Annual Report 2014

Harry S. Truman Memorial Veterans' Hospital

Columbia, Missouri

VA HEALTH CARE | Defining EXCELLENCE in the 21st Century

U.S. Department of Veterans Affairs

Numbers to Note

Workload		Staffing	
Total Operating Beds	123	Employees	1,326.1
Average Daily Census (Hospital and Long Term Care)	81.8	Cumulative FTEE	1,276.2
Outpatient Visits	416,633	Cumulative Physician FTEE	90.0
Unique Patients	37,322	Volunteers	855
		Volunteer Hours	48,503

Financial Report

Total Appropriation	$266,675,991
MCCF Collections	$18,400,401
Total	**$285,076,392**

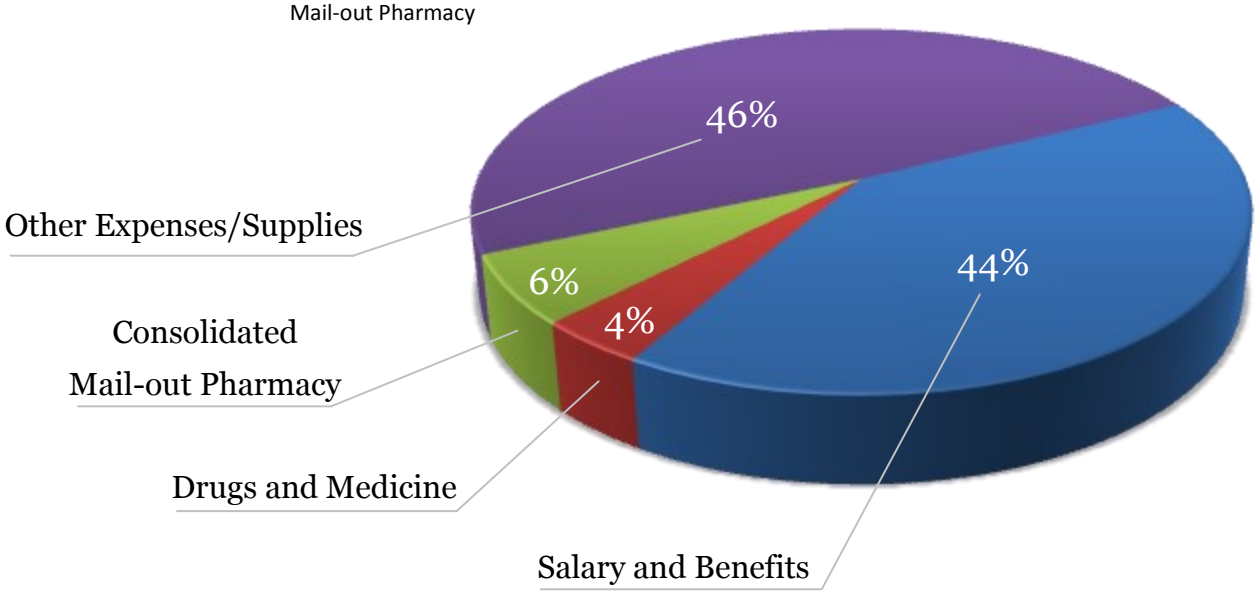
Community Gifts and Donations

Cash Donations	$29,358
In-Kind Donations	$248,765
Total	**$278,123**

Operating Expenses

Salary and Benefits	$125,007,243
Drugs and Medicine	$11,772,241
Consolidated Mail-out Pharmacy*	$18,250,000
Other Expenses/Supplies	$130,046,908
Total	**$285,076,392**

*Reflects funds transferred to Consolidated Mail-out Pharmacy



Director's Message

In fiscal year 2014, Truman VA's Executive Leadership Team changed dramatically with the appointments of Wade Vlosich, Medical Center Director; Paul Hopkins, Assistant Director; and Cheryle Kelly, RN, Associate Director for Patient Services/Nurse Executive. There were several other key leadership changes.

Our healthcare organization committed to guaranteeing that health care needs of mid-Missouri Veterans were addressed successfully. Throughout the year, numerous examples of VA's Core Values were evident at Truman VA. Our staff continued to provide excellent care and services for more than 37,300 Veterans (a 5.6 percent increase since 2012). Our overall patient satisfaction results continued to be the best in the VA Heartland Network (VISN 15). We will build on those customer service results as we fully embrace VA's Patient Centered Care model in the coming year. We are proud to serve Veterans who choose to receive their care from us – either at the VA medical center in Columbia or at one of our eight community outpatient clinics. In 2015, we will continue to improve access to our primary care and mental health services at all eight sites including the brand new clinic in Mexico, Mo.

Access and timeliness of care were hot topics for the VA healthcare system in 2014. Truman VA's management team recognized many of those issues in February when it was determined that internal resources would not be able to handle the workload demand. When the entire VA healthcare system came under scrutiny, Truman VA was already making significant progress to assure that new patients were being seen within 30 days. The average waiting time for new primary care, mental health and specialty care patients continued to decrease as the fiscal year wound down. By September 2014, the average waiting times for new patients were 22 days for all patients, 10 days for mental health patients, 18 days for primary care patients, and 25 days for specialty care patients. We anticipate that these averages will continue to improve during the year ahead and as we continue to add staff for a variety of clinical services.

