

2009 Annual Report



Department of Veterans Affairs

Special points of interest:

- * Overview of Medical Center
- * Workload Statistics
- * Performance Measure Outcomes
- * New CBOCs
- * Out Reach Activities
- * Awards and Recognition
- * Employee Association Activities



Mission, Vision and Values

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

Core Values: Trust, Respect, Excellence, Compassion, Commitment

Vision: To be a patient-centered integrated healthcare 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.

Domains of Value: Quality, Access, Function, Satisfaction, Cost-Effectiveness, Healthy Communities.

Message from the Acting Medical Center Director

It is with great pleasure that I am a part of this medical center's mission in taking great care of Veterans through a variety of clinical services and processes that have been established to provide for the quality and efficiencies in healthcare delivery.



Although my position as Acting Medical Center Director may be brief, I can attest that the staff and volunteers of the Aleda E. Lutz VA Medical Center in Saginaw truly care about their role in improving health and customer satisfaction outcomes for Veterans.

In the past twelve months, Fiscal Year 2009, the medical center has experienced many changes. In October 2008, the Alpena Community Based Outpatient Clinic was opened and in May 2009, the Clare Community Based Outpatient Clinic was opened. Both clinics have provided needed access to primary care and mental health services for Veterans in rural counties.

Within the coming Fiscal Year 2010, additional Community Based Outpatient Clinics will be opened in Bad Axe, Cadillac, Cheboygan, and Grayling, which will provide care closer to home for thousands of Veterans in those areas.

The medical center is awaiting the selection of a new Chief of Staff and the new Medical Center Director, selection has been announced. Ms. Denise Deitzen has been appointed to serve as the Director, Saginaw VA Medical Center effective December 6, 2009; which will complete the ensemble of top leaders for the medical center.

The medical center continues to rank very high in meeting many clinical and administrative performance measures, ascertaining that we are implementing processes and monitoring compliance with a multitude of healthcare standards and VHA guidelines; ultimately impacting patient care outcomes in a positive fashion.

With that being said, I'm proud to have been named Acting Medical Center Director and look forward to my work with the Aleda E. Lutz VA Medical Center staff in my continuing position as Veterans Integrated Service Network (VISN) 11 Quality Management Coordinator.

JAMES RICE
Acting Medical Center Director



"I can attest that the staff and volunteers of the Aleda E. Lutz VA Medical Center in Saginaw truly care about their role in improving health and customer satisfaction outcomes for Veterans."

Overview of Aleda E. Lutz VA Medical Center



The Aleda E. Lutz VAMC consists of a single VHA facility with an independent Community Living Center (CLC) located in Saginaw, Michigan and CBOCs in Alpena, 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 inpatient ward has 25 beds and the intensive care unit has 8 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.

Medical Center FY 2009 Statistics:

Total beds – 114
 CLC – 81
 Acute - 33
 Total Patients Treated as Inpatients - 1,403
 Unique Veterans Served – 27,444
 FY 2009 Outpatient Workload – 247,346

	ACUTE	CLC
Bed Days of Care	2,956	20,011
Average Length of Stay	3.1	41.2
Average Daily Census	8.8	54.8

Full-Time Equivalent Employees – 822.5
 Total Medical Budget - \$120,668,494.00
 Total MCCF Collections - \$8,059,606.87

Volunteer Hours, Donations, and Activities

353
 Regularly Scheduled Volunteers

39,517
 Volunteer Hours Contributed

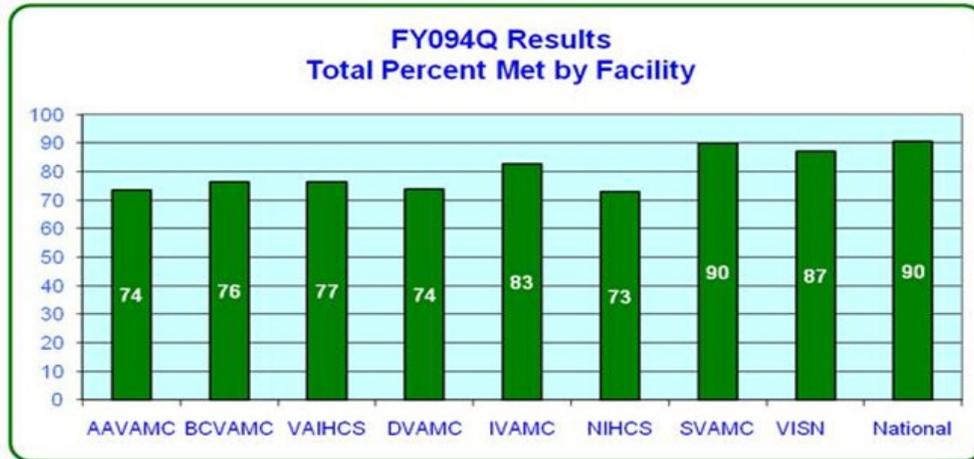
Total Monetary and Non-Monetary Contributions
 \$252,603.45



