



Elder & Family Services Policy Committee

**Tuesday, October 6, 2009
8:45 AM - 9:15 AM
24 House Office Building**

**Larry Cretul
Speaker**

**Thomas "Tom" Anderson
Chair**

Committee Meeting Notice

HOUSE OF REPRESENTATIVES

Elder & Family Services Policy Committee

Start Date and Time: Tuesday, October 06, 2009 08:45 am
End Date and Time: Tuesday, October 06, 2009 09:15 am
Location: 24 HOB
Duration: 0.50 hrs

Introductions

Remarks by Chairman Anderson

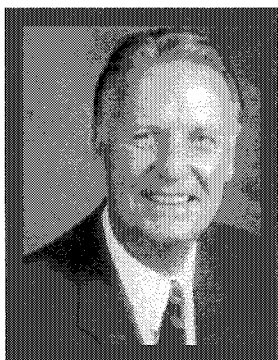
NOTICE FINALIZED on 09/29/2009 14:46 by Alison.Cindy



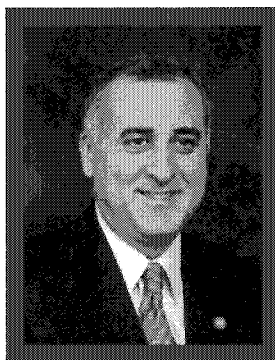
Florida House of Representatives

ELDER & FAMILY SERVICES

POLICY COMMITTEE



Rep. Thomas Anderson
Chair



Rep. Esteban Bovo, Jr.,
Vice Chair



Rep. Rachel Burgin



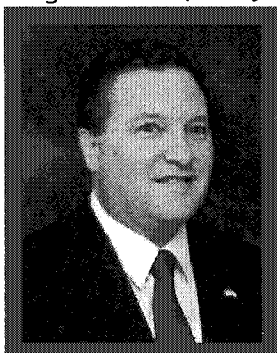
Rep. Gwyndolen Clarke-Reed



Rep. Mia Jones



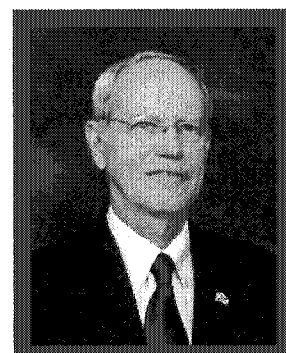
Rep. Charles McBurney



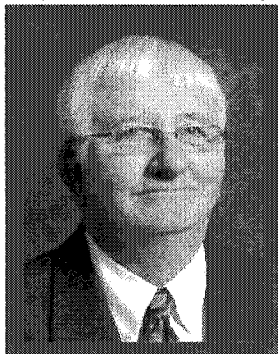
Rep. Mark Pafford



Rep. Juan-Carlos Planas



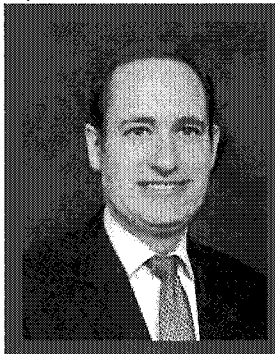
Rep. Ken Roberson



Rep. Ron Schultz



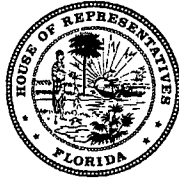
Rep. Elaine Schwartz



Rep. Richard Steinberg



Rep. Ritch Workman



The Florida House of Representatives

Health & Family Services Policy Council

Elder & Family Services Policy Committee

AGENDA

October 6, 2009

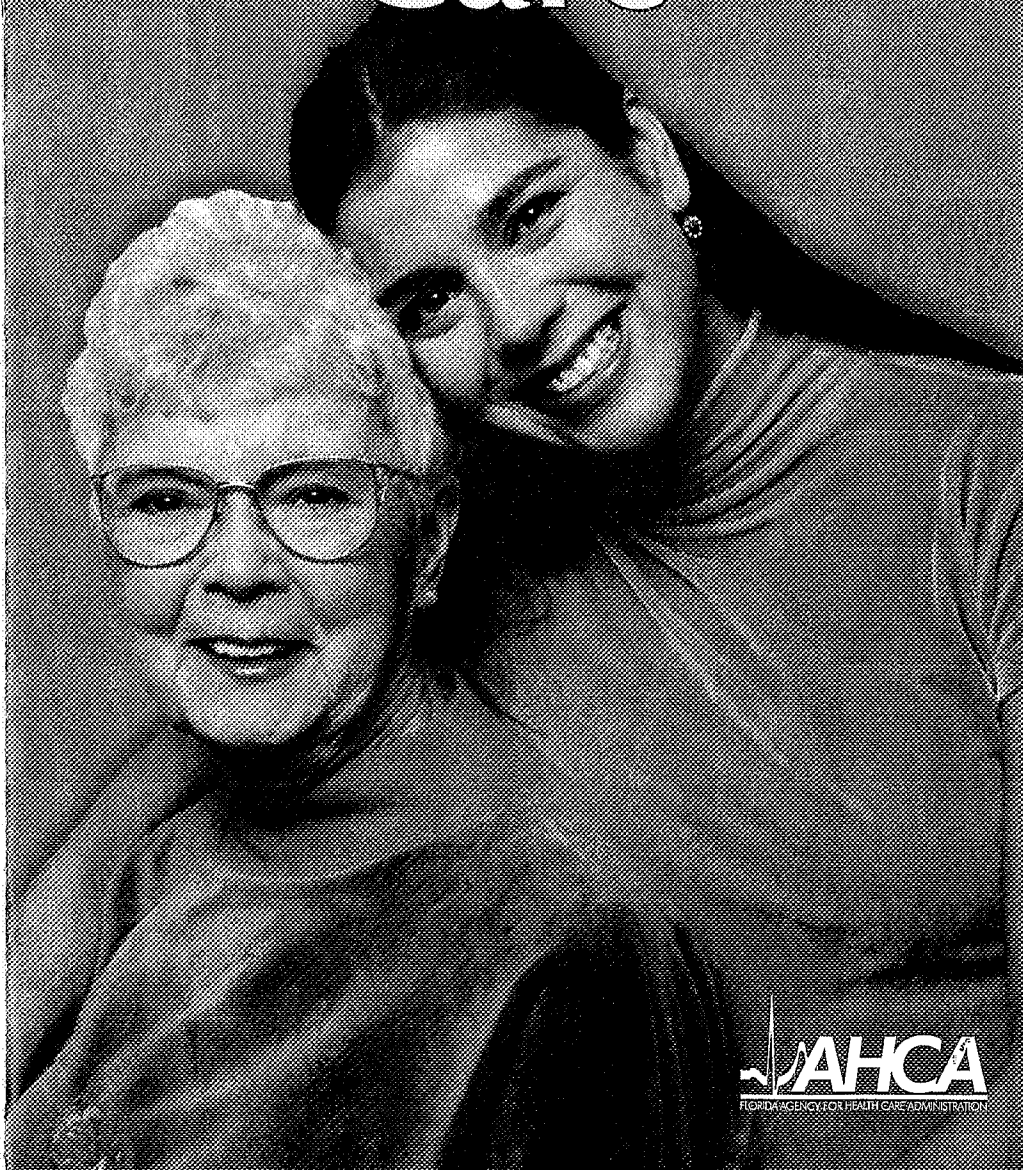
8:45 – 9:15 AM

24 House Office Building

- I. Opening Remarks by Chair Anderson
- II. Introduction of Committee Members and Staff
- III. Closing Remarks by Chair Anderson
- IV. Adjournment

Consumer Awareness Series

Long Term Care



AHCA
FLORIDA AGENCY FOR HEALTH CARE ADMINISTRATION

Long-Term Care

The Florida Agency for Health Care Administration is the chief health policy and planning group for the state and licenses and regulates health care facilities and health maintenance organizations (HMOs) in Florida. The Agency also manages the Medicaid program that provides health care to Florida's low-income and disabled citizens. The mission of the Agency is to champion accessible, affordable, quality health care for all Floridians. As part of this mission, we publish the **Consumer Awareness Series**, a variety of brochures to help the public make informed health care decisions.

This brochure introduces you to a variety of long-term care providers. Other resources to help you learn about long-term care include contacts listed in this brochure.

Note: This brochure is not designed to offer medical or legal advice. Please talk with your doctor for medical advice and an attorney for legal advice.

Information in this brochure is current as of January 2008.

Introduction

This brochure provides information about long-term care providers who offer health care and other types of support in the home or in a residential facility. The services they offer might be needed temporarily, like during recovery after a hospital stay, or a person may need ongoing care and support.

The providers described in this brochure include:

- Adult Day Care Centers
- Adult Family Care Homes
- Assisted Living Facilities
- Continuing Care Retirement Communities
- Home Health Agencies
- Homemakers and Companions
- Hospices
- Nurse Registries
- Nursing Homes

The type and level of care needed will determine which long-term care provider can best serve you or your loved one.

Adult Day Care Centers

Adult Day Care Centers provide programs and services for adults who need a protective setting during the day. Participants live in their own homes, which can be a private home, assisted living facility, adult family care home, or another type of group home, and come to the day care center during certain hours of the day.

An adult day care center can be a freestanding program or services can be offered through a nursing home, assisted living facility, or hospital.

The basic services include, but are not limited to:

- Leisure and social activities
- Self-care training
- Nutritional meals
- A place to rest
- Respite care (temporary supervision of an adult, giving relief to the primary caregiver)

A center might offer additional services such as health assessments; counseling; speech, physical and occupational therapy; modified diets; transportation; and referrals for follow-up services. If you need these types of services, ask the adult day care center if they are provided.

Adult Family Care Homes

Adult family care homes provide full-time, family-type living in a private home for up to five elderly persons or adults with a disability, who are not related to the owner. The resident may have their own room or may share with another person. The owner lives in the same house as the residents.

The basic services include, but are not limited to:

- Housing and nutritional meals
- Help with the activities of daily living, like bathing, dressing, eating, walking, physical transfer (moving from a bed to a chair, etc.)
- Give medications (by a nurse employed at the home or arranged by contract) or help residents give themselves medications
- Supervise residents
- Arrange for health care services
- Provide or arrange for transportation to health care services
- Health monitoring
- Social and leisure activities

A resident can also contract with a licensed home health care provider for nursing and other health care services, as long as the resident does not become more ill than is allowed in an adult family care home.

Assisted Living Facilities

Assisted living facilities provide full-time residential living in the least restrictive and most home-like setting. Facilities can range in size from one resident to several hundred and can include individual apartments or rooms that a resident has alone or shares with another person.

The basic services include, but are not limited to:

- Housing, nutritional meals, and special diets
- Help with the activities of daily living, like bathing, dressing, eating, walking, physical transfer (moving from a bed to a chair, etc.)
- Give medications (by a nurse employed at the facility or arranged by contract) or help residents give themselves medications
- Supervise residents
- Arrange for health care services
- Provide or arrange for transportation to health care services
- Health monitoring
- Respite care (temporary supervision of an adult, giving relief to the primary caregiver)
- Social and leisure activities

An assisted living facility may employ or contract with a nurse to take vital signs (blood pressure, pulse, respiration, and temperature), manage pill organizers and give medications, give prepackaged enemas from a doctor's order, and keep nursing progress notes.

A resident can also contract with a licensed home health care provider for nursing and other health care services, as long as the resident does not become more ill than is allowed in an assisted living facility.

Along with a standard license, an assisted living facility might have one or more of the following special licenses: Extended Congregate Care, Limited Nursing Services, or Limited Mental Health. More information on these special licenses can be found in the brochure “Assisted Living in Florida.” See the end of this brochure for order instructions.

Continuing Care Retirement Communities

Continuing care retirement communities offer different levels of care, allowing residents to move from one level to another, as their needs change. The community can include independent living apartments or houses, as well as an assisted living facility and/or a nursing home.

You can read more information on assisted living facilities and nursing homes in those sections of this brochure. The Florida Department of Financial Services (DFS) monitors continuing care retirement communities and you can find a list of these communities on their website www.fldfs.com or call the DFS toll-free number (800) 342-2762.

Home Health Agencies

Home health agencies provide health care services in a private home, assisted living facility, or adult family care home. Services may include:

- Nursing visits
- Give medications or help the patient give themselves medications
- Physical, occupational, respiratory, and speech therapy
- Home health aide services – help with the activities of daily living, like bathing, dressing, eating, walking, physical transfer (moving from a bed to a chair, etc.)
- Homemaker / companion services - housekeeping, shopping, help with meal preparation, trips outside the home
- Nutritional guidance
- Medical social services
- Medical equipment and supplies

Homemakers and Companions

Homemaker and companion companies provide services in the home. These services can be offered by a homemaker/companion company, or by a home health agency, nurse registry, or hospice. Services may include:

- Housekeeping
- Shopping and help with meal preparation
- Trips outside the home

Hospices

Hospices provide services in a private home, assisted living facility, adult family care home, hospital, or hospice facility for patients who are terminally ill. The staff is specially trained to help the patient and family members who are dealing with death and dying. Services may include:

- Nursing, physician, social work, and pastoral services
- Bereavement counseling (dealing with the grief of death and dying) for the patient and family
- Physical, occupational, speech, and massage therapy
- Home health aide and homemaker/companion services (as described in the Home Health Agency section of this brochure)
- Nutritional counseling
- Home medical equipment and supplies
- Respite care (temporary supervision of an adult, giving relief to the primary caregiver)

Nurse Registries

Nurse registries arrange private contracts for nurses, certified nursing assistants, home health aides, and homemakers/companions to provide services to patients in a private home, assisted living facility, or adult family care home.

Nursing Homes

Nursing homes are residential facilities where a person lives or where a person can stay temporarily. A temporary stay may be for respite care or recuperation after being in a hospital. Services include:

- Nursing care 24-hours a day
- Case management and health monitoring
- Personal care (help with bathing, dressing, eating, walking, or physical transfer)
- Nutritional meals and special diets
- Physical, occupational, and speech therapy
- Social activities
- Respite care (temporary supervision of an adult, giving relief to the primary caregiver)

Choosing a Long-Term Care Provider

If you or a loved one needs services from a long-term care provider you may want to compare several providers, to see which one will best serve your needs. The following resources can help in your search:

- Find a list of providers on the website www.FloridaHealthFinder.gov (click “Find Facilities”).
- Call the toll-free Elder Care Helpline at (800) 963-5337 for referrals to providers and other elder services.
- The Florida Department of Elder Affairs has information on adult family care homes and assisted living facilities at www.FloridaAffordableAssistedLiving.org. The site provides a variety of information, including “Find-a-Facility” where you can look for a facility based on location, cost, services provided, and housing preferences.
- If you want to learn more about a particular provider you can find survey results in the following ways:
 - Ask the long-term care provider to show you results from the most recent survey conducted by the Florida Agency for Health Care Administration. (However, homemaker and companion companies are not surveyed).
 - Request copies of surveys from the Public Information Office at the Agency for Health Care Administration. There may be a fee for copies. For more information, call (850) 410-1197 or go to <http://ahca.MyFlorida.com> (click “Site Index” then “Public Records”).
 - Survey results for nursing homes and assisted living facilities may be available at the library in the county where the facility is located. Check with the reference librarian.
 - View the “Nursing Home Guide” at www.FloridaHealthFinder.gov (click “Brochures and Guides”).
 - To view survey information on nursing homes, home health agencies, hospitals, and dialysis facilities that serve Medicare patients go to www.Medicare.gov. On the homepage click the links for comparison of Nursing Homes, Home Health Agencies, Hospitals, or Dialysis Facilities.
- You can find more information and tips in the consumer brochures “Home Health Care in Florida” and “Assisted Living in Florida.” See the end of this brochure for order instructions.

Questions You May Want to Ask a Long-Term Care Provider

Following are topics you might want to discuss with the provider, along with any other questions you may have.

- Ask to see the current license issued by the Agency for Health Care Administration.
- Ask for a written description of the cost and services and ask that they be clearly explained.

- Ask what type of payment is accepted. Long-term care services may be paid by private funds or some insurance policies. If the person and the provider are eligible, services might be paid in full or in part by Medicaid, a Medicaid waiver program, Optional State Supplementation (for some residents in adult family care homes or assisted living facilities), Medicare, or other government programs.

To find out if you might be eligible for help from a government program you might want to contact the Department of Children and Families or Department of Elder Affairs (listed in the Resource Director of this brochure). You can also check the listings for Medicare, Advocacy Center for Persons with Disabilities, or the National Council on Aging.

- Nursing homes are required to provide full-time nursing care. However, other types of long-term care providers may offer only limited nursing services, periodic nursing visits, or no nursing services. If you or a loved one needs nursing care, ask the provider what kind of nursing services they offer.

In addition, you can search for nursing homes that provide special services like care for Alzheimer's, ventilators, children, and other types of special services by using the "Nursing Home Guide." You can find the Guide at www.FloridaHealthFinder.gov (click "Brochures and Guides") or order it by calling the toll-free number (888) 419-3456.

Important Phone Numbers

If you are concerned about the care or treatment you (or a loved one) are receiving from a long-term care provider, you can contact one or more of the following:

Agency for Health Care Administration – To file a complaint against health care providers listed in this brochure call the toll-free number (888) 419-3456. To file a complaint against a continuing care retirement community, concerning financial matters, call the Florida Department of Financial Services toll-free number (800) 342-2762.

Florida Abuse Hotline – To report abuse, neglect, or exploitation of children, elderly, or adults with a disability call the toll-free Abuse Hotline at (800) 962-2873 or view the website www.dcf.state.fl.us/abuse.

Long-Term Care Ombudsman Council (Department of Elder Affairs) – Helps residents who live in assisted living facilities, adult family care homes, and nursing homes with their concerns and civil rights. Call them toll-free at (888) 831-0404 or view the website <http://ombudsman.MyFlorida.com>.

Resource Directory

Advocacy Center for Persons with Disabilities

www.AdvocacyCenter.org

(800) 342-0823 or TDD (800) 346-4127

Associated Home Health Industries of Florida, Inc.

www.ahhif.org

(850) 222-8967

Family Caregiver Alliance

www.caregiver.org

(800) 445-8106

Florida Agency for Health Care Administration

<http://ahca.myflorida.com>

(888) 419-3456

Florida Assisted Living Affiliation

www.falausa.com

(850) 383-1159

Florida Association of Homes and Services for the Aging

www.faha.org

(850) 671-3700

Florida Department of Children and Families

www.MyFlorida.com/cf_web

(866) 762-2237

(Medicaid and Optional State Supplementation)

Florida Department of Elder Affairs

<http://ElderAffairs.state.fl.us>

(800) 963-5337

Florida Department of Financial Services

www.fldfs.com

(800) 342-2762

Florida Health Care Association

www.fhca.org

(850) 224-3907

Florida Hospices and Palliative Care, Inc.

www.FloridaHospices.org

(800) 282-6560

Florida Life Care Residents Association

www.flicra.com

(850) 906-9314

Medicare

www.Medicare.gov

(800) 633-4227 or TTY (877) 486-2048

National Council on Aging

www.BenefitsCheckUp.org

Additional Consumer Brochures Include:

- A Consumer's Guide to Health & Human Services Programs
- A Patient's Guide to a Hospital Stay
- Assisted Living in Florida
- Emergency Medical Care
- End of Life Issues – A Practical Planning Guide
- Florida Medicaid – A Reference Guide
- Health Care Advance Directives – The Patient's Right to Decide
- Home Health Care in Florida
- Patient Safety
- Understanding Prescription Drug Costs

For additional copies of this brochure, or others in the series, contact the AHCA Call Center's toll-free number (888) 419-3456. To view or print any brochure in the *Consumer Awareness Series*, visit www.FloridaHealthFinder.gov.

