

Office of the Civilian Volunteer Medical Reserve Corps Strategic Plan 2009-2010

This strategic plan represents the direction of the Office of Civilian Volunteer Medical Reserve Corps (OCVMRC) for the years 2009 - 2010. This plan aligns OCVMRC with the plans and priorities of the Office of the Surgeon General (OSG), the Office of Public Health and Science (OPHS), and the Office of the Assistant Secretary for Preparedness and Response (ASPR), as well as the Department of Health and Human Services (HHS).

What is the MRC?

The Medical Reserve Corps (MRC) is a national network of local groups of volunteers committed to improving the health, safety and resiliency of their communities. MRC volunteers include medical and public health professionals, as well as others interested in strengthening the public health infrastructure and improving the preparedness and response capabilities of their local jurisdiction. MRC units identify, screen, train and organize the volunteers, and utilize them to support routine public health activities and augment preparedness and response efforts.

What is the OCVMRC?

The Office of the Civilian Volunteer Medical Reserve Corps is headquartered in the OSG. It functions as a clearinghouse for information and guidance to help communities establish, implement, and maintain MRC units nationwide. Office activities include strategic planning, intra- and interagency coordination, communications, policy development, program operations, grants management, contract oversight, technical assistance, and deployment operations. These activities are carried out by OCVMRC staff and the MRC Regional Coordinators.

Who is this strategic plan designed for?

This strategic plan is designed for the OCVMRC (not the MRC network). Focusing on issues that we can directly affect and control, and directing the implementation of this strategic plan towards those issues, will ultimately lead to improvement in the overall MRC network and accomplishment of the MRC mission.

How will this strategic plan be used?

In order to accomplish our collective missions and achieve our vision, we have initiated this strategic planning process to allow us to meet today's issues and tomorrow's challenges. This Strategic Plan outlines our priorities. Flexibility is built into the plan with the understanding that

we will need to respond to Departmental requests and directives, as well as to emerging issues that affect MRC units. We see this as a living document that will be reviewed continually by OCVMRC staff. We commit to:

- **Performance evaluation and improvement.** We will review actual performance against our strategic targets, and make adjustments to our actions and initiatives as necessary. Our Balanced Scorecard will be the basis for tracking progress and communicating results.
- **Alignment across the Office and Department.** We will align our strategic initiatives and actions with broader HHS plans and priorities, and identify opportunities to improve effectiveness, interoperability and integration.
- **Coordination of planning and budgeting.** We will use performance evaluation information to make short and long-term budget adjustments.
- **Strategic communications.** We will use our Strategic Plan to guide the development and delivery of efficient and effective communications with our customers and stakeholders.

OCVMRC Customers and Stakeholders

Identification of our customers and stakeholders allows us to focus our efforts and direct them towards the appropriate individuals and groups. Customers are the primary beneficiaries of the services we provide, and they give us our purpose. Stakeholders are organizations interested in the MRC as a whole, and how OCVMRC carries out its mission. We work collaboratively with these groups to mutual benefit in achieving our vision.

OCVMRC Customers include:

- MRC Unit Leaders
- OSG, OPHS, and ASPR Leaders

OCVMRC Stakeholders include:

- Local MRC Members
- State MRC Coordinators
- Federal Government Organizations
- Non-governmental Organizations (primarily in the fields of Public Health, Medicine, and Emergency Preparedness/Response)
- Professional Associations
- Academic Institutions

OCVMRC Core Values

OCVMRC staff members are committed to the highest ethical standards. These values create the foundation of our professional environment and serve as our compass points as we develop

policies, procedures, practices, and initiatives. They inspire trust and confidence in our organization and set the standard for our conduct.

Community: We honor the community-based nature of the MRC and recognize its spirit of volunteerism.

Action: We seek opportunities to develop meaningful initiatives that support community medical and public health volunteerism and service.

Resourcefulness: We maximize our potential to learn, and leverage relationships and assets.

Teamwork: We embrace collaboration and work collectively to achieve our mission.

OCVMRC Mission

Support local efforts to establish, implement, and sustain MRC units nationwide

MRC Mission

Engage volunteers to strengthen public health, emergency response and community resiliency

OCVMRC/MRC Vision

Public Health Resiliency

OCVMRC Goals

OCVMRC will concentrate on achieving the following broad goals:

Serve as the national voice of the MRC network

Promote MRC participation in response efforts at all levels

Support the growth and maintenance of the nationwide network of MRC units

Strengthen our internal capacity to support MRC units

OCVMRC Strategic Objectives

We have identified twelve strategic objectives and have grouped them using a Balanced Scorecard approach into three perspectives:

- People and Resources
- Internal Processes
- Customer

Performance measures for each objective, and specific targets for each measure, will be included in our Balanced Scorecard. The Balanced Scorecard will be reviewed at least quarterly to ensure adequate implementation of this strategic plan.