Ongoing capital expansion improves our ability to better serve Veterans. A project that relocated sterile processing directly below the operating rooms was begun early in fiscal year 2014 and was finished by the end of the calendar year. Plans were finalized and several significant construction projects will begin early in 2015. Those projects include 1) relocation of our cardiology services, 2) relocation of audiology, 3) a parking garage, 4) a new intensive care unit, 5) expansion of our ambulatory care addition to accommodate new specialty care clinics and a new dental clinic. All capital expansion and renovation projects use systems redesign concepts with Veterans and families as design partners.

We will continue to focus public attention on the contributions that Veterans have made to our way of life through a variety of commemorative activities and special projects. This includes staff support for a local Columbia initiative known as "Military Morning" and the Missouri Veterans History Project, which supports the National Veterans History Project maintained by the Library of Congress. In addition, we will continue to employ a variety of communication tools such as our external website, Facebook and Twitter, secure messaging through *MyHealtheVet*, and our digital signs throughout the facility.

For the coming year, we reaffirm our commitment to the pursuit of exceptional customer service, patient care and patient safety, for which the VA healthcare system is the recognized world leader.

WADE VLOSICH
Medical Center Director

Performance Excellence

- Leading Change: A full-time Patient Centered Care Coordinator and a Complementary and Alternative Medicine Registered Nurse were hired to implement numerous patient centered care initiatives.

- Leading People: We implemented Systems Redesign tools and evidence based research that formed the foundation for evaluating and improving organizational performance. A Systems Redesign program was established to train staff members in Lean Six Sigma principles. Of 19 Lean Six Sigma projects initiated in 2014, 14 were completed. The facility met all four indicators on the Health Equity Index and, as a result, was designated as a Health Care Equity Leader for the Human Rights Campaign.

- Business Acumen: We initiated the "Stop the Line" activity and worked with staff to report patient safety events and proactively reviewed processes to increase safety.

- Building Coalitions: Organizational leadership staff conducted monthly stakeholder meetings, attended state Veteran Service Organization annual conventions, regularly engaged with the Missouri Veterans Commission and the Missouri Association of Veteran Organizations (MAVO), conducted monthly meetings with the medical school affiliate, and attended numerous Columbia Chamber of Commerce events and activities. A VA/DoD inpatient sharing agreement between Truman VA and Fort Leonard Wood was developed and implemented. A unique collaboration between Truman VA, the Columbia Housing Authority and Welcome Home, a local not-for-profit emergency shelter for Veterans, began planning for a "Community for Veterans." This "campus" will include 25 one-bedroom apartments for homeless Veterans, 29 emergency shelter beds and a shared service center.

Other Accomplishments

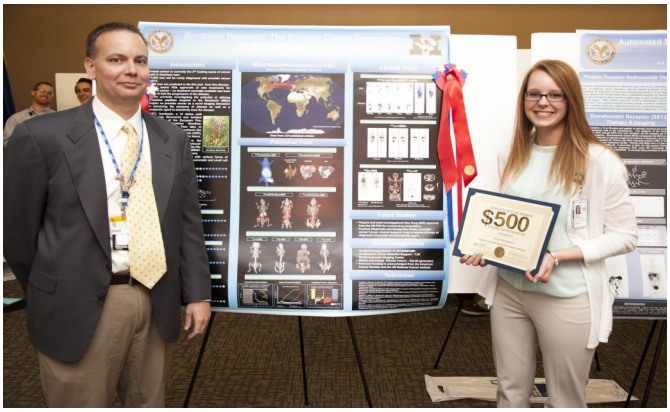
Integrity: *We adhere to the highest professional standards and maintain the trust and confidence of all with whom we engage.* A nationwide audit found no manipulation of scheduling data at Truman VA. The facility and community outpatient clinics were audited by the VA Office of the Inspector General. A small number of recommendations were made and have been corrected. CARF reviewed our mental health programs and found us in full compliance with their standards.

Commitment: *We work diligently to serve mid-Missouri Veterans and are dedicated to our mission, vision and values.* We are expanding clinical services, including electrophysiology and acupuncture, in outpatient and inpatient settings with the addition of 71 FTE in FY 2015.

Advocacy: *We are Veteran-centric by identifying, fully considering and appropriately advancing the interest of Veterans and other beneficiaries.* We hired a full time Patient Centered Care Coordinator to aid in full implementation of that VA model. Initiation of quarterly town halls for Veterans enhanced engagement with those we serve.

Respect: *We show respect to earn respect.* We consistently score higher on Customer Satisfaction measures when compared to the rest of VA. Our "Overall Rating as an Ethical Organization" was best in VISN 15 and in the top 10 percent nationally. Staff support of the annual "Feds Feed Families" program (more than 14,000 pounds of food donated to the local food bank) and the annual Combined Federal Campaign ($47,250 to local and national programs and agencies) were further indicators for this core value.

Excellence: *We strive for the highest patient quality and continuous improvement in health care services.* We were selected to help implement a model VA patient safety program. Our reduction of overall waiting times was another indicator. We also excelled in treatment of Heart Failure and Acute Myocardial patients compared to the rest of the nation.



"You guys do a super job! You do it right and I know it starts with the top administration."

– GB

"Your facility should be an example to all the other facilities."

- JW

"All the service I receive is excellent...I am well taken care of at this facility."

- AV

Truman VA

the pulse of Veteran health care in the heart of Missouri