

PERFORMANCE

Bernice’s family moved from Boston to White Plains, NY because her father was stationed at the Naval base. “As a child I was lucky enough to study under a French horn player from the New York Philharmonic Symphony.” At 15, she branched out into the Symphony Orchestra to prepare herself for a career in music.

Later, she joined the Women’s Army Corps band in which she performed for 23 years. She played several different instruments and was a conductor. Every two years they put together a full concert and travelled all over the country. “We were the only female band when I was there, and we played some very significant performances like at the White House.”

Bernice loves being able to play keyboard and also does a little art. She can’t think of any other place she’d rather be. “I feel really fortunate that my time in the service lead me to this place. Every morning I wake up happy.”



“I play keyboard for special events—it keeps me doing what I love.”

—Bernice Goldstein
(Women’s Army Corps, AFRH-G)

Performance Overview

Performance Management

Performance Results

Budget Integration

Performance Measures

Human Capital Planning

Verification & Validation



PERFORMANCE OVERVIEW

DRIVEN

Here in *PERFORMANCE* we will outline how the AFRH is achieving its mission via these goals and objectives. The results will demonstrate this year's staff performance and resident perceptions as well as summarize the results of our human capital goals and objectives.

We will also include details behind our performance such as: trend data, various resources, basic strategies, the procedures to verify and validate data, and factors impacting performance. The results empower AFRH managers to reflect on our programs and procedures and make the necessary adjustments for improvement. The AFRH ensures this performance data is complete, accurate, and consistent.

SUMMARY

Successful performance is the result of positive synergy among staff, contractors, and outside resources. The AFRH chooses partners that can support our mission to care for America's veterans and retired military effectively.

We are pleased with the results of most goals. Our greatest challenge is to build better work environments for AFRH staff (under goal: Promote Staff-centered Environment). This has been challenging over the past few years during the major revitalization projects at both communities. However, now that these intensive projects are complete, we can focus on staff improvements.



“The new medical center is gorgeous—it’s everything I hoped for.”

*—Dr. Kailash Chopra
(AFRH-W Chief Medical Officer)*



“Everyone with my last name, from my grandfather on down, wore a uniform.”

*—Walter “Smokey” Prussman
(Air Force, AFRH-W)*

Smokey's father fought in WWII, and his four brothers served in the Army, Air Force, Coast Guard, and Navy. He was drafted into the Army during his first year at Penn State as a geology major. He saw active combat in Vietnam and also served in Okinawa and Korea. He earned two purple hearts and a combat infantryman badge.

Smokey helps run the bowling alley and is a RAC member. He loves traveling to Cape Hatteras, NC to fish and drive on the beach with his JEEP—which he is always improving, as car repair is his hobby. In fact, he manages the auto shop and helps others learn auto repair skills: “You just do it—and you learn.”

PERFORMANCE MANAGEMENT

EVOLVED

The Government Performance and Results Act of 1993 (GPRA) established a standard structure for Federal agencies to report annual progress. The GPRA Modernization Act of 2010 revised that process to require Federal agencies to align their strategic plans with broader presidential priorities.

A recent Executive branch initiative requires all Federal agencies to track and measure goals that are mission critical, or, "high-priority".

To simplify our reporting, management took the AFRH Strategic Goals and made them the exact same as our High-priority Performance Goals.

We manage performance via the **AFRH Strategic Plan**. Throughout FY 2013 the AFRH has been adjusting its strategies and will publish a new strategic plan in alignment with the administration's requirements.

AFRH Strategic Goals = Federal High-priority Performance Goals



The Armed Forces Families Foundation supports resident swings as well as putts.



PARTNERING



TAILORING PROCESSES

Each performance cycle begins with our strategy. Next we associate each goal with achievable objectives and set high-priority measures for each goal. Then, a business plan is created with specific actions assigned to individuals.

During the development of individual performance plans (IPPs), each AFRH staff member is given specific actions that are linked to our goals. To complete the cycle we accumulate results, review progress, and report the outcomes here in the PAR.

In FY 2013 we realigned our performance reporting cycle to strengthen links to our Strategic Goals. We expanded the cycle dates from January 2013 to July 2014 to ease the learning curve required for staff, to comply with Union requirements, and to continue to meet objectives effectively.

A bowling ramp helps Angelo "Larry" Papale (Air Force, AFRH-G) bowl with Keesler AFB Volunteers.



PERFORMANCE RESULTS

DELIGHTED

The AFRH is pleased that we achieved all but one of our goals and associated objectives in FY 2013. Below are the Agency's High-priority Performance Goals—which mirror the AFRH Strategic Goals and are rooted in a culture of change that revolves around the resident and staff: Person-centered Care (PCC).

This movement involves the careful consideration of resident needs while we develop proactive plans of care and deliver meaningful services.

Here, residents are active participants in guiding and charting their lives. PCC does not imply all desires are to be met without regard to available resources or our ability to meet them successfully.



Steven McManus (COO) lunches with the Gulfport ladies at our Kentucky Derby Tea.

GOAL 1 Embrace Resident-centered Care

Focused Objectives

Improve Communication

- Promote person-centered ideals
- Expand AFRH safety awareness
- Broaden communication capabilities

Train Workforce

- Broaden PCC expertise
- Educate staff on the link between strategy & performance

Promote Wellness

- Maintain optimum resident health
- Shrink footprint to reduce travel
- Expand pro-health amenities
- Promote independence via ILP
- Educate residents about PCC

Measures	Results
CARF accreditation	✓ (valid thru FY 2016)
Resident satisfaction	✓ (86% approval)
Resident assessments	✓ (ILP, AL, LTC & MS)

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.

