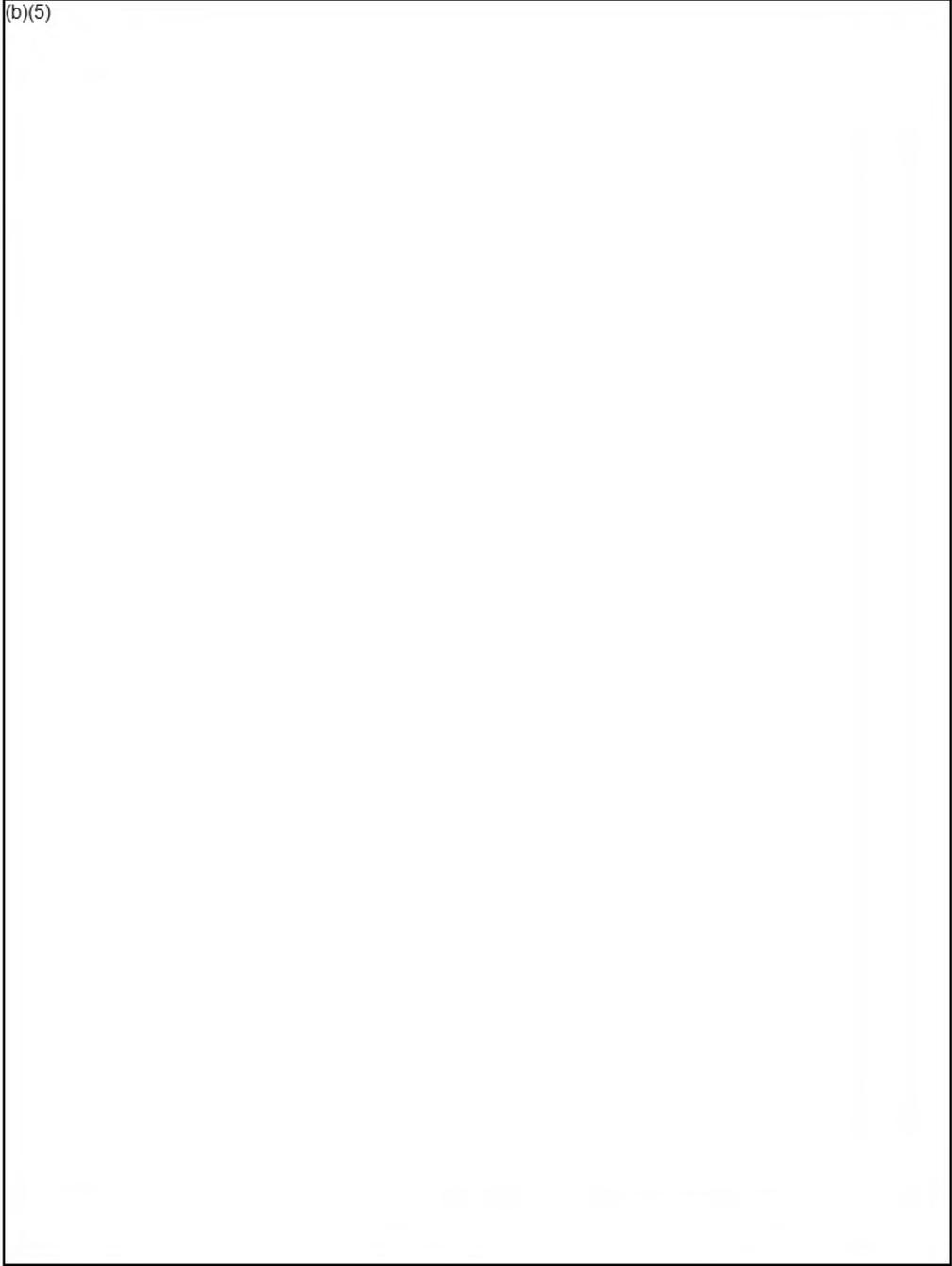
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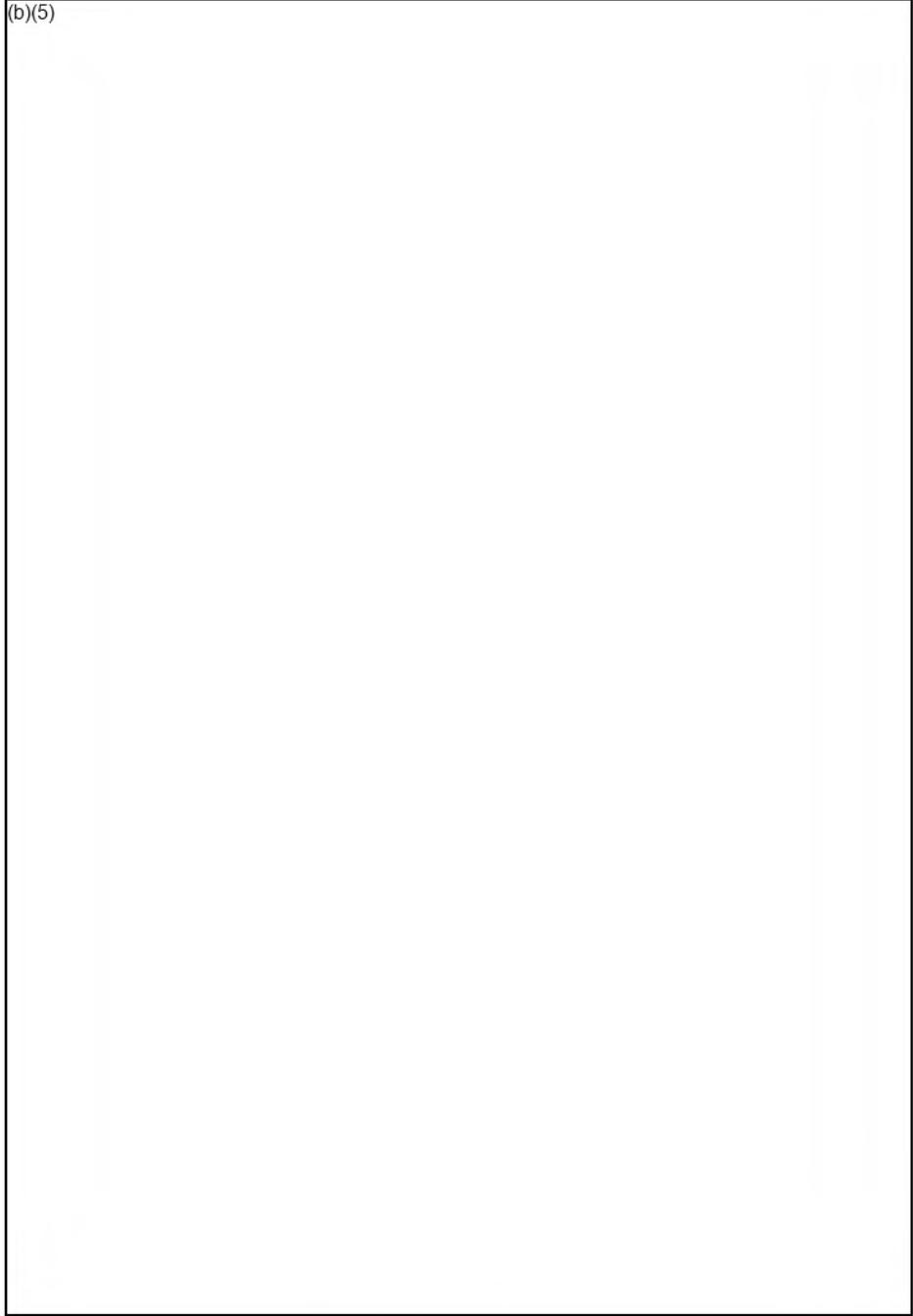
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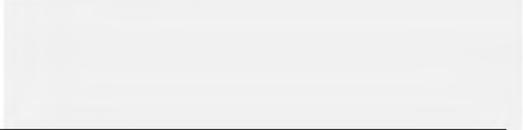


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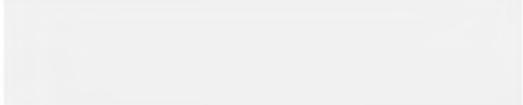
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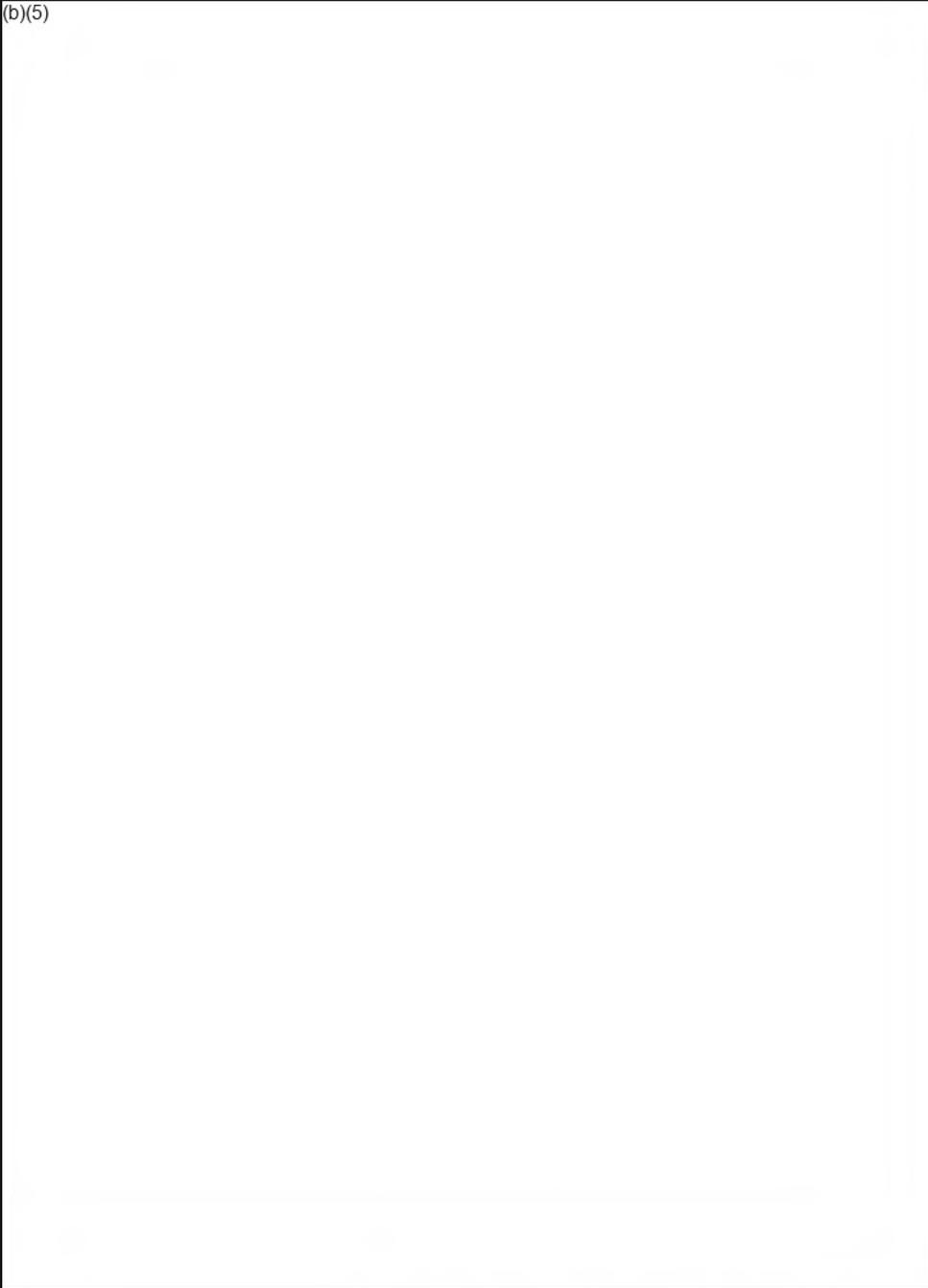


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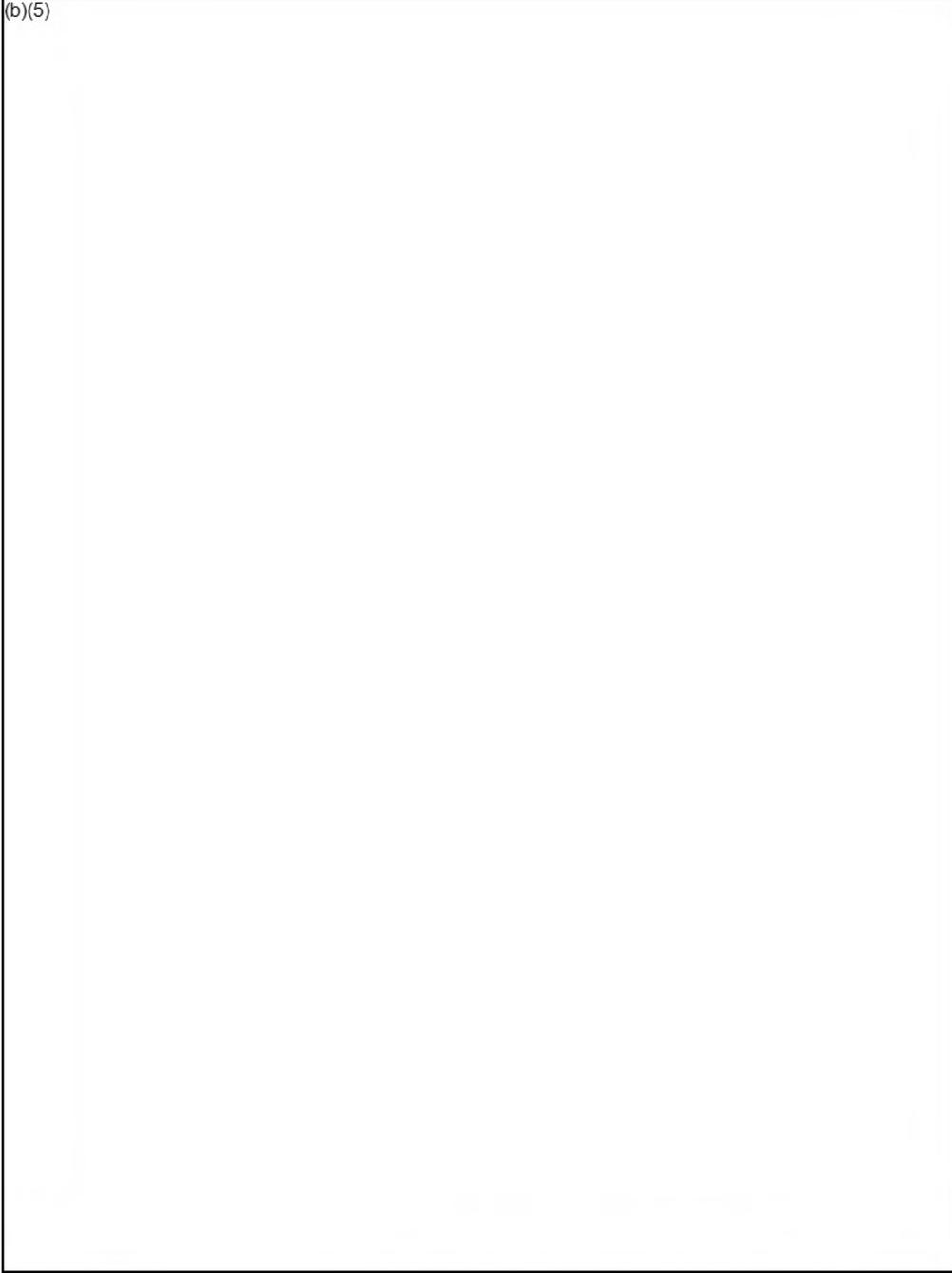


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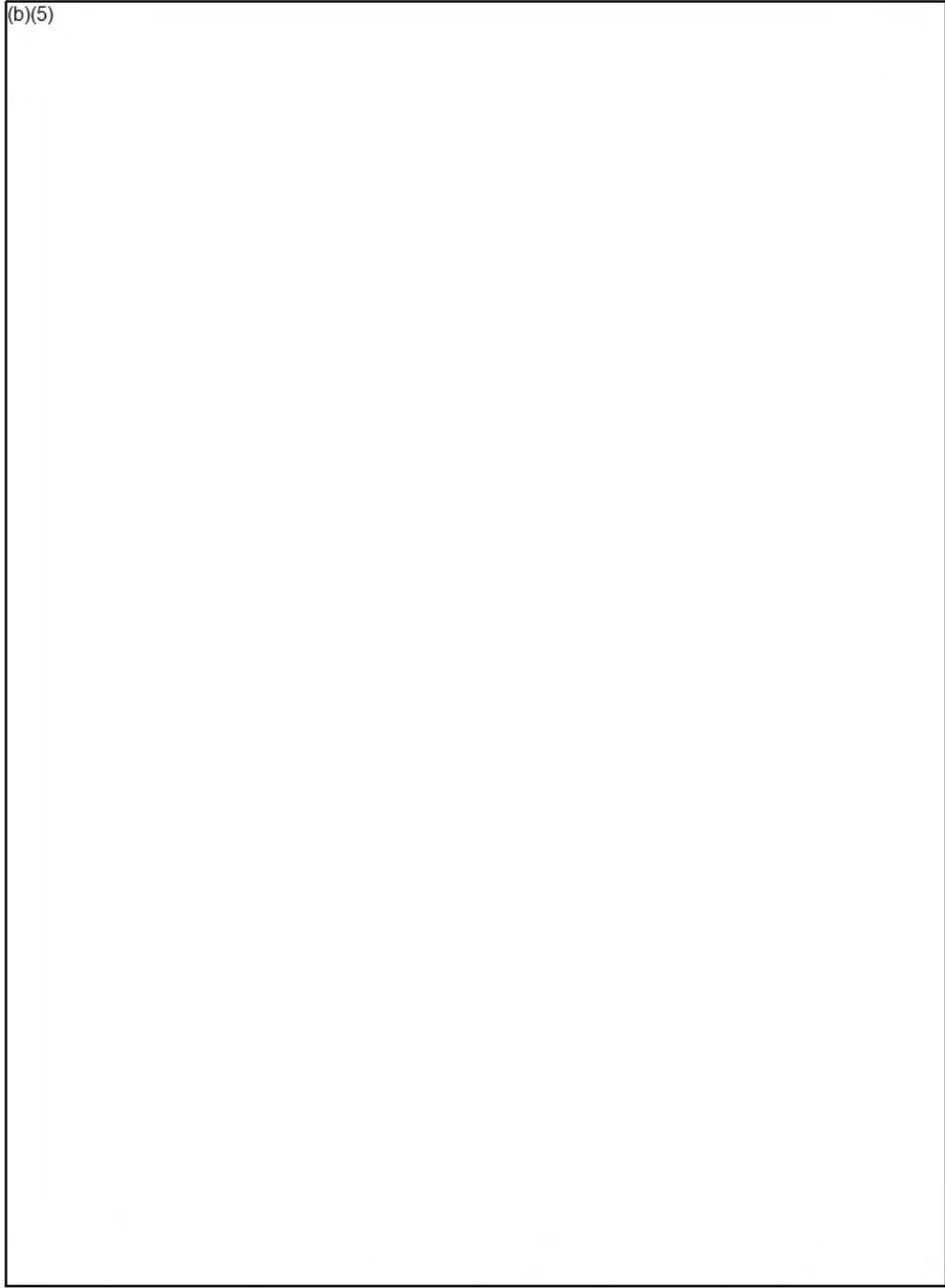
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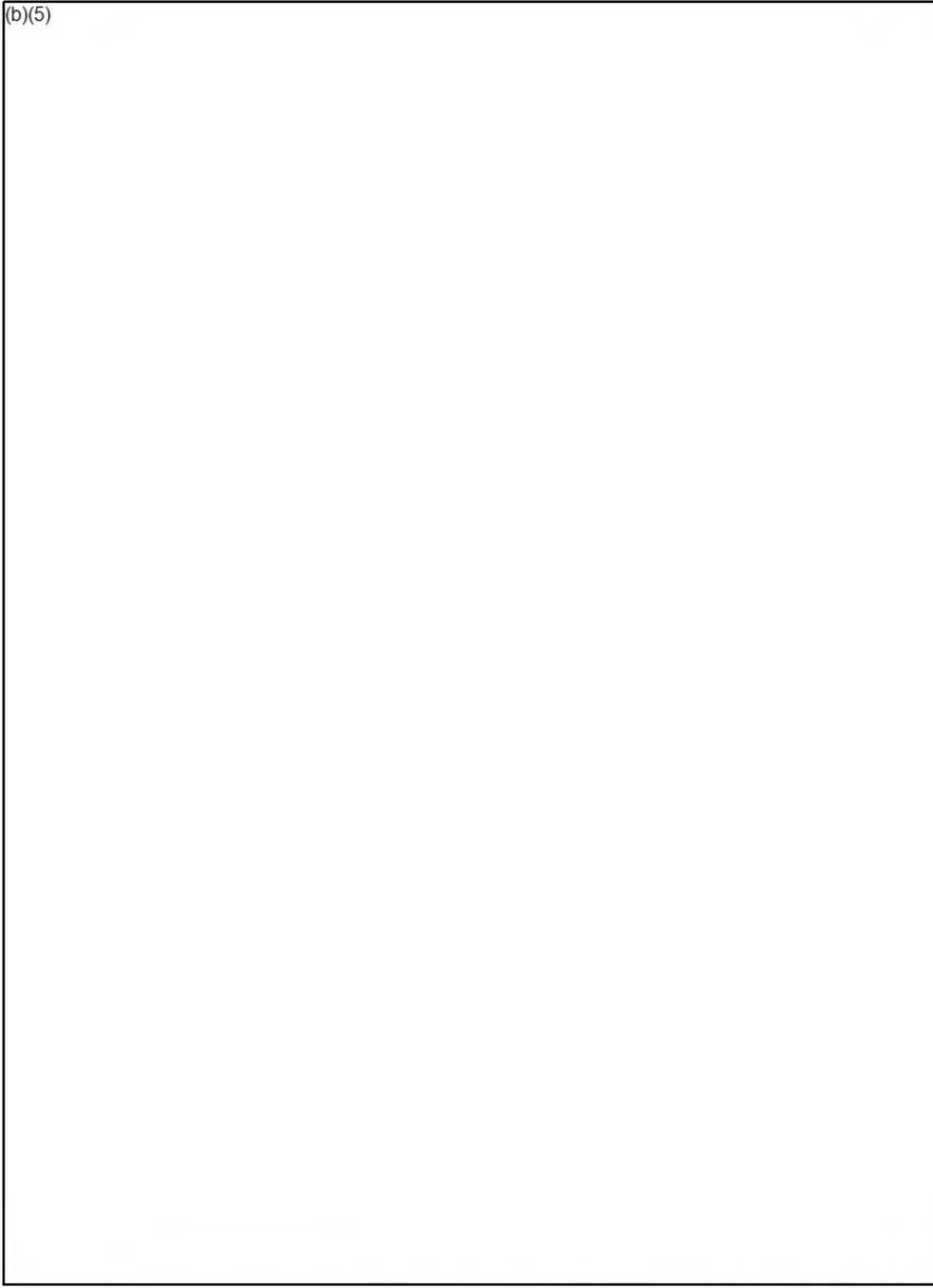


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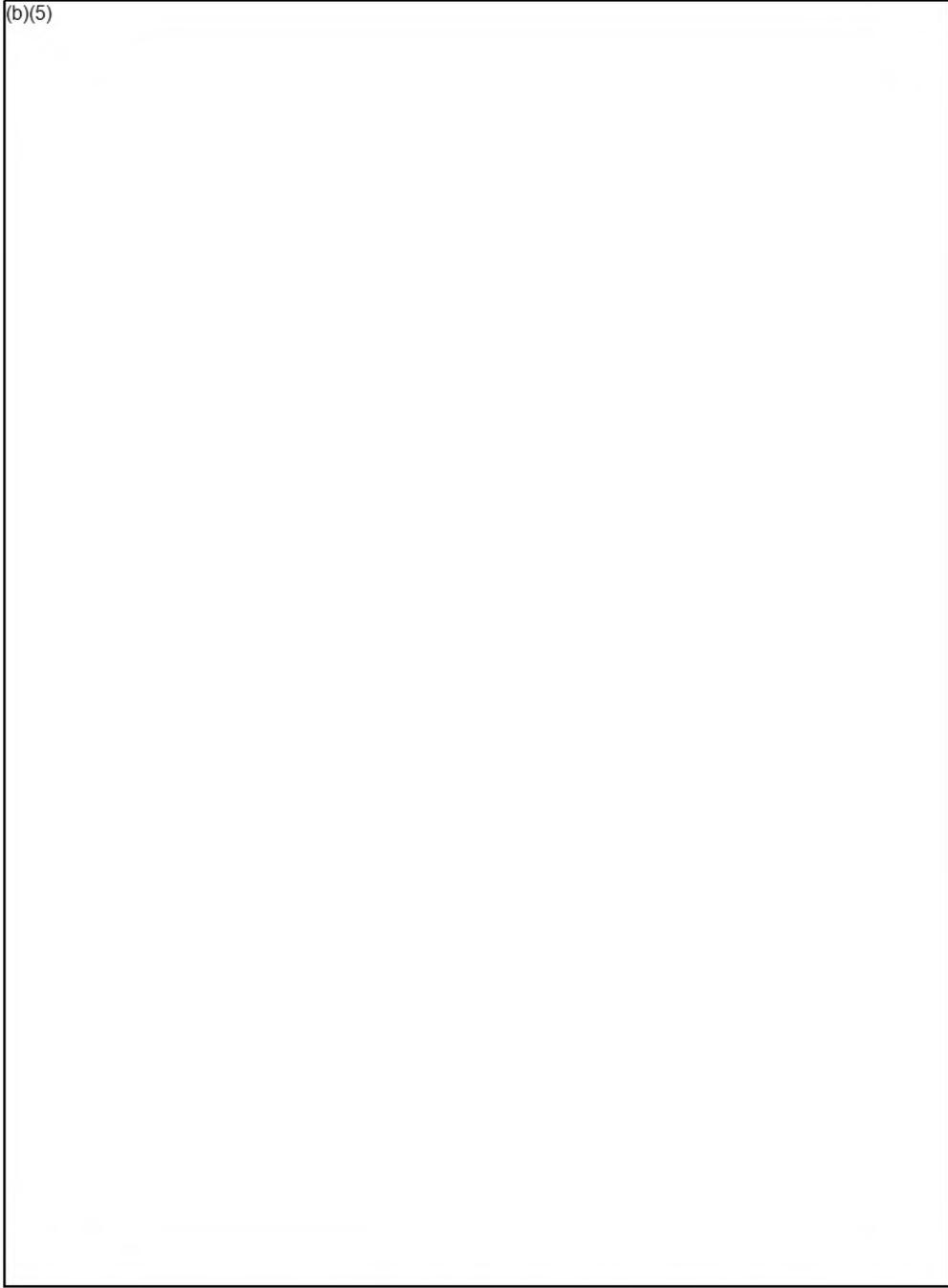
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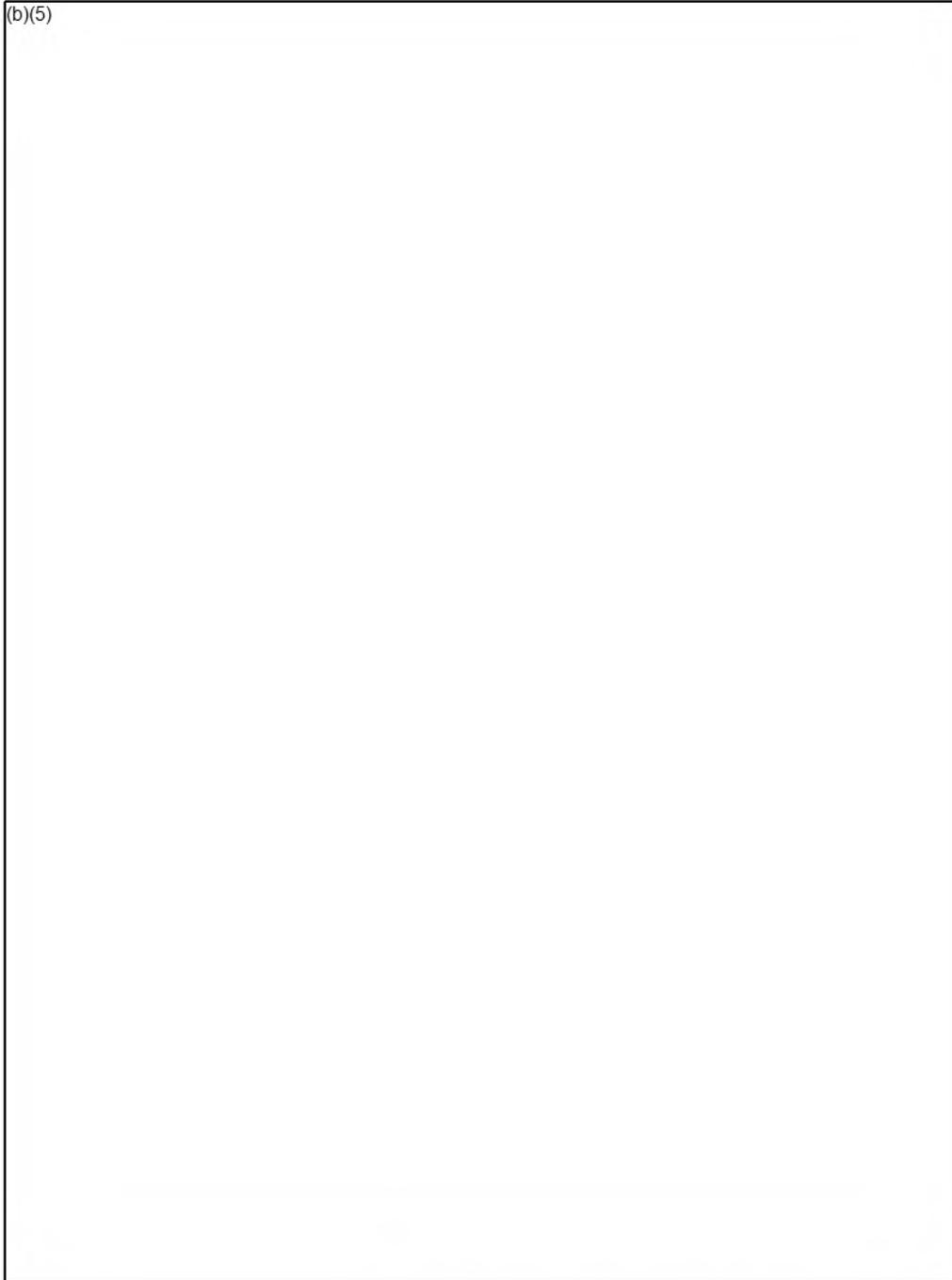
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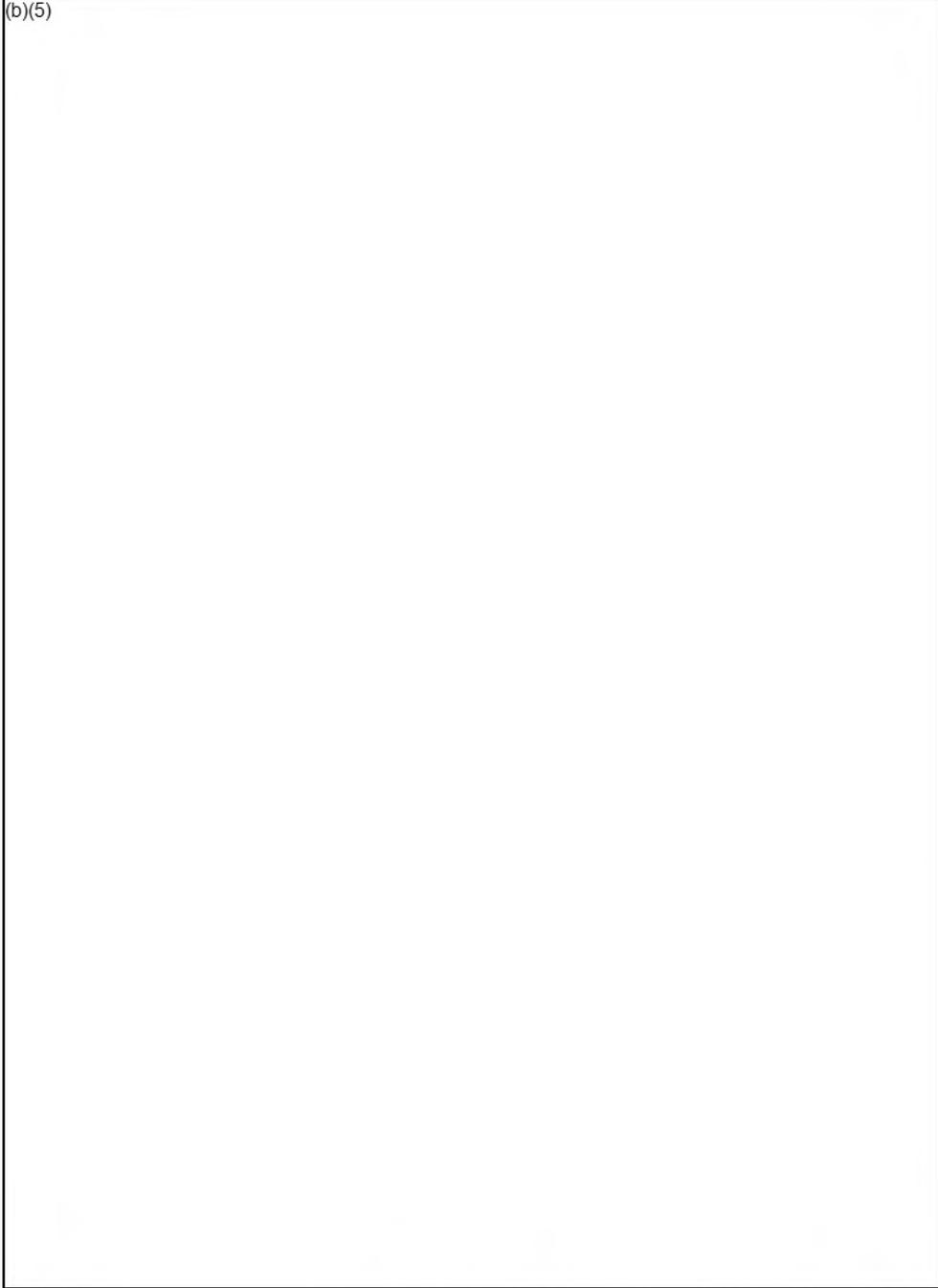
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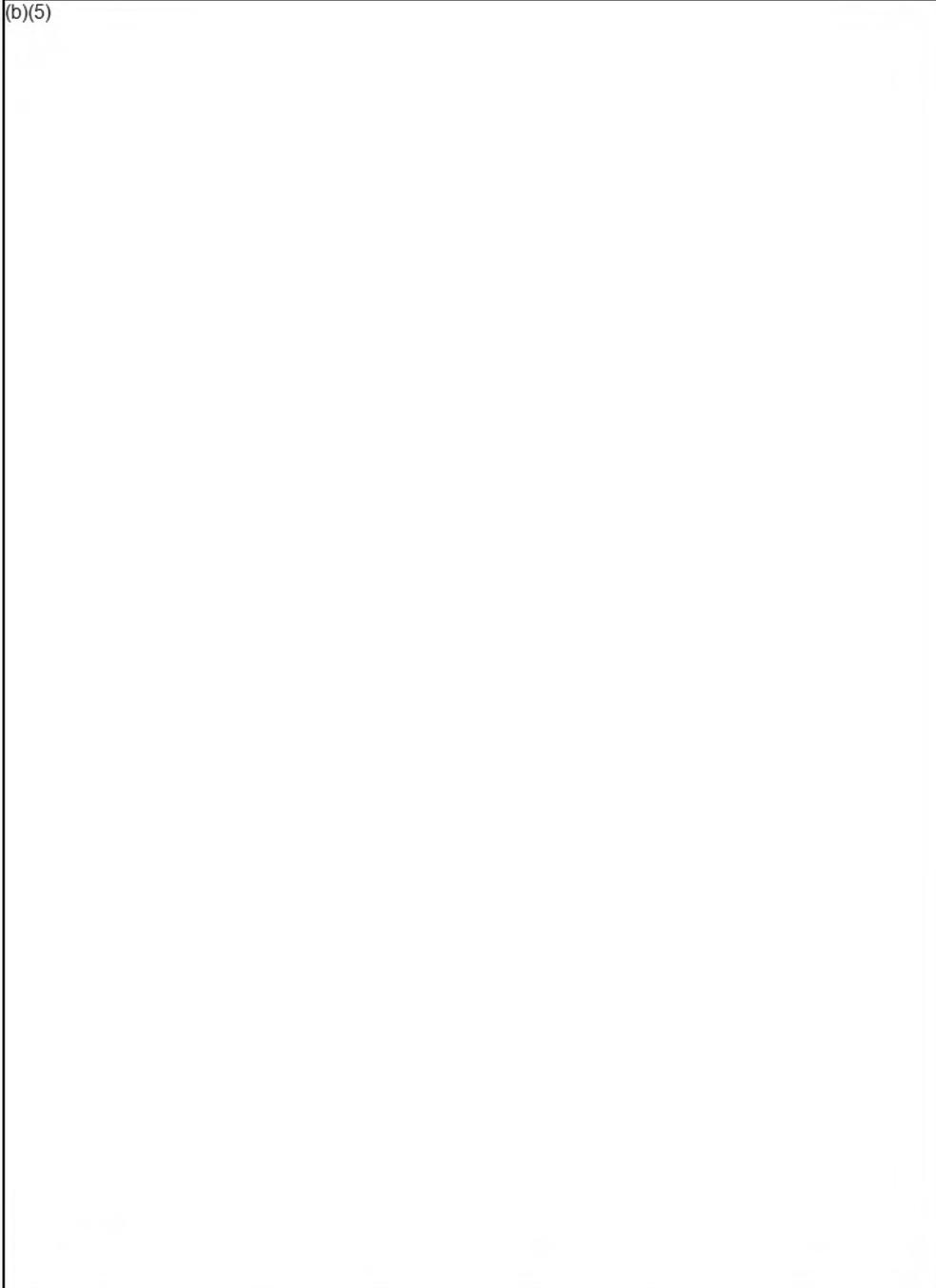
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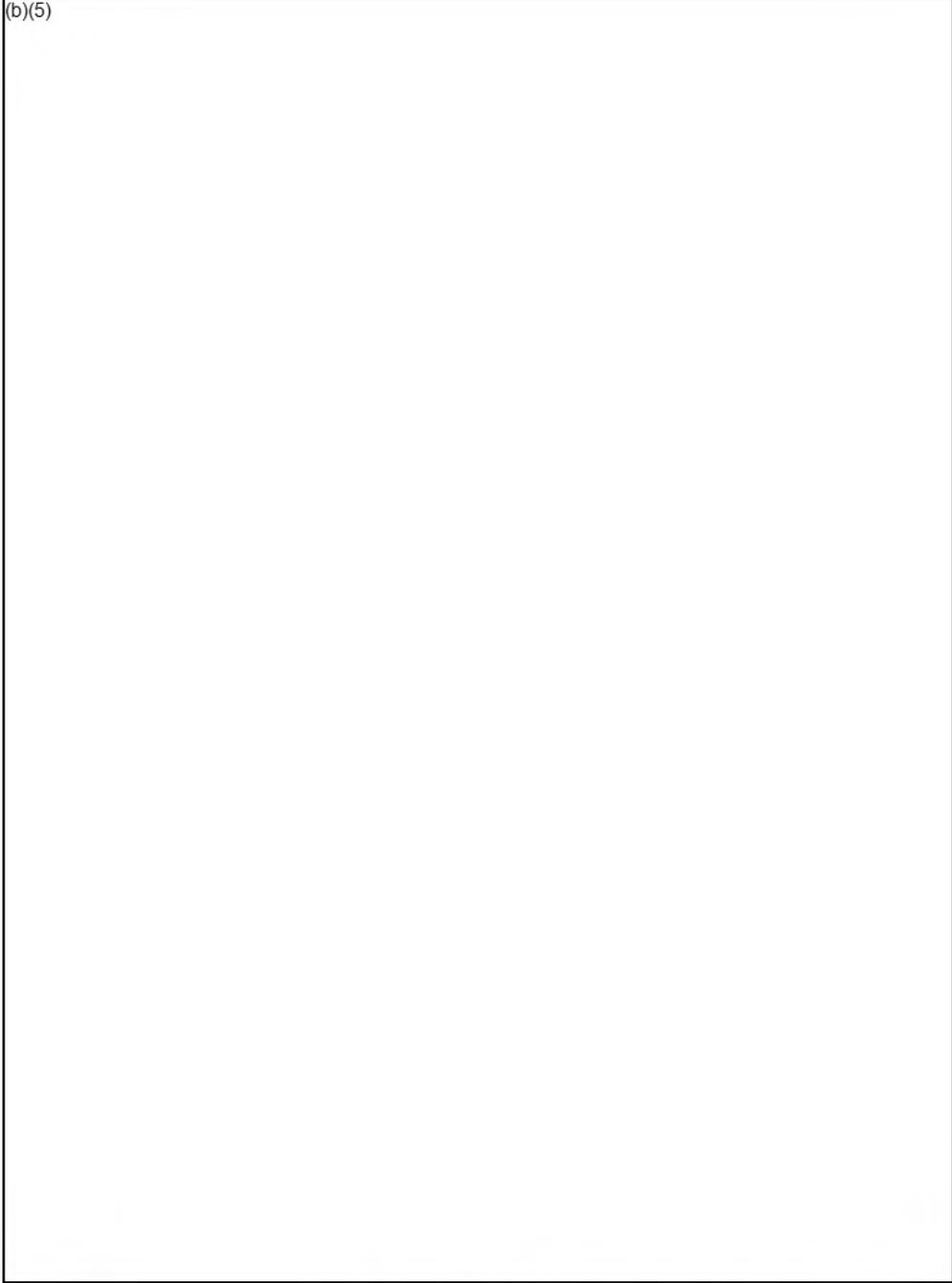
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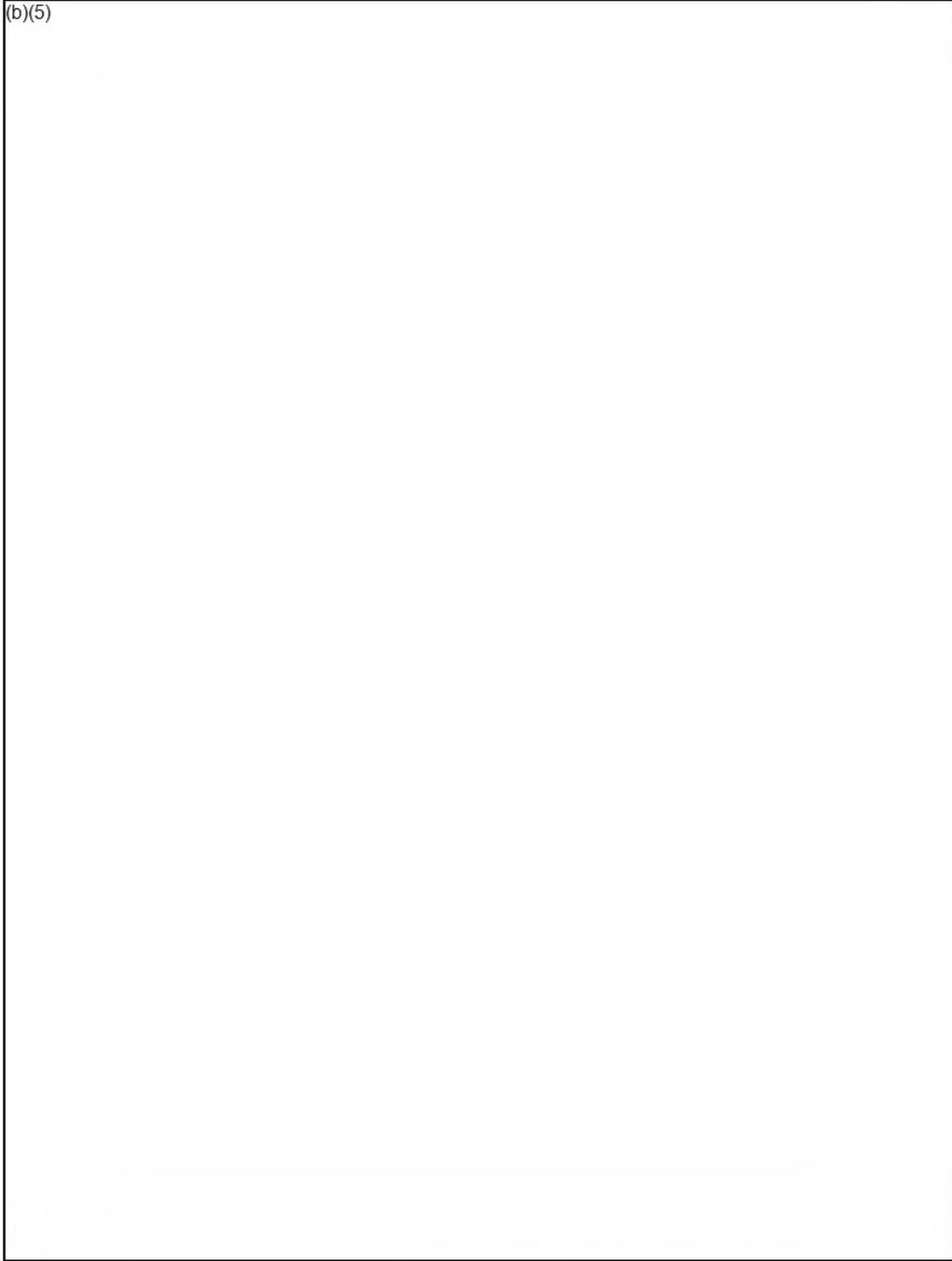
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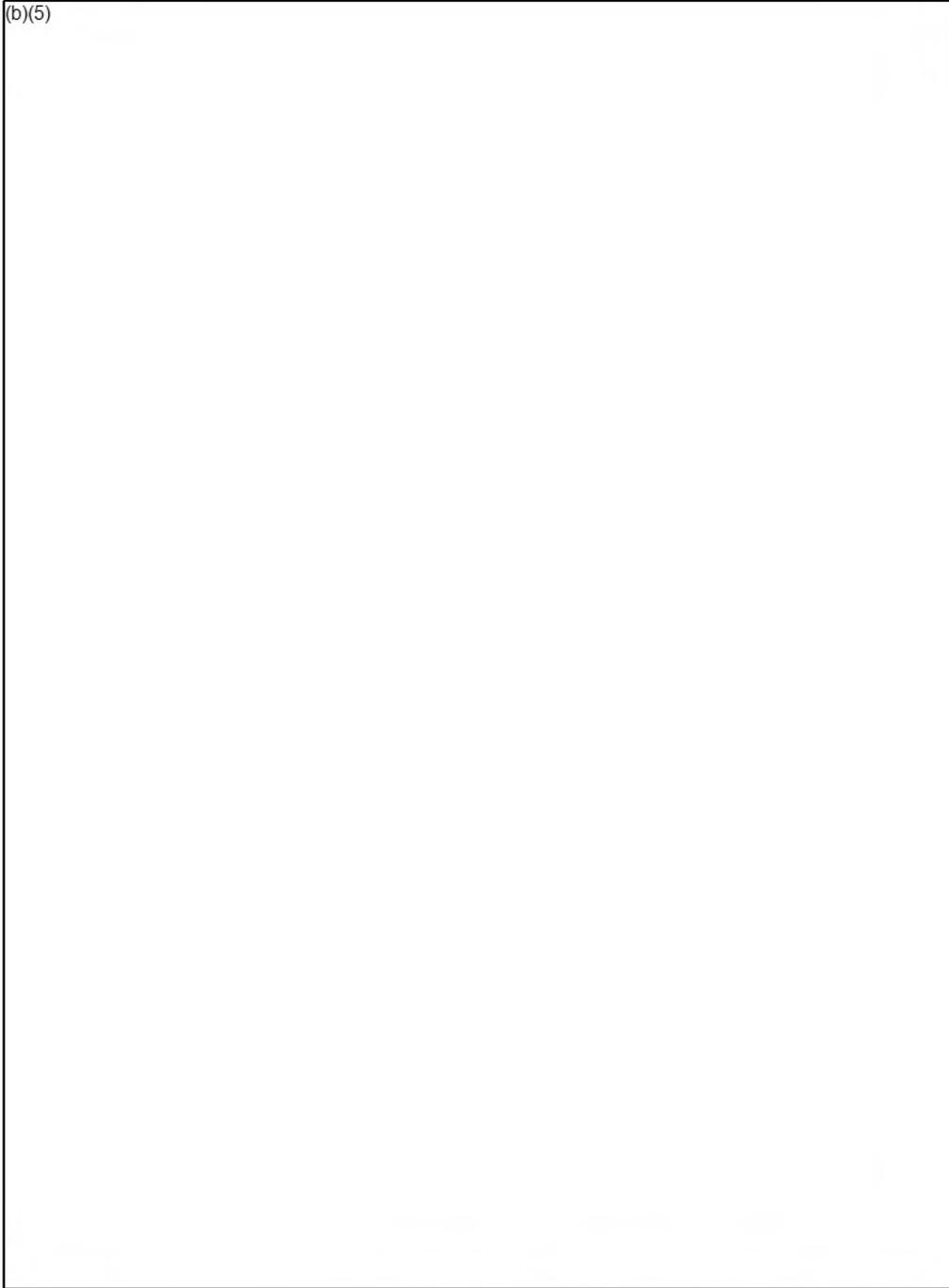
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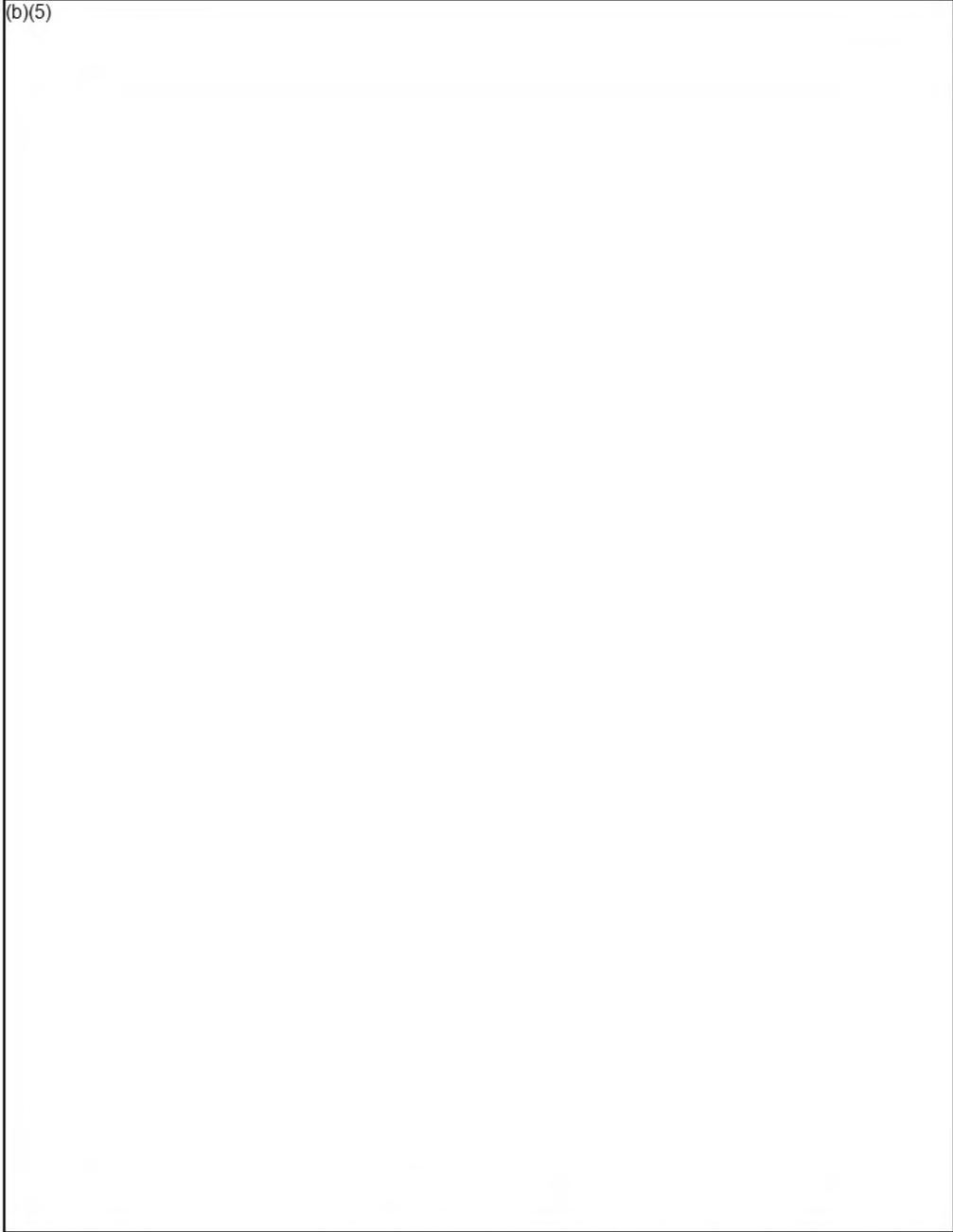
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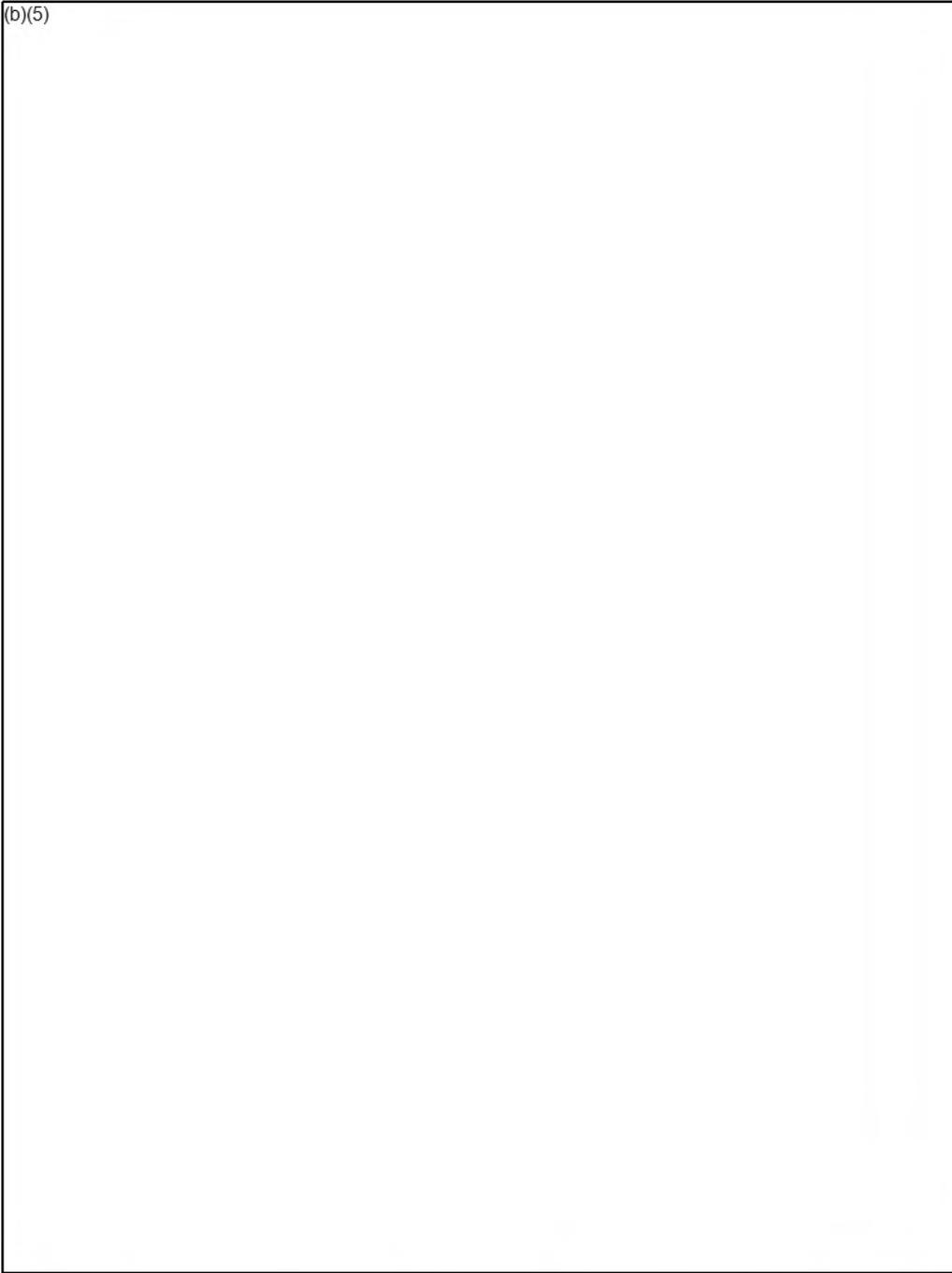


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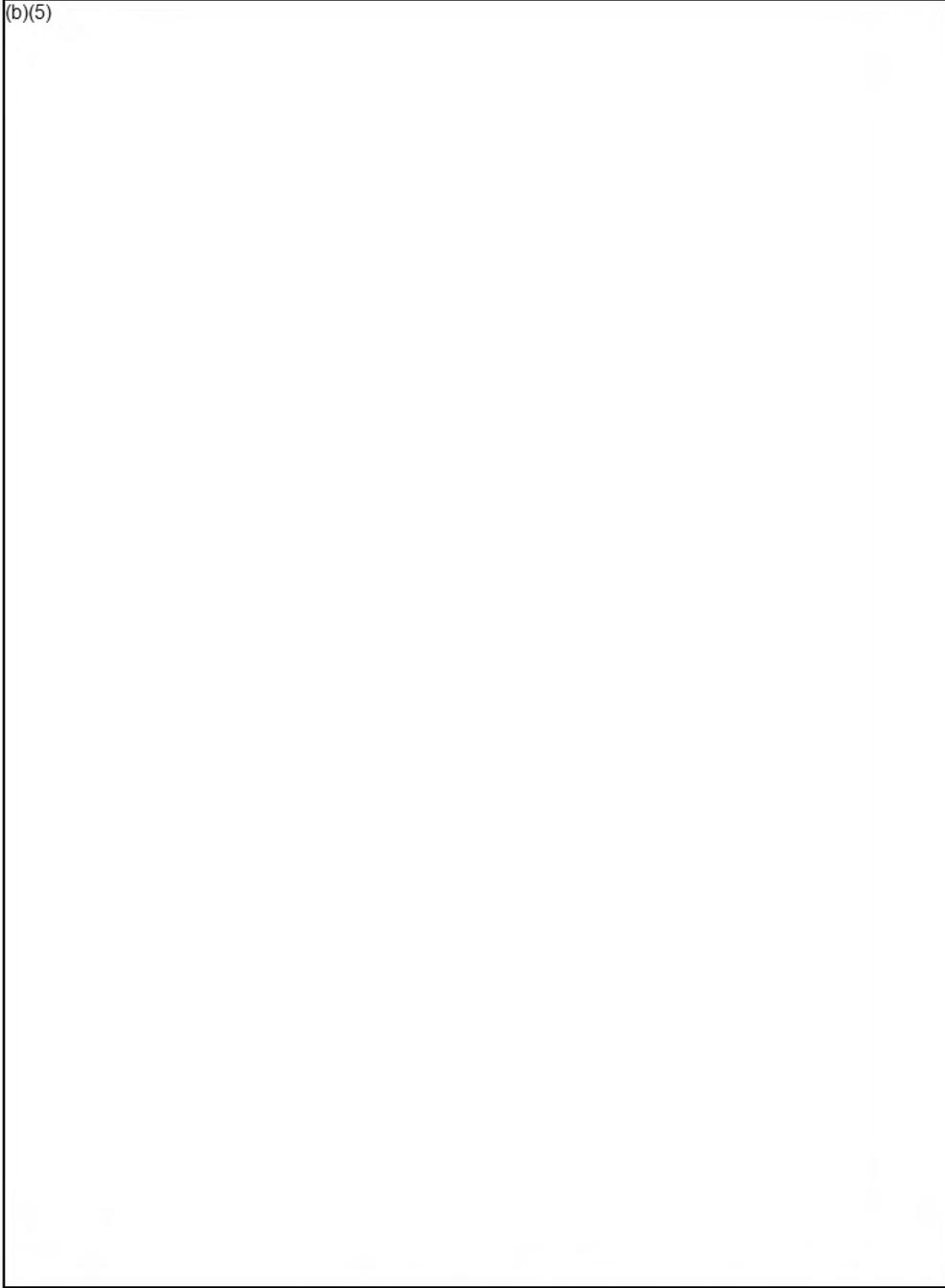
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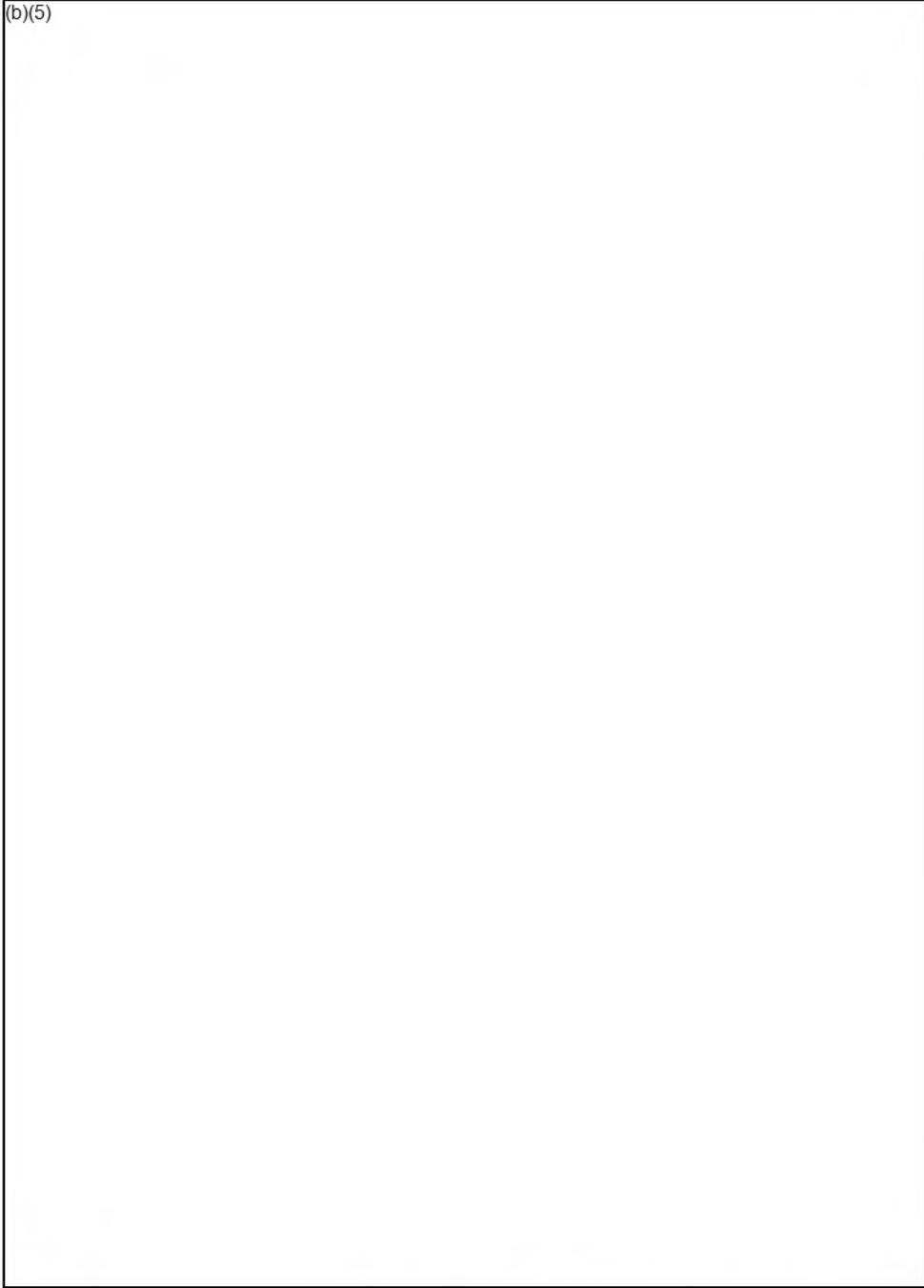
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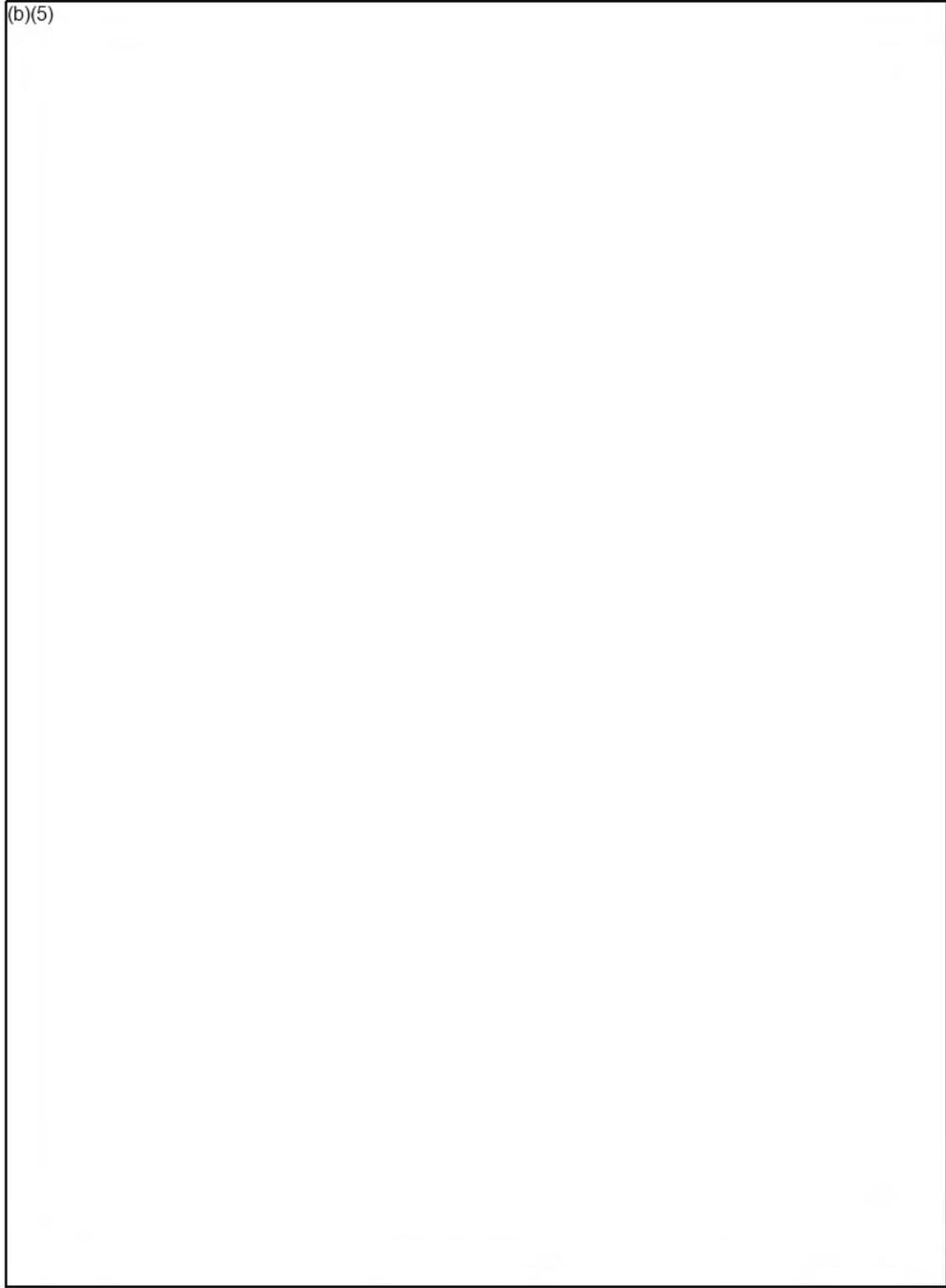


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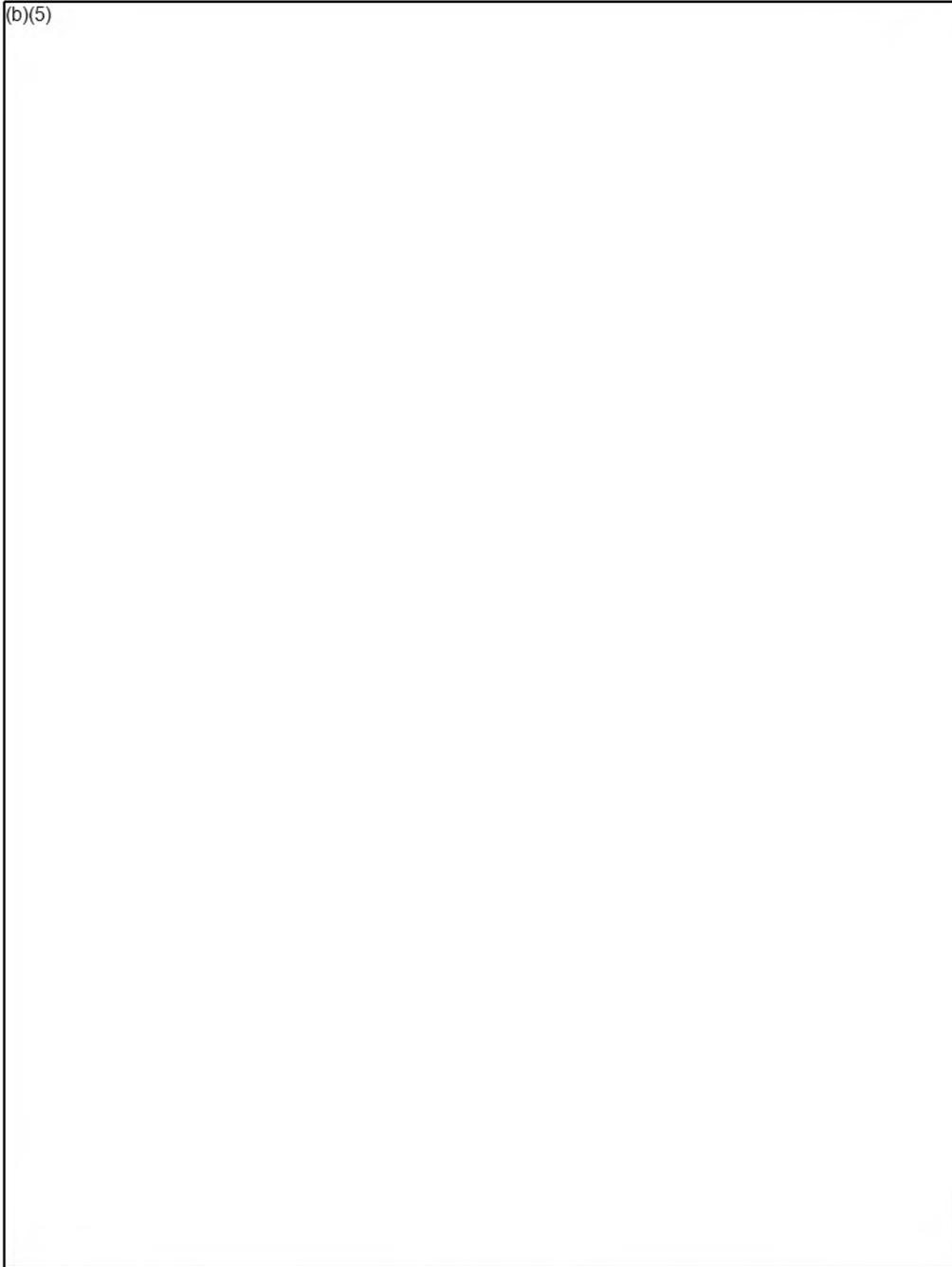


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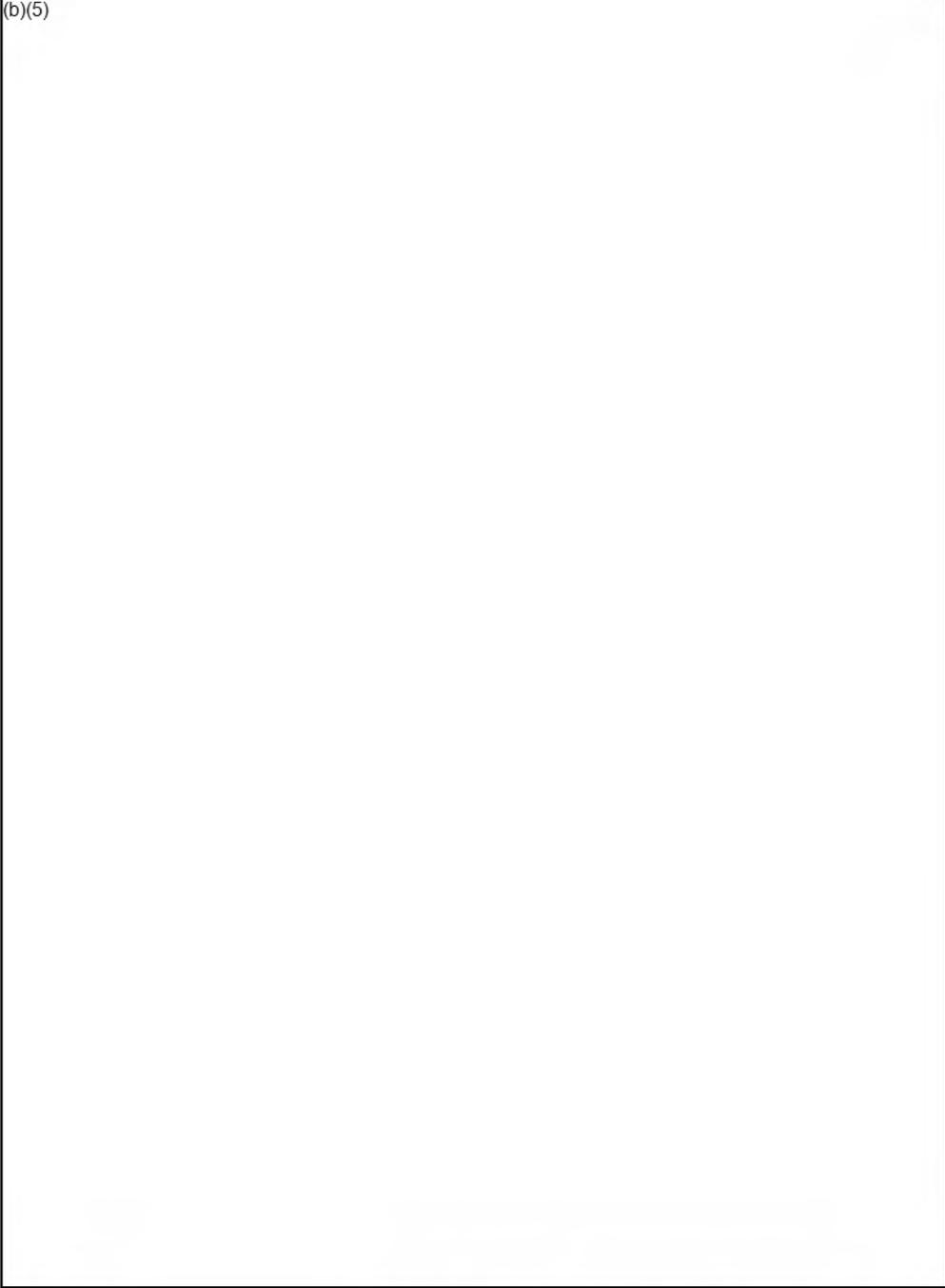


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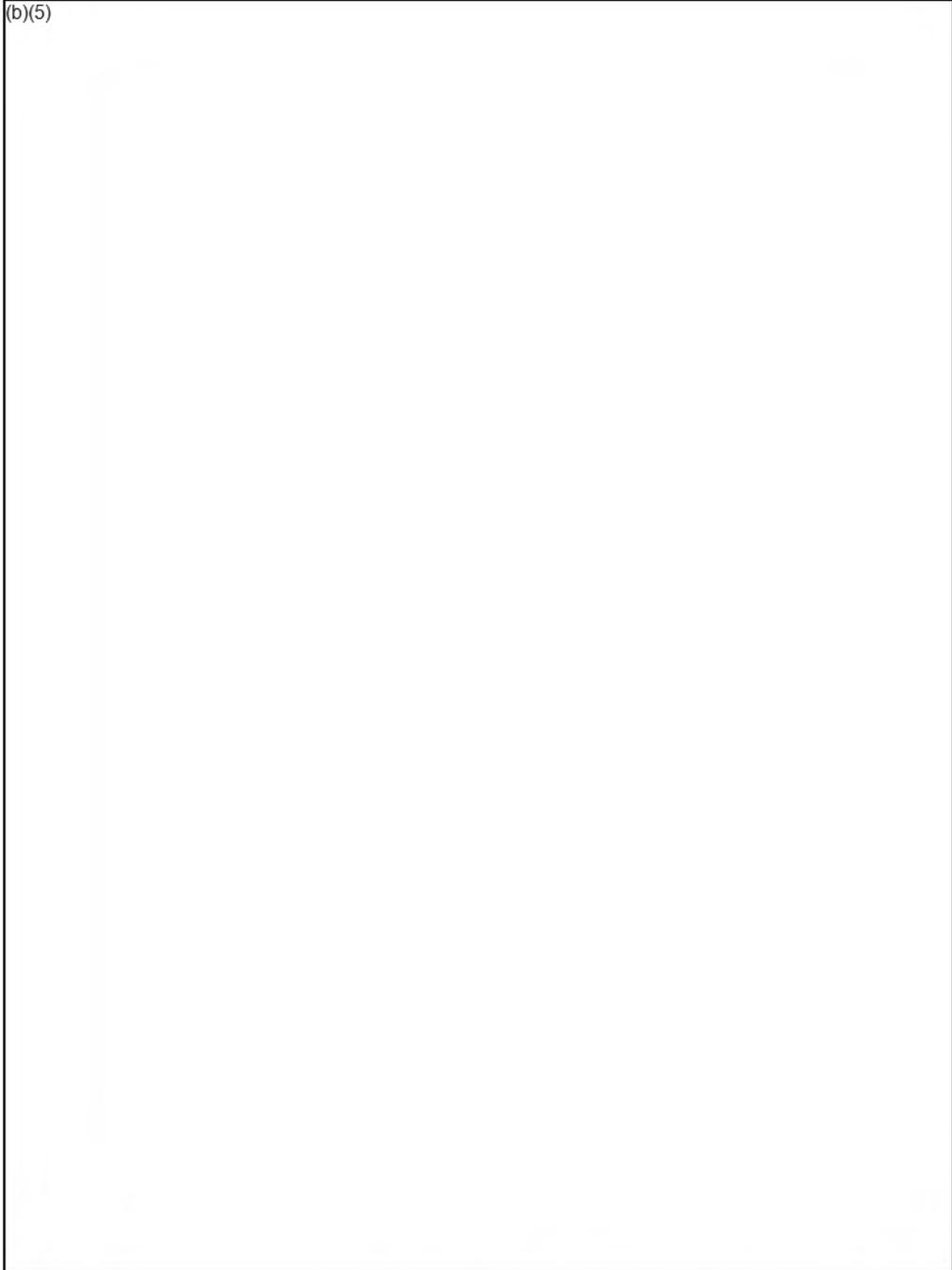
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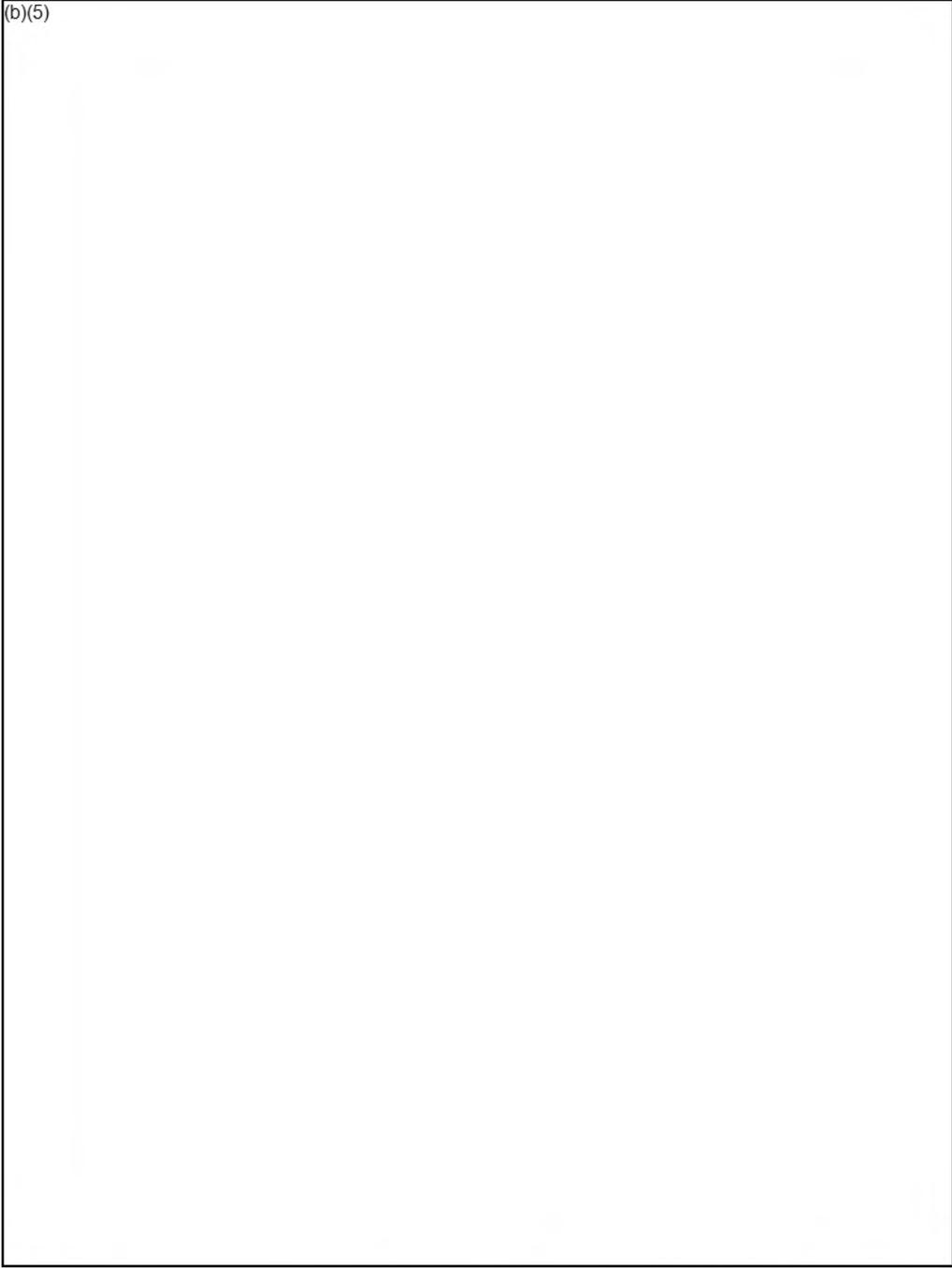
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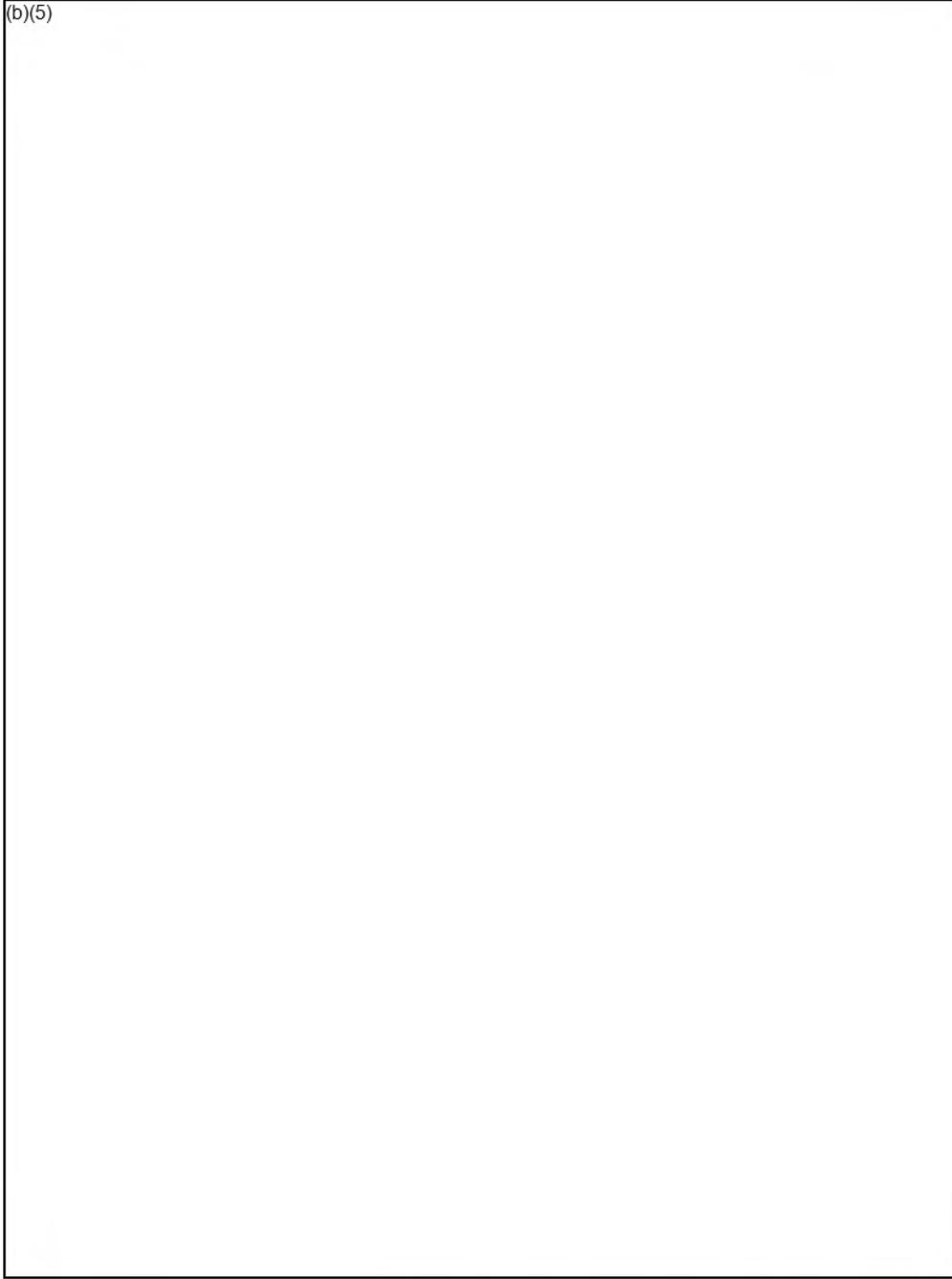
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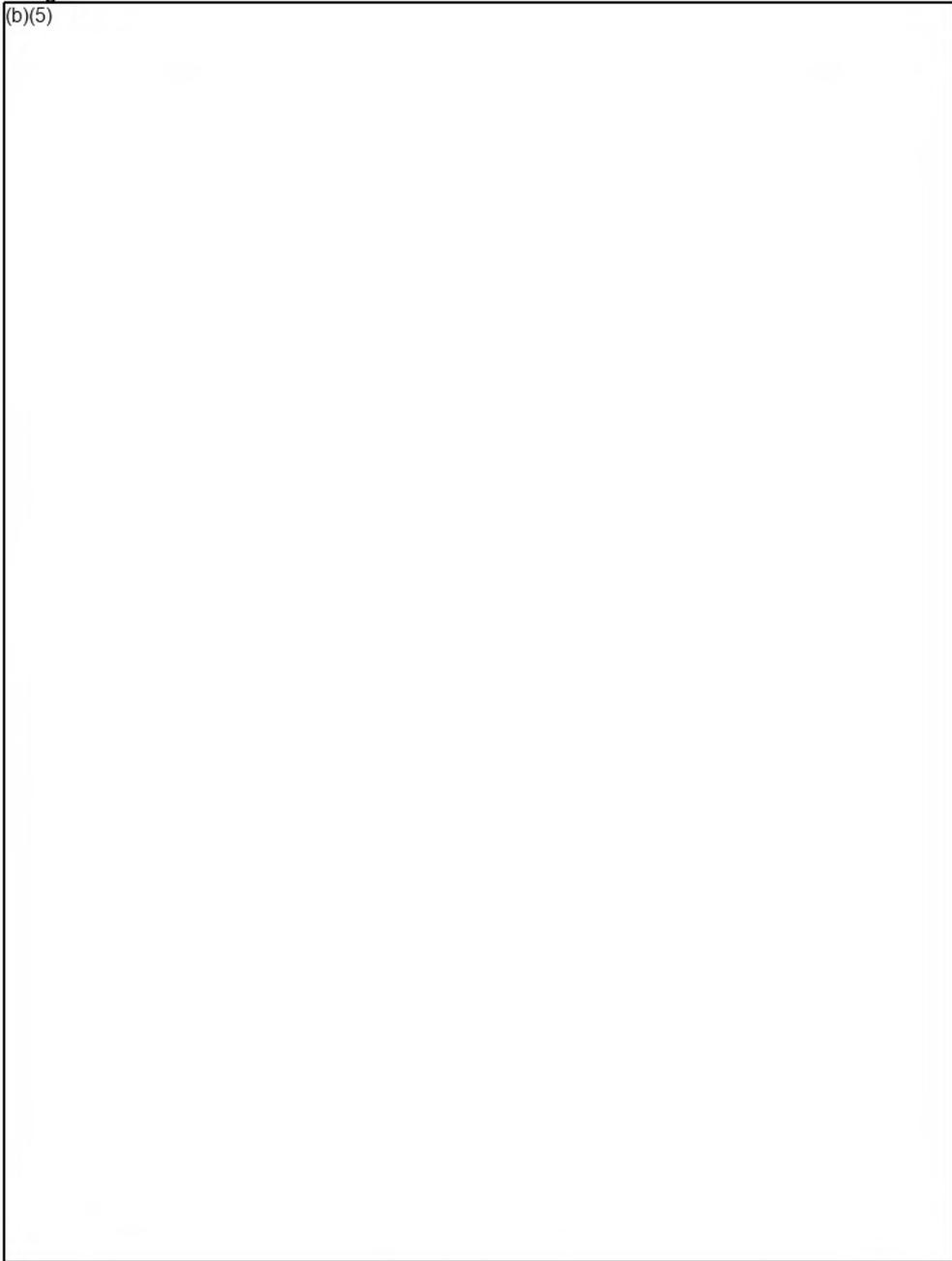
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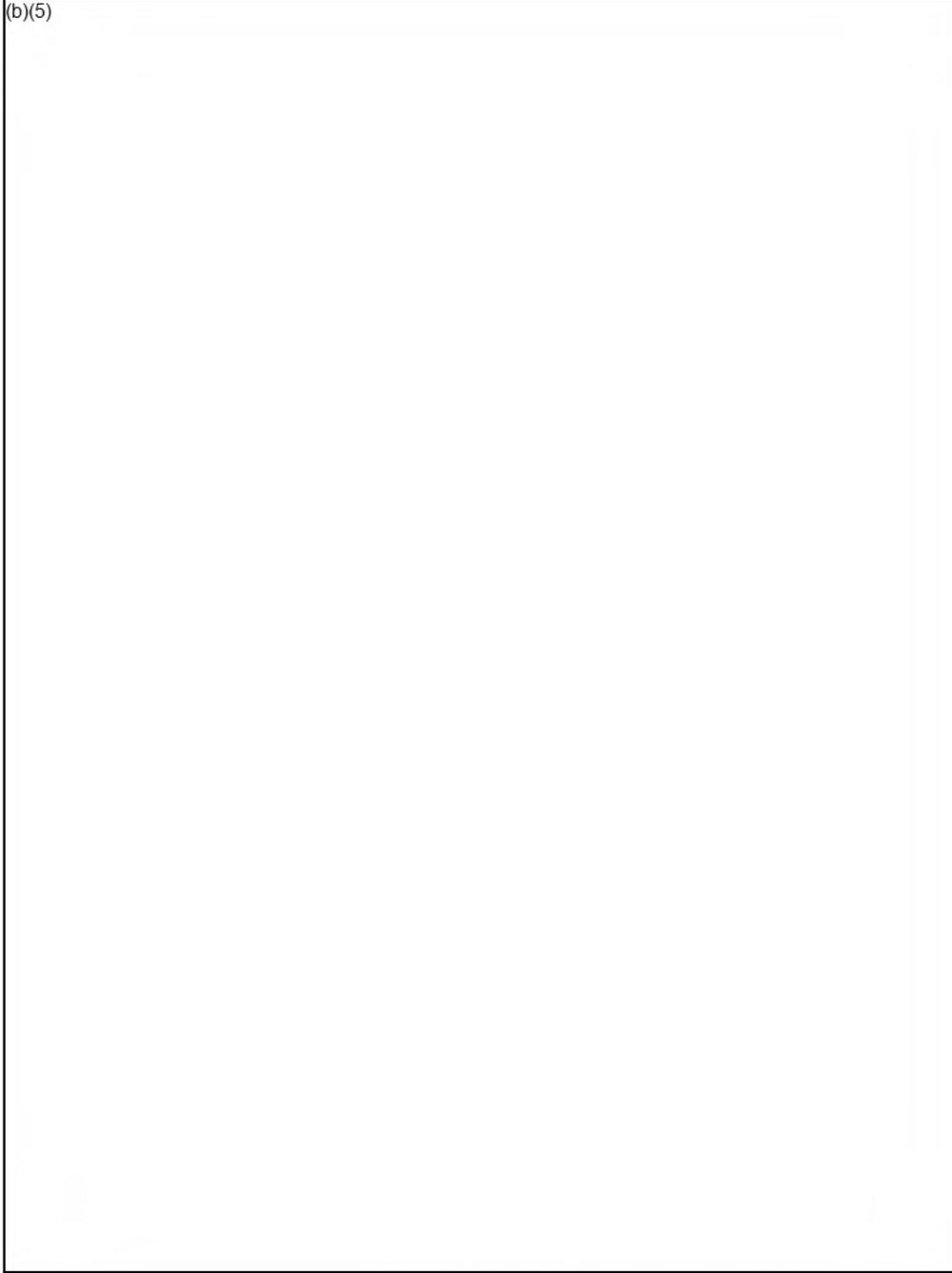
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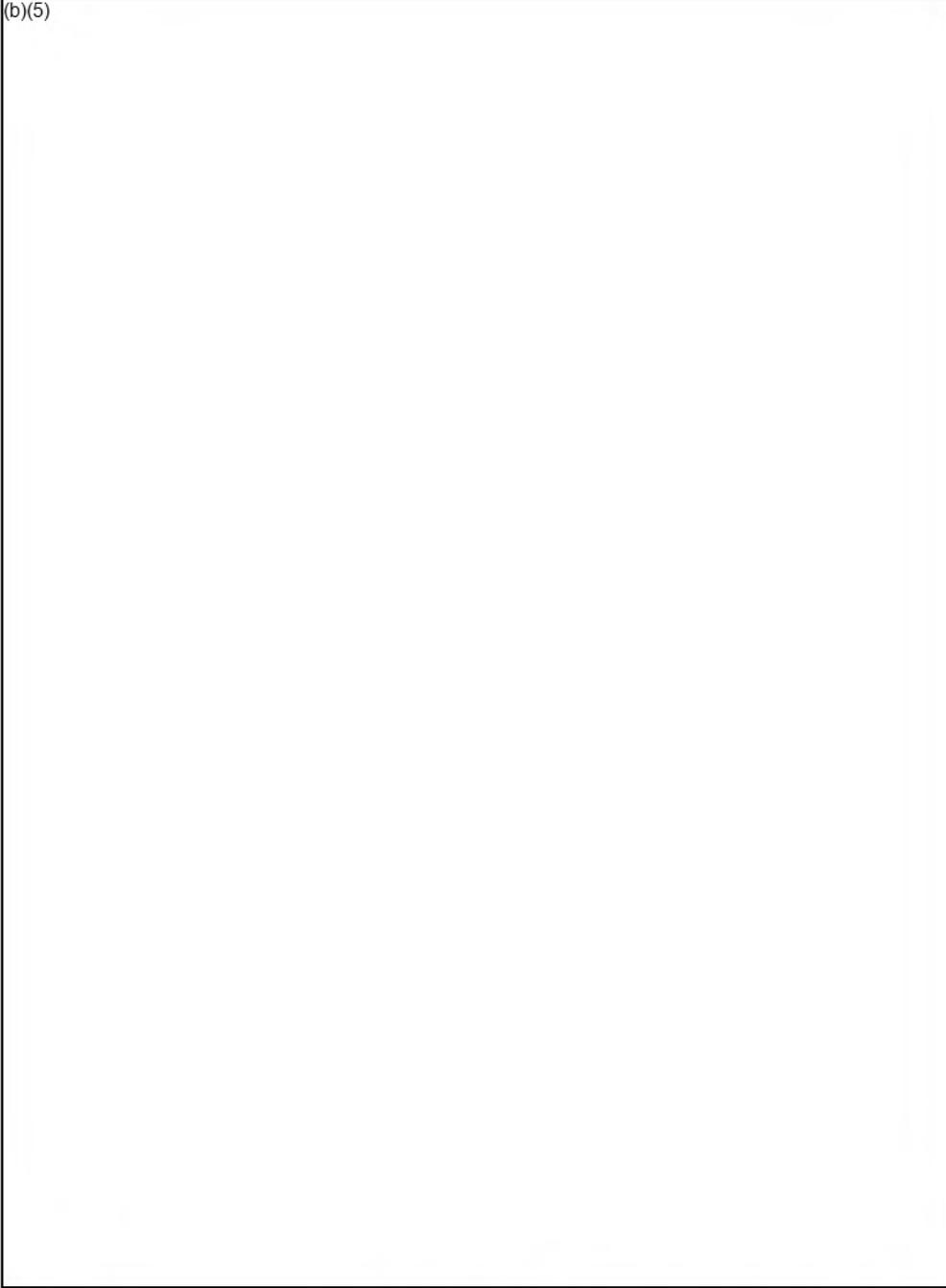
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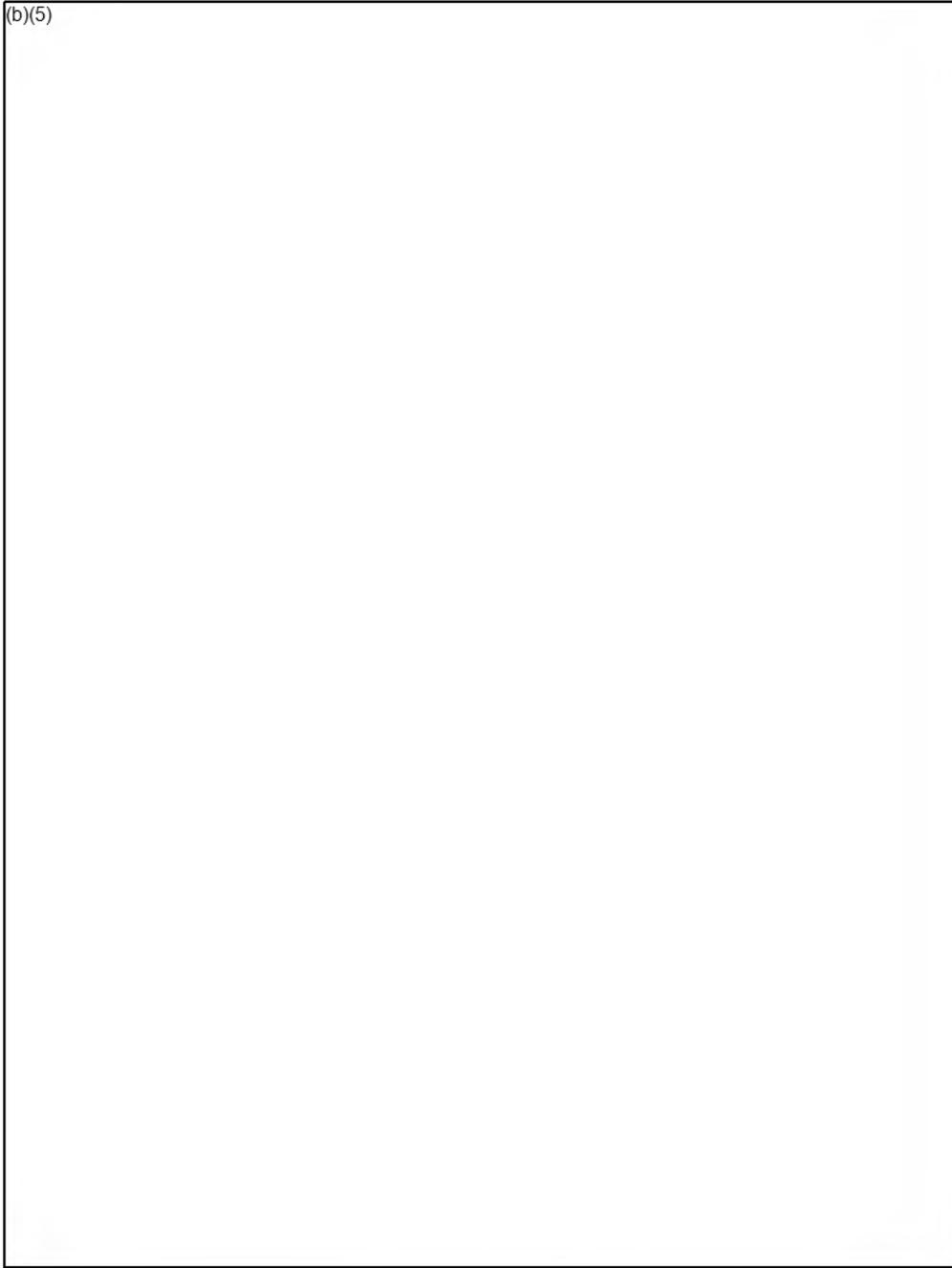
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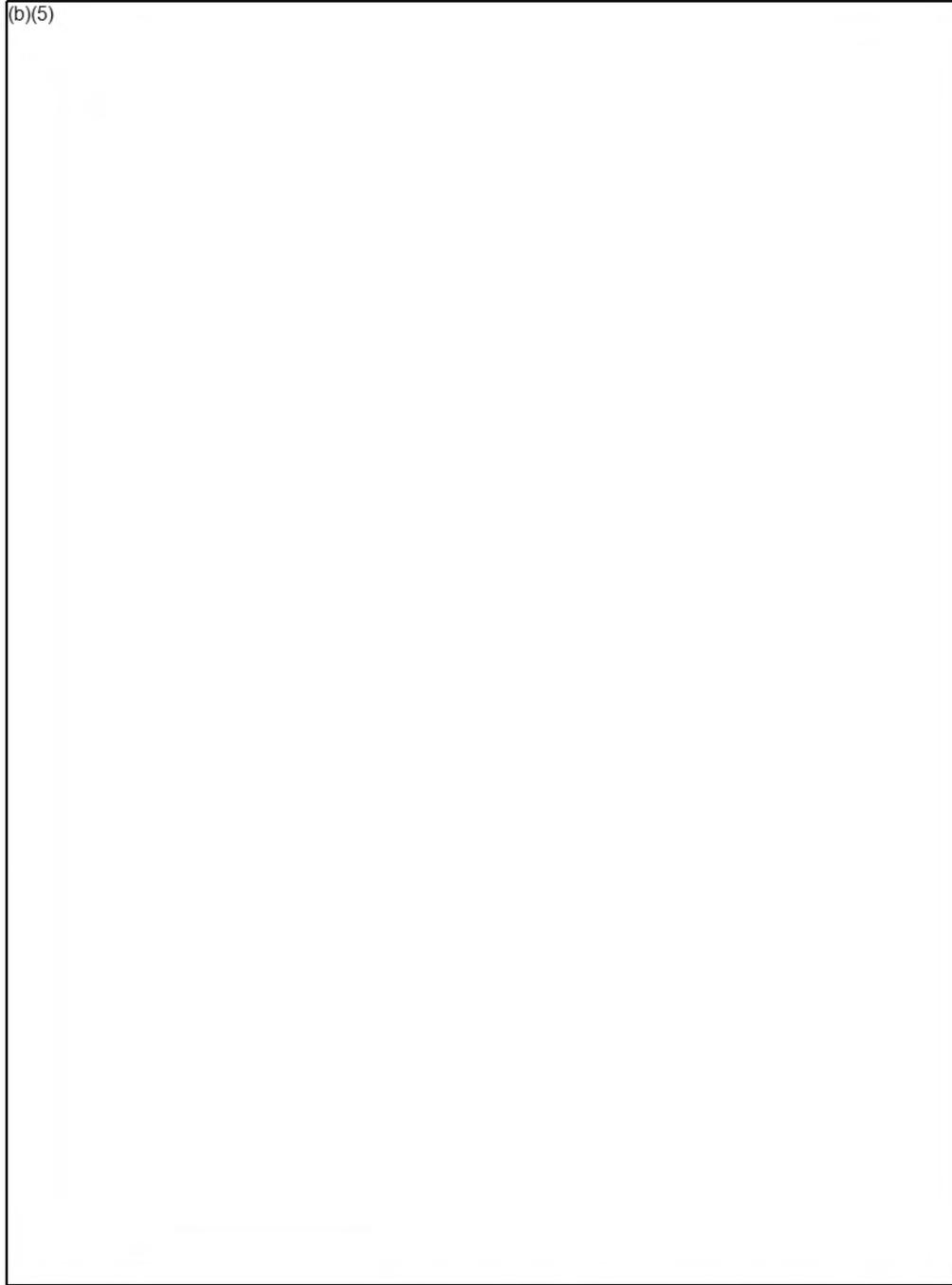
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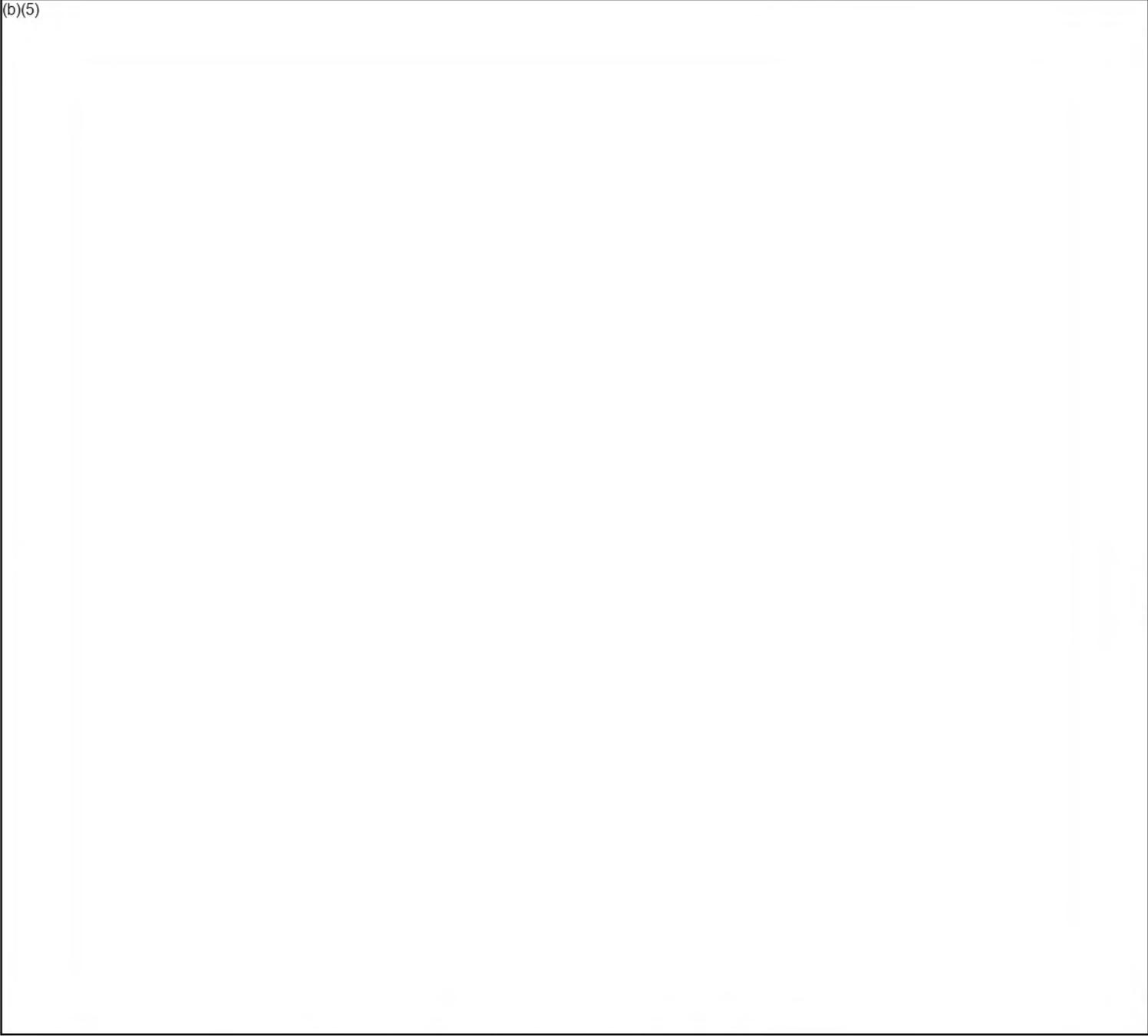
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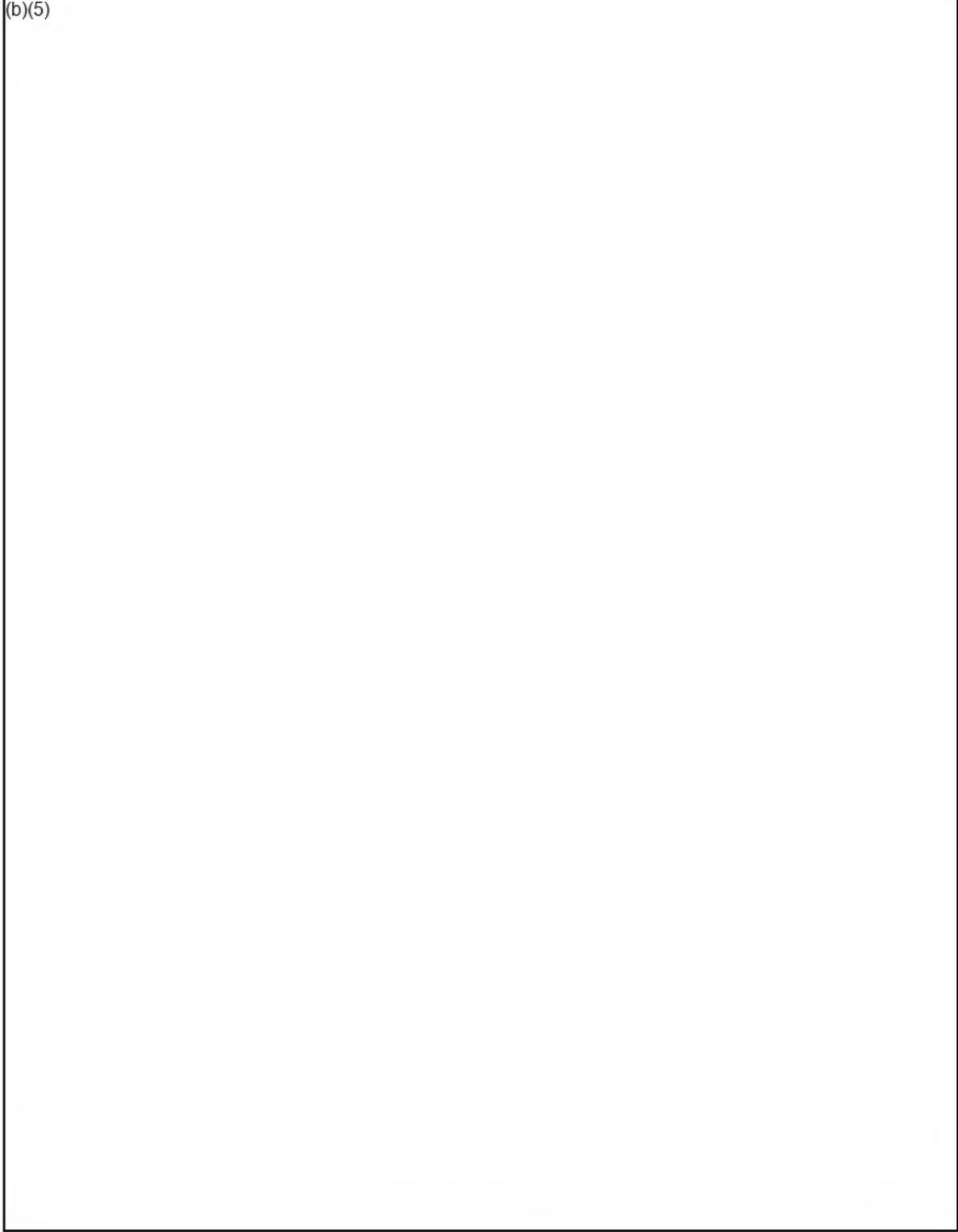


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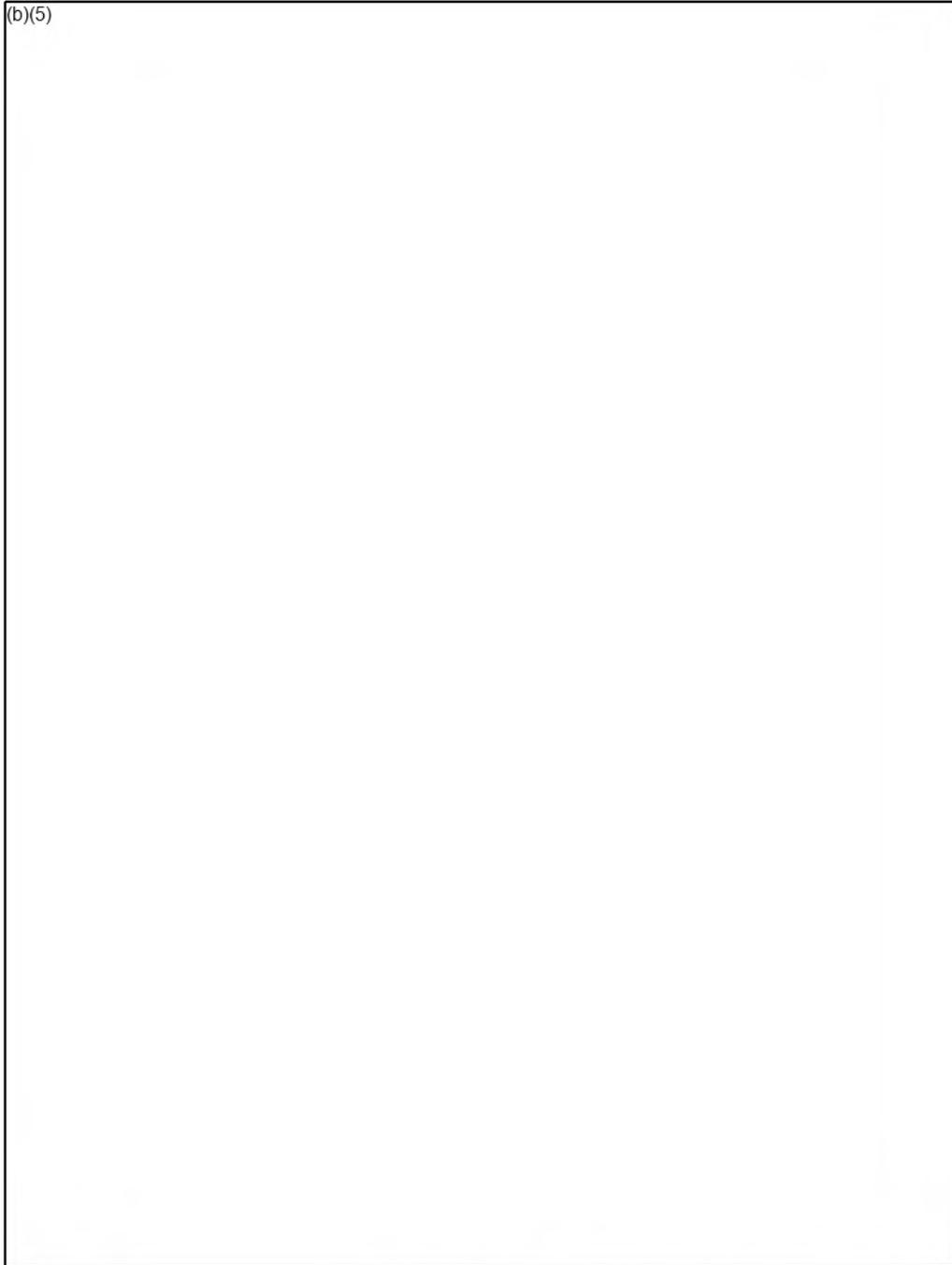
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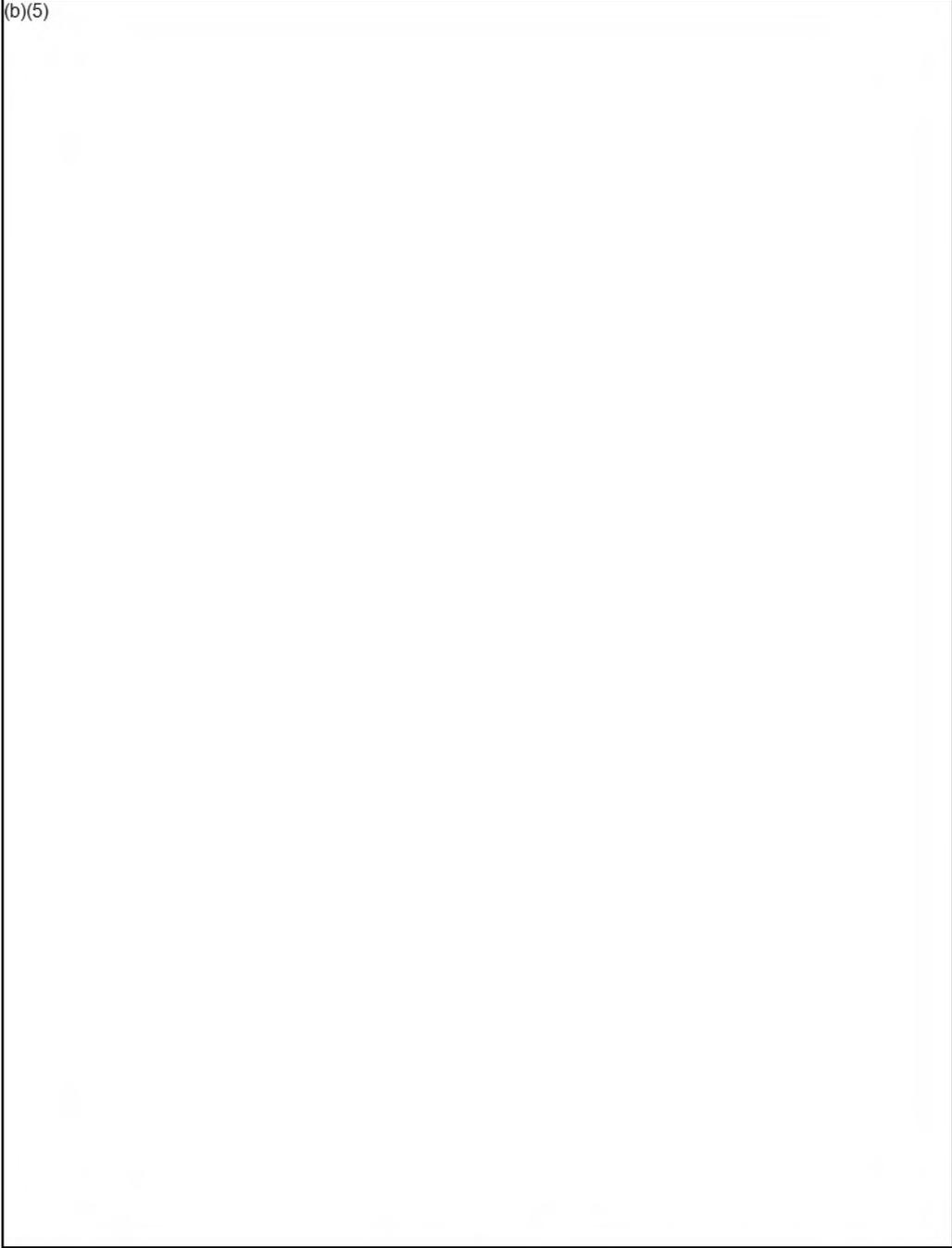


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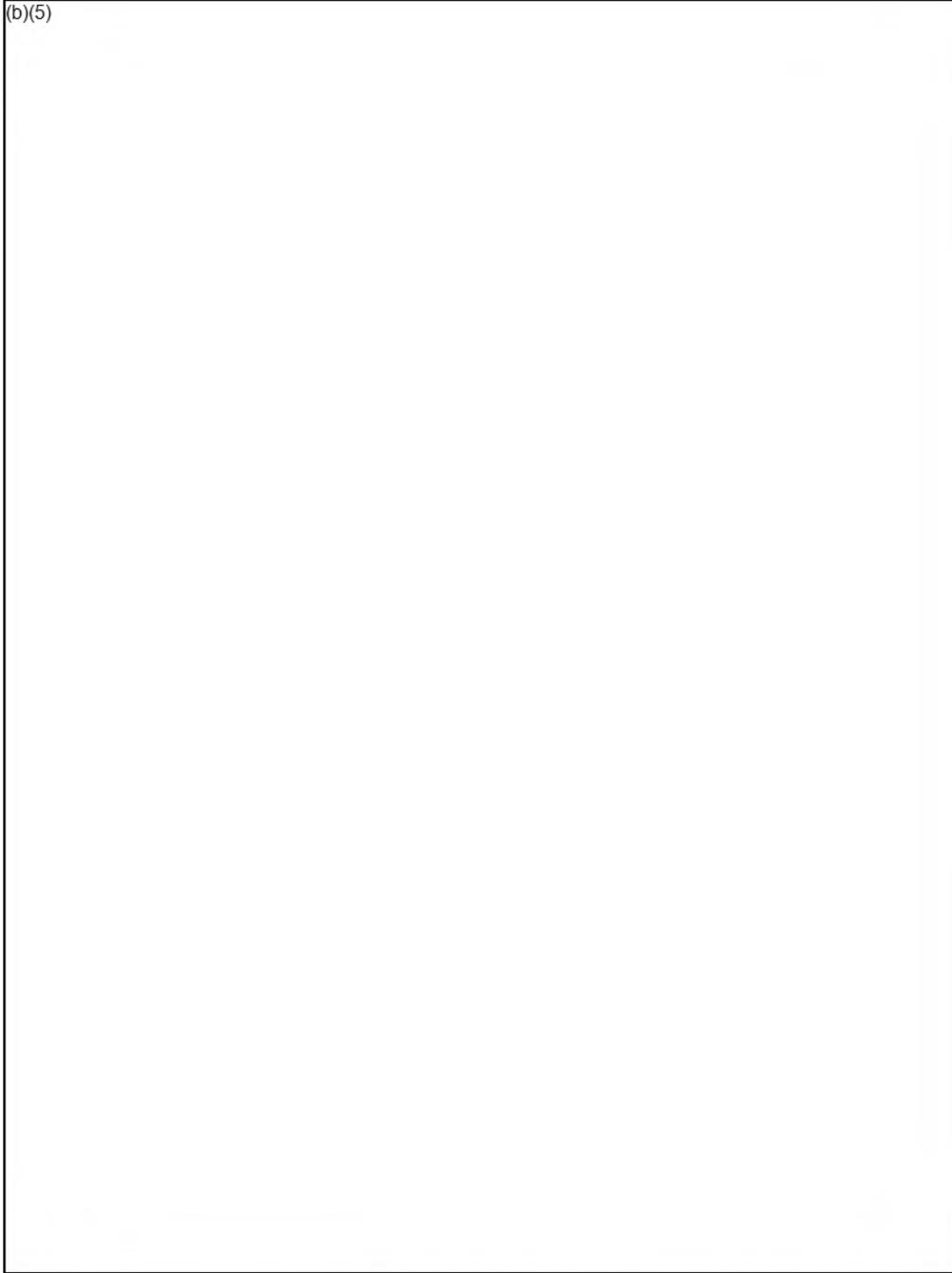
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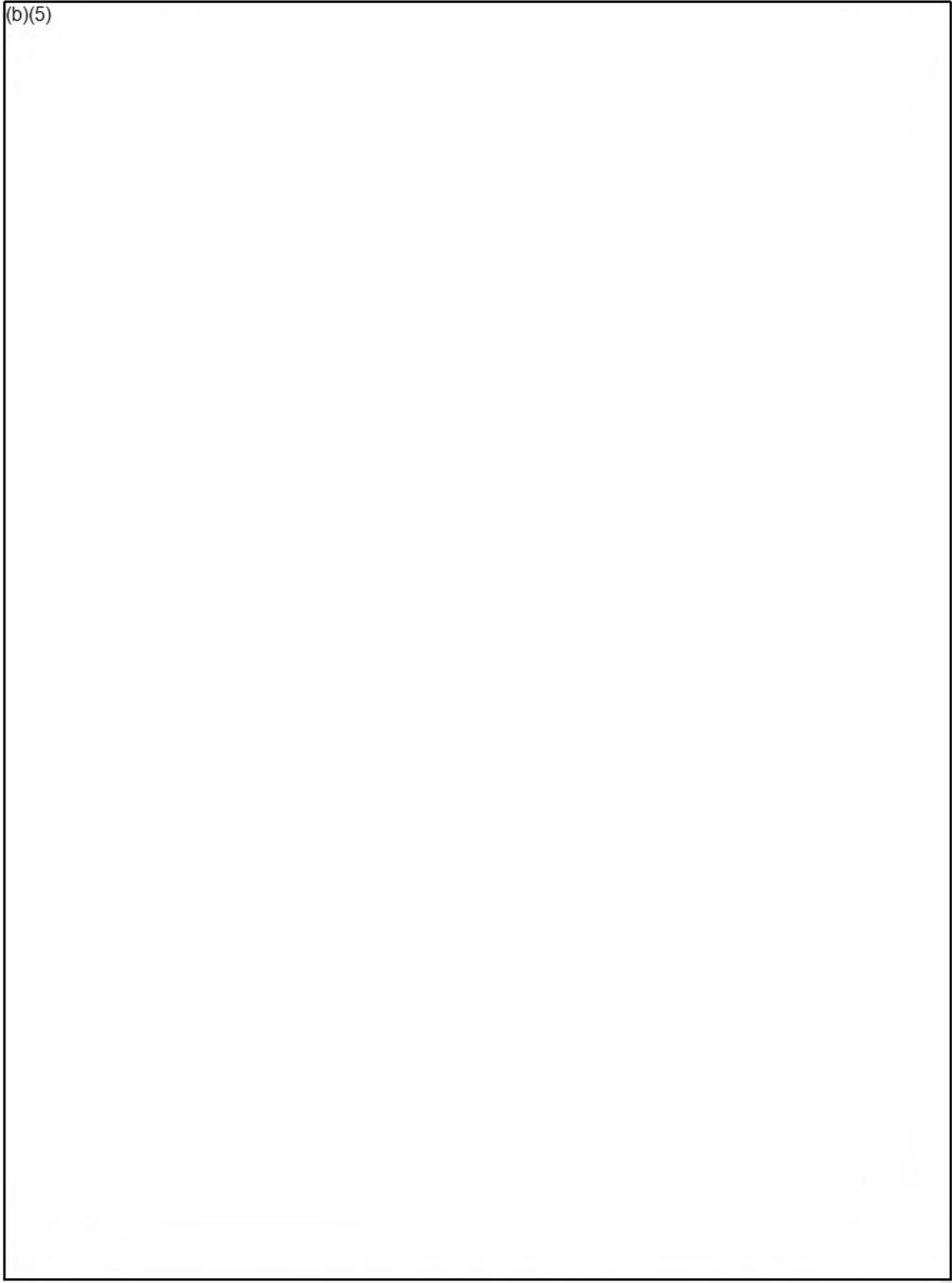
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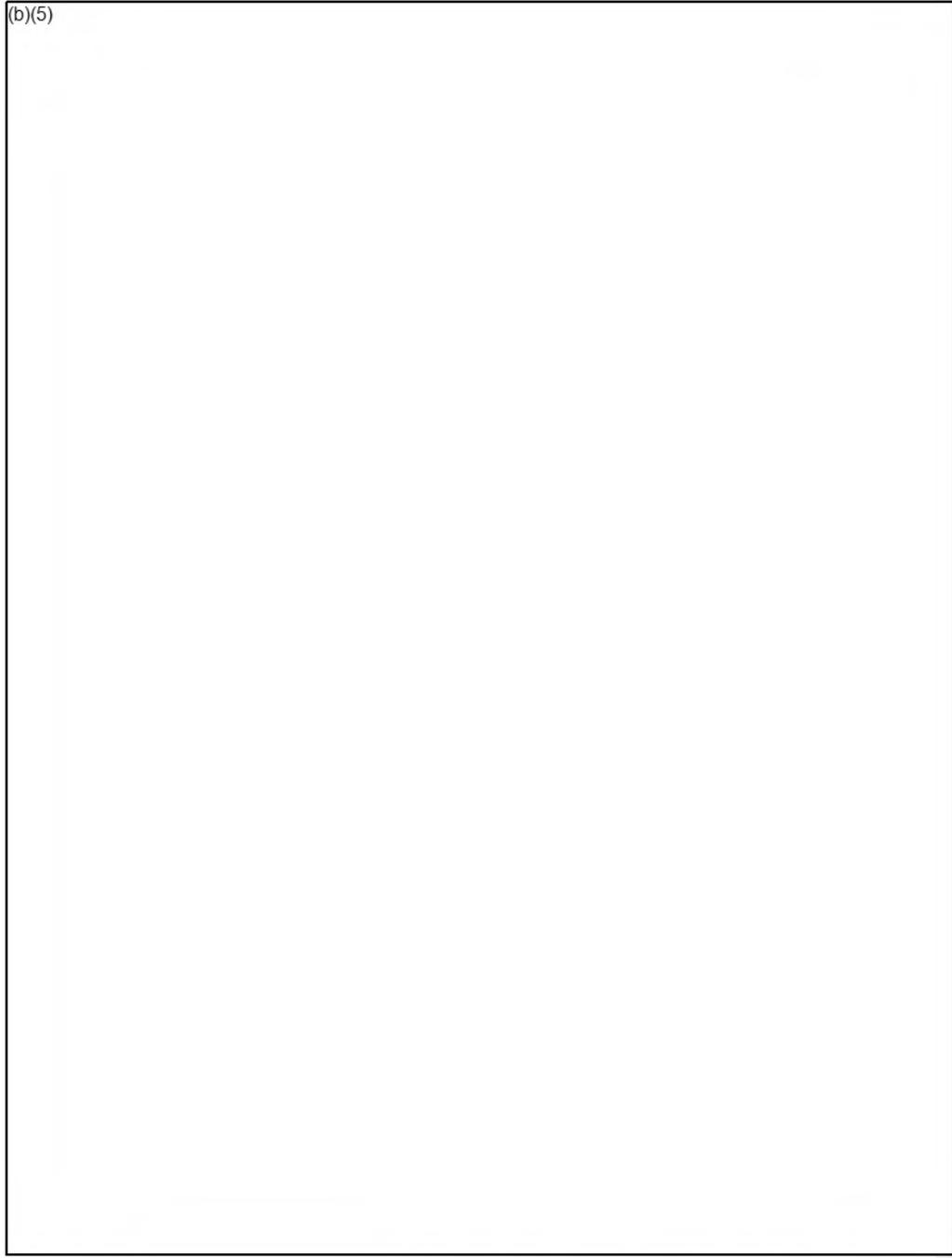
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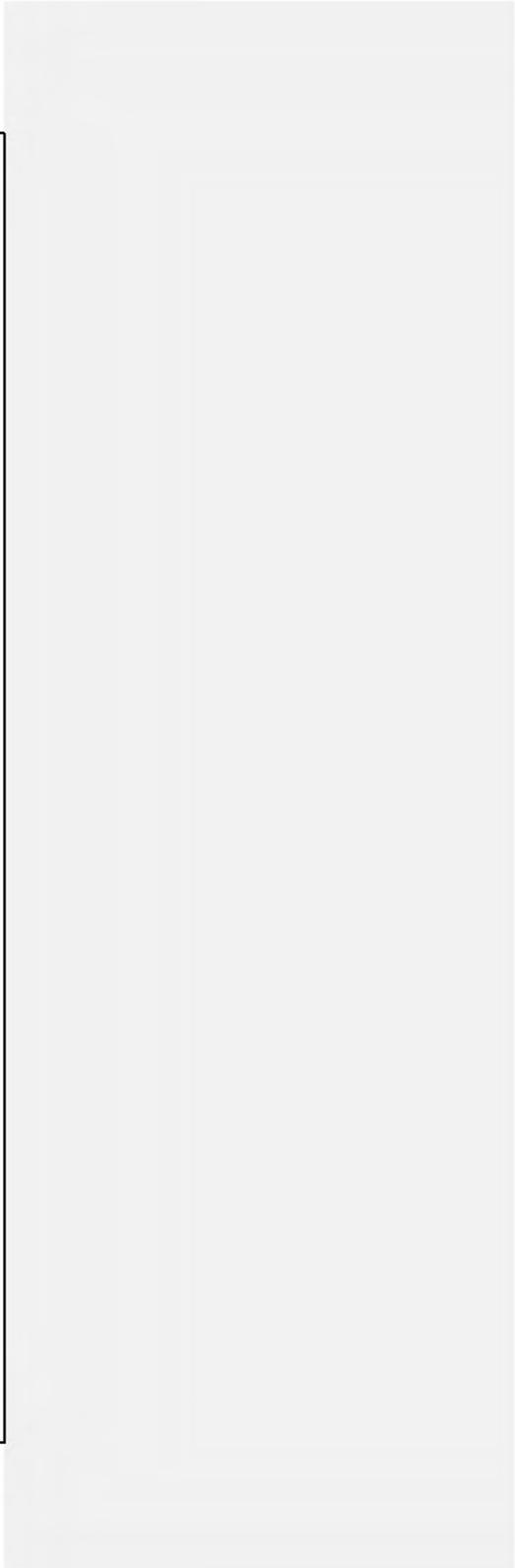
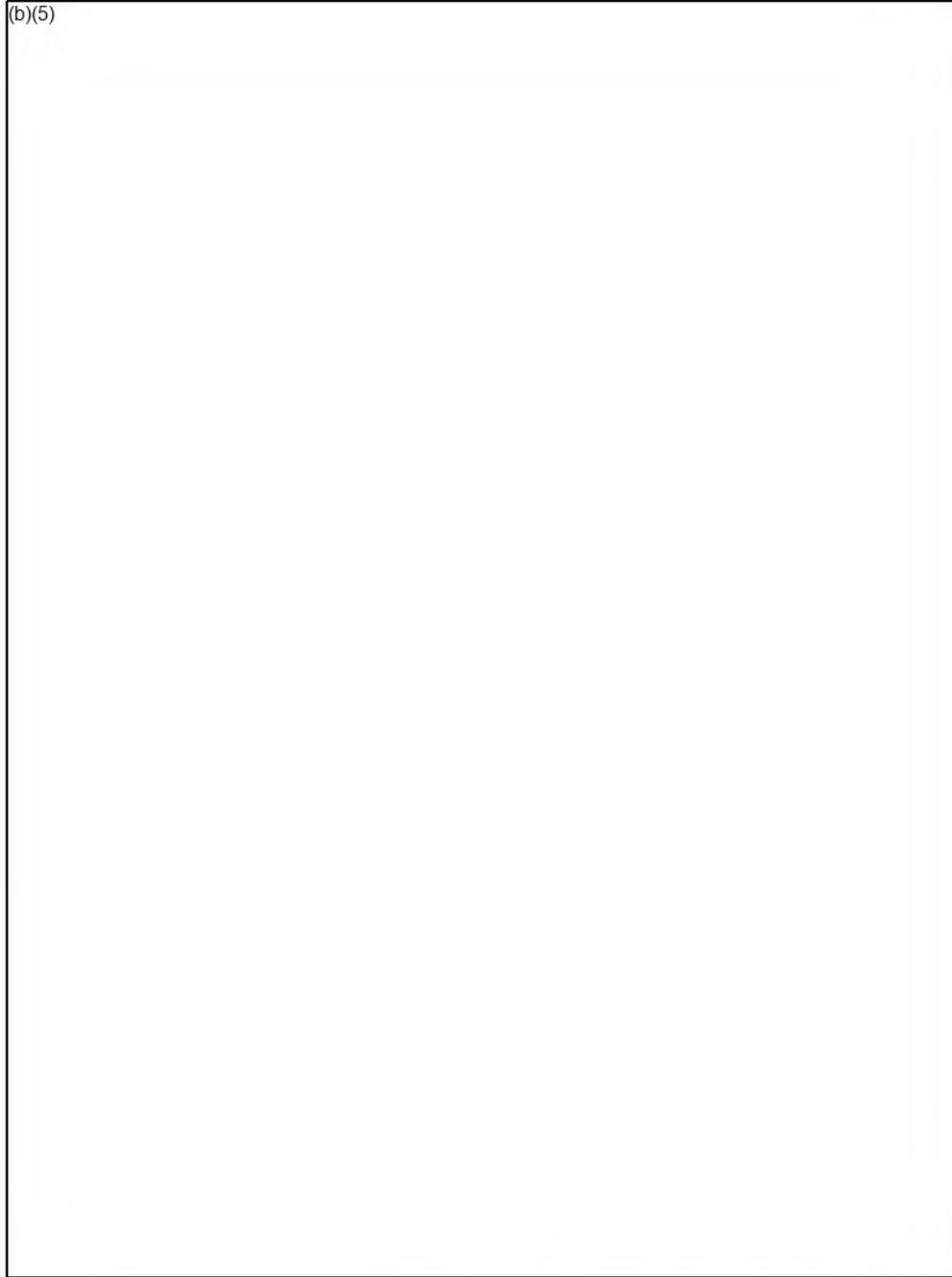


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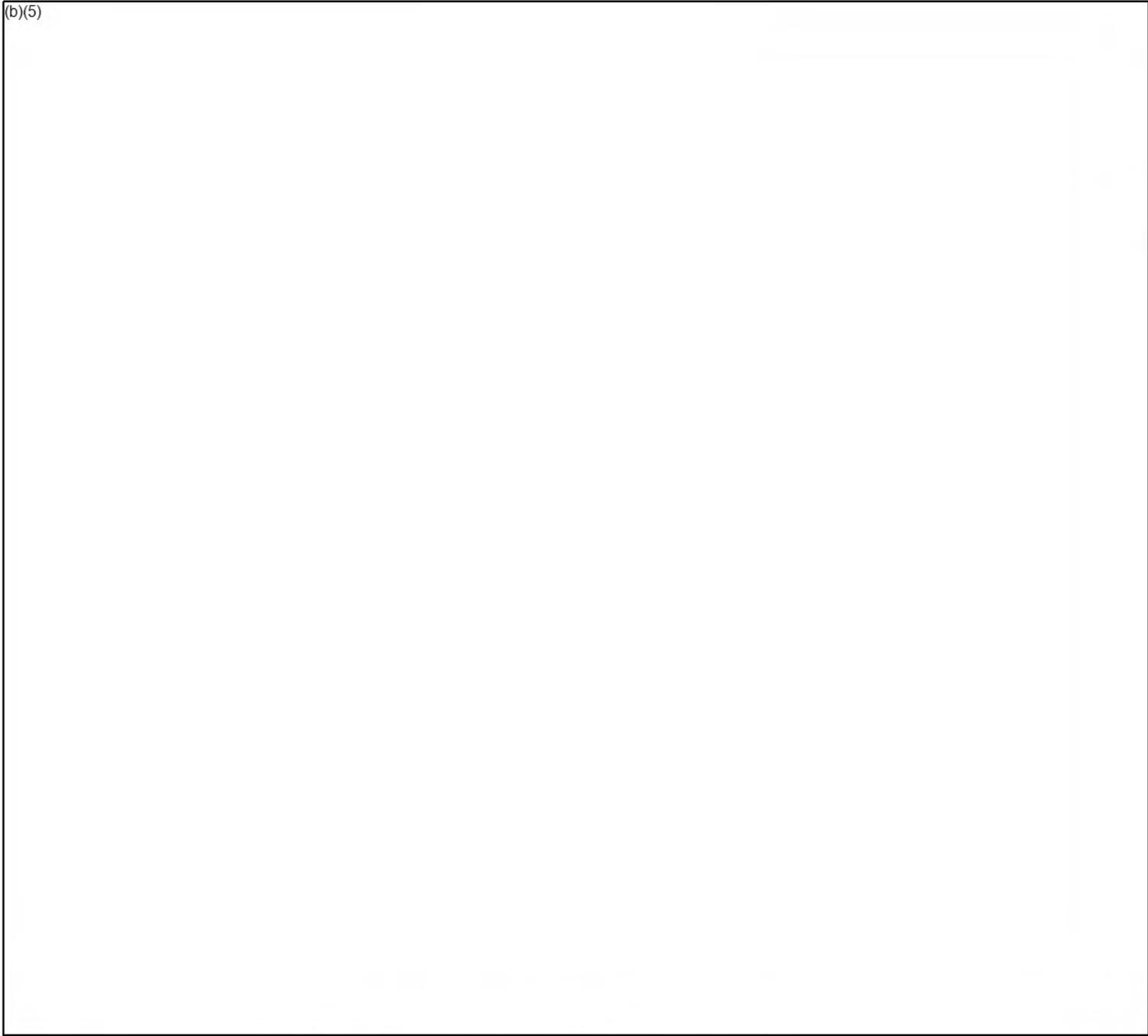
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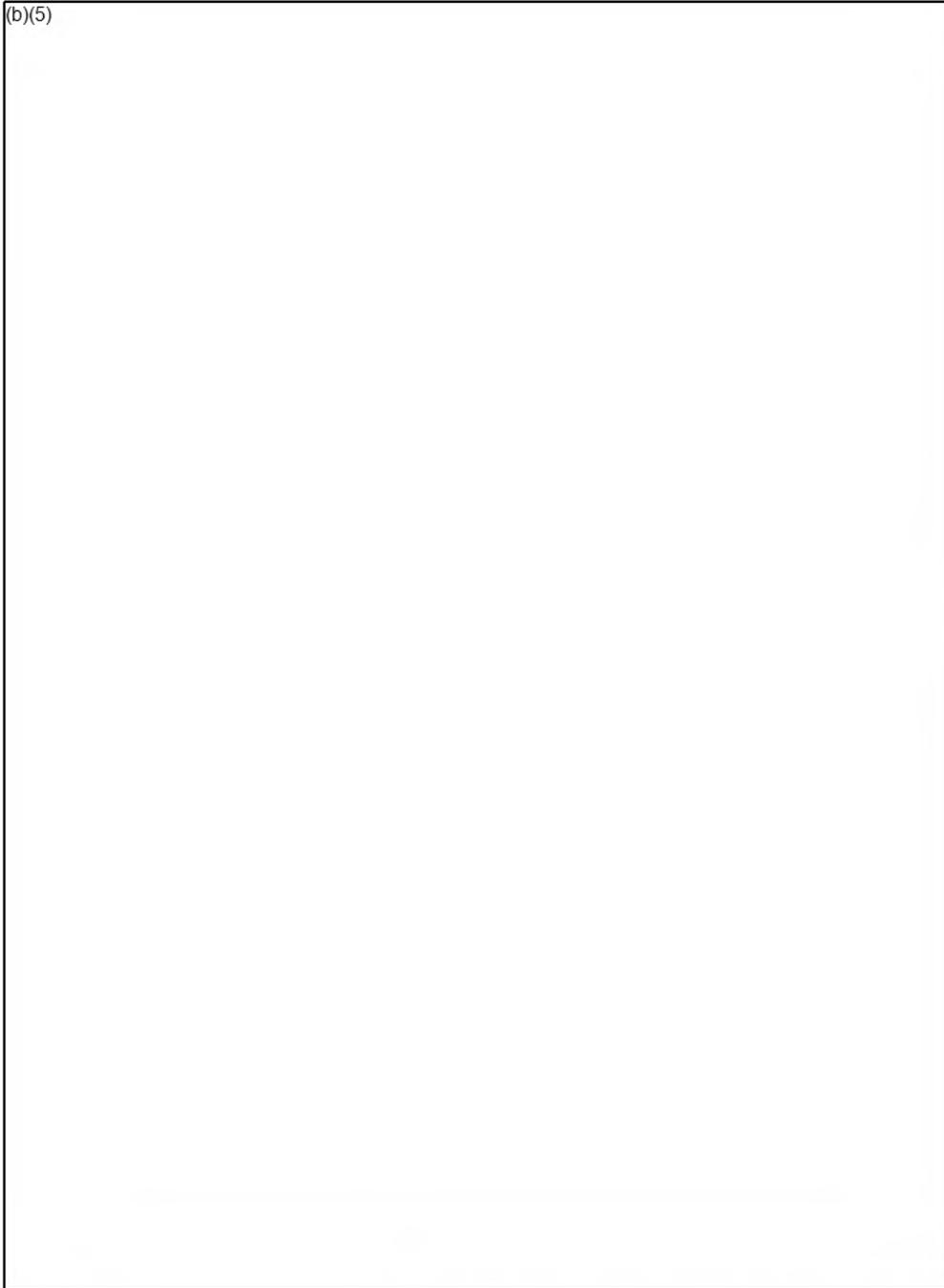


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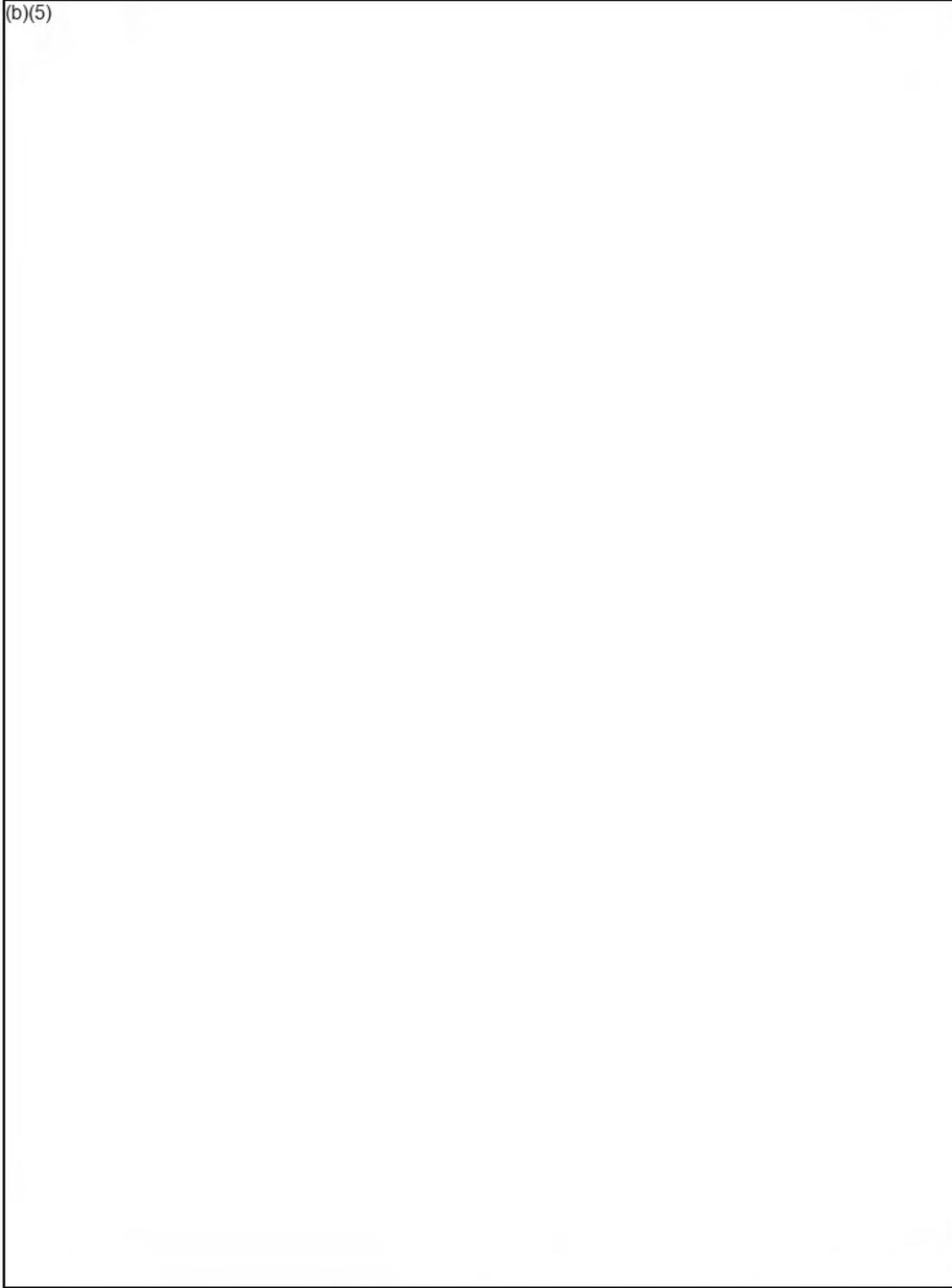
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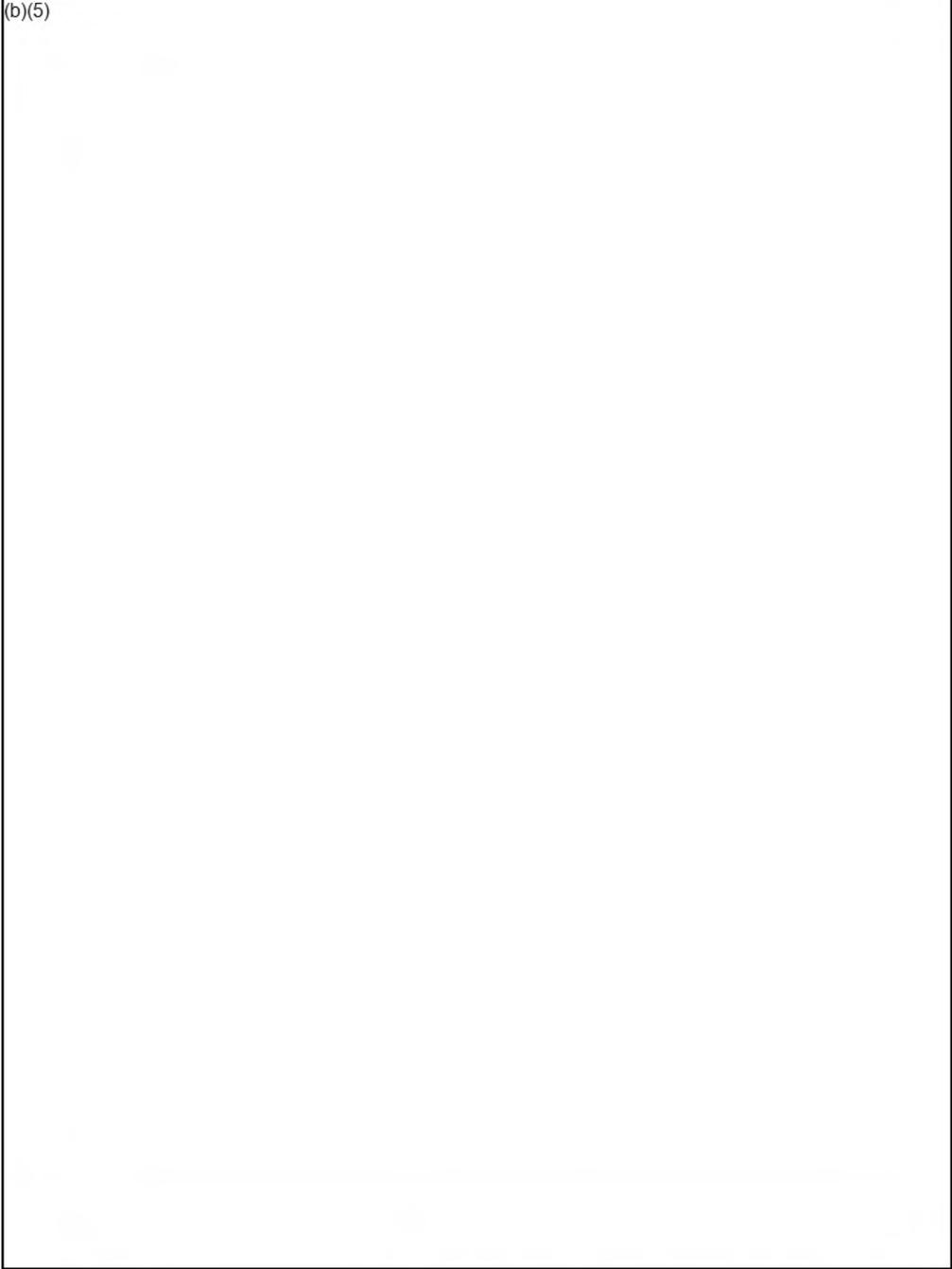
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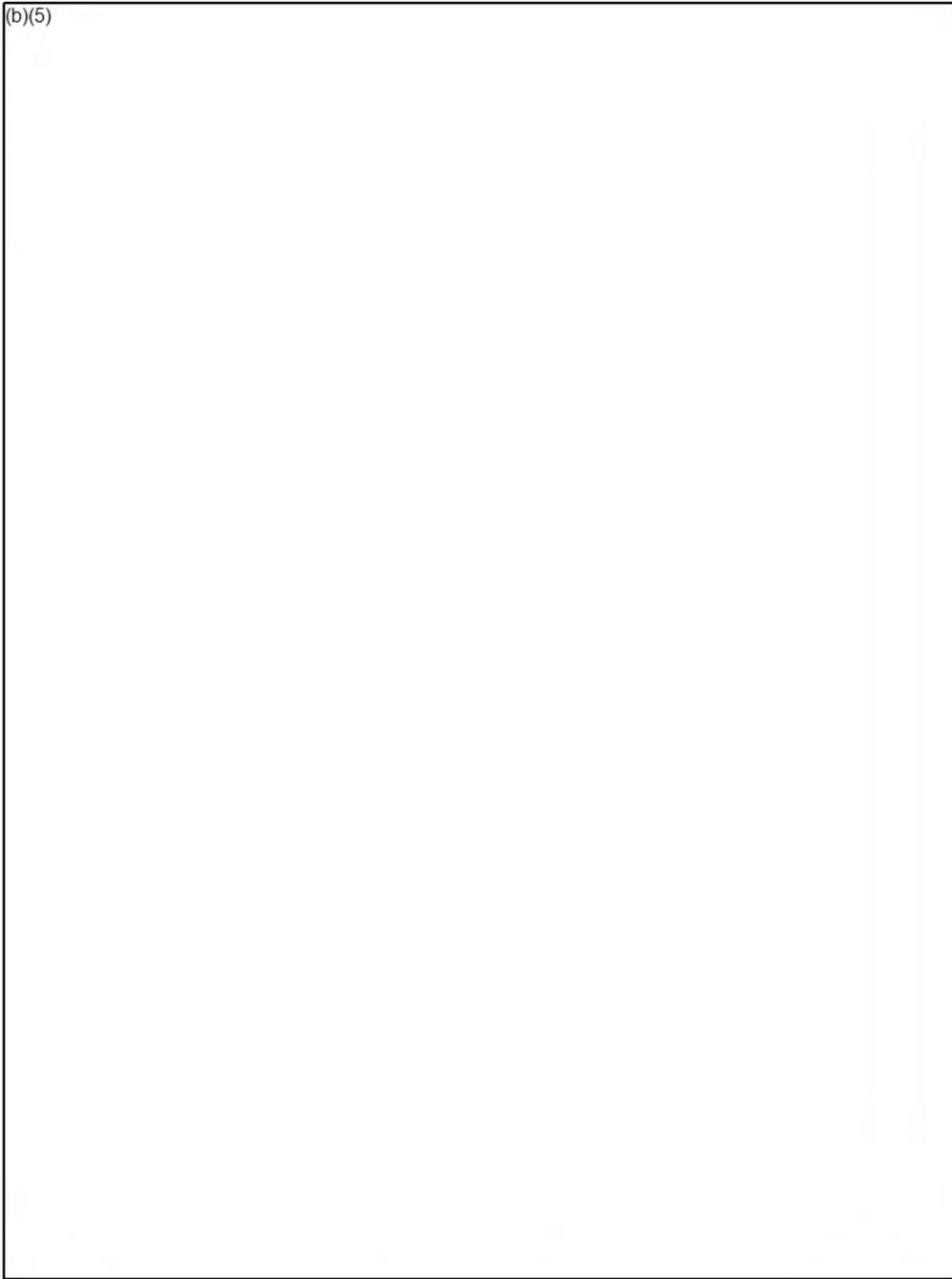


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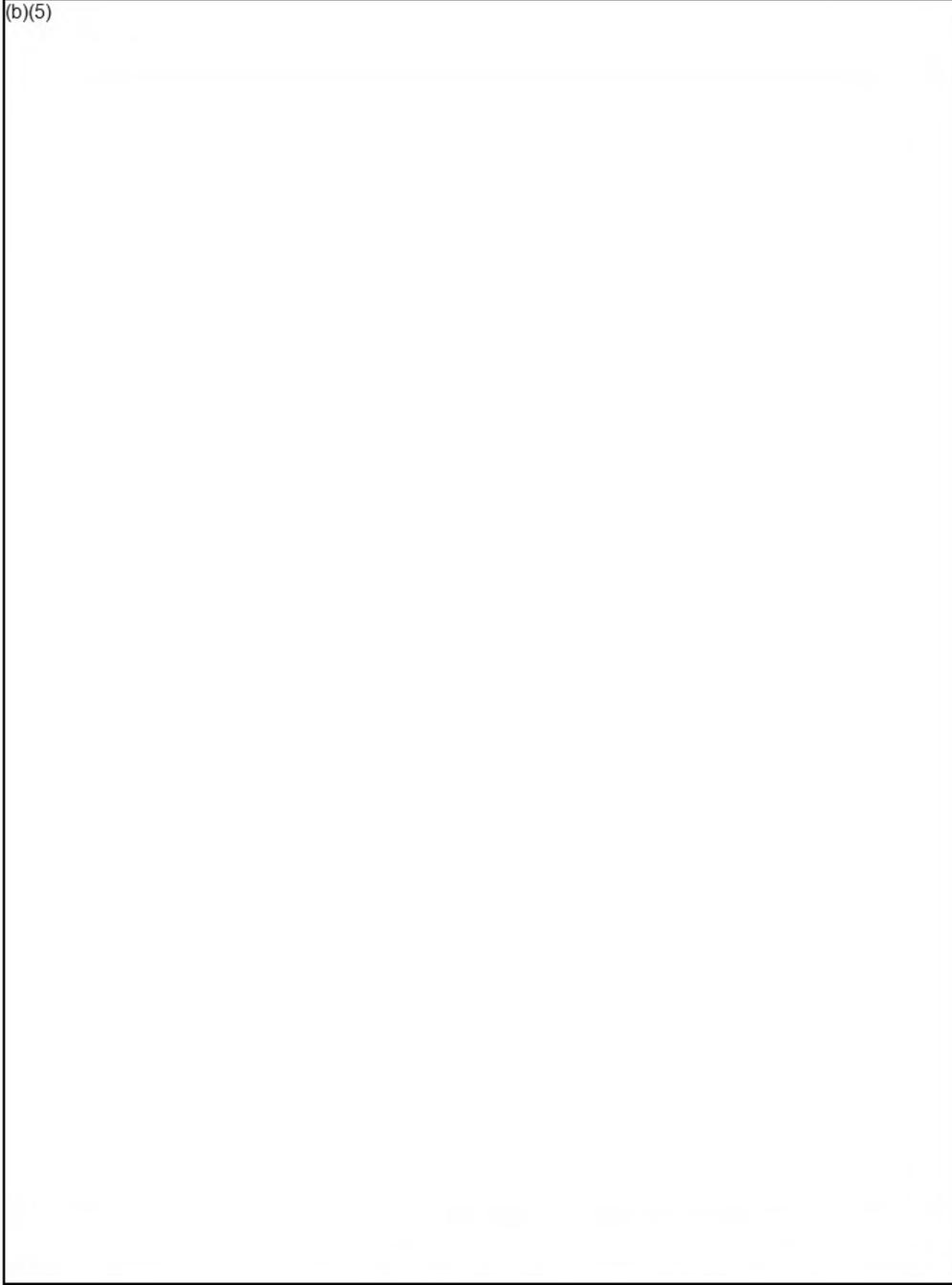
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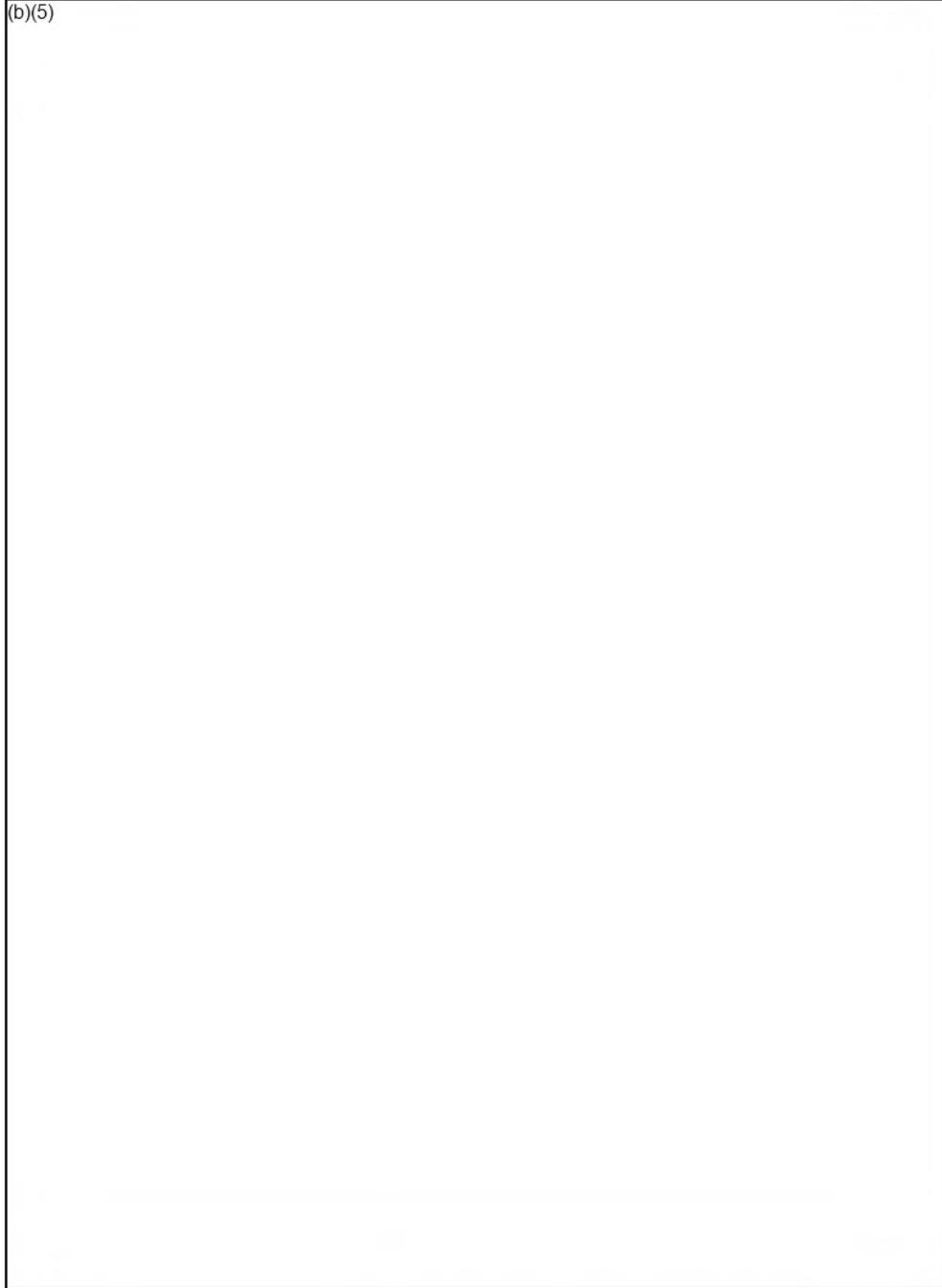
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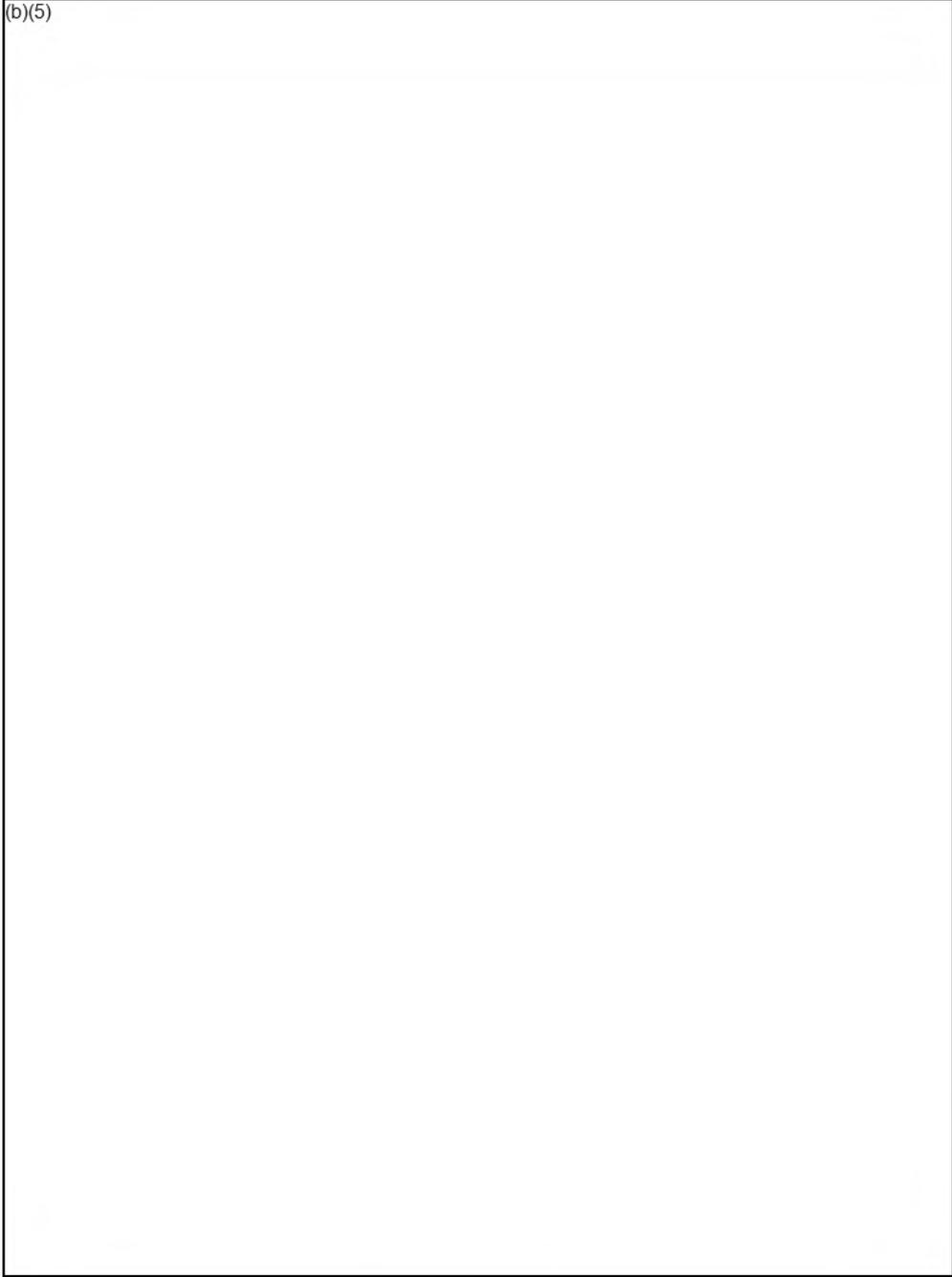


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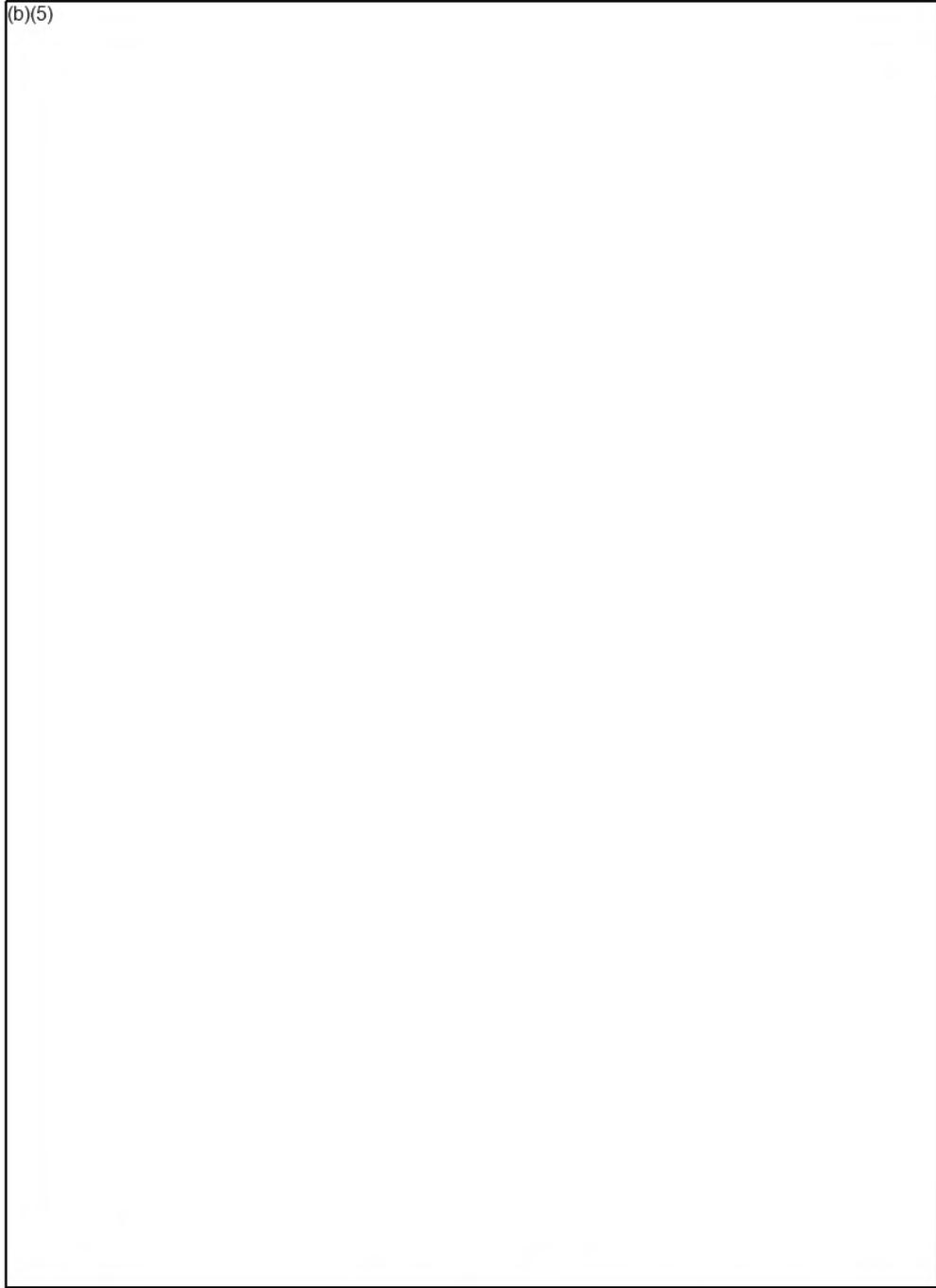
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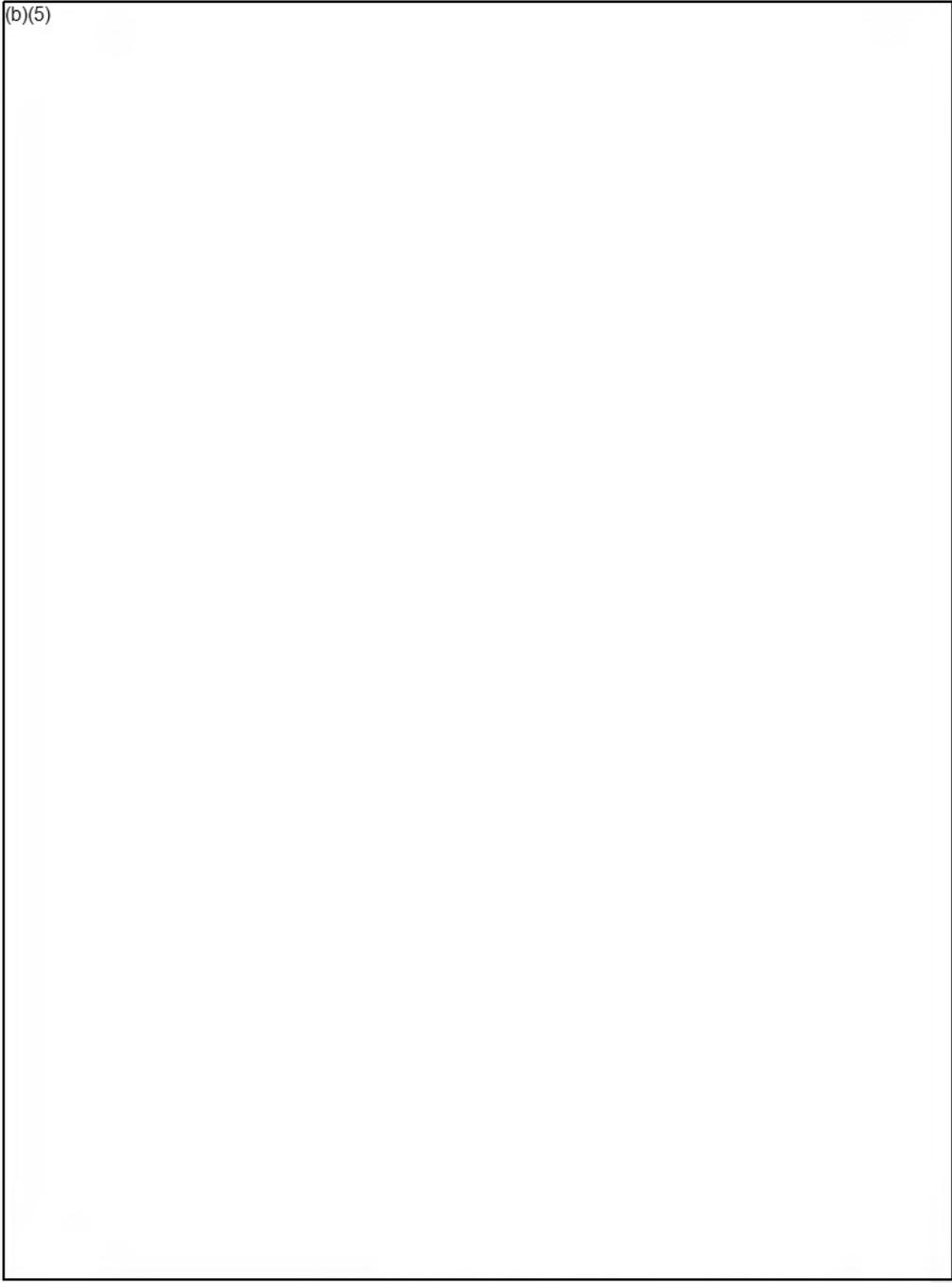
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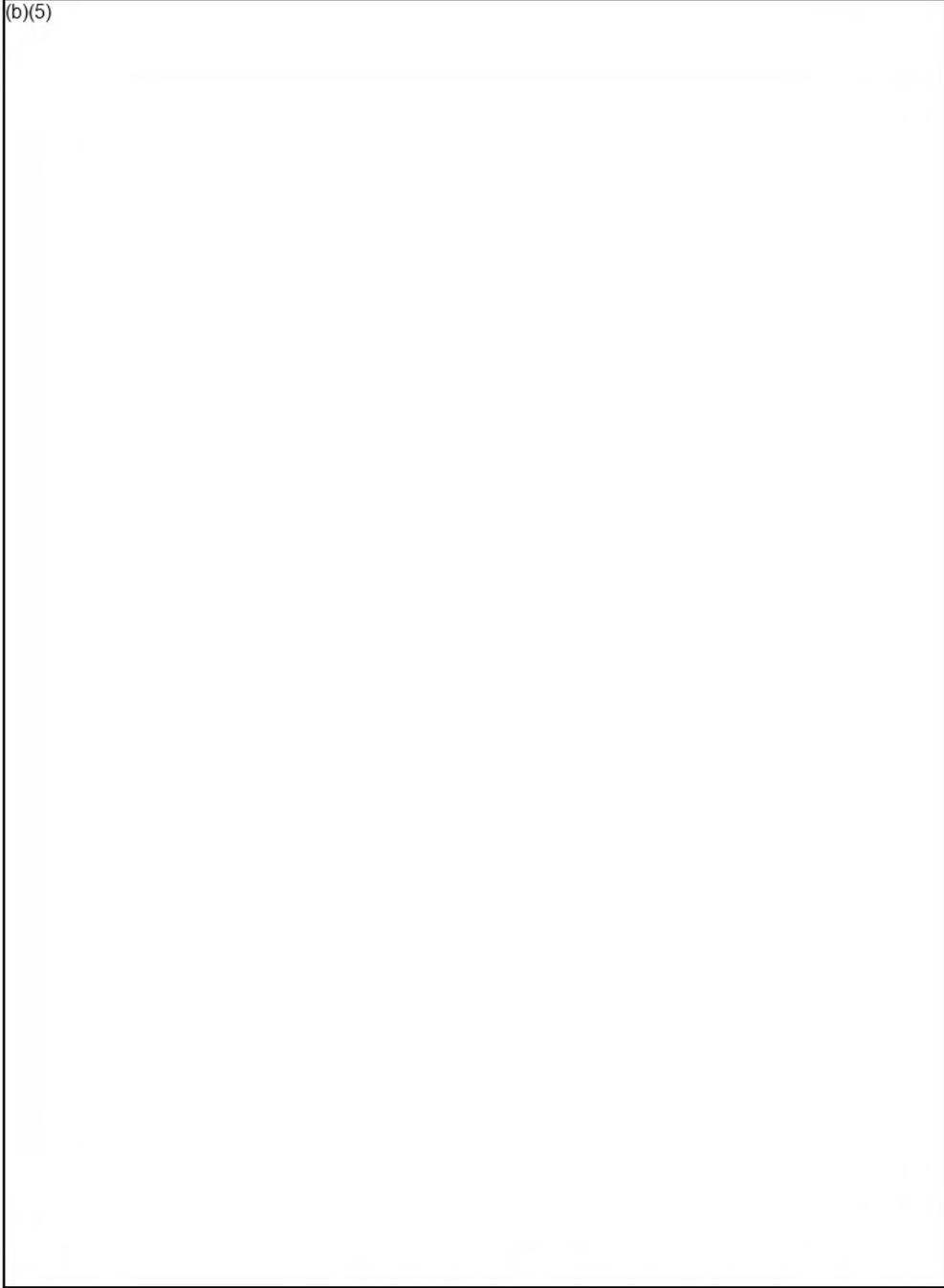
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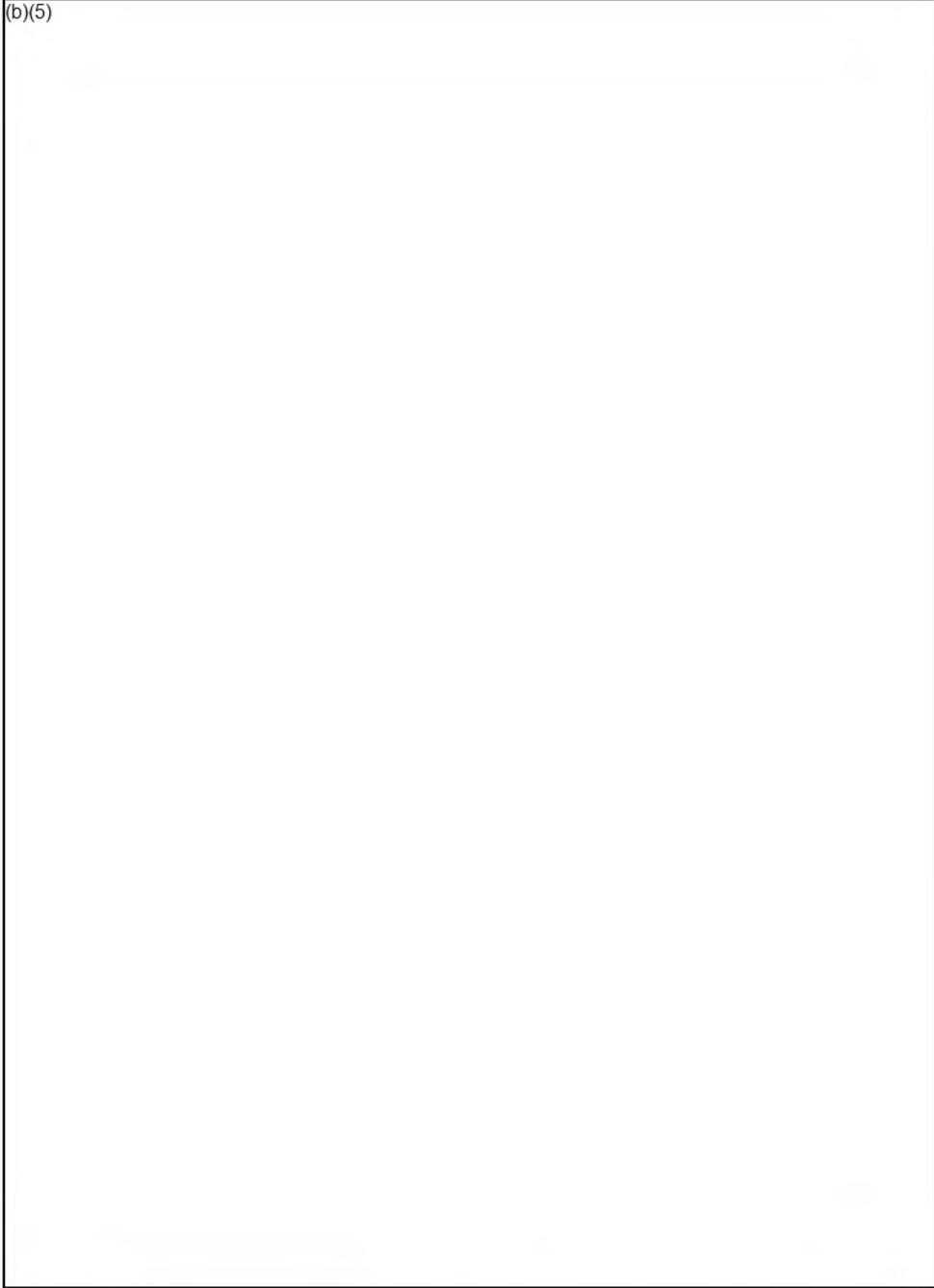
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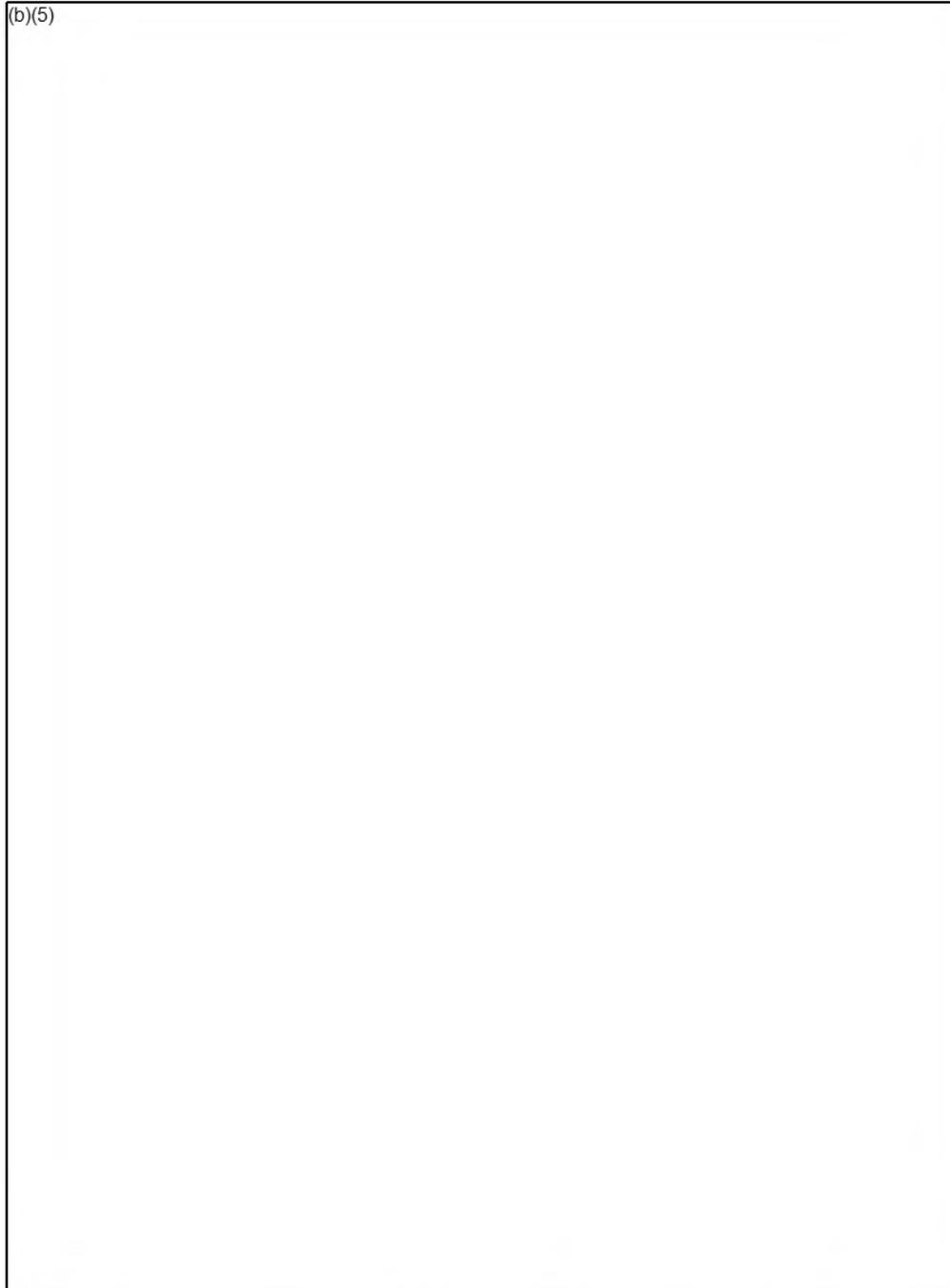


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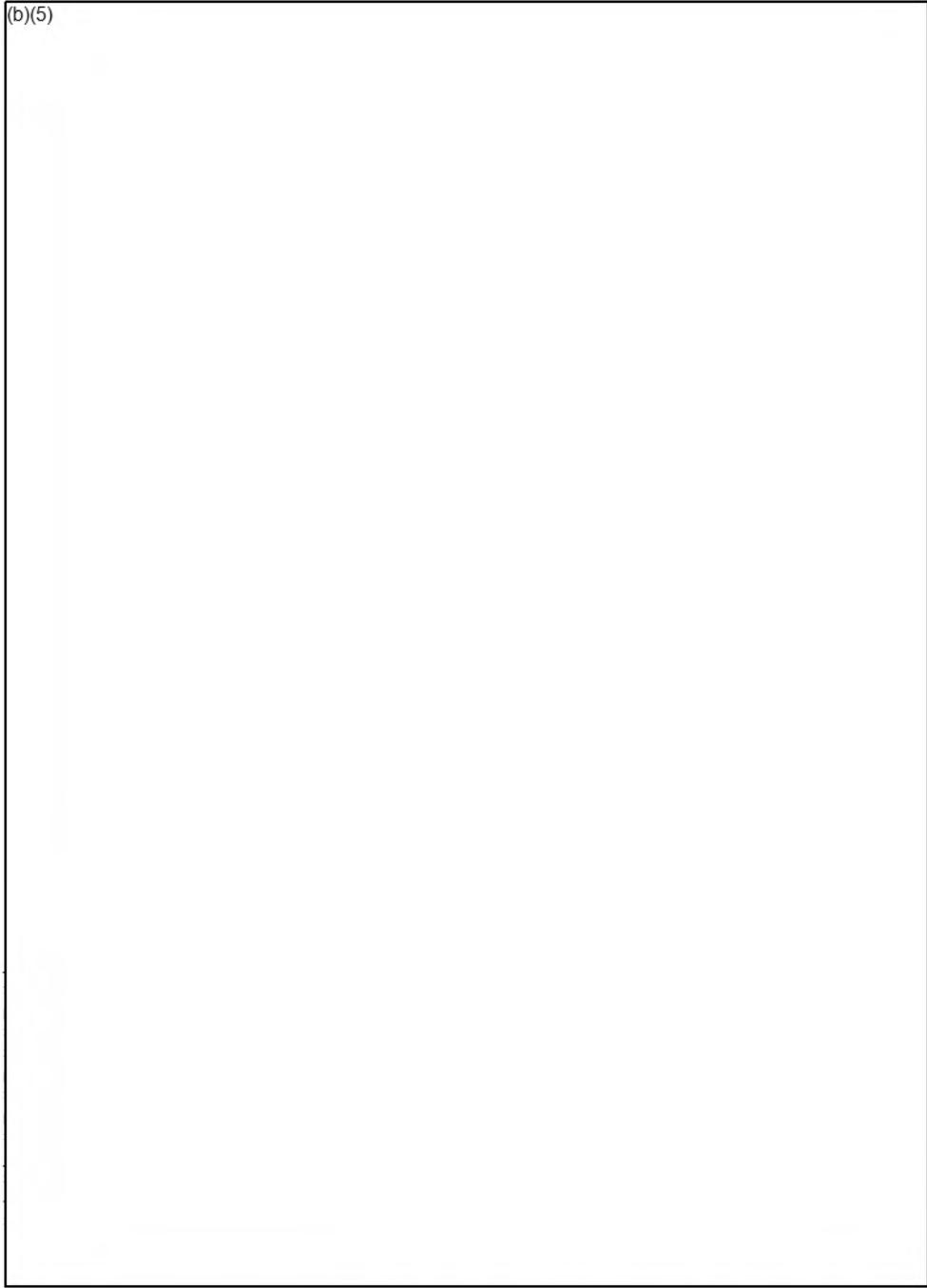


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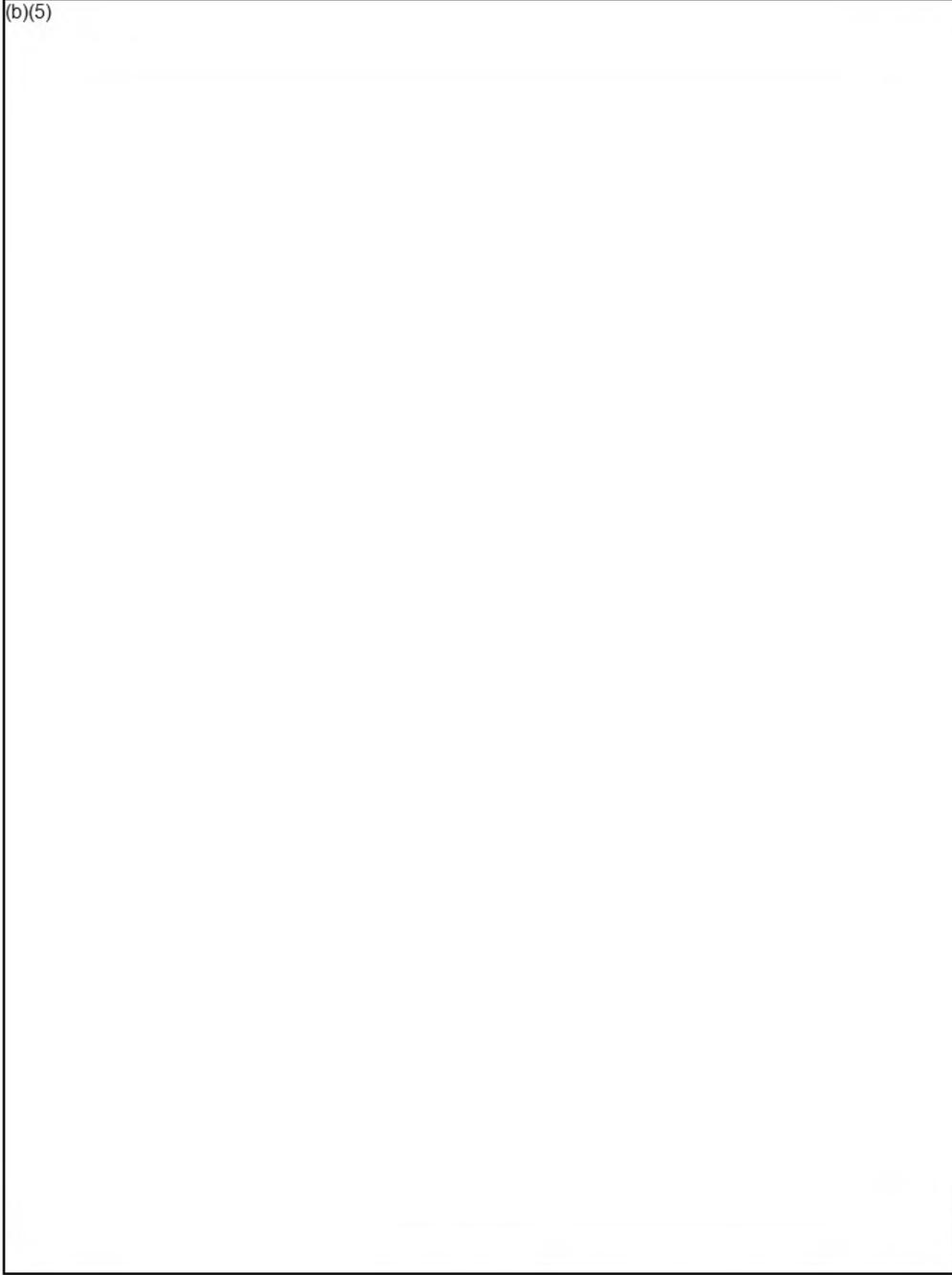
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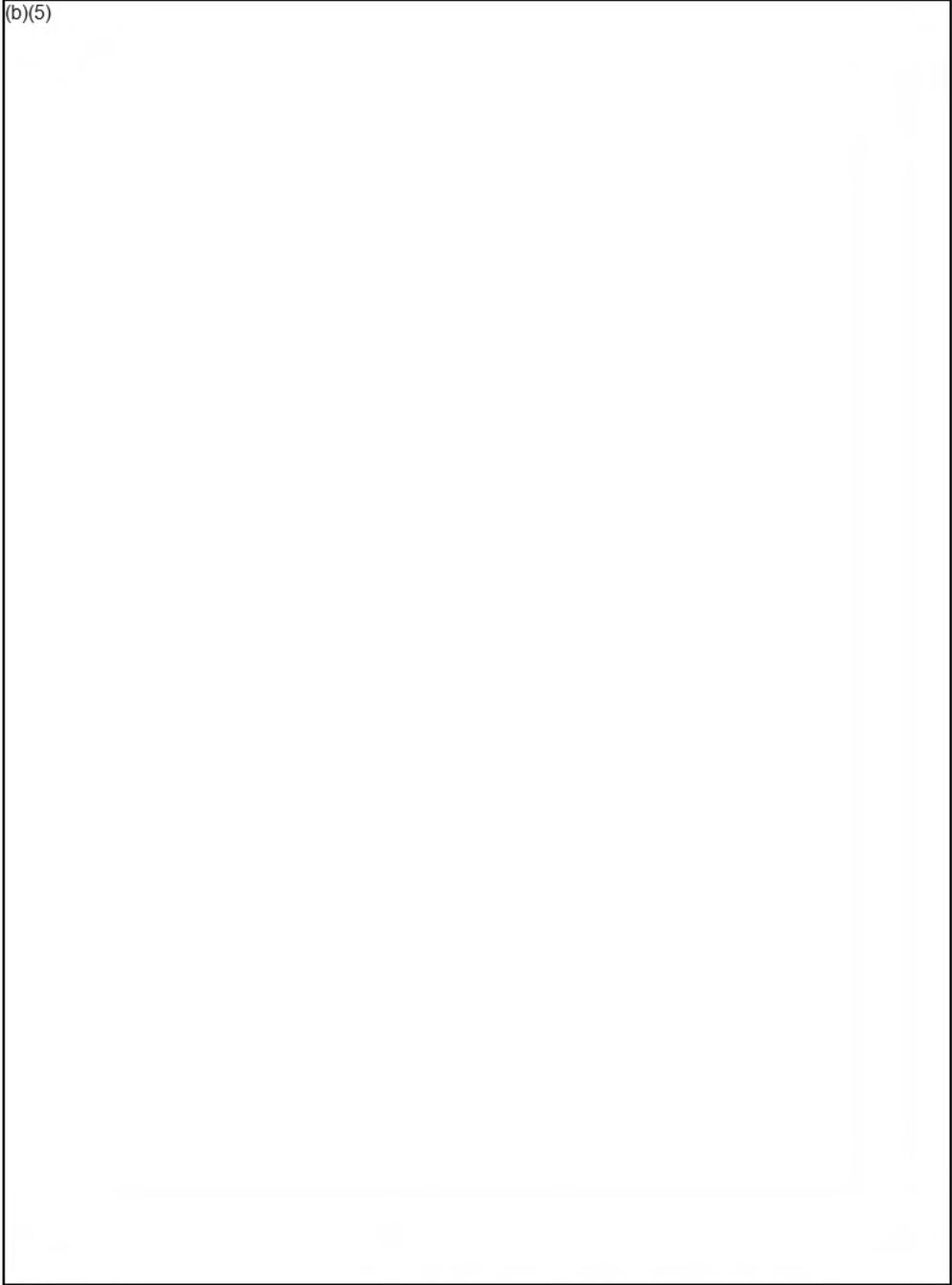
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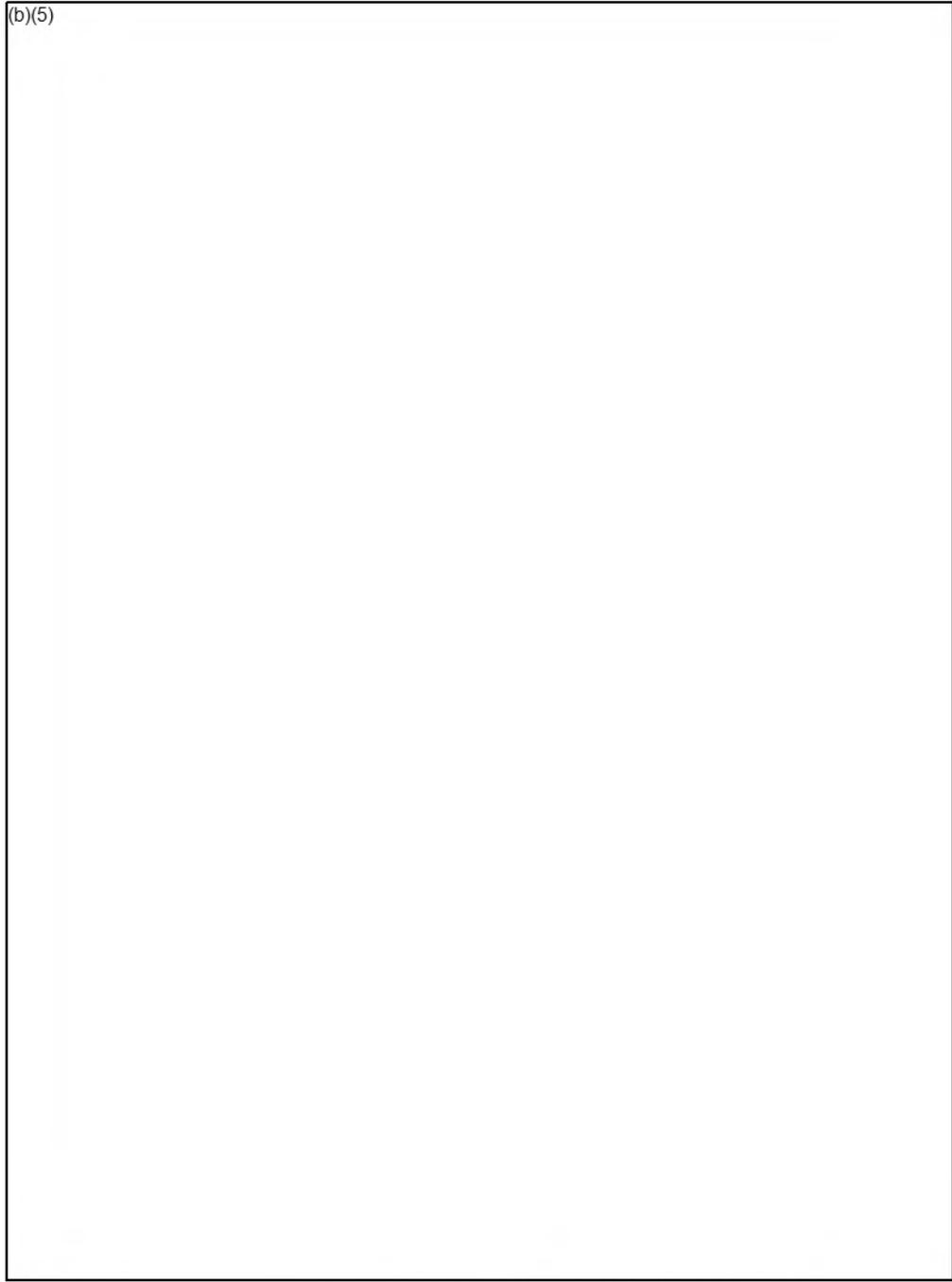
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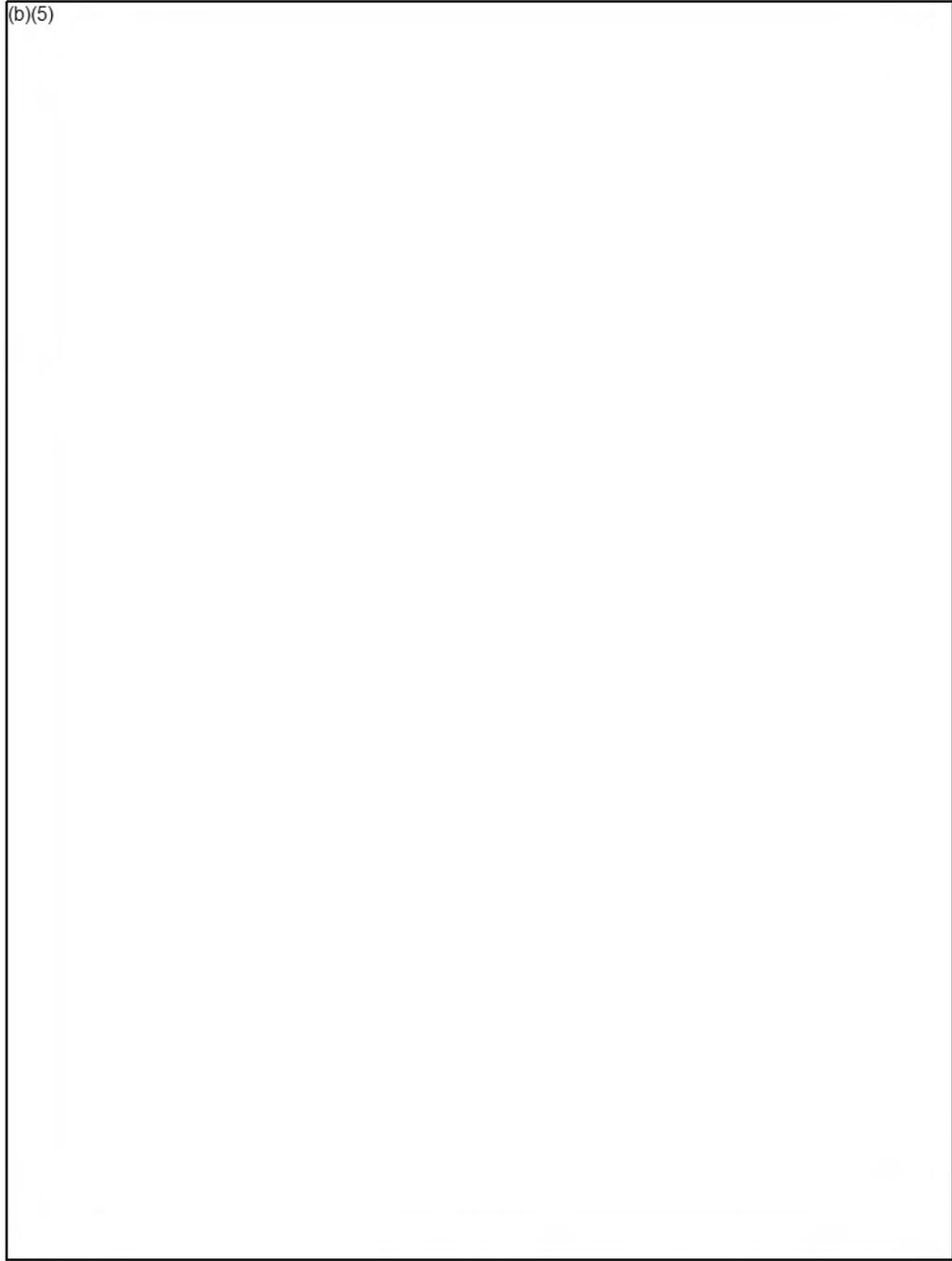
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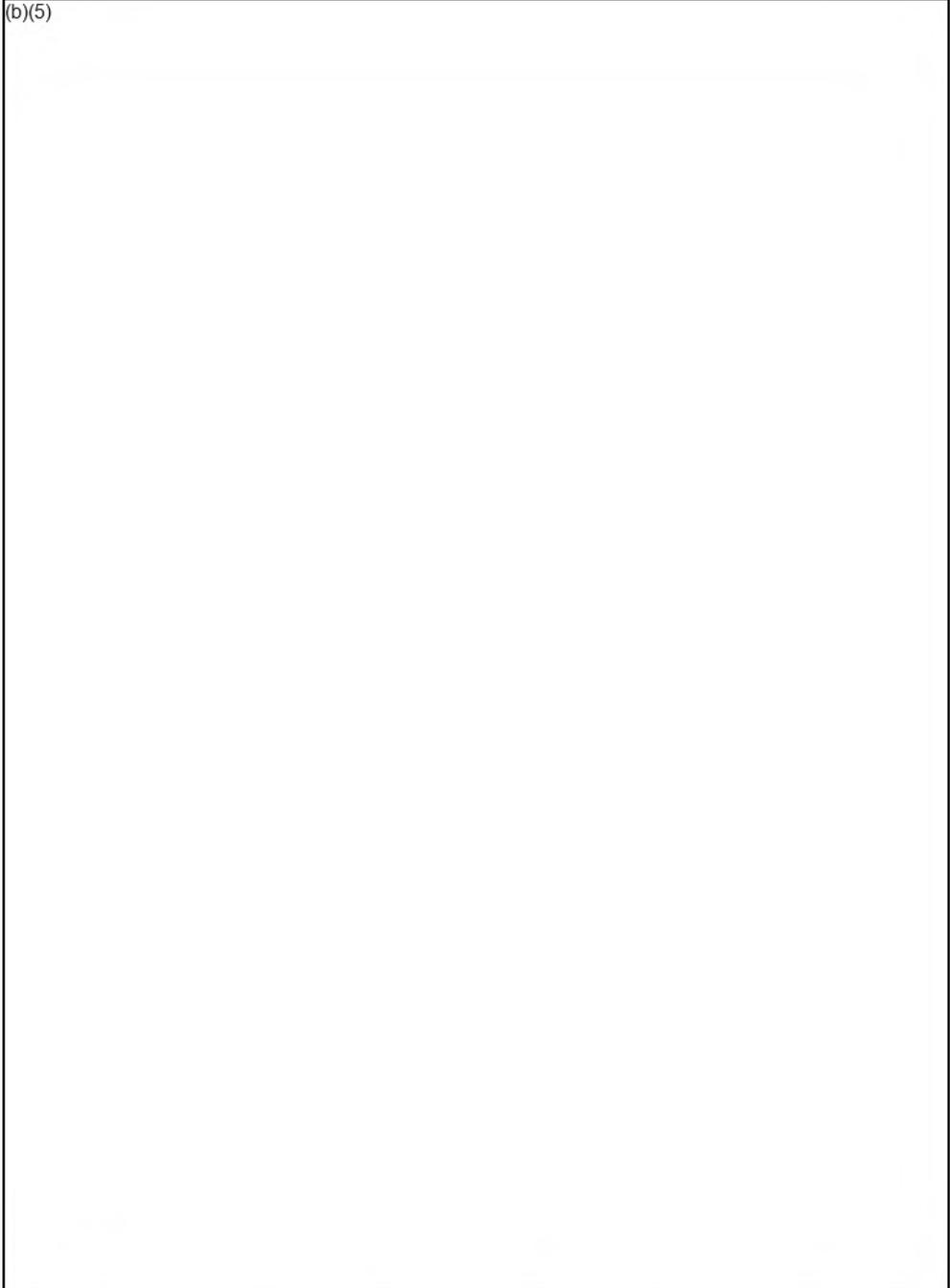


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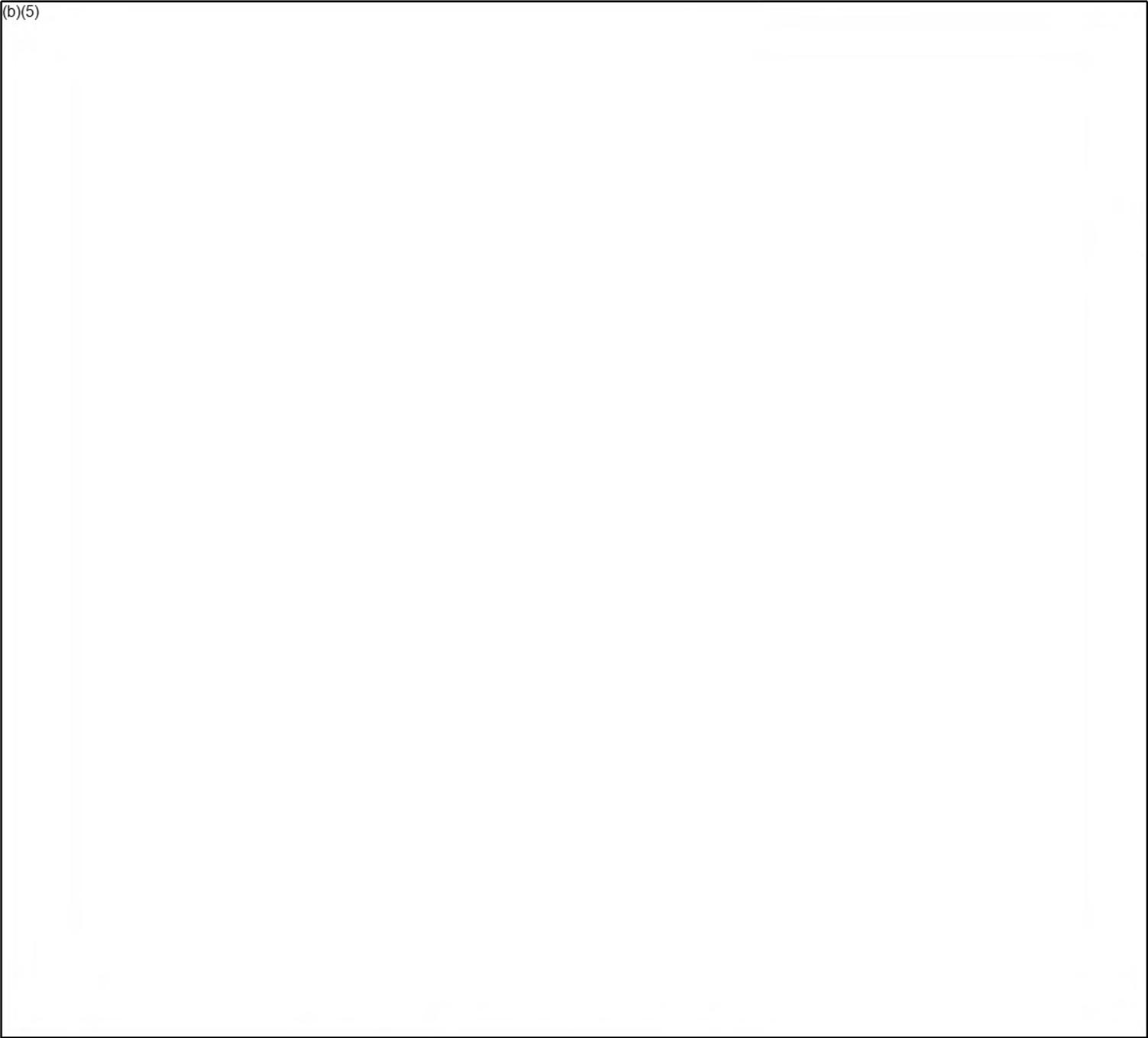
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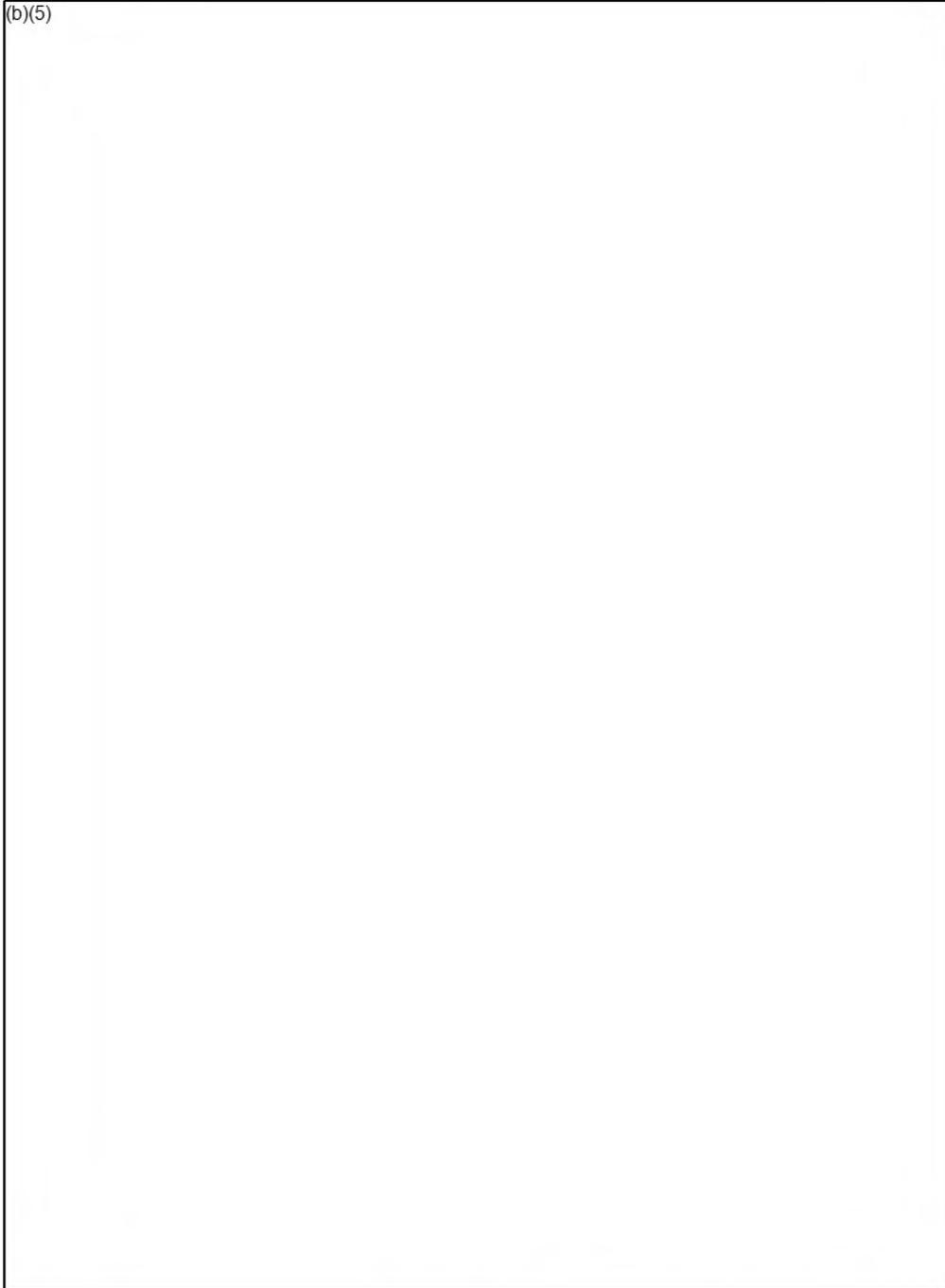


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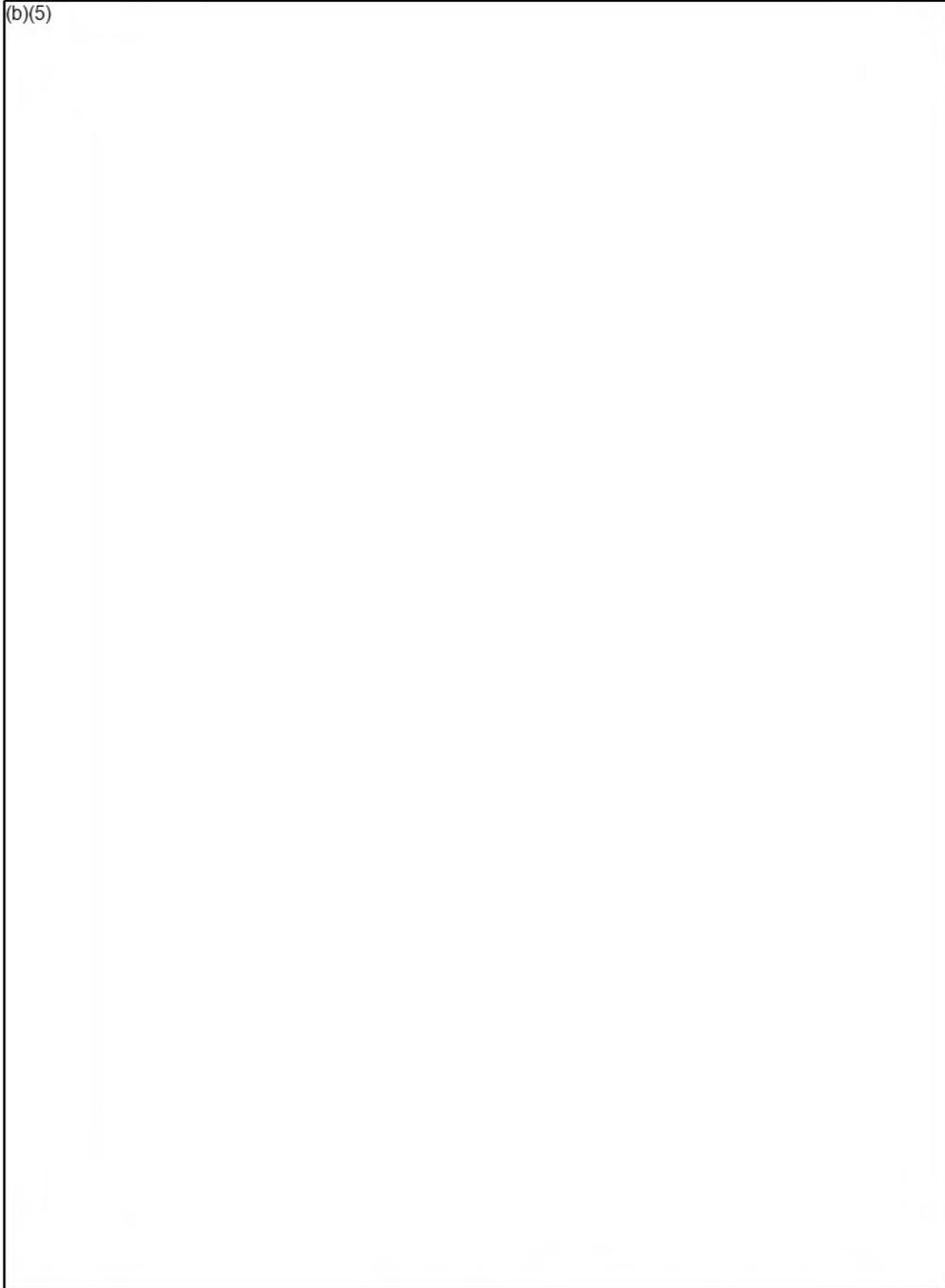


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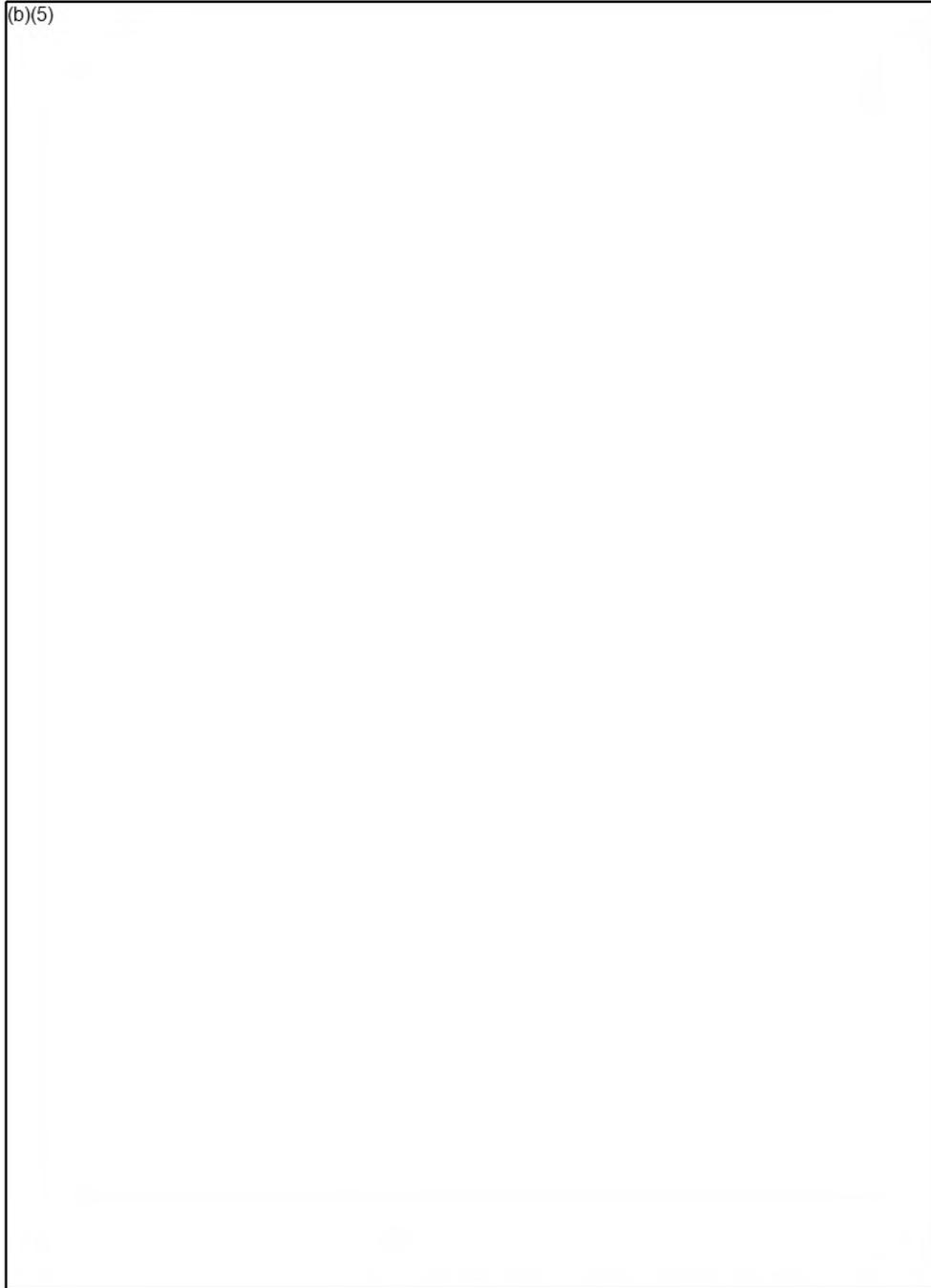