Performance Measures Outcomes:

The Saginaw VAMC led VISN 11 facilities in meeting 90 percent of the performance measures, which has exceeded the VISN average and has met the National average.

Overall, we have consistently met access measures, SHEP measures for patient satisfaction, and Congestive Heart Failure (CHF) measures, with the CHF aggregate receiving a gold star, which is the highest aggregate score you can receive.



The Saginaw VAMC was ranked #1 in their complexity level group (3) in the 10N Complexity Report for Fiscal Year 2009, Fourth Quarter and was ranked #2 overall in Veterans Healthcare Administration out of 139 medical centers. The performance outcomes for Saginaw were noteworthy and staff should be proud of their accomplishments.

Patient Safety Culture Survey:

The results of the survey indicate that the Saginaw VA is likely to have a healthier patient safety culture than what is normal relative to the VHA in 2009.

The 2009 Patient Safety Culture survey was completed by 233 employees in January/February 2009. Survey results for this facility exceeded the VHA average in all of the 15 patient safety dimensions except Dimension 4 (Shame) which was slightly below the VHA average. The results of the survey indicate that the Saginaw VA is likely to have a healthier patient safety culture than what is normal, relative to the VHA in 2009.

As a result of the lower score in Dimension 4, Patient Safety developed and presented a comprehensive presentation that was offered to Saginaw VA leadership on October 21, 2009, in two different sessions, and had very good attendance. Key components of this presentation included 1) the history of patient safety and creating a "culture of safety", 2) Culture of Safety Survey results, which included sections on leaderships approach when human errors are made and 3) Effective Leadership is critical to preventing medical errors.

**QEB October 2009
SHEP Summary (Through 3rd Quarter 2009)**

SHEP: The CAHPS-based Overall Quality questions for inpatient and outpatient settings feature a 0 - 10 rating scale. This report includes the % choosing the top three responses (8, 9, or 10), as well as the % choosing the top two responses (9 or 10), which is the reporting standard for the VHA that also mirrors the CAHPS reporting standard outside VHA.

Saginaw overall continues to be above average in all five measures.

Facility Name	InPat Overall Quality	OutPat Overall Quality	Provider Wait Time	Getting Care Quickly- Established Patients (%)	Getting Care Quickly- New Patients (%)
National	62.7	57.5	78.6	78.7	79.7
VISN 11	68.7	57.7	79.9	84.1	84.0
SAGINAW	81.2	64.6	85.8	95.3	86.7
Targets	60%	51%	81%	80%	79%

Outreach Activities:

Minority Veterans Outreach - To inform minority Veterans on an ongoing basis of the VA benefits and services they are entitled to under the VA Healthcare System.

DoD PDHRA Outreach - The Saginaw VA is actively participating in the DoD PDHRA programs at Reserve and Guard locations by providing information on VA care and benefits, enrolling Reservists and Guardsmen who have served in combat in the VA healthcare system, and arranging appointments for referred service members.

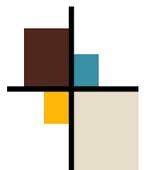
OEF/OIF Outreach – Attending job fairs, Pre-Deployment events, Post-Deployment events, and working closely with local Vet Center to assist newly discharged OEF/OIF Veterans with healthcare and benefit needs.

Suicide Prevention – Educating Veterans and stakeholders to reduce suicide among veterans.

Compensated Work Therapy – Building Career Relationships in the Community.

Mental Health Recovery – Educating community agencies on enrollment, benefits, and services available to Veterans at the VA Medical Center.

Former Prisoners of War – Encouraging former Prisoners of War in the community to join monthly support groups and seek care at the VA Medical Center.



2009 Aleda E. Lutz VAMC All Employee Survey

AES Response rate for 2009: VISN 11 was 70.7% and Saginaw was 95.4%.

Job Satisfaction Index (JSI)

Saginaw VAMC was meaningfully and significantly higher than VISN 11 averages for 31% (4 out of 13) of the JSI factors.

