



Mike Prendergast
Executive Director

State of Florida
DEPARTMENT OF VETERANS' AFFAIRS
Office of the Executive Director
11351 Ulmerton Road, #311-K
Largo, FL 33778-1630
Phone: (727) 518-3202 Fax: (727) 518-3403
www.FloridaVets.org

Rick Scott
Governor
Pam Bondi
Attorney General
Jeff Atwater
Chief Financial Officer
Adam Putnam
Commissioner of Agriculture

LONG RANGE PROGRAM PLAN

25 September 2015

Cynthia Kelly, Director
Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, FL 32399-0001

JoAnne Leznoff, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, FL 32399-1300

Cindy Kynoch, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, FL 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Florida Department of Veterans' Affairs is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate representation of our mission, goals, objectives, and measures for Fiscal Year 2016-17 through Fiscal Year 2020-21. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://floridavets.org/about-us/long-range-program-plan/>.

Mike Prendergast
Colonel, US Army, Retired
Executive Director

"Honoring Those Who Served U.S."

Long Range Program Plan

Fiscal Years 2016-17
Through 2020-21



“Honoring Those Who Served U.S.”



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

Honoring those who served U.S.

**The premier point of entry for Florida veterans to access earned services,
benefits and support.**



Agency Mission and Goals

MISSION

To advocate with purpose and passion for Florida veterans and link them to superior services, benefits and support.

VISION

FDVA is the premier point of entry for Florida veterans to access earned services, benefits and support.

AGENCY GOALS

The Florida Department of Veterans' Affairs (FDVA) has identified three goals from the Strength, Weakness, Opportunity, and Threat Analysis. Goals One and Two concentrate on external customer service improvement and enhancement. Goal One establishes the services and activities of the Division of Veterans' Benefits and Assistance are directly focused on Florida veterans, their families, and survivors. Goal Two ensures that Florida veterans have the availability of much needed long-term health care services by establishing, maintaining, and, as needed, expanding the State Veterans' Homes Program. Goal Three directly supports FDVA's mission to advocate for and effectively meet its statutory responsibility to all Florida veterans. Objectives and associated outcomes are defined to measure and evaluate the progress towards each goal and are directly correlated to the Legislature-approved Agency Performance Measures.

Goal One: Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.
(Division of Veterans' Benefits and Assistance)

Goal Two: Provide quality long-term healthcare services to eligible Florida veterans.
(State Veterans' Homes Program)

Goal Three: Provide effective and responsive management to support divisions and programs serving veterans.
(Executive Direction and Support Services)

"Always do more than is required of you."

~ Gen. George S. Patton, Jr. ~



Agency Objectives

- ❖ To increase value of cost avoidance due to retroactive compensation.
- ❖ To increase value of cost avoidance due to veterans' issue resolutions.
- ❖ To maintain a minimum occupancy rate at State Veterans' Homes in operation two years or longer.
- ❖ To operate FDVA State Veterans' Homes in compliance with Agency for Health Care Administration (AHCA), Centers for Medicare and Medicaid Services (CMS), and U.S. Department of Veterans Affairs (USDVA) rules and regulations.
- ❖ To provide quality, cost effective and efficient executive leadership and administrative support services.



Agency Service Outcomes and Performance Projection Tables

DIVISION OF VETERANS' BENEFITS AND ASSISTANCE

GOAL ONE: Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.

Objective 1A: To increase value of cost avoidance due to retroactive compensation.

Outcome: Increase value of cost avoidance due to retroactive compensation by 2% per year.

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
\$70,747,000 2005-2006	\$88,426,563	\$90,195,094	\$91,998,996	\$93,838,976	\$95,715,756

Objective 1B: To increase value of cost avoidance due to veterans' issue resolutions.

Outcome: Increase value of cost avoidance due to veterans' issue resolutions by 2% per year.

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
\$17,417,140 2006-2007	\$21,248,389	\$21,673,357	\$22,106,824	\$22,548,960	\$22,999,939



Agency Service Outcomes and Performance Projection Tables

STATE VETERANS' HOMES PROGRAM

GOAL TWO: Provide quality long-term healthcare services to eligible Florida veterans.

Objective 2A: To maintain a minimum occupancy rate at State Veterans' Homes in operation two years or longer.

Outcome: Percentage occupancy for homes in operation two years or longer.

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
≥90%/ 1999-2000	≥90%	≥90%	≥90%	≥90%	≥90%

Objective 2B: To operate FDVA State Veterans' Homes in compliance with Agency for Health Care Administration (AHCA), Centers for Medicare and Medicaid Services (CMS), and U.S. Department of Veterans Affairs (USDVA) rules and regulations.

Outcome: Percentage of State Veterans' Homes in substantial compliance with AHCA, CMS, and USDVA rules and regulations.

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
100%/ 2002-03	100%	100%	100%	100%	100%



Agency Service Outcomes and Performance Projection Tables

EXECUTIVE DIRECTION AND SUPPORT SERVICES

GOAL THREE: Provide effective and responsive management to support divisions and programs serving veterans.

Objective 3A: To provide quality, cost effective and efficient executive leadership and administrative support services.

Outcome: Maintain administrative costs as a percentage of total agency costs under 6.8%.