Goal 2: Maintain Exceptional Stewardship

Deploy innovative ways to reduce, manage, and deflect costs by maximizing assets, resources, and programs to fulfill resident needs.

Goal 3: Promote Staff-centered Environment

Expand staff knowledge that directly impacts Agency accountability and efficiency. This will empower all employees to be very proactive.

Goal 4: Leverage External Stakeholders

Cultivate, harness, and focus stakeholders to be more active participants who are engaged in operations in the next five years.

Achievements

Agency

- Implemented new Senior TV
- Deployed Agency Communication Plan
- Achieved 508 compliance on website⁸
- Began AIP cost / staffing analysis for ILP
- Continued resident sustainability education

AFRH-G

- Improved ILP Pilot (41 residents)
- Earned positive resident feedback (3 yr. mark)
- Enhanced PCC dining in AL, MS & LTC
- Opened AL units successfully

AFRH-W

- Enhanced ILP Pilot (57 residents)
- Completed The Scott Project
- Closed LaGarde 200-unit healthcare facility
- Moved AL to renovated Sheridan
- Opened modern Scott Building
- Moved LTC & MS to new Scott
- Realized small house concept: AL, LTC & MS
- Reduced travel distance via shorter tunnel
- Deployed PCC dining at AFRH-W
- Implemented new Senior TV
- Opened Scott Dental Clinic (no more mobile van)

LEGEND:

ILP = Independent Living Plus
LTC = Long-Term Care

AIP = Aging in Place
AL = Assisted Living

MS = Memory Support
PCC = Person-centered Care

⁸Federal mandate to accommodate vision impaired readers with pop-up descriptions

AFRH FY 2013 Performance Snapshot

Performance Measures by Strategic Goals	Baseline Measure established FY 2011	Description	FY 2013 MET
GOAL 1: EMBRACE RESIDENT-CENTERED CARE			
CARF Accreditation	In good standing	Per 10 USC 24, the AFRH must be accredited by a nationally recognized civilian accrediting body for each aspect of each facility including medical / dental care, pharmacy, IL, AL and nursing care. CARF Accreditation is valid until FY 2015 (for both Homes).	—
Resident Satisfaction	70%	Annual Recreation & Leisure surveys help measure resident satisfaction with activities. Both communities = 70%. Trend analysis shows we consistently met this measure over the past 5 years.	—
Resident Assessments	95%	All new residents have an assessment plan. All healthcare residents have them completed annually. IL residents have annual health assessments from either the AFRH or another medical facility. Consistently, the AFRH meets this measure.	—
GOAL 2: MAINTAIN EXCEPTIONAL STEWARDSHIP			
Trust Fund Solvency	Even balance of resources vs. obligations	Before money was withdrawn from the Trust Fund for the Scott Project in 2012, we conducted an economic analysis and forecast. The 2012 Trust Fund Solvency analysis concluded that the Fund is solvent for the forecast period (FY 2012-22) assuming base case assumptions. Of late, we have substantially reduced operating costs and deployed major construction projects to lower costs. Key assumption: management will successfully sell / lease underutilized land at the AFRH-W to promote long-term financial solvency.	—
Financial Reporting Accuracy	Unqualified audit opinion	An independent audit found that the financial statements present fairly, in all material aspects, the financial position of the AFRH in line with GAAP. The audit included a trial examination of evidence supporting the amounts and disclosures in the financial statement. The AFRH received an unqualified audit opinion for the 9th consecutive year.	—
Housing for Veterans	On schedule and within budget	In FY 2013 we completed the AFRH-W Scott Project to promote PCC, reduce our footprint, improve systems, upgrade facilities, and improve operations. All of which will further our goals for improved resident care and energy efficiency.	—
Trust Fund Growth	Positive result of Washington Master Plan	The 2012 Trust Fund Solvency analysis concluded the Fund was solvent from FY 2012-22 assuming revenue remained within historical variation. Yet, in 2013, a major revenue source, Fines and Forfeitures, fell much more than expected from normal variation. If reductions continue, the Trust Fund could become insolvent. Management is ardently seeking new sources of revenue such as the sale / lease of underutilized property and donations from various sources. Target date for new revenue: end of FY 2017.	—
Cost Avoidance	1 Per Year	The Scott Project enabled the AFRH to close the Power Plant, which previously fulfilled energy requirements for both the old Scott dormitory and the now closed LaGarde Building. Closing both saves us energy, labor, and housekeeping fees.	—

Performance Measures by Strategic Goals	Baseline Measure established FY 2011	Description	FY 2013 MET
GOAL 3: PROMOTE STAFF-CENTERED ENVIRONMENT			
Mandatory Training	80% participation in 4 required classes	Mandatory staff courses: EEO, No Fear Act, Workers' Comp., Ethics, IT Security, Performance Management, PCC, and Suicide Prevention. This year we exceed 85% participation.	—
Employee Satisfaction ("Excellent" or "Very Good")	80% Satisfied Overall	Two climate surveys were given in 2013. The DEOMI climate survey overshadowed the OPM annual survey where participation was low (32% of staff). Still, 83% agree that working at AFRH was "Satisfactory". Low participation plus mixed responses on DEOMI reveal that improvements must be made in the AFRH work environment.	—
Workforce Growth (beyond work)	Development Plans	Plans were developed and are being deployed. Multi-cultural activities and resident interactions with stakeholders are now underway (such as book clubs, fitness programs, and more). A two-week inter-campus walking competition yielded great participation (route: the equivalent of walking from Gulfport to DC, which is approx. 1,000 miles).	—
Achievable PCC	Two initiatives per year	One major Staff wish was Flexible work schedules, which were implemented in 2013 at both campuses in different manners. At the AFRH-G a Wellness program for the staff was implemented.	—
GOAL 4: LEVERAGE EXTERNAL STAKEHOLDERS			
Congressional contacts	Quarterly	Keeping up with Congressional staffers proved helpful post-earthquake, and follow-up continued once funds were allocated for reconstruction to our historic buildings. Regular contact with OMB staff and DoD reviewers meet and exceed this measure.	—
Annual community events	2 per campus per year (surpassed)	The AFRH-W Annual Antique Car Show and the AFRH-G Cruisin' the Coast events fulfill this measure. More events: AFRH-G: Veterans Day and Memorial Day celebrations; AFRH-W: Friends of the Soldiers' Home volunteer events, President Lincoln's Cottage heritage events, holiday parties, community picnics, and 4th of July celebrations.	—

