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Executive Director

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LONG RANGE PROGRAM PLAN

29 September 2014

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

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

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

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Florida Department of Veterans' Affairs is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate representation of our mission, goals, objectives, and measures for Fiscal Year 2015-16 through Fiscal Year 2019-20. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <http://floridavets.org/about-us/long-range-program-plan/>.

A handwritten signature in black ink that reads "Mike Prendergast".

Mike Prendergast
Colonel, US Army, Retired
Executive Director

Long Range Program Plan

Fiscal Years 2015-16
Through 2019-20



“Honoring Those Who Served U.S.”



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

Agency Mission and Goals

MISSION

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

VISION

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

AGENCY GOALS

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

- Goal One:** Provide information and advocacy to Florida veterans, their families and survivors, and assist them in obtaining all federal and state benefits due to them.
(Division of Veterans' Benefits and Assistance)
- Goal Two:** Provide quality long-term healthcare services to eligible Florida veterans.
(State Veterans' Homes Program)
- Goal Three:** Provide effective and responsive management to support divisions and programs serving veterans.
(Executive Direction and Support Services)

"Always do more than is required of you."

~ Gen. George S. Patton, Jr. ~

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

DIVISION OF VETERANS' BENEFITS AND ASSISTANCE

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

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

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
\$70,747,000 2005-2006	\$86,692,709	\$88,426,563	\$90,195,094	\$91,998,996	\$93,838,976

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

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
\$17,417,140 2006-2007	\$20,831,754	\$21,248,389	\$21,673,357	\$22,106,824	\$22,548,960

STATE VETERANS' HOMES PROGRAM

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

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

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
≥90%/ 1999-2000	≥90%	≥90%	≥90%	≥90%	≥90%

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

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
100%/ 2002-03	100%	100%	100%	100%	100%

EXECUTIVE DIRECTION AND SUPPORT SERVICES

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

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

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
6.8% 2005-2006	6.8%	6.8%	6.8%	6.8%	6.8%

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

Baseline/ Year	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-2019	FY 2019-2020
4.4% 2005-2006	4.4%	4.4%	4.4%	4.4%	4.4%

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

GOVERNOR'S PRIORITIES

Improving Education:

World Class Education

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

Economic Development and Job Creation:

Focus on Job Growth and Retention

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

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

Reduce Taxes

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

Regulatory Reform – N/A

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

Maintaining Affordable Cost of Living in Florida:

Accountability Budgeting

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

Reduce Government Spending

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

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

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

Reduce Taxes

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

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

AGENCY RESPONSIBILITIES

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

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

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

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

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

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

FDVA's Long Range Program Plan for fiscal years 2015-16 through 2019-20 includes goals and priorities consistent with the needs of Florida veterans. The department's priorities take into account statutory mandates as well as the needs, character, and complexity of the population we serve. These goals acknowledge the changing needs of veterans, from the decreasing World War II and Korean War veteran population to the increasing number of Operation Enduring Freedom (OEF), Operation Iraqi Freedom (OIF), and Operation New Dawn (OND) service members transitioning to veteran status.

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

DEPARTMENT PRIORITIES FOR THE FIVE-YEAR PERIOD 2015-16 through 2019-20

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

Matching Authority for Federal Renovation and Safety Grants (2015-2018)

In addition to standard upkeep, State Veterans' Nursing Homes (SVNH) occasionally require larger-scale upgrades and renovation projects. Per 38 CFR, Section 59, renovation projects are funded in partnership with the USDVA on a cost-share basis. The USDVA provides 65% of the renovation cost through the Grants to States for Construction of State Home Facilities. Two homes are currently in need, and grant applications have been filed and accepted. The authority requested reflects the matching requirement to enable the approval of the federal grants. The department will also request authority in the Federal Grants Trust Fund to spend those federal dollars upon receipt by FDVA.

