



# 2010

## partners in health

service + innovation + excellence





## Director's Message



**Executive leadership: (l – r)**

**Jean Sobczak, MBA**  
Assistant Director

**Stan Johnson, FACHE**  
Director

**Robert M. Smith, MD**  
Chief of Staff/Medical Director

**Sandra Solem, RN, PhD**  
Associate Director,  
Patient Care Services/Nurse Executive

**Cynthia E. Abair, MHA**  
Associate Director

We have completed another successful year of providing quality health care and services to Veterans in San Diego and Imperial Counties. This year, we increased our number of Veterans served by 4.8% and since 2003 we have enrolled 26,135 veterans from Iraq and Afghanistan. We continue to focus on quality, customer service, and continuous improvement.

This year, we have seen some notable accomplishments such as our very successful Joint Commission site visit in October, our opening of the beautiful new Oceanside Clinic in July, expansion of our programs for homeless Veterans, and the implementation of the Virtual Lifetime Medical Record.

The new theme for the Veterans Health Administration is “VA Health Care – Defining Excellence in the 21st Century.” Our medical center represents this commitment to be patient-driven, data-driven, continuously improving, and team-based. We will continue to foster employee innovation, as well as research and technical advances to provide the most efficient and effective health care. These components will ensure that we will continue to grow and transform our services to best meet the health care needs of San Diego Veterans.

The true success of our organization is based on the commitment and professionalism of every one of our employees and volunteers. I am grateful for their dedication to serving Veterans and providing quality care every day. We are honored to serve America’s Veterans and will continue on our journey to provide the highest quality patient-centered care for every Veteran we serve.

**Stan Johnson, FACHE**  
Director, VA San Diego Healthcare System  
VA Desert Pacific Healthcare Network



# service

We provide compassionate,  
patient-centered care.







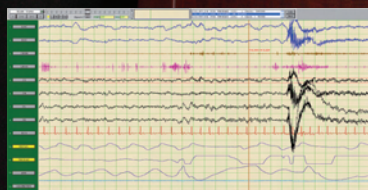
The Post-Traumatic Stress Disorder (PTSD) team of psychiatrists, psychologists, social workers and nurses provides comprehensive evaluation and treatment for combat stress-related conditions.



Veterans returning from Iraq and Afghanistan receive assistance from the Transition Team to ensure they receive the health care and services they need.

# innovation

Our researchers conduct important sleep studies providing valuable contributions to our understanding of sleep disorders and how to treat them.





# Accreditation & Certification

The Joint Commission

Commission on Accreditation of Rehabilitation Facilities (CARF):  
Spinal Cord Injury, Medical Rehabilitation, Wellness and Vocational  
Rehabilitation Enhancement, and Homeless Programs

College of American Pathologists

Comprehensive Cancer Center (American College of Surgeons  
Commission on Cancer)

American Association for Accreditation of Laboratory  
Animal Care (AAALAC)

Nuclear Regulatory Commission

American Association of Blood Banks

FDA Registered Blood Bank

Clinical Laboratory Improvement Act (CLIA)

National Committee for Quality Assurance (NCQA)

Research Accreditations

Association for the Accreditation of Human Research Protection  
Programs, Inc. (AAHRPP)

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

**VHA Vision** VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient-centered and evidence-based.

This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement.

It will emphasize prevention and population health and contribute to the Nation's well-being through education, research and service in national emergencies.

**We Value** Trust, respect, excellence, compassion, and commitment.

# excellence

Healthy meals and nutrition education are an important part of our healing environment.





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### JOINT COMMISSION ACCREDITATION VISIT

The Joint Commission conducted an unannounced site visit the week of October 18-22. The team evaluated the Hospital, Home Care, Long Term Care, and Behavioral Health programs. The team was very complimentary about the quality of care. The final report is expected in early 2011.



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### PATIENT-CENTERED CARE

• **Spirit of Planetree Awards**  
VASDHS received two Spirit of Planetree Awards in September 2010. The awards were in the categories of Architectural and Interior Design-Small Projects for our Healing Garden; and Complementary Therapies for the Mantram Repetition program.



