“…To care for him who shall have borne the battle and for his widow and his orphan…”

Abraham Lincoln
VA Puget Sound Mission

Honor America’s Veterans by providing exceptional health care that improves their health and well-being.
Executive Leadership Team

Michael Tadych, FACHE
Director

Catherine Kaminetzky, MD, MPH
Acting Chief of Staff

Gary Bayne, RN, MSN, NEA-BC, FACHE
Deputy Director of Patient Care Services

Paula Roychaudhuri, FACHE
Acting Deputy Director

Keith Allen
Acting Assistant Director

Connie Morantes, MD,
Acting Deputy Chief of Staff

Pamela Popplewell, DNP, RN, ANP-BC,
Assistant Director of Patient Care Services
VA Puget Sound Health Care System Catchment Area

- Mount Vernon
- North Olympic Peninsula Outreach Clinic
- North Seattle
- Bellevue
- Bremerton
- Seattle Division
- Federal Way
- American Lake Division near Tacoma, Washington
- South Sound in Chehalis

A mobile medical unit (MMU) established in 2008 services rural communities in the South Puget Sound (Aberdeen and Shelton). The MMU also conducts the Blind Rehabilitation (BR) outreach program, including screening and referrals, serving rural communities throughout the Puget Sound region.
VA Puget Sound Health Care System:

**Snapshot**

### VA Puget Sound by the Number (FY16) - FYTD17

- **1,044,710 Outpatient Visits**
- **6,817 Admissions**
- **102,317 Bed Days of Care**
- **421 Operating Beds**
- **280 Average Daily Census**

### FY17 Total Budget $828M

- **Total Medical Care FTEE: 3,719.4**
- **RN Medical Care FTEE: 781.6**
- **MD Medical Care FTEE: 316.8**

### Outpatient Visits (FY16) - FYTD17

- **599,230 Seattle**
- **329,506 American Lake**
- **38,803 Mt. Vernon**
- **29,549 Bellevue**
- **17,543 Bremerton**
- **13,908 South Sound**

### Veterans Treated:

- **FYTD17: 85,162**, 4.0% increase
- **FY16: 103,822**
- **FY15: 100,769**
- **FY14: 95,428**
- **FY13: 91,335**

### Patient Growth 2016 – 3%

- **FTEE: 3,719.4**
- **RN: 781.6**
- **MD: 316.8**

### Outpatient Visits (FY16) - FYTD17

- **592,044** -0.1% decrease
- **3,550** -11.6% decrease
- **59,978** -1.4% decrease
- **414** -1.7% decrease
- **283** -1.4% decrease
VA Puget Sound Health Care System:

**Offering a wide range of programs & services...**

- Level 1-A Tertiary Healthcare System
- Regional Amputation Center
- Regional Spinal Cord Injury Hub
- Transplant Site: Marrow & Lung
- Polytrauma Network Site
- Multiple Nationally Recognized “Centers of Excellence”
- NIH-Funded Research Centers
- 8 CARF Accredited Programs
VA Puget Sound Health Care System: Patient Safety

- Patient Safety Culture Promotion
- Recipients of the RCA Gold Cornerstone Award
  - FY 11, FY12, FY14 & FY15
- Completed Prospective Risk Analyses for all accredited programs
- Developed and implemented an online tracking system for National Patient Safety Goals (NPSG)
Current Goals:

Champion - Patient Satisfaction Performance Measures

- Implementation of action plans to improve scores
  - Ongoing Staff Customer Service Training
  - Consistently share customer satisfaction scores with staff in order to improve the patient experience

Customer Service Board Implementation

- Patient Centered Care Committee
- Voice of the Veteran Focus Groups
VA Puget Sound Health Care System:

Centers of Excellence

- Multiple Sclerosis Center of Excellence West
- Center of Excellence in Substance Abuse Treatment & Education Center
- Epilepsy Center of Excellence
- Center of Excellence in Primary Care Education
- ALS Care Team
VA Puget Sound Health Care System:

Other Nationally Recognized Programs

- Bone Marrow Transplantation
- Brachytherapy Program
- Comprehensive Cancer Center
- Epidemiology Research & Information Center
- Ex-Prisoner of War Program
- Gene Therapy and New Cancer Treatments
- Geriatric Research, Education, & Clinical Center
- Gulf War Illness Research & Treatment
- Health Services Research & Development Center
- Hepatitis C Collaborative Center for Education & Research
- Homeless Veterans Domiciliary
- Mental Illness Research, Education, & Clinical Center
- Psychiatric Residential Rehabilitation & Treatment Program
- Residential Blind Rehabilitation
- Parkinson’s Disease, Research, Education & Clinical Centers
- Rehabilitation for Amputations, Prosthetics & Limb Loss Prevention
VA Puget Sound Health Care System: Research

Top 10 in VHA Research Center
More than 500 active research projects

$33M Budget
$20M VA
$13M NIH, DOD & other sources

Highlighted Programs
- Memory Improvement & Alzheimer's Disease
- Parkinson's Disease
- Traumatic Brain Injury & Multiple Blast Exposures
- Diabetes and Cancer Treatments
- Smoking Cessation
- PTSD & Deployment Health
VA Puget Sound Health Care System:

Education / Innovation

Medical – Nursing – Research Populations

- Host 2,100 trainees annually
  - 828 physician residents and fellows in 51 specialties
  - 141 medical students
  - 23 dental residents in 4 dental specialties
  - 835 nursing students from 40 programs
  - 275 allied health trainees

Academics

- 158 active affiliations in Pacific Northwest and beyond
- University of Washington Schools of Medicine and Nursing and Graduate and Undergraduate Medical Education programs.
- Associated health, graduate medical education, nursing undergrad and graduate and research
- Innovative & progressive training opportunities
TOGETHER, WE ARE DRIVING PURPOSEFUL CHANGE IN 5 STRATEGIC AREAS

**EMPLOYEE ENGAGEMENT**
Build a collaborative, inclusive and results-oriented culture that inspires trust in order to improve the Employee Experience.

**ENVIRONMENT OF CARE**
Create a safe, clean, state-of-the-art facility that fosters a healing and collaborative learning environment.

**COMMUNITY PARTNERSHIPS**
Strive to be a leader in providing excellent quality care through community partnerships, teaching, education, and research.

**QUALITY/EFFICIENCY**
Provide veteran-centric, exceptional care in a safe & timely manner.

**VETERAN EXPERIENCE**
Veterans and their family are empowered to engage in their own whole health journey built on safe, timely and excellent quality care.

Purposeful change supports employees by creating a culture of continuous process improvement that utilizes their individual talents and expertise to create a better experience for each other and the Veterans we serve.

These improvements in processes are specifically designed to align with VA Puget Sound’s goals.
Formal Education
- LEAN WB, YB, GB
- Employee Engagement
- Coaching
- Leaders Developing Leaders
- Servant Leadership
- Just Culture

Experiential Education:
- Sprint, Marathon, RPIW,
- Value Stream Participation

Value Streams
- Rapid Process Improvement Events using A3
  #1 Primary Care/Mental Health Access VS
  #2 Inpatient Flow VS

Employee Engagement
- Marathons
- SR Projects

Purposeful Rounding via Gemba Walks
- Exec Leadership
- Divisional Leaders
- Service Leaders
- Managers/Supervisors

Employee Engagement
- Sprints

Continuous Daily Improvement
- Improvement Huddles

Large Scale Improvement

5 Strategic Goals
- Employee Engagement
- Community Partnership
- Veteran Experience
- Environment of Care

Small Scale Improvement

Leadership Development

Standard Work

VA Puget Sound LEAN Management System