



VA



U.S. Department of Veterans Affairs

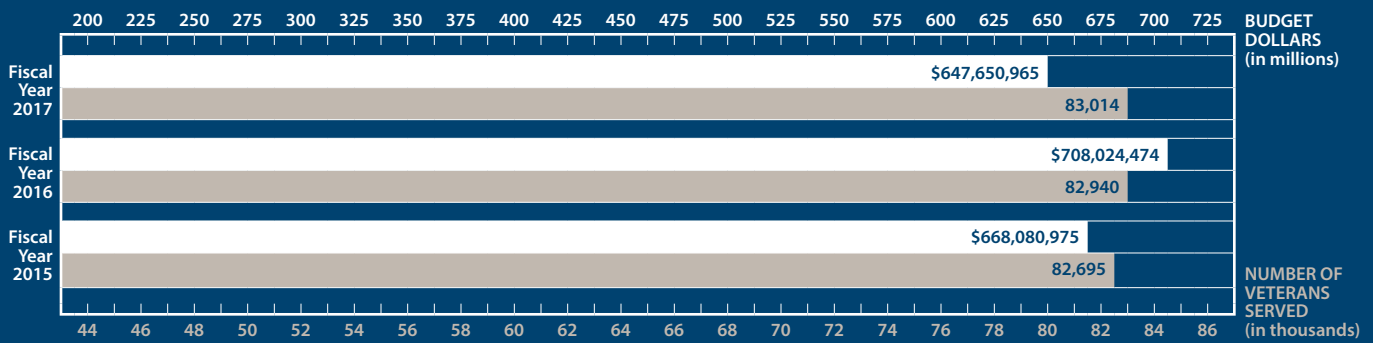
VA San Diego Healthcare System

2017 ANNUAL
REPORT

THE FUTURE OF
MODERN
HEALTH CARE



BUDGET & NUMBER OF VETERANS SERVED



FINANCIAL REPORT & STATISTICS

BUDGET FY 2016 (10/1/16 – 9/30/17)

Operating Expenses	\$647,650,965
Salaries, Wages & Benefits	\$396,150,853
Services	\$85,600,140
Supplies	\$105,949,519
Other Expenses	\$59,950,453

STAFFING STATISTICS

(FTE = Full Time Equivalent)

Employees (FTE)	3,101
Physicians (FTE)	267
RNs (FTE)	635
Other (FTE)	2,200

EDUCATION STATISTICS

Total	2,121
Medical Residents & Students	1,383
Other Clinical Trainees	738

VOLUNTEER STATISTICS

Volunteers	1,286
Volunteer Hours	100,667
Donations (cash and non-cash)	\$1,870,883.63

RESEARCH STATISTICS

Total Research Funding	\$42,950,000
Principal Investigators	205
Research Projects	686

WORKLOAD STATISTICS

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

Admissions Total	7,754
Acute	7,153
Community Living Center	332
Domiciliary	269

Patient Days Total	91,130
Acute	67,178
Community Living Center	7,746
Domiciliary	16,206

Average Length of Stay	
Acute	8 Days
Community Living Center	25 Days
Domiciliary	40 Days

Surgeries Total	4,632
Inpatient	1,780
Outpatient	2,852

Outpatient Visits Total	944,462
Chula Vista Clinic	30,696
Escondido Clinic	17,343
Imperial Valley Clinic	7,442
La Jolla Medical Center	615,137
Mission Valley Clinic	160,925
Oceanside Clinic	100,936

Patients	83,014
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Number of Veterans in San Diego and Imperial Counties Total (estimated)	249,594
San Diego	243,369
Imperial Valley	6,225

ALTERNATIVE REVENUE

VASDHS collected \$26.5 million, composed of \$25 million in Medical Care Cost Funds (MCCF), plus external sharing revenue of \$1.5 million. These funds stay at our local facility to enhance services for San Diego Veterans.



