



U.S. Department of Veterans Affairs

Department of Veterans Affairs
Office of Patient Centered Care and
Cultural Transformation



The Radical Redesign of Health Care: The VHA Whole Health System

ACIH Joint Working Group Meeting

June 13, 2019

Lauri Phillips, RDN, LD – Associate Director for Whole Health Implementation,
OPCC&CT

Kavitha Reddy, MD – Lead Clinical Champion, IHCC/OPCC&CT; Whole Health
Clinical Director, St. Louis VA



PRESENTERS

- **Lauri Phillips, RDN, LD**

Associate Director, Whole Health Implementation, VHA Office of Patient Centered Care & Cultural Transformation



- **Kavitha Reddy, MD ABOIM**

Whole Health System Clinical Director, VASTLHCS; Lead Whole Health Champion, Integrative Health Coordinating Center, VHA Office of Patient-Centered Care & Cultural Transformation





VHA Healthcare Transformation

Shifting the current health care system
from

Problem Based Disease Care

to

Person Centered Health Care



Whole Health – What is it?

VHA Mission Statement

Honor America's Veterans by providing exceptional health care that improves their **health** and **well-being**.



Whole Health

is an approach to health care that ***empowers AND equips*** people to take charge of their health and well-being, and live their life to the fullest.



Core Concepts

- **Holism: systems approach vs reductionism**

“All aspects of my life are interconnected and impact my health.”
- **Self Healing: human beings possess the innate capacity to heal**

“There are approaches that can strengthen - or weaken – my capacity to heal and be healthy.”
- **Mindfulness: self-awareness**

“Learning how to pay more attention to my body and mind allows me to make better decisions in my self care.”



The Transformation of Healthcare

AS IS

- Focused on disease
- Problem based
- Physician-directed
- Disease management
- Find it, fix it
- Reactive
- Sporadic
- Biomedical interventions
- Individual left to enact

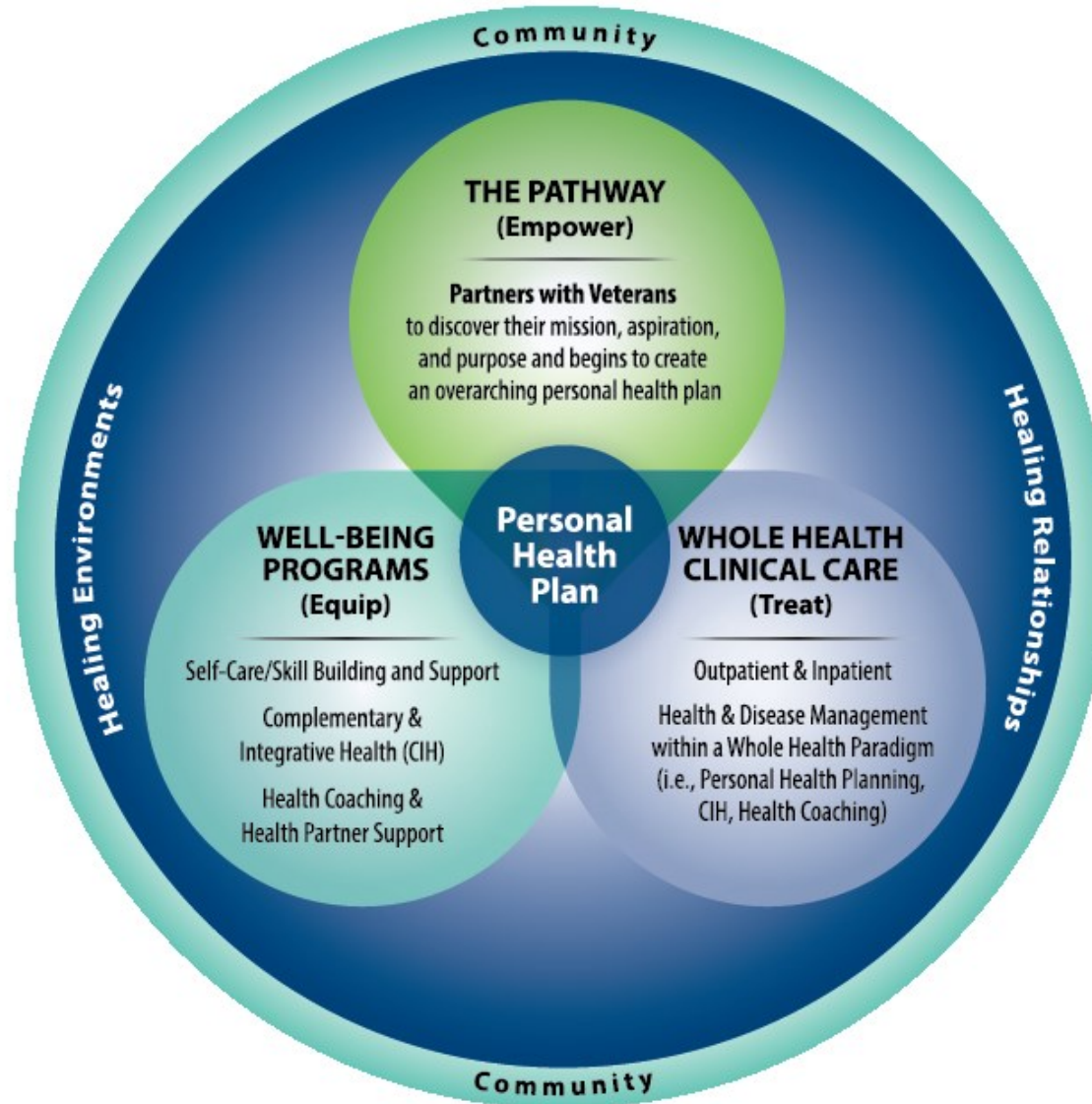
WILL BE

- Focused on the person
- Aspiration based
- Person partners with team
- Health optimization
- Identify risk, minimize it
- Proactive
- Lifelong planning
- Whole person approaches
- Skill building and support



The Whole Health System

The Whole Health System





The Veteran Perspective

[Redesigning Health Care to Promote One's Whole Health](#)

