



Changing lives. One Veteran at a time.

2013 ANNUAL REPORT



DALLAS ★ BONHAM ★ FORT WORTH ★ TYLER

BRIDGEPORT ★ DENTON ★ GRANBURY ★ GREENVILLE ★ SHERMAN

Serving 38 counties in North Texas and 2 counties in southern Oklahoma

From Our Director

Changing lives. One Veteran at a time.

This theme provided the foundation of our efforts in 2013 and continues to do so as we move forward into 2014. We are blessed to have a great team of more than 4,000 staff members and 1,600 volunteers who are meeting the needs of over 100,000 Veterans who call VA North Texas Health Care System their health care home.

We honor our Veterans by providing quality health care that is second to none. This annual report provides just a glimpse of our many accomplishments and achievements.

In 2014 we will move forward to reach new heights with a steadfast focus on three strategic pillars:

- Quality, Safety and Value
- Patient-Centered Care
- Servant Leadership

In the year ahead, we will continue our efforts to meet the needs of Veterans in North Texas and southern Oklahoma with compassion and dedication. They deserve nothing less. This is our commitment!

Sincerely,

Jeff Milligan, Director



Our Mission

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

Our Vision

To be a patient-centered, integrated health care organization for Veterans, providing excellence in health care, research, and education; an organization where people choose to work; an active community partner and a back-up for National emergencies



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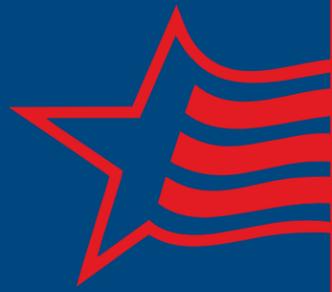


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SYSTEM SUMMARY
2013

2nd Largest VA
in the Nation

first in bed days of care

OPERATING BUDGET

\$862 million

More than
115,000
Veterans served

Veterans serving Veterans

35% of our employees
are Veterans

Dedicated - Committed - Proud

FULL-TIME EMPLOYEES

4,687

*Our caring staff is
our best resource.*

2nd
in outpatient visits
Over 3,800
outpatient clinic visits
each day

1.4 million
outpatient visits
a year



1,645 Volunteers

Volunteers are important to our mission.

Voluntary Service coordinates and integrates community volunteer participation as a way to add value to the health care experience and to assist VA staff. Anyone in the community is welcome to volunteer and lend a helping hand to help fulfill our mission.

Volunteer or Donate:
www.northtexas.va.gov/giving



Health Care Services

Medical Services

- Dialysis Unit
- Telemetry
- Interventional Cardiology

Intensive Care Units

Mental Health

- Domiciliary
- Electroconvulsive Therapy

Surgical Care

- Cardiothoracic
- Bariatrics
- Robotics

Hospice & Palliative Care

Spinal Cord Injury Center

Advanced Imaging Services

- Radiology

Nuclear Medicine

FISHER HOUSE

Home Away from Home

Safe, comfortable housing is available for families of Veterans receiving health care at Dallas VA Medical Center. Fisher House, similar to Ronald McDonald House, provides free temporary lodging for families of VA patients.

Fisher House has 21 suites. Common areas include a kitchen, laundry facilities, spacious dining room, living room, library, picnic pavilion and an outdoor kitchen with a relaxing water feature.

90% Occupancy rate

Families accommodated **752**

9 days Average length of stay





AWARDS & ACCOMPLISHMENTS



Cornerstone Award for Patient Safety
Awarded Bronze in 2008
Awarded Gold in: 2009, 2010, 2012 & **2013**



Awards & Accomplishments

VA North Texas Health Care System is a high performing organization. Remarkable gains in clinical performance are evident. **We met or exceeded 92%** of the goals given to us nationally that measure quality of care, preventive care and access to care.

Over the past several years, we earned recognition by a number of external governing bodies and VA Central Office for being leaders and high performers among other VA medical centers and health care systems.

We support VA's efforts in ending the claims backlog.
Completed 13,725 compensation and pension exams

Unresolved consults greater than 90 days dropped from 36,259 to 6,388

VHA Systems Redesign Champion!

