

ENTHUSIASTIC



COMPASSIONATE

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THE CHARACTER OF A HEALTH CARE SYSTEM CAN MAKE ALL THE DIFFERENCE.

Nobody **knows**  
**veterans**  
*like we do*

## 2005 Annual Report





Michael E. Moreland  
Director, VAPHS

## 2005 OPERATING HIGHLIGHTS

- 56,468 Unique Veterans
- 452,599 Outpatient Visits
- 184,978 Bed Days of Care
- 692 Operating Beds
- \$327,600,000 Budget
- 2,448 FTEE
- 53 Liver Transplants
- 15 Kidney Transplants

# Planning **Boldly** for the Future

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

This is an exciting, yet demanding, time for the VA Pittsburgh healthcare System. The single largest generation in American history is nearing retirement, creating an unprecedented need for our care and services. We also have a new generation of veterans returning from the war in Iraq who have specialized needs that are different from the generations that have returned from previous wars.

**“Don’t be afraid to take a big step if one is indicated, you can’t cross a chasm in two small jumps.”**

**-D. Lloyd George**

The VAPHS has just begun a \$200 million dollar major construction project which represents the single most significant event in our 81 year history. Over the next few years, we will be constructing new behavioral health, clinical, research, ambulatory care and education facilities that will help us deliver advances in diagnosis, treatment and prevention to the veterans we serve as quickly and effectively as possible. We will also be building a 1,500 space parking garage and making other enhancements that will greatly improve access and the overall environment of care for our patients.

New generations of increasingly powerful and precise diagnostics and treatments succeed each other with unparalleled speed. We will continue to make significant investments to upgrade equipment and infrastructure to ensure that state-of-the-art care is provided in modern facilities conducive to the well-being of our patients.

Although the demands are great, the opportunities are limitless. We have many opportunities as we move toward a two-division patient focused health care system, strengthen our research programs, achieve even higher standards for clinical care and continue to find ways to promote healthy communities. Over the next decade, these efforts will ensure the continued vitality of the VA Pittsburgh Healthcare System in an era of unprecedented change and progress.

We are planning boldly for the future and will settle for nothing less than assuring that veterans receive the best possible care. During the next decade, medical science will give us dramatically more effective means to preserve health and fight disease. The steps we are taking today will put us in a position to have the opportunity to save more lives and offer our veterans a better quality of life for decades to come.



Michael E. Moreland

Director,  
VA Pittsburgh Healthcare System

## Revolutionary Business Service Center Established - October

A consolidated business service center was opened at the University Drive Division. This new area consolidates patient administrative services to provide for a centralized check-in process that is easier for the patients and helps the VA maintain updated records. The area also includes most administrative functions that a patient would need, such as Release of Information, Patient Advocate, the Veterans Benefits Administration Representative, Agent Cashier, Billing Office, etc.

Seven self-serve kiosks were added to the area to automate the patient check-in process and allow the patients to pre-register for their appointments without standing in line. After updating their information, the kiosks actually provide the patient with a printout of their clinic appointments for the day and the location of the appointments.

The renovation of this 17,000 square feet cost \$2,510,850. Nine registration clerks, one information clerk and two escort staff were added as a result of this project.



## Emergent Care Center Renovation Started - October

Construction began to double the size of the ECC and replace walls, doors, ceilings, flooring, and the ambulance canopy. At a cost of \$3.3 million, this project should be completed in June 2006.



## Eye Clinic Enhancement Begun - October

Construction began in the former Executive Suite at University Drive to make it a new Eye Clinic. This project will cost approximately \$2.1 million and will include the replacement of walls, doors, ceilings, flooring, and windows. The project will result in more space and better configuration than the Eye Clinic currently has and will also place the Eye Clinic right next to what will be the main entrance once the parking garage is completed. The renovation is expected to be completed in June 2006.

# and Enhancements



## **Surgical Clinic Area Renovated** - January

The 5<sup>th</sup> floor East Wing was renovated to provide modernized services to veterans. The construction provided 22 state-of-the-art exam rooms, nurses' workrooms, nurses' stations including check-in and check-out, and a waiting room area, new restrooms and a new HVAC system.



## **5<sup>th</sup> VAPHS Community Based Outpatient Clinic Opened** - March

The Fayette County CBOC in Uniontown, PA, opened on March 7, 2005, and offers coordination of care by a primary care provider, physical examinations, and general outpatient medical care.

