

U.S. Department of
Homeland Security

United States
Coast Guard



Commandant
United States Coast Guard

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MEMORANDUM

From: 
CG-11

DEC 16 2016
Reply to
Attn of: CDR Turner

To: Office Chiefs
HSWL Service Center

Subj: CY17-22 STRATEGIC PLAN

Ref: (a) DCMS STRATEGIC PLAN FY16-20

1. The attached CG-11 Strategic Plan is provided to support the goals, objectives and priorities set forth in reference (a). Please share this information with your staff.
2. Over the next few months CG-11 senior leadership will further the plan through a collaborative process to develop the appropriate program, depot and operational level metrics to monitor our efforts.
3. My point of contact is CDR Paul Turner, (202) 475-5188.

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United States Coast Guard
Health, Safety & Work-Life
Directorate
Strategic Plan (CY17-CY22)
January 2017



Director of Health, Safety and Work-Life United States Coast Guard



I am pleased to provide the U.S. Coast Guard's, Health, Safety and Work-Life Strategic Plan for calendar years 2017-2022.

As Director of the Coast Guard's Health, Safety and Work-Life Directorate, my primary responsibility is the readiness and health of our workforce. In addition, activities related to ensuring workplace safety, providing member and family support services and coordinating access for all eligible Coast Guard beneficiaries to TRICARE entitlements are also key responsibilities of the position. I value the opportunity to safeguard, support and serve the Coast Guard family.

Over the life of this plan we must think ahead, plan for all hazards and all threats, and ensure our workforce remains ready to respond quickly, effectively and safely. Our actions must be collaborative, transparent and cohesive to provide the quality of support the Coast Guard deserves. We must achieve a unity of effort that best supports the Coast Guard.

While the plan links to the Deputy Commandant for Mission Support's Strategic Plan and the Coast Guard's Human Capital Strategy it is intentionally flexible in design to enable our efforts to be innovative, supporting updates or changes that set clearer priorities, align resources more effectively, and maximize results on the organization's most challenging priorities.

Your help is vital to our success. Our members, their families and unit commands benefit when the services we provide are responsive and supportive to their needs.

Sincerely,

Rear Admiral Erica G. Schwartz
Director, Health, Safety and Work-Life

Introduction

The Coast Guard's Health, Safety and Work-Life (HSWL) Directorate is a key element of the organization's investment in supporting its Human Capital. Every day our members perform across the spectrum of our eleven statutory missions, around the globe. Recently, the Commandant announced his Strategic Intent which describes the challenges that are on the horizon. To ensure the organization succeeds, the workforce must be healthy, focused and confident to rise to these ever increasing challenges. The support services within the HSWL Directorate are vital to serving not only our members and their families but also the nation. This strategy is intended to further enhance the Department of Homeland Security Strategic Plan, the Commandant's Strategic Intent and the Deputy Commandant for Mission Support's Strategic Plan as well as contribute to the pursuit of the Coast Guard's Human Capital Strategy. Meeting mission, service and people needs is the foundation of every HSWL service. We will:

Strengthen Resiliency

Improve Safety

Enable Readiness



Strategic Landscape

A number of factors will greatly impact the performance of this plan over the CY17-22 timeframe; many may require significant changes to the strategic goals. They include:

Electronic Health Record (EHR)

Following the termination of the Integrated Health Information System (IHIS) project in 2015, CG-9 is undertaking a new procurement effort to purchase a new EHR. An EHR is a critical technology component that influences all levels of healthcare delivery. While still in the early stages, this procurement is a long-term effort that is critical to medical readiness and clinical operations.

Health Services Programmatic Review

Recent challenges have surfaced in the Health Services Program which require the following: identification of issues affecting the U.S. Public Health Service workforce, development of requirements for the Health Services Program, and reconciliation of responsibilities between Depot Level and Strategy/Policy Level.

Subsistence Product Line Implementation

The FS Product Line will transform the subsistence program Coast Guard-wide to increase operational efficiency and effective food service delivery.

Dynamic Work-Life Support Programs

There is an emerging emphasis on workforce resiliency issues that include violence prevention, substance abuse, financial literacy, etc, that will continue to evolve. Identification and prevention of concerning behaviors is paramount to workforce health.

Safety Service Delivery Analysis Work Group (SSDAWG)

SSDAWG is a focused and deliberate analysis of the current safety service delivery system against the Mission Support Business Model (MSBM) requirements with the intent of producing recommendations to achieve a proactive Safety Management System (SMS).