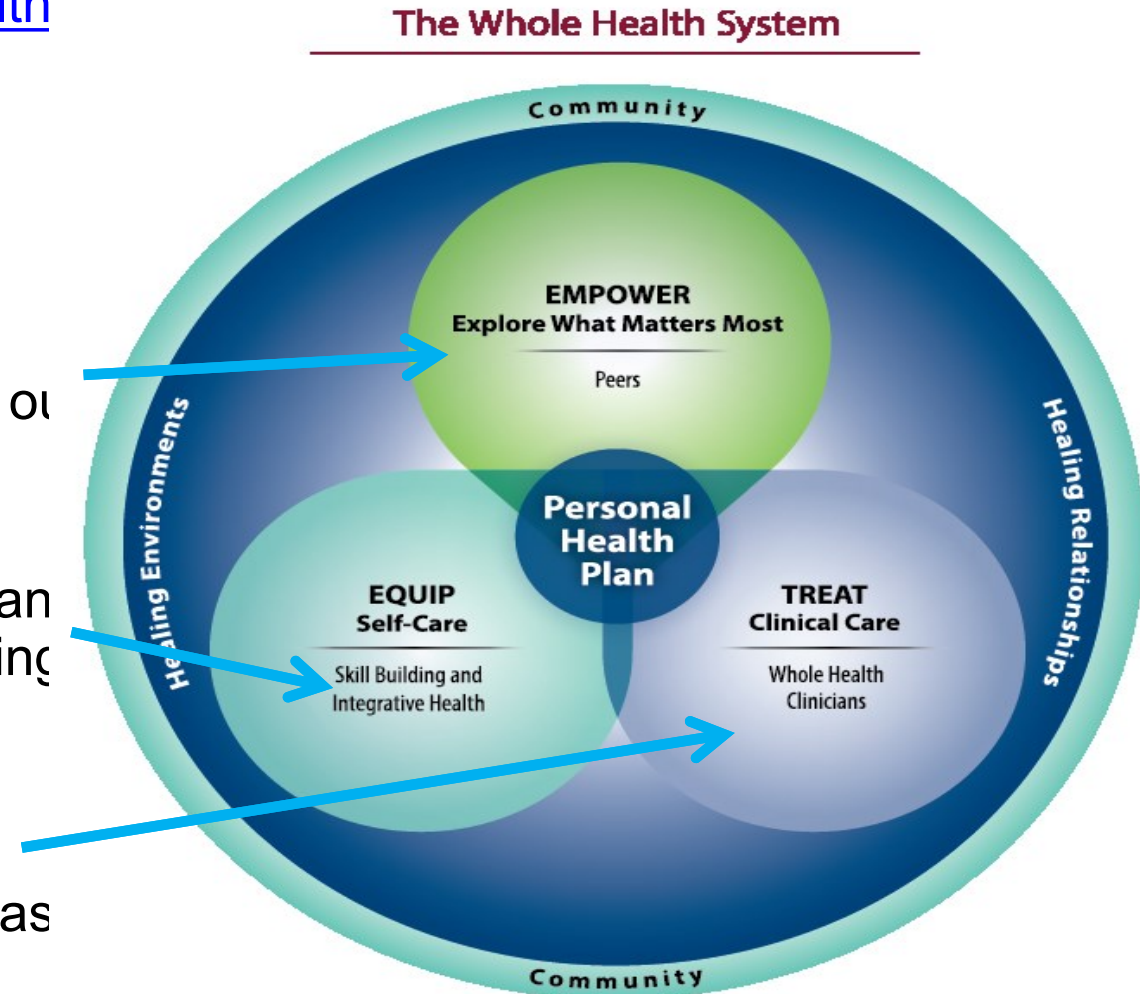
An Overview of the Whole Health System

[Whole Health Comes to Life](#): An animated motion story depicting the Whole Health journey of Veterans.

[The Pathway to Whole Health](#): A look at peers reaching out to Veterans across the country and the impact it has.

[Skill Building to Promote Wellbeing](#): Hearing from Veteran leaders and staff across VA, who benefit from skill building and support in their self-care.

[The Whole Health Approach to Clinical Care](#): Clinicians and Veterans share how this approach to clinical care has impacted them.





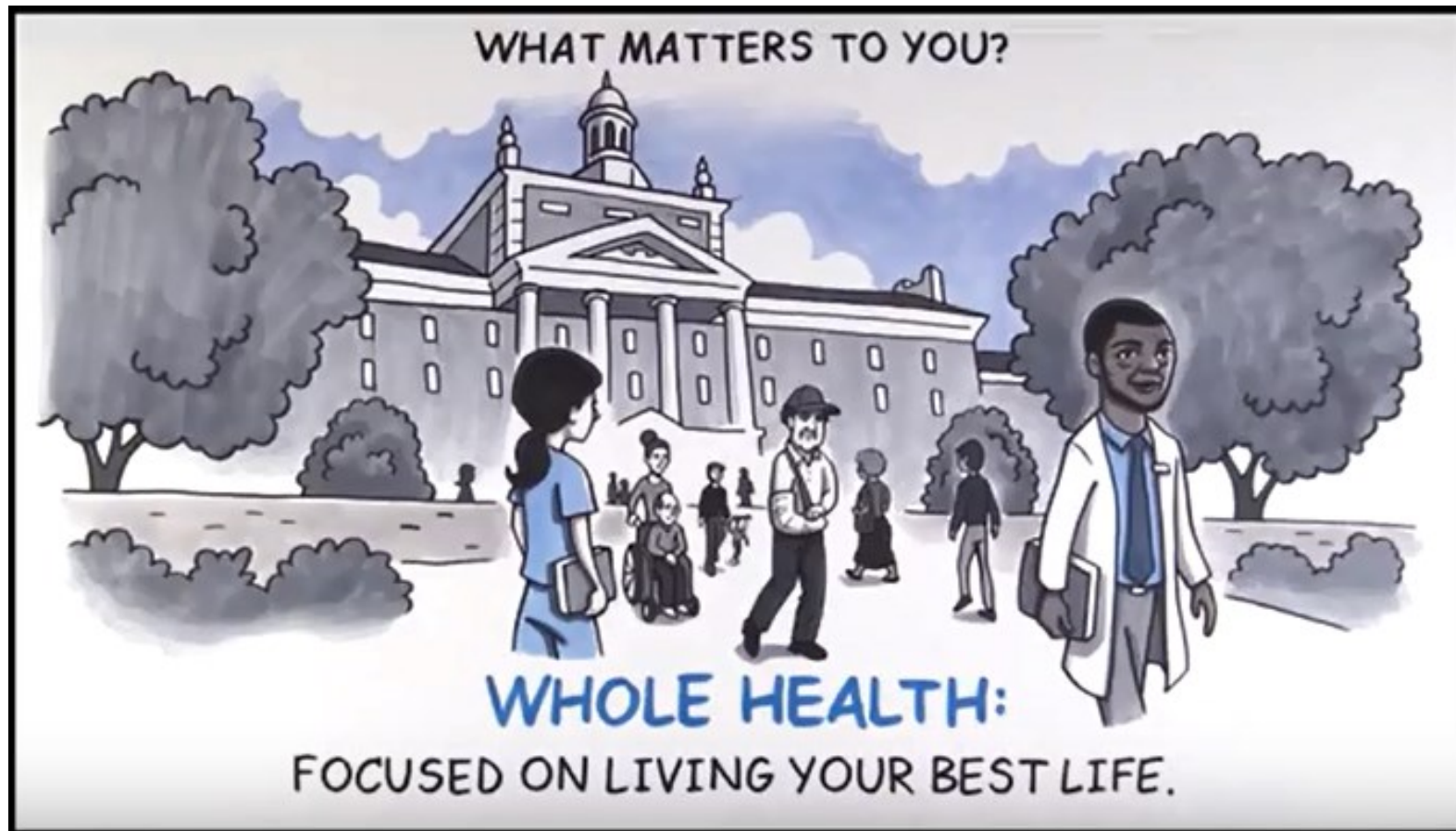
The Whole Health Approach: Mission, Aspiration, Purpose



