

IOWA VETERANS HOME

STRATEGIC PLAN

2007-2010

CARING – OUR ONLY REASON FOR BEING

Presented by:

Daniel R. Steen

Iowa Veterans Home Commandant

STRATEGIC PLAN

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MISSION AND CORE FUNCTIONS

Mission:

CARING - Our Only Reason for Being

Core Functions:

Health Care & Support Services

Provide quality interdisciplinary long-term care to veterans and their spouses so their optimal level of health, and well-being is maintained.

Resource Management

Provide the necessary resources and support to IVH staff so they can deliver the highest quality care to our veterans and their spouses.

VISION

A Partnership in Service and Care

VALUES

The Values you experience at IVH are delineated as part of our Mission Statement:

C – community/compassion

A – accountability

R –respect/reverence

I - integrity

N - nurturing

G -growing

ASSESSMENT

The Iowa Veterans Home (IVH) one of the largest State owned/operated Veterans Home of the over 109 State Homes located in the United States and Puerto Rico. We are licensed for 830 beds that provide 3 levels of care, which includes long-term nursing, infirmary and residential. We provide services to a population of residents that would fill the beds of 8 – 10 community nursing homes. These residents are veterans, or spouses of veterans, with highly complex health care needs.

In May 2006, group of staff and stakeholders met to assess IVH's current state and map out a plan for meeting the needs of veterans' health care into the future. They reviewed assessments of IVH services done by the Department of Inspections and Appeals and the Department of Veterans Affairs. Both of these surveys were very positive in their assessments of the services provided as IVH. The group also reviewed the results of the Quality of Life survey done with residents at the facility and the IVH employee survey. The overall outcomes on the Quality of Life survey were positive with an overall score of 92%. Some questions such as noise on the unit, the dining experience, rules of the facility being too controlling, and the lack of recognition of talents and abilities were rated lower on the survey. The employee survey revealed a satisfied work force but there were questions regarding decision-making, planning of their own work and having a say in work design that ranked below the average. The results of both of these surveys showed room for improvement. The group also brainstormed on the types of services and living community that would meet the needs of veterans in the future. As part of this service review, the group met with nursing home administrators who were implementing many aspects of the "Culture Change" in their facilities. This goal of this movement is to move away from the traditional nursing home model to a more home-like setting. This involves putting the resident in control of their care and having the front-line workers involved in work planning and decision-making. This model seemed to offer a way to meet the challenges that IVH faced with respect to providing services in an environment that meets resident expectations and also improves the work environment for staff. As result of these sessions, strategic focus areas were determined to guide the facility in future development. Staff was appointed to be the sponsors and accountables for work groups that were assigned to each of the focus areas. The sponsors and accountables held open houses in July through August of 2006 to inform residents and staff of their assignments and to recruit members to work with them. Each of these groups has identified objectives.

In May 2007, as a follow up, staff met and completed a SWOT analysis to look at how current efforts would meet future needs. The analysis identified the following strengths, needs, opportunities and threats. Some of the data that was used in the development of this SWOT included that from the resident Quality of Life survey, the employee satisfaction survey and open forums with both staff and residents on moving services to a more home-like setting, as noted above.

Strengths

Quality of care	Diversity of work force
Location & size	Interdisciplinary concept
Committed & dedicated workforce	Staff that knows & values mission
Knowledge and skills of workforce	Beautiful campus and parking
Many services & resources	Fiscally sound with adequate funding
Visibility in community	Committed to improvement
Active & involved residents & families	Strong stakeholder support
Leadership listens to input from residents & staff	

Weaknesses

Size	Aging infrastructure
Location	Aging workforce with 45% eligible to retire in the next 5 years
Bureaucratic hierarchy	Recruitment of health professionals
Communication process that is ineffective	Resistance to change
Multiple disciplines that work independently	Institutional mindset
Number of people (lost in a crowd)	"Future mission determination"
Territorial interests	Lack of succession planning
Decision-making process	
Traditional nursing home model does not meet the expectations of our customer base	

Opportunities

Funds available for veteran projects	Culture change model for long-term care
Generate new funds	Master plan development
Education of legislators	Community Support
Education of stakeholders	Workforce education
Academic centers – partnering opportunities	Be "world class" veterans home

Strong customer base with changing needs
Spread IVH message to stakeholders

Speed up improvement plans
Strengthen VA relationship (federal)

Threats

Politics

Legislature & Future funding

Rising cost of care

Funding loss – public opinion shift

VA relationship (federal)

Diminishing number of veterans

Diminishing work force & recruitment pool due to national healthcare work shortage

Do not meet expectations of future customers

As the result of these two efforts, IVH has identified strategic goals to help us build on our strengths, address our weaknesses, take advantage of our opportunities and solve the threats that exist.

