Fiscal Year 2014 was filled with achievements, new programs and initiatives and we made progress on our goal to provide high-quality, personalized, proactive, patient-driven care to the Veterans we serve. As the fourth largest VA healthcare system in the country in terms of Veterans served, we continue to grow to serve more Veterans by constructing new facilities, expanding existing facilities and services, and hiring more doctors, nurses and other personnel. At the forefront of it all is our dedication and commitment to America’s heroes - the tens of thousands of men and women we serve across southwest Florida.

Every day in 2014, more than 3,800 employees across our healthcare system came to work to deliver personalized, proactive, patient-driven care to Veterans while honoring their service and empowering health. Nearly 40 percent of these committed professional are Veterans. This unique relationship puts our organization in a position to be the premiere healthcare system for America’s Veterans – a system dedicated to our core values of integrity, commitment, advocacy, respect and excellence (I CARE).

As a result of our commitment to Veterans and the VA mission, our healthcare system continues to outperform other hospitals and healthcare systems. Again in 2014, we were recognized as a “Top Performer on Key Quality Measures” by The Joint Commission (TJC) – the leading accreditor of health care organizations in the United States. This is the second year that we have been recognized as a Top Performer, and one of only 712 hospitals nationally to achieve the distinction for the past two consecutive years. We were also recognized nationally as a 2014 Cornerstone Recognition Award gold winner by the VA National Center for Patient Safety for our continuous focus on safe, effective healthcare delivery. We have been recognized as a gold winner for the past five years.

We thank all of the brave men and women we serve for making the Bay Pines VA Healthcare System your care provider of choice. You deserve nothing less than the very best, high quality healthcare our nation has to offer, and it is our goal to deliver on that promise.

Sincerely,
The Bay Pines VA Healthcare System Leadership Team

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.
"Our primary focus is partnering with Veterans and providing health care that is personalized, proactive and patient-driven. By achieving this, we can create better patient experiences, long term outcomes and remain a provider of choice."

Dr. Alfonso Carreno
Chief, Mental Health and Behavioral Sciences Service
WHO WE **SERVE**

**105,965 VETERANS**

- **VIETNAM ERA**: 42%
- **POST-VIETNAM ERA**: 10%
- **POST-KOREAN WAR**: 6%
- **KOREAN WAR**: 14%
- **DESERT STORM**: 6%
- **OIF / OEF / OND AND OTHER PERIODS**: 12%
- **WORLD WAR II**: 10%

**MISCELLANEOUS 2014 STATISTICS**

- **Pharmacy Prescriptions Filled**: 2,531,712
- **Flu Shots Administered to Veterans**: 4,729
- **Surgeries Performed**: 2,400
- **Mammography Exams Completed**: 222,413
- **Medical Laundry Washed and Processed**: 5.1 million lbs.
- **Orthotic or Prosthetic Equipment Issued**: 222,413
- **Flu Shots Administered to Veterans**: 31,837

**WORKLOAD 2014**

- **Veterans Served**
  - 2012: 1,013,806
  - 2013: 1,039,400
  - 2014: 1,059,965

- **Outpatient Visits**
  - 2012: 1,305,940
  - 2013: 1,306,854
  - 2014: 1,382,369

- **Total Admissions**
  - 2012: 12,591
  - 2013: 11,515
  - 2014: 11,013

- **Hospital Admissions**
  - 2012: 11,264
  - 2013: 10,272
  - 2014: 9,725

- **Domiciliary Admissions**
  - 2012: 597
  - 2013: 604
  - 2014: 635

- **Community Living Center Admissions**
  - 2012: 730
  - 2013: 639
  - 2014: 653

**Estimated Number of Veterans Living Within Service Area:**

**284,000**

**Market Penetration:**

(Percentage of total Veteran population within Bay Pines service area using VA health care)

