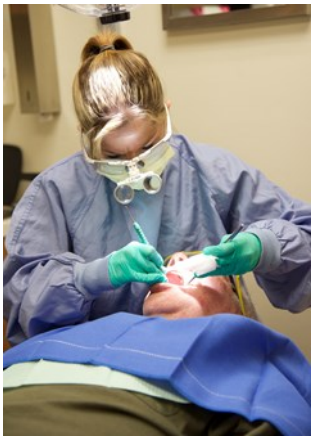
# Annual Report 2015



# 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 (Hospital and Long Term Care) | 110 | Employees | 1,544 |
| Average Daily Census (Hospital and Long Term Care) | 83 | Cumulative FTEE | 1,391.2 |
| Outpatient Visits | 444,245 | Cumulative Physician FTEE | 102.4 |
| Unique Patients | 37,920 | Volunteers | 974 |
| | | Volunteer Hours | 63,151 |

## Financial Report

| | |
|---|---|
| Total Appropriation | $315,273,618 |
| MCCF Collections | $19,485,039 |
| **Total** | **$334,997,181** |

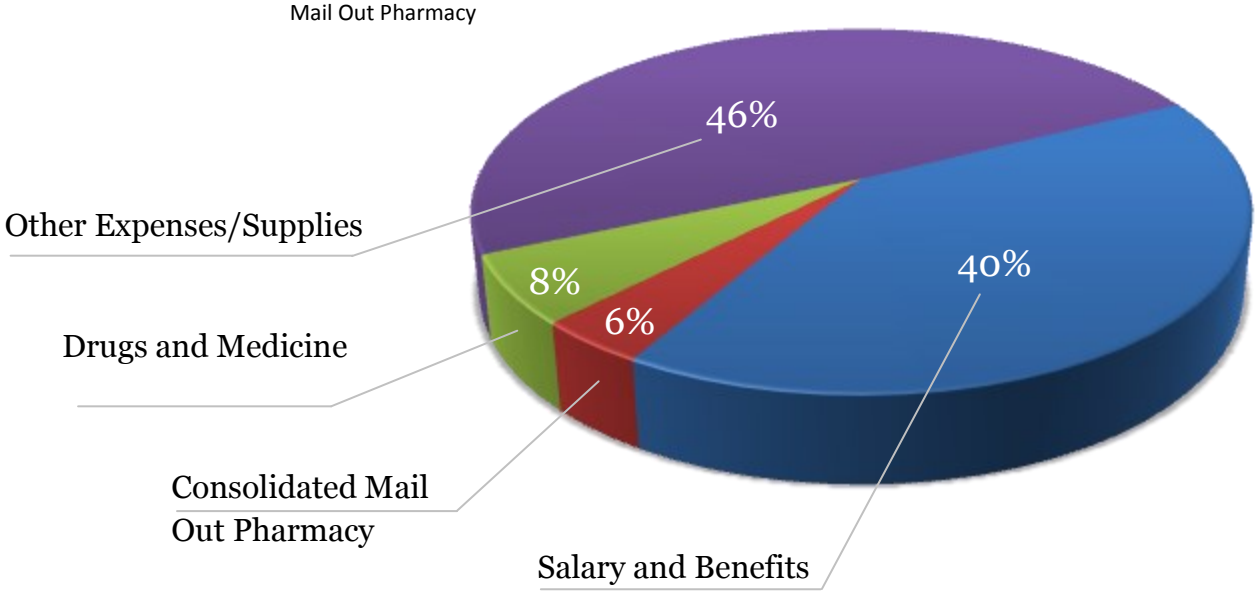
**Community Gifts and Donations**

| | |
|---|---|
| Cash Donations | $34,167 |
| In-Kind Donations | $269,774 |
| **Total** | **$303,941** |

**Operating Expenses**

| | |
|---|---|
| Salary and Benefits | $135,273,618 |
| Drugs and Medicine | $25,192,206 |
| Consolidated Mail-out Pharmacy* | $20,060,824 |
| Other Expenses/Supplies | $154,470,533 |
| **Total** | **$334,997,181** |

*Reflects funds transferred to Consolidated Mail Out Pharmacy



# Director's Message

In fiscal year 2015, Truman VA's staff, employees and volunteers maintained their commitment to guaranteeing that health care needs of mid-Missouri Veterans were addressed successfully. Throughout the year, numerous examples of VA's ICARE Core Values of Integrity, Commitment, Advocacy, Respect and Excellence were evident. Our staff continued to provide excellent care and services for nearly 38,000 Veterans (a 5.6 percent increase since 2013). Our overall patient satisfaction results were the best in the VA Heartland Network (VISN 15). We will build on those customer service results as we continue to adopt 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 2016, we will continue to improve access to primary care and mental health services at all eight sites including a new clinic site in Saint James.

