

Partnering in
veteran-centered
care Partner

Passion | Veteran-Centered | Integrity | Civility | Respect | Excellence | Innovation | Communication



**\$366,
407,
215**

operating
budget

30

kidney
transplants

**2,
589**

FTEE

47

liver
transplants

**489,
814**

outpatient
visits

808

regular
volunteers
and

109

youth
volunteers

**\$24
.3**

million in
research funds

109

active research
investigators
working on

333

research
projects

**58,
869**

unique
veterans

**22,
104**

emergency
department
visits

**4,
743**

surgical
procedures
performed

Veterans
from all
50

states, Guam,
Puerto Rico, and the
U.S. Virgin Islands
received treatment
at VAPHS

Dear Fellow Employees, Volunteers, Veterans and Friends of VAPHS,

I am pleased to share with you the 2007 Annual Report for VA Pittsburgh Healthcare System. The report is designed to provide a snapshot of VAPHS—its operational performance, expansion, innovation and strong role in the community—as a world-class health care system for our veterans.

Good health. Better quality of life. These are the things all of us want for our nation's heroes who have entrusted their care to us. At VAPHS, we are making it happen. In November 2007, VAPHS unveiled a new Vision statement, which you will find on the back cover of this publication. This new Vision is more than just a statement—it symbolizes the organization's commitment to enhancing veterans' lives through personalized health care.

“**VISION** is knowing who you are, where you're going, and what will guide your journey.”* The VAPHS Vision statement is a picture of our future, and reflects what we, as VA employees, are passionate about. We are passionate about our work to care for America's heroes, to optimize their health and improve their quality of life. We work as a team to provide an integrated system of care. We rely on each other to provide the best care, because no one of us alone can satisfy every need of the veteran patient. Health care is very complex, and it takes skilled, disciplined teamwork to accomplish our collective desired outcomes.

All of us—employees, volunteers, veterans, family members, and community members—are united in our vision to partner with each other as we focus on the needs of our veterans. We collaborate to provide them with the care they need, the care they want, and the care they deserve.

We at VAPHS pride ourselves in being the best, in being the first, in not only **leading** excellence in health care, but **defining** excellence in health care. We do that by conducting research and perpetually seeking new approaches. Further, we lead excellence by training our nation's future health care providers. We serve as a model for others of integrated, innovative and compassionate care.

That's who we are, and what we aspire to be. The **best employees** anywhere providing our veterans with the **best care** anywhere. Thank you all for a great 2007, and I'm looking forward to an even more successful 2008.

Sincerely,



Terry Gerigk Wolf, FACHE
Director, VA Pittsburgh Healthcare System

*From "Full Steam Ahead!" by Ken Blanchard & Jesse Stoner.





Building for the

Multi-Million Dollar Major Construction Project



VA Pittsburgh Healthcare System is currently undertaking a revolutionary multi-million dollar major construction project. The purpose of this project is to enhance both behavioral health and ambulatory care services and to achieve efficiency through consolidation of a three-division health care system into two divisions. When complete, the new facilities will accommodate projected workload and provide a state-of-the-art, world-class environment.

Veteran-Centered

C



D

A PARKING GARAGE..... \$37 million
 Opened for employees on December 17, 2007,
 and for patients on January 14, 2008.

B ENGINEERING
 SUPPORT BUILDING..... \$4 million
 Opened in December 2007.

C RESIDENTIAL
 LIVING VILLAS..... \$17 million
 75% complete as of January 31, 2008
 and scheduled for completion in fall 2008.

D ADMINISTRATION
 BUILDING..... \$17 million
 75% complete as of January 31, 2008
 and scheduled for completion in fall 2008.

