

# BUILDING A BETTER BAY PINES

YEAR IN REVIEW  
2011



# BUILDING A

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## **Patient Care**

### Inpatient Acute Care:

General Medical  
Surgical  
Psychiatric  
Rehabilitation

### Inpatient Residential Programs:

Community Living Center  
Hospice and Palliative Care  
Domiciliary: Homeless Veterans, Substance Abuse  
Treatment, Stress Treatment, Military Sexual Trauma

### Other:

Primary and Specialty Care  
Outpatient Surgery  
Operation Enduring & Iraqi Freedom  
Home, Community Based, & Non-institutionalized Care  
Homeless Veterans  
Women Veterans  
Ancillary and Support Services

## **Research**

We administer a sizable research program supported by approximately \$1.5 million in VA research appropriated funds and \$2.0 million in non-VA funds.

- 18 VA Research staff
- 20 Bay Pines Foundation employees
- 80 on-going projects with 27 principal investigators involving clinical and basic research protocols, clinical trials, pilot studies and VA-wide cooperative programs.
- Accreditation by the Association for Assessment and Accreditation of Laboratory Animal Care and the National Committee for Quality Assurance
  - Active Cooperative Research and Development Agreements with Pfizer, Bristol-Myers Squibb, 3M, GlaxoSmithKline, Genentech Inc and ViroPharma.

## **Accreditations & Certifications**

- Joint Commission - Hospital, Mental Health, Long Term Care, Home Care, Fort Myers Lab
- Commission on Accreditation of Rehabilitation Facilities - Comprehensive Integrated Inpatient Rehabilitation, Psychosocial Residential Rehabilitation Treatment; Substance Abuse Treatment; Homeless Domiciliary; Center for Sexual Trauma; Post Traumatic Stress Disorder; and Transitional Work Experience
- Accreditation Council for Graduate Medical Education
  - College of American Pathologists

- American College of Surgeons  
Commission on Cancer

# BETTER VA BECAUSE

Looking back over 2011 it is easy to see that Bay Pines VA Healthcare System is in an aggressive building campaign; and not just physical construction, but also expansion of services and staff. At the root of our efforts to enhance services are our VA core values listed below. They stand behind all that we do and each decision that we make to improve Veterans' health care.

# I NTEGRITY C OMMITMENT A DVOCACY R ESPECT E XCELLENCE

“Doing what is right is not always easy. At VA, we are committed to the highest level of **integrity** and professionalism. Veterans have given us their all and they deserve no less from us. Each and every day, our employees are dedicated to providing the very best health care our nation has to offer.”

-Nevin Weaver, Network Director, VISN 8

“The men and women who serve our country are **committed** to their mission and in their role they risk everything. When they leave service, it's my turn to be **committed** to them. I will give them my all every day, to provide the best possible health care available. My **commitment** is just a tiny bit of repayment for their honorable **commitment** to our nation.”

-Kris Brown, Interim Director

“We should all be Veteran **advocates** in our pursuit to provide the best care anywhere. Remember that our Veterans are the reason that VA exists.”

-Dr. George Van Buskirk, MD, FACP, Chief of Staff

“**Respect** cannot be directed or demanded; it flourishes through thoughtful and considerate interaction with others.”

-Teresa Kumar, Associate Director for Nursing/  
Patient Services

“**Excellence** is not a destination... it is a habit cultivated by the individual and organizational belief that the Veterans we serve have earned the highest quality of care, service, and support.”

-Keith Neeley, Assistant Director



On the Cover: Pictured left to right are: Cynthia Neavins, Nursing; Rickey Moore, Environmental Management; Tonya Marr, Health Administration; and Dr. Jerold Saef, Cardiology. Photo by Tim Westmorland.



