Our motto in VA Northern Indiana Healthcare System (VANIHCS) is Excellence Every Veteran Every Encounter - simply striving for excellence in everything we do for Veterans and fellow staff members. This past year in service to our Veterans, we have seen our staffing levels grow to all-time highs in order to improve access to care; we also continued to modernize our facilities and equipment in order to provide the most safe and effective care to Veterans, and a safe work environment for staff.

In 2020, our journey to excellence will include our journey to becoming a high reliability patient care organization - with the ultimate goal of zero preventable harm in all our patient care and related activities. This journey will ultimately insure that HARM prevention and process improvement are second nature to all of our employees.

If there are any questions or concerns about care or experiences or safety issues at VA Northern Indiana Health Care System, please contact my Director’s Hotline by calling 800-360-8387, extension 71504, or visit our website; www.northernindiana.va.gov.

Thank you Veterans for your service to our Nation; thank you families for helping us support our Veterans; and thank you VANIHCS staff for serving our Veterans.

Sincerely,

Michael E. Hershman, MHA, FACHE
Director

**EXECUTIVE LEADERSHIP TEAM**

Michael E. Hershman, MHA, FACHE, COL, (Ret.), US Army
Director

Phil Shealey, DBA
Associate Director, Operations

Pervas Choudry, MD
Acting Chief of Staff

Audrey Frison, DM, RN
Associate Director, Patient Care Services

Anthony Colón, MSHCM, FACHE
Assistant Director
OUR HEALTH CARE SITES

FORT WAYNE CAMPUS
2121 Lake Ave.
Fort Wayne, Ind. 46805
260-426-5431

MARION CAMPUS
1700 E. 38th St.
Marion, Ind. 46953
765-674-3321

GOSHEN OUTPATIENT CLINIC
2606 Peddlers Village Rd.
Suite 210
Goshen, Ind. 46526
574-534-6108

ST. JOSEPH COUNTY VA CLINIC
1540 Trinity Pl.
Mishawaka, Ind. 46545
574-272-9000

MUNCIE OUTPATIENT CLINIC
2600 White River Blvd.
Suite 210
Muncie, Ind. 47303
765-254-5602

PERU OUTPATIENT CLINIC
750 N. Broadway
Peru, Ind. 46970
765-472-8907

www.northernindiana.va.gov
@vanorthernindiana
@VANIHCS

E2VE2
EXCELLENCE EVERY VETERAN EVERY ENCOUNTER
OVERVIEW OF OPERATIONS

VA Northern Indiana Health Care System (VANIHCS) was formed in 1995 by the integration of the VA Medical Centers in Fort Wayne and Marion, Indiana. Primary care clinics are available at both medical centers and at Community Based Outpatient Clinics (CBOCs) located in Mishawaka, Goshen, Peru and Muncie, Indiana. Recently completed renovations, new construction and continuous maintenance ensure an attractive, state-of-the-art health care environment.

Marion campus
Originally constructed as the Marion branch of the National Home for Disabled Volunteer Soldiers, and has been improving the health of Veterans who have proudly served our nation since 1889. Marion campus has 75 acute psychiatry beds and a 150-bed nursing home care unit. Mental health clinics, primary care, medical and surgical specialty care are also available.

Fort Wayne campus
Since 1950, the Fort Wayne campus has served Allen County and surrounding areas. The Fort Wayne campus has a 26 bed medical center providing acute medical and surgical services. The facility also offers mental health clinics, primary care, medical and surgical specialty care.

Appointments Served and Appointments Completed by Site:

<table>
<thead>
<tr>
<th>Site</th>
<th>Total Veterans</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>FORT WAYNE</td>
<td>32,042</td>
<td>232,547</td>
</tr>
<tr>
<td>MARION</td>
<td>24,741</td>
<td>137,873</td>
</tr>
<tr>
<td>MISHAWAKA</td>
<td>11,061</td>
<td>74,731</td>
</tr>
<tr>
<td>MUNCIE</td>
<td>4,259</td>
<td>22,180</td>
</tr>
<tr>
<td>PERU</td>
<td>3,305</td>
<td>12,013</td>
</tr>
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</table>

Total Operating Budget: $330,421,370

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Care</td>
<td>$181,221,268</td>
</tr>
<tr>
<td>Employee Payroll</td>
<td>$189,407,781</td>
</tr>
<tr>
<td>Supplies &amp; Services</td>
<td>$106,708,458</td>
</tr>
<tr>
<td>MCCF Collections</td>
<td>$20,236,781</td>
</tr>
<tr>
<td>Capital Improvements</td>
<td>$19,157,140</td>
</tr>
</tbody>
</table>
### Veterans Served by Gender
- Female: 7%
- Male: 93%

