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Executive Director

State of Florida  
**DEPARTMENT OF VETERANS' AFFAIRS**  
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**Rick Scott**  
Governor  
**Pam Bondi**  
Attorney General  
**Jimmy Patronis**  
Chief Financial Officer  
**Adam Putnam**  
Commissioner of Agriculture

October 27, 2017

## MEMORANDUM

**TO:** Honorable Rick Scott  
Honorable Pam Bondi  
Honorable Jimmy Patronis  
Honorable Adam Putnam

**FROM:** Florida Department of Veterans' Affairs  
Glenn W. Sutphin Jr., Executive Director

**SUBJECT:** Agenda – Cabinet Meeting of November 7, 2017

The next public meeting of the Governor and Cabinet to transact the business of the Department of Veterans' Affairs will be at 9:00 a.m. (EDT), November 7, 2017 in Tallahassee, Florida.

The Agenda and all required back-up materials are attached for your review.

If you have any questions, please call my Legislative and Cabinet Affairs Director, Roy Clark, at (850) 487-1533 x7723.

cc: Kristin Olson, Director of Cabinet Affairs  
Executive Office of the Governor

Cynthia Kelly, Director  
Governor's Office of Policy and Budget

Attachments

**AGENDA**  
**FLORIDA DEPARTMENT OF VETERANS' AFFAIRS**  
Meeting materials for the following items are available on the web at:  
<http://floridavets.org/about-us/public-notice/>

**MEMBERS**

Governor Rick Scott  
Attorney General Pam Bondi  
Chief Financial Officer Jimmy Patronis  
Commissioner Adam Putnam

**November 7, 2017**  
**9:00 A.M. (EDT)**  
**The Capitol**  
**Tallahassee, Florida**

**Contact: Roy Clark, Director of Legislative & Cabinet Affairs**  
**(850) 487-1533**

<b>ITEM</b>	<b>SUBJECT</b>	<b>RECOMMENDATION</b>
1.	Respectfully submit the Agency's Annual Performance Measures for FY 2016-17.  (ATTACHMENT 1)	RECOMMEND APPROVAL