## **VA Café Coffee Shop Established** - January

A new VA Café Coffee Shop, the first of its kind in our region, was opened on the first floor of the University Drive Division as a result of the VAPHS' effort to consistently modernize and upgrade service for veterans, staff and employees. The VA Café Coffee Shop is proud to brew Starbucks coffee as well as serving pastries, salads and more. It is open Monday through Friday from 6:30AM to 3:30PM.



## **New Hoptel Unit Opened** - January

The newly renovated Hoptel area at the University Drive Division eliminates a sterile hospital atmosphere by providing a comfortable and pleasant area within the hospital for veterans traveling an excessive distance, veterans traveling during inclement weather, and for veterans without transportation. At a final cost of \$1,534,001.36, this renovation of 8,400 square feet provided 16 bedrooms with a total of 20 beds, laundry facilities, a new HVAC system, a front reception desk, and a lounge/buffet/dining area that includes vending machines, an ice machine, appliances, and a large screen television.

### First Phase of Demolition Initiated

The first phase of demolition at the Heinz Division will cost approximately \$1.5 million dollars and entail the demolition and removal of Buildings 8, 10, 11, 13, 15, 16, 20, 21, 23, and 28 (which includes all of the old quarters). Preparation work for demolition began in October and actual demolition commenced on November 30. This first phase is expected to be completed in March 2006.



# \$200 Million Major Construction Project

	Current Status	Target Date for Completion
Advanced Planning Studies	<ul style="list-style-type: none"> <li>Completed February 05</li> </ul>	
UD Parking Garage	<ul style="list-style-type: none"> <li>Design Build Proposal</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Completed May 05</li> <li>In progress</li> </ul> 2007
Master Architectural Design	<ul style="list-style-type: none"> <li>In progress</li> </ul>	2007
Demolition of Buildings at HJH	<ul style="list-style-type: none"> <li>Phase 1</li> <li>Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>In progress</li> <li>Planned to begin Spring 07</li> </ul> 2006 2008
HJH Support Services Building	<ul style="list-style-type: none"> <li>Design Build Proposal</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Completed Fall 05</li> <li>Advertised for Award</li> </ul> 2007
HJH Residential Living Villa	<ul style="list-style-type: none"> <li>Design</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery completed</li> <li>Conceptual design completed</li> <li>Schematic design in progress</li> <li>Planned to begin Fall 06</li> </ul> 2008
HJH Administration Building	<ul style="list-style-type: none"> <li>Design</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery completed</li> <li>Conceptual design completed</li> <li>Schematic design in progress</li> <li>Planned to begin Fall 06</li> </ul> 2008
HJH Ambulatory Care Center	<ul style="list-style-type: none"> <li>Design</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery completed</li> <li>Conceptual design completed</li> <li>Schematic design in progress</li> <li>Planned to begin Spring 07</li> </ul> 2009
UD Behavioral Health Building	<ul style="list-style-type: none"> <li>Design</li> <li>Construction</li> </ul>	<ul style="list-style-type: none"> <li>Service delivery completed</li> <li>Conceptual design in progress</li> <li>Planned to begin Summer 07</li> </ul> 2011



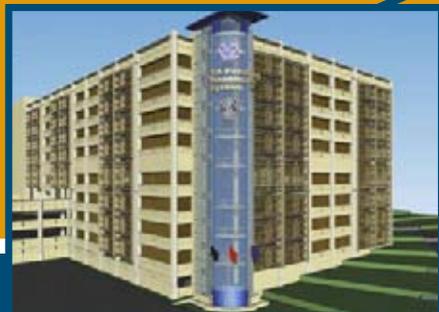
### Off-Site Parking Initiative Commenced

As construction of the new 1,500-space parking garage caused the temporary displacement of nearly 700 employee parking spaces, off-site parking was initiated in November. No-cost parking is now provided to staff displaced from the University Drive Division at the Mellon Arena in the Melody Tent Lot. Construction of the garage at University Drive is expected to take two years to complete.



