

2012 Annual Report







I CARE stands for



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

A Message from our leaders...

Welcome to our second-ever annual report. Everything in this report was made possible by the outstanding contributions of our VA staff, volunteers and contractors, and the service and loyalty of the people who are our reason for existence – America's heroes. We hope that everyone will find something of particular interest to them in the following pages. It's meant to be a celebration of who we are and what we do – whether in words or pictures you should 'see yourself' in these pages.

The world around us is changing at a fast pace. There are extraordinary pressures on our health care system as a result. Technology, health care research and innovation, politics, economics, the demographics of our staff and Veteran populations, the condition of our physical plant and the historical properties they exist on – all are influences that must be addressed. These pressures are easy to identify – the really difficult part is to determine what is the right course of action for the future.

As we think about the coming year, we're focusing on two key actions. First, develop the communication skills of our people from the newest to longest serving employees and from the Director's Office to those who work so effectively at all levels of our organization. Second, instill the desire and support the initiative of any staff member to make an improvement in how we do things, and support our Veterans who identify to us opportunities for improvement.

We certainly have had great successes during the last year – we're certain to have great challenges this coming year – and we're certain that at the end of this coming year we will all look back and celebrate again!

Thank you for all that you contribute – have a rewarding year, and a safe year!



Andrea Conti D.O. Chief of Staff



C.B. Alexander, FACHE
Associate Director



Jo-Ann Ginsberg RN, MSN
Associate Director of Patient Care



Stephen DiStasio, FACHE Director

NEW LEADERS

Stephen R. DiStasio, FACHE, was appointed the Director of the VA Black Hills Health Care System effective January 1, 2012. He previously served as Associate Director from February 2005 through December 2011. As Director, Steve is responsible for the oversight and management of two VA medical centers located in Hot Springs and Fort Meade, South Dakota, as well as 12 other sites of care located in parts of South Dakota, Nebraska and Wyoming.

Carla Belle "C.B." Alexander, FACHE, was appointed to the position of Associate Director in October 2012. She previously served as the Staff Assistant to the Associate Director at VA BHHCS. C.B. completed her Masters degree in Healthcare Administration at the University of South Dakota, and earned her undergraduate degree from Black Hills State College. As a VA employee, she has worked in the VA BHHCS Director's Office, at the Veterans Integrated Service Network 23 level in Extended Care and Rehabilitation, and Human Resources at both the facility and Network level.

Andrea R. Conti, D.O. was appointed to her current position as Chief of Staff at VA BHHCS in December 2011, and comes to the Black Hills from the Northern Arizona VA Health Care System in Prescott, Arizona, where she served as Service Line Manager Specialty and Diagnostics and Chief, Physical Medicine & Rehabilitation Service for three years. Dr. Conti completed undergraduate studies in Biomedical Science/Religion from Western Michigan University, and graduated in 1989 from Michigan State University, with a Doctor of Osteopathy. Dr. Conti did her post-doctorial residency at Physical Medicine and Rehabilitation Medical College of Virginia from 1991-1994.

Jo-Ann Ginsberg, RN, MSN, was appointed to the position of Associate Director for Patient Care Services in September 2011. In this position she oversees Pharmacy, Nutrition & Food, Tele-Health, Voluntary, SPD, Ward Administration, Education, Canteen, Prosthetics departments as well as serving as Nurse Executive for VA BHHCS. Mrs. Ginsberg received her BSN and MSN, Nursing Administration/HIV sub-specialty from Hunter-Bellevue School of Nursing in New York, NY. Ms. Ginsberg began her VA Career in Cheyenne, Wyoming, April 2008 serving as the Designated Learning Officer/Chief Learning Resources and the Acting Associate Director for Patient Care Services.



Black Hills Health Care System is part of the VA Midwest Health Care Network, also known as Veterans Integrated Service Network 23 (VISN 23). VISN 23 is headquartered in Minneapolis, Minnesota.

Our Vision:

To be a patient centered, integrated health care organization for Veterans, providing excellent health care, research and education; an organization where people choose to work; and an active community partner and partner with the Department of Defense and Health and Human Services for National emergencies.



