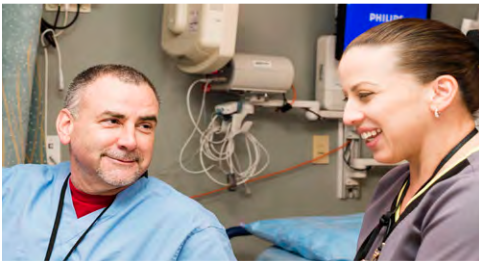




VETERANS INTEGRATED SERVICE NETWORK

VISN6

Mid-Atlantic
Healthcare
Network



2018
Annual
Report
to the
Community



U.S. Department
of Veterans Affairs





FROM THE NETWORK DIRECTOR

It is such an honor and a privilege to serve the heroes of this great nation, our Veterans! The Veterans Affairs Healthcare system is resilient, because our employees are dedicated to the mission and continue to provide healthcare second to none. Our staff do this consistently to exemplify their commitment to our Veterans. Our Veterans have responded with positive and constructive feedback on the areas in which we excel and those which we should focus on. For that, I say thank you Veterans for your input, we ARE listening.

As 2018 came to a close, it was apparent that VA was excited about the new endeavors which lay ahead of us. Secretary Wilkie and Dr. Richard Stone, Acting, Executive in Charge, clearly outlined our priorities. First, continue to gain trust by focusing on our Veterans Experience; second, become a learning organization and thirdly modernize our health care system.

The umbrella or foundation of these efforts is the continued journey of a High Reliability Organization (HRO). The three pillars of HRO are Leadership Commitment, a Culture of Safety and Continuous Process Improvement. Often, HRO is described as a Just Culture which is one where both leaders and employees share a mutual trust in each other. Leaders understand that front line employees have intimate knowledge of risks in the operational environment and nurture the voluntary reporting of such risks by avoiding rapid punitive action when errors and adverse events occur. High Reliability is a partnership between leadership and frontline employees, who together are preoccupied with safety and creating an environment of Zero Harm.

As we close out 2018 and enter the next leg of the journey. I am excited and energized by the challenge of creating a healthcare system which will match our outstanding level of quality care. The VA is second to none in healthcare, so modernizing our processes and systems just makes sense.

Thank you to all who have supported VISN 6 and the great work conducted each day.

DeAnne M Seekins

DeAnne Seekins, MBA, FACHE
VISN 6 Network Director

VA MISSION

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

VISION

VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient centered and evidence based.

This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement.

Care provided will emphasize prevention and population health and contribute to the nation's well-being through education, research and service in national emergencies.



VA U.S. Department of Veterans Affairs

PATIENT POPULATION

Veterans
399,591
Women Veterans
44,812
Vietnam Veterans
141,634
Newly Returned Veterans
47,935

ENCOUNTERS

Outpatient Visits
4,867,342
Emergency/Urgent Care Visits
176,553
Surgeries
27,987
Bed Days of Care
222,076
Telehealth Patients
> 43,000

6.4 Million
Total Encounters for the Year

EXPENDITURES

Operational Budget
\$ 3,967,981,233
Salary and Benefits
\$ 2,091,084,781
Medication
\$ 195,878,764
Equipment
\$ 140,741,174
Land & Structures
\$ 96,435,409
All Other
\$ 1,443,841,105

FISCAL
YEAR '18
VISN 6
AT A
GLANCE

RESEARCH

More than **830**
ongoing research
projects in VISN 6 are
valued just over **\$35 million.**

VISN6 EMPLOYEES

Total Employees
18,000+
Physicians
1,600+
Nurses:
4,100+

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*"To care for him
who shall have borne the battle
and for his widow,
and his orphan."*

Abraham Lincoln

CRITICAL VISN 6 PROGRAM INITIATIVES

“TRUSTED CARE” - WOMEN’S HEALTH

WOMEN VETERANS ARE CHOOSING and entrusting us with their healthcare. Consistent with national trends, Veteran Women population growth continues to outpace overall VISN 6 growth rates. VISN 6 ranks #1 nationally for female Veteran growth, at 9.5% over a 10-year span! Within our network, Fayetteville and Hampton VAMCs continue to serve the largest number of women Veterans; around 16,000 each.

To offer cutting edge service VISN 6 Primary Care Providers for Women prepare for this growing demographic through national and VISN-sponsored educational programs; focusing on acute and chronic disease management, and Musculoskeletal conditions in women. Fayetteville

VAMC also offers a Best Practice, according to Women’s Health Services for Diabetic Management Control in women.

Patient protection is manifest in our commitment, using early cancer detection and other prevention screenings, with the safest high-quality modalities. 2018’s expansion of Tomosynthesis Mammography (3D Mammograms) to in-house mammography programs, is supplemented by Care in the Community. More than 500 women in rural catchments between Greenville and Wilmington receive timely and quality mammogram screenings from VISN 6 Mobile Mammography Van staff. Women’s Health Care Coordinators ensure a seamless transition for maternity and mammography

services in the community.

The Women’s Health Program partners with VBA, North Carolina Department of Veterans and Families and community stakeholders on North Carolina’s annual Women Veterans Summit & Expo, and several similar events.

Utilizing a two-hour workshop, VISN 6 (with the Office of Patient Experience) heard the voices of our female Veterans. By sharing their stories and comparing their experiences, VHA better understands where to focus improvement efforts. The Project established a National Journey Map for women Veterans.

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IMPROVING CUSTOMER SERVICE AND PATIENT EXPERIENCE

HOW WE ADDRESS TIMELINESS of care is affected by our ability to offer quick, effective service. According to VA Secretary Robert Wilkie, “My prime directive is customer service. When a Veteran comes to VA it is not up to him to employ a cauldron of layers to get VA to say yes. It is up to VA to say yes to [the Veteran].”

In 2018, VA’s Veteran Experience Office began initiatives to improve customer service through the patient experience. Customer service is collectively a single interaction the Veteran has with the VA, such as a visit with a health care provider beginning at the Veterans’ arrival to their departure.

As they arrive, Veterans will probably note our Red Coat ambassadors; greeters offering a personal and positive first impression, by welcoming them

and their families or caregivers, to help find clinics, lab services, and other locations.