4th Quarter FY 2016/17 FDVA Performance Measures									Annual Totals		
Number	Division	Objective	Weight	Range	Result	Score	Weighted Score	Objective Description	Result	Score	Weighted Score
1	B&A	Outreach events throughout the state (quarterly average). Goal is 180-190 outreach events throughout the state each quarter.	15%	5 = 225 and above 4 = 200 - 224 3 = 175 - 199 2 = 150 - 174 1 = 149 and below	186	3	0.45	Number of outreach events throughout the state to advise veterans about earned benefits and services. Supporting sub-measures to include communications team's outreach.	150.5	2	0.30
2	B&A	Veterans served quarterly throughout state in Bureaus of Field Services and Claims Services	15%	5 = 19K and above 4 = 17.5K - 18.9K 3 = 15K - 17.4K 2 = 13K - 14.9K 1 = 12.9K and below	20,291	5	0.75	Number of veterans served quarterly in all aspects of advocacy. Listed actions include filing of disability claims, issue resolutions, review of disability rating decisions, representation at all personal hearings, veterans reached during outreach events. Telephone calls, email messages fielded from veterans, claimants, EOG and legislators around Florida to include 2-1-1, Florida Veterans Foundation and Veterans /Florida.	22,721	5	0.75
3	B&A	Veterans' Claims Examiners (VCE) and VCE Supervisor Turnover Rate	15%	5 = 9% and below 4 = 10% - 17% 3 = 18% - 26% 2 = 27% - 35% 1 = 36% and above	5.5%	5	0.75	Indicates ability to efficiently and effectively serve veterans. A high turnover impacts agency's ability to meet statutory outcomes. Turnover has been as high as 28% as recently as FY 2014-15. Industry average turnover rate for government employees is 9% as of March 2016. (See Bureau of Labor Statistics for Florida)	9.925%	4	0.60
4	Homes	Staff personnel turn-over percentage for senior certified nursing assistants.	15%	5 = 9% and below 4 = 10% - 17% 3 = 18% - 26% 2 = 27% - 35% 1 = 36% and above	12.1%	4	0.60	Indicates ability to meet the required nursing staff to resident ratio. Percentage indicated reflects State Veterans Nursing Home clinical staff turnover rate and is comprehensive across all State Veterans' Nursing Homes for FY 2015-2016. Previous quarters percentage was 13.0%.	19.980%	3	0.45
5	Homes	Compliance with Quality of Care Regulations	15%	5 = No Class I or II deficiencies 4 = No more than 2 Class I or II deficiencies during inspection yr/home 3 = No more than 3 2 = No more than 4 1 = 5 or more deficiencies	0	5	0.75	FDVA facilities are inspected at four levels: Federal, State, local and internal. Measures are based off AHCA's severity & scope deficiency ratings. This measure assesses the quality of the State Veterans' Nursing facilities that provide care to our veterans. Facilities are rated on every operational aspect to include maintenance, staffing, cleanliness, food service, medical services, etc. <u>Facilities are inspected at least annually</u> and deficiencies are assessed for failure to meet standards. Deficiencies are assessed by class ratings. Class I or II ratings if not addressed within 30 days could lead to fines or closure of the nursing facility. FDVA has received <b>no</b> class II deficiencies in the last 12 months to date.	0	5	0.75
6	DSO/Florida Veterans Foundation	Emergency Outreach and (Hardship) Support to Veterans (number of veterans served quarterly)	5%	5 = 451 and above 4 = 351 - 450 3 = 251 - 350 2 = 151 - 250 1 = 1 - 150	487	5	0.25	Attorney General grant of \$1.25 Mil for Veterans in need. Indicator of the effectiveness of the Direct Support Organization (DSO) to meet its statutory mission "to provide assistance, funding and support for the FDVA in carrying out its mission of veterans advocacy." In Fiscal Year 2016 the Florida Veterans Foundation (FVF) served 1,489 veterans, distilling down to 372 served quarterly. 372 serves as the baseline quarterly number. Includes stand downs, call-in emergency support for housing/utilities, court support and other additional support.	897	5	0.25
<b>Total</b>			<b>80%</b>			<b>27</b>	<b>3.55</b>		<b>12.6</b>	<b>24</b>	<b>3.10</b>

Note: B&A performance measures are now taken from a new database. Establishing baselines may require reconciliation over the next one to two reporting periods.

Number	Division	Objective	Weight	Range	Result	Score	Weighted Score	Objective Description	Result	Score	Weighted Score
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Subjective Leadership Assessment			
Number		Measure	Ranking 1-5
1		How do you define success in your agency?	
2		What services does your agency provide that are most undervalued?	
3		What outcomes do you plan to accomplish as agency head as it relates to your short and long	
		a. Do your resources align with your priorities in order to achieve these outcomes?	
		b. How do your priorities align with the agency's legislative proposals and legislative budget	
		c. What are the drivers and resistors that will help or hinder you from meeting these	
		d. How does the agency organizational structure support these priorities?	
		e. How are you measuring progress toward outcomes?	
4		What program areas of your agency face challenges in achieving desired outcomes?	
		a. What major issues are contributing to each area's weaknesses?	
		b. What internal or external threats exist?	
		c. What are the strategies you have planned to address these issues?	
		d. What major changes need to occur to achieve the desired outcomes?	
5		What do you view as the greatest risk in the next fiscal year or calendar year?	
		a. How do you plan to mitigate the risk and address this issue?	
6		What current agency responsibilities do you consider unnecessary or obsolete, or would be	
7		Stakeholders:	
		a. Identify your stakeholder groups and opportunities for stakeholders to interact/provide	
		b. What are the top issues communicated by stakeholders, and what plans are in place to	
		c. How do you assess whether or not your stakeholder needs are met?	
<b>Total Average of Rankings (20% Weight)</b>			

Florida Department of Veterans Affairs	Weight	Score	Weighted Score
Objective Performance Measures Score	80%		
Subjective Leadership Assessment Score	20%		
<b>TOTAL</b>			

Subjective Leadership Assessment	
Governor	
Attorney General	
Chief Financial Officer	
Commissioner of Agriculture	
Governor & Cabinet Scores Added/4	
<b>Total Score</b>	

