



2016 ANNUAL REPORT





Message from the Director

Dear Veterans, fellow employees, volunteers and friends of VISN 4:

On November 1, 2016, the Department of Veterans Affairs (VA) marked the 150th anniversary of the opening of the very first federal soldiers' facility, which became the template for federal Veterans' hospitals.

That first facility in Togus, Maine, was our Nation's first tangible answer to President Lincoln's call to care for those "who shall have borne the battle," and for their families and their survivors. This network of facilities would become the Veterans Administration in 1930, which was then elevated to a cabinet-level Department in 1988.

In 2016, VA continued an ongoing transformation, achieving irreversible progress and improvements that will help us tackle the substantial challenges facing the Nation's largest health care operation.

In order to consistently provide the best—and most timely—care and services, the Veterans Health Administration identified five critical priorities for strategic actions. These priorities will support the transformation of VA health care, and will have far-reaching impact throughout our system.

In working to achieve these priorities, we are striving for all Veterans to have safe, high-quality, personalized, and timely care wherever they receive their health services. Our Veterans have earned nothing less.

As you click through this e-zine, you will read more about these priorities – **access, employee engagement, high performance system, best practices, and trust in VA care** – and the specific ways VISN 4 employees are embracing them.

By adhering to our I CARE values (Integrity, Commitment, Advocacy, Respect, Excellence), all VISN 4 employees are making a profound impact on the lives of Veterans every day. In VISN 4, we care deeply about providing the highest quality health care available anywhere and continuously improving our care and services.

But VISN 4 cannot fulfill our mission without feedback from Veterans or help from empowered employees, community partners (in both the public and private sector), and dedicated, selfless volunteers. So, thank you for your continued support of our network. I am determined that 2017 will be as successful as 2016 was.

With warm regards,

Michael D. Adelman, M.D.

Network Director
VA Healthcare – VISN 4

VA Healthcare – VISN 4 Leadership



Michael D. Adelman, M.D.
Network Director
Since January 2016

Jennifer Farrar
Interim Deputy Network Director
Since December 2016

Timothy Burke, M.D.
Chief Medical Officer
Since March 2016

Chuck Thilges
Chief Financial Officer
Since February 2016

Moiria M. Hughes, FACHE
Quality Management Officer
Since April 2014

David E. Cowgill
Communications Manager
Since January 2007

Kimberly Butler, MPH
Executive Assistant
Since September 2012

Access

Connected Care

VA's Connected Care programs extend access to care beyond the traditional office visit. Through virtual technology, VA is able to deliver care to patients where and when they need it.

The programs are divided into Telehealth, My HealtheVet, VA Mobile, and VHA Innovations. The goal of these programs is to keep Veterans from traveling (although Veterans can still report to the VA in person, if they prefer). VISN 4 is continually increasing the types of clinical activities and types of services that can be provided via Connected Care modalities.

Telehealth is broken down into three categories:

- **Clinical Video Telehealth** – This is live. The Veteran is at one endpoint; the provider at another. (VISN 4 is working hard to expand those endpoints: Vet Centers, outpatient clinics, and more.)
- **Store & Forward** – This is delayed. An image and/or information is captured and transmitted to an expert provider, who interprets it and responds within 48 hours.
- **Home Telehealth** – This requires equipment to be installed in a Veteran's home, and is followed carefully by a care coordinator (who is a registered nurse).



Jane Johnson (left), with Iron Bow Solutions, shows Erie VA Medical Center staff new telehealth technology available to connect patients with the right care, at the right time, in the right place.

T.E.D. (Telehealth Education Delivered), a vehicle that provides education and demonstrations on a wide range of telehealth and patient care solutions stopped by each VISN 4 facility this year.



Elizabeth DeFeo (left), telehealth program manager at Coatesville VA Medical Center, speaks with Veterans outside T.E.D. about telehealth opportunities available to Veterans at outpatient clinics and in rural areas.

Secure messaging through My HealtheVet allows Veterans to communicate securely online with their VA health care team and other VA staff about non-emergency information or questions. Similar to email, Veterans can write a message, save drafts, review sent messages, and maintain a record of conversations. Veterans should receive a response within 3 business days.

Another Connected Care tool is E-consults – these are electronic consults between physicians (often a provider and a specialist).

To learn more about telehealth in VISN 4, and to watch an informative video, please visit

www.visn4.va.gov/services/telehealth.asp

Audiology and Optometry Direct Scheduling

Veterans receiving care throughout VA are now able to schedule routine appointments for optometry and audiology without a primary care referral – a move that eliminates multiple steps and gets Veterans into appointments more quickly.

New Nurse Triage Call Center

Since Oct. 12, 2016, all facilities in VISN 4 have been utilizing a new, centralized nurse triage call center based at VA Butler Healthcare. Veterans (or family members) can speak to a registered nurse regarding health care concerns, or to report a symptom they are having, anytime by calling their local VA medical center and pressing the number 3.

During weekday administrative hours, they are connected to this new call center. After hours, on weekends, and on holidays, they are connected to a call center in New York. The call center has improved access to timely (even same-day services!) for Veterans and has greatly improved patient satisfaction. This is a great resource for Veterans to receive symptom management and medical advice anytime.



The new VISN 4 Centralized RN Triage Call Center is staffed with registered nurses at VA Butler Healthcare to enhance same-day services for Veterans.

Same-Day Services

All VISN 4 facilities implemented Same-Day Services in primary and mental health care. This means that a Veteran with a need for care right away will have it addressed the same day. If the need arises after hours, it will be addressed the very next day.

The need may be addressed by providing a face-to-face visit, returning a phone call, arranging a telehealth or video care visit, or scheduling a future appointment. The care is provided by an appropriate clinical staff member.

Additionally, if a Veteran is in crisis or has an urgent need for mental health care, he or she will receive immediate attention from a health care professional. Any Veteran new to mental health with a non-urgent need will receive an initial screening evaluation by the next calendar day.

By the Numbers

Mental health staff reduced the number of Level 1 urgent appointments pending VISN-wide in more than 30 days of the Veteran's preferred date or clinically indicated date by 28% between June and December 2016.

Connected Care Across the Network

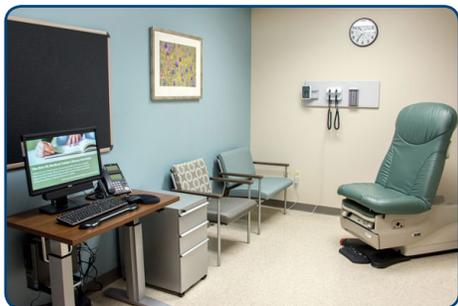
	Telehealth Encounters	Telemental Health Encounters	Veterans Using Secure Messaging	Veterans Served via E-Consult
Altoona	12,922	2,206	2,425	96
Butler	6,684	1,087	2,033	28
Coatesville	6,830	1,354	10,991	506
Erie	11,405	1,733	8,899	20
Lebanon	4,845	515	20,707	1,410
Philadelphia	1,057	257	29,387	150
Pittsburgh	25,682	7,955	35,447	6,799
Wilkes-Barre	26,644	3,113	3,661	328
Wilmington	9,443	1,469	2,777	1,339
VISN 4 Total	105,512	19,689	116,327	10,676

Facility Results

★ At the **James E. Van Zandt VA Medical Center** in Altoona, the number of telemental health care encounters for 2016 increased 39% from 2015.

