

voices))) of integrity



Daniel Spengler

National Transformational Coach Captain
Access and Clinical Administration Program (ACAP)
Veterans Health Administration

“Every time I make a promise to do something, it is carried out to completion.”

Hi, I’m Dan Spengler. I am a National Transformational Coach Captain. I work out of the Access and Clinical Administration Program, the ACAP office. The work that I do benefits Veterans by helping to improve the treatment that they receive. The transformational coach helps care teams to develop continuous improvement efforts and then to stay focused on these activities, which ultimately provide better care to the Veteran. I am helping to train those front-line transformational coaches.

Integrity fits into my work by helping coaches learn how to stay effective and engaged with teams. Every day I model this at the personal level. This is exemplified by my attention to detail. Every time I make a promise to do something, it is carried out to completion. One hundred percent carry-through is my motto.

On the systems level, I try to model this by simple, open and honest communication to team members. Everyone must receive and know the information and expectations in language they understand. Simpler is better. The benefit of creating a culture of integrity is that it creates stronger psychological safety to all members of

the care team. And the Veteran. It allows everyone to share ideas, to ask questions freely and to raise other opinions. When this occurs, the level of care and product that we produce improves and becomes top quality.

I would encourage everyone to become aware of the impact that they have on our external customer, namely the Veteran. No matter what position you are employed as, your actions in one way or another impact the Veteran. And finally, I would encourage everyone to be more aware of the impact they have on other departments, other service areas and other people trying to serve the Veteran.

If every person in every program would ask the simple question of, How could I better serve you?, we would well be on our way to creating a culture of integrity and breaking through compartmentalized, siloed thinking. We would be valuing each other’s input, thoughts, ideas — Veterans’ thoughts and ideas. The services themselves would be free to improve and make a better product. All in all, it’s a win-win for everybody.