



**VA**  
**HEALTH**  
**CARE**

Defining  
**EXCELLENCE**  
in the 21st Century

# **VA Psychology Leadership Conference**

***PAST, PRESENT & FUTURE FOR VHA:  
THE REALIGNMENT IN CENTRAL OFFICE***

*May 18, 2011*

***George W. Arana, MD***  
***Acting Assistant Deputy Under Secretary for Health  
Clinical Operations***



*Ultimatecarpage.com*



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



BUGATTI *VEURON*



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



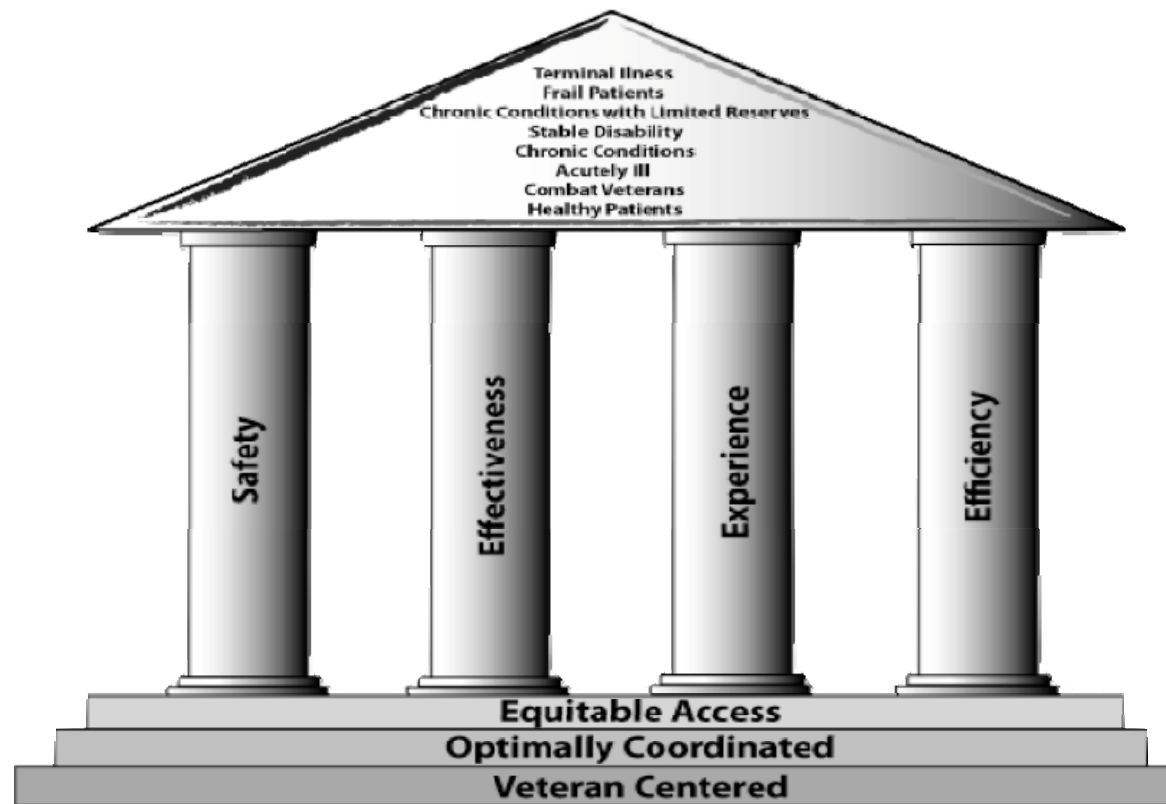
# Expectations of Healthcare Industry Changing

- *Moment of Truth: Healthcare Value, Economic Realities, Outcomes*
- *Patients participate as partners in their care*
- *Care is convenient and local: Walk in clinics, ZoomCare, Walmart, Employer Embedded PC*
- *Alternative care (non-institutional, homelike, complementary)*
- *Health care information is readily available (WebMD, etc)*
- *Preventive health (Health clubs, Nutrition, Well-being)*
- *Public awareness of war and veterans issues*
- *Younger veterans often have families and jobs*

# Secretary Shinseki's Vision

- Veteran Centric
- Results Oriented
- Forward Looking

# Universal Services Framework



**Veteran Centric – Results Oriented – Forward Looking**

***Patient Centered – Team Based – Continuously Improved – Evidence Based***

# Secretary Shinseki's Themes

- Access
- Homelessness
- Backlog



# Dr. Petzel's Priorities

- Create a Vision for the Organization
- Align/Reorganize the Organization
- Reduce Variation