Planetree presents 12 Spirit of Planetree Awards annually based on applications from more than 150 affiliates and 540 sites internationally.

• Launched free relationship-building retreats for returning combat Veterans, "From Warrior to Soul Mate: Reclaiming Your Relationship after Combat Deployment."

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### VHA COMMUNICATIONS PINNACLE AWARD

• VASDHS Public Affairs received the 2010 Veterans Health Administration (VHA) Communications Pinnacle Award in the category of Innovation for the video, "Tapestry: a Portrait of the Modern VA." It is presented on the electronic information boards in the medical center and clinics.



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### COMMUNICATIONS & OUTREACH

• **Web & Social Media:**  
To improve communications, access and visibility, we continue to enhance our Internet site. We also launched Twitter and Facebook sites this year.



• **Outreach:** We conduct extensive outreach to Veterans to ensure they are aware of their health care benefits. Outreach includes teaching Transition Assistance Program (TAP) classes for separating military, providing information at Transition Initiative events, and attending community benefits, career fairs and outreach events for Veterans. This year our number of enrolled Veterans grew by 4.8%.

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### HOMELESS VETERAN PROGRAM

VASDHS has made significant progress this year in expanding the Homeless Veteran Program and outreach for homeless Veterans in San Diego County including:

- Receipt of a five-year, \$34 million funding award for a 40-bed Homeless Veteran Domiciliary that will provide homeless Veteran housing for prevention and treatment of homelessness.
- Launching the first U.S. Department of Veterans Affairs (VA) and Housing and Urban Development (HUD) Veterans Homelessness Prevention Demonstration Program, which provides short-term funding for housing, utilities, etc.
- Collaboration with San Diego community partners including prosecutors, public defenders, and police to develop the Veterans Justice Outreach Initiative. Two VASDHS staff interfaced with the courts and jails to develop the program.

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### CLINICAL PERFORMANCE MEASURES

For fiscal year 2010, VASDHS met or exceeded all nine categories of Veterans Health Administration clinical measures (diabetes, ischemic heart, prevention, behavioral health screening, tobacco cessation, community acquired pneumonia, heart failure, acute myocardial infarction and Surgical Care Improvement Project).



# 2010 list of accomplishments

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### VIRTUAL LIFETIME ELECTRONIC RECORD (VLER)

The VA San Diego Healthcare System became the first government medical center to exchange real-time patient electronic records data with a private-sector institution. The pilot between VASDHS and Kaiser Permanente in San Diego has now expanded locally and across the nation. Many of our Veterans also receive care in the private sector; as more private hospitals join the Virtual Lifetime Electronic Record program, known as VLER Health, more of our dual-eligibility Veterans will be able to take advantage of the program. The transparency of the medical record will allow our providers to see the complete medical record, potentially improving decision-making and patient care. For the Veterans involved, it can also mean an end to the task of requesting and picking up paper copies of records to bring to their next visit to the medical center, because those records would be visible to the provider online.



### 2009 SILVER ROOT CAUSE ANALYSIS (RCA) CORNERSTONE RECOGNITION AWARD

VASDHS received the 2009 Silver Root Cause Analysis Cornerstone Recognition Award. The Cornerstone Recognition Program was initiated by the National Center for Patient Safety (NCPS) in 2008 to enhance the RCA process and to recognize the work done in the area of patient safety at the facility level.

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### NATIONAL VETERANS SUMMER SPORTS CLINIC

VASDHS hosted the third national Veterans Summer Sports Clinic the week of September 19-24, with 76 participants and 220 volunteers. The Clinic is a rehabilitation event designed for Veterans who have been injured within the past seven years, mainly Veterans from Iraq and Afghanistan. The events include a variety of sports such as kayaking, surfing, sailing, cycling, and track and field, as well as classes on wellness and readjustment.



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### GREEN AWARDS

#### • VASDHS Energy Champion

VASDHS received an Energy Champion award from San Diego Gas & Electric at a ceremony on May 18, 2010. The medical center was one of 11 organizations recognized by the utility for excellent energy efficiency projects. VASDHS saved almost 3M kWh and received \$400,000 in incentive money in 2009.

