

LONG RANGE PROGRAM PLAN

Florida Department of Veterans' Affairs



Benefits



Nursing Home Care



Veteran's Advocacy



Domiciliary Home Care

2006 – 2011
*Assisting Florida's
Veterans*



Rocky McPherson
Executive Director

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Executive Director's Message

The Florida Department of Veterans' Affairs (FDVA) is responsible for the coordination of assistance to veterans and their families. FDVA also provides high quality assisted living and skilled nursing home care to veterans in six state veterans' homes. The 2004 Hurricane season seriously impacted the mission of the Department and the lives of the veterans of Florida. The recovery period has seen unprecedented cooperation between FDVA and the United States Department of Veterans' Affairs (USDVA). The FDVA is proud to have been able to assist in maintaining services to veterans in Florida.

The Douglas Jacobson State Veterans' Nursing Home continues to temporarily house the USDVA Port Charlotte Out-Patient Clinic. The damage from Hurricane Charley forced the original clinic to close. Rather than ask veterans and their families already impacted by the storm to travel a great distance for health care services, the Department generously offered to share their facility. Greatly needed medical services were not interrupted.

The war on terrorism and ongoing establishment of democracy in Iraq is impacting both the Nation's and Florida's veterans. The involvement of hundreds of thousands of active duty, reserve, and National Guard military personnel will directly impact the mission of the FDVA serving new veterans and their families. Florida continues to be a leading state for mobilization, providing the most National Guard troops deployed overseas. This will lead to increasing numbers of veterans seeking services in the state.

The USDVA continues to process large volumes of veterans' claims and appeals. FDVA will continue quality representation before the Veterans Benefits Administration even with the continually increasing veteran population in Florida from other states, and the service of our own National Guard and Military Reserves. We will continue to enhance outreach efforts to ensure veterans are knowledgeable concerning the entitlements earned by virtue of their military service to our Nation.

FDVA's Long Range Program Plan for 2006 – 2011 reflects the vision of Governor Bush to make government smaller, more responsive, and more accessible to Florida's citizens. FDVA will actively pursue all available federal resources in order to maximize the federal benefits due Florida's veterans.

Sincerely,

Warren R. McPherson
Colonel, U. S. Marine Corps (Ret.)
Executive Director
Florida Department of Veterans' Affairs

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MISSION AND VISION

MISSION

Veterans' Advocacy

VISION

Help 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 services.

CORE VALUES

SHAPING THE FLORIDA DEPARTMENT OF VETERANS' AFFAIRS FOR THE 21ST CENTURY

Quality of Services

Cost-Effective Operation

Customer Satisfaction and Perception of Service

Collaboration and Information Sharing

Accessing Resources

External Awareness of FDVA

Employee Satisfaction

We:

- Are a repository for state and national values with respect to military veterans, their families and survivors. Loyalty, duty, selfless service, integrity, respect for human dignity and a sense of justice are essential parts of our identity.
- Draw on the rich history of American veterans and their unique contribution to our nation for inspiration and direction.
- Encourage all employees in the Agency to be responsible, imaginative, innovative and flexible.

We will:

- Communicate to Florida leaders and citizens why FDVA exists, and the positive outcomes for Florida.
- Be a multi-dimensional, comprehensive resource for veterans' issues and needs.
- Enhance cooperation and interaction with other state agencies.
- Forge new relationships with veterans and stakeholders, and strengthen existing ties to improve programs and access to new resources.

We are committed to:

- Open and effective communication that builds trust and improves performance.
- Respecting the dignity of each individual with no tolerance for bigotry or sexual harassment.

GOALS AND OBJECTIVES

“The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional as to how they perceive the veterans of earlier wars were treated and appreciated by their nation.”

~ George Washington ~

Agency Goals

FDVA has identified three Goals from the Trends and Conditions Analysis. Goals One and Two are focused on external customer service improvement and enhancement. Goal One establishes the long-term end toward which State Veterans’ Nursing Home Program services and activities are directed. Goal Two establishes the long-term end toward which Veterans’ Benefits and Assistance program services and activities are directed. Goal Three establishes the long-term end toward which Executive Direction and Support program services and activities are directed. Although essentially addressing internal management processes, Goal Three directly affects FDVA’s ability to effectively meet our statutory responsibility to Florida’s veterans. Subordinate to each Goal is one or more objectives and associated outcomes, which define measurement targets. These outcomes are directly correlated to the Legislature approved Agency Performance Measures.

Goal One: Provide information, advocacy and quality healthcare services to Florida veterans.
(State Veterans’ Homes)

Goal Two: Improve the economic status of Florida veterans, their families and survivors.
(Veterans’ Benefits and Assistance)

Goal Three: Develop the FDVA agency infrastructure necessary to support authorized services for veterans. (Executive Direction and Support)

Agency Objectives

Goal One Objective 1A: Occupancy rate at State Veterans’ Homes

Outcome: Maintain minimum of 90% occupancy for homes in operation 2 years or longer.

Baseline/ Year	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
≥90%/2001	≥90%	≥90%	≥90%	≥90%	≥90%

Goal One Objective 1B: Operate FDVA healthcare facilities in substantial compliance with Agency for Health Care Administration (AHCA) and USDVA rules and regulations.

Outcome: Number of State Veterans’ Nursing Homes in operation for two years or longer in substantial compliance with Agency for Health Care Administration (AHCA) and USDVA rules and regulations.

GOALS AND OBJECTIVES

Baseline/ Year	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
2/1999	6	6	6	7	7

Goal Two Objective 2A: Value of cost avoidance because of retroactive compensation.

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

Baseline/ Year	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
\$70,747,000 2005-2006	\$72,161,000	\$73,604,000	\$75,076,000	\$76,577,000	\$78,108,000

Goal Two Objective 2B: 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 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
\$12,244,897 2005-2006	\$12,489,794 (+2%)	\$12,739,590 (+2%)	\$12,994,382 (+2 %)	\$13,254,270 (+2%)	\$13,519,355 (+2%)

Goal Three Objective 3: Administrative costs as a percentage of total agency costs.

Outcome: Maintain administrative costs and personnel as a percentage of total agency costs at 8%/9.13%.

Baseline/ Year	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11
6.8%/4.4% 2005-2006	6.8/4.4%	6.8/4.4%	6.8/4.4%	6.8/4.4%	6.8/4.4%

Department Outcomes and Projection Tables

PROGRAM: Services to Veterans

SERVICE: State Veterans' Nursing Homes

Fiscal Year 2004-05 GAA/Implementing Bill measures that align with this service:

		BASELINE	BASELINE FY	FY 2004-05	FY	
				ACTUAL	EST	
OUTCOMES	Occupancy Rate for Veterans' Homes in operation for 2 years or longer	90%	1999-2000	90%		
	Percent of Veterans' Homes in compliance with healthcare regulations.	100%	2002-03	100%		
OUTPUTS	Number of Veterans' Homes Beds Available	510	2002-03	750 *		

* The Port Charlotte USDVA outpatient clinic was destroyed during Hurricane Charlie in 2004. The Port Charlotte SVNH has provided outpatient clinic resulting in the loss of use of 20 beds through March 1, 2006.

Department Outcomes and Projection Tables

PROGRAM: Services to Veterans

SERVICE: Veterans' Benefits and Assistance

Fiscal Year 2004-05 GAA/Implementing Bill measures that align with this service:

		BASELINE	BASELINE FY	FY 2004-05	FY	
				ACTUAL	ESTI	
OUTCOMES	Value of cost avoidance because of retroactive compensation.	\$68,000,000	2002-2003	\$72,482,563	\$70	
	Value of cost avoidance because of Issue Resolution	\$4,680,000	1999-2000	\$24,761,336	\$12	
OUTPUTS	Number of veterans' served	70,000	2002-2003	78,083	7	
	Number of claims processed	13,816	1999-2000	17,875	1	
	Number of services to veterans	361,210	2001-2002	388,806	3	

- Measures are subjective and highly influenced by factors over which FDVA has little control. The baseline is in accordance with the department 5-year projection which began in 1999. New baselines for selected measure Agency Goals and Objectives as approved by the Legislature for FY 2005-06.

Department Outcomes and Projection Tables

PROGRAM: Services to Veterans

SERVICE: Executive Direction and Support Services

Fiscal Year 2004-05 GAA/Implementing Bill measures that align with this service:

		BASELINE	BASELINE FY	FY 2004-05	FY 2	
				ACTUAL	EST.	
OUTCOMES	Agency administrative and support costs as a percent of total agency costs/agency administrative and support positions as a percent of total agency positions	6.8%/4.43%	2002-2003	6.1 %/4.4%	6.8	

FDVA GOALS LINKAGE TO THE GOVERNOR'S SIX PRIORITIES

GOVERNOR'S PRIORITY # 1 – IMPROVING EDUCATION

The Department's Bureau of State Approving for Veterans' Education, the Benefits and Assistance Division and the participation by employees in the mentoring and reading program assist in improving education. Last year FDVA certified 12,229 education programs for veterans. The programs included traditional college courses and many types of vocation and technical training programs. Higher education programs are usually considered as improving the educational standard, however, the vocation and technical training programs are a vital necessity in order to attract and keep high paying technical and medical service industries. The programs created by learning institutions to meet veterans' education demand and readily available GI Bill dollars also create the classes and studies for non-veterans to attend. The FDVA program for certifying education programs for veterans also enhances education for all Floridians.

