

Proud to provide Patient-Centered care



2009 ANNUAL REPORT

VA DESERT PACIFIC  
HEALTHCARE NETWORK



[WWW.DESERTPACIFIC.VA.GOV](http://WWW.DESERTPACIFIC.VA.GOV)

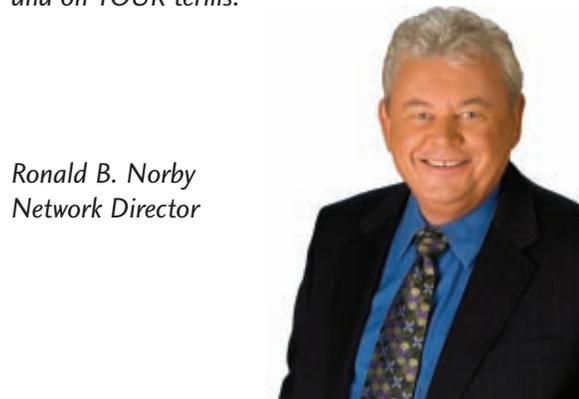
# Serving Veterans throughout Southern California and Southern Nevada

**OUR MISSION** is to honor America's veterans by providing exceptional health care that improves their health and well being

*I am very pleased to present our Annual Report for 2009. This has been a year of growth and change in many ways. Most importantly, it has been a year that we have made substantial progress in our transition to a culture of "Patient-Centered Care."*

*Patient-Centered Care is much more than a slogan or a "customer service" program; it is an entirely new way of providing care that is focused on the desires and needs of those we have the privilege of serving. While we might not like to admit it, traditional health care delivery is geared more toward the needs of the health care organization and its providers, than to the desires of the patients.*

*So, we invite you to watch as this cultural transition unfolds over the next several years, learn about the new philosophy first hand, and know that all of us at the VA Desert Pacific Healthcare Network are dedicated to making your care experience as positive as possible and on YOUR terms.*



Ronald B. Norby  
Network Director

We are one of 21 regions of Veterans Integrated Service Networks (VISNs) operated nationwide by the United States Department of Veterans Affairs (VA). We include five hospitals and 29 community clinics serving the 1.4 million Veterans residing in Southern California and Southern Nevada.

Our Services include preventive and primary care, acute hospital care, mental health care, specialty care and long term care.

*90% of our Veterans live within 30 minutes or 30 miles from VA care*





# Year in Review

## Veterans

4% growth in Veteran users

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35,777 Operation Enduring Freedom/Operation Iraqi Freedom (OEF/OIF) Veterans enrolled in VA Healthcare

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72,154 OEF/OIF Veterans located within Network 22

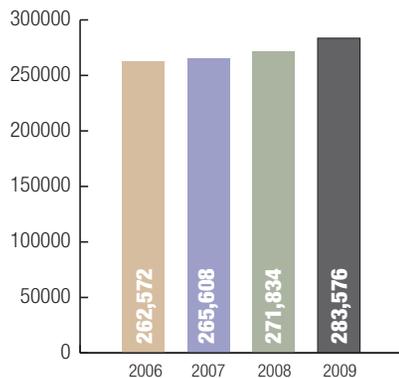
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100% of severely injured OEF/OIF Veterans received specialized care and case management

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19.5% Growth in Women Veterans served from last year

**Unique Patients Served**  
Patient growth increased 4%



## Resources

5% increase in budget allocation

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4% rise in full time equivalent employees

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Increased funding for homeless, rural and Women Veteran programs

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\$30.1M invested in expanding mental health programs

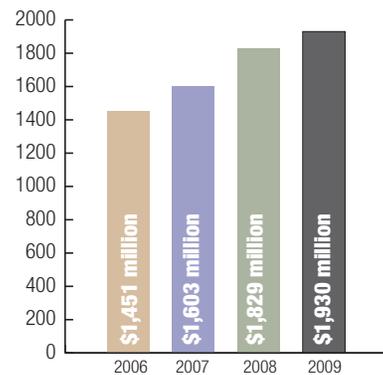
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Collected \$87.7M in first and third party payments

