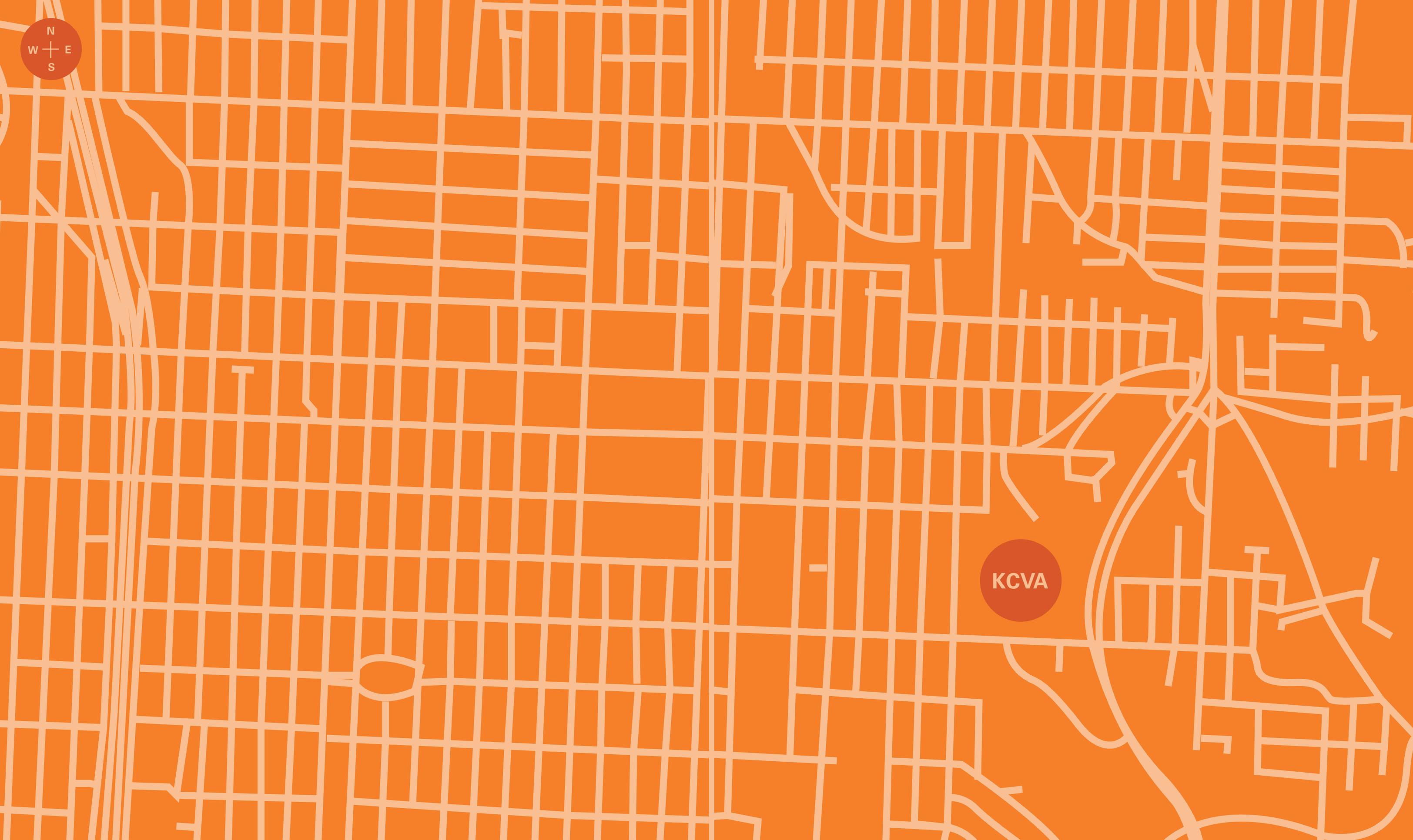


2010  
KANSAS CITY  
VA  
MEDICAL  
CENTER  
ANNUAL  
REPORT



KCVA



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Medical Center director  
*Kent Hill*

Chief of Staff  
*James Sanders, MD*

Associate Director  
*Kevin Inkley*

Assoc. Dir. Patient Care  
*Patricia Ten Haaf*

Assistant Director  
*Michael Moore*

Editorial Staff  
*Glenna Greer*  
*Public Affairs Officer*

Design & Layout  
*Joe O'Neill*  
*Graphic Designer*

4801 Linwood Blvd  
Kansas City, Mo. 64128

816.861.4700  
800.525.1483

Visit us online at <http://www.kansascity.va.gov/>  
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## DIRECTOR'S MESSAGE