Own the Moment is an initiative that helps staff relate to Veterans through moments that matter,



when they’re accessing services. Own the Moment offers staff guidelines and helpful tips on Veteran engagement. We hope it results in world-class service and care for Veterans.

Additionally, medical center leaders spend more time rounding throughout the facility; to greet and listen to Veterans, guests and staff, to learn more of what

matters, so they can better direct improvements in service and processes.

To help identify process and service issues VA deployed a new electronic rapid cycle feedback survey tool known as Veteran Signals. Signals captures the “voice of the Veteran,” to provide leadership more timely service recovery and identify improvement opportunities that work

to remove “pain points” Veterans experience in accessing VA health care.

With a focus on customer experience we’ll continue to assess and transform processes to meet Veteran expectations and clinical needs.

5



My prime directive is customer service. When a Veteran comes to VA it is not up to him to employ a cauldron of layers to get VA to say yes. It is up to VA to say yes to [the Veteran].”
VA Secretary Robert Wilkie

CRITICAL VISN 6 PROGRAM INITIATIVES

ENRICHING SUICIDE PREVENTION EFFORTS

IT IS EVERYONE’S RESPONSIBILITY to address suicide prevention among America’s Veterans. Among VISN 6 programs, all seven VA medical centers (VAMCs) implemented standardized screening, now part of all primary care, mental health and most specialty care clinics. The VA Suicide Prevention program trains all VA staff on detecting warning signs and knowing how to refer Veterans into appropriate services. Additionally, same day access for Mental Health

services are available to Veterans who self-identify issues or concerns. Suicide prevention is an integral part of VA’s Whole Health initiative. Whole Health engages Veterans in all areas of healthy life. It is a public health approach that offers all Veterans education and providing focused intensive services to those Veterans in need. So, VA can address the important areas of each Veterans’ life and help build supports to prevent suicidal ideas.

In this last year VA has partnered with the Substance Abuse and Mental Health Services Administration, (SAMHSA) national pilot project in building community collaboration around Veteran suicide prevention. VISN 6 is participating in these initiatives and currently has programs in Richmond, Virginia and Charlotte, North Carolina (2 of 27 pilot cities) and just recently as a Governors’ Challenge throughout the Commonwealth (1 of 7 States).

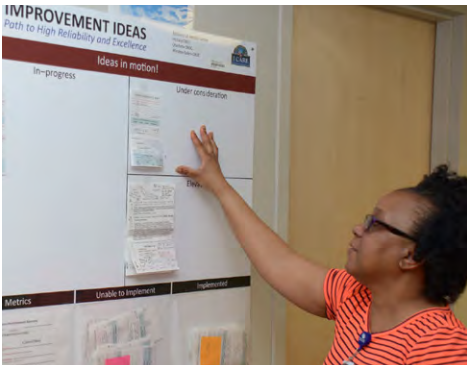


Richmond Mayor’s Challenge team, McGuire VA and community stakeholders, working collaboratively to decrease suicide

FOCUSING RESOURCES ON FOUNDATIONAL SERVICES

IN VHA WE ARE WORKING extremely hard to ensure every Veteran receives the care they need when they need it, where they are. Over the years, we expanded the number of facilities that offer Veterans care. Inside our facilities we have adjusted the way we work, streamlining our processes and making our work more efficient. Over the last year we have identified and dedicated ourselves to focus on the provision of care in several foundational services; We have adopted an integrated mental health/primary care approach to better address the conditions we see more frequently.

Throughout the organization our efforts to increase reliability and quality of service are resulting in greater employee engagement and innovative methods. Our implementation of the one consult template has standardized our



arrangement of appointments in the community. With the advent of the MISSION ACT we sunset the Choice Program last year and have been preparing for the transition to a more agile, expansive community care program. With it, we will continue to create and structure partnerships in the community that more seamlessly align Veteran health care. Our development of distinct market areas will enable us to strategically address Veteran needs in providing the foundational services of prosthetics, Mental Health, Geriatrics and Extended Care, Urgent Care, Primary Care and Care Coordination.

USING TECHNOLOGY IN MODERNIZATION EFFORTS

VISN 6 HEALTHCARE TECHNOLOGY modernization efforts have been instrumental in enhancing diagnostic capabilities, as well as improving and advancing patient safety, treatment, and care. Across the network, several key initiatives were completed or are currently underway. Select projects and initiatives are as follows:

- Implemented the WaveMark® Cath Lab Supply Management system to ensure electronic tracking of replaceable supplies and implants used in each surgical procedure and prevent the use of expired or recalled products.

- Installed the CensiTrac® Surgical Instrument Tracking System for timely and effective reprocessing of instruments and endoscopes. Deployed patient clinical support systems – such as TheraDoc® as a comprehensive solution for medication safety and infection management. Utilization of this system allows continuous infection monitoring, intelligent alerts and timely analysis of hospital infections. Arming clinicians with these analytics promotes more timely intervention to ensure the most effective antibiotics are prescribed.

- Implementation of wireless connectivity for all Infusion Pumps facilitate automatic updating of drug libraries and the utilization of Guardrails Suite MX software. This comprehensive safety mechanism provides automatic checking of IV dose and duration, delivery rate, and measures effectiveness of IV formularies.
- From implementation of da Vinci robotic surgery at the Hampton VA Medical Center, to vascular robotic-assisted surgery with the Corindus CorPath®, the VISN 6 Healthcare Technology initiatives are paramount in ensuring trusted care for the Veterans we serve.

