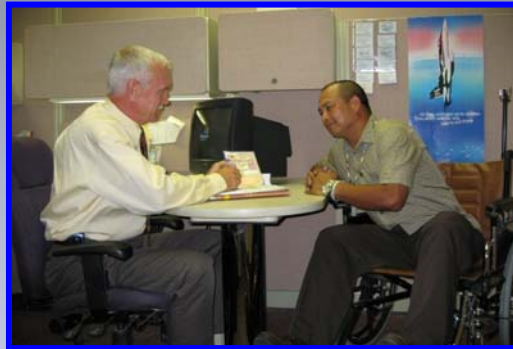


LONG RANGE PROGRAM PLAN

Florida Department of Veterans' Affairs



Benefits Counseling



Nursing Home Care



Veteran's Advocacy



Domiciliary Home Care

2008—2013

Assisting Florida's Veterans

www.FloridaVets.org

TABLE OF CONTENTS

| | |
|--|-----------|
| Executive Director’s Message | |
| Table of Contents | 1 |
| Department Mission and Vision | 2 |
| Core Values | 3 |
| Department Goals and Objectives | 4 |
| Department Service Outcomes and Projection Table | 6 |
| Linkage to Governor’s Priorities | 9 |
| Trends and Conditions | 14 |
| Department Organization | 19 |
| Exhibits | |
| LRPP Exhibit I – Department Work Force Plan <u>Not Used - 2007 Instructions</u> ... | |
| LRPP Exhibit II– Performance Measures and Standards | 23 |
| LRPP Exhibit III– Performance Measure Assessment | 25 |
| LRPP Exhibit IV – Performance Measures Validity and Reliability | 49 |
| LRPP Exhibit V – Associated Activity Contributing to Performance Measures ... | 59 |
| LRPP Exhibit VI – Agency-Level Unit Cost Summary | 60 |
| LRPP Exhibit VII – Glossary | 63 |

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 elements 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, sexual harassment, or unprofessional conduct.

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 its 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 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|----------------|------------|------------|------------|------------|------------|
| ≥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 substantial compliance with Agency for Health Care Administration (AHCA) and USDVA rules and regulations.

GOALS AND OBJECTIVES

| Baseline/ Year | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|----------------|------------|------------|------------|------------|------------|
| 2/1999 | 7 | 8 | 8 | 8 | 9 |

Goal Two Objective 2A: Increase value of cost avoidance due to retroactive compensation.

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

| Baseline/ Year | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|---------------------------|--------------|--------------|--------------|--------------|--------------|
| \$70,747,000 2005-2006 | \$75,471,222 | \$77,011,451 | \$78,583,113 | \$80,186,850 | \$81,823,316 |

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 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|---------------------------|-----------------------|------------------------|-----------------------|-----------------------|-----------------------|
| \$17,417,140 2006-2007 | \$18,135,296 (+2%) | \$18,505,404 (+2 %) | \$18,883,065 (+2%) | \$19,268,433 (+2%) | \$19,661,666 (+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 between 6.8% and 4.4%.

| Baseline/ Year | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 | FY 2012-13 |
|------------------------|------------|------------|------------|------------|------------|
| 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

| | | BASELINE | BASELINE FY | FY 2006-07 | FY 2007-08 | FY 2008-09 |
|-----------------|---|----------|----------------|------------|------------|-------------------|
| | | | | ACTUAL | ESTIMATED | AGENCY REQUEST |
| OUTCOMES | Occupancy Rate for Veterans' Homes in operation for 2 years or longer. | 90% | 1999-2000 | 88%* | 90% | 90% |
| | Percent of Veterans' Homes in substantial compliance with state and federal healthcare regulations. | 100% | 2002-03 | 100% | 100% | 100% |
| | | | | | | |
| OUTPUTS | Number of Veterans' Homes Beds Available | 510 | 2002-03 | 750 * | 750 | 870 |
| | | | | | | |
| | | | | | | |

*20 beds at Daytona were not available due to updated Phase I renovations to meet new assisted living medical care mandates directed by federal and state law changes from July 2006 through June 2007.

* 38 beds at Lake City were not available due to updated Phase I renovation to meet new federal and state medical care mandates for the period July 2006 through September 2006. **Adjusted occupancy rate is 92%.**

Department Outcomes and Projection Tables

PROGRAM: Services to Veterans

SERVICE: Veterans' Benefits and Assistance

| | | BASELINE | BASELINE FY | FY 2006-07 | FY 2007-08 | FY 2008-09 |
|-----------------|--|--------------|----------------|--------------|--------------|-------------------|
| | | | | ACTUAL | ESTIMATED | AGENCY REQUEST |
| OUTCOMES | Value of cost avoidance due to retroactive compensation. | \$72,482,563 | 2006-2007 | \$91,373,818 | \$73,961,798 | \$75,471,222 |
| | Value of cost avoidance due to issue resolution. | \$17,417,140 | 2006-2007 | \$32,363,870 | \$17,772,591 | \$18,135,296 |
| OUTPUTS | Number of veterans' served | 78,083 | 2006-2007 | 84,772 | 79,676 | 81,302 |
| | Number of claims processed | 17,885 | 2006-2007 | 19,827 | 18,239 | 18,611 |
| | Number of services to veterans | 388,875 | 2006-2007 | 408,376 | 396,811 | 404,909 |

- Measures are subjective and highly influenced by factors over which FDVA has little control. The baseline and estimates are in accordance with the department 5-year projection which began in 1999. New baselines for selected measures are reflected in Agency Goals and Objectives.

Department Outcomes and Projection Tables

PROGRAM: Services to Veterans

SERVICE: Executive Direction and Support Services

Fiscal Year 2005-06 GAA/Implementing Bill measures that align with this service:

| | | BASELINE | BASELINE FY | FY 2006-07 | FY 2007-08 | FY 2008-09 |
|-----------------|--|-----------------|------------------------|-------------------|-------------------|---------------------------|
| | | | | ACTUAL | ESTIMATED | AGENCY REQUEST |
| 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 | 6.6 %/4.3% | 6.8%/4.4% | 6.8%/4.4% |

FDVA GOALS LINKAGE TO THE GOVERNOR'S SEVEN PRIORITIES

Veterans and their families represent a powerful force in Florida's economy. As a group, veterans tend to be self-reliant homeowners and do not place a burden on the state's fiscal resources. Self-reliance is especially characteristic of military retirees. Veterans do not present a distinct appearance. Rather, 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. Veterans are generally willing to work to achieve economic success for themselves and their families. They make significant volunteer contributions within their local communities.