— MET — NOT MET

GOAL 2 *Maintain Exceptional Stewardship*

Focused Objectives

Lower Costs

- Leverage partnerships
- Improve efficiencies
- Expand conservation initiatives

Stabilize Finances

- Follow and update the LRFP
- Execute Washington Master Plan
- Implement the two unique CIPs

Leverage Metrics

- Measure key cost drivers monthly
- Manage receivables accurately
- Reduce auto-closure of credit cards

Raise Revenue

- Develop grant petitions
- Establish fundraising program
- Sell / Lease underutilized land

Improve Service

- Complete the Scott Project
- Finish earthquake damage repairs
- Execute facility requirements
- Enhance the AFRH strategy

Optimize IT

- Track resident data electronically
- Develop long-term IT strategy
- Improve security oversight
- Enhance Agency communication

Improve Operations

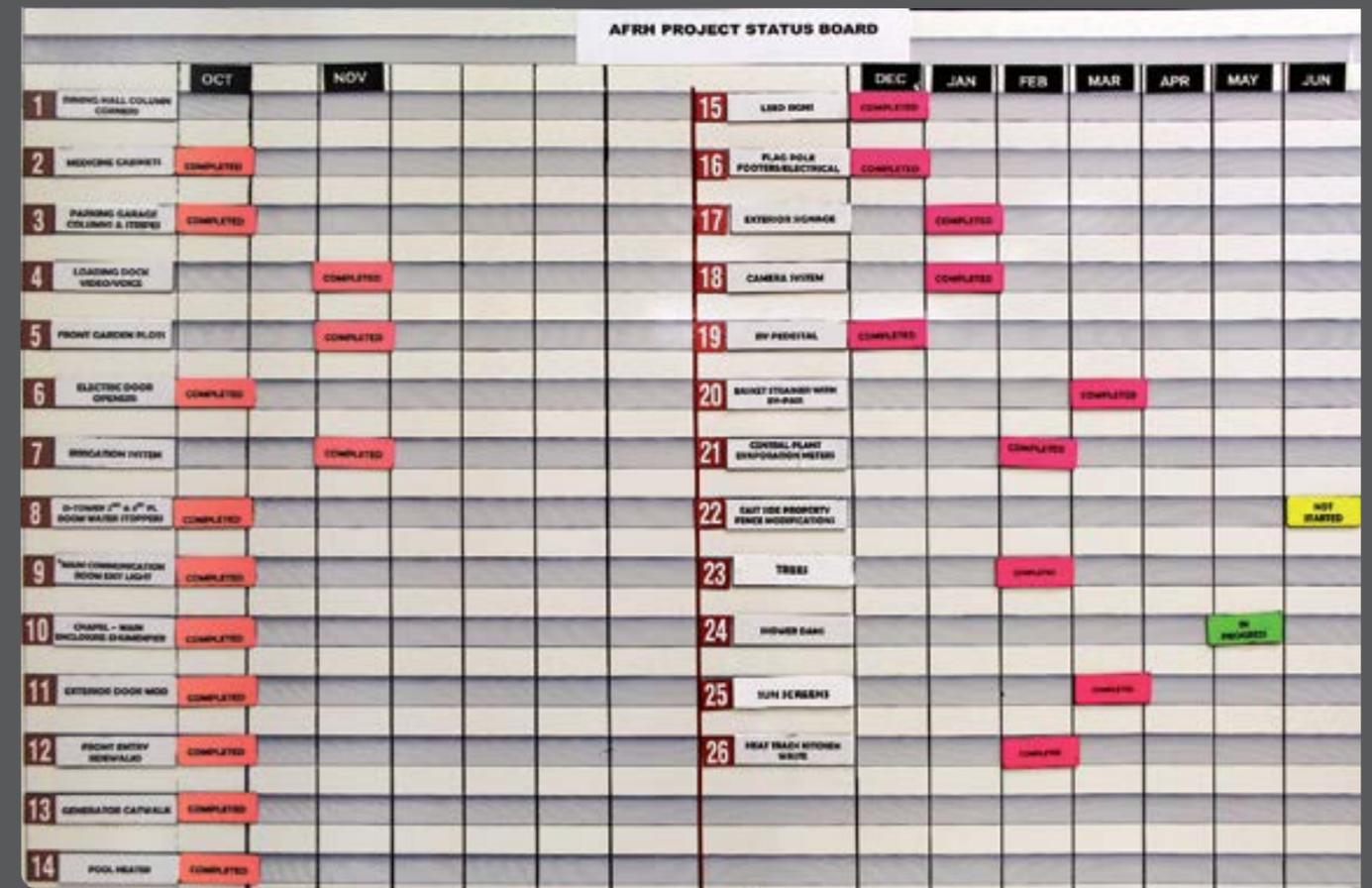
- Be proactive with inspections
- Improve current policies
- Report financials effectively
- Improve budget request documentation
- Focus on Internal Controls
- Deploy Communication Plan
- Manage risk continually

