

“I’m not volunteering for the recognition. I’m doing this to help.”

—Bob Rutherford (Navy)

Performance:

- Performance Management
- Human Capital Strategic Planning
- Key Strategic Performance Goals
- Historical Performance Trends
- Results of Performance Measures
- Verification & Validation

Volunteering is a big part of resident life. The new AFRH-G, which promotes Aging in Place, makes it easy for Bob to do his part—and then some. He shows movies, gives tours, chauffeurs residents, and sponsors newbies. Plus, he’s worked endlessly for the Fleet Reserve Association.

Bob also volunteers in the town of Gulfport leading a local food drive where residents donate to the nearby Seabee base. When a mother-in-need teared up at this kindness, he said, “Don’t be that way. We’re here to help.” Bob even mentors children and volunteers in the USO office.

His altruism began in the Navy. As a counselor aboard several carriers, he explained benefits and counseled shipmates to “motivate and point them in the right direction”.

Bob enjoys casinos, restaurants, and even napping. Yet, he always finds time to give back: “People tell me I’m too busy. Well, I don’t sit in my room and let the day go by. If I can help somebody, that’s all I care about.”

Performance Management
SPURRING SUCCESS

Person-centered Care is now the driving force of staff performance at the AFRH. In large and small ways, it is helping the AFRH achieve its Mission, Vision, and Guiding Principles. Plus, it is making the Home a more wonderful place to live and work.

Still, the growth and progress of our staff depends on successfully identifying areas of improvement and making prudent adjustments. Below are two key areas where management has engineered solid progress in staff performance.

Clarifying “Person-centered”

In September 2010, the AFRH-W CARF inspection revealed the philosophy of Person-centered Care was not entirely understood at all levels in the AFRH. So, we bolstered efforts to clarify the understanding of this key principle among staff and residents throughout FY11.

AFRH also launched its new Strategic Plan to hone its person-centered goals for residents, staff, and external stakeholders. This new Plan will also help guide Agency stewardship.

Further, all AFRH staff training now includes a special module on Person-centered Care. In fact, we also developed a very popular new course — Train-the-Trainer — that provides great insight and information to our instructors. We are confident these efforts will clarify our new philosophy and bring staff in line with our strategy.

Results: We successfully trained well over our target of 80% of staff. (Note: training resumed in Gulfport after a five-year closure.)



“I love my job...life’s too short to do something you’re unhappy with.”

— Margie Asper
Security Assistant & employee since 1965



“A fulfilled staff means happy residents.”

— Mary Kay Gominger
AFRH-G Public Affairs Officer



Motivating Staff

Our managers are highly motivated to deliver personalized care to every resident. So, they continually stress its importance to all staff — in verbal and written communications.

This year’s performance cycle actually began under the old Strategic Goals from FY06 -10 (which didn’t emphasize the new person-centered philosophy). By the six-month mandatory progress review, our managers rewrote new performance standards to include the new FY11-15 Goals with our person-centered principles.

In a sense, the new standards are a physical representation of the new direction of the AFRH. Staff expectations were clearly outlined in writing. And managers were very proactive in issuing the updated standards quickly and in reinforcing their importance verbally.

Results: 100% of staff received performance standards with new goals. (Note: This is unprecedented.)



Human Capital Strategic Planning

VITALIZING RESOURCES



The AFRH Strategic Human Capital Plan (SHCP) identifies smart strategies to address key performance challenges. These strategies are linked to our Strategic Goals and reflect the spirit of the AFRH Guiding Principles. The Plan finalized in FY10 stresses to all of our dedicated, compassionate employees the vital importance of achieving our Mission.

Human Capital Officer Donna Smith inspires our staff daily.

SHCP GOALS

Our Human Capital (HC) Goals are in direct alignment with the five human capital systems in OPM's "Human Capital Assessment and Accountability Framework" (HCAAF). In its next iteration, the SCHP will clearly map our human capital goals to the new FY11-15 AFRH Strategic Goals. For now, our SHCP Goals are as follows:

STRATEGIC ALIGNMENT:

Promote Mission-focused human capital planning

Achievements:

- HC aligned with FY11 Strategy & Person-centered Care
- Matched Gulfport & Washington per AFRH "One Model"

LEADERSHIP & KNOWLEDGE MANAGEMENT:

Forge a leadership culture for organizational excellence

Achievements:

- Recruited & filled essential AFRH positions
- Implemented Management Succession Plan

FY11 HIGHLIGHTS

OPM regularly evaluates Federal agencies to gather trends and best practices. In turn, they share results with policy counterparts to ensure compliance with Merit Systems Plans (MSP).

OPM reviewed our first Human Capital Management Report (HCMR) in FY11 with a positive response (see sidebar at right). OPM encourages each agency to use this evaluation to assess and analyze activities, to highlight accomplishments, and to determine what worked well (or what needs to be changed).