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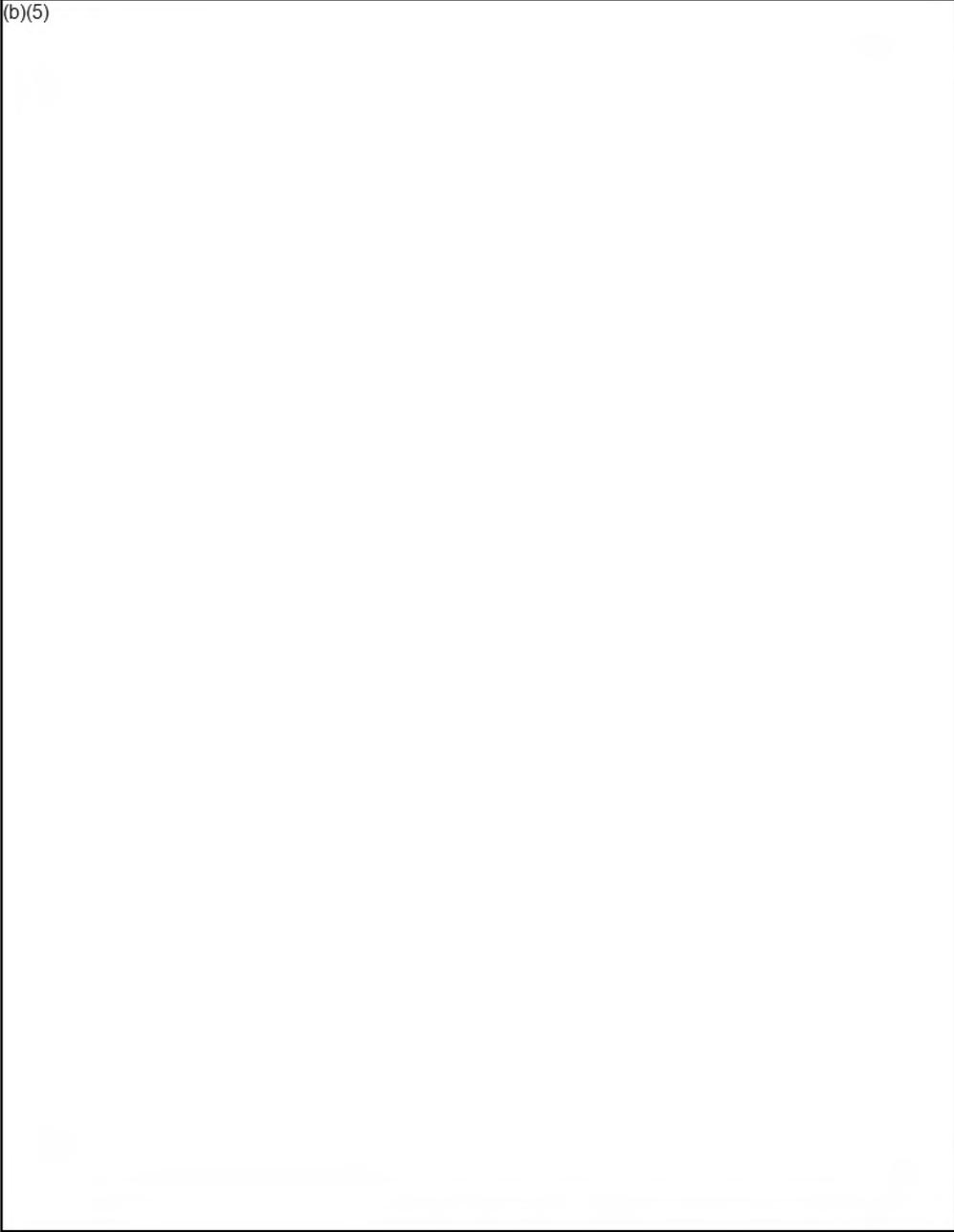
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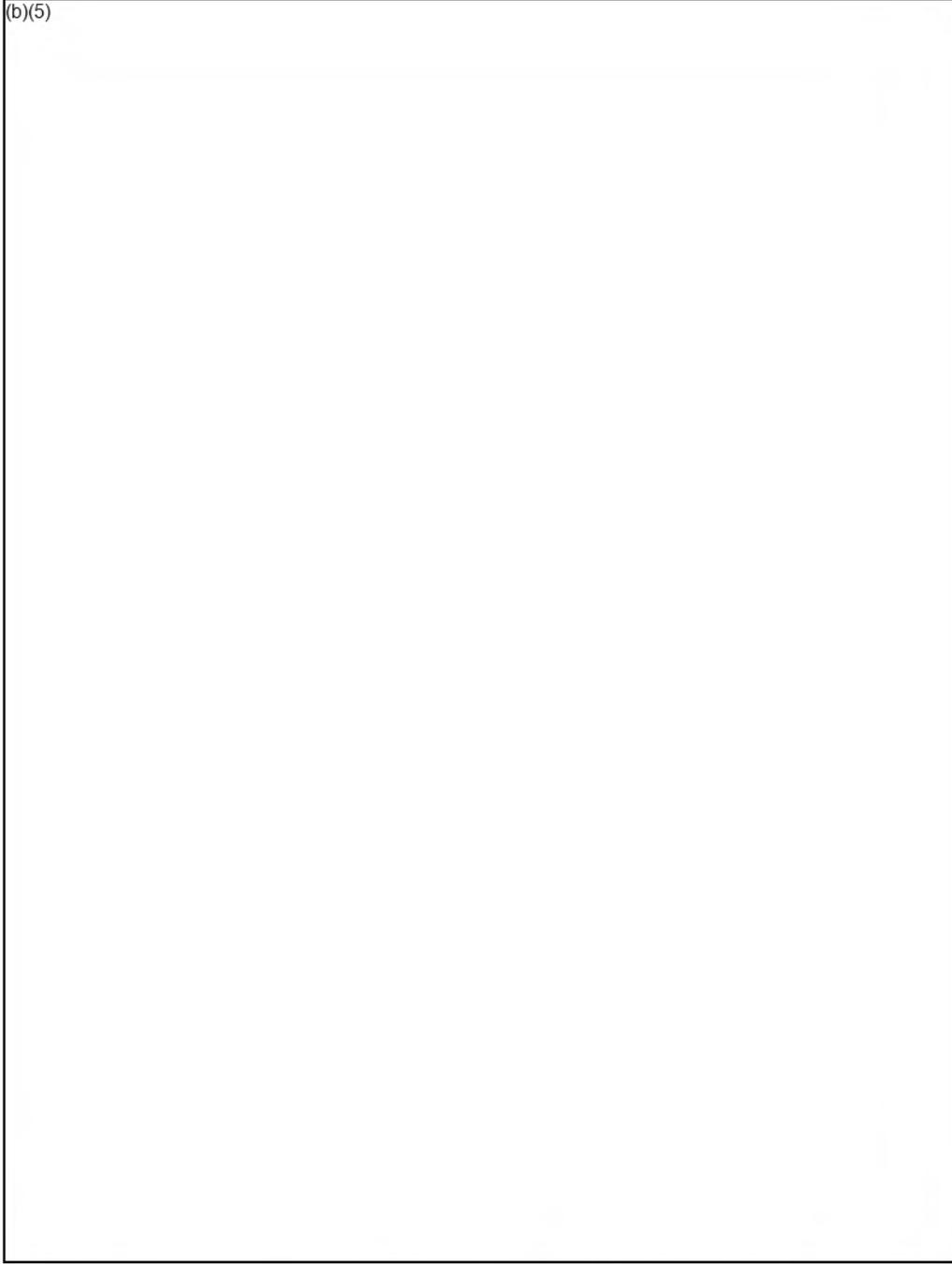
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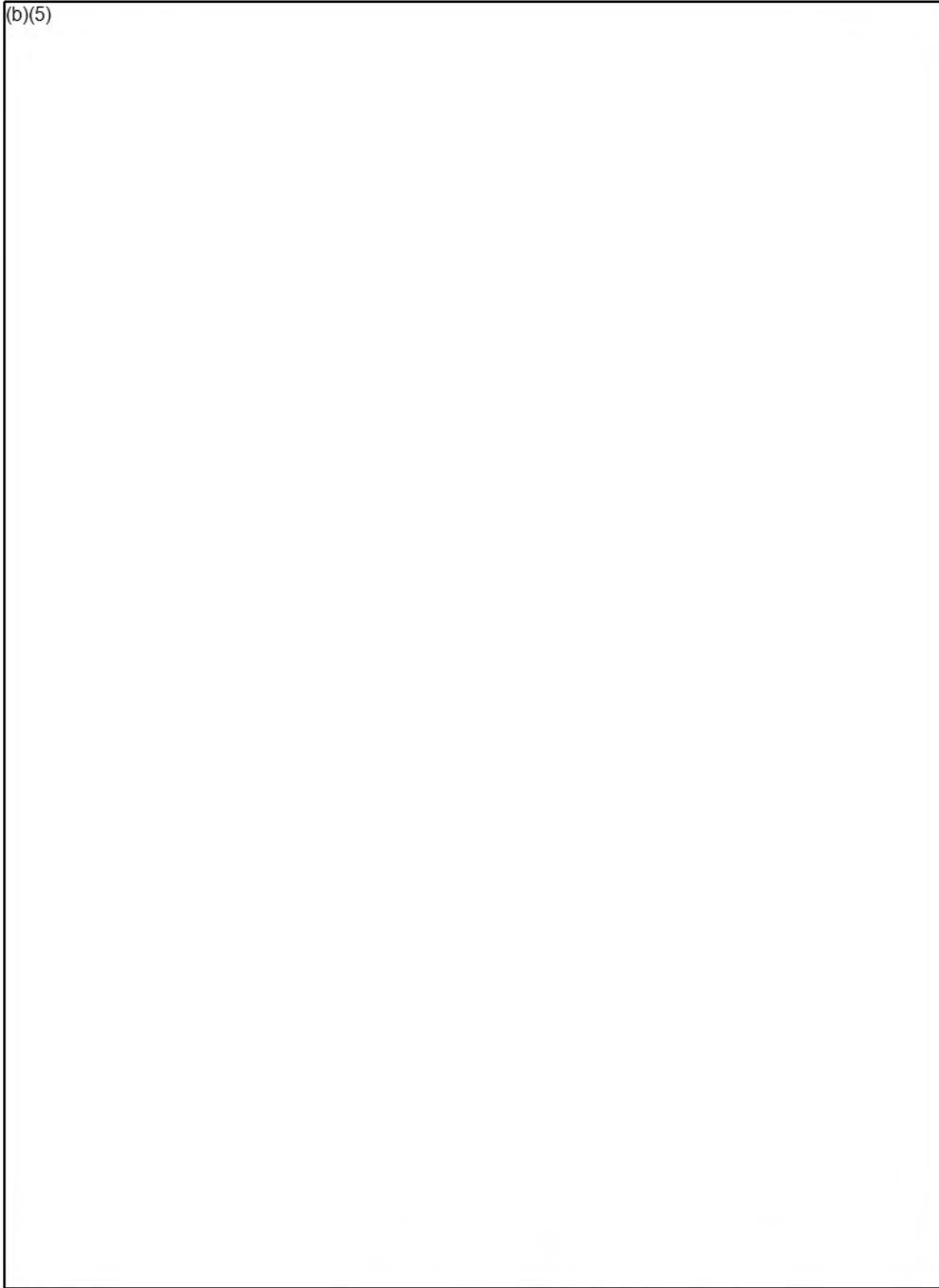
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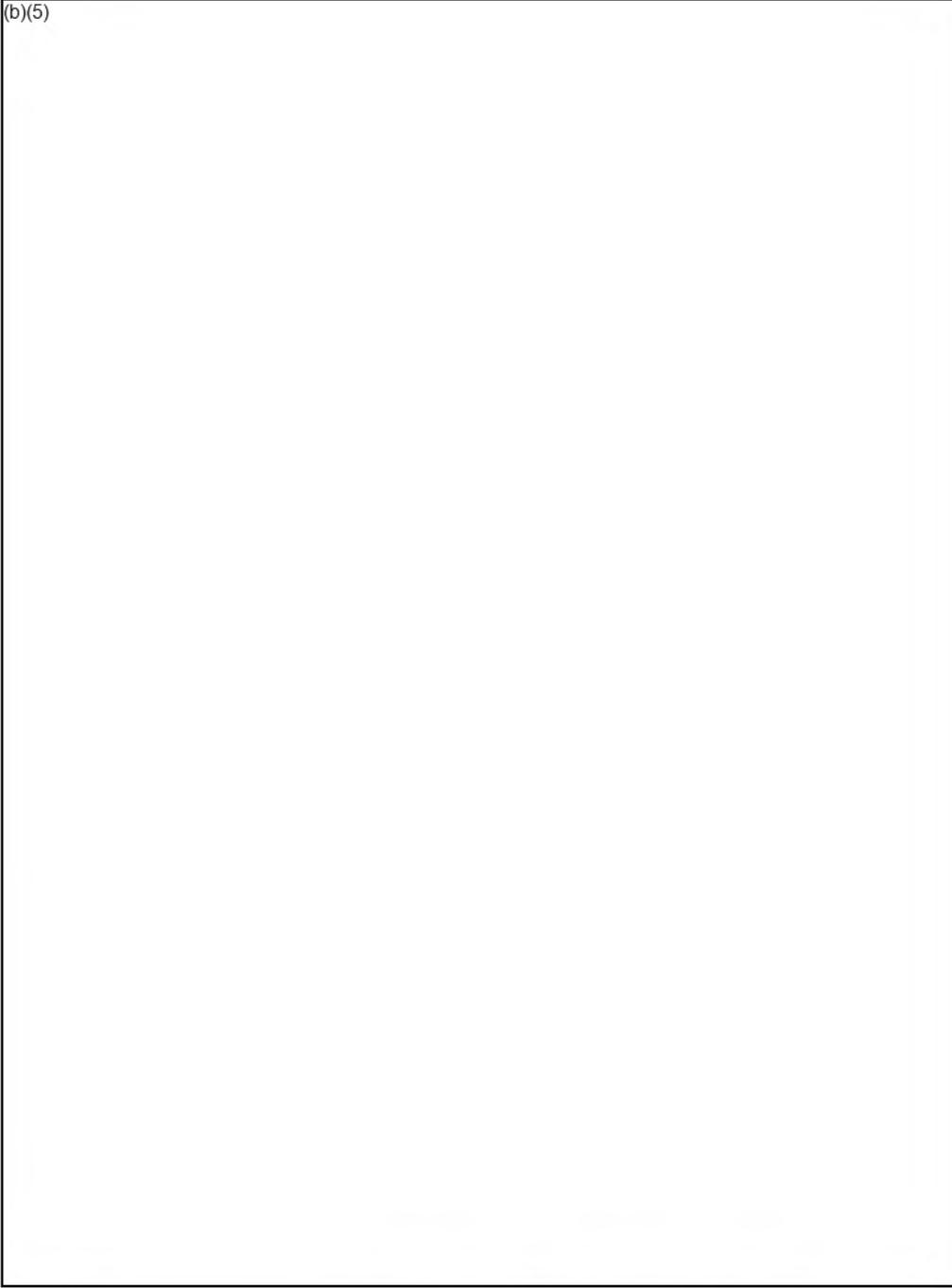
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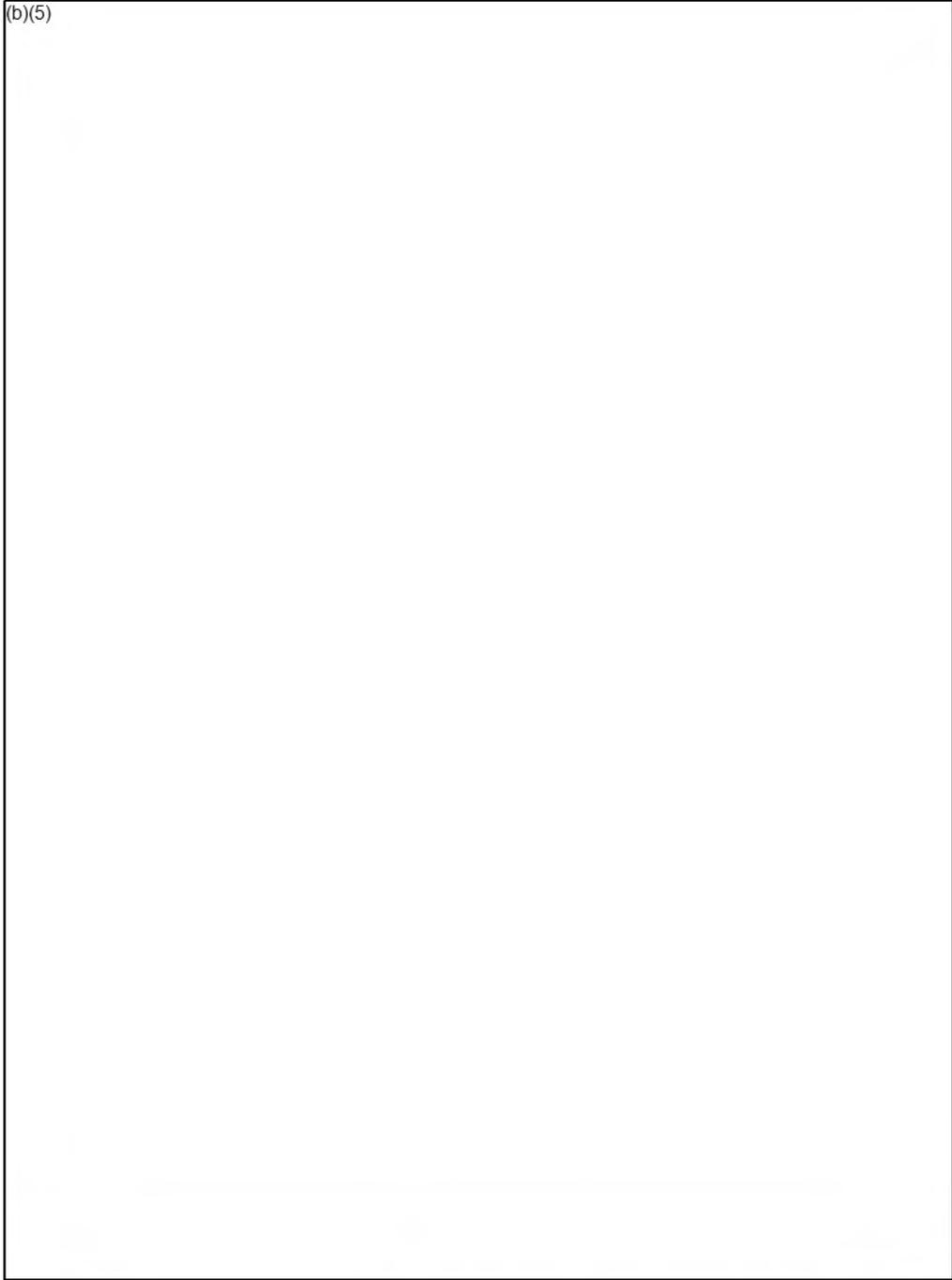
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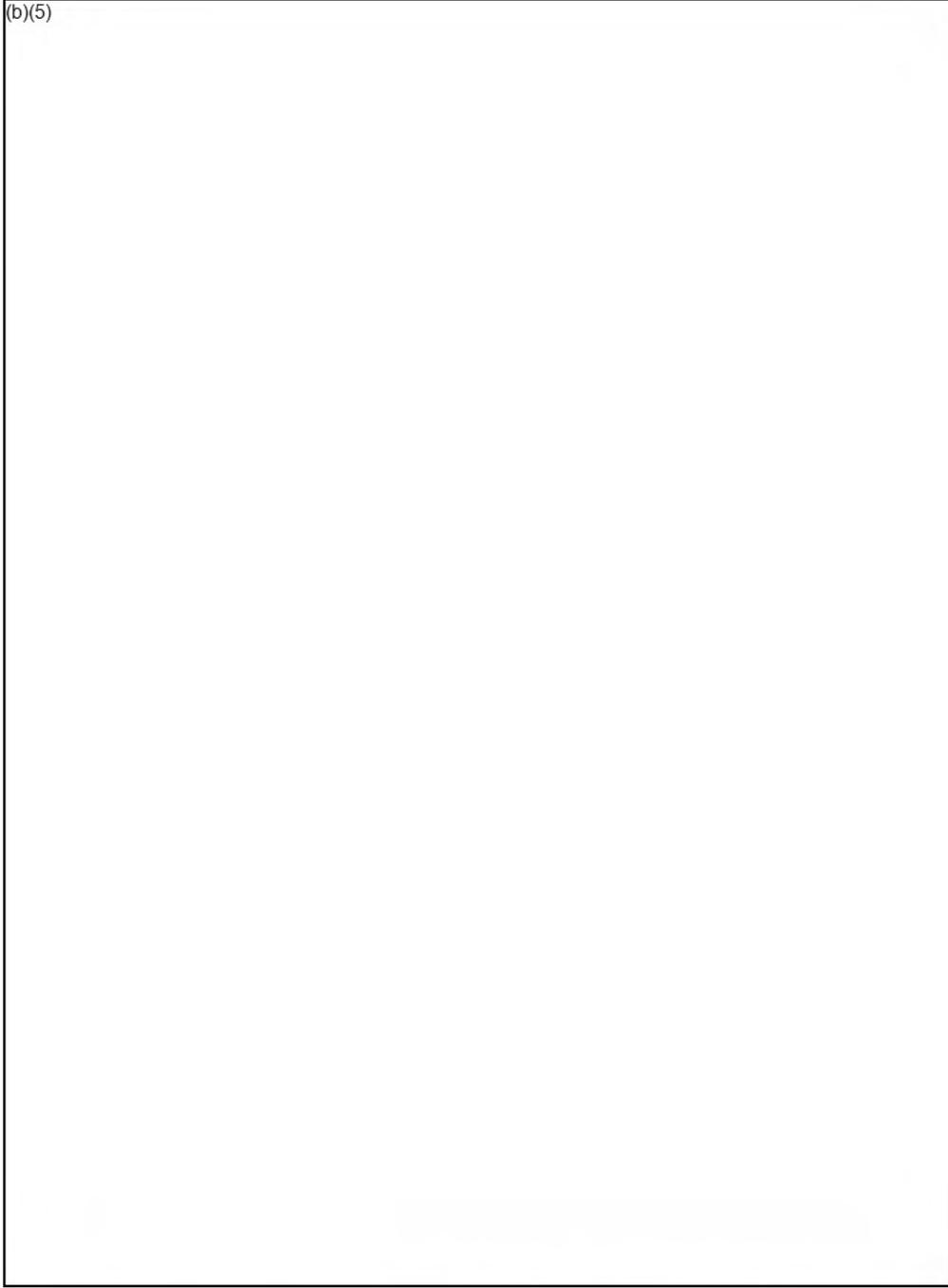
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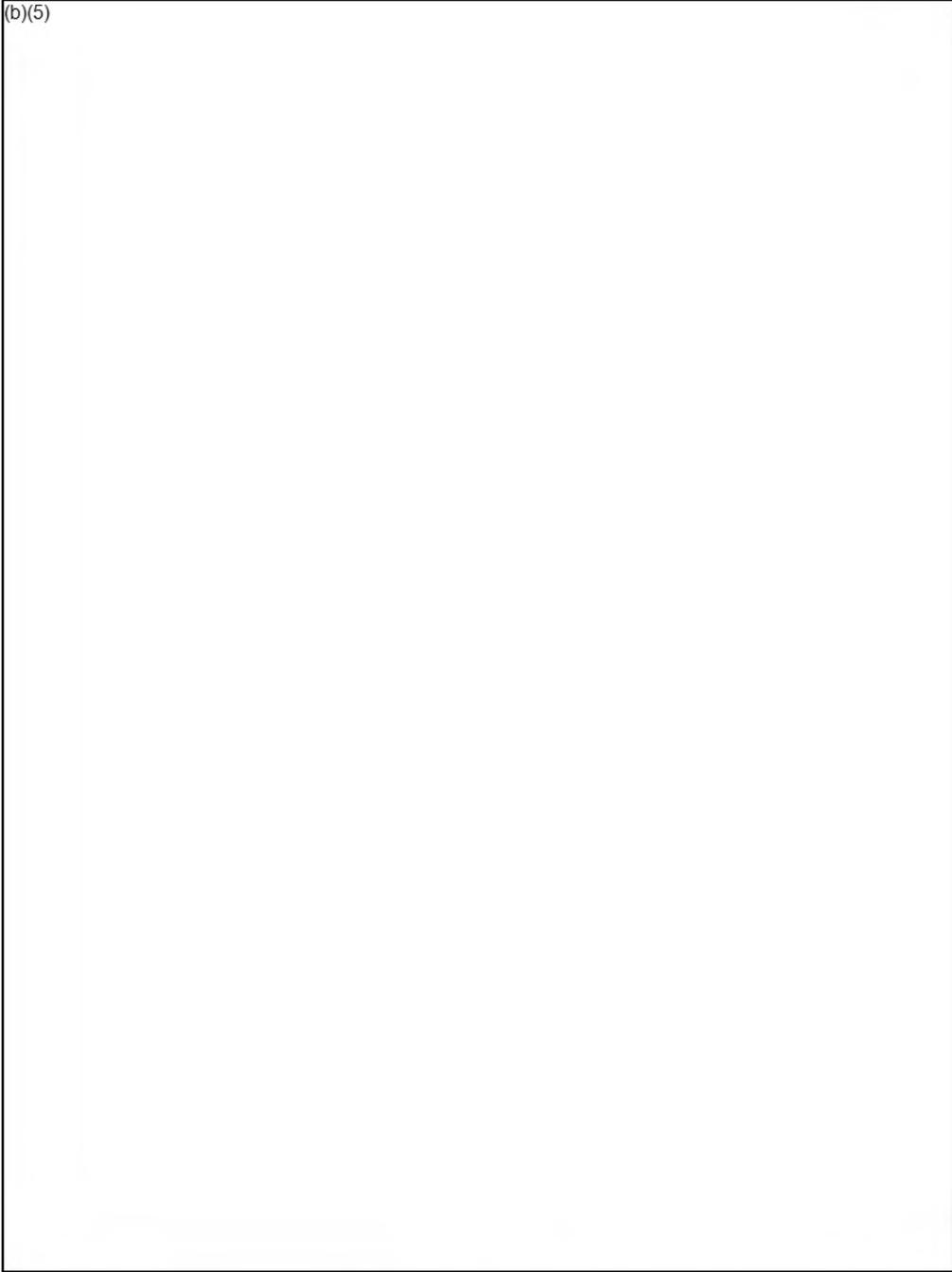
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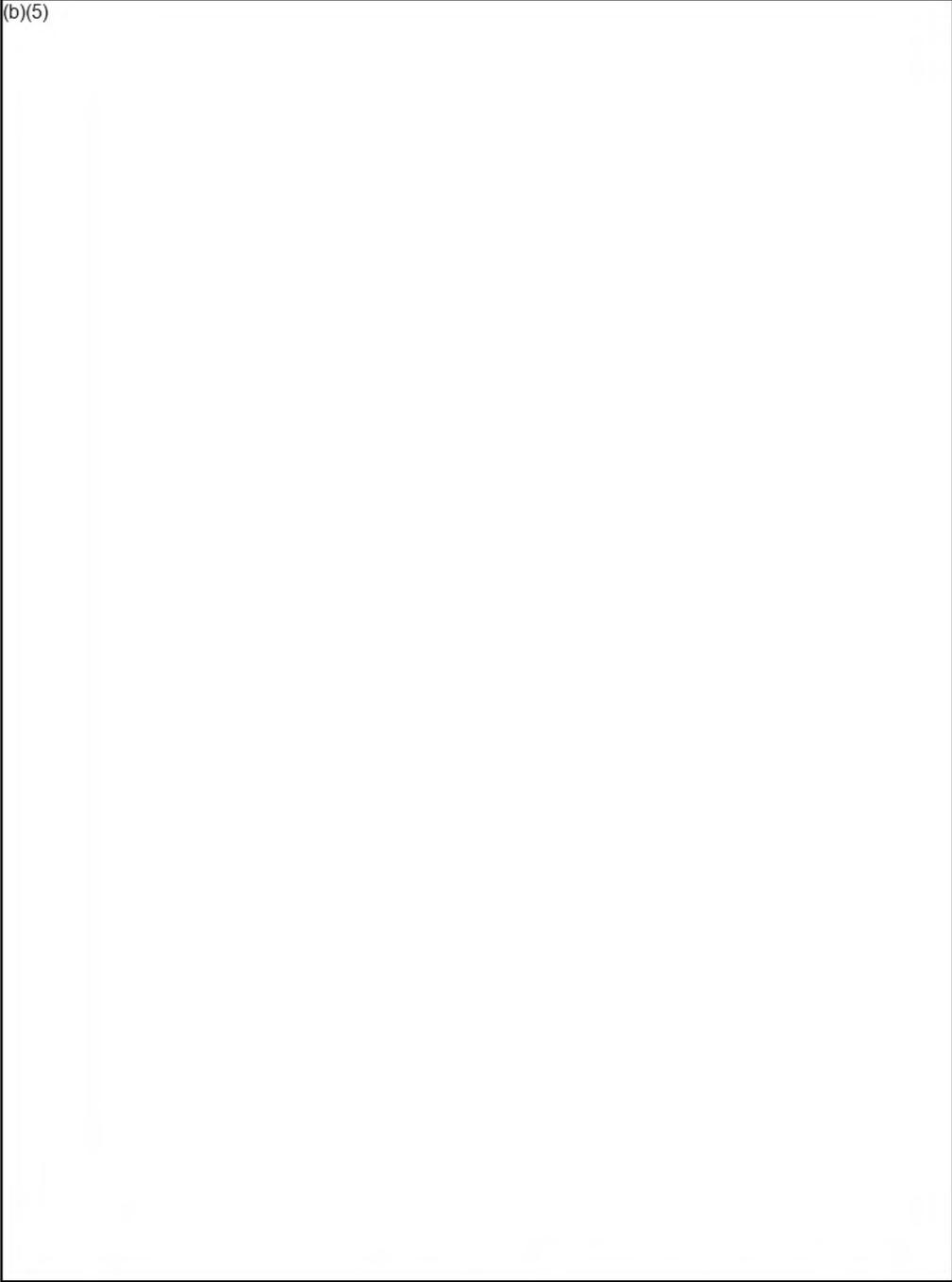
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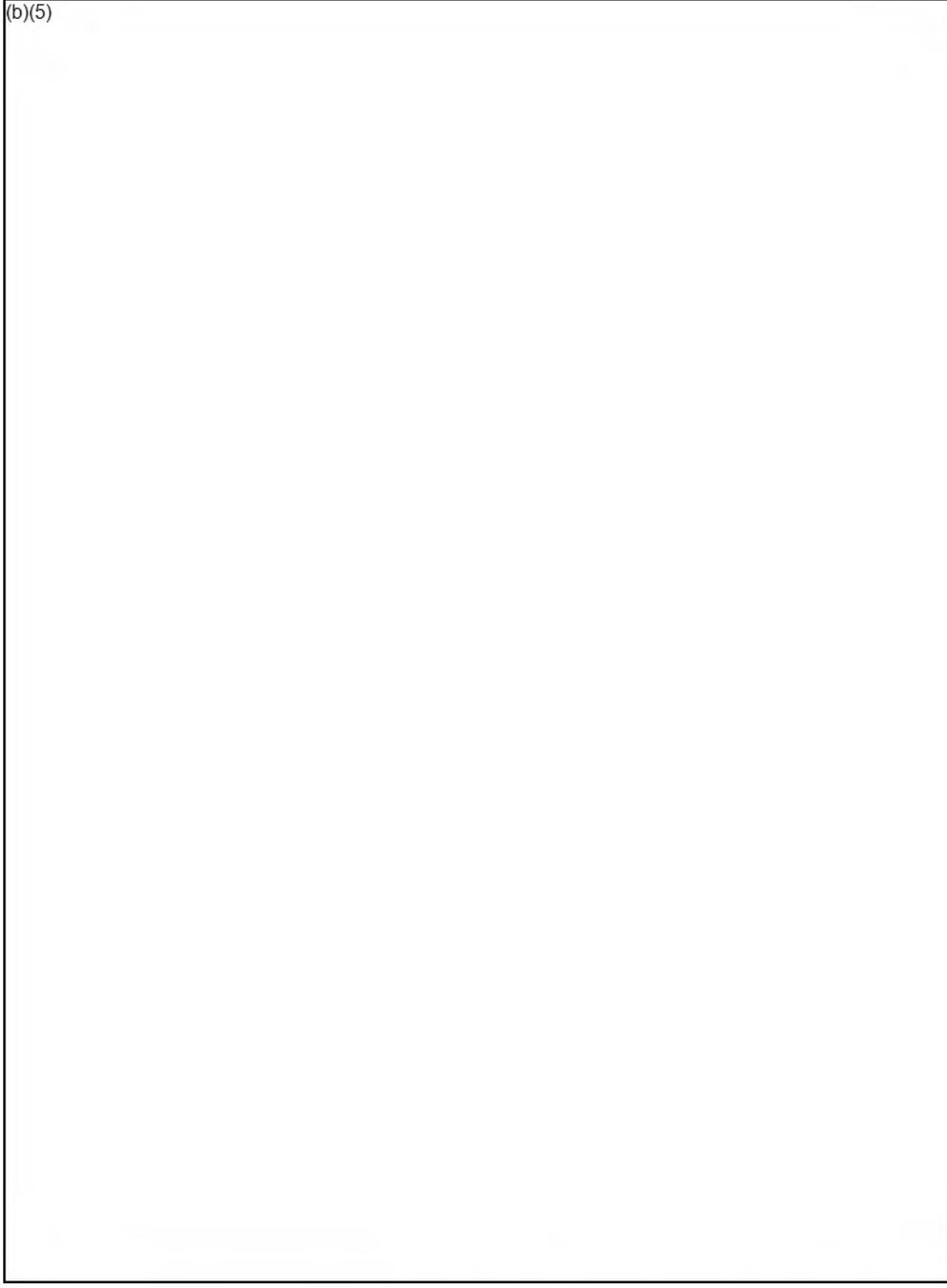
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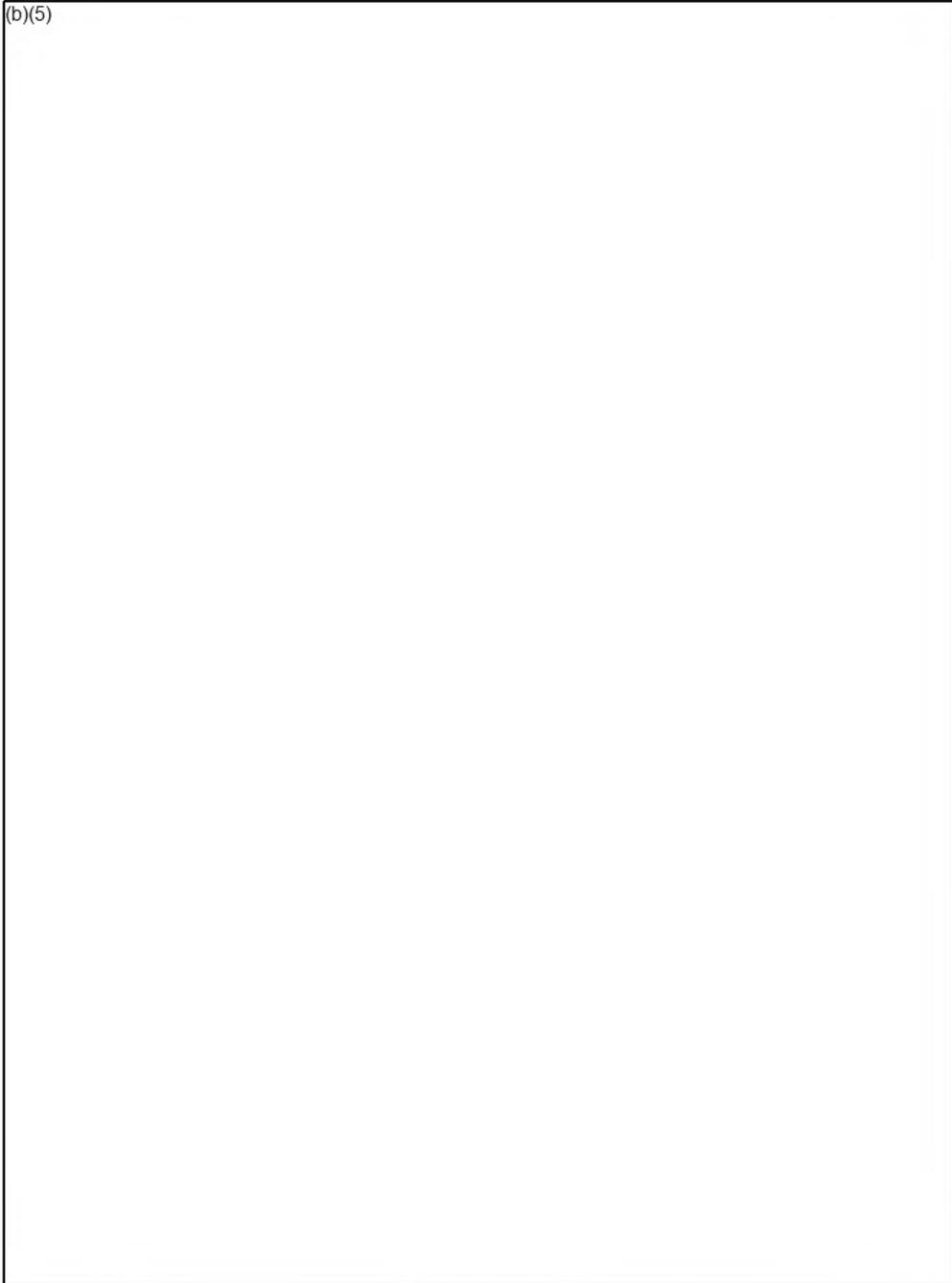


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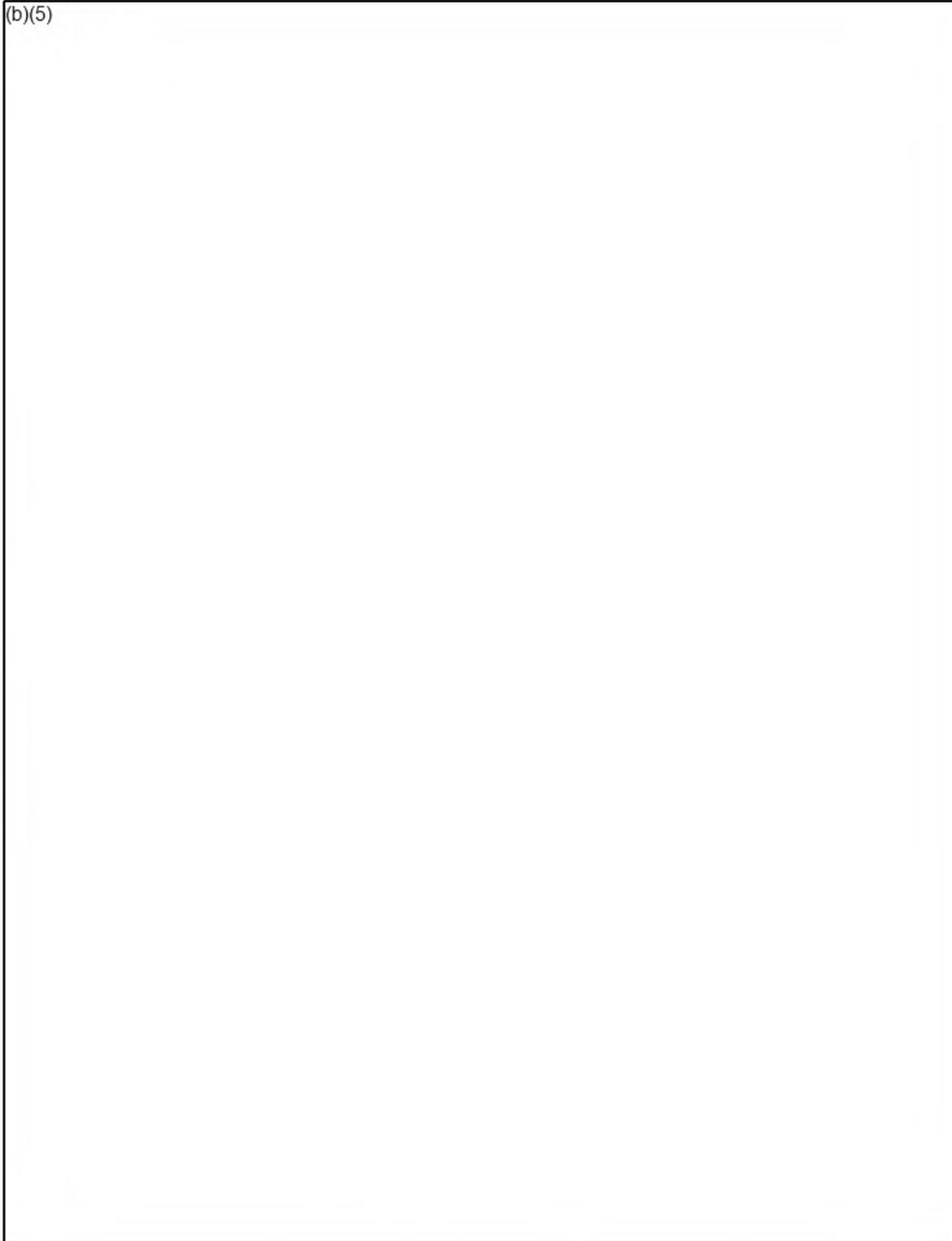
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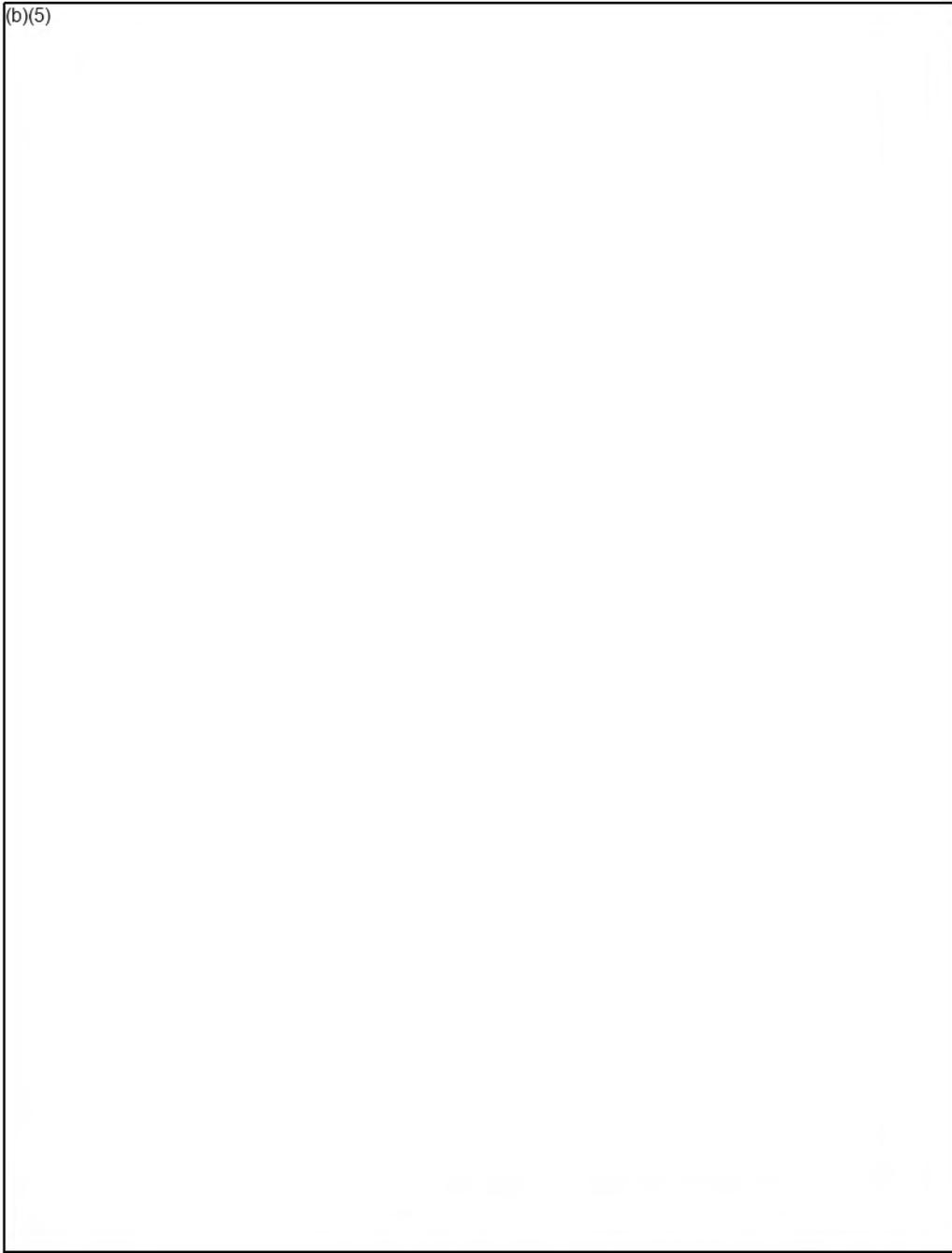
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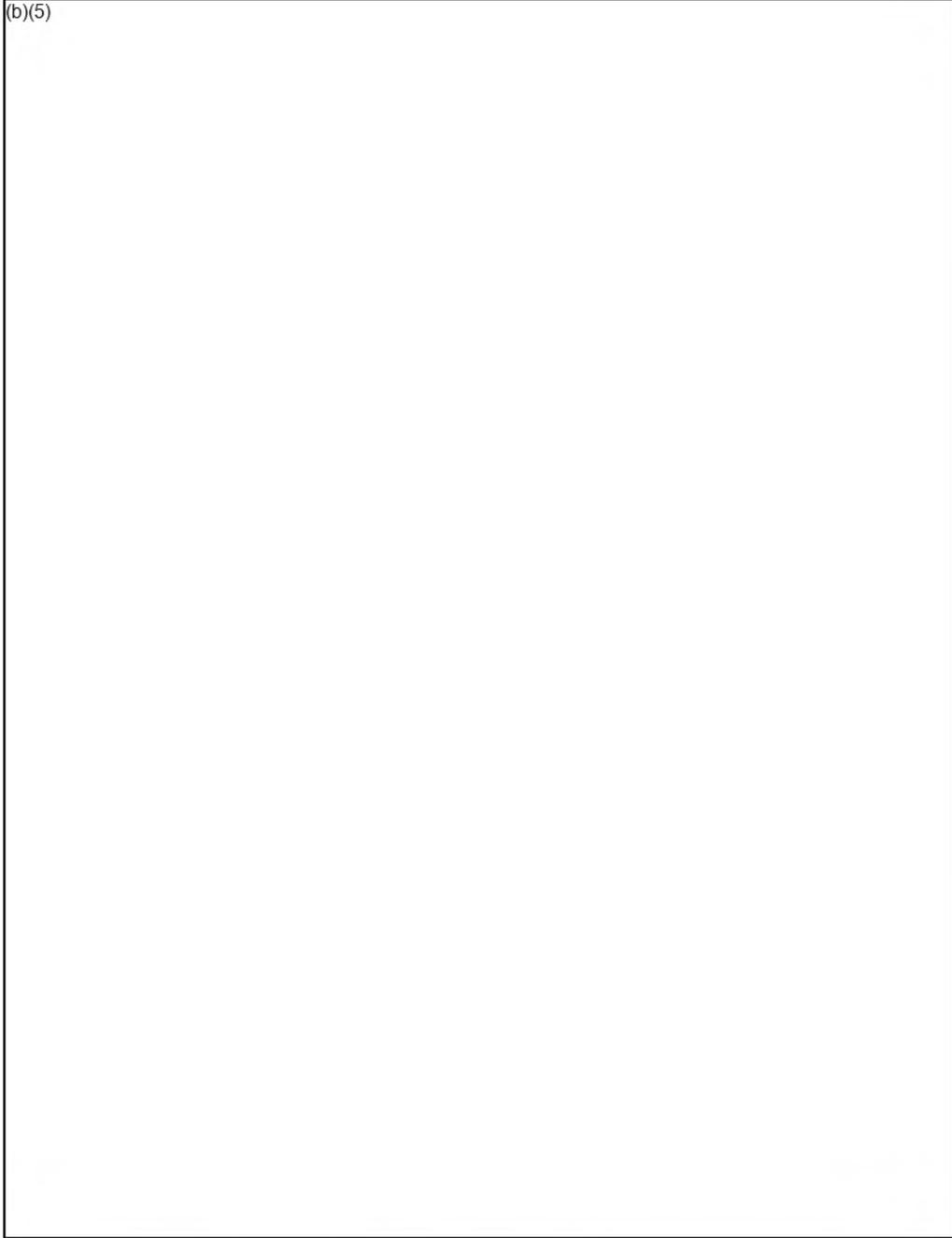


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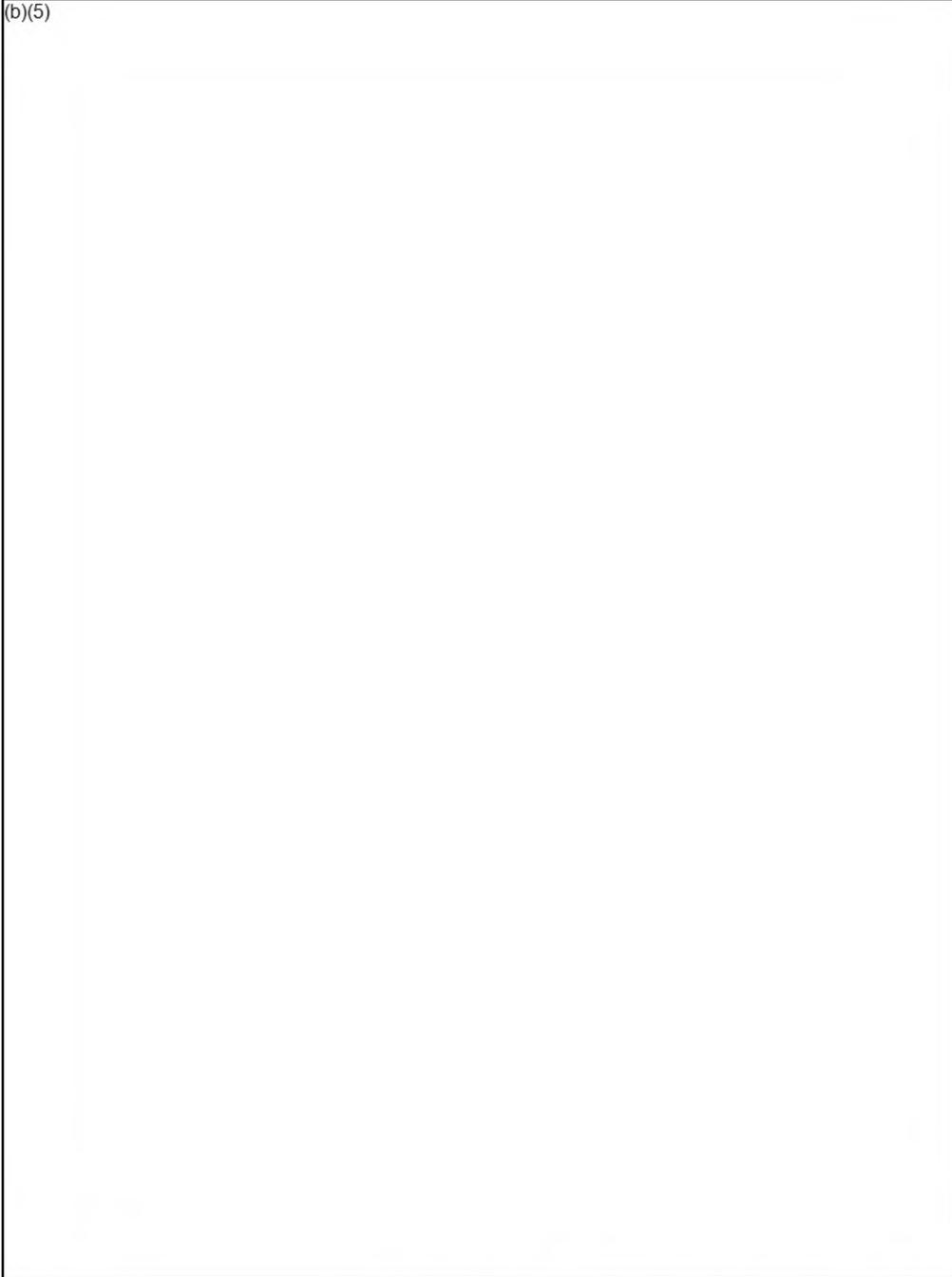
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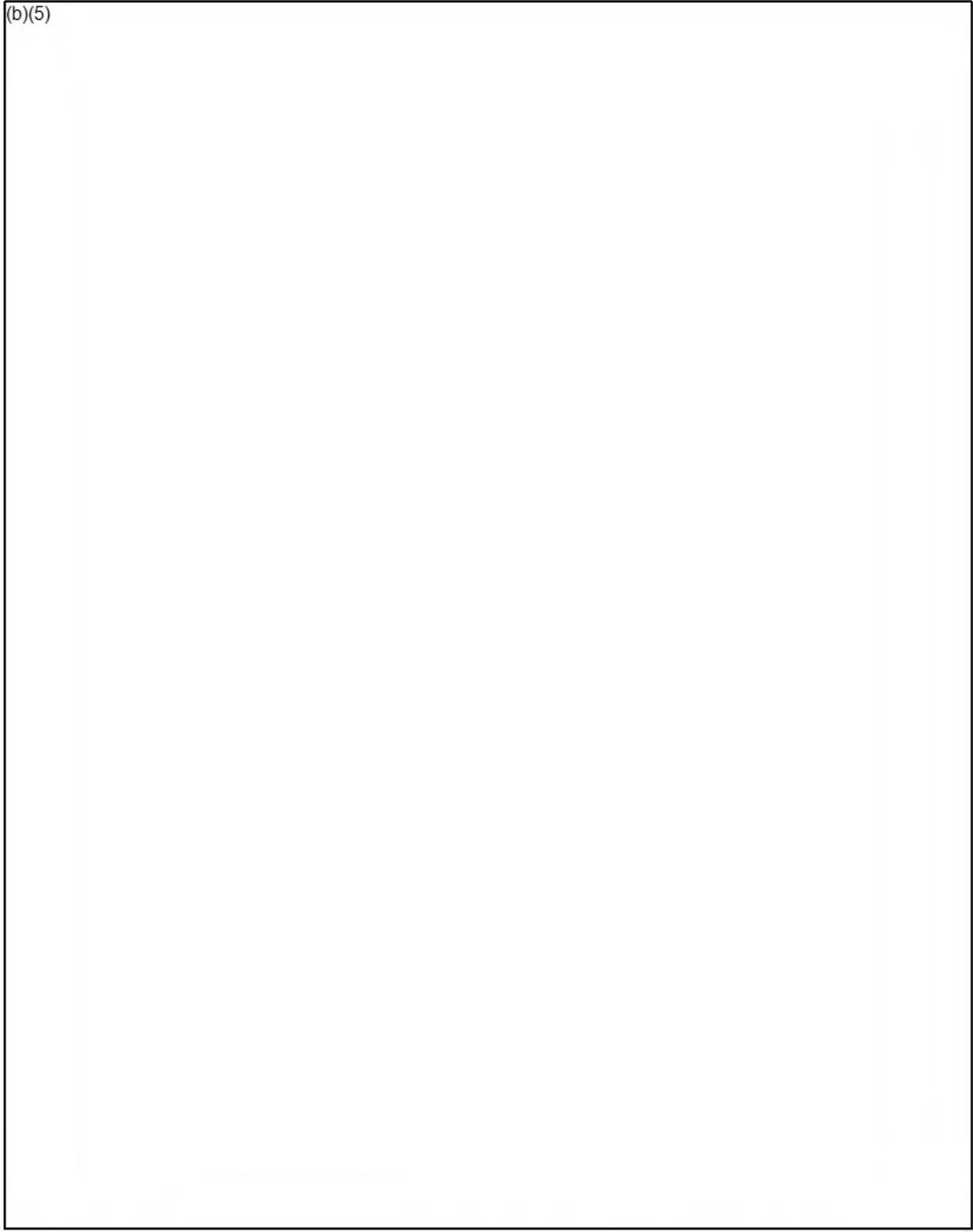
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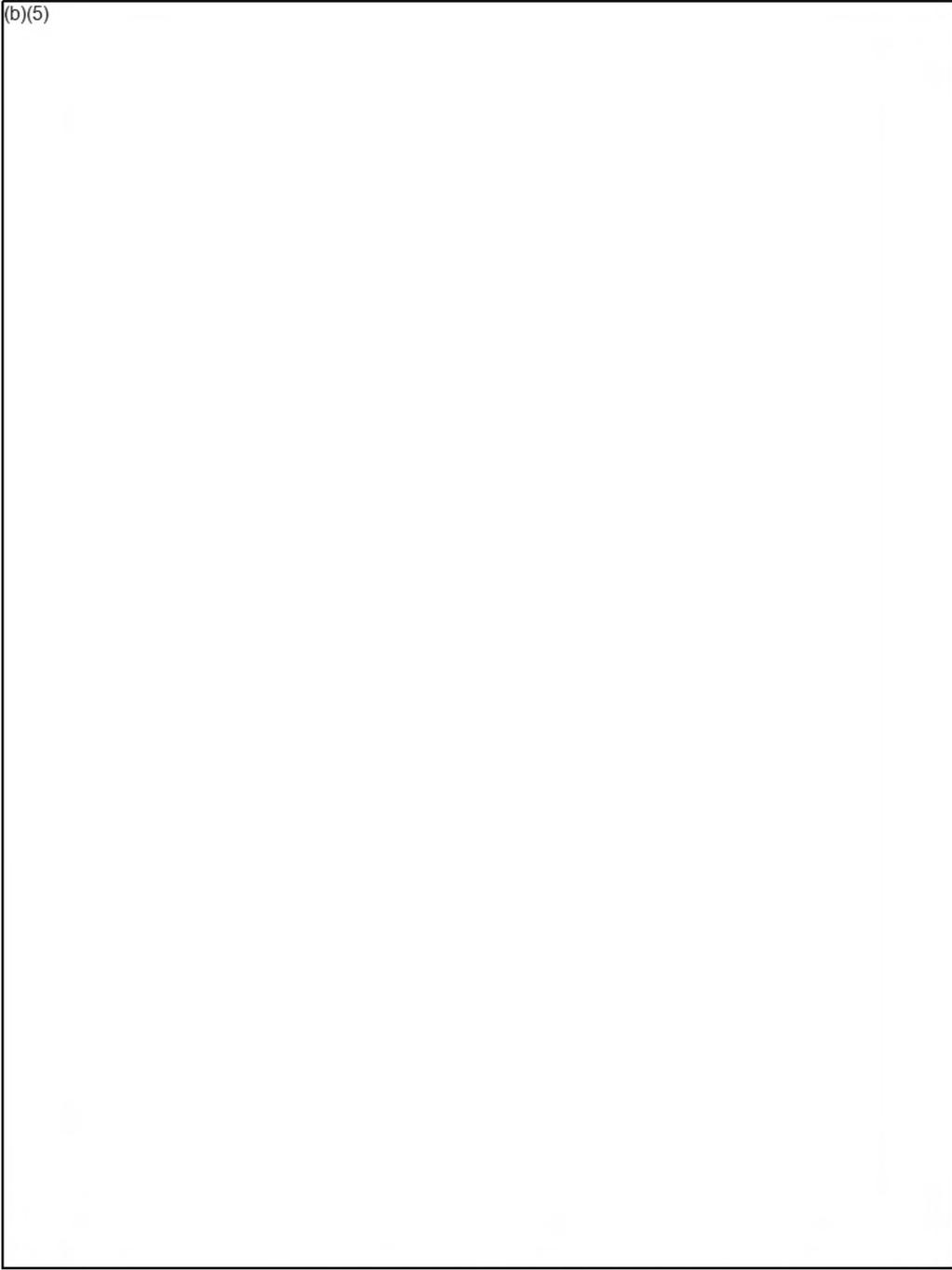
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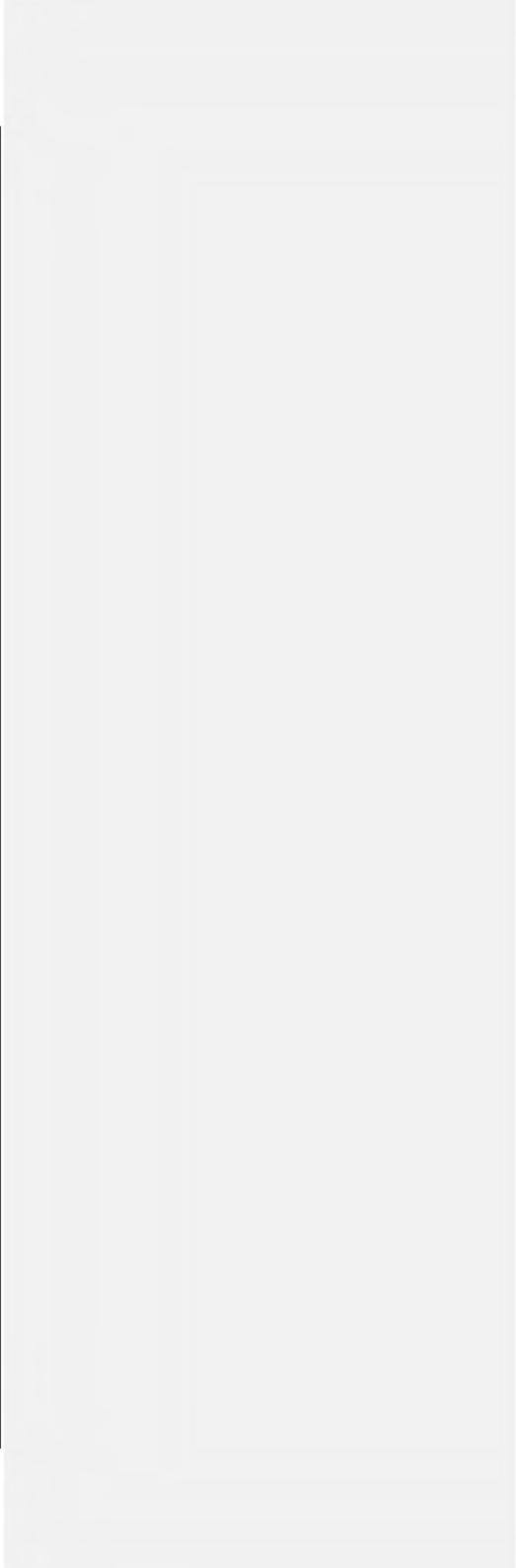
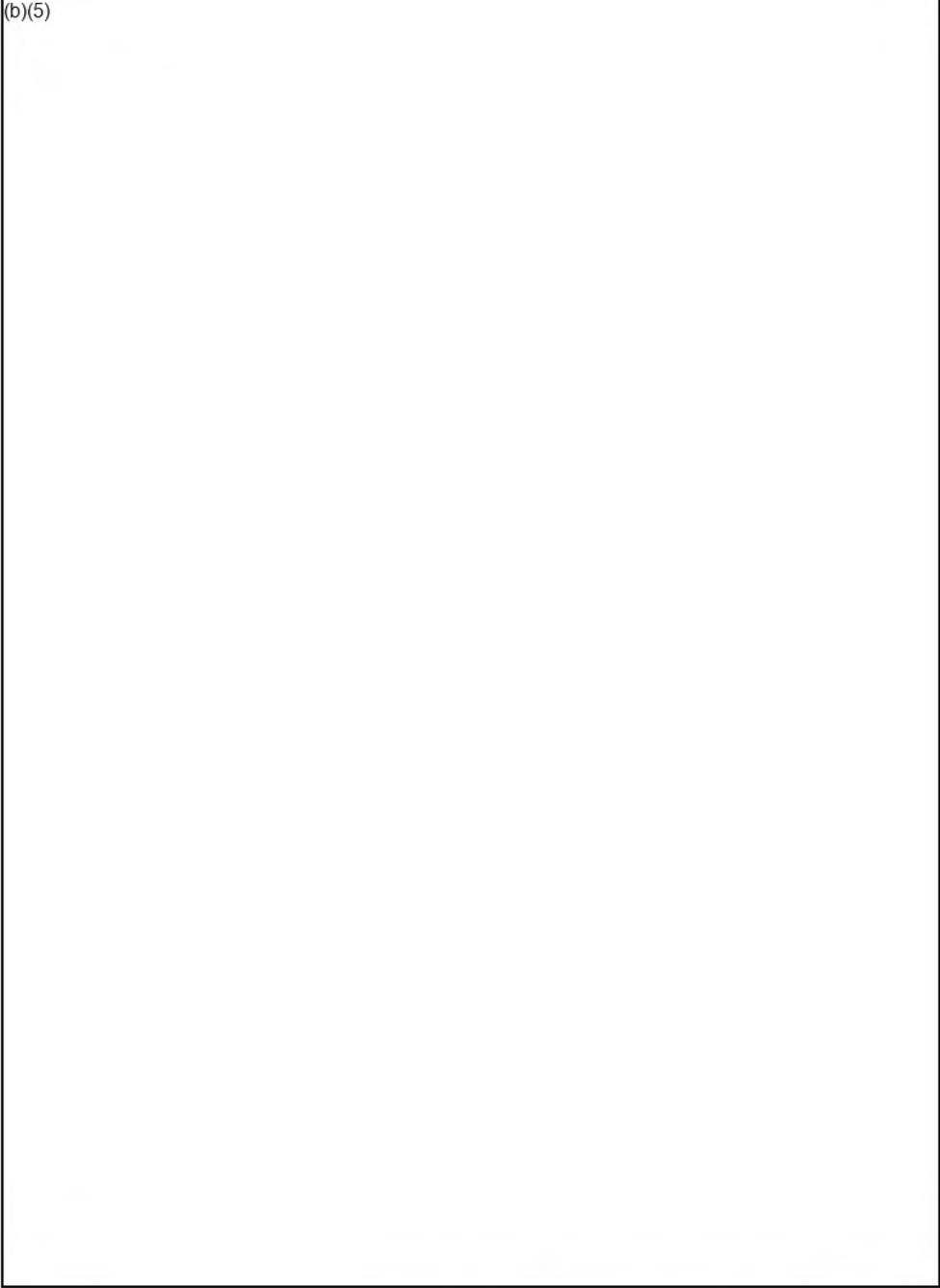
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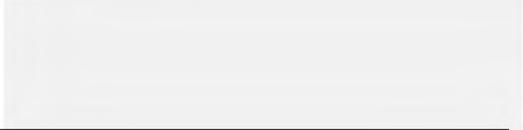
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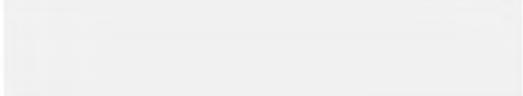
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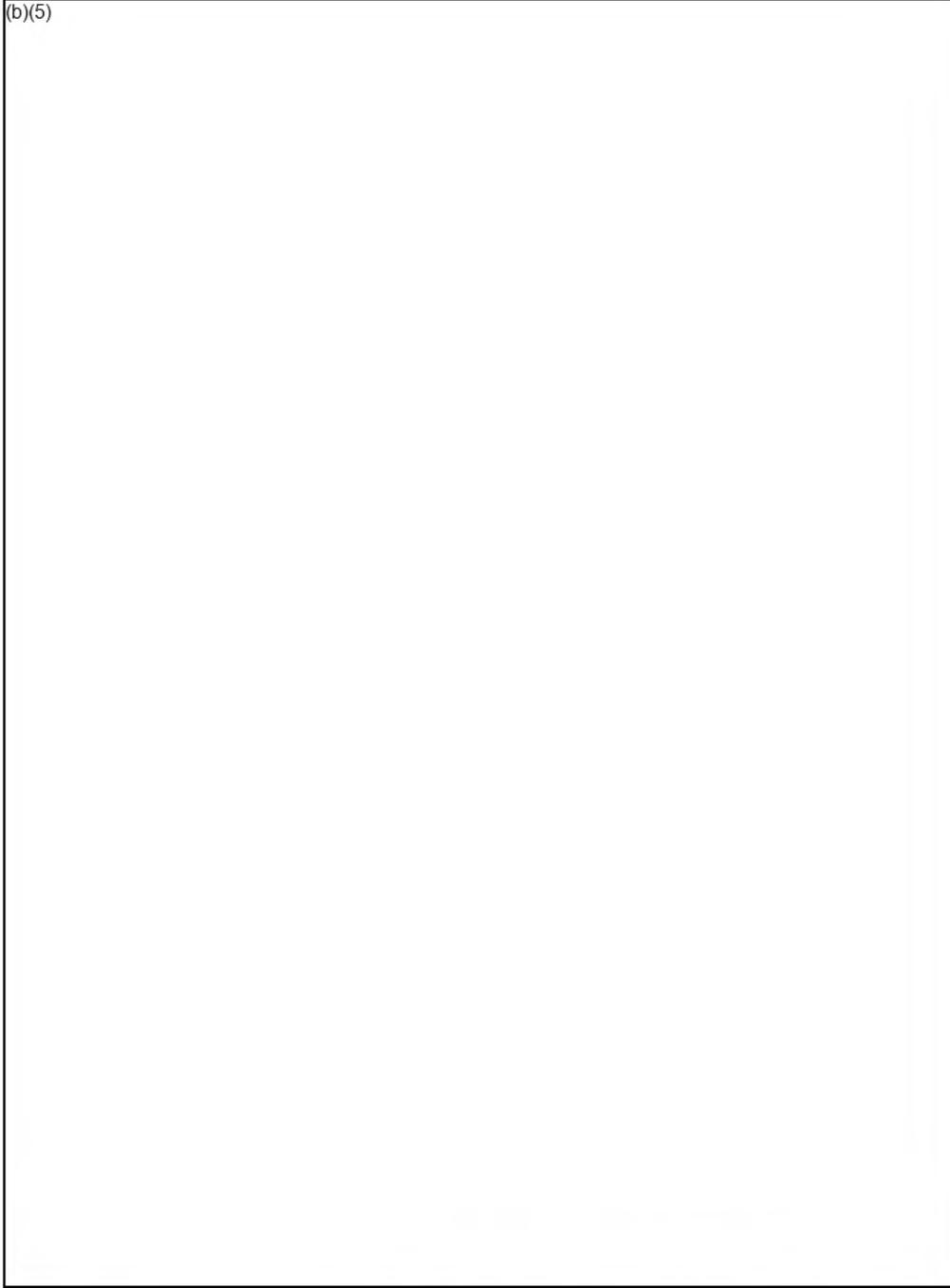
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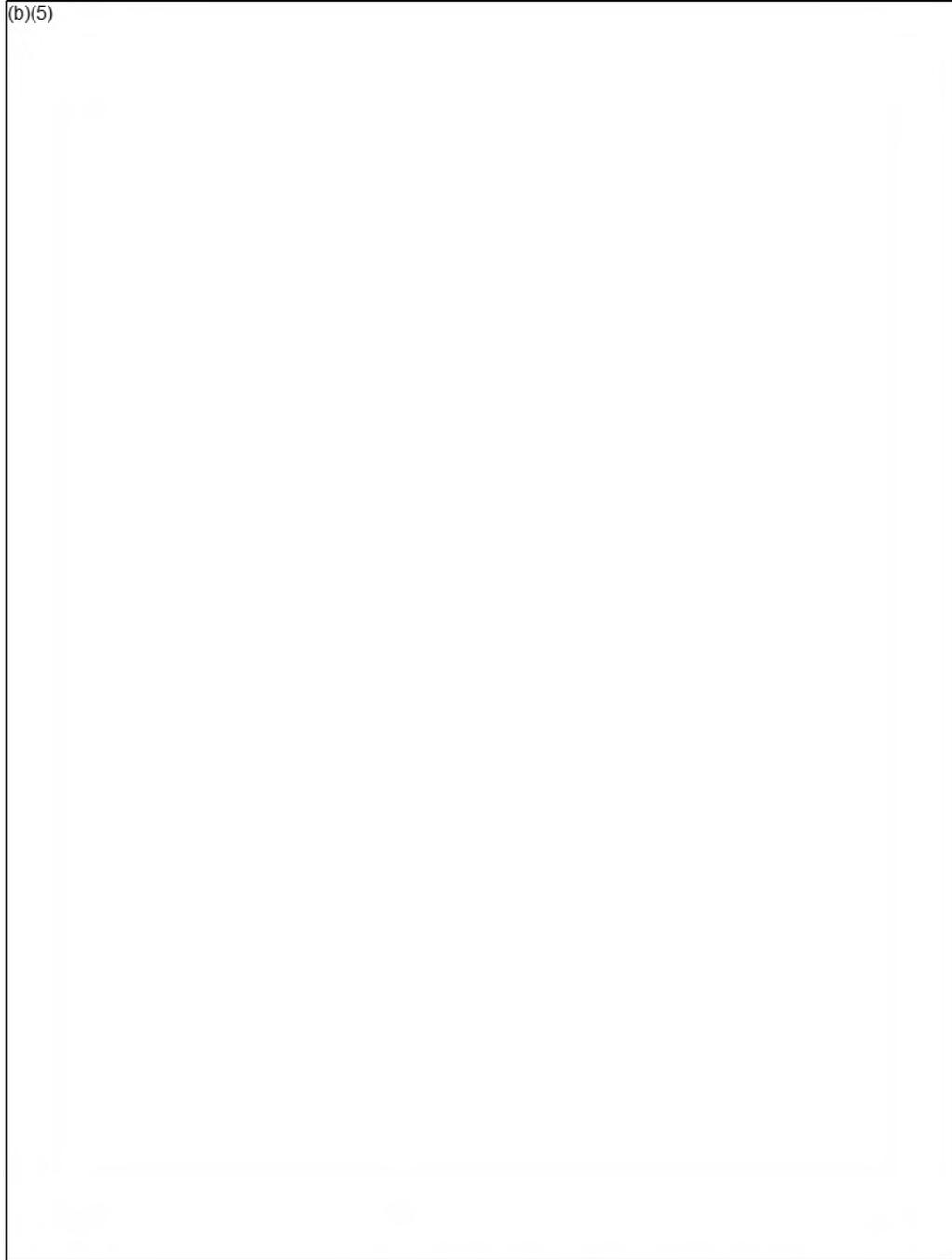
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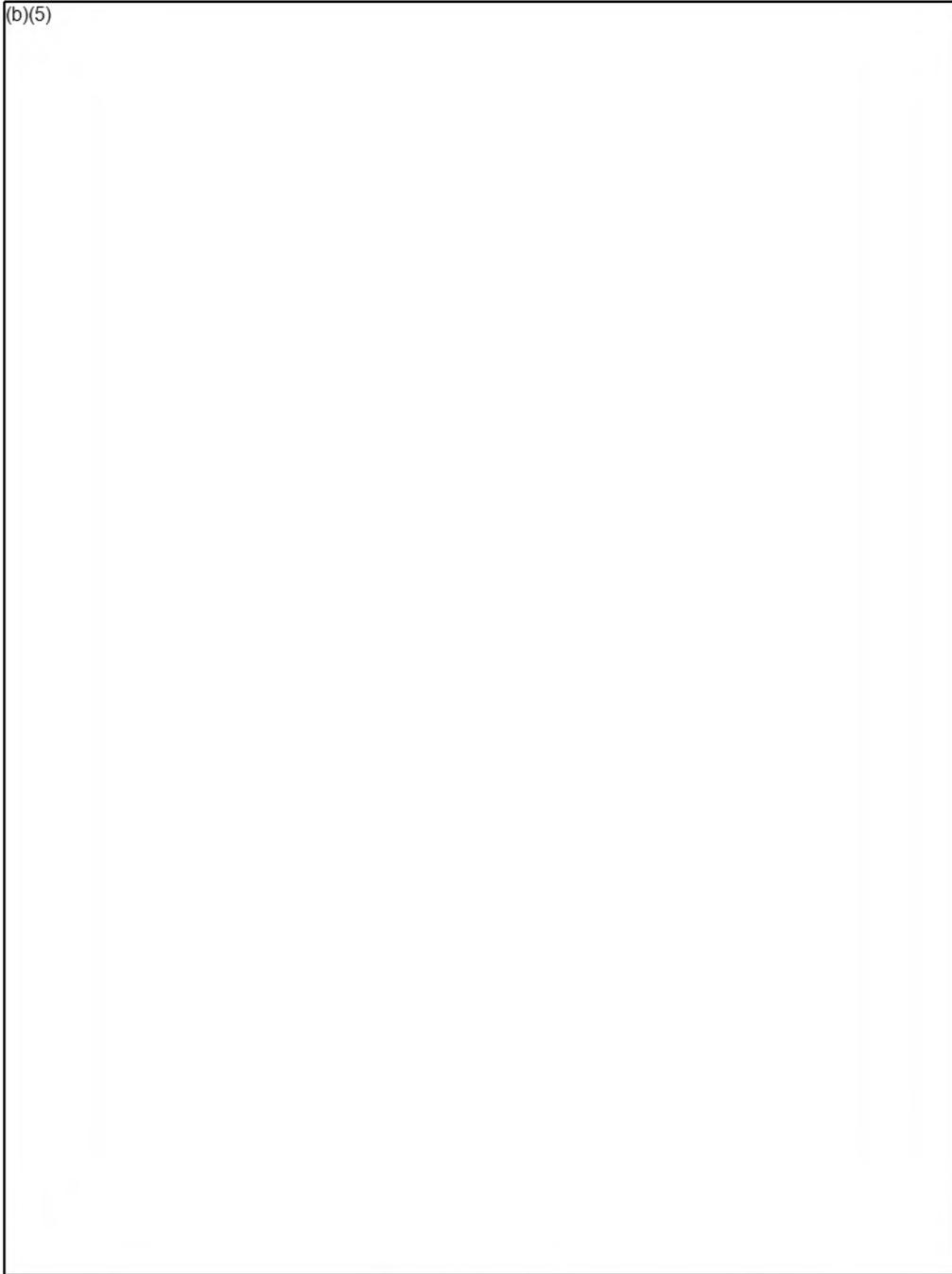


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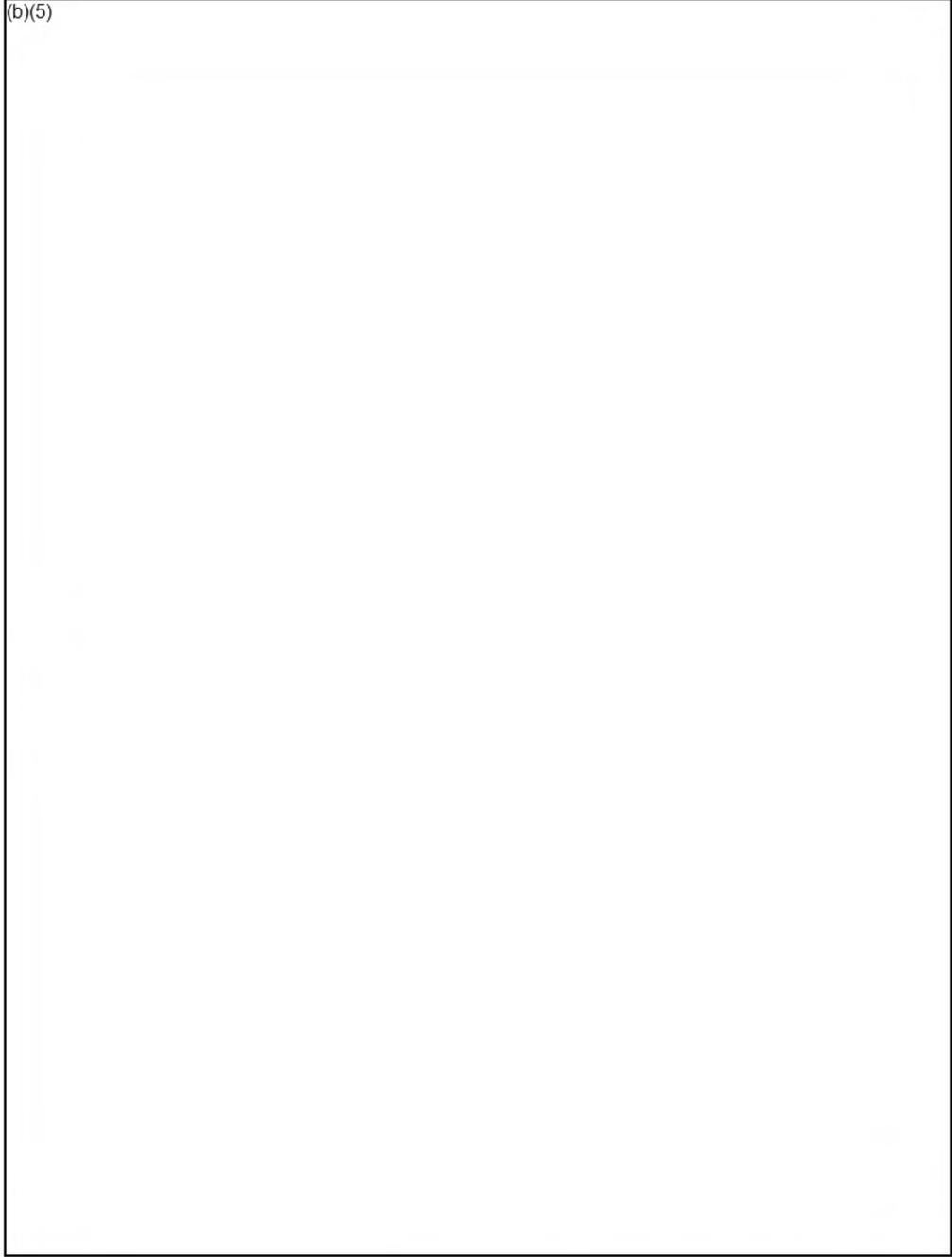
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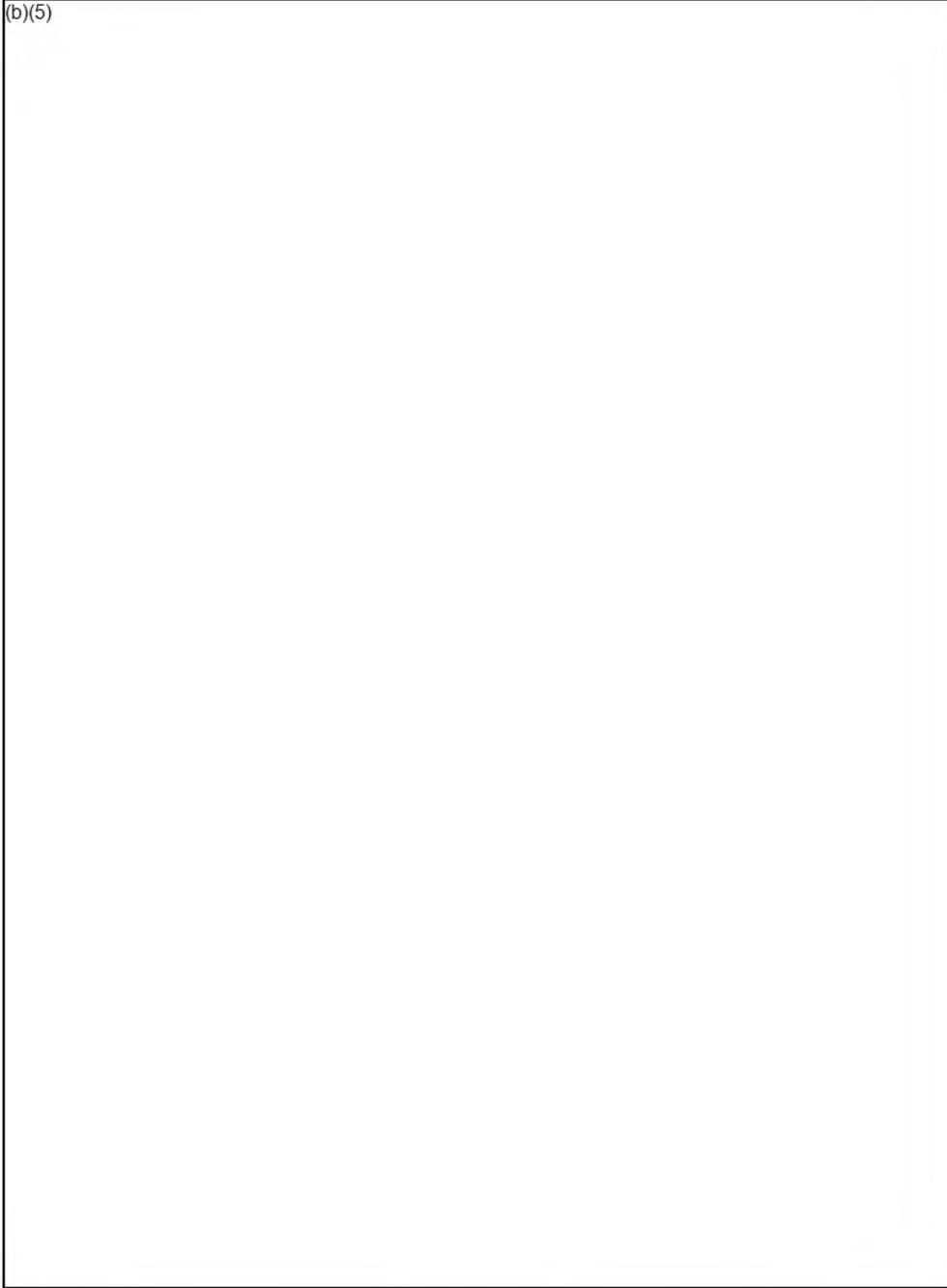


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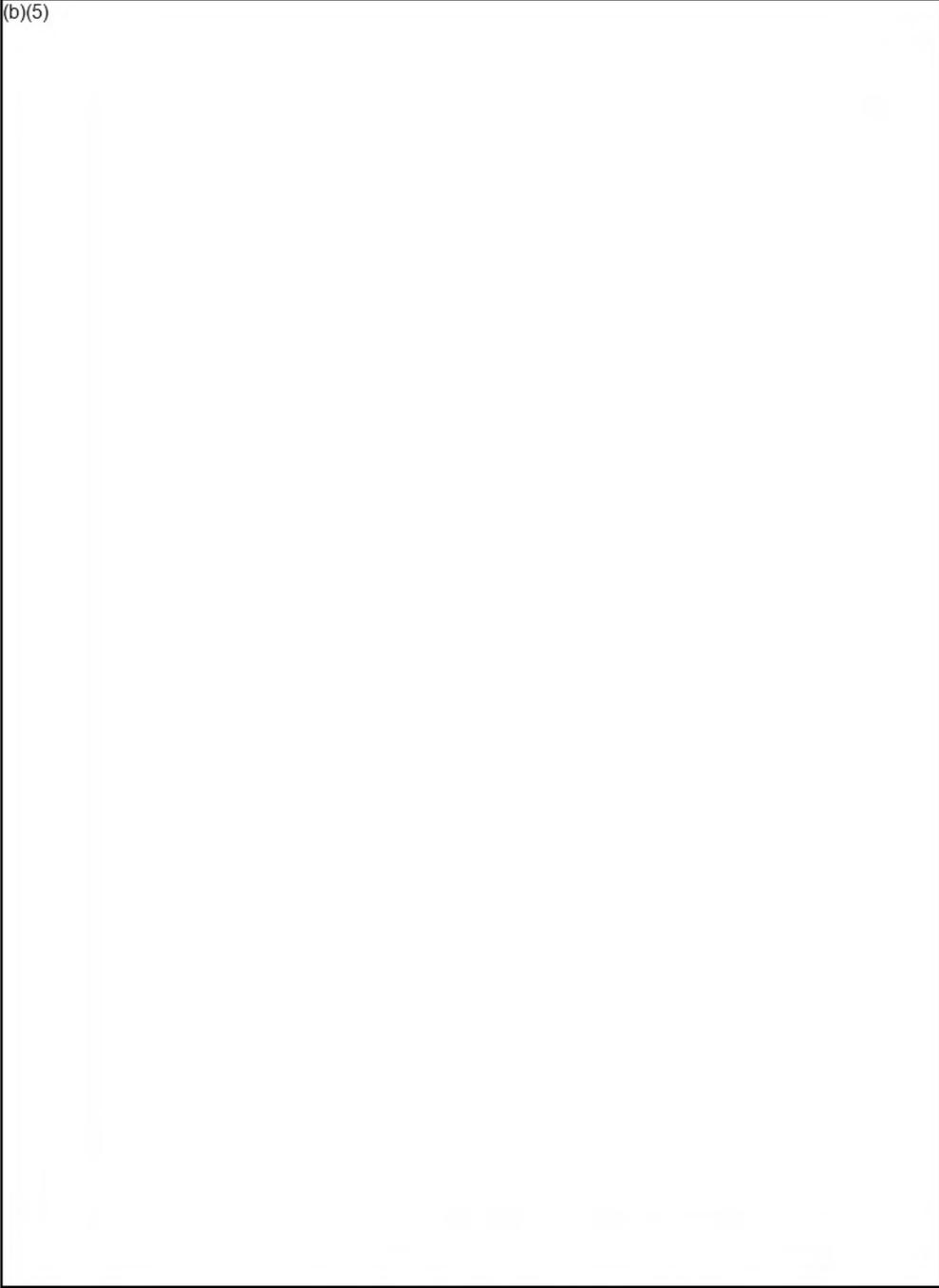
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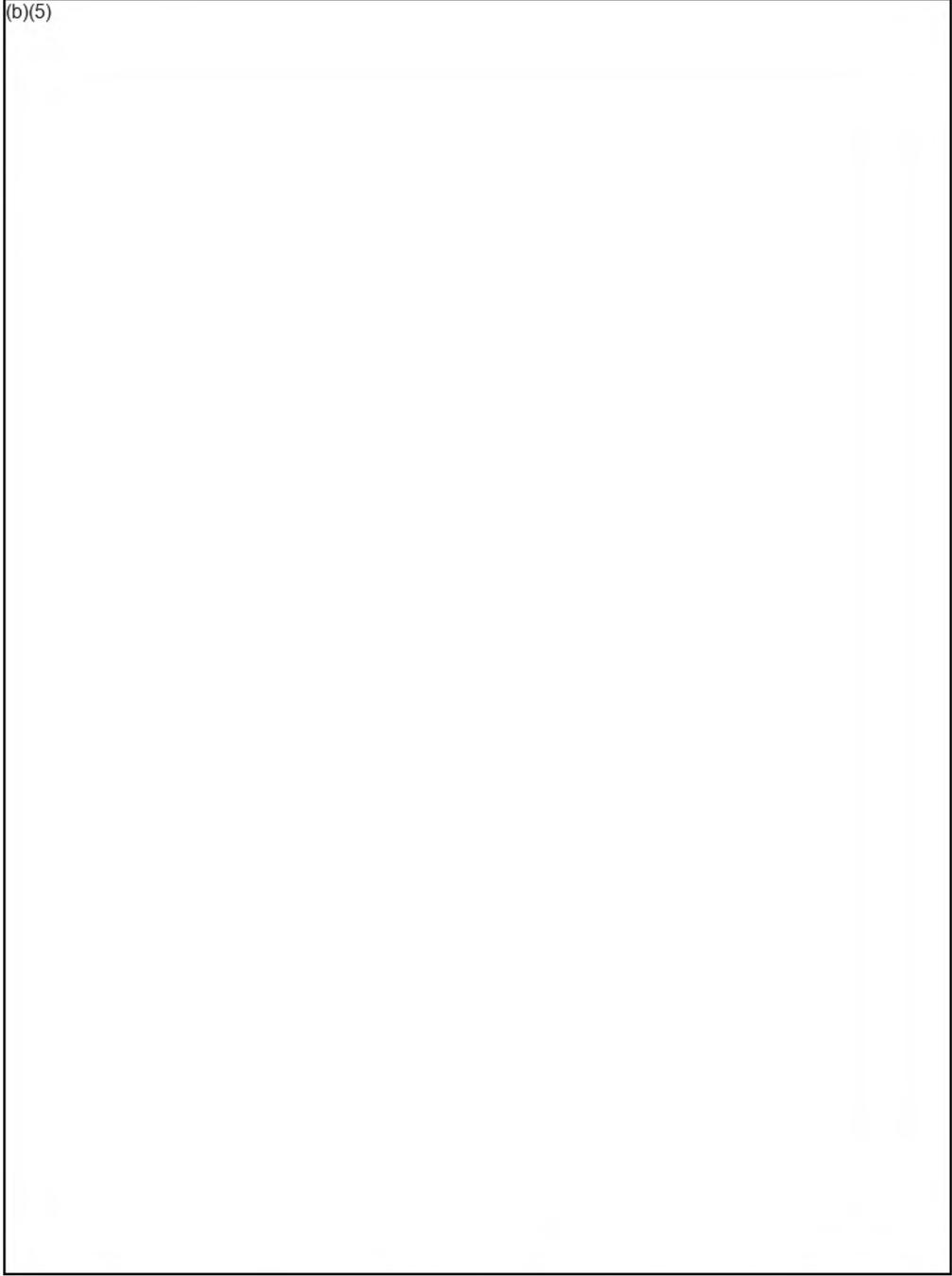
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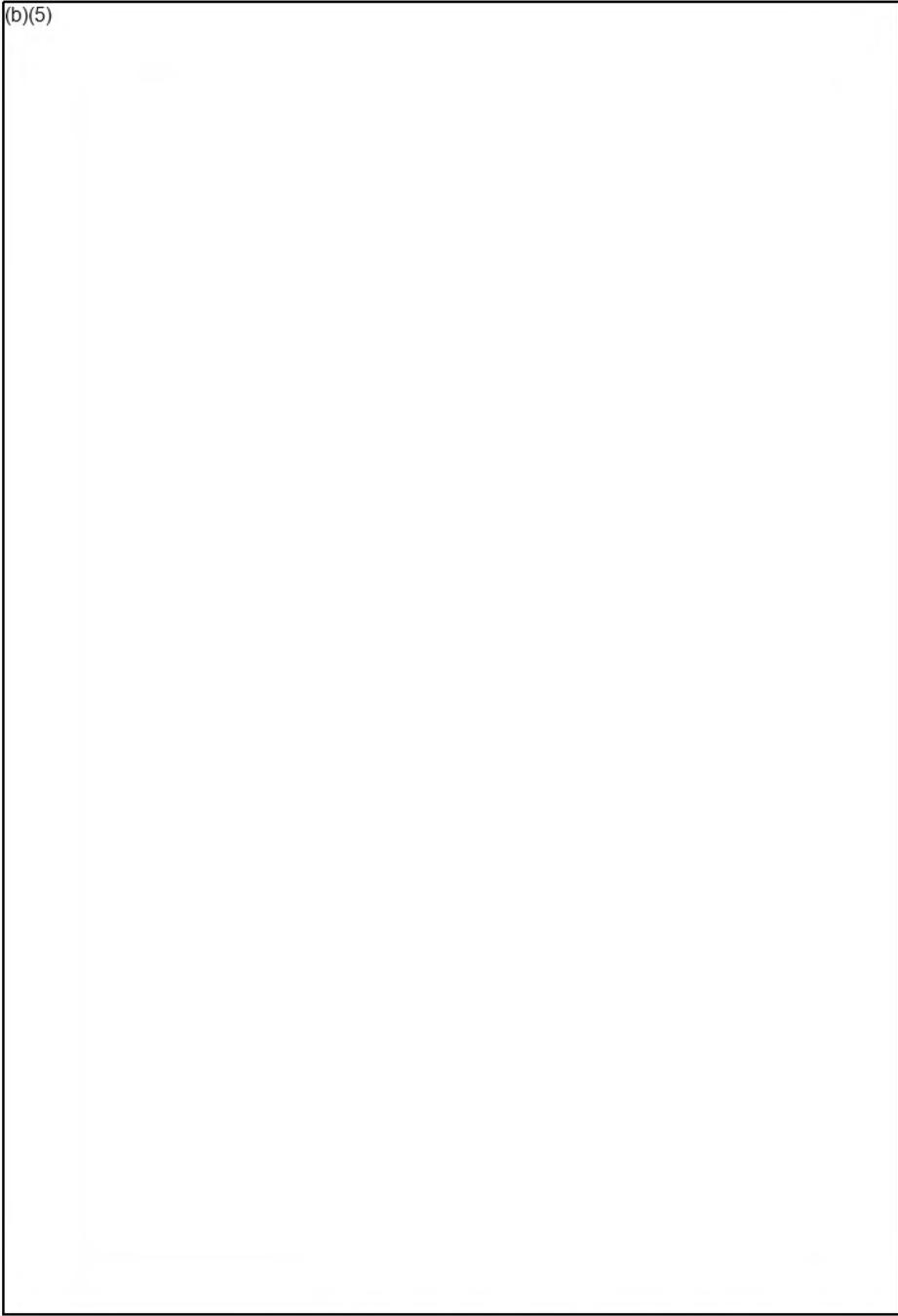
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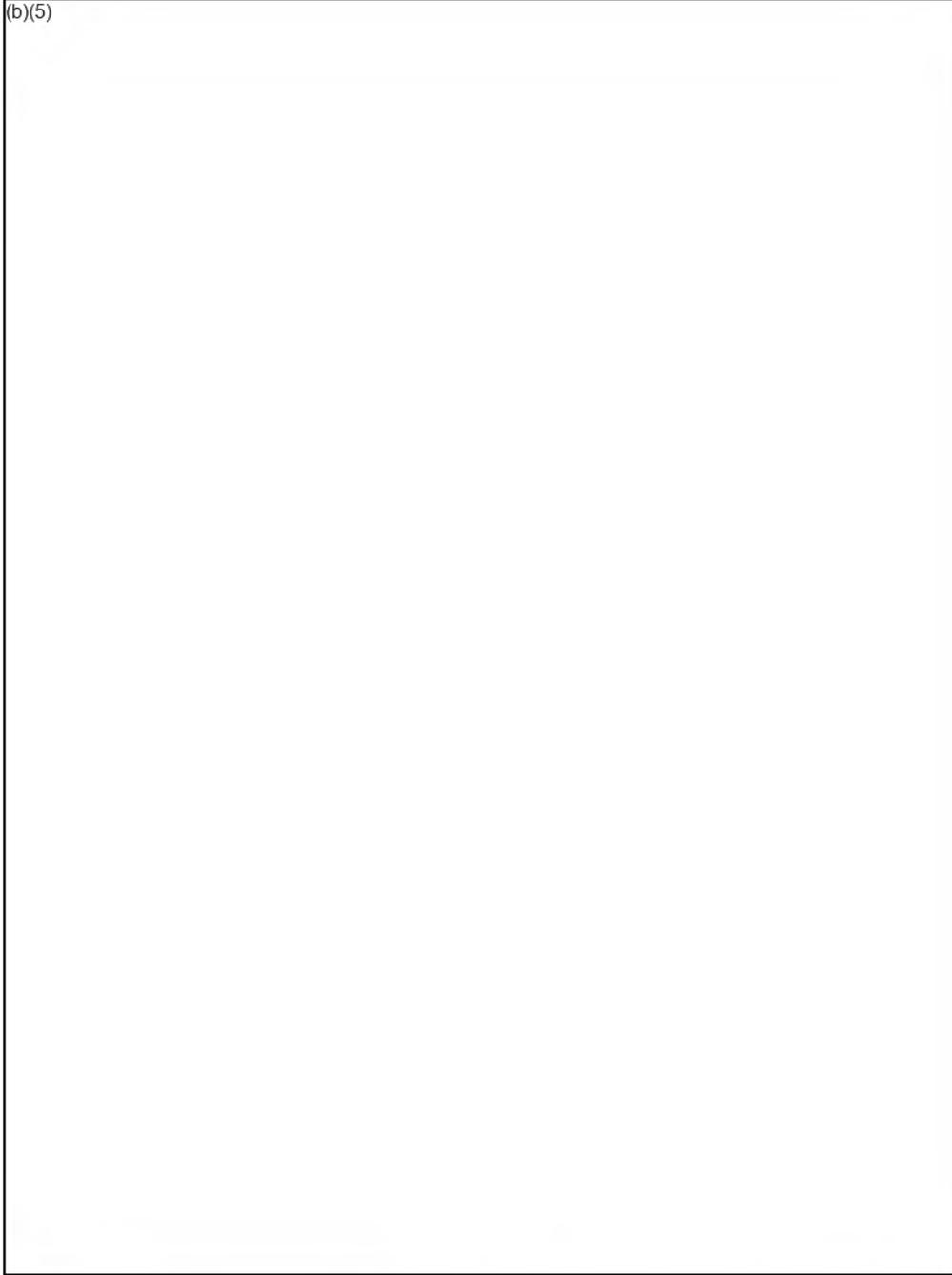


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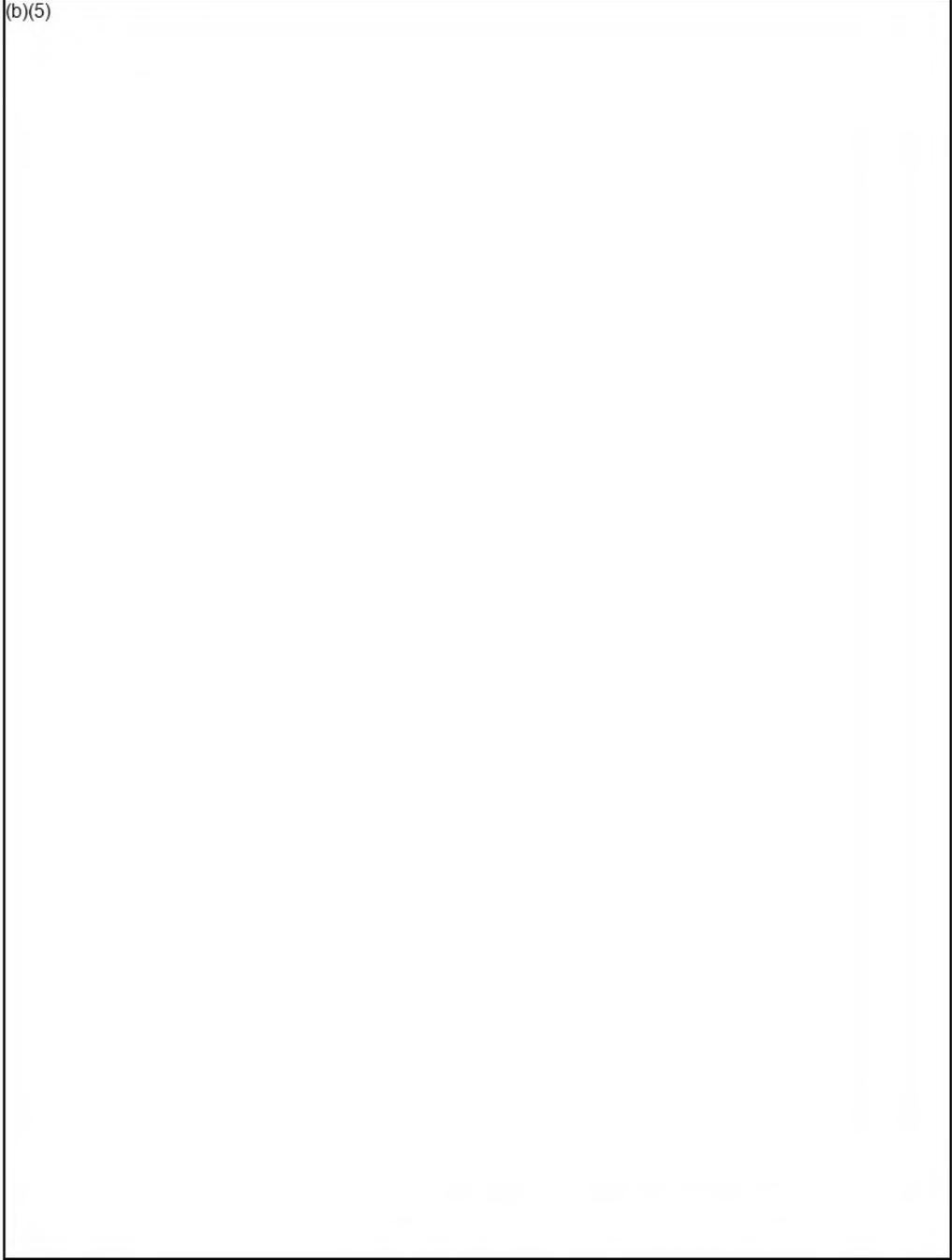
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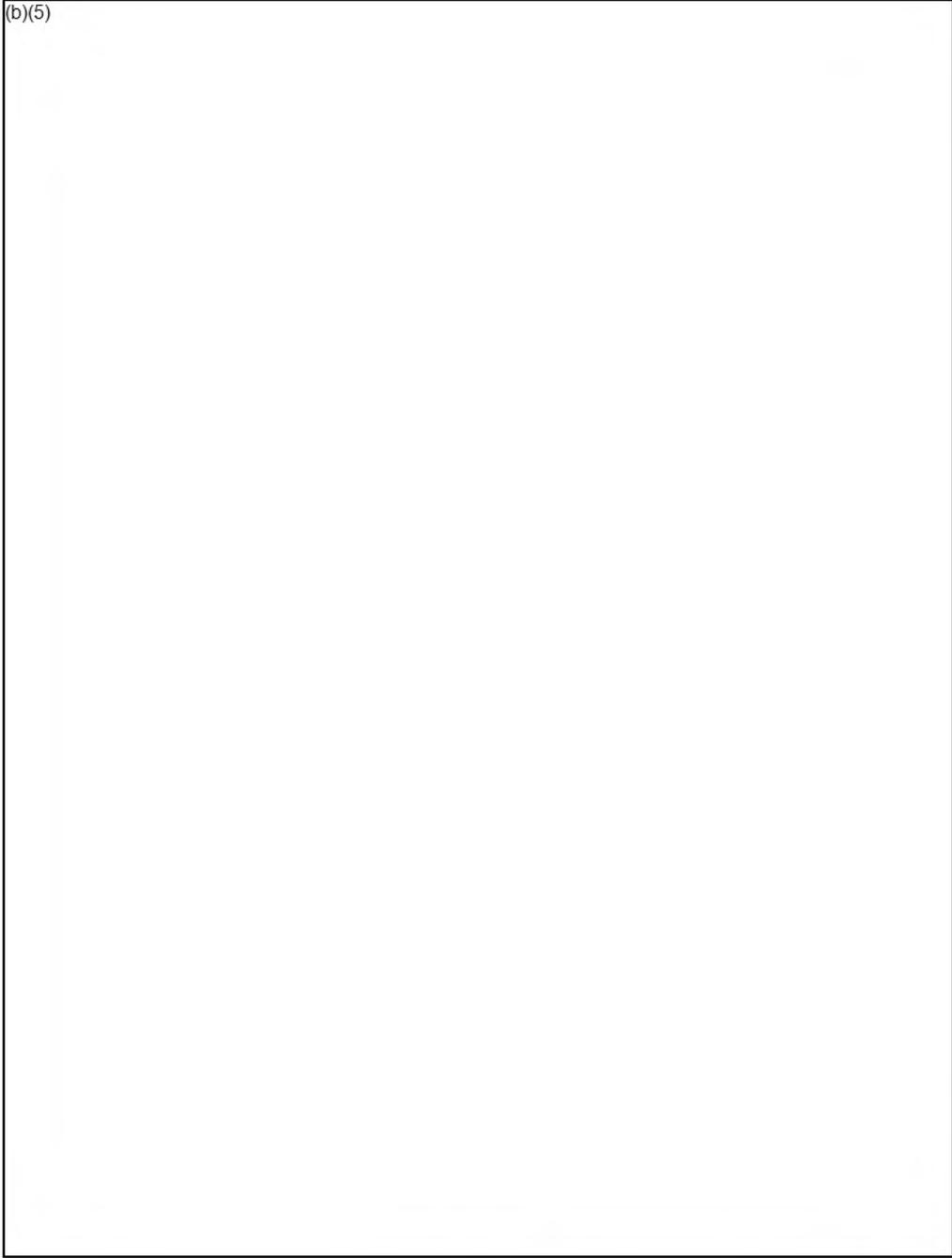


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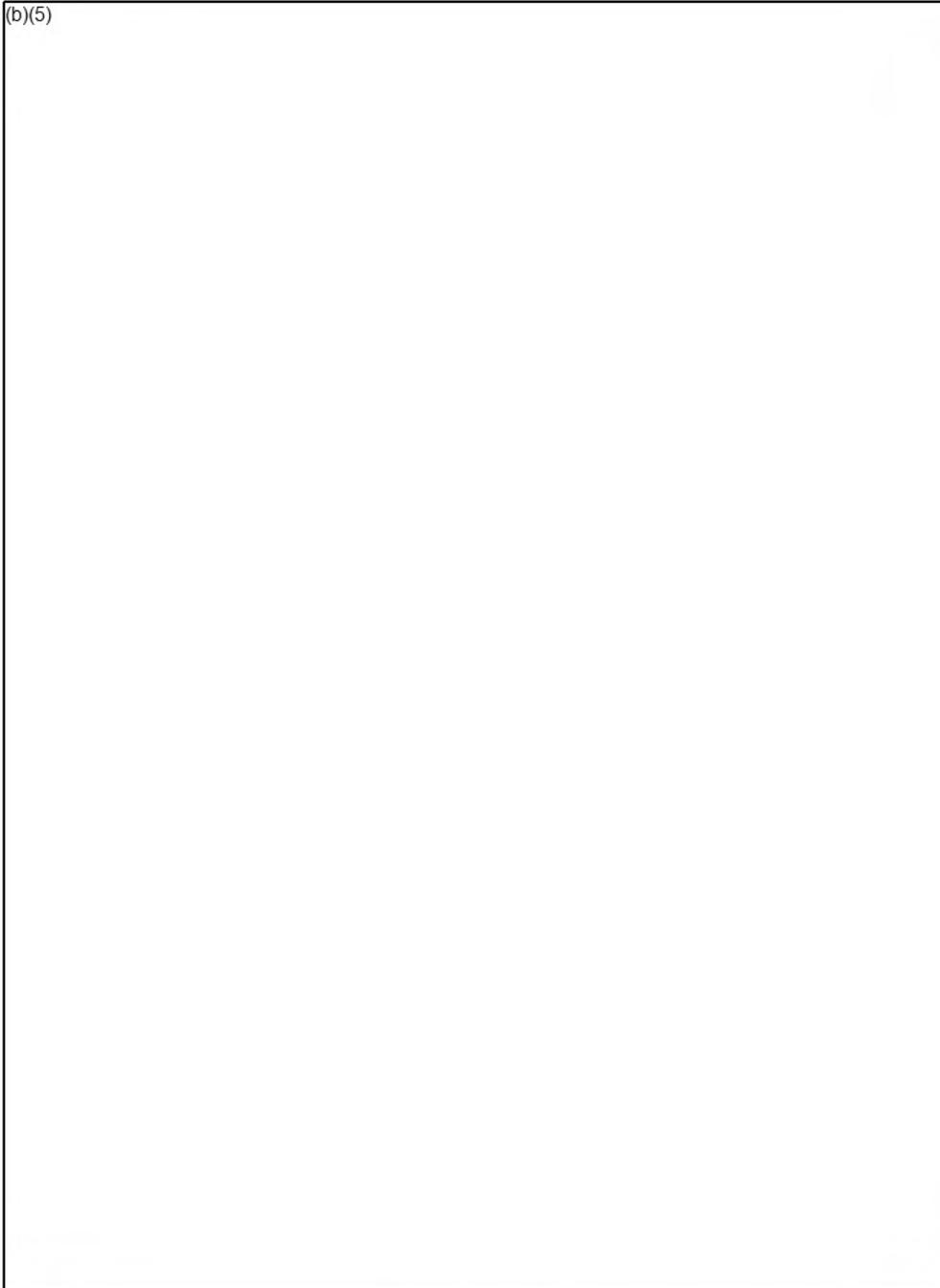


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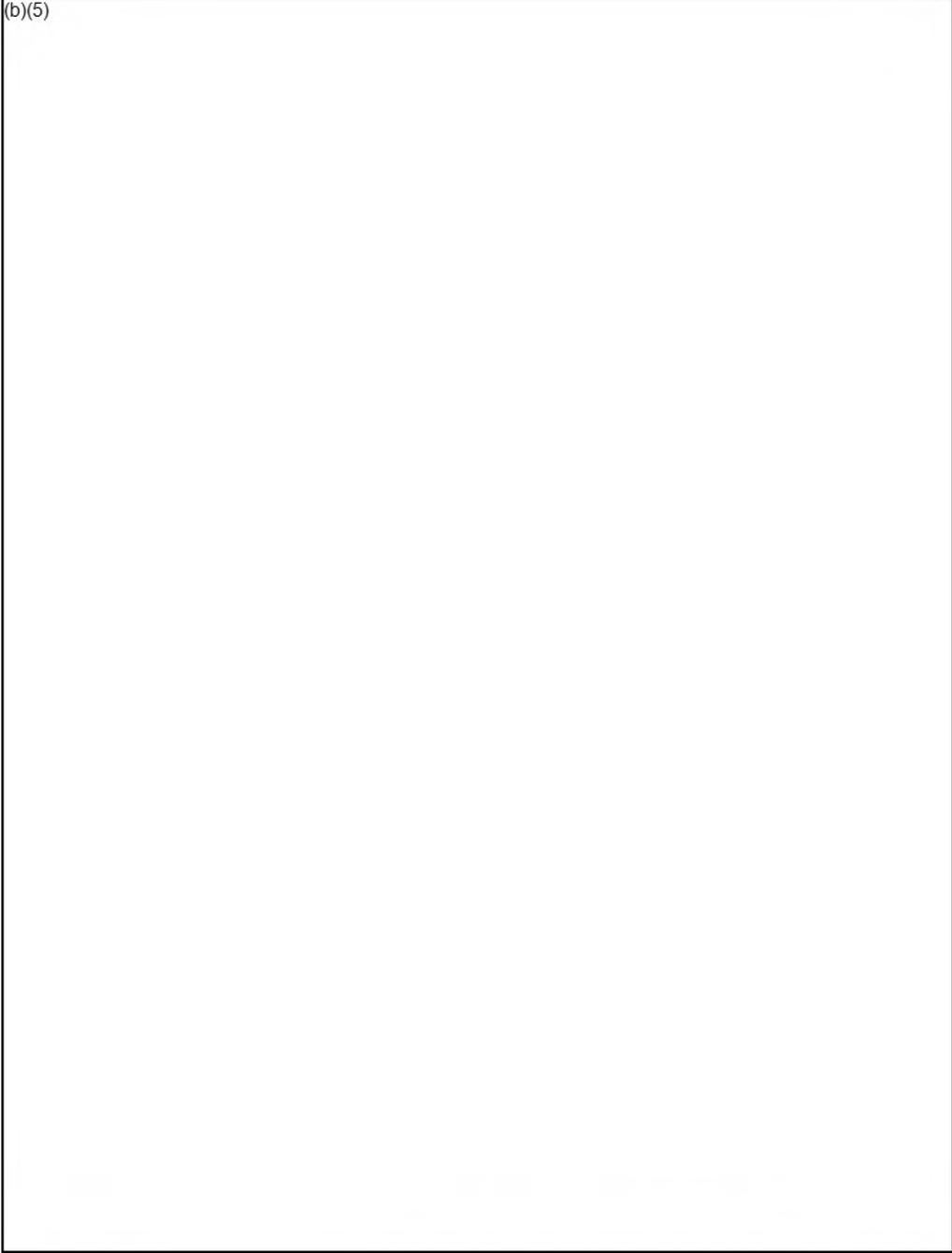
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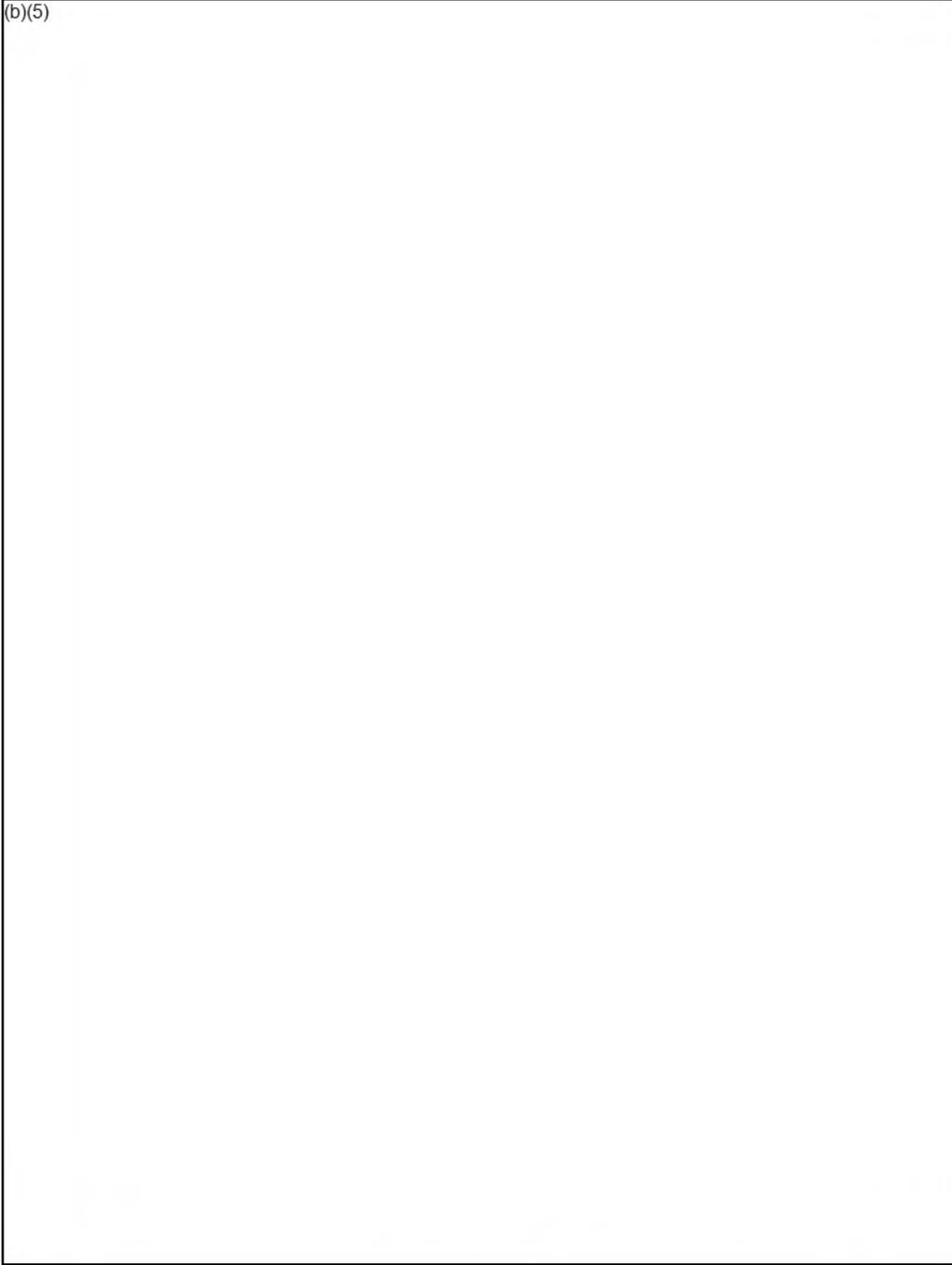
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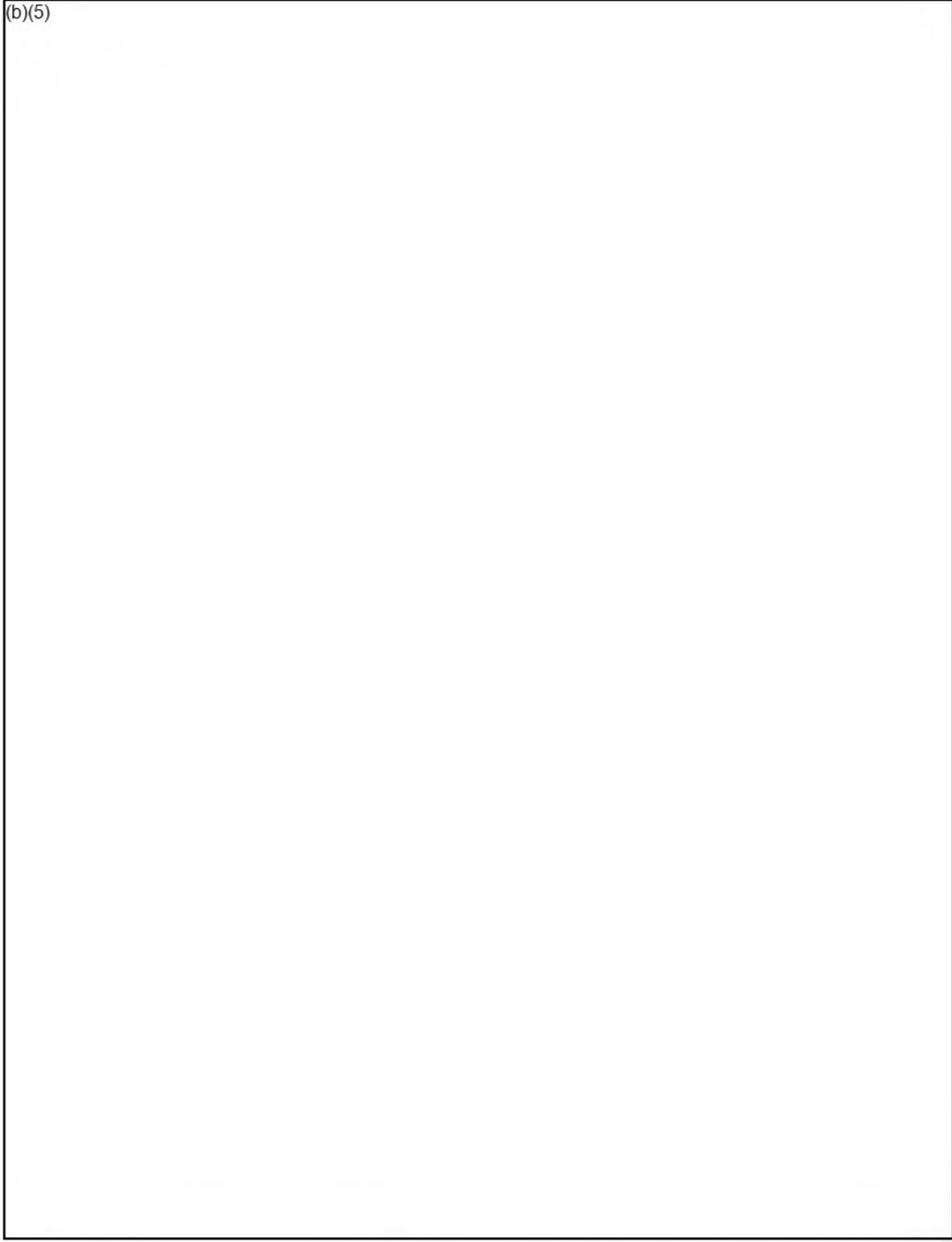
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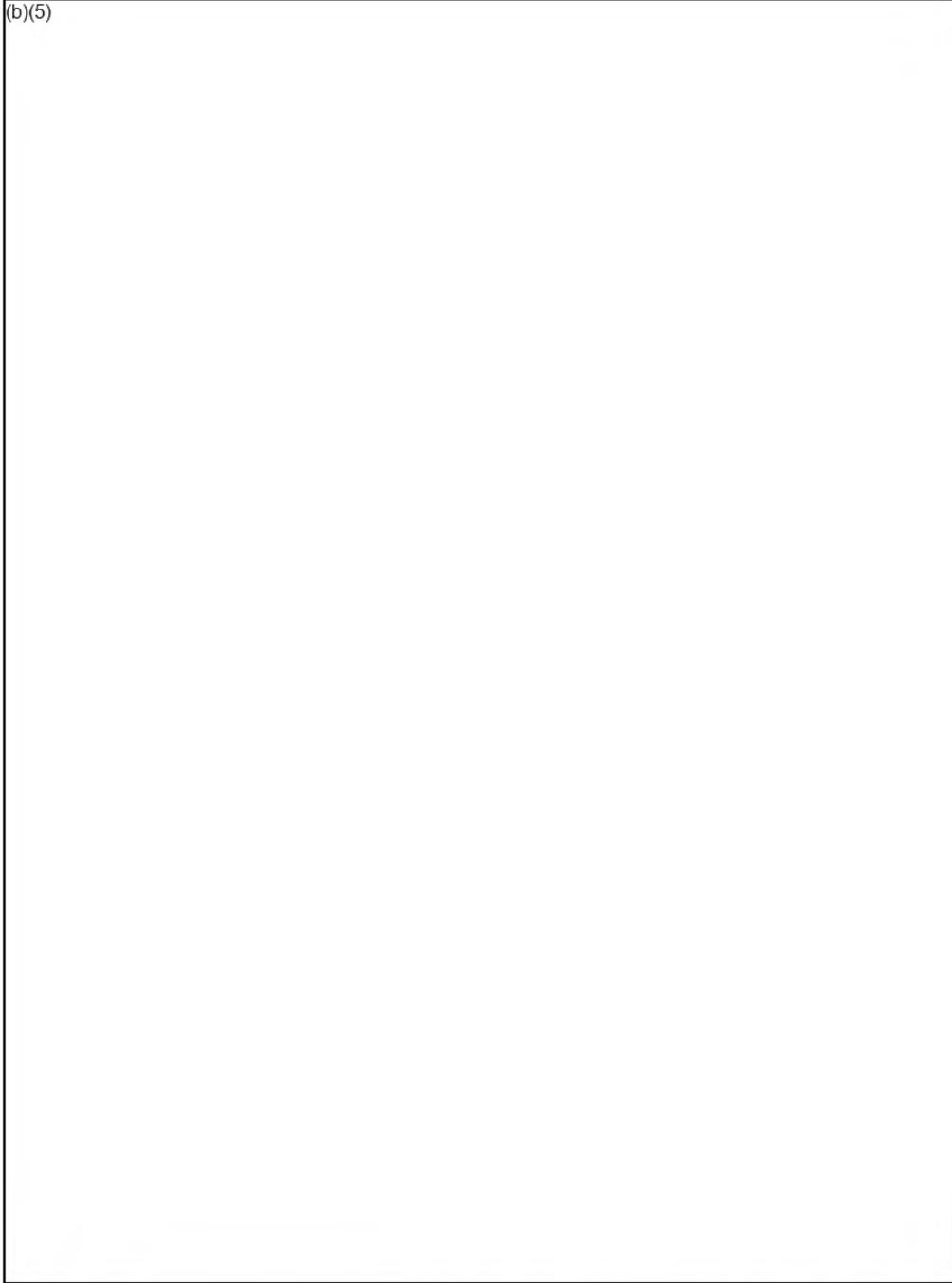
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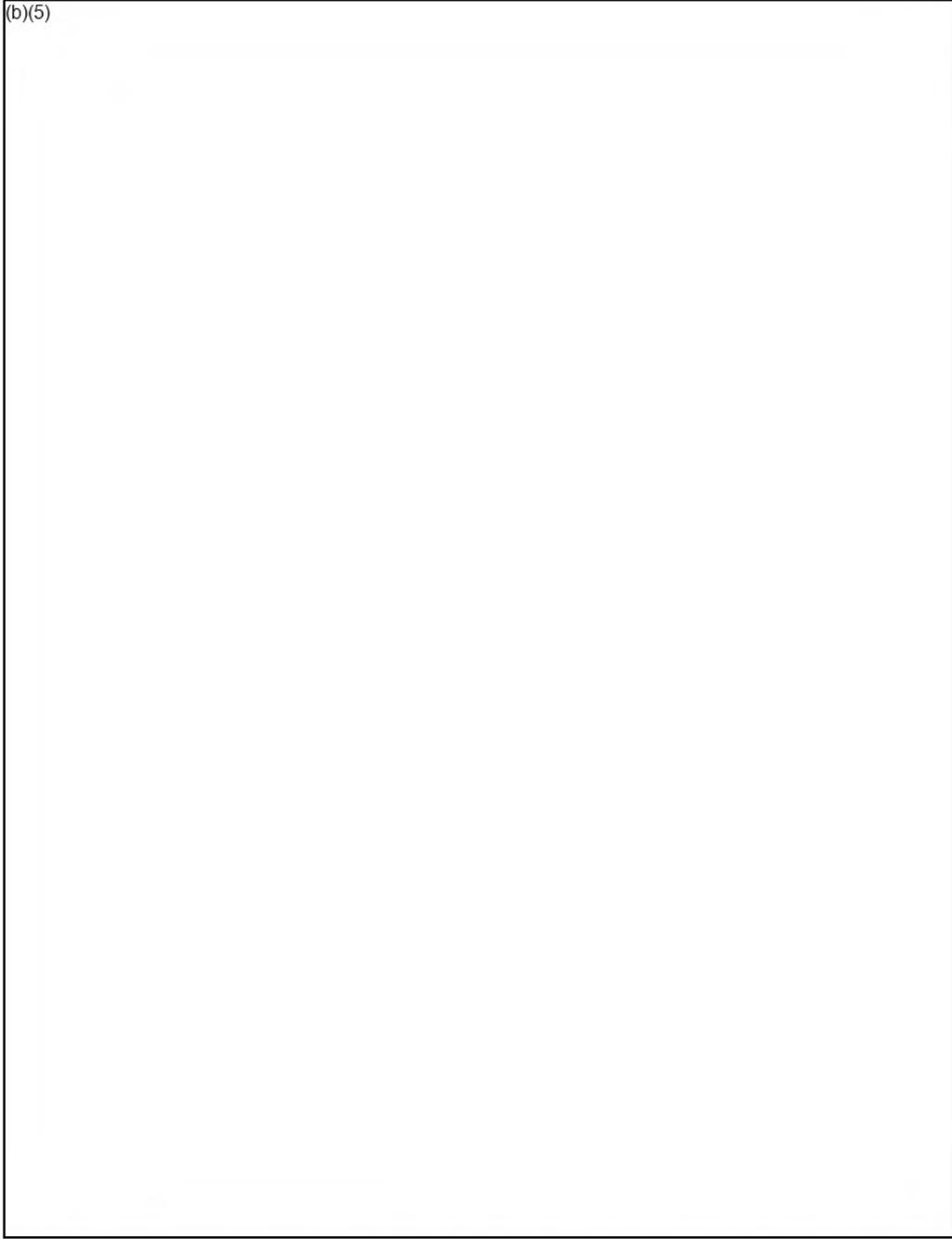


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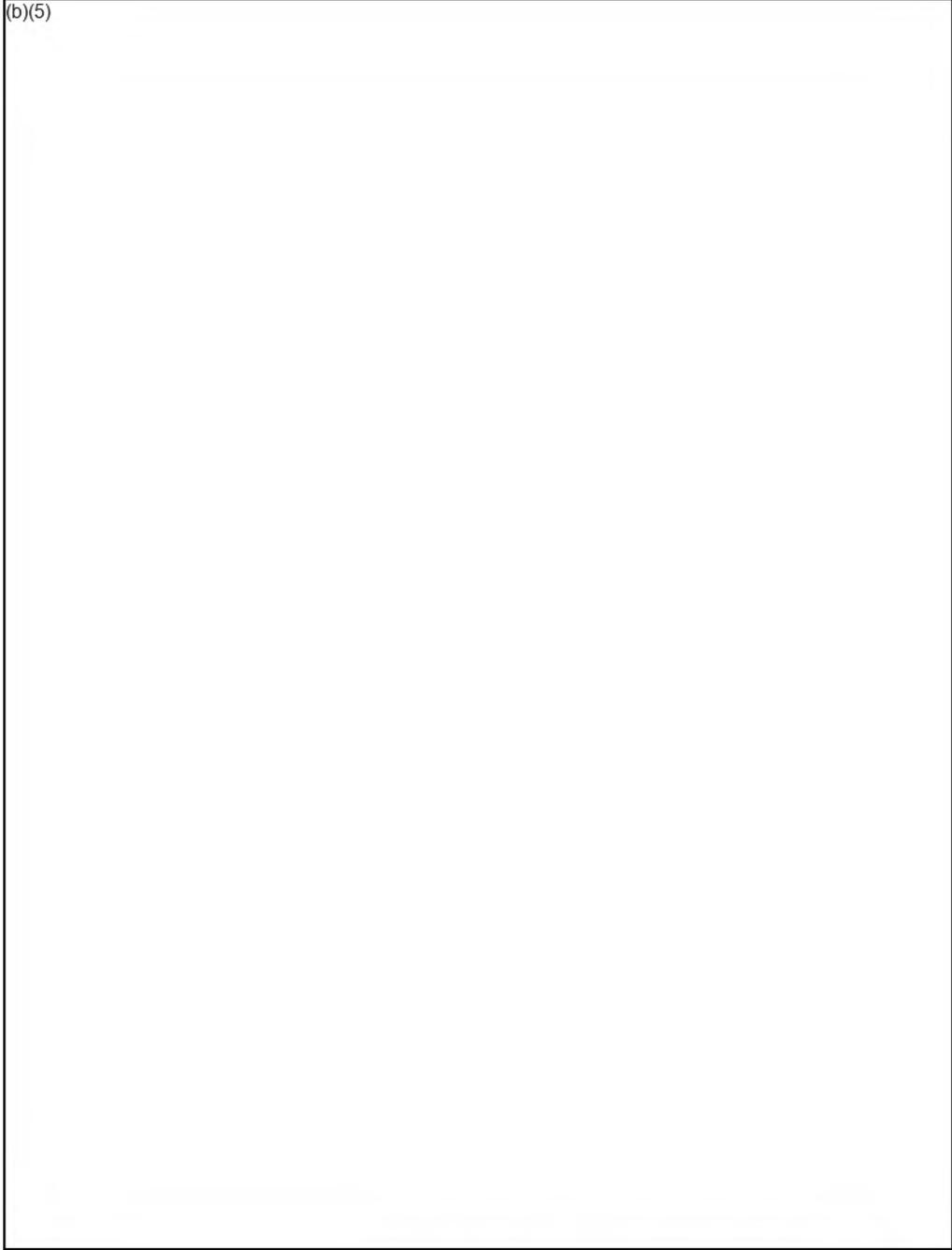
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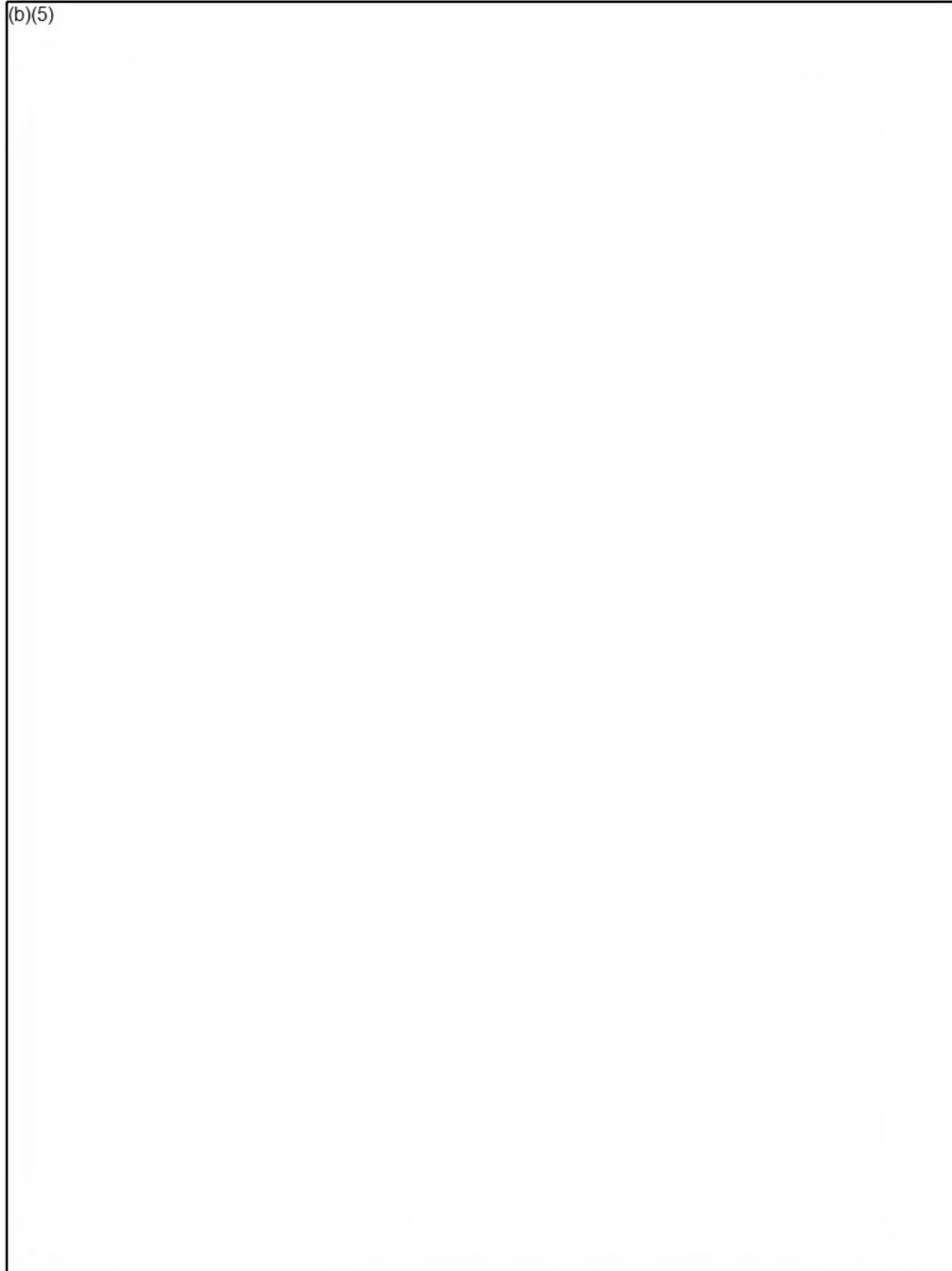
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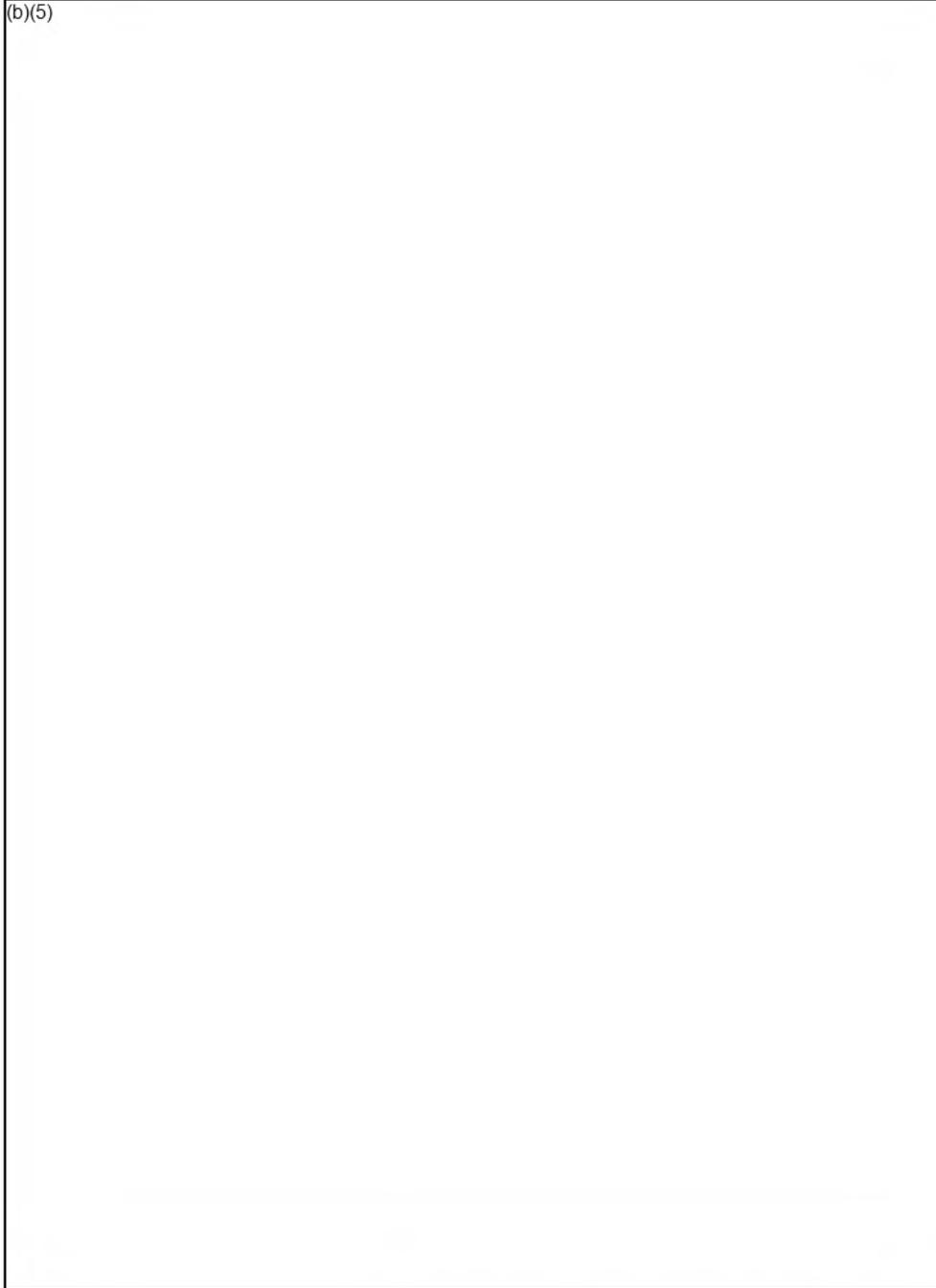
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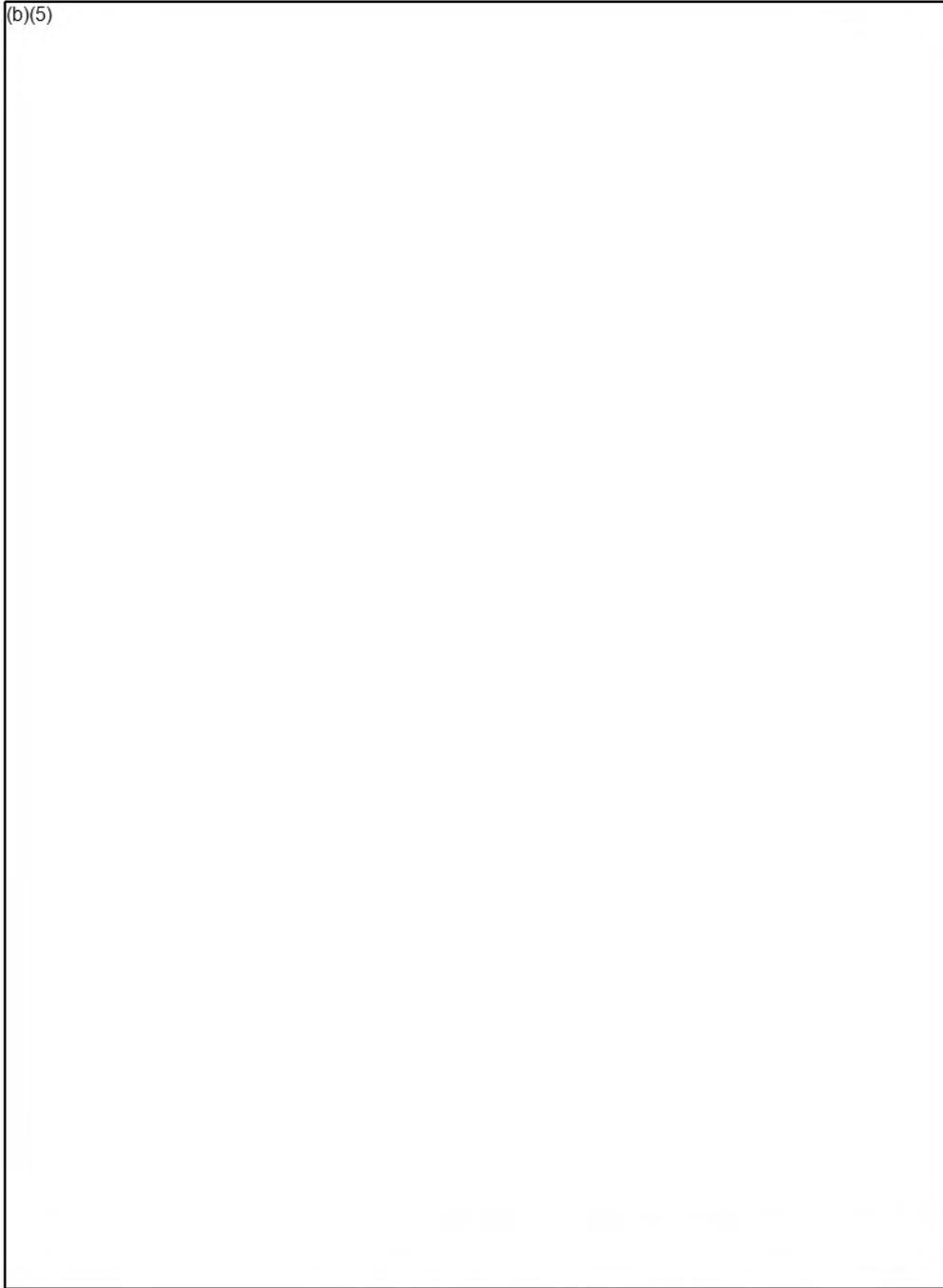
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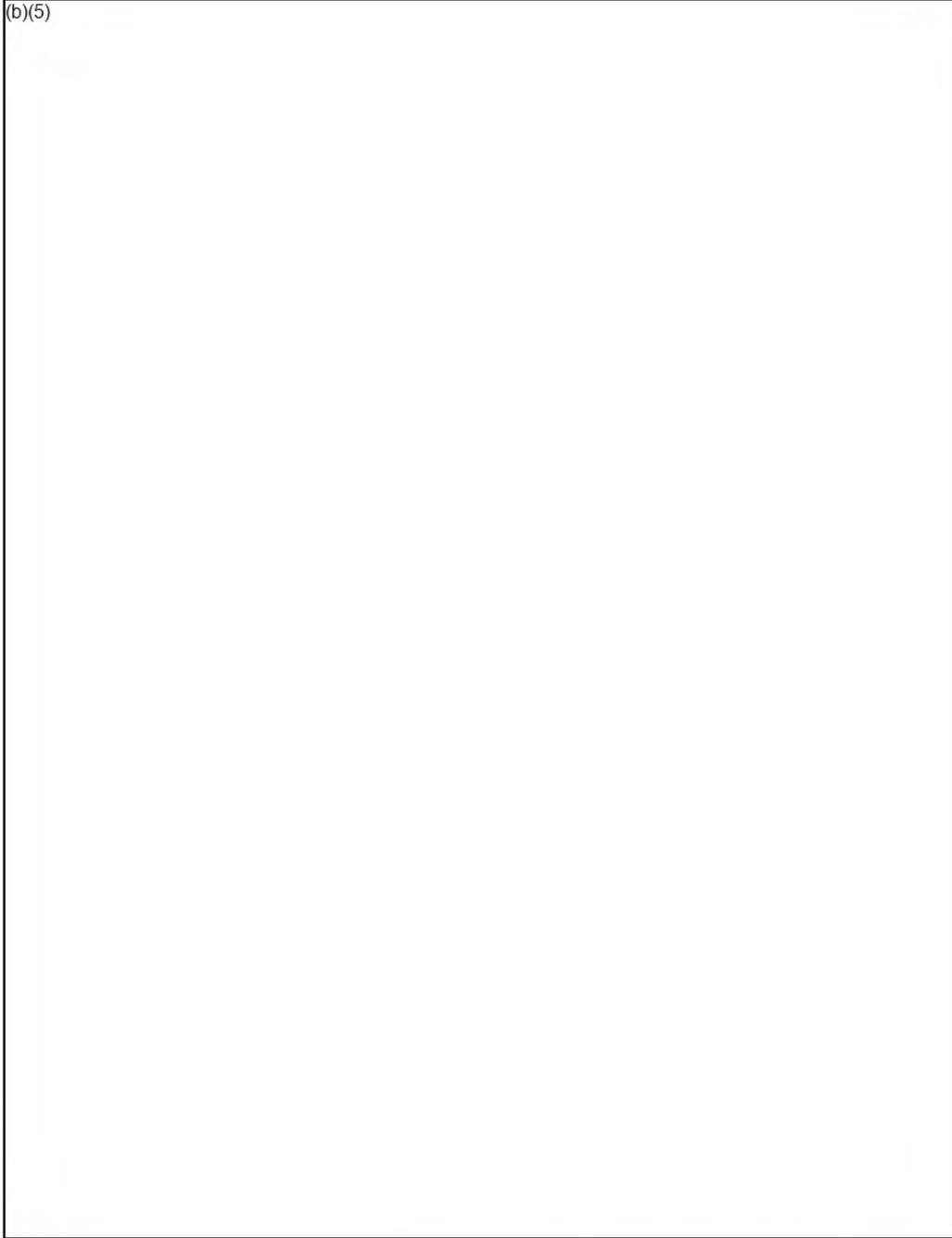
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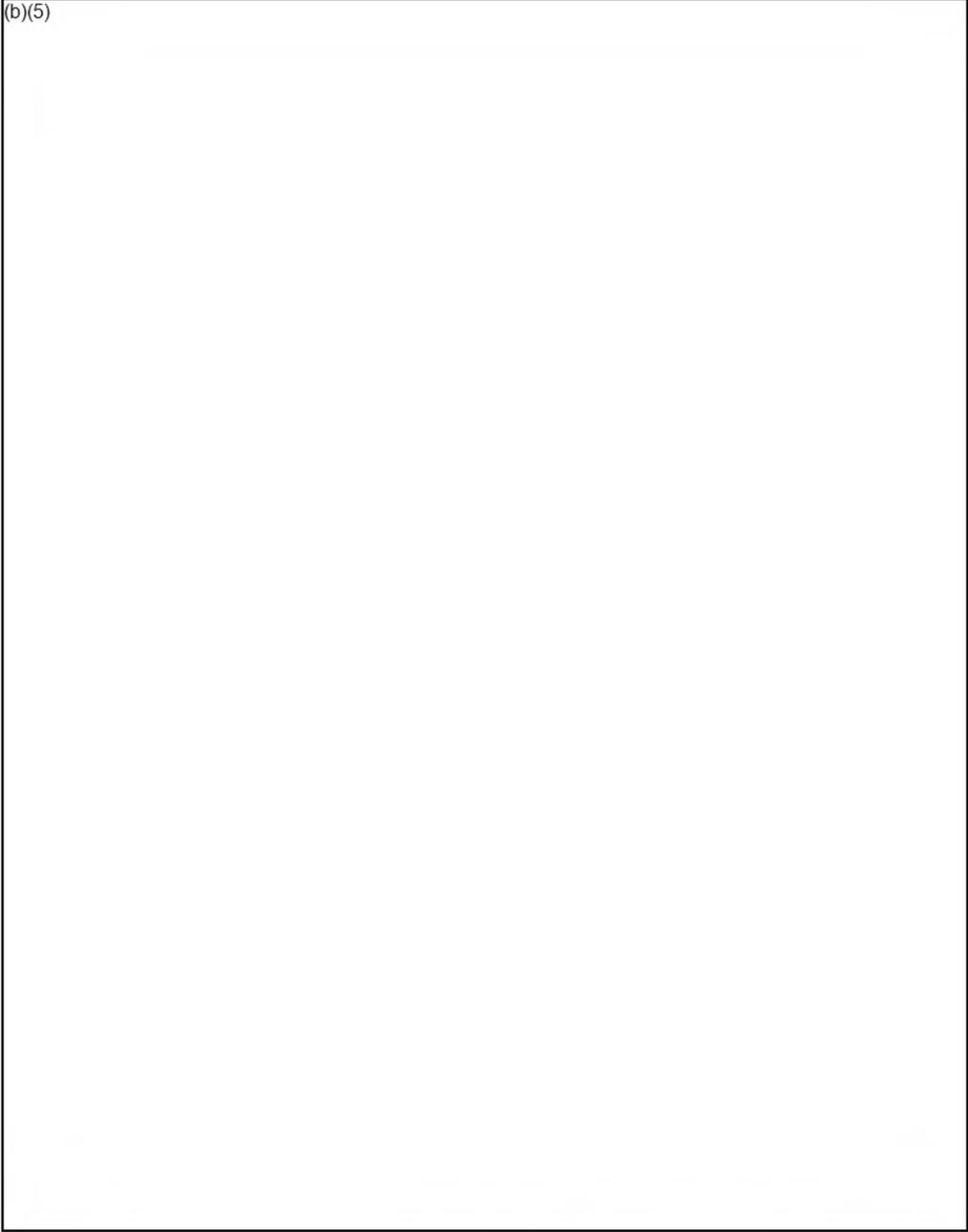
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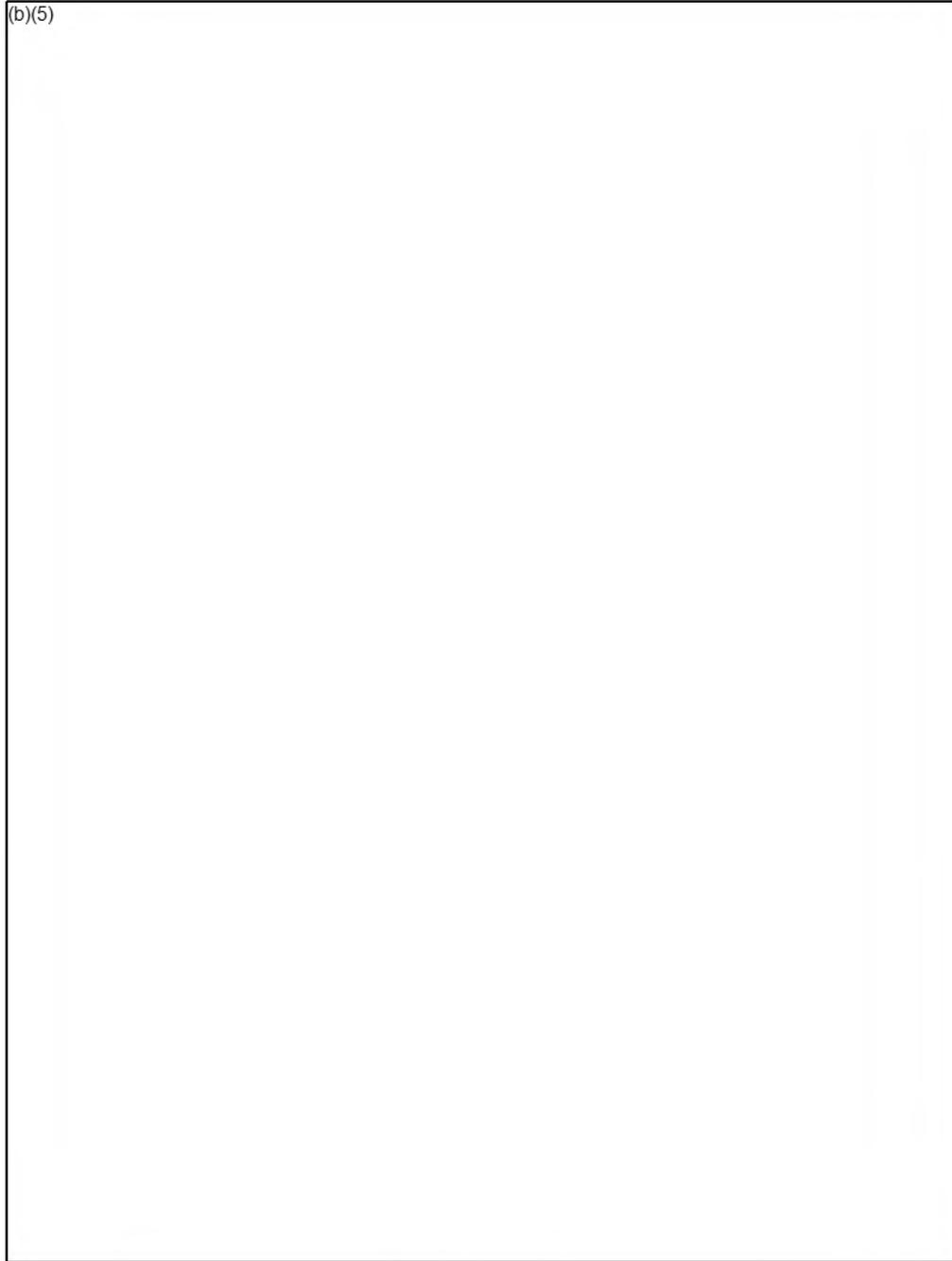
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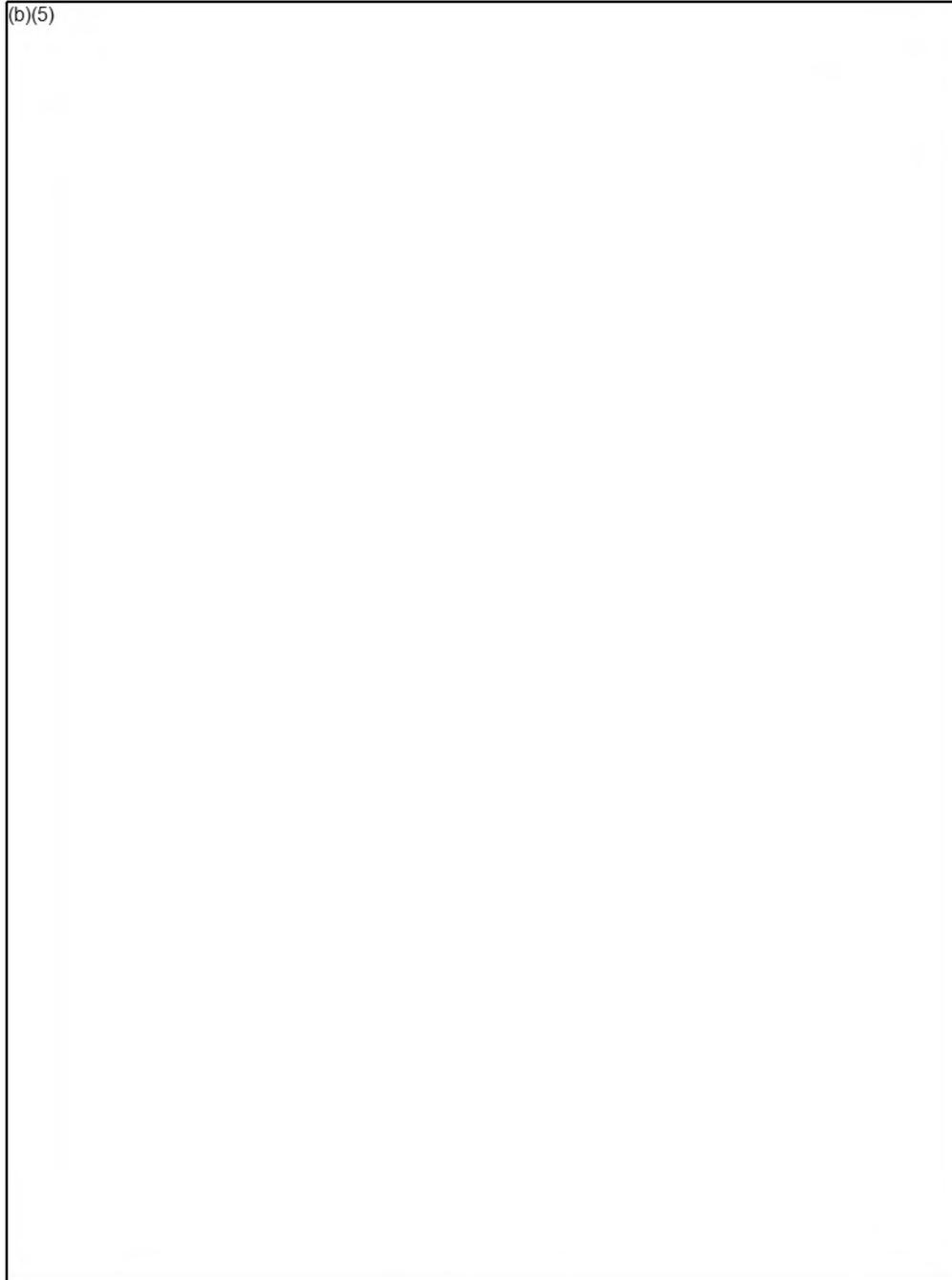
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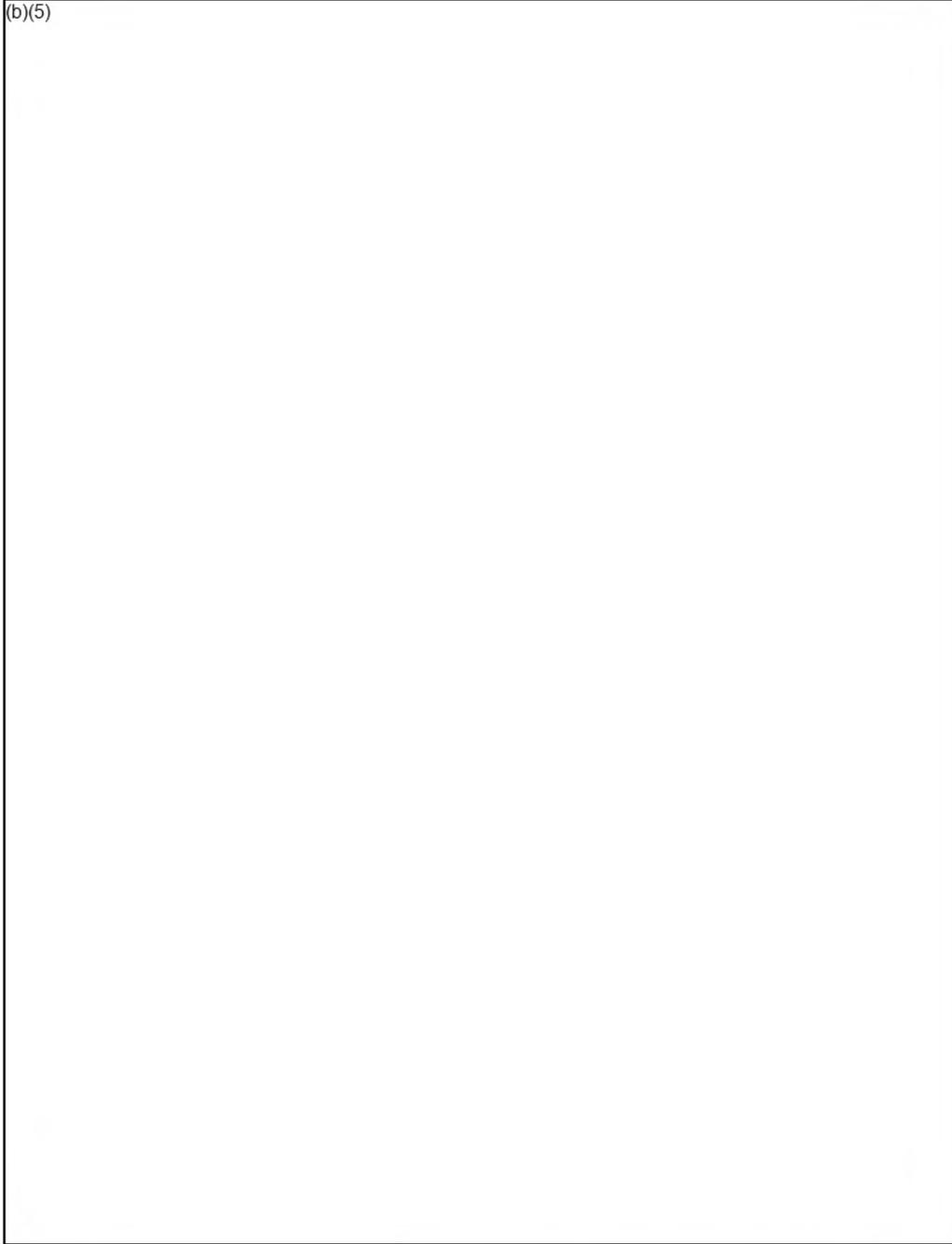
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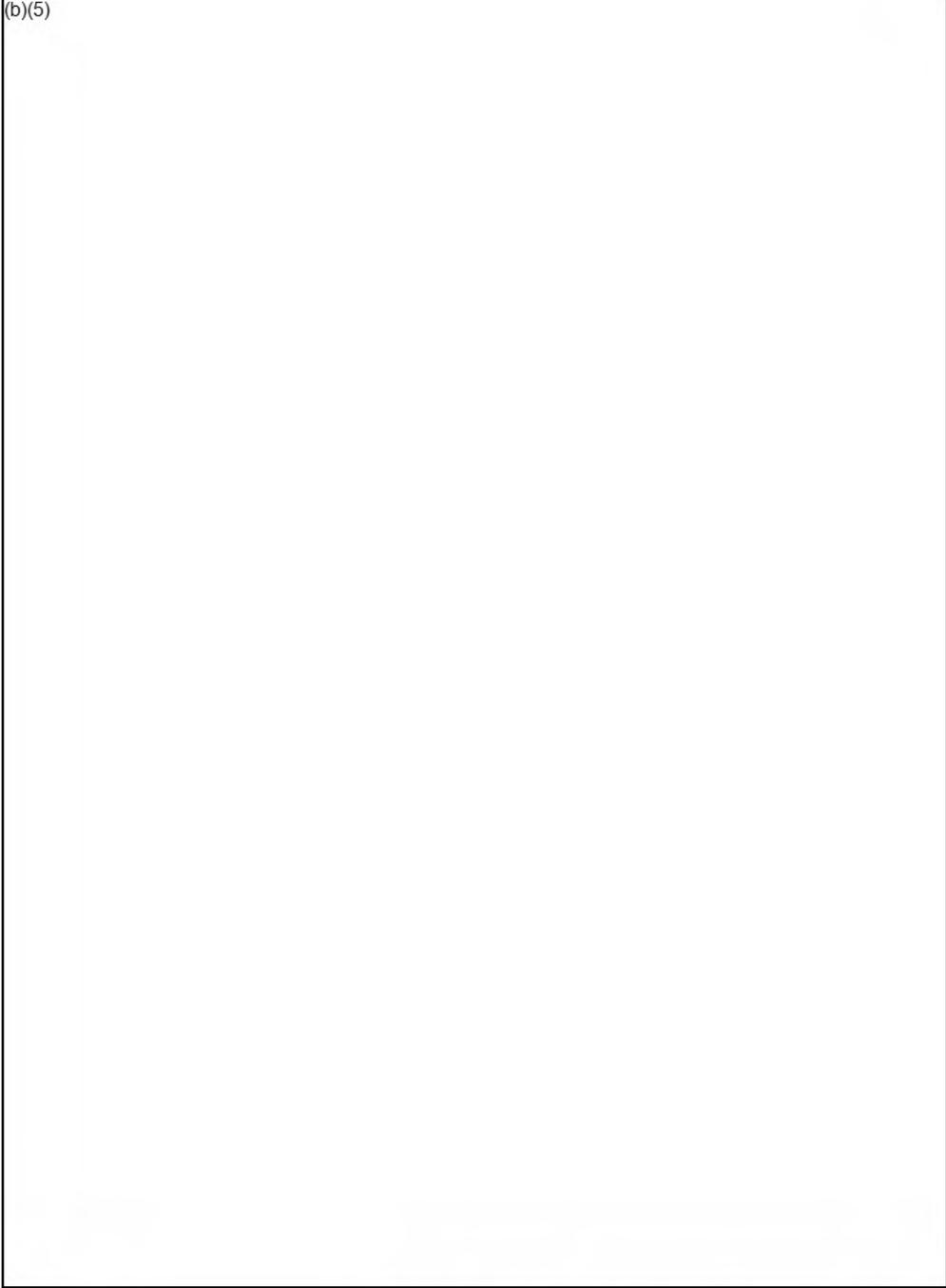
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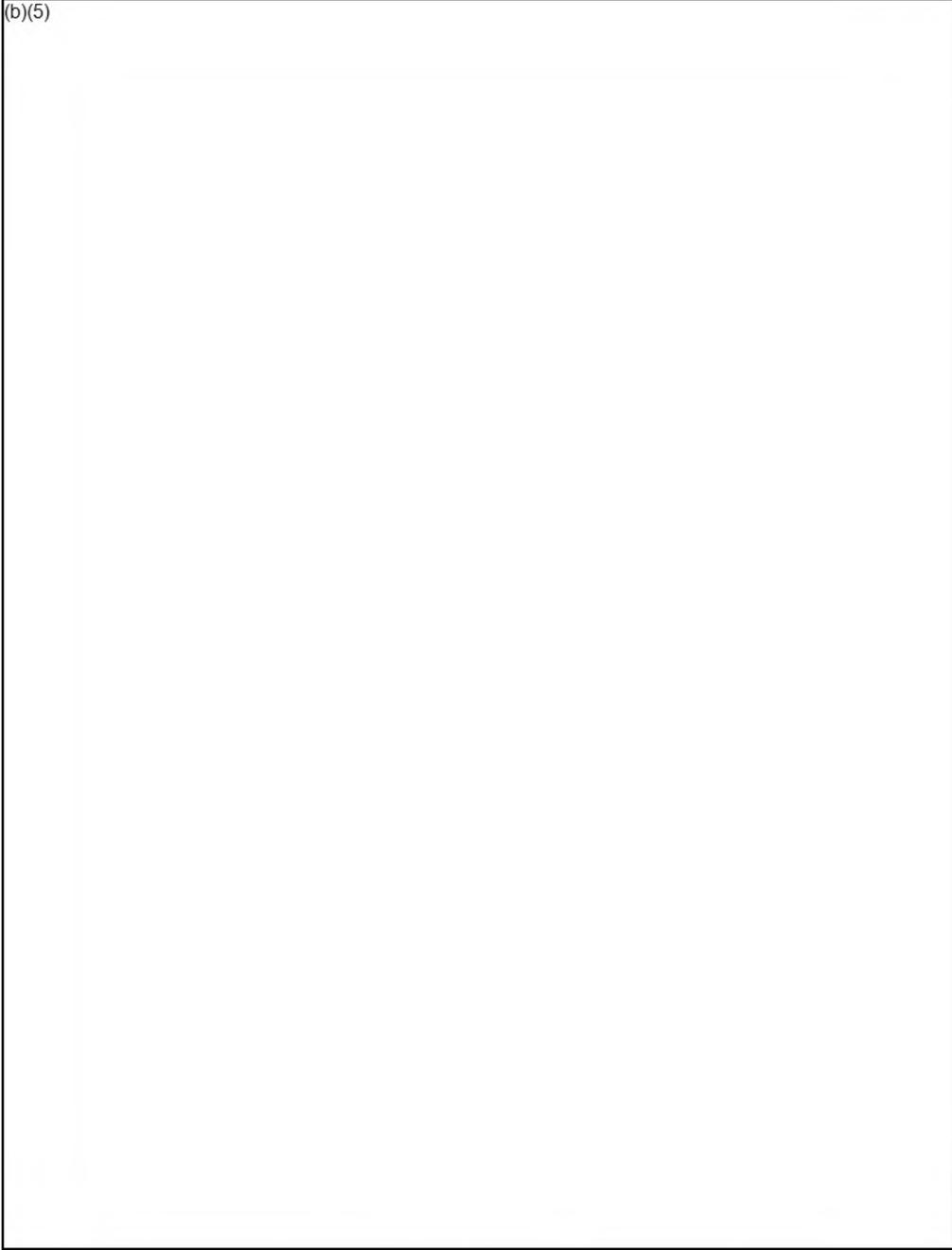
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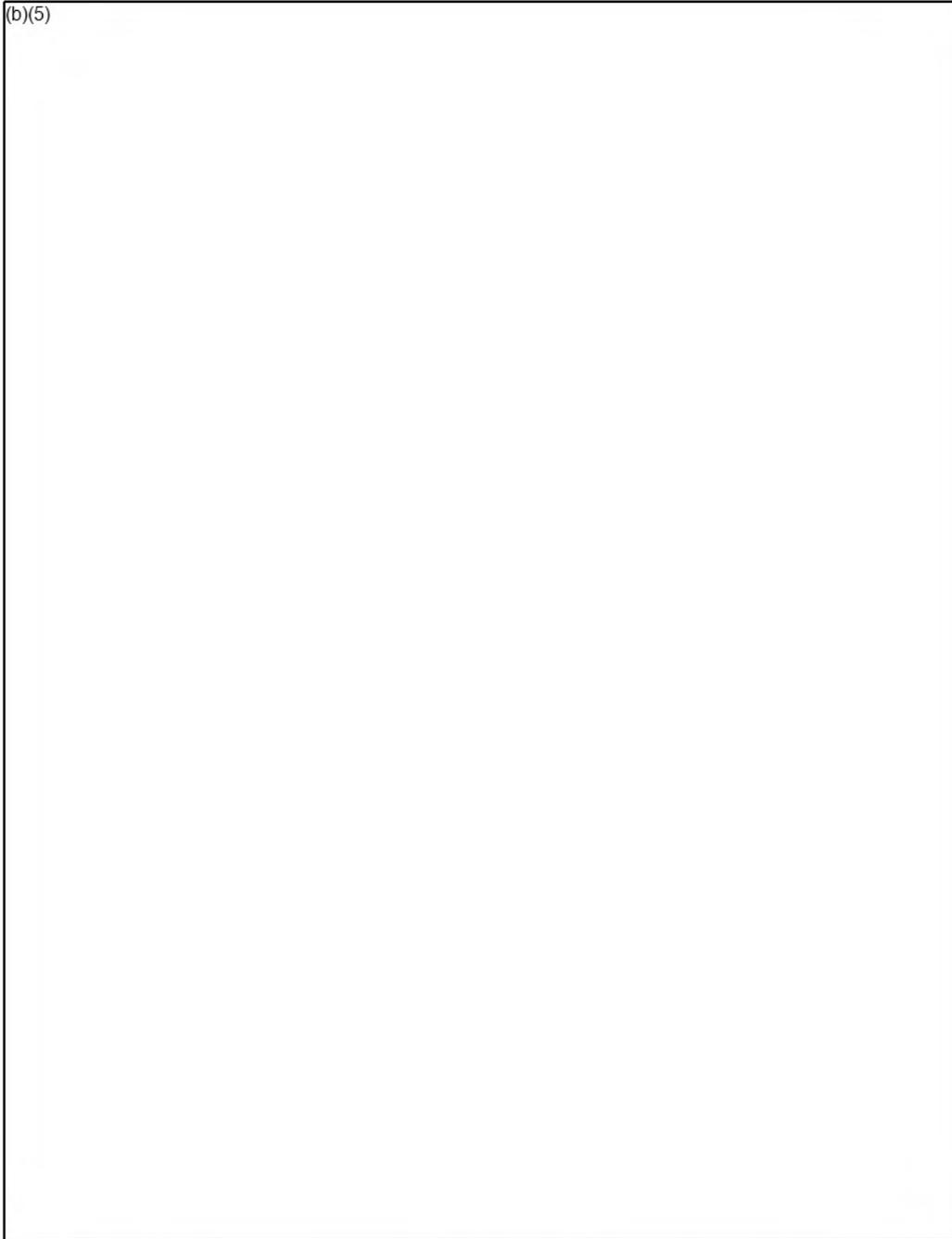
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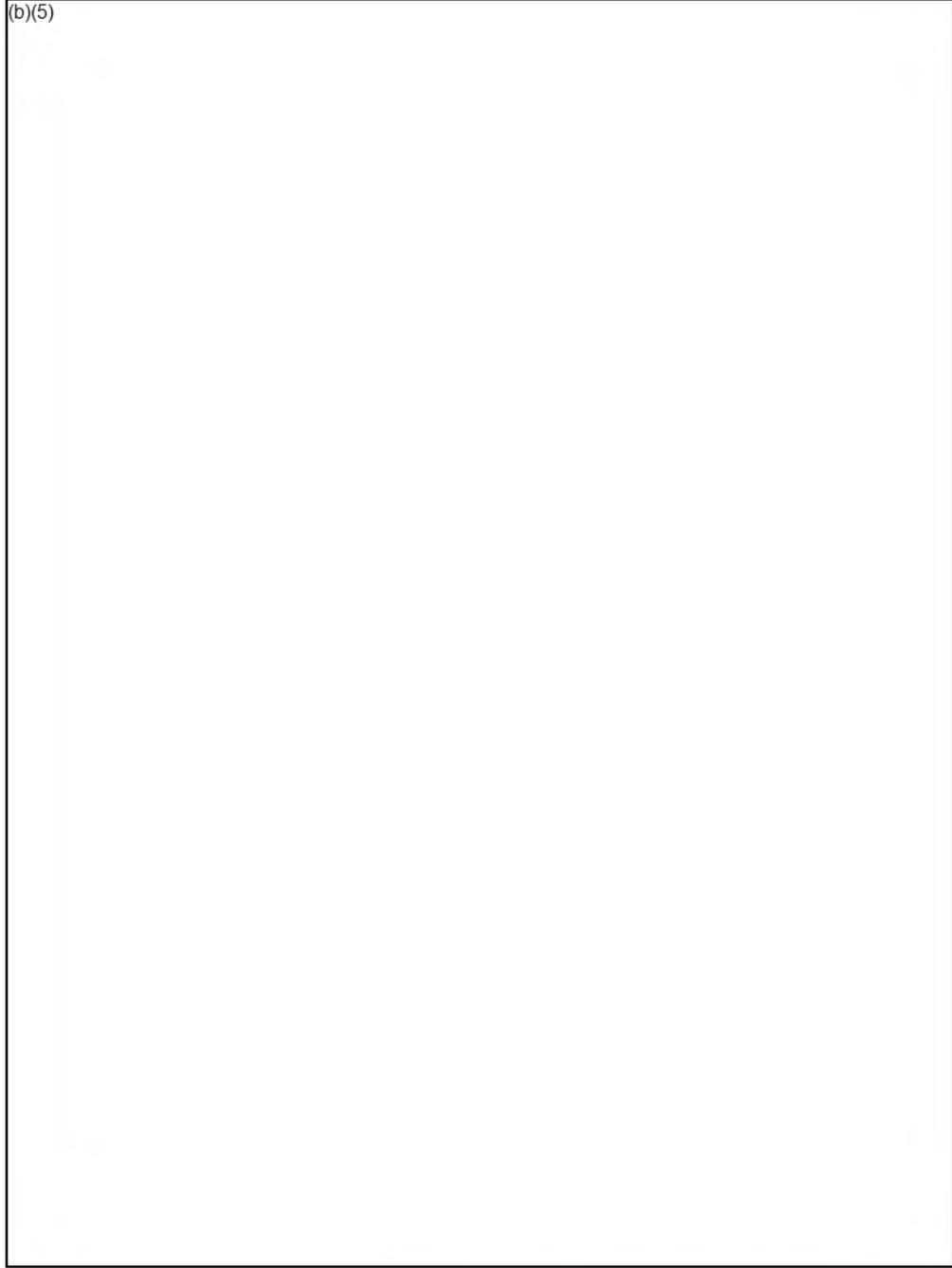
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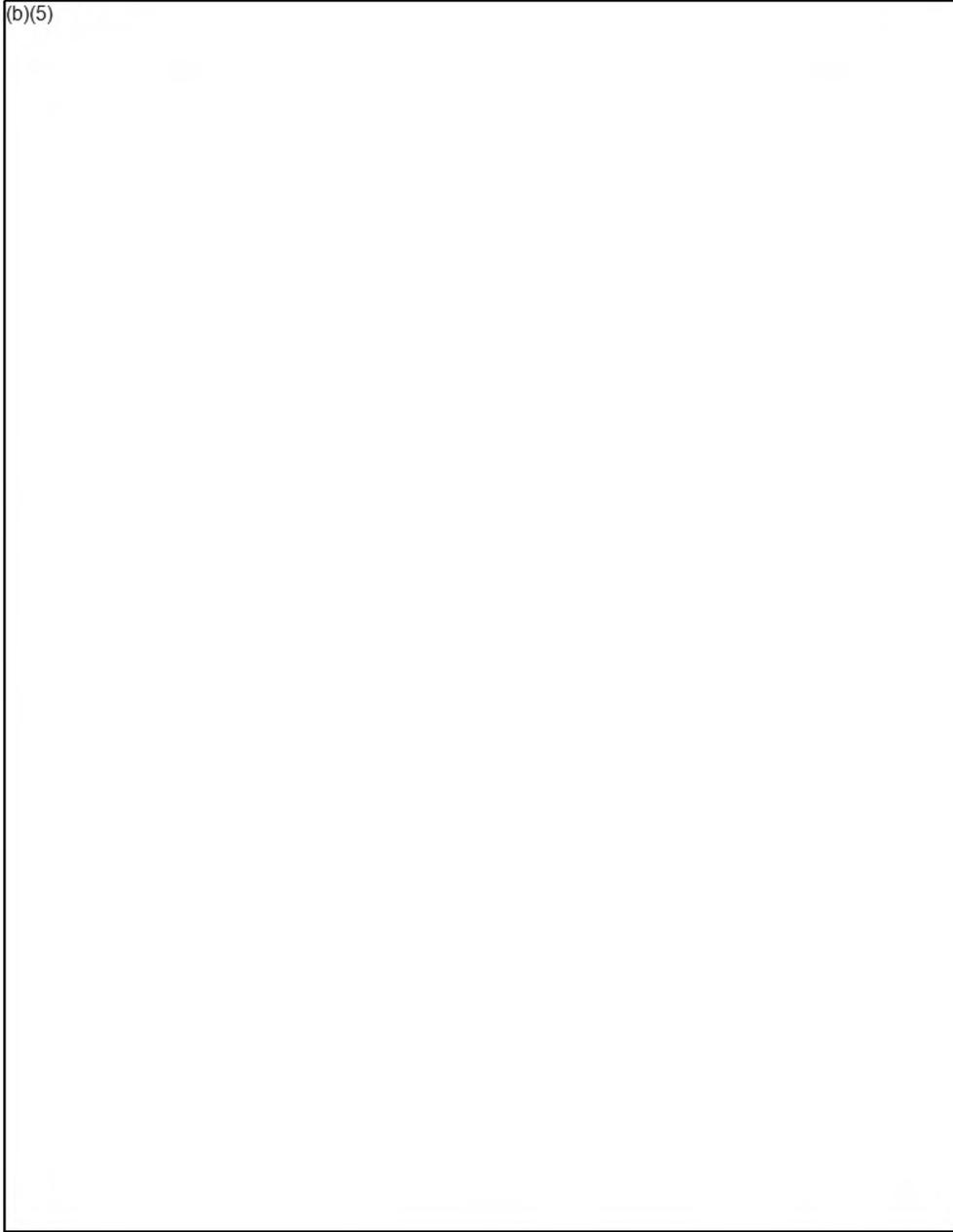
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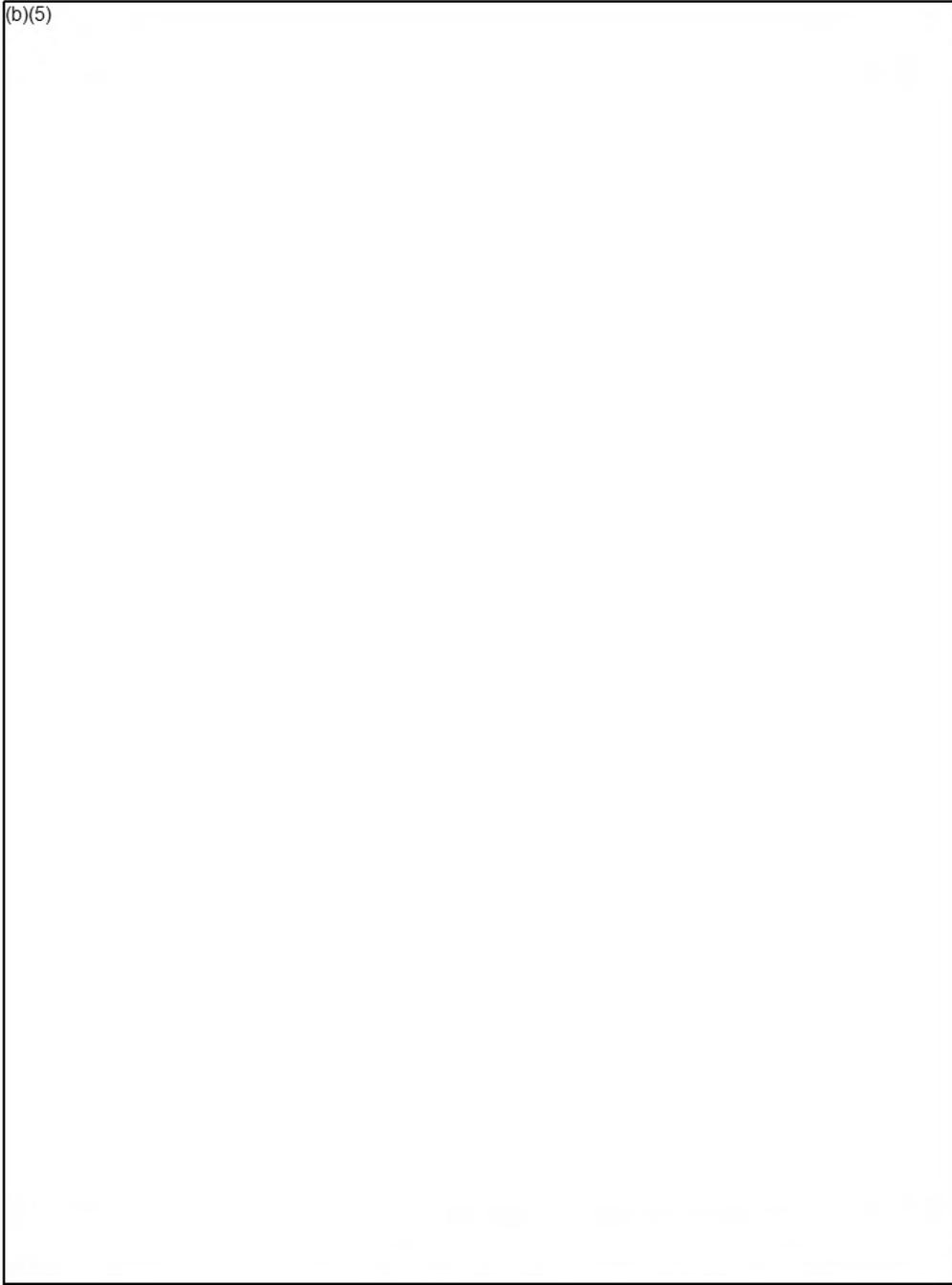
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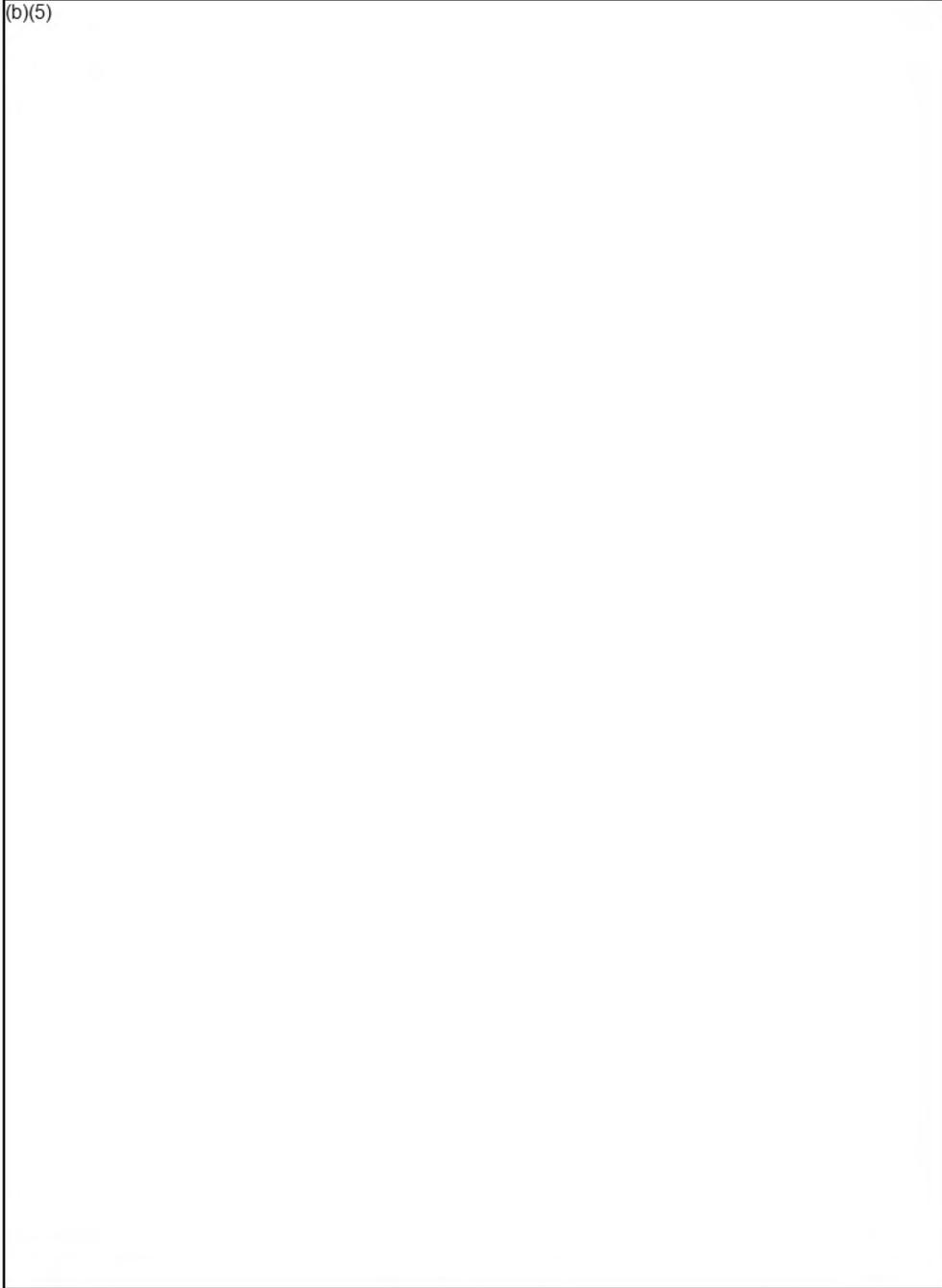
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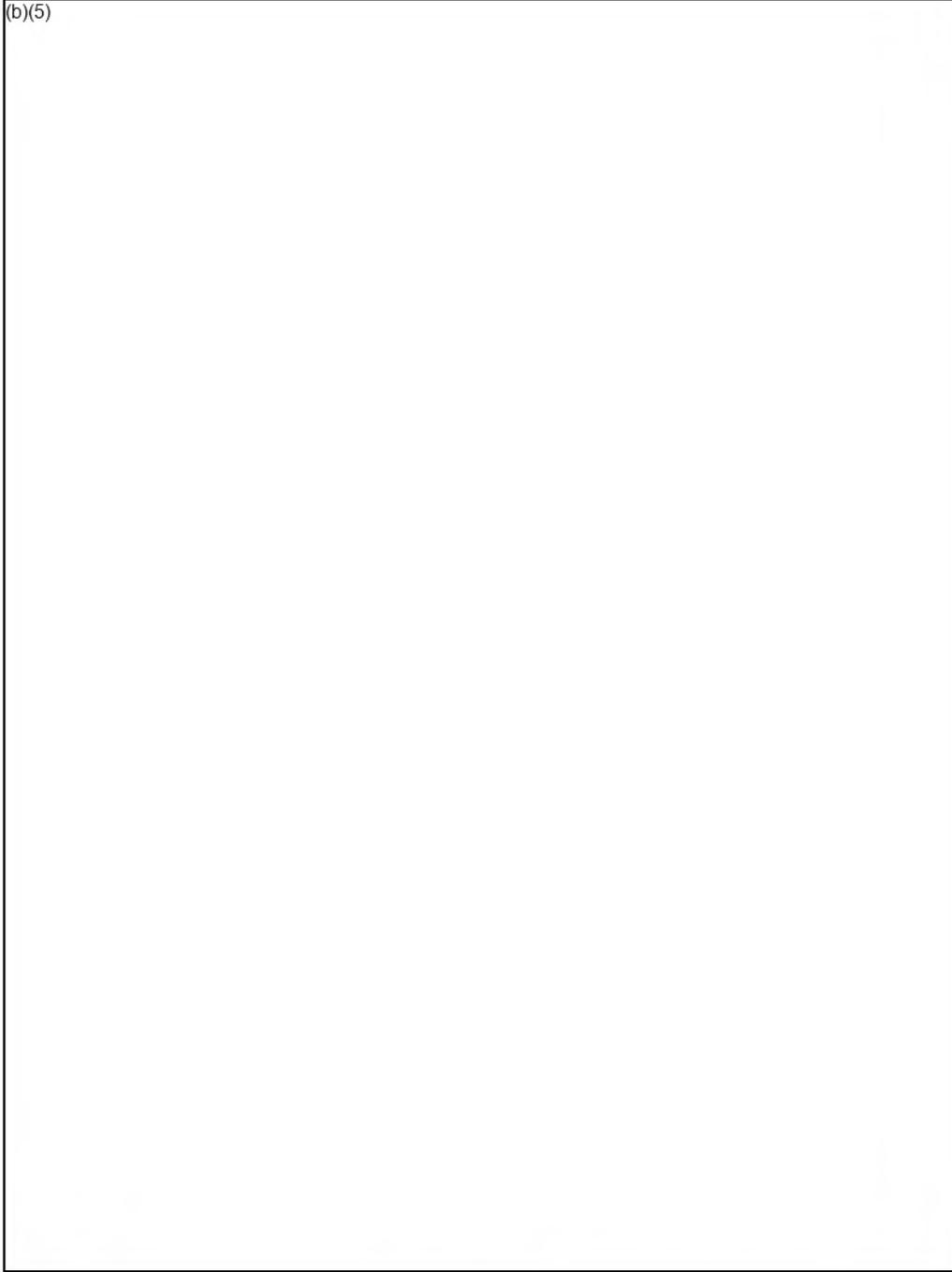
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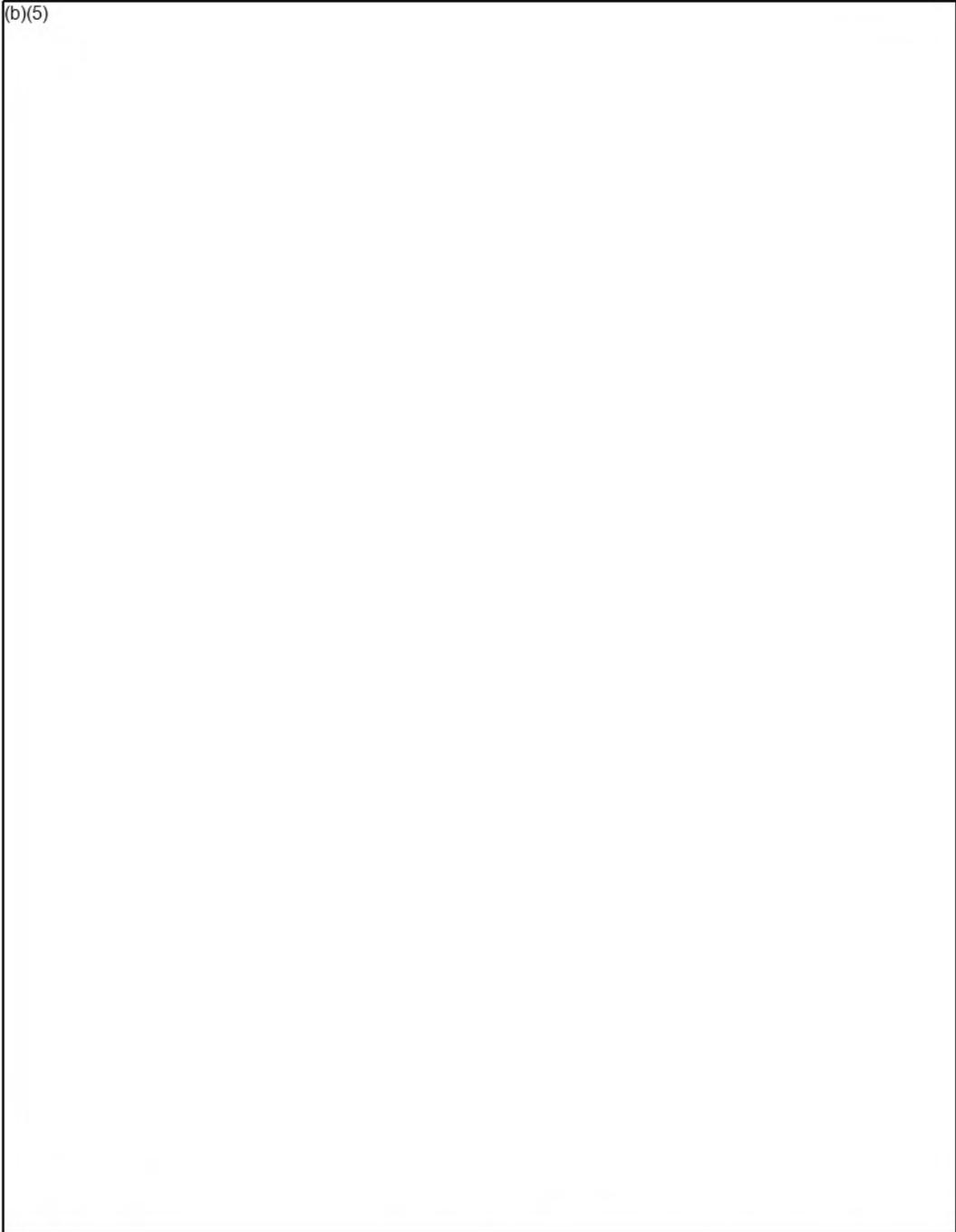
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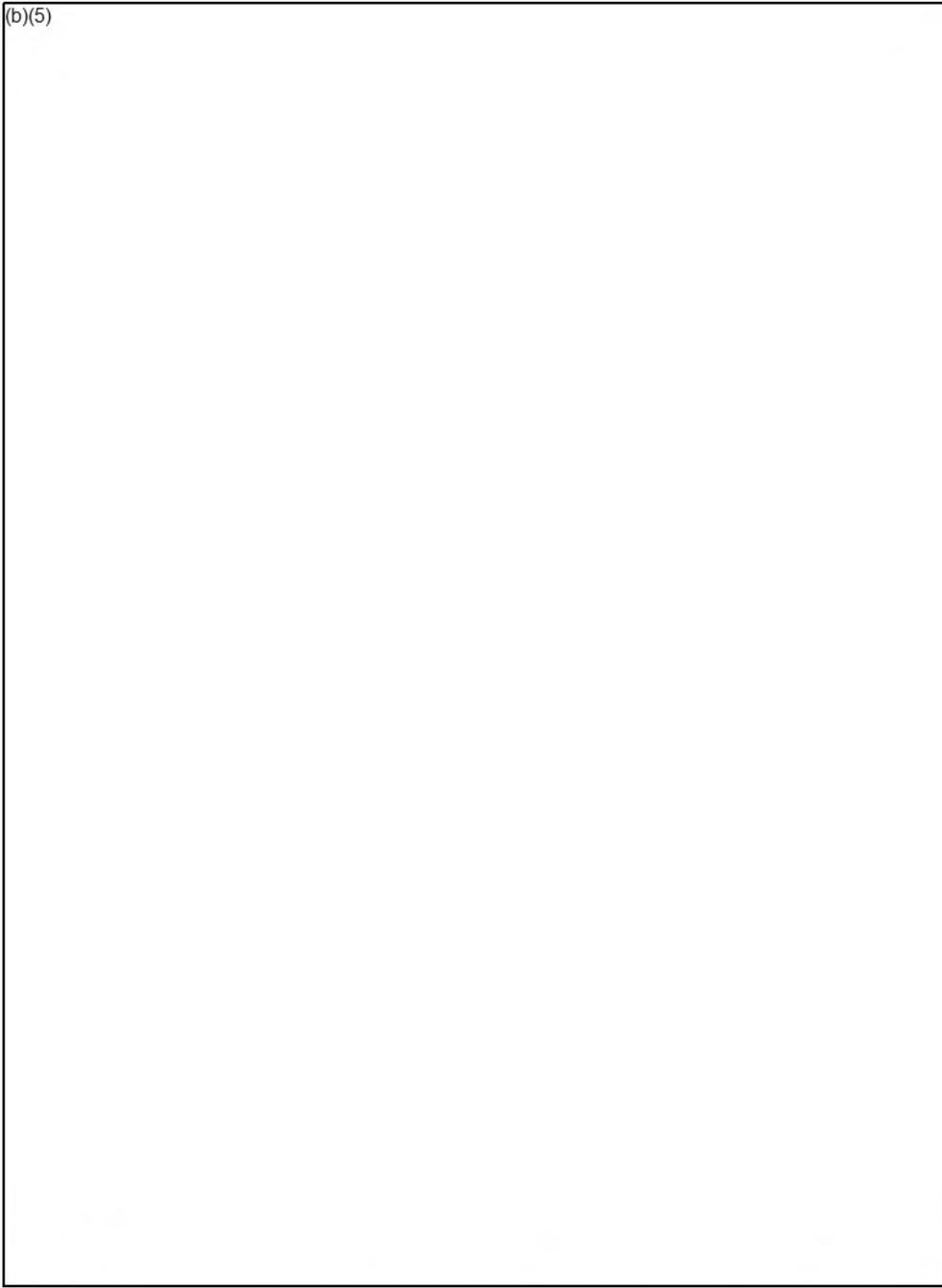
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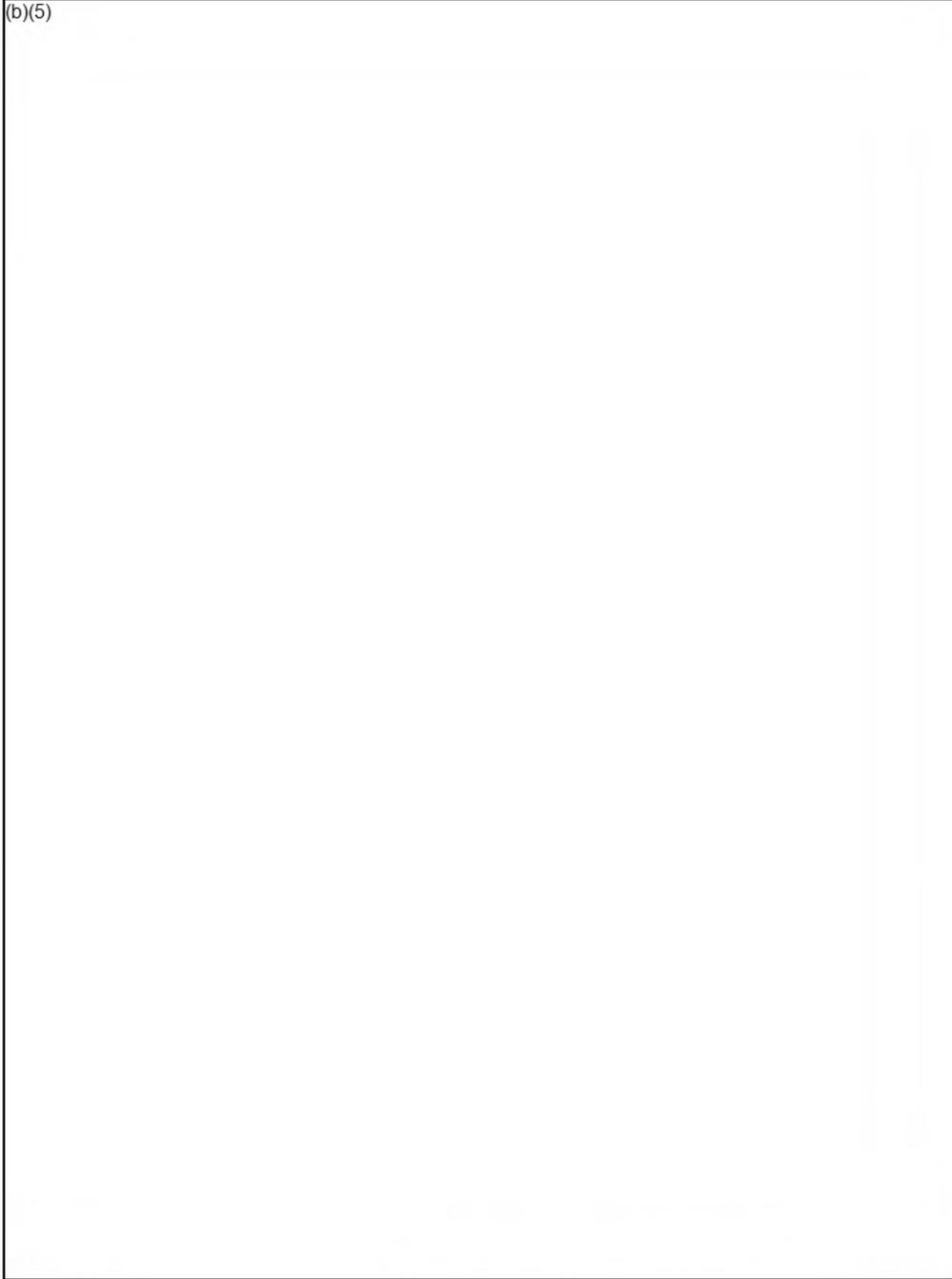
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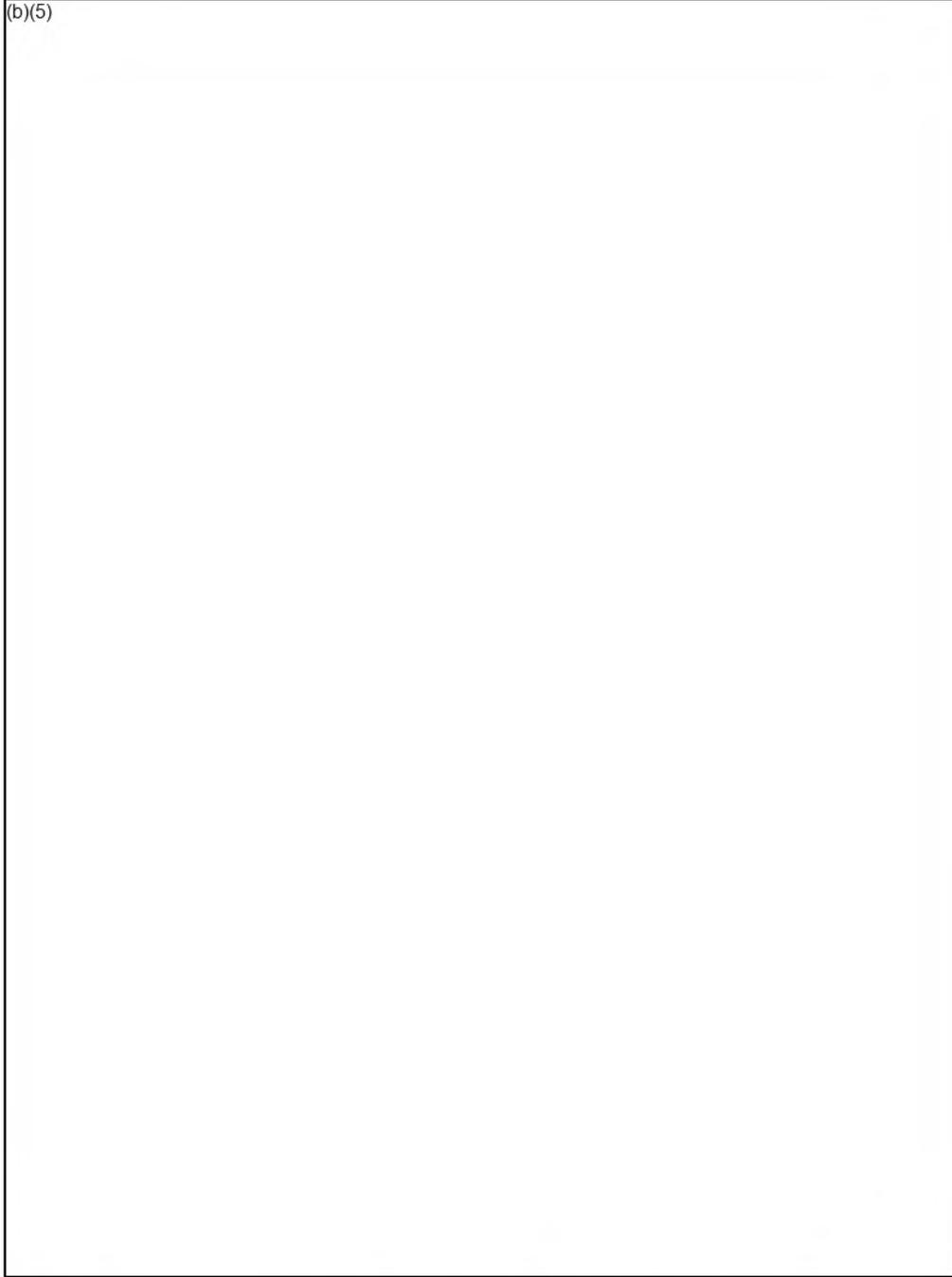
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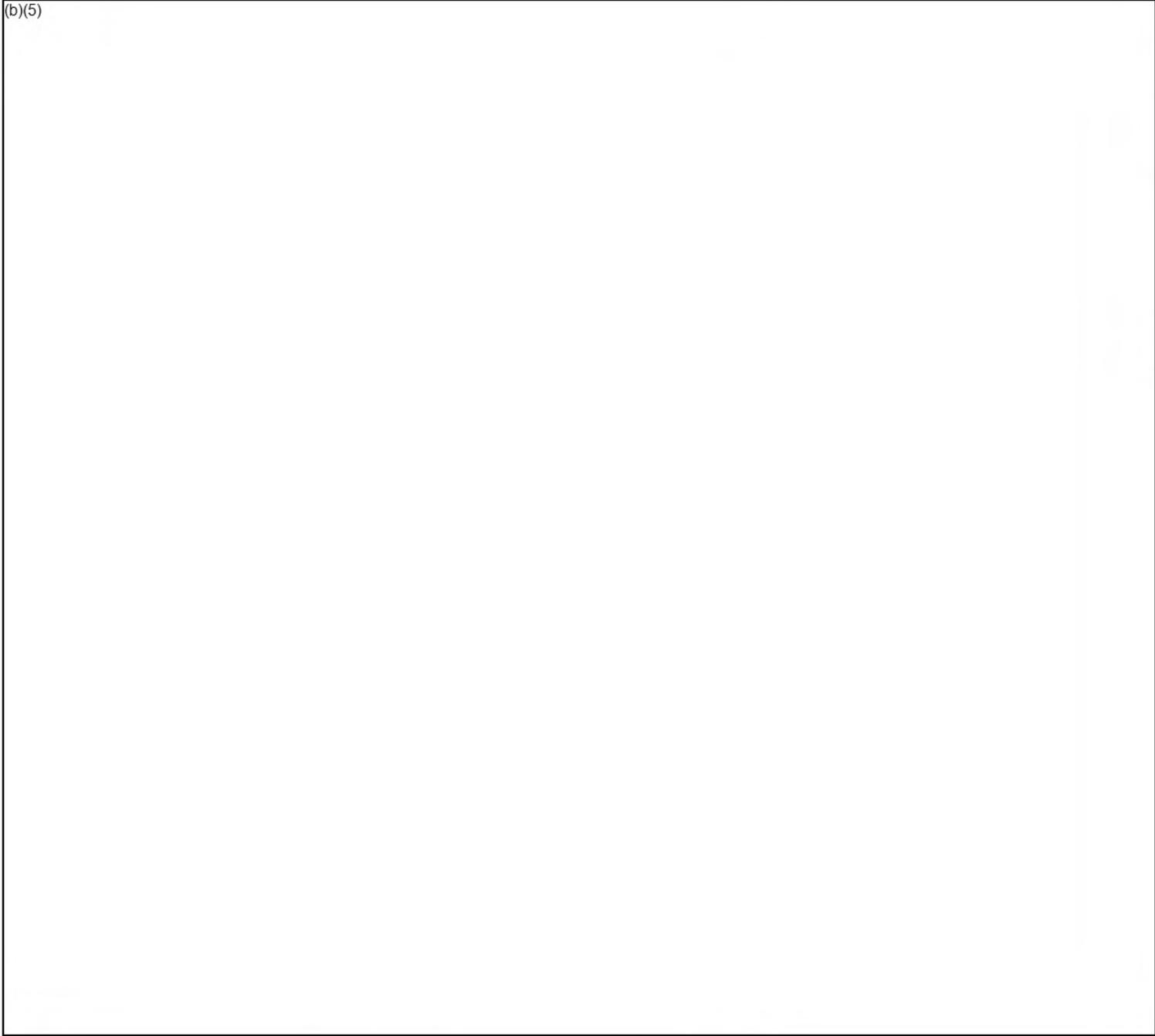


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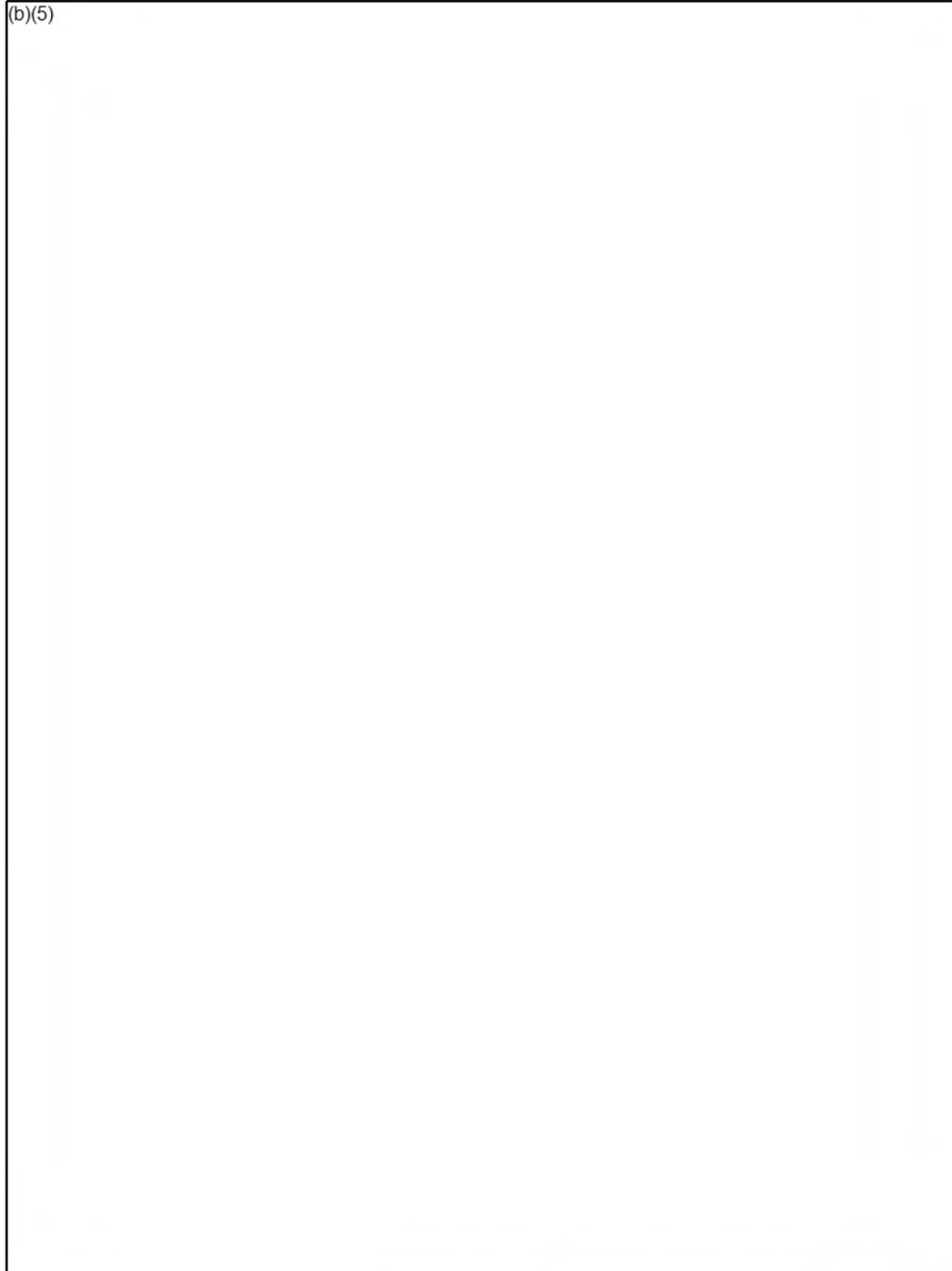
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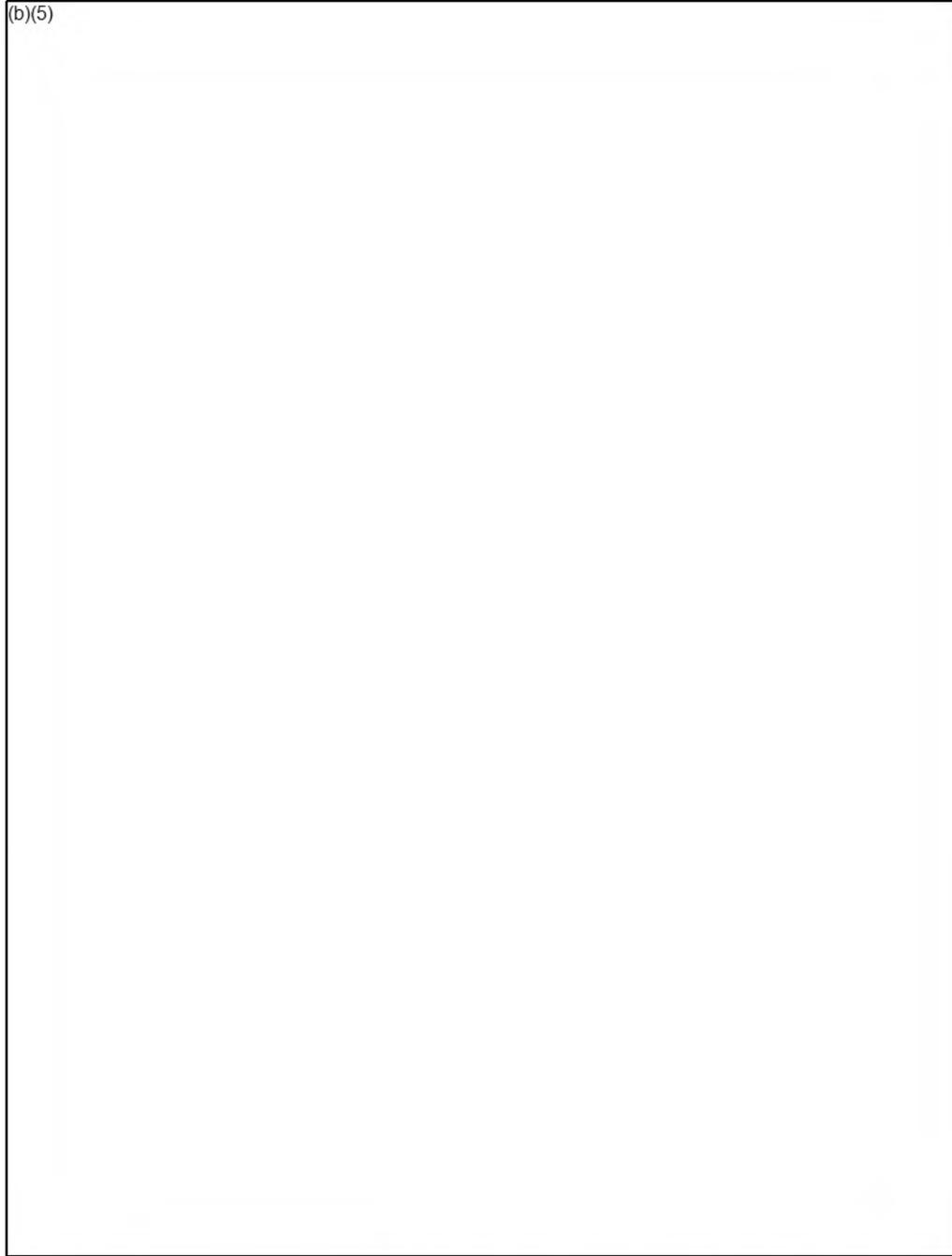
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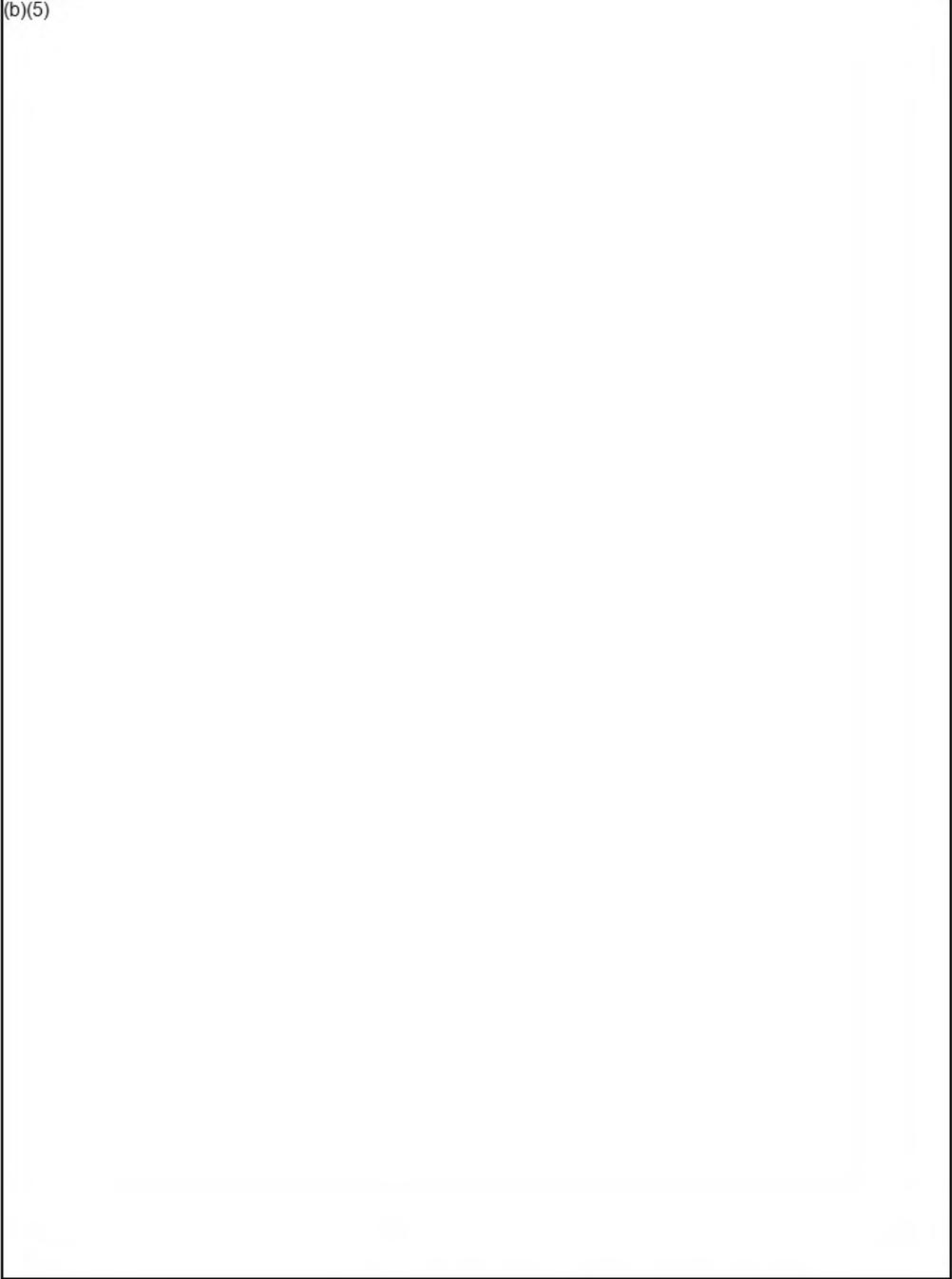


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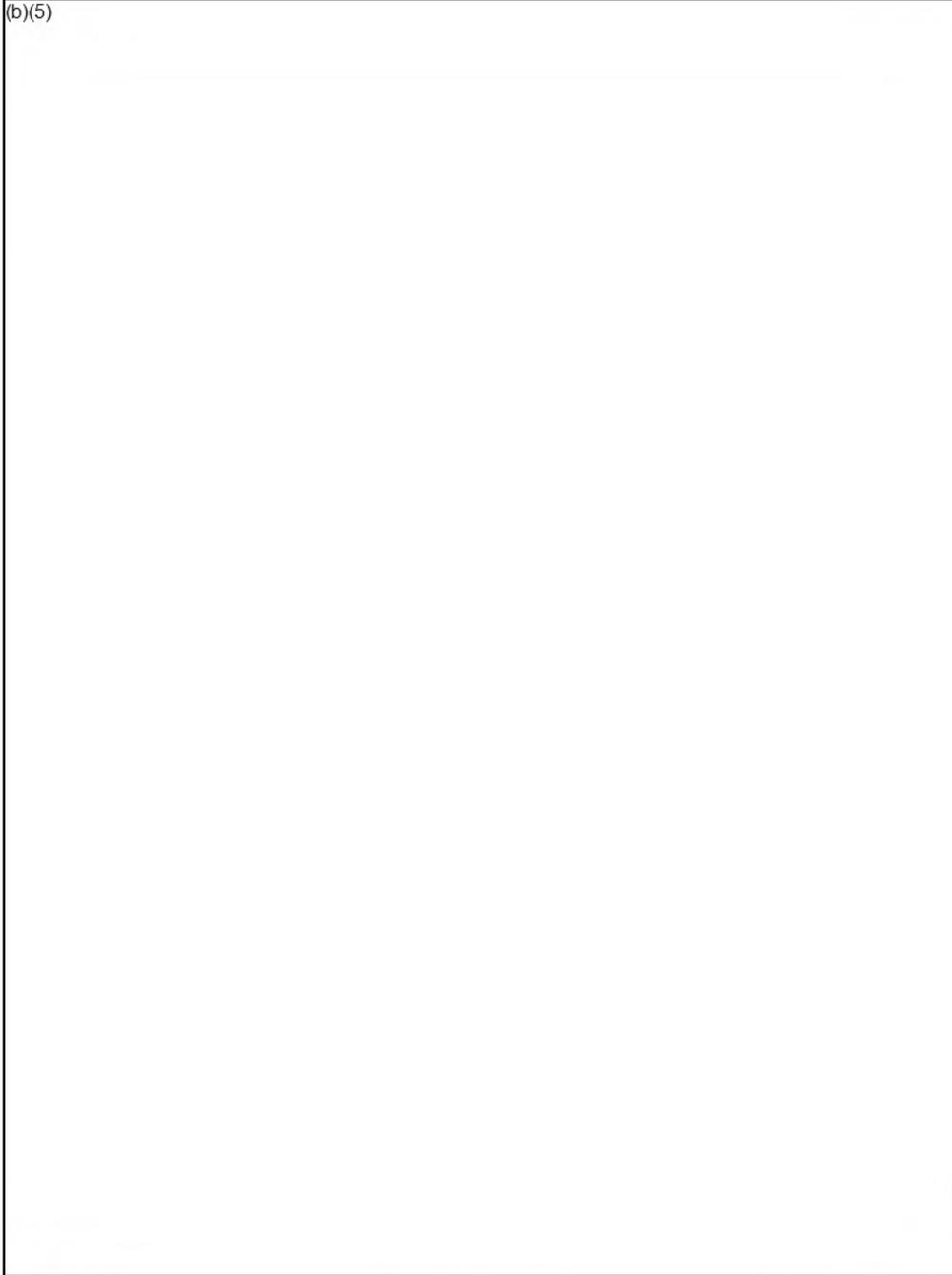


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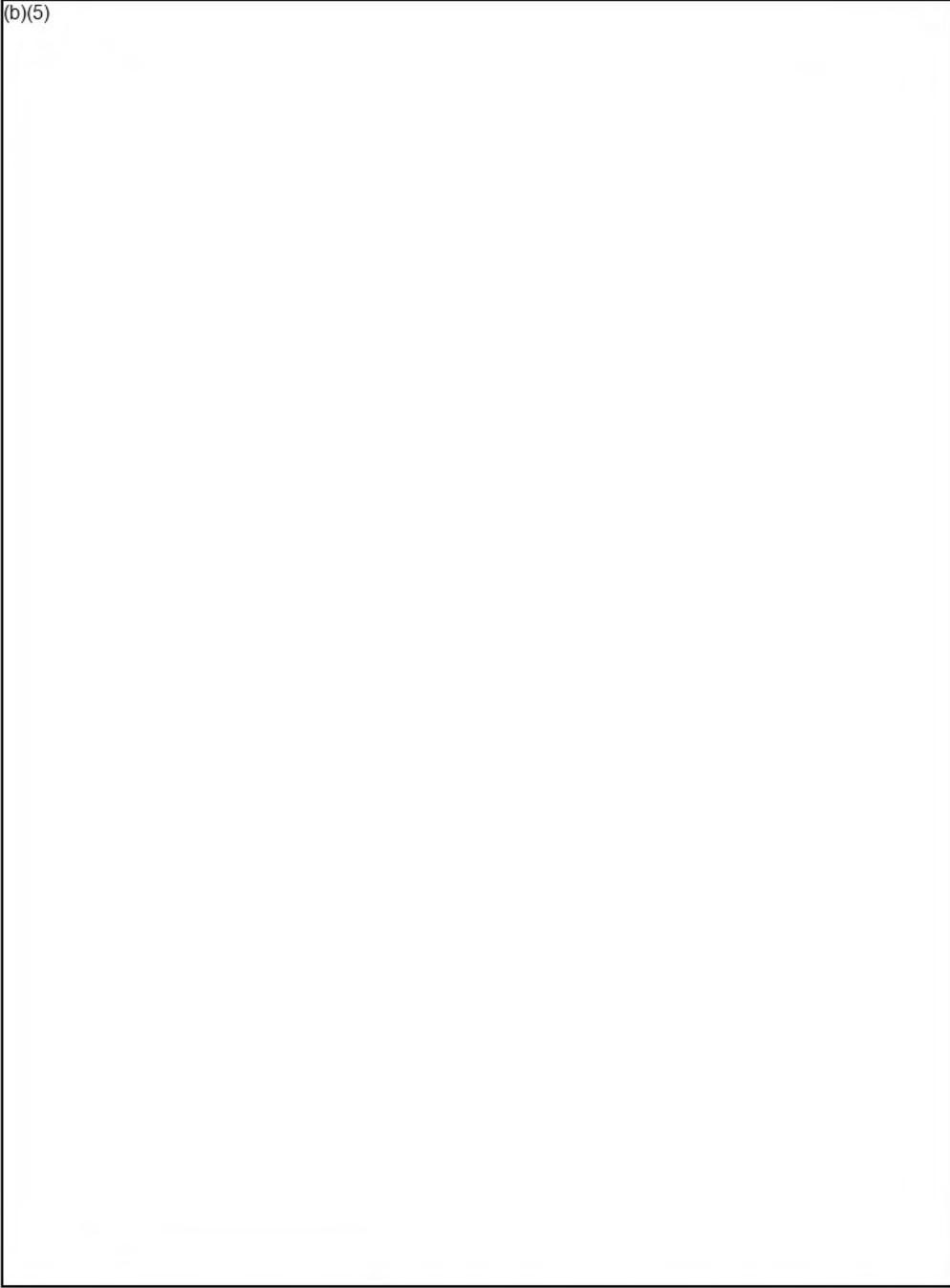


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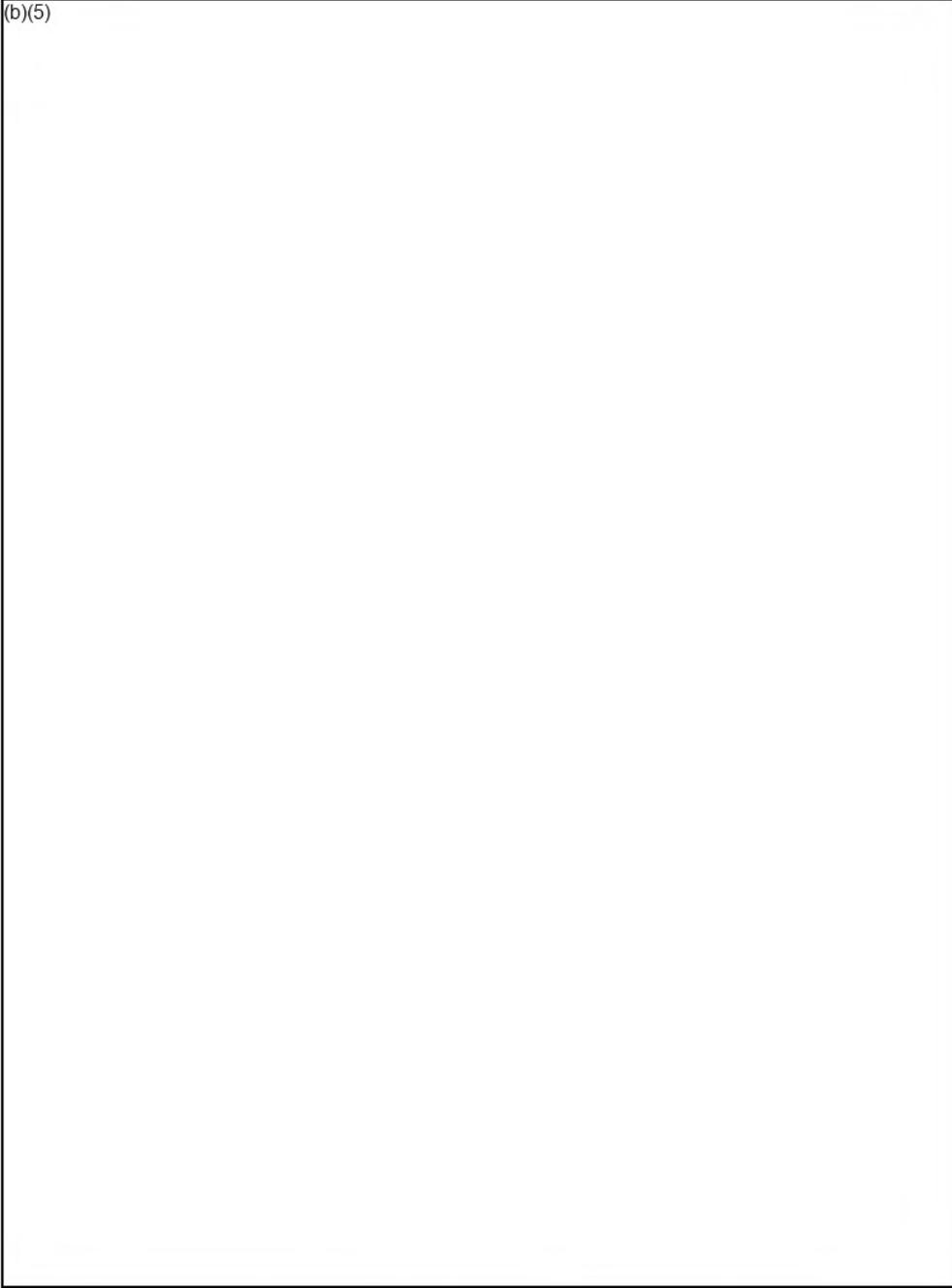
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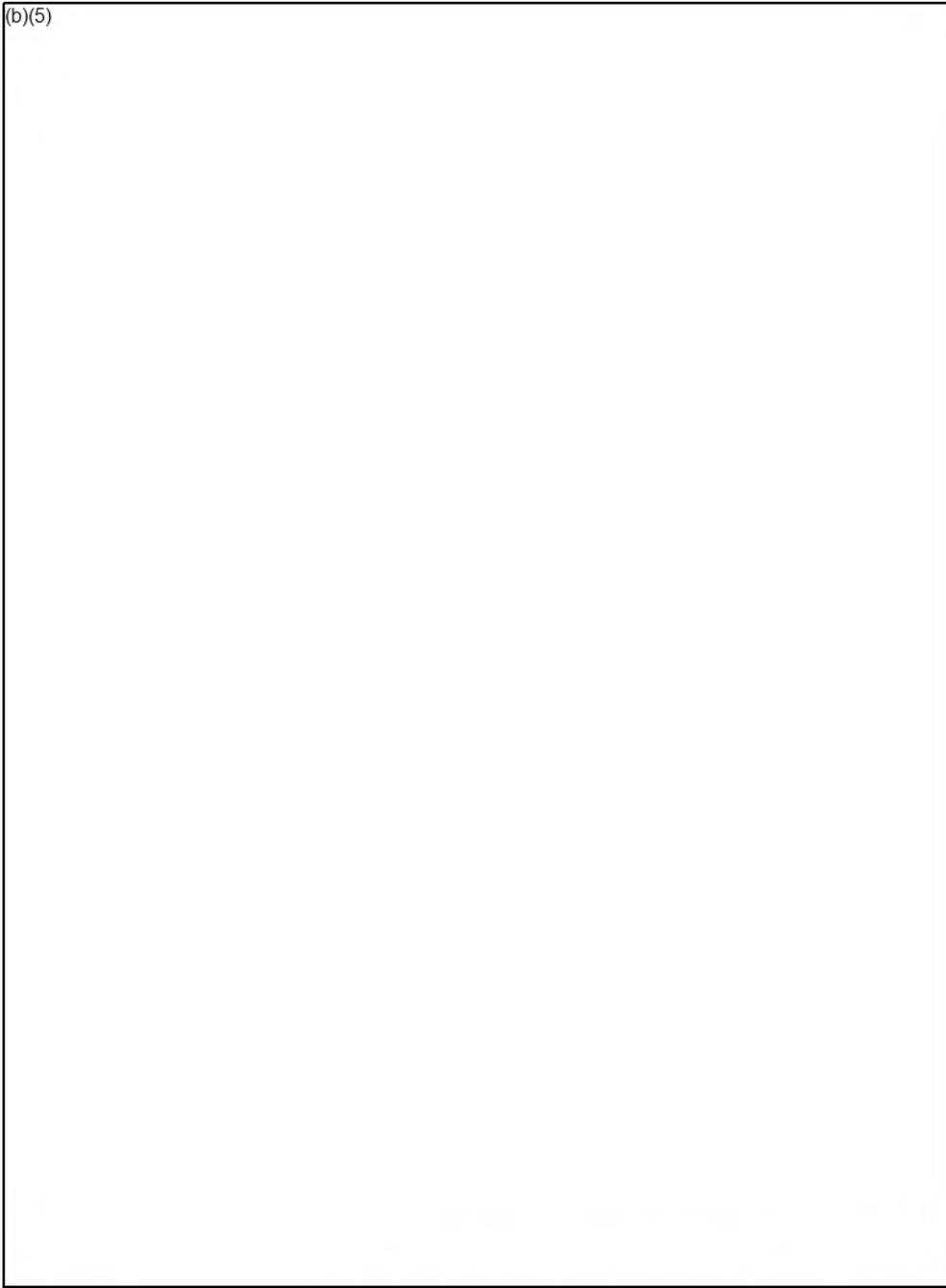


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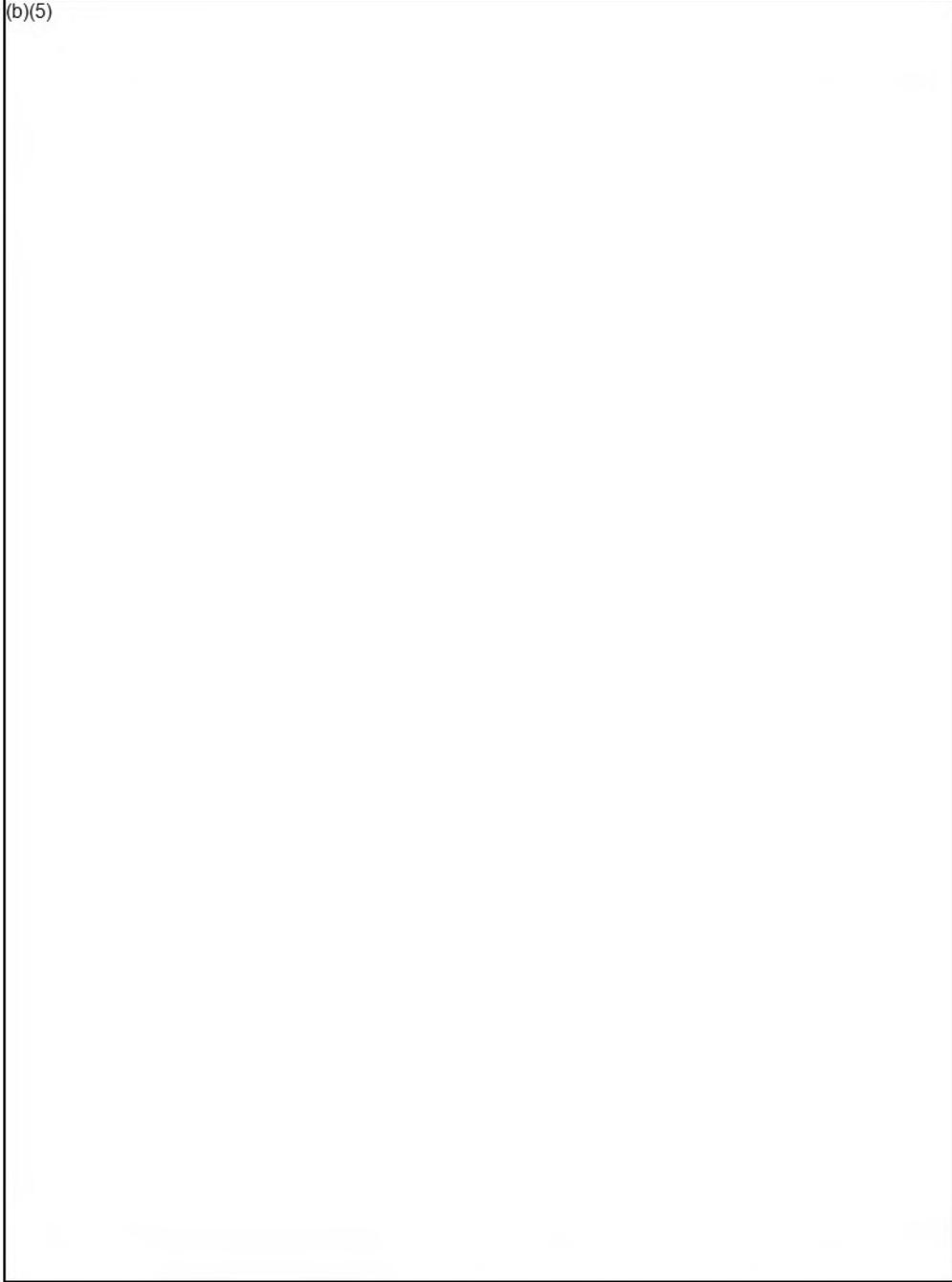


