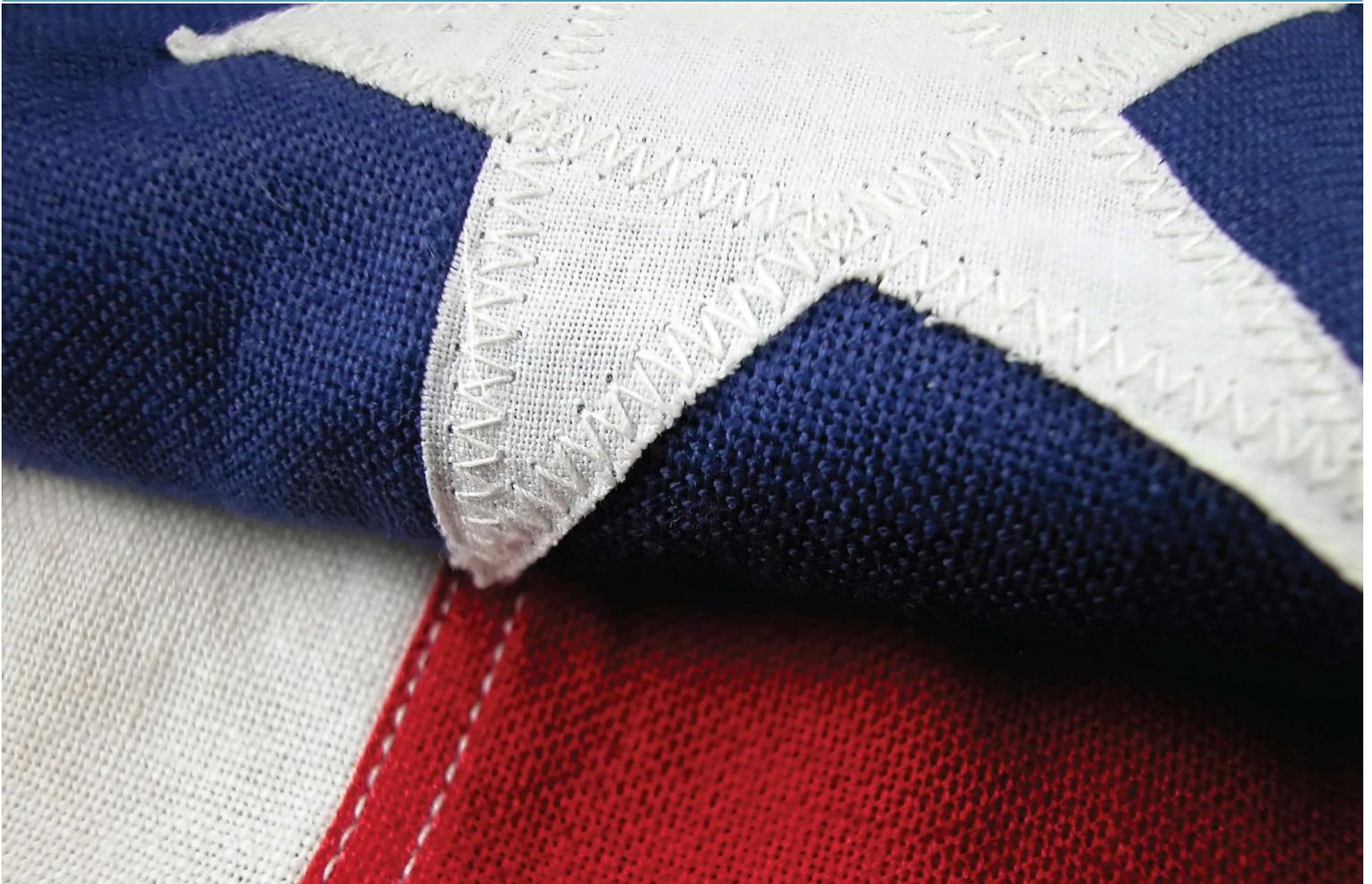


**Carl Vinson VA Medical Center
Strategic Plan - FY 2020-2024**
A Future of High Reliability



April 2020

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A Letter from Carl Vinson VAMC Leadership

This is a very busy time at Carl Vinson VAMC! There are many forces driving changes such as quality enhancements, rising expectations from our Veterans, increased costs, and the need to improve access to care. We are making changes and improvements in our pursuit of providing the best consultative services nationally, in support of ensuring the highest level of quality of care and services to our Veterans. The MISSION Act, which went into effect in June 2019, gives Veterans greater access to health care in VA facilities and the community, expands benefits for caregivers, and improves the VA's ability to recruit and retain the best medical providers. As you read through our strategic plan, we hope that you will become as excited as we are about the direction we are heading. We will navigate these changes through innovation and process redesign, fostering relationships with Veterans, staff and our local communities, and identifying opportunities to increase efficiency and value for our Veterans, staff and taxpayers.

We thank our partners who share our commitment to provide our Nation's heroes with the best care possible. Our goal in this FY 2020-FY 2024 strategic plan is to surpass all our Veterans' expectations through innovative approaches and dedication to performance improvement. With teamwork and a clear vision, the Carl Vinson VA Medical Center will further its mission of honoring America's Veterans by providing exceptional health care they have earned through their service to our country.

A handwritten signature in blue ink that reads "Dr. Whitmer". The signature is written in a cursive, flowing style.

David L. Whitmer, FACHE

Director, Carl Vinson VA Medical Center

Framing the Plan: Past, Current and Future State

This strategic plan originated from the Carl Vinson Veterans Administration Medical Center's (CVVAMC) Top Five Priorities initiatives and is based on the Veterans Health Administration (VHA) and Veterans Integrated Service Network's (VISN) Strategic Plan, using CVVAMC's Top 3 Customer Service Focus Groups initiatives. This plan was drafted in direct response to repeated missed opportunities in key areas regarding Strategic Analytics for Improvement and Learning (SAIL) and other customer service metrics.