### Veterans Served by Era of Service
- World War II: 27%
- Korean: 7%
- Other: 4%
- Persian Gulf War: .002%
- Post-Vietnam: .005%
- Pre-Korean: 13%
- Vietnam-Era: 50%

### Veterans Served by Age
- <25: .006%
- 25-34: 6%
- 35-44: 9%
- 45-54: 7%
- 55-64: 16%
- 65-74: 35%
- 75-84: 16%
- 85+: 9%

### Veterans Using VANIHCS by Home County
- Allen, IN: 12%
- St. Joseph, IN: 7%
- Elkhart, IN: 6%
- Grant, IN: 4%
- Delaware, IN: 18%
- Madison, IN: 18%
- Howard, IN: 12%
- Miami, IN: 11%
- Kosciusko, IN: 11%
- Huntington, IN: 11%
- Dekalb, IN: 11%
- LaPorte, IN: 11%
- Noble, IN: 11%
- Berrien, MI: 11%
- Wabash, IN: 11%
- Marshall, IN: 11%
- Cass, IN: 11%
- Steuben, IN: 11%
- Cass, MI: 11%
- Whitley, IN: 11%
- Wells, IN: 11%
- Defiance, OH: 11%
- Adams, IN: 11%
- Miami, IN: 11%

### Veterans Served by Facility Location
- Fort Wayne, IN: 38%
- Marion, IN: 13%
- SJC VA Clinic: 5%
- Fort Wayne Annex: 4%
- Muncie, IN: 4%
- Peru, IN: 4%
- Goshen, IN: 4%

### Outpatient Visits by Facility Location
- Marion, IN: 27%
- Fort Wayne, IN: 43%
- SJC VA Clinic: 15%
- Muncie, IN: 6%
- Goshen, IN: 4%
- Peru, IN: 4%
- Fort Wayne Annex: 3%
2019 WORKLOAD

**Operating Beds:** 301

**Total Admissions:** 1,890

**Emergency Department Visits:** 14,271

**Veterans Served by Mental Health:** 8,077

**Pharmacy Prescriptions Filled:** 954,799

**Inpatient Meals Served:** 210,290

**Surgeries Performed:** 3,069

**Veterans Served by Mental Health:**
- FY 2014: 44,093
- FY 2015: 44,043
- FY 2016: 44,113
- FY 2017: 44,032
- FY 2018: 44,133
- FY 2019: 44,032

**Outpatient Encounters Completed by Year:**
- FY 2014: 610,821
- FY 2015: 640,091
- FY 2016: 652,644
- FY 2017: 638,836
- FY 2018: 648,418
- FY 2019: 664,645
## WORKFORCE DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>1,887</td>
</tr>
<tr>
<td>Veterans Employed</td>
<td>38%</td>
</tr>
<tr>
<td>Male</td>
<td>37%</td>
</tr>
<tr>
<td>Female</td>
<td>63%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>81%</td>
</tr>
<tr>
<td>African American</td>
<td>13%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>2%</td>
</tr>
<tr>
<td>Asian American</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>0.1%</td>
</tr>
<tr>
<td>Employees with Documented Disabilities</td>
<td>16%</td>
</tr>
<tr>
<td>VA Volunteers*</td>
<td>420</td>
</tr>
</tbody>
</table>

*VANIHCS Volunteers logged over 59,120 hours of service.

## WORKFORCE SNAPSHOT

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>384</td>
</tr>
<tr>
<td>Physicians</td>
<td>75</td>
</tr>
<tr>
<td>Social Work Staff</td>
<td>86</td>
</tr>
<tr>
<td>Pharmacy Staff</td>
<td>93</td>
</tr>
<tr>
<td>Mental Health Staff</td>
<td>89</td>
</tr>
<tr>
<td>Facilities Staff</td>
<td>155</td>
</tr>
</tbody>
</table>
Dr. Michael Jones has been serving as a primary care physician at VA Northern Indiana Health Care System’s (VANIHCS) Peru Community-Based Outpatient Clinic (CBOC) for 13 years. He also has been serving as a physician in the Army National Guard for 23 years.

In August 2018, Dr. Jones was selected as the Indiana State Surgeon for the Army National Guard. As Indiana State Surgeon, Dr. Jones works under the Indiana Adjutant General, General R. Dale Lyles.

“As the State Surgeon I have the opportunity to impact the health and readiness of the Army and my fellow soldiers at a much broader level,” said Dr. Jones, VANIHCS Physician.

