

Report to Commission on Care

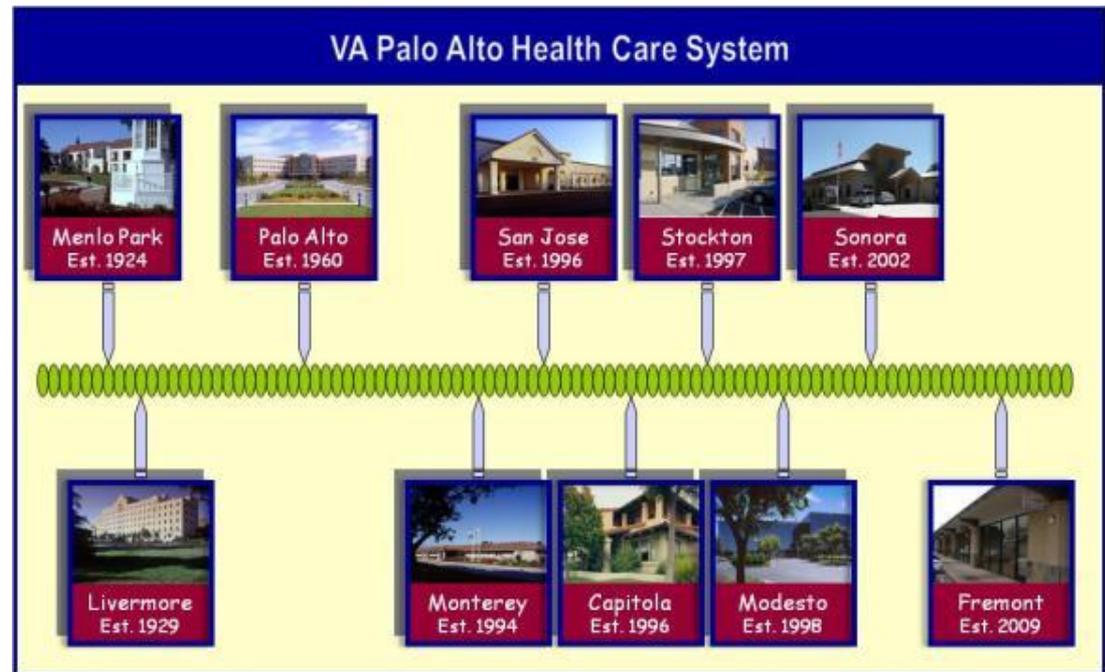


Monday, February 8, 2016

VA Palo Alto Health Care System

VA Palo Alto Health Care System began operations in 1924 and has grown into one of the largest healthcare systems in the VHA and the 6th largest in the State of California

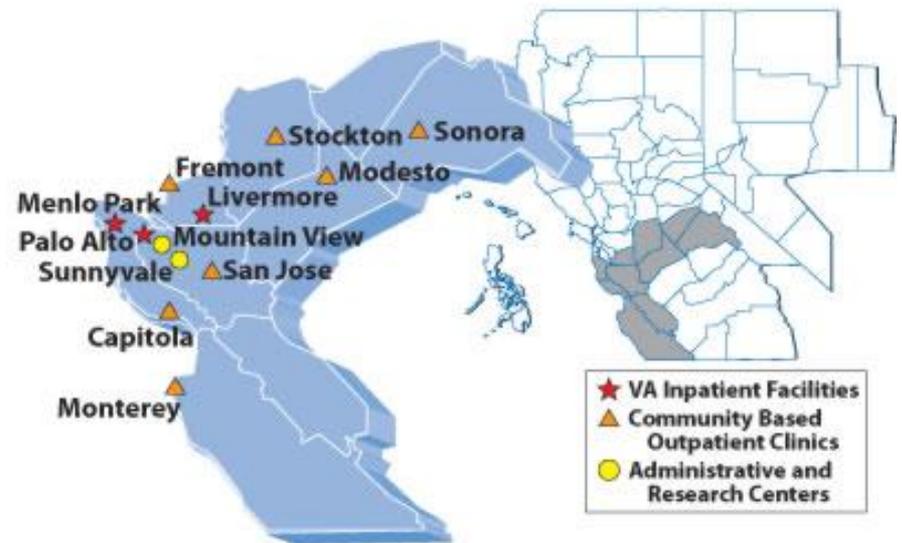
- ❑ Three (3) inpatient divisions:
 - Palo Alto
 - Menlo Park
 - Livermore
- ❑ 808 operating beds
- ❑ Seven (7) outpatient clinics
- ❑ Total of 2.4M GSF
- ❑ Three divisions = 313 acres