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Maintained bed capacity at 1,959 including 998 acute, 610 nursing home, 321 domiciliary, and 30 psychiatric residential beds

**Network Budget Allocation**  
Our budget increased 5%



## Quality and Access

VA out-performed private sector hospitals in all measures of quality

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Care provided when needed using advanced clinic access techniques

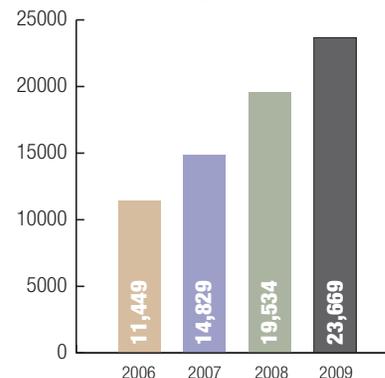
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Offered appointments within 30 days

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Specialized outreach and transition services offered new Veterans

**Returning Combat Veterans Enrolled**  
New Combat Veterans increased by 17% to one of the highest in the nation



## Research and Education

Managed the largest medical research and health professions education program in the VA system

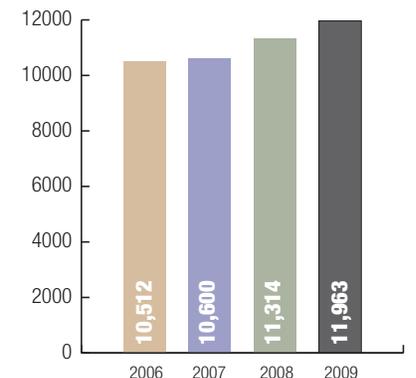
Trained 3,117 medical residents and thousands of nursing and allied health students

617 researchers conducted over 1,800 projects with more than \$100 million in total funding

Affiliated with some of the finest medical schools in the United States including:

- University of California Los Angeles (UCLA)
- University of Southern California (USC)
- University of California San Diego (UCSD)
- University of California Irvine (UCI)
- University of Nevada (UN)
- Loma Linda University (LLU)

**Total Full-Time Equivalent Employees**  
Employment levels increased by 4%



# Our Facilities

## VA Greater Los Angeles Healthcare System

Serving Veterans in Los Angeles, Ventura, Santa Barbara, San Luis Obispo and Kern Counties

### Locations

Medical Center in West Los Angeles

Community Clinics in Bakersfield, East Los Angeles, Gardena, Antelope Valley, Los Angeles, Oxnard, Pasadena, San Luis Obispo, Santa Barbara, Santa Maria and Sepulveda

### Specialty Services

Geriatric Research Education and Clinical Center

Parkinson's Disease Research Education and Clinical Center

Automatic Implantable Cardioverter Defibrillator Center

Mental Illness Research Education and Clinical Center

Post Traumatic Stress Disorder Program

Dual Diagnosis Program for cocaine-abusing schizophrenics

Polytrauma Level II Center

Cardiothoracic and Neurologic Surgery

Homeless Program Center of Excellence

Positron Emission Tomography (PET) Scanner

Fisher House

Domiciliary Digestive Diseases Research Center of Excellence

### Academic Affiliates

University of California Los Angeles School of Medicine (UCLA)

University of Southern California School of Medicine (USC)

### Infrastructure Improvement Projects

Seismic Retrofit of Building 500 and New Bed Tower Project (Pending Funding)

