

VA New Hampshire Vision 2025 Task Force Minutes – October 3 and 4, 2017

Committee Members	Title/Position	9/13/17	9/25/17	10/3-4/17					
Michael Mayo-Smith, MD, MPH Committee Co-Chair	Network Director VISN 1	P	P	P					
David Kenney Committee Co-Chair	Chair of New Hampshire State Veterans Advisory Committee	P	P	P					
Stephen Ahnen, MBA	President NH Hospital Association	E	P	P					
Craig Coldwell, MD, MPH	Deputy Chief Medical Officer, VISN 1	P	P	P					
Edward DeAngelo, MD	Chief of Radiology, Manchester VAMC	P	E	P					
Erik Funk, MD	Staff Cardiologist, Manchester VAMC	P	P	P					
Amy Gartley, RN	Nurse Executive, VA Maine Healthcare System	P	E	P					
Robert Guldner	NH Disabled American Veterans	E	P	P					
Wanda Hunt, PharmD	Pharmacist, Manchester VA MC & President, NAGE Local	E	P	P					
Michael McCarten, DO	Representative NH Medical Society	P	P	P					
Susan MacKenzie, PhD	Medical Center Director, Providence VAMC	P	P	P					
Christine Stuppy	Executive Director, Strategic Planning & Analysis, VACO	P	P	P					

(P) Present (A) Absent (D) Designee (E) Excused

Facilitator: Tom Pasakarnis, Alternate Designated Federal Officer

**Additional Participants (October 3):** Kevin Forrest, Associate Director; Manchester VA Medical Center; Patty Sarni, Health System Specialist to VISN 1 Network Director; Michelle Virshup, Presidential Management Fellow to the Network Director; Dan Clarke, VISN 1 Managerial Cost Account Coordinator; Maureen Heard, VISN Communications Officer; Lynne Cannavo, VISN 1 Chief, Organizational Performance; Chris Laccinole, VISN 1 Emergency Management Coordinator

**Additional Participants (October 4):** Kevin Forrest, Associate Director; Manchester VA Medical Center; Patty Sarni, Health System Specialist to VISN 1 Network Director; Michelle Virshup, Presidential Management Fellow to the Network Director; Maureen Heard, VISN Communications Officer; Lynne Cannavo, VISN 1 Chief, Organizational Performance; Jacqueline Spencer, MD, MPH, VISN 1 Primary Care Lead; Peggy Becker, LCSW, VISN 1 Geriatrics & Extended Care Lead; Lisa Felix, Communications Program Analyst; Leandro DaSilva, Project Manager

# VA New Hampshire Vision 2025 Task Force

(Subcommittee of the Special Medical Advisory Group)

## Minutes

Tuesday, October 3, 2017 (Day 1 of 2)

Manchester VA Medical Center

TOPIC	DISCUSSION/DECISIONS	RESPONSIBILITY - FOLLOW UP ACTIONS	TARGET DATE	STATUS
<p><b>Minutes</b></p> <p><b>Welcome/Comments</b> Tom Pasakarnis, Alternate Designated Federal Officer</p> <p>Dr. Michael Mayo-Smith, MD, MPH Taskforce Chair &amp; VISN 1 Network Director</p> <p>David Kenney Taskforce Co-Chair &amp; Chairman New Hampshire State Veterans Advisory Committee</p> <p>Facilitator: Tom Pasakarnis</p>	<p>The minutes from September 18, 2017 were approved.</p> <p>Tom Pasakarnis welcomed the task force and outlined the timeline for the coming months. There will be additional meetings with a report due at the end of January. This meeting is more of an "orientation" to introduce the task force members to the important stakeholder groups and begin the review of the service line models.</p> <p>Mr. Pasakarnis announced that this meeting was a closed meeting, but that all subsequent meetings would be open to the public, with the exception of the October 16<sup>th</sup> call due to posting requirements in the Federal Register.</p> <p>Mr. Pasakarnis asked each of the task force members to set a ground rule for going forward. The final list included:</p> <ul style="list-style-type: none"> <li>• Respectful language</li> <li>• Keep it short</li> <li>• Ask why</li> <li>• Listen to understand</li> </ul>			<p>Closed</p> <p>Closed</p>