ACCREDITATION

In June 2010, an unannounced triennial visit was completed by the Joint Commission: VA BHHCS received Full Accreditation status in September 2010 and is now in the window for an unannounced return visit from Joint Commission. Over a four-day period our medical center campuses, primary and extended care and community-based outpatient clinics were reviewed under the Hospital, Long Term Care, Home Care, and Behavioral health program standards. The healthcare system has full accreditation from the College of American Pathologists (CAP) and The Commission on Accreditation of Rehabilitation Facilities (CARF). The Human Research Protection Program was reviewed and accredited through the Association for the Accreditation of Human Research Protection Programs (AAHRPP).

The VA BHHCS has completed three Office of Inspector General Assessments in Fiscal Year 2012. The Continuous Assessment Process (CAP) survey was completed in October 2011, the Community Based Outpatient Clinic surveys were completed at Rapid City CBOC, Pierre CBOC and Mission CBOC in February 2012 and a targeted OIG Survey regarding staffing practices at the Hot Springs campus in June 2012.

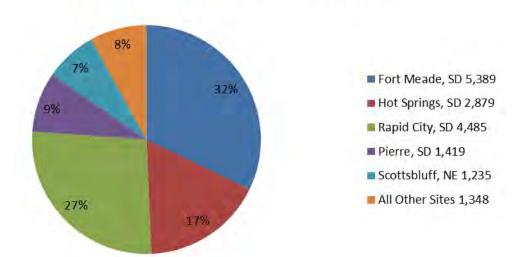
PERFORMANCE IMPROVEMENT

VA BHHCS continually strives to ensure safe and quality care is provided to our Veterans. All employees work in teams to accomplish this goal. One 2012 accomplishment we are very proud of is the improvement with lipid management in all Veterans who have diabetes or heart disease. Dieticians, pharmacists, nurses and the providers each play an important role in this care.

The goal of the Patient Safety Program is to promote a culture of safety aimed at preventing injuries to patients, visitors and staff. We encourage reporting of all real incidents as well as close calls to reach this goal. When an incident occurs, a thorough review of all processes contributing to the incident is conducted and improvements are implemented to decrease the likelihood that the same event will occur. A focus this year has been in preventing any fire related injury when oxygen is used.

VA BHHCS strives to keep Veterans, their families and the public at large informed about the quality of care it provides. Transparency of quality and safety measures helps assure our stakeholders—Veterans Service Organizations, Congress and the American people—that the investments in VA care benefits Veterans and the Nation. Public reports of facility performance are available at www.Data.gov and comparisons of VA facilities with private sector counterparts are available on www.HospitalCompare.hhs.gov. Our goal to provide safe and quality care is evident in the information available on these VA Links. We consistently meet or exceed all measures for safety, effectiveness and efficiency.

Primary Care Enrollment FY2012



WHERE WE SERVE

VA BHHCS consists of two medical centers located at Hot Springs and Fort Meade, South Dakota (approximately 90 miles apart); and a VA staffed Multi-Specialty Outpatient Clinic (CBOC) located in Rapid City, South Dakota. Contract CBOCs are located in Pierre, Winner, and Mission, SD, and Gordon and Scottsbluff, Nebraska. There is also a contract with Prairie Community Health with clinics available to Veterans in Eagle Butte, Isabel, and Faith, South Dakota. The BHHCS operates Outpatient Clinics in Pine Ridge, South Dakota and Newcastle, Wyoming. BHHCS also has Compensated Work Therapy (CWT) programs in McLaughlin, Eagle Butte, and Pine Ridge, South Dakota, serving Veterans on the Standing Rock, Cheyenne River and Pine Ridge Indian Reservations. In addition, CWT Residential Care units are located in Rapid City, Sturgis and Hot Springs, South Dakota.

ACCESS TO CARE

With such a wide-spread service area, VA BHHCS is committed to improving access to care.

One way we are doing this is by expanding our relationships with existing community health care providers and Indian Health Services, working together to provide our Veterans with the best primary care possible in their communities.