California State Nursing Home

National Cemetery Expansion

New Bakersfield Community Clinic

### Federal Stimulus Project Funding

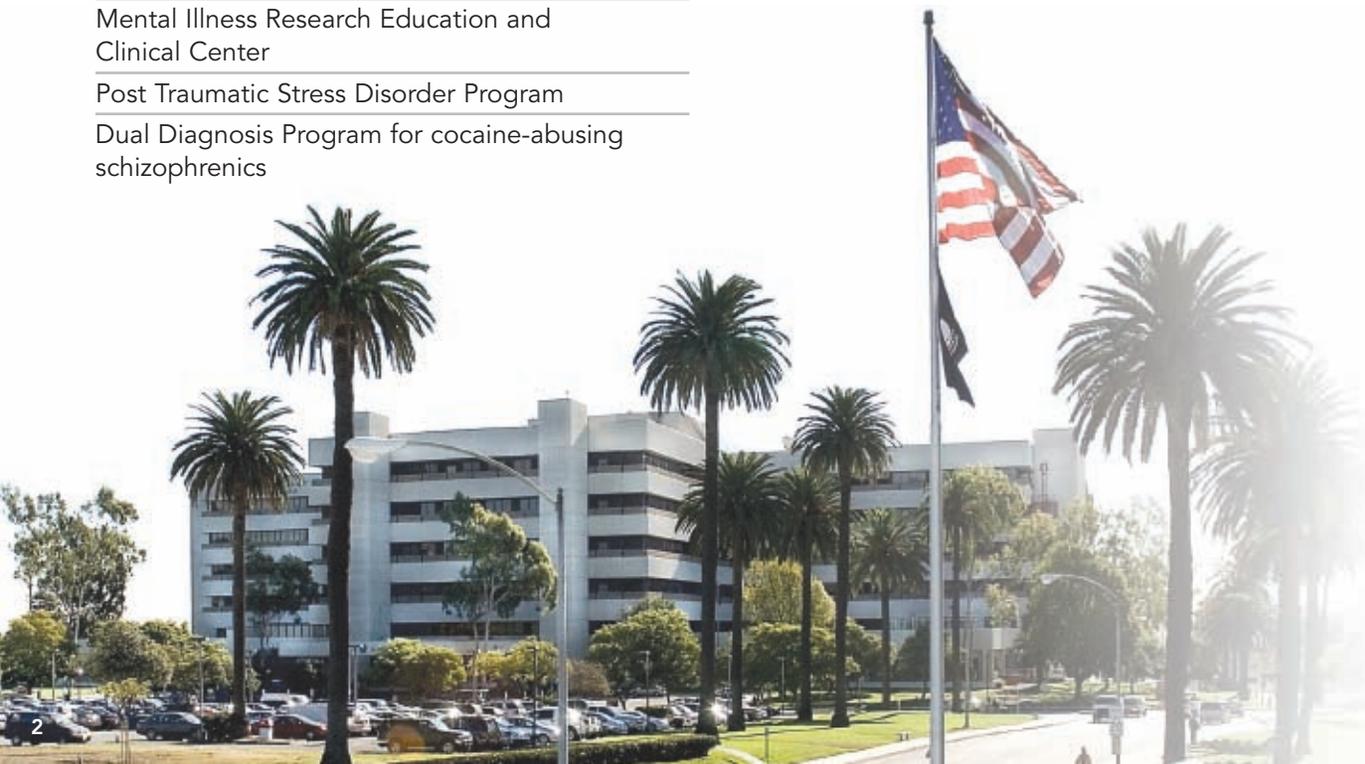
\$21.4M for 16 infrastructure maintenance and repair projects

### Facility Statistics

Unique Veterans Served	80,330
FTEE	4,350
Allocated Budget	\$608,431,562
Inpatients Treated	8,263
Outpatient Visits	1,166,225
Primary Care patients seen within 30 days	96%
Research Budget	\$33,000,000
Number of Active Research Projects	662
Number of Medical Residents	942

[www.losangeles.va.gov](http://www.losangeles.va.gov)

11301 Wilshire Boulevard  
Los Angeles, CA 90073  
(310) 478-3711



# VA San Diego Healthcare System

Serving Veterans in San Diego and Imperial Counties

## Locations

Medical Center in San Diego

Community Clinics in Chula Vista, Escondido, Imperial Valley, Mission Valley and Vista with a clinic under construction in Oceanside

