

Annual Report 2012

Harry S. Truman Memorial Veterans' Hospital Columbia, Missouri



VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century

Message from the Executive Leadership Team



When the Department of Veterans Affairs (VA) adopted its Core Values and Characteristics, it was an easy transition at Truman VA. At this VA facility, we remain committed to providing the best health care services to our Veterans every day. That's just what we do.

The Core Values define “who we are,” our culture and how we care for Veterans, their families and other beneficiaries. Those Core Values are Integrity, Commitment, Advocacy, Respect, and Excellence (“I CARE”). The Core Characteristics define “what we stand for,” and help guide how we perform our core mission. They shape our strategy, and influence resource allocation and other important decisions made within VA. The Characteristics are Trustworthy, Accessible, Quality, Agile, Innovative, and Integrated.

Throughout the past year, this facility has continued its “journey to excellence” through participation in VA’s Robert W. Carey Performance Excellence Award program. The Carey Award, based upon Malcolm Baldrige Criteria for organizational excellence and performance, is an annual program that recognizes VA organizations that have implemented management approaches that result in sustained high levels of performance and service to Veterans. In very simple terms, Baldrige awards (including VA’s Carey Award) recognize companies/systems that are organized to perform well and actually do it.

Truman VA submitted Carey Award applications in 2011 and 2012 to obtain gap analysis and feedback from the award group. The initial application received a commendable first-time score and, in 2012, our score was high enough to warrant a site visit. The site visit took place in September, which provided an opportunity to verify potential role model “best practices” and to clarify the approach, deployment, learning, and/or integration of any processes from the written application. Feedback from the written application and site visit provided

great gap analysis and helped steer our facility’s performance improvement activities.

Clear examples of VA’s Core Values and Characteristics were evident at Truman VA. We continued to provide excellent care and services for mid-Missouri Veterans in 2012. The nearly 36,000 unique Veterans who received care was a slight increase from the previous year. Our overall patient satisfaction results continued to be the best in the VA Heartland Network (VISN 15).

We are proud to serve Veterans who choose to receive their care from us – either at the VA medical center (VAMC) in Columbia or at one of our seven Community Based Outpatient Clinics (CBOC). In 2013, we will continue to improve access to our primary care and mental health services at all of these sites as well as by opening our newest CBOC in Marshfield by the end of the fiscal year.

The health care team at Truman VA continued to embrace capital expansion that significantly improves our ability to better serve Veterans. The ongoing construction of a \$25 million Major Operating Room Project moved from phase one (a new building and new operating room suites) to phases two and three (renovation of the previous space for support functions). The new operating rooms opened in April. A project to build an in house MRI suite was nearing completion. All capital expansion and renovation projects included use of 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 including our external website, our Facebook and Twitter pages, secure messaging through MyHealthVet, and our digital signs throughout the facility.

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

**Enjoy Your Freedom?
Thank A Veteran!**

Performance Excellence

Feedback from Truman VA's 2012 Carey Award application:

- ★ We have a systematic approach for the implementation of action plans in support of our strategic objectives, which is deployed and integrated throughout the organization. Action plans to meet short-term and long-term targets are developed and approved as part of our annual action planning process. They contribute to organizational sustainability through linkage to current employee satisfaction, two-way communication and employee engagement.
- ★ We provide a well-integrated approach to support employee development and workforce learning. The completion of learning needs and succession planning assessments in workforce evaluations is an example. Utilization of the results by the Executive Leadership Team to develop action plans and schedule training sessions helps ensure that employee input is recognized, appropriate leadership action is taken, and an environment for organizational and workforce learning is promoted.
- ★ The Executive Leadership Team uses a variety of communication modalities to deploy our mission, vision and values to stakeholders through the annual strategic retreat, town hall meetings, new patient orientation, the Intranet and Internet, and the distribution of the annual report. Two-way communication is continually promoted throughout Truman VA, which helps provide actionable feedback and promote workforce engagement.
- ★ Patient satisfaction scores related to inpatient satisfaction have consistently been above the target and have stayed above comparative VA organizations. We have the highest patient satisfaction scores in VISN 15. These customer-focused results are key performance measures for Truman VA, which support our vision and core competencies. Our mission and programs are designed around a lifetime connection with the Veterans we serve and results demonstrate effective relationship building.
- ★ Good organizational performance levels related to employee development are presented, both internally and in comparison with our peers. For example, Truman VA contributes a significant number of coaches and mentors within the VA Heartland Network (VISN 15) and currently has the highest percentage (9.36 percent) in the VA healthcare system. Our coaches and mentors support the culture of learning and help contribute to the transfer of knowledge.



Other Accomplishments

Integrity:

We adhere to the highest professional standards and maintain the trust and confidence of all with whom we engage. Truman VA managed and successfully expanded long term housing vouchers and case management for homeless Veterans. In 2012, we utilized 89 percent of Housing and Urban Development - Veterans Affairs Supportive Housing (HUD-VASH) vouchers, allowing for placement of more than 100 formerly homeless Veterans. One formerly homeless Veteran was approved for a VA home loan.

Commitment:

We work diligently to serve mid-Missouri Veterans and are dedicated to our mission, vision and values. Our Primary Care Service successfully implemented VA's Patient Aligned Care Teams (PACT) with an overall score of 80 percent. As a result, Truman VA was recognized as one of the top five facilities in the VA healthcare system. In addition, we significantly expanded our Telehealth applications and personnel during the year.

Advocacy:

We are Veteran-centric by identifying, fully considering and appropriately advancing the interest of Veterans and other beneficiaries. Truman VA received a Show-Me Heroes Flag of Freedom Award from the Governor of Missouri in recognition of our efforts to employ Veterans and members of the National Guard and Reserve.

Respect:

We show respect to earn respect. Truman VA's Equal Employment Opportunity Program received the 2012 Columbia Values Diversity Organizational Award from the city of Columbia. We exceeded the VA Secretary's goal (2 percent) for hiring persons with targeted disabilities with a rate of 2.26 percent. Also, our use of Alternate Dispute Resolution (ADR) as a means to resolve employee relations issues continued to increase.

Excellence:

We strive for the highest patient quality and continuous improvement in health care services. Truman VA's Patient Safety Program received a 2012 Missouri Excellence in Safe Care Award from the Missouri Center for Patient Safety for our practice of management WalkRounds in all areas of the facility.



2012 Columbia Values Diversity Award



Patient Aligned Care Team (PACT)



"I am very grateful and extremely satisfied with the care I received from Truman VA Hospital – My VA Hospital." - JJB

"I have been coming there for about 20 years. I have been treated with respect and courtesy. You have every right to be proud of your staff." – JDD

