Introduction
The Bay Pines VA Healthcare System (BPVAHCS) is working in a rapidly changing healthcare environment. While the national healthcare industry is struggling with the transition from fee-for-service to value-based care, the VA is also transitioning from its legacy programs and legislation to better meet Veteran, and stakeholder, expectations. Through various listening posts and with the input of a multidisciplinary team of staff, BPVAHCS has developed a five-year strategic plan to lead our transformation at the local level, within the Central Florida market. This strategic plan guides business strategies and decisions with a focus on four strategic objectives in which the healthcare system will invest time and resources. With the continued support of internal and external stakeholders, BPVAHCS will advance its reputation as a national leader in providing safe, high quality and state-of-the-art healthcare services to America’s Veterans.

Mission, Vision and Values
The BPVAHCS mission statement, vision statement, core values and core characteristics serve as the guiding principles for how our organization cares for its Veterans, educates and engages employees, and conducts business.

Mission
Our mission is to honor America’s Veterans by ensuring exceptional health outcomes that improve their well-being.

Vision
Our vision is to be a Veteran-centered, integrated health organization ensuring excellent health outcomes via care service, coordination, research, and education; an organization where people choose to work; an engaged community partner; and responsive to National emergencies.

Core Values
We have five core values that define “who we are,” our culture, and how we care for Veterans, their families and other beneficiaries. The first letter of each value together spells I CARE. The Values are:

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

**Commitment** – Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA’s mission. Fulfill my 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 I serve and with whom I work 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 my actions, willing to admit mistakes, and rigorous in correcting them.
Core Competencies
The term “Core competencies” refers to the BPVAHCS’s areas of greatest expertise. The core competencies are those strategically important capabilities that are central to fulfilling the mission and providing an advantage in the marketplace. Core competencies are frequently challenging for competitors or suppliers and partners to imitate, and they may provide a sustainable competitive advantage. The BPVAHCS’s core competencies are:

**Provision of comprehensive, coordinated care across the continuum**
Veterans and their families can count on the BPVAHCS to deliver high quality, comprehensive, coordinated and continuous care that is tailored to meet the unique needs of America’s heroes.

**Providing for the unique needs of the Veteran**
The BPVAHCS is the healthcare provider of choice for Veterans residing across Southwest Florida. As Veterans are presented with new healthcare options, we must continue to improve the quality of care we deliver while promoting health, preventing disease and advancing the cure. We will accomplish this through people, our facilities and our services.

Key Business Drivers
The term “key business drivers” refer to critical components, factors or focus areas required to achieve the BPVAHCS’s strategic objectives listed in the next section. Moreover, the key business drivers are a framework for decision making when committing time or resources. Key business drivers guide the healthcare system towards organizational excellence and achieving strategic goals. The BPVAHCS’s key business drivers are:

**Quality**: Our goal is to drive health, prevent disease, and advance the cure. We are committed to providing timely access to healthcare services for the Veterans we serve across southwest Florida and recognize timely, high quality care is essential to positive outcomes. We will continue to monitor the quality of care delivered while taking appropriate steps to ensure Veterans have access to services where and when they want to receive those services.

**Access**: We work to enhance timely access to the healthcare system at every touchpoint, whether it is clinical or administrative.

**Customer Experience**: We will exceed customer expectations with every interaction. Veterans and their families expect us to deliver the highest standards of excellence in customer service and customer experience at every touchpoint. Our staff and volunteers can expect to receive the resources necessary to make this experience happen.

**Employee Engagement**: We must empower each staff member to realize their value and significance to the organization; or guide employees to make transformative and meaningful change that benefit the Veteran. We recognize that all of our employees, regardless of their level or role, are vital to shaping the Veteran experience and communicating their commitment to providing America’s Veterans with high quality healthcare services that are personalized, proactive and patient driven.

**Operational Efficiency**: We provide value-based healthcare services to Veterans through excellent business practices. We must take active steps to streamline and improve programs in order to maximize resources.
Strategic Objectives

The BPVAHCS Strategic Plan comprises four objectives – critical areas of focus for the success and sustainability of the institution. The strategic priorities and overall structure of the plan were developed during an 18-month process led by a diverse, multidisciplinary team representing the healthcare system’s executive leadership team and clinical and administrative services throughout the organization.

1. **Be a 5-Star Organization**

We are committed to becoming a 5-star organization in healthcare quality and customer service. To get there, we must continue to partner with Veterans to provide the very best personalized, proactive, patient-driven care while honoring their service and empowering health. We want to change the dynamic so we can provide health care based on their needs, values, and how the Veteran wants to live, not only for preventing illness, but also for managing chronic disease and providing acute and end-of-life care.

