

# Annual Report 2016



## Harry S. Truman Memorial Veterans' Hospital Columbia, Missouri



U.S. Department  
of Veterans Affairs

# Numbers to Note

## Workload

<b>Total Operating Beds</b> (Hospital and Long Term Care)	<b>110</b>
<b>Average Daily Census</b> (Hospital and Long Term Care)	<b>88</b>
<b>Outpatient Visits</b>	<b>431,752</b>
<b>Unique Patients</b>	<b>38,377</b>

## Staffing

<b>Employees</b>	<b>1,446</b>
<b>Cumulative FTEE</b>	<b>1,401.0</b>
<b>Cumulative Physician FTEE</b>	<b>102.5</b>
<b>Volunteers</b>	<b>951</b>
<b>Volunteer Hours</b>	<b>62,808</b>

## Financial Report

<b>Total Appropriation/Special Funding</b>	<b>\$313,799,143</b>
<b>MCCF Collections</b>	<b>\$18,163,295</b>
<b>Total</b>	<b>\$331,962,438</b>

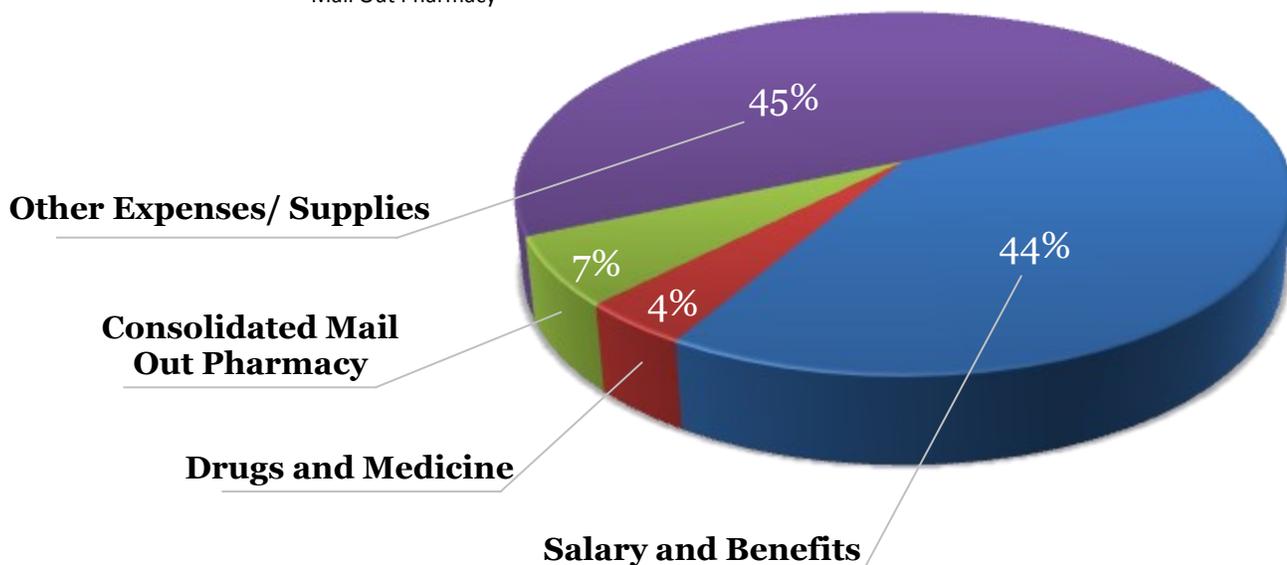
### **Community Gifts and Donations**

<b>Cash Donations</b>	<b>\$29,393</b>
<b>In-Kind Donations</b>	<b>\$326,996</b>
<b>Total</b>	<b>\$356,389</b>

### **Operating Expenses**

<b>Salary and Benefits</b>	<b>\$146,934,435</b>
<b>Drugs and Medicine</b>	<b>\$13,596,731</b>
<b>Consolidated Mail-out Pharmacy*</b>	<b>\$21,787,346</b>
<b>Other Expenses/Supplies</b>	<b>\$149,643,926</b>
<b>Total</b>	<b>\$331,962,438</b>

