Table of Contents

6 Medical Networks
9 Strategic Goals
10 History of the KCVA Medical Center
11 Medical Center Budget
12 Accreditation
13 Success & Accomplishments
14 Research & Affiliations
15 Safety Award
16 Radiology Department
20 Heels Angels
22 Visual Impairment Services Outpatient Rehabilitation
23 Outpatient Satisfaction survey
24 Honoring our veterans & Recognition to Veterans
28 Employee Wellness
32 Kansas City VA Clinic Grand opening
33 Excelsior Springs Clinic Grand Opening
34 Kansas City Lowes Community Project

Director’s Message

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

<table>
<thead>
<tr>
<th>Location</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belton</td>
<td>3,889</td>
<td>4,558</td>
</tr>
<tr>
<td>Cameron</td>
<td>3,467</td>
<td>3,296</td>
</tr>
<tr>
<td>Excelsior Springs</td>
<td>opened in 2010</td>
<td>1,550</td>
</tr>
<tr>
<td>Nevada</td>
<td>6,420</td>
<td>6,424</td>
</tr>
<tr>
<td>Paola</td>
<td>3,161</td>
<td>3,272</td>
</tr>
<tr>
<td>Warrensburg</td>
<td>5,551</td>
<td>5,560</td>
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</tbody>
</table>
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
155th of the proposed 174 VA facilities
39th 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
1956—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
1971—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 opened
1994—Hosted the 14th National Veterans Wheelchair Games
1998—New MICU opened
1999—Belton and Whiteman CBOS open
2000—Nevada, Mo and Paola, KS CBOS’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
2010—Kansas City VA Medical Center opened in October 1952

Medical Center Budget

<table>
<thead>
<tr>
<th></th>
<th>FY 05</th>
<th>FY 06</th>
<th>FY 07</th>
<th>FY 08</th>
<th>FY 09</th>
<th>FY 10</th>
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<td>Recurring Base</td>
<td>$138</td>
<td>$146</td>
<td>$160</td>
<td>$193</td>
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<td>total operating budget</td>
<td>$151</td>
<td>$161</td>
<td>$175</td>
<td>$214</td>
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Staffing

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<tr>
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<td>RN</td>
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<td>254.3</td>
<td>287.5</td>
<td>318.1</td>
<td>326.6</td>
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<td>LPN</td>
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<td>54.3</td>
<td>68.6</td>
<td>80.3</td>
<td>91.4</td>
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<td>Wage Grade</td>
<td>132.1</td>
<td>133.3</td>
<td>154.9</td>
<td>157.3</td>
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<tr>
<td>Admin/Clerical</td>
<td>294.6</td>
<td>315.8</td>
<td>355.6</td>
<td>380.2</td>
<td>381.4</td>
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<tr>
<td>Physicians &amp; WPR</td>
<td>86.2</td>
<td>87.9</td>
<td>93.8</td>
<td>103.0</td>
<td>111.4</td>
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<tr>
<td>Allied Health</td>
<td>253.8</td>
<td>269.0</td>
<td>284.0</td>
<td>328.2</td>
<td>326.6</td>
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<tr>
<td>Other Staff</td>
<td>40.9</td>
<td>45.3</td>
<td>50.7</td>
<td>54.5</td>
<td>57.6</td>
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<tr>
<td>Total</td>
<td>1117</td>
<td>1156.8</td>
<td>1294</td>
<td>1421.6</td>
<td>1449.7</td>
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 Doesn’t include non-VA personnel
Volunteers=366

Workload

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<tr>
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<th>2008</th>
<th>2009</th>
<th>2010</th>
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<tbody>
<tr>
<td>veterans served</td>
<td>42,294</td>
<td>42,994</td>
<td>44,518</td>
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<tr>
<td>Outpatient visits</td>
<td>426,579</td>
<td>468,000</td>
<td>498,781</td>
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<tr>
<td>discharges</td>
<td>6,731</td>
<td>6,890</td>
<td>6,889</td>
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<tr>
<td>Women veterans*</td>
<td>2,782</td>
<td>2,940</td>
<td>3,238</td>
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<tr>
<td>Returning Veterans</td>
<td>1,572</td>
<td>2,054</td>
<td>2,362</td>
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*Source: KD-ProClarity Unique Patient Cubes
Data source VISTA

Doesn’t include non-VA personnel
Volunteers=366

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

Results Driven
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**
  - 87% 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—MR, 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)
Glucoma 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)
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.
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
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 to 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.
Honoring our Veterans — Special Guests and Recognition to Veterans

Miss Arkansas, Miss Nebraska, Miss Missouri, Miss Kansas and Miss Oklahoma

Luncheon for the 60th Anniversary of the Korean War

Mr. Hill giving a gift to a patient, part of the employee gift giving program.

Lee Greenwood, Loretta Swit, Naval Reserve Band
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

<table>
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<tr>
<th>FY10</th>
<th>FY09</th>
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<tbody>
<tr>
<td>Work type</td>
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</tr>
<tr>
<td>Work Quality</td>
<td>4.38</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>4.00</td>
</tr>
<tr>
<td>Work/Family Balance</td>
<td>3.86</td>
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</table>

Opportunities—Striving for Excellence

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<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion Opportunity</td>
<td>2.90</td>
</tr>
<tr>
<td>Praise</td>
<td>3.25</td>
</tr>
<tr>
<td>Rewards</td>
<td>3.47</td>
</tr>
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</table>

Scoring based on Leiker Scale 1-5

“Goals. We all have them, right? Well if you haven’t guessed it by now, mine was attending LPN School and becoming an 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 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

Kansas City vamc
Nurses ranked 24th most satisfied in the nation

People Centric
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 Bos-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.

People Centric
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 Lowes volunteers and 70 VA employees working.

Lowes’ presented the medical center a check for $50,000 representing grant money.