

# voices ))) of integrity



## Glenn Costie

Director, Dayton VA Medical Center  
Veterans Health Administration

*“The greatest satisfaction I get is the unsolicited feedback.”*

Hi, I’m Glenn Costie. I’m the CEO and medical center director for the Dayton VA Medical Center, and that’s located in Dayton, Ohio. I’m responsible for providing integrated health care for more than 38 thousand Veterans and their families in a 16 county area that includes Ohio and Indiana.

I feel that I provide a benefit to Veterans, both for the families and for the Veterans, by being responsible for leading change and improving performance while we support the overall mission of VA. The ultimate goal is delivering care that will create better outcomes and improve the Veteran’s quality of life. I’m responsible for assuring that we are improving both Veterans’ satisfaction and employee satisfaction. I do this by assuring we create a very psychologically safe environment for our staff.

We generally start all of our decisions from the point of view of, how will this decision help a Veteran, a peer or an employee? From there we move transparently to communicate our decisions. One of the committees that’s very very important to me is our IntegratedEthics Council, where I serve as the facility’s Ethical Leadership Coordinator.

A technique that I use to assure complete transparency with my staff and the greater Dayton community is the use of informal email communication, complete with typos, so they know it’s from me. On a systems level, the Dayton VA Medical Center encourages employees to communicate concerns up their chain of command. Additionally, I’ve established an employee hotline, which provides another avenue through which an employee can report a concern. We also keep an eye on our All Employee Survey and our IntegratedEthics survey results to make sure we are trending in a positive direction.

I think the greatest satisfaction I get is the unsolicited feedback that I get from Veterans and their family about their care. Whether it’s positive or negative, it’s all beneficial to us improving the experience for our Veterans. Certainly I gauge the positive interactions to make sure that they’re positively communicated around the organization. And if it’s negative information or a bad experience, we turn it over to the staff to ask for their help in improving whatever the issue is. For me, it’s all about the feedback we get from our Veterans. .