

FY 2019

Oscar G. Johnson VA Medical Center

“Focused on Excellence, Putting Veterans First”

Message from the Director



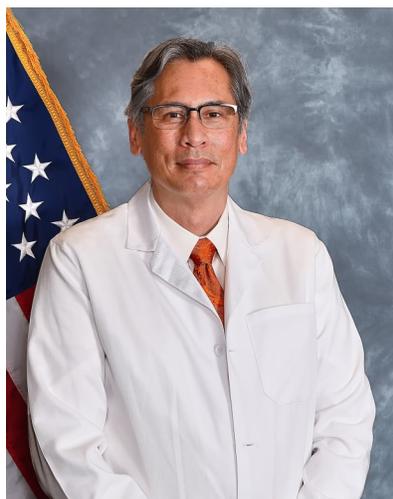
It is my privilege to share with you our 2019 Oscar G. Johnson VA Medical Center Annual Report. This past year the Secretary of Veterans Affairs, Robert Wilke, made customer service and patient experience priorities across the agency. As you read this annual report you will see that our VA Medical Center stands out in these areas thanks to our dedicated, hardworking employees and volunteers who fulfill the VA's mission to *honor America's Veterans by providing exceptional health care that improves their health and well-being*. In 2019 we ranked 1st in Employee Satisfaction, 2nd in Patient Satisfaction, 2nd in Best Place to Work, and 7th in Quality of Care. We had an 88 percent overall customer satisfaction rating and continued to be one of just eight VA hospitals ranked in the top 10 percent of all VA hospitals in terms of patient satisfaction since 2012.

We were rated 5 stars for acute inpatient medicine, long term care, and – new this year – the Centers for Medicare & Medicaid Services (CMS) public reporting overall patient experience, the last one comparing our care with the private sector. I am most proud of the recognition we received as the winner of the Best Patient Experience Award for Complexity Level III (Small Facility). It is an honor that our employees and volunteers earned for the care they provide to our Veterans.

James W. Rice
Medical Center Director



Rebecca J. Strini, MHA
Associate Medical Center
Director



Mark Kadowaki, MD, MBA
Chief of Staff



Andrea Collins, RN, MSN,
Associate Director, Nursing &
Patient Care

About Us

The Oscar G. Johnson VA Medical Center is one of the smallest VA Medical Centers in the nation yet has one of the largest geographic patient service areas east of the Mississippi River, encompassing fifteen Michigan counties and nine counties in northeastern Wisconsin. OGJVAMC and its Community Based Outpatient Clinics annually serve 20,000 Veterans, over 98 percent of whom are living in rural or highly rural areas making the facility the most rural VA Medical Center in the nation.

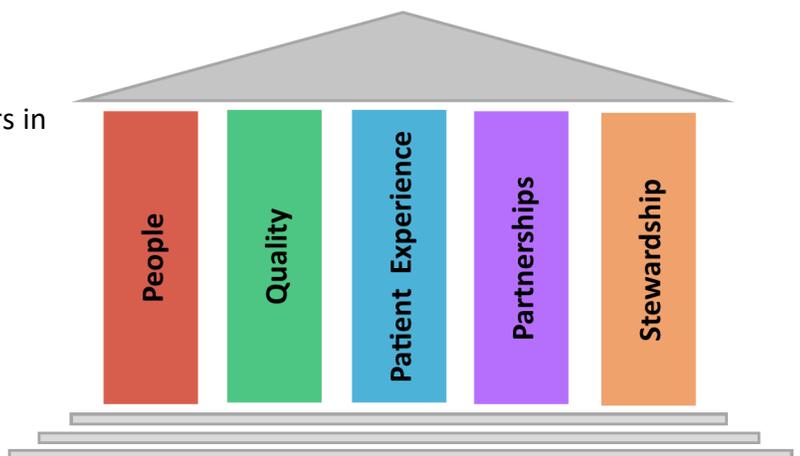
OGJVAMC is a primary and secondary level care facility with 17 acute care beds. The main facility has an Urgent Care Center and a surgical department with Basic Ambulatory Surgery designation. For higher level emergency and specialty care services OGJVAMC coordinates that care with hospitals in both the local community and at larger VA medical centers that have the capability and expertise to serve our Veterans.

OGJVAMC provides ambulatory and acute health care including audiology, diabetes, dentistry, ear/nose/throat (ENT), geriatrics and extended care, general medicine, Hepatitis C, home-based primary care, mental health, neurology, oncology, optometry, orthopedics, palliative/hospice, physical and occupational therapy, prosthetics, podiatry, post-traumatic stress disorder (PTSD), psychiatry, radiology, speech, spinal cord injury (SCI), substance abuse, surgery, urology, weight management, whole health and women's wellness.

The services provided by OGJVAMC's 40-bed Community Living Center (CLC) include extended care and short term rehabilitation, geriatric care, general nursing home care; short term wound care, and hospice/palliative care.

Five Pillars of OGJVAMC

Our annual report is categorized by the five pillars in which we pride ourselves on.



People

Veterans, advocates, employees, volunteers, trainees, and vendors united by a common purpose of providing health care for our nation's heroes.

Quality

Dedicated to continuous improvement and striving to achieve a recognizable degree of excellence in health care.

Patient Experience

Daily efforts contributing to the welfare of our Veterans and one another, and focused on providing the best patient experience possible.

Partnerships

Building bridges and creating new endeavors with internal and external stakeholders, and soliciting their feedback to ensure our Veterans are provided the right care, at the right time, in the right place for the right cost.