VA Palo Alto Health Care System

VAPAHCS is a major tertiary care referral center encompassing three divisions and a network of seven outpatient clinics

- ❑ VAPAHCS provides primary, secondary and tertiary care within a large geographical region encompassing a 10 county, 13,500 square mile catchment area.
- ❑ Over 222,000 veterans reside within VAPAHCS primary catchment area
- ❑ FY15 Statistics:
 - Inpatient Admissions: 7,693
 - Outpatient Visits: 993,161
 - Number of Unique Veterans Treated: 67,640



Specialty Services and Centers

- ❑ Acute Inpatient Psychiatry (VISN 21's Primary Referral Site)
- ❑ Traumatic Brain Injury/Polytrauma Center (1 of 5 Centers in VHA)
- ❑ Domiciliary Care (VISN 21's Primary Referral Site – only Dom in the Network)
- ❑ Hospice / Palliative Care
- ❑ Gero-psychiatric Inpatient Care (VISN 21's Primary Referral Site)
- ❑ Tertiary Care Center (1 of 2 Tertiary Care Centers in VISN 21)
- ❑ Organ Transplant (1 of 5 National Centers in VHA)
- ❑ Post Traumatic Stress Disorder (1 of 7 National Centers in VHA)
- ❑ Spinal Cord Injury (1 of 24 Centers in VHA)
- ❑ Regional Amputee Center (1 of 7 in VHA)
- ❑ War Related Injury and Illness Study Center (1 of 3 Centers in VHA)
- ❑ Western Blind Rehabilitation (1 of 13 Centers in VHA)

Service Improvement Model (SIM) : The VAPAHCS Lean Journey



U.S. Department
of Veterans Affairs

2000...

2009

2010

2011

2012

2013

2014

2015

2016

2017...

Lean Journey & Planning for 2010-2012

Annual Refresh

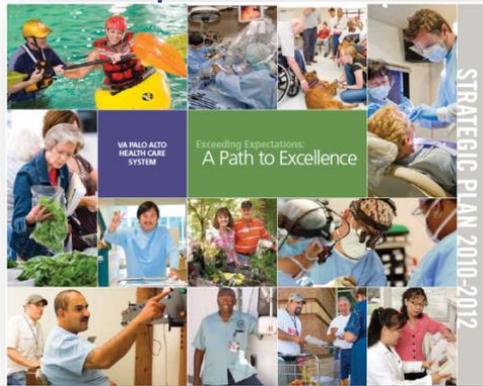
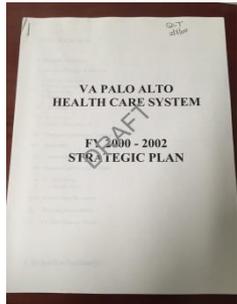


Table with 2 columns: Issue, FY16 Measure of Success. Lists various operational and financial goals for the VA Palo Alto Health Care System.

Table titled 'VA Palo Alto Health Care System Key Performance Indicator FY16Q1 Update'. Columns: Purpose, Key Performance Indicator, Goal, FY16 Target. Lists metrics for patient care, employee engagement, and service quality.

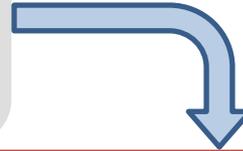


Section titled 'Four Priorities For This Year For Each Service' with a list of four strategic goals for VAPAHCS.

Phase 1

FY10 – FY12

- **Project-based**
 - ▣ 1,000+ staff trained in basic Lean
 - ▣ 41 service-level projects
 - ▣ 14 RPIWs



Phase 2

FY13–FY14

- **Full strategy deployment begins**
- **Leading in a different way**
 - ▣ Executive coaching began in FY13
 - ▣ 271 graduates of SIM Academy to date
- **Transformative change – “the way we do our work”**



