

Great Leadership Practices



Miami VA Healthcare System

Mission

To honor America's veterans by providing exceptional healthcare that improves their health and well being.

Vision

To be a patient-centered integrated healthcare organization for veterans providing excellent health care, research, and education; an organization where people choose to work; an active community partner and a back-up for National Emergencies.

Miami VAHS Overview



- Comprehensive inpatient 281 bed tertiary care teaching hospital with 120 authorized nursing home care beds.
- Outpatient and Community-Based Clinics in Oakland Park, Key West, Key Largo, Homestead, Pembroke Pines, Hollywood, Deerfield Beach, and Coral Springs; OSAC Clinic; Homeless Vet Service Center.
 - Over 55,000 veterans treated every year.
 - Over 6,000 inpatient admissions.
 - Over 565,000 outpatient visits every year.
- Primary Affiliation with University of Miami Miller School of Medicine.
- VA Research Program – 93 research investigators involved in 250 research projects with over \$8.6M in funding.

Great Leadership Practices

Leadership



At the Miami VA Health System the leadership team has created a culture of excellence where all members of the staff have high expectations about clinical quality, improving the patient's access to that quality, and continually improving patient satisfaction with services.

This visionary approach has resulted in a culture where the staff strive for and expect excellence, where continuous performance improvement is the norm, and where there is a focus on the future.

Investing in people, creating a "transparent organization," managing for innovation and by fact, and understanding social responsibility is ensuring sustainable improvements.

Great Leadership Practices

Leadership



Leaders of this organization have set direction, values, and hold people accountable for achieving high expectations.

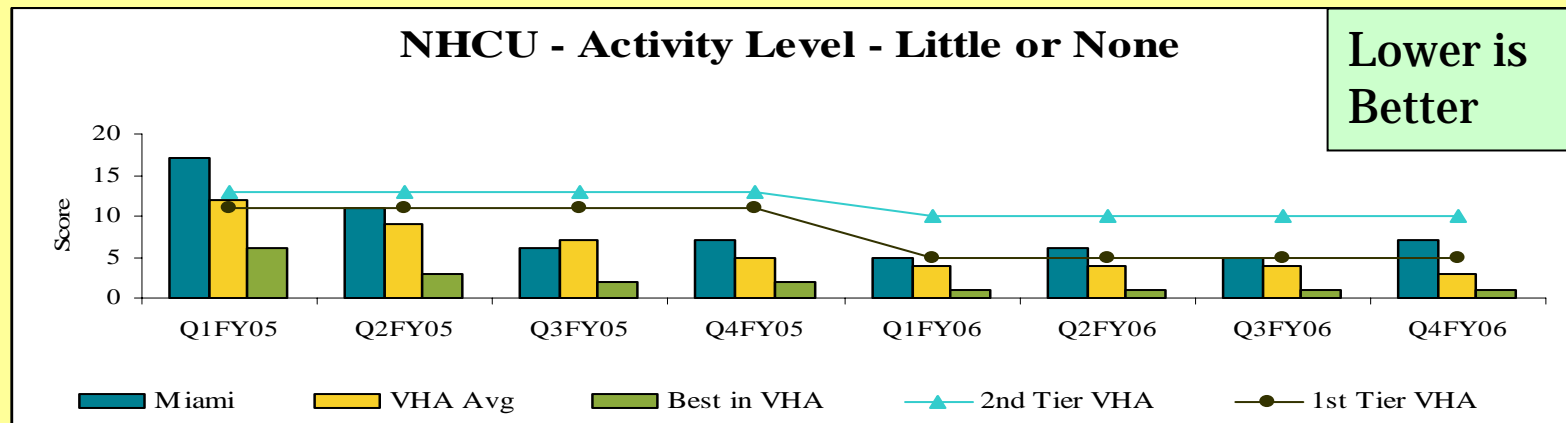
Broad groups of people have participated in developing strategies, systems and methods for achieving performance excellence, stimulating innovation, building knowledge and capabilities.

These efforts exemplify the staff's commitment to exceeding the needs and expectations of America's veterans.



Nursing Home Activity Levels

- 120 Bed Nursing Home with average census ~100 residents
- Activities mentally stimulate and improve communication for nursing home residents
- Miami VAHS has many activities for patients and tracks resident's activity levels by measuring the percentage of nursing home residents that have very little activity.



Nursing Home Activity Levels



Nursing Home Activities

- **Gardening Club (formal class three times a week) open for spontaneous engagement.**
- **Yoga (Once a week)**
- **Crafts club (Three times a week)**
- **Coffee and news club Sunday**
- **Fitness Group twice a week**
- **Great Chef's Club twice a week**
- **Computer Class**
- **Recreational Therapy Treatment activities**
- **Education (Lifetime learning)**



Nursing Home Activity Levels



Benefits of Recreational Activities/Therapy

- Familiar activities
- Creative self-expression
- Mental stimulation
- Exposure to variety and chance
- Opportunity for physical activity
- Evidence of natural cycles of life & interconnectedness of all living things
- Reduce anxiety
- Enhance communication skills
- Enhance Decision-making
- Contact with the community