Some of our accomplishments in FY 2015 include:

- Truman VA provided exemplary care coordination for Hepatitis C patients during the year. We expanded access significantly with 258 new starts compared to 18 in FY 2014. 110 patients completed treatment with more than 100 cured completely. A total of $12.8 million was spent.
- We expanded visibility of ICARE through implementation of Patient Centered Care retreats and monthly Veteran & Family Advisory Council meetings. Based upon the 2015 Federal Viewpoint Survey, we fostered a just culture with a safe reporting environment where 74 percent of the employees believed they could disclose violations without reprisal.
- We established a group to improve the quality and safety of care for patients on opioids. We implemented a strong clinical management model with new local processes relating to all Non-VA Care programs. We increased Veterans receiving home health services. We established a pressure ulcer prevention workgroup.
- We expanded the scope of the DoD Sharing Agreement for inpatient/outpatient services, enabling cost savings of $1 million. We led a project to create a Sharing Agreement with Fort Leonard Wood and all four VAMCs in Missouri.
- Truman VA was promoted from a 3 star to a 4 star facility in Quality under the nationwide SAIL (Strategic Analytics for Improvement and Learning) metrics system. We rank in the top 30% of all VA medical centers.

Access and timeliness of care will continue to be a primary focus in 2016. We anticipate that our improved performance in these areas will be sustained. We will continue to expand certain specialty care services at our community outpatient clinics. Ongoing capital expansion will improve our ability to better serve Veterans. Key construction projects underway include 1) relocation of our cardiac catheterization laboratories, 2) a parking garage, 3) a new intensive care unit, and 4) expansion of our ambulatory care addition to accommodate a new dental clinic and specialty care clinics.

As always, we will focus public attention on the contributions that Veterans have made to our way of life through a variety of commemorative activities, special projects and community engagement. For 2016, 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 Nurse Practitioner was hired to manage Hepatitis C patients along with a multidisciplinary team of clinicians, pharmacy personnel and data managers. During the year, 1,104 Veterans were screened for Hepatitis C, a 56 percent increase over the 706 screened in FY 2014.

- Leading People: Workforce capabilities were enhanced when 1,456 employees participated in numerous face-to-face training opportunities. More than half of the employees participated in Lean Six Sigma training, the guiding framework for our Systems Redesign program. The facility met all four indicators on the Health Equity Index and, as a result, was designated again as a Health Care Equity Leader for the Human Rights Campaign.

- Business Acumen: We reduced "no show rates" from 11.1 percent to 9.4 percent, reduced new Primary Care wait times from 16 to 11 days, and increased clinic utilization to 73 percent. We ensured that 20 construction projects totaling $32 million were awarded in FY 2015 due to proactive planning. Also, we developed an acquisition strategy prioritizing access to care for equipment purchases.

- Building Coalitions: We strengthened partnerships with the Columbia Public Schools, Columbia Chamber of Commerce, Missouri Veterans Commission, Veteran Service Organizations, Congressional staff, and college programs through regular interaction at meetings, conventions, quarterly town halls, and monthly stakeholder meetings. A unique collaboration between Truman VA, the Columbia Housing Authority and Welcome Home, a local not-for-profit emergency shelter for Veterans, for homeless Veterans made significant progress during the year. This project will include 25 one-bedroom apartments for homeless Veterans, 32 emergency shelter beds and a shared service center on the grounds of a former motel.

# Other Accomplishments

**Integrity**: *We adhere to the highest professional standards and maintain the trust and confidence of all with whom we engage.* We reinforced and validated an environment of integrity, transparency and accountability through results of internal evaluations and external accrediting organization reviews. In FY 2015, the College of American Pathologists, the Long Term Care Institute and The Joint Commission (Special Focus Survey) reviewed Truman VA. There were no repeat findings and our medical laboratory was reaccredited for two years.

**Commitment**: *We work diligently to serve mid-Missouri Veterans and are dedicated to our mission, vision and values.* We continued our efforts to reduce waiting times and improve access to care during the year. We hired additional providers, expanded clinic hours and increased services at community outpatient clinics and within the facility. In addition, we spent nearly $47 million for all non-VA care programs during the year.

**Advocacy**: *We are Veteran-centric by identifying, fully considering and appropriately advancing the interest of Veterans and other beneficiaries.* We embraced full implementation of the Patient Centered Care model, conducting regular Veteran Centered Care Retreats and developing a Veterans and Family Advisory Council. We conducted quarterly Town Hall meetings for Veterans.

**Respect**: *We show respect to earn respect.* We consistently score higher on Customer Satisfaction measures when compared to the rest of VA. Staff support of the annual "Feds Feed Families" program provided more than 18,000 pounds of food donated to the local food bank.

**Excellence**: *We strive for the highest patient quality and continuous improvement in health care services.* Truman VA was promoted from a 3 star to a 4 star facility in Quality under the SAIL model. Metrics showing the most improvement included Mental Health Population Coverage, Inpatient Quality, Outpatient Quality, Patient Safety Indicators, Infections, and Ambulatory Care Sensitive Conditions. This is a nationwide system to summarize VA medical center performance. We rank in the top 30 percent of all VA medical centers.

"I have never been treated so well and with as much respect as I was at your facility."

– GH

"I have been a patient there since 1982 and I have always had excellent care."

- AM

"Your facility is the greatest hospital in the world."

– CB

Truman VA
the pulse of Veteran health care in the heart of Missouri

**(573) 814-6000**
**www.columbiamo.va.gov**