



Business Planning for Better Operational Efficiency

**Committee on Facilities Staffing Requirements for
Veterans Health Administration
Workshop on Resourcing, Workforce Modeling, and Staffing**

January 29-30, 2019
The National Academies
2101 Constitution Ave., NW
Washington, DC
Lecture Room



Topics

- Introduction
- About Plan4 Healthcare
- The Planning Challenge Facing VA Medical Centers
- SCORE Model and 4Cast Solutions
- Business Planning Concepts
- Business Planning Example
- Summary
- Questions



Introduction

- The team at Plan4 Healthcare thanks the Committee for the opportunity to present today.
- The Committee's work with regard to Facilities Staffing is an important matter; any improvements that are realized by Engineering Programs in VA Hospitals will ultimately increase Access and the Quality of Care provided to our Nation's Veterans.
- Today I will present what we believe are planning Best Practices and Tools that would benefit all VA Medical Centers across all programs and services.



About Plan4 Healthcare

History: Founded in 2015

Mission: To enable Smarter Planning for Better Outcomes

Solutions: Planning Best Practices, Planning Technology, and Implementation Support

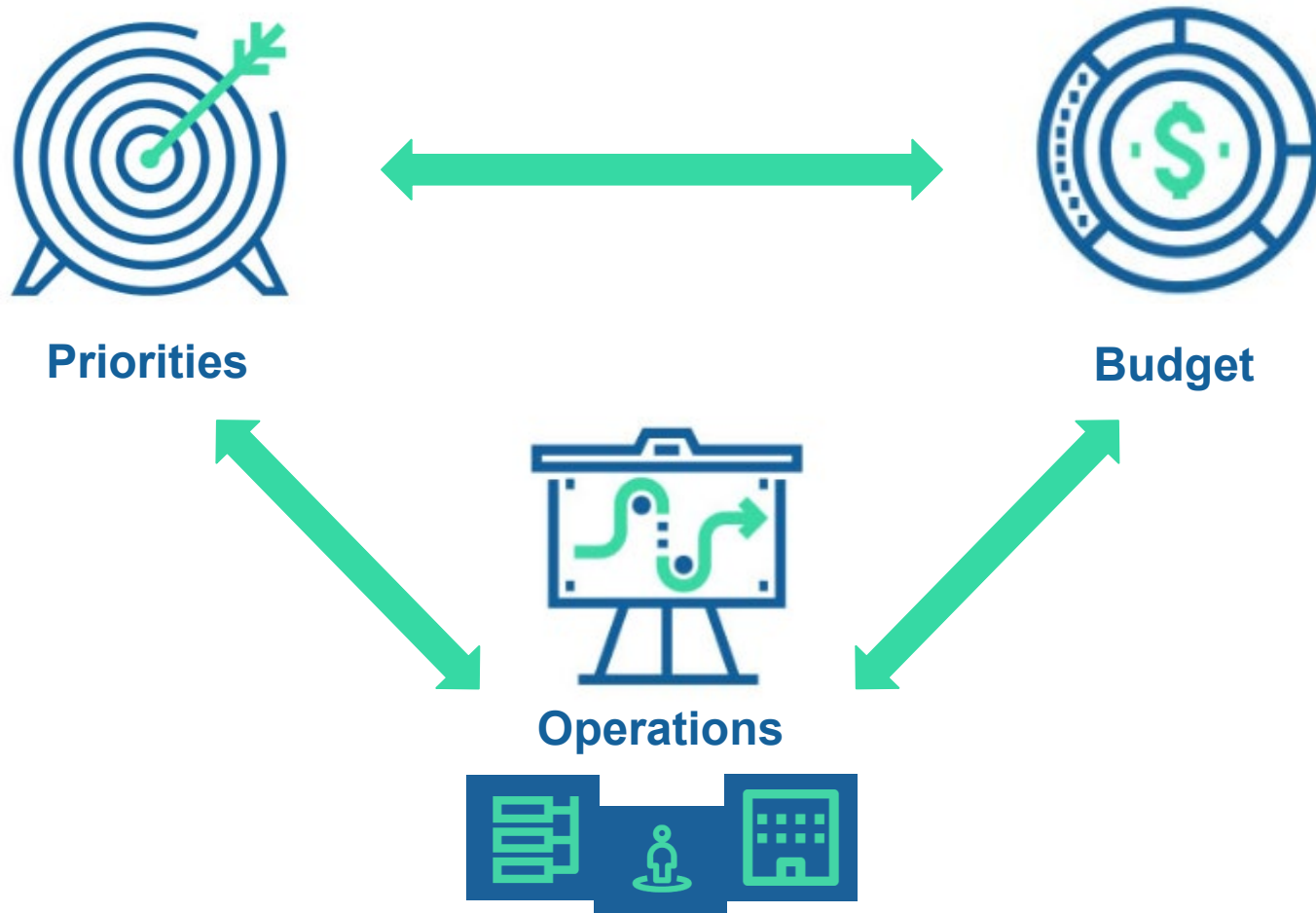
Industry: A focus on Healthcare and VHA

Team: 20 Consultants, Trainers, and VA SMEs

Clients: Within the Veterans Health Administration (VHA), 22 VAMCs in varying stages of implementation



The Planning Challenge for VAMCs





Additional Challenges & Variables

Each VA Medical Center approaches the Planning Challenge differently:

- Lack of standardized processes for facility-level planning
- No consistent tools to support operational planning
- Planning philosophies vary from site-to-site
- Leadership is constantly “putting out fires”
- Significant leadership turnover
- Constantly evolving system-level priorities
- Varying levels of business acumen and data quality at each site
- Tendency toward silo’ed operations
- Unique site-specific considerations affect planning (geography, facility structure, patient demographics, demand, services provided, etc.)



