



Commission on Care

David Shulkin, M.D.
Under Secretary for Health
Department of Veterans Affairs

March 23, 2016



U.S. Department
of Veterans Affairs

Four Objectives for Today

- Agreement and acknowledgment of VHA's requirement to urgently address numerous issues (Leadership, Staffing, Facilities, IT, Ops) and that this will require a "Bold Transformation"
- Accurately educate and inform Commission on what VHA is currently doing in these areas
- Desire to work with the Commission to address barriers that inhibit rapid and meaningful improvements and strategic movements
- Candor on areas of concern or disagreement

Principles VHA Supports

- Community Based Integrated Networks
- Local Determinations of Veteran Needs and Provider Capabilities
- Infrastructure and core competency requirements for population management (navigation, care management, analytics)
- Maintain and enhance capabilities within VA for services that are not available or as strong in the community
- Develop world class (best practice) operational capabilities and facilitates
- Support social, psychosocial and other support programs for Veterans (Vet Centers, Caregivers, Homelessness, etc)
- Maintain missions in education, research and emergency preparedness

VHA's Commitments to this Direction

- Submitted the Plan for the New Veterans Choice (High Performance Networks)
- Re-organized VHA to have a separate function for Community Care and Organizational Excellence (Analytics, Best Practices, VERC)
- Implementing Major Operational Improvements and Veteran Centric Care (myVA)



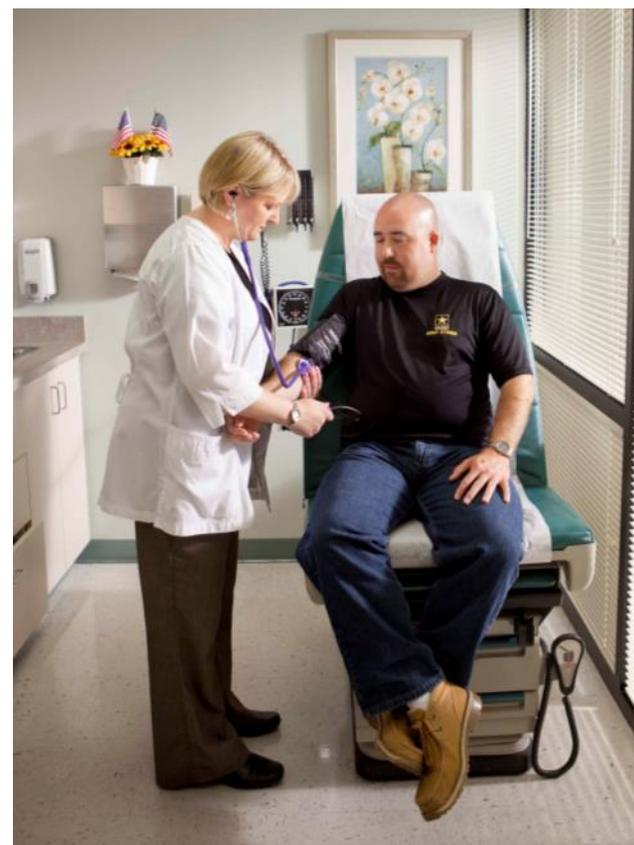
Out of
crisis comes
clarity.

Randolph O'Toole

meetville.com

Under Secretary for Health Priorities

- Development of a High Performance Network
- Fix Access
- Employee Engagement
- Consistency of Best Practices and Resource Prioritization
- Restore Trust and Confidence