Components of Proactive Health and Well-being



Bringing WH to Life



<https://www.youtube.com/watch?v=fgNzmQBGehU>



History of VA Commitment to Whole Health

- **2012:** VHA Strategic Plan FY 2013-2018, Personalized, proactive, patient-driven care designated number one strategic goal. New Directions Design Summit (national thought leaders envision this model), 8 Centers of Innovation (COI's) established and more than 200 Innovation Grants.
- **2013:** NLC Approved this as the VA Model of Care (01/22/13), Executive Decision Memo signed by USH.
- **2014:** COI's and Innovation grants evolve the model; Integrative Health Coordinating Center established.
- **2015:** SEC VA approved Whole Health as VA's approach to Personalized, Proactive, Patient-Driven Care.
- **2016:** Whole Health Design Sites launched; CARA legislation signed into law; delivery model refined; aligned with Opioid Safety and Suicide Prevention.
- **2017:** 18 Flagship Facilities identified; Secured funding; CARA required report specific to Whole Health delivered to Secretary.



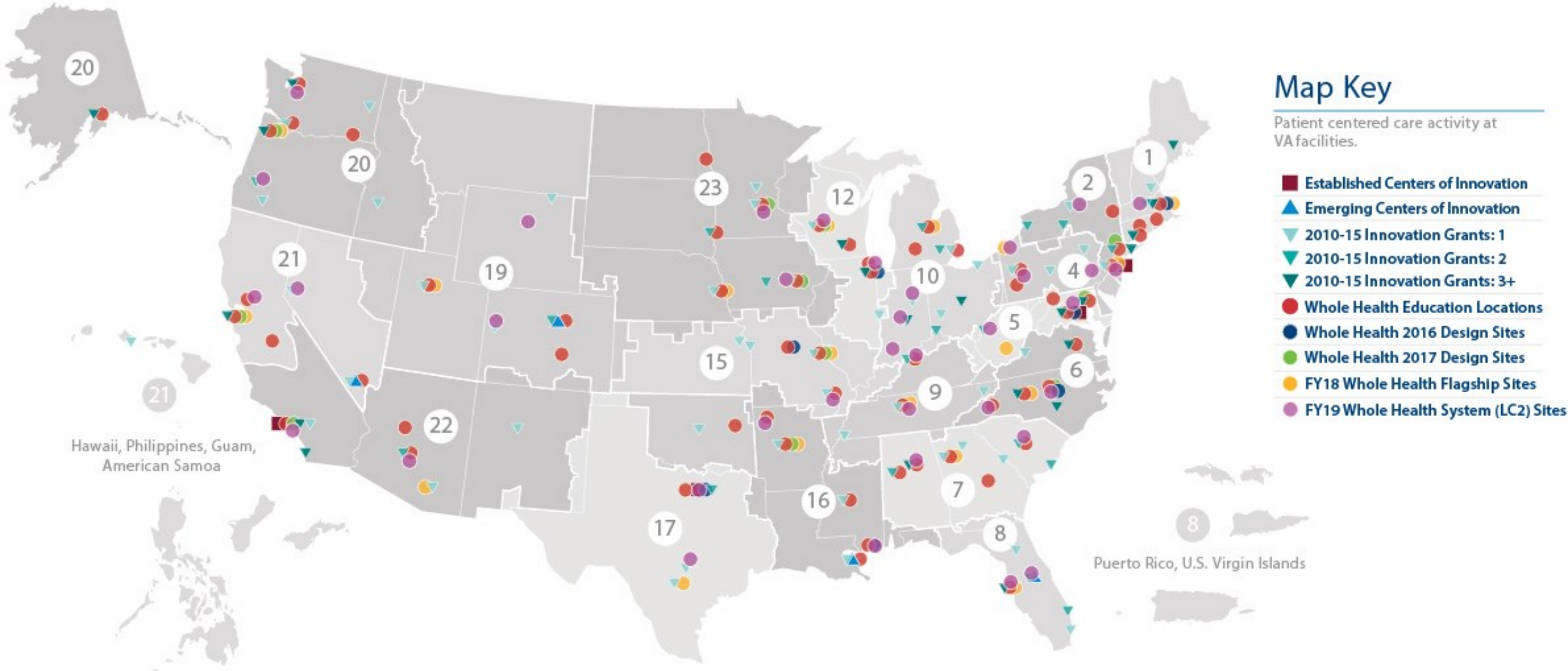
VA 2018 – 2024 Strategic Plan

Strategy 2.1.4: Emphasizing Veterans' And Their Families' Whole Health & Wellness

- VA will significantly improve Veteran health outcomes by shifting from a system primarily focused on disease management to one that is based on partnering with Veterans throughout their lives and focused on Whole Health. VA will provide *personalized, proactive, patient* driven health care to empower and equip Veterans to take charge of their health, well-being, and to adopt healthy living practices that deter or defer preventable health conditions.
- A Whole Health system focuses not only on treatment but also on self-empowerment, self-healing, self-care, and improvements in the social determinants of health.
- How will we know we have arrived? Veterans have a good quality of life, defined by presence of positive emotions in daily activities, participation in society, satisfying relationships, and overall life satisfaction.

