



Annual Report 2012



Director's Message

Dear Veterans, employees, volunteers and friends,

We publish the Coatesville Veterans Affairs (VA) Medical Center annual report to communicate with our stakeholders – Veterans, employees, volunteers, service organizations, elected officials and the local community – the highlights of the past year. Consistently across the years, those highlights reflect our commitment to high quality health care for Veterans, and our focus on continuous improvement.

As you look through the report, you will likely notice the prevalence of team work. The word team is defined as a number of persons associated together in work or activity. As you can see, team work is a simple concept, but it can lead to extraordinary results. Across the VA health care system, Patient Aligned Care Teams provide primary, preventive health care to Veterans. In 2012, Coatesville's teams were recognized as one of the top performing models. Additionally, the hospital was chosen as a pilot location to develop a similar team-based model to provide mental health care.

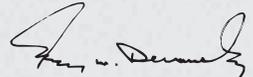
The team approach translates to everything we do. We have continued to work toward Secretary Eric K. Shinseki's goal of eliminating Veteran homelessness. In fact, featured in this report is a formerly homeless Veteran who, with the help of his VA team, is now living a better life. Another Veteran featured is thriving in his Medical Foster Home which is operated by a team of caregivers, and supported by a team of VA health care professionals.

Teams worked together this year to ensure that, as a hospital, we met stringent performance measures, provided care that Veterans are satisfied with, and scored high marks on accreditation and other surveys. Additionally, cohesive teams expertly coordinated Secretary Shinseki's visit to the Coatesville VA Medical Center, as well as our hosting of the Vietnam Traveling Wall.

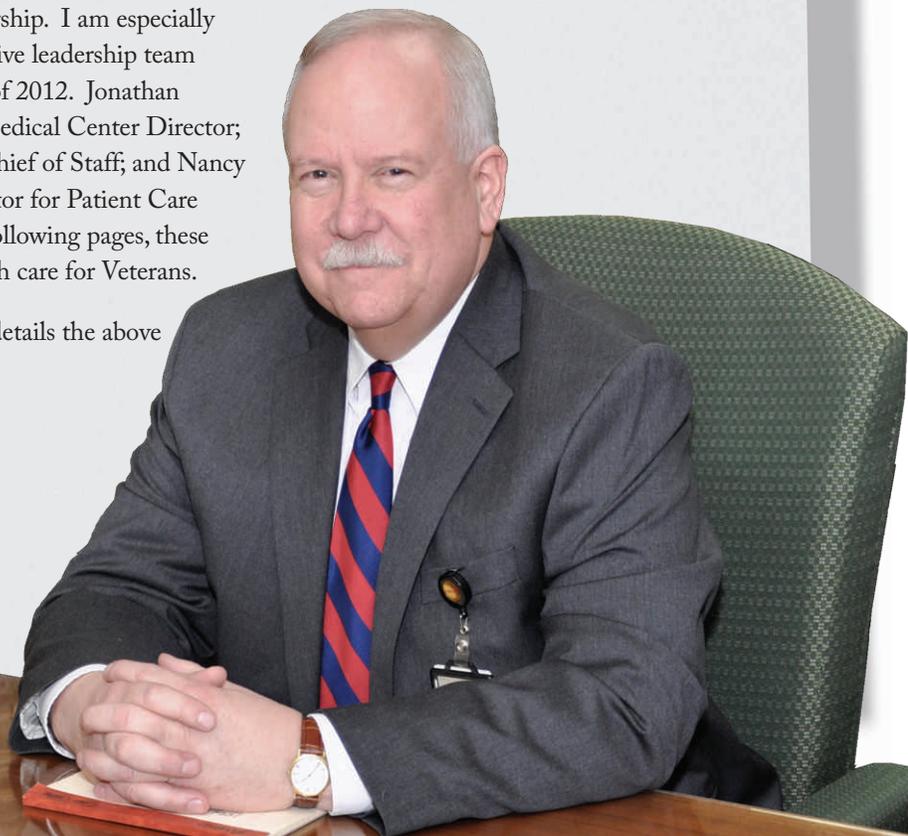
Team work extends further into our hospital culture; we work in teams at every level, including senior leadership. I am especially pleased to introduce to you our new executive leadership team which came on board in the final months of 2012. Jonathan Eckman was appointed as the Associate Medical Center Director; Dr. Sheila Chellappa was selected as the Chief of Staff; and Nancy Schmid was chosen as the Associate Director for Patient Care Services/Chief Nurse Executive. On the following pages, these dynamic leaders share their visions of health care for Veterans.

I hope you enjoy this robust report which details the above highlights and many others.

