Henri is passionate about cars. During our interview, he broke away to help a resident change his oil.

“When I retired from the Army, I sold Hondas for 20 years. When it was raining and few customers were around, I’d go ask the mechanics questions to keep from getting bored. I learned quick.” Today Henri shows residents where the tools are and offers guidance. Plus he tinkers with his own car. “When I arrived, I noticed a few abandoned vehicles taking up parking spots, including a handicapped space. And I’ve been pushing to get notices on those cars to be moved. I’m pretty vocal. So someone volunteered me for the RAC, and Scott Project committee,” he chuckled. Henri also likes golfing, bowling, and volunteering. Plus he goes downtown and has been to lots of museums. “I’m very happy. The only thing I’d change is adding some evening activities.” Maybe, someday, Henri will run an auto maintenance demo for residents?

“I volunteer in the auto shop and help steer residents in the right direction.”

— Henri Gibson (Army)
Since 2004 AFRH has been fully engaged in a pilot Performance Management Program (PMP) – linking strategy to goals via extensive business planning and staff performance plans. This pilot has been part of a larger strategic endeavor to align human capital management strategies with Agency Mission, Goals and Objectives. Such alignment creates a results-oriented culture – which fosters a diverse, high-performing workforce. It establishes a system that distinguishes high and low levels of performance. Plus it effectively links individual (and departmental) performance to our Goals and desired results.

Our PMP was officially launched in an agency notice in FY09. To ensure staff members truly understand their performance link to the AFRH strategy, we revamped our PM training, made it mandatory, and administered it to most staff in FY09. Also, we rolled out an updated individual performance plan.

Two of the three “service areas” had a lack of supervisor input due to staff changes in early FY09. That resulted in the shift of 2008 performance from its usual 12-month cycle to a longer one ending March 2009. That shift means the 2009 performance cycle only spans April - December 2009.

One annual requirement is the Employee Satisfaction Survey, which was administered in August 09. The results show a majority of staff agree that working at AFRH is “very good” or “better” (actual result: 63%, which is slightly below our 70% goal). FY09 also featured an audit by OPM at the end of September. Results are forthcoming in FY10.

58.3% of AFRH-W jobs are mission-critical. Many are in Healthcare (see below):
Last year, we pioneered the concept of establishing four key “Focus Areas” that directly impact our bottom line. We directed our resources to support these Areas and presented the results in the FY08 PAR.

Our focus forward is now on “significant challenges.” OMB called upon all Agencies to support the President’s attention to high-impact goals. In response, we’ve revamped our Focus Areas – and we’re now monitoring progress according to our new “High-Priority Performance Goals.”

Reporting

These new Goals are already being measured – and our efforts are making a great impact on AFRH modernization. In fact, the new Goals have united staff and vendors to meet their end requirements.

Yet, our performance reporting is still in a state of flux. Starting in FY07, we baselined our performance measures by first isolating, then consolidating, key metrics. That process began the integration of performance with budget allocations. Moreover, we identified the costs associated with each Strategic Goal.

In FY09 our budget integration was fully automated – but reporting of the net cost by Strategic Goal will not occur until we have two full years to compare. This will occur in FY10.

Goal 1: Healthcare (Resident Wellbeing)
Ensure exceptional resident care and extensive support.

ACCREDITATION: IN GOOD STANDING
- CARF Accreditation Good through 2013
  - Quality Improvement Plans up-to-date via PI meetings
  - PI meetings expanded to cover AFRH high risks
- DoD IG Inspection
  - September 09: awaiting report
  - No indication of major findings

COMPLETED RESIDENT ASSESSMENT PLANS = 99%
- Vitality Plans in place for Residents November 08
  - All residents receive an annual assessment
  - At annual physicals residents get assessments
- Aging in Place initiatives moving forward
  - Now developing program with appropriate resources
- Aging in Place staff training in development
  - (FY10 rollout)

RESIDENT SATISFACTION = 70% OVERALL
- Annual Surveys = 74% “Excellent” or “Good”
- “Excellent” Dining Survey taken in Healthcare only
Major Bell (Air Force) is thanked for his service by resident George Wellman (Army).

Goal 2a: Housing (Gulfport)
Add residents to a fully functional facility in FY11.

☑ CONSTRUCTION WITHIN BUDGET & ON SCHEDULE
- Beach Access:
  - Estimated Completion: March/April 2010
- Chapel:
  - Notice to Proceed June 8, 2009
  - Total Completed & Stored 18.77%
  - Estimated Finish: March/April 2010
- Gulfport Main Facility
  - Estimated Finish - July 2010
  - Design:
    - 100% complete; drawings issued to builders
    - Finishes and color selections final
    - FF&E* procurement packages final
    - Swimming pool 85% done (base contract mod.)
  - Design-Build:
    - Main facility notice to proceed Jan 3, 2008
    - Total completed & stored 68.52%

☑ OPERATIONAL PLANS DEVELOPED

Goal 2b: Housing (Washington)
Right-size* facility and give it a facelift by 2013.