NEW SALISBURY VAHCS ICU PATIENT ROOM (1 OF 10 UNITS)

Ceiling lift lifts the patient to the bedside toilet or to a chair

Booms are holding control boxes for peripheral equipment connections



Automated monitor allows nurses to constantly monitor patient’s vital signs

Dialysis connection in all units

ICU BED FEATURES Turn assist, which helps prevent pressure ulcers
Percussion therapies aid in respiratory recovery

CHARLES GEORGE VAMC

VETERAN UNIQUE VISITS

| 2017 | 2018 |
|--------|--------|
| 46,896 | 47,198 |

TOTAL FTE

| 2017 | 2018 |
|------|------|
| 1954 | 1942 |

CELEBRATING ITS 100th Anniversary, Charles George VAMC is a Joint Commission accredited, tertiary referral, IC facility that provides the full spectrum of health services to 48,000 Veterans residing in a 23-county area of Western North Carolina. The medical center has 119 authorized acute care beds (including a 16-bed inpatient psychiatric unit) with two state-of-the-art Intensive Care Units, 120 authorized Community Living Center (CLC) beds, and 18 authorized Substance Abuse Residential Rehabilitation Treatment Program beds. In addition to services offered at the main campus, Charles George VAMC operates community based outpatient clinics (CBOCs) in Franklin, N.C., Rutherford County, N.C., and Hickory, N.C.

- Awarded the prestigious Pathway to Excellence® designation by the American Nurses Credentialing Center
- Celebrated grand opening for renovated Outpatient Mental Health Clinic (Veterans Hope and Recovery Center)
- Began using Virtual Reality as a pain management modality post-surgery to decrease opioid use
- Received "Organizational Health Award 2018 All Employee Survey" for Best Place to Work in VHA
- Received "VA Excellence in Patient Experience—Overall Best Experience Award" for excellence in customer service



KEY PARTNERS

Charles George VAMC has more than 50 academic affiliations enabling fellows, residents, interns, and students to receive training at Charles George VAMC each year. Charles George VAMC Leadership sits on the advisory board and attends regularly scheduled meetings for the Blue Ridge Veterans Community Partnership and the Western North Carolina Healthcare Network.

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

According to the SHEP survey in fiscal year, 2018, fourth quarter, Veterans shared the following:

When you contacted this provider's office to get an appointment for care you needed right away, how often did you get an appointment as soon as you needed?

49% (National AVG 50.7)

When you made an appointment for a check-up or routine care with this provider, how often did you get an appointment as soon as you needed?

77% (National AVG 59.1)

When you contacted this provider's office during regular office hours, how often did you get an answer to your medical question that same day?

60% (National AVG 49.3)

As part of the facility's Enhanced Recovery After Surgery Protocol (ERAS), a workgroup began considering other modalities to help alleviate post-operative pain/improve quality of patient experience. In December 2017, Caitlin Rawlins, registered nurse on the surgical ward, began working with Dr. Christopher Nagy, chief of orthopedic surgery, and Wellovate LLC, to bring virtual reality (VR) therapy to the hospital's surgical patients with the program WayaVR.

VR is a three-dimensional, computer generated environment with which an individual interacts in a seemingly real or physical way. The facility is the first of the VHA medical centers to utilize VR for post-operative patients as a distraction therapy with

the intention of decreasing discomfort, anxiety and stress while improving quality of overall patient experience.

The first Veteran trialed this innovative therapy in July 2018, two days after he received a total knee arthroplasty. Throughout the experience, the Veteran exclaimed how realistic the graphics are, stating "it's like high-quality photographs, very realistic." After the standard 30-minute session, the Veteran completed a short survey embedded in the program, which allows for data collection during the pilot study. After this inaugural session, the patient told staff and doctors that he "barely felt any pain" in his post-operative knee during the experience and found

the therapy very capable of distracting from discomfort and stress. Another Veteran to use VR stated, "I didn't think about my pain as much and, as a result, needed less [pain] meds or at least less frequently." Thus far, 100% of participants agree or strongly agree that VR reduced their stress and discomfort, was a positive distraction, and would recommend the therapy to fellow Veterans.

VR technology is part of the future of healthcare and will play a significant role in research and care delivery while providing an avenue for alternative and adjunct therapies.



Left: Virtual Reality as a pain management modality
Right: Ms. Young and Col. Mulligan celebrating Veterans Day



DURHAM VA HEALTH CARE SYSTEM

VETERAN
UNIQUE VISITS

2017
68,368

2018
66,900

TOTAL
FTE

2017
3151

2018
3254

10



THE DURHAM VA HEALTH CARE System (Durham VAHCS) is a Joint Commission accredited 251-bed complexity level 1A tertiary care referral, teaching and research facility adjacent to Duke University Medical Center. The campus consists of a 151-bed acute care hospital and a 100-bed Community Living Center facility, and houses the VISN 6 Mental Illness Research and Clinical Center, Geriatric Research, Education and Clinical Center, and Southeast Epilepsy Centers of Excellence. Currently the health care system serves nearly 70,000 Veterans at 10 sites of care within a 27-county catchment area in central and eastern North Carolina.

- The Durham VAHCS is a national leader in providing prompt, safe, innovative cardiovascular care for Veterans through the use of programs such as cardiac catheterization and stent placement using the radial artery in the wrist versus the traditional route of the femoral artery in the groin, same day access for cardiology consultation, and robotic angioplasty.
- Durham VAHCS Community Living Center is currently rated a five-star, putting our CLC within the top 10% of all VA CLC's across the country.
- Among the best practices selected for 2018 Shark Tank Competition finals, included GeroFit, personally tailored exercise programs for older Veterans, which has been successfully disseminated to 12 VA Medical Centers.

KEY PARTNERS

Duke University School of Medicine & Nursing, Brody School of Medicine at East Carolina University, University of North Carolina School of Dentistry & Nursing, North Carolina Central University School of Nursing, Department of Defense (DoD) - US Army Medical Department Center and School, North Carolina National Guard, Social Work, Durham Homeless Services Advisory Committee, Durham County Veterans' Service Council.

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

According to Press Ganey, upwards of 88 percent of Veterans surveyed are satisfied with the outpatient care they receive at the Durham VA. Approximately 94.88% of Durham VA Health Care System patients are seen within 30 days of their desired appointment date. The average wait time for Veterans to receive an appointment is:

- Primary Care – 7 days for established patients and 38 days for new patients;
- Mental Health – 4 days for established patients and 21 days for new patients;
- Women's Health – 5 days for established patients and 7 days for new patients.



DURHAM VA HEALTH CARE SYSTEM – INNOVATIVE CARE

In 2018, Durham VAHCS received two additional Diffusion of Excellence awards for research on suicide prevention (using faith-based community partnerships) and moral injury (via Chaplain services) in addition to its 2016 award for the HOME (Home-Based Mental Health Evaluation) program. The facility expanded and developed best practices in telehealth for the HOME and ATTEND (Allied Transitional Telehealth Encounters Post-Inpatient Discharge) programs for Veterans transitioning from inpatient to outpatient Mental Health care.