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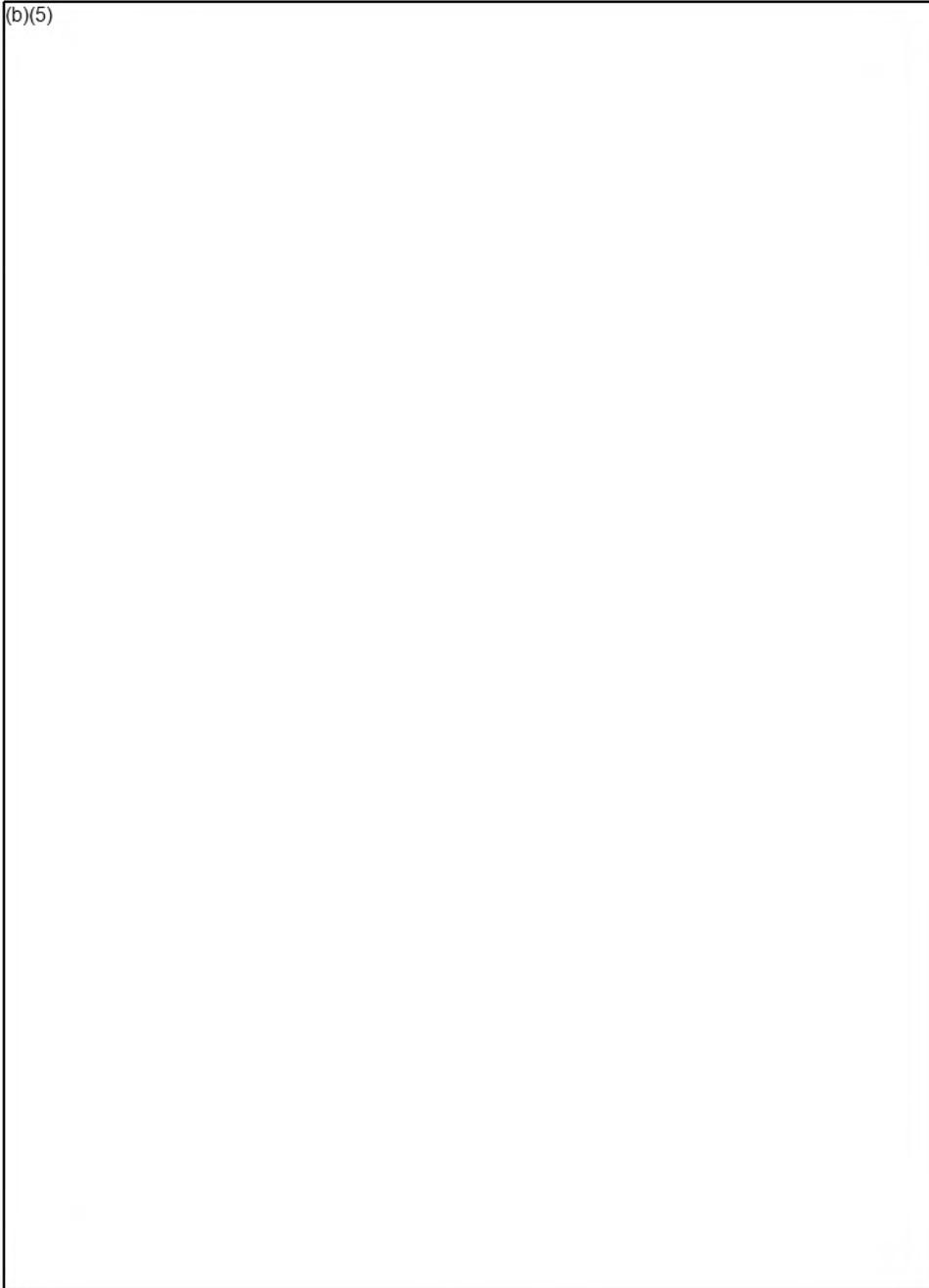
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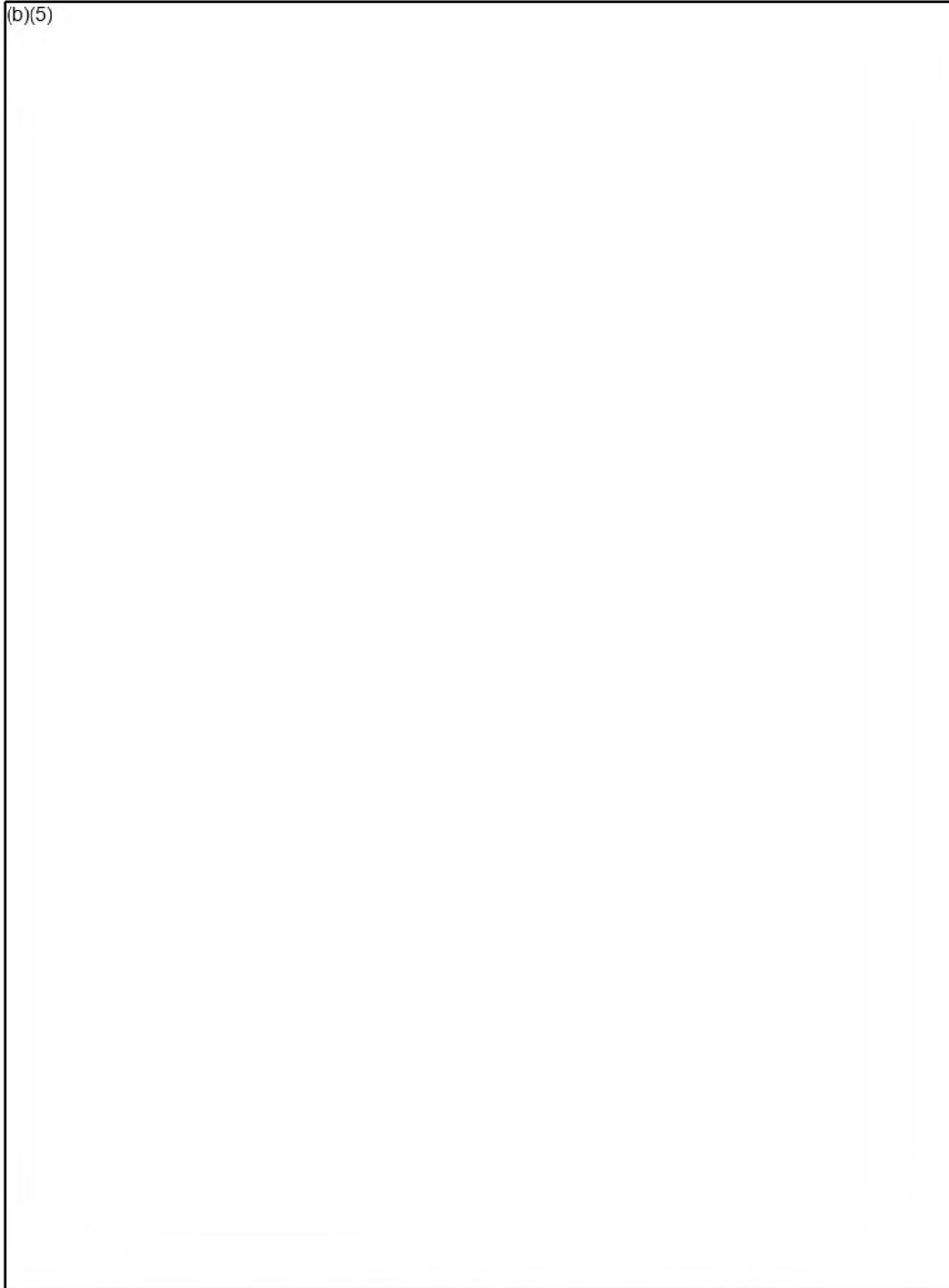
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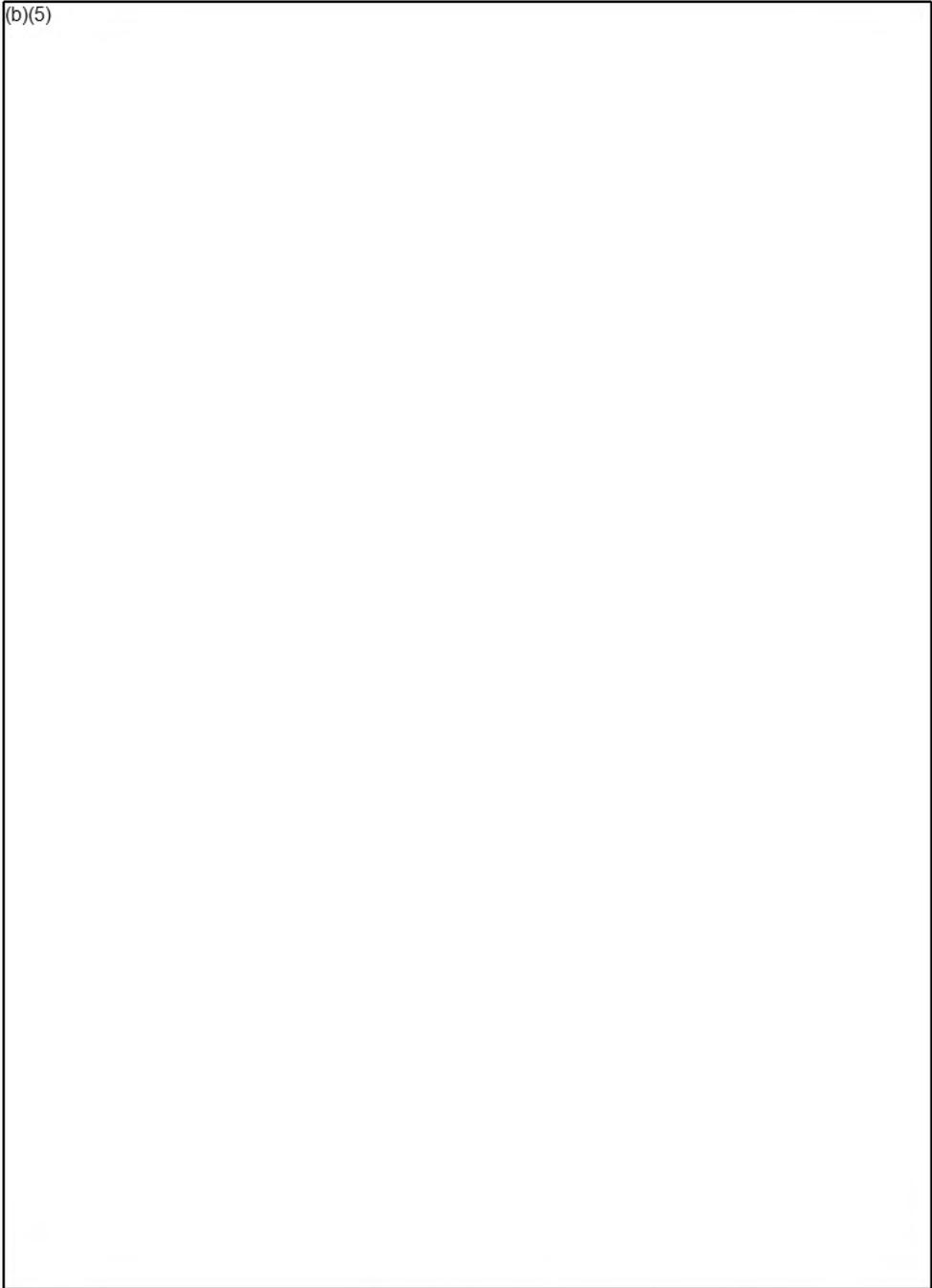
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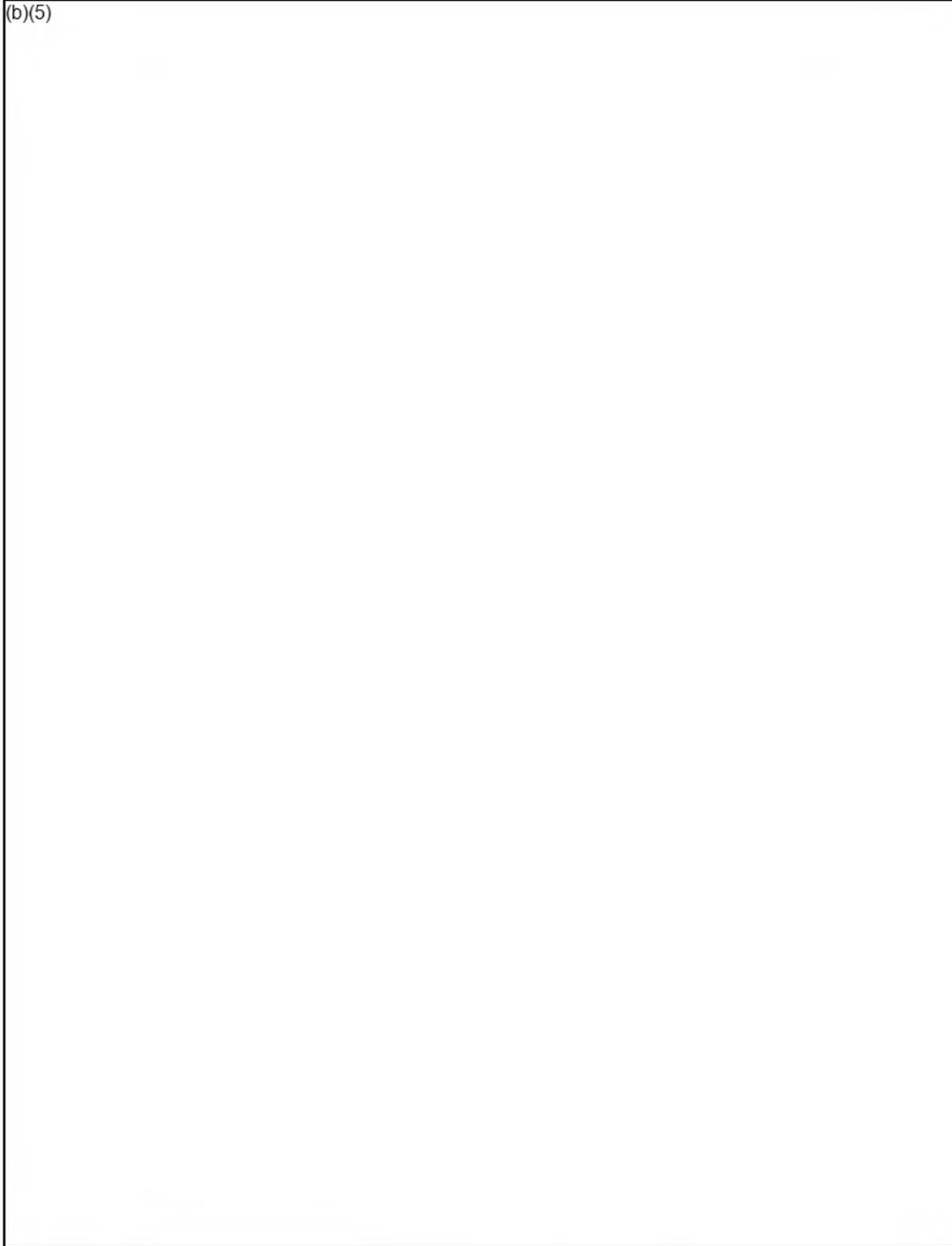
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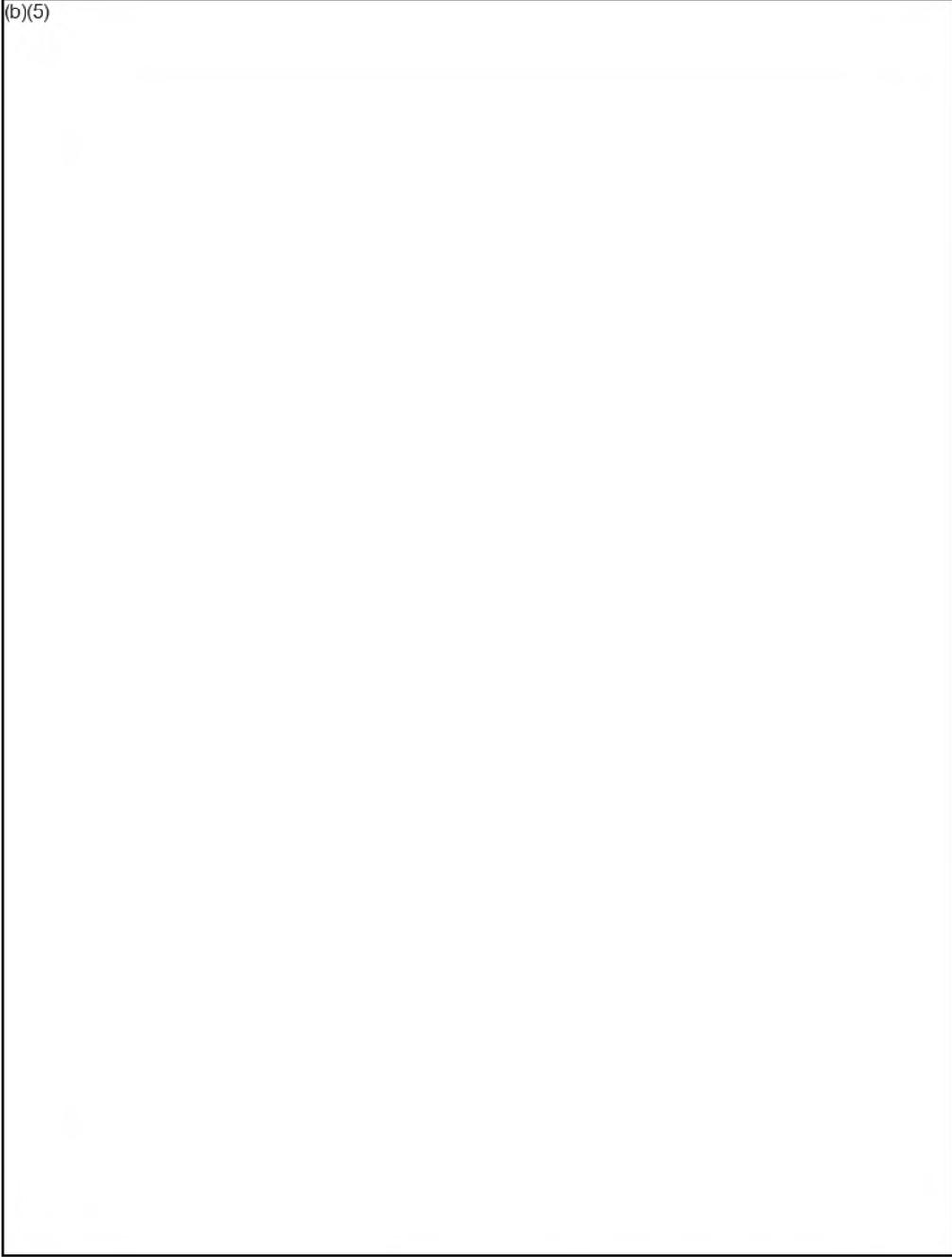
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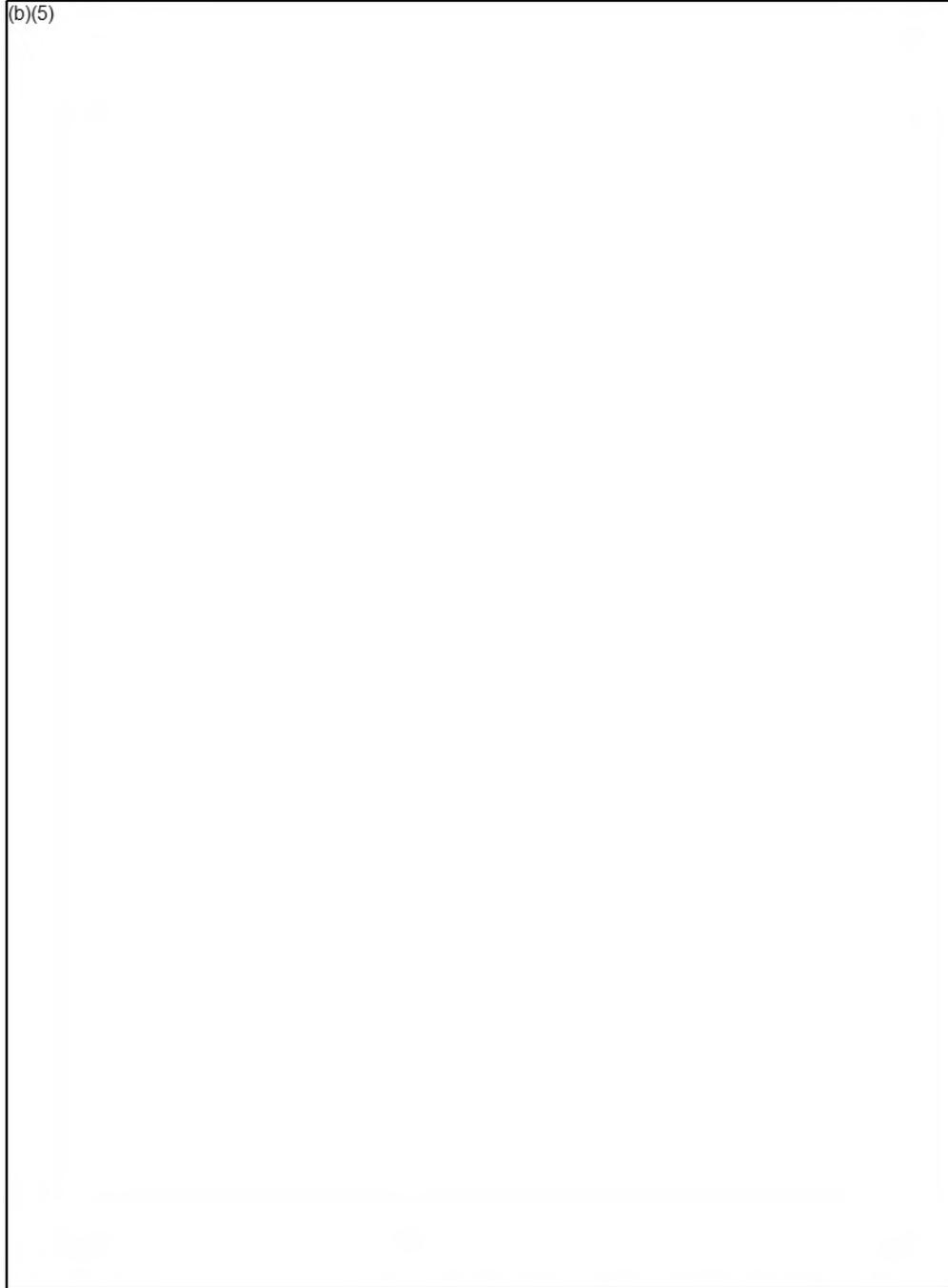
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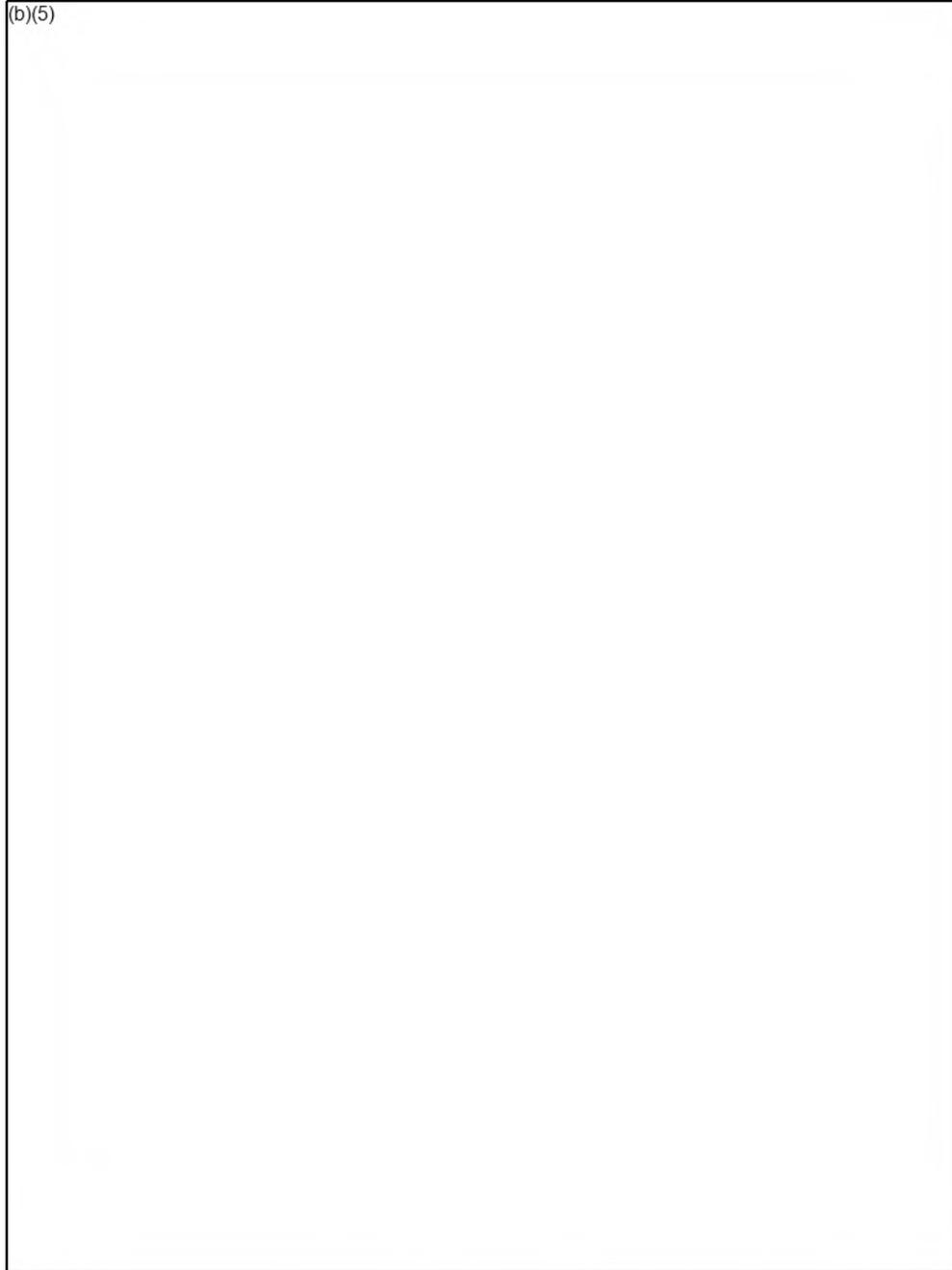
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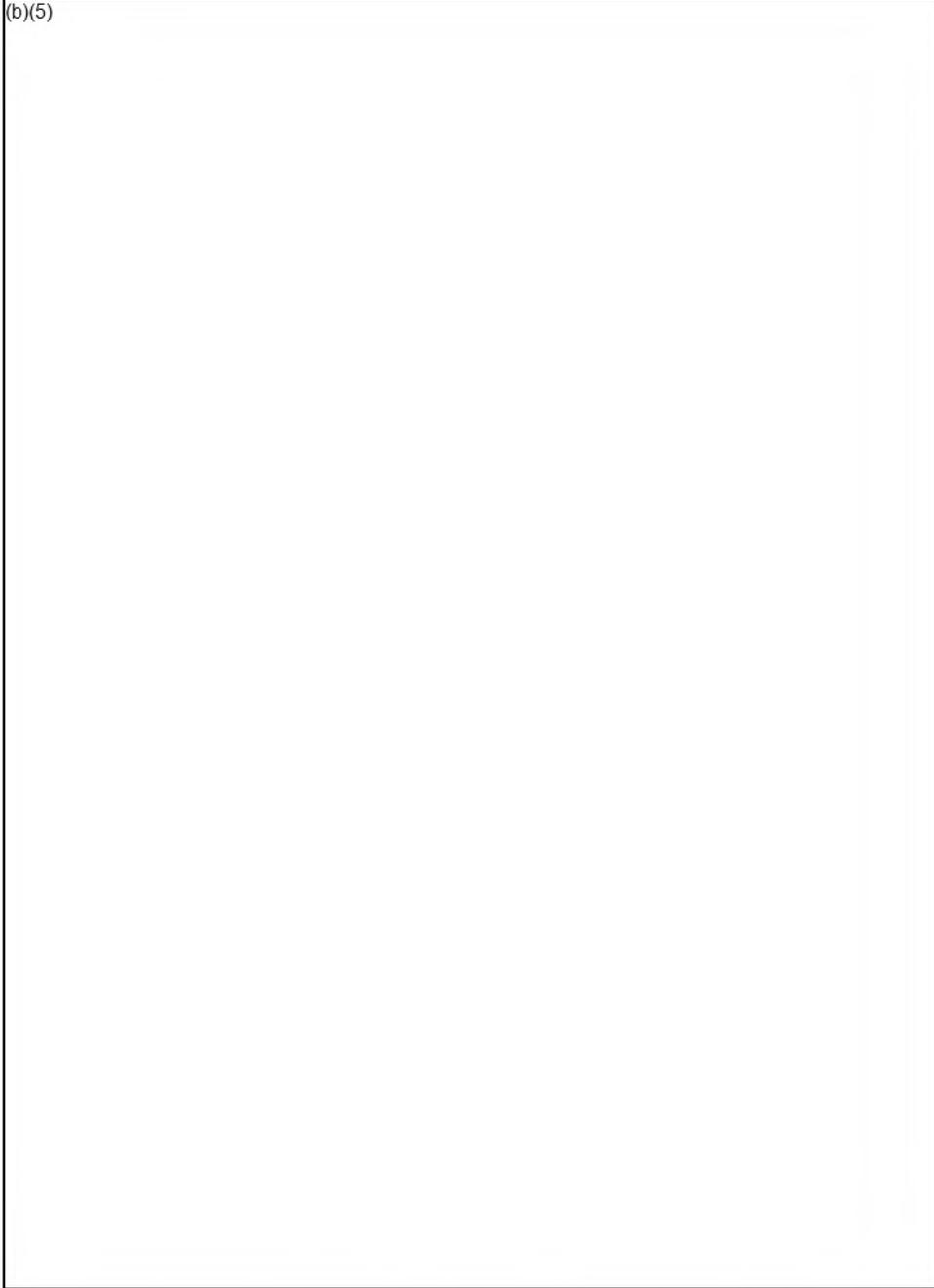
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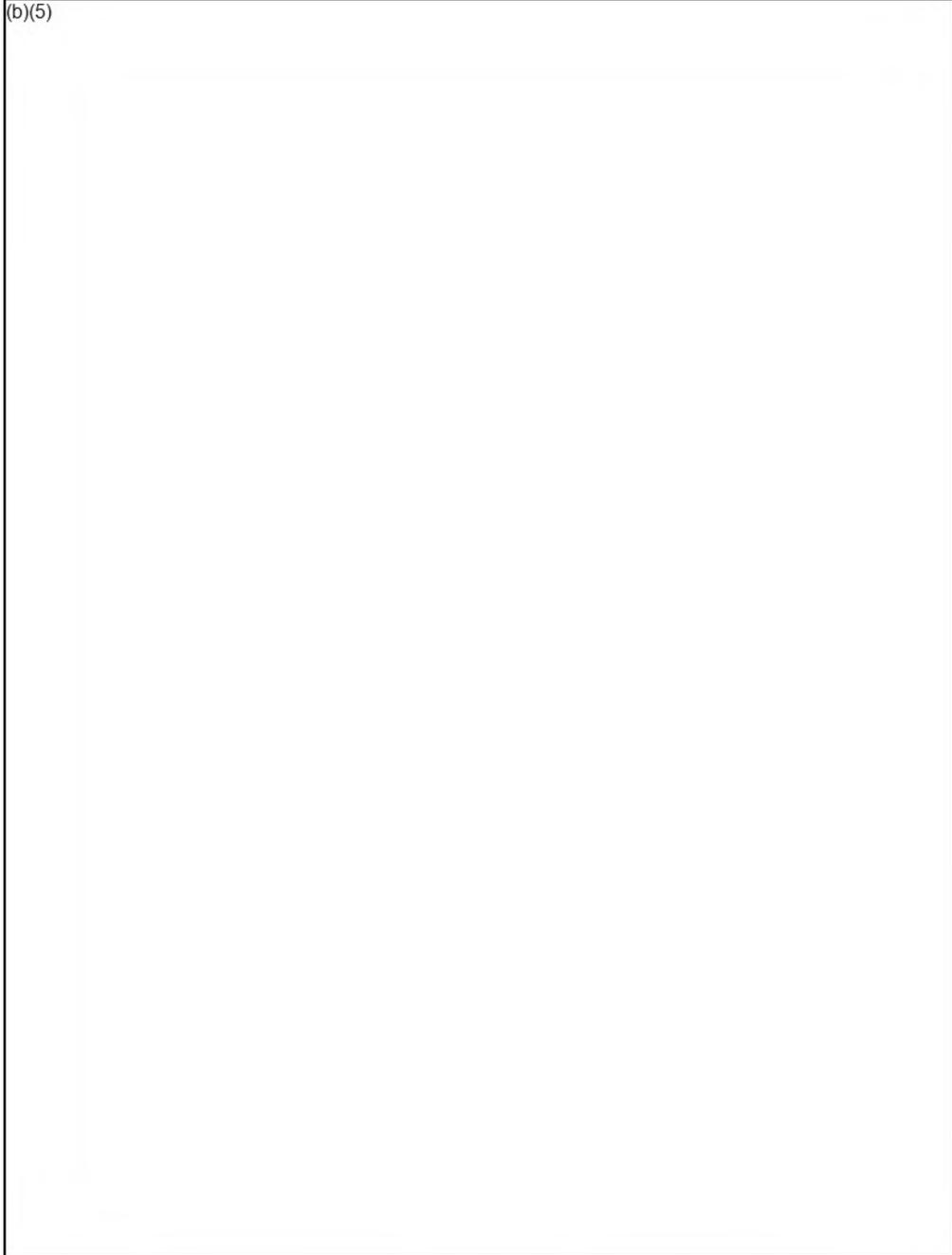
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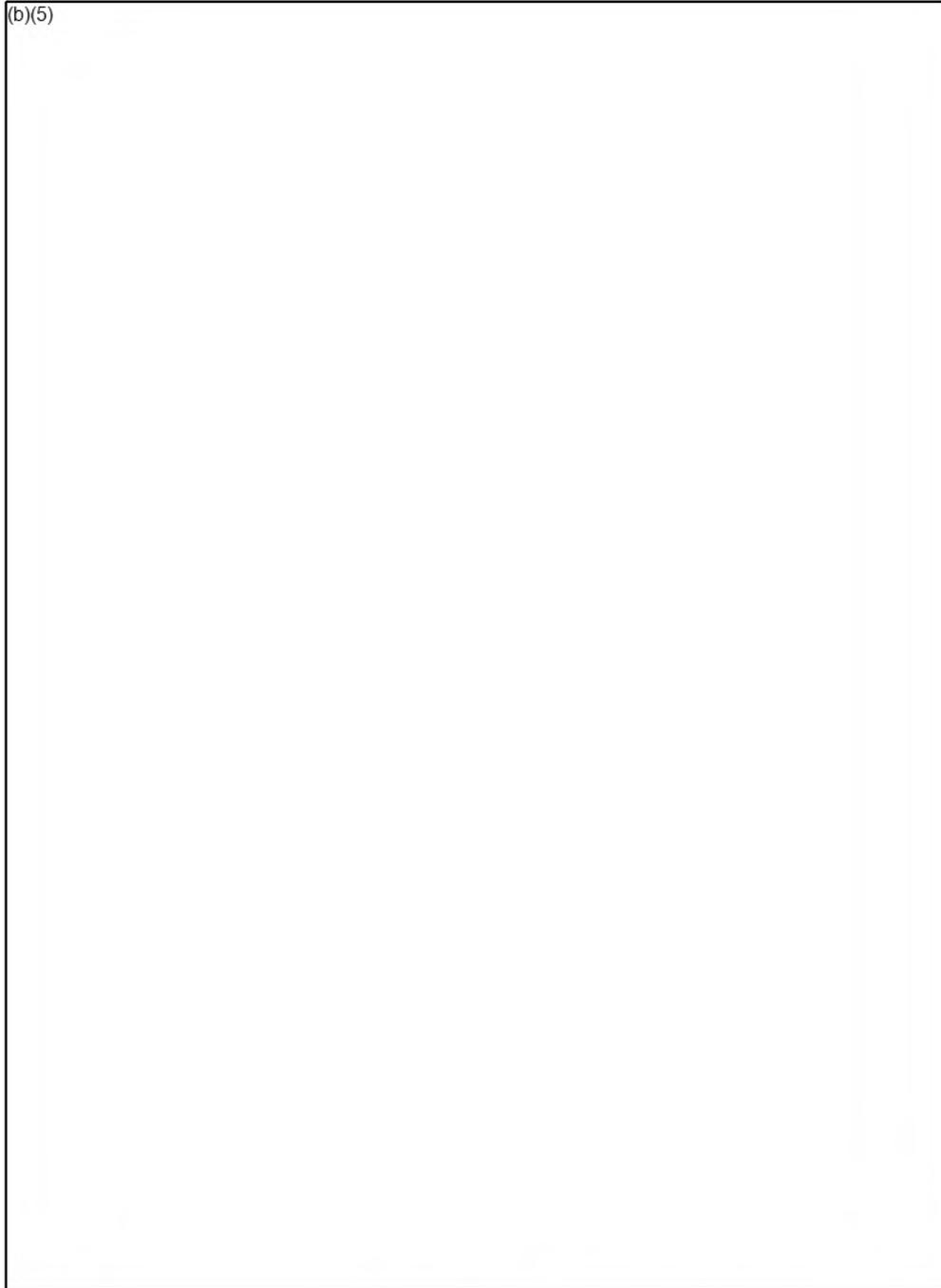


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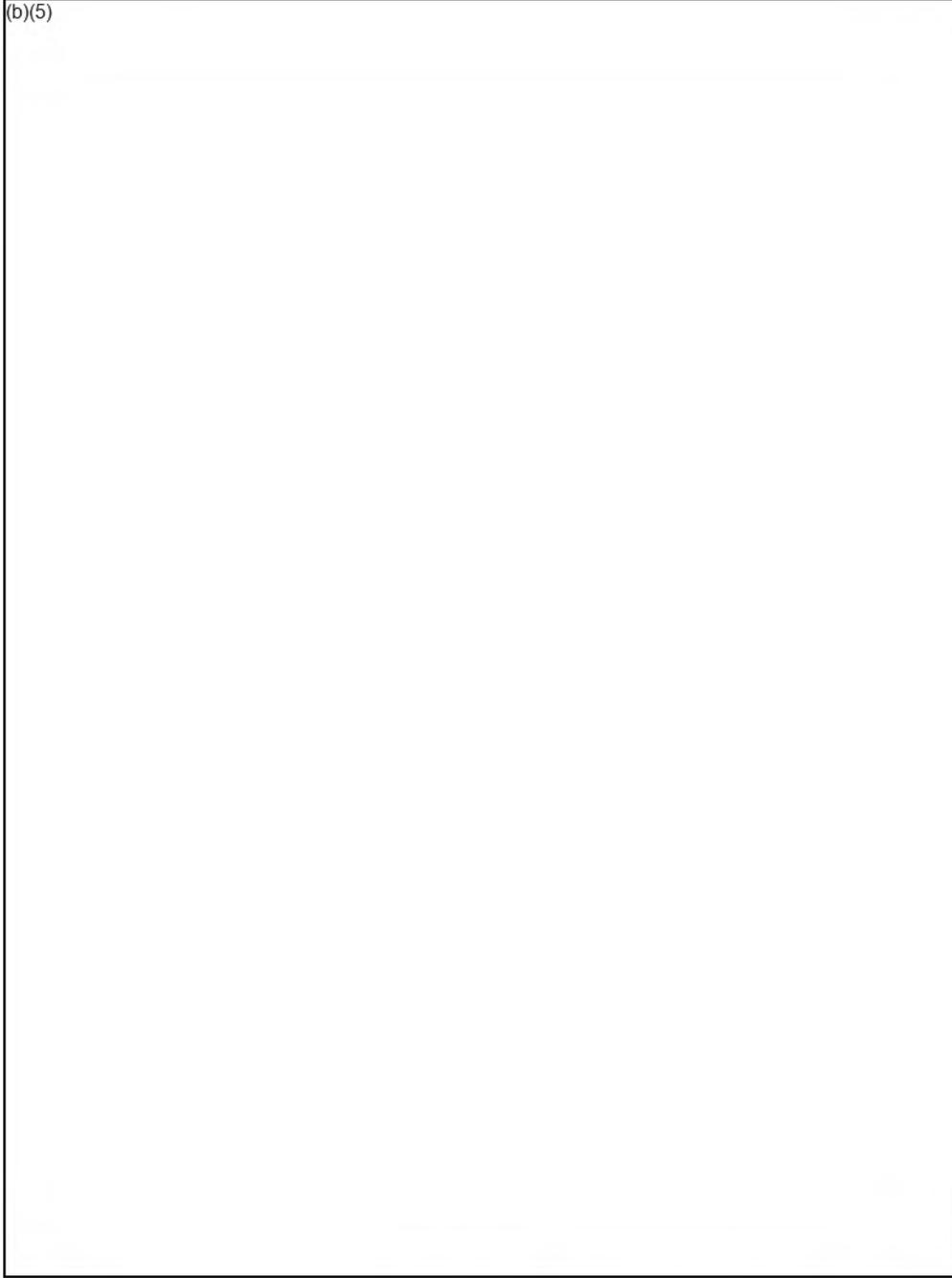
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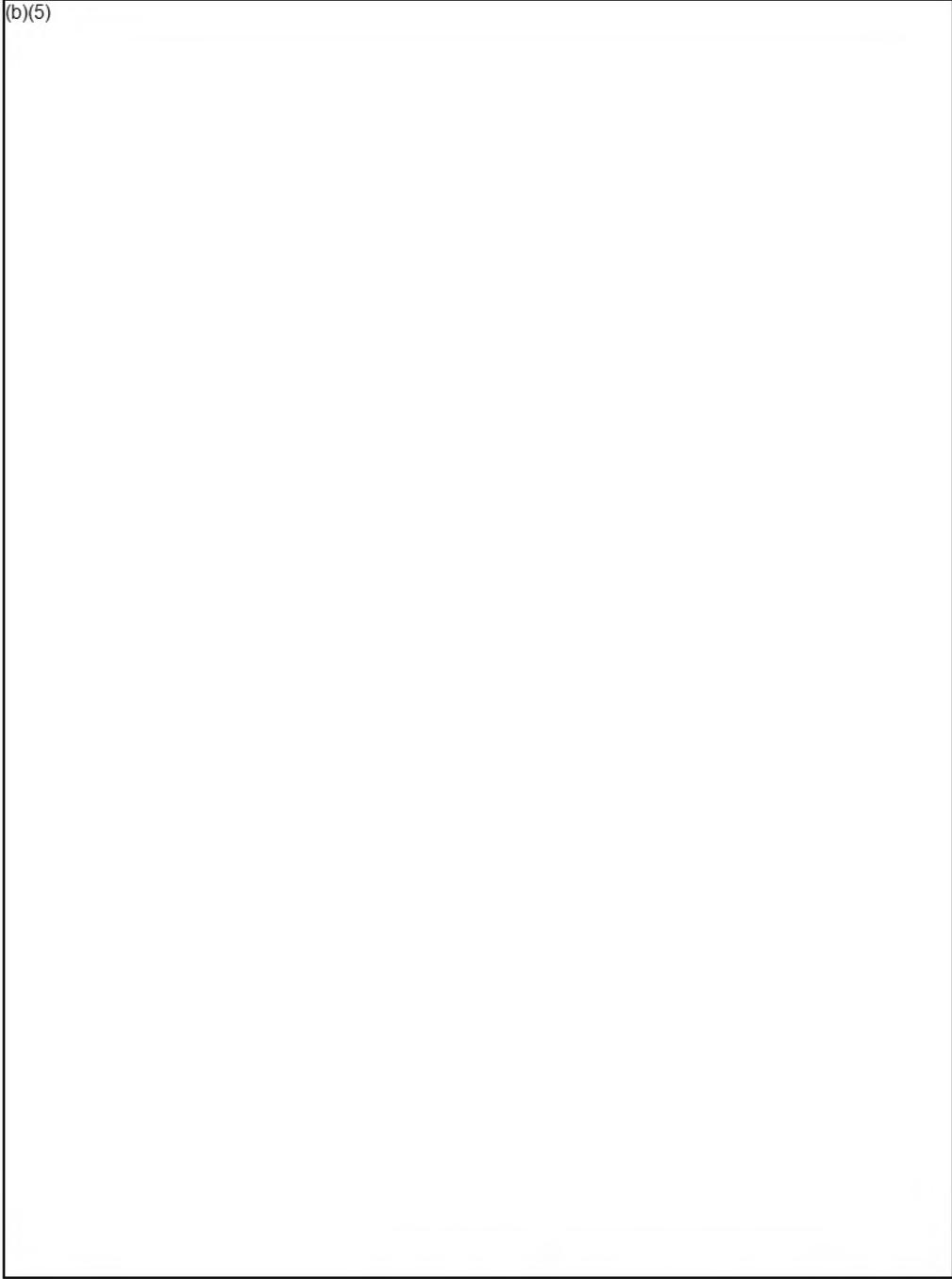
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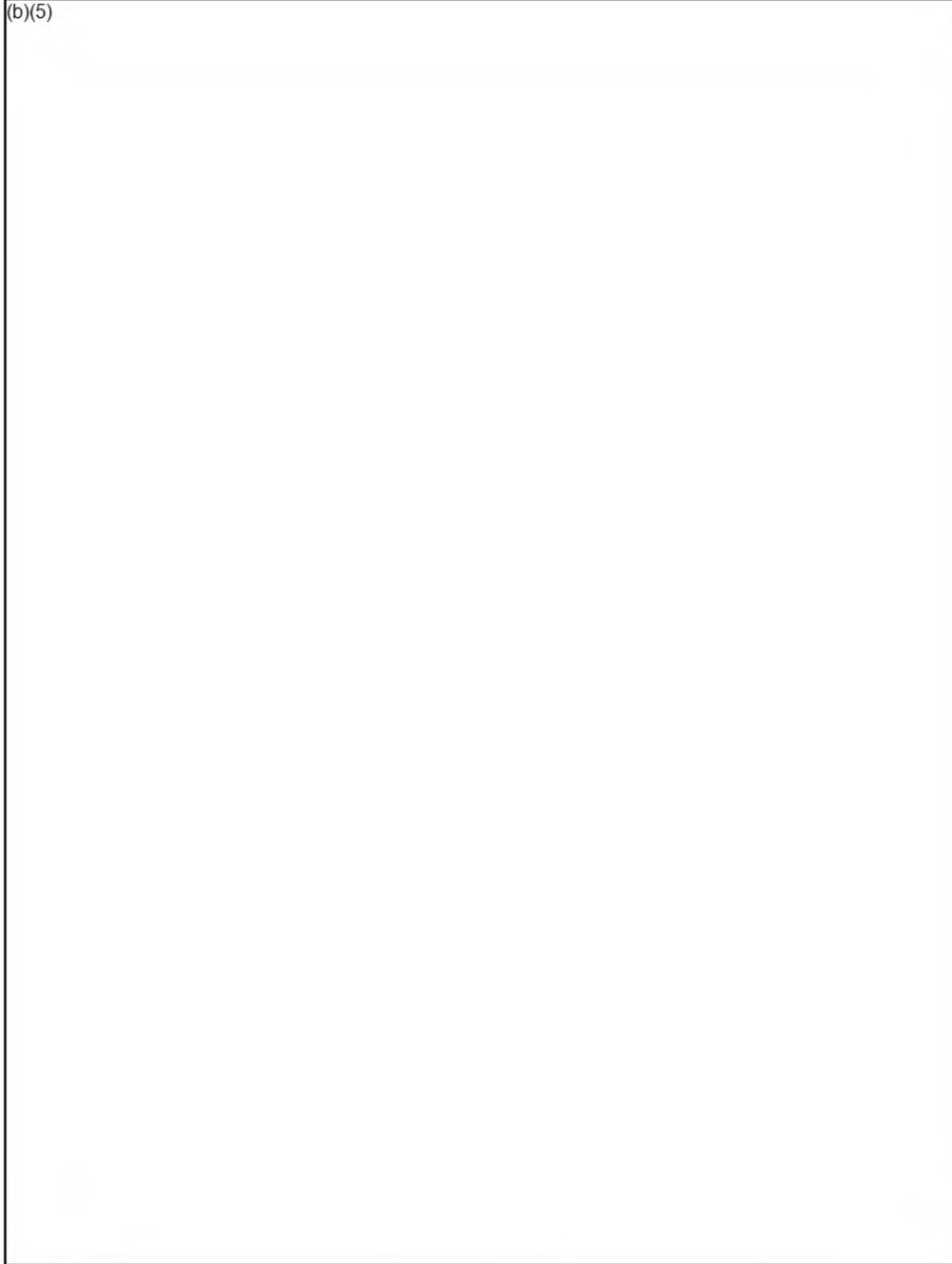
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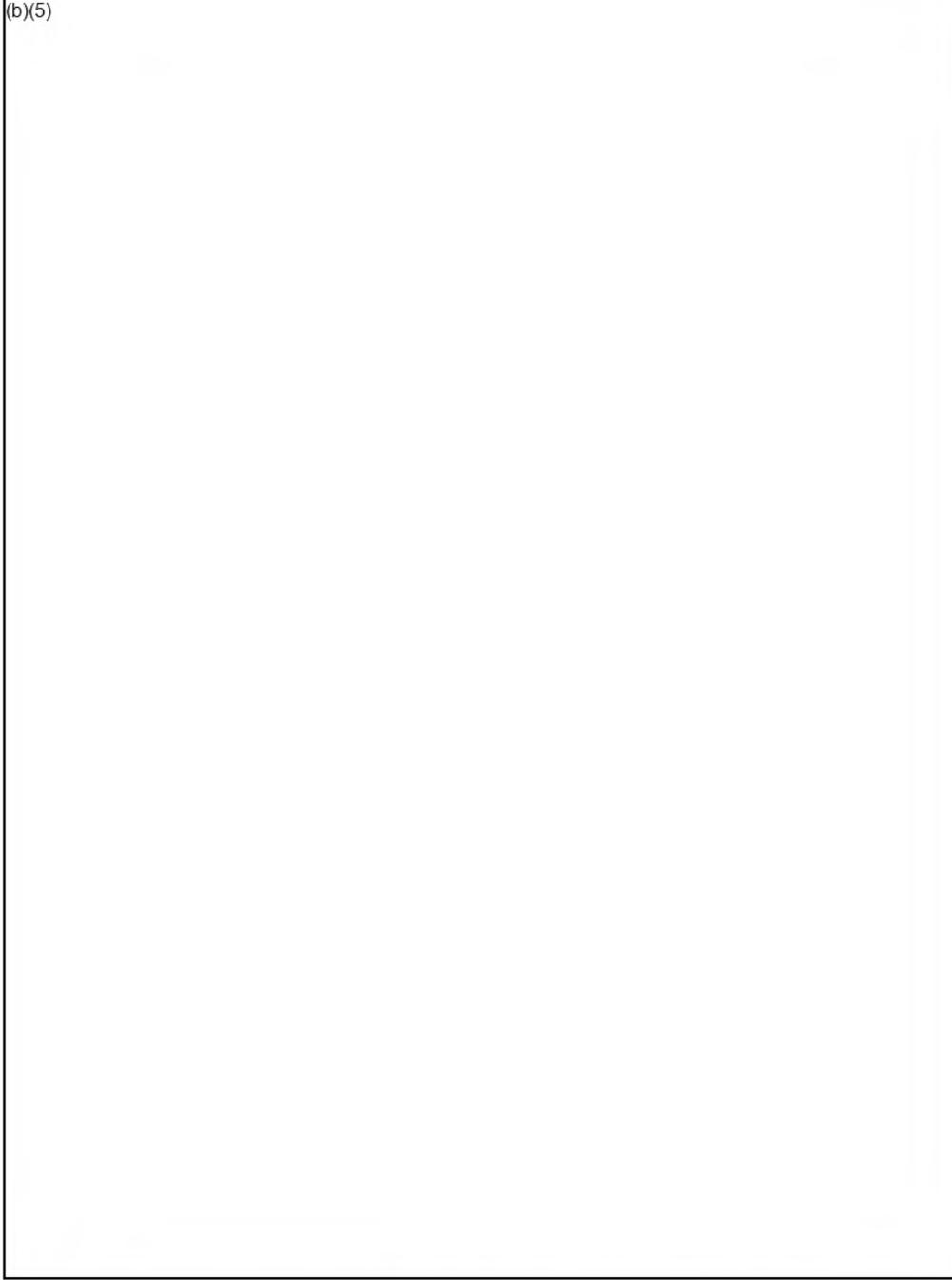
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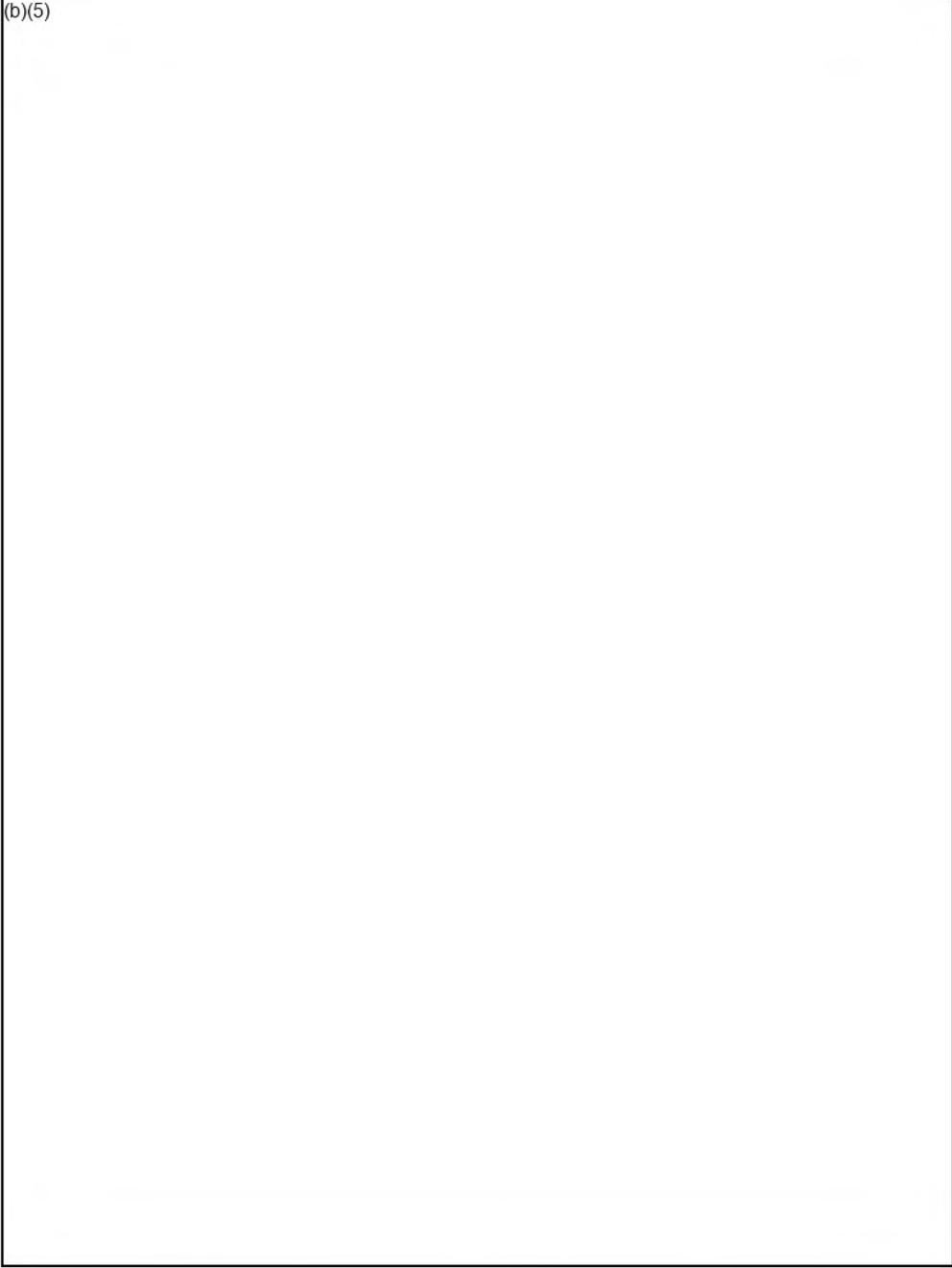
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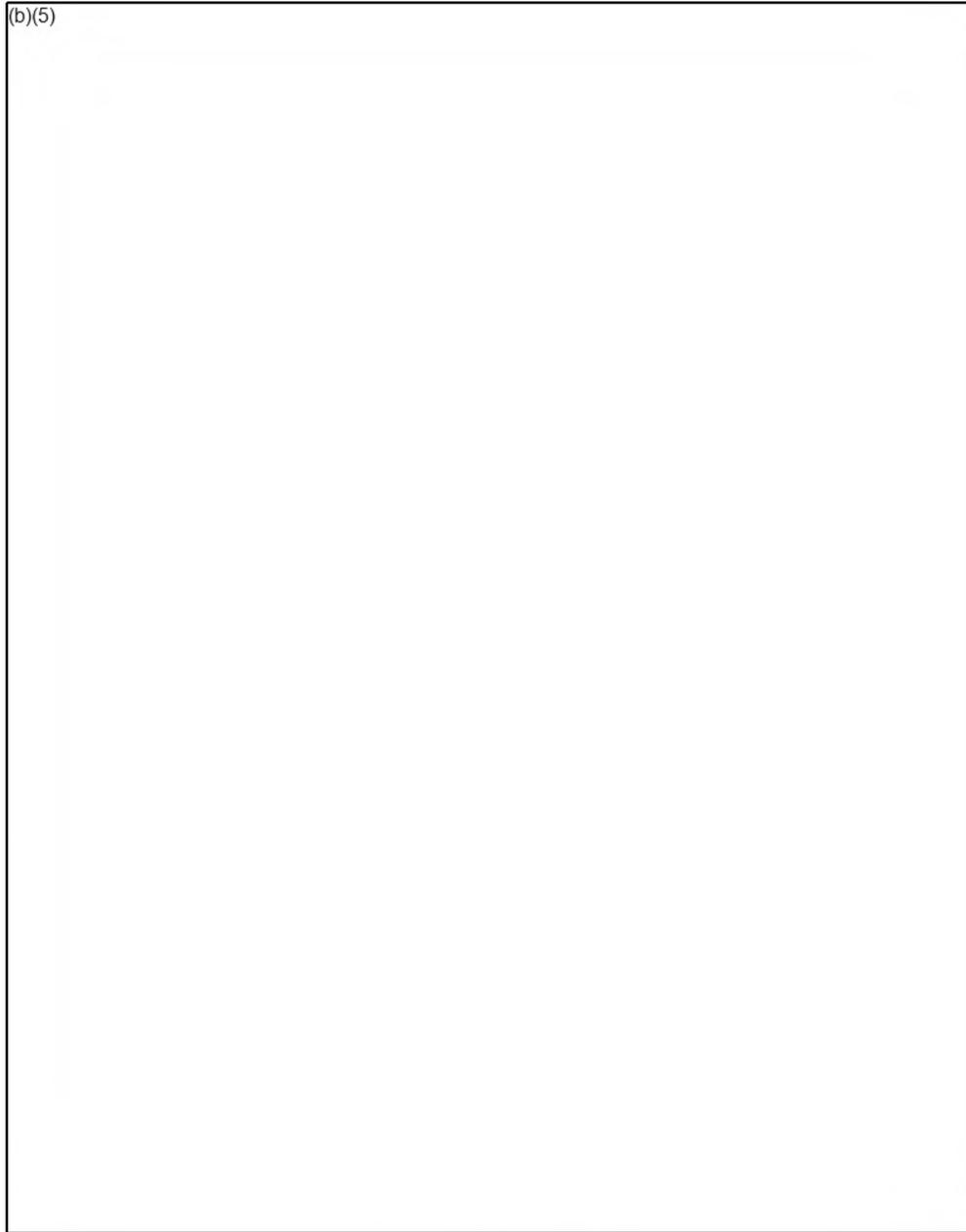
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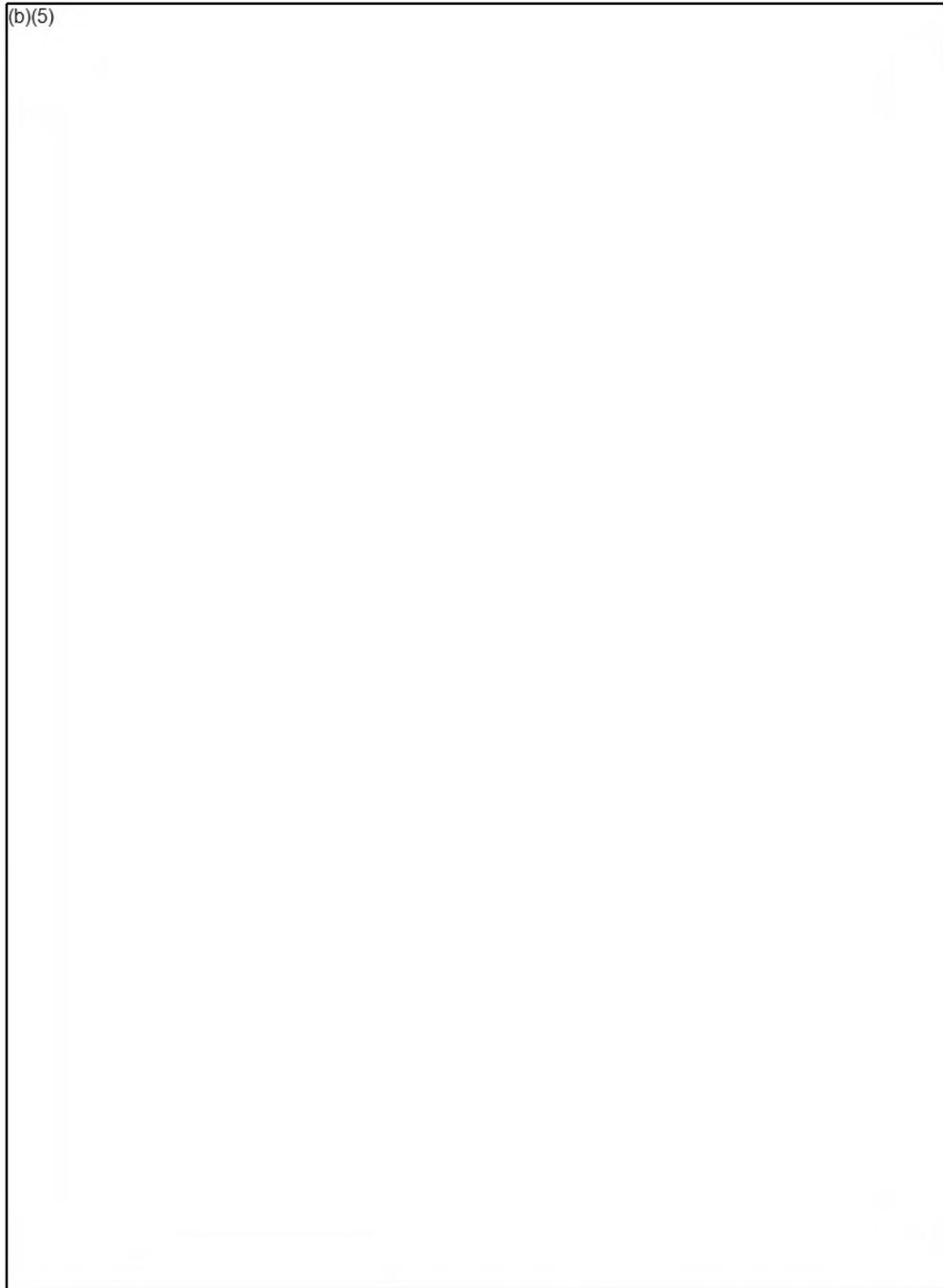
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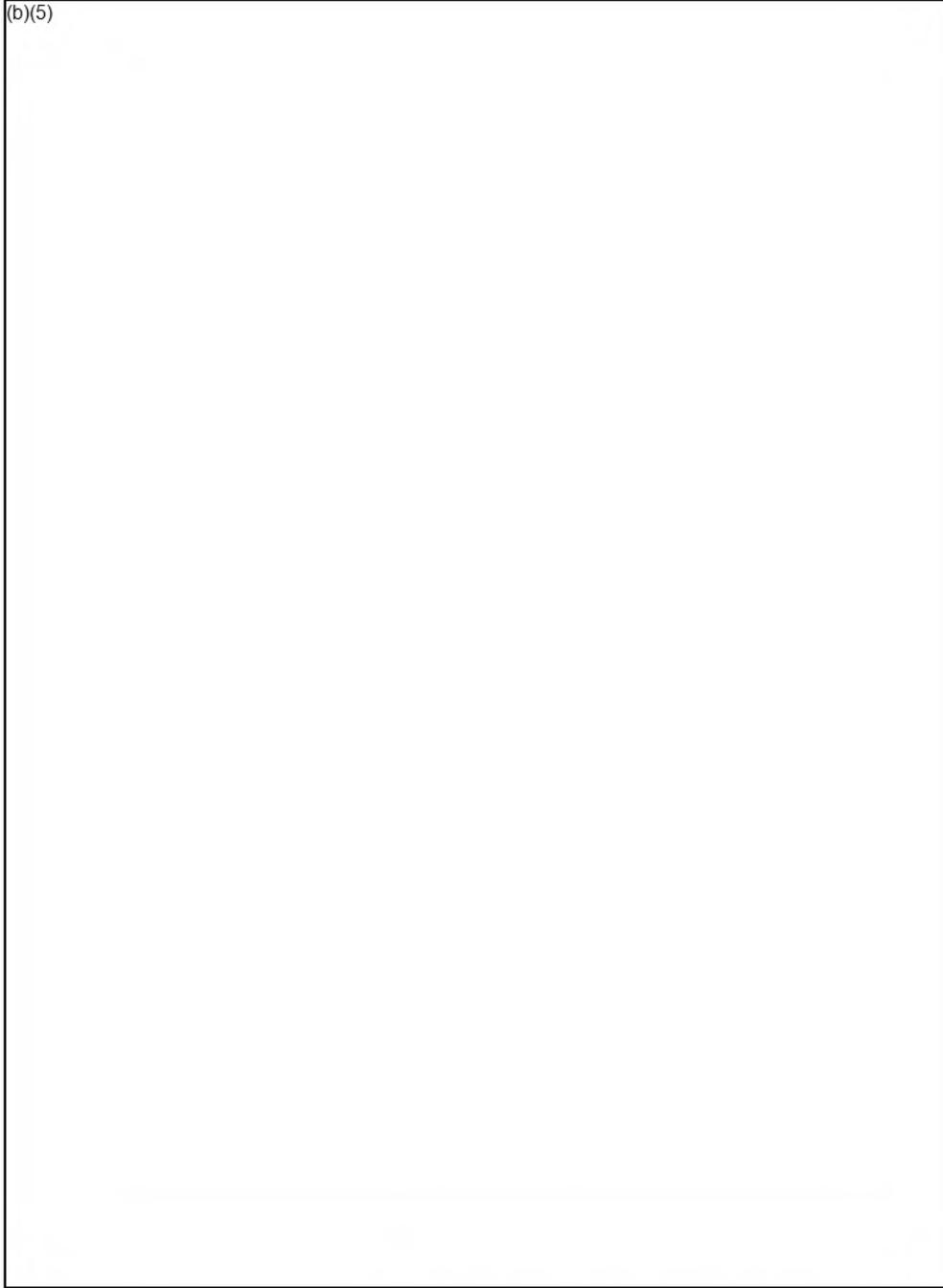
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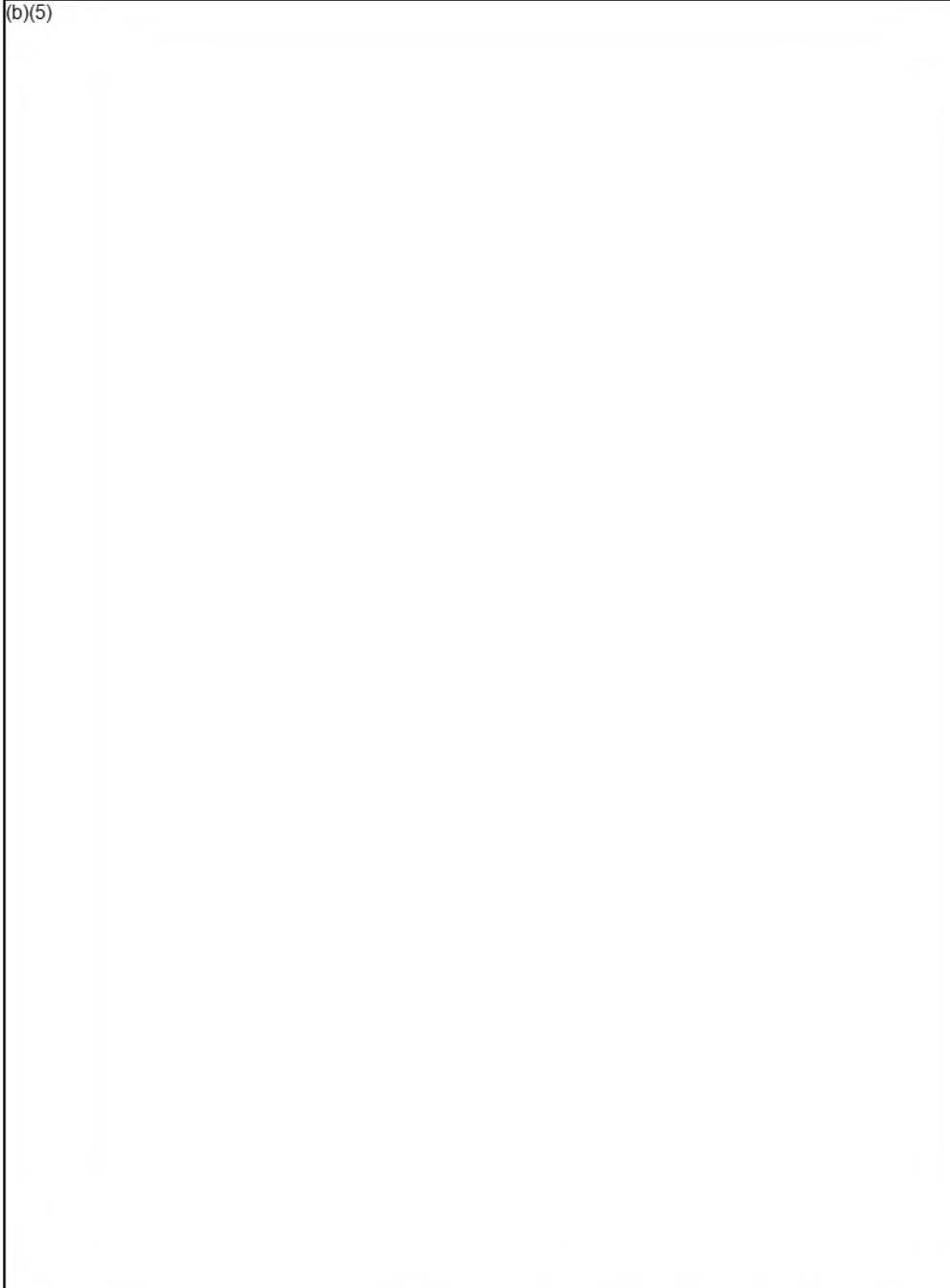
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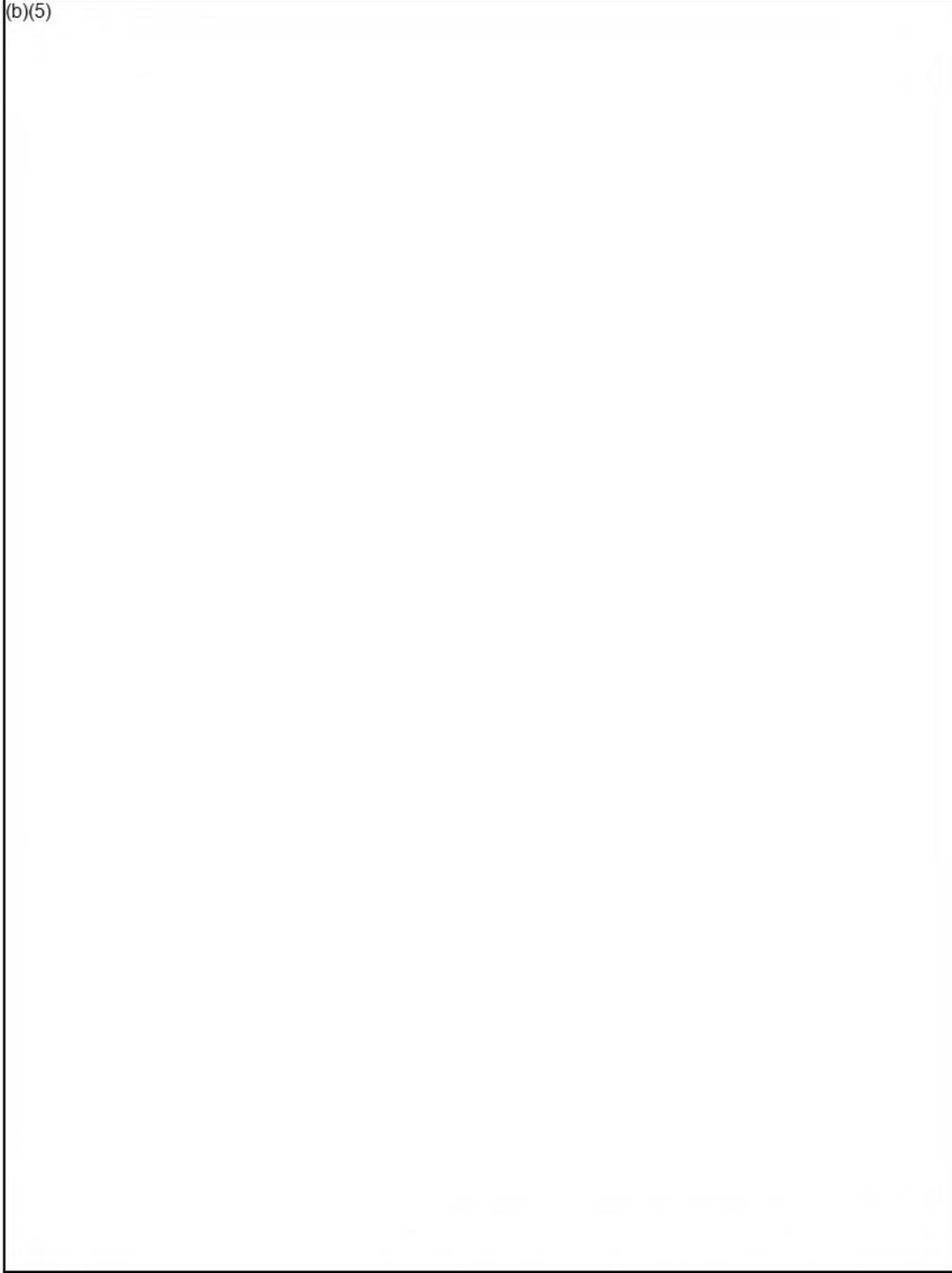
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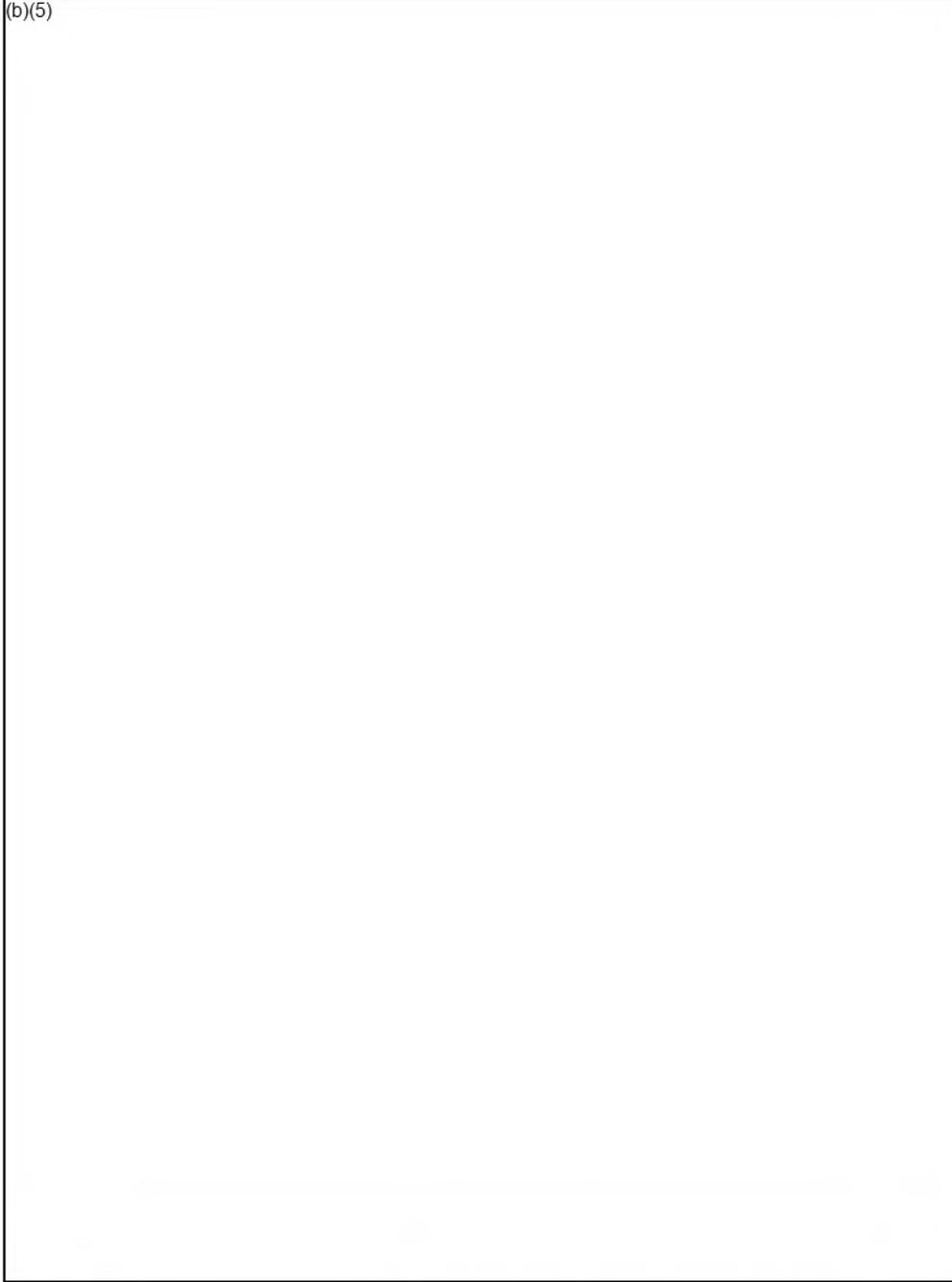
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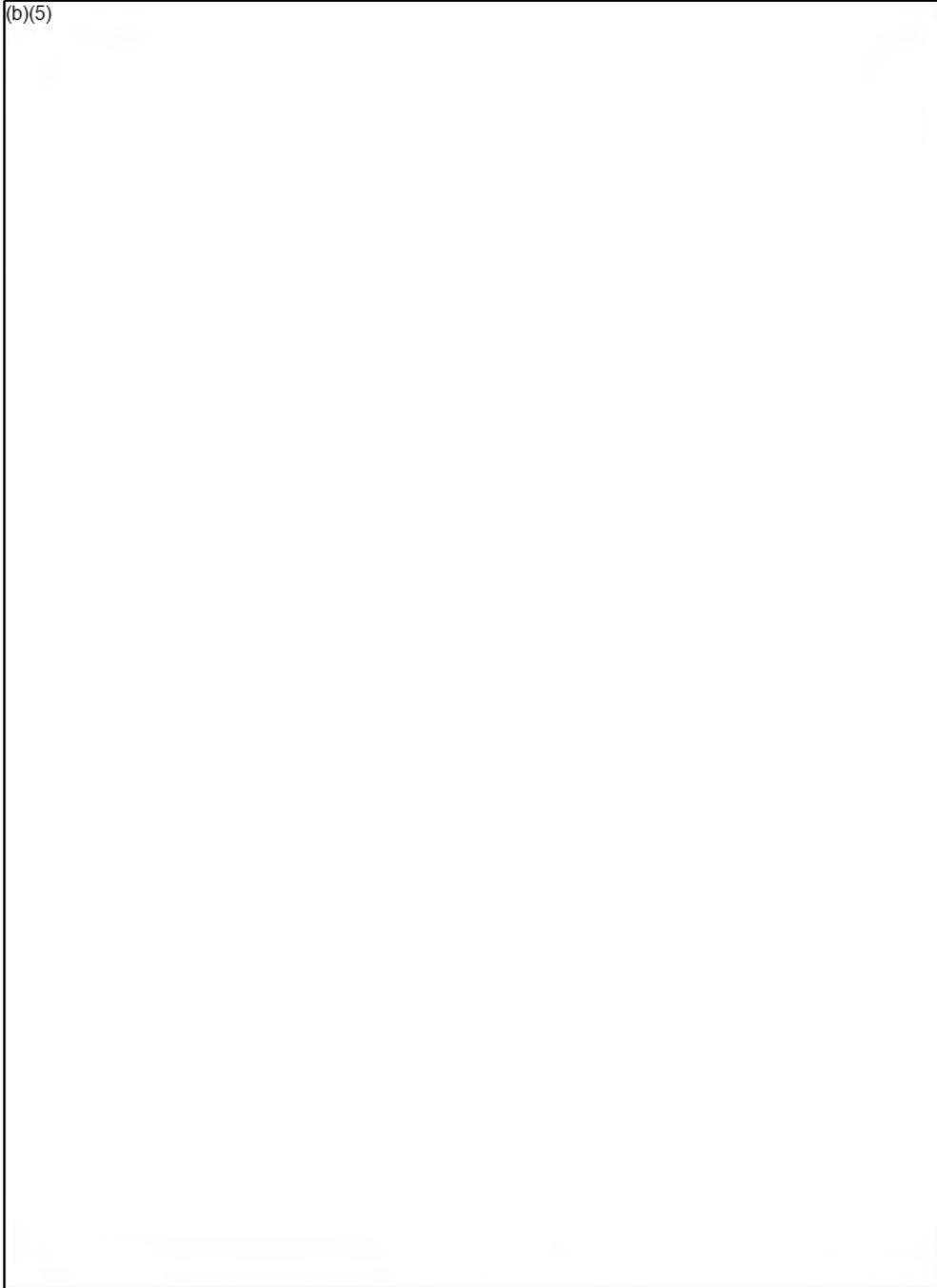
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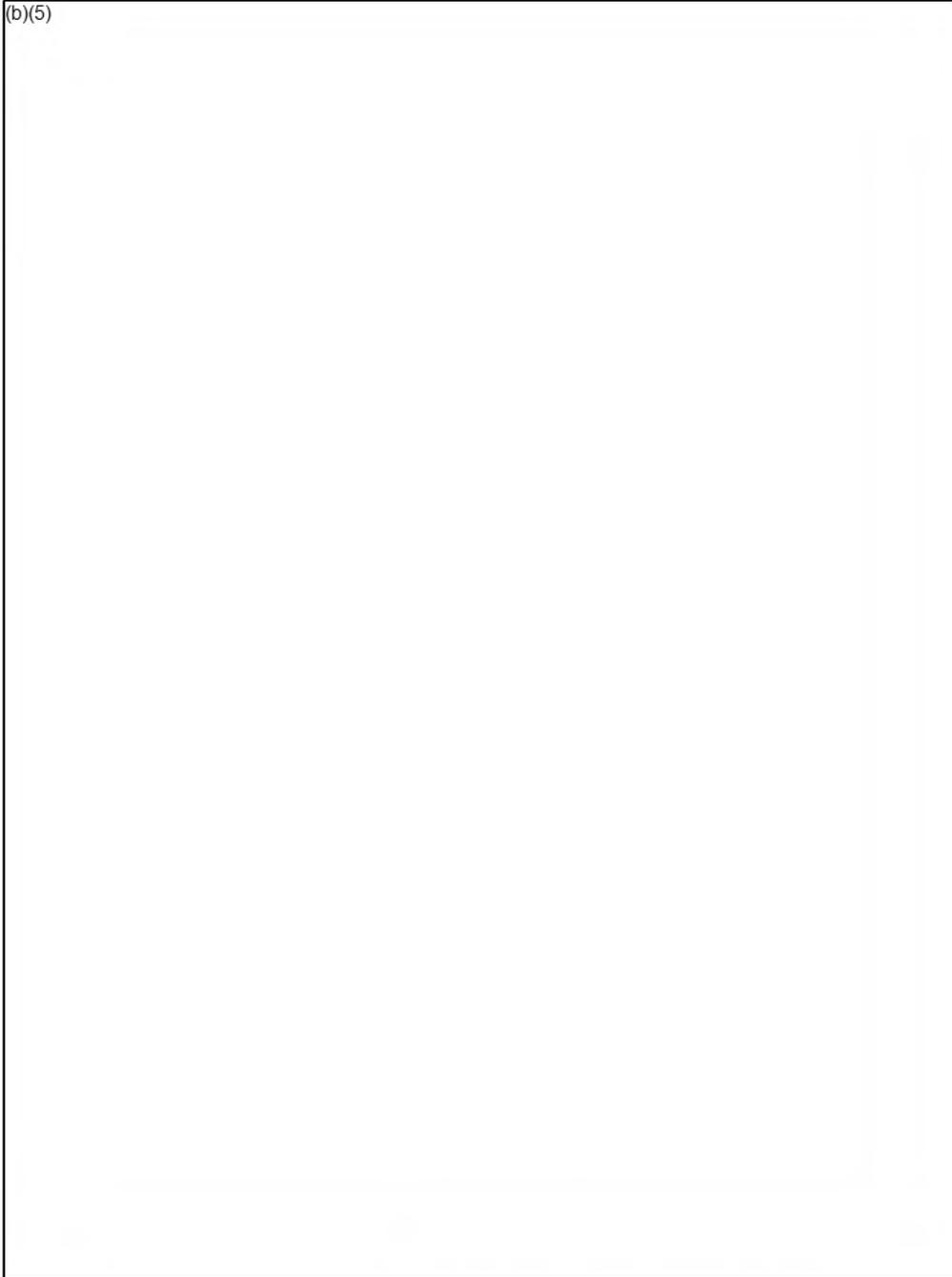
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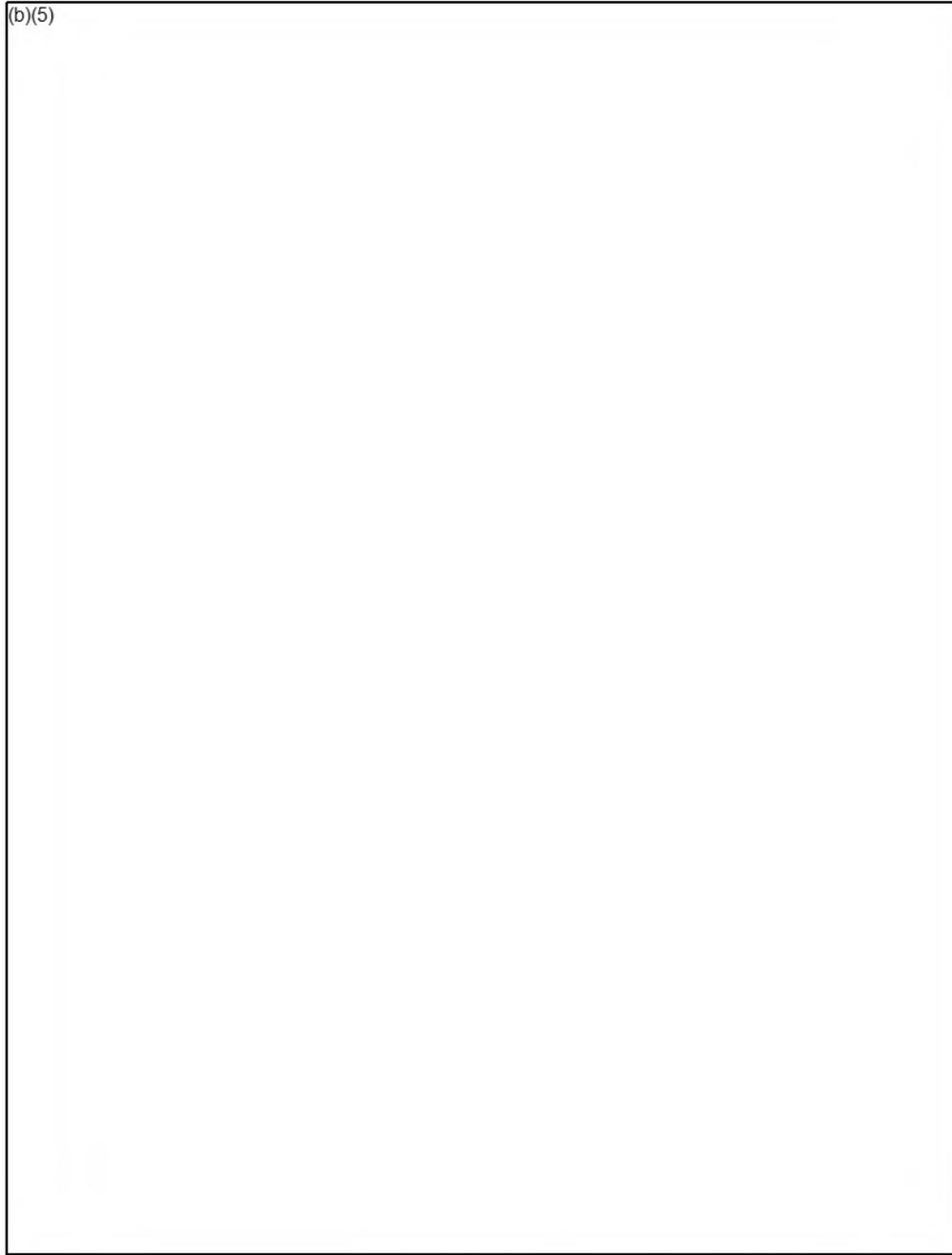
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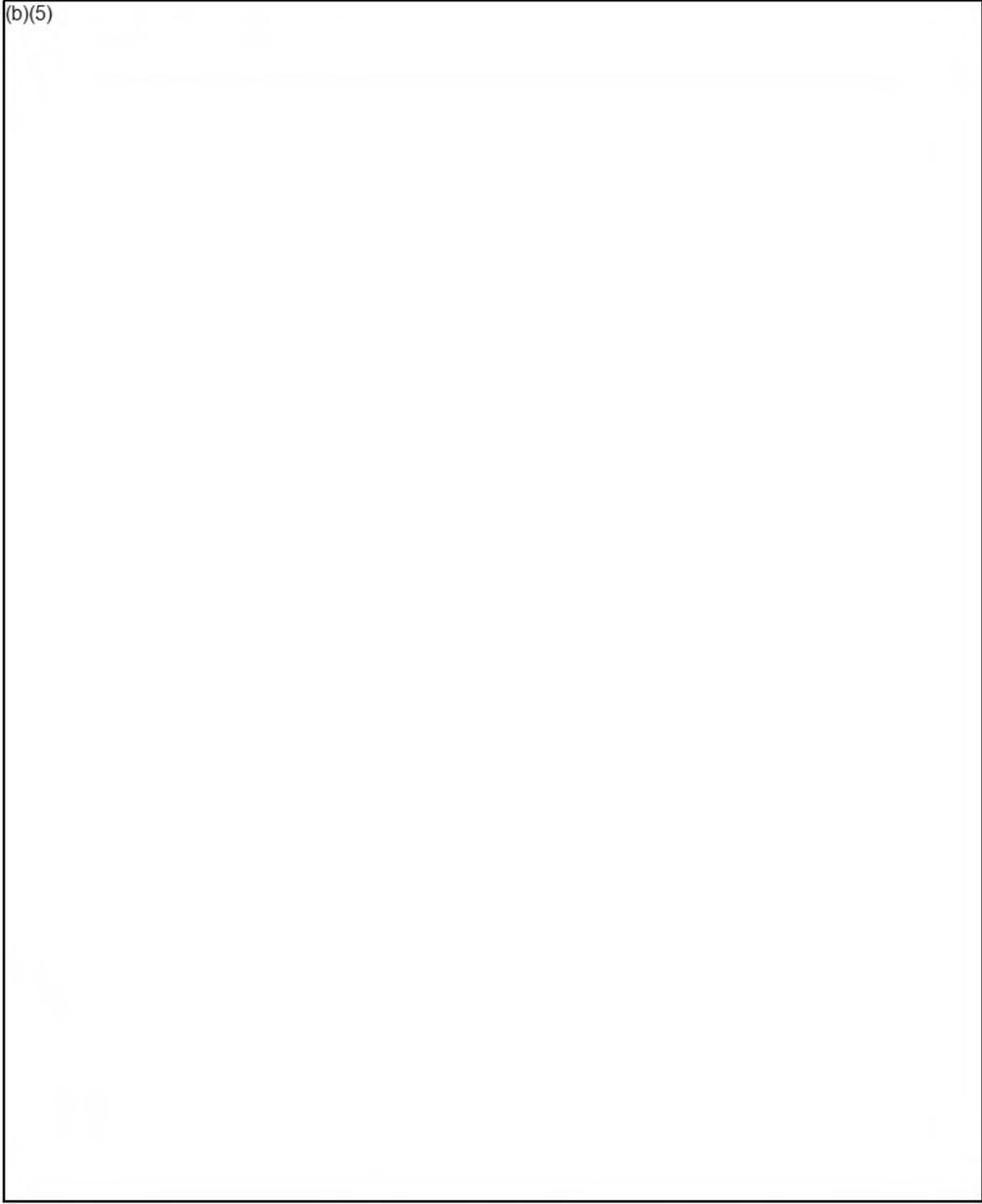
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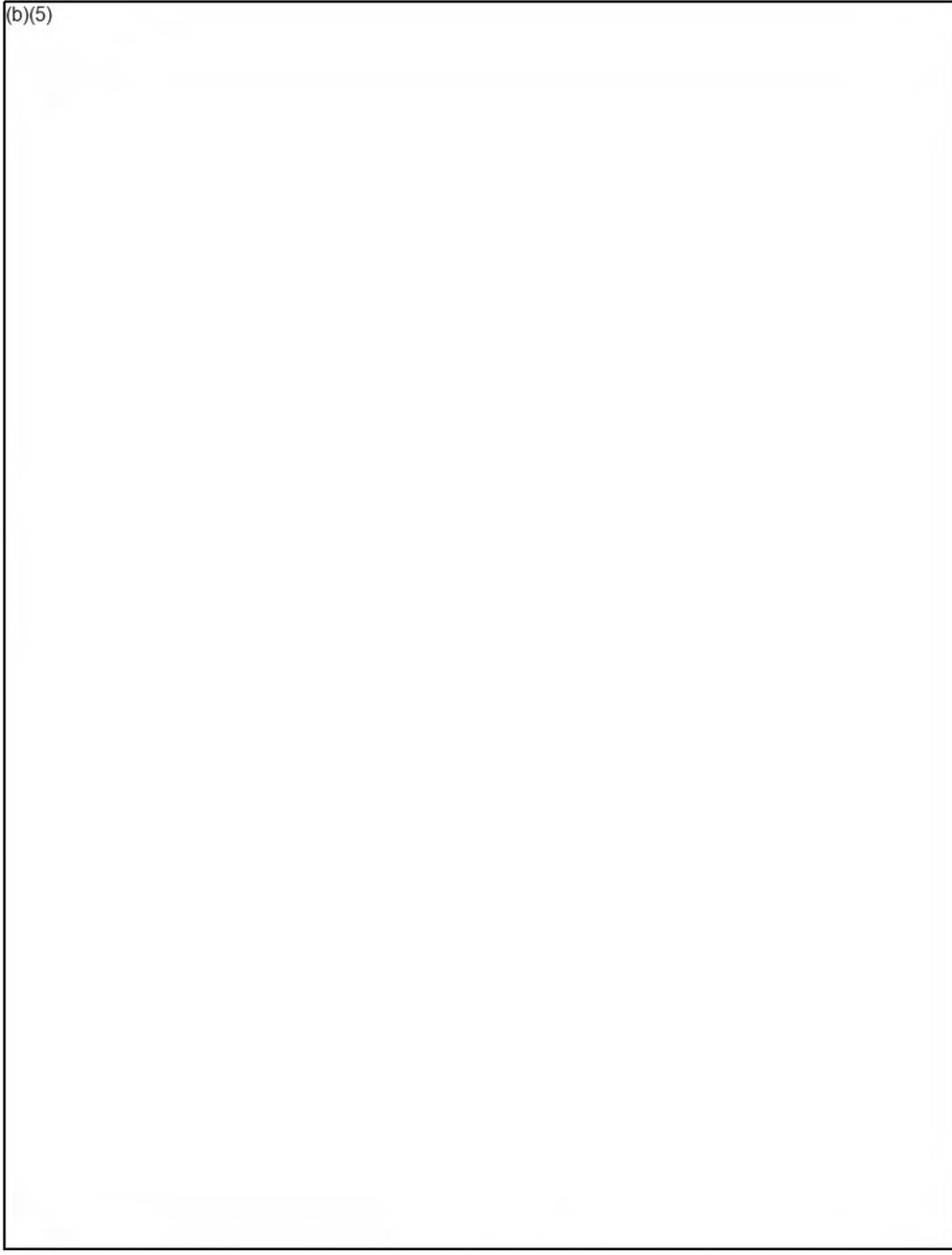
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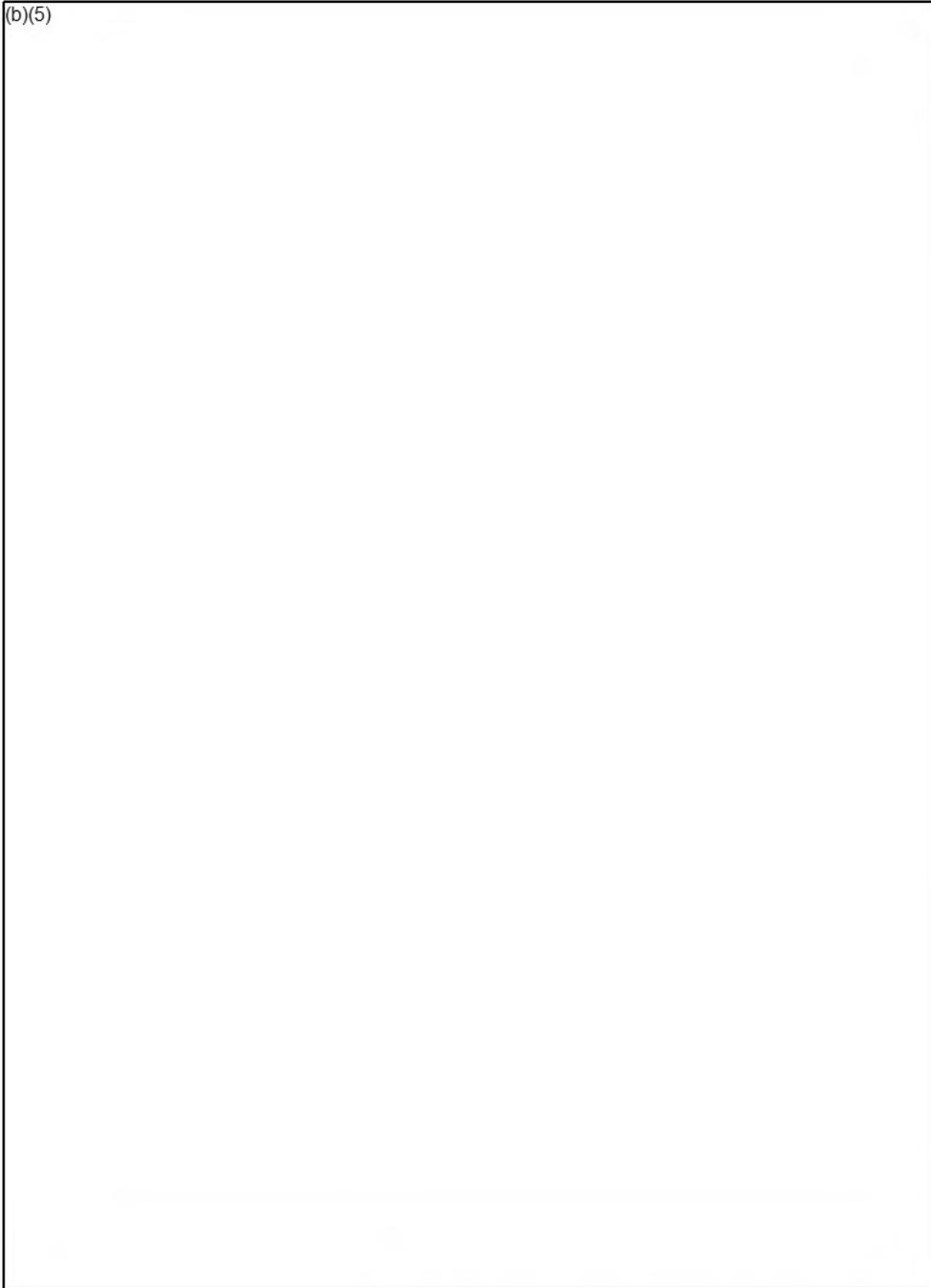


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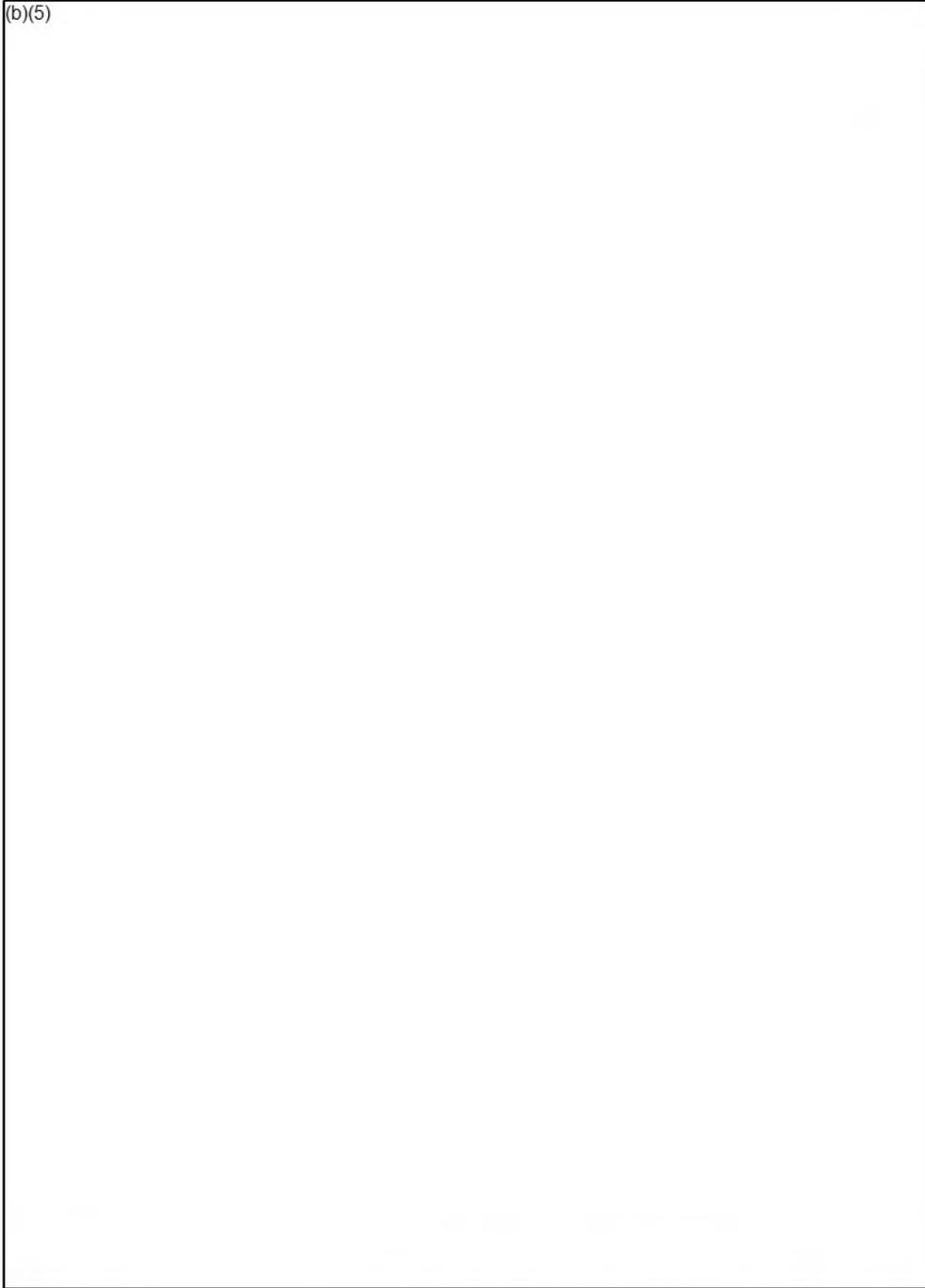
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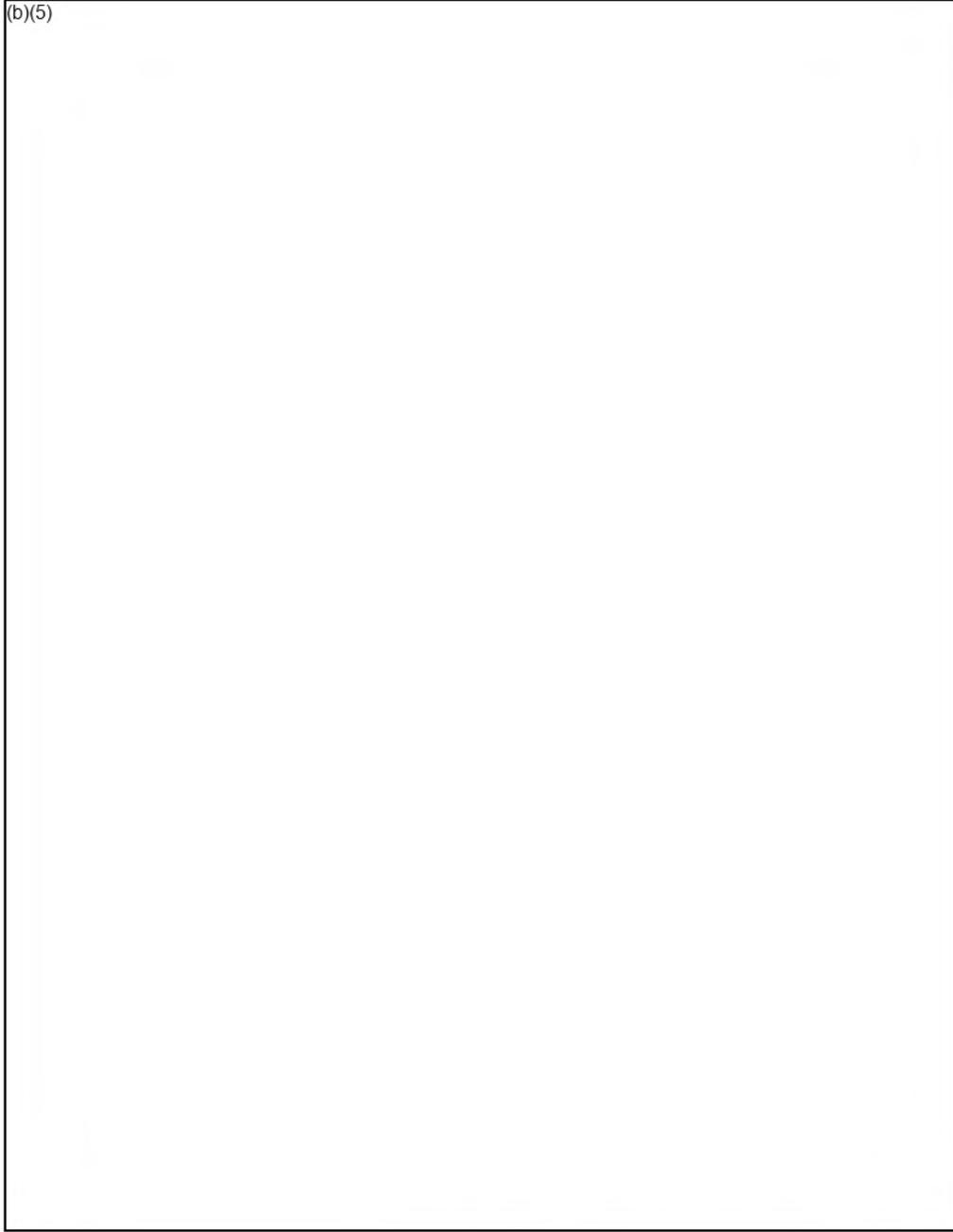
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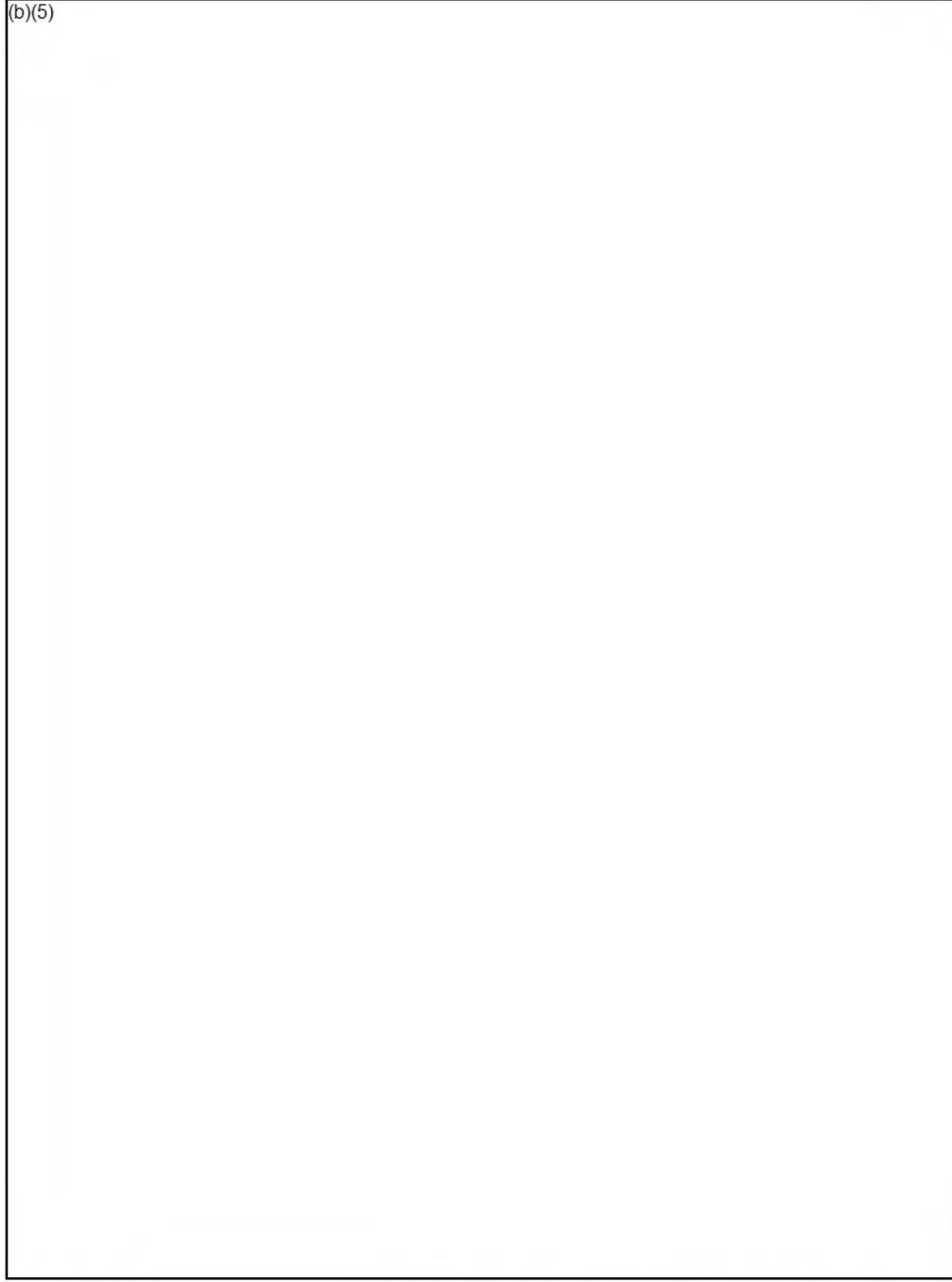
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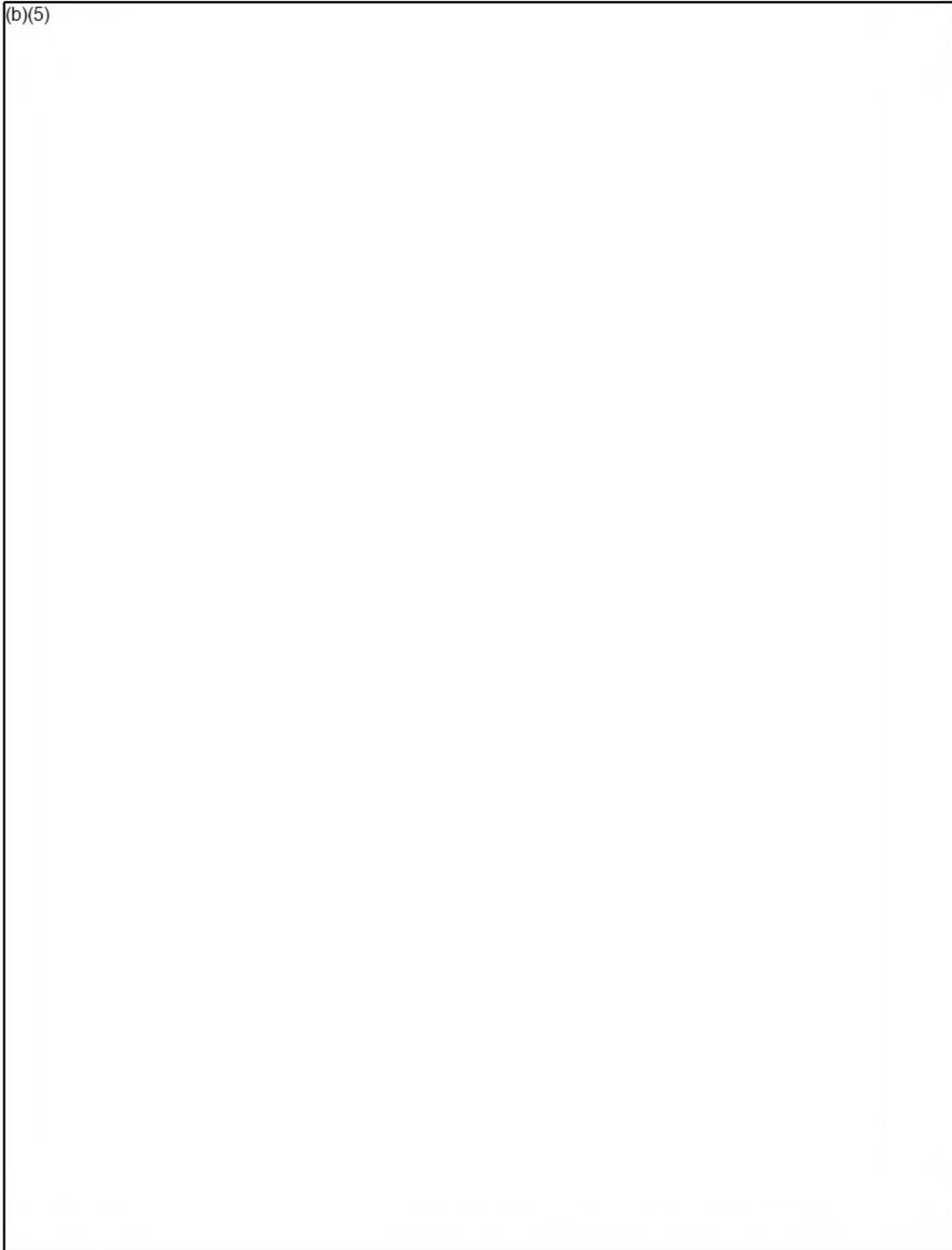


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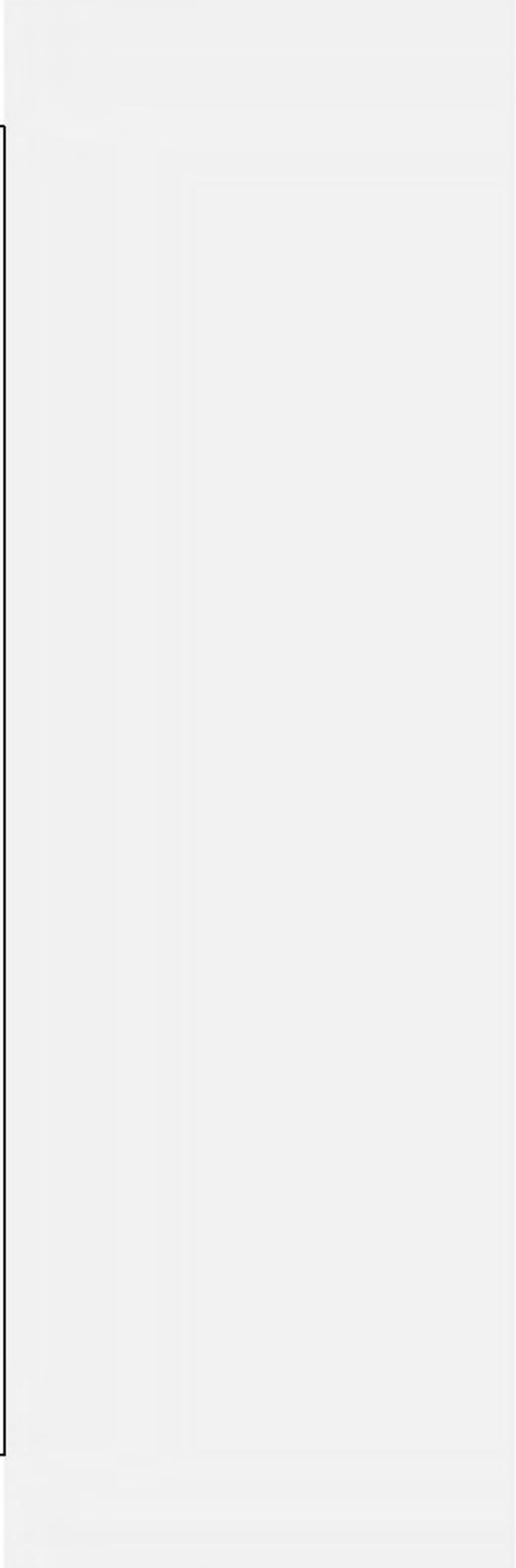
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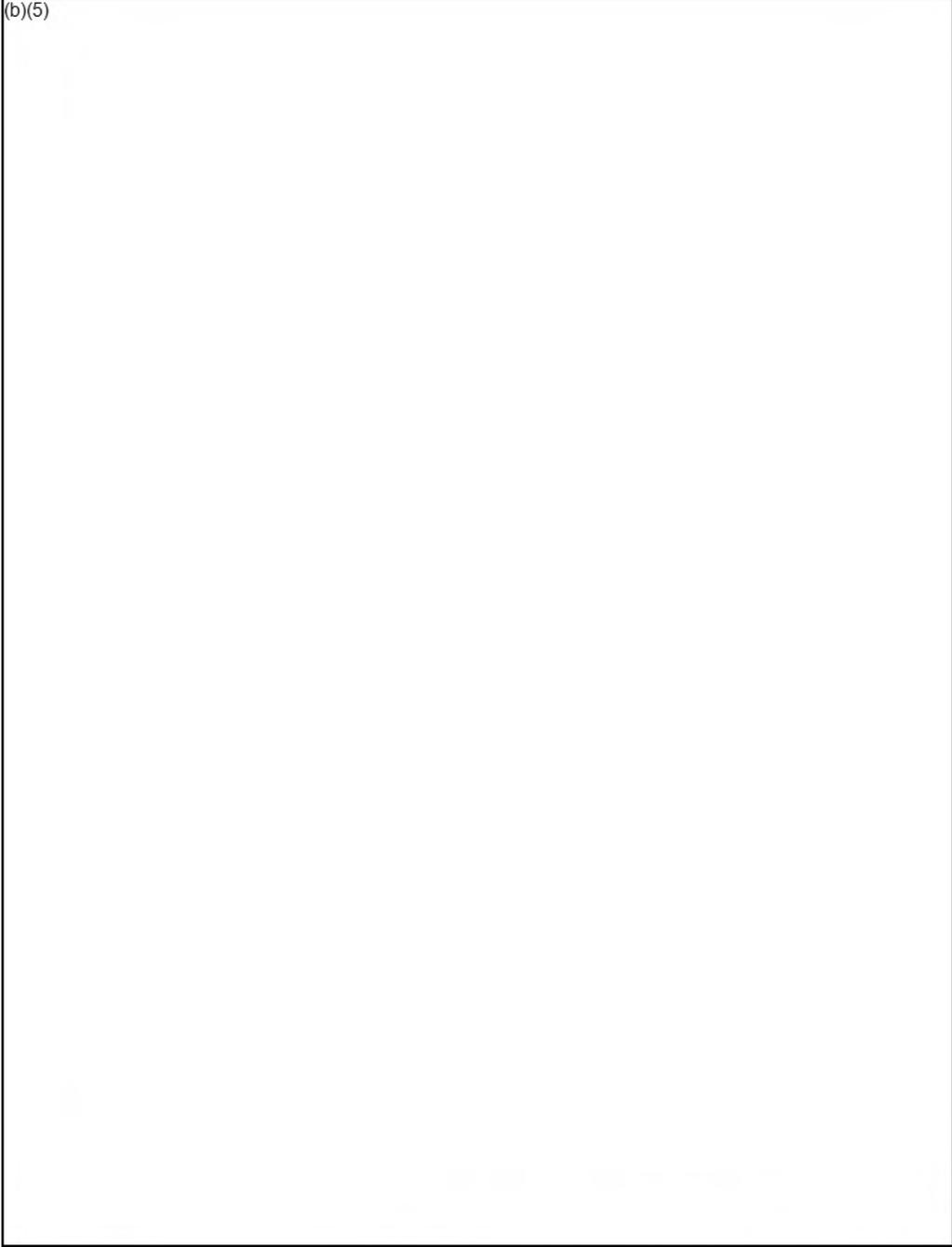
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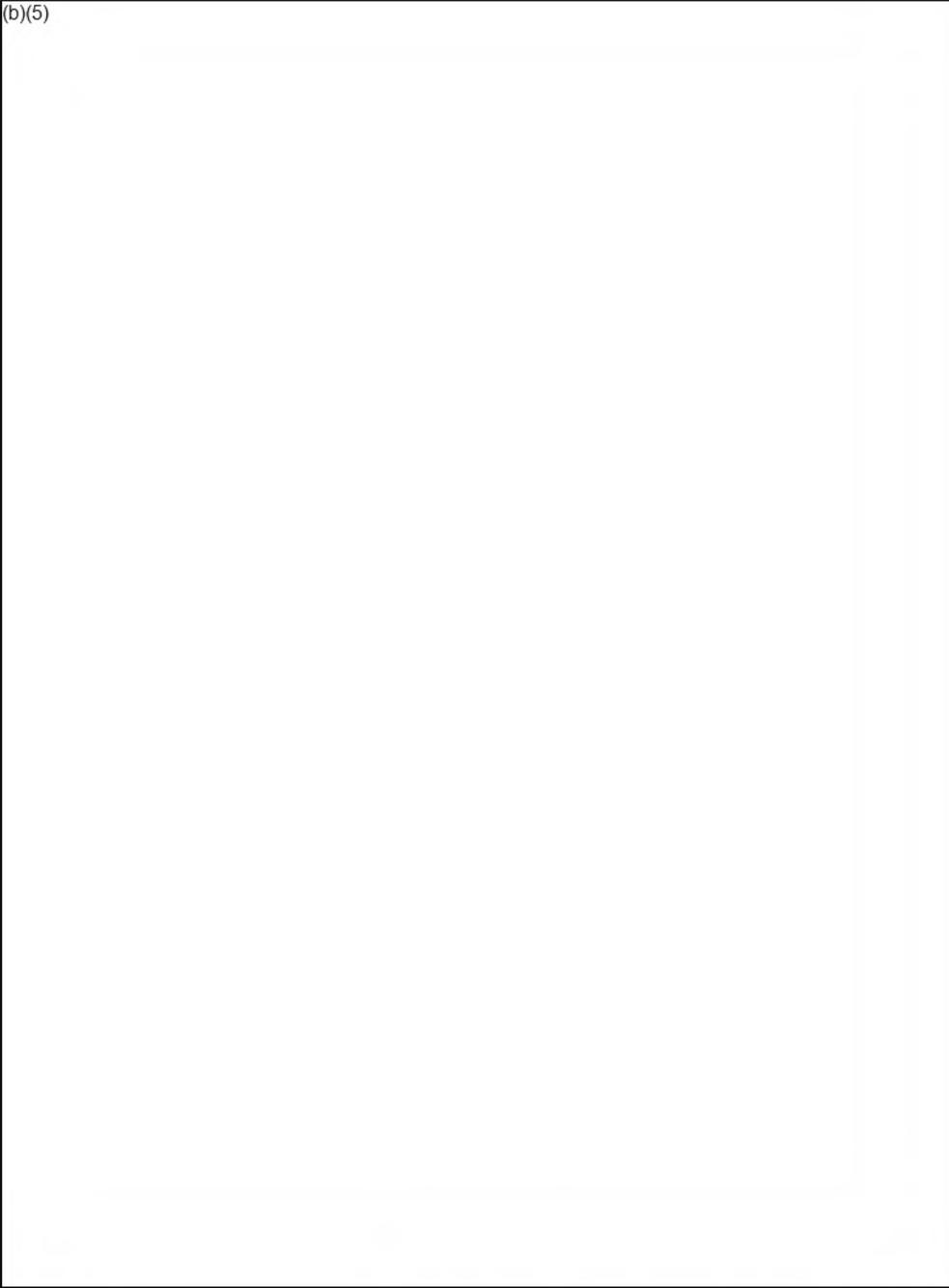
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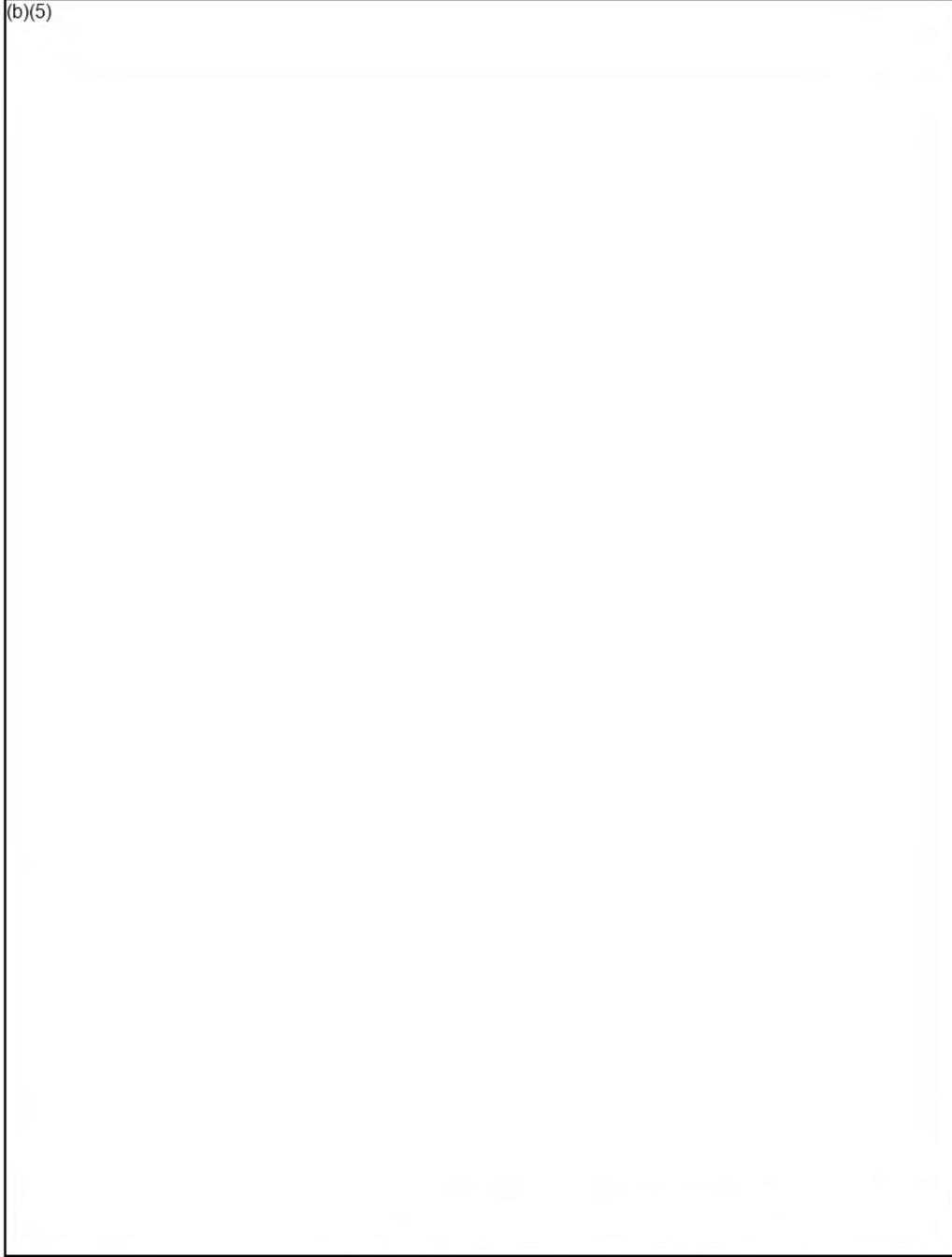
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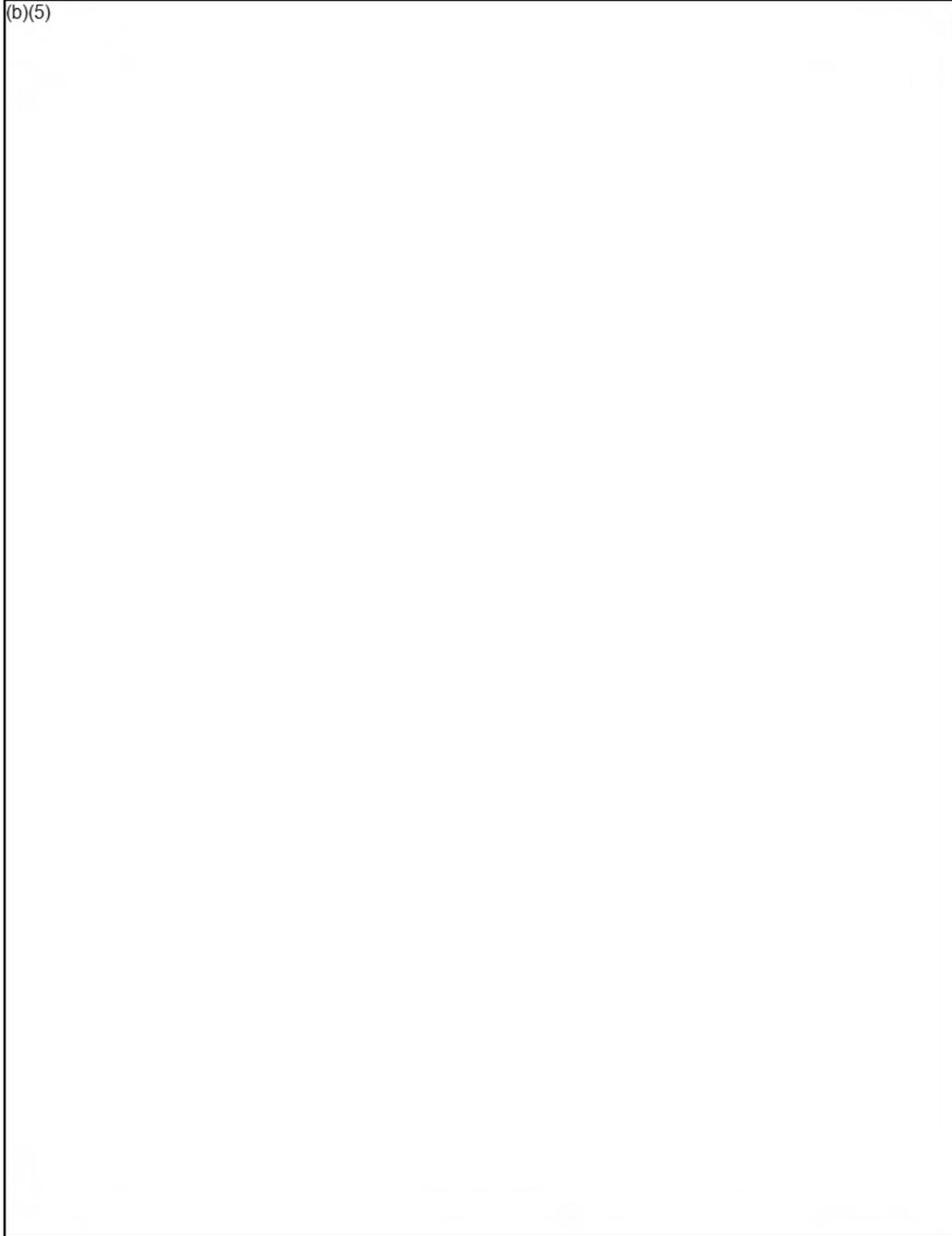
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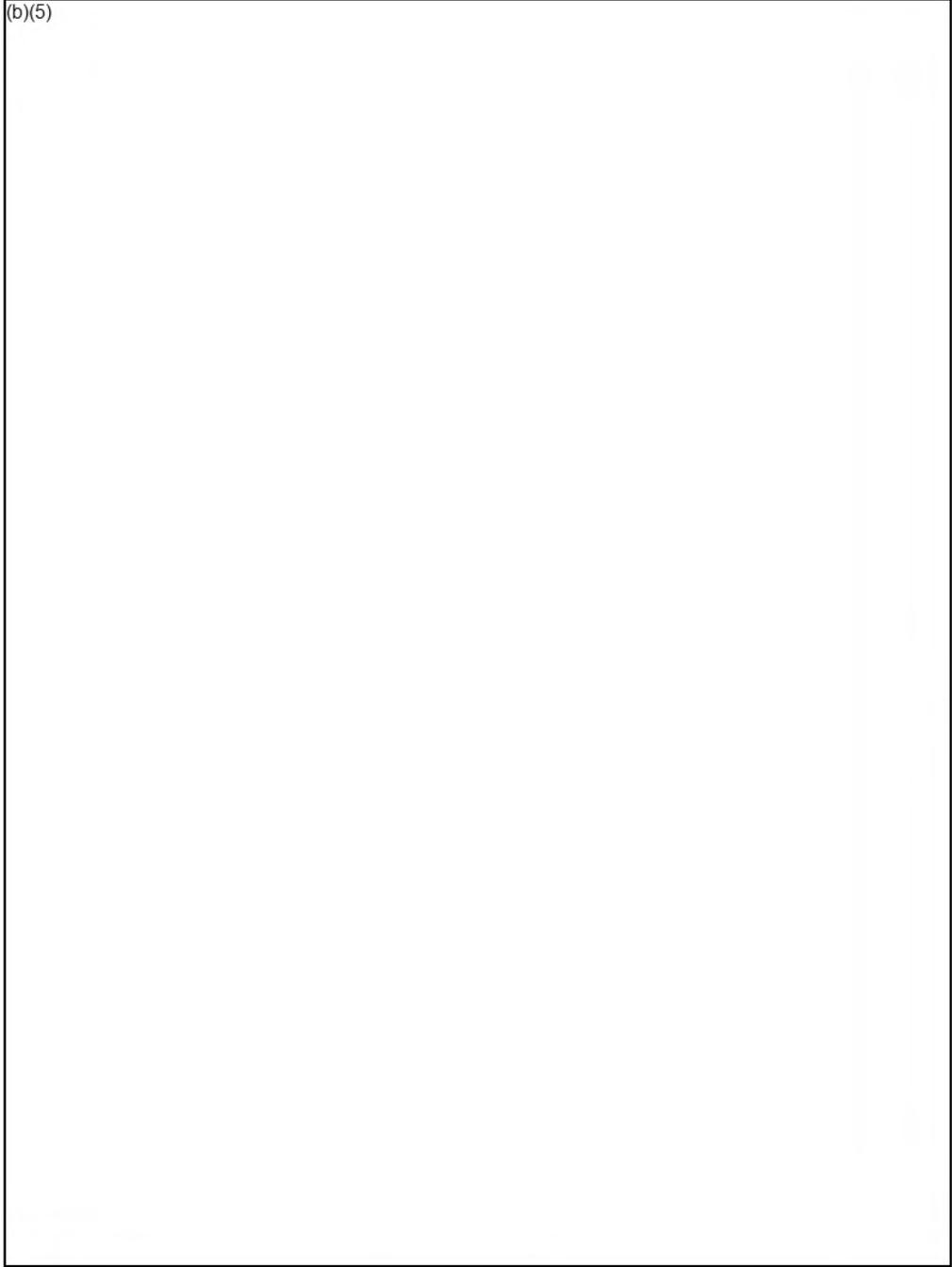
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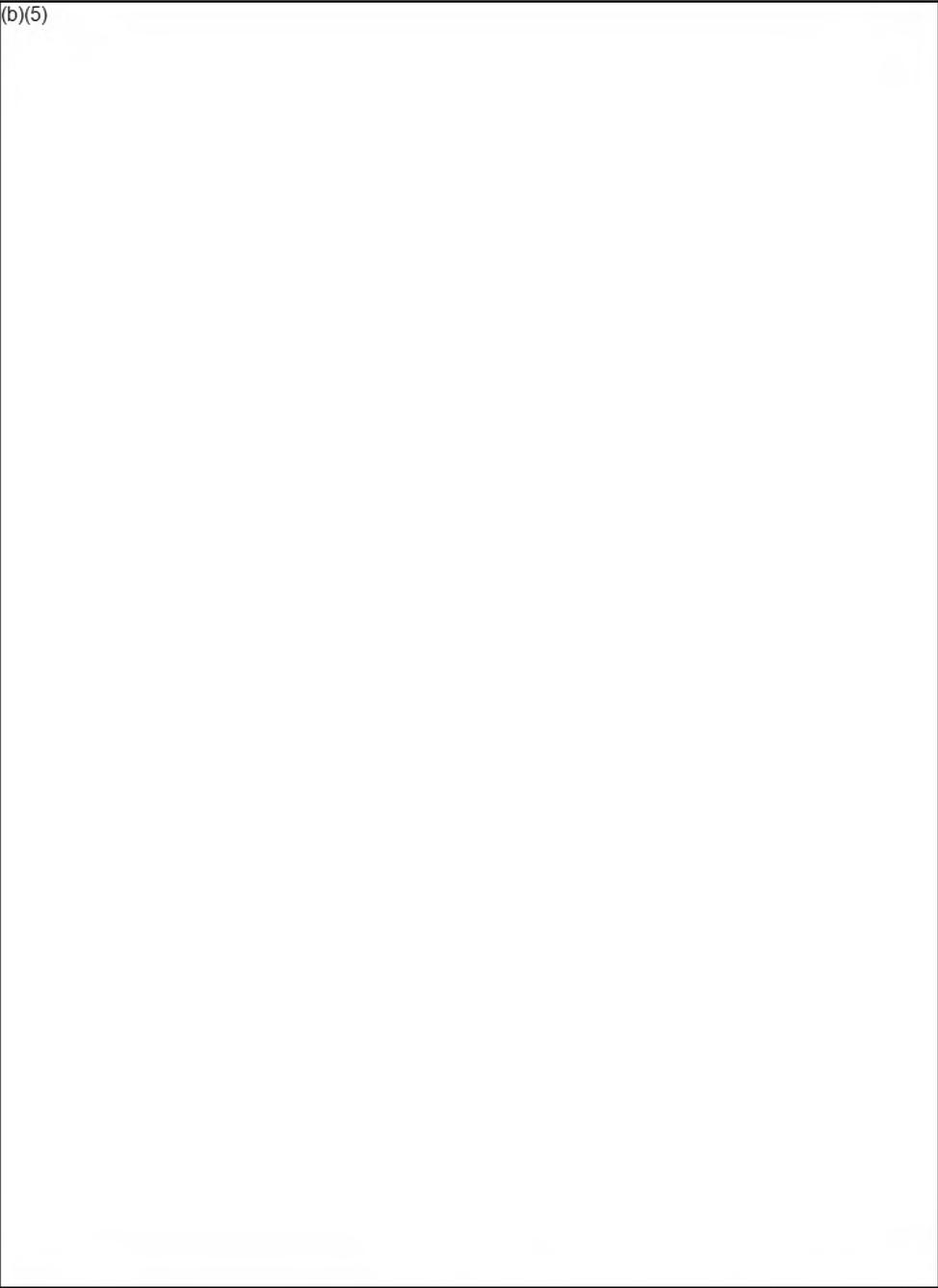


Commented [A6]: For consideration – this is the only bullet or sub-bullet in the “eight lanes of effort” that isn’t action-oriented. Is it “Integrate Clinical Communities”?

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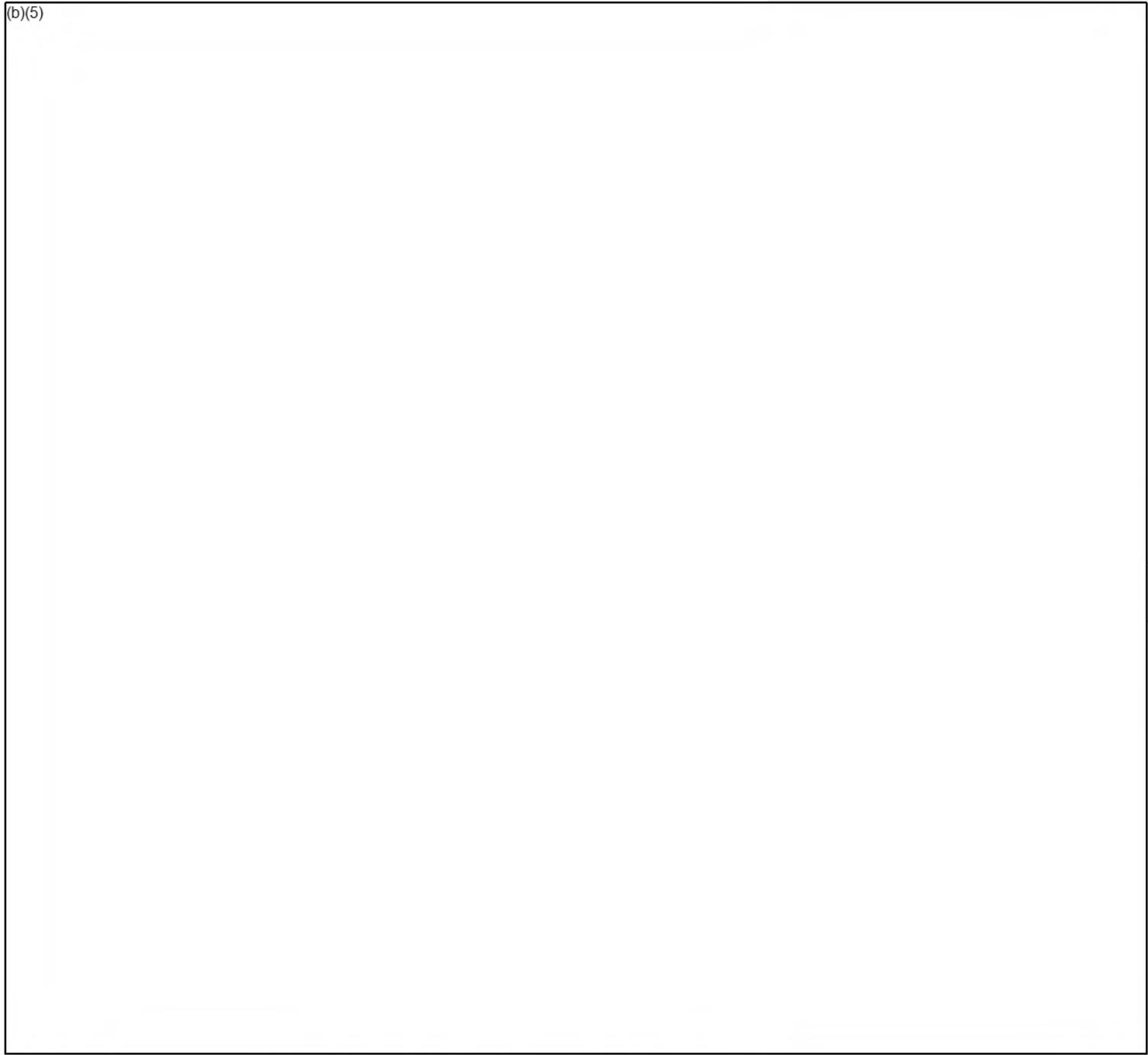
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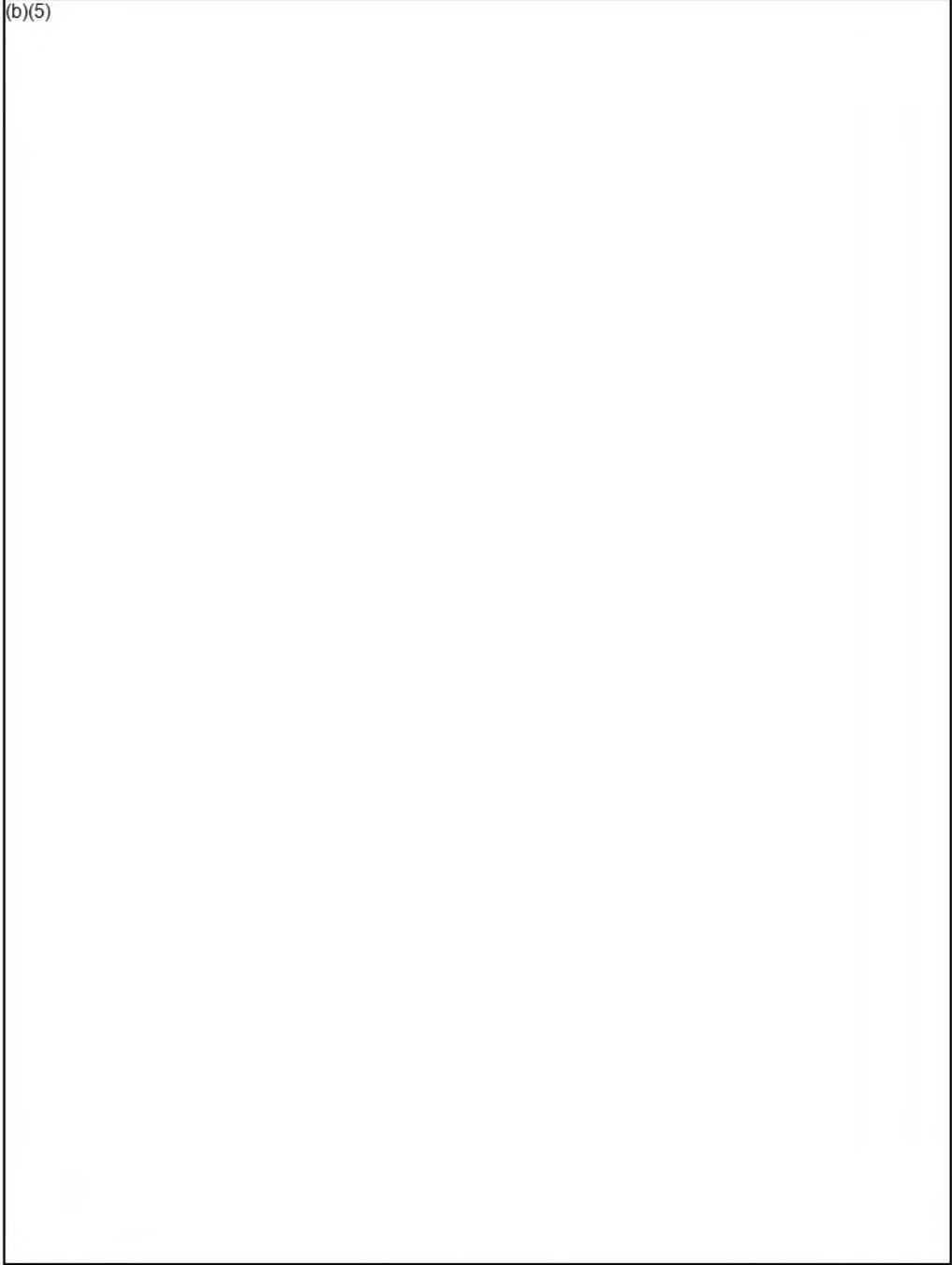
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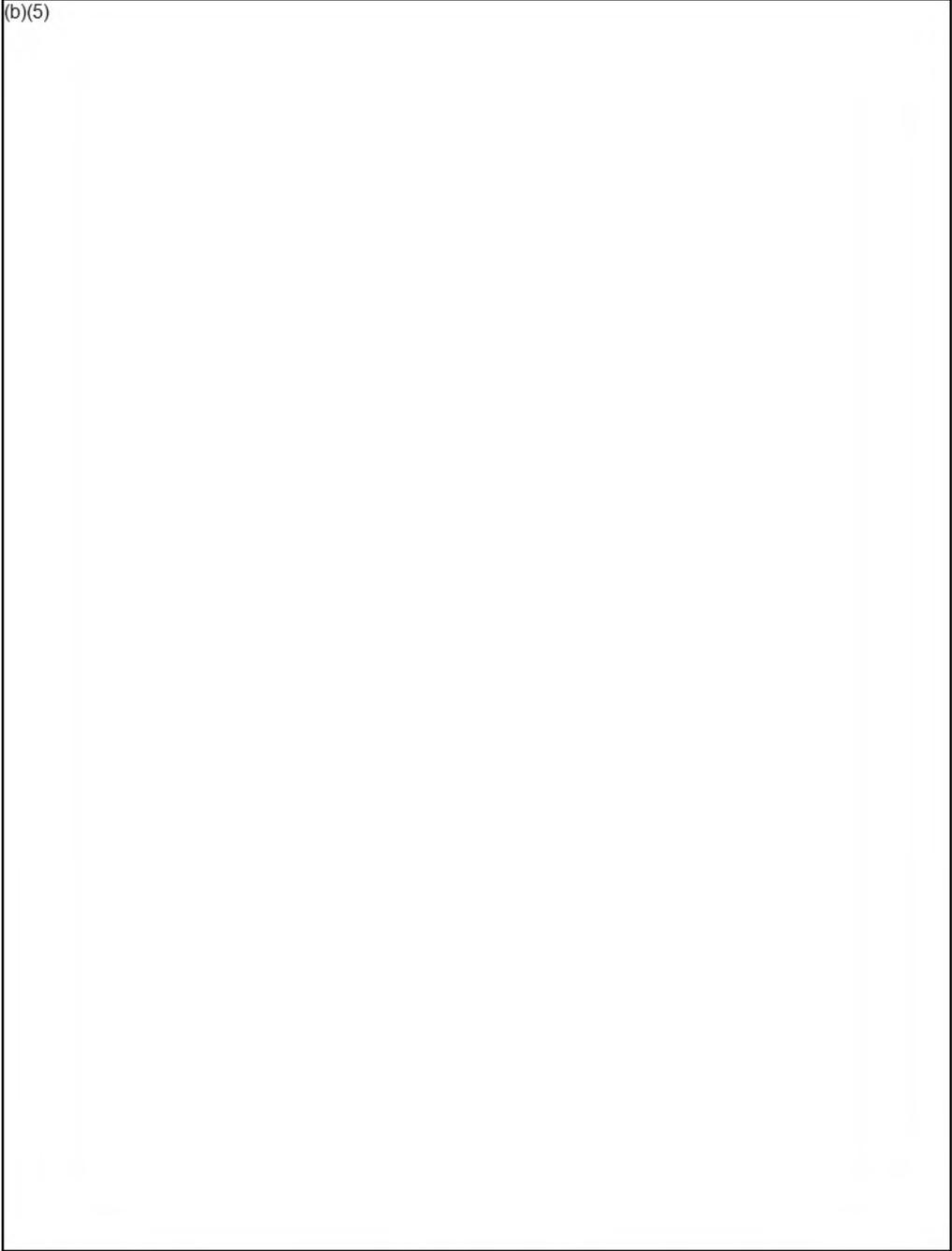


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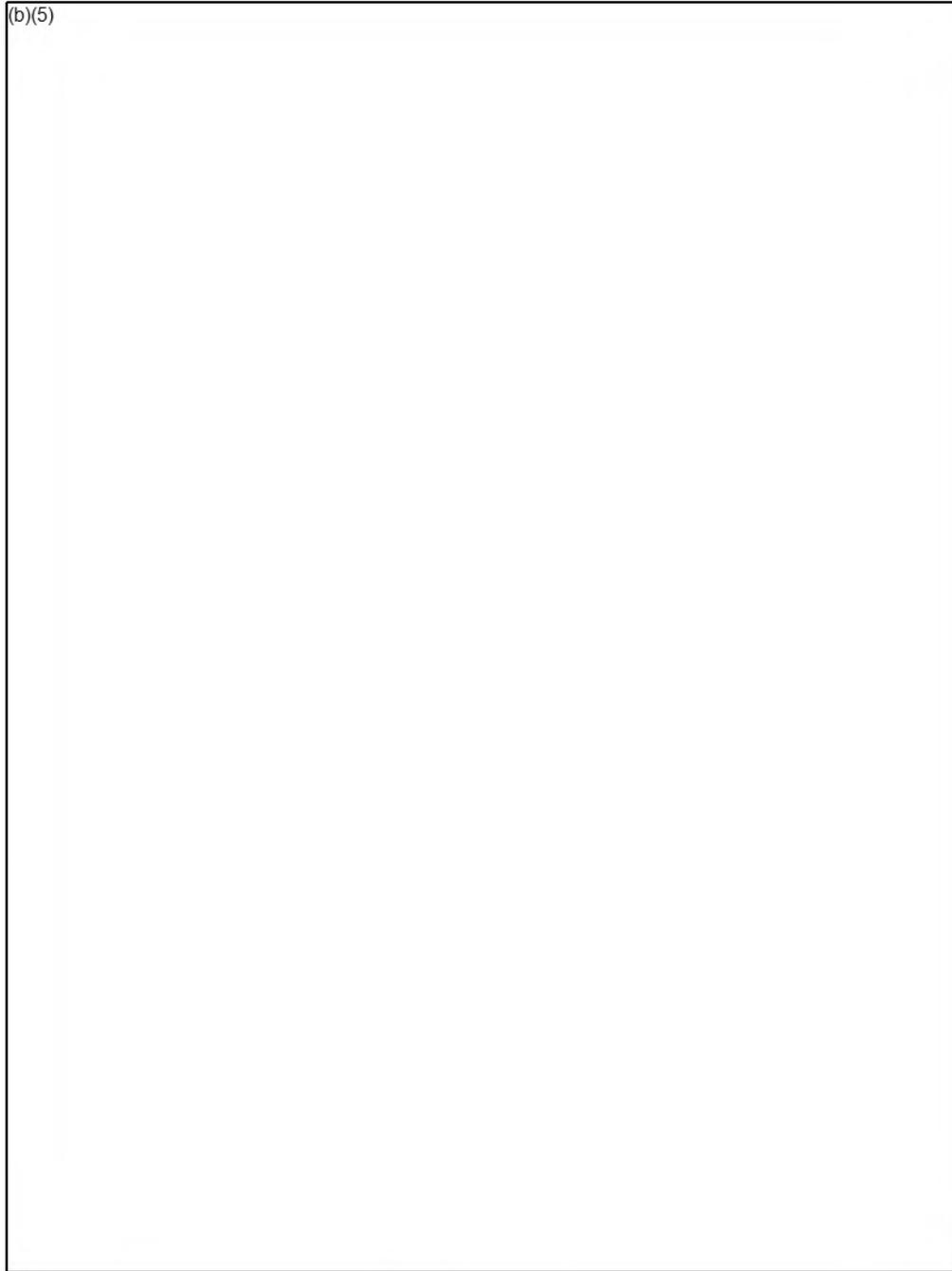


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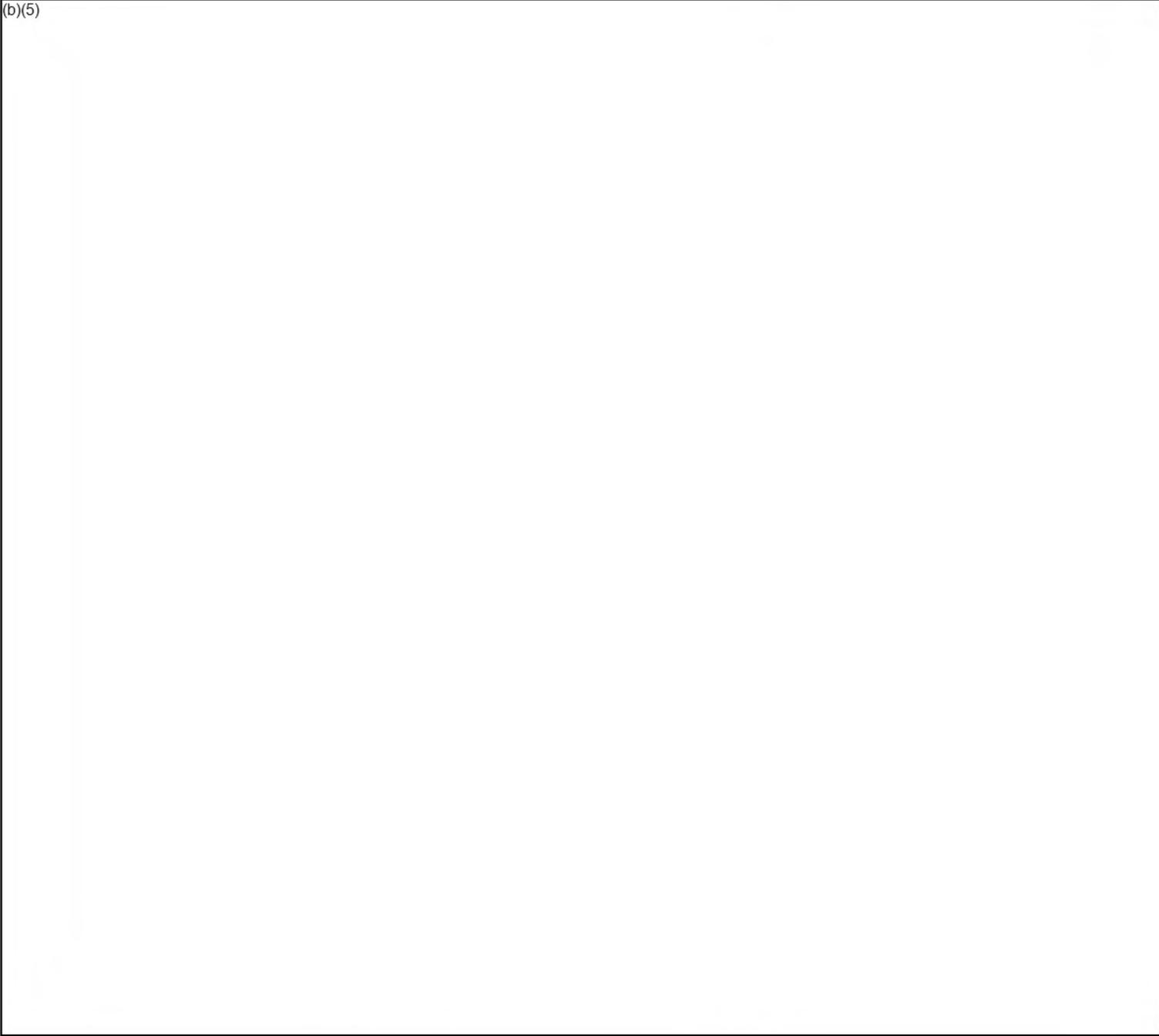
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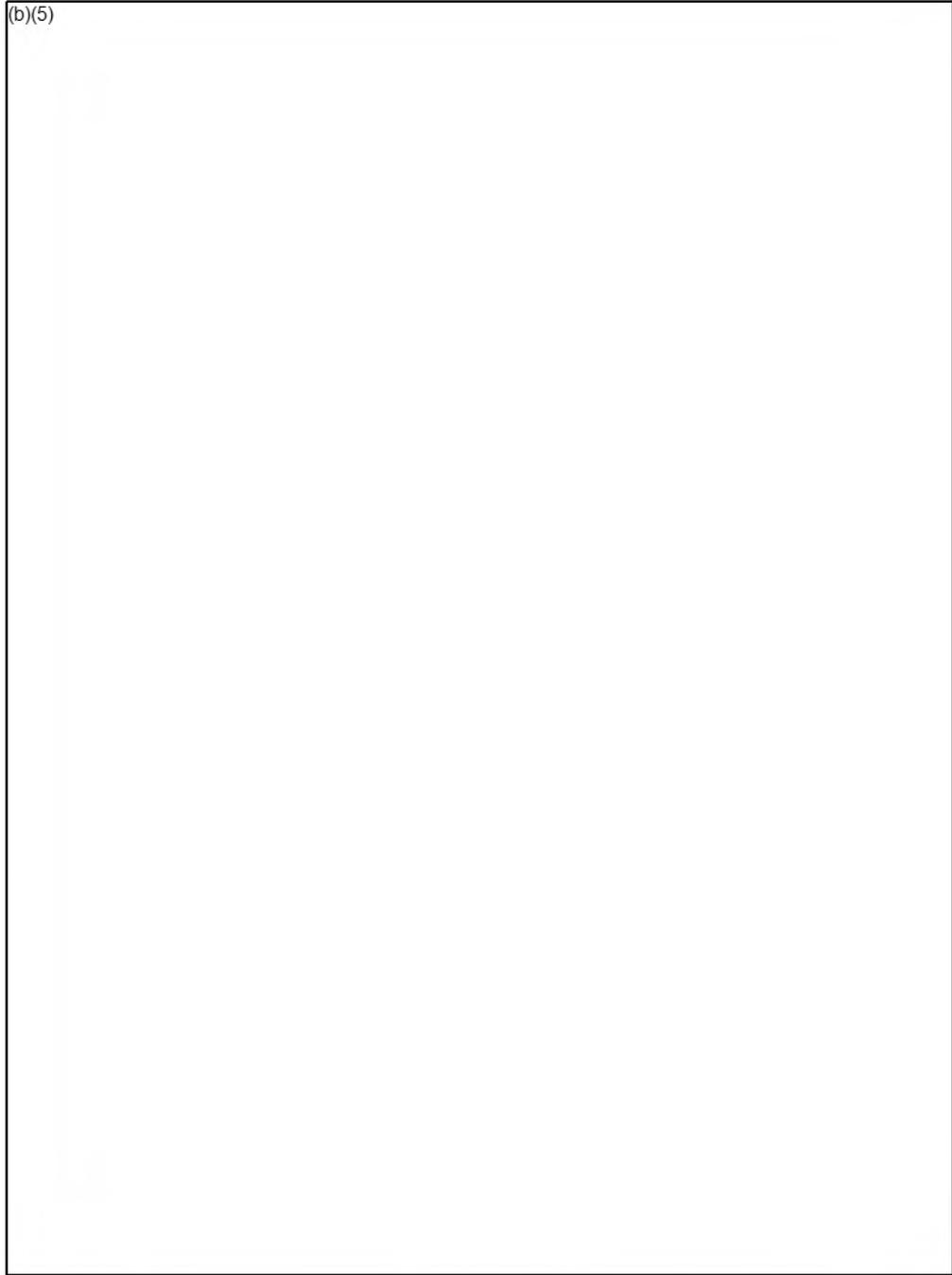
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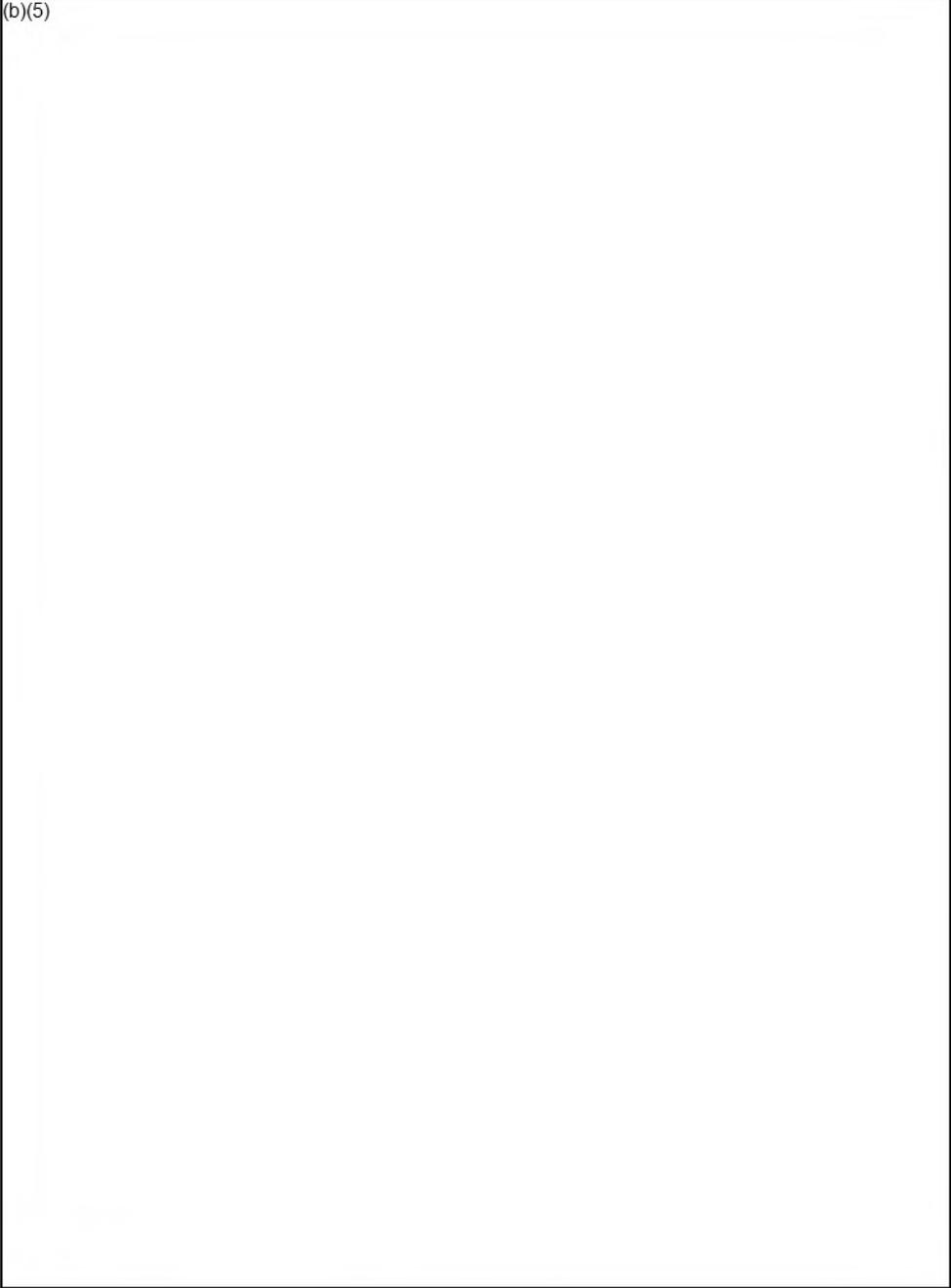


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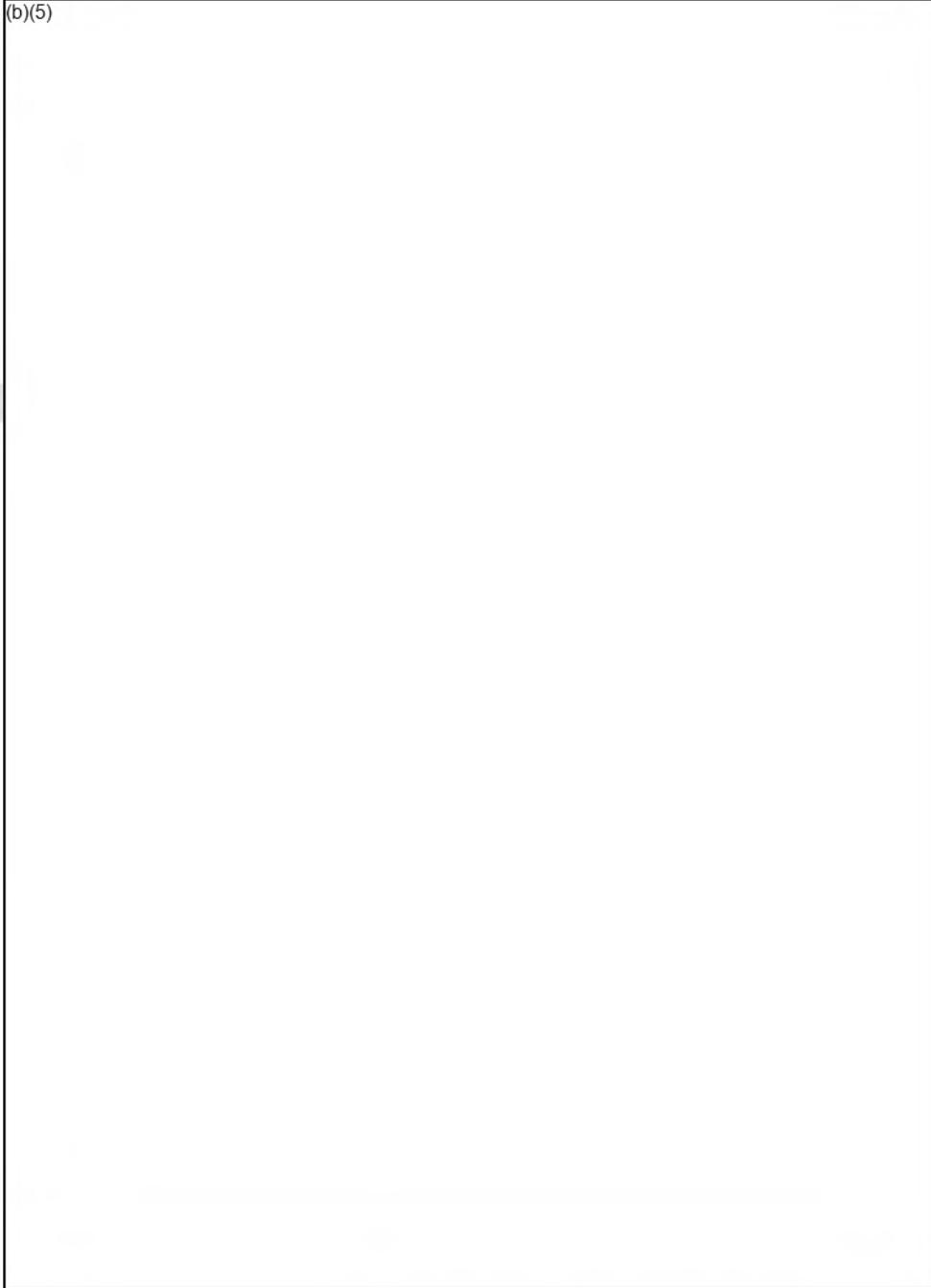
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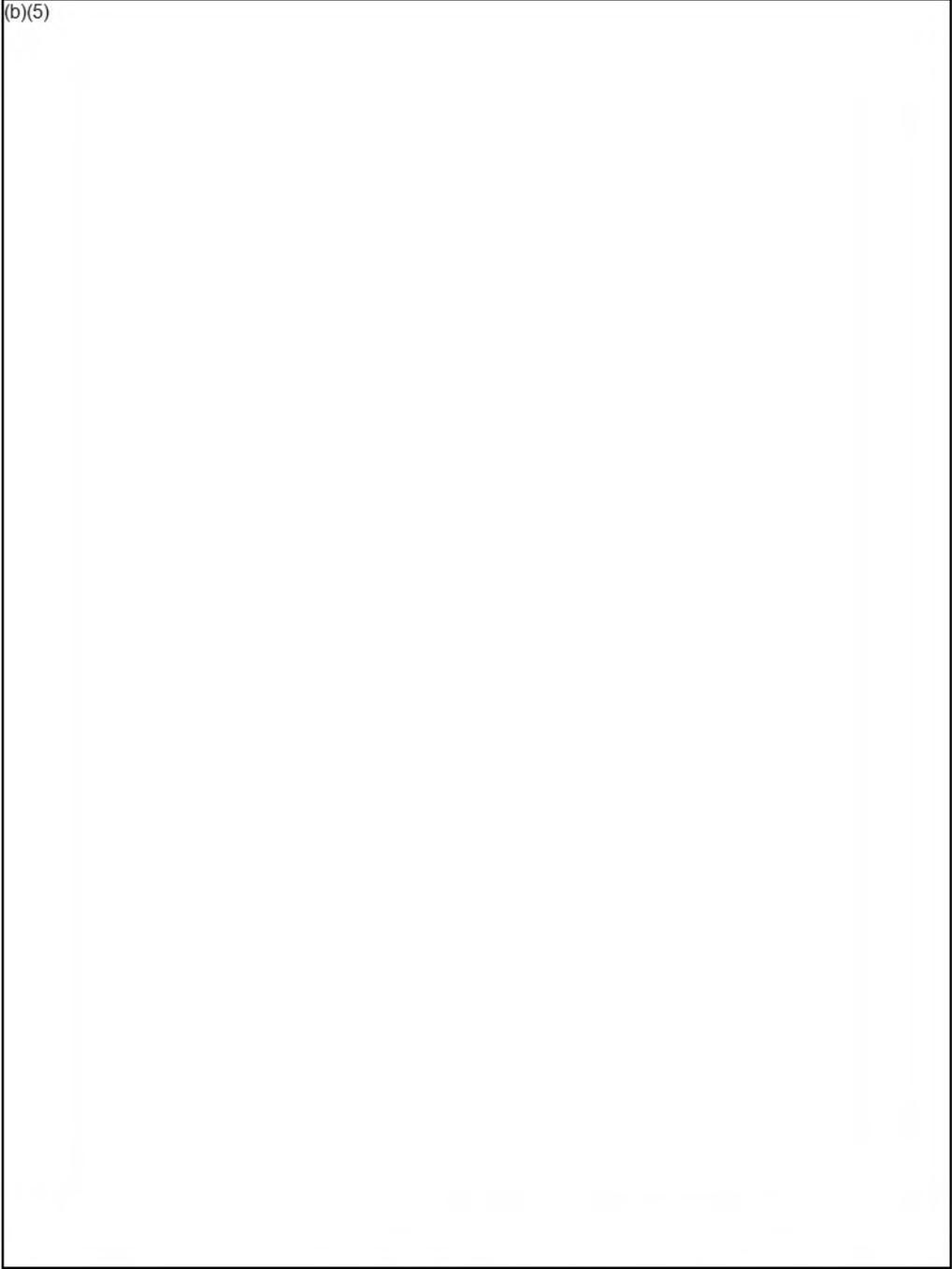


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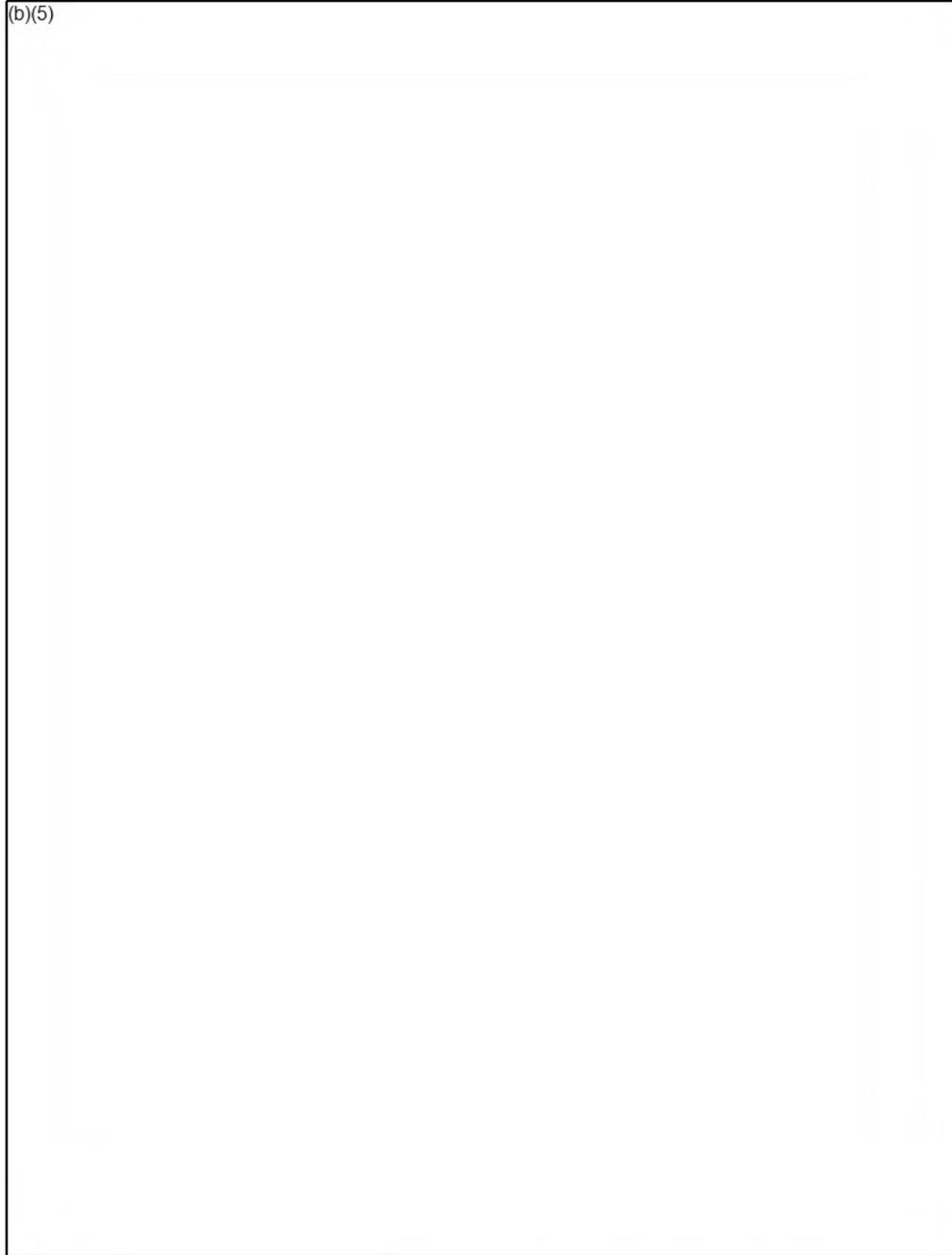
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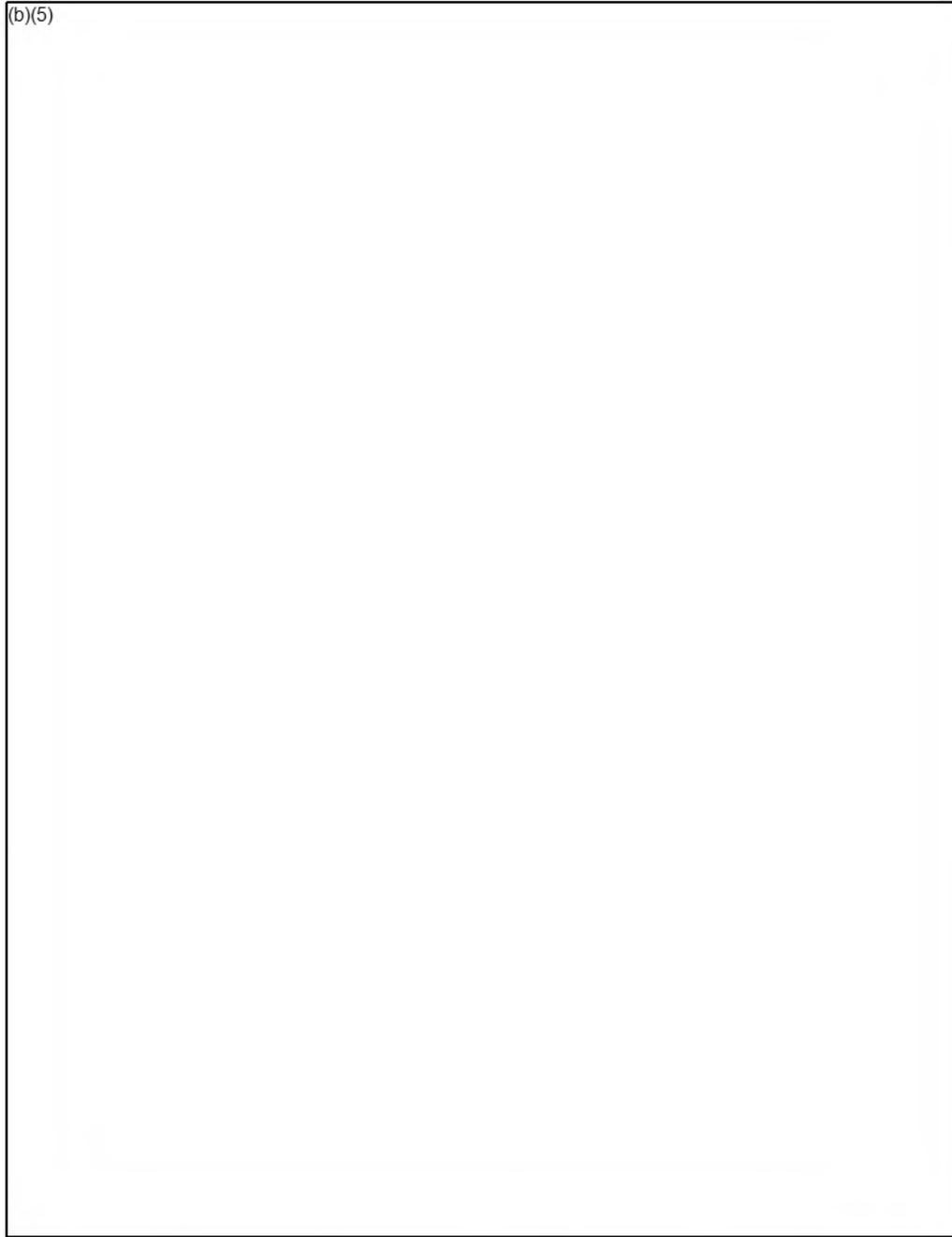
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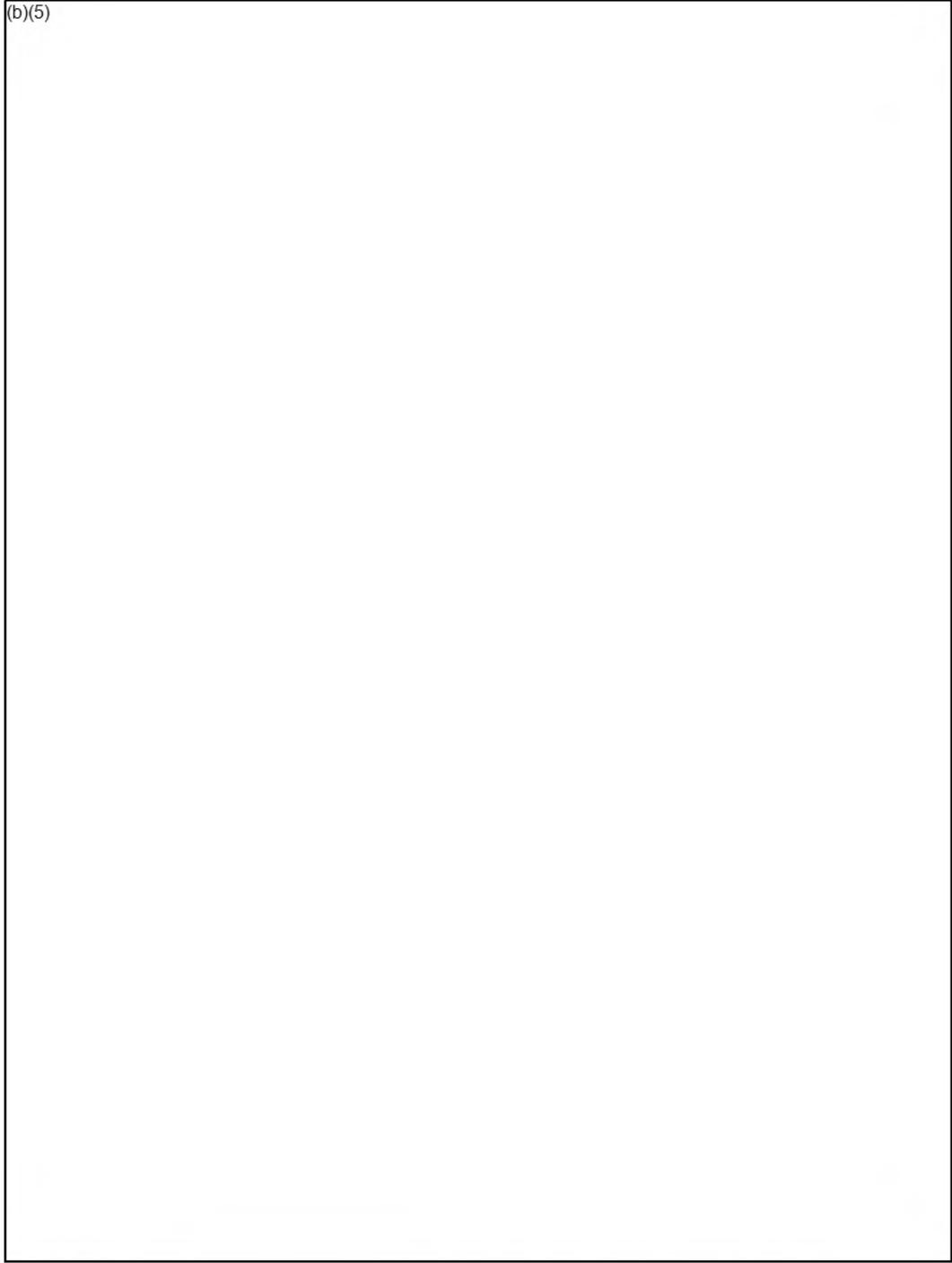
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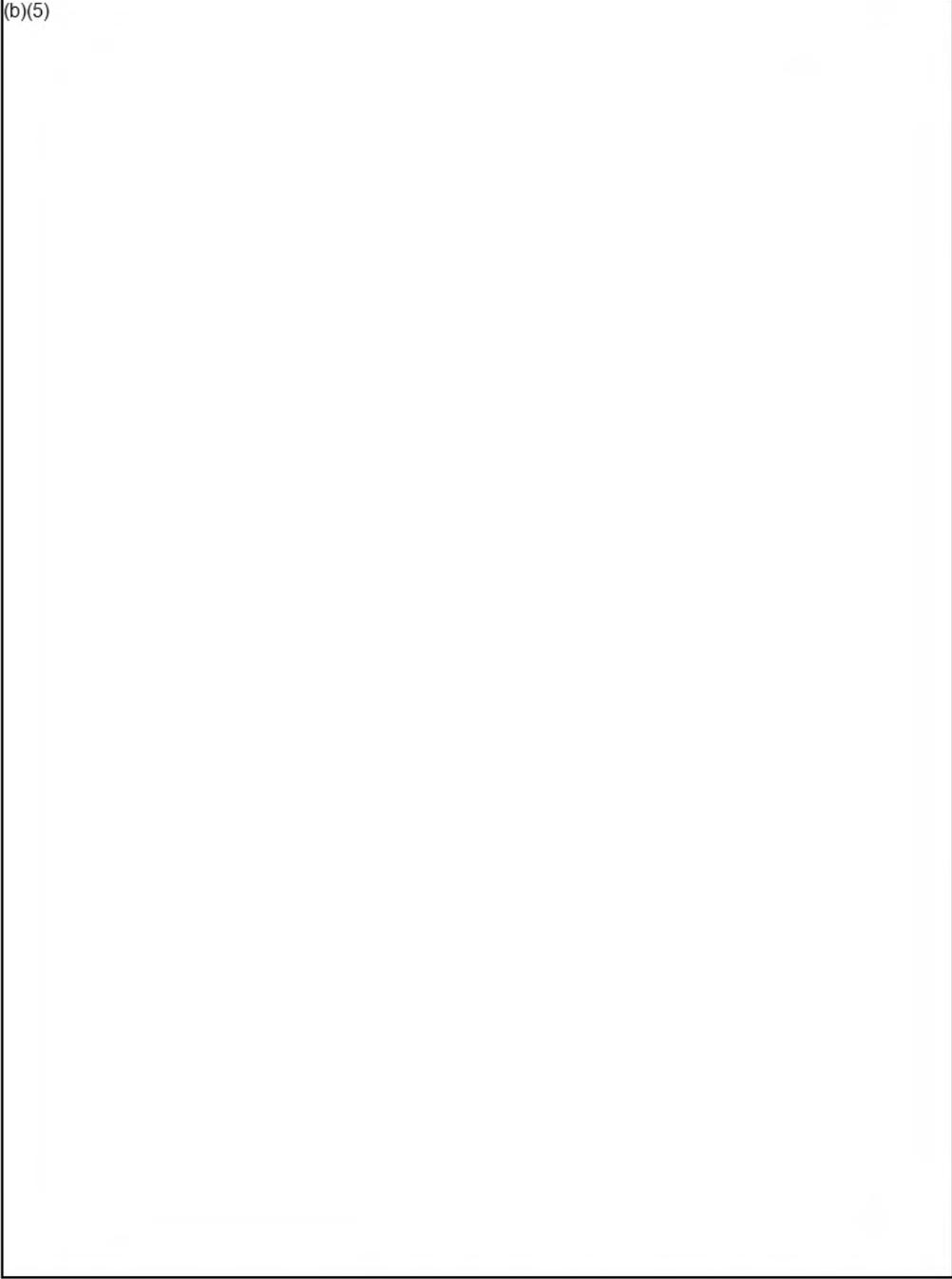
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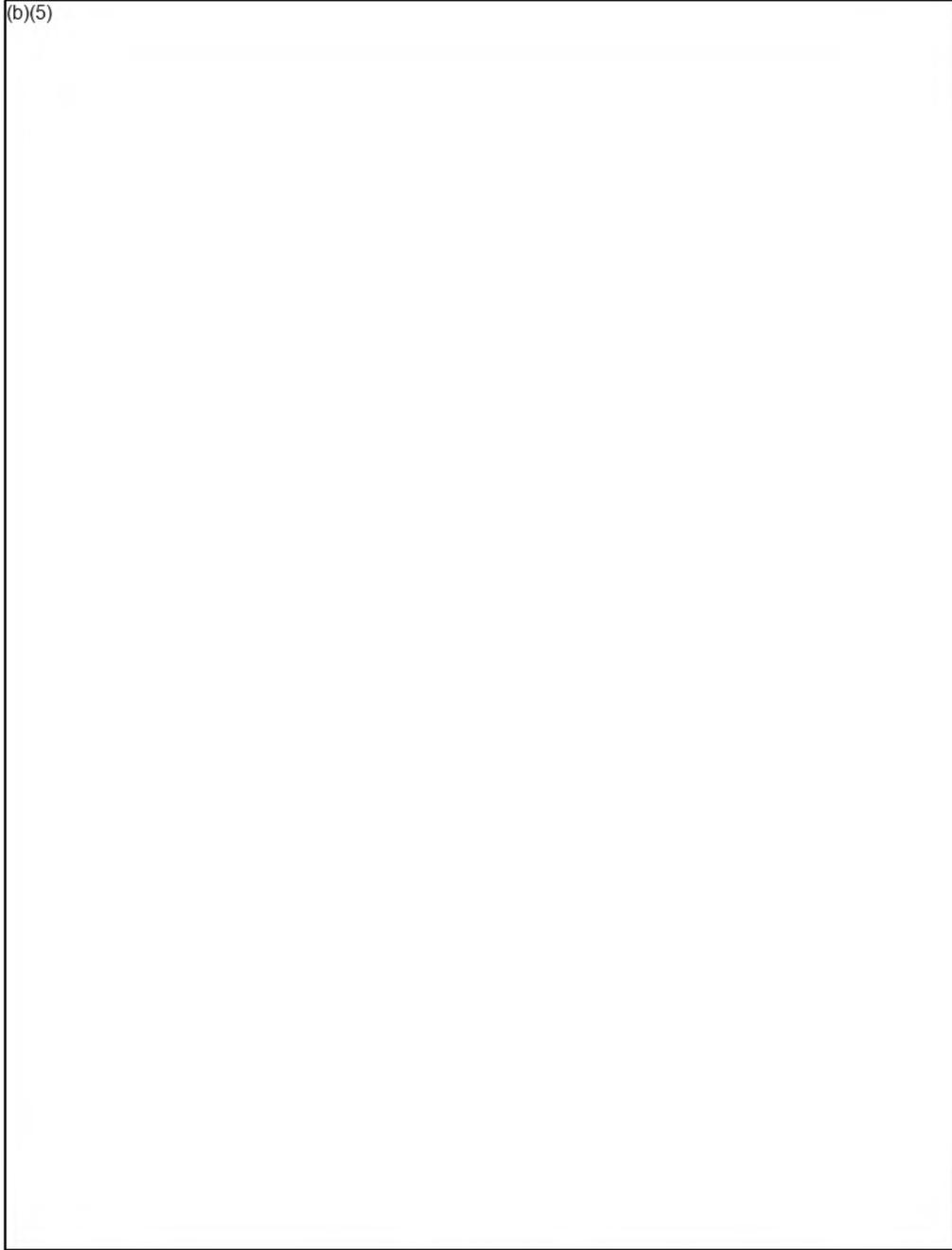
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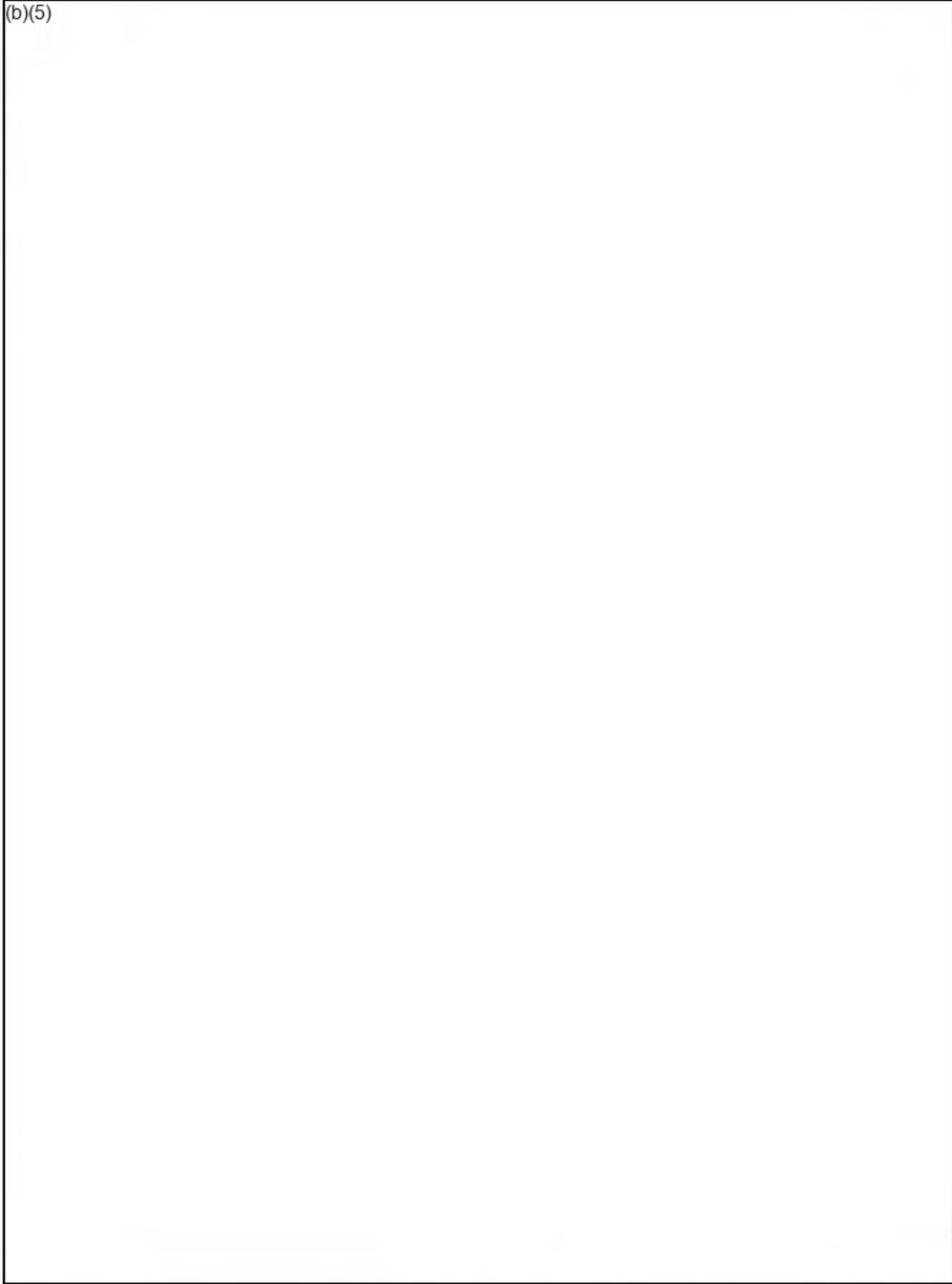
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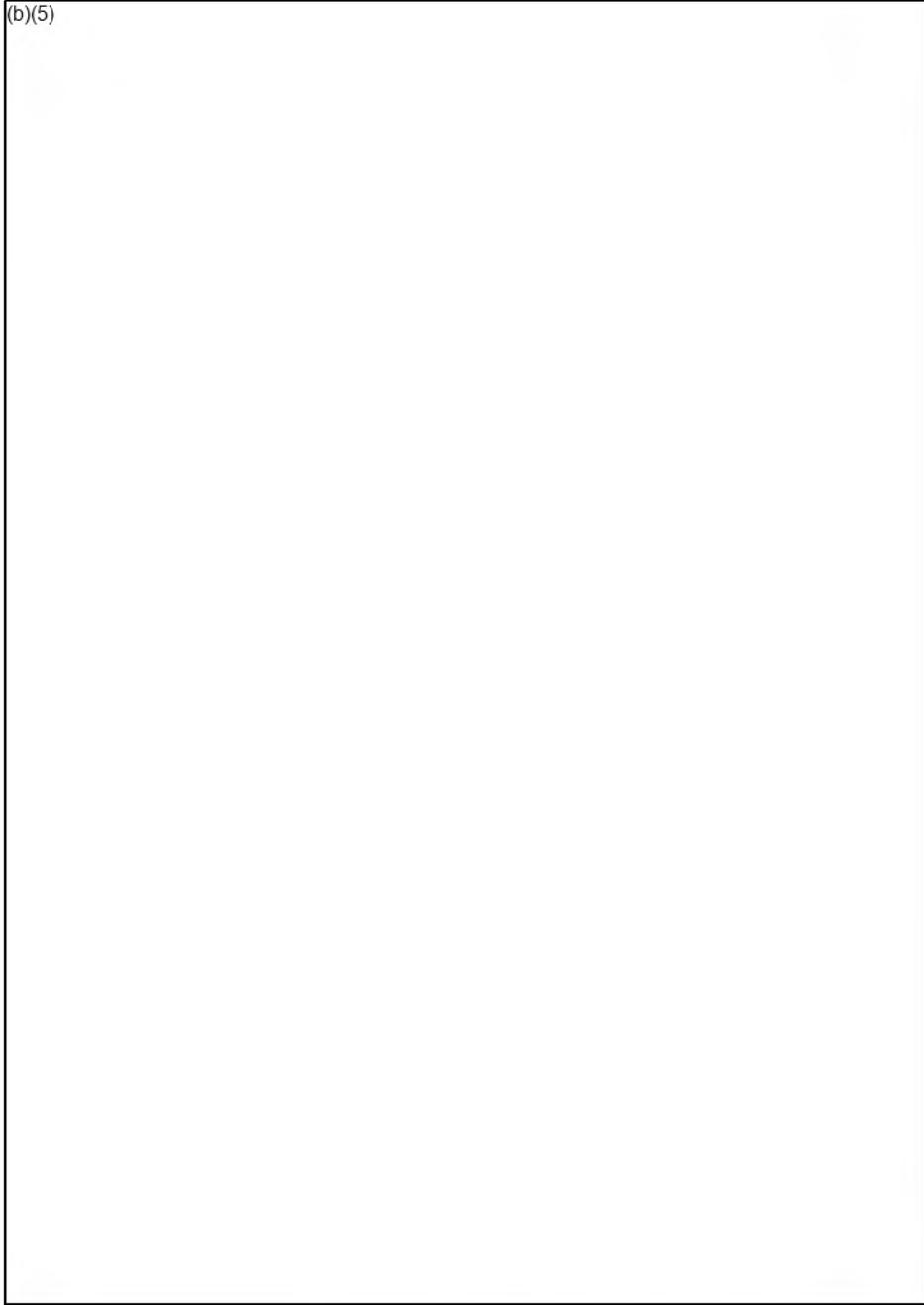
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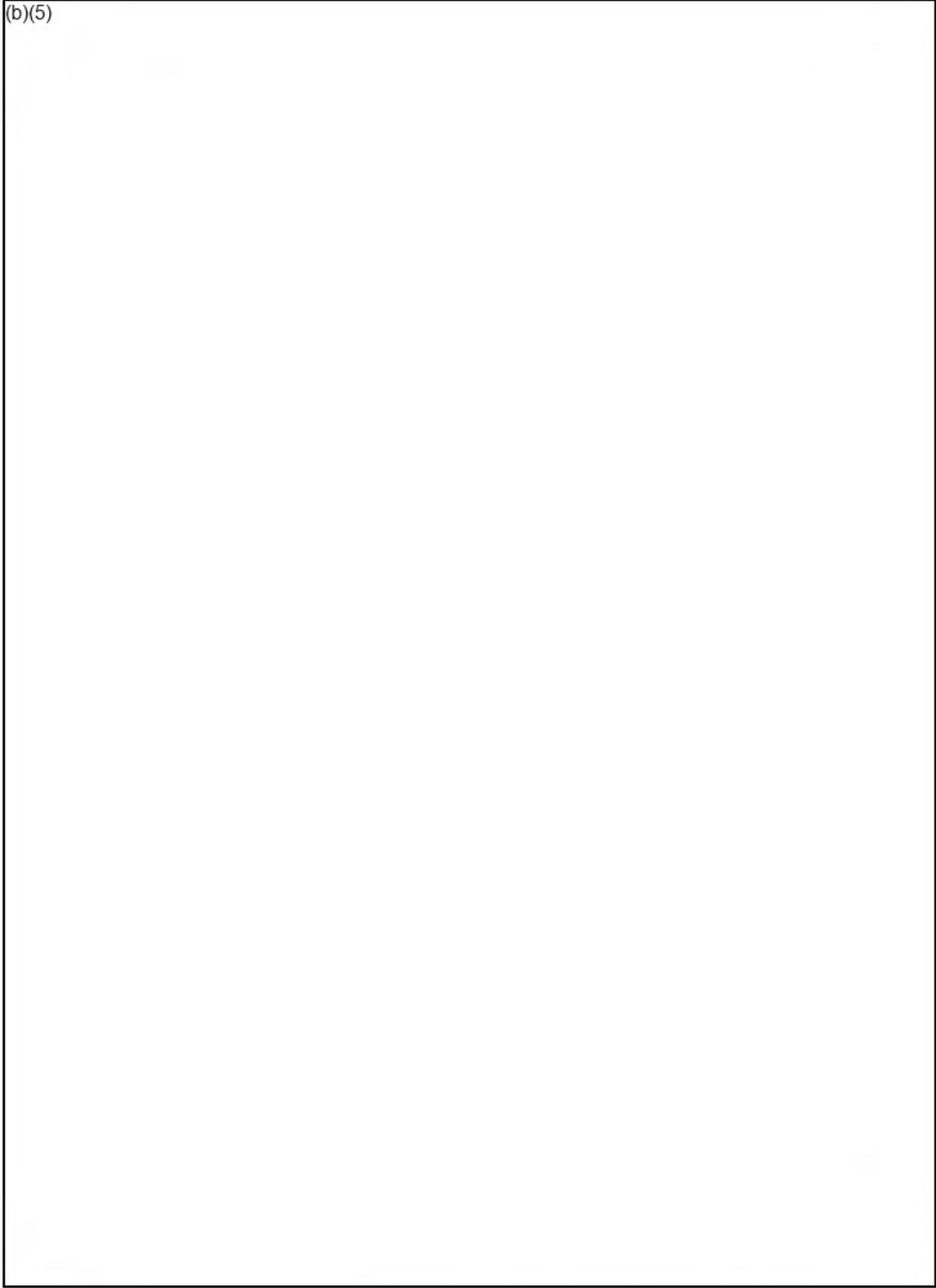
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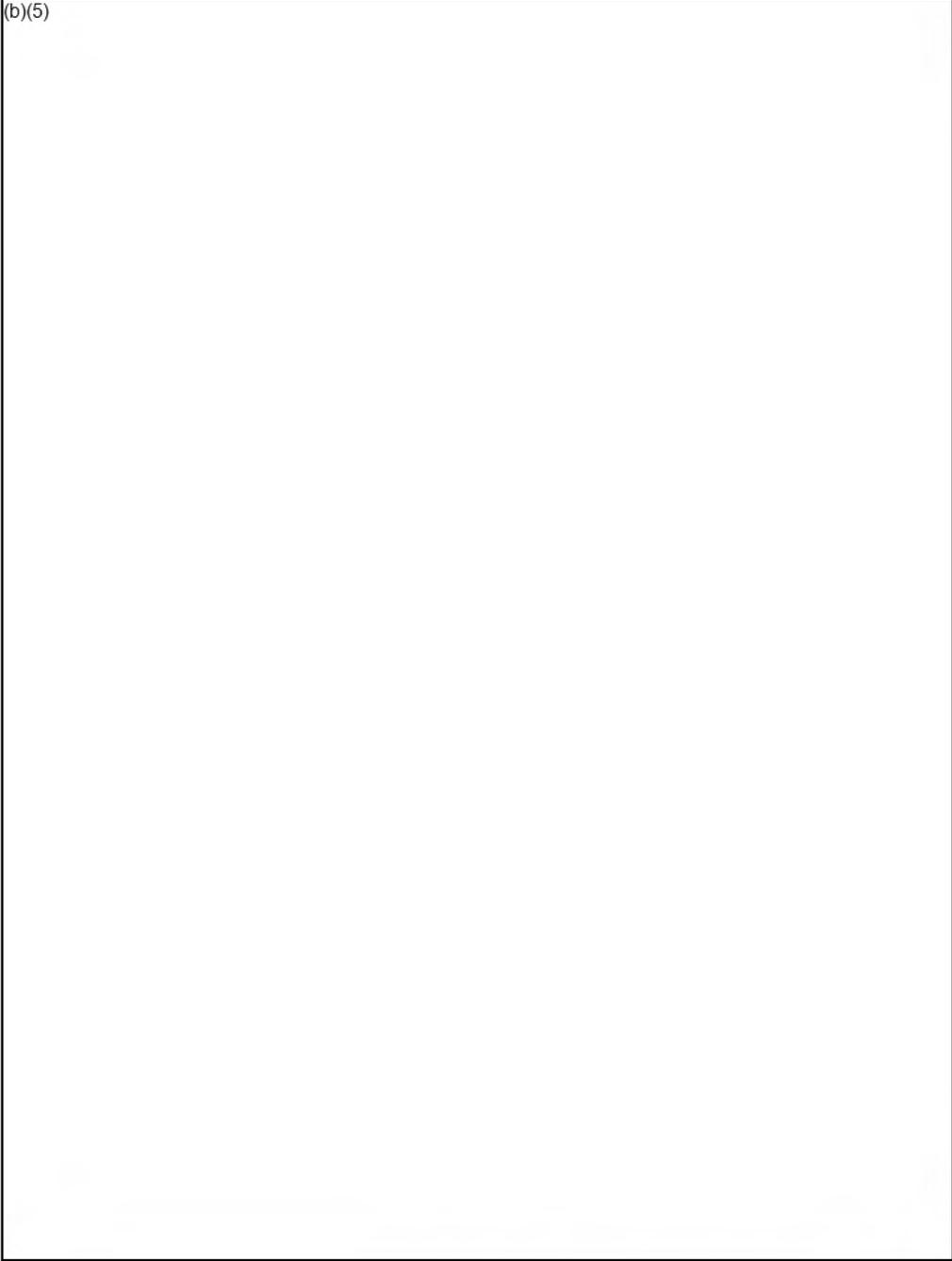
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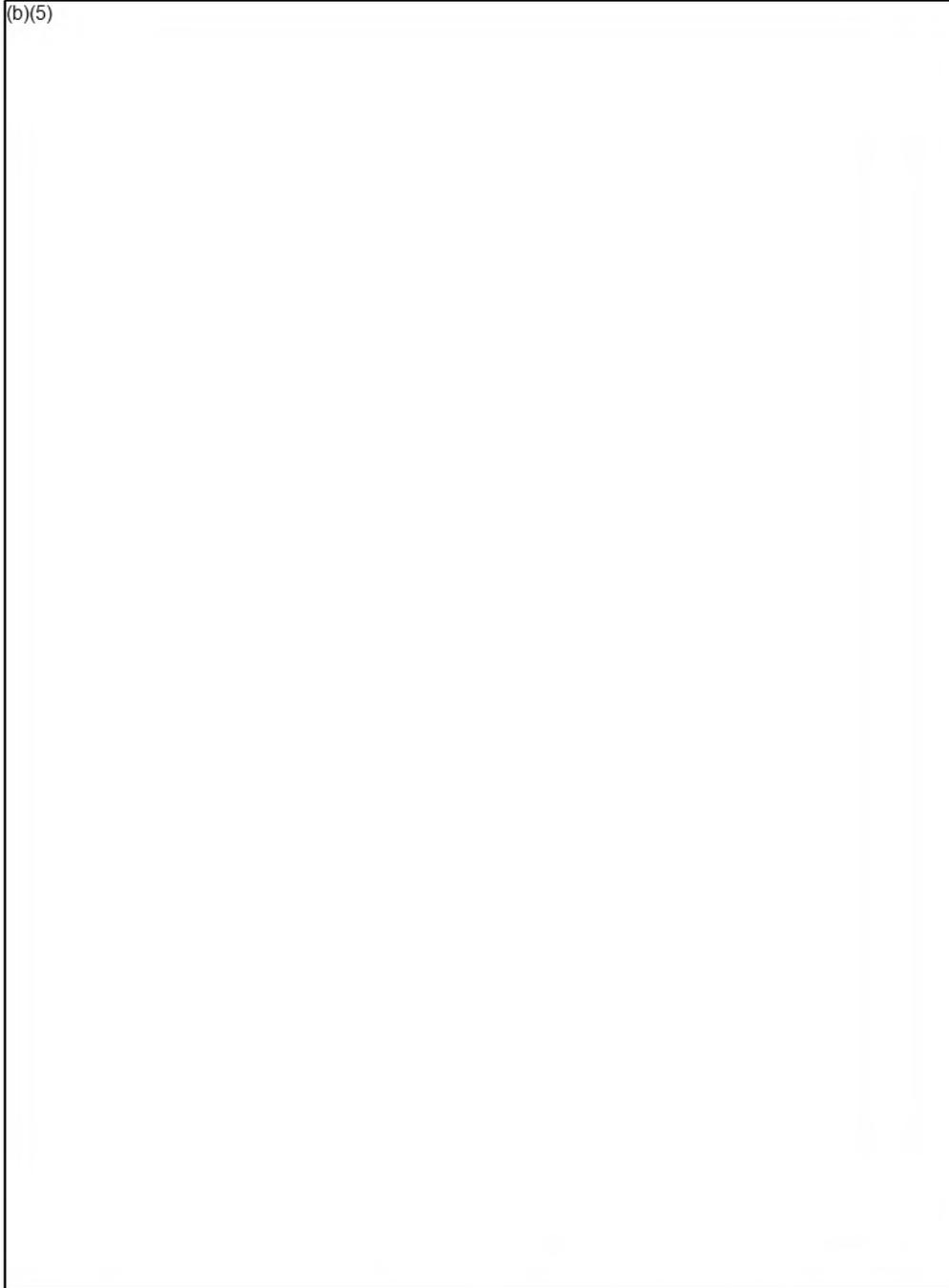
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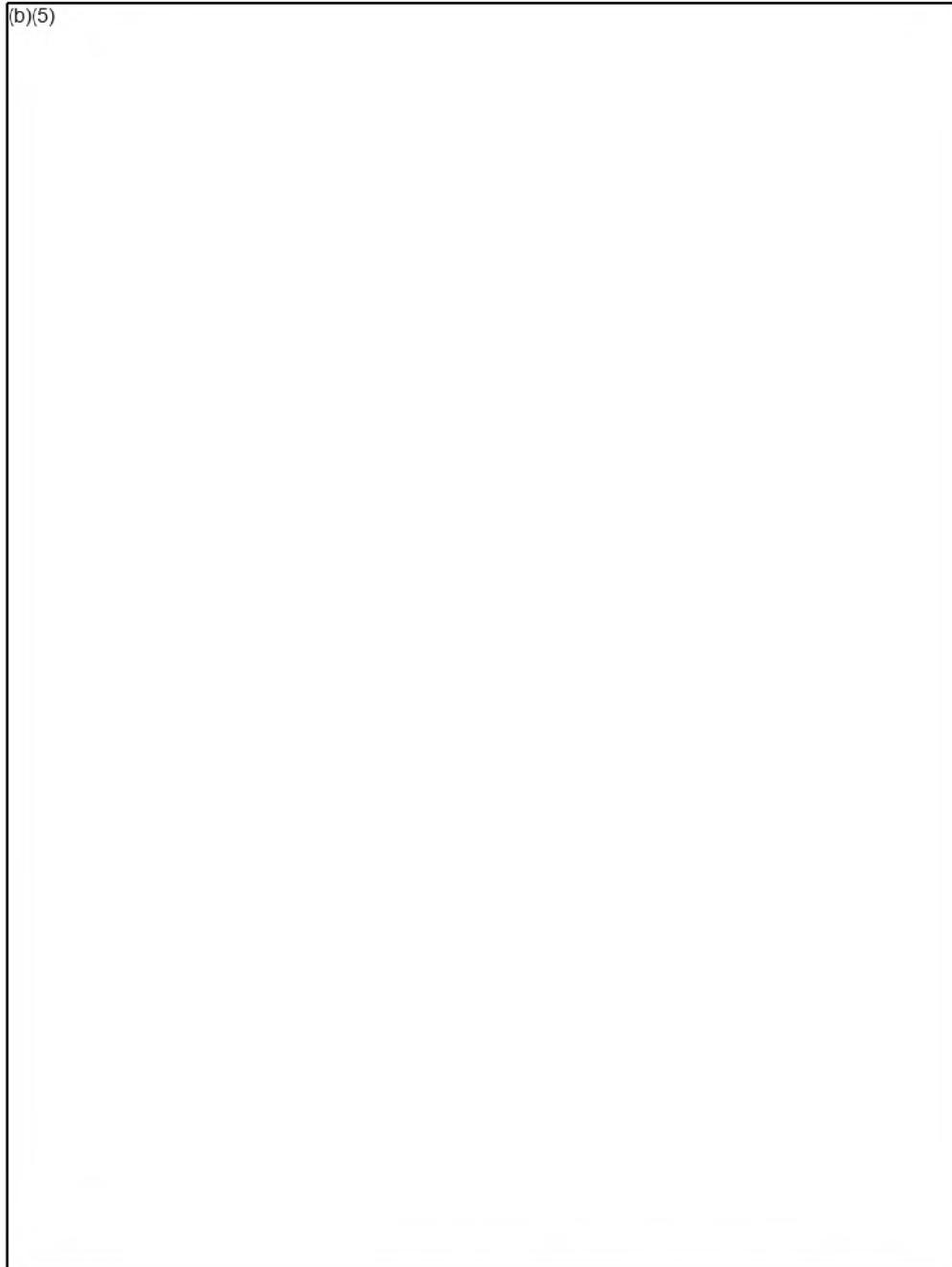
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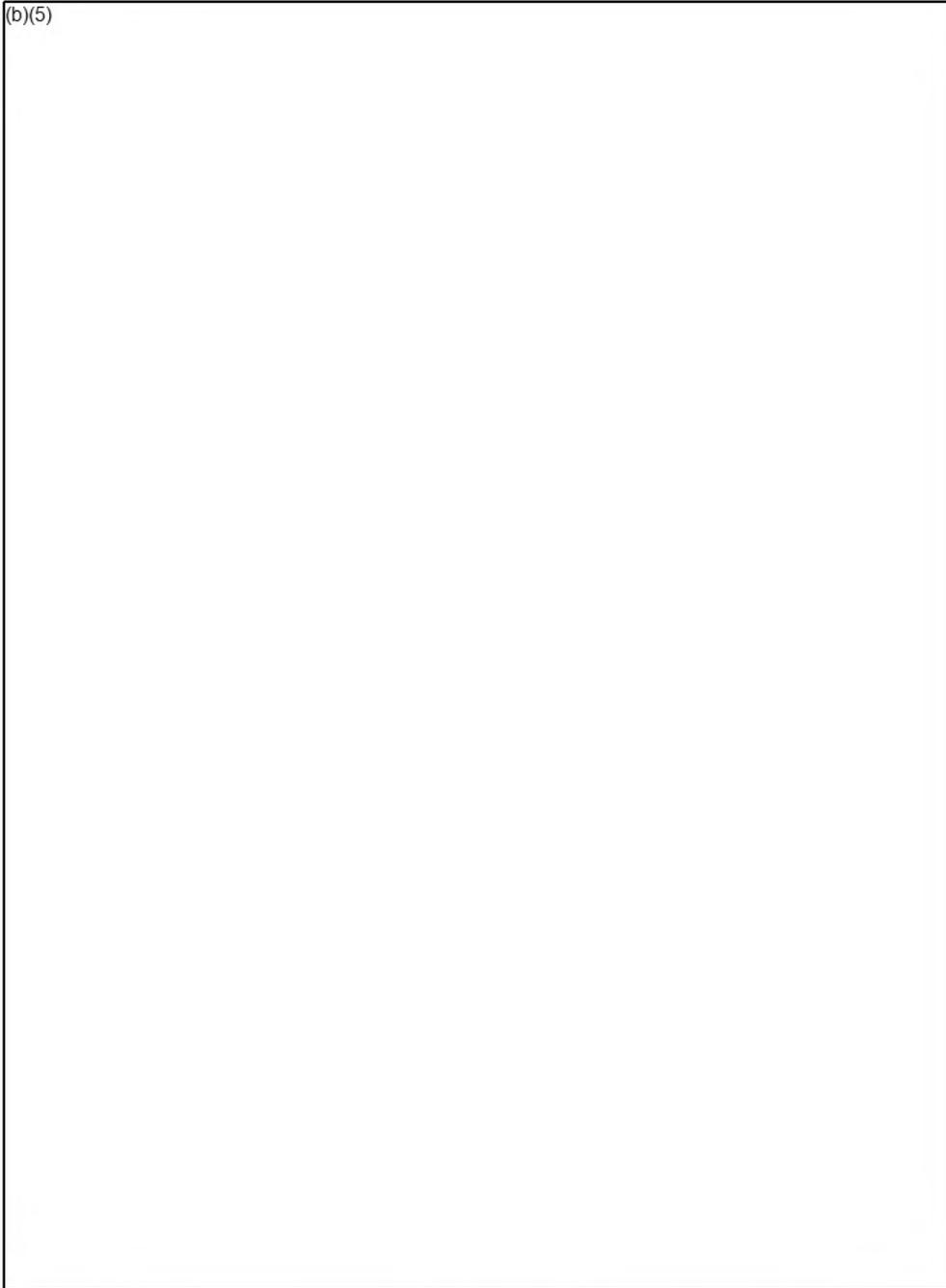


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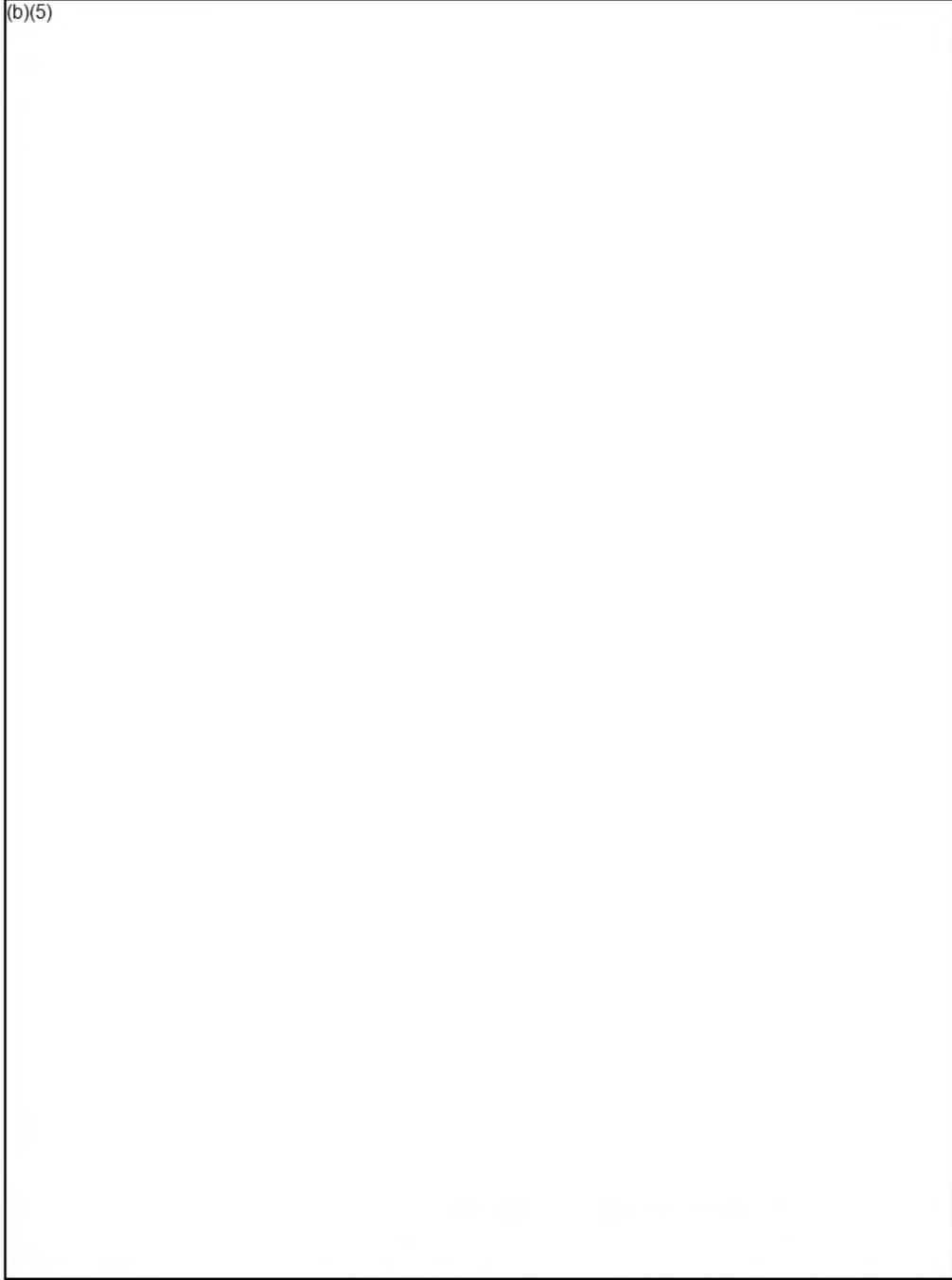


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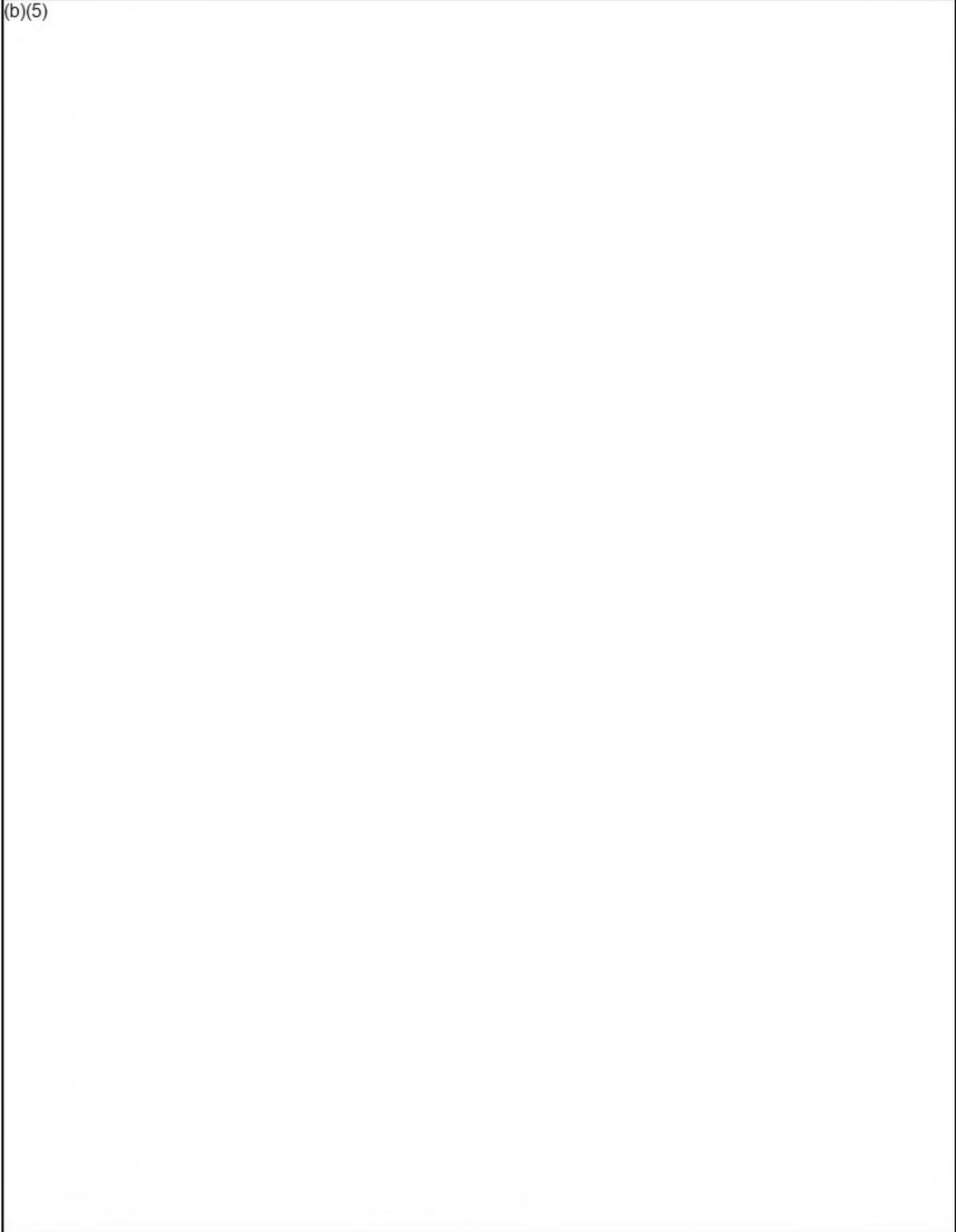


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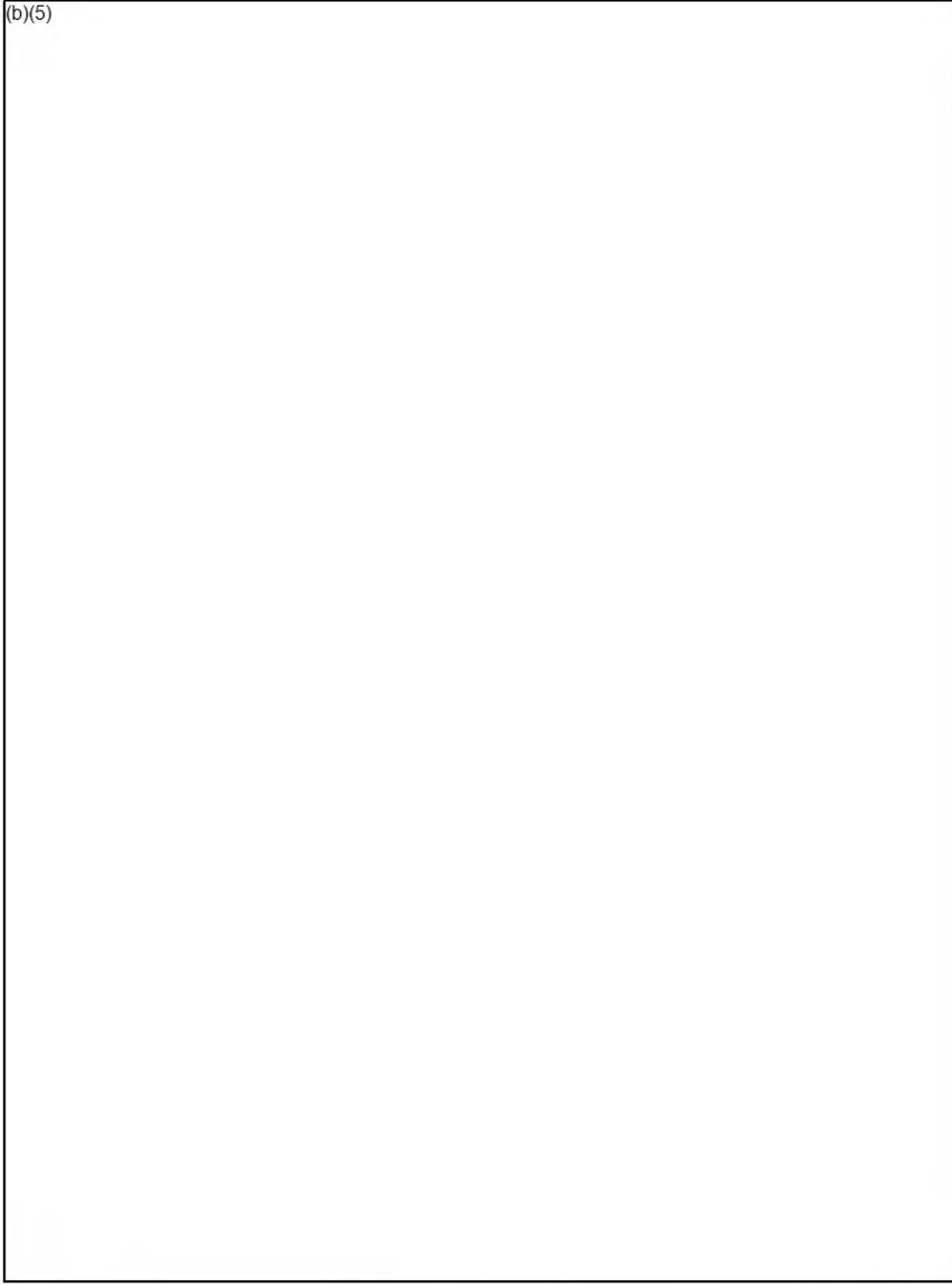