Stewardship

We are committed to responsible shepherding of OGJVAMC's assets and financial resources.

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Vision

**Leaders in rural healthcare.
Focused on excellence—
putting Veterans first.**



Focused on Excellence

Putting Veterans First

Mission

**Honor America's Veterans by
providing exceptional
healthcare that improves their
health and well-being.**

Our Legacy: 68 Years of Serving Veterans



With many Veterans returning home from World War II with injuries, Iron Mountain, MI, was chosen in 1945 by the Veterans Administration as a site for one of the 100 new VA hospitals being built.

On March 14, 1948, construction began on 31.5 acres that had once been the site for a large sawmill and lumberyard. At a cost of \$6.5 million, it was the largest building project ever to date in the Upper Peninsula. The six-story, 265-bed hospital with 360 staff was dedicated on March 5, 1950.

The first expansion of services came in 1975 when the Nursing Home Care Unit was opened to provide long-term care.

The 1990s saw major changes at the Iron Mountain VA Hospital. With the VA's shift from inpatient to outpatient services, a new 16,000 square foot ambulatory care addition was completed in August of 1997, which provided increased primary care space and improved outpatient services. This project represented the first major construction at the Iron Mountain facility since 1950.

The shift to outpatient services also necessitated primary care clinics closer to Veterans. In 1993, the first VA Community Based Outpatient Clinic (CBOC) was opened in Marquette, Michigan, followed by five more Michigan-based CBOCs in Sault Sainte Marie (1997), Hancock (1997), Menominee (1998), Ironwood (1999), and Manistique (2009), as well as one in Rhinelander, Wisconsin (1998).

More changes came within the last 10 years. A brand new addition housing the 40-bed Community Living Center was opened on April 14, 2008, replacing the Nursing Home Care Unit.

On October 1, 2008, the VA Medical Center was renamed the Oscar G. Johnson VA Medical Center (OGJVAMC) to honor a local WWII Veteran and Medal of Honor recipient. Mr. Johnson was a Foster City, MI, native who was honored for singlehandedly repelling six major counterattacks in the mountains of Italy in 1944.

In June of 2012, OGJVAMC finished a \$6.5 million construction project that completely remodeled the Primary Care Outpatient Clinic and the Urgent Care Clinic on the first floor and added a second floor for specialty care clinics.

On May 25, 2013, the front circle drive was renamed the James D. Priestap Drive in honor of Sergeant First Class Priestap who was killed by a sniper's bullet in Iraq on Thanksgiving Day 2006. He was a OGJVAMC Police Officer at the time of his deployment.

In Fiscal year (FY) 2019, OGJVAMC has 57 beds, employs 671 people at its main campus and CBOCs, and provides primary, specialty and inpatient care to approximately 20,000 Veterans each year.

Secretary's Customer Service

People

VA is committed to providing an excellent customer service experience to all Veterans, servicemembers, their families, caregivers, and survivors in our delivery of care, benefits, and memorial services.



In FY19, Veterans rated OGJVAMC:

- 91.8 Trust Score
- 97.4% positive response to the respect questions—the highest score in the nation for FY19!



We are guided by our core VA values: ICARE. These values define our culture of customer service and shape the standards of behavior expected of us all as VA employees.

We will provide customer service that is consistently positive in terms of its ease, effectiveness, and emotional resonance. Positive interactions in these 3 areas will improve Veteran's trust in VA and Veterans will Choose VA for their care.



Choose VA

All employees are accountable for fostering a climate of excellence in customer service.

VA



U.S. Department
of Veterans Affairs

"It is difficult to express in words how blessed our family felt during one of the most difficult times in our lives. My family member received care at the Iron Mountain VA for many years and it became like a second family to him. We always knew he was in the best hands possible. I feel so fortunate that the VA was there for him."



"I was thoroughly impressed with this organization. It is well organized, efficient, clean and not to mention very friendly staff. I think this organization is a great example of how government agencies can operate well. I look forward to future visits!"



**I choose
OGJVAMC
because....**

"I don't think you can get a better place for Vets! The people are absolutely amazing and welcoming!"



"I cannot say enough good things about the Oscar G. Johnson VA Medical Center staff and everyone that I come in contact with for my care. Thank you so much."

"I was treated with great respect by all. The staff was helpful when guiding me to the room for my next appointment. I just cannot say enough good things about the Oscar Johnson VA medical staff and everyone that I come in contact with for my care. Thank you so much."

We are here for you

Patient Advocates and Veteran Experience Specialist

The Patient Advocate and Veteran Experience Programs are part of the Office Public Affairs and Veteran Engagement and are responsible for promoting positive experiences for all our Veterans.

Patient Advocates are available to assist Veterans and their families resolve complaints that cannot be resolved at the point of service. They are responsible for acting as a bridge between Veterans and the Medical Center staff ensuring their concerns are resolved in a convenient and timely manner. The Patient Advocates are also available to receive compliments for employees from Veterans and their families.

The Veteran Experience Program was established in 2018 and a Veteran Experience Specialist (VES) was assigned at each VA Medical Center. The VES focuses on identifying and addressing issues that impact Veteran-centered care, patient advocacy processes, and customer service throughout the Medical Center. The VES ensures smooth, prompt, courteous, compassionate and quality health care services with an understanding of Veteran's needs. The VES also coordinates the Oscar G. Johnson VA Medical Center's outreach efforts and stakeholder relations.