Durham VAHCS has several nationally recognized programs, including in the areas of Telehealth, and Diabetes and

Cardiovascular care. Veterans are provided same day access for cardiology consultation, and robotic angioplasty. Durham VAHCS cardiologists are national leaders in providing prompt, safe, innovative cardiovascular care for Veterans using programs such as cardiac catheterization.

Durham VAHCS hosts some of VA's premier research programs. In 2018, researchers led project management teams for the Anti-Epileptic Drug physician pocket card used nationally throughout VHA and by multiple affiliations. They also lead the team responsible for implementation and expansion of Tele-EEG. Primary Care researchers found that Veterans participating in VA's Comprehensive Assistance

for Family Caregivers program achieved greater healthcare benefits than non-participating Veterans. Coaching into Care provides resources and coaching to all caregivers trying to help their Veteran loved one. Leaders in geriatric research showed an inpatient walking program reduced the length of stay and increased discharges to home, compared to nursing home for older Veterans. STRIDE, a supervised walking program to address immobility for hospitalized older adults, was one of four Durham VAHCS best practices selected as 2018 Shark Tank Competition finalists.

11



FAYETTEVILLE VA COASTAL HEALTH CARE SYSTEM

VETERAN
UNIQUE VISITS

| | |
|--------|--------|
| 2017 | 2018 |
| 72,573 | 75,112 |

TOTAL
FTE

| | |
|------|------|
| 2017 | 2018 |
| 2046 | 2254 |

LOCATED IN NORTH CAROLINA, The Fayetteville VA Coastal Healthcare System (Fayetteville VAHCS) is a Complexity Level 1C facility consisting of a 58-bed general medical, surgery and mental health facility within 10 miles of Fort Bragg and Pope Army Air Field. In addition, Camp Lejeune Marine Base and Seymour Johnson Air Force Base lie in the facility's catchment area. The medical center maintains a 69-bed long-term care Community Living Center (CLC). Fayetteville VAHCS serves 75,000+ Veterans in 19 southeastern North Carolina counties through services offered in two Health Care Centers, and six Community Based Outpatient Clinics (CBOCs), the first community Dialysis Center in the VA health system nationwide, and a JIF-funded (Joint Incentive Fund) VA/DoD Rehabilitation Center serving active duty military and Veterans. Last Spring, Fort Bragg's Womack AMC providers began performing surgeries at Fayetteville VAHCS.

Two temporary sites were added in Jacksonville, N.C. in March 2018; Brynn Marr and Josh Court. Fayetteville VA acquired these spaces as a stop-gap measure to provide temporary relief to the space and access constraints being experienced at the new Jacksonville CBOC, which is nearing

KEY PARTNERS

A task force co-chartered by former Fayetteville VAHCS and City of

Fayetteville leaders continues to explore effective responses to prescription painkiller abuse in the Fayetteville area, bringing together groups and individuals from the public and private sector. The system is also affiliated with many colleges and universities. The primary clinical affiliations are with University of North Carolina-Chapel Hill School of Medicine Department of Ophthalmology; East Carolina University (ECU) -Brody School of Medicine and Campbell University Pharmacy Residency Program as well as the medical center's stand-alone Dental Advanced Education in General Dentistry (AEGD) residency program's collaboration with various Fort Bragg dental training entities to enhance learning for all. Additional clinical and educational affiliations exist with 112 programs and 44 colleges.

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

More than 97 percent of our Veterans are currently within a one-hour drive of a VA Primary Care appointment. Nearly 98 percent of our Veteran patients are seen within 30 days of their desired appointment date. Patient satisfaction is trending upward, beginning the year at 69 percent, climbing to a high of about 81 percent in the last quarter of the year. Additionally, provider scores are higher than ever.



Shortly after his confirmation, VA Secretary Robert Wilkie said, "When Veterans come to VA, it is not up to them to get us to say yes. It's up to us, you and me, to get Veterans to say yes."

FY18 saw more Fayetteville VAHCS Veterans than ever before say yes to choosing VA through our commitment to ensuring easy and reliable access to care when Veterans need it; providing exceptional care to Veterans anytime, anywhere; and serving as a trusted, caring partner, helping Veterans be healthy and well.

On the access front, established patient wait times continue to drop significantly with roughly 98.35 percent of primary care patients being seen within 30 days of the clinically indicated

or Veteran's preferred date. The percentage for Mental Health is high as well, approximately, 97.39%. Specialty Care patient numbers hover around 96.26%.

New patient wait times are low, too, with roughly 89.81 percent of new primary care patients being seen within 30 days, along with 86.34% of new Mental Health patients, and 75.95% of new Specialty Care patients. Fayetteville VA is working to see improvement in the Specialty Care wait times and continue to recruit specialty providers, expand partnerships with other sites of care and rely on Care in the Community.

And just as we're seeing more patients than ever, throughout the year surveyed Veterans indicated

their trust in VA remained high, consistently registering in the mid to high 80 percentile. Provider trust scores are higher than ever also. Trust is essential.

Veterans need a trusted, caring partner who will provide the highest quality care, easy access, convenience, and support. Fayetteville VAHCS is committed to coordinated and connected care, anytime and anywhere, for the health and well-being of our southeastern North Carolina Veterans.