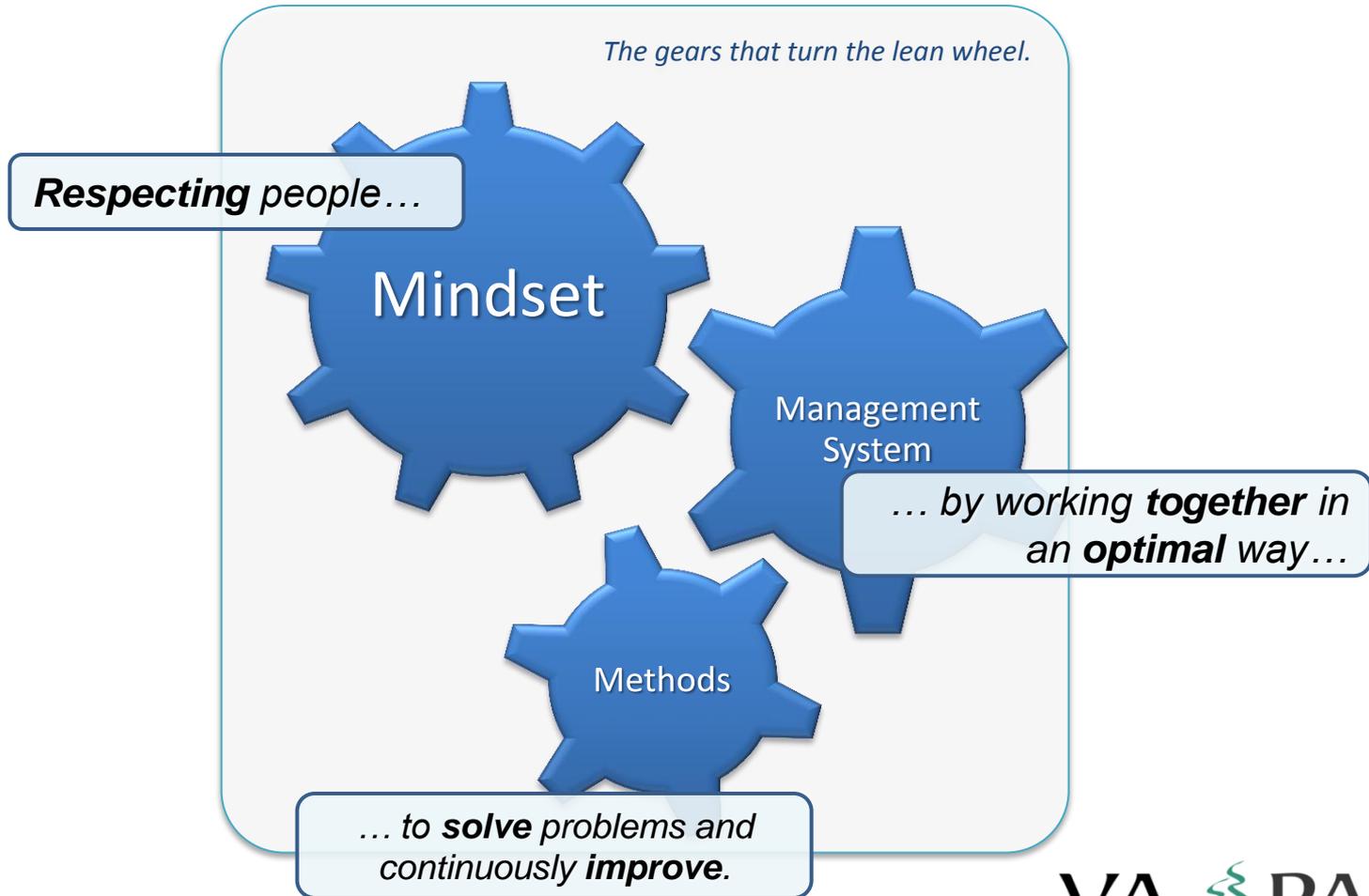
Phase 3

FY15-FY16

- **Focus on Stability & Standards**
 - ▣ 250+ DMS boards launched
 - ▣ Identify Key Performance Indicators
 - ▣ 140 attendees to Autoliv

The Journey Continues

Gearing Up For Success



Lean Leadership Behaviors

Enabling Principles

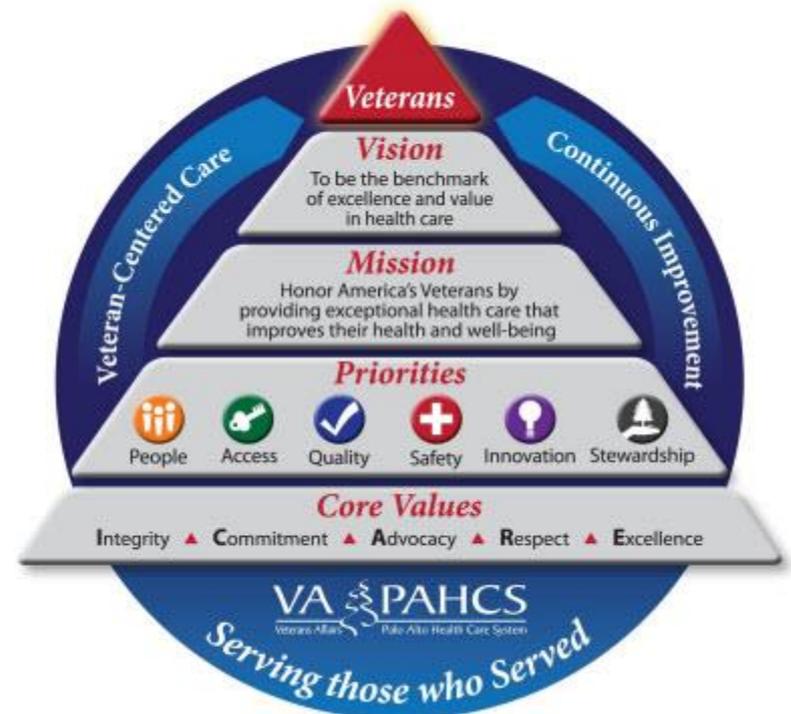
- Lead with humility
- Respect for people
- Learn continuously

