

VA



U.S. Department of Veterans Affairs

VA San Diego Healthcare System



2019

VASDHS Annual Report

Patient Safety,
It Takes a Team

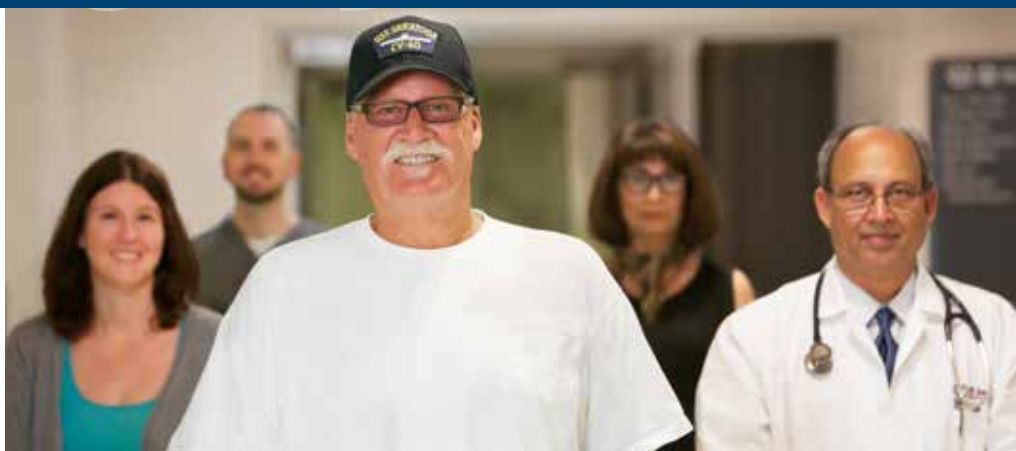
Financial Report & Statistics

FY 2019 (10/1/18 – 9/30/19)

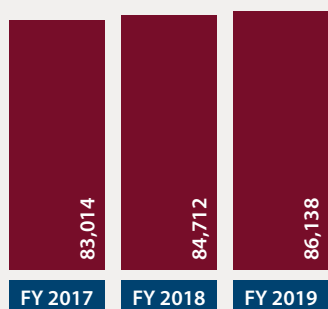
Operating Expenses	\$746,840,685
Salaries, Wages & Benefits	\$444,936,608
Services	\$74,879,674
Supplies	\$114,333,058
Other Expenses	\$112,691,345

COMMUNITY CARE

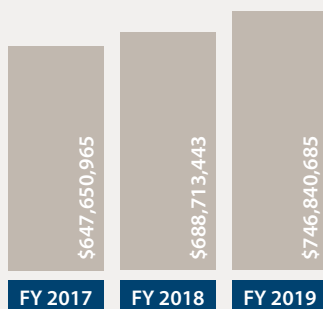
Total	\$113,415,012
Traditional Non-VA Care	\$73,412,502
Choice	\$3,702,624
Triwest/TPA	\$36,299,886



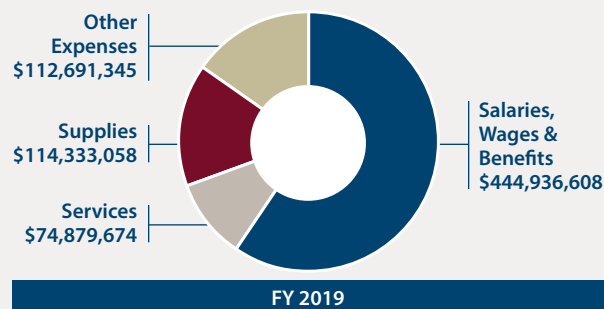
OPERATING EXPENSES & NUMBER OF VETERANS SERVED



Veterans Served



Operating Expenses



Detail of Operating Expenses

STAFFING STATISTICS

(FTE = Full Time Equivalent)

Employees (FTE)	3,322
Physicians (FTE)	285
RNs (FTE)	683
Other (FTE)	2,354

EDUCATION STATISTICS

Total	1,949
Medical Residents & Students	1,376
Other Clinical Trainees	573

VOLUNTEER STATISTICS

Volunteers	768
Volunteer Hours	73,533
Donations:	
cash and non-cash	\$1,158,518
Total impact, value of hours worked plus donations	\$3,028,462

RESEARCH STATISTICS

Total Research Funding	\$44,389,165
Principal Investigators	211
Research Projects	676

WORKLOAD STATISTICS

Medical Center Beds

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

Admissions Total	7,167
Acute	6,640
Community Living Center	259
Domiciliary/Aspire	79
SARRTP*	189

Patient Days Total	70,982
Acute	45,881
Community Living Center	9,263
Domiciliary/Aspire	11,192
SARRTP*	4,646

Average Length of Stay	
Acute	8 days
Community Living Center	27 days
Domiciliary/Aspire	30 days
SARRTP*	44 days