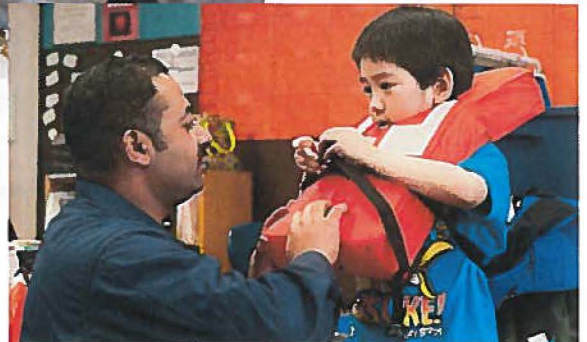
Vision:

A resilient, safe, and ready Coast Guard

Mission:

Provide Health, Safety, and Work-Life services that meet the needs of the Coast Guard family.

Our People!



Strategic Foundation



Customer Focus: to fully understand the current and future needs of our customers, and manage and develop quality services that are responsive to those needs.

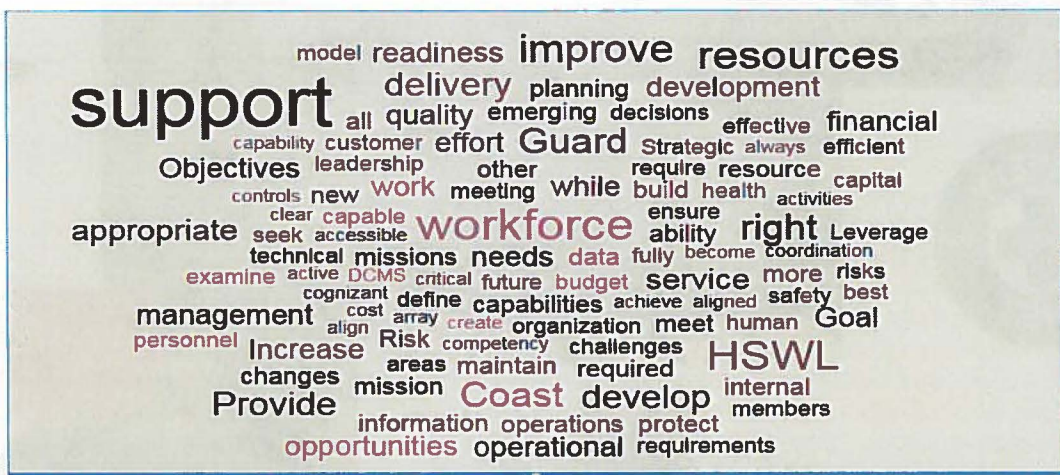
Accessibility: to ease horizontal and vertical access to services regardless of geographic location, to ensure intended outcomes are achieved.

Standardization: to deliver programs and services that meet traditional needs, while using innovation and creativity to improve delivery in a consistent, sustainable manner.

Adaptability: to examine and challenge established business patterns with an overriding emphasis on elevating performance against emerging requirements and driving optimum results.

Quality: to hire, retain and develop a workforce capable of continually improving support services within the scope of future fiscal realities.

Affordability: to enable cost-effective achievement of results based on the established and approved requirements of those supported.



Goals

- 1. Improve the health, well-being, and readiness of the Coast Guard.**
Develop innovative support services that build on historical gains, while adapting to emerging threats and opportunities that require new approaches and more efficient use of resources.
- 2. Strengthen individual and organizational resilience by reducing risk of stress, injuries, illnesses, and deaths.**
Examine desired outcomes and, incorporate technological, demographic, and other emerging changes, to increase our effectiveness in protecting and strengthening our Coast Guard family, while also maintaining the safety and security of the Nation.
- 3. Provide quality, accessible, efficient, and evidence-based support.**
Leverage data, best practices, and reporting to increase the reliability and availability of support, provide the right blend of services, and meet the needs of our diverse, dynamic organization.
- 4. Prioritize and manage resources efficiently while implementing appropriate cost controls and governance.**
Strive for performance management and governance which ensures a commitment to develop processes, products and services that efficiently meet requirements while also remaining cognizant of public stewardship responsibilities on every dollar spent.
- 5. Maintain an agile HSWL workforce to support operations and achieve the Human Capital Strategy.**
Develop a workforce required to meet changing missions and capable of adapting to the complexities of tomorrow.

