

Year in Review

2021



PROVIDING QUALITY VA HEALTH CARE TO VETERANS

in Florida, South

*Georgia, Puerto Rico &
the U.S. Virgin Islands*

VA



U.S. Department of Veterans Affairs
Veterans Health Administration
VA Sunshine Healthcare Network (VISN 8)



From the Network Director:



With nearly a second year of COVID-19 behind us, we continue to meet the ever-changing challenges of this pandemic with perseverance, dedication, and innovation to best serve our nation's heroes.

In the past year, care provided to Veterans and their families continued to show significant growth from pre-pandemic levels. In the past two years, virtual care appointments have grown over 1,200 percent, providing safe and convenient access to high-quality care. With effective safety protocols in place, VISN 8 hospitals and clinics remained open, even during pandemic peaks that produced large increases in severe illness and hospitalization. Our facilities quickly responded to care for patients. We completed nearly 9.9 million outpatient visits, a 16 percent increase from 2020, and a nearly 10 percent increase in the number of Veterans using services at our facilities.

As soon as COVID-19 vaccines were available, we began providing hundreds of thousands of vaccines to Veterans, their families, and our employees. Today, these efforts continue with booster shots as the best protection against COVID-19.

Throughout the many COVID-19 related challenges, we opened three new and improved facilities, with ten more planned across our network in 2022 and beyond. These facilities offer Veterans and their families greater access to a wide range of primary and specialty care, mental health, women's health, telehealth services, and more.

Although our challenges have been many, more Veterans than ever before are coming to our facilities for care and most report high levels of satisfaction and trust. In fact, nearly 91 percent of patients surveyed said they trust VISN 8 facilities for their medical and mental health needs. We will continue to work hard to build and maintain that trust.

To close, thank you to all staff, volunteers, and partners for your ongoing commitment in providing high quality, lifelong care to Veterans and their families.

With sincere gratitude,

Miguel H. LaPuz, M.D., MBA

Director, VA Sunshine Healthcare Network (VISN 8)

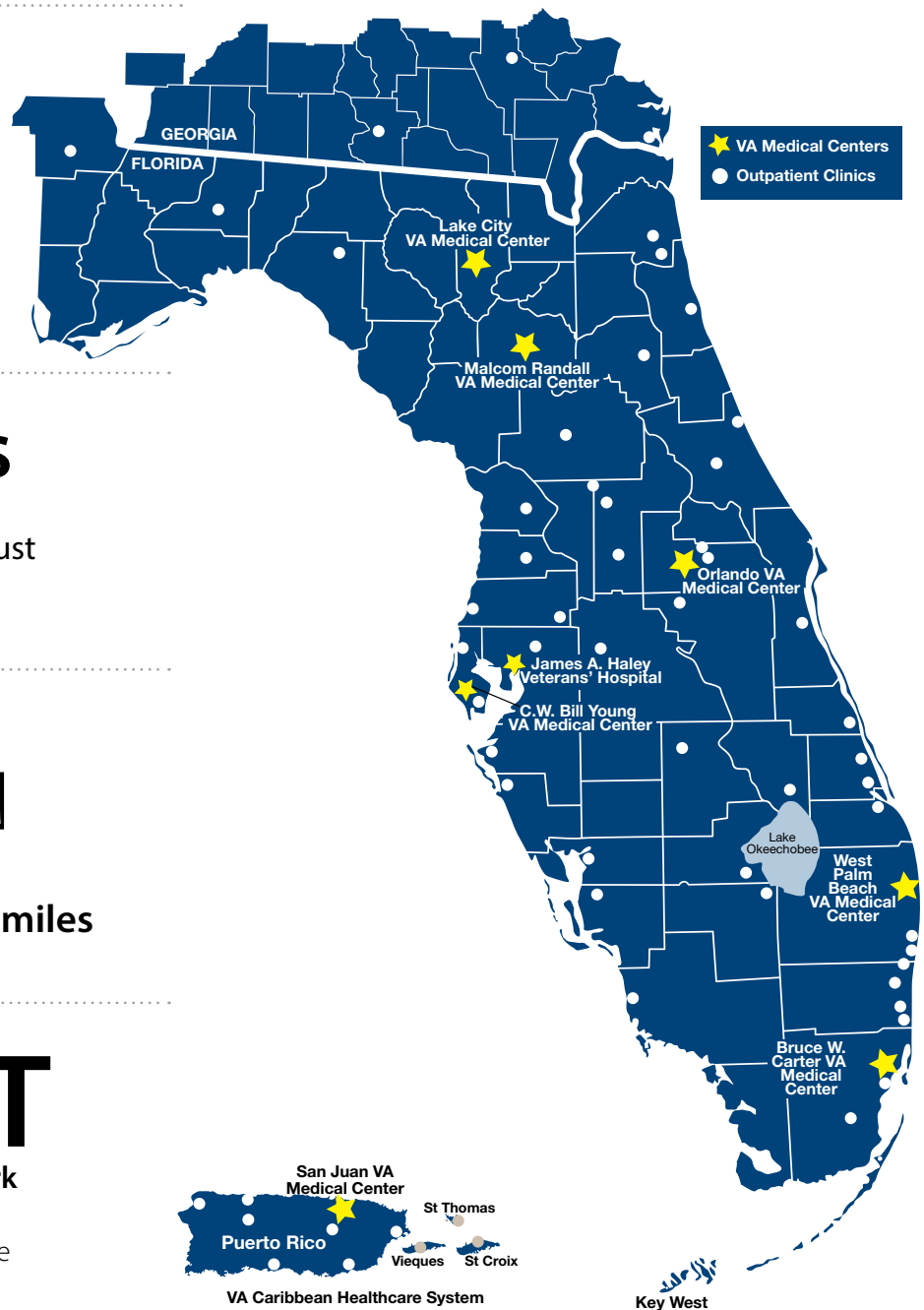
Providing **HIGH-QUALITY** **HEALTH CARE**

to Veterans in Florida, South Georgia,
Puerto Rico & the U.S. Islands



8

major hospitals &
60+ community clinics



VISN 8 PRIORITIES

Customer Service
Modernize Systems and Restore Trust
Foster a Learning Organization

1.5 MILLION

Veteran population covering a
service area of **64,153 square miles**

LARGEST

Veterans Integrated Service Network
(VISN) relative to Veterans served.

VISN 8 serves about 10 percent of all active
users of VA health care.

2021 At a Glance:

Providing More Care than Ever!

Nearly 91 percent of patients surveyed in 2021 reported that they trust VISN 8 facilities for their medical and mental health needs. Quality of care, interactions with staff, and cleanliness of facilities were the three areas in which Veterans complimented us the most.



Workload	FY19	FY20	FY21
Total Enrollees	766,427	764,369	779,828
Outpatient Visits	8,917,287	8,498,707	9,873,346
Total Admissions	86,068	70,013	73,867
Emergency Department Visits	108,571	95,268	90,061
Unique Patients	622,851	619,733	678,609
Veterans Utilizing Community Care	146,612	169,290	172,580
Surgeries performed	20,081	14,735	14,993

Number of Veterans Using Community Care

Facility Name	FY19	FY20	FY21
Bay Pines, FL	23,566	32,365	32,836
Miami, FL	9,302	9,962	9,327
Gainesville, FL	35,048	37,251	39,512
San Juan, PR	15,881	16,398	18,677
Tampa, FL	21,649	27,761	26,073
Orlando, FL	31,537	35,270	33,830
West Palm Beach, FL	11,819	13,565	12,325

Virtual Care Workload (All Telehealth Types)

Since 2019, VISN 8 facilities collectively have increased virtual care workload by more than **1,280 percent**. Virtual care includes things like secure video appointments, secure chat, telephone appointments, and other forms of virtual appointments.