Integrity is...doing the right thing, even if it's not the easiest road to travel
-Kimberly Schnose

OUR NUMBERS

FISCAL YEAR 2012

TOTAL EXPENSES: \$169,664,552

SALARY AND BENEFITS: \$84,824,450

TOTAL DRUG EXPENSE: \$15,126,202

SUPPLIES & OTHER: \$44,123,656

SPECIFIC PURPOSE EXPENSES: \$17,477,079

NRM PROJECTS: \$5,741,444

EQUIPMENT: \$1,519,585

SPECIAL THERAPEUTIC AND REHABILITATION ACTIVITIES FUND (STRAFF): \$852,136

DONATIONS: \$300,510

VOLUNTEERS: 307

EMPLOYEES: 1,056

VETERANS SERVED: 18,988

TECHNOLOGY IN HEALTH CARE

The VA BHHCS is committed to providing quality care with help from updated facilities and state-of-the-art equipment, through constant updates and renovations, to keep all facilities performing at their best.

A new service was added to the VA, which helps patients receive premium care, even if a service provider is not present at the facility. This service is known as Telehealth. It uses video to connect doctors in one geographic location to assist in the care of patients in another location. The system allows doctors to observe a patient and assist the on-staff doctors and nurses in the necessary treatment plan.

With a commitment to increasing access for our rural Veterans, Telehealth helps bridge the gap, reducing extra trips into our main facilities. Black Hills Telehealth began with

a Pharmacy program, and quickly added Diet and Nutrition, Mental Health, PTSD, MOVE individual and groups, and Speech Therapy. Over the past year Telehealth has expanded to include Pulmonology, Neurology, Pre-Anesthesia, SCI, Amputee clinic, Hospice/Palliative Care initial consults, Recreation Therapy, OEF/OIF/OND Primary Care, Endocrine, Liver, Inpatient Mental Health rounds, additional outpatient Mental Health clinics, Ortho, Oncology, Urology,

The ICU Tele-Health observing doctor (right) and camera (left).

increased Cardiology services, and compensation and pension examinations for Fayetteville, Denver, Prescott and Black Hills Veterans.

LEADERSHIP DEVELOPMENT

In addition, our employees are committed to developing and improving their skills. One way is the Leadership Effectiveness Accountability Development (LEAD) program. LEAD is designed for individuals to develop leadership skills which can be utilized in upper leadership positions throughout the VISN. Individuals are selected on the premise of their promising potential. Our local VA BHHCS 2012 LEAD class had nine employees: Teresa Bethea, Amy Gibson, William Burke, Sherry Gutsche, Melinda Haines, Jocelyn Mills, Eveline Shoun, Russell Skovlund and Sharon Thorson. They participated in the 18 month training course where they learned about the various programs offered by the clinical service lines of Primary Care, Mental Health, Surgery and Specialty Care and Extended Care and Rehab. They completed a final System Redesign project and presentation in December.



VOLUNTEER SERVICE

VA BHHCS has a devoted staff of employees and volunteers who collaborate in providing first-rate care for the Veterans they serve. The VA offers services for Veterans that may not be available to them elsewhere. These services include food, clothing and basic goods, in addition to all the healthcare services available. This is made possible through the generous donations made from individuals in the community and local service organizations, corporate sponsors and schools.

In November of 2011, a volunteer program was introduced which provides companionship to Veterans in their final hours. The program, *No Veteran Dies Alone*, partners Veterans with volunteers who are available to provide camaraderie through reading, music or other activities to comfort the Veteran.

The American Legion Auxiliaries also host an annual Holiday Gift Shop which allows Veterans in treatment programs and long-term care the opportunity to shop for their loved ones for the holidays free of charge.

The Disabled American Veterans (DAV) partners with VA BHHCS to ease the obstacle of transportation for Veterans seeking care. More than 80 VA BHHCS volunteers provide transportation to an average of 800 Veterans each month, and drive an average of 35,000 miles each month. Vans are purchased by donations from Veteran service organizations and community donations, along with matching funds from the DAV Columbia Trust Fund. This year, VA BHHCS received four new vans from DAV, amounting in an in-kind donation of \$104,160.

Commitment is...following through on what you agreed to do. Our word is our honor.

