

# 2006 ANNUAL REPORT



HONORING ALL WHO SERVED

VA DESERT PACIFIC  
HEALTHCARE NETWORK



# Our Services



## Prevention and Outpatient Care

We provide a full range of primary, specialty and subspecialty care to outpatients at our medical centers, ambulatory care centers and at community clinics throughout Southern California and Southern Nevada. Skilled primary care teams focus on preventing illness and managing the health of veterans through annual preventive screenings, immunizations and education. Specialized medical, surgical and mental health care is also provided to avoid hospitalization and keep veterans home with their families.

## Acute Hospital Care

Hospital care and emergency services are available at medical centers in San Diego, Loma Linda, Long Beach and Los Angeles. In Las Vegas, acute hospitalization is currently provided through a Joint Venture with the Air



Force at the Mike O'Callaghan Federal Hospital. Specialty services such as open-heart surgery, neurosurgery and radiation therapy are provided at central sites within the Network. Specialized programs also provide care to veterans with HIV/AIDS, Parkinson's disease and other conditions.

## Mental Health Care

A wide variety of mental health services are provided to veterans suffering from emotional stress and readjustment issues, substance abuse, homelessness, acute and chronic psychiatric illnesses and Post Traumatic Stress Disorder (PTSD). Our behavioral health care teams ensure that those in need receive the best treatment in the most appropriate setting. Patients move through different levels of care according to their changing needs. Partnerships have been established with community agencies to provide homeless services, transitional housing and job assistance. Mental Illness Research, Education and Clinical Centers in the Network also enhance care.



## Long Term Care

The primary goal of our long term care program is to keep veterans in their homes or with their families as long as possible by providing a variety of home-based care and rehabilitative services. Home care options include Home Based Primary Care,



Tele-home Care, Homemaker Services, Adult Day Care and Respite Care. For veterans needing more services, Nursing Home Care is provide at VA centers in Loma Linda, Long Beach, San Diego, Los Angeles, Sepulveda and at contract sites in the community. Geriatric Research, Education and Clinical Centers in Los Angeles also enhance the care provided to the aging veteran.



## Specialty Care

We specialize in providing care to veterans experiencing problems related to their military service both as recently returned combat veterans or from conflicts in the past. We offer acute and ongoing rehabilitative services at all sites as well as extensive care for veterans with spinal cord injuries at Long Beach and San Diego. We custom fabricate and fit prosthetic limbs and other medical and adaptive devices. Care to former POWs and those exposed to hazards associated with military service is also a high priority.

**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.

[WWW.VISN22.MED.VA.GOV](http://WWW.VISN22.MED.VA.GOV)



## Message from Kenneth J. Clark, Network Director

*Our mission to honor America's veterans by providing exceptional health care has been enhanced this year by significant accomplishments in quality, access, cost effectiveness and customer service. Our efforts were supported by a well trained workforce and supportive community.*

*In the year ahead, our focus will continue to be on improving the quality of our care as demonstrated through national performance measures. Recently, many national publications and news segments such as TIME, NBC Nightly News, CBS News, Washington Post and others have highlighted the accomplishments of the VA health care system that now leads the nation in providing high quality, cost effective care in 12 out of 13 standardized measures of quality.*

*We have enthusiastically responded to the needs of our newest veterans returning from Iraq and Afghanistan by establishing specially trained case managers and programs at each site that address their unique health care and readjustment needs. Targeted outreach to these veterans and their families makes them aware of the benefits they have earned and eases the transition from military to civilian life. For those coming home with injuries, our Network offers specialized poly-trauma and rehabilitative services as part of the VA's national seamless transition services.*

*Enhancement of mental health and home care services will continue to be a priority this year. Mental health services have become a part of all but the smallest community clinics with the expansion of specialized programs at our larger facilities. We continue to increase the numbers of veterans whose care is monitored in the home by VA nurses to keep them healthy and out of the hospital. This technology has also proven beneficial in monitoring new diabetics and other conditions improving provider effectiveness and patient convenience.*

*We have improved access to care where new patients can obtain appointments to primary care and most specialty clinics in 30 days or less and are seen by their provider within 20 minutes of their appointment time. We also are preparing to expand access by opening new clinics in Santa Maria and South Orange County.*

*As we expand and improve our care, we moved forward with construction projects including a new medical center in Las Vegas, modifications at the San Diego and Los Angeles Medical Centers to make them safer in the event of an earthquake, and the planning for a new blind rehabilitation unit at Long Beach.*

*I can't thank you enough for your continued support throughout the year. We value and encourage your input to help us continue to improve. Don't hesitate to contact me or your local Medical Center Director with your comments and suggestions.*