Strengthen Resiliency

Goal 1

Improve the health, well-being, and readiness of the Coast Guard.

Develop innovative support services that build on historical gains, while adapting to emerging threats and opportunities that require new approaches and more efficient use of resources.

Objectives:

1.1 Develop Services that are Better, More Efficient and Effective.

Keeping the workforce safe and healthy is essential to meeting personnel needs, as well as Service needs; readiness of our personnel for duty depends on the quality of services supporting them and their families. The unique geographic distribution of Coast Guard units requires that every effort be made to anticipate the current and future customer needs, whether support is provided organically or purchased, it must be focused on early identification, active intervention, proper coordination and timely resolution. We will enhance our capabilities and prioritize activities, leveraging resources to exploit opportunities to realize the innovative options to protect the force and increase readiness.



1.2 Increase Cooperation, Coordination and Unity of Effort.

Careful examination of human capital placement and assigned work is necessary to validate that desired results are being achieved.

There must be an active evaluation that examines potential gains associated with movement or realignment of location, focus or work of these resources. Ultimately resources and leadership must be positioned and acting to achieve unity of effort against the risks posed to the workforce. We will seek out and expand strategic partnerships with other federal agencies and examine commercial sources to improve our flexibility to transition from a predominately organic delivery model where required. We will not rely on yesterday's solutions for tomorrow's problems; we will position and align resources in a manner that supports the DCMS Strategic Plan.

Improve Safety

Goal 2

Strengthen individual and organizational resilience by reducing risk of stress, injuries, illnesses, and deaths.

Examine desired outcomes and, incorporate technological, demographic, and other emerging changes, to increase our effectiveness in protecting and strengthening our Coast Guard family, while also maintaining the safety and security of the Nation.



Objectives:

2.1 Improve Risk Recognition and Risk Management Skills to Support all Missions.

Increased operations in the Arctic, emerging cyber risks and other changes described in the Commandant's Strategic Intent will create new challenges and threats for the workforce in all HSWL areas. Methodical planning is required now to ensure that the right services, at the right time are readily accessible to members facing duty in this ever increasing complex, remote, and oftentimes life-risking mission areas. Risk management activities will be critical to the health readiness of crews and the strength of families. Additionally, support networks must be stronger than ever before. We will develop and maintain proactive and progressive programs to identify and control operational hazards and risks.

2.2. Focus on Prevention and Best Outcomes.

Operational missions require comprehensive, systematic and standardized services to provide the necessary support for our personnel. To build upon the existing efforts to protect the workforce, long-term planning must be enhanced to fully define the appropriate service delivery model, one that is attainable, sustainable and workable. We will develop a standard delivery model that leverages technical resources in a manner that increases the ability to preserve and protect the workforce.

Provide Competency

Goal 3

Provide quality, accessible, efficient, and evidence-based support.

Leverage data, best practices, and reporting to increase the reliability and availability of support, provide the right blend of services, and meet the needs of our diverse, dynamic organization.

Objectives:

3.1 Leverage Technology and Data to Improve Support.

The unprecedented challenges and opportunities facing the Coast Guard require technological advancements be incorporated whenever possible into decision-making to achieve continuous improvement. Significant investments are made in information systems and databases, both internal and external, which contain valuable data that can be leveraged to significantly improve our capabilities and knowledge. In order to provide the organization with the array of effective, high quality support envisioned into the future it is imperative that decisions be data-driven, evidence based and linked to strategy. Emerging technologies, public and private programs, must be evaluated and integrated, if appropriate, to add long-term value and sustainment. We will leverage strategy and data to develop the right support services to fully inform resource decisions.

3.2 Define and Meet Customer Needs.

Coast Guard members expect and deserve consistent and reliable mission support. HSWL services include some of the most personal services provided. Development and delivery of these services must be always cognizant of the sensitivity, privacy and other considerations involved in an individual's circumstance. In many instances customers



are vulnerable and need the comfort and assurance that the Coast Guard will protect them and our services must be capable of doing that. We will examine, define and work to improve the feedback opportunities available to our customer in an effort to elevate quality and satisfaction.

Goal 4

Prioritize and-manage resources efficiently while implementing appropriate cost controls and governance.

Strive for performance management and governance which ensures a commitment to develop processes, products and services that efficiently meet requirements while also remaining cognizant of public stewardship responsibilities on every dollar spent.