In 2009 as compared to 2007...Saginaw VAMC had meaningful and significant increases for 62% (8 out of 13) of the JSI factors.

Organizational Assessment Inventory (OAI)

Saginaw VAMC was meaningfully and significantly higher than VISN 11 averages for 35% (7 out of 20) of the OAI factors.

In 2009 as compared to 2007...Saginaw VAMC had meaningful and significant increases for 50% (10 of the 20) of the OAI factors.

Organizational Culture

Saginaw VAMC was meaningfully and significantly above the VISN averages on Group, Entrepreneurial and Rational factors.

In 2009 as compared to 2007...Saginaw VAMC had meaningful and significant increases on Group, Entrepreneurial and Rational factors.

Actions: Three workgroups were identified as high priority areas. Of the three workgroups, two are nursing. The actions being taken by these workgroups are as follows:

ICU: Low scores in Job Satisfaction, Organizational Assessment and Culture. Focus will be on:

JSI - Senior Management (visibility of senior management & disseminate SHEP scores)

OAI - Psychological Safety (provide a safe forum for employees)

Culture - Entrepreneurial (survey employees for improvement ideas)

SCR1: Low scores in all 3 factors. Focus will be on:

JSI - Praise

OAI - Psychological Safety (provide a safe forum for employees)

Culture - Group (find creative ways for workgroups to work in teams to complete a project)

Medical Service NP's: Low scores in all 3 factors. Focus will be on:

JSI - Supervision (2x2 meeting – plan in 2 meetings with this workgroup to take 2 actions that are under their direct control)

OAI - Work/family balance (forum to discuss employee needs)

Culture - Entrepreneurial (survey employees for ideas to improve)

This is the second consecutive year Saginaw has had a response rate above the >90%, so the results are truly reflective of our staff. In the JSI, OAI and Culture components, Saginaw had higher than national and VISN average scores in all areas. We have significantly higher responses in 14 of the 38 categories with no decreases.

Saginaw will continue to monitor the workgroups' plans. The status of implementation will be reported to the VISN on a quarterly basis. We will also participate in a mid-fiscal year meeting to discuss implementation status of these action plans. All Employee Survey results have been discussed at Quality Executive Board meetings, staff meetings, and Town Hall Meetings. Findings and progress reports will be shared with these groups throughout the fiscal year.

Awards and Recognition:

2009 – 3rd In Nation For Best Access Scores

2009 – 95% Score On All Performance Measures

2009 – National Presentation to VISN Directors for Code Orange Process
(In The Prevention Of Suicide/Homicide)

2008 – Cornerstone Recognition Award (Bronze) was awarded to this facility from the National Center for Patient Safety. This is an annual recognition program to recognize facilities who meet and exceed requirements for Root Cause Analysis.

2008 – The facility earned the U.S. Environmental Protection Agency's (EPAs) prestigious ENERGY STAR, the national symbol for protecting the environment through superior energy performance.

2008 - Saginaw was selected as one of six sites nationally to participate in the VA Nursing Academy. This program is collaboration between Saginaw Valley State University and our VA. The purpose of the program is to increase the number of nursing students that the university can enroll by increasing the number of qualified instructors. The VA is paying the salary for two additional instructors, and we are using the VA as the clinical site for these additional students. This increases the exposure of the students to VA health care, and serves as a recruitment tool for the medical center.



Plane Tree Initiatives:

The Saginaw VAMC continued to implement a Veteran Centered Care environment (e.g.; Planetree concepts) at our medical center during FY 2009. It is our goal that all patients will receive the highest quality medical treatment in a peaceful, caring atmosphere and will be treated at all times with dignity and comfort. We will strive to provide personalized

care for our patients and their families. At the same time, we will also strive to create an organizational culture that supports and nurtures the emphasis of human beings caring for other human beings. Construction projects put the needs of our patients at the center of every design decision and we have tried to incorporate design factors into the patient care environments

that patient and staff satisfaction scores will increase, patient outcomes will improve, and over time, our employee turnover will also decrease.



Accreditation Surveys and Outcomes:

March 2009 – Our most recent Joint Commission survey was completed on March 27, 2009.