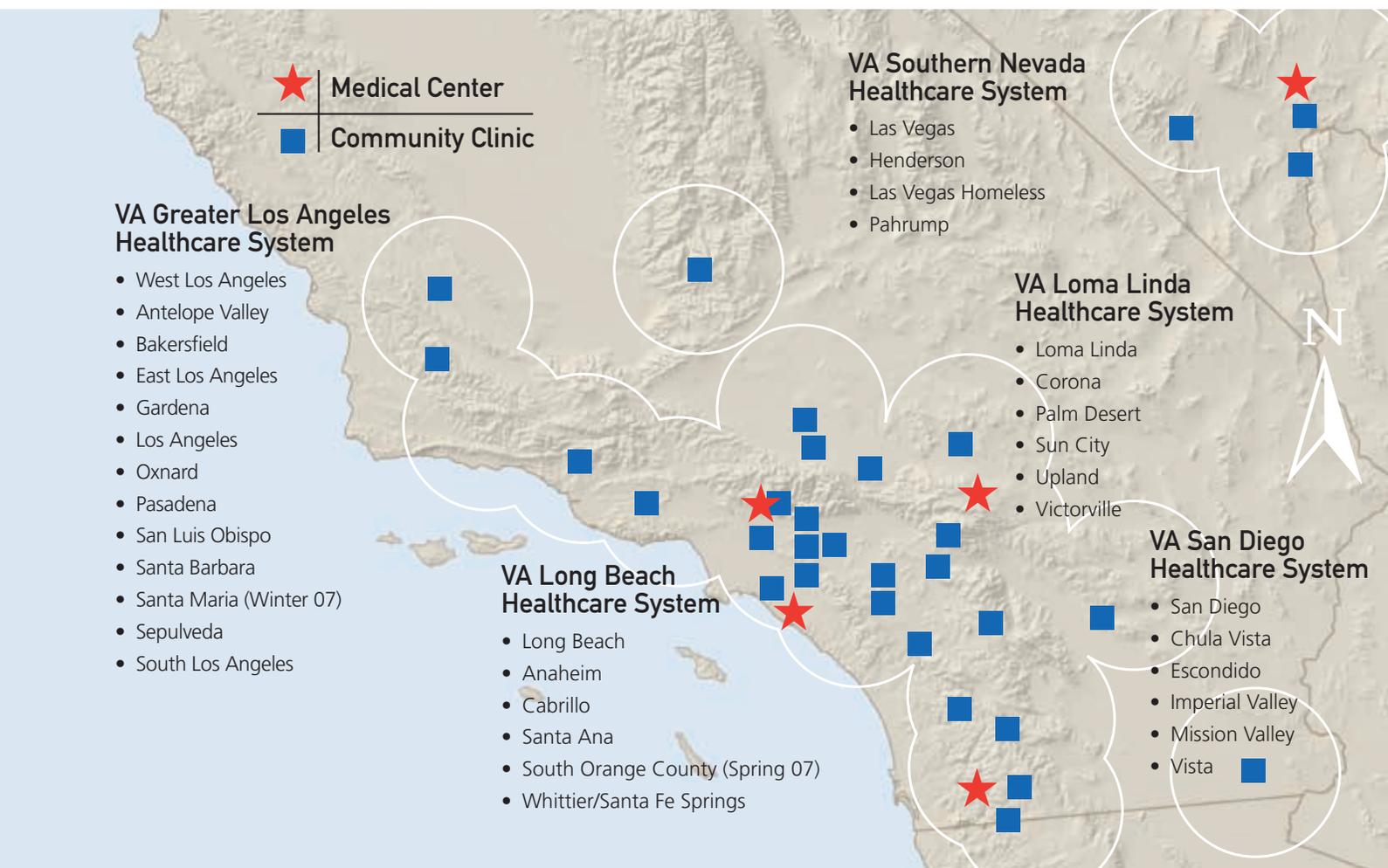
Kenneth J. Clark, FACHE  
Network Director, VA Desert Pacific Healthcare Network

**VA DESERT PACIFIC  
HEALTHCARE NETWORK**



## SERVING VETERANS THROUGHOUT SOUTHERN CALIFORNIA & SOUTHERN NEVADA

VA Desert Pacific Healthcare Network is one of 21 Healthcare Networks or Veterans Integrated Service Networks (VISNs) operated nationwide by the United States Department of Veterans Affairs (VA). We are comprised of five hospitals and 30 community-based clinics serving 1.2 million veterans residing in the 110,000 square miles that encompass Southern California and Southern Nevada.



## GOVERNANCE AND DECISION MAKING

Our organizational structure is modeled after the world-renowned Malcolm 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. Under this organization, senior-level leaders provide direct, on-site leadership at one of the Network's facilities while maintaining full responsibility for key Network program operations. Membership on Network councils and committees is both inter-facility and interdisciplinary to ensure broad representation.

We believe our organization brings improved access to high quality health care services to veterans while assuring our management systems keep pace with the ever-changing health care environment.

# Our Facilities



## VA LOMA LINDA HEALTHCARE SYSTEM

### Serving Veterans in San Bernardino and Riverside Counties

11201 Benton Street  
Loma Linda, CA 92357  
909-825-7084  
www.lom.med.va.gov

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

## 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.las-vegas.med.va.gov

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

40,229 Enrolled Veterans  
432,229 Outpatient Visits  
2,405 Inpatients Treated  
929 Full Time Equivalent Employees

**Operating Budget:** \$164 million

**Research:** 27 active research projects with total funding of \$2 million

**Major Affiliation:** University of Nevada, Reno, School of Medicine

**Specialty Services:** Gambling Addiction, Smoking Cessation and Post Traumatic Stress Disorder Programs, Homeless Community Clinic



## VA LONG BEACH HEALTHCARE SYSTEM

### Serving Veterans in Orange and Los Angeles Counties

5901 E. 7th Street  
Long Beach, CA 90822  
562-826-8000  
www.long-beach.med.va.gov

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

42,084 Enrolled Veterans  
459,882 Outpatient Visits  
5,329 Inpatients Treated  
1,907 Full Time Equivalent Employees

**Operating Budget:** \$250 million

**Research:** 158 active research projects with total funding of \$7million

**Major Affiliation:** University of California Irvine School of Medicine

**Specialty Services:** Spinal Cord Injury Care, Mental Illness Research, Education and Clinical Center (MIRECC), Hospice