This brochure may be copied for public use. Please credit the Agency for Health Care Administration for its creation.

If you have comments or suggestions, call (850) 922-5771.

The Agency for Health Care Administration established the following websites to help Florida residents be well informed health care consumers.

www.FloridaHealthFinder.gov

This website provides tools to compare short-term acute care hospitals, ambulatory surgery centers, health plans, and nursing homes. The site includes the A.D.A.M. Health Encyclopedia with thousands of articles and illustrations. The site also provides a list of health care facilities; information on insurance, medications, seniors, medical conditions, and resources for medical care; consumer publications; information for health care professionals; and much more.

www.MyFloridaRx.com

This website compares prices for the most commonly used prescription drugs in Florida.

<http://ahca.MyFlorida.com>

This website includes information on health care facility regulation and licensing, the Florida Medicaid program, managed care (HMOs), and other topics related to the Agency for Health Care Administration.

Department Profile

The Department of Elder Affairs is designated as the official state unit on aging, as defined in the federal Older Americans Act (OAA) of 1965. Florida voters approved a constitutional amendment to establish the Department in 1988, and it began operations in January 1992 as the primary state agency for administering human service programs for the elderly and developing policy recommendations for long-term care. The Department is required to carry out the responsibilities detailed in the OAA, including

- The Department of Elder Affairs is 94 percent privatized through contracts with other entities.
- Some 36,000 volunteers - many of them seniors - help Florida's aging services network meet the needs of elders.

organizing, coordinating and providing community-based services and opportunities for older Americans and their families. The Department's mission also includes combating ageism, creating public awareness and understanding of the contributions and needs of elders, advocating on behalf of elders, serving as an information clearinghouse, and preparing Florida's communities for retirement. A complete list of purposes and responsibilities appears in Section 20.41 and Chapter 430, Florida Statutes.

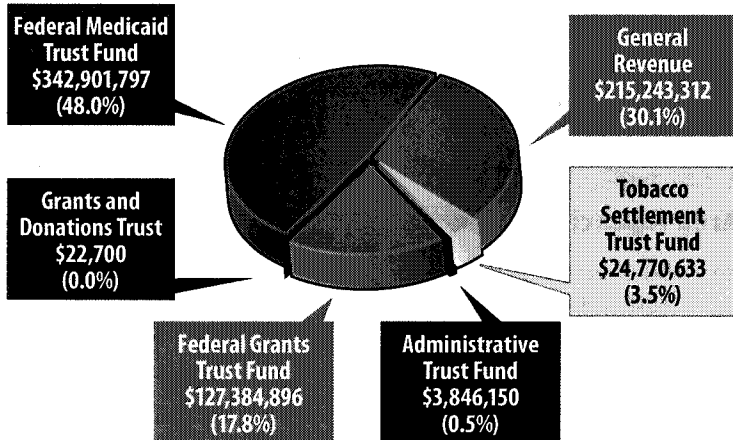
Clients Served

- More than 638,500 Floridians age 60 and older received services funded through the Department's programs in FY 07-08. These services included direct home- and community-based services, counseling, and information & referral.
- More than 12.5 million meals were provided to older Floridians through the Department's programs in FY 07-08. Of these, almost 7.5 million meals were delivered to individuals' homes and more than 5 million were provided at congregate meal sites.

Budget

Fiscal Year 2009-2010

Total: \$714,169,488



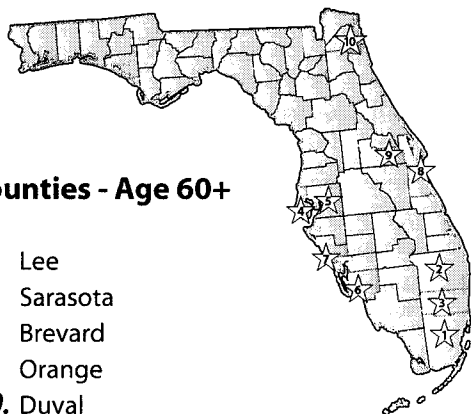
Senior Facts

Seniors Contribute to Florida

- The average Florida retiree contributes \$2,000 more in revenues than he or she consumes in public services (Source: "Tough Choices Update 2008 - Shaping Florida's Future," LeRoy Collins Institute, Florida State University, 2008)
- Residents age 60 and older are responsible for 40.2% of the owner-occupied housing in Florida, even though they constitute just 23.1% of the population (Source: American Community Survey 2005-2007, U.S. Census Bureau)
- Florida seniors (60+) are almost one-fourth more likely to own the home in which they live than are seniors nationwide (Source: American Community Survey 2005-2007, U.S. Census Bureau)
- Elders remain vibrant contributors to the Florida community- 86.4% of those 60+ have a Florida driver's license, 89.9% are registered voters
- Florida voters age 50+ made up almost half the state's electorate (49%) in the 2008 Presidential election, 6 points higher than national percentage (Source: AARP)
- Florida seniors remain committed to their families, increasingly stepping in to raise their grandchildren when the parents cannot - up 6.7% since 2006

Most Populous Counties - Age 60+

1. Miami-Dade
2. Palm Beach
3. Broward
4. Pinellas
5. Hillsborough
6. Lee
7. Sarasota
8. Brevard
9. Orange
10. Duval



Senior Voters

Registered voters age 60 and older	3,950,864 (31.2% of total)
Share of Florida voters in 2006 general election who were age 60+	43%
Share of Florida voters in 2008 Presidential election who were age 50+	49% (Source: AARP)

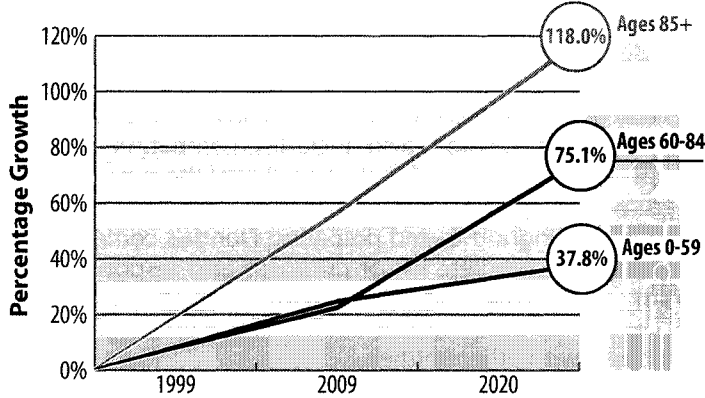
Living Situation

Population of Florida age 60+	4,396,017
Population of Florida age 60+ living alone	1,008,916
Population of Florida age 60+ living in rural areas	445,154
Grandparents responsible for their own grandchildren	60,476

Seniors Leading the Way

Population Growth 1999-2020

In the year 2010, the baby boomer population begins turning 65.



1999 Population by Age Group

Age 0-59	11,762,349	(77.0%)
Age 60-84	3,188,804	(20.9%)
Age 85+	315,934	(2.1%)

2009 Population by Age Group

Age 0-59	14,662,387	(76.9%)
Age 60-84	3,901,554	(20.5%)
Age 85+	494,463	(2.6%)

2020 Population by Age Group

Age 0-59	16,205,901	(72.1%)
Age 60-84	5,583,114	(24.8%)
Age 85+	688,871	(3.1%)

Sources: Bureau of Economic and Business Research, University of Florida; Florida Demographic Estimating Conference, February 2008; Florida Demographic Database, August 2008

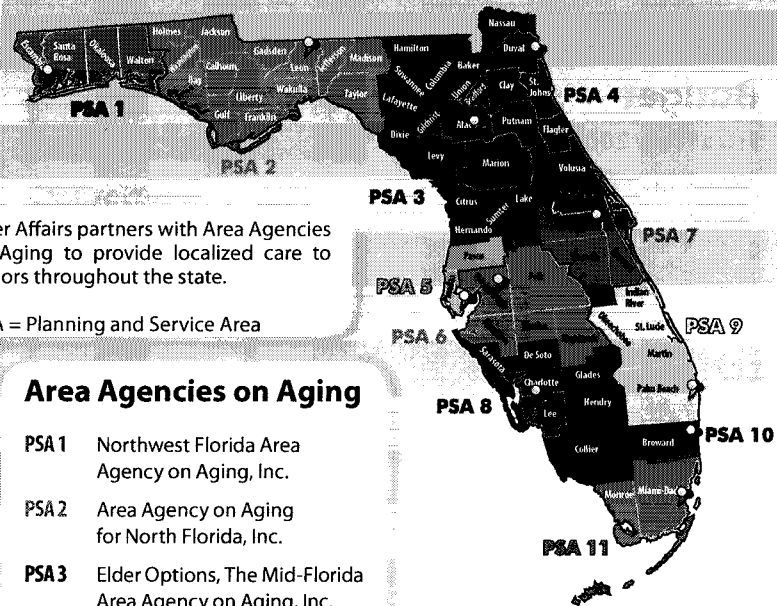
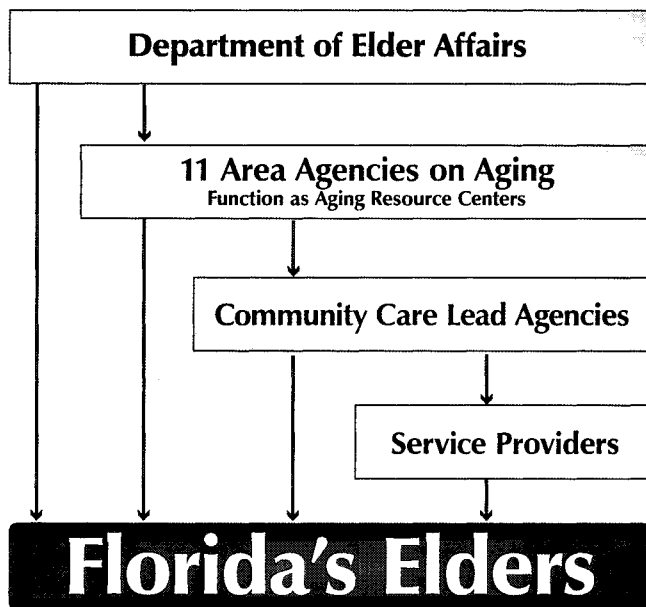
Programs & Activities

The Department of Elder Affairs administers a wide variety of assistance programs sponsored by both the federal government and the State of Florida. These include:

- Adult Care Food Program
- Alzheimer's Disease Initiative (ADI)
- Community Care for the Elderly (CCE)
- Communities for a Lifetime
- Comprehensive Assessment and Review for Long-Term Care Services (CARES)
- Consumer-Directed Care Plus (CDC+)
- Elder Helpline
- Elder Update Newspaper
- Emergency Home Energy Assistance for the Elderly Program (EHEAP)
- Florida Injury Prevention Program for Seniors (FLIPS)
- Home Care for the Elderly (HCE)
- Intergenerational Connections
- Long-Term Care Ombudsman Program
- Medicaid Waivers
- Older Americans Act Programs
- Respite for Elders Living in Everyday Families (RELIEF)
- Senior Community Service Employment Program (SCSEP)
- Senior Companion Program
- Serving Health Insurance Needs of Elders (SHINE)

Aging Services Network

Some 36,000 volunteers participate in Florida's Aging Services Network



Elder Affairs partners with Area Agencies on Aging to provide localized care to seniors throughout the state.

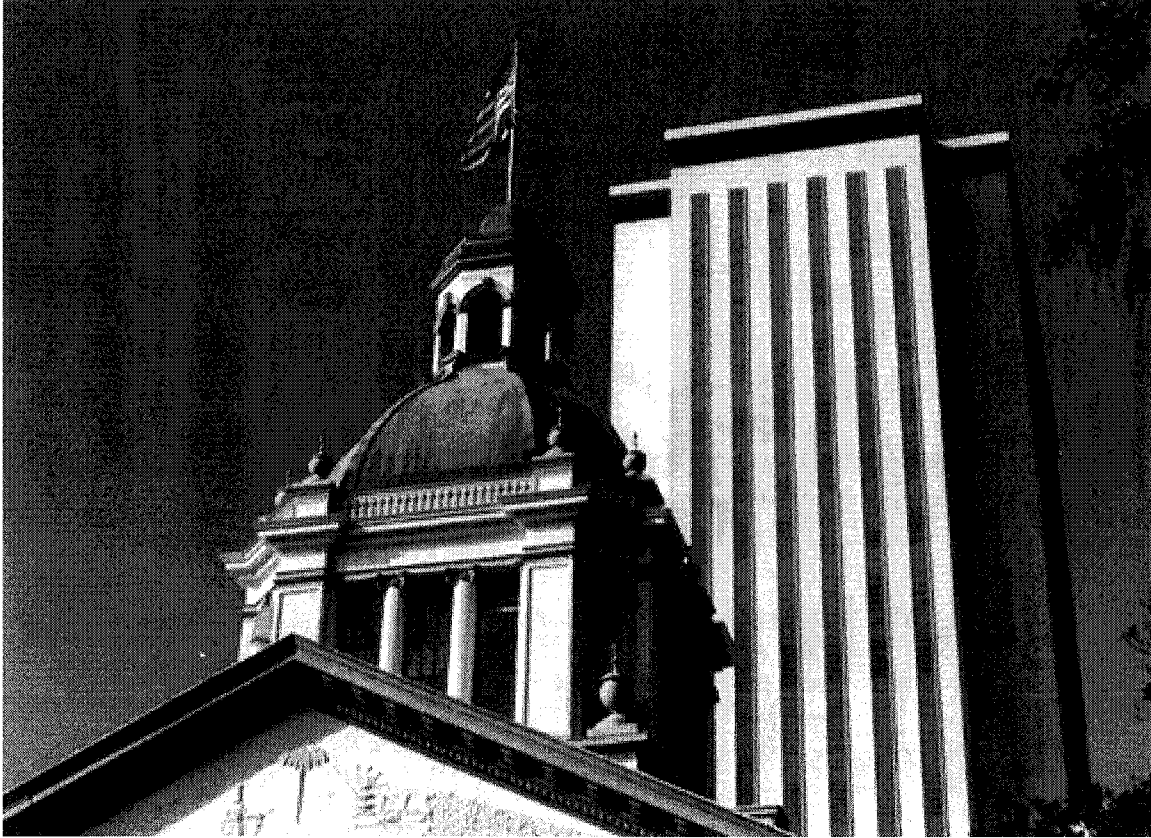
PSA = Planning and Service Area

Area Agencies on Aging

- PSA 1** Northwest Florida Area Agency on Aging, Inc.
- PSA 2** Area Agency on Aging for North Florida, Inc.
- PSA 3** Elder Options, The Mid-Florida Area Agency on Aging, Inc.
- PSA 4** ElderSource, The Area Agency on Aging of Northeast Florida
- PSA 5** Area Agency on Aging of Pasco-Pinellas, Inc.
- PSA 6** West Central Florida Area Agency on Aging, Inc.
- PSA 7** Senior Resource Alliance
- PSA 8** Area Agency on Agency of Southwest Florida
- PSA 9** Area Agency on Aging of Palm Beach/Treasure Coast
- PSA 10** Aging and Disability Resource Center of Broward County, Inc.
- PSA 11** Alliance for Aging, Inc.

Contact:

Florida Department of Elder Affairs
4040 Esplanade Way
Tallahassee, Florida 32399-7000
Phone: 850-414-2000
Fax: 850-414-2004
<http://elderaffairs.state.fl.us>



The Agency for Health Care Administration

A General Overview



**Better Health Care for
All Floridians**



Holly Benson
Secretary

Dear Friend,

We at the Agency for Health Care Administration are really looking forward to working with you this year. Health care policy is one of the most interesting and complex challenges the Legislature faces, and every family across this state is concerned about finding access to affordable, quality health care.

We wanted to provide you with an overview of our Agency and our resources in order to make sure you know how to get the information you need. As always, our Legislative Affairs Director, James McFaddin, his team and I are eager to help you achieve your policy goals, but everyone at the Agency remains committed to helping you craft meaningful health care policy.

Our Agency was statutorily created by Chapter 20, Florida Statutes as the chief health policy and planning entity for the state. We are primarily responsible for the state's \$17.5 billion Medicaid program that serves over 2.5 million Floridians, the licensure of the state's 37,000 health care facilities and the sharing of health care data through the Florida Center for Health Information and Policy Analysis.

Last year we worked with legislators to create new tools to target healthcare fraud and abuse in an effort to stretch our budget resources to serve the health care needs of as many Floridians as possible. We also worked with you to reduce burdensome and unnecessary regulation on many of our state's health care facilities. Additionally, we took a giant step forward together with the passage of an electronic health information exchange initiative.

This year we will be working with you to continue to reduce the number of uninsured across the state, to enhance our ability to target fraudulent providers, to reduce unnecessary regulation, and to reduce administrative costs in order to ensure that scarce dollars go to serve more patients.

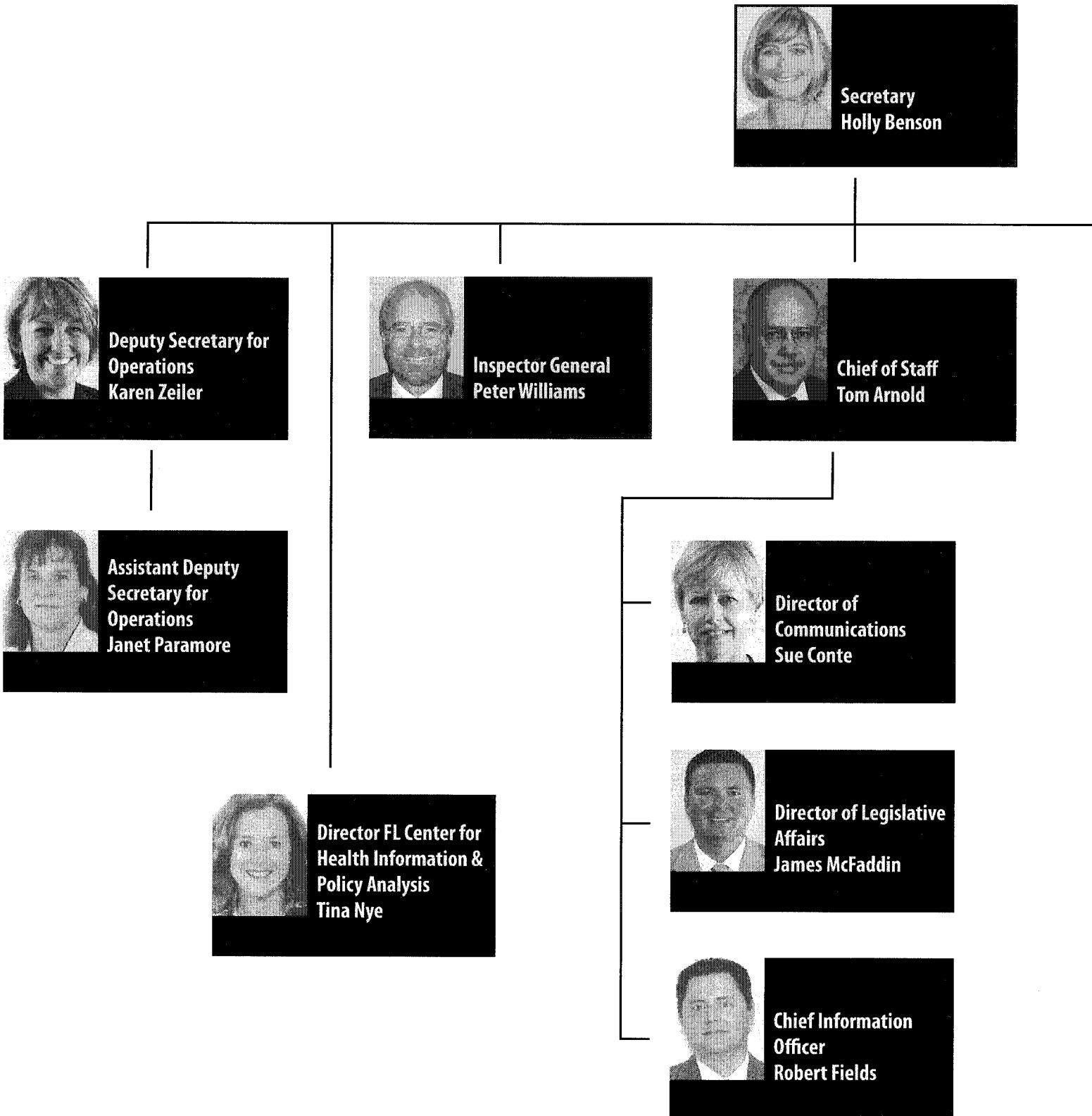
Our mission is Better Health Care for All Floridians. We appreciate your partnership in our efforts and look forward to working with you this year. Thank you for your service to your constituents and to the people of Florida.

