



FISCAL  
YEAR **2019**  
**ANNUAL  
REPORT**

Advancing Quality Care  
for All Veterans

---

[www.denver.va.gov](http://www.denver.va.gov)

**VA**



**U.S. Department of Veterans Affairs**

Veterans Health Administration  
Eastern Colorado Health Care System

# Advancing Quality Care for All Veterans

VA Eastern Colorado Health Care System (VA ECHCS) is a Joint Commission accredited, complexity level 1A facility, covering more than 44,000 square miles, serving Veterans in eastern Colorado and surrounding states. The medical center is located in Aurora, Colorado, with outpatient clinics located throughout Colorado: Alamosa, Aurora, Denver, Golden, Colorado Springs, Pueblo, La Junta, and Lamar. There are Primary Care Telehealth Clinics in Burlington and Salida.

We partner with the Department of Defense and the Veterans Benefits Administration to support an Integrated Disability Evaluation System (IDES) Center at Fort Carson. VA ECHCS has a 40 bed Community Living Center in Pueblo, CO, a 19 bed PTSD Residential Rehabilitation Treatment Program in Denver, CO and a 40 bed Homeless Domiciliary in Lakewood, CO. VA ECHCS has additional free-standing health care sites which include the Jewell Polytrauma and Low Vision Clinic and the Community Resource and Reference Center (CRRC).

Organizationally, we have a strong commitment to research and in FY19, we had more than \$23.1 million in funded research. Our research incorporates a Geriatric Research and Education Service, Mental Illness Research Education Clinical Center of Excellence, and a Center for Innovation for Veteran Centered and Value Driven Care. In addition to research, we also have a strong academic affiliation with the University of Colorado, supporting more than 164 medical residents, and training more than 400 allied health professionals.

## VA Eastern Colorado Health Care System

1700 North Wheeling Street, Aurora, CO 80045

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

 @VAECHCS  @VAECHCS  @VAECHCS



# Executive Leadership



**Michael T. Kilmer**  
Director



**Clifford L. Parmley**  
Chief of Staff



**Keith Harmon**  
Nurse Executive



**Duane B. Gill**  
Deputy Director



**Josh Pridgen**  
Associate Director



**Mary S. Newell**  
Assistant Director

# Sites of Care

## **Alamosa VA Clinic**

622 Del Sol Drive  
Alamosa, CO 81101  
303-398-6340

## **Aurora VA Clinic**

13701 East Mississippi Avenue  
Gateway Medical Bldg #200  
Aurora, CO 80012  
303-398-6340

## **Burlington VA Clinic**

1177 Rose Avenue  
Burlington, CO 80807  
719-346-5239

## **Denver VA Clinic**

4545 E. 9th Avenue, Suite 010  
Denver, CO 80220  
303-399-8020

## **Golden VA Clinic**

1020 Johnson Road  
Golden, CO 80401  
303-914-2680

## **Jewell VA Clinic**

14400 East Jewell Avenue  
Aurora, CO 80012  
303-283-5400

## **La Junta VA Clinic**

100 Carson Avenue, Suite 104  
La Junta, CO 81050  
719-383-5195

## **Lamar VA Clinic**

1401 South Main Street, Suite 2  
Lamar, CO 81052  
719-336-0315

## **PFC Floyd K. Lindstrom VA Clinic**

3141 Centennial Boulevard  
Colorado Springs, CO 80907  
719-327-5660

## **PFC James Dunn VA Clinic**

4776 Eagleridge Circle  
Pueblo, CO 81008  
719-553-1000

## **Rocky Mountain Regional VA Medical Center**

1700 North Wheeling Street  
Aurora, CO 80045  
303-399-8020

## **Salida VA Primary Care Telehealth Outreach Clinic**

920 Rush Drive  
Salida, CO 81201  
719-539-8666

# Message from the Director

It is a distinct pleasure joining VA Eastern Colorado Health Care System as its new Director. I am very impressed with our amazing staff and Veterans. Having spent the past two years as the Director for VA Western Colorado Health Care System, located in Grand Junction, Colorado – I am not new to Colorado’s unique challenges and opportunities.

Last year, our employees undertook enormous challenges, finding new and innovative ways to expand health care services in the rural and urban communities in which you live. Working together, they stood up a new Spinal Cord Injury Disorder Inpatient Unit in the Rocky Mountain Regional VA Medical Center and brought mammography services to the PFC Floyd K. Lindstrom Clinic in Colorado Springs. They also opened the new Denver VA Clinic, a new stand-alone Community Resource and Referral Center while decommissioning of the old Denver VA Medical Center. We continue to be one of the nation’s leaders when it comes to the care we provide our Veterans as they transition from inpatient to outpatient services.