Karen Thekan, LMSW
Patient Advocate



Kelly Palmquist, LLMSW
Patient Advocate



Tim Ellison
Veteran Experience Specialist

Patient Advocates

The Patient Advocates are located on the first floor in the main entrance across from the VA Police in rooms 1103 and 1104 or call (906) 774-3300 ext. 34400.

Veteran Experience Specialist

Call (906) 774-3300 ext. 32593

Our Volunteers

People

Volunteers

382 (82 new volunteers)

Monetary Donations

\$60,000

Non-Monetary Donations

\$187,000

Hours of Service

32,975

Veterans Transportation Network

10 van routes

125 volunteer drivers, supported by the Disabled American Veterans,

1,814 Veterans transported

over 206,784 miles,

donating 25,081 hours of volunteer service in

Other Highlights

- 8 new community partnerships established (3 churches, Habitat for Humanity, 4 VA2K companies)
- Implemented Sister Assister Program to support female Veterans.
- Upgraded audio/visual system in CLC for



WE



OUR

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Employees, our most valuable resource

People



The reason that OGVAMC provides the best patient experience of all Complexity Level 3 VA facilities, and receives the other distinguished honors and accreditations noted on page 12, is because of the commitment of our employees— our most valuable resource!



Adopt –a–Family

11 local families were adopted by OGVAMC services and volunteers



23rd year OGVAMC has made holidays brighter for families in need



121 families total have been served through this program since 1996



Combined Federal Campaign (CFC)

The CFC is an opportunity for our employees to give back to charitable organizations that provide support and services to causes that they care about. We raised **\$26,045** in 2019, which will impact families in our communities and across our nation who are in need of services.



<p>Ranked 1st</p>  <p>Employee Satisfaction</p>	<p>Ranked 2nd</p>  <p>Patient Experience (Overall)</p>	<p>Ranked 2nd</p>  <p>Best Place to Work</p>	<p>Ranked 7th</p>  <p>Quality</p>
<p>88.0%</p>  <p>Overall Satisfaction</p>	<p>80.5%</p>  <p>Inpatient willingness to recommend hospital</p>	<p>67.9%</p>  <p>Access</p>	<p>VA's Top 10%</p> <p>Consistently rated as <u>1 of 8 VA hospitals</u> in the <u>top 10% of all VA hospitals</u> in terms of patient satisfaction since 2012.</p>

Strategic Analytics for Improvement and Learning (SAIL)

- ★★★★★ **5 Star** – SAIL Acute Medicine (in patient medicine)
- ★★★★★ **5 Star** – Community Living Center (CLC) SAIL
- ★★★★★ **5 Star** – July 2019 CMS public reporting overall patient experience star rating

Accreditations

- The Joint Commission
- Accreditation from College of American Pathologists (CAP)
- Accreditation from CARF International for Healthcare for Homeless Veterans



2019 “Best Experience” Award (Level 3)

In February 2019, The Oscar G. Johnson VA Medical Center was awarded the “Best Experience Award” in the **small, low complexity level facility category** at the first annual VA Patient Experience Symposium in



Washington D.C. OGJVAMC was **1 of 12** VA Medical Centers out of 170 that were selected as finalists for being recognized as a top performer in Patient Experience and Employee Experience.

The finalists were judged on leadership, culture, listening to the voice of the Veteran, patient communications, employee engagement, environment, and measurement and improvement. OGJVAMC is a level 3 facility (small, low complexity facility) - **one of thirty nine nationwide** and **ranked 1st** for patient and employee experience.

2018 and 2019 “Large Business of the Year” Awards

Awarded “Large Business of the Year” by the Dickinson County Chamber of Commerce in both 2018 and 2019.