**AMBULATORY
 CARE BUILDING..... \$40 million**
 100% designed. Construction bids due in April 2008.

**RESEARCH
 OFFICE BUILDING..... \$30 million**
 Design is 25% complete.

**CONSOLIDATION
 BUILDING..... \$70 million**
 100% designed.
 Construction award anticipated in July 2008.

Future



E





CLINICAL Innovations

Emergency Department Renovated & Expanded

VA Pittsburgh Healthcare System now boasts a newly renovated, state-of-the-art Emergency Department (ED) located at the University Drive Division. Approximately 10,000 square feet was completely renovated for the Emergency Department that now includes a beautiful waiting area, check-in desk, 16 patient rooms, an ambulance bay large enough to accommodate three ambulances, office space, a conference room, a supply room and a break room for staff.

Construction of the ED began in October 2005 and was completed in June 2007 at a cost of \$3.74 million. The architect who designed the department was IKM Incorporated and Firsching, Marstiller, Rusbarky and Wolf Engineering, Inc. was the engineering firm; both are based in Pittsburgh. The contractor was Sterling Contracting LLC based in Homestead, Pa.

Staffed by attending physicians, residents, nurse practitioners, nurses and clerks, the ED is open 24 hours a day and treats an average of 65 patients a day.



Pharmacy Area Modernized

Approximately 12,000 square feet was completely renovated for the new VAPHS Outpatient Pharmacy located at the University Drive Division. The new pharmacy has greatly improved services for our veterans by allowing for privacy when consulting with the pharmacist, enhanced automation for distribution of medications and a much more comfortable and attractive patient waiting area. Additionally, the design is much more efficient, which allows our staff to perform their functions in a more expeditious manner.

Construction of the new outpatient pharmacy began in December 2006 and was completed in November 2007, costing nearly \$2 million. Hays Large Architects, LLP, designed the space for the pharmacy and the project was contracted to RB VetCo LLC for construction. The outpatient pharmacy dispenses approximately 1.8 million prescriptions per year, provides medication counseling to our veterans, and support to research functions and multiple clinic areas throughout the medical center, as well as providing educational services to ancillary staff. The outpatient pharmacy hours of operation are 7:30am-9pm on weekdays and 7:30am-4pm on weekends and holidays.



MRSA Program

‘ZEROing in on MRSA’ is the VHA MRSA Prevention Initiative to eliminate health care acquired MRSA infections in VA hospitals. VA Pittsburgh Healthcare System leads these efforts based on its success in reducing MRSA rates by 60%. At the University Drive Division, MRSA infection rates for the first quarter of FY08 is 0.2 per 1,000 bed days of care. Also, two units are currently at 0; they have not had a hospital-acquired MRSA infection for more than a year.

Following successful implementation of organizational initiatives at VAPHS, MRSA-related infections were markedly reduced and inpatient care revolutionized. These strategies and successful outcomes were shared and implemented at VA hospitals across the country under the direction of a nationwide team led by staff at VAPHS.

The initiative focuses on the implementation of active surveillance for MRSA, appropriate contact precautions at long term and acute care facilities, aggressive hand hygiene and cultural transformation. Positive Deviance, an innovative theoretical approach to behavioral and culture change from within, is used to foster leadership support of staff-owned and operated solutions for successful application of these transmission-based precautions.

VAPHS has also been featured in several news articles in the past year to include the front page of the New York Times on July 27, 2007, and USA Today on October 24, 2007.



Managing Overweight/obesity for Veterans Everywhere (MOVE!)

MOVE! is a national weight management program designed in 2006 by the VA National Center for Health Promotion and Disease Prevention to help veterans reduce weight, keep it off, increase activity and improve their health. Since its inception 1,547 veterans at VAPHS have enrolled and participated in some aspect of MOVE! programming. The number of veteran participants far exceeds those of the other medical centers within VISN 4. Veterans may elect to participate in a weekly series at one of the three VAPHS sites, or they can use the phone clinic, popular for those who work or live a distance from the medical center. Additionally, veterans are offered the opportunity to use

VAPHS’ heated pool or take advantage of services offered by several community health clubs, which partnered with VAPHS to offer reduced membership rates to veterans, their families and employees.

All overweight and obese veterans seen at VAPHS are offered the opportunity to participate in MOVE! and veterans who are candidates for gastric bypass surgery are required to participate in MOVE! as a prerequisite to surgery for a minimum of three months.