Sincerely,

A handwritten signature in cursive script that reads "Holly Benson". The ink is dark and the signature is fluid and legible.


Holly Benson, Secretary

Organizational Structure






**Deputy Secretary HQA
Division**
Liz Dudek




General Counsel
Justin Senior




**Deputy Secretary
Medicaid Division**
Dyke Snipes



**Assistant Deputy
Secretary HQA Division**
Becky Knapp



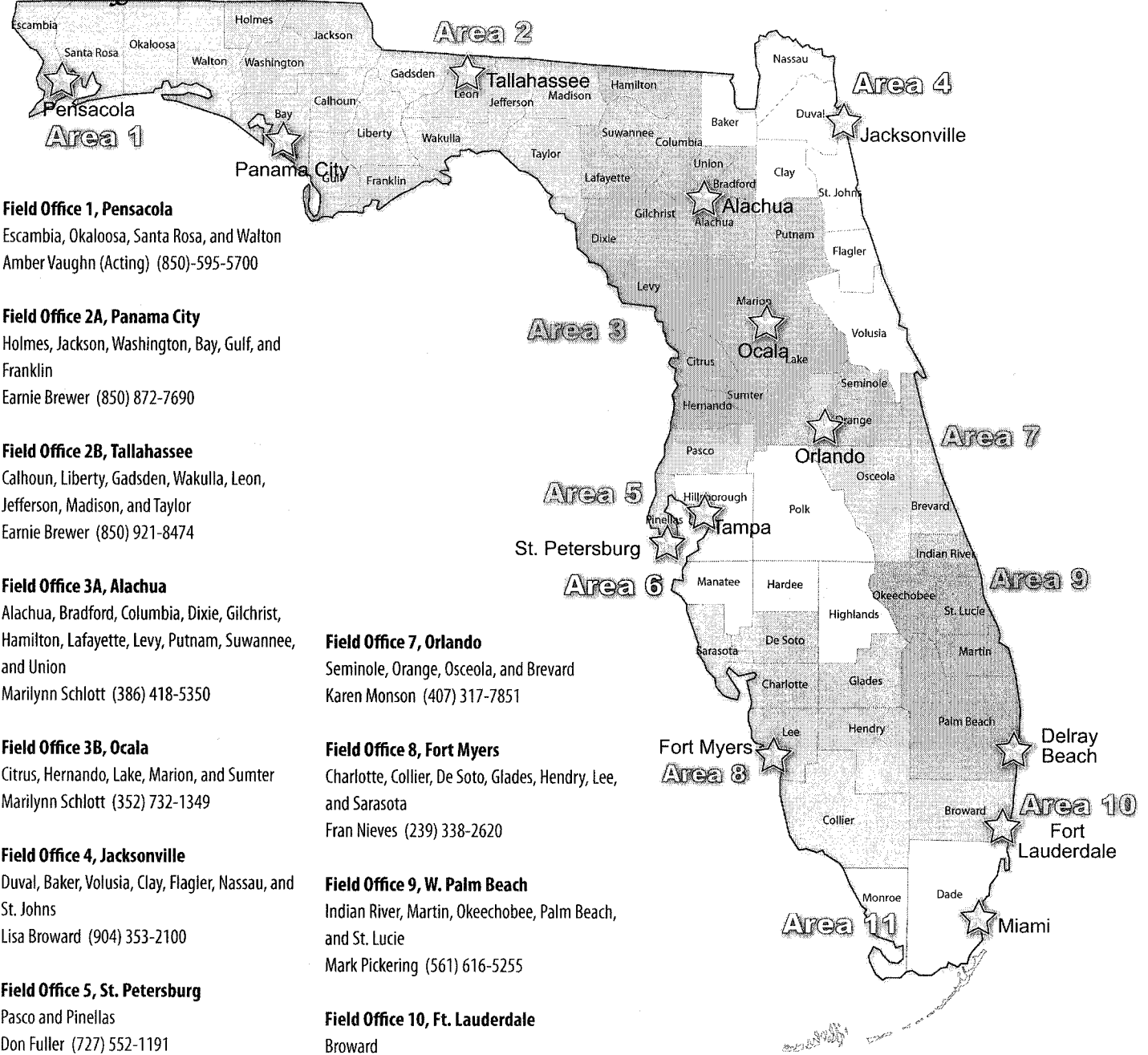
**Chief Operational
Officer**
Chris Osterlund



Chief Financial Officer
Phil Williams

Florida Medicaid

Area Office Locations



Field Office 1, Pensacola
 Escambia, Okaloosa, Santa Rosa, and Walton
 Amber Vaughn (Acting) (850)-595-5700

Field Office 2A, Panama City
 Holmes, Jackson, Washington, Bay, Gulf, and Franklin
 Earnie Brewer (850) 872-7690

Field Office 2B, Tallahassee
 Calhoun, Liberty, Gadsden, Wakulla, Leon, Jefferson, Madison, and Taylor
 Earnie Brewer (850) 921-8474

Field Office 3A, Alachua
 Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Putnam, Suwannee, and Union
 Marilyn Schlott (386) 418-5350

Field Office 3B, Ocala
 Citrus, Hernando, Lake, Marion, and Sumter
 Marilyn Schlott (352) 732-1349

Field Office 4, Jacksonville
 Duval, Baker, Volusia, Clay, Flagler, Nassau, and St. Johns
 Lisa Broward (904) 353-2100

Field Office 5, St. Petersburg
 Pasco and Pinellas
 Don Fuller (727) 552-1191

Field Office 6, Tampa
 Hillsborough, Polk, Hardee, Highlands, and Manatee
 Sue McPhee (813) 871-7600

Field Office 7, Orlando
 Seminole, Orange, Osceola, and Brevard
 Karen Monson (407) 317-7851

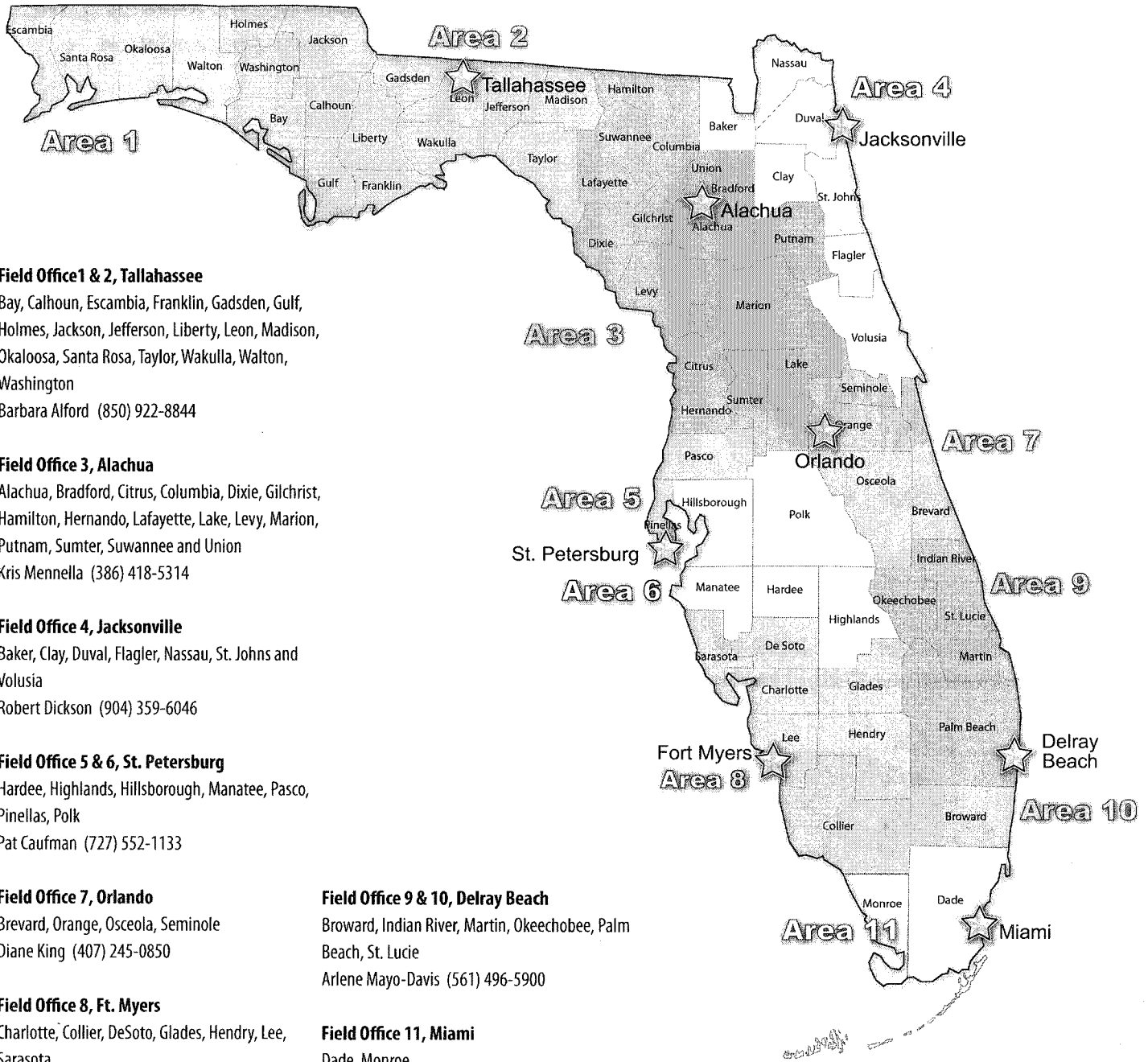
Field Office 8, Fort Myers
 Charlotte, Collier, De Soto, Glades, Hendry, Lee, and Sarasota
 Fran Nieves (239) 338-2620

Field Office 9, W. Palm Beach
 Indian River, Martin, Okeechobee, Palm Beach, and St. Lucie
 Mark Pickering (561) 616-5255

Field Office 10, Ft. Lauderdale
 Broward
 Rafael Copa (954) 202-3200

Field Office 11, Miami
 Dade, Monroe
 Rhea Gray (305) 499-2000

Health Quality Assurance



Field Office 1 & 2, Tallahassee

Bay, Calhoun, Escambia, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Liberty, Leon, Madison, Okaloosa, Santa Rosa, Taylor, Wakulla, Walton, Washington

Barbara Alford (850) 922-8844

Field Office 3, Alachua

Alachua, Bradford, Citrus, Columbia, Dixie, Gilchrist, Hamilton, Hernando, Lafayette, Lake, Levy, Marion, Putnam, Sumter, Suwannee and Union

Kris Mennella (386) 418-5314

Field Office 4, Jacksonville

Baker, Clay, Duval, Flagler, Nassau, St. Johns and Volusia

Robert Dickson (904) 359-6046

Field Office 5 & 6, St. Petersburg

Hardee, Highlands, Hillsborough, Manatee, Pasco, Pinellas, Polk

Pat Cauffman (727) 552-1133

Field Office 7, Orlando

Brevard, Orange, Osceola, Seminole

Diane King (407) 245-0850

Field Office 8, Ft. Myers

Charlotte, Collier, DeSoto, Glades, Hendry, Lee, Sarasota

Harold Williams (239) 338-2366

Field Office 9 & 10, Delray Beach

Broward, Indian River, Martin, Okeechobee, Palm Beach, St. Lucie

Arlene Mayo-Davis (561) 496-5900

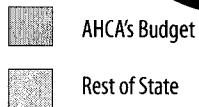
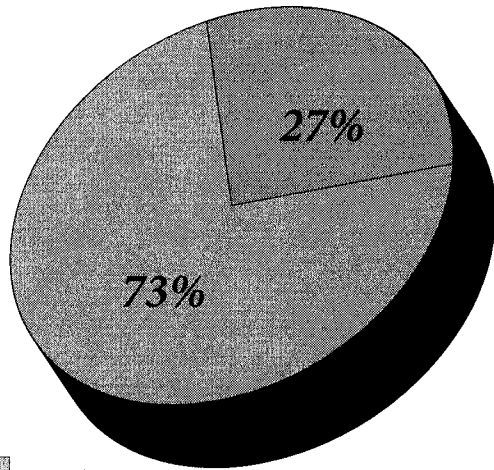
Field Office 11, Miami

Dade, Monroe

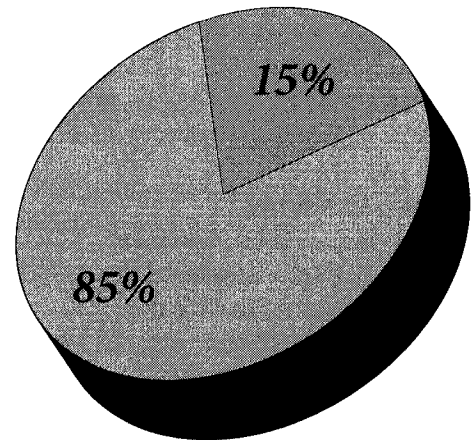
Robert Emling (305) 499-2165

AHCA's Budget Breakdown

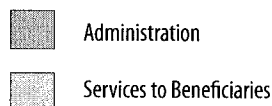
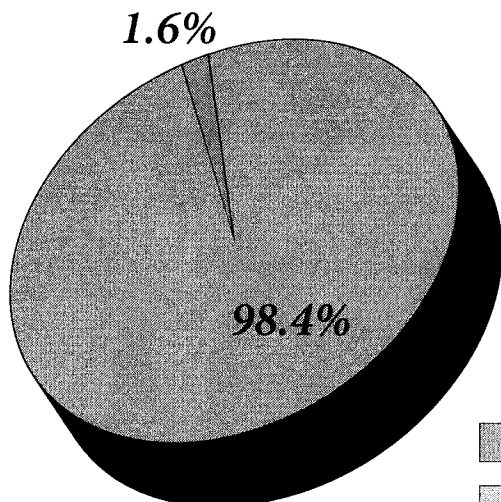
Percentage of FY 2008-09 Agency's Budget to State of Florida



FY 2008-09 General Revenue to Trust Funds Appropriation



Percentage of FY 2008-09 Administrations Budget to Agency



Agency's Total Budget FY 2009-10 is \$18,239,862,302

General Revenue \$2,684,189,231

Division of Operations

Division of Operations

*Karen Zeiler, Deputy Secretary for Operations
(850)922-3809*

Email: zeilerk@ahca.myflorida.com

*Janet Parramore, Assistant Deputy Secretary for
Operatioins*

(850)488-2694

Email: parramoj@ahca.myflorida.com

The Division of Operations is responsible for the administration of human resources, finance and accounting, budgeting, grants management, revenue management, procurements, purchasing, facility management, records management, safety, and mailroom operations. In order to accomplish these tasks, the Division is comprised of four bureaus: Budget Services, Finance and Accounting, Human Resources and Support Services.

The Division of Administrative Services provides uniform policies and procedures for human resource administration, finance and accounting, budgeting, civil rights, grants management, revenue management, procurement, purchasing, facility management, records management, and safety and mailroom operations. The Deputy coordinates policy decisions with the Agency's Senior Managers and the Secretary.

The Division of Operations directs the planning and development of the Agency's Legislative Budget Requests. This involves consulting and advising the Secretary, and other Senior Managers regarding legislative budget requests, Agency operational budgets, and tracking of expenditures and rate. The Division ensures that Agency budgetary activities are consistent with statutory authority, legislative intent, Agency goals/priorities, and revenue projections.

The Division assists the Secretary in analyzing legislative bills and proposes legislation needed to improve operational efficiency or to support the accomplishment of Agency goals. The Division serves as one of the Agency's liaisons with the Governor's Office of Policy and Budget regarding legislative budget requests, budget amendments, and other related financial issues that affect the Agency, other state agencies and the general public.

Bureau of Budget Services

Michele Tallent, Budget Director

(850) 922-8414

Email: tallentm@ahca.myflorida.com

The Bureau of Budget Services manages and directs all budget related activities for the Agency. This includes the development of the Agency's Legislative Budget request, monitoring appropriations, position and rate ledger and other budget related reports.

The Bureau of Budget Services is responsible for financial, administrative and operational knowledge of the Agency, State and Federal rules and regulations and the Legislative Budget Process. The Bureau serves as one of the Agency's liaisons with the Executive Office of the Governor, Office of Policy and Budget, Senate and the House.

The Bureau is responsible for the monitoring of operating budgets, assuring consistency with the Agency's financial plan, general appropriations act and Legislative intent.

Finance and Accounting

*Paula Shirley, Bureau Chief
(850) 922-8452
Email: shirleyp@ahca.myflorida.com*

The Bureau of Finance and Accounting consists of the following units: Accounting Policy and Systems, Voucher Processing, Revenue, Grants reporting, Accounts Receivable and Medicaid County Billing. The Bureau operates the Agency's accounting systems and serves as the Agency's Liaison with the Department of Financial Services.

The Bureau is responsible for tracking revenues and receivables due to the Agency and deposits and records such revenue including: facility fees; fines and penalties; federal grant awards; Medicaid fraud, abuse and overpayments; hospital and other facility fee assessments; CON fees; Plans and Construction fees; county share of hospital and nursing home Medicaid payments and drug rebates from pharmaceutical companies. The Bureau prepares the Agency's statewide financial statements annually, completes quarterly required federal reports for Title XVIII, Title XIX, Clinical Laboratory Improvement Act and Title XXI and prepares cost allocations reports and annually submits the Agency's federal indirect cost plan.

The Bureau is responsible for paying vendors; reimbursing state travelers; disbursing to other State agencies; posting and reconciling accounting transactions; analyzing and distributing the Agency's monthly financial reports; maintaining accounting data; updating accounting information in the property subsystem; and administering the Agency's Purchasing Card Program.

Human Resources

*James Haynes, Bureau Chief
(850) 922-8440
Email: haynesj@ahca.myflorida.com*

The Bureau of Human Resources provides essential and comprehensive resources to the Agency. The Bureau Chief coordinates and makes the management decisions as to the needs of our customers through the Classification and Recruitment, Payroll and Benefits, Training and Labor Relations Units.

The Bureau assists managers and supervisors with the recruitment and hiring process, reorganizations, reclassifications, transfers and the establishment of new positions. The Bureau is responsible for maintaining position history and updating both position descriptions and organizational charts.

The Bureau directs the processing of payroll actions including employment verifications and retirement; prepares and distributes New Employee Handbook, Retiree, FMLA and DROP packets; assists and trains staff on the proper methods for requesting and approving time attendance; and provides interpretation of the various rules and regulations that govern the Bureau of Human Resources as it relates to time and attendance.

The Training section administers New Employee Orientation, Lunch-N-Learn, professional development and supervisory training. The section promotes employee recognition through the Employee Awards program and the Shining Stars program; maintains Agency personnel files and training records; and responds to public records request.