## Specialty Services

Cardiothoracic and Neurologic Surgery

Robotic Surgery Program

Spinal Cord Injury Center

Center of Excellence for Stress and Mental Health

Bariatric Surgery

Advanced imaging including PET scanning and high resolution (3T) MRI

The National Veterans Summer Sports Clinic

VA/DOD Sharing with Balboa Naval Regional Medical Center and Marine Corps Camp Pendleton

Pilot Electronic Medical Record exchange with Kaiser Permanente

## Infrastructure Improvement Projects

Spinal Cord Injury Seismic Project

Parking Structure

Oceanside Clinic (open 2010)

## Federal Stimulus Project Funding

\$9.6M for 8 infrastructure maintenance and repair projects

## Facility Statistics

Unique Veterans Served	64,608
FTEE	2,340
Allocated Budget	\$387,332,715
Inpatients Treated	7,245
Outpatient Visits	679,614
Primary Care patients seen within 30 days	98%
Research Budget	\$53,105,349
Number of Active Research Projects	786
Number of Medical Residents	744

## Academic Affiliate

University of California San Diego  
School of Medicine (UCSD)

[www.sandiego.va.gov](http://www.sandiego.va.gov)

3350 La Jolla Village Drive  
San Diego, CA 92161  
(858) 552-8585



# Our Facilities

## VA Loma Linda Healthcare System

Serving Veterans in San Bernardino and Riverside Counties

### Locations

Medical Center in Loma Linda  
Community Clinics in Rancho Cucamonga,  
Corona, Palm Desert, Sun City and Victorville

### Specialty Services

Bariatric Surgery  
Smoking Cessation  
Sleep Disorder Clinic  
Trauma Recovery Program  
Visual Impairment Services  
National Veterans Creative Arts Festival  
Provider Email Pilot  
DOD/Tricare/CHAMPVA Care  
Non-Invasive Cardiac Imaging  
Cardiac Electrophysiology Procedures  
Women's Health Clinic

### Academic Affiliate

Loma Linda University School of Medicine (LLU)

### Infrastructure Improvement Projects

Parking Structure (open 2010)  
New Ambulatory Care Center

### Federal Stimulus Project Funding

\$8.4M for 4 infrastructure maintenance and repair projects

### Facility Statistics

Unique Veterans Served	61,308
FTEE	2,080
Allocated Budget	\$352,554,664
Inpatients Treated	7,830
Outpatient Visits	590,222
Primary Care patients seen within 30 days	98%
Research Budget	\$5,641,370
Number of Active Research Projects	142
Number of Medical Residents	885

[www.lomalinda.va.gov](http://www.lomalinda.va.gov)

11201 Benton Street  
Loma Linda, CA 92357  
(909) 825-7084

# VA Long Beach Healthcare System

Serving Veterans in Orange and Los Angeles Counties

## Locations

Medical Center in Long Beach  
Community Clinics in Anaheim, Cabrillo, Santa Ana, Laguna Hills, and Whittier/Santa Fe Springs

## Facility Statistics

Unique Veterans Served	45,899
FTEE	2,053
Allocated Budget	\$314,032,773
Inpatients Treated	6,139
Outpatient Visits	546,918
Primary Care patients seen within 30 days	99%
Research Budget	\$7,000,000
Number of Active Research Projects	197
Number of Medical Residents	480

[www.longbeach.va.gov](http://www.longbeach.va.gov)

5901 East 7th Street  
Long Beach, CA 90822  
(562) 826-8000

## Specialty Services

Spinal Cord Injury Unit  
Blind Rehabilitation Center (opening 2012)  
Robotic Surgery  
VA/California State University Dominguez Hills Prosthetics Center  
Hyperbaric Oxygen Chamber  
Preservation Amputation Care Treatment Program  
Radiation Therapy Program  
Comprehensive Cancer Center  
VA/California State University Long Beach Joint Studies Program  
VA/DoD Collaborative Services Joint Forces Training Base Los Alamitos  
DEKA Arm Usability Study Center

## Academic Affiliate

University of California Irvine  
School of Medicine (UCI)  
University of Southern California (USC)

