Annual Report
FY2019
Coatesville VAMC

VA

U.S. Department of Veterans Affairs

Veterans Health Administration

Coatesville VA Medical Center

Leadership Message

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LEADERSHIP

Fiscal year 2019 concluded another remarkable year of providing excellent care at Coatesville VA Medical Center. Guided by the VA's ICARE values of Integrity, Commitment, Advocacy, Respect and Excellence, our staff provide coordinated, cutting-edge and compassionate care to Veterans every day. This annual report highlights not only that care but also the partnership with our community volunteers in putting Veteran's first (detailed on page 7).

This year, we worked hard on improving Veteran care by concentrating on our strategic goals of providing state-of-the-art-Veteran-centered care, creating healing environments and engaging employees.

State-of-the-Art, Veteran Centered Care

Through collaboration with neighboring VAMCs, we expanded specialty services to Veterans. In meeting VA's modernization priority, we obligated $25 million in construction funds, opened the Delaware County CBOC in Newtown Square and signed a lease to relocate the Spring City CBOC to a much larger facility in West Norriton, Montgomery County. We are VISN leaders in VA Video Connect or VVC for Home Based Primary Care and Mental Health appointments. When a Veteran calls to cancel an appointment, they are offered same day virtual appointments in lieu of cancelling.

Creating Healing Environments

We adopted the Montessori approach by creating a feeling of 'home' in the CLC. This model emphasizes relationship building and socialization among residents. We emphasized recovery-based care for Veterans with PTSD, substance abuse or other mental health modalities. Recovery-based care complements our Whole Health program. Together, these programs include; acupuncture, yoga, Tai-Chi, meditation, animal-assisted therapy and a guitar club.

Engaging Employees

The All Employee Survey (AES) results helped us focus on employee engagement; specifically, recognition and civility. The Employee Engagement Committee held monthly First Friday events for all employees, created a Sunshine Cart that brings snacks to workgroups and we re-established an Employee of the Month program. We have an Organizational Development Coordinator who meets with workgroups to improve communication and trust within those workgroups. Our Lean Management model engages employees in driving performance improvements.

In closing, to all our employees, volunteers, stakeholders, friends, and partners, thank you for your unwavering support to accomplish our shared goal of improving the health and welfare of our Veteran population. Together we will continue to deliver exceptional health care that our Veterans deserve.

Excellence in Veterans Care

★★★★★ **Facility 5 Star Quality Rating**

★★★★★ **CLC 5 Star Raiting**

Awarded Federal Green Challenge Award for Recycling and Reuse

Accreditation Status

CARF International awarded a three year accreditation for:

- Community Employment Services
- Employee Development Services
- Services Coordination
- Residential Treatment

An organization receiving a Three Year Accreditation demonstrates its commitment in offering programs and services that are measurable, accountable , and of the highest quality.

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CVAMC Services

Specialty Care Outpatient Services

Audiology and Speech Pathology
Compensation and Pension
Endocrinology
General and Plastic Surgery*
Infectious Disease
Laboratory
Optometry
Orthopedics*
Pain Management
Pharmacy
Physical Medicine and Rehabilitation
Podiatry
Pulmonology
Radiology
Respiratory/Sleep Disorder Clinic
Rheumatology*
Tele-Dermatology
Urology*
Women's Health/Gynecology*
Wound Management

Primary Care Outpatient Services

Primary Care is delivered through Patient Aligned Care Teams
Management of acute and chronic medical conditions
Preventive Care, Screenings and Routine Immunizations
Home Based Primary Care
Health Promotion and Disease Prevention
MOVE! Weight Management
24/7 Nurse Help Line

Telehealth and Connected Care Services

Mental Health Services

Acute Inpatient Psychiatry
Biofeedback
Mental Health Intensive Case Management
Military Sexual Trauma
Neuropsychology
Outpatient Mental Health
Psychosocial Rehabilitation and Recovery Center
Residential Rehabilitation Treatment Programs
Veterans Crisis Line