The Labor Relations section provides technical assistance to managers in the areas of employee relations, clarifying procedures to finalize performance appraisals and disciplinary actions; counsels employees on rights and procedures for filing grievances and inter-

nal complaints; and represents management in union negotiations, serving as Coordinator for the Employee Assistance Program and Americans with Disabilities Act, and conducts investigations into complaints.

Support Services

Cathy McEachron (Acting Bureau Chief)
(850) 921-7706
Email: mceachroc@ahca.myflorida.com

The Bureau of Support Services within the Division of Operations provides general services support to the Agency's staff at headquarters and area offices. The Bureau includes the following units: Facility Services; Purchasing; Contract Administration and Mail Operations. The units work closely with the Department of Management Services, Department of Financial Services, Secretary of State, Community Affairs and the U.S. Postal Service to assure the Agency's compliance with state and federal statutes and rules in support of the Agency's responsibilities.

The Facility Services Unit is responsible for administering the Agency's leased facilities involving Agency security, office renovations/relocations, safety/loss prevention and control programs, state-owned tangible personal property program, and the Agency's emergency preparedness/COOP activities.

The Purchasing Unit is responsible for the procurement of goods and services to support Agency operations involving competitive solicitations (bids), state-term contracts and informal quotes. The Unit coordinates the Agency's Minority Business Utilization Plan and is responsible for the implementation of the MyFlorida-MarketPlace E-Procurement system.

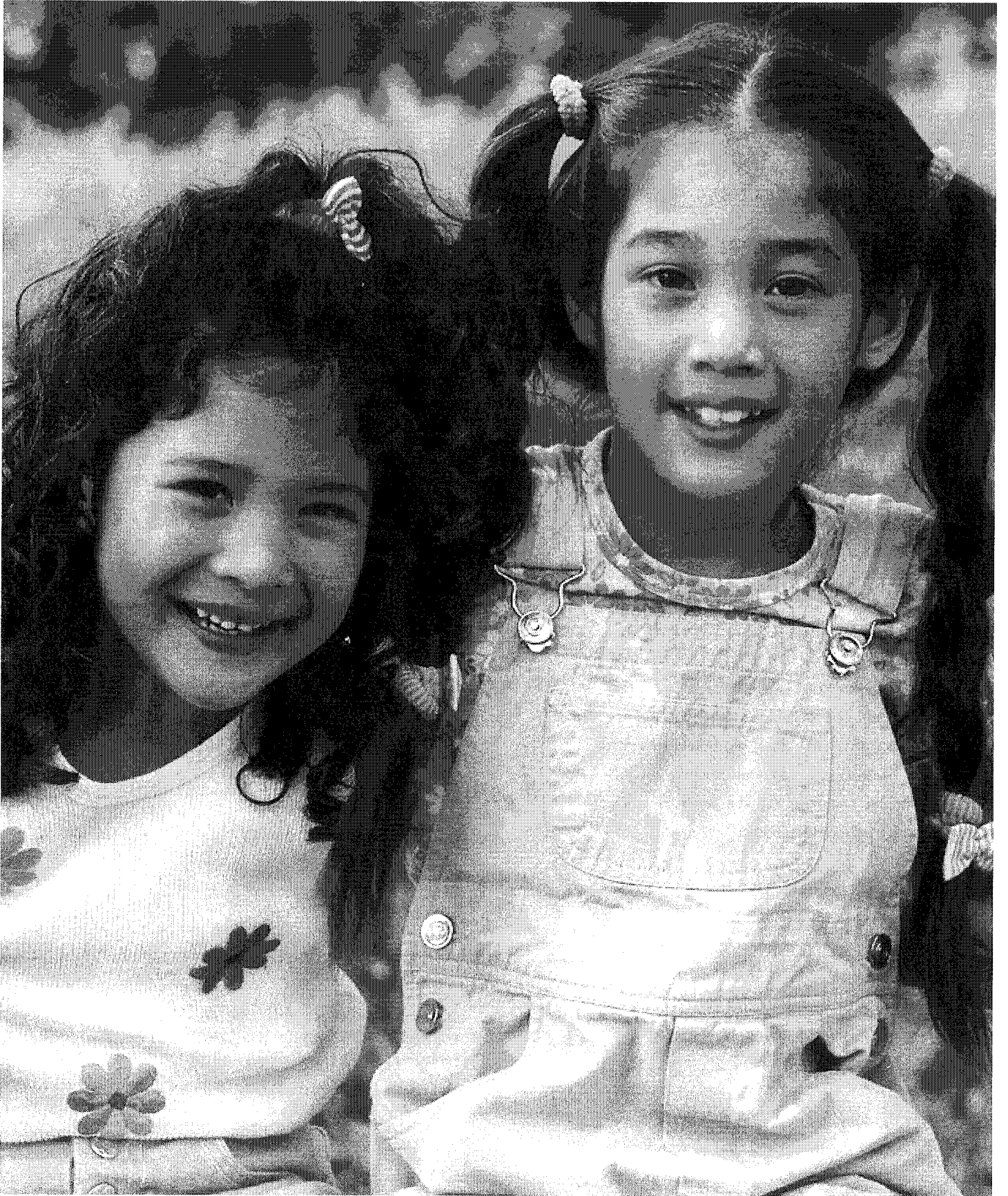
The Contract Administration Unit functions as the Agency's Contract Administrator and is responsible for the competitive solicitation (RFP, ITN) of profes-

sional services, review of all contract documents, the Agency's Standard Contract and Attachments, contract manager training, certification and contract monitoring.

The Mail Operations Unit is responsible for the headquarters mailroom involving the receipt, processing and distribution of all U.S. Postal, express, inter-office and courier mail services. This unit is responsible for the Agency's Records Management Program and coordinates conference room scheduling.

AHCA Fast Facts:

The Florida Center for Health Information and Policy Analysis collects health care patient data from 260 hospitals, 205 Emergency Departments, 630 Ambulatory Surgical Centers and 15 Comprehensive Inpatient Rehabilitation Centers.



Florida Medicaid

Medicaid Director's Office

Florida Medicaid Director/ Deputy Secretary for Medicaid:

Dyke Snipes
(850) 488-3560
Email: snipesd@ahca.myflorida.com

Florida Medicaid is a \$17.5 billion state and federal partnership that provides health care to more than 2.5 million beneficiaries. The Deputy Secretary for Medicaid is responsible for overseeing the management and operation of a broad range of health care services offered through Medicaid to low-income families and the elderly and disabled.

Mr. Snipes has over 31 years experience with the State of Florida of which 29 years have been related to Medicaid, health care services and funding issues for health care services.

What We Do:

The ongoing operation of the program, from policy development to fiscal management is conducted by Medicaid bureaus that include Medicaid Services, the policy arm; Health Systems Development, the managed care arm; Program Analysis, the financial arm; Pharmacy Services, which handles the prescription drug program; Quality Management, which focuses on project management and optimizing quality in our programs; and Contract Management, which administers the contract with the fiscal agent to adjudicate and process over 130 million Medicaid claims per year.

Eleven field offices work with thousands of providers and constituents at the local level. Eligibility for Medicaid is determined through an agreement with the Department of Children and Families, as permitted by federal regulation.

Medicaid Fraud and Abuse Liaison/ Medicaid Director's Office:

Jim Hampton
(850) 488-3560
Email: hamptonj@ahca.myflorida.com

Designated staff in the Medicaid Director's office works to promote program-wide accountability as it relates to combating fraud and abuse and serves as a liaison between the Office of the Inspector General (including Medicaid Program Integrity) and Division staff to ensure appropriate safeguards and measures are taken to address the inherent issues associated with fraud and to address systemic programmatic issues proactively.

Medicaid Legislative Liaison/ Medicaid Director's Office:

Kristin Sokoloski
(850) 413-9070
Email: sokolosk@ahca.myflorida.com

Staff within the Medicaid Director's Office is responsible for coordinating, on behalf of the Division, all legislative issues and contacts. This position manages preparation of materials relating to Medicaid and the legislative process. This includes supervising preparation of presentations for delivery by the Deputy Secretary; assignment and tracking of legislative bill analyses; review of legislative bills to ensure analyses reflect appropriate policy, budgetary and staffing issues that

would affect Medicaid, and coordinates investigation and response to all constituent issues brought by Legislative Offices to the Division of Medicaid.

Bureau of Medicaid Program Analysis:

Chief, Bureau of Program Analysis

Michele Hudson

(850) 414-2756

Email: hudsonm@ahca.myflorida.com

Medicaid Finance

Florida Medicaid Chief Financial Officer/ Assistant Deputy Secretary for Medicaid Finance:

Phil Williams

(850) 488-3560

Email: williamp@ahca.myflorida.com

The Assistant Deputy Secretary for Florida Medicaid Finance serves as the Chief Financial Officer for Florida's \$17.5 billion Florida Medicaid Program.

The Bureau of Medicaid Program Analysis is the fiscal branch of Medicaid. Program Analysis is responsible for administering the \$15.7 billion dollar Medicaid budget and provides data analyses, budget projections and cost-based rates for the Medicaid program. This Bureau deals directly with the legislative budget requests, statutes, and appropriations that impact every facet of the Medicaid program.

AHCA Fast Facts:

Medicaid processes approximately 400,000 claims each day.

Bureau Listing

- Medicaid Program Analysis
- Medicaid Contract Management
- Medicaid Quality Management

Unit Listings

- Cost Reimbursement
- Fiscal Planning
- Audit Services
- Third Party Liability
- System Support/Data Analysis Unit
- Disproportionate Share, Special Medicaid Payments and Low Income Pool
- Focus Review

What We Do:

- Oversee the development and management of the Florida Medicaid budget;
- Direct the work of the Program Analysis Bureau with responsibilities for audit services, cost reimbursement, fiscal planning and analysis, program support and third party recoveries;
- Direct the work of the Contract Management Bureau in oversight of the Fiscal Agent Contract;
- Direct the Quality Management Bureau with responsibility for project management, program oversight and Research and Policy.

What We Do:

- Cost Reimbursement – Calculates reimbursement rates for cost-based institutional Medicaid providers;
- Fiscal Planning – Coordinates and prepares budget analysis and projects for the Florida Medicaid program;
- Audit Services – Reviews and audits cost reports for cost-based providers;

- Third Party Liability – Works with private insurance companies to resolve settlements overpayments, and issues outside of Medicaid where another provider is involved (Medicaid is the payer of last resort);
- Systems Support/Data Analysis Unit – Provides programming functions and data analysis for Medicaid budget projections, tracking and requests and calculates capitation payments;
- Disproportionate Share, Special Medicaid Payments and Low Income Pool – Supplemental payments to qualifying Title XIX providers (including, but not limited to hospitals, Federally Qualified Health Centers (FQHCs), nursing homes and physicians);
- Focus Review – Analyzes fiscal impact of legislative initiatives and cost effectiveness of waivers.

Bureau of Medicaid Quality Management

Chief, Bureau of Medicaid Quality Management

Susan Dilmore
(850) 410-0737

Email: dilmores@ahca.myflorida.com

The Bureau of Medicaid Quality Management was created in 2005 and is comprised of three units focused on optimizing and improving quality in Medicaid programs, policies, and the implementation of projects and research.

Unit Listings:

- Medicaid Project Management and Process Improvement
- Medicaid Program Oversight and Quality
- Medicaid Research and Evaluation

What We Do:

Medicaid Project Management:

- This unit collaboratively designs, develops and implements the infrastructure to support project management and process improvement efforts in the Division of Medicaid to assure that all projects are delivered on time and within the allocated budget and to document and improve Medicaid bureaus' processes to increase efficiencies and maximize staff efforts.
- Establish Medicaid processes, procedures, and policies for project management and process improvement
- Develop Medicaid standard templates for documenting project management and process improvement activities
- Define roles and responsibilities and establish reporting requirements for Medicaid projects
- Manage Medicaid Projects and Process Improvement Efforts
- Portfolio Management of Medicaid Projects

Medicaid Program Oversight:

- This unit works to optimize the use of Medicaid resources through analysis and evaluation of costs, delivery, outcomes of services and Agency functions. The unit also works to maximize the efficiency and effectiveness of Medicaid programs.

- Develop and Implement a Medicaid Encounter Data System for Medicaid Managed Care for the purposes of risk adjustment, rate setting, fraud and abuse detection and improved quality
- Develop standards and tools for effectively monitoring Medicaid services; data exchange and data use agreements; and prevent unnecessary and inappropriate utilization of Medicaid services
- Identify best practices and make recommendations based on findings and reduce duplication of Medicaid services
- Coordinate activities for the Payment Error Rate Measurement (PERM)
- Serve as Medicaid's coordinator of quality initiatives to include such programs and performance measures, External Quality Review Organization (EQRO) and others.
- Coordinates Medicaid's efforts on the Uninsured and ethnic and racial disparities
- Coordinates Medicaid activities for the Agency's Long Range Program Plan
- Monitors national trends and developments in health care for applicability to Florida Medicaid

Bureau of Medicaid Contract Management:

Chief, Bureau of Medicaid Contract Management

Alan Strowd
(850) 922-2726
Email: strowda@ahca.myflorida.com

Contract Management oversees the contract with the Medicaid fiscal agent. The contractor maintains the Florida Medicaid Management Information System (FMMIS), processes claims for payment, enrolls providers, generates provider and other Florida Medicaid publications, announcements, etc., and manages the cash flow. Contract Management establishes and manages claims resolution policies, provider enrollment and reenrollment policies, coordinates Medicaid eligibility policy with the Department of Children and Families (Medicaid eligibility is determined by the Department of Children and Families or the Social Security Administration), implements eligibility policy, and resolves eligibility file problems in FMMIS.

Medicaid Research and Policy:

- This unit obtains, organizes and disseminates evidence-based information to assist the Agency in planning.
- Develops a research agenda with university partners
- Manages research contracts and coordinates evaluation teams as required by the federal Centers for Medicare and Medicaid Services on waiver programs.
- Promotes use of research finding in policy development
- Contracts for applied research

Unit Listings

- Procurement
- Finance/ Audit
- Monitoring/ Compliance
- Systems

- Provider Enrollment
- Beneficiary File Management
- Decision Support System/ FREEDOM
- Medicaid Options Brokerage Services and Medicaid Reform Choice Counseling
- Health Information Exchange and Electronic Health Records and Personal Health Records Initiatives (as a new function in MCM Administration)

What We Do:

- Finance and Audit - Oversees the weekly payment process, cash flow, and audit functions;
- Contract Monitoring and Report Cards - ensures the fiscal agent complies with its contractual obligations and service level agreements per the RFP;
- Systems - manages the Customer Service Requests (CSRs) which are the systems coding instructions for program changes and FMMIS enhancements;
- Provider Enrollment - establishes policy and operations associated with provider enrollment and reenrollment;
- Beneficiary File Management -oversees the transfer of data between FMMIS and the FLORIDA and SSA systems and maintains the beneficiary file subsystem;
- Decision Support Systems – manages the “warehouse” of MMIS claims, provider and beneficiary data and oversees the software applications that are used to analyze Medicaid data;
- Choice Counseling – the Choice Counseling Unit oversees the comprehensive beneficiary Choice Counseling program, a critical component of the

Medicaid Managed Care Pilot initiative. Through the Choice Counseling efforts, beneficiaries are assisted by specially trained staff in choosing a health plan that best meets their individual or family’s needs. The Choice Counseling program offers a myriad of ways for beneficiaries to access this free service and offers special services for the disabled and beneficiaries with special health care needs. The Choice Counseling unit also oversees the current Medicaid enrollment broker contract that enrolls Medicaid beneficiaries in health plans in all non-reform counties.

- Medicaid’s Fiscal Agent (EDS)- The current fiscal agent contract with EDS began in July 2008. The core contract has an administrative cost of approximately \$250 million for a five year period. The fiscal agent adjudicates and processes approximately 135 million claims annually, with approximately 97% of those claims filed electronically. There are more than 100,000 Medicaid providers currently enrolled in the program, serving more than 2.5 million Medicaid beneficiaries. The fiscal agent employs, on average, 400 staff to manage the Florida Medicaid MMIS and related operations.

AHCA Fast Facts:

Florida Medicaid’s 11 Area Field Offices handle 58,000 calls per month.

Bureau of Medicaid Operations

Florida Medicaid Chief Operating Officer/ Assistant Deputy Secretary for Medicaid Operations:

Chris Osterlund
(850) 488-3560
Email: osterluc@ahca.myflorida.com

The Assistant Deputy Secretary for Florida Medicaid Operations serves as the Chief Operations Officer and is responsible for planning, development and implementation of policies, procedures and administrative rules related to the 47 mandatory and optional services and waiver programs offered to 2.5 million Medicaid beneficiaries.

Bureau Listings

- Medicaid Services
- Medicaid Pharmacy Services
- Medicaid Health Systems Development
- Medicaid Field Operations

What We Do:

- Direct development of comprehensive Florida Medicaid program consistent with the goals, objectives and priorities of the Agency;
- Coordinate the day-to-day operation of the program through the work of the 11 Florida Medicaid field offices;
- Coordinate operation of the Medicaid programs through interaction with other state agencies offering services to Medicaid beneficiaries;

- Direct Florida Medicaid planning and development, including policy development and analysis and monitoring of programs managed by the bureaus of Medicaid Services, Health Systems Development and Pharmacy Services;

Bureau of Medicaid Pharmacy Services

Chief, Bureau of Medicaid Pharmacy Services

Anne Wells
(850) 487-4441
Email: wellsa@ahca.myflorida.com

The Bureau of Pharmacy Services is responsible for administration, management and oversight of the Medicaid Pharmacy Services program. This includes policy development and implementation, and rule making necessary to optimize drug therapy for Medicaid beneficiaries by ensuring access to pharmaceuticals that are clinically efficient, cost effective, and produce desired outcomes. In FY 2008-2009, the Medicaid Pharmacy budget is projected to be approximately \$1.26 billion and will pay for approximately 14.5 million prescriptions.

Unit Listings

- Administration & Operations
- Clinical Oversight

What We Do:

The Bureau of Medicaid Pharmacy Services manages clinical oversight as well as administrative and operational functions for several successful prescribed drug cost control measures mandated in recent years to address the quality of care and cost of this benefit.

AHCA Fast Facts:

Medicaid processes an average of 300 Medicaid Provider enrollment applications each week.

Clinical oversight is achieved through:

- Administration of the Florida Medicaid Preferred Drug List, with recommendations from the Governor's appointed Medicaid Pharmacy and Therapeutics Committee;
- Adoption of Federal Drug Administration (FDA) drug use guidelines;
- Targeted prior authorization for specific drugs;
- Drug Utilization Board and Prescribing Pattern Review Panel oversight and review of provider prescribing patterns.

Administration and Operations has oversight of:

- Reimbursement of pharmacy providers for claims;
- Drug therapy limits;
- Early refill controls and other clinical edits;
- Beneficiary lock-in program to prevent misuse and fraud;
- Maintenance of State Maximum Allowable Cost prices in an extremely dynamic database of drug reimbursement information;
- State Supplemental Rebate negotiation with pharmaceutical manufacturers;
- State and federal rebate invoicing and collection;
- Pharmaceutical Expense Assistance Program (related to Medicare Part D);
- Enhanced benefit program in Medicaid Reforms plans.

Bureau of Medicaid Health Systems Development

Chief, Bureau of Health Systems Development

Melanie Brown-Woofter

(850) 487-2355

Email: brownme@ahca.myflorida.com

The Bureau of Health Systems Development (HSD) is responsible for the development and oversight of Medicaid's managed care programs including managing contracts with HMOs, Provider Service Networks, Minority Physician Networks, the prepaid dental health plan and the MediPass program. The Bureau also has responsibility for the Disease Management Initiative. In addition, the Bureau is responsible for managing the 1915 (b) Managed Care Waiver, the 1115 Medicaid Reform Waiver and the 1115 MEDS AD Waiver. The bureau develops and implements Medicaid managed care policies, contracts, applications, and procedures along with other special projects. HSD is responsible for the development and maintenance of the Medicaid managed care administrative rules. The Bureau coordinates managed care policy development with other departmental entities, the public and managed care programs. The Bureau prepares federal Medicaid waivers, budget justifications for program issues, and analyzes the impact of new and amended state and federal laws and rules related to managed care.

