



IOWA VETERANS HOME

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Terry E. Branstad, Governor
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State of Iowa
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Iowa Veterans Home Five-Year Strategic Plan (FY2015 - FY2019)

OUR MISSION: To provide a continuum of care to Iowa's veterans and their spouses in an environment focusing on individualized services to enhance their quality of life.

OUR VISION: The Iowa Veterans Home will achieve the highest standards of excellence in long-term health care and quality of life for our residents. The Iowa Veterans Home will be well-known, highly-regarded, and a facility of choice for Iowa veterans needing long-term health care.

OUR VALUES:

- Respect and compassion for our residents
- Clear and honest communication with residents, families, staff, community, and volunteers
- Dedication to fulfillment of the mission of meeting the physical, mental, social, and emotional needs of our residents

Goal #1

Provide the highest quality of care, services, and activities to our residents to maximize their quality of life

Objective A: Establish an environment of respect for IVH Residents

- Involve resident and family in decision making to enhance overall individual care
- Plan and provide services that meet resident needs
- Maximize resident independence and choice
- Individualize care plans specific to resident needs

Objective B: Improve interdisciplinary processes

- Incorporate key care processes into facility-specific policies and procedures to guide staff practices and performance
- Ensure alignment in the care process of recognition, assessment (root cause analysis), treatment (based on assessment), and monitoring

- Utilize appropriate resources to help care providers and residents engage in conversations regarding their needs, support the interdisciplinary team efforts to help residents make informed and effective care choices
- Reduce the number of adverse events and preventable healthcare acquired conditions by promoting quality improvement

Goal #2

Ensure availability and maximize usage of human, physical, and financial resources to ensure current and future operations

Objective A: Ensure the physical environment meets the needs of our residents

- Develop a capital master plan for campus operations
- Ensure safe structure of campus buildings and grounds

Objective B: Ensure human resources are appropriately aligned with the mission to meet the changing needs of the residents

- Ongoing assessment of the TO to increase operational effectiveness and efficiency
- Establish data based criteria for staffing decisions
- Pursue automation in areas to increase efficiency and accountability

Objective C: Ensure appropriate allocation of state and federal dollars

- Pursue cost saving opportunities through the use of more efficient design systems
- Develop a formal equipment life cycle analysis and replacement plan

Goal # 3

Create a culture of safety awareness, quality assurance, and performance improvement

Objective A: Develop and implement a Quality Assurance and Performance Improvement (QAPI) plan

- Define Governance & Leadership for QAPI program (e.g. committee charter, program scope, committee membership, member roles & responsibilities)
- Develop measurable quality objectives and criteria
- Develop feedback mechanisms, data systems methodologies and monitoring systems
- Develop QAPI communication and document management processes
- Develop and implement a facility performance improvement plan that is aligned with the agency strategic plan

Objective B: Recognize the QAPI Committee

- Identify appropriate membership and roles in the facility
- Develop process for Performance Improvement (PI) identification; identify appropriate membership roles

- Develop criteria for PI selection and prioritization
- Develop PI methodologies

Objective C: Educate staff and residents on safety and emergency response

- Monitor safety audits, track and communicate items that need performance improvement
- Refine and implement the emergency operational plans
- Continue to provide safety education for staff and residents
- Improve/replace emergency monitoring and communication systems

Goal #4

Implement a dynamic leadership and staff development program focused on skill development and building effective teams

Objective A: Establish a positive culture of respect and accountability

- Create an environment of trust
- Provide opportunities for staff to advance and to grow professionally and personally
- Examine hiring practices to establish and maintain a workforce of highly qualified individuals
- Ensure a positive and effective integration of new employees into the workforce
- Promote staff accountability
- Ensure required skills and competencies to accomplish the mission
- Sustain and spread positive change

Objective B: Establish a leadership culture based on respect, competence and positive interactions

- Identify a leadership philosophy that directs the development program
- Utilize “Best Practices” identified within the leadership research
- Establish base leadership competencies and address noncompliance

Objective C: Build a training and development program that ensures competence, promotes teamwork, and aligns with the culture of IVH

- Promote a staff interactive leadership program
- Provide superior training to address specific leadership challenges and develop leadership skills
- Provide training on teamwork and conflict resolution; implement a plan to monitor teamwork
- Utilize effective methodologies to ensure learning occurs
- Offer in-house educational opportunities that are specific to resident needs

Goal #5

Ensure a communication system that is both efficient and effective

Objective A: Ensure that appropriate information is available to advance the mission

- Ensure effective/consistent communication that aligns with the mission
- Ensure that all stakeholders receive information necessary to effectively perform their duties

-Model appropriate communication to ensure effective outcomes

Objective B: Provide guidelines to assist staff in effective communication processes

- Develop education tools that teach IVH standards for effective communication
- Provide framework for staff use regarding the use of e-mail for communication
- Implement standards that emphasize courtesy and respect in verbal communication
- Provide a framework for utilization of chain of command for efficient communication
- Establish a mechanism to monitor effectiveness of internal and external communication