



VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century

SERVING
DESERVING
VETERANS FROM
MID-MICHIGAN
TO THE
MACKINAW
BRIDGE

ALEDA E. LUTZ VA MEDICAL CENTER

ANNUAL REPORT FY 2011



Mission: Honor America's Veterans by providing exceptional health care that improves their health and well-being.

Vision: To be a patient-centered integrated health care organization for Veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner; and a back-up for national emergencies.

Core Values "I CARE "

Integrity Commitment Advocacy Respect Excellence
characterized by being:
Trustworthy, Accessible, Quality Oriented, Innovative, Agile &
Focused on Integration

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Overview of Aleda E. Lutz VA Medical Center



The Aleda E. Lutz VAMC consists of a VHA facility with an independent Community Living Center (CLC), a VA Health-care Annex

providing outpatient mental health and primary care which both are located in Saginaw, Michigan, and Community Based Outpatient Clinics (CBOCs) in Alpena, Bad Axe, Cadillac, Cheboygan County, Clare,

Gaylord, Oscoda, and Traverse City. These facilities provide care to Veterans in the 35 counties of central and northern Michigan's Lower Peninsula.

The VAMC provides primary and secondary medical services, ambulatory surgical services, and outpatient social work, psychology and psychiatric services. Health care is provided through primary care and long-term care areas of medicine, surgery, psychiatry, physical medicine and rehabilitation, dentistry, geriatrics and extended care. The VAMC is

part of the Veterans Integrated Service Network (VISN) 11, which includes facilities in Detroit, Ann Arbor, and Battle Creek, Michigan; Fort Wayne, Marion, and Indianapolis, Indiana; and Danville, Illinois. The medical/telemetry inpatient ward has 33 beds.

The VAMC CLC Center has 120 authorized beds and 81 operating beds. The unit specializes in skilled care, rehabilitation, and palliative care. The CLC also oversees Home-Based Primary Care (HBPC).

Medical Center FY 2011 Statistics:

Total Beds – 108
 CLC – 81
 Acute - 27
 Total Patients Treated as Inpatients - 1,347
 Unique Veterans Served – 30,657
 FY 2011 Outpatient Workload – 309,308

	ACUTE	CLC
Bed Days of Care	2,467	17,340
Average Length of Stay	3.1	31.8
Average Daily Census	7	48

Full-Time Equivalent Employees – 854.9
 Total Medical Budget - \$150,074,750
 Total MCCF Collections - \$7,814,028

Voluntary Service Program:

FY 2011 Donations
 Monetary - \$53,904.81
 Activity - \$39,239,28
 Items - \$159,097.21

GRAND TOTAL
 \$252,241.30

FY 2011 Volunteer Hours
 45,469 Hours

● Medical Center Leadership



DENISE M. DEITZEN
Medical Center Director

Message from the Director:

It has been a busy FY 2011 for VA staff. As you will see in this Facility Annual Report, many new programs have been established, many continue to grow and improve, and we look forward to new initiatives that will enhance the care and services we provide to Veterans. I would like to share with you something very special that happened to Saginaw this year. We are a proud VA and we hope you would agree that our work shows it!

The Aleda E. Lutz Veterans Affairs (VA) Medical Center was named one of the nation’s top performers on key quality measures on September 14, 2011, by The Joint Commission, the leading accreditor of health care organizations in America. The VA in Saginaw was recognized by The Joint Commission based on data reported about evidence-based clinical processes that are shown to improve care for certain conditions, including heart attack, heart failure, pneumonia, and surgical care. The VA was recognized for quality care measures related to pneumonia.

You are probably asking what did we do to meet these measures. Well, a whole lot. The measures for pneumonia included the following: Timely oxygenation assessment of Veterans, appropriate pneumococcal and influenza vaccinations, tobacco counseling, and the timely blood cultures with antibiotic treatment. This is just one example of the care we provide for our American Heroes!



ROBERT DORR,
DO, JD, CHCQM, FAIHQ, ACHE
Chief of Staff



PENNY L. HOLLAND
Associate Director for
Patient Care Services



STEPHANIE YOUNG
Associate Director

Performance Measure Highlights

We are #1 of
405 top
performing
hospitals!

The Saginaw VA Medical Center ranks higher than the average within their VISN and consistently higher than the national average. The Saginaw VA is a recipient of the Top Performer on Joint Commission Key Quality measures for 2010. We are 1 of 405 top performing hospitals.

Awards and Accomplishments in 2011

The Aleda E. Lutz VA Medical Center received the Joint Commission Top Performer in Quality Measures for 2010 for assessment and management of patients with pneumonia.

2010 – Recipient of the National Center for Patient Safety RCA Cornerstone recognition award, Gold Award for Root Cause Analysis processing.