Left: Santa Paws visits hospitalized Veteran
Above: Fayetteville VA2K community walk

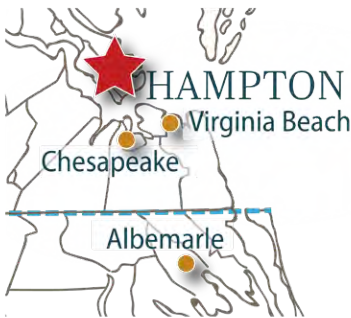
HAMPTON VA MEDICAL CENTER

VETERAN
POPULATION

| | |
|--------|--------|
| 2017 | 2018 |
| 51,892 | 53,958 |

TOTAL
FTE

| | |
|------|------|
| 2017 | 2018 |
| 2160 | 2149 |



HAMPTON VA MEDICAL CENTER (Hampton VAMC), with a growing Veteran population of some 70,000, has served the Veterans of Hampton Roads for more than 150 years. A 432-bed teaching facility, Hampton VAMC serves more than 53,957 through six-counties in eastern Virginia and nine-counties in northeastern, North Carolina. Hampton VAMC offers comprehensive health care through primary care, acute inpatient medicine, acute psychiatric, chronic spinal cord injury, 169-bed domiciliary, 112-bed, long-term Community Living Center, and 10-bed free-standing hospice care facility. Hampton VAMC also has a state-of-the-art Women’s Clinic designed to provide gender-specific care under one roof.

Spring of 2018: Hampton VAMC stood up Immediate Care Clinic which sees approximately 30 patients per day with an ESI (Emergency Severity Index) of 4-5, as well as a new Mental Health facility with TMS (Transcranial Magnetic Stimulation) capabilities and more than 18000 patients annually.

September 2018: Due to a threat of a CAT 4 Hurricane, on September 10, in less than 24 hours, Hampton staff transferred 201 patients to six facilities within the VISN and community, with all Hampton patients and staff returned to the facility, safe and unharmed after the storm.

October 2018: Opened six state-of-the-art OR rooms which allowed for a new Endovascular Program.

KEY PARTNERSHIPS

Eastern Virginia Medical School, Joint Base Langley/Ft. Eustis, Naval Medical Center Portsmouth, City of Hampton, Virginia State Department of Veteran Affairs, Riverside Health Care System.

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

The Hampton VAMC Clinical services are aggressively reviewing clinic grids to meet the demands of Veterans requiring medical care. The facility continues to recruit and fill key clinical positions to improve Veteran perception and actual access. The SAIL PCMH (Primary Centered Medical Home) access measure is an average of 36% each quarter and SAIL Specialty Care assess measure continues to trend upward. Most recently, an Access & Transformation department has been established to assist clinical services with increasing appointment access for our Veterans.



BUILDING TRUST WHILE WEATHERING THE STORM

There is no better time to establish close and trusting relationships than during shared adversity. Hurricane Florence provided just the opportunity for the leadership team and employees of the Hampton VAMC to show the Veterans of Hampton Roads that they are a dependable organization.

On September 11, 2018, Virginia Governor Ralph Northam issued a mandatory evacuation for portions of the Hampton Roads community in preparation for the impact of Hurricane Florence. Hampton VA Medical Center, which is located at the mouth of the Hampton Roads waterway, was included in that mandatory evacuation. Hampton VAMC’s Incident Command Center jumped into action to ensure the safety of Veterans and employees located within the mandatory evacuation zone.

Unlike previous evacuations, Hampton VAMC’s

leadership was required to close the entire medical center, an unprecedented action. The team, trained and prepared for such emergencies, immediately began the work necessary to transport patients, cancel appointments, shore up infrastructure, and secure the facility. In less than 24 hours Hampton VAMC’s team successfully evacuated 213 Veterans and addressed the home care, medication, home oxygen, chemotherapy, contract nursing home, Medical Foster Care and dialysis needs of many more Veterans.

The most obvious demonstration of commitment was the more than 113 staff members who left their families, homes, and belongings to accompany Veterans to other VA medical centers, such as Durham, Richmond, Salem, Martinsburg, Salisbury and private hospitals who opened their doors to shelter Hampton VAMC Veterans.

Once the Hampton VAMC was out of danger for a direct hit, Incident Command team jumped back into action to reopen the medical center to full operations. In less than a week, Hampton VAMC was decommissioned and recommissioned. All Veterans were safely returned to the medical center and the doors were opened for operation.

In acknowledgement of a job well done, The Honorable Jim Byrne, Acting Deputy VA Secretary and his team visited and celebrated the accomplishments of the Hampton VAMC team. The leadership team and staff of Hampton VAMC provided the foundational components of reliability, communication, consistency and transparency, in building the trust and alleviating fear for Veterans and family members of Hampton Roads, clearly demonstrating Hampton’s goal of providing world class service to Veterans.



Veteran patients evacuated before Hurricane Florence

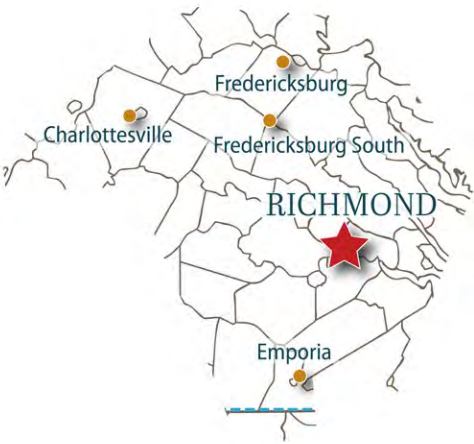
McGUIRE VA MEDICAL CENTER

VETERAN
POPULATION

| | |
|--------|--------|
| 2017 | 2018 |
| 59,903 | 62,450 |

TOTAL
FTE

| | |
|------|------|
| 2017 | 2018 |
| 3393 | 3451 |



McGUIRE VA MEDICAL CENTER (Richmond VAMC) includes four Community-Based Outpatient Clinics located in Fredericksburg (North and Southpoint Locations), Charlottesville, and Emporia, Virginia. Richmond VAMC is a 349-operating bed medical center, offering primary, secondary, and tertiary diagnostic and therapeutic health services that include acute and chronic spinal cord injury, skilled nursing home care, and palliative care to a primarily adult and geriatric population. The medical center is also designated as an Epilepsy Center of Excellence.

In December 2017, Richmond VAMC's Clinical Pastoral Education (CPE) program received accreditation by the Association for Clinical Pastoral Education (ACPE). The program brings theological students and ministers into supervised encounters with persons in crisis.

February 2018; the cardiothoracic surgery program at Richmond VAMC surpassed its 22nd year of Left Ventricular Assist Device (LVAD) surgery. One of four comprehensive LVAD programs in VA, the Richmond VAMC surgery team has implanted over 200 devices.