Current VA Metrics – Pathway (documented by CHAR4), Total Encounters, & Total Uniques

Whole Health Development Geography



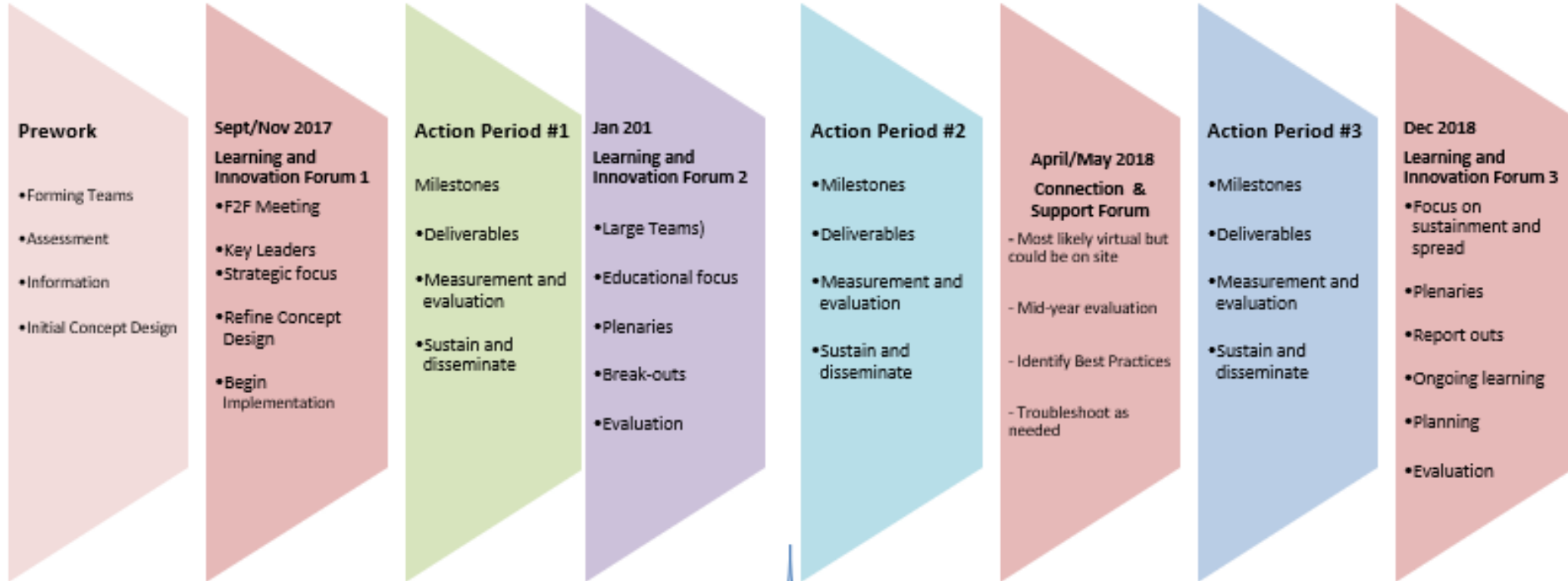


Flagship Facilities

- **VISN 1:** VA Boston Health Care System
- **VISN 2:** VA New Jersey Health Care System (East Orange)
- **VISN 4:** Erie VA Medical Center
- **VISN 5:** Beckley VA Medical Center
- **VISN 6:** W. G. (Bill) Hefner VA Medical Center (Salisbury)
- **VISN 7:** Atlanta VA Medical Center
- **VISN 8:** Tampa VA Medical Center
- **VISN 9:** Tennessee Valley Health Care System
- **VISN 10:** Aleda E. Lutz VA Medical Center (Saginaw)
- **VISN 12:** Tomah VA Medical Center
- **VISN 15:** St. Louis VA Health Care System
- **VISN 16:** Central Arkansas Veterans Healthcare System (Little Rock)
- **VISN 17:** South Texas Health Care System (San Antonio)
- **VISN 19:** Salt Lake City VA Medical Center
- **VISN 20:** VA Portland Health Care System
- **VISN 21:** Palo Alto VA Medical Center
- **VISN 22:** Tucson VA Medical Center
- **VISN 23:** VA Nebraska-Western Iowa Health Care System (Omaha)



Learning Collaborative



FIT Consultation WH Education Courses Community of Practice Calls
WHS Implementation Resource Guide

OPCC&CT Resources & Support



Cultural Transformation Strategies

Peers: Essential to engaging Veterans and are creating a Whole Health Movement

- Over 1,200 Veteran peers are trained to facilitate the *Introduction to Whole Health* Course
- Over 7,200 Veterans have attended the introductory course, which is offered at 96% of VAMCs
- Collaborating with Voluntary Services, VSOs, and Vet Centers to train peers

Employees: The VHA employees ARE the culture

- Launching employee whole health, including VA Central Office
- Employees are given a personal experience of Whole Health, improving their well-being and facilitating cultural change
- Early data shows employees with greater involvement in Whole Health have higher overall job satisfaction, workload satisfaction, workplace engagement, and less burnout and turnover intent

Education: The foundation for change

- Over 10,000 VA employees trained in Whole Health to date, 5,500 more to be trained in FY19
- Utilizing TeleWholeHealth and online resources for both Veterans and the field
- Building the VA core faculty in Whole Health- 60 faculty trained



Evaluation Strategy

- Veteran Satisfaction
- Patient Reported Health Outcomes
- Clinician/Staff Engagement/Burnout
- Cost/Utilization
- Implementation Tracking Survey (ITS)

- Infrastructure Support:
 - Sites to hire a program evaluation assistant with CARA funding



