



2015 Annual Report

VA NEW ENGLAND HEALTHCARE SYSTEM



U.S. Department
of Veterans Affairs



VETERANS HEALTH ADMINISTRATION VISION STATEMENT, MISSION STATEMENT, AND GOALS

VHA VISION STATEMENT

VHA will continue to be the benchmark of excellence and value in health care and benefits by providing exemplary services that are both patient-centered and evidence-based. This care will be delivered by engaged, collaborative teams in an integrated environment that supports learning, discovery and continuous improvement. It will emphasize prevention and population health and contribute to the Nation's well-being through education, research and service in national emergencies.

VISN 1 MISSION STATEMENT

Honor America's veterans by providing exceptional health care that improves their health and well-being.

VISN 1 DOMAINS OF VALUE AND STRATEGIC OBJECTIVES, FY 2015-2019



EXCELLENCE in Population Health

Objective: Treatment and Rehabilitation of Chronic Pain



EXCELLENCE in Patient Experience

Objective: Increase Access to Our Health Care Services



EXCELLENCE in Financial Stewardship

Objective: Expand our Patient Base



EXCELLENCE in Workforce

Objective: Develop Our Supervisors



EXCELLENCE in Service to Our Communities

Objective: Enhance Research

VA CORE VALUES



INTEGRITY

Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.

COMMITMENT

Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.

ADVOCACY

Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

RESPECT

Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.

EXCELLENCE

Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.