The USDVA vocation rehabilitation program provides the ability for veterans to reenter the work force within the limits of their disability. Field Services activities counsel and assist veterans in obtaining veterans vocational rehabilitation and dependent education for veterans' family members. Successful completion of vocation rehabilitation enables the veteran to obtain additional income for their family, and also enhances the sense of self worth allowing for a stronger integration back into family and community.

GOVERNOR'S PRIORITY # 2 – STRENGTHENING FAMILIES

Assisting veterans in obtaining benefits and related medical entitlements enable the veteran to work and function in society and support families. Medical treatment or assistance through the complicated USDVA benefit process enhances veterans will and means to embrace family responsibilities.

Building and operating veterans' nursing homes near where veterans and families live strengthens families. The veteran is closer to the family allowing more interaction with family events and maintaining the connection of children with the valuable heritage and contribution of the veteran. When the veteran receives services closer to home the emotional turmoil caused by the veterans' family trying to find time to visit is decreased. Traveling long distances to visit veterans can cause stress and additional cost for the family member. Additional veterans nursing homes will help the veterans' family dilemma of choosing financial consideration over family ties and generational strengthening.

GOVERNOR'S PRIORITY #3 – PROMOTING ECONOMIC DIVERSITY

The extension of outsourcing of support functions by use of Department-wide contracts reduces agency costs, and expands the availability of small and large businesses to employ greater number of people.

GOVERNOR'S PRIORITY # 4 – REDUCE VIOLENT CRIME AND ILLEGAL DRUG USE

Studies consistently show a link between economic well-being and the level of violent crime and illegal drug use. While it can be argued the veteran demographic itself, and that of Florida in particular, represents a generation that has eschewed crime and drug use, veterans'

families are typical of families throughout America and are subject to the same environmental influences as the general population. FDVA efforts to enhance the economic well being of Florida's veterans, their families and survivors supports efforts of other state agency programs to decouple the underlying causes of crime and drug use and their influence on individual life style choices.

GOVERNOR'S PRIORITY # 5 – CREATE A SMALLER, MORE EFFECTIVE, MORE EFFICIENT GOVERNMENT

FDVA contributes significantly to the flow of the \$8.2 billion plus in federal veterans' benefits provided to Florida veterans with a budget of approximately \$50.3 million. Only \$8.1 million of this budget is General Revenue. The remainder is Trust Fund that are either in the form of federal grants for State Veterans' Nursing Home construction, or are payments by and for veterans' home residents.

FDVA is growing as a result of the Department's initiative to build, staff, and operate additional state veterans' nursing homes in Florida. FDVA currently operates one Veterans' Domiciliary Home in Lake City and five Veterans' Nursing Homes in Daytona Beach, Land O' Lakes, Pembroke Pines, Springfield, and Port Charlotte. Site selection and design activities are underway for the seventh Veteran's home to be located in Northeast Florida.

The growth resultant from the State Veterans' Nursing Homes Program will continue in the future, but with FDVA using a support services outsourcing concept and staffing structure that will result in significantly fewer state employees. Key supervisory positions at all levels will be retained as State employees. Outsourcing of selected support functions to private industry, while maintaining key supervisory positions as state employees, will ensure appropriate oversight to ensure the existing and expected high quality of healthcare at each facility.

Based on USDVA analysis, the elderly veteran population in Florida now supports the need for approximately 2,881 additional nursing home beds. This is a reduction in the need of beds since the Department was authorized in 1988 based on the construction and operation of 750 beds. With full appreciation of the Governor's priorities, as well as limited state and federal resources, there is a need for continued consideration and support of FDVA's initiatives to expand heavily subsidized long-term care for veterans. State Veterans' Nursing Homes save the state money by lowering Medicaid obligations and guarantee a significant flow of additional federal dollars into Florida's economy. Most residents in these homes qualify for a veterans' non service-connected disability pension; the average value for a single individual with aid and attendance is about \$1,500 per month. USDVA per diem payments to the State Veterans' Nursing Home resident average about \$1,781 per resident each month. Neither of these two revenues, totaling over \$3,200 monthly (more than 70 percent of average monthly nursing home costs), is available to other Medicaid-eligible facilities. State Veterans' Nursing Homes generate most required operational and maintenance funds from payments received from and for residents.

GOVERNOR'S PRIORITY #6 – ENHANCE FLORIDA'S ENVIRONMENT AND QUALITY OF LIFE

FDVA is a veterans' services Cabinet Agency created to provide benefits and education assistance, and long-term healthcare services to veterans, their dependents, and survivors. Through FDVA's daily efforts to provide the greatest possible access to all eligible veterans'

benefits, FDVA contributes to the enhancement of quality of life and the economic well being of Florida's veteran population.

Fiscal Year 2004 statistics (*) report veterans in Florida received:

- \$2.1 Billion in direct payment for USDVA Compensation and Pension,
- \$201 Million in education benefits,
- \$3.67 Billion in military retired pay,
- \$2.0 Billion in federal funds for medical care and vocational rehabilitation, and
- \$19 million in construction funding.

These payments and expenditures represent a direct infusion of over **\$8.2 Billion** annually into Florida's economy. Large amounts are direct payments to individuals, and other large amounts are paid in the form of salaries. This translates directly into additional spending power for Florida families.

Veterans and their families represent a powerful force in Florida's economy. As a group, veterans tend to be homeowners who are self-reliant and do not place a burden on the state's fiscal resources. This is especially true for military retirees. Veterans do not present a distinct appearance. Instead, they blend into the general population, making it difficult to isolate their spending habits and traits. They cross lines of race, gender and age, but represent a distinct group in their ethic of work and sacrifice, making them a group that is typically characterized by achievement and contribution to the overall good of the community. They are generally willing to work to achieve economic success for themselves and their families.

*va.gov/vetdata/vetPop2004 and DOD Actuary Div, US Military Retires

TRENDS AND CONDITIONS

The war on terrorism and ongoing goal of the establishment of democracy in Iraq is impacting both the Nation's and Florida's veterans. The involvement of hundreds of thousands of active duty, reserve, and National Guard military personnel will also directly impact the mission of the FDVA serving new veterans and their families. The Florida National Guard states that overall, Florida had the third highest deployed number of service members at the start of the conflict in Iraq. Florida continues to be a leading state for mobilization providing significant numbers of combat troops deployed overseas. FDVA is committed to assist returning Floridians who have earned veterans benefits through their active military service.

Since 1944, the State of Florida has recognized the need for a state government entity to ensure that Florida's military veterans have maximum access to benefits guaranteed by federal law. In 1988, the citizenry of Florida favorably endorsed a constitutional amendment to create a separate agency, the Florida Department of Veterans' Affairs (FDVA) with the charter to provide advocacy and representation for Florida's veterans in their dealings with the U. S. Department of Veterans' Affairs (USDVA).

Florida, long known for its attractive climate and southern hospitality, has become the destination of choice for nearly one-half of all veterans who relocated to another state during the two decades accounted for by the 1990 and 2000 Census. Based on this Census data, of all veterans who relocated to another state during the 1990's, 27% moved to Florida.

During this period, Florida experienced a net gain in veteran population of 156,468. This represented a larger number of veterans than the combination of the overall veteran populations in 13 smaller states. An absolute net growth of 42.9 veterans per day in Florida throughout this period outpaced the next fastest-growing state population by nearly 160%. This continued growth maintained Florida's position as the home to the second-largest population of military veterans in our nation.

The last half of this decade has seen shifts in the veteran growth trends for all states. Census 2000 data has confirmed the USDVA statistics showing an overall decline in the total U.S. veteran population. These statistics reflect an overall nationwide veteran population decline of 3.8%. Fiscal year 2004 saw a daily average veteran migration into Florida of approximately 67 veterans per day despite the daily loss of World War II veterans. Florida has 79,973 WWII veterans age 85 and older, the largest number in the nation, and a total population of 326,418 veterans age 70 and older.

During Fiscal Year 2004, Florida experienced a net increase of 21,889 new resident veterans, while California lost 19,984, New York lost 15,066, Pennsylvania lost 3,160, Illinois lost 5,647 and Ohio lost 5,061 of its resident veterans. This trend of veteran population growth in Florida has declined from the 1990 Census, due primarily to the increasing decline of the WWII veteran population. However, the loss of veterans in most states continues unabated. In any relative sense, Florida retains its unique standing as a "growth state" particularly in terms of military veterans. This data, as well as other factors predicts that while other states continue to lose veterans, a function of the diminishing U.S. veteran population, Florida's losses will be much less significant and Florida will continue to experience increasing needs for USDVA services. Of note, more than one-half of all veterans reside in one of ten states (California, Florida, Texas, New York, Pennsylvania, Ohio, Illinois, Michigan, North Carolina and Virginia).