# VHA Mission

Honor America's Veterans by providing exceptional health care that improves their health and *well-being.*

# Key Elements of VHA Vision

- Patient-Centered
- Team Care
- Continuous Improvement
- Data-Driven
- Evidence-Based

# Patient Centered

- Patients in control of their health care
- System designed around the needs of the patient

# Team Care

## *The New Health Care Work Place*

- Work is done in teams
- Team members regard each other as peers
- Teams are empowered
- Teams have data about cost, quality, satisfaction and access
- Teams use a continuous improvement process
- Teams have time
- Teams work collaboratively

# Continuous Improvement

- Data about: Quality, Cost, Access and Satisfaction
- Time
- A corporate operating principle
- VHA System Redesign

# Total Quality Management



## Total Quality Management (TQM) Deming's 14 Point Plan for TQM

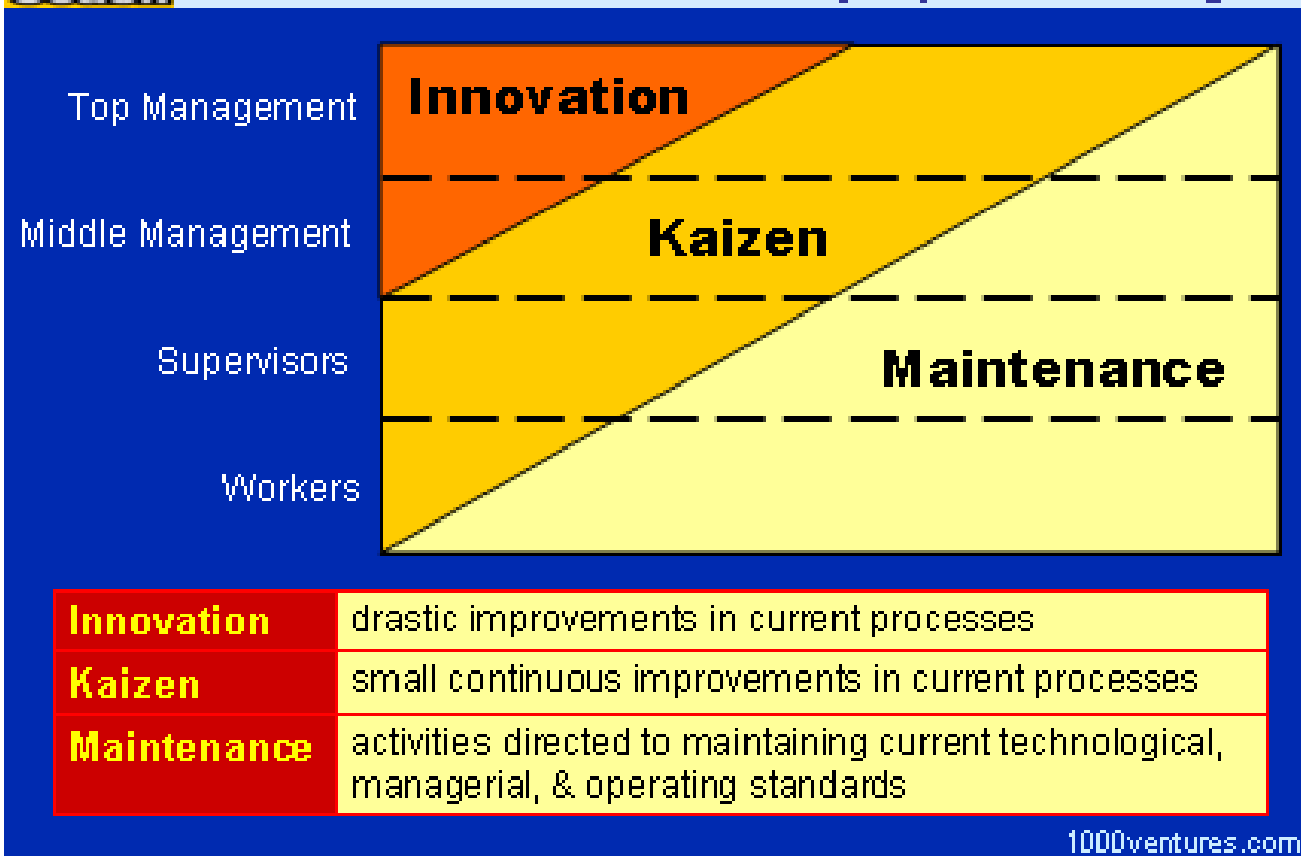
1	Create constancy of purpose	8	Drive out fear
2	Adopt the new philosophy	9	Eliminate boundaries
3	Cease inspection, require evidence	10	Eliminate the use of slogans
4	Improve the quality of supplies	11	Eliminate numerical standards
5	Continuously improve production	12	Let people be proud of their work
6	Train and educate all employees	13	Encourage self-improvement
7	Supervisors must help people	14	Commit to ever-improving quality