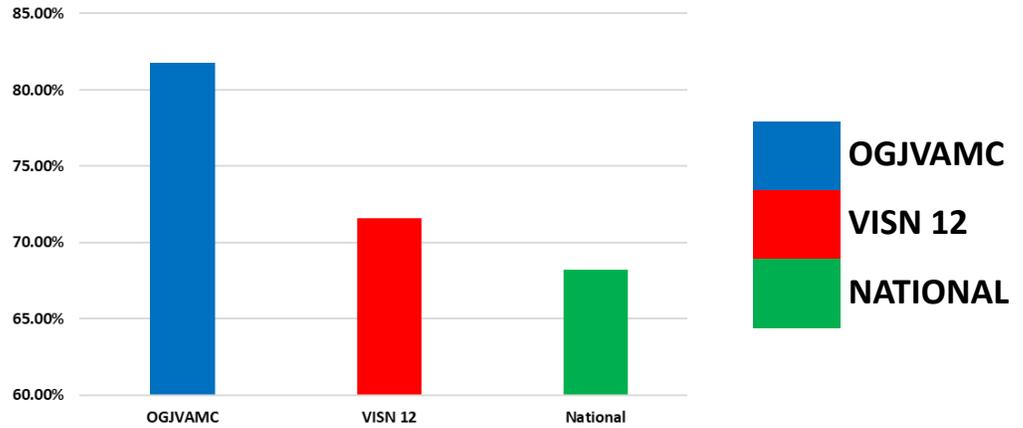


2018

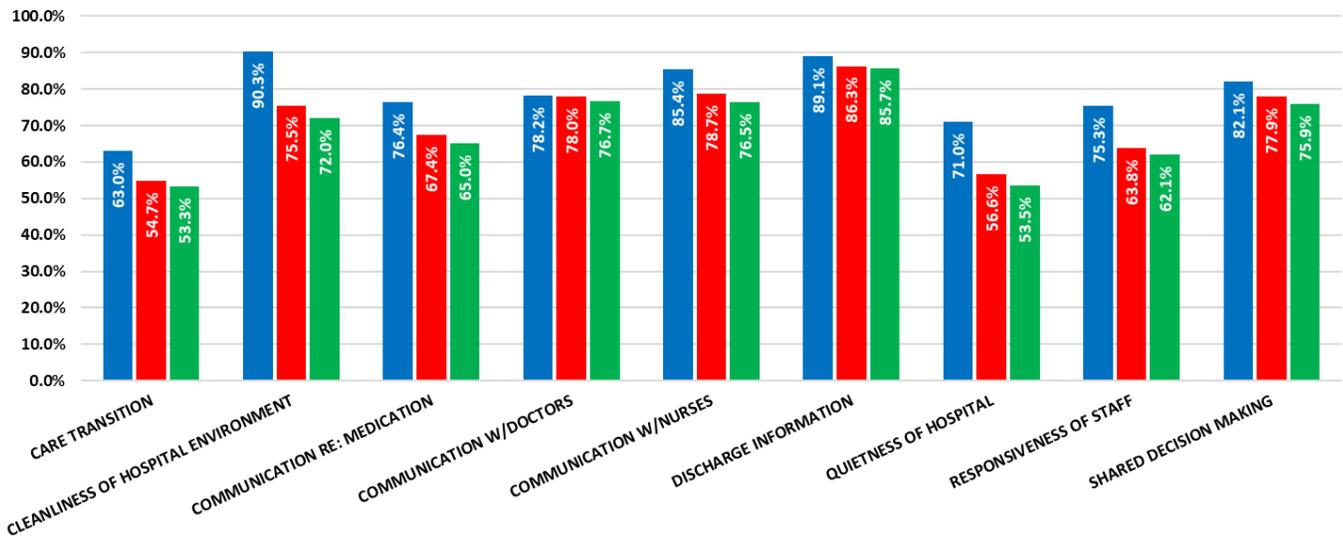


2019

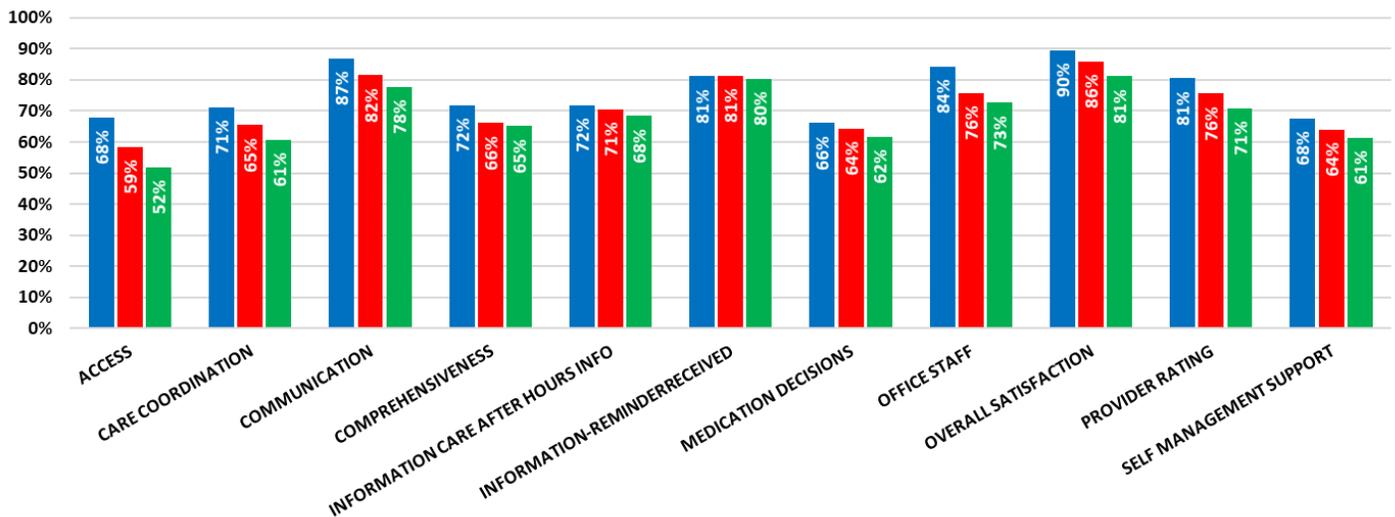
INPATIENT: WILLINGNESS TO RECOMMEND HOSPITAL



INPATIENT: SATISFACTION SCORES



OUTPATIENT: SATISFACTION SCORES



New in FY2019!

“Create your own personal roadmap to health”

Whole Health encourages you to create your own personal roadmap to health. In partnership with your healthcare team, you develop a personalized plan to create your best life based on your needs, values and how you want to live. Whole Health begins when you identify what matters most to you.



The Whole Health model is a holistic look at the many areas of life that can affect your health including your work environment, relationships, diet, sleep patterns, etc.

