



INTEGRITY | COMMITMENT | ADVOCACY | RESPECT | EXCELLENCE

2015

ANNUAL REPORT

WWW.BAYPINES.VA.GOV

To All of Our Partners



Suzanne M. Klinker
Director

We are undergoing a transformation to improve our relationship with and services to Veterans. We call this transformation MyVA. As part of this transformation, Bay Pines along with VA facilities all over the country are listening to what our stakeholders have to say - the most important stakeholders being the Veterans we serve. MyVA entails many organizational reforms to better unify the VA's efforts on behalf of America's Veterans. These broad national reforms include: improving the Veteran experience to be seamless, integrated and responsive; improving the employee experience, focusing on people and culture to better serve Veterans; establishing a culture of continuous improvement; and enhancing strategic partnerships. To take this even further, we have established strategic goals specific to the Bay Pines VA Healthcare System (VAHCS) that directly support MyVA and also aim to improve health care services available to Veterans across southwest Florida. These goals are:

- Be a 5-Star organization in health care quality and customer service
- Be a highly reliable system
- Transform delivery of care
- Create an environment where every employee is engaged

To achieve these goals, we are developing focused improvement objectives in the following areas known as our key business drivers: health care **quality**, health care **access**, **customer experience**, **employee engagement** and **operational efficiency**. Throughout the pages of this report, you will see our commitment to these areas and how we are delivering accessible, high quality health care to America's heroes.

Sincerely,

The Bay Pines VA Healthcare System Leadership Team



Kristine M. Brown
Associate Director



Dominique A. Thuriere, MD
Chief of Staff



Teresa E. Kumar
Associate Director,
Patient Care Services



Cory P. Price
Assistant Director



Our Core Values:

Integrity, Commitment, Advocacy, Respect, and Excellence (I CARE) define "who the VA is," VA's culture, and help guide the actions of staff across VA. Staff - at every level within VA - play a critical role to support VA's commitment to care and serve our Veterans, their families, and beneficiaries.

Our Core Characteristics

The Core Characteristics define "what we stand for," and what VA strives to be as an organization. They embody the qualities of VA employees to support VA's mission and commitment to Veterans, their families, and beneficiaries. The Characteristics are Trustworthy, Accessible, Quality, Agile, Innovative, and Integrated.

Bay Pines VA Healthcare System

is one of seven VA healthcare systems that comprise Veterans Integrated Service Network 8 (VISN 8).

The network serves Veterans throughout Florida, southern Georgia, Puerto Rico and the U.S. Virgin Islands. The Bay Pines VA Healthcare System's service area includes 10 counties in central southwest Florida with a Veteran population of about 278,000.

In 2015, over 108,000 of these Veterans actively received health care services at a facility operated by the Bay Pines VA Healthcare System.

OUR MISSION

Honor America's Veterans by ensuring exceptional health outcomes that improve their well-being.

OUR VISION

To be a Veteran-Centered, integrated health organization ensuring excellent health outcomes through care coordination, research, and education; an organization where people choose to work; an engaged community partner responsive to National emergencies.



2015 OVERVIEW AND STATUS

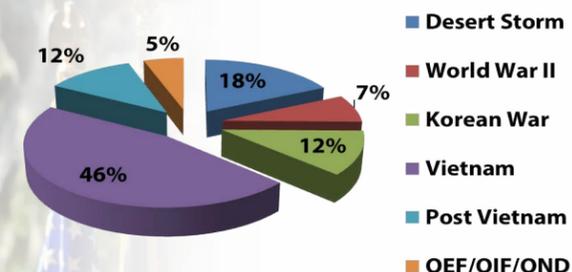
Who we SERVE

The Bay Pines VA Healthcare System is a level 1a, tertiary care facility headquartered in Bay Pines, Fla. Originally opened in 1933, the medical center is located on 337 acres situated on the Gulf of Mexico approximately eight miles northwest of downtown Saint Petersburg, Fla. Co-located on the medical center campus are a VA Regional Office and National Cemetery. This area is part of Tampa Bay, the second most populated metropolitan area in the state. The healthcare system operates nine facilities to include the C.W. Bill Young VA Medical Center located in Bay Pines and outpatient clinics located in Bradenton, Cape Coral, Naples, Palm Harbor, Port Charlotte, Sarasota, St. Petersburg, and Sebring. In 2015, the organization served 108,318 patients while completing more than 1.4 million outpatient visits. Ninety-eight percent of these appointments were completed within 30 days of the patients' clinically indicated appointment dates (the date identified as medically appropriate to schedule an appointment for a patient given his or her medical condition). The medical center and its outpatient clinics serve Veterans residing in 10 counties covering about 9,000 square miles in central southwest Florida to include Charlotte, Collier, Desoto, Hardee, Highlands, Hillsborough, Lee, Manatee, Pinellas and Sarasota. About 278,000 Veterans reside within our service area. About 60 percent of Veterans residing in our service area are either enrolled for or active users of VA health care services.

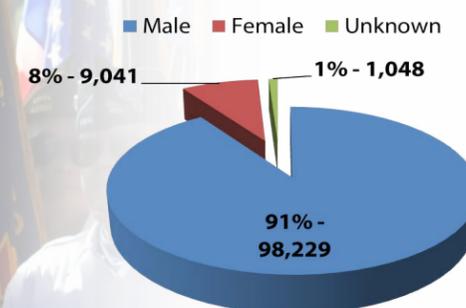
Our Accreditations

- The Joint Commission
- Commission on Accreditation of Rehabilitation Facilities
- Commission on Cancer
- American Psychological Assoc.
- American College of Radiology
- American Nurses Credentialing Center
- Commission on Dental Accreditation
- College of American Pathologists
- National Health Physics Program
- Food and Drug Administration
- American Assoc. of Blood Banks
- Assoc. for Assessment and Accreditation of Laboratory Animal Care
- Assoc. for Accreditation of Human Research Protection Programs