Surgeries Total	4,794
Inpatient surgery	1,917
Outpatient surgery	2,877

Outpatient Visits Total 984,462

Chula Vista Clinic	32,427
Escondido Clinic	19,289
Imperial Valley Clinic	7,415
La Jolla Medical Center	650,396
Mission Valley Clinic	156,431
Oceanside Clinic	111,839
Rio Clinic	6,665

Telehealth Medicine**

Individual Instances of Care	over 24,000
Veterans using Telehealth	over 5,800

Patients 86,138

Number of Veterans in San Diego and Imperial Counties

Total (estimate)	244,421
San Diego	238,352
Imperial Valley	6,069

*SARRTP: Substance Abuse Recovery and Rehabilitation Treatment Program

**Telehealth Technologies include: Home Telehealth, TeleRetinal and TeleDerm Imaging and video appointments to VA community clinics or to the Veteran's home or mobile device using VA Video Connect.

ALTERNATIVE REVENUE VASDHS collected \$37 million, composed of \$35.4 million in Medical Care Cost Funds (MCCF), plus external sharing revenue of \$1.6 million. These funds stay at our local facility to enhance services for San Diego Veterans.

Director's Message

EXECUTIVE LEADERSHIP (L - R)

Sarah E. Guerard, MHA
Assistant Director

Cynthia E. Abair, MHA
Associate Director

Robert M. Smith, MD
Director/Chief Executive Officer

Kathleen Kim, MD, MPH
Chief of Staff/Medical Director

Carmen Concepcion, MSN, MHA, RN
Associate Director, Patient Care Services/Nurse Executive



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.

We have been focusing on a Culture of Excellence for several years, which has provided a framework for quality throughout the organization. This year, our facility was selected as the first site in our region to implement High Reliability principles that foster a culture of Zero Harm and of staff reporting of errors or risk of harm. Patient safety has always been one of our top priorities, but we now have an enhanced focus on finding ways to make our facility safer for patients by ensuring employees are empowered to immediately address and report any patient safety concern.

Our 2019 Annual Report theme, "Patient Safety, It Takes a Team," tells the story that patient safety requires the commitment of every staff member throughout our facility. We are engaging staff through leadership rounding, daily huddles in patient care areas, education and sharing success stories.

We continue to emphasize Five-Star customer service, improving our performance scores, and using technology and innovation to improve effectiveness and efficiency. We want you to have a positive experience with VA San Diego Healthcare System the first time and every time. We encourage you to ChooseVA for your health care needs.

Robert M. Smith, MD
Director/Chief Executive Officer
VA San Diego Healthcare System
VA Desert Pacific Healthcare Network

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
- Long Term Care Institute, Inc.: Community Living Center
- 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)

Patient Safety, It Takes a Team

Leadership
rounding
is a critical
component
of Patient
Safety.



VA Core Values
and Characteristics:

I CARE

Integrity

Commitment

Advocacy

Respect

Excellence



Every staff
member has a
duty to speak
up and report
risks, so we
can prevent
mistakes.

Awards & Recognition

VASDHS Annual Report



PRESIDENTIAL EARLY CAREER AWARD

VA San Diego Healthcare System (VASDHS) physician and researcher Eric Y. Chang, MD, received the Presidential Early Career Award for Scientists and Engineers in 2019. Dr. Chang received the award for his work with novel magnetic resonance imaging techniques to better understand, diagnose and manage musculoskeletal diseases.

VHA COMMUNICATION AWARDS 2019

The VASDHS Public Affairs team received two VHA Communications awards this year. They received first place for their newsletter, *Veteran Health News*. The digital newsletter is sent out monthly to more than 9,000 Veterans and other members of the public. Their Five-Star Communications Campaign received second place for working to inspire all staff to provide five-star service in every encounter.



APA RECOGNIZES SERIOUS MENTAL ILLNESS AS A SPECIALTY

VASDHS psychologist Dr. Dimitri Perivoliotis and his team with the Center of Recovery Education (CORE)/ Psychosocial Rehabilitation and Recovery Center (PRRC) have been recognized for their excellence in training and clinical care of Veterans with serious mental illness. This year, Dr. Perivoliotis was part of a workgroup that petitioned the American Psychological Association (APA) to formally recognize serious mental illness (SMI) as a specialty of psychology. The APA ultimately approved the petition, and as of August 2019, SMI is now one of 17 formal psychology specialties. The quality of the San Diego VA training program has had a significant influence on the American field of psychology, specifically in serious mental illness.



PERFORMANCE IMPROVEMENT/VA STRATEGIC ANALYTICS FOR IMPROVEMENT AND LEARNING (SAIL)

Performance improvement is a top priority for VASDHS. Some highlights from this year include the following:

- Improved scores from last year:
 - Readmission Rates
 - Utilization Management – percentage of continued stay reviews met criteria
 - Complications
 - Inpatient Performance Measures
 - Outpatient Performance Measures
- Scores better than VA Desert Pacific Healthcare Network (VISN 22):
 - Complications
 - Mortality Rate
 - Primary Care Mental Health Access
- Scores better than VA nationally:
 - Primary Care Access
 - Mortality Rate
 - Complications
 - Surgical Readmissions
 - Inpatient Performance Measures



Hand hygiene to reduce the spread of infection is one of our top priorities.