VA Core Values and Characteristics:

I CARE

Integrity

Commitment

Advocacy

Respect

Excellence

PROFILE

The VA San Diego Healthcare System (VASDHS) provides a wide range of inpatient and outpatient services at the medical center in La Jolla; and at six community clinics located in Chula Vista, Escondido, Imperial Valley, Mission Valley, Oceanside, Sorrento Valley and at the Rio Clinic. We provide medical, surgical, mental health, geriatric, spinal cord injury and advanced rehabilitation services. VASDHS has 296 authorized hospital beds including skilled nursing beds, and operates several regional referral programs including cardiovascular surgery and spinal cord injury care.

We are affiliated with the University of California, San Diego School of Medicine and provide training for 1,383 medical interns, residents and fellows, as well as 738 other health profession trainees in areas such as nursing, pharmacy, dental and dietetics. VASDHS has one of the largest research programs in the VA nationally with a budget of \$42.95 million, 205 principal investigators and 686 projects.

EXECUTIVE LEADERSHIP (L – R)

Robert M. Smith, MD

Director/Chief Executive Officer

Kathleen Kim, MD, MPH

Chief of Staff/Medical Director

Cynthia E. Abair, MHA

Associate Director

Ada Y.C. Clark, FACHE, MPH, VHA-CM

Assistant Director

Carmen Concepcion, MSN, MHA, RN

Associate Director, Patient Care Services/
Nurse Executive



DIRECTOR'S MESSAGE

Our 2017 Annual Report theme is *The Future of Modern Healthcare*. The theme reflects our commitment to looking forward, using the most advanced technologies and continuously improving our care and services.

I am extremely proud to announce that our research investigator, Kirk Hammond, MD, received the prestigious 2017 Middleton Award, the highest biomedical laboratory research award in the VA, for his work in promoting gene therapy to treat congestive heart failure. Every day Dr. Hammond and our other investigators are improving American's lives.

Over the last year, we've made significant progress in improving access to care through text message appointment reminders, direct scheduling for Optometry and Audiology, and implementation of same-day services for primary care and mental health. Our average wait time for outpatient appointments has shortened markedly over the last year and we are continuing to improve. At the same time, our Suicide Prevention team is actively working with the community, responding to local needs and monitoring risk indicators through the new national VA program called Reach Vet.

Furthermore, we were funded for four VA Innovation Projects to develop and implement best practices in patient care. We launched a monthly digital Veteran Health Newsletter available through our web site to reach out to the San Diego Veteran community and provide updates and resource information. And, our many construction projects are moving forward with the second parking lot scheduled to be completed in 2018.

On behalf of our staff, I want to assure you that our mission every day is to provide timely, quality and compassionate care for the Veterans in San Diego and Imperial Counties. If there is anything we can do to improve our services, please let us know.

Robert M. Smith, MD

Director/Chief Executive Officer

VA San Diego Healthcare System

VA Desert Pacific Healthcare Network



VASDHS investigators are conducting neuroimaging studies to help Veterans cope with post-traumatic stress disorder, traumatic brain injury, substance use disorders, mild cognitive impairment, Alzheimer's and Parkinson's.

VA



U.S. Department of Veterans Affairs

VA San Diego Healthcare System

2017



Veterans can now access same-day services in Primary Care and Mental Health during regular hours, in-person or via phone, video or secure messaging.

MIDDLETON AWARD 2017

Dr. H. Kirk Hammond received the 2017 Middleton Award, the highest biomedical laboratory research award in the U.S. Department of Veterans Affairs (VA) for his work in promoting gene therapy to treat congestive heart failure. The award is given annually to VA investigators in recognition of outstanding achievements in biomedical research and contributions to cutting-edge medical care for U.S. Veterans. Five VASDHS researchers have received the Middleton Award.



NURSING RESEARCH AWARDS



VASDHS Research Health Scientist Jill Bormann, PhD, RN, FAAN, received the 2017 International Society of Psychiatric-Mental Health Nurses (ISPN) Research Award and the American Psychiatric Nurses Association Award for Excellence in Research.

2017 VETERANS HEALTH ADMINISTRATION (VHA) COMMUNICATIONS AWARD FOR FEATURE STORY

VASDHS Public Affairs Specialist, Chris Menzie received the 2017 VHA Communications Award for his feature story on the new exoskeleton technology being used at VASDHS.



Dr. Albert Leung and his team at the VASDHS Center for Pain and Headache Research have pioneered a treatment using transcranial magnetic stimulation to reduce headache pain caused by traumatic brain injury.