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
6.8% 2005-2006	6.8%	6.8%	6.8%	6.8%	6.8%

Outcome: Maintain administrative and support positions as a percentage of total agency positions under 4.4%

Baseline/ Year	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
4.4% 2005-2006	4.4%	4.4%	4.4%	4.4%	4.4%



Linkage to Governor's Priorities

FDVA affirms its goals as veteran advocate and provider of long-term health care services to eligible Florida veterans. FDVA's focus is to be an advocate and facilitator for progress on Florida veterans' issues consistent with Governor Scott's top priorities. Listed below are those priorities, and the FDVA goals associated with each.

GOVERNOR'S PRIORITIES

Improving Education:

World Class Education

Goal One: Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.

Economic Development and Job Creation:

Focus on Job Growth and Retention

Goal One: Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.

Goal Two: Provide quality long-term health care services to eligible Florida veterans.

Reduce Taxes

Although not directly linked, achieving FDVA's goal of providing information and advocacy to Florida veterans may have an indirect benefit to the Governor's priority of reducing the tax burden of those veterans.

Regulatory Reform - N/A

Phase Out Florida's Corporate Income Tax - N/A

Maintaining Affordable Cost of Living in Florida:

Accountability Budgeting

Goal Three: Provide effective and responsive management to support the divisions and programs serving veterans.

Reduce Government Spending

Goal One: Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.

Goal Two: Provide quality long-term health care services to eligible Florida veterans.

Goal Three: Provide effective and responsive management to support the divisions and programs serving veterans.

Reduce Taxes

Although not directly linked, achieving FDVA's goal of providing information and advocacy to Florida veterans may have an indirect benefit to the Governor's priority of reducing the tax burden of those veterans.

Phase Out Florida's Corporate Income Tax - N/A



Trends and Conditions Statements

AGENCY RESPONSIBILITIES

The Florida Department of Veterans' Affairs (FDVA, or 'the department') advocates with purpose and passion for Florida veterans and links them to superior services, benefits, and support. We assist Florida veterans, their families, and survivors to improve their health and economic well-being through quality benefit information, advocacy, education, and long-term health care.

FDVA has two program components: Division of Veterans' Benefits and Assistance and the State Veterans' Homes Program. These programs and the services they provide depend on the significant leadership and support of FDVA's Executive Direction and Support Services (EDSS). Additionally, the department provides oversight and administrative support to two entities: direct support organization "The Florida Veterans Foundation" and the newly chartered "Florida is for Veterans, Inc."

The agency's primary responsibility is to provide assistance to all former and present members of the Armed Forces of the United States and their dependents in preparing claims for and securing such compensation, hospitalization, career training, and other benefits or privileges which such persons earn under any federal or state law or regulation by reason of their service in the military. All services provided by the Division of Veterans' Benefits and Assistance are without charge to the claimant (Chapter 292, Florida Statutes) This division also acts as the state approving agency for veterans' education and training (in accordance with 38 U.S.C. s. 1771) through an annual contract between the state and the federal government (Chapter 295, Florida Statutes).

In 1990, FDVA expanded the services provided to Florida veterans by opening the Robert H. Jenkins, Jr., State Veterans' Domiciliary Home in Lake City. The home assists eligible veterans who are disabled by age or disease, but who are not in need of hospitalization or skilled nursing services. In addition, from 1993 through 2010, six State Veterans' Nursing Homes were built and opened in Daytona Beach, Land O' Lakes, Pembroke Pines, Panama City, Port Charlotte, and St. Augustine. These facilities provide comprehensive, high-quality, skilled nursing care on a cost-effective basis to eligible veterans (Chapter 296, Florida Statutes).

As the needs of the veteran population of the state are assessed, and new requirements emerge, the department will pursue opportunities to expand their role in the long-term care arena. Multiple source data compiled by the USDVA, Census Bureau, and healthcare entities relate that veteran illnesses/conditions or service-connected infirmity have grown substantially with each conflict. This trend points to an increased need for short- and long-term healthcare for veterans beyond the capacity that exists in the state today. It further points to an increased need to conduct research and compile and analyze data to ensure the department is reaching out to the diverse population of veterans in the state. Embracing new technology initiatives will be paramount to effectively transition the department to meet future regulatory and

compliance requirements. FDVA will strive to address new initiatives while maintaining the operations of the State Veterans' Homes Program with minimum fiscal impact to the state.

FDVA's Long Range Program Plan for fiscal years 2016-17 through 2020-21 includes goals and priorities consistent with the needs of Florida veterans. The department's priorities take into account statutory mandates as well as the needs, character, and complexity of the population we serve. These goals acknowledge the changing needs of veterans, from the decreasing World War II and Korean War veteran population to the increasing number of Operation Enduring Freedom (OEF), Operation Iraqi Freedom (OIF), and Operation New Dawn (OND) service members transitioning to veteran status.

Each department division/program has distinct priorities and functions and serves its respective stakeholders pursuant to the duties and responsibilities conferred upon the department. The priorities and policies of each program are considered when determining the department goals and objectives. In providing a wide range of services, it is also necessary to consider the trends and conditions that affect Florida as a whole when formulating the strategic direction of FDVA. Without funding assistance by state government, many worthwhile programs, projects and services would not be undertaken.