Pathology and Laboratory Medicine Service Accreditation Activities include:

December 2008 for CAP - excellent review

February FDA 2009 - excellent review

EDUCATIONAL AFFILIATIONS - *The Aleda E. Lutz VAMC Has Affiliations With:*

- ⇒ The medical center director is on the Central Michigan University Developmental Executive Board to establish a Medical School in the Saginaw area.
- ⇒ Michigan State University School of Human Medicine and Synergy Medical Education Alliance, Inc., which 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 and Dietetic Interns; Ferris State University for Pharmacist and Optometry Interns; Delta College for nurses, dental hygienists, and physical therapy assistants; Michigan State University for Social Workers; Shenandoah University and University of Florida Working Professionals for Pharm D; and Illinois College of Optometry.

Allied Health Academic Affairs:

- ⇒ Placement of Administrative Summer Students seeking internships for experiential requirements.
- ⇒ Increased participation with Saginaw Valley State University in Nurse Practitioner clinical rotations.

Construction 2009 - *Infrastructure changes within the medical center included:*

- * Complete Renovation of the Veterans Canteen Service Retail Store
- * Expansion of the Optometry Exam Room Space
- * Design Upgrades to Implement an Inpatient Blind Rehabilitation Program
- * Renovations to Primary Care Space from Two Exam Rooms to Three Per Provider
- * Enhancements to Space for New Gamma Camera Equipment

Special Programs: *Innovative Programs (designed to improve clinical quality of care)*

The medical center is enhancing care through increased use of tele-health and tele-medicine initiatives in support of rural healthcare initiatives. Additionally, the medical center has implemented a low vision blind rehabilitation program.

The medical center has implemented a clinic concept called the “Innovative Clinic”. This clinic will incorporate a truly integrated multi-disciplinary care concept within one clinic whereby the Veteran will not have to travel throughout the facility to have all of his/her care needs met.

Centralized check-in has been implemented within the main lobby of the medical center. This will assist in streamlining patient flow throughout the medical center and provide one-stop service to Veterans who have multiple appointments in one day.



The medical center supports a staffed telephone call center. All phone calls are filtered through the call center in an effort to provide administrative support for clinic scheduling as well as clinical nurse triage. The call center has decreased dropped and missed patient calls, and has minimized interruptions in the clinic by having all patient calls routed to a dedicated call center staff.

Code Orange Program

National Best Practice

We have developed a **CODE ORANGE** process to ensure safe handling of patients with suicidal or homicidal ideation or threats, which has been recognized as a best practice. We modeled the process after the CODE BLUE (medical emergency) concept, which all staff understands. We wanted them to place the same emphasis on mental health emergencies to ensure the best outcome for our patients. The team members have pagers that alert them to respond to the area where the patient is receiving care, eliminating the need to move the Veteran around the medical center. The team completes the assessment, including the harm risk assessment, implement 1:1 observation, and determine the correct care setting for the patient. The process has been successful throughout the organization, including the CBOCs and the Call Center because all staff were educated and understand the emergent nature of the suicidal/homicidal patient and the correct actions to take to protect the patient and the staff.





Customer Service Events: “Adopt a Garden”

“Adopt a Garden” Program - Employees Beautify VA Grounds As Part of Veteran-Centered Care and Customer Service Enhancements

Services were invited to adopt a garden plot to help beautify the VA grounds. There were a total of 17 gardens, and services were eager to compete for the best garden, which was be judged in August.

Employees got busy planting their gardens, and we enjoyed watching them grow. These gardens provided enjoyment for staff, visitors, and Veterans alike.

Employee Association and Combined Federal Campaign – Employees Give Back

Employee Association - The Saginaw Employees’ Association “adopts” multiple veteran families each year during the holiday season. Referrals come from our Social Workers. Last year we provided 13 gift cards for veterans to purchase gifts and a holiday meal for their families. In an effort to raise money for this year’s families we have:

- ◆ had monthly Cinnamon Roll/Bake Sales
- ◆ sponsored a VA Employee Association motorcycle run in June with about 25 participants, and sold specially-designed shirts for the run.
- ◆ held two silent auctions this summer, with new and used items donated by our staff.

Additional fundraising activities will include the annual chili cook-off which is planned for November. Proceeds from these events are earmarked for veterans’ holiday gift cards.

Our great organization donated money and school supplies for 22 backpacks and an additional 60 Activity Time bags.

Four of the backpacks were delivered to the active duty Sailors and Soldiers of the Naval Operational Support Center Saginaw (2 Navy/2 Marine) and 18 were given to the social workers for distribution to our Veteran patients.

We received far more school supplies than we ever anticipated and assembled 60 Activity Time packages for Veteran’s children. These packages will be distributed to Veteran patients who often times bring their children with them to appointments, the Ambassadors (Voluntary Service) and the Social Workers will have packages available for distribution.

