

# IOWA VETERANS HOME

Marshalltown, Iowa

## STRATEGIC PLAN

---

2012 – 2014

---

VETERANS ARE THE CORNERSTONE OF OUR  
EXISTENCE AND THE FOUNDATION UPON WHICH  
OUR DEDICATION, REVERANCE, CREATIVITY, AND  
STEWARDSHIP IS BASED

Presented by:

David G Worley  
Commandant

# STRATEGIC PLAN

## MISSION, VISION, and VALUES

### 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 dedication to the men and women who served our nation is reflected in:

- Our Responsibility – Be committed and responsible to the care and well being of our residents.
- Our team approach – Clinical disciplines, support services, families, volunteers, community, and the residents actively participate in developing comprehensive health care.
- Our motivation to maximize independence – Maintain and enhance functional abilities of those we serve through a variety of therapeutic interventions.
- Our commitment to valuing our employees – Provide our employees with a work environment conducive to mutual respect, accountability, caring, individual growth and development.

## VISION

As we enter into this next decade, ending one war and continuing another, the Iowa Veterans Home will continue to be faithful to our caring tradition of serving the veterans community. We will achieve this vision by striving to:

- Be a leader in nursing home care and residential care.
- Pioneer innovative methods to enhance the health care services to our community.
- Take a leadership role both locally and nationally as advocates for veterans and their families.
- Maintain an innovative organization with the flexibility to respond to the changing health care environment.
- Excel in the care of residents living with chronic mental illness and debilitating diseases affecting the aging population.

## **VALUES**

Our Values are displayed in the way we operate every day.

### **Leadership**

Serving with dignity, courage, and compassion.

### **Integrity**

Honestly communicating with residents, family members, colleagues, volunteers, and community.

### **Service**

Treating all with respect as we fulfill our mission.

### **Honor**

Respecting the tradition of service and duty by maintaining a healthcare facility that is befitting the honor of America's heroes in their time of need.

## **ASSESSMENT**

The Iowa Veterans Home (IVH) is one of the largest State owned/operated Veterans Home in the United States and Puerto Rico. We are licensed for 688 beds, which include long-term nursing and residential levels of care. We serve veterans and their spouses with highly complex health care needs.

The "stove pipe" leadership style that was previously in place was missing essential elements. An interdisciplinary team met in April of 2011 to develop a structure that put the resident at the center of decision making. Through this process the concept of Unit Based Leadership was developed.

The Master Construction Plan developed in May of 2006 was modified to create a private living space for all residents. This model will assist in meeting the challenges that IVH will face with respect to providing services to an ever changing veteran population while improving the work environment for staff.

These changes in leadership and environmental structure will allow the Iowa Veterans Home to develop services for those veterans returning from current wars with traumatic brain injuries, post-traumatic stress disorders and physical disabilities while focusing on their mental health needs.

## **SWOT ANALYSIS**

Our SWOT analysis recognized the following:

### **Strengths**

Quality of care

Interdisciplinary concept

Volunteer community

Adequate state & federal funding

Visibility in community

Location & size

Committed & dedicated workforce

Internal support services

Involved residents & families

Strong stakeholder support

### **Weaknesses**

Leadership structure	Aging infrastructure
Indecisive leaders	Location & size
Aging workforce	Ineffective communication process
Recruitment of mental health professionals	Resistance to change
Decision-making process	

### **Opportunities**

Change leadership structure	Communication with stakeholders
Generate new funds	Construction & design development
Education of legislators	Community support
Workforce education	Develop improvement plans
Partnering opportunities	Strengthen USDVA relationship

### **Threats**

Limited state funding	Resistance to change
Rising cost of care	Not prepared to meet needs of future veterans
Diminishing number of veterans	

*The following goals reflect the leadership team's commitment to focus all decisions on personalized and professional care.*

### **GOAL:**

**Serve as a model for quality long-term care.**

**Strategy:** Utilize methods of evidence based practice in our delivery of clinical services.

1. Expand our scope of knowledge through the use of data and measure against industry standards.
2. Educate clinical staff on identifiable outcomes that will optimize the quality of care.
3. Implement improved clinical processes through protocols and procedures

**Strategy:** Develop and implement a unit based team approach to the delivery of care

1. Eliminate departmental structures to allow increased communication and facilitate interdisciplinary care at the unit level.
2. Align the Medical Services, Director of Nursing, and the Director of Clinical Operations under the Deputy Director to provide comprehensive care of our residents.
3. Educate and support unit teams to empower decision making at the unit level.

### **GOAL:**

**Create a facility where each resident lives in private room and all support services are easily accessible.**

**Strategy:** Change the master building plan to meet the needs of all future residents.

Action Steps:

1. Design and build a new 75 bed facility that meets state and federal guidelines.
2. Design and renovate the Dack & Malloy buildings.
3. Design plans for all support services to meet the needs of every future resident, with the infrastructure to support the entire facility.
4. Secure federal & state funding for these projects.

**GOAL :**

**Maximize cost effectiveness of the operation.**

**Strategy:** Reduce the cost of Government by 15%

Action Steps:

1. Maintain census at its highest level.
2. Maximize Medicare Part B billings.
3. Accurately bill resident cost of care.
4. Evaluate new opportunities for revenue enhancement.
5. Seek opportunities to collect outstanding debt.
6. Support efforts to increase federal per diem payments.