DEPARTMENT PRIORITIES FOR THE FIVE-YEAR PERIOD 2016-17 through 2020-21

Department priorities were selected in terms of greatest positive impact for Florida veterans, and return on investment to the state when applicable. Whether in outreach with veterans' benefits and services, or safety and security provided in our State Veterans' Homes, direct impact was selected as the primary criteria. The department's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis indicated a strongly motivated and committed team in need of technology upgrades to improve communications, access to federal technological upgrades and innovations, and additional support personnel to cover increased functional requirements. The department's requests reflect those results, while keeping in mind the Governor's directives for improved efficiencies and effectiveness of state government. FDVA will present budget issues with salary rate and FTE only when it is deemed necessary to improve the effectiveness of this department. FDVA understands the importance of maintaining a small and responsive government, but also recognizes the need for mission-essential key staffing increases, when necessary. The mandated functions of a department committed to serving an increasing population of separating service members with significant issues are increased by duties and responsibilities resulting from new initiatives and regulations from both the state and federal governments. State statutory and federal regulatory changes have impacted the manner in which FDVA conducts business. The department will continue future efforts to meet compliance deadlines while streamlining operational processes.

Capital Improvements at the State Veterans' Homes (2016-2021)

The State Veterans' Homes currently range in age from five years to twenty-five years. The maintenance staff diligently works to ensure proper preventive maintenance and repair is provided to each facility. Capital renewal is necessary to properly maintain current and anticipated buildings and systems. It encompasses on-going activities to identify and correct, or prevent conditions that left untreated could result in a reduction or elimination of serviceable component systems. A fully categorized, itemized outline of these projects can be found in the department's Capital Improvement Plan.

Construction of Three New State Veterans' Nursing Homes (2016-2021)

Florida is home to the third largest veteran population in the nation as well as the third largest disabled veteran population. There are over 700,000 veterans in Florida over the age of 65, yet there is a critical shortage of long-term care skilled nursing beds in the state. Veterans' homes are in a unique position to draw on federal dollars available to assist in the care of those aging and frail veterans. FDVA has actively participated in the State Veterans Homes Program, funded in partnership with the USDVA. As with the renovation projects in existing homes, new homes, per 38 CFR, Section 59, are funded on a cost-share basis. The USDVA provides 65% of the cost and the state matches 35%. FDVA will request additional authority for the use of state and federal funds to continue construction of the seventh home, whose initial process has already begun. This project, as well as the costs to bring the home to full operating potential, is estimated to reduce that trust fund to minimal operating capacity. FDVA will also request General Revenue funding to match the federal funding for the construction costs of the eighth and ninth home. A request to USDVA for an additional State Veterans' Nursing Home (ninth) will be sent as federal and state matching funds become available. Each new home provides an opportunity to grow approximately 175 direct facility jobs as well as increasing the profitability and job expansion outlook of surrounding service and logistical support businesses.

Additional Information Technology Hardware and Software Needs (2016-2021)

The Information Technology Bureau has noticed significant growth in the department, coupled with the changing needs of Health Information Technology, and the ability to ensure that adequate network security systems are in place, the department will request an increased number of software licenses of McAfee protection suite and a new Perimeter Defense/VOIP Intrusion Protection System (IPS). This request will ensure the department's ability to proactively protect Veteran's personal health information in our seven (7) State Veteran's Homes as well as those veterans requesting services through our Benefits and Assistance Division.

Essential Staffing Requirements (2016-2021)

Based on a thorough needs assessment, additional staffing will be requested as follows:

- The State Veterans' Homes have held stable in their staffing since the initial openings of each of the facilities, despite the escalated growth in occupancy. However, in some cases, the openings of some of these facilities were more than 20 years ago. In order to continue to provide the high quality care to our veterans, protect the physical and mental well-being of our direct care staff, and reduce liabilities, it is essential that an increase in direct care staffing is implemented to meet the growing needs of our veterans.
- To meet the growing needs of veterans outreach across the state, the Division of Veterans' Benefits and Assistance is requesting fourteen (14) additional mission-essential full time equivalent (FTE) positions as follows: one (1) Homeless Veterans Coordinator, one (1) Women Veterans' Coordinator, one (1), Veterans' Claims Examiner and CVSO Trainer, and 11 Veterans' Claims Examiners (VCEs).
- The workload to maintain and operate the Department's aging facilities has dramatically increased. To meet state regulations and requirements for the purchasing and procurement of goods and services, the Homes program is requesting three (3) additional mission essential Full-Time Equivalent (FTE) Purchasing Specialist positions in the Homes Program. These positions will be located in Alexander Niningner – Pembroke Pines, Emory Bennett – Daytona Beach and Chester Sims - Panama City State Veterans' Nursing Homes (SVNH).
- To fulfill the needs identified by the Florida Auditor General when conducting the 2015 Operational audit, the Information Technology Program (IT) requests one (1) mission essential Systems Programming Administrator. Preliminary information provided by the AG indicates that the lack of an Information Security Management Program and Systems Program Administrator results in a high risk to the Department's computer security posture as well as the States computer software infrastructure.

The department also request (2) a Distributed Computer Systems Specialist to fulfill the department's needs for IT Technical support. Growth in the last years has generated an increased and diverse workload encompassing new areas of technical support.

- To ensure that the department is better able to provide a higher quality of services for veterans, the department request three (3) additional mission-essential Full Time Equivalent (FTE) positions in the Department's Executive Direction and Support Services (EDSS).