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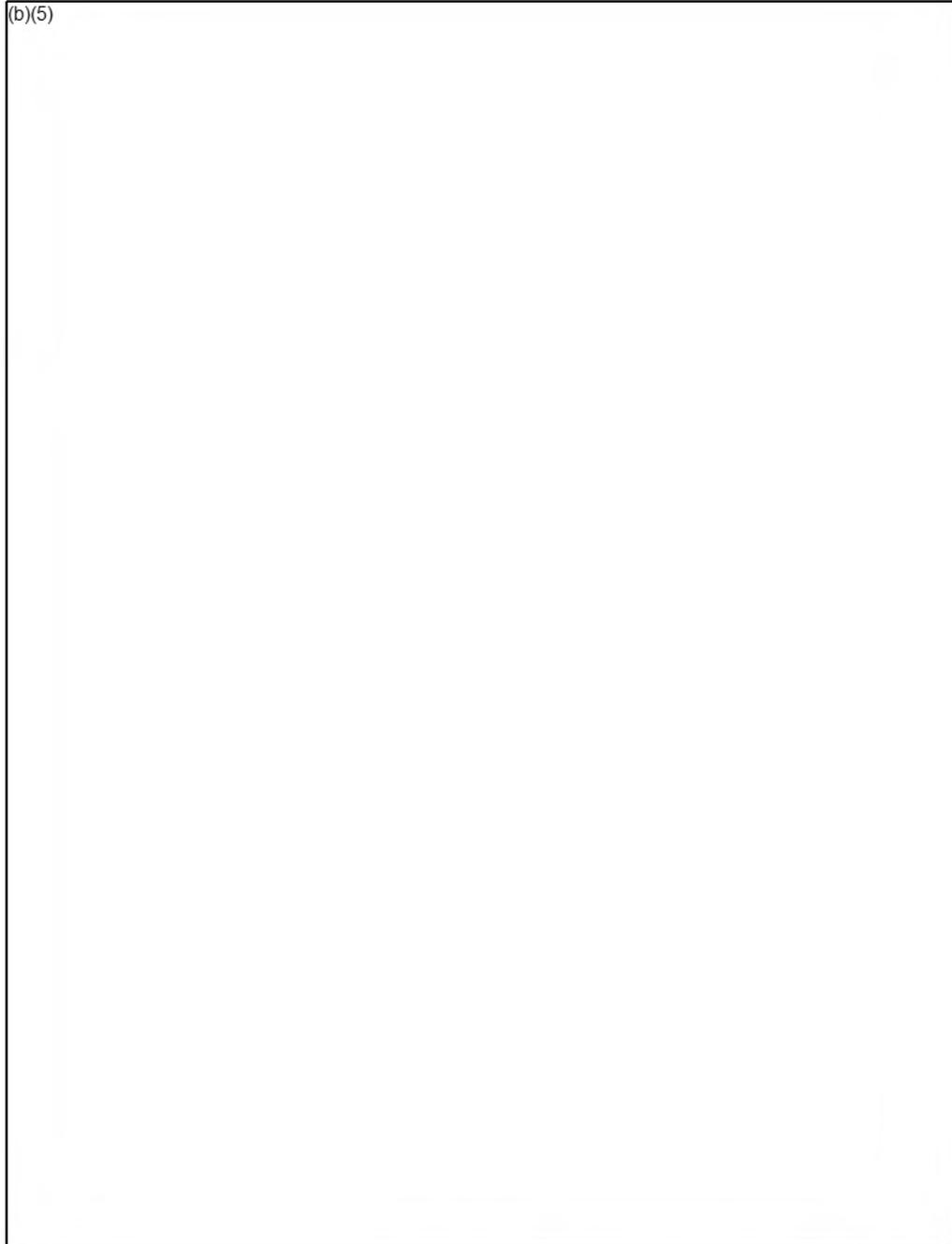
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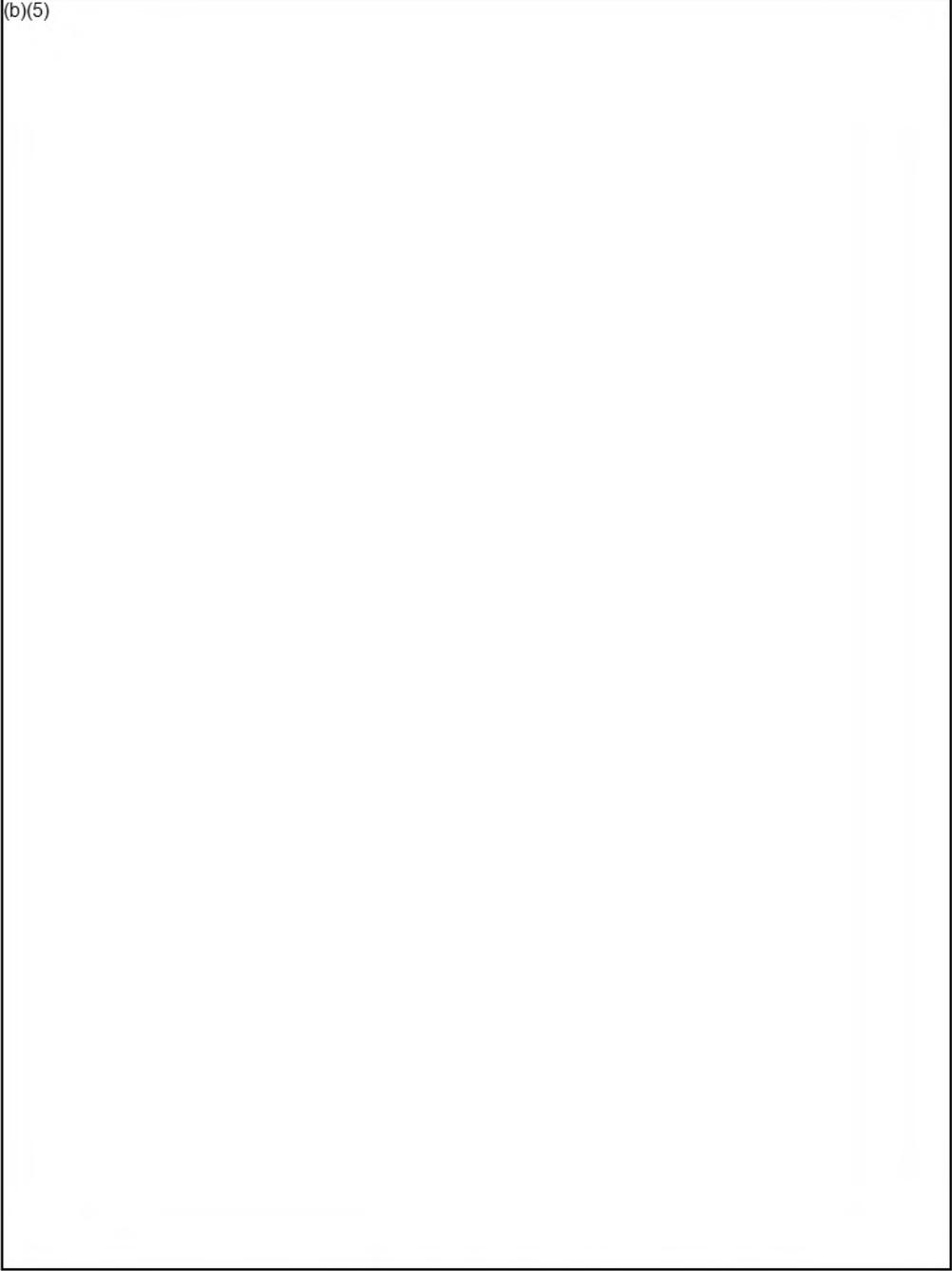
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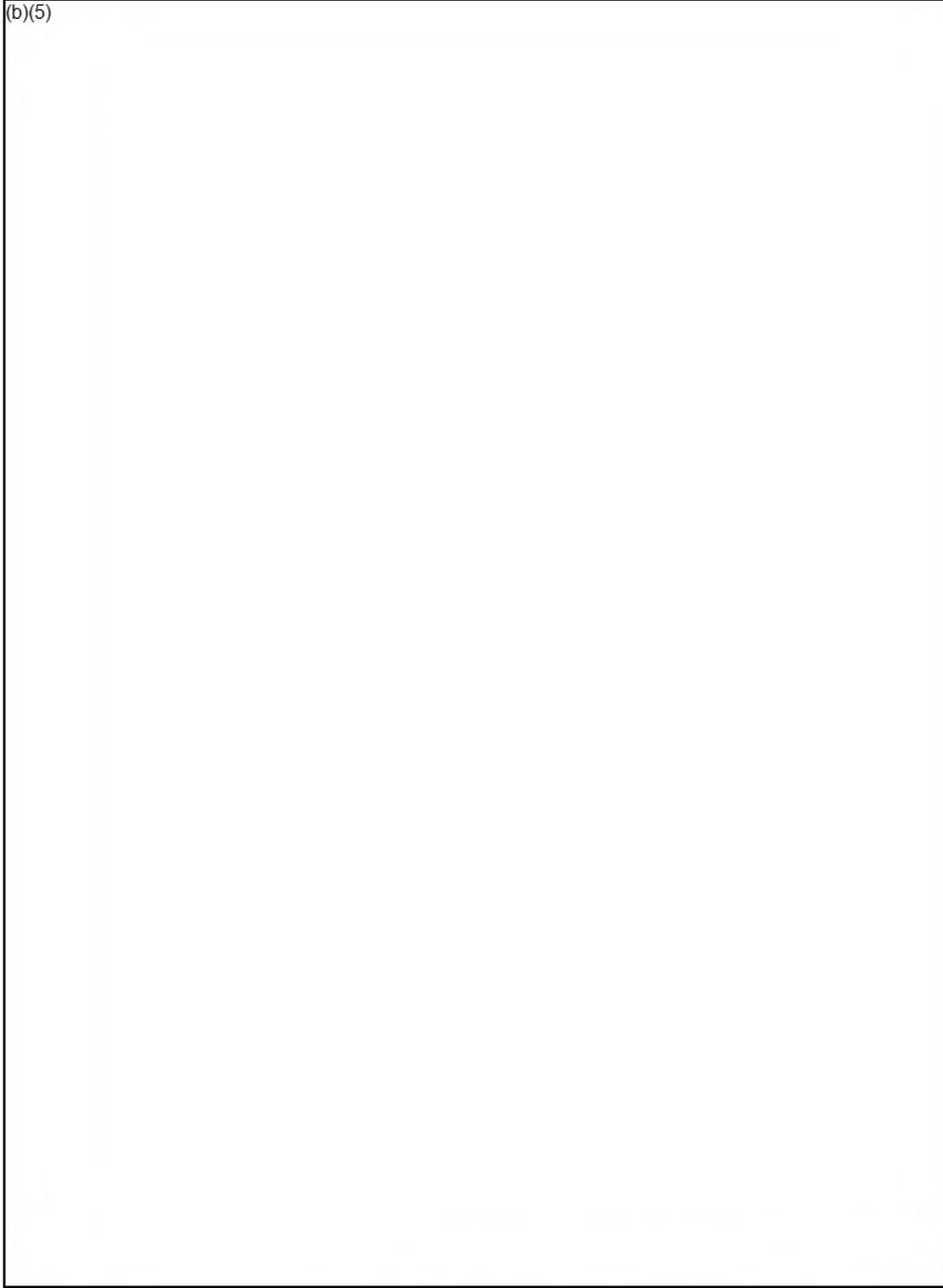


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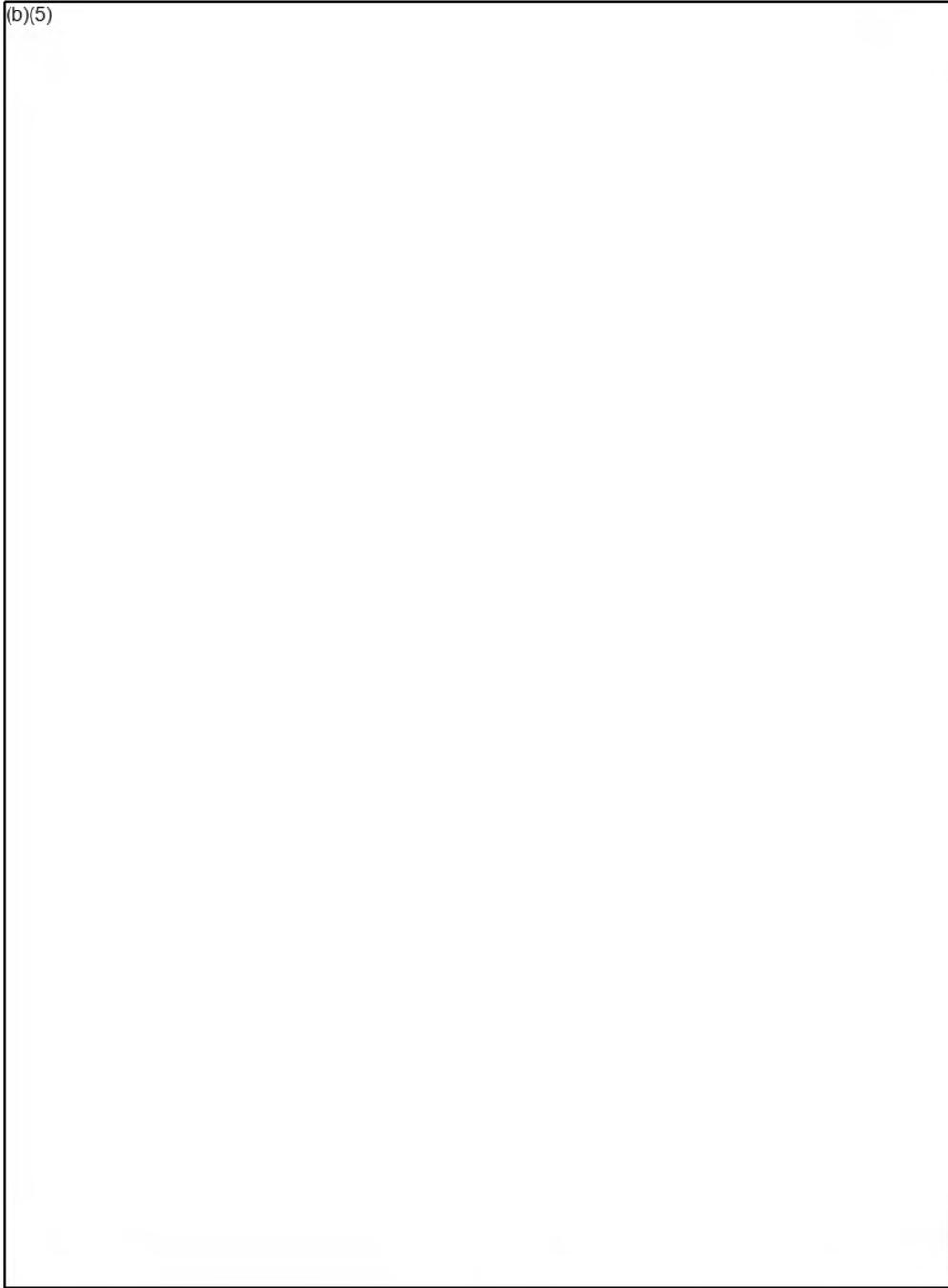
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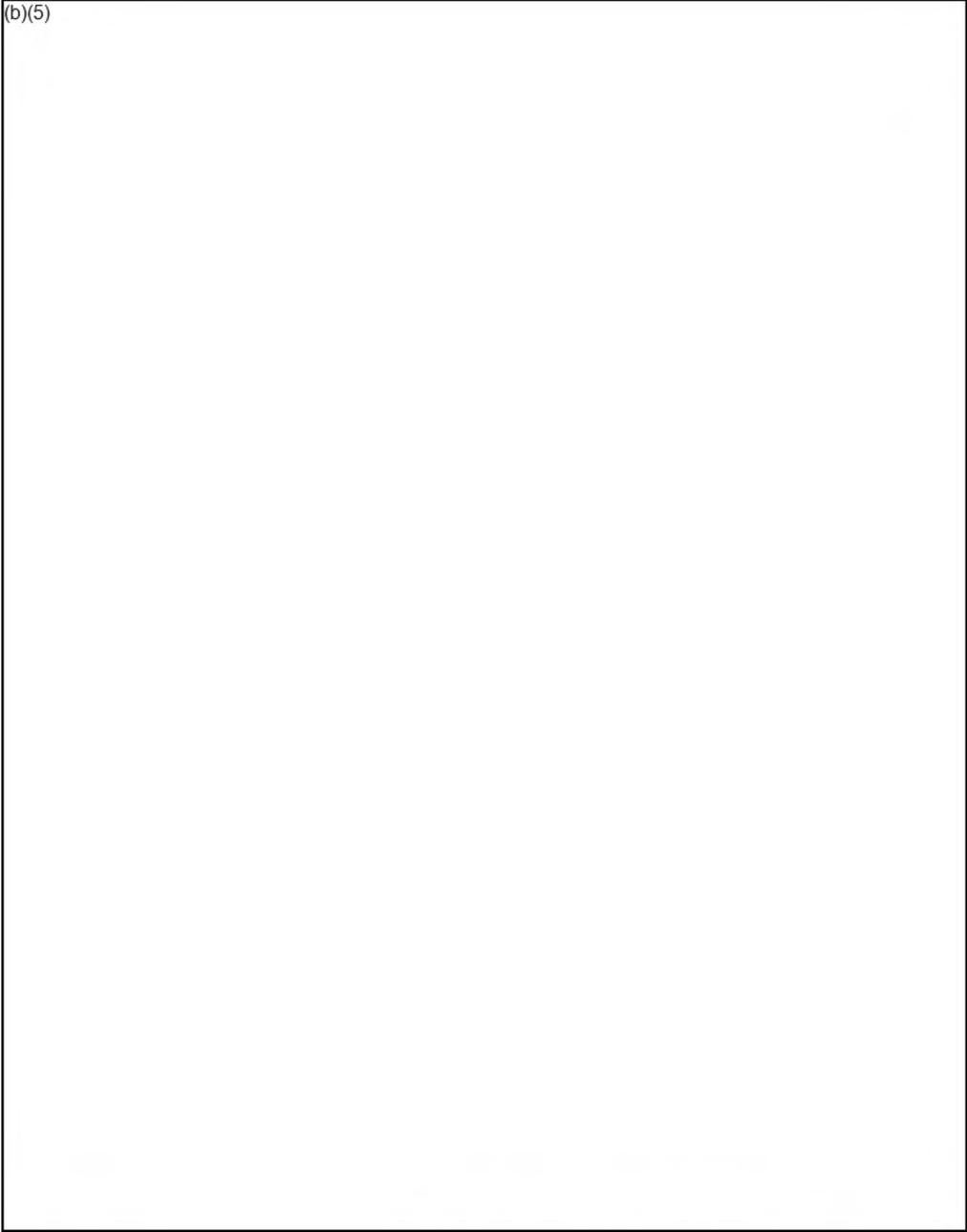
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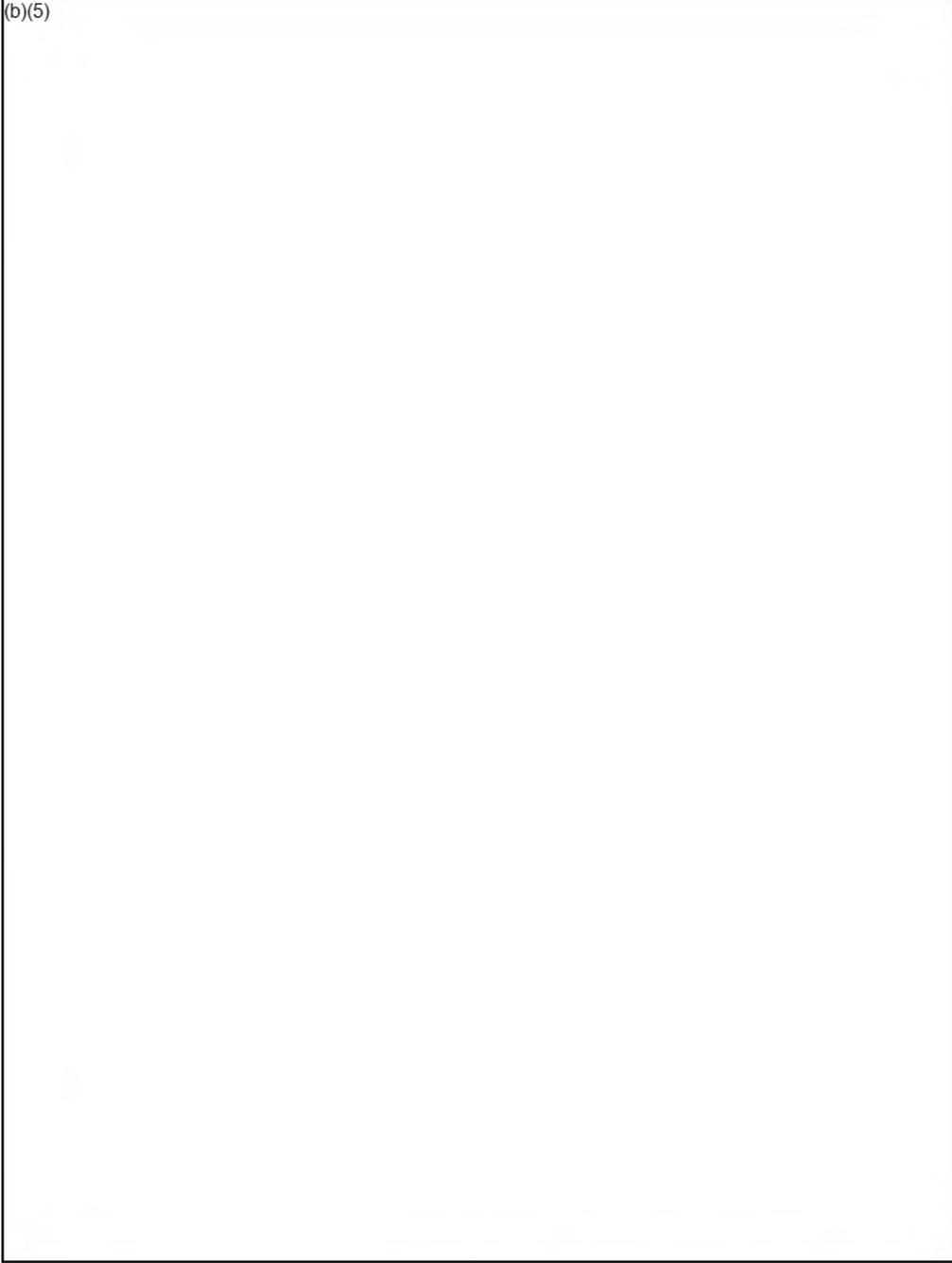


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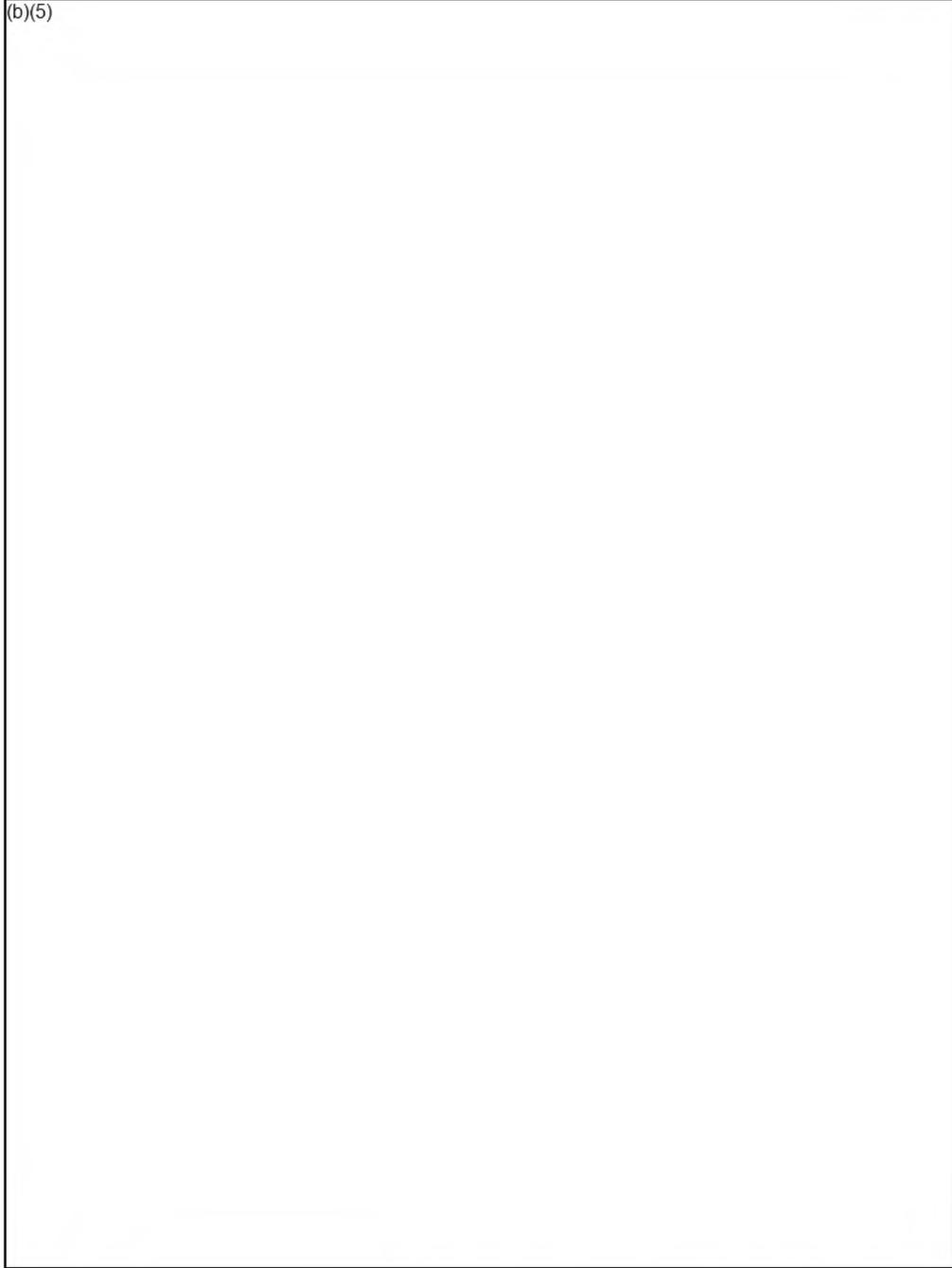


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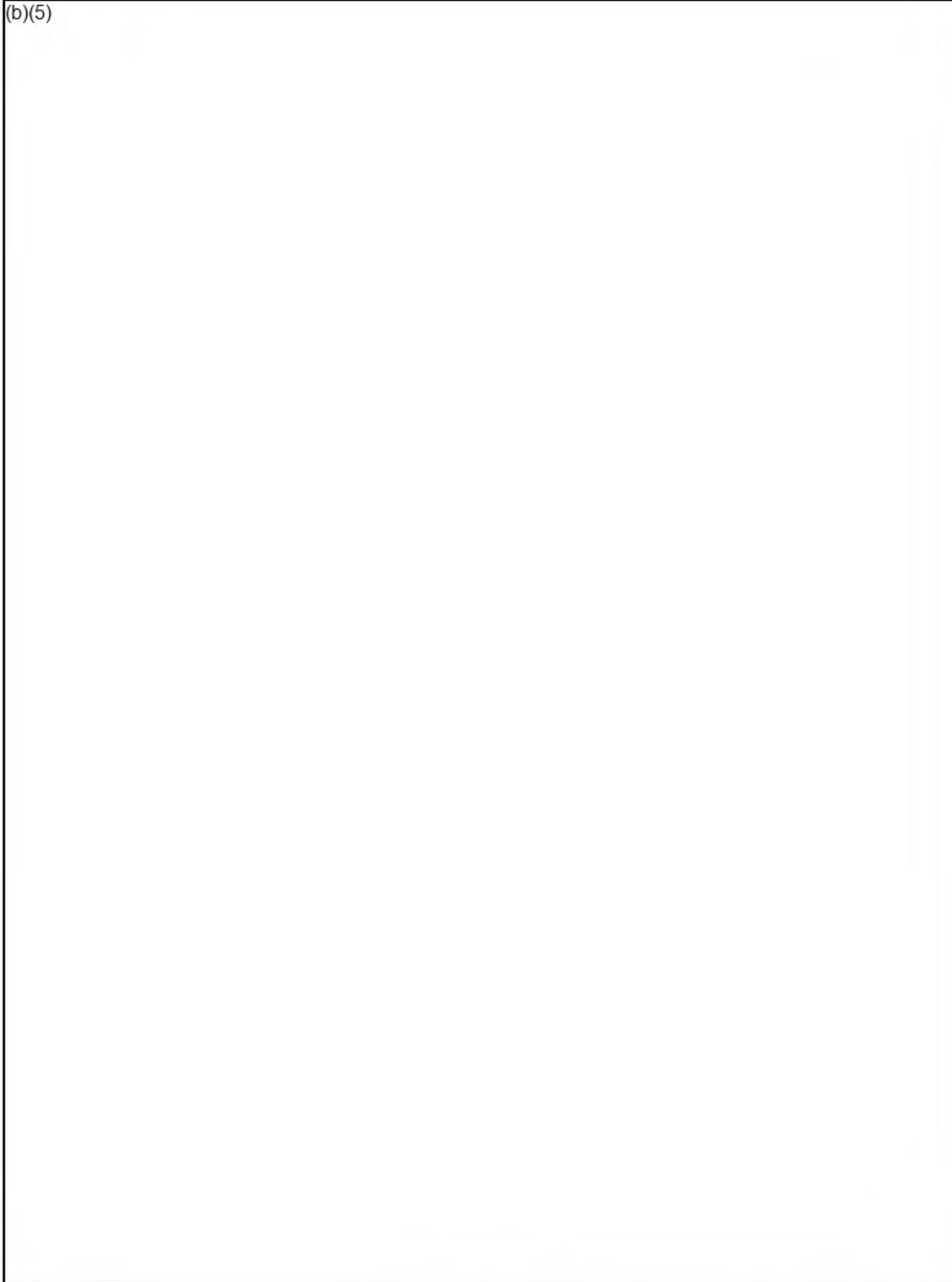


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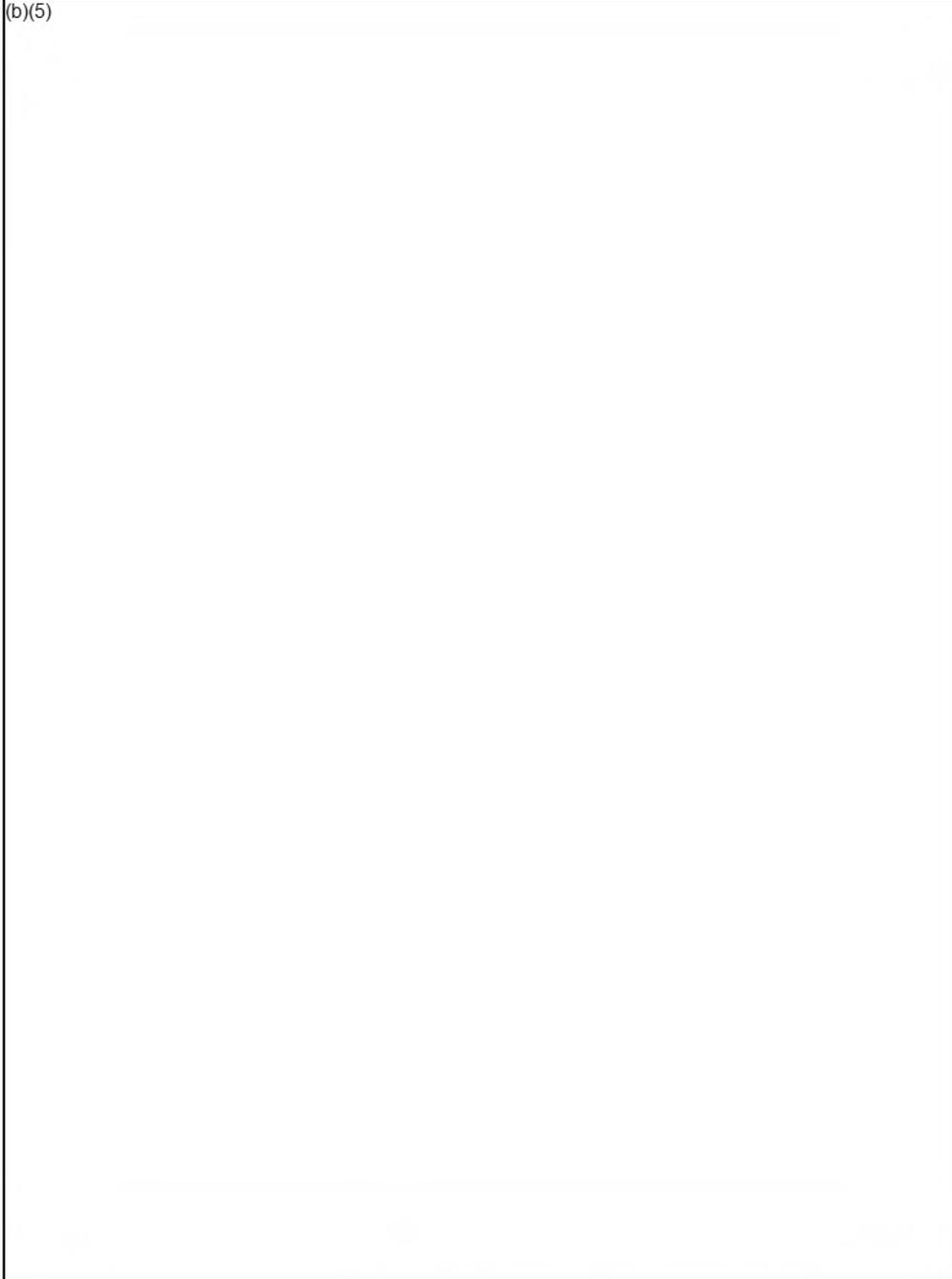
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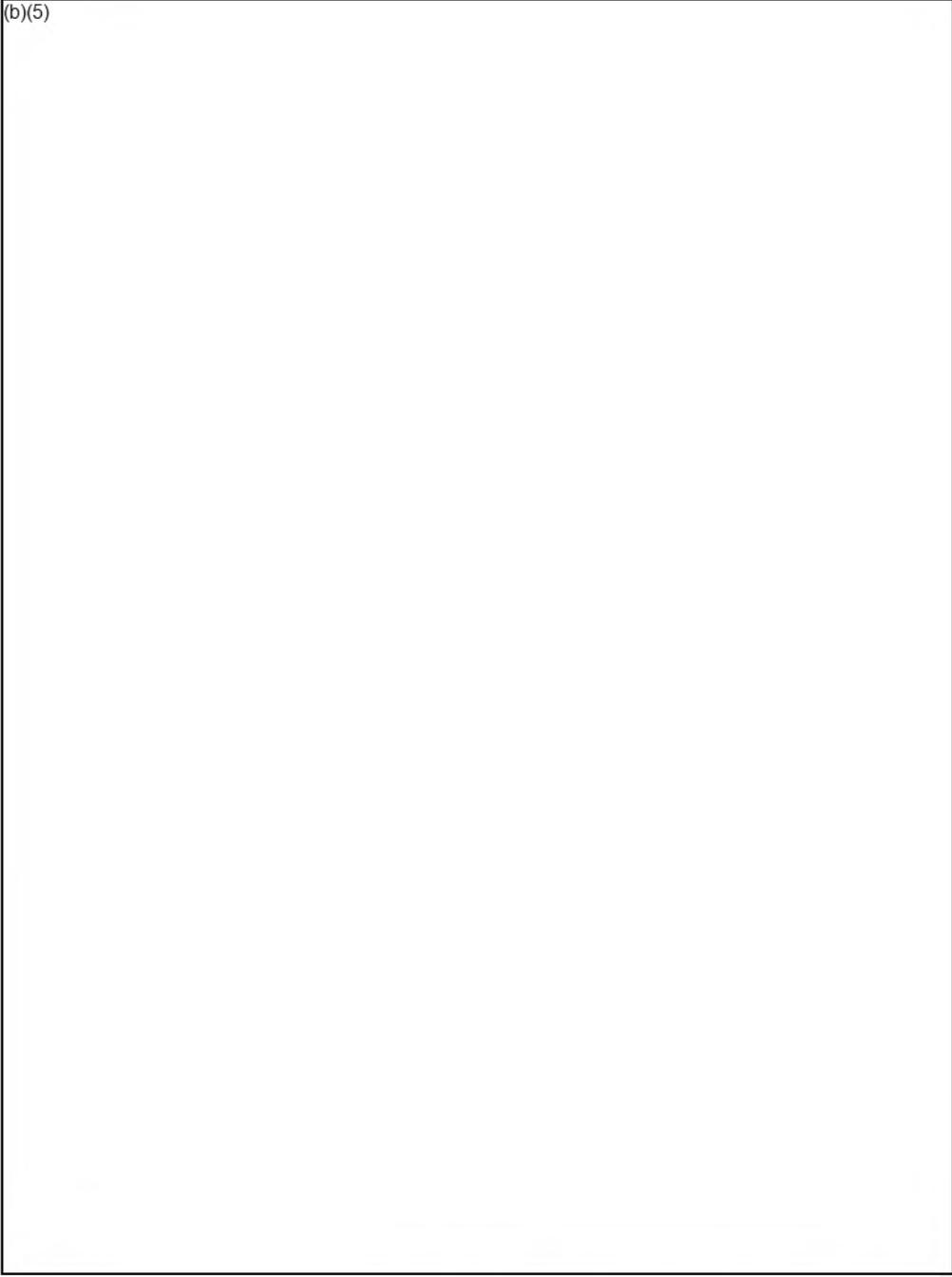
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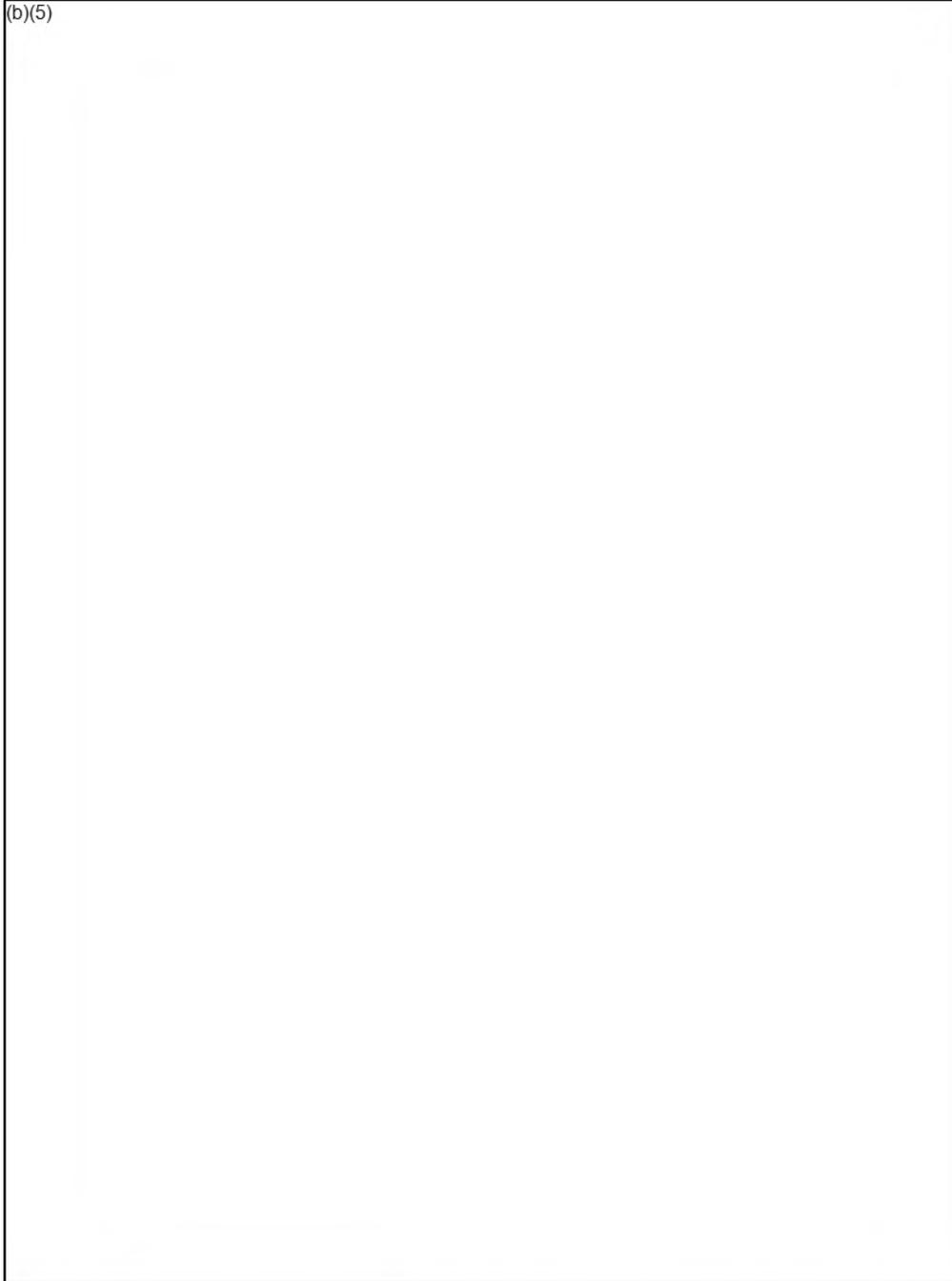
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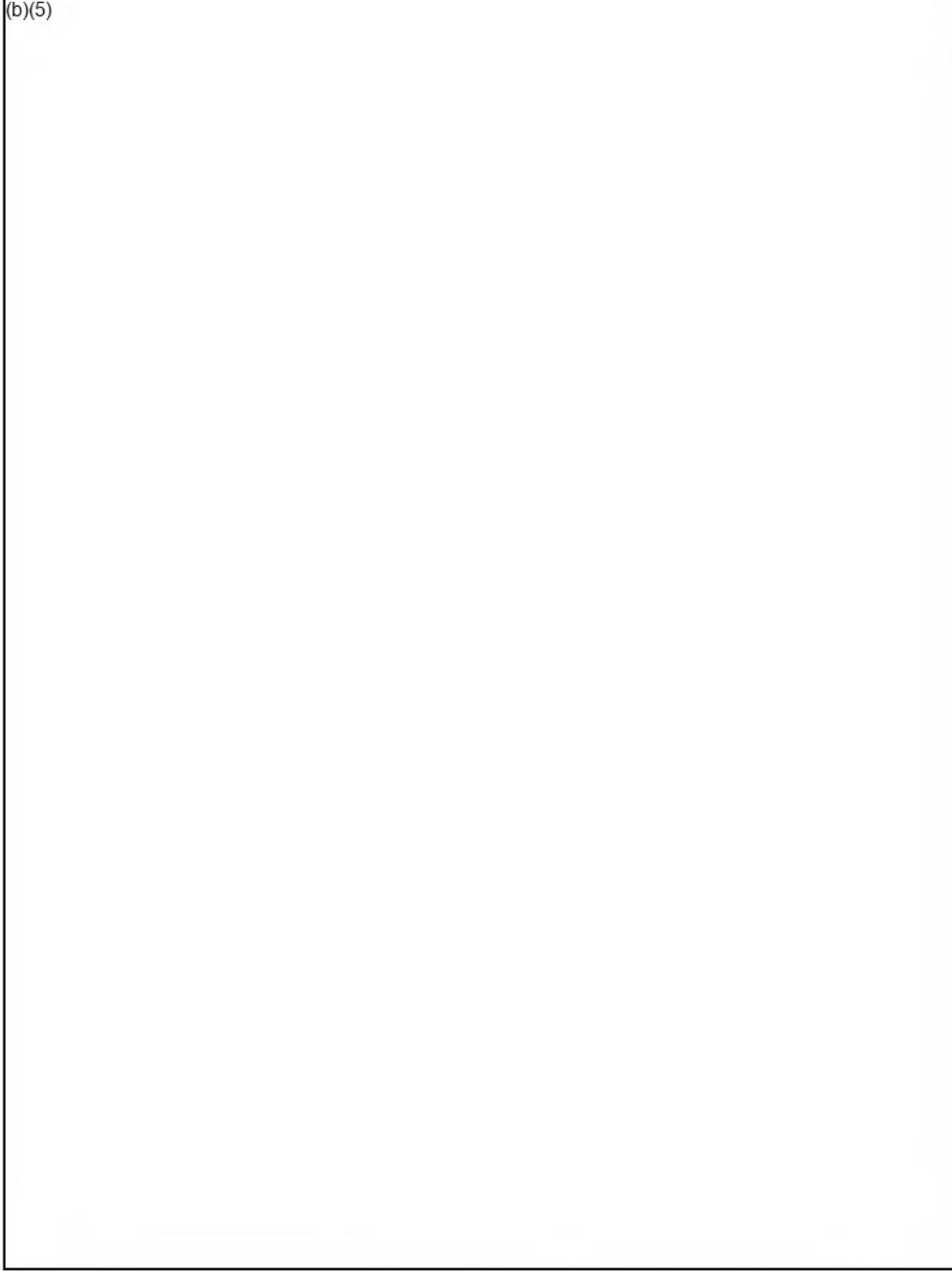
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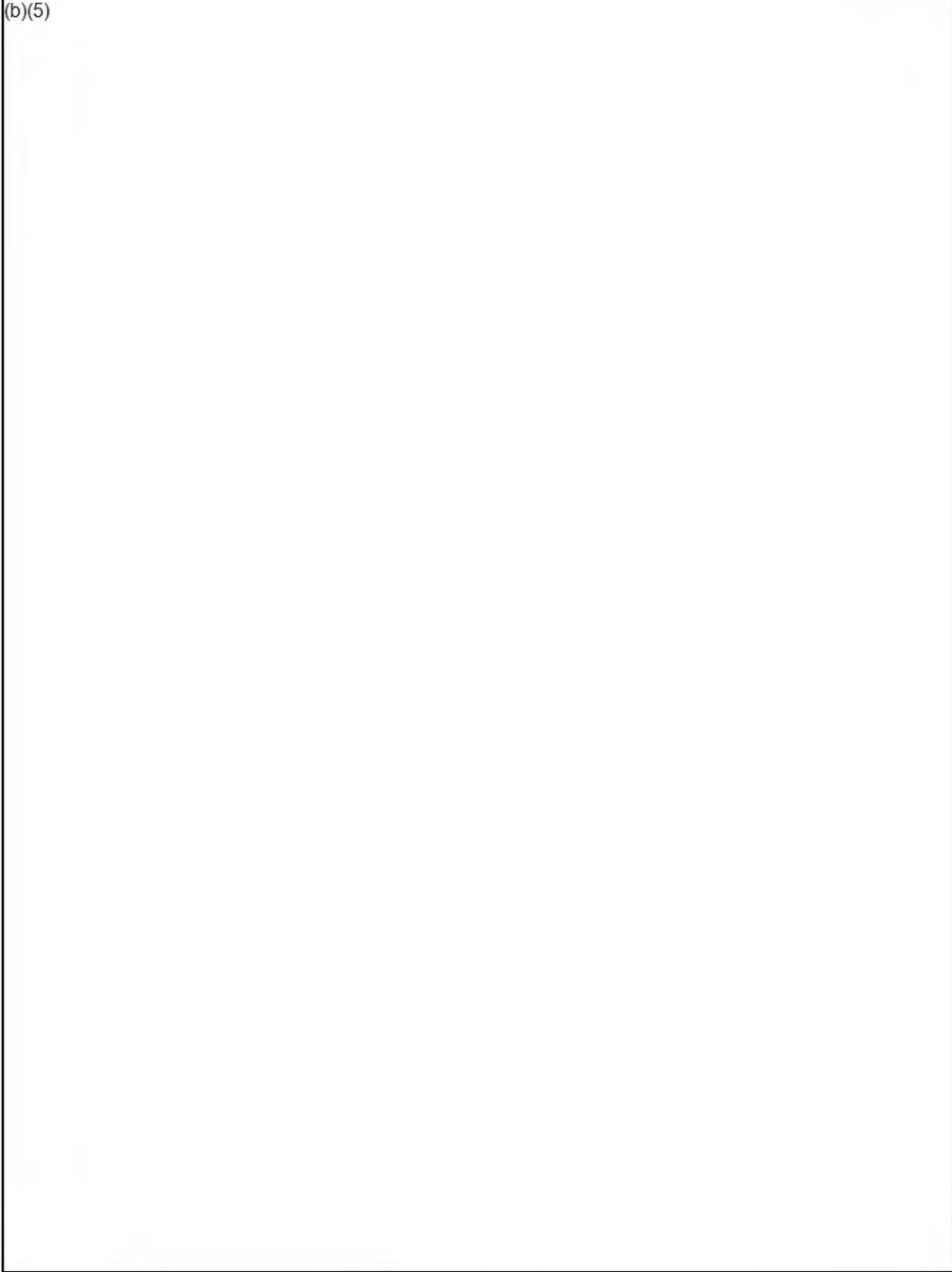
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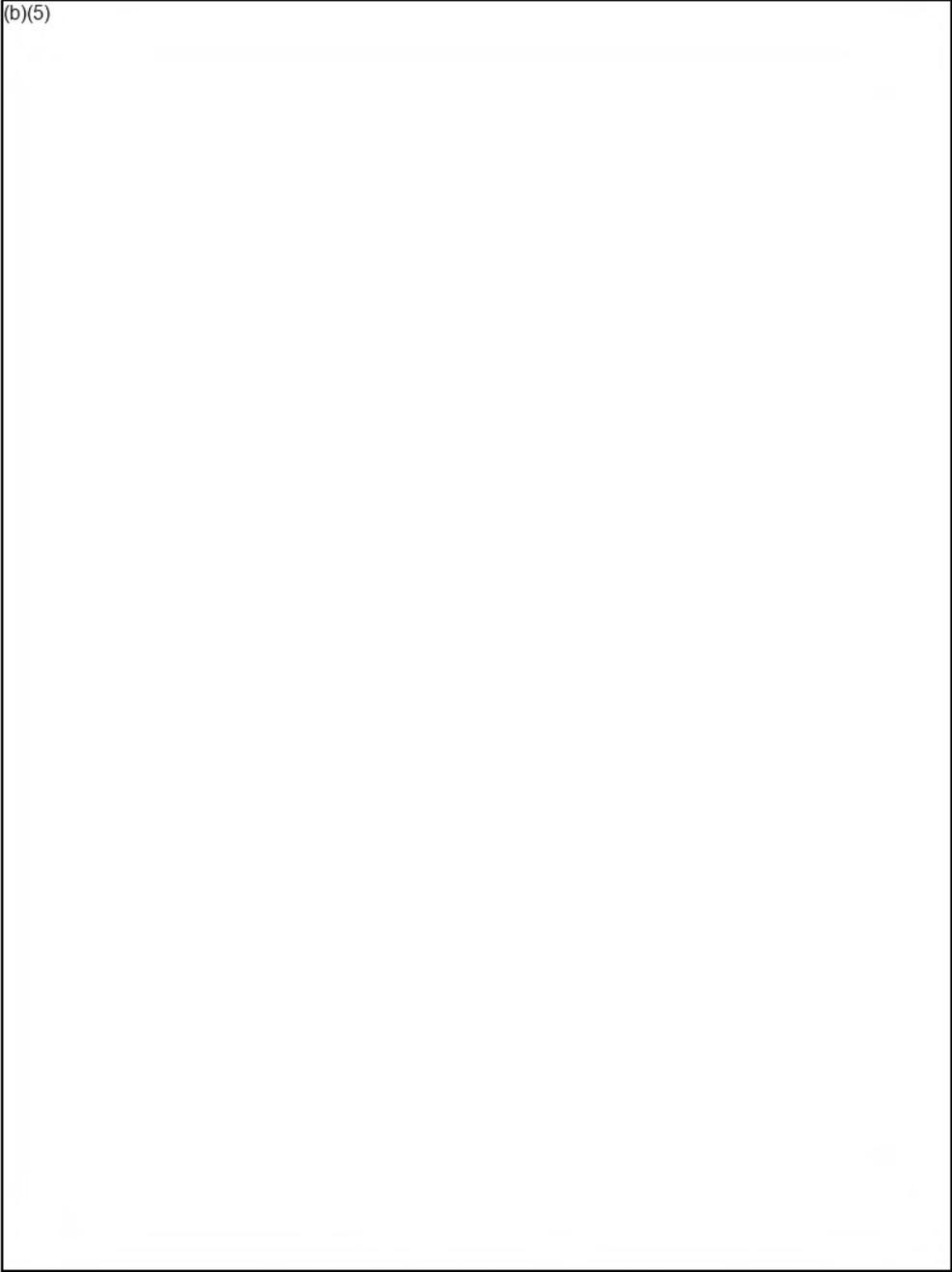
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December 2020

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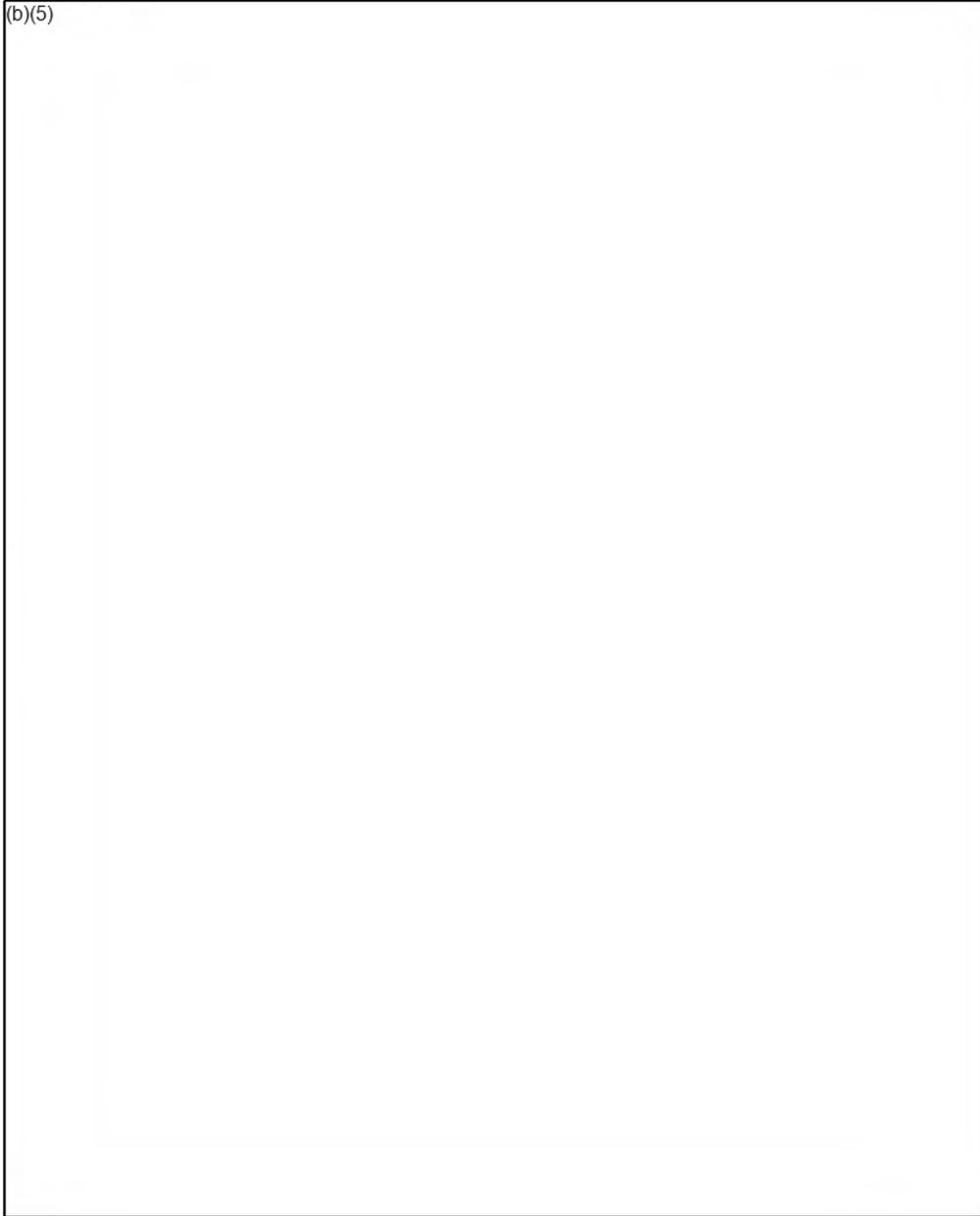
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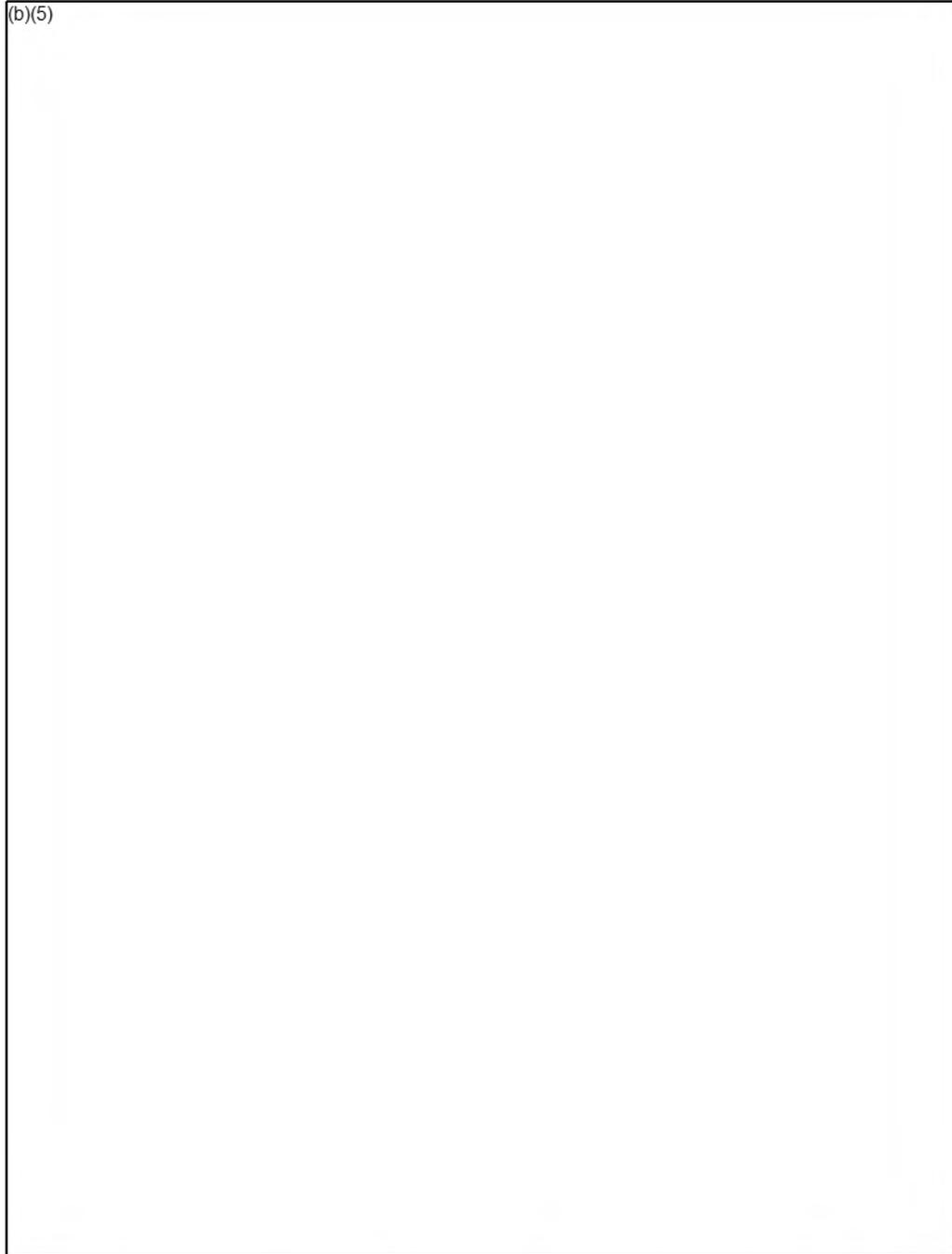
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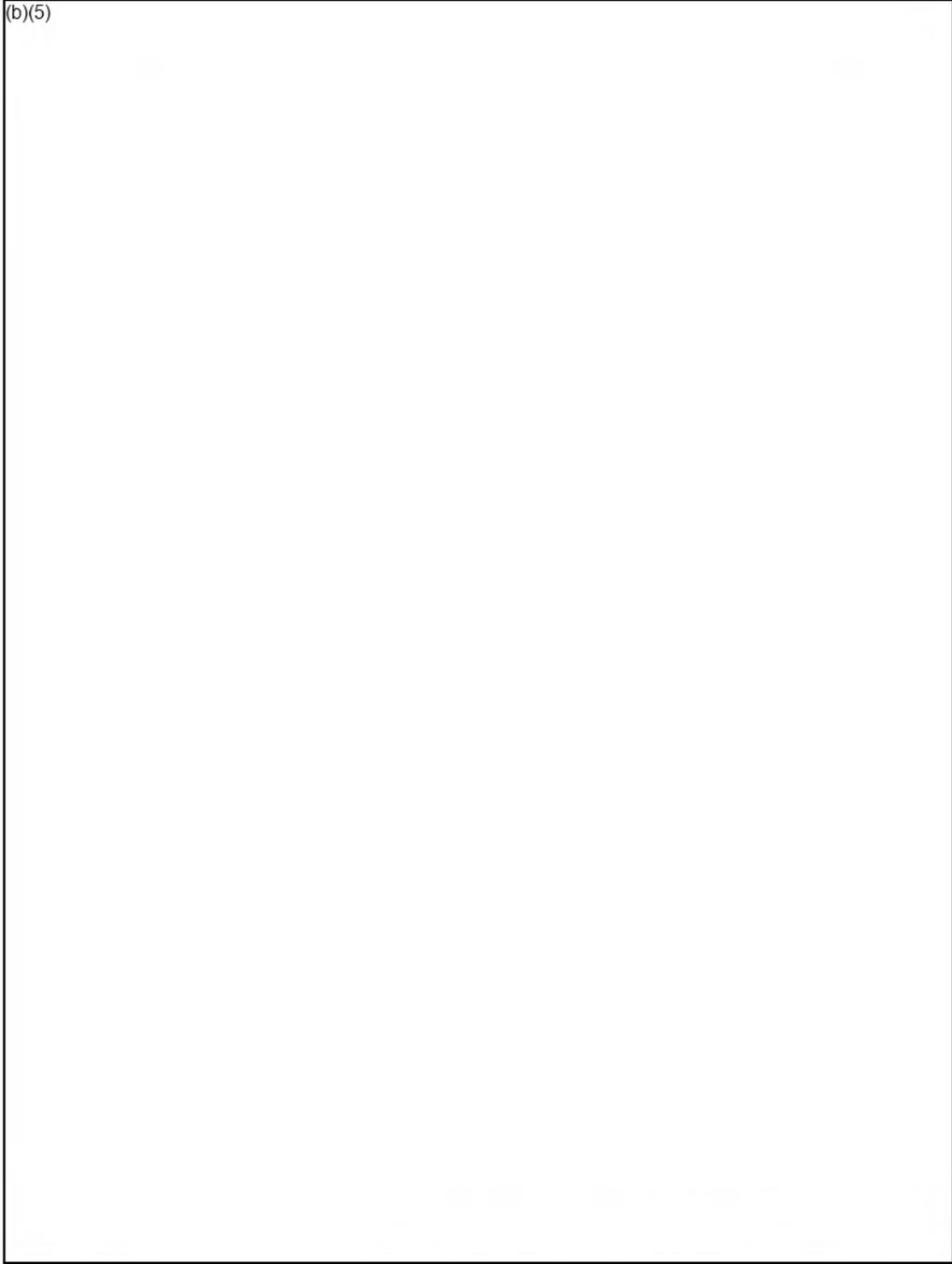
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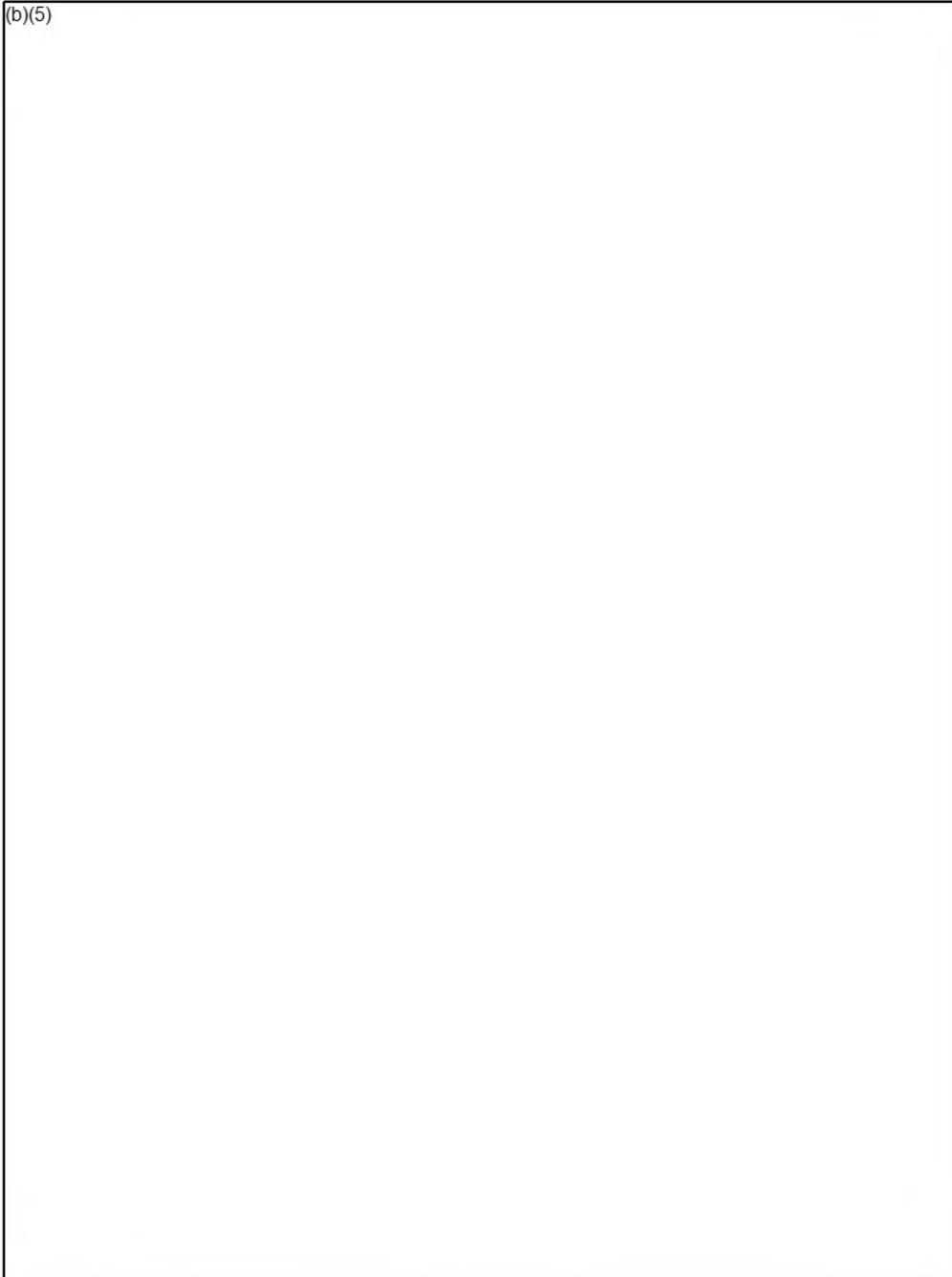
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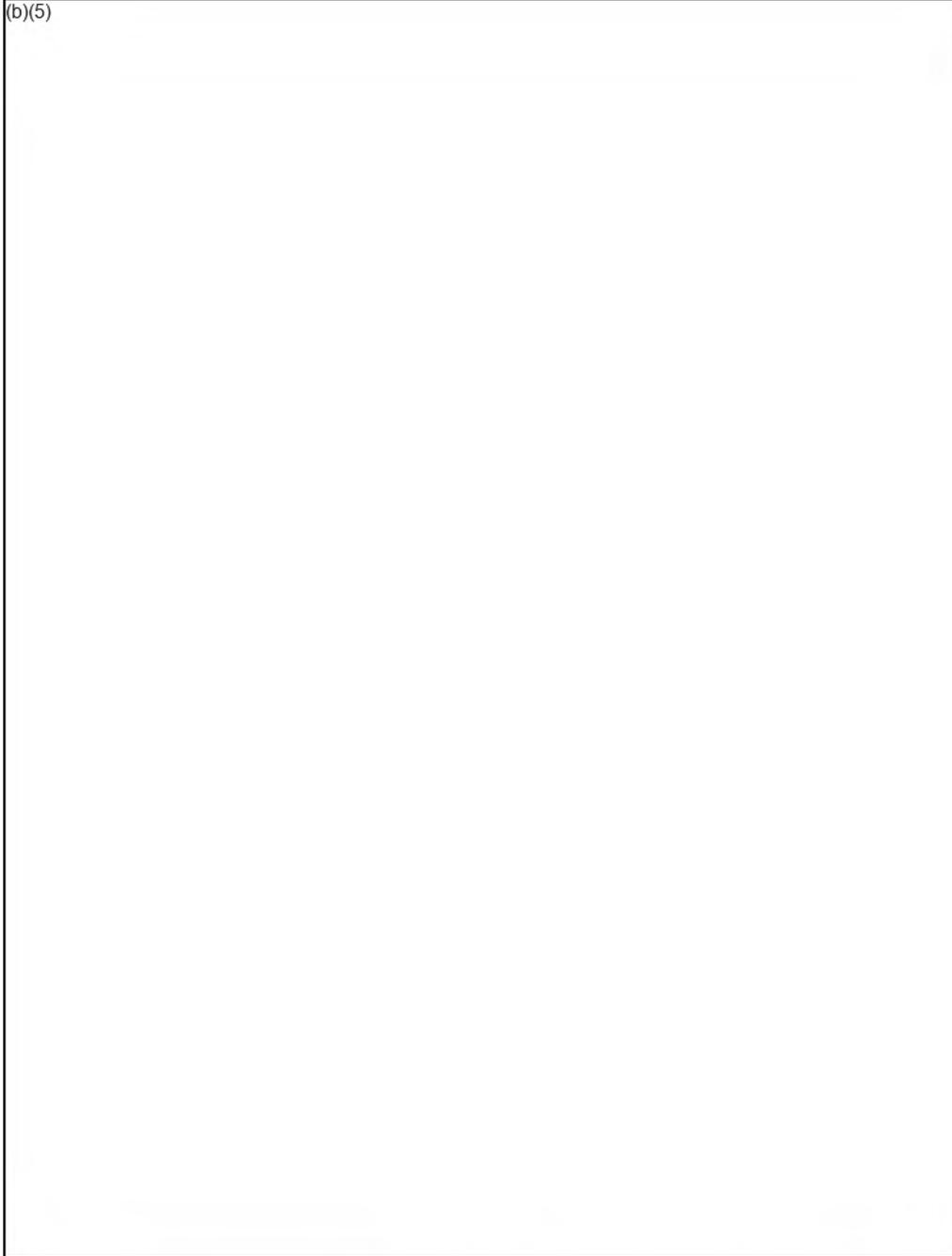
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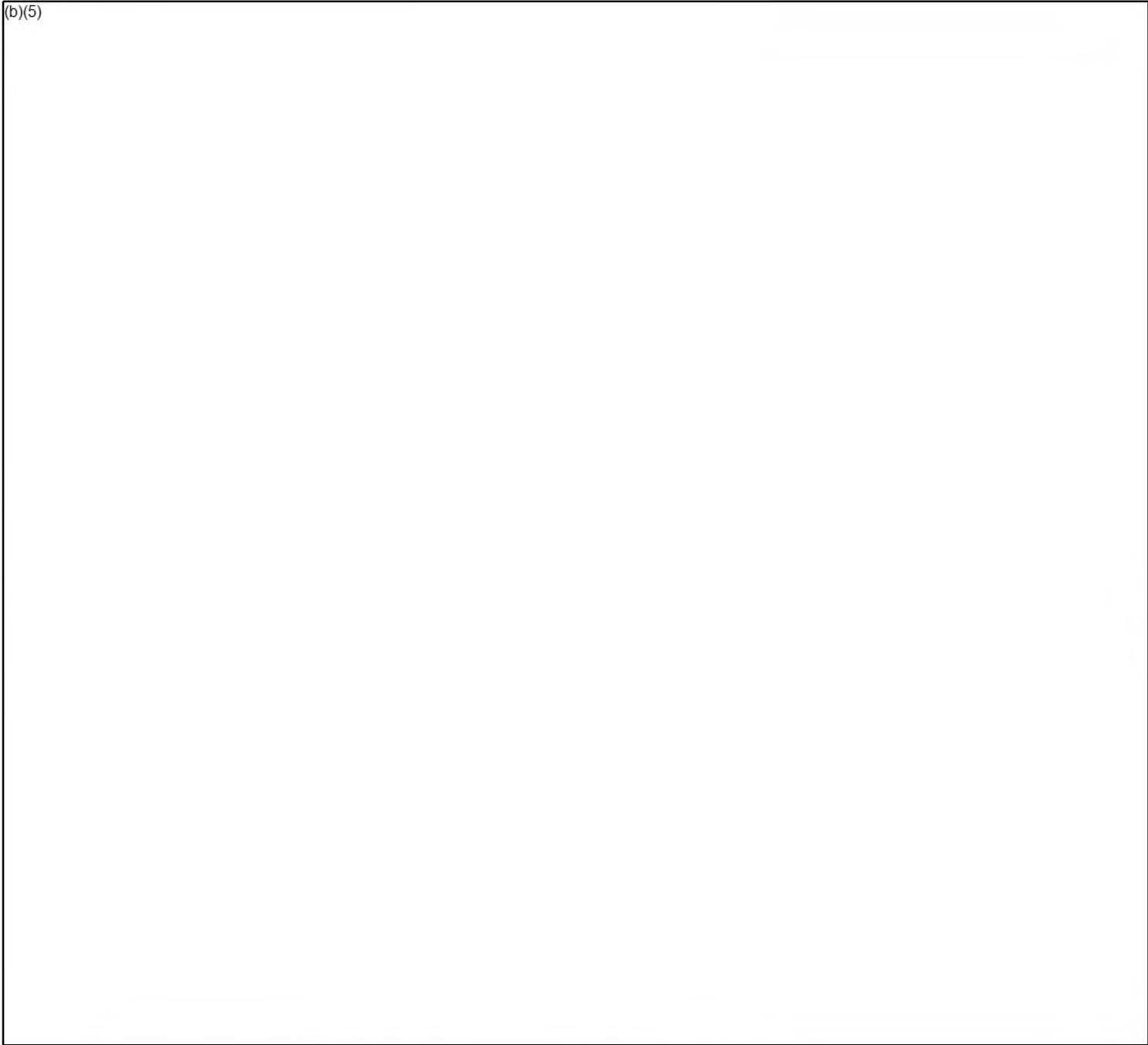
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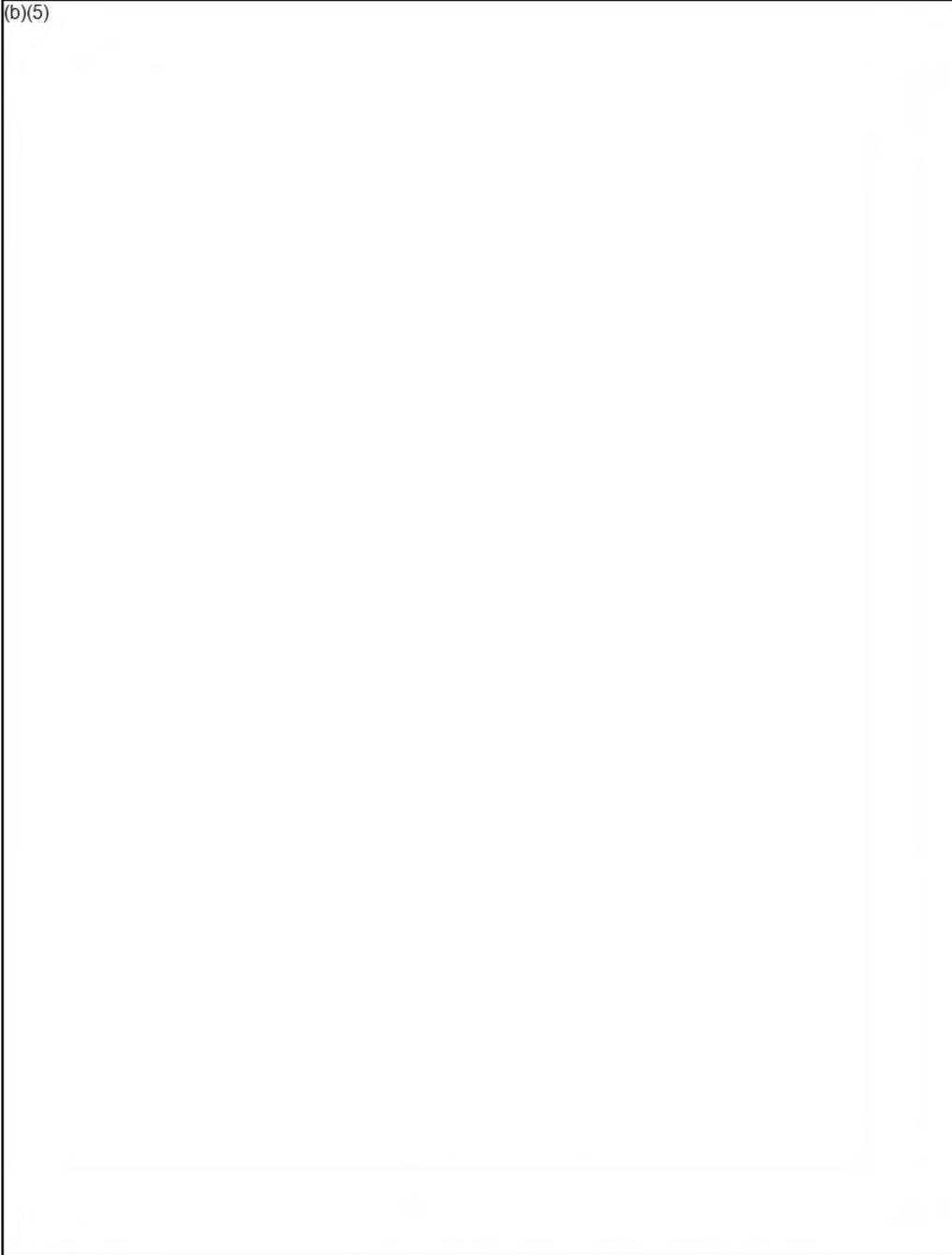
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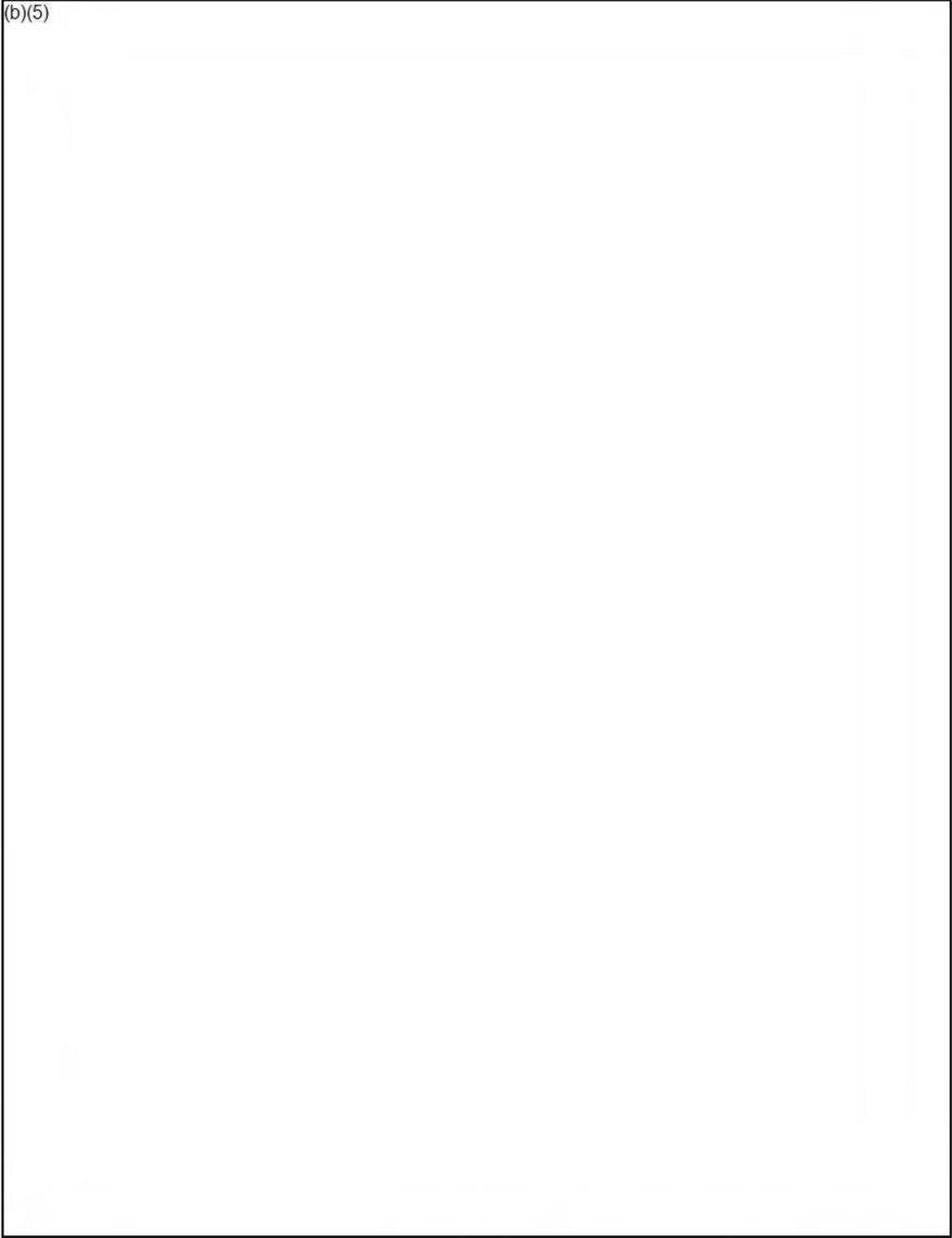


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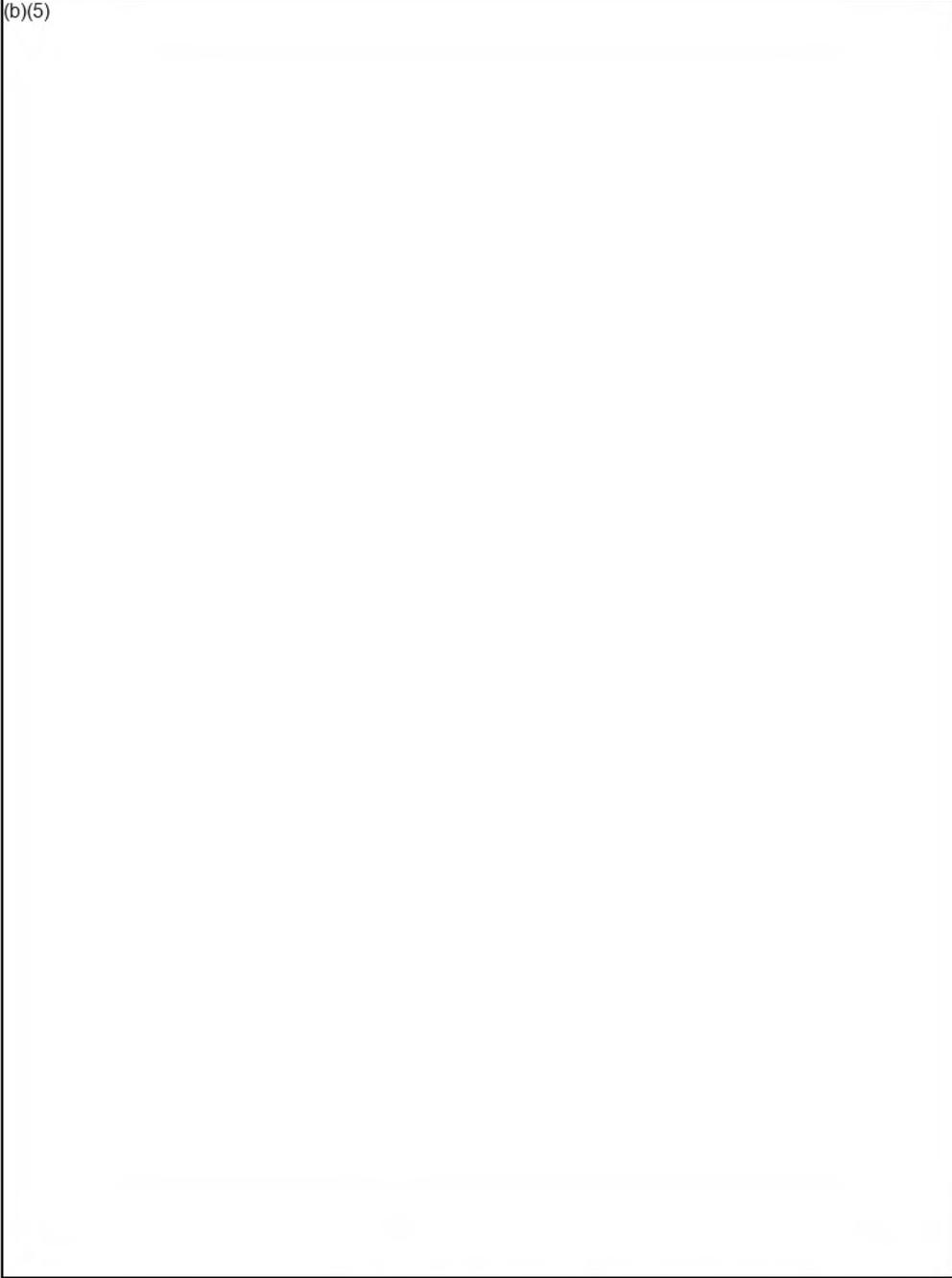
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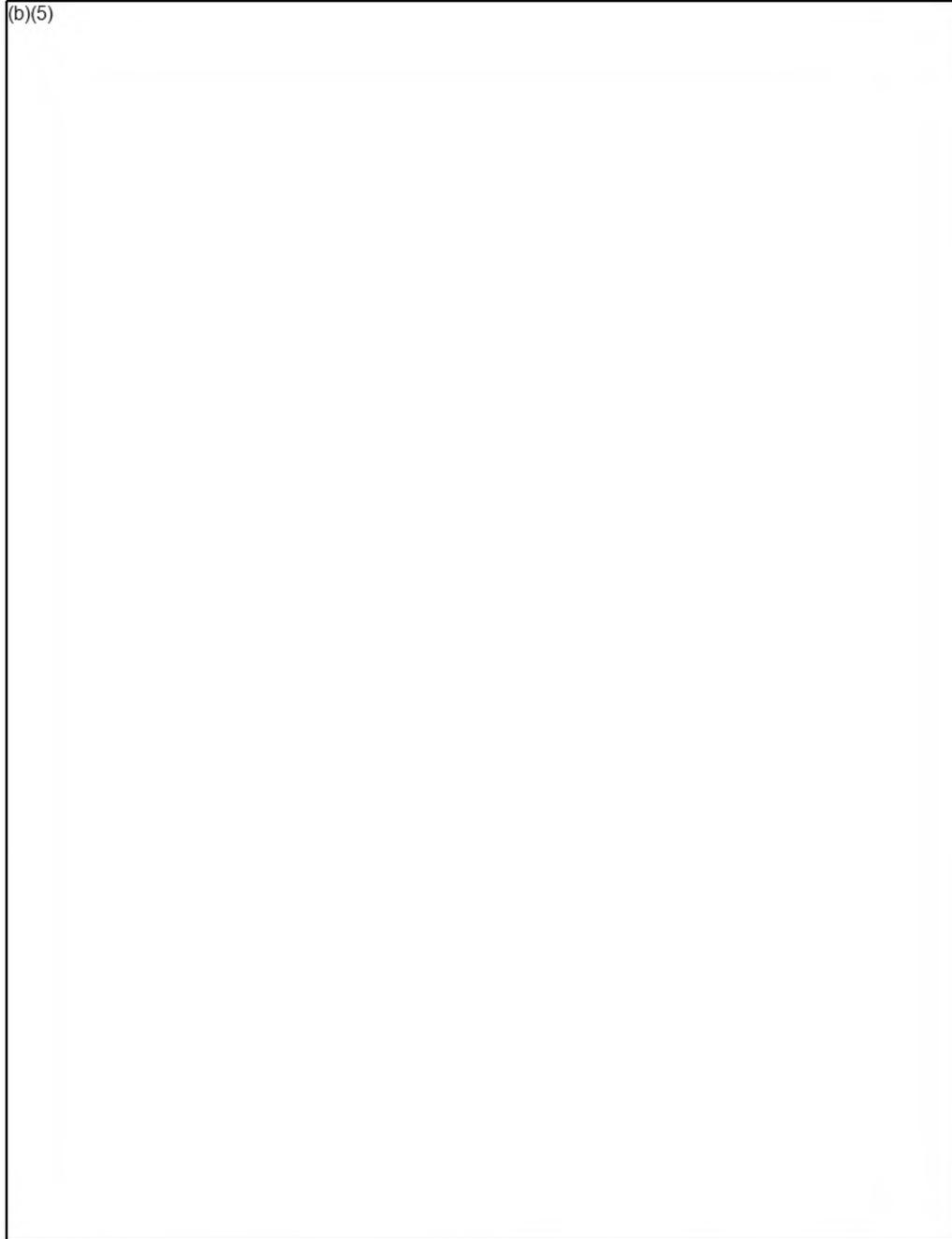
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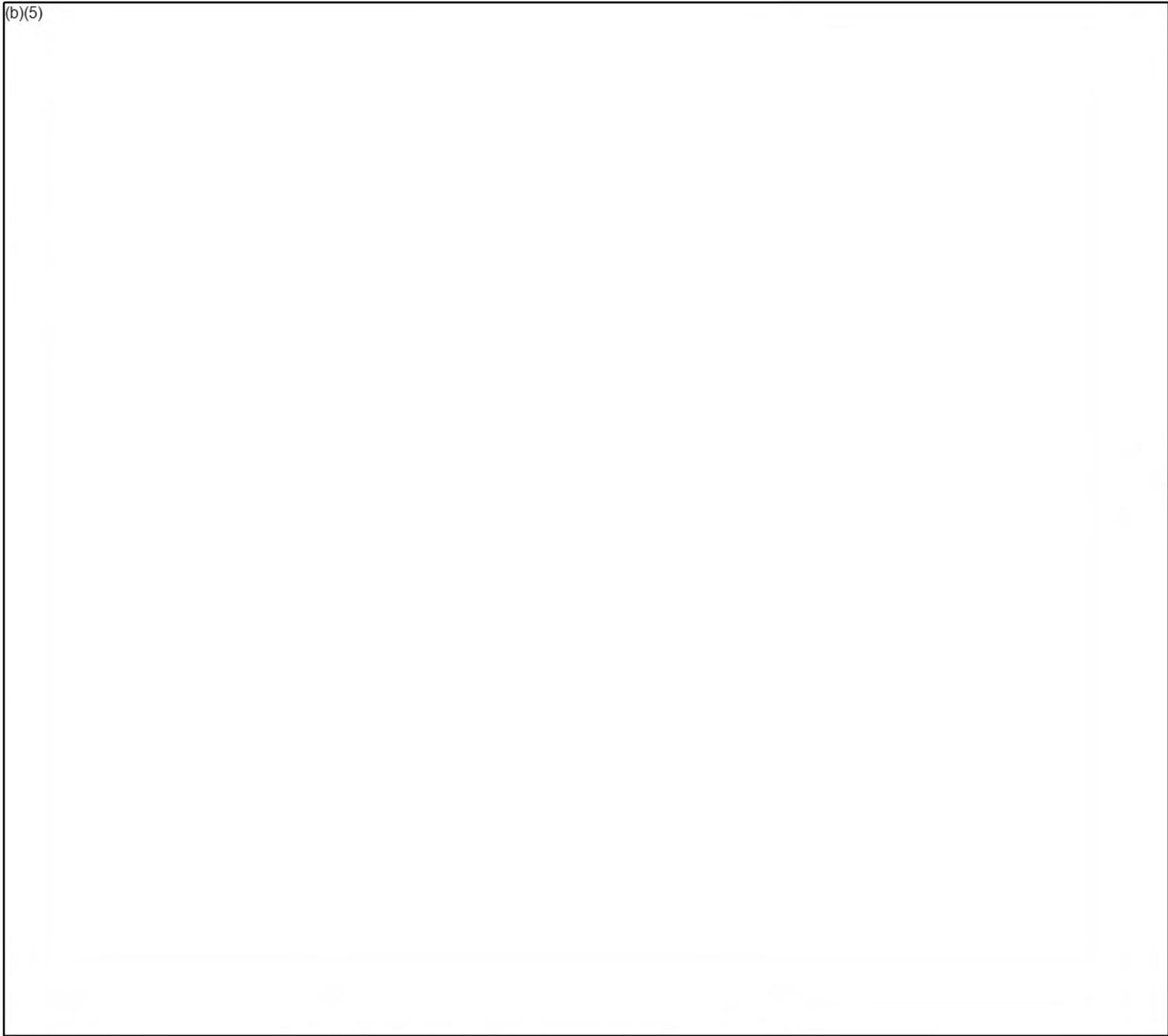
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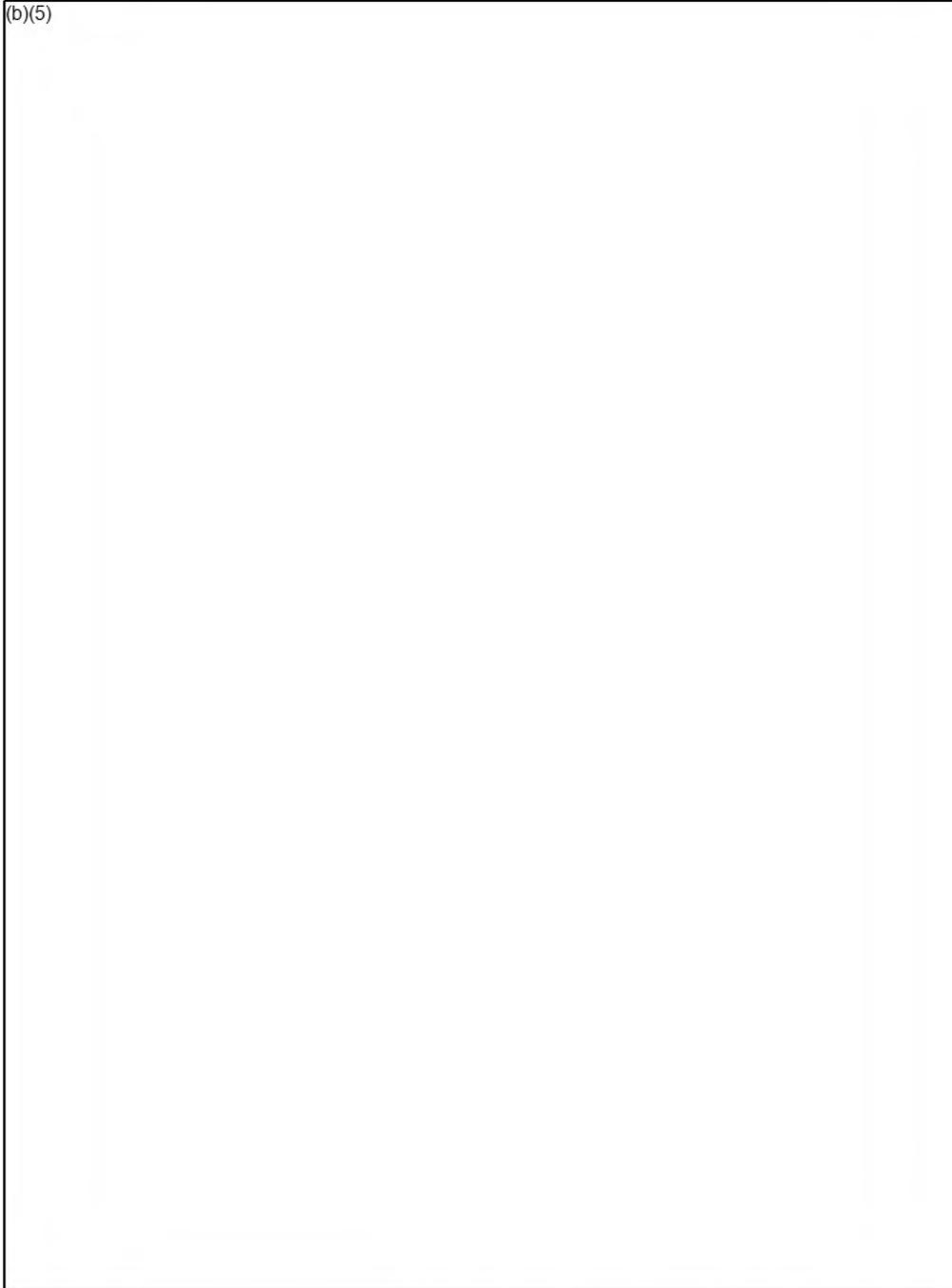
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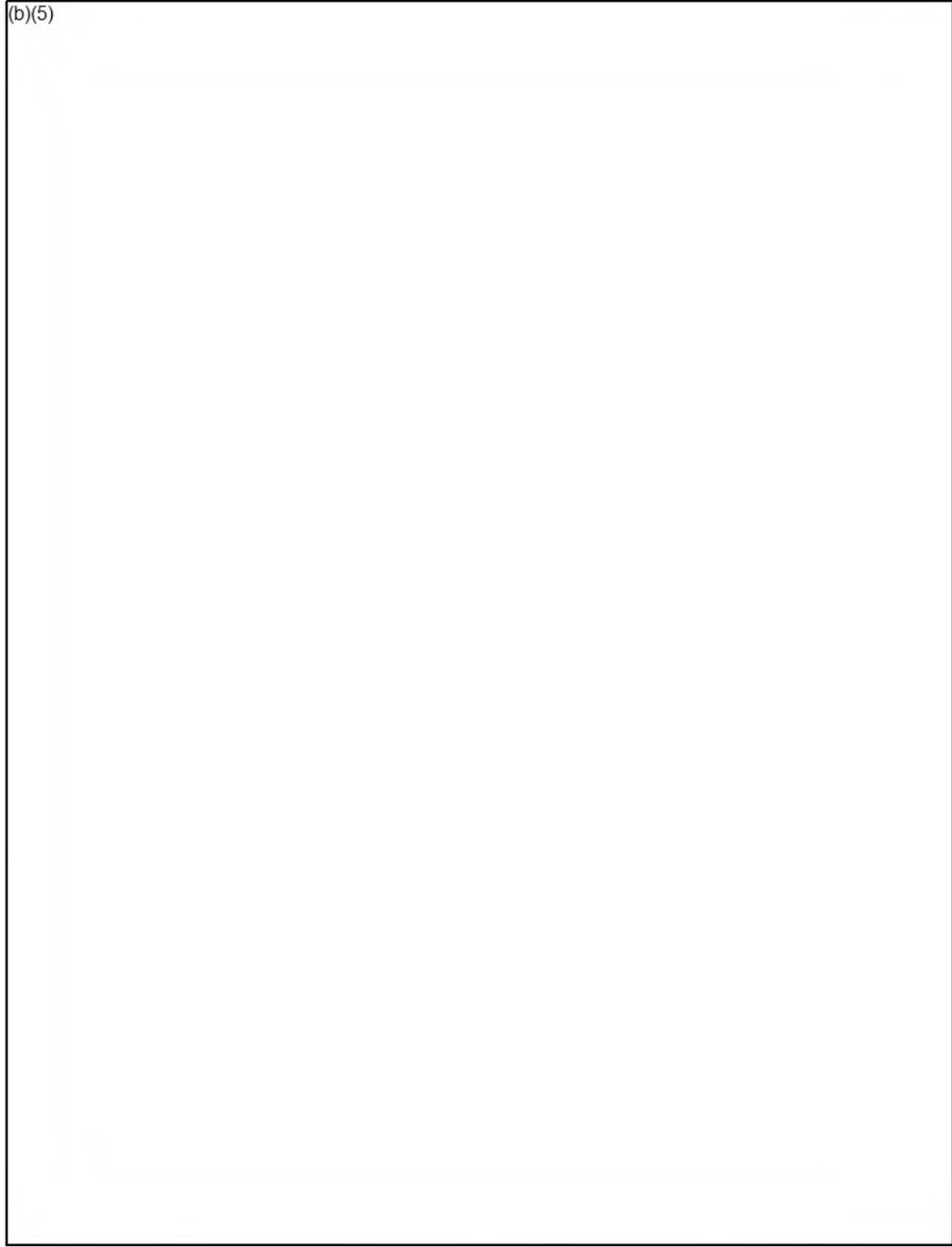
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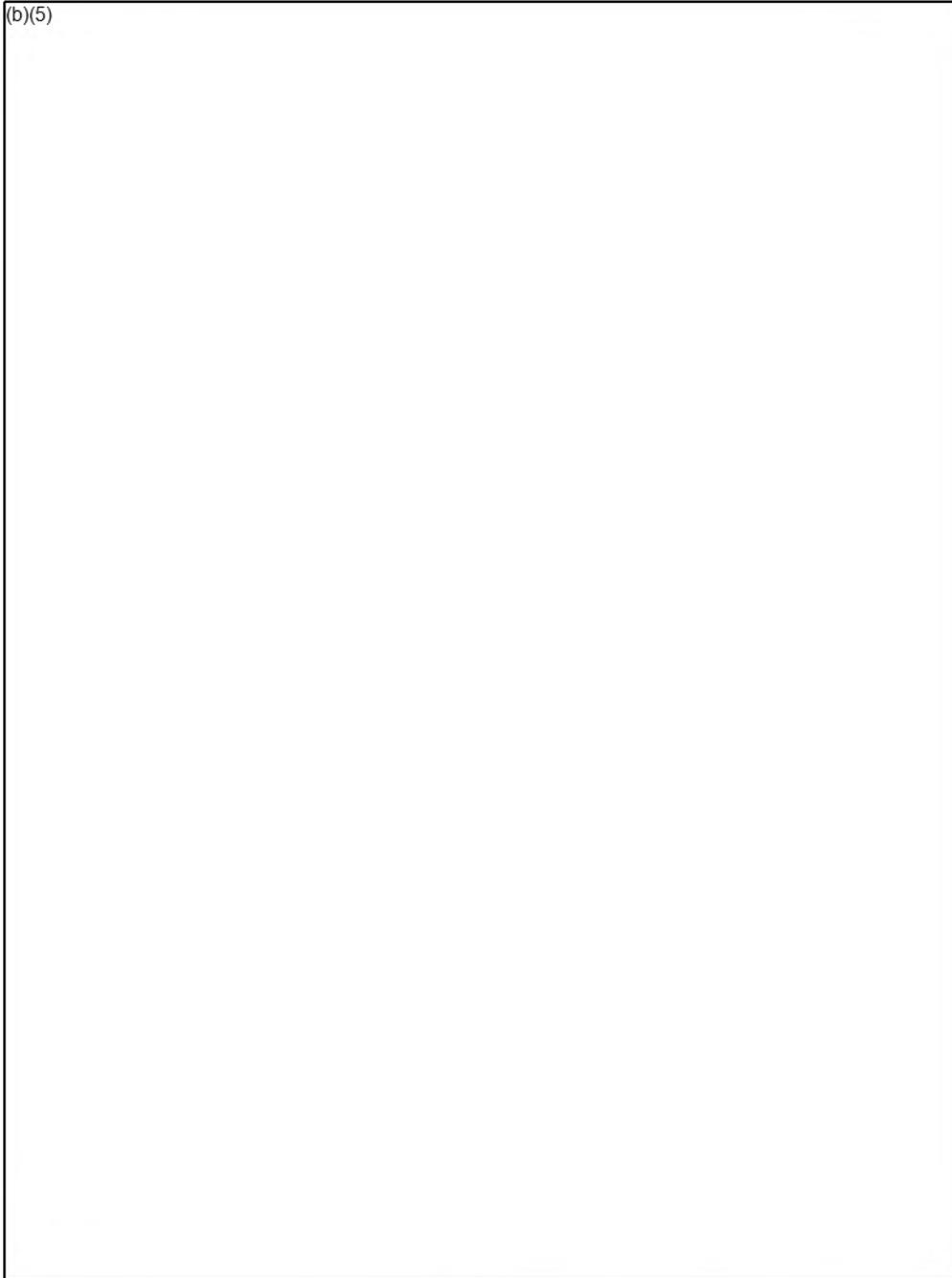


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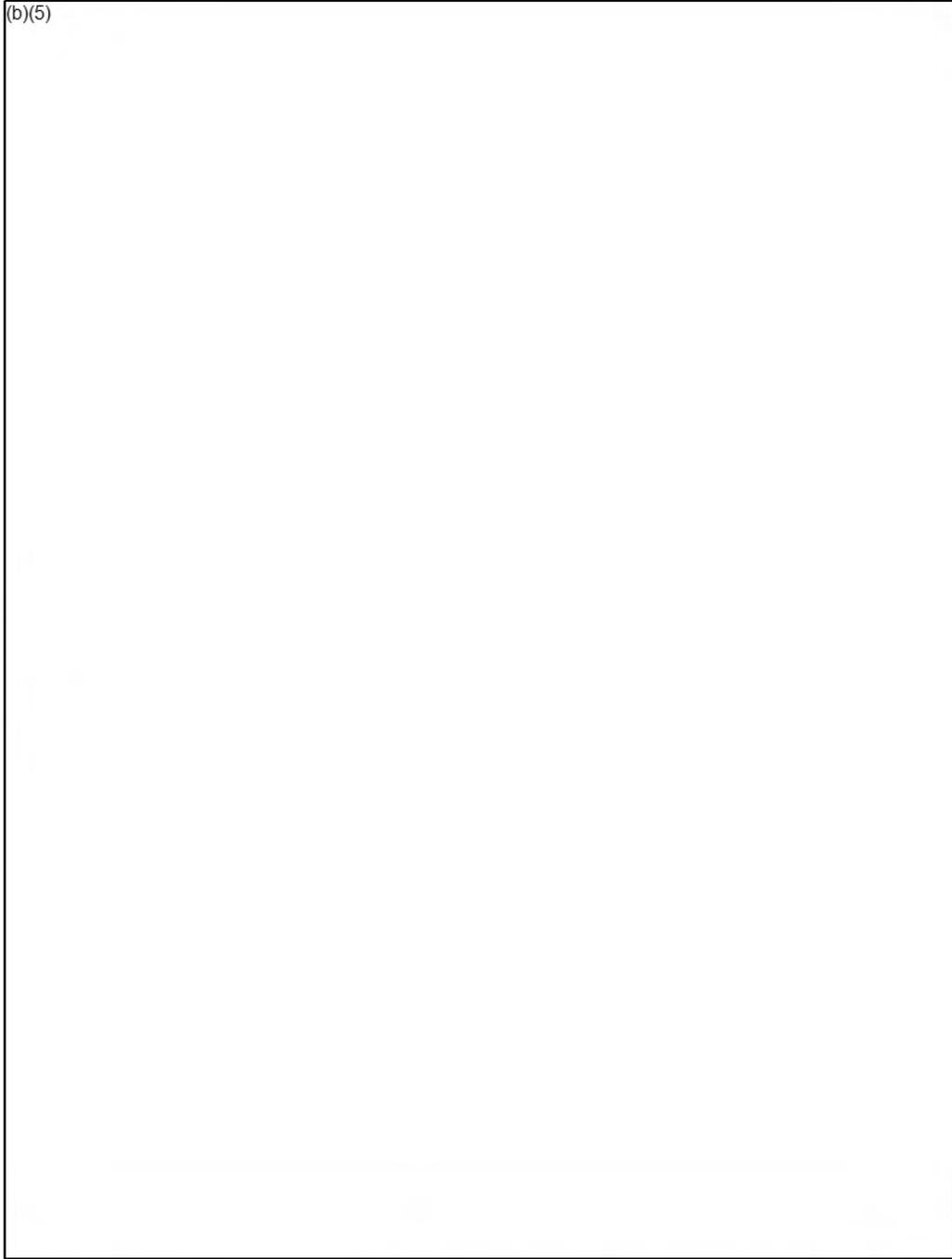
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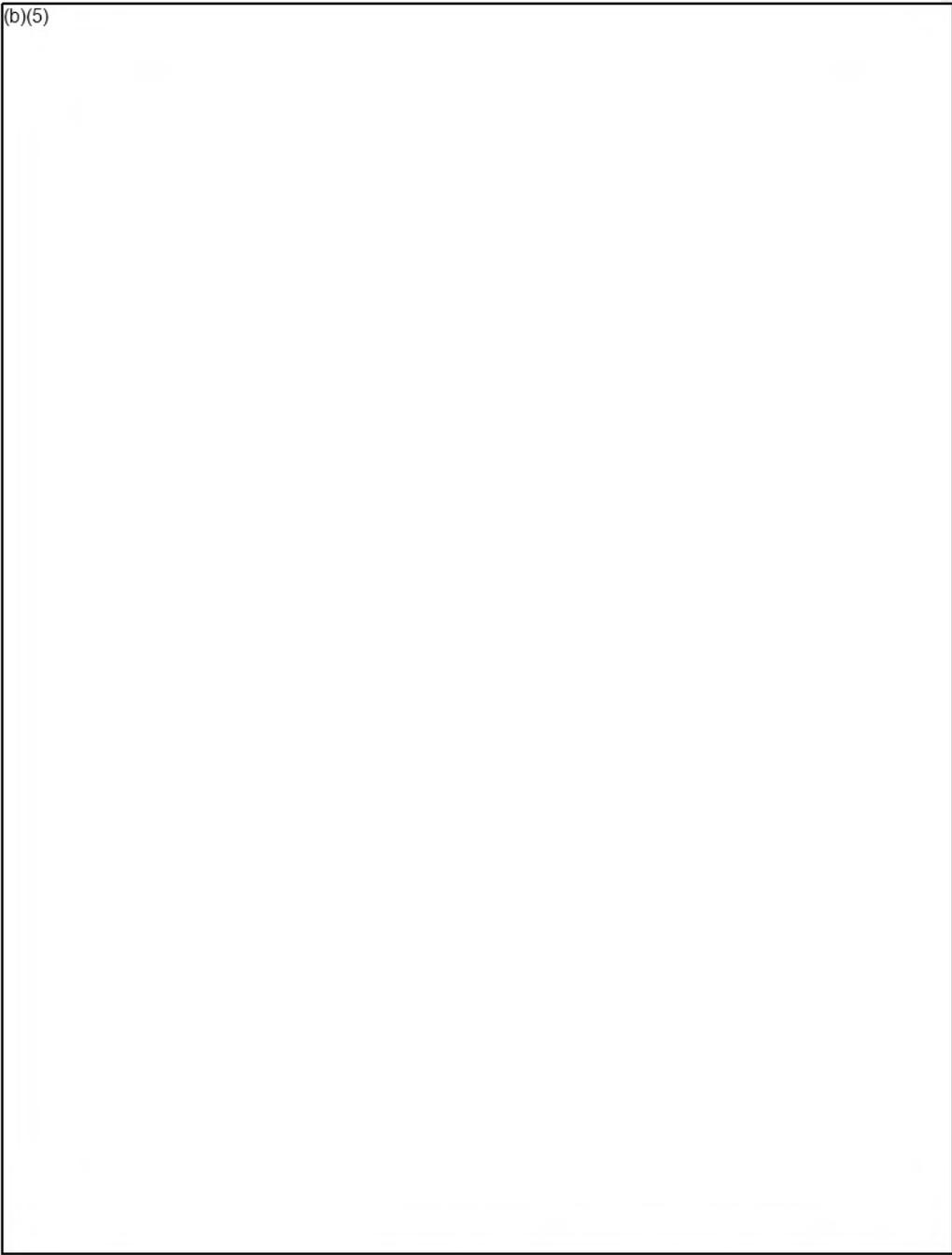


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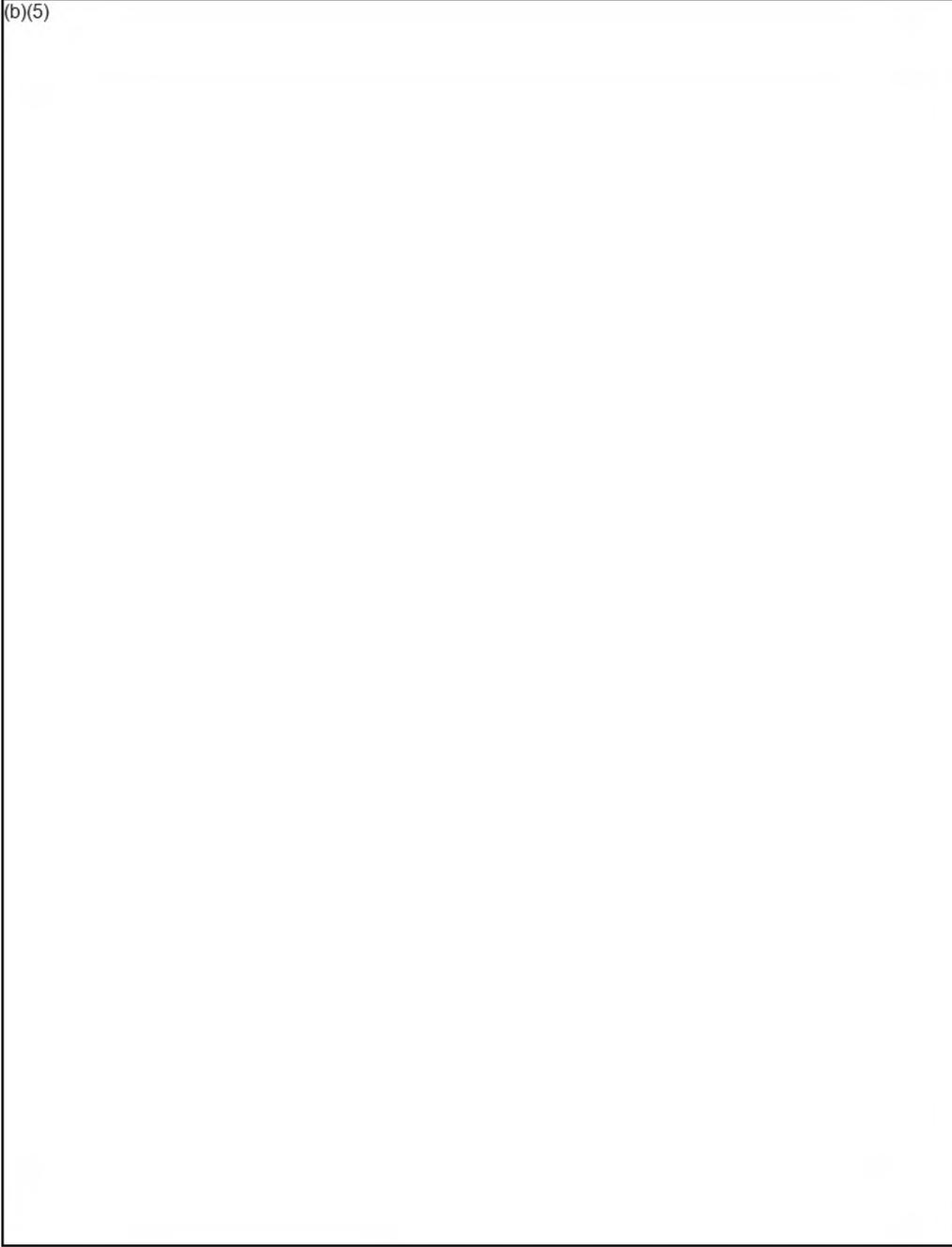


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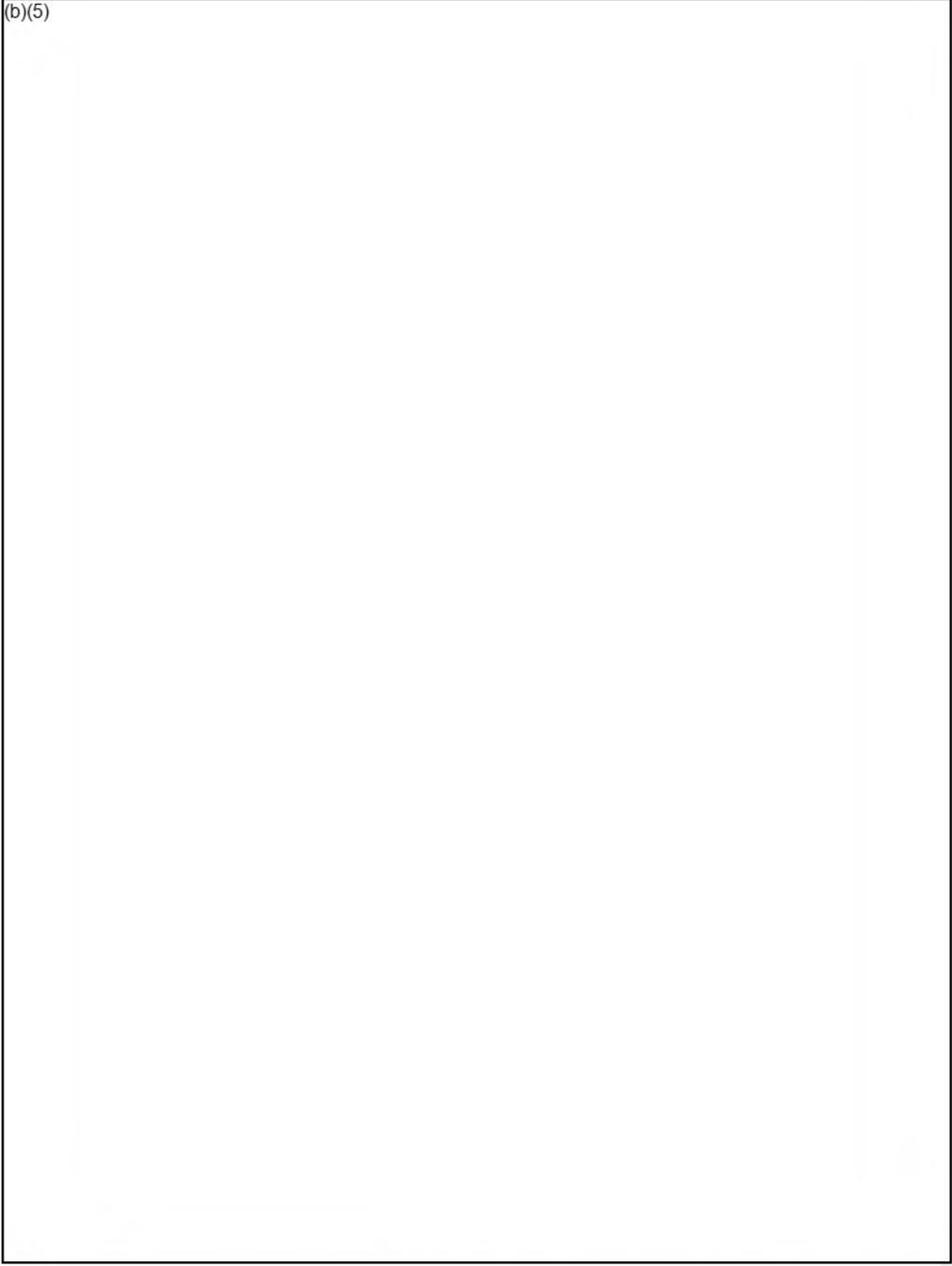


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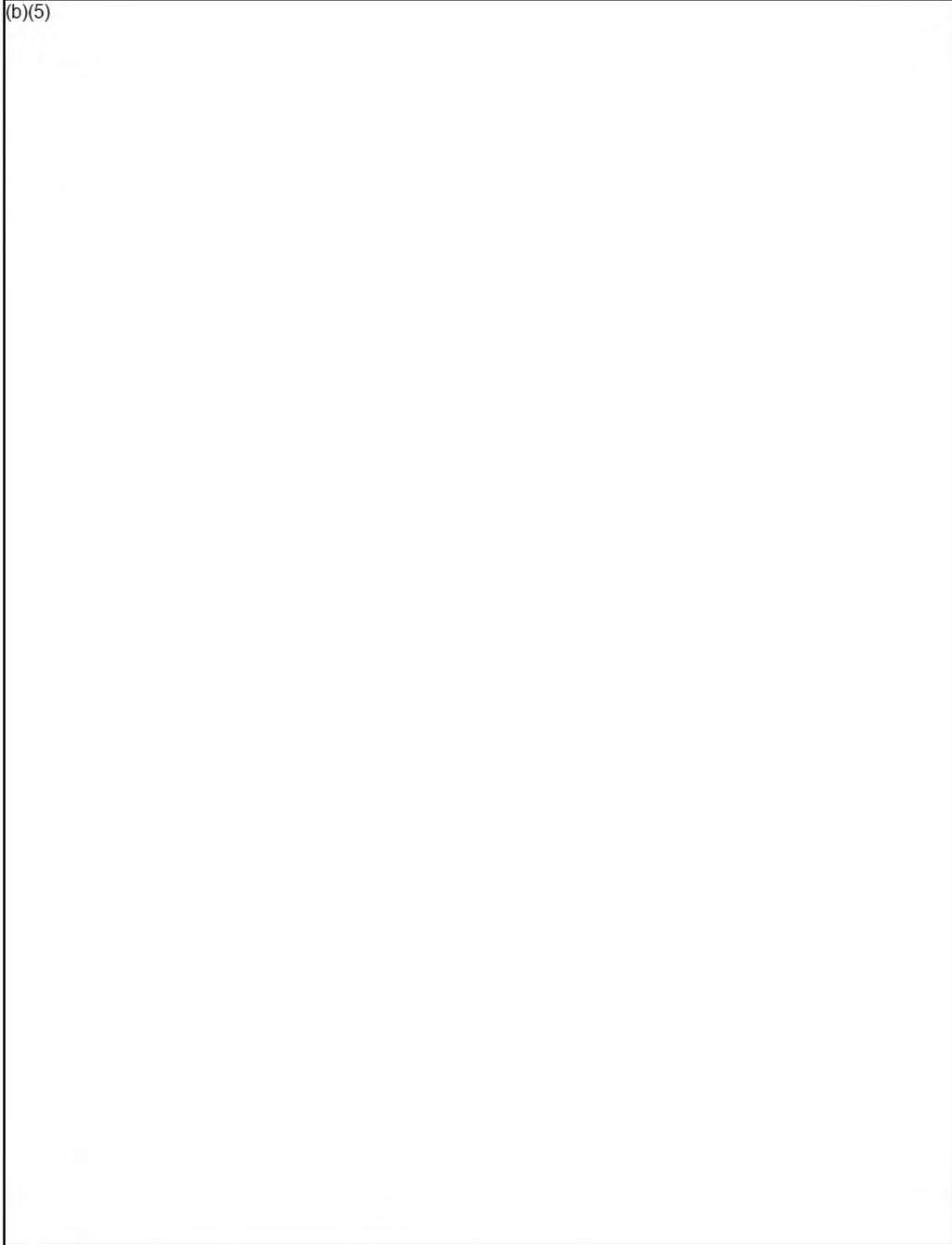
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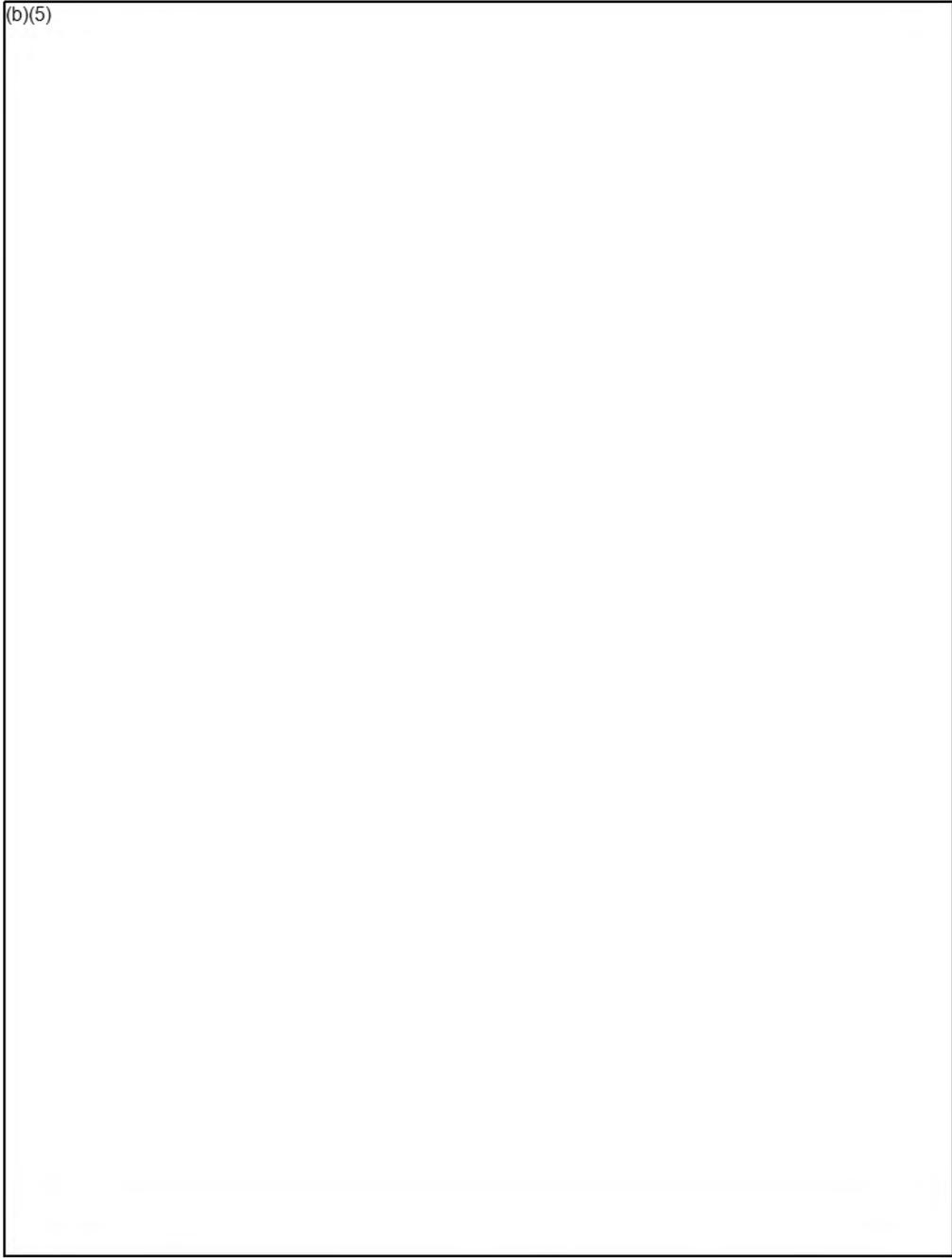


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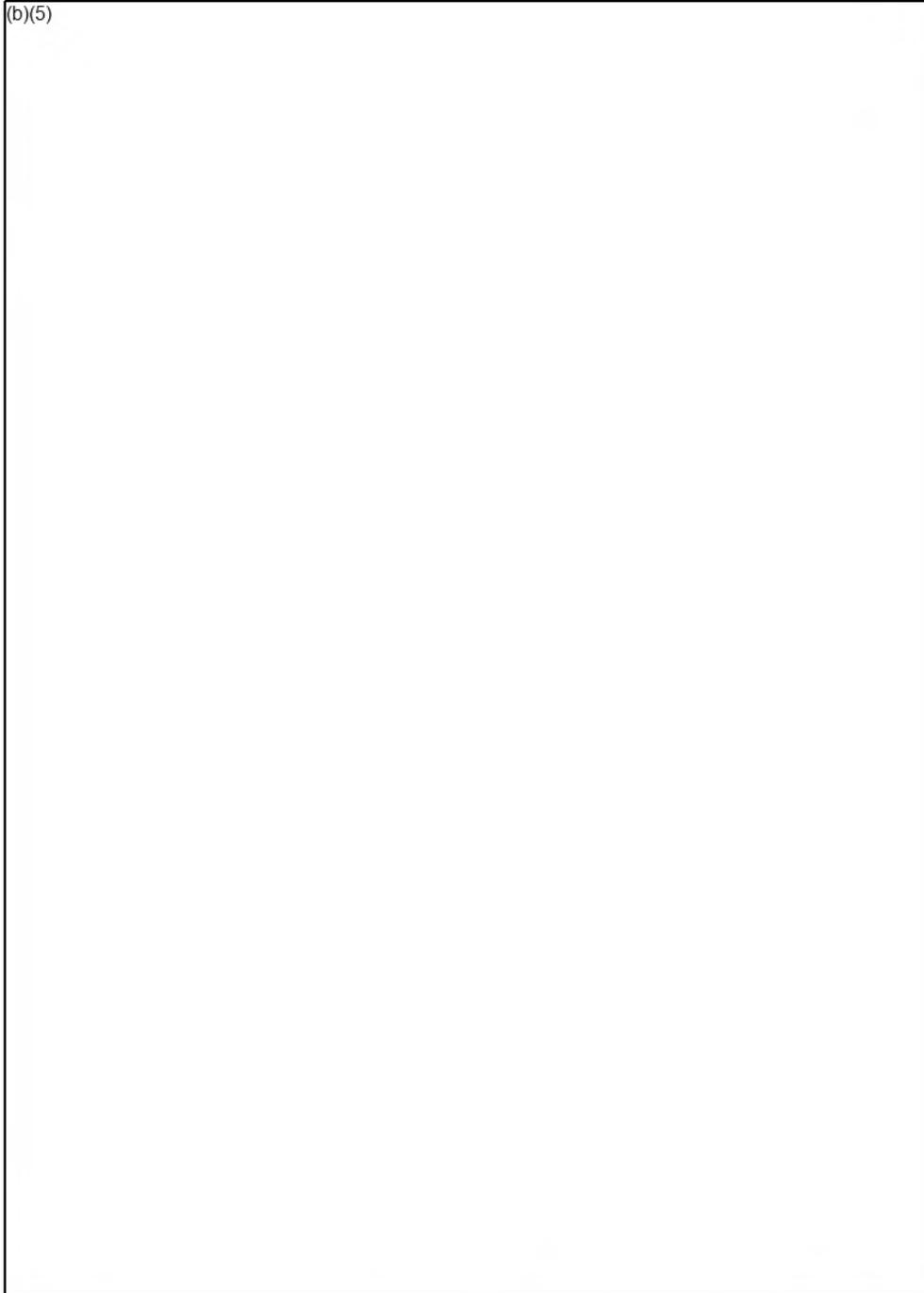
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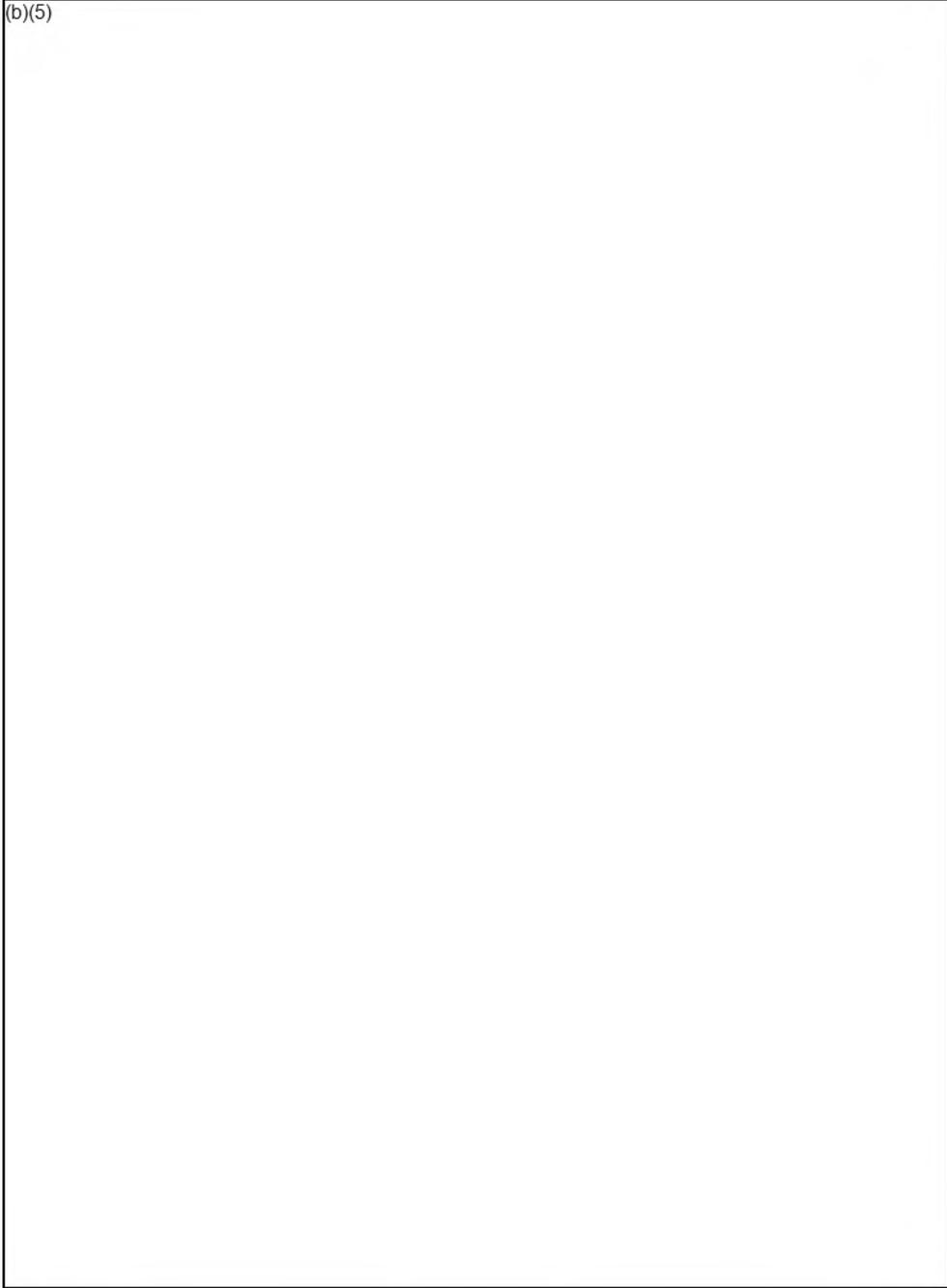


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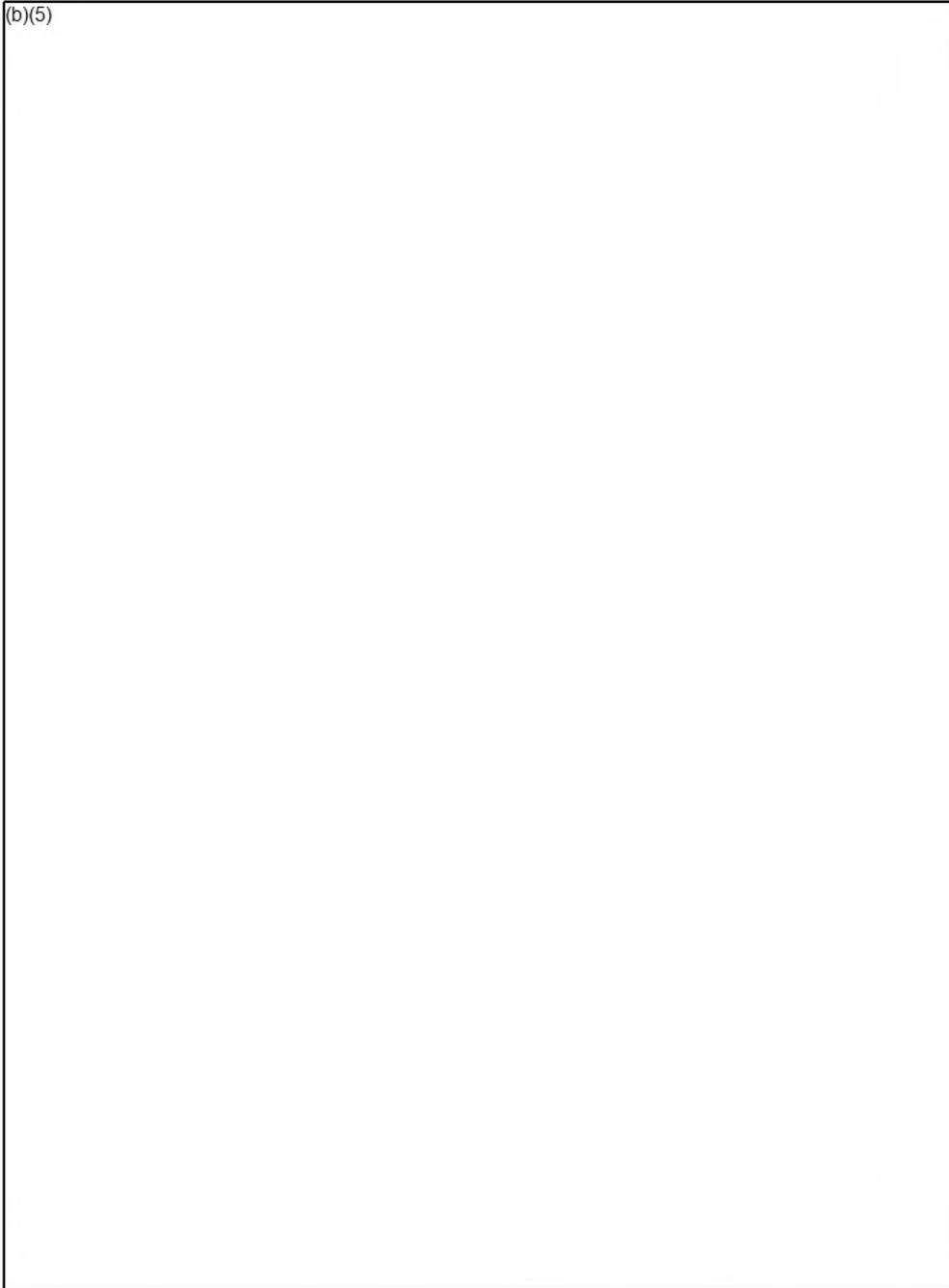
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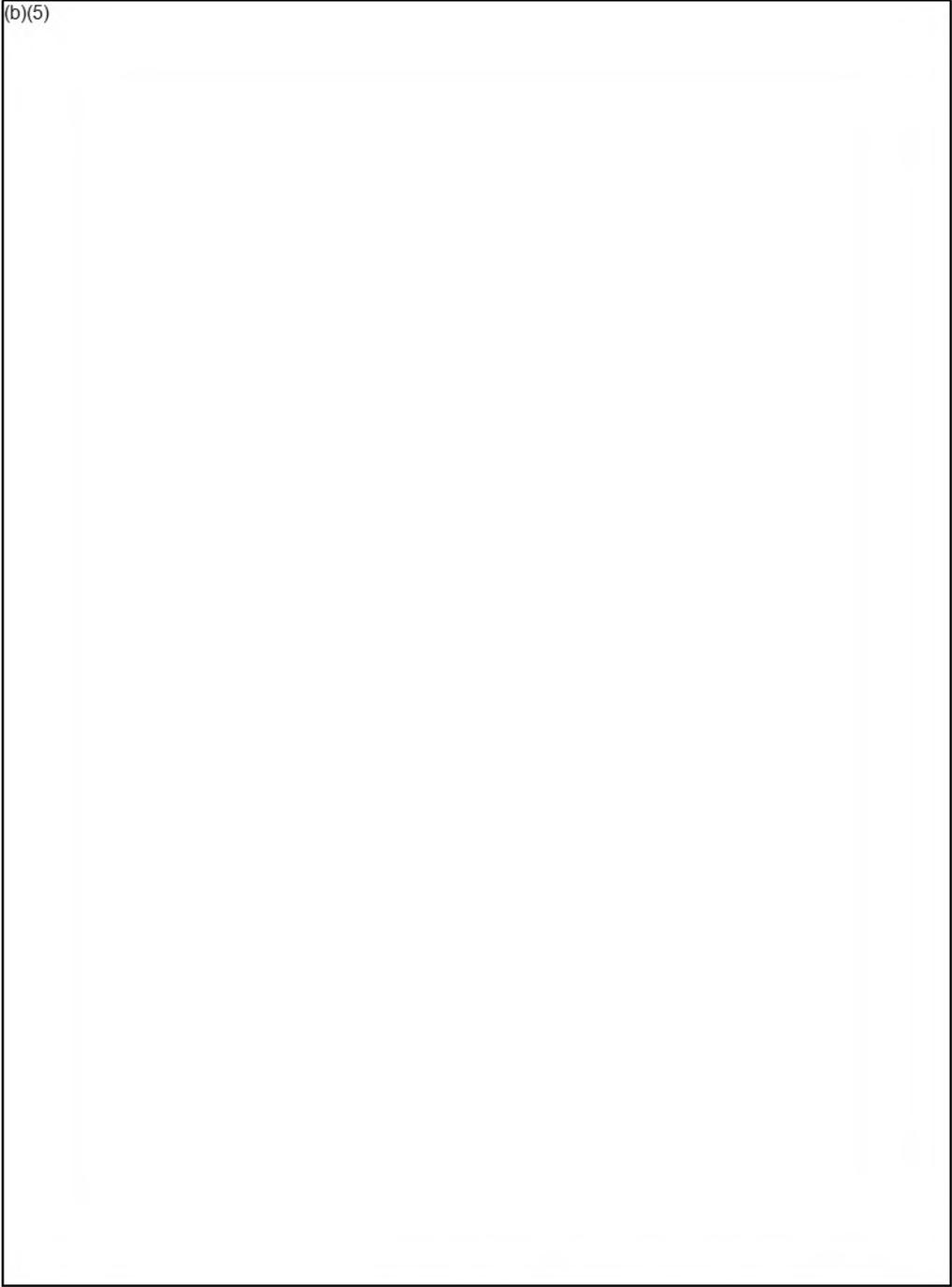
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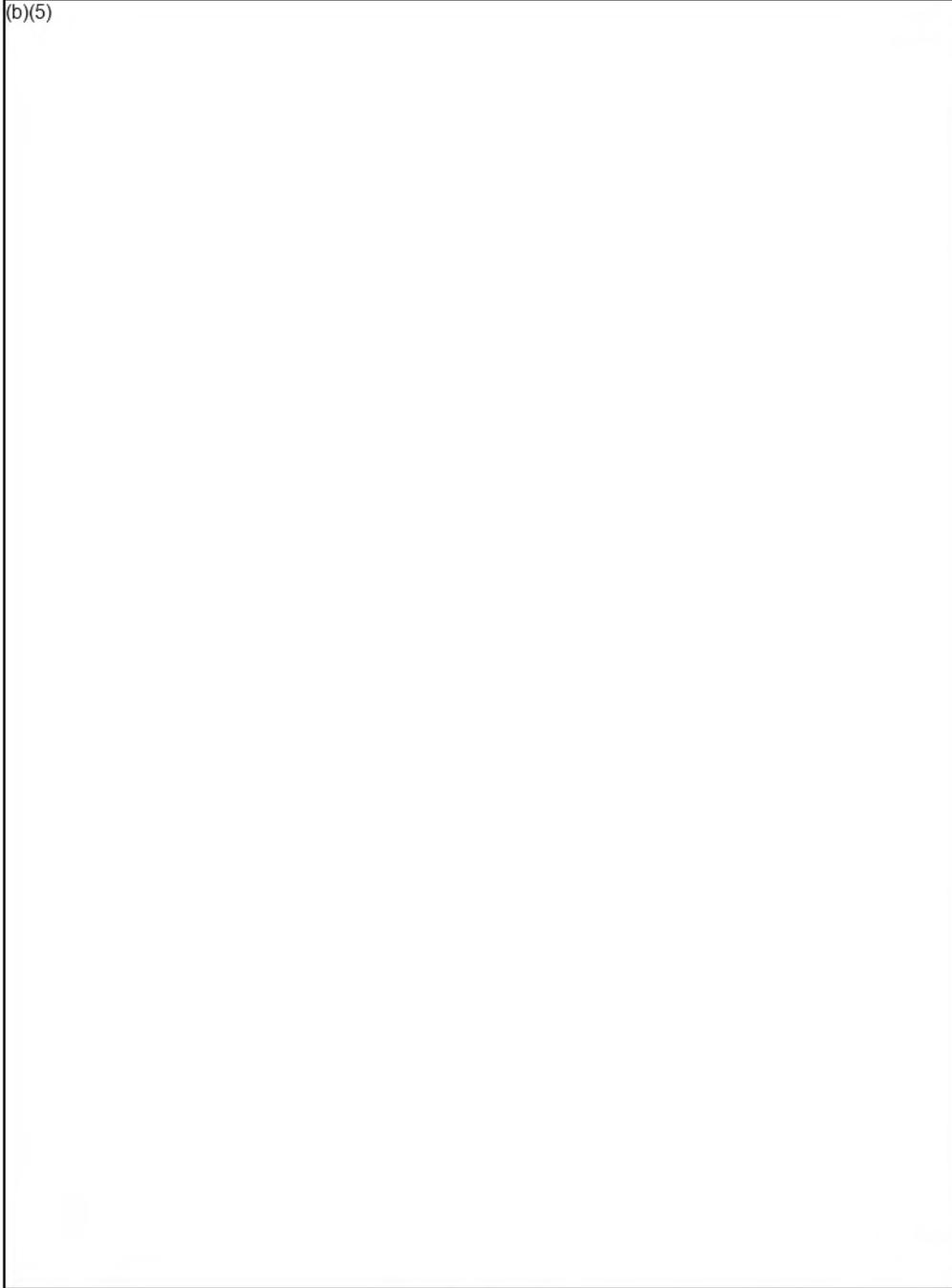


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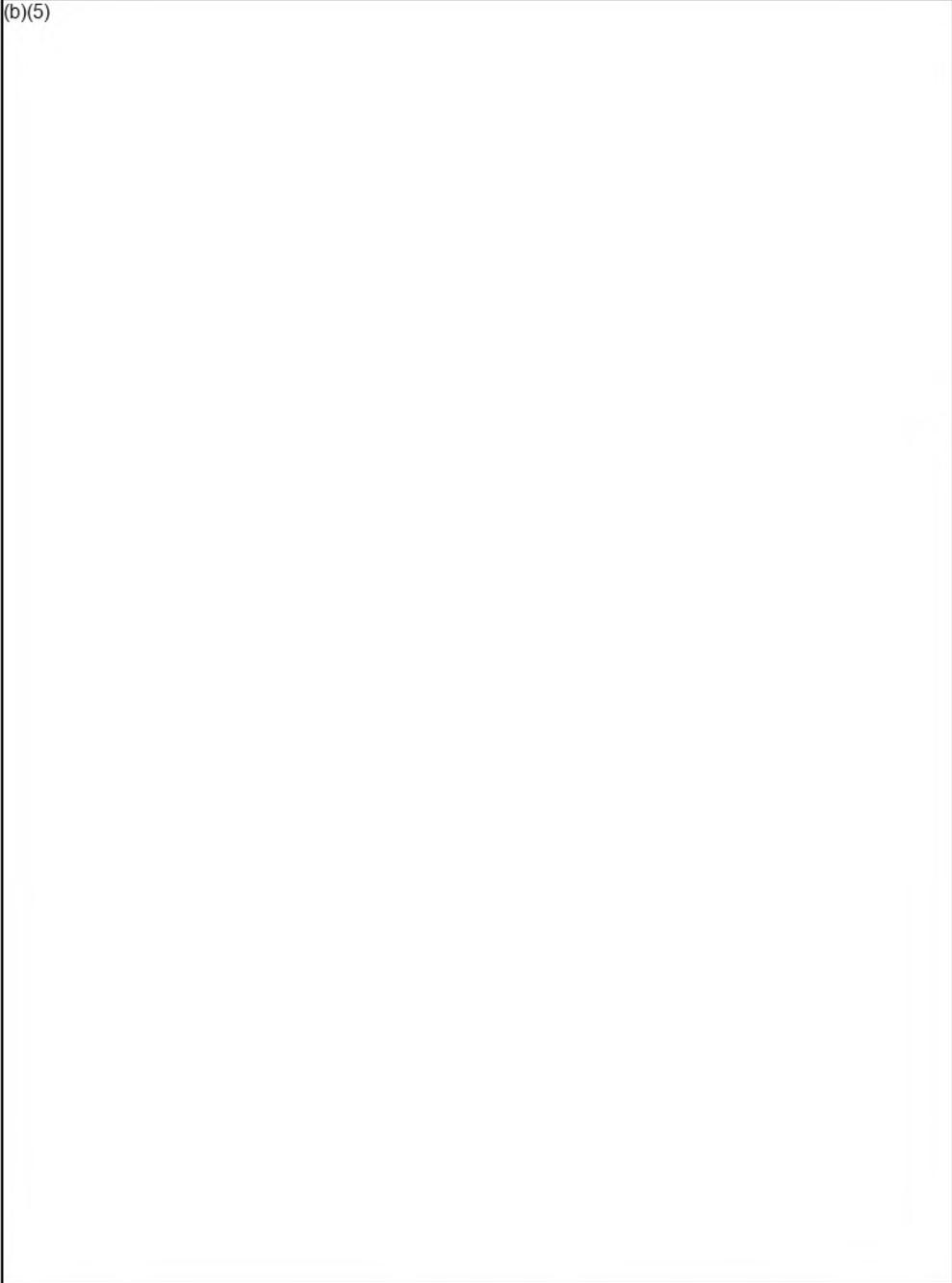


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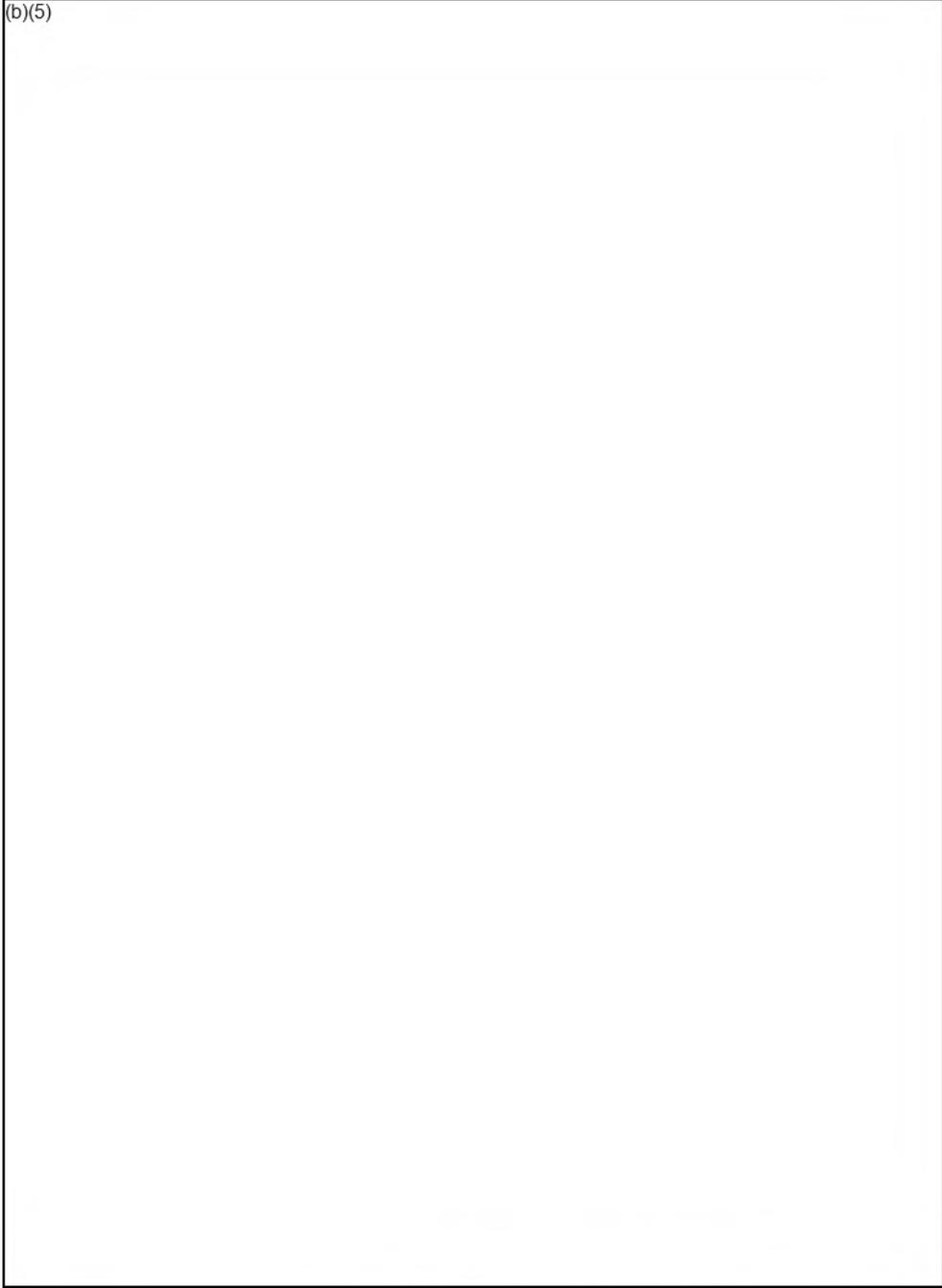


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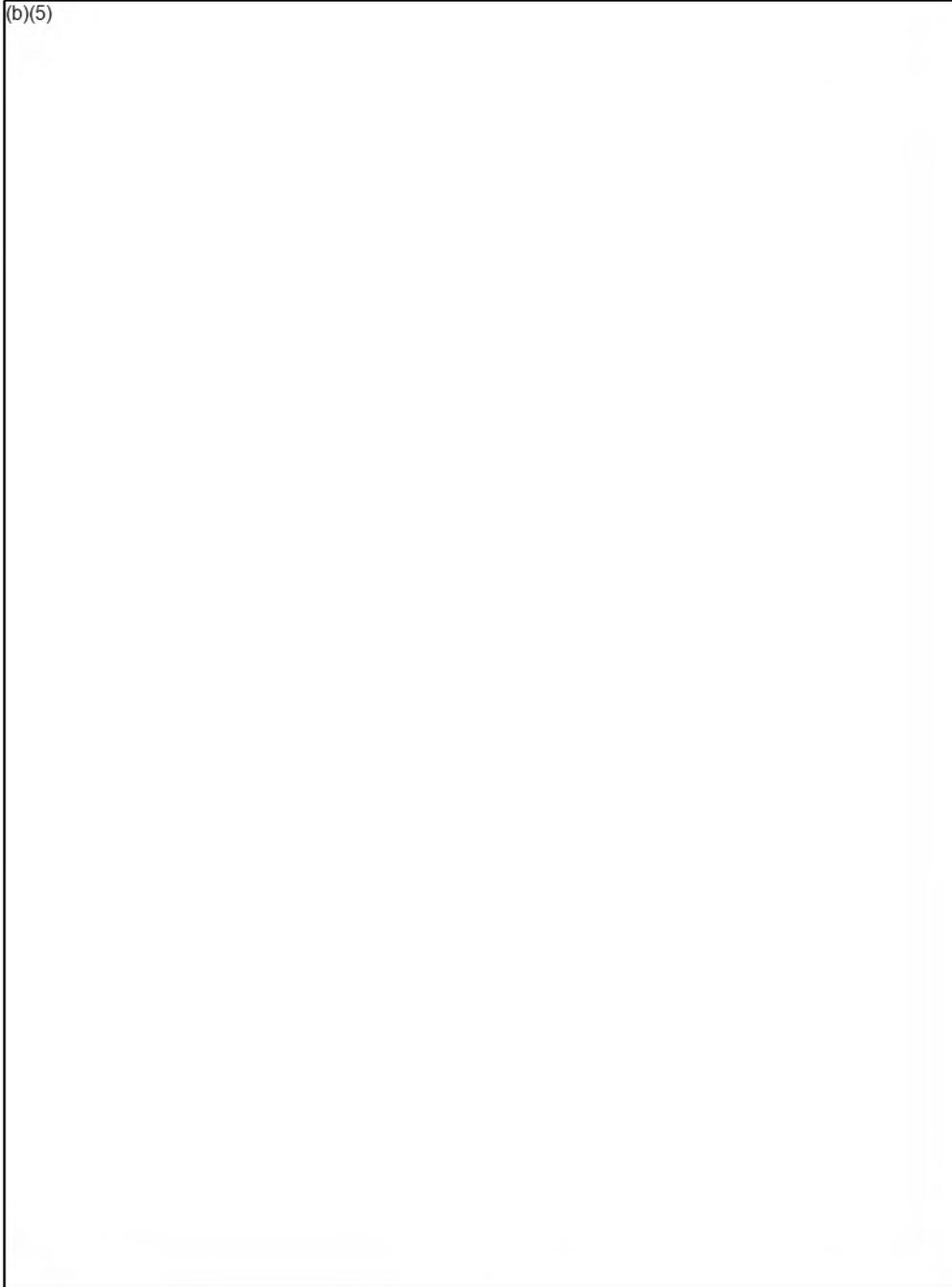


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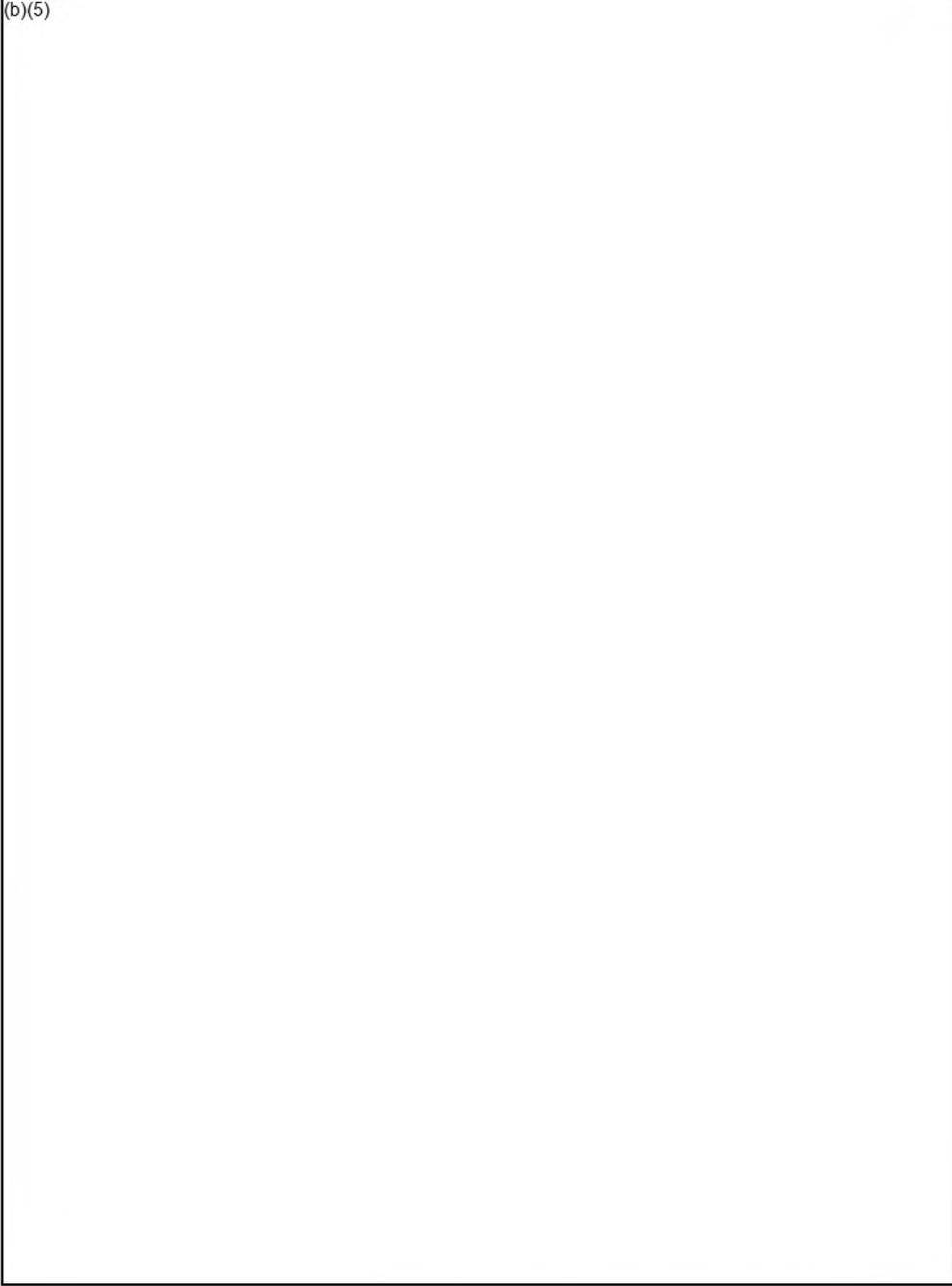
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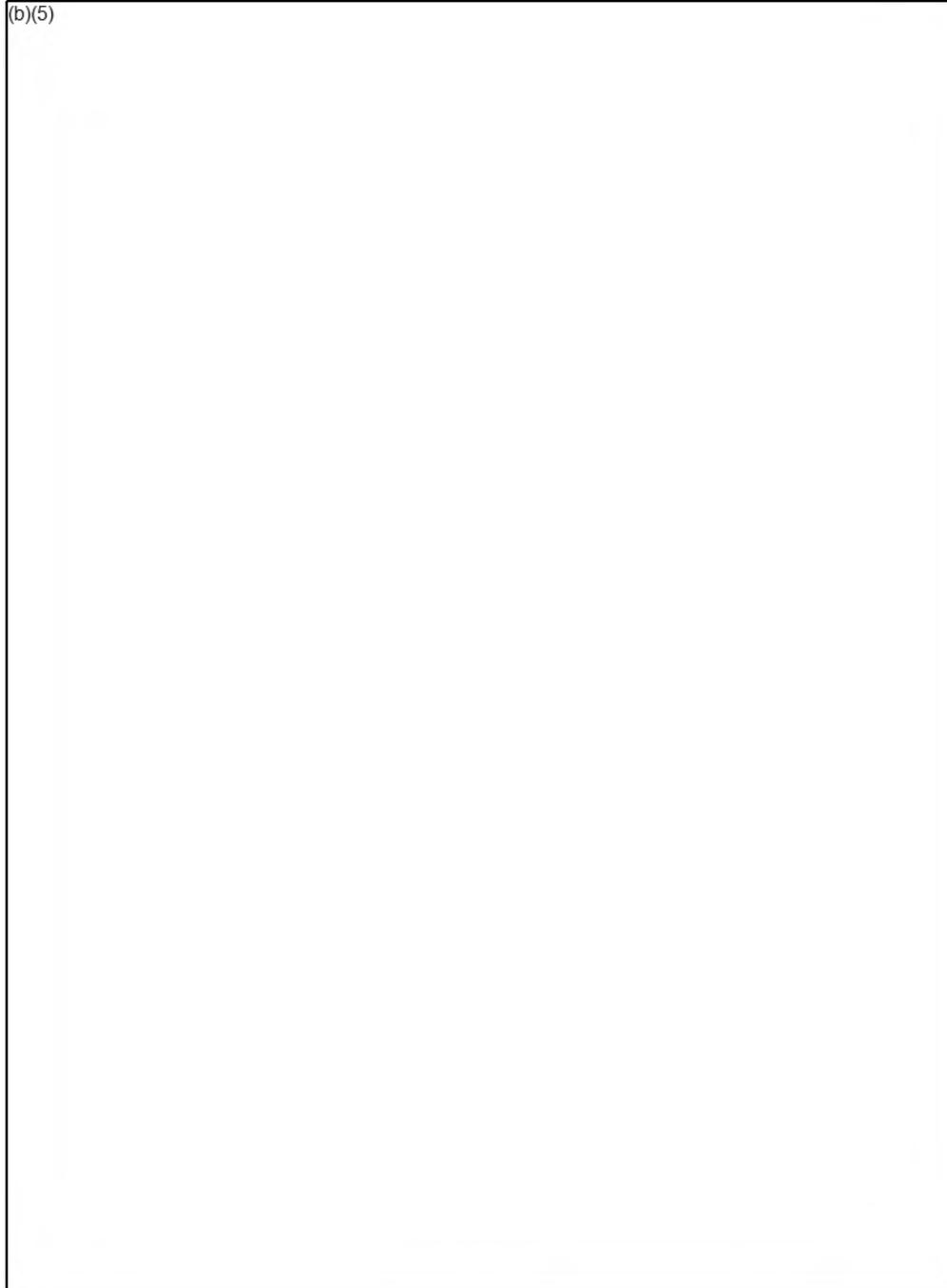


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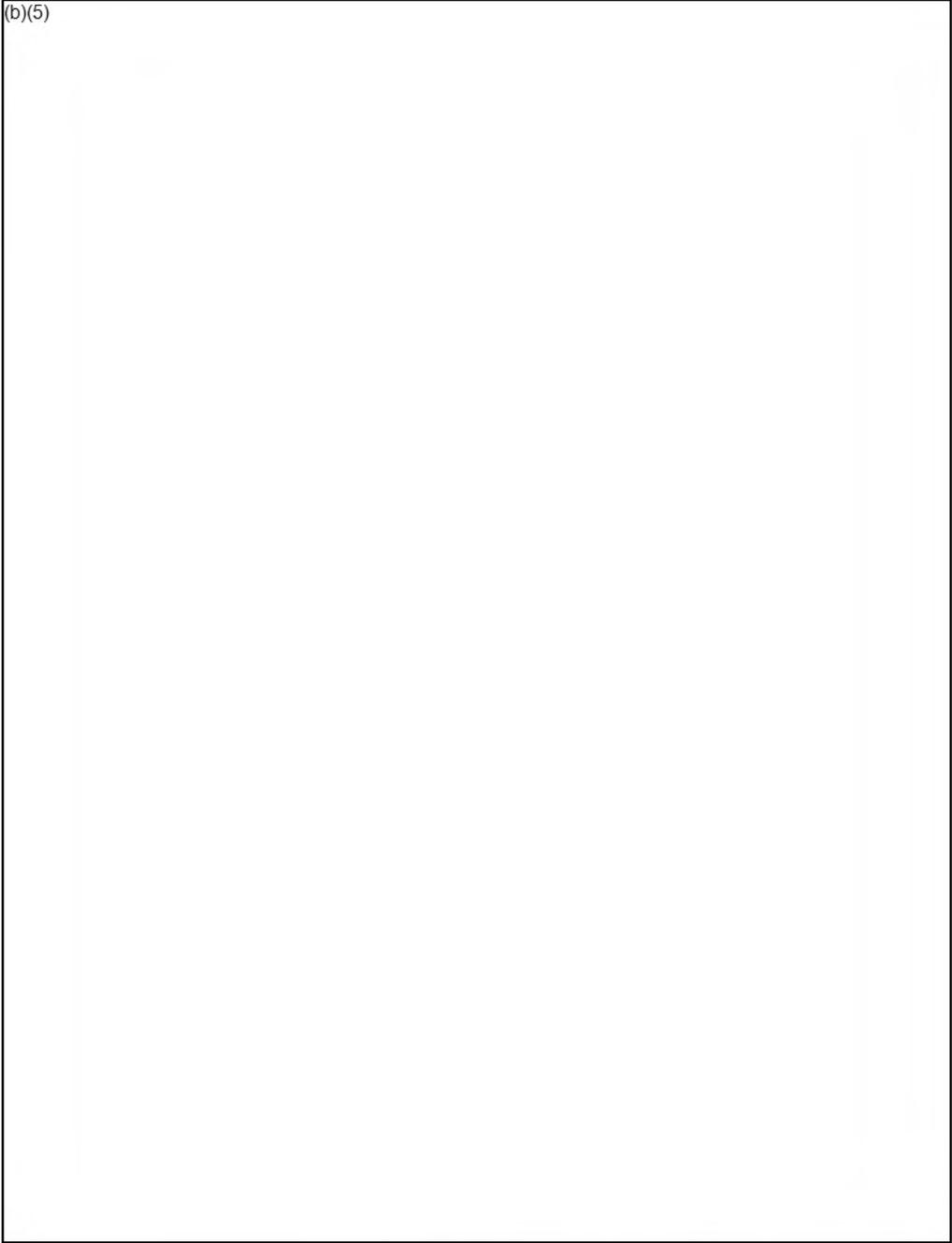


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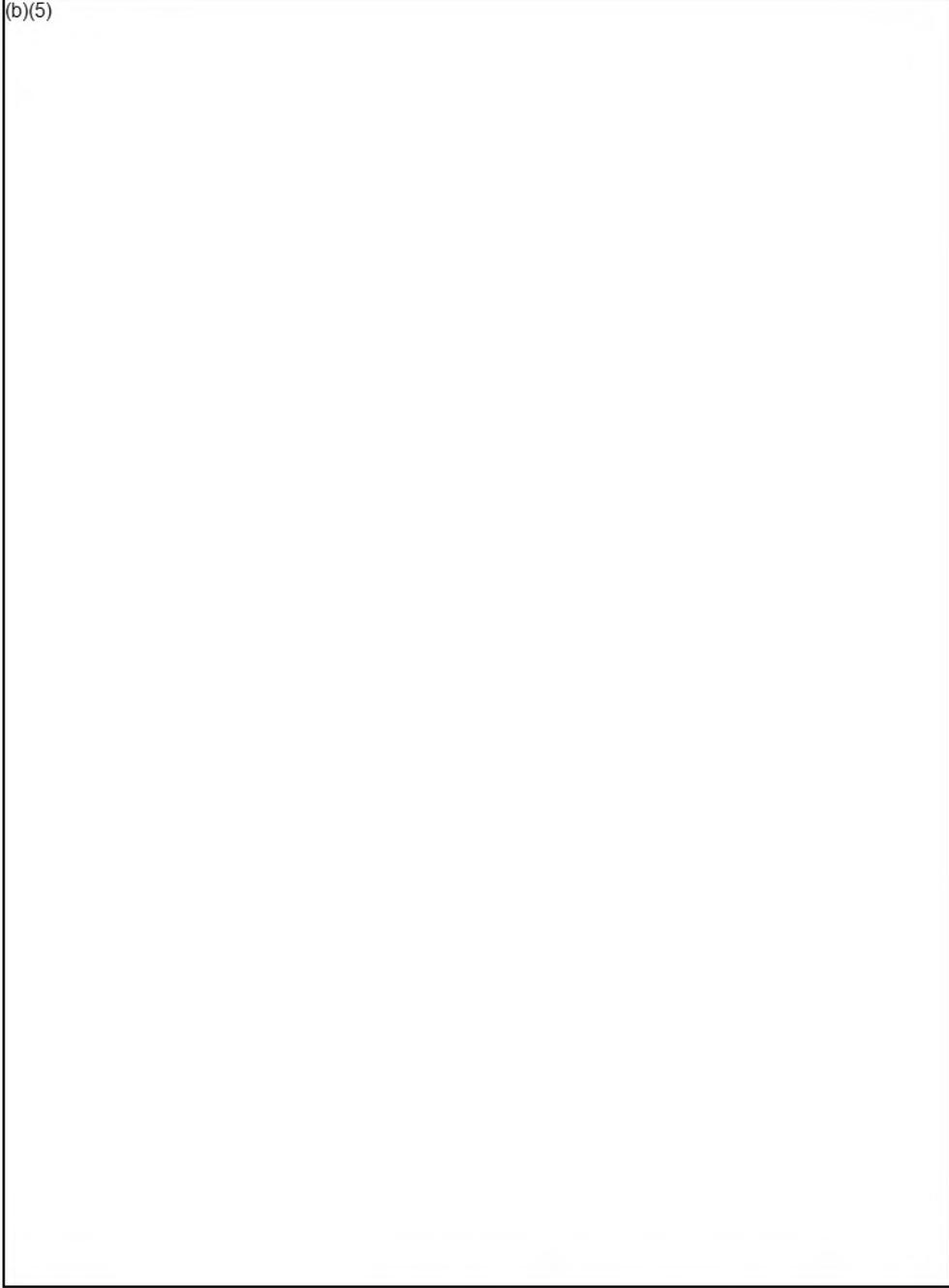


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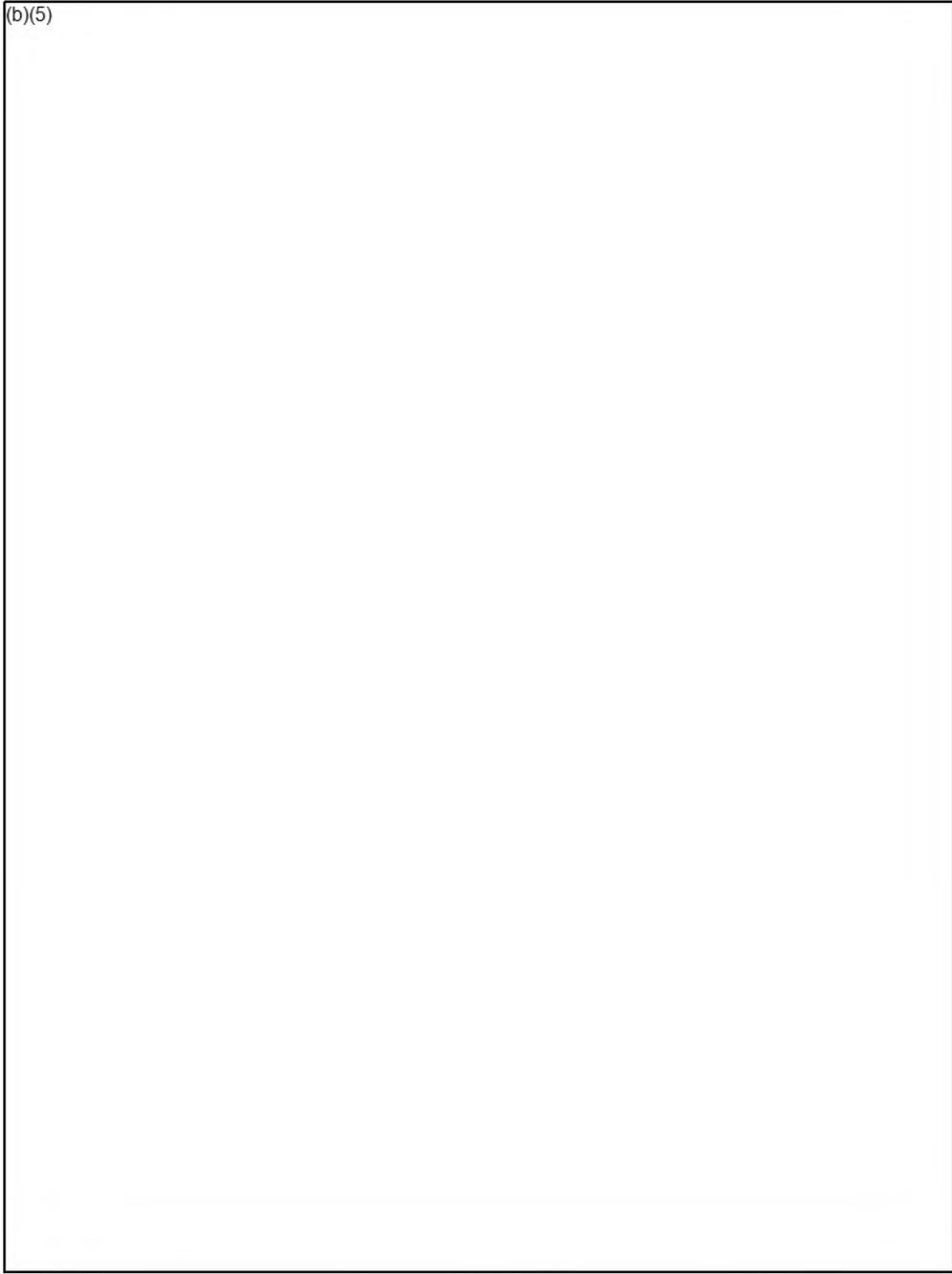
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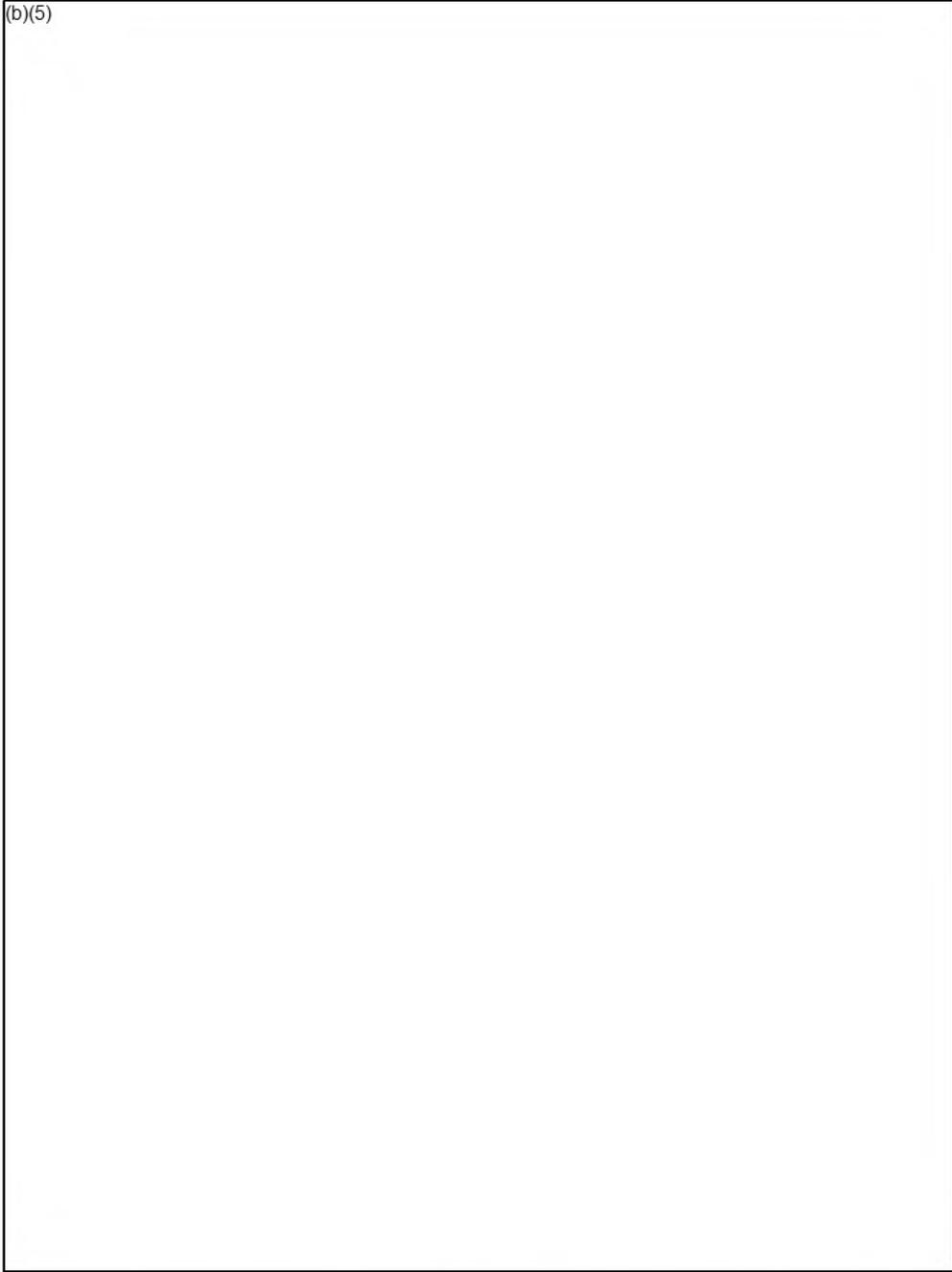
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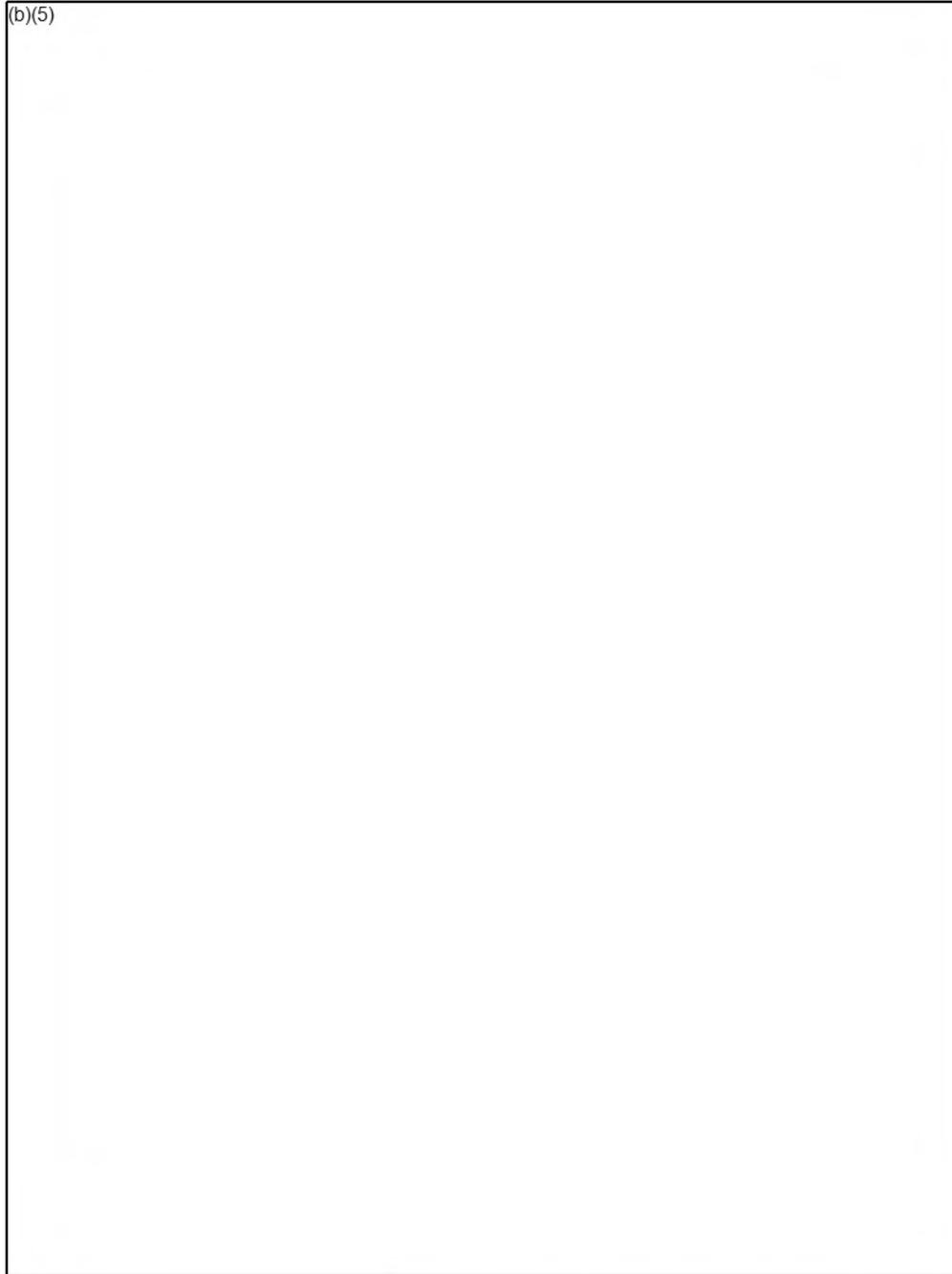
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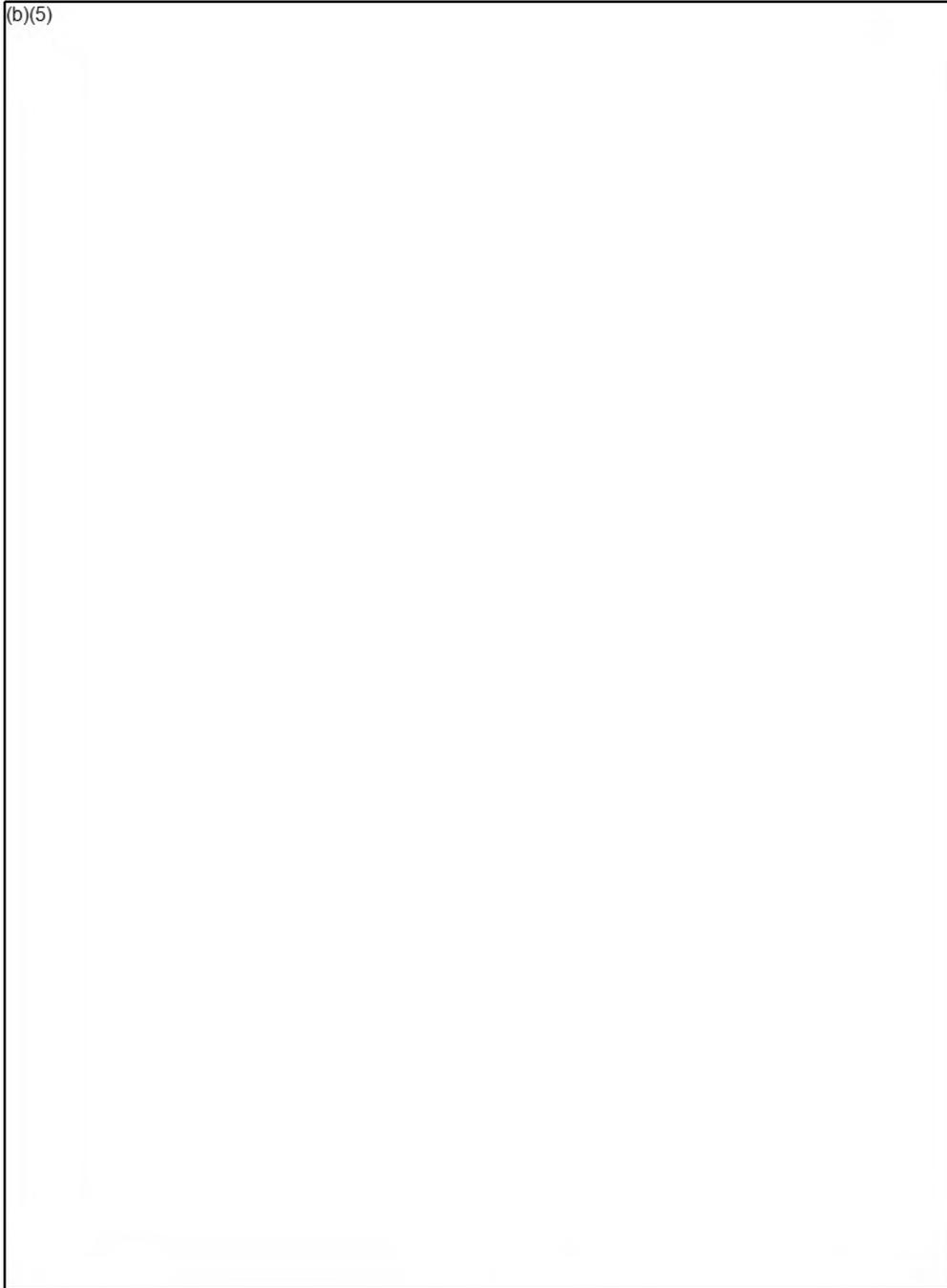
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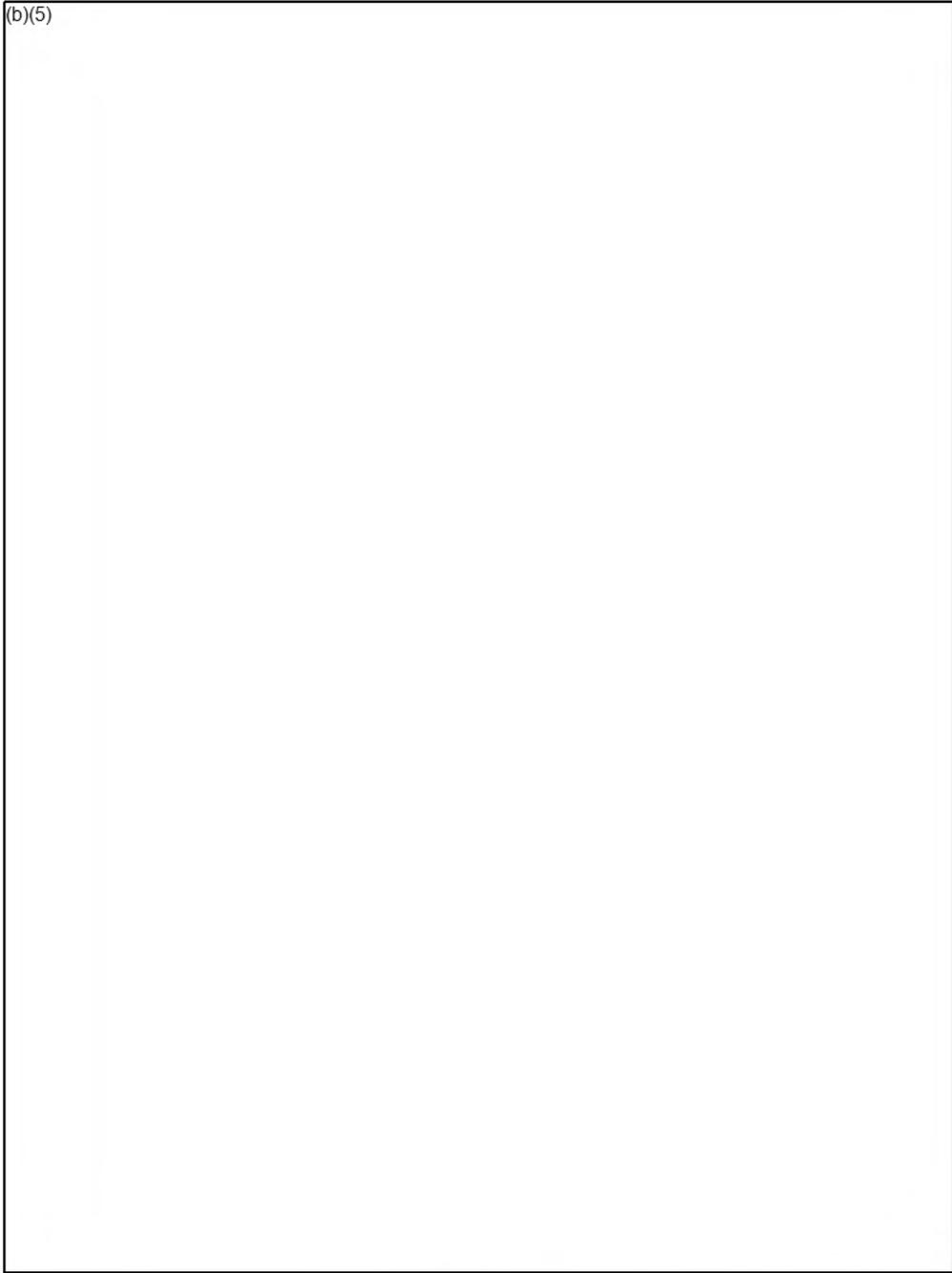
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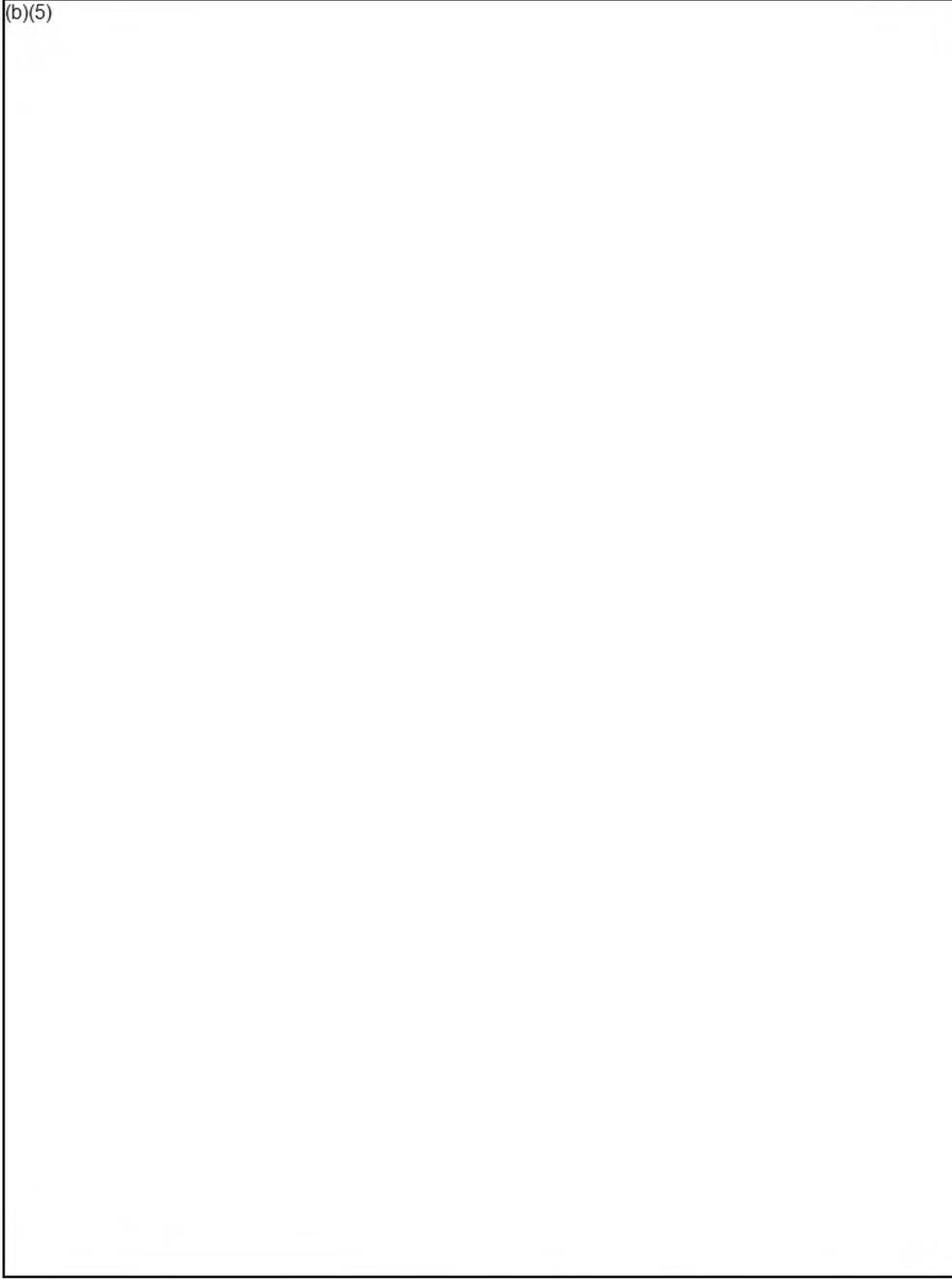
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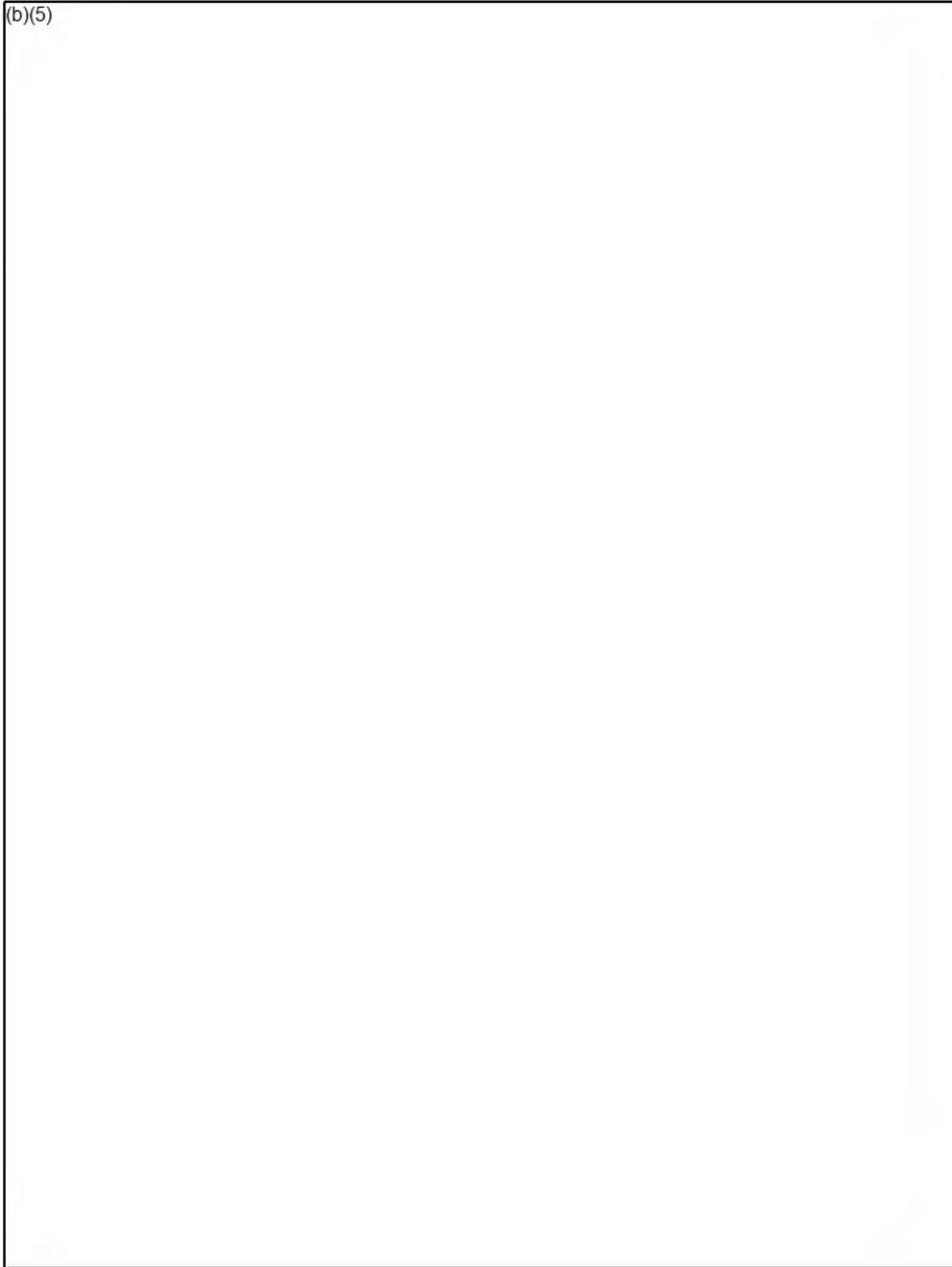
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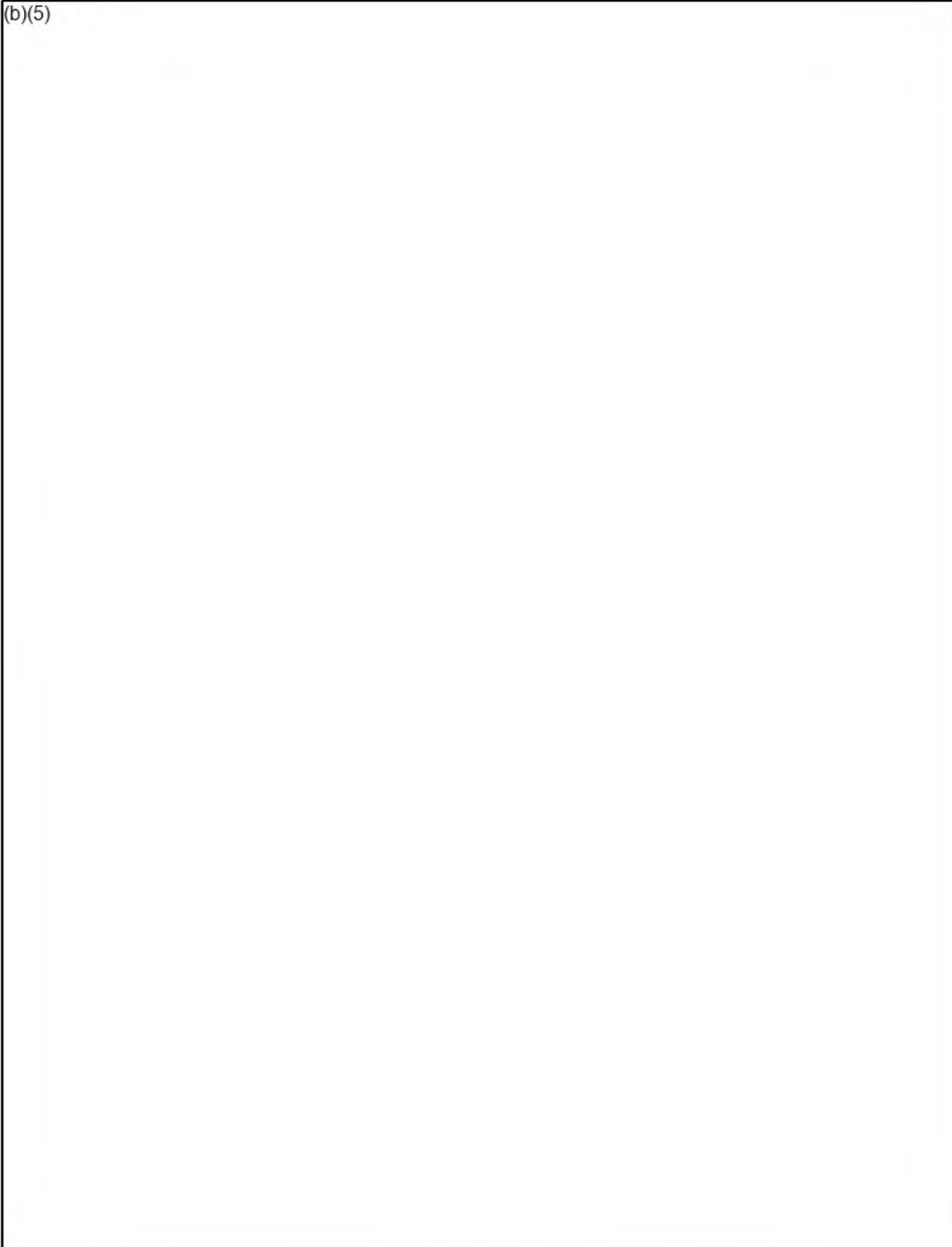
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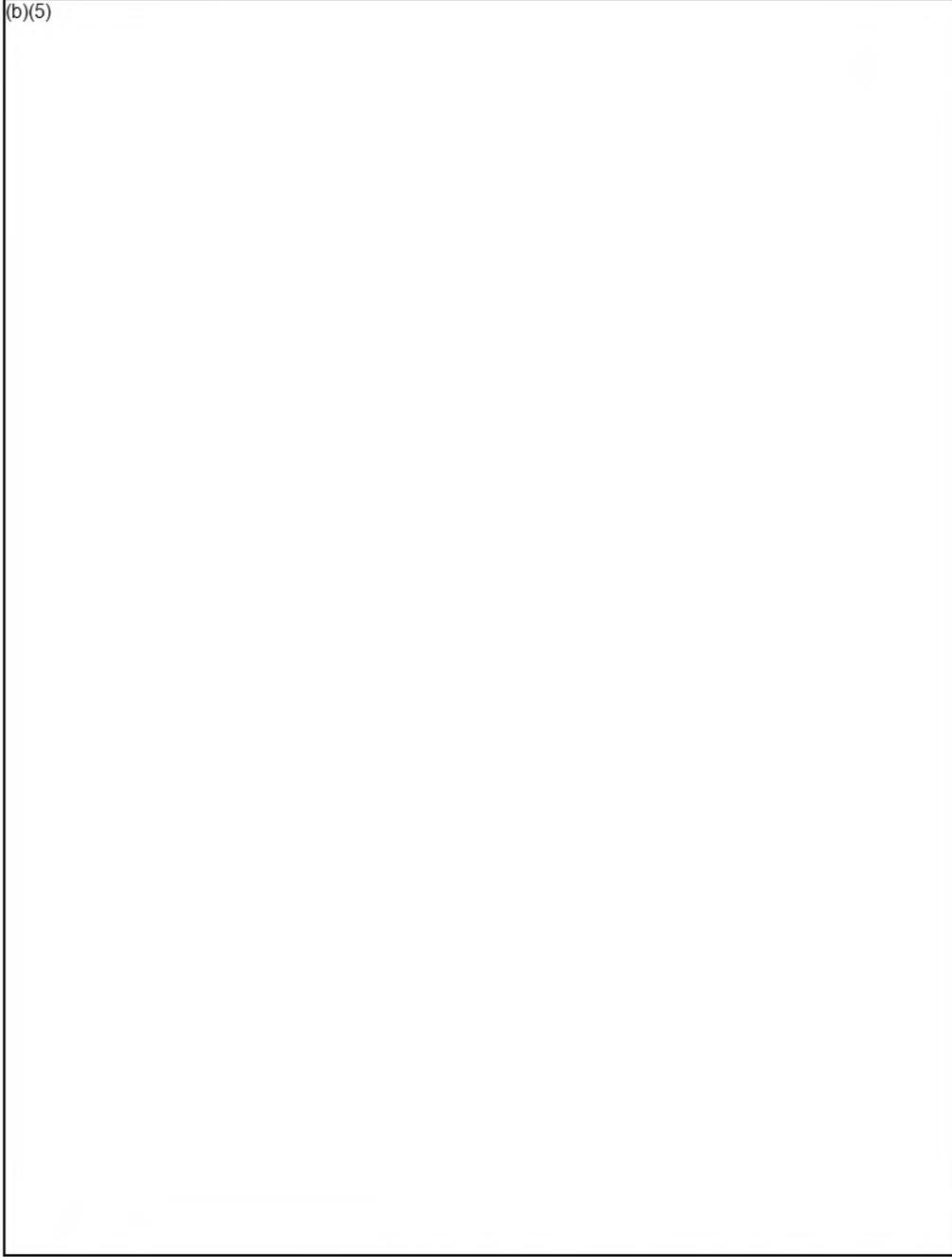
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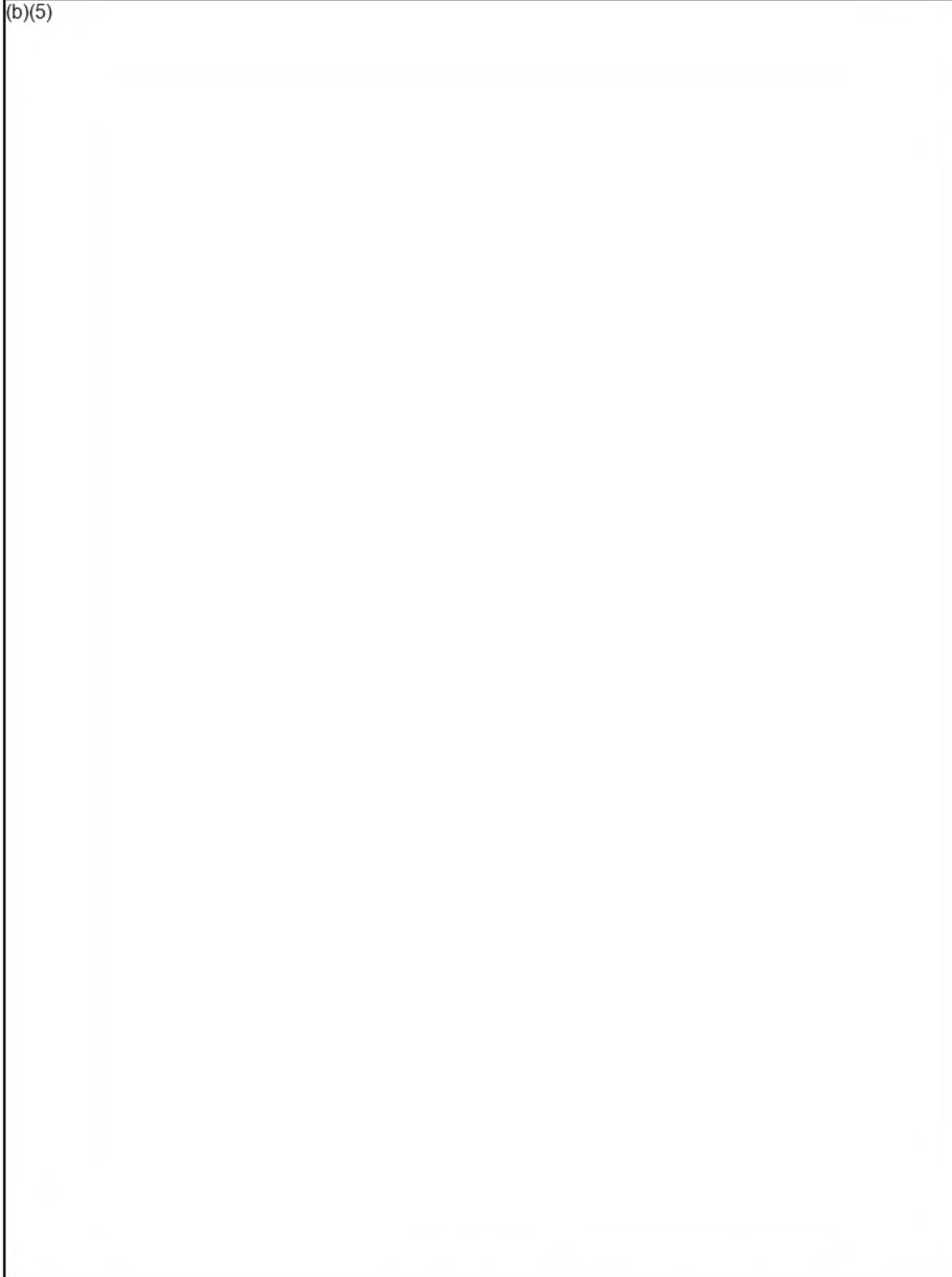
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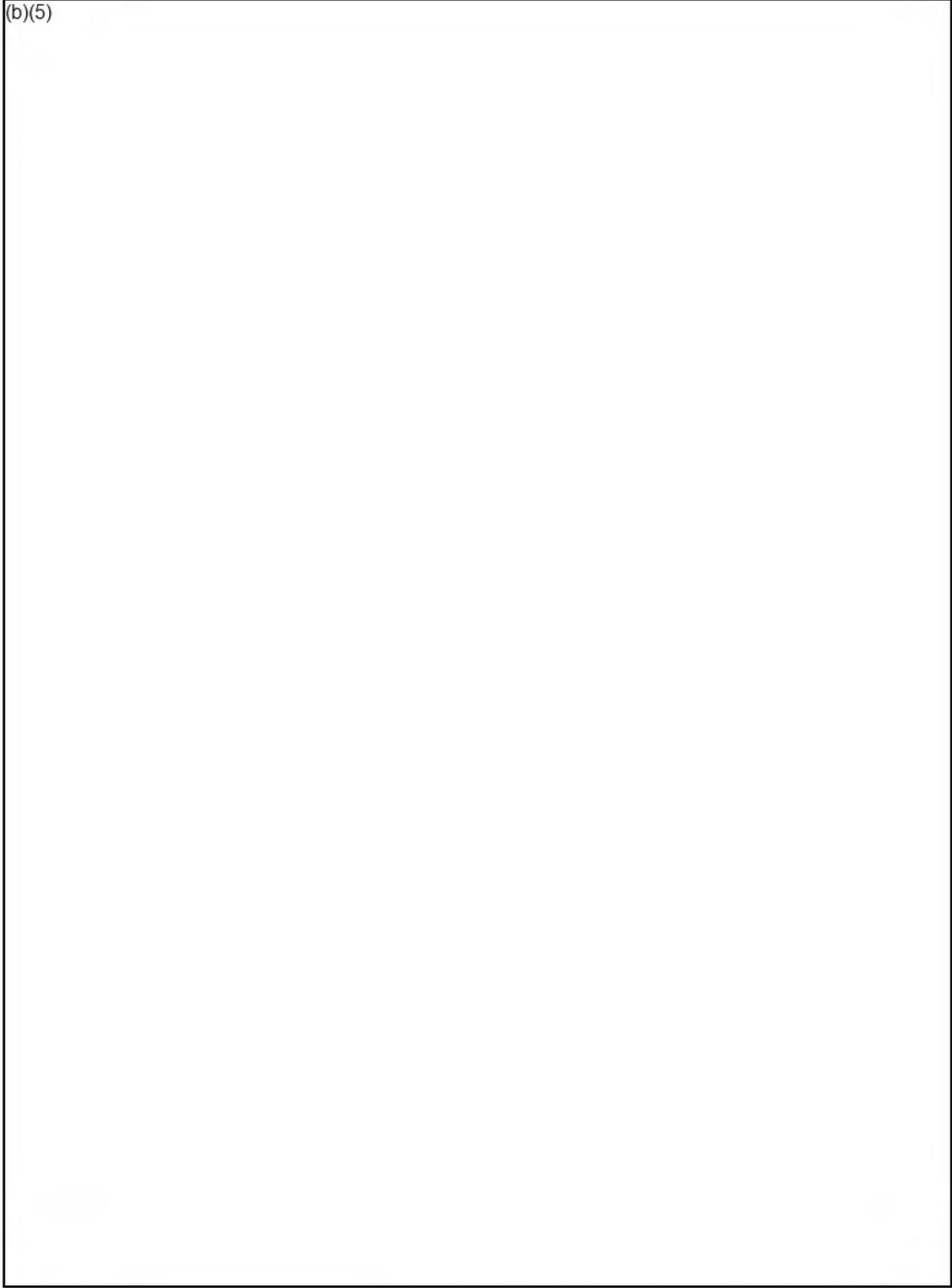
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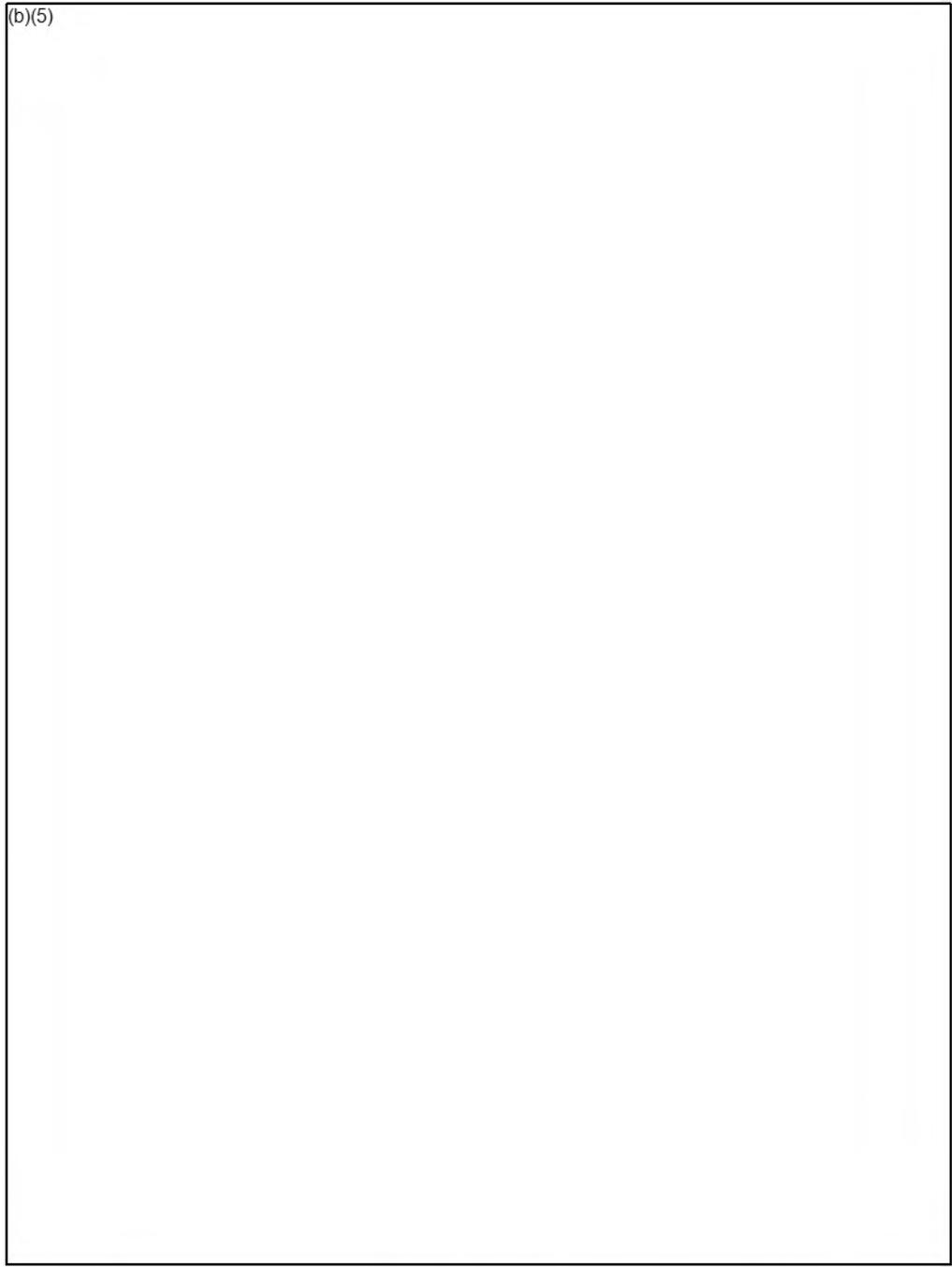
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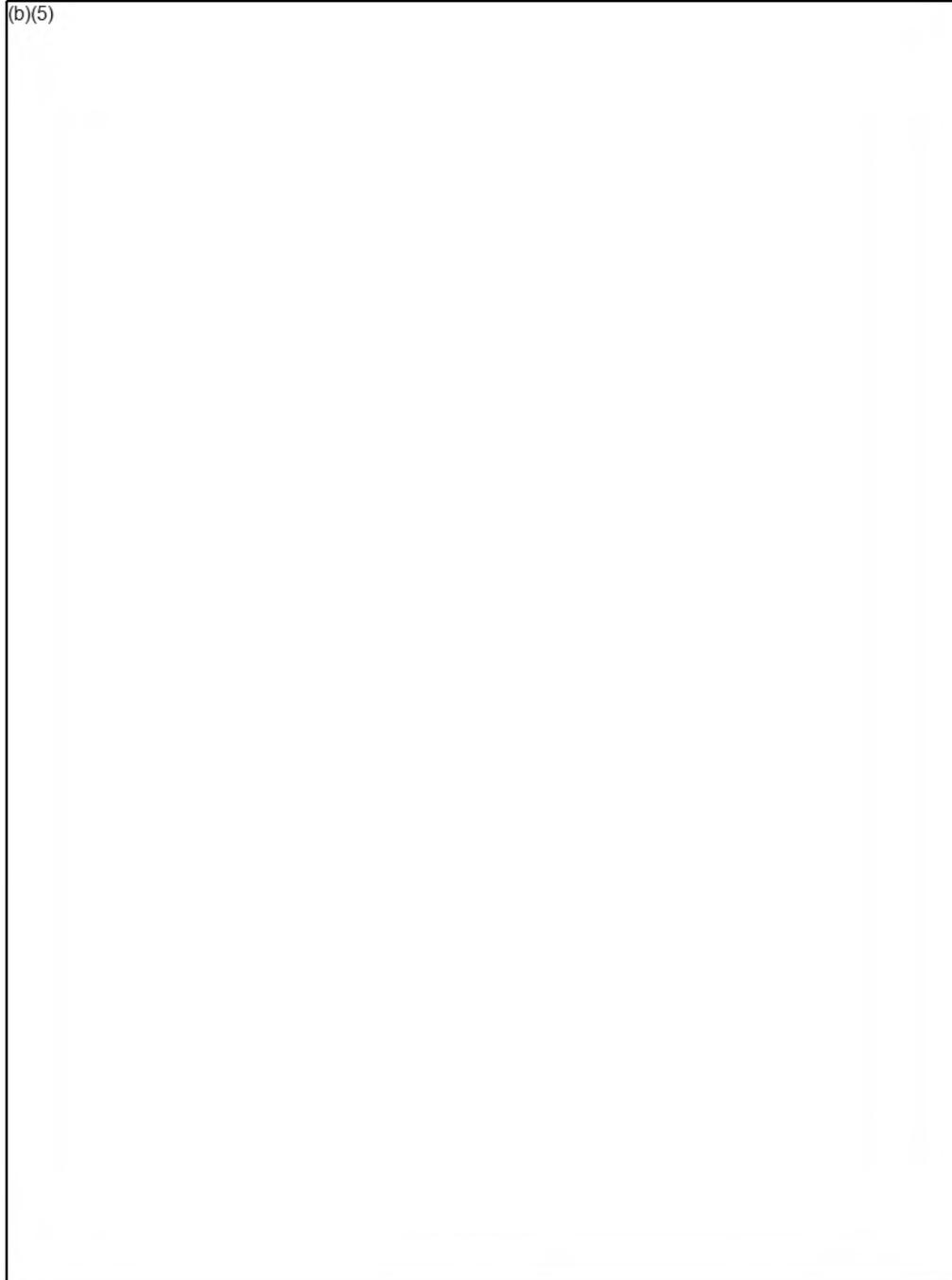
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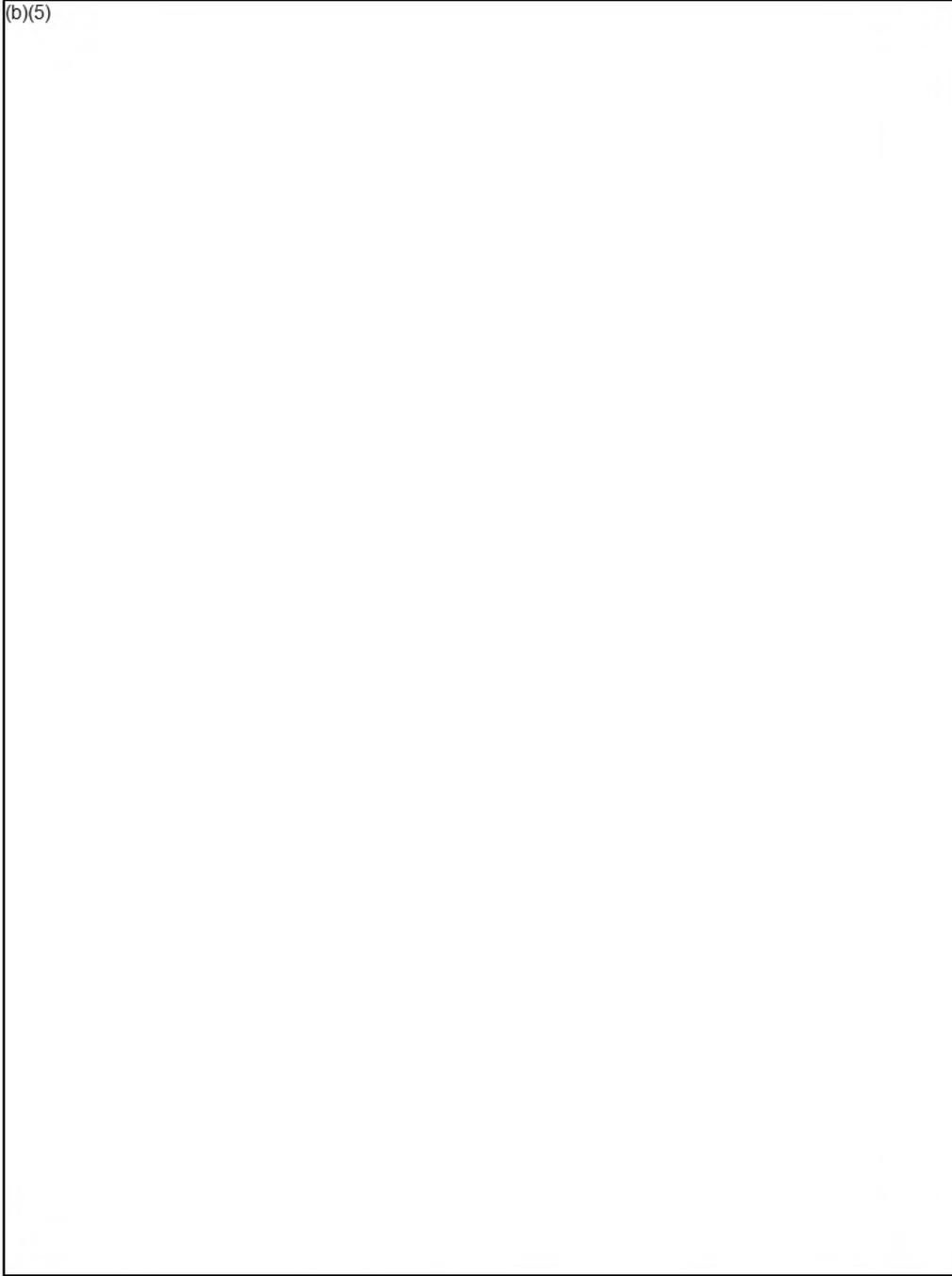
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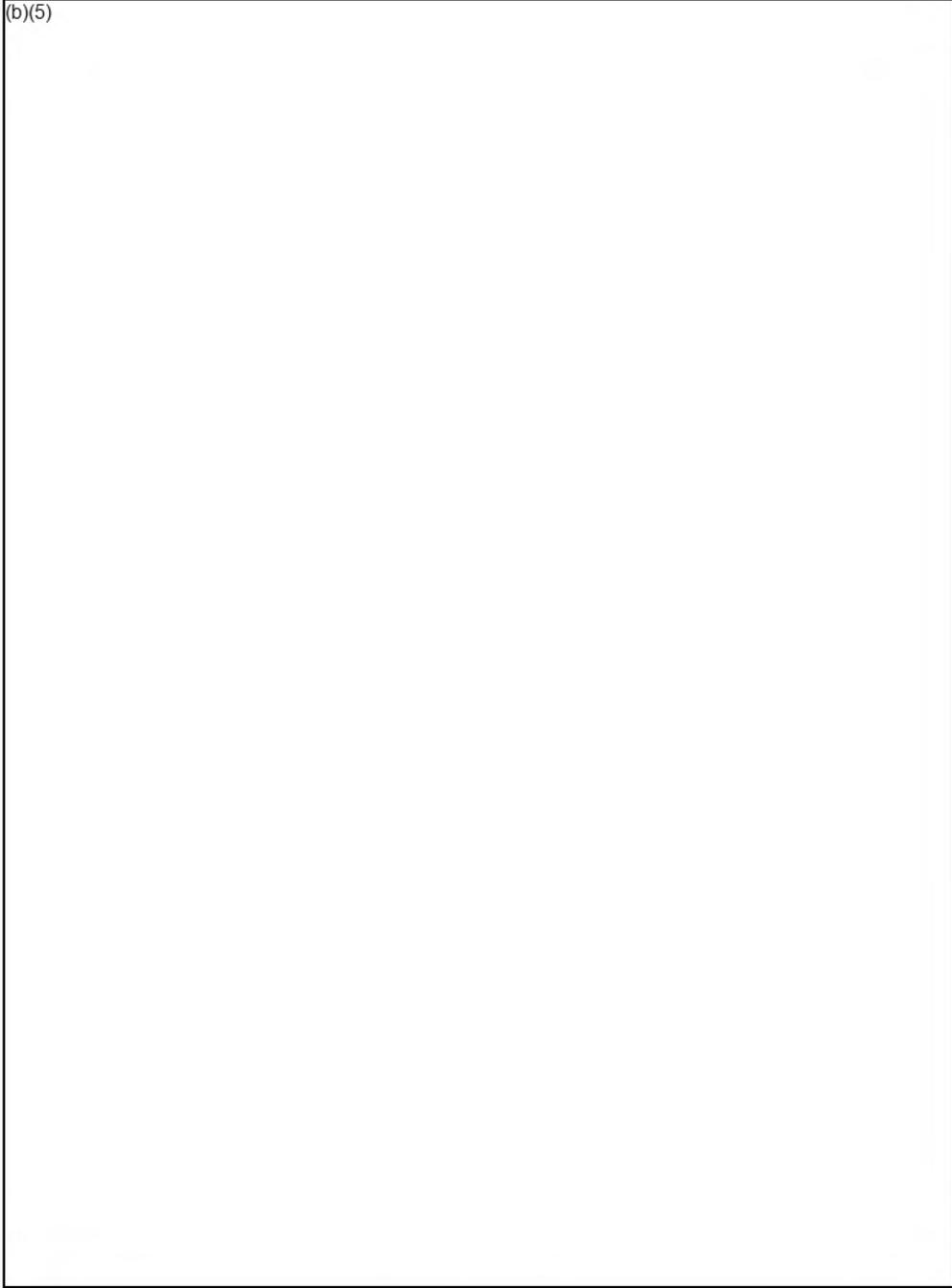
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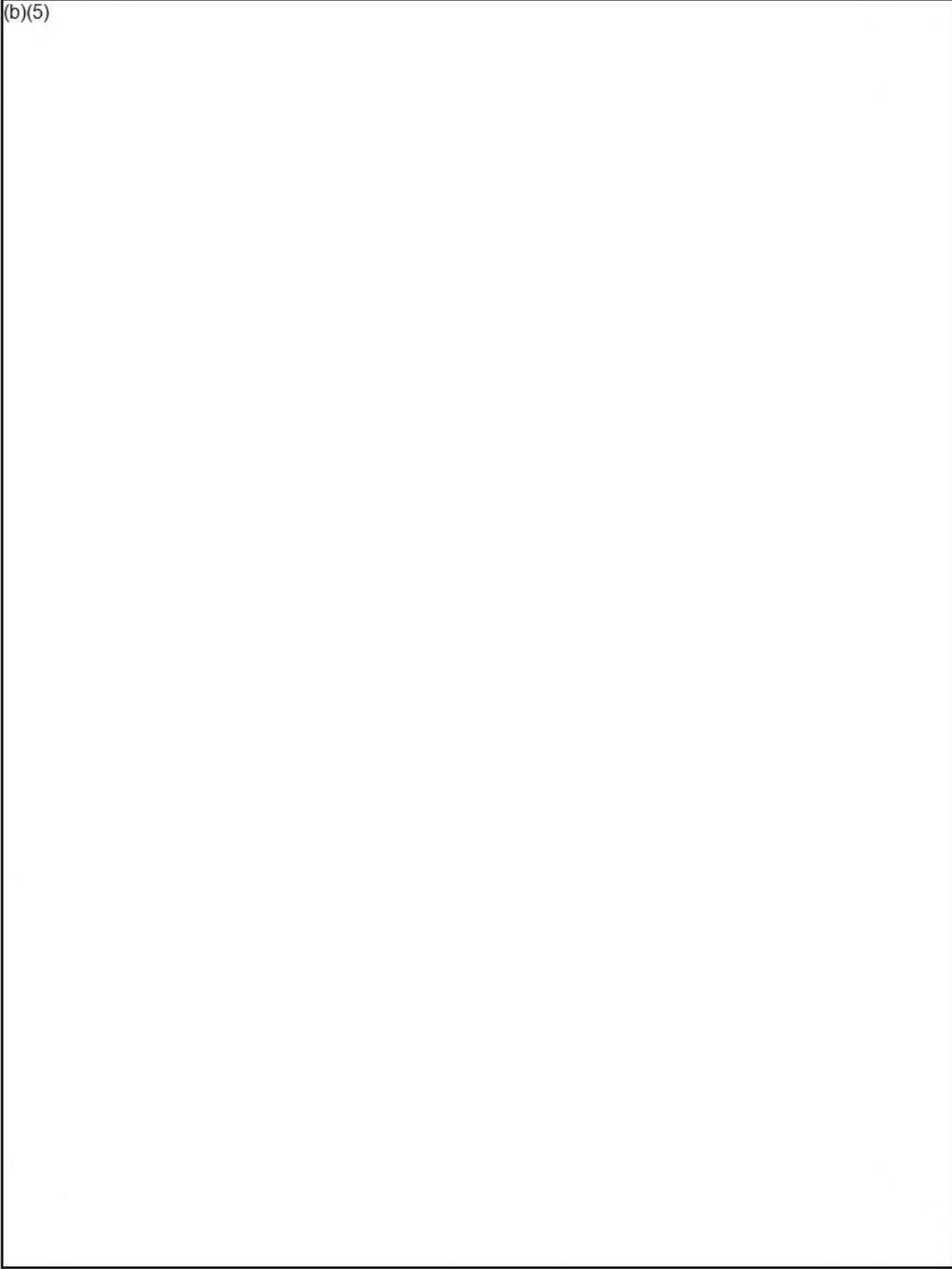
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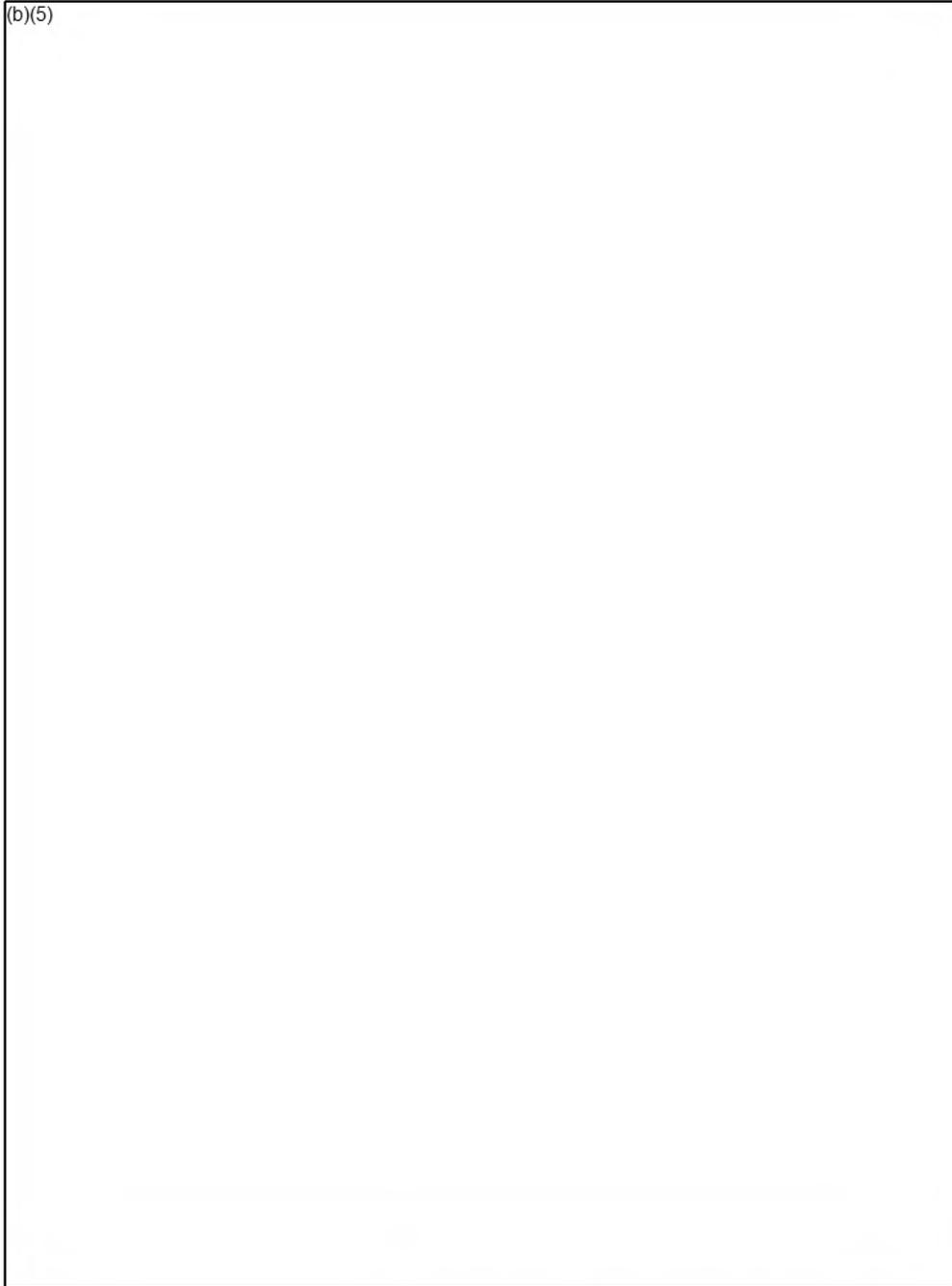
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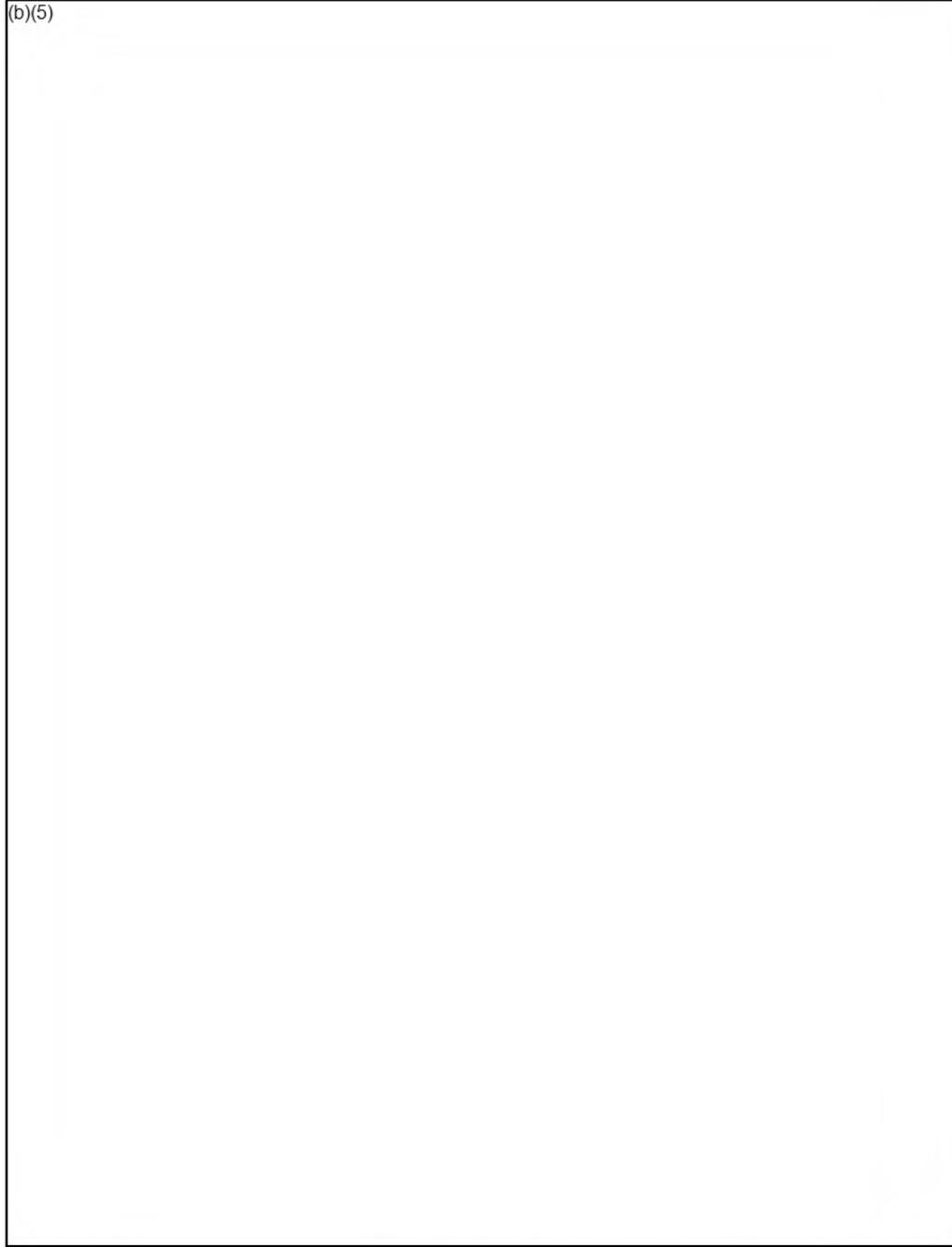
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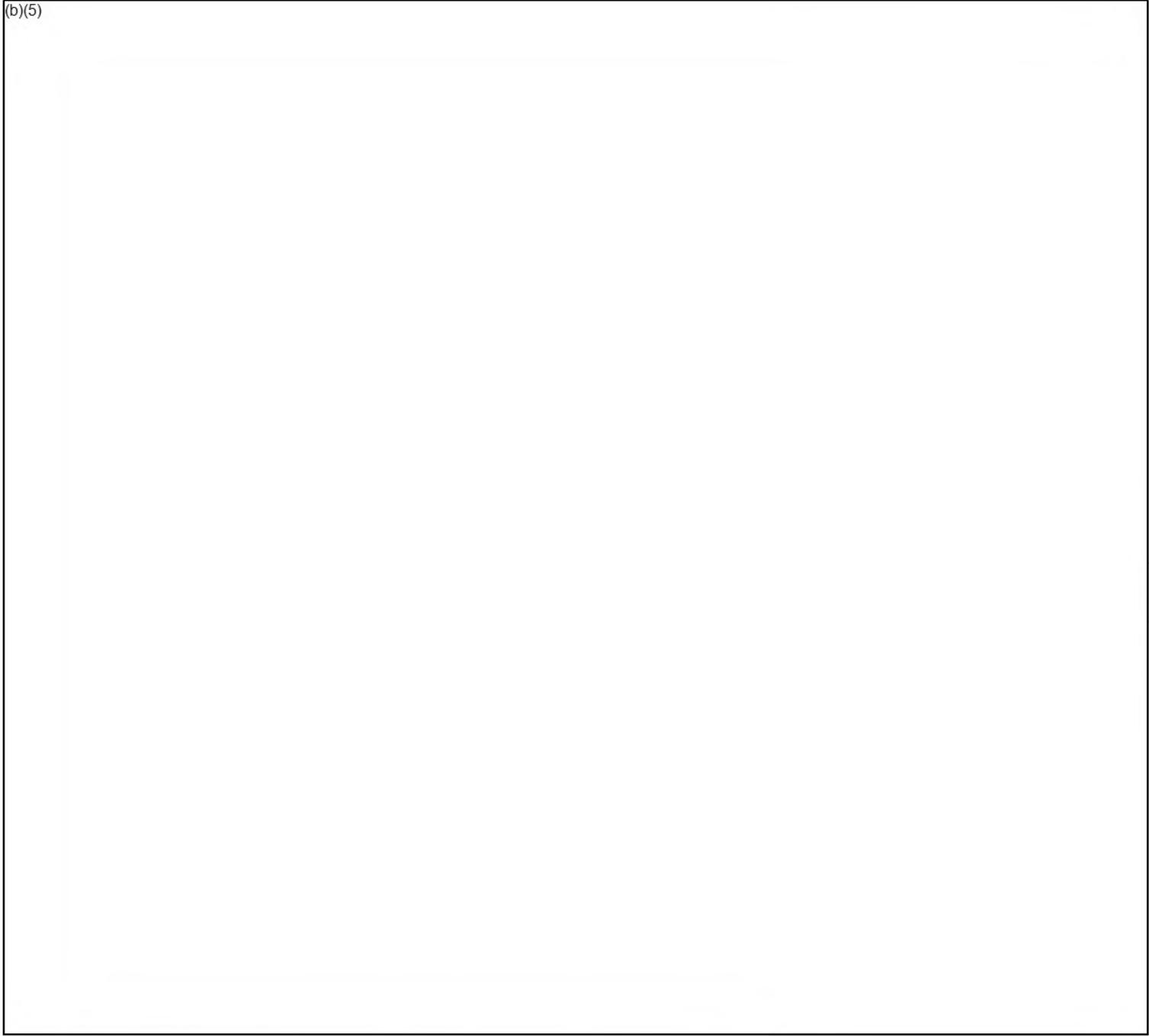
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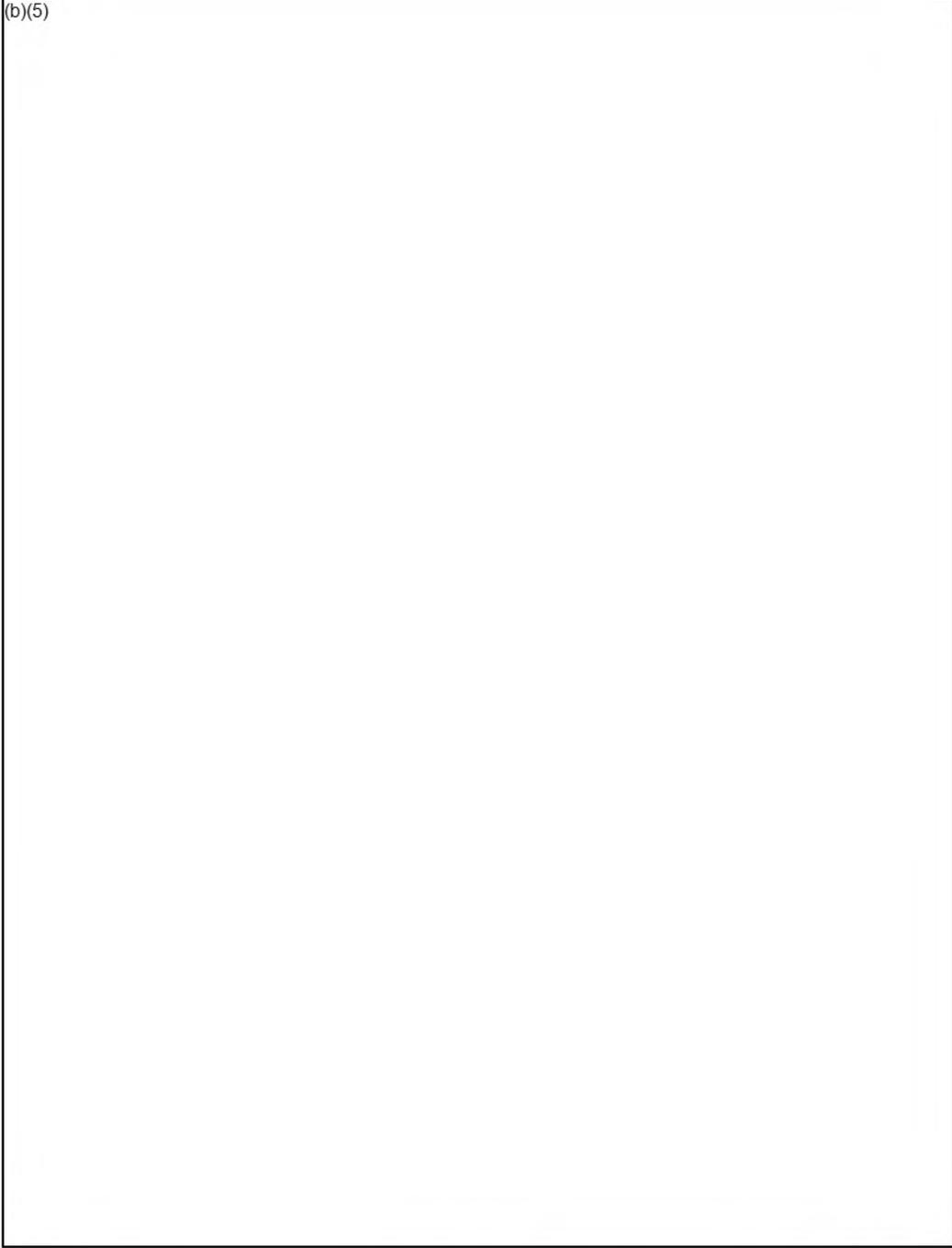
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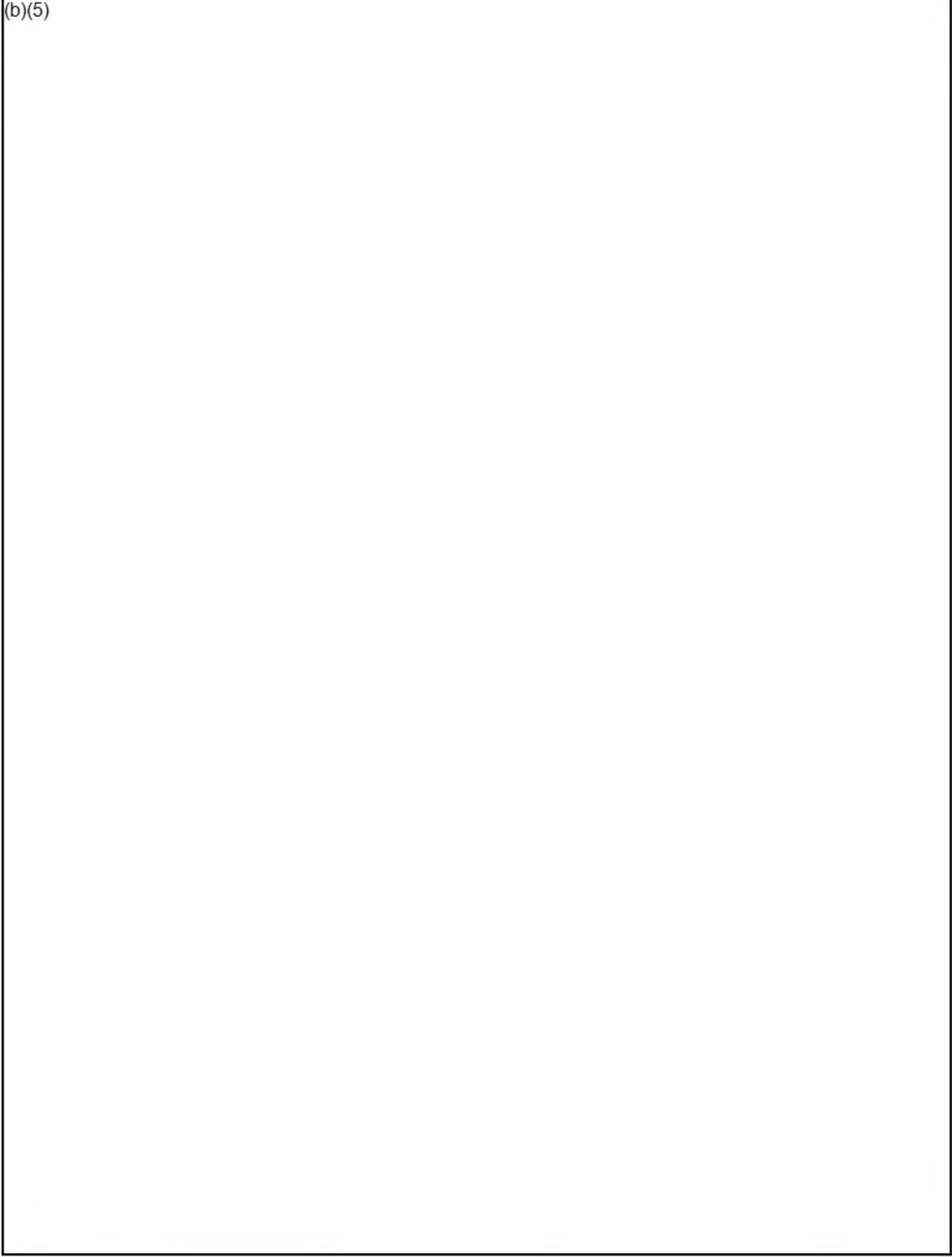
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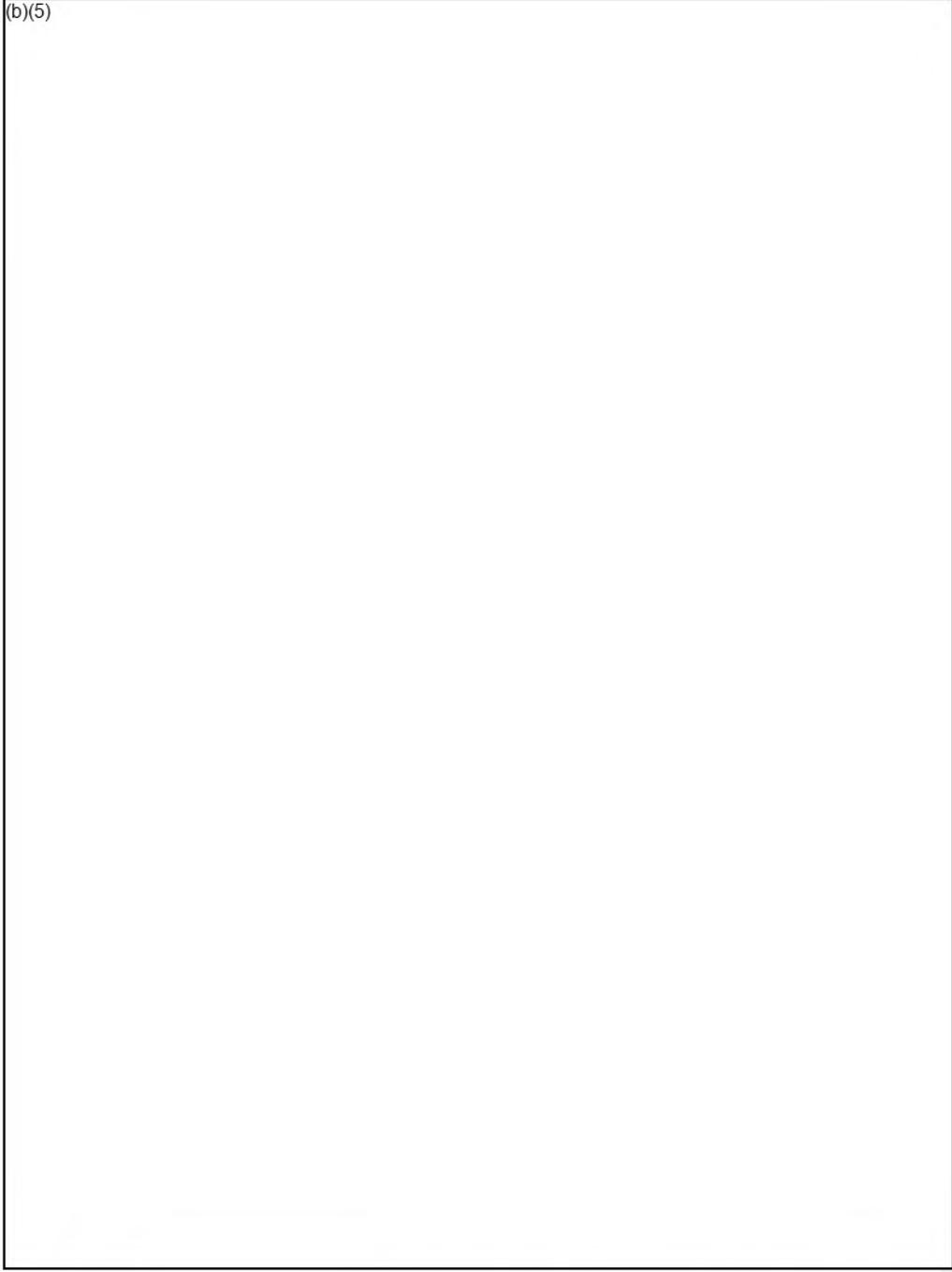
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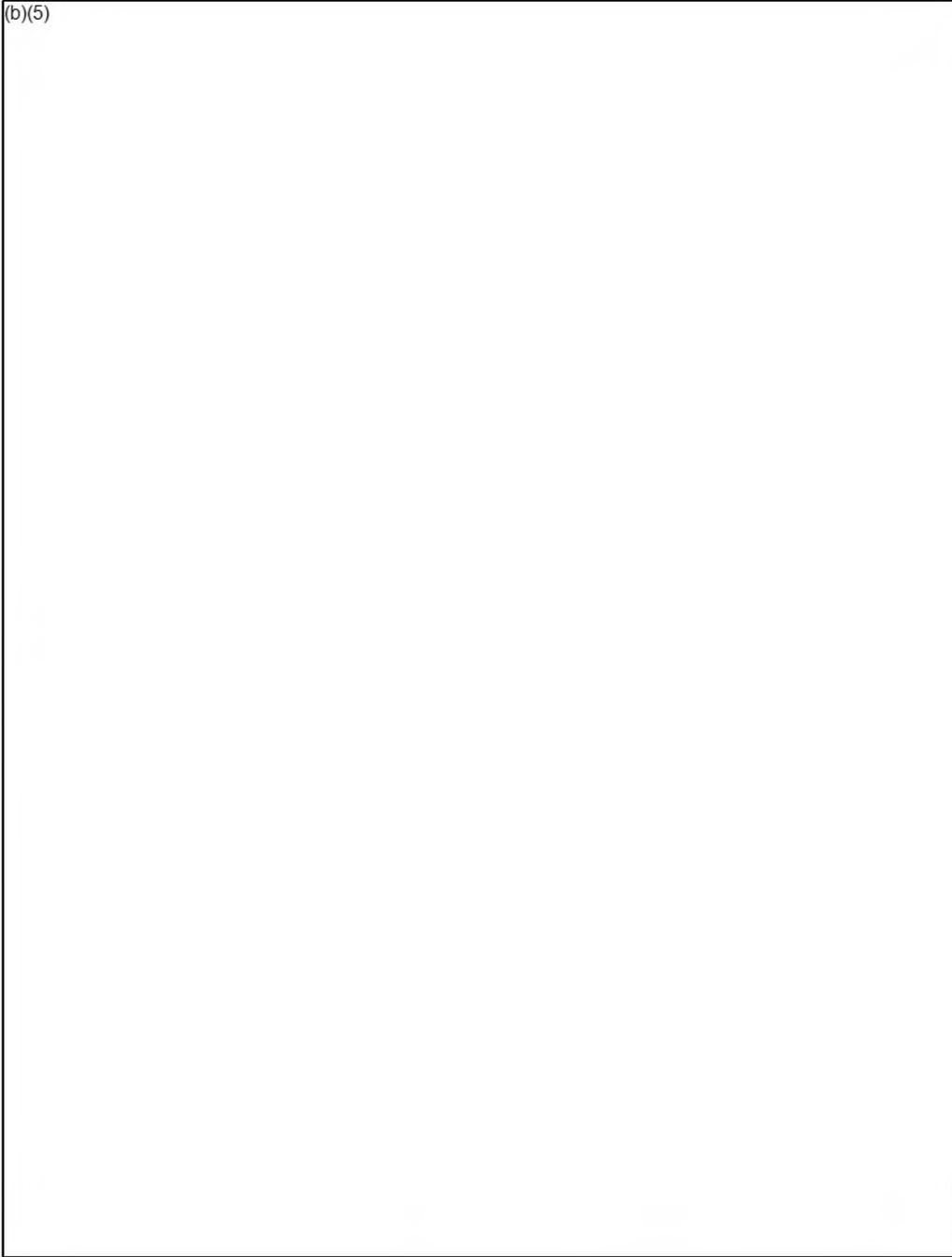