Unit Listings

- MediPass
- Disease Management
- Medicaid Managed Care Organization Contracting and Policy (MCO)

AHCA Fast Facts:

Medicaid Call Centers handle more than 8,900 calls per day.

What We Do:

- The MediPass Unit manages the network of providers for the MediPass program, which includes oversight for all aspects of care delivery. This unit is responsible for credentialing over 5,000 MediPass providers, enrollment of over 500,000 Medicaid beneficiaries, policy development and interpretation for the entire program and managing and maintaining the provider database. Additionally, the unit oversees enrollment, operations, evaluation and data activities of the Pediatric Emergency Room Diversion project, the Integrated Therapies (Alternative Medicine Pilot) project, and enrollment and data activities for the Minority Physician Network project (NetPass, Access). Staff also manages enrollment, operations, evaluation and data activities for the Pfizer disease management program (that includes the following disease states: asthma, diabetes, congestive heart failure, chronic obstructive pulmonary disease, sickle cell, end stage renal disease, and hypertension), the HIV/AIDS disease management program and the Hemophilia disease management program. Approximately 57,000 beneficiaries are enrolled in the disease management programs.
- The MCO Unit manages the contracts with 16 HMOs that cover approximately 936,000 Medicaid lives and account for close to \$2.6 billion dollars of the Medicaid budget. MCO analysts work closely with the Bureau of Managed Health Care in HQA to oversee the health care delivery provided by Medicaid HMOs, Provider Service Network (PSN), the Exclusive Provider Organizations (EPOs) and the pre-paid dental program. Staff develops requests for proposals, execute contracts, and provide oversight of all aspects of care provided to Medicaid beneficiaries through these programs.

- The PSN Unit is designed to develop and manage the contracts with Provider Service Networks that cover approximately 143,000 lives. Currently the Unit manages approximately seven PSNs, including Medicaid's first capitated PSN. The Unit is also working with interested parties to develop PSNs in other areas statewide. The PSN analysts work closely with the Bureau of Managed Health Care in Health Quality Assurance to oversee the health care delivery that will be provided by the Medicaid PSNs. Staff review applications from potential PSN contractors, develop PSN contracts including contracts with specialty plans, execute contracts, and provide oversight of all aspects of care provided to Medicaid beneficiaries through these programs.
- Unit staff manage and coordinate the 1115 Medicaid Reform Waiver, 1115 MEDS AD Waiver, and 1915(b) Managed Care Waiver (which includes the MCOs, PSNs and MediPass) with the Centers for Medicare and Medicaid (CMS). Staff provides analysis of state and federal Medicaid managed care legislation. Staff also coordinates the Quality and Performance Standard team which provides strategic direction to the Agency to improve Medicaid's managed care quality strategies.

Bureau of Medicaid Services

Chief, Bureau of Medicaid Services

Beth Kidder
(850) 488-9347
Email: kidderb@ahca.myflorida.com

The Bureau of Medicaid Services develops policies, procedures, and programs to promote access to quality acute and long-term medical, behavioral, therapeutic, and transportation services for Medicaid beneficiaries.

The Bureau is responsible for the development, coordination and implementation of Medicaid program policies and procedures and administration of the program's medical authorization functions. The Bureau plans, develops and implements Medicaid program policies, procedures and special projects. It is responsible for the development and maintenance of the Medicaid State Plan, administrative rules, and manuals related to services covered by Medicaid. It coordinates policy development with other state agencies, departmental entities and health care organizations. It prepares and manages federal Medicaid waivers, prepares budget justifications for program issues, and analyzes the impact of new and amended state and federal laws and rules. The Bureau is also responsible for utilization management and prior authorization of certain Medicaid services. Finally, the Bureau is responsible for designing, advertising, procuring and monitoring services for specific medical care and unique medical utilization reviews via contracts.

Unit Listings

- Child Health Services
- MediKids
- Health Practitioner, Health Facilities and Ancillary Services
- Long Term and Behavioral Health Care

What We Do:

- The Child Health Services Unit develops policy and programs aimed at improving children's health. The Unit handles programs aimed at preventing childhood illness by early identification and prevention, including the Child Health Check-Up program. Children who are severely disabled are provided care through Prescribed Pediatric Extended Care facilities and the Medical Foster Care program. Additionally, this unit administers therapy programs for children and

developmental interventions for children under Early Intervention Services.

- MediKids is a component of the Florida KidCare program which is a child health insurance program for children through 18 years of age. The other components of Florida KidCare are Healthy Kids, Children's Medical Services Network and Medicaid. Children who are not eligible for Medicaid and are not covered by other health insurance may be eligible for the other KidCare programs. MediKids provides health insurance coverage for children ages one through four and utilizes Medicaid-participating managed care organizations and MediPass.
- The Practitioners, Health Facilities and Ancillary Services Unit develops policy, procedures and programs focused on physician's services, organ transplant services, inpatient and outpatient hospital services, durable medical equipment, hearing, vision and dental services, chiropractic and pediatric services, independent laboratory services, and transportation services.
- The Long-Term & Behavioral Health Care Services Unit develops policy and programs for community-based and residential services for Medicaid recipients who need long-term care and behavioral health services. Community services include home and community-based waiver services, home health, hospice and behavioral health services. Residential services include mental health institutional services, nursing facilities, intermediate care facilities for the developmentally disabled, inpatient psychiatric services and assisted living services. The Long-Term and Behavioral Health Care Section is responsible for implementation and management of the statewide Prepaid Mental Health Plans in each AHCA Area as required in s. 409.912, (4)(b), Florida Statutes

AHCA Fast Facts:

There are more than 65,000 active Medicaid Providers in Florida.

and is also responsible for the management of the statewide Child Welfare Prepaid Mental Health plan for children known to the foster care system in Florida.

Medicaid Field Offices

The 11 Florida Medicaid Field Offices represent a dynamic blend of diverse geographic, cultural, social, economic factors and conditions. These offices are located throughout the state and serve more than 2.5 million Medicaid beneficiaries. The Area Offices are instrumental in the coordination, assistance and education of the Medicaid provider and beneficiary communities. Each office is staffed by a team of experienced professionals who actively work to ensure the effective and efficient local operation of Florida's Medicaid program.

What We Do:

- Field office personnel are generally the first point of contact for problem resolution for both beneficiaries and providers. The 11 Florida Medicaid Field Offices represent a dynamic blend of diverse geographic, cultural, social, economic factors and conditions. The Area Offices are instrumental in the coordination, assistance and education of the Medicaid provider and beneficiary communities. Each office is staffed by a team of experienced professionals who actively work to ensure the effective and efficient local operation of Florida's Medicaid program.
- The Field Office functions and responsibilities fall into two major categories: Beneficiary/Network Management and Compliance/Quality Management. These functions provide local management of provider networks and assist beneficiaries to navigate the health care system.
- The Beneficiary/Network Management function includes both beneficiary and provider support. Field Offices assist by answering questions, clarifying policy and explaining service coverage and limitations. Field offices maintain active telephone systems to track and resolve reported issues. In fiscal year 2008-2009, the 11 Field Offices logged more than 688,000 calls. Field office staff offer outreach and education programs in the community to ensure proper use of Medicaid benefits and promote improved patient outcomes. Additionally, staff conduct on-site provider training and offer technical assistance. During the last fiscal year, field office staff worked closely with local providers to resolve more than 140,000 claims payment issues. The Field Offices work on behalf of individuals by linking beneficiaries with participating Primary Care and Specialty providers. Staff assists MediPass beneficiaries with reassignments to primary care physicians. MediPass network management also includes recruiting, credentialing and developing a quality managed care network.
- The Compliance/Quality Management function provides oversight and guidance to the program monitoring and audit responsibilities. Field Office staff perform both retrospective and prospective activities. Retrospective program monitoring and utilization review activities ensure that correct payment was made for services rendered. Field Offices prospectively authorize, in whole or in part, payment for certain services such as behavioral health, medical foster care, Prescribed Pediatric Extended Care, wheelchairs, and related components to ensure that medical necessity criteria are met.

Division of Health Quality Assurance

Division of Health Quality Assurance

Elizabeth Dudek, Deputy Secretary

850-414-9796

Email: dudeke@ahca.myflorida.com

Rebecca Knapp, Assistant Deputy Secretary

850-414-9796

Email: knappr@ahca.myflorida.com

The Division of Health Quality Assurance protects the citizens of Florida through oversight of health care service providers. The Division has 618 staff and is funded with more than \$49.5 million in state and federal funds. Health Quality Assurance is charged with licensure and/or certification of 41 types of health care service providers, including hospitals, nursing homes, assisted living facilities, and home health agencies, to name a few. The Division licenses, certifies, regulates or provides exemptions for more than 37,000 providers.

Bureau of Field Operations

Chief, Polly Weaver

850-414-0355

Email: weaverp@ahca.myflorida.com

The Division's Bureau of Field Operations completes onsite surveys through its eight field offices not only to ensure compliance with state licensure requirements, but also compliance with federal certification requirements for those facilities that are certified. Surveys constitute the majority of the workload for surveyors. Prior to beginning operations, facilities of most types

must be surveyed. In addition, facilities are surveyed periodically based upon federal and/or state requirements. The Bureau of Field Operations also investigates consumer complaints against health care facilities. In fiscal year 2008/09, the Agency received 7,730 complaints against health care facilities, of which 5,244 were investigated. Of the 5,244 investigated, only 1,533 were substantiated. Complaints will generally not be investigated when, if substantiated, they would not be violations of state or federal regulations. For example, complaints about physicians' misdiagnoses would not constitute violations of hospital regulations nor, absent the death or disability of the patient, would complaints about waiting times in emergency rooms. As required by the Centers for Medicare and Medicaid Services, the Agency's surveyors can only investigate and respond to current findings of non-compliance in a health care facility. If a consumer complains about an incident that is more than a year old, such complaints will not be investigated. Complaints are designated 1 through 4 based upon the speed with which they must be investigated. Priority 1 complaints are the most critical and must be investigated within two business days. Priority 4 complaints are those that will not be investigated.

Surveyors perform some of the most difficult and important jobs in the Agency. They are on call 24/7. If a complaint is received the day before a holiday, it must still be investigated within the 2 day period if it is a Priority 1 complaint. New surveyors must pass the Surveyor Minimum Qualifications Test (SMQT) within one year of the hiring date. Surveyor training is ex-

pensive (about \$11,000 per surveyor), time consuming and intensive. Consequently, the Agency works hard to retain its surveyors.

Bureau of Health Facility Regulation

Jeffrey Gregg, Bureau Chief
850-922-0791
Email: greggj@ahca.myflorida.com

The Bureau of Health Facility regulation is comprised of five units, each of which deals with one or more aspects of certificate of need, financial or health facility licensure and regulation of health care clinics, home health and home medical equipment facilities, acute care facilities/services and laboratories.

The Certificate of Need Unit/Financial Analysis Unit

James MacLemore, CON Manager
850-488-8673
Email: maclejoj@ahca.myflorida.com

Ryan Fitch, Financial Analysis Manager
850-922-7754
Email: fitchr@ahca.myflorida.com

The Certificate of Need (CON) program is a regulatory process that requires certain health care providers to obtain state approval before offering new or expanded services or making major capital expenditures. In Florida, CONs are required for the establishment of a hospice, skilled nursing facility, intermediate care facility for the developmentally disabled, hospital and certain hospital services. It does not regulate outpatient services, home health services or the purchase of major medical equipment.

The CON process is intended to help ensure that new services proposed by health care providers are needed

for quality patient care within a particular region or community. The program prevents unnecessary duplication of services by selecting the best proposal among competing applicants who wish to provide a particular health service.

The Financial Analysis program is a review and determination process that provides for the collection and analysis of hospital financial data and utilization statistics. Financial Analysis staff also assists extensively with the review requirements for financial statements and proof of financial ability documents to be provided by a number of different provider types.

Health Care Clinic Unit

Roger Bell, Manager
850-488-1365
Email: bellr@ahca.myflorida.com

The Health Care Clinic Unit licenses and regulates health care clinics under Part X, Chapter 400, Florida Statutes. The Unit currently licenses 2,100 clinics and provides licensure exemptions for 6,919 clinics owned by physicians, hospitals and others exempted from licensure requirements under Part X.

Licensed Home Health Program Unit

Anne Menard, Manager
850-414-6010
Email: menarda@ahca.myflorida.com

This unit licenses and regulates home health agencies (2,289), nurse registries (331), home medical equipment providers (1,300), and hospices (42). It also registers homemaker companion services (2,026) and health care service pools (459). The unit certifies home health agencies and hospices for both Medicare and Medicaid participation.

AHCA Fast Facts:

The Agency conducted more than 21,000 surveys and complaint inspections in 2008-09.

Hospital and Outpatient Services Unit

Laura MacLafferty, Manager
850-487-2717
Email: maclaffl@ahca.myflorida.com

Regulates numerous and diverse facility, provider, and supplier types and programs, which can be divided into three categories: those regulated only under a state licensure program, those regulated only under the Medicare certification program and those regulated under both state licensure and Medicare. Provider types included are: abortion clinics (67), ambulatory surgical centers (412), birth centers (22), comprehensive outpatient rehabilitation facilities (162), crisis stabilization units and short term residential treatment facilities (173), diagnostic imaging services*, hospitals (285), partial hospitalization programs (143), portable X-ray providers (65), rehabilitation agencies (344), residential treatment centers of all types (46), and rural health clinics (139).

*Diagnostic imaging centers—group practices providing diagnostic imaging services—were required to register only once, in 1999. No subsequent registration was required. There are 455 of them showing as active, but AHCA does not regulate them unless they fall into the MRI clinic category, in which case they will show up as health care clinics.

Laboratory Licensure Unit

Karen Rivera, Manager
850-487-3109
Email: riverak@ahca.myflorida.com

The Laboratory unit licenses, regulates and certifies clinical laboratories (13,084) in Florida. The unit is responsible for licensing drug-free workplace laboratories (13) and multiphasic health testing centers (5) and the certification of end stage renal Disease (ESRD) facilities (323). This unit handles the 87 organ and tissue procurement providers' licenses as well as the Organ

Donor Registry, which is currently in the process of a contract procurement solicitation. Waived labs—those generally found in physicians' offices and included above as clinical laboratories—receive biennial exemption certificates through this program.

Bureau of Long Term Care Services

Molly McKinstry, Bureau Chief
850-414-9707
Email: mckinstm@ahca.myflorida.com

This Bureau regulates and licenses nursing homes, intermediate care facilities for the developmentally disabled, homes for special services, transitional living facilities, and prescribed pediatric extended care centers, assisted living facilities, adult family care homes, and adult day care centers. Long Term Care Services is responsible for certification of Medicare and Medicaid facilities as well as for management and maintenance of the Emergency Status System (ESS), background screening and FRAES/LicenseEase, the Agency's regulatory enforcement and tracking system. The Bureau is organized into three units as noted below.

Long Term Care Unit

Bernard Hudson, Manager
850-488-5861
Email: hudsonb@ahca.myflorida.com

This unit regulates, licenses and certifies (where appropriate), nursing homes (670), intermediate care facilities for the developmentally disabled (102), homes for special services (1), transitional living facilities (13), prescribed pediatric extended care centers (35) and skilled nursing units in hospitals (9). The Long Term Care Unit is responsible for the Gold Seal Program for nursing homes and contracting for use of Long Term

Care Improvement Trust Fund federal civil money penalty dollars to improve care in nursing homes.

Bureau of Managed Health Care

Assisted Living Unit

Bernard Hudson, Manager
850-487-2515
Email: HUDSONB@AHCA.MYFLORIDA.COM

Tom Warring, Bureau Chief
850-487-0640
Email: WARRINGT@AHCA.MYFLORIDA.COM

AHCA Fast Facts:

The Agency conducted 59,845 background screenings in 2008-09.

The Assisted Living Unit licenses and regulates assisted living facilities (2,799), adult family care homes (485), and adult day care centers (170) throughout Florida. These programs assist the elderly or adults with disabilities to live as independently as possible while also receiving support and care.

The Bureau of Managed Health Care plays an important role in AHCA's mission to obtain better health care for all Floridians through the oversight and monitoring of a variety of programs. It has regulatory authority over 205 different managed care organizations including commercial health maintenance organizations (HMOs), workers' compensation managed care arrangements, Medicaid HMOs, exclusive provider organizations, provider service networks (PSNs) and pre-paid health clinics. This Bureau monitors and provides external oversight of quality assurance. In coordination with the Department of Financial Services Office of Insurance Regulation, this bureau approves Health Flex Plans and negotiates Cover Florida contracts. The Bureau is working to establish Florida Health Choices, Inc., a legislatively mandated marketplace for health insurance to be made available to the uninsured. The Bureau is currently structured in four units as indicated below:

Central Systems Management Unit

CaraLee Starnes, Manager
850-410-3400
Email: STARNESC@AHCA.MYFLORIDA.COM

This unit manages nursing home staffing reports and assists the Florida Center for Health Information and Policy Analysis with data entry, reporting and assessment of fines for adverse incident reports and liability claim reports received by the Agency from nursing homes and assisted living facilities including data entry, data quality assurance, investigation requests, coordination with the Department of Health's Medical Quality Assurance, and report generation. The Unit is responsible for background screenings, management of FRAES/LicenseEase, the Document Management System, the Emergency Status System (ESS) and creates extensive ad hoc reports for management and for portions of the Division's dashboard exhibits.

Medicaid Program Compliance

Laura Rumph, Manager
850-487-0640
Email: RUMPHL@AHCA.MYFLORIDA.COM

Medicaid Program Compliance surveys and monitors Medicaid health maintenance organization plans for provision of quality services and resolution of subscriber concerns.

Subscriber Assistance Program

Acting Manager, Tom Warring

850-921-5458

Email: warringt@ahca.myflorida.com

The Subscriber Assistance Program hears and resolves complaints from subscribers about their managed care plans when the subscribers have been unable to satisfy their grievances through the plans' grievance processes.

Network Services

Ann-Marie Brattain, Manager

850-487-0640

Email: brattaia@ahca.myflorida.com

This unit monitors and surveys managed care plans, both Commercial and Medicaid, to ensure that their provider networks are sufficient and accessible to plan members.

Contract Management and Legislative Unit

Carol Barr-Platt, Manager

850-487-0640

Email: plattc@ahca.myflorida.com

The unit manages the Cover Florida Plans, monitors behavioral health provision for Medicaid HMOs and PSNs, approves Health Flex Plans, analyzes and tracks managed care legislation and provides data analysis and reports on managed care issues and complaints for the Agency.

Office of Plans and Construction

Chief, Skip Gregory

850-487-0713

Email: gregorys@ahca.myflorida.com

The Office of Plans and Construction is primarily responsible for ensuring that hospitals, nursing homes, ambulatory surgical centers and Intermediate Care Facilities for the Developmentally Disabled (ICF/DD) are structurally sound, functional, and provide safety for the patients and residents.

It reviews and approves facilities' plans and specifications and surveys their construction. These licensed health care facilities must notify the Office of Plans and Construction in writing before any renovations, additions, or new facilities are created. Plans and specifications for such activities must be approved before any construction begins. Architects, engineers and other specially trained plans and construction personnel survey facilities under construction and, when necessary, write reports for required corrections to the construction before approval of the project is given. There are three offices in this bureau. The main office is located in Tallahassee and satellite offices are located in Orlando and Miami. The Bureau completed more than 5,000 plan reviews last fiscal year.



