

# The Military Medics and Corpsmen Program (MMAC)



- An innovative and award-winning program, the Military Medics and Corpsmen Program is changing the way healthcare hires veterans in Virginia. MMAC offers clinical, leadership, and non-clinical career pathways to veterans and military spouses seeking healthcare careers in Virginia.
- When they transition to the civilian workforce, veterans may face the challenge of their military healthcare experience and training not translating into civilian healthcare employment. Many are now unemployed, underemployed or not working in the healthcare field. Team MMAC addresses this challenge by recruiting, reviewing and referring candidates to healthcare employers statewide. By facilitating hiring MMAC reduces healthcare staffing shortages and supports quality patient care.
- As the first and only program of its type in the nation, the MMAC-Qualified career pathway focuses on recently discharged veterans who served as Army Medics or Navy/Coast Guard Corpsmen or Air Force Medical Technicians. Memos of Agreement are in place with 17 healthcare systems across the Commonwealth to allow MMAC-Qualified applicants to apply their extensive clinical skills and experience under supervision while they obtain required civilian education and credentialing.
- Groundbreaking legislation and regulatory approval empower the MMAC Program. The Virginia General Assembly amended the *Code of Virginia* to include the highlights below:



***“Military medical personnel may practice and perform certain delegated acts that constitute the practice of medicine or nursing under the supervision of a physician or podiatrist, a Chief Medical Officer/Director or their designee who holds an active, unrestricted license in Virginia. Such activities shall reflect the level of training and experience of the military medical personnel. The supervising physician or podiatrist shall retain responsibility for the care of the patient.”***

***“The Chief Medical Officer of an organization participating in a program may, in consultation with the Chief Nursing Officer of such organization, designate a registered nurse licensed by the Board or practicing with a multistate licensure privilege to supervise military personnel participating in the program.”***

- The Virginia Department of Health Office of Licensure and Certification approves of the MMAC Program and states that the MMAC legislation, ***“Reinforces the prior position given with regard to who is allowed to practice and the impact that will have on either facility licensure or CMS certification. These positions supervised as provided for in the Code of Virginia, ultimately by a physician, and perhaps directly by an RN, is allowable and will not adversely impact facility reimbursement for care provided.”***
- ***“This is the way state government should work”***  
***-Virginia Senator and Navy SEAL Veteran Bill DeSteph***

**To Learn More about the MMAC Program visit: <https://www.dvs.virginia.gov/education-employment>**

# The Military Medics and Corpsmen Program (MMAC)



- **Our Current MMAC Partner Healthcare Systems:**

- ✓ Bon Secours Virginia Health System
- ✓ Capital Area Pediatrics
- ✓ Carillion Clinic
- ✓ Centra Health
- ✓ Chesapeake Regional Healthcare
- ✓ Eastern Virginia Medical School
- ✓ Fort Norfolk Medical Plaza
- ✓ HCA Virginia
- ✓ Inova Health System
- ✓ Mary Washington Healthcare
- ✓ Novant Health/UVA Health System
- ✓ Ortho Virginia
- ✓ Riverside Health System
- ✓ Sentara Health
- ✓ VCU Health System
- ✓ Virginia Department of Behavioral Health and Developmental Services
- ✓ Virginia Department of Corrections



- **As of March 2021, over 300 veterans have been hired since the MMAC Program launch. Here is what some of them have to say about MMAC:**

*“The MMAC Program has benefited my family and it has benefited me by allowing me to work freely and do as I was trained. It really makes me excited to be in the Military Medics and Corpsmen Program and I hope it will go on for years to come for other veterans who really need this program.”*

*“I have been applying to jobs for a few months with no success, but in less than a month of joining the MMAC program I finally got and accepted a job offer. This program has restored my faith in my transition to the civilian work force. This truly an amazing program, you all are great!”*

*“MMAC has allowed me to get back into the clinical field, helped build my clinical experience, medical terminology, and patient interaction. It helped me in my pursuit of applying to PA school.”*

*“This program is so dedicated to the Veteran that it is unbelievable sometimes. Without my job I have now, I would have never known about my new employers’ nursing program that I will be attending. Without MMAC, I would not have the extra income needed to support my family nor myself. MMAC was an opening of one door that led me to a hallway of hundreds of other doors.”*

**To Learn More about the MMAC Program visit: <https://www.dvs.virginia.gov/education-employment>**

## Virginia - Military Medics and Corpsmen Program

### **When was the program established? What was the month and year of initiation?**

July 1, 2016: Legislation took effect to establish a Pilot Military Medics and Corpsmen Program (MMAC).