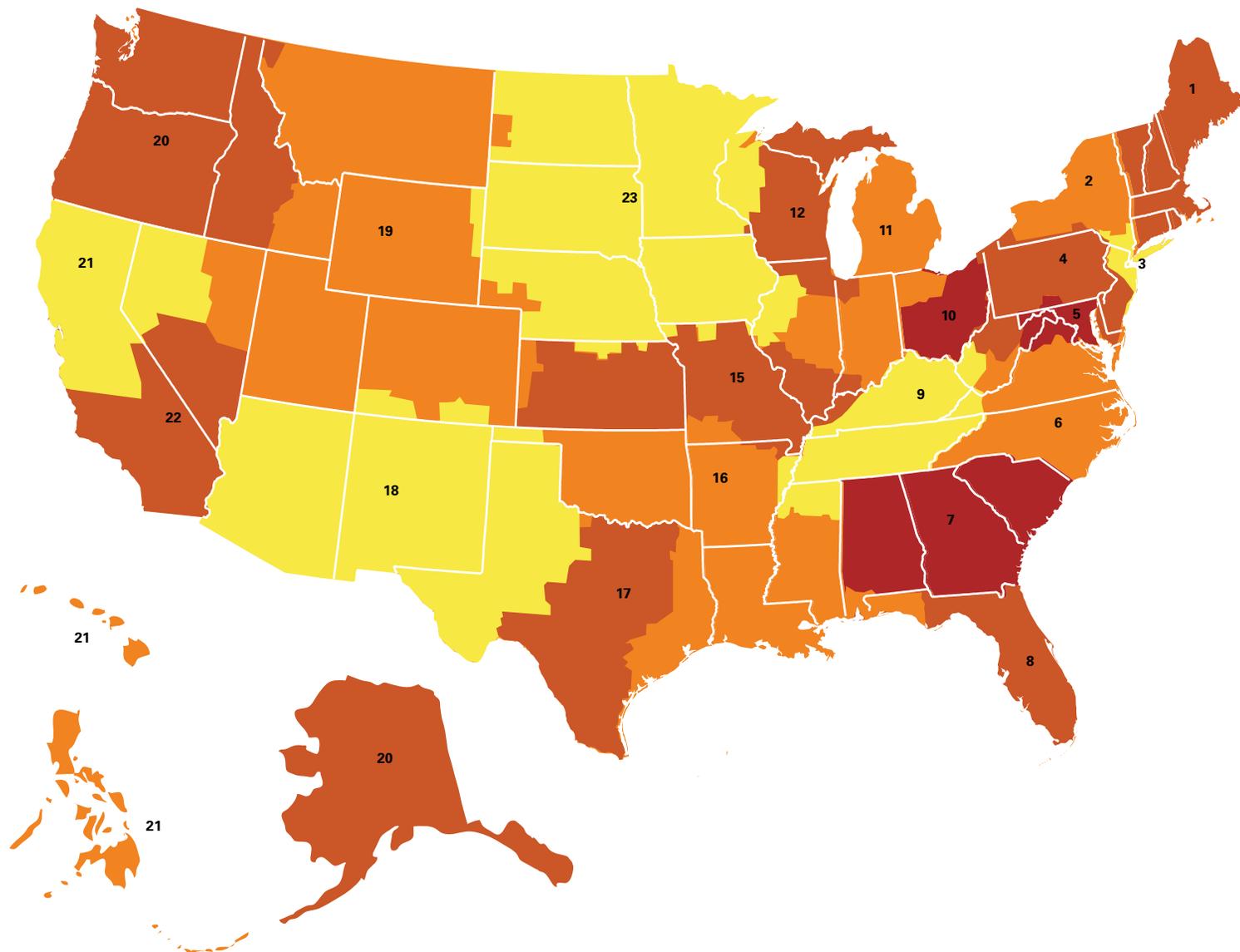
*"I look forward to 2011 as we build on the successes of 2010. The commitment and dedication of the staff has never been greater and I am very proud to work alongside them as we continue our pursuit of excellence."*

2010 was a tremendous year at the Kansas City VA Medical Center—people centric, results driven and forward thinking. 2010 was a year of beginnings with people centric and results driven initiatives realized such as the ribbon cutting for the new community clinic in Excelsior Springs, opening a Hospice Unit and the ribbon cutting for the new blinded veterans rehab center; a year of successes—people centric initiatives brought us improved patient satisfaction scores and successful recruitment of key staff and physicians, and being results driven brought excellent scores in performance measures; improved access to services meant that Veterans did not have to wait long periods to be seen; a year of growth as a result of a successful outreach program brought in an increase of three percent more Veterans for VA healthcare; a year of increased focus on the Veteran—people centric—in building on our foundation in becoming more patient-centered we formed our first Patient Care Aligned Team in Primary Care and obtained a grant to work with Planetree. This is a great time to be at the Kansas City VA—for both veterans and employees. I look forward to 2011 as we build on the successes of 2010. The commitment and dedication of the staff has never been greater and I am very proud to work alongside them as we continue our pursuit of excellence.

Kent Hill,  
*Medical Center Director*

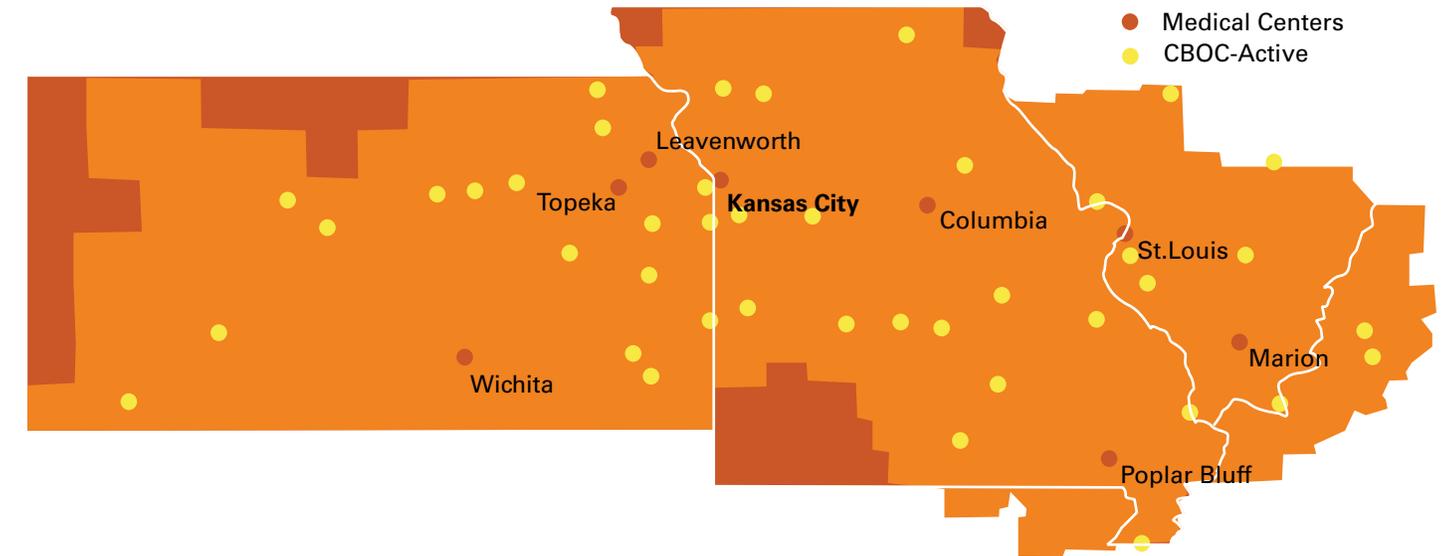
# NATIONAL VETERANS AFFAIRS MEDICAL CENTER NETWORKS

The Veterans Health Administration has the largest integrated health care system in the United States, consisting of 153 medical centers, in addition to numerous community-based outpatient clinics. Organizationally the health care system is divided into 21 Veterans Integrated Service Networks (VISN). Together these health care facilities provide comprehensive care to over 5.5 million veterans each year.