# BUILDING BETTER HEALTH CARE

Our **TOP PRIORITIES** are:

- ◆Align the organization to meet the vision
- ◆Create health care value by reducing cost while maintaining quality
- ◆Transform health care delivery through health informatics
- ◆Enhance the Veteran experience and access to care
- ◆Eliminate homelessness
- ◆Improve mental health
- ◆Continue to advance research

## Convenient Access from Home or the Local VA Clinic ▽

Bay Pines purchased almost \$1 million in equipment to add to our capacity for telehealth which allows health care providers to “see” patients virtually. Telehealth enables the Veteran to interact with the health care team from their home or by coming to the local VA clinic. This eliminates the need for excessive travel. We also hired several Telehealth Clinical Technicians to provide on-site assistance with the technology.



## Patient Centered Care During the Hospital Stay △

We know that patients not only need proper treatment to get better but that they also benefit from a healing environment. One of Bay Pines' initiatives is to reduce noise as a way to improve that environment and we started by listening to our Veterans. We purchased Yacker Trackers, a stop light device that measures noise levels and advances from green to yellow to red as a visual indicator of noise levels, and posted signage reminding everyone to be quiet. During meetings, we talk about noise and remind employees to turn the volume down. We've replaced noisy wheels on our equipment and made changes to the way we deliver meals. We restrict overhead announcements and have removed the overhead buzzer used during emergency announcements. Through generous donors, we are able to provide comfort kits to patients that include ear plugs and sleep masks.



## Patient Aligned Care Teams ▷

Bay Pines is embarking upon a journey that will truly transform the Veteran's experience at our facilities. We're beginning with Primary Care and realigning into Patient Aligned Care Teams (PACT). Known in the community as medical home, PACT provides accessible, coordinated, comprehensive care. The teams are lead by the Primary Care Provider with active involvement from other clinical and non-clinical staff. PACT allows patients to have a more active role in their health care and is associated with increased quality improvement, patient satisfaction, and a decrease in hospital costs due to fewer hospital visits and readmissions. It's care focused on the person rather than the condition/disease. A partnership is established with the Veteran, care team, and caregivers. We hired numerous staff to assist in the PACT transformation.



## Improving Timeliness and Quality of Compensation & Pension Exams ▾

C&P exams are a critical aspect for Veterans to receive benefits. VA sets a goal of high quality exams completed in 30 days or less. Bay Pines completed 14,171 exams with an average turn around of 13.5 days and we lead the VISN in this measure. Our C&P staff work Saturdays and some holidays to be able to keep our exams timely and so that Veterans don't have to wait. In collaboration with VBA, we placed a halftime physician at the St. Petersburg VA Regional Office to be able to collaborate directly with their staff to provide onsite medical direction, improve timeliness and communication, reduce the number of exam cancellations, improve accuracy of the medical expert opinions sent by VARO, and improve VBA staff knowledge of the exam process.



## △ A new way to provide Depression Treatment Leads to Better Care and Better Access

Depression is one of the leading causes of disability in the U.S. and 33% of Veterans have depressive symptoms typically treated in the Primary Care setting. Bay Pines developed a nurse-led Depression Care Management program which has dramatically helped providers treat patients, improve access to care, and decrease wait times for our Mental Health Clinics. The program is conducted by telephone where Veterans are contacted over a six month period and asked a series of questions to monitor suicide risk, safety, medication effects, and symptoms while providing education. If the nurse has any significant findings during the call, the provider is alerted. A patient health questionnaire is administered to track patient improvement. Our patients who completed the program saw a decrease from "moderate depression" to "mild depression" and the program has been expanded to include other mental health conditions.



## Investments in Technology ▾

Bay Pines invested \$4.6 million in new technology to enhance diagnostic services including:

- 3T (Tesla) MRI to perform advanced neurology, cardiology, and breast magnetic resonance imaging
- Mammography software to integrate all patient information into digital format
- 4D Ultrasound which takes a 3D image and adds the fourth dimension of time leading to a number of medical benefits and often making the ultrasound images easier to understand
- New Angiojet and EKOS machines for Interventional Radiology to improve outcomes for thrombolysis procedures
- Upgraded portable ultrasound machine to perform exams in the Emergency Department (ED)
- Installation of a new CT scanner in the ED which includes dose reduction software to reduce radiation to the patient and produces high definition images