Fiscal Year	FY19	FY20	FY21
Appointments Completed	95,407	609,549	1,316,615

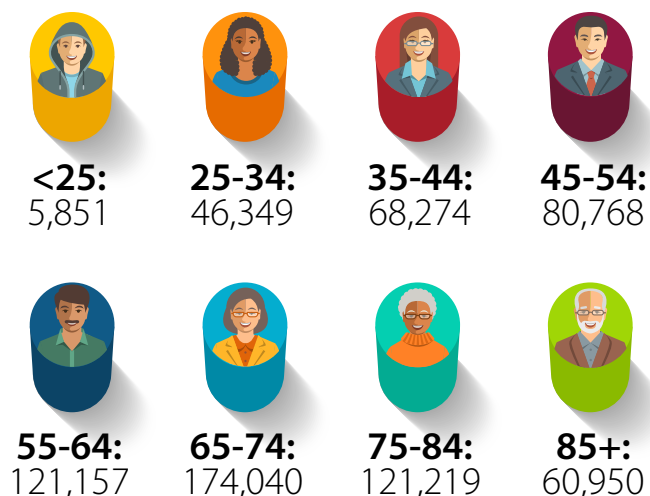
Who We Serve

Veterans by Gender	Veterans	Percentage
Male	580,876	85.6%
Female	97,729	14.4%

There are more than 2 million women Veterans living in the U.S. today. Florida has the second highest number of women Veterans in the nation, about 150,000, only behind Texas with a little more than 185,000. Women are the fastest growing group in the Veteran population. In 2000, women were only 4 percent of the Veteran population. By 2040, women will be 18 percent of the Veteran population. Today's women Veterans are the best-educated and most diverse generation. They are generally younger than male Veterans and will have many opportunities to receive VA care.



Veterans by Age



Veterans by Era of Service



Workforce & Budget

Workforce	FY19	FY20	FY21
Total Employees	30,936	32,842	33,260
Veteran Employees (Those who served in the U.S. Military)	9,074	9,084	8,636
New Hires	3,765	4,691	3,926

Operating Budget	FY19	FY20	FY21
Total Operating budget	\$5,168,876,533	\$5,454,174,812	\$5,661,519,501
Salaries and Benefits	\$3,337,015,266	\$3,481,945,317	\$3,692,715,671
Consolidated Mailout Pharmacy	\$320,178,816	\$369,934,502	\$695,263,033
Community Care	\$676,684,617	\$1,182,176,650	\$1,644,366,570
Medical Care Collections	\$320,956,494	\$271,834,664	\$288,567,795
Equipment	\$96,406,523	\$83,929,401	\$174,835,328
Land and Structures	\$114,252,829	\$103,274,186	\$164,188,488
Prosthetics	\$343,368,442	\$300,739,971	\$353,336,312

Now Open



CLERMONT COMMUNITY BASED OUTPATIENT CLINIC

PARENT FACILITY: Orlando VA Healthcare System

SERVICES: Primary care, mental health, women's health, lab, telehealth



ARECIBO COMMUNITY BASED OUTPATIENT CLINIC

PARENT FACILITY: VA Caribbean Healthcare System

SERVICES: Primary care, mental health, women's health, lab, telehealth, home-based primary care



OCALA VA OUTPATIENT CLINIC

PARENT FACILITY: North Florida/South Georgia Veterans Health System

SERVICES: Primary care, mental health, women's health, audiology, podiatry, eye clinic, lab, telehealth

Opening Soon



COMING 2022

North Pinellas Community Based Outpatient Clinic

PARENT FACILITY: Bay Pines VA Healthcare System

SERVICES: Primary care, mental health, women's health, EKG service, social work, audiology, pharmacist consultation, referrals to specialty care



COMING MID 2022

James A. Haley Veterans' Hospital Bed Tower

PARENT FACILITY: James A. Haley Veterans' Hospital and Clinics

SERVICES: 96 medical surgical single-patient rooms, 40 intensive care unit beds, and other assorted support spaces



COMING MID 2022

Zephyrhills Community Based Outpatient Clinic

PARENT FACILITY: James A. Haley Veterans' Hospital and Clinics

SERVICES: Primary care, mental health, podiatry, physical therapy, lab, pharmacy, women's health services



COMING MID 2022

New Port Richey Community Based Outpatient Clinic

PARENT FACILITY: James A. Haley Veterans' Hospital and Clinics

SERVICES: Primary care, eye, dental, mental health, audiology, dermatology, pulmonary, cardiology, physical therapy, prosthetics, pharmacy, lab, social work, and more



COMING LATE 2022

Gainesville Mental Health Clinic

PARENT FACILITY: North Florida/South Georgia Veterans Health System

SERVICES: Comprehensive mental health services



COMING 2022

Delray Beach Community Based Outpatient Clinic

PARENT FACILITY: West Palm Beach VA Medical Center

SERVICES: Primary care, mental health, women's health, and other services

VISN 8 is Here for America's Veterans

Nearly two years ago, as the world began experiencing the worst pandemic in modern times, VISN 8 responded swiftly to meet the needs of Veteran patients in an ever evolving and challenging environment.

VA health care facilities took immediate steps to mitigate infection and spread of COVID-19 while ensuring the safety of Veterans, their loved ones, and employees. Entry screening areas were set up at all our facilities. Modifications were made in waiting rooms and other areas to ensure social distancing. Stringent and enhanced cleaning and disinfection practices were put in place, and thousands of new employees were hired specifically to help manage COVID-19 operations.

VA's investment in the technology and digital infrastructure to support virtual care well before the pandemic is a big reason VISN 8 facilities were able to quickly adapt and convert many in-person appointments to virtual visits. Telephone visits, VA Video Connect, VA Health Chat, My Health eVet and other virtual care delivery methods were all used to ensure there was no interruption in care. Since 2019, prior to the pandemic, VISN 8 facilities collectively increased the use of virtual care by 1,280 percent.

The Clinical Contact Center (1-877-741-3400), which functions as a 24/7 virtual urgent care service, became the "first line of defense" triaging Veterans in a virtual

environment for COVID-19 while also providing immediate and convenient care to Veterans. In 2020 and 2021, the center handled more than 2.5 million calls with a 78 percent provider first contact resolution rate of successfully addressing a Veteran's reason for calling at their first contact.

When much of the state, including community health systems, were shut down or services curtailed, VISN 8 hospitals and clinics remained open including same day appointments, urgent care, and more. In 2021 alone, our facilities completed nearly 9.9 million outpatient visits – a 10 percent increase compared to 2019 and a 16 percent increase compared to 2020. Although we did experience some challenges referring patients to community health care facilities due to closures or limitation of services, referral numbers increased or remained stable year over year.

2021 COVID-19 Workload

Total vaccinations given to Veterans and their loved ones: 1.6 million

Total vaccinations given to employees: 121,000

Total Veterans Diagnosed with COVID-19 at VISN 8 facilities: 25,649

Medical/Surgical hospitalizations: 2,784

Intensive Care Unit (ICU) hospitalizations: 1,170



In December 2020, we saw promising COVID-19 vaccines roll out and we quickly began vaccinating hundreds of thousands of Veterans, their loved ones, and our employees. We continue these efforts today by providing booster shots to Veterans, their spouses, and caregivers as we know vaccination is the best protection against this persistent virus.