Measures

Results

Trust Fund Solvency	✓ (Solvent long term)
Financial Reporting Accuracy	✓ (Unqualified Audit Opinion)
Housing for Veterans	✓ (Scott Project on budget & schedule)
Trust Fund Growth	✗ (No foreseeable immediate growth)
Cost Avoidance	✓ (LaGarde & Power Plant closures)

Bill Striegel (Performance Improvement, AFRH-W) teams with Dr. Karen Tillman-McCombs (AFRH Performance Improvement Integrator).



A campus operations status board shows progress on AFRH-G capital improvement projects.

Achievements

- Explored methods to obtain a National Park Service grant
- Renovated the historic Sherman Building
- Initiated proposal via Department of Energy's Energy Savings Performance Contract (ESPC)
- Installed boilers in occupied buildings
- Reported carbon footprint & energy usage via EOs
- Facilitated closure of the Power Plant
- Opened & occupied the AFRH-W Scott Building
- Reached final stages in development of the IT Strategic Plan
- Achieved LEED Gold certification for the Scott
- Adopted Microsoft 365 web-based email system
- Transferred manning and control of the AFRH-W Scale Gate to the Veterans Administration (VA)
- Trained all employees in Microsoft 365
- Renovated the AFRH-W Eagle Gate
- Moved to Electronic Health Record System (EHRS)
- Appraised excess AFRH-W acreage for lease / sale
- Trained all staff on Dr. Cloud (EHRS)
- Updated Federal directives Agency-wide

GOAL 3 *Promote Staff-centered Environment*

Focused Objectives

Educate Staff

Enhance staff training on PCC
 Deploy PCC dining and healthcare living
 Improve credentialing process

Encourage Initiative

Push personal initiative & accountability
 Improve processes via PI committees

Link Performance

Improve performance management

Encourage Growths

Expand multi-cultural, cross-generational activities
 Plan for personal education & growth
 Implement staff-centered initiatives

Comply Federally

Implement goals for SHCP
 Adhere to environmental goals

Measures

Results

Mandatory Training	✓ (85% participation in 4 required classes)
Employee Satisfaction	✓ (83% of personnel satisfied overall) ⁸
Workforce Growth	✓ (Development plans well underway)
Achievable PCC	✓ (Two initiatives per year – surpassed)

⁸ Only 95 / 297 staff responded. So, we must promote and solicit more feedback.



Our old saying is: happy staff, happy residents.

Nicole Chappell (AFRH-W Recreation) brightens the day of Herbert Kahrer (Marine Corps, AFRH-G).



Being iced after physical therapy is standard. But, being chilly certainly is not.



Rosco Hankins (Air Force, AFRH-W) and Carol Mitchell (AFRH-W Recreation Therapy) create.



Frank Bermudez (Safety) guides AFRH-G through its annual fire drill.

Achievements

- Implemented staff-centered initiatives:
 - Flexible work schedule
 - Employee break rooms in Scott
 - Exercise classes for staff
- Improved our credentialing and privileging process
- Updated Performance Management deployment plan:
 - Introduced new performance cycle: July 1 – June 30 annually
 - Improved performance form to be electronically fillable
- Held many multi-cultural, cross-generational programs

GOAL 4 *Leverage External Stakeholders*

Focused Objectives

Grow Advisory Council

Engage new members for smart ideas

Cultivate Partners

Reach out to Congressional staffers
 Attract & engage more VSOs
 Expand veteran community events
 Identify donors and solicit gifts

Instill Confidence

Send positive messages to stakeholders
 Reassure residents & family members

Measures

Make Congressional Contacts

✓ (Increased quarterly communication)

Hold Annual Community Events

✓ (2+ per campus per year)

Results

Achievements

Sustained Congressional contact (re: earthquake repairs)

Held many Community events (AFRH-G):

- Cruisin' the Coast event (Oct. 2012)
- Veterans Day Community event (Nov. 2012)
- Community Open House Memorial Day (June 2013)

Held more Community events (AFRH-W): Friends of the Home - LaGarde Bingo (Ongoing)

- Annual Antique Auto Show (Oct. 2012)
- Joint Friends and AFRH-W Tree Lighting (Dec. 2012)
- 4th of July Community Day (July 2013)
- Open House for the Scott Building (Aug. 2013)
- AFRH & Lincoln's Cottage Community Day (Sept. 2013)



Adelina Hay-Sowell (AFRH-G Volunteer Coordinator) and Carolyn Haug (AFRH-W Volunteer Coordinator) attract partners from their respective regions.

The Anheiser-Busch Clydesdales are ready to trot the AFRH-G driveway.



Our partner Costco plays Santa by delivering gifts to AFRH-W residents.



The AFRH-G Mardi Gras gala is simply grand with a float by partner AbilityWorks.



Congressman James E. Clyburn (D-SC) helps us celebrate Black History Month.



BUDGET INTEGRATION

PRIORITIZED

Since FY 2009, the AFRH has tracked its net costs by Strategic Goals. This practice helps us see exactly where our vital funds are being spent. This is commonly referred to as “performance budget integration with goals”, and it allows us to make adjustments should there be an imbalance in prioritized spending.