	<ul style="list-style-type: none"> <li>• Keep it to what's important for Veterans</li> <li>• Consider all things possible</li> <li>• Have an open mind</li> <li>• Consider a full service option</li> <li>• Start and end on time</li> <li>• Consider things from a patient's perspective</li> <li>• Consider things with the highest level of care</li> <li>• Think of the task force as a parking lot</li> <li>• Stay hopeful</li> <li>• Remember women Veteran's</li> </ul>		
<p><b>Data Set Review</b>  Dan Clarke, VISN 1  Managerial Cost  Accounting Coordinator</p>	<p>Dan Clarke presented the work to date on the Manchester data sets. Mr. Clarke stated that he had received some inquiries already, and that they would be collecting additional data regarding CHOICE, Health Net, authorizations for services that took place within that program.</p> <p>Members of the task force asked questions regarding certain terminology, definitions, and acronyms used in the data sets, as well as eligibility for certain VA programs and benefits.</p> <p>Members discussed the trends presented in the data, as well as the limitations of the models used to generate the data. Also mentioned was the importance of flexibility within the VA health system to accommodate the changing needs of the Veteran population, and the importance of outreach to get Veterans into the VA to seek care.</p> <p>Members discussed their impressions of the data, and how they thought it would influence the work of the task force. Discussion followed, as well as a question and answer session with Mr. Clarke.</p>		Closed
<p><b>State Veterans Advisory  Committee/Veteran  Service Organizations</b></p>	<p>Taskforce members met with representatives from various New Hampshire Veterans' service organizations (VSOs).</p> <p>Mr. Pasakarnis introduced the task force members and Mr. Kenney spoke to the mission of the task force.</p>		Closed

<p>Lynne Cannavo presented information on the stakeholder focus groups</p> <p>Dr. Craig Coldwell presented on the service line research being conducted by the seven subgroups.</p> <p>Mr. Clarke presented the task force data sets to date. Audience members asked questions about the various metrics that were used. Richard LaScelles, a local legislator and disabled veteran, requested information regarding the productivity of providers. The requested information will be posted on the website.</p> <p>Christine Stuppy presented on the market assessments being conducted by the VA Central Office (VACO) and how the assessments would support the work of the task force.</p> <p>Stakeholders commented on the importance of the engagement and inclusion of community partners in New Hampshire when providing care to Veteran's.</p> <p>Stakeholder discussion followed regarding the needs of Veterans in the state, and the current challenges Veterans experience to accessing certain services.</p> <p>Chris Laccinole discussed the Infrastructure Analysis being developed in regards to Manchester campus/services.</p> <p>Maureen Heard discussed the communication plan for the task force and the NH VISION website, as well as which of the meetings would be made public going forward.</p> <p>The representative Jo Moncher for the New Hampshire state agency offered to host a meeting of the task force.</p>	<p>Dan Clarke/Maureen Heard will post report.</p>	<p>October 31, 2017</p> <p>October 5, 2017</p> <p>Closed</p> <p>Closed</p>
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	<p><b>Task Force Debrief – VSO Forum</b></p>	<p>Task force members discussed the VSO forum and the importance of including community partners in the discussion, especially in regards to the work of the subgroups. Mr. Kenney stated that it was important that all the stakeholder groups understood that the conduit for information with the task force remains open.</p> <p>Taskforce members and Congressional Staffers meet.</p> <p>Before the presentations began, the congressional staffers engaged in back and forth discussion with the task force members regarding constituent concerns, the makeup of the task force, and the earlier meeting the task force had with the VSOs.</p> <p>The presentations from the previous meeting (Introduction, Focus Groups, Subgroups, Data Market Assessment, Master Planning, Communication Plan) were repeated again.</p> <p>Corey Garry from Representative Kuster's voiced the importance of conducting focus groups in the North Country.</p> <p>In response to a question regarding the past decision to close services in Manchester, Dr. Mayo-Smith provided context for this past decision, including the loss of residency programs from Deaconess Hospital and the downward slope of inpatient care nationally.</p> <p>The congressional staffers asked follow-up questions and engaged in discussions with task force members. Stakeholders asked for the process and timeline that the task force would be following.</p>	<p>Dave Kenney will follow up with Ms. Moncher</p>	<p>October 17, 2017</p>	<p>Closed</p>
<p><b>Congressional Staffers Meeting</b></p>	<p>Taskforce members and Congressional Staffers meet.</p> <p>Before the presentations began, the congressional staffers engaged in back and forth discussion with the task force members regarding constituent concerns, the makeup of the task force, and the earlier meeting the task force had with the VSOs.</p> <p>The presentations from the previous meeting (Introduction, Focus Groups, Subgroups, Data Market Assessment, Master Planning, Communication Plan) were repeated again.</p> <p>Corey Garry from Representative Kuster's voiced the importance of conducting focus groups in the North Country.</p> <p>In response to a question regarding the past decision to close services in Manchester, Dr. Mayo-Smith provided context for this past decision, including the loss of residency programs from Deaconess Hospital and the downward slope of inpatient care nationally.</p> <p>The congressional staffers asked follow-up questions and engaged in discussions with task force members. Stakeholders asked for the process and timeline that the task force would be following.</p>	<p>Post the timeline of the task force and the schedule on the NH VISION website.</p>	<p>October 5, 2017</p>	<p>Closed</p>	