Accreditation Activities

Joint Commission: The Joint Commission performed an unannounced organizational survey at The Aleda E Lutz VAMC on March 23 through March 27, 2009. The four services surveyed were: Behavioral Health Care, Hospital Care, Long-Term Care, and Home Care. All survey findings have been addressed and approved by The Joint Commission. The Aleda E. Lutz VAMC received full accreditation for ALL services on September 10, 2009.

Office of Inspector General: The Office of the Inspector General completed their Combined Assessment Program (CAP) review during the week of March 15 – 19, 2010. Organizational strengths identified included: Quality Executive Board (QEB)/Performance Measures Board (PMB), Code Orange, Veteran and Employee Satisfaction, No Veteran Dies Alone, VISN 11 Telephone Collaborative, and the Rural Health Initiative. The next CAP survey will be in the Spring of 2013.

SOARS: The SOARs team completed their assessment of our medical center during the week of April 13-16, 2010. Many best practices were identified by the team during the 2010 visit.

VHA Information Technology Oversight and Compliance:

Risk Assessment for LAN and VISTA system was completed in March 2011.

Annual FISMA assessment for VISTA, LAN, and PBX systems was completed in May 2011.

Pathology and Laboratory Medicine Service Accreditation Activities include:

February FDA 2009 – excellent review

November 2010 for CAP – Final Report – excellent review

September 2011 Regional Commissioner visit - excellent review

National Health Physics Program Review (Nuclear Medicine) - May 2010 - Exceptional with no findings.

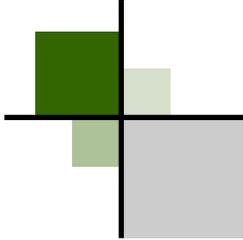
Access Measures

Access			FYTD thru Aug 2011	EOFY 2009	EOFY 2010
% of Patients on Access List > 14 Days from Desired Date (Primary Care). Benchmark=1.0% (PC3) Lower is Better	V11	Saginaw, MI	0.08 %		0.10 %
% of Patients on Access List > 14 Days from Desired Date (Specialty Care). Benchmark=2.0% (SC47) Lower is Better	V11	Saginaw, MI	0.34 %		0.66 %
% New Primary Care Patients (322,323,350) seen within 14 days of appointment desired date. Target set at EOY Sept National Performance = 82.6% or rounded to 83%	V11	Saginaw, MI	91.92 %	52.58 %	85.55 %
% Established Primary Care Patients (322,323,350) seen within 14 days of appointment desired date. Target set at EOY Sept National Performance = 93.5% or rounded to 94%	V11	Saginaw, MI	99.30 %	97.55 %	99.06 %
% New Specialty Care Patient Appointments (the rest of the 47 clinics) seen within 14 days of appointment desired date. Target set at EOY Sept National Performance = 84.1% or rounded to 84%	V11	Saginaw, MI	95.42 %	65.87 %	84.39 %
% Established Specialty Care Patient Appointments (the rest of the 47 clinics) seen within 14 days of appointment desired date. Target set at EOY Sept National Performance = 94.5% or rounded to 95%	V11	Saginaw, MI	99.03 %	95.55 %	97.94 %

Strategic Planning Initiatives

1. Develop and enhance partnerships with community.
2. Expand Planetree principles.
3. Continue Lean training, performance improvement, and project management.
4. Develop workforce plan to address timely hiring, succession planning, and retention.
5. Reduce homeless Veteran population.
6. Increase market penetration to 35% in rural counties.
7. Expand Patient Aligned Care Teams (PACT) to all clinical settings.
8. Open one additional CBOC in FY 2012.

VA Nursing Academy



The Aleda E. Lutz VA Medical Center and partner Saginaw Valley State University (SVSU), along with other Michigan VA Medical Centers and the University of Detroit Mercy are part of the Michigan VA Nursing Consortium. This is one of 15 sites in the nation awarded a grant funded through the Office of Academic Affairs to support nursing education while educating students about Veteran health care needs and enhance VHA nursing recruitment and retention.

In FY 2011, 71 nursing students from SVSU completed at least one of their clinical rotations at the Saginaw VA, while eight additional students went to Detroit's John Dingell VAMC for an inpatient mental health learning opportunity. Students also learned about the unique Veteran health care concerns through simulations where male and female Veterans volunteered to be patients with post traumatic stress disorder, amputations, and military sexual trauma.

Overall, students who are introduced to the VA have very positive perceptions of the VA and are interested in seeking employment within the VHA system after graduation.