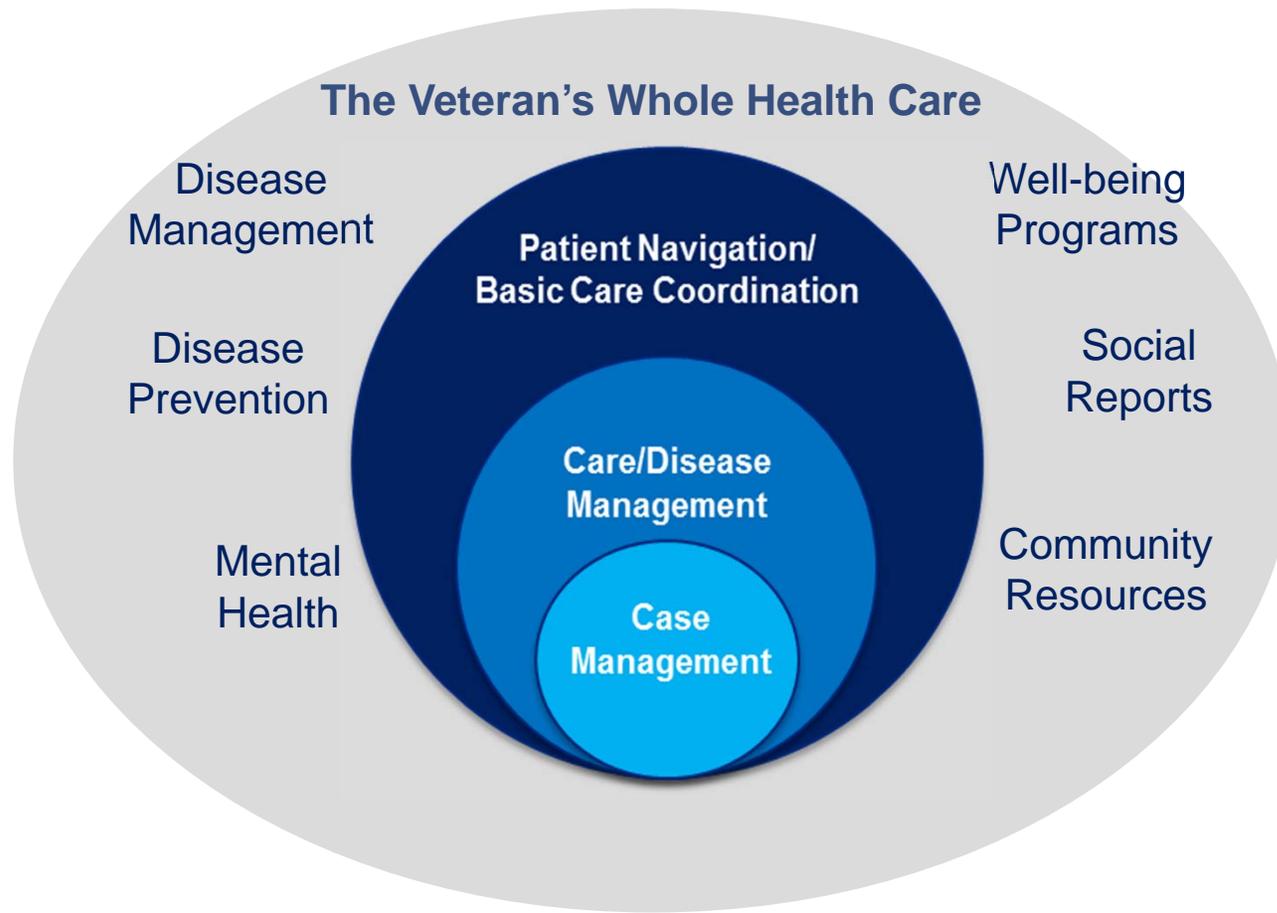
Working with the Private Sector

VA as a Community Based Integrated Network



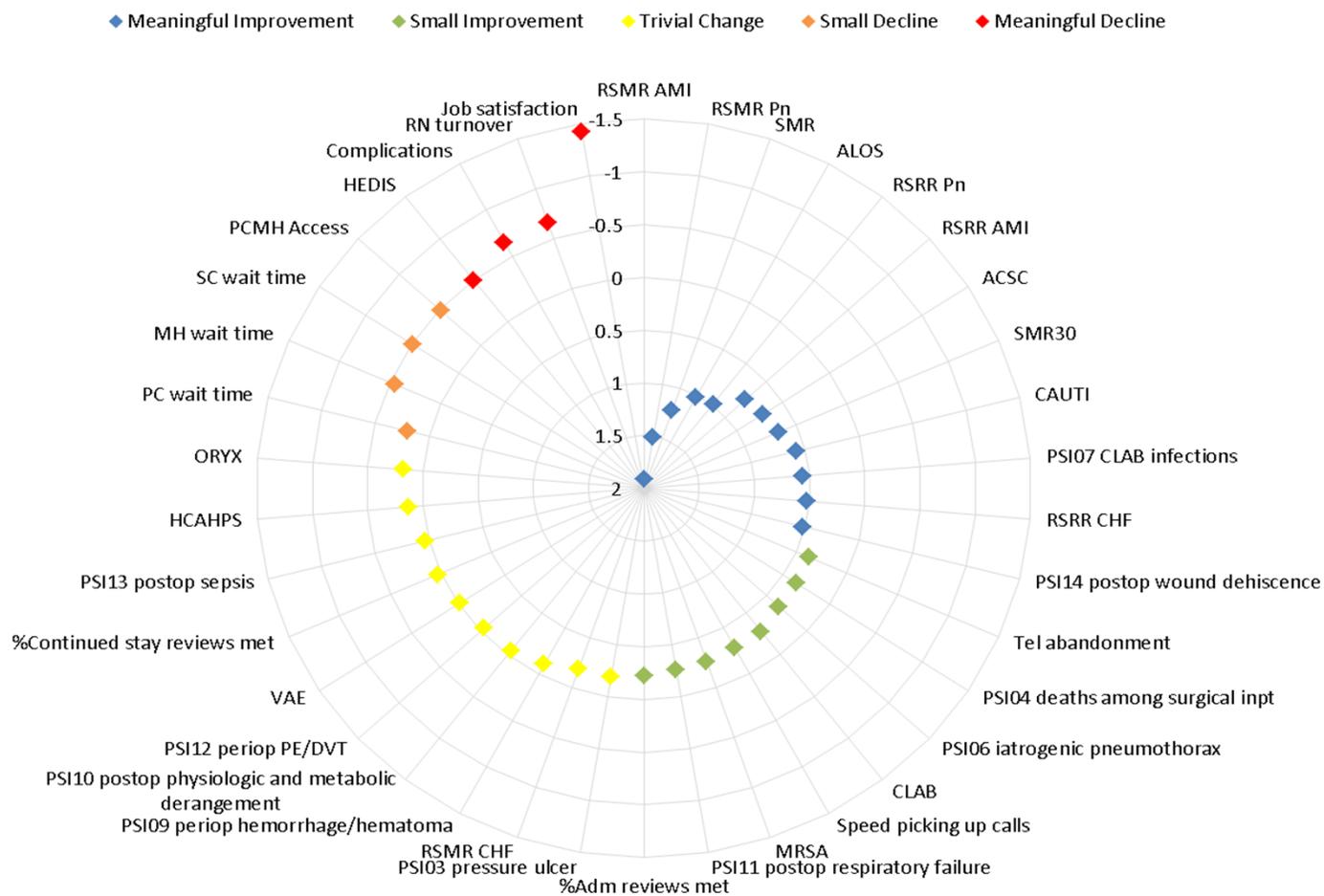
High Performance Network/ACO

Investing in Programs Essential to VA and Not Duplicating Services in the Private Sector



VA Has Advanced Analytics

Size of Change in Quality Indicators on SAIL Between FY2012Q2 and FY2015Q3





An Area of Concern...

- Forcing a choice between a community provider or the VA will weaken the ability to develop a truly integrated community based network that can evolve and improve



Access: Making Real Progress

- Improved Productivity and Availability
- Focus on Urgent Needs
- Re-design of Care Processes
- Embracing Community Care



