2016 ANNUAL REPORT

TRANSFORMING VETERANS’ HEALTH CARE
ACCESS, QUALITY & INNOVATION
Every day, Veterans look to and trust the VA San Diego Healthcare System (VASDHS) for the care and services they need. We are committed to addressing the unique needs of Veterans and providing timely and compassionate care of outstanding quality. This year, we significantly improved access to care by expanding appointments into evenings and weekends. We also increased use of the Veterans Choice network in areas where we did not have internal capacity. We continue to demonstrate strong clinical and patient safety excellence with metrics that are comparable to or better than private sector hospitals. We know working “smarter” is the way to improve our effectiveness, and we are committed to using new technologies such as telehealth, e-screening and other innovations to improve access and Veteran satisfaction.

On a personal note, while I have been associated with VASDHS for more than 35 years dating back to my own clinical training, I only assumed the role of Director last summer. To both the Veterans we serve and to our staff, I promise that I will listen and work diligently at your side. My goal is that both Veterans and staff regard VASDHS as “their VA” and take pride in our accomplishments and reputation.

Robert M. Smith, MD
Director/Chief Executive Officer
VA San Diego Healthcare System
VA Desert Pacific Healthcare Network
FINANCIAL REPORT & STATISTICS

BUDGET FY 2016 (10/1/15 – 9/30/16)

Operating Expenses $708,024,474
  Salaries, Wages & Benefits $376,011,091
  Services $135,170,348
  Supplies $100,619,497
  Other Expenses $96,223,538

STAFFING STATISTICS
(FTE = Full Time Equivalent)

Employees (FTE) 2,988
  Physicians (FTE) 259
  RNs (FTE) 622
  Other (FTE) 2,107

EDUCATION STATISTICS
Total 2,191
  Medical Residents & Students 1,440
  Other Clinical Trainees 751

VOLUNTEER STATISTICS

Volunteers 1,553
Volunteer Hours 96,979
Donations (cash and non-cash) $1,764,593

RESEARCH STATISTICS

Total Research Funding $41,300,000
Principal Investigators 210
Research Projects 698

WORKLOAD STATISTICS

Medical Center Beds Total (authorized) 296
  Acute 134
  Community Living Center 43
  Spinal Cord Injury 50
  Domiciliary 69

Admissions Total 7,301
  Acute 6,763
  Community Living Center 262
  Domiciliary 276

Patient Days Total 87,742
  Acute 65,616
  Community Living Center 5,787
  Domiciliary 16,339

Average Length of Stay
  Acute 8 Days
  Community Living Center 18 Days
  Domiciliary 36 Days

Surgeries Total 4,421
Inpatient 1,787
Outpatient 2,634

Outpatient Visits Total 946,741
  Chula Vista Clinic 31,975
  Escondido Clinic 20,070
  Imperial Valley Clinic 5,885
  La Jolla Medical Center 633,244
  Mission Valley Clinic 160,624
  Oceanside Clinic 94,943

Patients 82,940

Number of Veterans in San Diego and Imperial Counties Total (estimated) 232,910
  San Diego 225,299
  Imperial Valley 7,611

ALTERNATIVE REVENUE

VASDHS collected $31 million, composed of $28.4 million in Medical Care Cost Funds (MCCF), plus external sharing revenue of $2.6 million. These funds stay at our local facility to enhance services for San Diego Veterans.
VHA VISION

- VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient-centered and evidence-based.
- This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement.
- It will emphasize prevention and population health and contribute to the Nation’s well-being through education, research and service in national emergencies.

VHA MISSION

Honor America’s Veterans by providing exceptional health care that improves their health and well-being.
ACCESS, QUALITY, SAFETY, AND INNOVATION

NDNQI® AWARD FOR OUTSTANDING NURSING QUALITY (ACADEMIC CATEGORY)
VA San Diego Healthcare System (VASDHS) received the 2016 Press Ganey National Database of Nursing Quality Indicators (NDNQI) Award for Outstanding Nursing Quality. This recognition is awarded annually to the best-performing hospitals in six distinct categories. VA San Diego was recognized in the academic category from a field of 194 academic medical centers nationwide. The award is determined using a variety of quality measures for nursing such as nursing care hours, clinical outcomes and registered nurse satisfaction scores. Nursing representatives received the award at a national ceremony held in Orlando, Florida on November 3, 2016.

GREEN AWARDS
ENERGY STAR AWARD
VASDHS received the 2016 ENERGY STAR award for the 6th year for our reduced energy usage and the sustained operation of our co-generation plant. By implementing new energy efficiency measures such as LED lighting and by generating a large percentage of our own electricity, VASDHS was able to maintain low levels of energy consumption. In 2016, only 35 hospitals in the country were ENERGY STAR-certified in recognition of being among the top 25% of hospitals that reduced energy consumption. Of those hospitals receiving the ENERGY STAR, only three are VA Medical Centers.

GREENHEALTH EMERALD AWARD
VASDHS was the 2016 winner of the Greenhealth Emerald Award for the organization’s ongoing commitment to improving its environmental performance and in realizing a top standard of excellence in sustainability.

VETERANS HEALTH ADMINISTRATION (VHA) COMMUNICATIONS AWARD
The VASDHS Public Affairs team received the 2016 VHA first place award for their communication campaign for the Vietnam War 50th Anniversary event held March 29, 2016.