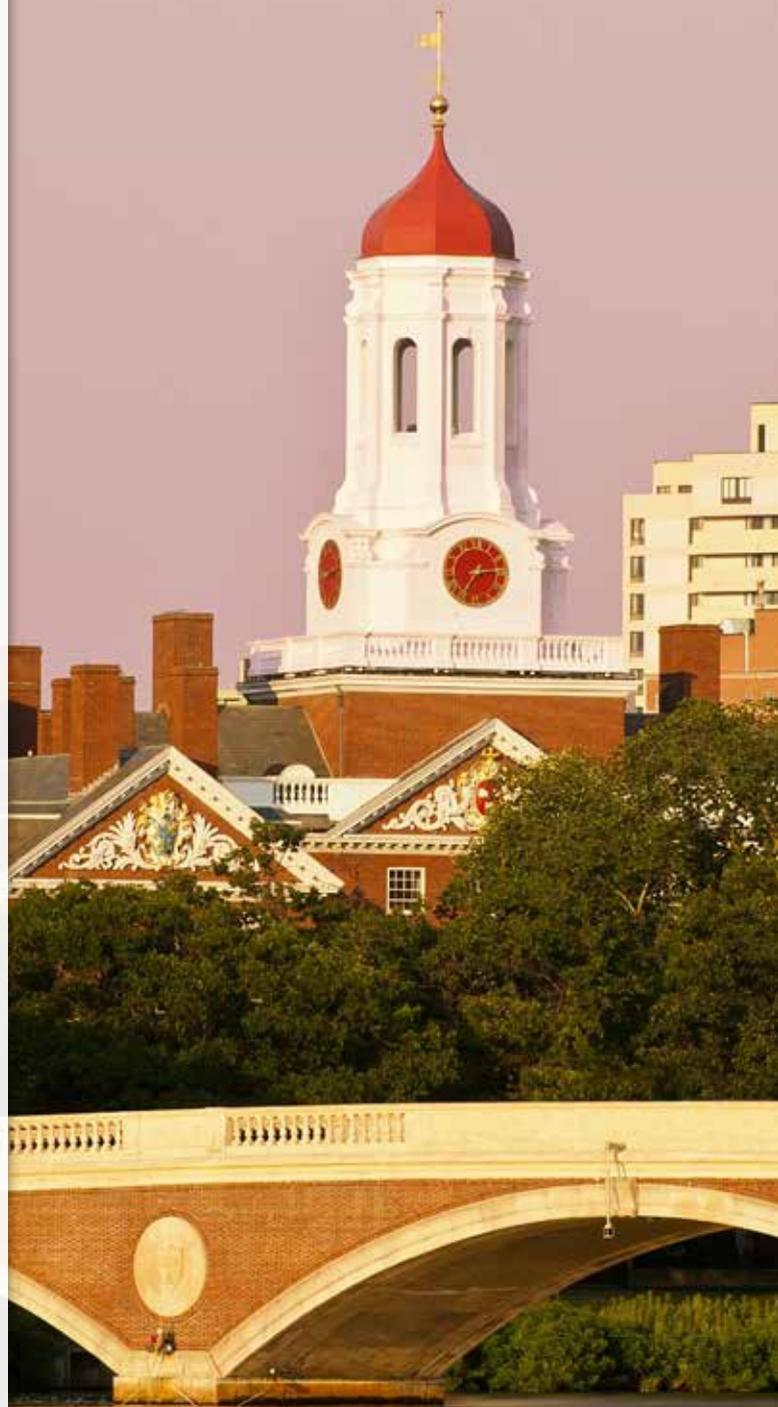
ACADEMIC PARTNERS AND AFFILIATIONS

ACADEMIC AFFILIATES

- Boston University School of Medicine
- Brown Medical School
- Dartmouth Medical School
- Harvard Medical School
- Tufts University School of Medicine
- University of Connecticut School of Medicine
- University of Massachusetts School of Medicine
- University of New England School of Osteopathic Medicine
- University of Vermont School of Medicine
- Yale University School of Medicine
- Hundreds of affiliations with other health care schools in New England

NATIONAL ACCREDITATION ORGANIZATIONS

- The Joint Commission
- Commission on Accreditation of Rehabilitation Facilities (CARF)
- National Committee for Quality Assurance (NCQA)
- College of American Pathologists (CAP)
- American Psychological Association
- American Dental Association for Advanced Dental Education
- Association for the Accreditation of Human Research Protection Programs (AAHRPP)
- Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC)
- American Association of Blood Banks (AABB)





www.maine.va.gov

1 VA Center
Augusta, ME 04330
207-623-8411
877-421-8263 toll-free

 www.facebook.com/VAMaine

 www.twitter.com/VeteransHealth

Director: Ryan S. Lilly, MPA

COMMUNITY CLINICS

- Aroostook County (Caribou)
- Bangor CBOC
- Bingham Access Point
- Calais CBOC
- Fort Kent Access Point
- Houlton Access Point
- Lewiston-Auburn CBOC
- Lincoln CBOC
- Portland CBOC
- Rumford CBOC
- Saco CBOC

FACILITY STATISTICS

Total Patients Treated	41,513
Employees	1,399
Medical Care Budget	\$282,375,065
Total Inpatients Treated	2,649
Outpatient Visits	422,906
Total Operational Beds	171
Hospital Operational Beds	71
Skilled Nursing Home Beds	100

FACILITY ACCOMPLISHMENTS

VA Maine HCS is a national leader in Rural Health advocacy. In FY15 the Office of Rural Health awarded over \$5 million in Office of Rural Health funding for 17 pilot projects designed to develop ways to care for our underserved rural Veterans. These include telemedicine, mental health, opiate-use reduction, service expansion at rural CBOCs, expansion of rural home-based primary care programs, and education of providers and staff in rural health matters. VA Maine HCS is also partnering in a State of Maine-VHA-HRSA program to develop ways to electronically share patient information in a secure environment to better serve VA patients that receive care in the community.