Through a series of workshops and focus group meetings, the Carl Vinson VAMC populated the Strategic Plan using the 4 Pillar Strategic Approach Model. Each pillar contains the same Top Five Priorities. Under those priorities are objectives and tactical elements to accomplish the objective.

Looking to the future, Carl Vinson VAMC will continue to analyze the voice of the Veteran to ensure we are exceeding customer and stakeholder requirements. The Carl Vinson VAMC continues to strive to provide superior consultation services and partner with programs, facilities, and VISNs to deliver integrated and seamless support. Our goal is to be recognized for providing a quality, holistic and integrated experience.

We will do this because this is what a High Reliability Organization (HRO) does on its journey to ensure "Zero Harm" and improve operations to realize almost no errors. The key components of HRO include:

- Leadership's commitment to safety and reliability
- A culture of safety where all employees contribute
- Process improvement training to empower employees to make effective change and improvements

Veterans will continually receive care with the highest safety standards, and experience better care coordination, standardized processes, and comprehensive plans. As an HRO, leadership and staff – clinical and nonclinical – share the same vision for what is needed and expected to deliver the safest patient care. Our goal is that every Veteran receives excellent care, every time.

Our Mission

To fulfill President Lincoln's promise “To care for him who shall have borne the battle, and for his widow, and his orphan” by serving and honoring the men and women who are America’s Veterans.

Our Vision

To provide Veterans the world-class benefits and services they have earned - and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

Our Core Values

Integrity - Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all whom I engage.

Commitment - Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA’s mission. Fulfill individual responsibilities and organizational responsibilities.

Advocacy - Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.

Respect - Treat all those we serve and work with, with dignity and respect. Show respect to earn it.

Excellence - Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for actions, willing to admit mistakes, and rigorous in correcting them.



Carl Vinson VAMC 4 Pillar Strategic Approach:

- ❖ People
- ❖ Quality
- ❖ Service
- ❖ Stewardship



Carl Vinson VAMC Guiding Principles:

In support of the VHA strategic plan and to guide its four (4) pillar strategic approach, Carl Vinson VAMC will use these principles:

- ❖ People Centric- Veterans and their families are the centerpiece of the VHA mission. Equally essential, the people are the backbone of the VHA; its talent and diverse workforce.
- ❖ Results Driven- the CVVAMC is measured by its accomplishments, not by its promises.
- ❖ Forward-Looking - The CVVAMC seeks out opportunities for delivering the best services with available resources, continually challenging itself to do things smarter and more effectively.

Secretary of the VA Top 4 Priorities:

Customer Service

The first priority is customer service. That's the prime directive. When Veterans come to VA, it is not up to them to get us to say yes. It's up to us, you and me, to get Veterans to yes. That's customer service. We're going to make sure you're trained and equipped to achieve that.

Implementing the MISSION Act

The second priority, implementing the MISSION Act, will fundamentally transform VA healthcare. It will consolidate community care into a single program that's easier for Veterans, families, community providers, and all of you to navigate. The MISSION Act also expands our family caregivers program to provide much-needed assistance to the people caring for some of our most needy Veterans day in and day out.

Electronic Health Record

The third priority is replacing our aging electronic health record. The new electronic health record will modernize our appointment system, automate our disability and payment claims systems, and connect VA to the Department of Defense, private healthcare providers, and private pharmacies. Implementing the electronic health record will be an ongoing, iterative process to build a continuum of care that's organized around Veterans' needs.

Transforming our Business Systems

The fourth priority is transforming our business systems. We're modernizing human resource management, finance and acquisition, and our supply chain. It's about giving you more leeway to manage budgets, recruit, retain, and relocate staff you need to serve Veterans. It's also about more robust partnerships with state and local communities to address challenges like Veteran homelessness and suicide prevention, our top clinical priority.

CVVAMC Top 5 Priorities:

- **Access** – Call Center, Telehealth, Core Processes
- **Customer Service** - Improve Veteran Experiences, Trust and Fixing our Telephone Response
- **Outreach** – Targeted outreach through Veteran Service Organizations to increase the number of Veterans served, market share, and identify Veterans at risk for suicide and bring them into the system. Additionally, we will recruit volunteers to support Carl Vinson VAMC and its CBOCs.
- **Whole Health** – Establish new foundational service and infuse whole health principles into primary care, mental health, domiciliary and geriatric care.
- **Employee Engagement** – Participation of employees in continuous improvement will be used as a tool to improve engagement and trust.

Top 3 Focus Groups for Customer Service

These focus groups or committees are framed to focus on survey response metrics for FY 2020. V-Signals captures real-time data, Press Ganey gives data monthly and SHEP and SAIL release data quarterly. Each tool can be used to address similar concerns to increase our overall Trust Score and our SAIL star rating.

- Trust – overall score measured by surveys (V-Signals, Press Ganey, SHEP/SAIL)
- Access – regarding access to care through the phone system, call center, check-in process - kiosks vs. MSA, next steps during entire encounter/appointment experience
- Pharmacy (CMOP) – regarding the survey concern: “I don’t know when to expect my medication [by mail]”

Access – Call Center, Telehealth, Core Processes

People Pillar – In support of the strategic goal to build VHA’s capacity for achieving organizational excellence in quality, safety and value, the Carl Vinson VAMC leadership will engage its workforce to ensure commitment to accomplishing the work, mission, and vision of the organization.

