

Hospital—The acute hospital gap will be met in Eastern Southern market through a sharing agreement with Eglin AFB, adding a point of care by contracting in Panama City, continued contracting with University of South Alabama in Mobile and expanding services currently provided by Pensacola Naval Hospital via a joint venture.

#### *Consolidation/Realignment*

Gulfport's current patient care services will be transferred to the Biloxi campus and possibly Keesler AFB. VA will no longer operate health care services at this campus. The campus will be evaluated for alternative uses to benefit veterans such as enhanced use leasing for an assisted living facility or other compatible uses to benefit veterans. Any revenues or in kind services will remain in the VISN to invest in services for veterans.

#### *Small Facility*

Muskogee maintains its inpatient program, but will evaluate ICU bed needs and review surgical program for appropriate scope of practice.

#### *Outpatient Services*

Increasing demand for primary care and specialty care in all 4 markets will be met by the addition of 11 new CBOC's in the Eastern Southern and the Central Lower markets, expansion of existing CBOC's via contract, lease and new construction. In addition, it will be met by reconfiguration of space at the VAMCs via renovation, conversion of vacant, and new construction.

#### *Inpatient Services*

Increasing demand for medicine in Central Southern (CS), Eastern Southern (ES), and Upper Western (UW) markets, and Psychiatry in CS and UW will be met by renovation in UW and CS and new construction in Biloxi to accommodate the consolidation of Gulfport services to Biloxi. Increasing demand in ES will be met through joint venture, sharing and contract.

#### *Extended Care*

Proposed capital investments for nursing homes to remedy space deficiencies include the renovation of 23,735 existing sq. ft. in the Central Lower market (Alexandria & Shreveport) and include the renovation of 61,231 existing sq. ft. in the Central Southern market (Biloxi).

#### *Vacant Space*

VISN 16 will have a total of 122,921 sq.ft. of vacant space in 2022. This represents a reduction of 46.3% from 2001 (228,743 sq.ft.).

#### *Enhanced Use*

Houston has the potential for an enhanced use lease cooperative arrangement with the private sector to construct a high-rise medical arts building.

#### *Collaborations*

DoD—Eastern Southern market—Joint venture with Pensacola Naval Hospital, sharing with Eglin AFB and Tyndall AFB involving a broad range of services; Central Lower—Sharing with Ft. Polk involving Primary Care, Mental Health, and Psychiatric

services; Upper Western—Sharing with Ft. Sill and Tinker AFB dental, primary care and possibly other services; Central Southern—Sharing or possible joint venture with Keesler AFB for services yet to be determined.

NCA—The consolidation of Gulfport division to Biloxi will impact acreage available for possible NCA expansion.

VBA—There is the possibility of replacing the existing VBA office located on the Central Arkansas Healthcare System-North Little Rock campus with new construction on the campus.

#### *Special Populations*

Build a new 20-bed Blind Rehabilitation Center at Biloxi. Construct a new 25-bed SCI Center at the Central Arkansas Healthcare System-North Little Rock division.

#### **VISN 17 Executive Summary**

##### *Access*

Primary Care—The National CARES Plan attempts to balance meeting national access guidelines with ensuring the current and future viability of its acute care infrastructure. Because of this, while new access points in this VISN are included in the National Plan, they are not in the high implementation priority category at this time.

Hospital—Deficiencies in hospital access in Austin, Lower Rio Grande Valley, are being met through contracting or leasing beds in local communities.

##### *Campus Realignment/Consolidation of Services/Small Facility*

Kerrville—Kerrville will continue providing nursing home and outpatient services. Acute inpatient services will be transferred to San Antonio as space becomes available from the proposed inpatient construction at San Antonio. In the interim, Kerrville would convert to a Critical Access Hospital (CAH). In addition, inpatient services will be contracted for in Harlingen and Corpus Christi.

Waco—Current services will be transferred to Temple and community contracts and leases used to provide these services. Current inpatient psychiatry services will be met primarily at Temple. The VISN will also lease 27-inpatient psychiatry beds in Austin. Blind Rehabilitation and a third of Waco's nursing home care services will be transferred to the Temple VAMC. The balance of nursing home care needs will be contracted out in the Waco Central Texas market area. Outpatient services will be moved to a new location more strategically placed to improve access for patients from both Waco and Marlin.

##### *Outpatient Services*

Primary Care and Mental Health—Increasing demand for primary care and mental health outpatient services is being met across the network primarily through expansion of Community Based Outpatient Clinics (CBOCs). Outpatient mental health is being integrated with primary care at all sites as well as being expanded in-house at parent facilities.

Specialty Care—Increasing specialty care services in all four markets is being met using

a combination of in-house expansion (new construction, renovation and leases), which offer selected high volume specialty care services at larger CBOCs, and community contracts.

##### *Inpatient Services*

Medicine and Psychiatry—Increasing demand in the North market will be met by expanding in-house services at the Dallas through construction and renovation projects. In addition, contracts for hospital care in Austin, Harlingen and Corpus Christi will increase services in the remaining three markets.

##### *Vacant Space*

VISN 17 will have a total of 365,954 sq.ft. of vacant space in 2022. This represents a reduction of 1.6% from 2001 total vacant space (372,025 sq.ft.).

##### *Enhanced Use*

A major enhanced use project for assisted living in Kerrville has been submitted for approval.

##### *Collaboration*

DoD—North market—Sharing opportunity with Joint Reserve Base in North Fort Worth for a possible CBOC. Central market—Sharing opportunities between Fort Hood and the Temple Medical Center (telemedicine, orthopedics, psychiatry, sleep lab, training). South market "Inpatient/outpatient sharing and enhanced use among San Antonio, Brooks Army Medical Center and Wilford Hall Air Force Medical Center including CBOCs, consolidating reference labs, domiciliary, Consolidated Mail Out Pharmacy (CMOP), discharge physicals, sleep lab, and consolidation of bone marrow transplant programs at VA.

#### **VISN 18 Executive Summary**

##### *Access*

The gap in hospital and tertiary care access in the New Mexico/West Texas market is being met through expanding the joint venture with DoD in El Paso and contracting in Midland/Odessa, Lubbock, and Roswell.

##### *Campus Realignment/Consolidation of Services/Small Facility*

Prescott—Medicine workload at Prescott will increase by taking patients who would have been referred to Phoenix. This will also enhance the ability to recruit specialists at Prescott to meet the need for outpatient specialty care. Utilization review will ensure that lengths of stay are comparable to Medicare guidelines.

Big Spring—Close surgery and contract for care in communities nearest to patients. Study the possibility of no longer providing health care services at Big Spring by development of a Critical Access Hospital for the Odessa-Midland area that would include a nursing home and expansion of an existing clinic to a multi-specialty outpatient clinic. Also as part of the study, consider the possible need for acute hospital care in the area.

##### *Outpatient Services*

Primary Care and Mental Health—Increasing primary care and mental health