#### • City of San Diego Director's Recycling Award winners of 2010

VASDHS was selected as one of the Director's Recycling Award winners in the City of San Diego Environmental Services Department 2010 Waste Reduction and Recycling Program. In 2009, VASDHS recycled 369.4 tons of material.



#### • Green Globe Awards

VASDHS was recognized with three out of four 2009 Green Globe Certifications for Sustainability in January 2010. Green Globe is accredited by the American Standards Institute and provides an independent rating based on environmental assessments.

#### • iCommute Award

VASDHS was chosen as the Diamond Award winner in the Ongoing Commitment and Individual Contribution categories by the San Diego Association of Governments (SANDAG) iCommute program.

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### CONSTRUCTION

#### Oceanside Clinic

• The new Oceanside Clinic grand opening was held on July 23, 2010 with a large attendance from the Veteran and local communities. The new two-story 65,000 square-foot clinic was designed to provide services for approximately 88,000 outpatient visits per year. In addition to the primary care and mental health services formerly offered at the Vista Clinic, the new clinic offers a wide variety of specialty services.



#### VA Medical Center

- Remodeled Canteen dining area and Retail Store.
- Opened Atrium Clinics: the new Dental, Neurology and Optometry Clinics opened in the recently built second floor of the Spinal Cord Injury building in the fall of 2010.
- Completed plans for a 400-space parking structure, a 30,000 square-foot administration building, and complete renovation of the Emergency Department, with all construction starting in 2011.

## FY 2010 (10/1/09 – 9/30/10) BUDGET

<b>Total Medical Care Appropriations</b>	<b>\$503,804,655</b>
<b>Operating Expenses</b>	<b>\$503,804,655</b>
Salary, Wages & Benefits	\$272,765,449
Supplies	\$62,366,999
Services	\$84,608,899
Other Expenses	\$84,063,308

## STAFFING STATISTICS

(FTE = Full Time Equivalent)

<b>Employees (FTE)</b>	<b>2,423</b>
Physicians (FTE)	203
RNs (FTE)	525
Other (FTE)	1,695
<b>Medical Residents &amp; Students</b>	<b>1,567</b>
<b>Other Clinical Trainees</b>	<b>1,048</b>

## VOLUNTEER STATISTICS

<b>Volunteers</b>	<b>1,178</b>
<b>Volunteer Hours</b>	<b>93,689</b>
<b>Donations (cash and non-cash)</b>	<b>\$1,024,084</b>

## RESEARCH STATISTICS

<b>Total Research Funding</b>	<b>\$52,200,000</b>
<b>Principal Investigators</b>	<b>185</b>
<b>Research Projects</b>	<b>534</b>

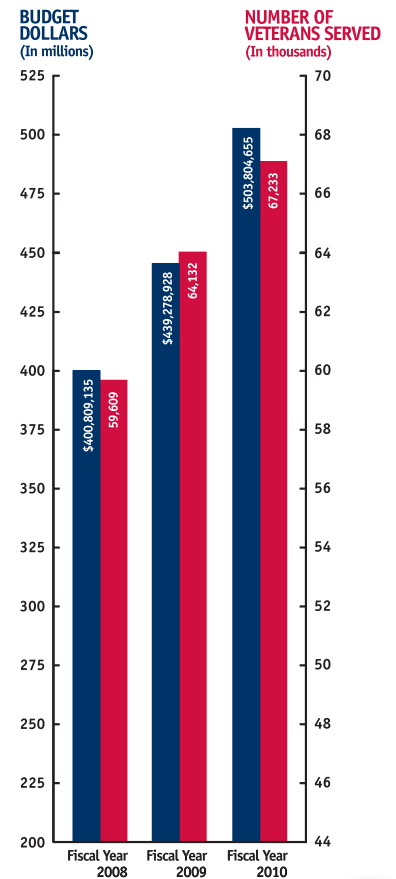
## ALTERNATIVE REVENUE

VASDHS collected \$17.9M, composed of \$16.1M Medical Care Cost Fund (MCCF), plus external sharing revenue of \$1.8M. These funds stay at our local facility to enhance services for San Diego Veterans.