VA Boston Healthcare System



www.boston.va.gov

BROCKTON DIVISION

940 Belmont Street
Brockton, MA 02301
508-583-4500
800-865-3384 toll-free

JAMAICA PLAIN DIVISION

150 S. Huntington Avenue
Boston, MA 02130
617-232-9500
800-865-3384 toll-free

WEST ROXBURY DIVISION

1400 VFW Parkway
West Roxbury, MA 02132
617-323-7700 / 800-865-3384 toll-free

 www.facebook.com/VABoston

 www.twitter.com/VeteransHealth

Director: Vincent Ng

COMMUNITY CLINICS

Causeway Street (Boston) Lowell
Framingham Plymouth Quincy

FACILITY ACCOMPLISHMENTS

Named one of the Top 100 Best Places to Work for 2015 by the Boston Globe for the sixth year in a row.

More than 1000 employees have a colored belt in Lean/Six Sigma, including 10 Black Belts, and more than 130 engaged work teams work are improving specific programs at any given time. A team of quality improvement managers and engineers from the VA Resource and Engineering Center (VERC) collaborate closely with clinicians and administrative staff on systems

FACILITY STATISTICS

Total Patients Treated	63,132
Employees	3,648
Medical Care Budget	\$742,430,488
Total Inpatients Treated	10,844
Outpatient Visits	711,592
Research Funding Awarded	\$58 million
Number of Active Research Projects	804
Total Operational Beds	592
Hospital Operational Beds	349
Skilled Nursing Home Beds	112
Domiciliary Beds	98
CWT/TR Operating Beds	33

improvements. Recognized by the National Center for Patient Safety for creating a culture of blameless reporting of errors and work in root cause analysis achieving the Gold Cornerstone Award for the seventh consecutive year. The facility received grant funding and was designated an Innovation Network in 2015 by VHA, one of seven nationally.

Terence M. Keane Ph.D., Director of the Behavioral Science Division of the National Center for PTSD, received the John Blair Barnwell Award recognizing him as a world leader in the field of traumatic stress.



Manchester VA Medical Center



www.manchester.va.gov

718 Smyth Road
Manchester, NH 03104
603-624-4366 / 800-892-8384 toll-free

-  www.facebook.com/ManchesterVAMC
-  www.twitter.com/VeteransHealth

Director: Danielle Ocker, RN, BSN, MBA

COMMUNITY CLINICS

Conway
Portsmouth
Somersworth
Tilton

FACILITY ACCOMPLISHMENTS

- Initiated project to develop and maximize strategic partnership to leverage resources external to the VA. Submitted national call of informal and formalized MyVA Strategic Partners for facilities.
- Held first Access Stand Down.
- Veteran employees honored with an Honoring Employee Veterans Wall and ribbon cutting ceremony dedication.
- Held a Veterans stories "In the Voices of Veterans Panel" detailing personal journeys of service.
- Held first Career Day Expo and Governor's Proclamation Ceremony.
- Manchester VAMC led VISN in the all employee survey (AES) participation at 73%.
- Women's Health Program recognized as "Best Performance in VA New England."
- Achieved a Gold status Patient Safety Cornerstone Award. Manchester received a perfect score of 13 points.
- Held quarterly and regular meetings for the Joint VBA and Medical Center Veteran Town Halls.
- Reactivated research program and engaged in the Million Veteran Program (MVP).
- Developed new affiliation with Boston University's Medical School to allow medical students to attend clinical rotations at Manchester VAMC.

FACILITY STATISTICS

Total Patients Treated	24,963
Employees	765
Medical Care Budget	\$146,348,331
Total Inpatients Treated	164
Outpatient Visits	255,454
Total Operational Beds	112

Providence VA Medical Center



www.providence.va.gov

830 Chalkstone Avenue
Providence, RI 02908
401-273-7100 / 866-363-4486 toll-free

 www.facebook.com/VAProvidence

 www.twitter.com/VeteransHealth

Director: Susan MacKenzie, PhD

COMMUNITY CLINICS

Middletown, RI New Bedford, MA Hyannis, MA

FACILITY ACCOMPLISHMENTS

Clinical Enhancements:

- Participation in the Current Care system to communicate with outside providers in a secure manner.
- Institution of clinical reminder for lung cancer screening; a multidisciplinary effort between Pulmonary, Primary Care and Diagnostic Imaging. This screening effort has resulted in identification of otherwise undiagnosed lung cancers and curative resections.
- Providence VAMC has added vestibular assessments to the Audiology Department to help determine the source of balance dysfunction.