Organizationally, we saw an increase of individual categories in our Strategic Analytics for Improvement and Learning (SAIL) scores, along with many other metrics. We are improving both Veteran experience and employee satisfaction ratings. I expect these scores will only increase.

These are exciting times in health care. Our future is bright as we continue to innovate and advance quality health care for America’s Veterans. I hope to meet all of you; our Veterans, employees, and our eastern Colorado communities.

Thank you for choosing VA and entrusting Eastern Colorado Health Care System with your health care needs. I look forward to serving with you in the years ahead.



*M. T. Kilmer*

Michael T. Kilmer  
Director, VA Eastern Colorado Health Care System



# 2019 Financial Report and Statistics

## Operating Expenses

Salaries: \$421,575,306  
Services: \$81,194,993  
Supplies: \$122,261,057  
Equipment: \$12,934,619  
Other Expenses: \$45,470,461  
Total: \$683,436,435

## Staffing Statistics

(FTE = Full Time Employee)  
Employees (FTE): 3,458  
Physicians (FTE): 300  
RN (FTE): 776  
Other (FTE): 2,380

## Community Care Budget

Choice: \$ 15,746,173  
Community Care: \$133,593,241  
Total: \$149,339,414

## Volunteer Statistics

Volunteer Hours: 137,443  
Donations cash and non-cash: \$1,082,382  
Total impact in value of hours worked plus donations in dollar value: \$4,577,303  
Total Volunteers: 828

## Education and Training Statistics

Medical Residents and Students: 1,410  
Other Clinical Trainees: 20  
Total: 1,430

## Workload Statistics

Internal Medicine Beds: 58  
Psychiatry Beds: 30  
Rehab Medicine Beds: 8  
Spinal Cord Injury and Disorders Unit Beds: 20  
Surgery Beds: 22  
Domiciliary Beds: 59  
Community Living Center Beds: 30  
Health Care Center Beds Total: 227

## Research Statistics

Principal Investigators: 166  
Research Projects: 422  
Total Funded: \$20,877,599



### Admissions

Acute: 5,516  
Domiciliary: 137  
CLC: 5  
Med/Surg: 1,038  
Total: 6,696

### Patient Bed Days

Inpatient: 38,268  
Extended Care: 27,561  
Domiciliary: 16,651  
Total: 82,480

### Average Length of Stay (days)

Domiciliary: 46  
Acute: 9

### Surgeries

Inpatient: 1,204  
Outpatient: 3,673  
Total: 4,877

### Colorado Veteran Population

383,699

### Outpatient Visits

Alamosa VA Clinic: 6,294  
Aurora VA Clinic: 25,976  
Burlington VA Clinic: 2,462  
Denver VA Clinic: 22,506  
Golden VA Clinic: 64,055  
IDES: 2,606  
Jewell VA Clinic: 15,917  
La Junta VA Clinic: 5,488  
Lamar VA Clinic: 1,984  
PFC Floyd K. Lindstrom VA Clinic: 195,099  
PFC James Dunn VA Clinic: 74,879  
Rocky Mountain Regional VA Medical Center: 633,488  
Salida VA Clinic: 1,614  
Total: 1,068,816

### Telehealth Medicine

Individual instances of care: 29,359  
Veterans using Telehealth: 14,006

### My HealtheVet

Registered MyHealtheVet users: 61,327  
Secure messages received: 100,620

Outpatient  
Visits  
**1,068,816**

Patient  
Bed Days  
**82,480**

Veterans  
Using Telehealth  
**14,006**

Colorado  
Veteran  
Population  
**383,699**

Total  
Admissions  
**6,696**

Surgeries  
**4,877**

Registered  
MyHealtheVet  
Users  
**61,327**



# Accreditation and Certification

- ➔ American Association of Blood Banks (AABB)
- ➔ American Board of Physical Therapy Residency and Fellowship Education (ABPTRFE) for Physical Medicine Rehabilitation Services, Orthopedic Residency
- ➔ American College of Radiology (ACR)
- ➔ American Psychological Association (APA) for Behavioral Health (pre-doctoral internship, post-doctoral fellowship, MIRECC)
- ➔ American Society of Health-System Pharmacists (ASHP) for Pharmacy Residencies (PGY1 Pharmacy Practice, PGY2 Geriatrics, PGY2 Psychiatry, PGY2 Health System Pharmacy Leadership Administration)
- ➔ Assessment and Accreditation of Laboratory Animal Care (AAALAC)
- ➔ College of American Pathologists (CAP)
- ➔ Commission on Accreditation of Rehabilitation Facilities (CARF)
- ➔ Commission on Dental Accreditation (CODA) for Dental Residency
- ➔ Food and Drug Administration (FDA) accreditation for both lab and mammography
- ➔ Joint Commission (JC)
- ➔ Nuclear Regulatory Commission (NRC)



© Edward Jones, MD, award-winning VA, University of Colorado School of Medicine and US Army Reserve surgeon. Photo by Shawn Fury.