56,722 Enrolled Veterans  
489,959 Outpatient Visits  
6,498 Inpatients Treated  
1,821 Full Time Equivalent Employees

**Operating Budget:** \$264 million

**Research:** 143 active research projects with total funding of \$2.3 million

**Major Affiliation:** Loma Linda University Medical School

**Specialty Services:** Bariatric Surgery, Post Traumatic Stress Disorder, Smoking Cessation and Dialysis Programs



## VA DESERT PACIFIC HEALTHCARE NETWORK



# VA in the News

## 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.san-diego.med.va.gov

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



### **VA Care Is Rated Superior to That in Private Hospitals**

*Washington Post*, January 20, 2006

### **Health Care Confidential**

*New York Times* Op-Ed Column  
January 27, 2006

### **Veterans' Care Praised, Finally**

High marks on a patient survey are the latest  
sign of improved veterans' health care  
*THE NATIONAL JOURNAL* (DC)  
February 11, 2006

### **VA Hospitals' Amazing Transformation**

*MSNBC Nightly News*, March, 15, 2006

### **It's Not Your Father's VA**

*PROCEEDINGS*, April 2006

### **Technology has transformed the VA**

Veterans' hospitals used to be a byword for  
second-rate care or worse. Now, thanks to  
technology, they're national leaders in  
efficiency and quality  
*FORTUNE Magazine*, May 11, 2006

### **VA Receives 2006 Innovations in Government Award**

Veterans Health Administration (VHA),  
named one of seven recipients of the  
prestigious Innovations in American  
Government Award presented at Harvard  
University, July 10, 2006

### **The Best Medical Care In The U.S.**

How Veterans Affairs transformed itself –  
and what it means for the rest of us  
*Business Week*, July 17, 2006

### **How VA Hospitals Became The Best**

*TIME*, September 4, 2006

### **VA: High-Quality Health Care at Low Cost**

High-Tech Agency Earns Highest Ratings In  
U.S., And It's A Boon For Taxpayers, Too  
*CBS Evening News*, December 8, 2006

## 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.gla.med.va.gov

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

78,366 Enrolled Veterans  
929,554 Outpatient Visits  
7,285 Inpatients Treated  
3,774 Full Time Equivalent Employees

**Operating Budget:** \$497 million

**Research:** 800 active research projects with  
total funding of \$45.3 million

**Major Affiliation:** University of California  
Los Angeles David Geffen School of  
Medicine and University of Southern  
California School of Medicine.

**Specialty Services:** Substance Abuse,  
Homeless, Geriatric, Parkinson's, Gait  
Assessment and Falls Prevention Programs,  
Epilepsy Center, OIF/OEF Poly Trauma Level  
2 Care, Mental Illness Research, Education  
and Clinical Center (MIRECC)



55,540 Enrolled Veterans  
559,398 Outpatient Visits  
6,773 Inpatients Treated  
2,079 Full Time Equivalent Employees

**Operating Budget:** \$282 million

**Research:** 1,022 active research projects  
with total funding of \$61.8 million

**Major Affiliation:** University of California  
San Diego School of Medicine

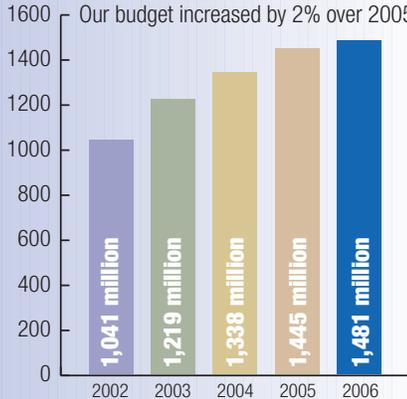
**Specialty Services:** Mental Illness Research,  
Education and Clinical Center (MIRECC),  
Post Traumatic Stress Disorder Center of  
Excellence, Cardiothoracic Surgery and  
Alcohol/Drug Addiction Programs

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## Our Year In Review

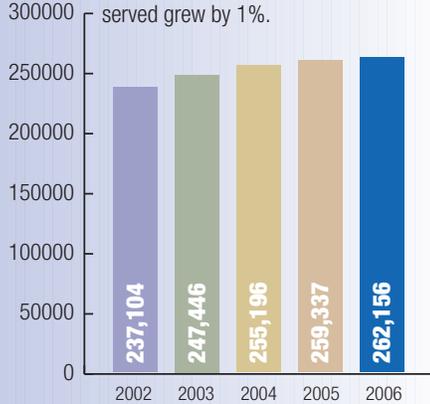
### Network Budget Allocation

Our budget increased by 2% over 2005.



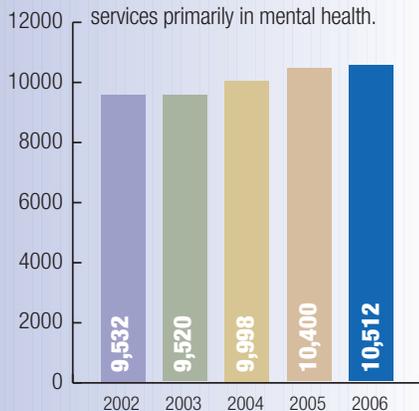
### Unique Patients Served

The number of unique veterans served grew by 1%.



### TOTAL FULL-time Equivalent Employees

Staffing stayed the same despite new programs and services primarily in mental health.