TRENDS AND CONDITIONS

In terms of the concentration of military veterans in its overall population, Florida ranks second. Maine, which is home to the highest concentration of veterans, has a total veteran population less than one-tenth that of Florida. Stated another way, Florida is home to the nation's most concentrated large population of military veterans.

Florida is home to the third-largest population of veterans with service-connected injury or illness. Florida's population of veterans with service-connected disabilities rivals the size of California's, though our population is substantially smaller. Florida is home to the largest population of the most seriously disabled veterans, those veterans with service-connected disabilities rated 50% and higher, in the nation at 80,687.

The percent of service-connected disabilities by age is one of the more reliable indicators of need for healthcare. In this category, USDVA statistics clearly show Florida is home to the oldest median aged population of all veterans. Florida has the largest service-connected veteran population aged 75 and older. Last Year about 451,000 of the sunshine state's almost 1.8 million veterans were treated in USDVA's health care facilities, up from 290,000 in FY 2000 and as part of VISN 8 which is the largest of the 21 USDVA health care networks in the nation.

The Florida Department of Veterans' Affairs: FDVA is a veterans' services and regulatory agency created to provide benefits and education assistance, and long-term healthcare services to veterans, their dependents and survivors.

Statutory Authority and Responsibilities. Florida Statutes codify formal FDVA mandates. While numerous Statutes apply to the general operation of FDVA as a State Agency, Chapter 292, *Veterans' Affairs, Service Officers*, Chapter 295, *Laws Relating to Veterans; General Provisions*, and, Chapter 296, *Veterans' Homes*, direct activities specific to FDVA and veterans.

Fiscal Implication of FDVA Programs. Florida's Value Added. Every time the Federal government funds a service required by a Florida resident, the State of Florida avoids having to make that same expenditure. *Similarly, every additional dollar paid to veterans, their families or survivors, as disability, education or other benefits, is a dollar either spent in Florida's economy or used in lieu of requesting assistance from the state. This "cost avoidance strategy" is the functional core of FDVA's veterans' advocacy mission and statutory mandates.*

FDVA Functional Services: FDVA addresses and satisfies its prioritized statutory mandates by leveraging successful veterans' benefits outcomes through partnering and advocacy, residential care facilities construction, and their operations. The department is organized into three distinct functional, strategic services; the Division of Veterans' Benefits and Assistance, State Veterans' Nursing Homes Program, and Executive Direction and Support Services. These functional services are described below.

Veterans' Benefits and Assistance Division: Veterans' Benefits and Assistance provides assistance to all former, present, and future members of the Armed Forces of the United States and their dependents.

TRENDS AND CONDITIONS

The division assists in preparing claims for and securing such compensation, hospitalization, educational and vocational training and other benefits or privileges to which such persons are or may become entitled under any federal or state law or regulation by reason of their honorable service in the Armed Forces of the United States. This mandate is facilitated and accomplished through the activities of the Bureau of Veterans' Claims Services, Bureau of Veterans' Field Services, and Bureau of State Approving for Veterans' Training.

During 2004/05 the division provided 388,806 services to veterans to help obtain services such as prosthetics and canteen coupons for meals to burial benefits and widow pensions. This includes initiating and processing 17,875 claims. This number represents claims filed by the Florida Department of Veterans' Affairs that resulted in a rating decision. The three Bureaus facilitated, on behalf of Florida veterans, \$72,482,563 in Retroactive Benefits Compensation, \$521,969 in Veterans' Debt Relief, \$24,761,336 in Cost Avoidance through Issue Resolution, and 12,229 program approvals for Florida education institutions.

Bureau of Veterans' Claims Services: Veterans' Claims Examiners provide counseling services and assistance to veterans, their dependents, and survivors with the preparation, submission and prosecution of claims and appeals for state and federal entitlements as well as applications to correct military records. The Bureau's primary responsibility is to work directly with the decision resources in the USDVA Regional Office to expedite client's claims and to influence, through proactive advocacy, the most positive outcome.

To this end, Veterans' Claims Examiners provide a quality control function by reviewing completed USDVA benefits rating decisions and paralegal due process assistance in the prosecution of veterans' disagreements with and appeals of USDVA rating decisions and debt identification/relief. The Bureau's staff is collocated with the USDVA Regional Office on the Bay Pines USDVA Medical Center campus in south Pinellas County.

Bureau of Veterans' Field Services: Field Services provides benefits counseling services to all inpatients and outpatients in 15 USDVA medical facilities in Florida, the State Veterans' Nursing Homes and during outreach activities for FDVA throughout the state to include supporting the Transitional Assistance Program at military installations. The program's primary responsibility is to help veterans initiate, develop, submit, and prosecute claims and appeals for federal veterans entitlements. The focus of Field Services is face-to-face interaction with the client/customer and determining, verifying and obtaining, eligibility for treatment, medications and other monetary issues within the USDVA system.

Bureau of State Approving for Veterans' Training: Under contract with the USDVA, State Approving provides school and program approval services to Florida educational institutions. It also monitors educational institutions to ensure continued compliance with federal and state regulatory requirements governing administration of the G.I. Bill. The Bureau is the gateway through which veterans educational benefits flow to Florida. SAA is entirely funded by the USDVA.

TRENDS AND CONDITIONS

State Veterans' Nursing Homes Program: FDVA provides comprehensive, high quality healthcare services on a cost-effective basis to eligible Florida veterans in need of assisted living or long-term nursing home care.

Domiciliary care includes assisted living, rehabilitative assistance, and other therapeutic measures to eligible ambulatory veterans. The focus of care is preparation of the veteran to function at the highest level of independence. A multidisciplinary approach for treatment is followed with the veterans participating in establishing the treatment plan. The FDVA is providing services that prevent or delay hospitalization or need for nursing home care while providing a quality home like environment where the veteran can live at optimal independence level.

Skilled nursing home care provides full-service, long-term residential nursing care to eligible Florida veterans. Registered and licensed practical nurses supervise the Homes 24-hours-a-day. FDVA operates veterans' nursing homes in Daytona Beach, Land O' Lakes, Pembroke Pines, Springfield, and Port Charlotte.

State Veterans' Nursing Homes save Florida money by lowering Medicaid obligations as well as guaranteeing a significant flow of additional federal dollars into Florida's economy. Residents in Florida's State Veterans' Homes qualify for USDVA per diem and most also qualify for a veterans' non service-connected disability pension. Neither of these two revenues is available to other Medicaid-eligible facilities.

In full consideration of the Trends and Conditions associated with the veteran population of Florida and the significant unmet need for nursing home beds determined by the U.S. Department of Veterans Affairs', FDVA is committed to the construction of additional state veterans' nursing homes. To this end and for purposes of this plan, Phase II of the State Veterans' Homes construction project supports two-homes-in-five-years construction plan. Funding for the first home in this Phase, Veterans' Nursing Home # 6, is included in the Capital Improvement Plan for FY 2006-2011.

Executive Direction and Support Services: FDVA Executive Direction and Support Services (EDSS) provides oversight and strategic direction for Agency operations, actions and infrastructure resources necessary to ensure the effective and efficient operation of all aspects of the Department. EDSS consist of Executive Direction, Legislative Affairs, General Counsel, Communications, Inspector General, Administration, Information Technology, Human Resources, Planning and Budgeting, Fiscal and Accounting, Staff Development, and Purchasing.

Statutory Mandates and Activity Prioritization. FDVA has aligned these functional services with statutory mandates and has established the priorities displayed in the table below. The task/ responsibilities listed are those required by statute. Only priorities one and two are formally addressed because the remaining task/responsibilities are sub-functions of the two primary strategic divisions. As such, they are listed for completeness, but are addressed in the overall discussion of Benefits and Assistance Division and the State Veterans' Nursing Homes Program.

TRENDS AND CONDITIONS

Prioritization of the strategic divisions is based solely on the premise that Priority 1 defines the overall strategic direction for FDVA. Included in the term “*provide assistance to all ...*” is in every activity performed by the Department.

FDVA’s priorities are not merely milestones by which to measure progress or goal attainment. They define the Department’s daily work ethic and accomplishments. They are addressed through this document and the Legislative Budget Request to provide the resources necessary to continue to meet the needs of Florida’s consistently growing veteran constituency.