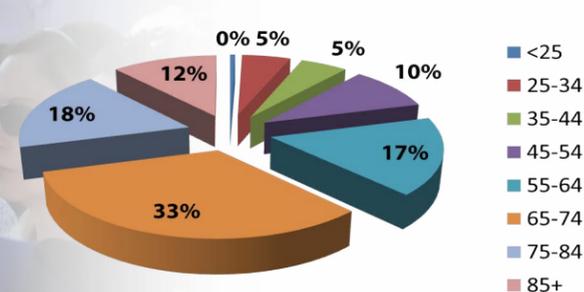
Veterans Served by Era of Service



Veterans Served by Gender



Veterans Served by Age



Total Employees: **4,100** Veterans Served: **108,318**
 Operating Beds: **397** Outpatient Visits: **1.4 million**

Veterans Served and Outpatient Visits By Location:

Location	Veterans Served	Outpatient Visits
BAY PINES	94,658	757,018
BRADENTON	14,879	74,029
CAPE CORAL	35,611	297,173
NAPLES	7,089	41,444
PALM HARBOR	7,024	49,089
PORT CHARLOTTE	9,593	67,760
SARASOTA	12,988	76,771
ST. PETERSBURG	2,514	24,207
SEBRING	3,920	29,813

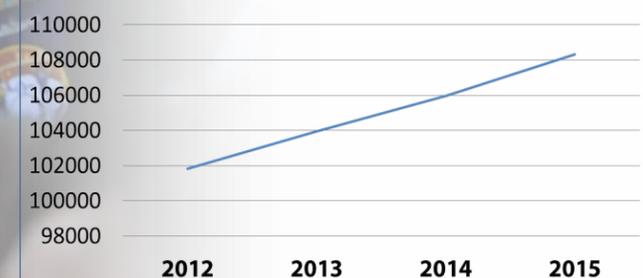
Note: The sum of the site specific data exceeds the number of total Veterans served because Veterans are often seen at more than one facility within the healthcare system.

TOTAL OPERATING BUDGET: \$710,992,613

MEDICAL CARE \$648,765,845	EMPLOYEE PAYROLL \$405,327,936	SUPPLIES AND SERVICES \$274,349,903	MCCF COLLECTIONS* \$60,613,907	CAPITAL ASSETS IMPROVEMENTS \$17,474,653
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*Funds collected by VA for copayments and health insurance reimbursements which are returned to the healthcare system to provide services for Veterans.

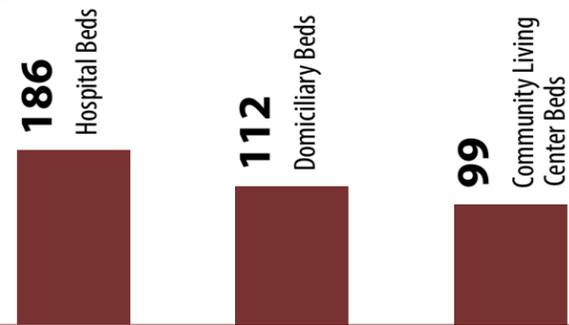
Patient Growth Trend



WORKLOAD SNAPSHOT

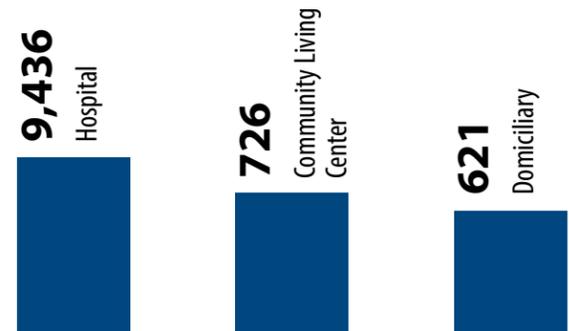
Operating Beds: 397

 = 10



Total Admissions: 10,783

 = 500



Average Daily Outpatient Visits
3,947

Emergency Department Visits
26,322

Veterans Served by Mental Health
21,594

Surgeries Performed
7,392

Pharmacy Prescriptions Filled
2,053,377

Inpatient Meals Served
461,525

Mammography Exams Performed
3,014

Compensation and Pension Exams
37,132

Laundry Processed and Washed
5.4 Million lbs.

Did You Know?

We operate a large textile care facility at the C.W. Bill Young VA Medical Center. We process over 5.4 million pounds of laundry each year. In addition to supporting the C.W. Bill Young VA Medical Center, the plant provides support to VA medical centers located in Tampa and Orlando. In addition to being one of the largest textile care facilities in VA, it is also the only one officially certified. The facility is also consistently recognized by the state of Florida for commitment to hiring individuals with disabilities. Even though it is behind the scenes, the work our textile plant employees do is crucial to our operation and our ability to maintain cleanliness and sanitation standards.



Our EMPLOYEES

WORKFORCE PROFILE

Total Employees	4,100
Veterans Employed	37%
Male	42%
Female	58%
Caucasian	66.5%
African-American	18%
Hispanic	9%
Asian	5.5%
Other	1%
Employees with Documented Disabilities	13%
Registered VA Volunteers*	1,917

*Our volunteers logged nearly 196,000 hours of service in 2015

WORKFORCE SNAPSHOT

Nursing Staff	1219
Doctors	483
Social Workers	197
Pharmacy Staff	185
Mental Health Providers and Support Staff	316
Facilities Staff*	488

*Includes Engineering, Environmental Management and Safety staff



"Ensuring that our employees and future VA leaders are highly trained, trustworthy and results-oriented effectively builds a foundation from which we can deliver high quality health care that is personalized, proactive and patient-driven."