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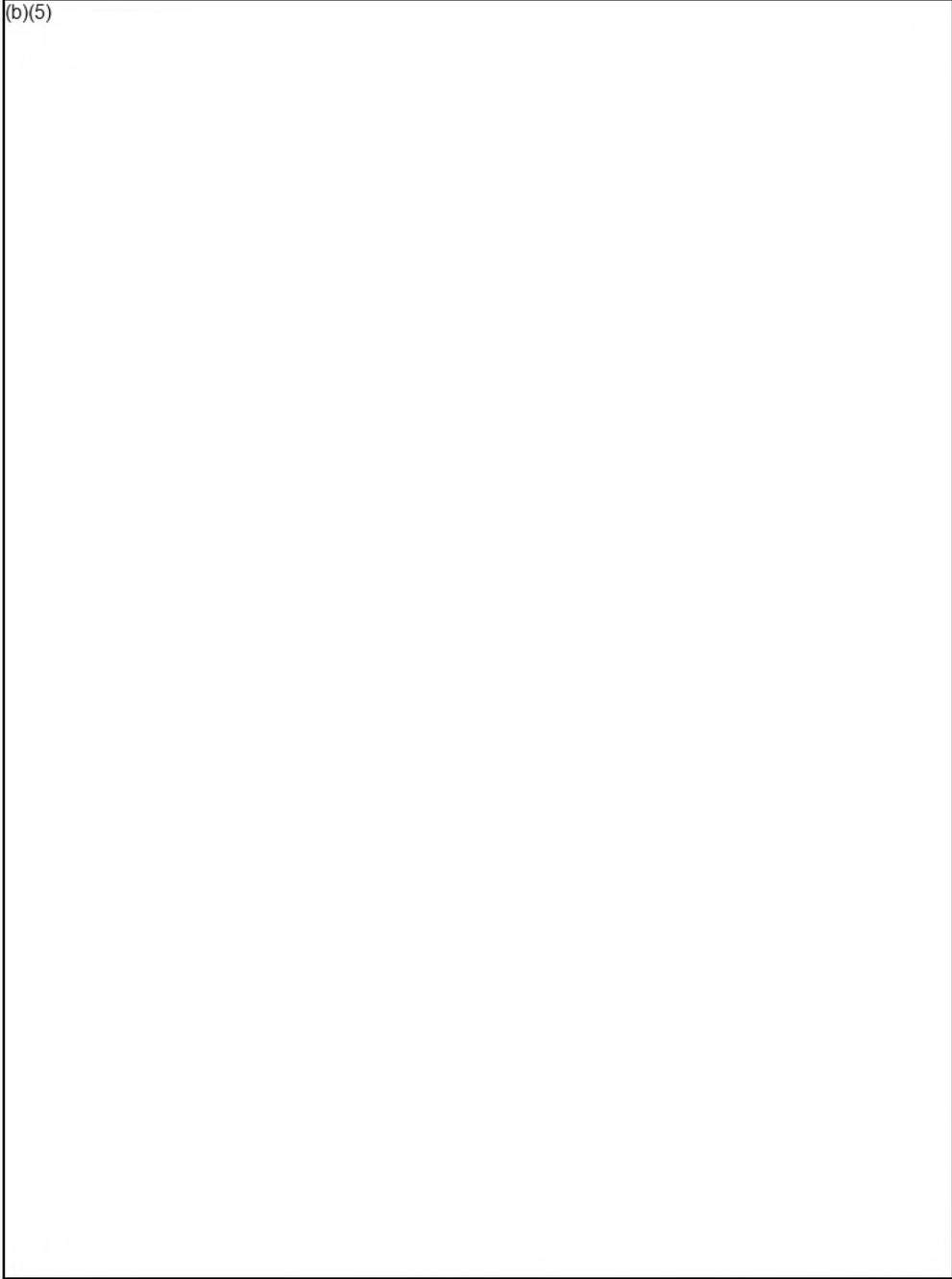
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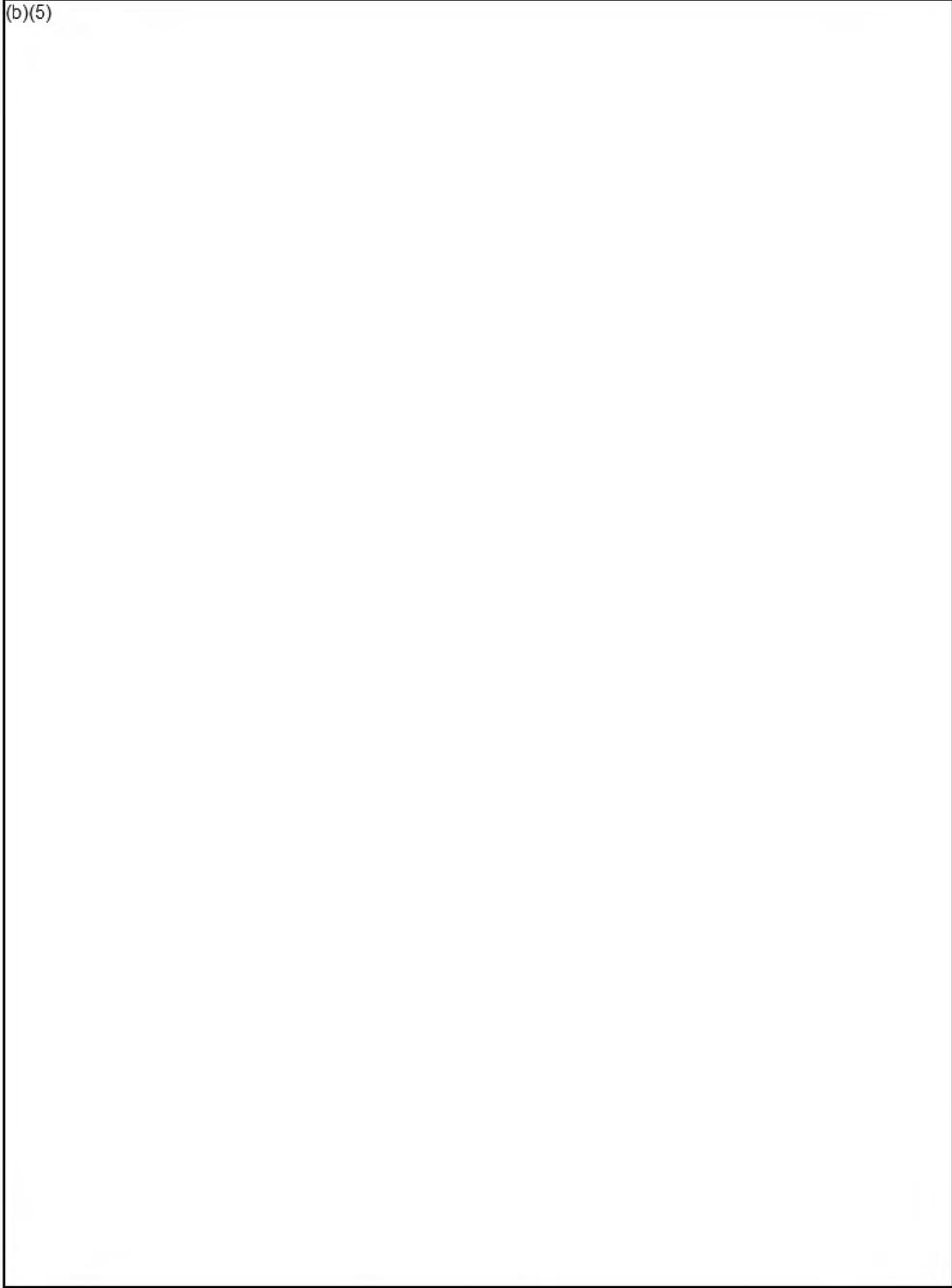


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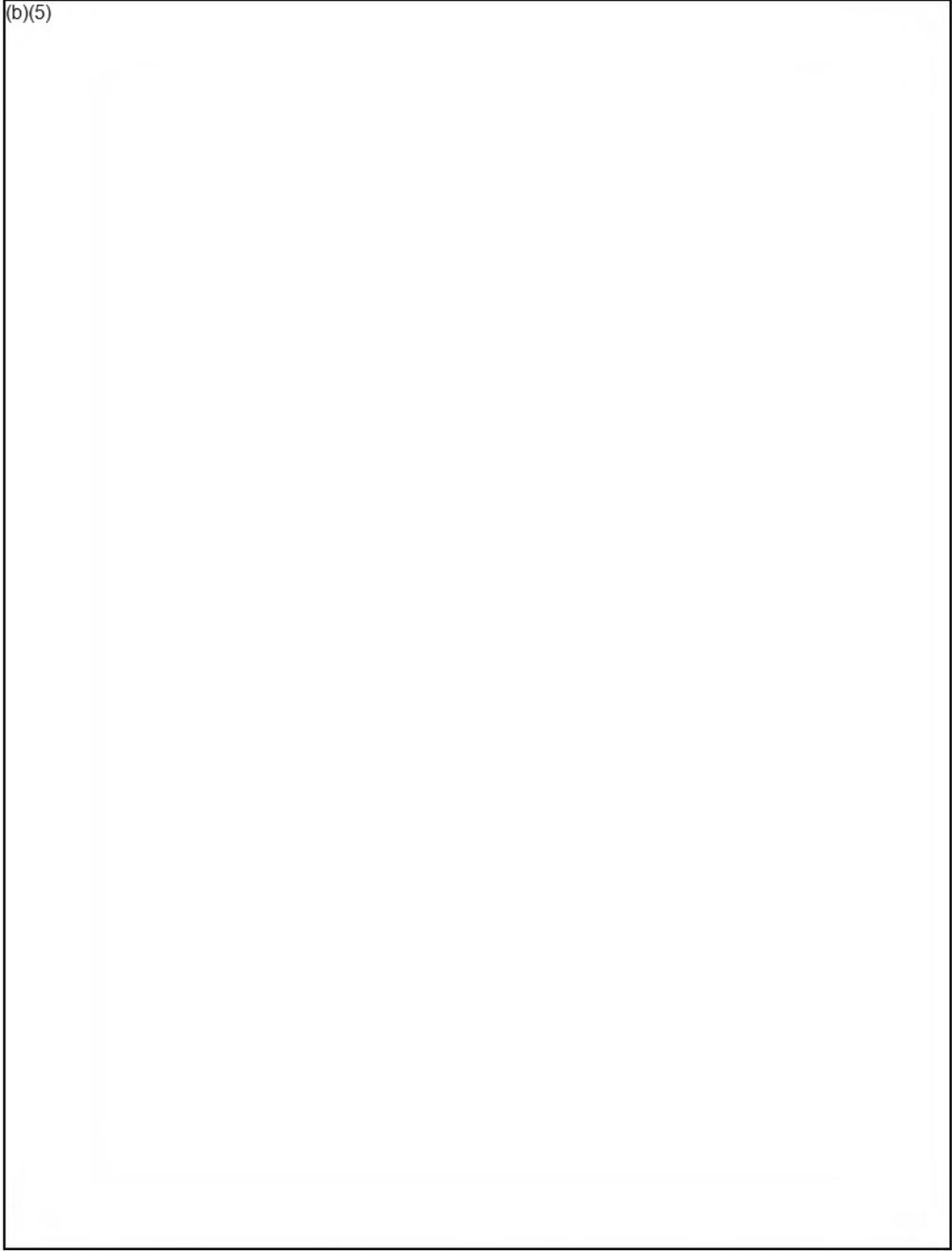
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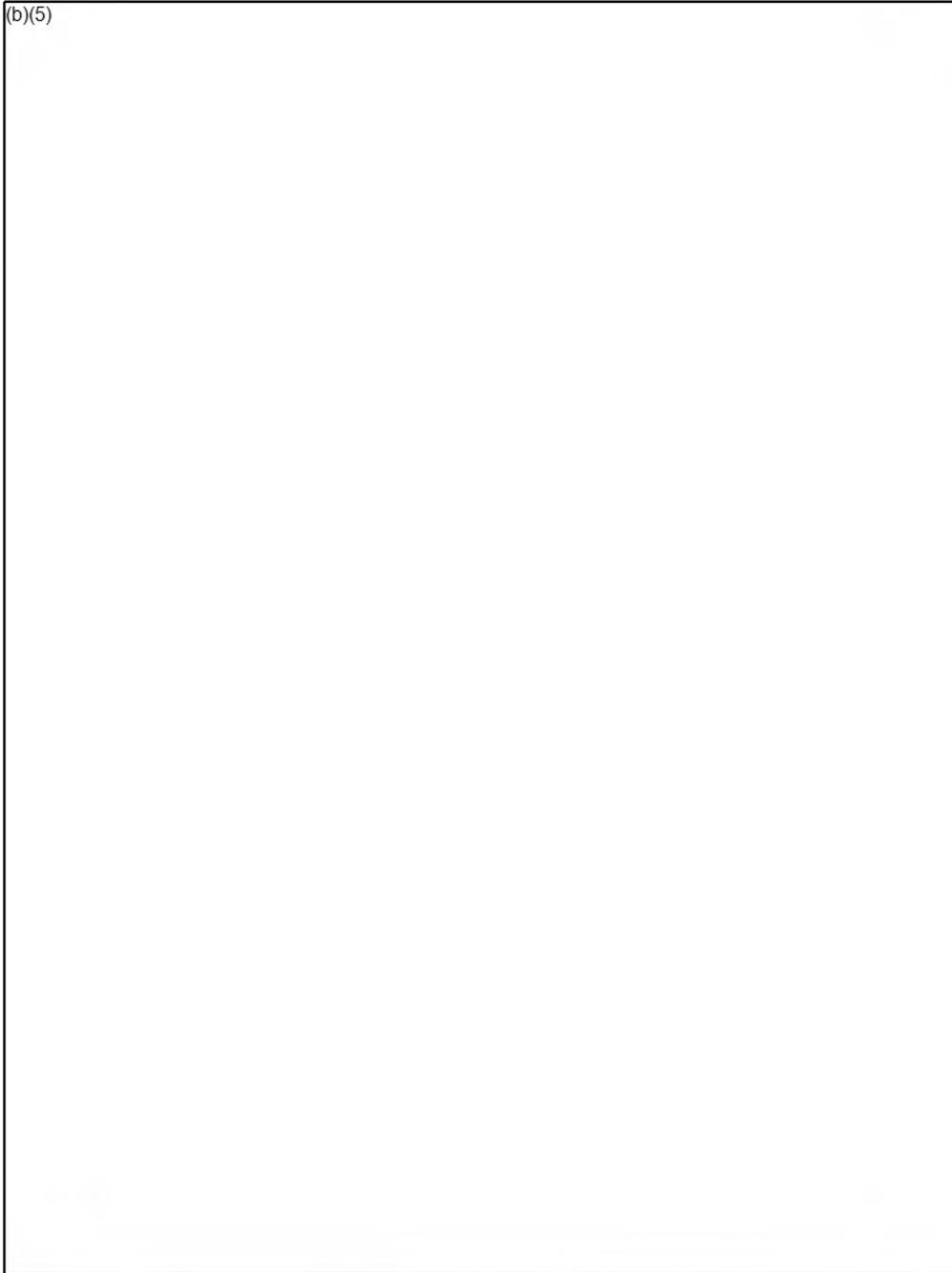
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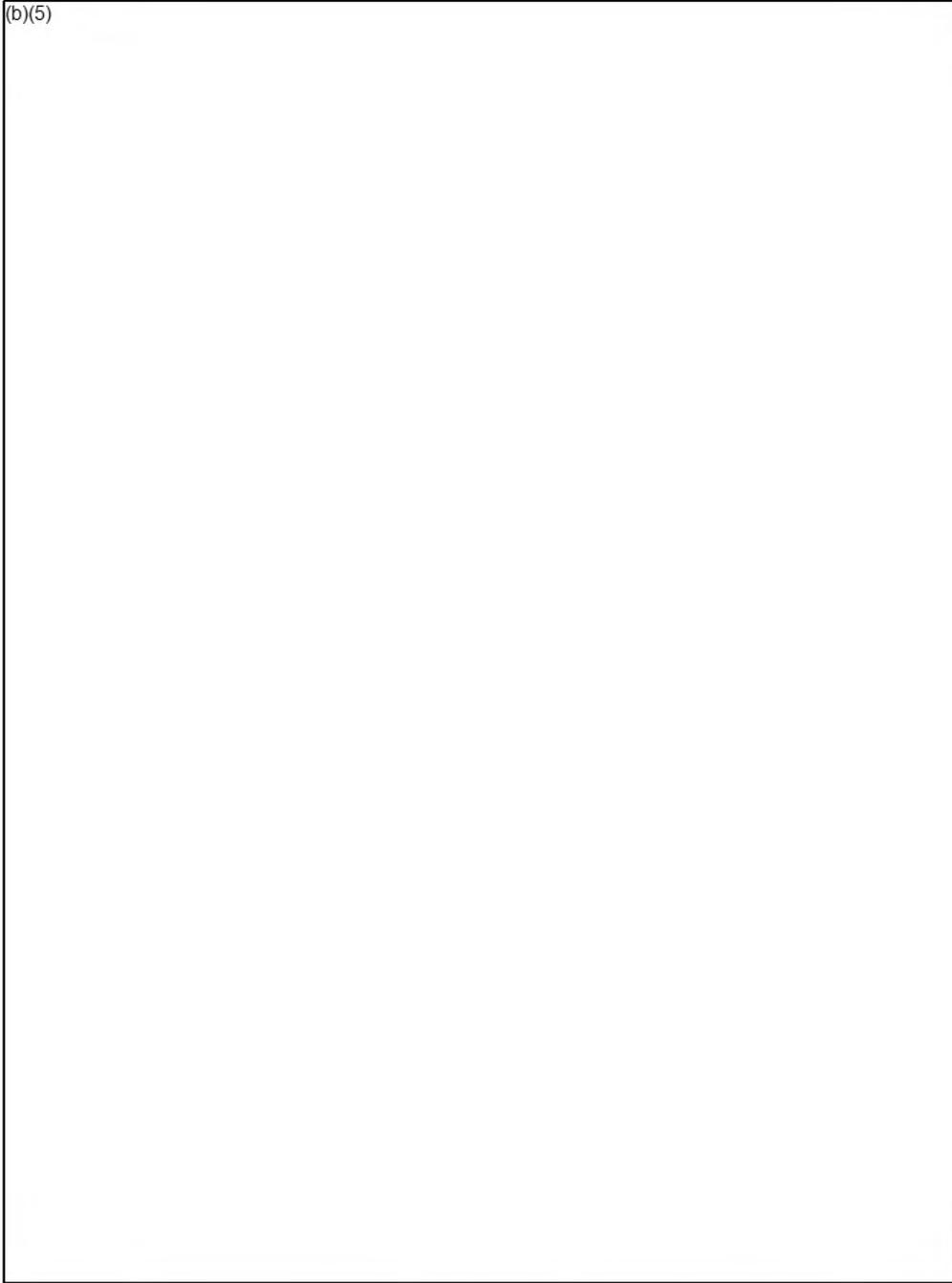
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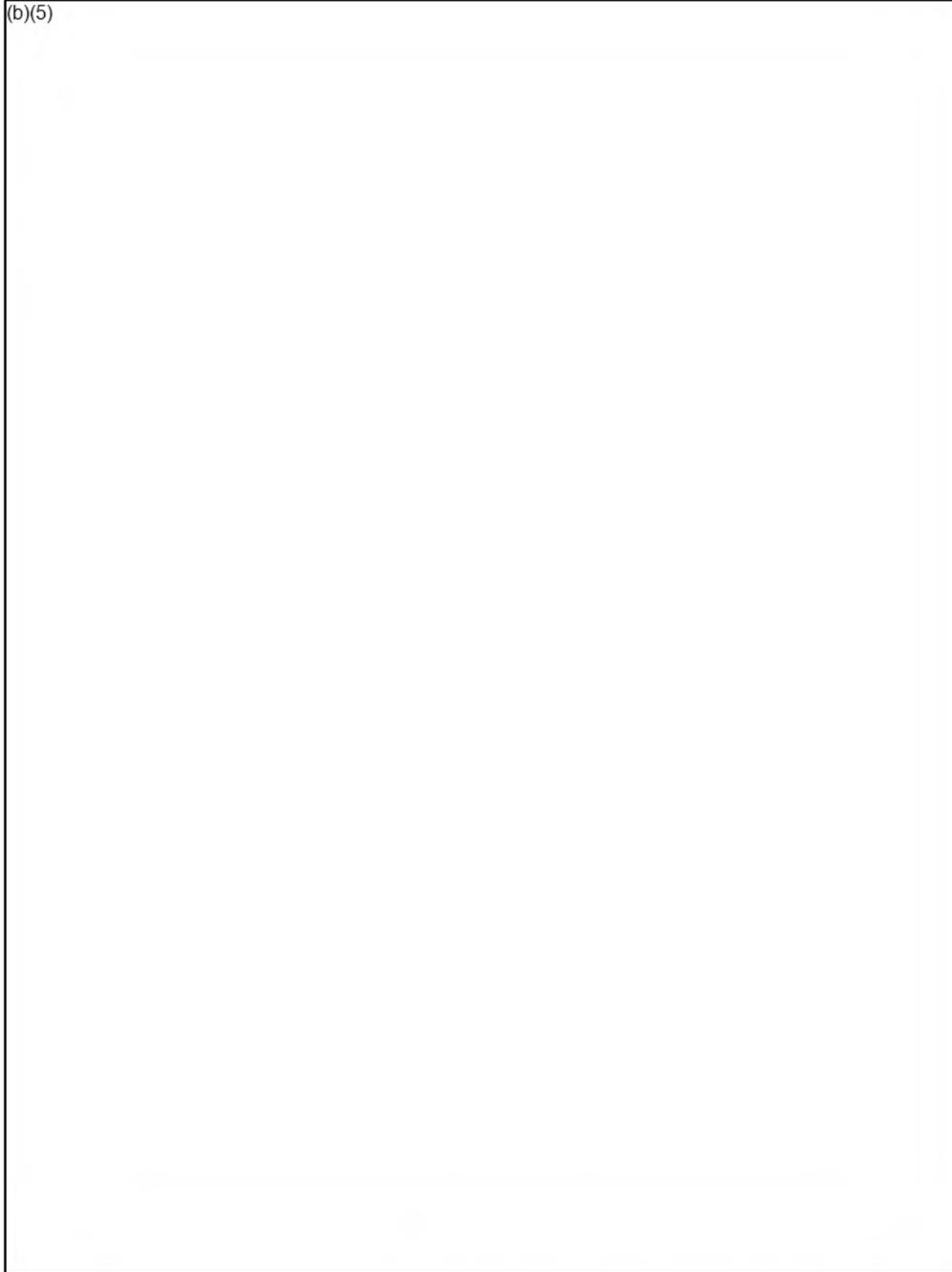
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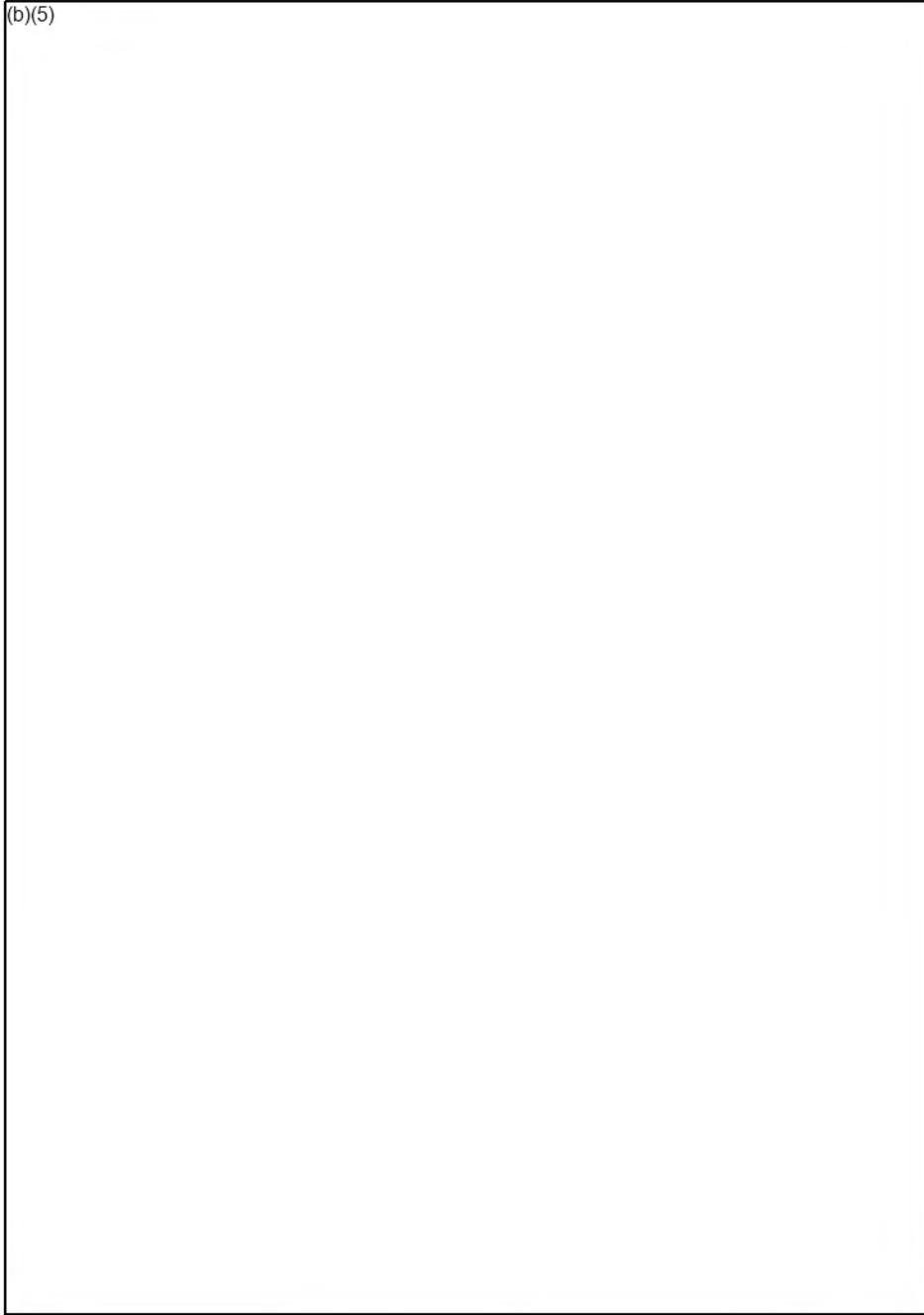
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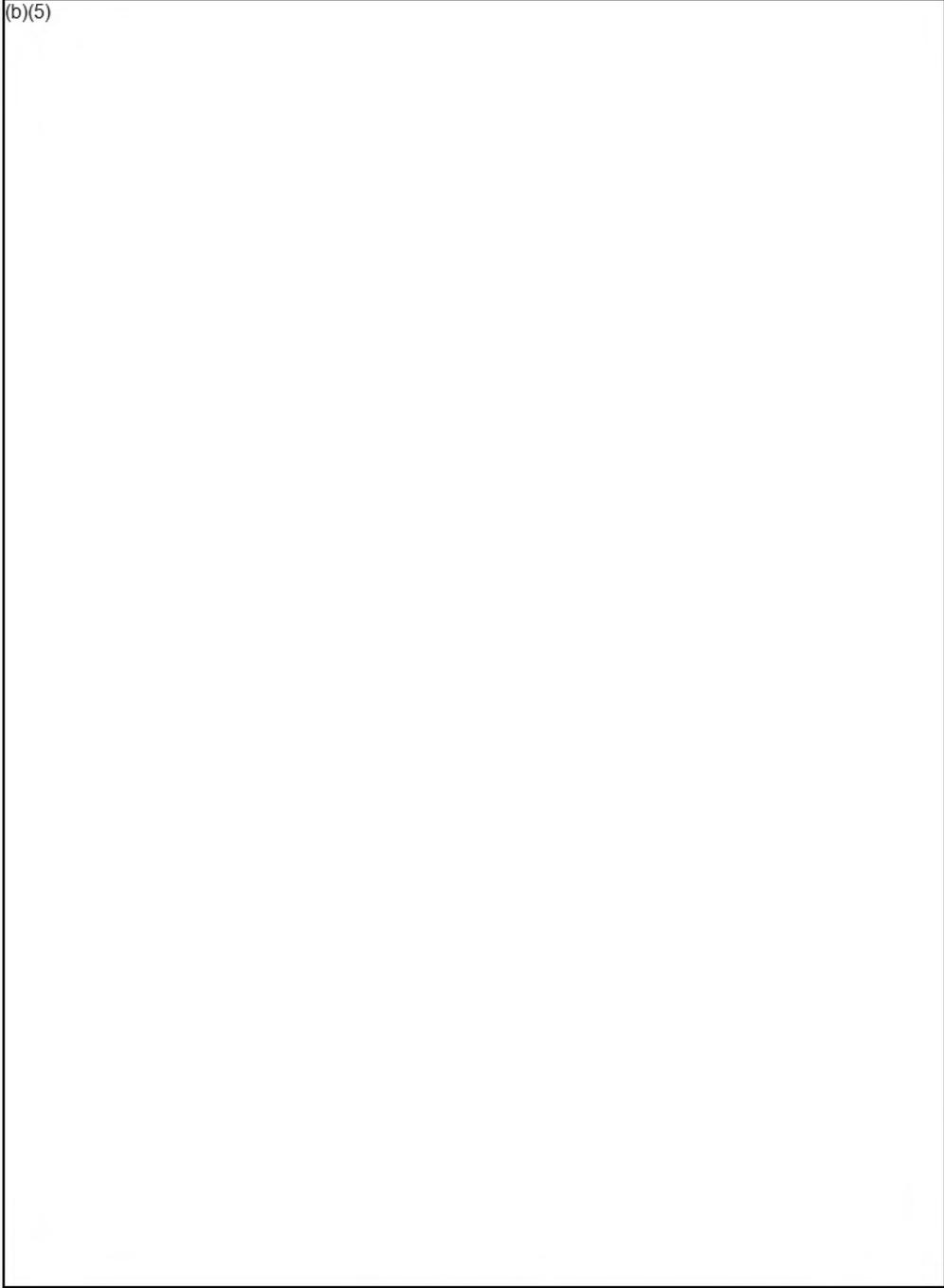
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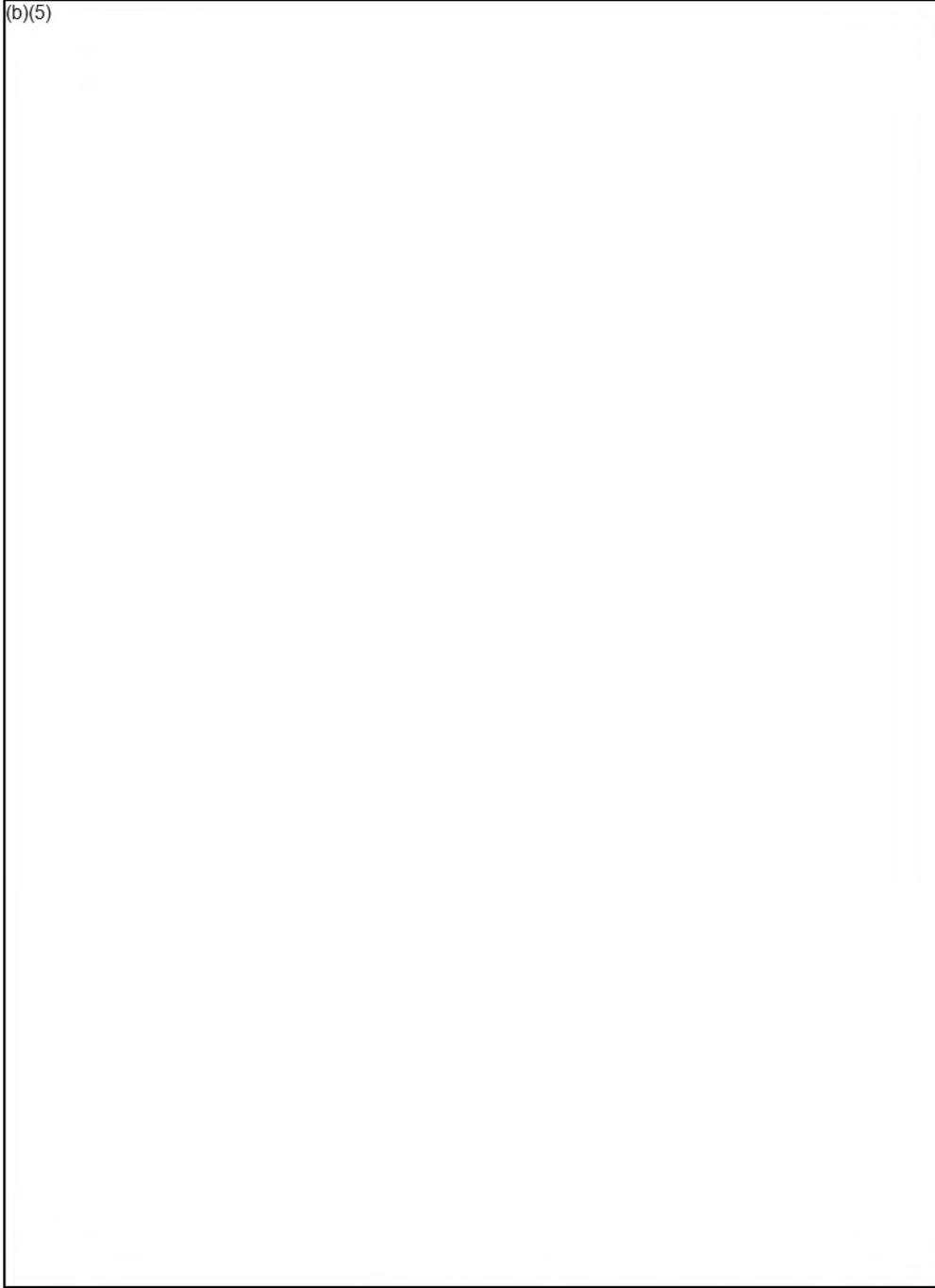
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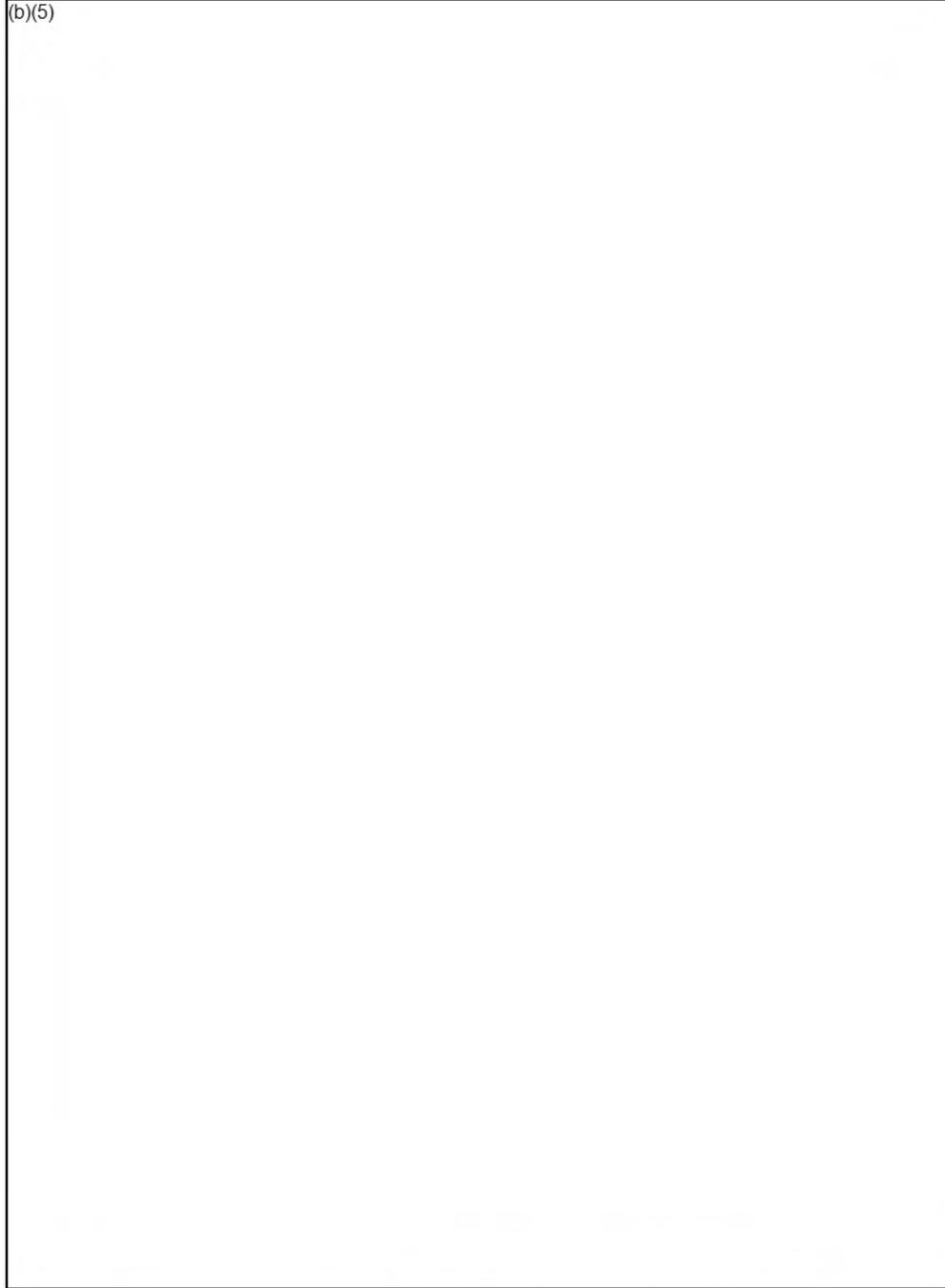
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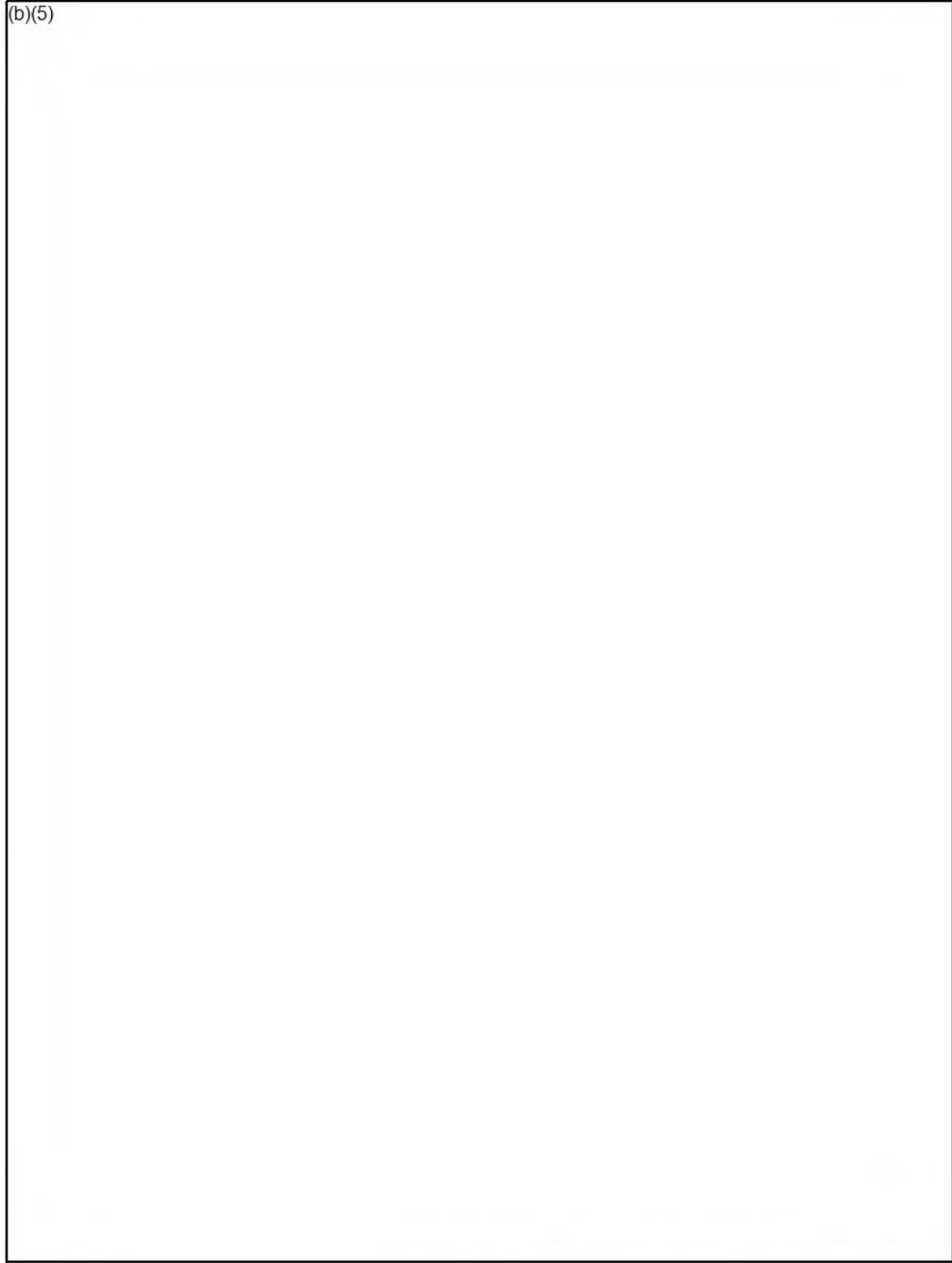
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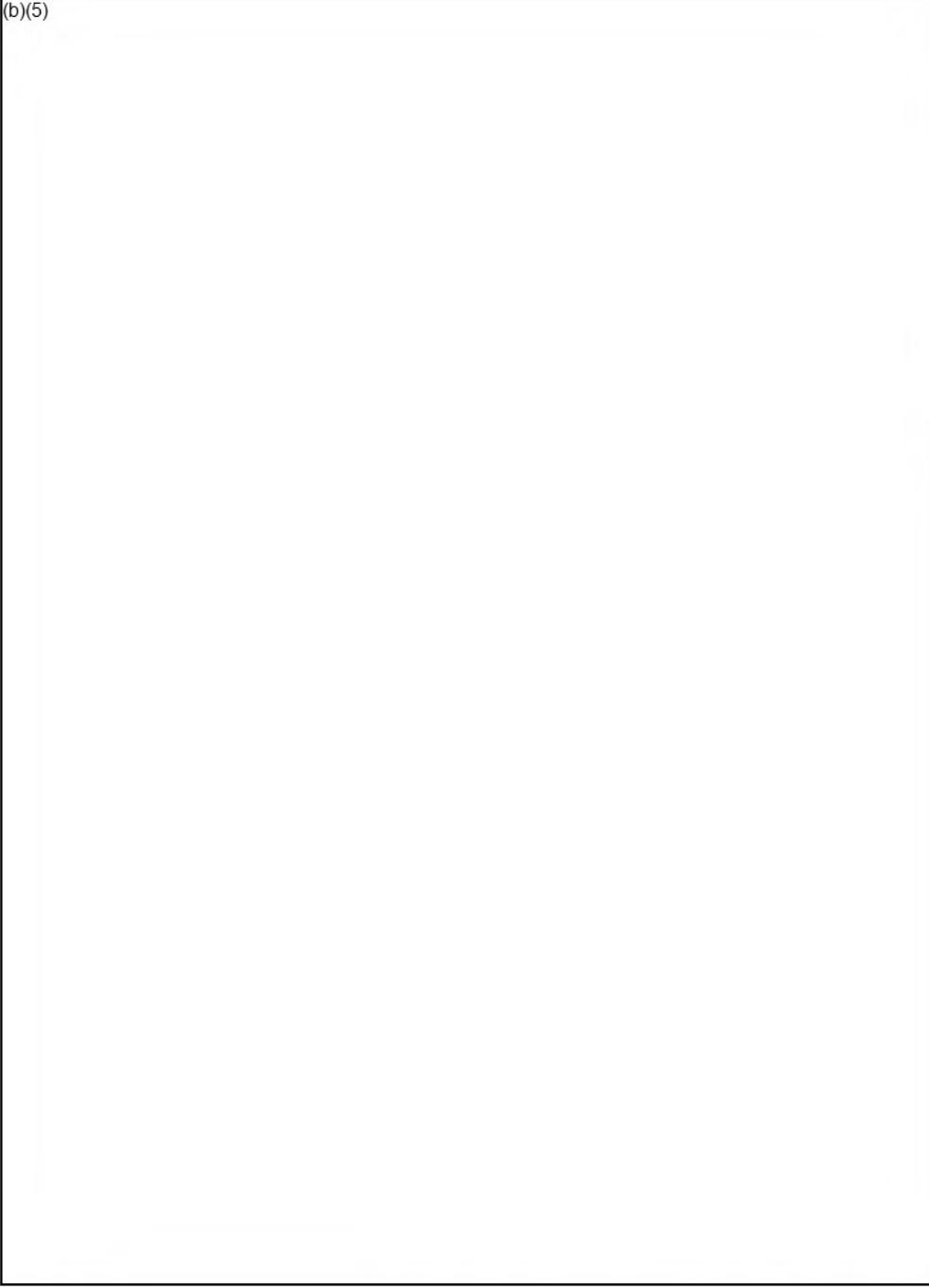
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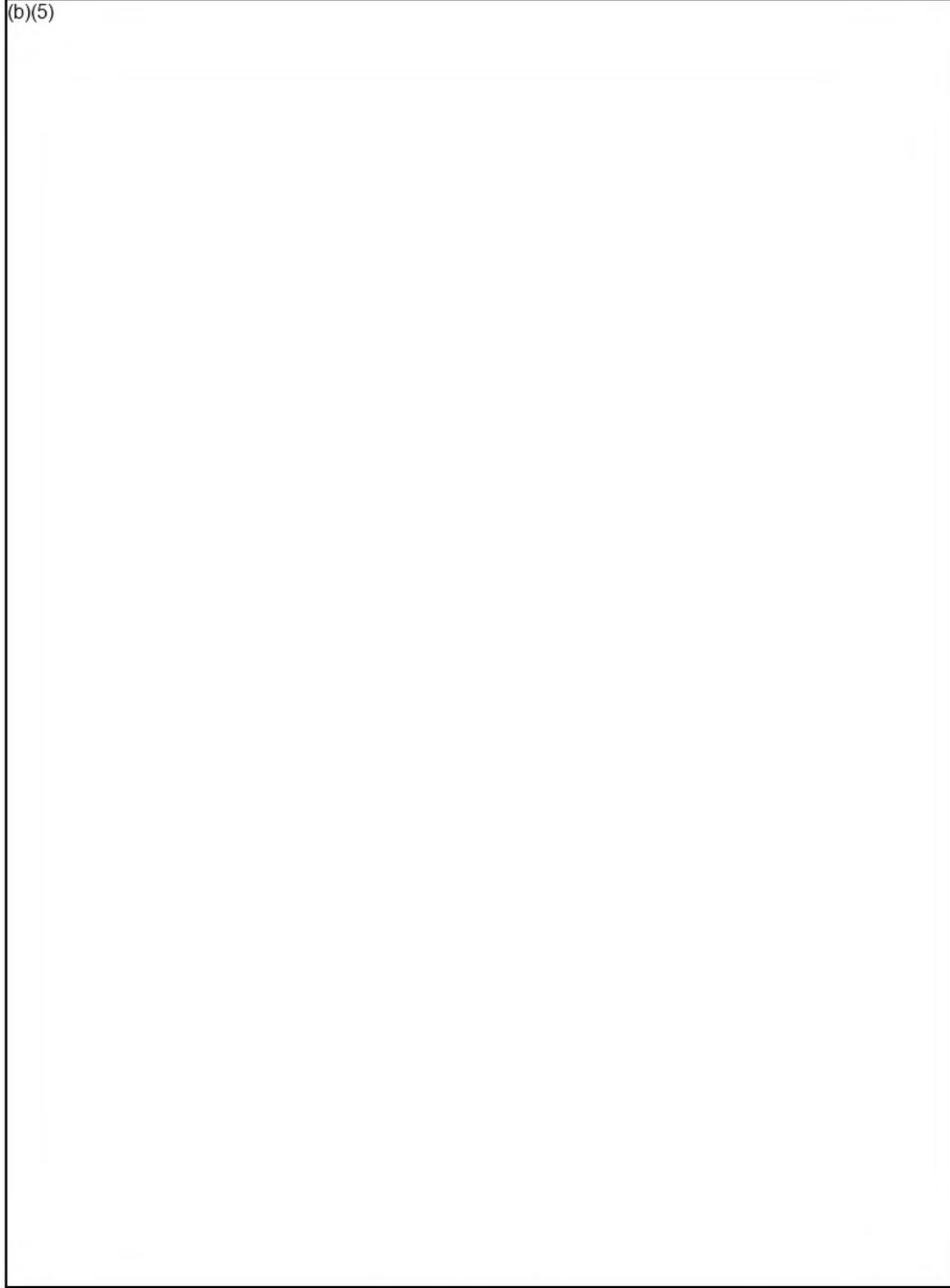


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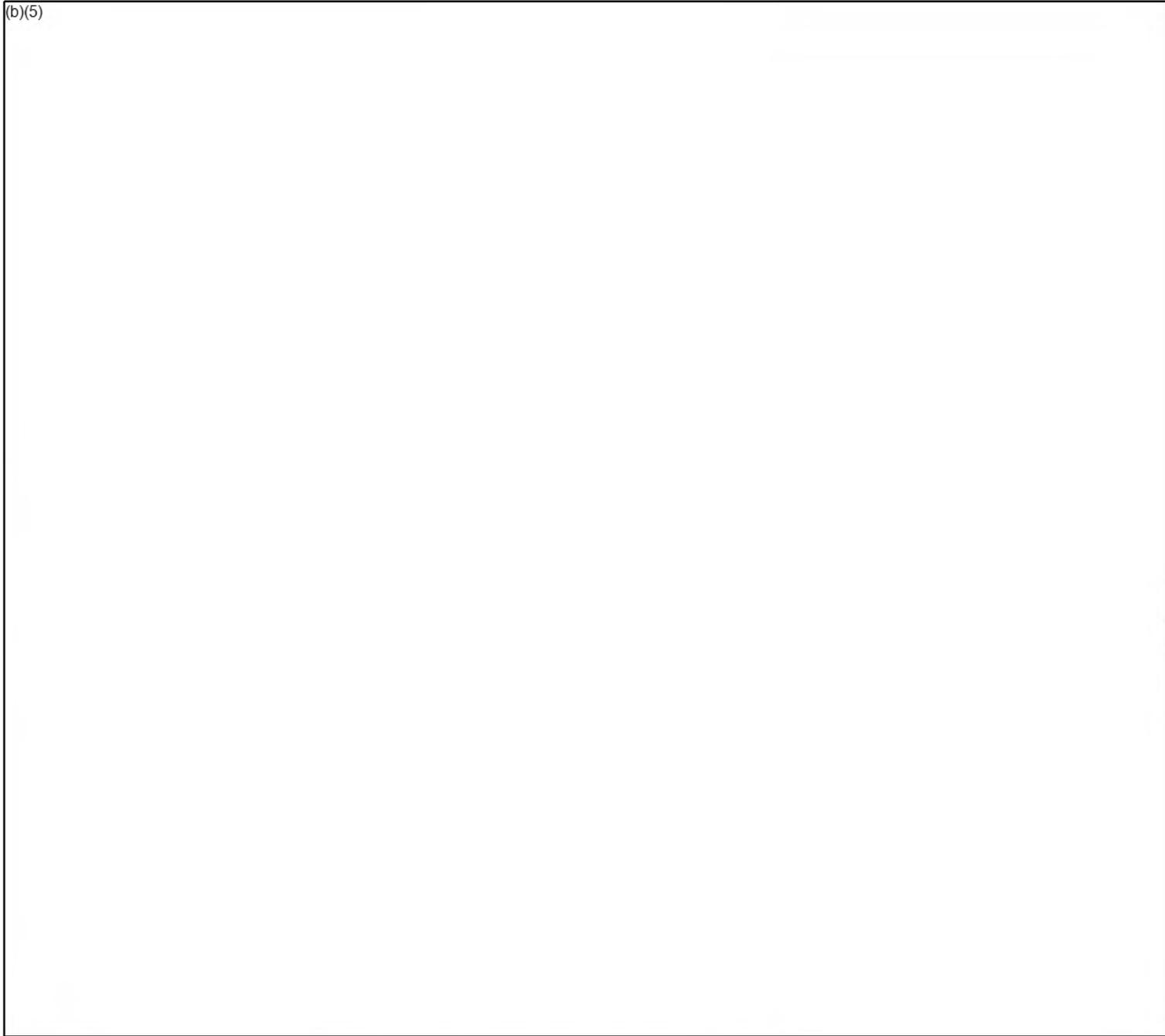


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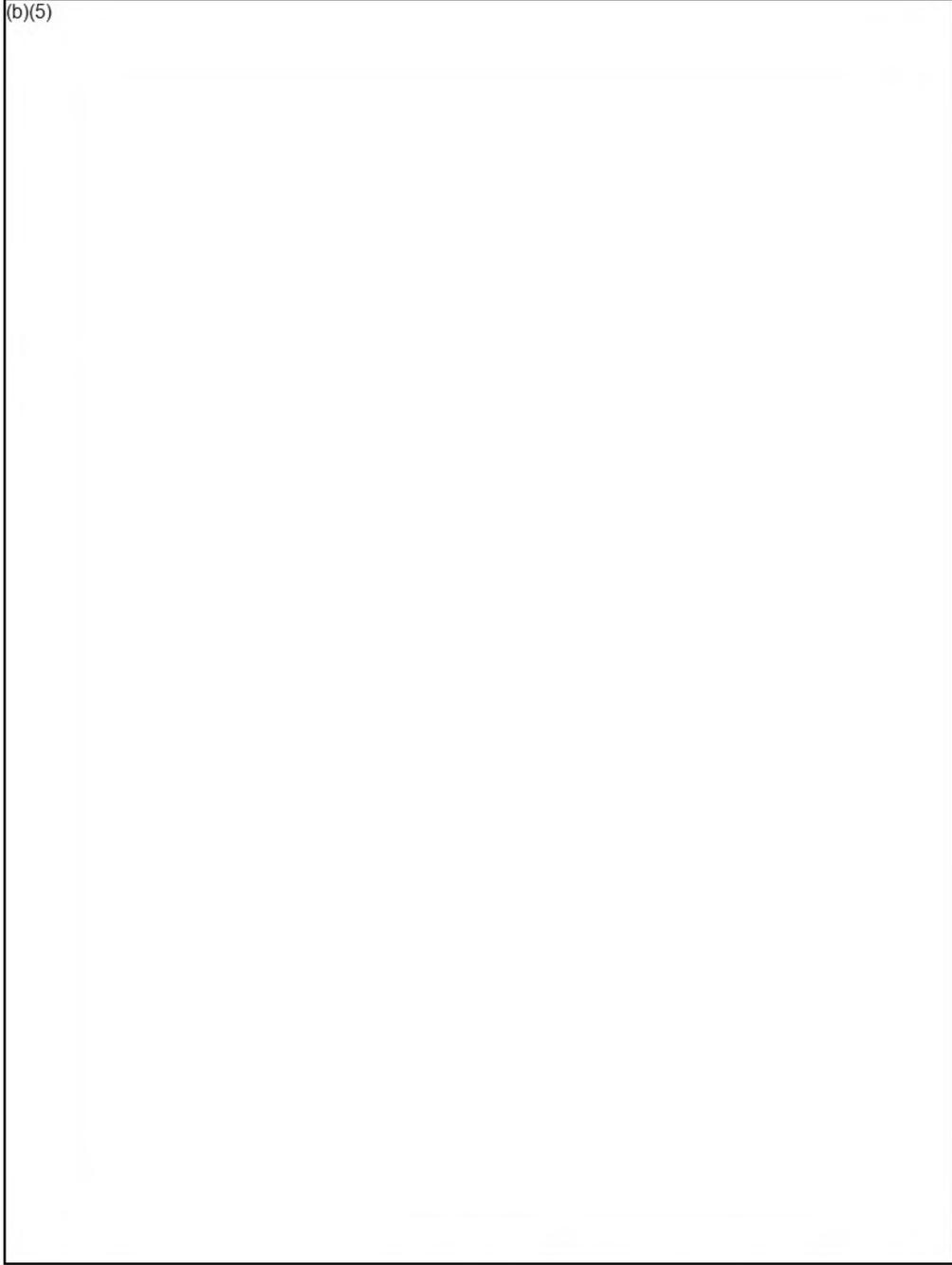
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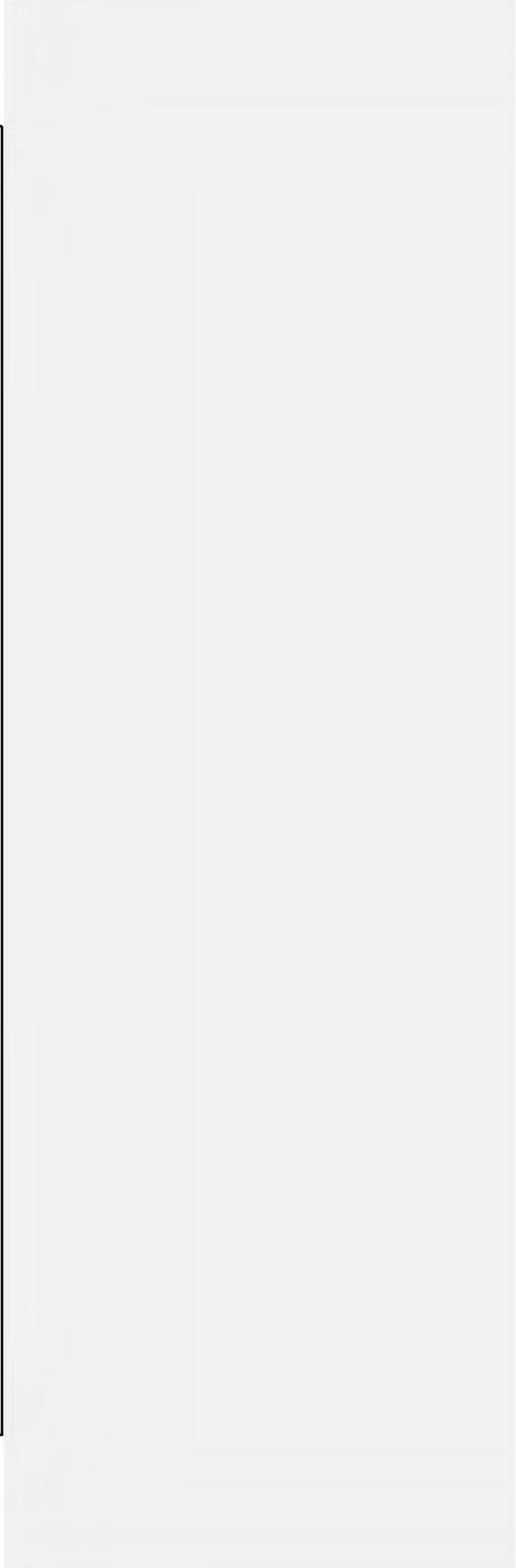
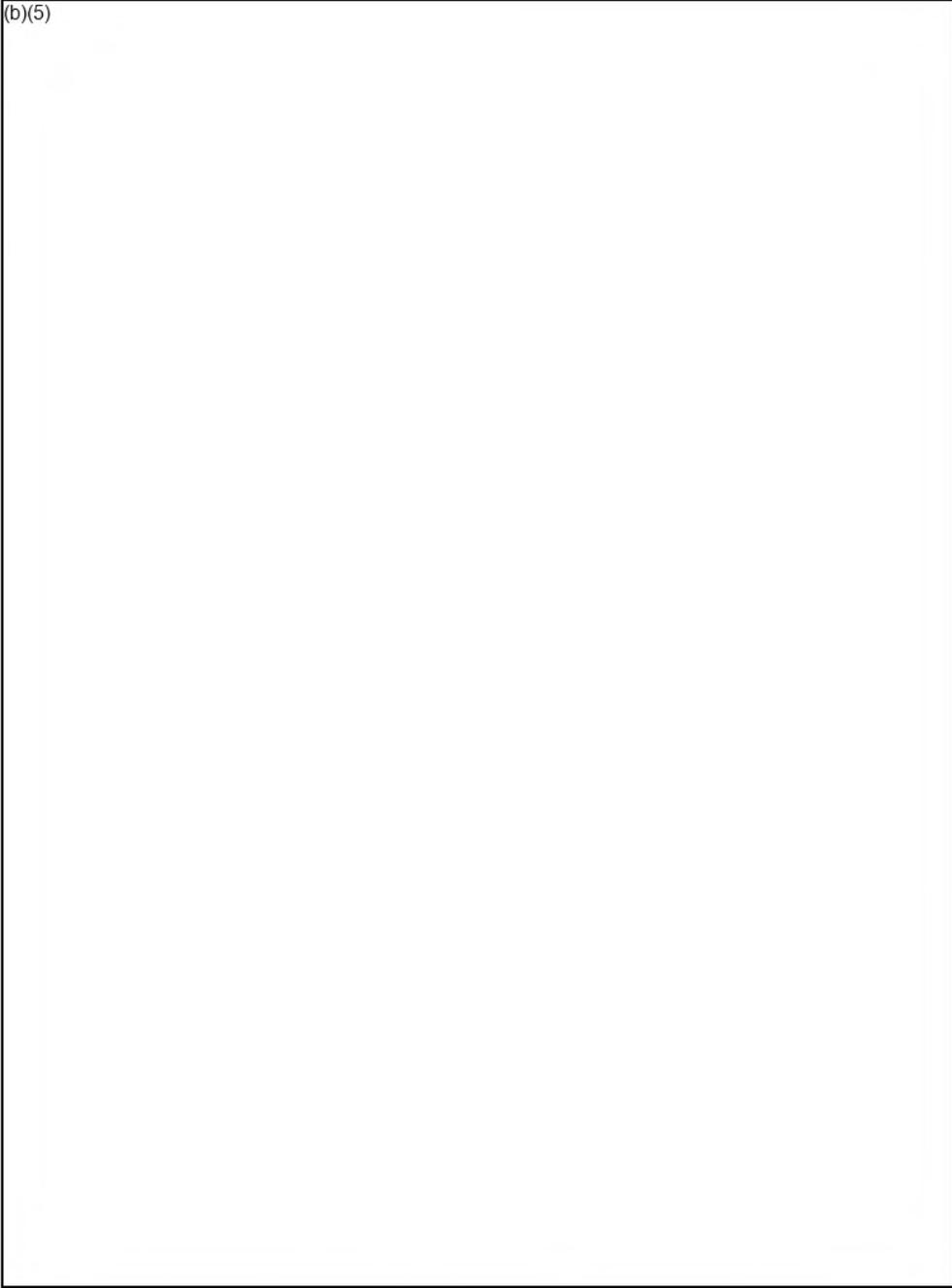
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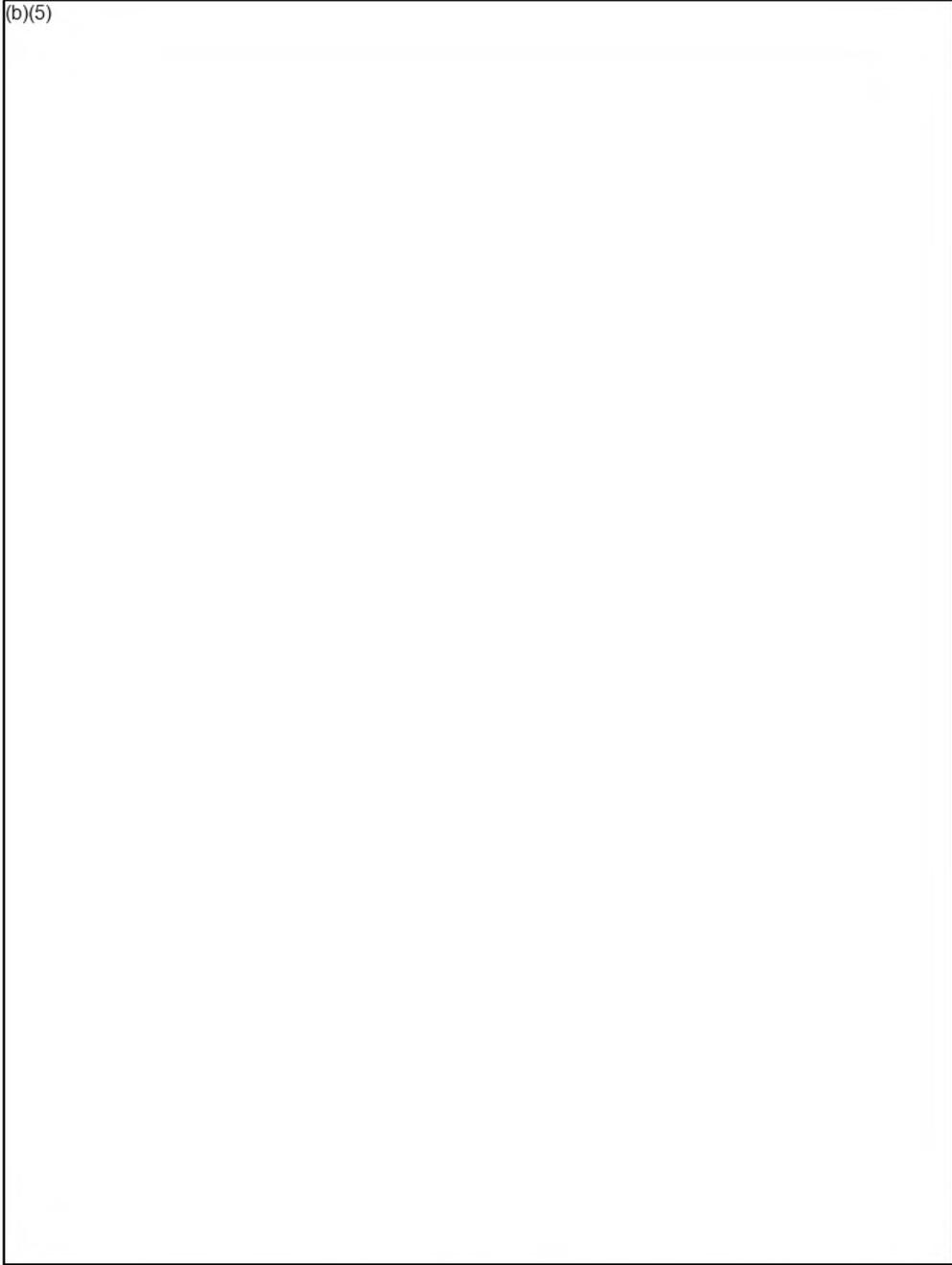
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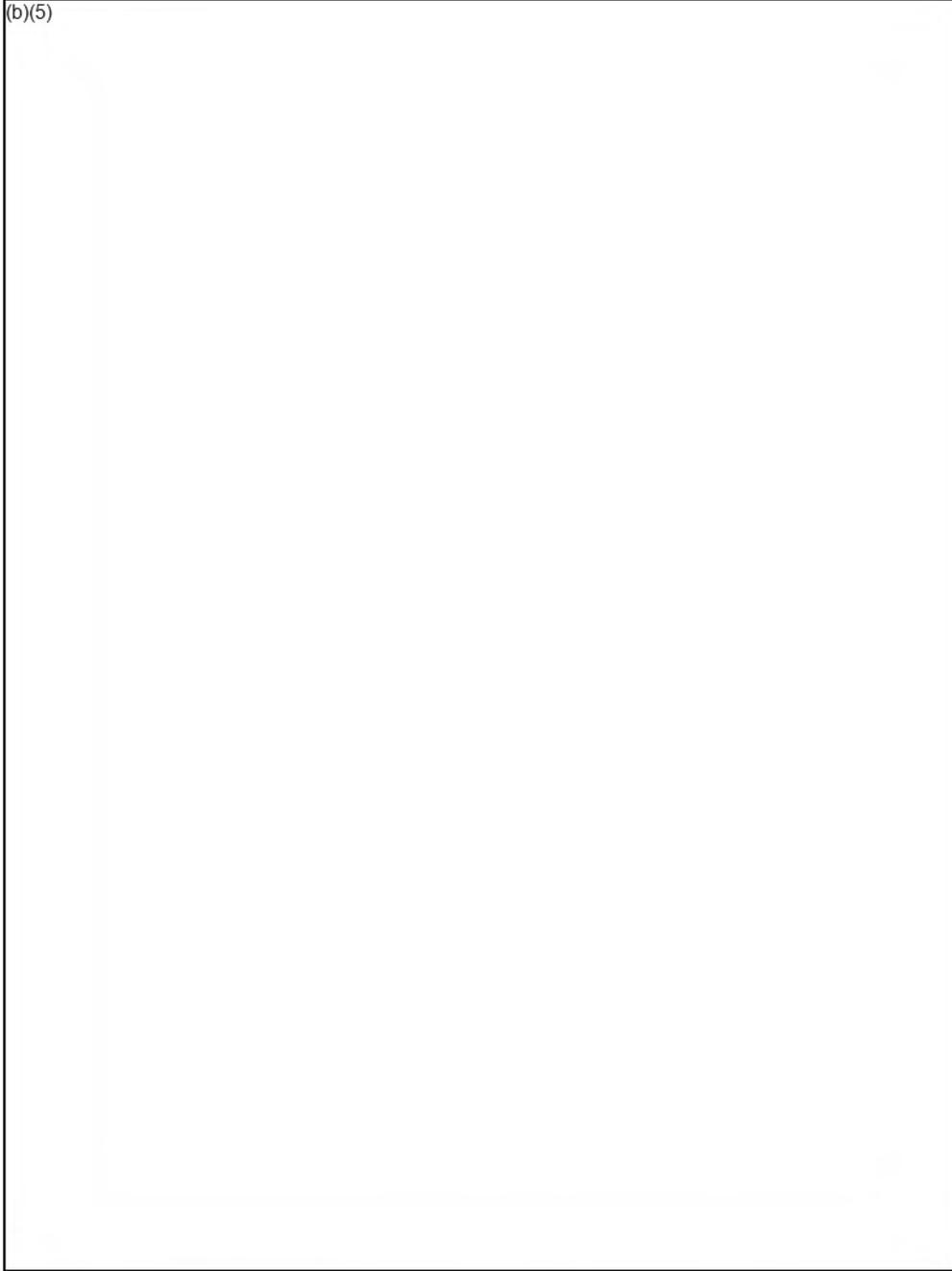
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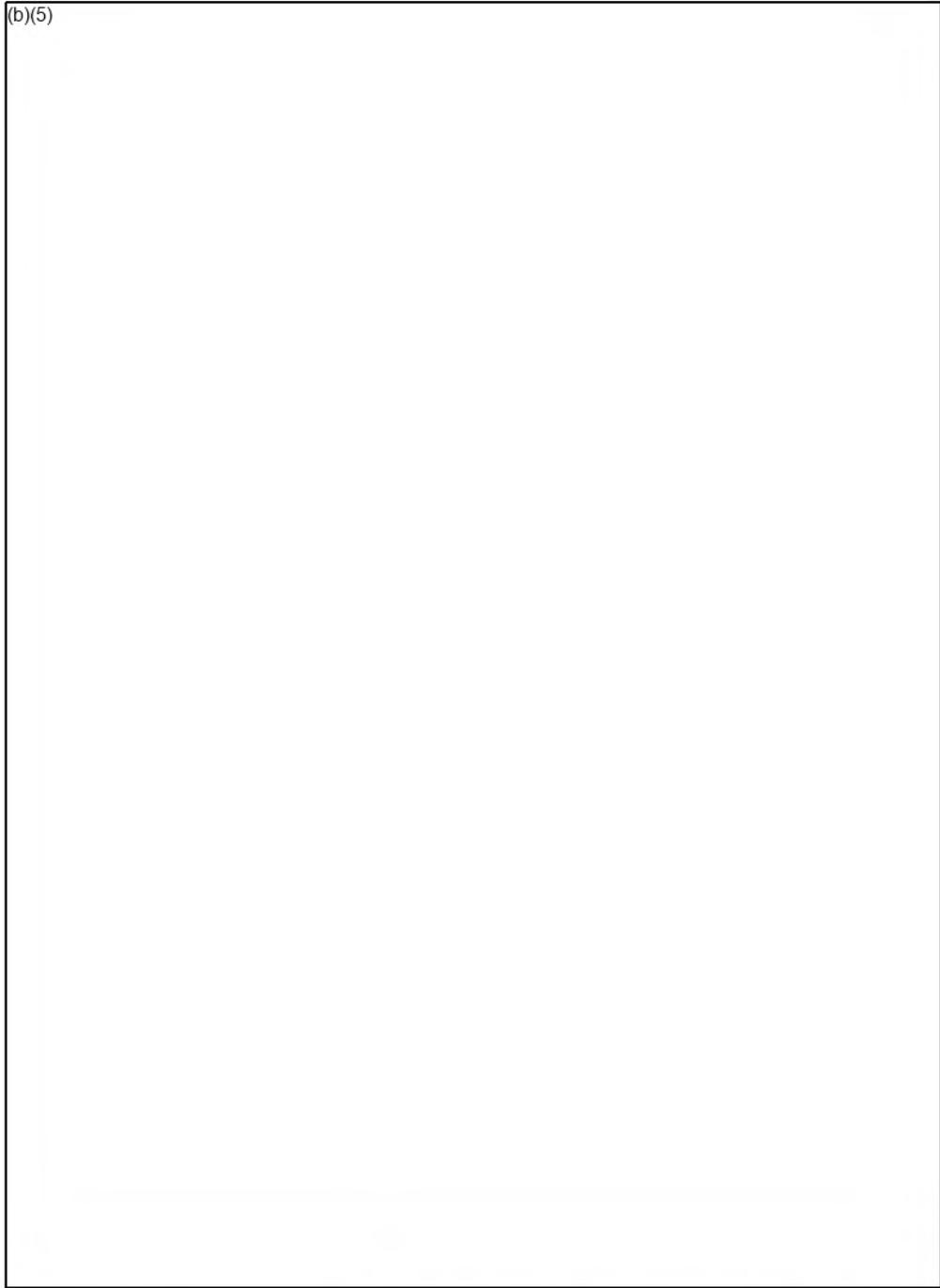
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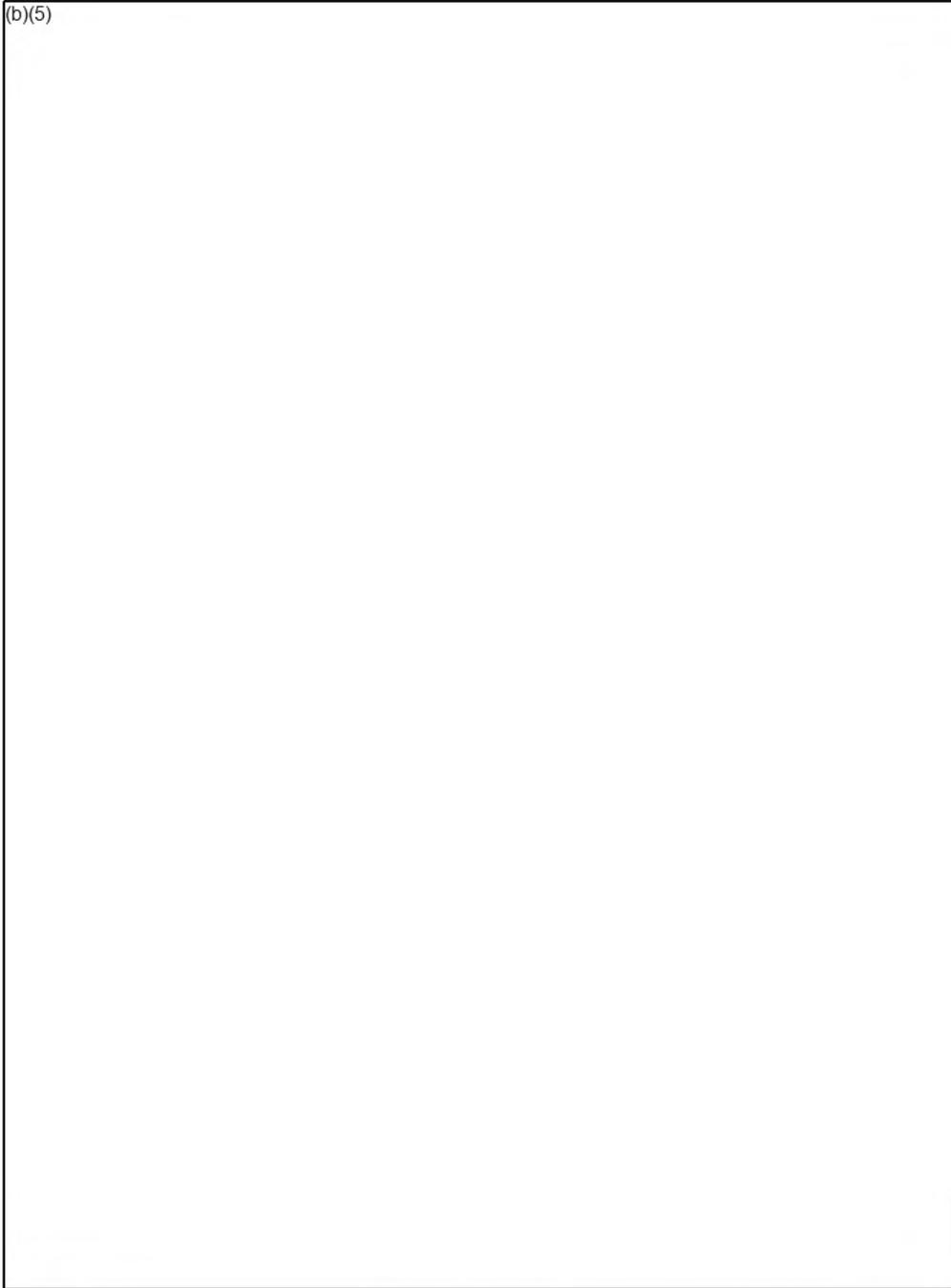
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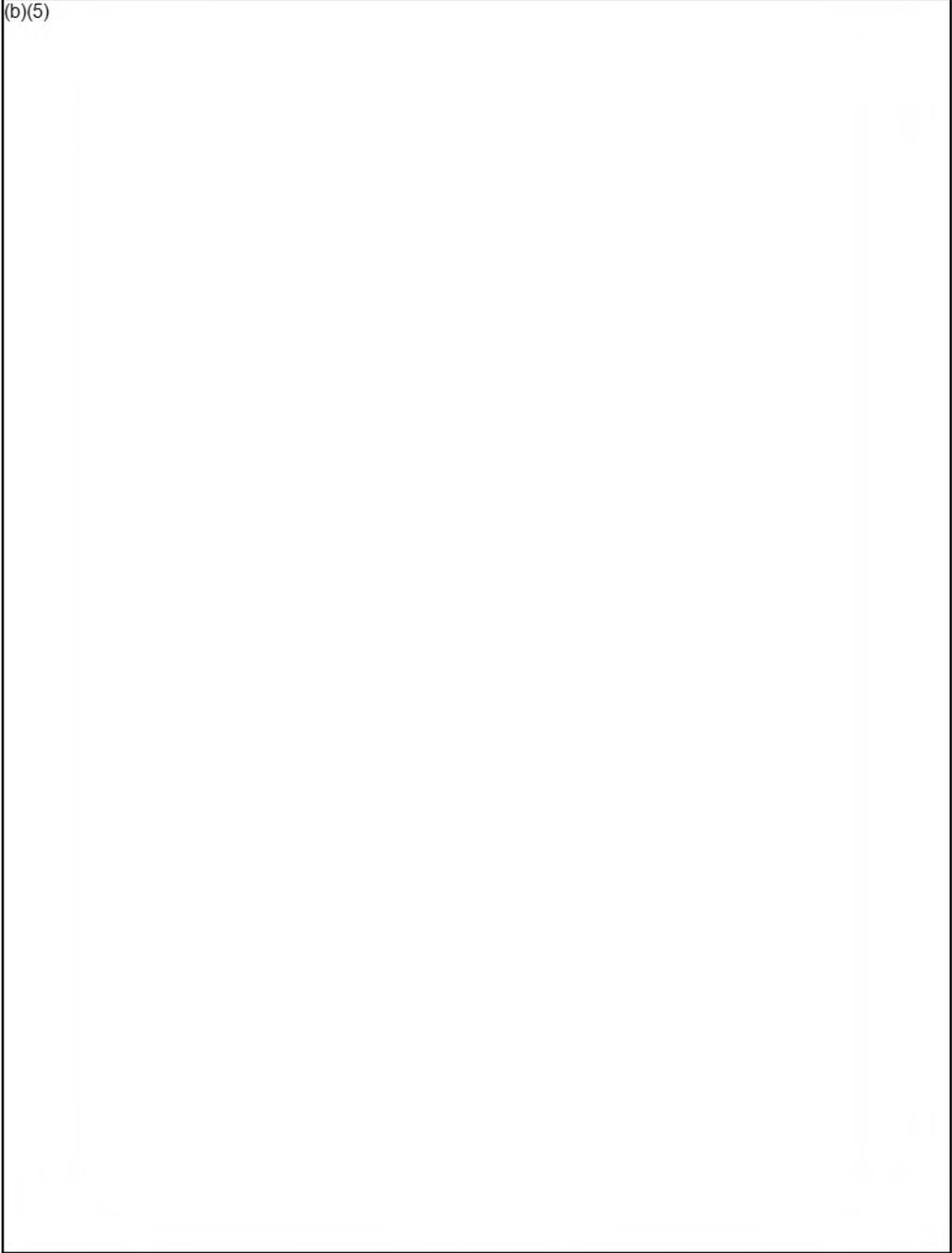


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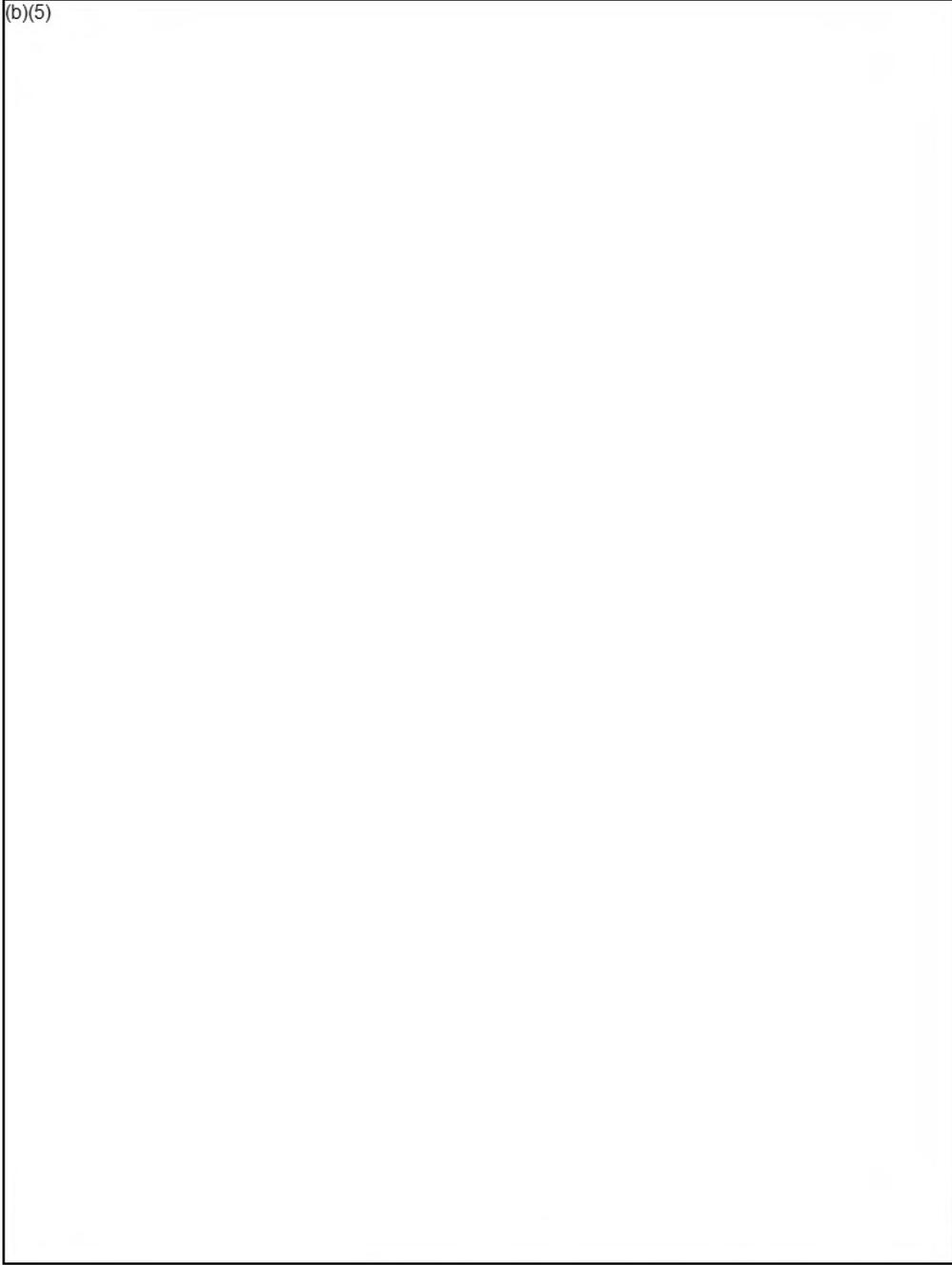


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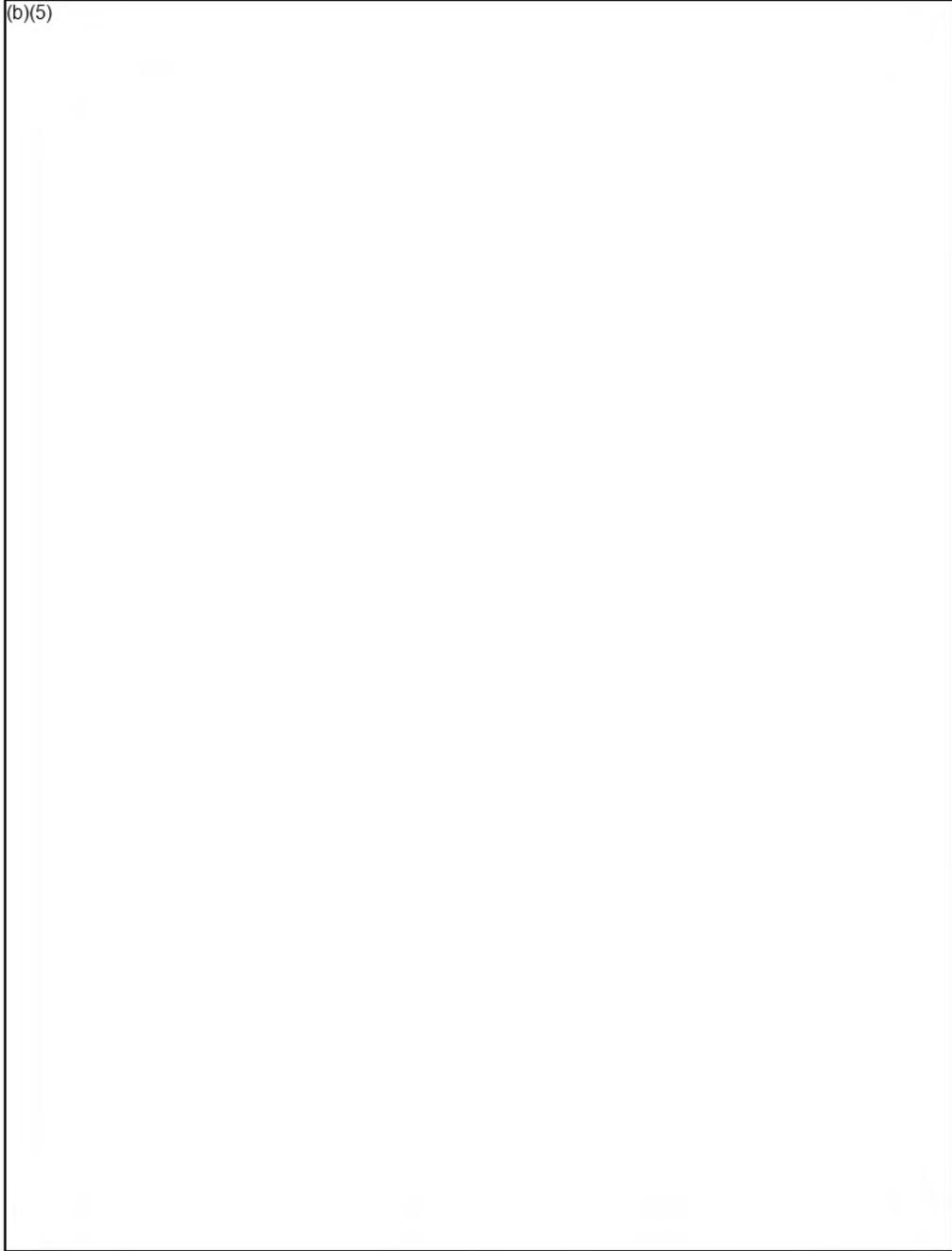
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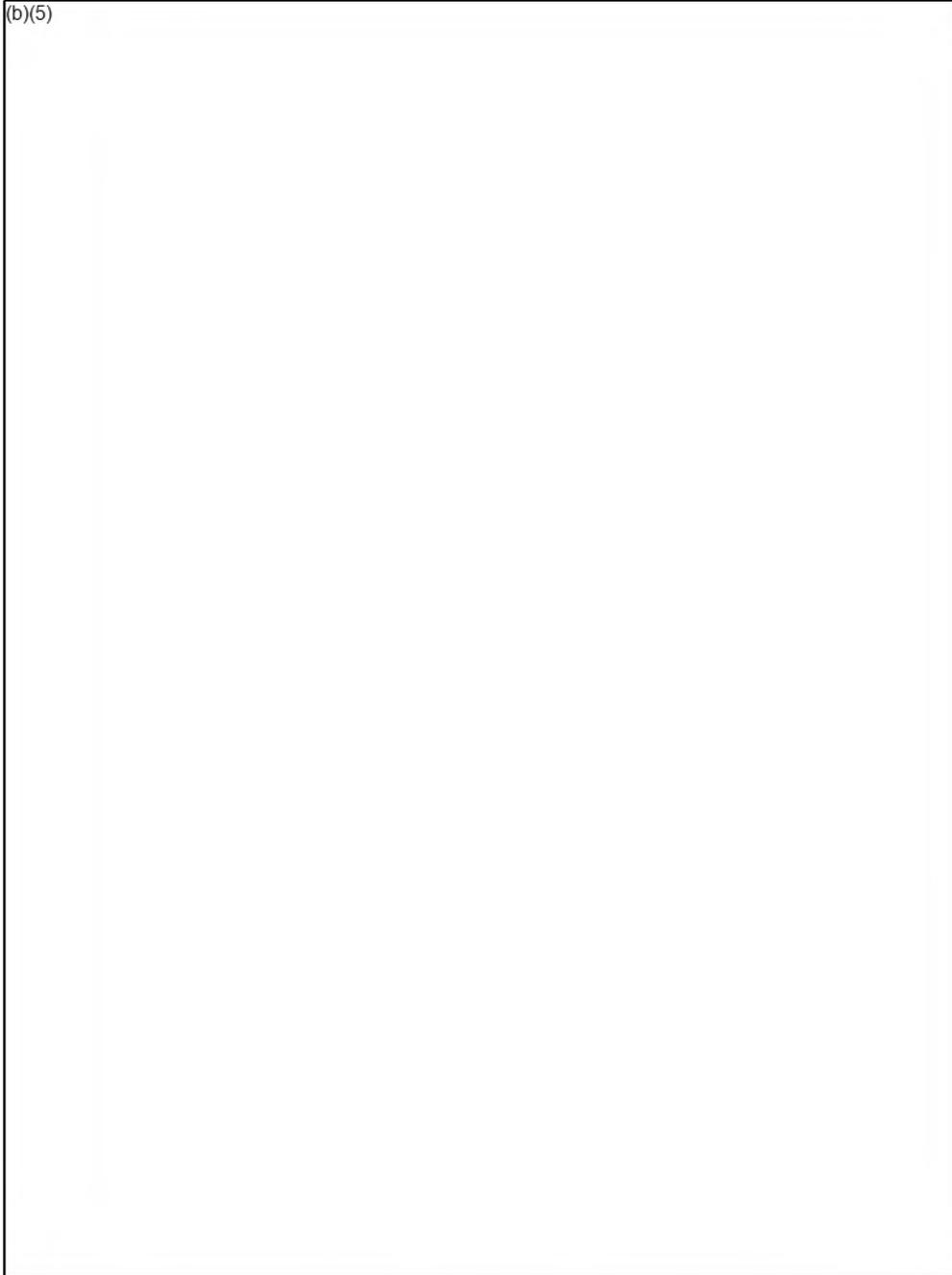
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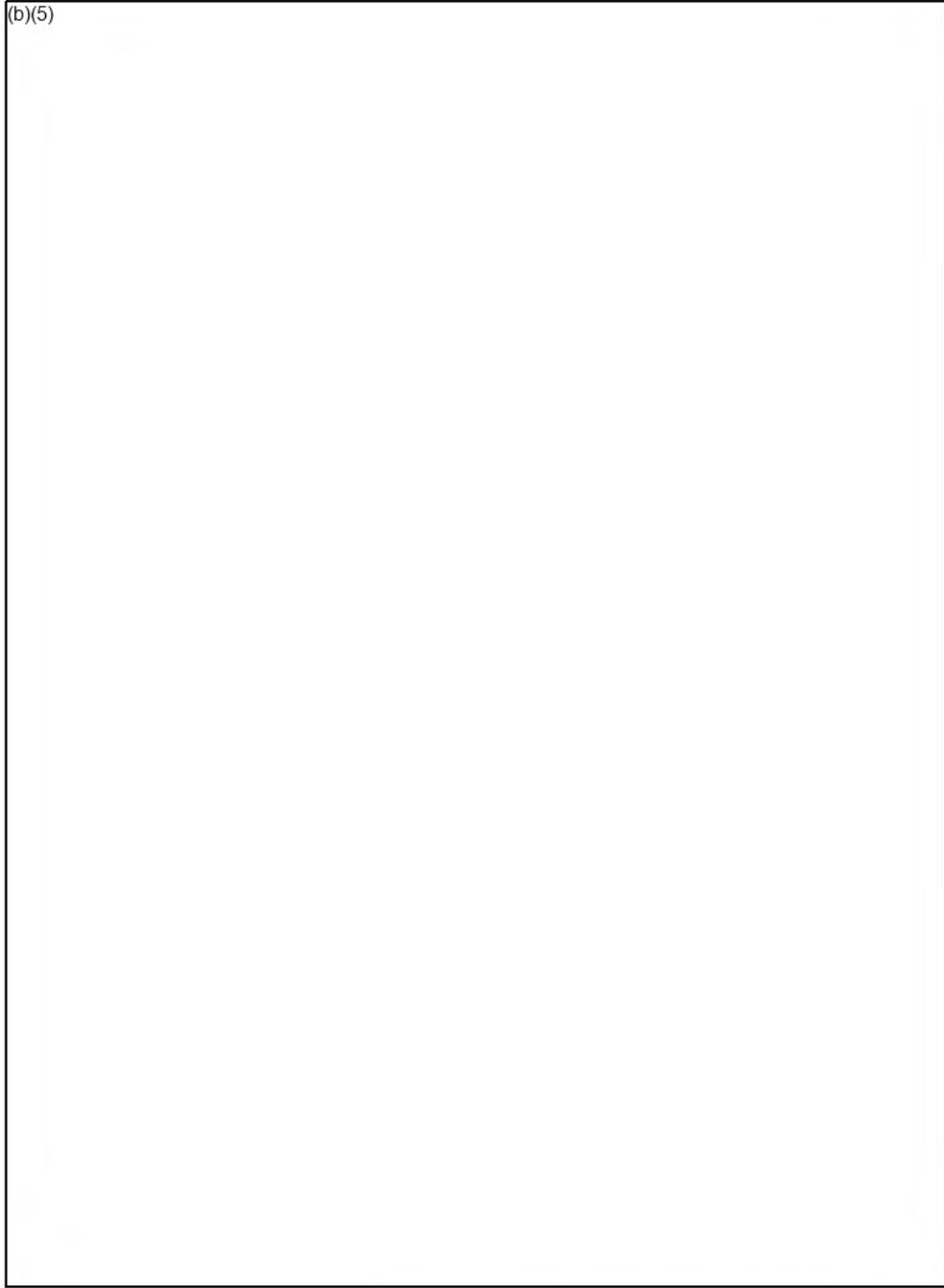
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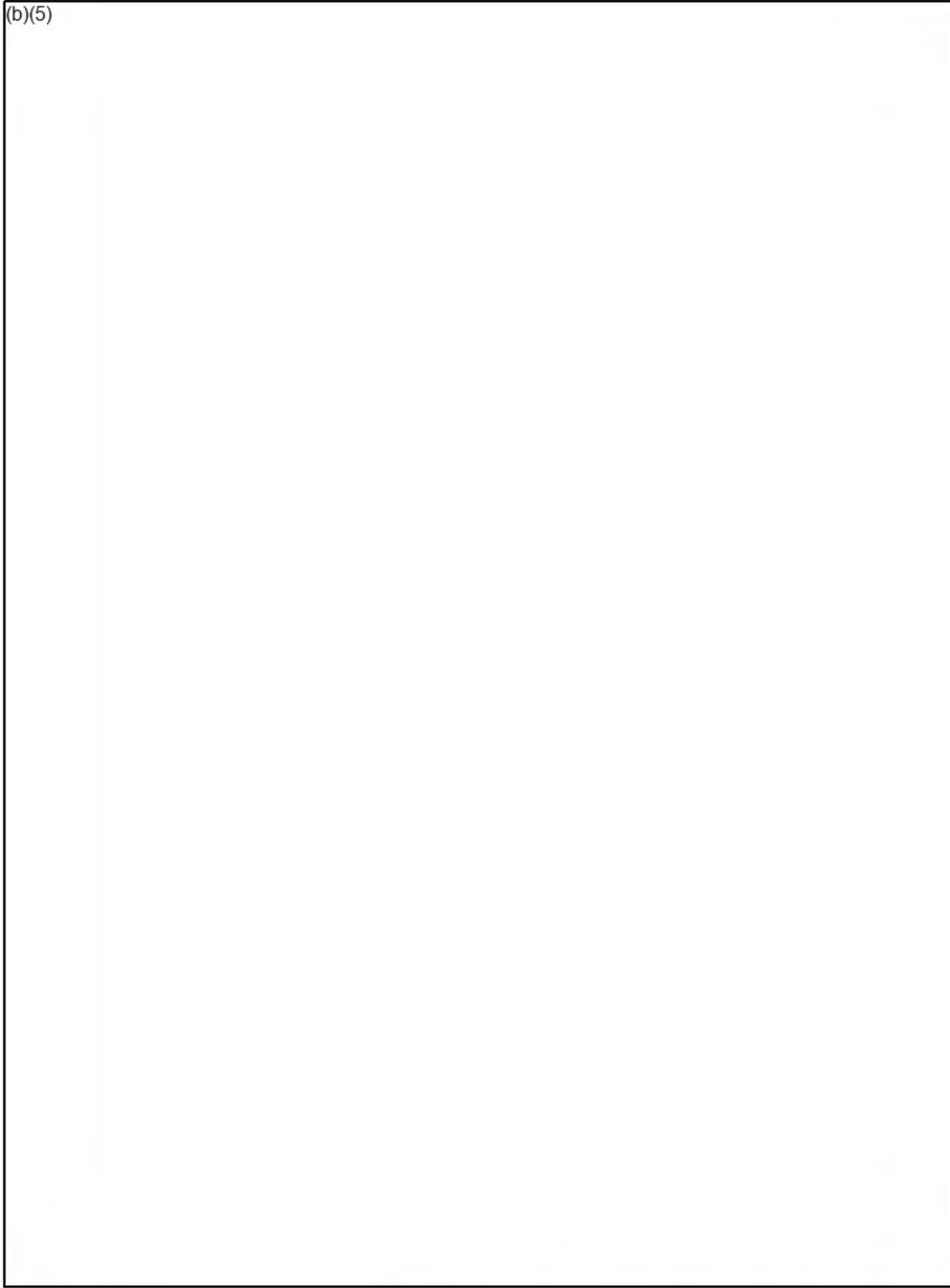
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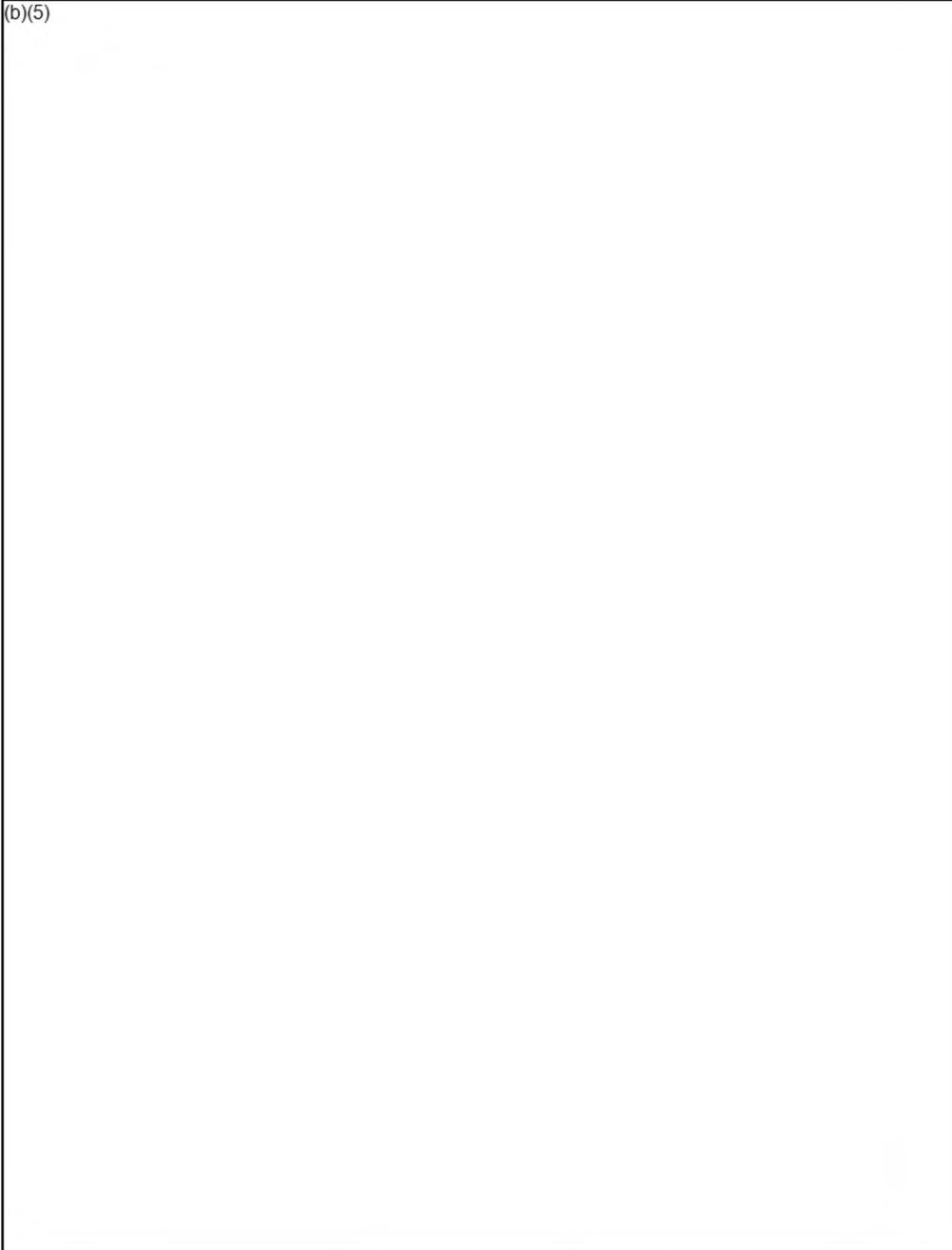
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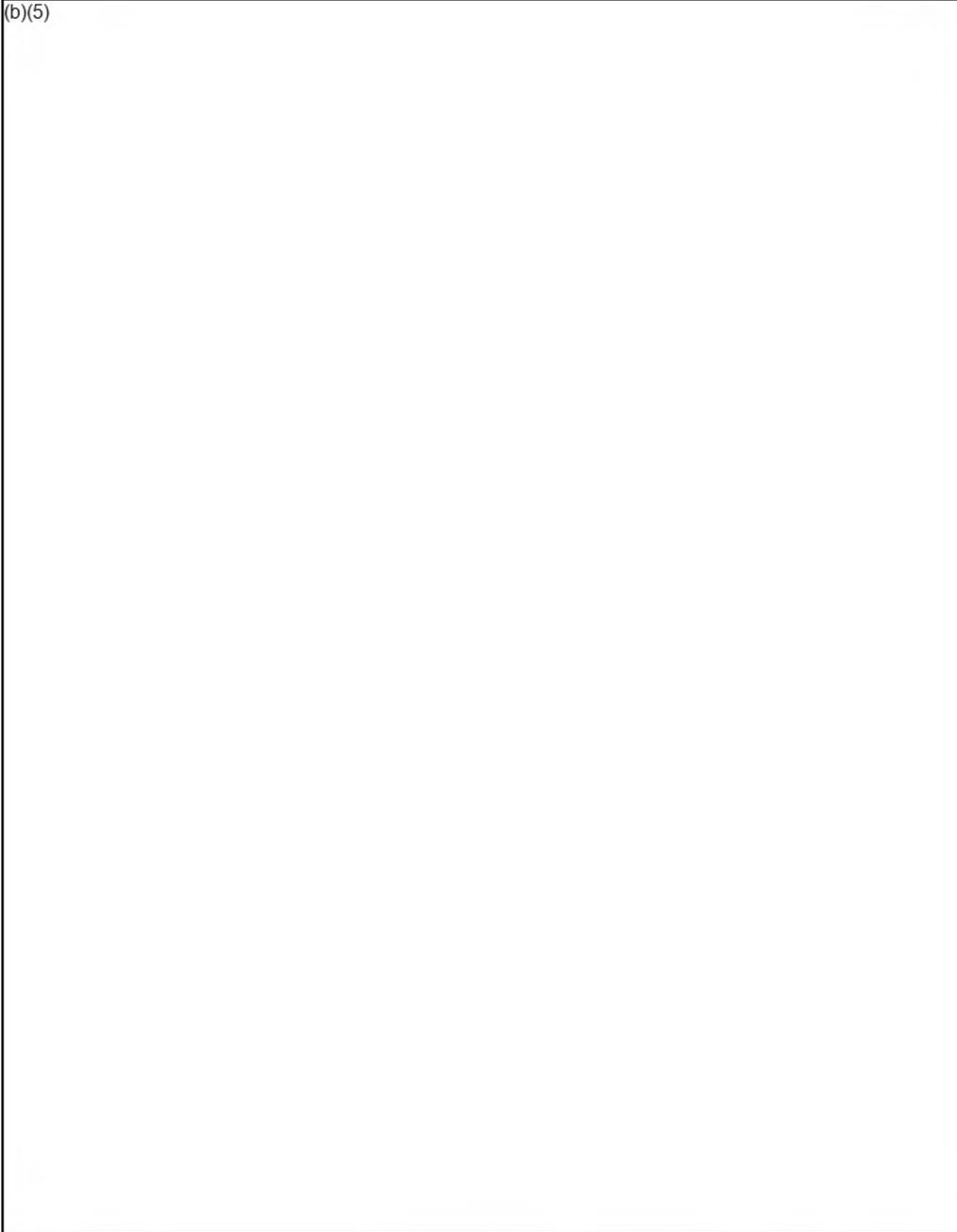
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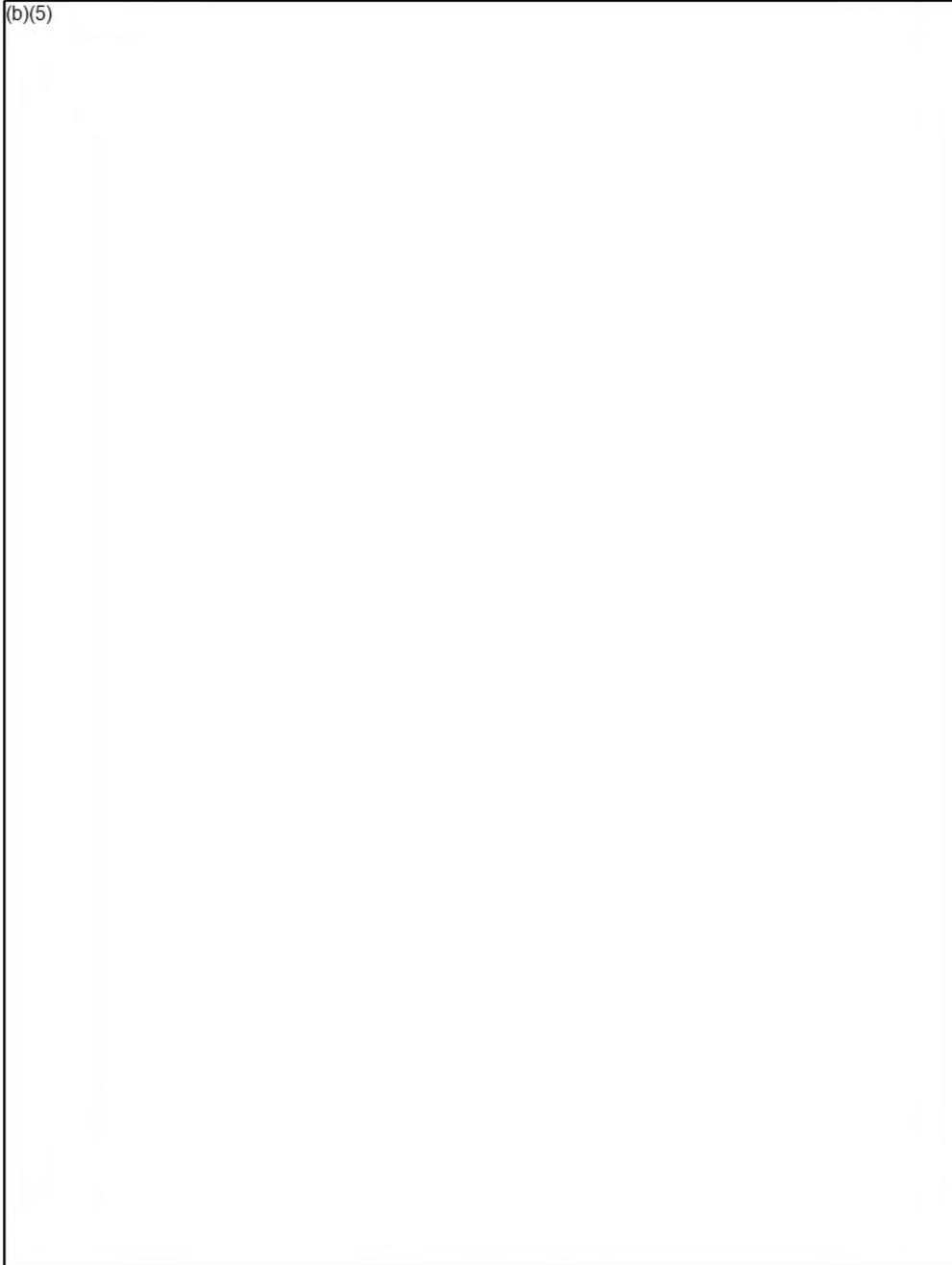
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**VETERANS
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38 U.S.C. 7330C(b):
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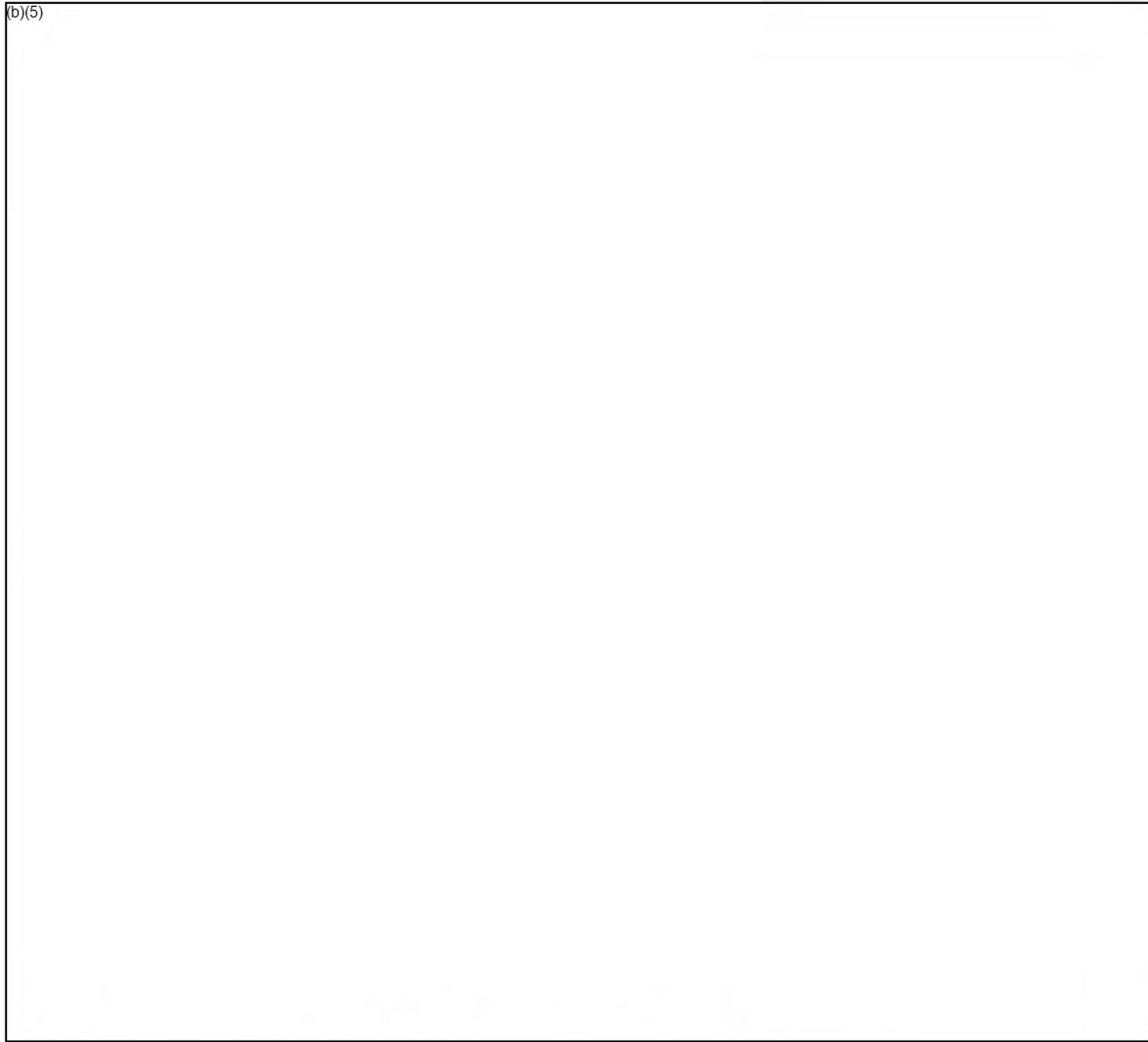
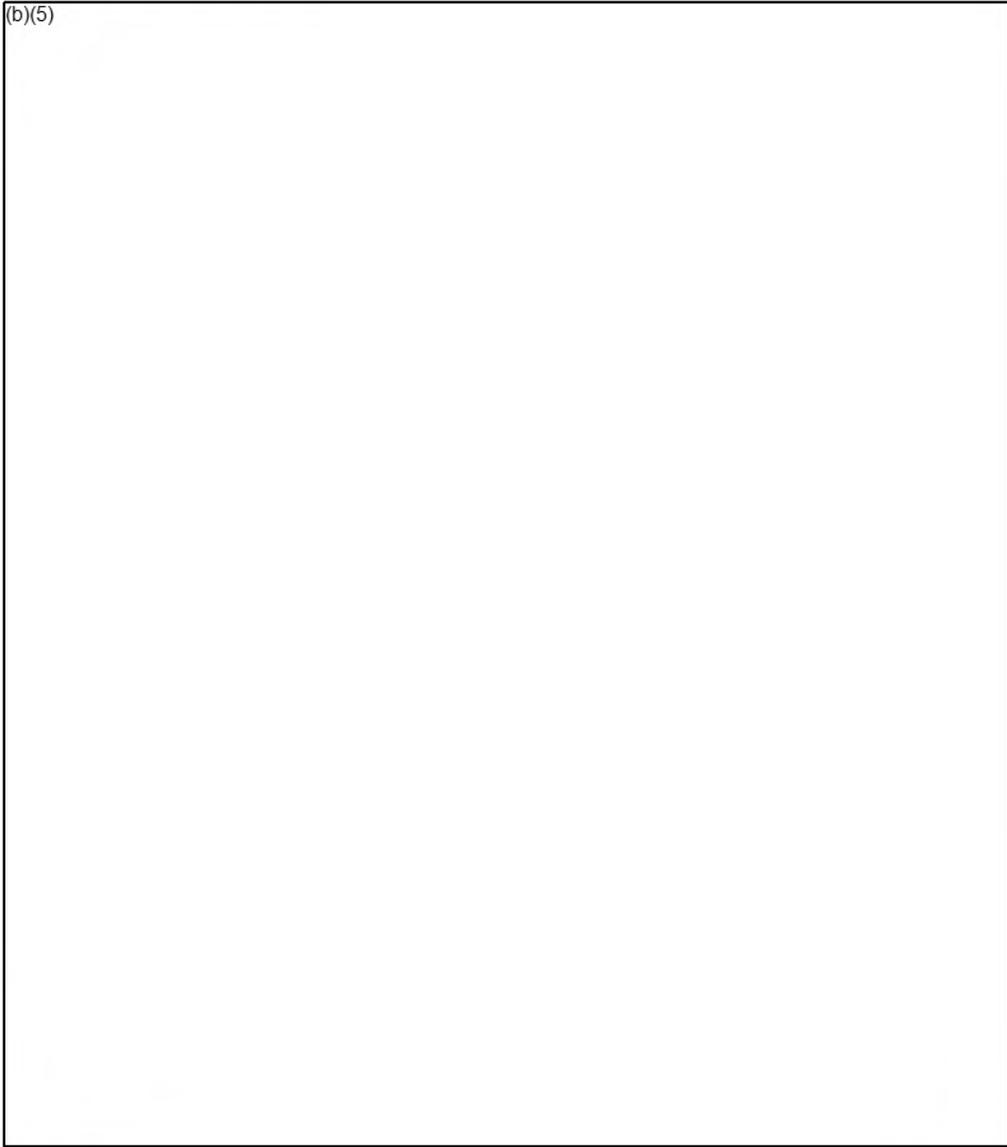


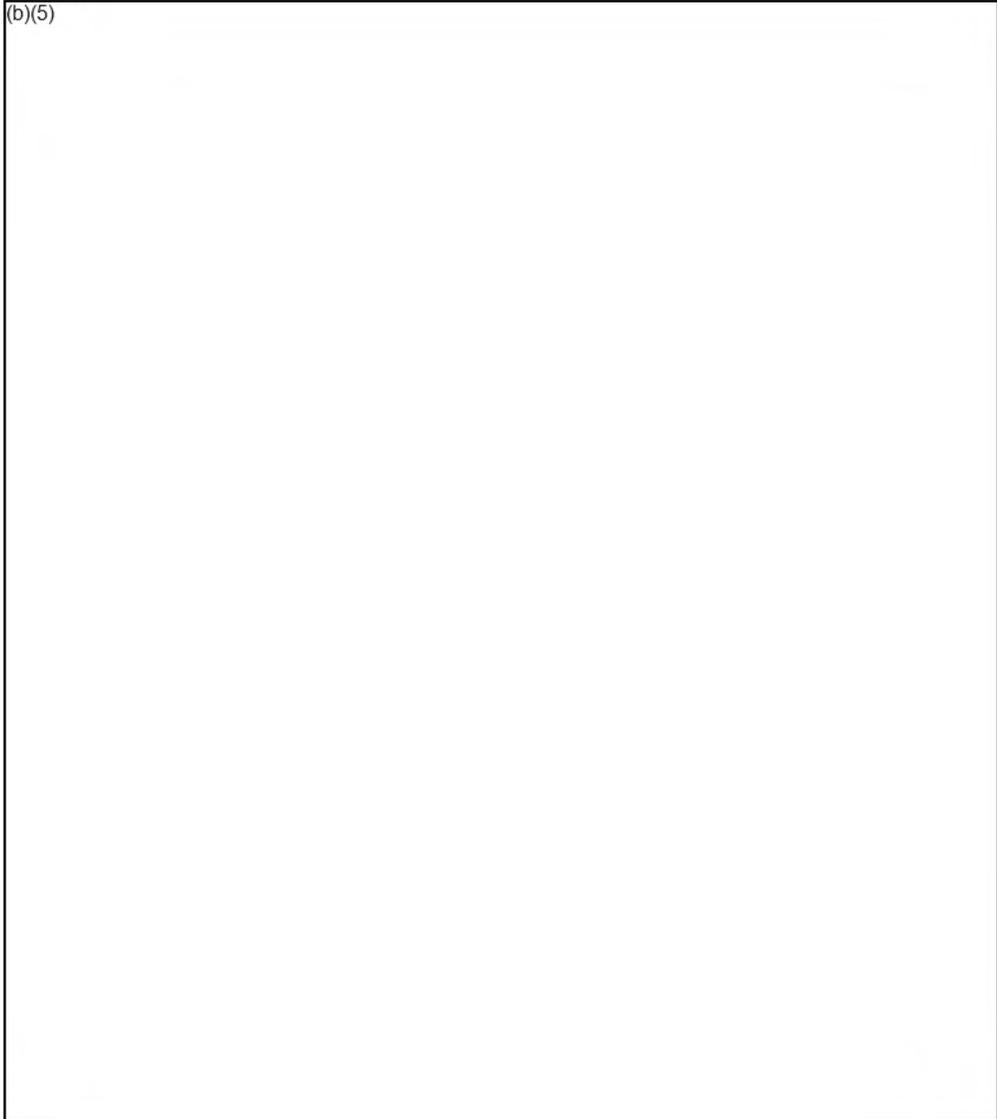
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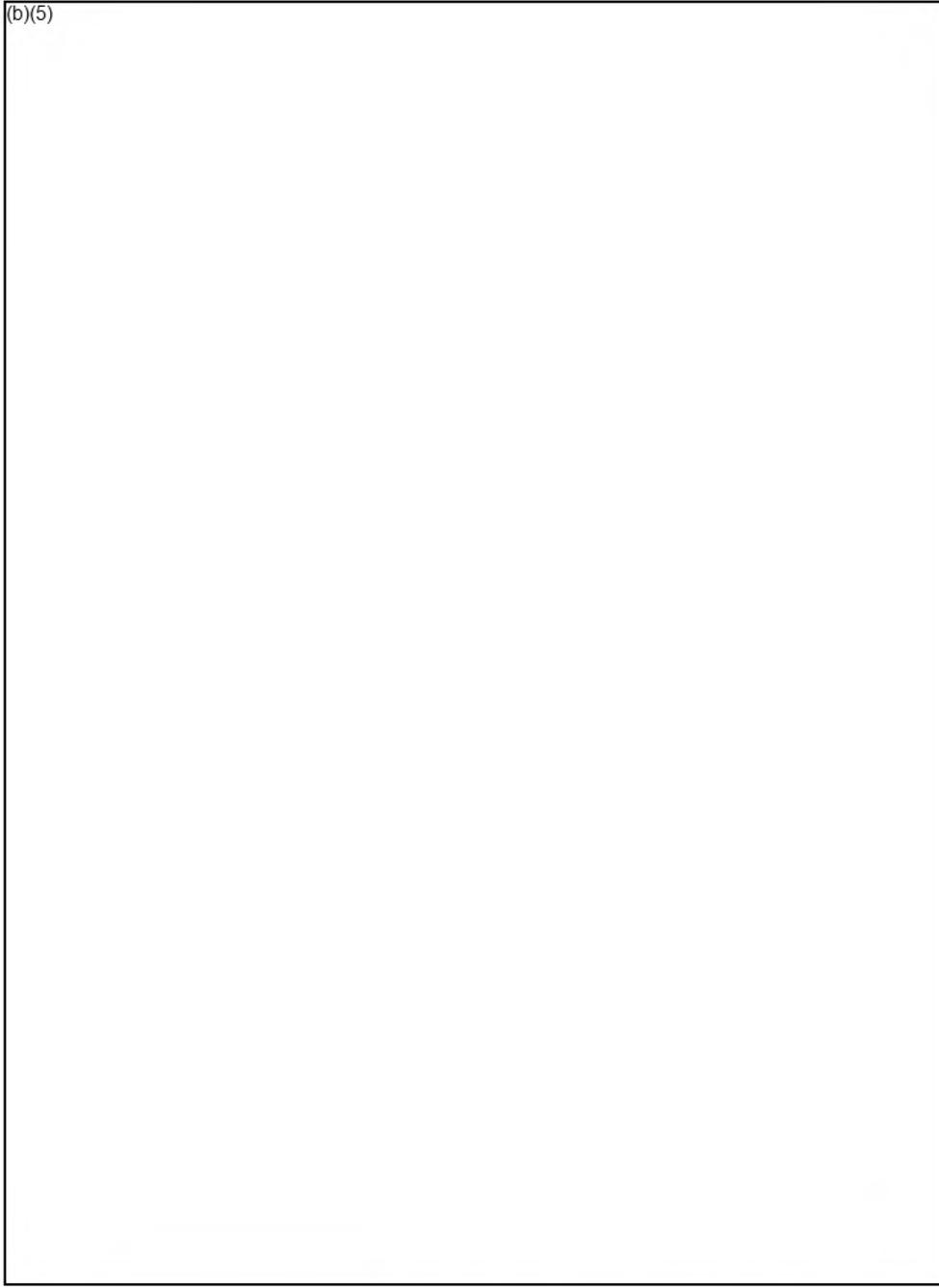


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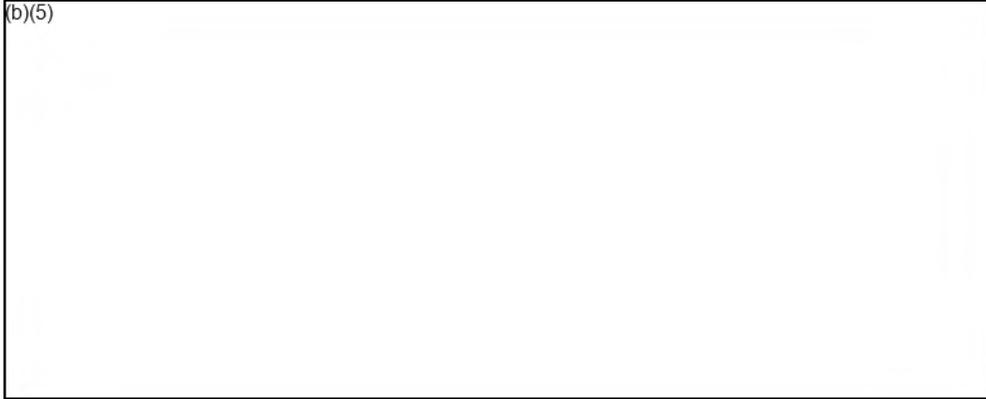


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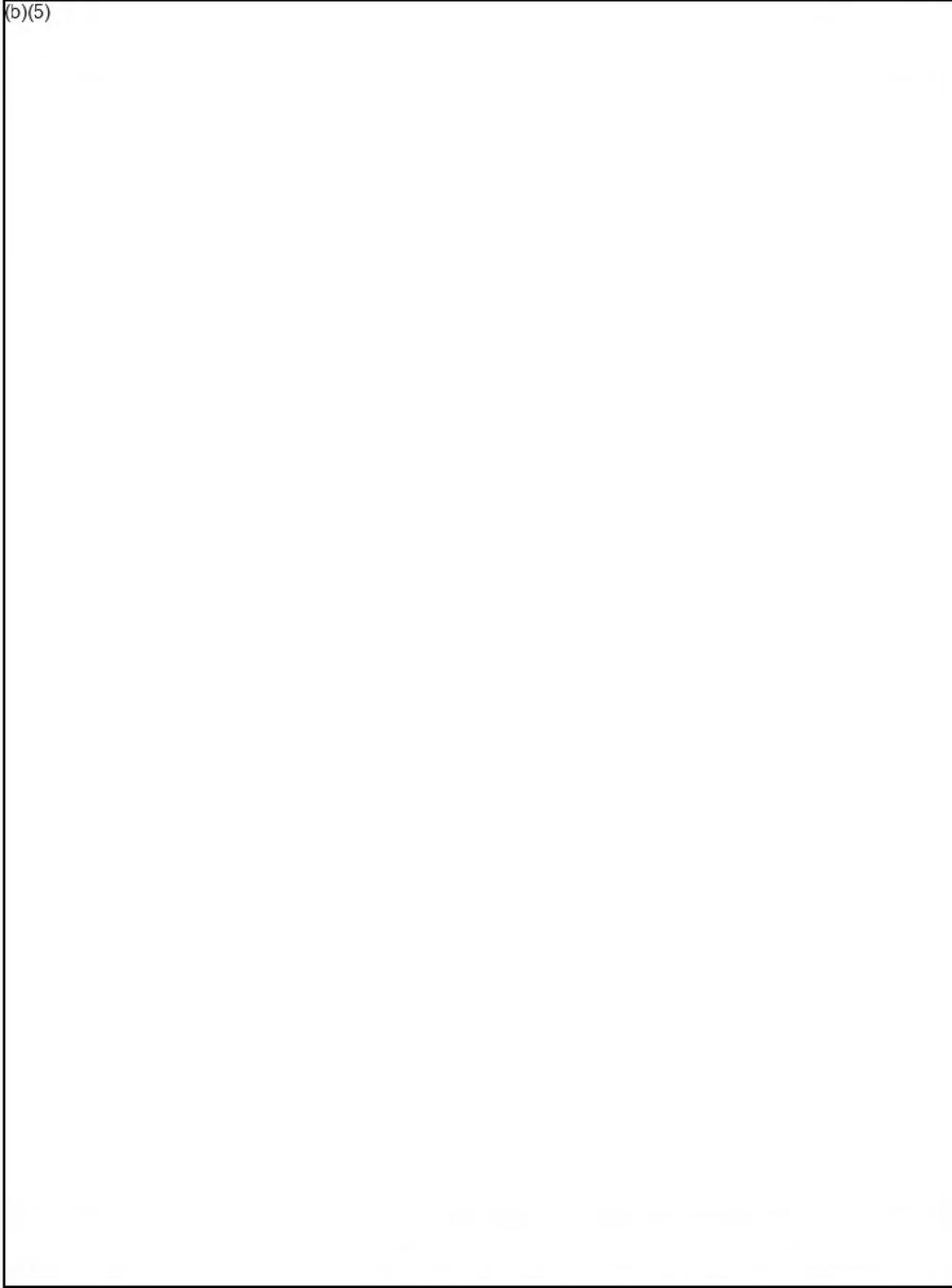


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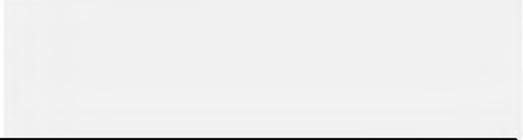
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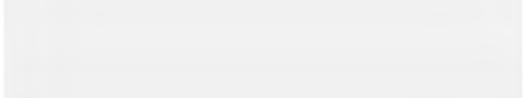
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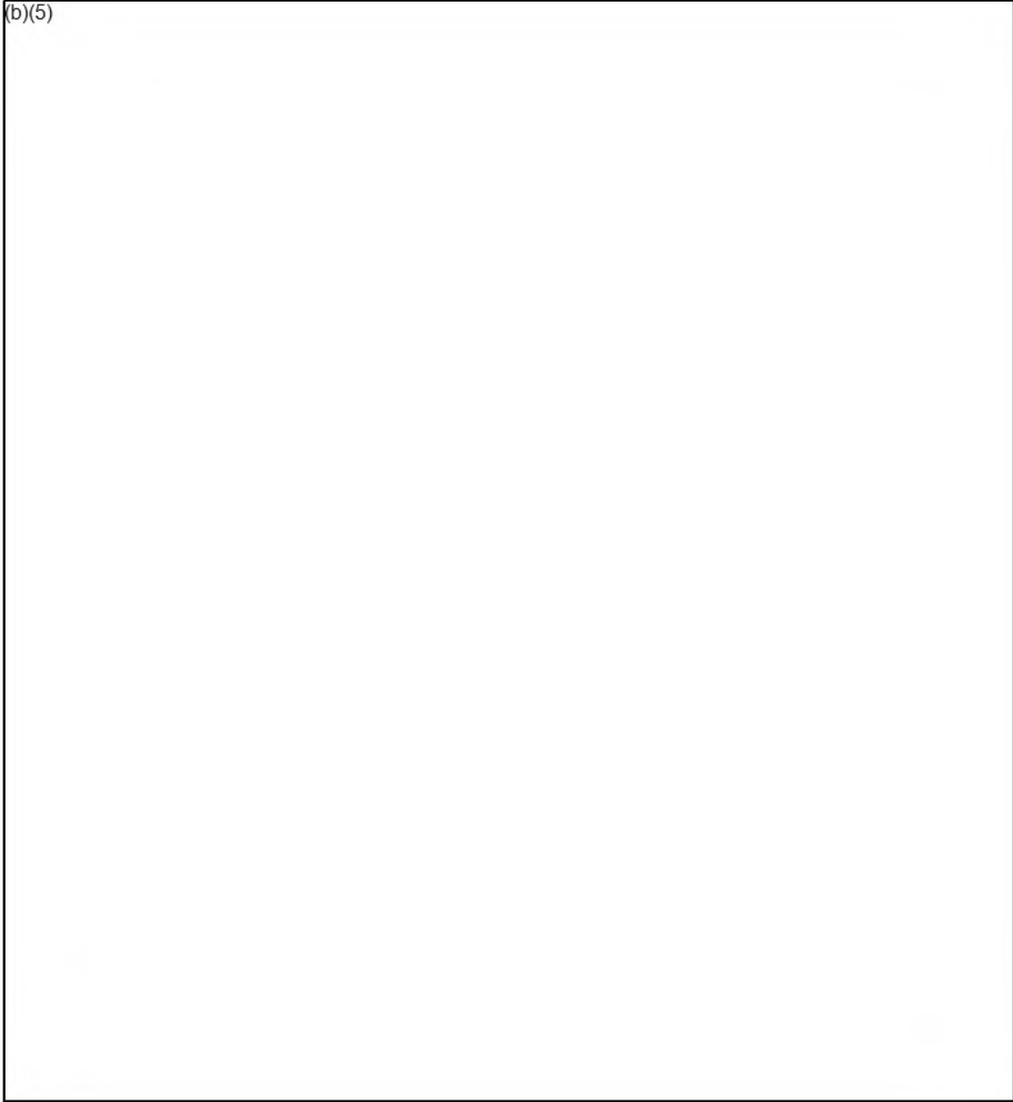
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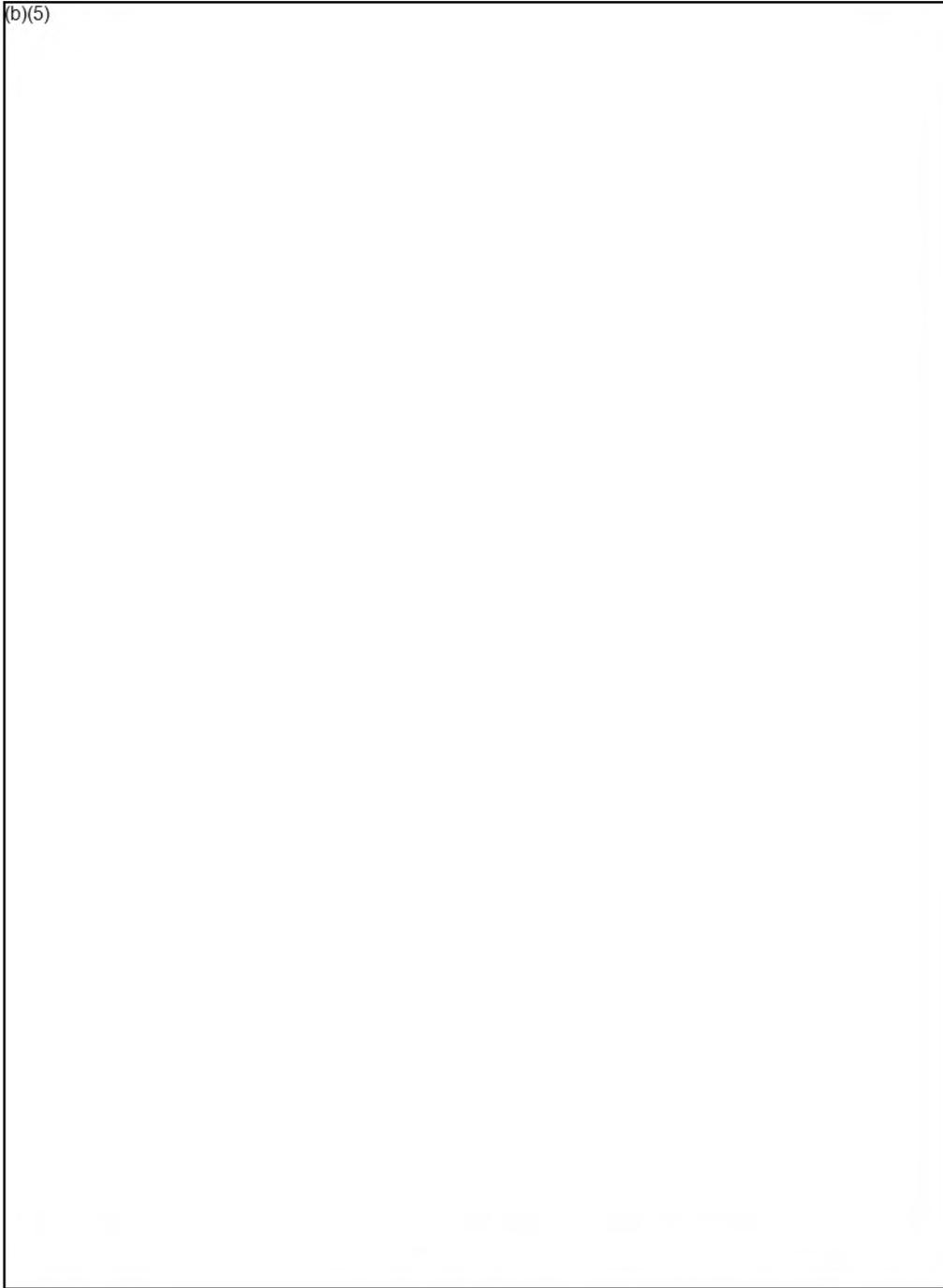


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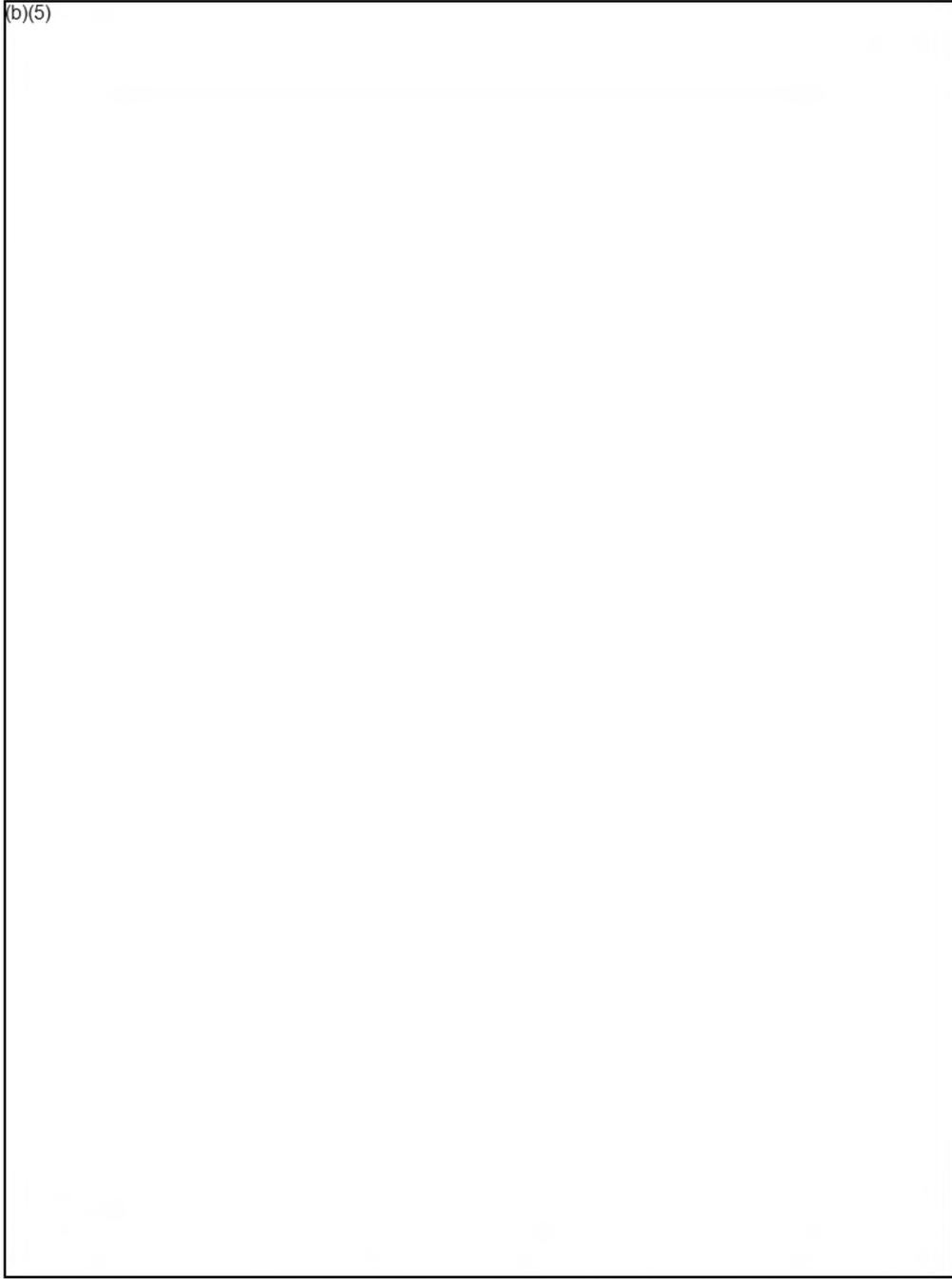


¹² For additional information, see Appendix J: Integration.

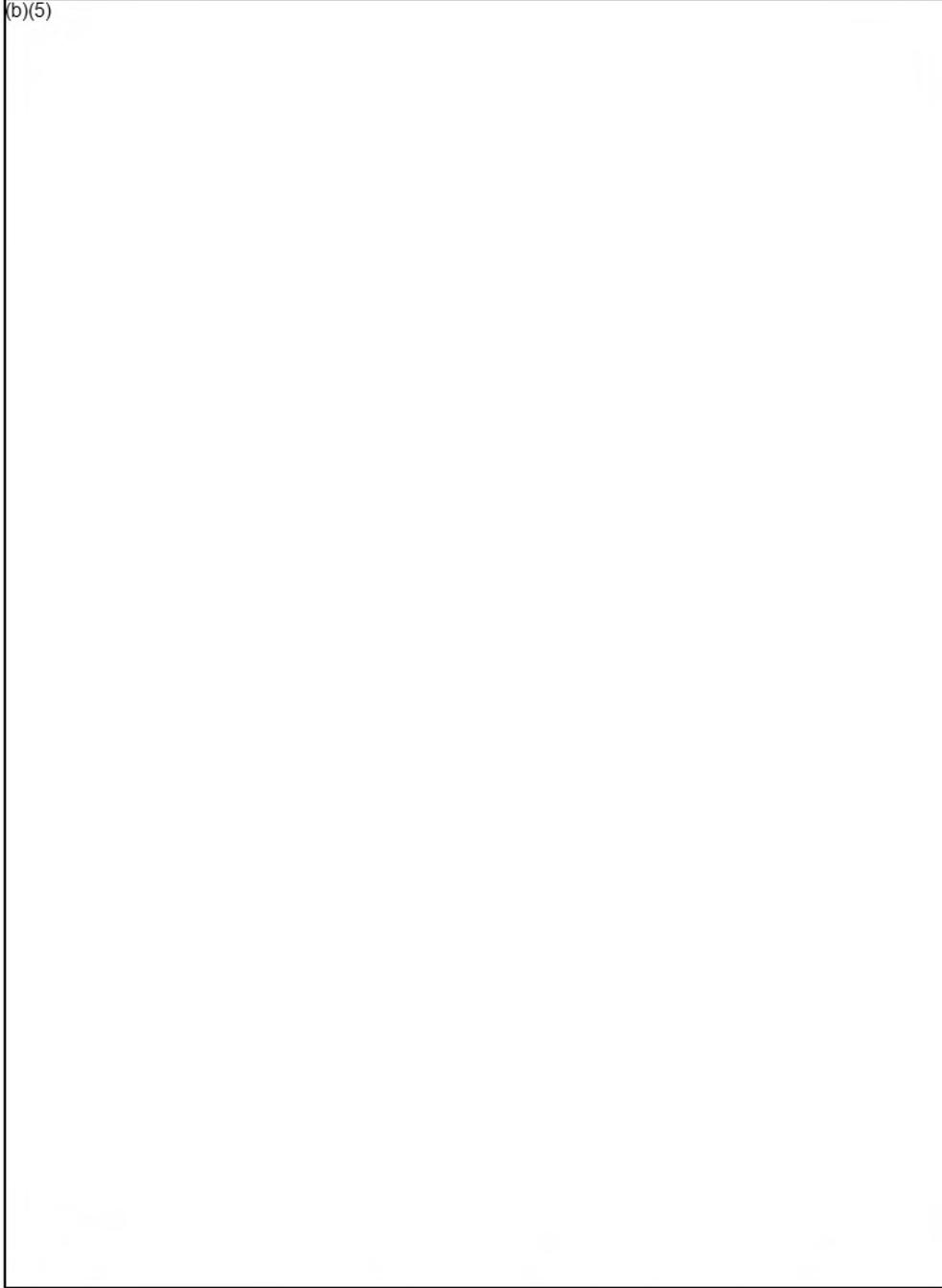
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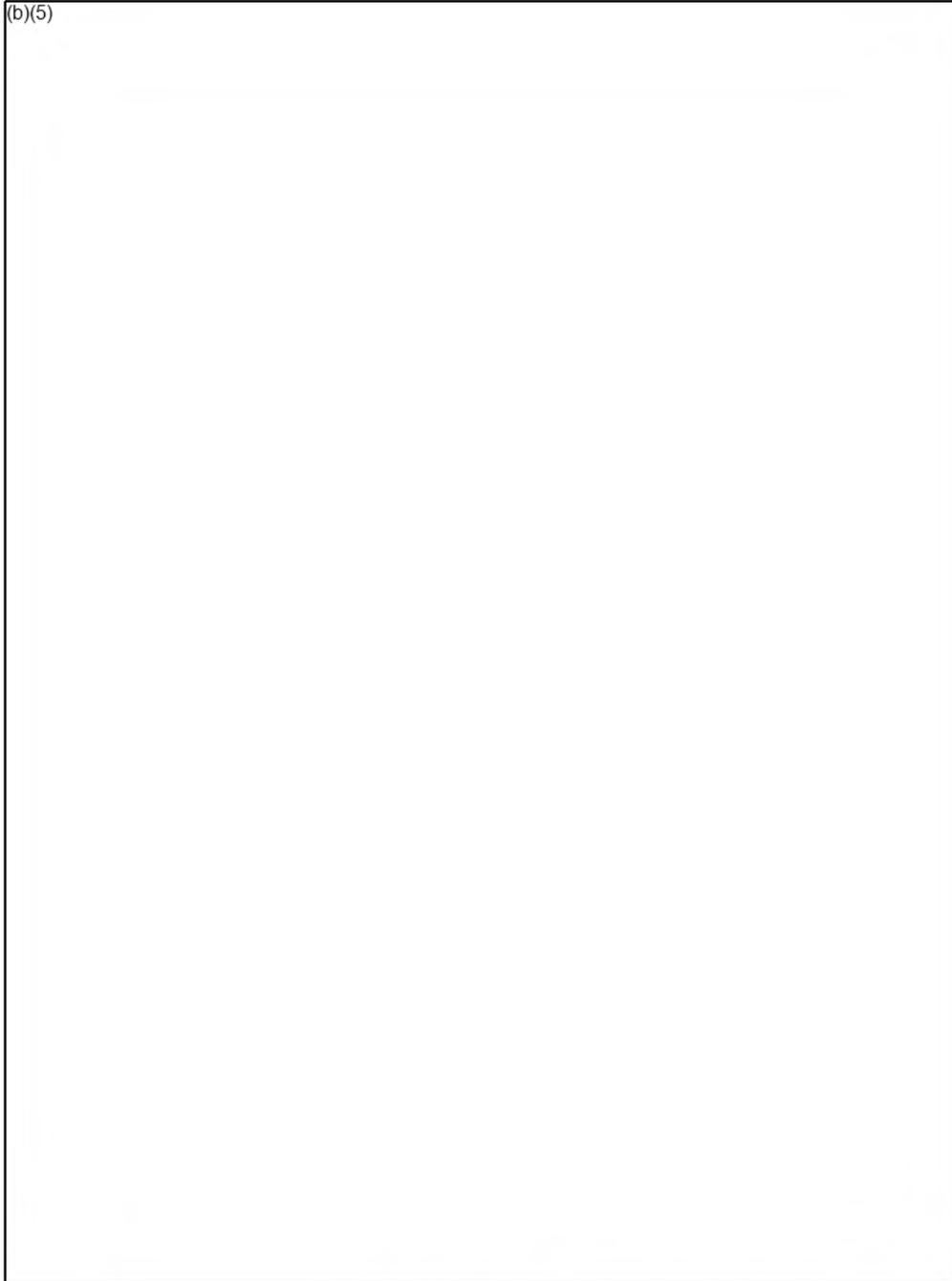


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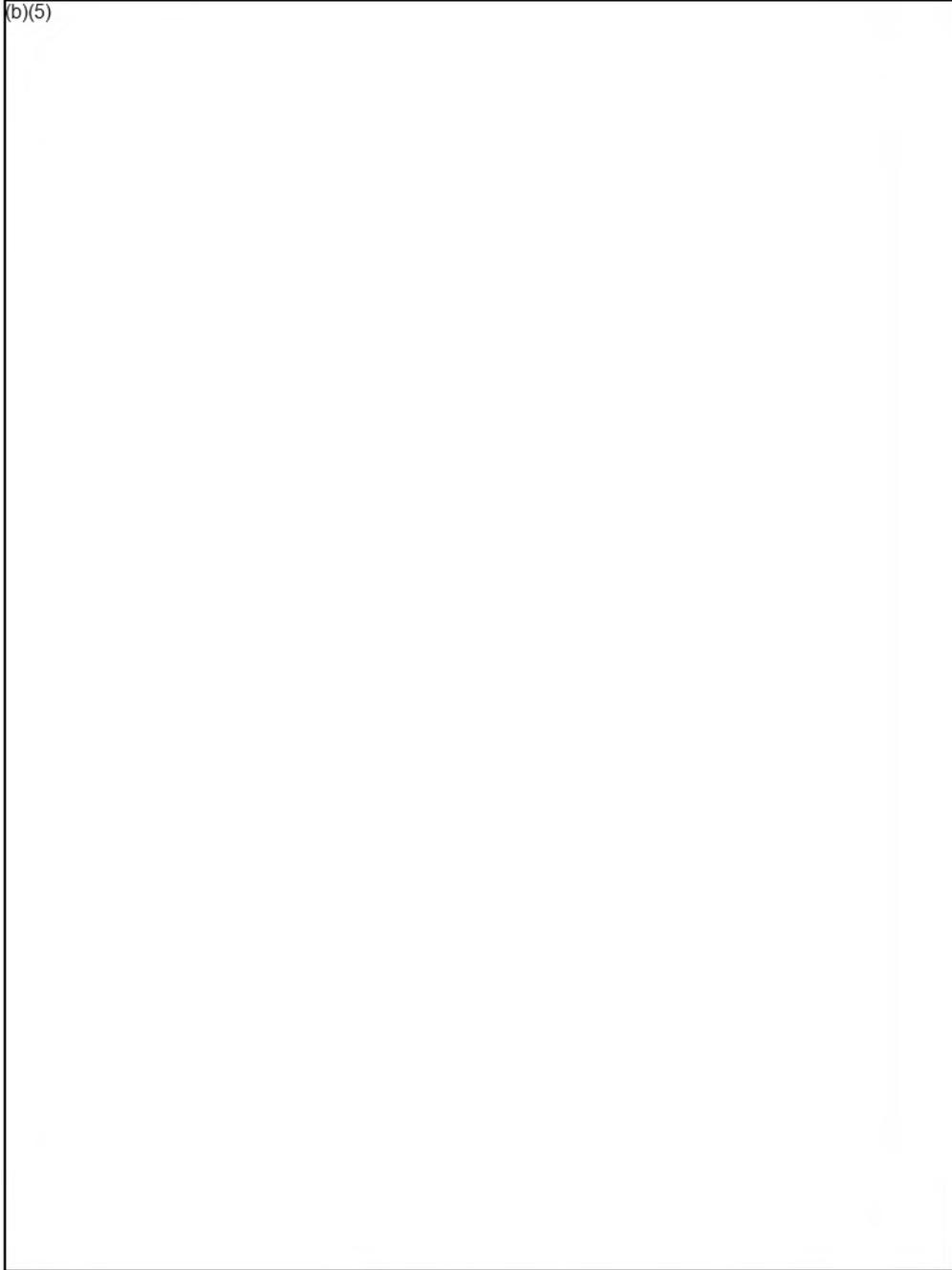


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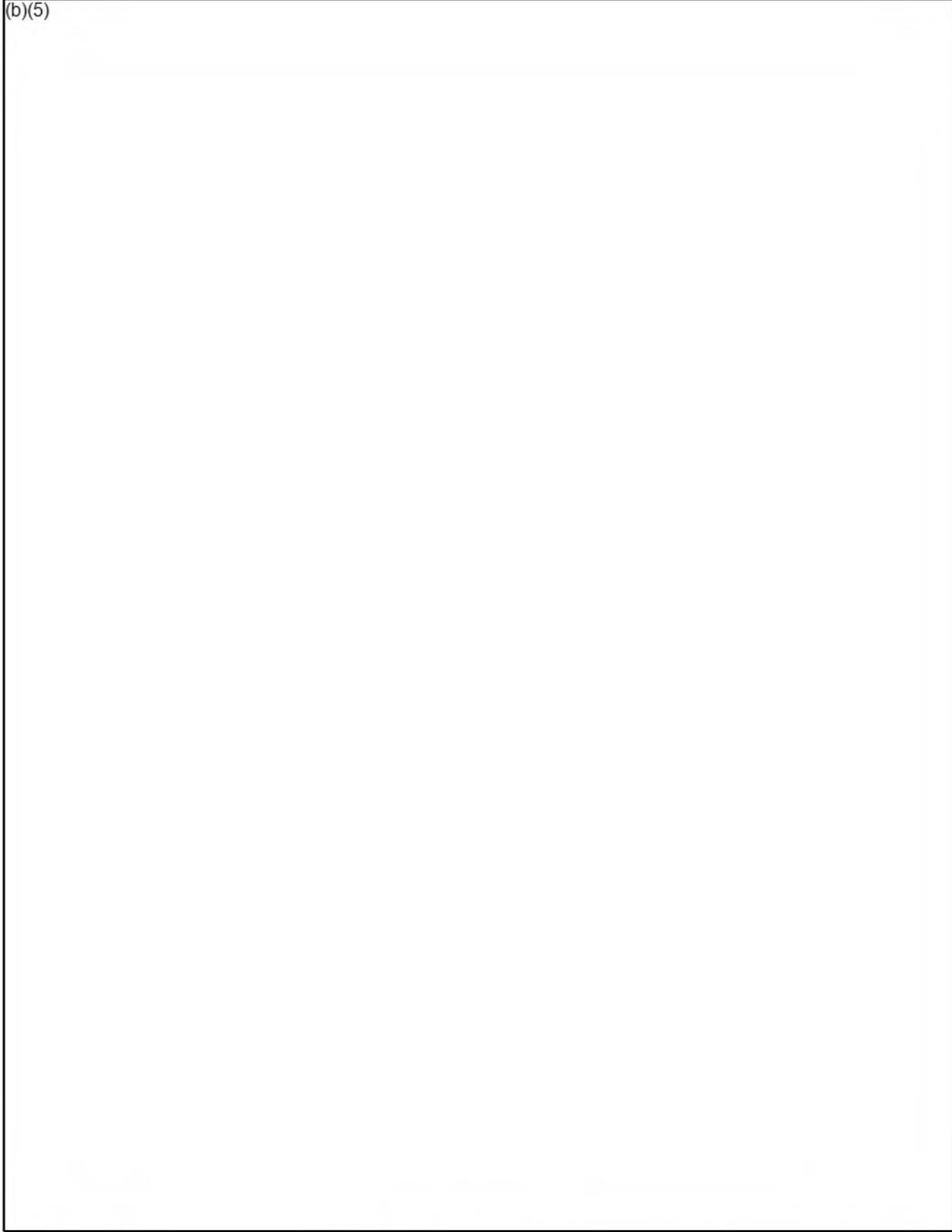


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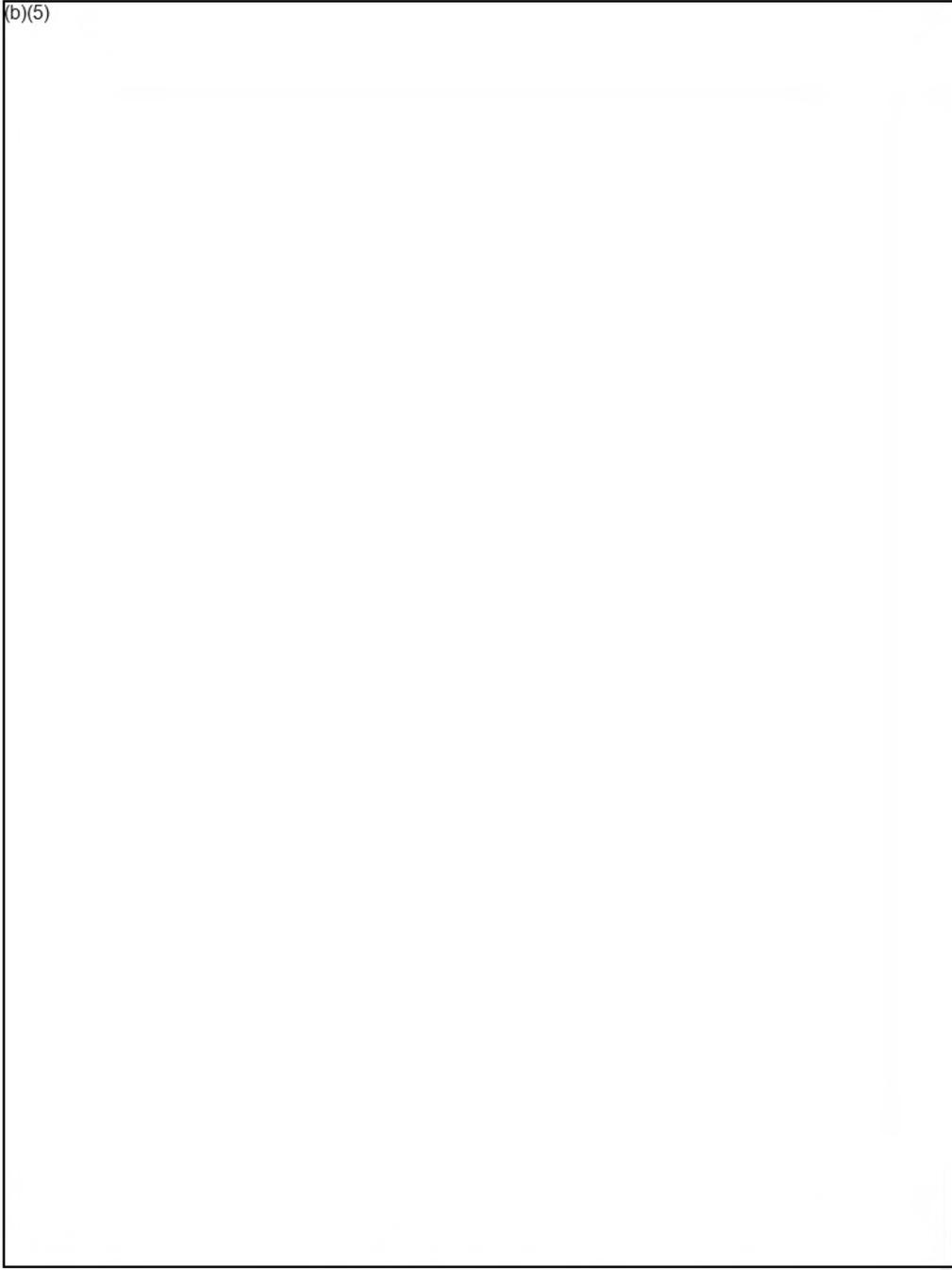
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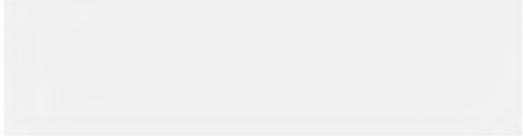
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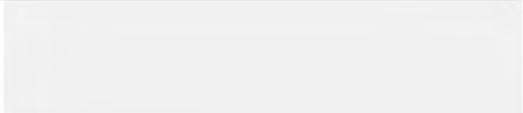
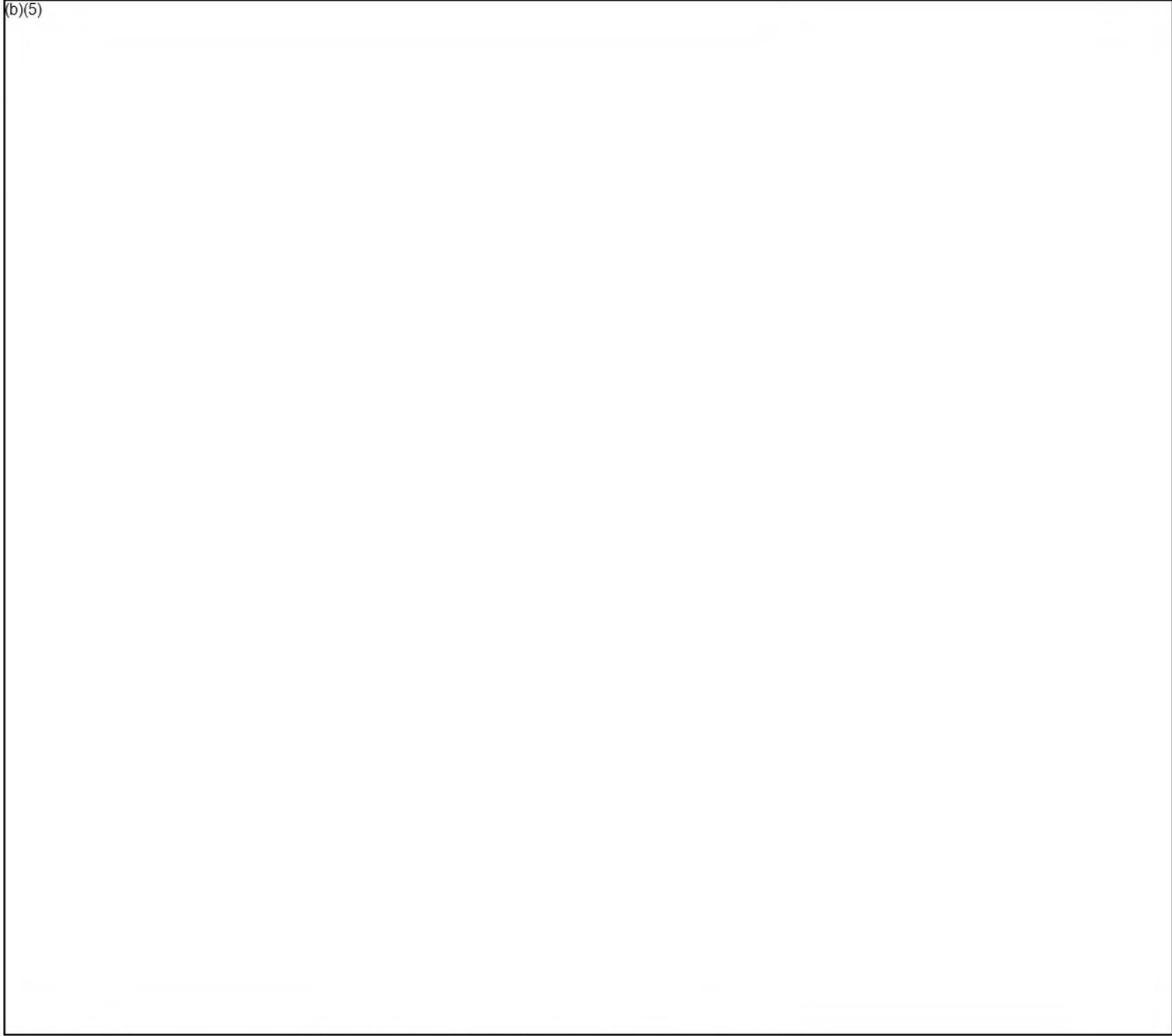


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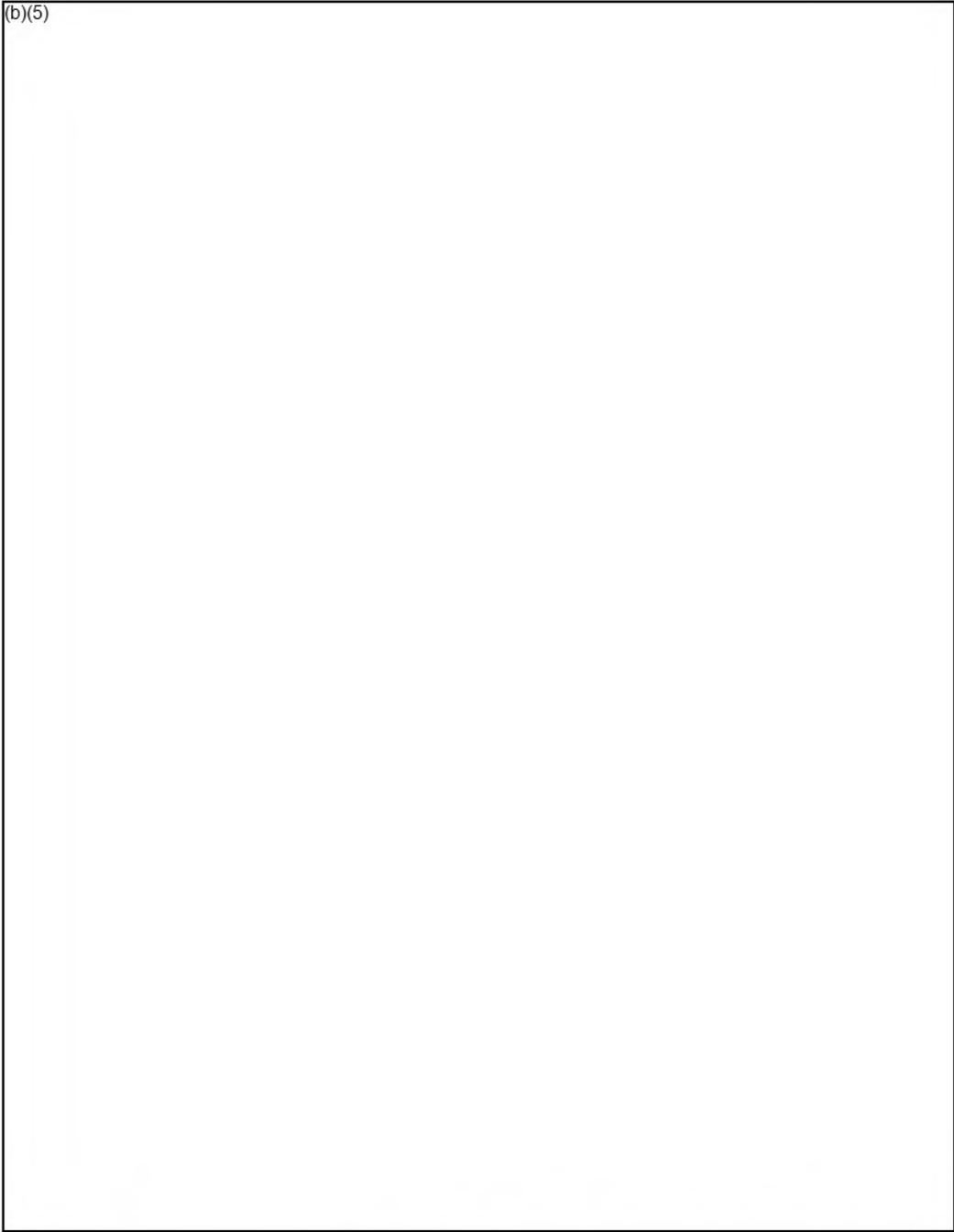
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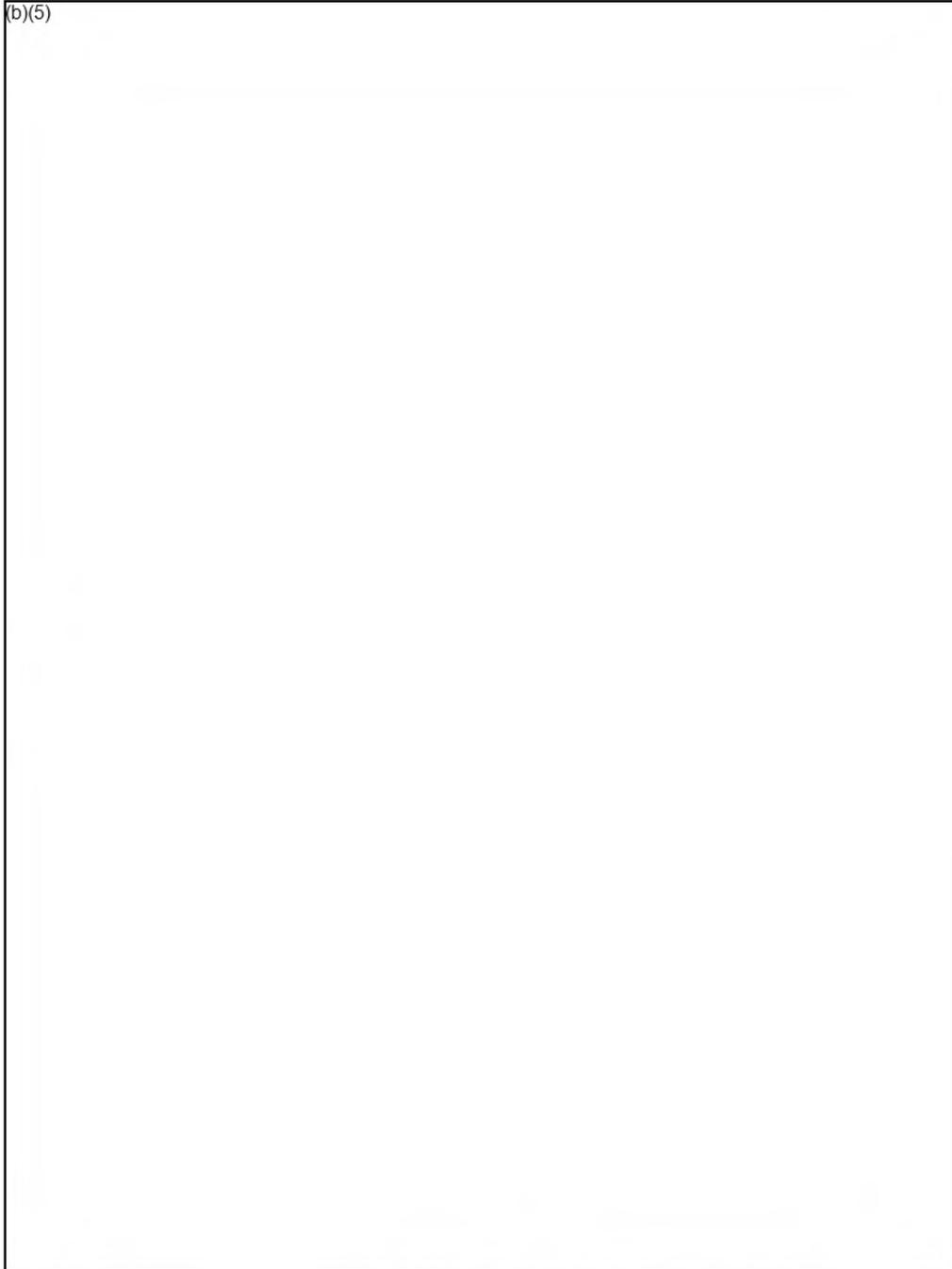


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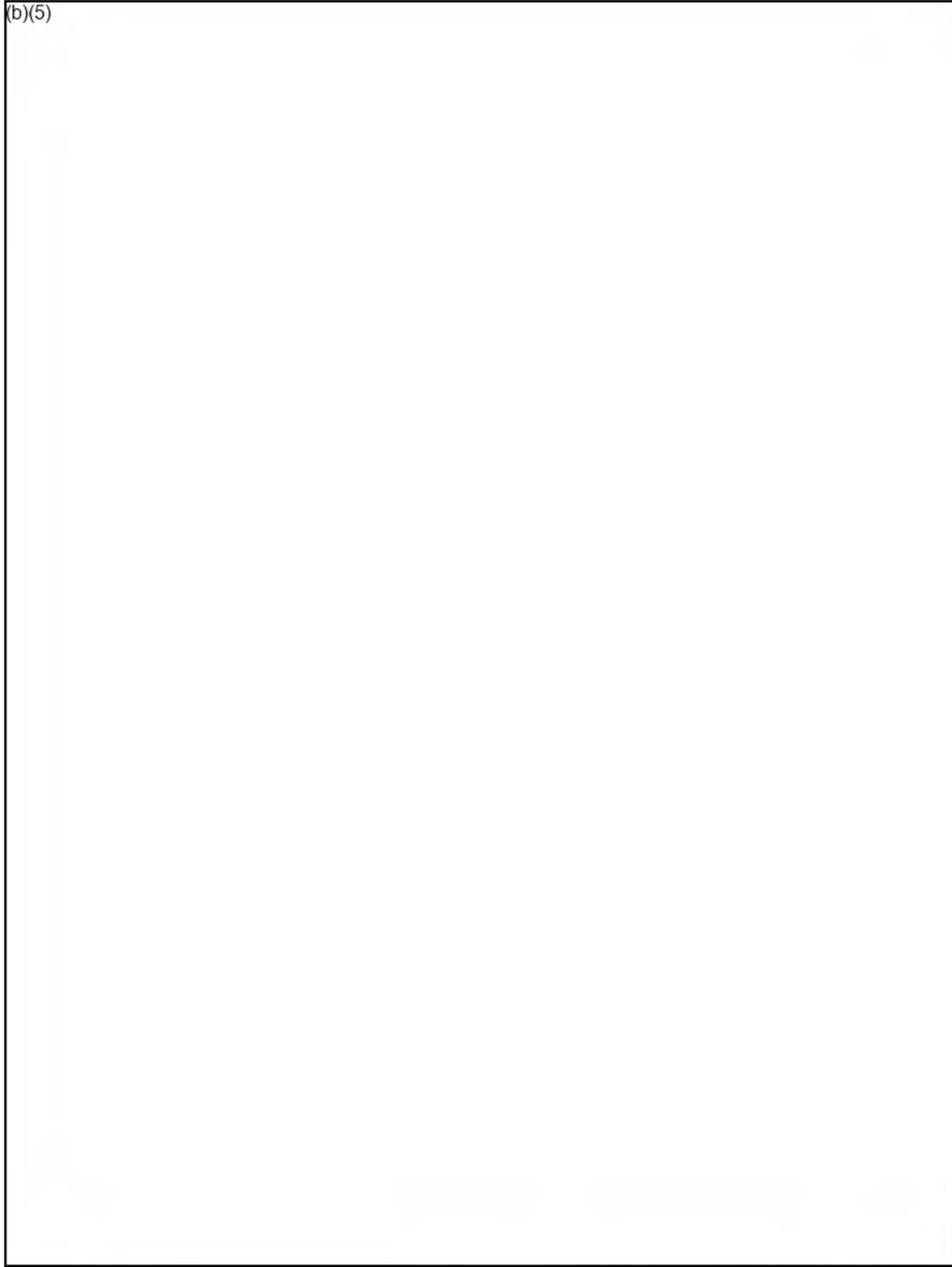
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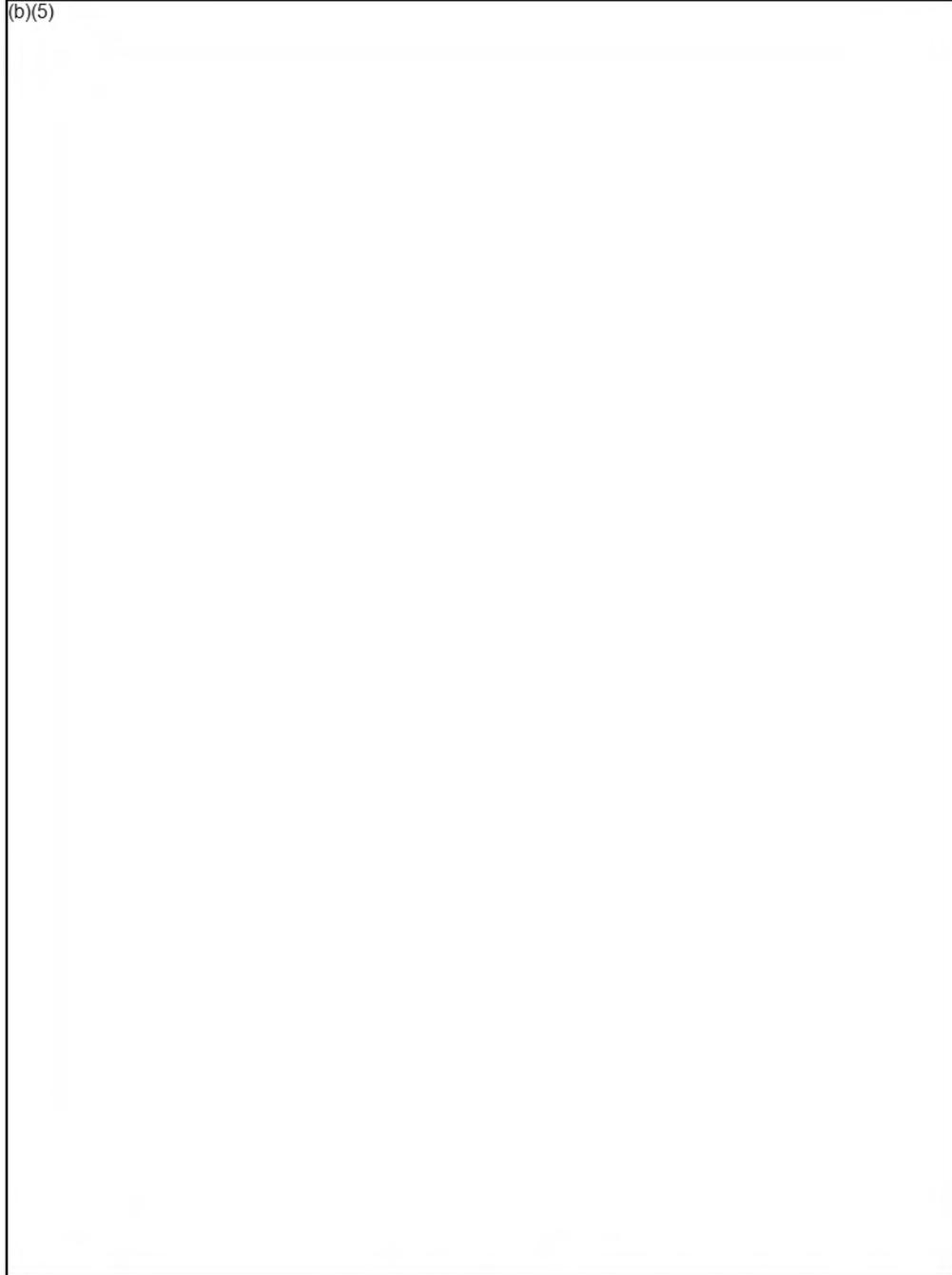


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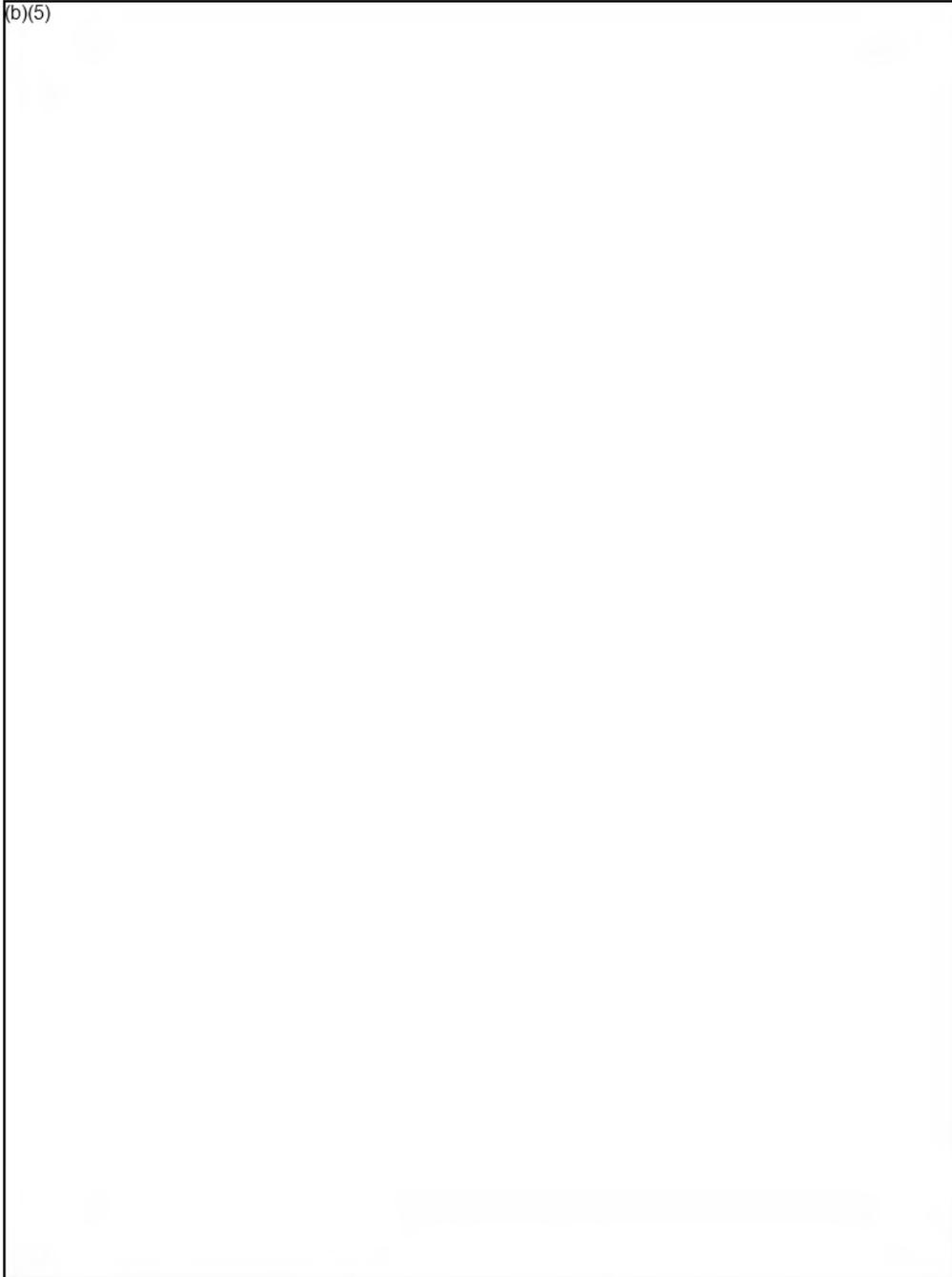
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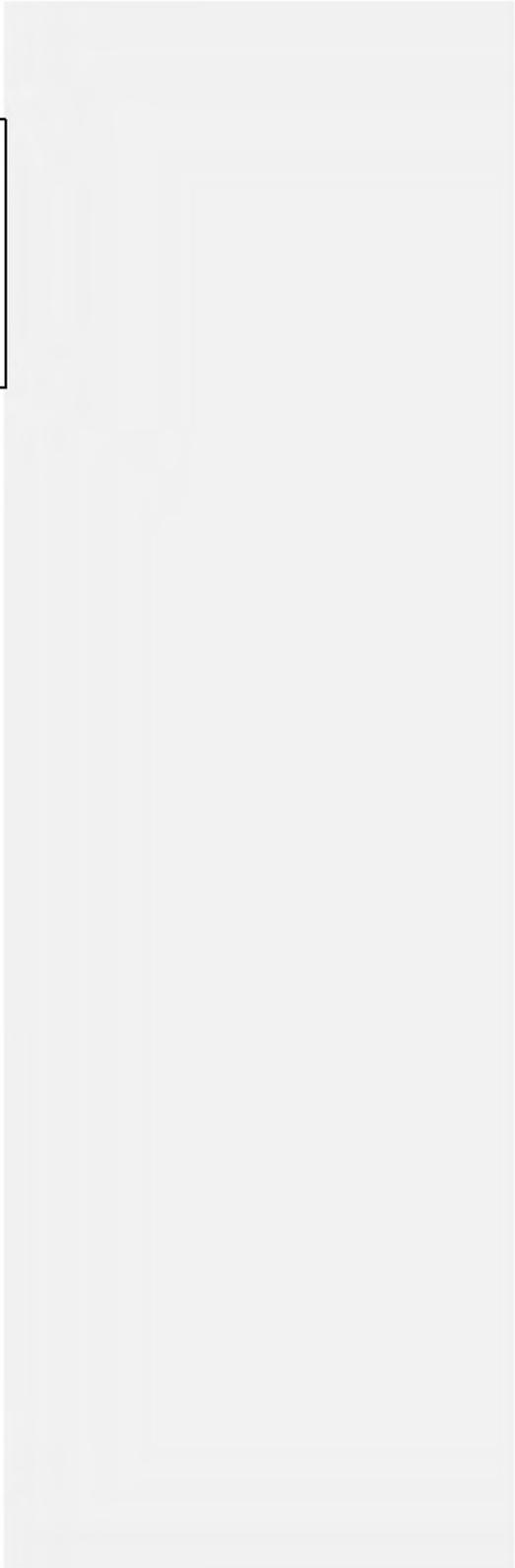
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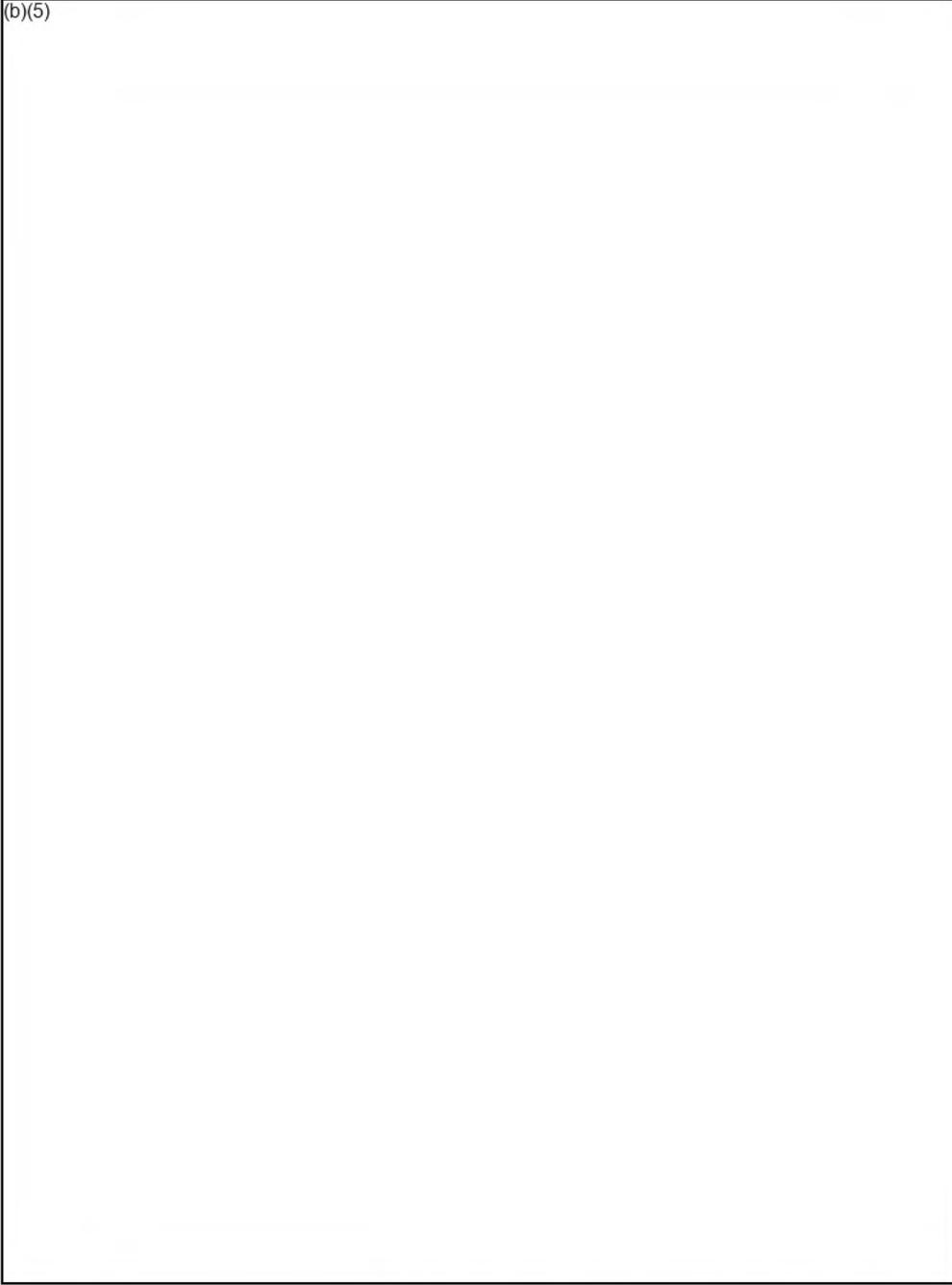


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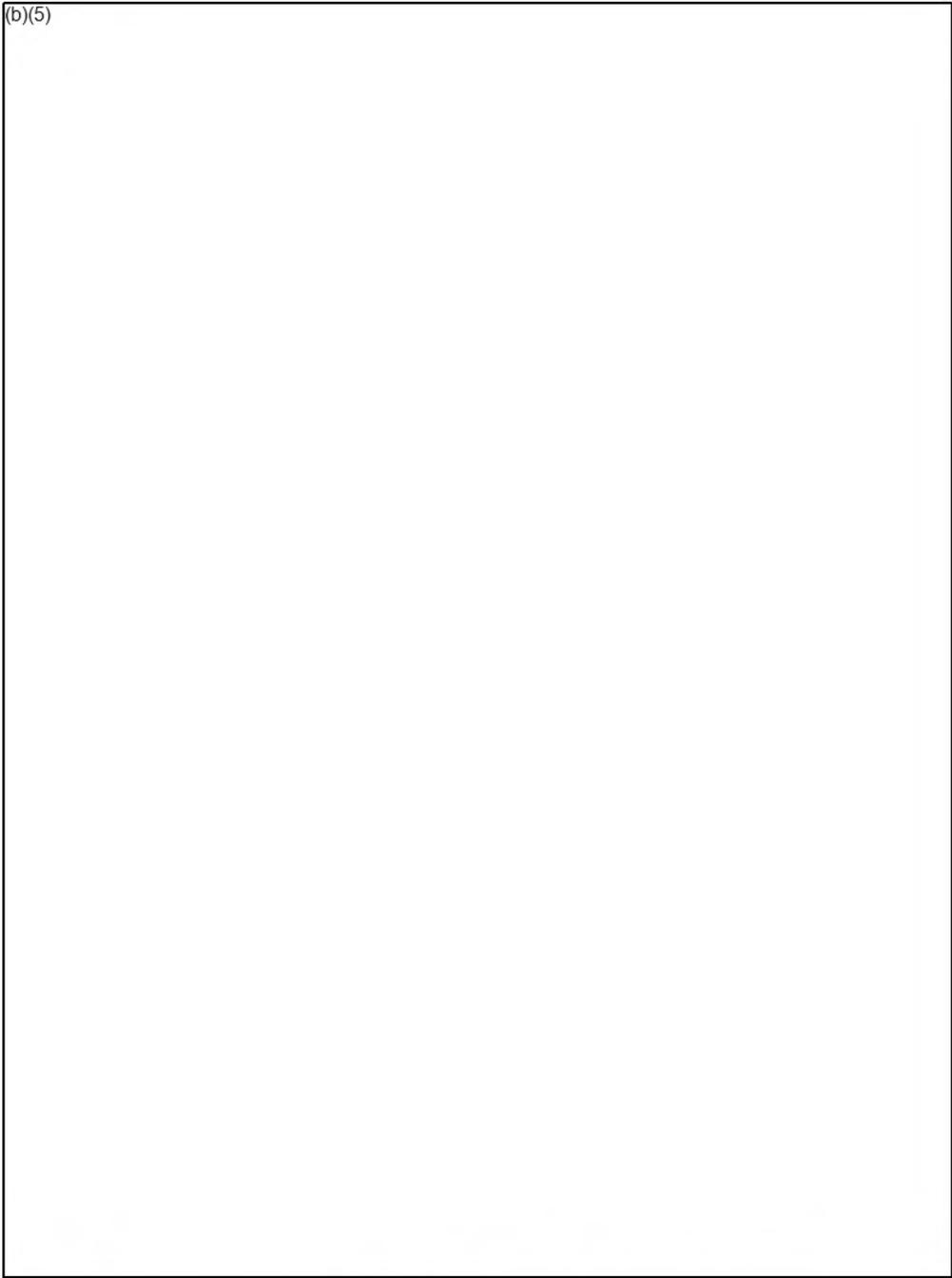
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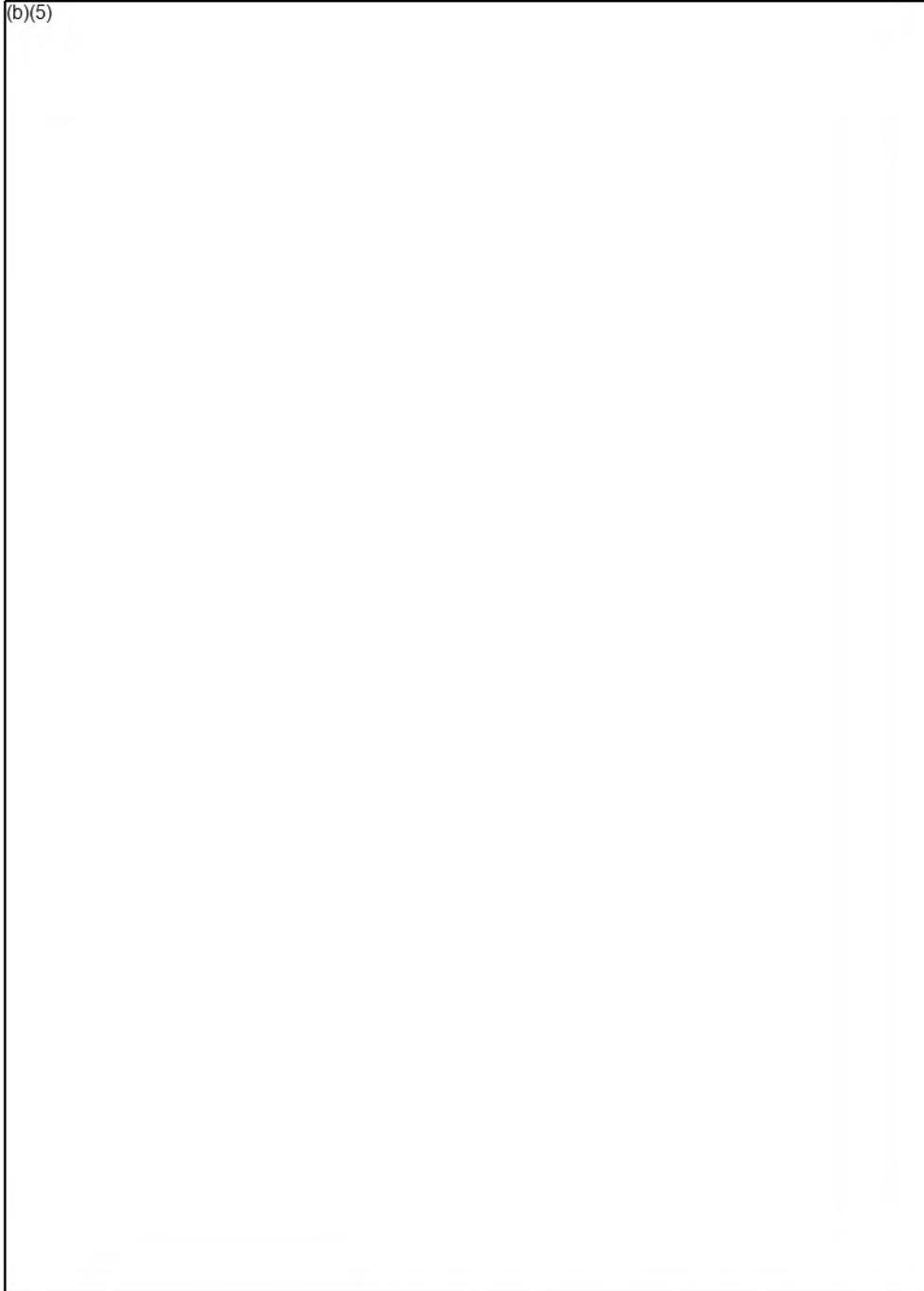
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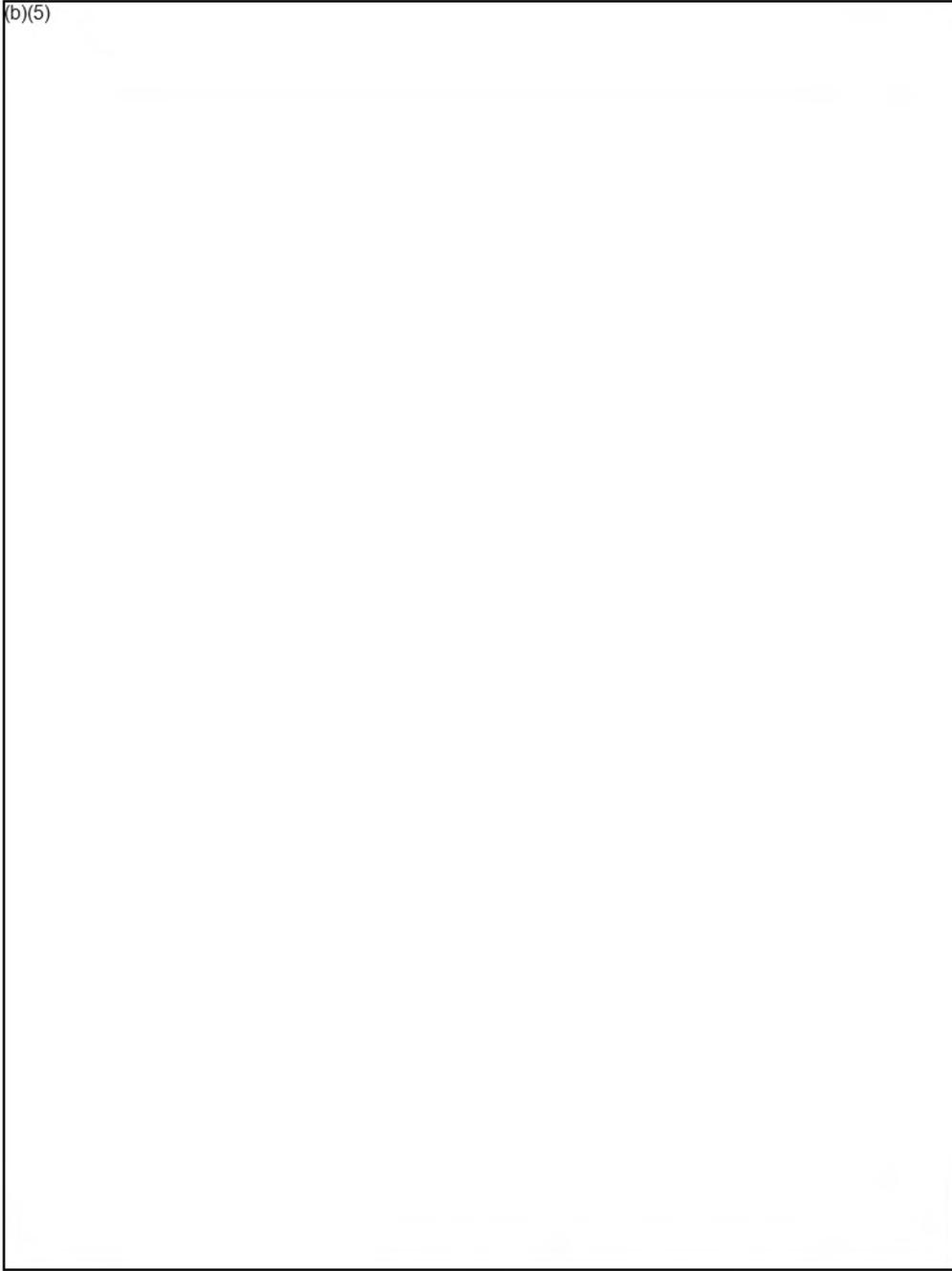
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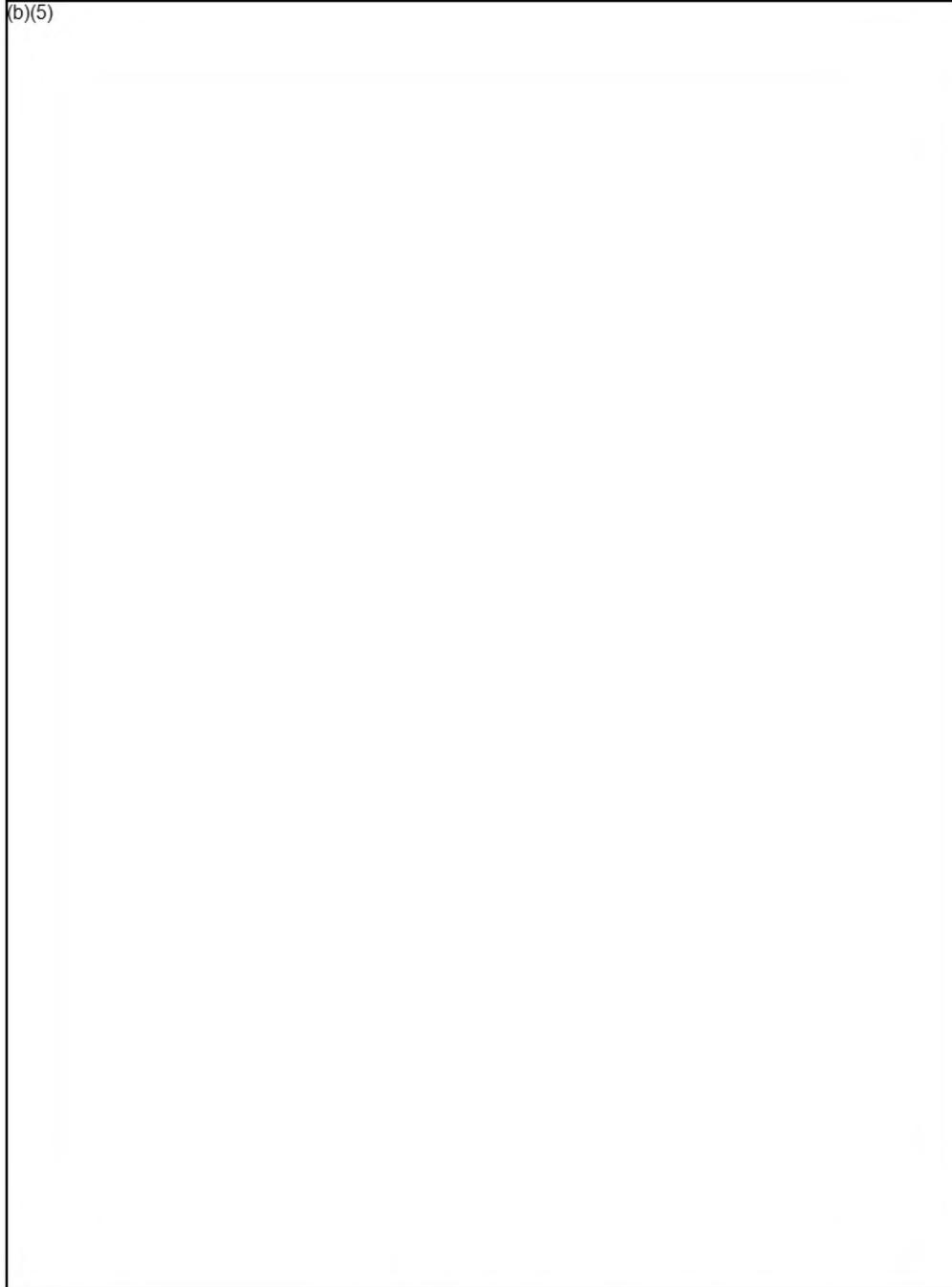


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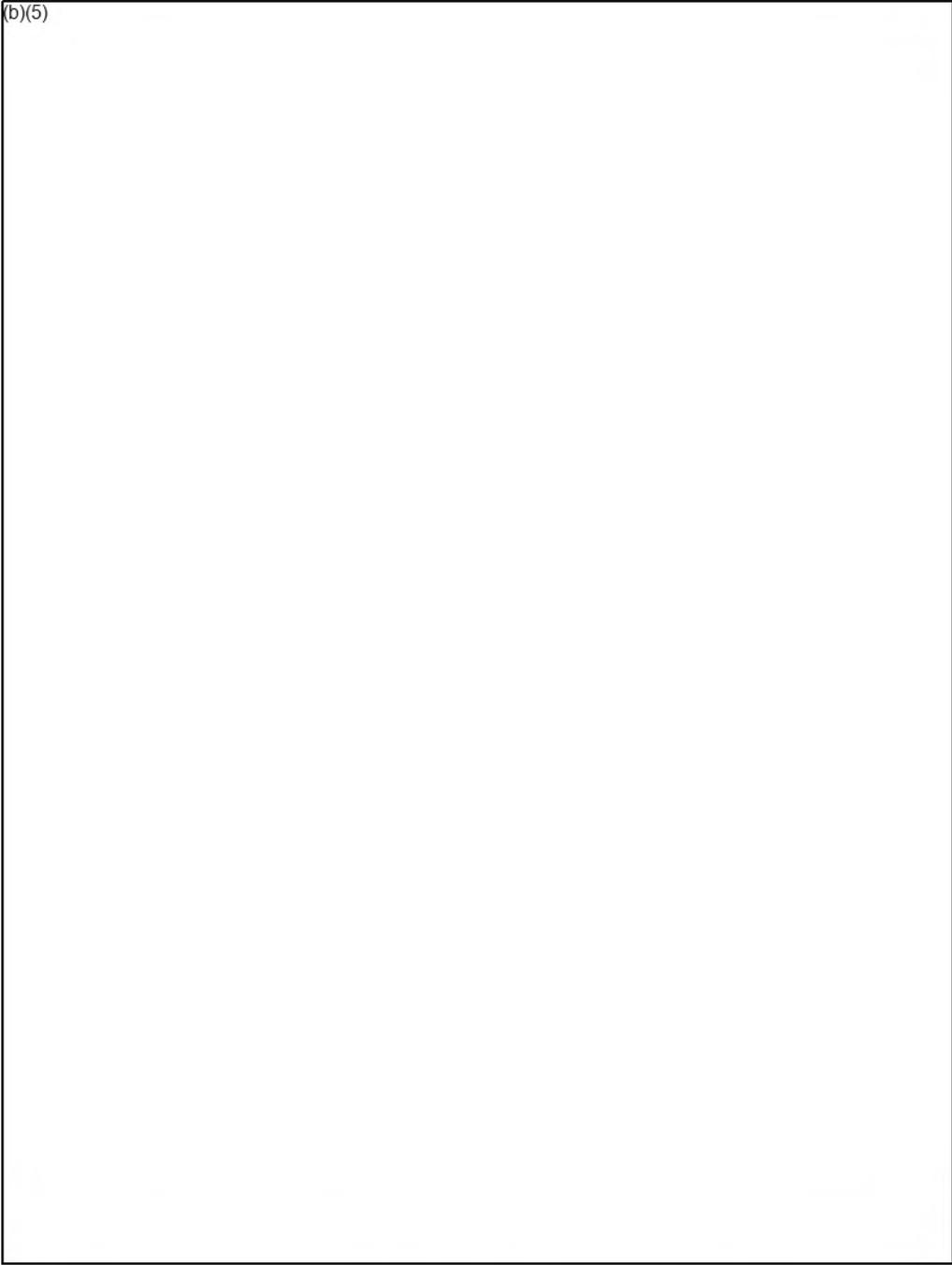


