

# 2007 ANNUAL REPORT

WE SALUTE OUR VETERANS

VA DESERT PACIFIC  
HEALTHCARE NETWORK



# Our Services

VA DESERT PACIFIC  
HEALTHCARE NETWORK



**Our mission** is to honor America's veterans by providing exceptional health care that improves their health and well being.

## ■ Prevention and Outpatient Care

We provide a full range of primary, specialty and subspecialty care. Skilled primary care teams focus on preventing illness, while specialized medical, surgical and mental health care teams focus on preventing hospitalization.

## ■ Long Term Care

The long term care program allows patients to be cared for in their homes as long as possible by providing a variety of home-based care and rehabilitative services. For those veterans that need a higher level of services, nursing home care is available.



## ■ Acute Hospital Care

Hospital care and emergency services are available at each medical center. Specialty services such as open-heart surgery and neurosurgery are provided at central sites within the Network.

## ■ Specialty Care

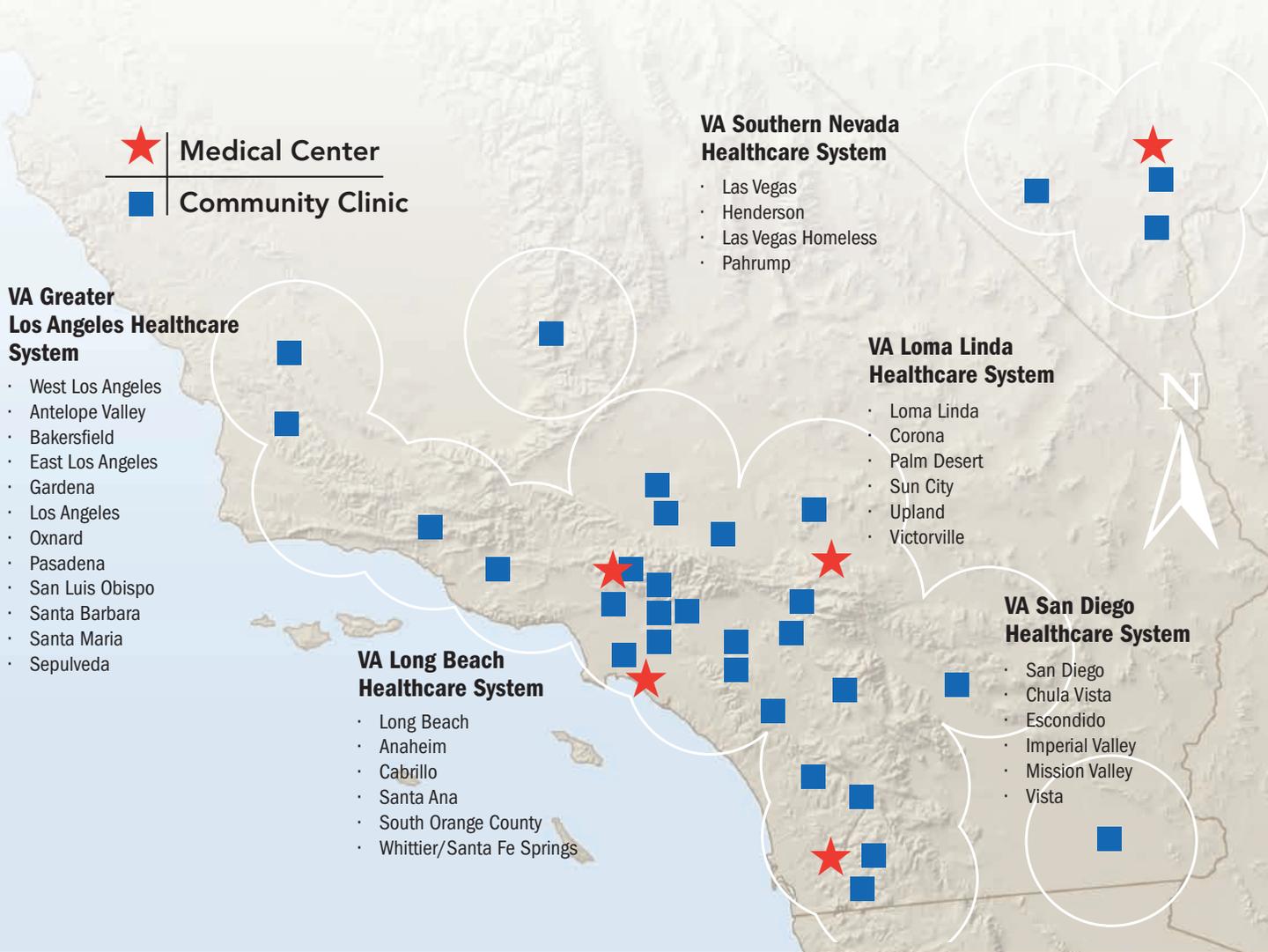
We offer acute and ongoing rehabilitative services, as well as specialized care for veterans with spinal cord injuries. We custom fabricate and fit prosthetic limbs and other medical and adaptive devices.

## ■ Mental Health Care

A wide variety of services are provided for veterans that are experiencing readjustment issues, substance abuse, homelessness, psychiatric illnesses and PTSD.