# Awards and Accomplishments

## VA Health Care Provider of the Year

Keith Harmon, Associate Director of Patient Care Services, Nurse Executive, for VA Eastern Colorado Health Care System was named the 2018 recipient of the “VA Health Care Provider of the Year” award. Harmon was honored with this prestigious award from the American Legion which honors health care professionals who go above and beyond for the Veterans they serve. The Veterans Health Administration employs more than 300,000 health care professionals and Harmon is the second VA provider to receive this distinguished award. The National American Legion Commander and VA Secretary Robert Wilkie presented Harmon with his award at the 2019 National American Legion Washington Conference.

## American Osteopathic Foundation’s 2019 National James M. Lally, DO, Emerging Leader of the Year

Dr. Cole Zanetti, Chief of Primary Care for the Golden VA Clinic was recognized as an osteopathic leader whose actions have been instrumental in motivating and inspiring others for the betterment of the profession. In addition to this significant award, Dr. Zanetti was also appointed by the Mayor of Denver to serve on the City of Denver’s Board of Public Health and Environment which works collaboratively with city, state and community partners to conduct education, community engagement, and enforcement to ensure healthy people, healthy pets and a sustainable environment.

## The DAISY Award for Extraordinary Nurses

DAISY is an acronym for Diseases Attacking the Immune System. The DAISY Award was established by the DAISY Foundation in memory of J. Patrick Barnes who died at age 33 of ITP, an auto-immune disease. The Barnes Family was awestruck by the clinical skills, caring and compassion of the nurses who cared for Patrick, so they created this national award to say thank you to nurses everywhere. Nine VA Eastern Colorado Health Care System nurses received the Daisy Award this year.



# Thanking Our Nurses for Extraordinary Care

The DAISY award individually recognizes nurses and honors the super-human work they do for their patients and families every day.





### **Healthcare Equality Index 2019**

We received the designation as a Healthcare Equality Index “Top Performer” by the Human Rights Campaign (HRC). According to the HRC, “the Healthcare Equality Index is the national LGBTQ benchmarking tool that evaluates healthcare facilities’ policies and practices related to the equity and inclusion of their LGBTQ patients, visitors and employees.” This designation reflects the commitment we have to provide LGBTQ-inclusive services and reflects the hard work of staff to become trained in LGBTQ-sensitive care.

### **Voluntary Services Volunteer of the Year**

Every Wednesday at the Rocky Mountain Regional VA Medical Center, Tim Sullivan, a Vietnam Veteran and Marine Corps League Volunteer, cleans, repairs and replaces Veteran eyeglasses for free. On a busy day, which begins at 4:30 a.m., Sullivan helps more than 150 Veterans with their eyeglasses. He was chosen as this year’s Volunteer of the Year because he consistently and continuously shows his dedication to serving Veterans and is truly an amazing individual for others to emulate. Sullivan has more than 4,500 hours of service and will continue to watch this number grow, because according to him, “The VA hospital has a special place in my heart, and I’ll keep doing this as long as I can for the Veterans who come here.”

### **Facilities and Construction Projects**

- ➔ Opened new Community Resource and Referral Center (November 30, 2018)
- ➔ Ribbon Cutting for new Spinal Cord Injury and Disorders Unit (April 8, 2019)
- ➔ Groundbreaking for new 16-unit Fisher House (April 16, 2019)
- ➔ Opened new Denver VA Clinic (June 18, 2019)

# Systems Redesign

VA Eastern Colorado Health Care is an emerging leader in the use of process improvement methodologies. In FY19, they established their very own internal training and certification program for both Lean and Lean Six Sigma this year with projections to train more than 100 employees in process improvement fundamentals.