RESULTS-DRIVEN PERFORMANCE CULTURE:

Ensure a widespread culture of service excellence

Achievements:

- Built a strong work ethic in Gulfport
- Developed the new Strategic Goals
- Deployed communications methodology (TeamSTEPPS)
- Now striving to make AFRH-G & AFRH-W consistent

TALENT MANAGEMENT:

Recruit & develop a workforce committed to Veterans

Achievements:

- Revamped job descriptions to match both facilities
- Implemented Career Connector for staff recruitment

ACCOUNTABILITY:

Promote human capital accountability

Achievements:

- Received 100% of employee Performance Plans
- Linked all Plans to the AFRH Mission & Goals
- Earned positive results from CARF & OPM reviews

Strengths:

- > Developed a full HC program with strategies linked to AFRH objectives
- > Each HC Goal includes activities, performance measures & results
- > Developed an accountability system to meet required OPM actions
- > Addressed The AFRH Management Leadership Succession Plan
- > Successfully reopened AFRH-G and instituted the ILP Pilot Program

Challenges:

- > Review goals, measures & targets to make necessary adjustments

Opportunities:

- > Showcase our revision of the performance management system
- > Focus on implementing our leadership succession plan
- > Communicate HC program to staff (especially Gulfport)

Key Strategic Performance Goals

IMPELLING PERFORMANCE



Past Success

All during FY06-10, the AFRH achieved noteworthy progress in its “High-priority Performance Goals”. Those Goals were geared towards the health and wellness philosophy of aging (which we established back in 2006). All in all, they served us well.

Future Strategy

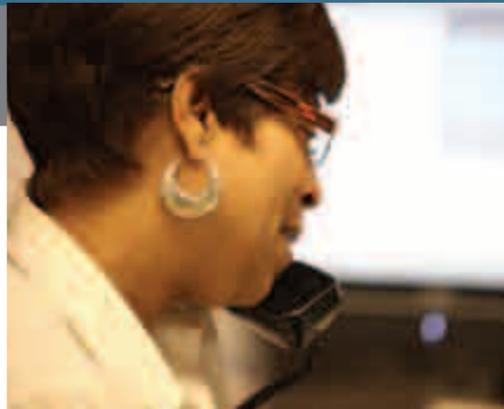
Today, the heart of our new Strategy is the Person-centered Care philosophy and the Aging in Place movement. The goal of both is to keep residents independent with personalized care—while also maintaining economical and efficient operations.

Our vision to achieve Person-centered Care has sparked a new dimension in our Strategic Goals this year—Staff-Centered Environments. We believe

nurturing the growth and development of our staff will empower them, both personally and professionally. Ultimately, that will motivate them to deliver better care.

During FY11, the new AFRH Strategic Plan for FY11-15 was created and then rolled out. It features four high-performance strategies to help guide the AFRH to even greater success.

Frances Irving (AFRH-W Business Center) gives essential support to residents.



“It’s my job to tweak the Home so it’s resident-centered.”

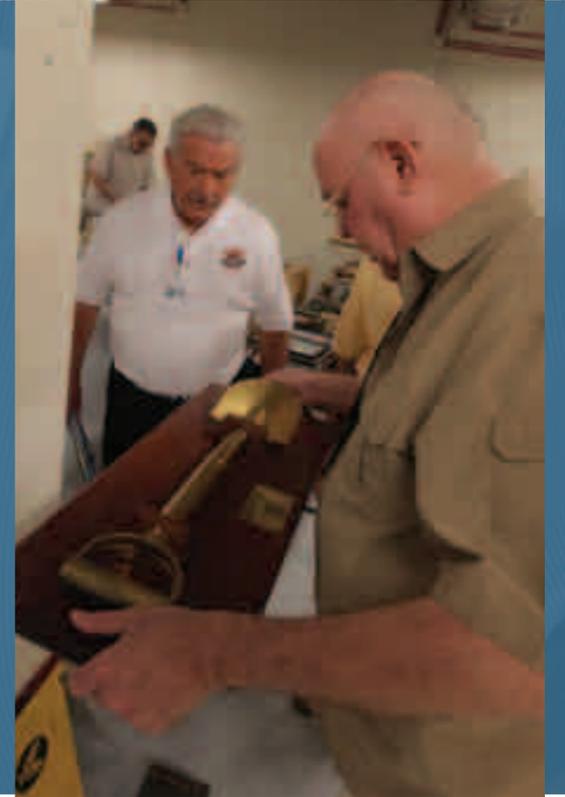
—Bill Parker
(Air Force, AFRH-G RAC Chair)



Bill Parker takes seriously his role as Resident Action Committee (RAC) Chair and recognizes his great responsibility to Gulfport residents. Since the grand opening last October, he has been quite busy: “This has turned into a big job, for sure.”

Bill is working with the Exchange manager to make sure the store supplies essential goods that residents need—and discontinues items that residents don’t want. Another major project: bringing back some military flavor to the historic Gulfport Home. “We’re taking old military memorabilia and putting it up slowly and tactfully.” Soon, residents will enjoy their rich military history as well as the modern design touches that come with a new facility.

Bill believes that AFRH-G is a ‘Paradise’ and he is thrilled to be back home in the South. Before retirement, he owned a home here and helped build the Gulfport Yacht Club. “The food and culture are different here in Dixie. First you’re a southerner, second you’re an American.”



KEY STRATEGIC PERFORMANCE GOALS (FY11-15)

GOAL 1: Embrace Resident-centered Care

Each person will understand each resident's individual needs and take realistic action to fulfill them within AFRH resources and capabilities.

Objectives:

- **Communication**

- > Promote person-centered principles
- > Encourage safety awareness
- > Distribute more communications (web, bulletins, public TVs, in-house broadcasts, newspaper)
- > Utilize Team STEPPS communication methodology

- **Staff Training**

- > Endorse Person-centered Care focus

- **Health & Wellness Activities**

- > Respond to resident surveys (recreational & dining)
- > Expand assistance with daily living via ILP Pilot
- > Reduce travel distances to promote independence
- > Lower reliance on Power Mobility Devices (PMD) & buses

Results:

Our revised Goals are sparking greater AFRH staff performance.

We are pleased to present the positive outcomes below.

GOAL 2: Maintain Exceptional Stewardship

Pursue and implement innovative ways to deflect, reduce, and manage costs by maximizing assets, resources, and programs to fulfill needs and wishes of current / future residents.