**45.43%**
2014 BY THE NUMBERS: EMPLOYEES

WORKFORCE PROFILE

<table>
<thead>
<tr>
<th>Total Employees</th>
<th>4,064</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Staff</td>
<td>43%</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>43%</td>
</tr>
<tr>
<td>Veterans Employed</td>
<td>36.61%</td>
</tr>
<tr>
<td>Male</td>
<td>42.79%</td>
</tr>
<tr>
<td>Female</td>
<td>57.21%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>69.39%</td>
</tr>
<tr>
<td>African-American</td>
<td>16.81%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>8.3%</td>
</tr>
<tr>
<td>Asian</td>
<td>4.72%</td>
</tr>
<tr>
<td>Other</td>
<td>0.09%</td>
</tr>
<tr>
<td>Employees with Documented Disabilities</td>
<td>12.52%</td>
</tr>
<tr>
<td>Registered VA Volunteers*</td>
<td>1,474</td>
</tr>
</tbody>
</table>

*Our volunteers logged nearly 209,000 hours of service in 2014

Due to our commitment to hiring people with disabilities, we were recognized as a 2014 Exceptional Employer for the State of Florida. We were one of only seven public and private organizations from the state to receive the award. In 2014, we employed about 400 individuals with documented disabilities. On average, this number grows .5 percent each year.

POSITION SNAPSHOT

| Nursing Staff | 1135 |
| Doctors       | 449  |
| Social Workers| 164  |
| Pharmacy Staff| 180  |
| Housekeeping  | 165  |

2014 BY THE NUMBERS: FACILITIES

Palm Harbor VA Community Clinic
35209 U.S. Highway 19 North | Palm Harbor, FL
Veterans Served: 7,537
Outpatient Visits: 48,263

C.W. Bill Young VA Medical Center
10000 Bay Pines Blvd. | Bay Pines, FL
Veterans Served: 92,351
Outpatient Visits: 738,762

St. Petersburg VA Community Clinic
840 Dr. MLK Jr. St. N. | St. Petersburg, FL
Veterans Served: 2,557
Outpatient Visits: 24,880

Bradenton VA Community Clinic
5520 State Road 64, Suite 101 | Bradenton, FL
Veterans Served: 13,801
Outpatient Visits: 69,754

Sarasota VA Community Clinic
5682 Bee Ridge Rd., Suite 100 | Sarasota, FL
Veterans Served: 12,229
Outpatient Visits: 77,029

Sebring VA Community Clinic
5901 U.S. Highway 27 S. | Sebring, FL
Veterans Served: 3,492
Outpatient Visits: 27,172

Port Charlotte VA Community Clinic
4161 Tamiami Trail, Suite 401 | Port Charlotte, FL
Veterans Served: 9,283
Outpatient Visits: 64,793

Lee County Healthcare Center
2499 Diplomat Parkway E. | Cape Coral, FL
Veterans Served: 34,724
Outpatient Visits: 290,826

Naples VA Community Clinic
2685 Horseshoe Drive S., Suite 101 | Naples, FL
Veterans Served: 6,988
Outpatient Visits: 40,890

Due to our commitment to hiring people with disabilities, we were recognized as a 2014 Exceptional Employer for the State of Florida. We were one of only seven public and private organizations from the state to receive the award. In 2014, we employed about 400 individuals with documented disabilities. On average, this number grows .5 percent each year.

*Our volunteers logged nearly 209,000 hours of service in 2014
Achieving and Sustaining Safe, High Quality Standards of Health Care Delivery

In November 2014, the Bay Pines VA Healthcare System was recognized as a Top Performer on Key Quality Measures® by The Joint Commission (TJC), the leading accreditor of health care organizations in the United States. The healthcare system was included in TJC’s 2014 annual report “America’s Hospitals: Improving Quality and Safety,” for attaining and sustaining excellence in accountability performance measure for heart attack, heart failure, pneumonia, and surgical care. We are one of 1,224 hospitals in the U.S., and one of three VA healthcare systems out of 107 public and private hospitals in Florida to receive the Top Performer recognition.

We understand what matters most to Veterans is the quality and safety of the care they receive. That is why we have made it a top priority to improve patient outcomes through evidence-based care processes. The Top Performer recognition is a reflection of our commitment to that approach to health care delivery.