The two grants in application process:

- Safety and security upgrades to the Douglas T. Jacobson State Veterans' Home in Port Charlotte, to include replacing the fire alarm system, replacement/upgrades to the nurse call system/elopement system, and replacement of the emergency generator and fuel storage tank. The home is in a Level 3 evacuation zone, has already been struck by a major hurricane, and depending on the severity of a storm, residents and staff will shelter in place.
- Safety and security upgrades to the Alexander Nininger State Veterans' Home in Pembroke Pines, to include replacing the fire alarm system, replacement/upgrades to the nurse call system/elopement system, and replacement of the emergency generator and fuel storage tank. The home is in a non-evacuation zone in hurricane-prone southeast Florida, and has faced several strong storms. In the event of a storm, residents and staff will shelter in place at this home.

Capital Improvements at the State Veterans' Homes (2015-2020)

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

Construction of Two New State Veterans' Nursing Homes (2015-2019)

Florida is home to the third largest veteran population in the nation as well as the third largest disabled veteran population. There are over 700,000 veterans in Florida over the age of 65, yet there is a critical shortage of long-term care skilled nursing beds in the state. Veterans' homes are in a unique position to draw on federal dollars available to assist in the care of those aging and frail veterans. FDVA has actively participated in the State Veterans Homes Program, funded in partnership with the USDVA. As with the renovation projects in existing homes, new homes, per 38 CFR, Section 59, are funded on a cost-share basis. The USDVA provides 65% of

the cost and the state matches 35%. FDVA will request additional authority for the use of state and federal funds to continue construction of the seventh home, whose initial process has already begun, as well as for an eighth home, to begin construction one year later. The state matching of the seventh home will be funded through the Operations and Maintenance Trust Fund administered by the department. This project, as well as the costs to bring the home to full operating potential, is estimated to drain that trust fund to minimal operating capacity. The state's matching of the funding for the eighth home will therefore be requested from General Revenue. Authority to spend the federal construction grant will be requested for both construction projects. A request to USDVA for two additional State Veterans' Nursing Homes (ninth and tenth) will be sent as federal and state matching funds become available. Each new home provides an opportunity to grow approximately 175 direct facility jobs as well as increasing the profitability and job expansion outlook of surrounding service and logistical support businesses.

Funding for the Bureau of Information and Research (2015-2020)

When the department was established in 1988 the legislature set up a Bureau of Information and Research in the Division of Administration. The bureau was tasked with performing ongoing research into the needs of Florida's veteran population. This bureau has never been funded. The department will request this funding, as now, more than ever, an analysis of current veteran needs and a long-term strategy for reaching underserved veteran communities is essential.

Reversion of Benefits and Assistance Personnel Funding Source (2015-2016)

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

Essential Staffing Requirements (2015-2020)

The growth in the State Veterans' Homes Program and operations and outreach of the Division of Veterans' Benefits and Assistance has generated increased workload on support staff. Based on a thorough needs assessment, additional staffing will be requested as follows:

- The Office of Human Resources is responsible for maintaining a constantly changing staff, most of whom work in the department's long term care facilities which, by nature of their work, are fraught with possible legal liability. Currently, the department ratio of human resources professionals to employees is nearly double that of similar sized

agencies. We will be requesting one (1) Human Relations Manager to focus on labor relations; one (1) Personnel Services Supervisor to provide supervision, guidance, and uniformity in process to the Personnel Technicians in each of the State Veterans' Homes; and one (1) Human Resources Analyst to act as a liaison with the Office of General Counsel to ensure compliance with the myriad of regulations pertaining to management of personnel as well as limit legal liabilities of the department as a whole.