# Serving Veterans Throughout Southern California and Southern Nevada

VA Desert Pacific Healthcare Network is one of 21 Veterans Integrated Service Networks (VISNs) operated nationwide by the United States Department of Veterans Affairs (VA). We are comprised of five hospitals and 29 community clinics serving the 1.2 million veterans residing in Southern California and Southern Nevada.



## Governance and Decision Making

Our organizational structure is modeled after the world-renowned Malcom Baldrige principles of performance excellence. This structure has assisted in making significant improvements in our performance and has brought us closer to achieving our goal of creating one seamless system of care for veterans in Southern California and Southern Nevada.

# Message from Kenneth J. Clark, Network Director



## DEPARTMENT OF VETERANS AFFAIRS

VA Desert Pacific Healthcare Network  
5901 East Seventh Street  
Long Beach, CA 90822

Fiscal year 2007 was an exciting, and busy year for the VA Desert Pacific Healthcare Network. We continued to make significant strides in the areas of quality, access, cost effectiveness, and customer service. These accomplishments were due to the support we received from our workforce, the community, and other organizations.

### 2007 Accomplishments

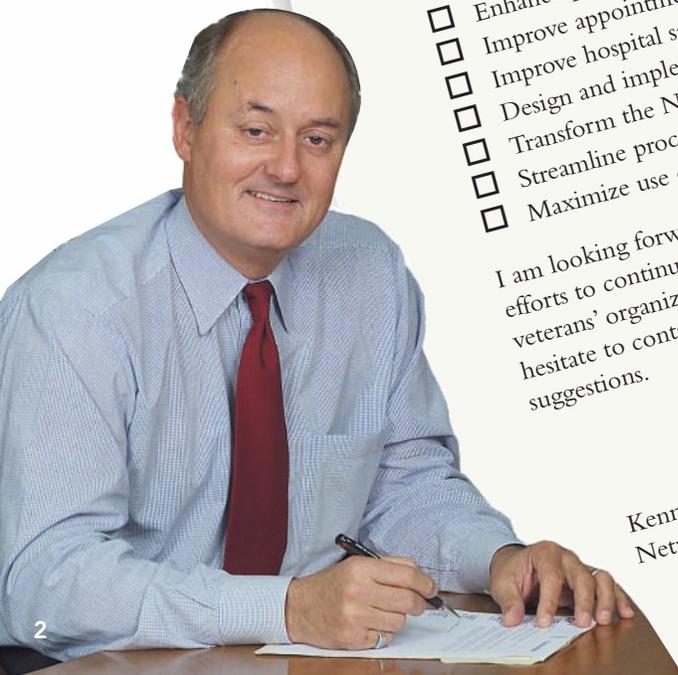
- Met or exceeded 80% of our quality measures
- Developed comprehensive teams at each medical center to assist newly returning combat veterans
- Enhanced mental health services by adding Suicide Prevention and Recovery Programs
- Expanded home care services, providing care to 1,634 veterans in their homes
- Opened a new community clinic in Santa Maria
- Improved the timeliness and quality of Compensation & Pension exams
- Achieved seal of approval from The Joint Commission for meeting high performance standards

### 2008 Goals

- Enhance patient and family satisfaction
- Improve appointment availability
- Improve hospital safety
- Design and implement End-of-Life Care Plan
- Transform the Nursing Home Units to more home-like settings
- Streamline processes for recruiting and retaining quality workers
- Maximize use of home care programs

I am looking forward to the year ahead and I want to thank you for your continued support. In our efforts to continue improving, we welcome the input of our veterans, employees, volunteers, veterans' organizations, congressional representatives and community stakeholders. Please don't hesitate to contact my office or your local Medical Center Director with your comments and suggestions.

Kenneth J. Clark, FACHE  
Network Director, VA Desert Pacific Healthcare Network



# Year in Review

This year our goal was to continue enhancing the quality of care we provide by meeting or exceeding national measures, improving access to care, and efficiently managing our resources.

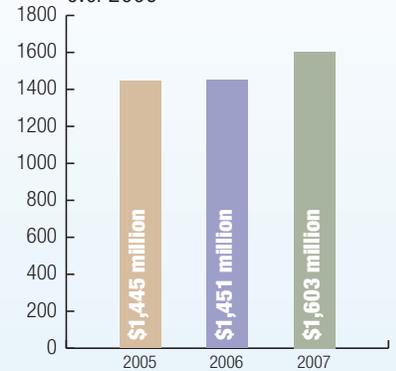
Our full time equivalent employees rose slightly to 10,600 with 817 physicians and 2,700 professional nurses. We operated 1,959 beds including 998 acute, 610 nursing home, 321 domiciliary, and 30 psychiatric residential beds. Our medical research and health professions education remained one of the largest in the VA system, training 767 medical residents and thousands of nursing and allied health students. Our 617 researchers conducted over 2,100 projects with more than \$120 million in total funding.

