Roy: I’ve been here five years.
Frank: It’s good living here.
Roy: His golf game’s another story.
Frank: I usually do 18 holes.
Roy: He goes around the 9-hole twice.
Frank: Practice makes Perfect. I shot 100.
Roy: Then you played the second hole.
Frank: Yep, that ruined my score.
Roy: At least the greens are in good shape.
Frank: Hey, I work out every day.
Roy: This isn’t exercise. This is fun.
Frank: My pleasure.
Roy: You want exercise you go to the gym.
Frank: Speak for yourself.
Roy: We ride in the cart anyhow.
Frank: The main thing is staying active.
Roy: Yeah it keeps you thinking.
Frank: Mentally sharp.
Roy: You’ve got to think all the time.
Frank: Better than looking out the window.
Roy: That’s no good.
Frank: We’re much better off.
Roy: There’s only 25 of us who golf.
Frank: Not many of us left.
Roy: I’ve made my complaints to the IG.
The Appraisal of Advances

Amandus Consolidation Act of 2000 (RCA) (Pub. L. No. 106-531) requires that Inspectors General provide a summary and assessment of the most serious management and performance challenges facing Federal agencies and their progress in addressing them.

Throughout FY10, AFRH pressed ahead with actions aimed at tackling High-priority needs to meet agency goals. A summary of the Home’s proactive response to those challenges can be viewed in the MD&A section.

Memorandum

To: Timothy C. Cox, Chief Operating Officer

Subject: Management and Performance Challenges for FY 2011

In accordance with Section 5 of the Reports Consolidation Act of 2000, a statement is provided by the Inspector General which summarizes what is considered to be the most serious management and performance challenges facing the Armed Forces Retirement Home. As in the past, the Inspector General at the Armed Forces Retirement Home focused on the primary challenges facing the Agency during the Fiscal Year. Over the past few years, the initiatives and programs being conducted and managed at AFRH have contributed to significant improvements in the operations and management of the agency and increased efficiency and productivity for the programs and staff. A demonstrated result of recommendations made by my office and other inspection and audit activities. The management and performance challenges also link directly to the President’s Management Agenda initiative.

I am pleased to congratulate the AFRH on the completion of its new Gulfport facility, the development of its finalized Washington Scott Project Plan, and the migration of its in-Desktop Support and Hosted Applications services to the National Business Center (NBC). These major efforts are evidence of the AFRH’s commitment to improving upon its processes and programs to maintain the operations at each campus and the solvency of the Trust Fund. Another example of the AFRH’s goal and intent to provide exemplary services to its current resident population and the next generation of veterans to enjoy the highest level of quality benefits that the Home has to offer.

Gulfport Stand-up: Through two public Laws (PL 109-148 and 109-148) Congress has authorized approximately $240 million for the rebuild of the Gulfport home. The construction began in January 2008 and was completed in the last quarter of Fiscal Year 2010. Residents began returning to the facility in October 2010. Maximum capacity expected will be 582 residents.

Washington Scott Project: In the President’s Budget for Fiscal Year 2009, AFRH was highlighted under “Strengthening Infrastructure for the 21st Century” by improving housing for retired veterans and design funding for our Scott Project. Through a study appropriated by Congress during 2008, insight into a lengthy and complex process was undertaken to achieve and plan for the future. Through many internal meetings with staff and stakeholders, and additional discussions with residents the AFRH has finalized its plan to embark upon the renovation of its largest dormitory at the Washington facility. Building design plans have been developed along with additional renovations plans necessary to support the transition during the construction phase to the final completion of the new building.

Desktop Support & Hosted Applications: At the beginning of Fiscal Year 2010, contracted with the National Business Center (NBC) to provide hosting and Information Technology Infrastructure Management for its IT environment. NBC has provided automated administrative services to Federal clients for over 20 years and is an ISO 9001 Certified Shared Service provider. This transition affords the

AFRH to secure all of its applications under a TSMA compliant environment and includes backup data center support to ensure a quick recovery in the event of a natural disaster. The migration was completed in the 4th quarter of Fiscal Year 2010.

In accordance with the Reports Consolidation Act of 2000, I have identified the most serious management and performance challenges facing the Armed Forces Retirement Home (AFRH) in FY2011.

Management Challenges

➢ Return residents to Gulfport and initiate programs and services
➢ Implement, manage and monitor Washington Scott Project Plan
➢ Continue to educate, define, train and promote Resident well-being to the Resident community and staff

Performance Challenges

➢ Implement Scott Project Plan Construction
  ➢ Manage the supporting construction efforts and the relocation of programs and services to ensure that residents do not experience in degradation of services during the construction for the Scott Project.
  ➢ Implement Independent Living Plus Program
    ➢ AFRH must implement the ILP program at both facilities (Gulfport & Washington) while educating staff on the (new) LI programs on the program’s benefits.
  ➢ Implement Human Capital Succession Plan
    ➢ AFRH must complete the development of the plan and implement the procedures while educating staff on the new policies.
  ➢ Implement e-Records/e-Health Records Systems
    ➢ AFRH must investigate, select and secure electronic Records/Health Records system(s) to support both facilities (Gulfport & Washington). The relationship between resident’s records and the NHC network policies and procedures, as well as the access protocols for the hosted applications at both facilities.
  ➢ Expand visibility of military heritage
    ➢ AFRH should ensure that displays of military heritage are implemented throughout the Gulfport facility.
  ➢ Adhere to timelines and participate in annual mandatory training
    ➢ AFRH must continue to enforce attendance for its employees for the mandatory training classes outlined by the agency. Tighter constraints and measures must be taken to ensure that employees participate in the mandatory training classes.
  ➢ Financial Management of operating costs and expenditures
    ➢ AFRH must continue to streamline costs at the Washington campus and seek to bring spending parity between the two campuses (Gulfport & Washington). In as much as possible to ensure that long-range financial goals are met.