Just as we were beginning to see a light at the end of the tunnel in June 2021, the Delta variant wreaked havoc on the nation's health systems and especially in Florida. Significant increases in severe illness and hospitalizations required VISN 8 facilities to realign many staff to care for very sick patients.

As part of VA's fourth mission to provide support during national disasters, VA facilities in Florida accepted COVID-19 patient transfers from small rural community hospitals that were overrun. In the early days of the pandemic from April to September 2020, more than 200 VA employees provided critical support to 82 community nursing homes, saving lives and mitigating COVID-19 spread and infection.

Today, we face yet another variant of the virus called Omicron and anticipate increases in infection again. Whatever the variant or challenge, VISN 8 facilities and employees are ready and have demonstrated perseverance, innovation, and true commitment to the most noble mission in health care. **The 680,000 Veterans we care for at our facilities have taken notice as nearly 91 percent indicate they trust VA for their care and more Veterans are coming to us than ever before.** In the last year, the number of Veterans actively using services at our facilities has increased by almost 10 percent.

What the world will look like in the coming months and years ahead as we continue to manage health care operations is uncertain. However, one thing will remain constant: our enduring commitment to providing lifelong care to our nation's heroes where and when they need it. As we continue to fight this pandemic, we encourage all eligible Veterans to contact their nearest VA facility to learn how VA is making it easier and safer than before to receive the health care they need.

BAY PINES

VA Healthcare System

www.baypines.va.gov

10000 Bay Pines Blvd.; Bay Pines, FL 33744

727-398-6661

888-820-0230

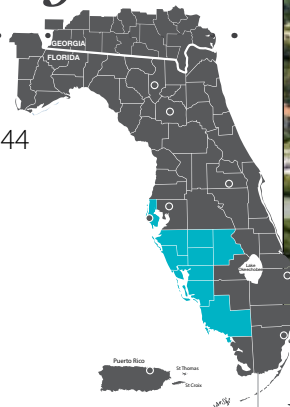
Director: Paul M. Russo, MHSA, FACHE, RD



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twitter.com/VABayPines



The Bay Pines VA Healthcare System provides level 1a, tertiary care and is headquartered in Bay Pines, Florida. Opened in 1933, the C. W. Bill Young VA Medical Center is situated on 337 acres on the Gulf of Mexico approximately eight miles northwest of downtown Saint Petersburg. Co-located on the medical center campus is the Veterans Benefits Administration's St. Petersburg Regional Office and the Bay Pines National Cemetery. An ambulatory surgery center which provides same-day surgery, endoscopy, and other ancillary services located in Cape Coral. In addition to the

main hospital and ambulatory surgical center, the healthcare system operates seven outpatient clinics in the cities of Bradenton, Naples, Palm Harbor, Port Charlotte, Sarasota, St. Petersburg, and Sebring. The healthcare system provides a full range of high quality medical, surgical, psychiatric, and extended-care services in outpatient, inpatient, residential, nursing home/community living center, and home care settings for Veterans residing in 10 counties in central, southwest Florida ranging from Pinellas County in the north to Collier County in the south.

By the NUMBERS

Total Employees:	4,896
% of Veteran employees:	29%
Total Volunteers:	50,471
Total Veterans Served:	118,892
Eligible Vet Population in Svc. Area:	193,523
Total Enrollees:	118,749
Market Penetration*:	61%
Total Outpatient Visits:	1.6 Million
Average Daily Outpatient Visits:	4,362
Total Operating Beds:	393
Total Admissions:	8,662
Total Budget:	\$1.3 Billion

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

Accreditations/Certifications

The Joint Commission

Commission on Accreditation of Rehabilitation Facilities

Accreditation Council for Graduate Medical Education

American Nurses Credential Center

American Psychological Association

American Association of Blood Banks

American College of Radiology

Association for Assessment and Accreditation of Laboratory Animal Care

Association for Accreditation of Human Research Protection Programs

Commission on Dental Accreditation

College of American Pathologists

Commission on Cancer

Long Term Care Institute

Food and Drug Administration

National Health Physics Program

VETERANS SERVED

OUTPATIENT VISITS

Bay Pines	101,055	856,975
Bradenton	25,631	108,689
Cape Coral	40,723	327,792
Naples	8,020	45,801
Palm Harbor	8,635	53,119
Port Charlotte	10,254	56,814
Sarasota	13,711	84,082
Sebring	5,230	33,132
St. Petersburg	3,112	25,585



Leading the COVID-19 Vaccination Effort

Consistently among the top five healthcare systems across the VA in the number of COVID-19 vaccinations administered throughout the pandemic, the Bay Pines VA Healthcare System administered more than 120,000 vaccines from December 2020 through July 2021. Within hours of receiving the first shipment of vaccine, Veterans and staff members in the Community Living Center became among the first in the state to become vaccinated against the virus. In the months that followed, the facility held more than 100 community outreach events to bring the vaccine closer to where Veterans and their families lived and worked. Shown here, Dylan Sands received the 100K COVID-19 vaccine at the C.W. Bill Young VA Medical Center in July 2021.



Advancing Cancer Care and Research Across the VA

The Bay Pines VA Healthcare System took steps toward improving cancer care for Veterans in central and western Florida through the implementation of two unique and complimentary initiatives: the establishment of a VISN 8 Lung Precision Oncology Program and the negotiation of a main membership agreement with NRG Oncology. In March 2021, our healthcare system was selected as a spoke site in the establishment of a Lung Precision Oncology Program, a VA Office of Research and Development funded network, to promote increased access to lung cancer screening and lung cancer precision oncology clinical trials. The program is a collaborative effort between the Miami VA Healthcare System, James A. Haley Veterans' Hospital, and the Moffitt Cancer Center. The main membership agreement with the NRG Oncology was established in July 2021 to advance the long-term goal of increasing access to ground-breaking clinical research trials for Veterans diagnosed with cancer. This agreement was the first of its kind between VA and NRG Oncology. NRG Oncology brings together the National Surgical Adjuvant Breast and Bowel Project (NSABP), the Radiation Therapy Oncology Group (RTOG), and the Gynecologic Oncology Group (GOG)—each recognized internationally as a research leader.



Partnering with the Community to Vaccinate Veterans and Their Loved Ones

Bay Pines VA staff members pose for a photo at a Clearwater Threshers game in between administering COVID-19 vaccinations to Veterans and their loved ones. Bay Pines Incident Command members and health care providers held more than 100 outreach events throughout the pandemic. These vaccination events ranged in locations from monthly Veteran service organization meetings to community fun runs and sporting events in hopes of making the COVID-19 vaccine as accessible as possible.



Community Partnerships Advance Health and Well-Being of Veterans

The Bay Pines VA Healthcare System, the Community Veteran Engagement Board, and Feeding America established a partnership to end food insecurity and educate Veterans and their families about healthy eating. This partnership provides food, health and wellness classes, and transportation for Veterans who sign up through Feeding America Tampa Bay. Shown here, the collaborative team poses for a photo after distributing more than 500 boxes of food.