Geriatrics and Extended Care Services

Home Health Aide Services
Inpatient Hospice
Medical Foster Home
Mobile Veterans Program
Short Stay Skilled Care

Whole Health Services

Acupuncture
Chiropractic Services
Meditation
Tai Chi
Yoga

Social Work Services

Caregiver Support
Homeless Outreach
Intimate Partner Violence
Polytrauma
Suicide Prevention
Transition and Care Management
Veterans Justice Outreach

*** Indicates services through the Eastern Market Collaboration**

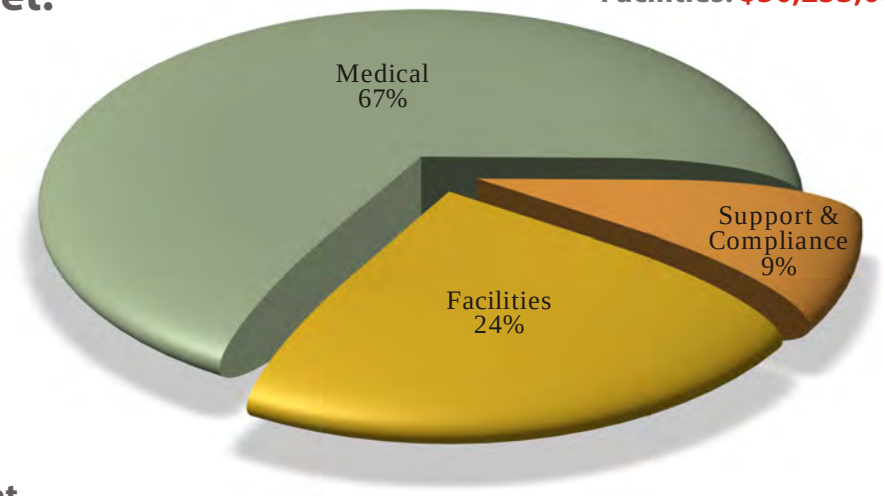
Services Expanded through VISN 4 Eastern Market Collaboration

Coatesville VAMC is continuing to expand its partnerships with Philadelphia and Wilmington VAMCs to increase the specialty services offered on site and to keep care within the VA. During FY19, CVAMC began to offer services in Rheumatology, General and Plastic Surgery, Orthopedics, Urology, Endocrinology and Gynecology. Approximately 67% of Coatesville patients referred to specialties provided through the Eastern Market initiative have remained with the VHA.

2019 Financial Statistics

Total Operating Budget:
$208,632,000

Medical: $139,519,000
Support & Compliance: $18,860,000
Facilities: $50,253,000



Operating Beds: 302

Mental Health Beds: 28
Residential Rehabilitation Treatment Program Beds: 148
Community Living Center Beds: 126

Veteran-Patients:

Admissions (including observation): 2,240
Unique Patients: 18,860
Male: 17,784
Female: 1,076
Outpatient Visits: 231,168
Primary Care Management Module Uniques: 18,860

Virtual Care:

Encounters completed via Telehealth: 8,276
Telemental health care encounters: 1,760
Unique Veterans who used secure messaging: 1,788

Employees:

Total: 1,233
Employees who are Veterans: 287
Nurses: 346
Physicians: 38

Outpatient Clinics:

Delaware County CBOC
3,226 Unique Patients
11,645 Outpatient Visits
Spring City CBOC
2,754 Unique Patients
9,149 Outpatient Visits

Research:

Projects: 12
Funding: $39,521

Voluntary Service:

Volunteers: 306
Volunteer Hours: 31,529
Youth Volunteers: 22
(see page 7)

Outreach Events:

Outreach teams attended 54 community events

Construction & Renovations

Opening of Delaware County VA CBOC

Coatesville VA Medical Center opened the Delaware County VA outpatient clinic in Newtown Square on November 15, 2018 and began seeing Veterans on November 19, 2019. The new CBOC is 9,300 square feet and offers 12 dedicated exams rooms, five mental health consult rooms, and virtual care capabilities. Services provided include primary care, mental health care, women's health care, social work services, home-based primary care, telehealth, laboratory, and transportation services.

