

VA



U.S. Department of Veterans Affairs

Veterans Health Administration
*National Center for Healthcare
Advancement and Partnerships*

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Advancement and Partnerships

2021 PUBLIC ANNUAL REPORT



2021 Public Annual Report

National Center for Healthcare Advancement and Partnerships

VA



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810 Vermont Avenue, NW | Washington, DC 20420

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Letter from the Nurse Executive



It has been a productive, noteworthy year for the Veterans Health Administration (VHA) National Center for Healthcare Advancement and Partnerships (HAP). First and foremost, our office earned a new name (we were formerly the Office of Community Engagement and the Center for Compassionate Care Innovation) and a new home—HAP aligned this year under the VHA Office of Discovery, Education, and Affiliate Networks (DEAN) as part of VHA’s modernization efforts. We are honored to operate alongside the other VHA program offices under the auspices of DEAN. There, we will continue to foster partnerships and emerging health care innovations that benefit Veterans, their families, caregivers, and survivors.

VHA’s nongovernmental partners have worked alongside us during fiscal year (FY) 2021 to continue providing supportive services, activities, education, and support to Veterans during the coronavirus pandemic. As the situation continues to evolve, our partners have demonstrated their flexibility and adaptability by how they show up for the Veteran community. The Parkinson’s Foundation, for example, hosted virtual educational events for Veterans. Y-USA continued to offer free, online fitness classes. Pet Partners gave their volunteer-animal teams the chance to visit Veterans by video chat. These are a few of the many examples you will read about.

Throughout the year, HAP promoted partnership activities on our website and on Department of Veterans Affairs’ (VA’s) main Veteran-read blog, VAntage Point. In those spaces, we uplifted information about how partnerships increase Veterans’ health and well-being by way of access to positive social determinants of health (SDOH), such as food, economic, and employment security, even and especially during the pandemic. We published stories about HAP’s health care advancement initiatives (HAIs), such as stellate ganglion block (SGB) and how it can help Veterans diagnosed with posttraumatic stress disorder (PTSD). We spread the word about events and activities Veterans could take part in immediately, as well as stories from their points of view about their lives. Our VAntage Point articles in FY21 earned a total of 163,565 page views, as of the printing of this report. We know that Veterans and their health care providers and support networks can only take advantage of VHA’s services if they know about them, and this year, HAP increased that awareness.

Along with the SDOH, another HAP focus this year was inclusion, diversity, equity, and access (I-DEA). It is critical to HAP that our partnerships and HAIs reach Veterans no matter their location, age, ethnic or racial background, or lived experience. HAP’s partnerships center I-DEA, and so do many other VHA partnerships throughout the country, which we saw this year by way of

HAP's signature event: The VHA National Community Partnership Challenge (CPC). This year's theme was: "Adaptability in a Changing World," and submissions had to demonstrate how the partnerships serve Veterans of all races, ethnicities, sexual identities, languages, learning styles, and/or spiritual preferences. It was obvious from the submissions that VA and community partners are going above and beyond for all Veterans. Indeed, that's why partnerships are so very important.

VA and VHA provide so many needed resources, demonstrating expertise in mental health care, virtual (telehealth) care, and care coordination, to name a few. We can't do it alone; we need our community, nongovernmental partners to help us reach Veterans where they are and how they prefer to receive their care. Thank you to all our amazing, dedicated, and passionate employees and partners who ensure our Veterans, their families, caregivers, and survivors get the best care anywhere!

In good health,

Dr. Tracy L. Weistreich

Nurse Executive, VHA National Center for Healthcare Advancement and Partnerships



Introduction

Partnerships and innovative health care advancement initiatives enable the Veterans Health Administration (VHA) to explore what is possible for Veterans' health care.

VHA's mission is to honor America's Veterans by providing exceptional health care that improves their health and well-being—exceptional being the key word. VHA relies on partnerships to augment and amplify the services it offers to Veterans; and innovative health care advancement initiatives (HAIs) offer help and hope to a segment of Veterans who do not experience optimal outcomes from evidence-based therapies. The VHA National Center for Healthcare Advancement and Partnerships (HAP) facilitates innovative nonmonetary partnerships with nongovernmental organizations and works collaboratively with VA medical centers (VAMC) on non-research HAIs. Partnerships facilitated by HAP support VHA's commitment to providing excellent customer service, restoring public trust, and delivering personalized, proactive, patient-driven health care.

HAP helps address the complex challenges facing Veterans through public-private partnerships that bring more expertise, resources, and support to VHA's work. Partnerships and HAIs leverage such expertise, resources, and support from industry, VHA, nongovernmental partners, and individuals from all over the country. Rising to the expectation that VHA provides exceptional health care to Veterans is truly a collaborative effort and HAP is proud to be the steward of partnership and HAI collaborations for VHA.

HAP's focus is on better, positive health outcomes for Veterans. HAP targeted this focus this past fiscal year (Oct. 1, 2020-Sept. 30, 2021) on partnerships and evidence-based health care innovations that support Veterans' access to positive social determinants of health (SDOH). This was especially critical as the coronavirus pandemic cut off or significantly altered Veterans' access to many of the things that support positive SDOH: spaces for physical activity and socialization, transportation options, educational spaces, in-person health care appointments, jobs, housing, and much more. The collaborations HAP fostered and continued to manage over the past fiscal year filled in those gaps. This was accomplished on a foundation of inclusion, diversity, equity, and access (I-DEA).

Centering Veterans' needs: The social determinants of health and inclusion, diversity, equity, and access

The SDOH are the social, economic, and physical conditions in the environments where Veterans live, work, worship, play, and age. Positive SDOH examples include access to food security and social connectedness; negative SDOH include housing instability or lack of educational opportunity. Exposure to negative SDOH is a **strong predictor** of suicide risk. Given that suicide prevention is VA's highest clinical priority, HAP is dedicated to advancing Veterans' exposure to positive SDOH—it accomplishes this through partnerships that increase access to food security, social connectedness, physical activity, education and employment opportunities, and health care for specific conditions such as cancer, kidney disease, and lung conditions.



These partnerships go even further for Veterans by centering the I-DEA concept. HAP's partnerships and HAIs center inclusion, diversity, equity, and access because they serve all Veterans, including those who are not enrolled in or eligible for VHA health care. These partnerships and HAIs also meet Veterans wherever they are, regardless of location, age, employment status, ethnic or racial background, disability, gender identity, or lived experience. Partnerships and HAIs bring health care resources and services to Veterans who are aging, have medical and mental health conditions, are unemployed, are experiencing homelessness, are of any gender identity, or are members of the lesbian, gay, bisexual, transgender, and queer (LGBTQ+) communities.

HAP serves as VHA's partnerships expert and has for more than eight years. The office is able to support SDOH-focused partnerships and HAIs due to the expertise of its employees: the people who work for HAP have deep institutional knowledge of health systems, the intricacies of social work, nursing, mental health, psychology, and more. They represent an array of backgrounds and lived experiences. The work these staff members have done and continue to do has also exposed them to a diverse population of Veterans, family members, caregivers, survivor, and VA and community providers.

The Social Determinants of Health (SDOH)

The SDOH are conditions in the lives and environments where Veterans live, learn, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. When Veterans have access to positive SDOH, they lead healthier lives.

Some SDOH include education, employment, food security, housing, spiritual support, and transportation.

Service augmentation and interagency collaboration, in support of Veterans

When HAP helps create partnerships at the national, state, and community level and collaborates on HAIs with experts across health care disciplines, a few critical things happen: Nongovernmental partners and health care experts bring more resources and knowledge to the table; these stakeholders offer their talents, ingenuity, and commitment to action to partnerships that augment

what VHA is already able to provide; and partnerships and HAIs increase VHA's ability to provide stellar customer service and deliver personalized, proactive, patient-driven health care to all Veterans, irrespective of eligibility or enrollment status. HAP's work bolsters VHA's ability to be adaptable, agile, and accessible. As the coronavirus pandemic has shown and continues to show, when Veterans' needs change, the approach has to change. Great challenges require great strategy: HAP meets that call with creative, collaborative partnerships and forward-thinking HAIs that push the boundaries of what we may think is possible in Veteran health care.