Measures:

- CARF Accreditation: **Valid thru FY15**
- Resident surveys: **72% approve**
- Resident Assessments: **ALL (ILP, AL, LTC & MS)**

Achievements:

- **AFRH-G:**
 - > Move-in was smooth & satisfying
 - > ILP-Pilot went from 0 to 39 residents
 - > Residents praise year-1 recreation

- **AFRH-W:**

- > ILP Pilot went from 46 to 52 residents
- > **Scott Project:** person-centered transition
 - ~ Scott dormitory closed for demolition
 - ~ Residents moved comfortably to Sheridan & LaGarde
 - ~ Resident activities relocated from Scott
- > **After Sherman earthquake damage:**
 - ~ Tunnel to Sherman dining closed
 - ~ Dining moved to Sheridan

Objectives:

- Reduce costs via outside resources
- Achieve "In the black" status
- Establish metrics for financial objectives
- Create new revenue streams
- Have person-centered services & grounds

Measures:

- Trust Fund solvency: **solvent thru 2020**
- Financial Reporting Accuracy: **Unqualified Audit Opinion**
- Housing for Veterans (Scott Project): **On budget & schedule**
- Trust Fund Growth: **Lower, per Scott Project investing**
- Cost avoidance: **Power Plant Shutdown planning & execution underway**

Achievements:

- Revised the CIP for 10-year capital expenditures
- Evaluated property at AFRH-W for potential sale
- Implemented environmental Executive Orders
- Designed a LEED Gold building in the Scott Project
- Vacated & demolished old Scott Building
- Integrated telecomm system (Centrex) at AFRH-W
- Replaced dated internal PBX telecomm system at AFRH-W
- Commenced C&A process with NBC for FISMA compliance

- **Began using independent power on portions of AFRH-W campus:**
 - > North converter for Admissions Building & Quarters (1st)
 - > Sheridan Building (2nd)
 - > Power Plant designed for new Scott Building (3rd)



NEW



GOAL 3: Promote Staff-centered Environments

Expand staff knowledge that directly impacts the accountability and efficiency of the Agency, which will in turn empower all employees to be proactive.

Objectives

- Establish intel on C&A requirements
- Push personal initiative & accountability
- Link staff performance to results
- Cultivate workforce beyond training
- Adhere to Federal initiatives

GOAL 4: Leverage External Stakeholders

Harness, cultivate and focus our external stakeholders³ to become increasingly active participants who are engaged in AFRH operations in each of the next five years.

Objectives

- Diversify Local Advisory Board
- Attain high-profile partners
- Share info for synergy

Volunteers go for a joy ride at the DC Antique Auto Show.



Measures

- Mandatory Training: **80% participation**
- Employee Satisfaction: **70% approve**
- Workforce Growth: **Development Plan**
- Achieve Person-centered Care: **2 initiatives / year**

Achievements

- 90+ % participation in all training
- 1st development plan for workforce
- *Person-centered Care:*
 - > Staff effectively trained
 - > Created new badge buddy
 - > CARF noted more staff initiative
- Corrections completed on 2006 OPM Audits (after 2008 confirmations)

Measures

- More Congressional contacts: quarterly
- Community events, both facilities: 2/year

Achievements

- *Congressional contacts:*
 - > COO briefings at service committees
 - Staffers review of quake damage
- *Community events (AFRH-G):*
 - > “Glory on the Gulf” Grand Opening, Nov 2010
 - > Community Picnic - Memorial Day, June 2011
- *Community events (AFRH-W):*
 - > Annual Antique Auto Show, Oct 2010
 - > Volunteer Community Appreciation Picnic Aug 2011

³AFRH has outside help from industry, military & nonprofit groups



Admiral Branch of the US Navy visits AFRH-Gulfport.

Residents show volunteers some heartfelt community appreciation.