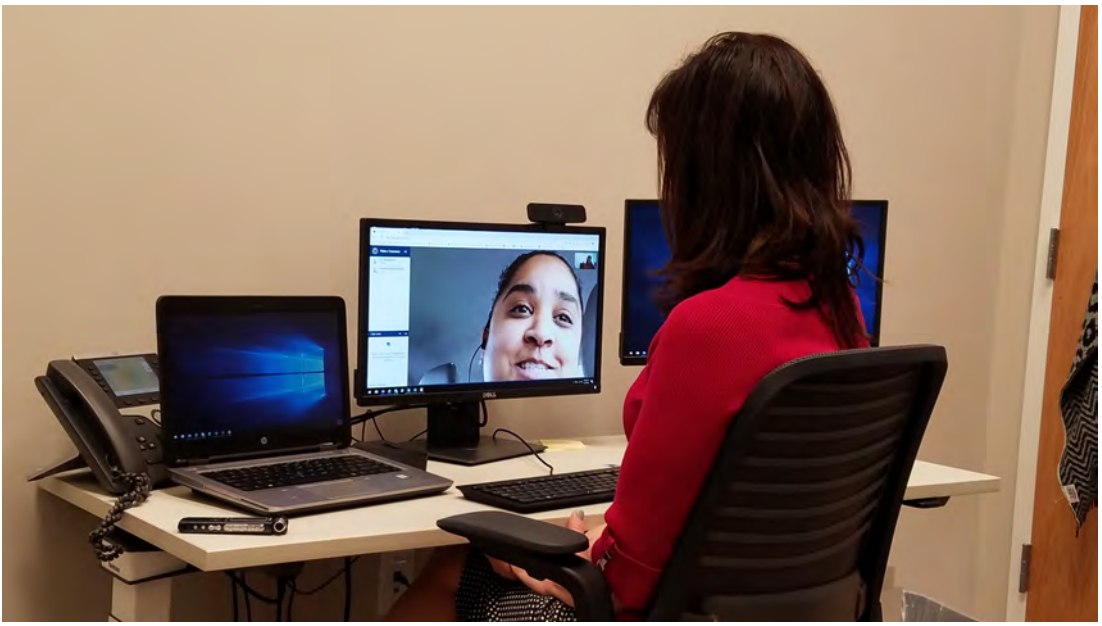
Access to care starts with the right care environment. In support of the maintenance and modernization of our campus, over $25 million in construction funds were awarded last year. Funded projects included:

- Renovations to Building 1 for Health Administrative Service, Dental and Quality Improvement
- Renovations to Building 58 for Home Based Primary Care and Nutrition & Food Service
- Design plans for Building 4 for Mental Health Outpatient
- Steam and condensate infrastructure improvements
- Update of the 59B Community Living Center unit

Advancing Virtual Care

Virtual care services is a rapidly growing care delivery method. Healthcare providers can see Veterans remotely when and where they want. It increases access to care across the broader community by reducing the burden of travel, reducing no-show rates and missed opportunities. Veterans have used telehealth for 8,276 times, tele-mental health 1,760 times, and secure messaging 1,788 times.

In FY19, CVAMC Home Based Primary Care (HBPC) team has taken initiatives to complete video visits in home with Veterans and/or Caregivers. Upon admission to the HBPC program, Veterans and Caregivers are assessed for their interest and willingness to receive a VA issued tablet to use for Clinical Video Telehealth (CVT) and to improve the Veteran experience with their team including the use of MyHealtheVet. Out of 285 HBPC appointments, 151 were CVT appointments, leading VISN 4 by 53%. This year CVAMC began providing mental health services through CVT to Veterans at the Norristown Vet Center.



VA Video Connect (VVC)
We are breaking new ground with VA Video Connect (VVC) telemental health appointments. VVC replacement appointments are being offered to Veterans when they call to cancel their face-to-face mental health appointment.