Artist's rendering of a concept for the Behavioral Health Pavilion

Conceptual University Drive Division Construction Site Plan

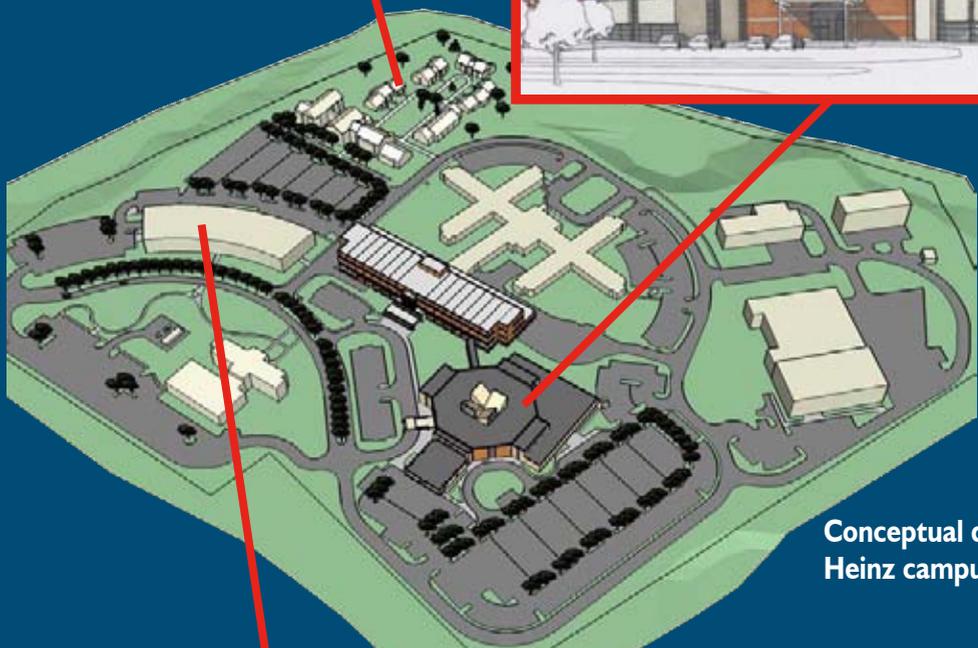


Artist's rendering of 1,500 space parking garage



Artist's rendering of new Residential Villa at Heinz

Artist's rendering of new Ambulatory Care Center at Heinz



Conceptual design of Heinz campus

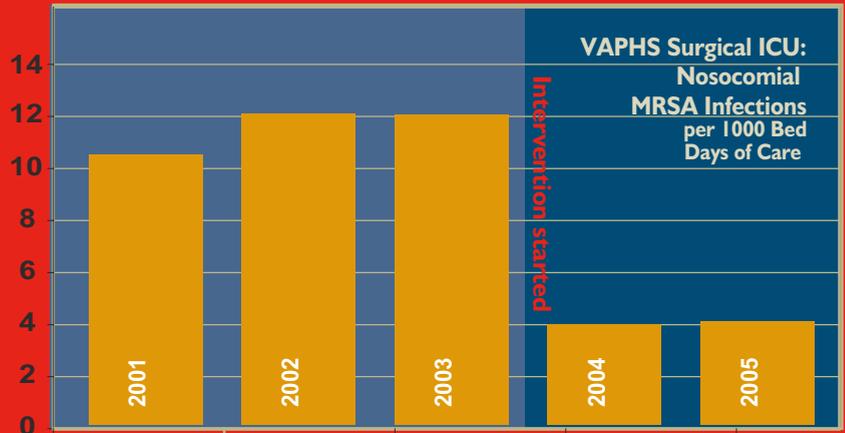


Artist's rendering of new Administration Building at Heinz

## VAPHS National Model - Winning the Battle Against Bacteria

Methicillin-resistant Staphylococcus aureus (MRSA) is responsible for 100,000 hospitalizations each year, and has been a growing problem for more than 20 years.

There is a region-wide effort in western Pennsylvania to address this problem, and VAPHS by virtue of a long-standing collaboration with the Centers for Disease Control and the Pittsburgh Regional Health Initiative is a leader in this effort. Inspired by success at University Drive (on 4 West and in the SICU) in the prevention of hospital-acquired MRSA, hospitals all across the country are looking to VAPHS as a model in infection control.