All Offerings scheduled by appointment:

- Acupuncture (with PCP consult)
- Amputee Peer Group
- BFA/NADA
- Biofeedback*
- Chair Yoga (Via Telehealth-with PCP consult)
- Chiropractor
- Focused Breathing*
- Guided Imagery*
- Healing Touch
- Health Coaching*
- Massage (with PCP consult)
- Meditation*
- Progressive Muscle Relaxation*
- Taking Charge of My Life and Health Group
- Tai Chi (Via Telehealth-with PCP consult)
- Tinnitus Management Group
- Writing to Wellness

***Indicates offerings can be held via telehealth, VA Video Connect (VVC) or phone**

Whole Health goes beyond your illnesses, injuries, or disabilities. It focuses on health and well-being and includes self-care and complementary therapies (such as acupuncture, massage, and yoga), along with your medical care. In Whole Health care, you are a more active partner with your health care team.

Whether your goal is to wake up pain-free, change careers, or simply find a measure of peace, get started by having a conversation with your health care provider. Lay out your health goals, and then work together on a plan to get there.

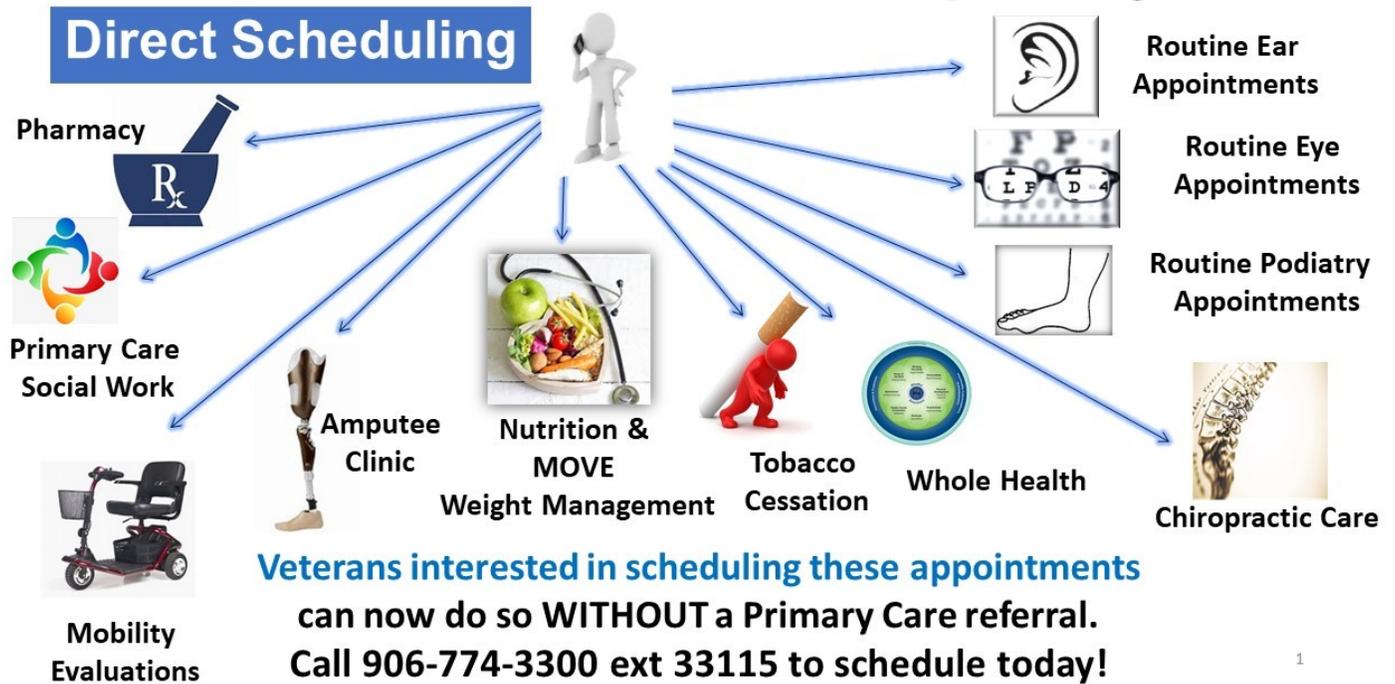
For more information

Phone: 906-774-3300 ext 34793

Location: Room 3242 (3rd floor)



Great News! Easier Access to Specialty Care



Improvements during FY19:

- ✓ Direct scheduling for Chiropractic started June 2019.
- ✓ Foot Care clinic was added to improve access for basic services and complement our Podiatry services
- ✓ Additional options for specialty care electronic consults (Infectious Disease, Orthopedics, Pulmonary and Urology) for primary care providers to get recommendations from specialists at other VAs potentially helping expedite care and reduce travel burden.

Same-Day Access Appointments in FY19

Clinic	# Same Day Appointments
All Others	7,112
Mental Health	723
Primary Care	5,610
Specialty Care	5,023
TOTALS	18,468

VA Video Connect trend
148% increase in FY19.



VA MISSION Act

Maintaining Internal Systems and Strengthening Integrated Outside Networks

On June 6, 2019, the U.S. Department of Veterans Affairs (VA) launched its new and improved Veterans Community Care Program, implementing portions of the VA Maintaining Internal Systems and Strengthening Integrated Outside Networks Act of 2018 (MISSION Act), which both ends the Veterans Choice Program and establishes a new Veterans Community Care Program.

The MISSION Act strengthens the nationwide VA Health Care System by empowering Veterans with more health care options.

The MISSION Act gives Veterans greater access to health care in VA facilities and the community, expands benefits for caregivers, and improves VA’s ability to recruit and retain the best medical providers.