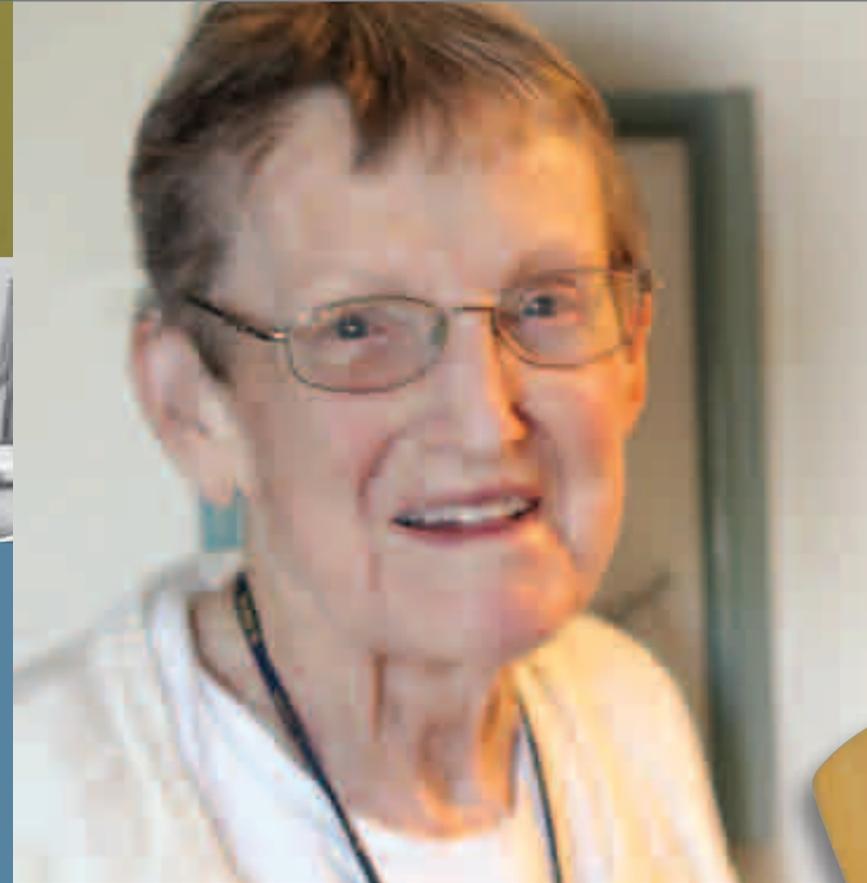
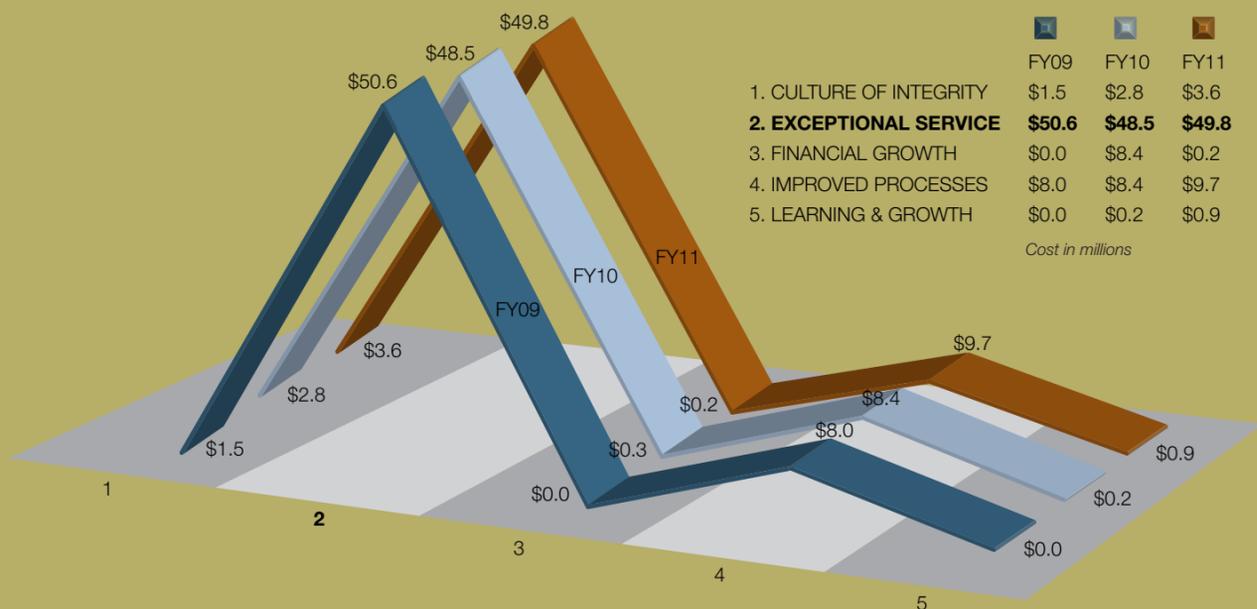
Historical Performance Trends

INFLUENCING APTITUDE



Since FY09, the AFRH has been tracking its net costs by Strategic Goals. This practice helps us see exactly where our resources are being spent. Below is a chart that shows the trends over the past three years based on Strategic Goals FY06-10. Spending on Exceptional Service (to Residents) is well beyond 80% of all expenditures. Also we saw increased spending on staff development over the last three years.

AFRH Net Costs by Strategic Goal



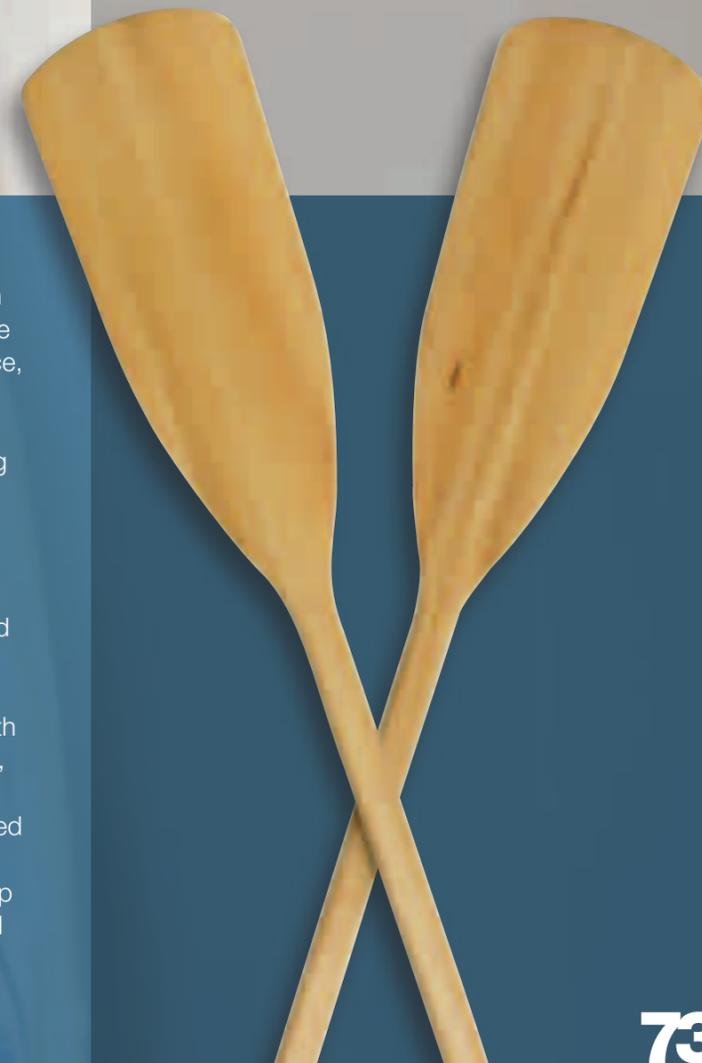
“I’ve been white water rafting down the Grand Canyon 10 times!”