Mila Madjarev

Education Training Specialist, Education Service
Bay Pines VA Healthcare System

Bay Pines VA Recognized Nationally for Patient Safety Practices

Again in 2015, the Bay Pines VAHCS was recognized nationally as a 2015 Cornerstone Recognition Award gold winner by the VA National Center for Patient Safety (NCPS). The healthcare system was one of 115 VA facilities nationwide to receive recognition, and one of 103 that received the gold award. The award recognizes facilities for transparent incident reporting processes and for using root cause analyses (RCA) to improve health care delivery systems and patient safety. The

achievement also inspires a culture of open communication towards reporting and identifying system issues so that we can continue to improve safe and effective health care services for Veterans. This was the sixth consecutive year the healthcare system was recognized as a gold winner.



Health Care Quality in ACTION

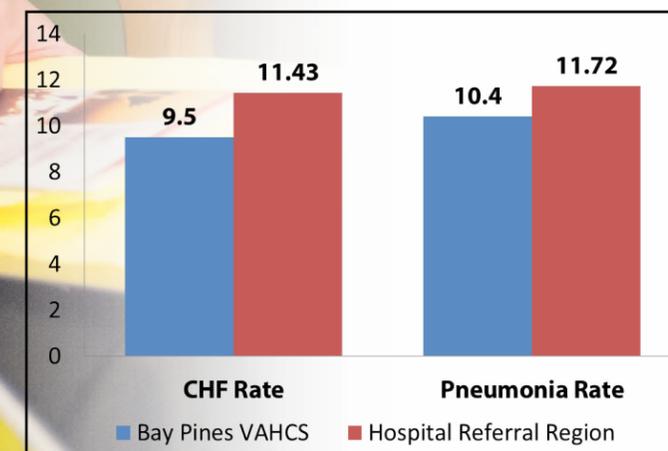
The numbers tell a story: The Bay Pines VAHCS performs better than community hospitals in areas like risk adjusted standardized mortality rates for congestive heart failure (CHF) and pneumonia, and readmission rates for acute myocardial infarction (AMI), CHF and pneumonia.

Our medical professionals and multidisciplinary teams used evidence-based processes and guidelines to manage patients with complex medical conditions. As

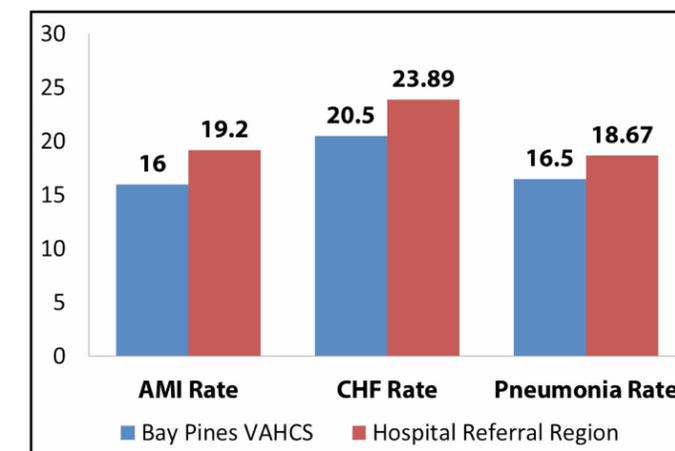
such, we measure, track and compare our delivery of care with other VA hospitals as well as private community hospitals. ASPIRE is VA's method of ensuring everyone has access to VA's quality data at www.hospitalcompare.va.gov. When available, VA uses traditional quality benchmarks set by the health care industry, but often sets VA standards or goals at a higher level.

We set our health care quality and delivery standards very high. America's Veterans deserve nothing less.

Risk Adjusted Standardized Mortality Ratio
(lower is better)



Risk Adjusted Readmission Rate
(lower is better)



Spiritual Health an Important Component of High Quality Care

While often overlooked, spiritual health is vital to providing holistic, high quality health care to America's Veterans. Our VA Chaplains offer spiritual and pastoral care to patients regardless of their religious background or affiliation and provide specialized care for inpatients, outpatients, families and staff. Pictured above is Chaplain Rob McLaren working with a patient in the Domiciliary located at the C.W. Bill Young VA Medical Center.

State-of-the-Art Cancer Care

The Bay Pines VAHCS's Radiation Oncology Center located at the C.W. Bill Young VA Medical Center is equipped with two linear accelerators. This cutting-edge radiation technology allows cancer experts to target tumors and cancerous tissue down to the millimeter, significantly limiting the potential adverse effects to the patient.

