

# IDAHO



Idaho Division of  
**VETERANS  
SERVICES**

*Caring for  
America's  
Heroes*

## Strategic Plan

For the Fiscal Years Ending June 30, 2018 – June 30, 2022

### Vision

**Caring for America's Heroes**

### Mission

We are dedicated to serving Idaho's Veterans and their families by providing superior advocacy, excellent assistance with benefits and education, high quality long-term care, and respectful interment services in a dignified final resting place.

### Values

- **Compassion for All**
- **Unending Accountability**
- **Absolute Integrity**
- **Outstanding Communication**
- **Dignity for Everyone**
- **Unconditional Honesty**

Dear Citizens,

The Strategic Plan for the Idaho Division of Veterans Services is our guidebook for the next five years. This plan helps our staff make decisions that are consistent with our vision, mission, values, and goals. It provides a way for us to hold ourselves accountable; to measure our performance in clear, easily understandable ways; and to help us make needed changes to better serve Idaho Veterans.

As a self-governing agency, the Idaho Division of Veterans Services is composed of a headquarters staff, the Office of Veterans Advocacy, the Educational Assistance and Oversight Office, the Idaho State Veterans Homes in Boise, Lewiston and Pocatello, and the Veterans Cemetery

We expect to see dramatic changes in Veteran demographics in the years ahead. Many of these changes relate to care needs, such as those associated with behavioral health, including both Alzheimer's disease, Traumatic Brain Injury, Post Traumatic Stress Injury; and to Baby Boomer expectations. Due to these changing conditions, in fiscal year 2015, we conducted a state-wide needs assessment to determine what services we should provide in our Veterans Homes, and if we need to expand their capacity and geographical reach. As a result of the capacity study findings, a fourth State Veterans Home in the northern Idaho panhandle received legislative endorsement and we have submitted the initial application to the United States Department of Veterans Affairs' State Home Construction Grant Program for grant opportunity. It is estimated to be a 5 year waiting period before funding may be granted by the VA for a new State Veterans Home. Legislative endorsement for the construction of a second State Veterans Cemetery in Eastern Idaho was also sought in 2016 and progressive actions towards grant application requirements are currently being met. If offered a grant opportunity in FY2018, ground could be broken as early as 2018 for the first phase of the site. This cemetery will serve approximately 23,000 eastern Idaho veterans and their families. Additionally, changing demographics are necessitating an expansion of our advocacy and benefit assistance programs to include a new generation of Veterans from the conflicts in Afghanistan and Iraq, as well as increasing numbers of Vietnam Veterans who are now seeking federal and state Veterans' benefits. We have also increased our involvement with state, federal, and community agencies that help Veterans with employment, transportation, higher education and a variety of additional issues.

The Idaho Division of Veterans Services will carry on including Veterans, their families, volunteers, employees, and citizens in our decision-making and in determining what direction we should be moving in the years ahead. We encourage you to visit our website ([www.veterans.idaho.gov](http://www.veterans.idaho.gov)) and contact us with any questions or concerns you may have. You may call us at 208-780-1300; write us at 351 Collins Road, Boise ID 83702; or e-mail us at [david.brasuell@veterans.idaho.gov](mailto:david.brasuell@veterans.idaho.gov). Our team will continue to build partnerships with fellow state and federal agencies that excel in **Caring for America's Heroes**.

Sincerely,



David E. Brasuell, Administrator  
Idaho Division of Veterans Services

## Goals

1. Provide high quality advocacy and benefit assistance for all Idaho Veterans and their families.
2. Provide superior long-term care and enhanced quality of life for all Idaho State Veterans Home residents.
3. Honor Idaho Veterans and their families with respectful interment services in a dignified final resting place.
4. Ensure high quality, well-managed education and training programs for Idaho Veterans.
5. Attract and retain excellent, compassionate staff and volunteers.
6. Operate with efficiency, innovation and adaptability.

## Key External Factors

- Legislation can alter or significantly impact the functions of the Idaho Division of Veterans Services.
- The nursing home industry is considered one of the most heavily regulated industries in the nation and these regulations are consistently becoming more cumbersome and comprehensive with increased civil monetary penalties. The comprehensive nature of regulatory revisions and increased civil monetary penalties have the ability to significantly impact our personnel needs and operating costs.
- State and federal economic conditions may create fluctuations in budget projections.
- Additions or reductions in federal appropriations or program mandates are unpredictable yet dramatically impact our activities, budget planning, and actual revenue.
- It might be difficult to meet service demands in the context of our inability to hire and retain qualified staffing with the declining healthcare workforce in rural and urban areas, along with the inability to provide competitive salaries across the State, particularly in Idaho's panhandle.
- Idaho's changing Veteran population demographics, national healthcare reform initiatives, and changing healthcare needs may result in necessary shifts in direction, as well as necessitate an expansion of our advocacy and benefit assistance programs.
- Electronic medical records, emergency preparedness, and cybersecurity threats can present operational challenges to the agency. Sophisticated and well established electronic systems and processes, and complex interface requirements are necessary. Unanticipated cyber threats to the security and data require timely replacement and upgrades of existing systems and application of new information technology.

# Objectives and Performance Measures

## GOAL #1:

Provide high quality advocacy and benefit assistance for all Idaho Veterans and their families.

## OBJECTIVES

- a. Expand outreach activities.
- b. Improve capability of County Service Officers
- c. Adapt to the needs of the increasing number of Veterans from the Afghanistan and Iraq conflicts, and of Vietnam Veterans now reaching out for assistance.
- d. Expand partnerships with other entities serving Veterans, including those providing employment assistance, transportation, and higher education.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Estimated amount of Veterans' benefits dollars coming into Idaho.