This year our goal was to effectively manage our resources to improve access, develop new programs and enhance quality. Many of our operational indicators remained the same as in 2005 requiring internal adjustments to achieve change. Our full time equivalent employees rose slightly to 10,511 with 777 FTEE physicians and 2,000 professional nurses. Our operating beds stayed the same at 1,905 beds including 917 acute, 639 nursing home, 321 domiciliary and 30 psychiatric residential beds. Our medical research and health professions education continued to be one of the largest in the VA system training 743 medical residents and thousands of nursing and allied health students. Over 700 researchers conducted in excess of 2,100 projects with more than \$116 million in total funding. We provided priority care to returning combat veterans from Iraq and Afghanistan. We stood ready to provide back-up clinical support to the Department of Defense and served as a national resource after hurricanes and other natural disasters.

We continued our strong affiliation with some of the finest medical schools in the United States including:

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

We are home to a number of VA Centers of Excellence including Level 2 Poly-Trauma, Post Traumatic Stress Disorder (PTSD), Geriatric Research and Clinical Care, Patient Safety, Parkinson's Disease Research and Education Center, Homelessness, Mental Illness Research Education and Clinical Care, Spinal Cord Injury, Cardiac and Neurosurgery, Radiation Therapy, HIV/AIDS, Alzheimer's Care, Comprehensive Rehabilitation, Renal Dialysis and Epilepsy Care.

## CARES Capital Asset Realignment for Enhanced Services

The results of the national VA CARES or Capital Asset Realignment for Enhanced Services planning initiative for our Network included the development of 10 Major Capital Projects totaling over \$900 million. The projects will address gaps in facilities and services identified throughout the Network. In addition, a national contractor has undertaken a study of the land at the West Los Angeles VA Medical Center with stakeholder input gathered through a Local Advisory Panel established for the site.

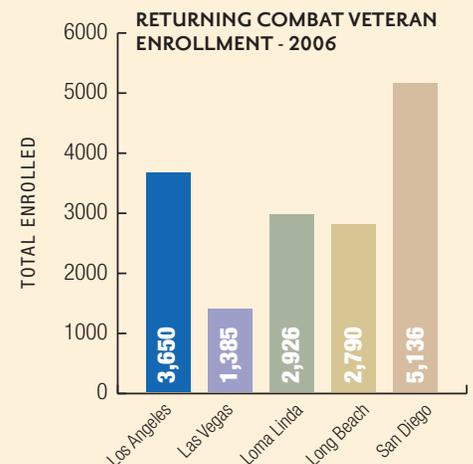
## CARES Planned Major Construction Projects:

- Las Vegas – New VA Medical Center and Nursing Home
- Long Beach – New Blind Rehabilitation Center and Seismic Corrections
- Greater Los Angeles – Seismic Corrections, Replacement Nursing Home and Research Building
- San Diego – Seismic Corrections, New Research Building
- Loma Linda – New Clinical and Research Additions

VA DESERT PACIFIC  
HEALTHCARE NETWORK



We provided  
priority care to  
returning combat  
veterans from  
Iraq and  
Afghanistan

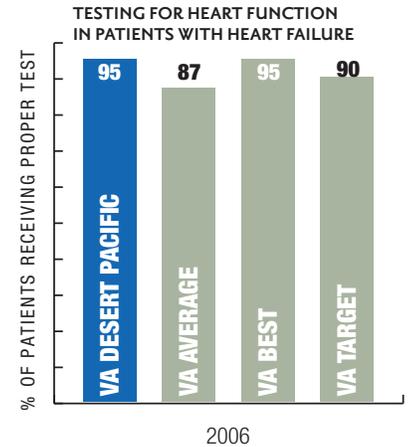




PUT QUALITY FIRST

### Heart Tests Exceed National Average

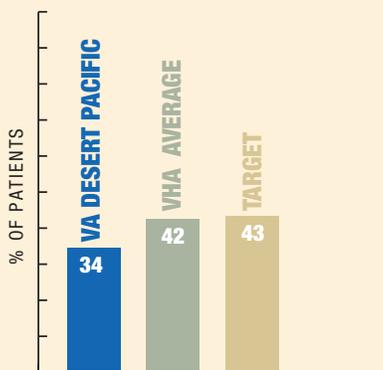
95% of patients with heart failure received the proper test



## Accomplishments

- Increased mental health programs for veterans needing intensive case management, post traumatic stress disorder and substance abuse care and expanded mental health programs in community clinics.
- Focused on quality care by conducting quality surveys tracing patient's care through the system, presenting quality forums, and implementing best practices.
- Implemented the National 100,000 Lives Campaign and other best practices proven to improve clinical care and patient outcomes.
- Developed medication guidelines, established performance measures and conducted audits to improve the quality of pharmaceutical care and manage resources.

### OUTPATIENTS USING TOBACCO



Outpatients using tobacco is the lowest in the nation.

- Piloted a "Tuck-In" Program to provide nursing services 24 hours a day to patients recovering from outpatient surgery.
- Implemented a Level 2 Poly Trauma Care Center and provided education to address the specialized care needs of returning combat veterans.
- Implemented a safety scorecard which reports on the status of major initiatives.

## Our goals for 2007

Enhance services and outreach provided to returning combat veterans by expanding Level 2 and 3 Poly-Trauma care, analyzing the care needs of these veterans and providing staff training on how to meet their unique needs.

Improve quality care by meeting or exceeding national performance measures.

Implement additional mental health initiatives including expanding telemental health in community clinics.