Cancer Care Navigation Program Improves Quality of Care

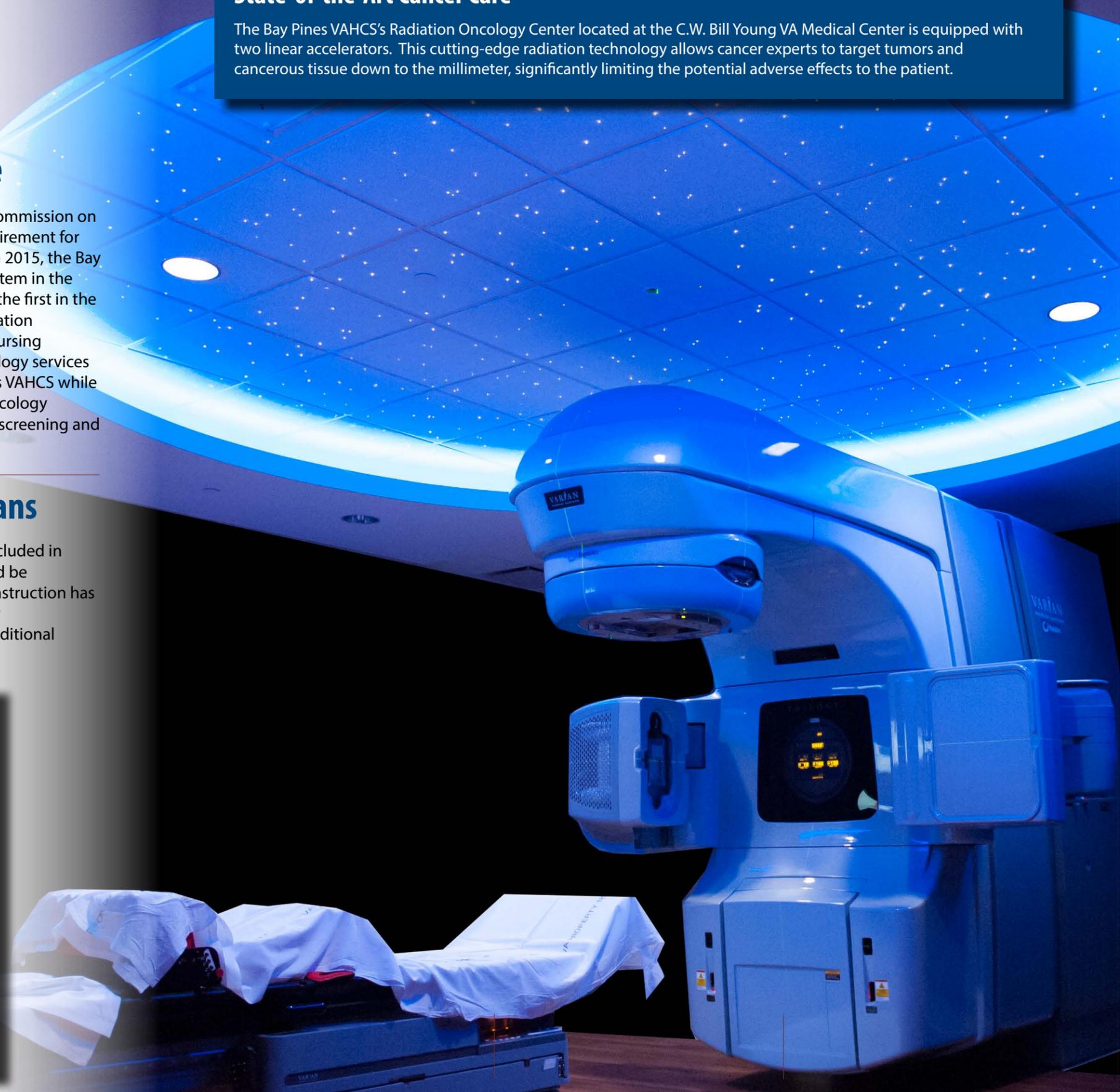
In 2015, the Bay Pines VAHCS worked to enhance the care and services available to patients by implementing the Cancer Care Navigation Program. The new program was developed with a focus on two patient populations: head and neck cancers, and esophageal cancers. As the program grows, additional patient populations will be included.

Clinical research has demonstrated that Patient Navigation Programs (PNP) in oncology settings improve access to care, decrease time from diagnosis to treatment, decrease patient anxiety associated with a cancer diagnosis, and potentially reduce health care

costs. The American College of Surgeons Commission on Cancer (CoC) recently added PNPs as a requirement for hospitals to maintain CoC accreditations. In 2015, the Bay Pines VAHCS was the only VA healthcare system in the state of Florida to be CoC accredited and is the first in the network to implement a Cancer Care Navigation Program. The new program stems from a nursing initiative aimed to deliver exceptional oncology services across communities served by the Bay Pines VAHCS while providing high quality, evidenced based oncology services and promoting cancer prevention, screening and education.

Building for the Future Needs of Southwest Florida Veterans

In 2015, we continued to make significant progress on several ongoing, major construction projects. Included in these projects is a new 17,375 square foot Cancer Infusion/Chemotherapy Center that will augment and be connected to the Radiation Oncology Center located at the C.W. Bill Young VA Medical Center. While construction has not yet started, the facility is expected to be complete in 2018 with building activation following shortly thereafter. Artist renderings of the new building are provided on this page. The facility will add eight additional treatment stations (50 percent increase) and also feature a standalone Pharmacy.



What is a VetLink Kiosk?



In late 2014, we installed patient check-in kiosks at the C.W. Bill Young VA Medical Center and at our outpatient clinics located in Bradenton, Cape Coral, Palm Harbor, Port Charlotte, Sarasota and Sebring. Most recently, in June 2015, we added kiosks at our outpatient

clinics in St. Petersburg and Naples. These self-service, touch screen kiosks allow Veterans to update personal information, view upcoming appointments, review insurance information, check their account balances, request beneficiary travel mileage reimbursement, and complete short appointment satisfaction surveys - all in addition to checking-in for each clinic appointment. The kiosks help to reduce the amount of time Veterans spend pre-registering prior to scheduled clinic appointments.