TRENDS AND CONDITIONS

PRIORITY RESPONSIBILITY

PRI	MAJOR AGENCY TASK OR RESPONSIBILITY	MANDATE
1	Provide assistance to all former, present, and future members of the Armed Forces of the United States and their dependents in preparing claims for and securing such compensation, hospitalization, vocational training and other benefits or privileges to which such persons are or may become entitled under any federal or state law or regulation by reason of their service in the Armed Forces of the United States.	Chapter 292, Florida Statutes 292.05(1)
2	Operate the State Veterans' Domiciliary Home of Florida.	Chapter 296, Florida Statutes 296.17
3	Operate State Veterans' Nursing Homes of Florida.	Chapter 296, Florida Statutes 296.41
4	Apply for and administer any federal programs and develop and coordinate such state programs as may be beneficial to the particular interests of the veterans in this state.	Chapter 292, Florida Statutes 292.05(7)
5	Apply for and accept funds, grants, gifts, and services from the state, the United States Government or any of its agencies, or any other public or private source, and may use funds derived from these sources to defray clerical and administrative costs as may be necessary for carrying out its duties.	Chapter 292, Florida Statutes 292.05(4)
6	Certify the eligibility of dependents for state tuition waiver.	Chapter 295, Florida Statutes 295.01
7	Act as State Approving Agency for veterans' education.	Chapter 295, Florida Statutes 295.124
8	Adopt rules to ensure veterans are given special consideration in all employing agency's selection and retention.	Chapter 295, Florida Statutes 295.07(d)(2)
9	Investigate the written allegations of veterans who claim their rights have been violated under Florida's program granting hiring preferences to veterans and dependents.	Chapter 295, Florida Statutes 295.21
10	Train and certify County Veterans' Services Officers.	Chapter 292, Florida Statutes 292.11(4)
11	Conduct an ongoing study of the problems and needs of those residents of this state who are veterans of the Armed Forces of the United States and the problems and needs of their dependents.	Chapter 292, Florida Statutes 292.05(5)
12	Issue State 100% Disabled Veteran Identification Cards.	Chapter 295, Florida Statutes 295.17
13	Produce an annual report to the Governor of the state, the Speaker of the House of Representatives, and the President of the Senate.	Chapter 292 Florida Statutes 292.05(6)

TRENDS AND CONDITIONS

THE PUBLIC CONDITION

Since 1944, the State of Florida has recognized the need for a state government entity to ensure Florida's military veterans have maximum access to benefits guaranteed by federal law. In 1988, the citizens of Florida favorably endorsed a constitutional amendment to create the Florida Department of Veterans' Affairs (FDVA) with the charter to provide advocacy and representation for Florida's veterans in their dealings with the USDVA.

Wartime Eras: One of the most basic justifications for veterans' benefits is that of caring for those wounds, injuries and infirmities suffered by those who protect the nation during wartime. As stated earlier, the perception of how well this works has an obvious influence in the ability to recruit new Soldiers, Sailors, Airmen and Marines. Accordingly, veterans who have served during wartime eras have, since the time of George Washington, been granted special standing.

Female Veterans: *Beginning in the 1940s and ending in the late 1960s, federal statutes limited females from comprising more than two percent of all US active duty armed forces. That practice has all but been abandoned. While female veterans clearly still represent a minority of all American veterans at 6.9 %, their increased participation, both in terms of their absolute number and increasingly hazardous duty assignments, has earned women veterans greater visibility. Female veterans under age 30 represent 20 % of all veterans under age 30. Along with that increased profile USDVA has placed increased emphasis on meeting both their military and post-military needs.*

Age of States' Veteran Population: *Two factors are most predictive of who will seek healthcare from the FDVA. First is the veteran's ability to access USDVA healthcare services. Second is the age of the veteran. Various USDVA publications over the years have documented the usage of FDVA facilities increases dramatically as veterans age. Florida is home to the second largest population of veterans aged 65 and over. Veterans age 85 and over are projected by USDVA to increase from 69,110 in September 2002 to 129,152 by September 30, 2010. This is the age group that will require the highest degree of medical care and living assistance.*

Period of Service: *Veterans of various wartime eras have issues of unique significance. For example, veterans of the World War II may have special concerns about exposures to ionizing radiation. Veterans of the Korean War may have significant cold-related injuries. Veterans of the Vietnam Conflict are often concerned about exposure to Agent Orange. Veterans in the Gulf War are often focused on possible exposures to various harmful substances, including nerve gas and biological agents. In legislative and other environments, Florida's population of veterans has a very strong interest in all such matters.*

In addition to being home to the third largest population of Persian Gulf veterans, Florida is home to a large number of National Guard and Reserve units currently assigned to that wartime theater. Many of those Guard and Reserve personnel have not yet exited the military and they are not yet reflected in the count of veterans from that wartime period.

TRENDS AND CONDITIONS

Military Retirees: The critically important mission of the U.S. Armed Forces could not be achieved by sole reliance upon Soldiers, Sailors, Airmen and Marines who serve single enlistments in our military. The backbone of the U.S. Armed Forces is the career service member who provides continuity, judgment and professionalism in its ranks.

Because of the unusual and arduous nature of a military career, much of which is performed under uncommonly challenging circumstances, Congress has long supported special appreciation and recognition for military retirees. As of 2004, there were 1.8 million retired military personnel nationwide to whom \$34.7 Billion was paid by the Department of Defense (DoD) for that year. **Of this number, 186,330 resided in Florida and receive the largest dollar amount of retirement pay from DoD, at \$3.67 Billion.** The 25,991 widows of retired military receive \$2.2 million in survival benefits.

Long Term Health Care: *A nationwide USDVA state veterans' home bed analysis completed in 2001 documented an "unmet bed need" of 2,881 nursing home beds for Florida. This equates to approximately 24 additional 120-bed State Veterans' Nursing Homes for Florida, based on population projections for veterans aged 65 and older. Florida continues to need additional state veterans' nursing homes. FDVA continues to pursue this need herein by proposing up to three new homes to be opened in the 2006-2011 planning period. FDVA will continue to work closely with USDVA to determine future long term care needs, and adjusted to changes in federal programs.*

SUMMARY

Summarizing the information discussed above, Florida veterans have completed qualifying military service as defined in U.S Code Title 38. With respect to their health and welfare, Florida's 1,788,496 veterans are described by the following characteristics.

- Exhibit the largest in-migration of any state veterans' population segment.
- Have the oldest median age of veterans of any state.
- Are the second largest veteran population in the country.
- Include 129,404 women veterans of which 11,519 have a service-connected disability.
- With families and survivors, comprise over 25% of Florida's population.
- Claim benefits most frequently; suffer the most severely disabling conditions.

Major Military and Veterans Events 2004:

- Opened a new 120 bed State Veterans' Nursing Home in Charlotte County.
- Support of VA Health Administration Capital Asset Realignment for Enhanced Services (CARES) project leading to:
 - Preventing reduced services at Lake City VAMC.
 - A new VA Medical Center in Orlando
 - Four new outpatient clinics.
 - Expand DOD/VA sharing in Pensacola, Eglin and Jacksonville.
 - New bed tower at Tampa VAMC
 - New bed tower at Gainesville VAMC.

TRENDS AND CONDITIONS

- Legislation requiring the display of the American flag in all Florida public school classrooms.
- Renters permitted to fly American flags under appropriate guidelines.
- Fourteen Florida roads and bridges renamed in honor of Medal of Honor recipients and other notable veterans.
- Local communities' support of military families and improvements in areas surrounding military bases in order to improve base viability.
- Legislation related to military spouses' unemployment compensation when forced to change employment due to military orders.
- Legislation authorizing enhanced scholarship eligibility for children of deceased service members.
- Absentee ballot enhancements to ensure absentee votes are counted.

Major Military and Veterans Events 2005:

- Architectural and Engineering funding for new State Veterans' Nursing Home in NE Florida..
- Cabinet approved updated State Veteran Nursing Home Site Selection criteria.
- Homestead exemption benefits extended to surviving spouses of 10-90% disabled veterans under certain circumstances.
- Extended post secondary educational benefits to dependent children of certain deceased or disabled veterans.
- Creating the Military Gold Sportsman's Hunting/Fishing License for active/retired members of the Armed Forces, National Guard and Reserves Forces.
- Expanding the number of medical staff able to re-new disabled parking permits.
- Authorizing veteran and military memorials at Interstate highway rest stops.
- Dedicating Florida's World War II monument completing the multi-phased memorial authorized by the 1999 legislature.
- The Florida Military Family Readiness Act.
- The Citizen Soldier Matching Grant Program for private employers of activated Florida service members.
- Stabilized automobile insurance rates for activated personnel and their covered dependants.

LRPP Exhibit I: Agency Workforce Plan

5-Year Workforce Plan

The 2001-2002 Long Range Program Plan Guidance tasked State agencies to examine and provide the in workforce by 25 percent over a five-year period. *FDVA has exceeded the 25% state workforce reduction goal or outsourcing significant portions of State Veterans' Homes staff. In the 5 year workforce plan the Department pro 484 of the 521 FTE that would be required to be appropriated to operate the States' Veterans' Nursing Homes w employees.* FDVA has undertaken the following actions to meet these criteria:

- Homes in operation prior to the opening of Pembroke Pines operated with a staff of between 120 and 133 and AHCA study suggested several areas potentially suitable for outsourcing. The basis of the current sta retain all critical management and supervisory positions as State employees and outsource support staff. l control of the critical management and supervisory positions in healthcare and business operations allow: quality of care, ensure effective and efficient operations of these veterans' homes, and maintain FDVA at Florida's veteran constituency.
- Implementation of the outsourcing plan began with SVNH Pembroke Pines. The 2001 Legislature tasked initial results of outsourcing in March 2002. Based on lessons learned and best practices derived, this sta was incorporated into SVNH's in Springfield and Port Charlotte.
- The outsourcing program may be applied to the Domiciliary in Lake City, and SVNH's, in Daytona Beac within the next two years. The outsourced services under consideration for contract are: Laundry & Hous Services, and Food Services.