## Infrastructure Improvement Projects

Blind Rehabilitation Center, Outpatient Clinic and Administrative Building (open 2012)  
Long Term Care and Mental Health  
Seismic Project

## Federal Stimulus Project Funding

\$17.3M for 12 infrastructure maintenance and repair projects



# Our Facilities

## VA Southern Nevada Healthcare System

Serving Veterans in Clark, Lincoln and Nye Counties

### Locations

Medical Center shared with the Air Force at the Mike O'Callaghan Federal Hospital

Outpatient clinics throughout Las Vegas and Community Clinics in Henderson and Pahrump with a satellite clinic opening in Laughlin, NV in 2011.

### Specialty Services

Gambling Addiction Treatment Program

Hospitalist Service

VA/DOD Joint Venture with Nellis Air Force Base serving as a national model

### Academic Affiliate

University of Nevada School of Medicine (UN)

Touro University (TU)

### Infrastructure Improvement Projects

New Medical Center (open 2012)

New Nursing Home (open 2013)

Four New Outpatient Clinics (open 2012)

Laughlin Satellite Clinic (open 2011)

[www.lasvegas.va.gov](http://www.lasvegas.va.gov)

P.O. Box 360001

North Las Vegas, NV 89036

(702) 636-3000

### Facility Statistics

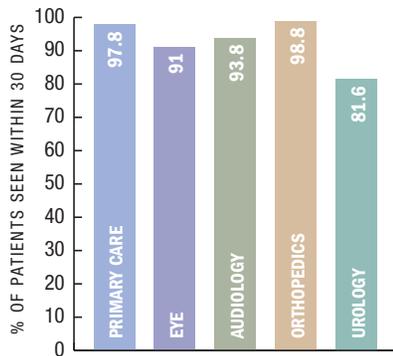
Unique Veterans Served	42,608
FTEE	1,140
Allocated Budget	\$224,923,232
Inpatients Treated	3,013
Outpatient Visits	457,708
Primary Care patients seen within 30 days	96%
Research Budget	\$130,512
Number of Active Research Projects	17
Number of Medical Residents	66



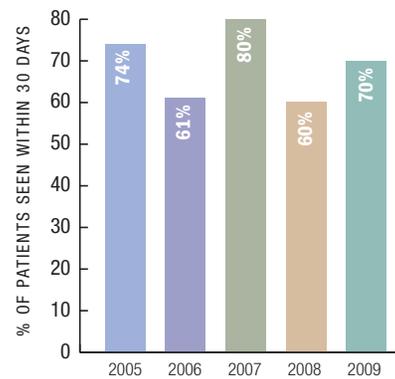
# Operational Initiatives

## Quality & Access

**New Patients Seen within 30 Days**  
Improved access to care for new Veterans



**Overall Quality**  
% Quality Measures Met



### Accomplishments

Implemented California Veterans Caregiver Project which is a national model

Developed clinician performance profiles to improve operations

Initiated incarcerated Veteran programs at all sites

Developed a national tool for screening and rapid detection of at risk combat Veterans

Exceeded quality target scores

Reduced catheter associated infections

Increased housing options for homeless Veterans

Enhanced community clinics in Oxnard, Whittier/Santa Fe Springs and Rancho Cucamonga

### 2010 Goals

Implement Medical Home Model of care to improve access, increase satisfaction, and improve health

Create homelike community living center environments (Nursing Homes)