Sincerely,



GARY W. DEVANSKY



From Homeless to Hopeful

“I have a nice life,” Stephen Zurawsky says matter-of-factly. A 51-year-old post Vietnam War-era Veteran, Zurawsky spends most of his days at Independence Hall, a transitional residential program located on VA grounds, where he works as the night shift supervisor. He helps chronically homeless and seriously mentally ill Veterans navigate the road to independence.

The journey is long, and uncertain at times. Zurawsky knows this well. Between 1997 and 2010, he spent 10 years on the streets in Norristown, Pennsylvania.

At the time, Zurawsky had no intention of making any drastic changes. He says of the streets, “you get used to it, it's your new normal, and you don't think of it as being strange.” But, Rhonda Sanford, a VA homeless outreach social worker, had another plan for Zurawsky. In May 2010, Sanford walked into a Norristown, Pennsylvania day shelter that Zurawsky frequented. They met and talked. She told him about the VA, and helped him find the courage to get there.

By July, he had enrolled for VA health care, and by August, he had moved into Fresh Start, a transitional residential program for male Veterans run by Fresh Start, Inc. on VA grounds. Through that program, which is funded through VA grant & per diem dollars and supported by VA health care professionals and services, Zurawsky began his recovery from homelessness and substance use.

From there, Zurawsky says, “things lined up right.” He was making progress in the program, and Fresh Start, Inc. offered him a full-time, paid position at Independence Hall working with fellow Veterans who could truly benefit from his guidance and support.

His own journey took another favorable turn in October 2011 when he met Patricia White, a local VA coordinator for the Departments of Housing and Urban Development and Veterans Affairs Supportive Housing program, also known as HUD-VASH. With White's expert assistance, Zurawsky applied for and was awarded a voucher that he uses today to supplement the rent payment for his nearby apartment. White also helped him find his home and fill it with essential household items.



Zurawsky credits many people with helping him to get his life back on track. White insists, though, “Stephen turned his life around himself. Yes, we were there along the way, but the credit goes to him.”

It's true. Dedicated VA health care professionals were along for his ride. A love for helping Veterans is what motivated them. It motivates Zurawsky, too. **“As cliché as it sounds, helping the guys makes you feel good. It can be rewarding. It really can.”**

Since 2008, the Coatesville VA Medical Center has operated the Departments of Housing and Urban Development and Veterans Affairs Supportive Housing or HUD-VASH program. It administers “Housing Choice” Section 8 vouchers to eligible Veterans for use in Chester, Delaware and Montgomery counties. Currently, there are 275 vouchers held. Veterans receive case management and supportive services to support stability and recovery from physical and mental health, substance use, and functional concerns contributing to or resulting from homelessness.

Defeating Space Limitations Through Technological Advances



The VA Office of Telehealth Services uses health informatics, disease management and telehealth technologies to target care and case management to improve access to care, improving the health of Veterans. Telehealth changes the location where health care services are routinely provided.

This year, in a creative and 21st Century approach to human resources, the medical center hired a psychiatrist who is based in a suburb of Detroit, Michigan. From her home, more than 500 miles away, Dr. Anitha Padmanabhan, sees and treats Veterans through Clinical Video Telehealth (CVT) equipment located in our clinics. Padmanabhan says, *“really, it’s about better access to health care. Rather than a*

Our nationally recognized Dementia Competencies at Home program uses Home Telehealth to support caregivers of Veterans with dementia and other related disorders, as well as to monitor the Veteran’s status. The pilot project is funded through the VHA Office of Geriatrics and Extended Care under the T21 initiative.

“Veteran having to, for example, see a psychiatrist at another VA location further away from home, he can see me virtually.”

The Store & Forward Telehealth (SFT) program enables VA health care professionals to acquire and store clinical information such as data, image, sound or video that is then forwarded to or retrieved by another site for clinical evaluation. Currently, the medical center uses SFT for diabetic teleretinal imaging at the community based outpatient clinics. Through SFT, a Wilmington VA Medical Center dermatologist offers dermatology services, and Lebanon VA Medical Center cardiologists read Coatesville VA Medical Center patients' pulmonary function testing and echocardiograms.