-Emily Moffitt

DONATIONS

FORT MEADE

MONETARY: \$37,037.51 IN-KIND: \$121,710.76 VOLUNTEERS: 210

HOT SPRINGS

MONETARY: \$8,389.78 IN-KIND: \$133,372.02 VOLUNTEERS: 97

TOTAL: \$300,510.07

COMMUNITY SUPPORTERS

AMERICAN LEGION & AMERICAN LEGION AUXILIARY

VFW & VFW AUXILIARY
DISABLED AMERICAN VETERANS (DAV)

SALVATION ARMY

DAUGHTERS OF THE AMERICAN REVOLUTION

STURGIS SCHOOLS

AMERICAN RED CROSS

HELP HOSPITALIZED VETS

MARINE CORPS LEAGUE

40/8

THE RETIRED ENLISTED ASSOCIATION

ELKS

SHRINERS

ROTC

BOWLERS TO VET LINKS

HOT SPRINGS SCHOOLS

STURGIS RALLY CHARITIES FOUNDATION
LEGION RIDERS

VARIOUS NATIONAL GUARD ORGANIZATIONS

AND A MULTITUDE OF INDIVIDUAL DONORS



WOMEN'S HEALTH CARE

We recognize that Women Veterans have different medical and mental health needs than their male counterparts. VA BHHCS offers services to Women Veterans in the following areas:

- Primary & Specialty Care
- Menopause Treatment
- Gynecology Services
- Reproductive Care
- Cancer Screenings/Mammograms
- Mental Health Care

Recognizing that the fastest growing population among Veterans are women, VA BHHCS is on the forefront of reaching out to Women Veterans in a variety of ways. Just one of these is in meeting the unique needs of those who find themselves homeless.

In a continuing partnership with the Corner Stone Rescue Mission in Rapid City, the Women and Children's shelter offers a safe haven for homeless female Veterans and their children.

The shelter provides food, shelter, clothing, case management and employment assistance for women Veterans and their children. The shelter has seven beds reserved for female Veterans and their children. Each female Veteran also has the opportunity to work with a VA BHHCS homeless vocational rehabilitation specialist to encourage and enhance social and work skills needed in the world today.

VA BHHCS also held its first Women Veterans Stand Down this year.

VA BHHCS staff were available to hear issues, answer questions, and provide information on VA benefits, programs and health care enrollment opportunities.

They also provided clothing, meals, haircuts and gift certificates, information on health promotion and disease prevention, mental health

referral and information, homeless assistance and vocational assistance to Stand Down participants. More than 20 women Veterans received assistance.



VA BHHCS Staff member helps a women Veteran at the Women's Stand Down

PROVIDING HOPE

In 2010, VA Secretary Eric Shinseki announced a plan to drastically reduce the number of homeless Veterans across the country. VA BHHCS has committed to supporting these efforts by assisting the homeless Veterans in the Midwest. This is done through several programs that help homeless Veterans get back on their feet and provide them with the tools they will need to sustain a normal lifestyle.

Compensated Work Therapy is a program that helps homeless Veterans transition back into life in the workforce. VA provides shelter and on-the-job training through Black Hills Technical college, which allows Veterans to obtain a certificate in jobs available on VA facilities. Another program provided for homeless Veterans are Stand Downs, which are intensive service fairs for Veterans and their families, offering health and benefit information and personal care and clothing items.





The "Common Space" of "The Lodging at Fort Meade" also includes a kitchen.

HOPTEL

Many of our Veterans must travel more than 50 miles to the Medical Center and free temporary lodging can be a true haven. Some Veterans may stay for weeks receiving chemotherapy or radiation for their cancer, others stay for the night to ensure their timely arrival for tests or surgery the next day.

In December 2010, VA Black Hills HCS received funding for the conversion of a four bedroom quarters into a Veterans' "Hoptel" – temporary overnight housing for Veterans undergoing treatment at the Fort Meade campus with one bedroom reserved for women Veterans and their attendants/spouses/children as appropriate.

"The Lodging at Fort Meade" opened in September of 2012, ensuring Veterans already concerned about their health, finances and transportation do not have to worry about where they will sleep.

