



Commission on Care Workgroup Report

Health Operations Workgroup

March 22, 2016

Pre Decisional Internal Working Draft

Methodology

- **Numerous Staff Meetings with Subject Matter Experts**
 - Pittsburgh Veterans Engineering Resource Center
 - Boston VAMC regarding Scheduling During Weekends, Holidays, Evenings and Nights
 - Health Services Research and Development
 - Office of Connected Care
 - Office of Quality, Safety and Value

Methodology (cont.)

- **Other Staff Meetings with Subject Matter Experts**
 - Private Sector Process Management Consultant
 - Office of Organizational Excellence
 - Office of Clinical Analytics and Reporting

Methodology (cont.)

- **Staff and Commissioners met with Office of Access and Clinic Administration twice**
 - **Implementation of New Scheduling Package**
 - **Status of Clinic Profiling**
 - **Implementation of Clinic Managers**

Methodology (cont)

- **Used Independent Assessments as a Starting Point**
- **Additional Literature Reviews**
 - Commission Meetings
 - MyVA and Blueprint for Quality and Other Planning Documents
 - Internal VA and VHA Policy (Handbooks, Directives)
 - Other Governmental Policy
 - Government Reports (Inspector General and General Accounting Office; Commissioned Studies)
 - U.S. Code
 - Peer Reviewed Medical Literature
 - Websites (VA, Other Fed, Government, NGOs)
 - Popular Press

Methodology (cont)

- **Workgroup Meetings and Teleconferences**
 - **Access and Clinic Administration**
 - **Discussion of**
 - **Various Point Papers**
 - **Practicing to the Top of the License for Advanced Practice Nurses and Physician Assistants**
 - **Access Standards**
 - **Telehealth and Connected Health and Cultural Sensitivity**
 - **Human Resources Management practices**
 - **Emergency Management**

Recommendations

- **Improve clinical workflow by implementing appropriate staffing practices, creating a culture of continuous improvement, ensuring bed levels correspond with demand, and tracking resource distribution in real time.**

Recommendations

- **Improve productivity by ensuring staff members have adequate resources and training, utilizing staff members to their fullest potential, following best practices, and embracing a quality improvement methodology, and creating a culture that encourages addressing mistakes openly and systematically**

Recommendations

- **Overhaul human resources processes and procedures to attract and retain staff.**

Recommendations

- **Use State-of-the-Art Technology to Improve the Scheduling Process**

Recommendations

- **Use State-of-the-Art Technology to Expand the Delivery of Care and Meaningfully Measure Access to Care**

Ongoing Work

- **Updates from Access and Clinical Administration Programs**
 - Clinical Managers
 - Vista Scheduling Enhancements
 - Clinic Profile Management (clean ups)
 - Medical Appointment Scheduling System
- **Modern Telephone Systems and Phone Banks**

Ongoing Work

- **Human Resources Management Overhaul**
- **Best Practices Dissemination**
- **Reengineering**
- **Quality Process Management**
- **Patient Safety**