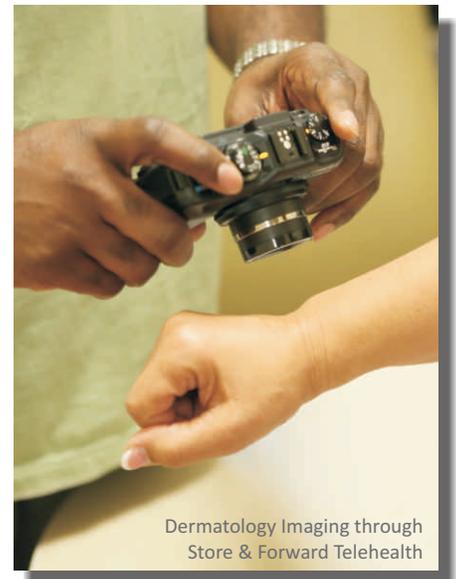
Home Telehealth enables VA health care professionals to use special devices and a traditional telephone line to check Veterans' symptoms and measure vital signs in the home. Says Beth Defeo, Telehealth care coordinator, *“all that’s needed is a telephone line. Our clinicians are able to monitor and treat Veterans like they are meeting in person.”*

Encounters

Clinical Video
Telehealth
1862

Store & Forward
Telehealth
959

Home Telehealth
4327



Dermatology Imaging through Store & Forward Telehealth

Coatesville Recognized Among 'Sweet Seven' Medical Centers Nationwide



This year, the Veterans Health Administration recognized Coatesville's implementation of Patient Aligned Care Teams or PACTs among the seven facilities nationwide that have been most successful. Coatesville has bragging rights as one of VA's 'Sweet Seven'.

Known nationwide as a hospital where the process is very advanced, Coatesville's cohesive, interdisciplinary PACTs have performed highly in terms of same day access, continuity with provider, proportion of care provided by telephone instead of in-person visits, and patient follow-up after hospital discharge.

Implementation began in December 2009, and 15,093 Veterans receive health care through this model. Use of secure messaging through MyHealtheVet began in March 2011, and 12,799 Veterans are enrolled. Telehealth is used at the medical center and outpatient clinics to provide health care and health education.

The Patient Aligned Care Team model transforms health care providers' focus from finding and 'fixing' illnesses to taking a proactive, preventive approach that inspires Veterans to live their healthiest life.

- 12,799 Veterans using MyHealtheVet
- 15,093 Veterans participating in Patient Aligned Care Teams
- 262 Veterans enrolled in MOVE!
- 58 Veterans enrolled in TeleMOVE!

Selected to Develop Innovative, Team-Based Mental Health Care Model

In May 2012, the Veterans Health Administration selected the Coatesville VA Medical Center among eight sites charged to develop and pilot an innovative mental health outpatient care model. Through the end of the year, the hospital's Mental Health team developed an interdisciplinary team-based, patient-centered model that mirrors Primary Care's Patient Aligned Care Teams. Implementation began in November and, all told, will comprise six teams.

The pilot coincided with the VA National Mental Health Hiring Initiative which added



In 2012, more than 5,200 Veterans received outpatient mental health care at the Coatesville VA Medical Center and its community based outpatient clinics.

The number is expected to continue growing.

22 additional mental health staff. With more and more Veterans returning from the Iraq and Afghanistan Wars, 'meeting them where they are' is increasingly important.

"This year, we focused on how to improve access to mental health care for all Veterans. We added more mental health professionals to the staff and developed a team model to enhance communication and thus, improve care." Michael Gliatto, MD, Associate Chief of Staff for Mental Health.