Advocacy is...giving voice to those who cannot speak.

-Martha Beck

OUR NUMBERS

Women Veterans

1,702

6.4% of Veterans served at VA BHHCS are Women

Homeless Veterans 548

Stand Downs FY 2012

12

VA BHHCS has agreements for homeless Veteran housing in Grant & Per Diem:

Corner Stone Rescue Mission Rapid City, SD Oglala Pine Ridge Pine Ridge, SD Warrior Lodge McLaughlin, SD

Total homeless beds available:
HUD-VASH vouchers for
housing= 130
Transitional beds = 188
Emergency beds = 80

Dental Initiative qualified = 248 Received dental care = 212

Since 2010, VA BHHCS has helped 14 percent of the regional homeless Veteran population get back on their feet.

CWT Program

153 Veterans have successfully completed the CWT program at VA BHHCS



RESPECTING MINORITIES

VA BHHCS is dedicated to serving all Veterans, no matter their race or gender, with premium care. We strive to respect the cultures and personal boundaries of all our patients and have taken strides in ensuring this.

The VA recently updated the female Veterans unit of the Hot Springs domiciliary to provide more privacy for female residents during their stay at the VA. The rooms are available in private and semi-private settings with communal living spaces for social interaction.

The Black Hills region is home to many Native American Veterans and the VA offers services to support the culture and traditions of these tribes. The VA supports an annual Veterans Powwow, which facilitates the gathering of Native American Veterans and promotes the sharing of their traditions with the community. In addition, the VA routinely offers presentations and displays honoring Native American Veterans.





Left: The renovated women's quarters of the domiciliary at Hot Springs medical center.

Above: VA's traveling display honoring Native American Veterans



Staff at VA BHHCS Hot Springs attend a training session on Native American Awareness

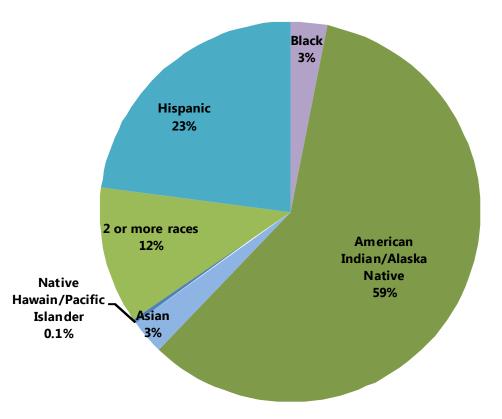
LEARNING FOR UNDERSTANDING

VA BHHCS staff attend in-service training, workshops and take online training courses to help them understand some of the cultural differences within our diverse Veteran population.

One such program is an annual retreat, "The Gathering of Healers". This four day gathering helps increase understanding of the Plains Indian people by learning more about their beliefs and culture. The goal is for us to become a true partner in healthcare with our Native American veterans.

Our Minority Veterans Program manager is available to assist employees and Veterans.





Respect is...giving honor to all you work for, with, and the building you work in. -Diana Bader

MVP

The Minority Veterans Program (MVP) assures that minority veterans:

- Receive equal service regardless of race, origin, religion, or gender
- Do not encounter barriers in their attempt to access VA services
- Are treated with respect and dignity by VA service providers

Who we serve:

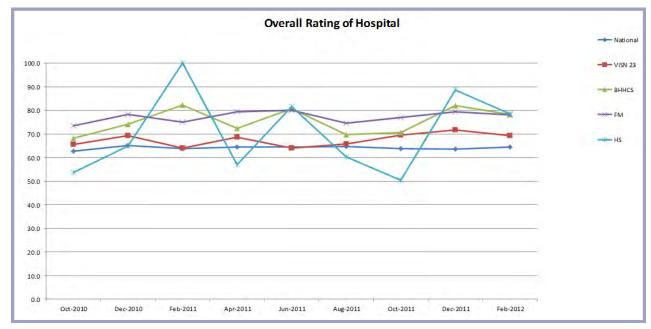
- African Americans
- Asian Americans
- Hispanic Americans
- Native Americans, including:
 - American Indians
 - Alaska Natives
 - Native Hawaiians
 - Pacific Island American

PATIENTS FIRST

VA BHHCS is dedicated to excellence in all aspects of patient care and works to keep our Veterans happy and healthy. VA is doing so by performing top notch health care with state-of-the-art equipment and striving for patient satisfaction. In doing so, staff can be sure they are upholding the high standards that VA prides itself on.