LRPP Exhibit I: Agency Workforce Plan

PROGRAM: Services to Veterans

SERVICE: State Veterans' Nursing Homes

Fiscal Years	Total FTE Reductions	Description of Reduction Issue	Positions per Issue	Impact
FY 2006 -2007	36	SB 1202 Staffing <u>Increase</u> +	To be determined	Increase of medical st Bill 1202
		Outsource housekeeping/laundry in Domiciliary Lake City and SVNH in Daytona Beach and Land O' Lakes	36	Net savings with the c for nursing home resi
FY 2007-2008	175	Outsource food service in Domiciliary Lake City and SVNH in Daytona Beach and Land O' Lakes	35	Net savings with the c for nursing home resi
		Outsourcing Health Services	140	Impact of outsourcing final cost of staffing ii
Total*	211			

* The Department has met the goal of the 5 year workforce plan. The 211 positions would be additional positions c

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF VETERANS' AFFAIRS	Department No.: 50
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Program: SERVICES TO VETERANS' PROGRAMS	Code: 50100000
Service/Budget Entity: VETERANS' NURSING HOMES	Code: 50100100

Approved Performance Measures for FY 2005-06	Approved Prior Year Standard FY 2004-05	Prior Year Actual FY 2004-05	Approved Standards for FY 2005-06	
Occupancy rate for homes in operation for 2 years or longer	90%	84%	90%	
Percent of veterans' homes in compliance with quality of care healthcare regulations	100%	100%	100%	
Number of veterans' homes beds available	750	* 750	750	
* 38 Beds are not available at the Lake City Domiciliary based on ADA renovations. Adjusted occupancy rate without the 38				

Department: DEPARTMENT OF VETERANS' AFFAIRS	Department No.: 50
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Program: SERVICES TO VETERANS' PROGRAMS	Code: 50100000
Service/Budget Entity: EXECUTIVE DIRECTION AND SUPPORT SERVICES	Code: 50100400

Approved Performance Measures for FY 2005-06 (Words)	Approved Prior Year Standard FY 2004-05	Prior Year Actual FY 2004-05	Approved Standards for FY 2005-06	
Administration costs as a percent of total agency costs	6.8%	5.9%	6.8%	
Administrative positions as a percent of total agency positions	4.4%	3.9%	4.4%	

LRPP Exhibit II - Performance Measures and Standards

Department: DEPARTMENT OF VETERANS' AFFAIRS	Department No.: 50
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Program: SERVICES TO VETERANS' PROGRAMS	Code: 50100000
Service/Budget Entity: VETERANS' BENEFITS AND ASSISTANCE	Code: 50100700

Approved Performance Measures for FY 2005-06	Approved Prior Year Standard FY 2004-05	Prior Year Actual FY 2004-05	Approved Standards for FY 2005-06	
Value of cost avoidance because of issue resolution	\$5,065,782	\$24,761,336	\$12,244,897	
Value of cost avoidance because of retroactive compensation	\$69,360,000	\$72,482,563	\$70,747,000	
Number of veterans' served	71,400	78,083	72,800	
Number of services to veterans	368,434	388,806	372,118	
Number of claims processed	15,065	17,875	15,366	

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Affairs/ 50
Program: Services to Veterans/ 50100000
Service: Veterans' Homes/ 50100100
Activity: State Veterans' Nursing Home, Daytona Beach
 State Veterans' Nursing Home, Land O' Lakes
 State Veterans' Domiciliary, Lake City
 State Veterans' Nursing Home, Pembroke Pines
 State Veterans' Nursing Home, Springfield
 State Veterans' Nursing Home, Port Charlotte

Measure: Occupancy Rate for Veterans' Homes in operation for 2 years or Longer.

** All statistics regarding the Homes Program as a whole do NOT include the two new facilities in Springfield and Port Charlotte. allowed two years to meet state approved performance measures, and will be included in the group statistics when that start-up*

Action:

- Performance Assessment of Outcome Measure (complete entire form)
- Performance Assessment of Output Measure (complete entire form)
- Revision of Measure (complete explanation at bottom of form only)
- Deletion of Measure (complete explanation at bottom of form only)
- Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved GAA Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
90%	84%	Under	(-6%)

Explanation:

Robert H. Jenkins, Jr., SVDH Lake City Occupancy Trends: FY 2004-2005 occupancy rate was 70%. The lower census is 38 beds were unavailable to residents due to the requirements of the Americans with Disabilities Act (ADA). A renovation budgeted and scheduled for Fiscal Year 2005-2006. Upon completion of the project the all licensed beds will be available 1 on an availability of 112 beds the adjusted occupancy rate was 94%

Explanation:

Two facilities did not meet the occupancy standards for number of beds built but did meet the standards for occupancy bas. One facility, Emory L. Bennett Memorial SVNH did not meet the standard based on marketing and fill during the 2004 hu

Emory L. Bennett Memorial SVNH, Daytona Beach Occupancy Trends: FY 2004-2005 occupancy rate was 89 %. Marketi to increase census.

Alexander "Sandy" L. Nininger, Jr. Memorial State, SVNH Pembroke Pines: FY 2004-2005 occupancy rate was 88%. Th reached in the last quarter.

Factors accounting for the difference:

Internal Factors (check all that apply):

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (Facility Limitations)

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix the Problem
- Current Laws Are Working Against The Agency Mission
- Other (Identify)

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify) (Facility Renovations/Modifications)

Explanation: One State Veterans' Nursing Homes (SVNH) exceeded the occupancy standard.

Baldomero Lopez Memorial SVNH, Land O' Lakes Occupancy Trends: FY 2004-2005 occupancy rate was 91 %.

Recommendations:

Facility renovations and modifications for Phase I at the Domiciliary Home are scheduled to be completed in Fiscal Year 2
The FDVA LBR for FY 2006-07 will request funding for SB 1202 staffing increases.
Expansion of ongoing marketing plans in SVNH programs.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Affairs/ 50
Program: Services to Veterans/ 50100000
Service: Veterans' Homes/ 50100100
Activity: State Veterans' Nursing Home, Daytona Beach
 State Veterans' Nursing Home, Land O' Lakes
 State Veterans' Domiciliary, Lake City
 State Veterans' Nursing Home, Pembroke Pines
 State Veterans' Nursing Home, Springfield
 State Veterans' Nursing Home, Port Charlotte
Measure: Percent of veterans' homes in compliance with quality of care healthcare regulations

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
100%	100%	N/A	0 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission
- Other (Identify)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard.

N/A

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:**

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' services/ 50
Program: Services to Veterans/ 50100000
Service: Veterans' Homes/50100100
Activity: State Veterans' Nursing Home, Daytona Beach
 State Veterans' Nursing Home, Land O' Lakes
 State Veterans' Domiciliary, Lake City
 State Veterans' Nursing Home, Pembroke Pines
 State Veterans' Nursing Home, Springfield
 State Veterans' Nursing Home, Port Charlotte
Measure: Number of veterans' homes beds available

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
750	692	Under	-7.7%

Factors accounting for the difference:

- 38 beds are not available for use based on Americans with Disabilities renovations that are ongoing at the State Ve Lake City.
- 20 beds are not available for use as the Douglas Jacobson State Veterans' Nursing Home continues to temporarily Charlotte Out-Patient Clinic. The clinic's original site was so badly damaged during Hurricane Charlie that it coul Department generously offered to share their facility so that medical services to the area's veterans are not interrup and their families already impacted by the storms are not further aggravated by travel to a distant facility.

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

- Staff Capacity
- Level of Training
- Other (Identify) Temporary reduction to allow for existing home renovations and USDVA outpatient clinic space

Explanation:

- Phase I of renovations that are ongoing at the State Veterans' Domiciliary Lake City based on Americans with Disabilities resulted in 38 beds removed from service. The beds will go back into service upon completion of construction renovations.

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix the Problem
- Current Laws Are Working Against the Agency Mission
- Other (Identify); Hurricane damage of USDVA facility.

Explanation:

- Phase I of renovations that are ongoing at the State Veterans' Domiciliary Lake City based on Americans with Disabilities resulted in 38 beds removed from service. The beds will go back into service upon completion of construction renovations.
- The contract with the USDVA is through March 1, 2006 for utilization of part of the Port Charlotte SVNH. The 20 service upon the departure of the USDVA outpatient clinic into their new facility.

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Renovations of State Veterans Nursing Homes are periodically necessary to meet changing health and safety requirements that result in quality of life improvements for the residents. Lessons learned in renovation home construction.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100100
Service: Executive Direction and Support Services/ 50100700
Measure: Administrative costs as a percent of total agency costs

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
6.8%	5.9 %	Under	-15 %

Factors accounting for the difference: Department exceed the standard based on lower administrative costs than the total

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission
- Other (Identify)

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard: .N/A

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** No recommendation. The department did not exceed the administrative costs as a percent of tc

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service: Executive Direction and Support Services/ 50100700
Measure: Administrative positions as a percent of total agency positions

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
4.4%	3.9 %	Under	-2 %

Factors accounting for the difference: Department exceed the standard based on the fact that the total number of adminis than the total number of department positions.