★ According to nationwide VA data, **VA Butler Healthcare** has the best primary care access in VA! VA Butler is ranked #1 for Veterans' perception of timeliness (both urgent and routine), as well as #1 in terms of Patient-Aligned Care Team (PACT) access measures. 99% of Veteran appointments there are completed in 30 days. For Veterans seeking new appointments, wait times for primary care are 1 day or less, for specialty care 3 days or less, and for mental health care 1 day or less.

★ **Erie VA Medical Center** expanded the Warren County VA Outpatient Clinic by



A treatment room in the newly expanded and renovated Warren County VA Outpatient Clinic.

nearly 2,000 square feet and renovated the existing 4,500 square feet. Between 2014 and 2016, the number of Veterans treated there increased nearly 7%, and the number of women Veterans treated there increased 8%. The renovation and expansion added a private women's health suite, a larger and more private waiting and reception area, and more exam rooms. The project also increased capacity for telehealth and specialty care services as well as handicapped parking.

★ **The Lebanon VA Medical Center** initiated a new Clinical Video Telehealth Suicide Prevention Clinic at the Berks County VA Outpatient Clinic. This clinic provides suicide risk assessments, transitional care, and routine follow-up care for Veterans along with preventative and routine education for both Veterans and staff. Since its development, the amount of risk assessments and warm hand-offs to specialists has quadrupled. The other 5 outpatient clinics under Lebanon will implement this model, and it has been named a national best practice.

★ **The Corporal Michael J. Crescenz VA Medical Center** in Philadelphia relocated the Burlington County VA Outpatient Clinic. The new clinic is 22% larger, a more modern facility, and provides expanded services in a



Official ribbon-cutting ceremony for the Burlington County VA Outpatient Clinic.

convenient location, accessible via public transportation. The new clinic replaces the one previously located on the Dix-Maguire-Lakehurst Joint Base. Services added include optometry, audiology, radiology, and several telehealth services, including nutrition, insomnia, dermatology and teleretinal.

★ **VA Pittsburgh Healthcare System's** Emergency Department (ED) now schedules follow-up appointments in 19 designated "Rapid Access Clinics" before Veterans leave the ED. Each clinic reserves one to three slots in their weekly schedules for rapid access appointments. Before these clinics were created, consults for follow up – sometimes needed in less than three days – were passed on to service lines to evaluate, contact the Veteran, and schedule appointments in their often fully booked outpatient clinics.

★ **Wilkes-Barre VA Medical Center** expanded the home based primary care program at its Allentown and Williamsport outpatient clinics. Veterans who have difficulty or are unable to travel to the clinic or medical center receive primary care services in their home. Seven additional professionals began supporting the program in August 2016.



"I am 100% satisfied with the medical care I receive. I have never been turned away and I know that I can walk over today to be seen, if needed," said Roland Simmons, U.S. Air Force Veteran.

Employee Engagement

All Employee Survey Results

More than 57% of VISN 4 employees completed the All Employee Survey in fiscal year 2016, which exceeds the national average for the Veterans Health Administration.

The annual survey provides employees with an opportunity to offer their perceptions and insights regarding VA. The survey results help steer the organization on how to make improvements across the organization throughout the year.

VISN 4 employees report a high connection to the VA mission, a highly satisfactory work/family life balance, and high confidence in the competency and skills of their workgroup colleagues.

MyVA Access Declaration

MyVA Access is a Veterans Health Administration (VHA) initiative that focuses on our people, our tools, and our systems to provide timely, Veteran-centered access to health care and ultimately puts Veterans in control of how, when, and where they wish to be served. By signing the declaration, many VA leaders and frontline staff accepted

the call to action and reaffirmed their commitment to VHA's core mission.

Along with VHA leaders throughout the Nation, senior leaders at VA Pittsburgh Healthcare System signed the MyVA Access Declaration on April 21, 2016.

VA101

Half of the VA workforce received VA101 training, which provides broad knowledge of VA to enable employees to provide day-to-day customer service to help Veterans with their holistic needs. In 2017, more employees will receive the training, as well as external stakeholders such as Veterans Service Officers.



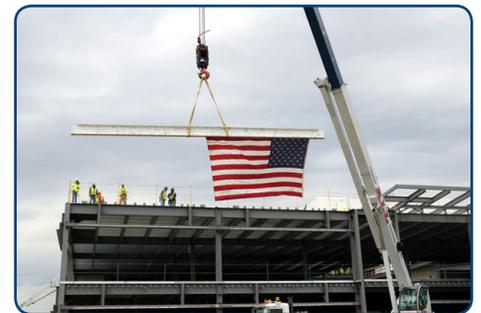
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Facility Results

★ The Employees Association at James E. Van Zandt VA Medical Center in Altoona expanded in 2016, offering a bus trip to New York City, an Altoona Curve baseball game, a Halloween party, and a holiday party for children.

James E. Van Zandt VAMC employees were also offered training sessions in the 7 pillars of Servant Leadership: being a person of character, putting people first, being a skilled communicator, being a compassionate collaborator, having foresight, being a systems thinker, and leading with moral authority.

★ Prior to a Topping Out Ceremony for VA Butler Healthcare's new Health Care Center, the final steel beam for the facility was displayed outside the main entrance at the main facility for approximately two weeks. This allowed all VA Butler employees the chance to sign their name and be a permanent part of the new building, which will be a modern and convenient facility for outpatient services, opening in 2017. Employees have been actively involved in the design and planning of this building since the project began.



In April, the final steel beam for VA Butler Healthcare's new Health Care Center was lifted into place.

★ Coatesville VA Medical Center was one of nine sites to be selected for the National Center for Organization Development Servant Leadership pilot program. This was an opportunity to help create a culture that supports high psychological safety and employee engagement throughout VA. Studies have concluded that servant leadership is positively associated with employee satisfaction. Just two results of the program there are a telephone etiquette project and a reduction in customer service complaints.

By the Numbers

In fiscal year 2016, more than half of VISN 4 employees completed Leaders Developing Leaders training.

Medical Center Employees in VISN 4

	Total Employees	Employees Who Are Veterans	Nurses	Physicians
Altoona	755	218	159	41
Butler	647	200	126	18
Coatesville	1,284	372	281	41
Erie	774	239	140	53
Lebanon	1,536	442	262	130
Philadelphia	2,697	458	522	431
Pittsburgh	3,755	1,171	905	247
Wilkes-Barre	1,339	333	225	101
Wilmington	996	276	289	117
VISN 4 Total	13,783	3,709	2,909	1,179

★ A record 71% of **Wilmington VA Medical Center** employees participated in the 2016 All Employee Survey.

★ **Erie VA Medical Center** began offering free, on-site fitness classes through a partnership with the local YMCA. Yoga, interval training, and Tai Chi classes are now offered to all employees and Veterans four nights a week. More than 300 Veterans and employees have attended the fitness classes since they began.



Erie VA Medical Center Employee Joni Gross fits in a workout at the interval fitness class led by a local YMCA instructor.

★ At **VA Pittsburgh Healthcare System**, a huddle board is a dry erase board that is used as a tool to incorporate continuous daily improvement into employees' work. Employees in workgroups who utilize the boards add issues or

suggestions to improve efficiency and eliminate waste in the workgroup to the board throughout each day. Then, the employees hold 15-minute meetings, or huddles, to offer ideas for process improvements and lead the way in implementing their ideas. These voluntary huddles are driven by frontline staff and can occur daily, weekly, or as frequently as the workgroup determines is best. The workgroup uses the board to track and celebrate the implementation of each improvement.