Provide real-time quality and performance data using a Regional Data Warehouse

Develop Veterans Courts at all sites

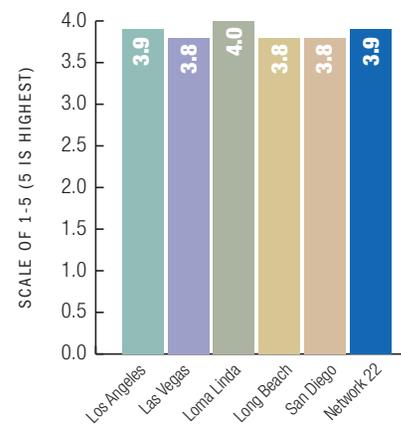
Open satellite clinic in Laughlin NV

Reduce no-shows to offer more clinic slots

Increase care to rural Veterans

## Workforce Development

**Employee Satisfaction**  
Satisfaction is among the highest in VA



### Accomplishments

Lead the nation in many areas of the All Employee Survey

Piloted Work Place Assistance Program

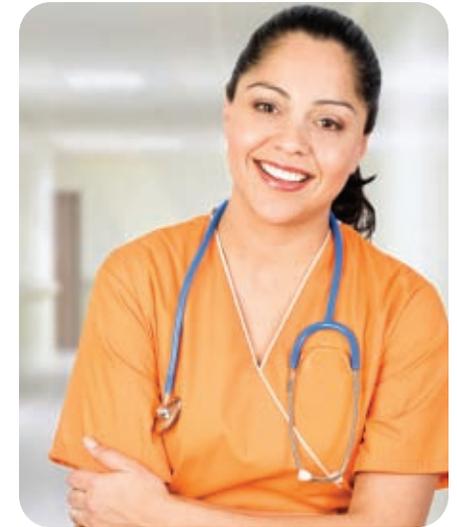
Offered employees reduced gym membership rates and wellness activities

Disaster preparedness commended by national review team

Offered 127 internship training programs for students

Signed cooperative education agreements with 6 Hispanic Institutions

Offered mediation in 100% of cases with resolution occurring in 73% of the cases



### 2010 Goals

Implement Pilot Transformative Nurse Training Program

Redesign the new employee recruitment process

Improve the comfort and efficiency of the work environment through Patient-Centered Care and Systems Redesign

# Transformational Initiatives

## VA in the News

Designated Best Employer for Workers Over 50 by the American Association of Retired Persons (AARP)  
[www.aarp.org](http://www.aarp.org)



VA Pharmacies rated "Among the Best" in the mail order category by J.D. Power and Associates



The Journal of the American Heart Assoc. recognizes VA Quality Scores, Circulation, July 15, 2009.  
[www.circoutcomes.ahajournals.org](http://www.circoutcomes.ahajournals.org)



VA Consistently Superior to Private Sector in Treatments for Hematologic Malignancies, Abt Associates Inc. and Harvard Medical School, Report on Hematological Malignancies, July 2009



*"In an environment that is truly "Patient-Centered," the way you access the system and the experience you have is dictated by YOU — not the system or your healthcare provider. If you so choose, you could do all the necessary check-in online from your home or at a kiosk when you arrive at the facility. All of the unnecessary steps would be eliminated. There would be NO waiting rooms and the time with your provider would be geared to the time that YOU need with them."*

- Ron Norby  
Network Director

## Patient-Centered Care

Provide high quality health care in a healing, family friendly environment

### Accomplishments

Completed an extensive organizational assessment

Established the infrastructure necessary to support the change in culture

Developed and implemented initiatives to enhance the patient-centered care experience:

#### Greater Los Angeles

Stairway to Wellness, Labyrinth and Guided Imagery

#### San Diego

Healing Garden for patients and staff

#### Long Beach

Redesigned lobby, waiting and dining areas to reduce barriers between Veteran and caregiver

#### Loma Linda

Piano in the lobby and "Quiet Time" program on nursing units

#### Southern Nevada

Patient-Centered Care rounds by facility director and Tai Chi classes for patients

### 2010 Goals

Train all staff in Patient-Centered Care

Implement a specialized physician training program

Develop a care partner program for families

Implement a department recognition program

Develop a program for patient's to view their medical records

Design an employee recruitment system that reflects the patient-centered care philosophy



## Systems Redesign

Redesign our systems to improve the quality, satisfaction and efficiency of health care delivery

### Accomplishments

Conducted over 50 systems redesign training sessions with highly positive outcomes

Redesigned and improved Veteran access to services:

#### Greater Los Angeles

Reduced new patient wait in Neurology clinic to 1.3 days

Reduced rehab clinic wait times for all patients to less than 30 days

#### San Diego

90% of Veterans seeking Mental Health services were offered same day initial comprehensive evaluation

91% of OEF/OIF patients seen within 7 days of post-deployment screening

Increased discharges within 1 hour of discharge appointment to 82%

#### Long Beach

Eliminated OEF/OIF patients wait for Acupuncture and Neurology

#### Loma Linda

85% of Operating Room first cases start on time

Decreased the time between abnormal breast imaging exam to biopsy to 5 days

### 2010 Goals

Develop continuous Systems Redesign learning plan for all levels of staff

Implement Network Improvement Capability Grant proposal

Host Lean Methods Workshops and Train Lean Experts

Study current primary care models and recommend improvements

## Veterans Transition

Enhance new Veteran access to resources promoting successful reintegration to civilian life

### Accomplishments

New Veteran Transition Centers established at all medical centers

Screened new combat Veterans for depression, suicide, brain injury and Post Traumatic Stress Disorder (PTSD)

Provided intensive case management to 764 severely ill and injured Veterans

22,301 OEF/OIF Veterans actively received health care

10,141 OEF/OIF Veterans and their families were educated on VA benefits and services at 159 Yellow Ribbon Reintegration Program events