—Ardith Greer
(Navy)

In her 90 years, Ardith has never had a dull moment, it seems. She describes both herself and her 20 years in the Navy as “adventurous.” During World War II, she had a legal assignment in Hawaii for the Pacific Fleet. “Once, I bummed a flight to Japan just to sightsee.”

Her adventures have continued, long after retirement from the Navy. Ardith has been on many white water rafting trips as well as dozens of hiking expeditions. “I got hooked on it. Nature is just so beautiful.” Other adventures include bicycling in Death Valley and getting involved with Elderhostel, an organization that facilitates travel and education programs for seniors all around the world.

Today, Ardith maintains good health by eating healthy, doing needlepoint, and participating in AL activities at AFRH-G. A few years ago, she served as a leader of resident educational programs. In one program, her group assembled a dulcimer from a kit and learned how to play it.

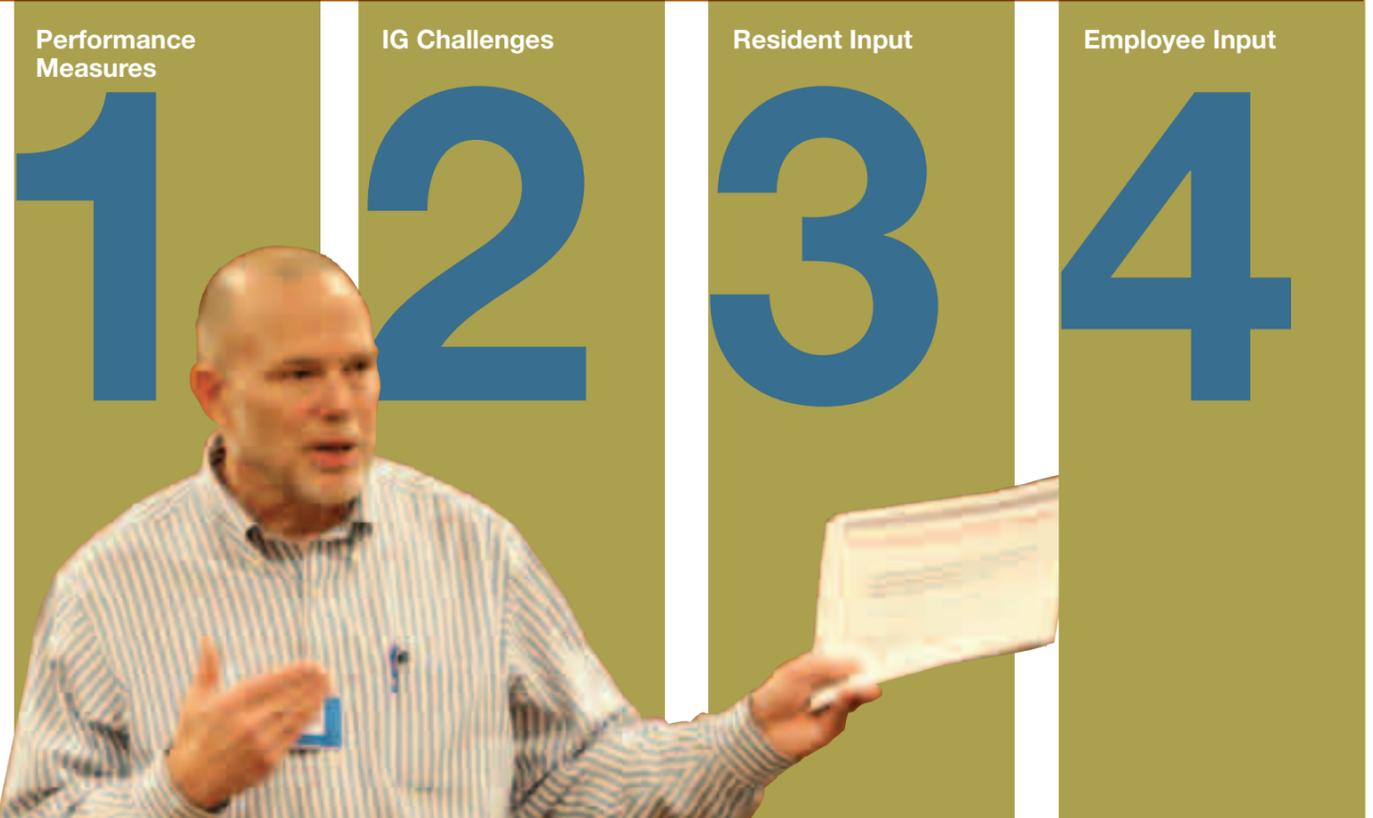


Results of Performance Measures

REFRESHING REVELATIONS

We employ several dynamic measures to track Goal achievement:

Performance Measures	IG Challenges	Resident Input	Employee Input
1	2	3	4



PERFORMANCE MEASURES 1

For the past five years we have surged well past 80% achievement in our performance measures. This year, we only have 1 measure that has not been met: Trust Fund Growth. The reason is well founded. AFRH-Washington is in the midst of extensive spending on capital improvements. The Scott Project will reduce the Trust Fund balance, as expected, yet our goal is to replenish those funds in a few years.