Improvement Principles

- Seek perfection
- Embrace scientific thinking
- Focus on process

Alignment Principles

- Think systematically
- Work toward constancy of purpose
- Provide value to the customer



Daily Management System



Lessons Learned

- Leadership Engagement/Active Participation Critical
- Leaders and Managers as Coaches
- Alignment with Goals and Mission of the Department
- Empowerment of Staff
- Management by Means Mindset (versus Management by Objective)
- Setting and Checking Standards
- Connecting Performance Improvement to the Daily Management System
- Veteran Centric at All Times

VA Palo Alto Health Care System's Capital Planning and Development Journey



U.S. Department
of Veterans Affairs

VA Palo Alto HCS (circa 1960)

In 1951 Congress authorized funding for a 1,000-bed neuro-psychiatric hospital in Palo Alto, CA



VA Palo Alto HCS (Today)

As of 2016, VAPAHCS operates a \$2.5 Billion capital investment program



VA Palo Alto HCS (Today)

Since 2001, VAPAHCS capital portfolio has grown from 0 to over 150 construction/lease projects.



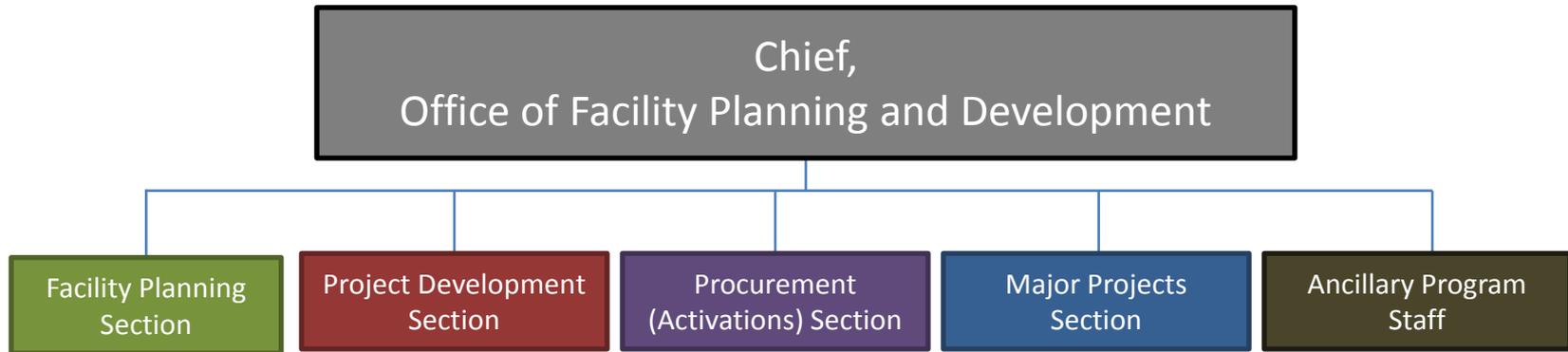
OFPD VISION

VAPAHCS realized the need to change the way we delivered projects. Office of Facility Planning and Development (OFPD) was formed to consolidate all facility planning, design, construction, building commissioning, procurement (FF&E)/IT, activation and transition planning activities under one department.



2016 Staffing includes all facility planning, architects, engineers, medical equipment planners, interior designers, contracting officers and ancillary staff necessary to support VAPAHCS capital program

Organizational Structure



A Case for Change

- Project approval and funding processes often extend estimated completion dates for several years
- Government requirements such as socioeconomic goals limit competition and contractors often lack expertise to accomplish the project
- OIT is a separate organization and is not part of the long term infrastructure planning.
- There are no VHA design standards (MH, Polytrauma, CLC, PACT)
- Office of Construction and Facilities Management is a separate organization and has different priorities than the health care system

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U.S. Department
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