# BUILDING BETTER FACILITIES



## Radiation Oncology Center ▲

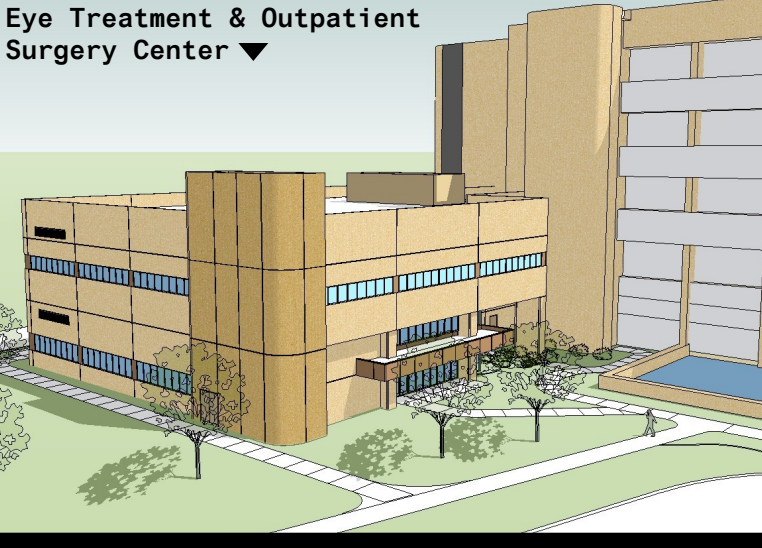
Bay Pines opened a new Radiation Oncology Center in 2011. This 13,800 square foot facility features cutting edge technology and equipment. A Varian Trilogy linear accelerator (treatment machine) uses Intensity-Modulated Radiation Therapy (IMRT) and RapidArc technologies to provide the highest standard of care to our Veterans. The clinic's twelve employees are working at maximum capacity treating 25 patients per day and the clinic has plans to expand its services within the next year through the acquisition of a second linear accelerator and additional staff.

## Lee County VA Healthcare Center ▼



Construction is almost complete on our 220,000 square foot replacement clinic in Lee County. We're expecting to open in spring/summer 2012. This new site will be a comprehensive site designed to meet the needs of Veterans in the region. The clinic will offer primary and specialty care services including mental health, diagnostic services, radiology, and laboratory services. New or expanded programs will include: audiology, cardiology with cardiac non-invasive diagnostics, urology, GI, orthopedics, ophthalmology, dermatology, minor surgery, and advanced imaging including CT, MRI, fluoroscopy, ultrasound, nuclear medicine, and vascular Doppler ultrasound. We expect to employ about 400 staff once we're fully operational.

### Eye Treatment & Outpatient Surgery Center ▼



Construction is almost complete on this 30,000 square foot free standing building connected to the main hospital which will allow us to relocate and expand our capabilities for eye care and outpatient surgeries which are currently offered in the main hospital. This new building is scheduled for occupancy in 2012.

### Community Based Outpatient Clinics

We will be expanding the **Bradenton CBOC** to offer audiology, additional primary care, and home based care.

We will be expanding the **Naples CBOC** to offer eye care, audiology, community care & telehealth, and add a dedicated women's exam room.

We are actively searching for space to relocate and expand the **Sebring CBOC**. The new clinic will offer community health services and a dedicated women's exam room.

### Mental Health Center & Ward Renovation ▼

A multi-stage project to add a 156,000 square foot addition to the main hospital to provide inpatient and outpatient mental health services. Followed by renovation of the current mental health space to create patient centered outpatient care and simultaneous renovation within the main hospital inpatient wards. This project requires relocation of the receiving dock along with creation of a "modular village" to provide swing space. Ground was broken in 2011 and the first phase of the Mental Health Center is expected to be complete in 2014.

### Cancer Infusion Center

We are adding a Cancer Infusion (Chemotherapy) Center to the new Radiation Oncology Center. This will co-locate our cancer care services in one area of the campus. Currently in design.

### Cardiac Catheterization Labs

In March 2011, we expanded our Cardiac Cath area. One of our labs from the 2nd floor was relocated and an additional lab was added to the new 4th floor area increasing our capacity.