GOVERNOR'S PRIORITY # 1 – SAFETY FIRST

Studies consistently show a link between economic well-being and the level of medical care and monetary self sufficiency. While it can be argued the veteran demographic itself, and that of Florida in particular, generally represents an older generation that espouses self sufficiency and reliance, veterans' families are typical of families throughout America, and are subject to the same influences as the general population. FDVA enhances the economic well-being of Florida's veterans, their families and survivors. It supports efforts of other state agencies to couple the underlying causes of lack of medical care and financial self sufficiency by providing the link between the veteran and the services of the USDVA. The delivery of essential medical care and benefits contributes to a positive influence on individual lifestyle and ability of the veteran to provide sound shelter and protection for the veteran and their family.

Within our nursing homes and domiciliary home, intensive safety training dramatically reduced workers' injuries and decreased the possibility of any residents being hurt. The direct result is lower workers' compensation cost and a healthier work force. Safety training provides a platform for safe and proper operations in all aspects of workers health.

GOVERNOR'S PRIORITY # 2 – STRENGTHENING FLORIDA'S FAMILIES

Assisting veterans in obtaining benefits and related medical and educational entitlements enable veterans 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 veterans and their families strengthens family bonds. The veteran is closer to the family allowing more interaction with family events. It also maintains the connection of children with the valuable heritage and contribution of the veteran. When the veteran receives services closer to home, emotional turmoil is decreased. Traveling long distances to visit veterans can cause stress and additional cost for families. Additional veterans' nursing homes will help the veterans' family dilemma of choosing financial consideration over family ties and generational strengthening.

The Division of Benefits and Assistance, Bureau of Field Services had 41 FTE Veterans' Claims Examiners working and advocating for veterans health. The documentation and procedures for obtaining medical care can be extensive and redundant. Recently separated

veterans and our seniors find the systems confusing and exacerbating. FDVA staff assists in completing documentation and reducing barriers for medical care and/or special services. A recent study by the Institute for Defense Analysis shows that wounded veterans who approach the VA without professional assistance receive on average about one-third of the compensation of those represented by a lawyer or service organization like the FDVA. Utah DVA Director Terry Schow, said “it would be nice if the system weren't so adversarial and complex that veterans needed help from outside groups to obtain just compensation for their wounds.”

Unique hard case claims are expedited by FDVA staff through the VA health care system when time is critical for benefits or special medical care. We have implemented a special case management program called the Florida Seamless Transition Program for severely injured servicemembers returning to Florida and families of those military servicemembers killed in action. B&A will employ 9 new FTE to augment the Benefits and Assistance Division implementation of the Florida Seamless Transition Program and expedite claims processing for OIF/OEF veterans returning to Florida.

The program ensures our severely injured servicemembers are identified when they move from military hospitals to VA medical facilities in Florida and tracked by state government agencies offering a variety of health care, education, employment, and financial benefits to supplement existing federal programs. Our pilot program, begun in September 2006, was expanded to all states and territories by VA Secretary R. James Nicholson in February 2007.

FDVA staff participated in “Florida Vets First” initial multi-agency planning meeting, with the idea of consolidating and identifying information and programs geared toward returning Global War on Terror veterans and their families. Strategic planning sessions will continue this year.

GOVERNOR’S PRIORITY #3 – KEEPING FLORIDA’S ECONOMY VIBRANT

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 2006 statistics (*) report veterans in Florida received:

- \$3.97 Billion in military retired pay,
- \$2.6 Billion in direct payment for USDVA Compensation and Pension,
- \$2.2 Billion in federal funds for medical care and vocational rehabilitation,
- \$218 Million in education benefits, and
- \$206 Million in insurance and general operating expenses.

These payments and expenditures represent a direct infusion of resources for veterans of over **\$9.2 Billion** annually into Florida’s economy. Large amounts are direct payments to individuals, and other significant amounts are paid in the form of salaries. These resources translate directly into additional spending power for Florida families.

**va.gov/vetdata/vetPop2004 and DOD Actuarial Division, US Military Retirees*

GOVERNOR'S PRIORITY # 4 – SUCCESS FOR EVERY STUDENT

The Department's Division of Benefits and Assistance, Bureau of State Approving for Veterans' Education, along with the participation by employees in the mentoring and reading program assist in improving education. Last year, FDVA certified 12,802 education programs for veterans. The programs included traditional college courses and many types of vocational and technical training programs. Higher education programs are usually considered as improving the educational standard. However, the vocational and technical training programs are vital 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 funds create classes and studies for non-veterans to attend. The FDVA program for certifying education programs for veterans enhances education for all Floridians.

The USDVA vocational rehabilitation program provides the ability for veterans to re-enter the work force within the limits of their disability. Field Services personnel counsel and assist veterans in obtaining veterans vocational rehabilitation. 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 reintegration into family and community, and the family and community are stronger with their presence.

GOVERNOR'S PRIORITY # 5 – KEEPING FLORIDIANS HEALTHY

FDVA contributes significantly to the flow of more than \$9.2 Billion annually in federal veterans' benefits provided to Florida veterans with a budget of approximately \$56.7 million. Only \$11.9 million of this budget is General Revenue. The remainder is Trust Fund, either in the form of federal grants for State Veterans' Nursing Home construction, or are payments by and for veterans' home residents and approval of educational programs at various institutions(SAA).

FDVA is growing as a result of Florida'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. Architectural and engineering activities are underway for the seventh Veteran's home to be built in St. Augustine, Florida.