Investing in the Future



Educational Affiliations

The VAMC has affiliations with:

- ◆ Synergy Medical Education Alliance, Inc., provides clinical training to physician residents in Internal Medicine. The Medical Center has four rotating residents trained at the Aleda E. Lutz VA Medical Center each month. A disbursement agreement is appropriately in place with Synergy Medical Education Alliance.
- ◆ The VAMC also has an affiliation with Wayne State University and Kresge Eye Institute, which provides clinical training to ophthalmology residents one day per month on a rotating basis.
- ◆ There are also associated health education affiliations with Saginaw Valley State University for nurses, nurse practitioners, and occupational therapists, as well as affiliations with Central Michigan University for Physician Assistants, Dietetic Interns, Recreational Therapy, Psychology, Health Administration, and Audiology; Ferris State University for Pharmacists, Criminal Justice, and Optometry Interns; Delta College for nurses, dental hygienists, and physical therapy assistants; University of Michigan – Flint for nurses and physical therapists; Macomb Community College for physical therapy assistants; Davenport University for nursing; Michigan State University for Social Workers; Madonna University for Nursing; Shenandoah University and Ohio Northern University Working Professionals for Pharm D; and Illinois College of Optometry.

Patient Safety

Patient Safety is of highest priority. The Patient Safety program continues to expand in scope with increasing awareness by staff. Patient Safety is every employee's responsibility and efforts continue to focus on the many areas of care and treatment that is provided at this facility to provide safe care. Efforts are ongoing to create a culture of safety by encouraging employees to report adverse events and close calls, participate in analyzing systems, and seeking out solutions that will enhance patient safety. Focus is on procedures and process rather than individuals. Continued enthusiasm, commitment, and personal involvement at all levels of staff throughout the facility are key to sustaining success in the patient safety program.



Some accomplishments include:

RCA (Root Cause Analysis) - There is a national requirement for a minimum number of RCA reports to be conducted on an annual basis. There must be a total of eight RCA's per year. During FY11, there were five individual RCA's and four Aggregate RCA's conducted for a total of 9 reports. This Facility exceeded the requirements for the number of reviews to be completed and 100% of the reviews were submitted within the required 45-day timeframe. All of the RCA's submitted contained a strong string which includes a strong or intermediate action and quantifiable outcome measure.

HFMEA (Healthcare Failure Mode & Effects Analysis) – An HFMEA is required annually for all accredited areas. An HFMEA on the topic of Hand-Off Communication was conducted during FY11.

Systems Redesign and LEAN Principle Projects

Saginaw became the first facility in our VISN to self-certify in LEAN principles. Eighteen students from the Aleda E. Lutz VAMC have achieved LEAN Certification. In addition, our facility had 101 students complete the Yellow Belt and Green Belt training and 68 attended a one-hour overview in Systems Redesign, Six Sigma, and LEAN.

1. Telephone Support Improvement --- improving call response times and reducing abandoned calls
2. Human Resources Hiring Process --- reducing hiring times
3. Medicine Reconciliation --- simplifying process to further a standardized approach
4. Service Agreements --- patient support and responsibilities between primary providers and specialty clinics
5. Diagnostic Tests, Turn-Around-Time such as Audio, EMG, EEG, Echo, and Ultrasound will first be prioritized by highest volume and longest turn-around time (order to receipt of results). Project(s) will then identify and eliminate wastes in ordering, processing and attaining results.
6. Compensation and Pension --- simplifying process and addressing internal barriers
7. Primary Care Scheduling --- evaluating alternatives to streamline process and incorporate additional voice of the customer
8. Pharmacy Workflow --- reducing waste in handling, set-up times, defects and work-space

Employee Growth Programs

School at Work which enables employees in grades GS 1-5 the opportunity to participate in a training program within structured guidance and coursework allowing them to gain skill in goal setting, career planning and learning about re-entering the academic/college level programs. Four employees graduate from the School at Work program in FY10; and five employees graduated from the program in FY11.



CREW: Civility, Respect, and Engagement in the Workplace was implemented at the Saginaw VA. Staff work hard to communicate, analyze, and improve their teamwork approach and departmental mission with a goal to synchronize for better workplace outcomes.

Employee Activities



Employee Association—An active Employee Association provides for special events, fundraising, and activities for employees and their families. The Employee Association has an Adopt-A-Family program which is coordinated with Social Work Service to assure Veterans and their families receive needed items during the holiday season.

WIN—Wellness is Now, a program for VA employees to enhance their health and fitness, has offered support, activities, exercise, and more. Several employees participate in after-hours exercise classes and track their fitness and health on a dedicated web page. One step toward happier and healthier employees.

VA2K Walk for Homeless Veteran Program

On June 2, 2011, several VA employees provided donations to support the Homeless Veteran program and walked the VA campus grounds in an effort to show their support.



Each year, employees from different Services beautify the VA grounds by Adopting a Garden. There were several gardens designed for all to enjoy during the Summer of 2011.

New and Enhanced Program Initiatives

Tele-Health Enhances Rural Health Opportunities

Tele-Health/Tele-Medicine — The medical center continues to enhance care through increased use of tele-health and tele-medicine initiatives in support of rural health care initiatives. There has been additional equipment and additional tele-health coordinator staff hired to assist with such enhancements. The facility is also implementing tele-dermatology, tele-retinal imaging, and tele-primary care.