The increased workload in Legislative, Cabinet Affairs, and constituent work have occurred simultaneously and have exceeded the capacity of the single FTE that currently handles all the duties listed above. It has also validated the necessity to split the functions of the Cabinet Affairs from the Legislative Affairs.

- To support the growing use of technology in the Homes program, the department request one (1) mission-essential full time equivalent position (FTE) in the Information Services Program. The number of Department employees requiring IT support has more than doubled since the inception of agency and the number of computer systems in the Homes has almost tripled to support their use of electronic recordkeeping. This growth has generated an increased and diverse workload encompassing new areas of technical support.
- The department request to change a part-time position to one (1) mission-essential full-time equivalent position (FTE) to support the office of five major agency functions performed in its' office in Tallahassee (Legislative, Cabinet Affairs, Communications, Office of the General Counsel, and Florida Veterans Foundation). The Tallahassee office's workload has dramatically increased, and coupled with the high volume of phone calls and visitors, has exceeded the capability of the positions.

Additional Information Technology Hardware and Software Needs (2016-2021)

Current information technology infrastructure bandwidth is insufficient to meet the needs of our veterans within the State of Florida. To meet the needs of our veterans' and to ensure the infrastructure support of the Division of Veterans' Benefits and Assistances' new web hosted Veterans Benefits Information System, the department requests the addition of four new service lines in the Division of Veterans' Benefits and Assistance locations and a shared network line with Department of Management Services (DMS) at the Capitol Building Complex. Closely tied to increasing bandwidth is the need to adapt and upgrade existing technologies to meet ever-changing security, operational, and technical requirements. Programs developed today may not be effective tomorrow and keeping pace with technological advances allows the agency to use technology as a human resource multiplier.

Additional Equipment (2016-2021)

To ensure the safety and comfort of our veterans, the department is requesting to replace and purchase recreational equipment and furnishings that improve the quality of life for the resident veterans, to replace old and obsolete medical and non-medical equipment necessary for the daily operation of the seven (7) State Veterans' Homes, and to replace furniture and equipment that have reached or exceeded its useful life in the seven (7) State Veterans' Homes.

Funding for the Bureau of Information and Research (2016-2021)

When the department was established in 1988 the Legislature set up a Bureau of Information and Research in the Division of Administration. The bureau was tasked with performing ongoing research into the needs of Florida's veteran population. This bureau has never been funded. This request includes five (5) additional FTEs for FY 2016-17; one (1) Bureau Chief, one (1) Research Associate, two (2) Senior Management Analyst II, and one (1) Administrative Assistant. The department will request this funding, as now, more than ever, an analysis of current veteran needs and a long-term strategy for reaching underserved veteran communities is essential.

Pay Additive (2016-2021)

To attract the best talent for the open positions within the department and to keep pace with the private sector; the department requests to implement a pay additive to keep employees performing at the highest possible levels. This request would improve the overall efficiency of the department and attract workers, residents, and businesses to the State of Florida. To recruit, train, and retain the staff needed at the SVNH facilities; to meet the long-term care needs triggered by the higher acuity level of our veteran residents; and, to continue to provide high-quality services to our veterans, it is imperative to increase the salaries of employees to match the nursing care demand.

Replacement of Homes Vehicle

The department will request spending authority to replace a transport vehicle that has exceeded its useful life, and has reached DMS 'drop dead' replacement criteria. This handicapped accessible wheelchair van will be used by State Veterans' Nursing Home staff to transport residents outings, appointments, and to meet the various needs of our veterans.

Reversion of Benefits and Assistance Personnel Funding Source (2016-2021)

The Legislature granted the Division of Veterans' Benefits and Assistance thirteen (13) FTE during Fiscal Year 2013-14. The positions were funded by Trust Fund rather than the requested General Revenue. The surfeit of funds available at the time in the Trust Fund no longer exists. The surplus is planned to be used to fund the matching requirements for construction of the seventh State Veterans' Home and several renovation and safety grants. The remaining balance will be used to support funding requirements to bring the seventh home to full functioning levels. The department will request to shift the thirteen positions to General Revenue.



Trends and Conditions Statements

Florida is for Veterans, Inc. (FIFV) (2016-2021)

Workforce Training Grants

To maximize employment opportunities as veterans transition into civilian life and to meet the duties and responsibilities established by the Legislature for the Grants and Aids Workforce Training Grants for Veterans, Florida is for Veterans, Inc. through the Florida Department of Veterans' Affairs, request funding to provide business training grants to veterans. Furthermore, These grants will assist in the development and retention of workers within the State of Florida.

Entrepreneur Training

To meet the duties and responsibilities established by the Legislature for the Grants and Aids Entrepreneur Training Program, Florida is for Veterans, Inc. through the Florida Department of Veterans' Affairs, request funding to implement The Florida VETS Entrepreneurship Program across a network of Florida universities. This opportunity will help support and sustain regional partnerships and will assist with the alignment of education and workforce development programs.

Operations

By increasing the current funding base, Florida is for Veterans, Inc. (FIFV) would be able to assist Florida's nearly 1.5 million veterans find meaningful employment, enhance the entrepreneurial skills of our veterans, and attract new veterans to the State. Florida is for Veterans, Inc. through the Florida Department of Veterans' Affairs, request funding to help ensure that the FIFV will meet the duties and responsibilities established by the Legislature.