★ **Lebanon VA Medical Center** was one of 22 sites nationally chosen to join the VA Innovators Network. Through this network, Lebanon VAMC will launch the Spark-Seed-Spread Innovation Funding Program. Employees will learn innovation-related competencies, such as Human Centered Design, and gain access to funding to support their innovation efforts.

★ Employees at the **Wilkes-Barre VA Medical Center** developed a nationally recognized model for consistent staffing in the Community Living Center. This model allows residents to regularly receive care from the same caregivers, fostering a trust-based relationship with open communication and quicker

recognition of health concerns. In addition to improved outcomes for the residents, studies have also shown consistent staffing reduces caregiver absence and generates a team environment.

★ Employees at the **Corporal Michael J. Crescenz VA Medical Center** now regularly receive thank you and WOW cards to receive positive feedback for outstanding contributions to the facility. WOW cards are available in clinics and common areas for colleagues, patients, or family members to fill out and drop in mail boxes for presentation at a department meeting. Thank you cards are an avenue for supervisors to recognize staff.



Veteran Fran McIntyre, Amy Scarano, social worker, and Timothy Kelly, patient advocate, participate in the Corporal Michael J. Crescenz VA Medical Center's Customer Service Committee WOW Card Initiative.

High Performance System

Care in the Community

When VA facilities and services are not available, VA may purchase care outside of VA for the Veteran, including inpatient, outpatient, emergent, and long-term care for eligible Veterans. Once non-VA medical care is authorized, Veterans may seek treatment from a provider in their community.

VA has used multiple programs to administer non-VA care, such as Patient-Centered Community Care and Preauthorized Care.

In August 2014, Congress enacted The Choice Act, which required VA to establish the Veterans Choice Program

to address VA's health care access challenges. The program added another method for VA to purchase community care, but added complexity and confusion. However, VISN 4 continues to work with our third-party administrator, HealthNet, to utilize their resources and identify improvement opportunities to provide the best possible service to our Veterans.

In April 2016, VA facilities were given the authority to establish and use agreements with community providers when the third-party administrators are unable to schedule for services timely or the needed services are not covered in the Choice contract. All VISN 4 medical

centers continue to work with providers in their local communities to expand our provider networks. Currently in VISN 4, we have more than a thousand provider agreements.

In fiscal year 2016,
59,107
non-VA care
appointments
were scheduled in VISN 4.

In October 2015, VA submitted a proposal to Congress to consolidate and streamline existing community care programs into one, which, if approved, would be implemented locally with national oversight.

By the Numbers

During fiscal year 2016, VISN 4 staff coordinated 320 non-VA care obstetric care authorizations for pregnant Veterans.

Nationally in fiscal year 2016, there were more than 3.5 million authorizations for community care, about 2 million of which were completed through the Choice program.

Along with all of these programs, VA aims to be a leader in developing innovative solutions with strategic partners for care coordination. Care coordination is the organization and communication of patient care and information among all participants involved (patient, family, provider, specialist). Care coordination is complex and information intensive, requiring a cohesive approach to achieve positive health care outcomes. VA will ensure care coordination is a seamless and effective tool for Veterans and their families, VA, and community providers.

VA Voluntary Service Brightens Holidays for Veterans

All donations to VA medical centers nationwide must be processed by VA Voluntary Service – and December is their busiest month! During December 2015, a grand total of \$950,266 in gifts and donations were processed by Voluntary Service in VISN 4, almost 25% of the entire year's total value of gifts and donations (\$4,091,234).



Volunteers unload gifts for Veterans enrolled in the Coatesville VA Medical Center Residential Rehabilitation Program.

VA Voluntary Service has provided more than 70 years of service to America's Veterans seeking care in VA health care facilities. It is impossible to calculate the amount of caring and sharing that these VAVS volunteers, a priceless asset to Veterans and VA, provide.

At Coatesville VA Medical Center's Residential Rehabilitation Program, volunteers from the Transportation Management Association of Chester County and the local community collected gifts for Veterans enrolled in the program. The second annual gift drive collected more than 700 gifts, such as kitchenware and bedding, for Veterans who are getting a fresh start through the Veterans Multi-Service Center's Permanent Housing Program.

For more information on how to volunteer or donate in VISN 4, please visit www.visn4.va.gov/giving.

Rehab & Prosthetics

Last year, 37% of all Veterans treated in VISN 4 saw a rehabilitation care provider and 54% of Veterans seen received prosthetic and sensory aids items and services. VISN 4 obligated \$121,565,260 to provide 589,735 medically prescribed devices and items to more than 144,334 Veterans.

Medical Research (and a million Veterans)

VA is one of the nation's leaders in health research. Thousands of studies are conducted at VA medical centers, outpatient clinics, and nursing homes each year. This research has significantly contributed to advancements in health care for Veterans and other Americans from every walk of life. One of these studies is the nation's largest genomic biobank: the Million Veteran Program (MVP).

The Corporal Michael J. Crescenz VA Medical Center in Philadelphia and VA Pittsburgh Healthcare System are recruiting Veterans for the MVP research project, which is aimed at improving health care for future Veterans. To participate, enrolled Veterans provide a blood sample and are asked a series of lifestyle questions. The program is completely voluntary and the data collect is stored anonymously.

Research using MVP data is already underway, studying a range of medical issues like mental illness and heart and kidney diseases. MVP also has rich data on various health conditions that are common in Veterans. Approximately 62% of MVP enrollees report a current or past diagnosis of high blood pressure and about a third report tinnitus. Also, nearly 32% of Veterans present with a history or current diagnosis of cancer.

For more information on how the program, including how to enroll, call 866-441-6075 or visit www.research.va.gov/MVP.

Vet Center Program

VISN 4 supports 17 Vet Centers, which provide a broad range of counseling, outreach, and referral services to combat Veterans, active duty Servicemembers, and their families, as well as any Veteran who was sexually traumatized while serving in the military. Additionally, Vet Centers can now treat combat Veterans regardless of discharge type, and will provide referrals for assistance with requesting a discharge upgrade. All services are free of cost and are strictly confidential. And, with the help of mobile Vet Centers, their services are practically being brought to the Veteran's doorstep.

State Partnerships

Enhancing strategic partnerships, an ongoing and paramount effort throughout VA, allows the Department to extend the reach of services available for Veterans and their families. Strong partnerships with our colleagues at the state level are vital for providing our nation's heroes with the care and services they have earned and deserve.

Staff throughout the VISN 4 network collaborate frequently and closely with many Pennsylvania County Veterans Affairs Directors in ways such as participating in both network- and facility-level workgroups, maintain open dialogue to troubleshoot and solve issues for Veterans, and serving on newly established community Veterans engagement boards.

VISN 4 employees work closely with Pennsylvania and Delaware employees to successfully continue bringing a federal grant to our network for state

Veterans homes. By ensuring that state Veterans homes provide care that reflects the standard of care that we strive for in the Veterans Health Administration, we ensure that these eight homes continue to receive per diem payments for all Veterans they house. In VISN 4, each state Veteran home has an appointed representative at the nearest VA medical center to ensure productive dialogue and compliance with all policies.