Bureau of Medicaid Program Integrity

Bureau of Medicaid Program Integrity

Ken Yon, Bureau Chief
922-0022

Medicaid Program Integrity (MPI) is an integral part of the Office of the Inspector General. In accordance with Section 409.913, F. S., and Title 42, Code of Federal Regulations, MPI provides oversight of the Medicaid program. MPI is responsible for overseeing the activities of Medicaid providers and their representatives to ensure that fraudulent and abusive behavior and neglect of recipients occur to the minimum extent possible, and for recovering overpayments and imposing sanctions as appropriate. These functions are accomplished by conducting audits and investigations using MPI staff members as well as outside contractors and working closely with other regulatory agencies. Investigations may employ statistical sampling, computer-based analyses or focused audits conducted in geographic areas deemed to be of higher risk. Cases of suspected fraud are referred for criminal investigation to the Medicaid Fraud Control Unit (MFCU) in the Office of the Attorney General. Referrals are also made to the Florida Department of Law Enforcement (FDLE) and the Department of Health (DOH).

The primary functions of MPI are to prevent, detect, investigate and recover overpayments, and to refer to the MFCU instances of possible fraud and of physical abuse, neglect or financial exploitation of recipients. MPI's activities are reported annually to the Legislature as mandated by statute. Under 409.913, F.S., the Agency and the MFCU submit a joint report to the Legislature that documents the effectiveness of the State's efforts to control Medicaid fraud and abuse and to recover Medicaid overpayments during the previous fiscal year. The title of the report is The State's Efforts to Control Medicaid Fraud and Abuse.

AHCA Fast Facts:

Medicaid's 11 Area Field Offices process 12,000 paper claims from Medicaid Providers each month.



Florida Center for Health Information and Policy Analysis (Florida Center)

Florida Center for Health Information and Policy Analysis

Christine H. Nye, Director

(850) 922-7036

Email: nyec@ahca.myflorida.com

The Florida Center for Health Information and Policy Analysis (Florida Center) is the entity within the Agency responsible for collecting, analyzing and distributing information, research findings and data on health care providers in Florida. The Florida Center is highly regarded throughout the nation as a primary resource for state health care data and information. The State Consumer Health Information and Policy Advisory Council, established under Florida Statutes, is the advisory body for the Center's work.

What We Do:

Through the FloridaHealthFinder.gov web site and special data requests, information is provided to hundreds of thousands of consumers and professionals throughout Florida and the nation. Consumer tools that support personal health care decision-making are a key element supporting the Agency's mission of better health care for all Floridians. Data is used by policy analysts, administrators and other professionals interested in examining performance, distribution and outcomes of

health care providers in Florida. Adverse incident reports are collected from hospitals, ambulatory surgery centers, health maintenance organizations, nursing homes, and assisted living facilities. Center staff works with regulatory agencies to assure that corrective actions have been implemented.

In addition, the Florida Center is responsible for promoting the adoption of health information technology, including the electronic exchange of health information among providers, adoption of electronic health records, personal health records and e-prescribing among Florida's provider community and consumers. The Florida Center works with stakeholders statewide to implement health information technology programs funded through the American Recovery and Reinvestment Act of 2009 (ARRA). The Agency's website, www.FHIN.net is devoted to the promotion and adoption of health information technology.

There are four offices within the Florida Center:

Data Collection, Data Quality, and Patient Safety

Patrick Kennedy, Office Administrator

(850) 922-5531

Email: kennedpa@ahca.myflorida.com

The Office of Data Collection, Data Quality, and Patient Safety works with facilities to collect hospital inpatient, ambulatory surgical center, and emergency department

data. The data is used by health care facilities to evaluate and improve their performance; to provide consumers with information they need to support their health care decision making; and to assist researchers, health care professionals, Agency staff, and other state agencies in evaluating health care utilization patterns, in policy making, and in evaluating quality of care issues. Collected health care patient data includes:

- 260 Hospitals Inpatient/Psychiatric Data ~ 2,550,000 discharges/year
- 205 Emergency Departments ~ 6,000,000 visits/year
- 630 Ambulatory Surgical Centers ~ 3,000,000 outpatient visits/year
- 15 Comprehensive Inpatient Rehabilitation Centers ~ 20,000 patients/year

Data Dissemination and Communication

*Beth Eastman, Office Administrator
(850) 922-3803
Email: eastmane@ahca.myflorida.com*

The Office of Data Dissemination and Communication performs several functions to ensure the public has access to health care information to assist them in making well-informed health care decisions. The public includes consumers, policymakers, the Legislature, the Governor, the health care industry, the media, universities, foundations, students, private businesses, and advocates.

This Office works with the State Consumer Health Information and Policy Advisory Council and its technical workgroups to promote transparency and widespread use of health care data. This collaborative effort yields best practices for public reporting and consumer focused transparency activities which are implemented in the design of the Agency's website, www.FloridaHealthFinder.gov. The website provides

Florida consumers and other interested parties with information about health care services, charges, and quality of care. This includes information on pharmaceuticals, physicians, health care facilities, and health plans.

In addition, the Office provides technical assistance to data users; coordinates allowed data sales for the Agency; and produces brochures, the Consumer Awareness series, and other publications that assist consumers to better use the health care system. Furthermore, data users can contact the Data Dissemination team and request specialized reports for specific data needs that involve non-confidential data, special ad-hoc queries, and other reports. Health care education is also provided through participation in community outreach programs for the purpose of heightening awareness on the importance of health care literacy and the use of health care information in personal decision-making.

Health Policy and Research

*Heidi Fox, Office Administrator
(850) 922-3012
Email: foxh@ahca.myflorida.com*

The Office of Health Policy and Research within the Florida Center conducts research and analysis of health care data from facilities as described above as well as information from other sources. Based on this research and analysis, the Office develops policy recommendations aimed at improving health care services in Florida. Examples of research reports provided include: The Florida Center for Health Information and Policy Analysis Annual Report; the Florida Health Care Expenditures Report; and the Emergency Department Utilization Report. The Office provides bill analysis and legislative support; and assists in policy development for Florida Center and Agency initiatives. The Office also provides staff support to the State Consumer Health Information and Policy Advisory Council.

Health Information Technology

Christopher B. Sullivan, PhD, Office Administrator

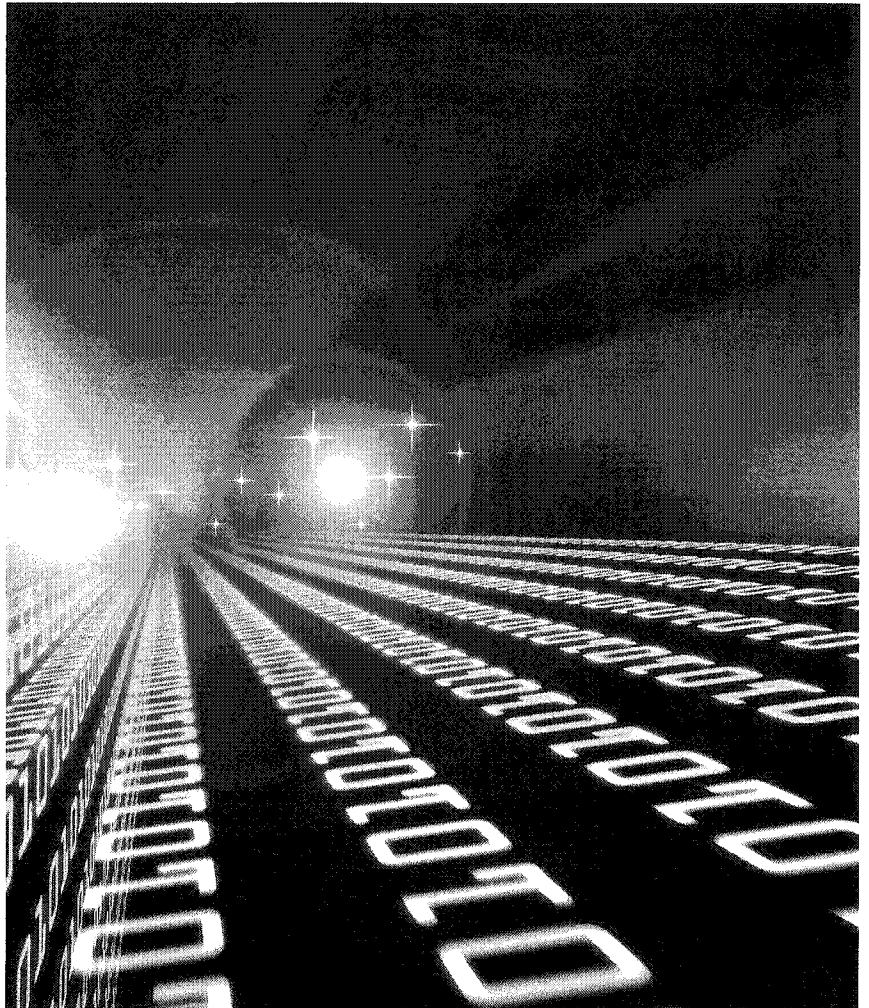
(850) 414-5421

Email: sullivan@ahca.myflorida.com

The Office of Health Information Technology promotes the development of secure health information exchange and facilitates increased access, and use of electronic health records by consumers and providers. This Office also provides staff support for the Health Information Exchange Coordinating Committee and State Electronic Prescribing Advisory Panel, as established by Florida Statutes, which advise the Florida Center on issues related to Florida's health information infrastructure.

The website maintained by the Office, www.fhin.net provides a clearinghouse of technical resources and timely information on health information exchange, electronic prescribing, and privacy and security. The Office administers a Point of Care grant to assist small providers with the installation of electronic health record systems; and facilitates the implementation of the Federal Communications Commission Rural Health Care Pilot Project in connecting ten rural health care facilities with broadband fiber optics.

The Office promotes the security of health information exchange through participation in the federal Health Information Security and Privacy Collaboration, and has developed a Provider Education Toolkit in collaboration with seven other states. This includes a HIPAA-Florida Statute interactive web page where providers can compare HIPAA regulations with Florida law. To promote health information exchange, the Office also works with multiple stakeholders across Florida and the nation. The Office is also primarily responsible for planning and implementing ARRA-funded health information technology programs through collaboration with multiple stakeholder groups.





Communications

Sue Conte, Director of Communications
(850) 922-5871
Email: contes@ahca.myflorida.com

Tiffany Vause, Press Secretary
(850) 922-5871
Email: vauset@ahca.myflorida.com

The Communications/Media Relations Office serves as the Agency resource for promotion and publicity of Agency issues, programs and functions, for both internal and external audiences. The office provides information and coordinates official response to the media, tracks local, state and national health care news coverage and provides liaisons between the Agency and the media. Communications staff coordinates

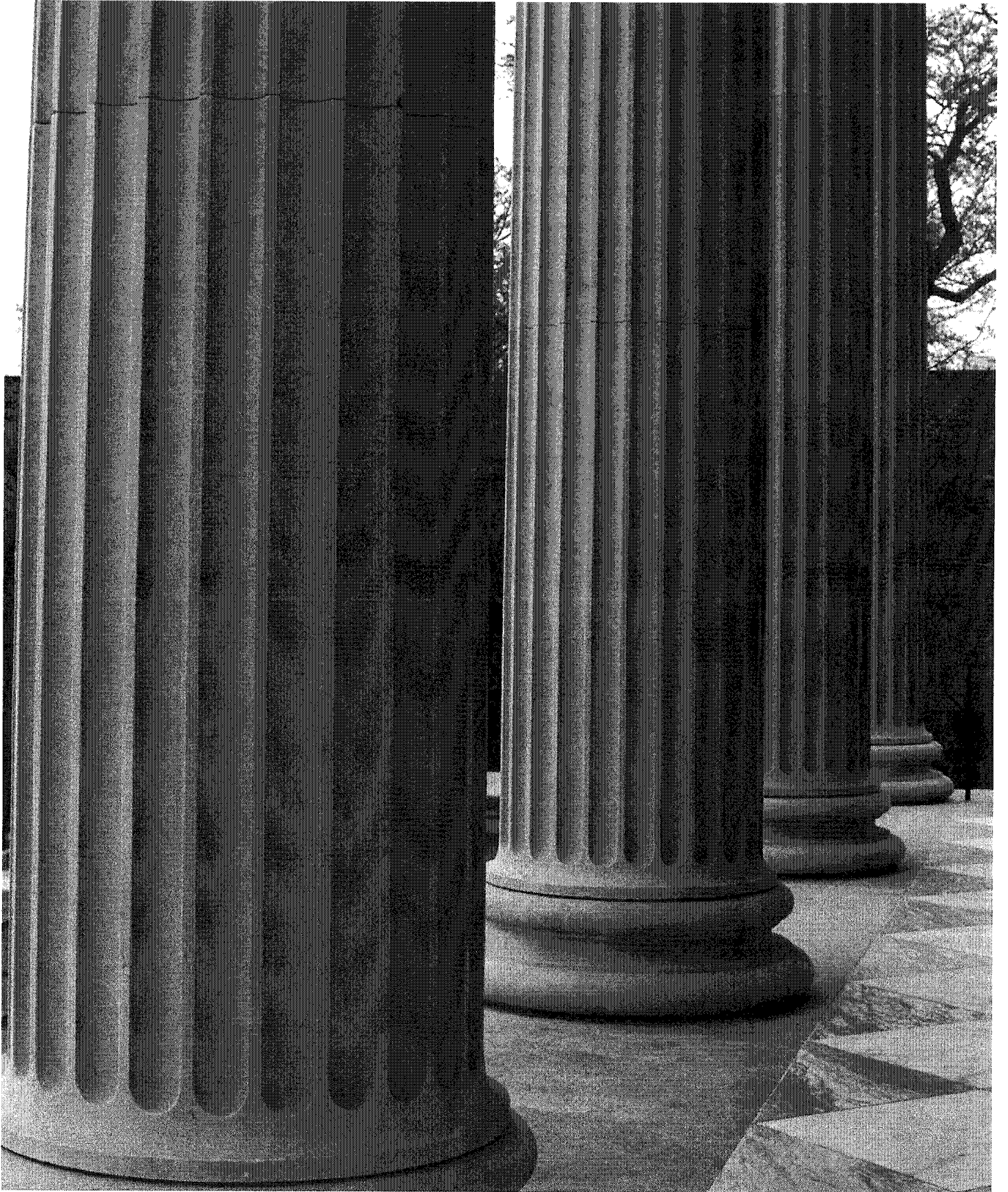
interviews with Agency personnel on pertinent health care-related subjects and works closely with the Legislative Affairs Office to promote the Agency's legislative agenda. The Communications Office incorporates the latest technology (audio, video and the Internet) to promote the Agency's agenda. This includes tracking and monitoring of the distribution of press releases, media advisories and video news releases. This office works closely with the Agency divisions and bureaus to produce and distribute effective monthly and quarterly newsletters that provide current and relative information to consumers and providers.

Information Technology

Robert Fields
(850) 921-7922
Email: fieldsr@ahca.myflorida.com

The Information Technology Office oversees the Agency's use of existing and emerging technologies in government operations, and its delivery of services to the public. It works to improve the Agency's efficiency through technology by aligning business and technology objectives to deliver effective solutions, and to make communication with the Agency straightforward and clear.

The major technology resources the Bureau supplies to the Agency are as follows: technical architecture and planning; systems development/ project management; quality and change management; corporate help desk/problem and service level management; technical training; communications; voice support/blackberries/ e-mail/pagers; networking and data center; data administration; and technical security of data entrusted to the Agency's care.



Legislative Affairs

Legislative Affairs Office

James McFaddin

850-922-5584

Email: mcfaddij@ahca.myflorida.com

Legislative Affairs is responsible for advocating the Agency's policy and budget priorities before the Florida Legislature, and working to secure their passage. The office serves as the Agency's information resource on legislative matters; providing counsel, information and support to legislators, industry interests, legislative committee staff, the public, and Agency staff. Legislative Affairs works closely with the Governor's Office and other executive agencies throughout session, coordinates the formulation of the Agency's legislative agenda, and oversees all bill tracking, policy analysis, and matters related to legislative planning throughout the year.

Pre-Session

- Work with Agency staff, the Governor's Office, and The Office of Policy and Budget on the formulation of a comprehensive legislative agenda for the Agency for the upcoming session;
- Secure House and Senate sponsorship for proposed Agency legislation;
- Inform and educate House and Senate leadership on Agency priority proposals with individual briefings;
- Monitor pertinent statutorily created task forces and workgroups and advance any Agency-support platforms; and

- Assist with formation of Agency Legislative Budget Request.

During Session

- Champion the Agency's agenda throughout the legislative process;
- Provide technical support to legislators and committee staff;
- Monitor and engage in all proposed legislation affecting the Agency; and
- Work with bill sponsors and offer amendments on proposals that negatively affect the Agency; and Coordinate legislative briefings, bill tracking and analysis, and communicate Agency feedback to legislators and staff.

Post Session

- Assess legislation that passed during session and inform the Agency staff by publishing an end of session summary;
- Communicate recommendations to the Governor's Office for final action on bills affecting the Agency;
- Create an Implementation Plan for the Agency that provides a framework for achieving the newly adopted statutory mandates on the Agency; and
- Brief legislators and committee staff on implementation strategy for substantive legislation passed.