Telehealth services provided

- Tele-dermatology
- Tele-cardiology
- Tele-sleep study
- Tele-diabetic retinal screening

Clinical Video Telehealth services

- Mental Health
- Clinical Pharmacy
- *MOVE!*
- Reumatology
- Neurology

Emphasizing the Community in "Community Living Centers"

Our Community Living Center (CLC) specializes caring for Veterans with Dementia and Cognitive impairment. In early 2019, we adopted the Montessori and Home-like models for cultural transformation. Both had a significant impact on reducing challenging behaviors, declines in function, and falls.
The Montessori Activity Programming was adopted to help our residents live their most engaging lives, enabling them to connect with others, explore individual interests, learn new things and to regain "lost" abilities. This approach guides staff to interact with Veterans in ways that foster mutual respect and reduce stress. One Veteran reconnected with his musical interests in playing the harmonica and another assists our Chaplain by serving as Deacon, and offering to lead prayer.

Mental Health Recovery Program

Whole Health

VA's integrative health care philosophy started as one of many tools to combat Veteran suicide, opioid addiction, PTSD, and other mental and emotional complexities our patients may experience.

Whole Health's cutting-edge approach centers around what matters to the Veteran. This means the Veteran's health team will get to know the Veteran as a person, before working with them to develop a personalized health plan based on their values, needs, and goals.

We look to help Veterans live a whole life approach by equipping them with the tools to take charge of their health by eating healthy, exercising, and to be there in mind and body. These methods have shown to help with many common experiences such as stress, pain and weight management.

Whole Health encounters have grown to 1,610 in 2019 for Veterans seeking health care options including acupuncture, yoga, Tai -Chi, meditation, animal-assisted therapy, and Whole Health coaching.

Guitar Club: A Veteran Lead Opportunity

Recovery oriented clubs are instrumental in providing a powerful innovative opportunity for Veterans to transition from a patient in therapy to a Veteran volunteer "leading programs," and as such, continue to share a talent while helping other Veterans. The guitar club was inspired by a Veteran who achieved therapeutic success and who wanted to be active by offering Veterans a new experience. Regardless of their skill level, there is a place for a Veteran in the guitar club.

Veterans learn to play the guitar, connect, build friendships, find value and purpose. The club has been very successful in recruiting participants and some Veterans shift from being participants to actively assisting instructors.

The community has been essential in donating guitars as well as providing a generous $5,000 grant to sustain the guitar program.

Voluntary Service

We benefit from a very engaged and generous community. More than 300 regular volunteers gave 31,529 hours this year.

Donated Structural Projects:

- Lowes Heros Program: Kitchenette Construction for 39 SATU
- David's Drive 831 playground set for children visiting Veterans
- Eagle Scout project wheelchair accessible vegetable garden

Lowes Heros Program

Top 5 Volunteer Assignments

Drivers for DAV Veterans Transportation Network
20 drivers assigned to support transportation needs
Red Coat Ambassador Program
46 volunteers assigned to greet & assist customers
Hospice
Assist with feeding and general needs of inpatients
Recreation Support
Assist with recreational activities and socialization
Clinic Commuter Drivers
Provides a lift for Veterans from parking lot to clinic entries

Red Coat Ambassador , A. Kraft

Top 5 Community Partners

Tails of Valor
Veterans training future service dogs for Veterans
Boy Scouts of America
Eagle Scout projects enhance campus life
(two projects: raised garden planters & clothing drive)
David's Drive 831
Donation of play-set for visiting families; distributed 1,000 holiday gift packages; Support health and welfare of patients through ongoing activities and donations
Knights of Columbus
Sponsorship of welcome carts for HUD-VASH; supporting cookouts and recreational activities
Veterans of Foreign Wars (Post 837, 845, 928, 1564, 4480)
Supporting and hosting the Mobile Veterans Program

Volunteers:
306
Volunteer hours:
31,529
Recruited:
92
(22 Youth)
Monetary Donations:
$96,935
Non-monetary Donations:
$752, 855