We continued to provide priority care to returning combat veterans and we maintained strong affiliations 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)

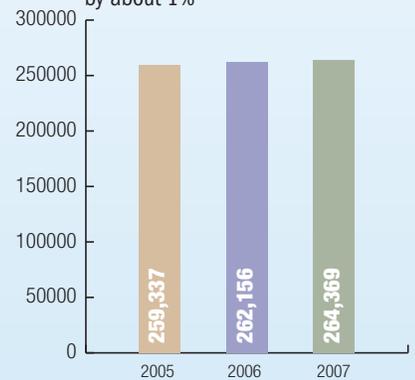
## Network Budget Allocation

Our total budget increased almost 12% over 2006



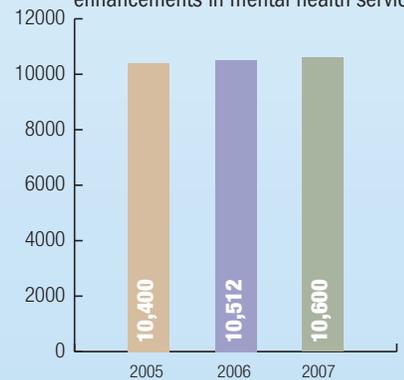
## Unique Patients Served

The number of unique veterans grew by about 1%



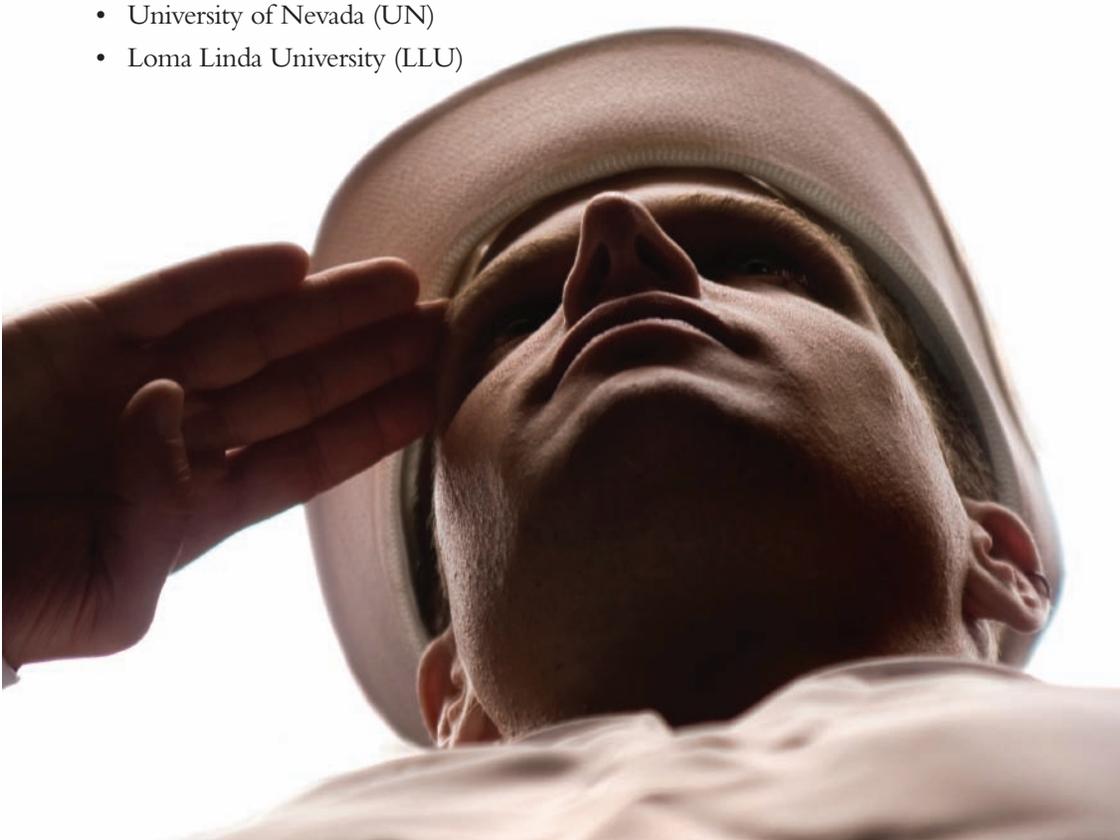
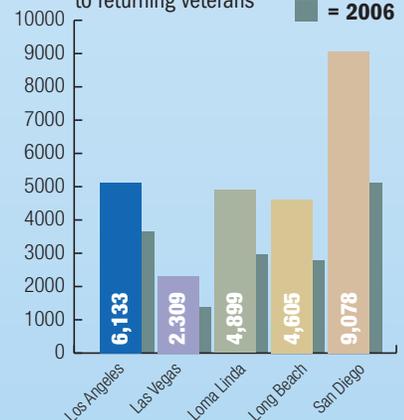
## Total Full-Time Equivalent Employees

Staffing grew slightly due to enhancements in mental health services



## Returning Combat Veterans Enrolled

We continued to provide priority care to returning veterans

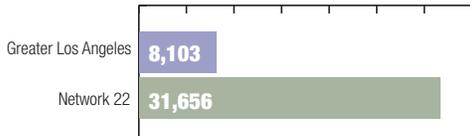


# Our Facilities

## Facility Statistics

Number of Enrolled Veterans:	77,599
Number of Full-Time Equivalent Employees:	3,822
Operating Budget:	\$527 million