- FDVA is charged with investigating each complaint of denial of veterans' preference, and often mediates dispute settlements as well as trains municipal employers throughout the state. Currently this is done by one employee, who can no longer manage the volume of complaints on a timely basis. Also, recent legislative changes to Veterans' Preference in employment, retention, and promotion has greatly increased the requirements of the department. The department will request one (1) Chief of Veterans' Preference and one (1) Paralegal Specialist to cope with the exponential increase in demand for service.
- As veterans of all ages come to build a life in Florida, the workload of the Veterans' Claims Examiners has grown. The department will request five (5) additional Veterans' Claims Examiners to assist in the growing demand. One will be primarily responsible for representing veterans in Decision Review Officer and Board of Veterans Appeals hearings, disability claims, and review of VA rating decisions. The other four will be located in VA Medical Centers throughout the state to assist with the variety of outreach events. Last year Field Services personnel attended more than 600 events, and each time they are out of the office they are reaching some of the 65% of Florida veterans who do not currently avail themselves of federal benefits.
- The Office of Legislative and Cabinet Affairs is responsible for all aspects of the legislative process and statutory Cabinet interaction. Currently, the office is comprised of one (1) FTE, who cannot participate in the variety of meetings and hearings required, maintain the level of department interaction required with the various offices, and still provide analysis of economic opportunities and veteran trends which the function requires. The department will request one (1) Cabinet Affairs Director and one (1) Legislative Specialist to assist in fulfilling the department functions in this area.
- Recent changes in the contract between the United States Department of Veterans Affairs (USDVA) and the Bureau of State Approving for Veterans' Training (SAA) in oversight and approval of education programs in Florida have increased the workload of the current Program Specialists. School visits which used to take hours now take days, and SAA is often tasked with acting as stewards of taxpayer dollars, auditing and assisting in the recovery of moneys erroneously dispersed. With an estimated one million veterans returning to civilian life in the next two years and Florida's recent guarantee of in-state tuition to those veterans, it is essential that SAA have adequate coverage to perform their complex and demanding contractual obligation. We will request one (1) additional Program Specialist for this function.

- The department office in Tallahassee currently houses five functions, but is supported only by one permanent part-time employee and a variety of Other Personal Service employees. The department will request that the part time employee be made full time, to better cope with the constant demands put on the personnel in that office.

Additional Information Technology Hardware and Software Needs (2015-2020)

The growth in the department and the changing needs of Health Information Technology and the VA's online claims submission systems have required increases and upgrades to current department technology. The department will request an increased number of software licenses to utilize new program availabilities. Additionally, the department will request funding for laptops and air cards for all Field Services personnel who are often out of their offices meeting with veterans in remote locations or at outreach events.

Nursing Home Quality Assessment (2015-2020)

The department will request additional budget authority to cover rising costs of the Agency for Health Care Administration Quality Assessment fee, charged to all skilled nursing facilities for every non-Medicare resident day. Past projections fell short of actual increases, and this fee is projected to rise again next fiscal year. Additional spending authority is required to meet the shortfall and the additional increase.

Funding for the Bureau of Veterans' Education (2015-2020)

The Division of Veterans' Benefits and Assistance will request funding for a new bureau to place one representative on each campus of state colleges and universities throughout Florida. The Post 9/11 GI Bill, in addition to Florida's recent legislation guaranteeing in-state tuition to every honorably discharged veteran, ensures an influx of veterans in our near future to our state's college campuses. Experience with placing a veteran representative on each campus after the end of the Vietnam War showed a marked increase in the success of veterans using their educational benefits and transitioning successfully to civilian life. FDVA plans to recreate this success for veterans of the current conflicts as they draw to a close. We will request one (1) Bureau Chief; four (4) regional Veterans' Claims Examiner Supervisors; forty (40) Veterans Claims Examiners; and one (1) Administrative Assistant to provide support for the bureau.

Budget Authority in Grants and Donations (2015-2020)

The department will request budget authority in the Grants and Donations Trust Fund to be able to use donated dollars and small grant funds that come into the State Veterans' Homes. Currently, if FDVA successfully applies for a small grant from a corporation or foundation, we have to request approval to use the funds through a budget amendment. Similarly, if a business bestows a gift of funding for a specific item to a home, the home cannot currently purchase that item without first going through the budget amendment process. FDVA plans to

request additional budget authority to use funds that may be given to the department through these various sources.

Vehicle (2015-2016)

The department will request spending authority to replace an automobile based at FDVA headquarters and heavily used to adequately maintain contact with the multiple State Veterans' Homes located throughout the state, ensure oversight and compliance with current training, audits, inspections, etc.

Summary (2015-2020)

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

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

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

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

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

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

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

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

LIST OF POTENTIAL POLICY CHANGES AFFECTING THE AGENCY BUDGET REQUEST

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

LIST OF CHANGES WHICH WOULD REQUIRE LEGISLATIVE ACTION

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

LIST OF ALL TASK FORCES AND STUDIES IN PROGRESS

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

Performance Measures and Standards

LRPP Exhibit II



Assessment of Performance for Approved Performance Measures

LRPP Exhibit III



Exhibit III

The Florida Department of Veterans' Affairs is not submitting Exhibit III, Assessment of Performance for Approved Performance Measures.