Sustaining the progress that has been made by the AFRH through its initiatives and programs is imperative; the AFRH IG will continue to monitor the outcomes of the areas identified.

Respectfully,

Maurice Swinton
Inspector General
The Will of Responsiveness

RESULTS: FY10 Challenges

1) Initiate Gulfport Stand-up
Construction managed by GSA was finished on-time and within budget. Gulfport and Washington staff worked in tandem to ensure a smooth transition grand opening preparations. Place. Both, all milestone were met. Happy residents began living in the beautiful new Gulfport home. Contracts were in place, food was served in the dining hall on day one, and moving boxes were delivered.

2) Implement, Manage & Monitor Washington Scott Project
The requirement: to build living and activity spaces that promote Aging in Place. So AFHR staff and residents met with architects and GSA to create a design for the new Commons building to replace Scott. While ongoing designs put us behind about three weeks, bids did go out to find a Design / Build contractor at the end of FY10.

Meanwhile, monthly Focus Groups were held to answer questions and present concepts and designs. Postings on afrh.gov also provided easily accessible information.

3) Educate, Train & Promote Wellness to Residents & Staff
A major milestone was met: implement an ILP pilot program. Next, AFHR advanced its plan to transform operations so residents can maintain independence. Staff training reached about 75% in healthcare. And brochures were made available to all stakeholders and presented to every resident. At the annual Management Offsite, emphasis was placed on this progressive new model. Pairing Washington and Gulfport staff in these meetings reduced the learning curve for new Gulfport staff – and cemented management’s operational approach for all.

RESULTS: FY10 Performance Challenges

1) Deploy Human Capital Management Plan
Our Strategic Human Capital Plan (SHCP) was successfully updated in Feb 10.

2) Execute Human Capital Succession Plan
This vital Succession Plan is its final draft phase and is awaiting approval.

3) Define Washington & Gulfport Staffing Models
Staffing models are being updated continually by the CFO through the LRFP and by Healthcare Services. With Gulfport residents being more independent, their model has evolved with slight differences than the one used for Washington.

4) Increase Visibility of Military Heritage
We opened stored memorabilia saved from Katrina and displayed it proudly in the new AFRH-G Hall of Honors. Washington managers began planning their own Hall of Honors in the new Commons, plus we added an anchor and new cannons in the quadrangle. Year-round celebrations continue to honor military birthdays and key service events.

5) Adhere to Timelines & Participate in Annual Mandatory Training
Much emphasis was placed on mandatory training in FY10. Results were above the stated goal of 70%. Performance Management and Network Security were closely monitored to ensure compliance. Plus 100% of AFRH-G staff received training before the opening of the new Home.

6) Manage Operating Costs & Expenditures
Throughout FY10, financial concerns were top of mind for management. Contracts were renegotiated to yield savings. Scrutiny over spending and savings was increased. Plus the LRFP was reviewed and analysis was performed to ensure Trust Fund solvency through 2020.

Hugh Wingo (Navy) and Catharine Deitch (Army) are crowned the King and Queen of Mardi Gras.
**IMPROPER PAYMENTS**

**The Skill of Detection**

**Improper Payments Information Act (IPIA)**

Each year, our partner BPD reviews each AFRH business program for improper and erroneous payments. We’re pleased to report only two improper payments during FY10 – truly outstanding results.

**Erroneous Payments FY10:** 2

1) **A number reversal in a stipend payment:**

The payment showed $210.00, but it should have been $120.00. When $210.00 was paid, that action created a $90.00 improper payment. This was corrected by deducting $90.00 of the next month’s stipend payment.

**IP Details:**

BPD catches erroneous payments and makes the needed corrections. Then, BPD notifies the AFRH Business Office, Contracting Officer’s Technical Representatives (COTRs), and technicians. Fortunately these errors did not affect our audit outcome.

**AFRH IP History:**

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*1/2 were by McKesson over 2 fiscal years (and only detected in FY09)

2) **Confusion over Washington gas accounts:**

This IP involved multiple accounts and the resulting confusion about payments from those accounts. ARC created the error by making a payment late and thereby owing a late penalty.

**Payment:**

This was corrected by deducting $90.00 of the next month’s stipend payment.

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He is the epitome of wellness. At age 78 Curt runs, bikes, golf, lifts, and swims. In April he competed in the Cherry Blossom 10-miler. “I finished fourth in my age group 75 and up at 1:56. I’m happy I ran because I needed something to challenge my speed. He started out doing triathlons. “In Charlottesville I did a 1.25 mile lake swim, a 40 mile bike ride, and a 10K run. They had an unusual cold spell and the water temperature dipped. That was my last tri,” he quipped.

Curt teaches “Flexibility & Strength Training” at AFRH-W. His favorite time of year is spring and fall in DC. And he says DC has the friendliest biking scene he’s ever known. Even so, Curt has transferred to AFRH-Gulfport. “It wasn’t an easy decision. The biggest selling points are warmer weather and the ocean. Though I’ll miss entertaining my children, grand children, and friends in DC because there’s so much to do,” Godspeed, Curt.  

ACKNOWLEDGMENTS

The Expression of Gratitude

Thoughts?

In recent years, we’ve experienced natural disasters and economic challenges. In the end, AFRH has reemerged as a stronger agency. And our residents and staff have been revitalized. Each success and challenge presented here is for your enjoyment and enlightenment – and we welcome your feedback. Feel free to write or call us:

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AFRH PAR 2010

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