In FY21, HAP continued to fit into the picture of VHA as a **Learning Organization**—the administration’s goal is to “integrate learning into the work of the organization and drive performance,” “foster innovation,” and “increase the ability of the organization to manage change.” HAP’s realignment under the VHA Office of Discovery, Education, and Affiliate Networks (DEAN) evinces the administration’s commitment to structuring itself to be an exceptionally effective Learning Organization: DEAN promotes collaboration and develops partnerships with facility-based educators, researchers, and clinicians to drive ongoing improvement and innovation in education, training,

and advancements in scientific research. The focus on learning is clear in the mission. Within DEAN, HAP centers learning by relying on collaborations and the expertise of partners who bring new information, strategies, and styles of thought to the table. HAP centers innovation, meanwhile, in its HAIs.

VHA also continues its journey to becoming an enterprise-wide High Reliability Organization (HRO), and HAP’s work helps urge that journey forward. The first principle of an HRO is a **preoccupation with failure**—HROs recognize the need for “continuous attention to anomalies that could be symptoms of larger problems in a system.” In other words, HROs cannot assume their work and processes are perfect; they must always seek improvement and ways to fill gaps in knowledge and resources. They must always look to go further. This is what HAP does by establishing partnerships that solve problems and augment what VHA already offers, and by exploring HAIs that meet Veterans’ challenges with forward-thinking solutions.

Modernization and working with DEAN while maintaining focus on Veterans

Under the DEAN “umbrella,” HAP has been able to promote collaboration and develop partnership with more subject matter experts (SME) such as facility-based educators, researchers, and clinicians to drive ongoing improvement and innovation in education, training, and advancements in scientific research. DEAN is focused on educating current and future health care professionals; improving Veterans’ lives with investigative medical research and evidence-based discovery; and partnering with a community of industry experts providing innovative solutions to issues related to Veterans’ health care services—these areas of focus align exactly with HAP’s, making HAP’s position as a program office under DEAN’s purview a perfect fit.

Given HAP’s position within DEAN, the program office is able to collaborate efficiently and effectively with other VHA program offices, such as the Office of Academic Affiliations, the Office of Research and Development, the Simulation Learning, Evaluation, Assessment and Research Network, and the VHA Innovation Ecosystem. Beyond those offices, HAP continues to collaborate with and support other

program offices and initiatives within VHA, such as Veteran Community Partnerships (VCP), medical-legal partnerships, food security efforts, and many more.

HAP is one valuable piece of a larger puzzle—its work bolsters the work of other VHA offices, and those offices bolster HAP’s work. HAP makes connections to individuals and resources that some program offices and staff members in the field may not know exist or how to access. As partnership experts, HAP helps potential stakeholders navigate the inner workings of VA to create a nonmonetary collaboration that is highly vetted and approved by VHA’s regional or general counsel. HAP aims to be accessible, and anyone can contact the office about nonmonetary partnership creation by emailing communityengagement@va.gov.

HAP’s partnerships and HAIs augment the services HAP and other VHA offices are able to offer Veterans, their families, caregivers, and survivors. VHA and partners brings Veterans the first-rate health care and supportive services they have come to expect from the largest integrated health care system in the country.

As this report will highlight, HAP’s work has done great things for Veterans this year. To feature just a few key examples, since October 1, 2020, the team has enabled:

- Medical care, pain management, and community connection services through its new partnership with the Arthritis Foundation
- Opportunities for workforce development, economic stability, and employment through its news partnership with Salesforce Military
- A robust network of peer-to-peer support for Veterans during their transition from active duty to civilian life, through the Veteran Sponsor Partnership Network (VSPN), a new HAI

HAP has promoted its partnerships and HAIs throughout the entire fiscal year, in order to uplift awareness of their existence, to ensure Veterans can take advantage of them, and to call readers to action to participate in or create partnerships of their own. HAP spreads the word about its work in a few key ways, including:

- Publishing articles featuring interviews with SMEs and Veterans on its own website (va.gov/healthpartnerships) and on VA’s main blog, Vantage Point;
- Publishing a robust quarterly newsletter each season throughout the year, featuring original stories about partnership and HAI activities;
- Sending monthly email blasts about HAP activities via GovDelivery to a large recipient list within and outside of VHA;



- Creating unique social media posts about new partnerships and other HAP activities, to be shared on VHA's Twitter and Facebook accounts; and
- Pitching stories and interview opportunities each month to Veteran Service Organizations, to further spread HAP messaging outside of the VA and VHA networks.

HAP ensures that as many people as possible are aware of the work being done on behalf of Veterans. This report will outline in more detail HAP's success with disseminating written content about partnership and HAI activities, and HAP is proud first and foremost of the range of services its partnership and HAI efforts are able to provide. The office also recognizes the importance of getting the word out about these services—to Veterans, their health care providers, the staff members who work with them on a regular basis, their family members and caregivers, and anyone, anywhere, who has a vested interest in making Veterans' lives better.

Additionally, the new partnerships and HAIs listed above, as well as all of HAP's efforts, support Veterans' SDOH and reflects the I-DEA principles. Since access to positive SDOH and I-DEA are so inextricably linked to better health care outcomes for Veterans, the HAP team is proud to support partnerships and innovations that center on these important conditions in the environments where Veterans live and thrive.

HAP worked every day this fiscal year, as it does every year, to help Veterans live better, healthier lives. The people in this country who have made great sacrifices deserve exceptional health care, and HAP promotes access to it through partnerships and HAIs. HAP's firm belief is that partnerships and HAIs are force multipliers for VHA, allowing us to go further for Veterans, their families, caregivers, and survivors. Those communities are on HAP staff members' minds each day—many HAP employees are the family members of Veterans or have served in the military themselves. That connection and understanding to the Veteran experience is the engine that drives HAP's work and underscores it with empathy and meaning.



HAP's Partnership Efforts

HAP staff members are experts in partnership-building within VHA. We take great care to find partners whose missions align with VA and VHA and ensure that the partnership is an appropriate fit for Veterans, their families, caregivers, and survivors through our due diligence process that includes formal vetting.

In the fiscal year 2021 (FY21), **HAP established nine new partnerships and has another 9 partnerships in progress as of September 2021. It can take months or even years to take a partnership from concept to implementation, and HAP staff members work tirelessly to facilitate new, impactful partnership opportunities each year.** Our team is proud to serve as a consultant, facilitate the partnership establishment process for other VHA entities, and serve as the primary point of contact for partnerships that cross program offices or geographic regions.

In FY21, HAP has seen significant and measurable outcomes that benefit the Veteran community—these outcomes are a product of new partnerships established this year, as well as ones that HAP helped facilitate that remain active from past years.

The HAP team was also thrilled to receive 44 submissions this year to its signature event, the VHA National Community Partnership Challenge. As the submissions demonstrated, partnerships throughout the country are doing great things for Veterans, and HAP is honored to be the steward of an annual contest that recognizes and uplifts this fact.

Read on for details about HAP's new partnerships, in-progress partnerships, partnership outcomes, and the National Community Partnership Challenge.



FY21 HAP New Partnerships

American Kidney Fund (AKF)

This partnership increases awareness of the risk factors, causes, complications, and treatments of kidney disease and its associated conditions, and provides additional resources through AKF’s webinars, awareness campaigns, and events to Veterans who are diagnosed with or are at risk for developing kidney disease. Both VHA and AKF are focused on education, screenings, and mental and emotional support for those who suffer from the disease, which affects about one in six Veterans. AKF offers information about kidney disease for patients and their caregivers and an emergency fund to provide grants to some patients diagnosed with the disease. The foundation is also advocating for federal emergency assistance for dialysis patients. As part of the collaboration, VA shares publicly available data that can be used in AKF’s clinical research and information about AKF’s resources. AKF shares VA and VHA educational resources and assists in identifying Veterans who may be eligible for VA care by disseminating information at its in-person and virtual events.