## WORKLOAD STATISTICS

<b>Medical Center Beds Total</b>	<b>232</b>
Acute	163
Community Living Center	43
Spinal Cord Injury	26
<b>Admissions Total</b>	<b>7,630</b>
Acute	7,156
Community Living Center	474
<b>Patient Days Total</b>	<b>65,153</b>
Acute	54,010
Community Living Center	11,143
<b>Average Length of Stay</b>	<b>8 Days</b>
Acute	8 Days
Extended Care	22 Days
<b>Surgeries Total</b>	<b>5,081</b>
Inpatient	2,304
Outpatient	2,777
<b>Outpatient Visits Total</b>	<b>665,521</b>
Chula Vista Clinic	20,846
Escondido Clinic	17,572
Imperial Valley Clinic	4,315
La Jolla Medical Center	498,224
Mission Valley Clinic	126,469
Oceanside Clinic	42,759
<b>Patients</b>	<b>67,233</b>
<b>Number of Veterans in San Diego and Imperial Valley (estimate)</b>	<b>241,892</b>

## BUDGET & VETERANS SERVED



# financial report & statistics

## Profile

The VA San Diego Healthcare System (VASDHS) provides a wide range of inpatient and outpatient health services at the medical center in La Jolla, and at six community clinics located in Chula Vista, Escondido, Imperial Valley, Mission Valley, Mission Gorge, and Oceanside. We provide medical, surgical, mental health, geriatric, spinal cord injury, and advanced rehabilitation services. VASDHS has 232 operating hospital beds, including skilled nursing beds, and operates several regional referral programs including cardiovascular surgery and spinal cord injury.

We are affiliated with the University of California, San Diego School of Medicine and provide training for 1,567 medical interns, residents and fellows, as well as 82 other teaching affiliations for nursing, pharmacy, dental and dietetics. VASDHS has one of the largest research programs in the VA nationally, with a budget of \$52.2 million (FY 2010), 185 principal investigators, and 534 projects.



# Services

- |   |  |
|---|--|
| Alcohol/Drug Treatment Center                           | Ophthalmology                            |
| Ambulatory Care   | Pain Management                          |
| Audiology & Speech Pathology                            | Patient Advocates/Customer Service       |
| Behavioral Medicine                                     | Patient Education/Patient Health Library |
| Cardiac Care  | PET Scanning                             |
| Cardiothoracic  | Pharmacy                                 |
| Combat Veteran Services                                 | Post-Traumatic Stress Disorder Program   |
| Community Living Center                                 | POW/MIA Program                          |
| Chaplain Service  | Primary Care (FIRM)                      |
| Critical Care   | Prosthetics and Sensory Aids Service     |
| CT Scanner  | Psychiatry                               |
| Dental Service  | Psychology                               |
| Dermatology   | Rehabilitation Services                  |
| Diabetes Care Team                                      | Research Opportunities                   |
| Geriatrics  | Robotic Surgery                          |
| Gulf War Registry Program                               | Sexual Trauma Counseling                 |
| Hemodialysis Center                                     | Social Work                              |
| HIV/AIDS Treatment (Special Infectious Disease Program) | Spinal Cord Injury Center                |
| Home-Based Primary Care                                 | Surgery                                  |
| Homeless Veterans Program                               | Transition Center                        |
| Home TeleHealth   | Traumatic Brain Injury Care              |
| Magnetic Resonance Imaging                              | Ultrasound                               |
| Mammography   | Visual Impairment Services Team (VIST)   |
| Medication  | Vocational Rehabilitation                |
| Neurology   | Women Veterans Health Care               |
| Nuclear Medicine  |  |
| Nutrition Counseling                                    |  |
| Oncology  |  |
| Optometry   |  |

# VA San Diego Healthcare System

## MEDICAL CENTER

VA San Diego Healthcare System  
3350 La Jolla Village Drive  
San Diego, CA 92161  
(858) 552-8585  
1 (800) 331-VETS (8387)

## WEB ADDRESSES

For more information, visit us at:  
[www.sandiego.va.gov](http://www.sandiego.va.gov)  
[www.facebook.com/VASanDiego](http://www.facebook.com/VASanDiego)  
[www.twitter.com/VASanDiego](http://www.twitter.com/VASanDiego)