Center for Evaluating
Patient Centered Care in VA
QUERI Partnered
Evaluation Initiative

WHOLE HEALTH EDUCATION

Advancing Skills in the Delivery of Personalized, Proactive, and Patient-Driven Care

[HOME](#)[ABOUT](#)[GET STARTED](#)[OVERVIEWS](#)[TOOLS](#)[VA EMPLOYEE COURSES ▾](#)[RESOURCES ▾](#)

Whole Health Library <https://wholehealth.wisc.edu/>



Print

Key Points

Introduction

CIH Fundamentals

Meet the Veteran: Lee

Mindful Awareness Moment

Lee: CIH Options

Lee's Personal Health Plan:
Prevention and Focus

Meet the Veteran: Freddy

Freddy: CIH Options

Freddy's Personal Health Plan:
Supplement Guidance and Beyond

Before You Meet Annie: A Mindful
Awareness Moment

Meet the Veteran: Annie

Annie: CIH Options

Annie's Personal Health Plan: An
Ongoing Negotiation

In Summary

Whole Health Tools

[HOME](#) / [OVERVIEWS](#) / **IMPLEMENTING WHOLE HEALTH IN YOUR PRACTICE, PART III: COMPLEMENTARY AND INTEGRATIVE HEALTH**

IMPLEMENTING WHOLE HEALTH IN YOUR PRACTICE, PART III: COMPLEMENTARY AND INTEGRATIVE HEALTH

Complementary and Integrative Health (CIH) is an important aspect of Whole Health. CIH approaches are fundamental elements of “Well-Being Programs,” which are, in turn, a key part of a Whole Health System (Figure 1). Patients, including Veterans, pay a lot of money out of pocket for these approaches. Based on supportive research findings and expert consensus, the VA has mandated that all sites will now cover a number of these approaches in some form as part of Veterans’ benefit packages (for more information refer to “Complementary Approaches in the VA: A Glossary of Therapies and Whole Health Resources for Learning More” tool).





Whole Health Education

W
H
O
L
E

H
E
A
L
T
H

- Whole Health in Your Practice
- Whole Health 101, 201, 202
- Whole Health for You & Me
- Whole Health Coaching
- Taking Charge of My Life and Health
- Specialty Whole Health Courses
- National and Local Faculty



Integrative Health Coordinating Center

- Stood up in 2014 in OPCC&CT
- The IHCC is charged with developing and implementing CIH strategies in clinical activities, education, and research across the system.
- Its **two major functions** are to:
 - identify and remove barriers to providing CIH across the VHA system
 - serve as a resource for clinical practices and education for both veterans and clinicians





Past and Present Barriers to CIH Implementation

- Difficulties **hiring** CIH practitioners
- Difficulties **coding/documenting** CIH use
- Insufficient or inconsistent CIH **funding**
- Insufficient or inappropriate **space**
- Insufficient **supply of CIH programs**
- Lack of CIH practitioners' **time**
- Lack of a CIH **program coordinator/planner or support staff**



Prepared by EPCC-VA Taylor, Stephanie et al: Facilitators, Challenges and Strategies to Adopting and Implementing Complementary and Integrative Health Therapies



VHA DIRECTIVE 1137: PROVISION OF CIH

- Acupuncture
- Biofeedback
- Clinical Hypnosis
- Guided Imagery
- Massage Therapy
- Meditation
- Tai Chi
- Yoga

*Note: Chiropractic care covered under previous policy





External Support for CIH: CARA 2016

S.524 - Comprehensive Addiction and Recovery Act of 2016 - Subtitle C—Complementary and Integrative Health (CIH)

- **Sec. 931** Establishment of “Creating Options for Veterans’ Expedited Recovery” Commission
- **Sec. 932** Expansion of research and education on and delivery of CIH to veterans.
 - Development of plan to expand research, education, and delivery of CIH to Veterans (within 180 days)
- **Sec. 933.** Pilot program on integration of CIH and related issues for veterans and family members of veterans.

<https://www.congress.gov/bill/114th-congress/senate-bill/524/text>



Veteran Demand: CIH Approaches Used in the Past Year

52% used any type of CIH approach in the past year (n=1,230)

44% massage therapy

37% chiropractic

34% mindfulness

24% meditation (non-
mindfulness/mantram medit).

25% yoga

20% progressive relaxation

17% acupuncture

17% movement therapy

15% animal assisted therapy

14% acupressure

12% reflexology

11% mantram meditation

10% Tai Chi

9% guided imagery

9% healing/therapeutic touch or reiki

8% creative art therapy

7% biofeedback

6% Pilates

6% Qi Gong

5% Native American healing

4% EMDR

3% hypnotherapy/hypnosis



QUERI "Evidence Maps"

Department of Veterans Affairs
Health Services Research & Development Service

Evidence-based Synthesis

QUERI

Evidence Map of Tai Chi

September 2014

Department of Veterans Affairs
Health Services Research & Development Service

Evidence-based Synthesis Program

QUERI

Evidence Map of Mindfulness

October 2014

Department of Veterans Affairs
Health Services Research & Development Service

Evidence-based Synthesis Program

QUERI

Evidence Map of Acupuncture

January 2014

Department of Veterans Affairs
Health Services Research & Development Service

Evidence-based Synthesis Program

QUERI

The Effectiveness and Harms of Spinal Manipulative Therapy for the Treatment of Acute Neck and Lower Back Pain: A Systematic Review

December 2014

Department of Veterans Affairs
Health Services Research & Development Service

Evidence-based Synthesis Program

QUERI

Massage for Pain: An Evidence Map

September 2016

Prepared for:
Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative
Health Services Research & Development Service
Washington, DC 20420

Prepared by:
Evidence-based Synthesis Program (ESP) Center
West Los Angeles VA Medical Center
Los Angeles, CA
Paul G. Shekelle, MD, PhD, Director

Principal Investigators:
Susanne Hempel, PhD
Paul G. Shekelle, MD, PhD

Co-Investigator:
Stephanie L. Taylor, PhD
Michele R. Solloway, PhD

Research Associates:
Isomi M. Miake-Lye, BA
Jessica M. Beroes, BS
Roberta Shanman, MS

Prepared for:
Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative
Health Services Research & Development Service
Washington, DC 20420