Dr. Jones medically advises the Adjutant General, oversees the Indiana National Guard’s medical personnel and the medical readiness of over 11,000 soldiers.
“As a Soldier, I recall our Army Values, one of which is selfless service. Dr. Mike Jones epitomizes the Army Value of selfless service, and our VA ICARE Value of Commitment. No one does more for our Veterans in Indiana and our Indiana Guard Members than Mike – he is the consummate physician-leader and citizen Soldier,” said Mike Hershman, VANIHCS Director.

Dr. Jones joined the Army National Guard in 1996 after receiving his undergraduate from Manchester University. He graduated from Indiana University in 1999 and finished his Family Practice Residency in 2002.

During his 23 years of service, Dr. Jones served 3 tours in Iraq and 2 Continental United States mobilizations.

In August 2019, Dr. Jones deployed to Niger, Africa to help develop a basic training program for the Forces Armees Nigeriennes.

“My father is Navy Veteran, both my grandfathers, and my great grandfather served in the Army, they inspired me to serve my country,” said Jones.

Dr. Jones currently serves approximately 1,200 veterans a year at the Peru, Indiana CBOC. VANIHCS is currently in the process of expanding their Peru facility. The expansion will add 2 additional Patient Aligned Care Teams and mental health services.

“Working at the VA allows me to further my service and connection to military and veterans outside of a military uniform. The CBOC expansion will not only improve our Veteran Healthcare, it will allow us to serve more Veterans,” said Jones.
Employers, locally and regionally, are connecting with Veterans thanks to the Marion VA Medical Center.

The Marion campus gymnasium was filled with over eighty potential employers gathered during the annual job fair held in May. The event is in its 7th year and allows northern Indiana Veterans to network and schedule interviews with potentially finding secure employment.

At the sign-in table near the entrance of the event, a staff member rang a bell every few minutes, to signal each time a Veteran was offered an interview or job.

Teresa Davis, the vocational rehabilitation supervisor for the Marion VA, said the goal of the event was to “help veterans obtain and maintain employment.”

Teresa has been the driving force behind the event since the first year. The first job fair was held in the atrium of Marion campus and had thirty employers present. Currently, the event consistently hosts between 70 and 80 vendors with more than 200 Veterans attending every year.

Initially, VA staff had to promote the event to employers. Now, businesses contact VA Northern Indiana to secure a booth at the job fair.

With increased enthusiasm of local organizations, the event consistently features between 70 and 80 vendors and attracts more than 200 veterans each year. While initially the VA had to reach out to employers, businesses now contact the VA to obtain a booth at the job fair.

The event has gained momentum to attract employers from across Indiana including Fort Wayne, Indianapolis and South Bend. Potential job opportunities are offered at all career stages, from part-time to entry-level for Veterans close to completing college or technical degrees.

Organizations attending the job fair included Indiana Wesleyan University, local businesses like Cafe Valley, Electrical Workers Local 873 Union and government agencies such as U.S. Department of Veterans Affairs, Indiana Department of Corrections and U.S. Postal Service.
A Northern Indiana Health Care System (VANIHCS) opened their first monthly food pantry at the Fort Wayne campus. The food pantry has been established to assist Veterans with food insecurities in the Northern Indiana area.

Prior to the opening of the food pantry, VANIHCS provided emergency food boxes and hot meals to those in need.

“Establishing this food pantry allows us to make sure the men and women who have given so much for our country never go hungry,” said Tiane Bianski, Assistant Chief of Nutrition and Food Service.

The Fort Wayne campus food pantry is operated by Nutrition and Food Service and donated items are collected from Voluntary Service. The food pantry is held once a month and gives Veterans a grocery shopping experience, rather than just receiving a box full of food. Since it’s opening, the pantry has seen continued growth each month.

“We have received a tremendous amount of support from the community and local organizations, several schools and local businesses have given generously to fill the shelves with much needed items” said Erica Jones, Voluntary Service Chief.

The pantry received 5-gallon buckets with hygiene items from the Fort Wayne Jeep Wranglers club in July, Humana donated fresh meat and in August they received gift bags of hygiene items provided by Elks Lodge #155. In November, each Veteran received a full Thanksgiving meal thanks to a generous donation from Kroger and in December, Backpacks of Hope donated 250 backpacks full of comfort items. Humana has participated and purchased fresh meat and other items each pantry.

“The end goal of the food pantry is to have it open twice a month and with the continued support from the community I believe we will achieve that goal in no time, said Jones.