July 1, 2018: Legislation passed making MMAC a permanent program.

March 18, 2021: Governor signs legislation unanimously passed by the Virginia General Assembly to expand the program's partnerships and pathways.

### **Why was the program created? What problems or issues is it designed to address?**

After medically trained service members leave the military and transition to the civilian workforce, most face the challenge of their military healthcare experience and training not translating into civilian healthcare credentials and employment. Many are now unemployed, underemployed, or not working in the healthcare field. The Military Medics and Corpsmen Program (MMAC) Program at the Virginia Department of Veterans Services (DVS) directly addresses this challenge via enabling legislation and funding coupled with healthcare regulatory approval.

An innovative and award-winning program, MMAC is changing the way healthcare hires veterans in Virginia. As the first and only program of its type in the nation, the MMAC Program offers healthcare industry sector career pathways to veterans and military spouses seeking employment in Virginia. One element that makes the MMAC program unique and effective is the MMAC-Qualified career pathway. This pathway focuses on recently discharged veterans who served as Army Medics, Navy/Coast Guard Corpsmen or Air Force Medical Technicians. Memos of Agreement are in place with 17 major healthcare systems across the Commonwealth of Virginia. The agreements allow the non-credentialed MMAC-Qualified applicants to deliver patient care under the supervision of a physician or designated Registered Nurse. The MMAC-Qualified applicants are expected to continue their medical education and obtain civilian healthcare credentials while employed at the MMAC Partner Healthcare Systems.

The catalyst for the MMAC Program occurred when veteran's affairs and health and human services representatives serving in the governor's cabinet recognized that veteran military medics and corpsmen could help meet staffing needs in Virginia's civilian healthcare system. In close coordination with the Office of the Secretary of Veterans and Defense Affairs and the General Assembly Veteran's Caucus, the Virginia Department of Veterans Services (VDVS) was tasked to lead the legislative initiative in the Virginia General Assembly. Legislative aides from both offices as well as members of various state agencies and stakeholders swung into action to conduct research, draft legislative language, identify sponsors and patrons and advocate for the legislation. The result of this teamwork was the introduction of the MMAC Program enabling legislation with overwhelming bipartisan support.

Even as the legislation for a two-year pilot program was moving through the legislative approval process in 2016, an MMAC Program Implementation Team was formed and began monthly meetings. The team was composed of primarily representatives from the state agencies, workforce development organizations, and healthcare systems. The group was focused on the initial planning, regulatory compliance, and staff recruitment. It was this group that provided subject matter experts, supported legislative efforts, and developed the Memo of Agreement and General Scope of Practice that is the

nucleus of the MMAC Program. It was the teamwork that characterizes the MMAC Program that helped turn a vision into law with the passage of the enabling legislation that launched the MMAC Pilot Program in July 2016.

Based on the success and momentum of the MMAC Pilot Program coupled with input from the MMAC Partner Healthcare Systems, the 2018 Session of the Virginia General Assembly unanimously voted to make MMAC a permanent program. The new legislation updated the *Code of Virginia* to include the highlights below:

*“Military medical personnel may practice and perform certain delegated acts that constitute the practice of medicine or nursing under the supervision of a physician or podiatrist, a Chief Medical Officer/Director or their designee who holds an active, unrestricted license in Virginia. Such activities shall reflect the level of training and experience of the military medical personnel. The supervising physician or podiatrist shall retain responsibility for the care of the patient.”*

*“The Chief Medical Officer of an organization participating in a program may, in consultation with the Chief Nursing Officer of such organization, designate a registered nurse licensed by the Board or practicing with a multistate licensure privilege to supervise military personnel participating in the program.”*

Another program milestone occurred on March 18, 2021, when the MMAC Program was notified that pending MMAC legislation unanimously passed both the House and the Senate and was signed by the Governor. The legislation amends *The Code of Virginia* to expand the types of healthcare facilities eligible to participate in the MMAC Program. The new legislation also creates two additional pathways to healthcare employment. To view the legislation please visit <https://lis.virginia.gov/cgi-bin/legp604.exe?ses=212&typ=bil&val=HB22222>. This legislative change has no fiscal impact on the agency budget but significantly increases veterans served by the program.