VAPHS employees are provided the opportunity to participate in MOVEEmployee, a version of the MOVE! program designed for VAPHS employees. One example of a biannual program led by MOVEEmployee! is The Biggest Loser. In addition to taking advantage of quarterly MOVE Lunch and Learns, this 12-week program is unique in that it is offered via e-mail, for the convenience of VAPHS staff, who may work off tours and weekends. Competitive in nature, the program boasts “Are you the biggest loser at your facility?” and a total of 853 pounds were lost by VAPHS employees in 2007.

For more information on MOVE! at VAPHS, contact: Melanie Erskine, VAPHS MOVE! Coordinator/VISN 4 HealthierUS Veteran Lead at 412-365-5870.

Reaching Out To Returning Veterans

VAPHS has two OEF/OIF Coordinators that serve as the point of contact to assist transitioning Operation Iraqi Freedom (OIF) and/or Operation Enduring Freedom (OEF) veterans and their families. Many of these veterans suffer from multiple complex health problems, including traumatic brain injury (TBI), amputation, burns, combat stress and post-traumatic stress disorder (PTSD). These coordinators act as a communicator, facilitator and problem solver. They are dedicated to ensuring that OIF/OEF veterans have a point of contact to assist them as they move throughout the VA Pittsburgh Healthcare System.



To get in touch with one of our two coordinators, Brian Avant and Frankie Soto, please call 412-365-5150.

Returning Veterans Enrolled in VA in Pittsburgh Area
Returning Veterans Receiving Care at VAPHS

OCTOBER 2005	571	1,028
AUGUST 2006	1,427	1,877
OCTOBER 2007	1,563	4,310
JANUARY 2008	1,683	4,756



COMMUNITY Involvement

A Family's Love is the Best Medicine

VAPHS is currently trying to raise \$1 million so that the Fisher House Foundation will provide the remaining funds to build a lodging facility for veterans and their families at the University Drive Division.

Almost
\$83,000
raised for
Fisher House
by VAPHS
employees
through
CFC!



HERE'S YOUR CHANCE TO BECOME THEIR HERO

Help Service Men and Women begin the healing process with their families by their side

The Fisher House program is a unique private-public partnership that supports America's military and veterans in their time of need. Fisher Houses provide "a home away from home" so that America's military families can be together during extended treatment for a serious illness or lengthy physical and/or occupational therapy. The homes are located on the grounds of all major military medical centers and several VA medical centers.

For more information, call toll-free (888) 294-8560 or go to www.fisherhouse.org.

California / Colorado / District of Columbia / Florida / Georgia / Hawaii / Kentucky / Maryland / Minnesota / Mississippi / New York / North Carolina / Ohio / Texas / Virginia / Washington / Europe

The Pennsylvania State American Legion, American Legion Auxiliary, and Sons of the American Legion, have adopted the fundraising for a VAPHS Fisher House as their service project. The American Legion Riders are also supporting this fundraising project. They have raised more than \$100,000 through a variety of different events at Posts throughout the state and continue to plan more. In addition almost 400 VA Pittsburgh employees gave contributions equaling almost \$83,000 for a Pittsburgh Fisher House through the Combined Federal Campaign.

VAPHS Named Best Place to Work

In an independent survey conducted by the Pittsburgh Post-Gazette in March 2007, VA Pittsburgh employees named VAPHS one of the top 50 best places to work in the Pittsburgh area.

BUSINESS TOP 50

The people have spoken, choosing... the best places to work in Western Pennsylvania... among the findings in the Post-Gazette's annual Top 50 Business section, which this year asked workers to rank their workplaces, taking in both the good and the bad, generating some 7,000 votes and above.