June 2018; Richmond VAMC cut the ribbon on a \$9.6 million, 17,973 square-foot Hemodialysis Unit addition, which will more than double the size and capability of the previous space.

September 2018; Richmond VAMC broke ground on a second 21-room Fisher House on the facility campus, doubling the capacity for service.

The Richmond VAMC opened a 300-space parking garage on its campus.

KEY PARTNERS

Virginia Department of Veterans Services, Virginia Commonwealth University, City of Richmond Government, Multiple Veterans Service Organizations

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

The Richmond VAMC continues to improve access by making primary care accessible through minimizing wait times, increasing office hours, and after-hours access to providers through alternative methods such as telephone or email.



BUILDING FUTURE INNOVATIONS FOR TOMORROW'S VETERANS

In addition to several funded innovation projects, Richmond's Innovators Team leads facility initiatives such as 3D printing workshops, classes in human-centered design training and more. Their efforts encourage ideas to help solve Veterans healthcare-related challenges with medical center staff and several community partners in the tech industry and academic affiliates. In 2018, McGuire partnered with Virginia Commonwealth University's (VCU) College of Engineering for a HealthHacks event. Experts from both organizations worked to solve unique Veterans health challenges through a weekend-long hackathon.

In 2018, several of Richmond's innovation projects were featured

in Washington D.C. at VA's National Demo Day. Melissa Oliver, Assistive technology Program Coordinator for Richmond VAMC, said " this is great for health care because it empowers our employees to come up with solutions for health care now. Our employees and Veterans can partner with our community to develop health care solutions. This will benefit our Veterans and our community as a whole."

Mind Freedom is an Innovative Substance Abuse Treatment Protocols (SATP) for groups and individuals addressing various aspects of recovery. Project owner, Jarrod Reisweber, Ph.D., is partnering with three other sites in different regions of the country, as well as VCU, to test its effectiveness and to scale the program for national implementation.

The Group Music Therapy Pain Model, a holistic treatment of chronic pain was designed and implemented by our board-certified music therapist, Hope Kumme. She is working to partner with additional sites to adapt her innovative practice to a wider Veteran population.

Mission Thrive is an innovative holistic approach for Veterans to address issues with co-morbidity, pain and post-traumatic stress disorder (PTSD). Dr. Brian Meyer practices this therapeutic protocol with effective patient and facilitator manuals and is interested in partnering with other sites to adapt the practice to a broader patient population.



Left: McGuire partnered with Virginia Commonwealth University's (VCU) College of Engineering for a HealthHacks event



Right: Three Richmond Innovators featured at National Demo Day; Hope Kumme, BC NMT; Jarrod Reisweber, Ph.D., Brian Meyer, Ph.D.

SALEM VA MEDICAL CENTER

VETERAN
POPULATION

| | |
|--------|--------|
| 2017 | 2018 |
| 38,451 | 37,253 |

TOTAL
FTE

| | |
|------|------|
| 2017 | 2018 |
| 2014 | 1975 |

THE SALEM VA MEDICAL CENTER (Salem VAMC) is a Joint Commission-accredited, complexity level 1-C facility serving Veterans in southwestern Virginia. The VA Medical Center is located in Salem, Virginia, with VA clinics in Lynchburg, Wytheville, Staunton, Danville, and Tazewell.

- Salem VAMC received its triennial Veterans Affairs Office of Inspector General Combined Assessment Program (VAOIG-CAP) reviews in August 2018 resulting in one recommendation for the facility.

- Salem VAMC received a review by the College of American Pathologists (CAP) survey on laboratory standards with no findings in March 2017.

- The Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation certification is current for the following programs: Compensated Work Therapy (CWT), Substance Abuse Rehabilitation Therapy Program (SAR RTP), Psychosocial Rehabilitation and Recovery Center (PRRC), and Housing and Urban Development and Veterans Affairs Supportive Housing (HUDVASH).



- As of fiscal year 2018, third quarter, Salem VAMC is rated a 5 Star Quality Rating.

KEY PARTNERS

Virginia Department of Veterans Services, Armed Forces Emergency Services, Salvation Army, Edward Via Virginia College of Osteopathic Medicine, Virginia Tech Carillion School of Medicine, University of Virginia.

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

Veterans receiving health care from Salem VAMC favorably report their opinions regarding access to care. Salem VAMC satisfaction scores were above the National and VISN 6 averages. For the fourth quarter of fiscal year 2018, 59% of Veterans receiving care at Salem are “always” satisfied with their ability to receive care (up from 54% at the start of the year). The national average for fourth quarter of fiscal year 2018 was 52%.

SALEM VA MEDICAL CENTER AND WFXR, PARTNER TO PROMOTE VETERANS’ HEALTH CARE.

Since August 2018, experts from the Salem VA Medical Center have appeared each Wednesday on WFXR’s morning show to discuss the exceptional health care services and resources available to Veterans.

This exciting partnership began with WFXR News’ (a local Fox affiliate located in Roanoke, VA) launch of Living Local in Virginia, airing weekdays from 8-9 a.m. The live broadcast lifestyle show features a variety of local community organizations, local businesses, and local events happening across Southwest and Central Virginia.

“Appearing weekly on Living Local in Virginia morning show is a great opportunity for us to discuss many of the exceptional

health care services and resources available to the Veterans who have served our great nation,” said Rebecca Stackhouse, director of the medical center. “Working with WFXR has been a positive experience that we look forward to every week.”

The Salem VA Medical Center has provided Living Local in Virginia subject matter experts on important topics such as mental health treatment available for Veterans, telehealth services, women’s health, suicide prevention, health aging for Veterans, career opportunities and the Choose VA and Whole Health initiatives.

To see Living Local segments, go to WFXR’s Living Local in Virginia.

“This is an exciting partnership that helps to provide resources for Veterans in our community and a perfect way to help the community learn more about some of the health care services and resources available to Veterans in our area,” said Lauren Wood, Producer for Living Local in Virginia.

WFXR and Salem VA Medical Center continue their successful partnership by looking ahead to explore more opportunities to promote a greater understanding of the resources and health care available to Veterans.