<p><b>All Employee Forum</b></p>	<p>The presentations from the previous meeting (Introduction, Focus Groups, Subgroups, Data Market Assessment, Master Planning, Communication Plan) were repeated again.</p> <p>Additional information on the work of the task force will be posted on the VA New Hampshire website. The website is <a href="https://www.newengland.va.gov/nhvision/">https://www.newengland.va.gov/nhvision/</a></p>	<p>Post the timeline of the task force and the schedule on the NH VISION website.</p>	<p>October 5, 2017</p>	<p>Closed</p>
<p><b>Debrief – Employee Forum</b></p>	<p>Task members discussed the forums with the congressional staffers and the Manchester employees. Members felt it was important all the stakeholder groups understood the purpose of the task force; that they would make recommendations, and the recommendations that were accepted would go through an entirely different implementation phase. Members also felt it was important to identify issues within Manchester that could be fixed quickly with local action and which would require more steps. They also discussed how to host meetings with Manchester employees so more employees were able to attend.</p>			<p>Closed</p>
<p><b>Facility Tour: Clinical Programs</b></p> <p>Tour Guides: Garrett Stumb/Kyle Roy/Will Gagne</p>	<p>The purpose of the tour is to look at the infrastructure of the program areas the taskforce will be assessing.</p>			<p>Closed</p>
<p><b>Meeting with Whistleblowers</b></p>	<p>Taskforce members and Whistleblowers met.</p>			<p>Closed</p>
	<p>The presentations from the previous meeting (Introduction, Focus Groups, Subgroups, Data Market Assessment, Master Planning, Communication Plan) were repeated again.</p>	<p>Post the timeline of the task force and the schedule on the NH VISION website.</p>	<p>October 5, 2017</p>	<p>Closed</p>

	Members asked the whistleblowers for their thoughts and perspective regarding the current situation at the Manchester VA, and where there were still opportunities for growth and improvement. Discussion followed.			
<b>Open Discussion/Debrief</b>	Task force members discussed the forum with the whistleblowers. Members voiced that there were issues with the culture within Manchester, and while it was not the job of the task force they needed to emphasize how important it was for the cultural issues to be addressed in order for the recommendations made by the task force to be effective. The possibility of bringing in outside mediators from National Center for Organizational Development was discussed.			Closed

### Wednesday, October 4, 2017 (Day 2 of 2)

TOPIC	DISCUSSION/DECISIONS	RESPONSIBILITY FOLLOW UP ACTIONS	TARGET DATE	STATUS
<b>Welcome/Comments</b> Tom Pasakarnis, Alternate Designated Federal Officer  Dr. Michael Mayo-Smith, MD, MPH Taskforce Chair & VISN 1 Network Director  David Kenney Taskforce Co-Chair & Chairman New Hampshire State Veterans Advisory Committee	Mr. Pasakarnis welcomed the task force members and opened the meeting.  The discussion from the previous day was continued and again the issues with the culture within Manchester were raised. The task force members felt that the response to the cultural issues needed to be as organized as the response to the other structural issues within Manchester.	Dr. Mayo Smith; Al Montoya –meet and discuss the cultural issues at Manchester and develop a response.	Oct. 31/Nov. 1, 2017	Open
<b>Primary Care Service Line</b>	Dr. Spencer presented the draft report from the			

**Model - Draft**  
 Jacqueline Spencer, MD, MPH  
 VISN 1 Primary Care Lead

primary care subgroup. Dr. Spencer reviewed the membership of the subgroup and described the process they implemented. Dr. Spencer described the current options that the group was considering, which included: retrofitting the current space at Manchester by expanding the footprint to meet the primary care needs; combining the Somersworth and Portsmouth Community-Based Outpatient Clinics (CBOCs); Co-locating a women's health clinic with the primary care clinic at Manchester; expanding Clinical Video Telehealth (CVT) capability; Establishing co-located high demand medical and surgical services at Manchester and the CBOCs either onsite or virtually; and locating a community care liaison proximal to Manchester primary care.