Performance Targets

Description

FY11 Result

Goal: Resident-centered Care

Accreditation*	In good standing	✓
% Resident Satisfaction*	70%	✓
% of Resident Assessment Plans*	95%	✓

Goal: Stewardship

Trust Fund Solvency*	Even balance of resources vs. obligations	✓
Accuracy of Financial Reporting *	Unqualified audit opinion	✓
Housing for Veterans (Scott Project)*	On schedule & within budget	✓
Trust Fund Growth	Positive result of Washington Master Plan	—
Cost Avoidance	1 per year	✓

Goal: Staff-centered Environment

Evidence of Measurable Training Goals*	80% participation in 4 mandatory training classes for all staff	✓
% of Staff Climate Survey Responses of "Excellent" or "Very Good"*	70%	✓
Measurable Evidence of Growth Beyond Work Activities	Development Plan	✓
Achievable Person-centered Care	2 initiatives per year	✓

Goal: External

Congressional Contacts Annual Community Events	Quarterly 2 per community, per year	✓
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*Carried over from FY06-10 Strategy

IG CHALLENGES 2

We cover the IG challenges in depth in Accompanying Info.

RESIDENT INPUT 3

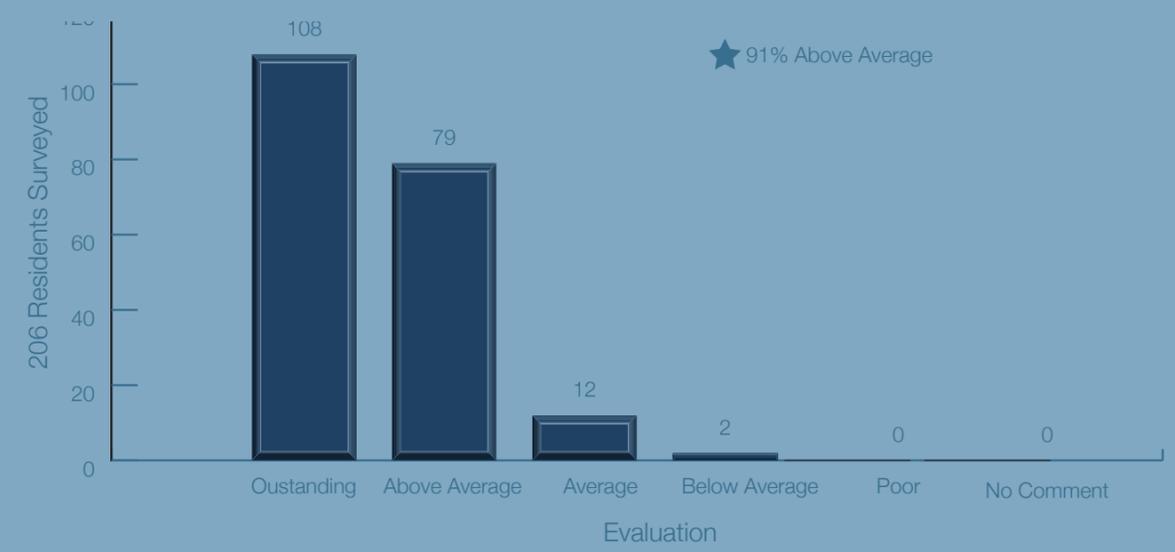
Each year we survey our residents for their opinions and to see how effectively we are serving them. The results for Gulfport are the first since FY05.



- FY11 Resident Surveys:**
- Dining:** AFRH-G & W
- Move-in:** AFRH-G
- Customer Service:** AFRH-G & W

CUSTOMER SERVICE

Gulfport: (206 responded)	FY11 Result	Target	
("Outstanding" or "Above Average")	91%	70%	✓

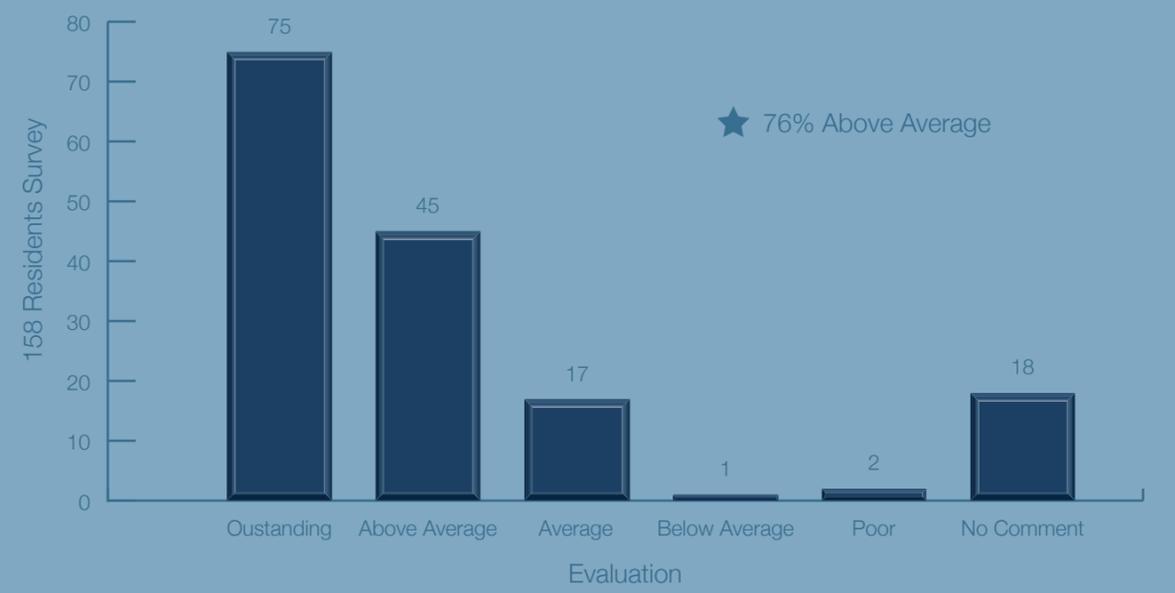


DINING

We keep them independent so they can visit their kids and travel abroad. *Catherine & Harry Williamson (Army, Air Force)*

