



Creating the Future of Medicine to Improve Veterans' Lives

Department of Veterans Affairs



VA Pittsburgh
Healthcare System
University Drive
Pittsburgh, PA 15240



2006 Goals

- ✓ Improve quality of care through intensive effort to eliminate hospital-acquired MRSA infections.
- ✓ Meet targets for health care quality in all six areas measured by the Veterans Health Administration and achieve the best results among facilities in the VA system, which has been described in the media as the "best health care in the US."
- ✓ Continue making substantial progress on \$200 million major construction project.
- ✓ Renovate lobby and eye clinic at University Drive, complete renovation of inpatient behavioral health units at Highland Drive, and update a nursing home care unit at Heinz.
- ✓ Improve access to care, divert fewer patients to the community and schedule more patients for appointments within 30 days.
- ✓ Provide outstanding customer service to reflect continued improvement on patient satisfaction survey results.
- ✓ Provide a customer friendly check-in environment and a process that will improve consistent availability of important information related to care and insurance reimbursement.
- ✓ Demonstrate improved employee satisfaction on survey results.
- ✓ Continue to support a vigorous research program with 266 active projects and nearly \$22.5 million in funding.
- ✓ Support the education of approximately 1,000 future health care providers.

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1-866-4 VA PITT
(1-866-482-7488)

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

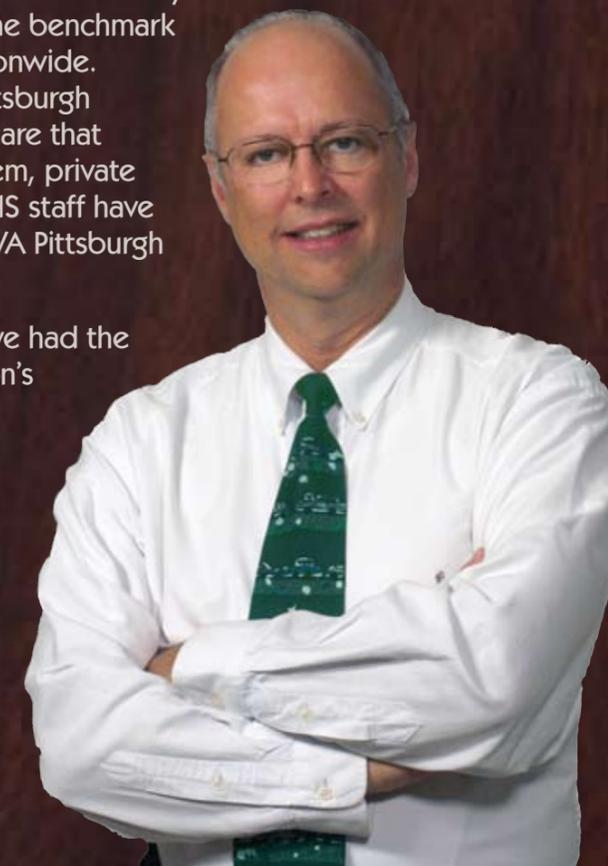
Excitement continues to mount at the VA Pittsburgh Healthcare System as we continue progressing on schedule with our \$200 million major construction project which will position us to be able to save more lives and provide our nation's heroes with a better quality of life for decades to come. With the publication of our 2006 Annual Report, we chronicle some of the more important milestones and achievements we have reached in the past year. **Our vision continues to be to create the future of medicine to improve veterans' lives.**

I have been appointed to serve as the Director of the VA Stars and Stripes Healthcare Network, VISN 4, which became effective on December 24, 2006. I have thoroughly enjoyed the past six and a half years as the Director of the VA Pittsburgh Healthcare System and know that I will miss the day to day experiences of our local healthcare system employees, veterans and volunteers. At the same time, I am excited to serve as the Director of VISN 4 and have the opportunity to provide leadership across our network, while being able to continue to live here in Pittsburgh.

I would like to offer my heartfelt appreciation to all VAPHS staff, volunteers and supporters of the VAPHS for all of your efforts in making the VA Pittsburgh the benchmark of excellence for VA health care nationwide. I can say with great pride that VA Pittsburgh provides the highest level of health care that can be found in any health care system, private sector included, in the country. VAPHS staff have turned the motto and vision for the VA Pittsburgh Healthcare System into a work ethic.

I am truly grateful and blessed to have had the opportunity to lead one of our nation's best health care systems.

MICHAEL E. MORELAND
Director
VA Pittsburgh Healthcare System



January 19 – Consolidated Business Service Center Dedicated

This new, state-of-the-art area consolidates patient administrative services to provide one-stop shopping. A centralized check-in process, including kiosks, makes it easier for the patients and helps VAPHS maintain updated records. U.S. Congressman Mike Doyle attended this dedication.