Plan4 Healthcare Solutions



INTRODUCING THE SCORE MODEL



Strategy



Collaboration



Operations

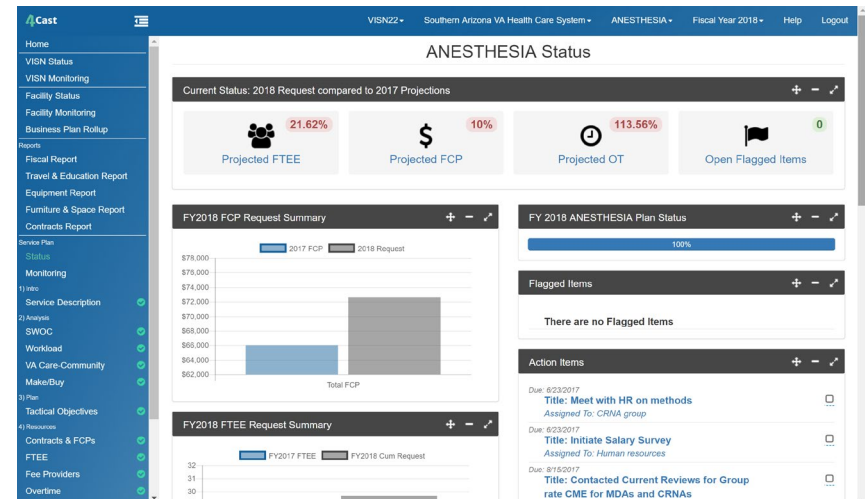


Results



Excellence

4Cast





SCORE

SCORE is a planning approach designed to optimize and align a Hospital system's strategy, operations, and resources. With SCORE, a Medical Center can prioritize and operate effectively and sustainably within budgetary constraints. SCORE defines specific methods in the areas of:

- ***Strategy*** – Setting local priorities by applying qualitative and quantitative analysis to identify the top opportunities for the Facility.
- ***Collaboration*** – Involving Leadership, Managers, and Stakeholders across the entire organization in all phases of planning.
- ***Operations*** – Establishing an operational Business Planning Process through which Services build comprehensive plans and present them to Leadership.
- ***Results*** – Approving Service-level Objectives, allocating Service-level Budgets, and measuring execution and resource usage.
- ***Excellence*** – A Management Culture through which Leadership and Service Managers are engaged in planning and accountable for performance.



SCORE Goals


- Promote data-driven decision making
- Foster consistent and sustainable planning tools and practices
- Identify opportunities to prioritize resources and/or achieve cost reduction, revenue increase, and growth
- Facilitate collaboration and communication among Leadership and Services
- Create alignment of Service-Level Tactical Objectives with Facility-Level goals and priorities
- Encourage commitment to follow through on Strategic and Tactical initiatives
- Establish the operational and financial foundation needed to sustain and improve care for many years to come



4Cast

- 4Cast is a web-based solution built by Plan4 to support the annual Business Planning cycle defined in SCORE


Welcome to the new 4Cast website! Coinciding with the launch of our new [Plan 4 Healthcare](#) company website, you will see color changes and small updates but your login information and your 4Cast Business Plan information remain unchanged. Thank you for your support.



Username*

Password*

LOGIN

Powered by 

If you are having issues logging in, please email 4castsupport@plan4hc.com for assistance.

Reminder: No PHI(Protected Health Information), or PII(Personally Identifiable Information) is to be entered into the system.



4Cast Features & Benefits

- Web-based (GovCloud) and accessible from anywhere
- Provides a consistent experience for Services
- Allows all planning elements to be aggregated and reported
- Supports a comprehensive budget “roll-up” process
- Creates Service Agreements
- Once Agreements are completed, 4Cast provides the ability to Monitor usage of resources throughout the year
- Provides Network-level view of facility planning progress and the financial impact of Business Planning decisions

Business Planning Concepts and Process Overview



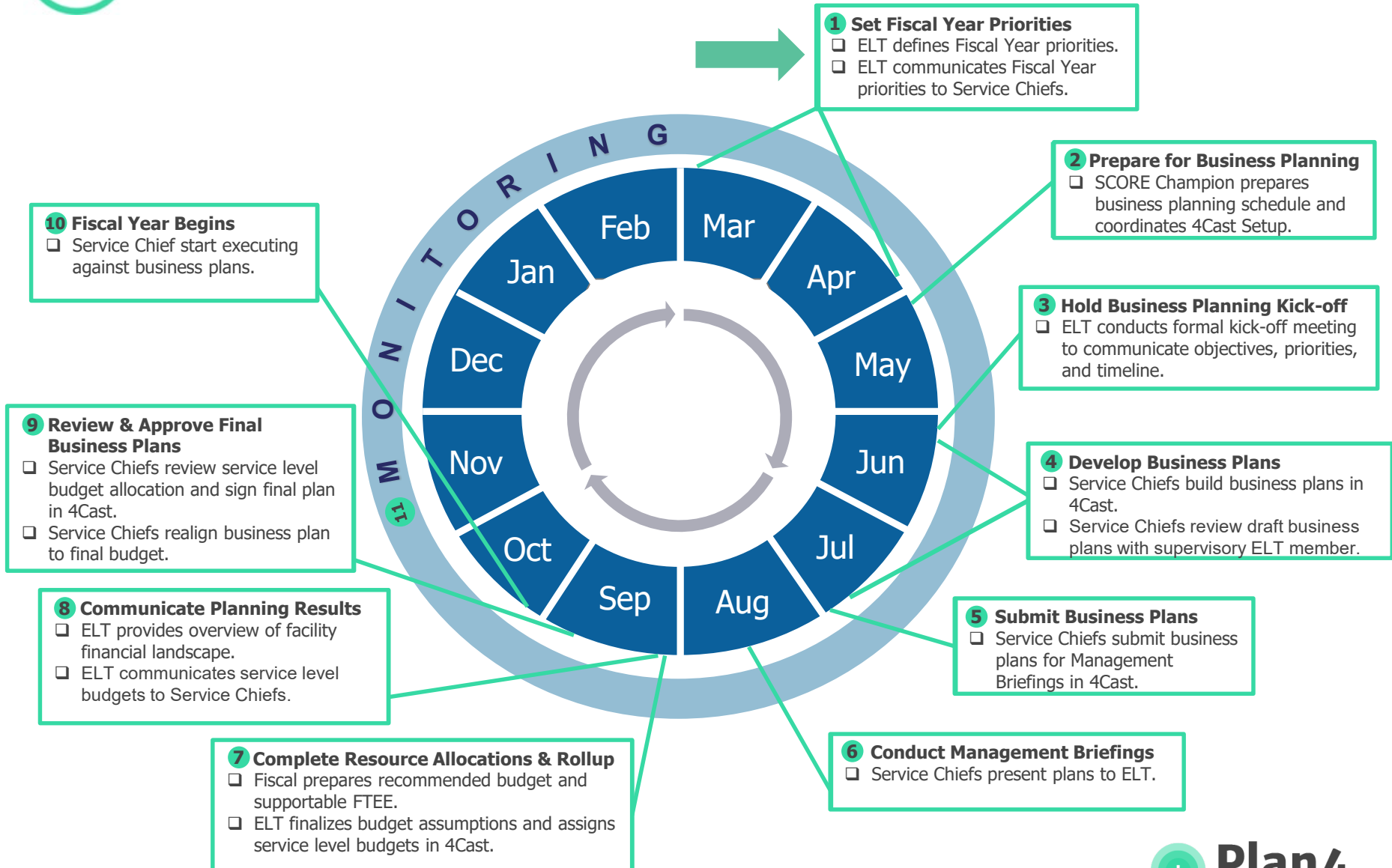
Business Planning

- **Business Plans** are developed at the Service-level. Business Plans should support the Facility's goals, performance measures, and objectives for the coming fiscal year
- Business Plans identify tactical objectives and data-driven resource needs for the coming year, enabling Leadership to assess projected resource needs against affordable resource levels





Recommended Annual Business Planning Cycle





Service-Level Business Planning Process

Organization-Wide

Strategic Plan

Planning Initiatives
& Action Plans

Service Level

Analysis: SWOC,
Workload, Community
Care

Plan: Tactical Objectives,
Action Items

Resources: Contract &
FCP, FTEE, Overtime, etc.