2014 Cornerstone Award Gold Winner

Again this year, we were recognized nationally as a Cornerstone Recognition Award gold winner by the VA National Center for Patient Safety. Our healthcare system is one of 111 VA facilities nationwide to receive recognition, and one of only 65 that received the gold award. The award recognizes facilities for efficiency and use of the root cause analysis (RCA) process, health care quality and patient safety. This is the fifth consecutive year we have received gold status.

Bay Pines Recognized for Exemplary Elder Care

Out of the 105,965 Veterans we served in 2014, more than 65,000 of them were 65 year of age or older. We recognize that age, among many other factors, matters when it comes to health care delivery and strive to provide the very best care to all Veterans who access our healthcare system for care. Again in 2014, we achieved “Exemplar” status for our Nurses Improving Care for Healthsystem Elders (NICHE) program. NICHE is the premier designation indicating a hospital’s commitment to excellence in the care of patients 65 years and older.

The “Exemplar” status is given to NICHE hospitals that exhibit pre-eminence in the implementation and quality of system-wide interventions and initiatives that demonstrate organizational commitment to geriatric nursing care. There are a total of 524 NICHE designated sites. Of these, only 38 have Exemplar status. Six VA facilities have the NICHE designation. Out of the VA facilities recognized, we are the only one to receive Exemplar status.
Our Blueprint for Excellence:
Providing Veterans Timely Access to Quality Health Care

At Bay Pines VA Healthcare System, our most important mission is to provide the high quality health care and benefits Veterans have earned and deserve — when and where they need it. In an effort to further improve our healthcare system in 2014, we focused on three fronts:

1. Rebuilding trust with Veterans and other Stakeholders
2. Improving service delivery focusing on better Veteran outcomes
3. Setting the course for longer-term excellence and reform

As part of these initiatives, we placed great emphasis on providing access to care for Veterans and recognized that timely care is and continues to be essential to positive health care outcomes.

In 2014:

We reached out to more than 6,000 Veterans to get them off wait lists and into clinics sooner.

We conducted focused appointment reviews and scheduling efforts while adding nearly 360 additional appointment slots per month.

We spent approximately $74 Million in community care for Veterans.

We recruited to fill physician and other staff vacancies, and hired a total of nearly 500 employees to fill vacancies and new positions.

We brought care to Veterans, providing virtual and in-home care where and when appropriate.

In 2014, 37,197 Veterans enrolled for care with Bay Pines used a Virtual Care modality.

There were 6,500 eConsults, giving Veterans and their providers increased access to specialty care services (eConsults are electronic provider-to-provider consultations that eliminate the need for the Veteran to attend a traditional appointment).

About 26,000 Veterans took advantage of premium features in My HealtheVet with 67,170 secure messages sent from patients directly to their VA health care team.

*Average time (days) our patients waited for an appointment from the date they preferred to be seen in 2014:

- Primary Care: 5.75 days
- Mental Health: 3.32 days
- Specialty Care: 4.05 days

93 Percent of Veterans enrolled for care within the Bay Pines VA Healthcare System have access to Primary Care and Mental Health Services within a 30-minute drive time of their homes.

**Did you know...**

In 2014, VA Secretary Robert McDonald and Interim Under Secretary for Health Dr. Carolyn Clancy developed a guiding document to help us become a Veteran-centric health care system. It’s called the Blueprint for Excellence, and it offers a detailed vision of how VA will evolve as a model national health care provider — delivering both excellent health care and an excellent experience of care to every Veteran we serve. To learn more about our road map to excellence, please visit www.va.gov/HEALTH/docs/VHA_Blueprint_for_Excellence.pdf.