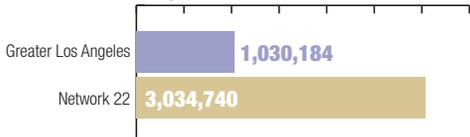
### Inpatients Treated



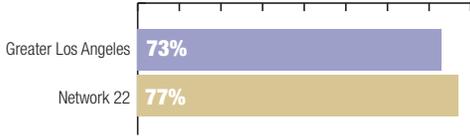
### Inpatient Satisfaction



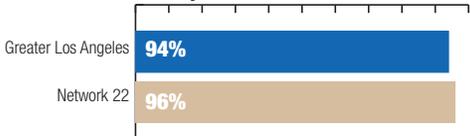
### Outpatient Visits



### Outpatient Satisfaction



### Primary Care Appointments within 30 Days



## VA Greater Los Angeles Healthcare System

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



11301 Wilshire Boulevard | Los Angeles, CA 90073  
(310) 478-3711 | [www.losangeles.va.gov](http://www.losangeles.va.gov)

### Locations

Medical Center in West Los Angeles with Community Clinics in Bakersfield, East Los Angeles, Gardena, Lancaster, Los Angeles, Oxnard, Pasadena, San Luis Obispo, Santa Barbara, Santa Maria, and Sepulveda

### Accomplishments

- Opened a new community clinic in Santa Maria
- Broke ground for a Fisher House to provide on-campus housing to families of hospitalized veterans
- Started construction on a 396-bed California State Home
- Created a model Domiciliary Program with \$3.6 million in enhancements
- Achieved seal of approval from The Joint Commission for meeting high performance standards

# VA Loma Linda Healthcare System

Serving Veterans in San Bernardino and Riverside Counties



11201 Benton Street | Loma Linda, CA 92357  
(909) 825-7084 | [www.lomalinda.va.gov](http://www.lomalinda.va.gov)

## Locations

Medical Center in Loma Linda with Community Clinics in Corona, Palm Desert, Sun City, Upland, and Victorville

## Accomplishments

- Established a Weight-Loss Surgery Program that serves all 5 Network medical centers
- Implemented an infection control program to reduce hospital-associated infections such as MRSA
- Achieved seal of approval from The Joint Commission for meeting high performance standards

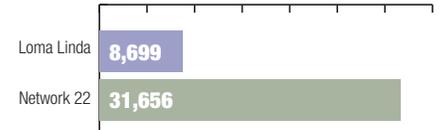
# Facility Statistics

Number of Enrolled Veterans: 57,510

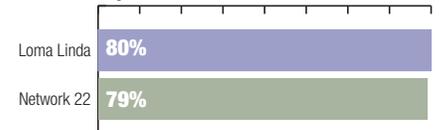
Number of Full-Time Equivalent Employees: 1,843

Operating Budget: \$275 million

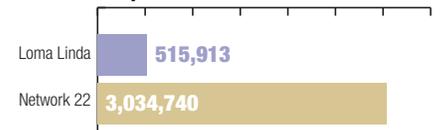
### Inpatients Treated



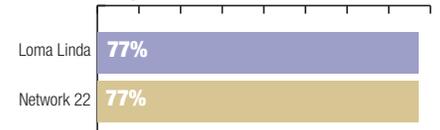
### Inpatient Satisfaction



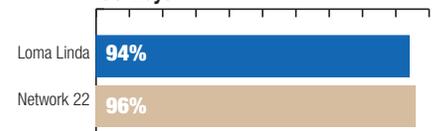
### Outpatient Visits



### Outpatient Satisfaction



### Primary Care Appointments within 30 Days



# Our Facilities

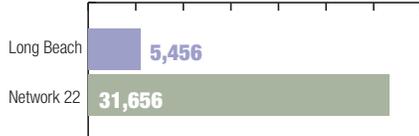
## Facility Statistics

Number of Enrolled Veterans: 41,994

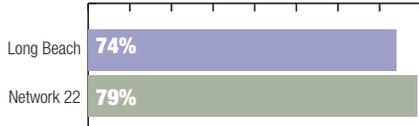
Number of Full-Time  
Equivalent Employees: 1,933

Operating Budget: \$294 million

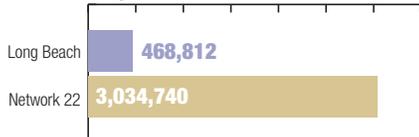
### Inpatients Treated



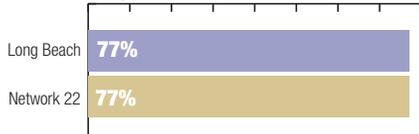
### Inpatient Satisfaction



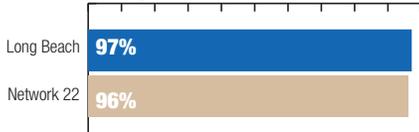
### Outpatient Visits



### Outpatient Satisfaction



### Primary Care Appointments within 30 Days



## VA Long Beach Healthcare System

Serving Veterans in Orange and  
Los Angeles Counties



5901 East 7th Street | Long Beach, CA 90822  
(562) 826-8000 | [www.longbeach.va.gov](http://www.longbeach.va.gov)

### Locations

Medical Center in Long Beach with Community Clinics in Anaheim, Cabrillo, Santa Ana, South Orange County, and Whittier/Santa Fe Springs