### JCAHO Quality Check Comparison

**VAPHS Excels in Comparison With Esteemed VA Medical Centers and Local Hospitals**

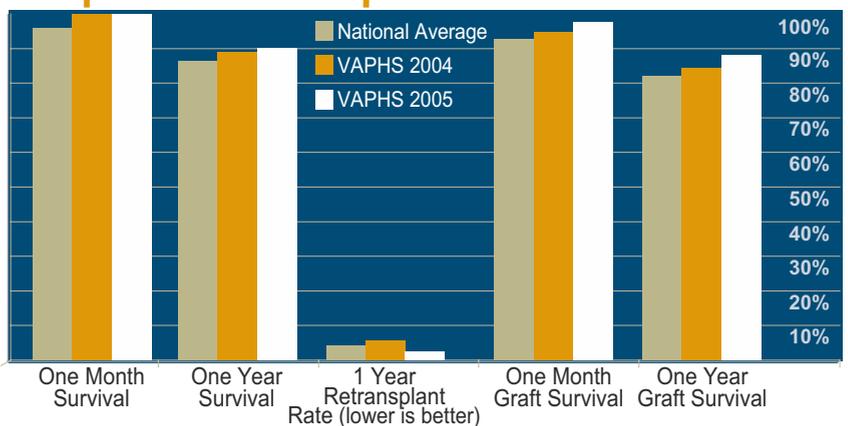
	VAPHS	Carey Award Winners			Pittsburgh Area Hospitals	
		Ann Arbor VAMC	Amarillo VAMC	Kansas City VAMC	UPMC Presby-Shadyside	Allegheny General
Heart Attack Care	+	+	✓	✓	+	✓
Heart Failure Care	+	+	+	+	+	✓
Pneumonia Care	+	+	+	+	✓	Not displayed

### Independent Transplant Program, A Model of Success

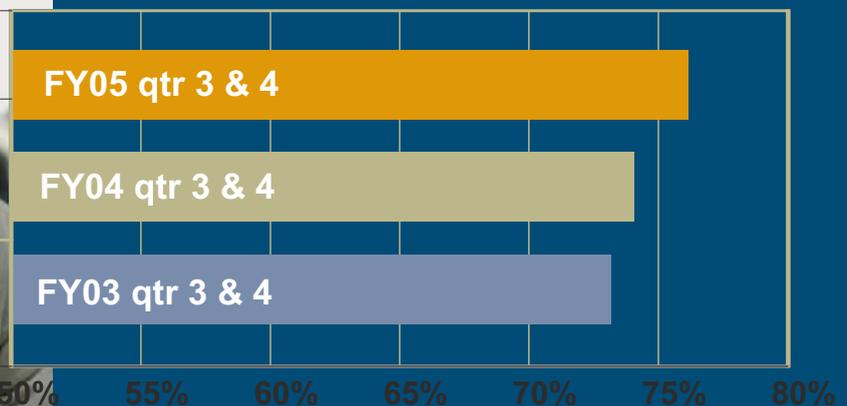
VAPHS has performed 98 liver transplants and 25 kidney transplants since establishing an independent transplant program in January 2004. The independent charter has allowed the VAPHS to focus its program specifically on veterans' issues.

Most of VA Central Office liver and kidney transplant referrals are to VAPHS. Quality indices are comparable to, or exceed national standards.