Direct Access to Audiology and Optometry

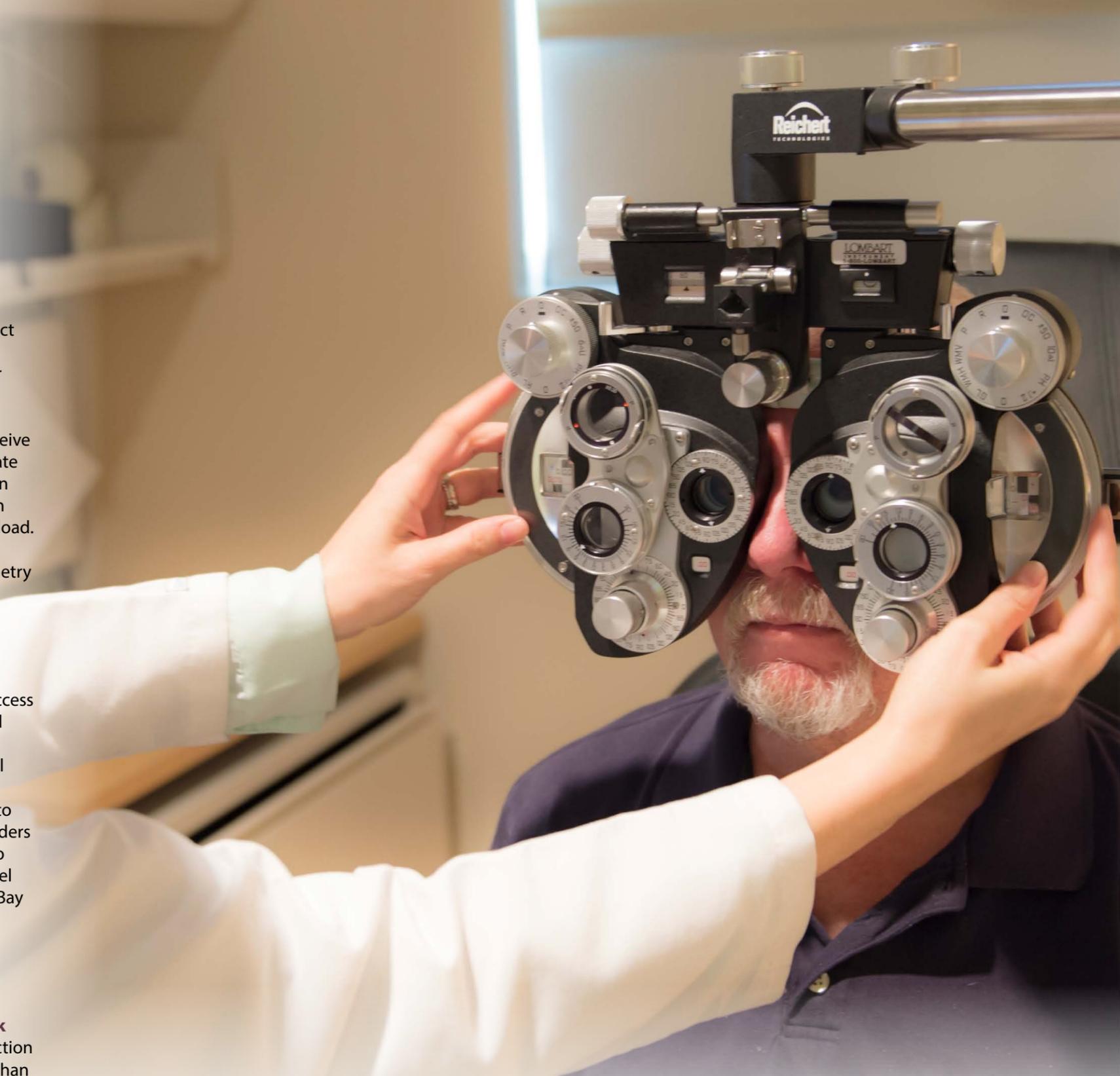
Beginning in March 2015, the Bay Pines VAHCS participated in a direct scheduling pilot program to increase access in Audiology and Optometry. Due to the success of the pilot at Bay Pines and two other sites, VA will be permanently implementing the program across the country. Primary Care access is traditionally impacted by the need to submit Audiology and Optometry referrals in order for Veterans to receive these services. The intent of the direct scheduling pilot was to eliminate the need for patients to see a Primary Care provider in order to be seen in Audiology or Optometry. The goal of the pilot is to improve Veteran experience and access to services while alleviating Primary Care workload. Veterans who opted to schedule directly experienced reduced appointment wait times by 19 days in Audiology and 9 days in Optometry in 2015.

Primary Care Float Providers

The Bay Pines VA Healthcare System expanded efforts to improve access to Primary Care services by hiring “float” providers. Patient Aligned Care Team (PACT) float providers are dispatched to cover for planned, unplanned, and extended leave, as well as vacancies, and the seasonal influx of Veterans. Float providers do not carry a permanent panel of patients; they are temporarily assigned to provide coverage in clinics to ensure continuity of Primary Care services. In addition, the float providers are augmented with nursing staff who operate in the same capacity to provide PACT coverage where needed on short-notice. The float model improved access to Primary Care services for Veterans enrolled at the Bay Pines VAHCS.

Our Patients are Satisfied with Appointment Times

In August 2015, the Bay Pines VAHCS implemented a national **VetLink kiosk** enhancement to survey patients in real-time regarding satisfaction related to health care access. Data collection has revealed that more than 90 percent of Veterans surveyed are completely satisfied or satisfied with their appointment timeliness.



Leading the charge in health care access

The Pittsburgh Veterans Engineering Resource Center (VERC) recognized our healthcare system in April 2015 as one of the best 1A facilities in the country for health care access practices (7th in the nation) including provision of open access through direct scheduling pilot programs (Audiology, Cardiology, Prosthetics). In addition, a same day access pilot for Primary Care planned for 2016.

98% of appointments completed within 30 days of clinically indicated date

93% of patients have access to Primary Care and Mental Health within a 30-min. drive time from their homes

90% of Veterans surveyed report they are completely satisfied or satisfied with timeliness of their appointments

Managing Pain

The Bay Pines VAHCS uses a stepped model to help Veterans manage pain. It is called the Veterans Health Administration (VHA) Stepped Care Model for Pain Management. The three steps in this model include primary care; secondary consultation with pain specialists; and tertiary, interdisciplinary care available through specialized pain centers. The basic platform for providing biopsychosocial pain care is the Veteran's Patient Aligned Care Team (PACT), supported by pain and other specialists. PACT is a partnership between the Veteran and the health care team, which emphasizes prevention, health promotion, and self-management. Core pain teams in PACT often add a behavioral health clinician and pharmacist to help address the complexity of pain management. This model of care allows for timely access to pain assessment, state-of-the-art treatment and follow-up, and reliable communication and care management.



Building a Holistic Pain Management Program

In July 2015, the Bay Pines VAHCS hired a neurosurgeon and Advanced Registered Nurse Practitioner to grow and lead the organization's new spine care program. The added service will help enrich the range of treatment options for Veterans experiencing back pain with a focus on improved physical function. The healthcare system expects to begin performing surgical interventions in early 2016 for patients suffering from degenerative disc disease - a condition in which pain is caused from a damaged disc in the spine. While we have always been able to provide this care for Veterans through community providers, the establishment of an in-house program improves health care continuity and access to pain management services.