Previous language in the *Code of Virginia* restricted the types of healthcare facilities permitted to enter into a Memorandum of Agreement (MOA) with the MMAC Program and become an MMAC Partner Healthcare System. The legislation now permits MMAC to enter into an MOA with more types of healthcare facilities and allows qualified MMAC Applicants to practice advanced clinical skills pending civilian healthcare licensure.

Adding Partner Healthcare Systems such as Urgent Care Centers, specialty clinical and surgical facilities, community health clinics, and dialysis centers, increases the potential locations for veteran employment. For example, a community might not have a hospital but does have an urgent care clinic, community health clinic, or dialysis facility. This bill enhances employment among veterans and supports healthcare staffing needs throughout the Commonwealth.

The new legislation also created additional pathways to healthcare employment by expanding the population of veterans that MMAC assists. Not all veterans who apply to MMAC meet the regulatory requirements to practice without civilian licensure, but those applicants still have skills that are in demand in healthcare. From HR to HVAC, or logistics to the lab, veterans are an asset to any healthcare organization. The legislation created “No Veteran Left Behind” and “Leadership” career pathways to recognize the value of those veterans, and better classify and manage the MMAC talent pipeline. The

legislation fully utilizes and leverages the successful partnerships with Virginia's major healthcare employers that the MMAC program built over the past four years.

Spouses of active-duty military personnel face the employment challenges of frequent relocation, job search, and credentialing transfer/recognition. Because of the high number of active duty military personnel in Virginia, in January 2021, the MMAC Program established the role of MMAC Military Spouse Liaison. The liaison serves all Military Spouses looking to start or continue a career in Virginia's healthcare system. The liaison serves as an advocate, an employment resource, a job referral contact, and a source of credentialing information. The goal of the position is to set up Military Spouses for success and potential employment at MMAC Partner Healthcare Systems and certified Virginia Values Veterans Program healthcare employers statewide. Supporting Military Spouses is another step towards meeting Governor Northam's vision for Virginia to be the most veteran friendly state in the nation.

The motto of the MMAC Military Spouse Liaison is: "Spouses serve too. Let MMAC serve you."

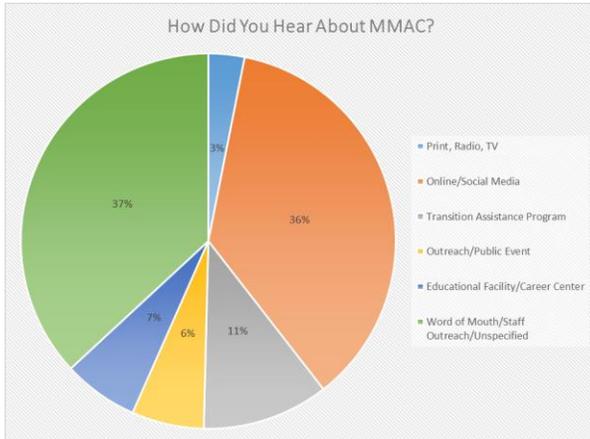
**What are the specific activities and operations of the program? (Please list in chronological order, if applicable.)**

### *Step One: Applicant Recruitment*

The MMAC Program taps a worldwide pool of Veterans and Transitioning Service Members and military spouses with direct healthcare experience or those wishing to apply their military experience and education in the healthcare field. Essentially, the MMAC Program serves as a worldwide extension of a healthcare system's HR talent acquisition team. Recruitment/outreach activities include:

- Print: MMAC Rack Card, Poster, Pop Up Displays, Branch-Specific Flyers, Briefing Sheets
- Digital: Enhanced MMAC Landing Page, Targeted Social Media, Podcasts, Facebook Paid Boosted Posts, LinkedIn and Indeed.com Employer Accounts, and Constant Contact messaging
- Force Multipliers: Military stakeholder groups, Veteran Serving Organizations such as the USO, American Legion, state and local workforce development groups, US Chamber of Commerce Foundation, Military Transition Assistance Offices, and many others
- Bi-weekly Constant Contact E-Updates and Direct Messaging: Sent to MMAC Stakeholders, MMAC Applicants, Partner Healthcare Systems, and the MMAC Program Inquiry database
- Targeted Print and On-Line Advertising Buys: For example: in May-July 2020 MMAC placed an ad in the *Stars and Stripes Transition Guide* reaching 350,000 military personnel worldwide as well as running an online banner ad on *starsandstripes.com*.

-A Certified Healthcare Recruiter on the VDVS staff.