American Lung Association

VHA and the American Lung Association have a shared goal to improve Veterans’ health and well-being through collaborative education and services for Veterans living with lung disease. A partnership between these two entities helps Veterans access American Lung Association’s online resources or support groups, including Better Breathers Clubs. It also gives American Lung Association’s partners and providers a chance to learn more about Veteran-specific issues including suicide prevention and encourages VA medical centers and regional American Lung Association affiliates to create local partnerships that can enhance Veterans’ awareness and support. VA diagnoses 7,700 Veterans with lung cancer each year and an estimated 900,000 remain at risk due to age, tobacco use, and other environmental exposures during and after military service. VA continues to conduct groundbreaking research, studies, and clinical projects on topics like the risks of e-cigarettes, tuberculosis treatment, and sleep apnea. This partnership adds to the support and resources VA and VHA already offer to Veterans, their families, caregivers, and survivors.

Amyotrophic Lateral Sclerosis (ALS) Association

This partnership with the ALS Association allows VHA to expand the number of resources for Veterans diagnosed with this chronic health condition. It provides Veterans with greater access to ALS programs and services. The partnership provides VA health care teams opportunities to participate in continuing education, enables access to the ALS Association's resources and patient education, and promotes participation in local communities where ALS chapters are located.



Arthritis Foundation (AF)

A partnership between VHA and AF helps Veterans diagnosed with arthritis by giving them greater access to information and care for the condition. VHA and AF provide Veterans, their family members, caregivers, and survivors with education and resources to navigate the many challenges associated with arthritis and to gain a better understanding of the needs and the gaps that may exist in the care of Veterans who are diagnosed with this chronic disease. AF is pursuing a cure for arthritis, which is the nation's most common cause of disability, according to the Centers for Disease Control and Prevention. This partnership increases access to education and support to help with the physical and emotional challenges of living with arthritis. The partners will also learn more about Veterans' needs through questionnaires administered by AF. Through this partnership, Veterans will also have free access to AF's "Live Yes!" online community, where they can connect with other people living with the condition.

Expiration Term of Service Sponsorship Program (ETS-SP)

ETS-SP matches transitioning service members with sponsors in their community. Sponsors are trained and certified and assist with employment, housing, legal concerns, and more. The agreement between VHA and ETS-SP will support transitioning service members and Veterans by facilitating better access to:

- VA health care and benefits prior to leaving the Department of Defense (DoD);
- Community resources and State Veterans' programs;
- Programs for resources across social determinants of health such as employment and economic stability; and
- Resources that support better resiliency and health outcomes.

The Daniel and Salvador Montoya Heroes Foundation (Heroes Foundation)

VHA and Heroes Foundation are developing a partnership to facilitate improvement in the quality of life and overall well-being of Veterans by addressing needs across SDOH such as economic stability, employment, and health literacy. The partnership aims to:

- Increase awareness about VA programs, resources, benefits, and services throughout the Veteran-friendly corporate community
- Uplift knowledge about suicide risk factors and suicide prevention for employers and Veterans
- Facilitate opportunities to learn about employment and corporate hiring initiatives for Veterans, transitioning service members, and their spouses

Israel Ministry of Defense

VA renewed its partnership with the Israel Ministry of Defense in 2021, to continue sharing expertise on caring for Veterans. The partnership focuses on enhancing the quality of life for Veterans through the delivery of state-of-the-art, evidenced-based physical and mental health care that leverages the experience, resources and research of both partners. The parties will also share expertise in areas such as post-deployment rehabilitation and reintegration, career transition and vocational rehabilitation, Veteran and family readjustment counseling, and the use of telehealth technology. Israel's Ministry of Defense provides rehabilitation to disabled Veterans, support for their families and assistance for discharged soldiers.

Salesforce Military

VHA and Salesforce have developed a partnership to support Veterans and military service members who are transitioning out of active duty and into the civilian workforce. The partnership facilitates coordination between VHA and the [Salesforce Military](#) community to better connect Veterans, service members, and their spouses with skill development, career advancement, and employment resources. Since its launch in 2014, Salesforce Military has provided military personnel, Veterans, and their spouses with high-demand technology skills and certifications at no cost to help them establish and enhance their careers. Similarly, VHA offers several benefits and programs that address needs across social determinants of health, such as economic stability, employment, and health literacy. Through the partnership, Salesforce Military provides direct links to VHA resources and information about suicide prevention and how Veterans, their spouses, and employers can reduce the risk for suicide in their homes, businesses, and communities. The partnership adds to VHA's initiatives to provide transition assistance through programs such as [Personalized Career Planning and Guidance](#), [Veterans Readiness and Employment](#), and the [Transition Assistance Program](#).

White Ribbon USA and the National Association of Social Workers (NASW)

VHA has partnered with NASW and White Ribbon USA for a collective partnership called White Ribbon VA. This partnership aims to help VHA eliminate sexual harassment, sexual assault, and domestic violence in VA health care settings and surrounding communities and to promote a positive change in organizational culture. Representatives from NASW explain that White Ribbon VA's goals are to increase Veteran and VA employee access to information and resources about harassment prevention, and to encourage Veterans and VA employees to support ending violence against others by taking the White Ribbon VA pledge. That **pledge** includes a promise to “never commit, excuse, or stay silent about sexual harassment, sexual assault, or domestic violence against others.”



FY21 Partnerships in Development

Adagio Health

VHA and Adagio Health are developing a partnership to engage Veterans in life-long health, well-being, and resilience by offering smoking and tobacco cessation courses and Treatment. This local partnership will be between VA Pittsburgh Healthcare System and Adagio Health in Pittsburgh, PA.

American Diabetes Association

The goal of this partnership will be to raise awareness for Veterans and their family members who are at risk of or diagnosed with diabetes. This partnership also aims to improve access to the Centers for Disease Control and Prevention's **Diabetic Self-Management Education and Support** resource. This partnership will emphasize improving health care equity for VHA-enrolled Veterans as well as Veterans who are not enrolled in VA or not eligible for VA benefits.

Chron's & Colitis Foundation

VHA and the Chron's & Colitis Foundation are developing a partnership to support Veterans diagnosed with Crohn's disease and ulcerative colitis, collectively known as inflammatory bowel disease (IBD). This partnership will help Veterans live healthier lives by increasing awareness and understanding about IBD; sharing information with the Veteran community about its causes, complications, and treatments; and distributing health education and support resources to Veterans with a suspected or confirmed IBD diagnosis. This partnership will add to VA's existing support for Veterans with IBD, such as a suite of educational materials about IBD in VA's "**Whole Health Library**."



Dress for Success

VHA and Dress for Success are developing a partnership to promote professional growth and development of women Veterans by providing interview skills, career mentoring, and work-appropriate apparel to assist them through the interview process and to help them transition into their new roles within the civilian workforce. This local partnership will be between the Central Texas Veteran Healthcare System in Austin, Texas and the Dress for Success affiliate in Austin, Texas.



Food Research & Action Center (FRAC)

A partnership between VHA and FRAC supports work to connect Veterans to the Supplemental Nutrition Assistance Program (SNAP) and other federal nutrition programs. FRAC is the leading national nonprofit organization working to eradicate poverty-related hunger and undernutrition in the United States. This partnership with FRAC will add to VHA's efforts to address food insecurity among Veterans. As part of partnership efforts, VHA will educate FRAC on how VHA screens Veterans for food insecurity and connects Veterans in need to resources. FRAC will work with VHA-affiliated dietitians, social workers, and community engagement specialists to connect Veterans at risk of food insecurity to nutrition programs and resources.

Imerman Angels

VHA is in the process of exploring a partnership with Imerman Angels, a cancer support network community. The nonprofit helps support Veterans' positive SDOH by providing a strong support network to address social isolation and may help reduce suicide in this vulnerable group of Veterans. This partnership's overall aim is to provide increased outreach to Veterans, family members, caregivers, and survivors to help them access a cancer patient support network, educational material, and a cancer survivor mentor for one-on-one support. Enrollment and eligibility for VA services are not required for people to participate in this partnership's offerings.

