

Annual Report 2013

Harry S. Truman Memorial Veterans' Hospital
Columbia, Missouri



Looking Backward and Looking Forward

Throughout fiscal year 2013, Truman VA continued its “journey to excellence” through participation in VA’s Robert W. Carey Performance Excellence Award program, along with other organizational excellence activities. We were delighted to receive the 2012 Carey Performance Excellence Award. Based upon Malcolm Baldrige Criteria for organizational excellence and performance, this annual program 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. Another national honor – the VA Secretary’s Third Annual Diversity & Inclusion Award - was announced early in the year. Truman VA’s Equal Employment Opportunity Committee received the Team Award for their work in championing a diverse workplace through collaborative opportunities, leadership development, succession planning, and diversity awareness activities.

Examples of VA’s Core Values were evident at Truman VA. We continued to provide excellent care and services for Missouri Veterans in 2013. The nearly 36,000 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). In addition, the facility was reaccredited by The Joint Commission for four different accreditation programs and was one of 32 VA medical centers named as a 2012 “Top Performer” by The Joint Commission.

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 including the latest clinic in Marshfield, Missouri. It opened for business in late November 2013. In 2014, we will continue to improve access to our primary care and mental health services at all eight sites.

There have been significant changes in the facility’s Executive Leadership Team during the past year. Former Director Sallie Houser-Hanfelder left to become Director of the Central Texas VA Health Care System. Former Assistant Director David VanMeter was appointed Associate Director of the VA medical center in Tampa, Florida. Mary Wideman, RN, Associate Director for Patient Services and Nurse Executive, announced her retirement effective early in 2014. Truman VA will move forward in 2014 with a new Executive Leadership Team committed to ensuring that health care needs of mid-Missouri Veterans continue to be successfully addressed.

We continued to embrace capital expansion that improves our ability to better serve Veterans. The construction of a \$25 million Major Operating Room Project was completed in October 2013. A project to build an in house MRI suite was finished. A project to relocate sterile processing directly below the operating rooms was begun in early fiscal year 2014. 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 page 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 and excellence in patient care and patient safety, for which the VA healthcare system is the recognized world leader.



Performance Excellence

Feedback from Truman VA's 2013 Missouri Quality Award application:

- Truman VA receives five of its seven strategic objectives as part of the VISN 15 Annual Strategic Plan. The plan identifies key strategic objectives and goals. During a planning retreat, Truman VA creates a timetable to achieve the goals, metrics, and short and long-term targets for performance measures. The retreat involves the Executive Leadership Team, service chiefs, and employees in the Leadership Effectiveness and Development program. This is a systematic approach that has undergone cycles of learning.
- Truman VA has deployed a systematic approach to determine patient and other customer satisfaction and engagement through qualitative and quantitative means. The feedback channels have led to a fact-based, systematic evaluation and improvement processes and organizational learning. Examples include the creation of the Psychosocial Rehabilitation Services Program, Recovery Center, Homeless Veterans Outreach Program, and VA Weight Loss programs specific to the facility.
- Truman VA determines which patient and other customer groups and market segments to emphasize and pursue for business growth as a part of the Strategic Planning and Business Planning Processes. This led to the Veterans Justice Outreach initiative, which was created to ensure eligible justice-involved Veterans have timely access to VA mental health, along with other VA services and benefits. This systematic approach of evaluating and improving processes has been integrated with the current organizational needs of patients and other customers of the organization.
- Truman VA provides a safe operating environment by deploying multi-functional and interconnected processes in both patient care and administrative areas. Examples include weekly Environment of Care (EOC) rounds; assessing each area of the medical center and Community Based Outpatient Clinics twice yearly; alarm and fire drill testing; emergency response teams that respond to fire, medical, and disruptive behavior emergencies; and an annual VISN 15 workplace evaluation. Learning is achieved by monthly Accident Review Board meetings, identifying trends, and recommending corrective actions to the EOC Committee, which has direct access to the Executive Leadership Team. This approach aligns with the core competency of Patient Safety displaying integration.
- Systematic processes have been identified at Truman VA to ensure patient care is not compromised in the event of community wide/region-wide disasters. Deployment occurs through the Emergency Operations Plan, which was developed as a result of a Hazard Vulnerability Analysis and defines the mitigation, preparedness, response, and recovery efforts necessary to minimize adverse impacts of disasters and emergencies. Representatives are engaged from the Emergency Management Committee, which oversees the development of exercise preparation. Cycles of learning occur through review of action reports after events, and tracking identified areas of improvement to completion. Additionally, Truman VA works with community partners to ensure effective interaction during all phases of emergency management. These approaches are well deployed and show integration with the core competency of Patient Safety.



Other Accomplishments

Integrity: *We adhere to the highest professional standards and maintain the trust and confidence of all with whom we engage.* Truman VA was reaccredited in four different programs by The Joint Commission and one program by the Commission on Accreditation of Rehabilitation Facilities. Key staff and leaders adopted a revised facility mission statement and facility strategic plan.