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Emergency Preparedness

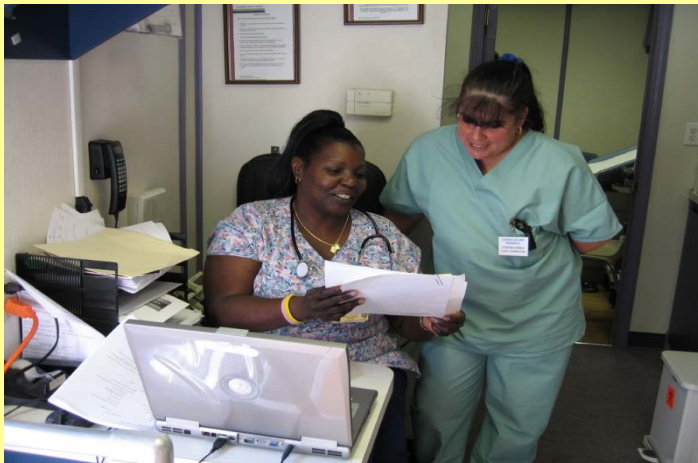


Disaster Preparedness Fair

- Information on medical center procedures during emergencies
- Community information and resources available
- Open to employees and patients



Emergency Preparedness



Emergency Response

- Leadership ensures needs of patients are met and care provided is tracked
- Mobile Trailer equipped with supplies to provide medical care
- Mobile Trailer also equipped with laptops and phones to communicate and document important patient and employee information



Emergency Preparedness



Hurricane Response & Employee Support

- During Hurricane Wilma, MVAHS provided a gas supply for employees to use because of the unavailability of gasoline
- Childcare and pet care were provided on-site during Hurricane Wilma for staff required to work

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Strategic Planning



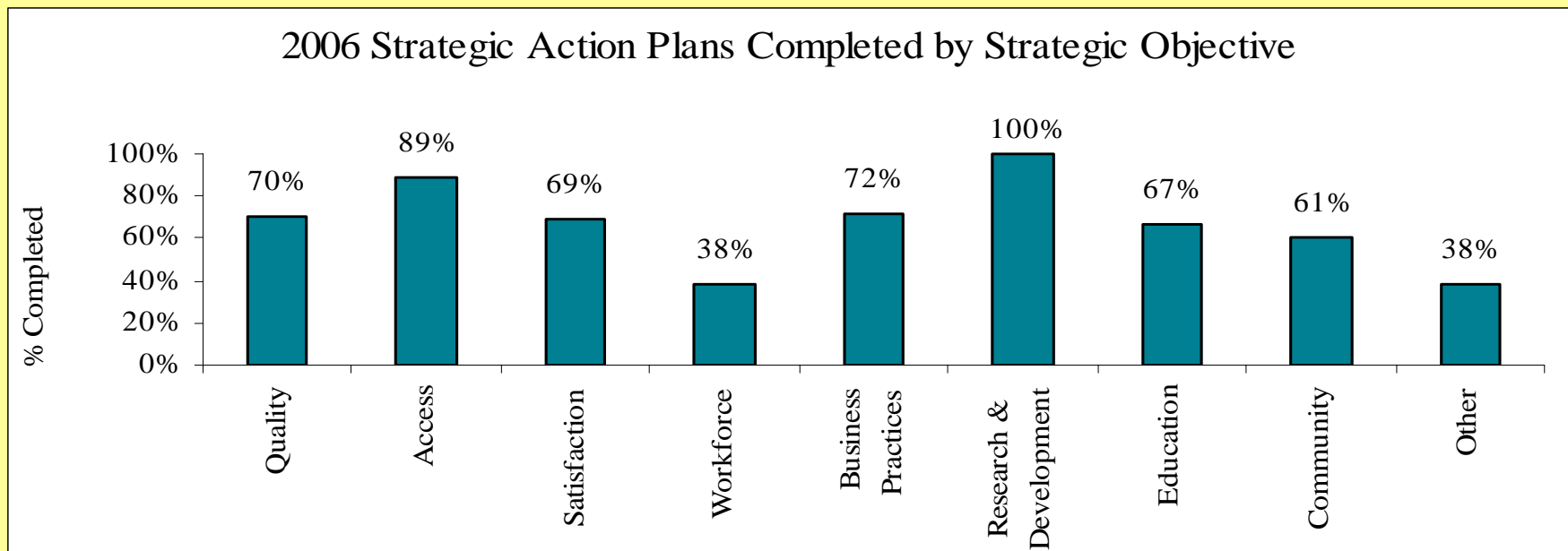
- 7-step Strategic Planning Process including development, deployment, and evaluation of the plan
- Annual Strategic Planning Summit
 - 100+ multidisciplinary participants
 - SWOT development
 - Focus on VHA and VISN Strategic Plans and Performance Measures



Strategic Planning



Evaluation of strategic planning accomplishments measured by % of strategic actions completed (67% in FY06) and % of strategic actions completed per strategic objective



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Quality of Care



- Aggregate performance in quality domain measures through second quarter FY07 reaches top 5% of all VHA Facilities.
- Through Second Quarter FY07 Miami VAMC leads all VA Facilities in performance on 8 (20% of total) quality measures
- Dramatic improvement from FY06 to FY07 in key measures of Community Acquired Pneumonia care (Blood Cultures before antibiotics 83% to 97%, Antibiotics within 4 hours 68% to 87%)
- 25% improvement in rates of Influenza Immunization in FY07 (76%)
- All hypertension measures (diabetic and non diabetic patients) exceed national targets

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Employee Engagement

Ask any Miami VA Healthcare System employee:

“What is your purpose?”

Each employee will respond:

“To serve veterans.”



Contact Information

For More Information about the Miami VA Healthcare System

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