Prepared by:
Evidence-based Synthesis Program (ESP) Center
West Los Angeles VA Medical Center
Los Angeles, CA
Paul G. Shekelle, MD, PhD, Director

Investigators:

Principal Investigators:
Susanne Hempel, PhD
Paul G. Shekelle, MD, PhD

Co-Investigators:
Stephanie L. Taylor, PhD
Neil J. Marshall, PhD
Michele R. Solloway, PhD

Research Associates:
Isomi M. Miake-Lye, BA
Jessica M. Beroes, BS
Roberta Shanman, MS

Prepared for:
Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative
Health Services Research & Development Service
Washington, DC 20420

Prepared by:
Evidence-based Synthesis Program (ESP) Center
West Los Angeles VA Medical Center
Los Angeles, CA
Paul G. Shekelle, MD, PhD, Director

Investigators:

Principal Investigators:
Susanne Hempel, PhD
Paul G. Shekelle, MD, PhD

Co-Investigators:
Stephanie L. Taylor, PhD
Michele R. Solloway, PhD

Research Associates:
Isomi M. Miake-Lye, BA
Jessica M. Beroes, BS
Roberta Shanman, MS
Marika J. Booth, MS
Andrew M. Siroka, BS

Prepared for:
Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative
Health Services Research & Development Service
West Chart Area 20

Prepared by:
Evidence-based Synthesis Program (ESP)
West Los Angeles VA Medical Center
Los Angeles, CA
Paul G. Shekelle, MD, PhD, Director

Investigators:

Principal Investigator:
Paul G. Shekelle, MD, PhD

Co-investigators:
Neil M. Paige, MD, MS/HS

Research Associates:
Isomi M. Miake-Lye, BA
Jessica M. Beroes, BS
Marika Sultora, Booth, MS
Roberta Shanman, MS

Prepared for:
Department of Veterans Affairs
Veterans Health Administration
Quality Enhancement Research Initiative
Health Services Research & Development Service
Washington, DC 20420

Prepared by:
Evidence-based Synthesis Program (ESP) Center
West Los Angeles VA Medical Center
Los Angeles, CA
Paul G. Shekelle, MD, PhD, Director

Investigators:

Principal Investigator:
Isomi Miake-Lye, PhDc

Co-Investigators:
Jason Lee, MD, MPH
Tana Luger, PhD, MPH
Stephanie Taylor, PhD, MPH
Paul Shekelle, MD, PhD

Research Associates:
Roberta Shanman, MLS
Jessica Beroes, BS



NOTE: This publication is for internal use of the Department of Veterans Affairs and should not be distributed outside the agency.

<https://www.hsrd.research.va.gov/publications/esp/reports.cfm>



Business Infrastructure

Two CIH/Wellbeing Clinic Stop Codes

Impact analysis underway to remove copay

4 Character (CHAR 4) codes

National Note Title – Integrative Health Note





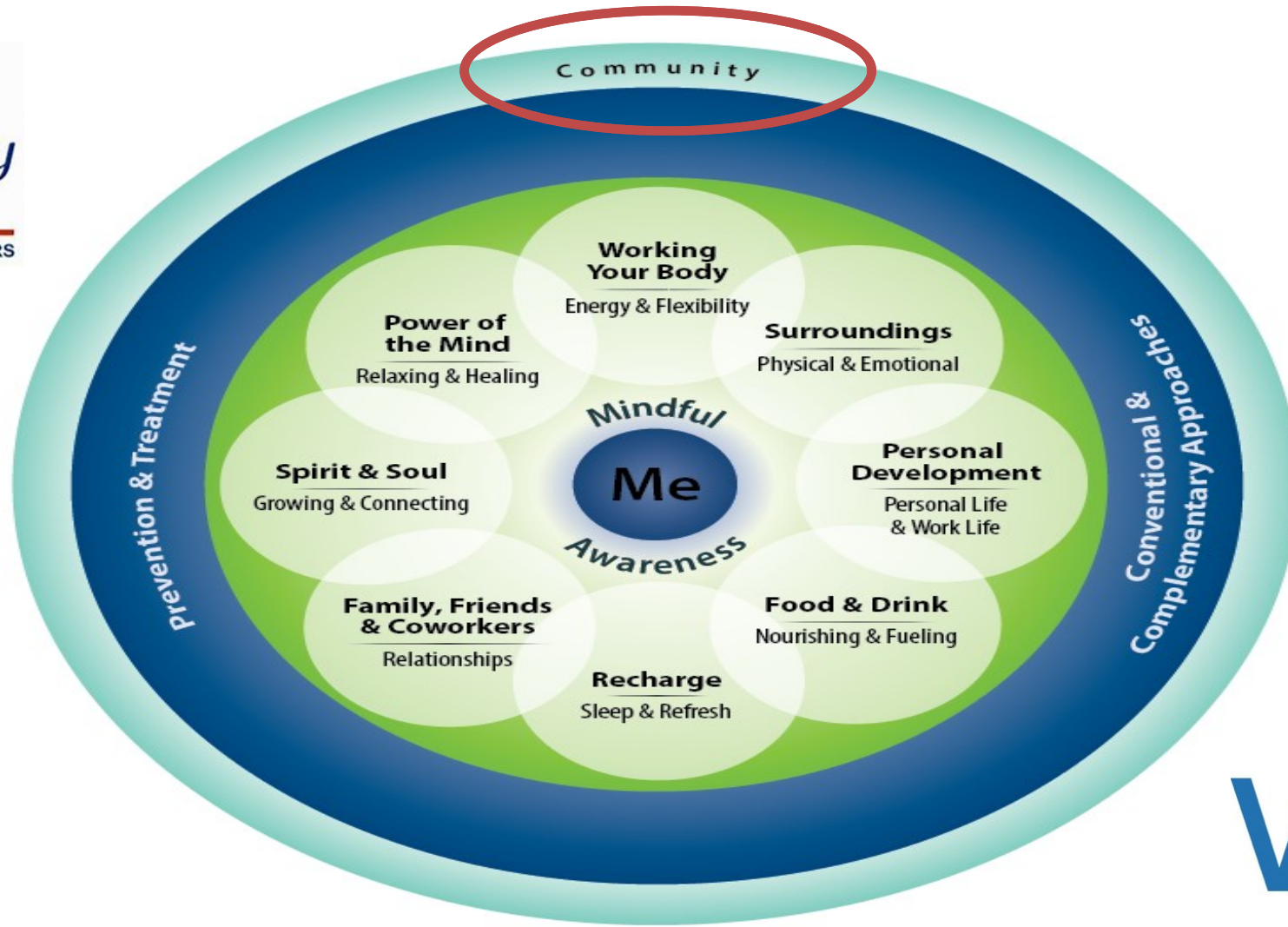
Position Descriptions/Qual Standards

- Whole Health Partners
- Whole Health Partner Supervisor
- Yoga Instructor
- Tai Chi Instructor
- Health Coach GS 7-target 9 PD
- *Acupuncture Standard complete*
- *Massage Therapist Standard complete*
- *Yoga Therapist proposed*