VA Intimate Partner Violence Assistance Program (IPVAP) and myPlan app

The goal of this partnership between the VA IPVAP and Johns Hopkins University (JHU) School of Nursing's myPlan app is to increase Veterans' access to the app, to support and enhance safety for those who experience intimate partner violence. IPVAP is working with JHU to develop Veteran-centric language and resources to better reach the Veterans and their intimate partners who may be impacted by intimate partner violence.

The Wellness and Recovery Incorporating Outdoor Recreation (W.A.R.I.O.R.) Program

The W.A.R.I.O.R. Program was developed in partnership with the San Francisco VA Health Care System, the Golden Gate National Recreation Area, and the Golden Gate National Parks Conservancy. The W.A.R.I.O.R. program offers monthly guided parks experiences aimed at improving Veterans' physical, mental, and social health and wellness, increasing their access to parks, and assisting their reintegration into their communities. Ten to 30 people participate on each trip—there have been more than 500 participants and 40 trips over four years. The Parks Conservancy provides a shuttle from the VA medical center to parks, and Golden Gate National Recreation Area staff members provide education on natural, cultural, and historical elements. The W.A.R.I.O.R. Program offers access to a natural environment, transportation options, and educational opportunities.

Wounded Warrior Project (WWP)

VHA and WWP are renewing their partnership to provide programs and services to meet the needs of injured Veterans by providing holistic medical, psychiatric, psychosocial care, and brain health services. This partnership also enhances the safe transition of healthcare across the continuum of care by using a standardized process that meets the unique needs of each Veteran.





Partnership Accomplishments and Outcomes

Partnerships are conceived of, planned, and executed with great care and intention—in every partnership, stakeholders agree to many specific details of the partnership, including its performance measures, i.e., whether the partnership is accomplishing its goals. The purpose of every partnership is what the stakeholders and VHA agree to do on behalf of Veterans, their families, caregivers, and survivors. Partnership accomplishments and outcomes tell the story of whether the Veterans’ needs are being met by way of partnership activities.

Here are a few selected examples of what HAP partnerships have achieved in FY21:

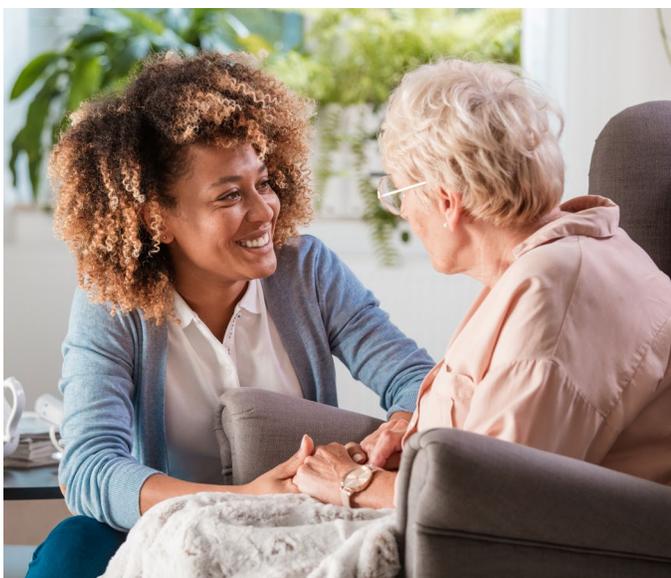
American Kidney Fund (AKF)

VHA and AKF collaborated throughout the year on various areas of interest, such as unknown causes of chronic kidney disease and eGFR (estimated glomerular filtration rate). Throughout the year, AKF shared information and educational materials with Veterans using the Veteran News Network (VNN), which is aired in 53 VA medical centers across the country. AKF produced three videos for VNN:

- “Know Your Kidneys: Prevention” aired 605 times on VNN
- “Know Your Kidneys: Diabetes” aired 40 times on VNN
- “Know Your Kidneys: Manage Kidney Disease” aired 460 times on VNN

American Lung Association (ALA)

ALA and VHA coordinated and promoted the virtual town hall event: “Moving the Needle: COVID-19 Vaccination Distribution,” which brought together a panel of experts to discuss the COVID-19 vaccine rollout to the most vulnerable populations of individuals.



Americorps

Americorps, formerly known as the Corporation for National and Community Service (CNCS), is the federal agency that leads national volunteering and service efforts. VA’s partnership with Americorps enables volunteers to help senior Veterans with activities of daily living such as light cleaning, cooking, shopping, and offering these Veterans’ caregivers and families a chance to rest. VA has five pilot sites where volunteers have helped Veterans in FY20 and FY21. As of August 2021:

- An estimated 474 Veterans will have been served by end of FY21.
- 106 Veterans were served at the end of FY20.
- There were 60 volunteers enrolled at the end of FY20.
- An estimated 330 volunteers will be enrolled by end of FY21.

Arthritis Foundation

The partners have incorporated Veteran-centric data into the Arthritis Foundation's Live Yes! **INSIGHTS** program. INSIGHTS features scientific studies that provide people living with arthritis an opportunity to share their experience with the Arthritis Foundation and shape the local and national agenda that strives for better care and even a cure for arthritis.

OnStar

VA partnered with OnStar, an in-vehicle safety and security system, in late 2020. VA and OnStar help connect Veterans (who have a General Motors vehicle and subscribe to OnStar's services) to the Veterans Crisis Line (VCL) for mental health assistance by using OnStar's in-vehicle emergency services button or OnStar's **Guardian smartphone app**. The VCL is staffed by trained call center responders, many of whom are Veterans themselves. VA has provided resources and education to OnStar about suicide prevention, military culture, and how to determine if the caller has served in the military.



Through this partnership, OnStar has:

- Established a training protocol to warm-transfer Veterans to the Veterans Crisis Line (VCL) at both of its emergency call centers.
- Trained 100% of new emergency call workers in the protocol for transferring Veterans to the VCL.
- Established a training plan to provide 100% of existing employees with training about the protocol for transferring Veterans to the VCL.

VHA has:

- Developed the protocol to accept warm transfers from OnStar.
- Developed educational material to disseminate to VA clinicians.

Parkinson's Foundation

The Parkinson's Foundation and VHA partnered in 2020 to leverage each other's strengths to improve the health and quality of life for Veterans living with Parkinson's disease (PD). This partnership adds to what VA already offers to Veterans diagnosed with PD—[VA has led large PD research studies and clinical trials](#) over the years and in 2001 established the Parkinson's Disease Research, Education, and Clinical Centers ([PADRECCs](#)), which are designated VA Centers of Excellence at six sites in the country. VA also has 51 Consortium Centers, which are regional specialty clinics for Veterans unable to travel to a PADRECC.

- Partners worked together to promote the April 2021 virtual event: "Veterans and Parkinson's: Social Connection & Empowerment." Veterans listened in to fellow Veterans, clinicians, and VA leaders about Parkinson's information.
- Partners worked together to promote the March 2021 virtual event: "Veterans and PD: What You Need to Know," which was viewed more than 600 times on YouTube.

Pet Partners

Pet Partners has partnered with VHA to develop opportunities for Veterans to benefit from pet visitation, clinical interventions with therapy animals, and other activities and events. The aim of this partnership is to bring to more Veteran patients the benefits of the human-animal bond. Research shows that people in contact with animals may experience lower blood pressure, reduced risk of cardiovascular disease, lessened anxiety and pain, and decreased feelings of loneliness. Pet Partners volunteer teams have long made visits to patients in VA medical centers.

Through this partnership, Pet Partners has:

- Highlighted numerous Veteran handler teams who provide animal-assisted interventions to Veterans
- Shared and linked to HAP developed articles about how animal-assisted-interventions help Veterans



VHA has:

- Developed a fact sheet about the partnership posted on the HAP website
- Provided support for the Pet Partners signature initiative, “The World’s Largest Pet Walk,” by encouraging Veterans to become more active with their pets
- rovided support for a second initiative, We Are All Ears, opportunity to keep Veterans’ school-aged children excited about reading during the coronavirus pandemic

Salesforce

- Currently, more than 39,000 Veterans, Veteran spouses, service members, and military spouses (combined) are enrolled in the Salesforce Trailhead Military program.
- Since June, 2021, more than 1,200 individuals have registered for the Trailhead Military program after hearing about it from VA.
- Since February 25, 2021, more than 2550 Trailhead members have completed the VA benefits module.



