

# Tomah VAMC 30-Day Plan

(updated July 12, 2015)

## Addressing Cultural Change

- The Acting Director will host five Employee Listening Sessions.
  - Eleven Employee Listening Sessions have been completed since official release of plan. 5/19 with the Owen CBOC. 5/20 with the Wausau CBOC. 5/21 with the Wisconsin Rapids CBOC. 5/21 with radiology staff and 5/21 evening with Tomah VAMC PM staff. In total, the Acting Director has conducted more than 20 Listening Sessions.
- Reprisal Training conducted by the Office of Resolution Management.
  - “Reprisal – What is it?” and “Conflict Resolution” training sessions. Two employee sessions (60 employees), two management sessions (more than 70 personnel) and a special session for Quadrad and Union leadership (3 hours). These two training sessions were videotaped for later presentation.
- Conduct Patient Care Engagement Session.
  - These sessions teach participants how to engage Veterans and staff in order to foster a proactive model of healthcare. Activities include the Veteran’s healthcare experience, reconnecting with mission, looking through a new lens, creating an extraordinary experience and brainstorming opportunities for improvement. Patient Care Engagement Session held on May 28. These sessions will continue.
- Host the Annual Employee Ethics Fair.
  - Annual Ethics Fair conducted on May 27 from 7:30 a.m. – 4 p.m. More than 150 attendees.
- Engage the National Center for Organizational Development for assistance with cultural change.
  - Continuing “Psychological Safety” training conducted with Dr. Belew. This course is a pre-requisite platform for individuals and teams to fully engage in creativity and innovation; environments characterized by fear, anxiety, judgement and rigidity restrict teams and individuals from reaching their full potential. Psychological Safety Training will provide supervisors and managers the tools to develop and maintain a Psychological Safe Workplace. In addition to a joint session with labor and senior management, training was provided to managers, and eight individuals were trained in a train the trainer session.

## Emphasize the Importance of Leadership/Employee Interaction

- A commitment to rounding by Medical Center leadership. What is rounding? It’s proactively “making the rounds” and engaging, listening to, communicating with, building relationships with and supporting our most important asset – our employees.
  - Quadrad began rounding May 12 in Building 404’s Residential Rehabilitation Treatment Program. On May 20<sup>th</sup> they visited the two Green House Homes. Since this date, Quadrad member have rounded in more than 15 locations including the Clark County, Wausau and Wisconsin Rapids Community-Based Outpatient Clinics.
- Ensure Service Line Managers and Supervisors are conducting Monthly Service Meetings.
  - Master grid completed to track completion of these 45 meetings that create additional avenues for communications and leadership touch points. Data being collected. First report expected in the first half of July.
- Establish office hours for the Director to meet with Veterans.
  - The Director established 2:30 p.m. – 4:30 p.m. on Wednesday in the Blue Team clinic. Veterans can walk-in or make appointments. First session was May 20<sup>th</sup>. Director has met with several Veterans individually for those who cannot make his Wednesday sessions.

- Ensure Managers and Supervisors (at all levels) are rounding through departments.
  - Rounding expectations discussed at Executive Council on May 20. There will be additional training provided on June 4 on rounding tools. The first report is expected during the first week of July.
- Complete interviews for permanent Associate Director.
  - Interviews complete. No appropriate fit for permanent Tomah AD. Jeff Evanson selected as temporary Associate Director not to exceed one year.
- Develop an Employee Morale and Engagement Committee.
  - The group met for a kick off meeting and the Charter for this committee is signed. The Committee assembles for its first meeting on July 7.

### **Improve Union Partnering**

- The Acting Director will begin rounding with the Union President.
  - The Acting Director began weekly rounding with the Union President on June 2.
- Develop a meaningful monthly Labor/Management meeting format.
  - On May 21, the labor management forum met and focused on the development of issues that labor and management could work together on to move Tomah's culture forward. The meeting focused on the five points the AFGE recommended be part of the 30-Day Plan, developing next steps for each item.
  - The American Federation of Government Employees (AFGE) provided additional proposed actions to continue building and facilitating partnerships and improve employee engagement and morale. Labor and management will work together on an implementation plan for the following recommendations:
    - Hold a condensed course on Servant Leadership for: Management and AFGE Officers and Stewards.
      - Initial discussion with Tom Thibodeau, Director of Masters of Servant Leadership program at the Viterbo College, will be June 10, 2015.
    - Provide training for Management and AFGE Officers and Stewards on Interest Based Problem Solving and Interest Based Bargaining to facilitate healthy working relationship for effective problem solving and smooth implementation of Changes in Working Conditions.
      - AFGE has agreed to contact the Federal Mediation and Conciliation Service (FMCS) regarding options for dates.
    - Provide Management and AFGE Officers and Stewards training on Systems Redesign processes.
      - Scheduled for July 2015, contingent up on AFGE availability.
    - Reestablishment of the Federal Women's Program and Diversity Committee.
      - Director has met with current coordinators of both committees, and is currently looking at how to enhance participation.
    - Engage Nursing Staff in planning discussions regarding scheduling and seniority practices.
      - Labor and Management agreed to develop an open session with any and all nursing staff that would like to attend to discuss issues and possible solutions to current nursing concerns. Labor and Management will facilitate this together.

## **Tools for Providers**

- Establish Complimentary Medicine Initiatives beginning with the second phase of Aquatic Therapy.
  - The first Phase II Aquatic Therapy class concluded on May 7. This phase had up to 12 consistent Veterans and two staff members. Two Physical Therapy assistants were present at all times. The next Phase II class will begin in August and run through November. For the time in-between, the Physical Therapy group created home exercise programs and gave each participant a listing of pools in their county. We are also talking with UW-LaCrosse about getting access to their pool to serve more Veterans in that geographic area with Aquatic Therapy.
- Conduct the Pain Management Seminar on June 3 to educate providers and provide tools to improve management of chronic pain in patients with complex mental health issues.
  - The Pain Management Workshop concluded on June 3.
- Develop outside assistance for Peer Review Process.
  - Dr. Alan Bridges, Chief of Staff for the Madison VA Hospital, participated in Tomah's last Peer Review. Discussion and suggestions to continue.

## **Improving Access for Veterans**

- Open the Owen Community-Based Outpatient Clinic to five days a week, instead of four.
  - The Owen CBOC is open five days a week. Open House celebration completed on June 12.
- Begin nephrology tele-health services with the Madison VA Hospital.
  - The Renal Clinic began during the week of May 20 with the first visit at the Wisconsin Rapids CBOC.