Resources for Veterans

MISSION Act Website

<https://missionact.va.gov/>

New VA.gov Website

<https://www.va.gov/>

Increasing Veterans' access to health care

The MISSION Act strengthens VA's ability to deliver trusted, easy to access, high quality care at VA facilities, virtually through telehealth, and in your community. That means you get the care and services you need, where and when you need them.

★★★★★

How to access care

Eligible Veterans can use VA health care services nationwide, including through mobile health clinics that serve rural areas and via telehealth (care through a phone or computer). Note: You need to be enrolled in VA health care to use community care benefits.



Not enrolled in VA health care yet?

To receive care from VA or a community provider, you must be enrolled in VA health care. Apply online, by mail, or in person.

[Enroll in VA health care](#)



Find VA medical centers or community care providers

Find a VA medical center or approved non-VA medical (called "community care") providers near you. Get wait times, addresses, and more.

[Find a VA location near you](#)



When can you use non-VA providers?

It depends on the situation. Learn about the eligibility criteria for expanded community care, under the MISSION Act.

[Learn about community care eligibility](#)

VA Department of Veterans Affairs

VA Benefits and Health Care | About VA | Find a VA Location

Access and manage your VA benefits and health care

Health Care

- Refill and track your prescriptions
- Send a secure message to your health care team
- Schedule or manage a VA appointment
- View your lab and test results
- Apply for health care

Disability

- Track your claims and appeals
- View your VA payment history
- Upload documents for a submitted claim
- Add or remove a dependent
- Apply for disability benefits

Education

- Check your Post-9/11 GI Bill benefits
- View your VA payment history
- Change your current education benefits
- Compare GI Bill benefits
- Apply for education benefits

Records

- Get your VA health records (Blue Button)
- Request your military personnel file (DD-214)
- Request a home loan COE
- Download your VA letters
- Apply for a Veteran ID card

Focus on top tasks

[Login on homepage](#)

The Honors Program *A final salute to our Nation's finest heroes. May they never be forgotten.*

This program honors Veterans who pass away during their stay at our medical center Community Living Center (CLC) or Inpatient unit. Family members, fellow Veterans, employees and volunteers gather to form a detail procession in the medical center to honor the deceased Veteran. The Veteran is honored with a moment of silence via overhead announcement followed by the detail procession.



Annual Patient Memorial Service

Families and employees gathered to pay respect to the 91 Veterans who passed away at the medical center or at one of our VA contracted nursing homes this past year.



Memorial Day



Annual Memorial Day Ceremony at the Oscar G. Johnson VAMC to honor the men and women who died in service

POW/MIA Ceremony

Annual ceremony recognizing former POWs and those missing in action.



Veterans Day Ceremony



Annual Veterans Day Ceremony at the Oscar G. Johnson VAMC to honor our Veterans.



Patient Carnival



Tribute Ride



July 4 Parade

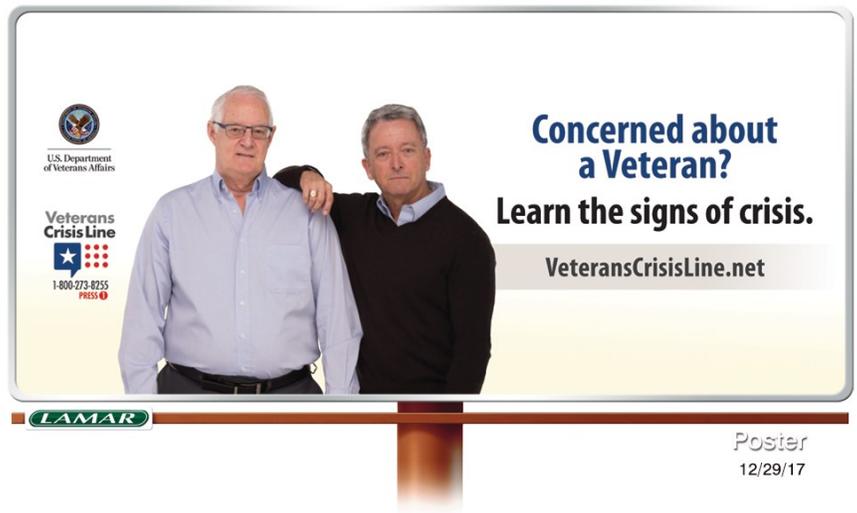


Salute to Veterans Week



6 Billboards in the following counties:

- Delta County
- Marquette County
- Schoolcraft County
- Menominee County (2)
- Hancock



Worked with a regional 3-theater chain to run a 30 second donated ad on Suicide Prevention prior to movies. **Almost 100,000 potential views** from ticketed customers.

4,000 dog tags were distributed to Veterans with the Veteran Crisis Line at each outreach event and Veteran Town Hall.



U.S. Department of Veterans Affairs

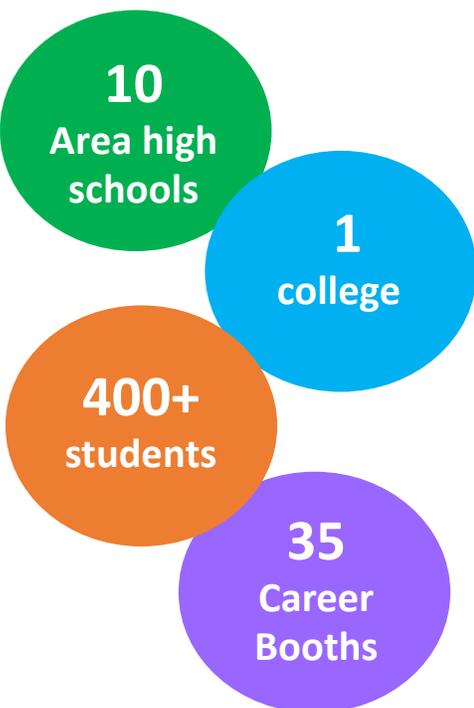
Annual VA2K



The partnership between the VA, businesses and schools was critical in the support of the VA's

Homeless Veteran's Program and created awareness in our community about homeless needs.