Expanding the Workforce



Community Partnerships

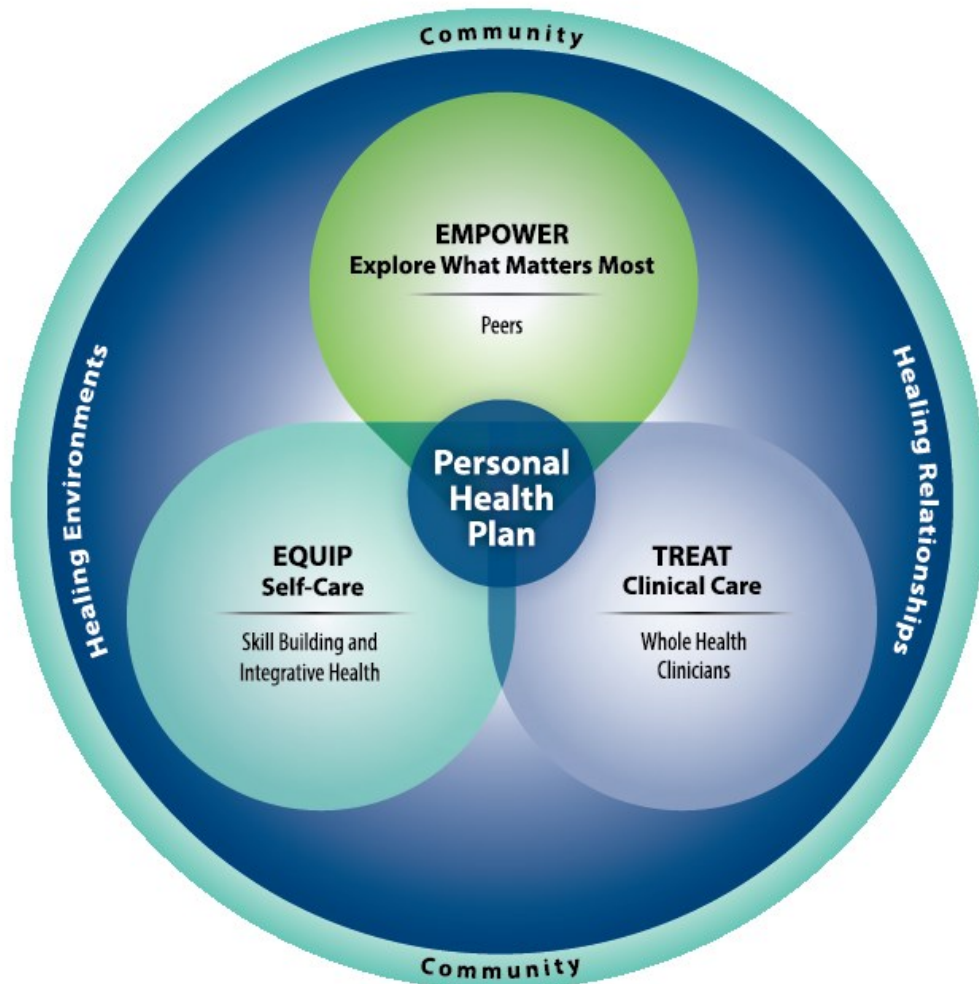


VA COMMUNITY CARE



Whole Health and TeleWholeHealth

The Whole Health System



- **The Pathway** is a partnership with peers where Veterans are empowered to explore their mission, aspiration, and purpose, and begin their overarching personal health plan.
 - TeleWholeHealth Facilitated Groups, TeleWholeHealth Coaching, TeleWholeHealth Partner Sessions, Intro to Whole Health via Telehealth
- **Well-being Programs** focus on self-care and equip each person with skill building and proactively supports one's personal health plan with complementary and integrative health (CIH) approaches such as mindfulness, yoga, tai chi, and health coaching.
 - TeleYoga, TeleTai Chi, TeleMeditation, TeleWholeHealth Coaching
- **Whole Health Clinical Care** is provided by clinicians who use a whole health approach which based on the Veteran's personal health plan. This care may be provided in the VA or in the community.
 - Clinical Video Telehealth and VA Video Connect TeleWholeHealth Encounters



TeleWholeHealth In Action



Parent Station – Leslie Barnes providing Tai Chi instruction



CBOC – Leslie Barnes providing Tai Chi instruction to Veterans



View of TeleYoga screen during class – Instructor visible in lower right screen.



Whole Health For Life

VA Patient Centered Care

OPCC Home

Explore

Resources

Components of Proactive
Health and Well-Being

Mobile Apps and Online Tools

Multimedia

MyStory: Personal Health
Inventory

A Look at the Whole Health
System

Whole Health Education for
Veterans

Programs

Clinicians

About the Office of Patient
Centered Care

Contact Us

Mobile Apps and Online Tools

You may use these web-based and mobile tools to support your whole health. The list below includes resources developed within the VA as well as publically available resources.