HEALTHCARE EQUALITY INDEX AWARD
The Human Rights Campaign Foundation, the educational arm of the country’s largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization, recognized VASDHS as a Leader in the LGBT Healthcare Equality Index 2016.

VHA PHARMACISTS AWARD
Two VASDHS pharmacists were members of teams receiving the 2015 VA Under Secretary for Health Annual Advancement of Pharmacy Programs Awards. Maggie Mendes, Pharm.D., received the Excellence in Pharmacy Practice Award (Consolidated Mail-Out Pharmacy) Specialty Pharmacy Initiative. Tung Le, Pharm.D., received the Pharmacy Benefits Management Innovation Award, part of The PhARMD Project (Pharmacists Achieve Results with Medications Documentation).

VHA INNOVATION AWARD
VASDHS received the 2016 VHA Diffusion of Excellence Gold Award for their eScreening program. The development of eScreening, a mobile technology interfacing with VA’s Computerized Medical Record System for immediate documentation, leads to improved care coordination, business processes, Veteran satisfaction rates and clinical impact.
VHA SOCIAL WORKER AWARD
Deborah Dominick, LCSW, was given the VHA Under Secretary for Health Award for Excellence in Social Work Leadership. As a result of her leadership and tireless work ethic, VASDHS’s ASPIRE Center is considered a national “best practice” in the rehabilitation of Veterans returning from Iraq and Afghanistan.

NURSING DAISY AWARD
Twelve VASDHS nurses received the Daisy Award in fiscal year 2016. DAISY is an international non-profit organization that recognizes nurses for their outstanding contributions in providing excellent and compassionate care.

2016 NATIONAL VETERANS SUMMER SPORTS CLINIC
VASDHS hosted the 9th National Veterans Summer Sports Clinic, September 18-23, 2016. More than 100 Veterans recovering from injury participated in sports, recreational activities and therapy programs.

CULTURAL TRANSFORMATION
As part of our ongoing Culture of Excellence initiative, VASDHS conducted employee training sessions: “Leaders Developing Leaders (LDL)” and “Reigniting the Spirit of Caring.” The LDL team also launched a facility-wide program to improve how our employees greet Veterans.

The Relationship-Based Care teams completed approximately 80 projects in 2016, focused on improving the Veteran experience.

SAN DIEGO IS NAMED VA CENTER FOR INNOVATION IN 2016
San Diego was named a member of the VA Innovators Network this year. The program began nationally as a pilot in 2015 and seeks to build and empower a community of VA employees who are actively engaged in moving the agency forward. This community facilitates collaboration and enables colleagues to share ideas, challenges and opportunities and to test and validate best practices.

SYSTEMS REDESIGN
Systems Redesign (SR) and Lean practices enables staff to eliminate work that has less value in patient care and focuses on improving quality, safety and efficiency. Over 300 staff members completed SR/Lean process improvement training.
- Improvements in clinical areas include reduction of hospital acquired infections, improved access to care and improved patient flow for patients.
- Administrative process improvements include streamlining release of information processes and reducing process times for onboarding of staff.

CONSTRUCTION
VASDHS COMPLETED THE FOLLOWING RENOVATION PROJECTS:
- Research facility (6 South, C&D-Pod)
- Community Living Center Single Patient Rooms (4 South)
- Ambulatory Clinics (Phases 2 & 2A)
- Surgery Suites and Post Anesthesia Care Unit
- Transition Center (Phase 3)
- Elevator Upgrade
- Front Lobby (Phase 1)
- Emergency Department (Phase 3)
- Nuclear Medicine (4 West)
- Occupational Therapy/Physical Therapy Center

We completed construction of Parking Garage 1. The Chula Vista Clinic moved to a new temporary location.
**IMPROVING ACCESS TO CARE**

**VASDHS IMPLEMENTED INITIATIVES TO IMPROVE ACCESS:**
- Started direct appointment scheduling for Audiology and Optometry
- Added evening and weekend clinics
- Increased our Veterans CHOICE provider network, allowing more Veterans access in the community when the VA cannot meet their needs
- Conducted Access Stand Down events to review all appointments over 60 days and to make sure Veterans are scheduled promptly
- Started implementing same-day service to respond to the Veteran and address their needs within one day

**ACCESS IMPROVEMENTS IN FISCAL YEAR 2016:**
- Reduced the number of Veterans on the electronic wait list by 86% (from 1,015 Veterans to 140 Veterans)
- Reduced the number of appointments pending more than 30 days by 21% (from 10,816 to 8,544)
- Fiscal Year 2015 vs. Fiscal Year 2016 wait times:
  - Primary Care: 3.5 days to 2.7 days;
  - Specialty Care: 7.5 days to 7.6 days;
  - Mental Health Care: 6.9 days to 5.2 days

**NUMBER OF HOMELESS VETERANS DROPPED IN 2016**
The 2016 annual Point In Time Count conducted by the Regional Task Force on the Homeless reported in May that Veteran homelessness in San Diego decreased by 16.2% compared to last year, with decreases in both sheltered (down 22.1% – this number reflects the 1-year trend; the 5-year trend is 22.8%) and unsheltered (down 9.2% – this number reflects the 1-year trend; the 5-year trend is 38.7%) among Veterans. This improvement is a credit to our Homeless Veterans Outreach team.