Additionally, the Veterans Justice Partnership, a unique collaboration between VA and the Pennsylvania Justice System, aims to get former Servicemembers the treatment they need as an alternative to incarceration. Working together with local courts, VA staff connects Veterans with resources to help them combat the problems at the root of their legal troubles, such as behavioral health, substance abuse or other reintegration issues.

VISN 4's Health Care for Re-entry Veterans program works closely with the Pennsylvania Department of Corrections to promote success and prevent homelessness among Veterans returning to the community following incarceration. Program staff works closely with the State Veteran Service Units at state correctional institutions.

Facility Results

★ The **James E. Van Zandt VA Medical Center** in Altoona established 100 CITC provider agreements in just over five months!

★ For the sixth consecutive year, **VA Butler Healthcare** ranked first place in the National VA Dentistry Survey of Dental Care Experiences of Patients. In every survey measure, including patient satisfaction for overall experience, VA Butler scored well above the national average.

★ In February 2016, **VA Pittsburgh Healthcare System's** simulation training program received advanced certification from VA's national Employee Education System Simulation Division. Simulation-based clinical training utilizes modern technology, such as life-like mannequins who breathe and have a heartbeat, in an area that replicates an actual

By the Numbers

VISN 4 Volunteers

	Volunteers	Youth Volunteers	Volunteer Hours
Altoona	264	12	32,926
Butler	331	8	34,421
Coatesville	716	269	55,107
Erie	605	54	74,068
Lebanon	351	38	48,734
Philadelphia	525	121	43,043
Pittsburgh	718	131	106,905
Wilkes-Barre	518	52	48,110
Wilmington	305	19	41,966
VISN 4 Total	4,333	704	485,280

VISN 4 Research Programs

	Investigators	Projects	Funding
Coatesville	26	25	\$41,000+
Philadelphia	109	230	\$13.2 million
Pittsburgh	113	343	\$30.3 million
Wilkes-Barre	6	5	\$0
VISN 4 Total	254	603	Nearly \$43.6 million

environment where health care is provided, such as an intensive care room or an operating room. Practicing skills and decision making in a safe, realistic, and supportive learning environment, where it is acceptable to fail and try again, improves the quality of clinical education and contributes to patient safety. There are three levels of certification – basic, intermediate and advanced – which last for two years and are renewable. Only six VA facilities nationwide have achieved the advanced certification.



During a MyVA Advisory Committee meeting held at VA Pittsburgh Healthcare System, former VA Secretary Bob McDonald participated in a demonstration of simulation equipment utilized there.

★ In September 2016, the **Coatesville VA Medical Center's** Mental Health Residential Treatment Programs received full accreditation for a period of three years from the Commission on Accreditation of Rehabilitation Facilities. To receive this accreditation, the medical center had to go through a rigorous peer review process and demonstrated to the surveyors a commitment to offering programs and services that are measurable, accountable, and of the highest quality.

★ In just ten years (2006 to 2016), **Erie VA Medical Center** broke down barriers to care and increased annual behavioral health clinic reach by more than 2,000 Veterans and nearly 31,000 visits. They were able to expand their reach by utilizing modern tools such as in-home Clinical Video Telehealth for Veterans with transportation issues or physical limitations and equipping their homeless care team with iPads to help Veterans access health information, fill out job applications, and also use Clinical Video Telehealth to connect to behavioral

health specialists. They also utilized Clinical Video Telehealth to bring a PTSD education program to Veterans at their outpatient clinics.

★ **Lebanon VA Medical Center** announced the expansion of its academic affiliation with Penn State College of Medicine. Currently, the Lebanon VAMC trains approximately 180 doctors and 30 physician assistants from the Penn State College of Medicine each year. The expansion will increase the number of residents in family medicine, psychiatry, and hospice and palliative care. The partnership also provides training to fellows or residents in cardiology, hematology/oncology, neurology, and ophthalmology.

★ In 2016, **Wilkes-Barre VA Medical Center** opened a new Women's Health



The newly renovated Women Veteran's Clinic not only provides a private and secure area for treating our women Veterans, but also has a private, family-friendly waiting area for anyone accompanying the Veteran to her appointment.

Clinic as one of its patient-centered care initiatives. Although women's health services were being offered within the facility's primary care clinic, the space that was allocated did not meet all of the new VA standards of care for Women Veterans. The primary goal of the initiative was to further the

implementation of the VA's mandate to eliminate barriers to Women Veterans having access to and utilizing specialized health care services. The new Clinic was designed to address these concerns by integrating care, promoting gender sensitivity, and providing a safe and comfortable environment for the provision of that care.

★ The Long Term Care Institute conducted a positive and successful survey of the **Wilmington VA Medical Center** Community Living Center (CLC)! The CLC was identified as one of the 10 highest performing CLCs in the nation for quality and patient-centeredness. Wilmington VAMC's CLC staff were selected to participate in a VA study called "Resident-centered Environments in CLCs: Helping Activate Relationships and Generate Engagement study."

Best Practices

Ending Veteran Homelessness

VA is serving more Veterans than ever before with specialized services for Veterans who are homeless or at risk of homelessness. Since 2010, more than 365,000 Veterans and their family members have been permanently housed, rapidly rehoused, or prevented from falling into homelessness as a result of VA's homeless continuum of services and targeted community resources.

VA has divided the most important needs of homeless Veterans, or at-risk Veterans, into four categories: safe housing; opportunities to return to employment; health care; and mental health services. By addressing these needs, VA aims to end Veteran homelessness.

Significant progress has been made thanks to the collaboration of VA, other governmental organizations, and more partners (such as Veterans service organizations).

Twenty nine communities and two states have confirmed and publicly announced that they have effectively ended Veteran



homelessness, serving as models for others across the nation.

The following four locations in VISN 4 have met the federal criteria to declare an end to Veteran homelessness:

- October 2015 – Lancaster County, Pennsylvania (Lebanon VAMC)
- December 2015 – City of Philadelphia in Pennsylvania (Corporal Michael J. Crescenz VAMC)
- February 2016 – Berks County, Pennsylvania (Lebanon VAMC)
- November 2016 – State of Delaware (Wilmington VAMC)

To declare the end of Veteran homelessness communities must:

- Be able to identify all the homeless Veterans in the area,
- Ensure resources are in place for future homeless Veterans,
- Be able to swiftly offer time-sensitive services such as emergency and transitional housing, and
- Ensure that an episode of homelessness is "rare, brief, and non-reoccurring."

When Delaware declared the end of Veteran homelessness this fall, Keith W. Harris, Ph.D., acting executive director of VHA's homeless programs stated, "By building partnerships, closing gaps, collaborating and working together as a community, Wilmington VAMC has put the pieces together to completely change how the State of Delaware responds to the factors that cause Veterans to fall into homelessness."

A new and beneficial tool to aid this effort was created this year by Erie VA Medical Center and VISN 4's data team. The Homeless Screening Data Alert was selected as a semifinalist in a national best practice competition initiated by the Veterans Health Administration's Under Secretary.

A Homeless Veteran Clinical Reminder was created in 2013 to help identify Veterans who were homeless or at risk of becoming homeless. With this new alert, homeless care teams are now automatically notified when a Veteran screens positive for homelessness. Now implemented throughout the entire VISN, this alert has helped to dramatically improve response times, and Veterans who screen positive for homelessness typically receive follow-up from their VA's homeless care team within one day or less.