Home Tele-Health — is a modality of care where a team of home tele-health providers assist the Veteran with monitoring his or her medical condition through technology, telephone, and home visits. Ultimately, the Veteran can receive care in their own home which may help to promote a better quality of life. The requirements for this type of care are taught to the Veterans so they are extremely involved, have an understanding of their medical condition, and know how to report problems or issues when necessary.



Patriot Place Opens!

The Aleda E. Lutz VA Medical Center's Homeless Program in Saginaw and Community Based Outpatient Clinics have been working with Goodwill Industries of Northern Michigan to provide services to homeless Veterans in the rural communities.

Goodwill Industries of Northern

Homeless Program Initiatives

Michigan was approved for a National Veterans Affairs Grant and Per Diem Award. The Grant and Per Diem Program provides up to two years of transitional living for homeless Veterans. While in the Grant and Per Diem Program, the Veterans will be able to work towards independent living.

Veterans Justice Outreach Program Implemented

The purpose of the Veterans Justice Outreach (VJO) initiative is to prevent homelessness among justice-involved Veterans; these Veterans have significant risk factors and clinical needs. The VJO Specialist at the VA will work with the criminal justice system to ensure that eligible justice-involved Veterans have timely access to Veterans Health Administration (VHA) mental health and substance abuse services when clinically indicated, and other VA services and benefits as appropriate.

Operation Enduring Freedom/Operation Iraqi Freedom

The Saginaw VA provides in-depth evaluation to those Veterans who may be impacted by a TBI and offers the services of a Nurse Case Manager to those diagnosed with a TBI who are struggling to cope with the related symptoms.

The Seamless Transition Team is available to help Veterans as needed with no appointment required. This past fiscal year, the Saginaw VA has seen 1,679 Operation Enduring Freedom/Operation Iraqi Freedom/Operation New Dawn Veterans. We provided case management to 233 Veterans or Active Duty soldiers.

VA Caregiver Support



The VA Caregiver Support program was established to assist post-911 Veterans and their families with care and services to include:

- ◆ In-home and community-based care
- ◆ Respite care
- ◆ Caregiver education and training programs
- ◆ Caregiver support and other services

Saginaw VA Medical Center's Community Based Outpatient Clinics



Clement C. Vanwagoner
Department of Veterans Affairs
Community Based Outpatient Clinic
180 North State Avenue
Alpena, Michigan 49707

Bad Axe Veterans Affairs
Community Based Outpatient Clinic
1142 S. Van Dyke Road
Bad Axe, MI 48413



Cadillac Veterans Affairs
Community Based Outpatient Clinic
1909 N. Mitchell Street
Cadillac, MI, 49601





**Cheboygan County
Community Based Outpatient Clinic
14540 Mackinaw Highway
Mackinaw City, MI 49701**

**Clare Veterans Affairs
Community Based Outpatient Clinic
11775 N. Isabella
Clare, MI 48617**



**Gaylord Veterans Affairs
Community Based Outpatient Clinic
806 S. Otsego
Gaylord, Michigan 49735**



**Oscoda Veterans Affairs
Community Based Outpatient Clinic
5671 Skeel Avenue, Suite 4
Oscoda, Michigan 48750**



**Traverse City Veterans Affairs
Community Based Outpatient Clinic
3271 Racquet Club Drive
Traverse City, Michigan 49684**



Note Worthy Events



Cadillac CBOC

VA Opens Bad Axe And Cadillac CBOCs In FY 2011



Bad Axe CBOC

VA Opens New Healthcare Annex



The VA hosted a ceremony and luncheon for Former Prisoners of War and their guests on Friday, September 16, 2011.



A brief ceremony was held to officially “unveil” the patriotic mural painting in the main hallway of the medical center on September 14, 2011. We invite you to personally view the mural located on the wall near the Canteen entrance on the first floor of the main medical center.

Department of Veterans Affairs

Aleda E. Lutz VA Medical Center
1500 Weiss Street
Saginaw, MI 48602
Toll Free in Michigan
1-800-406-5143



Construction 2011 - Infrastructure Changes for the Medical Center Include

- ◆ Steam to hot water conversion in progress with an expected completion in 2012.
- ◆ Electrical upgrades throughout facility to include electrical closet expansion. Anticipated completion in 2012.
- ◆ Upgrades to heating, ventilation, and air conditioning system in progress with anticipated completion in 2012.



The 2011 Combined Federal Campaign was a huge success with employees contributing to a non-profit agency of their choice a total of:

\$19,522.95

Don't Forget to Visit Us on the
Web at:

<http://www.saginaw.va.gov/>

And Facebook:

www.facebook.com/VASaginaw



www.myhealth.va.gov