VA Clinical Work Load

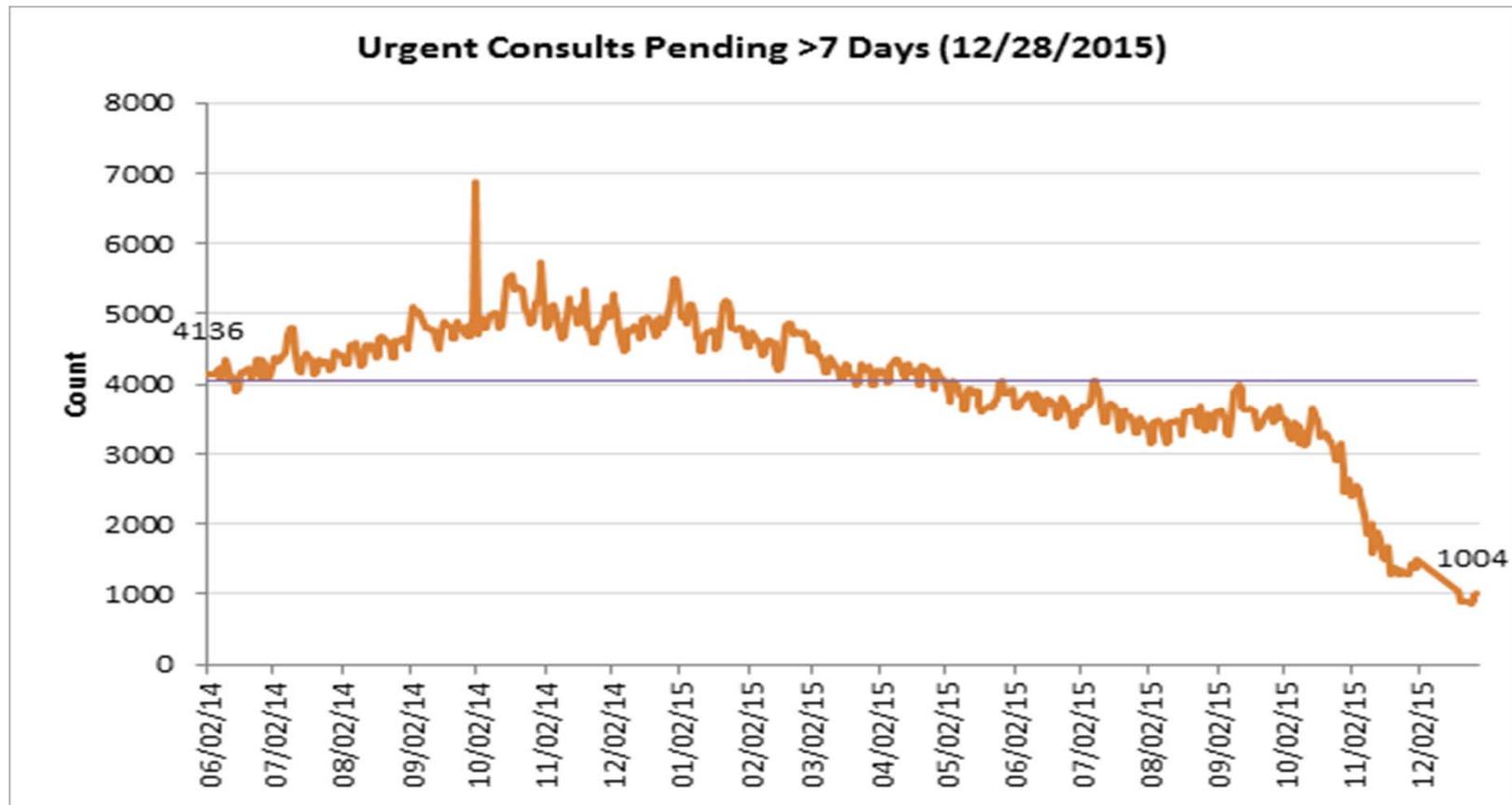
- The VA has increased its total clinical work (direct patient care) by 10% over the last 2 years (2013-2015) as measured by private sector standard (relative value units)
- This increase translates to roughly 20 Million additional provider hours of care for our Veterans.