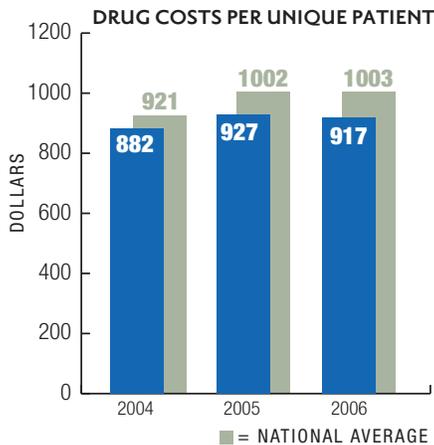
Develop a comprehensive utilization management program that manages hospital bed capacity, reducing the need to obtain care in the community.

Develop computer solutions to clinical problems, expanding web services and information for patients.

# Cost Effectiveness

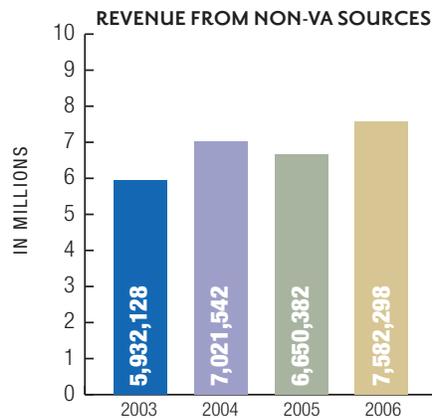
## Drug Costs Below National Average

Network drug costs decreased in 2006. A team aggressively manages the network drug formulary to control costs.



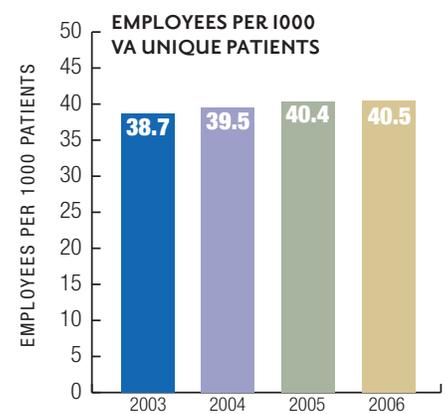
## Non-VA Revenue Increased

Alternative revenue increased due to enhanced contract/sharing with DOD across the Network.



## Efficiency Measures Implemented

Efficient business practices have allowed us to provide care to more veterans without significant staffing increases.



## OPTIMIZE RESOURCES TO BENEFIT VETERANS

### Our goals for 2007

Improve billing and collection processes to meet or exceed national goals.

Reduce non-VA and contract care, expanding capacity and services.

Improve procedures to capture data that will allow for maximum reimbursement.

Reduce workers' compensation costs by 5% by expanding job offers and limited duty assignments.

Maximize utilization of operating rooms, manage pharmacy costs, improve the efficiency of hospital bed utilization and implement new technologies.

### Accomplishments

- Demonstrated sound financial performance by exceeding all national performance goals.
- Avoided \$9.7 million in drug costs through performance measures, monitors and cost avoidance initiatives.
- Increased alternative (non-VA) revenue by 5% over 2005 by expanding sharing with state, federal and private sector entities.
- Reduced workers' compensation costs by \$570,000.



## New Veteran Access to Appointments

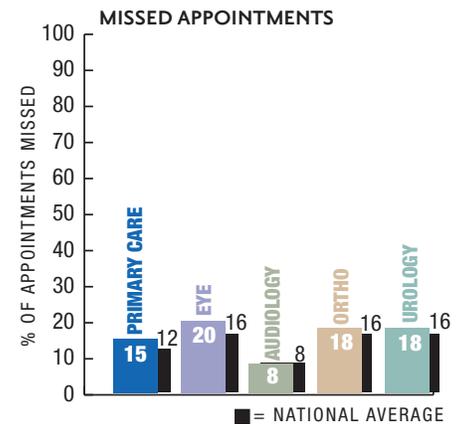
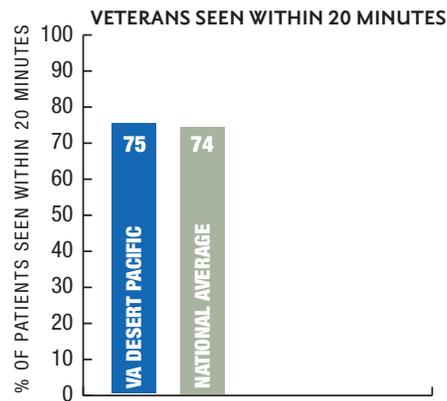
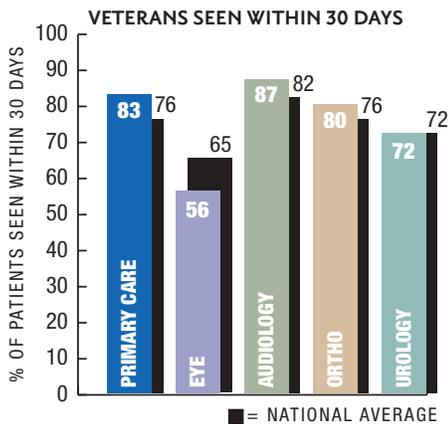
New veteran access to key clinics meets or exceeds the national average with the exception of eye care. Implementation of advanced clinical access (ACA) techniques has increased access to care in all areas with improvements ongoing.

## Wait to See Provider Better than National Average

75% of patients were seen by their provider within 20 minutes of their scheduled appointment time exceeding the national VA average. Our goal is to continue to improve this measure.