Goal 1 – To achieve a One-Stop Service

Objectives:

- Objective 1.1: By September 2020 – There will be an overall increase in access to care by 10%.
- Objective 1.2: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.
- Objective 1.3: CVVAMC ensures Veterans are informed of, understand, and can get benefits, care, and services they earned, in a timely manner.

Tactical Elements: Increase telephone access; Improve collaboration with Whole Health

Goal 2 - Eligibility for Veterans

Objectives:

- Objective 2.1: By 4th QTR FY20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By the 4th QTR FY20 the volunteer process will be streamlined to ensure completion within a two-week period.
- Objective 2.3: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA)

Goal 3 - Clinical Processes Development

Objectives:

- Objective 3.1: Gastroenterology department to introduce Evaluation of Noncardiac Chest Pain (NCCP) and upper laminal GI disorders
- Objective 3.2: Anesthesiology department to introduce Transesophageal echocardiogram (TTE) and Reinvigorated Pain Clinic
- Objective 3.3: Radiology department to introduce Cardiac Nuclear Medicine Scan and Coronary Artery Calcium Score
- Objective 3.4: Introduce pharmacological multi-disciplinary specialized cardiac clinics (Tifton CBOC, Dublin, etc.)
- Objective 3.5: Create Wole Health Prevention Program
- Objective 3.6: Implement Clinical Research
- Objective 3.7: Offer Graduate Medical Education (GME) opportunities

Tactical Elements: Space Committee- Identify available space and who owns it; Increase tele-work possibilities (office sharing for those working from home 2+ days per week; Update CLC- Current resident criteria; Improve modernization

Access – Call Center, Core Processes

Quality Pillar- In support the strategic goals of making patient care more reliable, efficient, Veteran-Centric, safe and effective- the Carl Vinson VAMC, as a supporting operational program, will build and manage knowledge assets and processes that will systematically pursue increased levels of overall organizational and individual performance. High-performance work results in improved service for customers and other stakeholders.

Goal 1 – Improve Overall Trust

Objectives:

- Objective 1.1: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.
- Objective 1.2: CVVAMC ensures Veterans are informed of, understand, and can get benefits, care, and services they earned, in a timely manner.
- Objective 1.3: CVVAMC is always transparent to enhance Veterans’ choices, to maintain trust, and to be to openly accountable for its actions.

Tactical Elements: Improve veteran experience; Schedule leadership meet and greet(s); Increase accountability- customer service element in performance plans/pay for performance; Establish Employee Conduct Review Board

Goal 2 - Appointments/Processes

Objectives:

- Objective 2.1: Restructure initial scheduling
- Objective 2.2: Monitor scheduling grids
- Objective 2.3: Recruit clinicians
- Objective 2.4: Develop a synergistic benefit with Referral Coordination Initiative (RCI)

Tactical Elements: Increase telephone access; Space Committee- Identify available space and who owns it; Increase tele-work possibilities; Update (?) CLC- Current Resident Criteria; Improve collaboration with Whole Health; Improve modernization

Goal 3 – Pharmacy

Objectives:

- Objective 3.1: By September 2020 – There will be an overall increase in access to care by 10%.
- Objective 3.2: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.
- Objective 3.3: CVVAMC ensures Veterans are informed of, understand, and can get benefits, care, and services they earned, in a timely manner.
- Objective 3.4 (Agility): CVVAMC’s infrastructure improvements, improved decision-making protocols, and streamlined services enable CVVAMC to adapt to changing business environments and Veteran needs.

Tactical Elements: Increase telephone access, Space Committee- Identify available space and who owns it; Improve modernization

Access – Call Center, Core Processes

Service Pillar- Carl Vinson VAMC supports all strategic goals through our service pillar by building and sustaining relationships with our customers, innovating and utilizing technologies that better support our Veterans, and developing new work processes in order to meet the needs of changing business and regulatory demands.

Goal 1 – Maximize Bed Use

Objectives:

- Objective 1.1: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.
- Objective 1.2: CVVAMC ensures Veterans are informed of, understand, and can get benefits, care, and services they earned, in a timely manner.
- Objective 1.3 (Agility): CVVAMC’s infrastructure improvements, improved decision-making protocols, and streamlined services enable CVVAMC to adapt to changing business environments and Veteran needs.
- Objective 1.4: Over 90% occupancy of Community Living Center (CLC)
- Objective 1.5: Over 85% occupancy of Domiciliary (DOM)

Tactical Elements: Space Committee- Identify available space and who owns it; Update CLC- Current resident criteria; Improve collaboration; Improve modernization; Encourage referrals from other VISN7 VAMC’s; Maximize resources, staffing, training, etc. for enhancing occupancy

Goal 2 – Increase Star Rating

Objectives:

- Objective 2.1: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.
- Objective 2.2: CVVAMC ensures Veterans are informed of, understand, and can get benefits, care, and services they earned, in a timely manner.
- Objective 2.3 (Agility): CVVAMC’s infrastructure improvements, improved decision-making protocols, and streamlined services enable CVVAMC to adapt to changing business environments and Veteran needs.

Tactical Elements: Gain National Recognition for the Dublin VA WH Program

Goal 3 – Introduce Mobile Clinics

Objectives:

- Objective 3.1: Create a peripheral catchment area
- Objective 3.2: Offer a Community-Based Outpatient Clinic (CBOC)

Tactical Elements: Introduce specialty Face to Face (F2F) care; Create Diagnostic and Therapeutic Procedures; Add Telehealth carts; Create Specialty procedures

Goal 4 – Introduce Telemedicine Service

Objectives:

- Objective 4.1: Create mobile units with specialty carts
- Objective 4.2: Promote Education
- Objective 4.3: Monitor tools of productivity

Tactical Elements: Physicians, nurses, and AMSA (scheduling) to promote education

Access – Call Center, Core Processes

Stewardship Pillar- Carl Vinson VAMC supports all strategic goals, through responsible planning and management of resources. This planning will address the programs ability to identify organizational needs and maintain agility and strategic management to prepare for future organizational needs.