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other (Identify)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** No recommendation.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service/Budget Entity: Veterans' Benefits and Assistance/ 50100700
Measure: Value of cost avoidance because of issue resolution

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$5,065,782	\$24,761,336	Over	480 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix the Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other Increased number of veterans served.

Explanation: The workload of Veterans' Benefits and Assistance is based on the number of visits, requests for assistance, are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctu The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the expon veterans to Florida. The established standard for the performance measure of cost avoidance was exceeded based on the inc veteran population and the division providing the assistance that resulted in the larger dollars amount from the USDVA to

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Our baseline standards are annual goals. Actual outcomes/outputs will be under and over the p standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in F Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. FI measures were established to identify and evaluate the success of Florida in meeting the changing needs of veteran department will utilize the annual assessments to track trends for the type of services necessary to meet the needs c population and their family. A new baseline was established during the FY 05-06 legislative secession at \$12,244,8 II.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service/Budget Entity: Veterans' Benefits and Assistance/ 50100700
Measure: Value of cost avoidance because of retroactive compensation

Action:

- Performance Assessment of Outcome Measure (complete entire form)
- Performance Assessment of Output Measure (complete entire form)
- Revision of Measure (complete explanation at bottom of form only)
- Deletion of Measure (complete explanation at bottom of form only)
- Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
\$69,360,000	\$72,482,563	Over	+4.5 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other: Delay in the USDVA in reporting of statistical data on all claims for the end of the fiscal year in order to report amounts into this LRPP.

Explanation: The workload of Veterans' Benefits and Assistance is based on the number of visits, requests for assistance, and claims generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuating workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponential increase in the number of veterans to Florida. The established standard for the performance measure of value of cost avoidance because of retroactive pay however is a direct result in the dollar amount awarded to veterans in the claims and appeals process. The United States Court of Appeals will impact the dollar amount awarded to the veterans of Florida. The FDVA has taken action on claims that will not receive payment until the end of August. The dollar amount of the award is not determined to be awarded to the veteran until official notification is received.

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Our baseline standards are annual goals. Actual outcomes/outputs will be under/over the performance standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. Financial measures were established to identify and evaluate the success of Florida in meeting the changing needs of veteran population and their family. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the veteran population and their family. The department's final dollar amount for this performance will be higher after final audit of USDVA. Based on current USDVA programs the Department is recommending no additional changes to this performance measure.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service/Budget Entity: Veterans' Benefits and Assistance/ 50100700
Measure: Number of veterans served

- Action:**
- Performance Assessment of Outcome Measure (complete entire form)
 - Performance Assessment of Output Measure (complete entire form)
 - Revision of Measure (complete explanation at bottom of form only)
 - Deletion of Measure (complete explanation at bottom of form only)
 - Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
71,400	78,083	Over	+ 9.3 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other (Identify)

Explanation: The workload of Veterans' Benefits and Assistance is based on the number of visits, requests for assistance, are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctu The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the expon veterans to Florida. The established standard for the performance measure of veterans served was exceeded based on incre: veteran population and the division providing the assistance to a larger number Florida Veterans.

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Our baseline standards are annual goals. Actual outcomes/outputs will be under/over the perfor standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in I Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. TI measures were established to identify and evaluate the success of Florida in meeting the changing needs of veteran department will utilize the annual assessments to track trends for the type of services necessary to meet the needs c population and their family. No additional changes are recommended.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service/Budget Entity: Veterans' Benefits and Assistance/ 50100700
Measure: Number of services to veterans

Action:

- Performance Assessment of Outcome Measure (complete entire form)
- Performance Assessment of Output Measure (complete entire form)
- Revision of Measure (complete explanation at bottom of form only)
- Deletion of Measure (complete explanation at bottom of form only)
- Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
368,434	388,806	Over	+ 5.5 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other (Identify)

Explanation: The workload of Veterans' Benefits and Assistance is based on the number of visits, requests for assistance, are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuation. The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponential increase in veterans to Florida. The established standard for the performance measure of number of services to veterans was exceeded due to the demands of the veteran population and the division providing the assistance to a larger number Florida Veterans.

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Our baseline standards are annual goals. Actual outcomes/outputs will be under/over the performance standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in VA Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. The measures were established to identify and evaluate the success of Florida in meeting the changing needs of veteran population and their family. No additional changes are recommended.

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Service/ 50
Program: Services to Veterans/ 50100000
Service/Budget Entity: Veterans' Benefits and Assistance/ 50100700
Measure: Number of claims processed

Action:

- Performance Assessment of Outcome Measure (complete entire form)
- Performance Assessment of Output Measure (complete entire form)
- Revision of Measure (complete explanation at bottom of form only)
- Deletion of Measure (complete explanation at bottom of form only)
- Adjustment of GAA Performance Standards (complete the entire form, where appropriate)

Approved Standard	Actual Performance Results	Difference (Over/Under)	Percentage Difference
15,065	17,875	Over	+ 18.6 %

Factors accounting for the difference:

Internal Factors (check all that apply): N/A

- Personnel Factors
- Competing Priorities
- Previous Estimate Incorrect
- Staff Capacity
- Level of Training
- Other (Identify) (New Performance Assessment)

Explanation: Briefly describe how each factor impacted the agency's ability to meet the standard. N/A

External Factors (check all that apply): N/A

- Resources Unavailable
- Legal/Legislative Change
- Natural Disaster
- Technological Problems
- Target Population Change
- This Program/Service Cannot Fix The Problem
- Current Laws Are Working Against The Agency Mission

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Other (Identify)

Explanation: The workload of Veterans' Benefits and Assistance is based on the number of visits, requests for assistance, are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctu The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the expon veterans to Florida. The established standard for the performance measure of number of claims processed was exceeded ba demands of the veteran population and the division providing the assistance to a larger number Florida Veterans.

Management efforts to address differences/problems (check all that apply): N/A

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Our baseline standards are annual goals. Actual outcomes/outputs will be under/over the perfo standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in I Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. TI measures were established to identify and evaluate the success of Florida in meeting the changing needs of veteran department will utilize the annual assessments to track trends for the type of services necessary to meet the needs c population and their family. No additional changes are recommended.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Executive Direction and Support Services
Activity: Executive Direction
Measure: Agency administrative and support costs as a percentage of total agency

Costs/agency administrative and support positions as a percent of total agency positions

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology: FDVA Legislative budget.

Validity: The PM is valid because Administrative costs are quantifiable from the legislative budget and expenditure information.

Reliable: The PM is reliable because the costs and FTE are a measurable quantity both for the entire Agency and the Administration Division. A simple ratio will always generate a value that is comparable across multiple years.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Benefits and Assistance
Activity: Veterans' Claims Services
Measure: Value of Cost Avoidance because of Retroactive Compensation

- Requesting Revision to Approved Measure
- Change in Date Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology: Division of Benefits and Assistance Data Base.

The Bureau of Claims Services Veterans' Claims Examiners (VCEs) assists Florida's veterans navigate the often cumbersome and confusing requirements associated with obtaining access to USDVA benefits for which they are eligible. VCEs provide counseling services and assistance to veterans, their dependents, and survivors with the preparation, submission and prosecution of claims and appeals for state and federal entitlements as well as applications to correct military records. The Bureau's primary responsibility is to work directly with the decision resources in the USDVA Regional Office to expedite client's claims and to influence through proactive advocacy, the most positive outcome. Because of administrative procedures and legal rulings, claims processing at all levels has become complex and time-consuming.

To this end, Veterans' Claims provides a quality control function by reviewing completed USDVA benefits rating decisions and paralegal due process assistance in the prosecution of veterans' disagreements with and appeals of USDVA rating decisions and debt identification/relief. Paramount among the core processes is Appellate due process and benefits rating review functions. These represent the bulk of Claims functional activities and result in the greatest value added, in terms of retroactive benefits awarded and debt relief. Effective functioning in this capacity requires a comprehensive and intimate knowledge of the Title 38 Code of Federal Regulations, Parts III and IV, on a par with that of USDVA Veteran Service Representatives, Rating Specialists and Decisional Review Officers. *(Not all claims will result in a monetary award; either as a grant of benefits or an increase in degree of disability. Measurement of achievement only in terms of monetary awards fails to count a portion of our constituency who are no less served because an award for an increase in benefits was not warranted.)* 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 out of general revenue.

Validity: The PM 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.

Reliable: The PM is reliable because amount of "Retroactive Compensation" is a quantifiable value. "Retroactive Compensation" amounts are entered into FDVA's Veterans Benefits On-Line Claims Tracking System (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.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Benefits and Assistance
Activity: Veterans' Field Services
Measure: Value of Cost Avoidance because of Issue Resolution

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Data Sources and Methodology: Division of Benefits and Assistance Data Base.

The Bureau of Field Services continues to help Florida's veterans navigate the often cumbersome and confusing requirements associated with obtaining access to USDVA benefits for which they are eligible. This service includes assistance with origination and tracking of claims for USDVA benefits as well as assistance in determining, verifying, and obtaining eligibility for treatment, medications, prosthetics, and other monetary issues, within the VHA system. This service provides Florida veterans with significant economic value; without it, eligibility and access would suffer. The Bureau calls these functional activities in support of veterans, their families and survivors, 'Issue Resolution'. Issue Resolutions are measured in terms of the dollar value of the benefits received. The dollar value of Issue Resolutions is a direct cost avoidance to the State of Florida, which would otherwise be required to provide needed services out of general revenue.