The growth resultant from the State Veterans' Nursing Homes Program will continue and will require increased financial and personnel resources. A USDVA FY 2007 State Veterans' Home Construction Maximum Bed Analysis documents an "unmet bed need" of 2,881 nursing home beds for Florida. 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 conserve state resources by lowering Medicaid obligations and guarantee a significant flow of additional federal dollars into Florida's economy. Many residents in these homes qualify for a veterans' non service-connected disability pension; the average benefit for a single individual with aid and attendance is a \$2,155 per month. USDVA per diem payments to the State Veterans' Nursing Home resident average about \$2,099 per resident each month. Neither of these two revenues, totaling over \$4,254 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.

Working in partnership with Governor Charlie Crist, the Legislature and Florida's veteran service organizations, FDVA will add 13 new full-time positions at our veterans' nursing homes to meet higher nurse-to-patient ratios. The requirement for the increased full-time medical staffing positions was mandated by legislation in 2002.

The Division of Benefits & Assistance facilitated a senior management initiative among the USDVA, the Florida Army National Guard, and FDVA to find new and improved methods for securing the service medical records (SMR) for recently returned OIF/OEF soldiers. With 60% of the pending OIF/OEF claims needing these records, the impact of new methods will be substantial. An agreement was reached to allow USDVA personnel direct access to scanned records maintained by the Florida Guard. The National Guard Bureau, Washington D.C., has provided formal approval for Florida to pilot this test. Formal testing began on September 1, 2007.

GOVERNOR'S PRIORITY #6 – PROTECTING FLORIDA'S NATURAL RESOURCES

FDVA is committed to reducing Florida's greenhouse gases and increasing energy efficiency. Building on Florida's initial measurement of greenhouse gas emissions and a Governmental Carbon Scorecard, FDVA will work to reduce energy consumption. FDVA will pursue renewable energy sources. New FDVA state veterans' nursing home construction and major renovations will be designed to be energy efficient. FDVA will adopt the United States Green Building Council's Leadership in Energy and Environmental Design for New Construction (LEED-NC) in concert with DMS. Items for consideration are the use of solar panels and alternative energy such as ethanol and hydrogen (where available) in the design and construction, as well as major renovation projects in existing state veterans nursing homes. New and replacement equipment will be bid to reflect the highest possible energy efficiency rating.

Any purchased state vehicles will be fuel efficient and use ethanol and biodiesel fuels when available. FDVA will seek new vehicles purchased with the greatest fuel efficiency in the given class as required to meet the purpose for that vehicle to minimize emission of greenhouse gases. FDVA will also include language with partners in federal, local government, and medical services industry to seek energy-efficient providers in the delivery of services as contracts are renewed.

GOVERNOR'S PRIORITY # 7 – BETTER GOVERNMENT THROUGH TECHNOLOGY

Although a small agency with limited budget resources, The department has consistently sought to optimize efficiencies and effectiveness through incorporation of Information Technology resources in our business processes. These investments have contributed significantly to the effectiveness and oversight of FDVA's daily operations. FDVA utilizes the State of Florida MyFloridaNet to link 25 operating locations. FDVA's data and voice network services permit fast, secure and reliable exchange of information with various federal, state, internal and veterans services organizations. The department recently implemented a web solution providing our staff with remote access to the FDVA electronic mail service. The department also uses a web-based virtual meeting service to conduct business between our numerous sites saving travel costs. FDVA has also established a virtual private network (VPN) capability to permit selected staff to accomplish their duties from remote sites while the business applications are protected by the State of Florida security firewall. FDVA will continue to aggressively pursue business process improvement opportunities with expanded use of IT solutions and resources.

FDVA has automated many of the formerly manual, paper-based clinical and business office functions in its six State Veterans Homes Program facilities. All of the department's facilities have a common integrated financial/clinical relational database which provides management information reports comparing the quality of care with financial accounting outcomes. This database has permitted FDVA to implement a General Ledger Standard Chart of Accounts as well as standardized clinical codes for our 750 bed capacity. The department received an FY 2007-2008 Florida Health Information Network (FHIN) Grant. It will permit FDVA to accomplish a feasibility study for establishing a Continuing Care Record (CCR) between our six State Veterans Homes and the six VA Medical Centers in Florida. FDVA will continue to incorporate enabling health information technology (HIT) practices, within available resources, to further refine our long term health care operations.

The department through the years has automated large portions of the veterans claims intake and tracking process performed by the Veterans' Benefits and Assistance Division with a series of in-house developed databases. The current version is called the Veterans Benefits On Line Tracking System (V-BOLTS). V-BOLTS is the database of record for management and reporting of our performance measurement program. V-BOLTS facilitates the customer relationship management functions of serving Florida's nearly 2 million veterans and their family members as well as generates the required packet of U.S. Department of Veterans Affairs claims forms. FDVA, as a continuing strategy to augment the department's veterans outreach activities, exchanges V-BOLTS data with the Agency for Work Force Innovation (AWI). Similarly, the department continues to seek expanded interagency capabilities for sharing computer database information with other stakeholder organizations such as the U.S. Department of Veterans Affairs, Department of Elder Affairs, Agency for HealthCare Administration and Department of Military Affairs.

The department has undertaken new initiatives for E-commuting, E-conferencing, and E-training to reduce travel expenses and provide quality training. The expanded use of E-tools by staff reduces the use and dependency on Florida's natural resources decreasing use of vehicles and overnight absences from core work.

HISTORY AND DEMOGRAPHIC TRENDS AND CONDITIONS

“The challenges facing all federal and state agencies that deal with veterans are substantial but not insurmountable. Providing good health care to the Americans who have volunteered and deployed to risk everything in the service of this nation is a debt we must pay.

Our goal is to perform these tasks with quality and a level of honor befitting Florida’s veterans. We will continue to strive to improve the Department’s delivery of advocacy for and services to Florida’s veterans”. (RADM LeRoy Collins, Executive Director, FDVA, Making Good on our Debt to Veterans Will Pay Unexpected Dividends, James Madison Institute, July 2007)

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 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 Censuses. Based on this data, of all veterans who relocated to another state during the 1990’s, 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 home to the second-largest population of veterans in our nation.