Deep Sea Fishing Trip

Top 5 Corporate Partnerships

PA Energy Corporation
Area beautification and organizing clothing room
Transportation Mgmt. Association of Chester County
1,500 holiday gifts donated to residential program Veterans
Ametek & Superior Tube Company
Significant monetary donation for recreational activities
Veltek
Significant monetary donation to Veteran programs
Wegmans
Sponsorship of activities & donations

Eagle Scout Garden Box Project

Performance Improvement Through Lean Management

Our pursuit to becoming a Lean Organization is in its third year. As you know, we are modeling our Lean Management Culture after the Toyota Production System, focusing on efficiency and safety through standard work and the minimization of waste. Many of our managers have been trained in Lean and this year a faculty member from the University of Tennessee taught a Lean applied to business practices class to a group of managers. Each attendee chartered a Lean project using the skills they learned in the class.

Lean projects helped us gain efficiencies in several areas. Our Nutrition and Food Service used standard work, a hallmark of Lean, to reduce costs within the service. The savings were reinvested into improving the patient dining experience by offering healthier food options including greater variety of fresh fruits and vegetables, antibiotic free chicken, full salad bar at lunch and dinner, as well as made to order omelets at breakfast and grilled to order sandwiches during lunch.

We received 8 submissions for our first Lean 5S competition. Before and After pictures were judged on how well a work area was Sorted, Set in place, Shined, Standardized and Sustained in an organized and efficient manner. Ivy Jackson (pictured on page 9) and her team in Health Administration Service won first place for their work on the medical records room. Claresa Whitfield (Facilities and Engineering service) and Scott Nemeth (Geriatrics and Extended Care) received runner-up recognition for their projects. We are looking forward to similar competitions as we continue to become a Lean Organization.

Transportation Services

Veterans unable to drive or who lack resources to get to their VA scheduled appointment have the option to arrange free transportation services through the Veterans Transportation Service (VTS) or Disabled American Veterans (DAV) Transportation Service.

Veterans Transportation Service

Covering Chester, Delaware, Montgomery and Bucks county area, VTS has managed 8,506 trips this year for Veterans in need of transportation to get to their medical appointments.

Disabled American Veterans

Transporting Veterans to their appointments to local VA medical facilities and augmenting the VTS program are our DAV Volunteer drivers, who have completed a total of 445 trips in FY19.

Awards

EPA Award

CVAMC accepted the U.S. Environmental Protection Agency's Federal Green Challenge award for the federal facility to make the largest increase in recycling and reuse within the Mid-Atlantic Region. This is the second time in four years we have won in this category! We were recognized for recycling 1,450 tons of materials and another 17.5 tons of wood waste including all grass clippings, leaves and wood from downed trees, which was shredded into compost.

VISN 4 Director's FY19 Q4 I CARE Award

Gina Lucchesi, [a MSW, LSW] went above and beyond with case management services for a homeless Veteran, and ensured that she fully respected his individualized goals, priorities, and dignity. Her commitment, advocacy, and dedication to recovery-oriented care led to a successful and positive outcome for this Veteran.

ESGR Award

Employee Support of the Guard & Reserve recognizing Connie Beldon as a patriotic employer.

LEAN Award

Ivy Jackson and her team were recognized for efficiently organizing the records storage room.

Employee Engagement Activities

First Friday Activities

Sunshine Cart

Employee of the Year Linh Ho

Special Events

Purple Heart Recipient Veterans: Grand Marshals for Veterans Parade

Honoring CLC Veteran on Veterans Day

Huey Helicopter Landing in Honor of Vietnam Commemoration Event

Former WWII POWs Honored

Congresswoman Chrissy Houlahan's Visit

Doctor's Day

Coatesville Veterans Affairs Medical Center
1400 Blackhorse Hill Road • Coatesville, PA 19320
610-384-7711 I 800-290-6172

Delaware County Community Based Outpatient Clinic
4883 West Chester Pike • Newtown Square, PA 19073
610-383-0239

Spring City Community Based Outpatient Clinic
11 Independence Drive • Spring City, PA 19475
610-383-0239

Veterans Crisis Line
1-800-273-8255 PRESS 1

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Facts and figures represented in this report are Fiscal Year 2019 data.