Goal 1 – Participation of employees in Core Processes/Standard Work

Objectives:

- Objective 1.1 (Agility): CVVAMC’s infrastructure improvements, improved decision-making protocols, and streamlined services enable CVVAMC to adapt to changing business environments and Veteran needs.
- Objective 1.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 1.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 1.4: Create an organizational culture where all employees feel engaged and empowered.

Tactical Elements: Increase telephone access; Space Committee- Identify available space and who owns it; Increase tele-work possibilities; Update (?) CLC- Current resident criteria; Improve collaboration with Whole Health; Establish Employee Conduct Review Board; Engage employees to advertise; Establish an Employee Engagement Committee; Map results of AI Employee Survey to action plan in response to priorities identified by staff; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Goal 2- All Employee Survey (AES) Promotion/Participation

Objectives:

- Objective 2.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences. while eliminating fraud, waste, and abuse.
- Objective 2.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.4: Create an organizational culture where all employees feel engaged and empowered.

Tactical Elements: Establish an Employee Engagement Committee; Map results of AES to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, and Workload; Hold front line supervisors accountable to initiating action plans for AES results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Customer Service

People Pillar – In support of the strategic goal to build VHA’s capacity for achieving organizational excellence in quality, safety and value, the Carl Vinson VAMC leadership will engage its workforce to ensure commitment to accomplishing the work, mission, and vision of the organization.

Goal 1 – To achieve a One-Stop Service

Objectives:

- Objective 1.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.

Tactical Elements: Improve veteran experience; Fix telephone system/directory; Improve customer service among internal/external customers

Goal 2 - Eligibility for Veterans

Objectives:

- Objective 2.1: By 4th QTR FY20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By the 4th QTR FY20 the volunteer process will be streamlined to ensure completion within a two-week period.
- Objective 2.3: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Improve veteran experience; Fix the telephone system/directory; Improve customer service among internal/external customers

Goal 3 - Clinical Processes Development

Objectives:

- Objective 3.1: Map and develop a process that crosses all disciplines.
- Objective 3.2: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 3.3: (Human Capital Management Modernization & Transformation): CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 3.4: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable VA to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 3.5: (Data Driven Decision Making) CVVAMC will institutionalize data supported and performance.
- Objective 3.6: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience: Improve veteran experience; Greet veteran on entrance and exit to facility; Develop sustainment plan for Red Coat Ambassadors; Place golf carts in the parking lot to drive visitors to the entrance and back; Schedule leadership meet and greet(s); Fix telephone system/directory; Improve customer service among internal/external customers; Customer service training- reinstate Customer Service Academy; Script implementation across the facility/CBOCs; Develop provider specific/bedside manner training; Increase accountability- customer service element in performance plans/pay for performance

Goal 4 - Establish and sustain communicational, educational, and leadership processes and functions that effectively inculcate the nobility of purpose inherent in the VHA mission to staff to inspire a sense of ownership and empowerment.

Objectives:

- Objective 4.1: Reach 78% participation goal
- Objective 4.2: Increase Trust by goal 10% consistently by Sept 30 (at least 10 weeks at 90%)/Increase number of survey returns
- Objective 4.3: Enhance manager competence

Tactical Elements: AES 50/30 Challenge: Utilizing an interdisciplinary team approach (Facility Leadership, HR, IT, AES Facility Representative, EMS, and Public Affairs), Dublin VAMC will employ strategies that result in surpassing the national goal of 60% staff participation in the All Employee by 30% (target: 78% participation); Include customer service element in ELT performance plan at mid-year, 2020; Utilize Champions to highest potential- add accountability with use of accountability tracker; Utilize volunteer services and nursing strategies on 15B to increase return of surveys; Introduce courses: EQi, Servant Leadership; Develop Communications

Customer Service

Quality Pillar- In support of the strategic goals of making patient care more reliable, efficient, Veteran-centric, safe and effective, the Carl Vinson VAMC will build and manage knowledge assets and processes that will systematically pursue increased levels of overall organizational and individual performance. High-performance work results in improved service for customers and other stakeholders.

Goal 1 – Improve Overall Trust

Objectives:

- Objective 1.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 1.2: CVVAMC is always transparent to enhance Veterans' choices, to maintain trust, and to be to openly accountable for its actions.
- Objective 1.3: (Human Capital Management Modernization & Transformation): CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 1.4: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable CVVAMC to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 1.5: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience; Schedule leadership meet and greet(s); Improve customer service among internal/external customers; Increase accountability- customer service element in performance plans/pay for performance; Establish Employee Conduct Review Board

Goal 2 - Appointments/Processes

Objectives:

- Objective 2.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 2.2: (Human Capital Management Modernization & Transformation): CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 2.3: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable CVVAMC to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 2.4: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience; Greet veteran on entrance and exit to facility; Develop sustainment plan for Red Coat Ambassadors; Place golf carts in the parking lot to drive visitors to the entrance and back; Fix the telephone system/directory; Improve customer service among internal/external customers; Customer service training- reinstate Customer Service Academy; Script implementation across the facility/CBOCs; Develop provide specific/bedside manner training

Goal 3 - Pharmacy

Objectives:

- Objective 3.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 3.2: (Human Capital Management Modernization & Transformation): CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 3.3: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable CVVAMC to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 3.4: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience; Greet veteran on entrance and exit to facility; Place golf carts in the parking lot to drive visitors to the entrance and back; Fix the telephone system/directory; Improve customer service among internal;/external stakeholders; Script implementation across the facility/CBOCs

Goal 4 - Identify/reach at-risk Veterans (Suicide)

Objectives:

- Objective 4.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 4.2: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.
- Objective 4.3: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience; Improve customer service among internal/external customers; Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHR RTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA

Customer Service

Service Pillar- Carl Vinson VAMC supports all strategic goals through our service pillar by building and sustaining relationships with our customers, innovating and transitioning to new technologies and ways of supporting our Veterans, and developing new work processes in order to meet the needs of changing business and regulatory demands.