— Steve Massey, PPG Business Editor

TOP 50 A SPECIAL SECTION OF THE Pittsburgh Post-Gazette
TUESDAY, MARCH 20, 2007

Top 50 best places to work
Over 500 employees

1. Development Dimensions International	26. Dick's Sporting Goods
2. Citizens Bank	27. Kennywood
3. GlaxoSmithKline Consumer Healthcare	28. Etoson
4. SAT Bank	29. ACS Healthcare Solutions
5. Michael Baker Corp.	30. Holy Family Institute
6. Comcast	31. Nemacolin Woodlands Resort
7. Quest Diagnostics	32. ACHIVA
8. Westinghouse Electric	33. Coventry Health Care
9. Epi's Park	34. St. Clair Hospital
10. Highmark	35. Pittsburgh Mercy Health System
11. Medrad Inc.	36. VA Pittsburgh Healthcare System
12. Alcoa	37. Northwest Savings Bank
13. ADP - Automated Data Processing	38. Sunoco
14. K&I Gates	39. Reed Smith LLP
15. Lenox's	40. Duquesne Light Co.
16. P.G. Dick Inc.	41. Verizon Wireless
17. Port Authority of Allegheny Co.	42. MSA (Mine Safety Appliances)
18. Taggart Global	43. Evolis
19. Sky Bank	44. Jefferson Regional
20. CH2M Hill	45. Equitable Resources
21. Network Appliance, Inc.	46. Besco's
22. Home Depot	47. PNC Bank
23. Indiana Regional Medical Center	48. Arbia
24. Community Living And Support Services	49. Management Sciences Associates
25. Norfolk Southern	50. Bayer

VAPHS proud to be named one of the best places to work in Pittsburgh!

VAPHS
VA Pittsburgh Healthcare System

Source: PG Research, Online survey

Post-Gazette

Most Successful Combined Federal Campaign in VAPHS History

In 2007 VAPHS surpassed the previous year, completing a new most successful Combined Federal Campaign. \$231,979.19 was collected, representing \$53,696.25 more money raised than in the 2006 campaign (30% increase). This was a 219% increase from the 2005 CFC.

32% of VAPHS employees took advantage of the chance to give back to our communities and help individuals in need. David Cowgill, CFC Chairperson, 19 team leaders, and approximately 116 keyworkers worked very hard to make this year's campaign such a great success. 1,018 employees made a pledge and even more participated in fundraising activities. More than \$10,000 was raised through fundraising efforts (only \$2,607 in 2006).

In the 2007 campaign, there were 22 Eagle Club members (donation of \$750-999) and 45 Golden Eagle Club members (donation of \$1,000 or more). In 2006 there were 18 Eagle and 25 Golden Eagle Club members. In addition, eight teams



met or exceeded their established goal and five teams exceeded 50% participation.

David Cowgill received the Local and Regional CFC Hero Awards as well as being nominated for the National Hero Award. Patricia Caldwell, CFC Fundraising Team Leader, also won a Local CFC Hero Award. Several VAPHS teams won unit awards.

\$231,979.19
collected

\$53,696.25
more collected than 2006 campaign

1,018
employees made a pledge

www.va.gov/pittsburgh Reorganized & Expanded

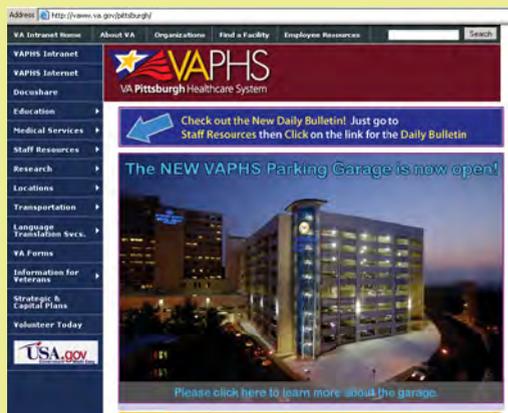
In an ongoing effort to provide veterans and other stakeholders with easy-to-find, helpful information, VAPHS reorganized and expanded the Web site. The site is continually updated and enhanced.

The VHA Office of Communications also recognized the VAPHS Web site as one of the best VA Web sites in the country.

The VA Pittsburgh Intranet Web site for employees was also revitalized in 2007 and continues to be improved almost daily. A Daily Electronic Bulletin for employees was added and continues to be developed constantly with helpful and pertinent information and updates.