Gulfport Dining Survey: (199 responded)	Result	Target	
(Overall Dining Experience = "Excellent" or "Good")	85%	70%	✓
Washington Dining Survey: (183 responded)			
(Overall Dining Experience = "Excellent" or "Good")	85%	70%	✓

Washington: (158 responded)	FY11 Result	Target	
("Outstanding" or "Above Average")	76%	70%	✓



MOVE-IN: Gulfport

The opening of the new Gulfport facility was a unique event. From October 2010 through this past summer, the population went from zero to nearly 500. Two separate move-in surveys were given to new residents (we did not include former Gulfport residents).

One survey from January - June 2011 netted 62 responses when the majority of the new residents arrived. From June through the end of the fiscal year we only had nine residents and used a different set of questions.

Results (January — June):		
Q: Overall, Did move-in service meet or exceeded your expectations? Comments: "Exceeded expectations", "wonderful services", "WOW!"	YES 62	NO 0

Results (July — September):

AFRH was above average on all aspects of moving in.
Comments: "I think everyone is doing just a fine job of making this 'Home' a comfortable experience."

Note: the Washington campus is in a transition period due to the Scott Project. Also, it has a reduced population as former Gulfport residents returned to their Home.

Highest Rated Amenities (FY11)

Gulfport Facilities:

- The Library
- Fitness Center / Exercise
- Community Center
- Walking Trails

Gulfport Activities:

- July 4 Celebration
- Ice Cream Socials
- Cookouts / Fish Fry
- Memorial Day Picnic

(100+ votes for each of the 4)

Washington Facilities:

- The Library
- Fitness Center
- Wrapping Room

Washington Activities:

- July 4 Celebration
- Ice Cream Socials
- Day Trips



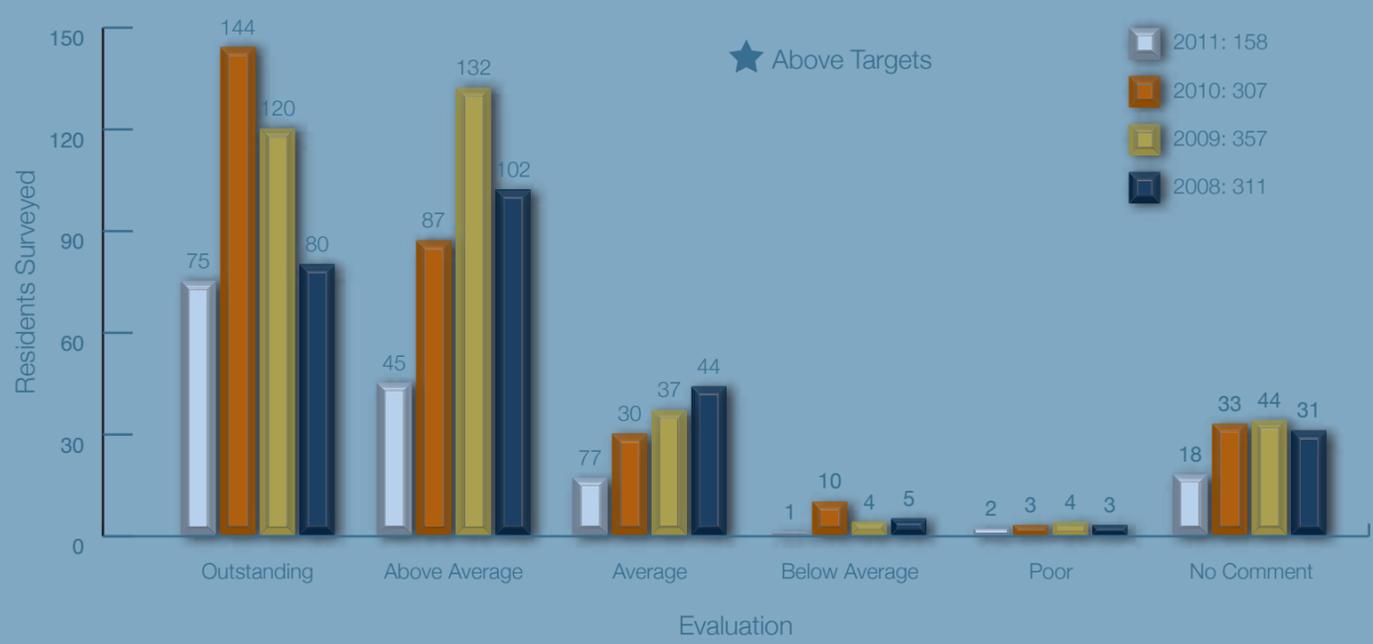
EMPLOYEE INPUT 4

The annual Employee Evaluation Survey was administered in September 2011. Response rate from 281 employees for all of AFRH: **62%**. Overall, 73% of staff members rated "Working at AFRH" better than average.