*As of 12/31/2014

**Improving Access Through Innovation**

In 2014, we established a Convenient Consult Cardiology Clinic (C4). The new clinic is located on the fourth floor of the C.W. Bill Young VA Medical Center. Led by Dr. Anna Paszczuk, Acting Chief, Cardiology, (pictured) and other members of a special project team, the clinic was implemented as a pilot program in February 2014. C4 became a permanent fixture at the medical center a few months later. The clinic gives new cardiology patients the opportunity to be seen by a cardiologist the same day versus waiting for a traditional appointment through the primary care referral process. Read more about C4 on page 15.
PERSONALIZED, PROACTIVE, PATIENT-DRIVEN

Onsite Chiropractic Care Services Activated

In April 2014, we activated onsite chiropractic services at the C.W. Bill Young VA Medical Center as part of our comprehensive pain management program. Two full-time chiropractors (lead chiropractor Dr. Jason Napuli and a medical student) were hired to spearhead the new program and directly report to our Physical Medicine and Rehabilitation Service. In addition, the program established an active academic training affiliation with the National University of Health Sciences located in St. Petersburg, Fla. to help mentor and teach the newest generation of chiropractors.

This new and growing program will not only provide additional options and increased access for Veterans seeking rehabilitation services, it will also provide a non-medication alternative for Veterans dealing with chronic pain.

New Cardiology Clinic Sees Patients Same Day

Providing personalized, proactive, patient-driven health care to Veterans is a top priority for the Bay Pines VA Healthcare System. An important part of the work we do every day is not only to sustain our model of health care delivery, but also to innovate and improve existing systems and processes that directly benefit the men and women we serve. Innovation and process improvement is the cornerstone of VA health care.

A great example of health care innovation on behalf of America’s heroes can be seen at our newly established Convenient Consult Cardiology Clinic (C4) located at the C.W. Bill Young VA Medical Center. The clinic originally started as a pilot program in February 2014 aimed at improving access to cardiology services for newly established cardiology patients. The goal of the clinic pilot was to provide immediate patient access to routine outpatient cardiology consultations. Results of the pilot period were remarkable and the clinic was later established as a permanent program. Before the implementation of the clinic, new cardiology patients waited, on average, about 30 days for an initial appointment. Now, a patient can be seen on the same day he or she is referred to cardiology. The new clinic also offers a “one stop shop” experience. All services are conveniently located on the fourth floor of the medical center.

Another change realized by this clinic was the process for ordering cardiology related procedural tests. When a referring provider uses the C4 Clinic, they are not responsible for entering cardiology related procedural orders, as this request is now entered by the C4 cardiologist. This new process allows the cardiologist to enter requests for those tests they deem necessary. As a result, the medical center will achieve cost avoidance for unnecessary tests and Veterans will be spared the time required to complete the tests.

Immediate Cardiology Care

| Number of Cardiology Consults in 2014 through cardiology outpatient clinic: | 1555 |
| Average days to complete consults through cardiology outpatient clinic: | 29.47 days |
| Number of Cardiology Consults in 2014 through C4 clinic: | 616 |
| Average days to complete consults through C4 clinic: | 7.31 days |
| Projected cost avoidance over a fiscal year due to C4 implementation: | $355,498 |

Did you know...

Chiropractic care is widely used for back pain and related conditions. It can also be used to treat neck pain, pain from an accident or injury, muscle spasms, pinched nerves and other problems related to the spine, muscles and bones. The intent of a chiropractic adjustment is to improve the function of nerves and joints to reduce pain and aid recovery.
Coordinated Care Delivery

PACT: The Epicenter of Holistic, Patient-Centered Care

Patient Aligned Care Teams (PACT) provides Veterans with a team of health care professionals who partner with them to maintain and promote their health status.

As part of our personalized, proactive, patient driven approach to providing health care, PACT teams listen to Veterans about their health care concerns, let them know their options, and help them and their families make their own decisions about their care.

Teams typically include a primary care provider, a clinical associate, a registered nurse care manager, a clerk, the patient, and his or her family and/or caregiver. With the support of other professionals in areas like mental health, social work and pharmacy, PACs provide an entire community of holistic care for patients.