February 16 – Parking Garage Ground-breaking

Former U.S. Senator Rick Santorum and other honored guests participated in a special ground-breaking ceremony for the 1,500-space, \$37 million parking garage at University Drive.



April 13 – Veterans Place Ground-breaking

Former VA Under Secretary for Health Jonathan B. Perlin, M.D., presented a VA grant to the Veterans Place of Washington Boulevard and participated in a ground-breaking ceremony for a new homeless veterans service center.



April 20 – Heinz Demolition Phase I Completed

Ten old buildings, including the former staff quarters, were demolished to make way for new residential living villas and an administration building.



April 21 – Cardiac Catheterization Lab Upgrades Dedicated

U.S. Congressman Tim Murphy helped dedicate renovations costing \$2.65 million of this 5,500 square feet, equipped with a dedicated emergency power generator and operating room



quality air in each of the three labs.

May 15 – Overwhelmingly Positive All-Employee Survey Concludes

A phenomenal 84% of VA Pittsburgh employees took the survey, a 35.5% increase from the last time this survey was administered in 2004! VAPHS received the highest scores in the VISN, higher scores than the VHA average, and higher scores than the 2004 VAPHS survey.



July 17 – National MRSA Initiative Kick-Off

A national initiative to eradicate MRSA infections and enhance patient safety kicked off, with VAPHS leading 17 other VAs in the country. The initiative focuses on the implementation of active MRSA surveillance and appropriate contact isolation precautions at long term and acute care facilities.



November 7 – Emergency Department Phase I Completed

The first 7,000 square feet of a new Emergency Department (ED) cost \$3.5 million. 16 private treatment rooms were created and the renovated space includes upgrades in technology with bedside heart monitors in every room, wireless laptops for patient charting, and pneumatic tubes connecting the ED to the Pharmacy, second floor labs and blood bank. A glass canopy sized for 4 ambulances was added.



November 14 – New Eye Clinic Dedicated

City of Pittsburgh Mayor Luke Ravenstahl joined VAPHS staff to dedicate a modern, efficient eye clinic with nine exam rooms, three laser rooms, a minor procedure room and support space. Construction of this 6,700 square feet cost over \$2.2 million.



November 20 – Most Successful CFC Campaign in History of VAPHS

The 2006 VAPHS Combined Federal Campaign received \$178,282.94 in donations (a 145.3% increase from 2005). 1,155 pledges were received (a 332.6% increase from 2005); 38% of VAPHS employees contributed (only 8.8% in 2005); and more money was collected this year than in 2005 and 2004 combined.



November 29 – Sleep Lab Dedicated

U.S. Congressman Mike Doyle attended a dedication for the new, state-of-the-art Sleep Lab. At eight beds, it is one of the largest in the Pittsburgh area and is the largest in all of VHA.



December 8 – Ground-breaking for Residential Living Villas & Administration Building

This \$34 million dollar construction contract includes a 2-story administrative building and a 98-bed residential living facility totaling 130,000 square feet at the Heinz Division. Ben Killian, Mayor of Aspinwall and Harry McLaughlin, Mayor of Fox Chapel, participated in the ground-breaking.



Major Construction Project TimeLine

Parking Garage Construction Begins – October 2005

A \$37 million design-build contract for this nine-level, 1,500-space parking garage at our University Drive Division was awarded to P.J. Dick, Incorporated of Pittsburgh.

Demolish Vacant Space, Phase I Completed – April 2006

Ten buildings were demolished and cleared from the Heinz Division in Phase I. This \$1.5 million project was completed by Eagle Contracting of Pittsburgh.

Engineering Support Building Construction Begins – June 2006

This new engineering support building will be constructed attached to an existing warehouse and will provide modern facilities for engineering staff to provide improved support services to the Heinz Division.

Early Site Infrastructure Construction Begins – August 2006

The project provides the underground utility, central plant upgrades, storm water management, roadway, and parking changes that are needed to support all of the new buildings at Heinz.

Relocated, Expanded Eye Clinic Opened – September 2006

Architectural and engineering design services were provided by Radelet McCarthy Architects of Pittsburgh. James Construction of Carnegie performed this \$2.1 million project at University Drive.

Emergency Department Expansion Phase I Activated – November 2006

IKM Incorporated of Pittsburgh provided the architectural and engineering design services. This \$3.3 million expansion at University Drive is being completed by Sterling Contracting LLC of Homestead.