### Accomplishments

- Opened a comprehensive transition center for newly returning combat veterans
- Completed design for 3 new buildings which will house a new Blind Rehab Center, outpatient clinics and administrative offices
- Achieved seal of approval from The Joint Commission for meeting high performance standards

# VA San Diego Healthcare System

Serving Veterans in San Diego  
and Imperial Counties



3350 La Jolla Village Drive | San Diego, CA 92161  
(858) 552-8585 | [www.sandiego.va.gov](http://www.sandiego.va.gov)

## Locations

Medical Center in San Diego with Community Clinics in Chula Vista, Escondido, Imperial Valley, Mission Valley and Vista

## Accomplishments

- Treated the highest number of combat veterans using a comprehensive team approach
- Selected as one of four Nursing Academy sites to educate and train future nurses
- Achieved seal of approval from The Joint Commission for meeting high performance standards

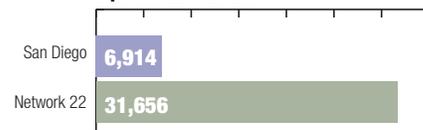
# Facility Statistics

Number of Enrolled Veterans: 58,023

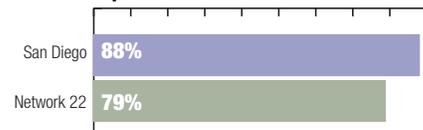
Number of Full-Time  
Equivalent Employees: 2,079

Operating Budget: \$317 million

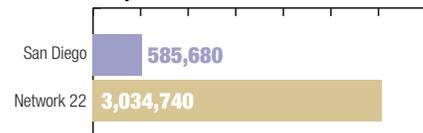
### Inpatients Treated



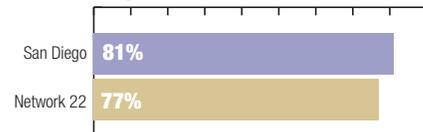
### Inpatient Satisfaction



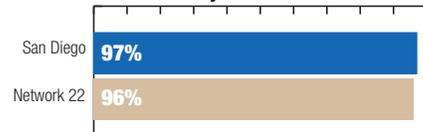
### Outpatient Visits



### Outpatient Satisfaction



### Primary Care Appointments Within 30 Days



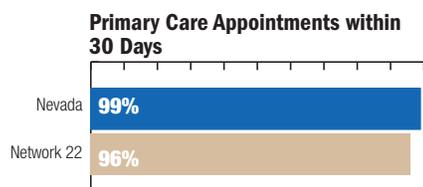
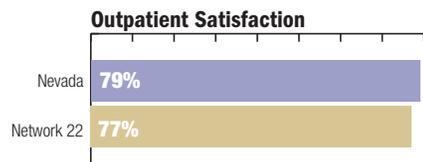
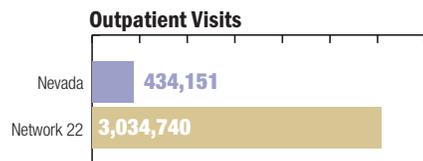
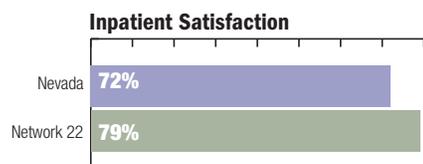
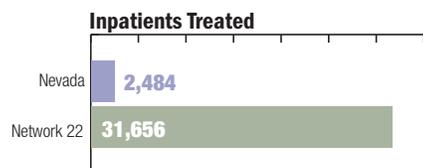
# Our Facilities

## Facility Statistics

Number of Enrolled Veterans: 40,464

Number of Full-Time  
Equivalent Employees: 924

Operating Budget: \$190 million



## VA Southern Nevada Healthcare System

Serving Veterans in Clark, Lincoln,  
and Nye Counties



P.O. Box 360001 | Las Vegas, NV 89036  
(702) 636-3000 | [www.lasvegas.va.gov](http://www.lasvegas.va.gov)

### Locations

Medical Center shared with the Air Force at the Mike O'Callaghan Federal Hospital with outpatient clinics throughout Las Vegas and Community Clinics in Henderson and Pahrump

### Accomplishments

- Completed \$3.9 million project to expand ER and Mental Health units at the Mike O'Callaghan Federal Hospital
- Started construction on a new medical center with an estimated completion date of 2010
- Achieved seal of approval from The Joint Commission for meeting high performance standards