Surveys, Accreditations and Designations:

- Fully accredited - Hospital Accreditation Program, Home Care Accreditation Program and Behavioral Health Accreditation Program, effective May 2015.
- College of American Pathologists (CAP) awarded Pathology and Laboratory Service accreditation effective May 2015.

FACILITY STATISTICS

Total Patients Treated	35,592
Employees	1,295
Medical Care Budget	\$251,062,999
Total Inpatients Treated	3,296
Outpatient Visits	438,940
Research Funding Awarded	\$21.6 million
Number of Active Research Projects	240
Total Operational Beds	73

- Commission on Accreditation of Rehabilitation Facilities (CARF) accredited Psycho-social Rehabilitation Programs, March 2015.

Construction Projects:

- Ambulatory care entrance renovation under construction, completion expected in early Fiscal Year (FY) 2017.
- Design complete for emergency egress stairs, construction expected in FY16.
- Sterile Processing Service addition project awarded, construction expected in FY16.
- Design complete for a new Intensive Care Unit, awaiting solicitation for construction.
- New, enclosed 350-space parking garage project in design, construction expected in FY17.
- Design complete for mental health research addition, awaiting funding.

White River Junction VA Medical Center



www.whiteriver.va.gov

215 North Main Street (Mailing)
63 Veterans Drive (GPS)
White River Junction, VT 05009
802-295-9363 / 866-687-8387 toll-free



www.facebook.com/VAWhiteRiverJunction



www.twitter.com/wrj_vamc

Director: Al Montoya, Interim Medical Center Director

COMMUNITY CLINICS

Bennington CBOC Littleton, NH CBOC
Brattleboro CBOC Newport Outpatient Clinic
Burlington Lakeside CBOC Rutland CBOC
Keene, NH Outpatient Clinic

FACILITY ACCOMPLISHMENTS

- Residential Recovery Center (RRC) received 3-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).
- Identified as a Joint Commission “Top Performer” for the second year in a row.
- Scored in the top 10% of all VA facilities in the annual Ethics Survey.
- Fully adopted the Secretary of the VA’s initiative to strengthen and enhance relations with its academic affiliates, the Geisel School of Medicine and the University of Vermont (UVM) College of Medicine.
- Introduced new Cardiac Imaging Center.
- Began on-site enrollment into the Million Veteran Program.

FACILITY STATISTICS

Total Patients Treated	25,838
Employees	1,093
Medical Care Budget	\$212,291,663
Total Inpatients Treated	1,648
Outpatient Visits	141,002
Research Funding Awarded	\$5.2 million
Number of Active Research Projects	182
Total Operational Beds	74
Hospital Operational Beds	60
Domiciliary Beds	14

- WRJ Cardiology selected as a site in FY2016 for the new promising practices in Home-based Cardiac Rehab.
- Adopted VA Pain Management mini-residency program.
- Received approval and funding from the VA Office of Rural Health for Home Based Primary Care (HBPC) project.
- Selected to be a pilot site for “My Life, My Story.”
- Telehealth program experienced over 70% growth in encounters. New programs include Nursing Pre-Operative Assessments, Pain Management, Genomics, Audiology and Cardiology.
- Restructuring and resurrection of the VA Outcomes Group.
- Veteran Transportation Service (VTS) established with the introduction of a Mobility Manager and Transportation Coordinator.
- Pilot Site for the VA Voices Program.

NETWORK DIRECTOR'S I CARE AWARDS



The New England Healthcare System Network Director gave out a total of 24 I CARE Awards in 2015. On the following pages are examples of each of the I CARE values.