The last half of this decade saw shifts in veteran growth trends for all states. Census 2000 data 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 2006 saw a daily average veteran migration into Florida of approximately 54 veterans per day despite the daily loss of World War II and Korean War veterans. Florida has 106,336 WWII veterans age 85 and older, the largest number in the nation, and a total population of 780,176 veterans age 65 and older.

During Fiscal Year 2006, Florida experienced a net migration increase of 20,615 new resident veterans, while California lost 14,584, New York lost 10,603, Illinois lost 5,224, Virginia lost 4,197 and New Jersey lost 3,425 of its resident veterans. Veteran population trends in Florida have declined from the 1990 Census, due primarily to the increasing decline of the WWII veteran population. The loss of veterans in most other states continues unabated. In any relative sense, Florida retains its unique standing as a “growth state” particularly in terms of 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).

HISTORY AND DEMOGRAPHIC TRENDS AND CONDITIONS

In terms of the concentration of 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 veterans.

The USDVA has projected that due to the loss of the WWII veteran generation the overall population of each state will decrease. However, the ongoing Global War on Terror was not a factor in the 2000 census. Even with the loss of our Greatest Generation, the USDVA medical care system in Florida had an increase in enrollment of 1,500 patients. The new conflicts in which this nation is engaged has slowed or perhaps temporarily stopped the decrease in number of veterans living in Florida. Florida is undergoing a transformation of our veteran population. Not only are our veterans younger, they are more severely injured and will require a higher level of care.

MAJOR PROGRAM INFLUENCE

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 our nation supports veterans 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 by both federal and state governments.

Women Veterans. Beginning in the 1940s and ending in the late 1960s, federal statutes limited females from comprising more than two percent of all U.S. active duty armed forces. That practice has all but been abandoned. While women veterans clearly still represent a minority of all American veterans at 7.5 %, their increased participation, both in terms of their absolute number and increasingly hazardous duty assignments, has earned women veterans greater visibility. Florida has 132,723 women veterans which represents 8% of all Florida veterans. Due to this increased profile USDVA places increased emphasis on meeting the military and post-military needs of women veterans.

Service Connected Injuries or Illness. 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 veteran population is substantially smaller. The percent of service-connected disabilities by age is one of the more reliable indicators of need for enhanced federal healthcare services in Florida. Florida is home to the largest population of senior service-connected disabled veterans age 65 and over at 80,470. Service connected injuries and illness require follow-on medical care and treatment. Last year approximately 488,327 of the Sunshine State's almost 2 million veterans were treated in USDVA's health care facilities, up from 290,000 in FY 2000. Veterans Integrated Service Network(VISN) 8 is the largest of the 21 USDVA health care networks in the nation. The Tampa Veterans Administration Medical Center (VAMC) is the busiest in the nation, with the Bay Pines VAMC near St. Petersburg ranking second. VISN 16 provides health care services for Florida veterans in the panhandle.

HISTORY AND DEMOGRAPHIC TRENDS AND CONDITIONS

Age of States' Veteran Population. Two factors are most predictive of who will seek healthcare advocacy 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 VA facilities increases dramatically as veterans age. In this category, USDVA statistics clearly show Florida is home to the oldest median aged population of all veterans and 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 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 of the Gulf War are often focused on possible exposures to various harmful substances, including nerve gas and biological agents. Each element of Florida's population of veterans has a very strong interest in all such matters, and in the federal policies that govern veterans' benefits.

In addition to being home to the third largest population of Persian Gulf War veterans, Florida is home to a large number of National Guard and Reserve units that have participated in OIE/OEF. Many of these National Guard and Reserve personnel have not yet left the military, and they are not yet reflected in counts of veterans from this wartime period.

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 nations' military. The backbone of each military service is the career service member who provides leadership, continuity, and professionalism in their 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 2006, there were 1.9 million retired military personnel nationwide to whom \$39 Billion was paid by the Department of Defense (DoD). **Of this number, 186,224 resided in Florida and receive the largest dollar amount of retirement pay from DoD, at \$3.9 Billion.** The 27,440 surviving spouses of deceased retired military personnel in Florida received \$289 million in survivor benefits.

Long Term Health Care. The USDVA FY 2007 State Veterans' Home Construction Maximum Bed Analysis 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 herein proposes up to two new homes in the 2008-2013 planning period. FDVA will continue to work closely with USDVA to determine future long term care needs, and to adjust to changes in federal programs, as the USDVA seeks to enhance home healthcare programs nationwide.

HISTORY AND DEMOGRAPHIC TRENDS AND CONDITIONS

SUMMARY

Florida veterans have completed qualifying military service as defined in U.S Code Title 38. With respect to their health and welfare, Florida's 1,747,076 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 132,723 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.

Significant Military and Veteran Events in 2006:

- Governor Bush addressed Florida military service members in Afghanistan and Iraq during April.
- Governor Bush briefed U.S. Secretary of Defense Rumsfeld regarding care for military and recently separated personnel on transition and family assistance, employment, education opportunities and general military support to bases, service members and families.
- A 15.3 acre site for a sixth new 120 bed State Veterans' Nursing Home (SVNH) in St. Johns County was approved by the Governor and Cabinet.
- Legislature funded the state's 35% share of the 17 million dollar construction project in the 2006-07 state budget which will enable the 65% matching federal share.
- Effective January 1, 2007, the CNA staffing minimum will increase to a weekly average of 2.9 hours per patient per day, from to 2.6 hours.
- Willful interruption or disruption of assembly gathered to acknowledge the death of a military veteran garnered increased penalties in Florida.
- Permanent free license plate for active members of the Florida National Guard was enacted.
- Free undergraduate tuition at state colleges and universities to Florida recipients of the Purple Heart and combat-related decorations ranked superior in precedence to the PH was enacted.
- Ballot initiative requiring counties to reduce property taxes for disabled veterans, 65 years of age or older, in proportion to the percentage of their combat disability was on the November General Election ballot.

Significant Military and Veterans Events 2007:

- Executive Director LeRoy Collins attended the Concord Coalition Fiscal Wake-Up Tour event in Tampa at invitation of Senator Martinez.
- USDVA awarded contract to expand Barancas National Cemetery in Pensacola by 8,300 plots at a cost of \$9.8M extending burials by ten years.