ANNUAL REPORT



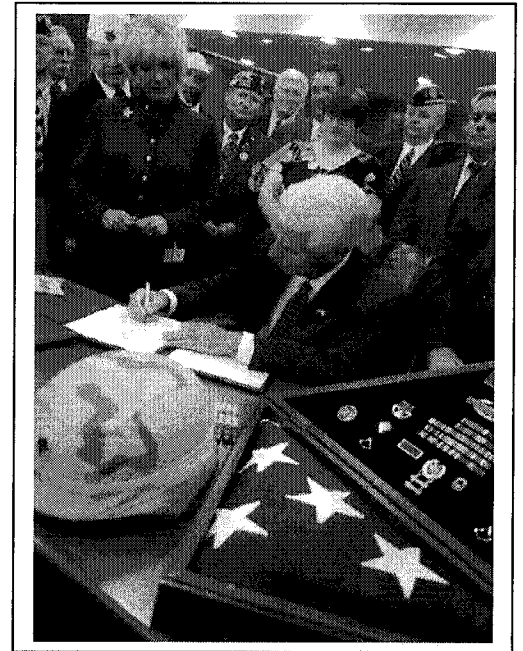
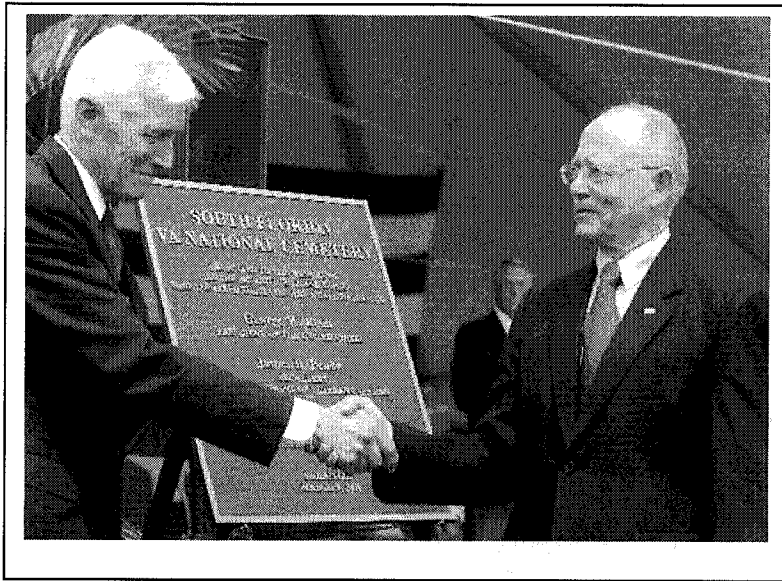
FLORIDA DEPARTMENT OF VETERANS' AFFAIRS

July 1, 2007—June 30, 2008

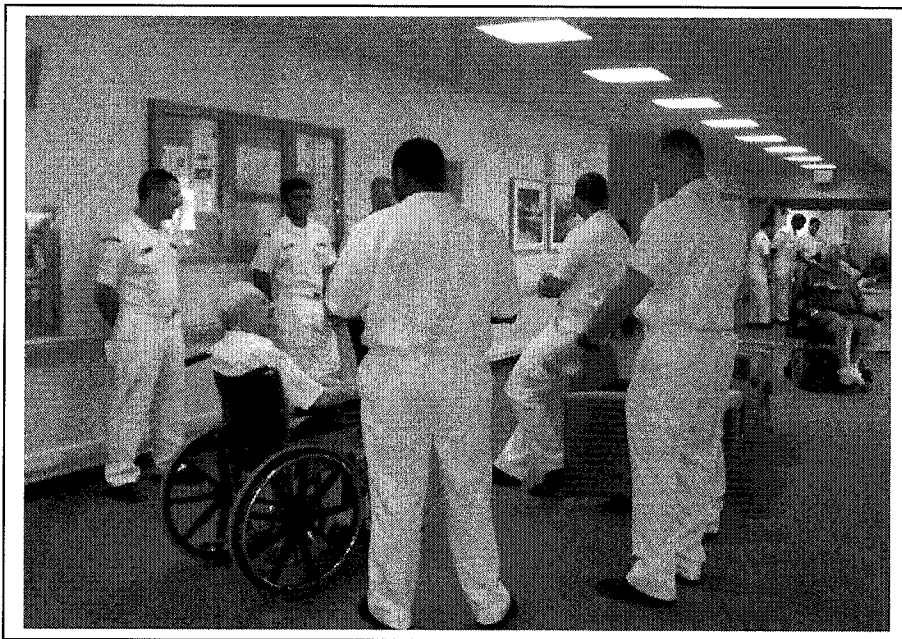
December 31, 2008

Veterans' Advocacy

RADM Collins and Dr. Peake



Governor Crist at Veteran Bill Signing



U.S. Navy Sailors Visit SVNH

Florida Department of Veterans' Affairs Annual Report



2007-2008

Table of Contents	3	
Executive Director's Message	4	
I. Mission, Vision and Core Values	5	
II. Overview	6	
III. Department Organization	10	
Office of Executive Director		
Division of Administration		
Division of Benefits and Assistance		
State Veterans' Homes Program		
Florida Commission on Veterans' Affairs		
IV. Department Programs	13	
V. Department Expenditure Report	20	
Appendices		
Appendix I	Actions Taken by the Department Relevant to s 292.05(4), (5), and (7) Florida Statutes	21
Appendix II	Florida Department of Veterans' Affairs Staff	23
Appendix III	Associated Veterans' Service Organizations	27
Appendix IV	Florida Veterans Foundation	28
Appendix V	Certified County/City Veteran Service Officers	29
Appendix VI	County Veterans Population & Monetary Benefits	30
Appendix VII	Annual Report, State Veterans' Domiciliary Home, Lake City	32
Appendix VIII	Annual Report, State Veterans' Nursing Home, Daytona Beach	33
Appendix IX	Annual Report, State Veterans' Nursing Home, Land O' Lakes	34
Appendix X	Annual Report, State Veterans' Nursing Home, Pembroke Pines	35
Appendix XI	Annual Report, State Veterans' Nursing Home, Springfield	36
Appendix XII	Annual Report, State Veterans' Nursing Home, Port Charlotte	37

EXECUTIVE DIRECTOR'S MESSAGE

December 31, 2008

Florida has earned a reputation as one of the most veteran-friendly states in the nation. Watching over and advocating for Florida's veterans are the men and women of the Florida Department of Veterans' Affairs.

FDVA is a state agency responsible for assisting, without charge, Florida's veterans, their families and survivors in improving their health and economic well-being through quality benefit information, advocacy and education. FDVA also provides long-term health care services through five veterans' nursing homes (Daytona Beach, Land O' Lakes, Pembroke Pines, Springfield and Port Charlotte) and one assisted living facility in Lake City. Construction is underway in St. Johns County for a sixth nursing home.

The end of the 2008 Legislative Session in Florida holds good news for the state's more than 1.7 million veterans. The Sgt. 1st Class Paul R. Smith Memorial Act created the Florida Veterans Foundation, a non-profit direct-support organization to uphold and expand FDVA's mission of veterans' advocacy. The Service-Disabled Veteran Business Enterprise Opportunity Act created a state contract preference for eligible service-disabled veteran-owned small businesses. The Nursing Home Trust Fund Enhancement initiative provided an additional \$100,000 annually to the State Homes for Veterans' Trust Fund. It allows current and future military or veteran stamped tags to contribute to the trust fund, and provides for a voluntary contribution to the nursing homes by all Florida motorists when they renew their vehicle registration.

The demographics of Florida's veteran population are changing due to the passing of our older World War II-era population and the addition of younger veterans of Operations Enduring Freedom and Iraqi Freedom who claim Florida as their home state. In addition to traditional health, long term care and burial services, younger veterans and their families are seeking employment and educational opportunities, such as the new Post 9/11 G.I. Bill, which takes effect Aug. 1, 2009. FDVA continues to partner with various agencies to expand our outreach to all of Florida's veterans and their families.

This annual report highlights the assistance made available to help veterans gain access to earned federal and state benefits. It also summarizes the high quality operations of Florida's Veterans' Homes Program and relates other successes FDVA has achieved during Fiscal Year 2007-2008. A consolidated list of benefits available to veterans and their families can be found on the department's Web site at www.FloridaVets.org.



LeRoy Collins, Jr.
Rear Admiral, U. S. Navy Reserve (Ret.)
Executive Director

I. Mission, Vision, and Core Values

MISSION

Veterans' Advocacy

VISION

Help Florida veterans, their families and survivors to improve their health and economic well-being through quality benefit information, advocacy, education and long-term health services.

CORE VALUES

Shaping the Florida Department of Veterans' Affairs for the 21st Century

Quality of Services

Cost-Effective Operation

Accessing Resources

Customer Satisfaction and Perception of Service

Collaboration and Information Sharing

Employee Satisfaction

External Awareness of FDVA

We:

- Are a repository for state and national values with respect to military veterans, their families and survivors. Loyalty, duty, selfless service, integrity, respect for human dignity and a sense of justice are essential elements of our identity.
- Draw on the rich history of American veterans and their unique contributions to our nation for inspiration and direction.
- Encourage all employees in the agency to be responsible, imaginative, innovative and flexible.

We will:

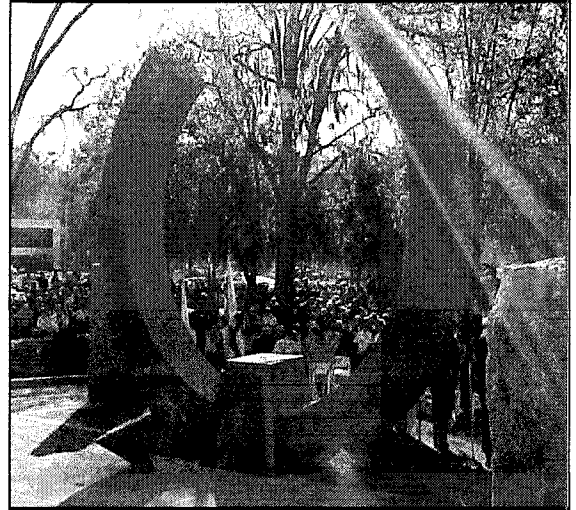
- Communicate to Florida leaders and citizens why FDVA exists and the positive outcomes of our services for Florida.
- Be a multi-dimensional, comprehensive resource for veterans' issues and needs.
- Enhance cooperation and interaction with other state agencies.
- Forge new relationships with veterans and stakeholders, and strengthen existing ties to improve programs and access to new resources.

We are committed to:

- Open and effective communication that builds trust and improves performance.
- Respecting the dignity of each individual with no tolerance for bigotry, sexual harassment or unprofessional conduct.

II. OVERVIEW

Since 1944, the State of Florida has recognized the need for a state government entity to ensure that Florida's military veterans have maximum access to benefits guaranteed by federal law. In 1988, Florida citizens endorsed a constitutional amendment to create a separate agency, the Florida Department of Veterans' Affairs, with the charter to provide advocacy and representation for Florida's veterans in their dealings with the U.S. Department of Veterans Affairs. There are two fundamental reasons why Florida has an agency to advocate for veterans. The first has to do with the public policy of honoring veterans whose contributions over the years have guaranteed the freedoms we all enjoy in our nation today. The other reason is such advocacy correspondingly increases federal benefits for Florida's veterans, raises the quality of life for veterans with service-connected disabilities, and provides access to federally-funded medical care for eligible veterans.



Florida's Korean War Veterans' Memorial
Tallahassee

The FDVA Annual Report reflects the department's vision to help Florida veterans, their families and survivors to improve their health and economic well-being through quality benefit information, advocacy, education and long-term care services. We continue the vision of Governor Crist to make government more responsive and more accessible to Florida's citizens. We provide assistance to the highest number of disabled veterans in America and daily support for many of Florida's *1.7 million* veterans and their families.

The Global War On Terror is impacting both the nation's and Florida's veterans. The national involvement of hundreds of thousands of active duty, reserve and National Guard military personnel will also directly impact the mission of the FDVA in its mission to serve new veterans and their families. More than 17,000 Florida National Guard and Reserve members served in Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF). Currently 43,163 veterans from OIF and OEF are enrolled in USDVA health care facilities in Florida. There are more than 21,000 active duty veterans from the OIF and OEF era currently serving.

FDVA takes pride in helping all veterans, regardless of age or gender, and their families. FDVA continues to support and assist veterans from all prior conflicts as well as directly handling the claims of new OIF and OEF veterans.

Honoring Veterans

Dating back to colonial times, America maintains a commitment to address and resolve the needs of citizens who have served in its Armed Forces. In order to encourage enlistments, keep morale up and reduce the number of deserters, the Continental Congress, by means of a resolution passed on August 26, 1776, promised pensions to soldiers and officers who were disabled during the course of service.

From relatively meager beginnings, this nation's present day commitment to veterans now exceeds \$90 billion annually. This funding includes an increase in spending of over 83% in the Veterans Health Administration budget since fiscal year 2001 to \$39.6 billion.

Honoring Florida's veterans is reflected in FDVA plans, programs and budgets, and is intended to visibly convey the message that all citizens of Florida value veterans for their national service.

Florida Department of Veterans' Affairs Value-Added and Cost Avoidance

A key FDVA goal is the enhancement of quality of life for veterans, their family and survivors.

The FDVA has a significant role in the direct infusion of over \$10 billion for veterans from the federal government into Florida's economy.

- \$4.45 billion in military retired pay
- \$2.7 billion in direct payment for USDVA Compensation and Pension
- \$2.38 billion in federal funds for medical care and vocational rehabilitation
- \$268 million in education benefits
- \$234 million in insurance and general operating expenses

Payments and expenditures represent:

- Direct payments to individuals
- Additional spending power for Florida families
- Contracts for construction and for outsourcing to non-government organizations

Veterans do not present a distinct appearance:

- They blend into the general population and it is difficult to isolate their spending habits and traits
- They cross lines of race, gender and age
- They represent a distinct group in their ethic of work and sacrifice
- They expect economic opportunity for their families and are willing to work to achieve it

Every time the federal government funds a service required by a Florida resident, the State of Florida is not required to make that same or similar expenditure. Likewise, every additional dollar paid to veterans, their families or survivors, as disability, education or other benefits, is a dollar either spent in Florida's economy or used in lieu of requesting assistance from the state. Such "cost avoidance strategy" is the functional core of FDVA's veterans' advocacy mission and statutory mandates.

USDVA has evolved into a major federal program in the United States. Within the context of access to a proportionate share of federal resources, Florida is particularly well positioned among states to justify veteran resource needs given its large and aging veteran population. Currently the state has the second largest veteran population, and third largest female veteran population, but is projected to have the largest veteran population before 2020. Florida has the second highest percentage of totally disabled veterans and the third highest dollar amount in total compensation and pension at \$2.7 billion.

FDVA has developed programs to recognize this rapid increase in both the general and aging veteran population. Innovative programs and increasing services to meet veterans' needs are enhanced by the growth of contracts and alternate methods of service delivery in the public sector.

In 2007, the USDVA directed priority access to health care for veterans with severe service-connected disabilities and those seeking care for their service-connected disabilities. USDVA's growth is more apparent in Florida than any other state. Last year, 488,527 of Florida's 1.7 million veterans were treated in USDVA's health care facilities, up from 290,000 in 2000. Female veterans represent 8 % of the total number of veteran patients in Florida and that number is expected to dramatically increase. To support priority access health care the federal government committed \$2.38 billion to the health care vocation rehabilitation of Florida's veterans in 2007.

Currently the state has the second largest veteran population but is projected to have the largest veteran population before 2020.

USDVA operates six medical centers. They are located at Bay Pines, Miami, Tampa, West Palm Beach, Gainesville/Lake City and the newest VA medical center to be built on Lake Nona Boulevard in Orlando. Medical outreach is provided through eleven multi-specialty VA outpatient clinics and 40 Primary Care Community-based Outpatient Clinics located throughout the state.

Long-term care is a vital concern for an aging veteran population. There are 758,975 veterans in Florida over the age of 65, and 124,685 veterans over the age of 85, with a projected increase of age 85+ veterans to 126,010 by September 2013.

For more than 15 years Florida has participated in the State Veterans' Homes Program offered by the USDVA. This program is a benefit to the state as it enables cost avoidance for the Medicaid program. The federal per diem payments are received, and many veterans also qualify for an additional 'Aid and Attendance' allowance. This results in an estimated \$4,570,000 annually to the state of Florida from the federal government.

A 15.3 acre site for a new 120-bed State Veterans' Nursing Home (SVNH) in St. Johns County was approved by the Governor and Cabinet. The Legislature funded the state's 35% share of the \$30 million construction cost to secure the corresponding 65% federal USDVA share. The department has also undertaken efforts to update and renovate older homes to meet new standards and rules.

The USDVA continues processing large volumes of veterans' benefit claims and appeals, including the processing of appeals from other states. Quality representation before the Veterans Benefits Administration will be a challenge as Florida's veteran population increases from other states and the service of our own National Guard and military reserve from the ongoing Global War on Terror. The FDVA Bureau of Veterans' Claims Services works directly with the decision makers in the USDVA Regional Office in St. Petersburg to expedite clients' claims and to influence, through proactive advocacy, the most positive outcome.

FDVA's continued expansion of a seamless transition program with the USDVA and Department of Defense are part of our initiative of veteran support. Working with federal agencies, we are presenting information on benefits, medical services, dependents, and reemployment with the Florida Agency for Workforce Innovation (AWI) for separating active duty servicemembers. Special emphasis is on returning members from OEF and OIF. We have implemented a special case management program called the Florida Seamless Transition Program for severely injured military servicemembers returning to Florida and families of those military service members who have been killed in action. All servicemembers and family members in this program are visited by field supervisors and tracked for follow-up assistance and coordination with other state and federal agencies based upon individual case requirements.

Future Direction

FDVA retains two consistent overarching strategic goals which serve to identify the needs of our constituency, and thus define the department's fundamental direction:

- Provide information, advocacy and quality long-term health care services to Florida veterans
- Improve the economic status of Florida veterans, their families and survivors

FDVA's mission is to be an advocate and facilitator for progress on Florida's veterans' issues. Our goal is to perform these tasks with quality and a level of honor befitting Florida's veterans. We continue to strive to pursue innovative methods to expand services to Florida's veterans and their families.

There are more than 771,296 veterans in Florida over the age of 65, and 113,703 veterans over the age of 85. This is projected to increase to 126,010 veterans age 85+ by the year 2013.

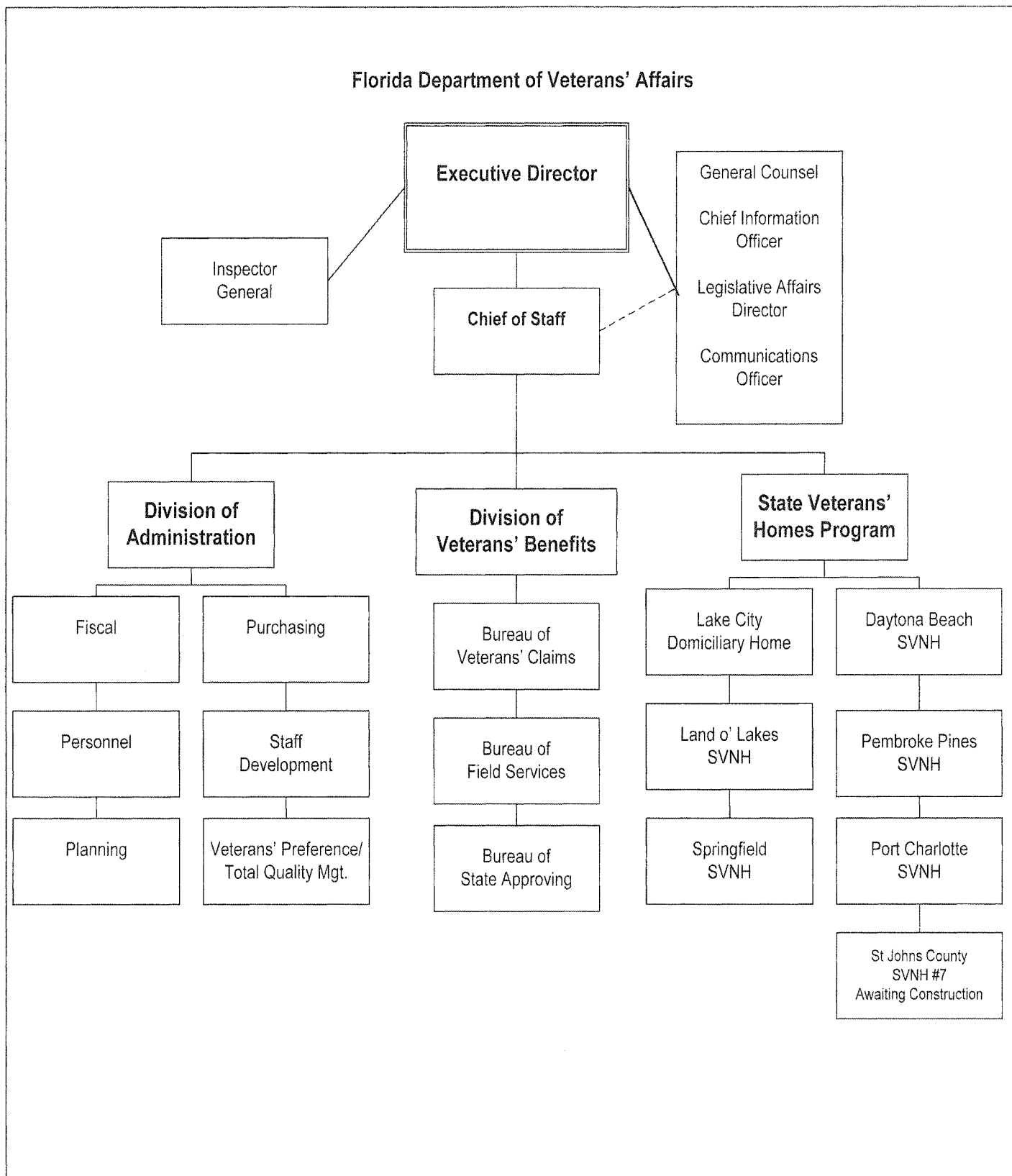
Florida's 2007 Veteran-Related Accomplishments

- New language approved allowing for the creation of a "Support Our Troops" License Plate generating additional revenue for the State Homes for Veterans Trust Fund.
- Amendment language in cooperation with the Marine Corps Scholarship Foundation to increase revenue to the State homes for Veterans Trust Fund from the Marine Corps License Plate.
- Ad Valorem Tax/Disabled Veterans – Provides additional property tax relief to veterans with combat-related disabilities. Certain veterans are eligible for a property tax discount equal to the percentage of their disabilities if they: are ages 65 or over; entered the service from Florida and a portion of their disability can reasonably be identified as "combat related".
- Preference in Public Employment for Veterans –Hiring preference for veterans applying for positions within state, county or municipal government is now portable and may be used repeatedly.
- Service Members Dependent Assistance – Provides need-based emergency financial assistance to members of the military including National Guard and Reserve and their families. Applications may be filed for up to 120 days after service members leave active duty. The financial assistance can be used for housing and other living expenses, vehicles, and household appliance repair, or renovations necessary to meet disability needs and for health care.
- Robert A. Wise Military Protection Act – Increases the penalties on people who profit by using the names and images of servicemembers without their consent.
- Expanded Florida Seamless Transition Program to include not only seamless transition for wounded veterans returning to Florida, but for assistance to families of soldiers killed in action.
- New statute expanding benefits for dependent children of certain Florida residents classified as prisoners of war (POW) or missing in action (MIA) while serving in the United States Armed Forces.