2015 Recipients

- **Dr. Stewart Evans**, VISN 1
- **Women's Clinic Design Team**, VA Maine
- **Nursing Staff**, Providence VAMC
- **4L Acute Mental Health Unit Nursing Staff**, VA CWM
- **Janice Valley**, VISN 1
- **Katherine F. (Kay) Arnold**, Bedford VAMC
- **Shelley Blake**, VA Connecticut
- **Comprehensive Cancer Care Center Team**, VA Connecticut
- **Primary Care Clinics PACT B**, VA Central Western Massachusetts
- **Chaplain Services and Palliative Care Staff**, Manchester VAMC
- **Choice Program Support Office**, Manchester VAMC
- **Newington Ambulatory Care Center**, VA Connecticut
- **Volunteer Transportation Team**, VA Central Western Massachusetts
- **Veterans Choice Program**, White River Junction VAMC
- **Interdisciplinary Pain Rehabilitation Team**, VA Maine
- **Veteran Business Owners Initiative**, Bedford VAMC
- **Pain Management Program**, White River Junction VAMC
- **The VITAL College Outreach Team**, Bedford VAMC
- **Mary Ann Daidone RN**, VA Boston
- **Dr. Brian Kimble**, Providence VAMC
- **Mental Health & Chaplain Services**, VA Maine
- **Hyannis CBOC Team**, Providence VAMC
- **Inventory Management Team**, VA Boston
- **Gloria Satti-Langlois**, VA Connecticut





Network Director's I CARE Award Presented to
**Pain Management Program,
White River Junction VAMC**



I CARE Award Citation

For demonstrating exceptional **INTEGRITY**, Dr. Julie Franklin led her Pain Management Team in securing a grant for the Pain Management program. This valuable program will expand the Pain Management options across the VISN, offering more options other than narcotics for Veterans suffering with chronic pain. Her dual-track program of pain management helps Veterans reduce dependence on high doses of opioids, changing Veterans' lives for the better.

Dr. Julie Franklin's Reflections on Integrity

"This has taken a lot of work by all the people around the VISN, and a lot of support, primarily starting with our medical center director, Ms. Amdur, and my service chief, and Dr. Hemalike. We have lot to do; we have roughly seen half number of the patients we want to, and every day we feel we're doing something valuable."



NETWORK DIRECTOR'S I CARE AWARDS



Network Director's I CARE Award Presented to
**Volunteer Transportation Team,
VA CWM HCS**



I CARE Award Citation

For demonstrating exceptional **COMMITMENT** by providing safe, reliable transportation for our Veterans. Almost 30 years ago, the Volunteer Transportation Network was established by the DAV to provide transportation services to Veterans seeking benefits at VA facilities and authorized non-VA facilities who have no other means of transportation. The ten gentlemen who comprise the team are all outstanding federal volunteers in every sense, who collectively, during fiscal year 2014, provided rides to 2,084 Veteran patients who would have otherwise missed their medical appointments.

Chief of Compensation & Pension Dr. Rab Cross' Reflections on Commitment

"I have never seen a more committed bunch of guys in my life. I would tell them I need additional information to complete their physical, so they can drive, and they had it back to me within 24 hours. They love these Veterans and will do anything to make sure they get where they need to be when they need to be there."



Network Director's I CARE Award Presented to
**The VITAL College Outreach
Team, Bedford VAMC**



I CARE Award Citation

For demonstrating exceptional **ADVOCACY** in developing "Supported Education." This works to ensure Veterans enrolled at local colleges receive needed treatment while using their Veteran benefits to pursue higher education. To ensure no Veteran faces delays in treatment, Bedford VAMC created a new outpatient mental health team (Team Foxtrot) that serves Veterans at the colleges, often by telemental health services. This team is a strategic partner for Veterans to enhance an early treatment entry in new and creative ways benefitting Veterans, their families, and the community.