JAMES A. HALEY

Veterans' Hospital

www.tampa.va.gov

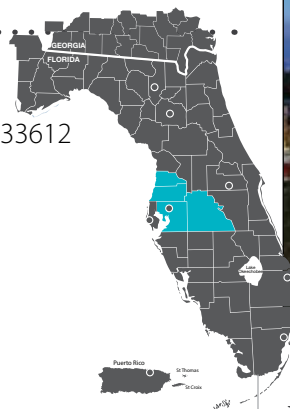
13000 Bruce B. Downs Blvd.; Tampa, FL 33612

813-972-2000

888-716-7787

Director: David K. Dunning, MPA

facebook.com/VATampa
twitter.com/tampaVA
flickr.com/photos/JAHVH
instagram.com/tampavamc



The James A. Haley Veterans' Hospital (JAHVH) is a tertiary care facility classified as a Clinical Referral Level 1 Facility. JAHVH is a teaching hospital, providing a full range of patient care services, with state-of-the-art technology as well as education and research. As one of the largest VA teaching facilities, JAHVH is affiliated with the University of South Florida and currently 131 additional active affiliations and 200+ resident slots. In 2018, JAHVH trained over 1,500 trainees including medical students, residents, and fellows. The 499-operating bed medical center includes hospital

med-surgical, acute psychiatry, nursing home/community living center, hospice and palliative care, spinal cord injury, polytrauma center, pain/rehab along with multiple outpatient primary and specialty care services. JAHVH also operates a primary care annex near the main hospital and four community clinics all offering primary and mental health care located in New Port Richey, Brooksville, Lakeland, and Zephyrhills. JAHVH also operates a new multi-specialty outpatient clinic in south Hillsborough county that opened in May 2019.

Accreditations/Certifications

The Joint Commission

Commission on Accreditation of Rehabilitation Facilities

College of American Pathologists Laboratory Survey

Food and Drug Administration Blood Bank Inspection

American College of Radiology Mammography Inspection

American Association of Blood Banks

National Health Physics Program

Nuclear Regulatory Commission

Association for the Accreditation of Human Research Protection Program

Association for Assessment and Accreditation of Laboratory Animal Care

Accreditation Council for Graduate Medical Education

American Nurses Credential Center

American Psychological Association

American College of Radiology

Commission on Dental Accreditation

Commission on Cancer

Long Term Care Institute

And more...

By the NUMBERS

Total Employees:	6,205
% of Veteran employees:	27%
Total Volunteers:	542
Total Veterans Served:	111,067
Eligible Vet Population in Svc. Area:	158,469
Total Enrollees:	113,980
Market Penetration*:	72.33%
Total Outpatient Visits:	1.7 Million
Average Daily Outpatient Visits:	4,654
Total Operating Beds:	499
Total Admissions:	9,528
Total Budget:	\$1.5 Billion

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

	VETERANS SERVED	OUTPATIENT VISITS
Tampa	106,279	859,103
Brooksville	8,140	43,529
Hidden River	36,677	182,346
Lakeland	12,798	61,415
Lecanto	7,841	45,770
New Port Richey	19,898	132,389
South Hillsborough	16,868	97,105
Zephyrhills	4,010	13,628



Bill Moccio, a Vietnam War Army Veteran and resident of Haley's Cove Community Living Center, proudly displays his vaccine button after being the first Tampa VA patient to receive the Pfizer COVID-19 vaccine.

Leading the Charge with COVID-19 Vaccines

The James A. Haley Veterans' Hospital was one of the first VA sites to begin administering the Pfizer COVID-19 vaccine. Vaccinations for vulnerable Veterans and employees began in late December 2020. The hospital's vaccination team has coordinated and administered over 120,000 COVID-19 vaccine doses to Veterans, caregivers, and employees. In March 2021, the hospital partnered with the Florida Department of Health and Hillsborough County to significantly expand COVID-19 vaccine availability through a formal FEMA mission assignment. This became the first and largest VA-supported vaccination site in the nation with the capacity to vaccinate approximately 3,000 citizens per day. The vaccination team provided nearly 40,000 doses of vaccine to the local community.



VA Video Connect, VA Health Chat, the Clinical Contact Center and other virtual care modalities provided Veterans with computer-mediated care and access to VA clinicians whenever and wherever they were, bridging the face-to-face gap during the pandemic.

Virtual Care to Keep Veterans Safe

In the face of the current public health emergency of COVID-19, James A. Haley Veterans' Hospital rapidly transitioned primary care and mental health services from facility-based care to safer virtual alternatives. Virtual care has been pushed to the forefront during this health crisis and will remain an important modality going forward. All clinical services at the facility, including specialty care services, are utilizing VA Video Connect (VVC) – a secure video chat application that allows Veterans to connect with their providers from any web-ready device. The hospital is ranked in the top five for VVC workload among VA facilities in the nation for speech, audiology, medicine, physical medicine and research, spinal cord injury, surgery, and compensation and pension.



Validating Service and Quality through Accreditation

The James A. Haley Veterans' Hospital always strives for excellence, maintaining three Joint Commission Programs and Commission on Accreditation of Rehabilitation Facilities programs, (or CARF International). CARF International is an independent body that establishes standards for accreditation in care. Being awarded CARF accreditation means the hospital not only passed an in-depth review but also met rigorous international guidelines for service and quality. This year, the facility received four program accreditations, representing 19 areas of service in physical medicine and rehabilitation services, mental health services, spinal cord injury program, and employment and community service programs. There were 12 physical medicine and rehabilitation programs awarded CARF accreditation, more than any other rehabilitation program in the Veterans Health Administration (VHA).



Next Generation Mobility

The James A. Haley Veteran's Hospital Spinal Cord Center was one of twenty-five VA locations to receive the next generation mobility device—the iBOT personal mobility device from Mobius Mobility, LLC through VA's New England Center for Innovation Excellence (NECIE). The iBOT looks like a wheelchair, but it's so much more. Veterans can climb stairs independently, traverse rough outdoor terrain and even transition themselves to eye level with others.



"The VA that I grew up around in the 80s and 90s - bureaucratic, institutionalized environment, long wait times - is vastly different than the VA I work in today. Our front-line experts are empowered to be innovative in continually improving their processes for our Veterans. Adding to that a humble servant leadership approach is why I choose VA as an employee! As the son/grandson of Veterans who use the VA for their care, I say to my fellow coworkers, THANK YOU for all that you do each day!"

- Chad Canode, Chief, Systems Redesign, James A. Haley Veterans' Hospital and Clinics

MIAMI

VA Healthcare System

www.miami.va.gov

1201 N.W. 16th St.; Miami, FL 33125

305-575-7000

888-276-1785

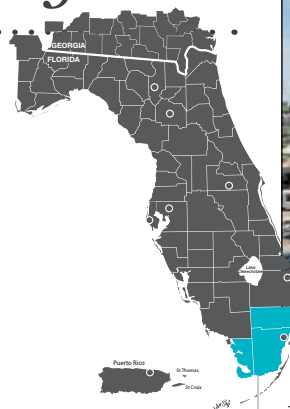
Director: Kalautie S. JangDhari



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twitter.com/MiamiVAMC



The Miami VA Healthcare System is a Joint Commission accredited, complexity level 1A facility serving approximately 63,000 Veterans in three South Florida counties: Miami-Dade, Broward, and Monroe. The Bruce W. Carter VA Medical Center is in downtown Miami and supports two major satellite outpatient clinics located in Sunrise and Key West, and five community-based outpatient clinics located in Homestead, Key Largo, Pembroke Pines, Hollywood, and Deerfield Beach. The facility provides general medical, surgical, and psychiatric services, as well as serving as an

AIDS/HIV Center, Prosthetic Treatment Center, Spinal Cord Injury Rehabilitative Center and Geriatric Research, Education and Clinical Center. A Healthcare for Homeless Veterans Clinic is located about one mile from the medical center. The organization is recognized as a Center of Excellence in Spinal Cord Injury Research, Substance Abuse Treatment, and a Chest Pain Center. In addition to medical services, the healthcare system's Research Program conducts nearly \$8 million in research in areas of oncology, PTSD, endocrinology, mental health, diabetes, hypertension, and other medical fields.