GOALS, CORE FUNCTIONS, AND MEASUREMENTS

STRATEGIC PLAN GOAL

IVH is recognized as a leader in long term care culture change

STRATEGIES

Implement a Person-Centered Care Culture

Objective: Explore Person-Centered Care Culture at IVH

Time Frame: FY2008

- Action Step 1 Identify IVH's current status in the culture change continuum using the Culture Change Artifacts Survey
- Action Step 2 Develop in-services to be used with employees and residents on the different aspects of culture change
- Action Step 3 Engage collective bargaining agents in discussions

Objective: Implement the IVH Person Centered Care Plan

Time Frame: FY2009-FY2011

- Action Step 1: Establish a Person Centered Care Steering Team to lead culture change
- Action Step 2: The steering team develops a vision for the household model in the new facilities with staff and resident involvement and disseminates this vision
- Action Step 3: Develop household model of care and service delivery through staff teams
- Action Step 4: Design and implement education and staffing plans for household model

Develop the vision of what the facility will look like in the future

Objective: Complete a master building plan to guide move to the household care model

Time Frame: FY 2007-2010

- Action Step 1 Complete RFP to secure an architectural firm to complete master plan.
- Action Step 2 Engage residents, staff and other stakeholders in master planning sessions.
- Action Step 3 Use completed Master Plan to develop building projects for state and federal funding programs
- Action Step 4 Develop the physical design that will provide for the household model of care and service delivery in a homelike setting that meets regulatory requirements
- Action Step 5 Complete RFP to secure an architectural firm to complete the construction program
- Action Step 6 Break ground on first phase of master plan building project.

STRATEGIC PLAN GOAL

IVH develops the services needed to meet the needs of their customers

Expand Complimentary Health Care Options Available to Residents

Objective: Provide IVH residents complimentary health care options not currently available

Time Frame: FY 2009

- Action Step 1 Identify two complimentary care services that are not currently offered at IVH and implement these.
- Action Step 2 Implement the two new services as a pilot project and measure the effectiveness and satisfaction level of participants.

Develop a Broad Array of Leisure Time Activities

Objective: Residents will participate in a variety of individual and group activities of their choice.

Time Frame: FY 2010

- Action Step 1 Evaluate information on current activities and completed resident activity survey on activities not currently available that residents are interested in being involved in.
- Action Step 2 Evaluate the current activity philosophy with the information gained in Action Step 1 above.
- Action Step 3 Implement three new activities from the survey and measure attendance and satisfaction level of participants as a pilot project.
- Action Step 4 Meet with master plan programming group to provide information on space needs for activities

Increase intergenerational activities at IVH

Objective: Establish a Daycare Center and provide daycare services for IVH employees.

Time Frame: FY2010

- Action Step 1 Review feasibility study of facility and community on need for daycare.
- Action Step 2 Using data from feasibility study to determine viability of service and funds required.
- Action Step 3 Incorporate daycare project into the IVH master plan.
- Action Step 4: Secure funding for design work., remodeling or construction.
- Action Step 5: Develop RFP for daycare services.

STRATEGIC PLAN GOAL

IVH develops the staffing resources necessary to meet future needs

Meet healthcare workforce needs for future health of organization

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Objective: Meet staffing goals for all services

Time Frame: FY2009

- Action Step 1 Partner with local community college and schools of nursing on nursing education
- Action Step 2 Identify leadership candidates and enroll in CPM program and IVCC Leadership program
- Action Step 3 Develop recruitment package for use at job fairs and educational institutions
- Action Step 4 Implement mentoring program to teach new employees the mission and vision of IVH

*Part of the Enterprise Strategic Plan and Goal 1 of affordable, quality healthcare for every Iowan