1000advices.com

# Continuous Improvement



## Kaizen – Continuous Improvement Job Functions as Perceived by Japanese Managers





# Data Driven, Evidence Based

- Data about point-of-care performance
- Medical practice based on the evidence

# VHA Transformation Initiatives

- New Health Care Models
- Enhancing the Veteran Experience and Access to Healthcare
- Improving Veteran Mental Health
- Ending Veteran Homelessness
- Improving Healthcare Efficiency
- Improving Healthcare Through Informatics

# Targeted Waste Reduction

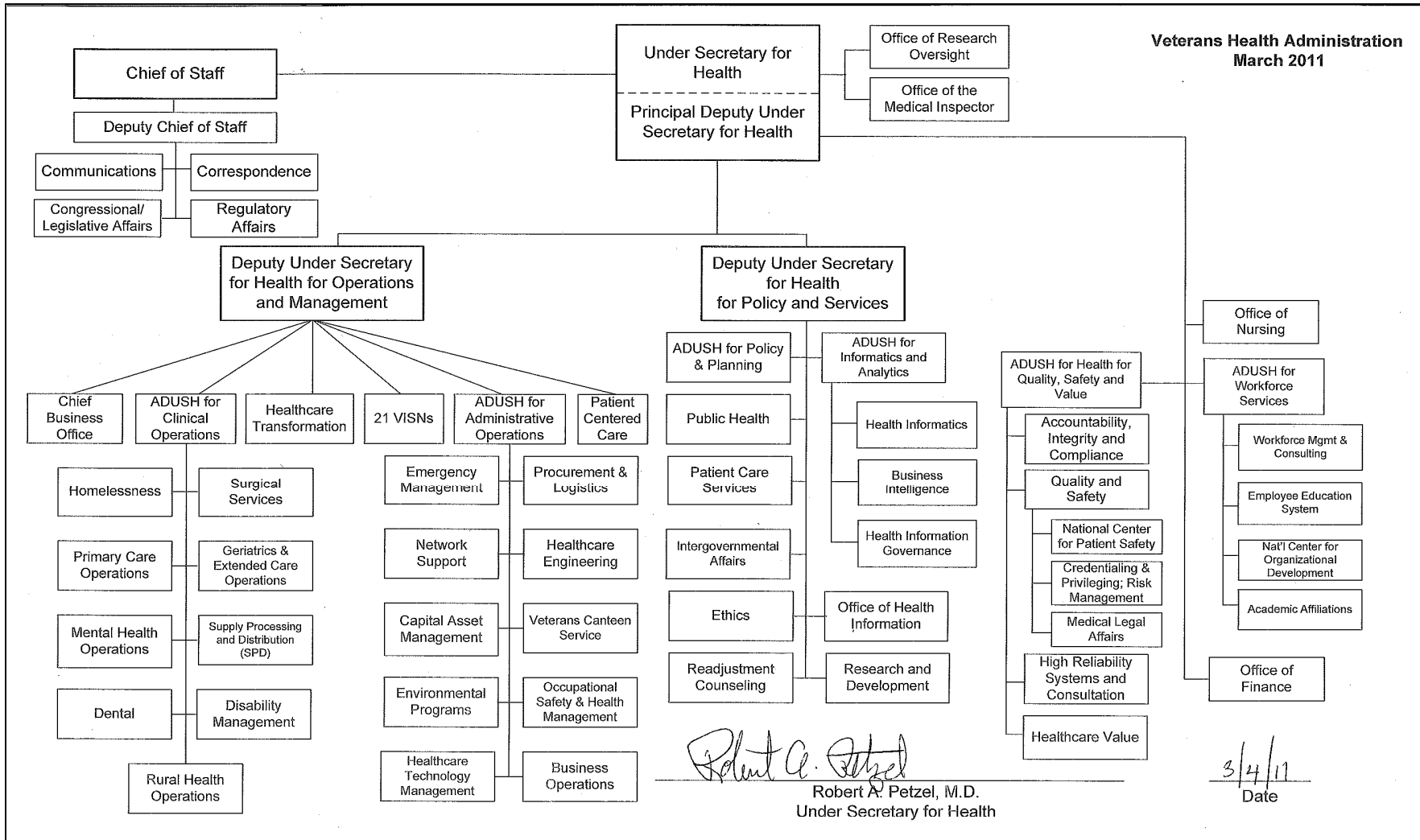
- Reduce length of stay
- Reduce indirect cost
- Reduce readmissions
- Reduce unnecessary admissions
- Reduce ambulatory sensitive conditions admissions