## OUTPATIENT CLINICS

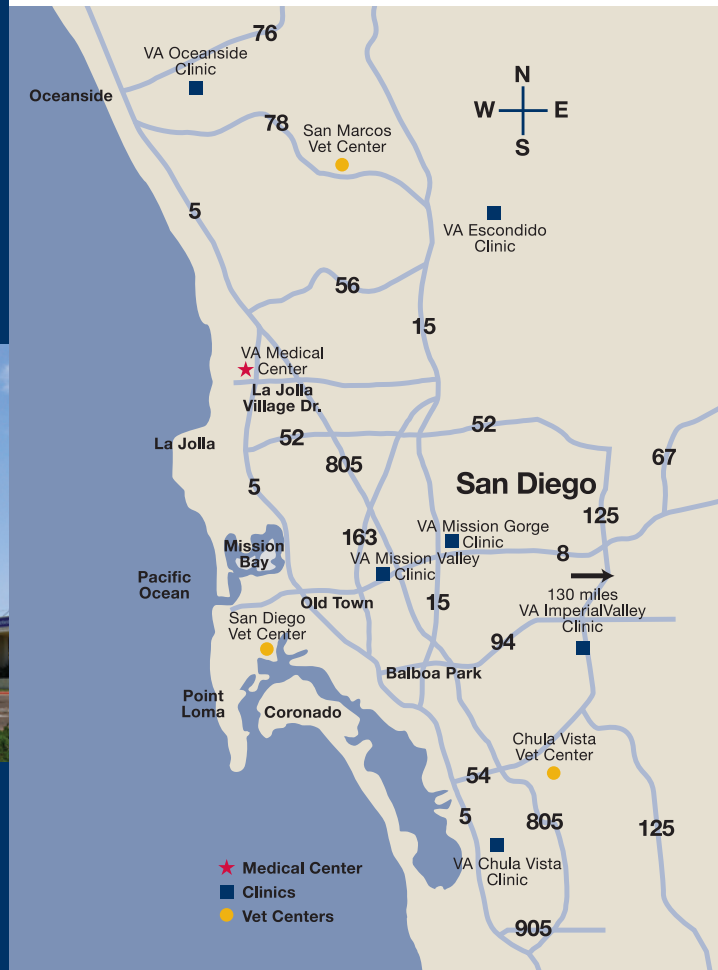
- VA Chula Vista Clinic**  
835 Third Avenue  
Chula Vista, CA 91910  
(619) 409-1600
- VA Escondido Clinic**  
815 East Pennsylvania Avenue  
Escondido, CA 92025  
(760) 466-7020
- VA Imperial Valley Clinic**  
1600 South Imperial Avenue  
El Centro, CA 92243  
(760) 352-1506
- VA Mission Gorge Clinic**  
4525 Mission Gorge Place  
San Diego, CA 92120  
(619) 228-8000
- VA Mission Valley Clinic**  
8810 Rio San Diego Drive  
San Diego, CA 92108  
(619) 400-5000
- VA Oceanside Clinic**  
1300 Rancho del Oro Road  
Oceanside, CA 92056  
(760) 643-2000

## FREQUENTLY CALLED PHONE NUMBERS

- TeleCare (24-hour Nurse Advice Line)  
1 (877) 252-4866
- Enrollment & Eligibility Questions  
(858) 552-7523
- Appointment Scheduling (Medical Center)  
(858) 552-7475

## VET CENTERS

- San Diego Vet Center**  
2790 Truxtun Road, Suite 130  
San Diego, CA 92106  
(858) 642-1500
- San Marcos Vet Center**  
One Civic Center Drive, Suite 150  
San Marcos, CA 92069  
(760) 744-6914
- Chula Vista Vet Center**  
180 Otay Lakes Road, Suite 108  
Bonita, CA 91902  
(877) 618-6534



MEMBER OF THE VA DESERT PACIFIC HEALTHCARE NETWORK VETERANS INTEGRATED SERVICE NETWORK 22