### Geriatric Care and Community Living Center

We are adding an addition to our Community Living Center to provide geriatric outpatient care along with renovating existing CLC space to enhance privacy and the home-like setting. Currently in design.

### Parking Garage

We will be constructing a parking garage with up to 500 spaces. Currently in design; expected completion 2012/2013.

### Radiology Expansion

We will be expanding our Radiology Suite 3,600 square feet in order to add equipment and services. Currently in design.

### Research Center

We are adding research laboratories that will enhance our ability to conduct ground breaking research which will benefit Veterans and the general health care community. Currently in design.



# BUILDING BETTER STAFF

VA is funding specific initiatives that support the Secretary's vision of transforming the Department into a high-performing 21<sup>st</sup> Century organization, one that can adapt to changing populations. Bay Pines received funding for several different staff positions to support these initiatives and programs.

Since primary care is the foundation of VHA health care, the **Patient-Aligned Care Team (PACT)** transformation begins there & permeates other areas including specialty care, women's care, geriatrics, and academic training programs. We received funding to transform our clinics into "teams" typically composed of a Clerk, Medical Assistant/Health Tech, LPN, RN, and Pharmacist.

Below is a snapshot of other transformational and specific purpose VA funded positions which have been added.

**Patient Education Staff:** Telehealth Clinical Technicians; Health Promotion & Disease Prevention Coordinators; and MyHealtheVet Coordinator

**Staff to End Veteran Homelessness:**

**Safe Haven Program Manager:** Bay Pines was one of four sites selected to receive funding for this position and a contract to provide services. The manager oversees a contract with the Boley Center in St. Petersburg which provides residential treatment for Veterans with co-occurring mental health & substance abuse needs.

**Veterans Justice Outreach Coordinator:** Provides outreach to justice-involved Veterans in the community.

**Vocational Rehabilitation Specialists:** These positions are filled by Veterans who are homeless, formerly homeless, or at-risk of homelessness to provide vocational assistance, job development, and placement to improve outcomes among homeless Veterans.

**HUD-VASH:** Social Workers hired based on voucher allocations from the Department of Housing & Urban Development (HUD) using a ratio of 1 case manager per 25 Veterans. They assist in the location & placement into housing and are the expert in local, state, & federal programs that can be utilized to prevent homelessness.

**HUD-VASH Housing First:** Social Workers hired based on HUD voucher allocations for chronically homeless Veterans.

**Caregiver Support Coordinator:** This Social Worker assists caregivers with the psychosocial and emotional stressors of caring for an ill, injured, or disabled Veteran as well as providing social service resources linking the caregiver to VA health care and community services.

Bay Pines received a "Walking with Ease" grant from the Florida Department of Health, Arthritis Prevention & Education Program. The goal is to recruit adults (Veterans, employees, & their families) with arthritis or ongoing health conditions. We received funding to hire a full-time **Recreation Therapist** to promote and oversee the program along with funding for educational materials.

We also opened a new Radiation Oncology Center, staffed with a full-time **Radiation Oncologist** and **technical & support staff**; added **C&P Physicians** at Fort Myers and a **Pulmonologist** part time **Orthopedic Surgeon** at Bay Pines.



## Academic Affiliations

### 41.9 Residency Positions

We offer training for both allopathic and osteopathic residents and fellows and have affiliation agreements with University of South Florida, Florida State University, Nova Southeastern University School of Osteopathic Medicine, and Lake Erie College of Osteopathic Medicine. We also have affiliations with the following residency programs: University of South Florida, Northside Hospital, Largo Medical Center, St. Petersburg General Hospital, and Bayfront Medical Center. We also host programs in Dental, Pharmacy, Dietetics, Social Work, Speech, and Audiology.

180 Affiliation Agreements In a variety of associated health programs.

Bay Pines was selected as one of eight pilot sites for a successful RN Residency program which gives new RNs a full year of didactic and clinical experience with a Master's prepared Clinical Nurse Educator and a preceptor.