### *Step Two: Applicant Review*

- MMAC team confirms applicant possesses an Honorable/General Discharge
- Applicant's General Scope of Practice (GSOP) reviewed to fit best career pathway and employer
- Civilian-style resume reviewed and improved, or new resume created if needed
- One-on-one discussion held with an MMAC team member and the applicant to discuss applicant's background and experience, career goals, preferred location, and educational progress and goals.

### *Step Three: Applicant Referral*

- Potential employment opportunities are curated from MMAC Partner Healthcare Systems on line career portals
- Applicant is matched to MMAC Partner Healthcare System(s), job opportunity(s) and residential region requested
- Applicant submits employment application to MMAC Partner Healthcare System
- MMAC team connects with the established HR point of contact at the MMAC Partner Healthcare System to advocate and share applicant background and resume
- Bi-weekly messages sent via Constant Contact to MMAC Applicants and MMAC Partner Healthcare System to follow up on applicant hiring status.

## THE MMAC Program Response to the COVID-19 Pandemic

The MMAC Program stepped up and stepped in to the fight against the virus and is supporting Virginia's healthcare systems in a variety of ways:

- The MMAC Program has an applicant talent pool of approximately 50, applicants (changes daily) reviewed by the MMAC Team and ready to refer for Covid-19 related employment. The MMAC

Team developed a COVID-19 “Hiring Hot List” of applicants and distributed that to all MAMC Partner Healthcare Systems.

Based on their military training, these applicants are trained and experienced in bio-hazard protection and mitigation, HIPAA, mass lab specimen collection, and mass vaccination/inoculation procedures and protocols. For example, they are ideal to staff a “drive-thru” site and free up ER Techs, LPN and RN. They can directly assist with COVID-19 response or also back-fill or augment staffing for allied health, operations, logistics, and management.

- To help healthcare facilities statewide meet COVID-19 staffing challenges, amendments to the MMAC Program enabling legislation were submitted and approved. The new language expands the scope of the healthcare facilities allowed to participate in the MMAC Program.
- Veterans in Long Term Care are most vulnerable and need help now. The MMAC team collaborated with the VDVS Sitter and Barfoot Veterans Care Center in Richmond to create a new position called a Clinical Care Technician. The Clinical Care Technicians assist with a variety of duties ranging from COVID-19 screening, to supporting patient care and activities of daily living, to interacting with veterans one-on-one and as a group. To date, six potential applicants from the MMAC Applicant pool have been referred and two have been hired so far.
- MMAC Program Manager Mark Whiting served on the Virginia Healthcare Workforce Advisory Council COVID-19 Work Group. A conference call was held each Monday, to discuss Virginia’s immediate and long-term workforce challenges and ways to overcome them. An MMAC Program briefing was also provided. The advisory council is currently standing down.
- To prepare to augment healthcare staffing, a brief four-question survey was sent to the MMAC Applicant and Inquiry database. The COVID-19 Readiness Survey responses helped create a contact list of candidates available for potential referral to healthcare employers statewide. In the 20 days after release, 118 responses were received. 89% of respondents are available for immediate employment, 91% available within the next 90 days, 72% are willing to volunteer their services and 68% have specialized biohazard protection and mitigation training.
- The MMAC team is supporting the Virginia Medical Reserve Corps (MRC.) The MRC is a force of dedicated volunteers managed by the Virginia Department of Health who are deployed statewide to support the community in a public health emergency like COVID-19. The MMAC Program has provided information about the MRC to our applicants and via our extensive databases and social media networks. Information about the currently available pool of MRC volunteers and their areas of expertise were also provided to the Sitter and Barfoot Veterans Care Center to assist with their staffing needs.
- MMAC Program Manager Mark Whiting, participated in a radio/podcast interview on the veteran-focused show, “Coming Home Well.” The interview featured a discussion of the MMAC Program, and how MMAC Applicants make ideal responders to the COVID-19 Pandemic. Listen to the program here:  
<https://podcasts.google.com/?feed=aHR0cHM6Ly9mZWVkcyc5zb3VuZGNSb3VklmNvbS91c2Vycy9zb3VuZGNSb3VkOnVzZXJzOjE3NjA0ODkxNy9zb3VuZHMucnNz&episode=dGFnOnNvdW5kY2xvd>



- MARCH 1, 2019-MARCH 1, 2020: Total Hires = 91
- April 1, 2020- April 1, 2021: Total Hires = 101

### *New Hire Survey Results:*

Each topic is scored on 1-5 scale with 5 being “Most Satisfied” and 1 being “Least Satisfied.”