# Reorganization –Why?

- Clinical presence in operations
- Consolidate informatics
- Consolidate workforce group
- Consolidate compliance and oversight
- Clarify roles of policy and operations

# VHA: Central Office

Veterans Health Administration  
March 2011

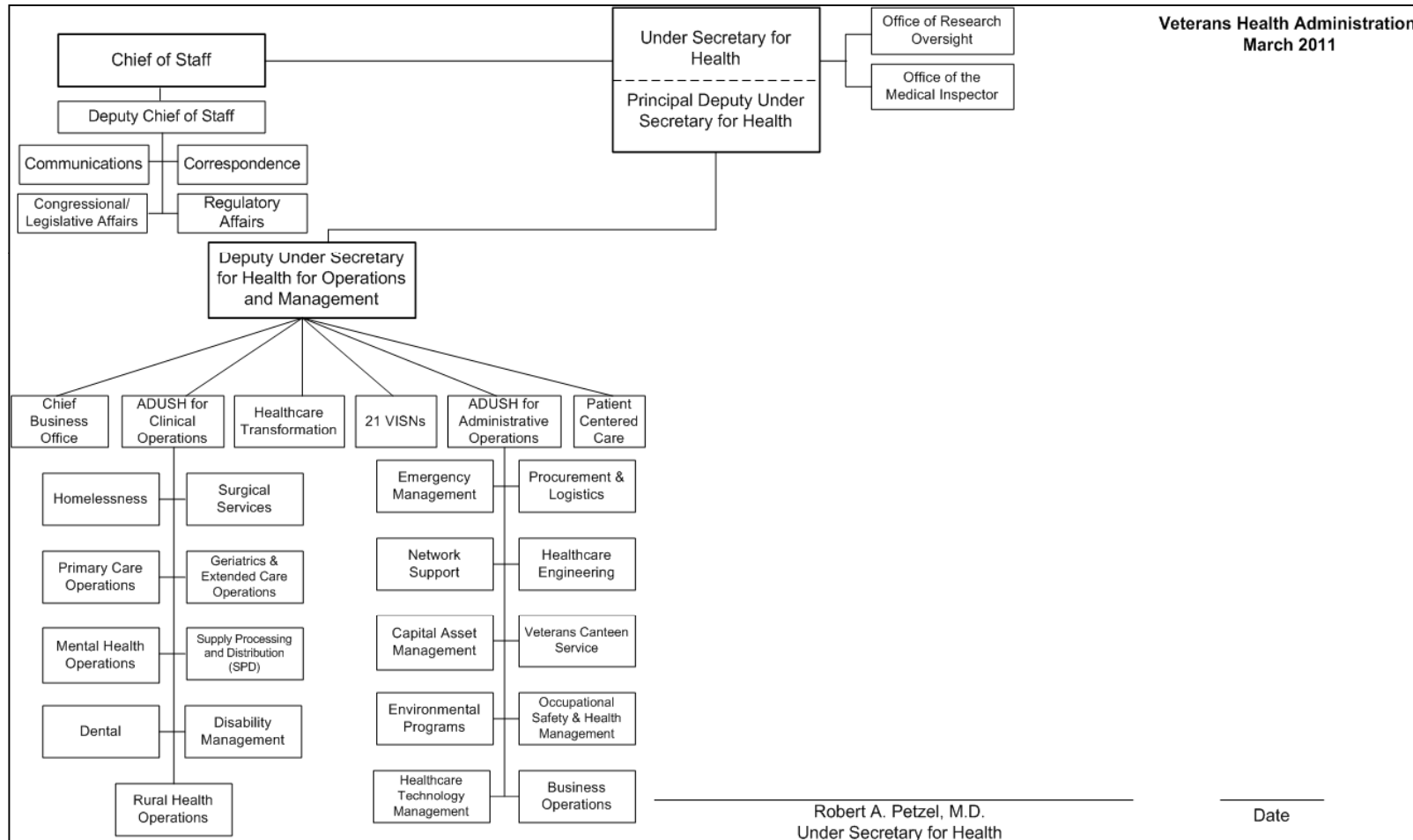


*Robert A. Petzel*

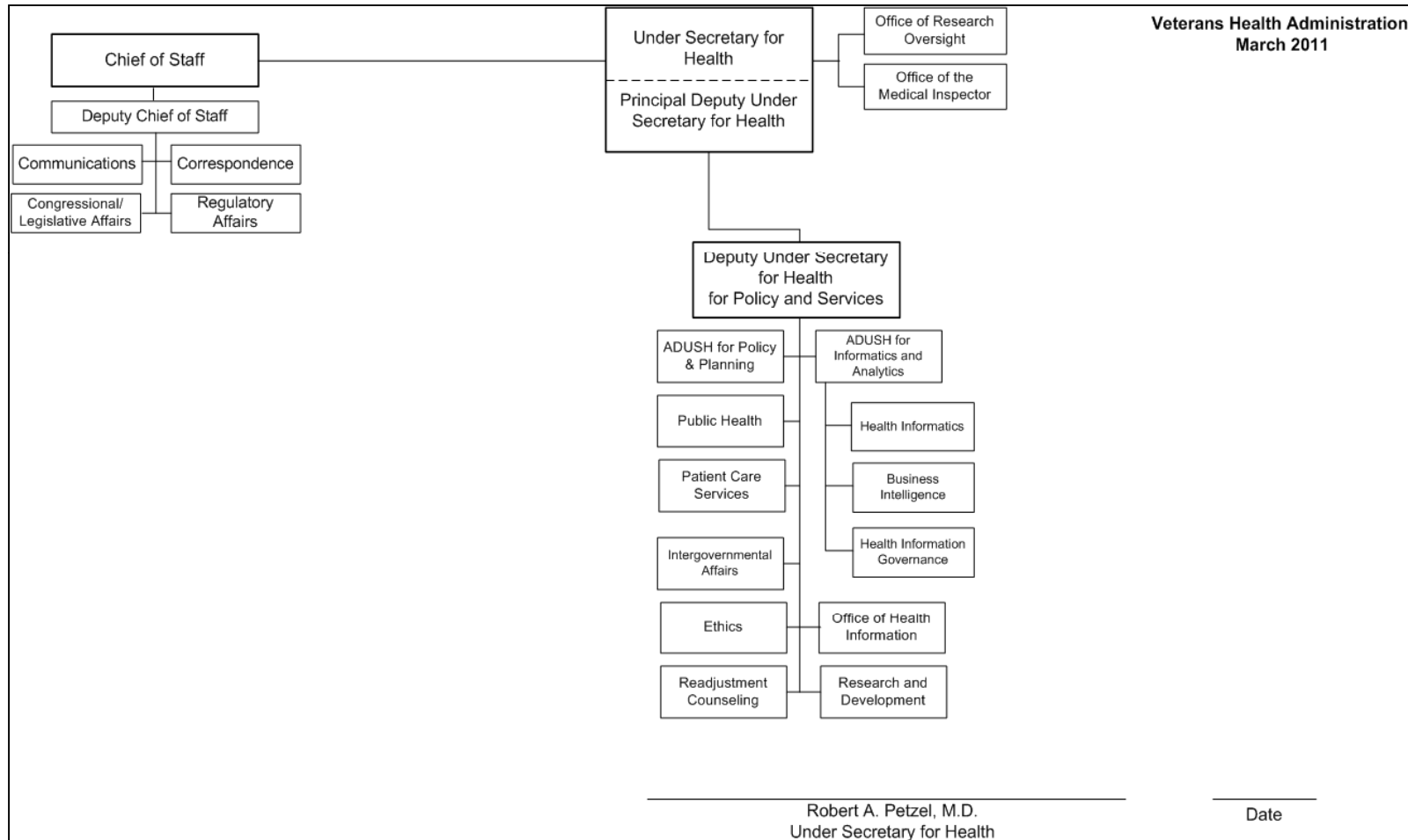
Robert A. Petzel, M.D.  
Under Secretary for Health