Weighted Average Scale	
Significantly Exceeds Expectations	4.6 and above
Exceeds Expectations	3.6 - 4.5
Meets Expectations	2.6 - 3.5
Does Not Meet Expectations	1.6 - 2.5
Fails Expectations	1.5 and below

## Subjective Leadership Assessment

Number	Measure	Ranking 1-5	Weighting	Score
1	How do you define success in your agency? FDVA defines success by the veterans it serves based in comparison to the size of its staff performing those services. Given FDVA's mission of advocating with purpose and passion for Florida's more than 1.5 million veterans and linking them to superior services, benefits and support and the assets dedicated to performing that effort (1111 FTE's), we are exceeding expectations.			
2	What services does your agency provide that are most undervalued? Claims and Benefit assistance and statewide outreach. FDVA, through its Benefits and Assistance Division staff, which consists of 105 personnel to support the nation's third largest population of veterans, boasts a return of investment of \$148.1:\$1. Their efforts facilitate the infusion into Florida's economy of more that \$17.9B annually.			
3	What outcomes do you plan to accomplish as agency head as it relates to your short and long term priorities? 1) Building State Veterans' Nursing Homes; 2)Providing high quality skilled nursing care;3) Strengthening and Streamlining Internal and External Affairs; and 4) Reducing operating costs for the Agency and the State.			
	a. Do your resources align with your priorities in order to achieve these outcomes? Yes. The Agency has requested resources to allow it to better perform its mission while pursuing its goals and objectives. In particular, we are constructing two new state nursing homes and adding additional personnel to reach veterans.			
	b. How do your priorities align with the agency's legislative proposals and legislative budget requests? FDVA's LBR and legislative proposals align with its Long Range Strategic Plan, as well as aligning with the Governor's Strategic Initiatives of Economic Development and Civic and Governance Systems.			
	c. What are the drivers and resisters that will help or hinder you from meeting these priorities? The drivers are the veterans themselves. Their needs are ever-evolving, and we must try to stay ahead or at least on pace with their needs. The resisters are the ability to hire and retain the skilled nursing care needed in our homes and the veterans who do not know what earned benefits they are entitled.			
	d. How does the agency organizational structure support these priorities? The agency does acknowledge shortcomings within its organizational structure. FDVA requests resources to meet requirements as it forecasts the need based on environmental issues impacting veterans' services and benefits. In the absence of receiving those assets, the agency works to deliver the best services possible. Importantly, we try to leverage the support of other Agencies, as well as public and private resources to try to meet our goals.			
	e. How are you measuring progress toward outcomes? We utilize reports from other state and federal agencies, surveys, audits, inspections, etc. to assess how well we are achieving our state, federally mandated and internal agency objectives. We also assess ourselves internally to ensure we are operating as efficiently as possible while striving to maintain high morale among our employees. Currently, we have six homes rated as five star by the CMS(Centers for Medicare & Medicaid Services).			
4	What program areas of your agency face challenges in achieving desired outcomes? Benefits and Assistance, the State Veterans' Nursing Homes Program and EDSS face challenges in meeting desired outcomes. Human Resources are essential to meeting day-to-day requirements which result in achieving desired outcomes for the agency and the state. FDVA has not grown in staffing as its mission, requirements, and complexity of issues have significantly increased over the years. A shortage of FTE's across the agency's functions have impacted its ability to achieve optimal results.			