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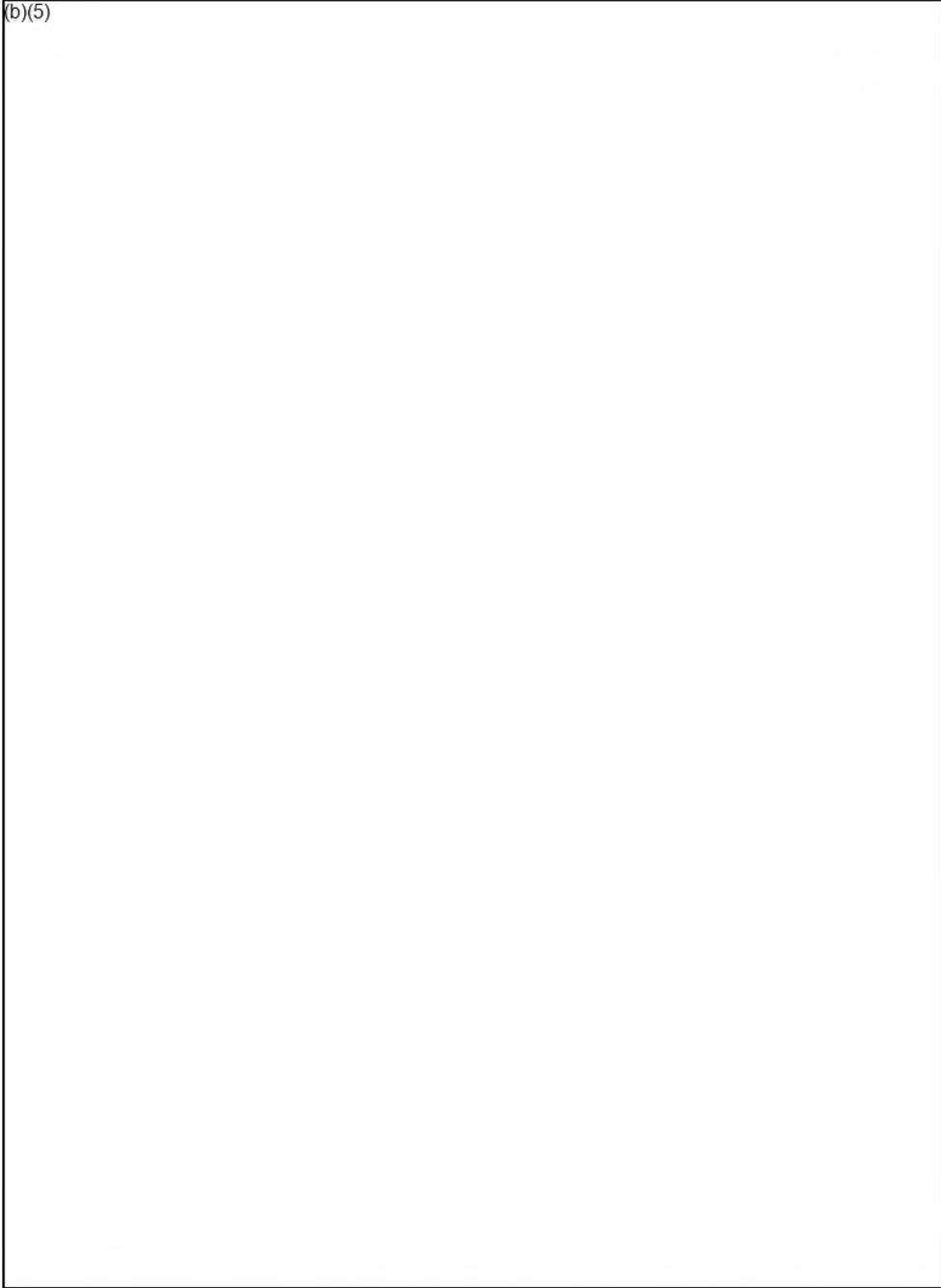
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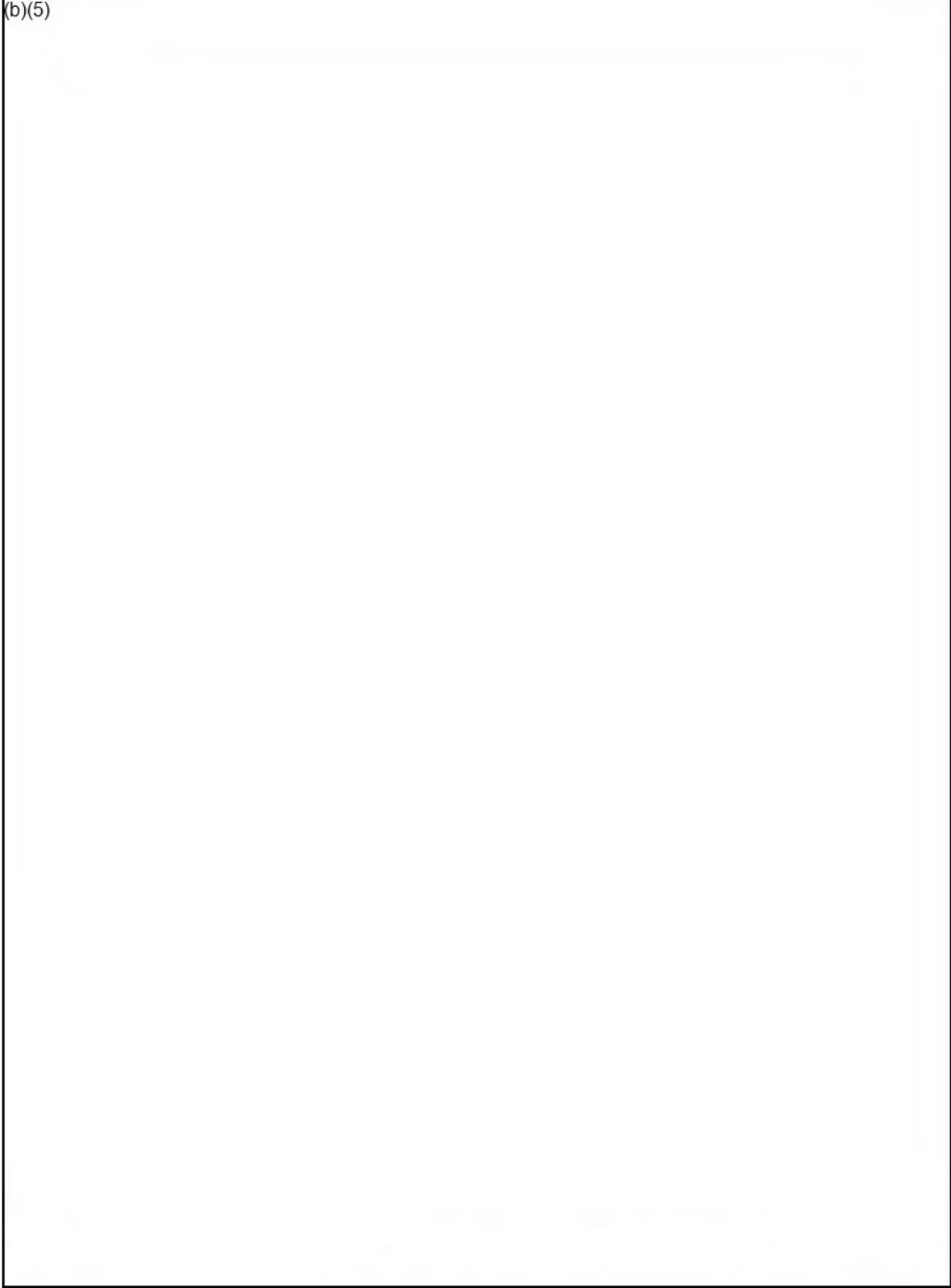
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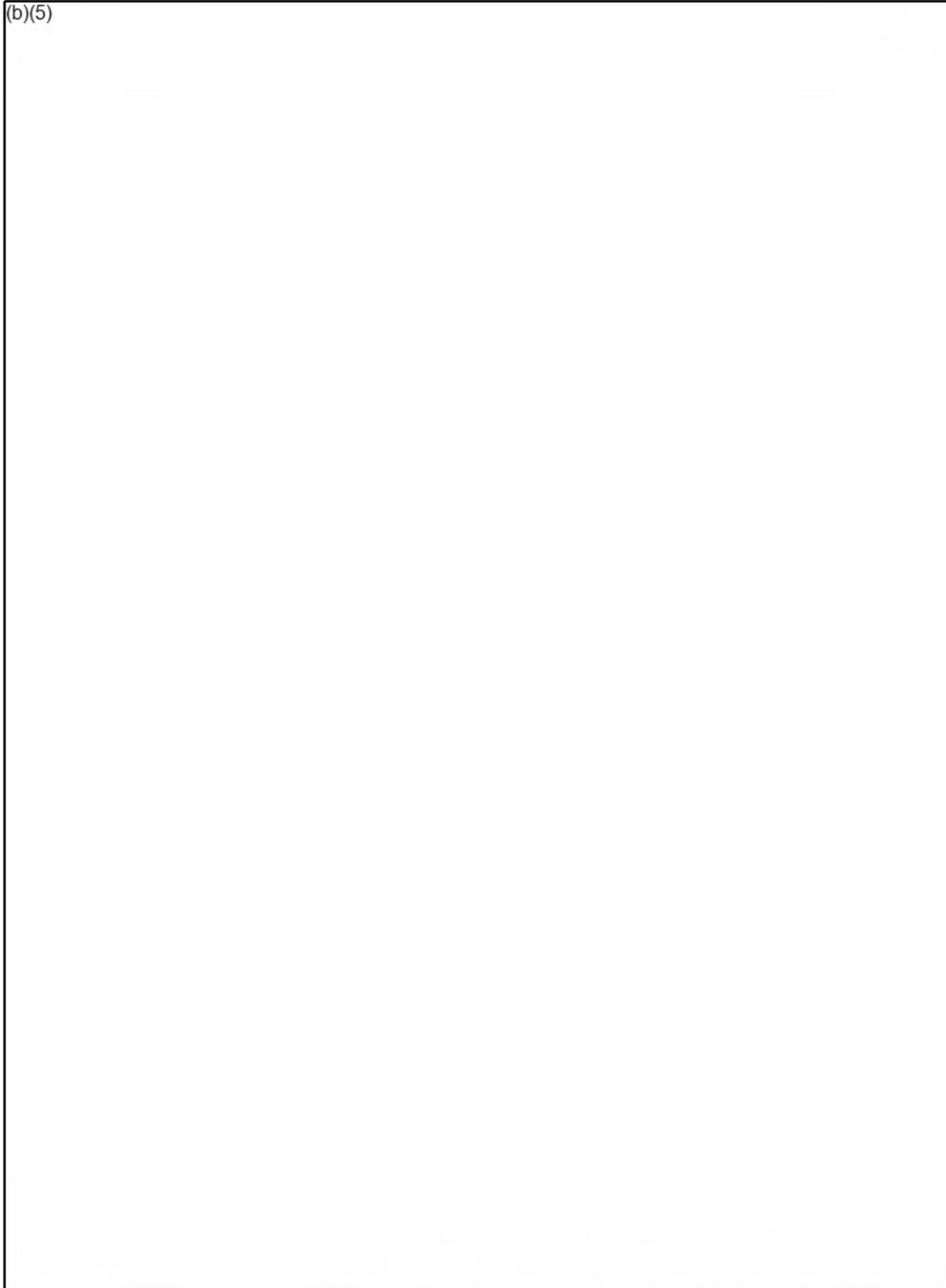


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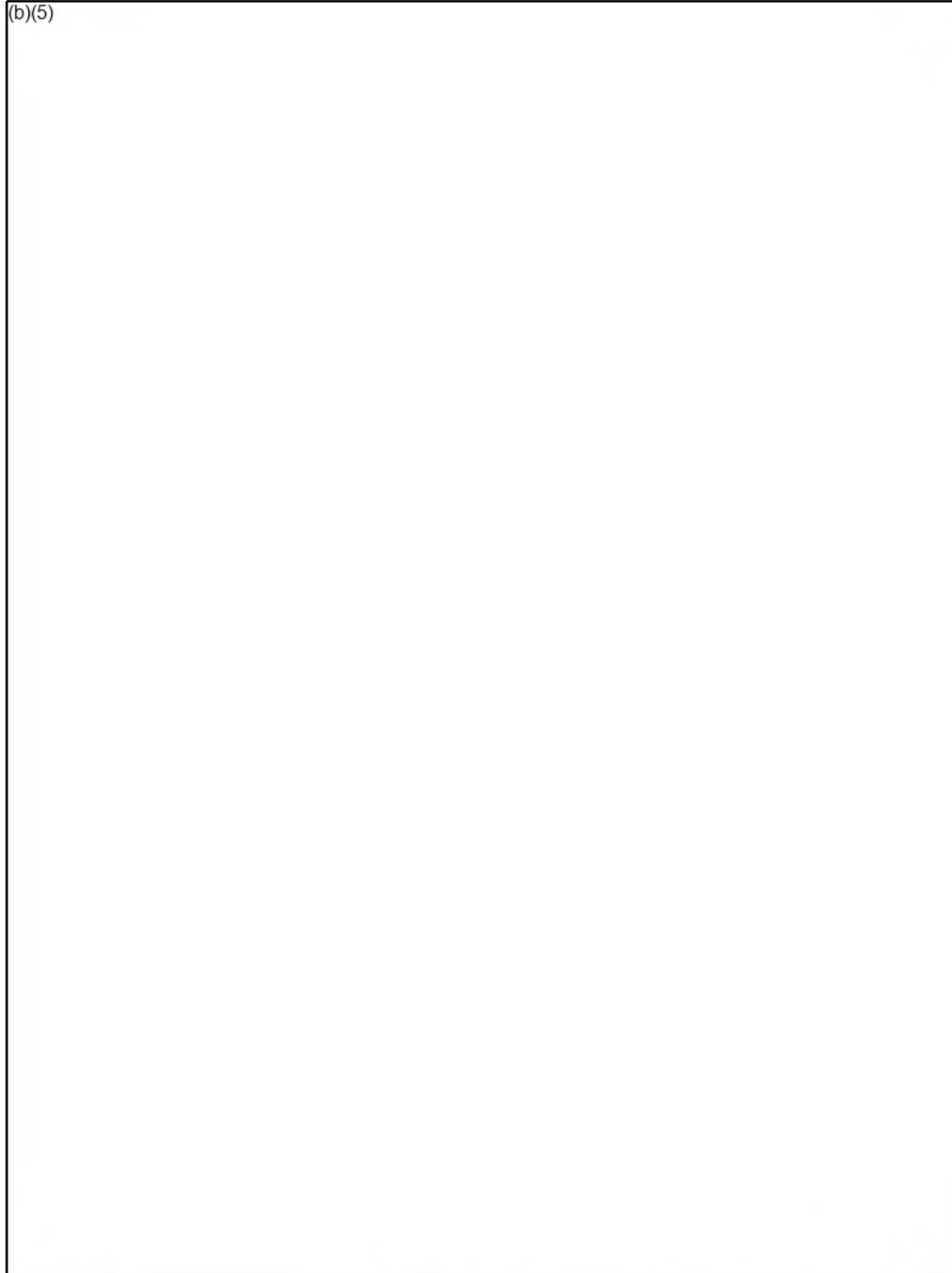


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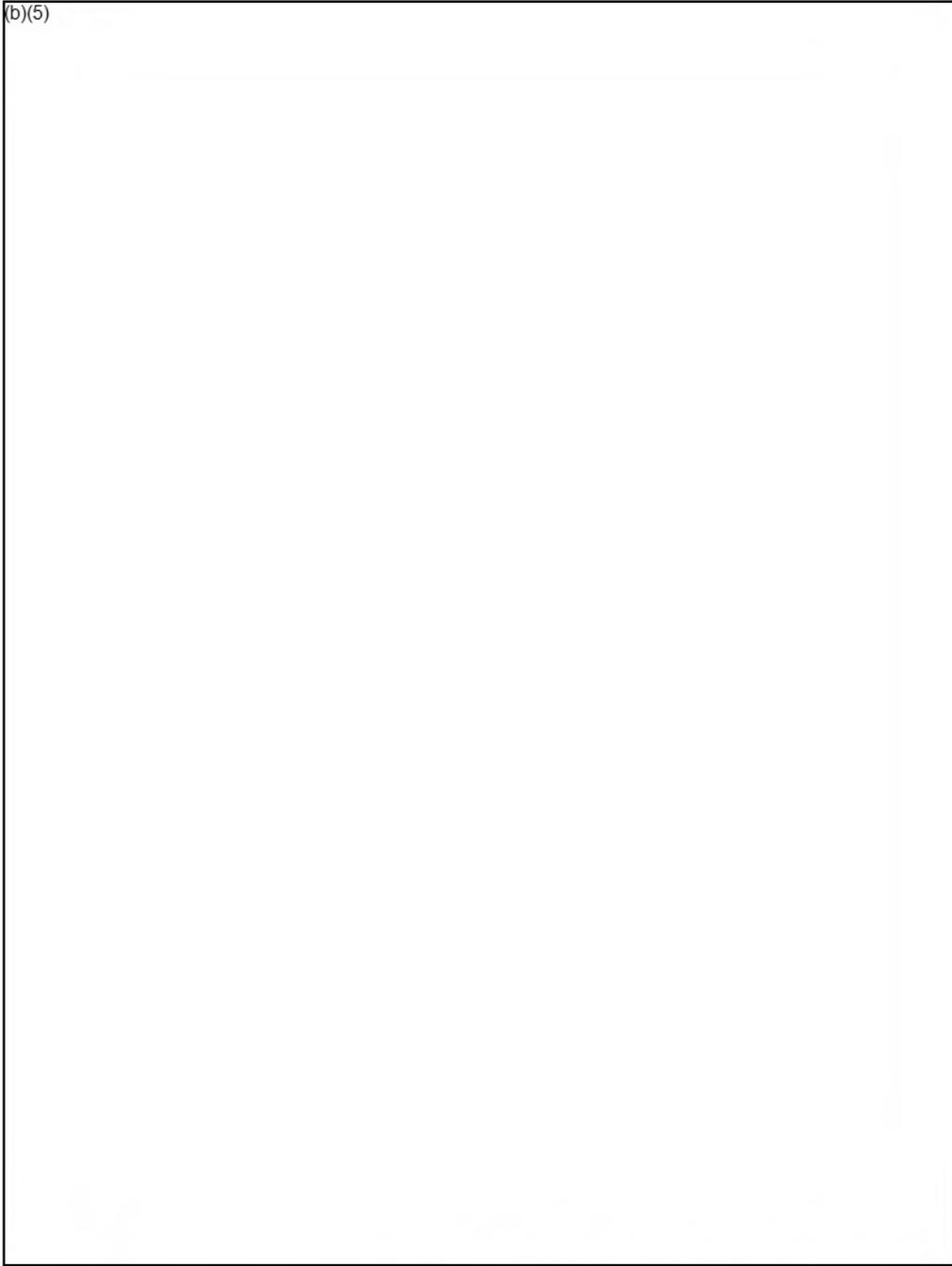
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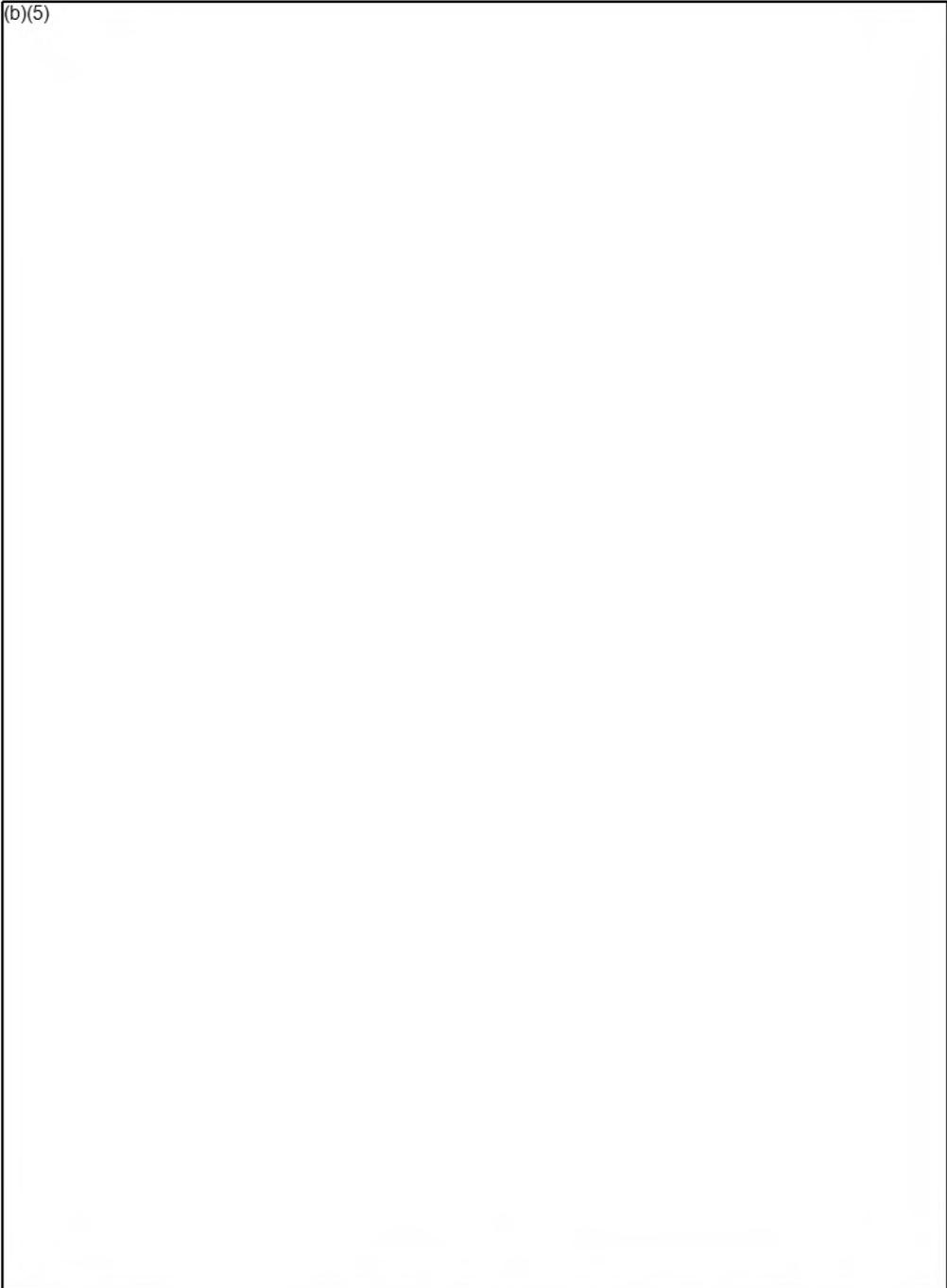
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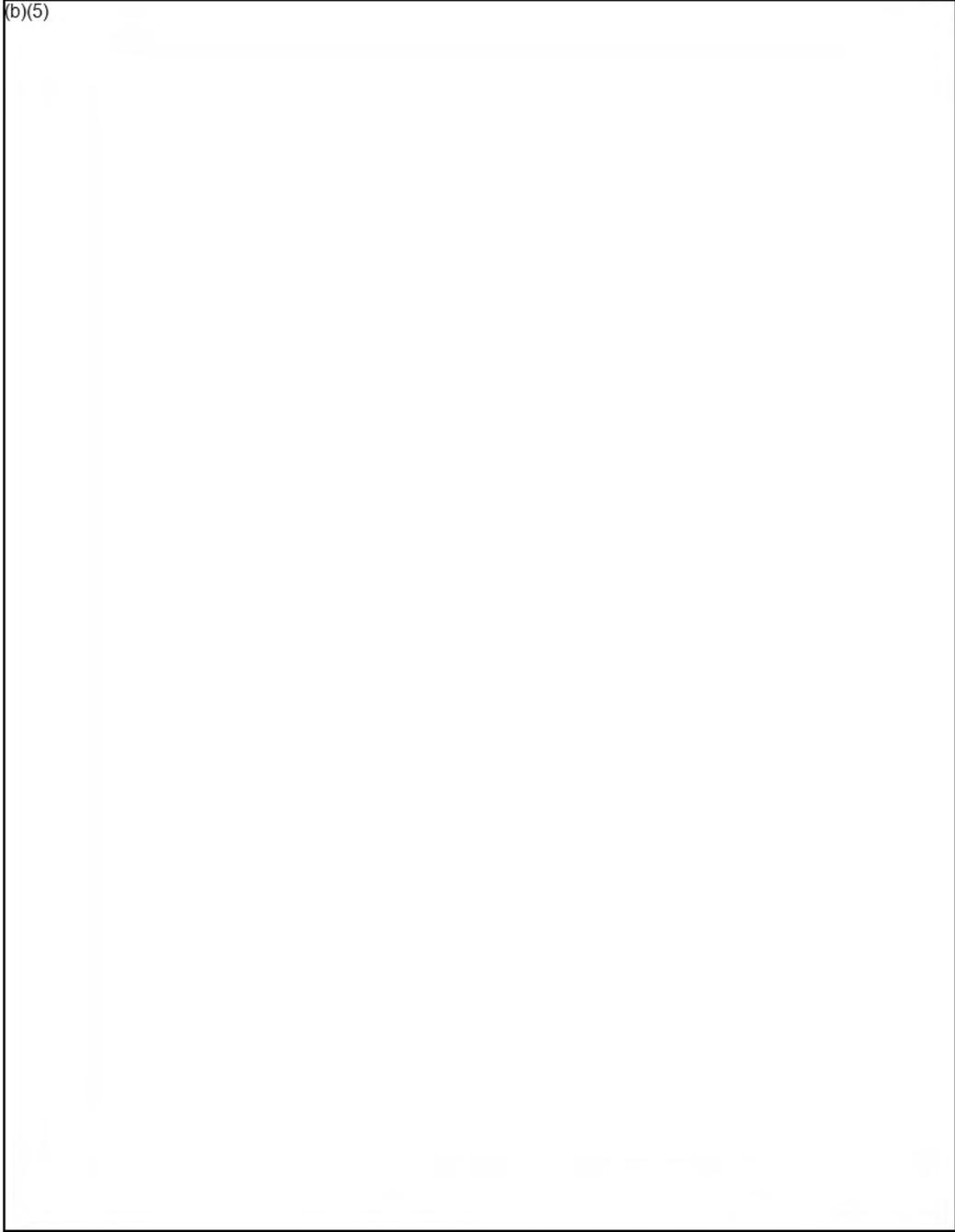
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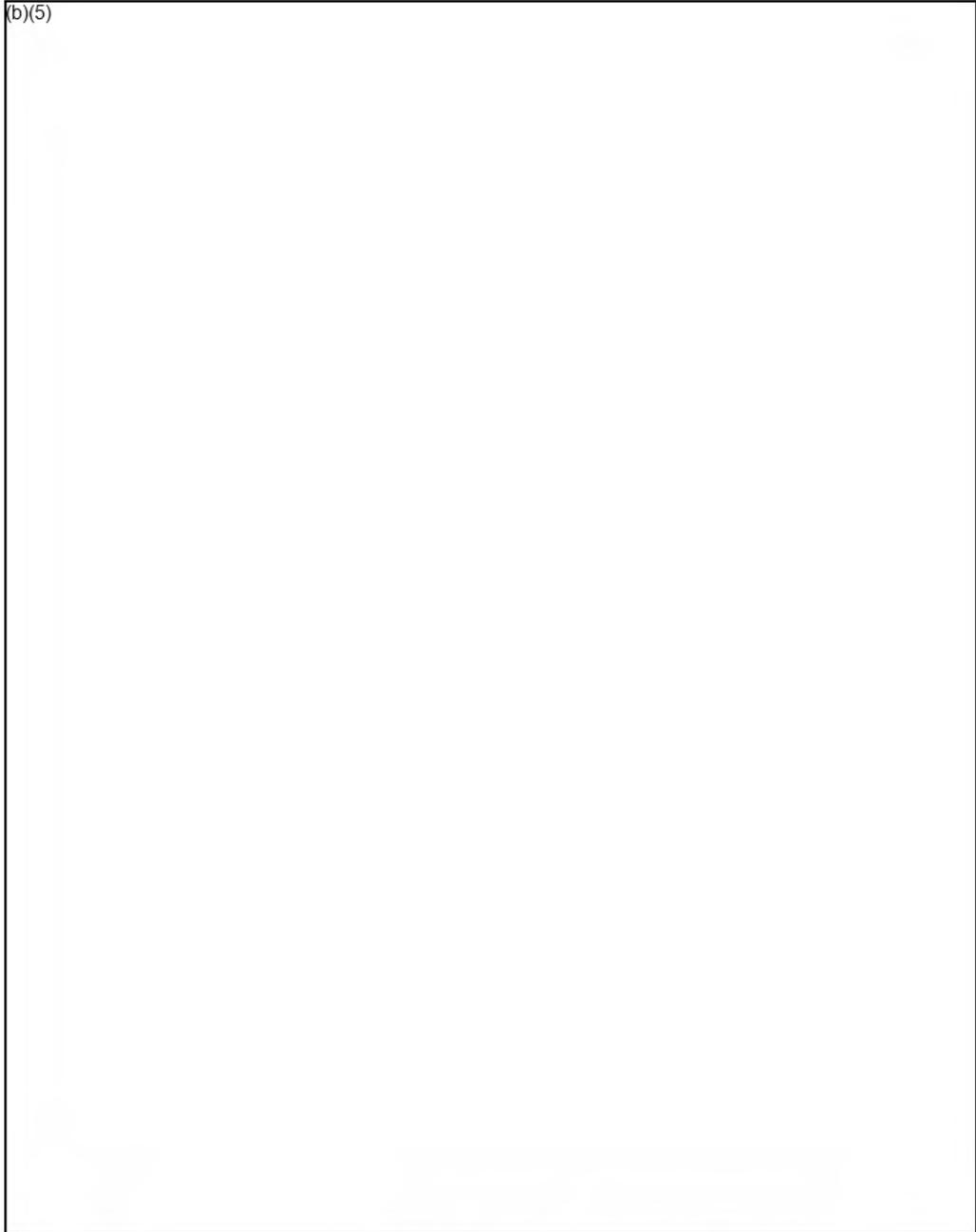
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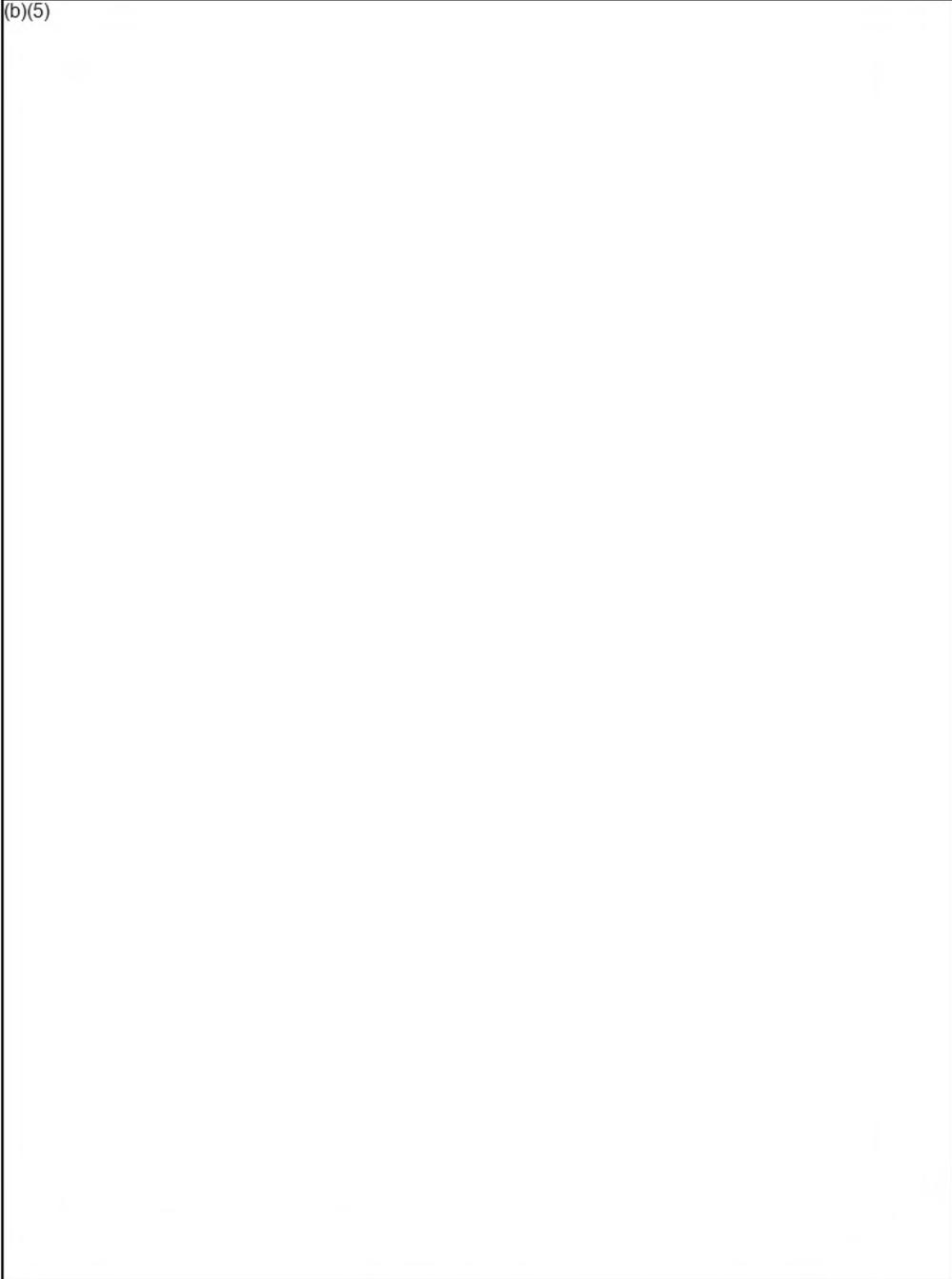
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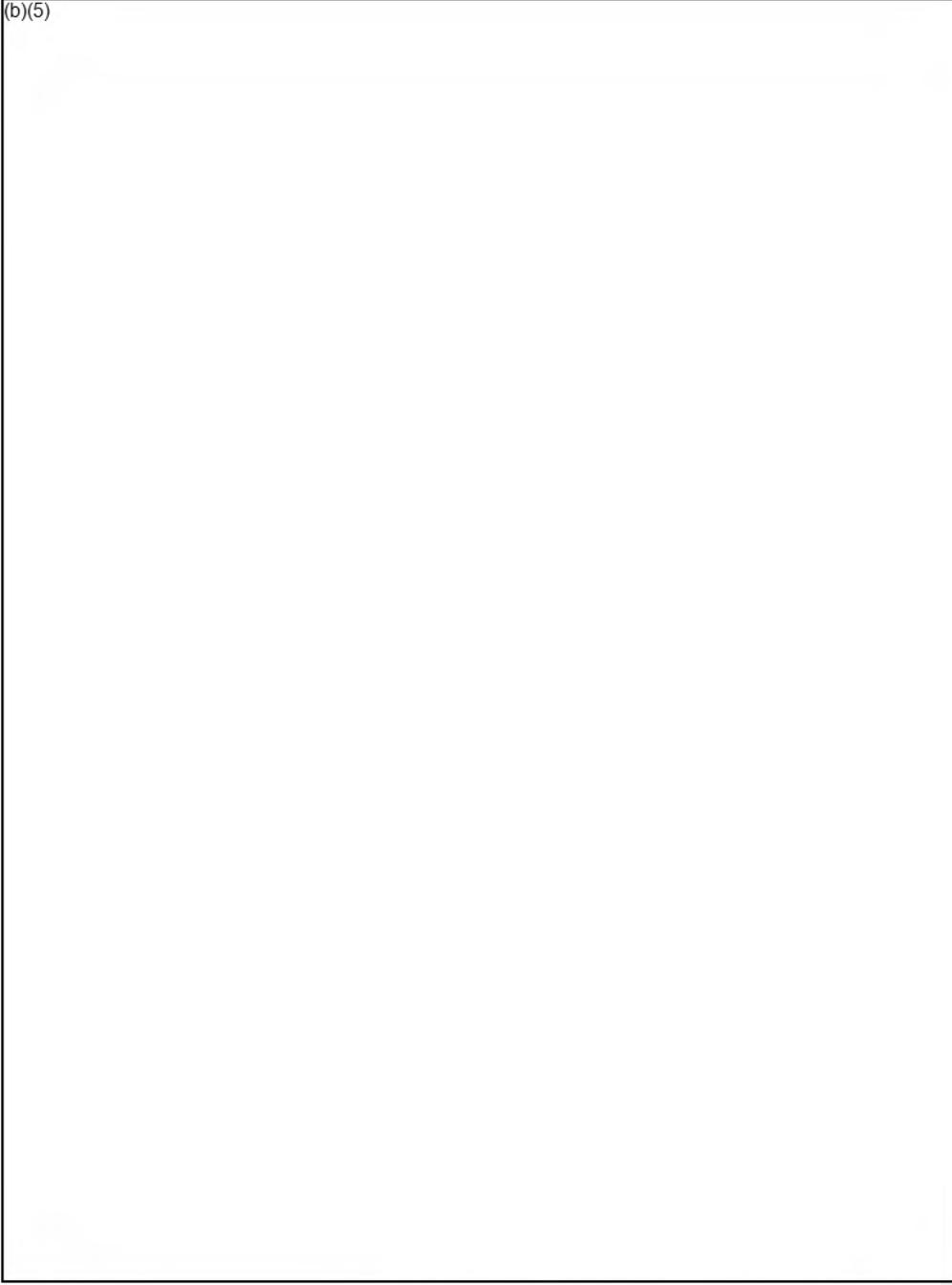
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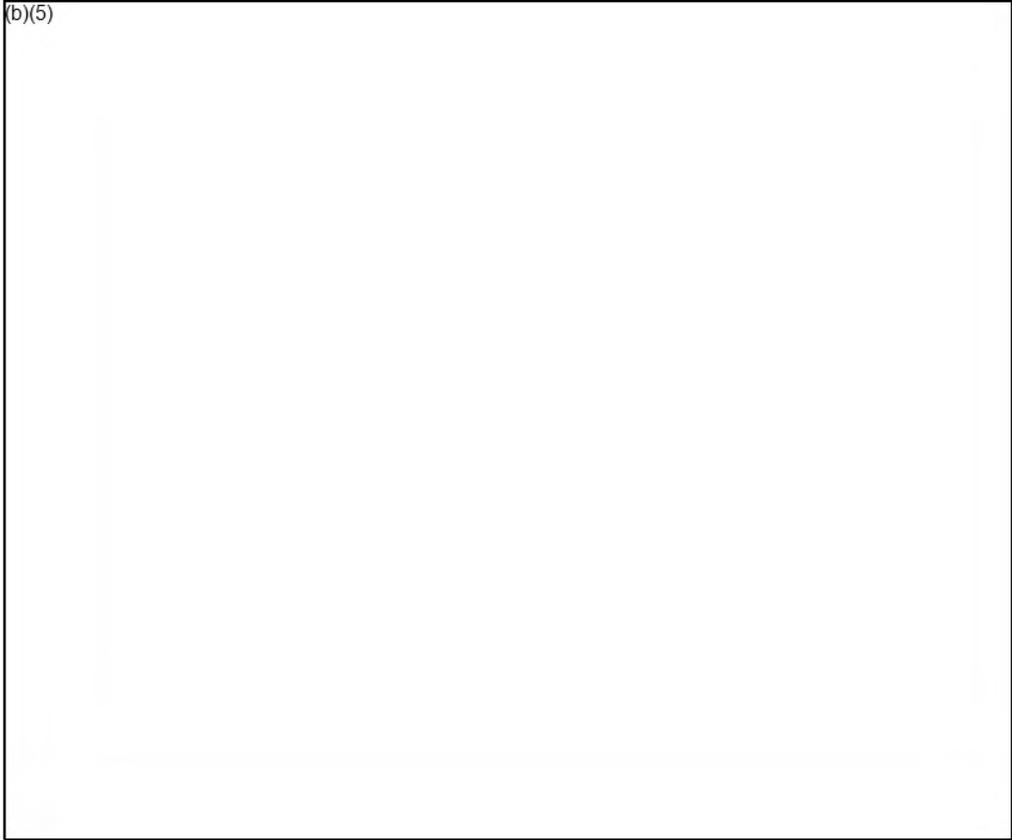
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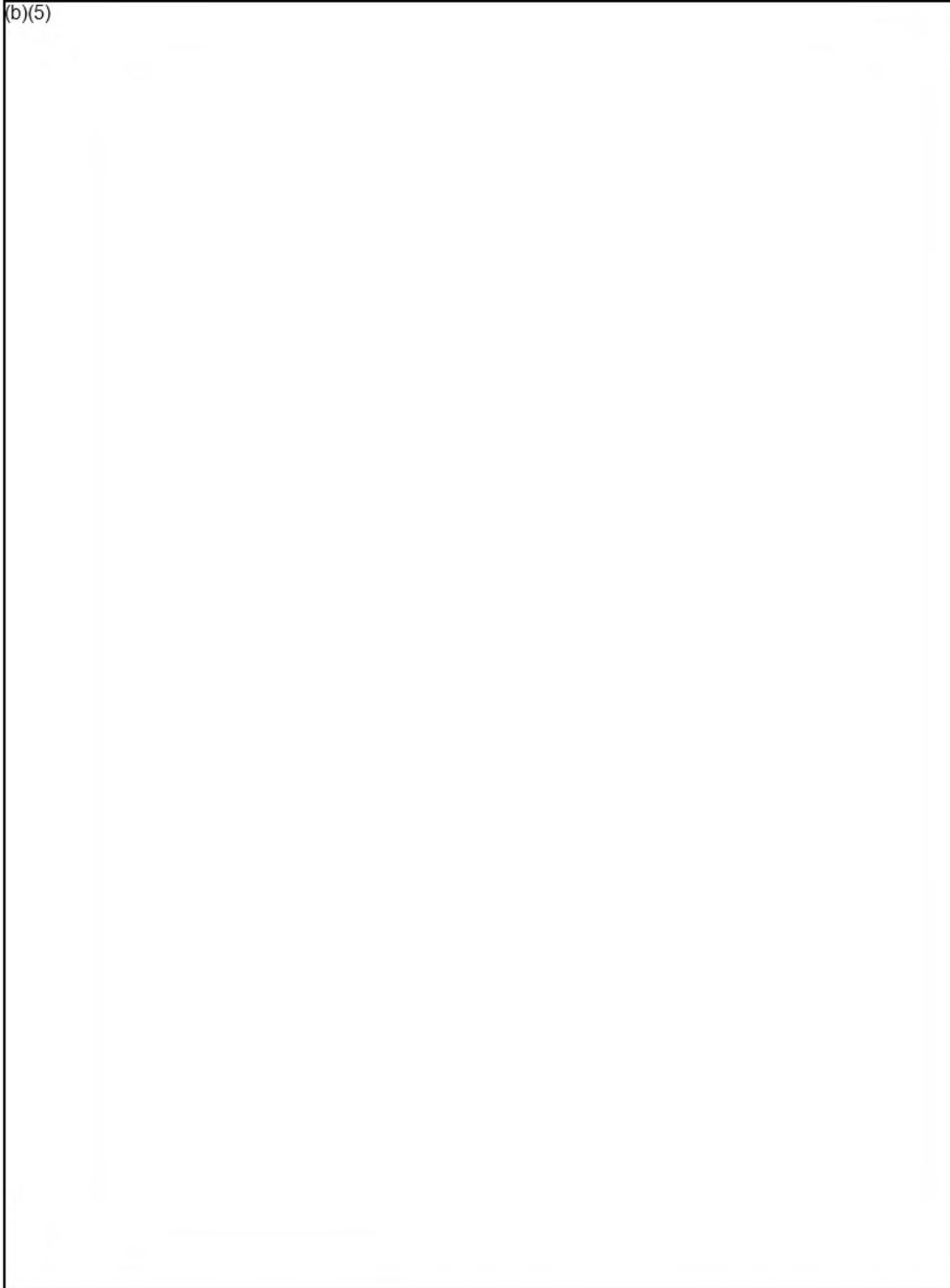
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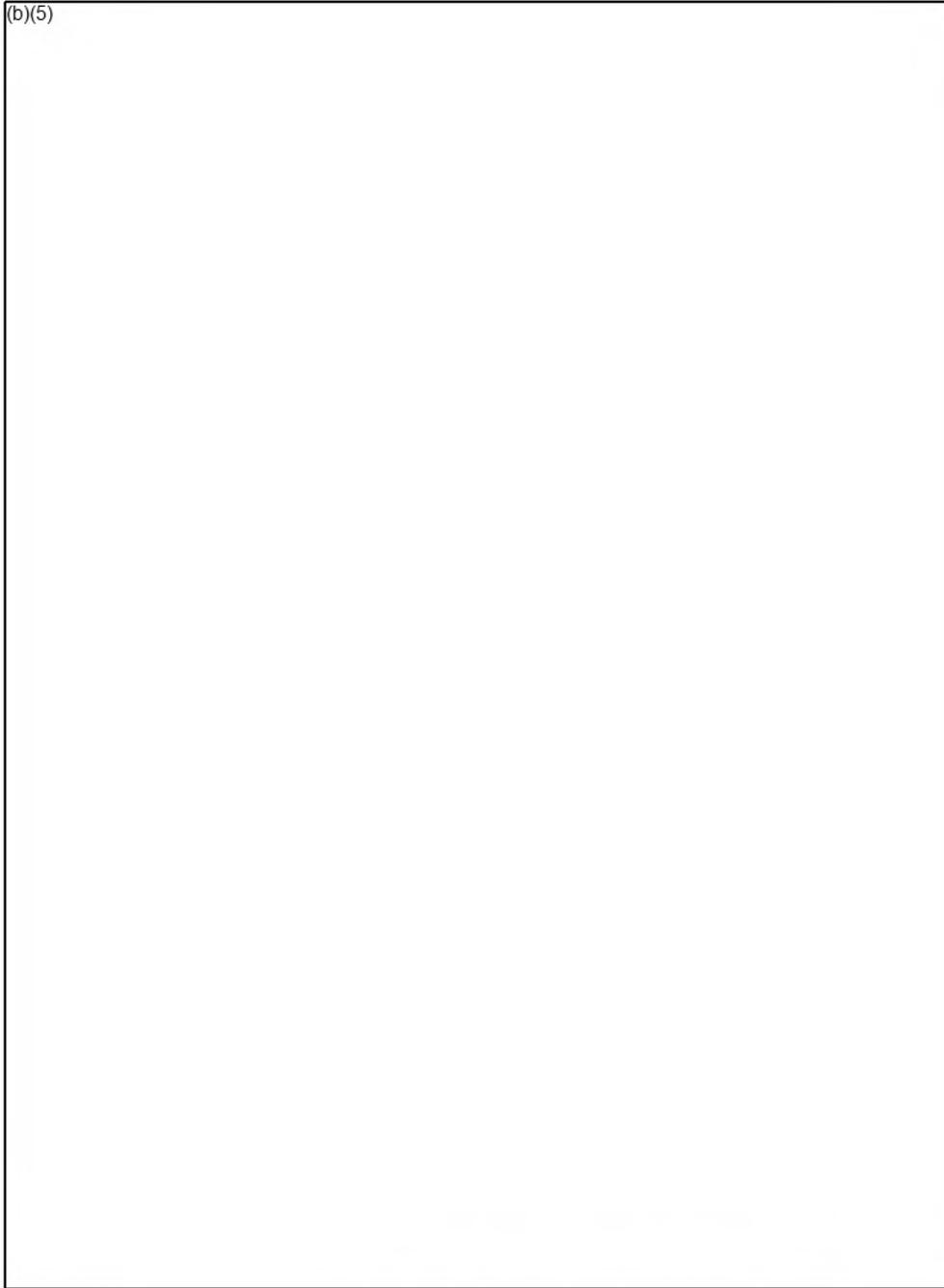


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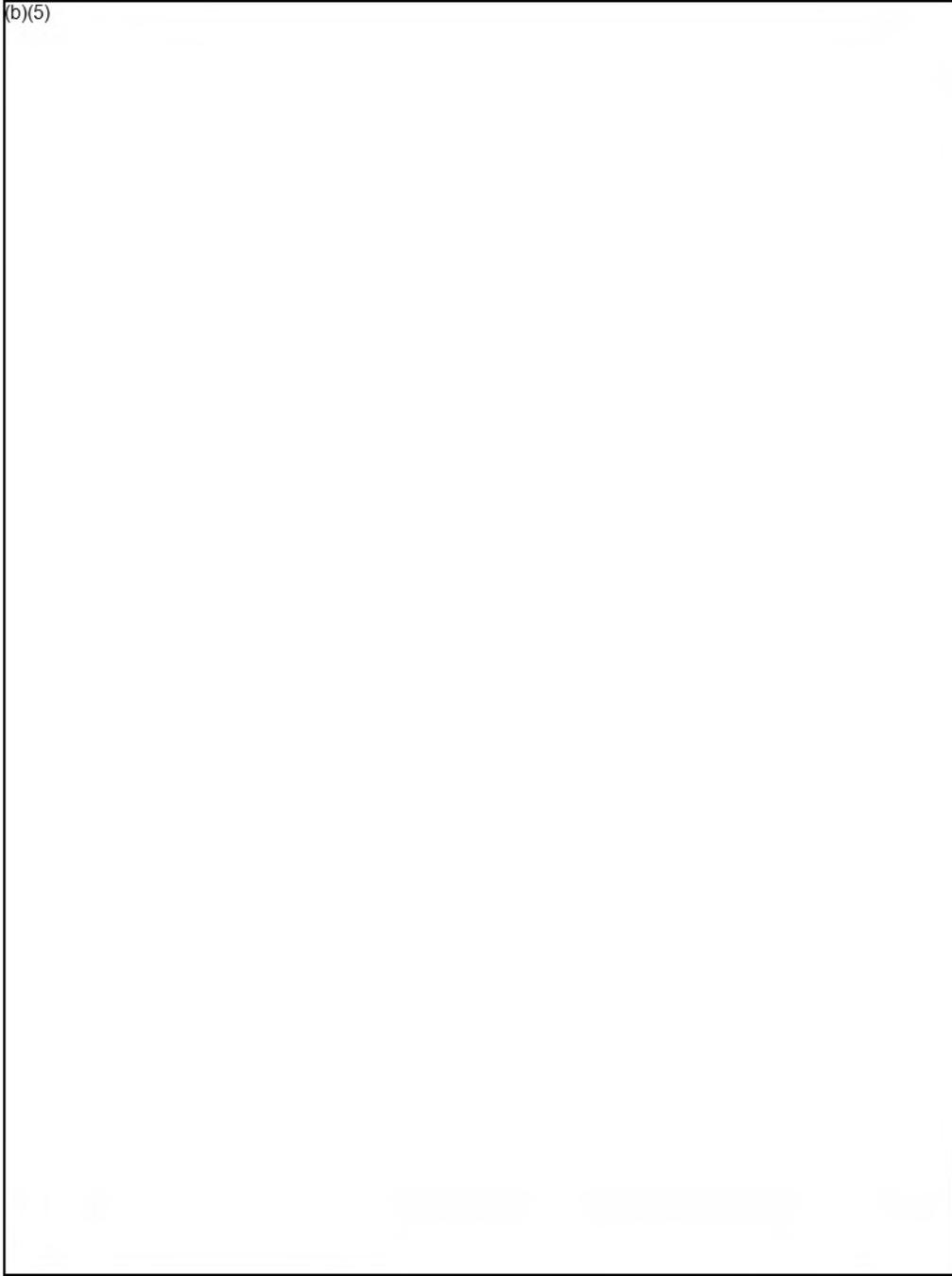
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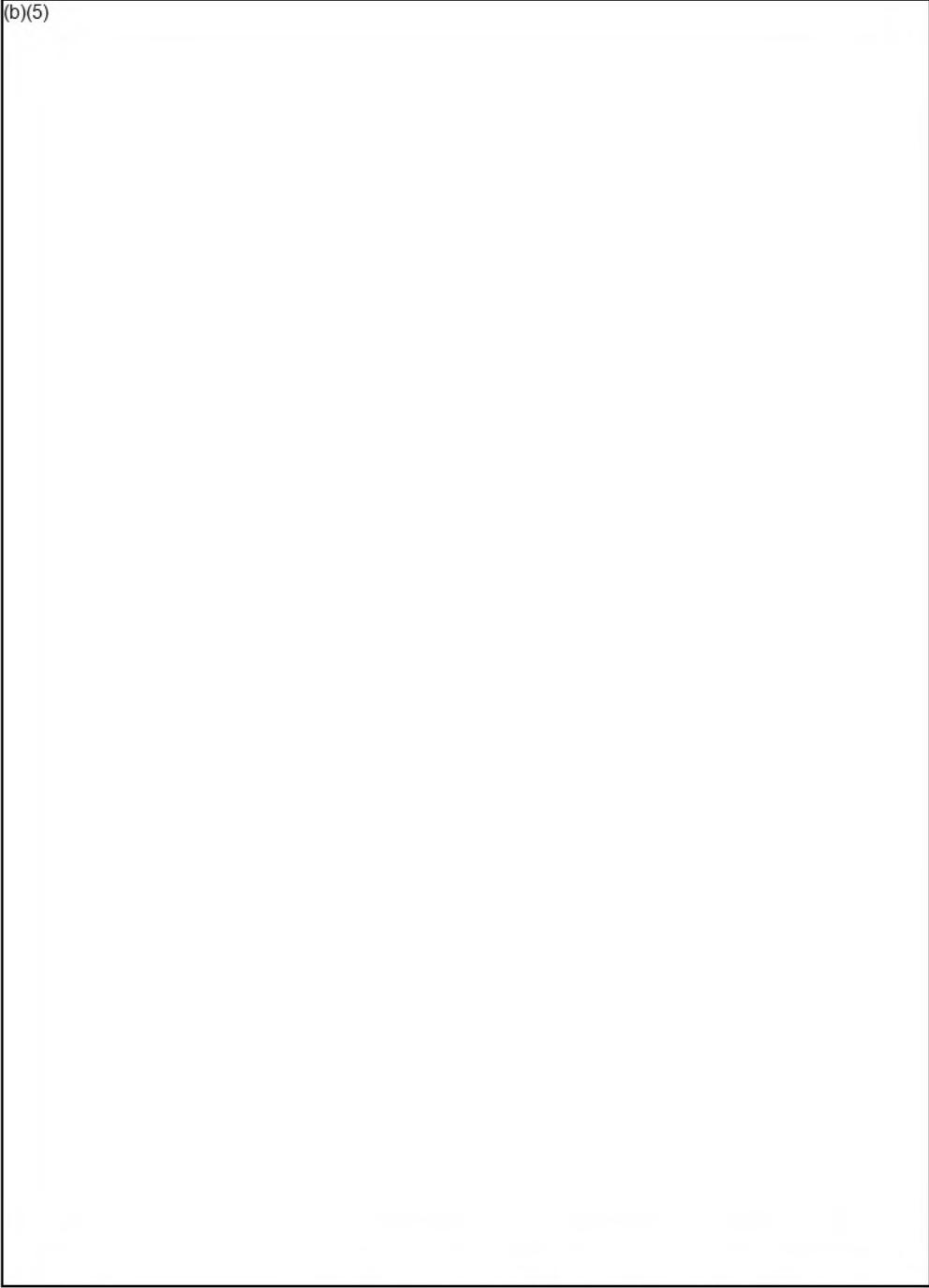
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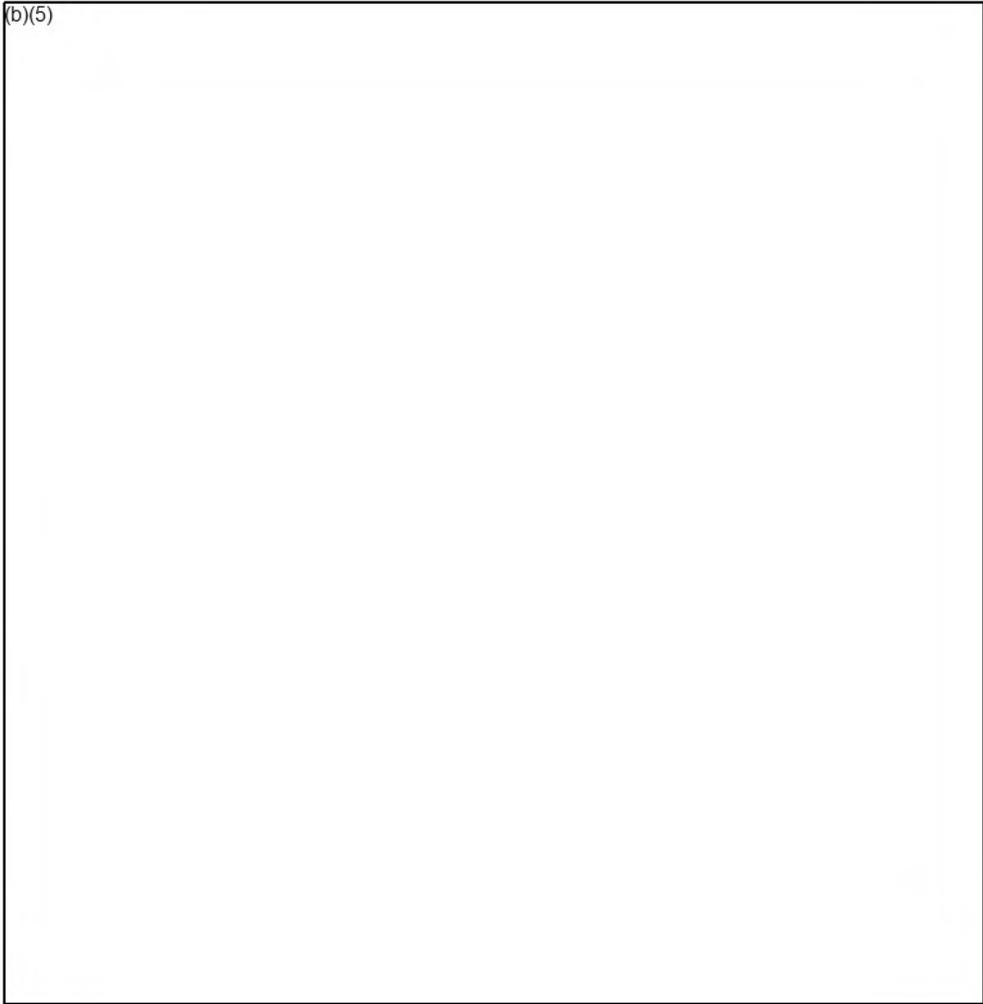
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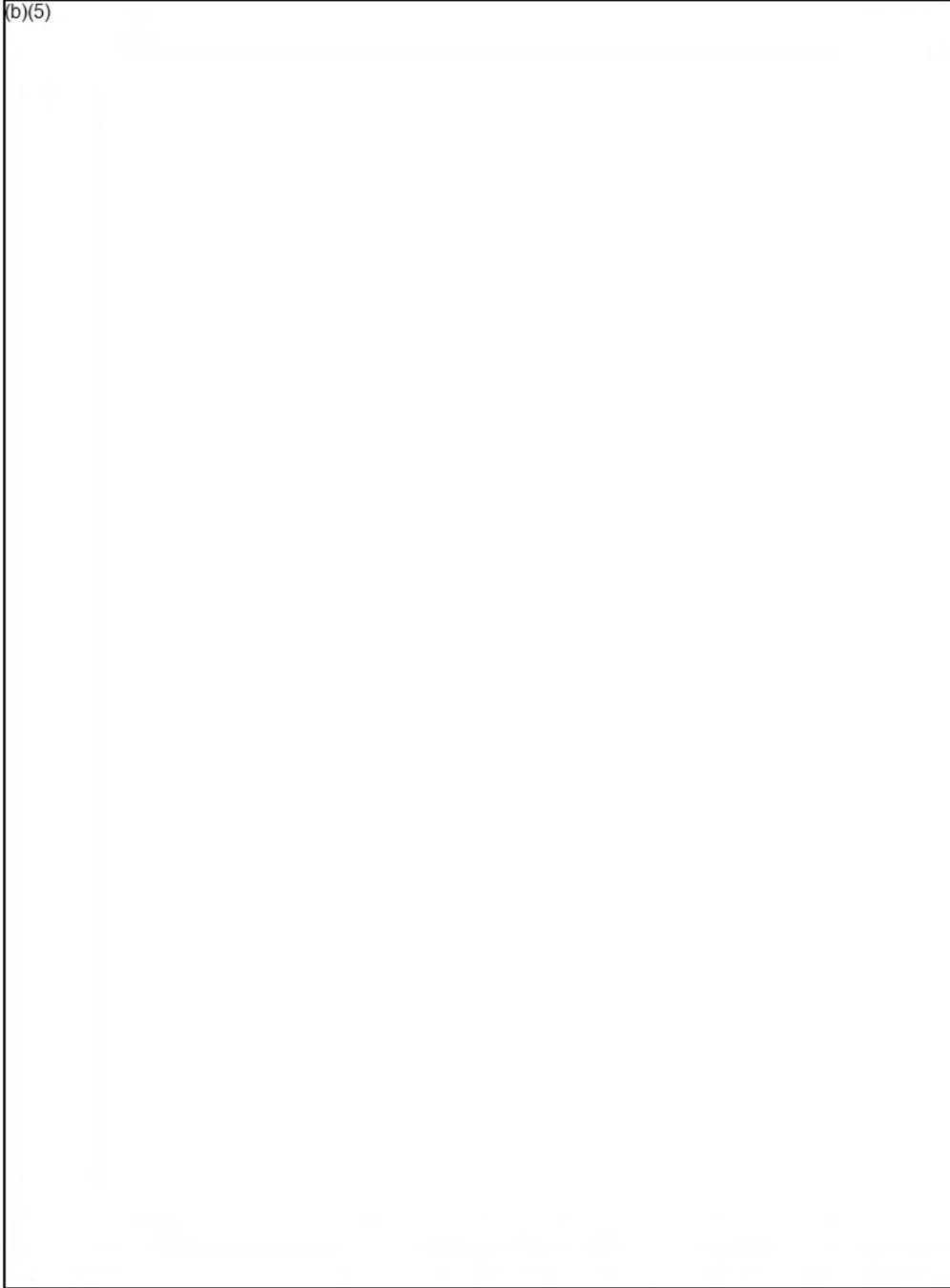
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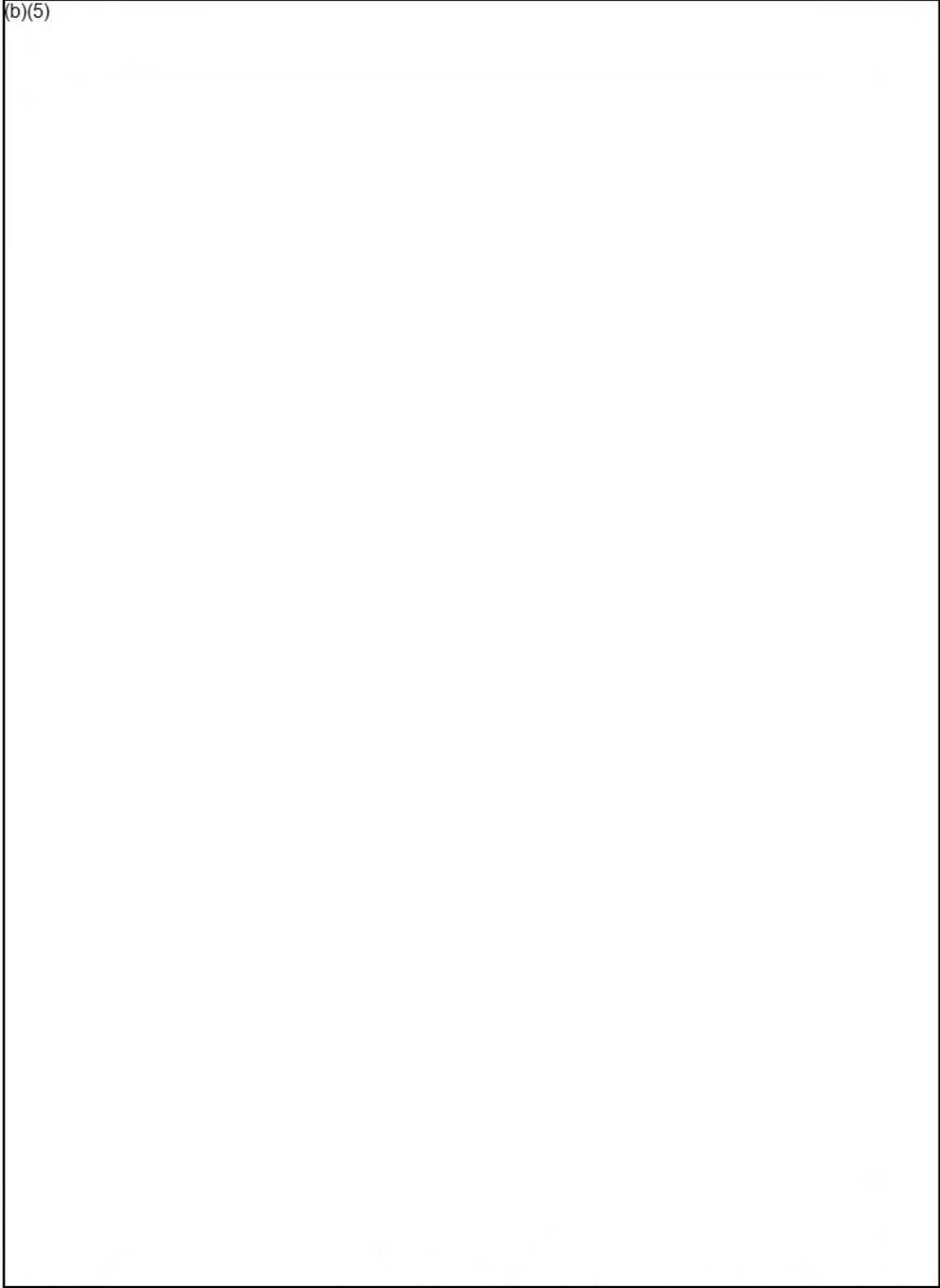
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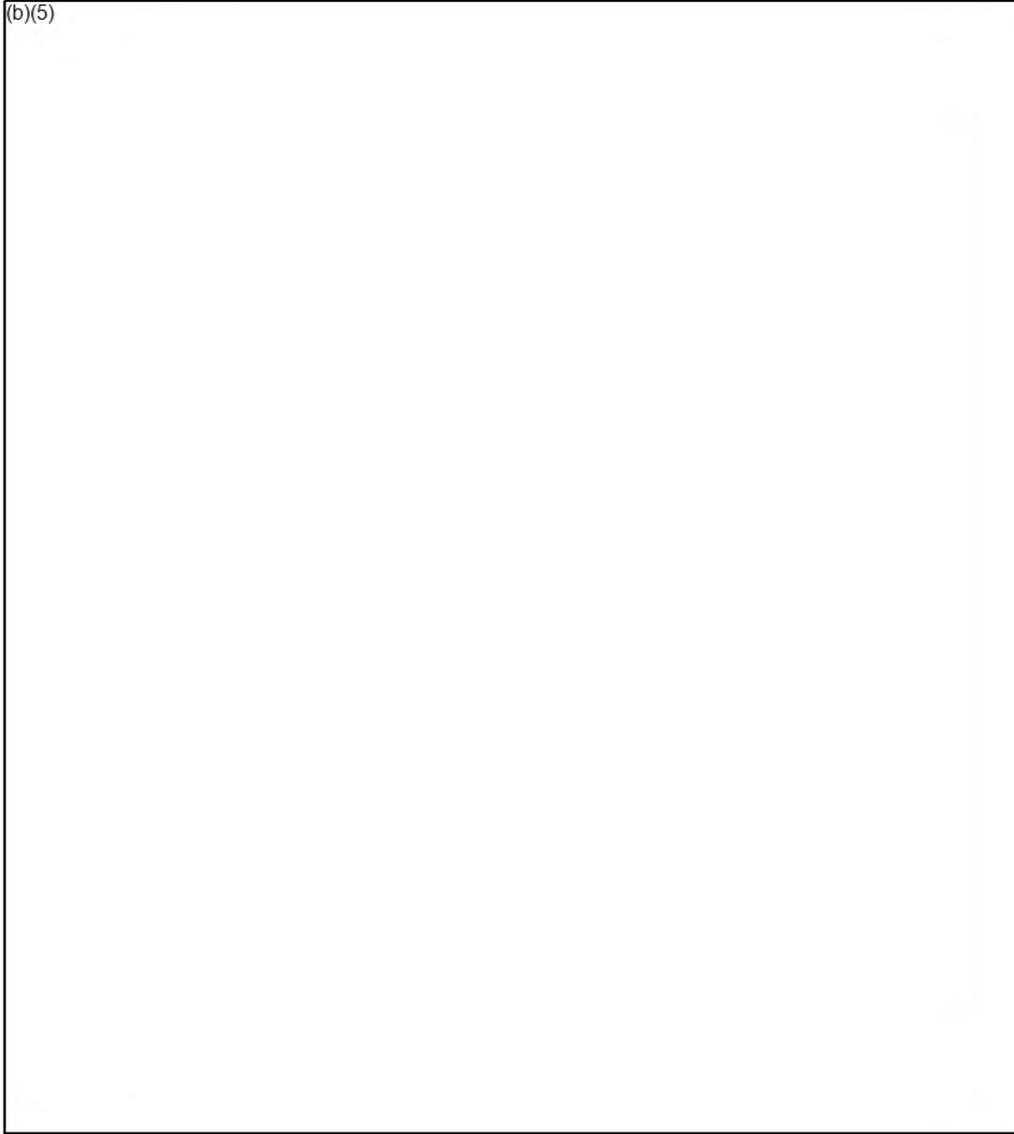
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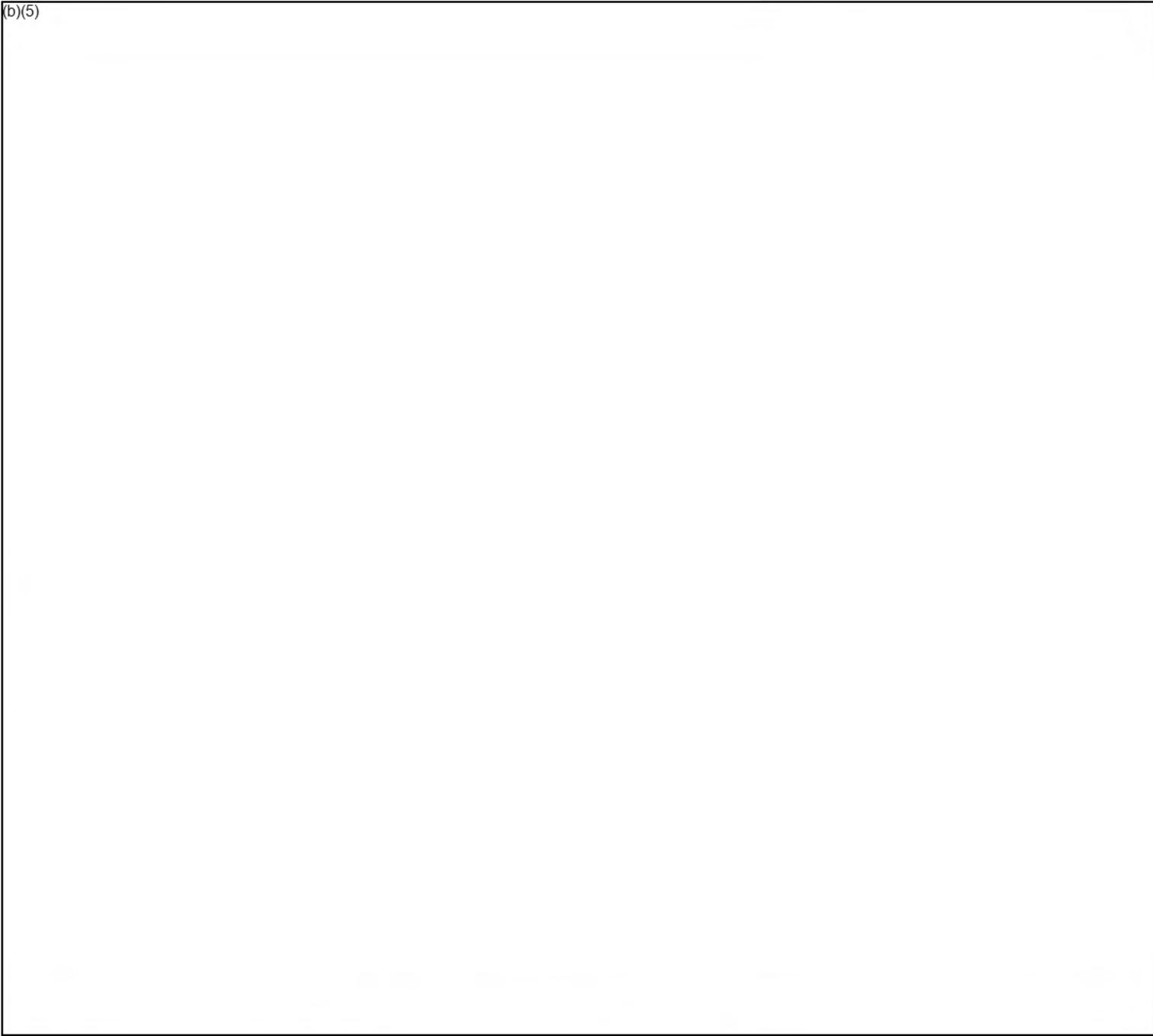
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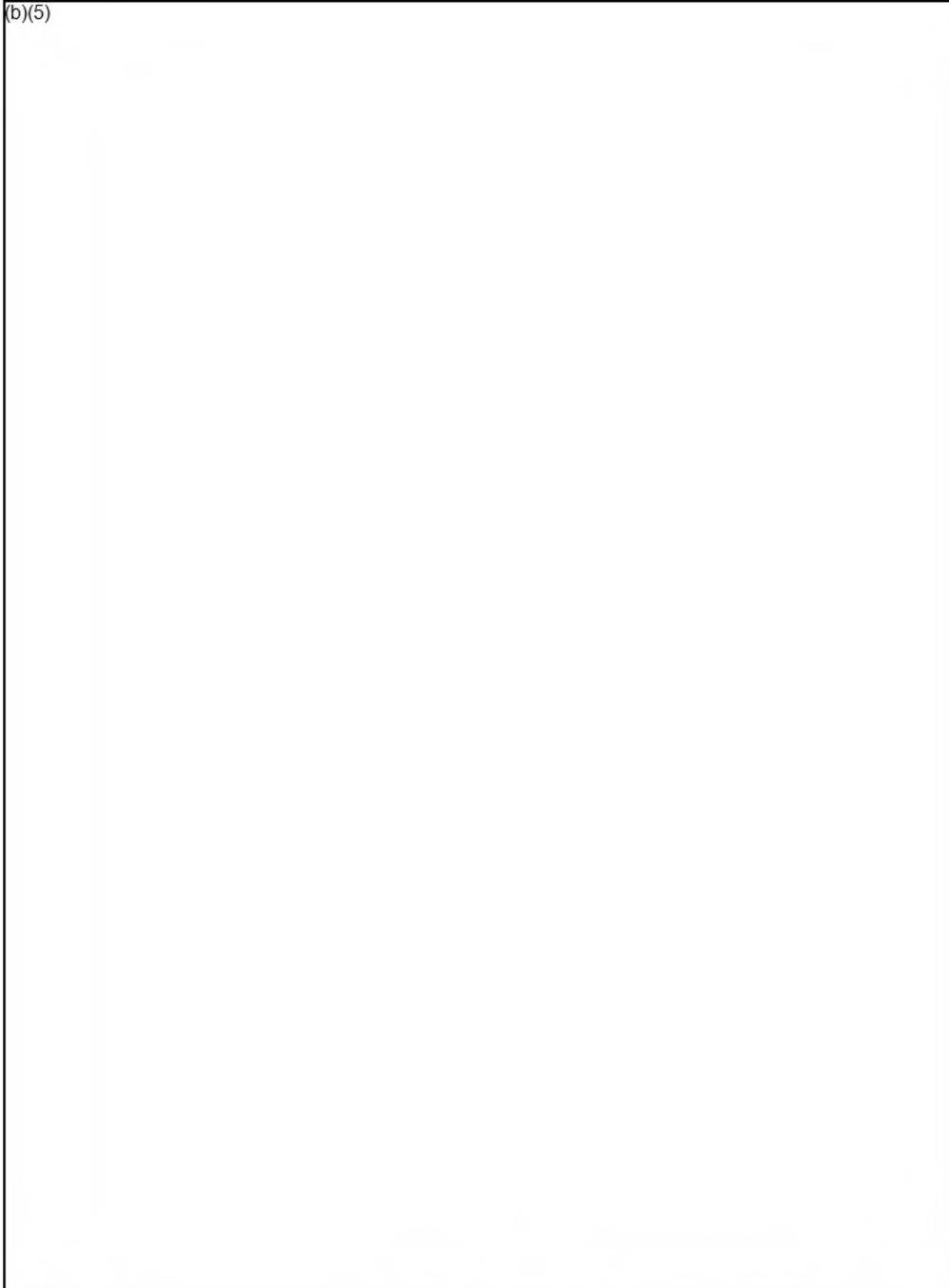


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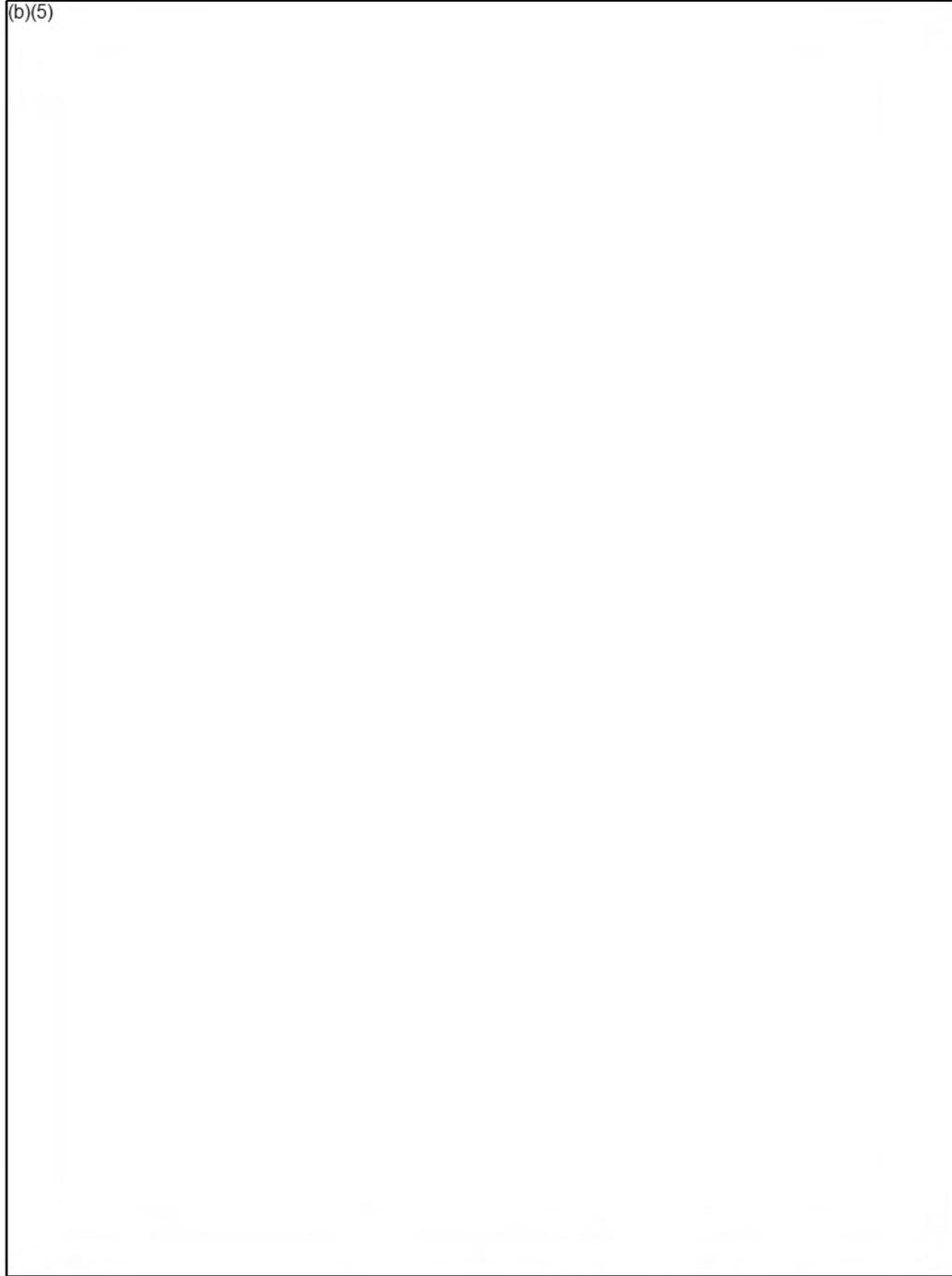
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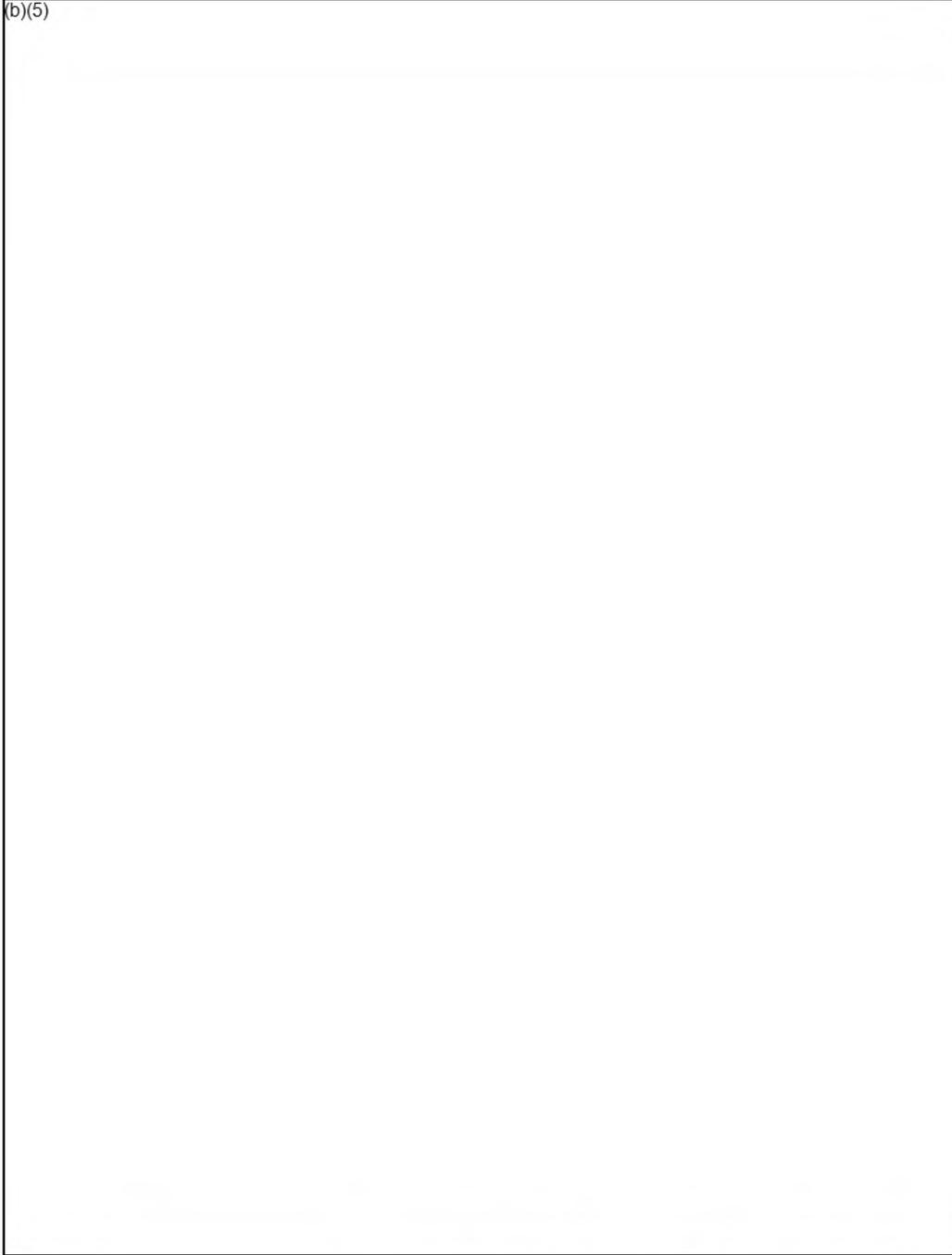
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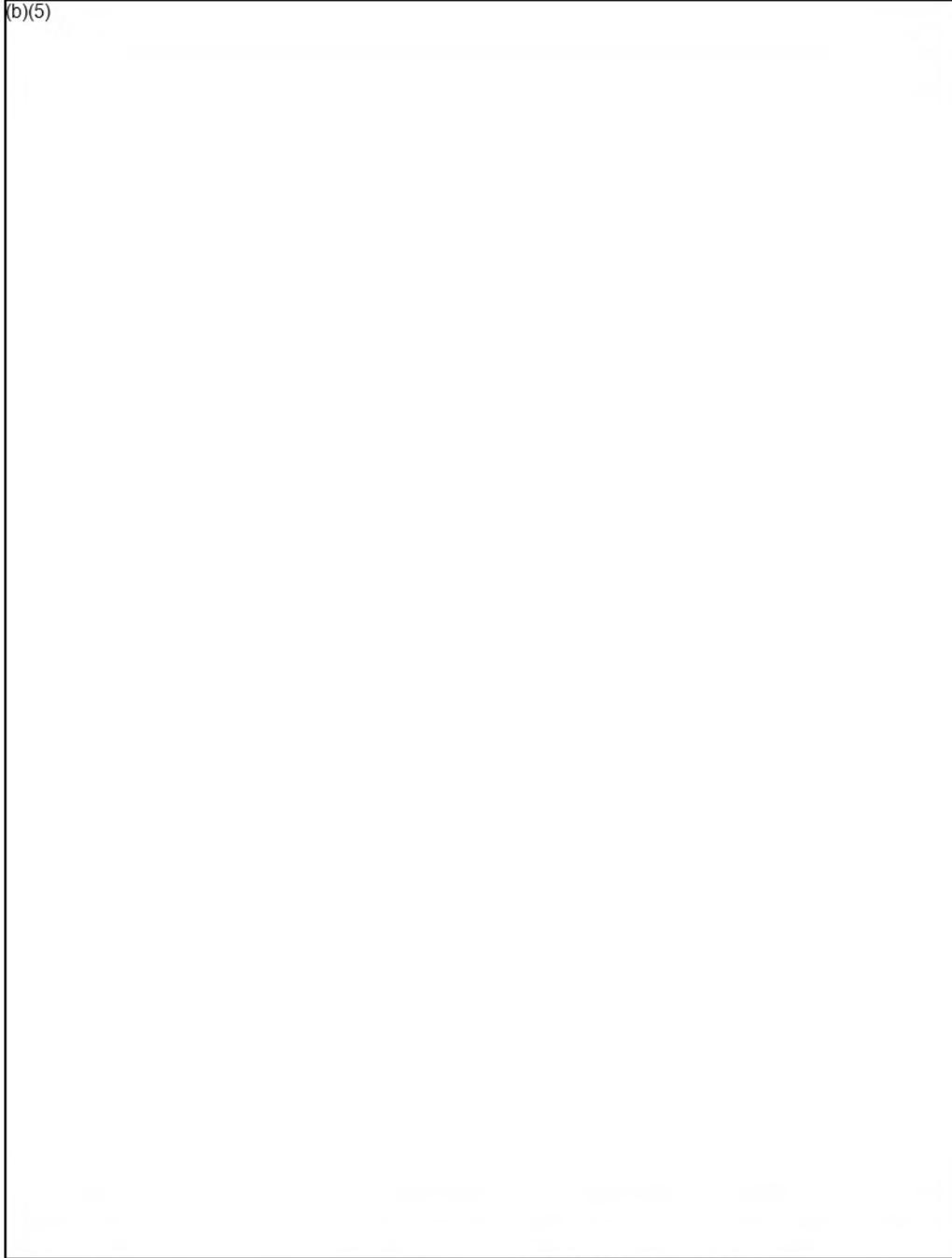
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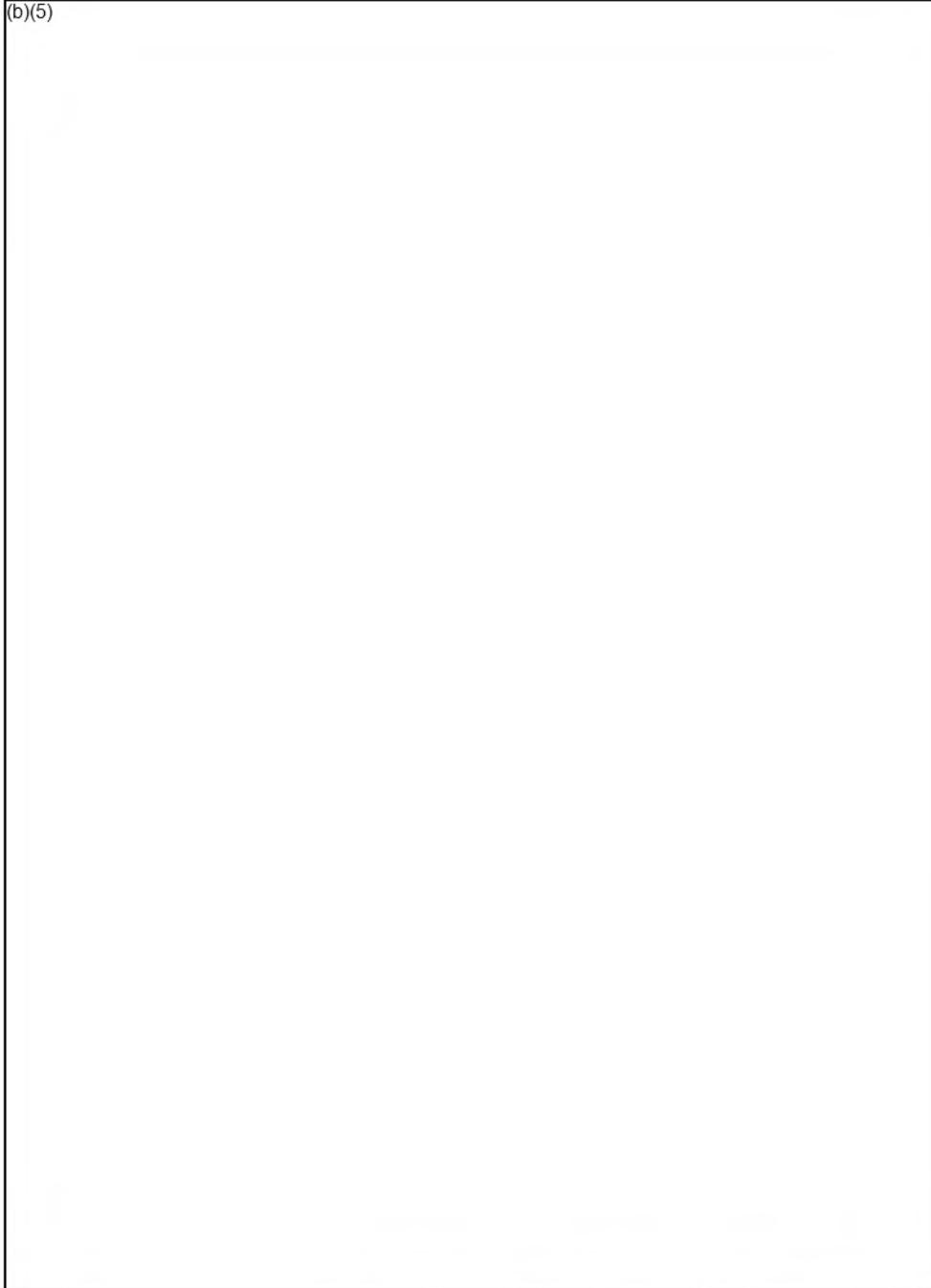
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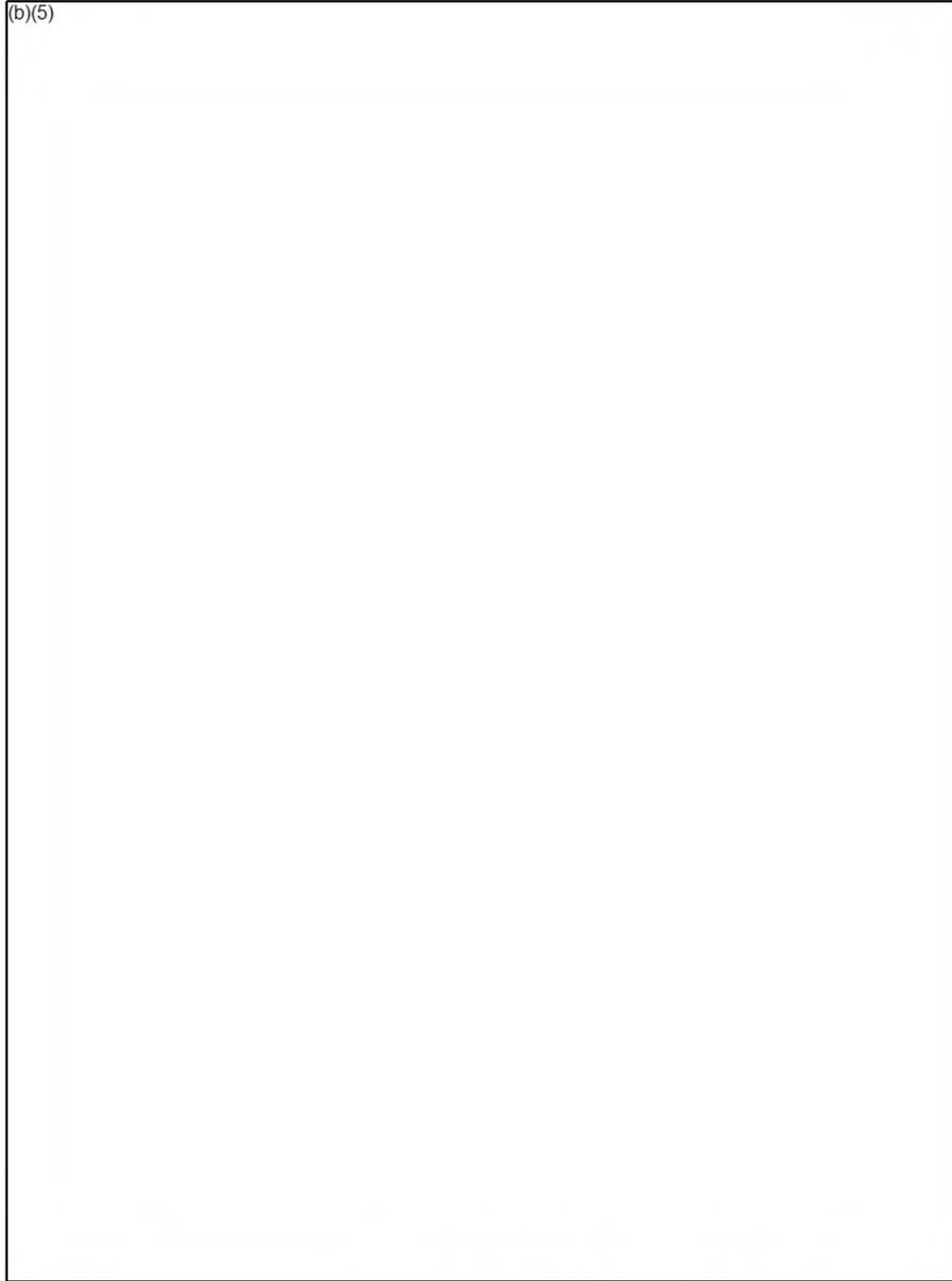
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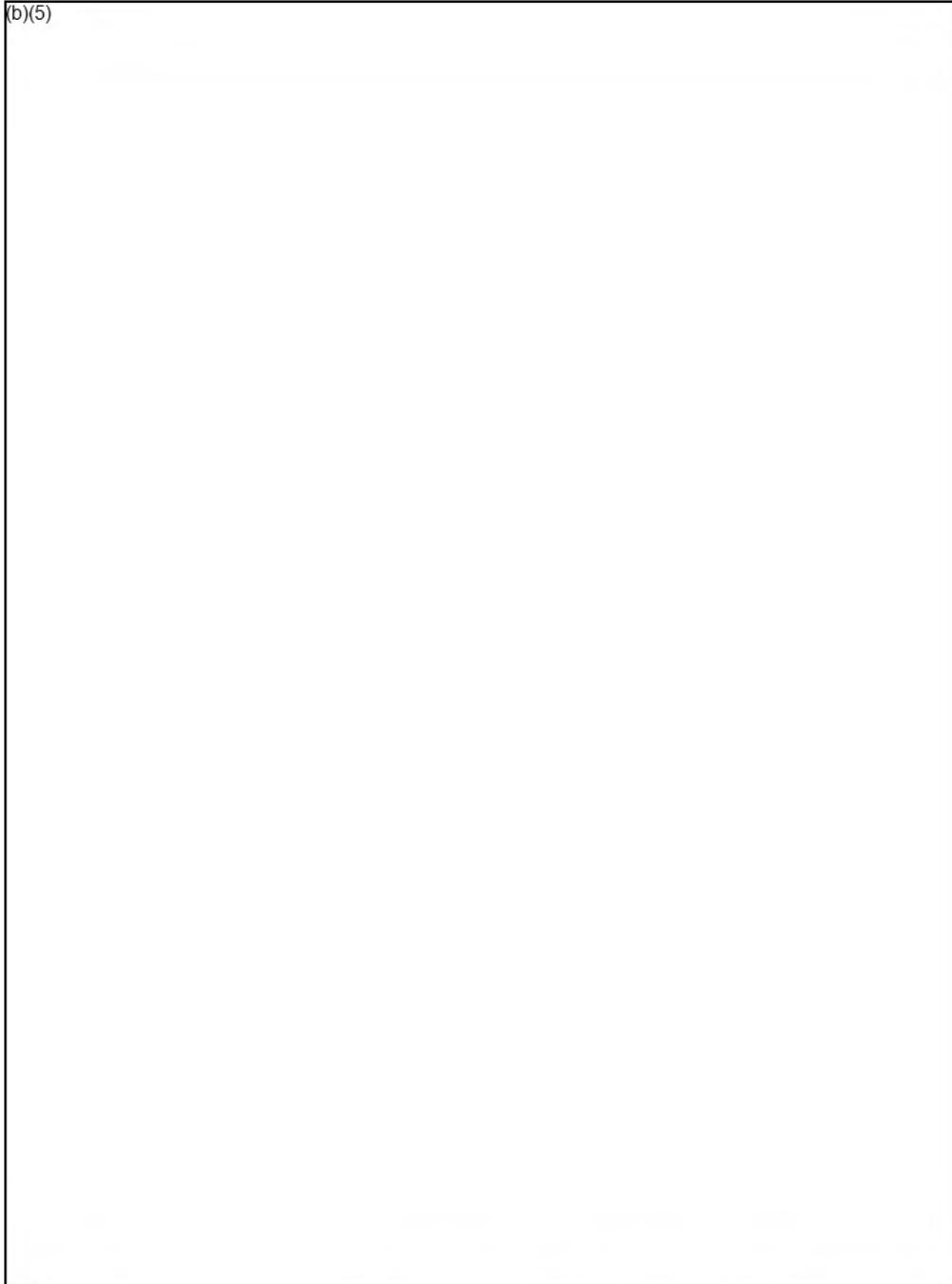
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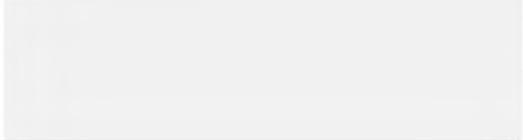
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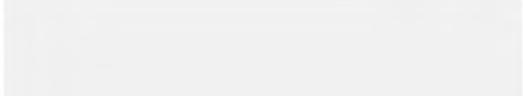
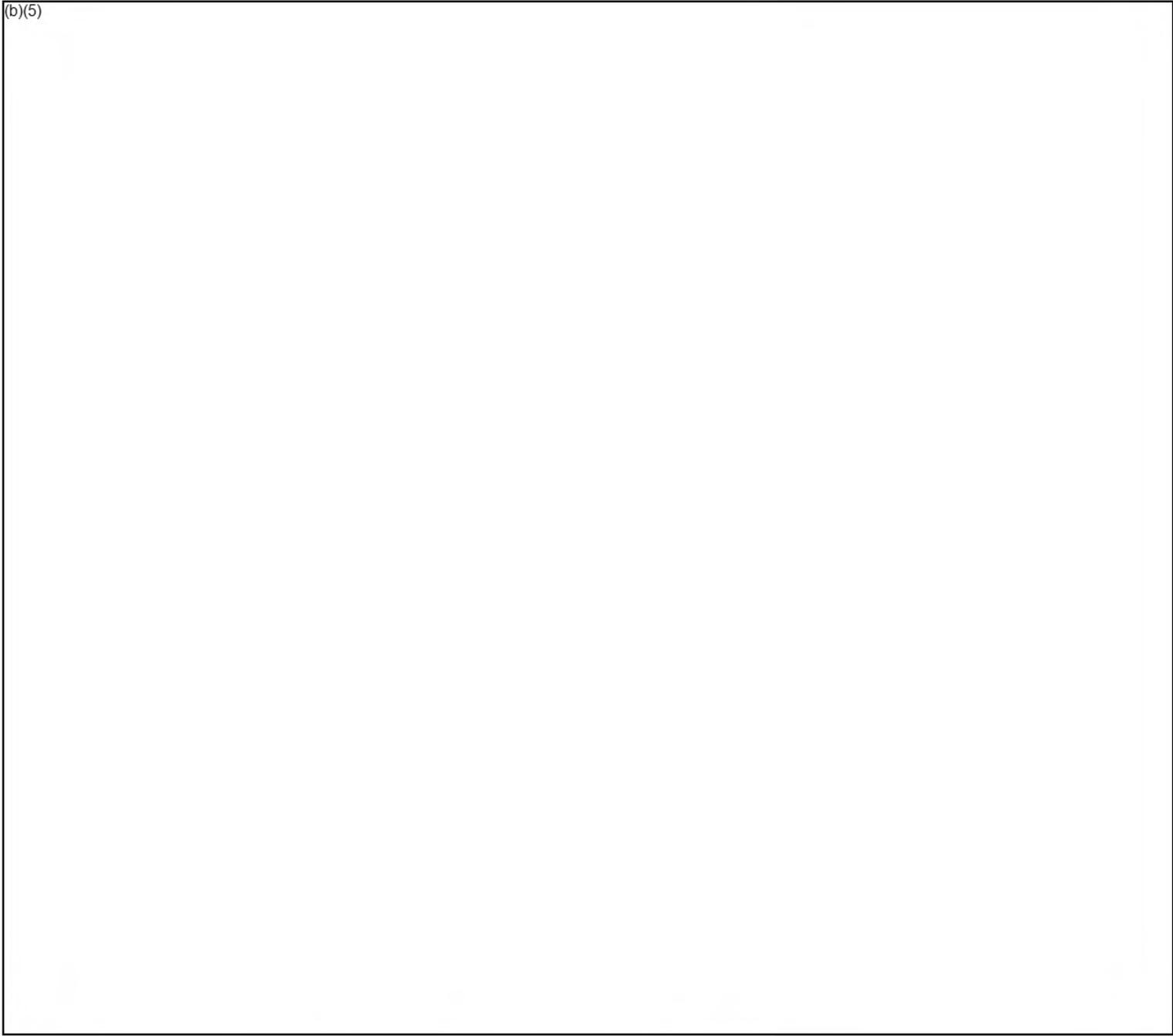
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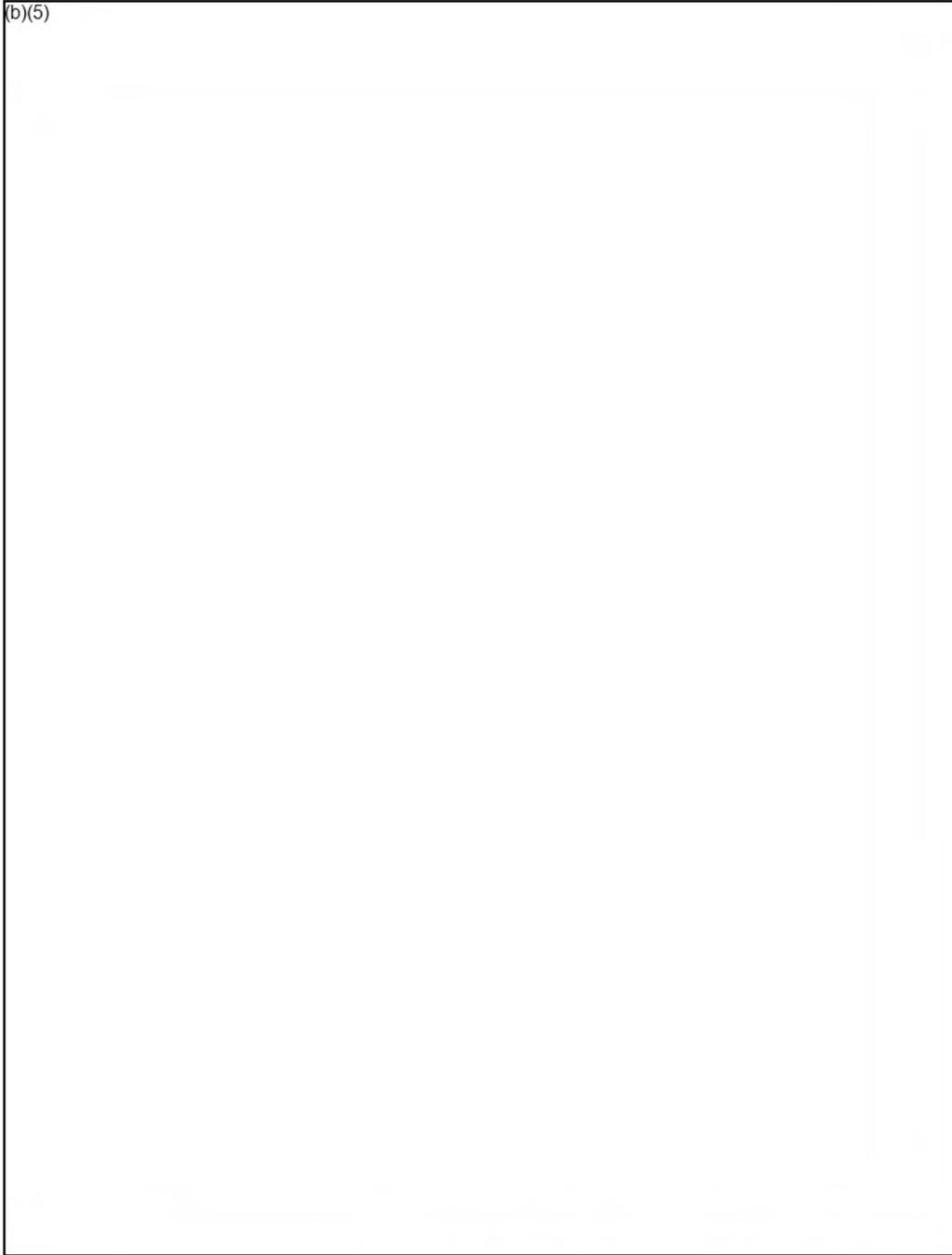


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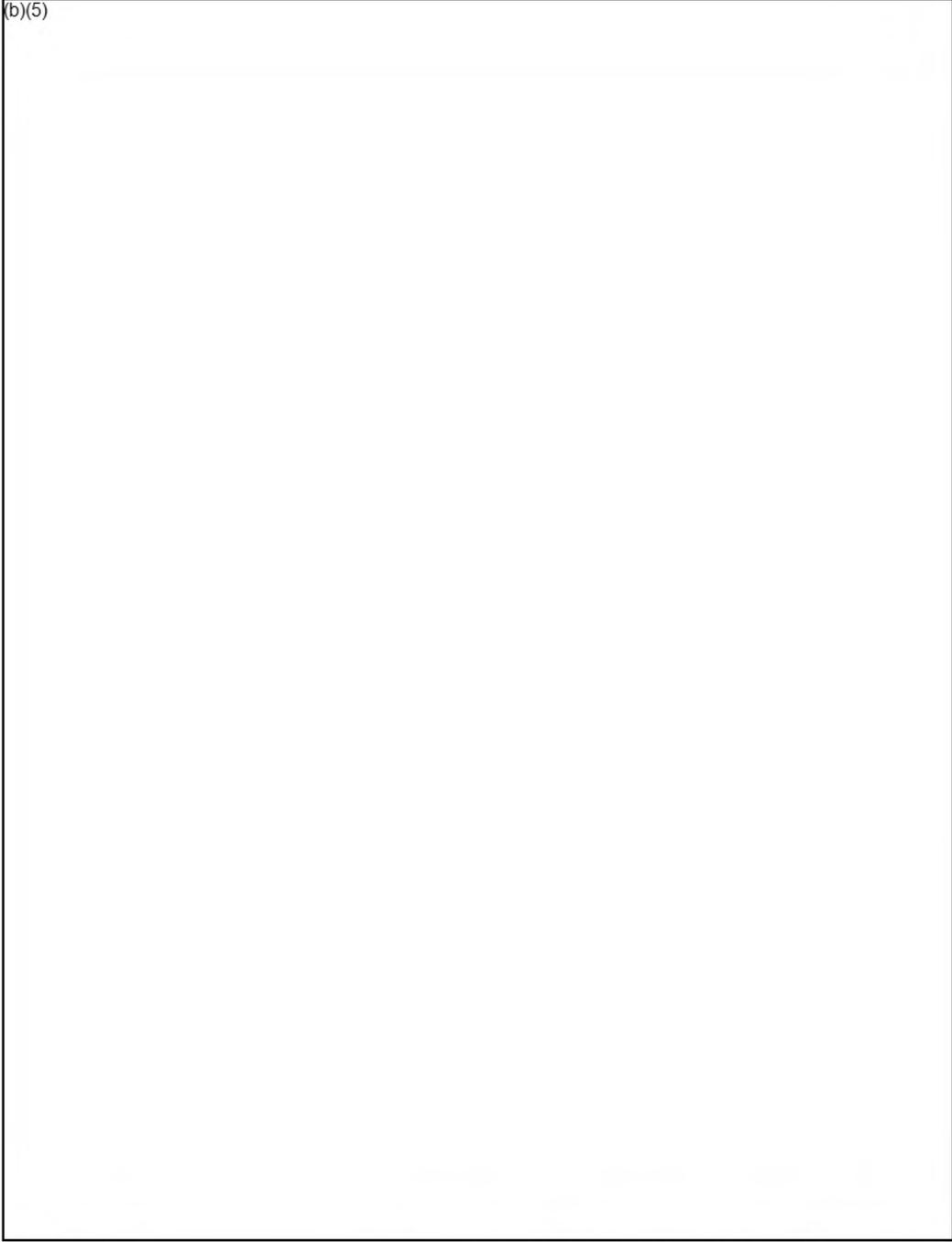


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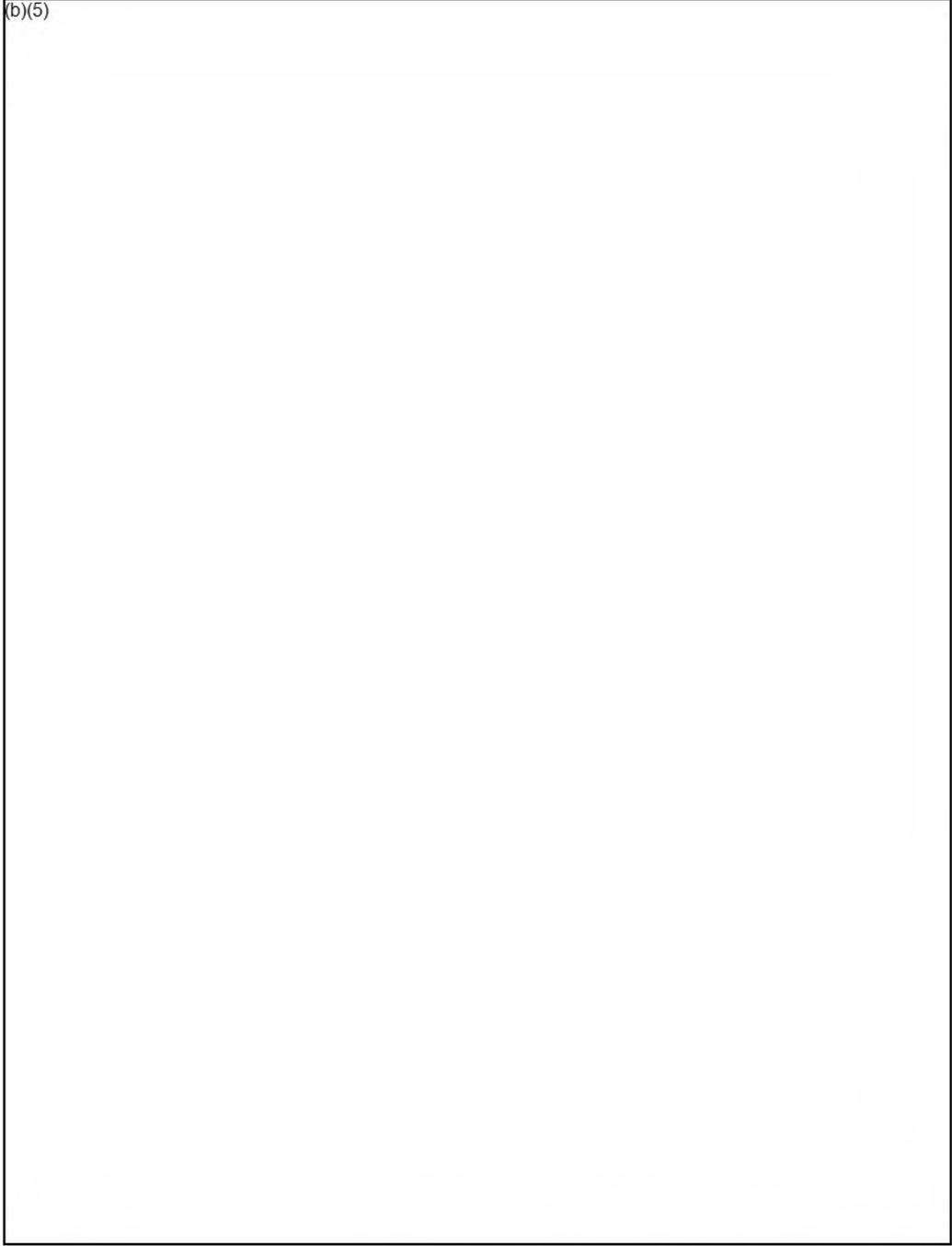
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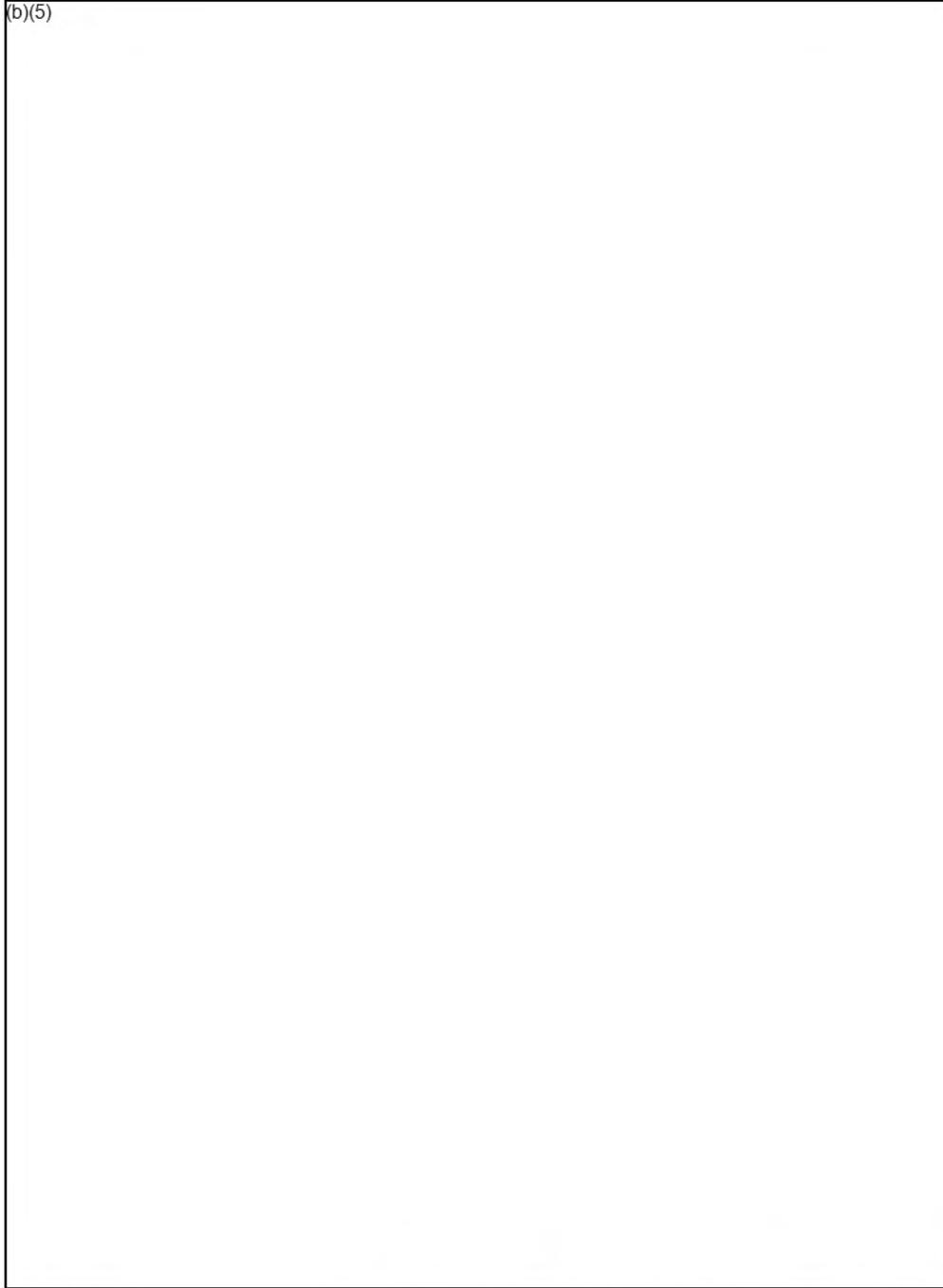
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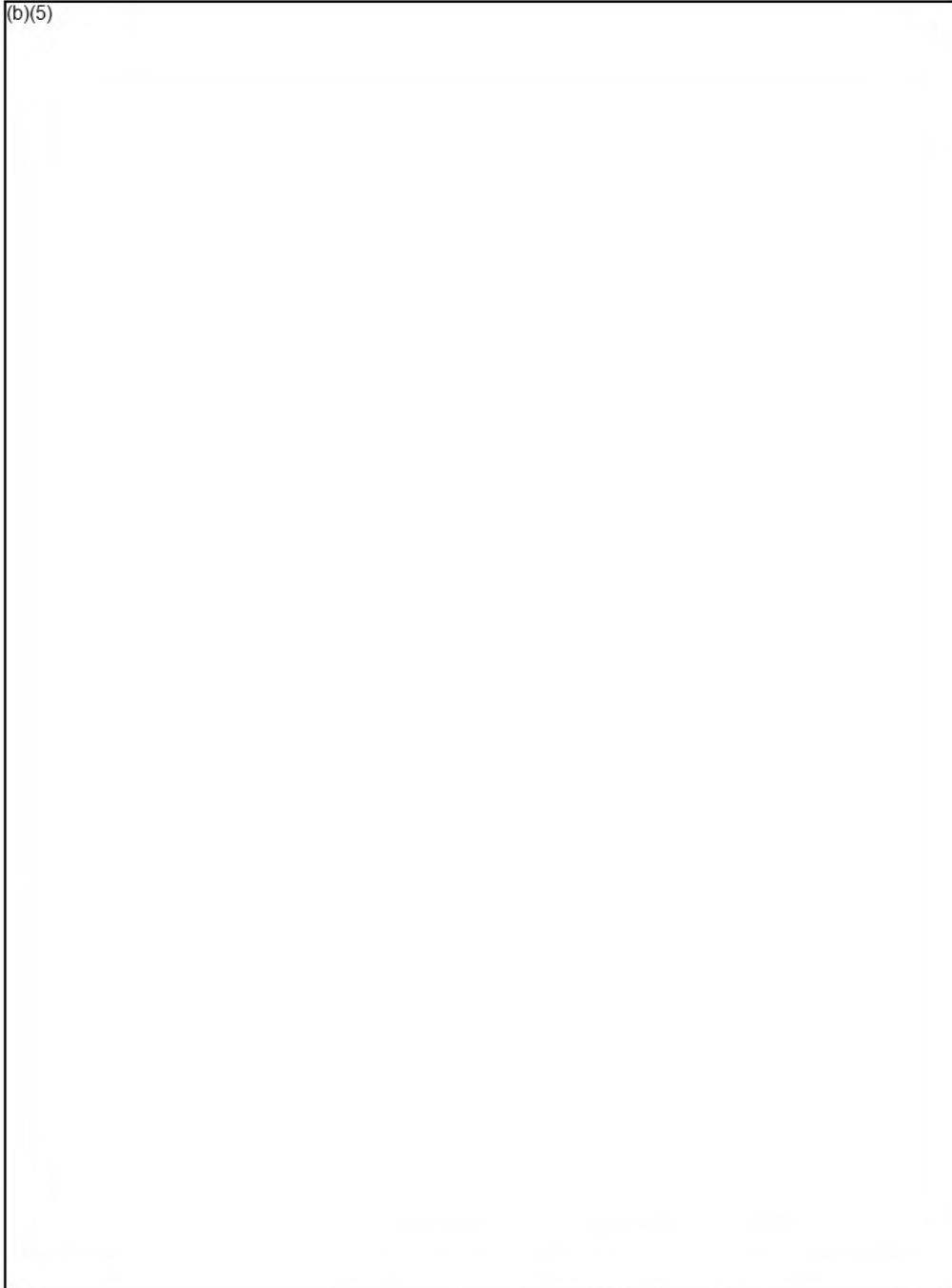
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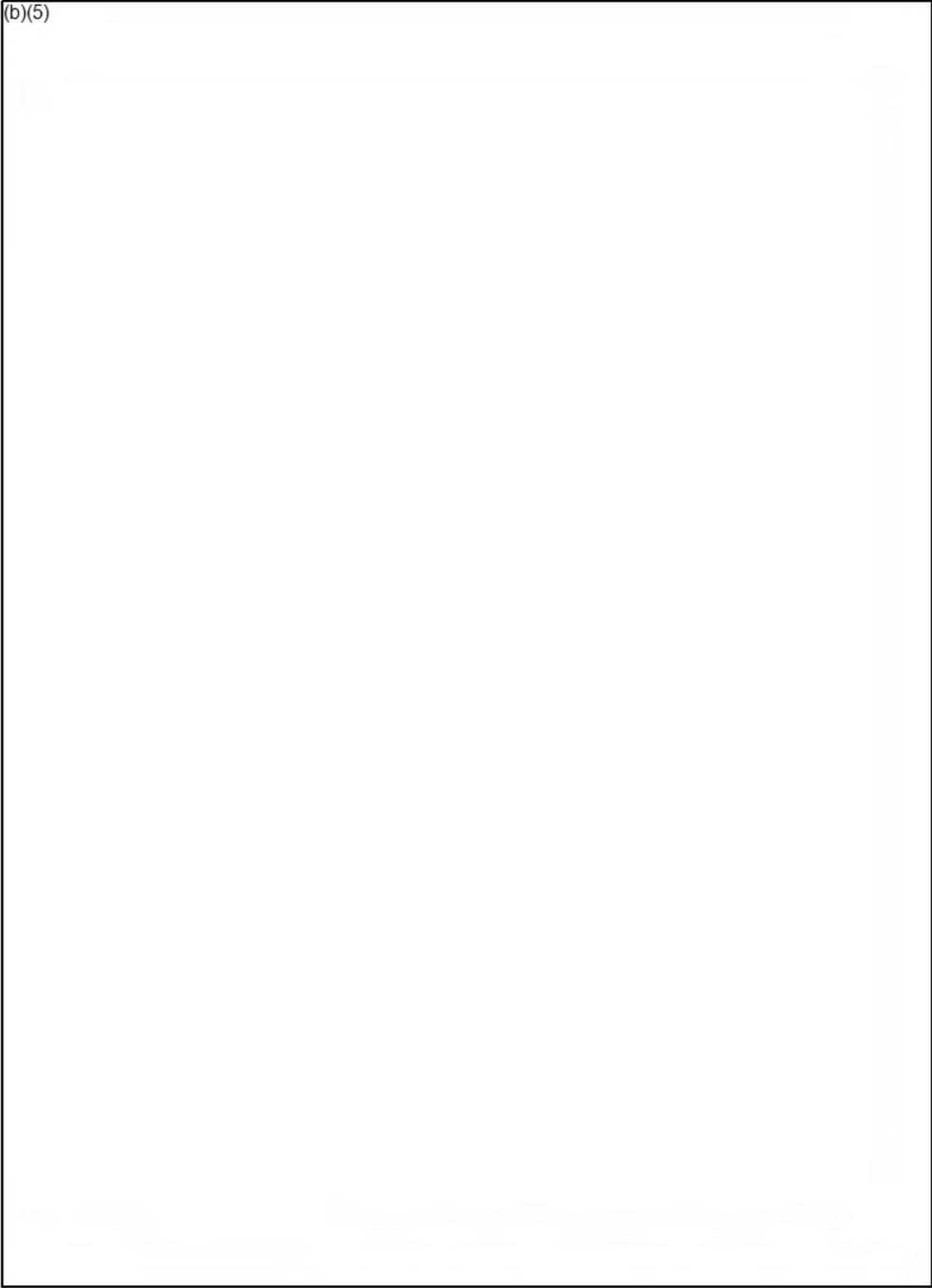
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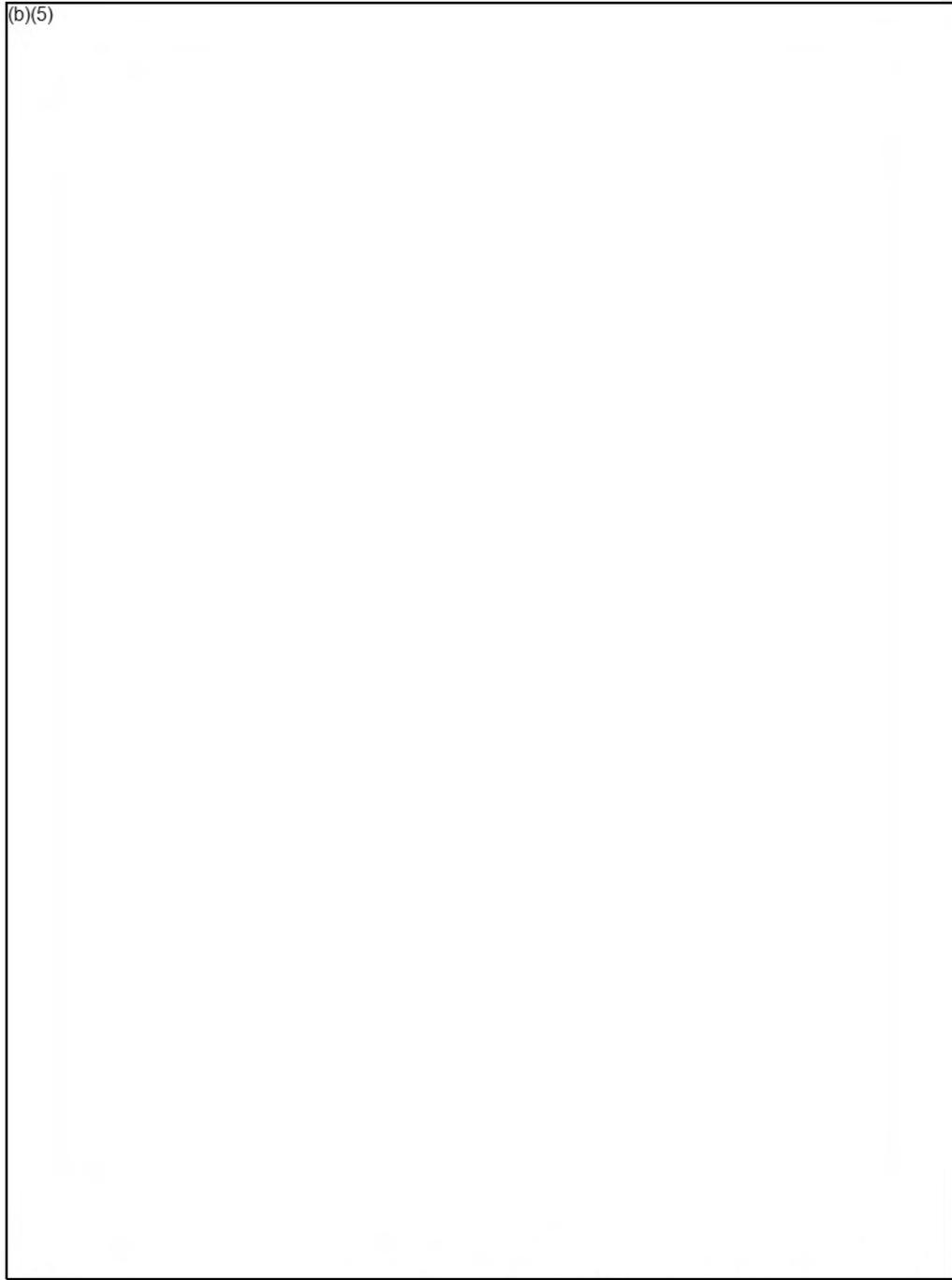
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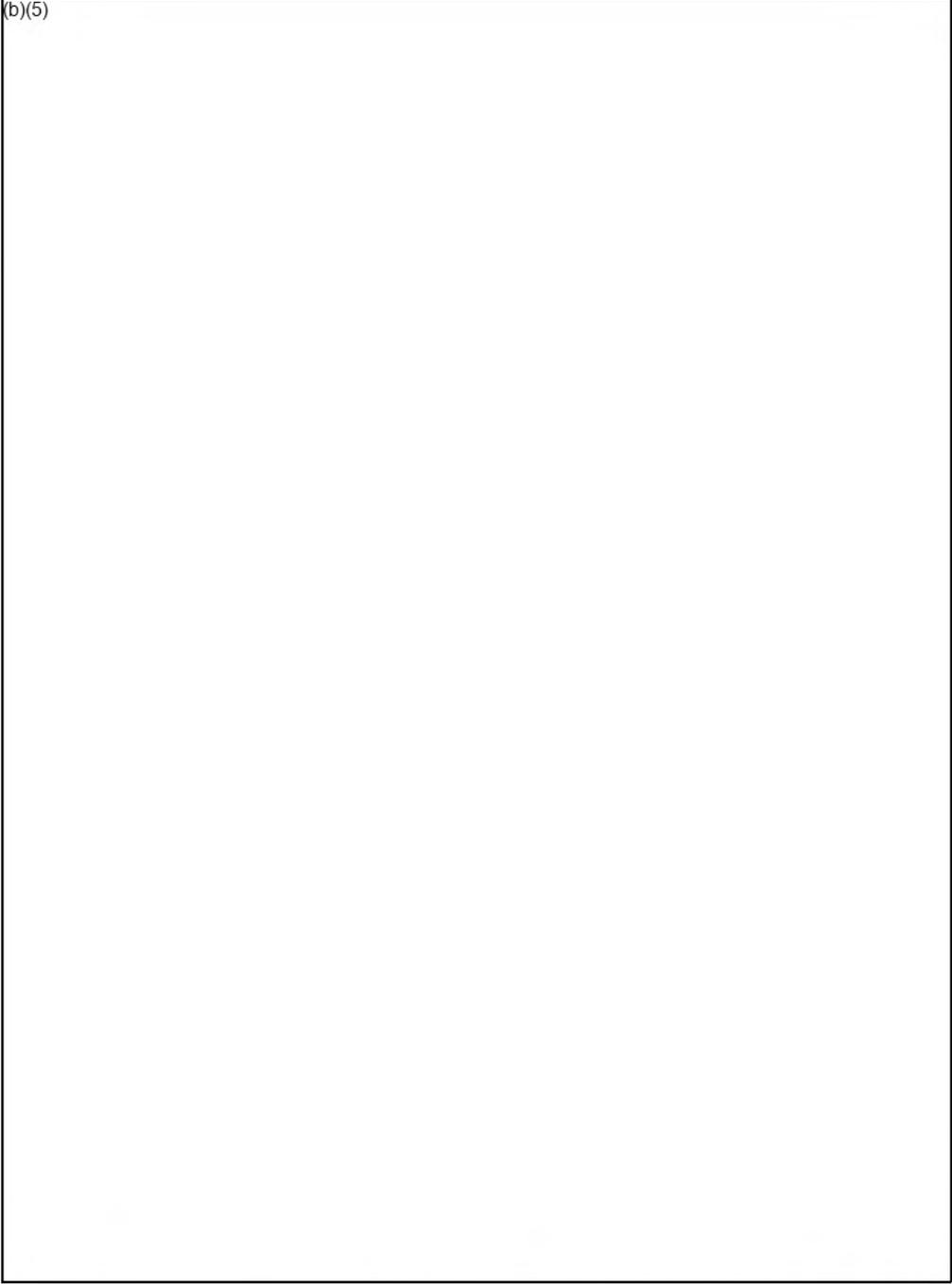
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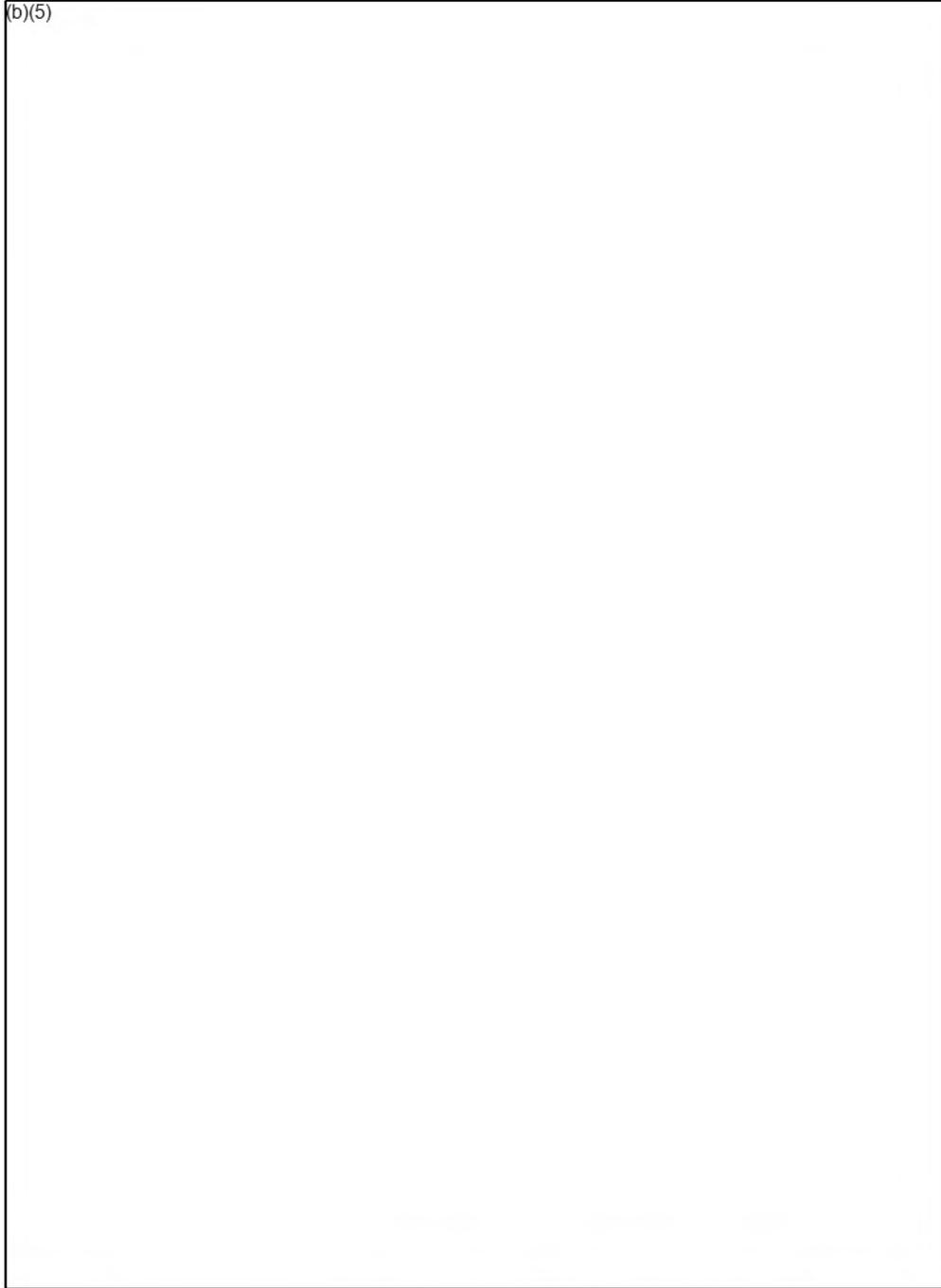


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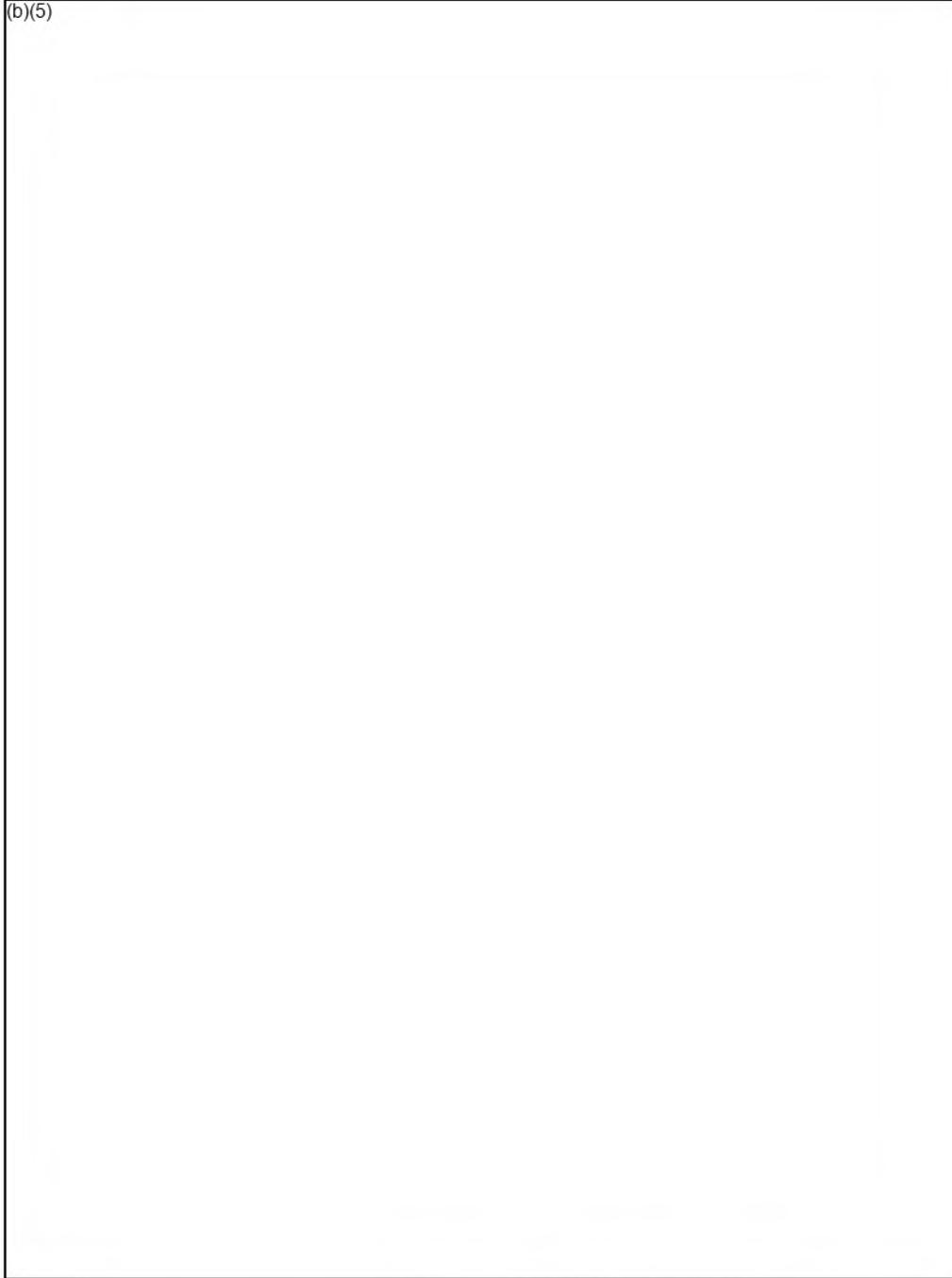
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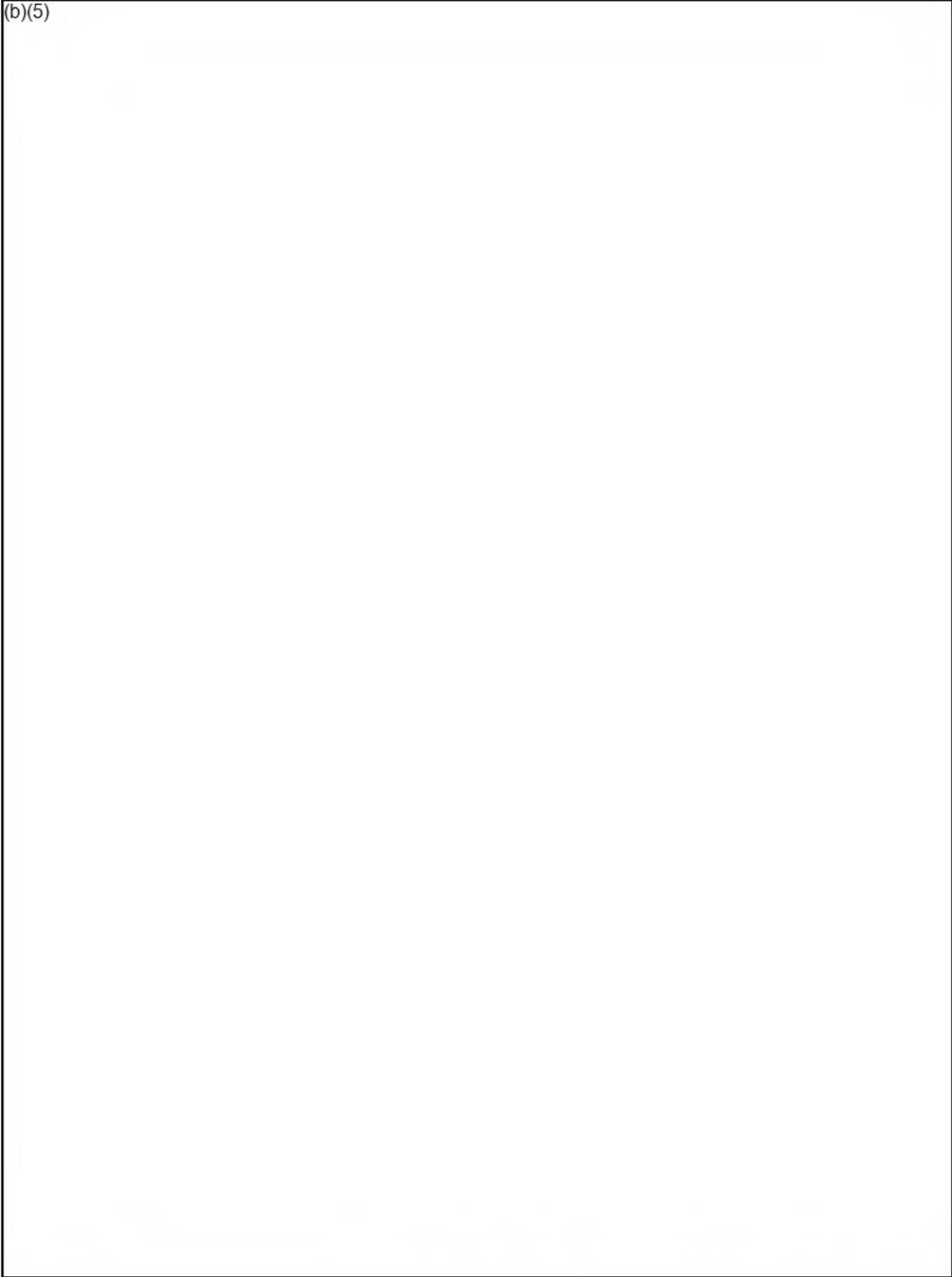
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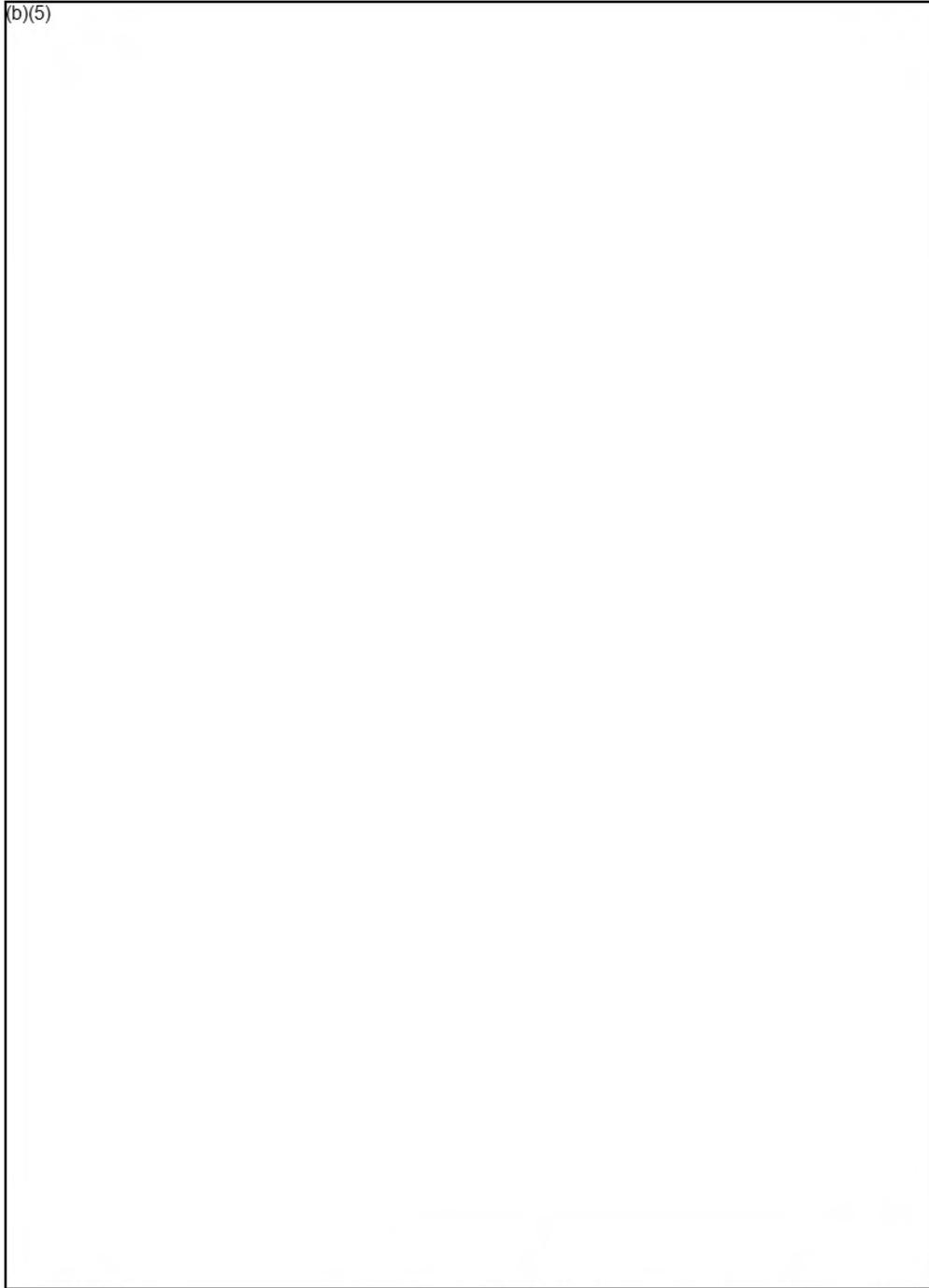
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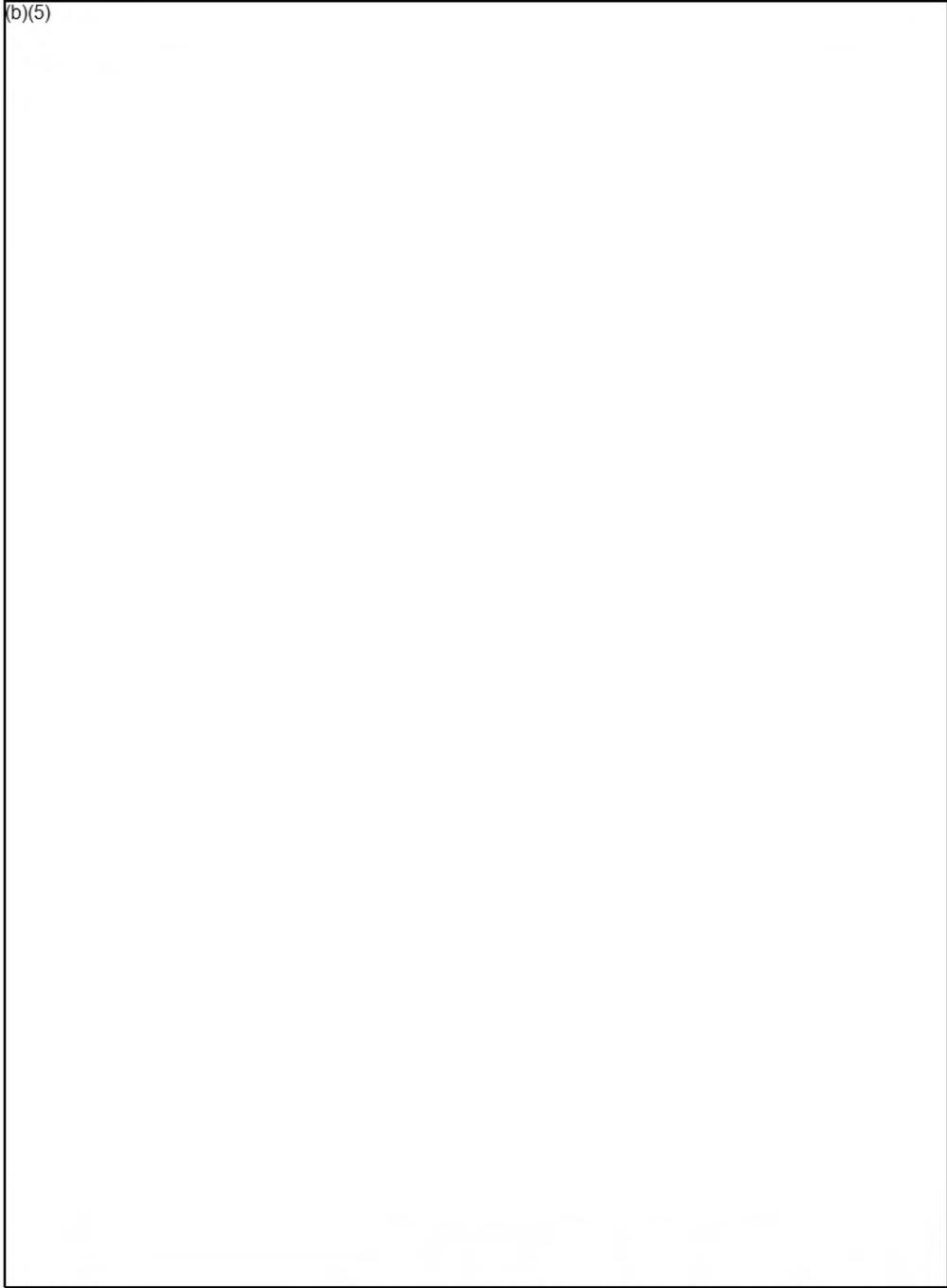


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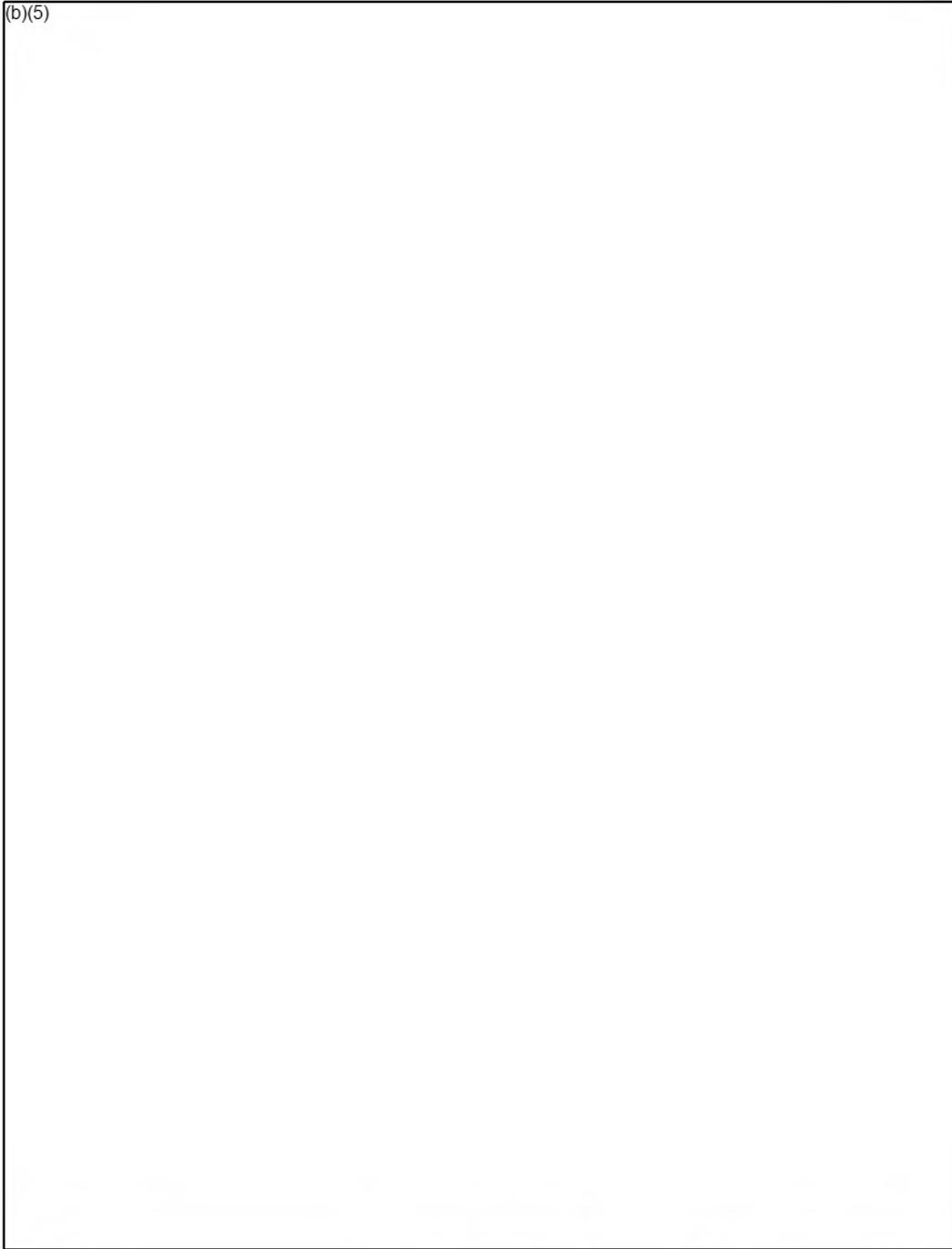
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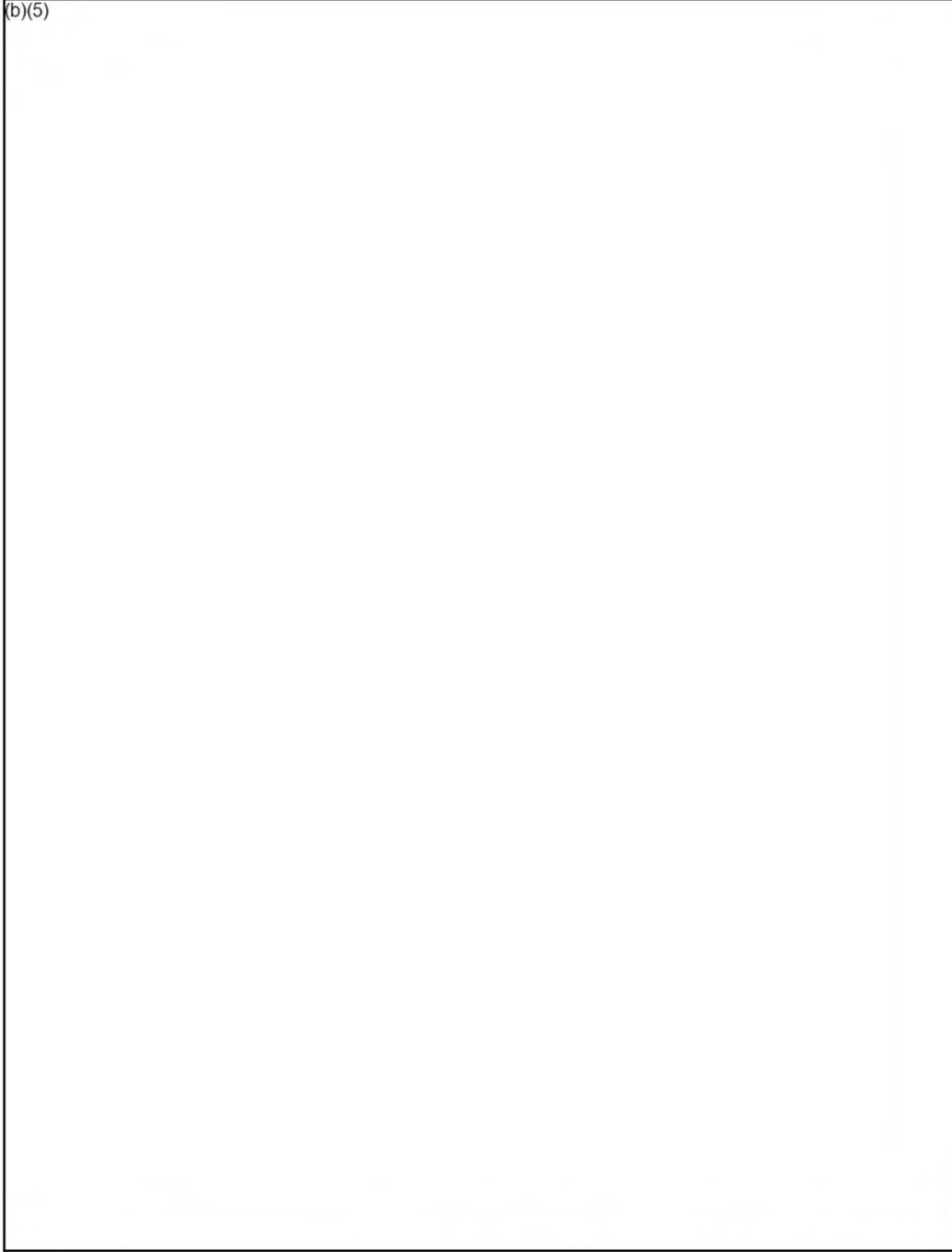


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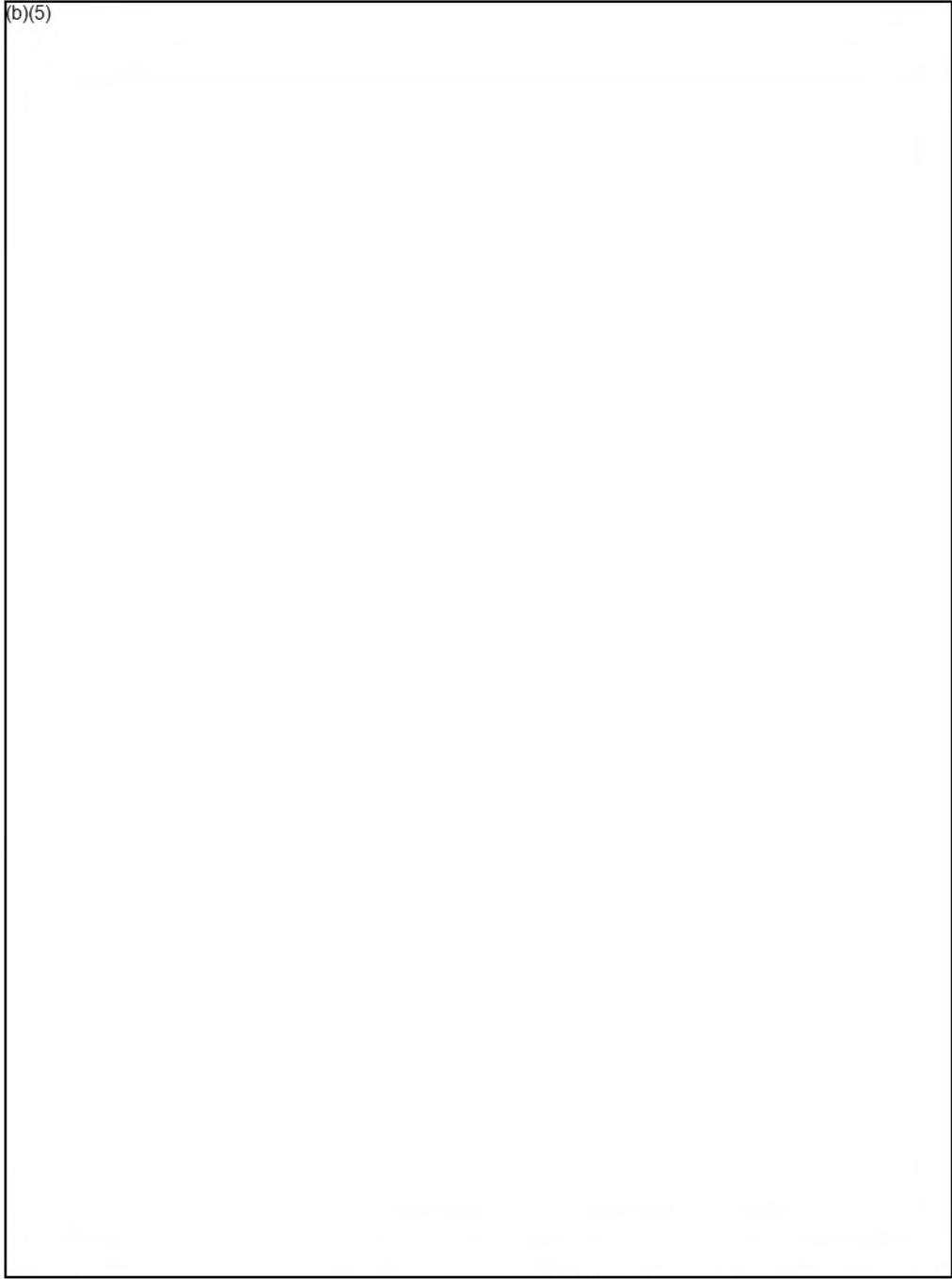
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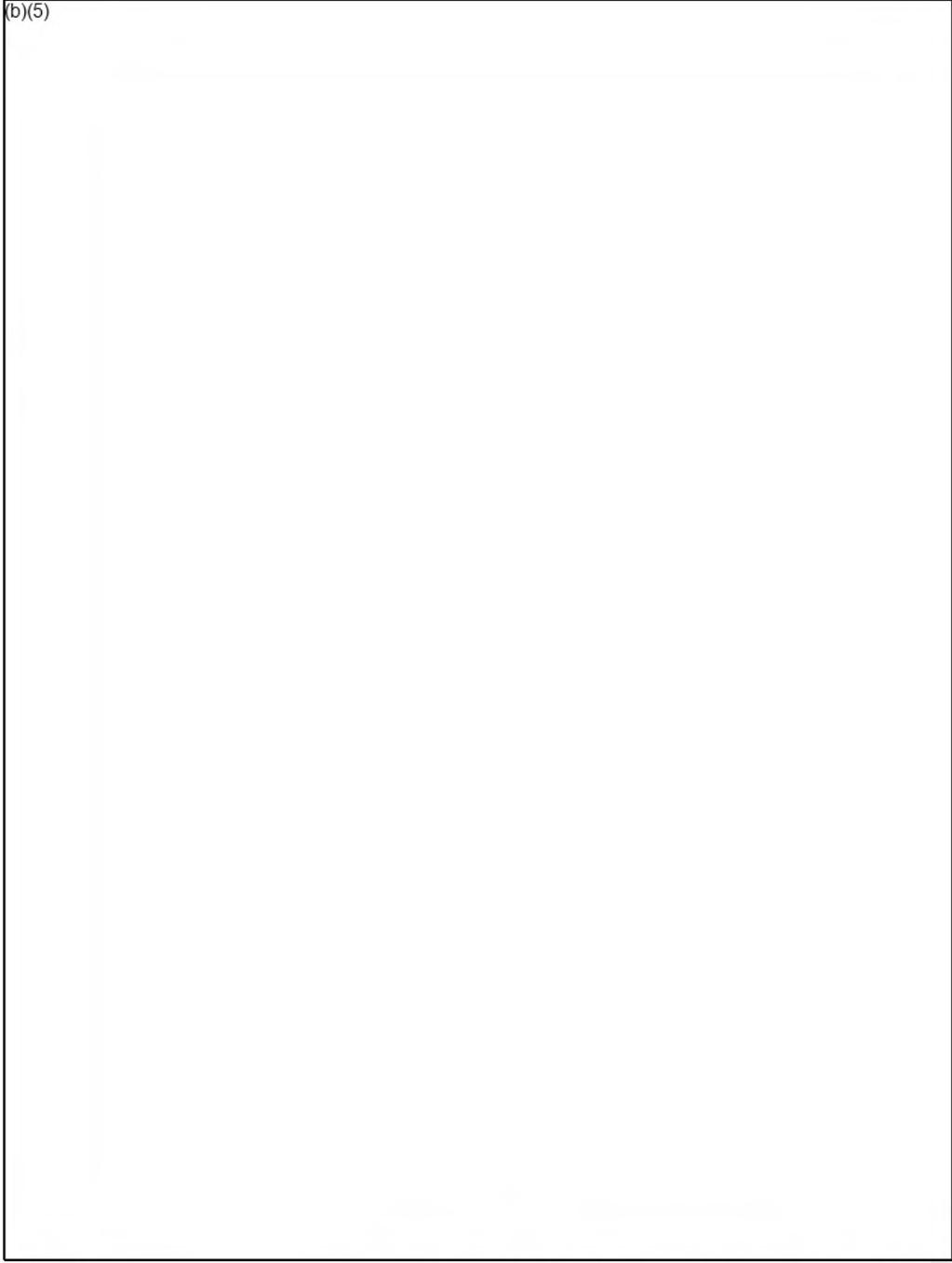


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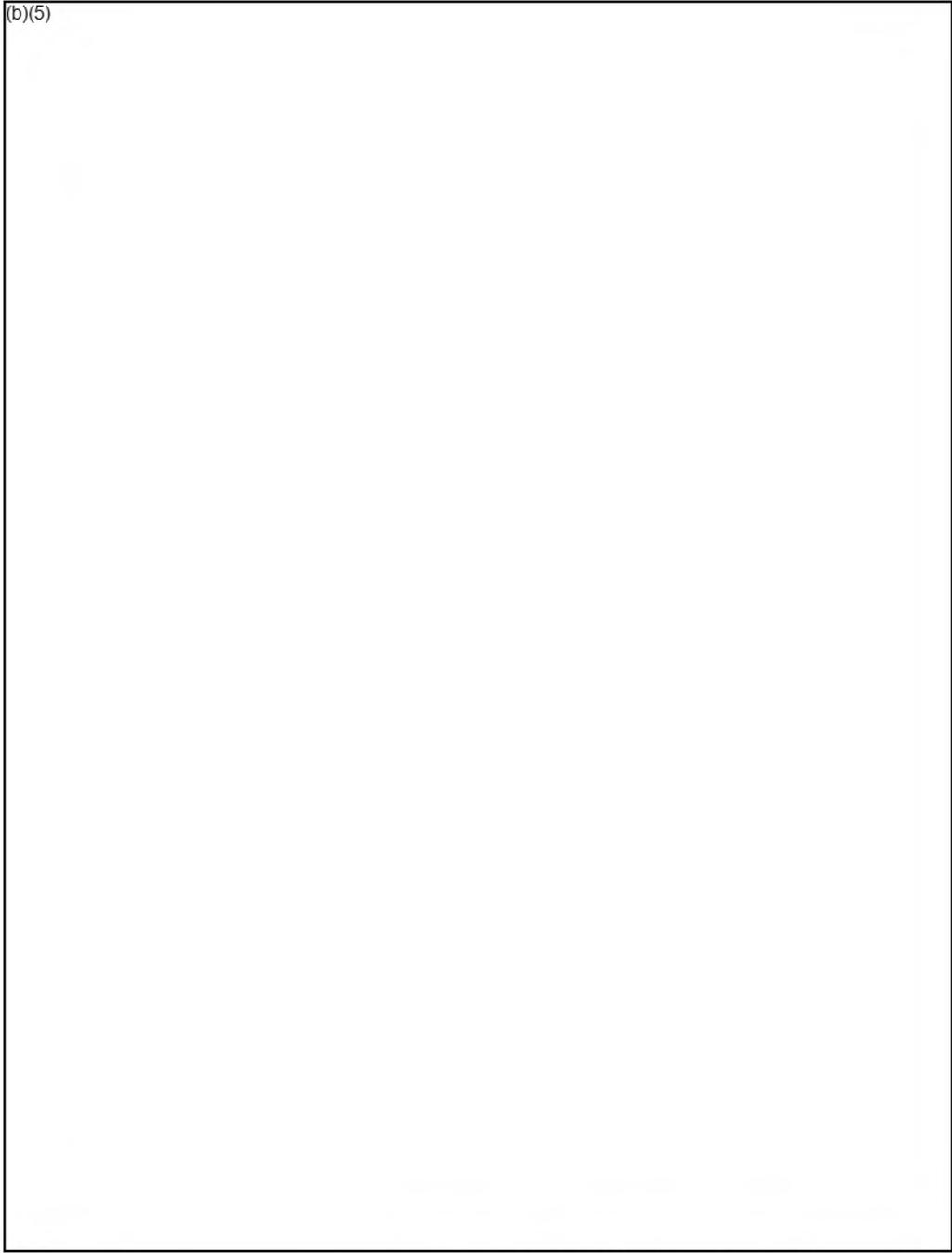


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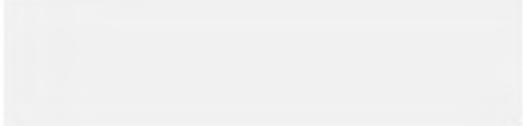


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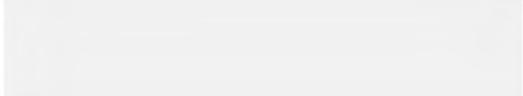


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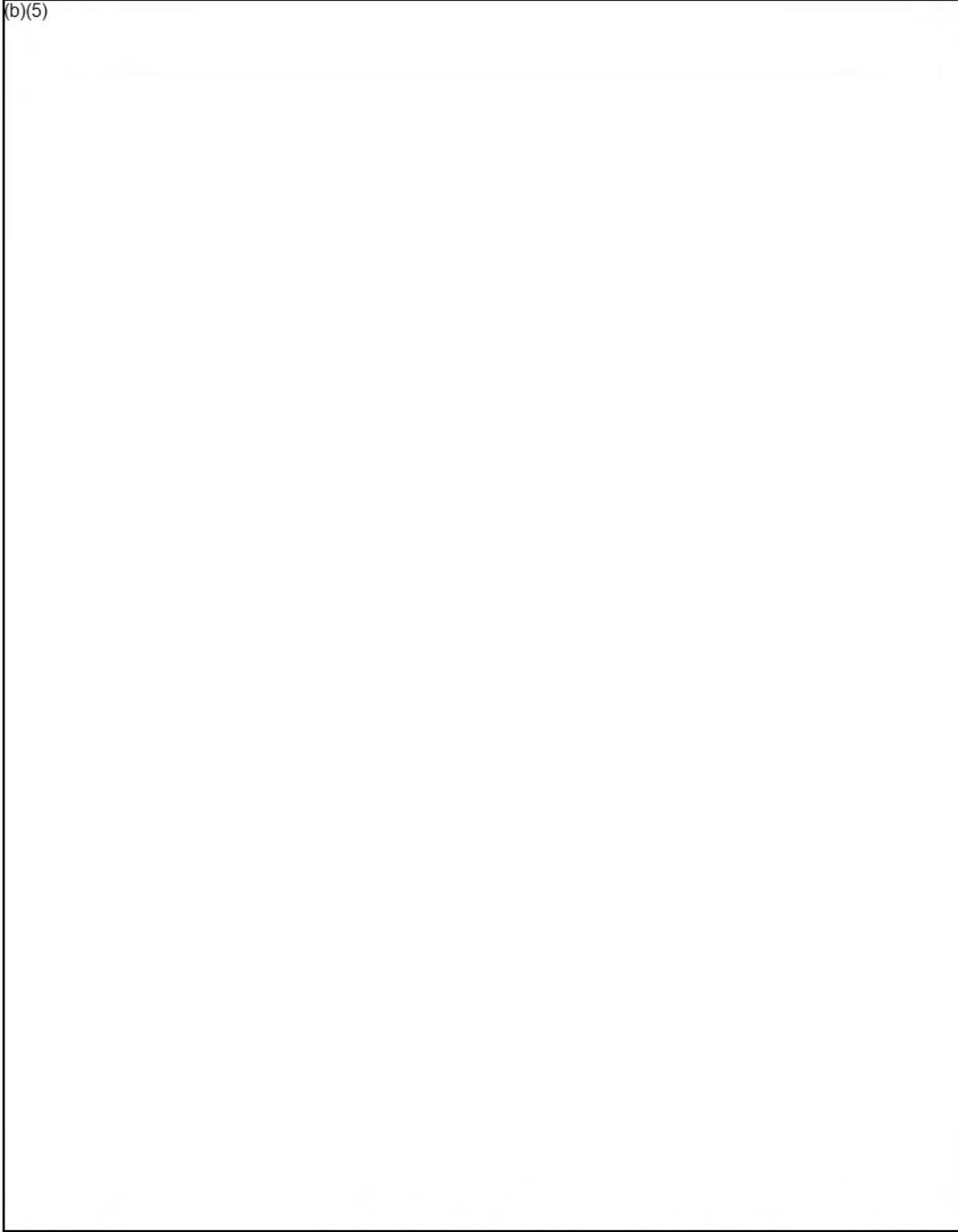
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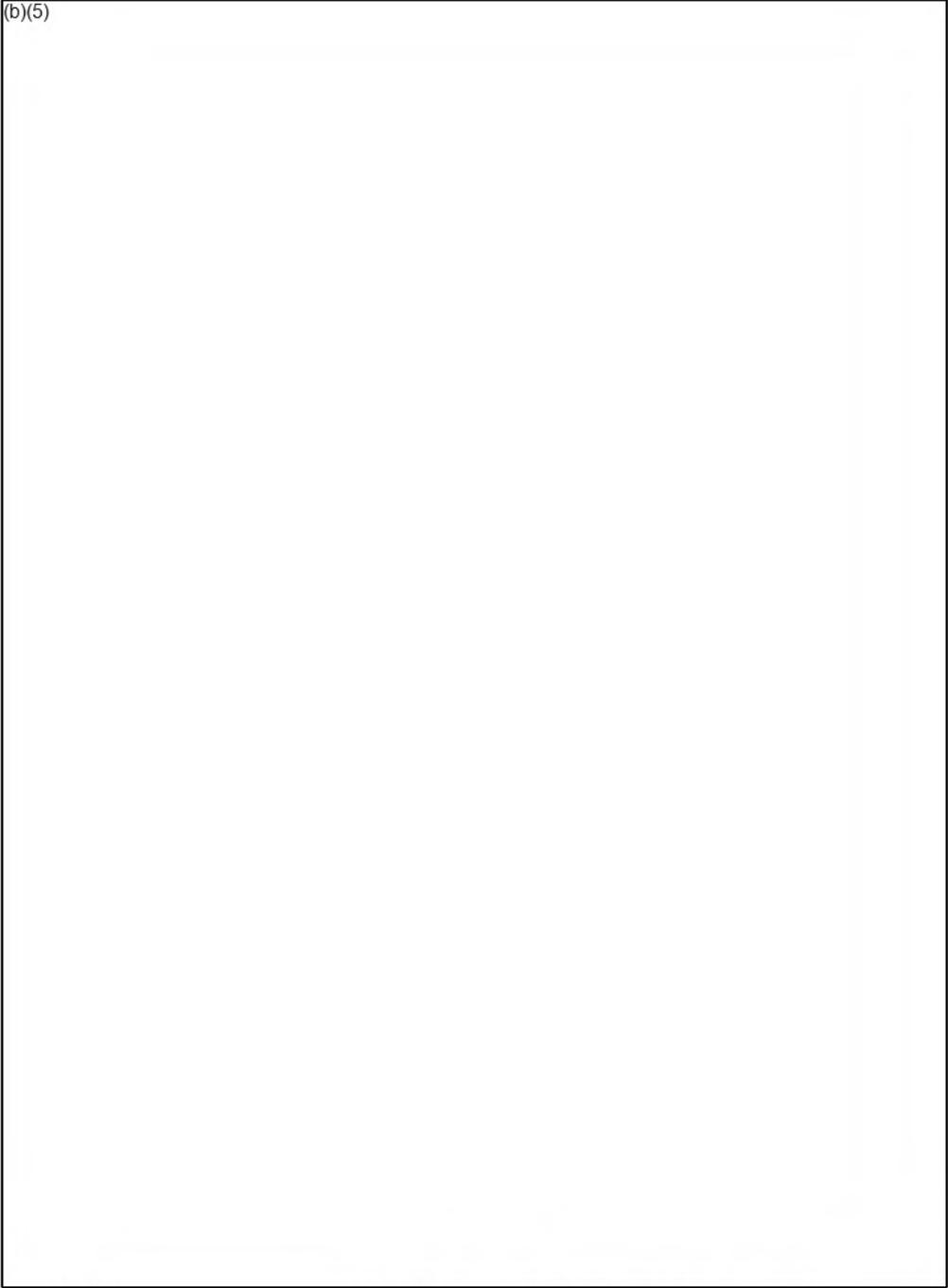
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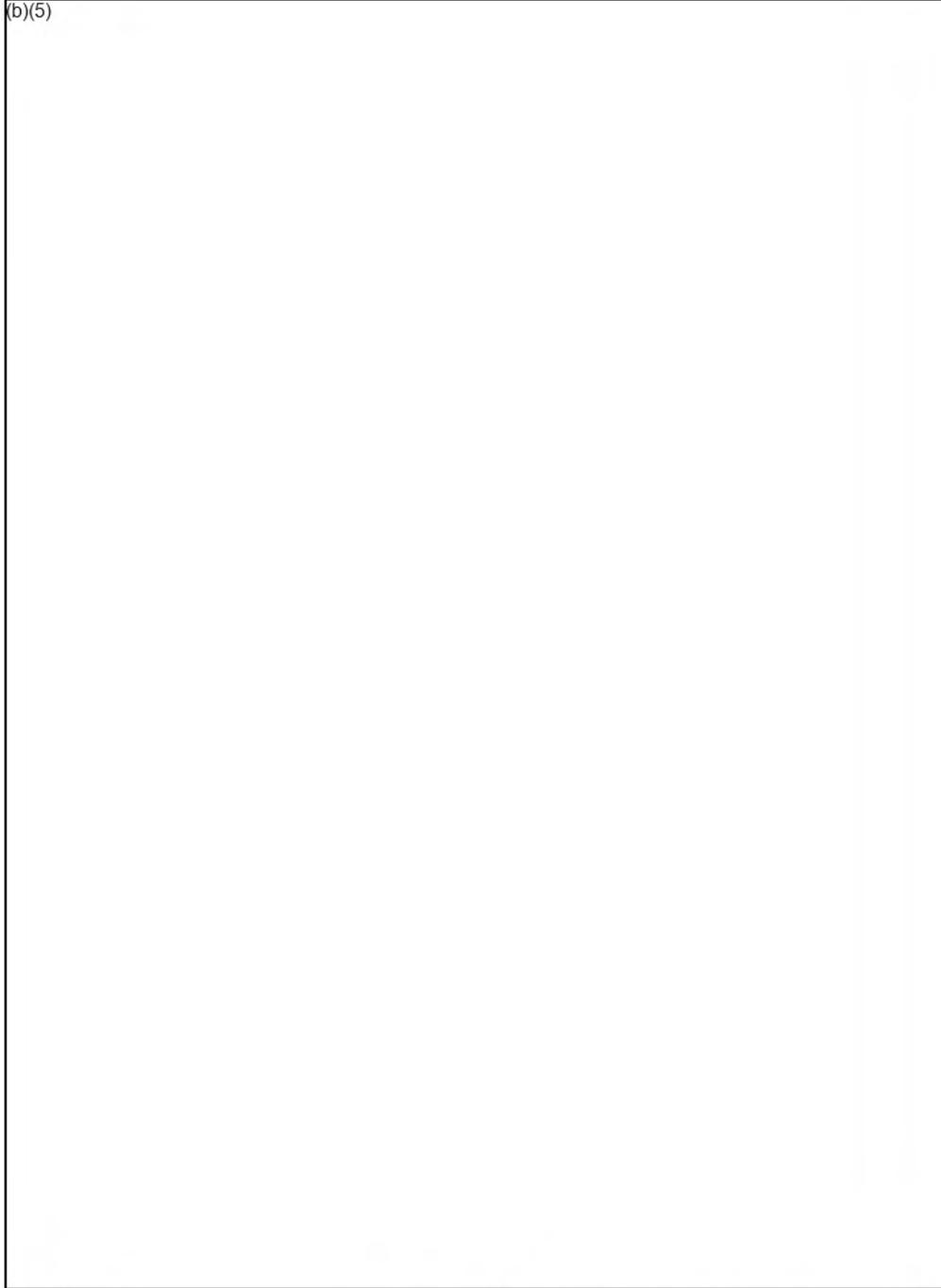
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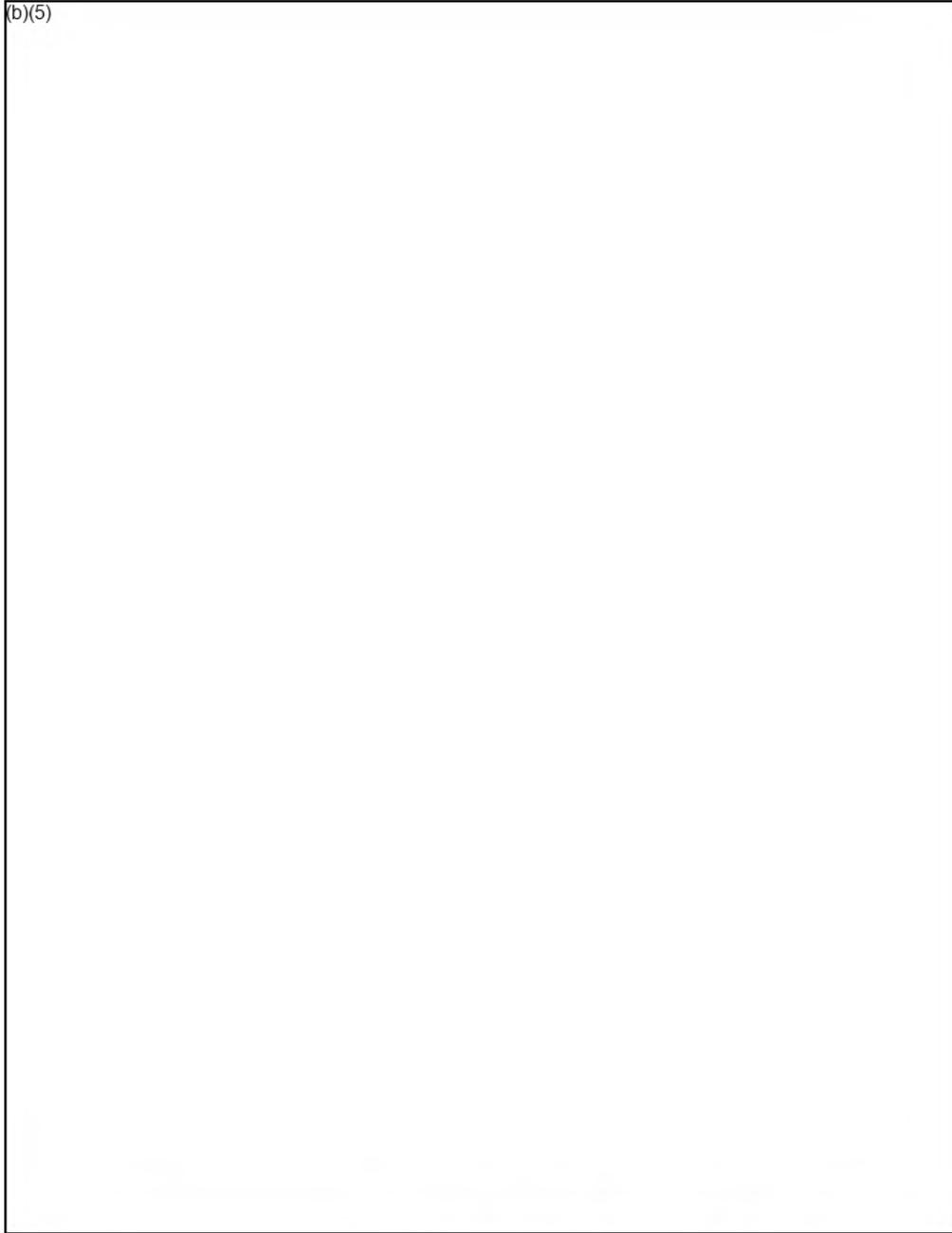


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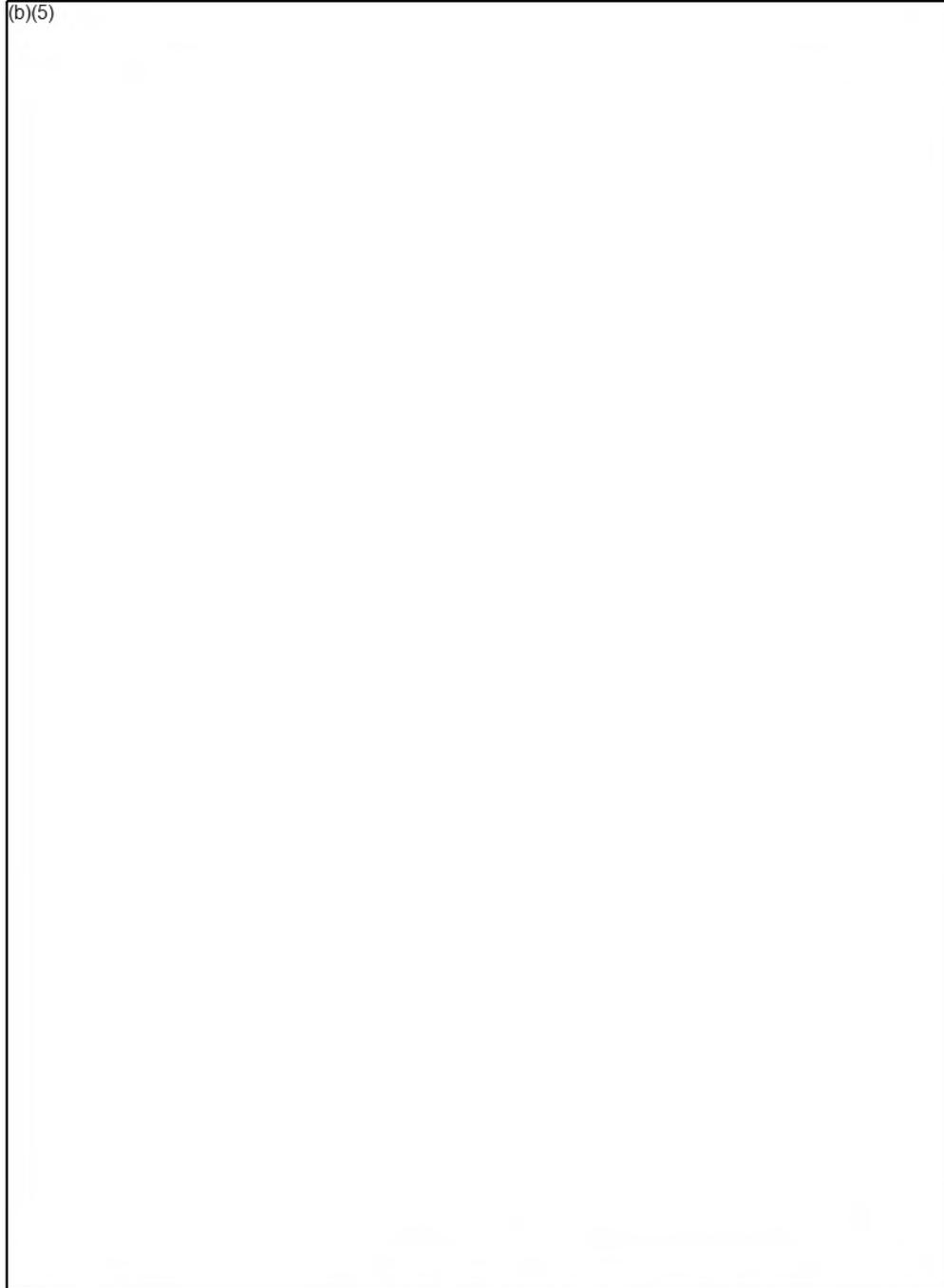
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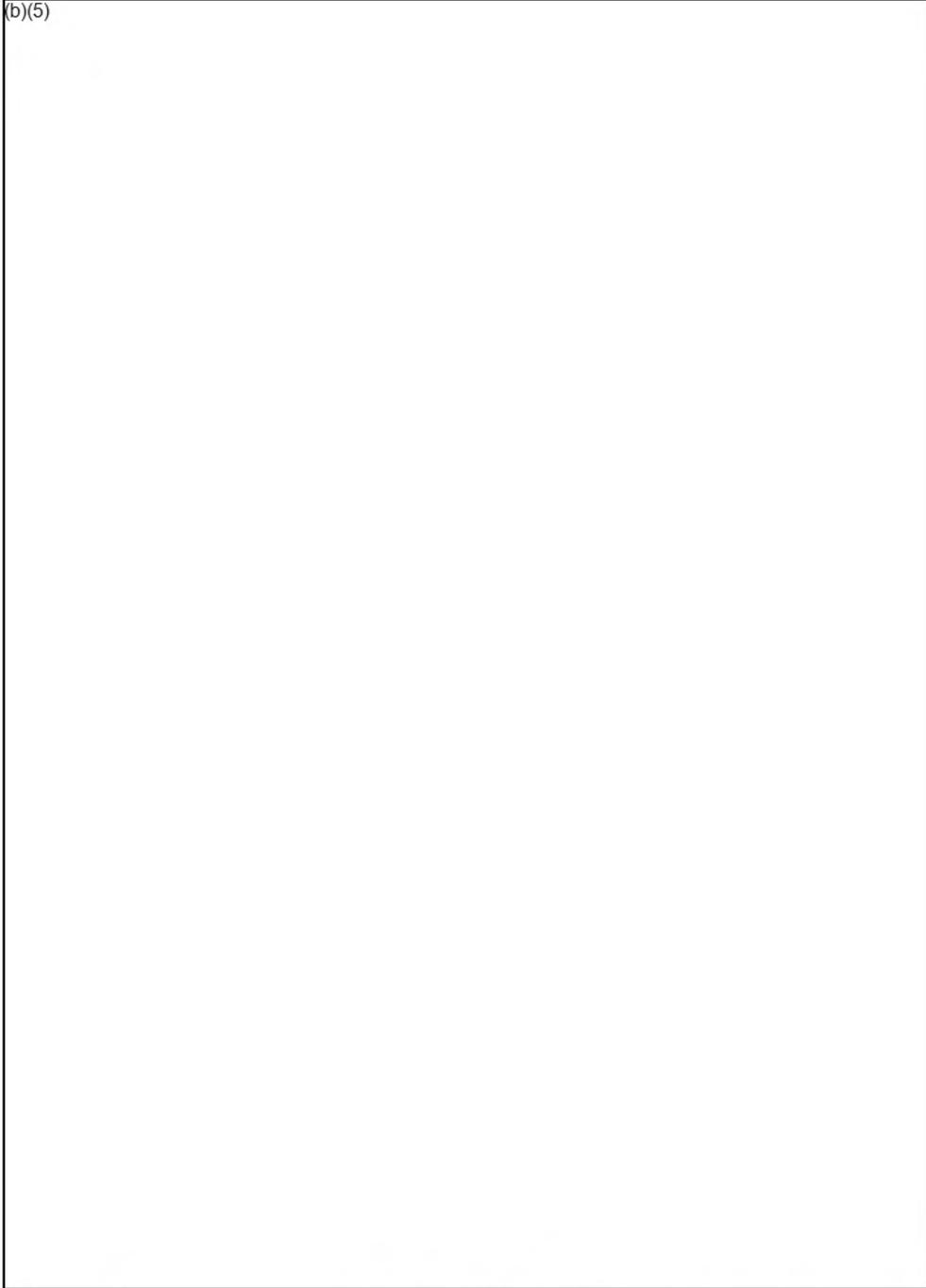
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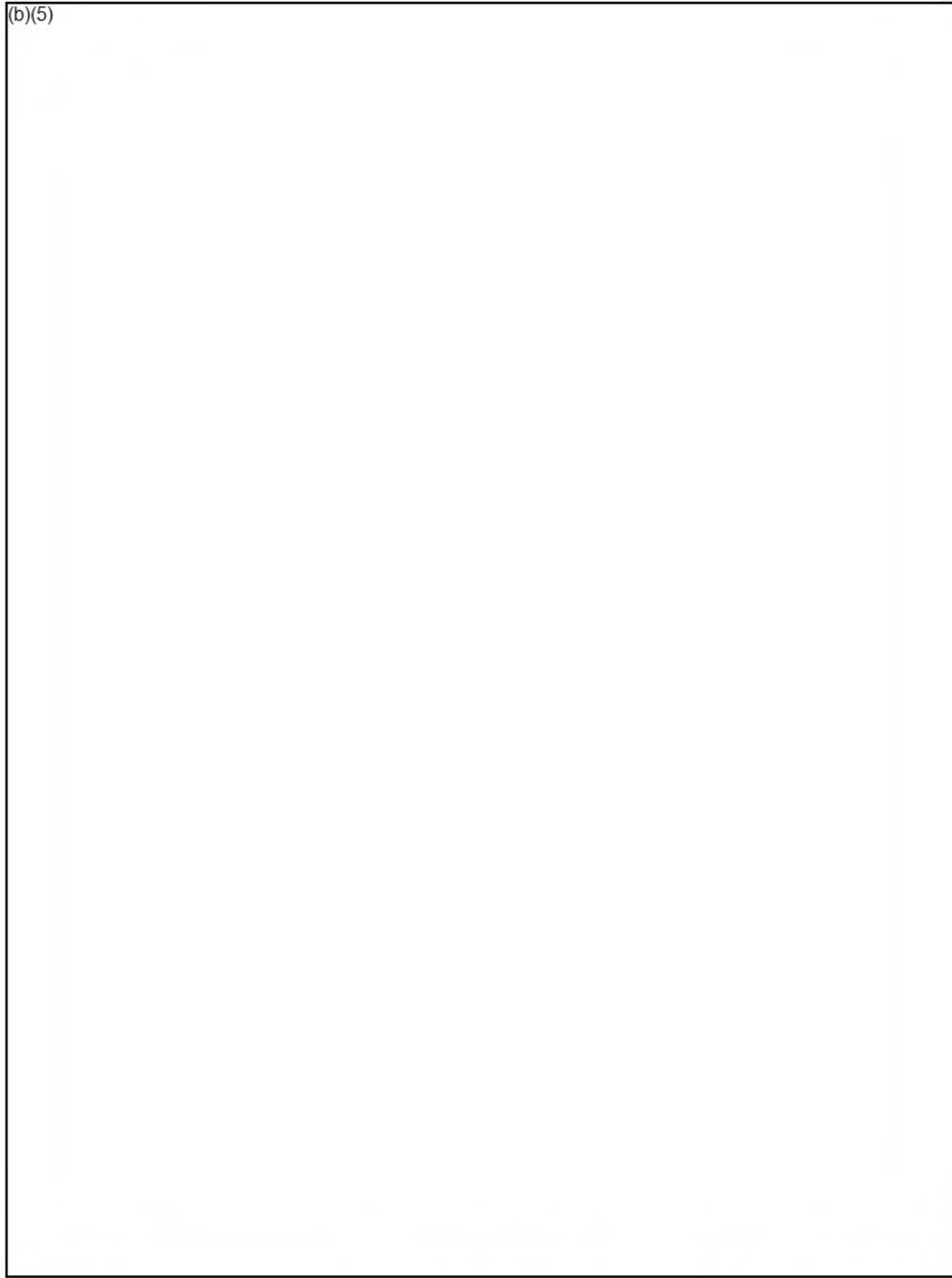
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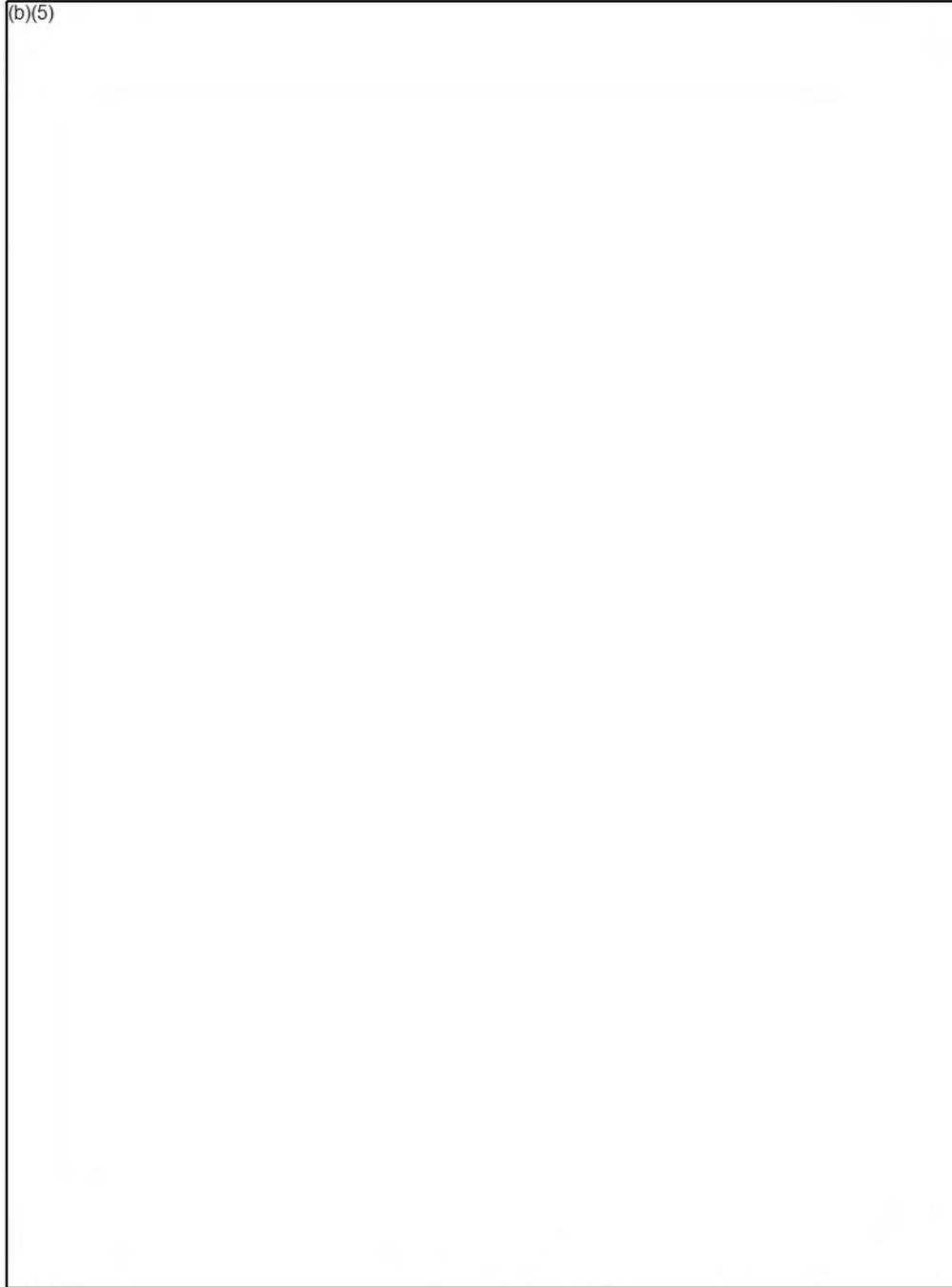
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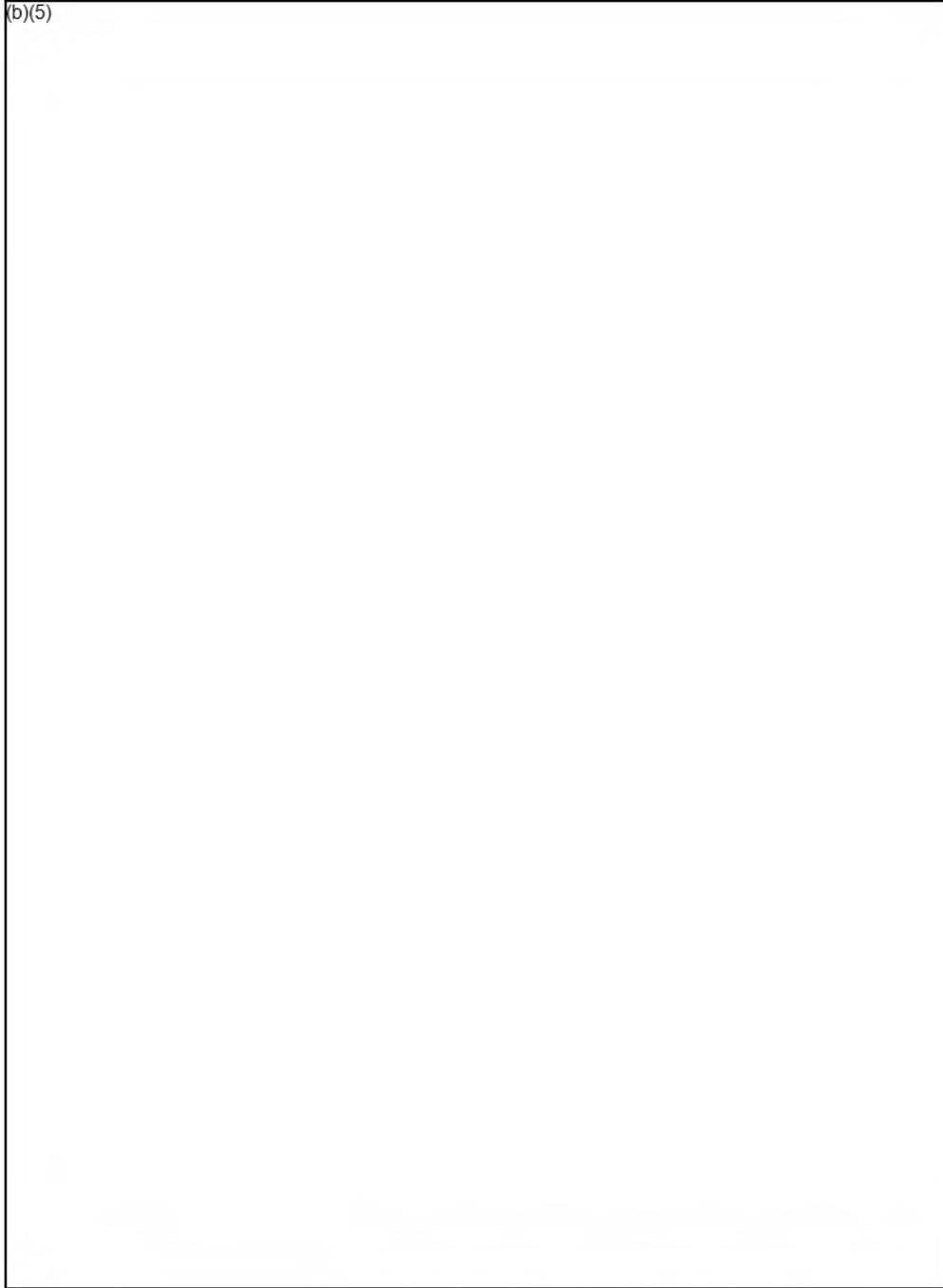
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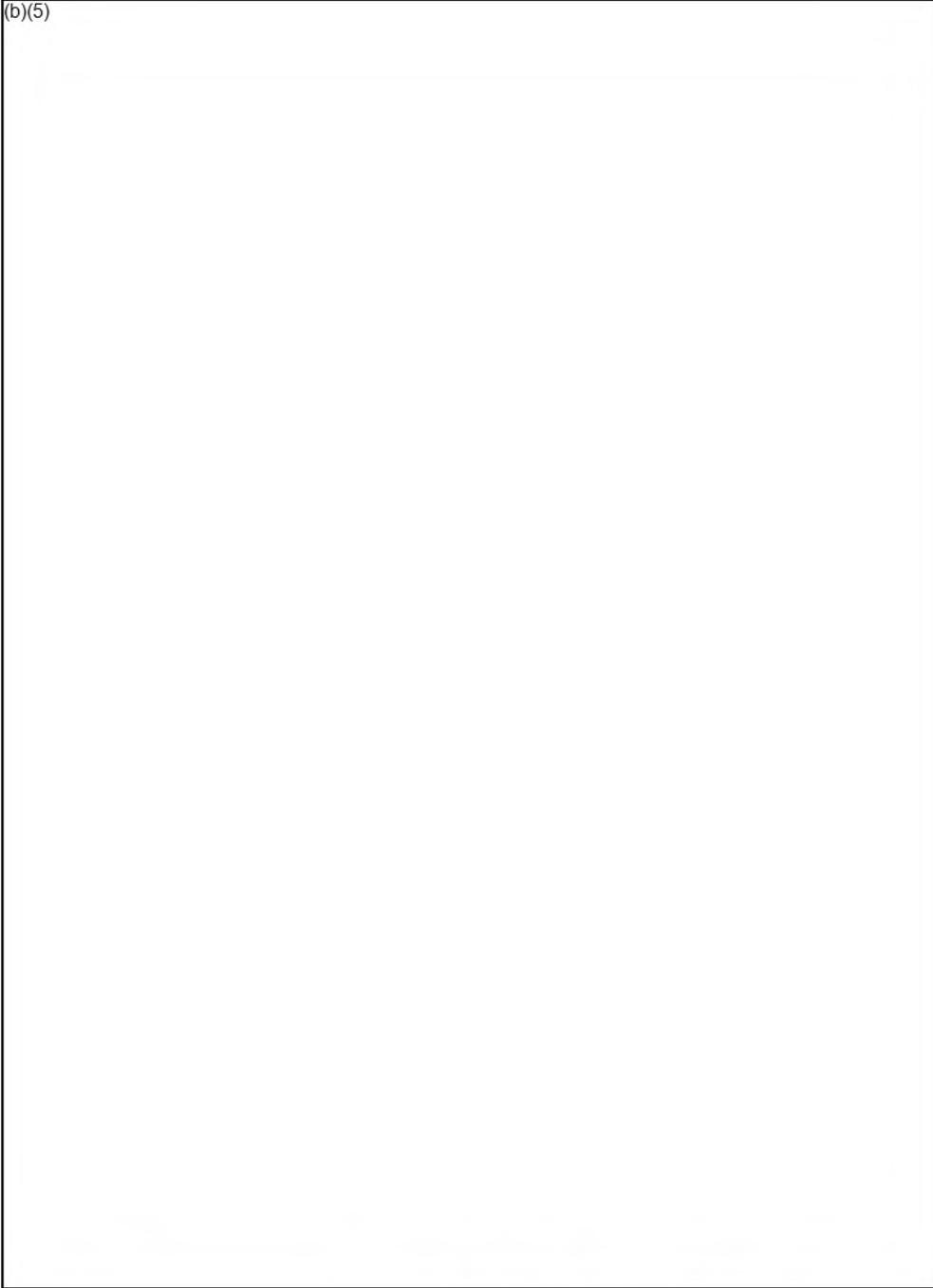
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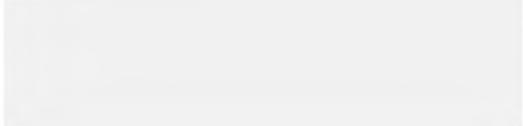
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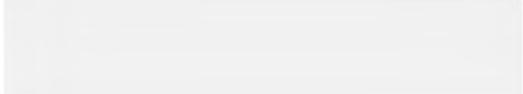
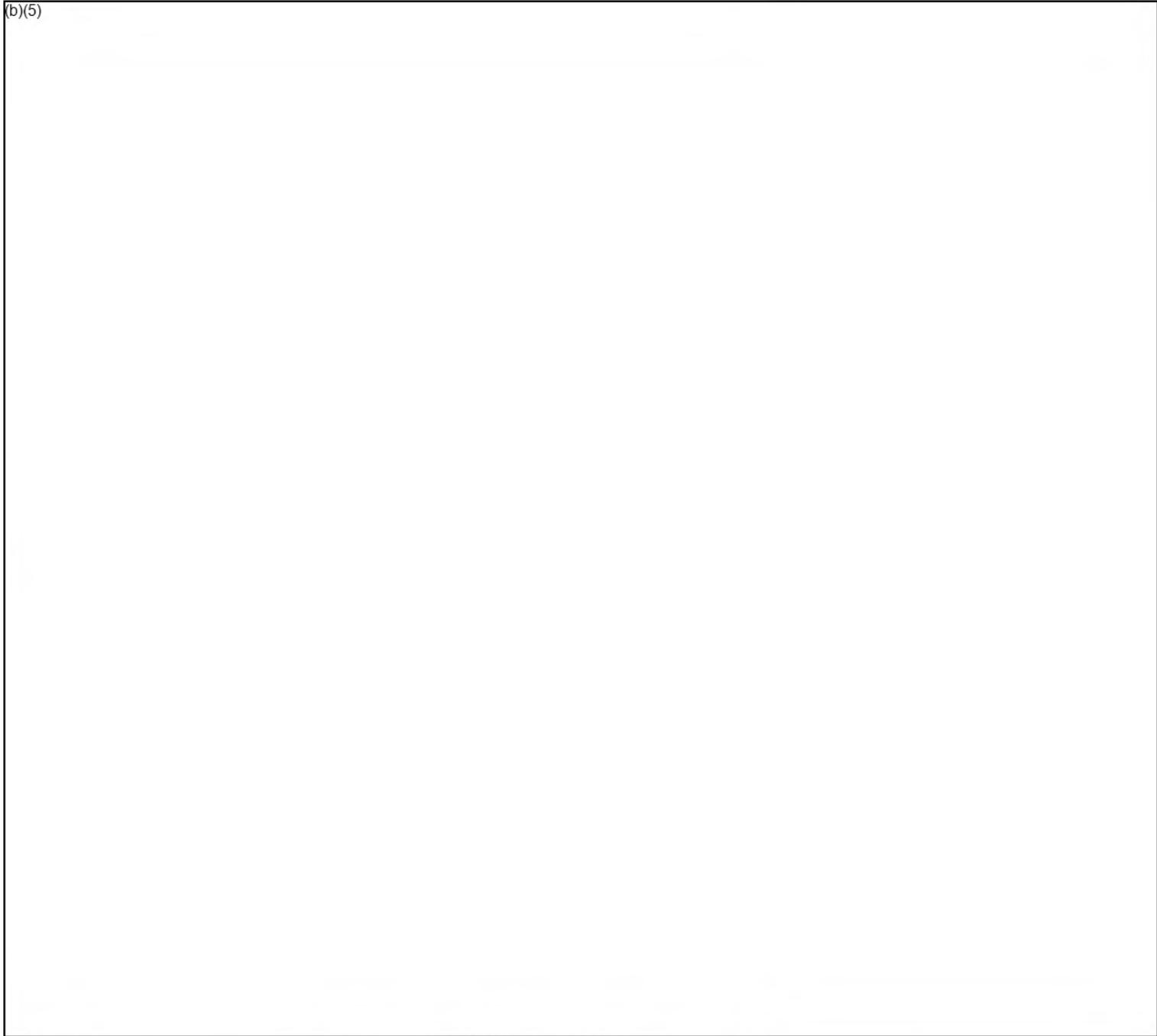
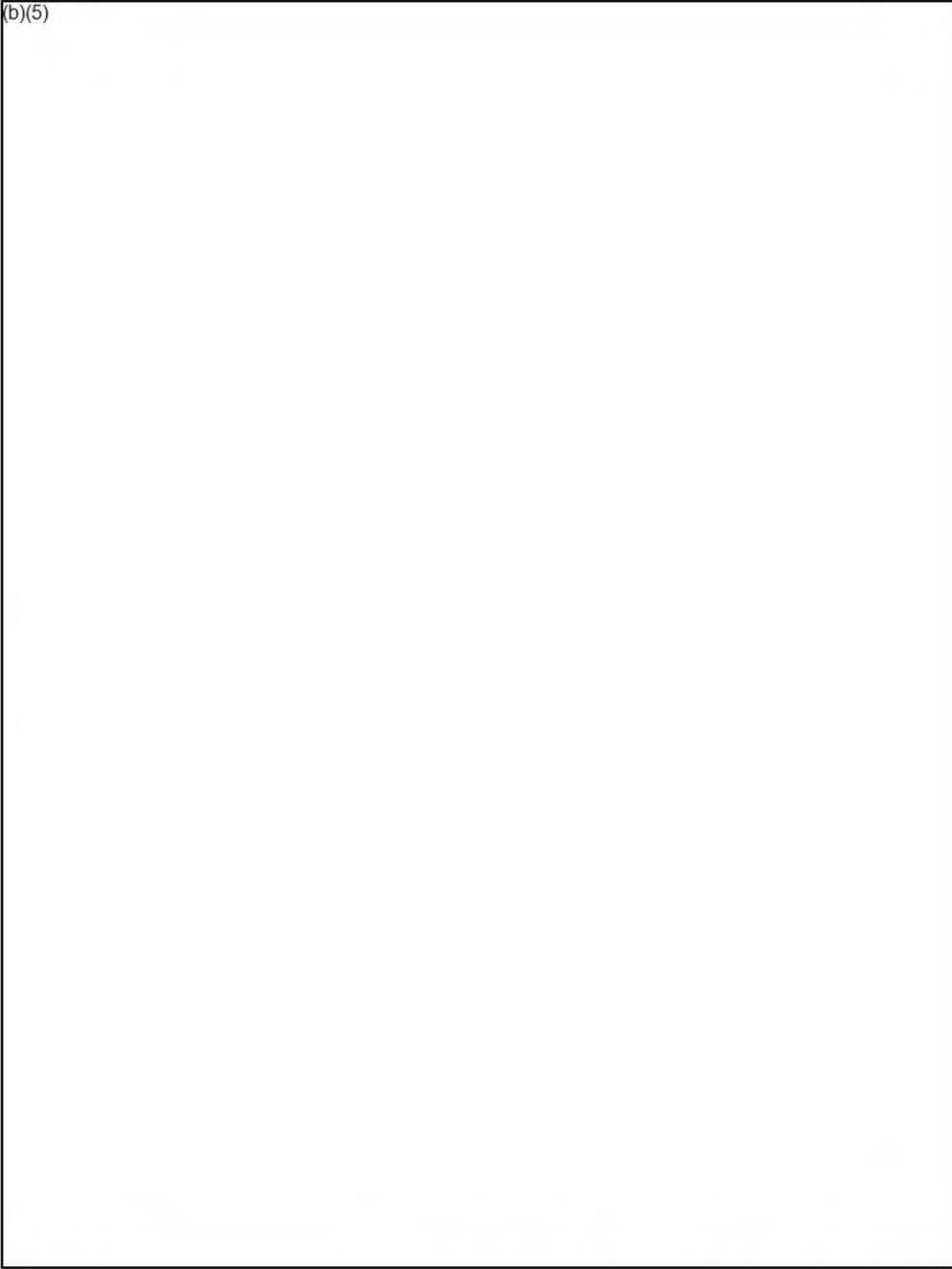


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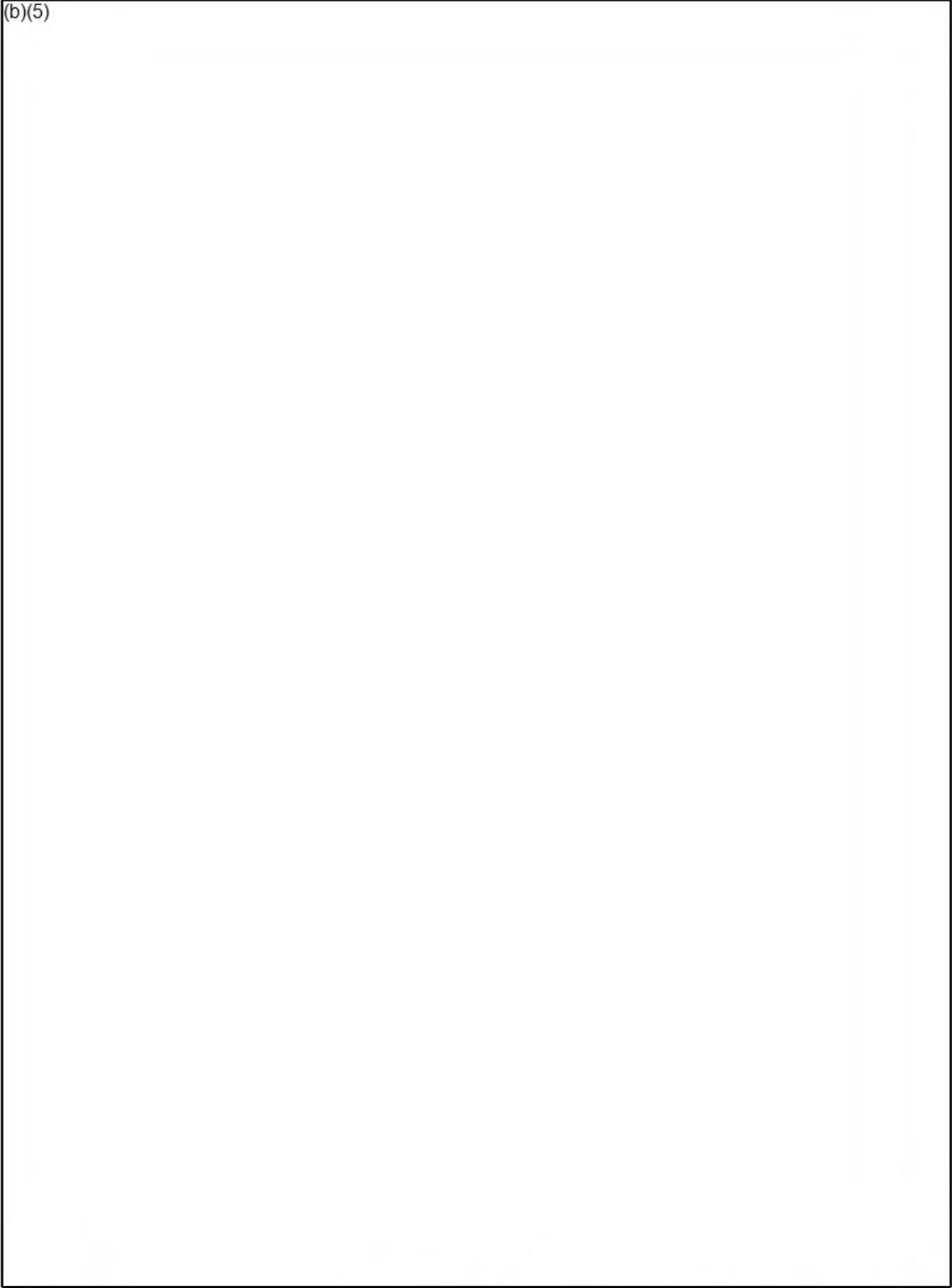
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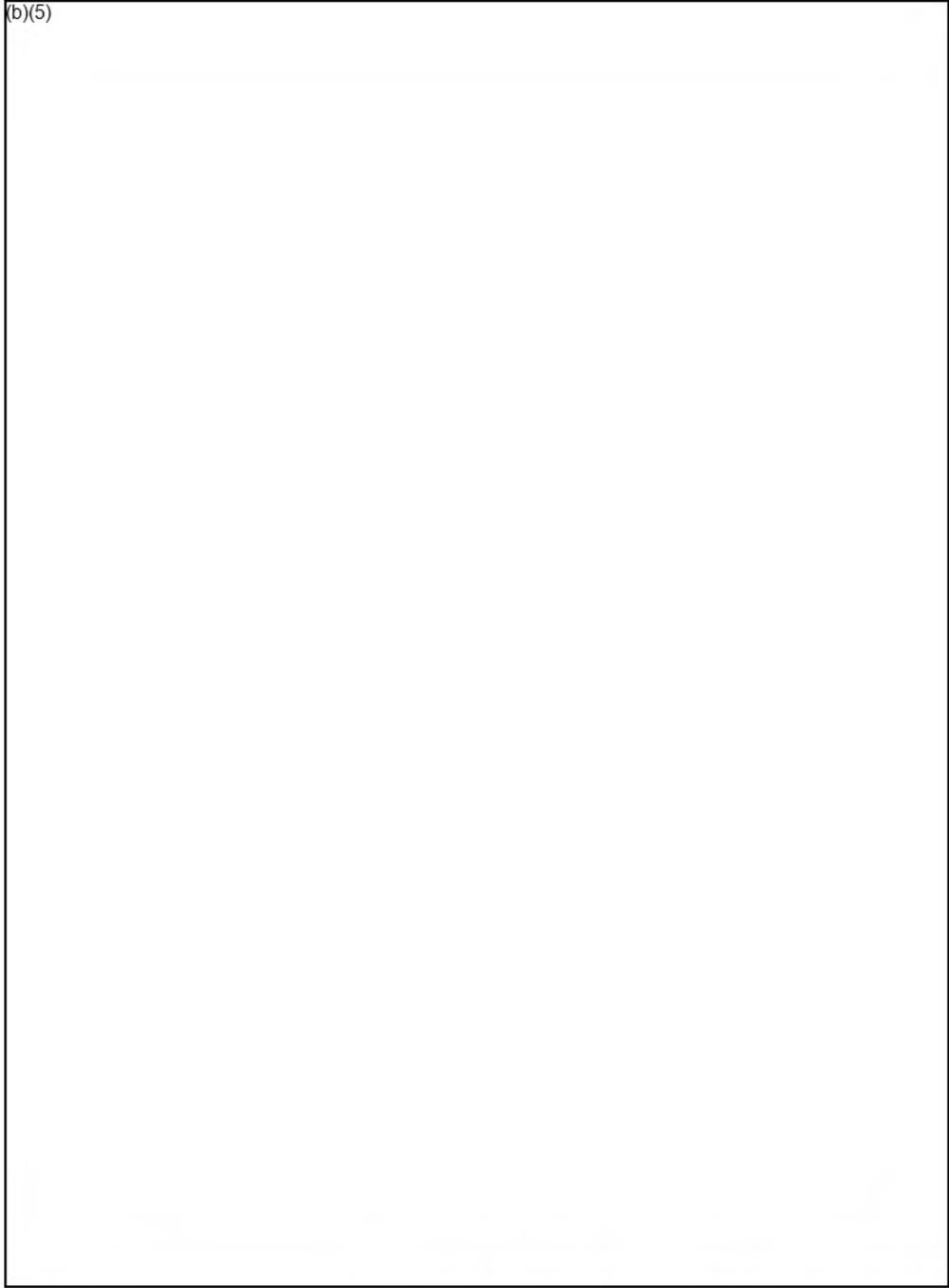


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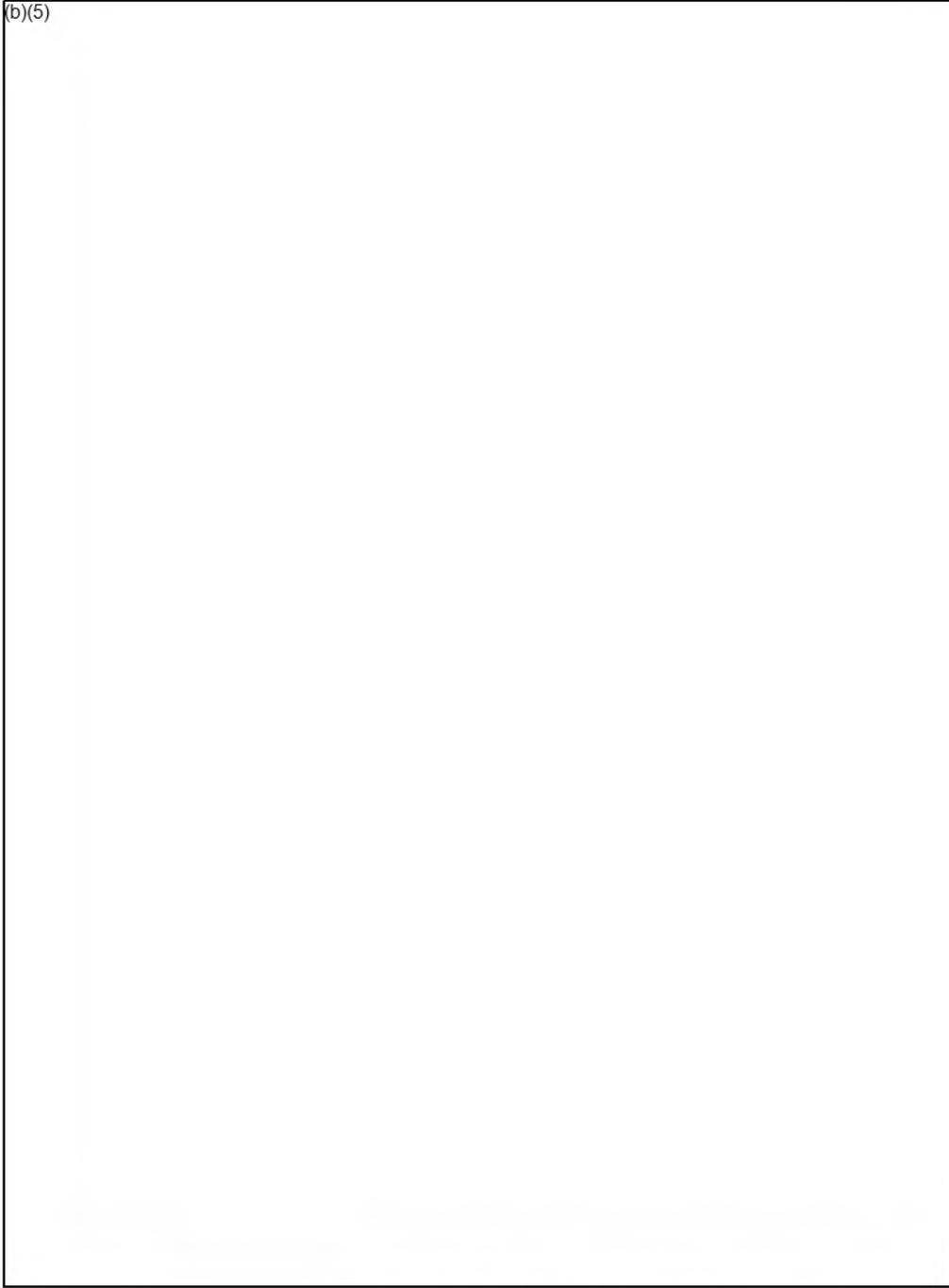


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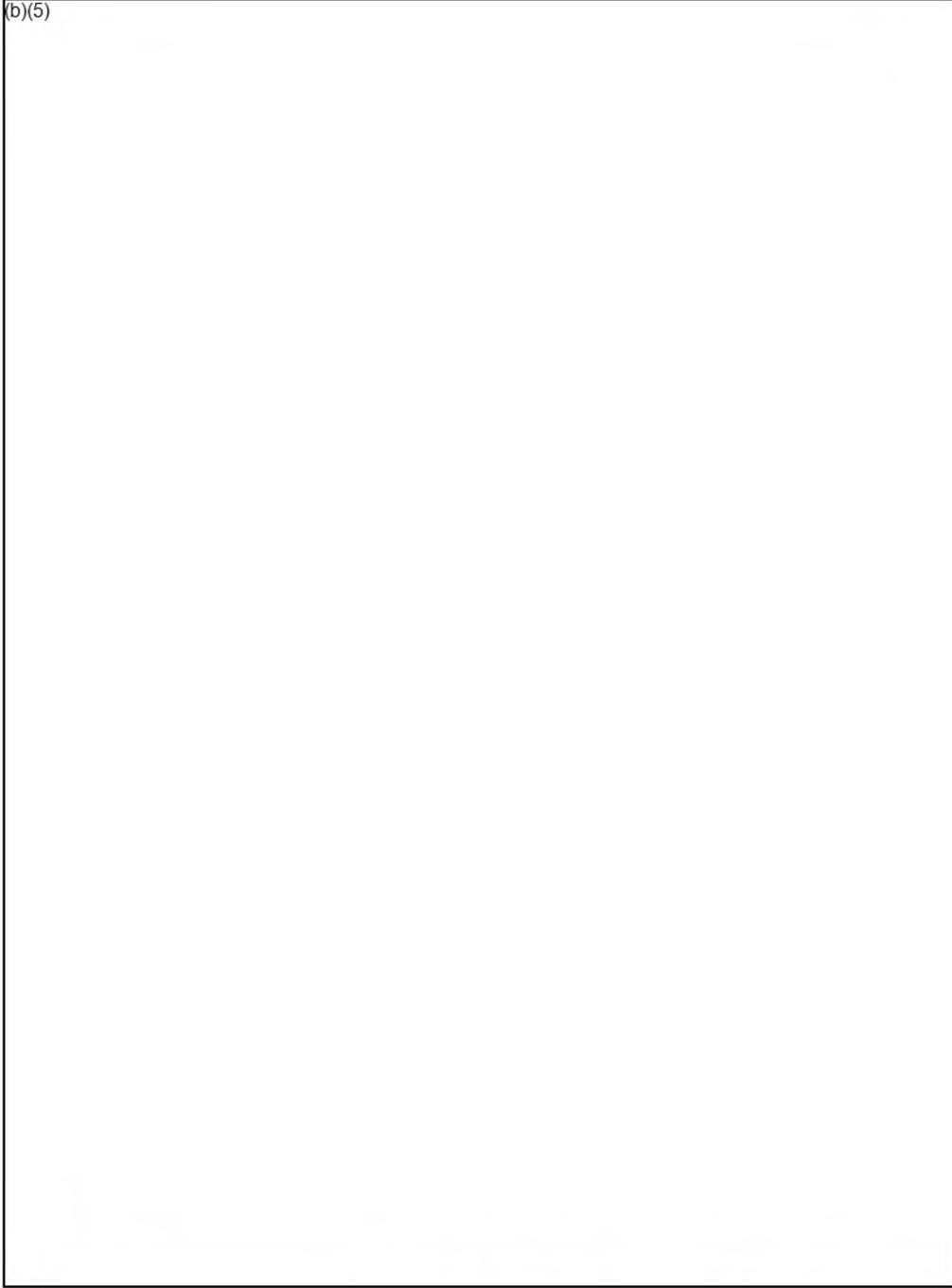