The 2021 VHA National Community Partnership Challenge

The VHA National Community Partnership Challenge (CPC) recognizes and awards local partnerships all over the country that are working on behalf of Veterans. By widely publicizing and encouraging submission to the CPC each year, HAP helps VHA employees uplift information about the work they are doing for Veterans through nonmonetary partnerships with nongovernmental organizations. Any VHA employee can enter the CPC and have a chance to be honored in a ceremony and win an award from the VHA Under Secretary for Health and the VA Secretary. A panel of VA and VHA judges selects the winners each year, and HAP widely publicizes the winners.

The purpose of the CPC is to spread best practices and demonstrate a deference to expertise—the people who submit partnerships to the CPC are experts in the work they do for Veterans. The promotion of the winners gives VA staff members and the public a chance to see successful partnerships that can inspire them to create their own partnerships or replicate effective partnership activities. Themes of the CPC include: **“Adaptability in a Changing World”** (2021); **“The Social Determinants of Health”** (2020); and **“Public Trust”** (2019).





In 2021, considering the “Adaptability in a Changing World” theme, entries had to demonstrate how the partnership serves Veterans of all races, ethnicities, sexual identities, languages, learning styles, and/or spiritual preferences, **and** address one or more of the following categories:

- **Clinical and Self-Care:** Provides resources that directly support Veterans’ mental, emotional, and/or physical health and promote health and well-being.
- **Support of Social Determinants of Health:** Provides education, employment, food security, housing, transportation, and/or spiritual support opportunities.
- **Newly Transitioning Service Members:** Provides health services, employment, and/or benefits for newly transitioning Veterans (within 0-12 months of leaving active duty).
- **COVID-19 Pandemic/Flu:** Provides access to health care and/or the ability to provide new services or benefits that Veterans need due to COVID-19 or the flu.
- **Caregivers/Families:** Provides resources for Veteran caregivers and family members to support their ability to care for Veterans.

In 2021, most of the entries to the CPC were identified as the “**Support of Social Determinants of Health**” (SDOH) category. Those entries supported SDOH such as: legal support, food security, housing, education, employment, and transportation.

The second-most popular category among entrants was the “**Clinical and Self-Care**” category. Entrants submitted for consideration partnerships that specifically addressed: suicide prevention, mental health, continuity of care, and activities for self-care such as yoga and therapeutic horticulture.

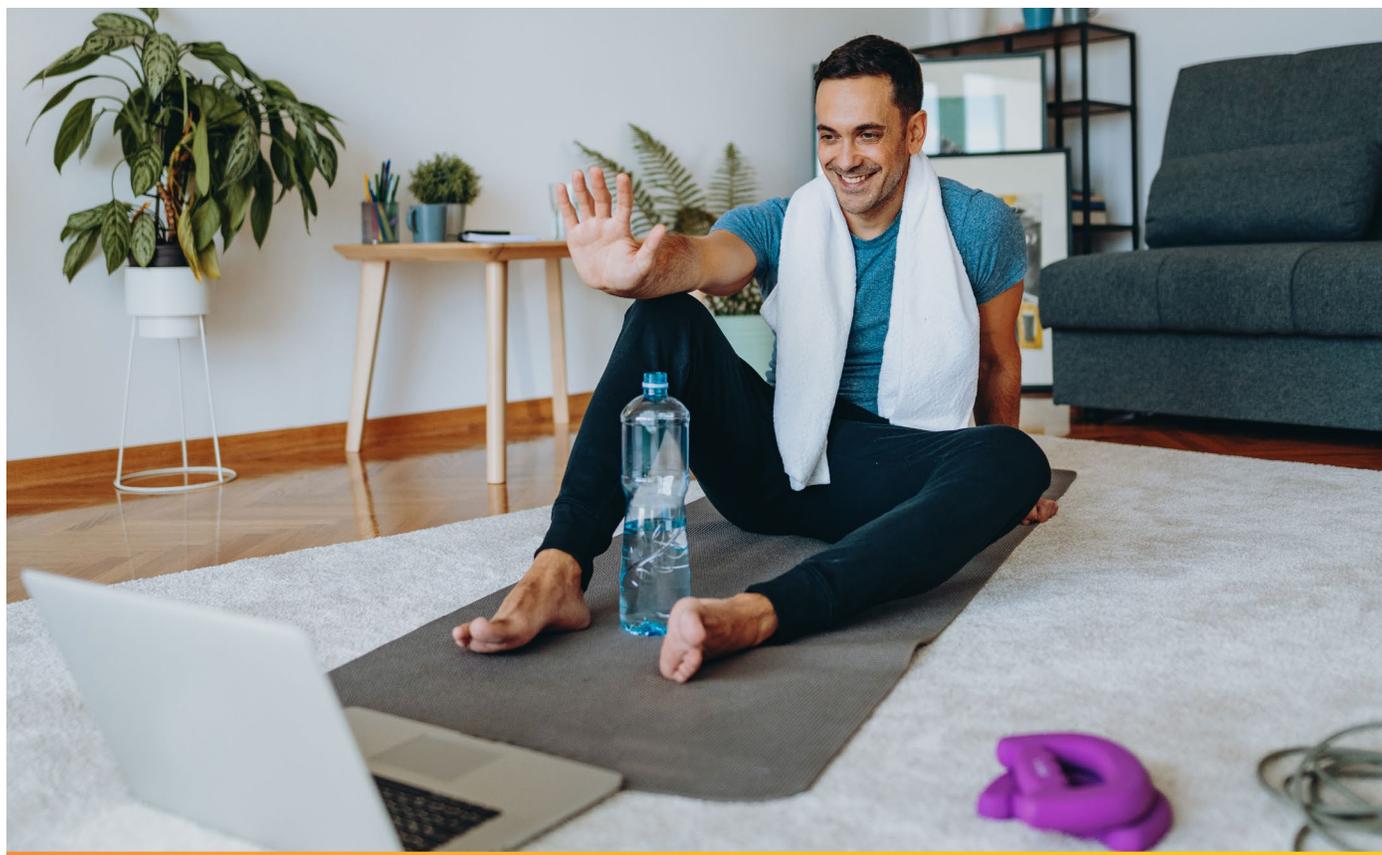
This year’s CPC entries provide a snapshot of the crucial partnership work that VHA employees all over the country are doing for Veterans. That these partnerships reflect the same aims of VHA and VA in general—the SDOH are also the focus of VHA’s **Office of Health Equity**, for example; and suicide prevention is VA’s top clinical priority—demonstrates that the focus, mission, and priorities of VA/VHA staff everywhere are in sync as they work on behalf of the nation’s Veterans.

Coronavirus Response

In FY21, HAP partner organizations continued to provide virtual services to Veterans as COVID-19 containment efforts continued and some in-person services were limited or unavailable.

Employment, access to community spaces, and the ability to exercise and socialize are all known positive social determinants of health (SDOH) that can improve Veterans' health and well-being. All these factors were affected by coronavirus pandemic restrictions. In response, HAP partner Y-USA continued to offer free virtual fitness videos (YMCA360) to help Veterans keep exercising. Another HAP partner, the Daniel and Salvador Montoya Heroes Foundation (Heroes Foundation), worked to improve Veterans' economic stability and quality of life. As many people faced job loss during the pandemic, the Heroes Foundation continued to offer employers training in recruiting Veterans and spreading awareness about the risks of Veteran suicide.

Another HAP partner organization, Pet Partners, ceased in-person visits in 2020 to stop the spread of COVID-19 and offered virtual visits for Veterans. But with vaccines available this year, the nonprofit was able to **resume some in-person** visits to provide Veterans with animal-assisted therapy. Veterans **have experienced** improvements to their physical, developmental, social, cognitive, or emotional health functioning thanks to the human-animal bond.