In an effort to stay up to date with patient needs, the Fort Meade campus recently opened new MRI services. The new MRI is equipped with personal setting options that allow the patient to choose scenes and music, making their experience more pleasant. In addition, the Hot Springs campus has opened a new dialysis unit that will accommodate more patients, while ensuring safety and comfort. With this addition, VA is offering dialysis services to both Veteran and Non-Veteran patients.

VA BHHCS Call Center is known throughout the Midwest for it's excellence in service. Our center will partner with the Fargo VA Health Care System in November 2012 to begin taking their Primary Care re-call scheduling. Our call center model for success has brought VA leaders from Central and Western Iowa, Nebraska and Eastern South Dakota to our facility.







ABOVE AND BEYOND

VA BHHCS has a devoted staff of individuals who collaborate to bring the best care possible to the Veterans. Many of them go above and beyond the call of duty.

One of these employees is Police Captain Perry Huffman of the VA Medical Center in Hot Springs. Huffman was honored as the Police Supervisor of the Year in 2011 in the Medium Size Facility category. In addition, Huffman saved the life of a child with a mental impairment, in February of 2011, when he found the child wandering on the interstate. Huffman, along with Officer Shellhammer, was also asked to assist in the stitching of the US flag that was flown over Ground Zero on 9/11, while it was at Mt. Rushmore.

Other employees include O'dell Reynolds, who was honored this year for 50 years of service. O'dell served in the Air Force for 30 years and has worked for the past 20 years serving Veterans as a Housekeeping Aid. Susan Morris, PA-C, was also honored as the 2011 Physician's Assistant of the year. These are only a few examples of the commitment to excellence among the employees here at VA BHHCS.



Above: Officer Shellhammer and Captain Huffman pose with Miss South Dakota at the 9/11 Flag Ceremony.

Left: VISN 23 was awarded the Secretary's Award for Outstanding Achievement in Service to Homeless Veterans for its ongoing efforts to end Veteran homelessness. Center: Susan Morris as Physician Assistant of the Year

Right: O'dell Reynolds poses with his wife, and Dr. Robert Jesse, VHA Principal Deputy Under Secretary for Health. and Janet Murphy, VISN 23 Director.







Excellence is...giving my 100% ...to know that I have done all that I can to the best of my ability.

-Kimberly Matz

PATRIOTIC EMPLOYER



The Office of the Secretary of Defense has recognized two VA BHHCS employees for their pronounced patriotism in their efforts to support the National Guard and Reserve. This year John Henderson, Engineering Program Manager at the Hot Springs, was recognized for helping fellow employee, Matt Erpenbach, with a construction project while Erpenbach was serving for the Air Guard.



Beth Erk, RN at Fort Meade, was honored after she supported Pfc. Sheena Olson-Embrey as she prepared for tour of duty overseas. The honor of being named Patriotic Employer symbolizes the VA BHHCS efforts to support the troops at home and abroad.



LIVING HISTORY



The US Department of the Interior National Park Service recently recognized the Hot Springs campus, original site of the Battle Mountain Sanitarium, as a National Historic Landmark. Hot Springs was opened in 1907 as one of the first eleven Veterans homes built to care for the growing population of Veterans returning from war. Native American legends of the warm springs healing power, which ran through Fall River, made Hot Springs an ideal location for the sanitarium. The location was primarily used as short-term care for residents suffering from lung and respiratory problems. The facility was turned over to the Department of Veterans Affairs in the 1930s, where it has remained in use as a medical center.