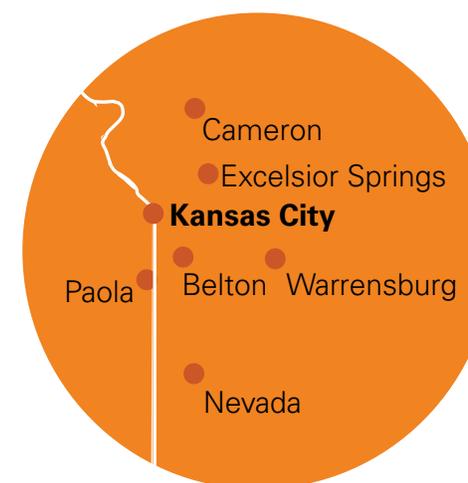


# VETERANS INTEGRATED SERVICE NETWORKS 15

Kansas City VA Medical Center is in the VA Heartland Network also known as VISN 15. VISN 15 provides health care to veterans in Kansas and Missouri, as well as parts of Illinois, Indiana, Kentucky and Arkansas.



## KANSAS CITY VA HEALTHCARE



## OUTPATIENT VISITS AT COMMUNITY CLINICS

	2009	2010
Belton	3,889	4,558
Cameron	3,467	3,296
Excelsior Springs	<i>opened in 2010</i>	1,550
Nevada	6,420	6,424
Paola	3,161	3,272
Warrensburg	5,551	5,560

PEOPLE  
CENTRIC  
RESULTS  
DRIVEN  
AND  
FORWARD  
THINKING

## MEDICAL CENTER STRATEGIC GOALS

### **Strategic Objective 1—** Expand/Improve Clinic Access

- Goal 1* Assess and validate need for expanded/  
shifted clinic hours
- Goal 2* Identify alternative methods to meet  
outpatient access needs
- Goal 3* Incorporate medical home model to  
meet outpatient access needs.

### **Strategic Objective 2—** Increase Tertiary Services

- Goal 1* Collect and analyze orbit-level data in  
order to provide tertiary services in  
neurosurgery, orthopedics, oncology
- Goal 2* Ensure efficient use of resources in  
providing services in Goal 1
- Goal 3* Systematically analyze all high volume,  
high cost areas and compare to  
benchmarks.
- Goal 4* Reevaluate feasibility and time line of  
this objective for neurosurgery

### **Strategic Objective 3—** Organizational Review

- Goal 1* – Focus the organization on patient-  
centered care (cultural change)

## HISTORY of THE KANSAS CITY VA MEDICAL CENTER

### Hospital opened October 5, 1952

Original construction—\$10 million;  
3 years to build  
155<sup>th</sup> of the proposed 174 VA facilities  
39<sup>th</sup> completed in post WWII

### Timeline

1952—Opened  
1953—1st 2 residents from the Dept. of Medicine of the University of Kansas School of Medicine came on initial rotation  
1961—Outpatient annex built  
1963—Air conditioning added; animal research facility built  
1967—Fully automated elevators  
1969—3-ICUS opened; boiler plant converted from coal to gas  
1970—Outpatient dental program established  
1972—Research and Education Wing completed  
1976—Broke ground for new ambulatory care building  
Completed installation of closed circuit color educational television system  
1979—The first VICTORS low vision rehabilitation program in the United States was established at the KCVAMC  
1985—Computers for employees  
1989—Recipient of Presidential Award for Quality Improvement  
1990—Become a “smoke-free” facility  
1991—MRI facility dedicated  
1992—Recipient of Robert W. Carey Award for Quality Improvement  
1993—Windsor Manor Transitional Residence opens  
1994—Hosted the 14th National Veterans Wheelchair Games  
1998—New MICU opened  
1999—Belton and Whiteman CBOCS open

2000—Nevada, MO and Paola, KS CBOCS's open  
*Recipient of vHA Patient Safety Improvement Award*  
New SICU opened  
Veteran Benefit representative opens office at facility  
2002—Warrensburg and Cameron Outpatient clinics open  
Primary Laboratory opens  
New surgical suites open  
2004—Opened Women’s Clinic (designated space)  
Implemented innovative clinic initiative (DIGMA – Drop In Group Medical Appt)  
2005—Progressive Care Unit opens; added telemetry beds.  
Chiropractic care added to on-site services  
2007—State-of-the-Art Cardiac Cath Lab opens  
OIF/OEF Case Management Program established  
Smoke-free entrance  
2008—PET/CT  
Digital Signage added—improving communication  
Greeter Program implemented  
2009—Veterans Court  
Shuttle service to and from parking lots  
Teleretinal Imaging

*Kansas City VA Medical Center opened in October 1952*

1952	2010
500 beds	157 Beds
2,600 Admissions	6,180 Admissions
Medical Staff Affiliations	Medical Staff Affiliations
University of Kansas	University of Kansas
18 Residents	University of Missouri-Kansas City
	86 Residents Combined

## MEDICAL CENTER BUDGET

	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10
Recurring Bass	\$138	\$146	\$160	\$193	\$204	\$227
MCCF	\$13	\$15	\$15	\$21	\$21	\$23
total operating budget	\$151	\$161	\$175	\$214	\$225	\$250