VA Career Day



- Donations**
 - \$1,537 in cash
 - \$1,210 in gift cards
- Participants**
 - 193 VA employees
 - 12 Volunteers
 - 26 On-site community participants
 - 420 Business participants
 - 1487 School participants
 - 67 Veteran participants
 - 2,138 participants total
- School Partnerships**
 - 2 local school districts educated on homelessness
 - 1,487 student participants
 - \$580 Change Challenge fundraiser

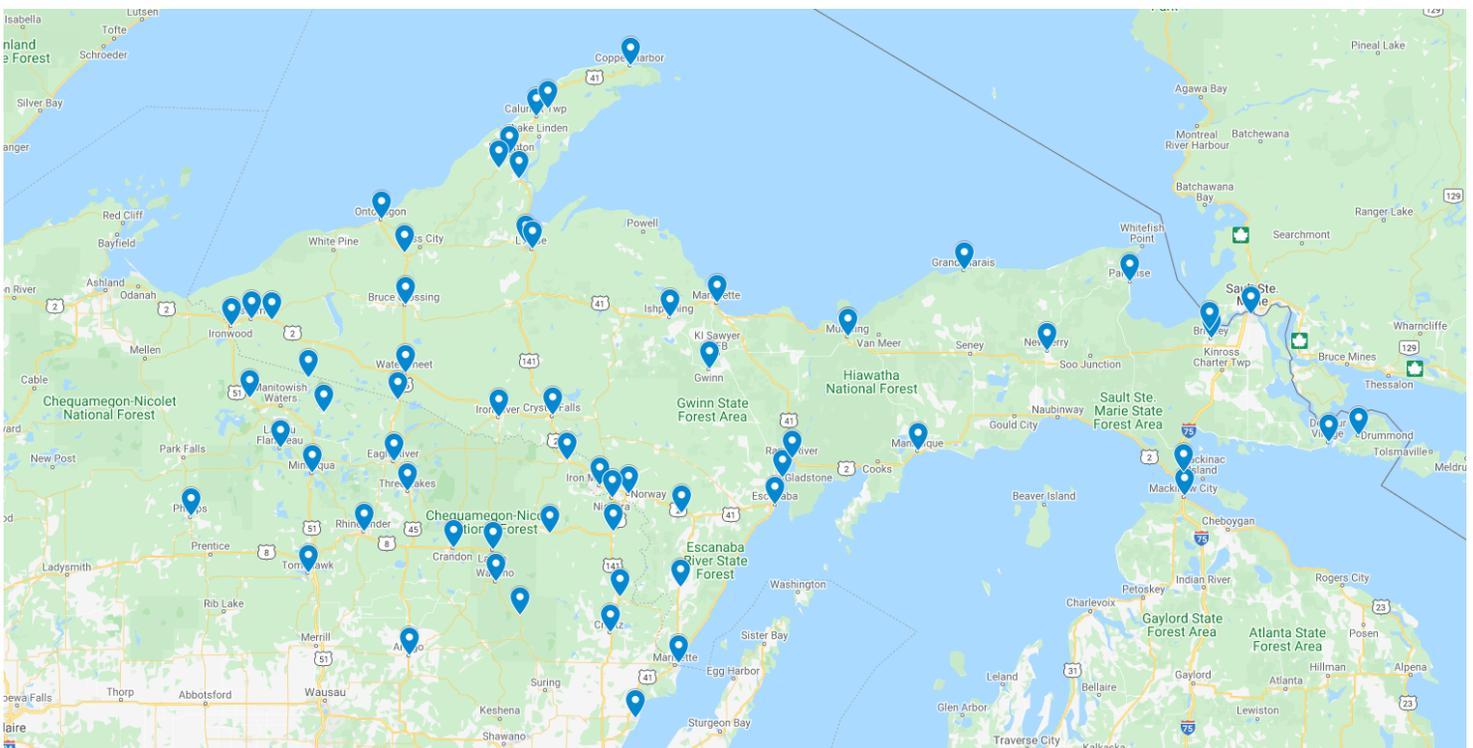
Mental Health Summit

In August 2019, OGVAMC hosted its 7th annual Mental Health Summit which included sessions on suicide prevention, intimate partner violence, mental health and aging, quality of life, chronic pain, innovative treatments, and accessing VA's new community care program.



Veteran Town Halls

In an effort to reach all of our Veterans, the medical center has made a commitment to provide educational Veteran Town Hall sessions within our catchment area. In FY2019, OGVAMC held 32 Veteran town halls with over 1,280 attendees participating. This positively impacted the facility's high trust score of 92 percent. Since 2012, OGVAMC has held 119 Veteran Town Halls in **64 unique locations**.