Dr. Lawrence Herz's Reflections on Advocacy

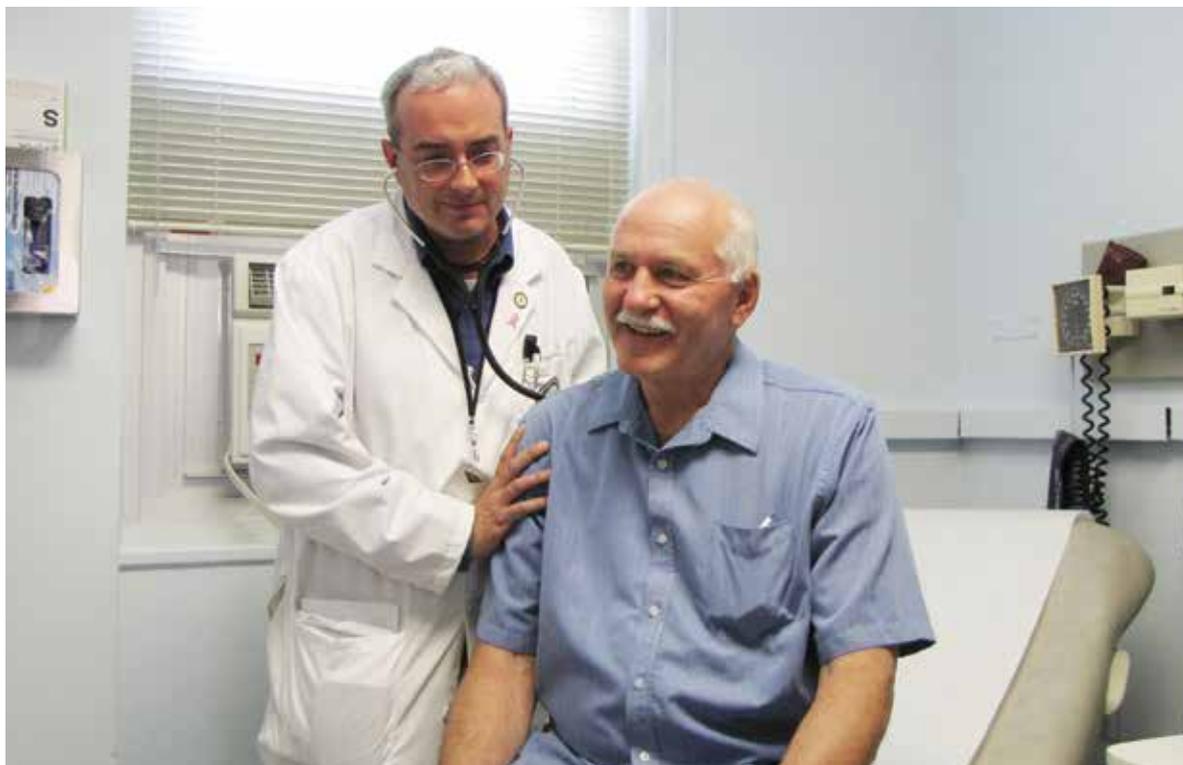
"This talented group of professionals can reach Veterans out there whose issues wouldn't otherwise ever get VA help. We're very proud they are the face of VA Mental Health on campus."



NETWORK DIRECTOR'S I CARE AWARDS



Network Director's I CARE Award Presented to
Dr. Brian Kimble, Providence VAMC



I CARE Award Citation

For demonstrating exceptional **RESPECT** for showing kindness and thoughtfulness in caring for his primary care patients. Dr. Kimble is a very caring and compassionate individual, who not only provides excellent treatment of his patients, but makes special efforts to comfort both his patients and their families when needed. Dr. Kimble exemplifies the ICARE value of Respects by not just treating his patients, but also helping their families during difficult times.

Dr. Brian Kimble's Reflections on Respect

"I feel that we are providing an important service to all of the Veterans – I am very honored to take part in that."