Stand Down's For Access



VETERANS HEALTH ADMINISTRATION

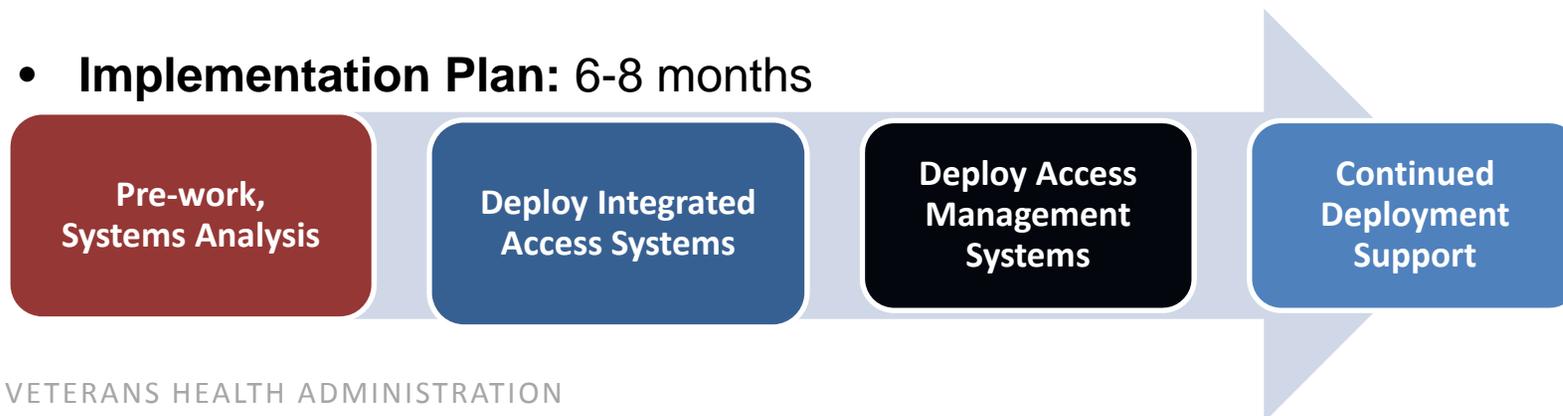
Sustaining the Improvements



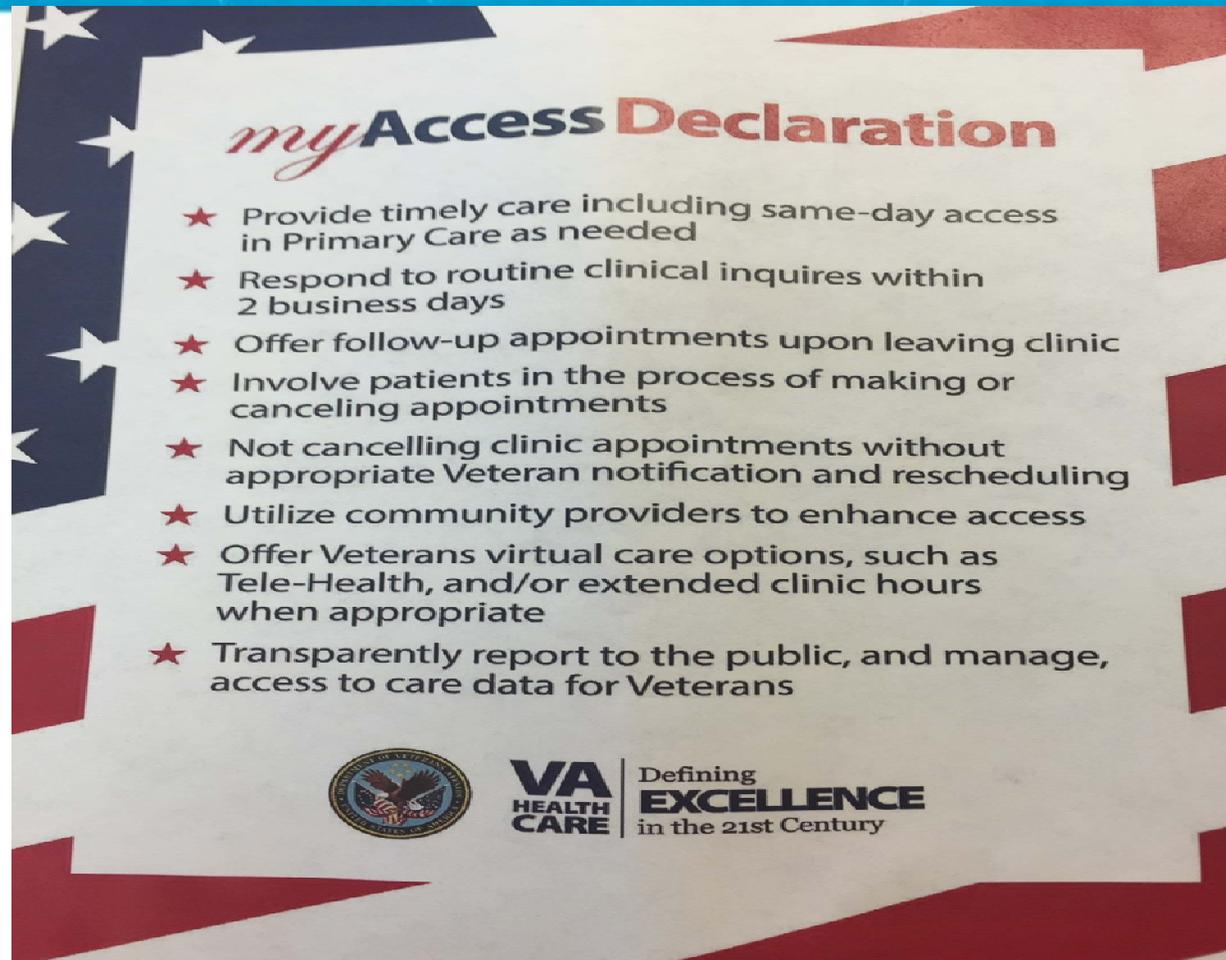
Same Day Access to Care

Veterans Engineering Resource Center (VERC)

- **Goal:** Achieve same day access for new patients using integrated access systems deployed through rapid process improvement approaches
- **Benefits:**
 - Improved Veteran and employee experience through implementation of streamlined, Veteran-centered health care delivery systems
 - Robust visibility and dynamic management of access performance within and across VA facilities
- **Implementation Plan:** 6-8 months



DRAFT of 3/23/16- Not Finalized



*my***Access Declaration**

- ★ Provide timely care including same-day access in Primary Care as needed
- ★ Respond to routine clinical inquiries within 2 business days