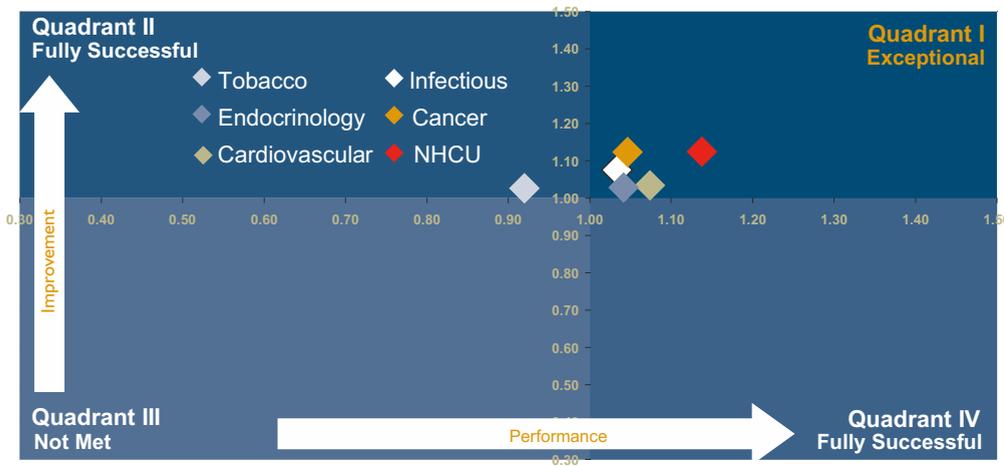
### Transplant Outcomes Comparison



### Veterans' Reported Satisfaction with Overall Inpatient Quality



## FY05Q4 Clinical Intervention Quadrant Workbook



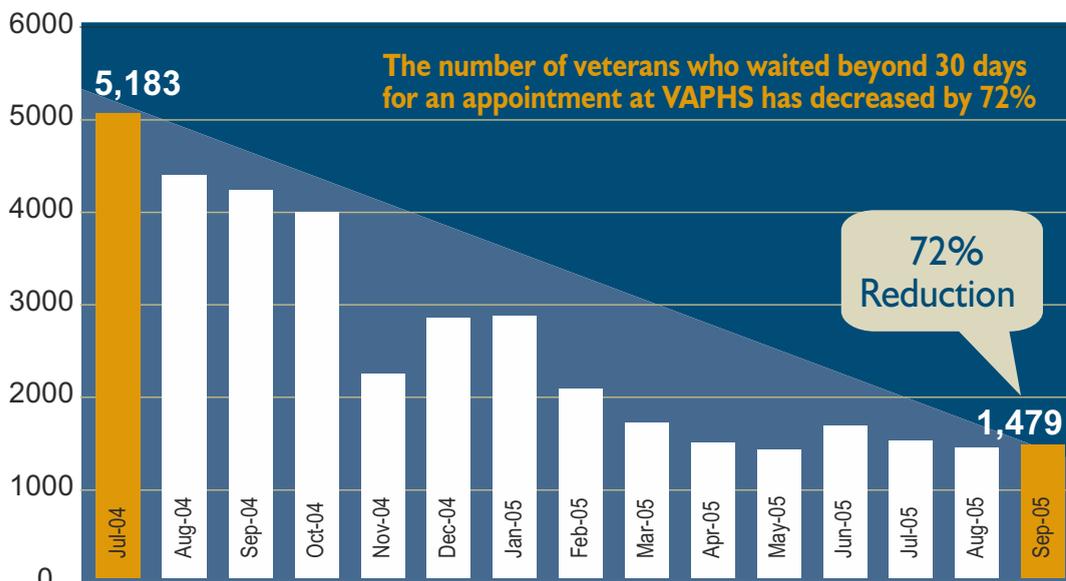
### VAPHS Achieves "Exceptional" Quality Scores

The evaluation of current performance, improvement over time, and minimum allowable score for an individual facility, enables the organization to appreciate an array of quality improvement efforts.

### VAPHS Pioneering Cardiac Care

The VAPHS Cardiac Surgery Program is on the forefront of innovative procedures, providing surgical therapies for veterans including cutting-edge minimally invasive surgical options such as DaVinci robotic procedures, minimally invasive direct coronary artery bypass, HYBRID revascularization and off pump coronary artery bypass (OPCAB). More than 20 robotic-assisted Coronary Artery Bypass Grafts (CABGs) have been performed at VAPHS.

In November 2005 the first robotic assisted mitral valve repair was performed at VAPHS, one of only a dozen centers in the U.S. offering off-pump mitral valve repair using the COAPSYS system from Myocor, as part of a multicenter prospective randomized trial. VAPHS has performed two procedures under the Myocor protocol of which only twenty or so have been performed in the US.

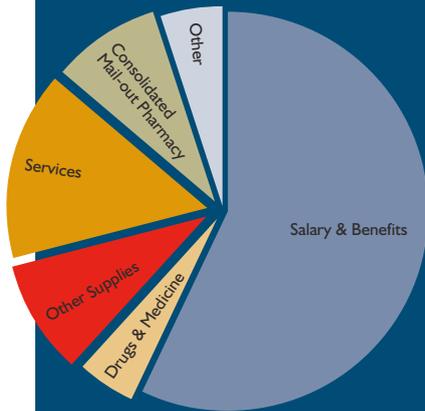


**VAPHS Continues to Improve Access to Health Care for Veterans**

# Financial Report

Total Medical Appropriation and MCCF \*

\$327,601,203



## Operating Expenses

Salary and Benefits	\$186,830,776
Drugs and Medicine	\$15,350,732
Other Supplies	\$30,294,189
Services	\$50,039,056
Consolidated Mail-out Pharmacy **	\$28,702,751
Other Expenses	\$16,383,698
<b>Total Operating Expenses</b>	<b>\$327,601,203</b>