**Tactic: 1.1 – Provide Seamless Oncology Care with Enhanced Navigation**

**Description:** Seamless Oncology Care with Enhanced Navigation embodies the organization’s commitment to a robust cancer care program. This patient population frequently interacts with the healthcare system and requires intensive case management to promote positive health outcomes. A multi-disciplinary team will analyze and enhance the current processes supporting these patients during their cancer diagnosis and treatment, to ensure integrated care is delivered.

**Tactic: 1.2 – Establish Patient Navigator/Greeter Program**

**Description:** The organization will develop and deploy a Patient Navigator/Greeter (PNG) program that will expand on the current information desk process. This program will take staff and volunteers away from information desks in an effort to proactively greet and escort patients at the C.W. Bill Young VA Medical Center (CWBYVAMC) and Lee County Healthcare Center (LCHCC). The PNG program requires robust training in customer service and facility programs for staff that, only upon graduation, will serve in these critical roles. This face to face interaction will engage the Veteran, their family members and visitors, and enhance their satisfaction by providing a seamless, integrated and responsive experience every time they enter CWBYVAMC or LCHCC.

**Tactic: 1.3 – Establish a customer support center (Veterans Experience Office)**

**Description:** As a Veteran interacts with the BPVAHCS; there are multiple opportunities to deliver consistent, high-quality service to every Veteran. The organization will identify opportunities for improvement in the healthcare system’s responsiveness during high-impact touchpoints. This will standardize work for staff involved with these processes and re-align them to create a Veteran Experience Office. Their focus on delivering consistent, high-quality customer service to every Veteran will continue to build Veteran trust and lifelong relationships.

**Tactic: 1.4 – Enhance New Patient Orientation**

**Description:** This tactic provides a renewed focus on forming life-long relationships with our new Veteran guests within our healthcare system. The organization will provide a resident and virtual orientation on the comprehensive services and benefits that VHA, NCA and VBA offers, as well as local BPVAHCS specific information to the Veteran. This New Patient Orientation Program will provide Veterans with a seamless transition into VA healthcare services.
2. TRANSFORM THE DELIVERY OF CARE

Partnering with patients and providing proactive, personalized and patient-driven health care is a priority in the healthcare industry. It is what health providers need to do in order to stay relevant to patients, create better patient relationships and long term outcomes, and provide timely care at lower costs. As Veterans are presented with new healthcare options, we must transform our delivery of care to ensure we are able to provide for tomorrow’s Veterans through research and education today.

**Tactic: 2.1. – Enhance coordination and partnerships with community care providers**

**Description:** The Veterans’ Access to Care through Choice, Accountability, and Transparency (VA Choice) Act provided new authorities that enhanced the organization’s capabilities to provide Veterans with healthcare services outside of the VA system. This tactic will establish a high-performing, integrated community healthcare network, and include the transition of the current Non-VA Care Office to the Care in the Community Service. This Service will ensure community partnerships are appropriately expanded, and uphold our commitment to deliver seamless, coordinated and continuous care to Veterans.

**Tactic: 2.2. – Complete Inpatient/Outpatient Improvement Project**

**Description:** Upon completion, this Major construction project will fully transform the CWBYVAMC campus and improve the Veteran experience. Activation of the new Mental Health Addition will provide for over 180,000 additional square feet of inpatient, outpatient and residential space. The project creates efficiency for both patients and staff by co-locating the inpatient and outpatient mental health services. Renovation of a second Med/Surg Ward will create private and semi-private settings, where patients are able to focus on their well-being and treatment along with support from their families. Both the new Mental Health facility and the Med/Surg Ward renovations will improve the privacy the dignity of Veterans with disabilities and improve their quality of life. The last phase of this project is the renovation of primary care space planned for Building 1, floors 2-5, that will incorporate the newly developed Patient Aligned Care Team (PACT) design criteria. Once complete, it will consolidate all CWBYVAMC Primary Care teams in one location and create additional space in Building 100 and Building 102 for expansion of specialty care services.

**Tactic: 2.3. – Implement PACT 2.0 (Intensive Care Coordination)**

**Description:** The goal of PACT 2.0, Intensive Care Coordination, is to ensure patients, especially the chronically ill, get the right care at the right time at the lowest level of care, while avoiding unnecessary duplication of services and preventing medical complications. Care coordination allows the organization to anticipate the needs of the most vulnerable Veterans, to administer appropriate preventative care, to promote an independent lifestyle, to provide end of life counseling, and to decrease unnecessary hospitalizations. Successful engagement in this model will improve the lives of Veterans and affirms the VA as a leader in the healthcare industry.

**Tactic: 2.4. – Research Program Expansion**

**Description:** The organization is fully invested in discovering new ways of preventing and treating illnesses not only for Veterans seeking care at the BPVAHCS but also for the general Veteran population through the expansion of our research program. The research addition will provide an environment capable of increasing funded research activities 100 percent and increase operational efficiencies by 30 percent. This expansion of research activities and enhancement of operational
efficiency will also ensure safety and compliance across the research program while engaging clinical staff and Veterans in translating research into improved healthcare outcomes.