HAP's Advancing Healthcare Through Partnerships Campaign

Over the past fiscal year, HAP has embarked on an exciting and special project: developing the Advancing Healthcare Through Partnerships toolkit. The objective is to create a robust “toolkit” for VA Medical Center (VAMC) employees throughout the country to use as they explore nonmonetary partnerships with nongovernmental partners at the national, regional, or local facility level.

The items in this toolkit will cover all aspects of partnership creation in depth and in easy-to-read language. Think of it as a “partnership how-to guide.” HAP’s mission is centered on advancing Veterans’ health and well-being by serving as a trusted resource for partnership development. VHA employees who wish to develop a partnership will, by way of this toolkit, have the tools and knowledge at their disposal to ensure partnerships advance health care, benefits, and services for Veterans.



Users of the toolkit will learn about these and other elements of partnership creation:

- The steps involved in forming a successful partnership, from identifying a Veteran need to implementing the partnership;
- Understanding of best practices in partnership development from the various VA and VHA program offices, including HAP, that are responsible for coordinating, facilitating, and managing partnerships;
- The process of developing a memorandum of agreement (MoA) including writing a “goal statement,” outlining specific partnership objectives, and evaluating the partnership using performance measures;
- The concurrence process, from drafting an MoA to obtaining the VHA Under Secretary for Health signature; and
- Identifying the stakeholders who should be included in partnership discovery and subsequent meetings.

Many items in the toolkit have “case studies”— which are learning tools that provide education to support the drafting of various MoA sections—and worksheets so that toolkit users can work through the partnership creation steps on their own.

Healthcare Advancement Initiatives

Part of HAP's central mission is to advance the health and well-being of Veterans through the exploration of innovative, safe, and ethical emerging therapies. The department worked towards that in FY21 by continuing to support several health care advancement initiatives (HAIs) aimed at treating conditions including suicidality, posttraumatic stress disorder, traumatic brain injury, and chronic pain.

These HAIs focus on conditions where standard treatment may not have proved effective for some Veterans. HAP accepts HAI proposals that offer new, Food and Drug Administration-approved treatments with evidence of their efficacy and that Veterans cannot already access via VHA. Sharing a proposal with HAP is not a substitute when other avenues of submission within VA are more appropriate, such as Research and Development Requests for Applications (RFAs) and Requests for Proposals (RFPs) or contracting. HAP does not award contracts, provide research grants, or offer other forms of financial support.

Hyperbaric Oxygen Therapy (HBOT)

Since 2017, HAP has supported a clinical (non-research) program evaluation involving HBOT. This therapy involves a participant breathing pure oxygen in a pressurized environment, such as a special room or small chamber, to treat specific health care concerns.

HAP has supported a program evaluation for HBOT used to treat Veterans diagnosed with PTSD with or without TBI and whose symptoms have not responded to at least two evidence-based therapies.

- HAP requested VA Evidence Synthesis Program (ESP) update research on the use of HBOT for the treatment of TBI and PTSD. The [new brief](#) was published in July 2021.
- A total of 55 Veterans have been referred across all five clinical program evaluation sites since 2017, with 49% of Veterans having completed treatment. Because HBOT requires considerable patient engagement over several sessions, it can be logistically difficult for some patients to complete the treatment.

Light-Emitting Diode (LED) Therapy

HAP and the VA Boston Healthcare System (VABHCS) have collaborated to help Veterans with mild to moderate traumatic brain injuries (mTBIs) using since 2017. Patients wear a headset affixed with near-infrared LEDs for 30-minute sessions several times a week at home. Clinicians check on their progress at six, 12, and 24 weeks after treatment and have noted some patients report better sleep quality, more energy, milder headaches, and improved work performance.

- Since 2017, more than 180 Veterans have enrolled in the program at VABHCS.
- Most treatment sessions are conducted as telehealth appointments, including the introductory session. E-consults and virtual visits for this clinic have helped Veterans continue to engage in the treatment throughout the pandemic, especially Veterans in rural communities.
- Veterans throughout VISN 1 in New England can be referred for the treatment through an e-consult and there are plans to expand availability outside of VISN 1 by training more VA providers in other regions.

Mental Health Mobility Service Dog (MHMSD) Initiative

The MHMSD aimed to pair Veterans who experience mobility limitations due to mental health conditions with a service dog.

HAP led the implementation of the MHMSD initiative from 2016-2020 in collaboration with VA subject matter experts. HAP also collaborated on this initiative with the VA Prosthetics and Sensory Aids Service (PSAS) and the Office of Mental Health and Suicide Prevention (OMHSP) to provide veterinary health benefits for eligible Veteran and service dog pairs.



- MHMSD enrolled 100 Veterans with mental health-related mobility limitations in the initiative. Veterans enrolled in the initiative reported better quality of life related to mental health, social interaction, and physical activities.
- Veterans who had a service dog for nine months or longer reported that pairing with a service dog and having access to benefits that help them care for and maintain ownership of the service dog has made it easier to attend medical appointments, run errands, attend important social functions, and comfortably utilize public transportation. Veterans also reported that utilizing the veterinary health benefit is easy, uncomplicated, and timely. Veterans expressed that the benefit eases the financial burden of sometimes costly veterinary care and service dog maintenance.
- The MHMSD initiative was implemented enterprise-wide and was completed in 2020. HAP's experience with the MHMSD initiative and the positive response from Veterans receiving the benefit indicate that service dogs for Veterans with substantial mobility limitations due to a mental health condition can be supported and assisted through the veterinary health benefit.

Stellate Ganglion Block (SGB)

HAP has worked with the clinical experts of VA Long Beach Healthcare System, who have used the SGB [procedure](#) since 2017. The procedure is thought to calm the “flight or fight” response in some patients by applying an anesthetic near a nerve bundle in the neck called the stellate ganglion, resulting in relief from PTSD symptoms for a few weeks up to several months.

Starting in October 2020, the leadership of VA Long Beach developed the SGB for PTSD Innovation Program (SPIP). The SPIP offers this experimental treatment to Veterans for whom traditional therapies have not helped.

- The SPIP is a comprehensive, Veteran-centric program where Veterans who receive SGB are offered follow-up treatment with trauma-focused psychotherapy, biofeedback, acupuncture, or a combination thereof.
- The SPIP has a Quality Assessment component and education component to help other health care providers learn from the experience at VA Long Beach.
- In total, VA Long Beach clinicians have performed the procedure with more than 156 Veterans with PTSD since 2017. SPIP has treated 70 Veterans with SGB in FY21 so far.

The Veteran Sponsor Partnership Network (VSPN)

The VSPN initiative facilitates the development of non-monetary partnerships between the 18 Veteran Integrated Services Networks (VISNs) and community partners known as community integration coordinators (CICs) that serve Veterans and service members transitioning out of the Department of Defense (DoD).

The goal of the VSPN is to achieve better outcomes for Veterans as they transition back into civilian life and reduce risk factors related to Veteran death by suicide, which is greatest for Veterans in their first year after leaving the military. The initiative is based on the model of the [DoD sponsorship program](#).

Under this initiative, HAP is facilitating the development and formalization of agreements between VISNs and CICs, which manage peer “sponsors” that help service members through the transition process and reintegration back into civilian communities. Sponsors are trained by VA, managed by the CIC, and paired with service members before they leave the military. CICs help inform Veterans about local resources in their new civilian community such as housing options, food banks, and job boards.

Service members who have support (such as a sponsor or easy access to community resources) experience less stress and have better outcomes during the transition back into civilian communities. Early research indicates engaging in VHA care with community-based interventions and sponsorships set Veterans up for success across SDOH such as employment, education, and transportation, and reduce the risk of Veteran death by suicide.

This is a fast-moving initiative, with new potential partnerships in development. As of August 26, 2021, formal partnerships have been established in California, Massachusetts, New York, Texas, Washington, and Wisconsin. Several other states are in various stages of developing a VSPN partnership.