- New language approved for the Support Our Troops License Plate in coordination with State Veterans Service Organizations garnering additional revenue for the State Veterans' Homes Operations and Maintenance Trust Fund.
- Amendment language with Rep Reagan/Senator Baker to increase revenue to the Operations and Maintenance Trust Fund from the Marine Corps License Plate.
- Florida data sent to Wounded Warrior Commission given to Senator Martinez for Senate Hearing, DOD and VA Rating System, April 12, 2007.
- First in nation initiative to allow USDVA personnel direct access to scanned service medical records (SMRs) maintained by the Florida Guard for recently returning OEF/OIF soldiers. 60% of pending OIF/OEF disability claims need SMRs.
- Burials began April 16 at the new South Florida VA National Cemetery in Palm Beach County. Cemetery will serve veterans in the South Florida area and is fifth national cemetery in Florida. Opening ceremony by Mr. William F. Tuerk, USDVA Under Secretary for Memorial Affairs and FDVA Executive Director LeRoy Collins.
- Ad Valorem Tax/Disabled Veterans –Automatic renewal of a homestead tax discount passed by Florida voters in November 2006. Provides additional property tax relief to veterans with combat-related disabilities. Veterans are eligible for property tax exemptions equal to the percentage of their disabilities if over the age of 65 and Florida resident at the time they joined the military.
- Preference in Public Employment for Veterans – Hiring preference for veterans applying for positions within state government is now portable. Prior to this law veterans could only use the preference once.
- Service Members Dependent Assistance – Provides need-based emergency financial assistance to members of the military and their families for up to 120 days after service members leave active duty. The financial assistance can be used for housing and other living expenses, vehicles, equipment, or renovations necessary to meet disability needs and for health care.
- Robert A. Wise Military Protection Act – Increases the penalties that can be imposed on people who profit by using the names and images of service members without their consent.

DEPARTMENT ORGANIZATION

The Florida Department of Veterans' Affairs (FDVA). FDVA is a veterans' services 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.

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 operations. The department is organized into three distinct functional, strategic services; the Division of Veterans' Benefits and Assistance, State Veterans' 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, their dependents and survivors.

The division assists in preparing claims for and securing such compensation as 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 2006/07, the division provided 408,376 services to veterans to help obtain services ranging from as prosthetics and canteen coupons for meals, to burial benefits and widow pensions. This includes initiating and processing 19,827 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, \$91,373,818 in Retroactive Benefits Compensation, \$351,089 in Veterans' Debt Relief, \$32,363,870 in Cost Avoidance through Issue Resolution, and 12,802 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 VA Medical Center campus in south Pinellas County. Over 6,500 benefit claims of OIF/OEF veterans have been completed in Florida.

Bureau of Veterans' Field Services. Field Services personnel provide benefits counseling services to all inpatients and outpatients in USDVA medical facilities serving eight hospitals, nine multi-specialty outpatient clinics and 36 community-based primary care clinics in Florida and the six State Veterans' Homes. The bureau also provides outreach activities for FDVA throughout the state to include supporting the Transitional Assistance Program at military installations and veteran assistance following hurricane recovery. 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 federal system.

Bureau of State Approving Agency for Veterans' Training (SAA). 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.

State Veterans' 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 multi-disciplinary approach for treatment is followed with the veteran 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 an optimal independence level.

Skilled nursing home care provides full-service, long-term residential nursing care to eligible Florida veterans. Registered and licensed practical nurses care for the State Veterans' 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 provide significant savings to Florida 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 revenue streams 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, the State Veterans' Homes Program supports a two-in-five-years additive construction plan. Planning for the next home, Veterans' Home # 8, is included in the Capital Improvement Plan for FY 2008-2013.

Executive Direction and Support Services (EDSS). FDVA Executive Direction and Support Services (EDSS) provides oversight and strategic direction for department operations, actions, and infrastructure resources necessary to ensure the effective and efficient operation of all aspects of the department. EDSS consists of the Executive Director, Chief of Staff, 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 its 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/s/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.

Prioritization of the strategic divisions is based solely on the premise that Priority 1 defines the overall strategic direction for all of FDVA and is included in the term "provide assistance to all ..." 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.

DEPARTMENT ORGANIZATION
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 100% Disabled Veteran State Identification Cards. | Chapter 295, Florida Statutes 295.17 |
| 13 | Produce an annual report to the Governor, the Speaker of the House of Representatives, and the President of the Senate. | Chapter 292 Florida Statutes 292.05(6) |

LRPP Exhibit II - Performance Measures and Standards

| | |
|---|--------------------|
| Department: DEPARTMENT OF VETERANS' AFFAIRS | Department No.: 50 |
|---|--------------------|

| | |
|---|----------------|
| Program: SERVICES TO VETERANS' PROGRAMS | Code: 50100000 |
| Service/Budget Entity: VETERANS' HOMES | Code: 50100100 |

| Approved Performance Measures for FY 2006-07 | Approved Prior Year Standard FY 2006-07 | Prior Year Actual FY 2006-07 | Approved Standards for FY 2007-08 | Requested FY 2008-09 Standard |
|---|---|---------------------------------|---|-------------------------------------|
| Occupancy rate for homes in operation for 2 years or longer | 90% | * 88% | 90% | 90% |
| Percent of veterans' homes in compliance with quality of care healthcare regulations | 100% | 100% | 100% | 100% |
| Number of veterans' homes beds available | 750 | 750 | 750 | 870 |
| <p>*20 beds at Daytona were not available due to updated Phase I renovations to meet new assisted living medical care mandates directed by federal and state law changes from July 2006 through June 2007. * 38 beds at Lake City were not available due to updated Phase I renovation to meet new federal and state medical care mandates for the period July, 2006 through September 2006. Adjusted occupancy rate without the 58 beds is 92%.</p> | | | | |

| | |
|---|--------------------|
| Department: DEPARTMENT OF VETERANS' AFFAIRS | Department No.: 50 |
|---|--------------------|

| | |
|---|----------------|
| Program: SERVICES TO VETERANS' PROGRAMS | Code: 50100000 |
| Service/Budget Entity: EXECUTIVE DIRECTION AND SUPPORT SERVICES | Code: 50100400 |

| Approved Performance Measures for FY 2006-07 (Words) | Approved Prior Year Standard FY 2006-07 | Prior Year Actual FY 2006-07 | Approved Standards for FY 2007-08 | Requested FY 2008-09 Standard |
|---|---|---------------------------------|---|-------------------------------------|
| Administration costs as a percent of total agency costs | 6.8% | 6.6% | 6.8% | 6.8% |
| Administrative positions as a percent of total agency positions | 4.4% | 4.3% | 4.4% | 4.4% |
| | | | | |