**Tactic: 2.5 – Expansion of Urgent Care Services**  
**Description:** to ensure the timely delivery of urgent medical care for patients who are unassigned or present during non-traditional business hours for care that is urgent but non-emergent. Successful development of Urgent Care services will ensure the appropriate use of Emergency Department resources, which will result in improved flow through the ED. Additional benefits, include, reduction in congestion, reduction in episodes of ED diversion, and improvement in quality of care for patients receiving emergency care.

### 3. **EVERY EMPLOYEE IS ACTIVELY ENGAGED**

Every employee has a role in a Veteran’s healthcare experience and that experience has an impact on their wellness and well-being. As such, leaders across the healthcare system must identify ways to effectively engage employees, help them understand their roles, and incentivize them to deliver the care and services Veterans expect and deserve. Every employee has the opportunity to shape their environment and Veteran experience within the BPVAHCS. Leaders across the healthcare system must assist and advocate for this transformation.

**Tactic: 3.1. – Develop centralized Frequently Asked Questions (FAQ) for reference**  
**Description:** This tactic provides a centralized, FAQ database for BPVAHCS staff to reference in responding to Veteran concerns. It serves to establish a standardized and accurate database for communicating with our customers and ensures a unified Veterans experience. This tactic will focus on FAQs specific to the healthcare system, including the CWBYVAMC and all outpatient clinics.

**Tactic: 3.2. – Leaders Developing Leaders**  
**Description:** A supervisor’s job is challenging and requires a broad knowledge of complex systems and the ability to deal with multiple tasks and priorities. The organization is dedicated to equipping these individuals with leadership tools and corporate knowledge, through comprehensive coursework and interactive exercises. Leaders will, in turn, be empowered to engage their employees, mobilizing them to get involved and move the organization towards purposeful, grassroots change that supports the VA’s strategic priorities.

**Tactic: 3.3. – VA Voices**  
**Description:** VA Voices is an initiative in which staff experience interactive training designed to bring alive the spirit of mission and caring. Staff will learn tools for building better relationships with their Veteran patients.

**Tactic: 3.4. – In person/video tour of key work streams**  
**Description:** This tactic aims to develop an in-person and/or virtual tour program through the use of volunteers and high-quality video (video series) that lifts the veil and provides a behind the scenes look of how VA provides healthcare to America’s heroes. The in-person tour program will be led by volunteers at both the CWBYVAMC and LCHCC. A video series will augment the tour program and will be available online at www.baypines.va.gov. Both these programs will expand the Veteran experience beyond the physical sites of care.
4. **Be A Highly Reliable System**

We must continue our focus on building a highly reliable system and high performing network that Veterans trust. We will do this by recruiting and hiring the best and brightest clinical and administrative professionals to fill our ranks, maximizing organizational assets and optimizing business systems to more effectively measure standards of medical practice to improve healthcare delivery.

**Tactic: 4.1. – Consolidate internal and external patient transport**

*Description:* Patient flow interconnects people and processes within the healthcare system, making patient transportation the hub of movement and is an essential part of a safe and efficient healthcare environment. The aim of this tactic will include an analysis of the current processes and the restructuring of the request for internal and external transportation, to provide Veterans with highly reliable and timely service.

**Tactic: 4.2. – Dynamic Recruitment System**

*Description:* The BPVAHCS will optimize recruitment efficiencies by accurately quantifying the workforce turnover trends, re-evaluating the relevance of a position to the overall organizational mission, and the organization’s responsiveness to these changes. Striving to recruit at the time of the vacancy notice includes reducing administrative burden, identifying appropriate staffing levels and double encumbering for critical positions. Engaging in these practices will allow the system to staff critical positions timely and mitigate risks related to prolonged vacancies.

**Tactic: 4.3. – Establish safety and emergency management as staff competencies**

*Description:* In an emergency or disaster, BPVAHCS coordinates essential VA emergency medical response and support services at the local level to ensure the health and safety of Veteran patients, staff and visitors, and the continued delivery of health care services. The organization will engage in activities that foster the competencies of safety and emergency management to all mission critical staff members. Clearly establishing staff roles will ensure consistent and systematic actions to prevent/mitigate, prepare, respond and recover from a local or national event.

**Tactic: 4.4. – Establish a centralized business intelligence team**

*Description:* The organization will build a centralized business intelligence team that will analyze various data sets and use the Strategic Analytics for Improvement and Learning (SAIL) (or the appropriate tool as designated by VA) as a guide for quality performance to identify and recommend strategic transformational opportunities in order to improve both relative performance and absolute improvement. With the Systems Redesign section, the business intelligence team will collaboratively develop high-priority improvement projects for deployment. Overall, this will create a decision support system that is driven by data analytics and manages organizational knowledge.