Goal 1 – Maximize Bed Use

Objectives:

- Objective 1.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 1.2: CVVAMC is always transparent to enhance Veterans' choices, to maintain trust, and to be to openly accountable for its actions.
- Objective 1.3: (Human Capital Management Modernization & Transformation): CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 1.4: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable CVVAMC to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 1.5: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.

Tactical Elements: Improve veteran experience; Fix the telephone system/directory; Improve customer service among internal/external customers; Develop provider specific/bedside manner training

Goal 2 – Increase Quality Rating

Objectives:

- Objective 2.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 2.2: CVVAMC is always transparent to enhance Veterans' choices, to maintain trust, and to be to openly accountable for its actions.
- Objective 2.3: CVVAMC will modernize its human capital management capabilities to empower and enable a diverse, fully staffed, and highly skilled workforce that consistently delivers world class services to Veterans and their families.
- Objective 2.4: (VA IT/Cyber security) CVVAMC IT modernization will deliver effective solutions that enable CVVAMC to provide improved customer service and a secure, seamless experience within available resources in a cost-effective manner.
- Objective 2.5: (Data Driven Decision Making) CVVAMC will institutionalize data supported and performance.
- Objective 2.6: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.
- Objective 2.7: Strengthen relations with diversity focused stakeholders.
- Objective 2.8: Equip leaders with diversity and inclusion knowledge and skills to effectively lead their workforce and create a psychologically safe work environment.

Tactical Elements: Improve veteran experience; Greet veteran on entrance and exit to facility; Develop sustainment plan for Red Coat Ambassadors; Place golf carts in the parking lot to drive visitors to the entrance and back; Schedule leadership meet and greet(s); Fix the telephone system/directory; Improve customer service among internal/external customers; Customer service training- reinstate Customer Service Academy; Script implementation across the facility/CBOCs; Develop provider specific/bedside manner training; Increase accountability-customer service element in performance plans/pay for performance; Establish Employee Conduct Review Board; Gain National Recognition for the Dublin VA WH Program

Customer Service

Stewardship Pillar- Carl Vinson VAMC supports all strategic goals, through responsible planning and management of resources. This planning will address the ability to address current organizational needs and prepare for future organizational needs.

Goal 1 – Participation of employees in Core Processes/Standard Work

Objectives:

- Objective 1.1: CVVAMC has collaborative, high-performing, and integrated delivery networks that enhance Veteran well-being and independence.
- Objective 1.2: CVVAMC is always transparent to enhance Veterans' choices, to maintain trust, and to be to openly accountable for its actions.
- Objective 1.3: Provide outstanding, culturally competent services to Veterans, the families, and beneficiaries.
- Objective 1.4: Equip leaders with diversity and inclusion knowledge and skills to effectively lead their workforce and create a psychologically safe work environment.

Tactical Elements: Improve veteran experience; Schedule leadership meet and greet(s); Improve customer service among internal/external customers; Increase accountability- customer service element in performance plans/pay for performance; Establish Employee Conduct Review Board

Goal 2- AES Promotion/Participation

Objectives:

- Objective 2.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 2.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.4: Create an organizational culture where all employees feel engaged and empowered.
- Objective 2.5: Utilize Champion to highest potential- add accountability with use of accountability tracker

Tactical Elements: Establish an Employee Engagement Committee; Map results of AES to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, and Workload; Hold front line supervisors accountable to initiating action plans for AES results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program; Utilize volunteer services and nursing strategies on 15B to increase return of surveys

Outreach

People Pillar – In support of the strategic goal to build VHA’s capacity for achieving organizational excellence in quality, safety, and value, the Carl Vinson VAMC leadership will engage its workforce to ensure commitment to accomplishing the work, mission, and vision of the organization.

Goal 1 – To achieve a One-Stop Service

Objectives:

- Objective 1.1: By 4th QTR FY 20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 1.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Revitalize the Youth Ambassador Program by community through schools; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 2 - Eligibility for Veterans

Objectives:

- Objective 2.1: By 4th QTR FY 20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.
- Objective 2.3: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 3 - Clinical Processes Development

Objectives:

- Objective 3.1: By 4th QTR FY 20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 3.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.
- Objective 3.3: Map and develop a process that crosses all disciplines. (Gray Space)

Tactical Elements: Identify areas not targeted in one year; Recruit volunteers; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 4 – Increase Community Participation in Volunteer Program

Objectives:

- Objective 4.1: Increase number of registered volunteers in Dublin by 5% in 2020
- Objective 4.2: Establish relationships with surrounding colleges and universities
- Objective 4.3: Partner with local school system for student volunteers

Tactical Elements: Contact Volunteer Drive; Interview with local TV station to recruit volunteers; Establish a Partnership with Red Cross to recruit volunteers; Plan recruitment fair

Outreach

Quality Pillar- In support of the strategic goals of making patient care more reliable, efficient, Veteran-centric, safe and effective, the Carl Vinson VAMC, as a supporting operational program, will build and manage knowledge assets and processes that will systematically pursue increased levels of overall organizational and individual performance. High-performance work results in improved service for customers and other stakeholders.