Operations/Outreach

To assist veterans who reside in or relocate to the State of Florida and who are seeking employment, Florida is for Veterans, Inc. through the Florida Department of Veterans' Affairs request budget authority to implement the Veterans Employment and Training Services (VETS) Program. This program will assist veterans with establishing employment goals and applying for and achieving gainful employment.

Summary (2016-2021)

During the coming five years, the Florida Department of Veterans' Affairs will strive to ensure Florida maintains its special recognition as the most veteran-friendly state in our nation. We will pursue initiatives that allow us to remain at the forefront of veteran advocacy, and ensure we maintain safe and secure Veterans' Homes for those in need of care during fragile years.

FDVA will continue to work closely with the United States Department of Veterans Affairs (USDVA) and monitor the requirements and feasibility of future long-term care needs for Florida's veterans. The department will analyze the possibility of new homes construction as well as other options to assist frail veterans.

FDVA will monitor and adjust to changes in federal programs, always remaining current on USDVA directives and new benefits regulations.

FDVA will remain mindful of state budget constraints and realities, and only request personnel and funding that are essential to its mission of veteran advocacy and providing quality long-term care.

Through the years, FDVA has supported legislation to bring additional benefits to Florida veterans including property tax discounts, certain state licenses, park and building fee waivers, education benefits, the creation of veteran-friendly court intervention programs, the establishment of Purple Heart Day, in-state tuition rates for honorably discharged veterans, and much more. We will continue to lobby for veteran-friendly legislation to fill needs as we see them.

A consolidated list of benefits available to veterans and their families is located on the department's web site at www.FloridaVets.org.

JUSTIFICATION OF THE FINAL PROJECTION FOR EACH OUTCOME AND IMPACT STATEMENT RELATING TO DEMAND AND FISCAL IMPLICATIONS

The standard for each outcome measure will remain stable at current target levels.

LIST OF POTENTIAL POLICY CHANGES AFFECTING THE AGENCY BUDGET REQUEST

The department has not identified any policy changes affecting the Legislative Budget Request or the Governor's recommended budget.

LIST OF CHANGES WHICH WOULD REQUIRE LEGISLATIVE ACTION

The department has not identified any policy changes which would require legislative action during the upcoming session.



LIST OF ALL TASK FORCES AND STUDIES IN PROGRESS

Florida Bar Committee on Diversity and Inclusion
Florida Council on Homelessness and Veterans Council Subcommittee
Florida Defense Support Task Force
Florida Team on Returning Veterans and their Families Task Force/State Veterans Advisory Council
Florida Veterans' Council
Florida Veterans Hall of Fame Council
Florida Women's Hall of Fame Council
Jail Diversion and Trauma Recovery-Priority to Veterans State Advisory Council
National Association of State Approving Agencies
National Association of State Directors of Veterans Affairs
National Association of State Veterans Homes
National Association of State Women Veterans Coordinators
State Council for the Transportation Disadvantaged
St. Petersburg Veterans' Coalition
Substance Abuse and Mental Health Services Administration
Task Force on Substance Abuse and Mental Health in Florida
Courts US Advisory Council on Women Veterans
VISN 8 Management Assistance Council

Performance Measures and Standards

LRPP Exhibit II



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

Honoring those who served U.S.

LRPP Exhibit II - Performance Measures and Standards

LRPP Exhibit II - Performance Measures and Standards FY 2015-16

Department: Veterans' Affairs	Department No.: 50
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Program: Services to Veterans	Code: 50100000
Service/Budget Entity: Veterans Homes Program	Code: 50100100

NOTE: Approved primary service outcomes must be listed first.

[illegible]

LRPP Exhibit II - Performance Measures and Standards

Department: Veterans' Affairs	Department No.: 50
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Program: Services to Veterans	Code: 50100000
Service/Budget Entity: Executive Direction and Support Services	Code: 50100400

NOTE: Approved primary service outcomes must be listed first.

[illegible]

LRPP Exhibit II - Performance Measures and Standards *****

Department: Veterans' Affairs	Department No.: 50
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Program: Services to Veterans	Code: 50100000
Service/Budget Entity: Veterans' Benefits and Assistance	Code: 50100700

NOTE: Approved primary service outcomes must be listed first.

[illegible]

Assessment of Performance for Approved Performance Measures

LRPP Exhibit III



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

Honoring those who served U.S.

LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

Measure: Number of State Veterans' Homes Beds Available

Action:

- | | |
|---|---|
| <input type="checkbox"/> Performance Assessment of <u>Outcome</u> Measure | <input checked="" type="checkbox"/> Revision of Measure |
| <input type="checkbox"/> Performance Assessment of <u>Output</u> Measure | <input type="checkbox"/> Deletion of Measure |
| <input type="checkbox"/> Adjustment of GAA Performance Standards | |

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
869	870	1 (over)	- 0.1 %

Factors Accounting for the Difference:

Internal Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Personnel Factors | <input type="checkbox"/> Staff Capacity |
| <input type="checkbox"/> Competing Priorities | <input type="checkbox"/> Level of Training |
| <input type="checkbox"/> Previous Estimate Incorrect | <input checked="" type="checkbox"/> Other (Identify) |

Explanation:

Robert H. Jenkins State Veterans' Domiciliary Home (Lake City, Columbia County) is licensed for 150 beds. This makes the total number of possible beds available in the State Veterans' Homes Program 870.