## Staff Development

We have an Employee Education Support Service along with Nursing Education that develops and provides training opportunities for staff, students, and volunteers. These include established programs such as New Employee Orientation, Supervisory Nuts and Bolts, Basic Life Support, Advance Cardiovascular Life Support, other mandatory training classes, and Coaching Toward High Performance. They also coordinate elective classes for staff such as Covey programs like 7 Habits for Highly Effective People, Working and Leading at the Speed of Trust, Crucial Conversations and many more. We offer various Leadership Development programs at the facility level (Stepping with PRIDE), Bay Pines campus level (Leadership Bay Pines), and VISN Level (Century 21<sup>st</sup> Development Program). In addition, VA has a comprehensive online Talent Management System which allows staff to receive education in a wide variety of topics at their leisure from their workstation or from home. Last year, Bay Pines staff completed 104,000 hours of education through the TMS System.

## Approximate Number of Staff (including fee basis)

Bay Pines	3,300
Bradenton	52
Fort Myers	330
Naples	28
Palm Harbor	37
Port Charlotte	66
Sarasota	64
Sebring	17
St. Petersburg	25
<b>TOTAL</b>	<b>3,800</b>

## Cumulative Full Time Employee Equivalents

does not include fee basis	3297.1
	+63 over last year

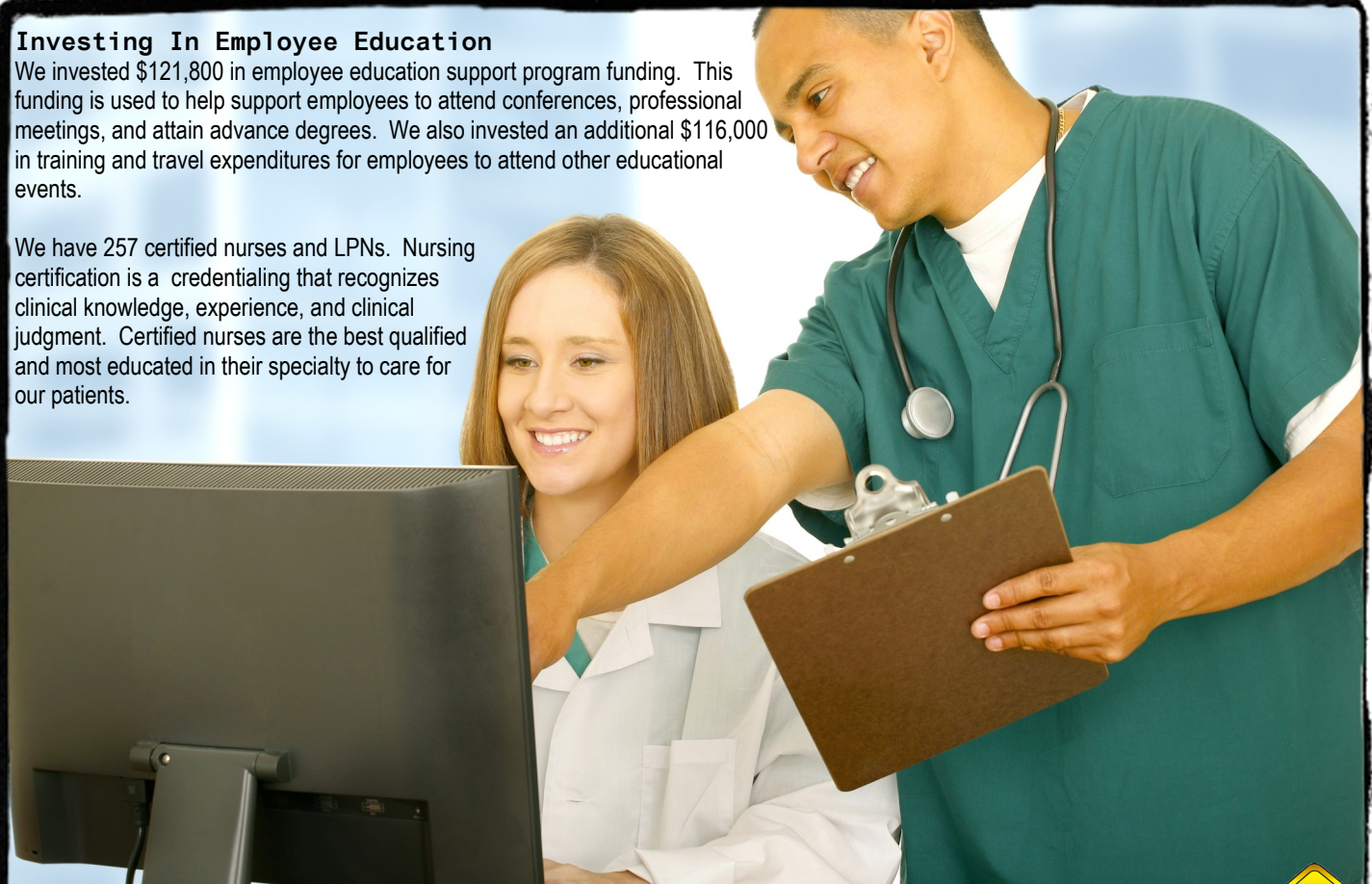
## Employee Satisfaction (scale of 1 to 5)