Accreditations/Certifications

The Joint Commission

Commission on Accreditation of Rehabilitation Facilities

American College of Radiology

College of American Pathologists

Primary Stroke Center-AHCA/State Certified

Silver & Gold Plus Award for Excellence in Stroke Care by America

Heart Association/GWTG Program

Epilepsy Center of Excellence

Multiple Sclerosis Center of Excellence

Long Term Care Institute

By the NUMBERS

Total Employees:	2,938
% of Veteran employees:	29%
Total Volunteer Hours:	5,699
Total Veterans Served:	62,508
Eligible Vet Population in Svc. Area:	111,437
Total Enrollees:	65,421
Market Penetration*:	59%
Total Outpatient Visits:	882,796
Average Daily Outpatient Visits:	2,419
Total Operating Beds:	339
Total Admissions:	4,739
Total Budget:	\$752 Million

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

	VETERANS SERVED	OUTPATIENT VISITS
Miami	55,697	566,908
Sunrise	25,832	202,941
Key West	2,248	12,854
Homestead	5,075	30,972
Pembroke Pines	2,564	12,552
Key Largo	798	2,816
Hollywood	3,963	23,339
Deerfield Beach	2,059	10,421



Delivering the Best Care

Primary Care Services at the Miami VA Healthcare System were ranked #1 among all level 1a VA health care facilities (the largest and most complex medical centers), along with general surgery and endocrine services. As a key part of ensuring Veterans get the care they need when they need it, Miami VA Primary Care is responsible for managing care for Veterans and coordinating specialty and mental health services as needed. Even more impressive was the growth in Veterans using primary care services at the Miami VA, exceeding 2020's number of encounters by 8 percent.



Using Technology to Deliver Safe Care to Veterans

Virtual Care options across VA have dramatically increased during the COVID-19 pandemic and the Miami VA continues to be a leader in using video on demand technology to ensure Veterans continue to have access to their providers.

This includes a dramatic increase in the use of MyHealtheVet – an online portal for Veterans to check their health records and send secure messages with their providers. Miami VA saw a 23 percent growth in the use of secure messages from 2020 to 2021, with more than 97.5 percent of them responded to within 72 hours.



Leaders in Veterans Trust

The Miami VA Healthcare System continues to be a leader in earning the trust of Veterans, with 91 percent of Veterans surveyed saying they trust the facility and staff with their health care. In 2021, nearly 63,000 Veterans chose the Miami VA for their health care needs – the most patients the healthcare system has ever seen while maintaining its status as one of the top sites in the country for access to care.

Bringing the COVID-19 Vaccine Close to Where Veterans Live and Work

Serving a geographically diverse area like South Florida means bringing services to Veterans wherever they are. From partnering with Vet Centers in suburban communities, expanded vaccination clinics in our downtown locations, partnering with local businesses, Veteran Services Organizations and non-profits or even holding the southern-most VA vaccine event in the country in Key West – the Miami VA is committed to bringing the services Veterans need to the communities they live in.



Motorcycles, Veterans and Vaccines – the Miami VA and Petersons Harley-Davidson spent a great day filled with music, custom motorcycles, food trucks, and COVID-19 vaccines!



In one day, the Miami VA was able to vaccinate more than 440 Veterans living in the beautiful Florida Keys! Hosted by the College of the Florida Keys, this special one-day event brought hundreds of vaccinations to Veterans living throughout Monroe County – even some who were traveling to the southernmost point in the United States!

NORTH FLORIDA/ SOUTH GEORGIA

Veterans Health System

www.northflorida.va.gov

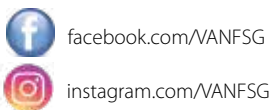
Director: David B. Isaacks, FACHE

Malcom Randall VA Medical Center
1601 SW Archer Road; Gainesville, FL 32608

352-376-1611 | 800-324-8387

Lake City VA Medical Center
619 South Marion Avenue; Lake City, FL 32025

386-755-3016 | 800-308-8387



The North Florida/South Georgia Veterans Health System is level 1a, tertiary care facility headquartered in Gainesville, Fla. The organization spans about 50 counties in Florida and South Georgia and is the largest VA healthcare system in the country in terms of patients served. The system operates 14 sites of care including two medical centers located in Gainesville and Lake

City; three multi-specialty outpatient clinics located in Jacksonville, The Villages, and Tallahassee; and nine community-based outpatient clinics located in Palatka, Ocala, St. Augustine, Marianna, Middleburg and Perry, Florida and Valdosta, Waycross and St. Marys, Ga. The organization also operates two Community Living Centers at the medical centers located in Gainesville and Lake City.

Accreditations/Certifications

The Joint Commission

Commission on Accreditation of
Rehabilitation Facilities- CARF

Long Term Care Institute

American Board for Certification in
Orthotics, Prosthetics & Pedorthics

Association for Assessment and
Accreditation of Laboratory Animals

American Accreditation of Blood Banks

Council of Dental Accreditation

The Commission of Collegiate Nursing
Education

American Society of Health System
Pharmacists

American Board of Physical Therapy
Residency and Fellowship Education

American Psychological Association

Accreditation Council on Optometric
Education



Malcom Randall VA Medical Center



Lake City VA Medical Center

By the NUMBERS

Total Employees:	6,091
% of Veteran employees:	27%
Total Volunteers Hours:	29,365
Total Veterans Served:	146,907
Eligible Vet Population in Svc. Area:	258,972
Total Enrollees:	176,915
Market Penetration*:	68.31%
Total Outpatient Visits:	1.8 Million
Average Daily Outpatient Visits:	4,908
Total Operating Beds:	611
Total Admissions:	10,407
Total Budget:	\$1.6 Billion

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

	VETERANS SERVED	OUTPATIENT VISITS
Gainesville	119,722	670,233
Lake City	32,113	172,310
Jacksonville 1	48,718	272,165
Jacksonville 2	11,830	65,291
Valdosta	5,371	28,107
Ocala	10,159	52,486
St. Augustine	7,213	36,547
Tallahassee	16,847	140,090
The Villages	23,918	157,207
St. Mary's	3,688	15,460
Marianna	2,636	11,951
Middleburg	4,383	15,090
Palatka	3,524	15,485
Waycross	2,475	11,626
Perry	1,020	3,401



Improving Healthcare Outcomes with Nursing Care

The American Association of Critical-Care Nurses recognized nurses on the medical surgical unit at the Malcom Randall VA Medical Center in Gainesville, Fla. with a gold-level Beacon Award for Excellence. This award recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. These standards signify an effective and systematic approach to policies, procedures, and processes that include engagement of staff and key stakeholders; fact-based evaluation strategies for continuous process improvement; and performance measures that meet or exceed benchmarks.



Lake City Celebrates 100 Years of Serving Veterans

The North Florida/South Georgia Veterans Health System celebrated a century of service at the Lake City VA Medical Center by burying a time capsule. What is now the medical center was the original site of the Florida Agricultural College. In 1920, the site was purchased by the U.S. government and after extensive renovations, the first patient was admitted on December 6, 1920. It was named the U.S. Public Health Service Hospital No. 63. On August 9, 1921, the Veterans Bureau was created to care for returning World War I Veterans, and the transition from Public Health to the Veterans Bureau Hospital began. This transition was completed in 1924 when the Lake City VA Hospital began its proud tradition of caring for the nation's Veterans. The Lake City VA Hospital officially became the Lake City VA Medical Center in 1978. To commemorate the milestone, with help from employees, a time capsule with present day items was assembled and buried for future descents to enjoy no earlier than December 6, 2120. The hospital continues to leave a significant mark on the Lake City community and the North Florida/South Georgia Veterans Health System.