VA Mobile

Because mobile health is emerging as an essential element of health care, VA is dedicated to providing the most up-to-date technologies to enhance patient experiences and expand clinical care beyond the traditional office visit. VA Mobile is developing applications, or "apps," for both Veterans and VA care teams, offering safe and secure mobile access to patient data, and providing more opportunities for Veterans to be active participants in their health care.

The cognitive behavioral therapy for insomnia (CBT-i) app assists users with improving their sleep habits. MOVE! Coach is a weight loss app for Veterans, Servicemembers, their families, and others who want to lose weight. VA's Mindfulness Coach App has nine exercises from The National Center for Post-Traumatic Stress Disorder that you can follow to "pay attention on purpose" and cope with stress. Mindfulness Coach has been available since January 2014, and has been downloaded more than 21,000 times since its release.

A new app being incrementally rolled out nationwide will allow Veterans enrolled for VA care to directly schedule or request primary care appointments and request mental health appointments. With the Veteran Appointment Request App (also known

as VAR), Veteran patients can also view appointment details, track the status of appointment requests, send messages about requested appointments, get notifications about appointments, and cancel most appointments.

Some apps, including VAR, require Veterans to obtain their DS logon. Visit mobile.va.gov/appstore for the latest on newly released and coming soon apps.

Facility Awards

Six VISN 4 medical centers (Altoona, Butler, Philadelphia, Pittsburgh, Wilkes-Barre, and Wilmington) earned a Gold Cornerstone Recognition Award. VA's Patient Safety Cornerstone Recognition Award recognizes VA medical centers who meet standards established by the VA National Center for Patient Safety. Patient safety managers and their hospital-based patient safety programs are reviewed based on staff-reported adverse events and close calls, which represent the foundation of a robust and effective patient safety program. The national program is intended to inspire the culture of open communication in reporting and identifying system issues related to patient safety.

The James E. Van Zandt VA Medical Center in Altoona was recognized by the U.S. Environmental Protection Agency for its electronics recycling efforts through the Federal Green Challenge.

VA Butler Healthcare received the 2016 VA2K Spirit Award from the Veterans Health Administration's Employee Health and Wellbeing Office.

Lebanon VA Medical Center and VA Pittsburgh Healthcare System were both

named a Leader in LGBT Healthcare Equality by the Human Rights Campaign Foundation.

The Corporal Michael J. Crescenz VA Medical Center in Philadelphia received a Notable Achievement in Electrical Engineering award from the Philadelphia Chapter of Pennsylvania's Society of Professional Engineers.

VA Pittsburgh Healthcare System received two Get With The Guidelines® awards from the American Heart Association/American Stroke Association.



Richard Hofman, VHA Green Environmental Management System Program Manager for Policy and Oversight, presents Erie VA Medical Center Director John Gennaro with the Top 25 Environmental Excellence Award during an employee town hall.

Five VISN 4 facilities (Altoona, Erie, Philadelphia, Pittsburgh, and Wilmington) received awards from Practice GreenHealth, the Nation's leading health care community dedicated to transforming health care worldwide to reduce the environmental footprint of the industry. Practice GreenHealth aims to help health care providers be a community anchor for sustainability and serve as a leader in the global movement for environmental health and justice.

By the Numbers

A study of the post-operative outcomes in the Veterans Health Administration shows that rates of complications and mortality following complications, known as failure to rescue, improved significantly within VA during the last 15 years. The study was carried out by researchers at the Michael E. DeBakey VA Medical Center, Baylor College of Medicine and VA Pittsburgh Healthcare System, and published in JAMA Surgery.

Ensuring Veterans Have A Home

	FY 2014	FY 2015	FY 2016
Veterans served in VISN 4 homeless programs	15,575	16,478	16,724
Veterans housed by VISN 4 homeless programs	2,568	3,502	3,259

Facility Results

★ **VA Butler Healthcare** has two group programs that put Veterans in charge of creating a treatment plan for a peer. Veteran X (a mixed gender group) and Veteran Hope (for women Veterans only) are fictitious Veterans who face challenges similar to those faced by the group's participants. While helping Veteran X and Veteran Hope solve their issues, participants gain valuable skills and information to resolve their own issues, including how to enlist the assistance and support of a VA staff member or access community resources. These groups are really about Veterans helping Veterans – sharing goals, information, and solutions.



VA Butler Healthcare's Veteran X group.

★ **Coatesville VA Medical Center's** Mobile Veterans Program takes VA care out into the community. VA care professionals provide respite care, meaningful activities, socialization, and health care oversight at five local American Legion and Veterans of Foreign Wars posts. The Joint Commission included this program in their Leading Practice Library and it has been presented at local, state, and national

conferences. Program staff are coaching and mentoring staff at VA Butler Healthcare to help them roll out a similar initiative there.

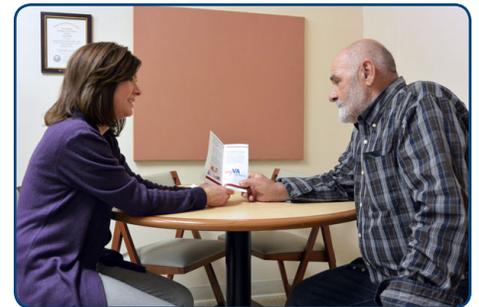


A group of Veterans enrolled in the Coatesville VA Medical Center's Mobile Veterans Program play a game designed to increase spatial awareness and hand-eye coordination.

★ In FY 2016, VA launched the VHA Promising Practices Consortium, a new program to identify ideas to better serve Veterans. More than 250 ideas were narrowed to a field of 13 Gold Status Best Practices. One of those ideas came out of **VA Pittsburgh Healthcare System**. The WAKE Score for Recovery from Anesthesia/Sedation replaces a previous anesthesia system which would often leave patients with nausea/vomiting, lightheadedness, and pain by taking on a "zero tolerance" approach to anesthesia side effects.

★ VA's Traveling Veteran program, launched at **Wilkes-Barre VA Medical Center** in 2015, ensures traveling Veterans have uninterrupted access to care wherever they are. Veterans who know they will be traveling are asked to tell their health care provider where and when they will be going, and any specific care concerns they may have.

The provider then collaborates with the facility's Traveling Veteran Coordinator (TVC) to ensure any pending clinical orders, such as blood work, are performed at a location near the Veteran's travel destination. TVCs answer care coordination questions, coordinate appointments, and help Veterans navigate activities at unfamiliar locations. A recent survey of Veterans using the program at the Wilkes-Barre VAMC resulted in overwhelmingly positive comments about the convenience of having a single point of contact in the TVC, and about the care they received while traveling.



Ann Kwiatkowski, Wilkes-Barre VA Medical Center's traveling Veteran program coordinator, discusses care coordination needs with Mr. Wayne Wenrich, a Veteran who splits his time between northeastern Pennsylvania and Florida.

★ For the third consecutive year, **Lebanon VA Medical Center's** Canteen was selected as one of the best dining facilities in VA medical centers nationwide. The annual Outstanding Canteen Award recognizes VAMC Canteen services that exceed customer service expectations, reflect outstanding operating results, and meet or exceed efficiency standards.

Trust in VA Care

Veterans Experience Office

The Veterans Experience (VE) Office was created in response to VA Secretary Robert A. McDonald's top priority for the MyVA transformation: Improving the Veteran Experience. This new, permanent office reports directly to the VA Secretary – it is not aligned within the Veterans Health Administration (VHA), Veterans

Benefits Administration (VBA), or National Cemetery Administration (NCA). They do, however, work closely with all three administrations.