Systems Redesign

A systemic approach for the design, redesign and improvement of processes utilizing Lean Six Sigma methodology

- Creates a culture of learning and improvement
- Utilizes existing resources to develop a support service aligned with the Strategic Plan to:
 - Improve access to healthcare
 - Enhance work processes
 - Eliminate waste
 - Focus improvement on customer needs
 - Empower the workforce to make improvements

Systems Redesign Successes

- Emergency Department
 - Reduction in triage and wait times
 - Reduction in >6 hour stays
 - Improvement in throughput and efficiency
- Pharmacy
 - Streamlined process for medication renewals
- Pathology and Laboratory
 - Reduction in wait times for blood draw
- FWOPC Primary Care
 - Reduction in telephone call abandonment rate
 - Streamlined new patient appointment process



Sensitivity to Diversity Workshops

A success to build on

As VA public servants, we have an obligation to act with courtesy, dignity and respect, especially toward our Veterans. To foster and promote diversity across our organization, Sensitivity to Diversity Workshops were conducted for all employees. Staff received information and training to learn how to interact with people from diverse backgrounds and demographics. Trainers presented strategies to effectively interact with our customers and each other in a kinder and more respectful environment free of discrimination.

More than 98 percent of employees completed diversity training and found workshops to be engaging and thought provoking.

We serve without personal judgment regarding race, ethnicity, national origin, religion, sex, age, mental or physical disability, sexual orientation or genetic information.

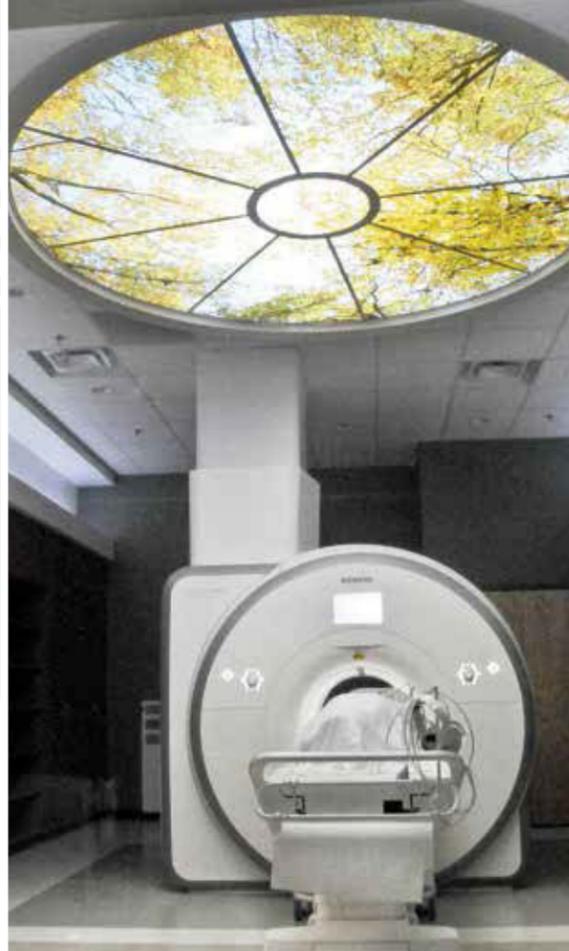




CLINICAL ADVANCEMENTS

3T MRI

*Quality enhanced images
Improved comfort for patients*



Cardiology

Our Advanced Interventional Cardiology is one of the premier high-risk and complicated coronary and peripheral arterial intervention programs.



SUITE 200
Polytrauma
Outpatient
Clinics

Polytrauma Outpatient Clinics



*Annually, we serve more than
14,000 Veterans
with Polytrauma.*

*Clinical Video Technology
provides Veterans in rural areas
with improved access to health care
by reducing travel time.*

Clinical Advancements

The New Polytrauma Suite

North Texas Veterans with multiple injuries now have a single location for treatment and recovery. Once located in a four-room suite, the Polytrauma team worked diligently and patiently to meet Veterans' needs. The \$6 million project was well worth the investment, and certainly worth the wait. The new facility provides:

- Physical and occupational therapy assessment and training for amputees
- Vision and balance assessment and treatment
- Treatment room for biofeedback and relaxation training
- Traumatic Brain Injury day program and support group
- Clinical Video Telehealth services for Veterans in rural areas
- Same-day assessments for Veterans from the post-deployment clinic

Telehealth

On the cutting edge of health care delivery

More than 100
Telehealth clinics and counting

Programs include:

- Mental Health
- Polytrauma/Traumatic Brain Injury
- Physical Therapy
- Spinal Cord Injury

Nearly 10,000 Veterans are using Telehealth resources.