Trend Analysis: Customer Service (AFRH-W only)

Note: Population has changed during the Transition Period for the Scott Project.

Result: Consistently Above Targets



Gulfport Survey:

(45 of 50 responded / 90% response rate)

Result	Target
72%	✓ 70%

Washington Survey:

(128 of 231 responded / 55% response rate)

74%	✓ 70%
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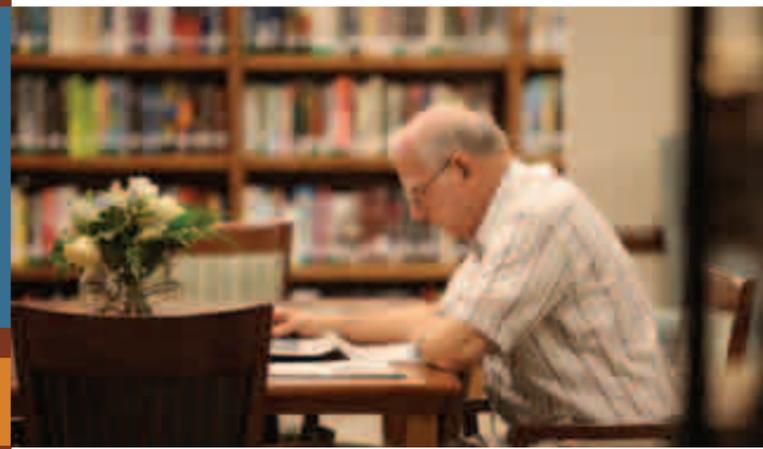
Results: The Majority of staff AGREE working at AFRH is "very good" or "better". These results meet our standard. However, some management problems that we resolved remind us constantly to work harder with staff to make their job more satisfying.



Verification & Validation

REASSURING INTEGRITY

Federal agencies are required to certify completeness and reliability of performance data.⁹ That data must be verified and validated—so AFRH has several means of external, independent reviews (E.g., OPM, BPD, CARF/CCAC, and the DoD IG).



Success Measures:

Business Measures:

- Solvency of the Trust Fund
- Stability in Resident Occupancy
- Cost Savings via Initiatives
- Reductions in Land & Space (“right sizing”)
- Donations & Volunteering

Customer Satisfaction:

- Improved Survey Results
- Advances in Health & Wellness
- Enhancements to Facilities
- Supplemental Services

Employee Satisfaction:

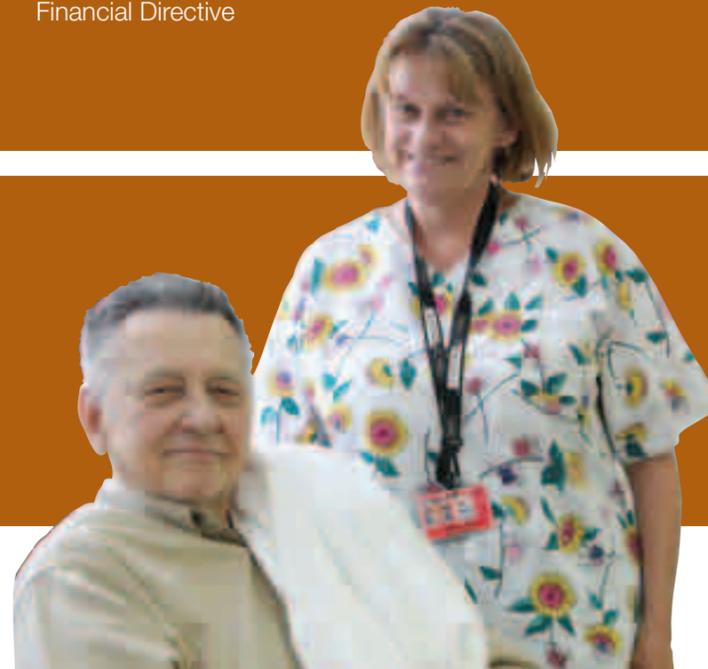
- Boost in Performance Evaluations
- Positive Staff Climate Survey Results
- Updated Policies & Directives in FY11

[Note: over 250 SOPs at each campus in every service area were updated & reissued]

Policy statements = 6 Notices = 1 Directives = 8

Financial Data:

- Annual Reviews of Fiscal Status & Reporting Devices (BPD & external auditor)
- Published a Financial Management Notice and Draft Financial Directive



External Benchmarks:

- Maintenance of CARF/CCAC Accreditation
- DoD IG (no major findings) in Last Inspection (Sep 2009)
- CARF in Last Inspection (Sep 2011)

⁹ Per the Government Performance and Results Act of 1993 and the Reports Consolidation Act of 2000



“This Home is in my blood.”

—Jim Baker
(Navy)

Jim’s father sailed for nearly 50 years in the US Navy. “Dad’s ship was torpedoed in WWI, and he was stranded on a life raft for 11 days after the Armistice was signed.” Later, he took young Jim to the original Naval Home in Philadelphia, which inspired him to join.

First, Jim attended the Gulf Coast Military Academy, which was located on the same site as AFRH-Gulfport. Then, he finished high school nearby in 1942 and entered the Navy.

“The Navy was the best. I went to North Africa on shore duty in ‘67, visited French Morocco, and rode a spade.” Jim served on four diesel submarines during the Cold War. “I finished my career inspecting submarines at SubPac out of Pearl Harbor.”

Since then, he’s run into a few old schoolmates living here at the Home. At 81, Jim enjoys swimming in the new pool and strolling along the shoreline. “It’s absolutely wonderful. You couldn’t find a better place.”