Secretary of Veterans Affairs Meets with Leadership, Veterans and Staff



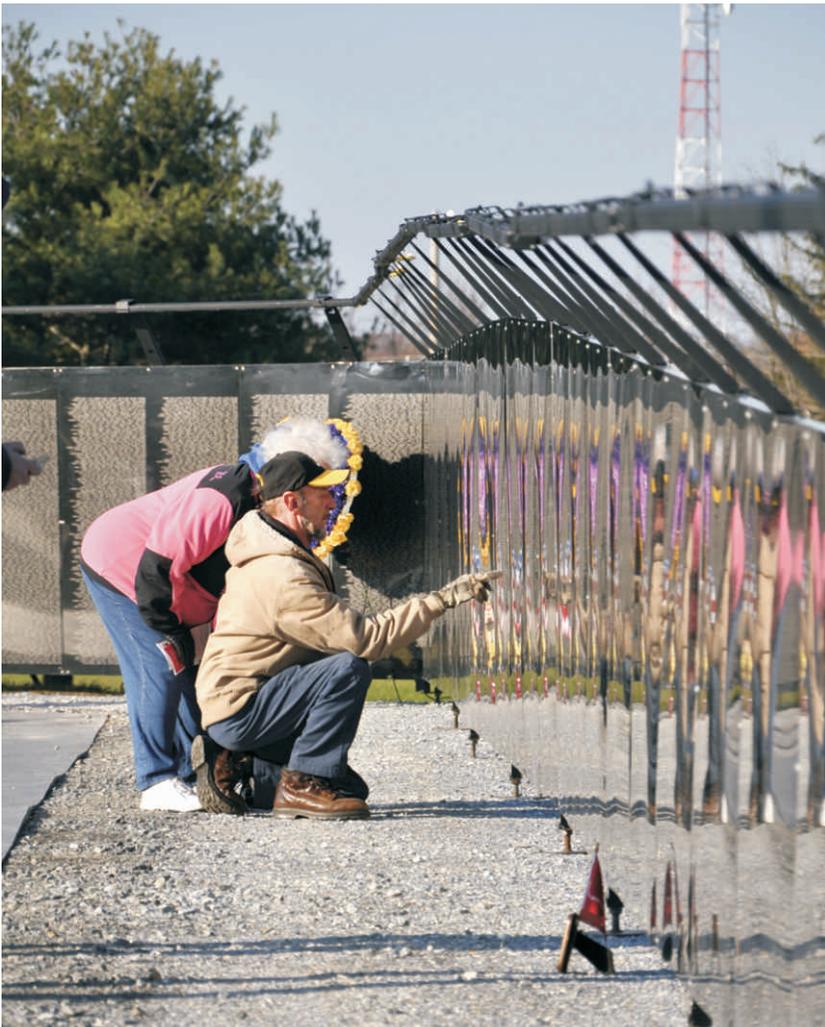
On April 12, Secretary of Veterans Affairs Eric K. Shinseki visited Coatesville VA Medical Center as part of a mid-Atlantic tour including stops in Philadelphia, Pennsylvania; Wilmington, Delaware; and Fort Dix, New Jersey. It had been almost 20 years since Coatesville hosted a VA Secretary.

Among Secretary Shinseki's top goals as Secretary is to end Veteran homelessness and make mental health care accessible for every Veteran. In discussing with

leadership how the hospital is working toward these goals, and meeting Veterans on the Post Traumatic Stress Disorder Residential Treatment unit, and the Mary E. Walker House for women, Shinseki said, **"I applaud what you are doing."**



A Moment in Time at the Vietnam Traveling Wall



Thousands showed up to honor those whose names are enshrined on 'The Wall that Heals' or the Vietnam Traveling Wall. Over Veterans Day and the annual Veterans Week celebrations, the Coatesville VA Medical Center was the proud host of the half-sized replica of the Vietnam Veterans Memorial (located in Washington, DC). Many came to locate the name of a loved one, a relative they had never met, or a fallen comrade. The Military Order of the Purple Heart, Chapter 1777 and other service organizations and individuals supported the endeavor.

During the course of several days from November 7 through 11, it is estimated that more than 4,000 people – including Veterans, local community members, volunteers, employees, students, elected officials, media and service organizations – visited.

Leadership is Team Work



**Nancy Schmid, RN,
MSN, NEA-BC**



Jonathan Eckman, P.E.



Sheila Chellappa, MD, FACP



Gary W. Devansky, MHA

Associate Director for Patient Care Services/Chief Nurse Executive since November 2012

Schmid oversees all patient care lines and staff including nurses, nurse practitioners, social workers, dietitians, rehabilitation specialists, chaplains and sterile processing professionals.

Began VA career:
In 1979 at VA Western New York Health Care System

2013 Goal:
"To increase Veteran satisfaction by using evidence-based practices to improve the overall quality of care."

Associate Director since October 2012

Eckman oversees all medical center operations including finance, acquisitions, human resources, engineering, information technology, health administration, police, environmental management, food service, and community and congressional affairs.

Began VA career:
In 2008 at VA Maryland Health Care System

2013 Goal:
"To provide high quality care for Veterans by improving our facilities and effectively allocating resources."

Chief of Staff since October 2012

Chellappa leads all medical staff including physicians, dentists, specialists, psychiatrists, psychologists, as well as pharmacy, laboratory, research, education and more.

Began VA career:
In 2001 at the Coatesville VA Medical Center

2013 Goal:
"To offer the most Veteran-centric, high quality health care possible for our Veterans."

Director since July 1991

Devansky is the top executive management official at the medical center, responsible for a \$189 million budget and 1,311 employees.