Validity: The PM is valid because it measures the increase in the dollar amount associated with issue resolution activities of Division of Benefits and Assistance, Field Services Bureau and compares that quantifiable amount to prior years' data.

Reliable: The PM is reliable because every activity and product is assigned a dollar value by the USDVA. Individual issue resolution activities of Division of Benefits and Assistance, Field Services Bureau are entered into the FDVA's Veterans Benefits On-Line Claims Tracking System (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.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Benefits and Assistance
Activity: Veterans' Claims Services

Veterans' Field Services

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Unit Cost Measure - Number of Veterans Served

Data Sources and Methodology: The number of veterans served is determined by tallying the number of clients receiving any form of service by FDVA for the first time during the current year or their initial visit. The purpose of this output is to count the number of clients seeking the services of the Department. FDVA personnel providing the service record the data in the Bureau FDVA's Veterans Benefits On-Line Tracking System (V-BOLTS). Resources consist of the FDVA representative entering the information into the Veterans Benefits On-Line Tracking System (V-BOLTS), and resulting data base reports.

Validity: The PM is valid as a measure of periodic (quarterly/annual) volume of workload.

Reliable: The PM is reliable because the information is recorded consistently in FDVA's Veterans Benefits On-Line Tracking System (V-BOLTS) as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Benefits and Assistance
Activity: Veterans' Claims Services

Veterans' Field Services

- Requesting Revision to Approved Measure
- Change in Date Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Services to Veterans

Data Sources and Methodology: The number of services to veterans is determined by tallying the total number of all activity processes performed by the Division of Benefits and Assistance FTE in support of the needs of veterans, their dependents and survivors. The purpose of this output is to count the total number of services for clients seeking the assistance of the Department. Services tallied are: correspondence processed (incoming and outgoing), telephone calls made/received, walk-in clients assisted, personnel interviews held, bedside interviews, outreach visits conducted, medical records review, claims reviewed and forwarded to USDVA, dependent scholarship applications processed, VA Regional Office/VAMC Hearings scheduled/held, BVA cases processed and Disabled Veteran ID Cards processed.

FDVA personnel providing the service enter the data in FDVA's Veterans Benefits On-Line Tracking System (V-BOLTS). Resources consist of the FDVA representative entering the information into the Veterans Benefits On-Line Tracking System (V-BOLTS), and the resulting reports.

Validity: The PM is valid as a measure of periodic (quarterly/annual) volume of workload.

Reliable: The PM is reliable because the information is recorded consistently in the Veterans Benefits On-Line Tracking System (V-BOLTS) as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Benefits and Assistance
Activity: Veterans' Claims Services
Veterans' Field Services

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Number of Claims Processed

Data Sources and Methodology: The number of benefit claims processed is determined by tallying the number of clients receiving this form of service by FDVA. The purpose of this output is to count the number of benefit claims processed for by FDVA from submission to USDVA through the rating review as well as appeals. FDVA personnel providing the service enter the data in the Bureau FDVA's Veterans Benefits On-Line Tracking System (V-BOLTS). Resources consist of the FDVA representative entering the information into VBOLTS.

Validity: The PM is valid as a measure of periodic (quarterly/annual) volume of workload.

Reliable: The PM is reliable because the information is recorded consistently in the Department FDVA's Veterans Benefits On-Line Tracking System (V-BOLTS) as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Homes
Activity: State Veterans' Nursing Home, Daytona Beach
State Veterans' Nursing Home, Land O' Lakes
State Veterans' Domiciliary, Lake City
State Veterans' Nursing Home, Pembroke Pines
State Veterans' Nursing Home, Springfield
State Veterans' Nursing Home, Port Charlotte

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Occupancy Rate for Veterans' Homes in operation for 2 years or Longer.

Data Sources and Methodology: The measure reflects need for and utilization of veterans' homes in Florida. Data source is the UltraCare for Windows database.

With full appreciation of limited state and federal resources, FDVA is taking an incremental approach to meeting nursing home needs of Florida veterans. FDVA would like to build three new veteran's nursing homes in the next five years. The three veterans' nursing homes estimate is based on a USDVA "market share analysis". Various studies reporting the critical shortfall of long-term care beds in Florida have been previously cited. FDVA's long term residential care plan seeks to address, initially, un- or under-served population concentrations.

As long as federal funds are available to heavily subsidize Nursing Home construction and institutional care unique for veterans, FDVA will continue to access those funds on behalf of the state's veterans in order to further expand the number of cost-effective nursing home beds for Florida veterans.

Validity: The PM is valid because it measures actual utilization of veterans' nursing homes. The number may increase. It should be noted, however, that programs within the nursing home seek to make the resident as individually independent and functional as possible. This will often work at odds with a strict bed-days measurement; a decrease in actual bed-days may not reflect under utilization as much as successful completion of individual patient care plans. This must be addressed and taken into consideration during each year's performance measure evaluation.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Homes
Activity: State Veterans' Nursing Home, Daytona Beach
State Veterans' Nursing Home, Land O' Lakes
State Veterans' Domiciliary, Lake City
State Veterans' Nursing Home, Pembroke Pines
State Veterans' Nursing Home, Springfield
State Veterans' Nursing Home, Port Charlotte

- Requesting Revision to Approved Measure
- Change in Date Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Percent of Veterans' Homes in Compliance With Quality of Care Healthcare Regulations.

Data Sources and Methodology: Within the residential long term care program, an ongoing effort is in place that strives to continually improve the care and services each veteran receives. Consistent with this effort, FDVA has implemented quality of care standards for the Domiciliary Home and State Veterans Nursing Homes that will exceed the minimum standards established by Healthcare Regulations. Two components currently comprise this performance measure; implementation of measures to attain a higher degree of customer satisfaction based on customer surveys, and the passing of on site inspections and accreditation by AHCA. In May 2001 Public Law 2001-45 (Senate Bill 1202) was passed by the Legislature and signed by the Governor. The new law brought significant reform in the areas of nursing home and assisted living facility long-term care in an effort to improve quality and bring relief from escalating insurance costs. Additionally, during the 2002 Special Session C, the Legislature passed Public Law 2002-400 (House Bill 59E) which was signed by the Governor on June 9, 2002 and included a requirement that the Agency for Healthcare Administration (AHCA) publish a semi-annual report on nursing homes regarding liability claims reported, regulatory deficiencies cited and federal quality information. The FDVA will be included in this semi-annual report required by Public Law (PL) 2002-400 Section 7.

The term "*quality of care*" categorizes standards that, when applied to a specific area of service or performance, define regulated healthcare standards in that area. The application of these quality of care standards are directly correlated to ratings of "above average" on customer service surveys. Among the quality standards that are examined include residents' rights and residents behavior, and facility practices standards. The measurement tool to assess "quality of care standards" is the adaptation of the criteria established by the Florida Agency for Healthcare Administration (AHCA). AHCA is the state agency for accreditation and is recognized for maintaining nationally standardized accreditation for operation of acute care hospitals. Achievement of these quality of care standards has significant implications for optimizing opportunities to participate in managed care and other contractual arrangements. These opportunities in turn provide additional sources of funding to further defray the monetary obligation of Florida.

Validity: The PM is valid because it measures the standard to which all residential care facilities are held in Florida and the United States.

Reliable: The PM is reliable because improved quality of care standards are established and recognized as a reliable indicator of excellence by the state. Inspections are scheduled and unannounced and the application of inspection interpretations are standardized by state policy and training. Agency survey methods are standardized. Tracking of the results is recorded in Ultracare for Windows database

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Homes
Activity: State Veterans' Nursing Home, Daytona Beach
State Veterans' Nursing Home, Land O' Lakes
State Veterans' Domiciliary, Lake City
State Veterans' Nursing Home, Pembroke Pines
State Veterans' Nursing Home, Springfield
State Veterans' Nursing Home, Port Charlotte

- Requesting Revision to Approved Measure
- Change in Date Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Number of Veterans' Homes Beds Available

Data Sources and Methodology: FDVA homes inventory. The measure reflects "need" as determined by USDVA standards and veteran population. USDVA in 38 Code of Federal Regulations, *Pensions, Bonuses, and Veterans' Relief*, prescribes a formula for maximum allowable veterans' homes beds per state (2.5 per 1000 veterans). This is further defined as a function of the number of veterans in the greatest need demographic. Reviewing the veteran population in the 60 years old and older category, it has been previously determined Florida needs 2,081 beds or 24, 120-bed, State Veterans' skilled nursing facilities. This measure takes responsibility for a near-term response to this validated need.