FY 2013 was the first year we culled data from our FY 2011-15 Strategic Goals. True to form, the AFRH once again spent a clear majority of its budget on its

number one goal “Embrace Resident-centered Care” (formerly Exceptional Service). After all, our singular mission is to provide a premier retirement community with exceptional residential care and extensive support services to our nation’s veterans.

The AFRH consistently spends the most on resident service.

AFRH Spending by Strategic Goals

IN MILLIONS OF DOLLARS: (\$64.2)



“It’s like a cruise ship. All these activities to choose from.”

—Mary Vodinelich
(Navy, AFRH-G)

Mary’s older brother was in the Navy, and she wanted to be just like him. “In the ‘40s it was the patriotic thing to do. Everyone was trying to do their part.” Her first six years of service were spent as a photographer. She then moved to San Diego and managed the photo identification lab at a training center.

Later, Mary went to dental technical school and spent 14 years as an Oral Surgery Technician in Florida, Maryland, South Carolina, and Tennessee. Along the way she married a former Korean War POW. After retiring from the Navy and the Fleet Reserve, Mary returned to college and received a couple degrees.

Mary arrived at the AFRH-G in March 2013. “We have a close-knit group of women here. I’ve been very lucky.” She has become involved in sewing, art, and playing pool. And, she sure enjoys the wide variety of food, which one might find on a cruise. “Every time I turn around it’s time to eat!”

PERFORMANCE MEASURES

TESTED

For several years, management has used a variety of effective tools to gather feedback on our effectiveness. These tools show us how much improvement we have made (or how much more we still need to do).

To assess Agency progress we gather feedback from many perspectives. The top determination of success (or deficiency) comes from the measures of our High-priority Performance Goals. We also receive assessments from the AFRH Advisory Council, DoD, the AFRH IG, and we confer with residents and staff.



Capt. Cheryl Ann Borden (Navy) and Col. Randall White (Air Force) navigate AFRH healthcare.



“They told me ‘Pack your bags you’re going back into combat’.”

—Raymond Chatterton
(Army, AFRH-W)



Raymond worked with the Civil Conservation Corps developing natural resources before joining the Army Calvary in 1940. He was in active combat in WWII, including the Invasion of Normandy. “I saw death everyday. Bridges exploded in front of us.”

After the war, Raymond was a chef in Japan at a resort hotel for officers and diplomats. When another war erupted in Korea, he was quickly sent there and assigned 68 Korean schoolboys. “They volunteered to save their country. I taught them to use guns and took them patrolling for miles.”

Together they protected the artillery suppressing the North Koreans. Though ultimately victorious, they faced grueling conditions: “I never saw a bed. We dug foxholes to sleep in and hide.” For his bravery, Raymond was later awarded combat medals.

Now, at the AFRH-W, Raymond enjoys relaxing and spending time with his fellow comrades. He values being able to exchange stories with others who understand what it’s like to serve our great country.

KEY GAUGES

1) HIGH-PRIORITY PERFORMANCE MEASURES

Our trend over the past five years has been 80+% achievement. Since FY 2011, we have consistently had one measure that was not attainable, Trust Fund Growth, due to our withdrawals for the Scott Project.

Further, this year we again exceeded our target, “70% satisfaction”, in the annual Employee Climate Survey (under Goal 3: Promote Staff-centered Environment). However, participation was only about 30%. Several factors affected this: two climate surveys were administered thus creating confusion; the AFRH-W staff was right-sized, which caused a redistribution of jobs; and a Reduction-in-Force (RIF) was conducted when the LaGarde healthcare facility was closed.

Moving forward, a top priority will be to improve staff perceptions and to create a more open and positive work climate.

2) ADVISORY COUNCIL ANNUAL REPORT

Per the National Defense Authorization Act for FY 2012: “Not less often than annually, the Advisory Council shall submit to the Secretary of Defense a report summarizing its activities and recommendations with respect to the Retirement Home”. See [Advisory Council Annual Report](#).

In this Report, the Council noted increased personal involvement of the COO with community partnerships in both Gulfport and Washington. The report stated: “These partnerships are a vibrant addition to the atmosphere at both Homes.”

The Council is working on expanding collaboration between the Defense Health Agency (DHA) and the AFRH. Teamwork between Council members and our healthcare staff is increasing as the Home benefits from Council members’ vast healthcare expertise.

3) IG CHALLENGES

See *ACCOMPANYING INFO* for in-depth coverage.

PERFORMANCE MEASURES (CONTINUED)

4) RESIDENT INPUT

Our managers place great value on resident feedback. We gather it through focus groups, town hall meetings, the AFRH RAC, suggestion boxes, official surveys, work groups, and simple, honest conversation in designated communication areas.

Each year we survey the residents to understand their opinions and learn how we may deliver better service. Surveys for 2013 on both campuses include Dining, Facilities, Activities, Customer Service, and Recreation Therapy.



SURVEY: CUSTOMER SERVICE

Our mission is to deliver exceptional service to America's retired military. This comprehensive survey solicited the residents' feelings on how they are being treated daily. To maintain excellent service, we only measure responses of "Excellent" or "Good". (Anything less is unacceptable.)

	Customer Service "Excellent" or "Good"		
	Responded	Target	Result
AFRH-G:	214 (48%)	70%	87%
AFRH-W:	169 (37%)	70%	84%

SURVEY: DINING SERVICES

During FY 2013 both communities implemented PCC recommendations to design a new and exciting dining experience for the residents. Those advances include: extended dining hours, short-order grills, healthcare country kitchens, and expanded food variety.