External Factors (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Resources Unavailable | <input type="checkbox"/> Technological Problems |
| <input type="checkbox"/> Legal/Legislative Change | <input type="checkbox"/> Natural Disaster |
| <input type="checkbox"/> Target Population Change | <input checked="" type="checkbox"/> Other (Identify) |
| <input type="checkbox"/> This Program/Service Cannot Fix the Problem | |
| <input type="checkbox"/> Current Laws Are Working Against the Agency Mission | |

Explanation:

The Agency for Health Care Administration issued an updated license to the Robert H. Jenkins State Veterans' Domiciliary Home due to its' license expiration of January 13, 2015. The new license (# AL7975) is effective January 14, 2015 – January 13, 2017 of which the capacity was increased to 150 beds.

Management Efforts to Address Differences/Problems (check all that apply):

- | | |
|------------------------------------|---|
| <input type="checkbox"/> Training | <input type="checkbox"/> Technology |
| <input type="checkbox"/> Personnel | <input type="checkbox"/> Other (Identify) |

Recommendations:

Office of Policy and Budget – July 2014

Performance Measure Validity and Reliability

LRPP Exhibit IV



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

Measure: Number of State Veterans' Homes Beds Available

Action (check one):

- ☒ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☐ Backup for performance measure.

Data Sources and Methodology: Requesting to revise current measure from 869 to 870.

Data source is the operating license for each state veterans' home (one assisted living state veterans' domiciliary home, and six state veterans' skilled nursing facilities).

Each of the skilled nursing facilities was constructed and licensed for 120 beds. The assisted living state veterans' domiciliary home was constructed for 150 beds and as of January 14, 2015, the Agency for Healthcare Administration has updated the facility license to 150 beds from 149 beds. It is this change in license that forces a request for performance measure revision.

Methodology: Examine 7 facility licenses and add total beds.

Validity: The measure is valid because it measures the numbers of state veterans' homes beds in Florida.

Reliability: The measure is reliable because the number of beds is quantifiable, i.e., additional homes (beds) are constructed and licensed or they are not. The process of construction and licensure is formal, measured and certifiable. Collection method is standardized.

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

Measure: Occupancy Rate for Homes in Operation 2 Years or Longer

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The measure reflects the need for and utilization of veterans' homes in Florida. The data source is the Health Information System database—the software tool utilized by the department for billing and resident care tracking.

Methodology: A 'patient care day' is a unit of time (one calendar day) during which the services of the facility are used or held for their use (bed hold) by a resident. When the billing month closes, the total number of patient care days is added, then divided by the number of days in the month. That quotient is further divided by the total number of beds in the facility. The final number is the occupancy rate for the facility, reflecting the percentage of occupancy for the month. Each month's average is added at the end of the fiscal year, and then divided by twelve to give the occupancy rate for the fiscal year.

Validity: The measure is valid because it gauges the actual utilization of state veterans' homes. Use of a facility is a signal of need, and if the facilities are needed the state is justified in their operation. The number of beds is quantifiable and fixed, as are the number of days in each calendar month.

Reliability: The measure is reliable because it is verifiable and repeatable. The number of patient care days is constantly audited by the various insurance companies and Centers for Medicare/Medicaid Services in the billing cycles, and the accuracy is validated through those audits

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

Measure: Percent of State Veterans' Homes in Compliance with Quality of Care Health Care Regulations.

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- X Backup for performance measure.

Data Sources and Methodology: The data sources are the survey results from the Agency for Health Care Administration, the United States Department of Veterans Affairs, and the Centers for Medicare and Medicaid Services.

The methodology involves extensive onsite inspections by each of the regulatory agencies listed. Upon completion of the inspection, results are given with explanations of findings. FDVA staff participate in the exit conference and examine the final reports for notices of non-compliance with quality of care regulations.

Validity: The measure is a valid gauge of quality of care in a facility because the licensing and inspecting organizations are recognized authorities in the long-term care field. The application of inspection interpretations are standardized by state policy and training.

Reliability: The measure is reliable because the surveys represent a uniformly applied standard to which all long-term care facilities are held in Florida and the United States. The surveys are repeated at unannounced periods, and none are at the same time, so high standards of care must be maintained at all times.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Executive Direction and Support Services

Measure: Administration Costs as a Percent of Total Agency Costs

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The data source is the Legislative Appropriations System/Planning and Budgeting Subsystem and the General Appropriations Act. The expenditure portion is from the Florida Accounting Information Resource (FLAIR).

The amount of EDSS expense is divided by the total agency expense for the fiscal year, yielding a percent of administrative support cost within the agency as a whole.

Validity: The performance measure is valid because keeping administrative costs low allows the agency to focus their resources to the direct benefit of their constituents—Florida's veteran population.

Reliability: The measure is reliable because it is a measurable quantity for both the agency as a whole and the division. The definition of 'expense' is clearly outlined by the Legislature, as are the processes for completing year-end expense reports. The General Appropriations Act sets a budget that will maintain the EDSS costs within the parameters of the performance measure, and fiscal year end expense reports validate those goals have been met. FLAIR has tight controls by the Comptroller to ensure accurate reporting of expenditures.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative Positions as a Percent of Total Agency Positions

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- X Backup for performance measure.