Non-perishable food items are accepted year-round and monetary donations are also welcome.

Requested items include pastas, boxed macaroni and cheese, tuna-chicken- or Hamburger Helper, boxed rice and potato varieties, soup, peanut butter, spaghetti sauce, beans, canned pasta, canned meats, snack items, canned fruits and vegetables, snack bars, cereal/ oatmeal, pudding or gelatin, coffee, toothbrushes and toothpaste, soap and deodorant.

“Establishing this food pantry allows us to make sure the men and women who have given so much for our country never go hungry.”
Veterans honored at first annual car and bike show

Inpatient Veterans were honored during the first annual VA Northern Indiana Health Care System (VANIHCS) car and bike show, September 24.

Classic Ford Mustangs, Chevy Corvettes, and hot rods were on display in the parking lot at the Marion campus. For added entertainment, the event had a DJ played tunes from the 1950s and '60s.

Marion campus canteen service had food available for attendees. Residents and visitors strolled through the rows of vehicles to vote for best in show and Veterans choice awards.

The car show was made possible by partnering with Wabash VFW Post 286 and VA Northern Indiana Voluntary Service. The idea came from the post’s Commander Scott Hendry, who had seen a similar show at a federal health care center when he lived in Wisconsin.

Almost a year of planning and coordination went in to the car show and the community support for the event was better than expected. Voluntary Service had 30 participants pre-register their cars and nearly 100 cars turned up for the show.

The community came out in force to show support for the inpatient Veterans.

Local Veterans and VA Northern Indiana staff also brought their cars and bikes out to the show. Veteran and facility Deputy Chief of Medical Administration Service Derek Moreno displayed his fully restored, custom black chrome 1968 Chevy Impala to support the event.

The first annual VANIHCS car and bike show was a success and brought smiles to Marion campus residents.
The 6th annual “Warriors Say it with Art” exhibition was hosted at the VA Northern Indiana Marion campus on July 19.

The event is a way for Veterans to showcase the pieces they have worked on for the year before the show. Art and creation in general gives the Veterans a healthy way to express themselves and the problems they deal with on a daily basis.

The art exhibition was developed by Mark Ahnert, a recreation therapist at the Marion campus for the last 6 years. Initially, Ahnert encountered a cabinet stocked with donated art project kits provided for Veteran’s to work on independently.

Ahnert transformed that cabinet into a diverse art therapy program, which promotes Veteran patients’ creativity, passion, and overall well-being. Working with Voluntary Service and community donors, he was able to secure a pottery wheel to expand the program media into ceramics. To show off the Veteran artwork, Ahnert set up the ‘Warriors Say it with Art’ exhibition and acquired space for art displays extending into the community and Fort Wayne campus.

During the exhibition, facility leadership presented a special recognition award to Ahnert for his continuous development of Veteran recreation therapy programs to enhances the lives of everyone who encounters the Veteran’s Art Center.
Mobility clinic received national and VISN 10 recognition

The VANIHCS Mobility Clinic serves over 1,400 Veterans a year. The clinic evaluates all specialty manual and power wheelchairs, specialty cushions and mattresses, outpatient hospital beds, and home access issues.

In 2015, VANIHCS opened their Mobility and Sensory Aids Clinic. The clinic employs three occupational therapists, owns 3 mobility vans. In 2019, the clinic received National and VISN 10 recognition.

“Our Mobility and Sensory Aids Clinic strives to look at the “big picture” for the Veteran’s quality of life. We are always looking for ways to improve our services and work with other VA departments to enhance Veteran-centric care,” said William Bockover, Chief of Prosthetics.

The Mobility and Sensory Aids Clinic serves a variety of clinics to include; Poly Trauma, Spinal Cord Injury, Ortho, Amyotrophic Lateral Sclerosis, Plastics, Physical Medicine and Rehab Services Wounded, Primary Care, and Amputee Clinics.

All Veterans that are eligible for VA services are also eligible for the Mobility and Sensory Aids Clinic services. The clinic travels to all six VANIHCS locations, nursing homes, and Veteran residents in northeast Indiana area.

The Mobility Clinic assess the Marion Community Living Center residents and their power wheelchairs and scooters before they can utilize them on campus.

“My power scooter makes it much easier for me to get around the campus than my manual wheelchair. I struggled to wheel myself up the ramps because of a shoulder injury. My scooter allows me to have more freedom,” said George Gorsuch, VA Northern Indiana Resident.