VE teams nationwide, and here in VISN 4, are looking for new, proactive ways to influence change and build stronger, more productive relationships.

We have embedded staff from this new program into our Wilmington and Philadelphia VA medical centers as well as the VISN office. By working closely with this new Office, we hope to improve Veterans' trust in VISN 4 care and also engage and empower our employees. It is only through our employees that we can offer great service to our Veterans.

In VISN 4, Toni Bush Neal, relationship manager for Delaware, Pennsylvania and southern New Jersey, works in the Corporal Michael J. Crescenz (Philadelphia), but also oversees the Veterans Experience program across VISN 4. Carlos Robinson is the field consultant for Wilmington, Coatesville, Lebanon, and Wilkes-Barre VA Medical Centers, and southern New Jersey VA Outpatient Clinics. Lamont Taylor is the field consultant for VA Pittsburgh Healthcare System and Altoona, Erie, and Butler VA Medical Centers.

You can read more about this program in a recent issue of VISN 4's e-zine, Vision for Excellence.

Hospital Compare

VA hospital performance data can now be found on Hospital Compare to allow comparison of performance between VA and civilian acute care hospitals. The VA tables include data for quarterly timely and effective care measures, VA satisfaction survey results, outcomes measures including mortality and readmission rates for selected conditions, behavioral health measures, and measures of patient safety. You can access all of that information on the Centers for Medicare and Medicaid Services' Hospital Compare website.

National Studies

Psychiatric Services, a peer-reviewed journal of the American Psychiatric Association, published a report showing that the quality of mental health care provided by VA is superior to that provided to a comparable population in the private sector. According to the study, "In every case, VA performance was superior to that of the private sector by more than 30%." The study concluded "Findings demonstrate the significant advantages that accrue from an organized, nationwide system of care. The much higher performance of the VA has important clinical and policy implications."

A RAND study in July 2016 showed that VA performed better than the private sector in 96 percent (45 of 47) of outpatient measures, and VA performed the same as the private sector in the other four percent of outpatient measures.

SAIL

VA developed the Strategic Analytics for Improvement and Learning (SAIL) Value Model to measure, evaluate and benchmark 27 quality measures in areas such as death rate, complications, and patient satisfaction, as well as overall efficiency at our medical centers across the country. This model highlights successful strategies of VA's top performing facilities in order to promote high quality, safety, and value-based health care. Data is updated quarterly and released publicly online.

SAIL is the most powerful and positive tool we have. The relative star ratings are used by our facilities as tools to improve. It is possible for a hospital to improve and still not climb. Since the ratings are relative, during rating periods organizations will receive ratings, one to five stars, even if every facility improves.

To stay up to date with quarterly releases, visit VA's Quality of Care website.

VISN 4's End-of-Year Hospital Star Rating (FY16)

	Relative Performance Star Rating (1 to 5)	Improvement From Baseline Scores 2015*
Altoona	3	➔
Butler	5	➔
Coatesville	5	➔
Erie	5	➔
Lebanon	4	➔
Philadelphia	3	⬆️⬆️
Pittsburgh	5	⬆️⬆️
Wilkes-Barre	3	⬆️
Wilmington	2	⬆️

* Improvement From Baseline:
 ⬆️⬆️ = Large Improvement
 ⬆️ = Small Improvement
 ➔ = Trivial Change

Facility Results

★ On September 27, 2016, senior leaders and service chiefs at the **James E. Van Zandt VA Medical Center** in Altoona participated in a training program with Dr. Peter Almenoff, director of organizational excellence in the VA Secretary's office. The program offered a "deep dive" into the statistics and measures of the SAIL program, covering

each domain to assure a greater understanding of the data.

★ In 2016, **VA Butler Healthcare's** director, Dave Cord, talked with Dave Malarkey on his radio show, "It's Your Turn," each month. "It's Your Turn" is Butler County's only live, call-in talk show. Each month, they discussed key VA news and information for Veterans such as progress on VA Butler's new Health Care Center and access to VA health care. Cord also addressed questions on the air for listeners. Additional VA Butler employees joined the show periodically to provide more specific program information.



WISR Radio Host Dave Malarkey talks with VA Butler Director Dave Cord on 'It's Your Turn.'

★ **Coatesville VA Medical Center's** Veterans' Mental Health Advisory Council meets monthly and is open to all Veterans, as well as their dependents and caregivers. Currently consisting of 9 active members, the meetings are open forums where participants can discuss any issues regarding mental health care and share feedback with mental health leadership through the staff liaison. All Veterans can submit suggestions or concerns for the council to address in one of three drop-boxes in the medical center. This year, the council addressed the lack of "after hours" support for Veterans who are not in a crisis situation by finding and bringing awareness of "Vets4Warriors" to their fellow Veterans. This unique peer support program is available for Veterans and caregivers around the clock.

★ One role of the Veterans Experience team is to help build and support MyVA Community Veterans Engagement Boards (CVEB). These boards consist of and are co-chaired by Veteran-centric community stakeholders. They are supported by VHA, VBA, and NCA leadership. These boards are designed to develop local solutions for Veterans

and their families and ease of access to all of the resources available to Veterans. They leverage community assets, not just VA assets, to help ensure the solutions we implement meet the needs of Veterans in their community. In 2016, **Erie VA Medical Center** (along with the **Wilmington VA**) established a CVEB in their local community. Board members include Veterans advocates from General Electric, Erie Insurance, CareerLink, the Vet Center, Veterans Miracle Center, Housing and Neighborhood Development Service, the YMCA, Pennsylvania State Police, local universities, Barber National Institute, PA National Guard, and others. Since the Board's establishment, they have housed Veterans within a day, connected Veterans with meaningful employment, assisted Veterans and their families in paying for utility bills, and helped Veterans use their GI bill – and they are just getting started.



Feedback from Veterans helps Wilkes-Barre VA Medical Center staff continue improving the services they provide.

★ In 2016, nurses at the **Wilkes-Barre VA Medical Center** focused on staff engagement as a way to increase Veterans' satisfaction with their care. They began by distributing "welcome" and "thank you" cards to all medical center inpatients on admission and discharge, along with a request to Veterans and their family members to rate and comment on the care they received. All of the feedback provided in the cards is reviewed, and follow-up is provided upon request. The feedback allows Veterans to help their fellow patients get the best possible care. Also in 2016, nurses placed communication boards in all inpatient units. These boards provide Veterans with real time information about their care, and with the name and contact information for the nurse assigned to their care, should a need arise.

★ Through a recently established agreement between **Lebanon VA Medical Center** and Harrisburg Area Community College, Veterans can take classes to receive certification in culinary arts, medical billing and coding, personal training, and physician's office assistance, in the medical center's state-of-the-art Center for Veterans Enterprise. VA will pay the tuition for eligible Veterans. The Center for Veterans Enterprise, which opened in August 2015, brings VA and community resources together in one location to optimize treatment, training, and employment opportunities for Veterans.

★ At the **Corporal Michael J. Crescenz VA Medical Center** in Philadelphia, the director and other members of leadership meet monthly with the Veterans Advisory Council, a group of stakeholders including Veterans Service Officers, county Veterans Affairs directors, and more to receive updates on VA, including SAIL data, timeliness measures, wait time, and non-VA care.