# Quality

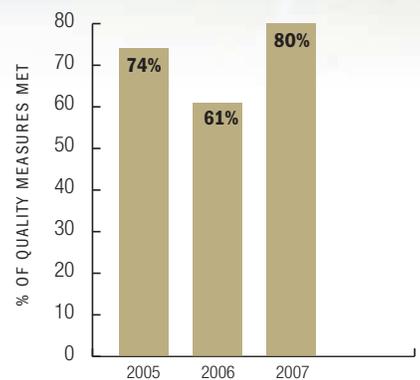
## Accomplishments

- Improved overall quality of care
- Improved blood pressure and lipid control in diabetic patients
- Developed computerized system to monitor the availability of inpatient beds
- Expanded mental health services to include Suicide Prevention and Recovery Programs
- Received national award for improvements in Compensation and Pension exams

## 2008 Goals

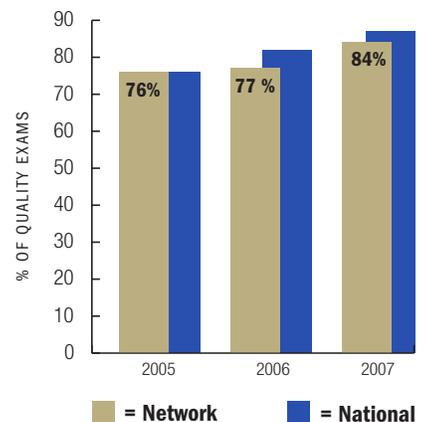
- Continue to improve quality care by meeting or exceeding national measures
- Enhance patient safety program
- Develop a quality report card for providers
- Eliminate health care ventilator and blood stream associated infections

**Improved Overall Quality of Care**  
Met or exceeded 80% of all quality measures



**Improved Quality of Compensation and Pension Exams**

Facilities streamlined the process of completing exams while improving the quality of exams



# Cost-effectiveness



## Accomplishments

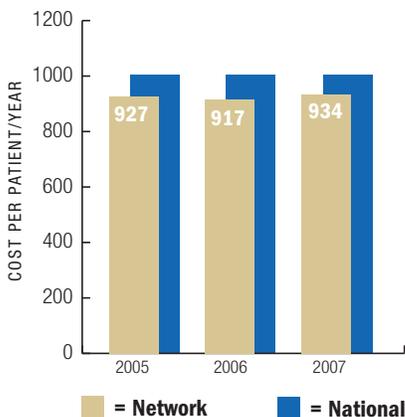
- Collected over \$66.6 million from insurance companies and other revenue sources to support patient care
- Reduced worker's compensation costs by \$850,000
- Exceeded disabled veteran and small business contract goals

## 2008 Goals

- Enhance insurance revenue collections
- Open a Network-wide support center for medical care collections in Las Vegas
- Continue to improve business practices and operational efficiencies
- Increase Network contracting and purchasing to maximize cost-effectiveness

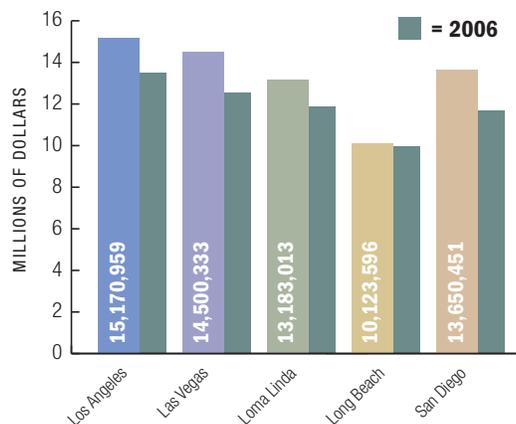
### Drug Costs Below National Average

Network drug costs rose slightly over 2006, but still remain below national averages



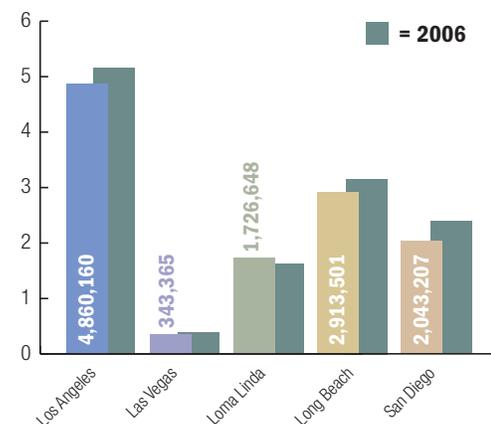
### Medical Care Collections increased

Collections increased 12% over 2006 due to improved processes and procedures



### Reduced Workers' Compensation Costs

Worker's compensation costs were reduced by \$850,000



# Access

## Accomplishments

- Reduced wait-times for appointments
- Provided outreach services to California State Prisons and assisted individuals upon release
- Opened a new community clinic in Santa Maria

## 2008 Goals

- Implement Long Term Care Strategic Plan
- Enhance home care programs to provide care to more veterans
- Continue to improve wait-times for appointments
- Evaluate new types of patient-focused care

## VA in the News

### Best Practices

Unlike the Army's Walter Reed hospital, the VA hospital system is ranked, by many measures, as the best in the country.  
*The Boston Globe*, March 11, 2007