The clinic also offers Home Improvement and Structural Alterations (HISA) grants for disabled Veterans. The HISA grant helps disabled veterans modify their home to help ease the challenges they face due to them. Examples include, modifying bathrooms, widening doors and lowering counter tops.
The VA Northern Indiana Health Care System Marion campus celebrated their 15th annual Veterans Parade on November 8. The parade hosted 42 participants, the highest participation yet. This year’s parade theme was “Warriors from the Past to Present”.

Some of this year’s parade participation included, Navy Operation Service Center Indianapolis Color Guard, Grant County Sheriff’s Department, Marion Fire Department, Military Vehicle Preservation Society, local bands, choirs, radio stations, Cub Scout troops, car clubs, healthcare facilities and Veteran organizations.

The parade honored two Veterans as grand marshals. World War II Veteran William Mehling and Vietnam Veteran Mike Lovett. Mehling served 3 years in the United States Army during World War II and is currently a Marion Community Living Center (CLC) resident. Lovett served 3 years in the Army during Vietnam and retired from VA Medical Care.

“Honoring two Veterans that served in two different eras was a great way to support this year’s theme. We need to show our gratitude to every Veteran, no matter the branch or era,” said Erica Jones, Chief of Voluntary Services.

The parade was established 15 years ago by 8 Marion nursing assistants for the inpatients who could not leave the facility. Hosting a parade on the campus allows the resident’s to enjoy their Veterans Day.

“The 15th Annual Veterans Parade was a massive success again this year. Special thanks to the VA Parade Committee for their dedication and hard work to pull off such a wonderful event and the Grant County community for their continued support”, said Jones.
On November 6, VA Northern Indiana Healthcare System celebrated Veterans ahead of Veterans Day.

The ceremony included remarks from leadership and recognition of those who served.

During the event, Veterans in the audience shared stories from their experiences serving in the military and were given tokens of appreciation to thank them for their service. “I think it gives you confidence, that you know you did something. I think everybody do the same thing you've got to know history if you don't know history you don't really know anything. I'm glad I served,” said Joseph Froye, World War II Veteran.

VA Northern Indiana Director, Michael Hershman, unveiled the Veteran Employee photo collage to commemorate Veterans Day 2019.
VA Northern Indiana Health Care System (VANIHCS) Community Living Center (CLC) earned a 5 STAR quality rating and a 4-STAR overall after 3 years of internal improvements, and various assessments.

The CLC’s STAR rating is in comparison with the Nursing Homes in Indiana. The Community Living Center at VANIHCS consist of 104 beds and serves Veterans throughout Indiana, Ohio and Michigan.

“This improvement has been a collaborative effort with many disciplines and services over the past 3 years. An interdisciplinary team includes social Workers, Dietitians, Therapies (Recreation, Occupational, Physical, Speech and Kinesiotherapy), Nursing, Pharmacy, Nurse Practitioners, Medical Administration Service (MAS), Food and Nutrition and Environmental Management Services contributed to our success,” Elaine Barth, Chief of Extended Care.

In 2016, VANIHCS failed to meet their high standard of quality expectations. As a response, VANIHCS developed a quality assurance team that looks precisely at CLC quality. With the help from the team, the CLC implemented actions that not only improved Veteran care but their STAR rating. The actions also improved the communication between the Veterans and their caregivers, improved Veteran experiences and outcomes, and increased the reliability of documentation and data.

To improve documentation and data entry employees received additional training and documentation tools were altered to be more user friendly. As a result, the CLC’S reliability and accuracy of documentation has increased and sustained greater than 95%.

The CLC’S Nursing Assistants, Licensed Practical Nurses and Registered Nurses developed strategies to improve quality measures within the CLC. These plans primarily focused on decreasing urinary tract infections, pressure injuries and pain management.

Staff now utilize the Veteran Community Living Center (VCLC) Oversight Committee to better address the needs and concerns of the Veterans living at CLC. VCLC Oversight Committee is composed of unit residents, CLC clinicians and staff. The committee reviews the CLC’s quality of care and Veterans can use it to address their concerns.

“One area was a concern that was brought to the VCLC Oversight Committee attention was that the washer and dryer on the units were not easily accessible to Veterans in wheelchairs and we were able to remodel one of the laundry rooms to improve accessibility,” said Barth.

To improve the communication between the Veterans and their caregivers, CLC Staff members were given additional training to meet deficits that had been identified in the communication.

VANIHCS is committed to providing their residents excellent care and strive to continually improve their CLC’s quality of care and uphold the mission of restoring each Veteran to his or her highest level of well-being. The trust the Veterans have placed in VANIHCS CLC staff is the highest honor and VANICHS staff are committed to exceeding their residency expectations.