

Appendix E – Capacity Planning Initiatives by VISN

VISN	Market	Category	FY2012 Gap (Population Based)	FY2012 %Gap	FY2022 Gap (Population Based)	FY2022 %Gap
1	East Market	Inpatient Medicine	85	96%	43	49%
1	East Market	Inpatient Psychiatry	(13)	-4%	(44)	-14%
1	East Market	Outpatient Primary Care	156,310	55%	51,406	18%
1	East Market	Outpatient Specialty Care	216,112	81%	119,694	45%
1	Far North Market	Inpatient Medicine	35	194%	25	140%
1	Far North Market	Outpatient Mental Health	20,629	42%	2,385	5%
1	Far North Market	Outpatient Primary Care	66,813	74%	37,056	41%
1	Far North Market	Outpatient Specialty Care	98,303	143%	76,605	111%
1	North Market	Inpatient Medicine	25	88%	16	55%
1	North Market	Outpatient Mental Health	23,478	50%	4,698	10%
1	North Market	Outpatient Specialty Care	64,204	66%	43,264	45%
1	West Market	Inpatient Medicine	39	68%	13	23%
1	West Market	Outpatient Primary Care	77,391	40%	8,875	5%
1	West Market	Outpatient Specialty Care	136,630	83%	70,005	43%
2	Central Market	Inpatient Medicine	2	4%	(20)	-33%
2	Central Market	Outpatient Specialty Care	89,363	102%	44,512	51%
2	Eastern Market	Outpatient Specialty Care	87,545	119%	51,296	70%
2	Finger Lakes & Southern Tier	Inpatient Medicine	22	89%	6	23%
2	Finger Lakes & Southern Tier	Outpatient Primary Care	46,511	50%	12,241	13%
2	Finger Lakes & Southern Tier	Outpatient Specialty Care	61,316	102%	32,188	54%
3	Long Island Market	Outpatient Primary Care	89,831	96%	34,798	37%
3	Long Island Market	Outpatient Specialty Care	124,682	114%	56,406	52%
3	Metro New York Market	Inpatient Medicine	34	17%	(44)	-21%
3	Metro New York Market	Inpatient Psychiatry	22	11%	(26)	-13%
3	Metro New York Market	Outpatient Primary Care	155,714	45%	9,839	3%
3	Metro New York Market	Outpatient Specialty Care	154,091	39%	6,551	2%
3	New Jersey Market	Inpatient Medicine	56	83%	21	32%
3	New Jersey Market	Inpatient Psychiatry	41	27%	18	12%
3	New Jersey Market	Outpatient Primary Care	143,784	97%	66,879	45%
3	New Jersey Market	Outpatient Specialty Care	217,271	156%	132,589	95%
4	Eastern Market	Inpatient Medicine	47	30%	2	1%
4	Eastern Market	Outpatient Primary Care	216,596	57%	93,338	24%
4	Eastern Market	Outpatient Specialty Care	424,252	123%	290,173	84%
4	Western Market	Inpatient Medicine	22	16%	(22)	-17%
4	Western Market	Inpatient Surgery	(9)	-16%	(24)	-41%
4	Western Market	Outpatient Specialty Care	116,891	41%	23,005	8%