**Service-
Level
Business
Plans**



Business Planning Elements

Each Service/Department within a Facility addresses the following:

- Definition of Service's Mission and Scope
- Qualitative Assessment of Current Performance
- Review of Current Workload / Future Workload Projection
- Definition of Proposed Tactical Objectives
- Projected Staffing Needs
- Any Proposed Make/Buy Analysis
- All Other Projected Resource Needs
 - Contracts
 - Fund Control Points
 - Overtime
 - Space Considerations
 - Equipment



Benefits of Business Planning

- Allows Facility Leadership to consider the needs of Services in an integrated and strategic manner
- Fosters direct feedback from the Leadership to Services via Business Plan briefings
- Provides opportunities to prioritize resources toward the organization's highest areas of need
- Creates a transparent framework through which service-level requests are balanced against affordable resource levels
- Establishes Service-Level Agreements for all Managers
- Enhances communication between Fiscal and Services to operate within approved budgets



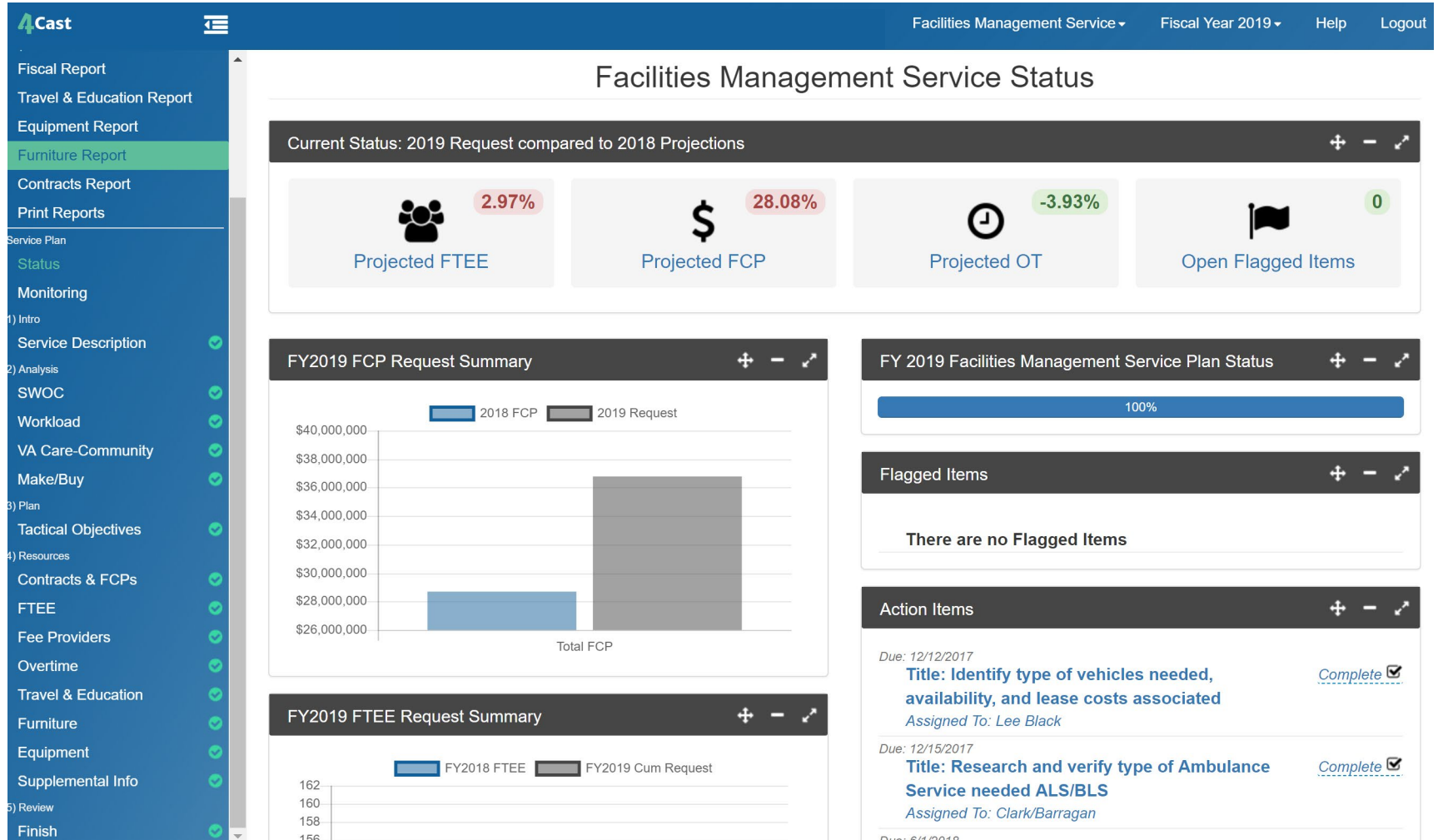
Roll-up, Service Budgets, & Monitoring

1. Leadership and Fiscal review the Facility's Budget Allocation to determine **affordable funding levels** for FTEE, Fund Control Points, Overtime, and other resource areas.
2. Leadership reviews all plans and allocates specific **Resource Budgets** (FTEE, Overtime, and Fund Control Points) to Services within budgetary constraints.
3. Services review Budget Allocations and sign "Service Agreements" in 4Cast.
4. Once the Fiscal Year begins there is a need to **Monitor** actual resource usage throughout the year and compare it to what was projected in the Business Plans.
5. 4Cast provides **Monitoring Tools** that allow Services to review "planned vs actual" data for FTEE, Overtime, and FCPs and to review projections for where they will finish at the end of the year.
6. Services that are over or under-using allocated resources can take appropriate corrective action.
7. This monitoring approach enables facilities to maximize resources while operating within financial and budget parameters.