☑ SCOTT PROJECT WITHIN BUDGET & ON SCHEDULE
- Scheduled Completion:
  - Commons/Healthcare: late Dec 2012
    - Bridging Design Architect-Engineer: Dimella Shaffer
    - Construction Manager: Jacobs Engineering
    - Progress: POR* review underway with Project Team, management & staff
    - Design: 10% complete; 100% target: July 30, 2010
  - Transition:
    - Chiller & Cooling Tower:
      - Relocate chiller & cooling tower to Sheridan before Scott demolition
    - Design: Chiller & Cooling Tower
      - 20% complete; 100% target: May 31, 2010
    - IT:
      - Move IT environment from Scott to Sherman
      - Conducting IT Relocation Study

☑ OPERATIONAL PLANS DEVELOPED

King and Queen of Mardi Gras: Robert Stevenson and Anna Kubish (Army).
Enlisted LPN students come work here for two weeks, full-time.

Goal 3: Stewardship (Corporate Effectiveness)
Maintain overall vitality via more efficient management.

✓ Trust Fund solvency
  ■ AFRH LRFP:
    - Completed and then updated in FY09
    - Analysis & forecasting assured solvency
    - Forward-thinking AFRH plans were key
  ■ IC Risk Management Plan:
    - Program Developed
    - High risks at AFRH identified
    - Action Plans written
    - Quality reviews scheduled

✓ Accuracy of financial reporting
  ■ Unqualified Audit Opinion: (earned FY09)
  ■ Fifth straight year
  ■ Financial Management Notice: published

ANALYZE ADVANCES

Performance Budget Integration

Financial Growth

FY09 updates to the LRFP have affirmed Trust Fund solvency. Management’s emphasis on Aging in Place will promote longer resident independence, healthier lifestyle alternatives and greater support services. By wisely managing our high cost centers and lowering service expenses, we will modernize the quality of life for residents and preserve the AFRH Trust Fund.

As we prepare for the reopening of Gulfport in FY11, we recognize the need to create cost-effective financial models for both the resized Washington campus and the new Gulfport one. So, we created several strategies to achieve this.

Savings measures for financial growth:
  • Staffing wisely to support Aging in Place
  • Hiring aptly (per expected resident mix)
  • Creating efficient, performance-based contracts
  • Ensuring economic & environmental responsibility

FY09: 1st year we automated the measurement of spending, per strategic goal.
Exceptional Service

AFRH Service standards continue to be upgraded. With added attention to resident-focused service, our Business Plans in FY09 were augmented with specific targets. For instance, to “personalize” our customer service and better meet the residents’ needs, we added several key actions:

- Improved Processes
  - With the Scott Project well underway, the planned demolition of the current Scott Residence poses a problem—given the location of our IT hub inside. So plans were finished in FY09 to move it. Plus, a Memorandum of Agreement (MOA) has been signed for the upgrade of desktop support and hosting consolidation.
    - The approved recommendation (for FY10 implementation) comes via NBC and will provide fully compliant data migration, consolidation and hosting services. This all-inclusive support includes network services to all Federal requirements, desktop support, email, calendaring, hosting of UltraCare (medical records), web services, IT security management, computer maintenance, and records management.
  - Regarding CARF accreditation, monthly PI meetings are being expanded. Given that we have identified high-risk areas, a new agenda item to address progress in these areas was added.
  - A thorough look at policies, directives, and Standard Operating Procedures (SOP) in healthcare service was completed. Most Healthcare SOPs (470) were updated and redistributed. And a total of 274 directives, notices, and policies were published.
  - Further, Procurement processes were revamped and yielded improved contracts for the coming year—especially in Campus Operations. Also, the Home is reaching for LEED Silver compliance in all new construction to bring AFRH into compliance with “green” solutions to rising energy costs.
  - Lastly, the installation of keyless entry systems for both Sheridan in Washington and the new facility in Gulfport are well underway.

- Learning & Growth
  - PM training was added to mandatory training courses.
    - This ongoing staff training is vital to transforming our entire culture to Aging in Place. In fact, we have a renewed emphasis on all our human capital programs.

- Culture of Integrity
  - Drafted goals and measures for Human Capital Program.

Resident Roger Davison (Air Force) earns a jacket for walking 24,000 miles.

Residents transplant an historic tree from one of Abe Lincoln’s landmark properties to AFRH grounds.
**INSPECT PROGRESS**

**Performance Measures**

FY09: Our 1st year measuring High-Priority Performance Goals. We compared the results of our High-Priority Performance Goals to measurements of our Strategic Goals of years past. And we detected a consistent trend of meeting our measures. In FY10 we will refine our High-Priority measures for even greater performance.