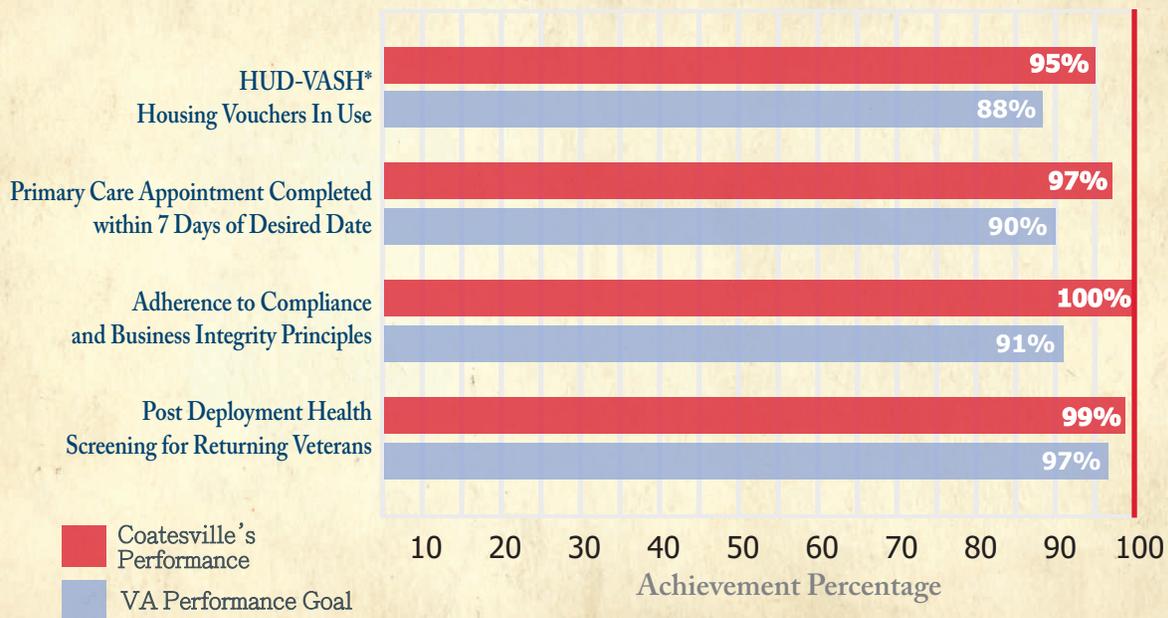
Began VA Career:
In 1978 at the Ann Arbor VA Medical Center

2013 Goal:
"To work together to provide the best possible care for every Veteran, every time."

High Quality Care =

Performance Measure Achievements

Clinical Measures

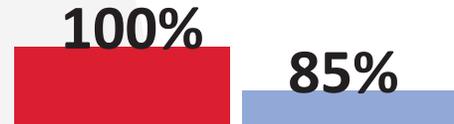


Outstanding Patient Satisfaction Scores

Veteran Outpatients Pleased with
How Well Doctors and Nurses Communicate



Veteran Inpatients Note
Responsiveness of Hospital Staff**



Veteran Outpatients Report Provider
Wait Time of 20 Minutes or Less



Veteran Outpatients Report
Getting Care as Quickly as Desired



Coatesville National Average

*Departments of Housing and Urban Development and Veterans Affairs Supportive Housing

**Figure does not include psychiatric unit

Information represents fiscal year 2012 data collected from October 2011 through September 2012.

= Patient Satisfaction

Led by the Suicide Prevention Team, once again this year, the hospital provided exceptional care to Veterans identified as high risk for self-directed violence. Those Veterans averaged 11 supportive contacts with a qualified professional within the first 30 days of identification. In every case, the encounters with a caring professional led the Veteran back to a life worth living.

On the Hospice unit, dedicated health care professionals provide compassionate care to Veterans in their final days. In 2012, 95 percent of Veterans received a palliative care consultation which especially ensured they received the most comforting care possible during this challenging life experience. This rate exceeds the national standard by 50 percentage points.

Compensation and Pension exam requests increased by 29 percent from 2011 to 2012. On average, it took 20.5 days to process the exam and provide it to the Veterans Benefits Administration. This is well below the national goal of 30 days, and exam quality was rated 100 percent.

Coatesville is among the top 4 percent of all VA medical centers for the lowest occurrences of missed opportunities. This means that in most instances, a Veteran cancelled an appointment that could not be kept, and another Veteran was given the opportunity to be cared for. It also demonstrates a low occurrence of the medical center canceling appointments, and staff's commitment to timely and efficient documentation and tracking.

Prestigious Accreditations Overview

The medical center is fully accredited by the Joint Commission for all programs, services and facilities. The Joint Commission is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting certain performance standards.

The rehabilitation program is fully accredited by the Commission on Accreditation of Rehabilitation Facilities International or CARF. The commission endorses the medical center's many programs for conditions including substance use disorder, post traumatic stress disorder, and serious mental illness.