## Missed Appointments Focus for Improvement

This measure reflects clinic appointments that were not appropriately used through patient no-shows, cancellations, or poor administrative practices. The goal is to reduce our missed appointments to less than 12% in all clinics.



## PROVIDE EASY ACCESS TO CARE, EXPERTISE AND KNOWLEDGE

### Accomplishments

- Created an infrastructure for implementing Advanced Clinical Access Systems in administrative and patient care areas which have enhanced the delivery of services to veterans and were recognized by receiving four national awards.
- Aggressively outreached to minority, underserved and returning combat veterans to educate them on their VA benefits.
- Assigned 98% of patients primary care providers to manage their care.
- Expanded mental health services at community clinics.

- Improved the appointment wait time for new and established patients in most clinics to less than 30 days.
- Provided care to patients within 20 minutes of their scheduled appointment times.



### Our goals for 2007

Use system redesign techniques to increase efficiency and expand capacity by reducing clinic missed opportunities or no-shows.

Maximize physician productivity to enhance access.

Reduce wait times for an appointment in the top 10 outpatient clinics.

Open new community clinics in South Orange County and Santa Maria, California.

Implement a state-wide initiative to outreach to incarcerated veterans providing care upon release.

# Satisfaction

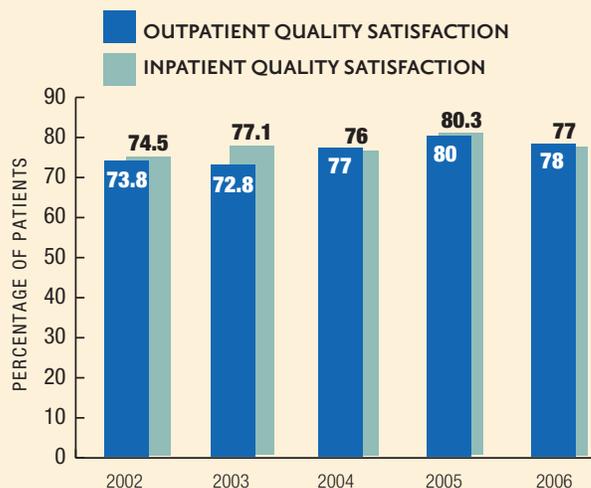
## EXCEED VETERAN, FAMILY AND EMPLOYEE EXPECTATIONS



### Accomplishments

- Implemented a pilot program at each facility to survey veterans on their provider's customer service skills.
- Educated 100% of new and 85% of current employees on the service and sacrifice of veterans through the implementation of the Affirming the Commitment program.
- Established programs and activities at each facility to improve the emotional support offered inpatients.
- Conducted "secret shopping" surveys of facilities to evaluate customer service to returning combat veterans.

**Patients satisfied with care** – Patients satisfied with the quality of both outpatient and inpatient care is slightly below 2005. Aggressive actions planned for improvement.



### Our goals for 2007

Improve veteran satisfaction in all areas through initiatives that will improve communication and service.

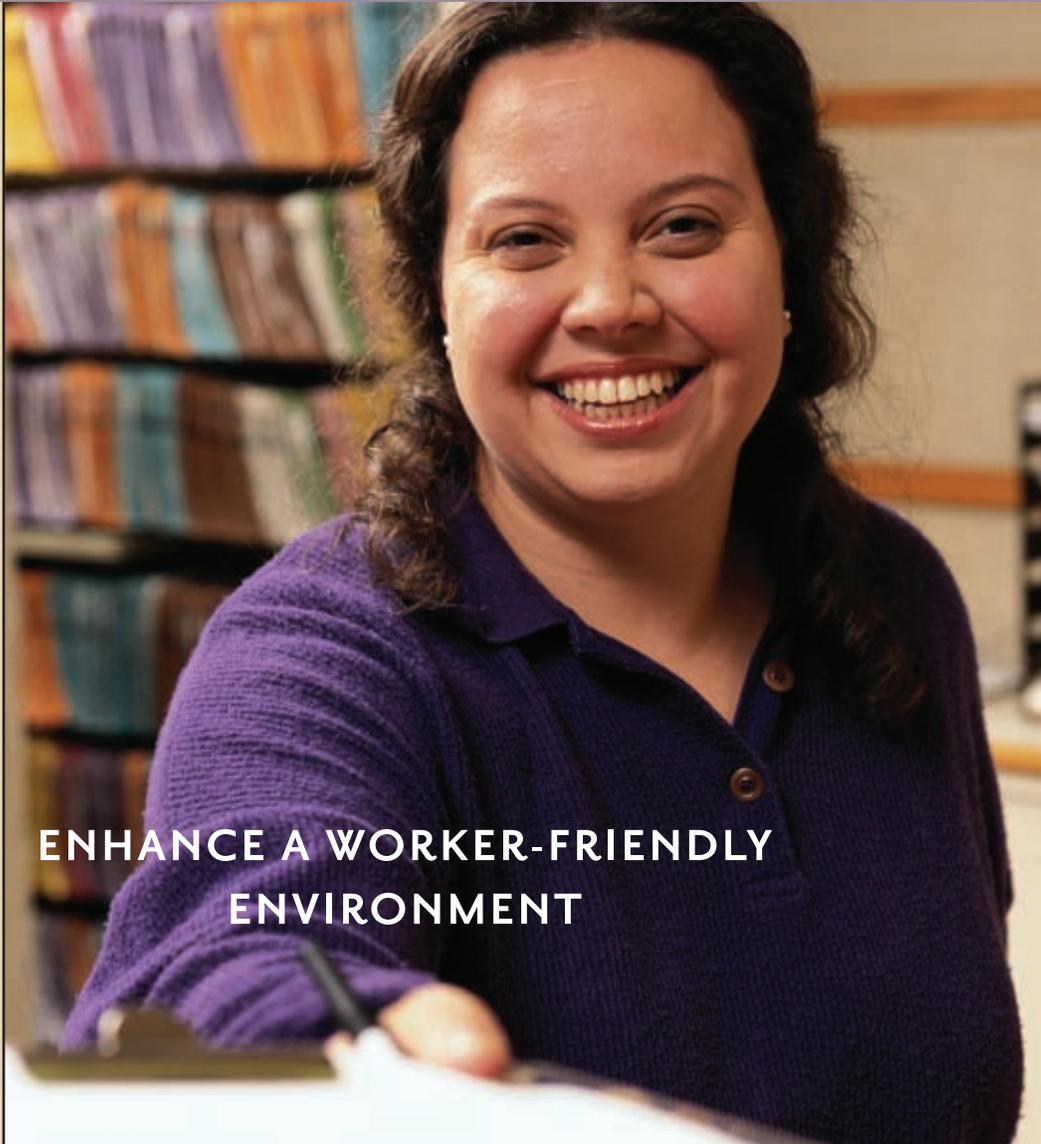
Expand the customer service provider survey to include all primary care providers.