*dollars represented in millions*

## STAFFING

	FY 06	FY 07	FY 08	FY 09	FY 10
RNS	243.2	254.3	287.5	318.1	326.6
LPNS	64.4	54.3	68.6	80.3	91.4
Wage Grade	132.1	133.3	154.9	157.3	155.7
Admin/Clerical	296.4	315.8	355.6	380.2	381.4
Physicians FT/PT	86.2	87.9	92.8	103.0	111.4
Allied Health	253.8	269.0	284.0	328.2	326.6
Other Staff	40.9	45.3	50.7	54.5	57.6
Total	1117	1156.8	1294	1421.6	1449.7

*Doesn't include non-VA personnel  
VolInters=356*

## WORKLOAD

	2008	2009	2010
veterans served	42,294	42,994	44,518
Outpatient visits	426,579	468,000	498,781
discharges	6,731	6,850	6,880
Women veterans*	2,782	2,940	3,238
Returning Veterans	1,572	2,054	2,362

*\*Source: KLF-ProClarity Unique Patient Cubes  
Data source VISTA*

**Key staff added in 2010:**  
Associate Director for Patient Care Services/  
Nurse Executive

Chief, Surgery Service  
Chief, Radiology Service

**Added physicians:**  
Orthopedic Surgeon  
Ortho-Spine Surgeon  
Interventional Radiologist  
Emergency Department  
Dermatology  
Nephrology  
Cardiology

# The Kansas City VA Medical Center gained full accreditation from the following in 2010:

Joint Commission—full hospital accreditation

Commission on Accreditation of Rehabilitation Facilities  
(CARF) for Substance Abuse Residential Rehabilitation  
*Treatment Program, Psychiatric Residential Rehabilitation Center, Compensated  
Work Therapy, and Healthcare for Homeless Veterans*

Cancer Program received full accreditation with commendation from the  
American College of Surgeons

Full Accreditation for human and animal research from Association for the  
Accreditation of Human Research Protection  
*Programs and the Association for the Assessment and Accreditation of  
Laboratory Animal Care*

Laboratory received full accreditation from the College of American pathologists

## 2010 SUCCESSES & ACCOMPLISHMENTS

Excellence in Performance Measures  
over 85% of critical performance measures  
met;  
89% of non-critical measures met  
Excellence in access for Veterans.  
All clinics had 99.5% access within 30  
days. (Achieved through weekly meetings  
with key staff.)  
Expedited the process for mammogram  
appointments  
Expanded clinic times in Radiology, with  
weekends and evening appointments—  
MRI, CT and Ultrasound

Opened  
Hospice Unit  
Blind Rehab Center  
Community Clinic in Excelsior Springs,  
Missouri

Expanded Veteran services in the following  
specialties:  
Cardiology  
Neurosurgery  
Dermatology  
Orthopedics  
Interventional Radiology  
Rheumatology  
Peripheral Vascular Interventions

Patient Centered Advances—  
established two teams in the Patient  
Aligned Care Team (PACT) model;  
awarded Innovation Funding grant to  
contract with the Planetree organization  
for facility assessment

Mental Health's initiatives  
Veterans' Court—graduated 14 Veterans  
Co-hosted two Homeless Stand Downs  
Participated in the city's first Female  
Veteran Stand Down  
Added 46 new grant and diem beds (to a  
total of 125 including 8 female beds)  
Increased emergency housing contract  
beds to 17  
Issued 70 new HUD/VASH vouchers  
Significant increase in home health programs  
Home-based Primary Care by 60%  
Homemaker Health by 156%  
Care Coordination/Home Telehealth  
by 88%  
Adult Day Care census increased to 10  
Rural Healthcare  
Mobile Medical clinic program approved  
Contract awarded for Mobile medical unit  
Realized 3% growth in new patients  
Approval to initiate Cochlear Implant Program  
Expanded outreach program with more than  
60 scheduled events  
Teledermatology clinic available for Wichita  
patients  
Only medical center in the KC area providing  
complete endoscopic diagnosis and  
treatment for early esophageal cancer  
and Barrett's esophagus (Narrow Band  
Imaging, confocal endomicroscopy, EMR,  
radio frequency ablation)



## KEY AREAS OF RESEARCH

VICTORS Award-winning program (Blindness and other visual disorders)  
 Glaucoma and Eye Disorders  
 Hypertension and Cardiovascular Diseases  
 Mental Health (combat trauma, PTSD, suicide prevention; Substance Abuse & Addiction Disorders)  
 Pulmonary Disorders (COPD and Asthma)  
 Gastric Disorders (Barrett, GERD)  
 Chronic Hepatitis C Infection  
 Neurological Diseases (Alzheimer's, TBI, Neurodegenerative disorders)  
 Chronic Kidney Diseases  
 Cancer (Breast, Pancreatic, Prostate, Colon and Pancreatic)  
 Outcome Research (understanding care giver burden)  
 Alternative Medicine (acupuncture for pain and yoga for hard to treat GERD)

FY 2009 \$28.5 million for research  
 35 investigators

## AFFILIATIONS

University of Kansas  
 University of Missouri at Kansas City  
 Joint Deans Committee  
 92.5 Resident slots  
 Affiliated with more than 40 Schools

Training provided to more than 1,000 nursing and associated health trainees.

Disciplines:  
 Pharmacy  
 Optometry  
 Psychology  
 Social Work  
 Audiology  
 Chaplain

**National Center for Patient Safety recognized the Kansas City VA Medical Center's Patient Safety Program with the Gold Cornerstone Award. In 2009, the medical center was recognized with the Bronze Cornerstone.**

**Kansas City's Patient Safety Program was featured in an article, published in the TIPS magazine July/August 2010 issue. The article entitled "Developing a Culture of Safety: One VA Facility's Story," highlighted the improvements in the program and the steps taken to recognize a dramatic change in the safety culture.**

RADIOLOGY  
DEPARTMENT  
of THE YEAR

Selected as the Service of the Year, Radiology Department had a very successful year. Recognized for their many improvements, the department also upgraded and purchased state-of-the-art equipment to improve access and services to the Veterans.