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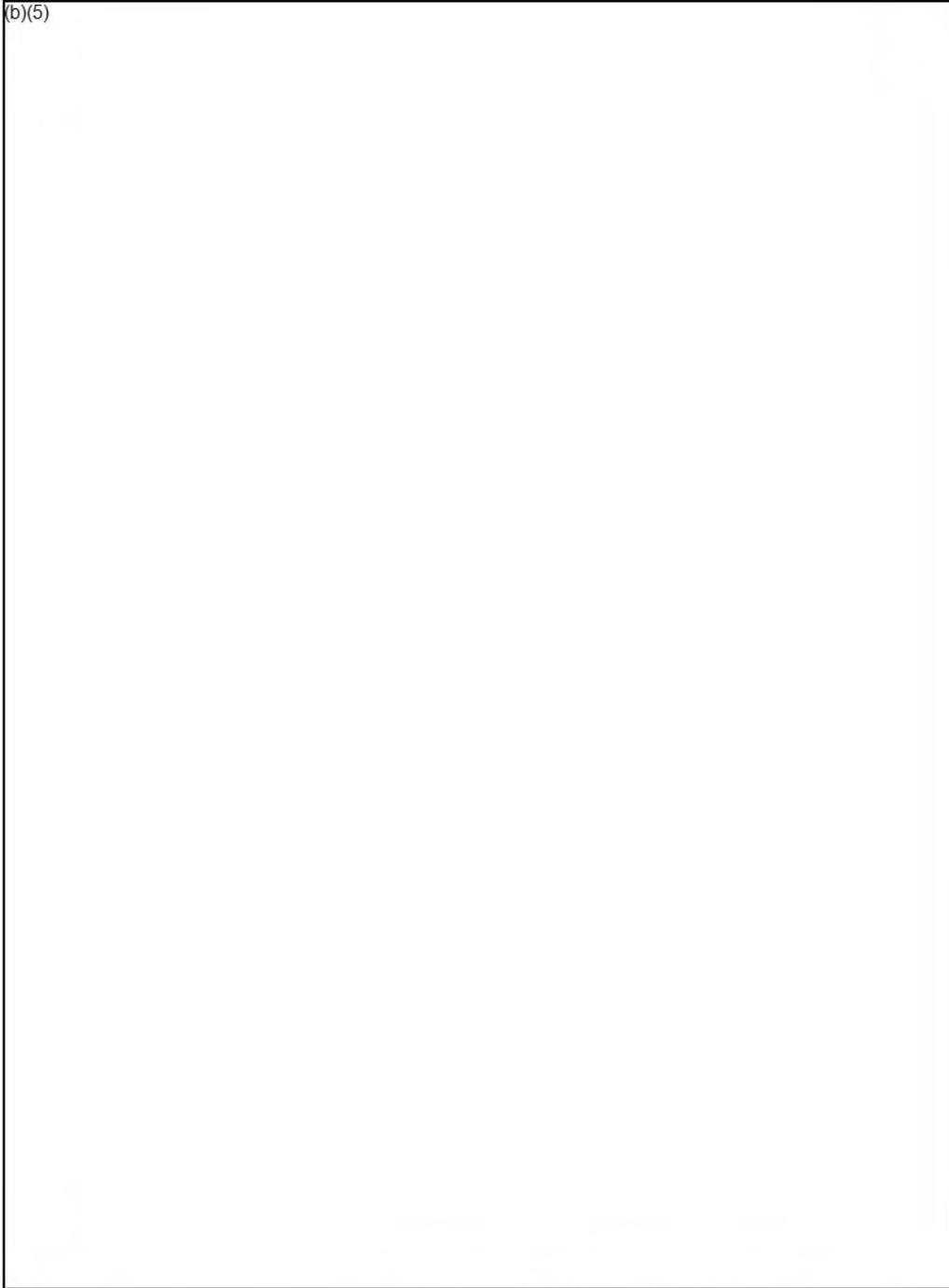


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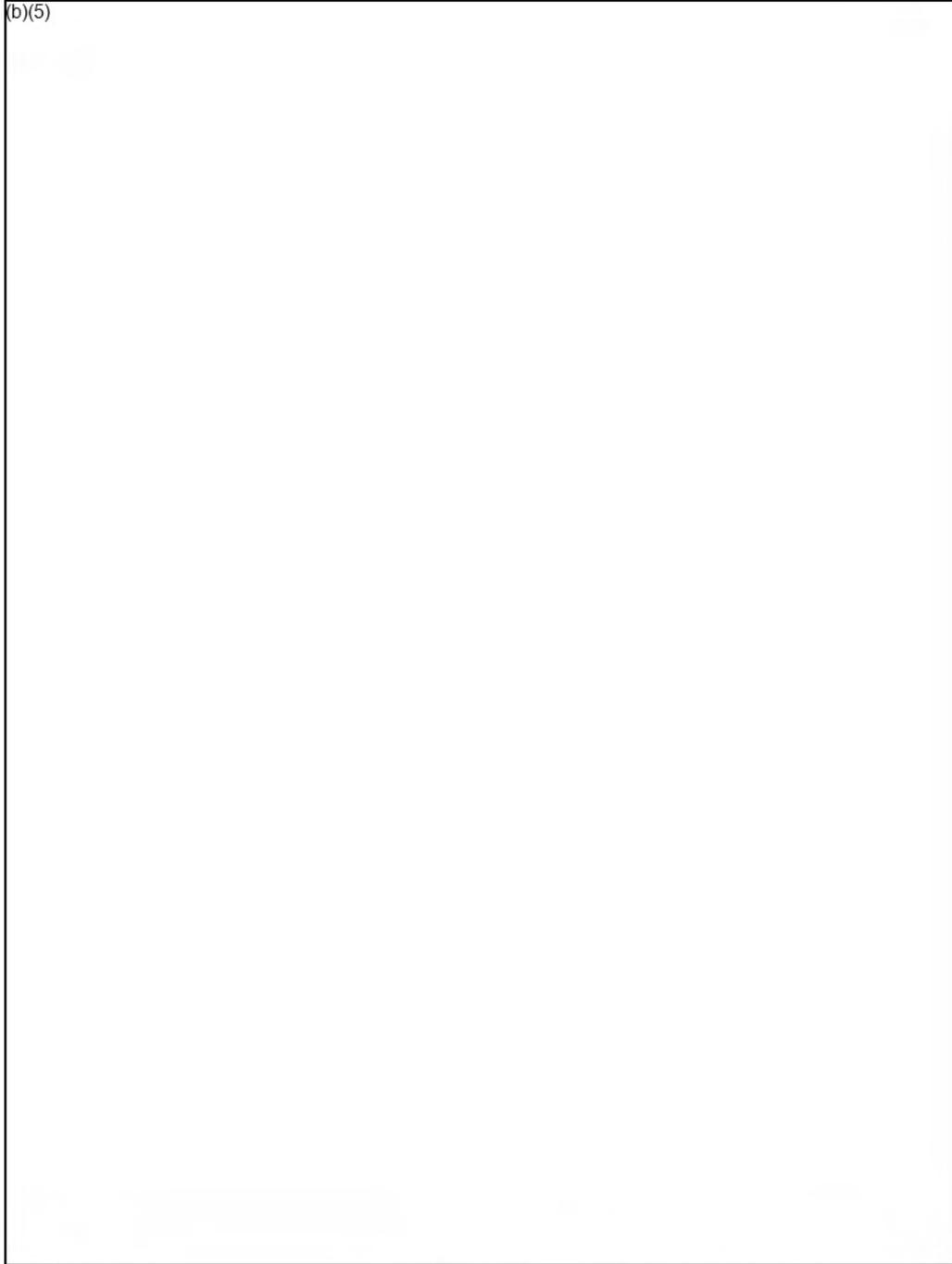
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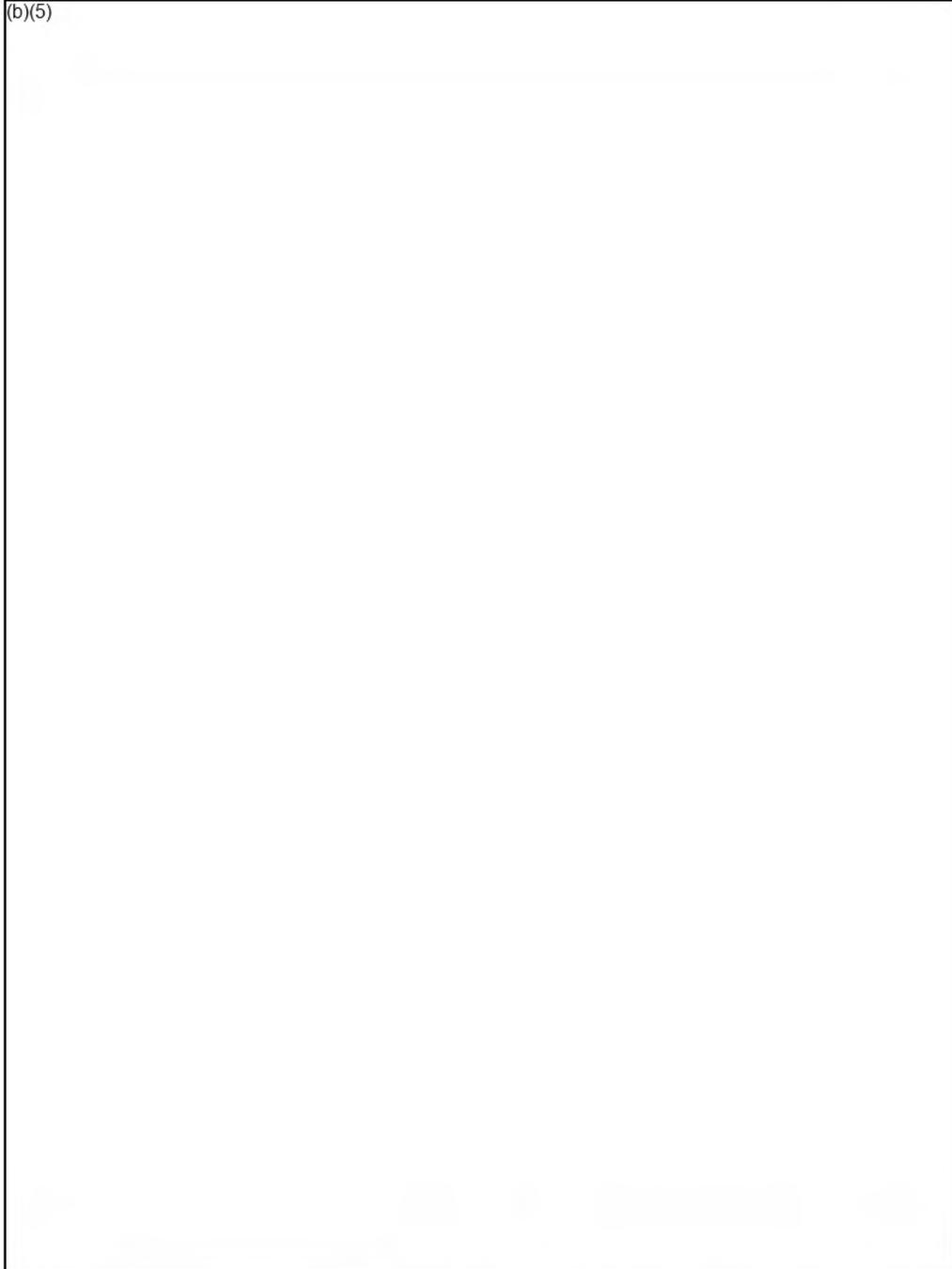
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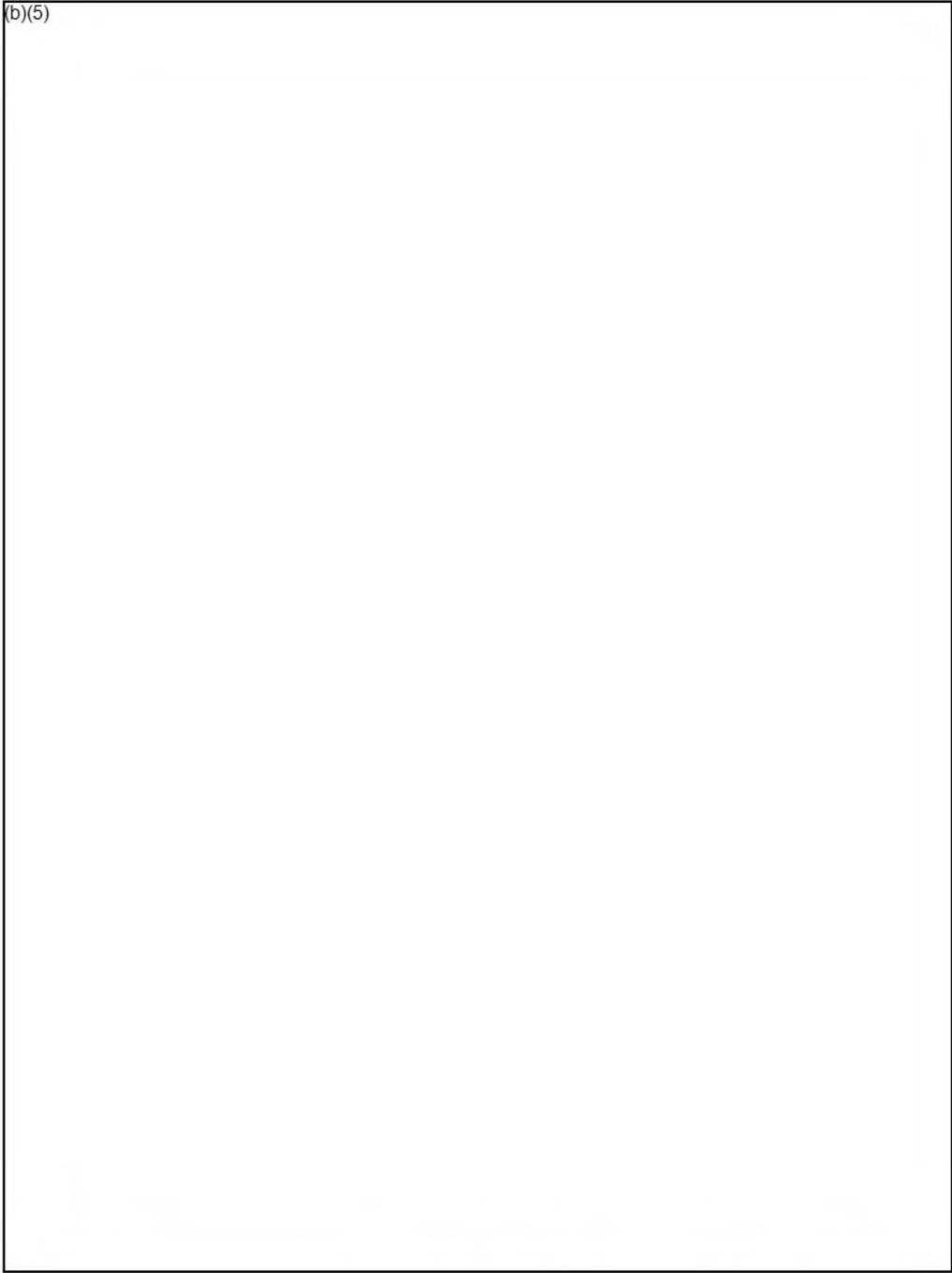
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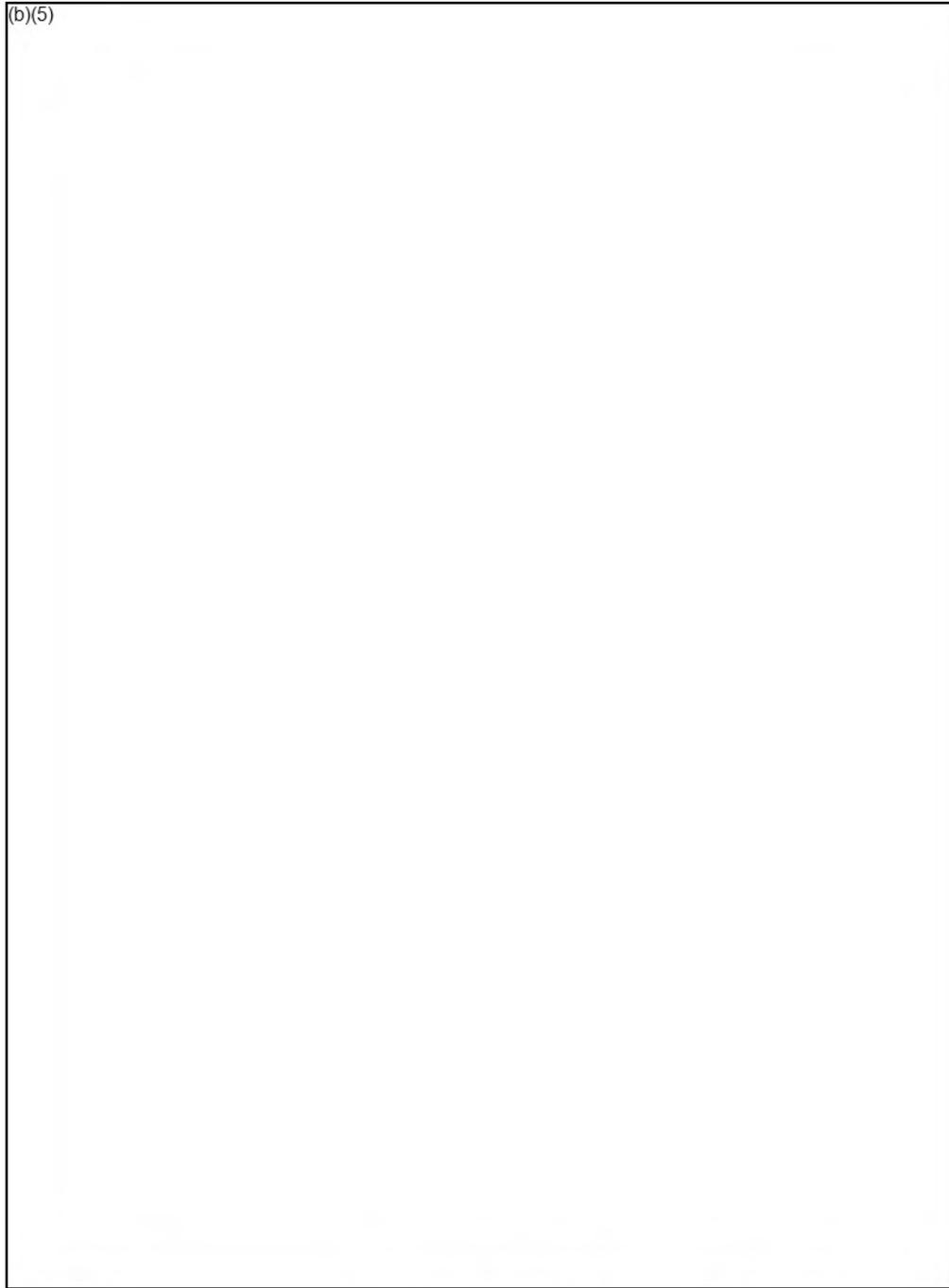
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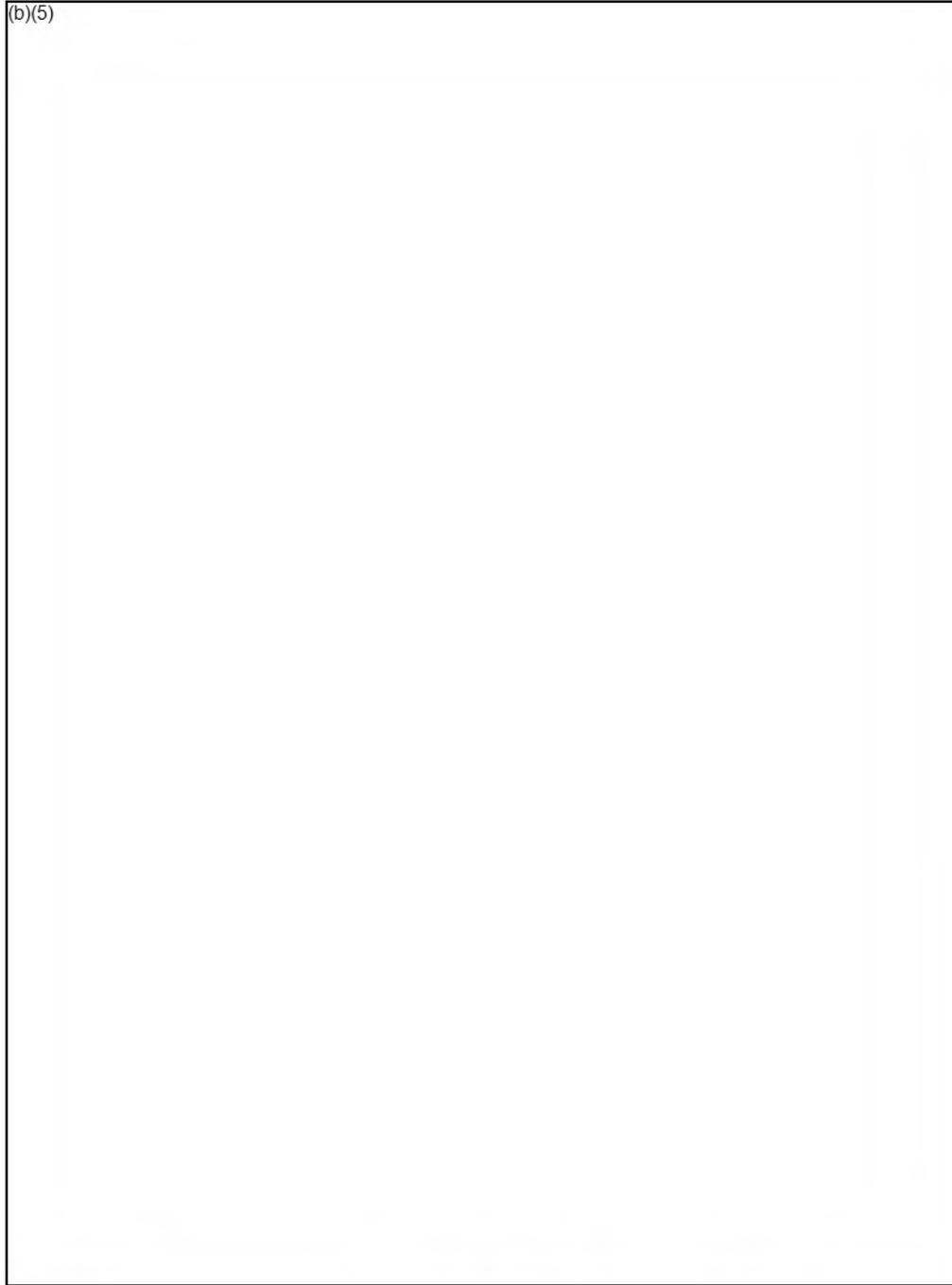
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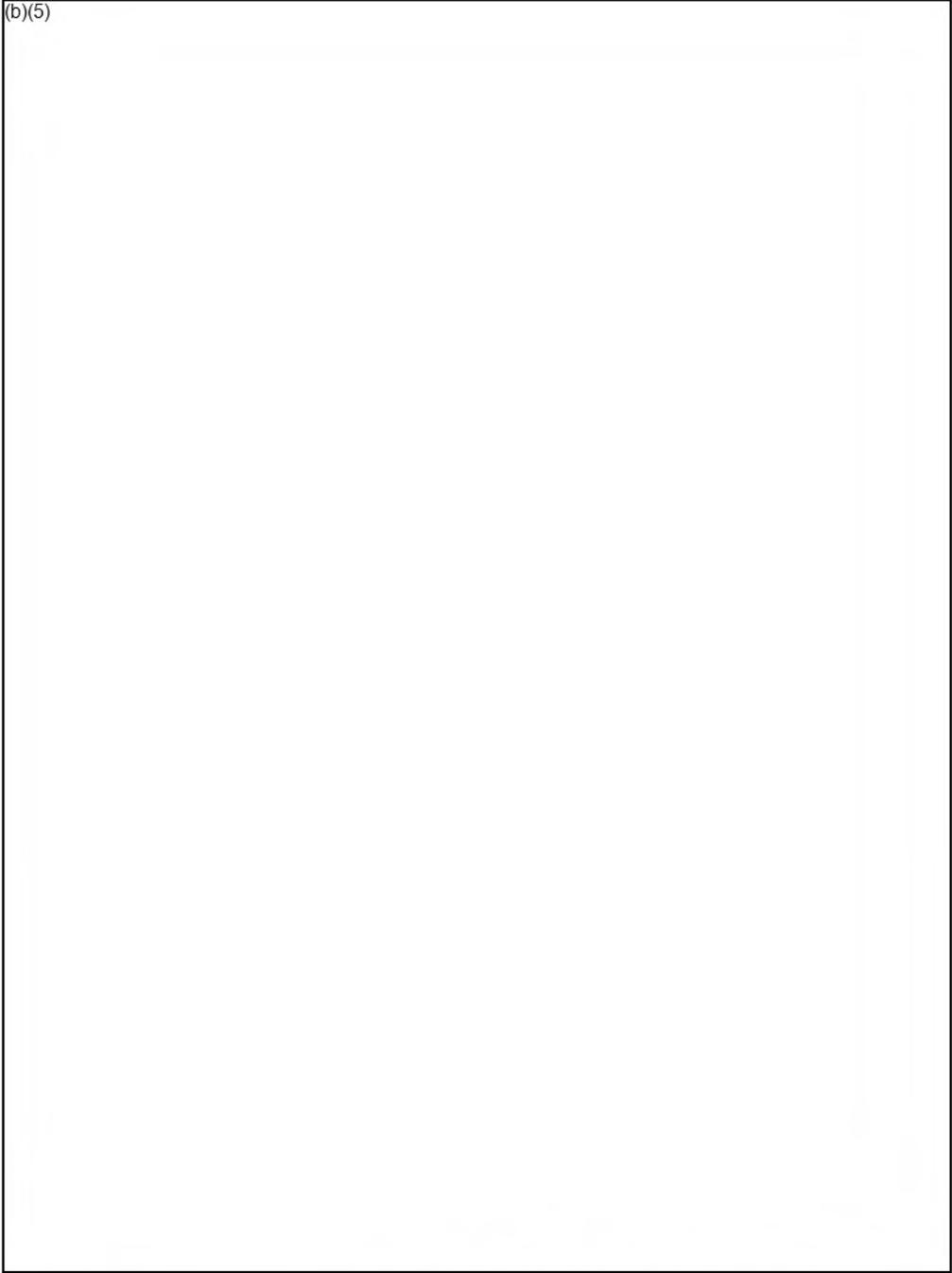


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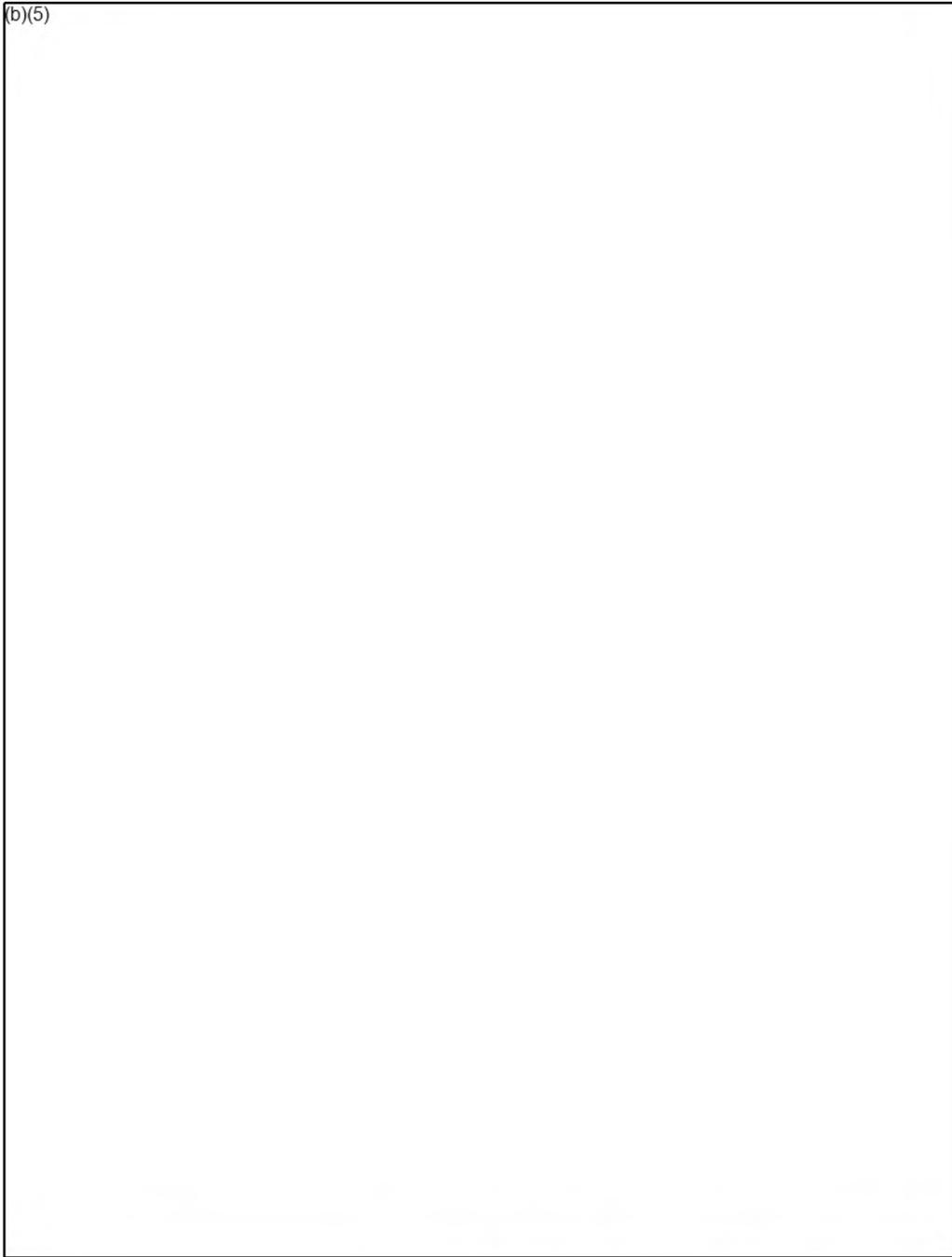


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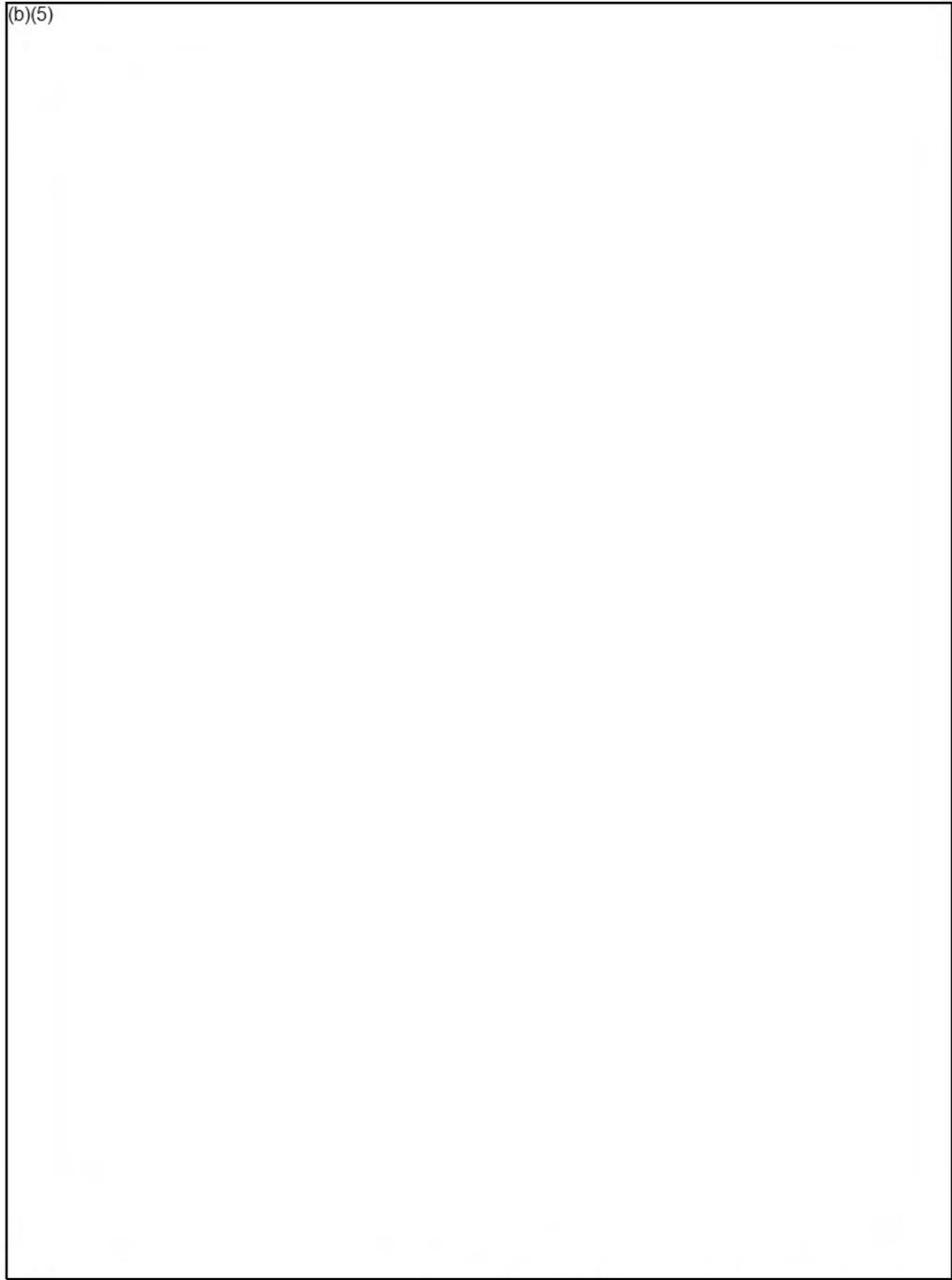
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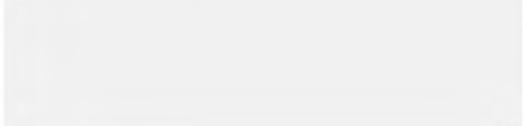


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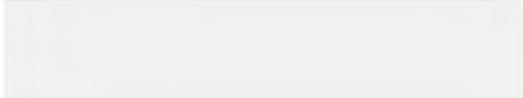
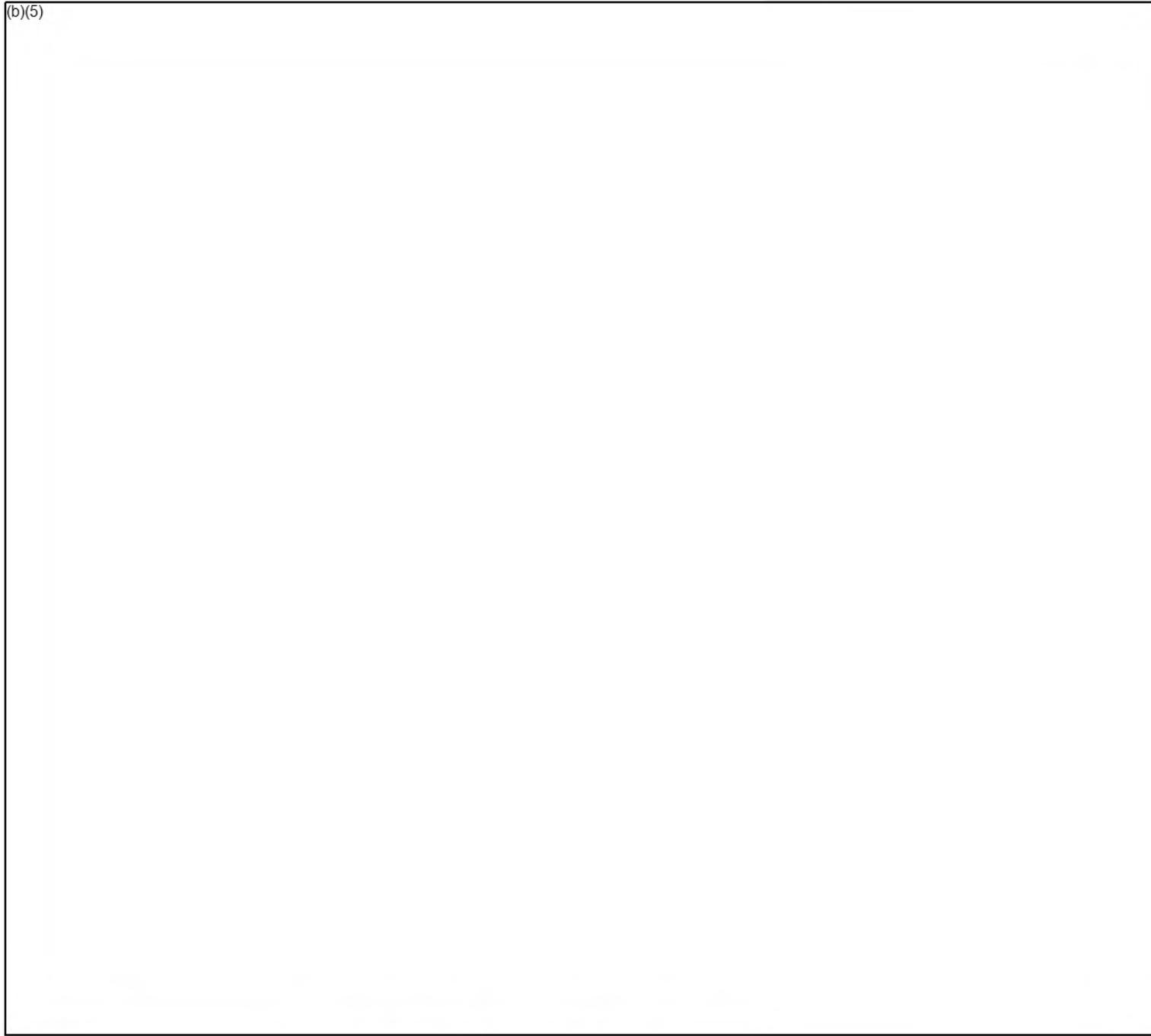
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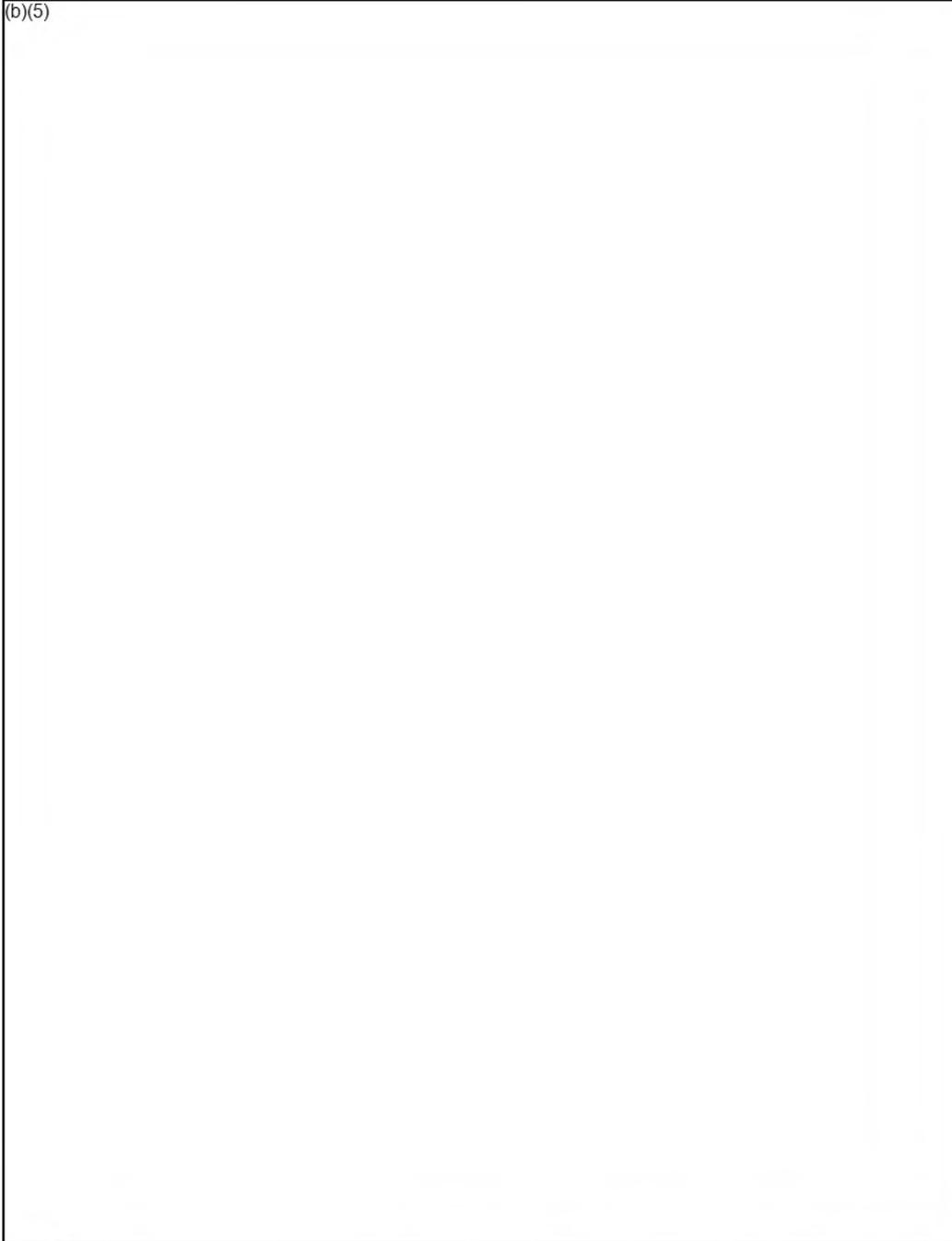


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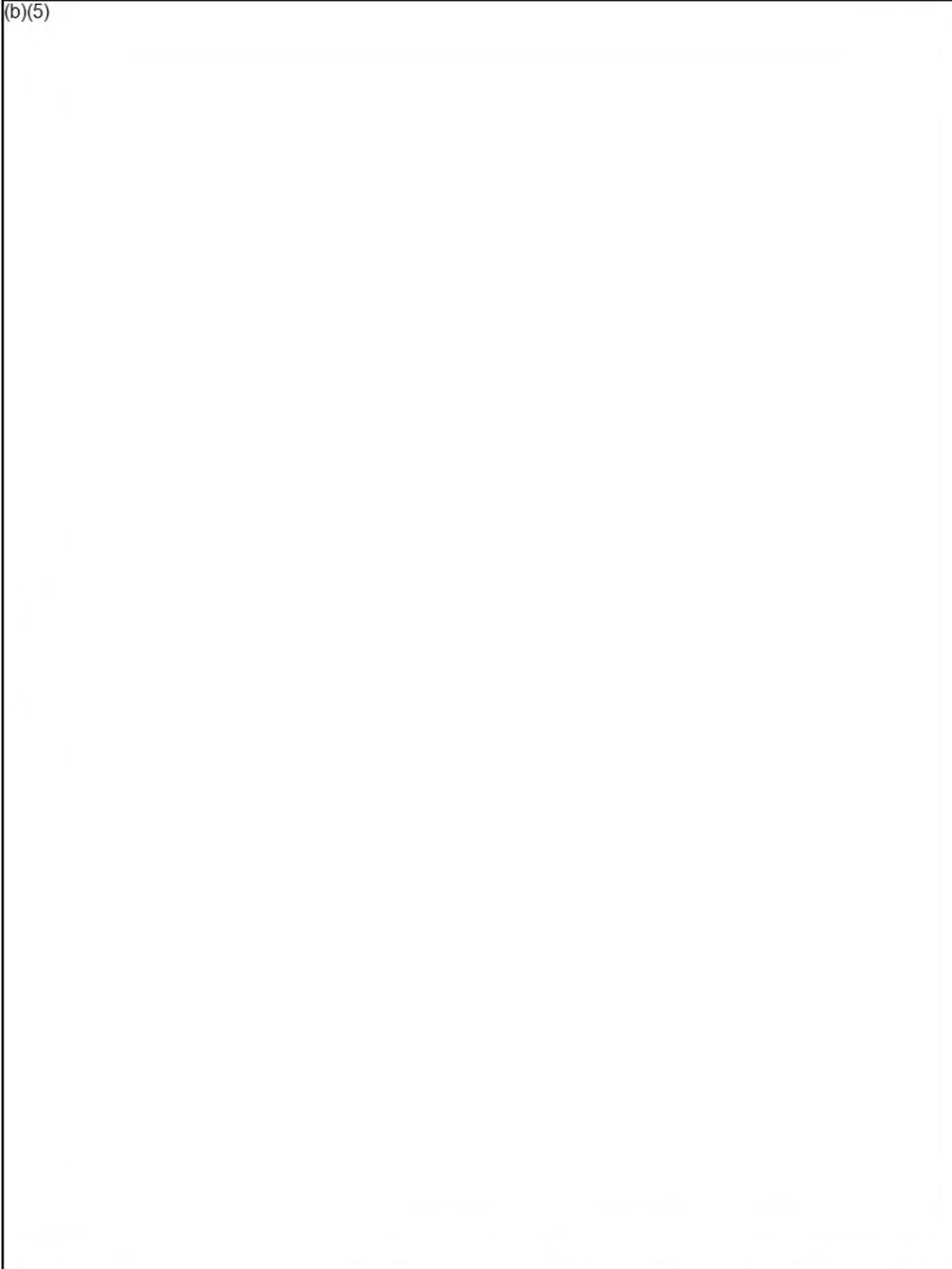
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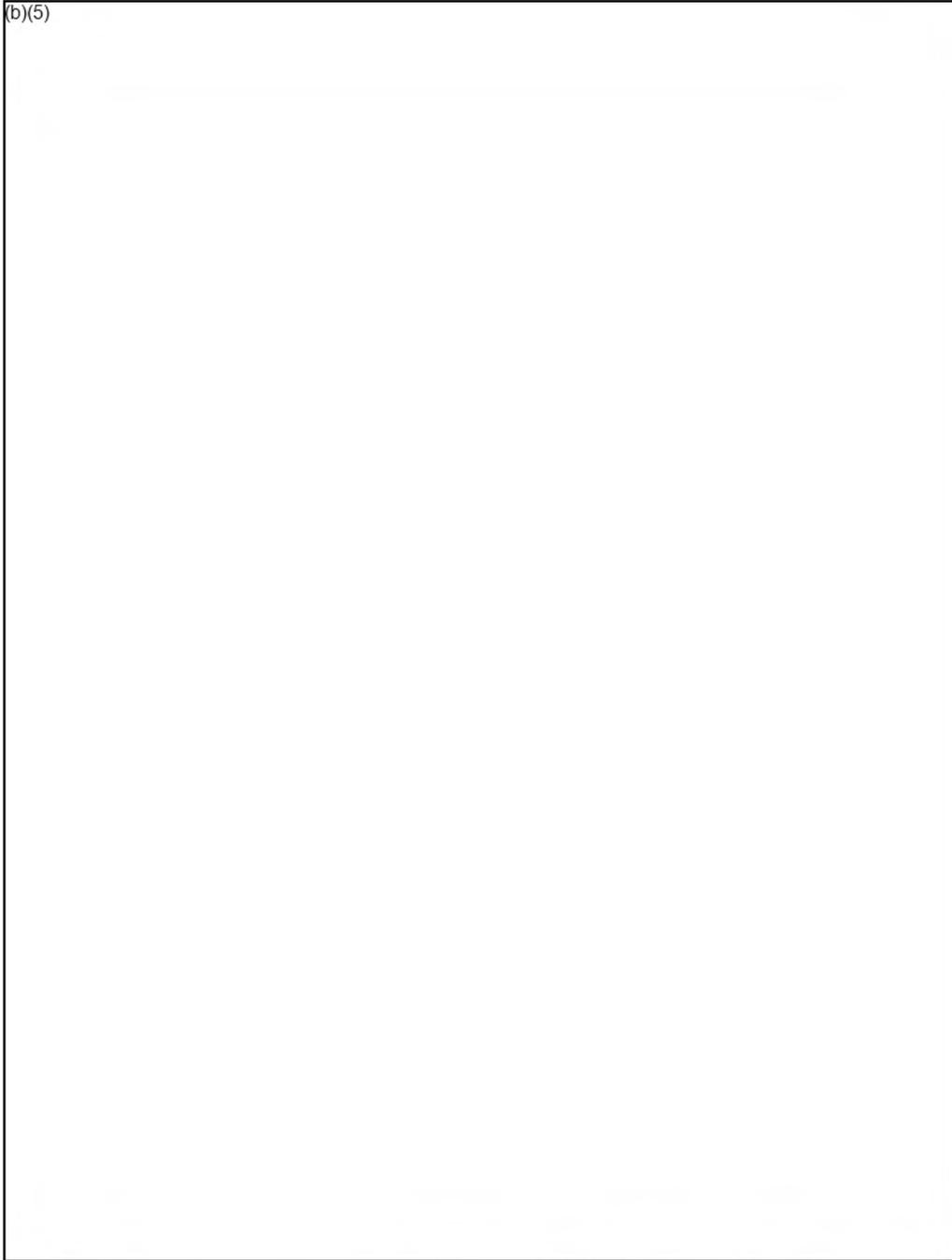
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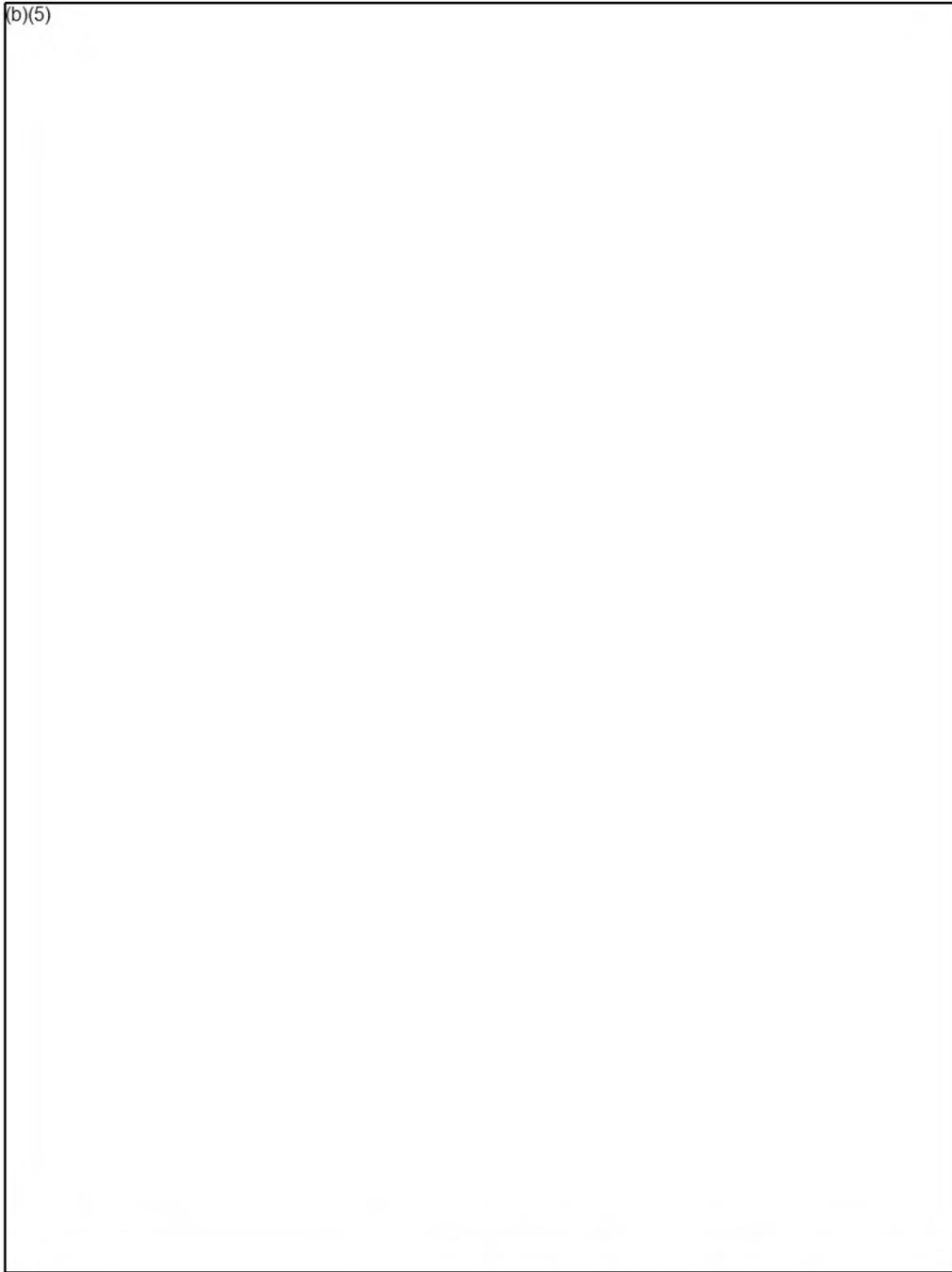


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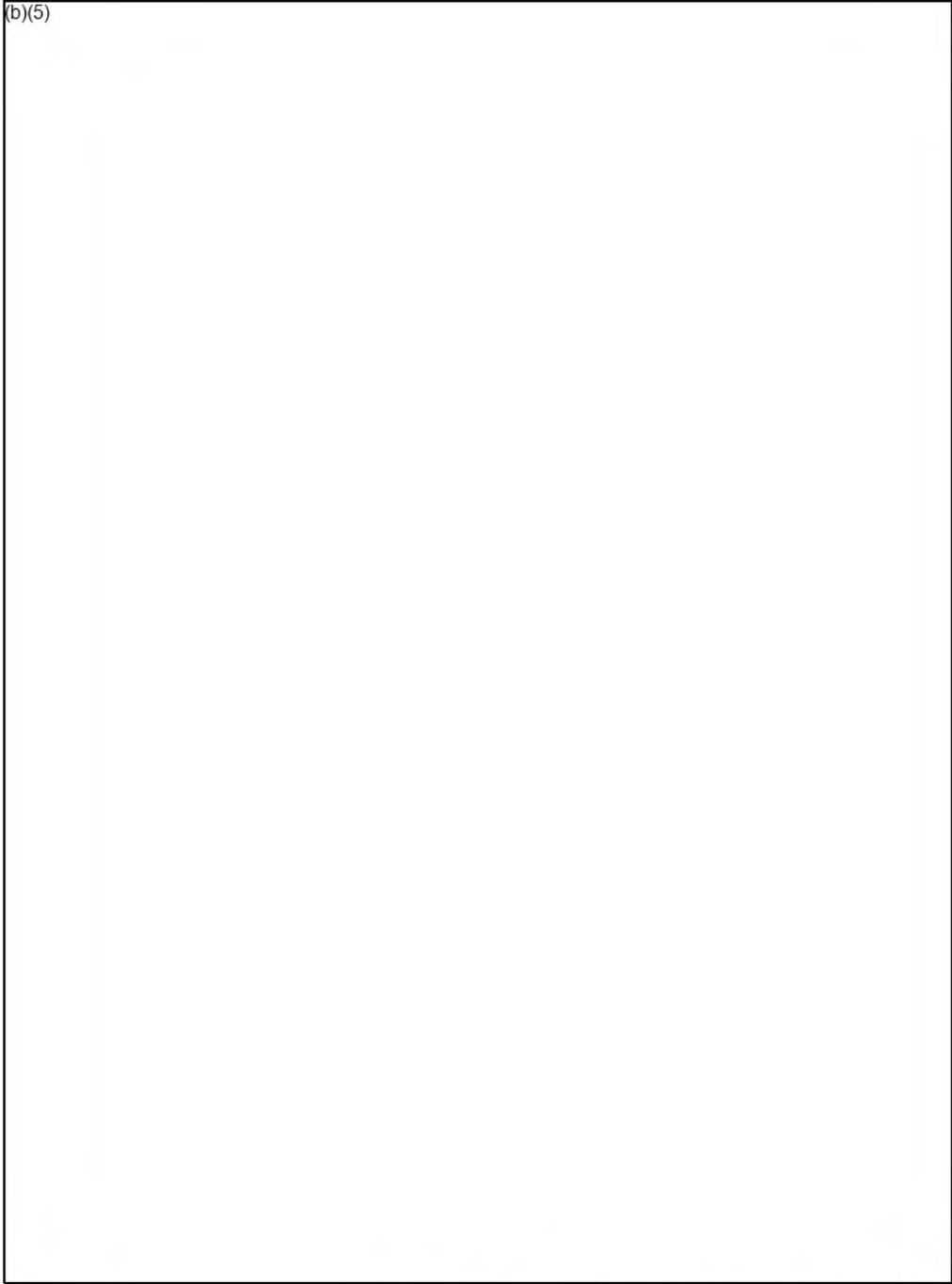
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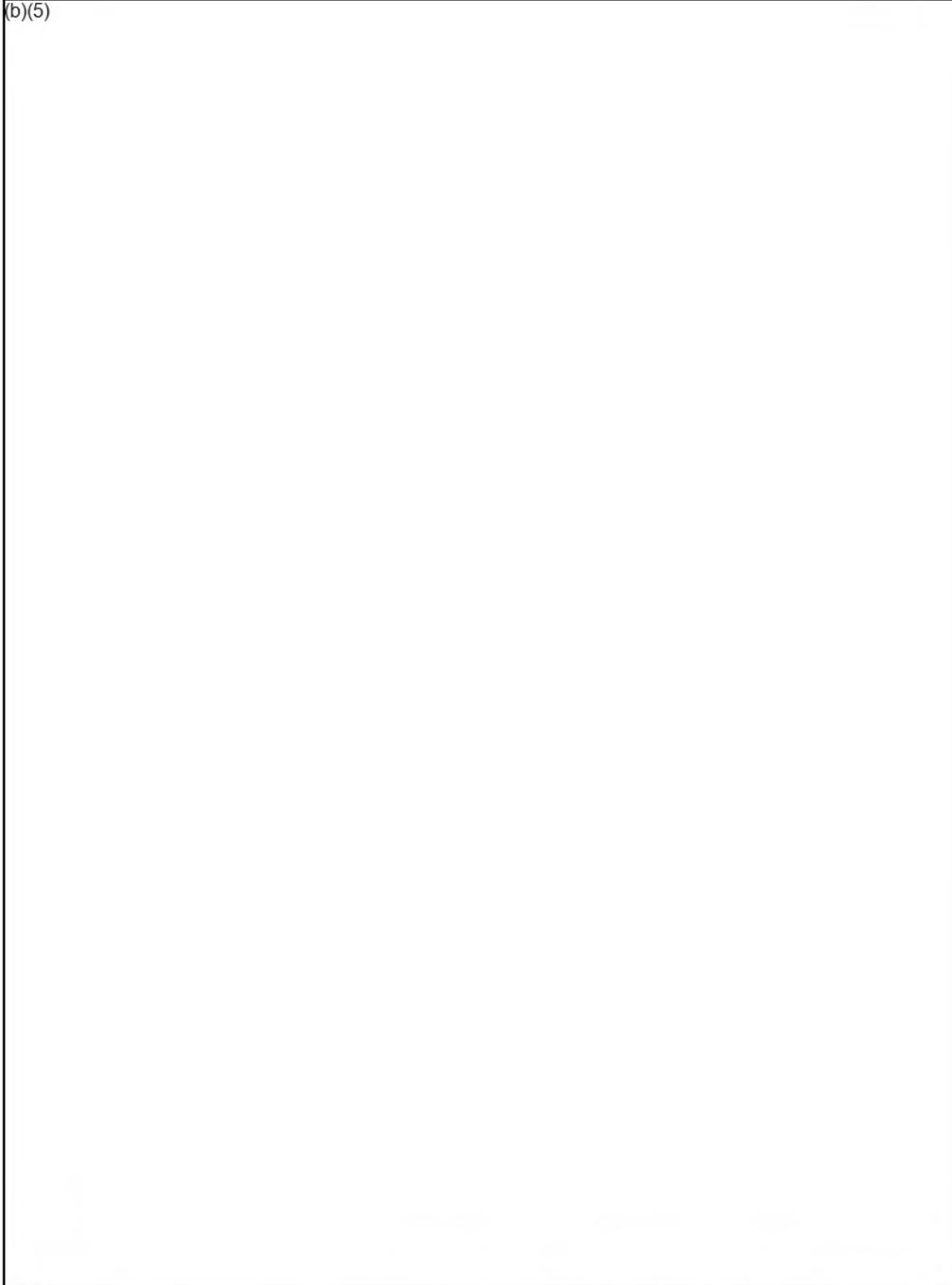
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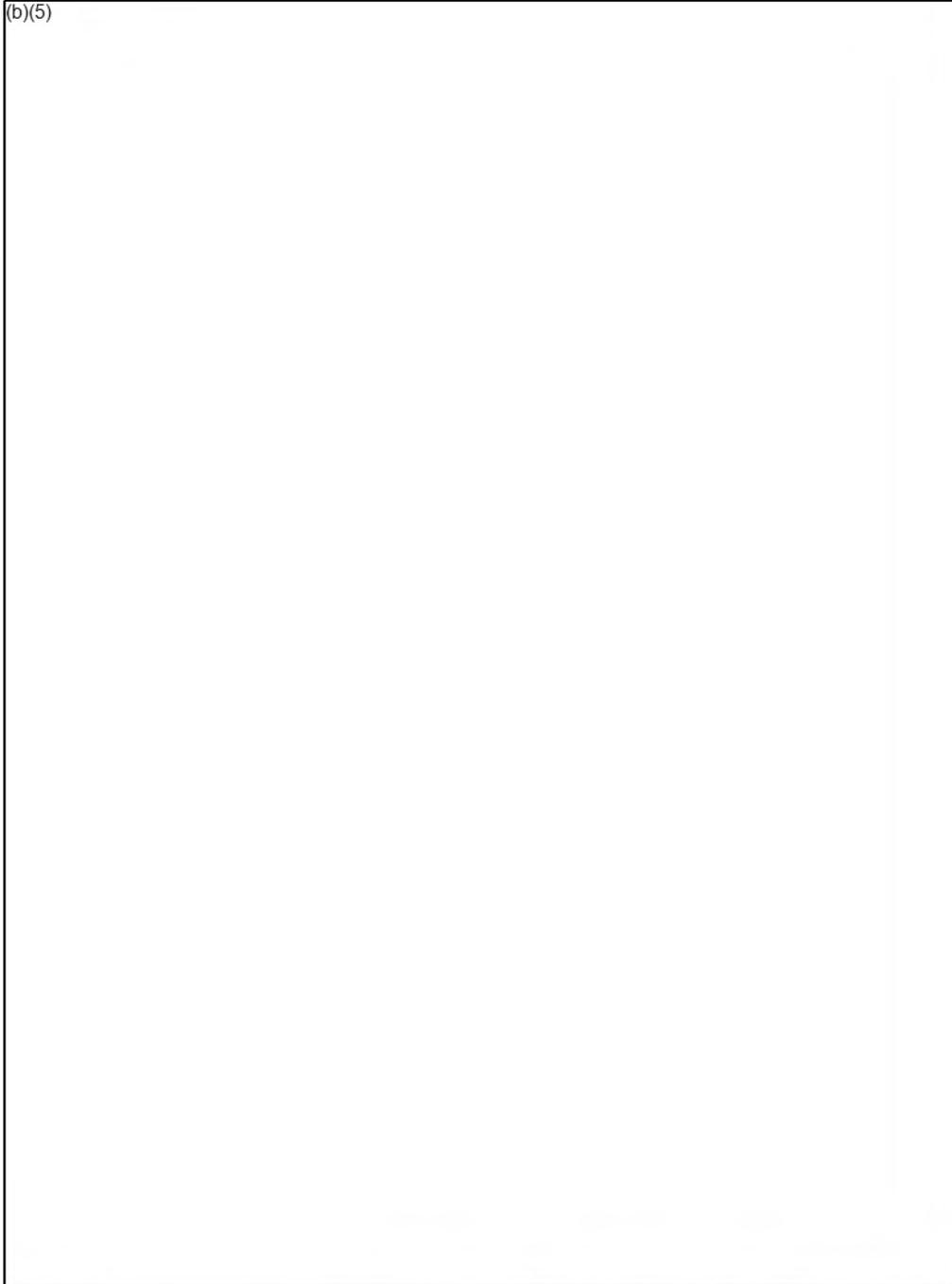
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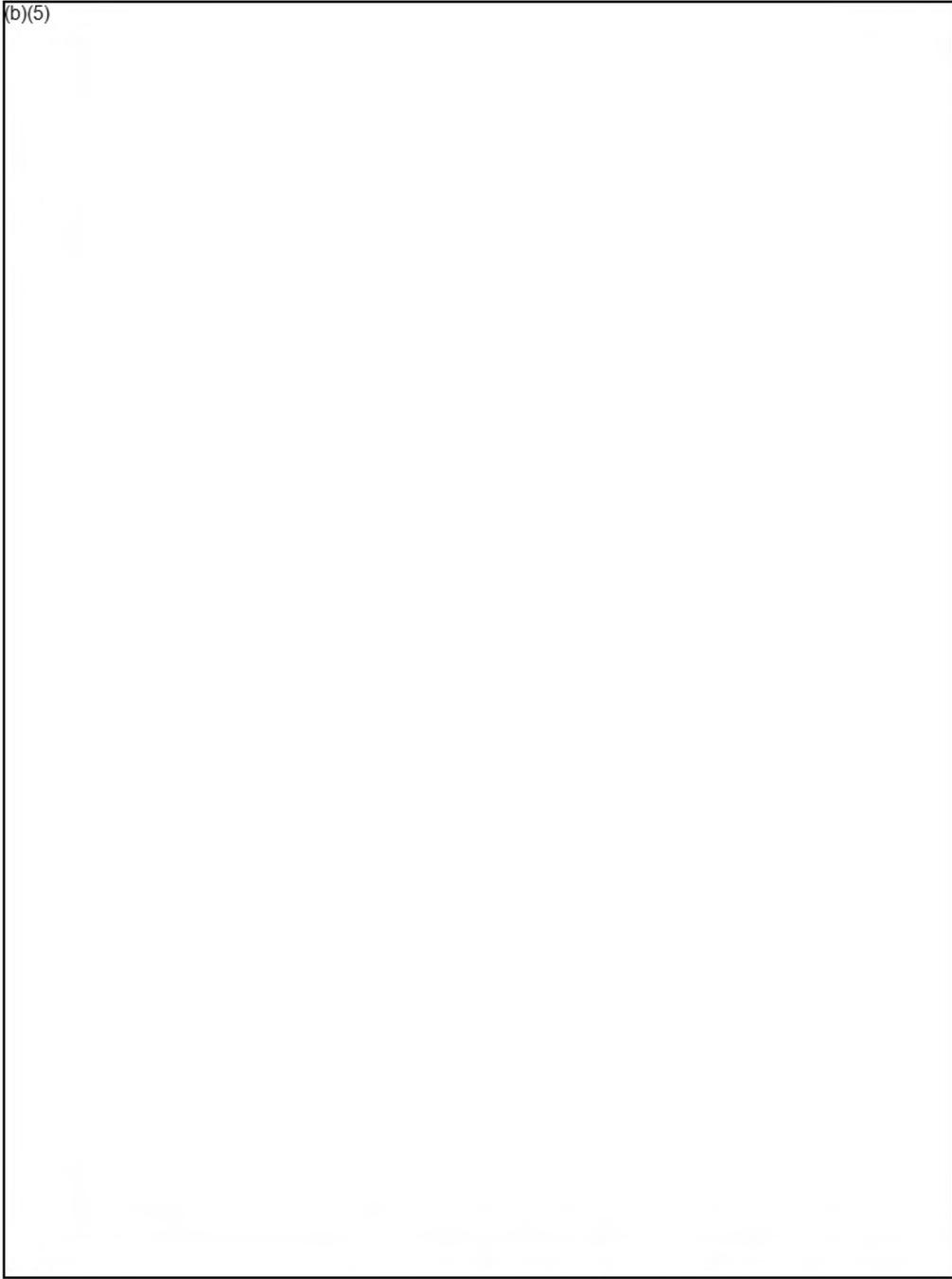


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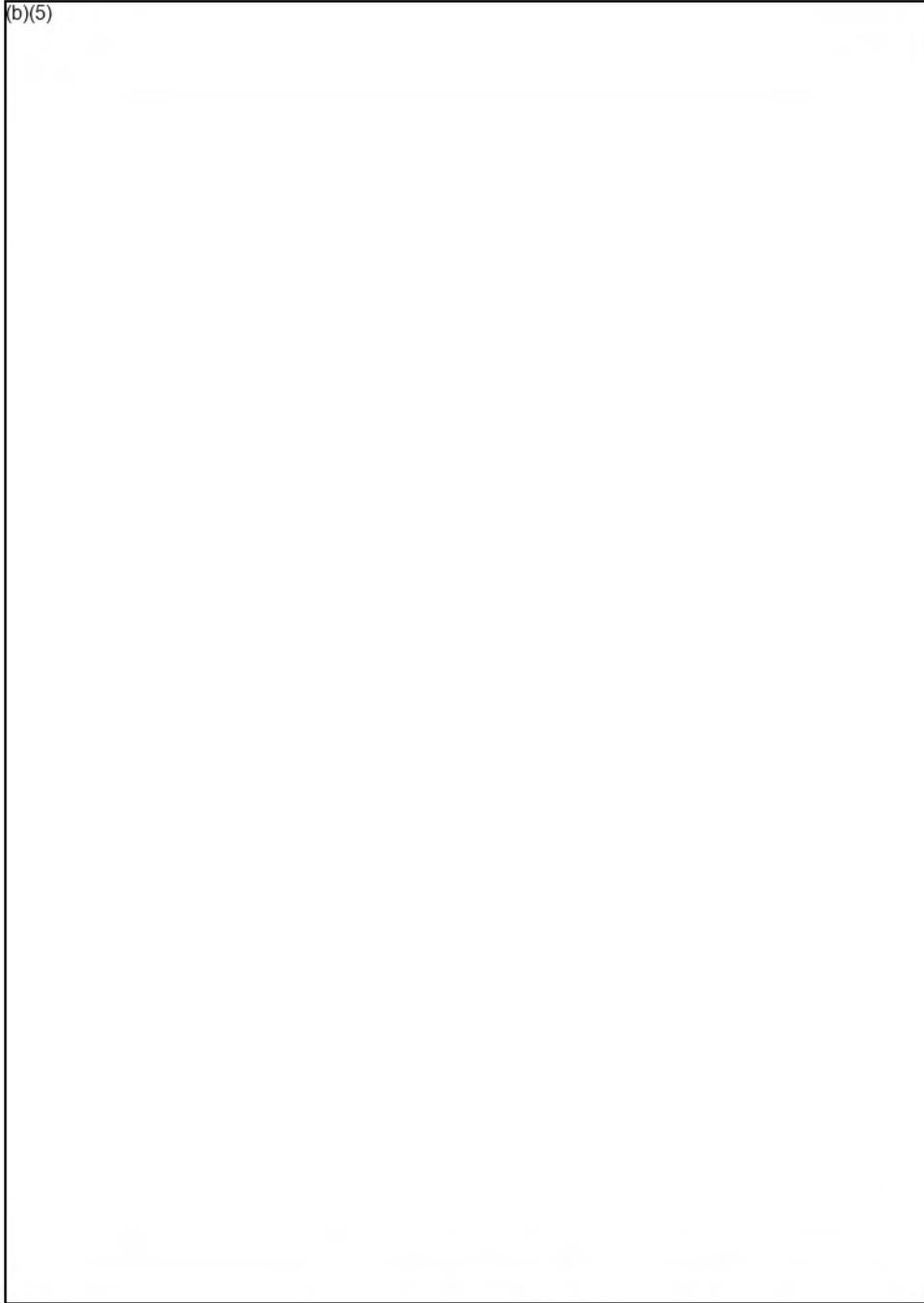
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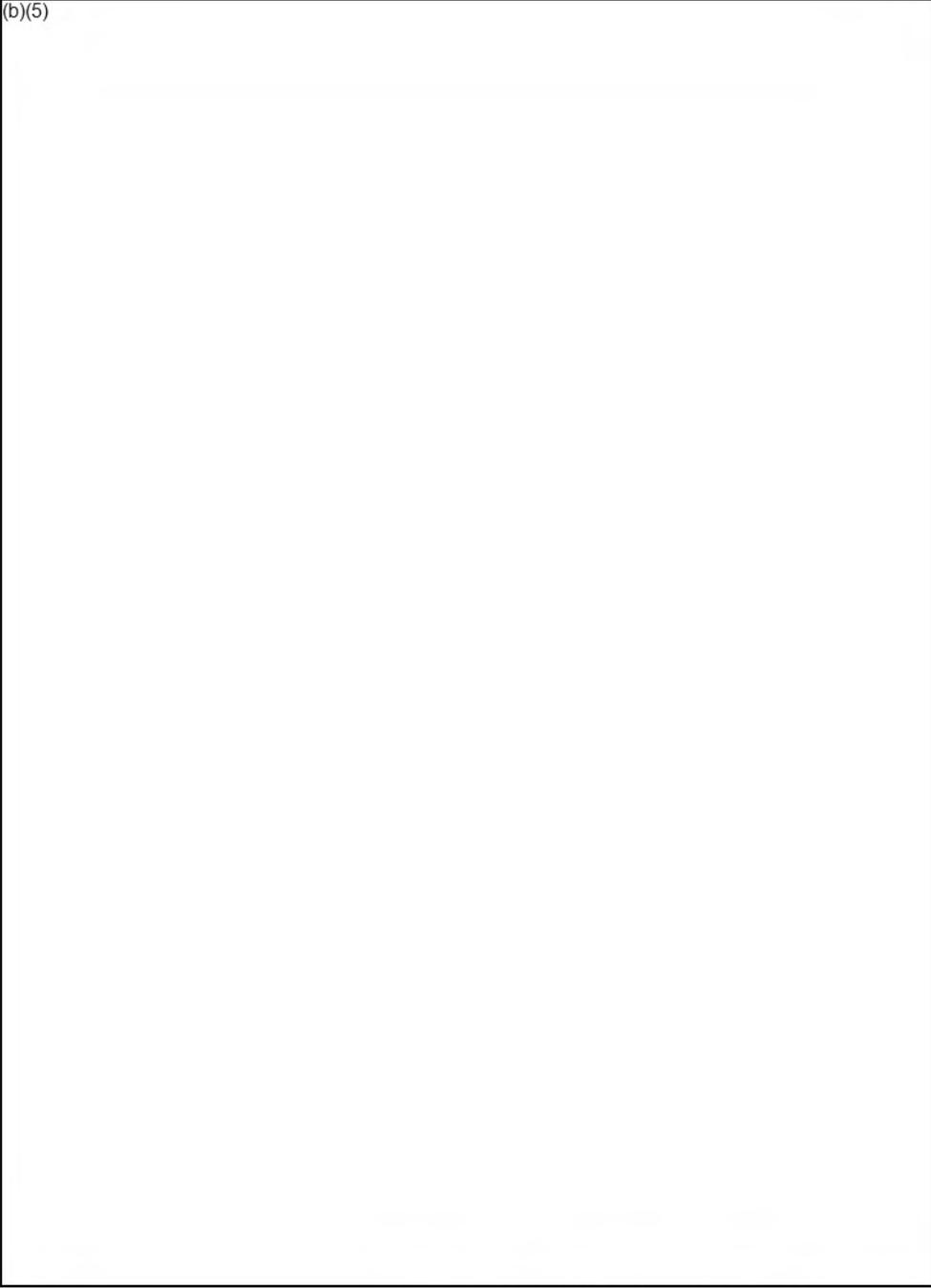
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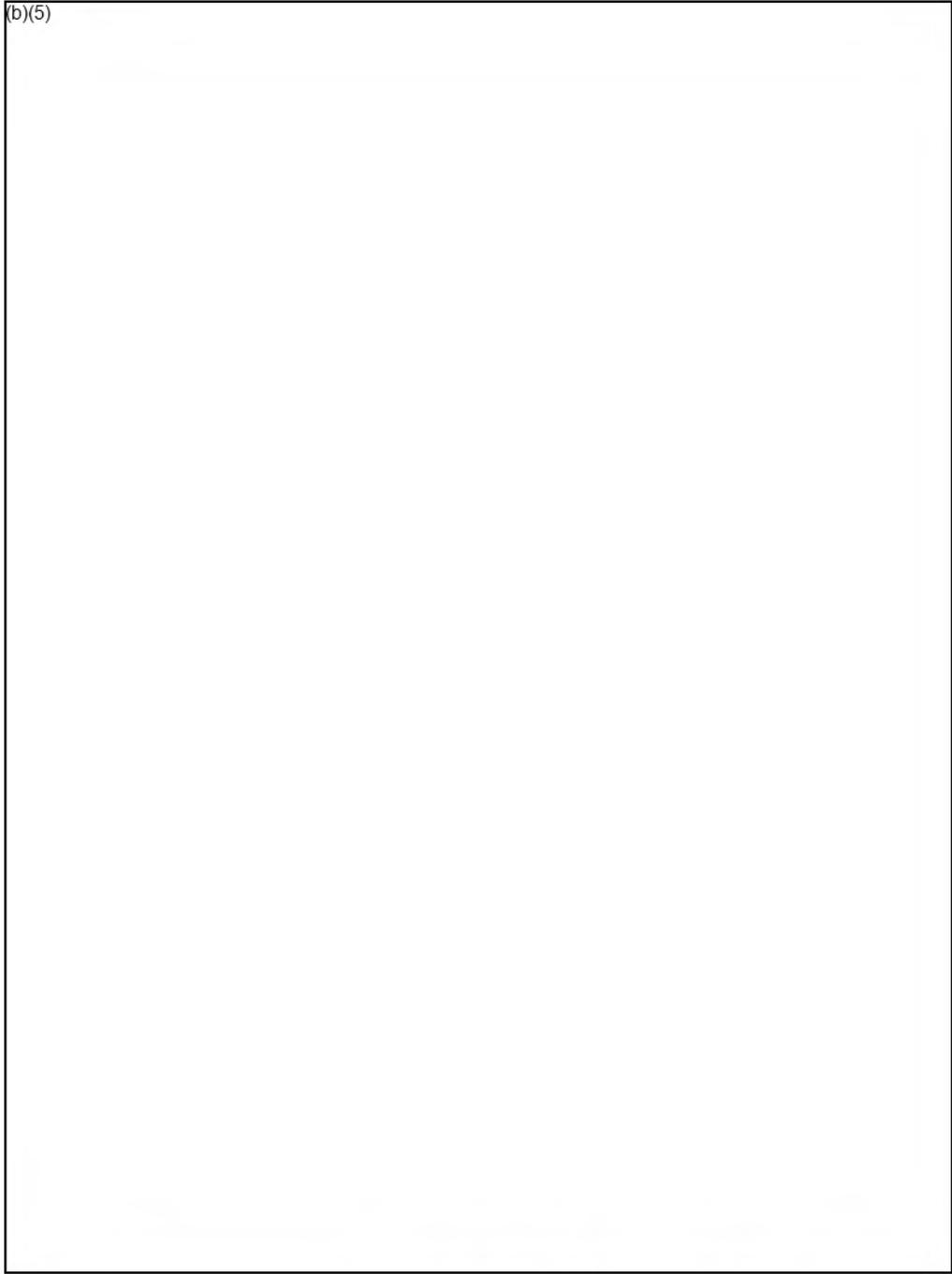
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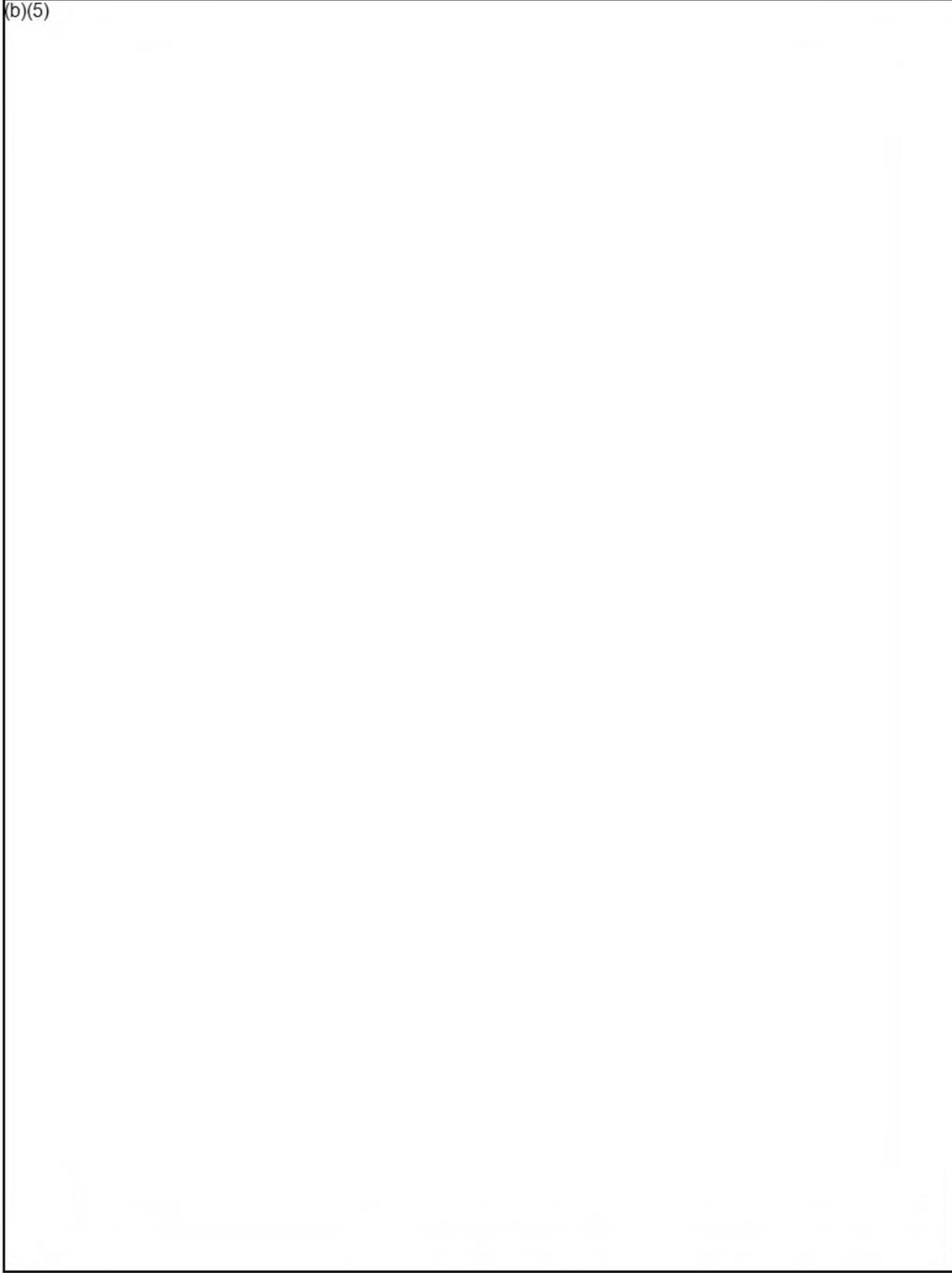
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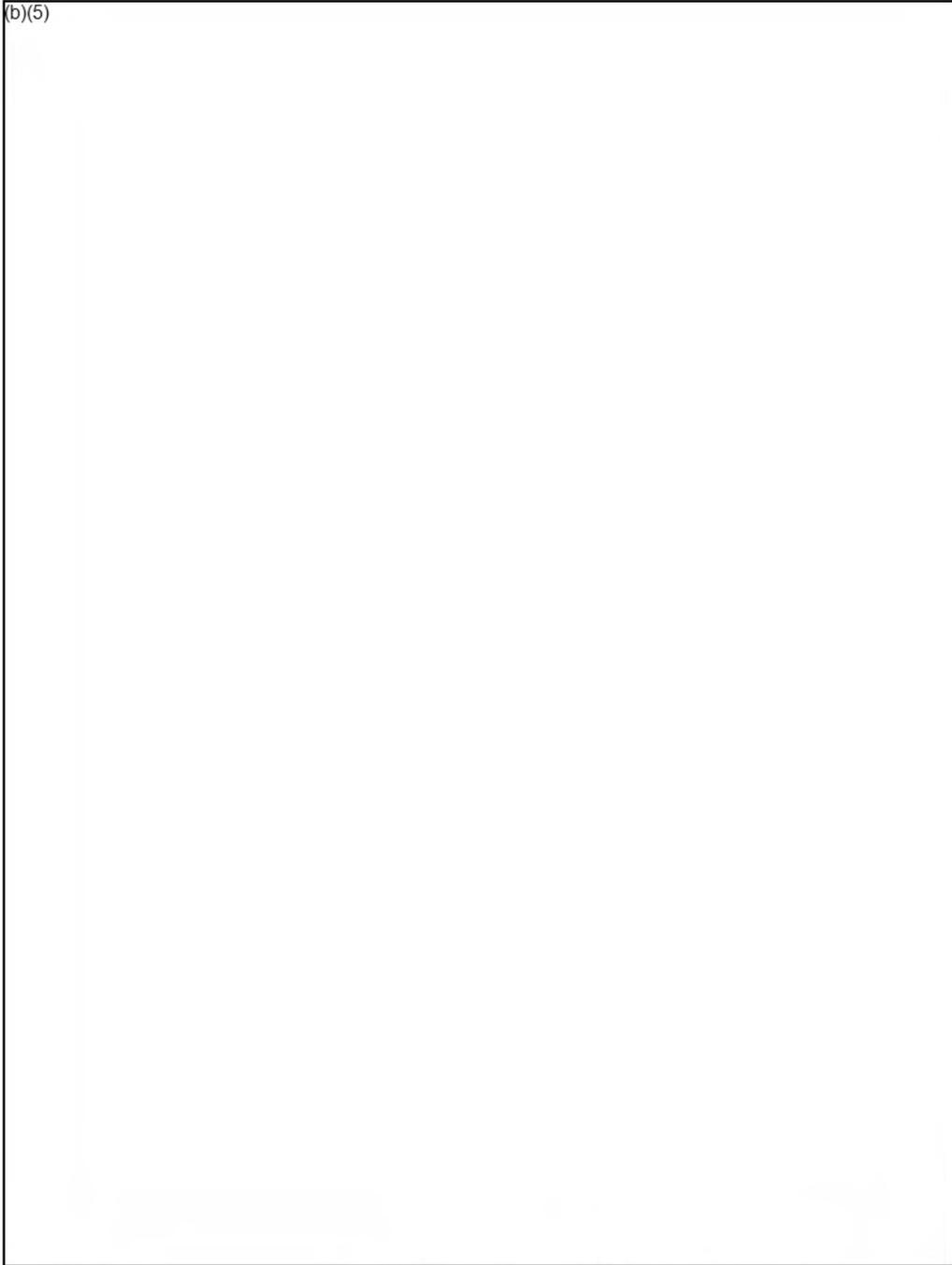
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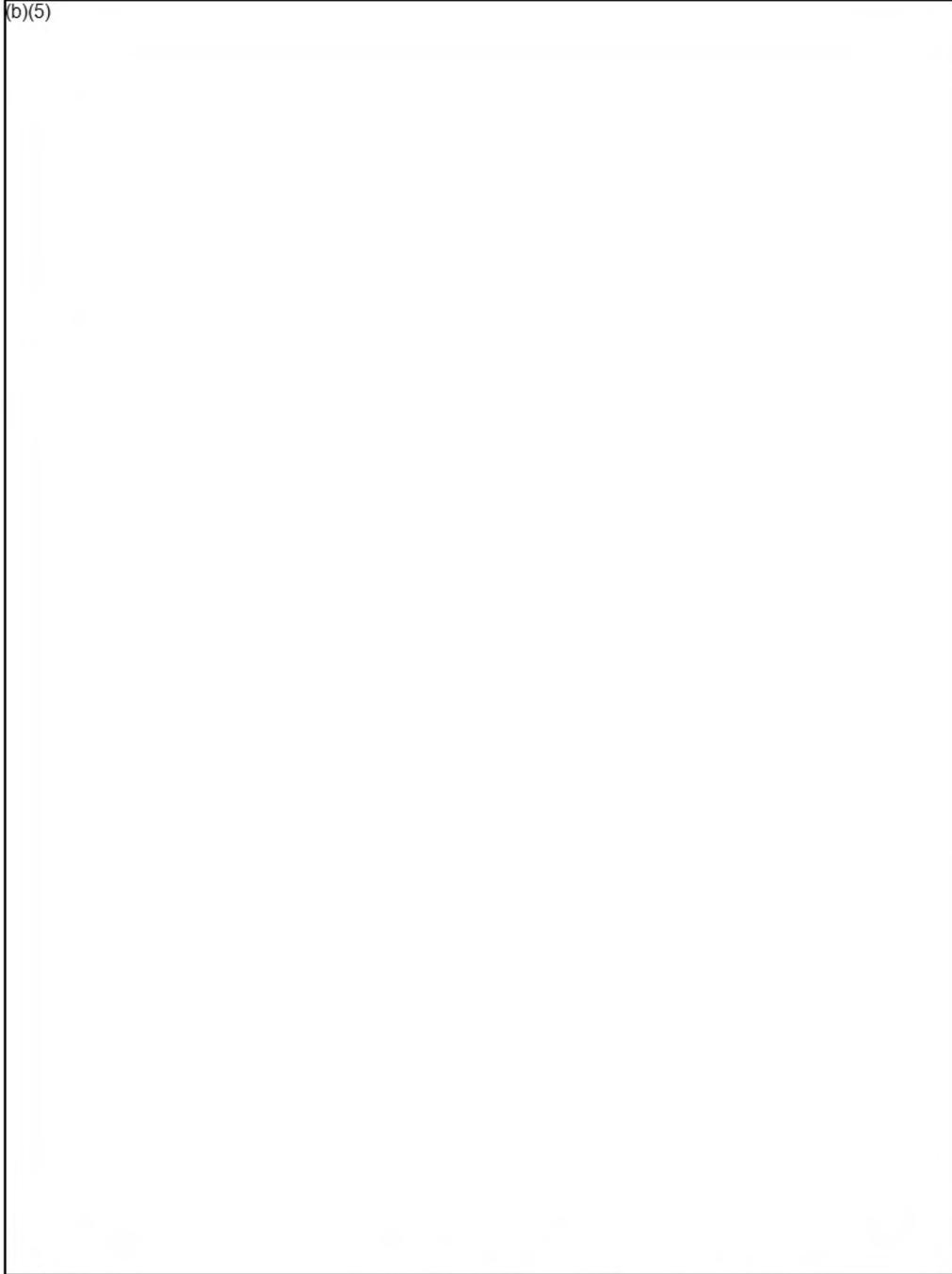


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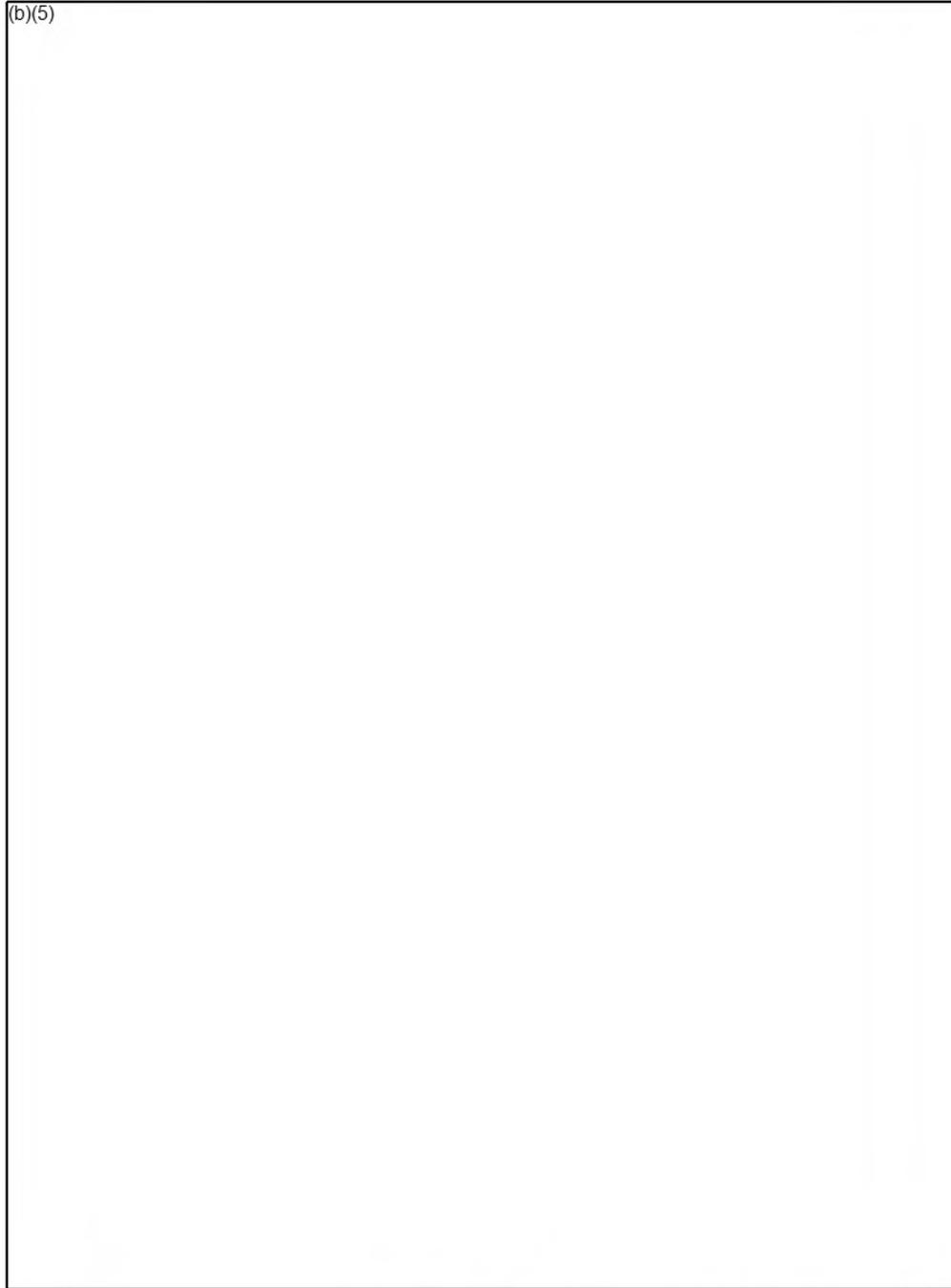
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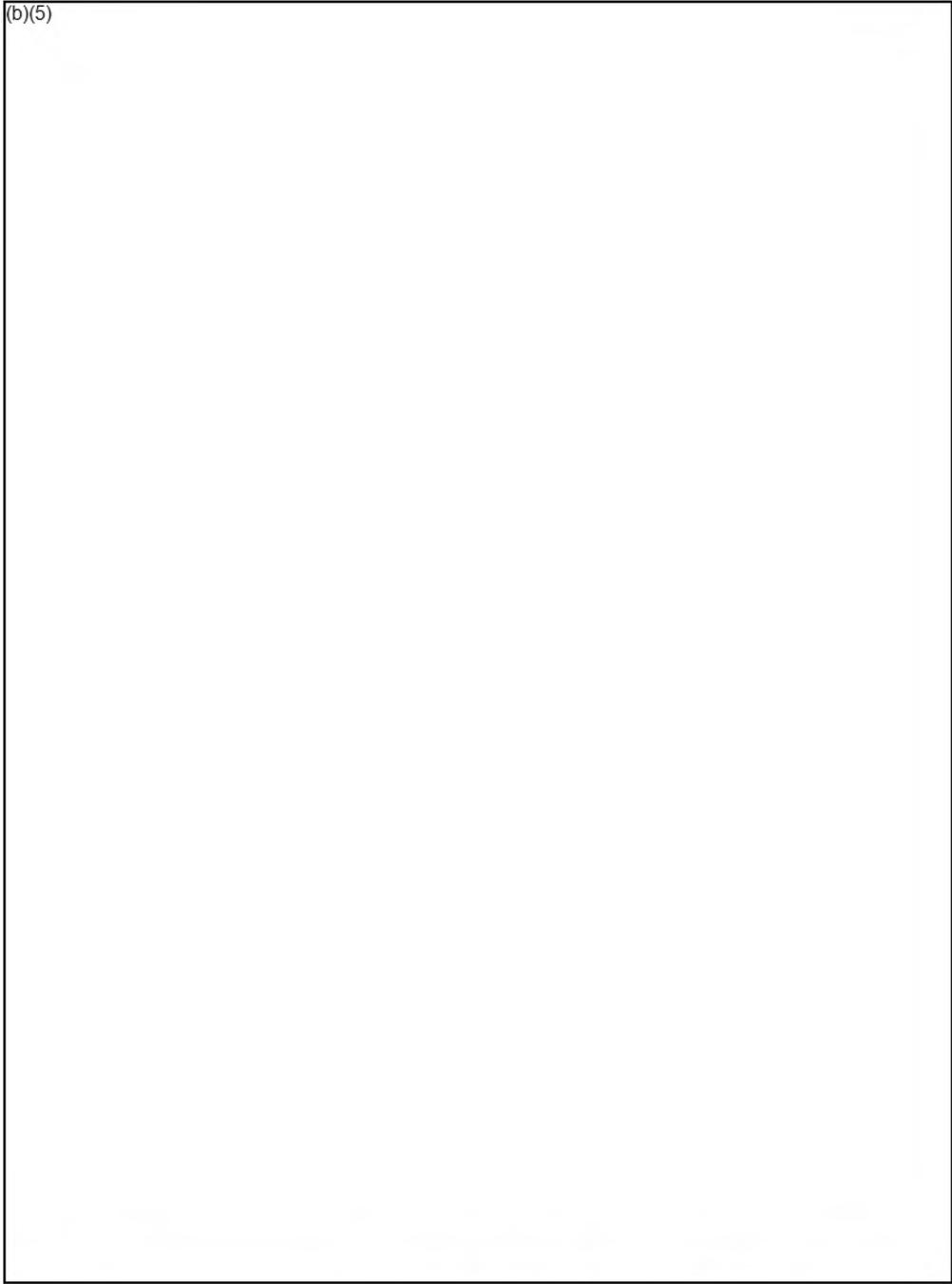
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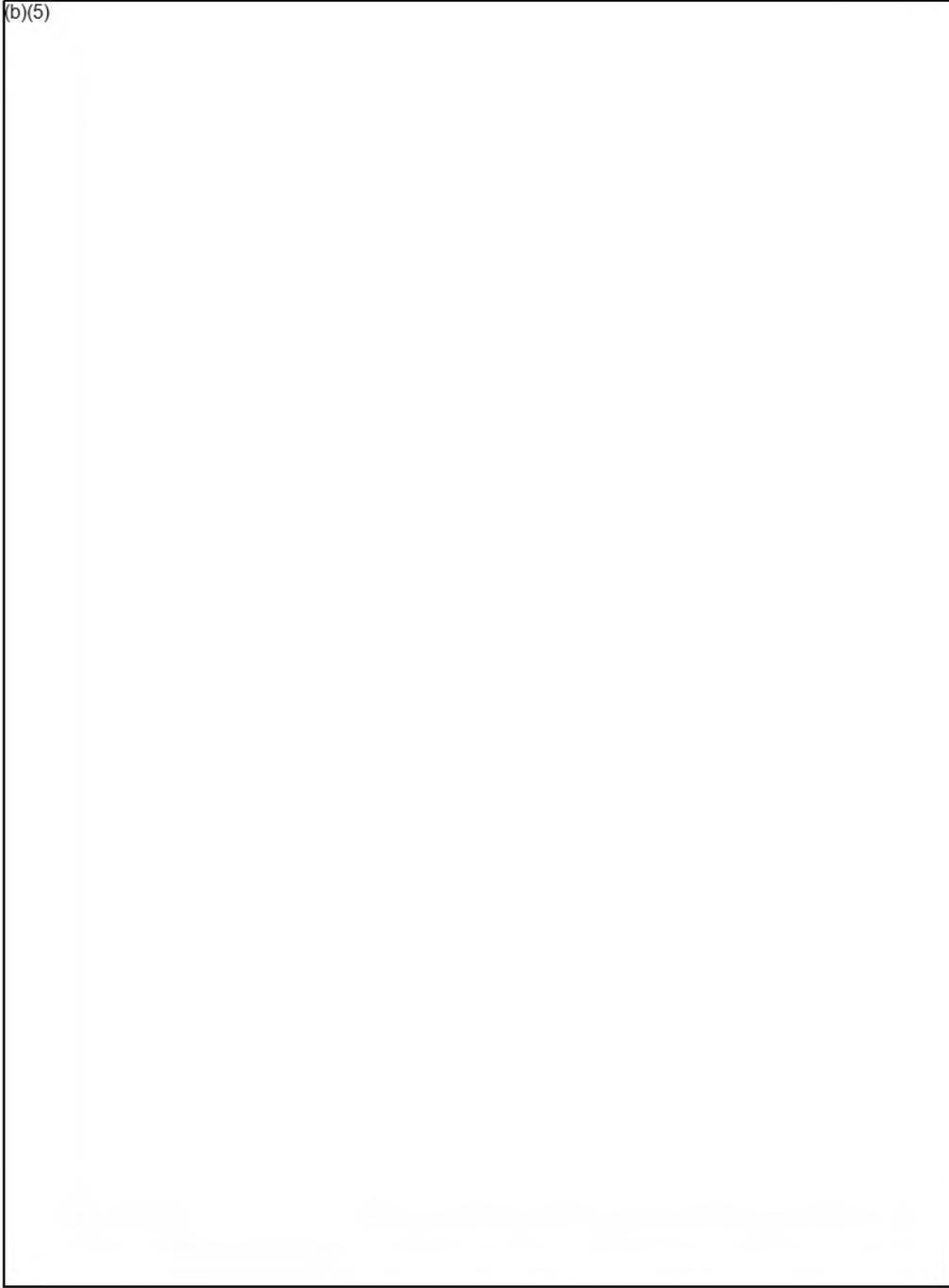
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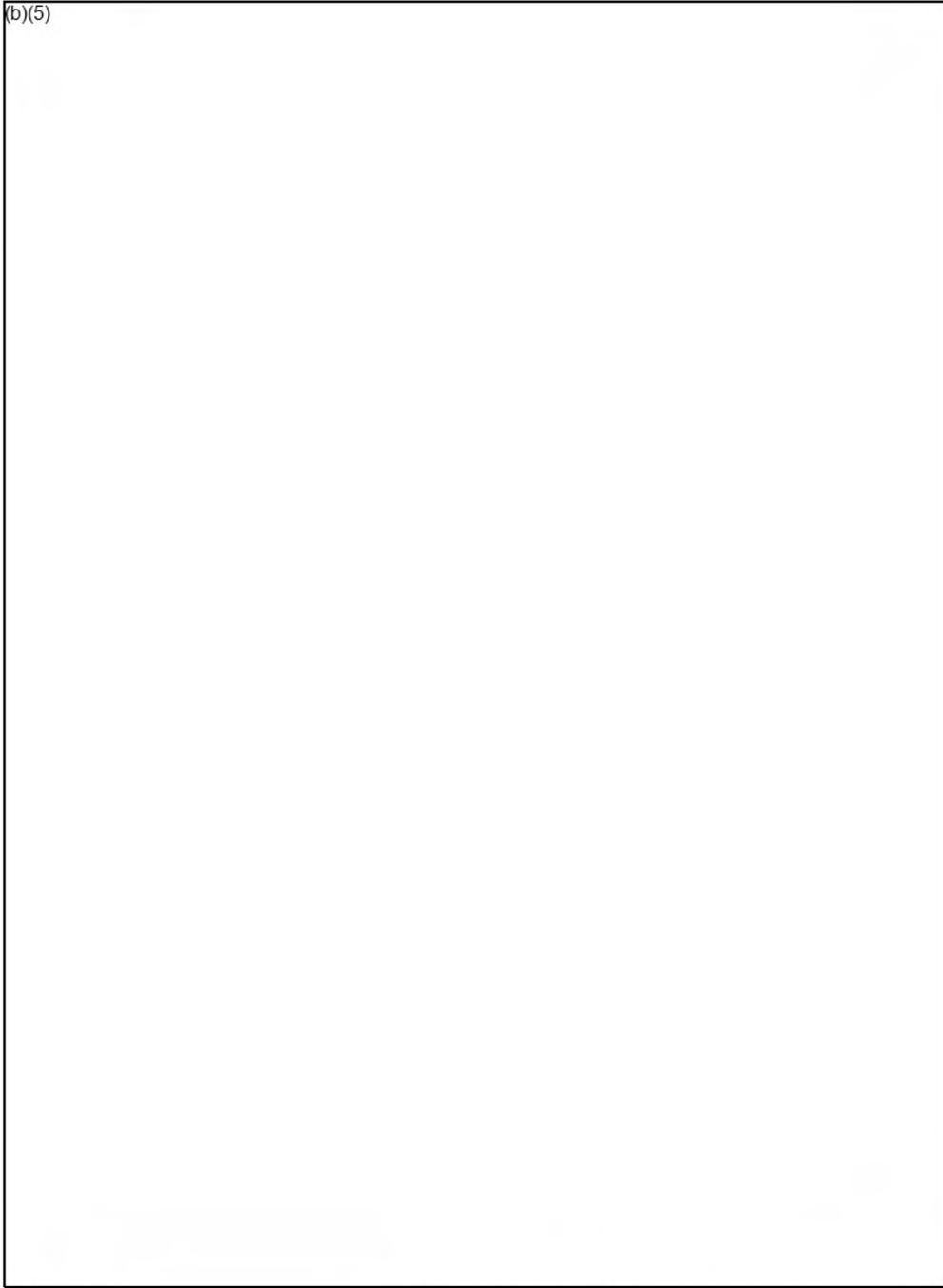
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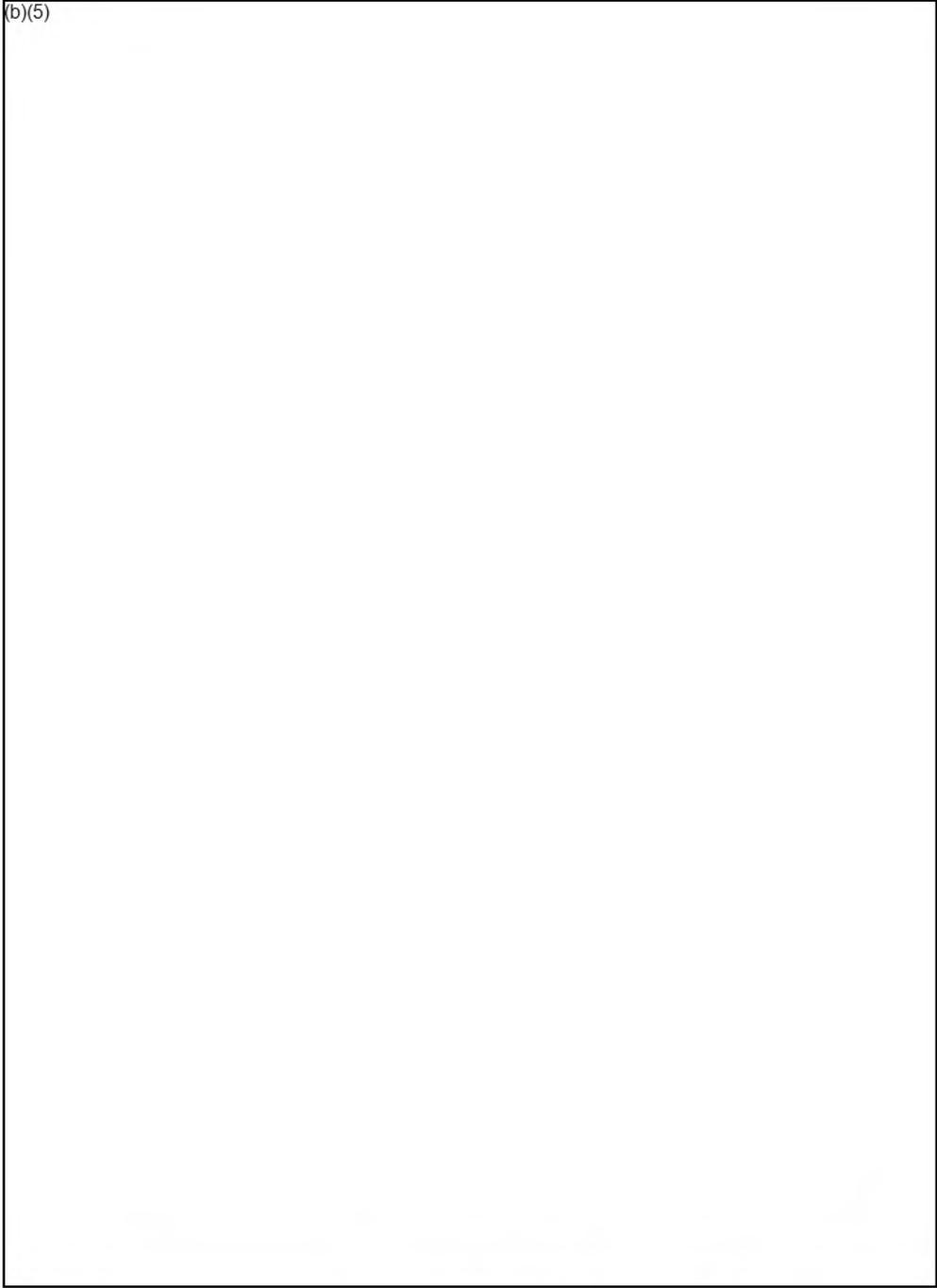
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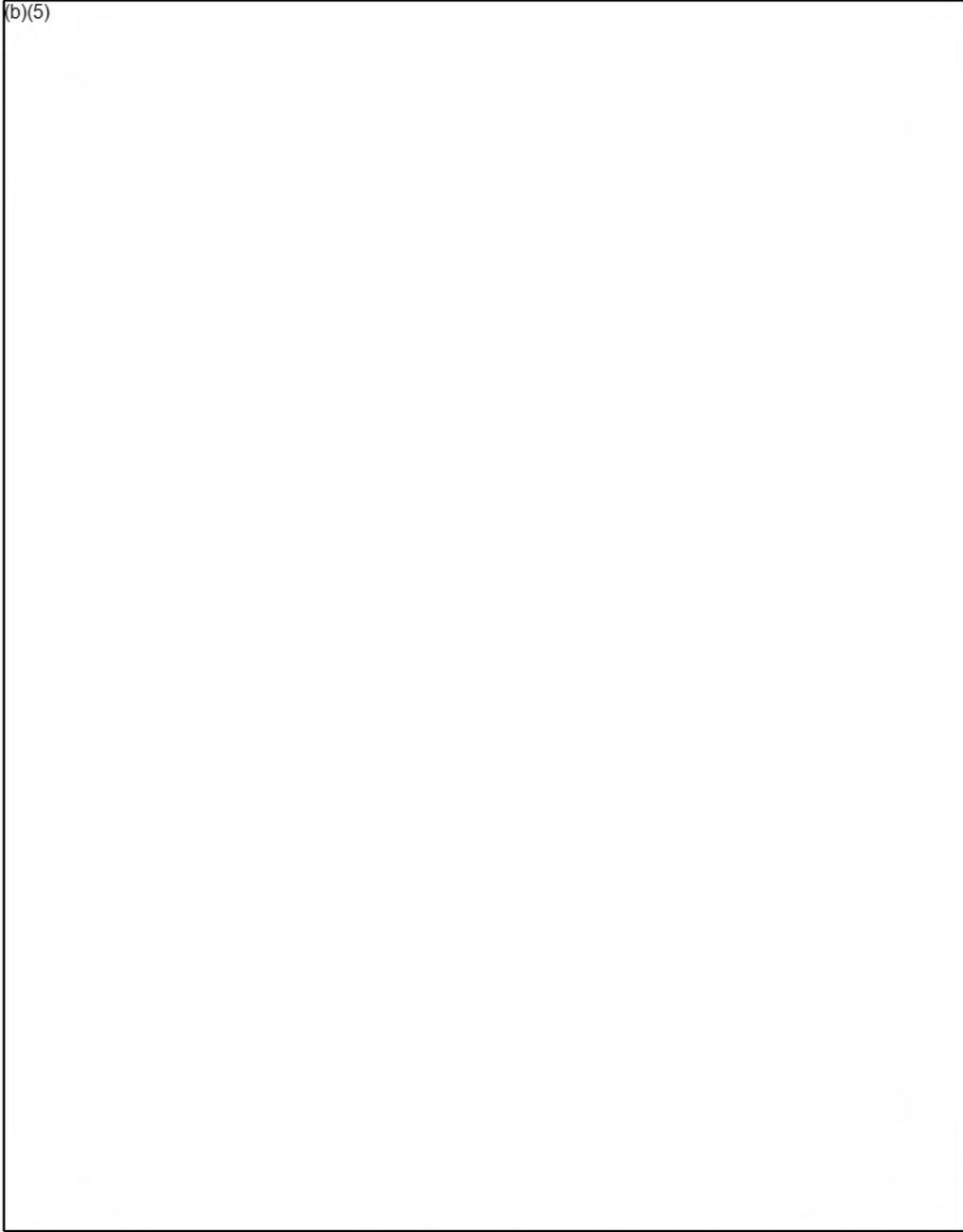
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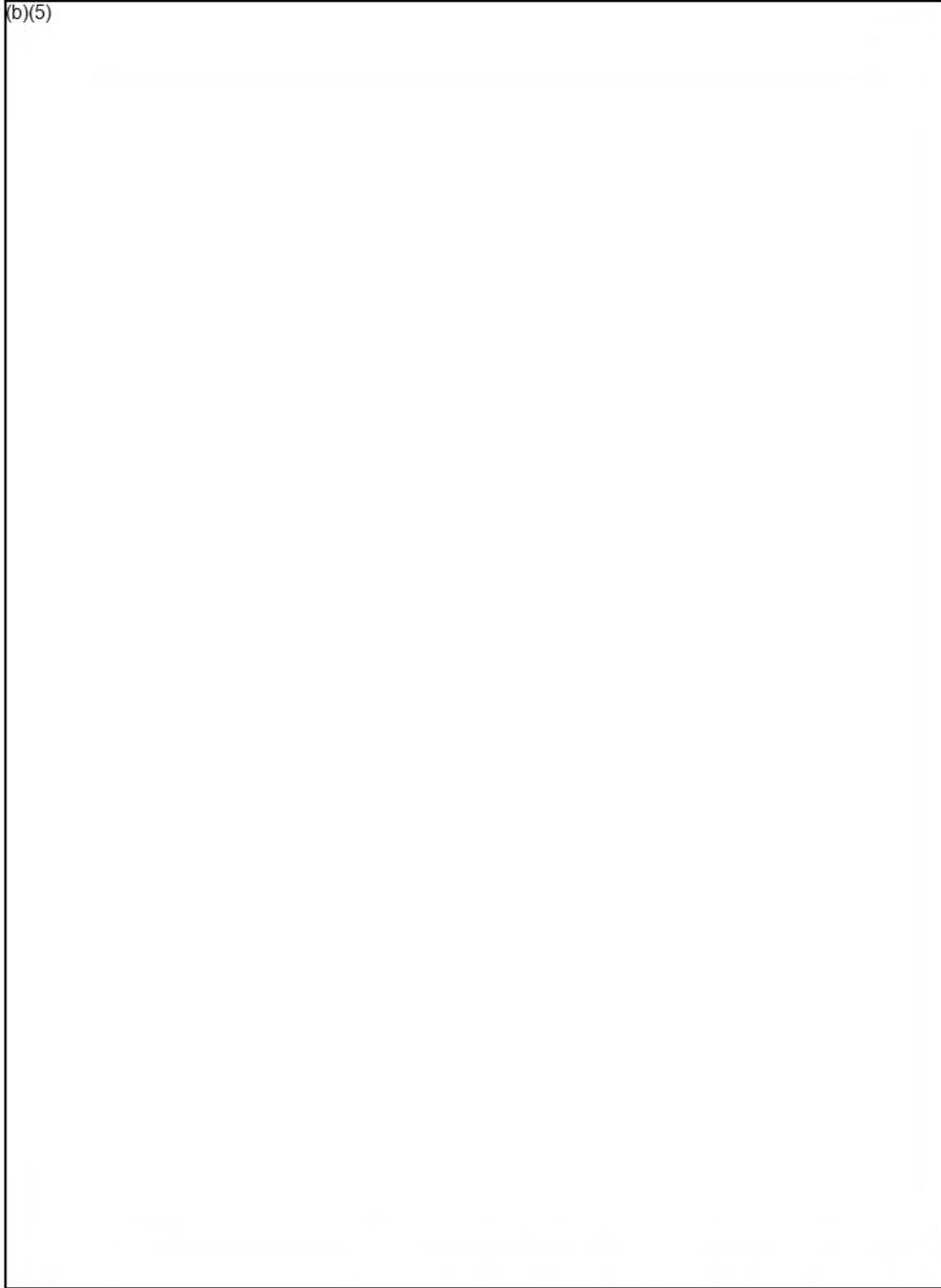


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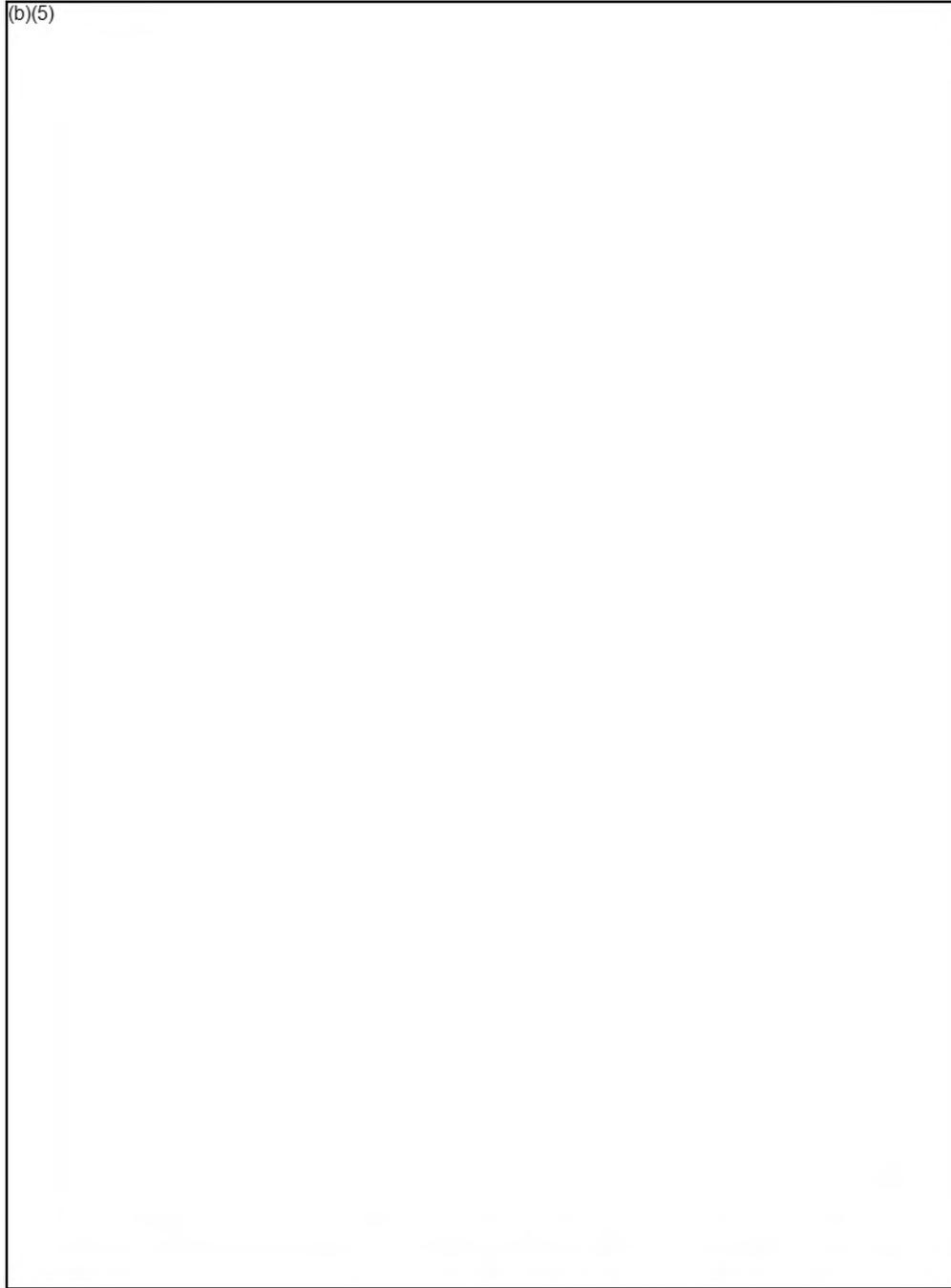


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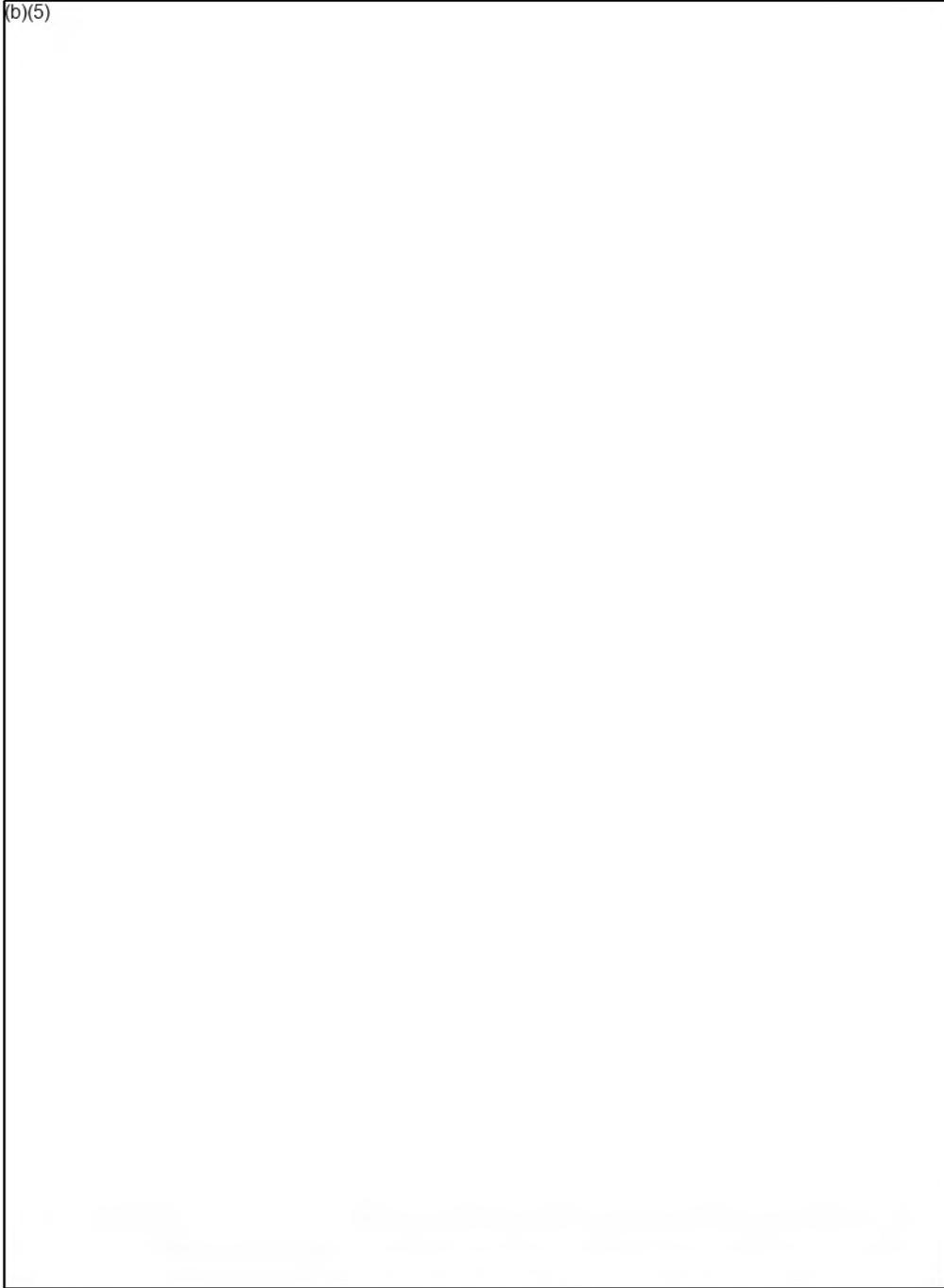


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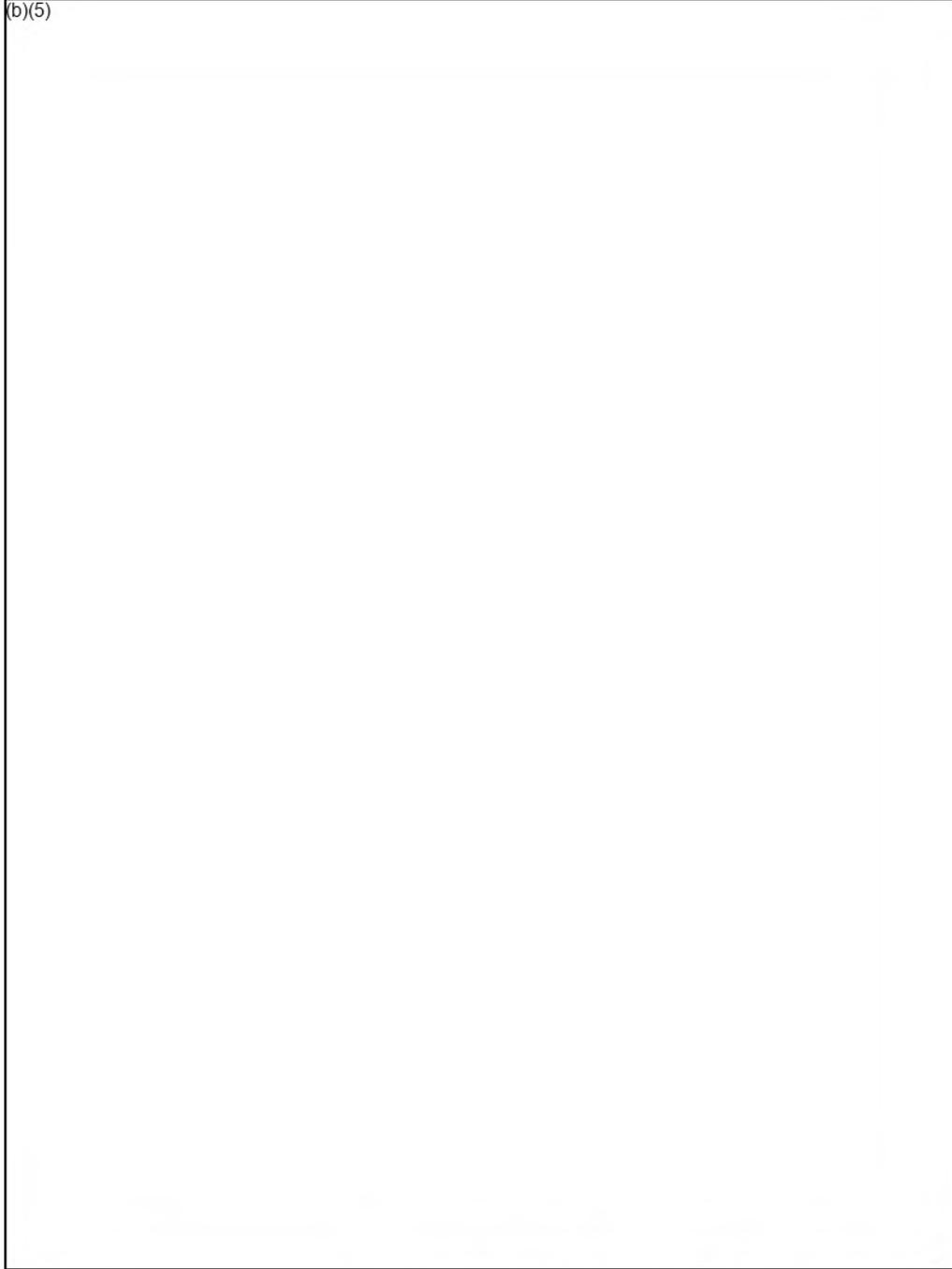


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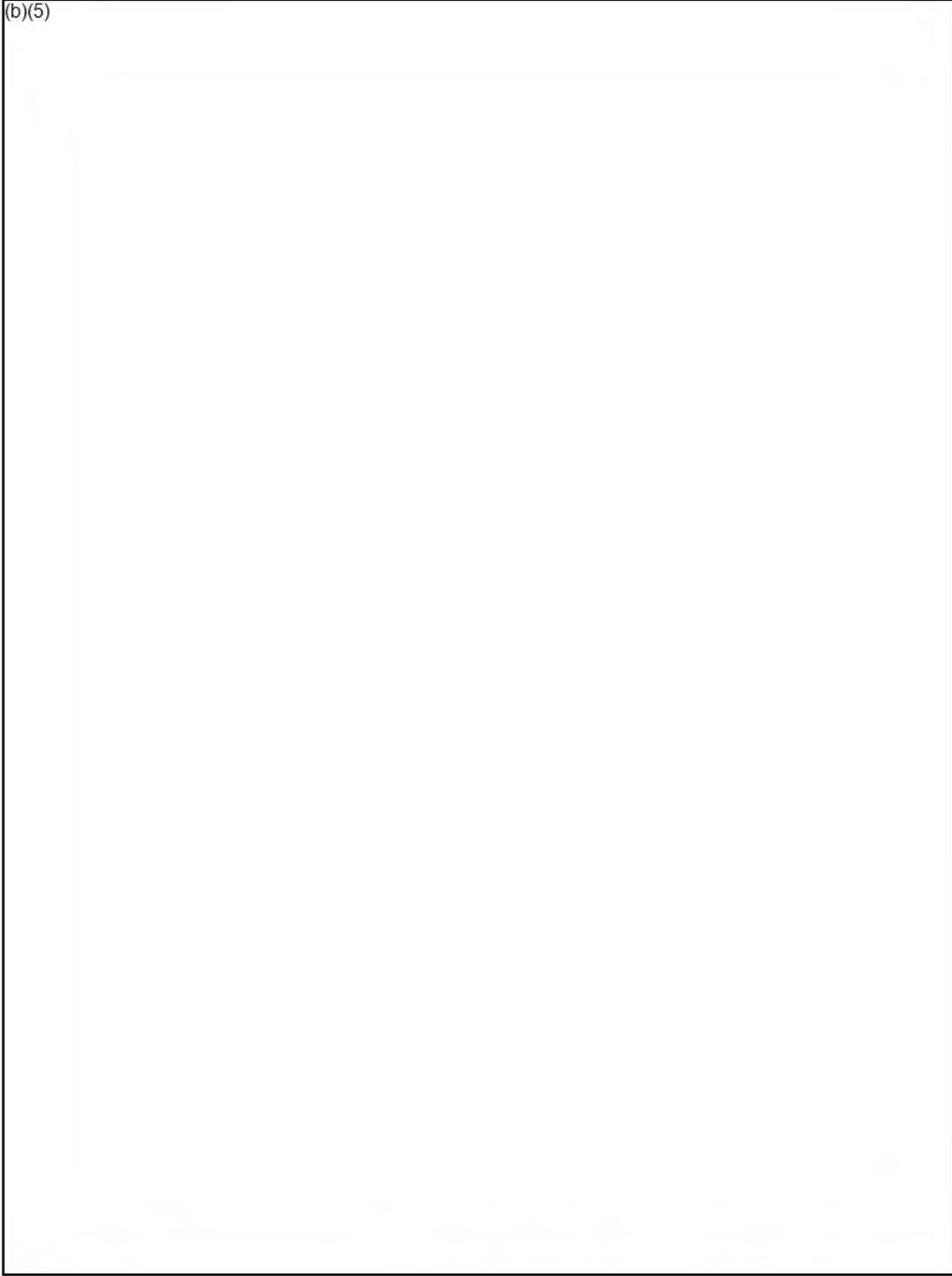


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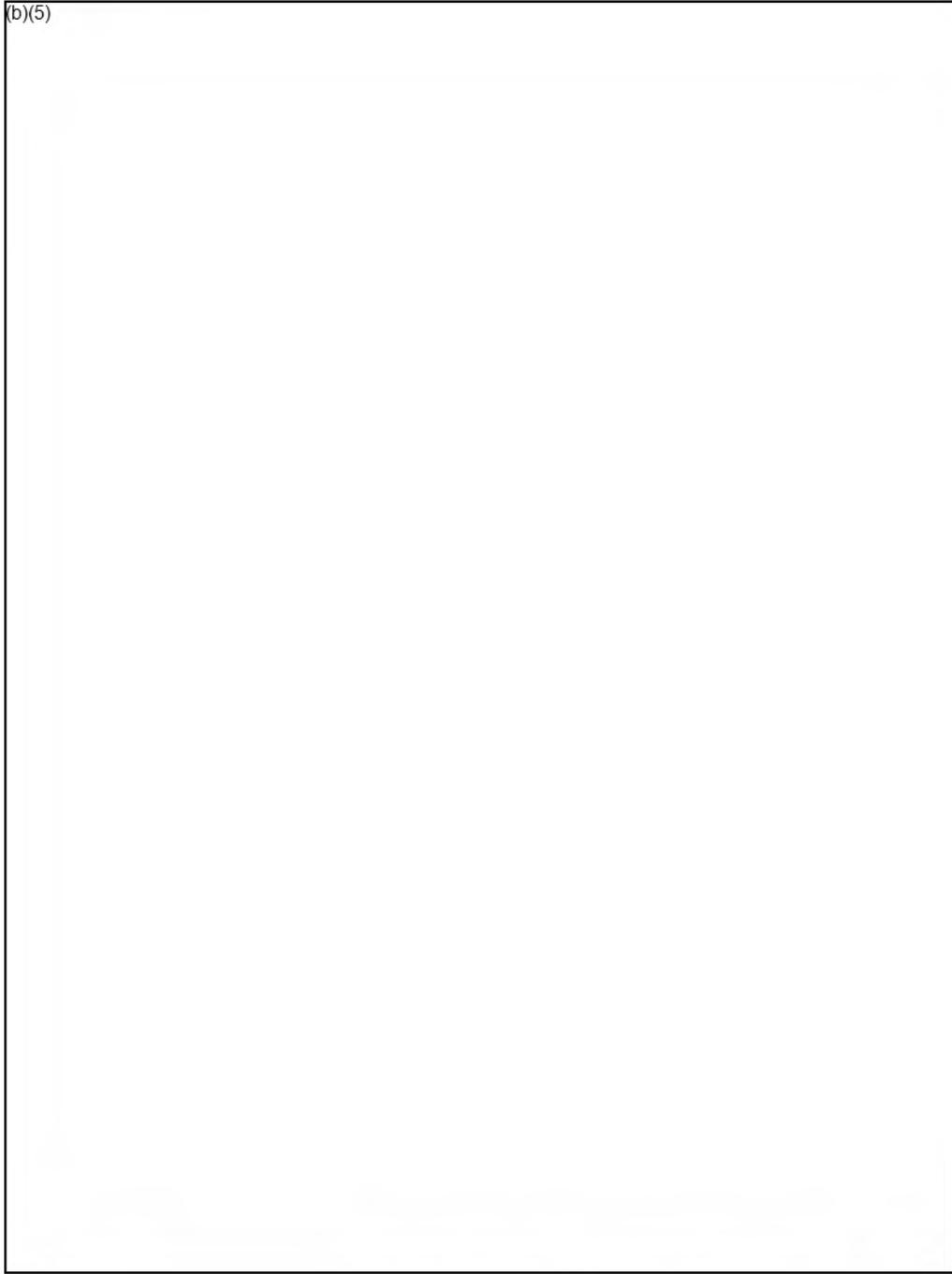


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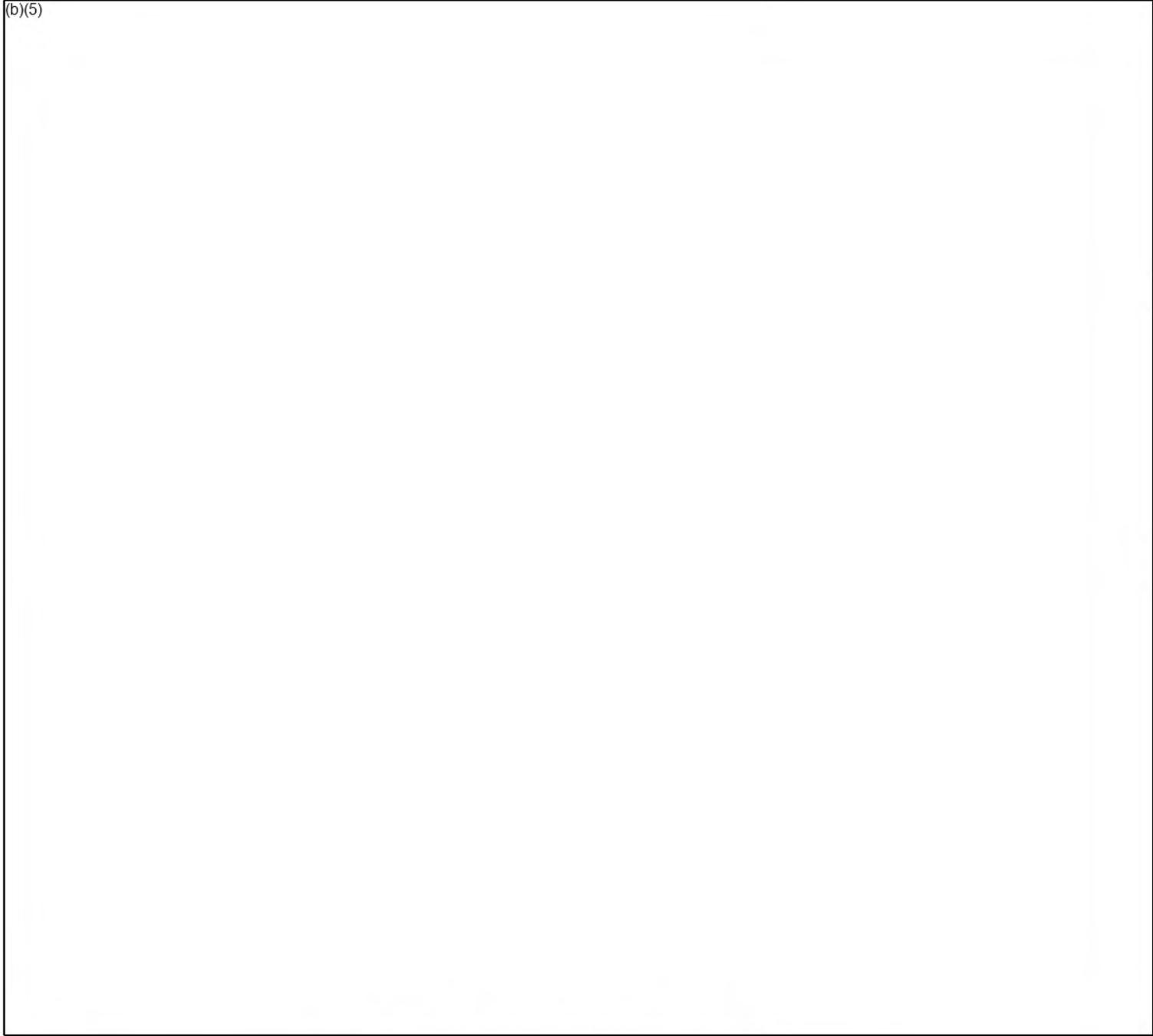


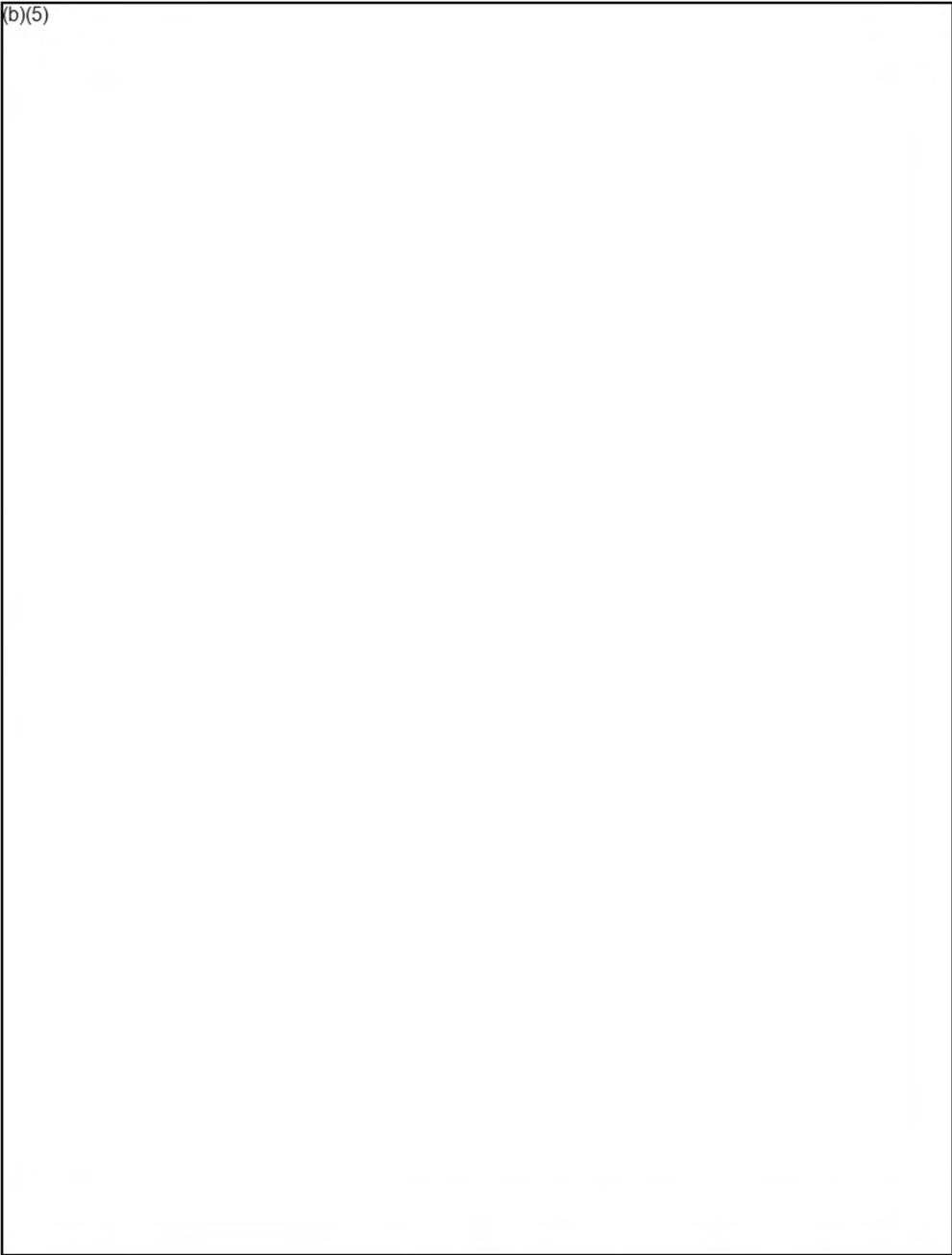
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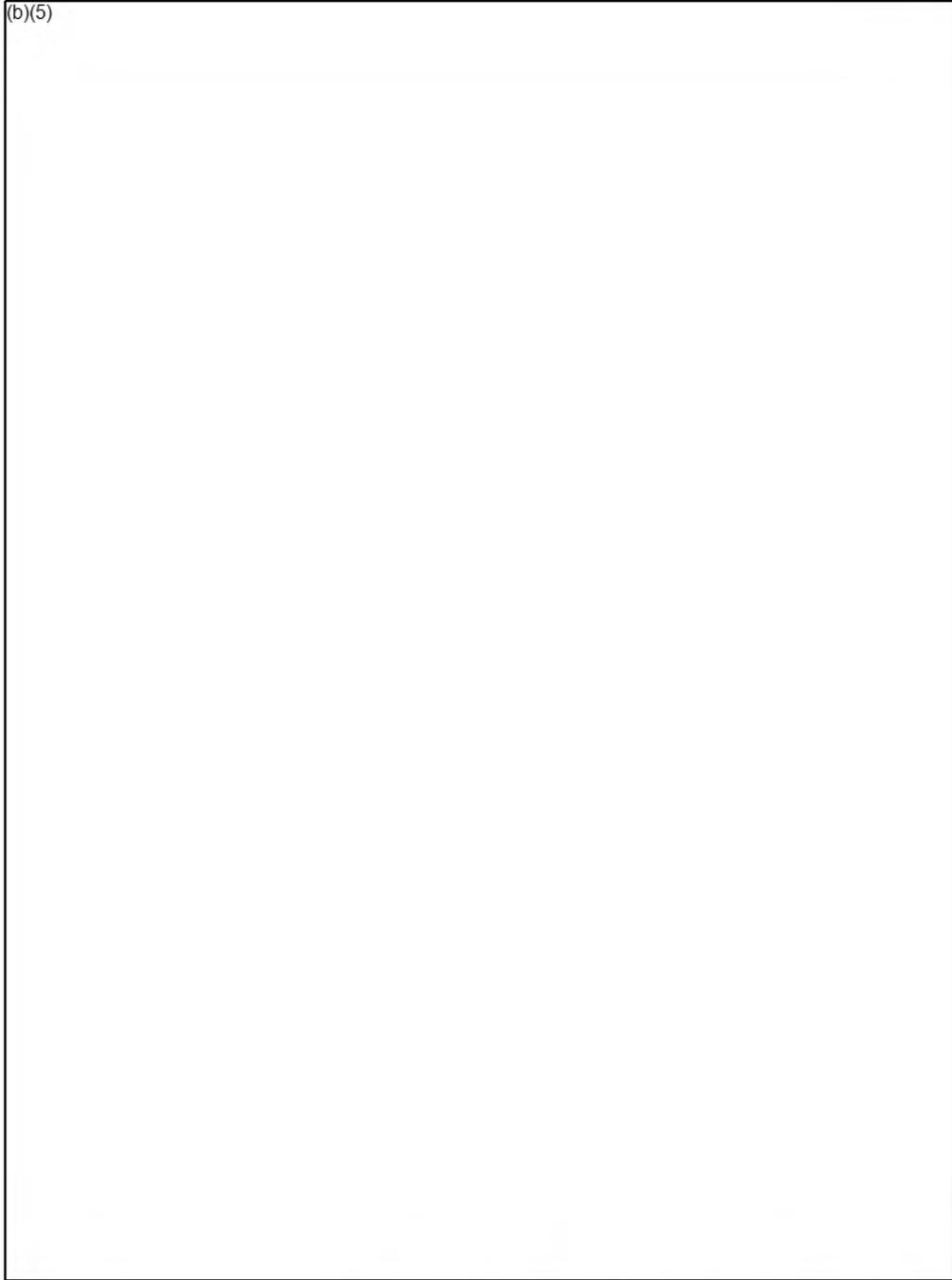


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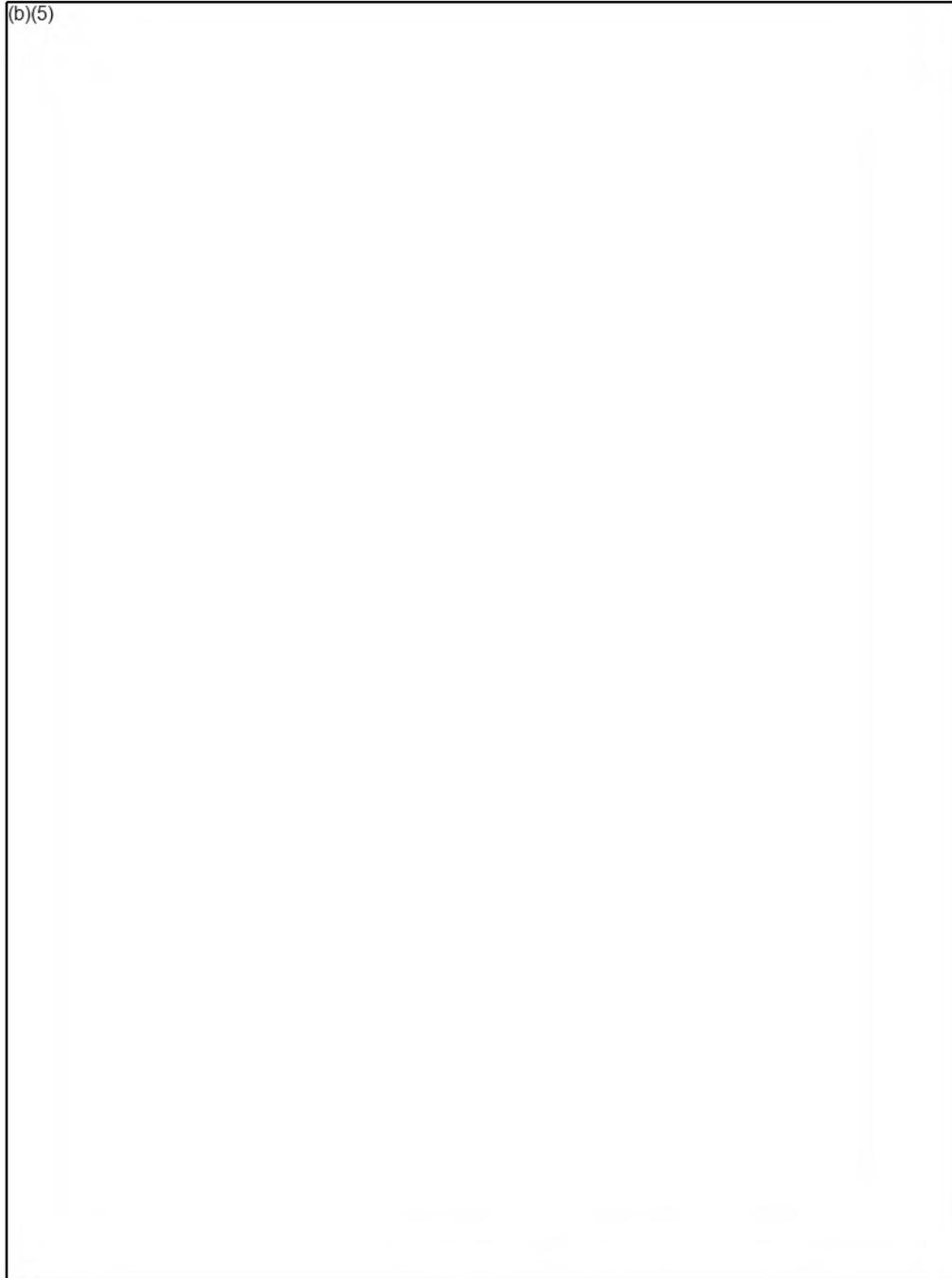
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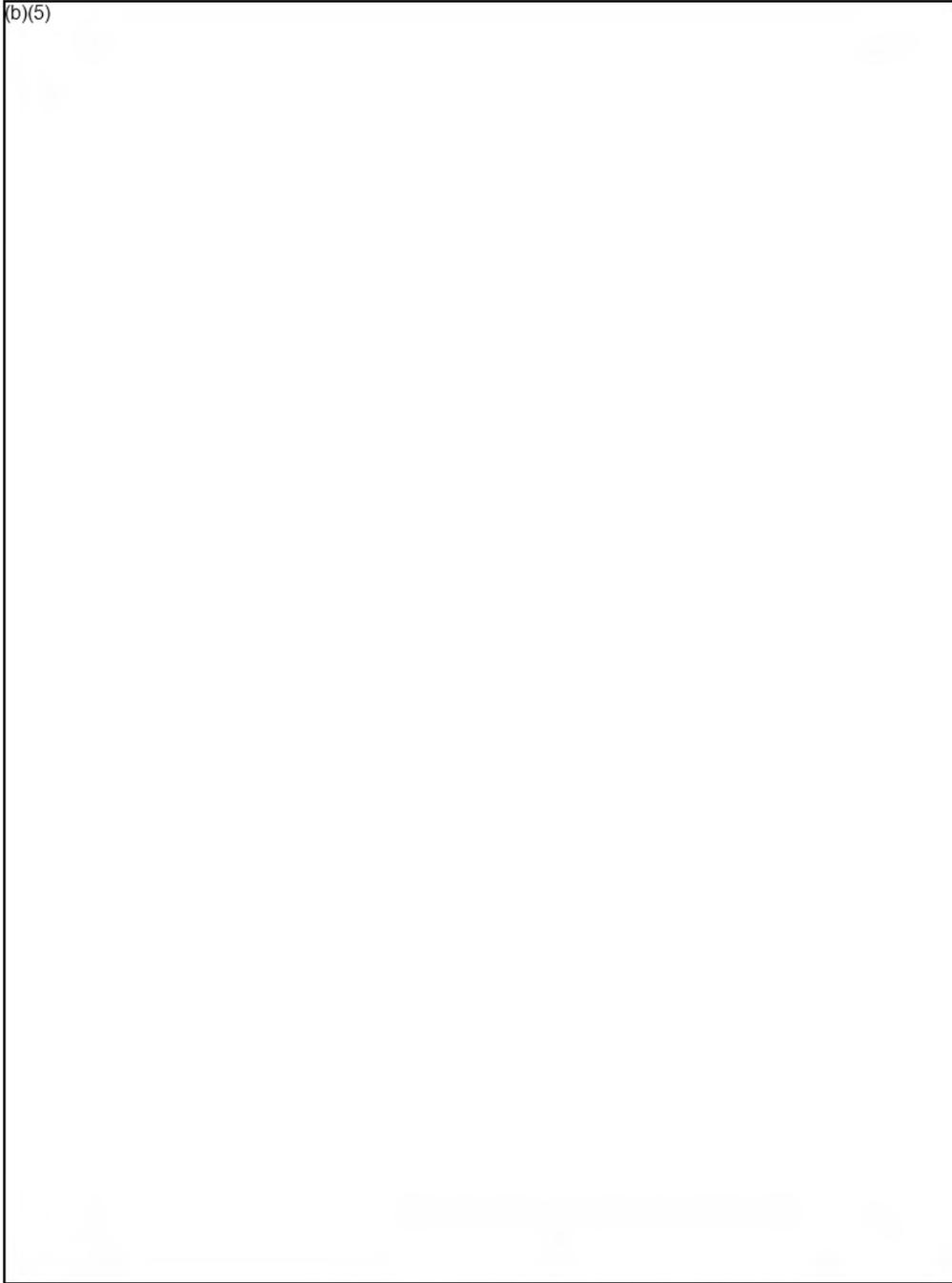
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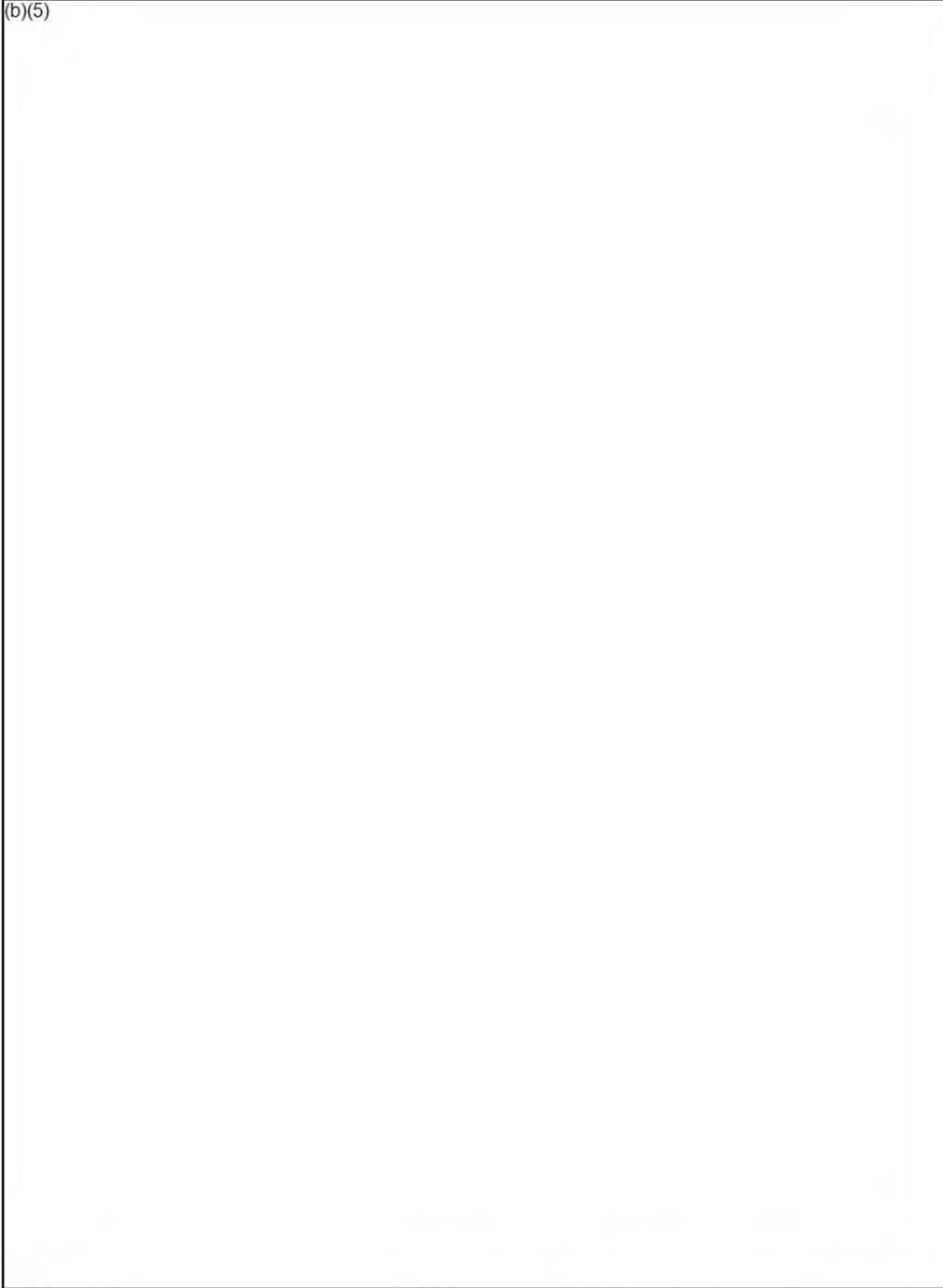
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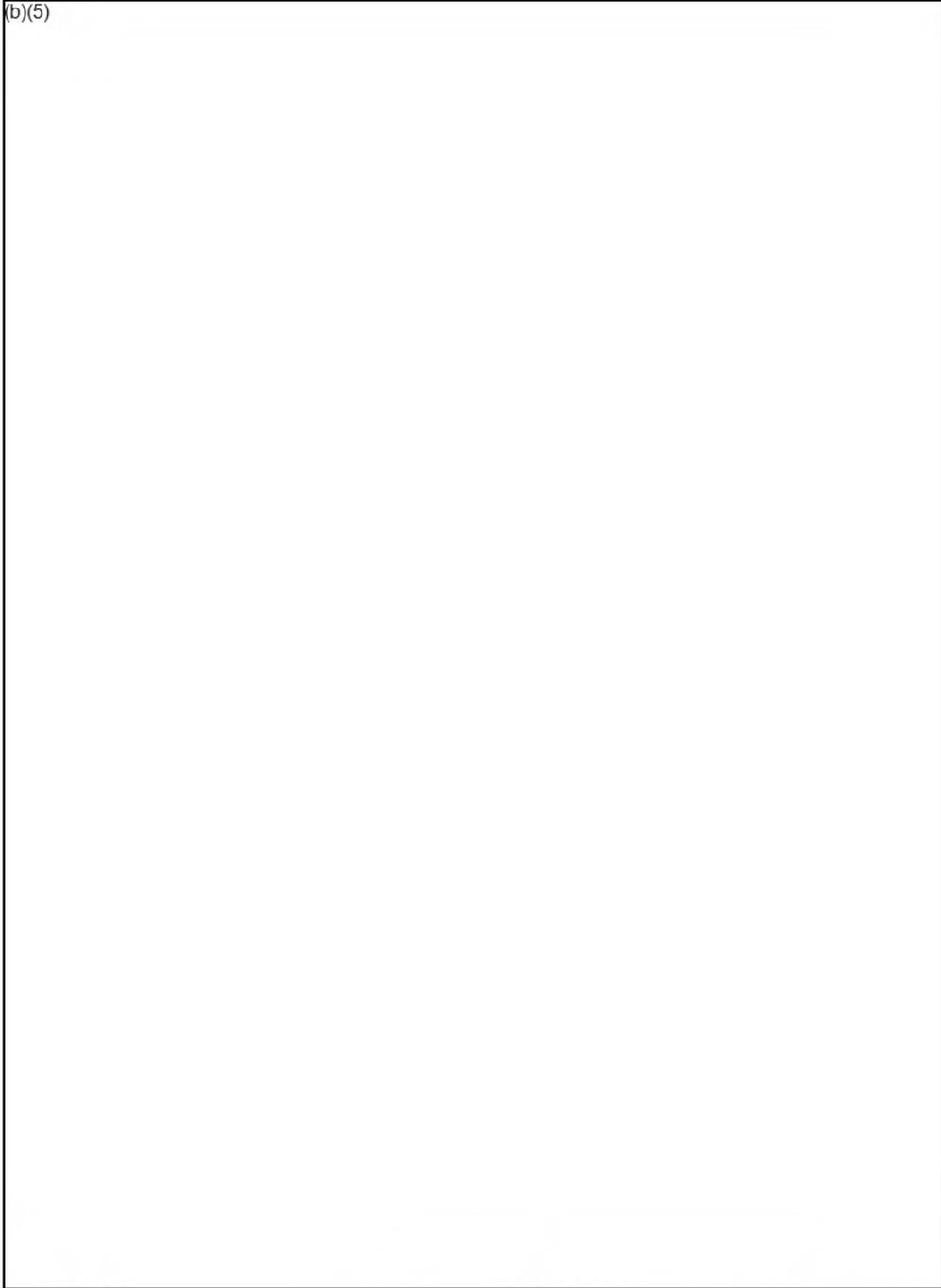


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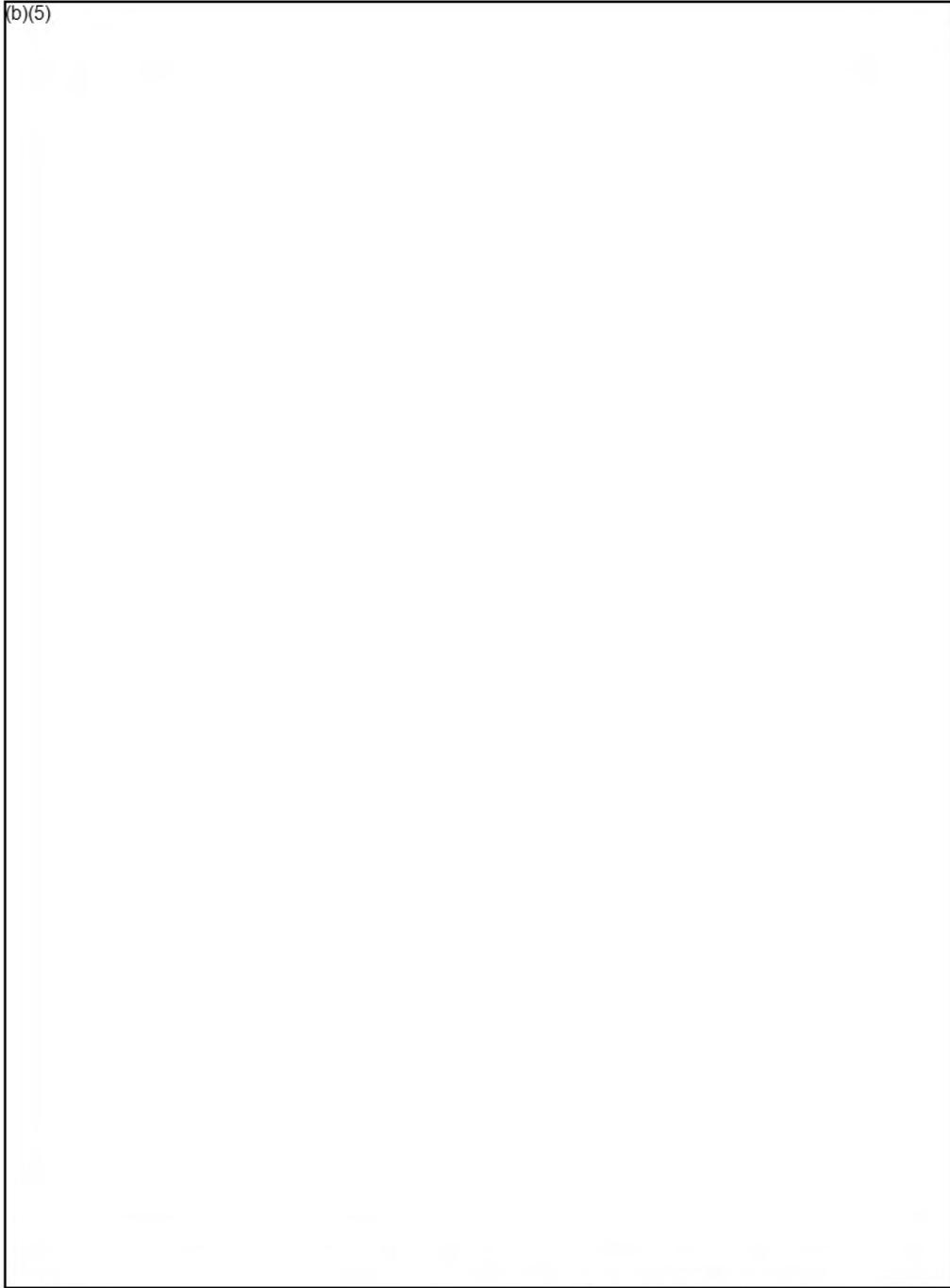
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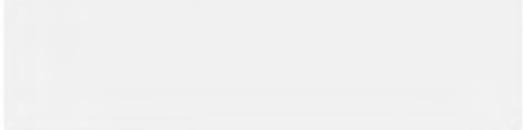


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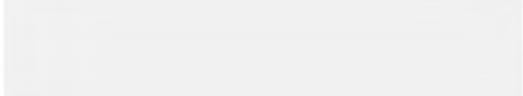
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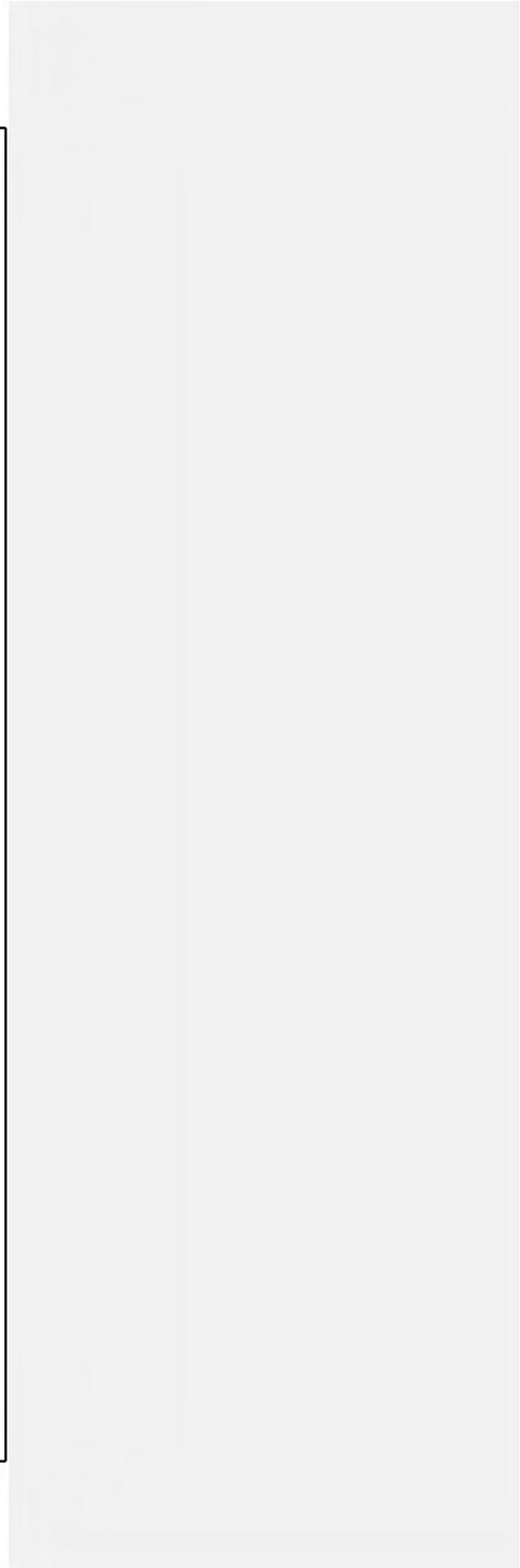
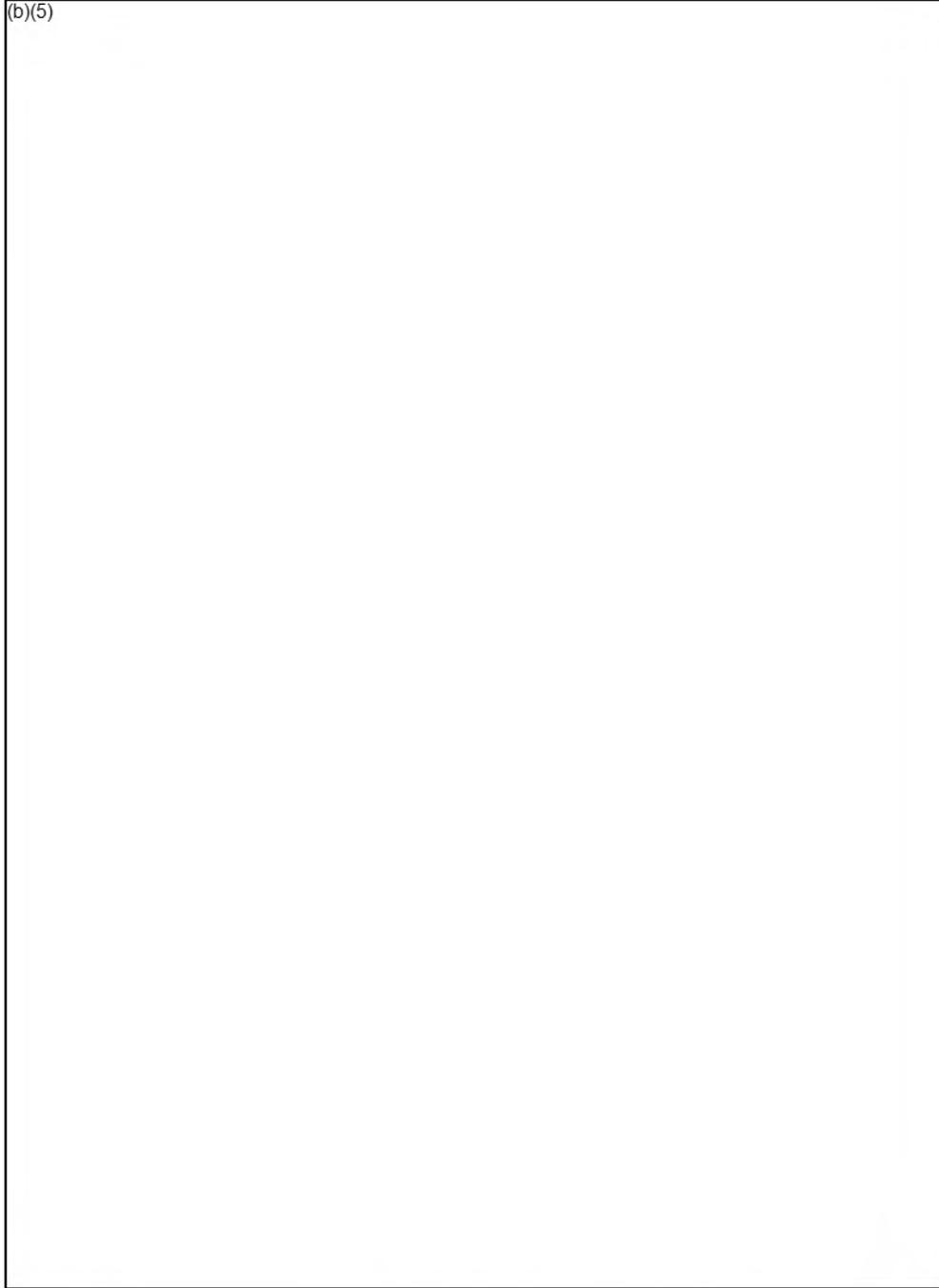
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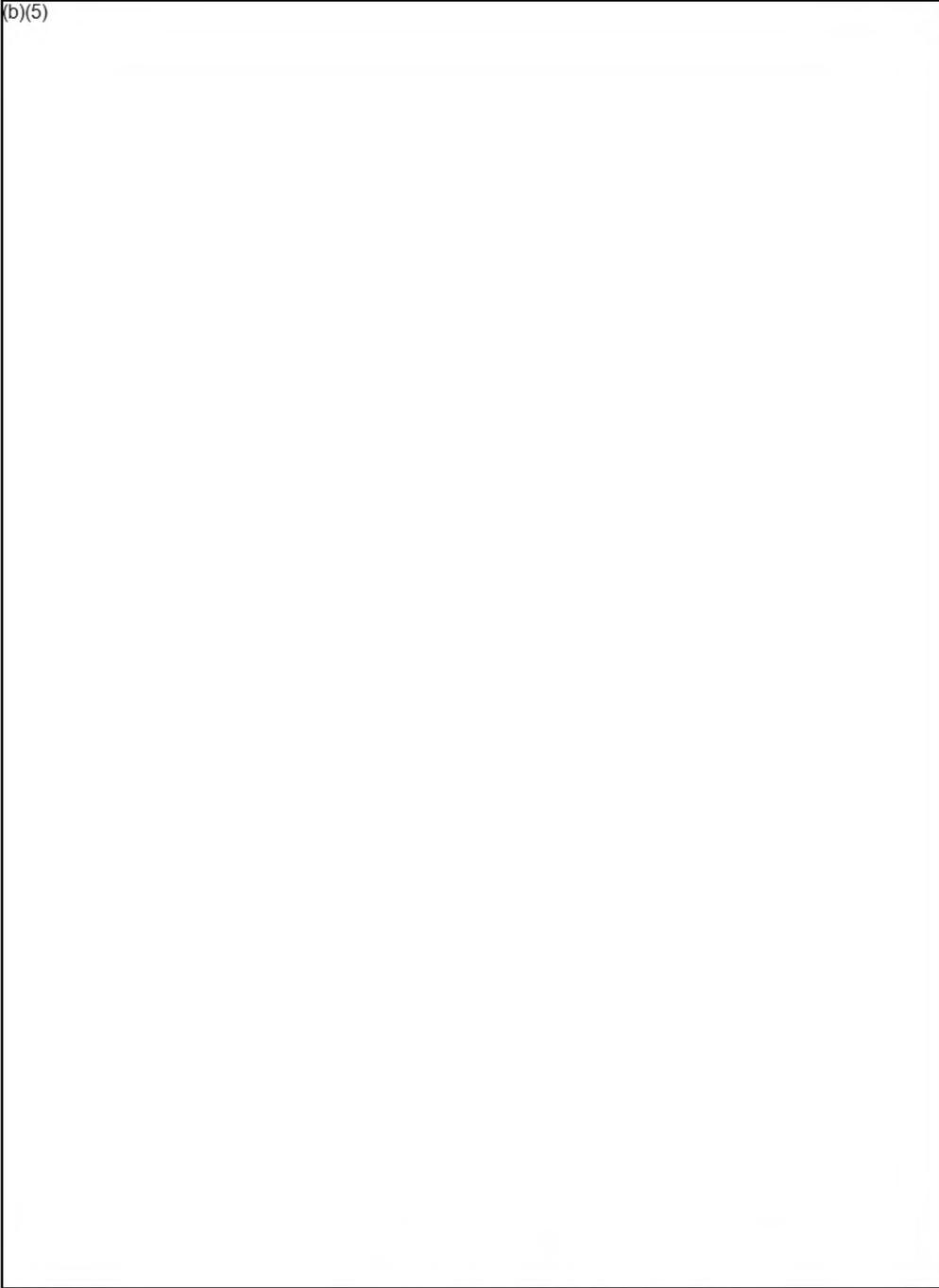


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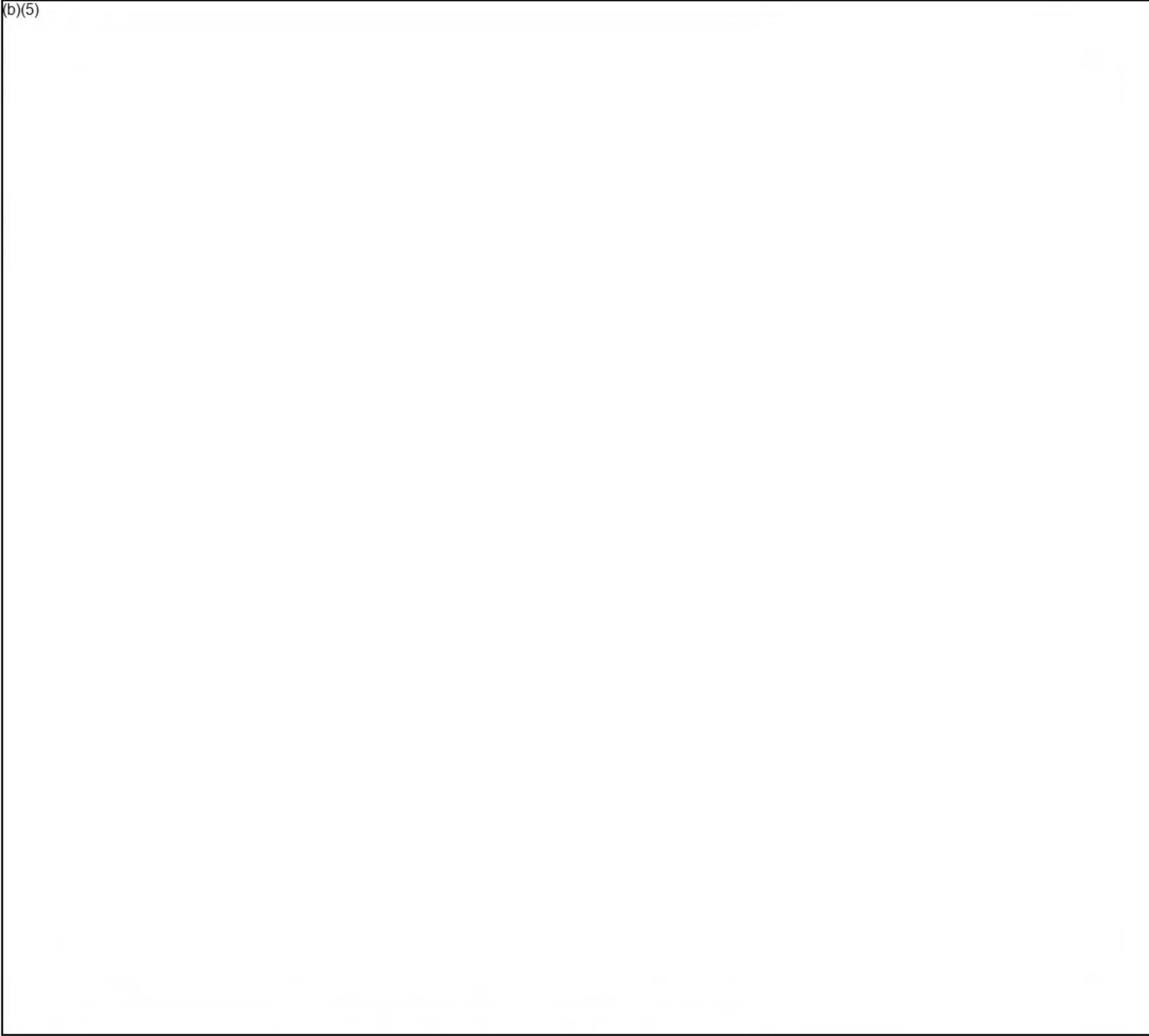
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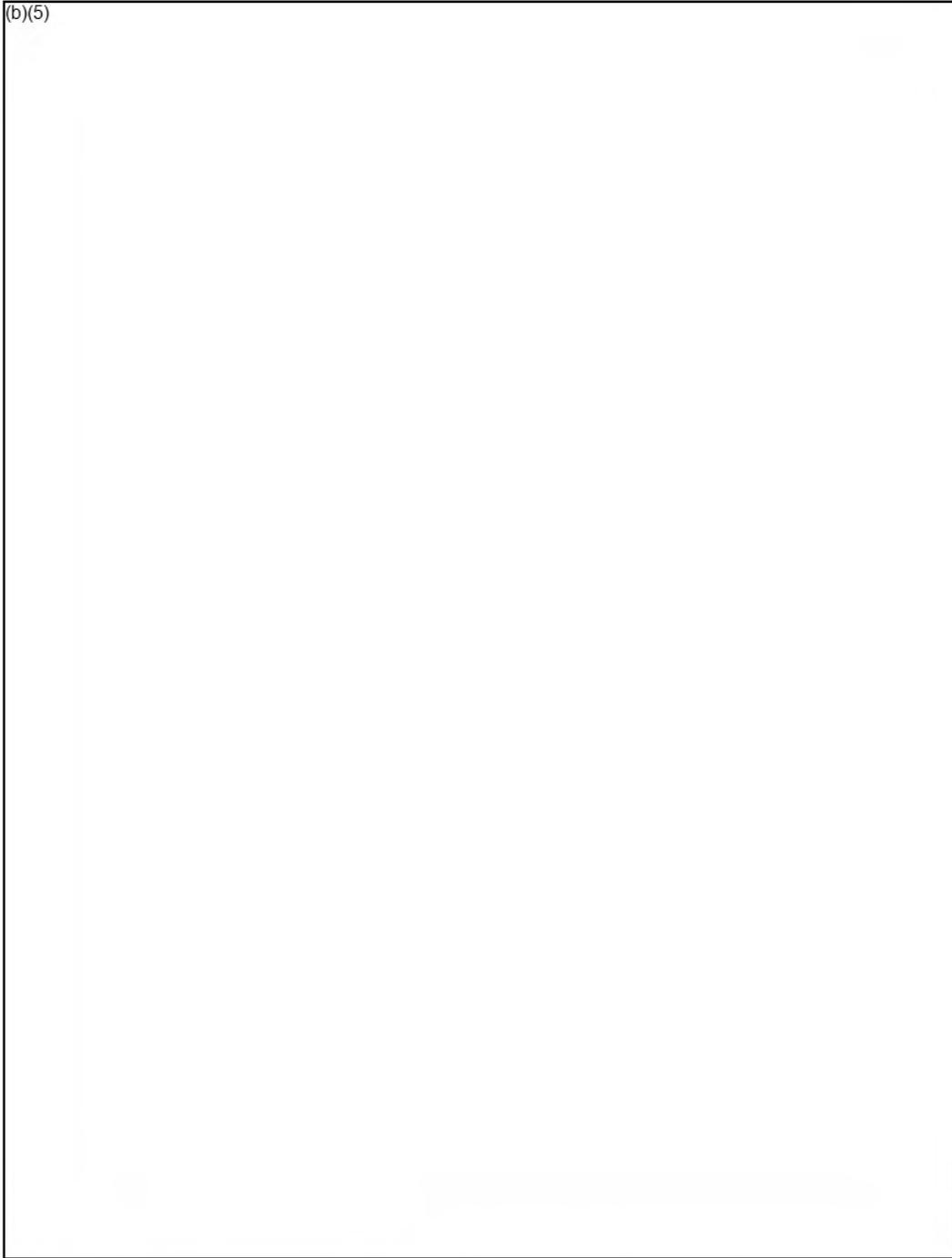
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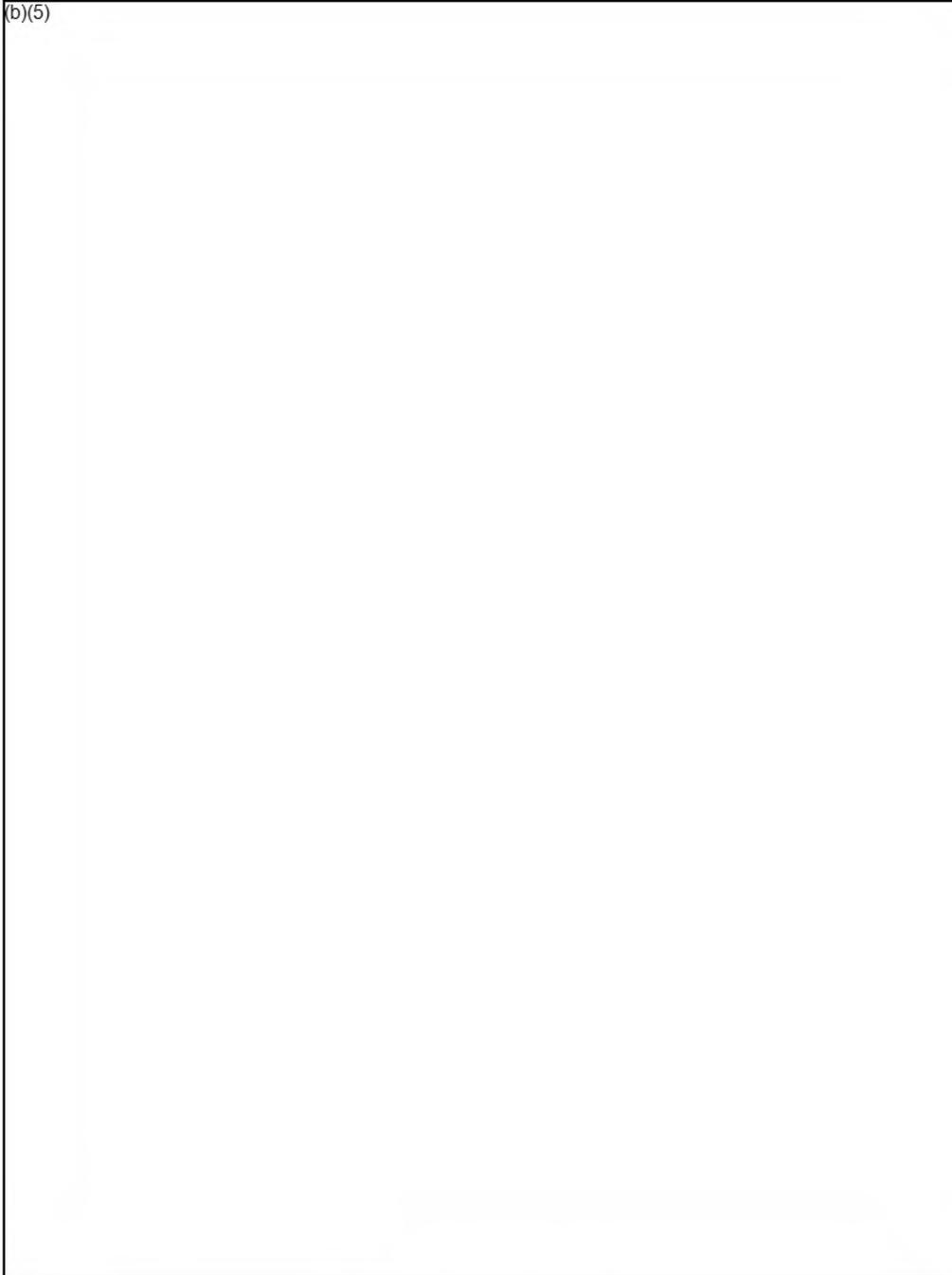
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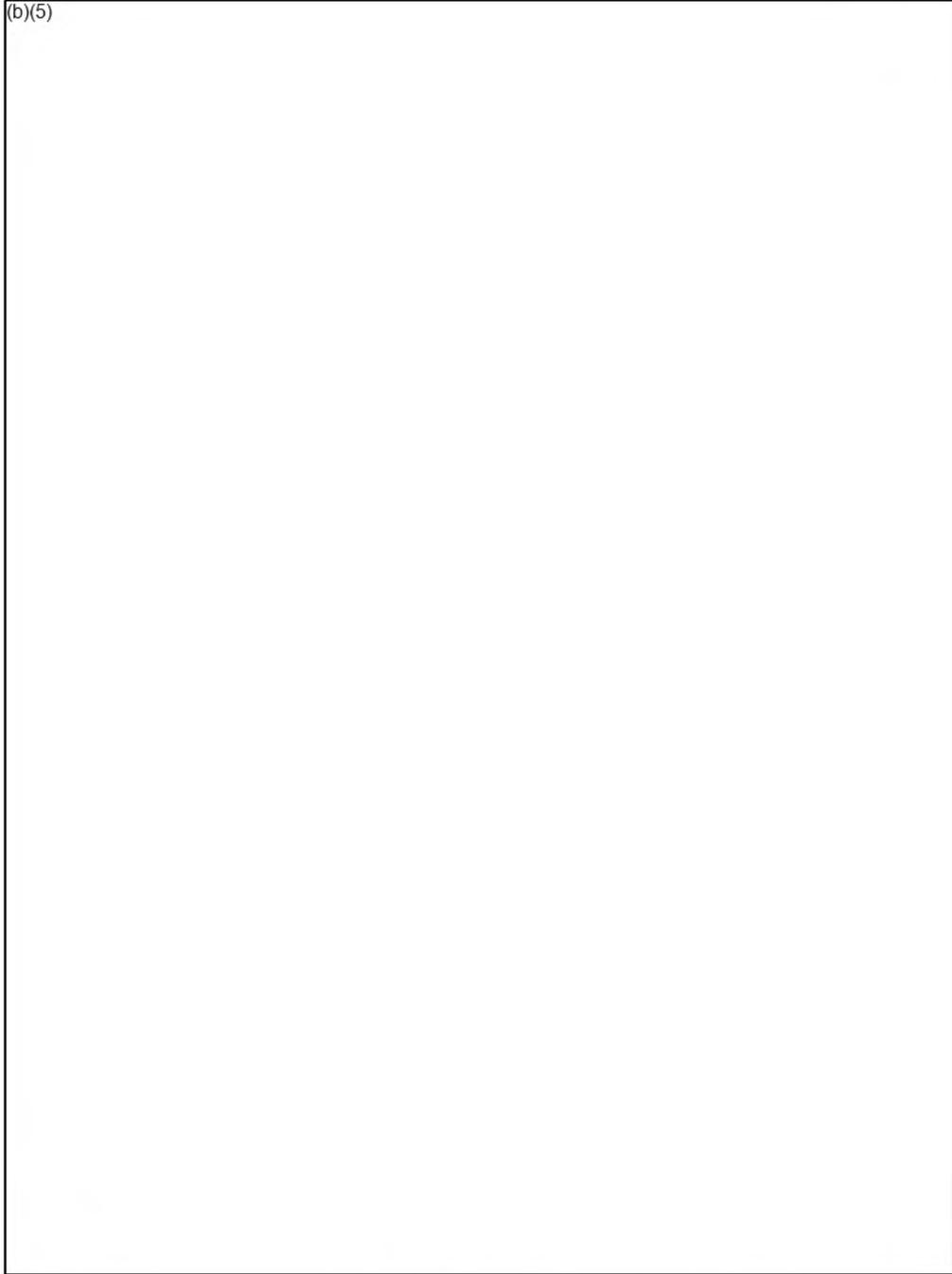


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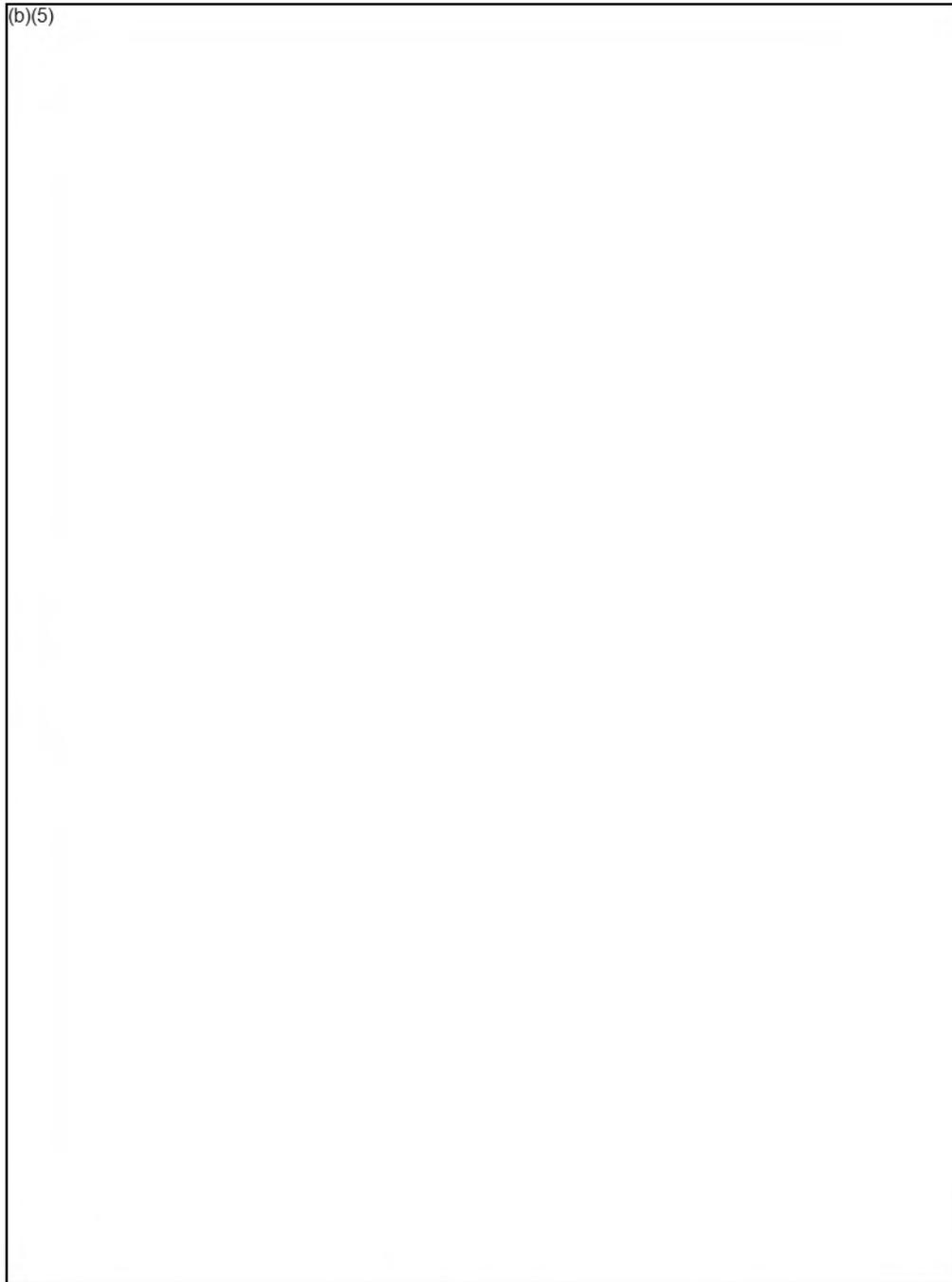
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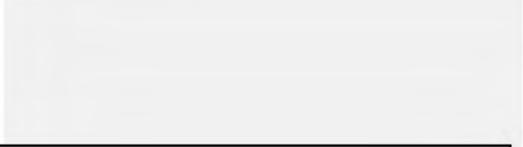


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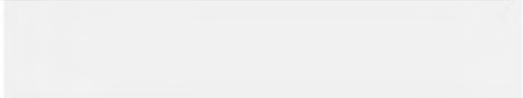
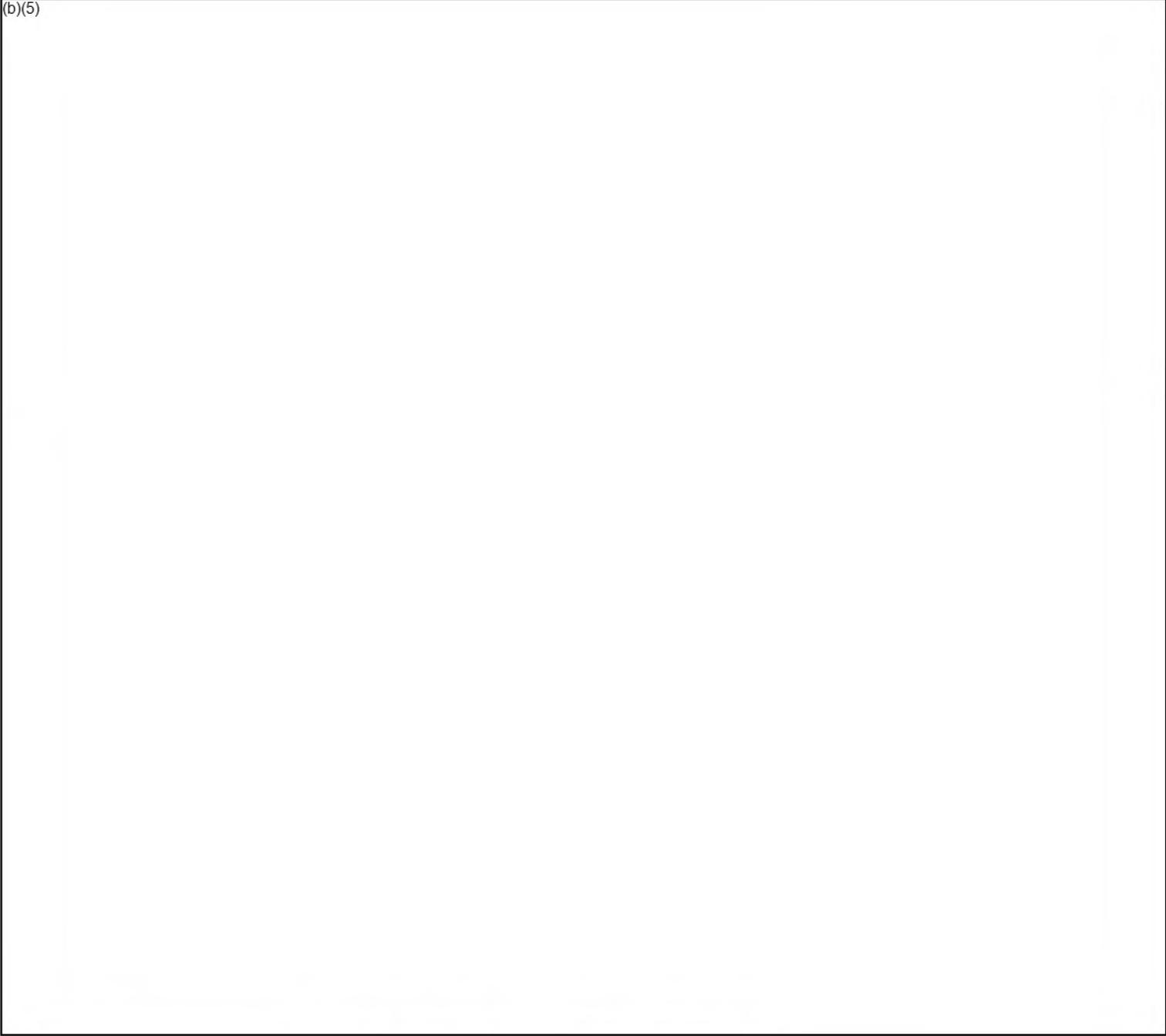


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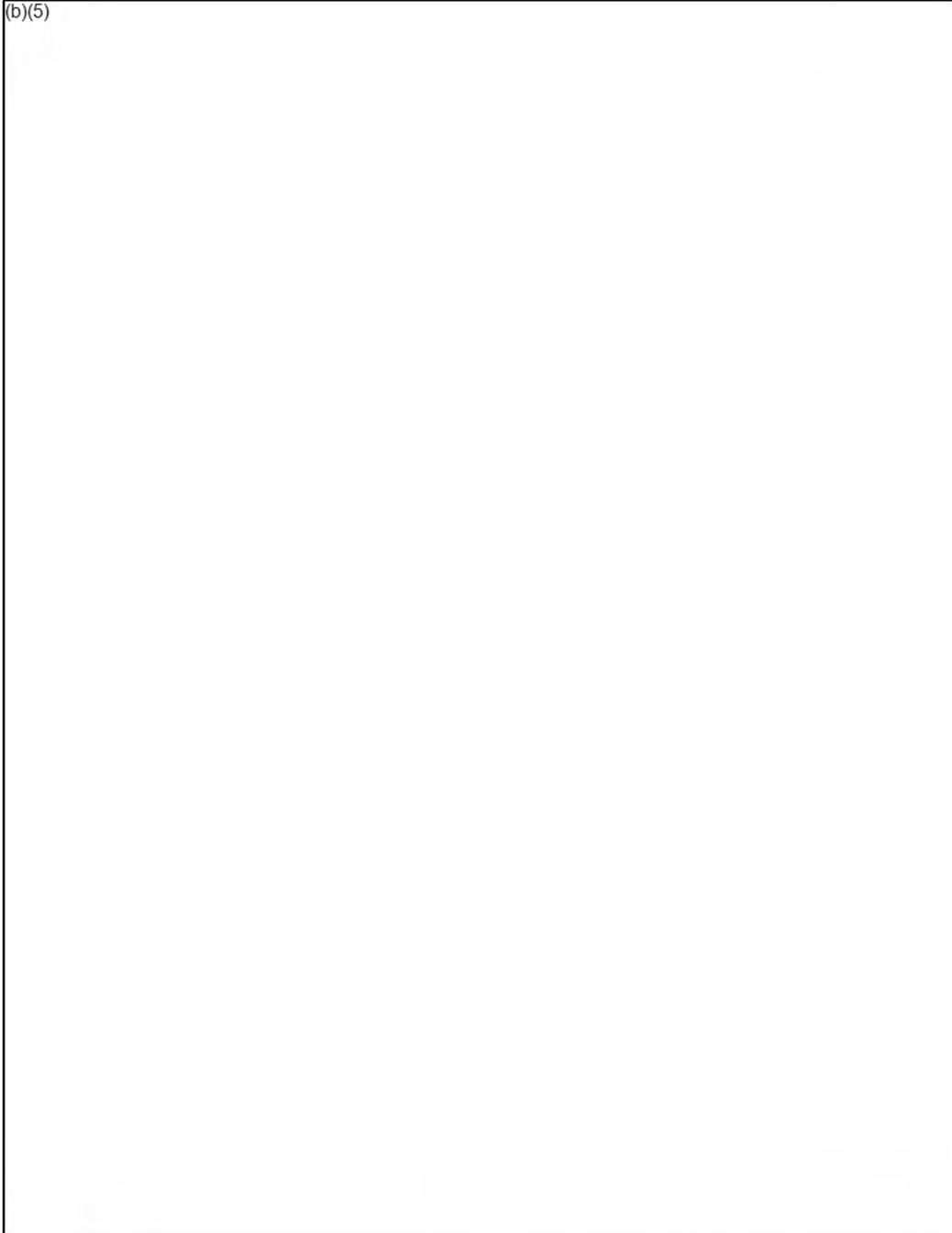




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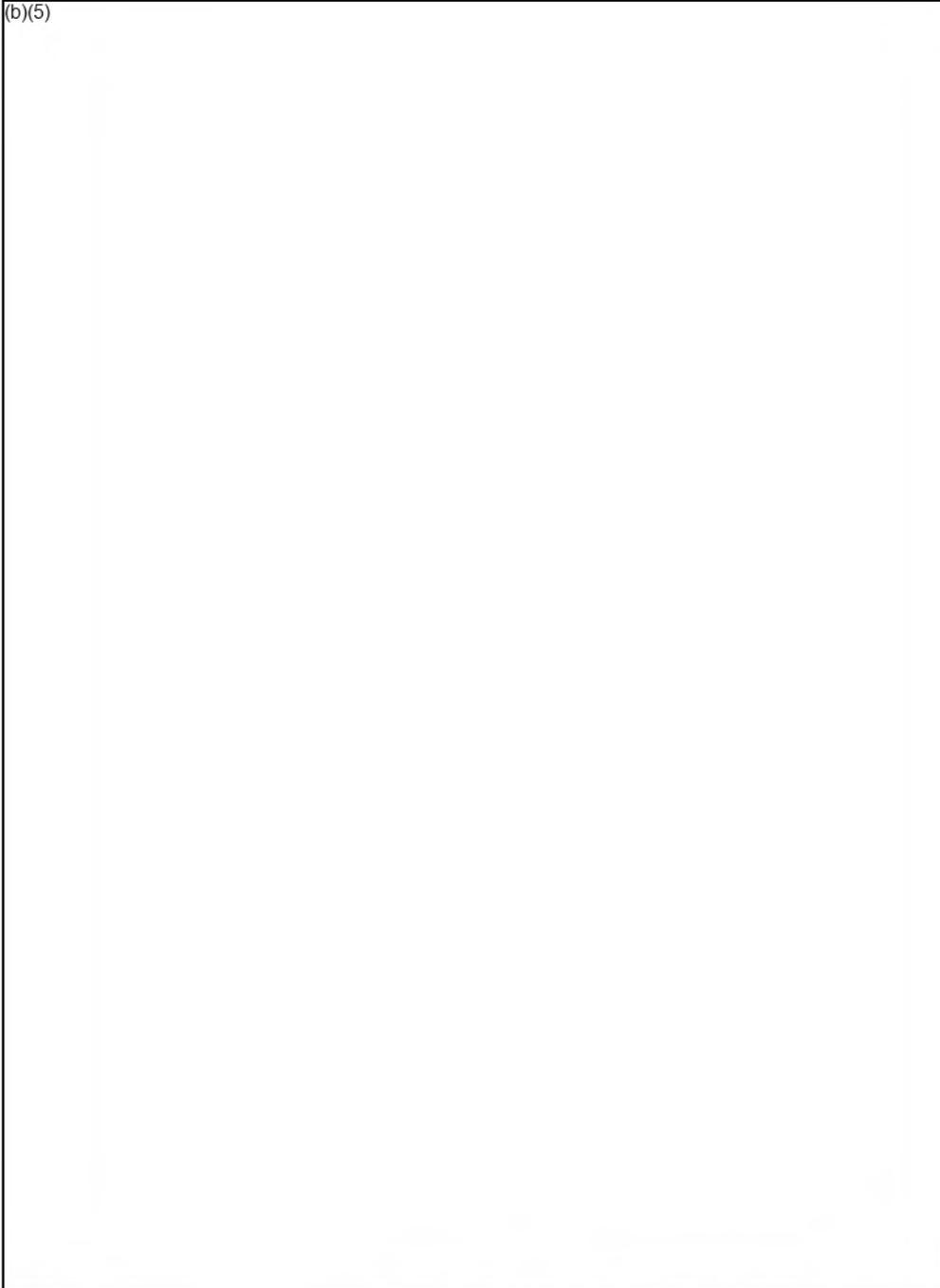


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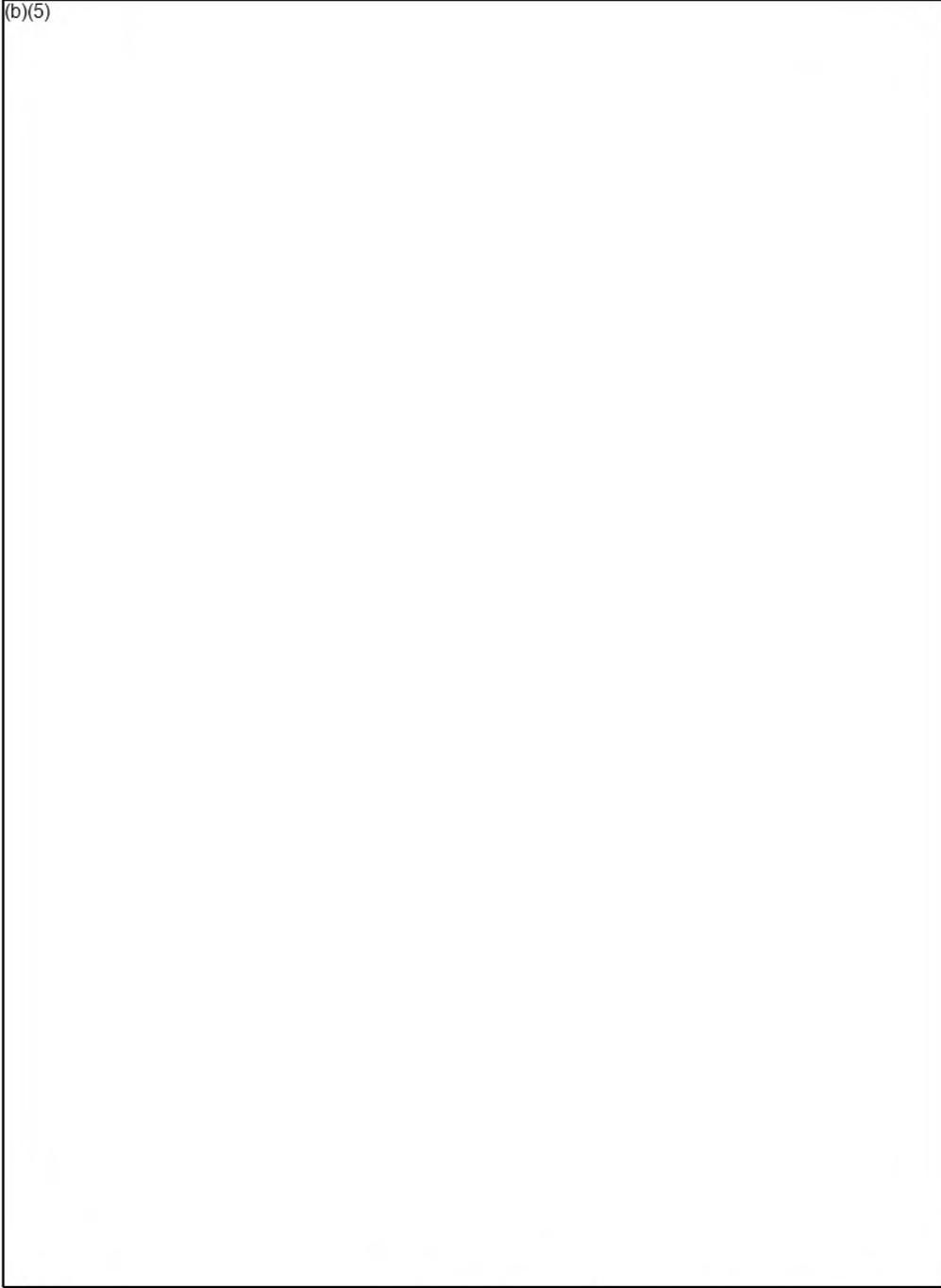


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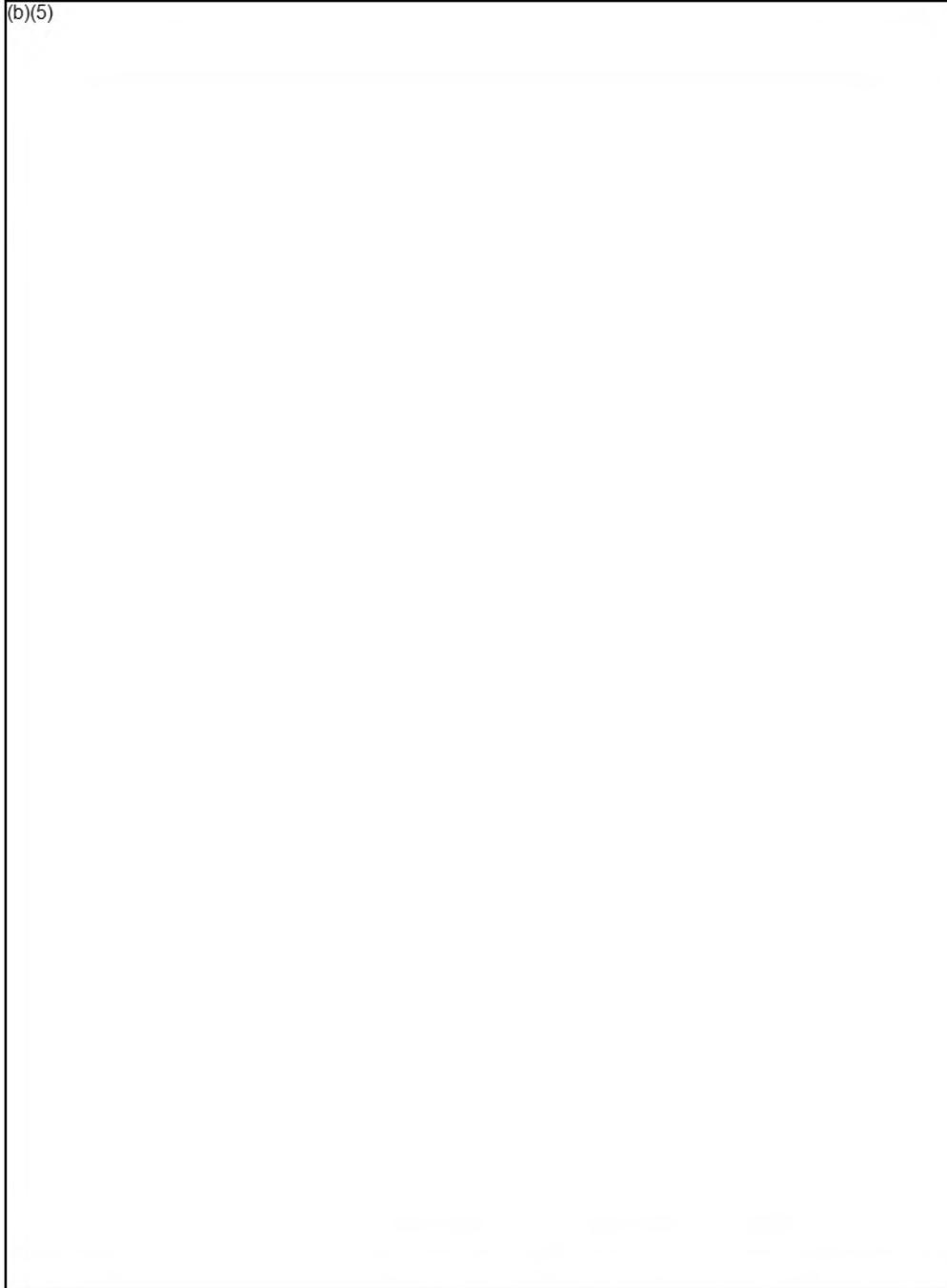
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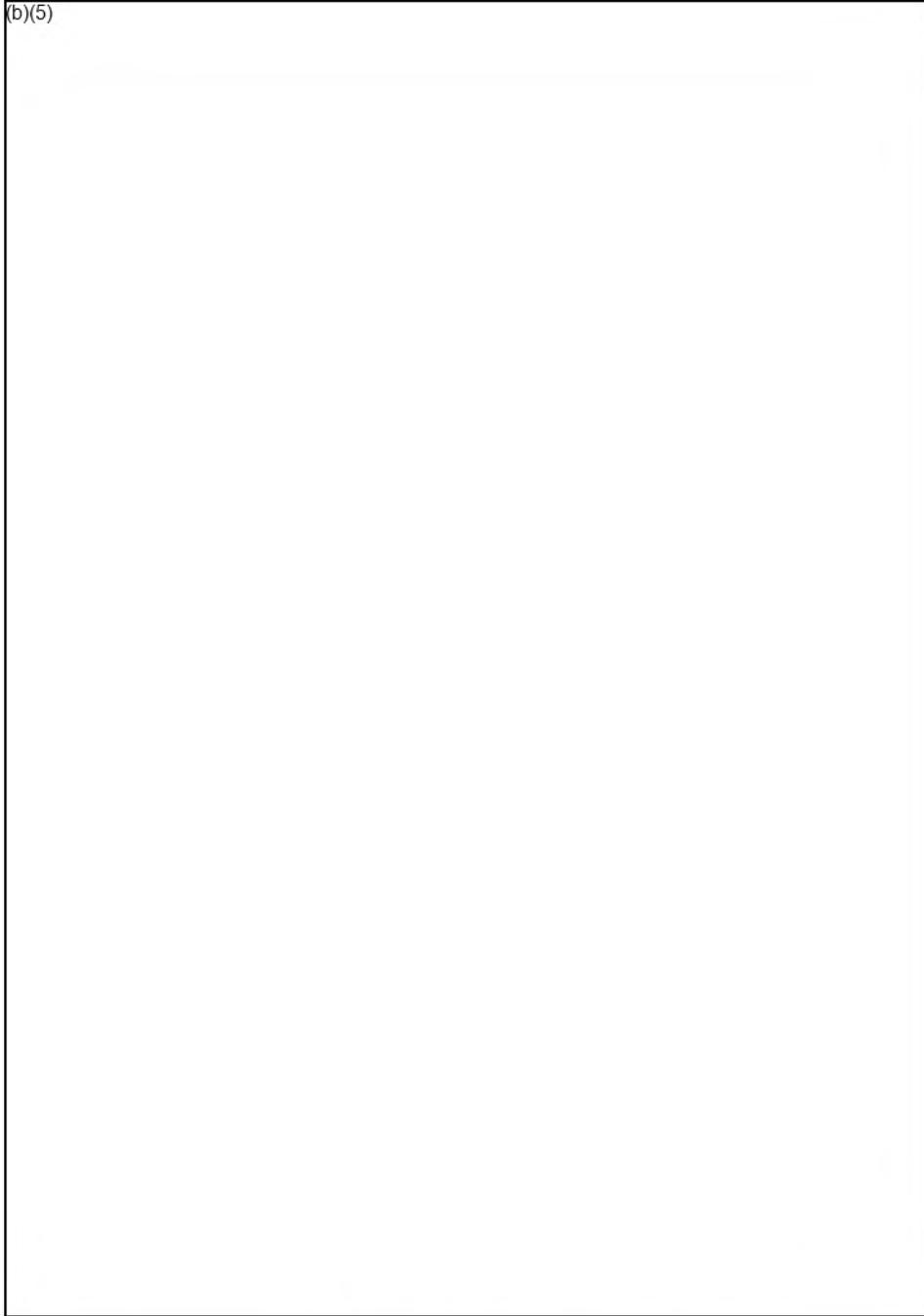
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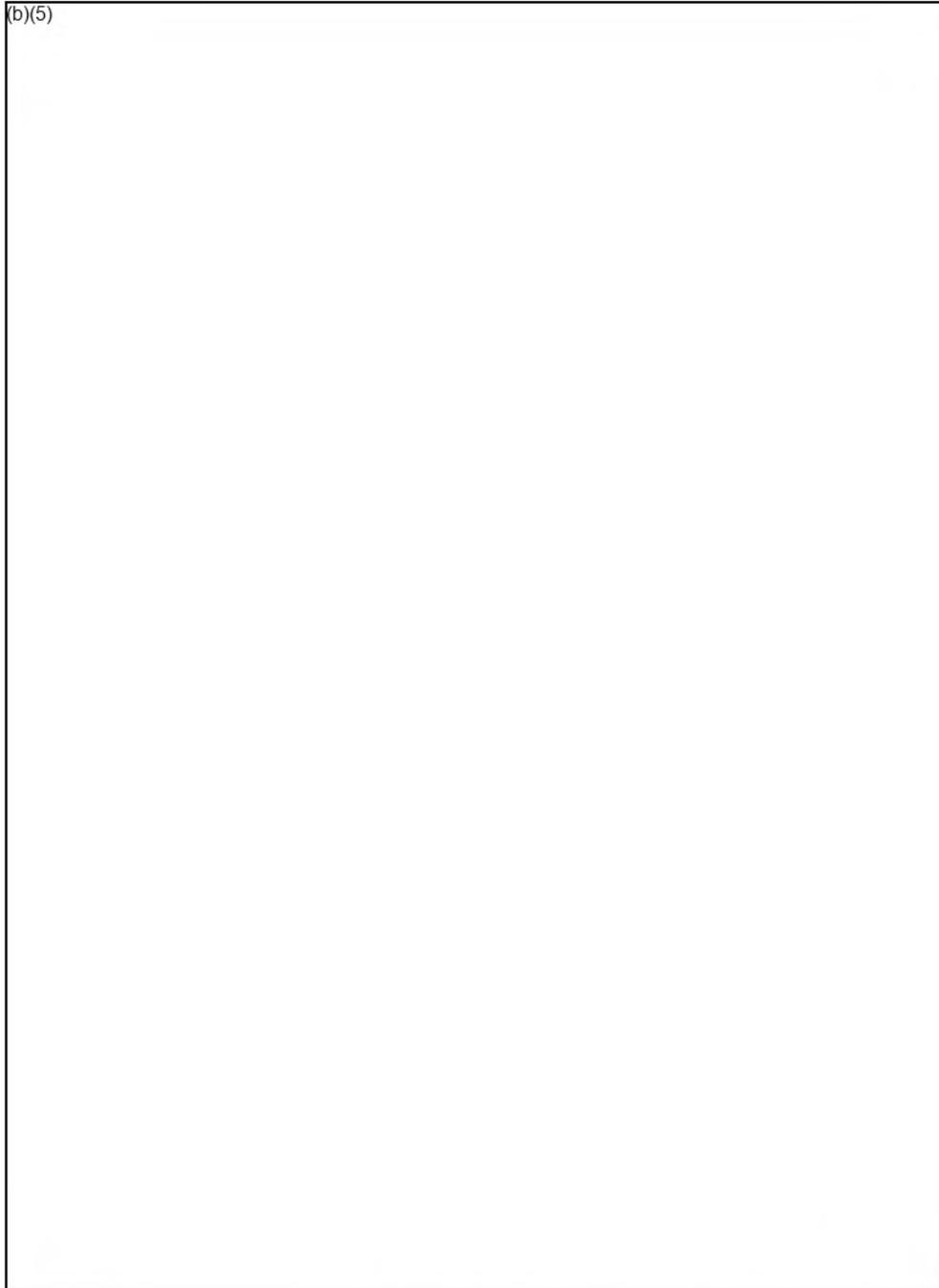


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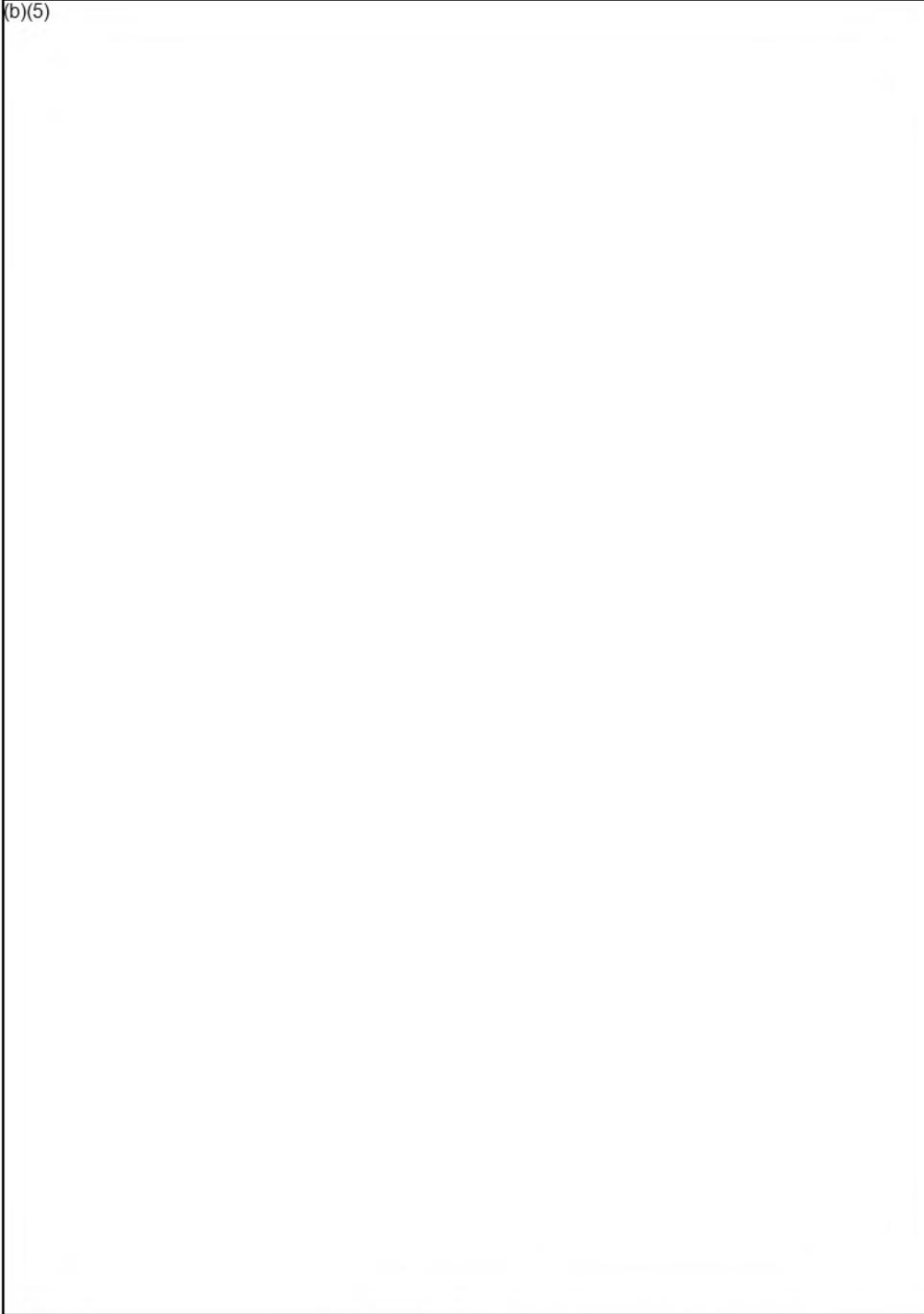
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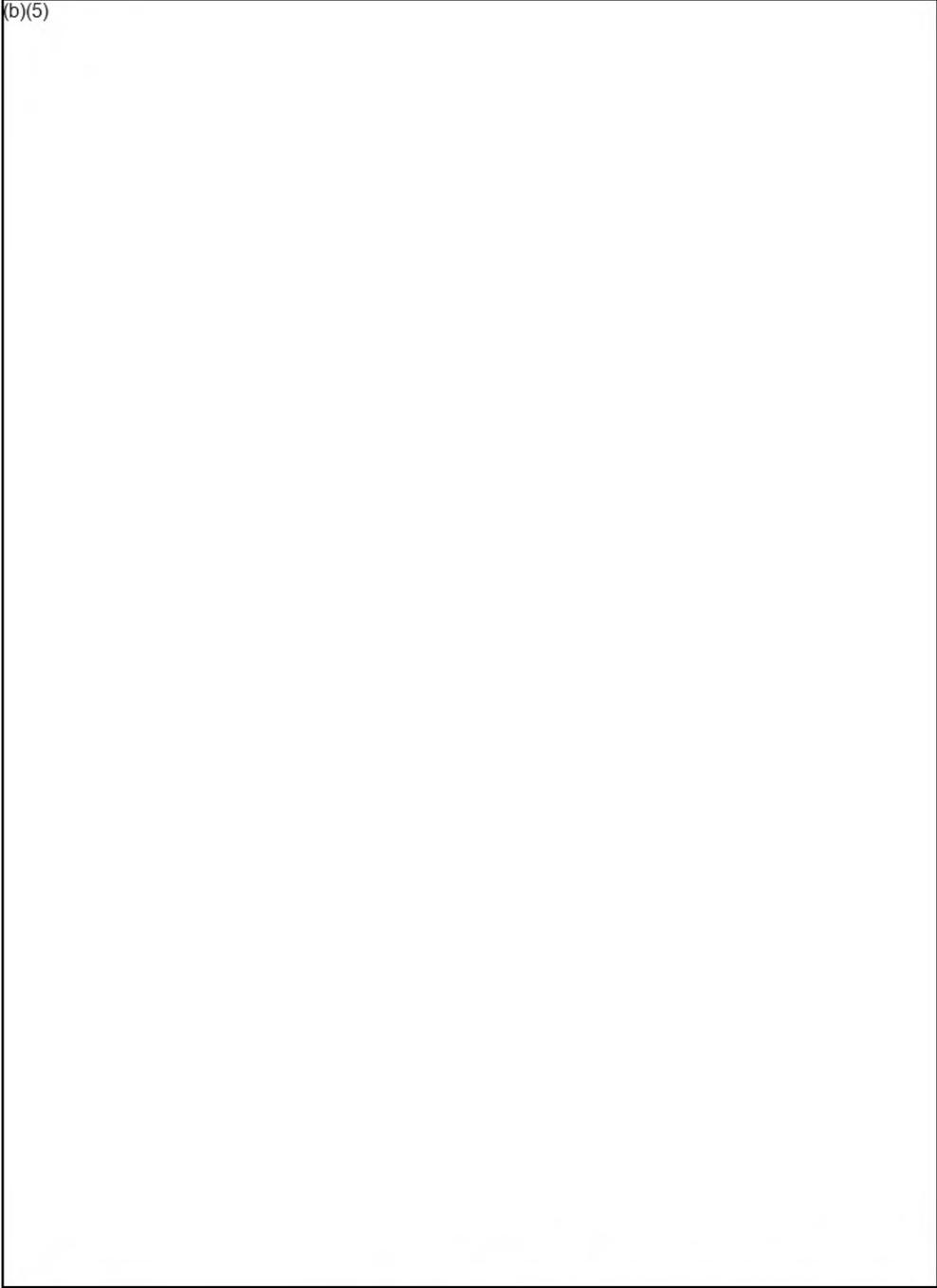
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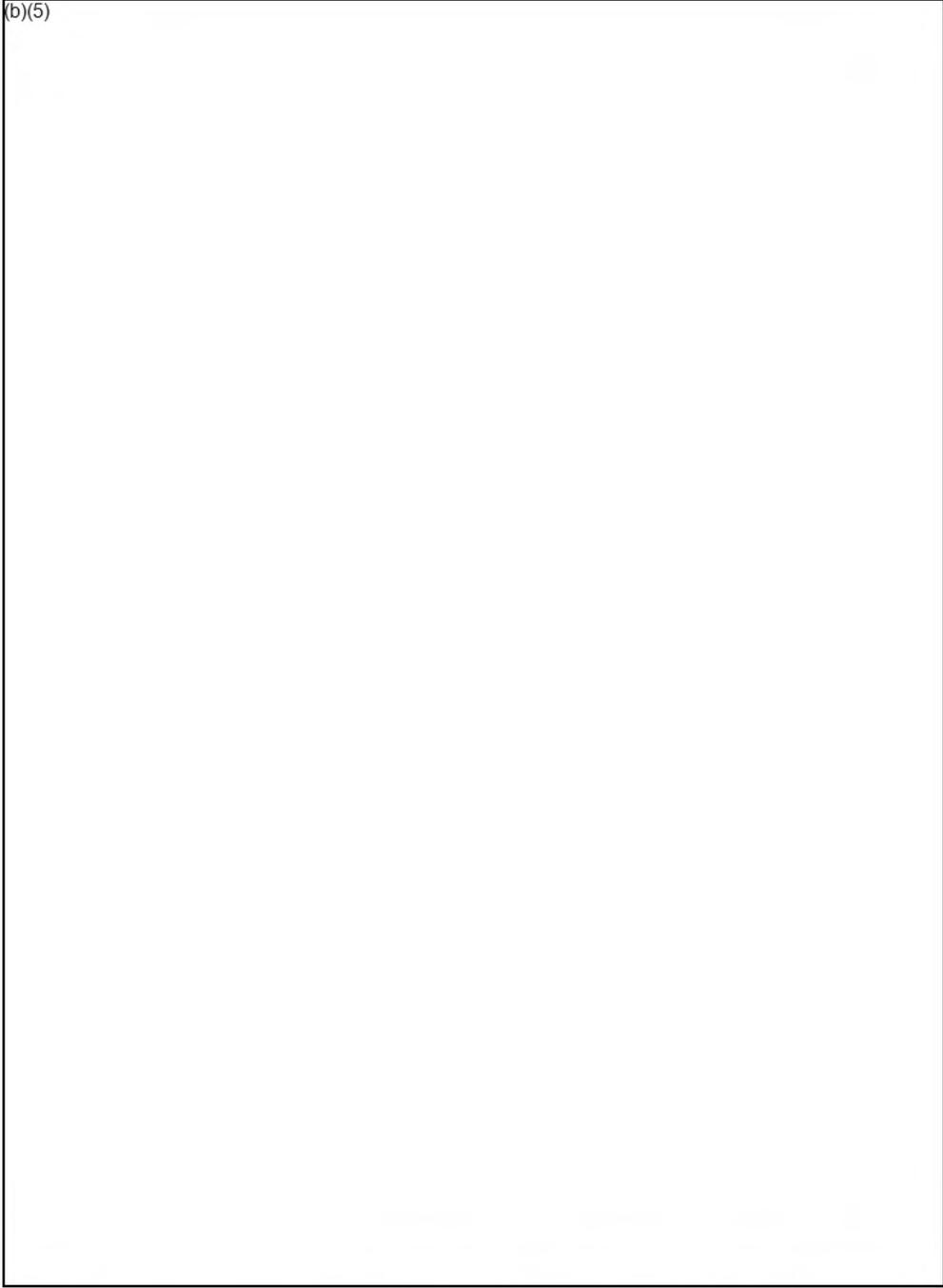