VISN	Market	Category	FY2012 Gap (Population Based)	FY2012 %Gap	FY2022 Gap (Population Based)	FY2022%Gap
5	Baltimore Market	Inpatient Psychiatry	(10)	-6%	(29)	-16%
5	Baltimore Market	Outpatient Primary Care	52,281	35%	14,476	10%
5	Baltimore Market	Outpatient Specialty Care	127,527	103%	93,176	75%
5	Martinsburg Market	Outpatient Mental Health	15,573	53%	8,449	29%
5	Martinsburg Market	Outpatient Primary Care	31,968	35%	16,812	19%
5	Martinsburg Market	Outpatient Specialty Care	50,662	78%	41,022	63%
5	Washington Market	Inpatient Psychiatry	22	29%	5	7%
5	Washington Market	Outpatient Primary Care	57,989	43%	48,427	36%
5	Washington Market	Outpatient Specialty Care	130,713	104%	137,561	110%
6	Northeast Market	Inpatient Psychiatry	(15)	-14%	(28)	-26%
6	Northeast Market	Outpatient Mental Health	39,757	35%	13,084	11%
6	Northeast Market	Outpatient Primary Care	149,615	88%	131,707	78%
6	Northeast Market	Outpatient Specialty Care	171,023	88%	184,645	95%
6	Southeast Market	Inpatient Medicine	51	51%	33	32%
6	Southeast Market	Inpatient Psychiatry	44	47%	31	33%
6	Southeast Market	Inpatient Surgery	27	71%	20	54%
6	Southeast Market	Outpatient Mental Health	127,796	172%	105,208	141%
6	Southeast Market	Outpatient Primary Care	162,710	78%	140,230	67%
6	Southeast Market	Outpatient Specialty Care	191,931	116%	192,501	116%
6	Southwest Market	Inpatient Medicine	49	70%	32	45%
6	Southwest Market	Inpatient Surgery	20	67%	14	46%
6	Southwest Market	Outpatient Mental Health	64,124	98%	50,335	77%
6	Southwest Market	Outpatient Primary Care	131,456	74%	111,456	63%
6	Southwest Market	Outpatient Specialty Care	160,238	127%	156,565	124%
7	Alabama Market	Inpatient Medicine	73	63%	36	31%
7	Alabama Market	Inpatient Surgery	27	62%	14	31%
7	Alabama Market	Outpatient Primary Care	116,262	42%	62,531	23%
7	Alabama Market	Outpatient Specialty Care	176,632	88%	144,351	72%
7	Georgia Market	Outpatient Primary Care	176,327	65%	155,384	57%
7	Georgia Market	Outpatient Specialty Care	259,053	97%	276,397	104%
7	South Carolina Mkt	Inpatient Medicine	45	40%	26	23%
7	South Carolina Mkt	Inpatient Psychiatry	25	35%	10	14%
7	South Carolina Mkt	Outpatient Mental Health	62,284	59%	34,474	33%
7	South Carolina Mkt	Outpatient Primary Care	62,922	24%	29,939	11%
7	South Carolina Mkt	Outpatient Specialty Care	200,291	96%	187,562	90%

VISN	Market	Category	FY2012 Gap (Population Based)	FY2012 %Gap	FY2022 Gap (Population Based)	FY2022 %Gap
8	Atlantic Market	Outpatient Primary Care	250,876	84%	183,683	62%
8	Atlantic Market	Outpatient Specialty Care	301,748	112%	249,028	92%
8	Central Market	Outpatient Mental Health	94,015	87%	61,984	58%
8	Central Market	Outpatient Primary Care	222,580	63%	160,787	45%
8	Central Market	Outpatient Specialty Care	328,424	113%	282,120	97%
8	Gulf Market	Inpatient Medicine	(9)	-9%	(30)	-28%
8	Gulf Market	Outpatient Primary Care	87,641	35%	35,948	14%
8	Gulf Market	Outpatient Specialty Care	188,466	103%	142,077	78%
8	North Market	Inpatient Psychiatry	40	75%	23	43%
8	North Market	Outpatient Mental Health	70,764	65%	41,364	38%
8	North Market	Outpatient Primary Care	131,170	42%	73,493	24%
8	North Market	Outpatient Specialty Care	263,405	110%	217,477	91%
8	Puerto Rico Market	Inpatient Medicine	(93)	-40%	(140)	-61%
8	Puerto Rico Market	Inpatient Surgery	(15)	-25%	(30)	-49%
8	Puerto Rico Market	Outpatient Specialty Care	117,770	64%	25,777	14%
9	Central Market	Inpatient Medicine	39	38%	22	21%
9	Central Market	Outpatient Primary Care	135,486	81%	102,987	61%
9	Central Market	Outpatient Specialty Care	152,283	96%	135,747	85%
9	Eastern Market	Outpatient Mental Health	37,834	103%	20,668	56%
9	Eastern Market	Outpatient Primary Care	61,955	55%	27,356	24%
9	Eastern Market	Outpatient Specialty Care	107,859	112%	79,934	83%
9	Northern Market	Inpatient Psychiatry	34	68%	16	33%
9	Northern Market	Outpatient Mental Health	77,872	95%	44,262	54%
9	Northern Market	Outpatient Specialty Care	185,992	86%	128,592	60%
9	Western Market	Inpatient Medicine	41	54%	24	32%
9	Western Market	Outpatient Primary Care	66,297	57%	45,398	39%
9	Western Market	Outpatient Specialty Care	71,233	55%	58,743	46%
10	Central Market	Outpatient Primary Care	36,642	26%	12,865	9%
10	Central Market	Outpatient Specialty Care	69,181	69%	53,052	53%
10	Eastern Market	Inpatient Medicine	77	108%	44	62%
10	Eastern Market	Outpatient Primary Care	138,071	59%	66,877	29%
10	Eastern Market	Outpatient Specialty Care	194,306	112%	137,433	79%
10	Western Market	Outpatient Primary Care	69,268	41%	37,668	22%
10	Western Market	Outpatient Specialty Care	81,103	54%	59,858	40%
11	Central Illinois Market	Outpatient Specialty Care	56,650	107%	34,969	66%
11	Indiana Market	Outpatient Primary Care	119,767	66%	81,942	45%
11	Indiana Market	Outpatient Specialty Care	92,422	60%	70,913	46%
11	Michigan Market	Inpatient Medicine	86	79%	41	38%
11	Michigan Market	Outpatient Primary Care	227,137	80%	157,747	55%
11	Michigan Market	Outpatient Specialty Care	350,196	156%	297,390	133%