OPERATING BEDS

17 acute care beds

40 bed CLC

OPERATING BUDGET & SPENDING

\$ 178.8M Operating Budget

\$7.6M Construction Funds

\$54K Rural Health Funds

HEALTH CARE PROVIDED

20,416 Veterans Served

217,218 Outpatient Visits

5,296 Urgent Care Visits

1,689 Surgical Procedures

36,810 Mental Health Outpatient Visits

684 Inpatient Stays

15,405 Bed Days of Care

42 Average Daily Census

602,092 Clinical Laboratory Tests

DEMOGRAPHICS

25,864 Square Miles

25 Counties Served

96.4% Rural/Highly Rural Veterans

WORKFORCE IN FY19

671 Total Employees

569 Iron Mountain

102 CBOCs/Other

28% are Veterans

126 RNs

55 LPNs

20 Nursing Assistants

32 Physicians

31 Social Workers

25 Mid-level providers (DNPs, NPs, PAs)

12 Licensed Psychologists

5 Physical Therapists

4 Physical Therapy Assistants

2 Occupational Therapists

7 Clinical Pharmacy Specialists

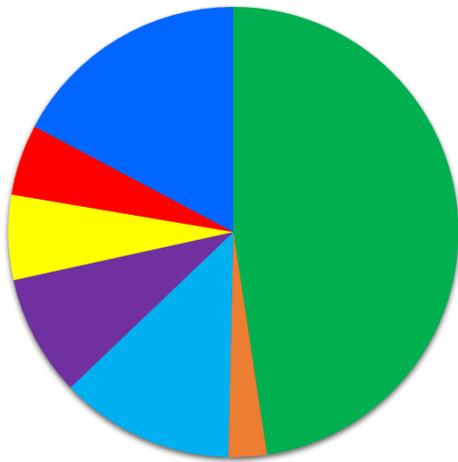
2 Dentists

3 Optometrists

3 Audiologists

OGJVAMC BY THE NUMBERS

Construction Projects

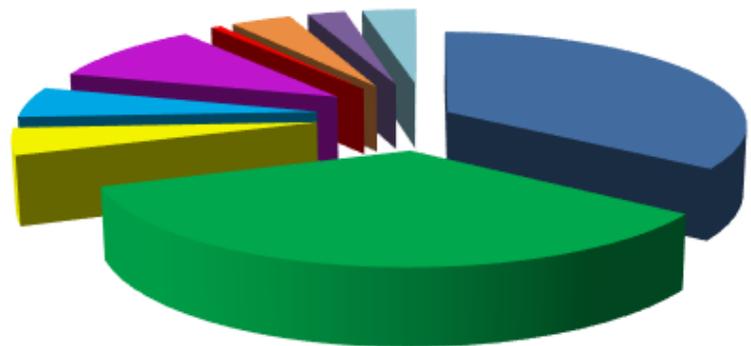


Program Expenditure	Amount
Expand Community Living Center	\$11,070,000
Expand Primary Care Planning and Design	\$638,000
Upgrade Heat Exchangers and Replace Perimeter Heat	\$2,908,000
Upgrade Staff Parking Area and Stormwater Utilities	\$2,020,000
Upgrade Air Handling Units 10 and 11	\$1,420,000
Upgrade 4 East Inpatient Rooms	\$1,184,000
Non-Recurring Maintenance and Other Projects	\$4,008,000
Total:	\$23,248,000

Other Financial Expenditures

\$68.8	Salaries
\$68.2	Purchased/Contracted Medical Services
\$9.1	State Home
\$10.5	Equipment/Medical Supplies
\$20.3	Pharmacy
\$1.3	Utilities
\$7.6	Construction
\$4.7	Beneficiary Travel
\$6.8	Prosthetics

\$197.3M Total





Oscar G. Johnson VA Medical Center

325 East H Street, Iron Mountain, MI 49870 | Ph: (906) 774-3300

Outpatient Visits: 148,973 Veterans Served: 19,936

Hancock VA Community Outpatient Clinic

787 Market Street, Suite 9, Hancock, MI 49930 | Ph: (906) 482-7762

Outpatient Visits: 12,886 Veterans Served: 1,804



Ironwood VA Community Outpatient Clinic

629 West Cloverland Drive, Suite 1, Ironwood, MI 49938 | Ph: (906) 932-0032

Outpatient Visits: 5,383 Veterans Served: 1,366

Manistique VA Outpatient Clinic (Mon-Thu)

813 East Lakeshore Drive, Manistique, MI 49854 | Ph: (906) 341-3420

Outpatient Visits: 5,193 Veterans Served: 805



Marquette VA Outpatient Clinic

1414 West Fair Avenue, Suite 285 Marquette, MI 49855 | Ph: (906) 226-4618

Outpatient Visits: 14,869 Veterans Served: 3,108

Menominee VA Outpatient Clinic

1110 10th Avenue, Suite 101, Menominee, MI 49858 | Ph: (906) 863-1286

Outpatient Visits: 7,753 Veterans Served: 1,909



Rhinelander VA Outpatient Clinic

639 West Kemp Street, Rhinelander, WI 54501 | Ph: (715) 362-4080

Outpatient Visits: 14,155 Veterans Served: 3,313

Sault Ste. Marie VA Outpatient Clinic

509 Osborn Boulevard, Suite 306, Sault Ste. Marie, MI 49783 | Ph: (906) 253-9383

Outpatient Visits: 8,006 Veterans Served: 1,341



Oscar G. Johnson VA Medical Center

325 E H St, Iron Mountain, MI 49801

www.ironmountain.va.gov | (906) 774-3300

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[Website](#)

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