**McGuire VA Medical Center** is a Level 1A healthcare facility offering primary, secondary and tertiary diagnostic and therapeutic health services through one main hospital in Richmond and four community-based outpatient clinics located throughout central Virginia (Charlottesville, Emporia, Fredericksburg and Spotsylvania County).

McGuire has a long and storied history in Richmond. Just over 75 years ago, the U.S. Government purchased the land and soon activated an Army General Hospital. During World War II, wounded servicemembers returned from battle in Europe to receive treatment at McGuire. In 1946 shortly after the war ended, the facility was transferred from the War Department to the Veterans Administration, as was planned.

Since then, McGuire has remained a leader in healthcare for Veterans in Virginia and throughout the east coast. In 2018, McGuire served more than 62,000 Veterans. Our world-class healthcare has been a staple for many decades in south Richmond. Some people have traveled from across the country to benefit from our many highly-specialized treatments.

Serving Veterans is one of the most honorable missions, and employees at McGuire take this responsibility very seriously. Today, our programs and services are designed specifically for the unique perspective and conditions America’s Veterans have encountered.

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2018 Strategic Analytics for Improvement and Learning (SAIL) Rating
FROM THE DIRECTOR

It has been a great honor and privilege to serve as interim director and associate director of the McGuire VA Medical Center. As a former clinician, I’m inspired to see Veterans engaged in their health care. It’s equally amazing to see the positive outcomes generated by a workforce that is truly dedicated. Advancements in medicine and research, coupled with McGuire's commitment to grow its community partnerships, create an ideal situation for Veterans in central Virginia who make this facility their provider of choice.

As President Lincoln delivered his second inaugural address in March of 1865, he laid the cornerstone of what would become the largest healthcare organization in the country; a system solely dedicated to serving Veterans. We still we uphold these principles, 153 years later, to care for those “who shall have borne the battle.”

In the past few years, McGuire experienced some of the country’s fastest growth in Veteran population in the country. In 2018, this trend was especially true for women Veterans. According to our 2018 data, the number of women Veterans enrolled at McGuire grew by about 23 percent.

The past few years, we anticipated and planned for all our growth. We worked to increase access, expand vital services and increase the number of staff who provide patient care. One of the ways we are addressing this sharp increase in women Veterans, is to move forward with plans for a new 12,000 square foot women's clinic offering comprehensive care. As our Veteran population grows, so do we. In fact, McGuire had more than 766,500 outpatient appointments and over 1 million unduplicated patient encounters in 2018. We anticipate moving forward with plans to increase clinical space around Richmond with two new satellite clinics in the Petersburg and Henrico areas.

Looking ahead, there will be many major accomplishments and improvements in the year to come. One focus for the new year will be our customer service. Delivering the best experience possible is paramount, and it is a goal the facility will work hard to achieve. We will continue to work diligently to provide greater choice to Veterans, improve the timeliness of services and, most importantly, do everything possible to help bring Veteran suicide to zero.

Lincoln’s commitment to Veteran care still holds true today. At McGuire VA, it is no different. Veterans will always be at the center of what we do.

Thank you for a wonderful 13 years!

Alan J. Lombardo, FACHE
Interim Director, McGuire VA Medical Center
LEADERSHIP

James W. Dudley, Jr.  
Acting Associate Director

Julie L. Beales, MD, MHA  
Chief of Staff

Sandeep D. Chhahira, MD  
Deputy Chief of Staff

Marjorie Lyne, RN, MSN  
Associate Director for Patient Care Services

Natalie Maixner, MHA  
Assistant Director
In 2018, McGuire VA served 62,450 Veterans between its main campus in Richmond and its four community-based outpatient clinics in Fredericksburg, Spotsylvania County, Charlottesville and Emporia. Richmond's catchment area comprises more than 22,000 square miles and 52 cities and counties in central Virginia and a small section of northern North Carolina. More than 200,000 Veterans are estimated to live in the area.

It is an honor to serve all Veterans at McGuire. This is especially true for our World War II-era Veterans. Although this patient population is aging, and overall numbers are in decline, their vibrant lives and legacy continue to enrich the people fortunate enough to meet them. Every day in the halls and waiting areas at McGuire, Veterans such as these carry some of the brightest smiles. One special patient celebrated his 105th birthday with staff at a community clinic in Fredericksburg. The WWII-era Veteran arrived for an audiology appointment and staff members surprised him with cake and decorations. Our employees often develop a special connection with Veterans, their family members and caregivers.
In 1980, McGuire became the first VA hospital to conduct a heart transplant surgery, thanks to the vision and expertise of Dr. Szabolcs Szentpetery. At the time, McGuire was one of only six centers in the nation performing this revolutionary surgery.

This journey at McGuire has spanned nearly four decades and 400 heart transplants. The cardiothoracic surgery program has grown tremendously during this time and serves as a flagship within the VA system of care. Today, McGuire remains as the only VA hospital with an in-house heart transplant program.

