



PHOENIX VA HEALTH CARE SYSTEM STRATEGIC PLAN FY2023



Our Path to a High Reliability Organization (HRO)

EXECUTIVE PRIORITIES

Undersecretary of Health (USH) Priorities

- Hiring faster and more competitively
- Connect Veterans to soonest and best care
- Serve Veterans with toxic exposure
- Accelerate our HRO journey
- Support Veterans whole health, caregivers, and survivors
- Prevent Veteran suicide

3 - 5 Year Breakthrough Objectives of Phoenix VA

- Enhancement of Complexity 1A Facility
- Fully modernized health system (inpatient, ICU, surgery)
- Provide an exceptional Veteran experience (Own the Moment)
- Expand our culture of diversity, equity and inclusion
- Connecting healthcare access across the VA Enterprise
- Become Whole Health designated site

Characteristics of a High Reliability Organization

1. Sensitivity to operations
2. Reluctance to simplify explanations for problems
3. Preoccupation with failure
4. Deference to front line expertise
5. Commitment to resilience

STRATEGIC FRAMEWORK VISION STATEMENTS

V

Veteran Centered
We create a personalized Veteran Experience

E

Employee Engagement
We recruit, engage, develop and retain the best people.

T

Teamwork & Innovation
We combine our talents to make a difference

E

Education & Research
We learn, teach, use, and research the best practices

R

Resource Management
We commit to be there for our Veterans when they need us

A

Access
We will provide timely access for Veterans, as determined by their clinical needs

N

Network Strategic Partnerships
We ensure the highest level of coordinated care

S

Superior Quality
We deliver the highest quality and safest care for our Veterans

FY2023 ANNUAL OBJECTIVES FOR THE PHOENIX VA HEALTH CARE SYSTEM

- ☐ Integrate Whole Health application into Primary Care and Mental Health
- ☐ Expand scripting initiatives in Primary Care
- ☐ Optimize Home Based Primary Care (HBPC)
- ☐ Expand Native American community outreach and partnership - PTOCs
- ☐ Improve Veteran trust scores
- ☐ Complete toxic burn pits screenings
- ☐ Improve Veteran communication
- ☐ Enhance the comprehensive Veteran travel program
- ☐ Expand dementia program

- ☐ All Employee Survey (AES) data use and data sharing in all services
- ☐ Reboot & Stay in the VA
- ☐ Formalized, purposeful, and consistent leadership rounding
- ☐ Merge EEO, SEPM & DEI into comprehensive inclusion program
- ☐ Continue "Pathways to Excellence" journey
- ☐ Expand internal communication plan
- ☐ Enhance a culture of psychological safety
- ☐ Execute VHA Workforce and Succession Strategic Plan tools
- ☐ Psychological safety training

- ☐ Implement the Integrate case management model
- ☐ Increase spiritual care across the health system
- ☐ Support innovative efforts within service lines
- ☐ Coordination of Veteran patient experience services with chaplain, palliative care, whole health arena
- ☐ Increase suicide prevention efforts across all disciplines
- ☐ Initiate preparations for Cerner
- ☐ Increase diagnostic and radiology capabilities
- ☐ Expand SIM center capabilities
- ☐ Pilot a long COVID clinic

- ☐ Increase academic clinician workforce
- ☐ Expand support for and increase number of training programs with academic affiliates
- ☐ Expand processes for joint recruitment with academic affiliates
- ☐ Promote statewide and VISN wide research activities
- ☐ Create an aligned education umbrella
- ☐ Optimize succession planning
- ☐ Ensure administrative support model and competencies

- ☐ Improve equipment & supplies management & distribution
- ☐ Storage space optimization
- ☐ Start & align CDI operation with Revenue cycle optimization, collection, coding, and VERA
- ☐ Execute a new RMB/PMC structure tying fiscal and HR components together to support decision-making
- ☐ Implement environment of care improvement zone based strategy
- ☐ Execute COR strategy including governance
- ☐ Implement ACLS level interfacility ambulance service

- ☐ Expand services to maximize access
- ☐ Enhance and expand virtual rooming and check out
- ☐ Continue optimizing inpatient flow
- ☐ Optimize telephone access
- ☐ Continue work with community care partners to improve access
- ☐ Implement centralized RCI for care coordination
- ☐ Explore expansion of CBOC currently at capacity
- ☐ Comprehensive approach to increase OR capacity

- ☐ Maintain active, open relationships with VSO, VFAC, and congressional partners
- ☐ Continue to expand Arizona statewide initiatives for suicide prevention and homelessness
- ☐ Explore community options for endoscopy expansion
- ☐ Establish formalized external communication plan
- ☐ Expand working relationships with federal & state partners

- ☐ Enhance our surgical complexities
- ☐ Start a Mohs surgery program
- ☐ Start a Cochlear implant surgery program
- ☐ Ophthalmology residency
- ☐ Comprehensive review of cancer care coordination
- ☐ Complete the process for standing up surgical critical care
- ☐ Build nursing support for specialty clinics
- ☐ Ongoing regulatory readiness & compliance
- ☐ Optimize patient safety for Veterans
- ☐ Exceed HEDIS & ORYX preventative healthcare metrics

CAPITAL IMPROVEMENT AND IN-HOUSE CONSTRUCTION OBJECTIVES

FY2023 Construction

- Remodel Ward 2C - single patient rooms
- Replace Boilers
- Remodel Dietetics Kitchen
- Renovate the rest of 2D (Radiology)
- EHRM infrastructure project
- Repair/replace Medical Center roof
- SPS and RME Storage
- PETCT replacement
- Expand Emergency Power to Medical Center

FY2023 Designs/Studies

- Feasibility study for a new Bed Tower
- 2nd Floor ACC Infusion Center
- Electrical infrastructure (Power study)
- Upgrade and modernize the simulation center
- Design new OR suite
- Build a Fisher House

FY2024

(To be prioritized for funding or anticipated start)

- Construct new SPS Building
- Expand Parking Garage
- Construct Women's Clinic redesign
- Consolidated scope processing area
- Construct consolidated recovery space
- Design a new warehouse
- Modernize halls and walls phase 2
- Remodel Ward 4C/4D - single patient rooms

FY2025 and beyond vision

- Design new Bed Tower
- Design new CLC
- Design 2nd Cath Lab