361

Phone Calls Handled
by Call Center Staff

610

Prescriptions Filled

4,358

Inpatient Medication Doses Given

An Average
Day*



Clinic Appointments Completed

933 Coatesville VA Medical Center
Main Campus

64 Springfield Community Based
Outpatient Clinic

42 Spring City Community Based
Outpatient Clinic

147

Routine Police Patrols Run

55

Complete Blood Count Samples Collected

1022

Hospital Meals Served

Information represents fiscal year 2012 data collected from October 2011 through September 2012.

2012 By the Numbers*

Financial Statistics (in Millions)



\$189,020,000 Operating Budget

\$135,935,000 Medical

\$18,283,000 Administrative

\$34,802,000 Facilities

\$1,989,000 *First and third-party collections*

Operational Statistics

18,729

Veterans Served

200,702

Outpatient Visits

1263

Veterans of the Iraq and Afghanistan Wars Served

871

Women Veterans Served

475

Operating Beds

4

Medical

73

Psychiatry

169

Community Living Center

229

Domiciliary



2424

Total Admissions

46

Medical

668

Psychiatry

1065

Substance Abuse Treatment Unit

123

Post Traumatic Stress Disorder Residential Treatment Unit

105

Homeless Domiciliary

352

Community Living Center

65

Hospice

*Information represents fiscal year 2012 data collected from October 2011 through September 2012.

Employee Statistics

1311	Full Time Employees
352	Nursing Staff
37	Physicians
53	Social Workers
31	Psychologists
\$50,694	Contributing to the Combined Federal Campaign

Volunteer and Donor Statistics

\$85,420	Monetary Donations
\$461,191	Value of Items Donated for Veterans
881	Volunteers
215	New Volunteers
38	Drivers <small>in the Disabled American Veterans-run Transportation Service</small>
42,692	Volunteer Hours

Engineering a Healthier Future

The Coatesville VA Medical Center spent the last year forming a solid plan to ensure that Veteran patients have the very best care for years to come. The 10-year plan will transform the historical medical center and its community based outpatient clinics into a 21st Century health care environment that puts the patient at the center of care. Acute psychiatry, community living center, and all domiciliary units and outpatient clinics are targeted for renovation in the coming years.

In 2012, the hospital completed two major designs that will reconstruct the underutilized Building 3 into a world-class outpatient space. It will comprise Urgent Care, Radiology, Laboratory Suite and specialty clinics including Podiatry and Optometry. These projects will renovate 35,000 square feet with an expected cost of \$15 million. Construction is set to begin in 2013.

Construction continued on a home-like hospice care unit. The eight-bed, 11,000 square foot space is being constructed adjacent to the community living center in Building 138. The structure will enable dedicated health care professionals to provide the compassionate care for which VA is known, to Veterans in their final days. The project is expected to be completed in 2013 and will cost \$4.5 million.



Outpatient Space Artist's Rendering

Women Veterans: This IS the Right Place

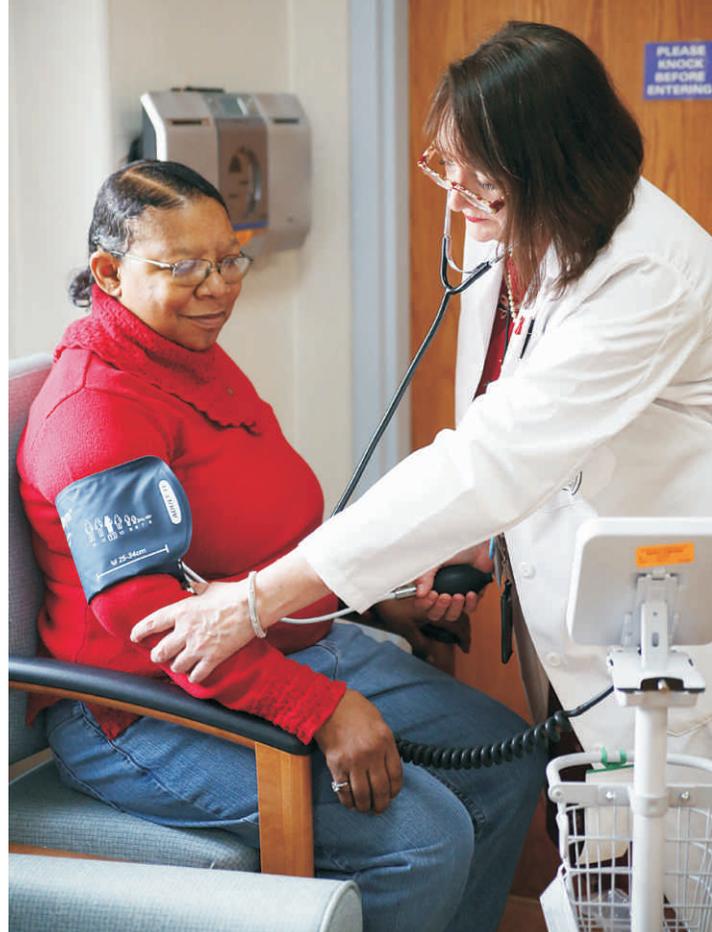
Nearly 11.6 percent of Veterans returning from Iraq and Afghanistan are women. And, they have something important in common beyond their service: access to the best women's health care anywhere.