## Subjective Leadership Assessment

Number	Measure	Ranking 1-5	Weighting	Score
	<p><b>a. What major issues are contributing to each area's weaknesses?</b> An extremely competitive skilled nursing market that requires us to aggressively market our needs and find innovative ways to attract the necessary skilled nurses. The professional staff in Benefits and Assistance are being hired away to serve in better paying jobs in the counties and federal government.</p>			
	<p><b>b. What internal or external threats exist?</b> The first is bracing for the Vietnam War era veterans' demands on the VA health care system and our state veterans' homes. This silver tsunami, as they are being called, make up over 36% of our state veteran population. A difficult demographic to reach, most Vietnam War veterans don't view the government as trustworthy or helpful. They may be exposed to the FDVA's outreach programs, but they are not initially receptive to them.</p> <p>Second, we are experiencing high turnover rate in our certified nursing assistants. This is caused by our inability to meet industry salary rates. While the competitive offset and pay raise state employees received this year will help, we must continue to look for ways to stay competitive in the job market.</p> <p>Third: Operationally, we face a challenge to be able to staff each new VA medical facility with one of our FDVA veterans' claims examiners. In order to ensure we are helping the most veterans possible, we need to have someone in each new clinic. Finally, FDVA must be the best prepared state agency in Florida to service our veterans, their families and their survivors. Regardless of when the veteran served our country, the FDVA needs a viable but flexible plan for how to achieve the highest compensation and benefits allowable for the veteran and his/her survivors. A vital resource that will need to undergo significant adaptation over future decades is health care. As health care models change, the agency must be structured to accommodate these modalities to include emerging opportunities, such as adult daycare to compliment long-term care and we have a need to increase our memory unit beds at each home.</p>			
	<p><b>c. What are the strategies you have planned to address these issues?</b> Our most important resource is our human capital. Recruiting, training, and retaining the most talented personnel in the agency is a challenge we all face, but given our return on investment, an argument can be made that these resources pay for themselves; especially when it comes to our Benefits and Assistance Division staff. The agency's other functions (Homes Program and EDSS) have yielded impressive results as well, despite their staffing shortfalls. To address these shortfalls, FDVA, with the assistance of the legislature, has instituted an Incentive Plan for direct care nursing Home Staff. The plan focused on salary parity, longevity, and professional development. We recently received approval from AHCA to train our CNA's in our homes. We are recruiting out of the high schools to hire the young people and then helping them to get into college. Additionally, FDVA worked with the cabinet and legislature last year to receive a complete off-set for our nursing staff. FDVA has promoted and incentivized employee professional development. Additionally, it has looked to promotion from within so employees understand the potential for development and growth within state government.</p>			
	<p><b>d. What major changes need to occur to achieve the desired outcomes?</b> Approximately 50% of our veteran population is over the age of 65. We must prepare now to meet their expectations for long-term skilled nursing care before they arrive on our doorsteps by building more state owned veterans' nursing homes.</p>			

### Subjective Leadership Assessment

Number	Measure	Ranking 1-5	Weighting	Score
5	What do you view as the greatest risk in the next fiscal year or calendar year? Adequately meeting veteran benefits and assistance requirements for counseling, claims processing, and appeals actions. We need more Benefits and Assistance staff to meet this need and to compete for more VA dollars. As a consequence of insufficient staffing, on a daily basis, our claims examiners out in the field turn away almost as many veterans as we service.			
	a. How do you plan to mitigate the risk and address this issue? Our LBR this year contains a request for five more claims examiners. We must continue to aggressively pursue all avenues of outreach to ensure that our veterans are aware of their earned benefits.			
6	What current agency responsibilities do you consider unnecessary or obsolete, or would be best accomplished by another agency? None. FDVA continues to operate and meet its requirements, but is concerned that without the adequate personnel resources to continue its efforts, the agency will no longer be able to meet its duties and responsibilities.			
7	Stakeholders:			
	a. Identify your stakeholder groups and opportunities for stakeholders to interact/provide input to your agency. In addition to the USDVA, FDVA collaborates with significant number of its sister state agencies depending on the issue at hand. FDVA consistently coordinates, collaborates, and partners with Congressionally Chartered Veteran Service Organizations, County Veterans Service Offices, Florida Veterans' Council and several key state agencies, such as AHCA, DMA, DEO, DEP, DOH, DBPR, and DMS to meet mission requirements.			
	b. What are the top issues communicated by stakeholders, and what plans are in place to address these issues? Consolidation of services, employing returning and retiring veterans, quicker access to earned benefits and services.			
	c. How do you assess whether or not your stakeholder needs are met? FDVA relies on internal and external feedback and assessment tools to determine if needs are being met. These assessment tools include, but are not limited to, audit results, surveys, performance measures, return on investment data, awards, etc.			
	<b>Total Average of Rankings (20% Weight)</b>			
	<b>Performance Measures Total</b>			

### Cumulative Totals