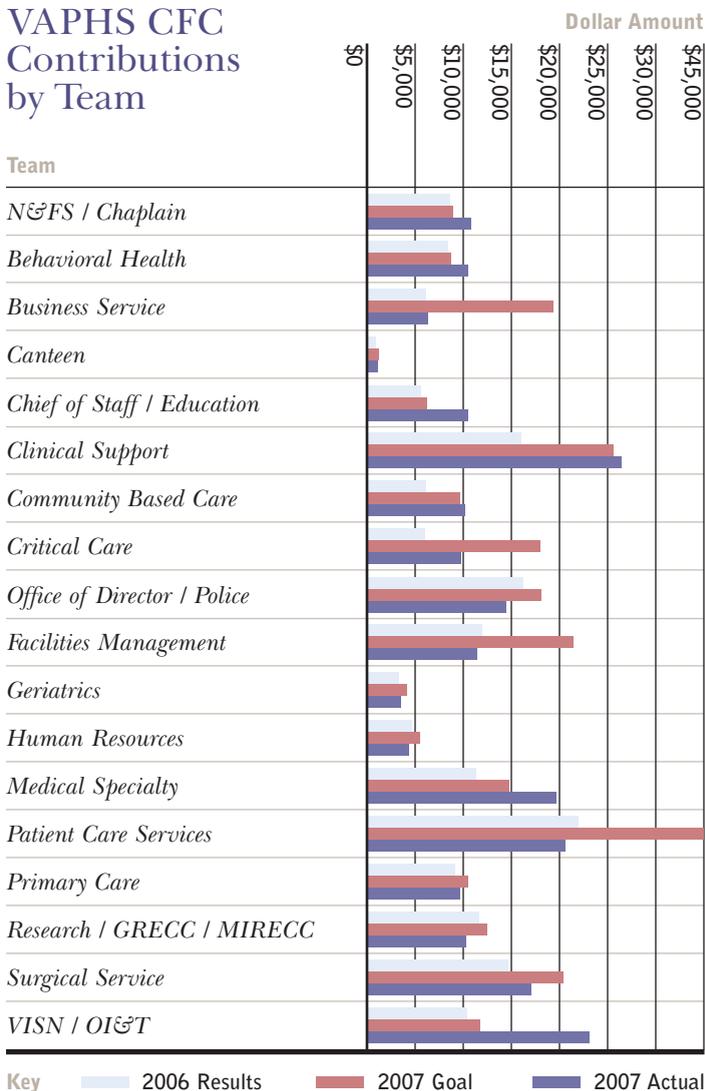


Internet Home Page



Intranet Home Page (internal site for employees)

VAPHS CFC Contributions by Team



Key 2006 Results 2007 Goal 2007 Actual



PROFILES Leadership

Terry Gerigk Wolf, FACHE | DIRECTOR | Since April 2007



Terry Gerigk Wolf joined the Department of Veterans Affairs in 1987 as a biomedical engineer at VA Palo Alto Healthcare System. She has also worked in VA Central Office in the Office of the Undersecretary for Health and for VA Healthcare – VISN 4, where she helped to establish the structure and operations of VISN 4 in its infancy. Prior to becoming Director of VAPHS, she served as Director of the Lebanon VAMC, Acting Director of the Butler VAMC, and Associate Director of VAPHS. She participates on a national level in VA as a member of the National Leadership Board’s Human Resources Committee. In this committee role she also serves as a liaison to the Strategic Human Resources Advisory Council (SHRAC). Mrs. Wolf is board certified in the American College of Healthcare Executives and maintains Fellow status in that organization. She has a degree in mechanical engineering from the University of California at Davis.



Bonnie Graham, MBA
ASSOCIATE DIRECTOR | Since December 2007

Bonnie Graham came to VAPHS from the New Mexico VA Health Care System, where she had been serving as the Clinical Business Administrator since May 2005. Ms. Graham has more than 20 years of operational management experience, including both clinical and administrative responsibilities, as well as considerable experience with Advanced Clinical Access. Before joining VA in New Mexico in January 2004, Ms. Graham had extensive experience managing health care in the private sector, including leading medical group operations of 200 employed physicians and 1,100 staff with an annual budget of \$90 million at Lovelace Health Systems, Inc. in Albuquerque, N.M. Ms. Graham received a master’s degree in business administration from the University of Connecticut and a Bachelor of Science in occupational therapy from Tufts University.