Goal 1 – Improve Overall Trust

Objectives:

- Objective 1.1: CVVAMC is always transparent to enhance Veteran’s choices, to maintain trust, and to be openly accountable for its actions.
- Objective 1.2: By 4th QTR FY 20 Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 1.3: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Revitalize the Youth Ambassador Program by community through schools; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 2 - Appointments/Processes

Objectives:

- Objective 2.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Revitalize the Youth Ambassador Program by community through schools; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 3 - Pharmacy

Objectives:

- Objective 3.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 3.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Outreach

Service Pillar- Carl Vinson VAMC supports all strategic goals through our service pillar by building and sustaining relationships with our customers, innovating and transitioning to new technologies and ways of supporting our Veterans, and developing new work processes in order to meet the needs of changing business and regulatory demands.

Goal 1 – Maximize Bed Use

Objectives:

- Objective 1.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 1.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO

Goal 2 – Increase Quality Rating

Objectives:

- Objective 2.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Revitalize the Youth Ambassador Program by community through schools; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO Gain National Recognition for the Dublin VA WH Program

Goal 3 – Increase LGBTQ Awareness

Objectives:

- Objective 3.1: Partner with community organizations to promote LGBTQ health
- Objective 3.2: Engage LGBTQ community organizations and individuals
- Objective 3.3: Increase involvement in the LGBTQ community
- Objective 3.4: Become a Center of Excellence by 2022

Tactical Elements: Create a timeline for implementation of key measures/collaboration with nursing; “Family Restroom”; Language added to intake questionnaire

Goal 4 – Initiate Enhanced Use Lease

Objectives:

- Objective 4.1: Identify Project
- Objective 4.2: Define Project
- Objective 4.3: Acquire Project
- Objective 4.4: Negotiate Lease and Closing
- Objective 4.5: Manage Post-Closing

Tactical Elements:

Outreach

Stewardship Pillar- Carl Vinson VAMC supports all strategic goals, through responsible planning and management of resources. This planning will address the programs ability to address current organizational needs and prepare for future organizational needs.

Goal 1 – Participation of employees in Core Processes/Standard Work

Objectives:

- Objective 1.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 1.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Recruit volunteers; Engage employees to advertise

Goal 2- AES Promotion/Participation Objectives:

- Objective 2.1: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.2: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.3: Create an organizational culture where all employees feel engaged and empowered.

Tactical Elements: Establish an Employee Engagement Committee; Map results of AES to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, and Workload; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Goal 3- Submit Application for Fisher House Grant Objectives:

- Objective 3.1: Establish a Steering Committee
- Objective 3.2: Select a Community Champion
- Objective 3.3: Establish relationship with local, state and federal leaders on supporting project
- Objective 3.4: Begin to build data package for application submission

Tactical Elements: Receive VA Fisher House Toolkit; Review application requirements; find Community Champion; Hold meeting with Dubose Porter; Gather data for catchment area and veterans served

Goal 4 – Improve SAIL Metrics for SMI Objectives:

- Objective 4.1: Improve MH 0027 and MH 0028

Tactical Elements: % Veterans with Serious Mental Illness with assigned PC provider and a visit within 2 years; % Veterans with SMI who have a mental health visit q 6 months; Establish Mobile Outreach Clinic to meet these measures; SQL reports to easily identify the vets with SMI and their families; Collaborate with other VAMCs who has established

Whole Health

People Pillar – In support of the strategic goal to build VHA’s capacity for achieving organizational excellence in quality, safety, and value, the Carl Vinson VAMC leadership will engage its workforce to ensure commitment to accomplishing the work, mission, and vision of the organization.

Goal 1 – To achieve a One-Stop Service

Objectives:

- Objective 1.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.
- Objective 1.2: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHRRTTP, Primary Care, etc.; Add a Relaxation or Meditation Room at each site (main campus and one at every CBOC/offsite location); WH will be the standard of care and foundation service we deliver in all areas of the VA; Expand Dietician led Mobile Food/Kitchen Carts to other sites/CBOCs; Establish a large garden for veterans to cultivate on campus; “Labyrinth” meditative walking trail outside around our campus for staff/veterans to utilize; Offer Yoga, Tai-chi on site and via tele-health to CBOCs and stream live on Facebook/social media for Veterans to participate in their home; explore chiropractor service (in house or partnership in community) and increase access to acupuncture (BFA and/or full body acupuncture-add at least one more trained staff); Establish Collaborative Partnerships with the local YMCAs in Tifton/Albany/Brunswick so veterans can access their services

Goal 2 - Eligibility for Veterans

Objectives:

- Objective 2.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.
- Objective 2,2: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHRRTTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA

Goal 3 – Create a schedule for each weekday with Whole Health activities which will serve both Veteran and Staff in a Wellness Model

Objectives:

- Objective 3.1: Develop Whole Health Activities at Dublin by May 30, 2020

Tactical Elements: Send sample schedule to WH Steering Committee; Identify staff to facilitate various Whole Health Wellness Activities; Build grids; Establish processes

Goal 4 – Hire in Whole Health Coaches for each site of care and a Whole Health Coach Supervisor

- Objective 4.1: Hire in Whole Health Coaches for each site Coaching by May 30, 2020

Tactical Elements: Write position descriptions; Classify position descriptions; Announce positions on USAJOBS.COM

Goal 5 – Ensure staff are educated as to the Whole Health model, the reason for the change, and how Whole Health will impact the way we deliver care within our CVVAMC system

- Objective 5.1: Train 10% of staff in FY2020

Tactical Elements: Train staff in Whole Health 102 and Train the Trainer; Develop schedule for CVVAMC system for WH 102 delivery (main campus and CBOC locations); Report number of staff trained to Whole Health Steering Committee

Goal 6 – Establish a Healthy Teaching Kitchen at the Dublin main campus and one other site of care

- Objective 6.1: Present/Absent

Tactical Elements: Dublin HTK; Tifton HTK; VECTR Move Program

Whole Health

Quality Pillar- In support of strategic goals of making patient care more reliable, efficient, Veteran-Centric, safe and effective- the Carl Vinson VAMC, as a supporting operational program, will build and manage knowledge assets and processes that will systematically pursue ever-higher levels of overall organizational and individual performance. High-performance work results in improved service for customers and other stakeholders.