A Leader in Quality and Patient Satisfaction

In 2021, the North Florida/South Georgia Veterans Health System received a 4 out of 5 patient safety star rating via Hospital Compare. Hospital Compare, also known as Care Compare, is a program managed by the U.S. Centers for Medicare and Medicaid Services. This program publicly reports hospital performance information online. Transparent public reporting helps Veterans choose where they go to receive their care. Veterans overwhelmingly choose the North Florida/South Georgia Veterans Health System for their care as demonstrated by Veteran feedback, exceptional quality ratings, and patient growth.

COVID-19 Vaccine Outreach



The St. Augustine Community Based Outpatient Clinic and the Veterans of Foreign War (VFW) Post 2391 located in St. Augustine, Fla. collaborated to offer COVID-19 vaccination services to eligible Veterans. The partnership with VFW Post 2391 allowed clinic staff to provide vaccines in a convenient offsite location close to where Veterans live and work. More than 200 vaccines were delivered to Veterans and their loved ones because of the partnership.



A team from the Malcom Randall and Lake City VA Medical Centers traveled to Thomasville, Ga. to provide COVID-19 vaccines to Veterans. The convenience of the offsite location at Thomas University allowed Veterans to receive the vaccine close to their home without the need to drive to one of the health system's community-based outpatient clinics or hospitals. A similar event was held in Perry, Fla. at the Perry Elks Lodge #1851. Between the two events, more than 130 vaccines were administered.

ORLANDO

VA Healthcare System

www.orlando.va.gov

13800 Veterans Way; Orlando, FL 32827

407-631-1000

800-922-7521

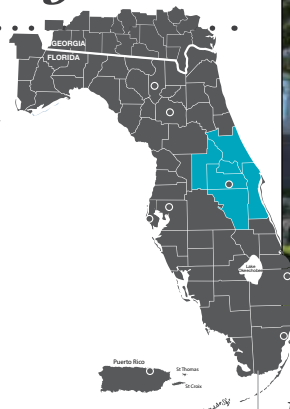
Director: Timothy J. Cooke



facebook.com/VAOrlando



twitter.com/OrlandoVAMC



Officially established in October 2006, the Orlando VA Healthcare System (VAHCS) was designated as a 1a facility in 2021, serving more than 138,000 Veterans in Central Florida and includes a 120-bed Community Living Center, two Mental Health Residential Rehabilitation Treatment Programs/Domiciliaries (60 beds located at the Lake Nona Campus and 58 beds at the Lake Baldwin Campus), one Health Care Center in Viera, a medical center in Orlando (Lake Baldwin campus), a Multispecialty Community

Based Outpatient Clinic in Daytona Beach, and five Community-Based Outpatient Clinics located in Clermont, Kissimmee, Deltona, Palm Bay, and Tavares. The Orlando VA Medical Center at Lake Nona provides outpatient, inpatient and emergency services. Orlando's 65-acre medical campus encompasses 134 acute inpatient beds, providing complex medical/surgical/mental health specialty care, advanced diagnostic services, and a large multispecialty outpatient clinic.

By the NUMBERS

Total Employees:	4,904
% of Veteran employees:	27%
Total Volunteers Hours:	47,540
Total Veterans Served:	138,008
Eligible Vet Population in Svc. Area:	196,294
Total Enrollees:	136,627
Market Penetration*:	69.6%
Total Outpatient Visits:	2 Million
Average Daily Outpatient Visits:	5,415
Total Operating Beds:	370
Total Admissions:	7,334
Total Budget:	\$1.3 Billion

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

Accreditations/Certifications

The Joint Commission

Commission on Accreditation of Rehabilitation Facilities

Accreditation Council on Optometric Education

American Nurses Credential Center

American Psychological Association

American Association of Blood Banks

American College of Radiology-Radiation Oncology

American College of Radiology-Mammography

Commission on Dental Accreditation

The Joint Commission Lab and Pathology

Council on Podiatric Medical Education

National Health Physics Program

National Commission on Orthotic and Prosthetic Education

Long-Term Care Institute

American Board for Certification in Orthotics, Prosthetics & Pedorthics

American Society of Health-System Pharmacists

Vascular Lab Accreditation

	VETERANS SERVED	OUTPATIENT VISITS
Lake Nona	121,362	981,952
Clermont	5,229	22,504
Daytona Beach	24,175	189,957
Deltona	5,902	31,575
Kissimmee	5,728	32,688
Lake Baldwin	38,633	286,622
Palm Bay	2,972	11,420
Port Orange	104	3,590
Tavares	6,148	35,032
Viera	42,432	334,540
Westside Pavilion	4,507	34,527



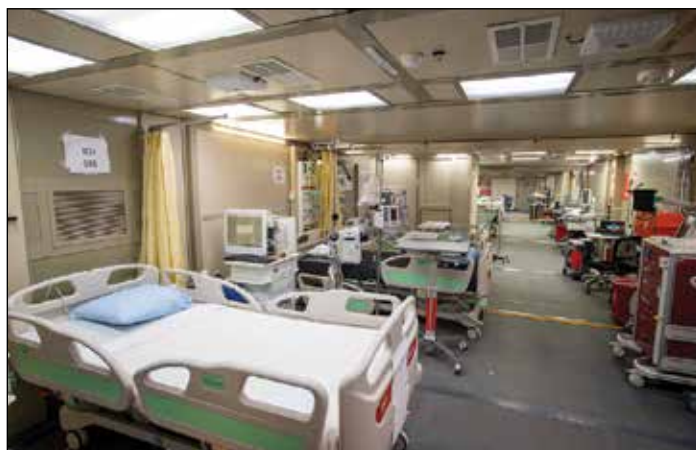
“I had my reservations upon my separation from the service to connect with the VA,” said Chavez Jr. “I can say at this point that those reservations have subsided, and the VA has had a considerable positive impact in my life.”

– Eladio Chavez Jr., U.S. Marine Corps Veteran, discovered the therapeutic benefits of golf thanks to the Orlando VA's Recreation Therapy Program partnership with PGA Tour.



VA Secretary Joins Annual Pride Celebration

Pride could be seen from miles away as the flag waved high at the Orlando Vet Center and Orlando VA Healthcare System's 11th Annual Pride Celebration. Community partners and VA staff provided information for LGBTQ+ Veterans and attendees were entertained by the Orlando Gay Choir. A special guest was in attendance this year, the Honorable VA Secretary Denis McDonough, who personally thanked each COVID-19 Vaccine team member, and even stepped behind the VA resource tables to share information with Veterans and the community about the VA Mission. During this event Secretary McDonough announced the VA will offer gender confirmation surgery to transgender Veterans. The heartfelt care for LGBTQ+ Veterans was felt by all who attended the event as well as the commitment to serve every Veteran.



Mobile ICU Supports Operations During Summer COVID-19 Surge

As part of our surge plan, the Orlando VA Medical Center, along with the Veterans Health Administration (VHA) Office of Emergency Management (OEM), deployed a Mobile Intensive Care Unit (Mobile ICU) to support hospital operations for non-COVID-19 and COVID-19 inpatient requirements. VHA has long been a leader in disaster response. The Mobile ICU, part of VA's impressive deployable asset inventory, is designed for operational speed and flexibility.

This Mobile ICU allowed the Orlando VA to continue to provide necessary care to inpatients during this surge of Veteran hospitalizations while taking some infrastructure pressure off the hospital, such as oxygen and water. The unit is fully self-contained and self-supported with its own oxygen generation capability and potable water system.