Preventing falls
is an important
part of our Patient
Safety program.

PURSuing A CULTURE OF SAFETY TOGETHER



Important
part of
our Patient
Safety
program.

VASDHS CONSTRUCTION PROJECTS

- Completed second parking structure
- Completed Emergency Department triage area
- Installed two new, state-of-the-art scanners in Radiology
- Installed new, state-of-the-art magnetic resonance imaging (MRI) system

HIGH RELIABILITY ORGANIZATION (HRO)/ PATIENT SAFETY ACCOMPLISHMENTS

VASDHS was designated the lead facility for launching the HRO initiative in VISN 22. The goal is to be an organization that employs highly engaged and empowered employees trained in continuous improvement and problem solving. We are proud of our workplace and deliver outstanding levels of customer service while achieving Zero Harm. Specific HRO activities included:

- Staff was trained in Just Culture.
- Select staff trained in Clinical Team Training and two projects to incorporate those principles.
- Two improvement teams, Hand Hygiene and Just Culture, participated in the VHA HRO Collaborative.
- Public Affairs launched a communications campaign called “Committing to Zero Harm – Our Journey toward High Reliability.”

SYSTEMS REDESIGN (SR) AND INNOVATION

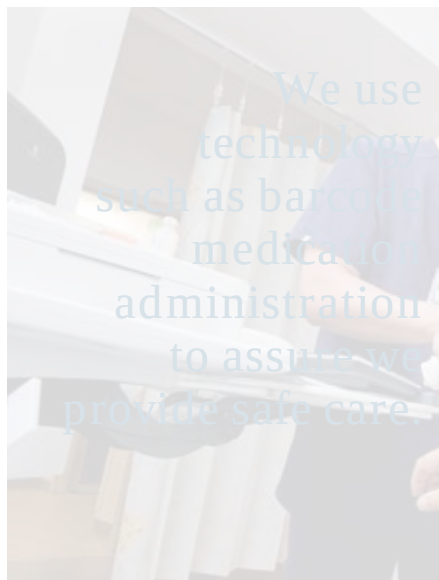
VA San Diego is a leader in the use of Systems Redesign (SR) and innovation initiatives. Over 900 staff members completed SR/Lean process improvement training. Improvement project outcomes include:

- Improved patient flow for Ambulatory Surgical Unit patients
- Redesigned check-in process for La Jolla Primary Care patients
- Improved inpatient flow through improved telemetry utilization
- Reduced patient cancellations for GI procedures
- Streamlined community care referral processes



VA San Diego innovation projects chosen by the VA Center for Innovation as “Innovation Investments” include:

- Making a good impression with customized contact lenses
- A safe, secure and efficient wound image capture and storage solution



We use
technology
such as barcode
medication
administration
to assure we
provide safe care.





We focus
on patient,
staff and
visitor safety
every day,
everywhere.



VASDHS HOSTED THE 12TH NATIONAL VETERANS SUMMER SPORTS CLINIC (NVSSC)

VASDHS hosted the NVSSC for the 12th year September 15 - 20, 2019. The Clinic offers adventure sports and recreational activities such as sailing, surfing, kayaking and cycling along with therapy provided in a daily rehabilitation program. This year, 126 Veterans participated from 30 states across the nation. The program was coordinated with 140 VA staff (29 from VASDHS), and the main sponsors were the Veterans Canteen Service and Wounded Warrior Project.

EXPANDED TELEHEALTH SERVICES

- Use of telehealth expanded to 7.34% of all patients receiving care in 2019 with over 24,000 video conferencing, imaging and home telehealth appointments.
- The medical center performance plan received an 'Outstanding' for expanding telehealth into home and other non-VA settings.
- Created VA Video Connect workgroups for Primary Care and Mental Health Services ensuring all providers are 100% video capable.



We encourage
open and candid
communications
between our
clinical providers
to avoid errors
and promote
safe practices.



Room cleanliness
reduces risk
of infection.

We use UV
light technology
to maintain
high levels of
sanitation.



MEDICAL CENTER

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

WEB ADDRESSES

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

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

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

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 in Chula Vista, Escondido, Imperial Valley, Mission Valley, Oceanside and Sorrento Valley. 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 1,376 medical interns, residents and fellows, as well as 573 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 \$44.3 million budget, more than 211 principal investigators and 676 projects.



**24-HOUR
NURSE ADVICE LINE**
(877) 252-4866

**ENROLLMENT &
ELIGIBILITY QUESTIONS**
(858) 552-7523

**APPOINTMENT
SCHEDULING**
(858) 552-7475