- ★ Offer follow-up appointments upon leaving clinic
- ★ Involve patients in the process of making or canceling appointments
- ★ Not cancelling clinic appointments without appropriate Veteran notification and rescheduling
- ★ Utilize community providers to enhance access
- ★ Offer Veterans virtual care options, such as Tele-Health, and/or extended clinic hours when appropriate
- ★ Transparently report to the public, and manage, access to care data for Veterans

 **VA** HEALTH CARE | Defining **EXCELLENCE** in the 21st Century

VA's New Commitment to Consistency



Best Practices

**Best Practice Collaboration
Shark Tank**

Practice Sharing Forum

Best Practice “Gold” Fellows for Dissemination

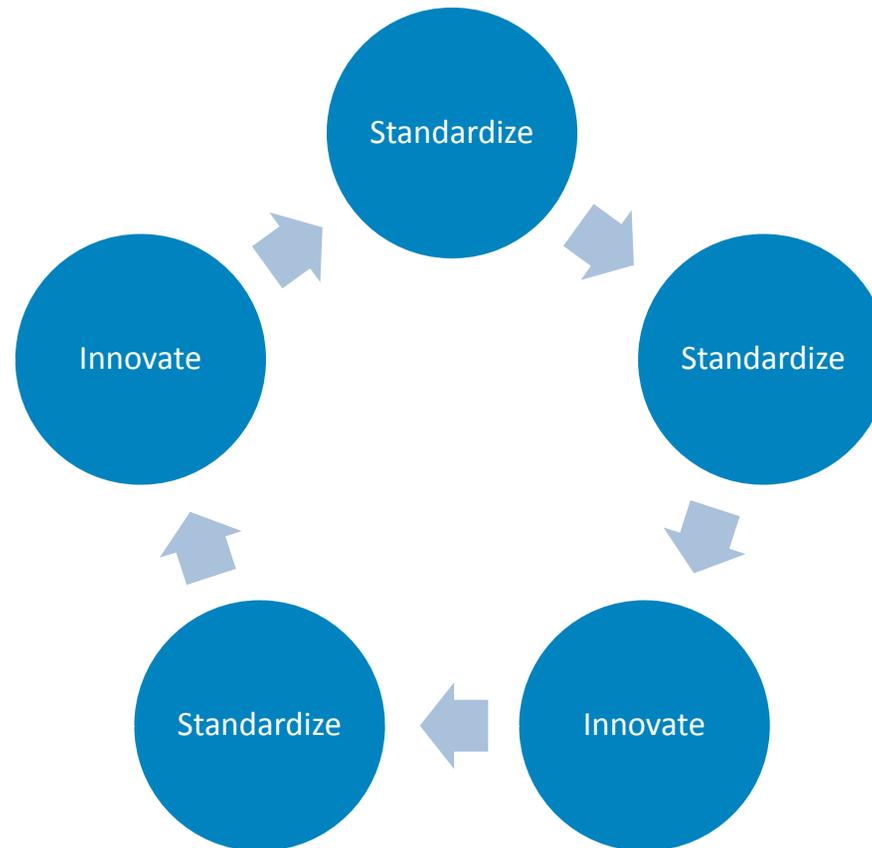


PharmD Best Practice- Madison WI

Every Veteran should know who is in their
Patient Aligned Care Team (PACT)