A PACT offers many ways to access health care. In addition to personal visits with primary health care providers, Veterans may schedule visits with other members of their assigned teams. PACs can also help patients access group clinics and educational seminars, plus a wealth of information on the Internet through My HealtheVet (www.myhealth.va.gov).

“In short, a PACT team is the primary hub or epicenter of a Veteran’s VA health care experience,” said Dr. Thomas Mattras, Chief, Primary Care Medicine Service, Bay Pines VA Healthcare System.

“Our healthcare system employed 81 primary care PACT teams in 2014 and that number continues to grow. This includes 14 teams specifically dedicated to providing and coordinating care to the growing number of women Veterans we serve across our healthcare system.

Technology Brings Education, Engagement and Entertainment to the Bedside

In early 2014, we launched our new Interactive Patient Care System (IPC). This innovative system was installed in 164 patient rooms at the C.W. Bill Young VA Medical Center. Using an in-room television that is transformed at their bedsides, hospitalized Veterans receive customized health education as well as information on hospital services, medications, patient safety and pain management, and dynamic, online entertainment including internet access, television programming, movies, video games and music.

Patient satisfaction is the key to a better hospital experience, and our new IPC system is one way we are making hospital stays more comfortable for Veterans.

My PACT Experience

Jim Sleter - U.S. Army Veteran

Veteran Jim Sleter (pictured above with his primary care provider Dr. Ruben Hernandez at the Bradenton Community Based Outpatient Clinic) described himself as a “couch potato” when reflecting on his life following discharge from the U.S. Army. In addition to being overweight, Sleter had several health related issues including high cholesterol and high blood pressure. That all changed in August 2013 when he and his wife moved to Florida where he began receiving care at the Bradenton facility. By working with his PACT team and adjusting his lifestyle, Sleter has lost more than 20 pounds, reduced his triglycerides from 444 to 72 and cholesterol from 240 to 170. He has also decreased the amount of medications he is taking for blood pressure management.
In 2014, we made significant progress on several ongoing, major construction projects. The focal point of construction, and by far, the largest project is the Mental Health Center addition which is expected to be completed in 2016. Located on the southeast side of the main medical center building, the 156,000 square foot addition is a multi-phased venture. When complete, the new center will become the central location for mental health to include inpatient, outpatient and residential services.

Two of our other large projects include a new 12,440 square foot Research and Development addition and a 17,375 foot Cancer Infusion/Chemotherapy Center.

### Mental Health Center Addition
- 156,000 square foot, comprehensive mental health center
- Inpatient, Outpatient, Residential
- Completion of new building expected in 2016

### Research Addition
- 12,440 square feet
- Construction started in Oct. 2014
- Two-story addition to building 23
- New, modernized vivarium
- Completion expected late 2015

### Cancer Infusion Chemotherapy Center
- 17,375 square feet
- Construction award expected by June 2015
- Completion expected late 2016
- Provides 8 additional treatment stations (50% increase)
Top Notch Mental Health Care a Priority for Bay Pines

We offer a wide range of treatments and services to improve the mental health of Veterans. Our healthcare system’s mental health programs support recovery, with the goal of enabling Veterans with mental health concerns to live meaningful lives in their communities and achieve their goals.

In addition to providing outpatient mental health services, we also maintain and offer services in both inpatient and residential settings addressing a variety of mental health concerns including: depression, sadness and grief; anxiety, excessive worrying; addictive behaviors; relationship problems; stress related to medical problems and pain; post-traumatic stress disorder (PTSD); aggressive or self-harming behaviors and much more.

In 2014, the 316 mental health professionals and support staff employed by our healthcare system treated about 21,600 patients.

“More and more Veterans seeking care from our healthcare system are taking advantage of the mental health services we offer and realize very quickly how much we can help when they become engaged in care,” said Dr. Alfonso Carreno, Chief, Mental Health and Behavioral Sciences Service.

“We continue to focus on providing accessible and timely mental health services to Veterans across our healthcare system through the expansion of existing programs, the hiring of additional clinical providers, utilization of telehealth technologies and more,” he said.