People and Resources:

This perspective focuses on the core assets of OCVMRC which are people and resources. Our success depends on the effective use of human and capital resources. We seek to become a strength-based organization that pursues strategies to develop our staff and use their talents, abilities, and skills to their fullest potential. Resources and careful stewardship of assets are also necessary in order to achieve our mission and goals.

Sound Fiscal Management

Needs are prioritized, initiatives are developed, spending levels are proposed, and resources are allocated effectively.

Strategies to achieve this objective may include:

- Developing annual spending plans that show differing funding scenarios (increase, neutral, decrease)
- Monitoring actual expenses and compare to budgeted amounts in the approved spending plan

Competent, Motivated and Engaged Staff Members

Staff members understand what is expected of them; have the appropriate talents, knowledge, skills, abilities, and attitudes to function well in their assigned roles; and work in a learning and nurturing environment.

Strategies to achieve this objective may include:

- Providing orientation and professional development opportunities
- Developing a set of common OCVMRC skills that staff must acquire
- Utilizing employee engagement surveys to guide programmatic adjustments

Resources Allow Maximized Productivity

The necessary policies, infrastructure and resources are in place to maximize productivity.

Strategies to achieve this objective may include:

- Maintaining and enhancing the administrative resources on the MRC website
- Ensuring that requisite information technology and other resources (including established policies) are available for staff to function in any location at any time

Internal Processes:

This perspective captures the core processes at which we must excel to accomplish our mission. These strategic objectives allow us to sharpen our operational focus, and thus create greater value for our customers and stakeholders.

Provide Expert Guidance

Nationally-accepted MRC principles are established, promulgated and evaluated. Relevant technical assistance (TA) and capacity-building resources are developed and disseminated.

Strategies to achieve this objective may include:

- Conducting annual Technical Assistance Assessments, and analyzing results to discern trends
- Monitoring listservs and other forums to identify common challenges and potential solutions
- Developing and delivering TA resources based on identified challenges, trends and needs

Enable Information Sharing

Multiple resources and forums are provided to allow members of the MRC network to learn from each other about challenges and promising practices.

Strategies to achieve this objective may include:

- Continually enhancing the MRC website
- Developing and delivering training opportunities
- Hosting working groups to explore practical strategies to common challenges

Standardize Routine Processes

Consistent processes are developed and utilized in order to improve reliability and enhance credibility.

Strategies to achieve this objective may include:

- Identifying common and routine tasks and activities
- Developing and maintaining standard operating procedures (SOPs) for common and routine tasks and activities
- Ensuring that SOPs are followed

Leverage Strategic Relationships

Mutually-beneficial relationships bring value to the MRC network.

Strategies to achieve this objective may include:

- Building and maintaining strategic relationships and monitoring outcomes
- Utilizing multiple mechanisms, such as contracts, cooperative agreements, and memorandums of understanding, to establish formal relationships

Conduct Outreach Activities

Potential stakeholders, supporters, volunteers and others appreciate the MRC as a community resource.

Strategies to achieve this objective may include:

- Submitting articles for publication in peer-reviewed journals and other print venues
- Targeting specific volunteer categories with tailored outreach campaigns
- Presenting and exhibiting at professional conferences and meetings

Demonstrate Federal Deployment Capability

MRC members are authorized to participate in a Federal response to a public health emergency.

Strategies to achieve this objective may include:

- Creating MRC Federal deployment standards, procedures and guidance
- Establishing mechanisms for processing, training and tracking Federally-deployable MRC volunteers
- Recruiting MRC members who are interested in Federal deployment

Customer:

This perspective outlines the strategic objectives that we must achieve in order to directly satisfy our customers and stakeholders.

Engaged and Satisfied MRC Unit Leaders

MRC leaders are pleased with the level of attentiveness and responsiveness of OCVMRC staff members. The leaders demonstrate their engagement by conducting local activities and participating in the MRC network.

Strategies to achieve this objective may include:

- Measuring customer satisfaction with OCVMRC services and responsiveness
- Developing mechanisms for users to rate the tools and technical assistance documents available on the MRC website
- Supporting multiple avenues for direct contact with and between MRC Unit Leaders

HHS Priorities Advanced

The MRC serves as an important conduit by which the Surgeon General priorities are actively supported and carried out by volunteers throughout the Nation. OCVMRC also advances and promulgates the priorities and goals of OPHS, ASPR and other HHS divisions.

Strategies to achieve this objective may include:

- Encouraging MRC units to actively support the Surgeon Generals' priorities and highlighting successful efforts
- Coordinating with other OPHS program staff in the Offices of the Regional Health Administrators to help implement national policies at the local level
- Maintaining strong communications with ASPR to ensure that MRC activities are part of their situational awareness

Credible and Valuable MRC Network

The MRC network is robust and recognized, its value and impact are evident, and the MRC concept of local volunteer support for public health and preparedness activities is accepted.

Strategies to achieve this objective may include:

- Encouraging MRC units to measure and report on their value and impact
- Conducting gap analyses and targeting areas for action
- Encouraging recognition of the efforts and successes of MRC units and volunteers