## Collections

MCCF Collections	\$15,567,184
Extended Care Collections	\$109,449
<b>Total Collections</b>	<b>\$15,676,633</b>

## Community Gifts & Donations

Cash Donations	\$177,765.95
In-Kind Donations	\$572,735.89
<b>Total Donations</b>	<b>\$750,501.84</b>

\* Excludes NR Capital Expenditures \*\* Reflects funds transferred to CMOP

# Statistics

## Total Number of VAPHS Outpatient Visits



## Workload Statistics

### Total Operating Beds

Hospital	291
Nursing Home Care Unit (NHCU)	336
Domiciliary	65
<b>Total</b>	<b>692</b>

### Admissions

Hospital	7,080
NHCU	827
Domiciliary	464
<b>Total</b>	<b>8,371</b>

**Unique Patients** 56,468

### Patient Days

Hospital	72,870
NHCU	91,085
Domiciliary	21,023
<b>Total</b>	<b>184,978</b>

### Average Daily Census

Hospital	199.7
NHCU	249.5
Domiciliary	57.6
<b>Total</b>	<b>506.8</b>

### Acute Length of Stay (days)

University Drive	6.9
Highland Drive	3.1
<b>Total Average</b>	<b>5.0</b>

## Number of Inpatients Treated

Hospital	7,302
NHCU	1,124
Domiciliary	533
<b>Total</b>	<b>8,959</b>

## Outpatient Visits

St. Clairsville	9,807
Greensburg	11,038
Aliquippa	6,713
Washington	8,339
Uniontown	2,914
University Drive	263,215
Heinz	32,038
Highland Drive	118,535
<b>Total</b>	<b>452,599</b>

## Staffing Statistics

Employees	2,592
<small>(does not include Research, VISN, Canteen)</small>	
FTEE	2,448.30
Full Time Physicians	82.9
Volunteers	1,375
Volunteer Hours	146,979

## Research Statistics

Investigators	108
Projects	411

## Funding

VA	\$7,695,688
Non-VA	\$13,950,592
Foundation	\$890,331
<b>Total</b>	<b>\$22,536,611</b>

# VAPHS Leadership



**Michael E. Moreland**  
Director since 2000

*“Our history is stellar, our performance is outstanding and our future is exciting. This year, we again show exceptional performance in quality patient care. Our patients’ satisfaction shows veterans with high appreciation of staff and the health care that we provide. And now, our construction projects are underway to build new clinical and administrative space that will position VA Pittsburgh Healthcare System to be the health care provider that veterans will continue to choose into the future. I am proud of the staff of VA Pittsburgh for joining together to ensure that our VA is recognized in our community as an exceptional health care provider and a great place to work.”*



**Patricia Nealon**  
Associate Director since 2004

*“The VAPHS has improved its infrastructure this past year as evidenced by the Business Center at University Drive, Ground South at Heinz, and inpatient units at Highland Drive. These improvements were due to teamwork from facilities, information management, human resources and business. Systems work better and the environment looks better supporting the delivery of outstanding health care.”*



**Rajiv Jain, MD**  
Chief of Staff since 2000

*“VAPHS is fortunate to have a cadre of dedicated clinicians who take pride in providing health care that is safe, effective, efficient and compassionate every day to every veteran. Last year, we treated more patients with higher complexity of illness than at any time in our history. We look forward to the completion of the construction projects to enhance care for our veteran patients.”*



**Ira Richmond, RN, CNAA**  
Associate Director for Patient Care Services since 2002

*“Over the last year VAPHS has been on a journey of excellence. In many areas we are academy award winners and/or aggressive contenders for the “Oscar” award for health care. Our organizational commitment to this journey of excellence has been demonstrated in numerous ways such as: outstanding outcomes on patient care performance measures; initiatives to improve access to care for the OEF/OIF returning veterans; expansion of patient care programs, e.g., monitored beds and liver and renal transplant programs; and the ongoing quest for nursing excellence through the dynamic “Magnet” process.”*



DOB: 05/11/42

PATIENT:

I didn't plan for a difficult hospital stay.  
I planned for a successful one. And that's what I got.



Nobody knows veterans like we do



University Drive  
Pittsburgh, PA 15240

1-866-4 VA PITT

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