**Changing outcomes
Changing circumstances
Changing lives**

*Invested more than
\$90 million over
the past two years on
new equipment*

da Vinci Robotic Surgical System

minimally invasive • faster healing • less pain

Because our Vets deserve the best...





PATIENT-CENTERED CARE

As a center of innovation, we serve as a model for other VAs in the Nation. Our patient-centered care journey began four years ago and since then, we have enhanced our delivery of care across a broad spectrum of programs and services. From the time our Veterans enter our doors, they should notice a different look at feel, not only compared to the VA they once knew, but to the private sector as well.

We are moving forward to reach new heights in providing patient-centered care with a steadfast commitment to continuous quality improvement and personal touch.



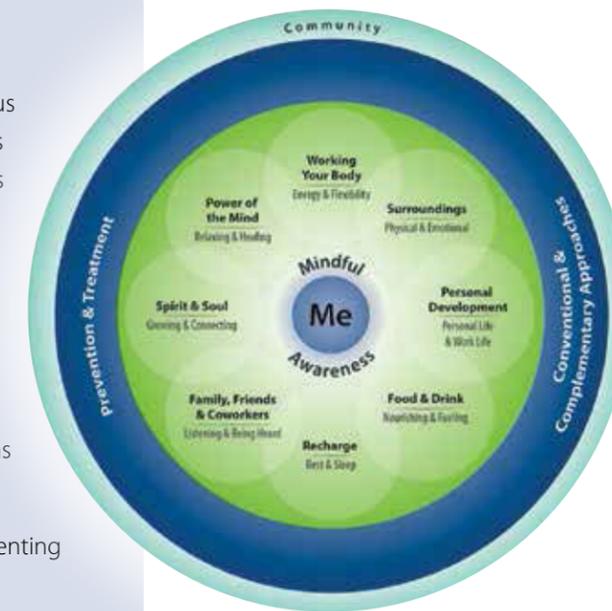
Personalized Health Plan

Personalized Health Plans piloted at Polk Street VA Annex Clinic focus on the whole person—not just a Veteran's disease or condition. This proactive, personalized and patient-driven approach treats Veterans individually, concentrating on his or her ability to heal and inspire changes within, to improve their health and quality of life.

Personalized Health Plan implementation goals include measuring and tracking Veteran health outcomes about basic areas of health.

Health care teams coach Veterans to consider what really matters to them and what they want health for in life. Providers and Veterans partner to form health and life goals in line with Veterans' values.

Polk Street is one of the Nation's leaders in developing and implementing Personalized Health Plans for Veterans.



Continuing the Journey to Cultural Transformation

Integrative Health Strategies

- Tai chi
- Qigong
- Pet Therapy
- Massage Therapy
- Music Therapy
- Acupuncture
- **Mindfulness** - the practice of present-moment focus and awareness; helps reduce anxiety, depression and stress

Customer Service Initiatives

Monthly focus groups for Veterans

Each month, our customer service team randomly selects Veterans to attend focus groups with Executive leaders present. Veterans provide feedback on their health care experience.

Truthpoint

On the spot surveys are performed regularly to gather real-time information. Truthpoint surveys provide instant feedback. Data collected in 2013 shows Veterans are satisfied with their care and treatment.

- Less wait times
- Attentive nurses
- Courtesy, dignity and respect are displayed



Our Executive leaders are focused on ensuring the Voice of the Veteran is heard.





PATIENT SAFETY



Our continuing mission is to provide Veterans with the high quality health care they've earned and deserve. Our health care system is responsible for a monthly governance system and committee metrics to ensure quality of care. A thorough review of quality of care is done daily.



QUALITY OF CARE



Patient safety is our number one priority.