VA web-based and mobile resources:

- **My HealtheVet** – My HealtheVet is VA's award-winning online Personal Health Record (PHR). This provides access to your personalized VA health care and information 24/7 through web-based tools that empower Veterans to become active partners in their health care.
- **PTSD Coach** – This app connects users to tools for managing post-traumatic stress symptoms. It supports Service members and Veterans with self-assessments, symptom-tracking capabilities, educational materials and stress coping skills.
- **MOVE! Coach** – This app is a 19-week weight loss program for Veterans, Service members, their families, and others who want to lose weight. The app helps participants track and receive feedback on their progress with weight, diet and exercise goals.
- **Moving Forward** – This app allows users to access on-the-go tools and learn problem solving skills to overcome obstacles and deal with stress. While this app was designed for Veterans and Service members, it can be used by anyone.
- **Stay Quit Coach** – This app provides information about smoking cessation, along with motivational messages, interactive tools and support contacts to help users stay smoke-free and cope with urges to smoke.
- **Mindfulness Coach** – This app leads the user through steps to learn how to practice mindfulness. Mindfulness means grounding yourself in the present moment. It has been shown to be helpful for reducing



Examples of Vetted Free Online CIH Resources

Biofeedback Experiential Resources:

Note: These resources have been identified by the VA Integrative Health Coordinating Center as options for your consideration, but items in this category are not endorsed by VA.

- **BioZen** - This was developed as a pilot project to study the feasibility of using smartphones to receive signals from biosensor devices and display the information in a usable graphic. The National Center for Telehealth Technology (T2) is a Department of Defense organization that evaluates new technologies for telemental health. BioZen represents an approach to mobile monitoring of biosensor devices that may be further developed to support future projects.
- **EliteHRV** - HRV is the best non-invasive measure of the Autonomic Nervous System, the main controller health and performance functions. HRV is a direct link to your Autonomic Nervous System (ANS) and can therefore be used to gain insights into your nervous system, stress and recovery activity.
- **HeartMath** - The three-hour H.E.A.R.T. online program, free for veterans, military personnel and their families is presented by professional trainers (both veterans) who provide comprehensive instruction in HeartMath's research-based self-regulation techniques and technology. Learn to manage emotions, build resilience and improve performance, mental focus and decision-making. The tools taught in H.E.A.R.T. have proven to be effective in helping individuals manage many challenges of transition as well as issues such as poor sleep and hyper-arousal. Veterans tell how HeartMath helped them.

Meditation/Guided Imagery Experiential Resources:

Note: These resources have been identified by the VA Integrative Health Coordinating Center as options for your consideration, but items in this category are not endorsed by VA.

- **Health Journeys Guided Imagery Audio Library** - Guided imagery and meditation have been shown to reduce stress, improve sleep, reduce pain, generate confidence, enhance focus and, maybe best of all, is the way for finding your own deep inner peace. The page streams a variety of brief, effective meditations leading practitioners in the mind-body field. Find your favorites, listen regularly, and enjoy the benefits. In your family to use the page, too. It's available 24/7 and it's free.

Tai Chi Experiential Resources:

Note: These resources have been identified by the VA Integrative Health Coordinating Center as options for your consideration, but items in this category are not endorsed by VA.

- **7 Minute Chi** - 7 Minute Chi allows you to move and meditate at the same time with simple moves from Tai Chi and Qi Gong. You will learn to decompress and energize with moving meditation. The exercises are simple moves performed by Master Li.
- **Tai Chi Fundamentals: Standing** - Tai Chi Fundamentals is a YouTube Experiential and Informative Video that shares the basic moves involved in Tai Chi. The Basic Moves train posture, balance and coordination.
- **Tai Chi Fundamentals: Adaptive with Walking/Walker Aid** - Tai Chi Fundamentals is a YouTube Experiential and Informative Video that shares the basic moves involved in Tai Chi. The Basic Moves train posture, balance and coordination for a participant who uses a medical walker or walking aid.
- **Tai Chi with Tricia Yu** - Tai Chi with Tricia Yu offers a YouTube Channel consisting of multiple videos and demonstrations for an overall Tai Chi experience.

Yoga Experiential Resources:

Note: These resources have been identified by the VA Integrative Health Coordinating Center as options for your consideration, but items in this category are not endorsed by VA.

- **Veterans Yoga Project** - Mindful Resilience-Home Practice Library is a collection of mind-body practices to be used to further develop practices related to Breath, Meditation, Mindful Movement, Guided Rest, and Gratitude. These tools help us breathe easy, focus clearly, move freely, rest deeply, and remember what is working in our lives. As a result we become more resilient in the face of both ordinary and extraordinary challenges. In this library you will find downloadable audio files of each of the five tools of Mindful Resilience Training. We invite you to explore various practices all led by Veterans Yoga Project Ambassadors and Teachers.
- **Kula For Karma** The Yoga for Veterans Video Series is a 6-part guided yoga and meditation practice, designed specifically for Veterans. These 30-minute videos guide viewers through asana, adaptive yoga, restorative practice, easy flow, power yoga level I & II and meditation.



Standard Episodes of Care (SEOC's)

- Approved number of visits
- Approved duration of treatment
- Outlines criteria for re-authorization
- SEOC's developed <https://seoc.va.gov/>
 - Acupuncture and Chiropractic Care
 - Biofeedback (including neurofeedback)
 - Clinical hypnosis (medical and mental health)
 - Yoga (although not a part of national contract)
 - Tai Chi
 - Meditation (Mindfulness-based stress reduction)
 - Massage Therapy



Resources

- **Whole Health – OPCC&CT Internet Site**
 - <https://www.va.gov/PATIENTCENTEREDCARE/explore/about-whole-health.asp>
 - **Mobile Apps and Online Tools:**
https://www.va.gov/PATIENTCENTEREDCARE/resources/Mobile_Apps_and_Online_Tools.asp
 - **Multimedia** (many videos and audio files):
<https://www.va.gov/PATIENTCENTEREDCARE/resources/multimedia/index.asp>
- **Evidence reviews** and maps have been completed in [acupuncture](#), [yoga](#), [Tai Chi](#), [mindfulness](#), and [massage](#). For more information visit:
<http://www.hsrd.research.va.gov/publications/esp/reports.cfm>
- **List of various Whole Health and CIH research articles/reports:**
<https://www.va.gov/PATIENTCENTEREDCARE/clinicians/research/evidence-based-research.asp>
- **Whole Health Library** <https://wholehealth.wisc.edu/>
- **Integrative Health Coordinating Center:** vhaopctintegrativehealth@va.gov

VA



U.S. Department of Veterans Affairs

Department of Veterans Affairs
Office of Patient Centered Care and
Cultural Transformation

Whole
Health
for
Life

Questions???