Over the last several years, the healthcare system has been working to build a holistic pain program through the use of a biopsychosocial model of pain management in which all aspects of a Veteran's health and well-being are addressed. For each Veteran, the necessary combination of therapies and interventions used to manage pain are different, and based on individual need. It is not acceptable nor is it safe to merely prescribe pain medications to dull pain. Our focus is to help patients manage pain appropriately and regain function while improving quality of life.

Complete and Continuous Care for Homeless Veterans

Across the country, VA has made ending homelessness among Veterans a priority. The Bay Pines VAHCS continues to lead this charge. One way we are doing this is through our Homeless Patient Aligned Care Team (HPACT). Since launching in November 2014, our HPACT program has offered seamless clinical care and support to more than 300 Veterans who are homeless or at high risk of becoming homeless. This program pairs each Veteran with a multidisciplinary team of medical professionals. These team members partner with Veterans to accelerate housing placements and address underlying medical, mental health and substance use-related needs.

In 2015, Veterans enrolled in our HPACT program experienced a:

- 14 percent drop in emergency department use
- 27 percent decrease in inpatient admissions

1,974 homeless Veterans or those at risk for homelessness served

1,469 homeless Veterans were housed across the Bay Pines VAHCS in 2015

1,046 homeless hotline calls received and acted upon in 2015

Welcome to the Team

Dr. Anthony Jabre, Neurosurgery Section Chief, Bay Pines VA Healthcare System, meets with Marine Corps Veteran Bruce Guerin during an appointment at the C.W. Bill Young VA Medical Center. Jabre, a neurosurgeon with nearly 30 years of experience in the public and private sectors, was hired in July 2015 to lead and grow the Bay Pines VAHCS's new spine surgery program.

Expanding Virtual Care Program Make Health Care More convenient and accessible for Veterans

Virtual Care uses a combination of communication technologies, health informatics and disease management practices to make health care more convenient and accessible for Veterans, and to help keep them healthier. There are various Virtual Care modalities available to Veterans enrolled for care within our healthcare system. These modalities include various forms of Telehealth (Clinical Video, Home, and Store-and-Forward), Secure Messaging available through My HealthVet (www.myhealth.va.gov), and electronic consultations. In 2015, nearly 54 percent of Veterans actively seeking care within the Bay Pines VAHCS used some form of Virtual Care. Just four years ago, in 2012, only 19 percent of Veterans participated in our Virtual Care program.

A good example of the benefit of virtual care can be seen with the use and expansion of Clinical Video Telehealth (CVT) at all of our community based

outpatient clinics. CVT allows for Veterans to connect directly with healthcare providers using video-conferencing technologies. Video-conferencing equipment is one of the most common forms of technologies used in synchronous telehealth. There are also peripheral devices that can be attached to computers or the video-conferencing equipment which can aid in an interactive examination.

At our most remote community based outpatient clinic in Sebring, Fla., about 1,300 appointments were completed using CVT for mental health, audiology, diet and nutrition counseling and more. Instead of traveling two hours to the C.W. Bill Young VA Medical Center or Lee County Healthcare Center, Veterans in Sebring were able to take a shorter trip to the clinic and connect with specialty providers located, in some cases, more than 100 miles away.



Communicating with Secure Messaging

Secure Messaging enables Veterans to compose and send messages to their VA care team about non-urgent health care concerns, appointment requests, medication questions and more. Veterans can access Secure Messaging via My HealthVet (www.myhealth.va.gov), which is an online personal health portal available to Veterans, active duty service members and their caregivers.

In 2015, Veterans enrolled for care with the Bay Pines VAHCS sent 83,939 messages via Secure Messaging to their health care teams. Staff members sent out a total of 88,891 secure messages to their patients. More than 24 percent of the secure messages were acted on within 24 hours, while 68 percent of the secure messages were responded to within 48 hours.



Care Closer to Home

Denisha Hutto, a Telehealth Clinical Technician assigned to the Sebring, Fla. Community Based Outpatient Clinic, assists Veteran William Burse during a teleaudiology appointment with Dr. Lianna Snyder, Audiologist Resident (pictured on the video monitor above). Through the use of Clinical Video Telehealth technology, Burse is able to see his audiologist who is located about two hours away at the Lee County Healthcare Center in Cape Coral, Fla.



Total Number of MHV Users
82,998

Veterans Using Secure Messaging
44,268

Number of Messages Exchanged
88,891

MyVA Community Engagement Board

In 2015, we successfully established a MyVA Community Engagement Board for the Pinellas County, Fla. area.

The 12-member board is comprised of 9 community leaders from various industries and Veteran advocacy groups as well as leaders from the Bay Pines VA Healthcare System, St. Petersburg VA Regional Office and Bay Pines National Cemetery.

Co-chaired by two community leaders, the board's focus is to bring together local Veterans service providers, resources, advocates, and other stakeholders to improve outcomes for Veterans, active duty service members and their families.

The group is one of about 50 MyVA Community Engagement Boards established across the country that directly support VA's goal to enhance strategic partnerships as outlined in the Department's MyVA initiative.



Health Care Equality for all Veterans

Again in 2015, the Bay Pines VAHCS was recognized as a "Leader in LGBT Healthcare Equality" by the Human Rights Campaign (HRC) Foundation, the educational arm of the country's largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization. This was the third consecutive year Bay Pines was recognized with this achievement. The findings were part of HRC Foundation's Healthcare Equality Index 2015, a unique annual survey that encourages equal care for LGBT Americans, and recognizes healthcare institutions doing the best work.

The Bay Pines VAHCS earned top marks in meeting non-discrimination and training criteria that demonstrate its commitment to equitable, inclusive care for LGBT patients, and their families, who can face significant challenges in securing the quality health care and respect they deserve.