Data Sources and Methodology: The data source is the General Appropriations Act (GAA), listing the number of positions allocated to a budget entity and the total number of positions allocated to the agency.

The number of Executive Direction and Support Services positions is divided by the total number of agency positions, yielding a percent of administrative support positions within the agency as a whole.

Validity: The performance measure is valid because the bulk of agency positions should be in direct contact with veteran clients, assisting them with their needs.

Reliability: The measure is reliable because it is a verifiable quantity for both the agency as a whole and the division. The GAA is a public document that anyone can cross check. A simple ratio will always generate a value that is comparable and repeatable across multiple years.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Division of Veterans' Benefits and Assistance

Measure: Value of Cost Avoidance Because of Retroactive Compensation

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The data source is the Division of Veterans' Benefits and Assistance in-house database, Veterans Benefits On-Line Tracking System (V-BOLTS).

A veteran files a claim for benefits on a specific date, but the determination is not made on that date. The process is lengthy and cumbersome, and can take years. If a veteran is awarded a monetary benefit each month, that monthly benefit is judged to have become valid back to the date of the original claim. While he will receive that amount for each month in the future, 'retroactive compensation' refers to a bulk award given to a veteran for those months when the claim was in process. The value of the retroactive award garnered by a veteran is entered into the V-BOLTS system upon notice of the claim decision. That figure can be retrieved and totaled with other awards whenever warranted.

Validity: The performance measure is valid because it measures the increase in the dollar amount associated with "Retroactive Compensation" activities of the Division of Benefits and Assistance, Bureau of Claims Services and compares that quantifiable amount to prior years' data. The dollar value of 'retroactive compensation' is a direct cost avoidance to the State of Florida, which would otherwise be required to provide needed services. Also, the veteran is able to take this money and insert it directly back into Florida's economy in the form of housing, goods, and services.

Reliability: The performance measure is reliable because amount of "Retroactive Compensation" is a quantifiable value. "Retroactive Compensation" amounts are entered into V-BOLTS. The dollar value of the service can be accessed and totaled for any given time period (usually quarterly/annually). USDVA costs and Bureau quantification methods are standardized.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Division of Veterans' Benefits and Assistance

Measure: Value of Cost Avoidance Because of Issue Resolution

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The data source is the Division of Veterans' Benefits and Assistance in-house database, Veterans Benefits On Line Tracking System (V-BOLTS).

The Division of Veterans' Benefits and Assistance help veterans navigate the confusing and cumbersome process to obtain benefits from the USDVA. The services can result in monthly monetary benefits, but often result in determining, verifying, and obtaining eligibility for medical treatment, medications, wheelchairs, hearing aids, ambulance bill reimbursement, lost check replacement, eye glasses, home improvement disability grants, clothing allowances, parking placards, prosthetics, and other benefits within the VA system. This service provides Florida veterans with significant economic value. These activities are called 'issue resolutions.' Issue resolutions are measured in terms of the dollar value of the benefit received. Those dollar benefits are either clear (ambulance bill reimbursement) or given a consistent value determined by the USDVA (parking placards).

The value of the issue satisfied for the veteran is entered into the V-BOLTS system by the Claims Examiners. That figure can be retrieved and totaled with other awards whenever warranted.

Validity: The performance measure is valid because it measures the increase in the dollar amount associated with "Issue Resolutions" and compares that quantifiable amount to prior years' data. The values are consistent and clearly defined for the Claims Examiners.

Reliability: The performance measure is reliable because amount of "Issue Resolution" is a quantifiable value. "Issue Resolution" amounts are entered into V-BOLTS. The dollar value of the service can be accessed and totaled for any given time period (usually quarterly/annually). USDVA costs and Bureau quantification methods are standardized.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Division of Veterans' Benefits and Assistance

Measure: Number of Veterans Served

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- X Backup for performance measure.

Data Sources and Methodology: The data source is the Division of Veterans' Benefits and Assistance in-house database, Veterans Benefits On Line Tracking System (V-BOLTS).

FDVA personnel providing any form of service to a veteran record the data in V-BOLTS. The system uses a variety of factors (name, birth date, social security number, etc.) to determine if the veteran has been seen during the fiscal year. All first visits are determined to be 'unique veterans' and a count of those veteran's results in the number of veterans served in a given period.

Resources consist of the FDVA representative entering the information into V-BOLTS and resulting database reports.

Validity: The performance measure is valid because demonstrating that the number of veterans served each year is growing proves the department mission of outreach to all veterans across the state is working. It is a valid determination of workload for the Claims Examiners.

Reliability: The performance measure is reliable because the information is consistently recorded in the database and can be replicated in the multiple reports required each year. The process is clearly defined and the database is set up to determine if the veteran is unique to the fiscal year.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Division of Veterans' Benefits and Assistance

Measure: Number of Claims Processed

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The data source is the Division of Veterans' Benefits and Assistance in-house database, Veterans Benefits On Line Tracking System (V-BOLTS).

A claim is a request filed by a veteran in search of a benefit or service. Each one of these processed by Veterans' Claims Examiners is entered into V-BOLTS. The database can determine the number processed in any given period.

Validity: The performance measure is valid because increasing the number of claims processed shows the increase in value of service of what the department offers veterans in Florida. It is a valid determination of workload for the Claims Examiners.