The AFRH-G conducts an annual Dining Survey for all levels of care. The AFRH-W conducts its dining survey every two years. The current survey was held July–August 2013 for the new Scott Dining Facility and four country kitchens in the Scott and Sheridan Buildings⁹.

Gulfport Victory:

Problem: food temperature was a notable concern.

Solution: a food improvement action plan was written.

Results: Person-centered dining really satisfies.

Overall Experience "Excellent" or "Good"

	Surveys Returned	Target	Result
AFRH-G:	237	70%	83.5%
AFRH-W:	186	70%	88.7%

Washington: Improved PCC Dining Shows Higher Ratings

Excellent & Good ratings	2011	2013
Menu selection options	Not surveyed	83.9%
Quality of the food served	70.9%	86.6%
Quality of the service	82.9%	91.4%
Extended hours for meals	Not surveyed	78.5%
Temperature of the food	Not surveyed	73.1%
Overall dining experience	71.9%	88.7%

SURVEY: RECREATION THERAPY

This entails activities and support by trained specialists for our residents in Long-term Care, Memory Support, and Assisted Living. Both campuses use survey data to adjust recreation therapy to meet resident preferences. The data is highly specific, so we are only presenting customer service opinions here.

	Customer Service "Excellent" or "Good"		
	Responded	Target	Result
AFRH-G:	35	70%	91%
AFRH-W:	66	70%	98%



Our first picnic outside the new Scott Building features music and food.



The best view on the Mississippi coast is from the grounds of the AFRH-G.

⁹ October–March: the AFRH-W operated kitchens in LaGarde & Sheridan prior to opening Scott Building.

PERFORMANCE MEASURES (CONTINUED)

SURVEY: FACILITIES, ACTIVITIES & SERVICE

Both AFRH communities administer this annual survey to Independent Living residents. This detailed survey asked questions about the residents' preferences for facilities, programs, daytrips, and hours. The results are listed below in order of preference.

	Preferred Facilities	Favorite Activities:
AFRH-G	Fitness Center & Exercise Community Center Walking Trails The Library	Birthday Celebrations Daytrips Ice Cream Socials Cookouts & Picnics
AFRH-W	The Library* Movie Theater* Fitness Center & Exercise* Community Center* Thrift Store*	Cookouts Daytrips July 4th Celebration Ice Cream Socials

*New Scott Building

DC residents love the new library with its epic books and sweeping views.



Gulfport residents love fitness classes, bike riding, walking, and swimming.



“All my relatives who visit are jealous!”

—Helen Bieda (Navy, AFRH-G)

A Biloxi native, Helen joined the Navy during WWII and was stationed in Cleveland, printing war bonds. “I was always near major metropolitan areas and had opportunities to travel, which I may not have done if it weren’t for serving.” Through the GI Bill, Helen later studied recreation at a university in New Orleans.

She quickly found a job in Tokyo as a Recreation Director on a base for the 7th cavalry regiment. “I oversaw the leisure activities—it was exciting.” Years later she held a similar position at Keesler Air Force Base. Then, Katrina destroyed her home, causing her to move into AFRH-G when it reopened.

“The Home was where I needed to be.” At age 90 Helen is busier than ever. She’s a RAC floor representative and Chairman of the Morale, Welfare, and Recreation Committee. She also exercises and plays bridge. “Our social life is so great. It improves our quality of life and makes us live longer.”

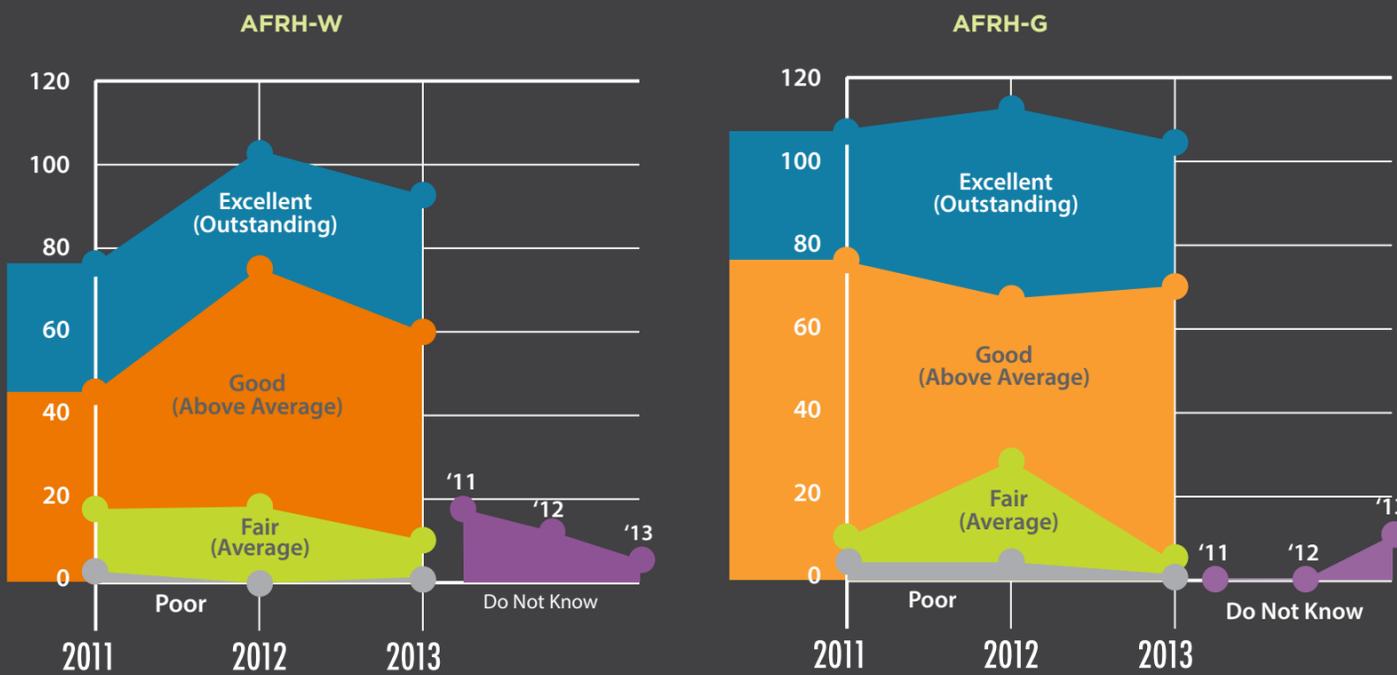
PERFORMANCE MEASURES (CONTINUED)