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15	Central Market	Inpatient Psychiatry	(11)	-7%	(30)	-19%
15	Central Market	Outpatient Primary Care	181,049	81%	117,614	53%
15	Central Market	Outpatient Specialty Care	206,772	110%	163,786	87%
15	East Market	Outpatient Primary Care	136,243	50%	55,771	21%
15	East Market	Outpatient Specialty Care	195,801	86%	130,317	57%
15	West Market	Outpatient Primary Care	38,898	70%	24,121	43%
15	West Market	Outpatient Specialty Care	66,236	180%	54,614	148%
16	Central Lower Market	Inpatient Surgery	12	11%	(8)	-8%
16	Central Lower Market	Outpatient Specialty Care	332,533	98%	281,190	82%
16	Central Southern Market	Inpatient Medicine	100	73%	58	42%
16	Central Southern Market	Inpatient Psychiatry	40	41%	23	23%
16	Central Southern Market	Outpatient Primary Care	143,786	55%	91,095	35%
16	Central Southern Market	Outpatient Specialty Care	221,898	92%	183,212	76%
16	Eastern Southern Market	Inpatient Medicine	52	241%	44	203%
16	Eastern Southern Market	Outpatient Primary Care	91,523	114%	77,386	97%
16	Eastern Southern Market	Outpatient Specialty Care	121,497	159%	117,498	154%
16	Upper Western Market	Inpatient Medicine	108	44%	44	18%
16	Upper Western Market	Inpatient Psychiatry	81	50%	46	28%
16	Upper Western Market	Outpatient Primary Care	189,422	41%	96,682	21%
16	Upper Western Market	Outpatient Specialty Care	388,577	104%	325,803	87%
17	Central Market	Outpatient Mental Health	58,157	87%	42,867	64%
17	Central Market	Outpatient Specialty Care	91,527	56%	87,258	53%
17	North Market	Inpatient Medicine	53	48%	37	33%
17	North Market	Inpatient Psychiatry	40	30%	33	24%
17	North Market	Outpatient Primary Care	137,811	50%	118,370	43%
17	North Market	Outpatient Specialty Care	273,149	151%	279,270	154%
17	Southern Market	Outpatient Mental Health	58,514	95%	37,472	61%
17	Southern Market	Outpatient Primary Care	79,194	49%	51,780	32%
17	Southern Market	Outpatient Specialty Care	148,077	129%	135,692	118%
17	Valley Coastal Blend Market	Outpatient Mental Health	27,440	232%	20,441	173%
17	Valley Coastal Blend Market	Outpatient Primary Care	37,034	66%	24,367	44%
17	Valley Coastal Blend Market	Outpatient Specialty Care	64,895	224%	57,889	200%
18	Arizona Market	Inpatient Medicine	54	35%	29	19%
18	Arizona Market	Inpatient Psychiatry	45	59%	29	39%
18	Arizona Market	Outpatient Mental Health	80,185	61%	45,790	35%
18	Arizona Market	Outpatient Primary Care	105,064	30%	62,675	18%
18	Arizona Market	Outpatient Specialty Care	184,429	58%	160,857	51%
18	New Mexico-West Texas Mkt	Inpatient Medicine	75	59%	36	28%
18	New Mexico-West Texas Mkt	Inpatient Psychiatry	29	41%	11	16%
18	New Mexico-West Texas Mkt	Outpatient Mental Health	62,170	52%	20,059	17%
18	New Mexico-West Texas Mkt	Outpatient Specialty Care	137,287	53%	76,738	30%