★ **VA Pittsburgh Healthcare System's** patient advocacy program, the Office of Veterans Experience, is expanding a program piloted this year to immerse employees in the Veteran's VA experience. The new Veteran Shadow Program pairs a VA employee with a volunteer Veteran during their visit to

receive care. The employee is a part of the Veteran's entire experience – from arriving at the parking garage, checking in for appointments, visiting clinics, and picking up prescriptions, through the time they leave the facility. The goal of the program is for employees to help identify challenges Veterans commonly experience during visits, find solutions, and improve the overall Veteran experience during health care visits.

★ **Wilmington VA Medical Center** held three events during FY16 to recognize and honor Vietnam Veterans. The first was a ceremony at the Wall that Heals (a replica of the Vietnam Wall in Washington, D.C.) on Veterans Day. In March, the facility also held an observance with displays in the facility. And, in August, 910 Vietnam Veterans and a guest attended an Altoona Curve baseball game. VA is one of more than 9,000 organizations across the country serving as Commemorative Partners to honor our nation's 7 million living Vietnam Veterans. The Vietnam War Commemoration recognizes the 9 million American men and women who served on active duty in the U.S. Armed Forces from Nov. 1, 1955 to May 15, 1975, making no distinction among Veterans who served in-country, in-theater, or were stationed elsewhere during those 20 years. All answered the call of duty.

By the Numbers

In the first half of fiscal year 2016, 55% of Veterans who used VA services and responded to the survey nationwide either agreed or strongly agreed that they trusted VA to fulfill our country's commitment to Veterans. By the first quarter of fiscal year 2017, that number had increased to 61%. VA's goal is to reach 90% by the end of fiscal year 2017.

Veterans experience is designed and measured from the Veterans' point of view. The Veterans Experience Office is using three dimensions to measure each Veteran's experience with VA. Together, positive experiences with effectiveness, ease, and emotion will increase trust in VA.

FY 2016 Customer Satisfaction

Percentage of responding Veterans in VISN 4 who either agreed or strongly agreed that they trust VA to fulfill our country's commitment to Veterans.

	Inpatients	Outpatients	Specialty Care Outpatients
EFFECTIVE: "I got the service I needed."	88.2	86.0	84.2
EASE: "It was easy to get the service I needed"	83.4	79.1	75.8
EMOTION: "I felt like a valued customer"	84.3	80.5	79.2
TRUST: "I trust VA to fulfill our country's commitment to Veterans"	83.6	75.4	73.9

FY 2016 Operating Statistics

Veterans by Gender



Total Veterans Served	321,459
Female.....	26,266
Male.....	295,193

Workload Report

Total Outpatient Visits.....	3,745,767
Inpatient Admissions.....	37,540
Surgical Procedures.....	22,760
Prescriptions Filled.....	6.27 million

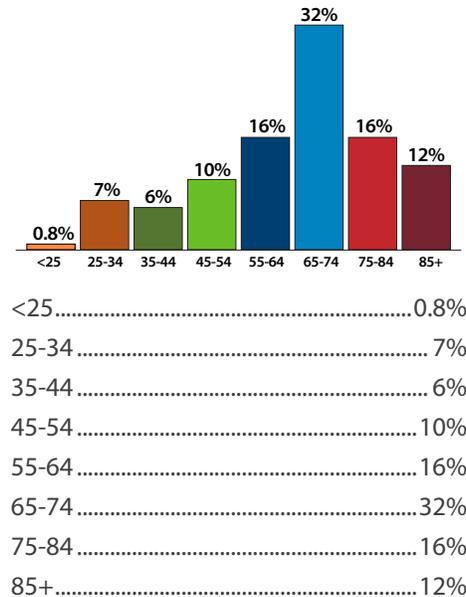
Operating Beds

Total Operating Beds	2,078
Nursing Home.....	1,057
Domiciliary.....	385
Medicine.....	276
Psychiatry.....	191
Surgery.....	117
Psychiatric Residential Rehabilitation Treatment.....	42
Rehabilitation.....	10

Operating Budget

Total Operating Budget	\$2,764,085,000
1) Salary and Benefits.....	\$1,342,454,000
2) Services.....	\$469,613,000
3) Miscellaneous.....	\$406,479,000
4) Consolidated Mail-out Pharmacy.....	\$142,102,000
5) Medical Care Collections Fund.....	\$138,359,000
6) Drugs and Medicines.....	\$116,344,000
7) Equipment.....	\$78,523,000
8) Lands and Structures.....	\$70,211,000
Total Value of Gifts and Donations Received	\$4,091,234

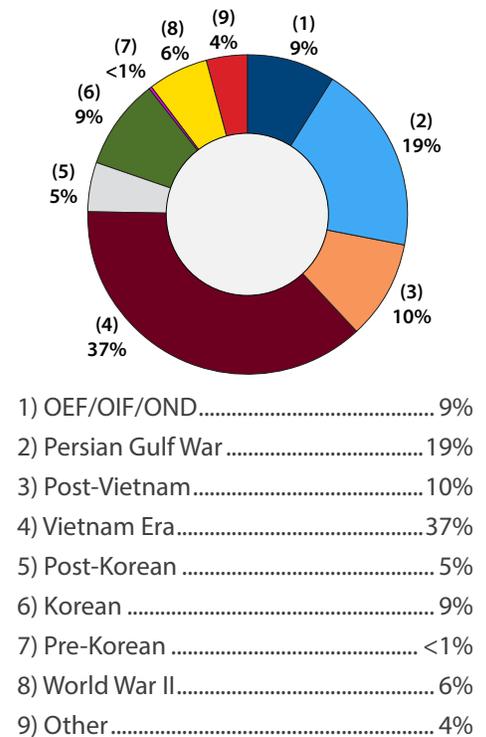
Veterans by Age



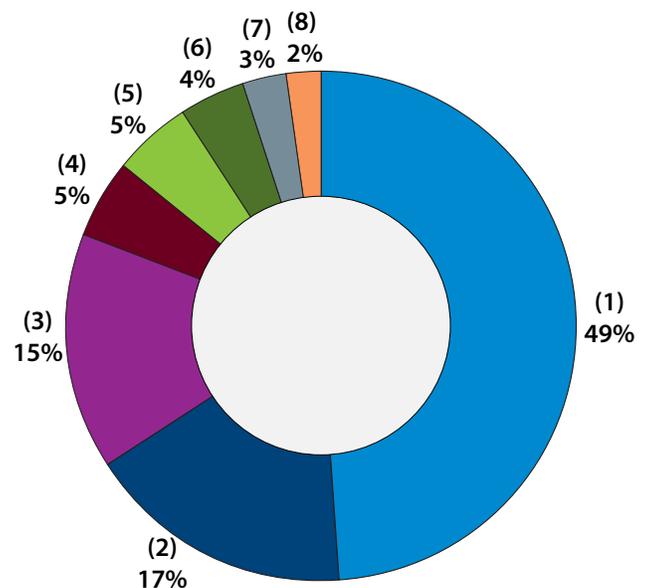
Staffing Report

Employees.....	14,330
Veterans Employed.....	4,004
Nurses.....	2,901
Physicians.....	1,095
Volunteers.....	3,556