### VA Takes the Lead in Paperless Care

*Washington Post*, April 10, 2007

### Physician, Upgrade Thyself

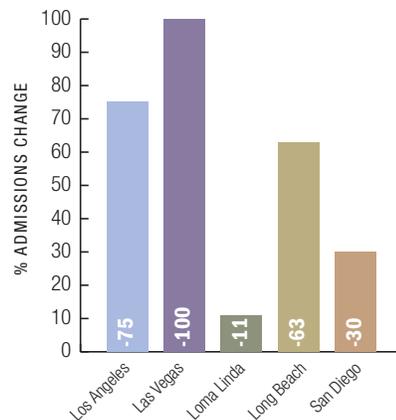
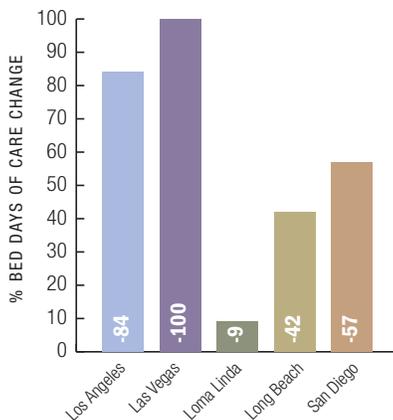
*New York Times* Op-Ed Column  
May 30, 2007

### Civility in the Workplace

Measuring the positive outcomes of a respectful work environment.  
*Healthcare Executive*  
September/October 2007

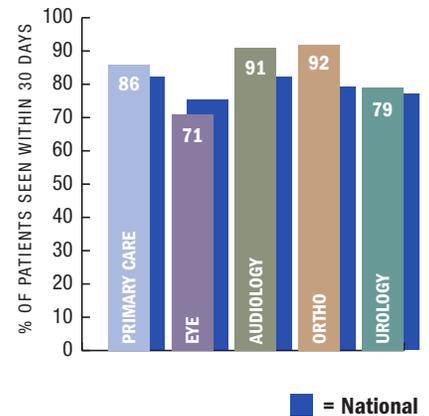
### Home Telehealth Program Reduced Admissions and Bed Days of Care

Home Telehealth exceeded national measures, reducing admissions and bed days of care for those veterans enrolled in the program



### New Patients seen within 30 days

New veteran access to clinics has improved over 2006, and has met or exceeded the national average with the exception of eye and gastroenterology



# Satisfaction

## Accomplishments

- Implemented a system to measure patient satisfaction with their provider
- Established unit-based customer service ambassadors
- Implemented a program that checks-in with patients after being discharged from the hospital

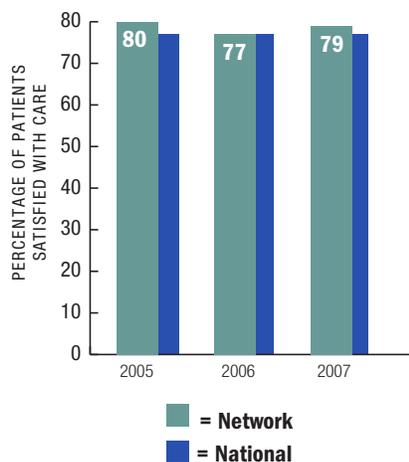
## 2008 Goals

- Continue to improve veteran and family satisfaction
- Expand provider satisfaction reports
- Enhance customer service training for employees
- Conduct focus groups with newly returning veterans to better understand their needs



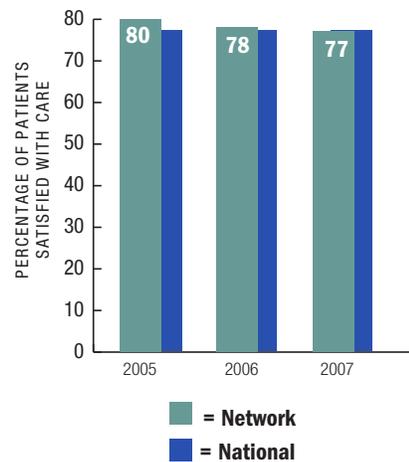
### Increased Inpatient Satisfaction

Patients satisfied with the quality of inpatient care rose slightly over 2006



### Outpatient Satisfaction

Patients satisfied with the quality of outpatient care decreased slightly, however, action plans are in place for improvement



# Workforce Development

## Accomplishments

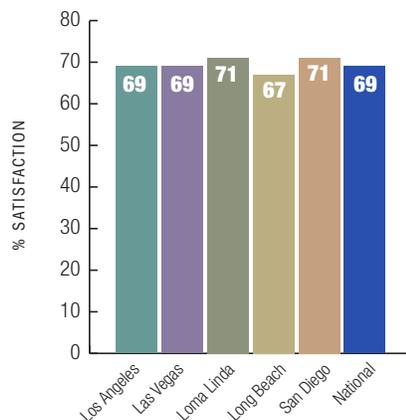
- Implemented CREW (Civility, Respect & Engagement in the Workplace) at each facility
- Completed 55 mediation cases through the Conflict Resolution Program, saving the Network \$420,000
- Trained 90% of supervisors to enhance leadership skills
- Increased employee participation in the National All Employee Survey from 74% to 83%, the results of which provide valuable data for enhancing employee programs

## 2008 Goals

- Identify and develop organizational leaders
- Enhance recruitment of scarce professions
- Streamline recruitment and retention processes