The Mobile ICU components were delivered on Friday, August 20. Over the course of a week, contractors made all necessary connections and tested systems. Once turned over to the Orlando VA, staff installed additional equipment for patient care and ran several simulations and training involving staff from multiple disciplines and began providing patient care on August 31. A total of 10 patients were cared for in the unit before being decommissioned on September 22.



Marriage and Family Therapist Wins Dr. Robert L. Jesse Award

Melissa Tran received the Dr. Robert L. Jesse Award for Excellence in InnoVation for her innovative program called Perinatal Reproductive Education and Planning Resources, or PREPARE. PREPARE provides a holistic prenatal and postnatal support program involving nutrition, mental health, and women's health. Offerings range from yoga, hypnosis and childbirth, lactation counseling, parenting styles, infant loss, infertility, post-partum depression, effective communication, and how personal health affects children including nutrition and food safety. This award recognizes and honors VA employees who have demonstrated excellence and enabled the discovery and spread of health care innovation that exceeds expectations, restores hope, and builds trust.

VA CARIBBEAN

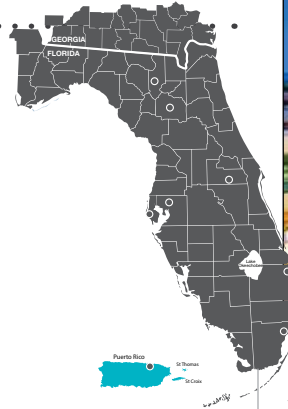
Healthcare System

www.caribbean.va.gov

10 Casia Street
San Juan, PR 00921

787-641-7582
800-449-8729

Director: Carlos R. Escobar, BED-Arch, MSHP, FACHE



The VA Caribbean Healthcare System is a Joint Commission accredited, complexity level 1A facility serving Veterans in Puerto Rico and the U.S. Virgin Islands. The healthcare system consists of a tertiary care VA Medical Center located in San Juan, Puerto Rico and ten outpatient clinics located in Arecibo, Ceiba, Comerio,

Guayama, Mayaguez, Ponce, Utuado, Vieques, St. Croix, and St. Thomas. The San Juan VA Medical Center includes multidisciplinary ambulatory facilities and 280 operational acute care beds including 12 blind rehabilitation beds and 122 operational nursing home beds.

Accreditations/Certifications

The Joint Commission

College of American Pathology

Commission on Accreditation of
Rehabilitation Facilities

Society of Cardiovascular Patient Care
Center - Chest Pain Center

Commission of Academic Dietetic
Education

American College of Radiation
Oncology Practice Accreditation
Program

National Health Physics Program

Accreditation Council for Graduate
Medical Education

Council of Dental Accreditation

American Association of Cardiovascular
and Pulmonary Rehabilitation

American Society of Health-System
Pharmacists

American College of Radiology

Food and Drug Administration

Long Term Care Institute

American Psychological Association

American Nurses Credentialing Center

By the NUMBERS

Total Employees:	4,252
% of Veteran employees:	18%
Total Volunteers Hours:	289
Total Veterans Served:	62,356
Eligible Vet Population in Svc. Area:	66,230
Total Enrollees:	59,008
Market Penetration*:	89.1%
Total Outpatient Visits:	1.1 Million
Average Daily Outpatient Visits:	3,048
Total Operating Beds:	402
Total Admissions:	7,103
Total Budget:	\$780 Million

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

	VETERANS SERVED	OUTPATIENT VISITS
San Juan	58,315	797,492
Arecibo	3,985	34,719
Ceiba	3,849	27,577
Comerio	868	2,182
Mayaguez	10,371	106,535
Ponce	11,784	121,344
St. Croix	724	2,626
St. Thomas	857	3,329
Utuado	315	1,243
Vieques	199	906



Renovating and Upgrading to Deliver State-of-the-Art Care

In February 2021, the VA Caribbean Healthcare System completed a large renovation of the Acute Behavioral Health In-Patient Care Unit as part of a 26,460 square foot construction project to modernize and upgrade existing spaces and adding services for Veterans. The unit is designed to provide high-intensity mental health services for Veterans with acute and severe emotional and behavioral symptoms.



Community Living Center Earns 5-Star Rating

The San Juan VA Community Living Center (CLC) again achieved an overall 5-star rating from the Centers for Medicare and Medicaid Services. Healthcare System leaders credited the sustained achievement to the many dedicated CLC staff, which include nurses, physicians, physical therapists and occupational therapists, recreational therapists, pharmacist, social workers, dietitians, health administration staff, housekeepers, and more. The mission of the San Juan VA's CLC is to restore each Veteran to his or her highest level of well-being. It is also to prevent declines in health and to provide comfort at the end of life.



Improving Transportation in the U.S. Virgin Islands

In August 2021, the VA Caribbean Healthcare System established a charter flight program for Veterans in the U.S. Virgin Islands (USVI). The program, established in collaboration with USVI Office of Veterans Affairs, offers eligible Veterans a chartered flight service from the USVI to Puerto Rico when Veterans require specialty care services not offered at the VA clinics located in St. Thomas and St. Croix. The flight provides direct service from the islands to Isla Verde International Airport San Juan, departing from Cyril E. King Airport in St. Thomas, and the Henry E. Rohlsen Airport in St. Croix. The plane can carry nine passengers with the capacity to accommodate patients in wheelchairs and with oxygen needs. There are up to four flights per week, depending on demand.



In 2021, the VA Caribbean Veterans Healthcare System conducted hundreds of COVID-19 vaccine outreach events across Puerto Rico and the U.S. Virgin Islands to ensure Veterans living in rural areas had appropriate access to the vaccine. Pictured here is one of the healthcare system's vaccination teams preparing to fly from San Juan, Puerto Rico to the island of St. Croix.



Carlos R. Escobar, Executive Director of the VA Caribbean Healthcare System, welcomes U.S. Virgin Islands Gov. Albert Bryan Jr. and his staff to the VA medical center in San Juan in August 2021. The purpose of the visit was to further develop alliances with U.S. territory leaders and discuss ways to better serve Veterans.

WEST PALM BEACH

VA Healthcare System

www.westpalmbeach.va.gov

7305 North Military Trail
West Palm Beach, FL 33410

561-422-8262

800-972-8262

Director: Cory P. Price, FACHE

 facebook.com/WPBVAHCS

 instagram.com/wpbvahcs

The West Palm Beach VA Medical Center opened in 1995 and is a general medical and surgical facility, providing a full range of patient care services, as well as comprehensive medical education and residency programs. All-inclusive health care is provided through primary care, emergency care, and long-term care in the areas of medicine, surgery, mental health, physical medicine and rehabilitation, radiology, telemedicine, dentistry, hemodialysis, comprehensive cancer care, and geriatrics. The medical center provides health

care services to Veterans throughout South Florida and the Treasure Coast at its main facility in West Palm Beach and six contractor-operated community-based outpatient clinics in Boca Raton, Delray Beach, Fort Pierce, Okeechobee, Stuart, and Vero Beach. The facility also operates a 13-bed Blind Rehabilitation Service, which is the referral center for blind and visually impaired Veterans throughout the state of Florida. The facility also operates a Post-Combat Trauma Clinic with expanded services in Port St. Lucie.