LRPP Exhibit II - Performance Measures and Standards

| | |
|---|--------------------|
| Department: DEPARTMENT OF VETERANS' AFFAIRS | Department No.: 50 |
|---|--------------------|

| | |
|--|----------------|
| Program: SERVICES TO VETERANS' PROGRAMS | Code: 50100000 |
| Service/Budget Entity: VETERANS' BENEFITS AND ASSISTANCE | Code: 50100700 |

| Approved Performance Measures for FY 2006-07 | Approved Prior Year Standard FY 2006-07 | Prior Year Actual FY 2006-07 | Approved Standards for FY 2007-08 | Requested FY 2008-09 Standard |
|---|---|--|--|--|
| Value of cost avoidance because of issue resolution | \$17,417,140 | \$32,363,870 | \$17,772,591 | \$18,135,296 |
| Value of cost avoidance because of retroactive compensation | \$72,482,563 | \$91,373,818 | \$73,961,798 | \$75,471,222 |
| Number of veterans' served | 78,083 | 84,772 | 79,676 | 81,302 |
| Number of services to veterans | 388,800 | 408,376 | 396,740 | 404,836 |
| Number of claims processed | 17,875 | 19,352 | 18,239 | 18,611 |
| | | | | |

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

Action:

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

| Approved GAA Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-----------------------|----------------------------|-------------------------|-----------------------|
| 90% | 75% | Under | (-15%) |

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)

Explanation:

SVNH Daytona Beach did not meet the occupancy standards for number of beds built but did meet the standards for occupancy based on *beds available*.

Emory L. Bennett Memorial SVNH Daytona Beach Occupancy Trends: FY 2006-2007 occupancy rate was 75%. The lower census is based on the fact that 20 beds were unavailable due to updated Phase I renovations from July 2006 through June 2007 to meet new assisted living medical care mandates directed by federal and state law changes. Computed on an availability of 100 beds the *adjusted occupancy rate was 90%*

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):

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

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

Department: Department of Veterans' Affairs/ 50
Program: Services to Veterans/ 50100000
Service: Veterans' Homes/ 50100100
Activity: State Veterans' Domiciliary, Lake City
Measure: Occupancy Rate for Veterans' Homes in operation for 2 years or Longer.

Action:

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

| Approved GAA Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-----------------------|----------------------------|-------------------------|-----------------------|
| 90% | 81% | Under | (-9%) |

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)

Explanation:

SVDH Lake City did not meet the occupancy standards for number of beds built.

Robert H. Jenkins, Jr., SVDH Lake City Occupancy Trends: FY 2006-2007 occupancy rate was 81%. The lower census is based on the fact that 38 beds were unavailable due to updated Phase I renovations from July 2005 through June 2006 to meet new assisted living medical care mandates directed by federal and state law changes. All beds were available for fill by September 2006. However actual occupancy from the unavailable beds did not increase from 106 beds to 131 beds until February 2007. 131 filled beds is the current filled rate average. Computed on an averaged availability of 143 beds the *adjusted occupancy rate was 85%*

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)

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 Average for All Veterans' Homes in operation for 2 years or Longer.

Action:

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

| Approved GAA Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-----------------------|----------------------------|-------------------------|-----------------------|
| 90% | 92% (adjusted) | Over | (+2%) |

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

Alexander "Sandy" L. Nininger, Jr. Memorial State, SVNH Pembroke Pines: FY 2006-2007 occupancy rate was 95%.

Baldomero Lopez Memorial SVNH, Land O' Lakes Occupancy Trends: FY 2006-2007 occupancy rate was 95%.

Clifford C. Sims, SVNH, Springfield: FY 2006-2007 occupancy rate was 93%.

Douglas Jacobson, SVNH, Port Charlotte Occupancy Trends: FY 2006-2007 occupancy rate was 93%.

*20 beds at Daytona were not available due to updated Phase I renovations to meet new assisted living medical care mandates directed by federal and state law changes from July 2006 through June 2007.

* 38 beds at Lake City were not available due to updated Phase I renovation to meet new federal and state medical care mandates for the period July, 2006 through September 2006. **Adjusted occupancy rate is 92%.**

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:

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

| 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: N/A

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

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)

Explanation:

N/A

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

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** Expand organization procedures and policies with follow up by leadership to adhere to health care indicators in compliance with quality of care healthcare regulations.

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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
| 750 | 750 | None | 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) Temporary reduction to allow for existing home renovations.

Explanation:

* 20 beds at Daytona were not available due to updated Phase I renovations to meet new assisted living medical care mandates directed by federal and state law changes from July 2006 through June 2007.

* 38 beds at Lake City were not available due to updated Phase I renovation to meet new federal and state medical care mandates for the period July, 2006 through September 2006. **Adjusted occupancy rate is 92%.**

LRPP Exhibit III – PERFORMANCE MEASURE ASSESSMENT

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)

- **Recommendations:** Renovations of State Veterans Nursing Homes are periodically necessary to meet changing healthcare standards and new OSHA requirements that result in quality of life improvements for the residents. Lessons learned in renovations are applied to new 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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|-------------------------------|-------------------------|-----------------------|
| 6.8% | 6.6 % | Under | .02 % |

Factors accounting for the difference: Department outperformed the standard based on maintaining a lower administrative costs than the total department costs.