Rajiv Jain, MD, FACP
CHIEF OF STAFF | Since November 2000

Rajiv Jain, MD, is the senior clinical leader for VAPHS, overseeing the clinical management of the entire healthcare system. Dr. Jain is also the MRSA Program Director at VAPHS and Co-Chair of the Veterans Health Administration’s MRSA Prevention Implementation Task Force, a national initiative began at VAPHS to reduce and prevent Methicillin-Resistant Staphylococcus Aureus (MRSA). In addition Dr. Jain serves as Professor of Medicine and Assistant Dean for Veterans Affairs at the University of Pittsburgh School of Medicine. Dr. Jain received his MD from Saurashtra University M.P., Shah Medical College, Jamnagar, India, and completed a residency in medicine, then a fellowship in hematology/oncology at the University of Connecticut. He also served a hematology fellowship at the University of Virginia Hospital. Dr. Jain is a Diplomate of the American Board of Internal Medicine, Hematology and Oncology Subspecialties. He is a fellow of the American College of Physicians. Dr. Jain served as the Chief of Staff of the VA Medical Center in Salem, Virginia, from 1993 until accepting the position of Chief of Staff of VA Pittsburgh Healthcare System.



Ira J. Richmond, MS, CS, CNAA
ASSOCIATE DIRECTOR OF PATIENT CARE SERVICES
Since March 2002

Ira Richmond received a Master of Science and Bachelor of Science, both in nursing, from the University of Tennessee. Ms. Richmond also earned an associate’s degree in nursing from Memphis State University. Ms. Richmond is certified by the American Nurses Credentialing Center (ANCC) in Nursing Administration, Advanced and also as a Clinical Specialist in Adult Psychiatric and Mental Health Nursing. She is a 2000 graduate of the Johnson & Johnson - Wharton Fellows Program in Management for Nurse Executives at the University of Pennsylvania. Ms. Richmond began her VA career as a staff nurse at the Memphis VA Medical Center in 1975. Prior to her appointment as Associate Director for Patient Care Services at VA Pittsburgh Healthcare System, she served as the Associate Director for Patient Care Services at the VA Illiana Healthcare System in Danville, IL. Ms. Richmond is leading VAPHS in the revolutionizing of Nursing Services through the journey for ANCC’s Magnet accreditation.

Financial Report | FY2007

Total Medical Appropriation and MCCF **\$366,407,215**

Operating Expenses

Salary and Benefits	\$212,933,993
Drugs and Medicine	\$14,795,179
Other Supplies	\$31,727,727
Services	\$57,645,331
Consolidated Mail-out Pharmacy	\$27,695,126
Other Expenses	\$21,609,859

Total Operating Expenses **\$366,407,215**

MCCF Total Collections **\$20,043,233**

Community Gifts & Donations

Cash Donations	\$306,978
In-Kind Donations	\$745,808

Total Donations **\$1,052,786**

Staffing Statistics | FY2007

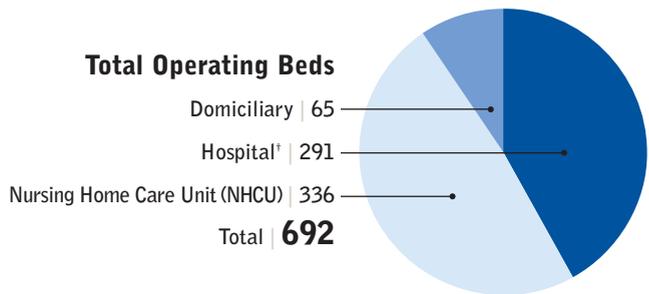
Employees <i>(Does not include Research, VISN and Canteen)</i>	2,754
FTEE	2,589
Full Time Physicians	89
Regular Volunteers	808
Volunteer Hours	140,764