Overall Satisfaction	3.9
Work Type	4.2
Work Quality	4.5

## Investing In Employee Education

We invested \$121,800 in employee education support program funding. This funding is used to help support employees to attend conferences, professional meetings, and attain advance degrees. We also invested an additional \$116,000 in training and travel expenditures for employees to attend other educational events.

We have 257 certified nurses and LPNs. Nursing certification is a credentialing that recognizes clinical knowledge, experience, and clinical judgment. Certified nurses are the best qualified and most educated in their specialty to care for our patients.



# BUILDING BETTER OUTCOMES

Quality of Care Results		
Patient Safety	Aspirational Goal	Results
<b>MRSA Infection Rate</b> (lower is better) Number of Methicillin-resistant Staphylococcus Aureus infections per 1,000 bed days of care.	0.0	0.06
<b>Ventilator-Associated Pneumonia (VAP) Rate</b> (lower is better) Number of ventilator associated pneumonias per 1,000 ventilator days.	0.0	1.0
<b>CLAB Infection Rate</b> (lower is better) Number of central line associated blood (CLAB) stream infections per 1,000 central line days. A central line is an intravascular catheter that terminates at or close to the heart or in one of the great vessels which is used for infusion, withdrawal of blood, or monitoring.	0.0	0.70
<b>Composite SCIP</b> Consists of several measures that assess the care of Veterans who have had surgery.	99	99
Effectiveness		
<b>Composite Behavioral Health Screening</b> Assesses whether Veterans are appropriately screened for alcohol misuse, depression, and post traumatic stress disorder (PTSD) at the required intervals and, if positive, receive appropriate follow-up evaluations.	98	96
<b>Composite Diabetes</b> Assesses the quality of outpatient care for Veterans with diabetes.	98	88
Prevention		
<b>Women screened for cervical cancer</b>	100	93
<b>Women screened for breast cancer</b>	100	92
<b>Pneumococcal pneumonia immunization</b>	100	96
<b>Obese patients offered weight management</b>	100	99
<b>Composite Tobacco</b> Assess whether Veterans who smoke are offered assistance to help quit.	100	99
<b>Composite Acute Myocardial Infarction</b> Assesses the care of Veterans who experienced a heart attack.	100	98
<b>Composite Heart Failure</b> Consists of several process of care measures that assess the care of Veterans who have been in the hospital for treatment of heart failure.	100	99
Mortality Outcomes		
<b>Acute Myocardial Infarction Risk Adjusted Standardized Mortality Rate</b> (lower is better)	12.18	13.37
<b>Pneumonia Risk Adjusted Standardized Mortality Rate</b> (lower is better)	12.92	11.14

The aspirational goal is where we are striving to be, it is our stretch goal in our pursuit to provide the best care anywhere.