Network Director's I CARE Award Presented to
**Comprehensive Cancer Care
Center Team, VA Connecticut**



I CARE Award Citation

For demonstrating exceptional **EXCELLENCE** for being the only VA facility in 2014 to receive the Outstanding Achievement Award from the American College of Surgeons Committee on Cancer. During the site visit, the Cancer Care Program awarded commendation in each of the categories that the Committee reviews. From preventive screening programs, to innovative treatment and research, to palliative and hospice care, to educating the next generation of healthcare leaders, the Team provides world class care to our Veterans and their families.

Director of the Comprehensive Cancer Center Dr. Michal Rose's reflections on Excellence

"All of us at the VACT Cancer Center were thrilled to receive the VISN I CARE award. We work very hard to provide the best possible care to our patients and to support them and their loved ones at times of great need. Of course, we are rewarded daily by the gratitude of our Veterans and their families, but the recognition of our efforts by the VISN is gratifying and inspiring."



VA NEW ENGLAND HEALTHCARE SYSTEM

200 Springs Road
Bedford, MA 01730

VA MEDICAL CENTERS

CONNECTICUT

VA Connecticut Healthcare System

Newington Campus
555 Willard Avenue
Newington, CT 06111
(860) 666-6951

West Haven Campus
950 Campbell Avenue
West Haven, CT 06516
(203) 932-5711

MAINE

VA Maine Healthcare System

1 VA Center
Augusta, ME 04330
(207) 623-8411
(877) 421-8263

MASSACHUSETTS

**Edith Nourse Rogers
Memorial Veterans Hosp.**
200 Springs Road
Bedford, MA 01730
(781) 687-2000

VA Boston Healthcare System

Brockton Campus
940 Belmont Street
Brockton, MA 02301
(508) 583-4500

Jamaica Plain Campus
150 S. Huntington Avenue
Boston, MA 02130
(617) 232-9500

West Roxbury Campus
1400 VFW Parkway
West Roxbury, MA 02132
(617) 323-7700

VA Central Western MA Healthcare System

421 North Main Street
Leeds, MA 01053
(413) 584-4040

NEW HAMPSHIRE

Manchester VAMC
718 Smyth Road
Manchester, NH 03104
(603) 624-4366
(800) 892-8384

RHODE ISLAND

Providence VAMC
830 Chalkstone Avenue
Providence, RI 02908
(401) 273-7100
(866) 590-2976

VERMONT

**White River
Junction VAMC**
215 North Main Street
White River Junction,
VT 05009
(802) 295-9363

COMMUNITY-BASED OUTPATIENT CLINICS

CONNECTICUT

Danbury CBOC
7 Germantown Road
Danbury, CT 06810
(203) 798-8422

New London CBOC
4 Shaw's Cove, Suite 101
New London, CT 06320
(860) 437 3611

Stamford CBOC
Stamford Health System
1275 Summer Street
Stamford, CT 06905
(203) 325-0649

Waterbury CBOC
95 Scovill Street
Waterbury, CT 06706
(203) 465-5292

Willimantic CBOC
1320 Main Street
Tyler Square (next to
Social Security Office)
Willimantic, CT 06226
(860) 450-7583

Winsted CBOC
115 Spencer Street
Winsted, CT 06098
(860) 738-6985

MAINE

Bangor CBOC
35 State Hospital Street
Bangor, ME 04401
(207) 561-3600

Lincoln CBOC
99 River Road
Lincoln, ME 04457
(207) 403-2000

Calais CBOC
50 Union Street
Calais, ME 04619
(207) 904-3700

Caribou CBOC
163 Van Buren Road, Ste. 6
Caribou, ME 04736
(207) 493-3800

Fort Kent CBOC
Medical Office Building
197 East Main St.
Fort Kent, ME 04743
(207) 834-1572

