2011 Military Health System Conference
VA and DoD Operating as One
Captain James A. Lovell Federal Health Care Center

The Quadruple Aim: Working Together, Achieving Success

David J. Beardsley, CAPT, MC, USN
Patrick L. Sullivan, FACHE

January 25, 2011
<table>
<thead>
<tr>
<th>1. REPORT DATE</th>
<th>2. REPORT TYPE</th>
<th>3. DATES COVERED</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 JAN 2011</td>
<td></td>
<td>00-00-2011 to 00-00-2011</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. TITLE AND SUBTITLE</th>
<th>5a. CONTRACT NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>VA and DoD Operating as One</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. AUTHOR(S)</th>
<th>5b. GRANT NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)</th>
<th>5c. PROGRAM ELEMENT NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain James A. Lovell Federal Health Care Center, 3001 Green Bay Rd, North Chicago, IL, 60064</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. PERFORMING ORGANIZATION REPORT NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)</th>
<th>10. SPONSOR/MONITOR’S ACRONYM(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11. SPONSOR/MONITOR’S REPORT NUMBER(S)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>12. DISTRIBUTION/AVAILABILITY STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved for public release; distribution unlimited</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>13. SUPPLEMENTARY NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>presented at the 2011 Military Health System Conference, January 24-27, National Harbor, Maryland</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>14. ABSTRACT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>15. SUBJECT TERMS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>16. SECURITY CLASSIFICATION OF:</th>
<th>17. LIMITATION OF ABSTRACT</th>
<th>18. NUMBER OF PAGES</th>
<th>19a. NAME OF RESPONSIBLE PERSON</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. REPORT</td>
<td>Same as Report (SAR)</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td>unclassified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. ABSTRACT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>unclassified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. THIS PAGE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>unclassified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Standard Form 298 (Rev. 8-98)  
Prescribed by ANSI Std Z39-18
OBJECTIVES

• Overview of Captain James A. Lovell Federal Health Care Center (FHCC)

• Challenges to success in combining processes, systems and people

• Lessons learned

• Questions
Mission
As the first integrated health-care federal facility, we are proud to provide comprehensive, compassionate, patient centered care to our veterans and DoD beneficiaries while maintaining the highest level of operational readiness.

Vision
Creating the future of federal healthcare through excellence in world-class patient care, customer service, education and research.

Values
Respect; Integrity; Trust; Accountability; Teamwork/Camaraderie
First-of-its kind integration between VA and DoD. FHCC includes:

- **West Campus:** Former North Chicago VA Medical Center buildings, including the new MILCON funded ambulatory addition
- **East Campus:** USS Osborne, USS Tranquillity, USS Red Rover and Fisher Branch Medical Clinics
- **Clinics:** Kenosha, McHenry and Evanston Community Based Outpatient Clinics
The FHCC is the “integration” of:
* The present NCVAMC (West Campus)
* The newly constructed Ambulatory Care Center (West Campus), replacing 12 story former Naval Hospital (200H)
* The Navy Fleet Medicine Clinics (East Campus)
* VA Community Based Outpatient Clinics
FHCC WASN’T BUILT IN A DAY

“Perseverance is the hard work you do after you get tired of doing the hard work you already did” - Newt Gingrich
Sharing Relationship
October 2003
- Inpatient Mental Health transferred
- Reimbursement methodology:
  - As TRICARE Network Provider Status
- Local VA/DoD Working group chartered
  - Multi-disciplinary

December 2004
- DoD Blood Donor Processing Center transferred
- Reimbursement methodology:
  - Navy leases VA laboratory space
  - VA purchases blood products
- Avoids $3M construction cost to Taxpayer

Network Relationship
January 2005
$13M NCVAMC Project
- Construction of 4 new OR’s
- Renovated 4 existing OR’s
- Expansion of existing Emergency Department

June 2006
- Transfer of inpatient med/surg/pediatric
  - Prof. svs. by Navy MD’s for Surgery and Peds
- Transfer of operating room
- Transfer of ICU
- Transfer of ER service
- Reimbursement methodology:
  - Facility charges at TRICARE Network negotiated rate.