Significant improvement in turnaround time for imaging reports—meeting or exceeding the VISN 15 benchmark.

Increased through-put of work load for most areas of radiology FY10, including CT, Ultra Sound, Nuclear Medicine and MRI.

Improved communication of critical imaging test results, outcome measured against benchmarks.

Improved clinic access: Added evenings, as well as weekend clinics for CT, US, NM and MRI.

Improved coverage: New 24 Hour in-house CT coverage and on-Call 24hr MRI coverage

Nuclear Medicine division renovations with new Hot lab, new SPECT-CT and New Cardiac Nuclear camera installation; plus enhancements in safety features.

Improved CT and MRI protocols with emphasis on radiation dose reduction, efficiency and enhanced safety.

Enhancement of MRI safety and MRI patients Level II screening electronically via i-med consent

Upgraded of new radiology Picture Archiving Communication (PACS) system.

Improved teamwork, morale and employee satisfaction scores

Improved service to internal and external customers





RADIOLOGY  
ACHIEVING  
EXCELLENCE



## HEELS ANGELS

A team of nurses applied and received a \$10,000 education grant (provided by BiState Nursing Workforce Center) to decrease hospital acquired heel pressure ulcers. While the medical center's pressure ulcer rate was very good and well within the industry standard, the nursing team identified that 60% of hospital acquired pressure ulcers were heel. With the educational grant, the team set goals decrease pain and suffering and decrease hospitalization, infection and amputations. Activities and interventions:

- Mandatory wound/skin care classes for all nursing staff
- Added heel lift boot to supply inventory provided hospital wide in-services to all inpatient units (all shifts)
- Developed heel lift decision tree guideline
- Developed pressure ulcer staging pocket guidelines.

Nursing orientation was increased to bimonthly, with all nursing agency staff included

- Monthly wound/skin care multidisciplinary team meetings
- Designed KCVA Heels' Angels logo for T-shirts (worn every Thursday)
- Developed multi-media campaign communicated and broadcast throughout the medical center

The successful and innovative initiative realized a 74% decrease in heel pressure ulcers as well as a significant cost savings to the medical center. More importantly, decreased pain and suffering and hospitalization for the Veteran patients.





VISOR Ribbon-Cutting. The Visual Impairment Services Outpatient Rehabilitation (VISOR) officially opened its doors in 2010.

## VISUAL IMPAIRMENT SERVICES OUTPATIENT REHABILITATION (VISOR)

The Vision Impairment Services Outpatient Rehabilitation (VISOR) program provides short-term (about two weeks) blind and vision rehabilitation. The program provides comfortable overnight accommodations for Veterans and eligible active duty Service members who are visually impaired and require lodging.

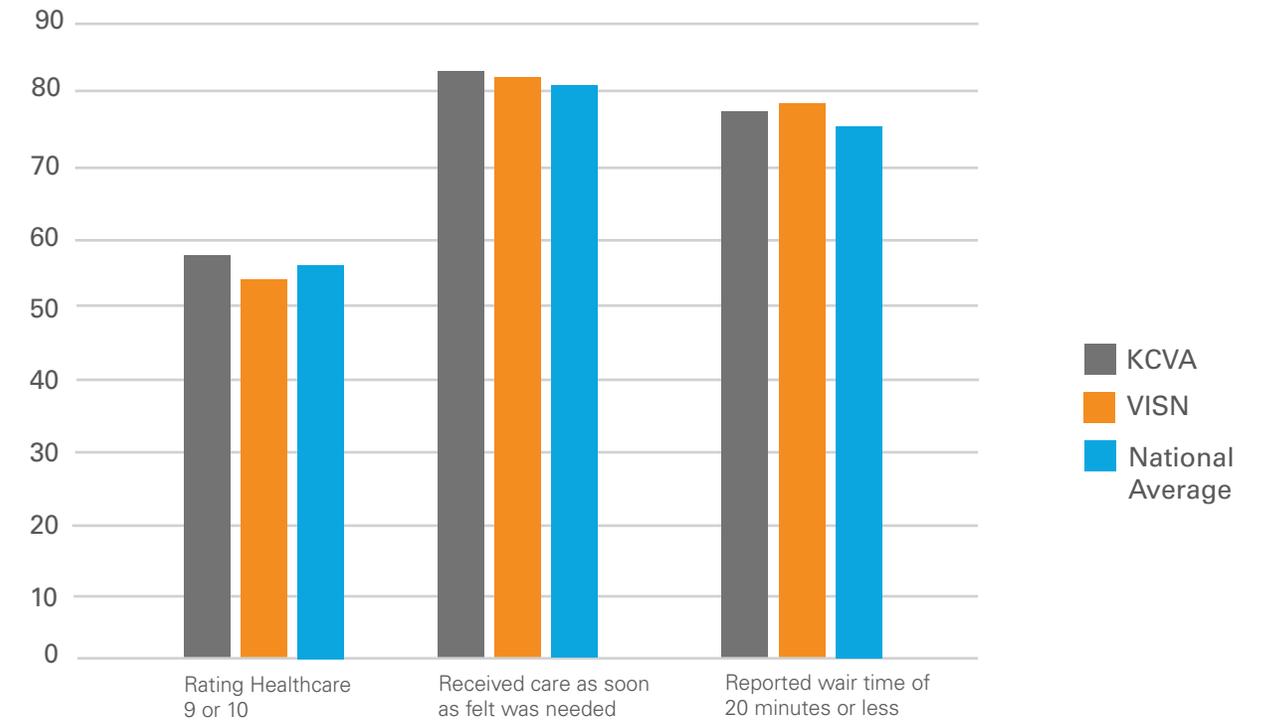
Eligible patients who attend a VISOR program must be able to perform basic activities of daily living independently, including the ability to self-medicate. The program offers skills training, orientation and mobility, and low vision therapy. VISOR also provides training in communication, activities of daily living and computer use.