Business Planning Example



Service-Level Business Plan





SWOC

4Cast



Facilities Management Service ▾

Fiscal Year 2019 ▾

Help

Logout

Guided Tour

SWOC

Complete ☒

All

Technical Quality

Access

Maximizing Resources

Patient Centered Care/Customer Satisfaction

Employer of Choice

Building Healthy Partnerships/Collaboration

+ Add

✖ Delete

Strength



- ☐ Skilled, competent, and trained staff in a numerous occupations and specializations.
- ☐ Robust Service Contracts program for very specialized/irregular work and reducing the strain on the diminished staff.
- ☐ External communications for projects, utility outages, and training opportunities.
- ☐ FMS is currently in a time of transition that allows stakeholders to influence the future of the service from the top-down.
- ☐ Collaborations with other services of NF/SG
- ☐ FMS staff located at both medical centers and all 3 OPCs/HCCs (Bio-med only).
- ☐ Dedicated Safety Officer FTE for Off-site Locations.

Weakness



- ☐ Responding appropriately to employee complaints in a timely and courteous manner.
- ☐ Communication, manpower, coordination, and training on newly developed principles and techniques in the various FMS specialties need to be improved.
- ☐ Staffing shortages and lack of individual budgets for specialized programs.
- ☐ After hours coverage and covering irregular off-tour activities.
- ☐ Prolonged diminished staffing levels and lack/delay of career advancement have greatly reduced morale throughout the service.
- ☐ Communication of short-term/long-term mission, views, and goals of the service.
- ☐ Third shift coverage at medical centers.
- ☐ IH, GEMS, and EM resources at off-site locations without diluting medical center coverage.

Opportunity



- ☐ Requesting assistance to train employees on proper customer service and communication techniques.
- ☐ More communication and training to aid in accomplishing the mission and vision of FMS.
- ☐ Increased direct supervision to prevent duplication of work and insuring work resources are allocated in the best possible manner.
- ☐ Improve 3rd shift coverage.
- ☐ Improved recruitment and hiring process.

Challenge



- ☐ Defined training budget and FCP for FMS.
- ☐ End-user resistance to changes in processes managed by FMS.
- ☐ Losing employees to retirement or other career opportunities faster than bringing new employees onboard.
- ☐ Resistance to change and innovation.
- ☐ Employee engagement and reduced morale.
- ☐ Reaching the budgeted Cumulative FTEE level on schedule.



Workload

Guided Tour

Workload

Complete ☒

FY2019 - FY2018
Workload

6.47%

Justification for Variance

[Increased age of the facility and utility infrastructure.](#)

Clinical Workload

Other Workload

+ Add Row

✖ Delete

Search



| | Description | FY2017 Workload | FY2018 Workload As of 6/30/18 | FY2018 Projected Workload | FY2019 Projected Workload | Change in Other Workload |
|--------------------------|-------------------------------------------|----------------------|-------------------------------------|---------------------------------|------------------------------|-----------------------------|
| <input type="checkbox"/> | GV Critical Inventory PMS | 864 | 648 | 864 | 864 | 0% |
| <input type="checkbox"/> | LC Critical Inventory PMS | 1824 | 1368 | 1824 | 1824 | 0% |
| <input type="checkbox"/> | GV ENG Repair WO | 8500 | 6000 | 8800 | 9000 | 2.27% |
| <input type="checkbox"/> | LC ENG Repair WO | 4500 | 3600 | 4800 | 5000 | 4.17% |
| <input type="checkbox"/> | GV Biomed PMS | 4607 | 3750 | 5000 | 5500 | 10% |
| <input type="checkbox"/> | GV Biomed WOs | 7072 | 5500 | 8100 | 9000 | 11.11% |
| <input type="checkbox"/> | LC Biomed WOs | 5600 | 4400 | 6480 | 7000 | 8.02% |



Make/Buy Analysis

Make/Buy Complete ☒

Use the following fields to enter information relevant to determining whether to offer a service in house or purchase the service within the community.

Ambulance Service

[+ Add](#)

| | | | |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|
| Name: | Ambulance Service | | |
| Description of the service or capability being evaluated: | Full Ambulance Service equipped with ambulance type vehicles. Goal is to lower ambulance services costs by providing an internal ambulance type service. | | |
| Information Type | VA In-House | Option 1 (Non-VA) | Option 2 (Non-VA) |
| Quantity | 7 | 7 | (Click) |
| Unit Cost* [Use CMAC or Medicare Rate] | \$137,332.11 | \$500,177 | (Click) |
| Total Recurring Cost | \$961,325 | \$3,501,239 | \$0 |
| If service is new, or a major expansion at VA, please input the relevant startup costs (total cost will be amortized over 10 years): | | | |
| Construction/Renovation: | (Click) | | |
| Equipment: | \$100 | | |
| All Other: | (Click) | (Click) | (Click) |
| Total Cost of Ownership | \$961,335 | \$3,501,239 | \$0 |
| Non-Financial considerations: | Based on feedback many customers prefer engaged VA employees to Vendors. The 24-hour VA provided Ambulance Service will be exclusively for Veterans. The Ambulances could also be used to move more critical patients during emergencies and evacuations. This would greatly improve patient transportation capabilities. | | |
| Recommendation: | In-House | | |









Service-Level Tactical Objectives

[Guided Add Row](#)[Guided Tour](#)

Tactical Objectives

[Complete](#) ☒

Proposed Tactical Objectives

| + Add Row | | ✖ Delete | | Search | |    | |    | | |
|-------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|
| | <input type="checkbox"/> | Key Driver: | | Tactical Objective: | | | | | | Complete |
| - | <input type="checkbox"/> | Collaboration/Building Healthy Partnerships | | Improve Completion of ENG Repair WO within target turnaround times. | | | | | | <input type="checkbox"/> |
| | | Action Item | | | Due Date | | Assignee | | Complete | |
| | <input type="checkbox"/> | LC Improvement on FY18 Completion Index (FY18: 61.6%; FY19 Target: 65%) | | | 09/30/2019 | | LC Chief Engineer | | <input type="checkbox"/> | |
| | <input type="checkbox"/> | GV Improvement on FY18 Completion Index (FY18: 67.4%; FY19 Target: 70%) | | | 09/30/2019 | | GV Chief Engineer | | <input type="checkbox"/> | |
| + Add Action Item | | ✖ Delete Action Item | | | | | | | | |
| + | <input type="checkbox"/> | Maximizing Resources | | Filling Supervisor Level Vacancies (Assistant Chief FMS, LC Chief Engineer, Projects Chief, IH, Safety, EM, M&R Supervisor, and Shop Supervisors). | | | | | <input type="checkbox"/> | |
| + | <input type="checkbox"/> | Access | | Hiring personnel for newly created Access Control Shop and a 3rd-Shift Construction Shop. | | | | | <input type="checkbox"/> | |
| - | <input type="checkbox"/> | Maximizing Resources | | Relocate EMS Storage in Engineering Suite to part of former Machine Shop, relocate Police Armory to other part of Machine Shop, and renovate storage of Engineering Suite into common space with 10 workstations. | | | | | <input type="checkbox"/> | |
| | | Action Item | | | Due Date | | Assignee | | Complete | |
| | <input type="checkbox"/> | Relocate Machine Shop into Plumbing Shop location | | | 06/16/2018 | | (Click) | | <input checked="" type="checkbox"/> | |
| | <input type="checkbox"/> | Relocate EMS storage in FMS area to other part of old Machine Shop | | | 08/31/2018 | | (Click) | | <input type="checkbox"/> | |
| | <input type="checkbox"/> | Renovate FMS Storage area to common workspace with modular workstations (capturing old Police Armory, GEMS Office, and IH Office). | | | 03/31/2019 | | (Click) | | <input type="checkbox"/> | |
| | <input type="checkbox"/> | Divide old Machine shop with wall and install door additional door for new area. | | | 04/30/2019 | | (Click) | | <input type="checkbox"/> | |
| | <input type="checkbox"/> | Relocate non-supervisory FMS office staff to new workspace, freeing up offices for supervisory positions. | | | 04/30/2019 | | (Click) | | <input type="checkbox"/> | |
| | <input type="checkbox"/> | Relocate Police Armory to part of old Machine shop | | | 05/31/2019 | | (Click) | | <input type="checkbox"/> | |