Federal Health Care Center
FY2007
Navy construction project began 2 JUL 2007:
- Surface parking (staff) completed DEC 2007

FY2008
- Parking Garage completed SEP 2008
- Renovated 45,000 square foot of existing NCVAMC spaces - completed SEP 2009.
- Begin 201,000 square foot ambulatory care center

Fall 2010
- Construction completed in SEPT 2010
- FHCC activated on 01 OCT 2010
- Clinics & Admin functions relocations completed by FEB 2011

FY04 - Women’s Health & Mammography
FY05 – MRI, Oncology & Fiber Optic Connectivity
FY06 – Hospitalist & Digital Radiography (PACS)
FY07 – Project Management Support
FY08 – Enterprise IM/IT Requirements
FY09/10 – Enterprise IM/IT Development

2011 MHS Conference
FHCC Reporting Structure

Joint Executive Council (JEC)
Health Executive Council (HEC)

Advisory Board

VA Director (SES)
Navy Deputy (O6)

Stakeholders
Advisory Council

Patient Services
Patient Care
Facility Support
Dental Services
Resources
Fleet Medicine

Mgmt. Auth. From Executive Agreement (EA)
Communication and EA Compliance
Operational Line of Authority
Military Reporting Relationship & Accountability

2011 MHS Conference
MHS QUADRUPLE AIM

• READINESS: Operational Readiness, Training Opportunities for Corpsman and other medical professionals.

• EXPERIENCE OF CARE: The Right Care, at the Right Time and Place

• POPULATION HEALTH: Leveraging VA & DoD Computer Systems to Improve Outcomes

• PER CAPITA COST: Cost Synergies from Internal Economies of Scale.

CREATING A LEARNING ORGANIZATION:
An Ongoing Process of Continuous Improvement, Staff Engagement and Course Adjustment
MHS QUADRUPLE AIM

Leadership

IM/IT

Patient Care Services

Resources

Culture & Communications

Personnel & Labor Relations

PATIENT
LEADERSHIP

• Early Establishment Of FHCC Leaders
• Deputy Director On Board Early
• Leadership Training (VA & DoD)
• Co-Location of Direct Reporting w CMD Suite
• Communication (Vertical & Horizontal)
• Executive Steering Committee (ESC)
• FHCC Advisory Board
• Role Definition
• Integration Teams
• Visibility (Town Halls, All Hands)
• Executive Sharing Agreement
• Mission, Vision & Values
PATIENT CARE/SERVICES

- Patient Safety #1
- Clinical Service Integration
- Communication to Beneficiaries
- Patient Priority
- Access To Care
- State Of The Art Equipment
- Corpsman Integration / IDC
- Integrated Policies
- Education and Research
- Synergies of Scale
- Product Line Recapture
• Establishing Our Brand
  • Logo
  • Promise Kept: *Readying Warriors and Caring for Heroes*
• External Communication
  • Community Events
  • Speaking Engagements
  • Press Releases
  • Social Media
CULTURE & COMMUNICATIONS

• Internal Communication
  • Newsletter
  • Town Halls / Captain’s Calls
  • Off-Site Retreats
  • Focus Groups & Surveys (NCOD / NPGS)
PERSONNEL & LABOR RELATIONS

- Transfer Of Function
- Military / Civilian
- Combining Labor Unions
- Labor Partnership
- Position Descriptions
- Education & Training (LMS/NKO)
- New Organization Structure
- Total Work Force Management
• Budget - Joint Medical Facility Demonstration Fund (JMFDF)
• Reconciliation
• Continuing Resolution Authority (CRA)
• Supply Chain
• Contract Issues
• Construction
Single Desk Top

Evaluate Scheduling
Clinic Appointment

Single Registration

Business Intelligence
- Evaluate Financial
- Quality
- Operational Readiness

Order(s) Portability
- AHLTA<>VistA
- Lab
- Radiology
- Pharmacy

PATIENT
LESSONS LEARNED

- Maintain Focus On The Vision
- Buy-In From All Levels Of Both Organizations Critical
- Everyone Will Function As “One Team” Focused On the Mission (Healthcare and Readiness).
- Use Lessons Learned From Other VA/DoD Efforts.
- Focus On Collaboration, Not Control
- What Is Crafted For FHCC Should Be Exportable To other VA/DoD Efforts.
- Use System Thinking Not Linear Thinking
- Plan For Future Reality
- Cheerful Persistence
LESSONS LEARNED

- Dedicate Resources (Funds / Staff) Early
- Get HQ Engaged Early
- Get Legal Engaged Early
- Remember Murphy’s Law
- Expect To Be Under A Microscope
- Mitigate Risks
- Complexity of Legal Process
- Be Willing to Take Risks
- Have A Backup Plan. Be Flexible
- Measures of Success
- Executive Sharing Agreement
QUESTIONS?

Readying Warriors

and

Caring for Heroes