Other HAP-Supported Initiatives

Intimate Partner Violence Assistance Program (IPVAP)

HAP provides partnership subject matter expertise as a member of an IPVAP planning team and the “Megabus Planning Team,” which accomplished the following:

- As a member of the planning team, HAP launched a public-facing website in 2020 to be a source of education, connection, and resources for those impacted by IPV.
- As a member of the planning team, HAP voted on and implemented a change to the committee's name, authority, and configuration as part of the IPVAP committee structure re-alignment.
 - > Steering Committee is now named IPVAP Internal Stakeholder Council
 - > National field-based committees are now aligned under the IPVAP National Leadership Council, and each committee reports up to the NLC for approval and provides updates to the Internal Stakeholder Council
 - > Internal Stakeholder Council is no longer a voting body and does not approve updates or minutes from the NLC or its committees.
- As a member of the planning team, HAP was instrumental in the research and development of the Partnership Collaboration Project, a repository of national, regional, and local IPV and sexual assault (SA) resources. This project was completed in August 2021.
- HAP participated in a workgroup led by IPVAP to develop the PTSD & IPV fact sheet. The fact sheet provides guidance on the intersection of IPV and PTSD for Veterans, caregivers, providers, and others interested in knowing more about the topic.
- HAP is an ongoing member of the Pilot Model Project, which is planning, developing, and implementing a two-year pilot project to address the many aspects of IPV and sexual assault in several pilot sites across the nation.



Nutrition and Food Services (NFS)

HAP worked with a team led by NFS to develop a “Produce Rx Toolkit” in response to the 2020 Military Construction, VA, and Related Agencies (MilCon-VA) spending bill. The MilCon-VA bill described “food as medicine” and directed VA to provide a current practices status update and plan to increase Veterans’ access to nutritional foods and nutritional education. The purpose of the toolkit is to provide guidance to the field and share best practices to address food insecurity in the Veteran population.

VA FY 2022- 2028 Strategic Plan

HAP participated on the VA's Quadrennial Strategic Planning Process (QSPP) team. The QSPP is the framework used to develop the VA fiscal year 2022-2028 Strategic Plan. The QSPP is a robust, analytical, data-driven process that looks 10 to 15 years into the future to understand the implications to VA and Veterans.

During each of the six QSPP phases, subject matter experts from across VA worked to develop VA’s 2022-2028 Strategic Plan by providing input to the development and writing of the strategic gap statements and the strategic options. Each strategic gap statement and strategic option identifies Veterans’ and VA employees’ needs with solid solutions to address those specific gaps with internal and external options.

The final VA FY 2022-2028 Strategic Plan is scheduled to be approved by the VA Secretary, VA Deputy Secretary, VA Executive Board (VAEB), and The Office of Management and Budget (OMB) by December 2021.



HAP HAIs, Suicide Prevention, and the Social Determinants of Health

Throughout FY21, HAP has focused its partnerships and HAIs on the social determinants of health (SDOH) with consideration of suicide prevention activities in every interaction. Exposure to negative SDOH is a **strong predictor** of suicide risk, and VA's top clinical priority is preventing suicide among all Veterans—including those who do not, seek care within the VA health care system or are not eligible. HAP maintains this focus as well in all the work for Veterans through partnerships and HAIs.

There are many ways that HAP's work reduces the risk of Veteran suicide, including:

- HAP's HAIs focus on suicidality, posttraumatic stress disorder (PTSD), traumatic brain injury (TBI), and chronic pain and the HAP-supported innovations and treatments in these areas can help ease Veterans' symptoms and give them a greater sense of mental and physical well-being.
- Partnerships help bring more supportive services and resources to Veterans, wherever they are, and irrespective of enrollment or eligibility.
- In every partnership, VHA commits to taking actions to reduce Veterans' suicide risk and sharing with the partnering organization publicly available, VHA-co-developed educational resources such as the **PsychArmor Institute S.A.V.E training** and the **Veterans Crisis Line**.
- HAP's work with other partnership-focused entities, like the Veteran Community Partnerships (VCP) initiative. Individual VCPs throughout the country are collaborations (each part of the larger VCP initiative) that roll out an array of supportive services for Veterans, including services that contribute to lessened suicide risk. VCPs bring VHA and community organizations together to work on common goals of improving access to care for Veterans. VCPs throughout the country do work for Veterans such as: improving mental health services for Veterans in hospice care; holding "Flu Drive-Thru" events for Veterans so they can get flu shots; coordinating the delivery of hygiene kits and gift cards to Veterans in need; and bringing guest speakers onto local radio shows so Veterans can ask them questions about the COVID-19 vaccine, substance use disorders, and military sexual trauma.

The most predominant way HAP centers suicide prevention in its work is to increase Veterans' access to positive SDOH through partnerships and HAIs. We know that the SDOH affect Veterans' health outcomes: When Veterans have access to positive SDOH, they lead healthier lives; when they encounter negative SDOH such as food insecurity or social isolation, they experience greater suicide risk.

The SDOH and suicide prevention are the through lines in all that HAP does for Veterans and their communities. Information about the SDOH and suicide prevention were woven through all communications HAP created this year. As noted from the articles published, the fact sheets disseminated, the newsletters created, and more, that HAP told the story of these two crucial elements of Veterans' well-being, all year long. They are the focus of all HAP does and all the stories HAP tells. Learn more about exactly how the stories were told in the Impact section that follows.

Impact

HAP-Produced Articles

54 articles

written between **October 2020**
and **September 2021**

16 articles

published on VAntage Point as
of **August 2021**

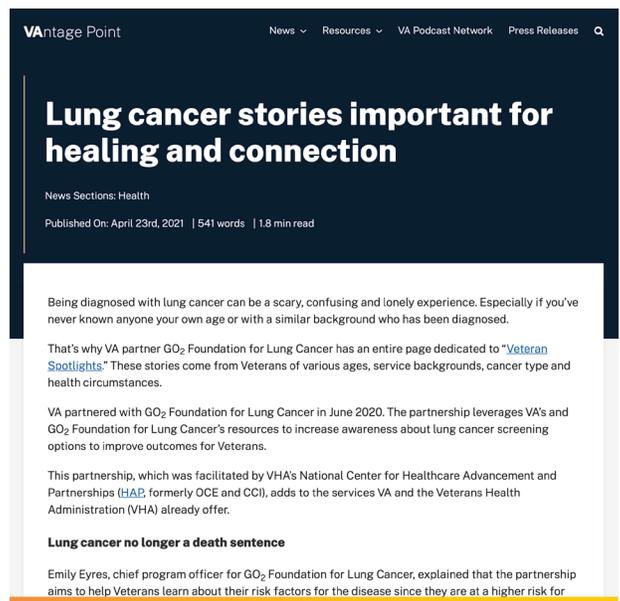
163,565
total views

from **16 articles** published on
VAntage Point

The **article** “**Lung cancer stories important for healing and connection**” was viewed

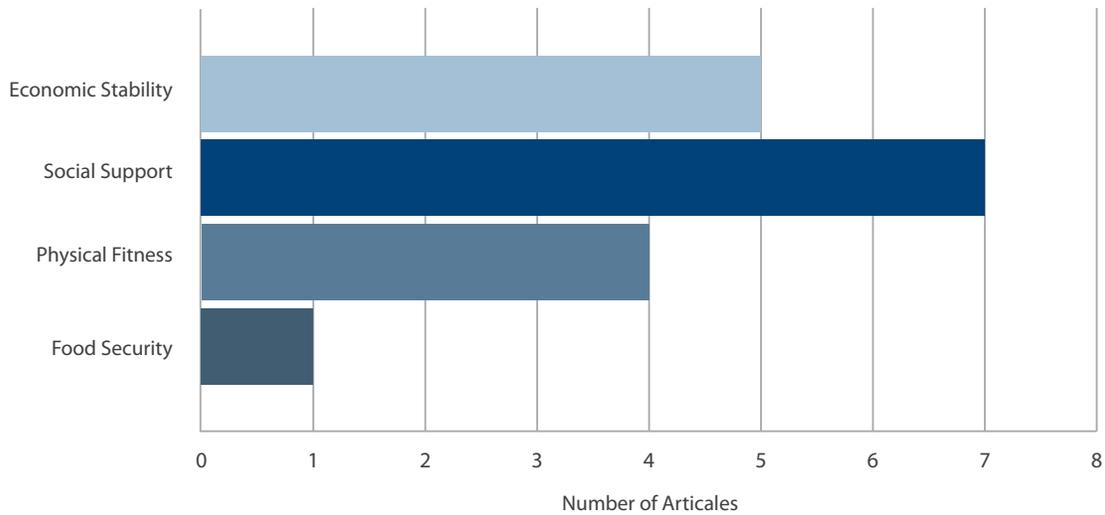
134,477
times

The **article** “**Dog and Veteran team visits Vets, spreads joy**” was independently picked up by VHA’s social media accounts.