- Locating MMAC Program Information – **4.62**
- Online Application Process – **4.78**
- Submission of Required Documents – **4.78**
- Responsiveness and Courtesy of Staff – **4.92\***
- Knowledge of Staff – **4.78**
- Resume Support – **4.72**

Numbers and stats are examples of tangible results, here is what veterans hired in healthcare via MMAC have to say:

*“I now work in the capacity of an LPN but I’m not yet an LPN. When I was a Corpsman in the Navy, I was doing the same things as an LPN but now I work with practitioners, nurses and others in my practice. The MMAC Program has benefited my family and it has benefited me by allowing me to work freely and do as I was trained. It really makes me excited to be in the Military Medics and Corpsmen Program and I hope it will go on for years to come for other veterans who really need this program.”*

*“I have been applying to jobs for a few months with no success, but in less than a month of joining the MMAC program I finally got and accepted a job offer. This program has restored my faith in my transition to the civilian work force. This is truly an amazing program, you all are great!”*

*“MMAC has allowed me to get back into the clinical field, helped build my clinical experience, medical terminology, and patient interaction. It helped me in my pursuit of applying to PA school.”*

*“I absolutely love this program! I was at a dead end looking for work. I was actively trying to work and was just having a hard time overall. This program gave me confidence in myself and actually pushed me to think outside of the box on what jobs I should try or even consider.”*

*“This program is so dedicated to the Veteran that it is unbelievable sometimes. Without my job I have now, I would have never known about my new employers’ nursing program that I will be attending.”*

*“Without MMAC, I would not have the extra income needed to support my family nor myself. MMAC was an opening of one door that led me to a hallway of hundreds of other doors.”*

Some Comments from MMAC Partner Health Systems:

*“Our MMAC personnel have proven to be a pivotal asset to the Clinical Administrator team and Carilion as a whole. The military ideals of fidelity, integrity, and altruism instilled in them coincide with our Carilion values and is shown daily through the care they provide to those we serve.”*

-Adam Church, Clinical Administrator, Carilion Healthcare

*“The MMAC Program has flourished at Bon Secours. Being the Clinical Director of the MMAC program since our first hire in July 2016 is an honor. The program brings pride to the veterans performing and partnering with civilian health care teams, it enhances our staffing capabilities and brings clinical experts into the ministry.”*

-Julie Selvey, Director of Nursing and Education, Bon Secours/Mercy Health

*“MMAC has proven to be great partners in recruitment of quality candidates with a unique skill set.”*

-Amber Egyud, COO/CNO Chesapeake Regional Healthcare

### **What measurable impact has the program had? Has it created significant change in your state?**

The unique and measurable aspect of the MMAC Program is that it not only keeps veterans in Virginia but it draws veterans from across the world to come to live and work in the Commonwealth. Veterans with a home of record from Maine to Florida, California to Colorado and North Carolina to Texas have relocated to participate in the MMAC Program. The veterans hired in healthcare directly contribute to the state and local tax base, economy, and community as a whole. To provide an additional solution to their staffing needs, the MMAC Program has actively developed and maintained relationships with major public and private hospital systems, research hospitals like VCU Health healthcare organizations such as Anthem and CVS Health, and the Veterans Administration Health Services. The MMAC Program fosters a new awareness and appreciation of veterans and what they offer the healthcare workplace.

A Return on Investment analysis of the MMAC Program conducted in June of 2020 showed it had a positive effect on the state and local economy and helped reduce healthcare recruiting costs.

Unemployment Savings = \$959,644.80

The Bureau of Labor and Statistics states that as of December 2017, the average duration of those drawing unemployment is 165.2 days at a cost of \$54.00 per day. The average time between MMAC application and MMAC hire is 88.6 days\*, which is 76.6 days less than the average time spent on unemployment. Each of the 232 MMAC hires represents a potential cost savings of \$4,136.40.

Healthcare System Savings = \$478,964.00

According to the Society for Human Resource Management’s (SHRM’s) new Human Capital Benchmarking Report, average recruiting cost-per-hire is \$4,129. MMAC offset these costs by performing essential recruiting and talent acquisition functions. This includes pre-employment screening, assessment, position matching and referral. Also provided is professional resume design and employer marketing, promotion and co-branding. Calculations based on offsetting 50% of the healthcare systems’ recruiting cost for 232 hires.