Enhance employee commitment to service through expanded training.

Implement Service Recovery tools to correct problems immediately when they occur.

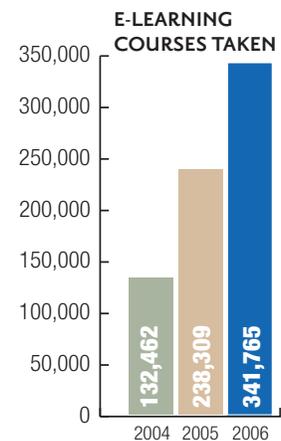
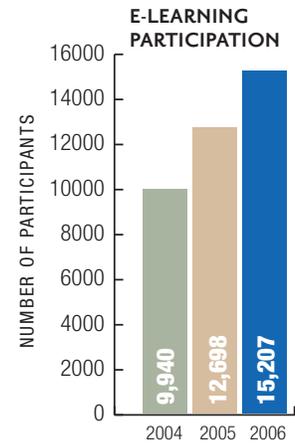
Improve veteran communication at all levels of the organization.

# Workforce Development



## ENHANCE A WORKER-FRIENDLY ENVIRONMENT

**On-Line or E-Learning Continued Increase** – E-Learning offers the ability to provide training to large numbers of employees without leaving the worksite.



## Accomplishments

- Increased employee participation in the National All Employee Survey from 51% in 2004 to 74% participation in 2006, the results of which provide valuable data for enhancing employee programs.
- Provided extensive leadership training to 46 employees through the Emerging Leaders and Leadership Development Institute Programs.
- Enhanced the knowledge of staff with 93% of all employees receiving 40 hours of training with 95% of new supervisors trained.
- Implemented the Physician Pay Bill which enhanced our ability to attract and retain high quality clinical staff.
- Submitted nominations for over 20 National awards.
- Converted all employee mandatory training to E-Learning classes with 96% of employees completing the classes.

## Our goals for 2007

Implement a comprehensive program for recruiting personnel in scarce professions.

Meet national performance measures for employee satisfaction using All Employee Survey Data to enhance programs.