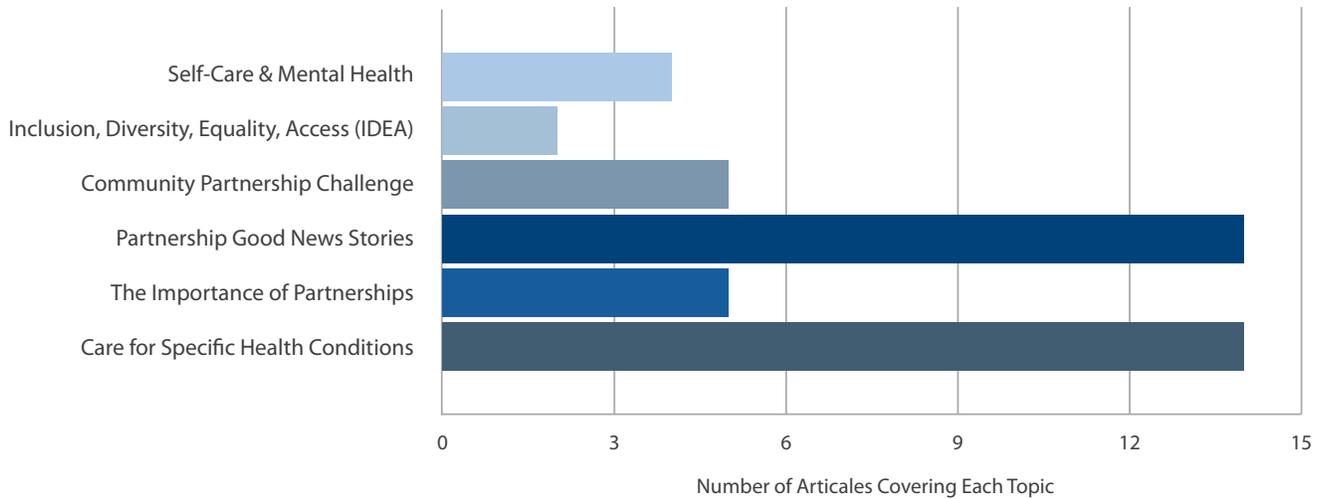


Article Topics

How Many 2020-2021 HAP Articals Mention Social Determinates of Health



Other Topics Covered by 2020-2021 Articles



Programmatic Shorts

HAP created

50 programmatic shorts

in FY21 to better share information about HAP partnerships and initiatives.

Among them were:

12 GovDelivery roundups

of new content. Content was sent to a recipient list that has grown to nearly

2,000 readers

by July 2021.

6 fact sheets

(about SGB, American Kidney Fund, Pet Partners, Salesforce, Go2, and American Lung Association) that together, created an accessible way to share information about partnerships.

10 press releases

sharing news about one health care advancement initiative (M2C) and

9 partnerships

(American Kidney Fund, Salesforce, American Lung Association, Israeli Ministry of Defense, ETS-SP, Heroes Foundation, Arthritis Foundation, Heroes Foundation, and the ALS Association.) In June, the Military Times [published a news story](#) about the Salesforce partnership.

 MilitaryTimes

Education and Transition

Salesforce partnership with VHA provide opportunities for veterans

By [Abi Pepin](#)

Thursday, Jun 10



Social media, Newsletter, and Website

Website

HAP website readers spend a significant amount of time on the website. While [recent digital research](#) indicates the average website reader spends only **62 seconds** on a web page, June 2021 data indicates that HAP readers spend about an average of:

3.7 minutes

on the partnership main page

3.7 minutes

on the Veteran Community Partnership page

3.5 minutes

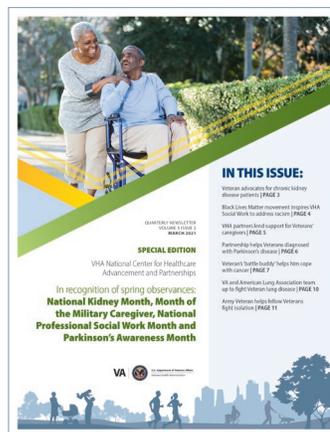
on the HAP Latest News page

3.7 minutes

on the HAP Resources page

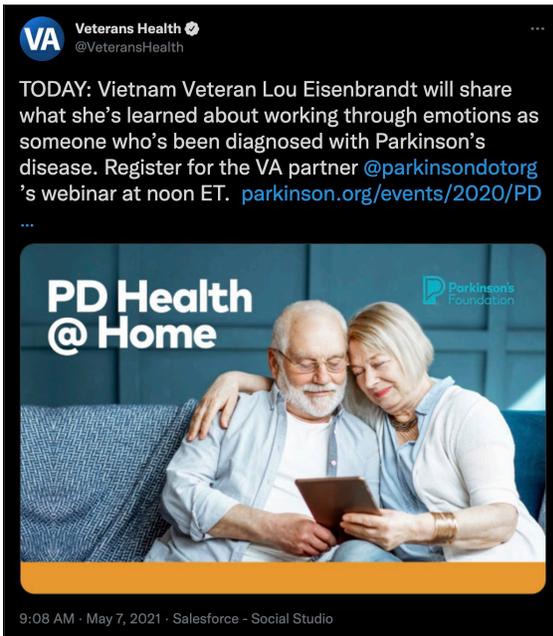
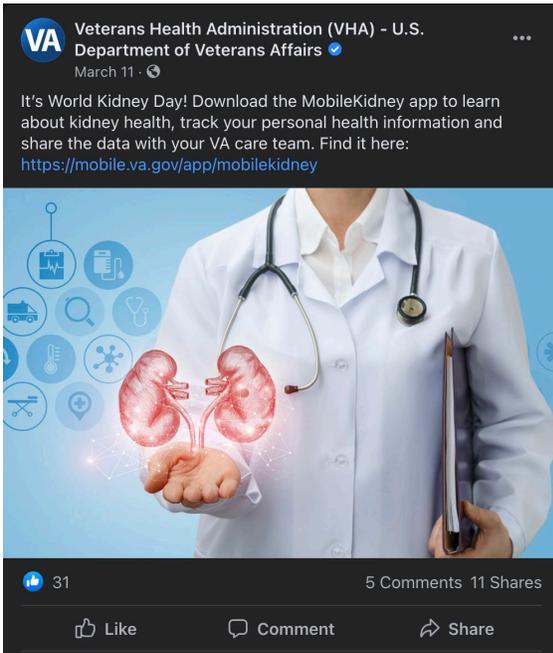
Newsletter

Newsletter: HAP produced four newsletters comprising a total of **24 unique, newsletter-exclusive articles** on topics ranging from sharing information about the Hannon Act, to local YMCAs helping Veterans manage PTSD symptoms with tai-chi, to trainings about systemic racism for VHA social workers. The newsletters are published [on HAP's website](#).



Social Media

HAP approved **79 social media content recommendations** as of August 2021, with **32 posts** designed for VHA Digital Media and **49 posts** for SharePoint.



VA



U.S. Department of Veterans Affairs

Veterans Health Administration
*National Center for Healthcare
Advancement and Partnerships*

Veterans Health Administration

810 Vermont Ave NW, Washington, DC 20420

va.gov/healthpartnerships

September 2021