State, Local and Sales Tax Revenue Generated = \$1,083,440.00

\*Taxes Generated from New Virginia Residents = \$298,880

According to the 2018 Joint Audit and Review Commission reference guide, *Virginia Compared to Other States*, each Virginia citizen generated on average \$1,928 in local taxes, \$2,275 in state taxes, and \$467 in sales tax. Total Tax revenue of \$4,670 per person X 232 MMAC hires = \$1,083,440

\*New Virginia residents are MMAC hires with a non-Virginia home of record that came to Virginia from other states specifically to participate in the MMAC Program. Existing Virginia residents indicated Virginia as their Home of Record on Form DD214.

\*Total Only New Residents = \$ 1,737,488.80                      Total All Hires = \$2,522,048.80

\*Based on average time between MMAC application or military separation date and date of hire. For those hired prior to active duty separation the days to hire is considered 0. If they were hired while in reserve/national guard days are measured from MMAC application date. All hiring figures are as of June 1, 2020

During the COVID-19 Pandemic the MMAC Program was able to increase the number of Veterans hired via the program. In times of crisis, current and former members of the military naturally rise to meet any challenge. The COVID-19 Pandemic is that challenge. Since the start of the Covid-19 lockdowns and staff total telework status, MMAC hasn't skipped a beat. For the period of March 1, 2019 – March 1, 2020, MMAC had a total of 91 hires. During that same period for 2020 – 2021, MMAC had a total of 97 hires. From March 2020 to March 2021, MMAC also added nine new MMAC Partner Healthcare Systems.

The MMAC Program has established a positive reputation, strong public-private relationships, and tangible employment results. These current and future outcomes are built on a solid foundation of relationships, responsiveness, and robust veteran and healthcare employer support.

The MMAC Program is worthy of consideration as a STAR Award recipient because it exemplifies effective legislation that resulted in productive and proactive public-private partnerships. It is an example of the successful collaboration of state, local and federal government agencies, non-profit healthcare associations, Veteran Service Organizations, and major healthcare systems. Multiple committed individuals and organizations came together as a team to serve the citizens, employers, and those who served our country: *that's teamwork at its best.*

Virginia's Military Medics and Corpsmen Program is a veteran's or Military Spouse's path to a career, credentials, and continued caring. To Learn More Visit: <https://www.dvs.virginia.gov/education-employment/military-medics-corpsmen-mmec-program>

**Did the program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and email address.**

Annie Walker, MBA  
Deputy Commissioner  
Virginia Department of Veterans Services  
101 North 14th Street, 17th Floor  
Richmond, Virginia 23219  
Phone: 804-225-2721  
[annie.walker@dvs.virginia.gov](mailto:annie.walker@dvs.virginia.gov)

**Are you aware of similar programs in other states? If YES, which ones and how does your program differ?**

No other states have fully implemented a program of this type. However, Louisiana passed similar legislation in 2018 but is not yet operational. Over the course of the program, the MMAC Program staff provided resources and information to Wisconsin, Louisiana, Maryland, Michigan, Maine, and Illinois to assist them in launching an MMAC-like program.

For nearly a year, MMAC has been closely collaborating with Wisconsin-based Veteran Service Organizations, the state veteran's agency, their Secretary of Veteran's Services and, Heroes To Healthcare to implement an MMAC-like program in their state. They have adopted MMAC legislative and partnership best practices, program implementation operations procedures, and marketing strategies. As of April 2021, legislation is being drafted and introduced to make the program a reality.

**Is the program transferable to other policy areas or states? What limitations or obstacles might other states expect to encounter when attempting to adopt this program?**

An MMAC-like program has the potential to meet healthcare staffing needs and support veteran employment in any state. It is replicable, scalable, and targeted. This MMAC Program road map could be applied to other industries and other operations with standard state regulatory requirements. The MMAC Program staff stand ready to share best practices, policies, and procedures.

Potential obstacles identified would be the critical importance of "top-down" and mid-level program buy-in. This is also critical legislatively, with regulatory agencies, at workforce development organizations, and with the healthcare systems. These obstacles were overcome by concise legislative and program policies addressing supervision, Medicare/Medicaid reimbursement, and scope of practice.

Bringing key players all "under the tent" in the initial stages of program development fosters a, "people will support what they help create" mindset. Having codified enabling legislation and regulatory approval is a must. This strategic approach leads to confidence among the leadership of the healthcare systems and enhances participation and support – and ultimately program expansion.

***The bottom line:*** Healthcare delivery and reimbursement are highly regulated functions. Through planning, patience, and perseverance, this program is successful in Virginia. This concept is transferrable and can be successful with any industry and any state in the nation.