Commitment: *We work diligently to serve mid-Missouri Veterans and are dedicated to our mission, vision and values.* Truman VA supported and facilitated the opening of a new Veterans Treatment Court in the 13th Circuit Court (Boone and Callaway Counties). Facility staff conducted a Homeless Veterans Summit and a Mental Health Summit to foster and enhance community partnerships for these programs.

Advocacy: *We are Veteran-centric by identifying, fully considering and appropriately advancing the interest of Veterans and other beneficiaries.* Truman VA's Veterans Outreach Committee members participated in 34 community outreach events. The facility began full implementation of the VA Patient Centered Care model.



Respect: *We show respect to earn respect.* Receipt of the VA Secretary's Third Annual Diversity & Inclusion Award was a positive indicator. Also, staff support of the annual "Feds Feed Families" program, in which nearly 28,000 pounds of food was donated to the local food bank as well as the annual Combined Federal Campaign were additional indicators for this core value.

Excellence: *We strive for the highest patient quality and continuous improvement in health care services.* Truman VA was one of three VA medical centers that received the 2012 Robert W. Carey Performance Excellence Award and one of 32 VA medical centers designated as a "Top Performer" by The Joint Commission.



Numbers to Note

Workload

Total Operating Beds	123
Average Daily Census (Hospital and Long Term Care)	84.6
Outpatient Visits	404,323
Unique Patients	35,911

Staffing

Employees	1,258.5
Cumulative FTEE	1,226.1
Cumulative Physician FTEE	89.4
Volunteers	852
Volunteer Hours	60,010

Financial Report

Total Appropriation	\$276,141,232
MCCF Collections	\$17,700,781
Total	\$293,842,013

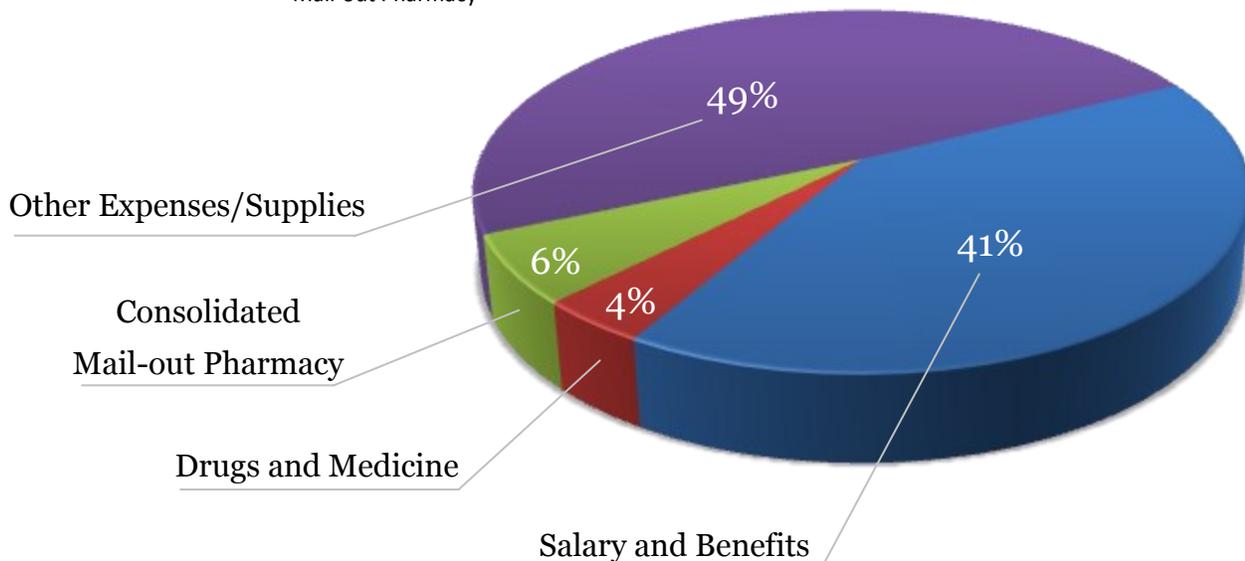
Community Gifts and Donations

Cash Donations	\$31,289
In-Kind Donations	\$115,476
Total	\$146,765

Operating Expenses

Salary and Benefits	\$120,226,930
Drugs and Medicine	\$11,693,754
Consolidated Mail-out Pharmacy*	\$17,922,160
Other Expenses/Supplies	\$144,029,169
Total	\$293,872,013

*Reflects funds transferred to Consolidated Mail-out Pharmacy





“I have had nothing but the best of care by all of the professionals working there.”

- MJ



“I would like to express my heartfelt appreciation and gratitude for the outstanding care and compassion your staff provided my dad during his illness.”

- CK



“I don't think I have ever been treated better than I was at Truman VA.”

- KG