Veteran Town Hall Meetings

Throughout 2015, we hosted quarterly town hall meetings for Veterans, family members and friends, Veteran advocates and other stakeholders. During each of these meetings, we opened our doors to give Veterans and others the opportunity to ask questions, offers suggestions and share their VA health care or benefits experience directly with local leaders from the Bay Pines VAHCS and the St. Petersburg VA Regional Office. Each meeting also included a host of subject matter experts who stood by to offer immediate assistance. On average, about 50 Veterans attended each meeting in 2015.

Meeting with Our Community Partners

In 2015, we hosted quarterly stakeholder meetings with our congressional district office partners and Veteran Service Organization representatives at the C.W. Bill Young VA Medical Center and all of our outpatient clinics (nine locations). The meetings allowed for healthcare system leadership to meet with stakeholders directly to address local concerns and to also visit clinic locations and staff on a quarterly basis. Each quarter, the healthcare system director opened the meetings with general information and updates about the organization. Following the director's updates, two subject matter experts presented on topics of interest identified by stakeholders during previous meetings. Over the course of the year, 36 meetings were held. Nearly 100 of these meetings have been held since the program started in 2013.

Positive Customer Feedback

In 2015, we experienced a tremendous amount of feedback from Veterans, their loved ones, and other stakeholders from an array of systems available to capture "the voice of the customer." Included in this feedback were nearly 1,600 compliments. To put this into perspective, in 2012 the Bay Pines VAHCS received a total of just 104 compliments all year. The number of compliments received today versus just three years ago is remarkable. What does this mean? This means we are doing a better job today communicating with Veterans and making available appropriate systems for our Veterans to voice feedback. We take feedback from Veterans very seriously and make every effort to take appropriate action to resolve concerns and improve the Veteran experience.



Focus on Leadership

Dozens of leaders from the Bay Pines VAHCS gathered in late 2015 for a new leadership training program called Leaders Developing Leaders (LDL). The ultimate goal of the program is to develop innovative, adaptive leaders who can effectively create value for the Veterans we serve. Pictured below, Dr. Jennifer Pearson (standing), Chief, Medicine Service, provides feedback during the initial LDL session. Pearson was one of more than 40 leaders who participated.



KEY DRIVER EMPLOYEE ENGAGEMENT

Building a Highly Reliable System Through Leadership Development

In late 2015, the Bay Pines VAHCS rolled out a training program called Leaders Developing Leaders (LDL). The training was focused on developing leadership judgment, analyzing the enterprise, teambuilding and team feedback, managing change, and directly applying these skills to address current and real challenges.

The initial training session included our entire executive leadership team (director, associate director, chief of staff, associate director for patient care services, and assistant director), and more than 40 other clinical and administrative leaders from across the healthcare system.

Following the event, leaders expressed gratitude for the opportunity to participate in this program aimed at developing innovative, adaptive leaders who can effectively lead and participate on high-performing teams that create value for the Veterans we serve.

LDL will continue to spread across the organization throughout 2016. The program is a key part of the MyVA strategy to develop highly effective leaders across VA and to improve the employee experience while focusing on people and culture to better serve Veterans.

Recruiting the Best and Brightest to Serve America's Veterans

We hired more than 90 positions as part of the Veterans Access, Choice and Accountability Act of 2015. These positions include Primary Care and multiple specialty care providers. The hiring efforts provided for expanded capacity in chiropractic, dermatology, endocrinology, geriatrics, imaging, neuropsychology, oncology, optometry, orthopedics, otolaryngology, pulmonary, anesthesiology, and psychiatry in 2015 and beyond. In addition to these hires, the organization recruited and hired an access coordinator/group practice manager in June 2015 who routinely works and engages with clinical and administrative services on access to care, consult management, and clinic utilization.

Academic Partners and Affiliations

Medical Residents
152

Clinical Rotations Completed
252

Allied Health Trainees
785

Top Medical and Nursing Affiliations

St. Petersburg College
University of Central Florida
University of South Florida
Largo Medical Center
Cape Coral Technical College

Lake Erie College of Osteopathic Medicine
South University
University of Tampa

Active Academic Affiliations
220

KEY DRIVER OPERATIONAL EFFICIENCY

Streamlining the Appointment Scheduling Process for Veterans

The Bay Pines VAHCS, along with other VA facilities in the network, participated in an enhanced scheduling pilot. This pilot removed scheduling restrictions, allowing patients to leave with an appointment in hand. Previously, patients requiring follow up appointments beyond 90 days were placed into a reminder system whereas they would receive reminder post cards encouraging them to contact their health care team to

schedule follow up appointments as appropriate. This new process allows Veterans to plan ahead for their care. By scheduling routine appointments in advance, many Veterans are able to get an appointment on the date that they prefer to be seen.