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

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

Explanation: 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: .N/A

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

- Training
- Personnel
- Technology
- Other (Identify)

- **Recommendations:** No recommendation. The department maintained the administrative costs at a lower percent of the total overall agency costs.

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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|-------------------------------|-------------------------|-----------------------|
| 4.4% | 4.3 % | None | .01 % |

Factors accounting for the difference: Department met the standard.

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: 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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$17,417,140 | \$32,363,870 | Over | 186% |

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, wheel chairs, clothing allowance, eye glasses, hearing aids, lost checks, dental eligibility, parking placards, claims and appeals that are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuations of this demand. The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponentially increase of new veterans to Florida. The established standard for the performance measure of cost avoidance was exceeded based on the increase demands of the veteran population and the division providing the assistance that resulted in the larger dollars amount from the USDVA to 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 and over the performance measure standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Veterans Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. FDVA performance measures were established to identify and evaluate the success of Florida in meeting the changing needs of veterans and families. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the aging veteran population and their family. A new baseline was established during the FY 06-07 legislative secession at \$17,417,140 see LRPP Exhibit 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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
| \$72,482,563 | \$91,373,818 | Over | +126 % |

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 incorporate the dollar amounts into this LRPP.

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

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 measure standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Veterans Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. FDVA performance measures were established to identify and evaluate the success of Florida in meeting the changing needs of veterans and families. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the aging veteran population and their family. The department's final dollar amount for this performance may be higher after final adjudication by the 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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|-------------------------------|-------------------------|-----------------------|
| 78,083 | 84,722 | Over | +108 % |

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, claims and appeals that are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuations of this demand. The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponentially increase of new veterans to Florida. The established standard for the performance measure of veterans served was exceeded based on increased 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 measure standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Veterans Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. The FDVA performance measures were established to identify and evaluate the success of Florida in meeting the changing needs of veterans and families. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the aging 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 services to veterans

Action:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|-------------------------------|-------------------------|-----------------------|
| 388,800 | 408,376 | Over | + 105 % |

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, claims, formal hearings and appeals before the State Regional office and BVA Washington, D.C. that are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuations of this demand. The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponentially increase of new veterans to Florida. The established standard for the performance measure of number of services to veterans was exceeded based on increased 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 measure standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Veterans Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. The FDVA performance measures were established to identify and evaluate the success of Florida in meeting the changing needs of veterans and families. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the aging 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:

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

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
| 17,875 | 19,352 | Over | + 108 % |

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, claims and appeals that are generated by the veteran or the family member. The division has demonstrated the flexibility to accommodate the fluctuations of this demand. The workload from seasonal veterans (winter residents and tourists) can directly impact the work load as well as the exponentially increase of new veterans to Florida. The established standard for the performance measure of number of claims processed was exceeded based on increased 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 measure standards on a yearly basis. The workload outcome of the FDVA is statistically in direct proportion to changes in Federal Veterans Administration programs and the success of the USDVA in meeting the demands and needs of Florida veterans. The FDVA performance measures were established to identify and evaluate the success of Florida in meeting the changing needs of veterans and families. The department will utilize the annual assessments to track trends for the type of services necessary to meet the needs of the aging veteran 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/ Budget Entity: Executive Direction and Support Services

Measure: Agency Administrative and Support Costs As A Percentage of Total Agency

Action:

- 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: Veterans' Benefits and Assistance

Service/Budget Entity: Veterans' Claims Services

Measure: Value of Cost Avoidance Because of Retroactive Compensation

Action:

- 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 Veterans' Benefits and Assistance Data Base.

The Bureau of Claims Services Veterans' Claims Examiners (VCEs) assist 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 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: Veterans' Benefits and Assistance

Service/Budget Entity: Veterans' Field Services

Measure: Value of Cost Avoidance Because of Issue Resolution

Action:

- 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 Veterans' 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, wheel chairs, hearing aids, ambulance gills, lost checks, eye glasses, home improvement disability grants, clothing allowance, parking placards, 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 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: Veterans' Benefits and Assistance
Service/Budget Entity: Veterans' Field Services
Measure: Number of Veterans Served

Action:

- 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: 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. 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 V-BOLTS, and resulting database 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 V-BOLTS as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Veterans' Benefits and Assistance
Service/Budget Entity: Veterans' Field Services
Measure: Services To Veterans

Action:

- 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: The number of services to veterans is determined by tallying the total number of all activity processes performed by the Division of Veterans' 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 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 V-BOLTS as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs
Program: Veterans' Benefits and Assistance
Service/Budget Entity: Veterans' Field Services
Measure: Number of Claims Processed

- 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: 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 FDVA's Veterans Benefits On Line Tracking System (V-BOLTS). Resources consist of the FDVA representative entering the information into the data base.

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 FDVA data base as each service is provided.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs

Program: Veterans' Homes

Service/Budget Entity:

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

Action:

- 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: 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 two new veteran's nursing homes in the next five years. The two 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.

LRPP Exhibit IV – PERFORMANCE MEASURES VALIDITY AND RELIABILITY

Department: Department of Veterans' Affairs

Program: Veterans' Homes

Service/Budget Entity:

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:

- 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: 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 is 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 the 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 long term 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: Veterans' Homes

Service/Budget Entity:

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:

- 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 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 serve Central and Southeast Florida. The Port Charlotte State Veterans' Nursing Home serves the veterans in Southwest Florida and the Springfield State Veterans' Nursing serves the veterans in North Florida. The department has achieved 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 have evaluated agency infrastructure needs and the known veterans' nursing home beds shortfall to begin construction of two more nursing homes over the next four years. Design and permitting activities for the seventh state veterans' home to be located in St. Augustine, Florida have begun.

Validity: The PM is valid because it measures the change in numbers of veterans' skilled nursing facility beds in Florida.

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: Veterans' Homes

Service/Budget Entity:

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: Unit Cost – Days of Care Provided

Action:

- 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: 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.