### Employee Satisfaction

Network met the national performance measure for employee satisfaction



# Building Healthy Communities

## Accomplishments

- Enhanced systems to protect security and confidentiality of patient and employee information
- Developed HealthierUS Veteran programs at each facility to promote healthy lifestyles to veterans
- Established a Green Environment Management System (GEMS) to address environmental issues

## 2008 Goals

- Enhance community education and outreach
- Form community partnerships to address homeless and returning combat veterans needs
- Improve internet services and capabilities to veterans



# Medical Centers

**VA Southern Nevada Healthcare System**  
 P.O. Box 360001  
 Las Vegas, NV 89036  
 702-636-3000

**VA Loma Linda Healthcare System**  
 11201 Benton Street  
 Loma Linda, CA 92357  
 909-825-7084

**VA San Diego Healthcare System**  
 3350 La Jolla Village Drive  
 San Diego, CA 92161  
 858-552-8585

**Mike O'Callaghan Federal Hospital**  
 4700 Las Vegas Boulevard North  
 Las Vegas, NV 89191  
 702-653-2215

**VA Long Beach Healthcare System**  
 5901 E. 7th Street  
 Long Beach, CA 90822  
 562-826-8000

**VA Greater Los Angeles Healthcare System**  
 11301 Wilshire Boulevard  
 Los Angeles, CA 90073  
 310-478-3711

## Community Clinics

<b>Anaheim</b> 1801 W. Romneya Drive, Suite 303 Anaheim, CA 92801	<b>714-780-5400</b>	<b>Imperial Valley</b> 528 G. Street Brawley, CA 92227	<b>760-344-9085</b>	<b>Santa Barbara</b> 4440 Calle Real Santa Barbara, CA 93110	<b>805-683-1491</b>
<b>Antelope Valley</b> 547 W. Lancaster Blvd. Lancaster, CA 93534	<b>661-729-8655</b>	<b>Las Vegas – Homeless Veterans</b> 912 West Owens Avenue Las Vegas, NV 89106	<b>702-636-4077</b>	<b>Santa Maria</b> 1550 East Main Street Santa Maria, CA 93454	<b>805-354-6000</b>
<b>Bakersfield</b> 1801 Westwind Drive Bakersfield, CA 93301	<b>661-632-1800</b>	<b>Los Angeles</b> 351 E. Temple Street Los Angeles, CA 90012	<b>213-253-2677</b>	<b>Sepulveda</b> 16111 Plummer Street Sepulveda, CA 91343	<b>818-891-7711</b>
<b>Cabrillo</b> 2001 River Avenue Long Beach, CA 90806	<b>562-388-8000</b>	<b>Mission Valley</b> 8810 Rio San Diego Drive San Diego, CA 92108	<b>619-400-5000</b>	<b>South Orange County</b> 25292 McIntyre Street Laguna Hills, CA 92653	<b>949-269-0700</b>
<b>Chula Vista</b> 835 3rd Avenue Chula Vista, CA 91910	<b>619-409-1600</b>	<b>Oxnard</b> 250 W. Citrus Grove Avenue Suite 150 Oxnard, CA 93030	<b>805-983-6384</b>	<b>Sun City</b> 28125 Bradley Road Suite 130 Sun City, CA 92586	<b>951-672-1931</b>
<b>Corona</b> 800 Magnolia Ave #101 Corona, CA 92879	<b>951-817-8820</b>	<b>Palm Desert</b> 41865 Boardwalk, Suite 103 Palm Desert, CA 92211	<b>760-341-5570</b>	<b>Upland</b> 1238 E. Arrow Highway, No. 100 Upland, CA 91786	<b>909-946-5348</b>
<b>East Los Angeles</b> 5400 E. Olympic Boulevard #150 City of Commerce, CA 90040	<b>323-725-7557</b>	<b>Pahrump</b> 2100 E. Calvada Boulevard Pahrump, NV 89048	<b>775-727-7535</b>	<b>Victorville</b> 12138 Industrial Boulevard Suite 120 Victorville, CA 92392	<b>760-951-2599</b>
<b>Escondido</b> 815 East Pennsylvania Avenue Escondido, CA 92025	<b>760-466-7020</b>	<b>Pasadena</b> 420 S. Las Tunas Dr. San Gabriel, CA 91776	<b>626-289-5973</b>	<b>Vista</b> 1840 West Drive Vista, CA 92083	<b>760-643-2000</b>
<b>Gardena</b> 1251 Redondo Beach Blvd., 3rd Floor Gardena, CA 90247	<b>310-851-4705</b>	<b>San Luis Obispo</b> 1288 Morro St., Suite 200 San Luis Obispo, CA 93401	<b>805-543-1233</b>	<b>Whittier/Santa Fe Springs</b> 10210 Orr and Day Road Santa Fe Springs, CA 90670	<b>562-864-5565</b>
<b>Henderson</b> 2920 Green Valley Parkway Suite 215 Henderson, NV 89014	<b>702-456-3825</b>	<b>Santa Ana</b> 2740 S. Bristol Street, Suite 110 Santa Ana, CA 92704	<b>714-825-3500</b>		

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