In 2013, mental health care became increasingly available in our community clinics and other outpatient settings through the use of evening and weekend appointment hours.

When Veterans’ mental health issues can be successfully managed in primary care utilizing integrated mental health staff in PACT teams and using care management resources, Veterans with less complex mental health care needs do not have to make appointments in specialty mental health clinics. This is a more efficient way of providing care and also assures access to mental health specialty care for Veterans with more complex symptoms.

Suicide Prevention

We are very focused on the issue of suicide and suicide prevention. In addition to the large number of mental health staff we employ, we also have a team dedicated to prevention led by our Suicide Prevention Coordinator. An important part of this program is triaging and managing calls for help through the Veterans Crisis Line (1-800-273-8255 press 1 or text 838255). Since 2009, our healthcare system has fielded more than 2,500 calls (914 in 2014 alone). That is potentially 2,500 Veterans as well as Non-Veterans who have been helped or saved.
### Progress Made Towards Ending Veteran Homelessness

We continue to make VA’s goal to end Veteran homelessness a priority across the communities we serve through innovative agency and interdepartmental partnership programs and Veteran outreach.

In 2014 we served more than 4,000 homeless Veterans or those at risk for homelessness by our mental health and health care for homeless Veterans teams.

A very important component of our homeless program is the U.S. Department of Housing and Urban Development (HUD) - VA Supportive Housing (VASH) program - a joint effort between HUD and VA to move Veterans and their families out of homelessness and into permanent housing. HUD provides housing vouchers that allow Veterans to rent privately-owned housing, and VA offers eligible homeless Veterans clinical and supportive services through Bay Pines and other health care systems throughout the United States. In 2014, 857 Veterans were housed and supported under this program by our healthcare system.

The program operates using a Housing First model. Housing First is an approach to ending homelessness that advocates housing before treatment. In other words, the Housing First model does not try to determine who is “housing ready” or demand treatment prior to housing. Instead, treatment and other support services are wrapped around Veterans as they obtain and maintain permanent housing through the program.

Sixty-three Veterans were housed as part of our Housing First demonstration program – a specialized program under HUD-VASH that focuses its efforts on those Veterans who have been struggling with severe and persistent mental health issues.

Supportive services are delivered to Veterans from initial engagement in the program through the housing search and continue after placement. Services focus on promoting housing stability and achieving other personal goals related to well-being and recovery. Intensity and duration of supportive services varies, depending on the individualized needs and goals of each Veteran.

### Eliminating Homelessness

<table>
<thead>
<tr>
<th>Table</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Veterans served (homeless or at risk):</td>
<td>4,036</td>
</tr>
<tr>
<td>Number of homeless Veterans identified during annual 2014 Point-in-Time count:</td>
<td>968</td>
</tr>
<tr>
<td>Number of homeless Veterans housed by Bay Pines and partners across southwest Florida in 2014:</td>
<td>1387</td>
</tr>
<tr>
<td>Number of HUD-VASH Vouchers Issued:</td>
<td>1070</td>
</tr>
<tr>
<td>Veterans admitted to HUD-VASH program</td>
<td>945</td>
</tr>
</tbody>
</table>

### Did you know...

VA operates a National Call Center for Homeless Veterans hotline to ensure that homeless Veterans or Veterans at-risk for homelessness have free, 24/7 access to trained counselors? The hotline is intended to assist Veterans and their families by connecting them with VA Medical Centers, federal, state and local partners, service providers and more for assistance.

### Help for Homeless Veterans

- **877-4AID-VET**
- (877) 424-3838
- [va.gov/homeless](http://va.gov/homeless)

### Housing First

U.S. Air Force Veteran Jonathan Achuff (pictured), is one of about 70 formerly homeless Veterans housed through the Bay Pines VA Healthcare System’s Housing First demonstration program. As a specialized program under HUD-VASH, Housing First focuses on those Veterans who have been struggling with severe and persistent mental health issues. Read more about John’s story at: [www.baypines.va.gov/features/20140721.asp](http://www.baypines.va.gov/features/20140721.asp)