AWARDS & ACCOMPL

JEFFREY CHRISTOPHER MEMORIAL AWARD FROM THE SAN DIEGO BRANCH OF RECOVERY INTERNATIONAL

The VASDHS Center of Recovery Education (CORE) team received the Jeffrey Christopher Memorial Award from the San Diego branch of Recovery International. The CORE program was recognized for outstanding work in improving the life of people in recovery from behavioral health challenges. Recovery International said, "The work you and your program do in supporting Veterans through the services of peers is commendable."



HEALTHCARE EQUALITY INDEX 2017

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 LGBTQ Healthcare Equality Index 2017.

GREEN AWARDS

GREENHEALTH EMERALD AWARD

VASDHS received two green awards this year: the 2017

Greenhealth Emerald Award for the organization's ongoing commitment to improving its environmental performance and the 2017 San Diego County Recycler of the Year Award for the organization's efforts in improving its environmental performance and in realizing a top standard of excellence in sustainability.



ENERGY STAR AWARD

VASDHS received the 2017 ENERGY STAR award for the seventh year for their reduced energy usage and the sustained operation of the co-generation plant.



DAISY AWARDS

Nine VASDHS nurses received the Daisy Award in fiscal year 2017. Daisy is an international non-profit organization that recognizes nurses for their outstanding contributions in providing excellent compassionate care.



TRAILBLAZER AWARDS

Eric Granholm, PhD, Associate Chief of Psychology and Director of the Center of Recovery Education (CORE)



treatment program at the VA San Diego Healthcare System, is the winner of the 2017 Trailblazer Award from the Association for Behavioral and Cognitive Therapies. He developed Cognitive Behavioral Social Skills Training (CBSST) and has conducted several clinical trials of CBSST for schizophrenia.

CONSTRUCTION

- VASDHS signed a contract to build a new Chula Vista Clinic, which will be three times the size of the current clinic
- Completed remodel of the 2nd floor halls and walls
- Completed renovation of the Sterile Processing Service (SPS) area
- Completed renovation of the Occupational Therapy/Physical Therapy Service
- Installed new PET/CT Scanner for Nuclear Medicine
- Constructed a full-service Prosthetics Lab in the Oceanside Clinic



SUICIDE PREVENTION

The VASDHS Suicide Prevention Team is committed to reducing Veteran suicide rates in San Diego and Imperial Counties through the VA “Getting to Zero” initiative. The ReachVet program monitors predictors for risk of suicide, takes action if needed and provides extensive community outreach. VASDHS provides same-day mental health services and emergency mental health services for Veterans including those with an “Other than Honorable” discharge.

ISHMENTS

SYSTEMS REDESIGN AND INNOVATION

Systems Redesign (SR) and Innovation initiatives enable staff to tackle challenges with new ideas, eliminate work that adds no value to the patient, and focus on improving quality, safety, and value. Over 350 staff members completed SR/Lean process improvement training and more than 100 completed Human Centered Design training. VASDHS completed 35 systems redesign and Lean projects this year.

- Improvements in clinical areas include streamlining the patient discharge process for admitted patients, improving same-day services and patient access, and improving patient flow for patients.
- Administrative process improvements include streamlining employee onboarding processes and improving internal messaging systems.
- San Diego joined the VA Innovators Network this year. Four VA San Diego projects were chosen by the VA Center for Innovation as “Innovation Investments” for FY17:
 - Shared Medical Appointments for Weight-Loss Medication Management
 - View Alert Support System
 - A Safe, Secure and Efficient Wound Image Capture and Storage Solution
 - Primary Care Musculoskeletal Clinic Replication

REDUCED HOMELESSNESS IN VETERANS IN 2017

The annual Point In Time Count conducted by the Regional Task Force on the Homeless reported that from 2016 to 2017, the total number of homeless Veterans decreased by 9% and unsheltered homelessness decreased by 21%. The Homeless Outreach team continues to make significant progress toward reducing the number of homeless Veterans in San Diego.