Contracts & Fund Control Points

4Cast



Facilities Management Service ▾

Fiscal Year 2019 ▾

Help

Logout

Contracts & FCPs Complete ☒

| FY2019 - FY2018 Change in FCP | Justification for Variance | FY2019 - FY2018 Change in Contract | Justification for Variance |
|-----------------------------------|------------------------------------------------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------|
| \$8,056,977 / 28.08% | Type Justification for difference between FY2019 - FY2018 Requests | \$1,205,863 / 11.25% | Type Justification for difference between FY2019 - FY2018 Requests |

Contracts

Other Costs (Non-Contract)

FCP

| Search <input type="text"/> | | | | | | | | |
|-----------------------------|----------------------------|-------|------------------------|------------------------|---------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| | Brief Description of FCP ▾ | FCP ▾ | FY2017 Obligation ▾ | FY2018 Obligation ▾ | FY2019 Total Request ▾ | Difference ▾ | Justification | Flag ▾ |
| + | MGO FMS BIOMEDICAL S&S | 192 | \$19,766,740 | \$6,009,100 | \$10,411,644 | \$4,402,544 / 73.26% | Budget Allocation | <input type="checkbox"/> |
| + | FGO FMS RECURR M&R THCC | 3242 | \$18,639 | \$624 | \$0 | \$(624) / -100% | New Facility | <input type="checkbox"/> |
| + | FGO UTILITIES LAKE CITY | 3238 | \$2,892,549 | \$3,341,023 | \$3,400,000 | \$58,977 / 1.77% | Assumption that costs will remain the same as last year reflecting anticipated savings from ESP project completion. | <input type="checkbox"/> |
| + | FGO FMS PREV MAINT LC | 3235 | \$2,499,906 | \$3,058,036 | \$2,831,116 | \$(226,920) / -7.42% | FY17 numbers should be \$2,100,000 | <input type="checkbox"/> |
| - | FGO FMS ENGINEERING LC | 3232 | \$973,567 | \$1,486,887 | \$915,453 | \$(571,434) / -38.43% | Fire Extinguisher Contract was picked up by Gainesville. | <input type="checkbox"/> |
| Description | | | | | FY2019 Request | | | |
| Contracts | | | | | \$315,453 | | | |
| Other Costs | | | | | \$600,000 | | | |
| + | FGO FMS MISC REPAIRS | 3126 | \$246,752 | \$346,344 | \$180,000 | \$(166,344) / -48.03% | More planned renovations through 3022 rather than relying on 3126. | <input type="checkbox"/> |



Personal Services (FTEE)

- Services Develop Proposed Staffing Plans as part of their Business Plans
- 4Cast Uses a Budgeted Cumulative FTEE Request Approach
 - Cumulative FTEE: Cumulative hours paid for an entire fiscal year divided by 2080 hours
 - Developed by projecting Gains and Losses by Pay Period
- Benchmark FTEE Data from Comparison Facilities





Gain and Loss Considerations

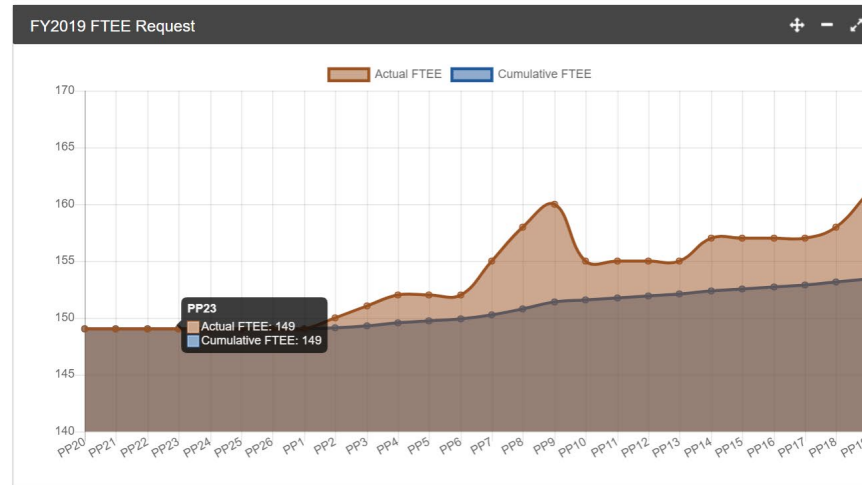
- Historical turnover
- Known losses (e.g. retirements)
- Vices (Backfills)
- New Approved Positions
- New Proposed Positions
- Current onboard
- Turnover rate
- Hiring times
- Org Chart
- Scope of Services
- Staffing Model
- Workload
- Benchmark / FACWORK Ratio
- Square footage and age of plant
- Types of FTEE that are most needed
- Facility-level priorities
- Service-level priorities
- Make/buy decisions
















FTEE Example

Guided Add Row Guided Tour **FTEE** Complete ☒

| FTEE as of PP15 (8/4/18) | Projected FTEE at end of FY2018 | FY2019 Cum FTEE Request | Justification for Variance |
|--------------------------|---------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 147.7 | 149 | 153.42 | Filling Key Vacancies in FMS Leadership, developing 3rd-shift Construction Crew, Biomed is assuming OI&T responsibilities, and Access Control Shop is being formed to take PIV responsibilities from Police Service. |