Houlton CBOC

Houlton Regional Hospital
20 Hartford Street
Houlton, ME 04730
(877) 421-8263, ext. 2000

Lewiston/Auburn CBOC

15 Challenger Drive
Lewiston, ME 04240
(207) 623-8411 Ext. 4601
(877) 421-8263 Ext. 4601

Mobile Medical Unit
Main Street
Bingham, ME 04920
(866) 961-9263

Portland CBOC
144 Fore Street
Portland, ME 04101
(207) 771-3500

Rumford CBOC
431 Franklin Street
Rumford, ME 04276
(207) 369-3200

Saco CBOC
655 Main Street
Saco, ME 04072
(207) 294-3100

MASSACHUSETTS

Causeway Street CBOC
251 Causeway Street
Boston, MA 02114
(617) 248-1000

Fitchburg CBOC
Phillip J. Philbin Federal Bldg.
881 Main Street
Fitchburg, MA 01420
(978) 342-9781

Framingham CBOC
61 Lincoln Street, Suite 112
Framingham, MA 01702
(508) 628-0205

Gloucester CBOC
298 Washington Street
Gloucester, MA 01930
(978) 282-0676

Greenfield CBOC
143 Munson Street
Greenfield, MA 01301
(413) 773-8428

Haverhill CBOC
108 Merrimack Street
Haverhill, MA 01830
(978) 372-5207

Hyannis CBOC
233 Stevens Street
Hyannis, MA 02601
(508) 771-3190

Lowell CBOC
130 Marshall Road
Lowell, MA 01852
(978) 671-9000

Lynn CBOC
225 Boston Street, Ste. 107
Lynn, MA 01904
(781) 595-9818

Martha's Vineyard Hosp.

One Hospital Road
Oak Bluffs, MA 02557
(508) 771-3190

New Bedford CBOC

175 Elm Street
New Bedford, MA 02740
(508) 994-0217

Pittsfield CBOC

73 Eagle Street
Pittsfield, MA 01201
(413) 499-2672

Plymouth CBOC

116 Long Pond Road
Plymouth, MA 02360
(800) 865-3384

Quincy CBOC

110 West Squantum St.
Quincy, MA 02171
(774)-826-3070

Springfield CBOC

25 Bond Street
Springfield, MA 01104
(413) 731-6000

Worcester CBOC

605 Lincoln Street
Worcester, MA 01605
(508) 856-0104

NEW HAMPSHIRE

Conway CBOC

71 Hobbs Street
Conway, NH 03818
(603) 624-4366, ext. 3199
(800) 892-8384, ext. 3199

Keene CBOC

640 Marlboro Street
Keene, NH 03431
(603) 358-4900

Littleton CBOC

685 Meadow Street, Ste. 4
Littleton, NH 03561
(603) 575-6700

Portsmouth CBOC

302 Newmarket Street
Portsmouth, NH 03803
(603) 624-4366, ext. 3199
(800) 892-8384, ext. 3199

Somersworth CBOC

200 Route 108
Somersworth, NH 03878
(603) 624-4366, ext. 3199
(800) 892-8384, ext. 3199

Tilton CBOC

630 Main Street, Ste. 400
Tilton, NH 03276
(603) 624-4366, ext. 3199
(800) 892-8384, ext. 3199

RHODE ISLAND

Middletown CBOC

One Corporate Place
Middletown, RI 02842
(401) 847-6239

VERMONT

Bennington CBOC

186 North Street
Bennington, VT 05201
(802) 440-3300

Brattleboro CBOC

71 GSP Drive
Brattleboro, VT 05301
(802) 251-2200

Burlington Lakeside CBOC

128 Lakeside Ave., Ste. 260
Burlington, VT 05041
(802) 657 7000

Newport CBOC

1734 Crawford Farm Rd.
Newport, VT 05855
(802) 624-2400

Rutland CBOC

232 West St.
Rutland, VT 05701-2850
(802) 772-2300