IMPROVING ACCESS TO CARE:

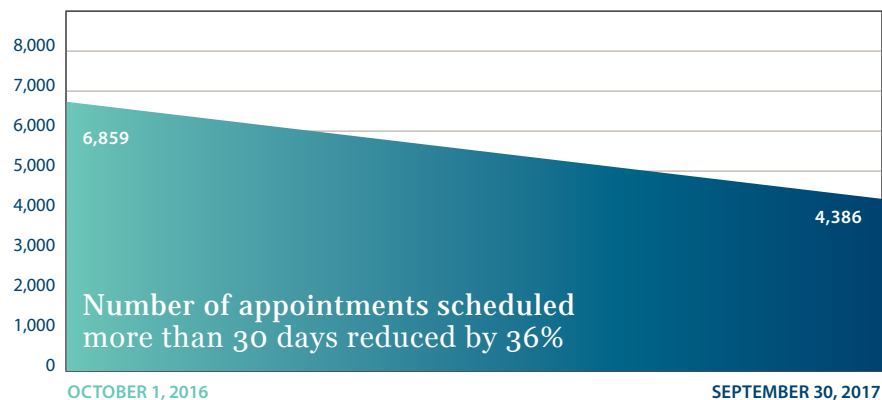
- Initiated direct scheduling for Optometry and Audiology giving Veterans direct access to those clinics without the need to see their primary care provider
- Implemented text message appointment reminders for select clinic appointments
- Conducted Consult Stand Down events to review open consults and make sure Veterans are scheduled promptly
- Established Same Day Services in Primary Care and Mental Health allowing Veterans to receive care right away during regular hours in-person, via telephone or video, or secure messaging based on the Veterans' care needs
- Implemented a Veteran Appointment Request (VAR) mobile application that provides Veterans with the ability to make an express care appointment request
- Started using a new, more efficient and Veteran-centered scheduling process called VistA Scheduling Enhancements



The VASDHS Suicide Prevention Team is using a new technology called ReachVet to identify and assist Veterans at risk of suicide.

ACCESS IMPROVEMENTS IN FISCAL YEAR 2017

36% REDUCTION IN PENDING APPOINTMENTS



FY16 VS FY17

APPOINTMENT WAIT TIMES, IN DAYS (PENDING)

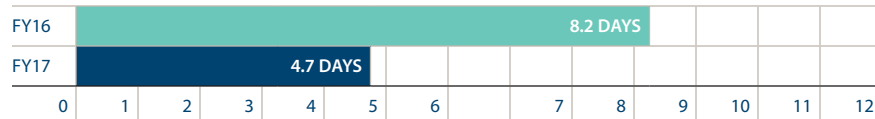
PRIMARY CARE



SPECIALTY CARE



MENTAL HEALTH CARE



VHA MISSION

Honor America's Veterans by providing exceptional health care that improves their health and well-being.

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.



VET CENTERS

San Diego Vet Center

2790 Truxtun Road, Suite 130
San Diego, CA 92106
(858) 642-1500

San Marcos Vet Center

One Civic Center Drive, Suite 150
San Marcos, CA 92069
(760) 744-6914

Chula Vista Vet Center

180 Otay Lakes Road, Suite 108
Bonita, CA 91902
(877) 618-6534

ACCREDITATION & CERTIFICATION

- The Joint Commission
- Commission on Accreditation of Rehabilitation Facilities (CARF): Aspire Center, Spinal Cord Injury, Medical Rehabilitation, Wellness and Vocational Rehabilitation Enhancement, Homeless Veterans Programs and Substance Abuse Recovery and Rehabilitation Treatment Program
- College of American Pathologists
- American College of Radiology (ACR): Mammography, CT and MRI
- American Association for Accreditation of Laboratory Animal Care (AAALAC)
- Nuclear Regulatory Commission
- American Association of Blood Banks (AABB)
- U.S. Food and Drug Administration (FDA): Registered Blood Bank and Mammography Program
- Clinical Laboratory Improvement Act (CLIA)
- Drug Enforcement Agency (DEA)

WEB ADDRESSES

For more information, visit us at:
www.sandiego.va.gov
www.facebook.com/VASanDiego
www.twitter.com/VASanDiego