Communication instruction is designed to enhance and restore abilities in written and spoken communication. Strategies and tools for communication are offered, such as: typing, handwriting, telling time, management of financial records, Braille, recording devices and other electronic equipment. These skills help the Veteran to maintain effective

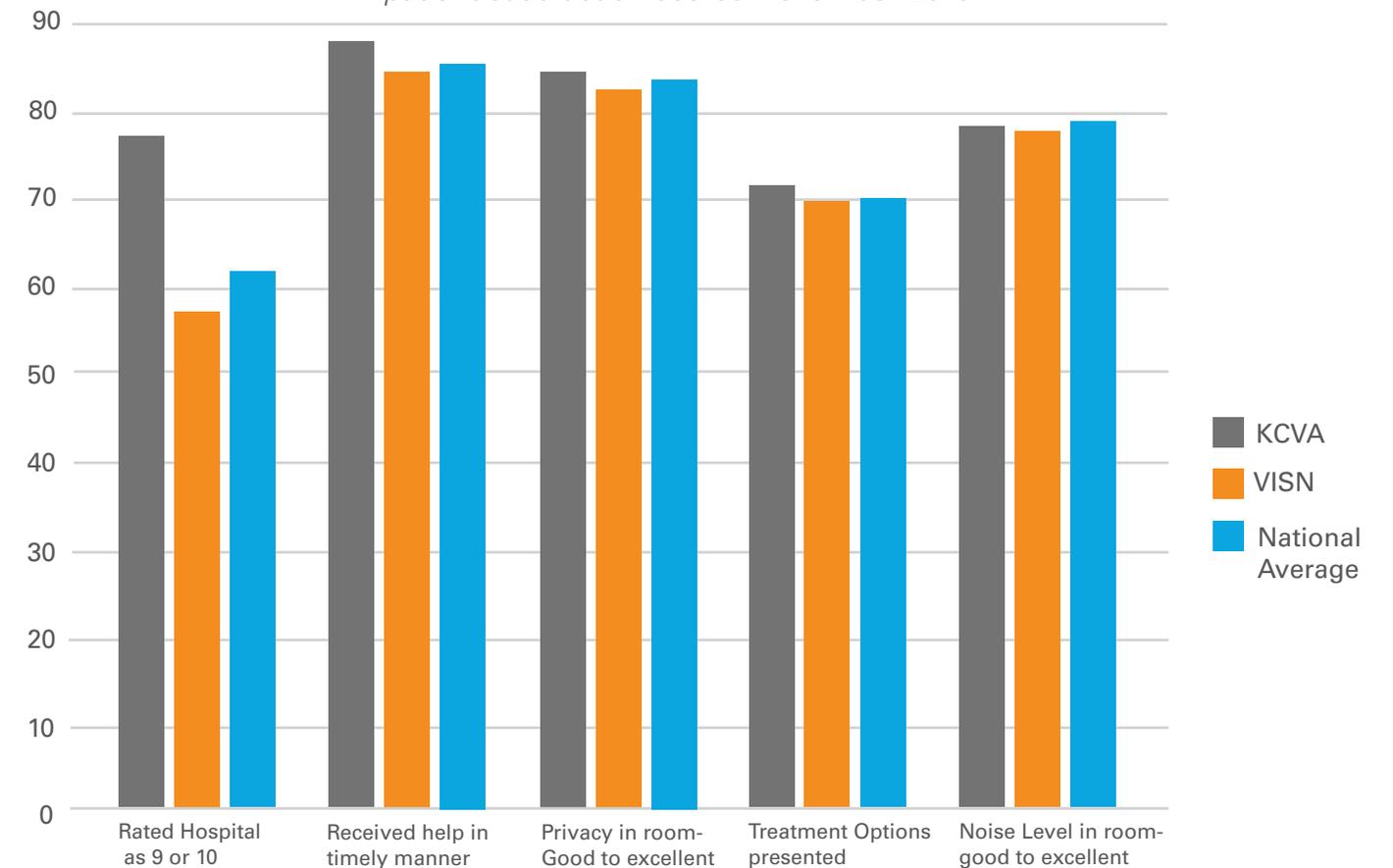
communication with others, and keep up with current events, correspondence and personal files.

Patients learn strategies to accomplish tasks ranging from routine (e.g., telling time, making a cup of coffee) to complex activities (e.g. arranging and entire wardrobe) shopping, kitchen organization, preparing complete meals). The emphasis is on learning by doing; techniques and methods are taught and then integrated into the individual's daily routine. By the completion of the program the Veterans should be capable of handling daily living tasks with complete or greatly enhanced independence.