VISN	Market	Category	FY2012 Gap (Population Based)	FY2012 %Gap	FY2022 Gap (Population Based)	FY2022 %Gap
19	Eastern Rockies Market	Inpatient Medicine	32	49%	20	30%
19	Eastern Rockies Market	Outpatient Primary Care	89,272	51%	62,187	35%
19	Eastern Rockies Market	Outpatient Specialty Care	137,245	95%	124,836	87%
19	Grand Junction Market	Outpatient Specialty Care	9,584	40%	4,381	19%
19	Montana Market	Outpatient Mental Health	19,246	80%	14,069	59%
19	Montana Market	Outpatient Specialty Care	53,636	128%	42,698	102%
19	Western Rockies Market	Outpatient Specialty Care	54,722	64%	41,701	49%
19	Wyoming Market	Outpatient Specialty Care	9,452	50%	5,979	32%
20	Alaska Market	Outpatient Mental Health	15,714	64%	4,557	19%
20	Alaska Market	Outpatient Primary Care	17,701	30%	9,599	16%
20	Alaska Market	Outpatient Specialty Care	22,162	48%	23,565	51%
20	Inland North Market	Outpatient Mental Health	26,772	52%	9,358	18%
20	Inland North Market	Outpatient Specialty Care	77,229	113%	65,424	96%
20	Inland South Market	Outpatient Specialty Care	47,888	117%	45,929	112%
20	South Cascades Market	Outpatient Primary Care	64,019	26%	22,136	9%
20	South Cascades Market	Outpatient Specialty Care	112,925	56%	89,341	45%
20	Western Washington Mkt	Inpatient Medicine	38	53%	32	45%
20	Western Washington Mkt	Outpatient Primary Care	204,115	121%	180,749	107%
20	Western Washington Mkt	Outpatient Specialty Care	223,417	145%	230,753	149%
21	North Coast Market	Outpatient Primary Care	66,266	43%	7,674	5%
21	North Coast Market	Outpatient Specialty Care	42,801	28%	3,850	3%
21	North Valley Market	Outpatient Primary Care	64,611	49%	18,492	14%
21	North Valley Market	Outpatient Specialty Care	61,035	58%	32,078	30%
21	Pacific Islands Market	Outpatient Primary Care	44,927	75%	30,599	51%
21	Pacific Islands Market	Outpatient Specialty Care	74,241	210%	66,327	188%
21	Sierra Nevada Market	Outpatient Primary Care	25,608	35%	5,260	7%
21	Sierra Nevada Market	Outpatient Specialty Care	30,351	45%	16,833	25%
21	South Coast Market	Inpatient Psychiatry	(25)	-31%	(36)	-45%
21	South Coast Market	Inpatient Surgery	(13)	-40%	(19)	-56%
21	South Coast Market	Outpatient Primary Care	50,204	40%	8,489	7%
21	South Coast Market	Outpatient Specialty Care	59,362	47%	25,210	20%
21	South Valley Market	Outpatient Specialty Care	33,620	51%	10,054	15%
22	California Market	Inpatient Medicine	97	37%	16	6%
22	California Market	Inpatient Psychiatry	(26)	-12%	(75)	-35%
22	California Market	Outpatient Primary Care	533,814	79%	297,108	44%
22	California Market	Outpatient Specialty Care	547,241	83%	375,535	57%
22	Nevada Market	Inpatient Medicine	39	125%	32	103%
22	Nevada Market	Outpatient Primary Care	68,742	62%	54,931	50%
22	Nevada Market	Outpatient Specialty Care	96,341	112%	92,869	108%

VISN	Market	Category	FY2012 Gap (Population Based)	FY2012 %Gap	FY2022 Gap (Population Based)	FY2022 %Gap
23	Iowa Market	Inpatient Medicine	(9)	-13%	(28)	-39%
23	Iowa Market	Outpatient Primary Care	61,545	40%	21,397	14%
23	Iowa Market	Outpatient Specialty Care	86,629	65%	50,492	38%
23	Minnesota Market	Inpatient Medicine	(5)	-5%	(27)	-29%
23	Minnesota Market	Inpatient Surgery	(20)	-35%	(29)	-52%
23	Minnesota Market	Outpatient Primary Care	90,438	45%	42,890	22%
23	Minnesota Market	Outpatient Specialty Care	91,091	42%	56,472	26%
23	Nebraska Market	Inpatient Medicine	(11)	-20%	(24)	-43%
23	Nebraska Market	Outpatient Specialty Care	38,671	31%	14,412	12%
23	North Dakota Market	Outpatient Specialty Care	48,093	108%	31,904	72%
23	South Dakota Market	Inpatient Medicine	(13)	-22%	(28)	-47%
23	South Dakota Market	Outpatient Primary Care	(31,373)	-21%	(56,503)	-37%

NOTE:

A gap is the difference between the planned utilization for 2012 and 2022 and the actual utilization in the baseline year, 2001. Population based gaps are based on the workload projected based on where the enrolled veteran lives, and not necessarily where the enrolled veteran may choose to go for the care.