\*Reflects funds transferred to Consolidated Mail Out Pharmacy



# Director's Message



In fiscal year 2016, 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 provided excellent care and services for more than 38,000 Veterans (a 2.8 percent increase since 2014). Our overall patient satisfaction results were the best in the VA Heartland Network (VISN 15). Building on those results, we continued our work with VA's Patient Centered Care model. Our management team changed when the former Medical Center Director left for a new assignment in May and I arrived in July. Same day access for primary care and mental health services was achieved. 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 our newest clinic in Saint James.

Some of our accomplishments in FY 2016 include:

- The Joint Commission surveyed Truman VA and all four surveyed programs - Hospital Accreditation Program, Nursing Care Program (Community Living Center), Behavioral Health Care Program, and Home Care Program - were reaccredited for three years.
- The Commission on Accreditation of Rehabilitation Facilities (CARF) surveyed the Compensated Work Therapy Transitional Residence with no findings and the Long Term Care Institute had no findings in its survey of the Community Living Center.
- Specialty Care clinics expanded with the addition of the Copper Clinic. More eye lanes were added to address needed eye appointments. Operating hours expanded by adding one weekly evening clinic and some Saturday clinics. Also, podiatry and

optometry were added in two community outpatient clinics.

- Based on results from national employee surveys, Truman VA remained very high in the “best place to work” category due to the open, honest and visible leadership team.
- Missouri Veterans who receive care from Truman VA again rated us higher than other facilities in U.S. Senator Claire McCaskill's annual Veterans Customer Satisfaction Program survey. Nearly 90 percent of the respondents would recommend Truman VA to other Veterans for health care.
- In May, we completed the 18th school year of our partnership in education with Frederick Douglass High School. Students spent their days in paid VA jobs and self-directed academic work in a classroom with a Douglass teacher.

Access and timeliness of care will remain a key focus in 2017. We anticipate that our past performance in these areas will be sustained. We will explore expanding services at more of our community outpatient clinics. We will activate a new Residential Rehabilitation Treatment Program as an inpatient mental health activity. Ongoing capital expansion will improve our ability to better serve Veterans. Key construction projects underway include 1) a new intensive care unit, 2) a new inpatient surgery unit, 3) a new Nuclear Medicine suite, 4) relocation and expansion of the Jefferson City community outpatient clinic, and 5) expansion of our ambulatory care addition to accommodate new specialty care clinics.

We will focus public attention on contributions that Veterans have made to our way of life through a variety of commemorative activities, special projects and enhanced community engagement. VA's ICARE values are reinforced and on display at Truman VA where every day is Veterans Day.