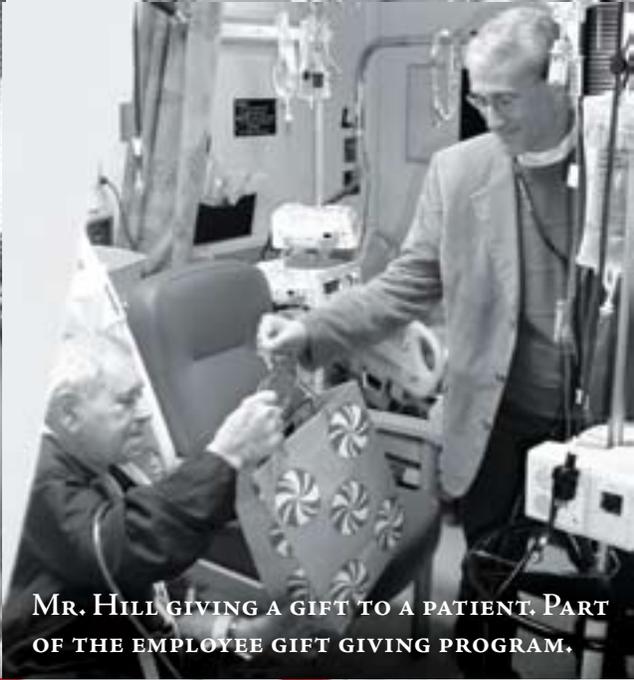
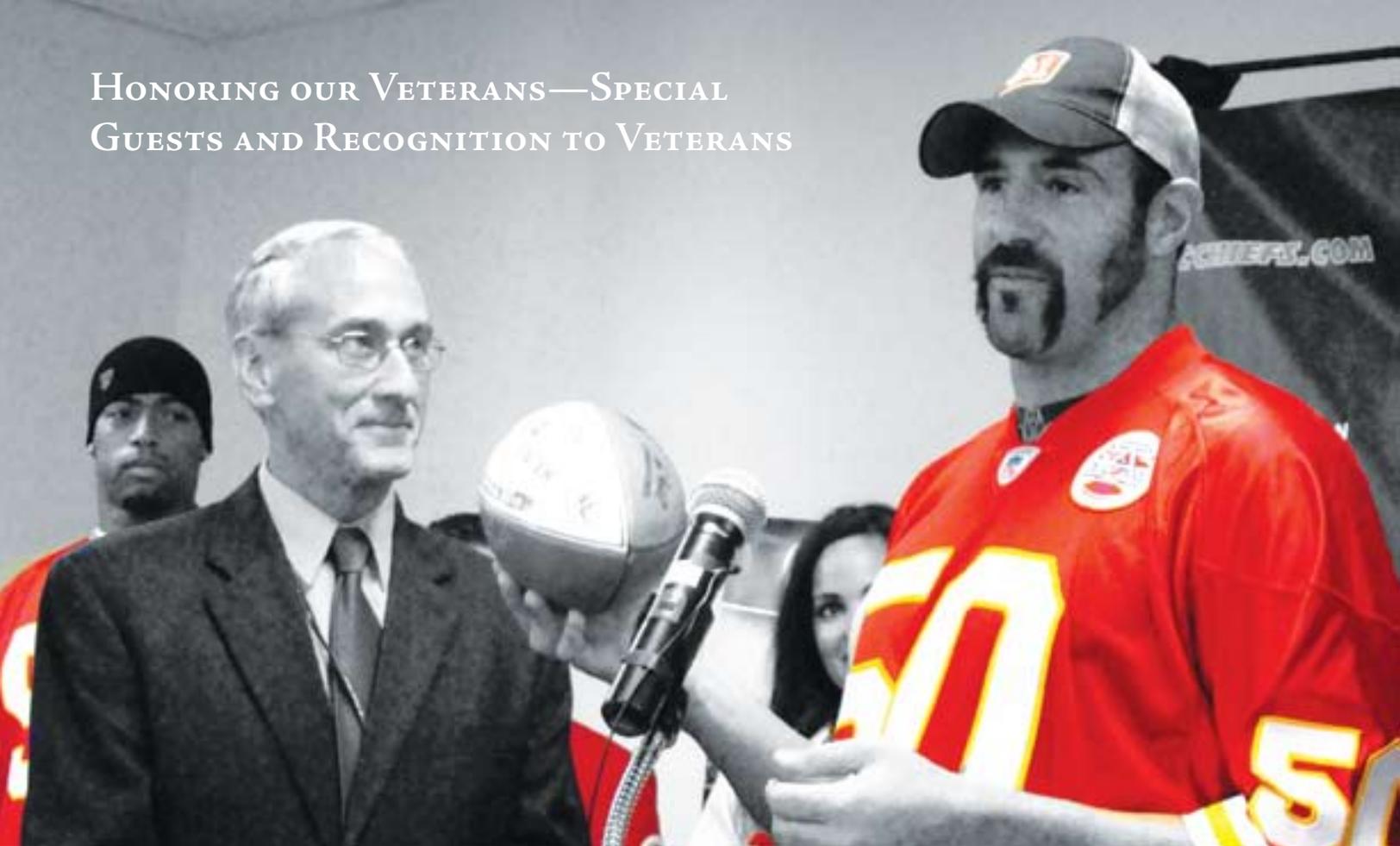
OutPatient Satisfaction November 2010



Inpatient satisfaction scores November 2010



HONORING OUR VETERANS—SPECIAL GUESTS AND RECOGNITION TO VETERANS



MR. HILL GIVING A GIFT TO A PATIENT. PART OF THE EMPLOYEE GIFT GIVING PROGRAM.



MISS ARKANSAS, MISS NEBRASKA, MISS MISSOURI, MISS KANSAS AND MISS OKLAHOMA



LUNCHEON FOR THE 60TH ANAVERSARY OF THE KOREAN WAR



NAVAL RESERVE BAND



LORETTA SWIT



LEE GREENWOOD

## EMPLOYEE FOCUSED INITIATIVES AND PROGRAMS

- Appointed Employee Satisfaction Committee
- Department action plans to address employee satisfaction survey results
- Teams identified to participate in CREW (Civility, Respect, Engagement in the Workplace)
- Coaching and Mentoring Training
- Reviews staffing vacancies for possible career ladder positions
- Initiated Self-Directed teams
- Lunch and Learn sessions
- Career Development opportunities
- School at Work
- LEAD (Leadership development)
- Career Development Class
- Computer Skills training Director's Town Halls
- Director's Rounds
- Festivals
- Award Ceremony

### EMPLOYEE SATISFACTION SURVEY

#### GREAT JOB—DEFINING EXCELLENCE

	FY10	FY09
Work type	4.11	4.09
Work Quality	4.38	4.40
Customer Satisfaction	4.00	4.02
Work/Family Balance	3.86	3.85