Service FTEE Turnover Data FTEE Gain/Loss

| + Add Row | | ✖ Delete | | Search | |      | |
|-------------------------------------------------------------------------------------|-----------------------------|--------------------------------------|-------------------------|-------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
|  | Pay Period: | Position: | Cost Center: | SCORE M: | Over BOC: | FTEE: | Gain or Loss: |
|  | PP10 (2019) | Turnover Figure | (Click) | (Click) | 5 | Loss | |
|  | PP9 (2019) | Pipefitter | (Click) | (Click) | 2 | New - Approved | |
|  | PP19 (2019) | Admin Officer | (Click) | (Click) | 1 | New - Approved | |
|  | PP4 (2019) | Assistant Chief FMS | (Click) | (Click) | 1 | New - Approved | |
|  | PP18 (2019) | Civil/Structural Eng | (Click) | (Click) | 1 | New - Approved | |
|  | PP8 (2019) | Painter | (Click) | (Click) | 1 | New - Approved | |
|  | (Click) | Electrical Eng LC | (Click) | (Click) | 0 | New - Approved | |



Equipment

4Cast



Facilities Management Service ▾

Fiscal Year 2019 ▾

Help

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[Guided Tour](#)

Equipment

Complete ☒

FY2019 Request

\$123,127

| + Add Row | | x Delete | | Search | | | | | | | | + - ↕ | |
|--------------------------|-------------------------|-------------------------------------------------------------------------------------------|-----------------------------|-------------------------|--------------------|--------------------------|--------------------------|-------------------------|------------------------|--------------------------|---------------------------------------------------------------------------------------------------------|-------|--|
| <input type="checkbox"/> | SEPG Item #: | Requested Item: | Replacement or New: | Replacement Date: | Quantity: | Item Cost: | Cost: | Construction Cost: | Priority: | Space? | Justification: | | |
| <input type="checkbox"/> | 96508 | Platform - Proportional Lift. | Replacement | (Click) | 2 | \$13,430 | \$26,859 | 0 | Medium | (Click) | Technology Upgrade | | |
| <input type="checkbox"/> | 98485 | Corner Curve Office Desk Cubicle With Filing And Closed Overhead Storage. | Replacement | (Click) | 10 | \$3,268 | \$32,677 | 0 | Medium | (Click) | New Site/Facility Activation | | |
| <input type="checkbox"/> | 98488 | Office Chair | Replacement | (Click) | 10 | \$475 | \$4,745 | 0 | Medium | (Click) | New Site/Facility Activation | | |
| <input type="checkbox"/> | (Click) | Environmental Containment Unit | New | (Click) | 2 | \$4,586 | \$9,172 | (Click) | Medium | Existing | Needed to provide a barrier between Patients & Employees from work debris | | |
| <input type="checkbox"/> | (Click) | BullsEye | New | (Click) | 1 | \$22,815 | \$22,815 | (Click) | Medium | Existing | Fire extinguisher training system need to expand the employee fire suppression training | | |



Facility – Supportable Calculation

| Revenue | | | | | | |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|--------------------------|---------------|------------------------|
| Category: | Description: | Prior FY: | Current FY: | Difference Prior: | Next FY: | Difference Next: |
| GP Distribution | MCAS allocation from the VISN. The amount is influenced by what was earned by the facility. FACWORK and PIWW from two years prior should be considered when developing the projected increase for the coming year. | \$390,778,778 | \$399,771,797 | \$9,993,019 / 1.71% | \$393,261,991 | \$36,480,194 / 10.23% |
| GP Distribution - VISN Reserve | An estimate of what the facility can expect to count on as a distribution from the VISN's reserve. Should be estimated by comparing the facility's revenue to total VISN budget. | (Click) | \$9,845,922 | \$9,845,922 / N/A | (Click) | \$(9,845,922) / -100% |
| GP Distribution - Special Distributions | Anticipated distribution from the VISN for specific initiatives. | \$10,288,315 | \$27,581,972 | \$17,293,657 / 167.9% | (Click) | \$(27,581,972) / -100% |
| GP Distribution - Other | Any other anticipated funds from the VISN. This may include "bailout" funds above and beyond what was "earned" by the facility. | \$9,100,000 | \$9,300,000 | \$(800,000) / -13.11% | \$29,591,599 | \$21,591,598 / 407.35% |
| Prior Year Decrease | Unused money that was originally obligated for contracts, supplies, etc. Note - these funds have to have been obligated with two-year money and therefore be available in the current year. | (Click) | (Click) | \$0 / N/A | (Click) | \$0 / N/A |
| Medical Care Cost Recovery (MCCR) | First and third party collections. MCCR goals are assigned. A projected number should be provided by the CBO. | \$40,839,929 | \$28,337,993 | \$(12,501,936) / -30.61% | \$27,814,249 | \$(523,747) / -1.85% |
| SP Salary Funding | Special program funding received from VACO Program Offices. | \$5,854,339 | \$4,714,791 | \$(939,548) / -16.22% | \$4,832,592 | \$117,721 / 2.5% |
| Other Revenue | Revenue from sharing agreements, inter-agency agreements, etc. Multiple items may be added and broken out. | \$4,336,964 | \$1,688,397 | \$(2,748,527) / -63.38% | (Click) | \$(1,688,337) / -100% |
| | | \$417,995,825 | \$430,920,802 | \$12,924,977 / 3.09% | \$452,760,335 | \$21,839,533 / 5.08% |

| Expenses | | | | | | |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-------------------------|---------------|-----------------------|
| Category: | Description: | Prior FY: | Current FY: | Difference Prior: | Next FY: | Difference Next: |
| All Other GP Obligations | Money obligated/budgeted to fund control points. Current FY amount is an in-progress number. Coming Fiscal Year projection should be estimated as a % change relative to the final projected Current FY amount. | \$99,460,222 | \$110,854,041 | \$17,393,819 / 17.49% | \$131,809,117 | \$14,952,076 / 12.8% |
| CMOP | Pharmacy Costs. CMOP will provide a projection. Note that projections will be affected based on decisions made by the facility's formulary committee. | \$26,334,700 | \$26,573,212 | \$238,512 / 0.91% | \$26,088,468 | \$(484,744) / -1.82% |
| Director's Reserve | Reserve set-aside at the Director's discretion | \$3,000,000 | \$3,000,000 | \$0 / 0% | (Click) | \$(3,000,000) / -100% |
| Equipment | Money obligated/budgeted to equipment. Note - should not be double-counted with obligations accounted for under All Other GP Obligations. | \$3,477,416 | \$3,493,228 | \$15,812 / 0.45% | \$4,375,160 | \$881,932 / 25.25% |
| Overtime | Total budgeted for overtime. | \$5,135,887 | \$3,000,000 | \$(2,135,887) / -41.59% | \$4,000,000 | \$1,000,000 / 33.33% |
| Education | Money set aside to support continuing education, professional development, and associated costs to include travel. | \$4,247,229 | \$4,010,764 | \$(236,465) / -5.57% | (Click) | \$(4,010,764) / -100% |
| Awards | Money obligated/budgeted to employee awards. | \$1,123,276 | \$4,300,000 | \$3,176,724 / 282.81% | \$4,300,000 | \$0 / 0% |
| Other | Any other expected expenses | (Click) | (Click) | \$0 / N/A | \$5,750,747 | \$5,750,747 / N/A |
| | | \$142,778,530 | \$161,231,245 | \$18,452,715 / 12.92% | \$176,320,490 | \$15,089,245 / 8.36% |