Objectives:

4.1 Keep Our Workforce Resilient, Proficient and Prepared.

Increase the clarity of operational priorities and mission support resource outlays. HSWL resources will be aligned and focused on meeting the established requirements. It is imperative that each resource investment be examined in the perspective of best and



most appropriate use. At the core of the HSWL system is an inherent, singular agency responsible to ensure workplace safety, workforce health, readiness, and resiliency. We will align asset and resource decisions with operational priorities to balance support between new and existing requirements and capabilities while also complying with law, policy and doctrine.

4.2. Champion Budget Development Process.

As the Coast Guard faces increasing financial uncertainty and missions become even more challenging, budget development and planning is critical to support future operations. FY17 will bring a new standardized financial management approach; a Common Appropriation Structure (CAS) that will significantly modify how funds are allocated, executed and managed. The guiding factors during this change are ensuring resources, human capital, equipment and funds are strategically aligned and ensuring relevant operating and support costs are accurately forecasted in the budget development process. HSWL staff must seek opportunities to become more knowledgeable of financial management issues, justifications must be well-developed and interface with key financial stakeholders must be improved. We will improve the quality and completeness of underlying information in all internal business plans, internal controls and procurements as well as fully support CG-8 and DCMS-8 in all areas of financial compliance and reporting.

Goal 5

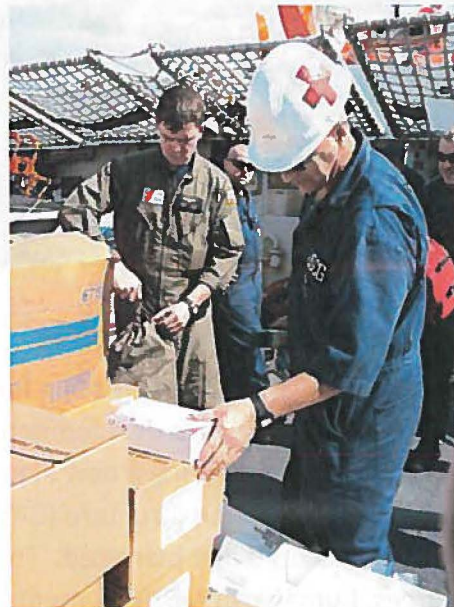
Maintain an agile HSWL workforce to support operations and achieve the Human Capital Strategy.

Develop a workforce required to meet changing missions and capable of meeting the complexities of tomorrow.

Objectives:

5.1 Provide the Right Assets and Capabilities at the Right Place and at the Right Time.

The ability to realize improvement across the organization rests on the ability to continuously share information, empower technical or project leads to present timely information to leadership and a robust array of measures that remain visible to stakeholders. As part of the landscape changes, responsibilities must be examined in sufficient detail to determine how specific work should be carried out. Preserving clear predictable leadership authorities, with an emphasis on placing responsibility at the appropriate level supports effective service delivery. Harnessing the talent and energies of the workforce and placing it on the pressing challenges ahead represents the surest path to protecting Coast Guard members and the Nation. We will seek to adopt and integrate the appropriate findings and recommendations of external analysis and internal workgroups to improve competency, capability and service delivery.



5.2 Build Human Capital and Capability

Developing the size, shape, structure and cost of the HSWL program for steady-state and surge capacity requires an accurate forecast of mission demands. Diligent effort will be required to work closely with the operational community to remain aware of changes that create a need to adjust support planning and service delivery. HSWL staff must continually evaluate who, what, when, where, how and why to maintain the ability to effectively support operations. Training, development and encouragement of the workforce are central to retaining the right technical skills to provide optimum HSWL services. Collectively, the HSWL team must be rendered capable and confident to act quickly and decisively within their authority in the absence of clear direction from higher levels. We will build the efficiency and effectiveness

essential to ensure the resources and services are preserved that support and maintain a resilient, always ready Service.

Conclusion

This plan represents a strategic framework with clear goals and specific objectives intended to support continued improvement of HSWL service delivery. At the core of our purpose is readiness, safety and resiliency of the workforce. Additionally, specific technical capabilities are required to guide, monitor and develop the right blend of services to optimally support dynamic operations. During the life of this plan many challenges will emerge, but flexibility was intentionally integrated into this plan to enable decisions to be consistent, logical and supportive of organizational goals. This plan will be reviewed at least annually, but updated more frequently based upon organizational change.