All approved Performance Measures were met for all budget entities/programs in Fiscal Year 2013-14; therefore, no explanations of shortcomings are required.

Performance Measure Validity and Reliability

LRPP Exhibit IV



FLORIDA DEPARTMENT OF VETERANS' AFFAIRS



LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

Measure: Number of State Veterans' Homes Beds Available

Action (check one):

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

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

Each of the skilled nursing facilities was constructed and licensed for 120 beds. The assisted living state veterans' domiciliary home was constructed for 150 beds but due to physical layout is only licensed for 149 beds. A revision was requested and approved for the Performance Measure to reflect the license.

Methodology: Examine 7 facility licenses and add total beds

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

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

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: State Veterans' Homes Program

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

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Executive Direction and Support Services

Measure: Administration Costs as a Percent of Total Agency Costs

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

Service/Budget Entity: Executive Direction and Support Services

Measure: Administrative Positions as a Percent of Total Agency Positions

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

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

Measure: Value of Cost Avoidance Because of Retroactive Compensation

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

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

Measure: Value of Cost Avoidance Because of Issue Resolution

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

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

Measure: Number of Veterans Served

Action (check one):

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

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

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

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

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

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

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LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

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

Measure: Number of Claims Processed

Action (check one):

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

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

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

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

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

Office of Policy and Budget – July 2014

LRPP EXHIBIT IV: Performance Measure Validity and Reliability

Department: Veterans' Affairs

Program: Services to Veterans

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

Measure: Number of Services to Veterans

Action (check one):

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

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

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

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

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

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

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Associated Activities Contributing to Performance Measures

LRPP Exhibit V



LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures			
Measure Number	Approved Performance Measures for FY 2014-15 (Words)		Associated Activities Title
1	Increase value of cost avoidance due to retroactive compensation. Measure: \$84,992,852 Outcome: \$174,022,538		
2	Increase value of cost avoidance due to issue resolution. Measure: \$20,423,288 Outcome: \$56,445,394		
3	The number of veterans served. Measure: 91,559 Output: 110,405		
4	The number of services to veterans. Measure: 455,993 Output: 620,808		
5	The number of claims processed. Measure: 20,959 Output: 28,597		Veterans' Education Quality Assurance, Programs Certified: 10,589
6	Occupancy rate for state veterans' homes in operation 2 years or longer. Measure: 90%. Outcome: 97.8%. 310,286 total days of resident care provided = 97.8% avg. occupancy		State Veterans' Domiciliary Home-Lake City/Columbia Co: 49,028 = 90.2%
			State Veterans' Nursing Home-Daytona Beach/Volusia Co: 43,462 = 99.2%
			State Veterans Nursing Home-Land o' Lakes/Pasco Co: 43,635 = 99.6%
			State Veterans Nursing Home-Pembroke Pines/Broward Co: 43,377 = 99.0%
			State Veterans Nursing Home-Panama City/Bay Co: 43,746 = 99.9%
			State Veterans Nursing Home-Port Charlotte/Charlotte Co: 43,414 = 99.1%
State Veterans Nursing Home-St. Augustine/St. Johns Co: 43,624 = 99.6%			
7	Percent of state veterans' homes in compliance with quality of care health care regulations. Measure: 100%. Outcome: 100%		
8	Number of state veterans' homes beds available. Measure: 869. Output: 869.		
9	Administration costs as a percent of total agency costs. Measure: 6.8% Outcome: 4.64%		
10	Administrative positions as a percent of total agency positions. Measure: 4.4%. Outcome: 2.4%		

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NUCSSP03 LAS/PBS SYSTEM
BUDGET PERIOD: 2005-2016
STATE OF FLORIDA

SP 09/29/2014 09:21
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.)

*** NO ACTIVITIES FOUND ***

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 50	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	91,816,362	2,602,000
TOTAL BUDGET FOR AGENCY (SECTION III):	91,817,482	2,602,000
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DIFFERENCE:	1,120-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

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

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

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

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

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

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