TREND ANALYSIS: CUSTOMER SERVICE

Once again AFRH Customer Service, based on our PCC initiatives, is showing overwhelming satisfaction. Since 2010 so many changes were made to the population size and composition on both campuses. Furthermore new facilities opened at the AFRH-W at the completion of the Scott Project.

Given all of the disruptions and inconveniences to our residents, they still provided us with data that shows a positive trend—and our Customer Service is still rated very highly. This is strong evidence to the dedication of the AFRH staff. We also gather trend data in our upper levels of care, although these populations are smaller. Their positive opinions are a true testament to the high quality of care being delivered.

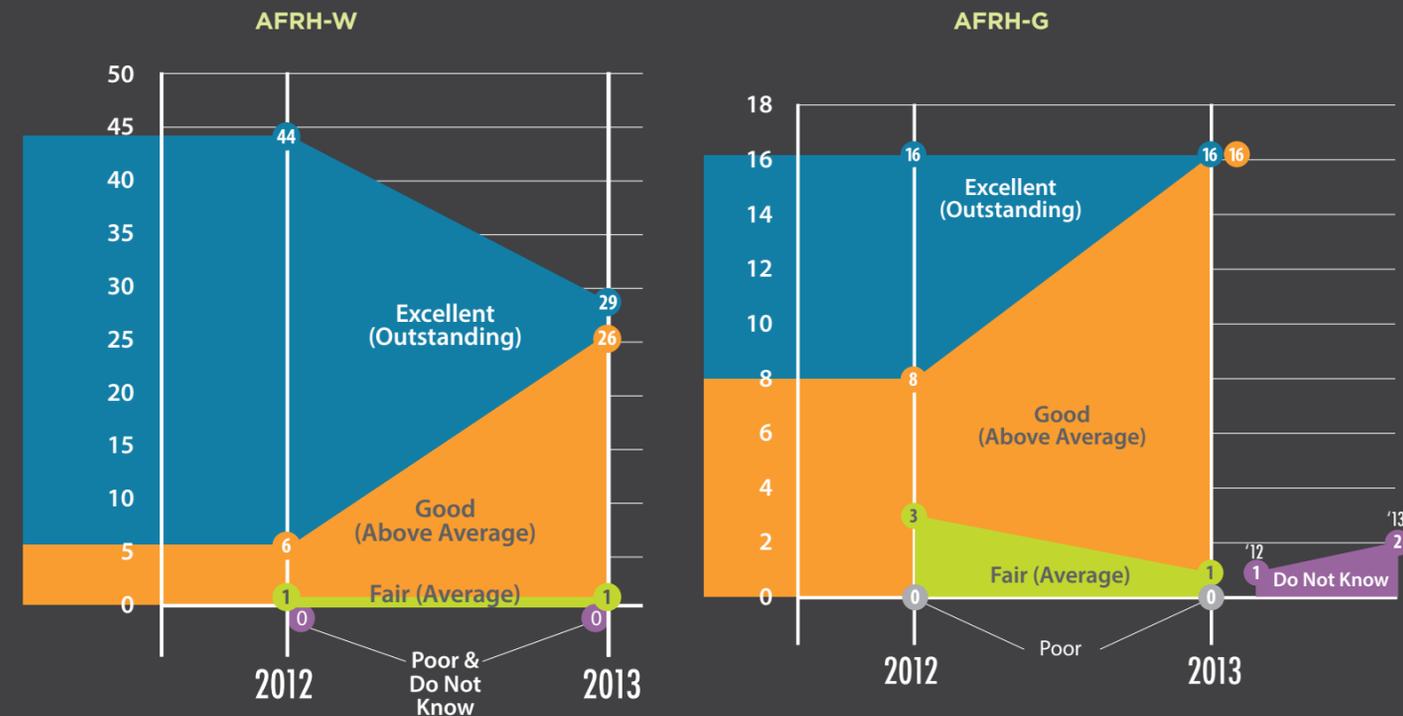
The AFRH trend for high customer service endures



AFRH-W Administrator David Watkins embodies Person-centered Care at the Scott open house.



Constructive employee feedback is a valuable measure



“Working at AFRH is ‘Very Good’ or ‘Better’”: 83%

	Responded	Target	Result
AFRH-G:	64/100 (64%)	70%	88%
AFRH-W:	31/197 (16%)	70%	73%

5) EMPLOYEE INPUT

The annual OPM Climate Survey was administered in September 2013. The responses indicate that we need to make improvements in our working environment. One caveat: the OPM Survey response rate was very low—perhaps because the DEOMI had also been given recently in the third quarter. All told, only 95 out of 297 employees responded (32%).