Goal 1 – Improve Overall Trust

Objectives:

- Objective 1.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.
- Objective 1.2: CVVAMC is always transparent to enhance Veterans’ choices, to maintain trust, and to be to openly accountable for its actions.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHRRTTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA

Goal 2 - Appointments/Processes

Objectives:

- Objective 2.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHRRTTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA

Goal 3 - Pharmacy

- Objective 3.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHRRTTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA

Whole Health

Service Pillar- Carl Vinson VAMC supports all strategic goals through our service pillar by building and sustaining relationships with our customers, innovating and transitioning to new technologies and ways of supporting our customers, and developing new work processes in order to meet the needs of changing business and regulatory demands.

Goal 1 – Maximize Bed Use

Objectives:

- Objective 1.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHR RTP, Primary Care, etc.; Add a Relaxation or Meditation Room at each site (main campus and one at every CBOC/offsite location); WH will be the standard of care and foundation service we deliver in all areas of the VA

Goal 2 – Increase Quality Rating

Objectives:

- Objective 2.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHR RTP, Primary Care, etc.; Add a Relaxation or Meditation Room at each site (main campus and one at every CBOC/offsite location); WH will be the standard of care and foundation service we deliver in all areas of the VA; Expand Dietician led Mobile Food/Kitchen Carts to other sites/CBOCs; Establish a large garden for veterans to cultivate on campus; “Labyrinth” meditative walking trail outside around our campus for staff/veterans to utilize; Offer Yoga, Tai-chi on site and via tele-health to CBOCs and stream live on Facebook/social media for Veterans to participate in their home; explore chiropractor service (in house or partnership in community) and increase access to acupuncture (BFA and/or full body acupuncture-add at least one more trained staff); Establish Collaborative Partnerships with the local YMCAs in Tifton/Albany/Brunswick so veterans can access their services; Gain National Recognition for the Dublin VA WH Program

Whole Health

Stewardship Pillar- Carl Vinson VAMC supports all strategic goals, through responsible planning and management of resources. This planning will address the programs ability to address current organizational needs and prepare for future organizational needs.

Goal 1 – Participation of employees in Core Processes/Standard Work

Objectives:

- Objective 1.1: CVVAMC ensures at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.

Tactical Elements: Place WH Coaches at every CBOC and integrate them into all areas of the main campus to include: Mental Health, CLC, MHR RTP, Primary Care, etc.; WH will be the standard of care and foundation service we deliver in all areas of the VA; Expand Dietician led Mobile Food/Kitchen Carts to other sites/CBOCs; Offer Yoga, Tai-chi on site and via tele-health to CBOCs and stream live on Facebook/social media for Veterans to participate in their home; Explore chiropractor service (in house or partnership in community) and increase access to acupuncture (BFA and/or full body acupuncture-add at least one more trained staff)

Goal 2- AES Promotion/Participation

Objectives:

- Objective 2.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 2.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.4: Create an organizational culture where all employees feel engaged and empowered.

Tactical Elements: Establish an Employee Engagement Committee; Map results of AES to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, and Workload; Hold front line supervisors accountable to initiating action plans for AES results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Employee Engagement

People Pillar – In support of strategic goal to build VHA’s capacity for achieving organizational excellence in quality, safety value, Carl Vinson VAMC leadership will engage its workforce to ensure commitment to accomplishing the work, mission, and vision of the organization.

Goal 1 – To achieve a One-Stop Service

Objectives:

- Objective 1.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 1.2: Eliminate barriers to equal employment opportunity (EEO) at all levels and in all occupations.
- Objective 1.3: Achieve diversity in the broadest context throughout the workforce.
- Objective 1.4: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 1.5: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 1.6: Create an organizational culture where all employees feel engaged and empowered.
- Objective 1.7: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.

Tactical Elements: Establish an Employee Engagement Committee; Map results of All Employee Survey to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, Workload; Hold front line supervisors accountable to initiating action plans for All Employee Survey results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Goal 2 - Eligibility for Veterans

Objectives:

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- Objective 2.4: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.5: Create an organizational culture where all employees feel engaged and empowered.
- Objective 2.6: CVVAMC understands Veterans’ needs throughout their lives to enhance their choice and improve customer experiences.

Tactical Elements: Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee

Goal 3 - Clinical Processes Development

Objectives:

- Objective 3.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 3.2: Eliminate barriers to equal employment opportunity (EEO) at all levels and in all occupations.
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- Objective 3.6: Create an organizational culture where all employees feel engaged and empowered.
- Objective 3.7: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.
- Objective 3.8: Map and develop a process that crosses all disciplines. (Gray Space)

Tactical Elements: Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Employee Engagement

Quality Pillar- In support of strategic goals of making patient care more reliable, efficient, Veteran-Centric, safe and effective- the Carl Vinson VAMC, as a supporting operational program, will build and manage knowledge assets and processes that will systematically pursue ever-higher levels of overall organizational and individual performance. High-performance work results in improved service for customers and other stakeholders.