VA Best Practices- Rapid Cycle Dissemination



Employee Engagement

- **New Management Team Getting in Place- PDUSH, DPDUSH, DUSP, DUSHOM**
- **Leaders Developing Leaders**
- **Lean Management Training**
- **Communication Strategies- Pulse, Virtual Town Halls, Videos**
- **Leadership and Accountability Reforms (Title 38)**

Employee Engagement VHA CO

Survey Questions	2015	2016 (2 Qs)
Performance Feedback	62	62
Accountability	28	39
Employee Input	40	51
Innovation	55	59
Senior Leader Ethics	42	55
Information Sharing	40	47

VA is one of the Top Innovators

technology | Tue Mar 8, 2016 12:36pm EST

Rel:

The World's Most Innovative Research Institutions

BY DAVID EWALT



Our top photos from the last 24 hours

[Dinner at the White House](#)

[Migrants scramble for supplies](#)

[Photos of the week](#)



U.S. DEPARTMENT OF VETERANS AFFAIRS
CENTER FOR INNOVATION

V

VA's Genomics Program

DISCOVERY  INNOVATION  ADVANCEMENT

MVP

**Million Veteran Program:
A Partnership
with Veterans**

 Veterans Health Administration
Research & Development
Improving Veterans' Lives  www.research.va.gov



12 Breakthrough Priorities

Veteran touchpoints

Critical enablers

1 Improve the Veterans Experience

2 Increase Access to Health Care
(same day primary care, seamless care, suicide prevention)

3 Improve Community Care

4 Deliver a Unified Veterans Experience

5 Modernize our Contact Centers
(to include Veterans Crisis Line)

6 Improve the Comp & Pension Exam

7 Develop a Simplified Appeals Process

8 Continue to Reduce Veteran Homelessness

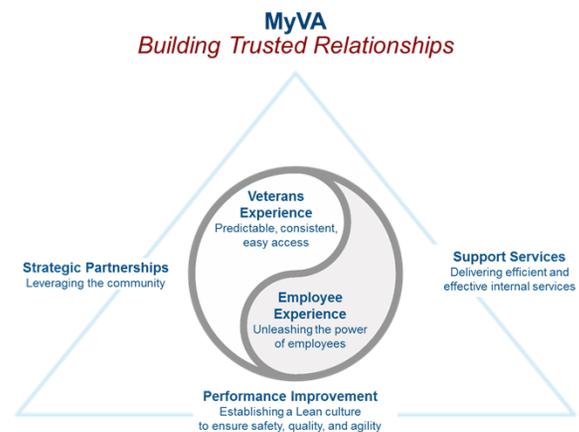
9 Improve Employee Experience
(to include leadership development)

10 Staff Critical Positions

11 Transform OIT

12 Transform Supply Chain

VETERANS HEALTH ADMINISTRATION



Legislative priorities

Improve the Veterans Experience

Increase Access to Health Care

(same day primary care, seamless care, suicide prevention)

Improve Community Care

Staff Critical Positions

- 80-hour workweek flexibility
- Competitive pay for VAMC & VISN Directors

- VA Provider Agreement Legislation
- Consolidation Plan Legislation

Budget Flexibility Authority – General Transfer Authority for up to 2% of discretionary funding across accounts (excluding Medical Care)

What VHA Believes.....

Execute on the Five Priorities

Sustain the Gains and Build Further Management Competence

Work with Congress to adopt legislative reforms to remove barriers

Re-prioritize Resources (Human and Financial) to focus on core strengths of VA

Adopt Additional Private Sector Best Practices (e.g., supply chain, IT improvements, operational processes)

Support a Bold Transformation to a Community Based Integrated Network

Work closely with the Commission over the next 24 business days