Patient safety measures are always being refined so we can be certain Veterans are receiving the best care possible in a safe and comfortable environment.

Patient safety is monitored on various programs and services — daily, weekly and quarterly.



It is our goal to provide health care that is comprehensive, compassionate and timely.

Our leadership performs routine rounding to stay aware of health care system strengths and challenges as well as connect with front line staff. Leadership rounding is a systematic approach to confirming that policies and procedures are being enforced and applied.



Recognized
*by the VA National Center
for Patient Safety for
outstanding
achievement
in identifying, analyzing and resolving
patient safety issues*



OUTREACH & COMMUNITY ENGAGEMENT



National Salute to Veteran Patients

Outreach & Community Engagement



Welcoming Veterans Home

Feds Feeds Families

Back-to-School Supply Drive

Holiday Toy Drive

Helping Veterans' Families Heal

Memorial Services serve to honor and remember our Veterans who pass away. Families find solace to heal as well as staff who provided care.

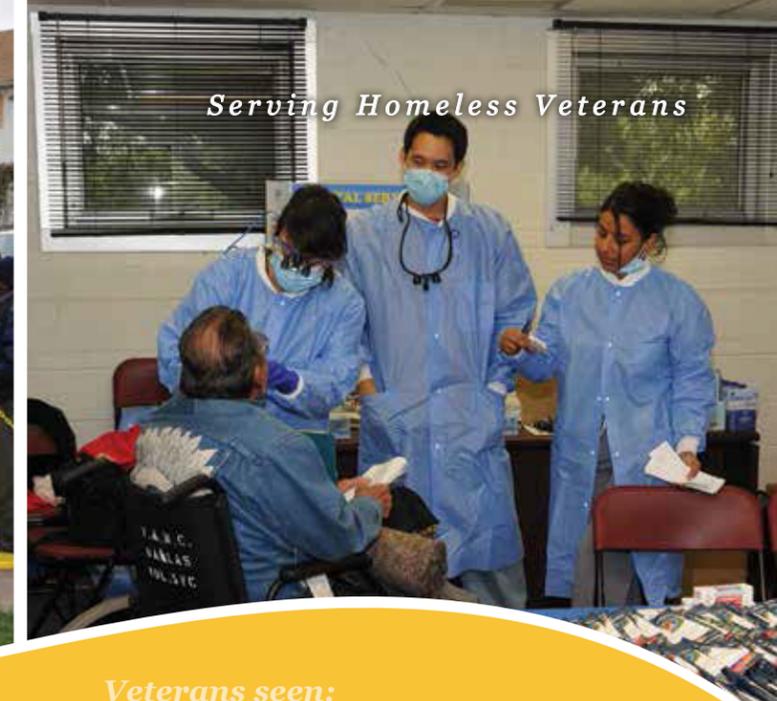


Mentoring Community Youth





SERVING HOMELESS VETERANS



Serving Homeless Veterans



The Department of Housing and Urban Development VA Supportive Housing (HUD-VASH)

A joint effort between HUD and VA to move Veterans and their families from homelessness to permanent housing

More than 750 homeless Veterans served

VA North Texas leased **96.08%** of HUD-VASH vouchers



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Homeless Stand Downs

Providing a Hand Up, Not a Hand Out

Ongoing Outreach

Health Care for Homeless Veterans in Dallas, Bonham and Tyler
2,623 encounters

Fort Worth Homeless Veteran Program
2,430 encounters

Peer Housing Locator Assistance Group
26 Veterans achieved independent housing

New Outreach Initiatives

Mobile Unit - Medical and mental health evaluations

Drop-in Center - Wide range of services and assistance

Veterans seen:

Dallas 343

Fort Worth 183

Sherman 23

Homeless Hotline

Ranked 6th nationally in VA
2,140 referrals for support and services

Transitional Work and Supported Employment

47% employed

Homeless Veterans Supported Employment

55% employed

partnering with community organizations and working independently to help homeless Veterans

striving to end Veteran homelessness

doing what it takes





MOVING FORWARD

Moving Forward

Phase 1 of the Spinal Cord Injury Unit will begin in 2014 with construction of a five-story parking garage and other site work.