Residential Living Villas/ Administration Building Construction Begins – December 2006

Astorino of Pittsburgh designed these buildings at Heinz with HDR, Inc. and P.J. Dick Incorporated is building them. This project includes landscaping, new parking lots and sidewalks, new exterior lighting, etc.

Early Site Infrastructure Construction Scheduled to be Completed – Spring 2007

R.A. Glancy & Sons, Inc. of Gibsonia is completing this \$5.3 million project at the Heinz Division.

Engineering Support Building Construction Scheduled to be Completed – Summer 2007

Mare Solutions & TJR Enterprises, Inc. of Pittsburgh is designing and building this \$4 million project at our Heinz Division.

Emergency Department Expansion Final Phase Scheduled to be Completed – Summer 2007

University Drive

Ambulatory Care Building Construction Scheduled to Begin – Summer 2007

This new, 120,000-square-foot, ambulatory care center at Heinz will be built for such programs as primary care, specialty care, audiology, dental, prosthetics, rehab medicine, community services and an outpatient pharmacy.

Parking Garage Construction Scheduled to Be Completed – Fall 2007

Construction of the garage is currently on schedule and on budget.

Behavioral Health Addition Construction Scheduled to Begin – Fall 2007

This 150,000-square-foot building at University Drive will include new behavioral health outpatient clinics and psychiatric inpatient nursing units.

Research Building Construction Scheduled to Begin – Fall 2007

This 50,000-square-foot building will be built at University Drive.

Demolition Scheduled to be Completed – Fall 2007

The Heinz Division

Residential Living Villas/ Administration Building Construction Scheduled to be Completed – Spring 2008

The Heinz Division

Research Building Construction Scheduled to be Completed – Fall 2008

University Drive

Ambulatory Care Building Construction Scheduled to be Completed – 2009

The Heinz Division

Behavioral Health Addition Construction Scheduled to be Completed – Spring 2010

As the principal architect for this building at University Drive and the rest of the major construction project, Astorino has been working directly with veterans to ensure that the final design best responds to veterans' specific health care needs.

2007

2008

2009

2010

2005

2006



Rendering of parking garage at University Drive



Demolition of Heinz buildings



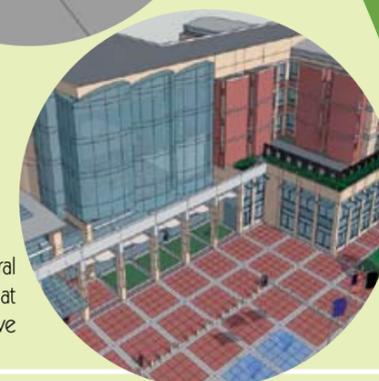
Rendering of Administration Building at Heinz



Rendering of Residential Villas at Heinz



Rendering of Ambulatory Care building at Heinz



Rendering of Behavioral Health Addition at University Drive

“As progress keeps moving on our major construction project, we are constantly reminded of the primary goal of the project - to bring the future into the present for our nation's heroes.”

Clinical Innovations



Self-Serve Kiosks Implemented

Seven self-serve kiosks were added at the University Drive Division in the Business Service Center. The kiosks are used to register patients, just like a registration clerk does. These devices have automated the patient check-in process and allow patients to pre-register for their appointments without standing in line. Registration now takes less than one minute to complete! Using their veterans' ID card, veterans can verify their demographic information. When registration is finalized, the patient is provided with a printout of the clinic appointments and the location of the visit for that particular day. VAPHS is the first VA facility in the country to implement such technology.

Cardiac Cath Lab Upgrades

The 2006 renovations of our cardiac catheterization laboratories included \$8 million of cutting-edge technology in new equipment, which provides a high level of care in diagnostic and invasive cardiology.



There is no waiting time in our cath labs. At any minute we are equipped to catheterize any patient needing the procedure. Having two interventional cardiologists, the second cath lab can be activated immediately for Acute Coronary Syndrome if one lab is already occupied.

With these new labs, the risk of radiation to patients and employees is minimized. Accuracy in detection of lesions with tridimensional views is maximized. The latest technology in our cath and electrophysiology labs are functioning to serve our deserving patients.



In teaching & research, we share our expertise... and that teaches us even more.

MRSA Program/Partners in Care

An initiative to eradicate MRSA infections and enhance patient safety was recently introduced nationally. Sharing research and successful initiatives with VA hospitals across the country, the initiative focuses on the implementation of active MRSA surveillance and appropriate contact isolation precautions. VAPHS is a regional leader and national model in infection control.