Members asked a number of follow-up questions for the subgroup to present to the task force at the next face to face meeting, including:  
 Exactly how much space is there right now?  
 How much space would you recommend?  
 What is the projection in terms of primary care work load?

The task force members discussed with Dr. Spencer the primary care subgroup's recommendations.

A summary of the needs of primary care at Manchester so far would be:  
 There needs to be more space at Manchester and there needs to be a better design. The possibility of combining CBOCs and building a new "sea coast" CBOC should be considered. Possible partnerships with local community

Dr. Spencer and the Primary Care Subgroup – address the task member's questions and continue to refine your options.

Oct. 31/Nov. 1, 2017

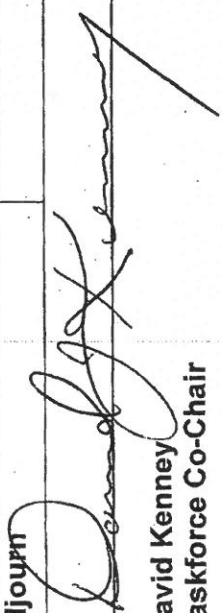
Open




	<p>hospitals should be considered. Any new space should incorporate telehealth.</p> <p>Members discussed the needs of the other CBOCs in Tilton and Conway.</p>		
<p><b>Group Report</b> Lynne Cannavo VISN 1 Chief, Organizational Performance</p>	<p>Ms. Cannavo presented a report on the focus groups that were conducted.</p> <p>Task force members engaged in discussion with Ms. Cannavo regarding the focus groups that were conducted.</p> <p>Members requested to add three more focus groups – Community Partners, the North Country, and Women’s Health – and incorporate it into her report before the next meeting. Ms. Cannavo will also incorporate feedback that is received from the website.</p>	<p>Ms. Cannavo – conduct focus groups with Community Partners, in the North Country, and with women Veterans</p>	<p>Oct. 31/Nov. 1, 2017</p> <p>Open</p>
<p><b>Geriatric &amp; Extended Care Service Line Progress Report - Draft</b> Peggy Becker, LCSW VISN 1 Geriatrics &amp; Extended Care Lead</p>	<p>Peggy Becker presented the draft report from the Geriatric and Extended Care (GEC) subgroup. Ms. Becker reviewed the membership of the subgroup and described the process they implemented. The GEC subgroup is currently considering 8 options that they may recommend.</p> <p>Task force members engaged in discussion with Ms. Becker regarding the GEC subgroup’s draft options. The group pushed back on some of the proposed options because they appeared to contradict the available data. Task force members also suggested making Manchester a “center of excellence” in New England for geriatric psychiatric care, as something that would be good for Manchester and would also benefit the network as a whole.</p>		

	<p>The task force charged the GEC group to come to the next face to face meeting with the proposed options more fleshed out, and to think about which recommendations need to be endorsed by VACO leadership and which are changes that can be made on a network level.</p> <p>The task force members discussed the first face to face meeting. Members were pleased with the direction that the task force. The members discussed items for discussion at subsequent meetings, including: cultural issues, reaching out to VACO and program experts regarding some for the options presented, the market assessments.</p> <p>The next phone meeting will take place on October 16, 2017, at 3pm. This will be a closed meeting, but all subsequent meetings will be open.</p> <p><b>Plusses:</b>  Very informative; lots of information came up; the tour was a good way to get a sense of the current state of Manchester; the whistleblowers seemed receptive to the task force; this was a "turning point" for revelations on the cultural issues; there was transparency; effective communication; the presentations by the subgroups were good; the ground rules were abided by; the members were principally forthright; comprehensive analysis; receptiveness of the task force; hope among the staff; good facilitation and administrative support; good group makeup</p> <p><b>Deltas:</b></p>	<p>Ms. Becker and the GEC subgroup – address the task member's concerns and continue to refine your options.</p>	<p>Oct. 31/Nov. 1, 2017</p>	<p>Open</p>
<p><b>Open Discussion/Debrief Plusses/Deltas</b></p>				

Adjourn	Keep 10 minute breaks to 10 minutes, give members more days to review materials; get the subgroups to hone their presentations		
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 David Kenney  
 Taskforce Co-Chair  
 Date 10/21/17

  
 Michael Mayo-Smith, MD, MPH  
 Taskforce Co-Chair  
 Date 10/16/17

  
 Thomas Pasakarnis, Esq.  
 Alternate Designated Federal Officer  
 Date 11/1/17