***Benchmark: \$74,439,335<sup>1</sup>***

⇒ Number of Veterans' benefits claims filed with the VA and other agencies.

***Benchmark: 5,170<sup>2</sup>***

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<sup>1</sup> Based on internal review of past 3 fiscal years' comparison of federal funding coming into the State of Idaho

<sup>2</sup> Based on internal review of past 3 fiscal years' comparison of claims filed with the Department of Veterans Affairs

# Objectives and Performance Measures

## GOAL #2:

Provide superior long-term care and enhanced quality of life for all Idaho State Veterans Home residents.

## OBJECTIVES

- a. Use best practices in all of the Homes' departments.
- b. Continue to enhance communication with residents and families.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Percent of returned customer service questionnaires from residents and families indicating satisfaction with the services provided at the Veterans Homes.

***Benchmark: 90%***

⇒ Number of satisfactory surveys from state, federal and VA survey agencies with fewer tags issued than the federal or state average. Complaint surveys will be considered satisfactory if the complaint is NOT validated.

***Benchmark: 100%***

⇒ Percent of occupied beds in the Veterans Homes.

***Benchmark: 90%***

# Objectives and Performance Measures

## GOAL #3:

Honor Idaho Veterans and their families with respectful interment services in a dignified final resting place.

## OBJECTIVES

- a. Operate the Idaho State Veterans' Cemetery in compliance with the national cemetery program.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

- ⇒ Percent of returned customer service questionnaires from families indicating satisfaction with interment services.

***Benchmark: 90%***

- ⇒ Percent of compliance with the VA National Cemetery Administrations National Shrine Standards.

***Benchmark: 100%***

# Objectives and Performance Measures

## GOAL #4:

Ensure high quality, well-managed education and training programs for Idaho Veterans.

## OBJECTIVES

- a. Provide oversight for Veterans' education programs for all Idaho Veterans.
- b. Coordinate educational efforts with other Division, state, federal, and local programs.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Percent of compliance with VA national standards.

***Benchmark: 100%***<sup>3</sup>

⇒ Number of outreach events attended across Idaho.

***Benchmark: 100%***<sup>4</sup>

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<sup>3</sup> Based on performance measures established per contract with VA

<sup>4</sup> Based on performance measures established per contract with VA

# Objectives and Performance Measures

## GOAL #5:

Attract and retain excellent, compassionate staff and volunteers.

## OBJECTIVES

- a. Ensure staff and volunteers understand the requirements and expectations of their positions and are motivated to provide excellent customer service.
- b. Recognize our superior staff and volunteers.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Rate of Division staff turnover.

**Benchmark: 82.5%** <sup>5</sup>

⇒ Number of annual volunteer hours.

**Benchmark: 41,600** <sup>6</sup>

⇒ Percent of returned questionnaires from employees indicating satisfaction with the Division's internal recognition and morale enhancing efforts.

**Benchmark: 90%**

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<sup>5</sup> Based on the State's previous year's staffing survey turnover results conducted by the American Health Care Association (Trend Tracker)

<sup>6</sup> Based on internal established measurements equivalent to 20 full-time positions



# Objectives and Performance Measures

## GOAL #6:

Operate with efficiency, innovation and adaptability.

## OBJECTIVES

- a. Use technology to increase staff efficiency and effectiveness.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

- ⇒ Percent of IT Help Desk requests resolved within established timeframes.

***Benchmark: 90%***<sup>7</sup>

- ⇒ Percent of returned employee opinion questionnaires indicating satisfaction with IT programs, services, and resources.

***Benchmark: 90%***

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<sup>7</sup> Based on internal established timeframes for categorized level of importance to improve customer service

# NIST Cybersecurity Framework and CIS Controls

The Idaho Division of Veterans Services has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework in order to better foster risk and cybersecurity management communications and decision making with both internal and external organizational stakeholders.

Pursuant to Executive Order No 2017-02, all executive branch agencies are to implement the first five (5) Center for Internet Security Critical Security Controls (CIS Controls) for evaluation of existing state systems by June 30, 2018.

The Division of Veterans Services' status on adoption of the NIST Cybersecurity Framework and implementation of CIS Controls is as follows:

## CRITICAL SECURITY CONTROL #1:

### Inventory of Authorized and Unauthorized Devices

All Policies Approved:	100%
All Controls Implemented:	64%
All Controls Automated:	64%
All Controls Reported:	64%
<b>Total Percentage Complete:</b>	<b>73%</b>

## CRITICAL SECURITY CONTROL #2:

### Inventory of Authorized and Unauthorized Software

All Policies Approved:	100%
All Controls Implemented:	63%
All Controls Automated:	63%
All Controls Reported:	63%
<b>Total Percentage Complete:</b>	<b>72%</b>

## CRITICAL SECURITY CONTROL #3:

### Secure Configuration for Hardware and Software

All Policies Approved:	100%
All Controls Implemented:	46%
All Controls Automated:	46%
All Controls Reported:	46%
<b>Total Percentage Complete:</b>	<b>60%</b>

# NIST Cybersecurity Framework and CIS Controls

## CRITICAL SECURITY CONTROL #4:

Continuous Vulnerability Assessment and Remediation

All Policies Approved:	100%
All Controls Implemented:	78%
All Controls Automated:	78%
All Controls Reported:	78%
<b>Total Percentage Complete:</b>	<b>84%</b>

## CRITICAL SECURITY CONTROL #5:

Controlled Use of Administrative Privileges

All Policies Approved:	100%
All Controls Implemented:	61%
All Controls Automated:	61%
All Controls Reported:	56%
<b>Total Percentage Complete:</b>	<b>69%</b>