Despite Methicillin-resistant Staphylococcus aureus (MRSA) rates already below the national average, VAPHS began a MRSA Prevention Initiative in FY02. The initiative began with a pilot on two units: a surgical unit in acute care and the surgical intensive care unit. In FY05 facility-wide programs began to include all of acute care and H.J. Heinz Long Term Care Division. VAPHS started with 18-20 infections a year in 2002. Currently the average is one to two infections per year. VA Pittsburgh is one of only two or three hospitals in the country doing hospital-wide surveillance cultures on all admissions, transfers and discharges.

Based upon the tremendous success of the program, VAPHS has been chosen as a leader and model for the National MRSA Initiative: Getting to Zero! Currently 17 VA hospitals around the country are piloting the MRSA bundle developed at VAPHS to see if they can replicate the success achieved at VAPHS.

For over 80 years, VA Pittsburgh Healthcare System has dedicated itself not only to providing the finest medical and psychiatric care, but also to sharing expertise. As one of only a few VA teaching hospitals in the region, we stay at the forefront of the latest advances in health care.

VAPHS can accommodate between 1,100 and 1,200 trainees each year. We invest millions of dollars in training medical students, nursing students, and allied health professionals. Plus, we broaden our reach through teaching affiliations with major universities and health facilities throughout the area.

Through education, we empower health professionals with the latest diagnostic techniques and treatments. Our veteran patients reap the rewards.

VAPHS has a significant research and development program, including studies in endocrinology, liver transplantation, post-traumatic stress disorder (PTSD), cardiology, hematology/oncology, neurology, Alzheimer's, schizophrenia, orthopedics and health services research and development, all of which enhance the ability to provide state-of-the-art medical techniques and treatments to veteran patients.

The total research funding for fiscal year 2006 was over \$22 million. 116 investigators worked on 266 projects.

Financial Report

Total Medical Appropriation & MCCF * **\$351,917,483**

Operating Expenses

Salary & Benefits \$200,737,257
 Drugs & Medicine \$16,722,740
 Other Supplies \$31,649,866
 Services \$56,789,396
 Consolidated Mail-out Pharmacy ** \$29,460,667
 Other Expenses \$16,557,557
Total Operating Expenses \$351,917,483

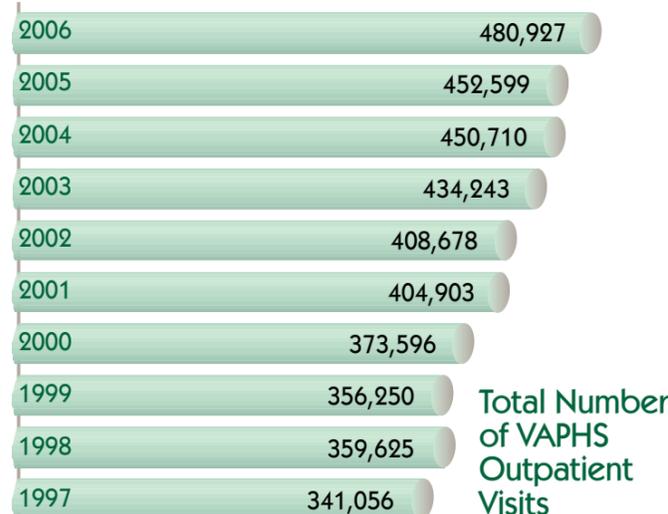
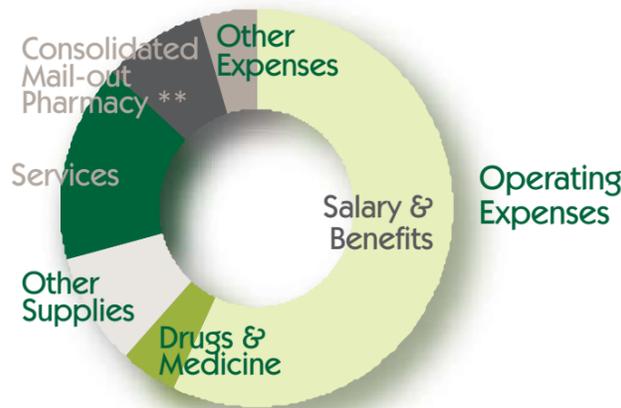
Collections

MCCF Total Collections . . \$17,142,699

Community Gifts & Donations

Cash Donations \$361,600.83
 In-Kind Donations \$588,529.64
Total Donations \$950,130.00

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



Statistics

Workload Statistics

Total Operating Beds
 **Hospital 291
 Nursing Home Care Unit (NHCU). . . 336
 Domiciliary 65
Total 692