Fort Meade was established in 1878 as a military post, tasked to protect the gold miners and settlers moving through the Black Hills. It remained a military post until it was handed over to VA in 1944. Fort Meade has a rich military background, serving as residency to the 7th Calvary after the Battle of the Little Bighorn, the "Buffalo Soldiers" and the 4th U.S. Calvary. Fort Meade still serves as a training facility for the South Dakota National Guard and the Army National Guard Officer Candidate School. The Fort also holds claim to the birth of the "Star Spangled Banner" as the official military retreat ceremonial music, long before becoming the National Anthem.









LIVING FUTURE

We are committed to providing quality health care with increased access and improving satisfaction of care for our Veterans.

VA BHHCS was granted a waiver allowing the surgical department to perform total knee arthroplasty. Our Veterans will soon be able to have their knee replacement procedures performed locally by our orthopedic surgical team. Performing this intermediate complexity procedure is a major accomplishment in our patient-centered goal.

We also hope to build a new surgery tower at our Fort Meade campus. This will allow more complex surgeries to be performed at VA BHHCS instead of sending Veterans to other facilities.

Our valuable employees are able to spend more time serving Veterans with the use of Eva—the TUG Robot by Aethon. Eva is a new automated delivery system. She has an advanced navigation system and numerous sensors that allow her to make deliveries between the pharmacy and the wards throughout the day. She can safely navigate through the hospital and can wirelessly open doors, call the elevators and stop for people or objects in her path. Eva improves employee and Veteran access and satisfaction by eliminating extra trips to the pharmacy, delivering medications promptly and allowing employees to spend more time with Veterans.





Fort Meade VAMC

113 Comanche Road Fort Meade, SD 57741 605-347-2511

800-743-1070

Hot Springs VAMC

500 North 5th Street Hot Springs, SD 57747 605-745-2000 800-764-5370

Call Center

877-339-6837

On-line

www.blackhills.va.gov www.facebook.com/VABlackHills www.twitter.com/VABlackHills

We serve Veterans from an area covering four states and over 100,000 square miles. We also provide mental health care to Wessington Springs, SD and primary medical care to Veterans at the Michael J. Fitzmaurice State Veterans Home in Hot Springs, SD. In addition we have sharing agreements with Indian Health Services, Ellsworth AFB and South Dakota Army National Guard.

Community Based Outpatient Clinics (CBOCs)

Eagle Butte/Faith/Isabel, SD

Prairie Community Health 8000 Highway 212 PO Box 860 Eagle Butte, SD 57625 Phones:

Eagle Butte (605) 964-8000 Faith (605) 967-2644 Isabel (605) 466-2120

Pierre , SD

Linn Medical Clinic 1601 North Harrison, Suite 6 Pierre, SD 57501 Phone: (605) 945-1710

Pine Ridge, SD

PTSD Building Next to IHS Hospital Pine Ridge, SD 57770 Phone: (605) 867-2393 ext. 4033

Rapid City, SD

3625 5th Street Rapid City, SD 57701 Phone: (605) 718-1095

Rosebud, SD

161 Main Street Mission, SD 57555 Phone: (605) 856-2295

Winner, SD

Avera Winner Medical Clinic 1436 East 10th Street Winner, SD 57580 Phone: (605) 842-2443

Gordon, NE

300 East 8th Street Gordon, NE 69343 Phone: 308.282.1442

Scottsbluf, NE

1720 East Portal Street Scottsbluff, NE 69361 Phone: (308) 220-3930

Newcastle, WY

1124 Washington Boulevard Newcastle, WY 82701 Phone: (307) 746-4491 Fax: (307) 746-3221







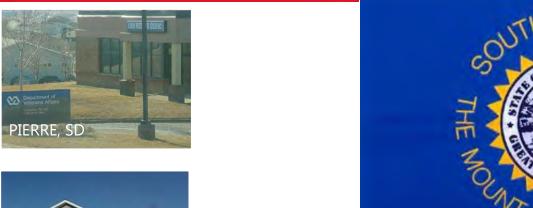














PINE RIDGE, SD











Fort Meade

113 Comanche Road

Ft. Meade, SD 57741

605-347-2511

800-743-1070

Hot Springs

500 N. 5th Street

Hot Springs, SD 57747

605-745-2000

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Call Center: 1.877.339.6837

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