With full appreciation of limited state and federal resources, FDVA is taking an incremental approach to meeting nursing home needs of Florida veterans. Various studies reporting the critical shortfall of long-term care beds in Florida have been previously cited. FDVA's long-term residential care plan seeks to address, initially, un- or under-served population concentrations. FDVA operates the 120 bed Emory L. Bennett Veterans' Nursing Home in Daytona Beach, which serves Northeast Florida. The Baldomero Lopez State Veterans' Nursing Home, in Land O' Lakes, and the Sandy Nininger State Veterans Home in Pembroke Pines serves Central and Southeast Florida. The new Port Charlotte State Veterans' Nursing Home serves the veterans in Southwest Florida (Charlotte County) and the new Springfield State Veterans' Nursing serves the veterans in North Florida (Bay County). With the new homes the department will achieve reasonable proximity access to a state veterans' nursing home in some major areas of the State. The achievement of our near-term Strategic Objective of a total bed equivalent of five veterans' skilled nursing home facilities address this geographic coverage issue. As we continue to project our planning processes to the longer term future needs of Florida's veteran population, we are beginning the process to evaluate agency infrastructure needs and the known veterans' nursing home beds shortfall to begin construction of two more nursing homes. Design activities for the seventh state veterans' home to be located in Northeast Florida has began.

As long as federal funds are available to heavily subsidize Nursing Home construction and institutional care unique for veterans, FDVA will continue to access those funds on behalf of the state's veterans in order to further expand the number of cost-effective nursing home beds for Florida veterans.

Validity: The PM is valid because it measures the change in numbers of veterans' skilled nursing facility beds in Florida. The number will or will not increase.

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

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Services to Veterans
Service: Veterans' Homes
Activity: State Veterans' Nursing Home, Daytona Beach
State Veterans' Nursing Home, Land O' Lakes
State Veterans' Domiciliary, Lake City
State Veterans' Nursing Home, Pembroke Pines
State Veterans' Nursing Home, Springfield
State Veterans' Nursing Home, Port Charlotte

- Requesting Revision to Approved Measure
- Change in Data Sources or Measurement Methodologies
- Requesting New Measure
- Backup for Performance Outcome and Output Measure

Measure: Unit Cost – Days of Care Provided

Data Sources and Methodology: The measure reflects the cost of actual, annualized utilization of veterans' homes in Florida as a ratio of the total Fiscal Year appropriation per home to total days of care available (120 beds/SVNH or 150 beds/SVDH x 365 days/year) . Data source is Ultracare for windows database.

Validity: The PM is valid. It reflects the cost per day per bed of homes operations.

Reliable: The PM is reliable because number of beds per home is quantifiable and fixed and the Fiscal Year Budget Appropriation is public record.

Exhibit V – GLOSSARY OF TERMS

Activity: A set of transactions within a budget entity that translates inputs into outcomes using resources in response to a business requirement. Sequences of activities in a logical combinations form services. Unit cost information is determined using the outputs of activities.

Comment:

Comment:

Actual Expenditures: Includes prior year actual disbursements, payables and encumbrances. The payables and encumbrances are certified forward at the end of the fiscal year. They may be disbursed between July 1 and December 31 of the subsequent fiscal year. Certified forward amounts are included in the year in which the funds are committed and not shown in the year the funds are disbursed.

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

Appropriation Category: The lowest level line-item of funding in the General Appropriations Act which represents a major expenditure classification of the budget entity. Within budget entities, these categories may include: salaries and benefits, other personal services (OPS), expenses, operating capital outlay, data processing services, fixed capital outlay, etc. These categories are defined within this glossary under individual listings. For a complete listing of all appropriation categories, please refer to the ACTR section in the LAS/PBS User's Manual for instructions on ordering a report.

Baseline Data: Indicators of a state agency's current performance level, pursuant to guidelines established by the Executive Office of the Governor in consultation with legislative appropriations and appropriate substantive committees.

Budget Entity: A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. **“Budget entity” and “service” have the same meaning.**

Demand: The number of output units which are eligible to benefit from a service or activity.

D3-A: A legislative budget request (LBR) exhibit which presents a narrative explanation and justification for each issue for the requested years.

Estimated Expenditures: Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

Fixed Capital Outlay: Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property which materially extend its useful life or materially improve or change its functional use, and including furniture and equipment necessary to furnish and operate a new or improved facility.

Indicator: A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word “measure.”

Information Technology Resources: Includes data processing-related hardware, software, services, telecommunications, supplies, personnel, facility resources, maintenance, and training.

Input: See Performance Measure.

Exhibit V – GLOSSARY OF TERMS

Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The Joint Commission is a private accreditation process, recognized for over thirty years as the chief, nationally standardized, accreditation process for operation of acute care hospitals. In response to a demand for a nationally recognized process for nursing homes and home health agencies (and any other agency that bills to third party insurers), they began to develop a recognized accreditation process for these groups. JCAHO is federally recognized and “sanctioned”, but is not federally operated. Their accreditation is a higher standard than that established by the State Agency for Healthcare Administration, which are the minimum criteria for provision of services. JCAHO accreditation helps long-term care organizations integrate quality improvement principles into their daily operations, improve organizational performance and resident care outcomes and optimize opportunities for participation in managed care and other contractual arrangements.

Judicial Branch: All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

LAS/PBS: Legislative Appropriation System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

Legislative Budget Commission: A standing joint committee of the Legislature. The Commission was created to: review and approve/disapprove agency requests to amend original approved budgets; review agency spending plans; issue instructions and reports concerning zero-based budgeting; and take other actions related to the fiscal matters of the state, as authorized in statute. It is composed of 14 members appointed by the President of the Senate and by the Speaker of the House of Representatives to two-year terms, running from the organization of one Legislature to the organization of the next Legislature.

Legislative Budget Request: A request to the Legislature, filed pursuant to s. 216.023, F.S., or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

Long-Range Program Plan: A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

Narrative: Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

Nonrecurring: Expenditure or revenue which is not expected to be needed or available after the current fiscal year.

Outcome: See Performance Measure.

Exhibit V – GLOSSARY OF TERMS

Output: See Performance Measure.

Outsourcing: Describes situations where the state retains responsibility for the service, but contracts outside of state government for its delivery. Outsourcing includes everything from contracting for minor administration tasks to contracting for major portions of activities or services which support the agency mission.

Partner Assisted Rating and Development System (PARDS): USDVA/FDVA developed program designed to facilitate rapid claims processing.

Performance-based Program Budget: A budget that incorporates approved programs and performance measures.

Performance Ledger: The official compilation of information about state agency performance-based programs and measures, including approved programs, approved outputs and outcomes, baseline data, approved standards for each performance measure and any approved adjustments thereto, as well as actual agency performance for each measure.

Performance Measure: A quantitative or qualitative indicator used to assess state agency performance.

- *Input* means the quantities of resources used to produce goods or services and the demand for those goods and services.
- *Outcome* means an indicator of the actual impact or public benefit of a service.
- *Output* means the actual service or product delivered by a state agency.

Policy Area: A grouping of related activities to meet the needs of customers or clients which reflects major statewide priorities. Policy areas summarize data at a statewide level by using the first two digits of the ten-digit LAS/PBS program component code. Data collection will sum across state agencies when using this statewide code.

Privatization: Occurs when the state relinquishes its responsibility or maintains some partnership type of role in the delivery of an activity or service.

Program: A set of activities undertaken in accordance with a plan of action organized to realize identifiable goals based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act for FY 2001-2002 by a title that begins with the word “Program.” In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. **“Service” is a “budget entity” for purposes of the LRPP.**

Program Purpose Statement: A brief description of approved program responsibility and policy goals. The purpose statement relates directly to the agency mission and reflects essential services of the program needed to accomplish the agency’s mission.

Program Component: An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

Exhibit V – GLOSSARY OF TERMS

Reliability: The extent to which the measuring procedure yields the same results on repeated trials and data are complete and sufficiently error free for the intended use.

Service: See Budget Entity.

Standard: *The level of performance of an outcome or output.*

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 the two Department priorities.

Unit Cost: The average total cost of producing a single unit of output – goods and services for a specific agency activity.

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

Validity: The appropriateness of the measuring instrument in relation to the purpose for which it is being used.

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

Veterans Equitable Resource Allocation System (VERA): A Public Law that provides for a more equitable distribution of USDVA healthcare funds.

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.

Exhibit VI – EXPLANATION OF ACRONYMS

CIO -Chief Information Officer

CIP - Capital Improvements Program Plan

EOG - Executive Office of the Governor

FCO - Fixed Capital Outlay

FFMIS - Florida Financial Management Information System

FLAIR - Florida Accounting Information Resource Subsystem

F.S. - Florida Statutes

GAA - General Appropriations Act

GR - General Revenue

IOE - Itemization of Expenditure

IT - Information Technology

LAN - Local Area Network

LBR - Legislative Budget Request

L.O.F. - Laws of Florida

LRPP - Long-Range Program Plan

OPB - Office of Policy and Budget, Executive Office of the Governor

PBPB/PB2 - Performance-Based Program Budgeting

STO - State Technology Office

SWOT - Strengths, Weaknesses, Opportunities and Threats

TCS - Trends and Conditions Statement

TF - Trust Fund

TRW - Technology Review Workgroup

V – BOLTS - Veterans’ Benefits On Line Tracking System

WAN - Wide Area Network

ZBB - Zero-Based Budgeting