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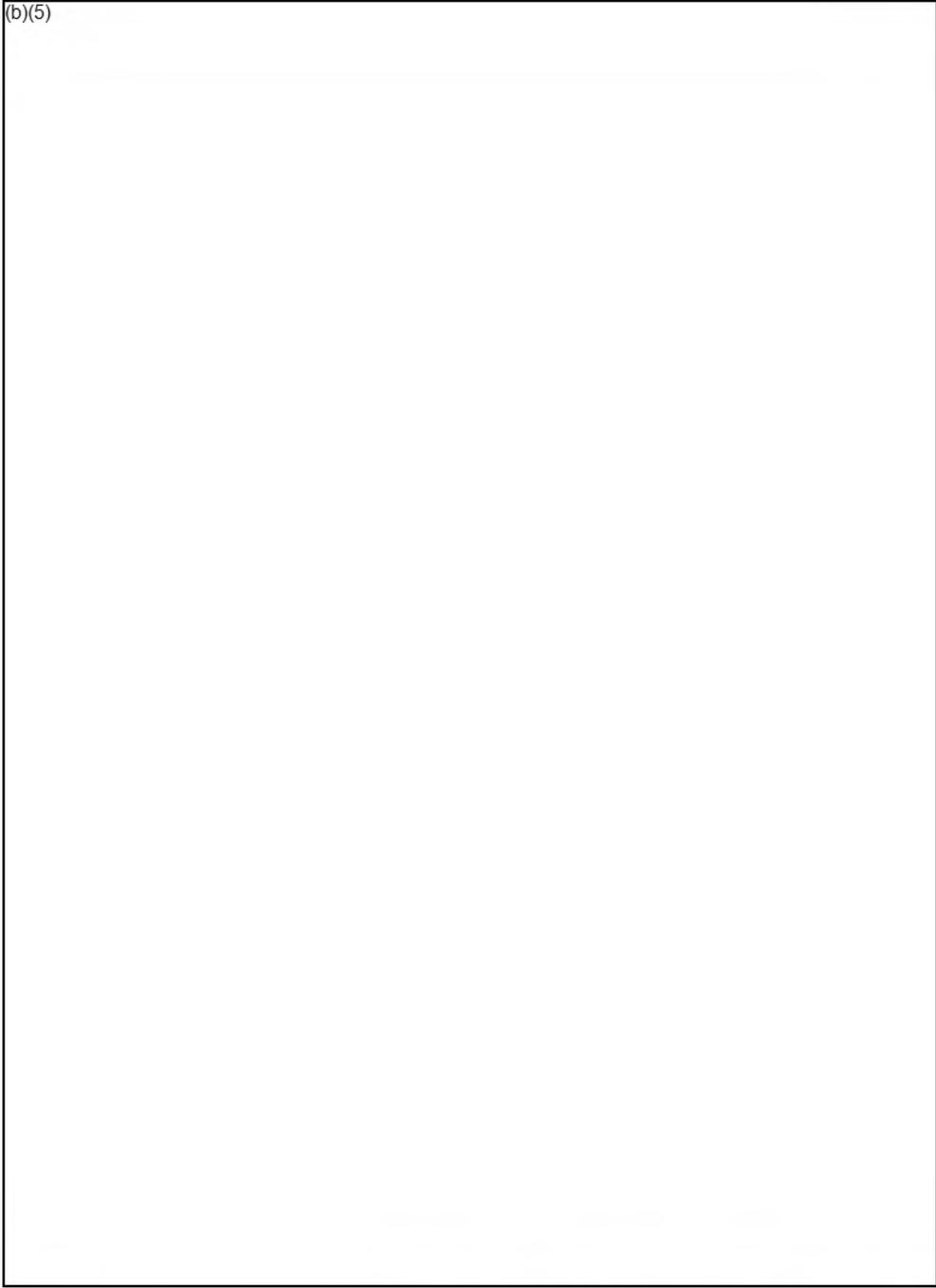
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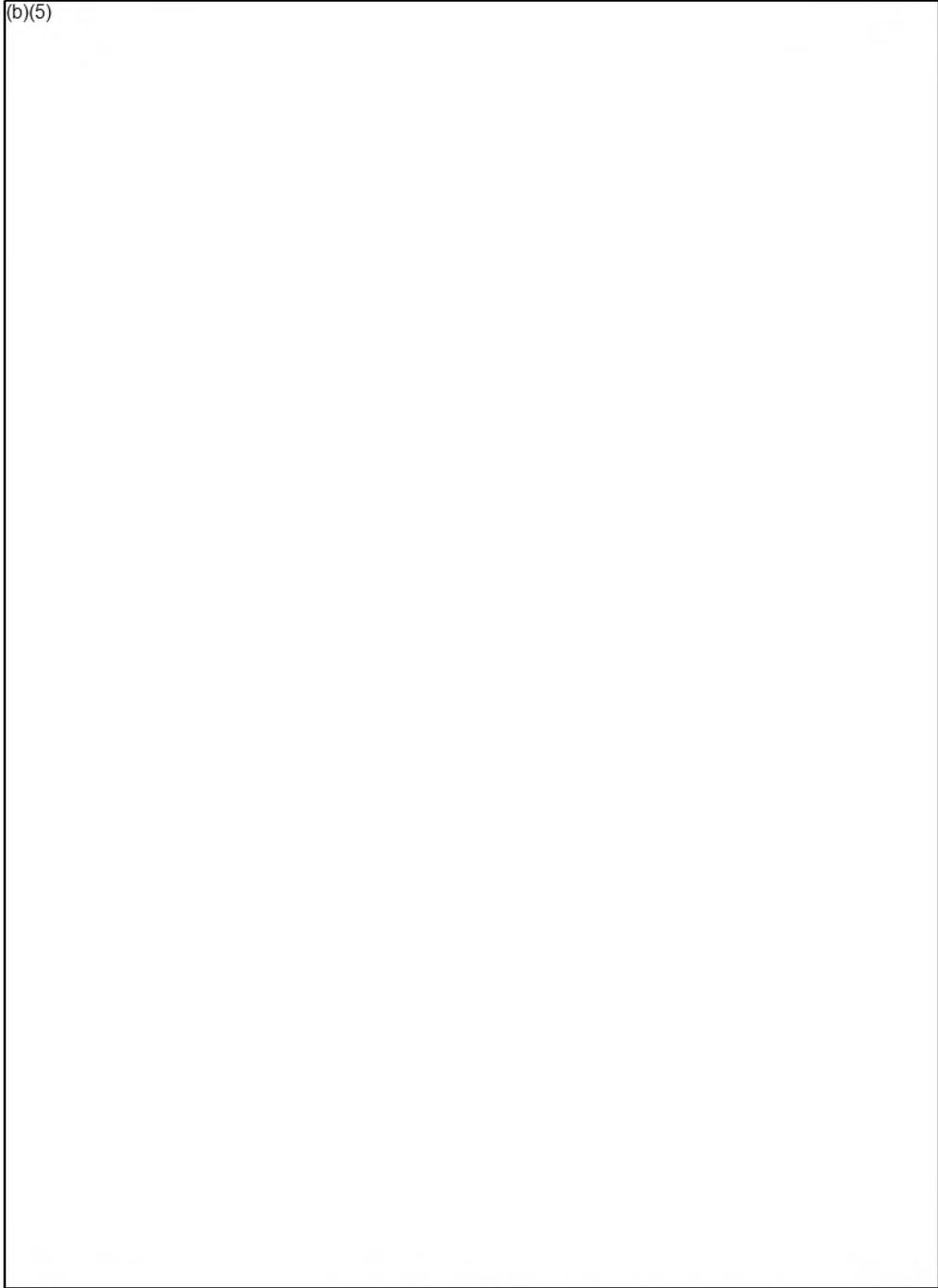


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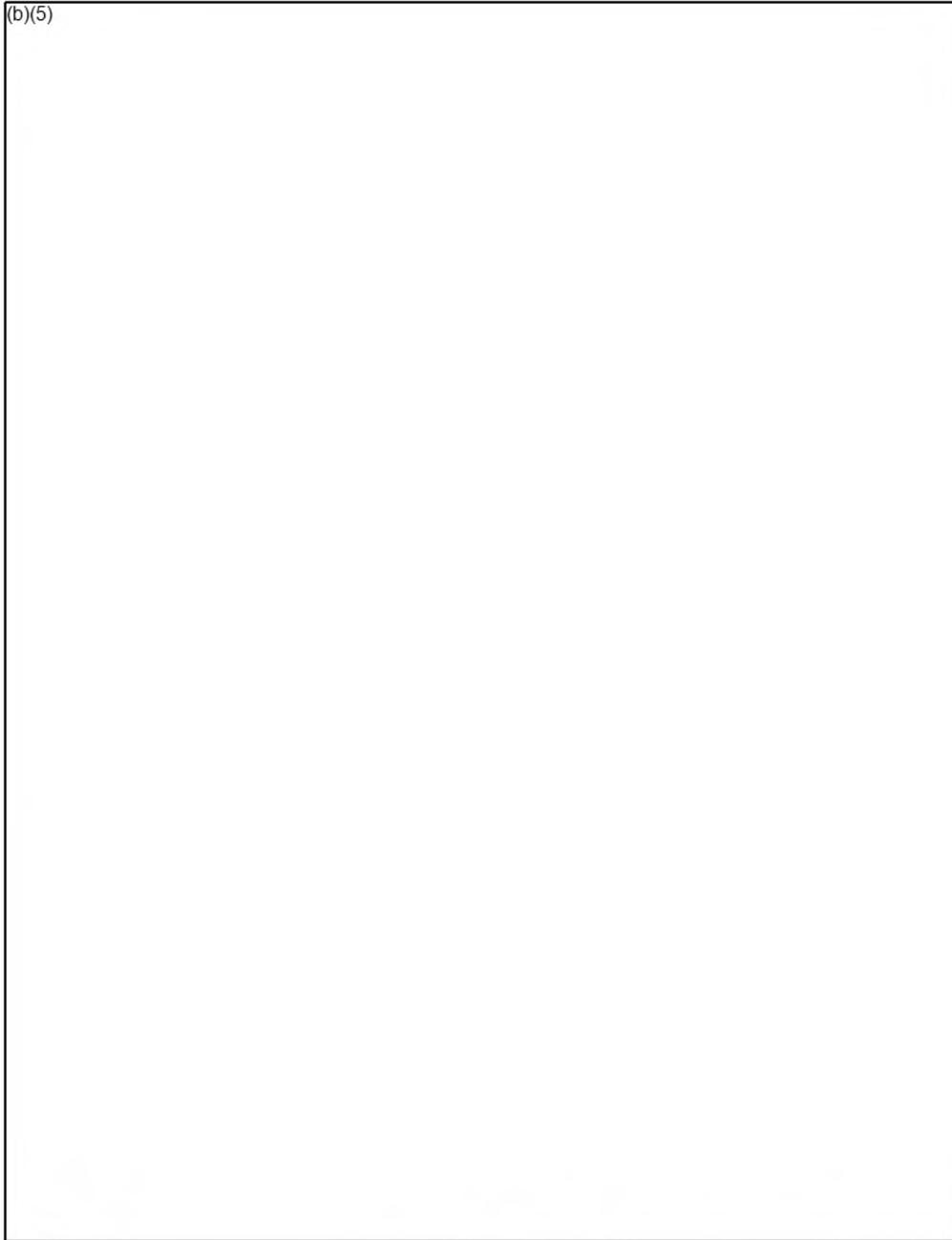
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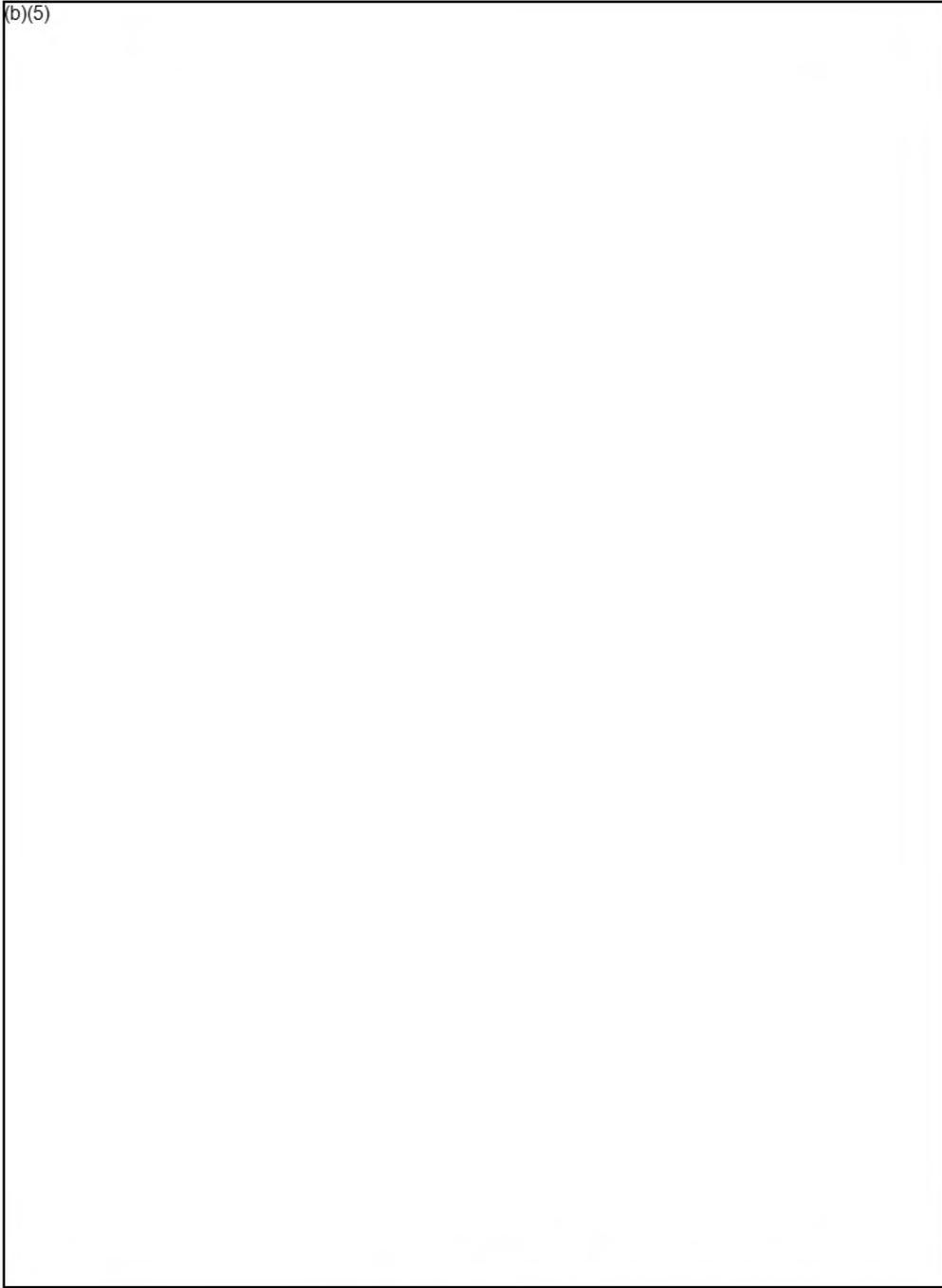


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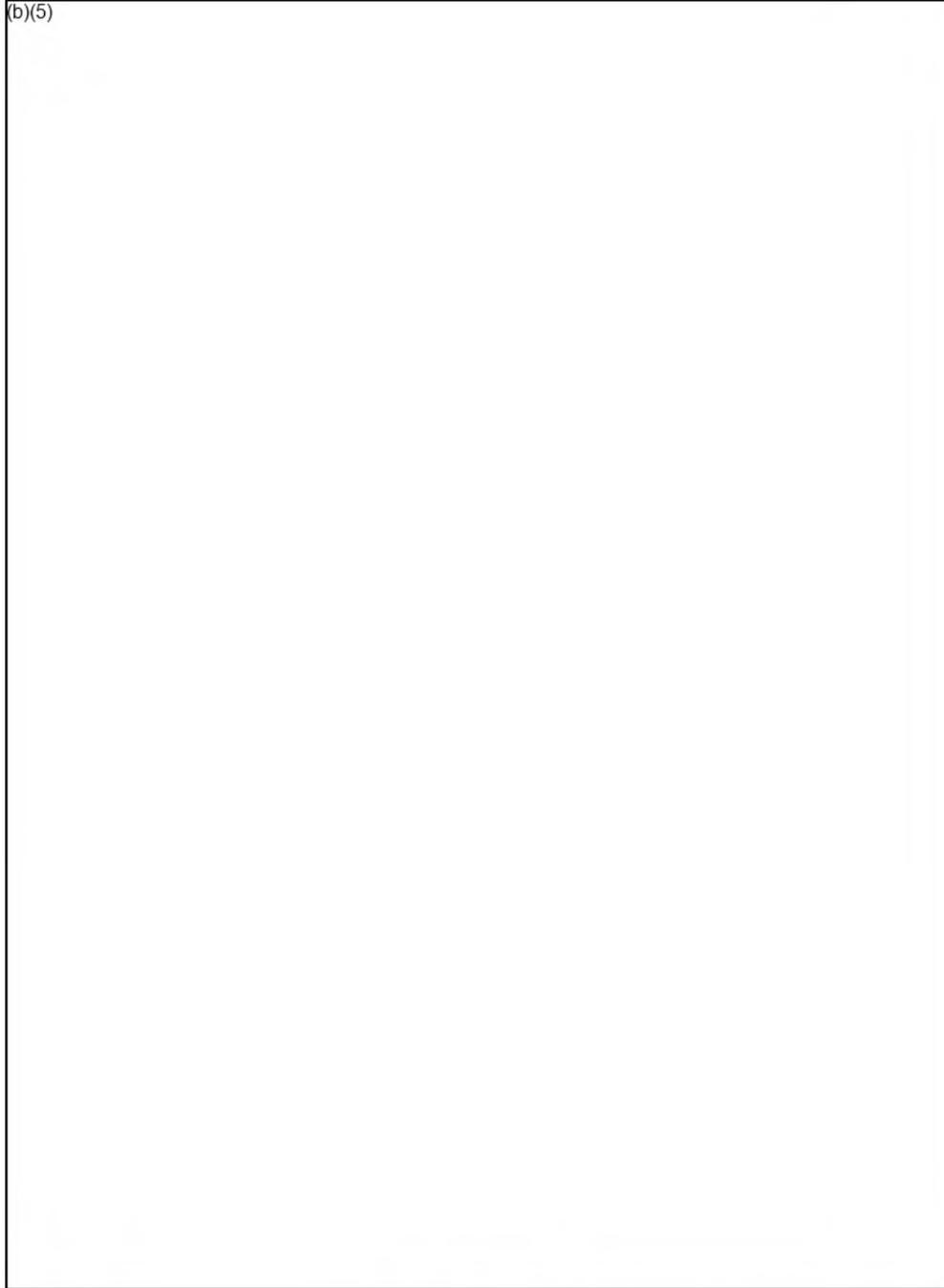
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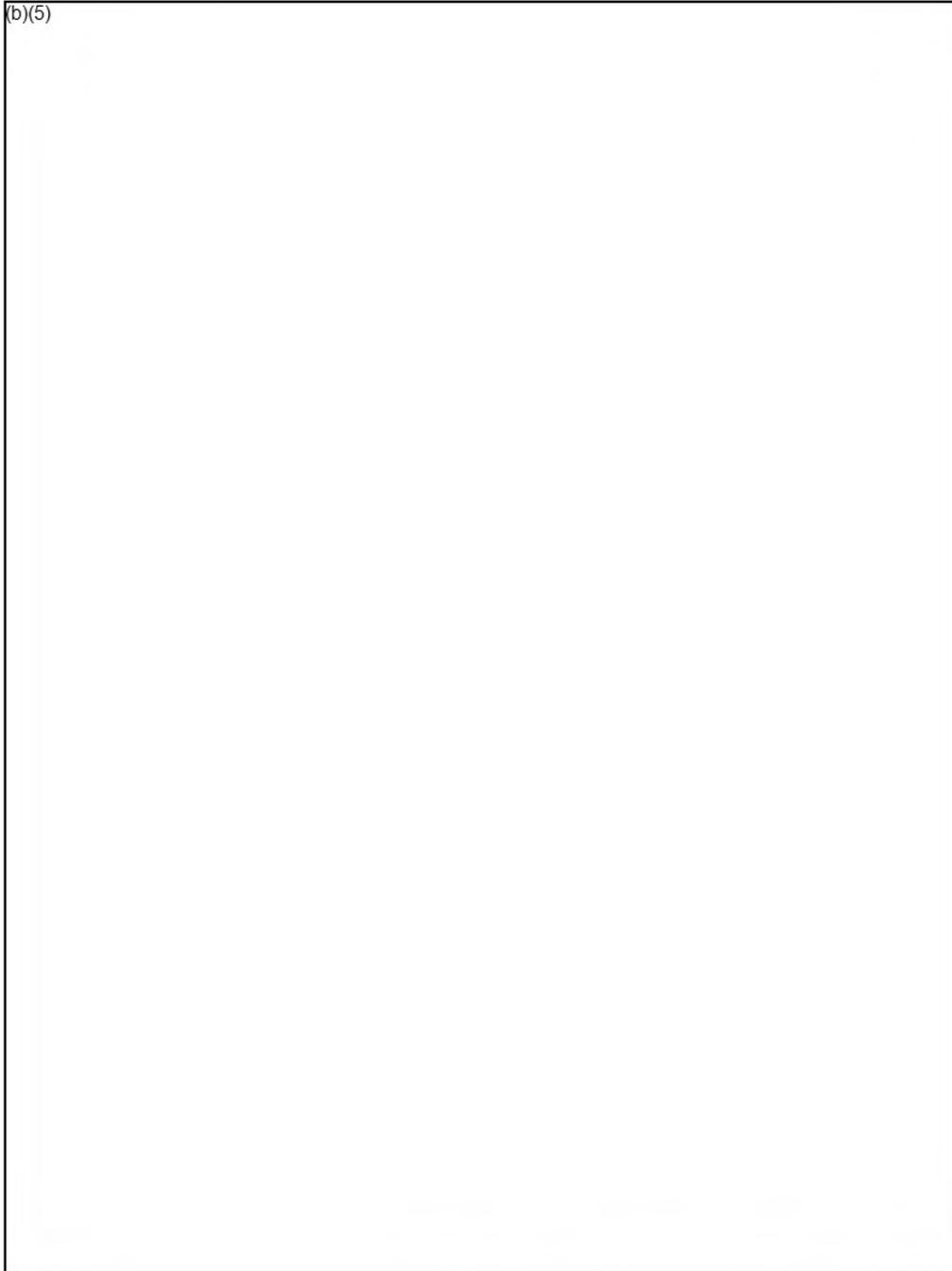
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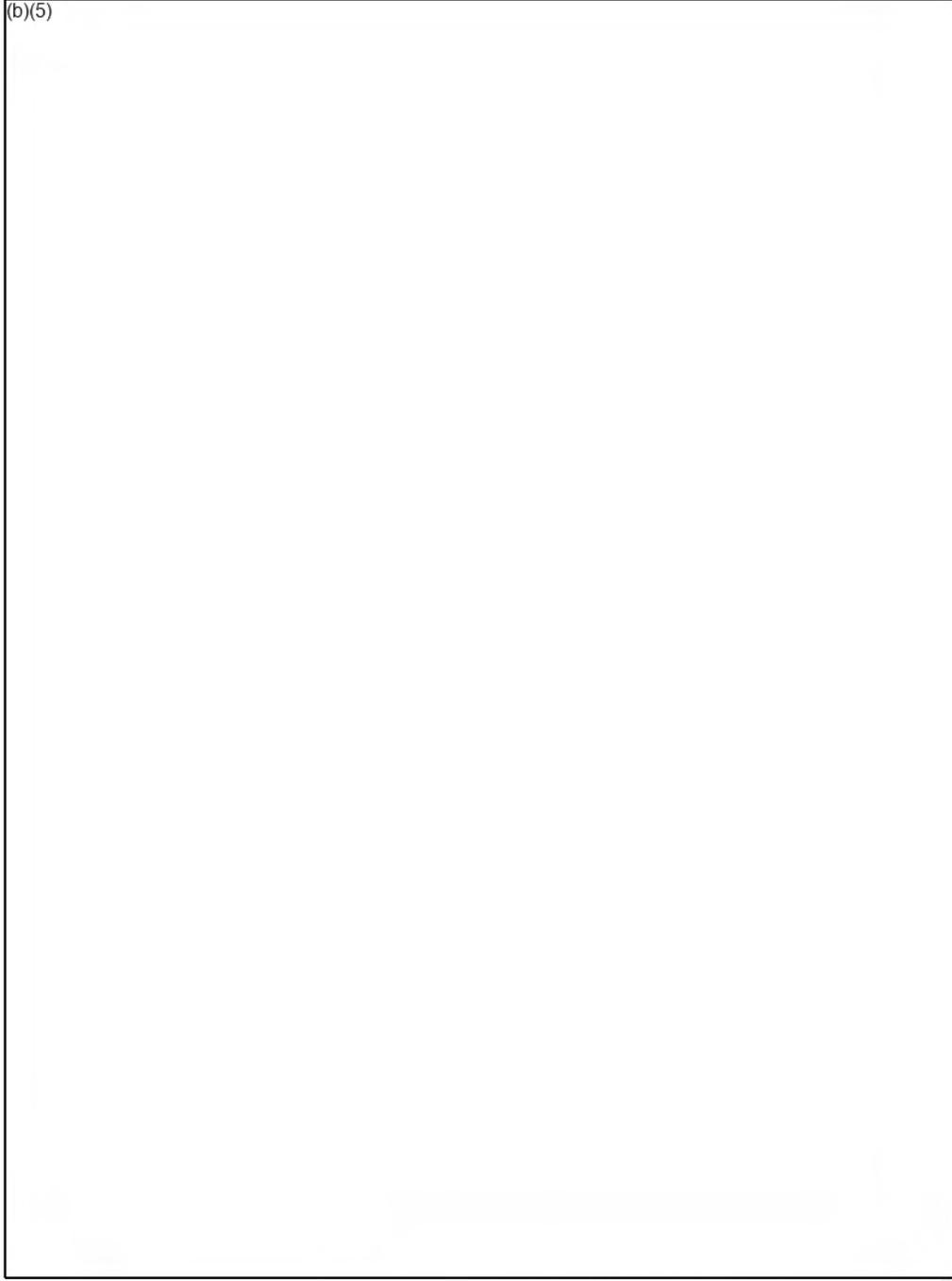
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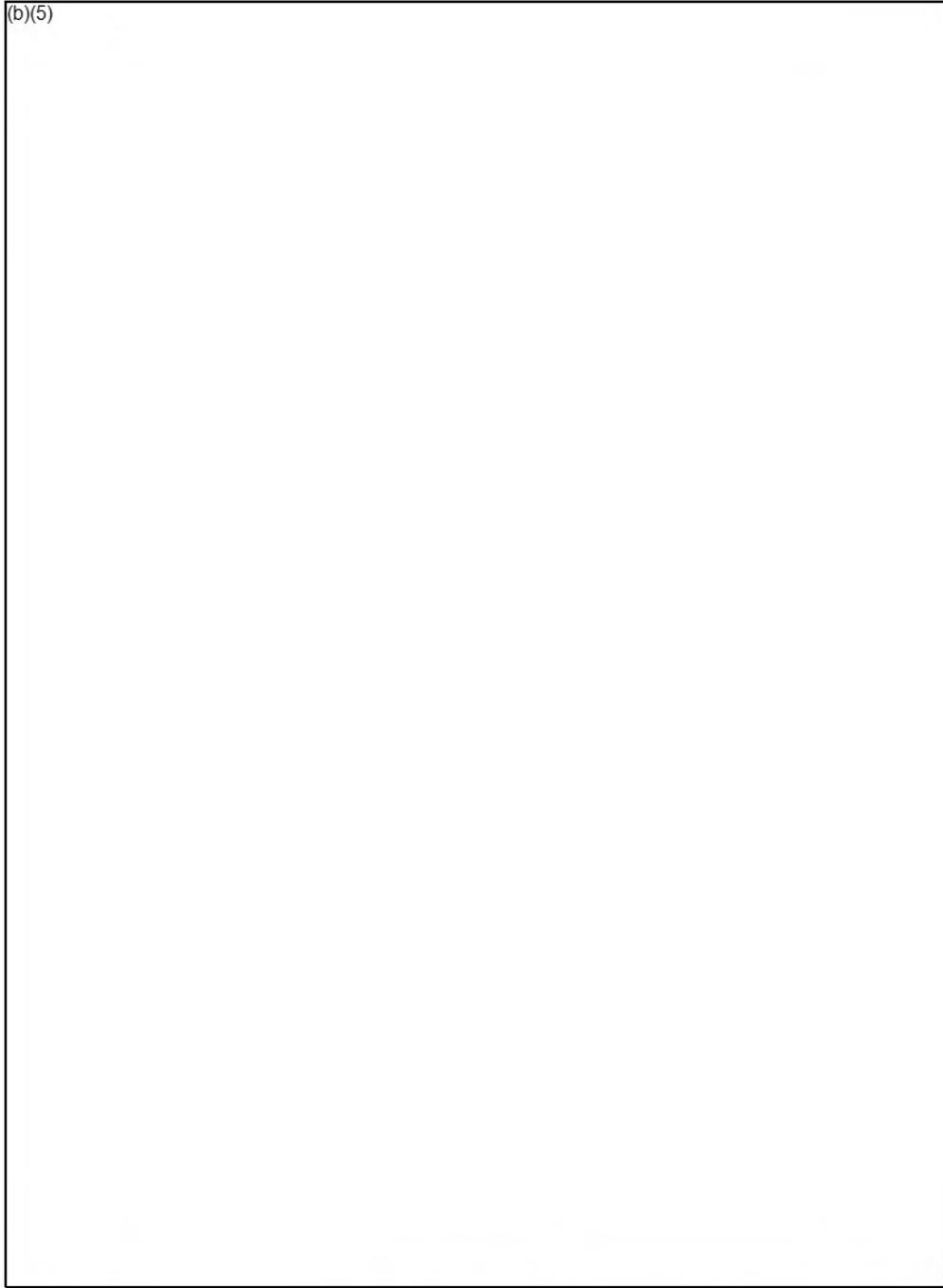
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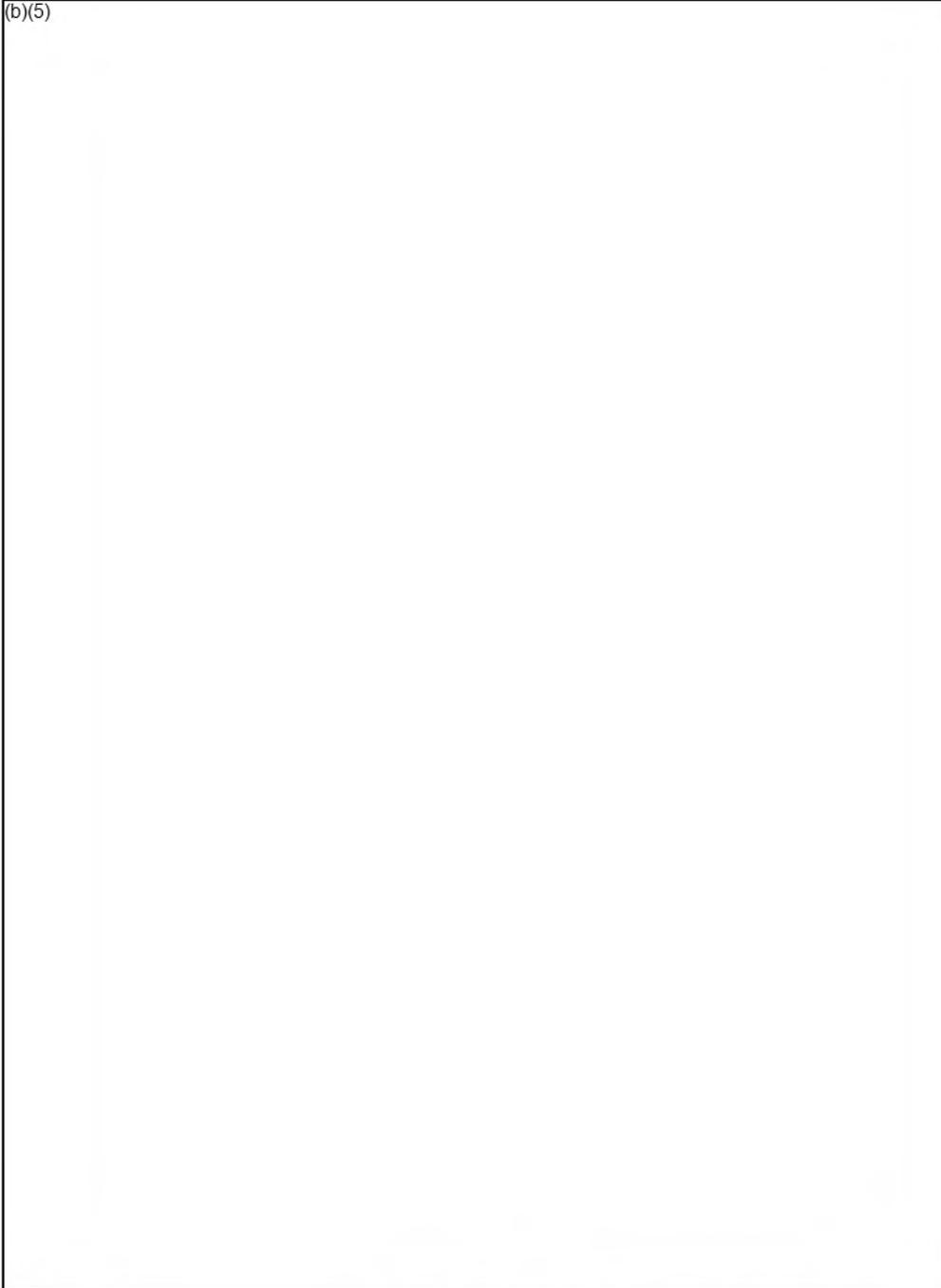


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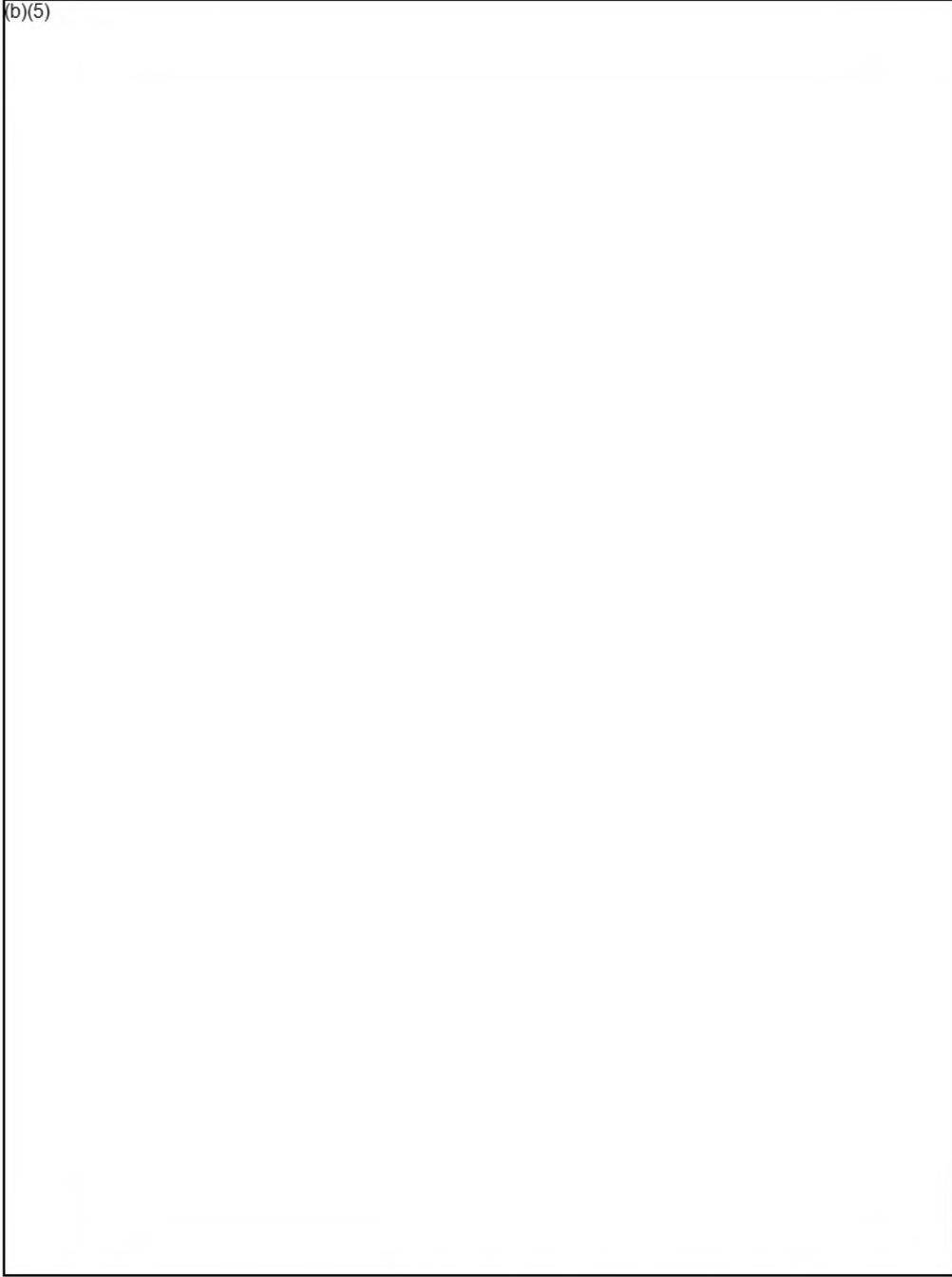
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**VETERANS
HEALTH
ADMINISTRATION**

VISION PLAN

*Updated Response to
38 U.S.C. 7330C(b):
Strategy Regarding the
Department of Veterans
Affairs High-Quality
Integrated Health Care
System*

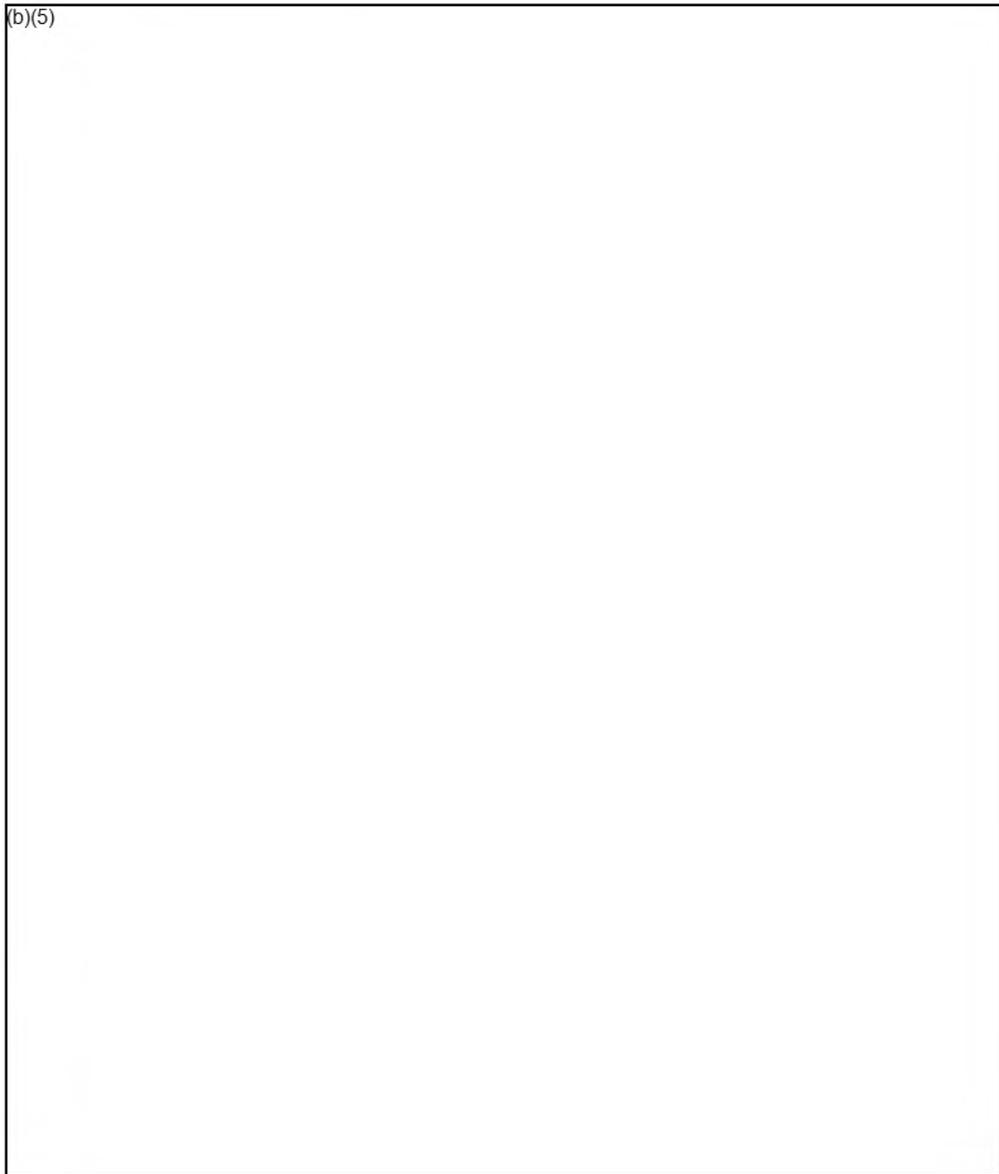
December 2020

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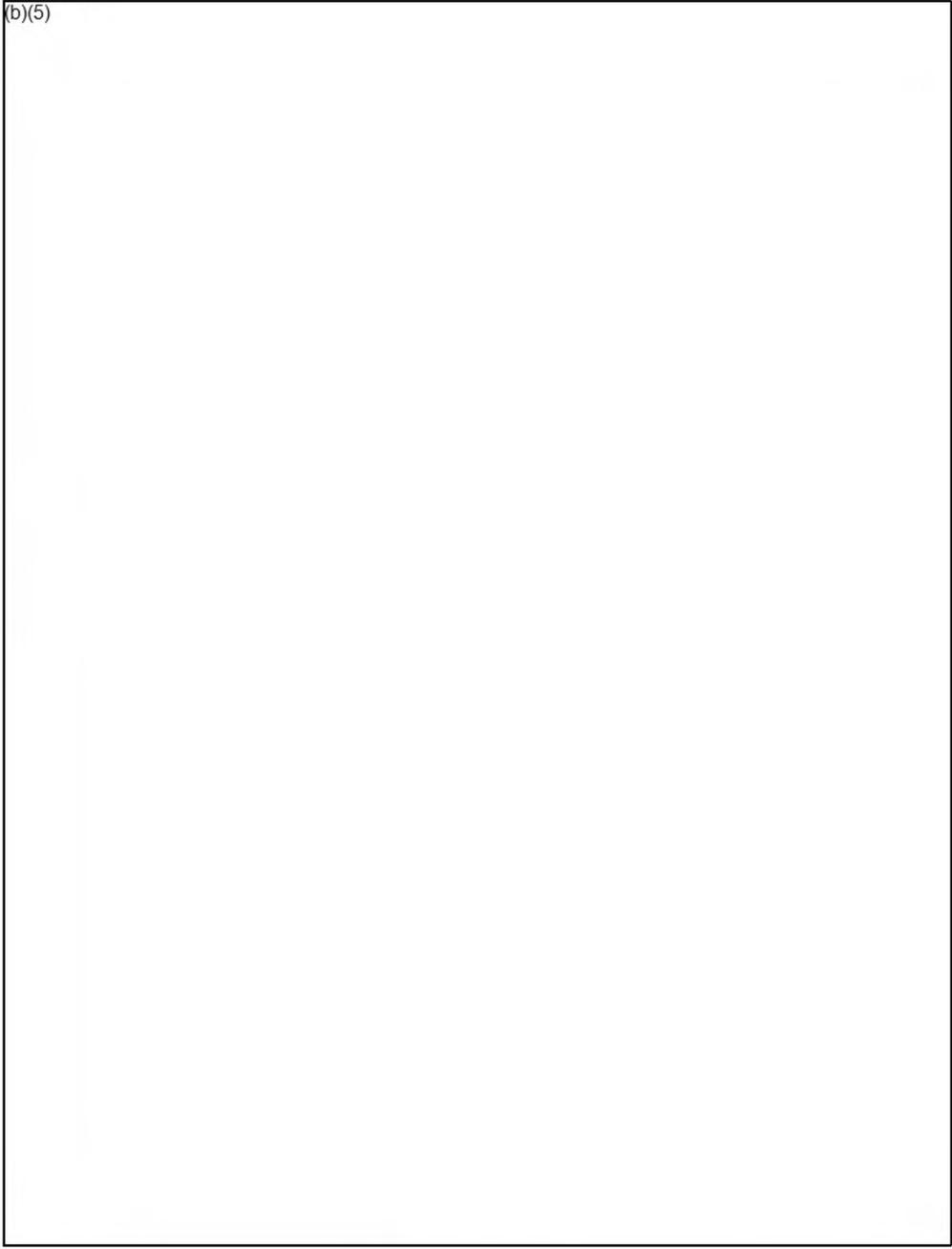
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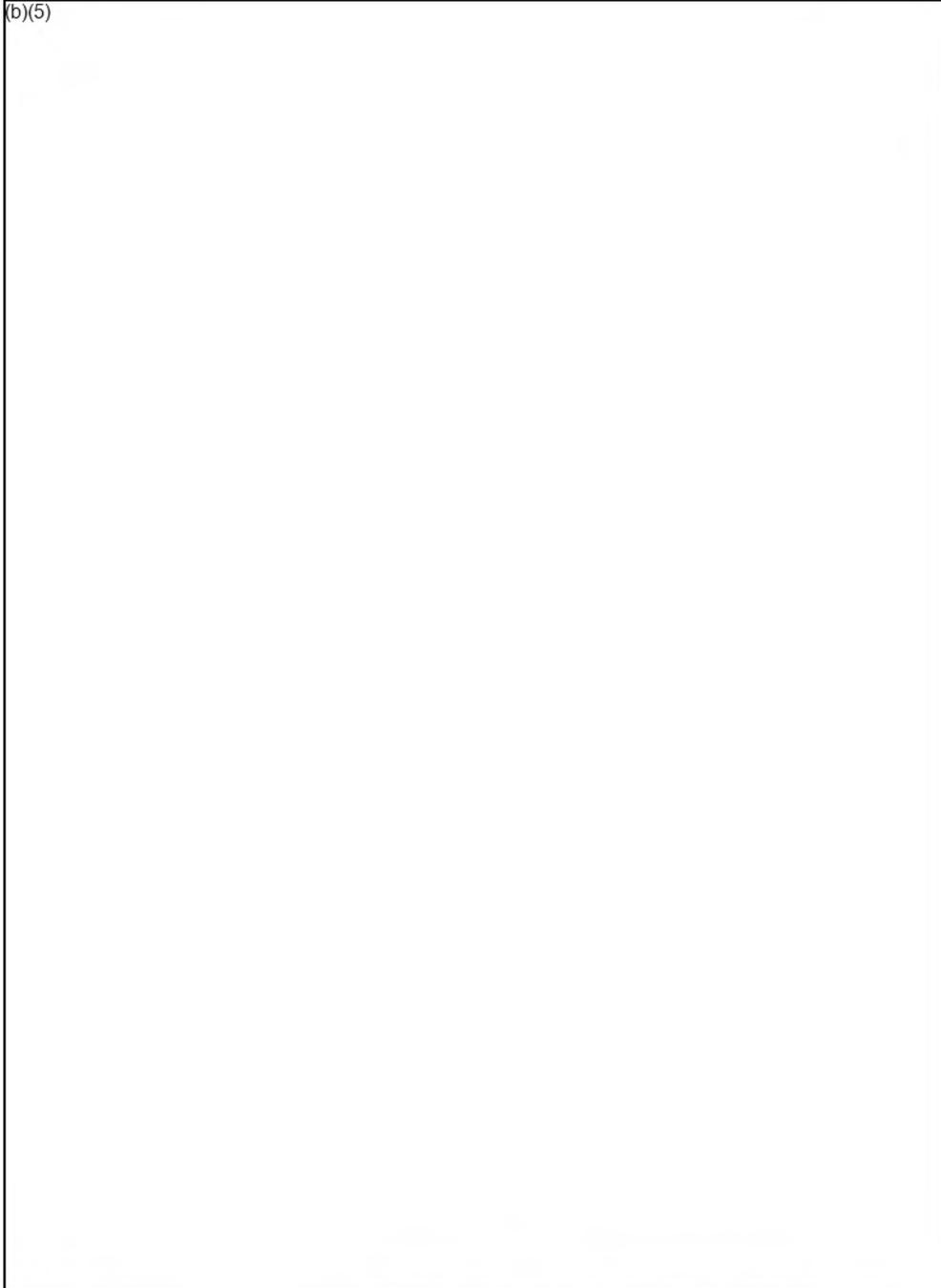


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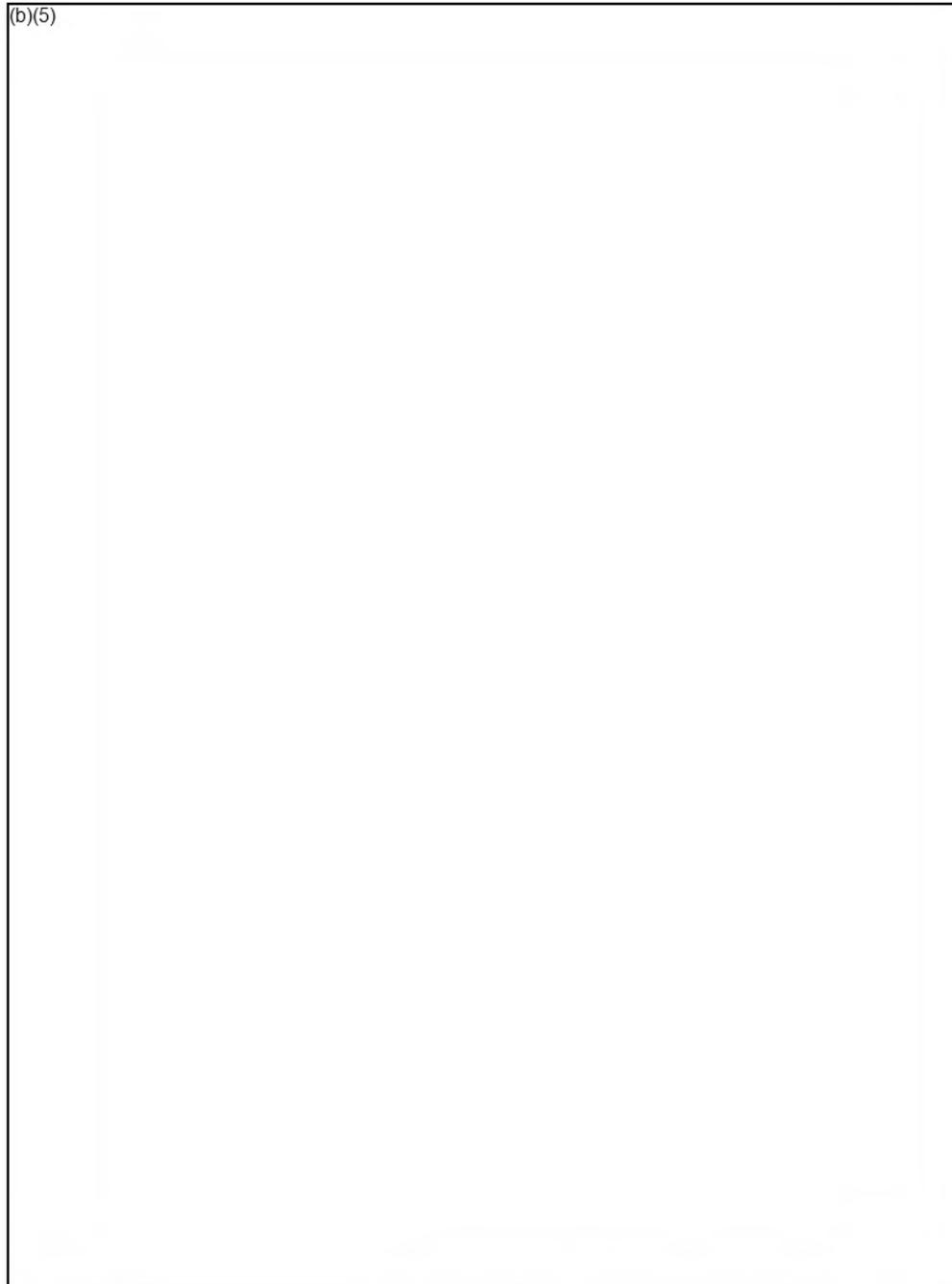
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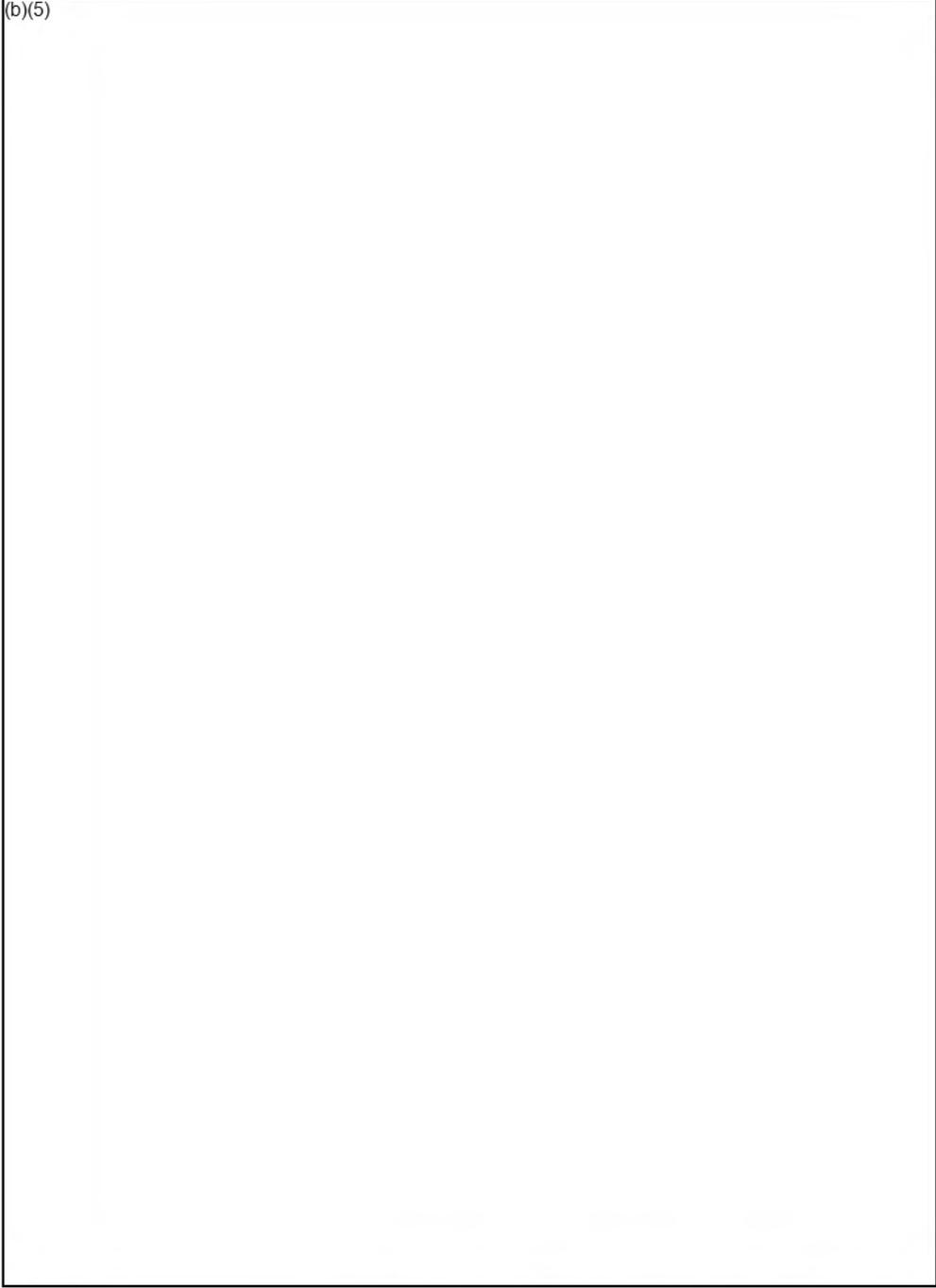


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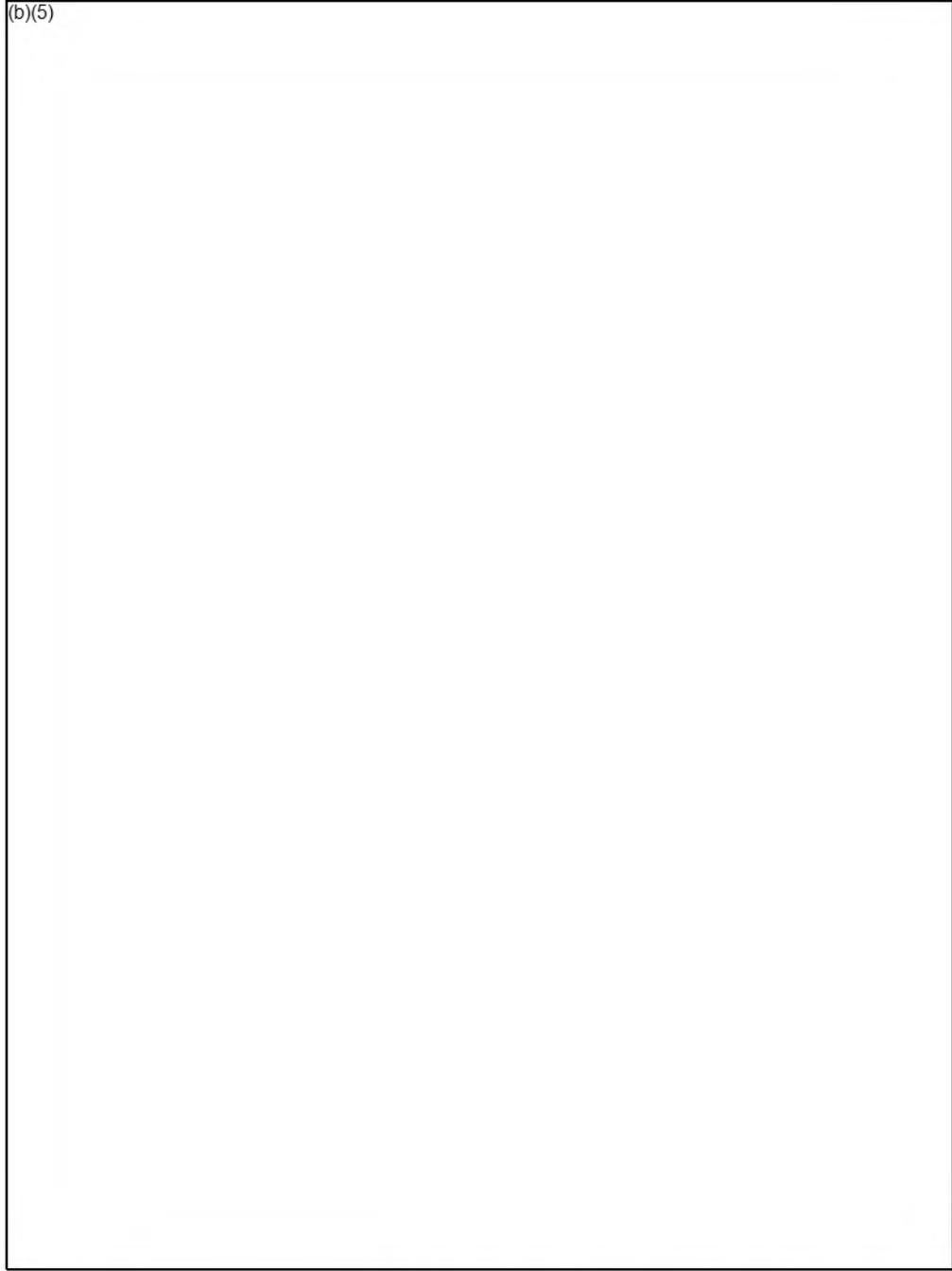
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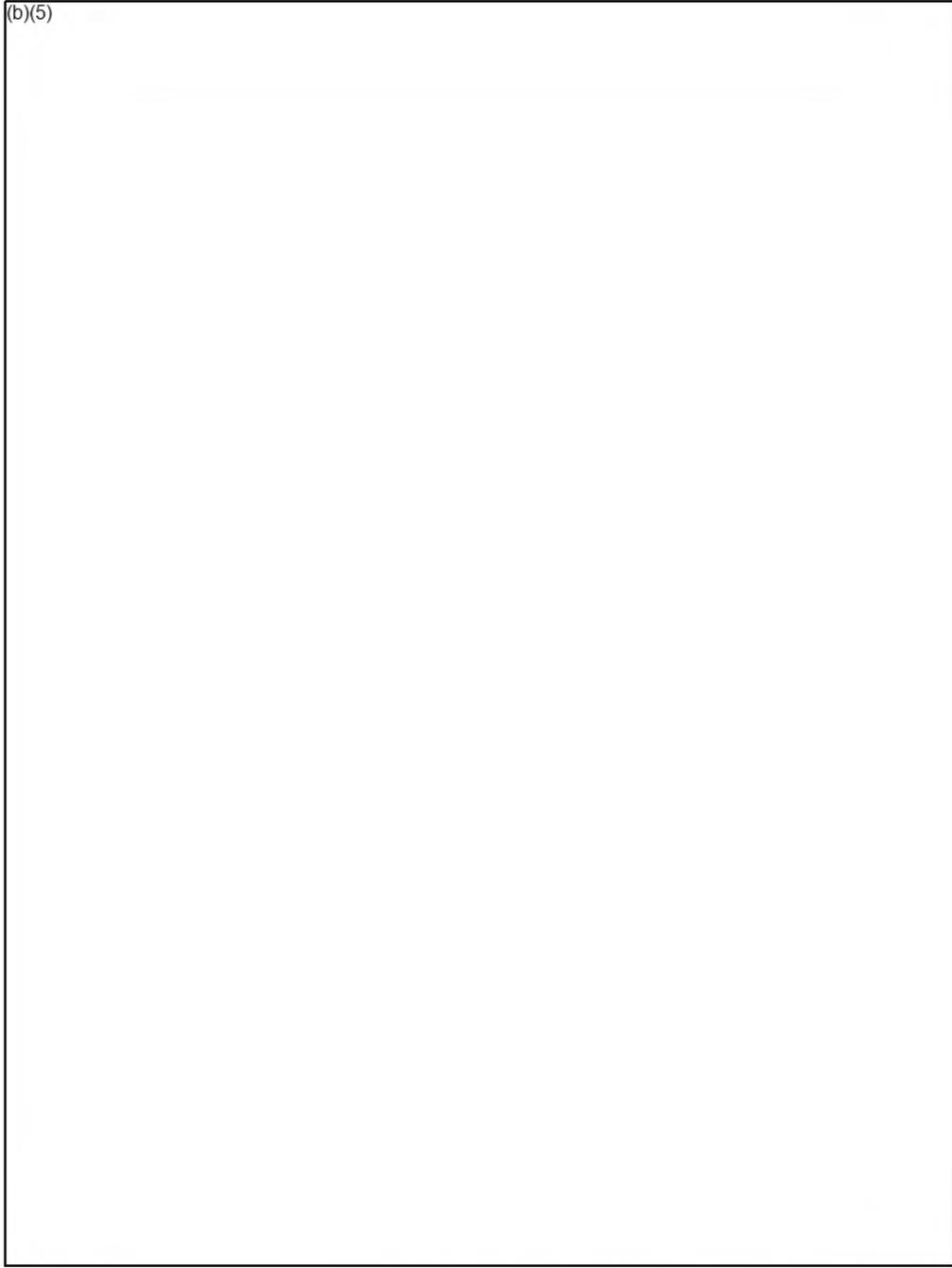
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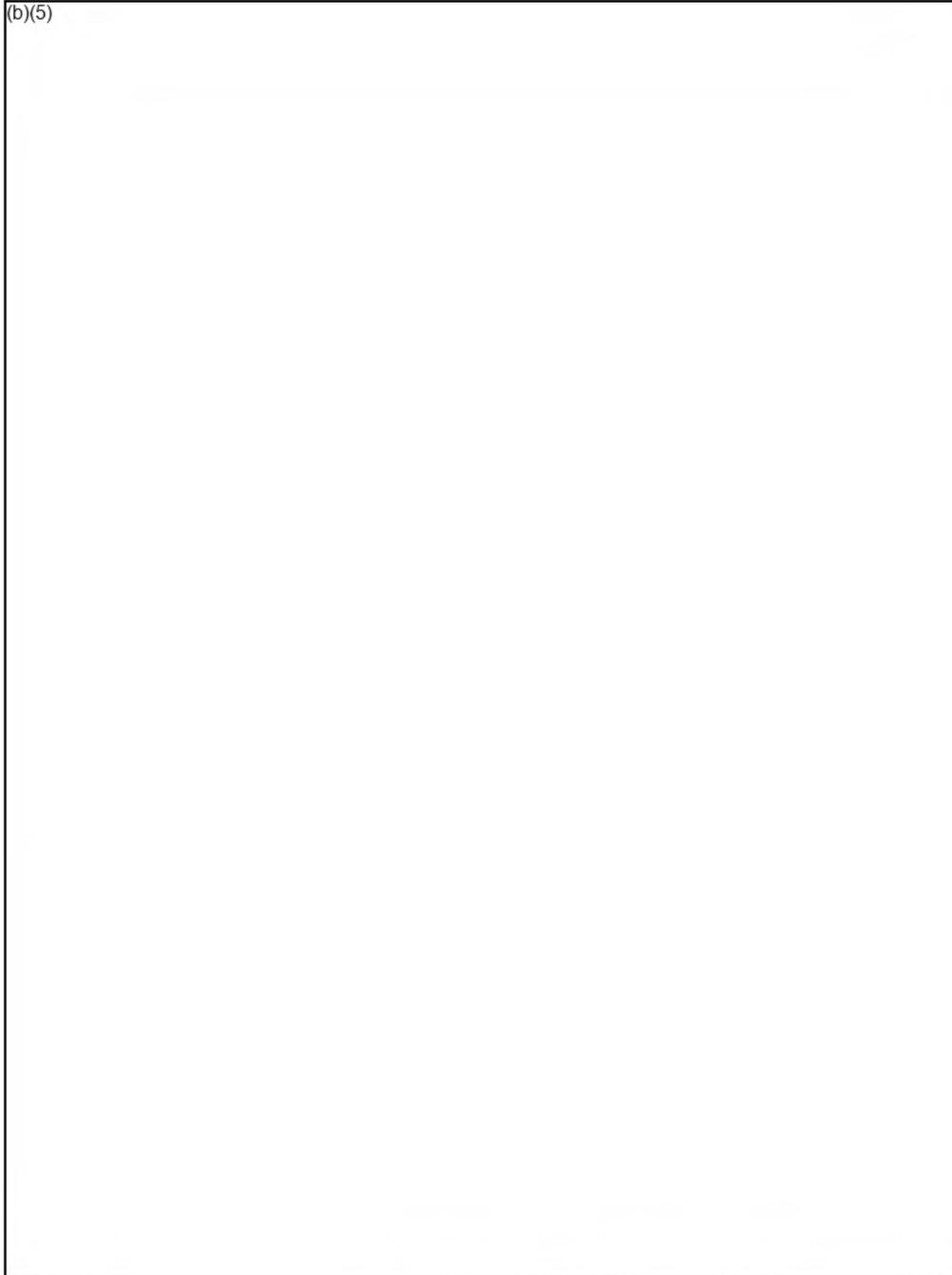
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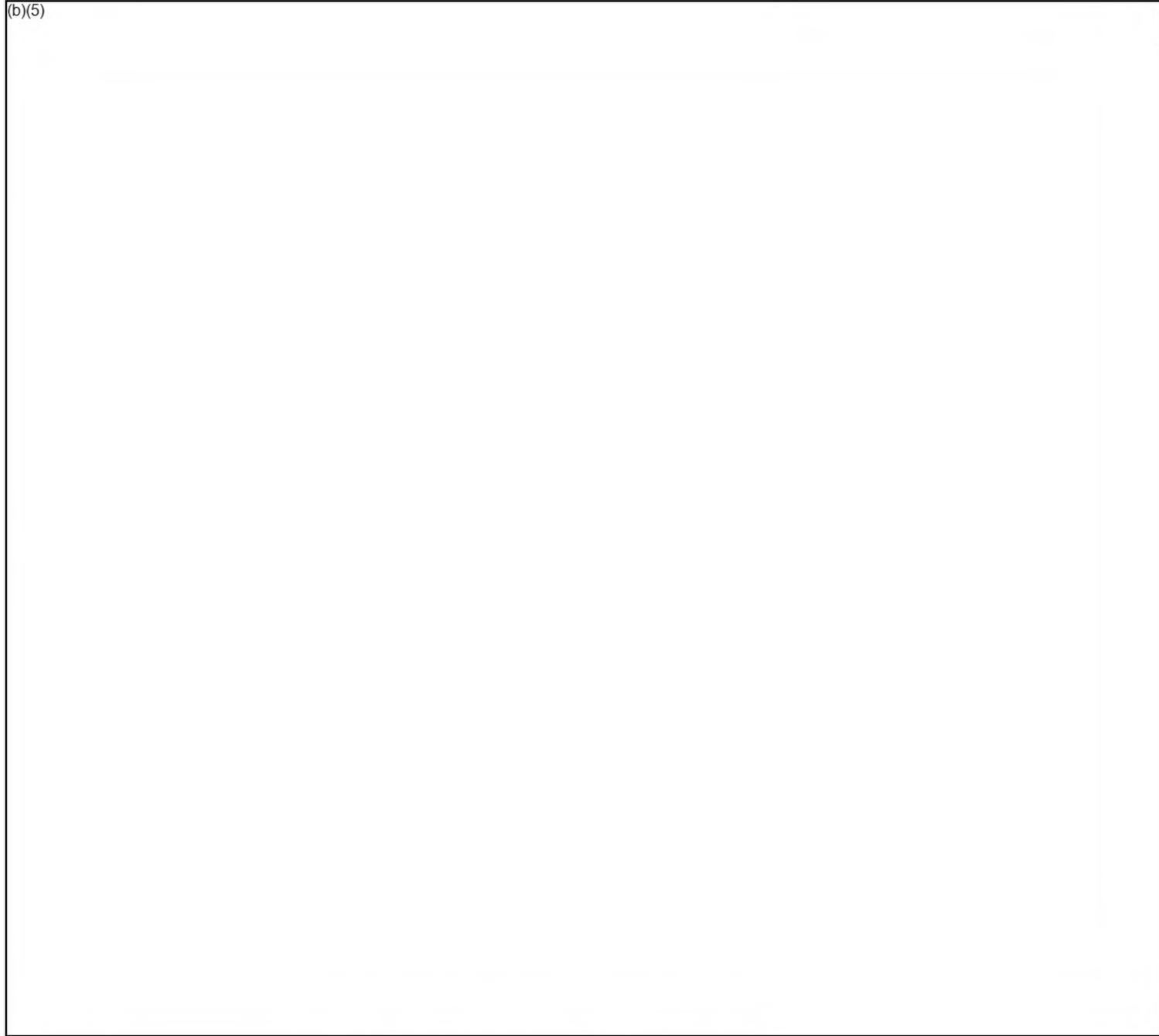
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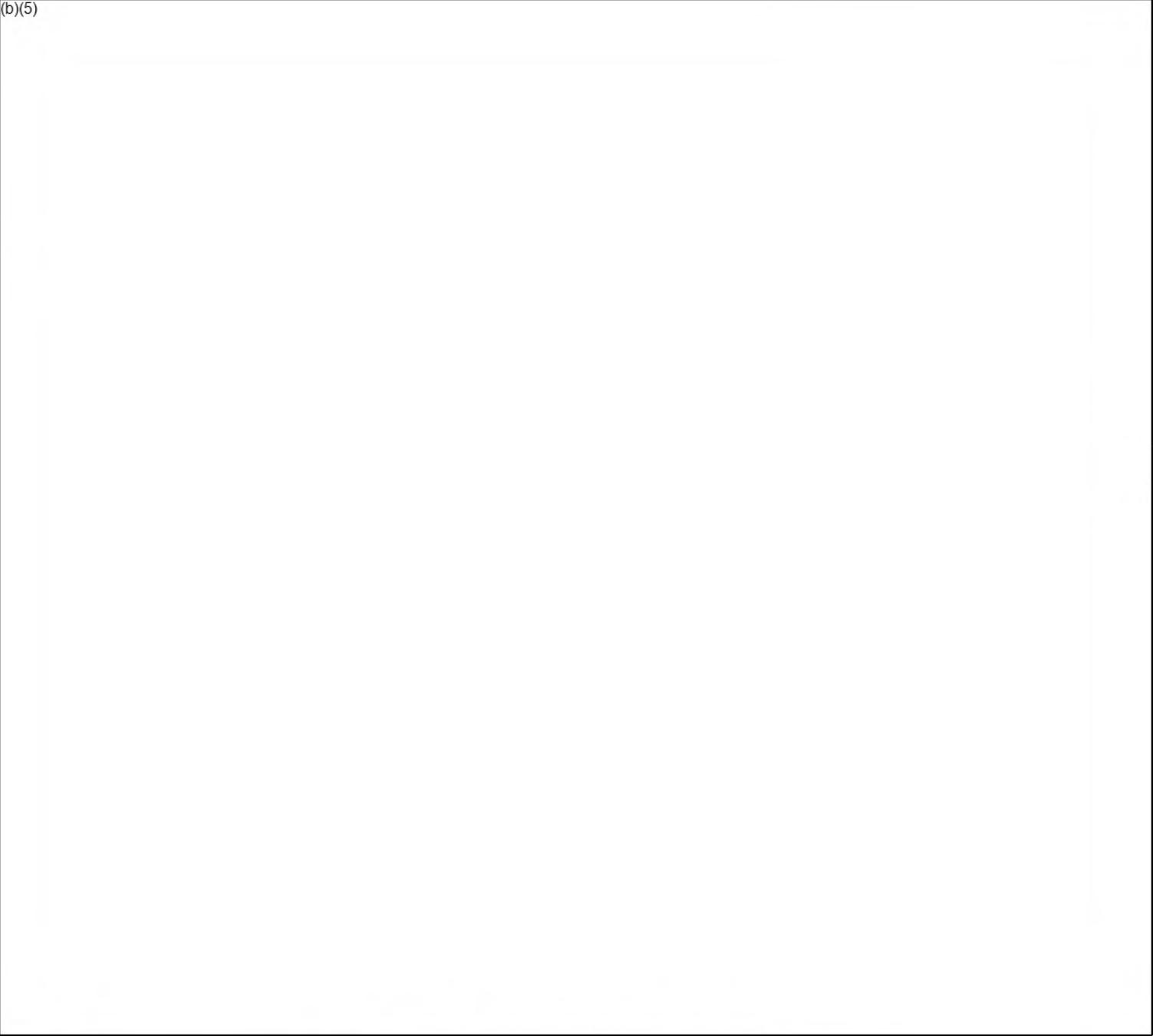
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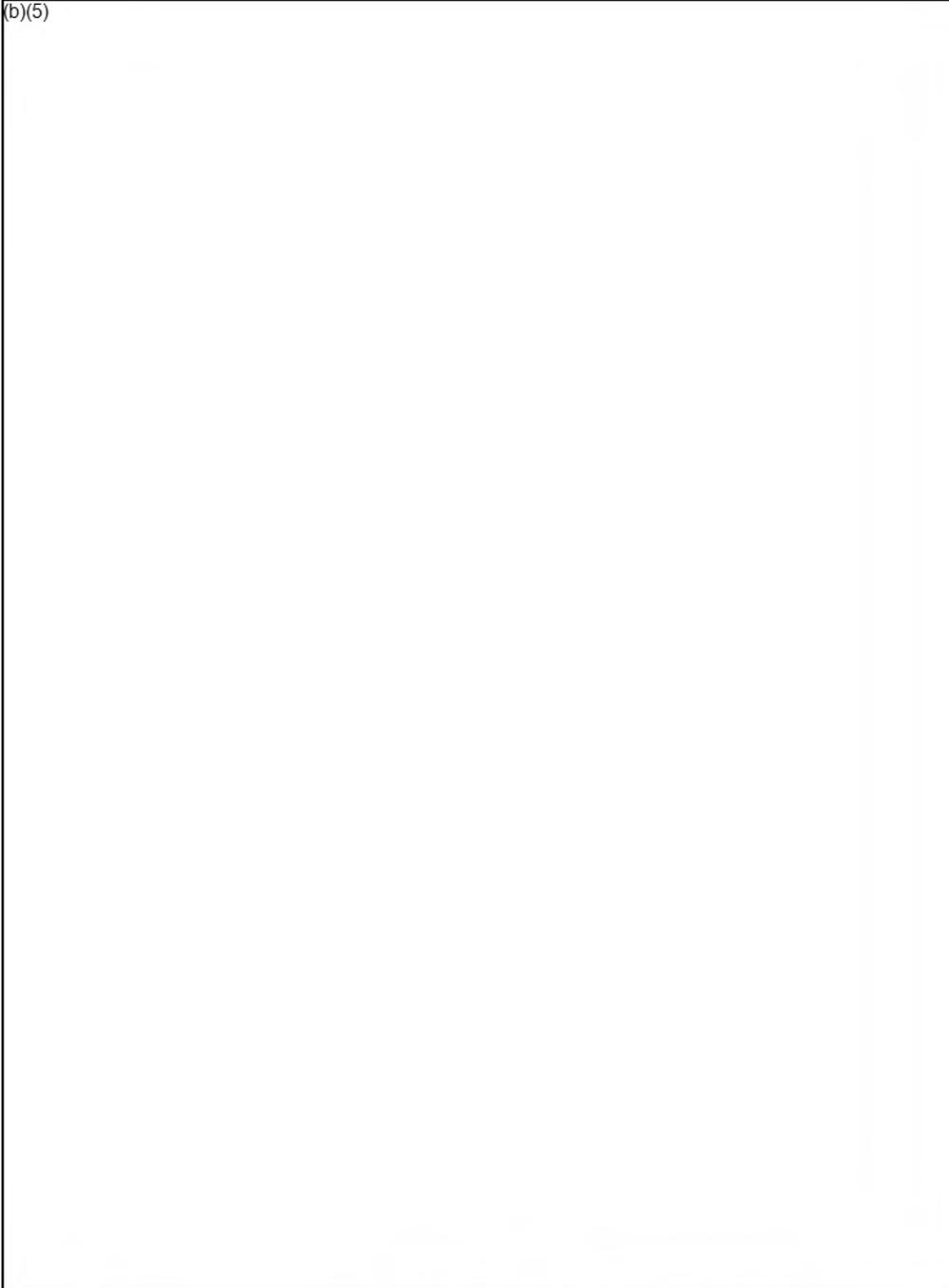
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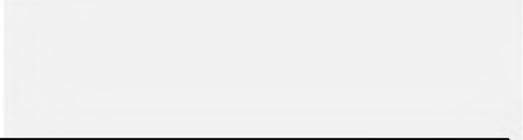


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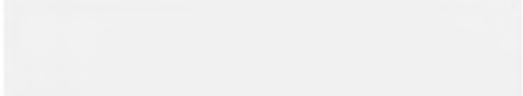
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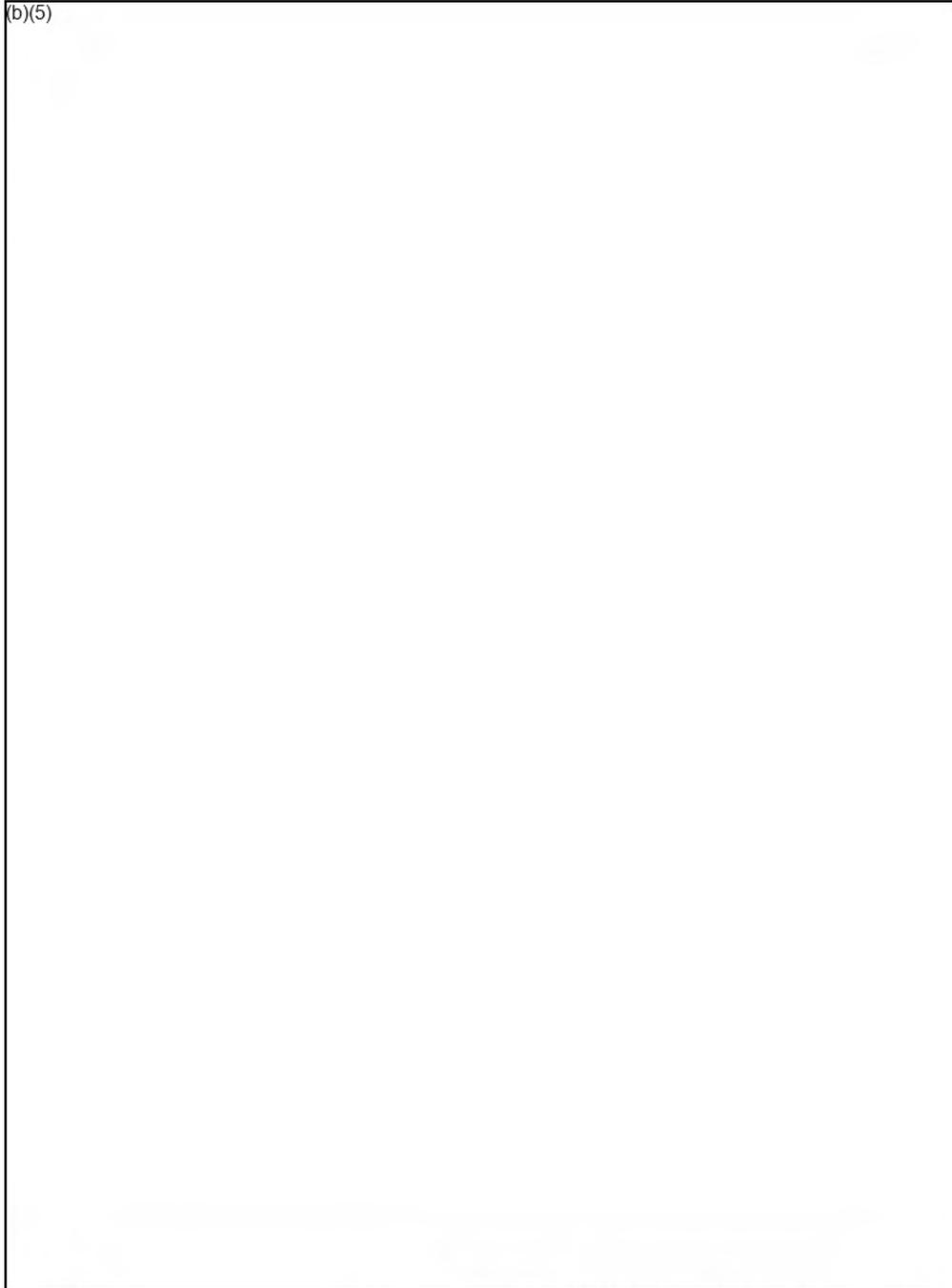
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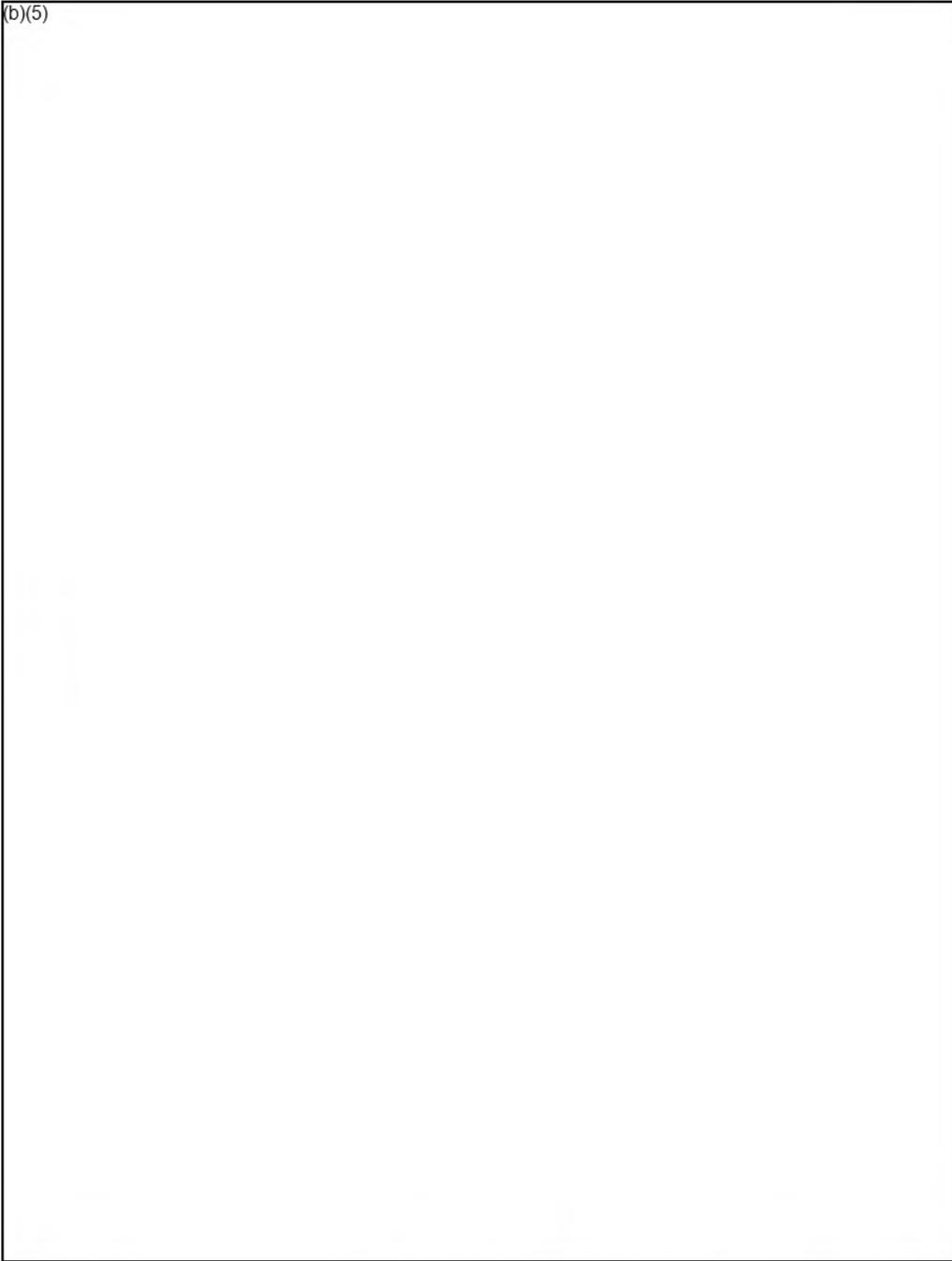
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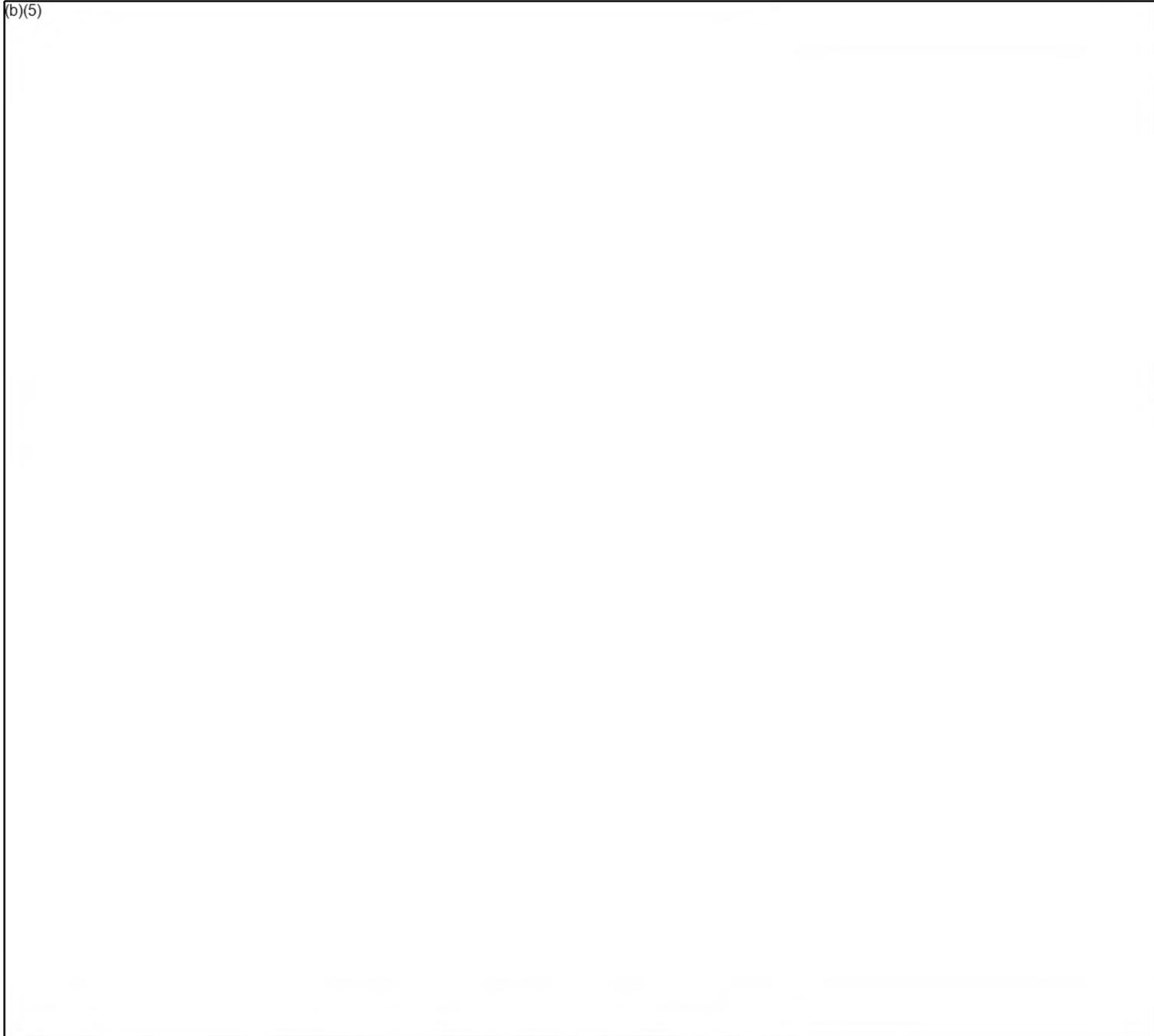


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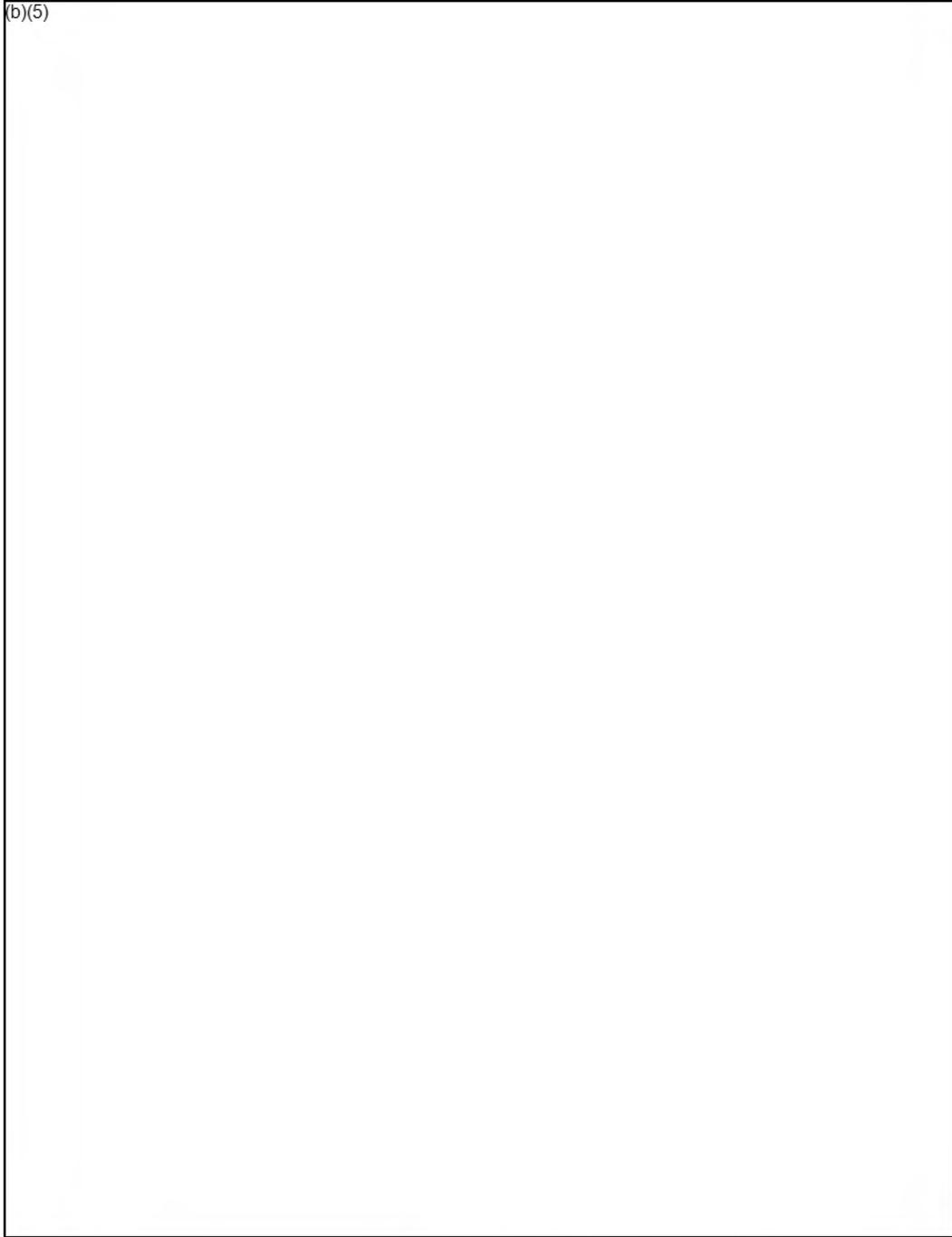
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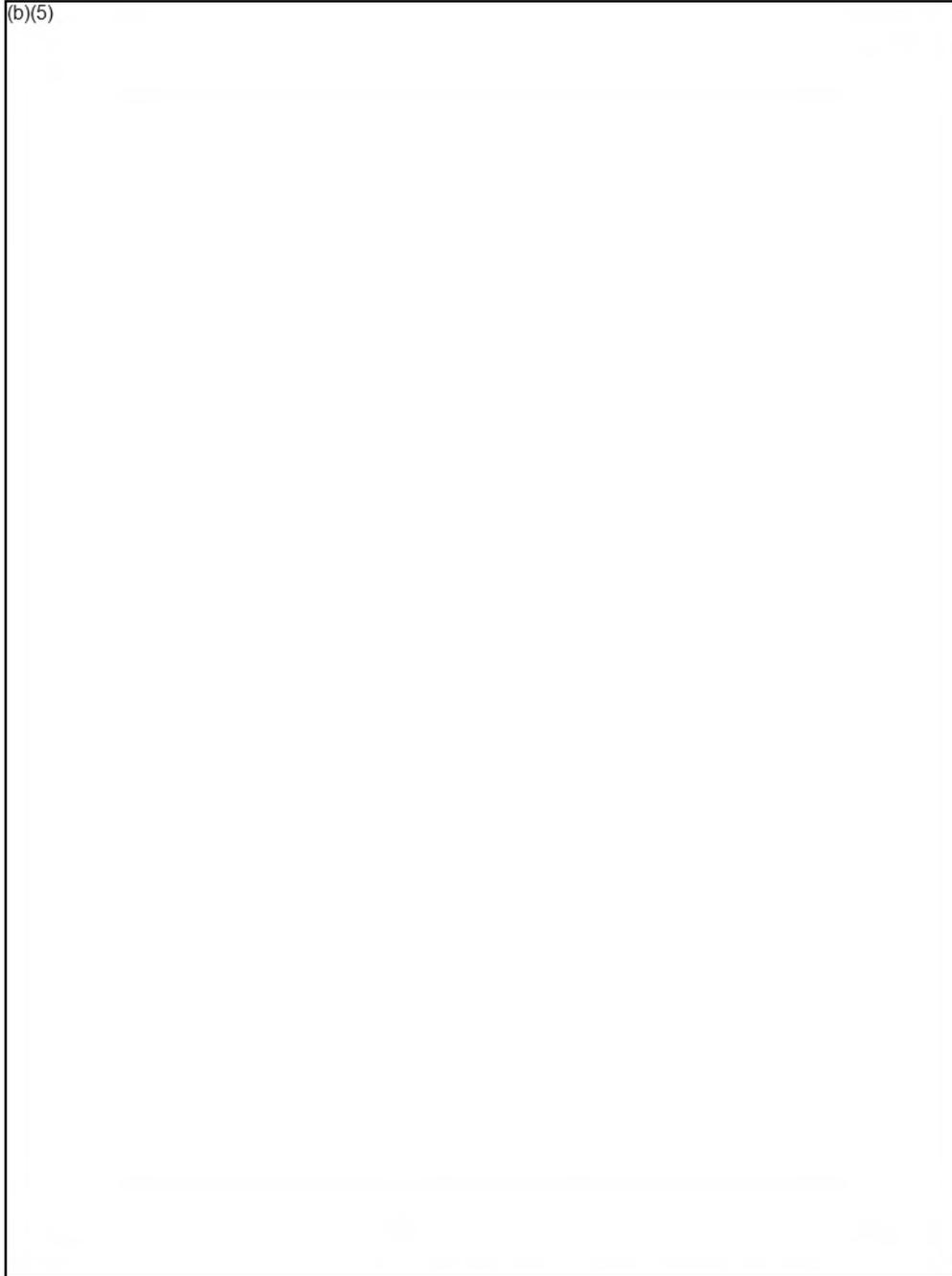
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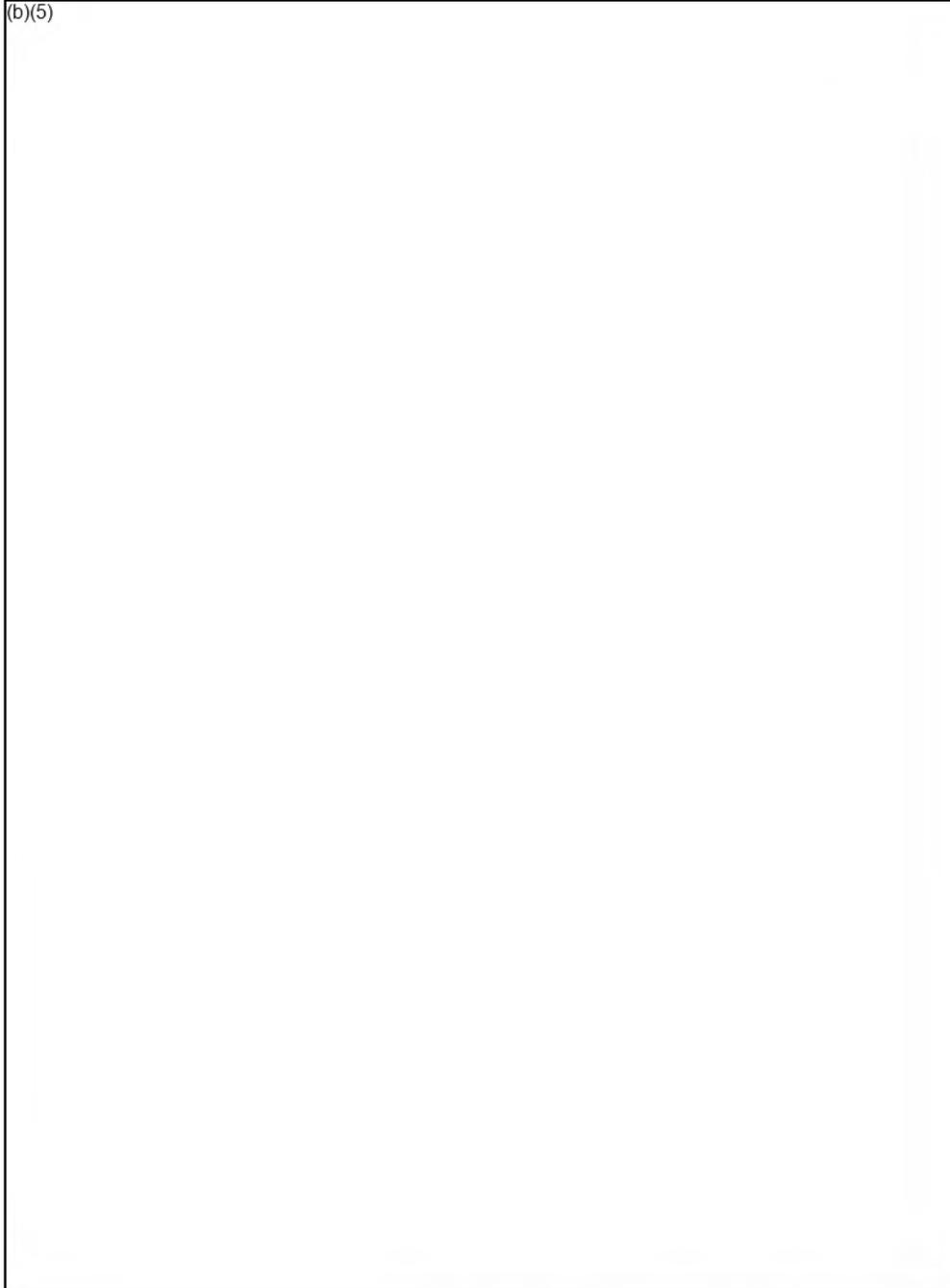
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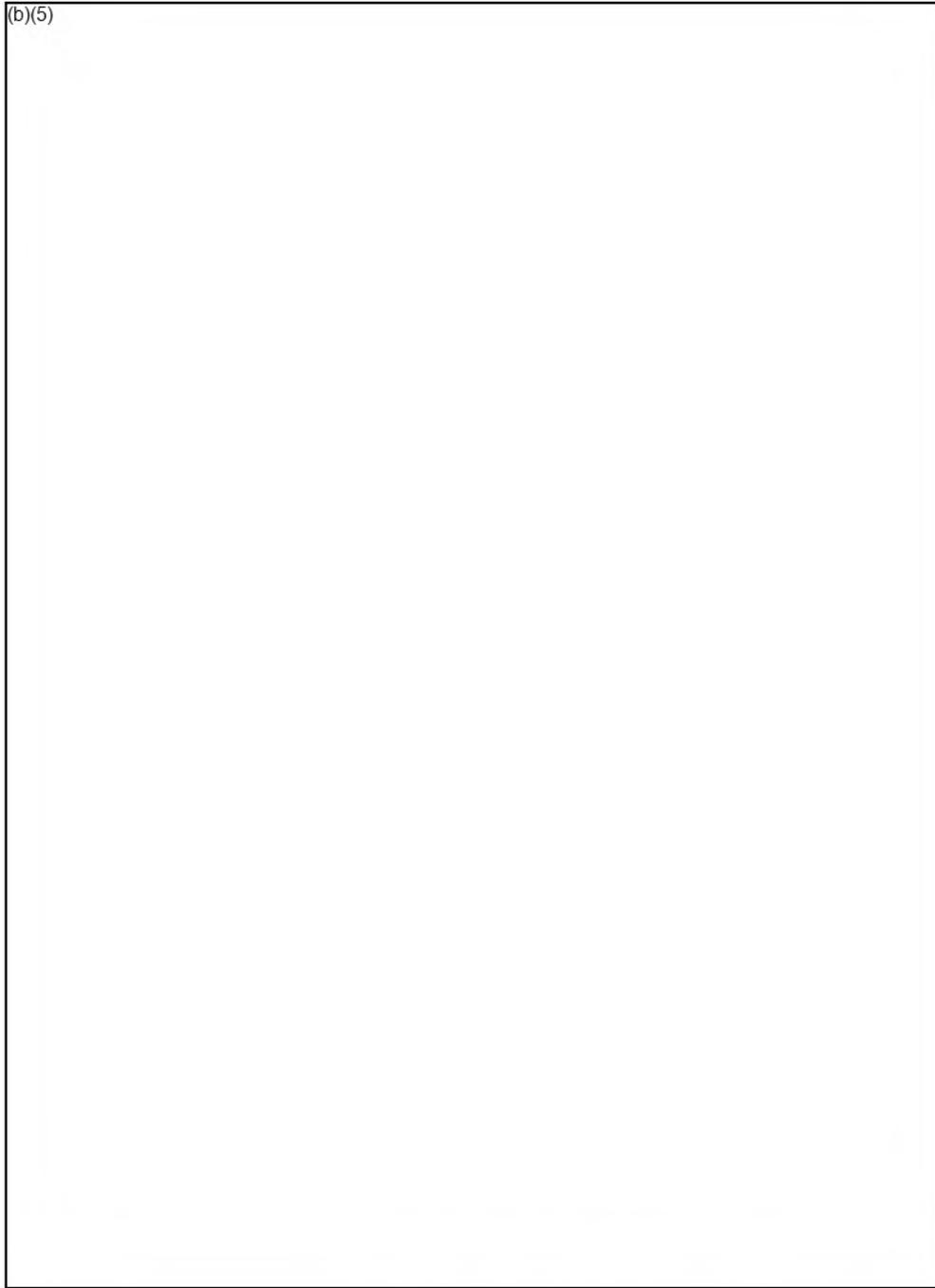
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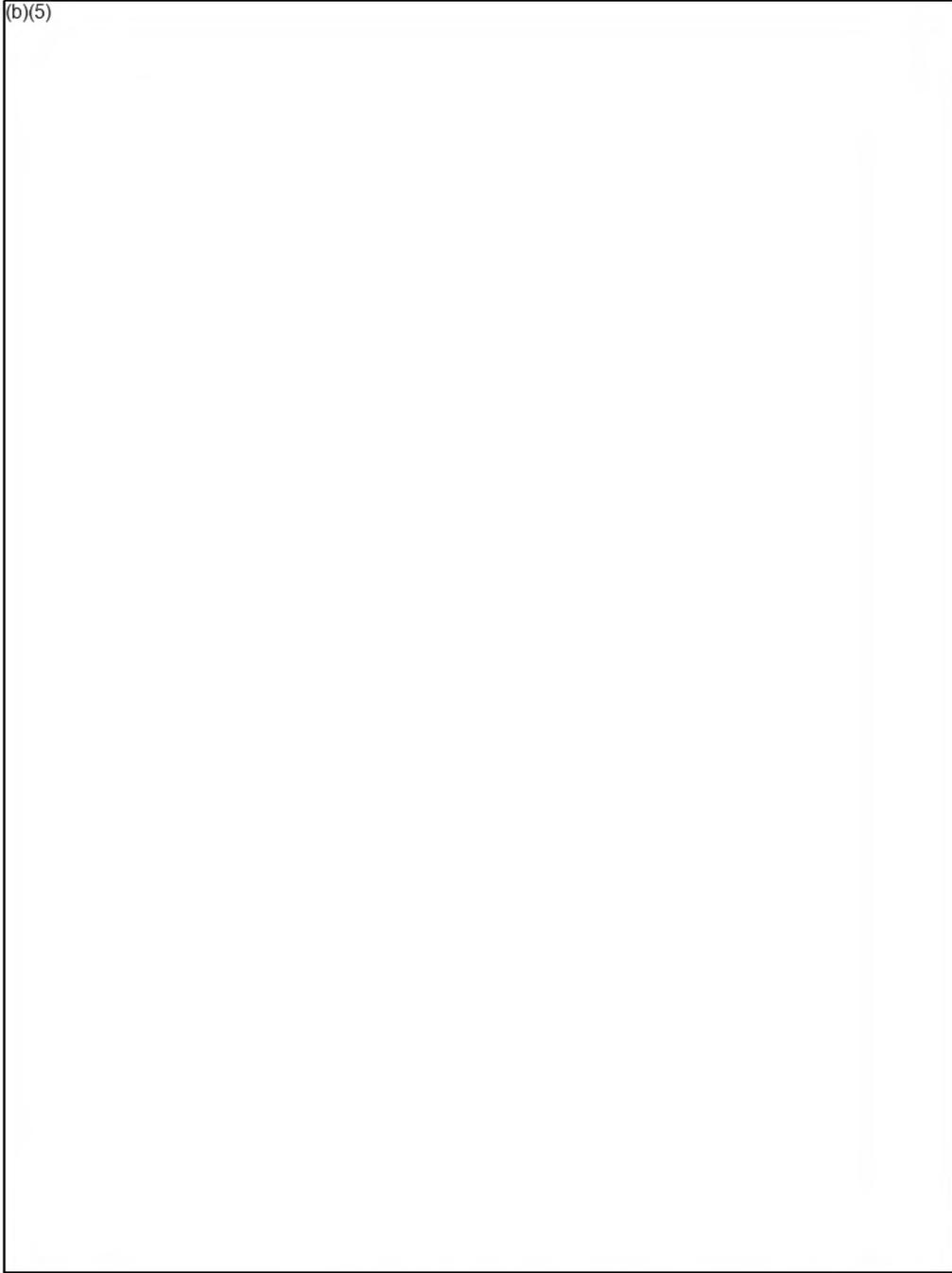


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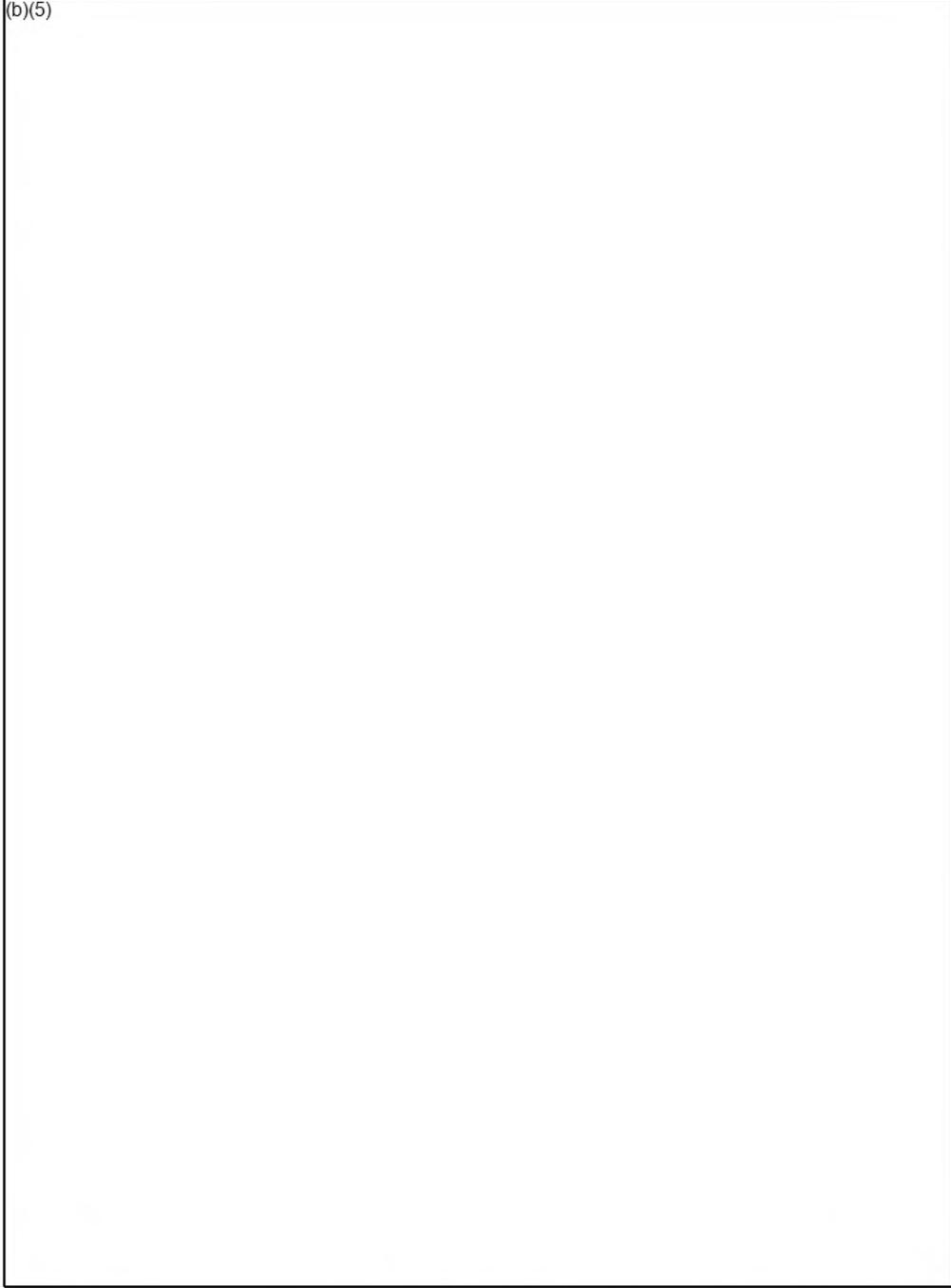


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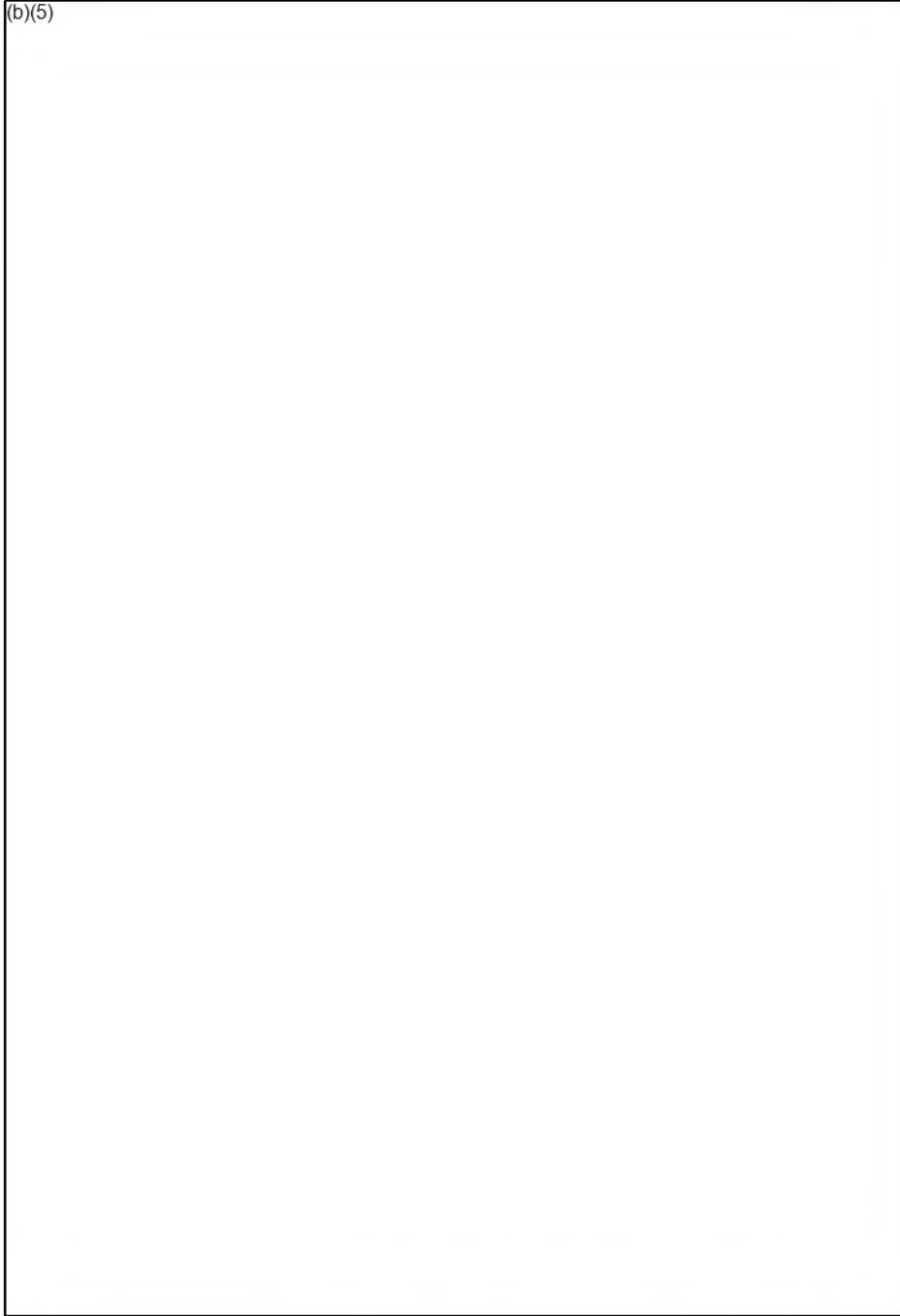
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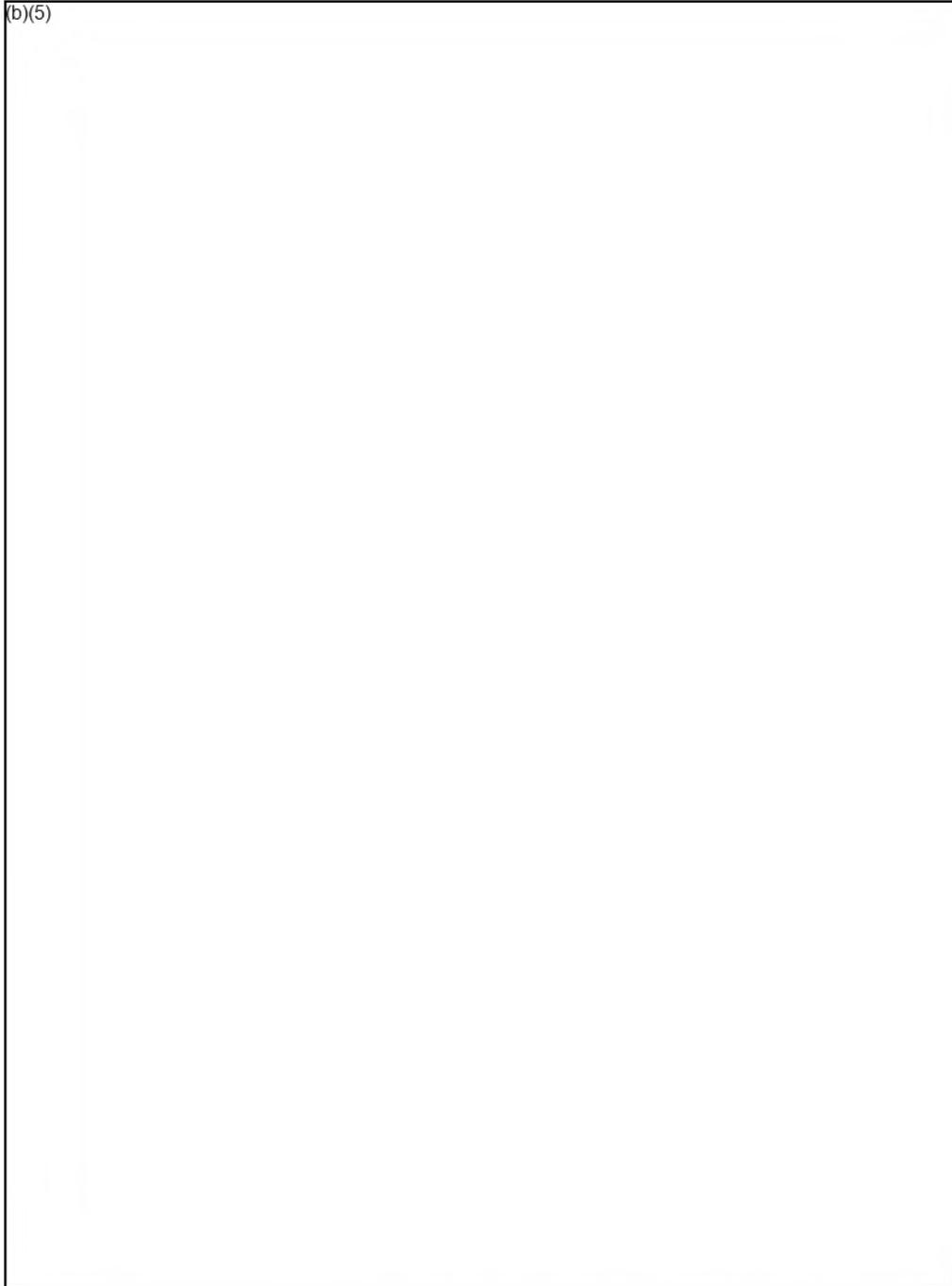
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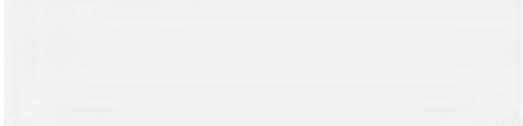
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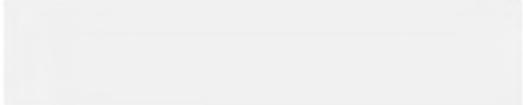
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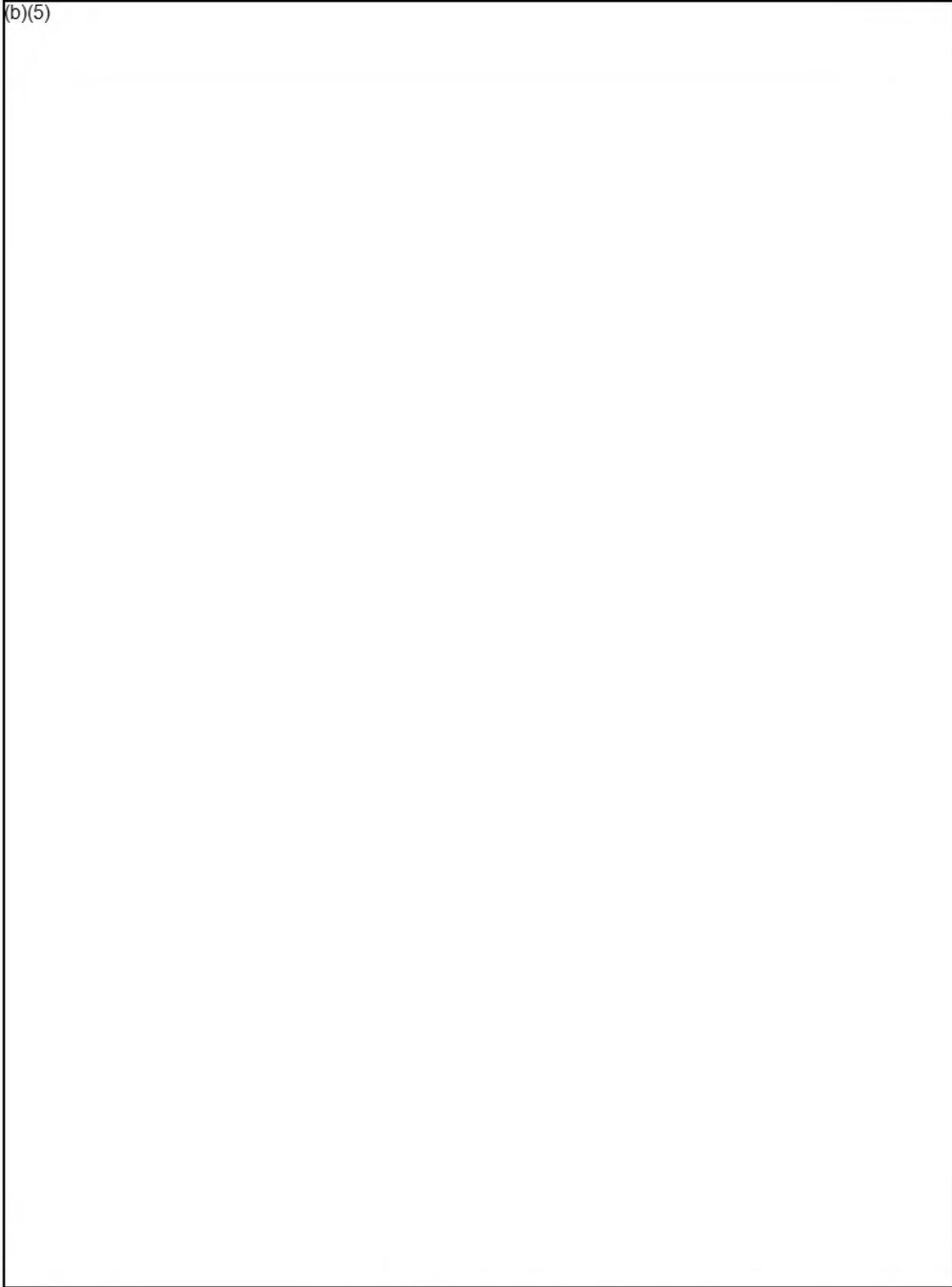
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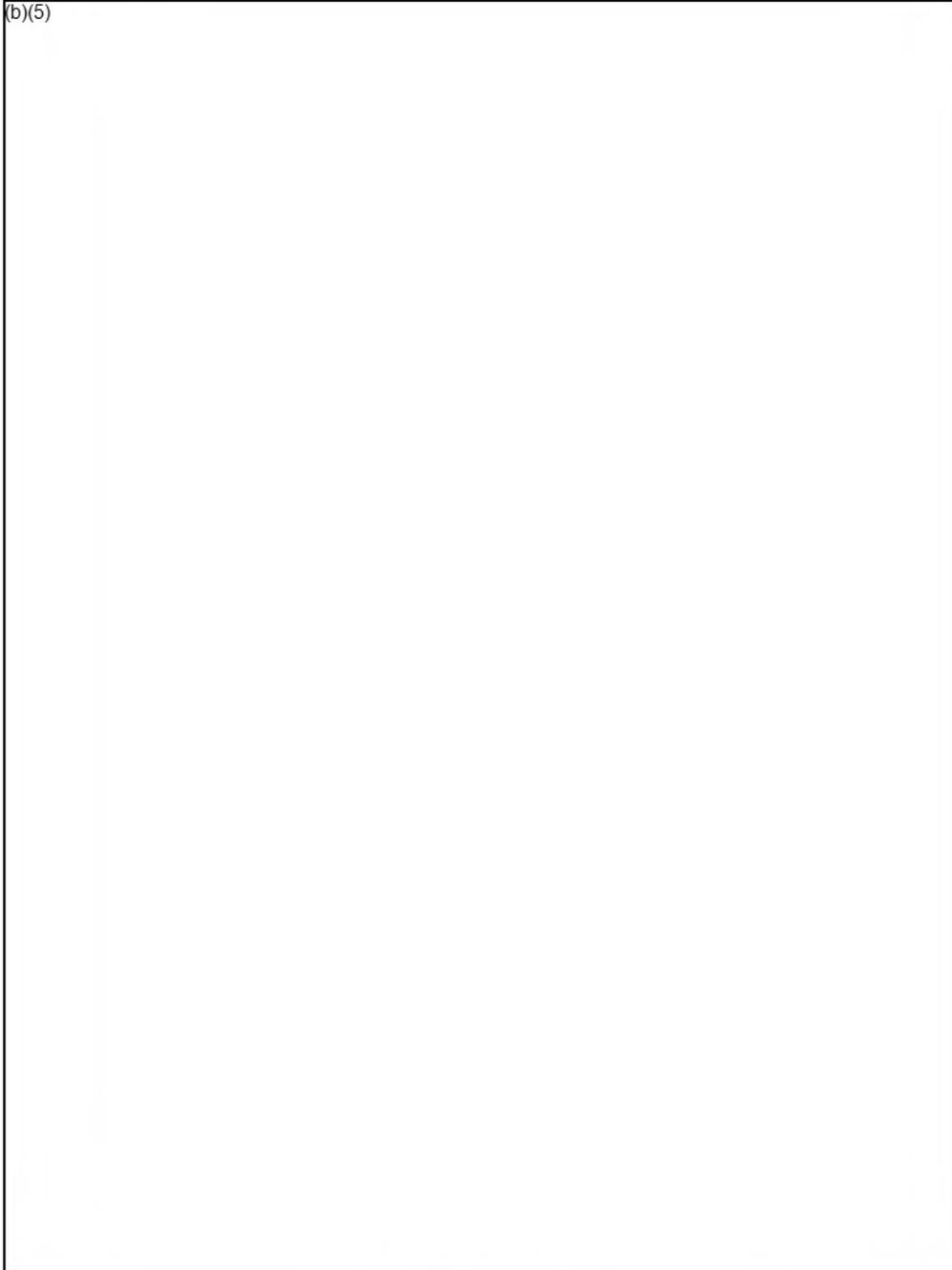


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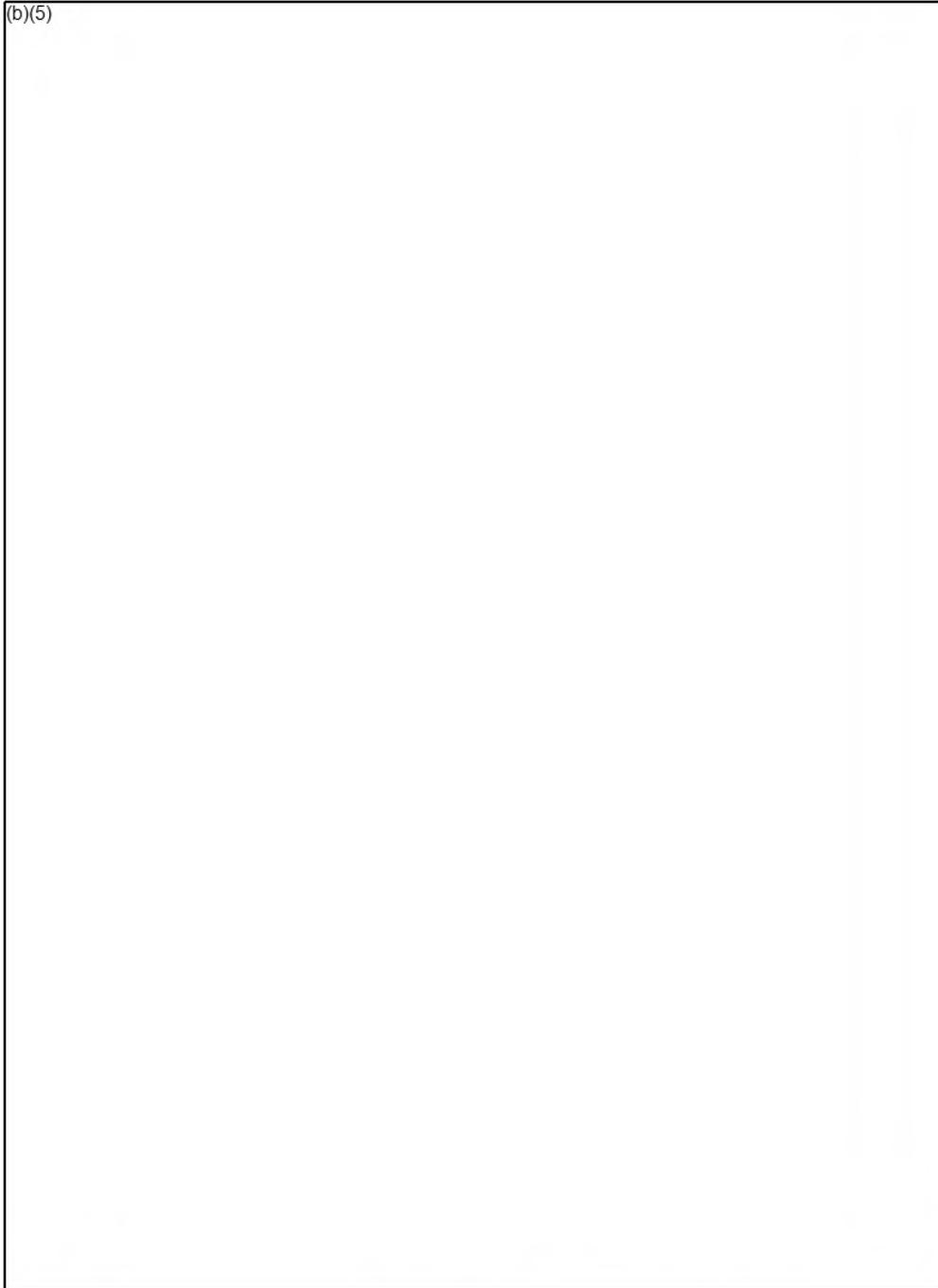
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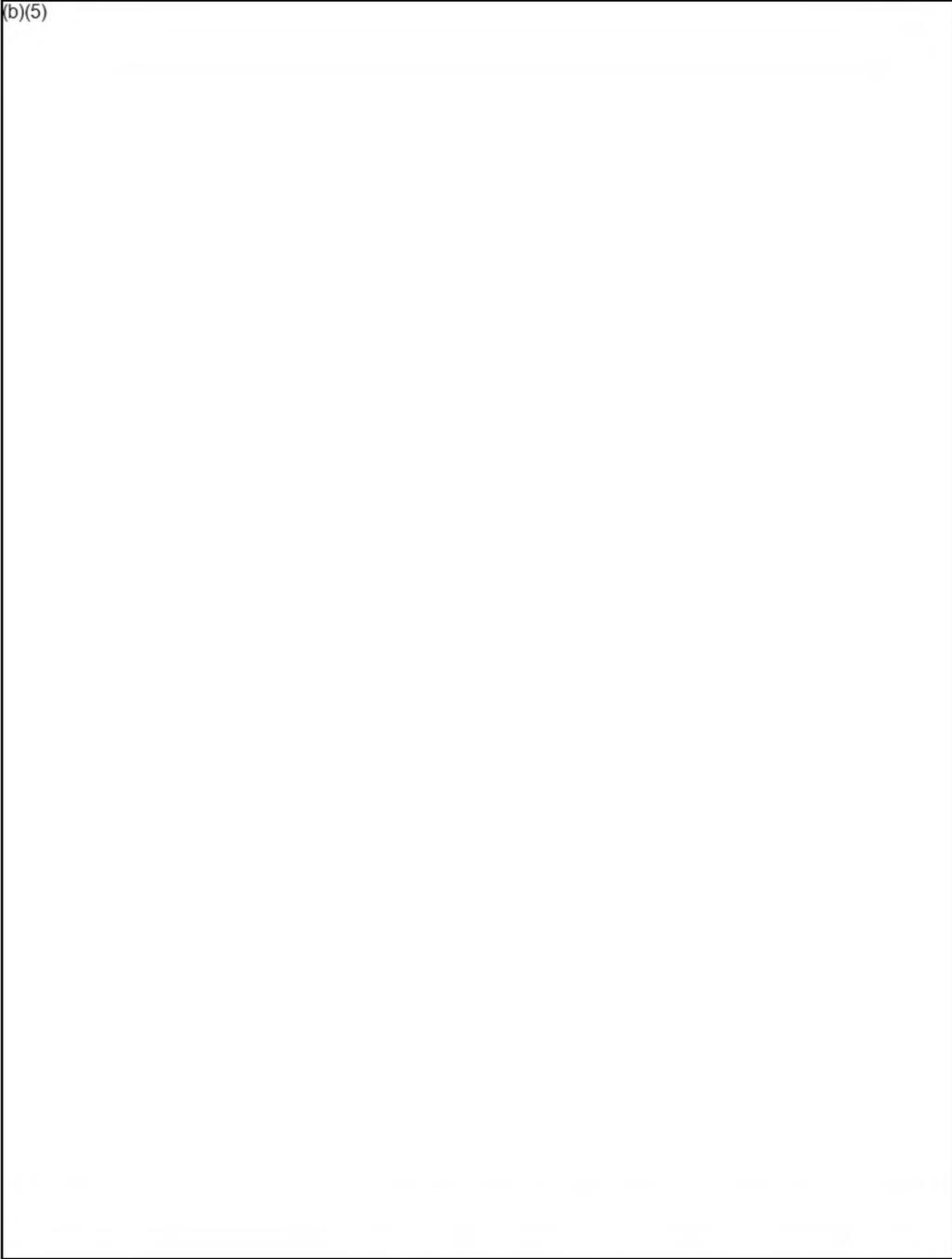
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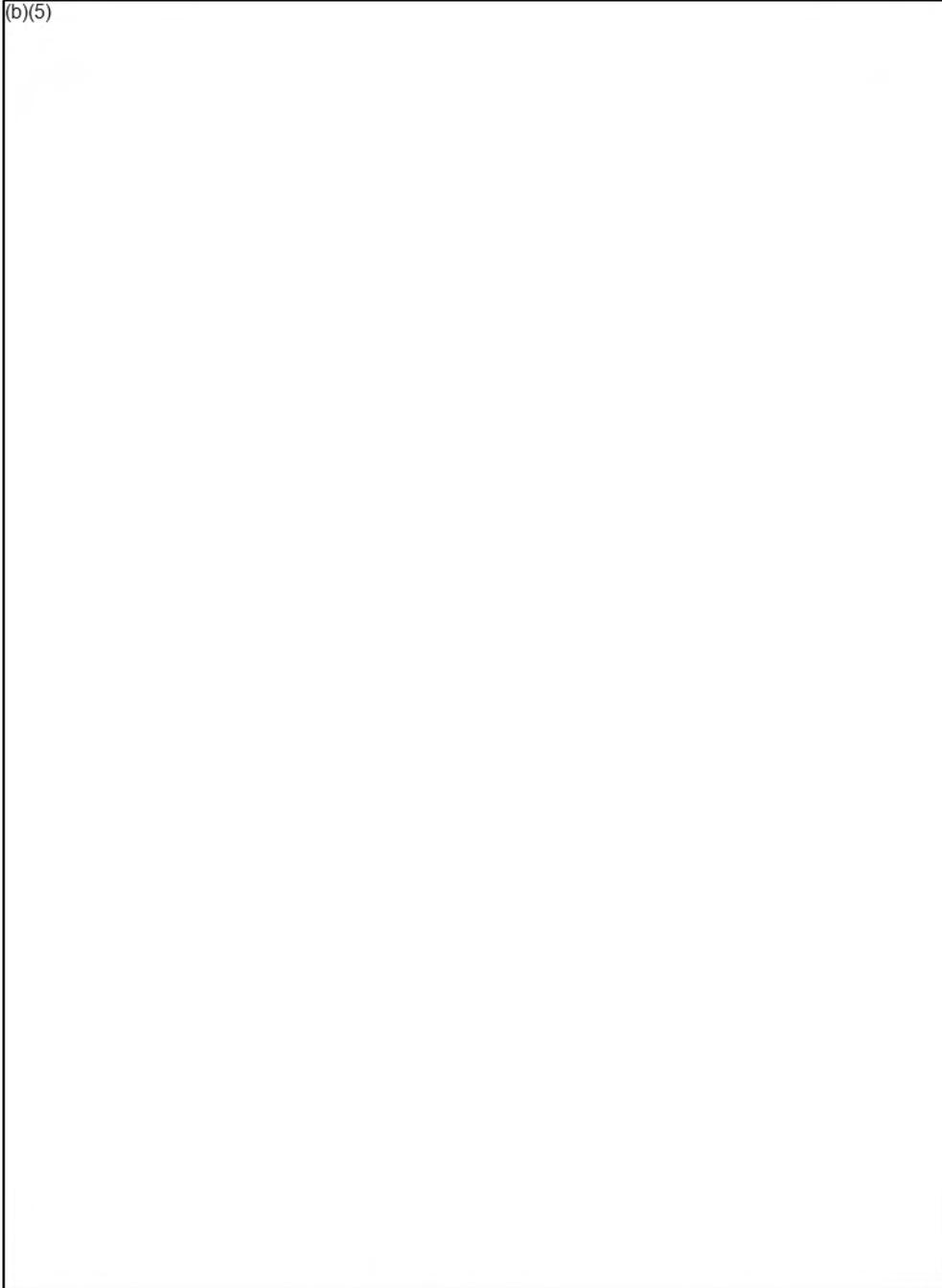
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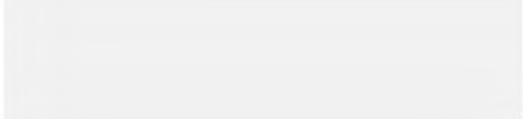
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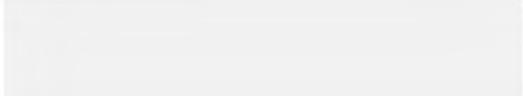
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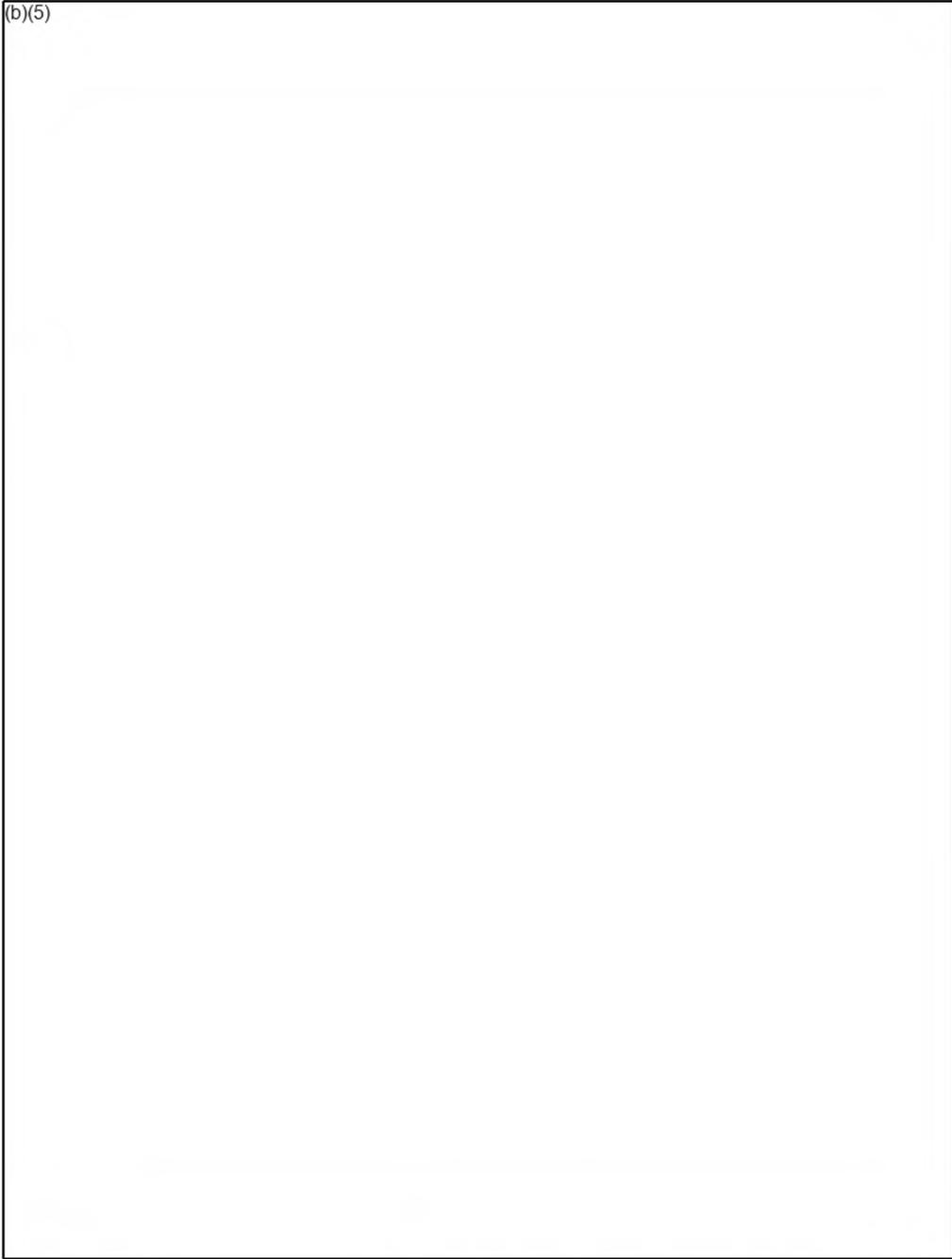
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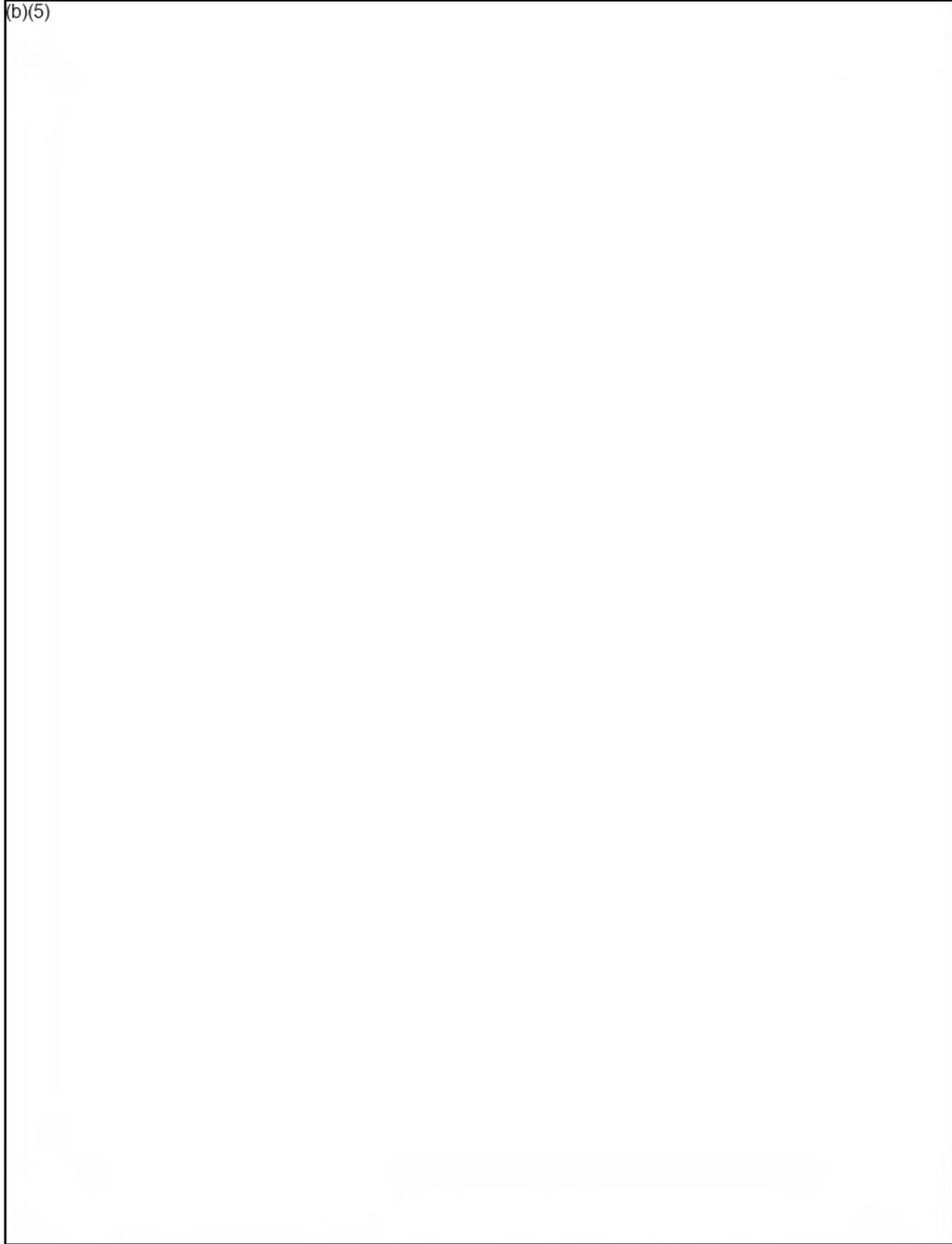
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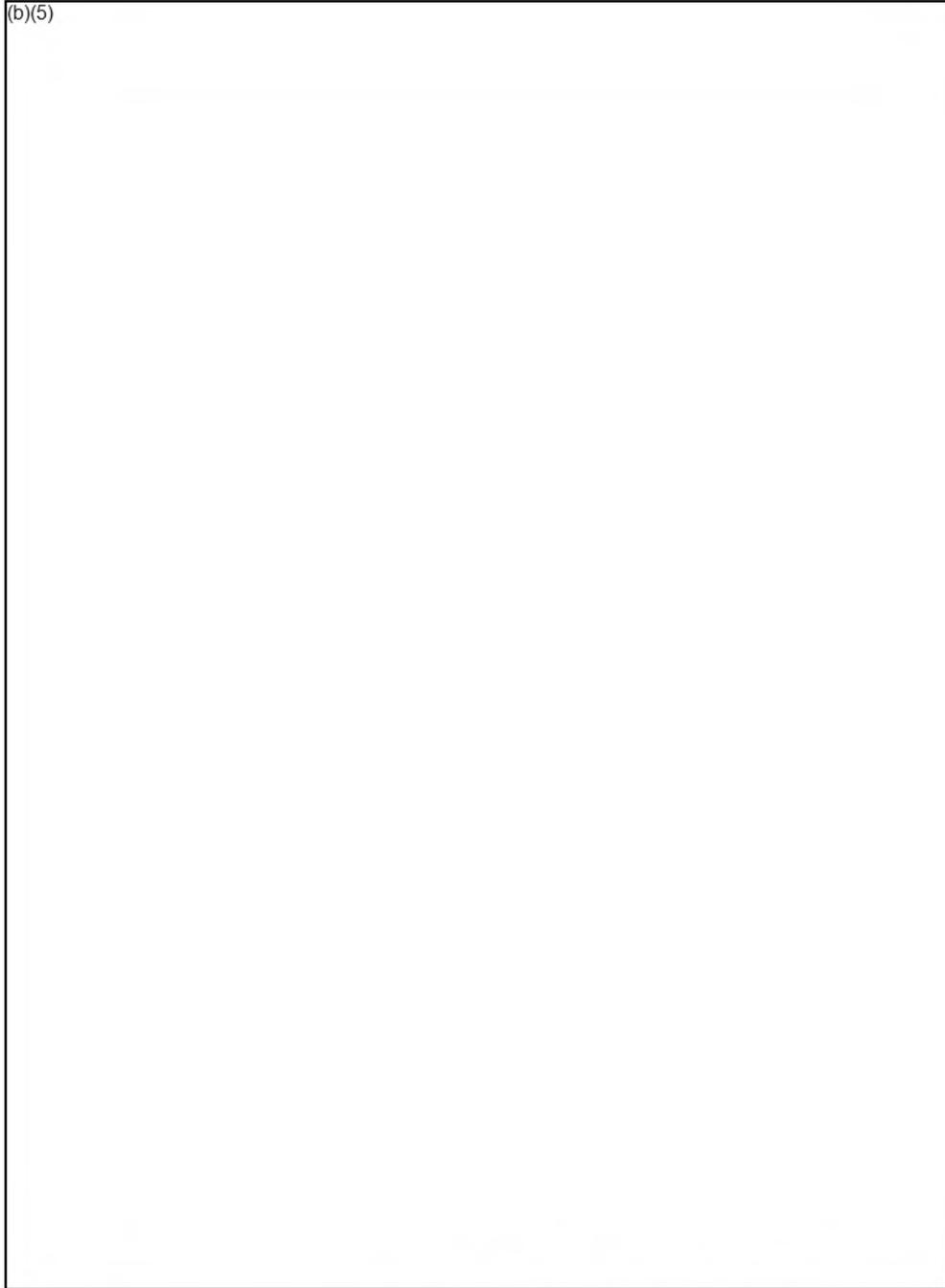
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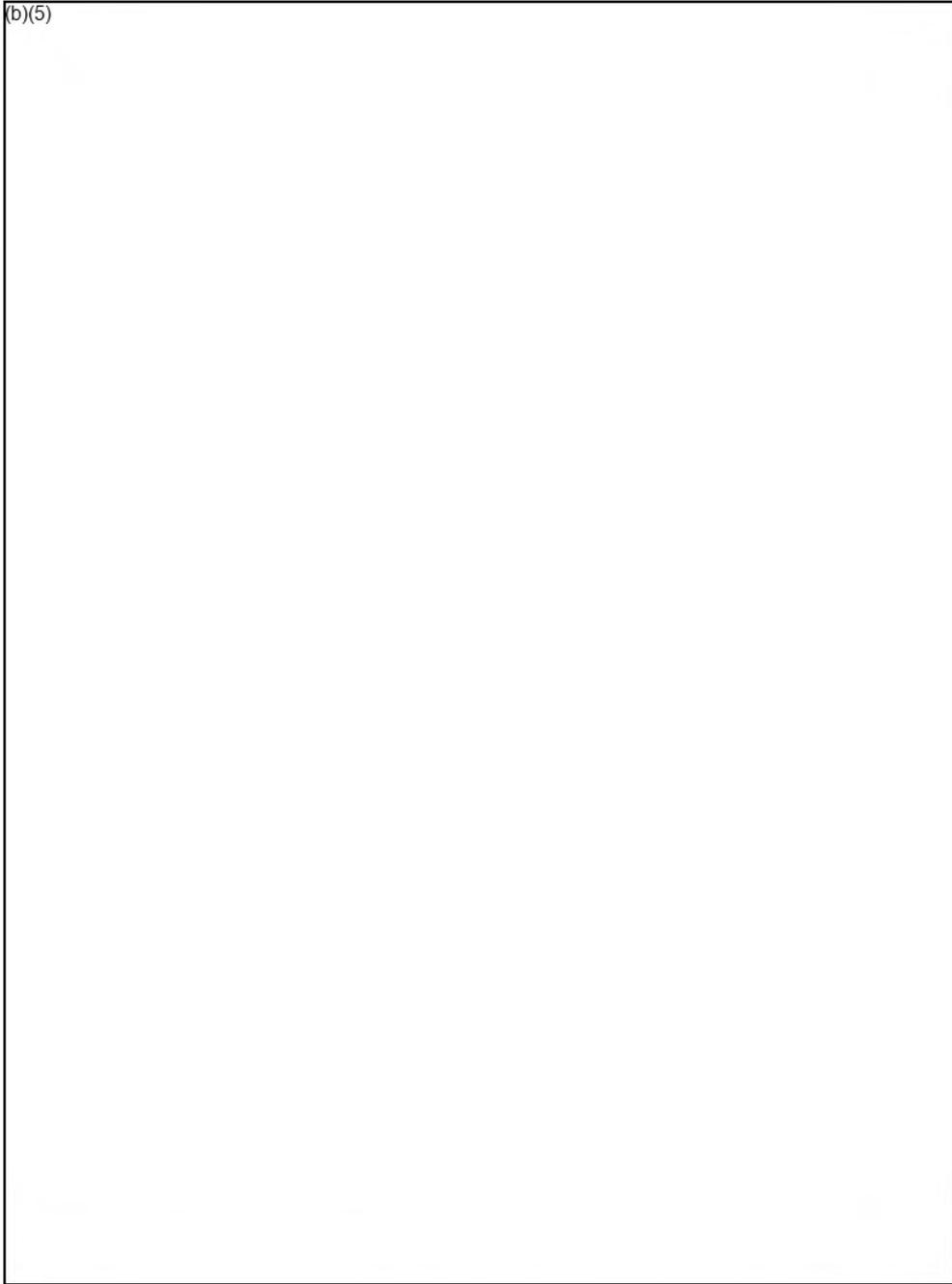


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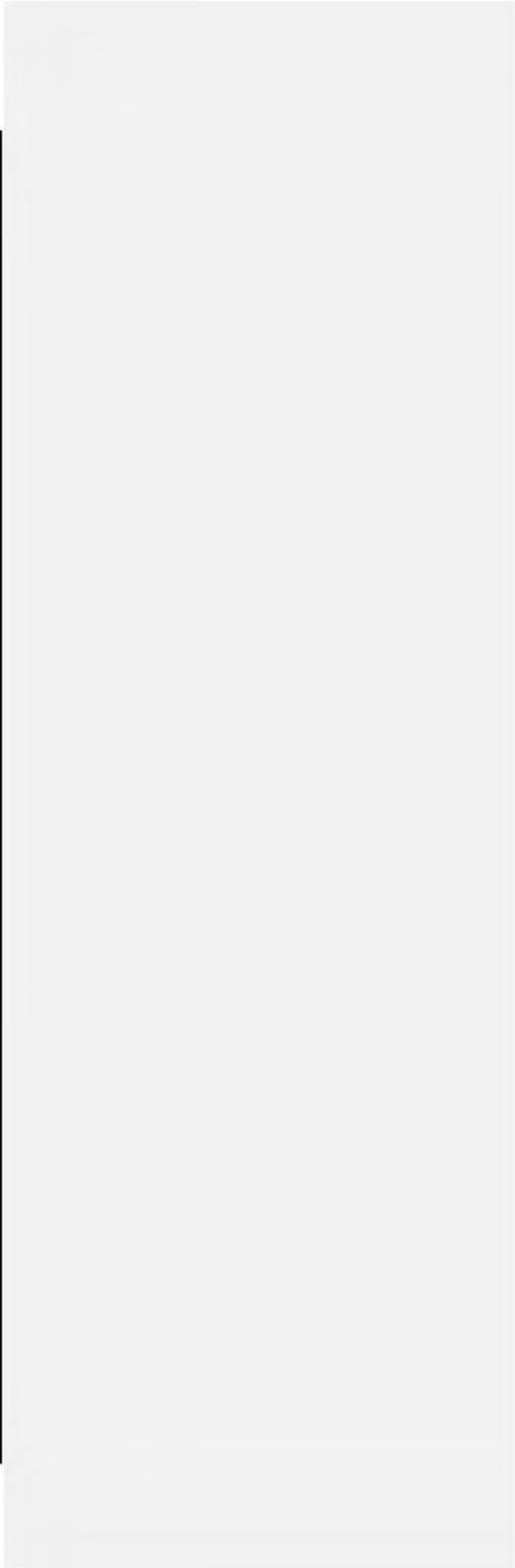
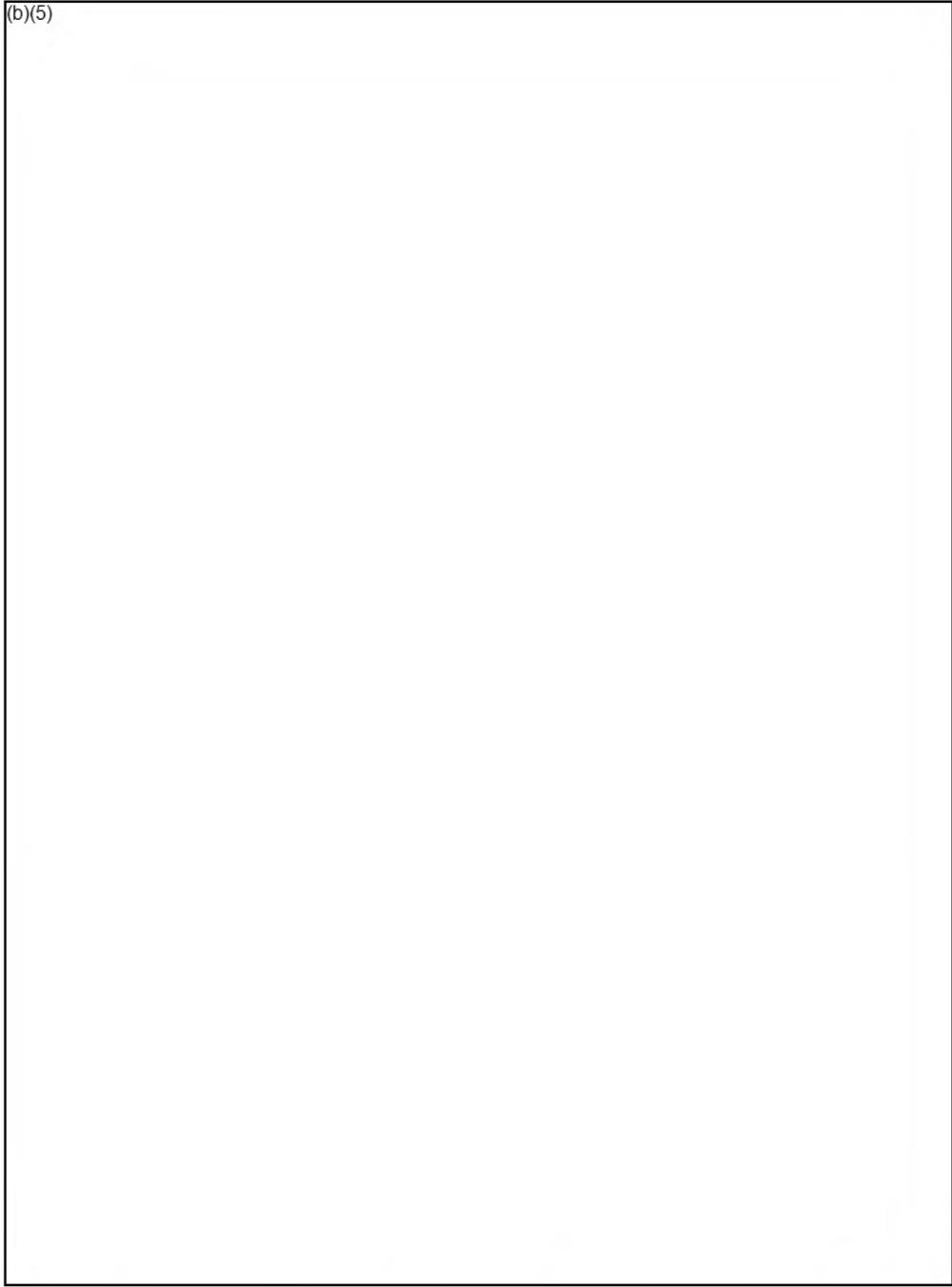
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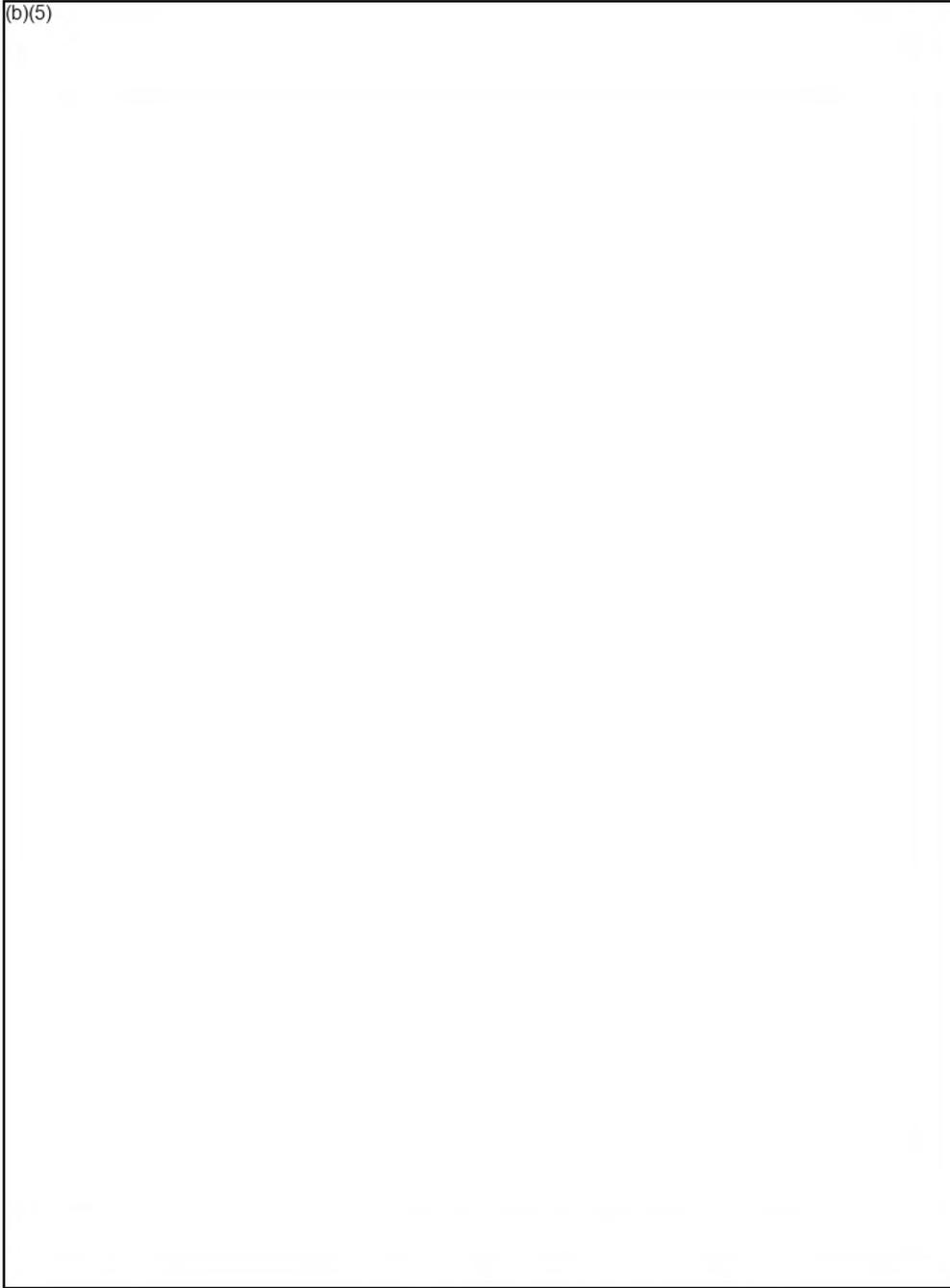
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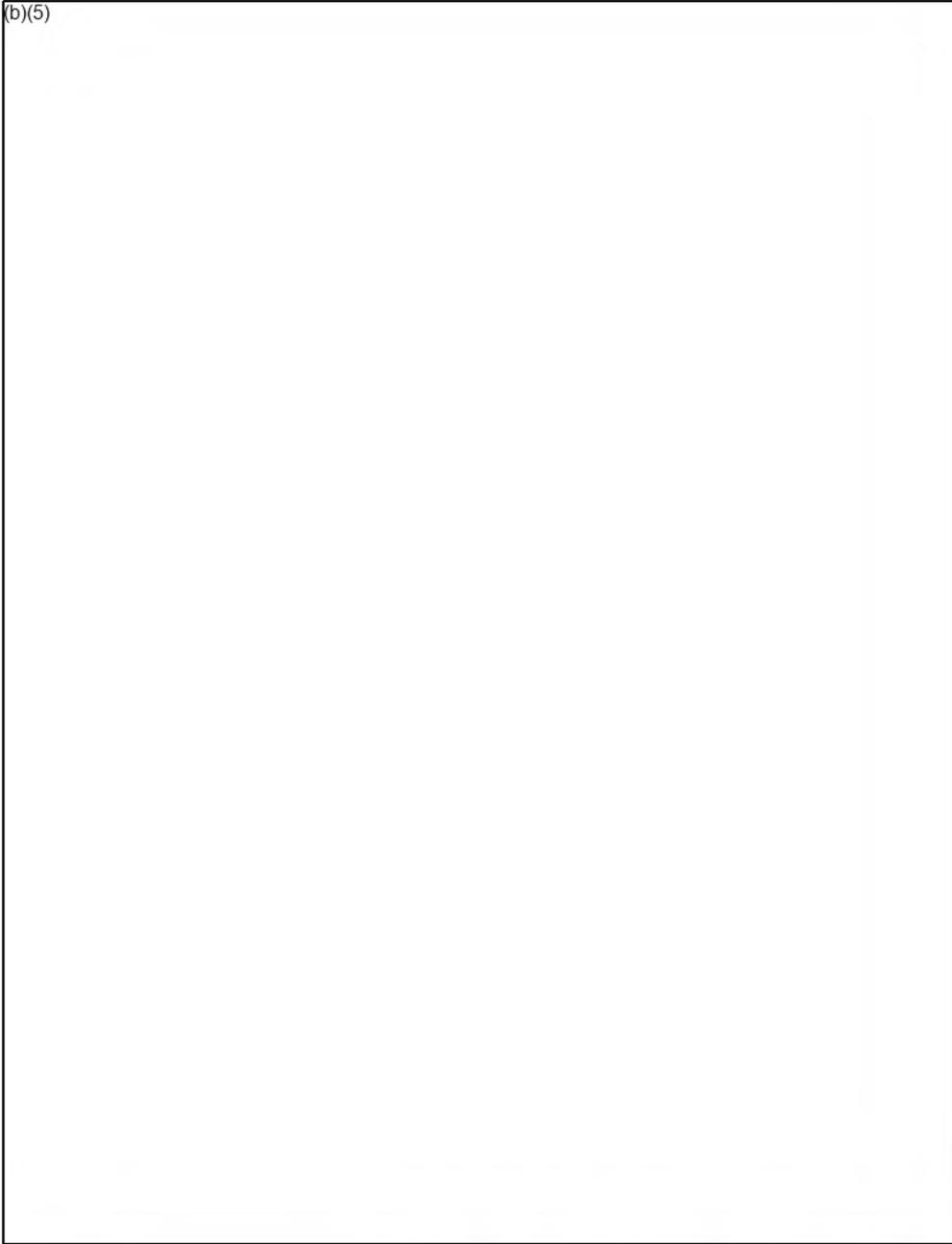
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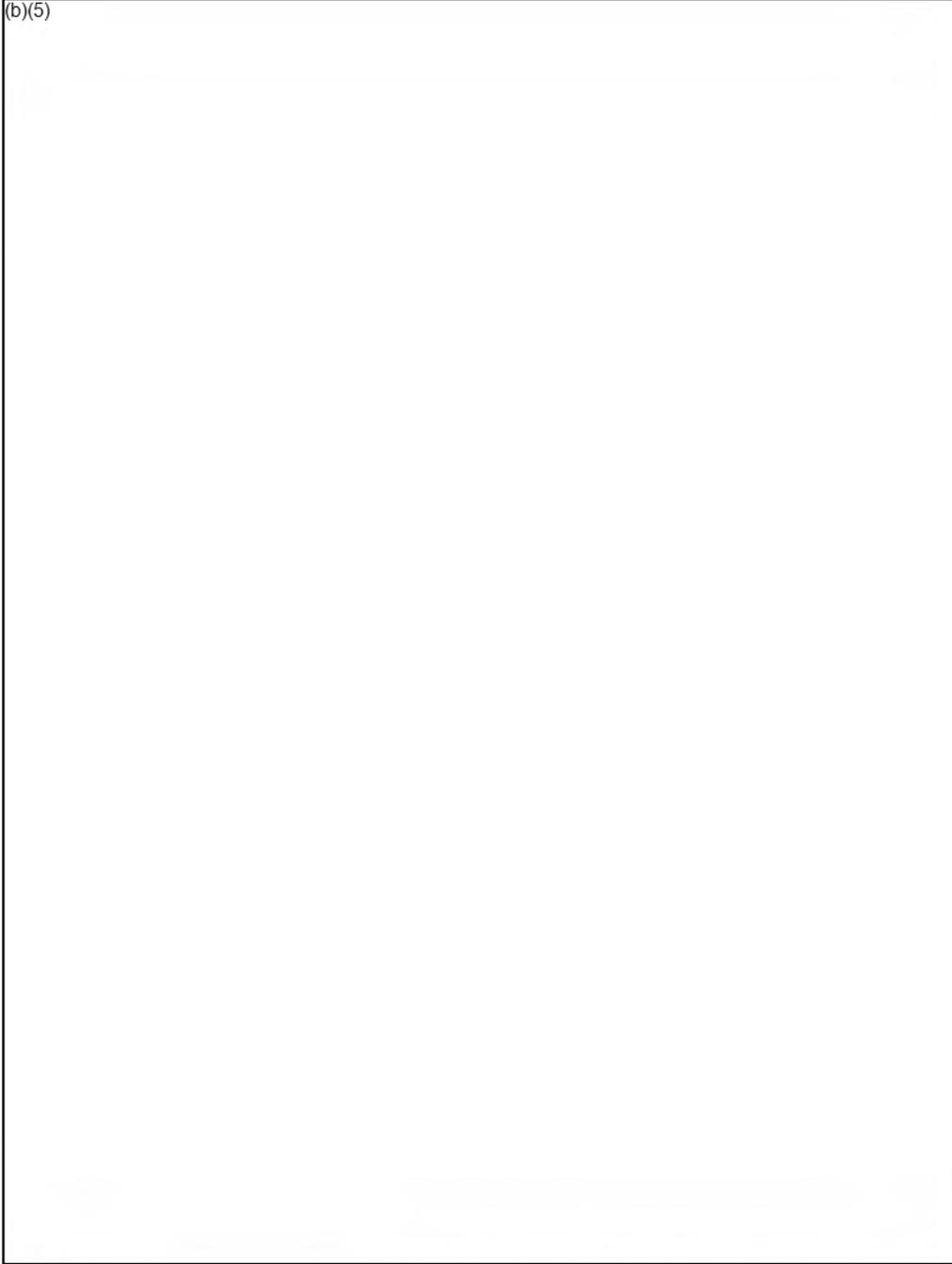
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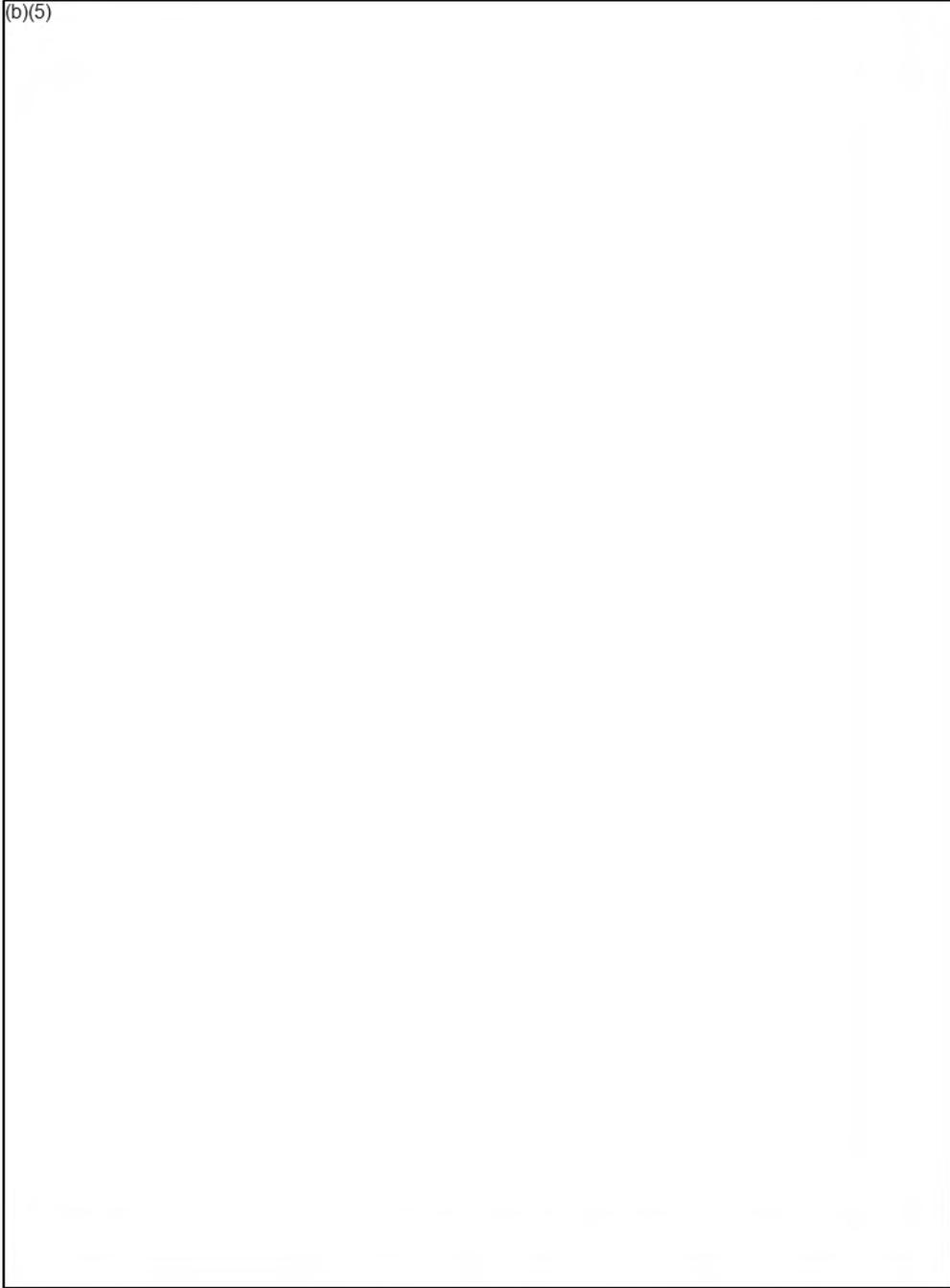
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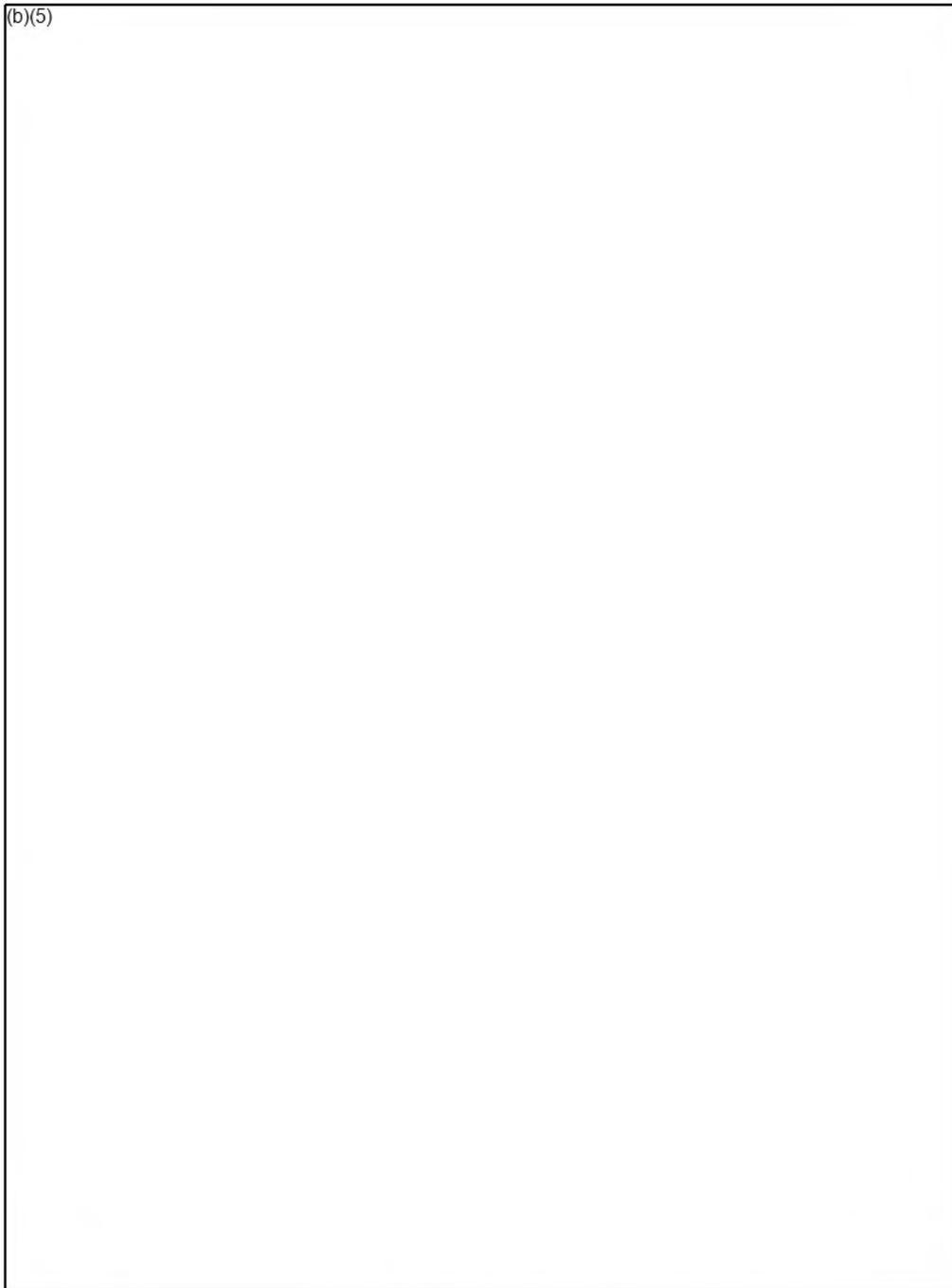
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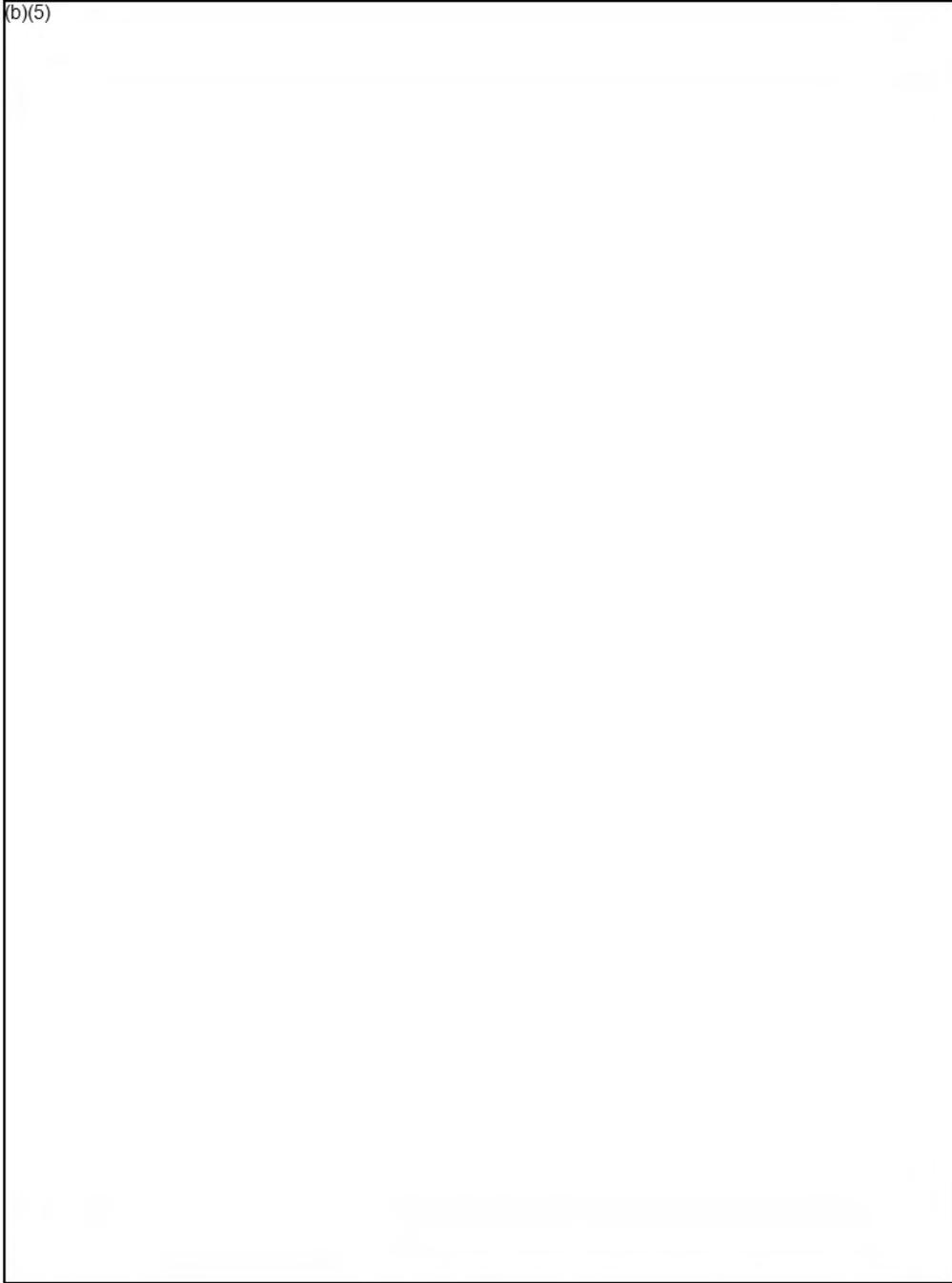
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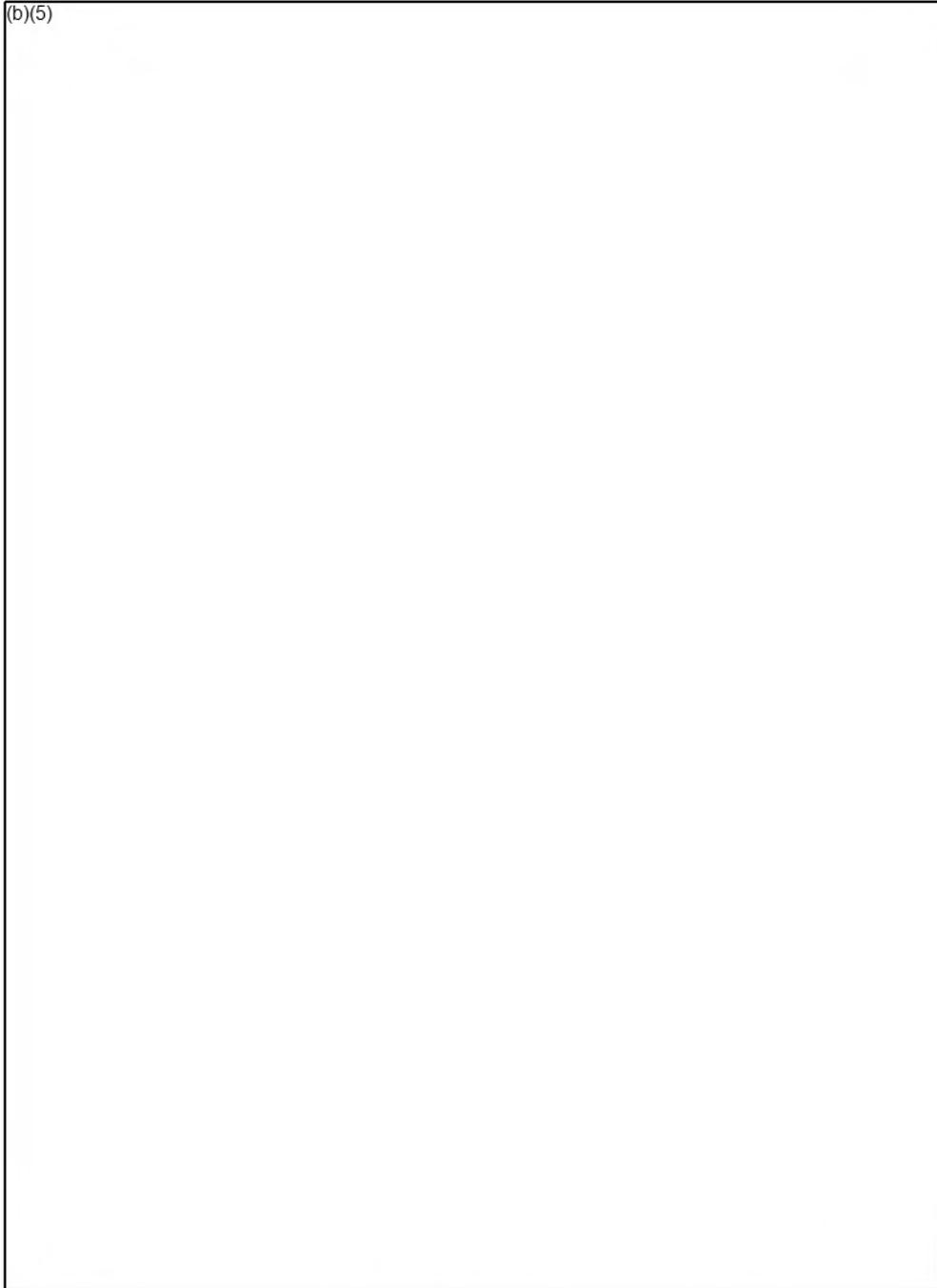
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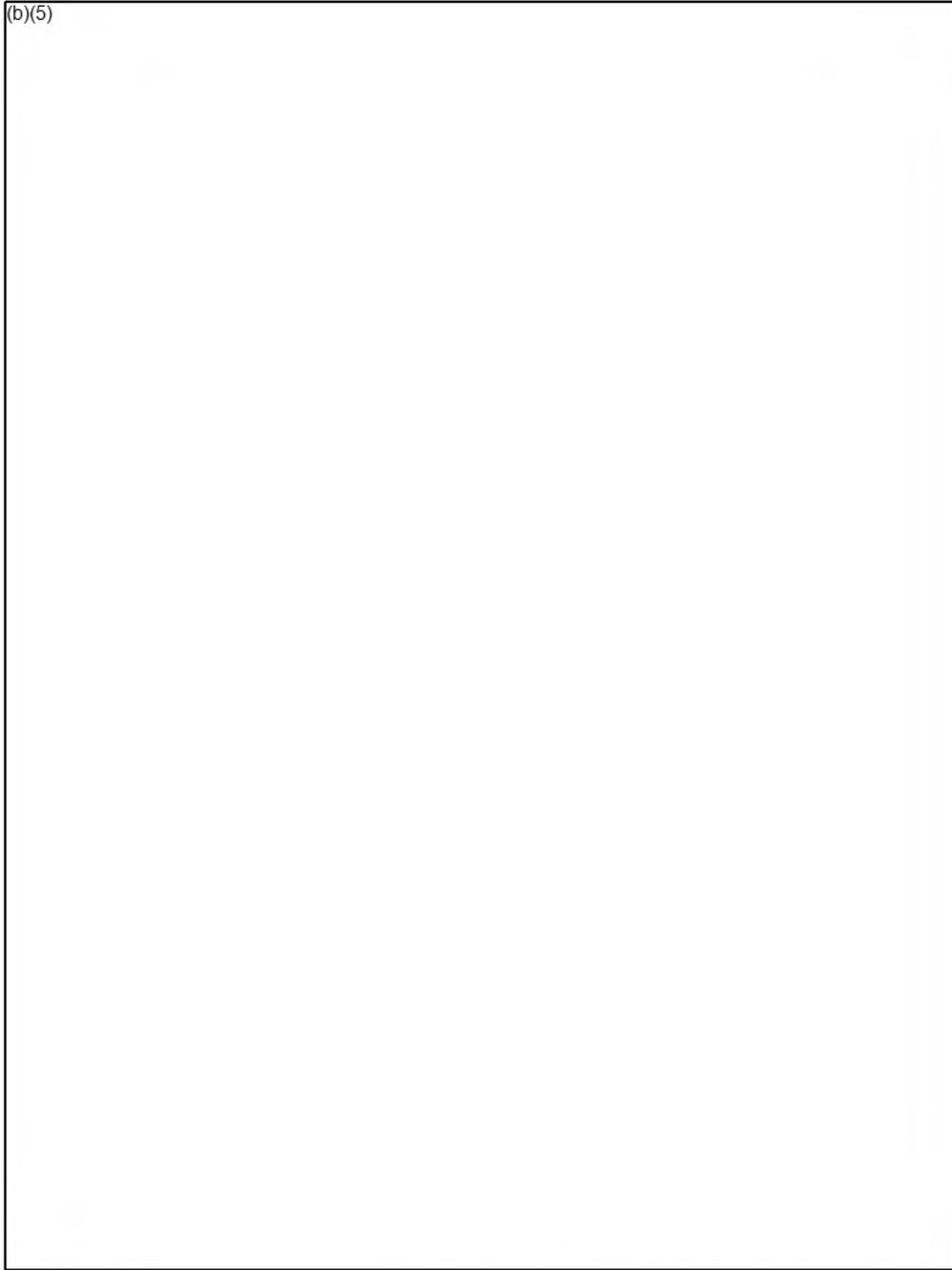
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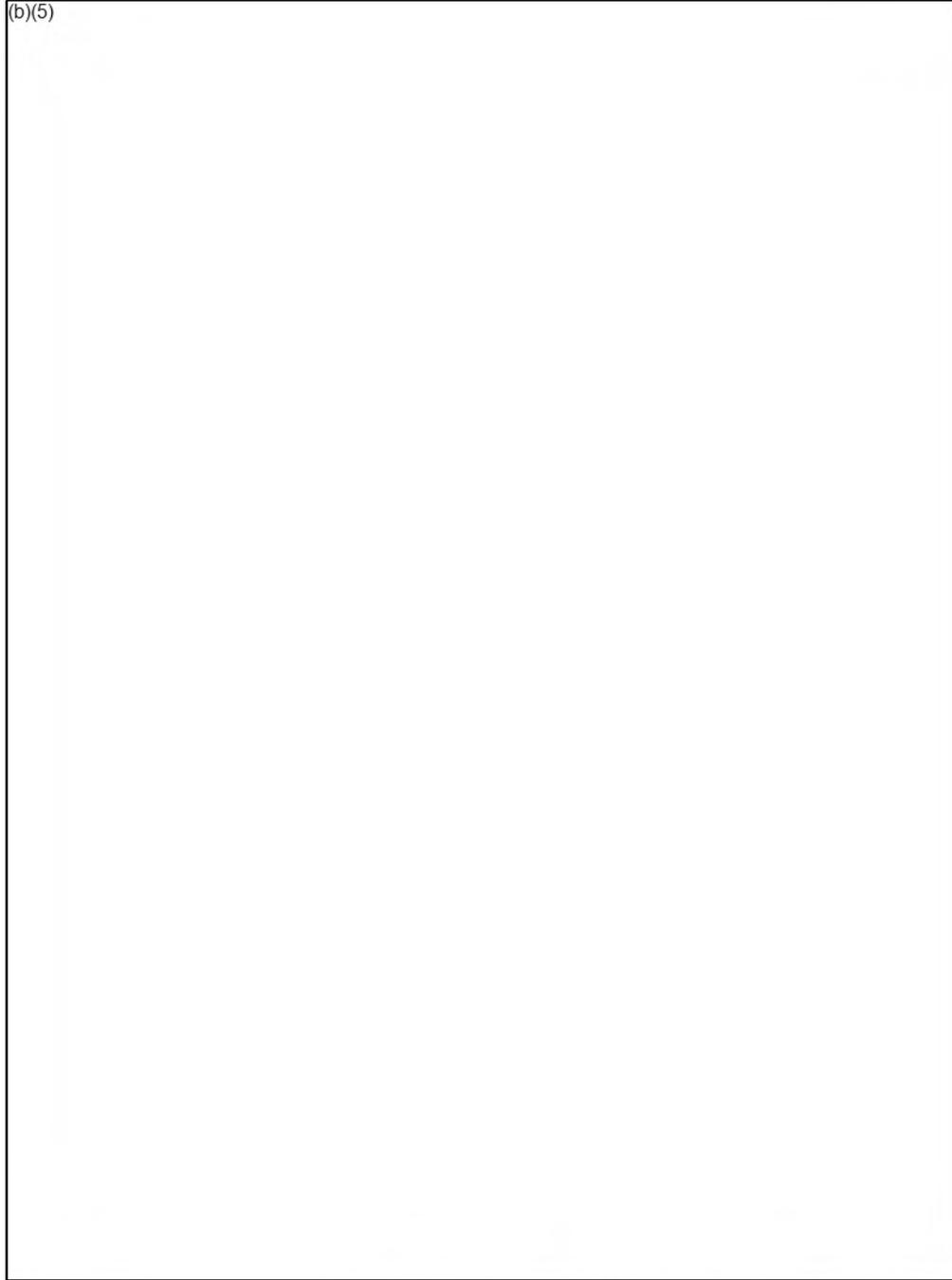
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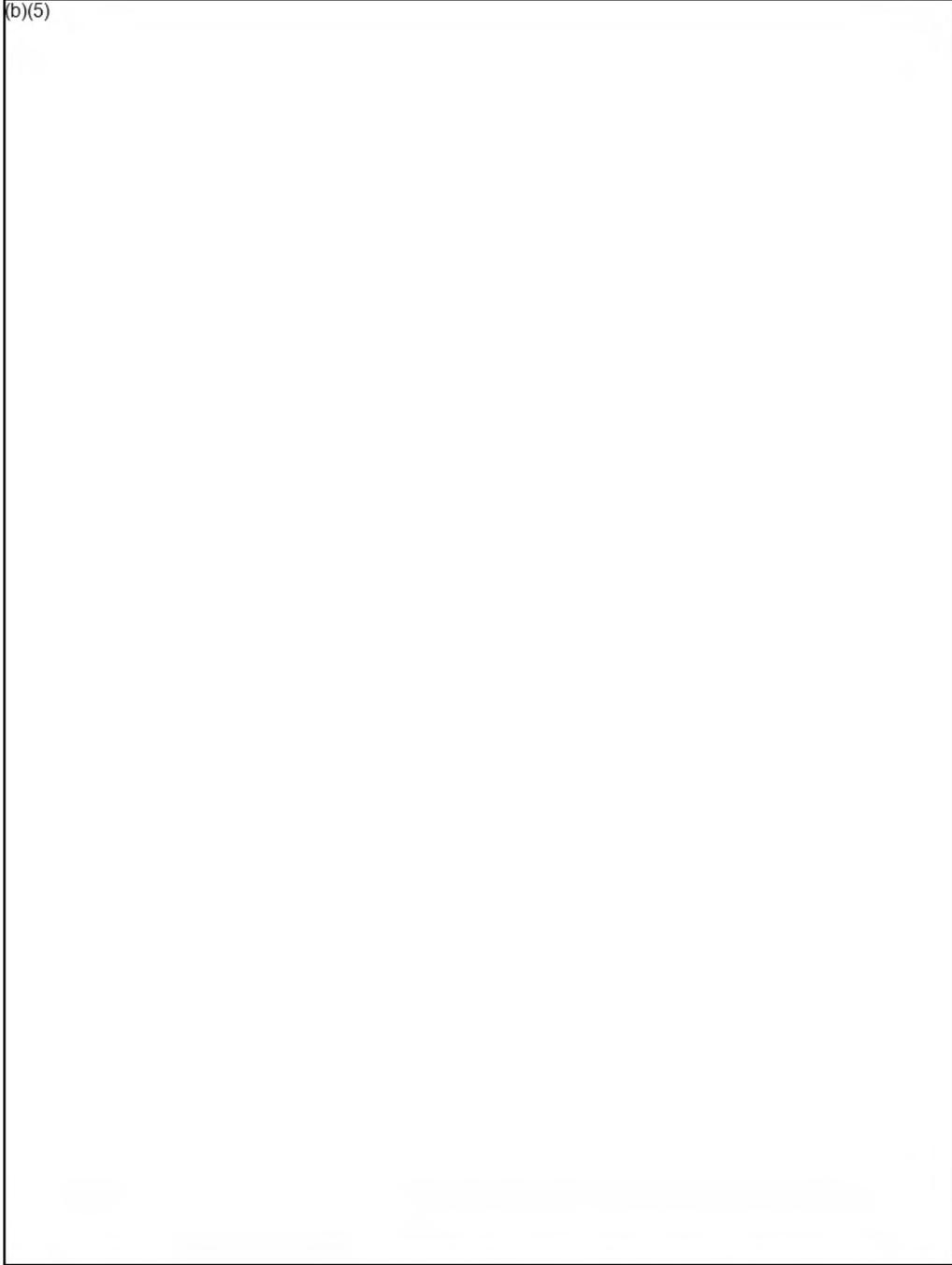
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**VETERANS
HEALTH
ADMINISTRATION**

VISION PLAN

*Updated Response to
38 U.S.C. 7330C(b):
Strategy Regarding the
Department of Veterans
Affairs High-Quality
Integrated Health Care
System*

December 2020

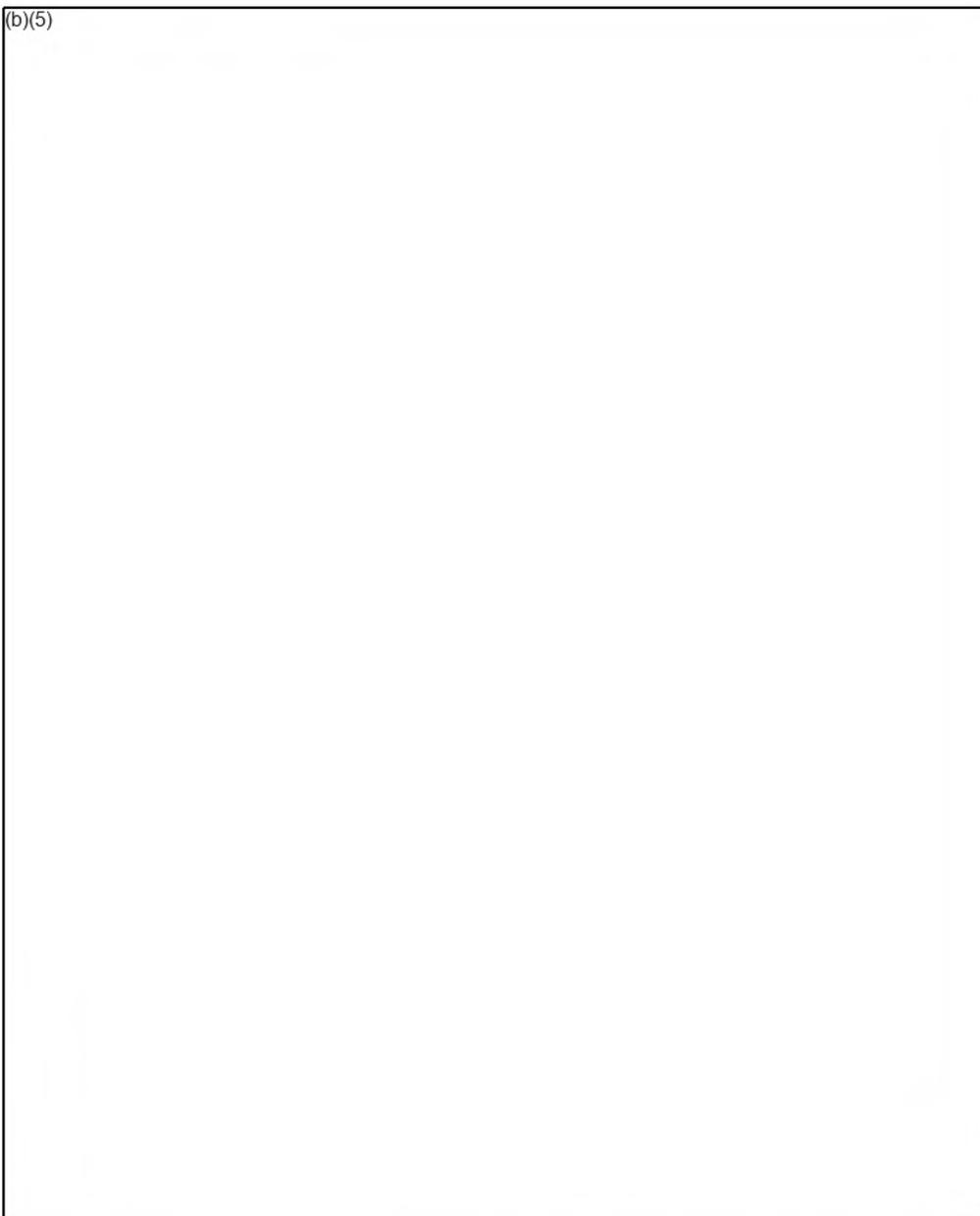
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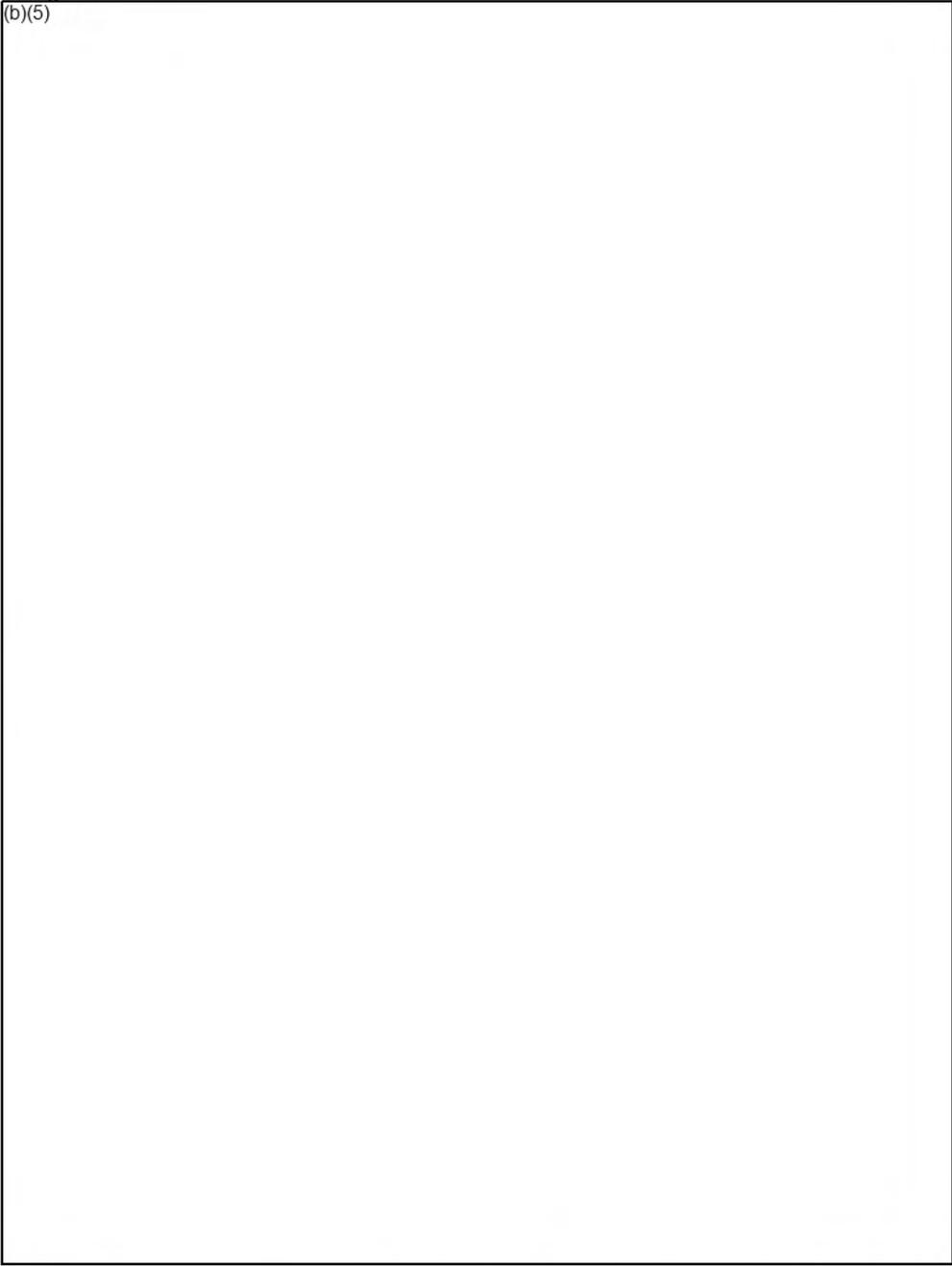
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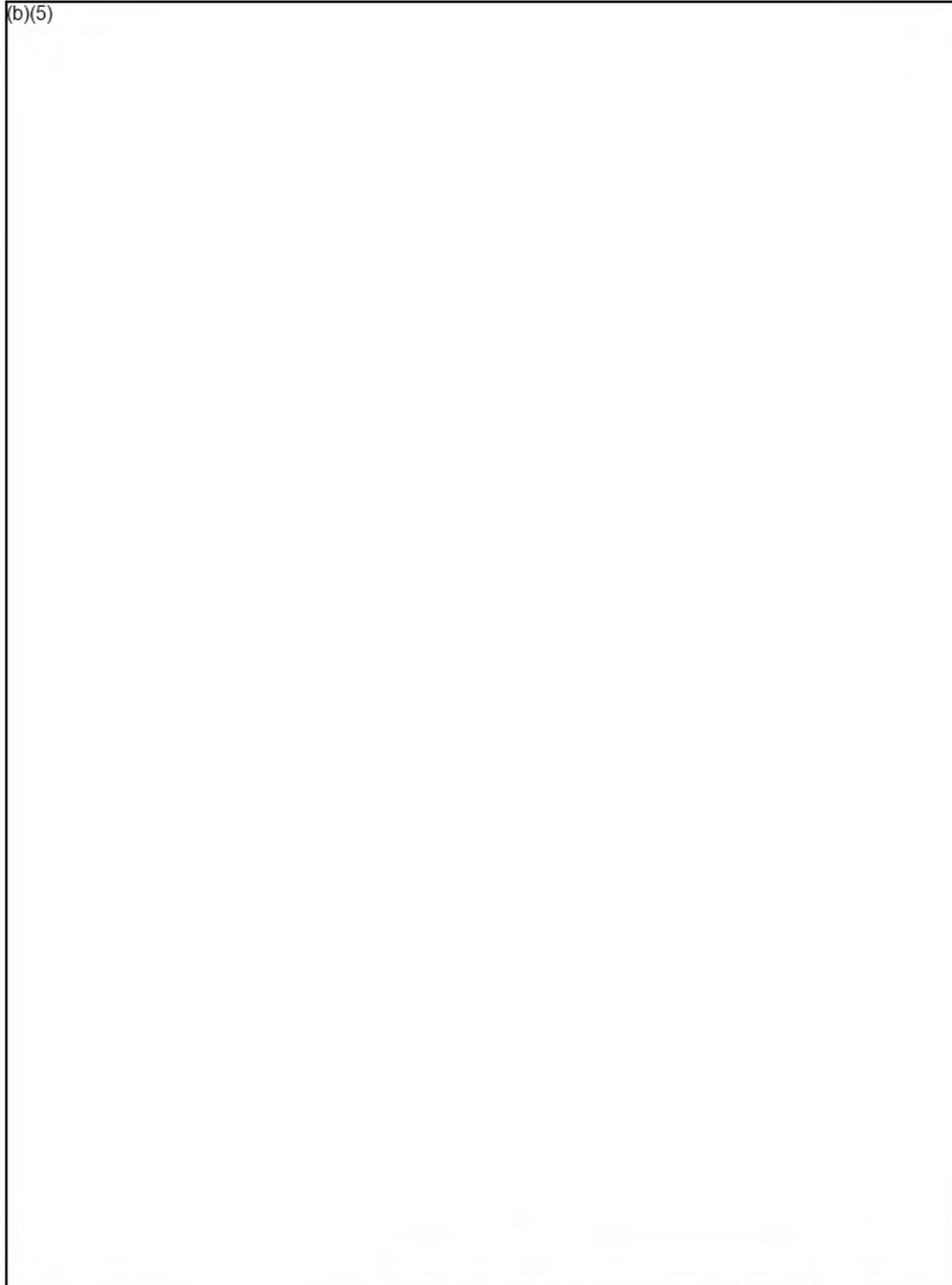


Figures

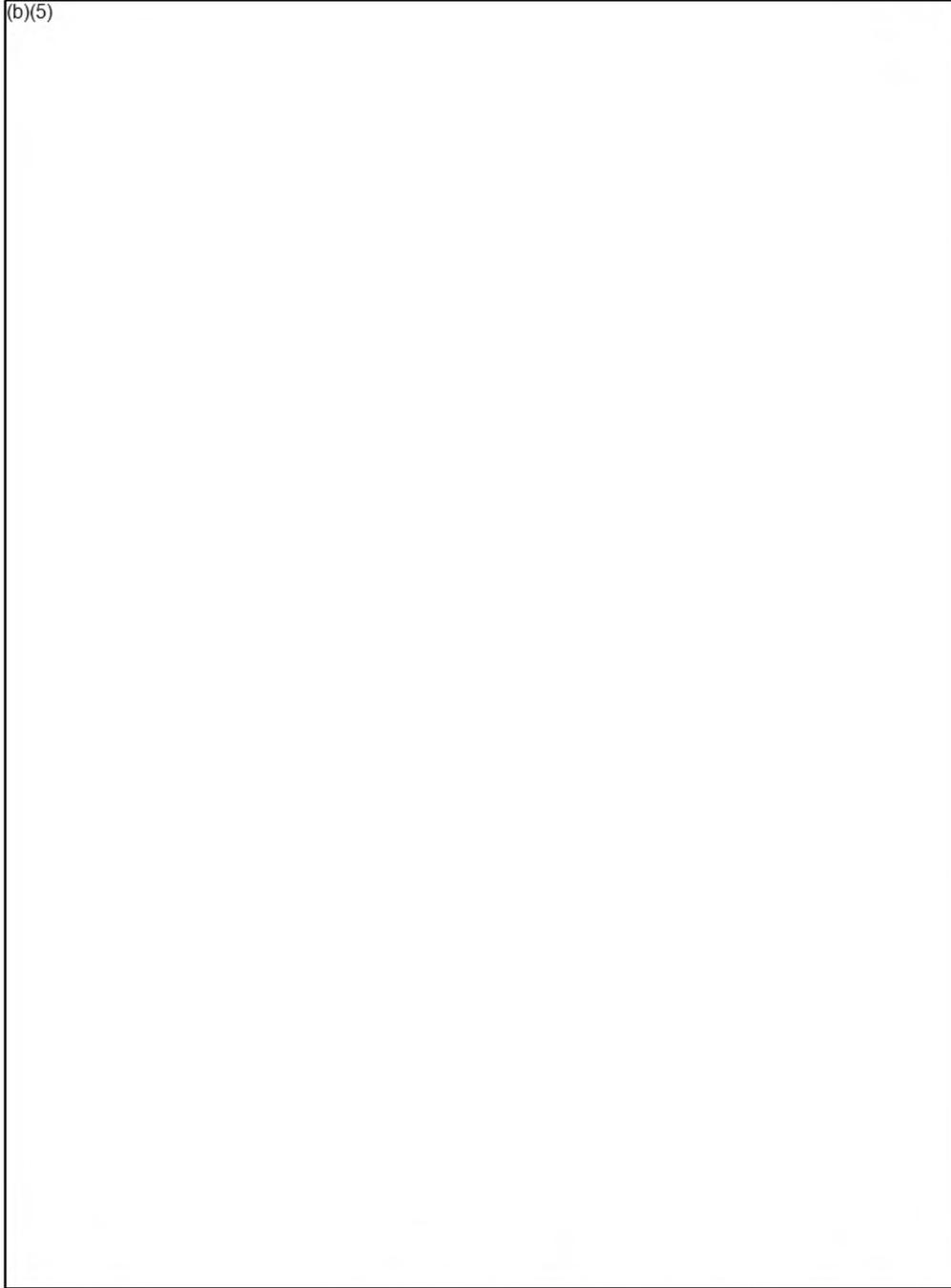
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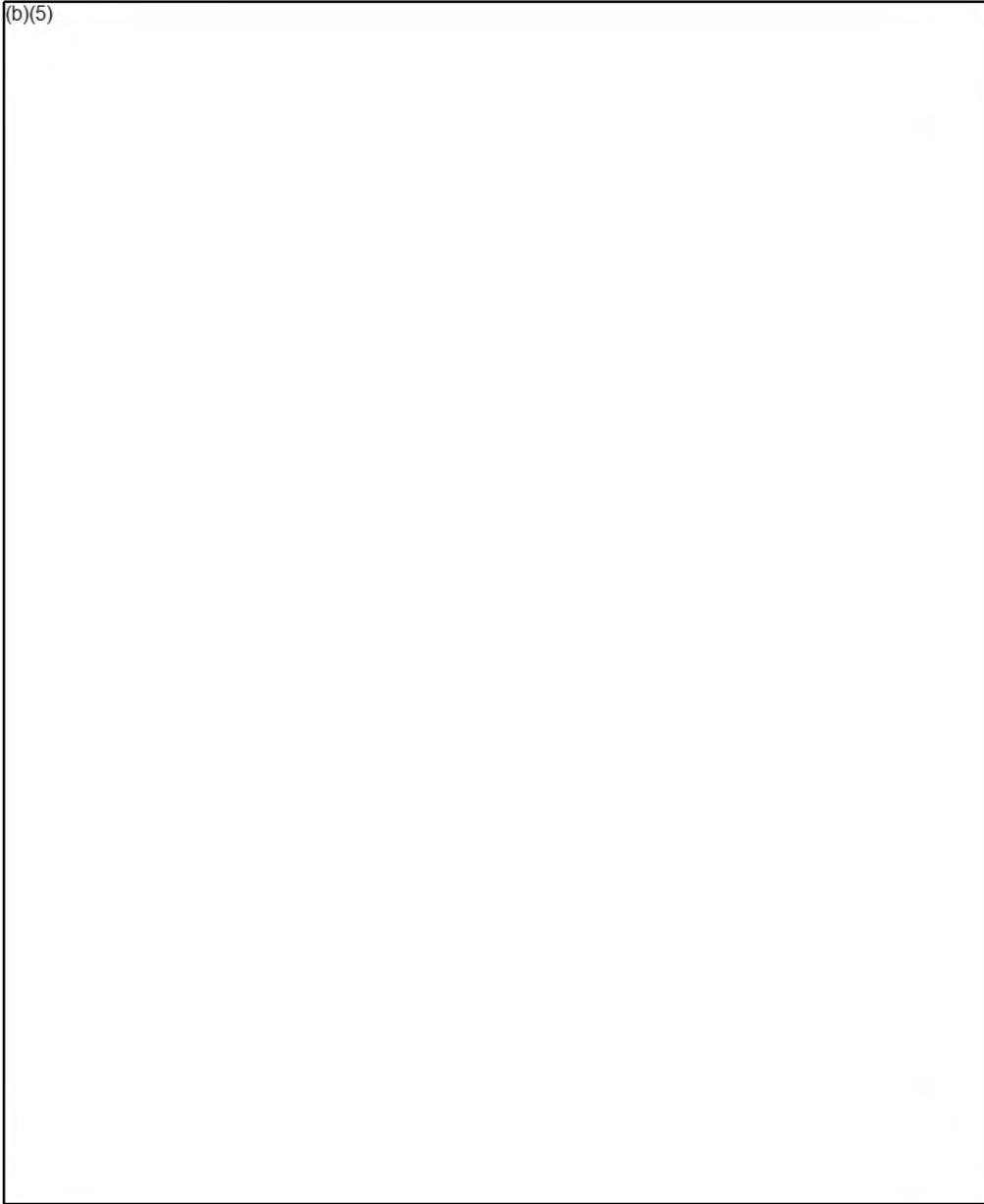
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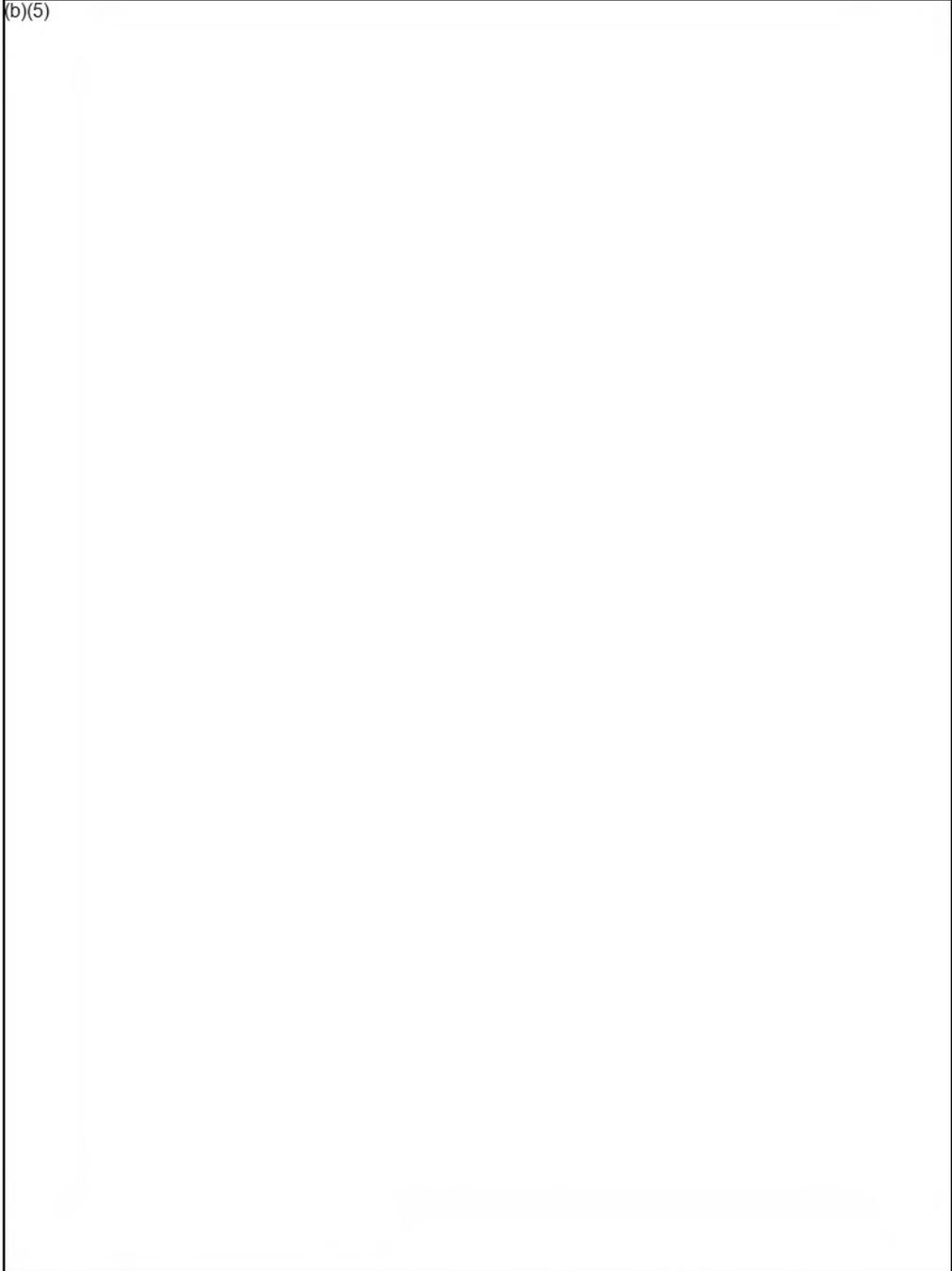
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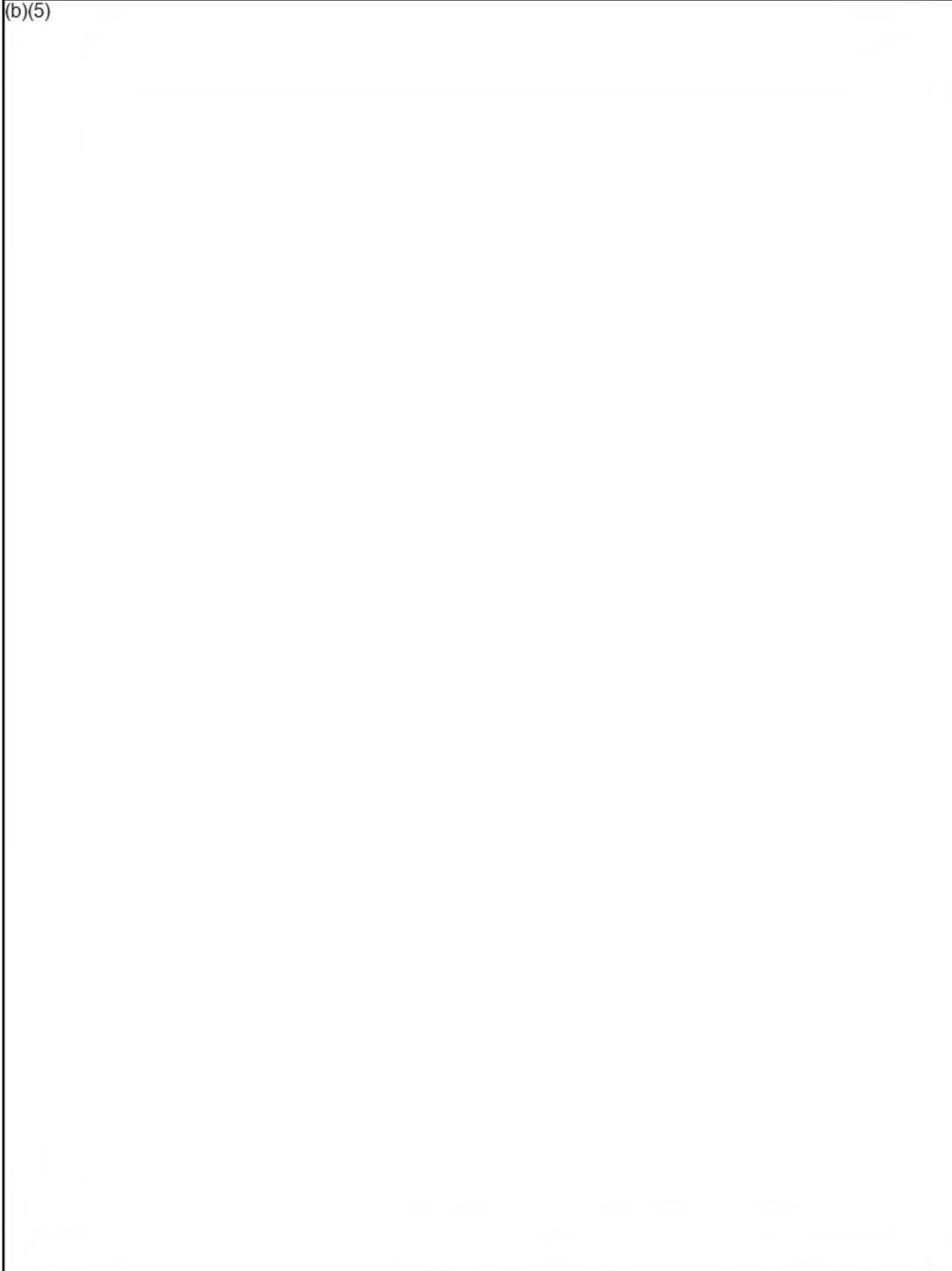
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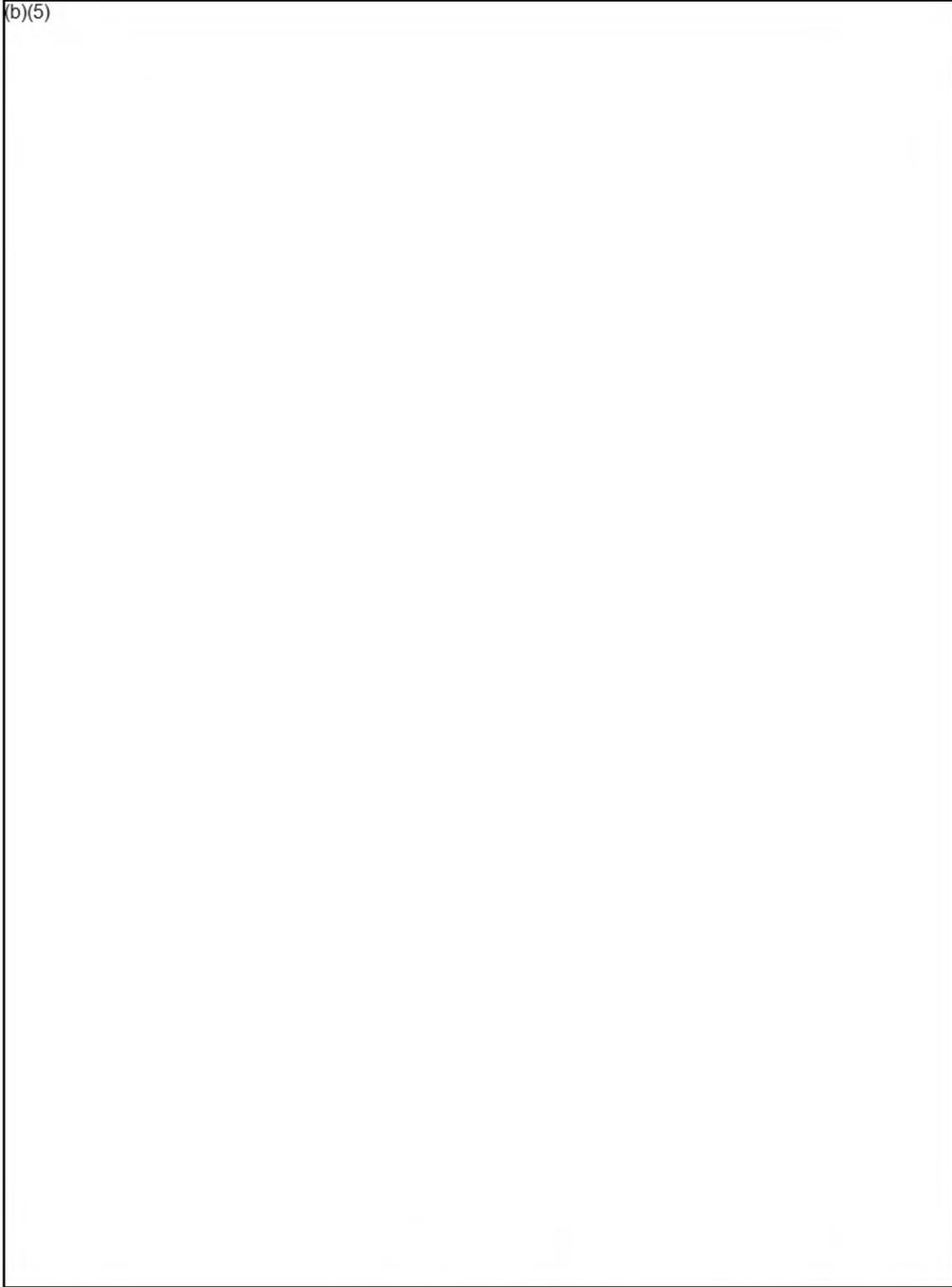


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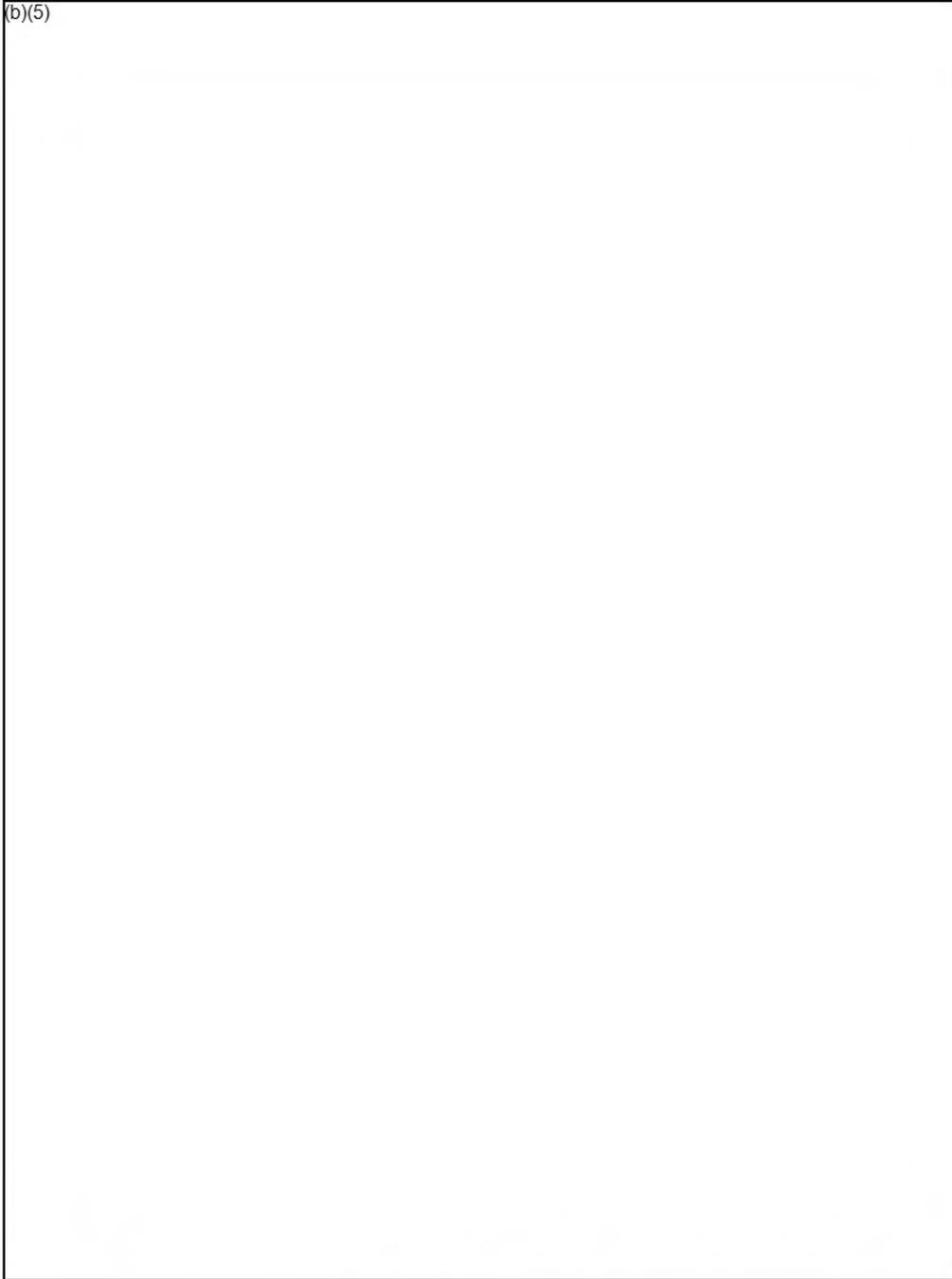
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