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

| Measure Number | Approved Performance Measures for FY 2006-07 (Words) | Associated Activities Title |
|----------------|---|--|
| 1 | Occupancy rate for homes in operation for 2 years of longer 90% | a. Veterans' nursing home – Daytona Beach Days of care provided - 33,215 b. Veterans' nursing home – Land O' Lakes Days of care provided – 41,610 c. Veterans' nursing home – Lake City Days of care provided – 44,165 d. Veterans' nursing home – Pembroke Pines Days of care provided – 41,610 e. Veterans' nursing home – Springfield Days of care provided – 40,515 f. Veterans' nursing home – Port Charlotte Days of care provided – 40,515 |
| 2 | Percent of veterans' homes in compliance with quality of care health care regulations: 100% Outcome: 100% | |
| 3 | Number of veterans' homes beds available: 750 beds Outcome: 750 beds | |
| 4 | Administration costs as a percent of total agency costs: 5.6% Outcome: 6.6% | |
| 5 | Administrative positions as a percent of total agency positions: 4.4% Outcome: 4.3% | |
| 6 | Value of cost avoidance because of issue resolution: \$31,335,469 Outcome: \$32,363,870 | |
| 7 | Value of cost avoidance because of retroactive compensation: \$85,820,216 Outcome: \$91,373,818 | |
| 8 | Number of Veterans' served: 74,256 Outcome: 84,772 | |
| 9 | Number of claims processed: 379,560 Outcome: 19,827 | Veterans' education quality assurance – 12,802 education programs certified |
| 10 | Number of services to veterans: 18,745 Outcome: 408,376 | |

Office of Policy and Budget – July, 2007

LRPP Exhibit VI – Agency – Level Unit Cost Summary

| VETERANS' AFFAIRS, DEPARTMENT OF | FISCAL YEAR 2006-07 | | | |
|--|---------------------|------------------|---------------------------------|----------------------|
| SECTION I: BUDGET | OPERATING | | | FIXED CAPITAL OUTLAY |
| TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT | | | 53,055,640 | 22,022,746 |
| ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.) | | | 1,953,268 | 0 |
| FINAL BUDGET FOR AGENCY | | | 55,008,908 | 22,022,746 |
| SECTION II: ACTIVITIES * MEASURES | Number of Units | (1) Unit Cost | (2) Expenditures (Allocated) | (3) FCO |
| <i>Executive Direction, Administrative Support and Information Technology (2)</i> | | | | 0 |
| Veterans' Nursing Home - Daytona Beach * Days of Care Provided | 33,215 | 263.13 | 8,739,904 | 280,195 |
| Veterans' Nursing Home - Land O' Lakes * Days of Care Provided. | 41,610 | 216.84 | 9,022,906 | 280,196 |
| Veterans' Domiciliary - Lake City * Days of Care Provided. | 44,165 | 103.73 | 4,581,251 | 3,423,053 |
| Veterans' Nursing Home - Pembroke Pines * Days of Care Provided. | 41,610 | 228.07 | 9,489,790 | 280,196 |
| Veterans' Claims Service * Number of Veterans Served | 84,772 | 12.39 | 1,050,630 | |
| Veterans' Field Service * Number of Services to Veterans' | 408,376 | 6.13 | 2,502,473 | |
| Veterans' Education Quality Assurance * Programs Certified | 12,802 | 41.09 | 526,027 | |
| Director - Health Care * Number of Veterans' Homes Beds Available. | 750 | 427.59 | 320,695 | |
| Veterans' Nursing Home - Bay County * Days of Care Provided. | 40,515 | 220.42 | 8,930,217 | 280,196 |
| Veterans' Nursing Home - Charlotte County * Days of Care Provided. | 40,515 | 225.44 | 9,133,685 | 280,196 |
| Director - Veterans' Benefits And Assistance * Number of Claims Processed. | 19,827 | 15.83 | 313,815 | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| TOTAL | | | 54,611,393 | 4,824,032 |
| SECTION III: RECONCILIATION TO BUDGET | | | | |
| PASS THROUGHS | | | | |
| TRANSFER - STATE AGENCIES | | | | |
| AID TO LOCAL GOVERNMENTS | | | | |
| PAYMENT OF PENSIONS, BENEFITS AND CLAIMS | | | | |
| OTHER | | | | 17,198,714 |
| REVERSIONS | | | 397,533 | |
| | | | | |
| TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4) | | | 55,008,926 | 22,022,746 |

SCHEDULE XI: AGENCY-LEVEL UNIT COST SUMMARY

- (1) Some activity unit costs may be overstated due to the allocation of double budgeted items.
- (2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.
- (3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.
- (4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

LRPP Exhibit VI – Agency – Level Unit Cost Summary - Audit Page

IUCSSP03 LAS/PBS SYSTEM
 BUDGET PERIOD: 1998-2009
 STATE OF FLORIDA

SP 10/11/2007 10:23
 SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY
 AUDIT REPORT VETERANS' AFFAIRS, DEPT OF

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT: (NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

| BE | PC | CODE | TITLE | EXPENDITURES | FCO |
|----------|-----------|---------|------------------------------------|--------------|-----|
| 50100100 | 999999999 | ACT5200 | VETERANS' NURSING HOME - ST. JOHNS | 17,198,714 | |

TOTALS FROM SECTION I AND SECTIONS II + III:

| DEPARTMENT: 50 | EXPENDITURES | FCO |
|--|--------------|------------|
| FINAL BUDGET FOR AGENCY (SECTION I): | 55,008,908 | 22,022,746 |
| TOTAL BUDGET FOR AGENCY (SECTION III): | 55,008,926 | 22,022,746 |

DIFFERENCE: 18-
 (MAY NOT EQUAL DUE TO ROUNDING) =====

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT: (NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

*** NO OPERATING CATEGORIES FOUND ***

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.

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.

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

Exhibit V – GLOSSARY OF TERMS

federally operated. Their accreditation is a higher standard that 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.

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.

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.

Exhibit V – GLOSSARY OF TERMS

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.

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.

TRIP (Training, Responsibility, Involvement & Preparation): A USDVA/FDVA developed program (formerly named PARDS for Partner Assisted Rarting and Development System) designed to facilitate rapid claims processing

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.

Exhibit V – GLOSSARY OF TERMS

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.