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- Objective 1.6: Create an organizational culture where all employees feel engaged and empowered.
- Objective 1.7: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.
- Objective 1.8: CVVAMC is always transparent to enhance Veterans' choices, to maintain trust, and to be to openly accountable for its actions.

Tactical Elements: Hold front line supervisors accountable to initiating action plans for All Employee Survey results

Goal 2 - Appointments/Processes

Objectives:

- Objective 2.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 2.2: Eliminate barriers to equal employment opportunity (EEO) at all levels and in all occupations.
- Objective 2.3: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.4: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.5: Create an organizational culture where all employees feel engaged and empowered.
- Objective 2.6: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.

Tactical Elements: Map results of All Employee Survey to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, Workload; Hold front line supervisors accountable to initiating action plans for All Employee Survey results; Develop outline tool for employees to identify suggested improvement-responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee

Goal 3 - Pharmacy

Objectives:

- Objective 3.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 3.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 3.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 3.4: Create an organizational culture where all employees feel engaged and empowered.
- Objective 3.5: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.

Tactical Elements: Hold front line supervisors accountable to initiating action plans for All Employee Survey results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee

Employee Engagement

Service Pillar- Carl Vinson VAMC supports all strategic goals through our service pillar by building and sustaining relationships with our customers, innovating and transitioning to new technologies and ways of supporting our customers, and developing new work processes in order to meet the needs of changing business and regulatory demands.

Goal 1 – Maximize Bed Use

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- Objective 1.2: Eliminate barriers to equal employment opportunity (EEO) at all levels and in all occupations.
- Objective 1.3: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 1.4: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 1.5: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.

Tactical Elements: Hold front line supervisors accountable to initiating action plans for All Employee Survey results; Develop outline tool for employees to identify suggested improvement-responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee

Goal 2 – Increase Star Rating

Objectives:

- Objective 2.1: By 4th QTR FY20 the Outreach Team will be formed, trained, committee chartered and a minimum of 2 events will be completed in 10 different counties.
- Objective 2.2: By 4th QTR FY 20 the volunteer process will be streamlined to ensure completion within a two-week period.

Tactical Elements: Identify areas not targeted in one year; Public Relations to identify who is eligible; Send/mail out letter on eligibility and contacts (team with VBA); Recruit volunteers; Revitalize the Youth Ambassador Program by community through schools; Engage employees to advertise; Create TV ads on the target vision; Place posters throughout the facility; Streamline the process/reach out to other facilities (VISN 10); Involve the VSO Gain National Recognition for the Dublin VA WH Program

Employee Engagement

Stewardship Pillar- Carl Vinson VAMC supports all strategic goals, through responsible planning and management of resources. This planning will address the programs ability to address current organizational needs and prepare for future organizational needs.

Goal 1 – Participation of employees in Core Processes/Standard Work

Objectives:

- Objective 1.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 1.2: Eliminate barriers to equal employment opportunity (EEO) at all levels and in all occupations.
- Objective 1.3: Achieve diversity in the broadest context throughout the workforce.
- Objective 1.4: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 1.5: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 1.6: Create an organizational culture where all employees feel engaged and empowered.
- Objective 1.7: Institutionalize shared leadership and accountability for a culture of diversity and inclusion.

Tactical Elements: Establish an Employee Engagement Committee; Map results of All Employee Survey to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, Workload; Hold front line supervisors accountable to initiating action plans for All Employee Survey results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program

Goal 2- AES Promotion/ 78% Participation

Objectives:

- Objective 2.1: CVVAMC holds personnel and external service providers accountable for delivery, excellent customer service and experiences while eliminating fraud, waste, and abuse.
- Objective 2.2: Leverage workforce diversity and empower diverse perspectives throughout the organization through employee and leadership development.
- Objective 2.3: Cultivate a flexible, collaborative, and inclusive organizational culture that gives voice to all employees.
- Objective 2.4: Create an organizational culture where all employees feel engaged and empowered.
- Objective 2.5: Create AES Champions, “50/30 Challenge”
- Objective 2.6: Develop AES Communications Campaign

Tactical Elements: Establish an Employee Engagement Committee; Map results of AES to action plan in response to priorities identified by staff: Communication, Accountability, Growth, Co-Work Relationship, and Workload; Hold front line supervisors accountable to initiating action plans for AES results; Implement VA Voices program; Develop outline tool for employees to identify suggested improvement- responses to be evaluated and recommended for implementation/resources by Employee Engagement Committee; Nursing leadership to engage nursing staff about creation of a Magnet Recognition Program; AES 50/30 Challenge: Utilizing an interdisciplinary team approach (Facility Leadership, HR, IT, AES Facility Representative, EMS, and Public Affairs), Dublin VAMC will employ strategies that result in surpassing the national goal of 60% staff participation in the All Employee by 30% (target: 78% participation).

Reference documents:

VHA Strategic Plan:

<https://www.va.gov/oei/docs/va2018-2024strategicplan.pdf>

VHA Strategic Plan Process:

https://vaww.va.gov/VHAOPP/directive/D_1075_Strategic_Planning_Process.PDF

Pamela Jackson, DNP, RN
Associate Director Patient Care Services

Date

John O’Brien, MD
Chief of Staff

Date

Gerald M. DeWorth
Associate Director

Date

David L. Whitmer, FACHE
Director, Carl Vinson VAMC

Date

Appendix A: Tactical Elements

PEOPLE						
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date		

PEOPLE				
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date

QUALITY				
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date
			-	

QUALITY				
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date

SERVICE				
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date
				-

STEWARDSHIP				
	Objective	Resp. Area(s)	Action Plan/Milestones for Completion	Report date
				-