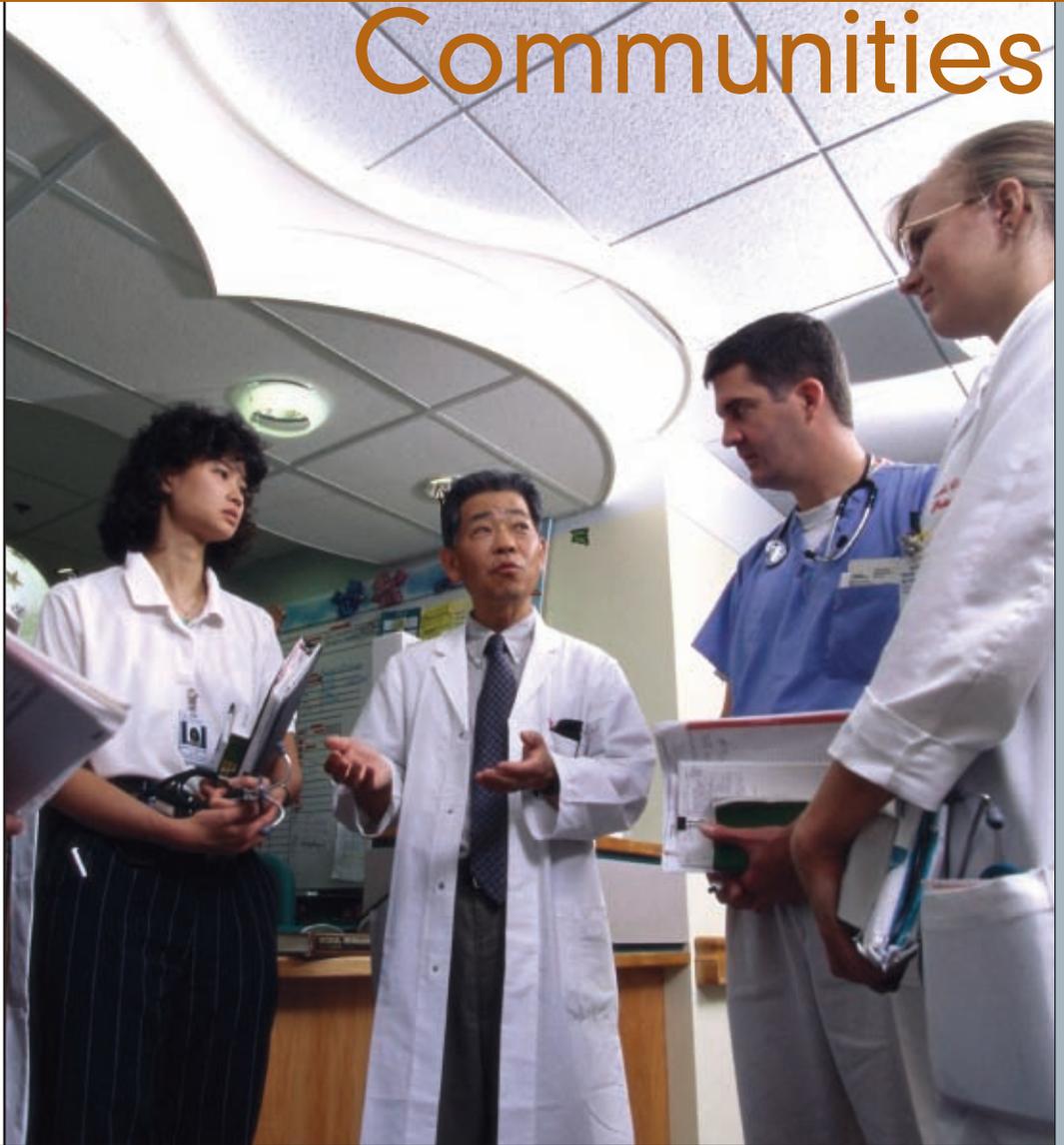
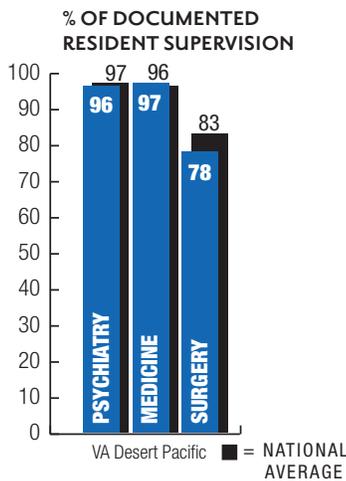
Pilot the CREW - Civility, Respect & Engagement in the Workplace - program in one unit at each facility.

Enhance supervisory training to better equip leaders to address organizational goals and challenges.

Continue programs to develop future VA leaders.

VA COMMUNITY AND CONTRIBUTE TO THE HEALTH OF THE NATION

**Resident Supervision** – The documentation of resident physician supervision meets or exceeds the national average in most areas improving the quality of education provided trainees. Supervision in the surgical area has improved over the year and ended the year at 100%.



## Our goals for 2007

Enhance systems to protect the security and confidentiality of private information.

Enhance internet services for returning combat veterans.

Implement new energy conservation strategies.

Develop a plan for increasing genomic medicine studies.

Partner with the community to promote health including obesity and diabetes prevention.

Increase sharing agreements with Department of Defense and community partners.

## Accomplishments

- Enhanced the security of protected information by training 100% of employees and contractors on information security, encrypting all laptop computers, restricting access to information systems and by implementing an investigation and reporting system for security breaches.
- Launched new internet sites at each facility that provide enhanced information to veterans.
- Developed an award-winning Hazardous Alert/Recall Data Management System which is being implemented VA-wide with significant community interest.
- Implemented campaigns to support flu vaccine and hand-washing programs to prevent infections.
- Improved resident physician training programs through improved supervision scores, development of a tracking system for time and attendance plus enhanced participation in satisfaction surveys.
- Distributed over 30,000 health reference books - Healthwise for Life – to newly enrolled 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

**Anaheim**  
1801 W. Romneya Drive,  
Suite 303  
Anaheim, CA 92801  
714-780-5400

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

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

**Cabrillo**  
2001 River Avenue  
Long Beach, CA 90806  
562-388-8000

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

**Corona**  
800 Magnolia Ave #101  
Corona, CA 92879  
951-817-8820

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

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

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

**Henderson**  
2920 Green Valley Parkway  
Suite 215  
Henderson, NV 89014  
702-456-3825

**Imperial Valley**  
528 G. Street  
Brawley, CA 92227  
760-344-9085

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

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

**Oxnard**  
250 W. Citrus Grove Avenue  
Suite 150  
Oxnard, CA 93030  
805-983-6384

**Palm Desert**  
41865 Boardwalk, Suite 103  
Palm Desert, CA 92211  
760-341-5570

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

**Pasadena**  
420 S. Las Tunas Dr.  
San Gabriel, CA 91776  
626-289-5973

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

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

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

**Santa Maria**  
(Opening Winter 07)

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

**South Los Angeles**  
3737 E. Martin Luther King Jr.  
Blvd., Suite 515  
Lynwood, CA 90262  
310-537-6825

**South Orange County**  
(Spring 07)

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

**Upland**  
1238 E. Arrow Highway, No. 100  
Upland, CA 91786  
909-946-5348

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

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

**Whittier/Santa Fe Springs**  
10210 Orr and Day Road  
Santa Fe Springs, CA 90670  
562-864-5565

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