Veterans by Service Era

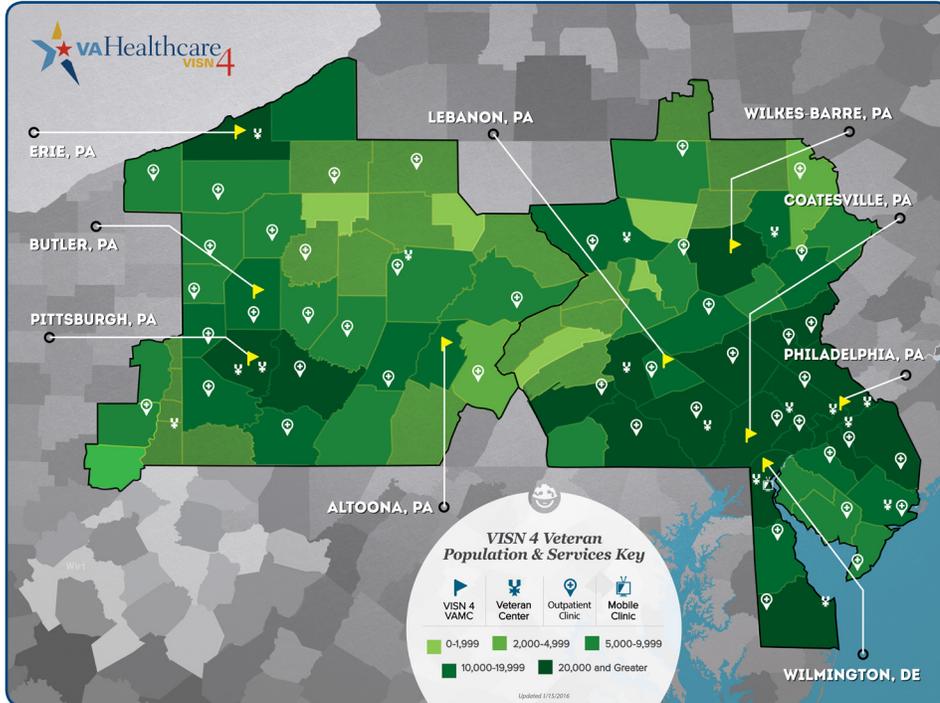


(including Active Duty, Merchant Marine, Non-Veteran, Unknown, Operation Desert Shield, Allied Veterans, World War I and Spanish American)



FY 2016 Facility Statistics

VA Healthcare–VISN 4 is a network of 9 VA medical centers, 44 outpatient clinics, 1 mobile clinic, and 17 Vet Centers. In fiscal year 2016, VISN 4 served 321,459 Veterans from across the Nation, primarily from Pennsylvania, Delaware, New Jersey and Ohio.



James E. Van Zandt VA Medical Center



Total Veterans Served	26,162
Female Veterans Served	1,254
Operating Budget	\$152,126,000
Operating Beds	51
Admissions	605
Outpatient Visits	231,341
Employees	755

James E. Van Zandt VA Medical Center
 2907 Pleasant Valley Blvd.
 Altoona, PA 16602
 877-626-2500
www.altoona.va.gov
www.facebook.com/VAAltoona
twitter.com/VAAltoona

VA Butler Healthcare



Total Veterans Served	22,249
Female Veterans Served	1,063
Operating Budget	\$104,800,000
Operating Beds	126
Admissions	425
Outpatient Visits	193,734
Employees	647

VA Butler Healthcare
 325 New Castle Road
 Butler, PA 16001
 800-362-8262
www.butler.va.gov
www.facebook.com/VAButlerPA
twitter.com/VAButlerPA

Erie VA Medical Center



Total Veterans Served	21,579
Female Veterans Served	1,627
Operating Budget	\$150,137,565
Operating Beds	60
Admissions	495
Outpatient Visits	262,272
Employees	774

Erie VA Medical Center
 135 East 38th Street Blvd.
 Erie, PA 16504
 800-274-8387
www.erie.va.gov
www.facebook.com/VAMCErie
twitter.com/ErieVAMC

VA Pittsburgh Healthcare System



Total Veterans Served	70,119
Female Veterans Served	4,501
Operating Budget	\$680,900,000
Operating Beds	549
Admissions	12,988
Outpatient Visits	718,953
Employees	3,755

VA Pittsburgh Healthcare System
 University Drive
 Pittsburgh, PA 15240
 866-482-7488
www.pittsburgh.va.gov
www.facebook.com/VAPHS
twitter.com/VAPittsburgh

FY 2016 Facility Statistics

Coatesville VA Medical Center



🇺🇸 Total Veterans Served	20,003
👩 Female Veterans Served	1,751
📊 Operating Budget	\$192,056,581
🛏 Operating Beds	345
📄 Admissions	2,659
🏥 Outpatient Visits	244,236
👤 Employees	1,284

Coatesville VA Medical Center
1400 Blackhorse Hill Road
Coatesville, PA 19320
📞 800-290-6172

🌐 www.coatesville.va.gov

📘 www.facebook.com/CoatesvilleVAMC

Lebanon VA Medical Center



🇺🇸 Total Veterans Served	44,328
👩 Female Veterans Served	2,772
📊 Operating Budget	\$304,112,914
🛏 Operating Beds	188
📄 Admissions	2,912
🏥 Outpatient Visits	509,982
👤 Employees	1,536

Lebanon VA Medical Center
1700 South Lincoln Avenue
Lebanon, PA 17042
📞 800-409-8771

🌐 www.lebanon.va.gov

📘 www.facebook.com/VALebanon

🐦 twitter.com/VALebanon

Corporal Michael J. Crescenz VA Medical Center



🇺🇸 Total Veterans Served	50,217
👩 Female Veterans Served	5,339
📊 Operating Budget	\$574,152,000
🛏 Operating Beds	132
📄 Admissions	6,138
🏥 Outpatient Visits	590,168
👤 Employees	2,697

Corporal Michael J. Crescenz VA Medical Center
3900 Woodland Avenue
Philadelphia, PA 19104
📞 800-949-1001

🌐 www.philadelphia.va.gov

📘 www.facebook.com/PhiladelphiaVAMC

🐦 twitter.com/VAPhiladelphia

Wilkes-Barre VA Medical Center



🇺🇸 Total Veterans Served	38,968
👩 Female Veterans Served	3,124
📊 Operating Budget	\$262,761,091
🛏 Operating Beds	165
📄 Admissions	3,219
🏥 Outpatient Visits	397,418
👤 Employees	1,339

Wilkes-Barre VA Medical Center
1111 East End Blvd.
Wilkes-Barre, PA 18711
📞 877-928-2621

🌐 www.wilkes-barre.va.gov

📘 www.facebook.com/VAWilkesBarre

Wilmington VA Medical Center



🇺🇸 Total Veterans Served	29,917
👩 Female Veterans Served	2,203
📊 Operating Budget	\$224,201,000
🛏 Operating Beds	62
📄 Admissions	1,259
🏥 Outpatient Visits	297,750
👤 Employees	996

Wilmington VA Medical Center
1601 Kirkwood Highway
Wilmington, DE 19805
📞 800-461-8262

🌐 www.wilmington.va.gov

📘 www.facebook.com/WilmingtonVAMC

🐦 twitter.com/WilmingtonVAMC

We'd Like to Hear from You

This annual report is published for the employees, volunteers, patients and friends of VA Healthcare-VISN 4. For more information about this publication, contact David Cowgill at 412-822-3318.

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