MEDICAL CENTER

VA San Diego Healthcare System

3350 La Jolla Village Drive
San Diego, CA 92161
(858) 552-8585
(800) 331-VETS (8387)



CLINICS

VA Chula Vista Clinic

865 Third Avenue
Chula Vista, CA 91910
(619) 409-1600

VA Escondido Clinic

815 East Pennsylvania Avenue
Escondido, CA 92025
(760) 466-7020

VA Imperial Valley Clinic

1115 S 4th Street
El Centro, CA 92243
(760) 352-1506

VA Mission Valley Clinic

8810 Rio San Diego Drive
San Diego, CA 92108
(619) 400-5000

VA Oceanside Clinic

1300 Rancho del Oro Drive
Oceanside, CA 92056
(760) 643-2000

VA Sorrento Valley Clinic

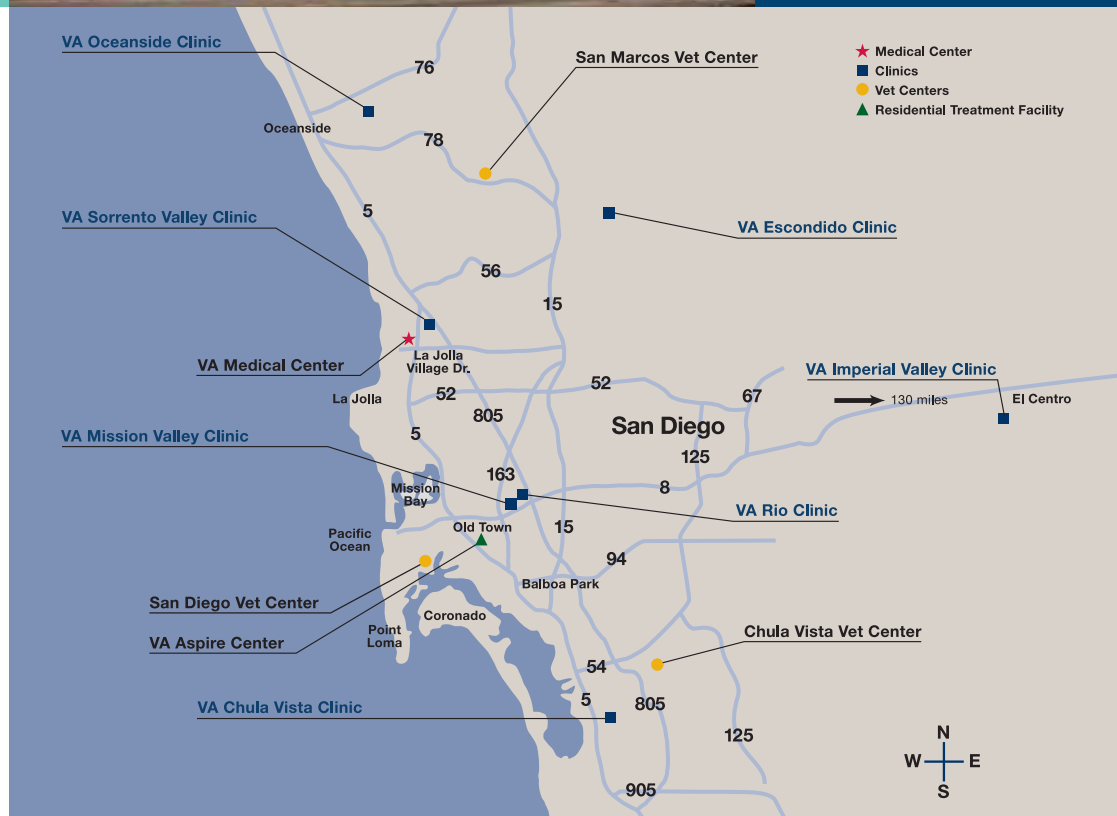
10455 Sorrento Valley Road
San Diego, CA 92121
(858) 657-1980

VA Rio Clinic

8989 Rio San Diego, Suite 360
San Diego, CA 92108
(619) 228-8000

VA ASPIRE CENTER

2121 San Diego Avenue
San Diego, CA 92110
(855) 297-8397



24-HOUR NURSE ADVICE LINE

(877) 252-4866

ENROLLMENT & ELIGIBILITY QUESTIONS

(858) 552-7523

APPOINTMENT SCHEDULING

(858) 552-7475



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