Combined Federal Campaign – The medical center strives each year to exceed it’s previous year’s contribution goal, and have successfully done so for the past two years. Most recently, medical center employees contributed \$10,678 to non-profit organizations of their choice.

Special Events:

Veteran's Appreciation/Welcome Home Held August 15, 2009

The staff of the Saginaw Vet Center along with many staff from the Saginaw VA Medical Center hosted a very successful Veterans' Appreciation Day & Welcome Home for Operation Enduring Freedom/Operation Iraqi Freedom Veterans on Saturday, August 15, 2009. The efforts that

everyone put into planning, as well as all of the volunteers who were there to make the day enjoyable for our Veterans, was wonderful. A steady stream of Veterans, accompanied by family members, came to Haithco Park in Saginaw and were able to enjoy music, food, games, and swimming. Information on enrollment, benefits, claims,

and hospital services was available and very much appreciated by the Veterans. The Veterans had high praise for this effort in giving back to them and letting them know how much we appreciate their service to our country.

POW*MIA Day Program Held September 17, 2009

Voluntary Service coordinated the annual POW*MIA Day Program with sponsorship by the Marine Corps League Auxiliary. Former POWs and their guests enjoyed a steak dinner and were served by employees and members of the auxiliary. A local author and army Veteran delivered the keynote address. Interestingly, Lowell Thomas has coordinated a trip for World War II Veterans in the community that retired from DOW Corporation to go to Washington, D.C., to see the World War II Veterans Memorial. It was an emotional, gratifying trip for the Veterans.



New CBOC's - Ribbons Cutting Pictures and Articles

Aleda E. Lutz Opens Northern-Most Community Based Outpatient Clinic in Alpena, Michigan



Mr. Gabriel Pérez and Senator Debbie Stabenow are joined by Mrs. Clement Vanwagoner during the Opening Ceremony of the CBOC in Alpena named in dedication to her husband.

After months of preparation and much anticipation, the newly established Community Based Outpatient Clinic in Alpena opened on October 6, 2008. Veterans will receive primary medical care, assessment and treatment for mental health, physical therapy, and home-

based primary care. The clinic has been beautifully built and decorated and Veterans and staff alike are already giving it rave reviews.

VA Medical Center Opens New Community Based Outpatient in Clare, Michigan

The Clare Community-Based Outpatient Clinic (CBOC) celebrated its opening on May 8, 2009 with several hundred guests in attendance. The clinic will provide primary care, mental health assessments and treatment, and home-based primary care services. Mr. Gabriel Pérez, Medical Center Director, served as the emcee for the event while the keynote address was delivered by The Honorable Tim Moore, Michigan House of Representatives. Other special

guests included Mr. Michael Finegan, VISN 11 Network Director; Brigadier General Carol Anne Fausone, Michigan Department of Veterans Affairs; William Caul, Michigan House of Representatives; and United States Congressman Dave Camp. The clinic is an impressive addition to our network and will provide access to clinical services for Veterans in Clare and surrounding counties for years to come.



Mr. Gabriel Pérez, Congressman Dave Camp, and Brigadier General Carol Anne Fausone cut the ribbon at Clare CBOC Opening Ceremony.

Community Based Outpatient Clinics

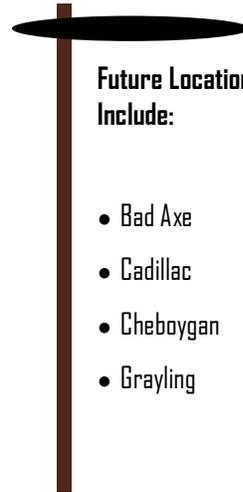
**Clare Veterans Affairs
Community Based Outpatient Clinic
11775 North Isabella Road
Clare, MI 48617**

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

**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**



**Future Locations for CBOCs
Include:**

- Bad Axe
- Cadillac
- Cheboygan
- Grayling



**Clare Veterans Affairs
Community Based Outpatient Clinic**



**Clement C. Vanwagoner
Department of Veterans Affairs
Community Based Outpatient Clinic**

Department of Veterans Affairs

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



2010 Projects

Mental Health Annex - The medical center is pursuing bids for a Mental Health Annex to support mental health staff and clinic space. This is expected to be open late June 2010.

New Signage - New signage for the medical center and all CBOCs is currently in contracting. This will provide for consistent signage throughout the medical center.