Long Term – Spinal Cord Injury Unit

Because of its size and geographical area, the DFW metroplex is experiencing growth in population of Veterans with spinal cord injuries. Estimates project a shortfall of 130 long-term SCI beds by 2022 due to aging Veterans with both quadriplegic and paraplegic conditions, aging caregivers and limited community resources. VA North Texas is addressing this gap and will be among the first VAs in the country to provide a long-term SCI facility. Construction includes a 60-bed unit with associated clinical and administrative support spaces. The new facility will complement the existing 30-bed acute and rehabilitative SCI Center on campus and be accessible by a connecting corridor.

Dallas is one of the largest and busiest Veterans Canteen Service in the continental U.S.



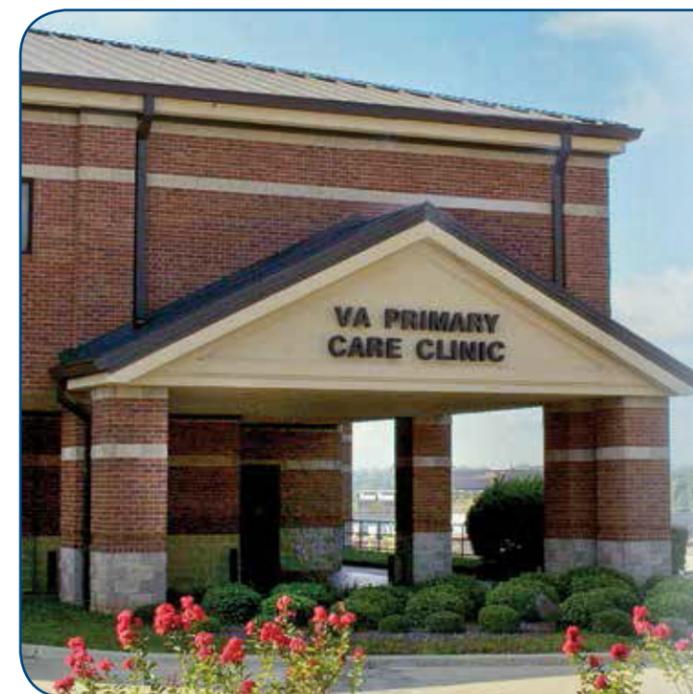
Veterans Canteen Service

Enhancing the dining experience at Dallas VAMC

Renovations to the cafeteria and dining area in the basement began in September. Although food services are presently limited to One VA Café and food carts in the Spinal Cord Injury gym, the new space will be well worth the wait. Several new options will be introduced, including:

- Rotisserie chicken
- Chef's choice - Italian, Asian and Mexican
- Enhanced salad concept

Present seating capacity of 100 will double with an expanded doctor's dining room and additional checkout stands. The barber shop will get a new 'do' to include an internet lounge.



Tyler VA to expand its services to better serve East Texas area Veterans

Tyler VA became a VA-staffed clinic in 2007. Eligible Veterans in Smith, Henderson, Van Zandt, Rains and Wood counties have access to primary care, mental health services and specialty consults without making the long drive to Dallas.

Increased enrollment at Tyler has prompted VA North Texas to look at sites for an expansion clinic that can meet the growing demand for VA care in East Texas.



LOCATIONS

Dallas VA Medical Center is the largest facility within VA North Texas Health Care System, covering 84 acres in South Dallas.



VA North Texas Health Care System

- Community Based Outpatient Clinics (CBOCs)
- ★ Facilities

Sam Rayburn Memorial Veterans Center in Bonham

Fort Worth Outpatient Clinic



Tyler VA Primary Clinic

Polk Street VA Annex Clinic in Dallas



VA North Texas Health Care System has a Community Based Outpatient Clinic (CBOC) program to provide health maintenance and preventive health care within 30 miles or 30 minutes of a Veteran's home. CBOCs reduce travel time and shorten waiting times for Veterans who need outpatient care.

CBOC Locations:

- Bridgeport**
- Denton**
- Granbury**
- Greenville**
- Sherman**





Changing lives. One Veteran at a time.

www.northtexas.va.gov

 www.facebook.com/NorthTexasVA

 www.twitter.com/NorthTexasVA