Accreditations/Certifications

The Joint Commission
Commission on the Accreditation of
Rehabilitation Facilities
ACR Committee on Radiation Oncology
American Association of Blood Banks
American Council on Graduate Medical
Education
American Dental Association
American Psychological Association

American Society of Health System
Pharmacists
College of American Pathologists
Florida Medical Association
Food & Drug Administration
Long Term Care Institute
Society of Chest Pain Centers
Healthcare Equality Leader



By the NUMBERS

Total Employees:	2,660
% of Veteran employees:	30%
Total Volunteers Hours:	7,769
Total Veterans Served:	61,770
Eligible Vet Population in Svc. Area:	98,562
Total Enrollees:	60,539
Market Penetration*:	61.42%
Total Outpatient Visits:	819,115
Average Daily Outpatient Visits:	2,244
Total Operating Beds:	333
Total Admissions:	5,140
Total Budget:	\$705 Million

* Percentage of Veterans enrolled for care out of total Veterans eligible within service area.

	VETERANS SERVED	OUTPATIENT VISITS
West Palm	58,906	692,898
Fort Pierce	6,442	22,282
Delray Beach	6,915	25,176
Stuart	6,468	21,737
Boca Raton	3,466	14,947
Vero Beach	3,665	13,496
Okeechobee	1,725	6,439
Port St. Lucie	3,490	13,457



Be the One Challenge

The voice of Veterans holds a power like no other. In partnership with the West Palm Beach VA, local Veterans joined forces to challenge their fellow brothers and sisters to help fight against the COVID-19 pandemic by 'being the one.' Be the One reminds Veterans, team members, and the community that it takes a simple act to get the COVID-19 vaccine to make a difference and bring an end to the pandemic. U.S. Army Veteran Jeff Michael said it best – ***“Do your part and be the American hero that you are, be the one to end this pandemic.”***

Scan the QR code below to watch the campaign video.



Reaching Out and Caring for the Most Vulnerable

The Mobile Medical Homeless Outreach Event was a collaboration between Nursing, Social Work/Homeless Programs, MAS, Pharmacy, Emergency Management, and the Emergency Department to bring medical care and social work services to 50 Veterans staying at a West Palm Beach motel funded by the Supportive Services for Veteran Families (SSVF) provider Faith, Hope, Love, Charity, Inc. The goal was to provide instant triage, medical care, vaccinations, and social work assessments and referrals in rapid succession with administrative support to enroll and provide first/next appointments with primary care.



Service to the Community

Feet in the sand and gloves on hands – The West Palm Beach VA team proudly served beyond their service to Veterans. For employees, service does not stop at the end of the workday, it only continues. Dressed in red VA shirts paired with a smile and energy of excitement to better the place they call home, otherwise known as Juno Beach, employees joined the Loggerhead Marinelife Center to make a difference and clean up area beaches. The new partnership offers employees the chance to give back outside of their medical scrubs and professional suits.



Taking the COVID-19 Vaccine Mission on the Road

Meeting Veterans where they are to stop COVID-19 has been a vital local mission. The West Palm Beach VA COVID-19 Vaccine team filled up their gas tanks and got wheels rolling to make a difference. From Vero Beach to Fort Pierce, the West Palm Beach VA showed up to offer COVID-19 vaccine to all eligible individuals. The West Palm Beach VA made appearances at various colleges, local community centers, and the smaller, rural towns to make it easy and convenient to receive the vaccine.



“I have such love for West Palm Beach VA. I feel so grateful and blessed. The VA is shifting technology to help us out for the better, they are changing for the better to help us. I go out of my way to tell everyone how grateful I am for them. There are no words of how thankful I am for the West Palm Beach VA and what I would do for them.”

– Anthony Starace,
U.S. Army Veteran



Veterans Health Administration
VA Sunshine Healthcare Network (VISN 8)

VA Sunshine Healthcare Network (VISN 8)
Office of Communication & Stakeholder Relations
140 Fountain Parkway, Ste 600
St. Petersburg, FL 33716

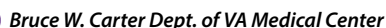
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www.northflorida.va.gov



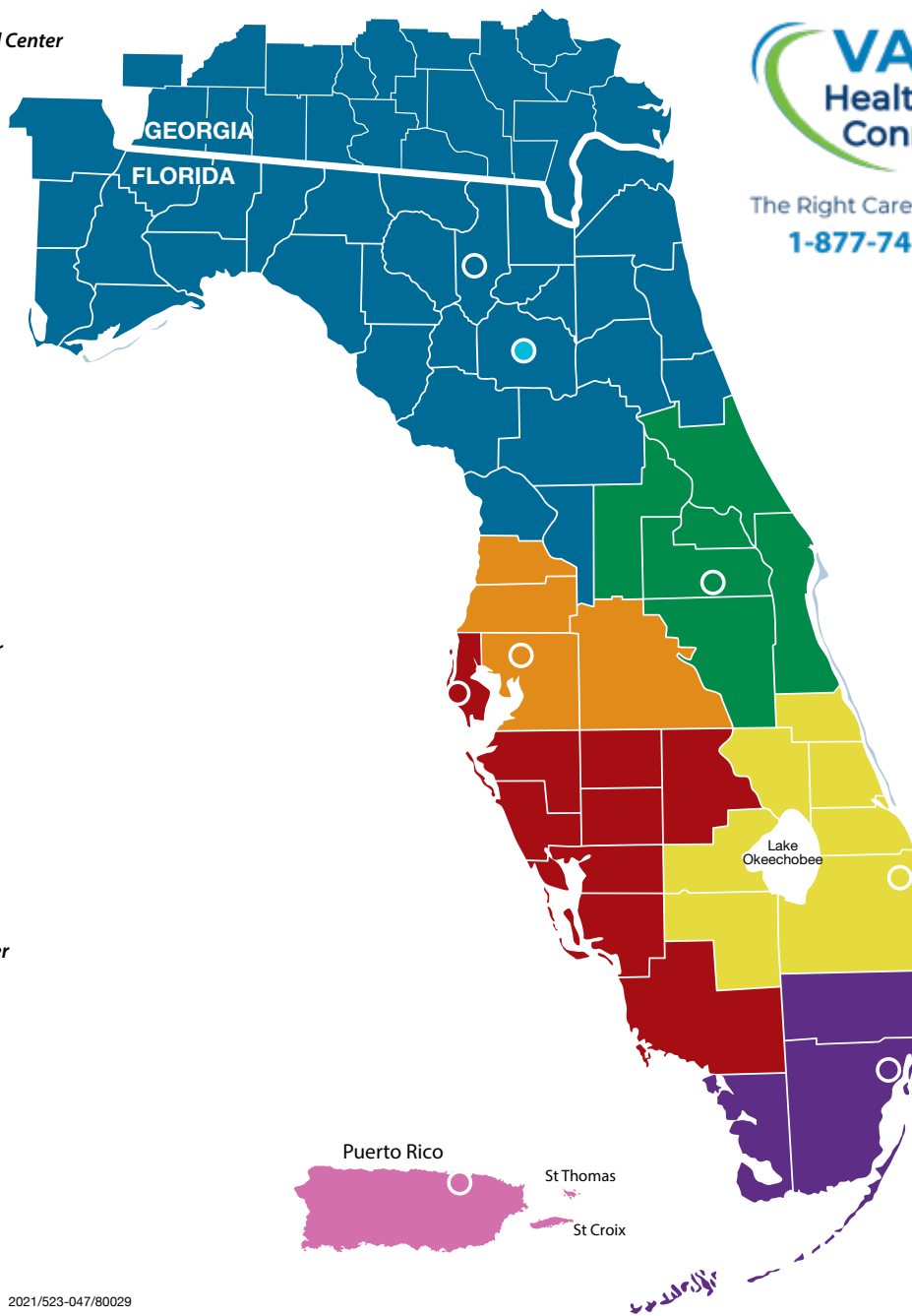
13800 Veterans Way
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