This year, the Coatesville VA Medical Center served 871 women Veterans, a number that continues to grow each year. VA health care professionals are specially trained to care for women's unique needs. Anne Brown, a certified nurse practitioner, came on board this year as the hospital's women veterans program manager. Among Brown's top priorities is coordinating appropriate health care for women Veterans, especially those accessing the VA health care system for the first time.

VA Women Veterans Health Care offers a full continuum of comprehensive medical services including: health promotion and disease prevention; primary care; women's gender-specific health care, e.g., hormone replacement therapy, breast care, gynecological and maternity care; medical and surgical specialty care; telephone care; substance abuse treatment; mental health, domiciliary, rehabilitative and long term care.

"My goal is for the Coatesville VA Medical Center to be where women Veterans choose to come for their health care."

Anne Brown, Women Veterans Program Manager



It's About Managing My Health



"I don't play phone tag. I don't have to be standing by the phone." Edward Gaudreau, Veteran

Edward Gaudreau, a 71-year-old Vietnam War-era Veteran from Exton, Pennsylvania, is healthy and fit, and he plans to stay that way. He receives health care at the Coatesville VA Medical Center and from a private physician.

In 2012, Gaudreau began using My HealtheVet, an online health management tool for Veterans. He started by merging medical records from his private physician to the portal. Since he can access the tool anytime, anywhere the internet is available, it fits in with his active lifestyle - he can usually be found volunteering in the VA clothing room, golfing, bike-riding or vacationing.

He also uses secure messaging to collaborate with his VA health care providers about non-emergent needs, and then goes about his day.

He views laboratory and test results, and tracks and even graphs his vital signs and activities. In fact, since he began using My HealtheVet, Gaudreau has dropped 38 lbs. He notes that the tool helped in that. **"Not only did My HealtheVet help me meet my goals, it helps me maintain them."**

"The tool is great because it makes it easy for Veterans to be proactive about their health."
Jannie Cromleigh, My HealtheVet Coordinator





Moving On, and Looking Forward



In August 2012, two Veterans participating in Chester County's Veterans Treatment Court completed the program and were honored by Pennsylvania Supreme Court Justice Seamus McCaffery. Diana Zinnie, the Coatesville VA Medical Center veterans justice outreach coordinator, works as a liaison between Veterans and the court. Zinnie also works with Delaware and Montgomery

County courts on similar initiatives aimed at serving Veterans who are charged with non-violent crimes by connecting them with VA health care in lieu of incarceration. The partnership with Chester County Court began in 2009.

For the Love of a Horse

In March 2011, Recreation Therapy began a therapeutic horseback riding program for community living center residents. The program takes place at Thorncroft Equestrian Center in Malvern, Pennsylvania and is funded through an American Red Cross of Southeastern Pennsylvania grant.



The therapeutic horseback riding program aims to improve Veterans' quality of life. Veterans selected to participate have a wide range of health conditions and limitations, making them candidates that therapeutic riding can help. Through the program, they spent time with horses, doing things like grooming and riding, or even just observing.

The therapy has had many positive effects. According to Jennifer Koehler, recreation therapy supervisor, "one Veteran, when he began the program, was able to stay on the horse for 10 minutes, and later, he could ride for up to 30 minutes, so he significantly increased his upper body strength and balance. For another, it renewed his interest in other life activities." **The program has continued to grow and in October 2012, it became available to outpatients of the Coatesville VA Medical Center.**



Now Hiring Veterans



On June 8, 2012 the third annual Veterans Career Fair, co-sponsored by the Coatesville VA Medical Center and Pennsylvania Career Link, welcomed approximately 300 Veterans and 60 prestigious employers including Turkey Hill, Wawa, SEPTA, Amtrak, UPS, Krapf Bus Company, Wegmans, Walmart, Pactiv Corporation, Monarch Staffing, and more. It also offered career seminars covering networking, interviewing, resume building and government jobs.

Throughout the year, the hospital's Work Restoration program connects Veterans with local employers. The goal is for Veterans to secure gainful community employment, increased independence and enhanced quality of life.

At the end of 2012, 140 out of 167 of the Veterans served by Supported Employment and Homeless Veterans Supported Employment programs were competitively employed, an employment rate of 84 percent.