SALISBURY VA HEALTH CARE SYSTEM

VETERAN POPULATION

| 2017 | 2018 |
|--------|--------|
| 87,299 | 90,010 |

TOTAL FTE

| 2017 | 2018 |
|------|------|
| 3072 | 3072 |



SALISBURY VA HEALTH CARE System (Salisbury VAHCS) is a complexity level 1-C facility and one of seven medical centers in the VA Mid-Atlantic Health Care Network (VISN 6). One of the fastest growing VAMC populations over the 2000s, Salisbury is located in the Central Piedmont geographical region of NC. Inpatient services include: acute medicine, surgery, psychiatry and extended care. Salisbury VAHCS has 260 total operating beds: Community Living Center (109), Medical (28), Surgical (11), Psychiatric (46), Domiciliary (58) and Compensated Work Therapy/Transitional Residence (8). Salisbury VAHCS also operates the Charlotte and Kernersville Health Care Centers and Charlotte CBOC, as well as two affiliated Readjustment Counseling Centers (Vet Centers) in Charlotte and Greensboro.

- Strong proactive Infection Control Program with healthcare acquired infection rates all well below the National Healthcare Safety Network acceptable rates.
- Tele-retinal reading hub for VISN 6 and PTSD tele-mental health hub for VISN 6
- 75% of clinical staff received Patient Centered Care training (national goal was 30%)
- Patient parking garage added 360 parking spaces on main campus
- Modernized and expanded clinical lab space to 25,000 sq. ft.
- VISN 6 Flagship for implementation of Whole Health Initiatives

KEY PARTNERSHIPS

N.C. Division of Military and Veterans Affairs, Wake Forest University/Wake Forest Baptist Health, Virginia College of Osteopathic Medicine

VETERANS RESPONSE TO IMPROVING ACCESS TO CARE

Salisbury VAHCS works to gain more access for all Veterans. This includes same day access, no consult required access, GAP Providers, Secure Messaging, and additional ACD lines.

Salisbury VAHCS is a flagship leader in implementation of a Whole Health approach to Veteran care. Our new health care approach is a transformation from traditional disease management to one based in a partnership across time focused on the Veterans values as they relate to physical, emotional and social well-being. The Whole Health model has three components: Pathway, Well-being Programs and Clinical Care.

THE PATHWAY - In a partnership with peers and coaches, Veterans and their families explore mission, aspiration, and purpose, and begin an overarching personal health plan. Pathway programs include introductory sessions, Taking Charge of My Life and Health, as well as individual and group Whole Health Coaching.

WELL-BEING PROGRAMS – Core offerings teach new skills to support self-care and include Complementary and Integrative Health (CIH) approaches, self-care classes, and Whole Health coaching. These offerings will be easily accessible to Veterans either within the VA setting or in the community and are not diagnosis or disease-based but rather support the personal health plan of each individual.

WHOLE HEALTH CLINICAL CARE - Includes care provided in outpatient and inpatient settings designed to be attentive to both healing environments and healing relationships; such services integrate holistic and CIH approaches into Veteran's

personalized health plans to improve both acute and chronic disease management.

Salisbury VA has increased CIH services for Veterans seeking clinical services. Integrative pain management teams offer services such as acupuncture, tai chi, health coaching, prolotherapy, yoga and mindfulness and meditation. In FY 2018, more than 250 Veterans received care through these teams and more than 350 Veterans participated in Whole Health educational classes.

Moving into 2019, Salisbury is vastly expanding services and educational offerings for Veterans experiencing chronic pain and other chronic health conditions, to assure the Veteran is at the center of the Whole Health cultural transformation.





U.S. Department
of Veterans Affairs



Stand by Them. **We'll Stand by You.**

Show Your Support for Veterans in Crisis

The Veterans Crisis Line is a toll-free, confidential resource that connects Veterans in crisis and their families and friends with qualified, caring U.S. Department of Veterans Affairs responders. Veterans and their loved ones can call **1-800-273-8255 and Press 1**, chat online at **VeteransCrisisLine.net**, or send a text message to **838255** to receive support 24 hours a day, 7 days a week, 365 days a year, even if they are not registered with VA or enrolled in VA health care. Show your support for our Nation's Veterans and their families by raising awareness of the Veterans Crisis Line. View and download ready-to-use materials at **VeteransCrisisLine.net/SpreadtheWord**.

Spread the Word Online

Download a variety of online banner ads and badges to use on your website and link to the Veterans Crisis Line. Banner ads and badges are available in standard sizes for public sites.

Download Print Materials

You can download Veterans Crisis Line materials and print them from your own computer. Multiple versions of full-color and black-and-white posters and flyers are available for download, as well as a public fact sheet.

Show Your Support on Social Media

Share information about the Veterans Crisis Line with followers on your social media networks. You can share Facebook posts and tweets, download profile and cover images for your pages, and share supportive graphics on your feeds.

Display Veterans Crisis Line Logos

Want to include the Veterans Crisis Line logo on your own materials or website? The Veterans Crisis Line logo is available for download in a variety of formats.



Contact Your Local VA Suicide Prevention Coordinator

Suicide Prevention Coordinators (SPCs) are at every VA Medical Center across the country and can support your post's outreach efforts and provide suicide prevention training and collateral materials. Visit **VeteransCrisisLine.net/ResourceLocator** to find your local SPC.



Confidential chat at **VeteransCrisisLine.net** or text to **838255**



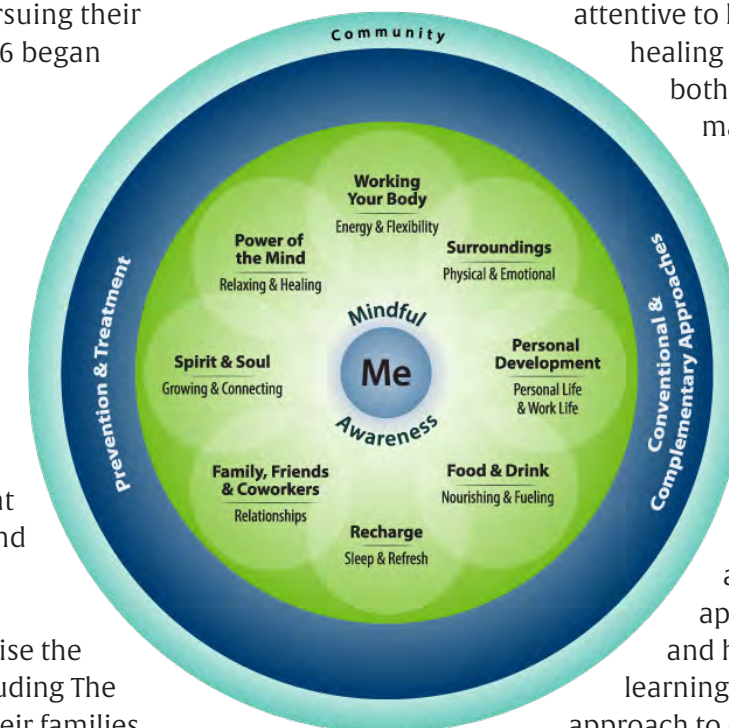
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LIVING WHOLE: *VISN 6 Adopts Whole Health for Life*