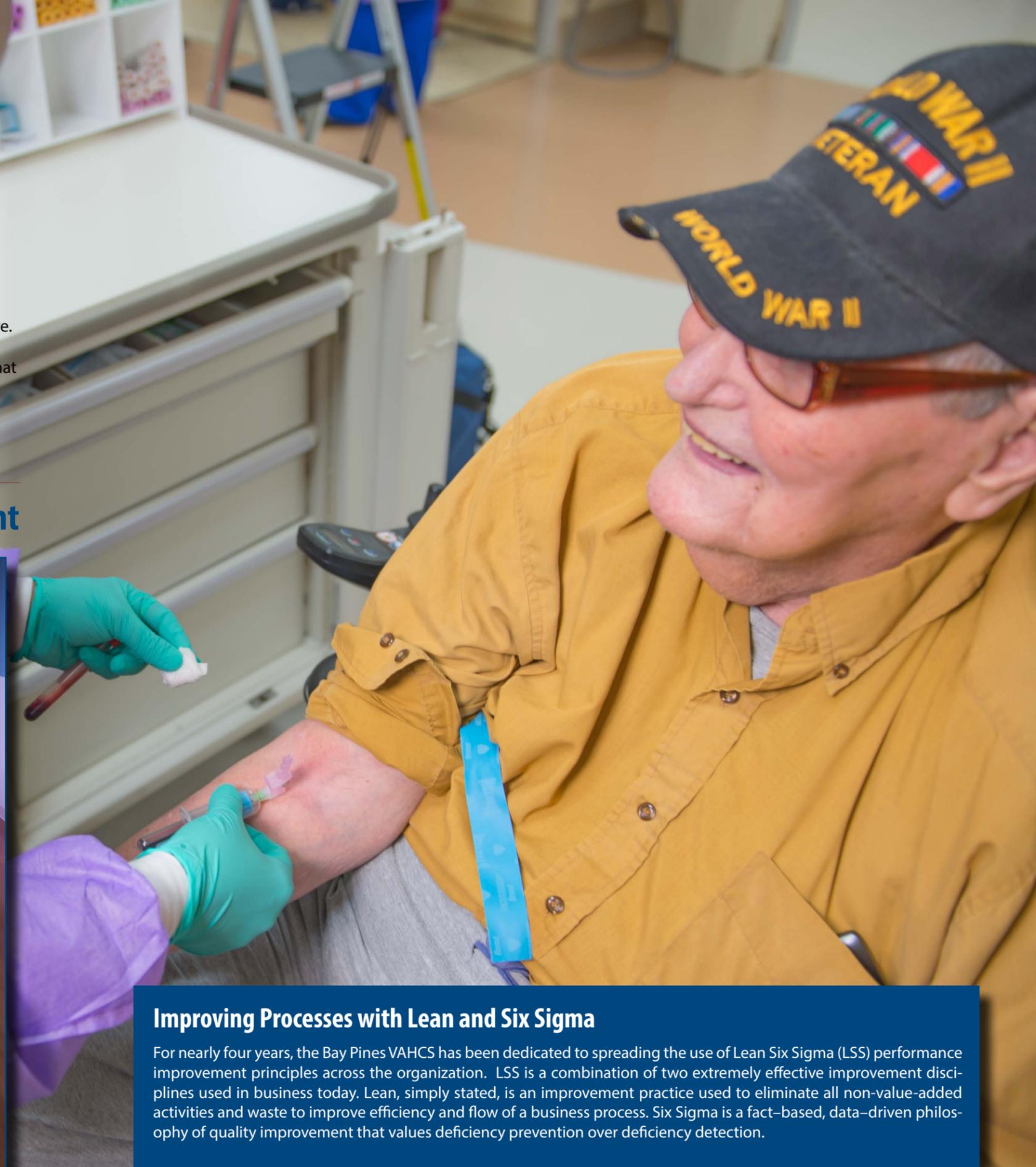
Improving Diagnostic Efficiency with State-of-the-Art Equipment

In September 2015, the Bay Pines VA Healthcare System installed a new Revolution CT scanner. With a price tag of approximately \$1.9 million, the device delivers state-of-the-art image quality and clinical capabilities through temporal, spatial and coverage resolution.

Thanks to its innovative design, the Revolution CT will improve routine exams and enable breakthrough clinical applications. For example, it has the ability to capture the whole heart in a single beat, in high definition, with motion-free coronary images at any heart rate. Previous technology requires the use of medication to slow the heart rate in order to capture a motion-free cardiac study. The large detector size allows for whole organ dynamic perfusion studies of the heart, brain, liver, kidneys and other organs and tissues with up to 16cm of coverage with uniform IV contrast (twice the coverage area as most other scanners).

It also delivers rapid and comprehensive trauma assessment thanks to the wide detector, fast table speed and better access to patients through the wide 80 cm bore.

The device also features the latest Smart Dose Technologies designed to acquire high quality images using lower doses of radiation. Smart Dose Technologies contribute to a more accurate diagnosis and lower exposure for patients across routine and advanced exams.



Improving Processes with Lean and Six Sigma

For nearly four years, the Bay Pines VAHCS has been dedicated to spreading the use of Lean Six Sigma (LSS) performance improvement principles across the organization. LSS is a combination of two extremely effective improvement disciplines used in business today. Lean, simply stated, is an improvement practice used to eliminate all non-value-added activities and waste to improve efficiency and flow of a business process. Six Sigma is a fact-based, data-driven philosophy of quality improvement that values deficiency prevention over deficiency detection.

Palm Harbor VA Community Clinic

35209 U.S. Highway 19 North
Palm Harbor, Florida 34684
(727) 734-5276

Pinellas

C.W. Bill Young VA Medical Center

10000 Bay Pines Blvd.
Bay Pines, FL 33744
(727) 398-6661 or 1-888-820-0230

St. Petersburg VA Community Clinic

840 Dr. MLK Jr. St. N.
St. Petersburg, Florida 33705
(727) 502-1700

Bradenton VA Community Clinic

5520 State Road 64, Suite 101
Bradenton, Florida 34208
(941) 721-0649

Sarasota VA Community Clinic

5682 Bee Ridge Rd., Suite 100
Sarasota, Florida 34233
(941) 371-3349

Port Charlotte VA Community Clinic

4161 Tamiami Trail, Suite 401
Port Charlotte, Florida 33952
(941) 235-2710

Manatee

Hardee

Highlands

Sarasota

Desoto

Charolotte

Lee

Collier

Sebring VA Community Clinic

5901 U.S. Highway 27 S.
Sebring, FL 33870
(863) 471-6227

Lee County VA Healthcare Center

2489 Diplomat Parkway E.
Cape Coral, FL 33909
(239) 652-1800 or 1-888-513-0045

Naples VA Community Clinic

2685 Horseshoe Drive S.
Naples, Florida 34104
(239) 659-9188

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For questions, please email vhabaypublicaffairs@va.gov.



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