3/4/11  
Date

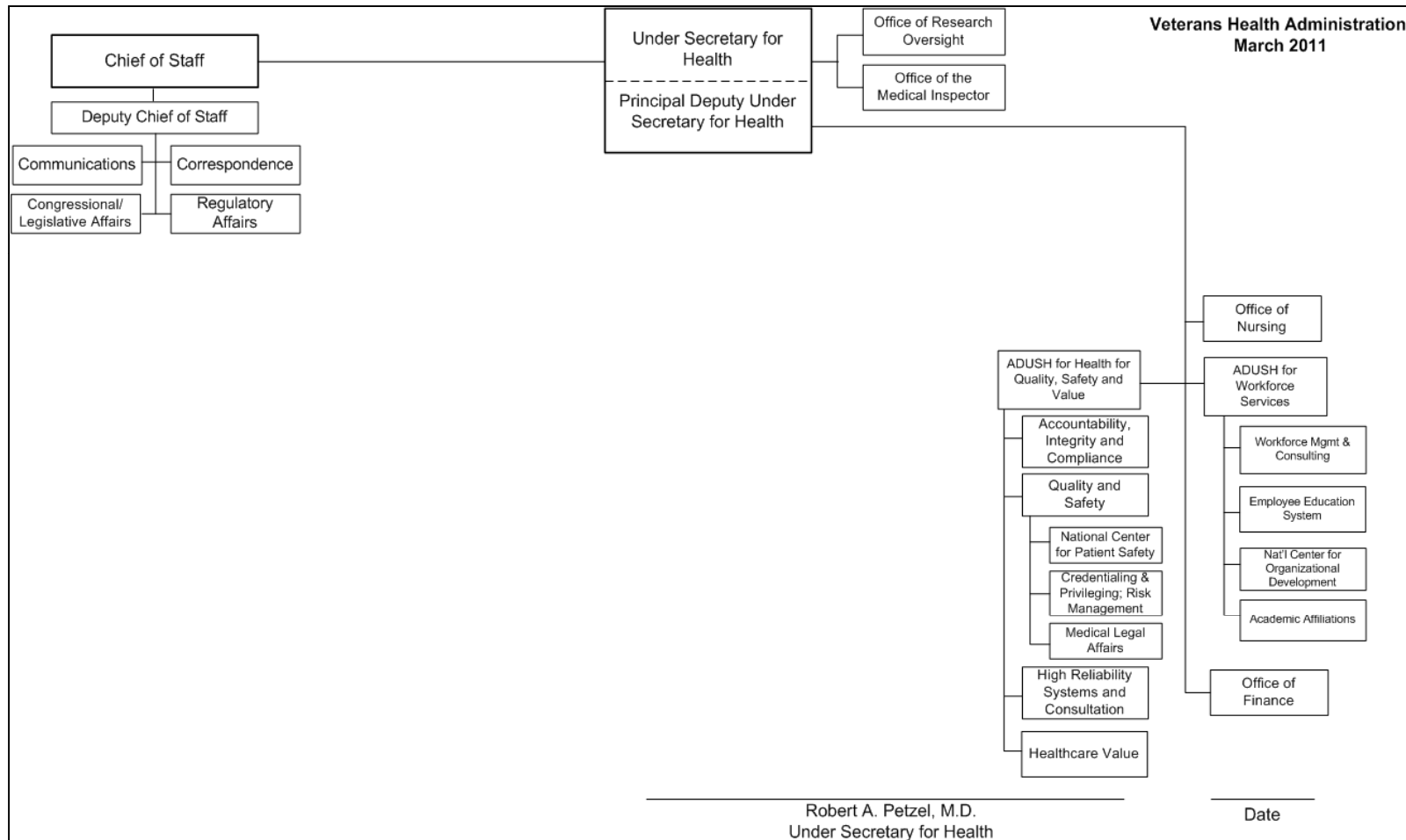
# VHA: Office of the DUSH for Operations and Management