**DAVID ISAACKS, FACHE**  
Medical Center Director

# Performance Excellence

- **Leading Change:** Truman VA implemented the Trans-catheter Aortic Valve Replacement program and is one of only six VA medical centers authorized to perform this procedure. The facility achieved Basic Simulation Training Certification with qualified simulation learning instructors, construction of a simulation training room that includes a control booth and video debriefing equipment and design of simulation-based training courses. In addition, a spine surgery program was initiated. An educational partnership with the University of Missouri Industrial & Systems Engineering Department provided high level consultant work by teams of students for systems improvement projects utilizing Lean Six Sigma methodology. Examples included sterile processing instrument flow, logistics warehouse efficiency, ergonomic work design and safety, and the delivery of bedside nursing care.
- **Leading People:** As part of the Hospital of the Future High Reliability Organization pilot project with the VA National Center for Patient Safety, Truman VA implemented a standardization project, provided Just Culture training for 122 supervisors and participated in a Leveraging Frontline Expertise study. The facility prioritized risk reduction and identified improvement opportunities using operational dashboards, results of various external site visits, monthly Executive Leadership Team Walkrounds®, National Center for Patient Safety Clinical Team training, as well as thorough reviews of incident reports and root cause analyses.
- **Business Acumen:** Effective business planning was executed to focus resources on improving access to health care above all other priorities. Construction, staffing, space, and equipment were marshalled to expand inpatient workload, surgery, eye care, podiatry, urology, pain management, and behavioral health. We reduced new patient wait times by 26 percent and saw 97.8 percent of all patients within 30 days (87.6 percent were seen within seven days). Our top patient satisfaction concern was resolved by completing the \$9.4 million parking garage.
- **Building Coalitions:** We strengthened partnerships with the Missouri Veterans Commission, Veteran Service Organizations, congressional staff, and college programs for Veterans through regular interaction at monthly stakeholder meetings, state conventions, and quarterly town hall meetings for Veterans. Through a unique collaboration between Truman VA, the Columbia Housing Authority and Welcome Home, a local not-for-profit emergency shelter for Veterans, Patriot Place Apartments - 25 one-bedroom apartments for homeless Veterans - became a reality. Construction of Welcome Home's new emergency shelter and a shared service center on the grounds of a former motel continued with anticipated completion in 2017.



# 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 2016, the Joint Commission, the Commission on Accreditation of Rehabilitation Facilities (CARF) and the Long Term Care Institute reviewed Truman VA, which resulted in very successful outcomes.

**Commitment:** *We work diligently to serve mid-Missouri Veterans and are dedicated to our mission, vision and values.* We reduced waiting times and improved access to care during the year. Our collaborative community effort for homeless Veterans culminated in the completion and opening of the Patriot Place Apartments, 25 one-bedroom apartments for homeless Veterans.

**Advocacy:** *We are Veteran-centric by identifying, fully considering and appropriately advancing the interest of Veterans and other beneficiaries.* The Veteran and Family Advisory Council was fully operational and offered significant feedback on numerous projects and initiatives. We conducted quarterly Town Hall meetings for Veterans and provided program leadership for the monthly Military Morning breakfasts for local Veterans. An eight-member Voice of Veterans panel shared their VA experiences with management and supervisory personnel.



**Respect:** *We show respect to earn respect.* Providers and other employees demonstrated professionalism, expertise, care, and respect for Veterans faced with physical and emotional challenges on a regular, frequent basis. Activities such as the Ambassador Program, Feds Feed Families and the Thanksgiving meal for homeless Veterans reflected respect for those we serve.

**Excellence:** *We strive for the highest patient quality and continuous improvement in health care services.* Truman VA's Pharmacy Service welcomed robotic technology, PACMED and ROBOT-RX, in FY 2016. The applications assured increased patient safety with medications and cost efficiency. Our Research Service was recognized for its robust and productive efforts when we hosted the second national VA Research Conference in May.





The VA in Columbia has provided my Dad with the best of health care that surpasses the care he has received in the private sector.

- SO



Thank you so much for having such great employees who treat us with dignity and respect, while giving great care.

- GW



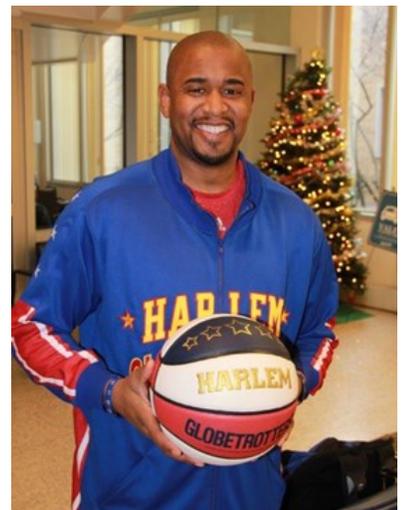
I wanted to thank Truman VA Hospital for its caring approach and for providing the Veterans of this area with the very loving and kind care that your staff offers. Your employees are wonderful.

- LT



I have never been shown anything except the most professional and friendly care possible.

- TJ



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