Formalized process improvement projects this year include:

- ➔ Streamlining the direct admission process to ensure proper hand-offs occur
- ➔ Redesign of acute discharge rounds to ensure patients are discharged timely and safely
- ➔ Redesigning acute bedside rounds to provide a better patient-centric experience that is inclusive to multiple clinical partners
- ➔ Ensuring Veterans who frequently utilize the Emergency Department are receiving appropriate care from their assigned providers



Building A, Rocky Mountain Regional VA Medical Center.  
Photo by Shawn Fury. ➔





## Putting Veterans at the Center of All We Do

*We start every day with a fresh commitment to making life better for the brave men and women who risk so much to protect our freedom and our country. That's why we're constantly pushing ourselves to develop more advanced treatments, enhance support services and expand access to the best care possible in our state-of-the-art facilities where we help our patients feel better faster.*

*Excellent care has no boundaries.*

*That's why we proudly serve all who served, regardless of race, gender, ethnicity, or sexual orientation. We believe it's up to all of us to make sure all Veterans can enjoy the health and happiness they deserve.*



VA

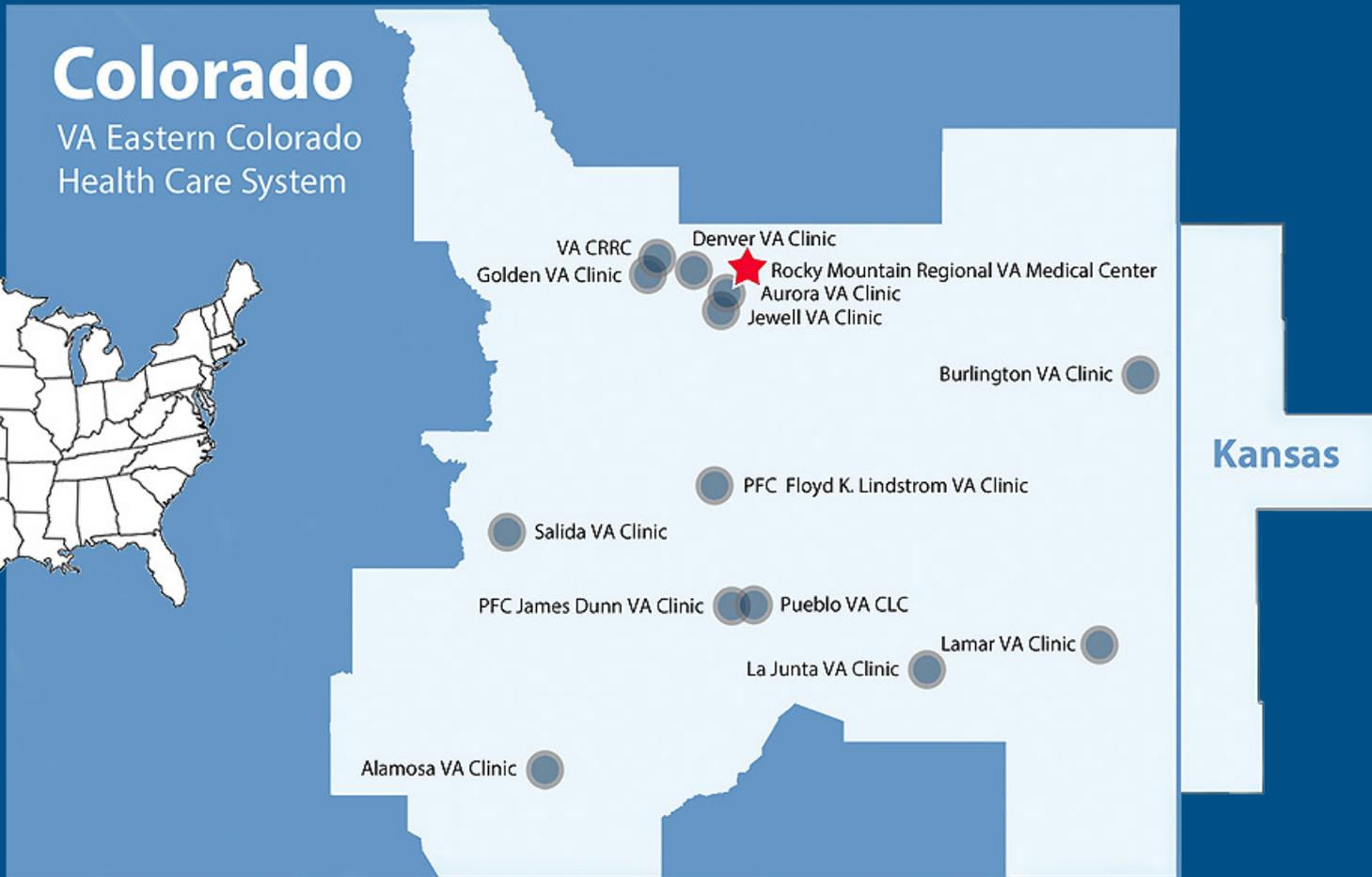


U.S. Department of Veterans Affairs

Veterans Health Administration  
Eastern Colorado Health Care System

# Colorado

VA Eastern Colorado  
Health Care System



1700 North Wheeling Street, Aurora, CO 80045

303-399-8020

[www.denver.va.gov](http://www.denver.va.gov)