Admissions
 **Hospital 7,329
 NHCU 862
 Domiciliary 445
Total 8,636

Unique Patients. 57,606

Patient Days of Care
 **Hospital 71,684
 NHCU 85,592
 Domiciliary 22,150
Total 179,426

Average Daily Census
 **Hospital 196.4
 NHCU 234.5
 Domiciliary 60.7
Total 491.6

Acute Length of Stay (days)
 University Drive 3.9
 Highland Drive 12.6
Total Average. 8.3

Number of Inpatients Treated
 **Hospital 7,523
 NHCU 1,118
 Domiciliary 503
Total 9,144

Outpatient Visits
 St. Clairsville 9,610
 Greensburg 11,016
 Aliquippa 6,992
 Washington 9,667
 Uniontown 5,996
 University Drive. 273,511
 Heinz 31,273
 Highland Drive 132,862
Total 480,927

** Includes PR RTP

Staffing Statistics

Employees 2,707
 (does not include Research, VISN, Canteen)
 FTEE 2,510.10
 Full Time Physicians. 88.7
 Volunteers 3,015
 Volunteer Hours 144,146



MICHAEL E. MORELAND, MSW, CHE
Director, June 2000 - December 2006

Michael E. Moreland is a Diplomate of the American College of Healthcare Executives and received the Presidential Rank Award for Meritorious Achievement from President Bush in November 2002. He is a member of the Board of Directors of the Center for Organ Recovery and Education, the region's organ procurement organization. He is also a member of the VHA National Leadership Board Finance Committee, the VA/University of Pittsburgh Deans Committee, and the Policy Committee for the Pittsburgh Federal Executive Board. Mr. Moreland began his service with the Department of Veterans Affairs in 1980 as a clinical social worker. He held progressively responsible positions with several VA medical centers, including serving as the Director of Butler VA Medical Center from August of 1997 until his appointment to VA Pittsburgh. Mr. Moreland received a Bachelor of Arts from the University of Maryland at Baltimore in 1978 and earned his master's degree in social work from the University of Maryland in 1980. Mr. Moreland was appointed to serve as the VISN 4 Director effective December 24, 2006.



PATRICIA NEALON, MSW
Associate Director, Since December 2004

Patricia Nealon began her career at Highland Drive VA Medical Center as a clinical social worker and has held numerous clinical and administrative positions at the VA Pittsburgh, including serving as Quality Manager for Highland Drive. Included in her experience she served as the integration coordinator when the two Pittsburgh VAMCs, University Drive and Highland Drive, merged in 1996 and later as the Vice President of Community Based Care and the Associate Director for Site Operations. Ms. Nealon holds a Bachelor of Arts from the University of Pittsburgh and a Master of Social Work from Tulane 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 three campuses, with 692 operating beds distributed among medicine, surgery, psychiatry, intermediate care, nursing home care and a domiciliary. Dr. Jain also serves as Assistant Dean for Veterans Affairs at the University of Pittsburgh School of Medicine. Dr. Jain received his Doctor of Medicine degree from Saurashtra University M.P., Shah Medical College, Jamnagar, India, in 1972. His graduate medical education included a residency in medicine, then a fellowship in hematology/oncology at the University of Connecticut affiliated program in Hartford, Connecticut, from 1974-1978. He also served a Hematology Fellowship at the University of Virginia Hospital in Charlottesville, Virginia from 1978-79. 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. Dr. Jain was appointed to serve as the Acting Director of VAPHS effective December 24, 2006.



IRA J. RICHMOND, MS, CS, CNAA
Associate Director of Patient Care Services, Since March 2002

Ira Richmond received a Master of Science in Nursing in 1980 and Bachelor of Science Degree in Nursing in 1979 from the University of Tennessee. Ms. Richmond also earned an Associate of Arts Degree in Nursing from Memphis State University in 1974. Ms. Richmond is certified by the American Nurses Credentialing Center in Nursing Administration, Advanced and also as a Clinical Specialist in Adult Psychiatric and Mental Health Nursing. She is a year 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.

2007-2011 Goals

- Excel on national performance measures, implementing innovative strategies for breakthrough performance.
- Lead the national MRSA prevention program.
- Complete major construction project while assuring continuity of services.
- Enhance acute inpatient capacity and expand ICU and tele beds for market use, including enhancements to physician coverage.
- Improve processes to manage patients with stroke, transplant evaluation, breast cancer, and cervical cancer.
- Provide timely and coordinated care to OEF/OIF returnees, assuring access to state-of-the-art equipment and prosthetics.
- Consider outpatient care management for frequent emergency department visitors.
- Establish specialty follow up care at Butler VAMC.
- Assure a safe and stimulating nursing home environment through the Eden model.