The unit was also the first to begin implanting Left Ventricular Assist Devices (LVAD) in 1992. The LVAD program was the only one like it in VA for many years. Today, it is the most expansive in VA, with only a couple of other medical centers having done their first LVAD implants recently. In total, McGuire has implanted approximately 200 LVADs over the years, and the program is still thriving today.

Both the heart transplantation and LVAD programs produce outcomes which are better on average than the national standards.

Due to the limited supply of donor hearts across the nation, the number of heart transplants has been stable at approximately 10 transplants each year. Also, McGuire currently performs about 20 LVAD surgeries each year. At any given time throughout the year, McGuire takes care of about 60 outpatients living with LVADs.

“After five years, our patients are given the option of following up with their local center, or returning to Richmond for their annual visit,” Martin said. “Almost all our patients come back, year after year, as they trust our staff and want to visit their ‘family.’ We have many years of experience with a successful program, and they appreciate the specialized care we give our Veterans.”

Almost all patients move on to experience significantly longer and better-quality lives. They are able to return to their families, jobs and hobbies.
Around the holidays in 2008, Veteran Larry Smith experienced end-stage heart failure and had a successful LVAD surgery at McGuire. During his stay as an inpatient, Smith’s wedding anniversary date neared. Members of Cardiothoracic Surgery escorted him to the facility’s retail store on the first floor. Smith picked out a glass butterfly as a gift to give his wife. Smith recovered well and enjoyed a great quality of life for more than seven years with his LVAD. In June 2016, Smith received his new heart during a successful transplant at McGuire. Smith, who is from Lost Creek, West Virginia, still chooses McGuire for all follow-up appointments and check-ups related to his heart. The Smith family recently celebrated their 50th wedding anniversary.

LEFT VENTRICULAR ASSIST DEVICE (LVAD)

LVADs work to prolong the life of a patient experiencing end-stage heart failure. When first developed, LVADs were heavy and cumbersome with a limited battery charge. The patient essentially had to be near an electrical outlet to power the device. In March 2008, this changed with the FDA approval of the HeartMate II. This new “continuous-flow” device ushered in a new era of smaller, more efficient devices. McGuire promptly acquired this new device in August 2008 and successfully implanted one into a Veteran by September. McGuire became the first hospital to implant the new device in Richmond.

The newest devices make use of a magnetostrictively levitating rotor and do not require the use of mechanical bearings, which typically were the first parts to wear out. Replacing bearings or the entire device meant an additional surgery for patients.
Groundbreaking for the McGuire VA's new building took place Oct. 20, 1978. Five years later on Sept. 26, 1983, the building was dedicated with a total of 814 beds and 1.2 million square feet of space. The structure housed the latest in-patient care equipment and facilities. Thirty-five years later, McGuire’s red brick façade has received countless additions and upgrades to meet the needs of today’s Veterans and ensure healthcare of the future is delivered here.
TOTAL MEDICAL CARE FULL TIME EQUIVALENTS (FTEE):

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<th>FY17</th>
<th>FY18</th>
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MEDICAL CARE BUDGET & COLLECTIONS FUND:

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<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
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<td>$845,474,470</td>
<td>$729,985,298</td>
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SURGERIES PERFORMED:

<table>
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<tr>
<th>FY17</th>
<th>FY18</th>
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<tr>
<td>4,470</td>
<td>4,720</td>
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VA VOLUNTARY SERVICE:

| FY18: NUMBER OF VOLUNTEERS | 457 |
| TOTAL IMPACT HOURS AND DONATIONS: | $2.5 MILLION |

OPERATING BEDS:

| HOSPITAL........ | 273 |
| DOMICILIARY...... | 16 |
| CLC.................. | 60 |
| TOTAL ............... | 349 |

GOAL: 100% PRIVATE ROOMS FOR PATIENTS:

- 35%
- 100%

PHARMACY PRESCRIPTIONS:

- OUTPATIENT PRESCRIPTIONS: APPROX. 1.5 MILLION
- PATIENT ENCOUNTERS: > 50,000
- INCREASED ACCESS to PHARMACISTS IN PRIMARY CARE BY MORE THAN 100%
- GREATER THAN 400,000 INPATIENT PRESCRIPTIONS PROVIDED
- MORE THAN $53 MILLION OUTPATIENT MEDICATIONS PROVIDED

FISHER HOUSE:

is a 21-bedroom facility serving as a home away from home for families of Veterans and active duty servicemembers receiving treatment.

Groundbreaking on a second 20-bedroom Fisher House took place in 2018 and will double the capacity for families.