# VHA: Office of DUSH for Policy and Services

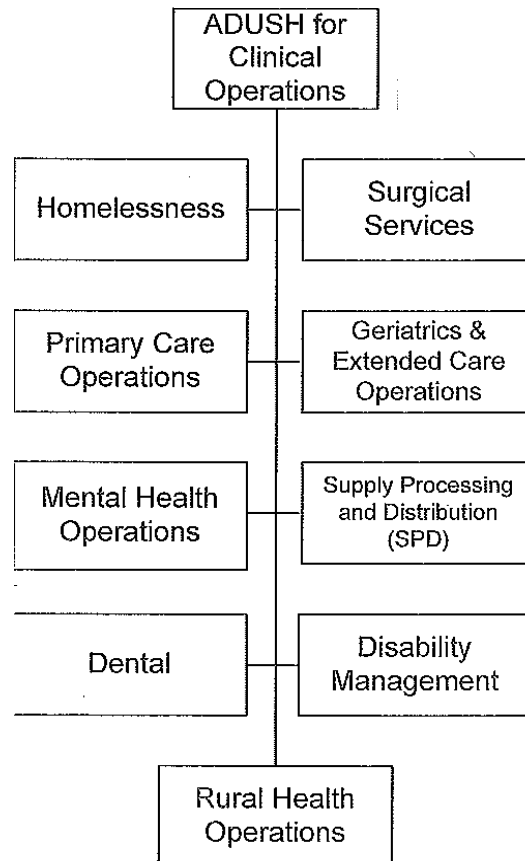


# VHA: Office of the PDUSH





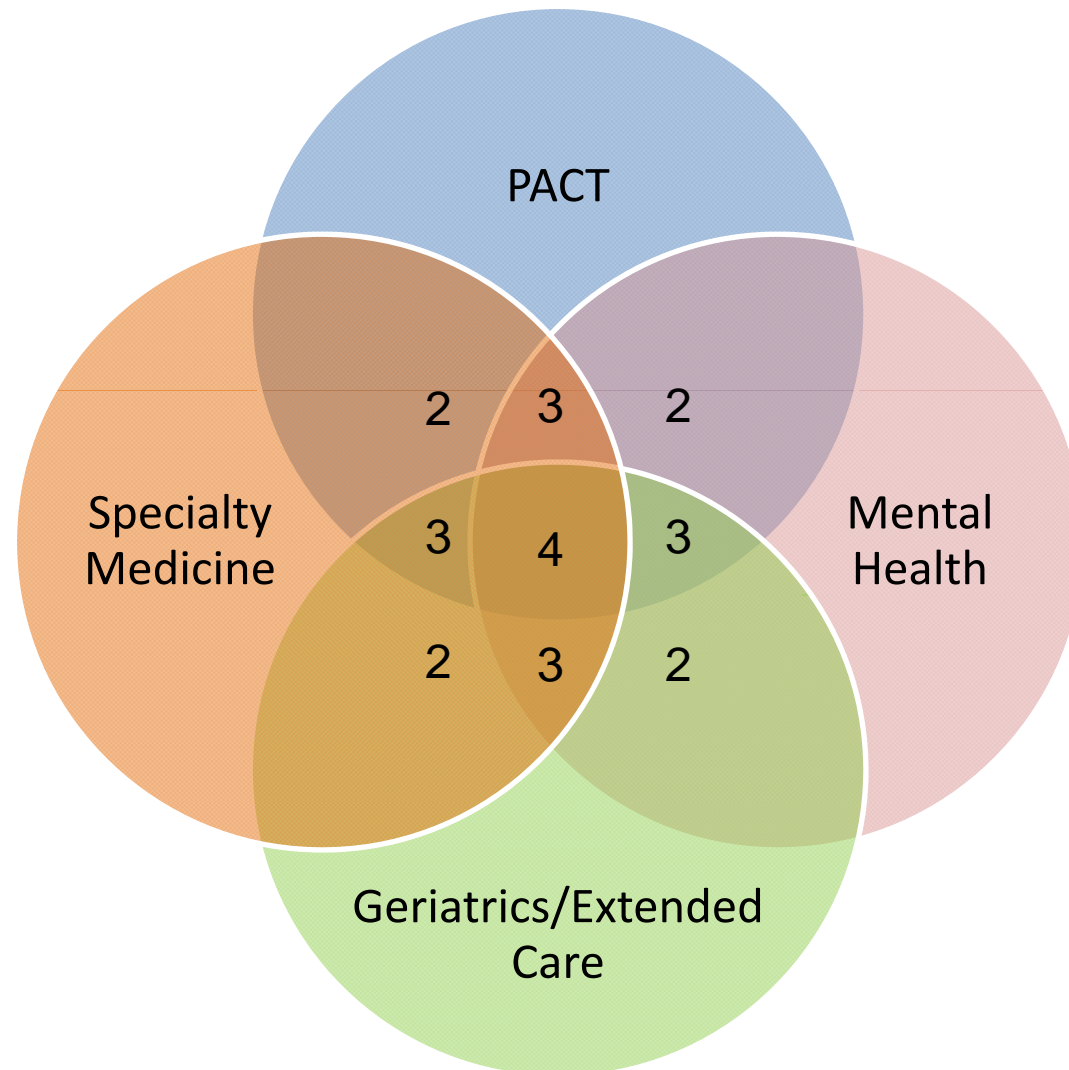
# VHA: ADUSH for Clinical Operations

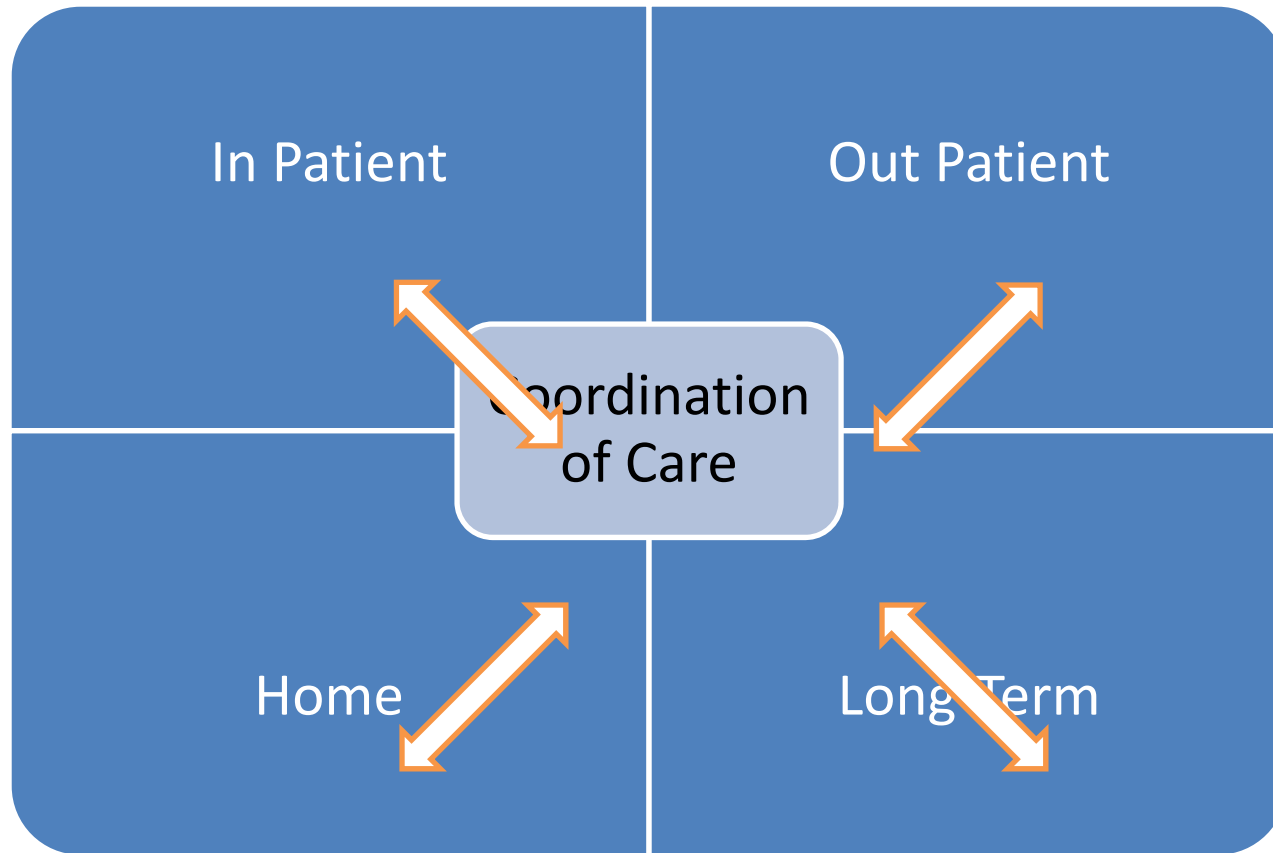


# Vision

- Alignment
- Integration/Coordination
- Standardization

# Integration











# Questions?

***George W. Arana, MD***  
***Acting Assistant Deputy Under Secretary***  
***for Health: Clinical Operations***