| Supportable Projection - 2523.96 FTEE | | | | | | |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------|---------------|------------------------|---------------|---------------------|
| Category: | Description: | Prior FY: | Current FY: | Difference Prior: | Next FY: | Difference Next: |
| Available for Salary | Revenue remaining after subtracting expenses noted above | \$275,217,295 | \$269,899,957 | \$(5,327,338) / -2.01% | \$276,469,845 | \$6,780,288 / 2.51% |
| Average Salary | Facility's Average Salary Cost. Coming FY amount projection is based on current year * an expected percent increase. | \$110,613 | \$109,538 | \$(1,075) / -0.97% | \$109,538 | \$0 / 0% |



Facility Roll-up - FTEE

4Cast



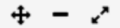
Fiscal Year 2019 ▾

Help

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FY 2019 Business Plan Rollup

FTEE Rollup [Requested: 6105.89 | Budgeted: 5619 | Supportable FTE: 5719.0 | Diff: -100.00]



(GRECC) Geriatric Research, Education...



Baseline FTE (as of PP15) 11.75
Projected FTEE at end of FY2018 12.73
Requested Cum 13.29
Requested Non-Cum 13.48
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
12.5, 0

Approved Budgeted Cum 11.81
Approved Budgeted Non-Cum ---
[Add Instructions to Service](#)

Ambulatory Care Service



Baseline FTE (as of PP15) 145.4
Requested Cum 145.4
Requested Non-Cum 145.4
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
50, 0

Approved Budgeted Cum 0
Approved Budgeted Non-Cum ---
[Add Instructions to Service](#)

Anesthesiology Service



Baseline FTE (as of PP15) 47
Projected FTEE at end of FY2018 50.5
Requested Cum 51.42
Requested Non-Cum 56
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
50, 0

Approved Budgeted Cum 48.5
Approved Budgeted Non-Cum ---
[1. Hire 1 acupuncturist for GNV. 2. Hire 1 acupuncturist for LKC. 3. Hire 1 for pain Jax.](#)

Care in the Community



Baseline FTE (as of PP15) 70.48
Projected FTEE at end of FY2018 78.64
Requested Cum 104.83
Requested Non-Cum 119.64
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
0

Chaplain Service



Baseline FTE (as of PP15) 8.05
Requested Cum 8.9
Requested Non-Cum 9.05
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
0

Approved Budgeted Cum 8.05

Chief of Staff



Baseline FTE (as of PP15) 15.62
Projected FTEE at end of FY2018 16.83
Requested Cum 22.21
Requested Non-Cum 24.33
Notes
[Add Notes](#)
Tracking (Approved Budgeted Cum)
20, 0



Service Agreement

4Cast



Facilities Management Service ▾

Fiscal Year 2019 ▾

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FY2019 Business Plan Review

Budget Summary

1. Thank you for the hard work you put into your FY-2019 business planning. Per the business planning process, you will be required to manage Budgeted Cum FTEE, Overtime Amount, and Fund Control Point (FCP) amounts to the approved limits.
2. The following are the approved funding levels for your Service:

| | |
|------------------------------|--------------|
| a. Budgeted Cumulative FTEE: | 157.0 |
| b. Budgeted Overtime Amount: | \$885,000 |
| c. Budgeted Total FCP(s): | \$31,850,069 |

| FCP | FCP NAME | FCP Budget |
|------|---------------------------|-------------|
| 192 | MGO FMS BIOMEDICAL S&S | \$6,800,000 |
| 3242 | FGO FMS RECURR M&R THCC | N/A |
| 3238 | FGO UTILITIES LAKE CITY | \$3,400,000 |
| 3235 | FGO FMS PREV MAINT LC | \$2,300,000 |
| 3232 | FGO FMS ENGINEERING LC | \$890,000 |
| 3126 | FGO FMS MISC REPAIRS | \$260,000 |
| 3128 | FGO FMS GASOLINE & FUEL | \$80,000 |
| 3035 | FGO FMS GSA VEHICLES | \$1,400,000 |
| 3127 | FGO UTILITIES GAINESVILLE | \$8,150,000 |
| 3028 | FGO FMS SAFETY & EMP | \$210,000 |
| 3023 | FGO FMS RECURR M&R GVL | \$3,094,518 |
| 5340 | FGO FMS CABLE/HS INTERNET | \$185,000 |
| 3034 | FGO FMS ENGINEERING | \$2,000,000 |
| 3129 | FGO FMS TRANS OPERATIONS | \$470,551 |
| 3022 | FGO FMS STA PROJECTS M&R | \$2,550,000 |
| 6531 | MGO PHARM TRAILER | \$60,000 |
| 6527 | FGO PHARM TRAILER (6330) | N/A |

| | |
|------------------------|-----|
| d. Budgeted Fee Basis: | N/A |
|------------------------|-----|

3. Adjustment to any funding level must be approved by the ERB.

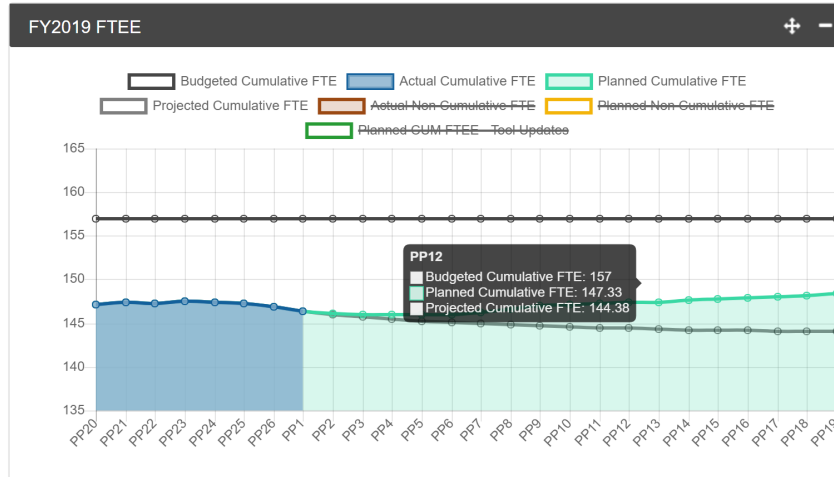
eSignature

Agreed to the terms set forth in this agreement as finalized by the executive team and electronically signed by
Supervisor eSignature

on 10/16/18 1:07 PM.