Second Year of the Journey to Magnet[®] Excellence

Nurses, nurse practitioners, physician assistants, social workers, dietitians, food service and environmental management professionals, and other disciplines spent much time over the last year continuing on our Journey to Magnet Excellence. These groups toiled together to continuously analyze health care practices and processes, develop a structural nursing model, and complete systems redesign projects using lean management strategies. Future targeted actions include expanding nursing research and nurse certification.



In January 2011, the Coatesville VA Medical Center embarked on the Journey to Magnet Excellence. Magnet is an accreditation granted by the American Nurses Credentialing Center or ANCC to organizations that represent the highest standard of patient care. At the heart of Magnet is exemplary professional practice, both within and outside of nursing. Only five of the 152 Veterans Affairs medical centers hold the distinction of Magnet accreditation.



Leading into the Future the Lean Way

In 2012, 96 nurses, physicians, psychologists, social workers, readjustment counselors, health administrators, environmental management professionals and more participated in Yellow Belt training. Participants learned lean management methods to identify and remove the causes of inefficiencies within a work process. This translates to reduced time spent and decreased costs, and the result is the most excellent health care possible for Veterans.



Simple as 1-2-3! Iraq and Afghanistan War Veterans Connect with Three VA Health Care Professionals at Once

This year, 200 Veterans returning from the Iraq and Afghanistan wars accessed their five years of free VA health care for service-related conditions through the Post Deployment Health Clinic. Operated by the medical center's Operations Enduring Freedom, Iraqi Freedom and New Dawn case management team, the clinic enables each Veteran to see his or her

treatment team – a primary care provider, mental health care provider and social worker – for a comprehensive evaluation during one appointment.

Veterans Seen in the
Post Deployment Health Clinic
197 in 2010
162 in 2011
200 in 2012

In 2012, 1,263 Veterans returning from the Iraq and Afghanistan Wars accessed their five years of free VA health care for service-related conditions at the Coatesville VA Medical Center.

New Homes for Veterans through VA Program

More than a year has passed since Carl Ferrell, a 67-year-old Army Veteran, moved into Ron and Janet Boger's VA Medical Foster Home as their first resident. The Bogers already had a full house with an 18 year old son and two dogs, but their home grew in unexpected ways when two more Medical Foster Home Veterans joined the family a few months later. And so, life is busy and there is always something going on, but that's exactly how the Bogers like it. Janet drops off a Veteran at his art classes, and takes Carl to visit his family in Chester County, while Ron accompanies the other Veteran on his weekly library visit.

In 2010, the Coatesville VA Medical Center introduced the Medical Foster Home program. **It matches an eligible Veteran with a family or individual caregiver in the community, and the Veteran lives in the caregivers' home with them.** A Medical Foster Home provides the Veteran with a private bedroom, a flexible daily routine, the opportunity to make choices, 24-hour supervision, a permanent home, safeguards against abuse, and the possibility for pets. The family or individual provides some physical assistance and communicates with VA health care professionals about the Veteran's health and well-being. The family or individual who owns or rents the home is financially compensated.

VA health care professionals from the Home Based Primary Care program visit the home and provide the Veteran with medical care, and the caregiver with additional support, as necessary. **"This is an opportunity for Veterans to live in an actual home with a family instead of a nursing home,"** says Colleen Koonce, director of Home Based Primary Care.



"The guys have become part of our family. If they travel or go into the hospital, we miss them until they get home. This is the most rewarding job that I have ever had." Ron Boger, Caregiver

Kim Gable, a registered nurse who provides care in the Boger home, adds, "I have seen these guys grow in their own ways. They are doing activities such as painting and going to Phillies games. They are living their lives, and the caregivers enjoy it as much as the Veterans do. This program can really make a difference in a Veteran's life."

On Carl's best days, he has his favorite meal – chicken patties and mashed potatoes with creamed corn – paints, listens to his handheld CB radio, takes a nap and shares a laugh with his caregivers. Carl cannot imagine living anywhere else than at the Boger Medical Foster Home. Before moving in with the Bogers, he had lived in a personal care home and he says, "Ron cares more because he is nice and easygoing. He does things for me. He set up my CB radio and

hooked it up. It was a lot of work. Janet asks me questions and makes me eat."

Coming from a military family where her parents and three brothers served, Janet hopes that more people will become interested in making their home a Medical Foster Home. Ron quietly reflects, "the guys have become part of our family. If they travel or go into the hospital, we miss them until they get home. This is the most rewarding job that I have ever had."





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Facts and figures represented in this report are either Fiscal Year 2012 or Calendar Year 2012 data.