Outpatient Visits | FY2007

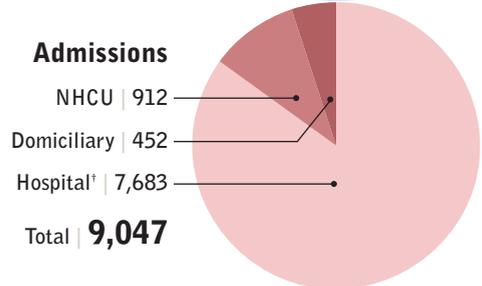
Employees <i>(Does not include Research, VISN and Canteen)</i>	University Drive	275,899
FTEE	Highland Drive	132,119
Full Time Physicians	Heinz	33,318
Regular Volunteers	Greensburg	11,865
Volunteer Hours	Washington	11,361
	St. Clairsville	10,901
	Aliquippa	7,759
	Uniontown	6,592
TOTAL		489,814

Workload Statistics | FY2007

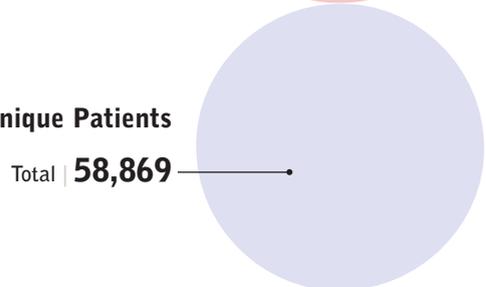
Total Operating Beds



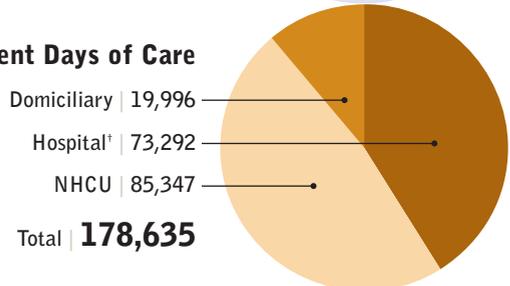
Admissions



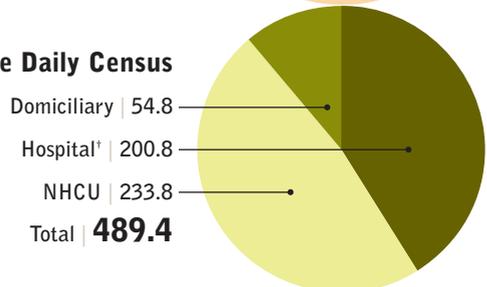
Unique Patients



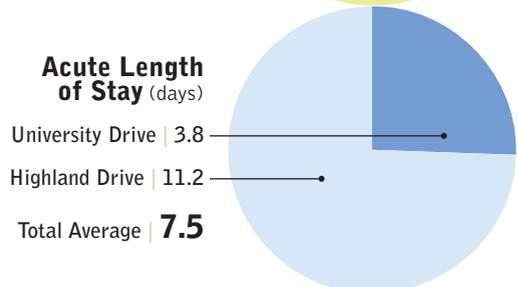
Patient Days of Care



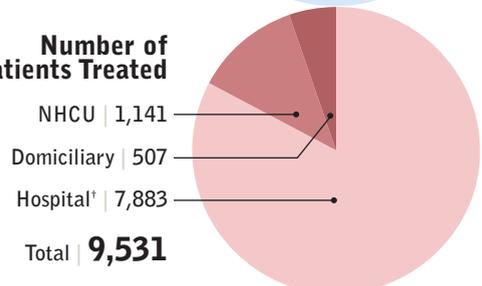
Average Daily Census



Acute Length of Stay (days)



Number of Inpatients Treated



* Includes Psychiatric Residential Rehabilitation Treatment Program

Vision Statement

Our shared vision is
to partner with veterans
to optimize their health
and quality of life
through integrated, innovative,
and compassionate care.