  = Within 10% of aspirational goal
   = Attained aspirational goal



# OUR HEALTH CARE DELIVERY MODEL

Patient Centered, Team Care, Continuous Improvement, Data-Driven, Evidence-Based, Value, Prevention/Population Health

## Patient Centered Initiatives

- ◆ My HealthVet: a personal account that provides 24/7 access to a variety of tools to manage health care
- ◆ Meeting specific needs: Traumatic Brain Injury (TBI), PTSD, Polytrauma, Mental Health, and readjustment counseling
- ◆ Increasing services for Women Veterans
- ◆ Ending Homelessness
- ◆ Reaching rural Veterans
- ◆ Supporting Caregivers



## Outpatient Workload

	Total Unique Patients	OEF/OIF Patients	Female Patients	Outpatient Visits
Bay Pines	87,526	3,301	5,074	718,842
Bradenton	14,360	686	805	56,531
Fort Myers	30,724	1,021	1,286	224,745
Naples	6,623	182	227	38,218
Palm Harbor	7,098	260	354	42,218
Port Charlotte	10,350	250	390	70,559
Sarasota	12,176	352	505	70,892
Sebring	3,141	97	148	21,858
St. Petersburg	2,425	54	107	18,962
<b>Healthcare System</b>	<b>98,951</b>	<b>3,644</b>	<b>5,401</b>	<b>1,262,825</b>

\*Unique patients are Veterans counted once for record-keeping purposes, but who may visit a VA facility multiple times for care.

## Operating Beds

Hospital	153
Psychiatry	33
Domiciliary	99
Community Living Center	112
<b>TOTAL</b>	<b>397</b>

## Average Daily Census

Hospital & Psychiatry	153
Domiciliary	88
Community Living Center	88
<b>TOTAL</b>	<b>329</b>

## Admissions

Hospital & Psychiatry	11,587
Domiciliary	641
Community Living Center	700
<b>TOTAL</b>	<b>12,928</b>

## Patient Days of Care

Hospital & Psychiatry	56,022
Domiciliary	32,006
Community Living Center	32,077
<b>TOTAL</b>	<b>120,105</b>

## Occupancy Rate

Hospital & Psychiatry	82%
Domiciliary	89%
Community Living Center	79%
<b>TOTAL</b>	<b>83%</b>

## Emergency Department

Visits	22,253
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## Surgeries

Inpatient	1,732
Outpatient	2,772
<b>TOTAL</b>	<b>4,505</b>

## Budget

Medical Care	\$565,187,805
Collections	\$49,440,660
<b>TOTAL</b>	<b>\$614,627,865</b>

## Budget Breakdown

Salaries & Benefits	53%
Non-VA Care	13%
Pharmacy	12%
Prosthetics	4%



**Locations:**

Physical: 10,000 Bay Pines Boulevard  
Mailing: P.O. Box 5005  
Bay Pines, FL 33744  
727.398.6661 or 888.820.0230  
[www.baypines.va.gov](http://www.baypines.va.gov)  
[www.facebook.com/VABayPines](http://www.facebook.com/VABayPines)

Fort Myers VA Outpatient Clinic  
3033 Winkler Extension  
Fort Myers, FL 33916  
239.939.3939 or 888.513.0045

Bradenton VA Community Clinic  
5520 State Road 64, Suite 101  
Bradenton, FL 34208  
941.721.0649

Naples VA Community Clinic  
2685 Horseshoe Drive, Suite 101  
Naples, FL 34104  
239.659.9188

Palm Harbor VA Community Clinic  
35209 US Highway 19 North  
Palm Harbor, FL 34684  
727.734.5276

Sarasota VA Community Clinic  
5682 Bee Ridge Road, Suite 100  
Sarasota, FL 34233  
941.371.3349

Port Charlotte VA Community Clinic  
4161 Tamiami Trail, Suite 401  
Port Charlotte, FL 33952  
941.235.2710

Sebring VA Community Clinic  
3760 US Highway 27 South  
Sebring, FL 33870  
863.471.6227

St. Petersburg VA Community Clinic  
840 Dr. MLK Street North  
St. Petersburg, FL 33705  
727.502.1700



Defining  
**EXCELLENCE**  
in the 21st Century

Point of Contact for this publication:  
Public Affairs Office  
January 2012