#### OPPORTUNITIES-STRIVING FOR EXCELLENCE

	FY10	FY09
Promotion Opportunity	2.90	3.03
Praise	3.25	3.29
Rewards	3.47	3.51

Scoring based on Leiker Scale 1-5



School at work graduating class of 2010

*“Goals. We all have them, right? Well if you haven't guessed it by now, mine was attending LPN School and becoming a LPN but as I've mentioned before, this is more than me just taking some classes. This was a chance for me to advance in my career. School at Work classes that I took at the Kansas City VA helped me start that journey. They helped me prepare myself financially by being able to change jobs from housekeeping to nursing. I'm grateful for how far I've come but I appreciate the starting point they gave me. My next goal to accomplish is to become a RN.”*  
—SAW graduate

## Nurse satisfaction survey

KCVAMC CHANGE IN AVERAGE SCALE SCORES FY08-FY11



KANSAS CITY VAMC  
NURSES RANKED 24<sup>TH</sup> MOST  
SATISFIED IN THE NATION

## EXCELLENCE IN EMPLOYEE WELLNESS

The employee wellness program started approximately five years ago at the medical center. The high energy committee, led by the KCVA facility's patient education officer, has brought national attention to the successful and innovative programs offered over the years.

Highlights of the wellness program include:

State-of-the art Fitness Center—just keeps getting better each year. In 2010 the fitness center not only grew in available equipment, but also in the number of users. A personal trainer was brought in to assist employees in achieving exercise goals. Equipment available to the employees include a Bo-flex, stair stepper, elliptical, tread mills, weights (described as the “Cadillac of weights,” bike, etc.

### FARMERS' MARKET

Starting the 3rd week in May and continuing through the 2nd week in October. Munching on the freshly popped kettle popcorn, employees, patients and visitors check out the fresh vegetables harvested and brought to the medical center by local farmers. Bedding plants, local pecans, and honey are also available.

### EMPLOYEE HEALTH FAIRS

An annual event, the 2010 fair had over 450 participants taking part in health screenings, healthy snack samples and information on incentives planned for this year. Screenings included blood pressure, pulmonary Function, Blood sugar, and lipid panel. Employees were able to review their results and received

counseling and interpretation from the employee health provider who assisted in developing health strategies to improve the scores.

### WEIGHT MANAGEMENT

The weight management program hosted Weight Watchers meetings as well as a Summer Weigh Down Challenge—100 days of summer. Participants had to weigh in before Memorial Day and the last weigh in was a week after Labor Day.

Sponsored teams for community events such as Komen Race for the Cure, and Walk on the Wild Side, Arthritis Walk.

Popular events like the “Minute To WIN it” day of relays, games and fun were scheduled to add incentives and energy to WIN (VA initiatives in the WIN or Wellness Is Now for employees).

KCVA wellness program continued to offer members opportunities and support for fitness goals and efforts in the lives of our employees. The 2010 wellness celebration and awards recognized 88 employees who earned their wellness points and were awarded 4 hours of AA.

## FITNESS CENTER



FARMERS  
MARKET



HEALTH  
FAIR

## KANSAS CITY VA COMMUNITY OUTREACH

A high energy and dedicated Outreach Team realized success with their commitments in a three percent growth of new Veterans coming to the Kansas City VAMC in 2010. Outreach successes included:

Elementary School during “math and science night” KCVAMC was invited to showcase services to Veterans. Planning team made up of orthopedics, blind rehab, nursing, prosthetics, community resources, patient education and public affairs. Because of the popularity of the KCVAMC booth, the location was changed to the gym.

Lee Greenwood Voluntary Service concert.

NAACP National Convention-participated with Enrollment, Recruitment and health fair booths

Blacks in Government National Convention— participated with Enrollment, Recruitment and health fair booths.

Presentation to regional training for Health Human Services on VA services.

Participated on a community team for the Traveling Wall to come to Blue Springs, Mo. Provided shuttle service and an outreach booth—to include first aid station, enrollment, health fair, and counseling. Very large crowds for the four day event.

Missouri Veterans Commission Listening Posts—four events across northern and western Missouri.

Enrollment and health fair booths at several local events with huge audiences at the state fair, auto show, Whiteman AFB Air Show, and local festivals.



## EXCELSIOR SPRINGS CLINIC GRAND OPENING

A special Ribbon Cutting Ceremony to officially open its VA Outpatient Clinic in Excelsior Springs, MO April 9, 2010, 1:00 p.m.

The new VA Outpatient Clinic is the largest of the six community clinics belonging to the Kansas City VA Medical Center. The 10,000 sq. ft. clinic is staffed by highly qualified and experienced VA physicians, nurses, technicians, and administrative staff.

This new clinic will provide primary care, telemedicine, mental health care, electronic patient records, and an on-site pharmacy to Veterans in the area. To date over 1,500 Veterans have been assigned to get their primary care medical services at the Excelsior Springs Clinic. The clinic will be open Monday through Friday.



## KANSAS CITY LOWE'S PROJECT HEROES HONORS VETERANS COMMUNITY PROJECT

Each year Lowe's Heroes volunteer program helps to improve the communities where Lowe's employees work and live. This year Lowe's chose the KCVAMC.

The veterans that work at Lowe's requested that KCVAMC be selected! And with the selection—an extraordinary (and almost unprecedented) thing happened. Every Lowe's in the greater Kansas City area—15—asked to join this project. What a remarkable way to honor the Kansas City Veterans!

The Lowe's staff and medical center staff worked together to identify projects that will benefit our Veterans. Some of the projects identified include building a gazebo in our Cancer Survivor Garden; enhancing and updating the multi-purpose room—new kitchen, painting and new carpet. Additional projects included landscaping around the newly activated Building 2, painting the 9th floor patient rooms and group rooms, and weed "whacking" the campus. This all happened on July 17th—with 130 Lowe's volunteers and 70 VA employees working

Lowe's presented the medical center a check for \$50,000 representing grant money.





Please Recycle



Made with 10% PCW