VA FACILITIES ACROSS THE COUNTRY are shifting from a health management model focused on treating disease to a Whole Health approach, that develops healing relationships and partnerships that support Veterans pursuing their greatest well-being. VISN 6 began implementing the Whole Health Initiative in 2018, beginning with Salisbury and Fayetteville, then integrating the concept into our health care practices throughout the VISN. Whole Health is not a separate, distinct performance of medicine. Rather, it is an approach to medicine that encourages prevention and healthy lifestyles.

Three components comprise the Whole Health model, including The Pathway - Veterans and their families exploring their health goals to embark on a personal health plan; Well-being Programs – Core offerings that teach skills to support self-care and include complementary and integrative health (CIH)

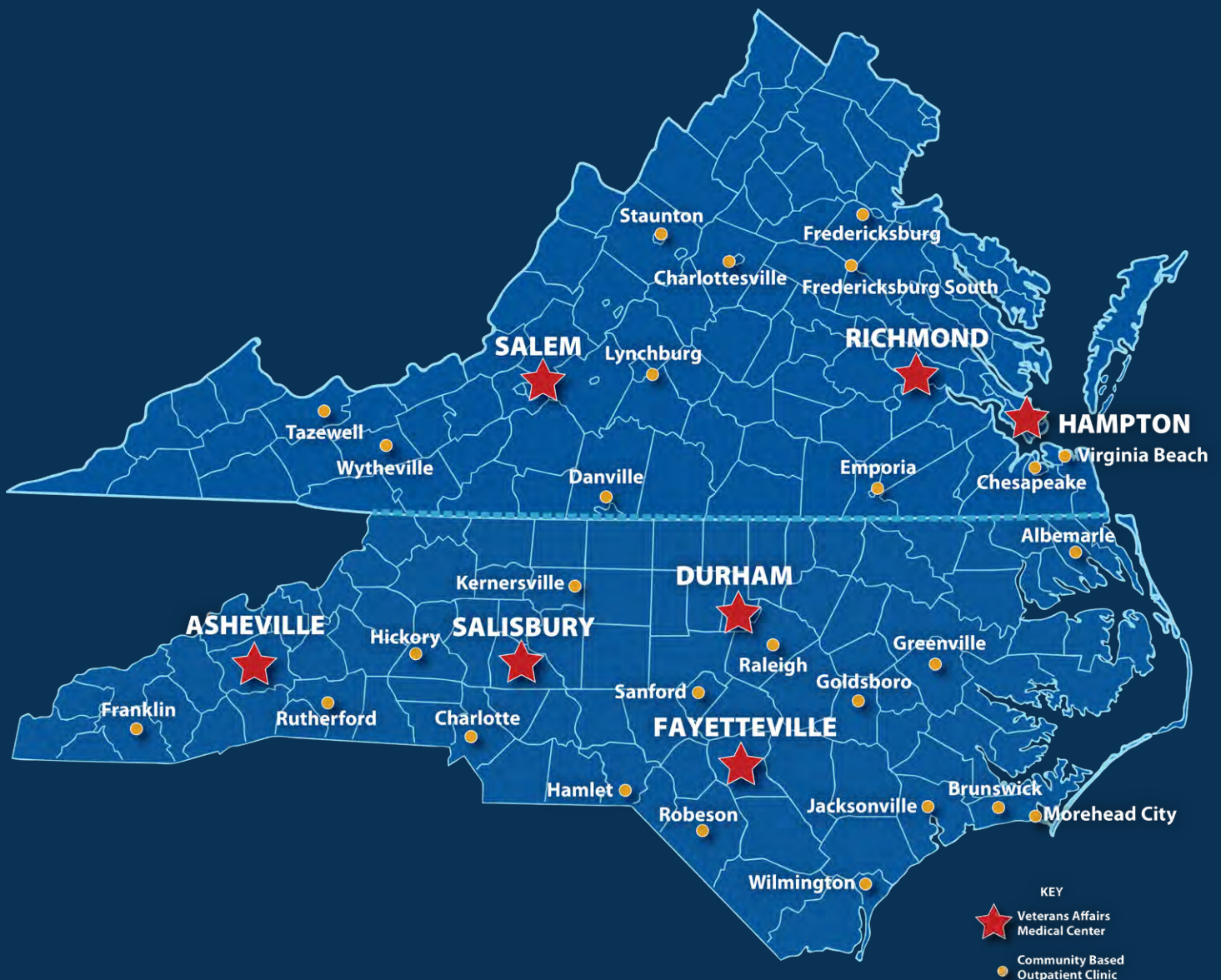
approaches (used with, not instead of traditional medical treatments), self-care classes, and Whole Health coaching; and Whole Health Clinical Care - care provided in outpatient and inpatient settings, attentive to healing environments and healing relationships, to improve both acute and chronic disease management.



Veterans are being oriented to the new approach through introductory Whole Health Workshops for transitioning military, Veterans and VA employees. Veterans are welcome to bring their spouses or significant others to learn more about the Whole Health approach to well-being and healing. In addition to learning about the Whole Health approach to care, workshop attendees learn about the unique challenges of transitioning from the military and why a Whole Health approach can be helpful in meeting some challenges.



www.VISN6.va.gov



VISN6

Mid-Atlantic Healthcare Network

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