To gather more feedback, we conduct employee focus groups, brown bag lunches, and staff-centered action

committees. Plus, the AFRH COO hosts quarterly staff meetings at both communities and gladly answers questions on the spot.

Another new initiative: creating a Communications Plan for residents / staff to ensure adequate information flow. All the while, we emphasized the importance of giving and receiving facts and news as well as creating positive dialogue between management, the residents, and the staff.

HUMAN CAPITAL

RECHARGED

The AFRH Strategic Human Capital Plan (SHCP) identifies strategies to address key performance challenges. Those strategies are linked to the AFRH Strategic Goals and reflect the spirit of the AFRH Guiding Principles. The SHCP, finalized in FY 2010, stresses the vital importance of mission achievement to our dedicated workforce.



Donna Smith (AFRH Chief Human Capital Officer) monitors all employee concerns.

SHCP GOALS

Goal 1: Foster mission-focused human capital planning

— Maintain a strategic human capital framework

Goal 2: Cultivate a leadership culture that fosters excellence and mission achievement

- Design a succession management plan focused on leadership development
- Promote a standard of integrity centered on achieving the AFRH mission

Goal 3: Ensure a culture of Person-centered Care excellence

- Implement, monitor, and enhance a clear, concise, and measurable performance management system aligned with the AFRH mission
- Emphasize employee accountability Agency-wide

Goal 4: Recruit, develop, and retain a capable workforce committed to caring for residents

- Recruit and hire employees with the skills required for mission achievement
- Link employee professional development to AFRH mission needs
- Retain valuable employees with a strong performance history

Goal 5: Promote Human Capital Accountability

- Implement an Accountability Plan to track human capital accomplishments

FY 2013 HIGHLIGHTS

AFRH-G

The new Administrator joined us in the summer of 2012. At the start of FY 2013, management honed the AFRH-G vision. Recommendations for team building included ongoing group activities such as a management book club. Staff grappled with the ideas presented to improve working conditions. Ultimately, they were the first to test a flexible work schedule, which was later adopted by the AFRH corporate office.

Performance

A revised Personnel Management Plan with timeline was finalized in September. Process changes included a) workflow adjustments to ensure recurring / timely employee performance evaluation and counseling, b) automation to improve the processing of Performance Plans, evaluations, and counseling, c) adjustment of the rating cycle, d) establishment of a more manageable number of critical elements (3-5), and e) AFRH Human Resources staffing adjustments to the workload.

Staff Environment

We shaped up communication vehicles to increase flow of information to the staff. We continued education on the “small house” concept in dining and living models. Plus, emergency operations were emphasized. The new employee newsletter was created for distribution on October 1.

Workforce

All job descriptions were reviewed and updated. Hiring key staff members became a high priority. Corporate: recruiting for the Executive Support Officer, the Chief Financial Officer, and the Inspector General began. Campus: filling the positions of Chief, Resident Services and Chief, Healthcare Services at the AFRH-W was finalized. With the opening of the Scott and the closing of the Power Plant, planning for appropriate AFRH-W staffing began. Care was given to minimize RIFs and leverage staff skills, albeit a RIF took place in healthcare due to the population decreases in higher care levels.



VERIFICATION & VALIDATION

REASSURED

Federal agencies are required to certify completeness and reliability of performance data. The financial data and performance results in this Report enable the AFRH to administer its programs, gauge their success, and make adjustments to improve program quality.

The COO Message assures our constituents that the financial and performance data presented in this report are complete and reliable. The AFRH has several means of external, independent reviews including OPM, BPD, CARF / CCAC, and the DoD IG.

Further, the AFRH holds program managers accountable by setting meaningful and realistic targets and ensuring regular monitoring. Corporate and campus managers review performance measures throughout the fiscal year via the Business Plans and the PI Committees.

The ICB also reviews high risks quarterly and proposes mitigations, if applicable. The financial data systems operated via BPD check for reasonableness, consistency, and accuracy. Throughout the year all managers check the financials via a budget review process.

Arvin Dillon (Air Force, AFRH-W) is overjoyed with aloha from the island performers.



Farris Dozier (Army, AFRH-W) waits patiently for Bubba at the AFRH-W fishing rodeo.



SUCCESS MEASURES

Customer Satisfaction

- Improvement in 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 (FY 2013)

Policy Statements	6
Notices	9
Directives	7
Fact Sheets	4

Business Measures

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

Financial Data

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

External Benchmarks

- Maintenance of CARF / CCAC Accreditation
- Inspection by DoD IG (last one: Aug - Sep 2012)
- Inspection by CARF (last one: Sep 2011)



Roy Cogle III and Roy Cogle, Jr. (Navy, AFRH-W) are the first father / son duo on the Diamondbacks.



David Sampson (Air Force, AFRH-G) dons a foot-high hairdo for clown Bello Nock.

“I’m just relaxing and enjoying life here.”

—James Taylor (Navy, AFRH-G)

James spent 20 years in the Navy as an engineer on nuclear-powered submarines. “We made our own electricity and turned seawater into drinking water with nuclear power.” He and his shipmates were also able to make oxygen that way and stay out at sea for 1,000 days.

In 2002, James came to the AFRH-G. Last year, he got permission to build an archery bow. “I learned by following instructions on a CD.” He started with a 2 X 4 and used sanders and tools from the wood shop. He’s built quite a few so far. The AFRH newspaper, *The Communicator*, recently ran an article on James, and he is hopeful it will drum up more interest in creating an archery club.