Monitoring – FTEE & Overtime



FTEE Helpful Metrics

Budgeted Cum FTEE: 157.0

Current Actual Cum FTEE: 146.38

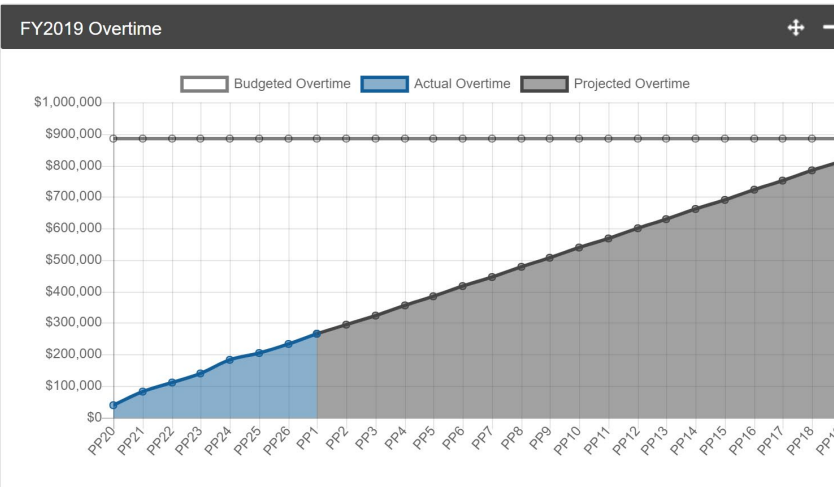
Projected Cum FTEE (EOY): 143.99

Difference (Proj vs Budg Cum): **-13.01**

Current Non-Cum FTEE: 142.93

FTEE Helpful Tools

[Evaluate Planned Gains/Losses](#)



Overtime Helpful Metrics

Budgeted Overtime: \$885,000

Projected Overtime (EOY): \$813,858

Difference: **-\$71,142**



Monitoring – Fund Control Points

FCP Detail Table



| FCP | Brief Description of FCP | FMS Budget | FMS Oblig | FMS Unob | IFCAP Pending | Available as of 2018-10-31 | Remaining Funding (IFCAP Unob) | Available Funds through EOY |
|------|---------------------------|-------------|-------------|-----------|---------------|----------------------------|--------------------------------|-----------------------------|
| 192 | MGO FMS BIOMEDICAL S&S | \$5,116,339 | \$5,112,290 | \$4,049 | \$(24,232) | \$28,281 | \$4,049 | \$32,329 |
| 3022 | FGO FMS STA PROJECTS M&R | \$559,255 | \$22,601 | \$536,654 | \$0 | \$536,654 | \$536,654 | \$1,073,308 |
| 3023 | FGO FMS RECURR M&R GVL | \$825,652 | \$699,738 | \$125,914 | \$(513) | \$126,427 | \$125,914 | \$252,342 |
| 3028 | FGO FMS SAFETY & EMP | \$58,138 | \$3,084 | \$55,054 | \$45,000 | \$10,054 | \$55,054 | \$65,108 |
| 3034 | FGO FMS ENGINEERING | \$716,291 | \$305,090 | \$411,201 | \$40,728 | \$370,473 | \$411,201 | \$781,675 |
| 3035 | FGO FMS GSA VEHICLES | \$317,098 | \$261,456 | \$55,642 | \$0 | \$55,642 | \$55,642 | \$111,284 |
| 3126 | FGO FMS MISC REPAIRS | \$75,405 | \$60,063 | \$15,342 | \$15,648 | \$(306) | \$15,342 | \$15,036 |
| 3127 | FGO UTILITIES GAINESVILLE | \$1,859,499 | \$1,782,426 | \$77,073 | \$0 | \$77,073 | \$77,073 | \$154,145 |
| 3128 | FGO FMS GASOLINE & FUEL | \$70,000 | \$70,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3129 | FGO FMS TRANS OPERATIONS | \$202,447 | \$75,681 | \$126,766 | \$(3,980) | \$130,746 | \$126,766 | \$257,512 |
| 3232 | FGO FMS ENGINEERING LC | \$251,153 | \$251,143 | \$10 | \$0 | \$10 | \$10 | \$20 |
| 3235 | FGO FMS PREV MAINT LC | \$881,324 | \$855,810 | \$25,514 | \$10,121 | \$15,394 | \$25,514 | \$40,908 |
| 3238 | FGO UTILITIES LAKE CITY | \$876,644 | \$856,644 | \$20,000 | \$0 | \$20,000 | \$20,000 | \$40,000 |
| 3242 | FGO FMS RECURR M&R THCC | \$479 | \$479 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 5340 | FGO FMS CABLE/HS INTERNET | \$201,261 | \$198,557 | \$2,705 | \$0 | \$2,705 | \$2,705 | \$5,409 |
| 6527 | FGO EMERG MGMT | \$20,000 | \$0 | \$20,000 | \$0 | \$20,000 | \$20,000 | \$40,000 |
| 6531 | MGO PHARM TRAILER | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

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Summary

- All VA Medical Centers and VHA as a whole would benefit from a consistent approach to Business Planning
- An integrated Business Planning model drives alignment and improved decision making at the Facility and VISN levels
- ROI of 10 – 100X have been achieved due to savings realized from efficiencies and planning discipline
- SCORE and 4Cast have been validated and are positioned to expand throughout VHA
- Plan4 HC would enthusiastically adopt into SCORE/4Cast recommendations for helping Facilities Management Services improve Business Planning Practices

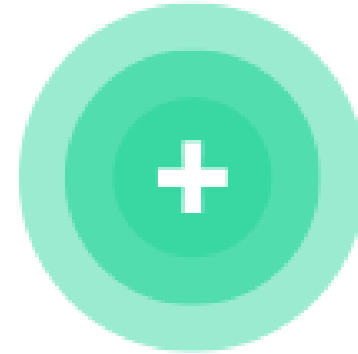


Questions?



Contact Information

Established in 2015, Plan4 Healthcare enables hospital executives and managers to plan resources more accurately, manage finances more efficiently, and direct operations more effectively, leading to better long term results and care.



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