AVG. OCCUPANCY RATE: LODGING FILLED
7,507 out of 7,623 DAYS

AVG. LENGTH OF STAY: 13 DAYS

583 FAMILIES ASSISTED,
45 of which were active duty families

$915,854 of lodging costs saved for family members

$298,157 in CASH DONATIONS to Richmond Fisher House

218 VOLUNTEERS provided 396 hours of service

HOMELESS VETERAN TEAM:

- HUD-VASH: Housing and Urban Development: VA Supportive Housing
- GPD: Grant and Per Diem Program
- HCHV: Healthcare for Homeless Veterans Program

HUD-VASH:

337 Veterans housed in FY2018

GPD:

86 out of 100 Veterans in transitional housing discharged to permanent housing

HCHV:

259 Unsheltered Veterans were engaged,
209 ended up in permanent housing placements
McGuire’s Engineering Service had an exciting year in 2018. This dedicated group of approximately 150 people is responsible for many vital activities spread across our 100-plus acre main campus and the four community clinics in Fredericksburg, Emporia, Charlottesville and Spotsylvania County.

The year brought dozens of design and construction projects that literally changed the landscape at McGuire. Among the larger projects: a new long-awaited parking garage and a brand new and expanded hemodialysis suite.

At almost any given time, the service has a presence on every floor of the medical center. Everything from biomedical engineers, interior designers, a robust safety team, carpenters and many more trades make up this team. In FY18, the service completed 20,167 work orders and handled approximately 468 office moves for relocations, renovations and expansions.

The new multilevel parking garage and surrounding area opened up 647 parking spaces on the north side of campus, alleviating parking difficulties.

Engineering Service is working towards 24/7 support for all trades.
Free-standing space dedicated to comprehensive women's health care.

New rooftop addition to improve efficiency and consolidate operations.

30 new dialysis stations. State-of-the-art water treatment system. Phase 2 to begin in 2019, and will provide growth space for Anesthesia Service.

647 new parking spaces, alleviating parking difficulties on the northern side of campus.

Therapeutic outdoor courtyard used by spinal cord patients to practice wheelchair proficiency skills in a safe and controlled environment.

16 private patient rooms. Provides more space for patients and providers, and allows for future expansion of MICU services.

10 private patient rooms.

15 private patient rooms.

State-of-the-art, centralized facility to consolidate IT functions.

Centralized location for cancer treatment to improve patient experience.

Free-standing space dedicated to comprehensive women's health care.

- TOTAL OF 112,600 FT² OF APPROVED SPACE -
**DELIVERING THE FUTURE OF VETERAN HEALTHCARE**

McGuire VAMC is one of 33 hospitals to participate in the Veterans Health Administration’s Innovators Network. Originally developed by employees for Veterans, the Innovators Network is dedicated to assisting employees to test new ideas and join forces with stakeholders across the Veterans community to bring an improved Veteran experience to the forefront. The program uses different levels of investment funding to develop ideas and design impactful innovations. Throughout the lifespan of a project, it will be engineered, tested, scaled and spread to other facilities across VA.

**In 2018, McGuire had six funded projects totaling about $180,000 in investments.**

The projects included cutting edge simulation training for clinical providers, innovative behavioral treatment protocols for Veterans experiencing PTSD, chronic pain and substance abuse treatment, group music therapy, and technological solutions to anesthesia outcomes.

In addition to funded projects, McGuire’s innovation team is also involved in other activities. The effort leads local initiatives at the medical center and works with several community partners in the tech industry, and academic affiliates throughout Virginia, to help solve healthcare-related challenges for Veterans.

In August 2018, several of McGuire’s Innovation projects were featured in Washington D.C. at the VA’s National Demo Day. This event recognized many VA employees whose innovations worked to drive healthcare forward with creative thinking and promising practices. This event offered a chance for McGuire VA Innovators to speak about the impact of their practices on Veterans right here in Richmond.

**WHOLE HEALTH**

Whole Health is a philosophy that recognizes the Veteran as a whole person and helps support their unique answer to the question: **What would you do if your health were the best it could be?**

Whole Health goes beyond illness, injury and disability. It focuses on the patient’s values and includes self-care, conventional medical care and complementary therapies, such as acupuncture, massage and yoga.

The number one goal of McGuire’s Whole Health philosophy is that Veterans accomplish the mission they create for themselves and they work to become a more active partner within their health team.
"As most of you are already aware, I will be leaving Hunter Holmes McGuire Medical Center this month to join the Sierra Pacific Network (VISN 21) as their Network Director. Over the past five and a half years, it has been my distinct honor and privilege to serve Veterans and their families as your Director. I have had the great pleasure of getting to know many of you and watch you grow into a strong, independent and confident community of caregivers, whose sole focus is to provide outstanding care and service to our nation's heroes.

Achieving excellence isn't easy. It takes dedication, commitment and hard work. It requires you to show up and give your best every day, because someone's life may depend on it. From where I stand, you all make it look easy. Consistently, one of the top medical centers in the VA system and so much better than many private sector health systems.

Leaving McGuire is bittersweet for me. I'm looking forward to new challenges and being near my children and granddaughter. I'll miss the many friends, the fun and the laughter. I'm grateful for the wonderful memories that I take with me and the lessons I've learned. Please keep me in your prayers, and I will do the same."

Sincerely,
John A. Brandecker