Conducted 20 Veteran focus groups to improve satisfaction and quality

98% of OEF/OIF Veterans received appointments within 30 days



### 2010 Goals

Expand and enhance Veterans Transition Centers

Integrate primary care and mental health care to improve access

Increase care coordination by implementing Care Management Review Teams

Enhance patient self management through individualized transition plans

## Medical Centers

### VA Southern Nevada Healthcare System

P.O. Box 360001  
North Las Vegas, NV 89036  
702-636-3000

### Mike O'Callaghan Federal Hospital

4700 Las Vegas Boulevard  
North  
Las Vegas, NV 89191  
702-653-2215

### VA Loma Linda Healthcare System

11201 Benton Street  
Loma Linda, CA 92357  
909-825-7084

### VA Long Beach Healthcare System

5901 E. 7th Street  
Long Beach, CA 90822  
562-826-8000

### VA San Diego Healthcare System

3350 La Jolla Village Drive  
San Diego, CA 92161  
858-552-8585

### VA Greater Los Angeles Healthcare System

11301 Wilshire Boulevard  
Los Angeles, CA 90073  
310-478-3711

## Community Clinics

**Anaheim 714-780-5400**  
1801 W. Romneya Drive  
3rd Floor, Suite 304  
Anaheim, CA 92801

**Antelope Valley 661-729-8655**  
547 W. Lancaster Boulevard  
Lancaster, CA 93534

**Bakersfield 661-632-1800**  
1801 Westwind Drive  
Bakersfield, CA 93301

**Cabrillo 562-826-8414**  
2001 River Avenue, Bldg. 28  
Long Beach, CA 90810

**Chula Vista 619-409-1600**  
835 3rd Avenue, Suite B  
Chula Vista, CA 91910

**Corona 951-817-8820**  
800 Magnolia Avenue, Suite 101  
Corona, CA 92879

**East Los Angeles 323-725-7557**  
5400 E. Olympic Boulevard, Suite 150  
City of Commerce, CA 90040

**Escondido 760-466-7020**  
815 East Pennsylvania Avenue  
Escondido, CA 92025

**Gardena 310-851-4705**  
1251 Redondo Beach Boulevard,  
3rd Floor  
Gardena, CA 90247

**Henderson 702-636-6363**  
2920 Green Valley Parkway, Suite 215  
Henderson, NV 89014

**Imperial Valley 760-352-1506**  
1600 South Imperial Drive  
El Centro, CA 92243

**Laguna Hills 949-269-0700**  
25292 McIntyre Street  
Laguna Hills, CA 92653

**Las Vegas – Homeless Veterans  
702-636-4077**  
916 West Owens Avenue  
Las Vegas, NV 89106

**Laughlin Outreach Clinic**  
Coming 2011

**Los Angeles 213-253-2677**  
351 E. Temple Street  
Los Angeles, CA 90012

**Mission Valley 619-400-5000**  
8810 Rio San Diego Drive  
San Diego, CA 92108

**Oceanside** Coming 2010

**Oxnard 805-604-6960**  
2000 Outlet Center Drive  
Suite 225  
Oxnard, CA 93036

**Palm Desert 760-341-5570**  
41-990 Cook St., Building F  
Suite 1004  
Palm Desert, CA 92211

**Pahrump 775-727-7535**  
2100 E. Calvada Boulevard  
Pahrump, NV 89048

**Pasadena 626-289-5973**  
420 W. Las Tunas Drive  
San Gabriel, CA 91776

**Rancho Cucamonga 909-946-5348**  
8599 Haven Ave., #102  
Rancho Cucamonga, CA 91730

**San Luis Obispo 805-543-1233**  
1288 Morro Street, Suite 200  
San Luis Obispo, CA 93401

**Santa Ana 714-825-3500**  
2740 S. Bristol Street,  
First Floor, Suite 110  
Santa Ana, CA 92704

**Santa Barbara 805-683-1491**  
4440 Calle Real  
Santa Barbara, CA 93110

**Santa Maria 805-354-6000**  
1550 East Main Street  
Santa Maria, CA 93454

**Sepulveda 818-891-7711**  
16111 Plummer Street  
Sepulveda, CA 91343

**Sun City 951-672-1931**  
28125 Bradley Road  
Suite 130  
Sun City, CA 92586

**Victorville 760-951-2599**  
12138 Industrial Boulevard  
Suite 120  
Victorville, CA 92392

**Vista 760-643-2000**  
1840 West Drive  
Vista, CA 92083

**Whittier/  
Santa Fe Springs 562-466-6080**

10210 Orr and Day Road  
Santa Fe Springs, CA 90670

## Vet Centers

**Antelope Valley 661-267-1026**  
38925 Trade Center Drive  
Palmdale, CA 93551

**Bakersfield** Coming Soon!

**Corona 951-734-0525**  
800 Magnolia Avenue Suite 110  
Corona, CA 92879

**Culver City/  
West Los Angeles 310-641-0326**  
5730 Uplander Way, Suite 100  
Culver City, CA 90230-6615

**East Los Angeles 323-728-9966**  
5400 E. Olympic Blvd., Suite 140  
Commerce, CA 90022-5147

**Gardena 310-767-1221**  
1045 W. Redondo Beach Blvd.,  
Suite 150  
Gardena, CA 90247-4129

**Henderson 702-952-2885**  
871 Coronado Center Drive, #200  
Henderson, NV 89052

**High Desert 760-955-9703**  
15095 Amargosa Rd, Suite 107  
Victorville, CA 92394

**Las Vegas 702-251-7873**  
1919 S. Jones Blvd. Suite A  
Las Vegas, NV

**North Orange County 949-348-6907**  
26431 Crown Valley Parkway  
Mission Viejo, CA 92691

**South Orange County 714-776-0161**  
12453 Lewis St., Suite 101  
Garden Grove, CA 92840

**San Bernardino 909-801-5762**  
1325 E. Cooley Drive, Suite 101  
Colton, CA 92324

**San Diego 858-642-1500**  
2790 Truxtun Road, Suite 130  
San Diego, CA 92106

**San Marcos 760-744-6914**  
One Civic Center Drive, Suite 140  
San Marcos, CA 92069

**Sepulveda 818-892-9227**  
9737 Haske Ave.  
Sepulveda, CA. 91343

**Temecula 951-296-5608**  
40935 Country Center Drive,  
Suites A&B  
Temecula, CA 92591

**Ventura 805-585-1860**  
790 E. Santa Clara Street Suite 100  
Ventura, CA 93001

VA DESERT PACIFIC  
HEALTHCARE NETWORK

