



Governor's Sterling Award Best Practice

Title of Best Practice: Integration of Core Competencies with Strategic Plan

Description of Best Practice: The Orlando VA Medical Center (OVAMC) leadership identified three core competencies that have been fully integrated into strategic planning and the daily operations. The embedding of the core competencies into planning and operations provides clear direction in the purpose and measures for the Veterans served. These core competencies include:

- Provide for the unique needs of the Veteran
- Preventive healthcare and chronic disease management
- Life long relationships

The Orlando VA Medical Center is a level 2 healthcare facility within the Veteran's Health Administration, one of three branches of the Department of Veterans Affairs. Established on October 1, 2006, OVAMC is a young organization undergoing a transformation from an outpatient ambulatory care medical center to an inpatient facility. OVAMC serves approximately 98,000 patients across six counties, by providing comprehensive health care through primary, secondary and long-term care across numerous disciplines. We have a noble mission of caring "*for those who served*". Our mission requires us to blend traditional comprehensive health care approaches with advanced therapies targeted to the unique needs of Veterans. For example, this includes traumatic brain injury (TBI), spinal cord injury, polytrauma, wound care and post traumatic stress disorder (PTSD). These conditions are very prevalent in the population that has experienced military combat. Additionally, the population is subject to the common chronic diseases and conditions that afflict all persons such as diabetes, obesity, mental illness, and heart disease.

The OVAMC serves Veterans who leave the military and resume civilian life. At that point, all care coordination and preventive health, is provided until death. This specialized focus requires an integrated approach to preventive medicine and chronic disease management designed to exceed each Veteran's expectations, allowing them to maximize their health potential and achieve their individual life goals throughout their life span.



- The organization performed equal to or better than VHA national average in prevention measures in over half of the measures and performed better than Medicare, Medicaid, and Commercial payers in all of the prevention measures (HEDIS).
- Perceived Quality
 - The organization completed FY13 with scores above the national VHA average in 5 of 6 categories measuring patient perception of care.
- Efficiency & Effectiveness
 - The organization trained over 80% of employees in lean principles with over 30 projects this past year.
- Employer of Choice
 - The organization was named by the Orlando Sentinel as one of the Top 100 Companies for Working Families.

Application: (How could these best practices be replicated in other organizations?)

Strategic Planning Focus organizations must;

- Develop long-range strategy for organizational sustainability focused on the key core competencies that distinguish the organization and create a competitive edge
- Identify measures that address key success factors and core competencies to ensure achievement of areas that position the organization strategically

Measurement, Knowledge & Analysis Focus organizations must;

- Develop standardized methods of collecting data across the organization that are aligned to the strategic plan, mission, key success factors, and core competencies
- Routinely review data collected to ensure strategic goals are being met that will sustain the organization and fulfill the mission and sustain the core competencies.