**SEE WHAT’S NEW**

- Big progress on capital improvements (AFRH-G & -W)
- Overall success on financial goals (despite recession)
- 1st automated year to track spending by strategic goal

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### High-Priority Performance Goals Analysis

<table>
<thead>
<tr>
<th>High-Priority Performance Goal</th>
<th>Baseline Performance Measure FY07 Target</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal: HEALTHCARE (Resident Wellbeing)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation</td>
<td>In good standing</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td>% of resident satisfaction</td>
<td>70%</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td>% of resident assessment plans</td>
<td>95%</td>
<td>NA</td>
<td>NA</td>
<td>Met</td>
</tr>
<tr>
<td><strong>Goal: HOUSING FOR VETERANS (Gulfport &amp; Washington)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GULFPORT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>Within budget and on schedule</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td>Operational Plans</td>
<td>Plan</td>
<td>N/A</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td><strong>WASHINGTON</strong></td>
<td></td>
<td></td>
<td></td>
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<td>Plan</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td><strong>Goal: STEWARDSHIP (Corporate Effectiveness)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust Fund solvency</td>
<td>Even balance of resources vs. obligations</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td>Accuracy of Financial reporting</td>
<td>Unqualified audit opinion</td>
<td>Met</td>
<td>Met</td>
<td>Met</td>
</tr>
<tr>
<td>Evidence of measurable training goals</td>
<td>80% participation in 4 mandatory training classes for all staff</td>
<td>Met</td>
<td>Met</td>
<td>Not Met</td>
</tr>
<tr>
<td>% of Employee Climate Survey responses of “Excellent” or “Very Good”</td>
<td>70%</td>
<td>N/A</td>
<td>Met</td>
<td>Not Met</td>
</tr>
</tbody>
</table>
IDENTIFY INTERESTS

Resident Surveys

To assess resident satisfaction, AFRH has several measures – both in Strategic Goals – and now in High-Priority Performance Goals.

In FY09, we conducted a survey of prospective Gulfport residents to gauge preferences in bed size (double or single). With 126 votes for single, AFRH chose to buy 150 single mattresses – and acquire adjustable bed-frames that can accommodate a single or full. This way, we can satisfy everyone.

Further, Resident Services took a thorough annual survey on activities. The comparative results are shown along with the highlights.

What’s more, a meal satisfaction survey was taken in LaGarde (for LTC and AL residents) and it was compared to last year’s survey. (A dining survey in Scott only occurs every other year, and we performed one in 2008.)

SURVEY RESULTS

Customer Service:

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<thead>
<tr>
<th>Evaluation</th>
<th>2008</th>
<th>2009</th>
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<tbody>
<tr>
<td>Outstanding</td>
<td>31</td>
<td>34</td>
</tr>
<tr>
<td>Above Average</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>Average</td>
<td>46</td>
<td>45</td>
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<tr>
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<td>10</td>
<td>11</td>
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<tr>
<td>Poor</td>
<td>4</td>
<td>1</td>
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<td>No Comment</td>
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Resident Services has been tracking “customer service” responses since 2006. The chart to the left shows the trend varying somewhat but remaining well above our target of 70% at the Outstanding or Above Average mark.

With the imminent resizing of the Washington facility, it is vital for us to know which amenities are preferred, so we can plan accordingly. The chart to the left reveals the library and the fitness center are now the most used resident services. This trend has remained constant over the years we’ve conducted surveys (FY05-09).

Naturally, AFRH wants to please residents with a full range of activities. Our annual survey showed ice cream socials, July 4 celebration, and day trips are still at the top of residents’ favorites, according to recent trends.

“We try to stay very active,” she said. “Exercise class – twice a week!” he said.

– Buron & Helen Noel (Air Force & Navy Wave)

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LaGarde Resident Meal Satisfaction Survey

Resident Responses of “Greatly Exceeds, Exceeds and Meets”

2009 LaGarde Meal Satisfaction Survey Results

Residents Surveyed

2009 - 81 Resident Responses

Evaluation

Flavor

Temperature

Service

Appearance

2009 LaGarde Meal Satisfaction Survey Results

Residents Surveyed

2009 - 81 Resident Responses

Evaluation

Flavor

Temperature

Service

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LaGarde Dining: Results
(Service quality Meets or Exceeds):

82%

Gauge Achievement

Verification & Validation

Federal agencies are required to certify completeness and reliability of performance data. That data must be verified and validated—so AFRH has several means of external, independent reviews (e.g., OPM, BPD, CARF/CCAC, 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 Surveys
• Updated Policies & Directives
  - Policy statements = 5
  - Notices = 11
  - Directives = 11

External Benchmarks:
• Maintenance of CARF/CCAC accreditation
• 1st inspection by DoD IG (no major findings)
• Evaluation of major operations by DoD IG
• 1st annual review by Local Board of Advisors & creation of meeting survey tool (No major issues & full accord)

Financial Data:
• Annual reviews of fiscal status & reporting devices (BPD & external auditor)
• Published a Financial Management Directive

New benches are built with personalized plaques for a $500 donation.

David Anderson (Air Force) bags “catch of the day” at the Fish Rodeo.