Reliability: The performance measure is reliable because the process is clearly defined and the database can make a simple count of claims filed in a fiscal year. The information is consistently recorded in the database and can be replicated in the multiple reports required each year.

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Division of Veterans' Benefits and Assistance

Measure: Number of Services to Veterans

Action (check one):

- ☐ Requesting revision to approved performance measure.
- ☐ Change in data sources or measurement methodologies.
- ☐ Requesting new measure.
- ☒ Backup for performance measure.

Data Sources and Methodology: The data source is the Division of Veterans' Benefits and Assistance in-house database, Veterans Benefits On Line Tracking System (V-BOLTS).

The number of services to veterans is determined by tallying the total number of all activity processes performed in support of the needs of veterans, their dependents, and survivors. The services tallied are: correspondence processed, telephone calls made/received, walk-in clients assisted, personnel interviews held, bedside interviews, outreach visits conducted, medical records reviews, claimed reviewed/forwarded to USDVA, dependent scholarship applications processed, VA Regional Office/VAMC hearings scheduled/held, Board of Veterans' Appeals cases processed, and disabled veteran ID cards processed.

FDVA personnel providing the service enter the data into V-BOLTS. The database can generate reports on the number of services during any given period.

Validity: The performance measure is valid because the process and services are clearly defined and the database can track services for the fiscal year. It is a valid determination of workload for the Claims Examiners, and an indicator of the success of department outreach efforts.

Reliability: The performance measure is reliable because the information is consistently recorded in the database and can be replicated in the multiple reports required each year.

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Associated Activities Contributing to Performance Measures

LRPP Exhibit V



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

Honoring those who served U.S.

LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures

Measure Number	Approved Performance Measures for FY 2015-16 (Words)	Associated Activities Title
1	Increase value of cost avoidance due to retroactive compensation. Measure: \$86,692,709 Outcome: \$134,633,014	
2	Increase value of cost avoidance due to issue resolution. Measure: \$20,831,754 Outcome: \$62,226,091	
3	The number of veterans served. Measure: 93,390 Output: 105,839	
4	The number of services to veterans. Measure: 465,113 Output: 696,679	
5	The number of claims processed. Measure: 21,378 Output: 32,816	Veterans' Education Quality Assurance, Programs Certified: 11,513
6	Occupancy rate for state veterans' homes in operation 2 years or longer. Measure: .90% Outcome: 98.9%. 313,624 total days of resident care provided = 98.9 % avg. occupancy	State Veterans' Domiciliary Home- Lake City/Columbia Co: 53,221 = 97.6% State Veterans' Nursing Home- Daytona Beach/Volusia Co: 43,173 = 98.6% State Veterans Nursing Home- Land o' Lakes/Pasco Co: 43,615 = 99.6% State Veterans Nursing Home- Pembroke Pines/Broward Co: 42,866 = 97.9% State Veterans Nursing Home- Panama City/Bay Co: 43,689 = 99.7% State Veterans Nursing Home- Port Charlotte/Charlotte Co: 43,340 = 99.0% State Veterans Nursing Home- St. Augustine/St. John Co: 43,718 = 99.8%
7	Percent of state veterans' homes in compliance with quality of care health care regulations. Measure: 100%. Outcome: 100%	
8	Number of state veterans' homes beds available. Measure: 869. Output: 870	
9	Administration costs as a percent of total agency costs. Measure: 6.8% Outcome: 3.37%	
10	Administrative positions as a percent of total agency positions. Measure: 4.4%. Outcome: 2.5%	
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NUCSSP03 LAS/PBS SYSTEM				SP 09/04/2015 11:08	
BUDGET PERIOD: 2006-2017				SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY	
STATE OF FLORIDA				AUDIT REPORT VETERANS' AFFAIRS, DEPT OF	

ACTIVITY ISSUE CODES SELECTED:					
TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:					
1-8:					
AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:					
1-8:					

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5)					
AND SHOULD NOT:					
*** NO ACTIVITIES FOUND ***					

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:					
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION					
TECHNOLOGY)					
*** NO OPERATING CATEGORIES FOUND ***					

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN					
SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL					
GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED					
IN SECTION II.)					
BE	PC	CODE	TITLE	EXPENDITURES	FCO
50100800	1101000000	ACT5140	FLORIDA IS FOR VETERANS, INC.	358,497	

TOTALS FROM SECTION I AND SECTIONS II + III:					
*** NO DISCREPANCIES FOUND ***					

Agency for Health Care Administration (AHCA): State of Florida agency that champions accessible, affordable, quality healthcare for all Floridians.

Trends and Conditions Analysis (TCA): Consolidated statements that review the trends in the veteran population, veterans' needs, opportunities to address veterans' needs, threats/problems, and factors that influence related outcomes as they apply to department priorities.

U.S. Department of Veterans Affairs (USDVA): Federal agency with the responsibility to grant or deny entitlements for veterans.

Veterans Benefits Administration (VBA): Component of the USDVA responsible for providing benefits and services to veterans and their families in a responsive, timely, and compassionate manner in recognition of their service to the nation.

Veterans' Claims Examiners (VCE): Skilled paralegal advocates responsible for assisting veterans in pursuing benefits from the USDVA through the claims process.

Veterans Healthcare Administration (VHA): Component of the USDVA responsible for delivery of quality medical care on a timely basis within the law to all authorized veterans and eligible dependents and survivors.