Florida's 2008 Veteran-Related Accomplishments

- The Sergeant First Class Paul R. Smith Memorial Act creates the Florida Veterans Foundation, a nonprofit direct-support organization to uphold and expand FDVA's mission of veterans' advocacy.
- The Service-Disabled Veteran Business Opportunity Act creates a state contract preference for eligible service-disabled veteran-owned small businesses.
- The Nursing Home Trust Fund Enhancement initiative to provide an additional \$100,000 annually to the State Homes for Veterans Trust Fund from existing "stamped" license plates.
- Reserve Officers' Training Corps Programs – Prohibits school districts from banning Junior ROTC units, prohibits community colleges and state universities from banning ROTC programs and requires school districts, community colleges and state universities to grant military recruiters certain access to students, school facilities and grounds and student information.
- Grants and Donations Trust Fund Flexibility – Provides FDVA additional flexibility in expending funds from the Grants and Donations Trust Fund. Trust fund dollars may now be used by the department to provide basic quality of life goods and services to residents in Florida's State Veterans' Homes.
- Ground breaking was held June 1, 2008 in Sarasota, Fl, in a ceremony dedicating a new U.S. Department of Veterans Affairs (VA) National Cemetery.
- Groundbreaking June 28 for the 120-bed Clyde E. Lassen State Veterans' Nursing Home in St. Johns County.
- Governor Crist joined state, local and federal officials for the October 24, 2008 groundbreaking of the new Orlando VA medical Center at Lake Nona, a \$650-million hospital that will improve veterans' health care and bring 900 new jobs to central Florida.
- Florida Vets First Program initiated to better meet the needs of veterans returning to Florida after deployment and upon leaving military service. The campaign provides information and links to services ranging from employment to health care, housing and benefits for veterans.
- Florida hosts the 2008 National Association of State Veterans Homes (NASVH) Annual Meeting in Clearwater Beach, August 8-14.

III. AGENCY ORGANIZATION



OFFICE OF EXECUTIVE DIRECTOR

The Executive Director, on behalf of the Governor and Cabinet, is responsible for all department operations, actions and final determinations, as well as direct supervision and strategic direction of FDVA's management team. FDVA's Executive Director is the primary spokesman and advocate for the Agency and its constituency -- a role which extends beyond State Government to various federal agencies and Florida's Congressional Delegation. The Executive Director's office identifies significant avenues through which Florida can facilitate receipt of veteran-related resources for veterans and acts on the state's behalf.

- The Chief of Staff - serves as the Deputy Executive Director and provides operational and administrative oversight of FDVA functional entities and activities.
- The General Counsel - serves as legal advisor to the Executive Director and is involved in many aspects of the department's operations, including overall compliance with state and federal laws, regulations and programs. Additionally, the General Counsel provides legal guidance to the department's veterans' claims examiners and Nursing Home Administrators when relevant issues emerge. The General Counsel also advises on legal aspects of legislation, contracting and personnel activities.
- The Legislative and Cabinet Affairs Director - is responsible for all aspects of the department's legislative initiatives with the state legislature and U.S. Congress; helps determine policy, positions, and strategies; communicates with stakeholders; and builds supportive coalitions. Additionally, the director handles state Cabinet, interagency and federal issues of concern to the department and its stakeholders
- The Communications Director provides oversight and direction of the department's comprehensive public relations program of community outreach, media relations and employee communications impacting Florida's more than 1.7 million veterans and their family members. The communications director, as senior spokesperson for veteran-related issues in the state, is responsible for content on the agency's official Internet site and for publication of a weekly state veterans' newsletter and annual state veterans' benefit guide. The director also develops and presents briefings, speeches, articles, policy statements, news releases, proclamations, and other communications to support the department's executive director and senior staff. Serves as liaison with U.S. Department of Veterans Affairs public affairs staff.
- The Information Technology Program - provides technical support to the department by seeking enabling technologies to support vital business processes. These activities support the operations of the department's information technology infrastructure for data and voice network access to the State's legacy computer applications (i.e., People First, FLAIR & LAS/PBS, My Florida Market Place, etc.), health care informatics initiatives, automated systems analysis, design and development, FDVA's Web presence (Internet and Intranet), technical compliance with the Health Insurance Portability and Accountability Act's (HIPAA) privacy and security rules, and review of computer systems training.
- The Office of Inspector General (OIG) provides a central point for coordination of and responsibility for activities that promote accountability, integrity and efficiency in the department. The OIG conducts independent and objective audits, investigations and management reviews relating to department programs and operations. Fair and impartial reports are issued to provide direction and recommendations for corrective action concerning fraud, abuses and deficiencies. The OIG provides coordination and cooperation between the Auditor General, federal auditors and other governmental bodies and ensures that an appropriate balance is maintained between the audit or investigation and other accountability activities (F.S. 292.05).

DIVISION OF ADMINISTRATION

This Division provides administrative support for the department; handles personnel issues, coordinates fiscal and purchasing duties, disseminates veteran data to the public, and conducts research on the problems and needs of Florida veterans and their dependents. This Division is divided into the following functional areas:

- **Personnel.** Personnel coordinates department People First operations, to include payroll, classification, leave and attendance, recruitment and selection, collective bargaining, state awards program, employee assistance program, equal employment/affirmative action, and risk management (insurance).
- **Fiscal.** Fiscal coordinates the development and consolidation of the Legislative Budget Request (LBR), department inputs to FLAIR and LAS/PBS and accounts receivable and payable. Other duties include inventory and budgetary reports.
- **Purchasing.** Purchasing plans, implements, coordinates and controls department purchasing to include contractual agreements, leases, My Florida Market Place (MFMP) and MFMP training.
- **Planning.** Planning develops the *Agency Long Range Program Plan*, Performance Measure Input to the Legislative Budget Request, Agency Annual Report, coordinates the Physical Security Program, and Continuity of Operations Plan.
- **Training and Staff Development.** Coordinates training and professional development programs to ensure compliance with training mandated under Florida Statutes and Federal Law and for training needs identified in the annual training needs survey (FS 295.07).
- **Veterans' Preference.** Public utilities, state universities, school districts and special taxing districts are to accord veteran preferences in appointment, retention and promotion. Section 295.11 Florida Statutes, tasks FDVA, upon the written request of any eligible person, to investigate complaints filed alleging violation of veterans' preference rights.

DIVISION OF BENEFITS AND ASSISTANCE

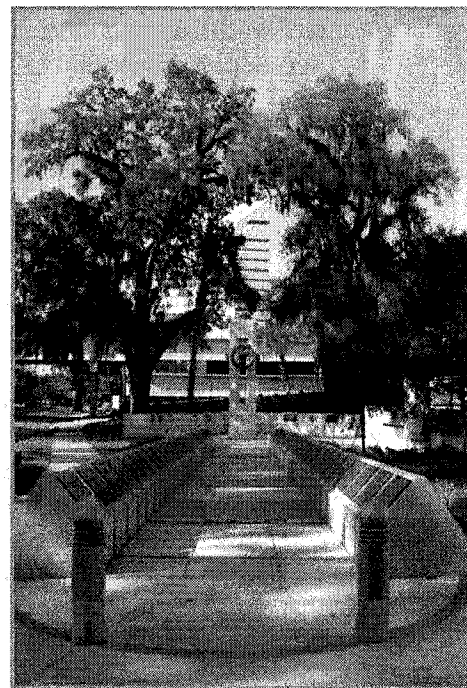
The Division of Benefits and Assistance provides professional assistance to Florida's veterans and their dependents in an effort to obtain financial benefits and health care treatment from the USDVA. Success is measured by the number of veterans the department is able to assist and issues resolved. Assistance is comprised of a variety of positive outcomes, including medical treatment, prescriptions, prosthetic devices, benefit checks, and school program approval. This Division is divided into three Bureaus: Bureau of Veterans' Claims and Assistance (FS 292.05(1)); Bureau of Field Services (FS 292.05(1)); and Bureau of State Approving Agency (FS 292.05(04)).

STATE VETERANS' HOMES PROGRAM

The State Veterans' Home Program provides both long-term skilled nursing care services and assisted living services to veterans with qualifying war or peacetime service who are residents of Florida for one year immediately preceding admission and must require long term-care as certified by a USDVA physician. The program has been established in coordination with the USDVA in two distinct ways. Initially the USDVA provides up to 65% of the initial construction cost of building state veterans' homes. On a long-term basis, the VA contributes per diem to each home for each eligible Resident.

FLORIDA VETERANS' FOUNDATION, INC.

Established by Florida Statute on July 1, 2008, and incorporated as a tax-exempt public organization under section 501(c)(3) of the Internal Revenue Code, the Foundation is dedicated to supporting the Florida Department of Veterans' Affairs and to providing assistance and services to Florida veterans and their families. The Florida Legislature authorized the foundation as a Direct Support Organization of the Florida Department of Veterans' Affairs. Information is available at www.FloridaVeteransFoundation.org.



*Florida's World War II Memorial
Tallahassee*

IV. DEPARTMENT PROGRAM AREAS

DIVISION OF VETERANS' BENEFITS AND ASSISTANCE

The Division of Veterans' Benefits and Assistance provides professional assistance to Florida's veterans, and their dependents in their efforts to obtain financial benefits and medical treatment from the USDVA. The Division is comprised of a Division Director, support staff and three bureaus: Bureau of Veterans' Claims Services, Bureau of Veterans' Field Services and the Bureau of State Approving for Veterans' Training.

Bureau of Veterans' Field Services

Veterans' Field Services provides benefits counseling services to inpatients and outpatients in 17 of the USDVA's medical facilities in Florida and the State Veterans' Homes, as well as outreach activities for FDVA throughout the state, to include supporting the Transitional Assistance Program at military installations. Field Services also assists in staffing the state's Disaster Recovery Centers when established by the Department of Emergency Management. The Bureau's primary responsibility is to help veterans initiate, develop, submit, and prosecute claims and appeals for state and federal veteran entitlements.

The focus of Field Services is face-to-face contact with the client/customer and the resolution of any number of issues related to the submission of claims to the USDVA.

The focus of Veterans' Field Services is face-to-face contact with the client/customer and the resolution of any number of issues related to the submission of claims to the USDVA.

The Bureau of Veterans' Field Services also provides invaluable advocacy assistance to all veterans who use USDVA medical facilities by interacting with medical staff to resolve eligibility, access, billing issues and prosthetic problems. This is completed on a daily basis at all USDVA medical facilities in Florida.

Bureau of Veterans' Field Services Statistics

<i>EVENT 2007-2008</i>	<i>FIRST QUARTER</i>	<i>SECOND QUARTER</i>	<i>THIRD QUARTER</i>	<i>FOURTH QUARTER</i>	<i>YEAR TO DATE</i>	<i>PREVIOUS FY</i>
Issue Resolutions (IR)	2,231	3,266	4,301	4,237	14,035	10,454
Total Amount of IR Dollars	\$5,950,902	\$8,913,286	\$12,429,925	\$9,781,065	\$37,075,178	\$32,380,486
Outreach Visits	75	101	109	96	381	190
Veterans Served	2,910	4,776	4,428	3,760	15,874	9,978
Bedside Interviews	5,975	6,489	7,546	7,205	27,215	28,005
Walk-ins/ Counseling	20,455	20,840	25,074	24,181	90,550	78,922
Claims	5,372	5,458	6,335	6,192	23,357	19,352
Voter Registration/ Preference forms	128	237	309	302	976	1,086

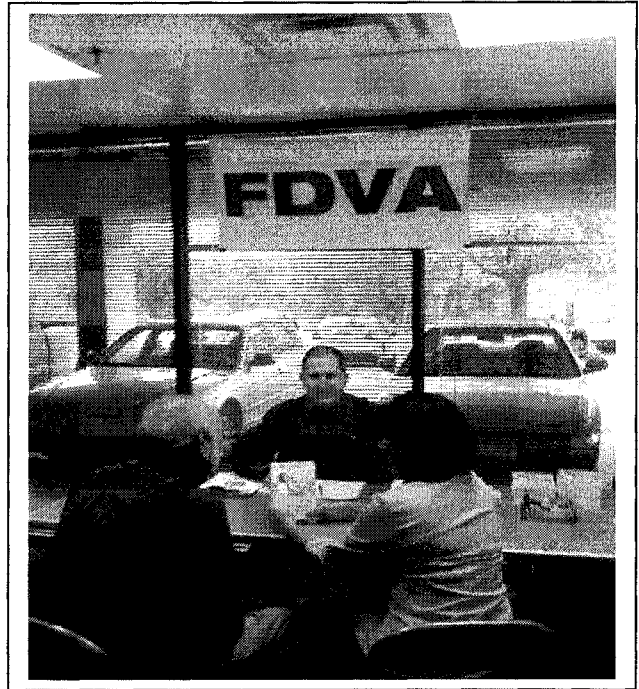
Bureau of Veterans' Claims Services

The Bureau of Veterans' Claims Services provides counseling and assistance to veterans, their dependents and survivors with the preparation, submission and prosecution of claims and appeals for state and federal entitlements as well as applications to correct military records.

The Bureau's primary responsibility is to work directly with the decision resources in the USDVA Regional Office to expedite clients' claims and to influence, through proactive advocacy, the most positive outcome. To this end, Veterans' Claims Services provides a quality control function by reviewing completed USDVA benefits rating decisions and paralegal due process assistance in the prosecution of veterans' disagreements with and appeals of USDVA rating decisions and debt identification and relief.

The Bureau is also charged by statute to train and certify county veterans' service officers. To maintain proficiency with the rapid changes in veteran's programs the bureau provides training twice a year during the counties' semi-annual conferences.

The prosecution of veterans' disagreements with and appeals of USDVA rating decisions results in retroactive benefits and compensation and debt relief to veterans. The dollar amounts awarded to veterans, their dependents, and survivors are tracked as a performance measure of successful client claim resolutions.



VCE Dennis Latta with TS Fay Victims

Bureau of Veterans' Claims Services Statistics

<i>EVENT 2007-2008</i>	<i>FIRST QUARTER</i>	<i>SECOND QUARTER</i>	<i>THIRD QUARTER</i>	<i>FOURTH QUARTER</i>	<i>YEAR TO DATE</i>	<i>PREVIOUS FY to this Qtr</i>
Retroactive compensation	\$20,812,684	\$19,950,197	\$22,661,278	\$21,237,403	\$84,661,562	\$91,373,818
Largest single retroactive benefit	\$167,688	\$174,932	\$229,580	\$145,928	\$229,580	\$609,594
Debt relief	\$195,216	\$85,925	\$124,168	\$93,040	\$498,349	\$351,089
Notices of Disagreement	497	475	540	513	2,025	1702
Statements of Argument in Appeals Cases*	319	336	322	276	1,253	1251
Act as Representative at Hearings*	48	41	21	37	147	141
Veterans' Appeals Hearings*	184	134	126	168	612	464
Ratings Reviewed	8,252	7,598	8,147	8,888	32,885	30,611

* The appeals representation process includes formal filing of the appeal application, and paralegal representation with the veteran at the Regional Office and in teleconferences with the Board of Veterans' Appeals (BVA).

Bureau of State Approving for Veterans' Training (SAA)

SAA is charged under the provisions of Title 38, United States Code (USC), and the federal contract entered into between the FDVA and the USDVA and governed by Florida Statute 295.124.

The Bureau reviews, evaluates and approves programs of veterans' education (secondary and post-secondary, public and private), and training.

SAA conducts annual on-site supervisory visits to approved educational institutions to determine continued compliance with appropriate state and federal laws and regulations so that Florida's veterans may avail themselves of federal veterans educational programs.

Bureau of State Approving Veterans' Training Statistics

<i>EVENT 2007-2008</i>	<i>FIRST QUARTER</i>	<i>SECOND QUARTER</i>	<i>THIRD QUARTER</i>	<i>FOURTH QUARTER</i>	<i>YEAR TO DATE</i>	<i>PREVIOUS FY</i>
SAA Programs Approved	7,064	2,986	1,672	2,021	13,743	12,802
Other Approval	656	577	420	442	2,095	1,404
Supervisory Visits	29	109	203	132	473	391
Inspection Visits	23	16	20	13	72	77
Outreach Activities*	192	148	119	93	552	573
Liaison Activities**	62	36	72	56	226	114
Technical Assistance***	358	318	304	306	1,286	1,077

* Activity designed to inform or encourage those with entitlement to use it.

** Liaison activities are those that foster education about the SAA with other education and training professionals which promote and encourage the exchange of information and support to raise awareness of the professional nature of the SAA approval function.

*** Technical assistance is an interaction to assist an individual or a facility with any aspect of the approval.

STATE VETERANS' HOMES PROGRAM

The State Veterans' Homes Program Director is responsible for the overall operation of the State Veterans' Domiciliary Home and the five State Veterans' Nursing Homes. In addition, the program director is responsible for the grant application, design and construction processes for new and future state veterans' homes.

FDVA has expanded veterans' facilities and services in Florida. FDVA has undertaken new growth in the State Veterans' Homes Program by providing high quality assisted living and skilled nursing home care to veterans in six state veterans' homes and new outreach programs to contact more of the veteran population in Florida. FDVA participated in the groundbreaking ceremony for a sixth 120-bed facility in St. Johns County. The FY 05-06 Legislature funded the state's 35% share of the \$29 million construction cost in FY 2006-07 General Appropriations Act. The FY 06-07 Legislature funded the state's 35% share of the increased cost of construction for St. Johns County Nursing Home to meet new architectural guidelines established by USDVA. Funding is required in the state budget to obtain the 65% federal share provided by the USDVA budget. The State previously funded design completion, permitting and pre-construction activities. All of these activities are currently under way.

FDVA has undertaken growth in the State Veterans' Homes Program providing high quality assisted living and skilled nursing home care to veterans in six state veterans' homes.

The Governor's Alzheimer's Disease Council identified a critical need for nursing home care for veterans with dementia disorders such as Alzheimer's Disease. Four of the five existing SVNHs have Dementia-specific wings. The department is evaluating converting 20 nursing home beds at the Daytona Beach facility to include specialized design features for the care of dementia residents.

The information contained in the homes section includes additional data on revenue and expenses and the fiscal status of the SVNH Operations and Maintenance Trust Fund. Summary remarks address occupancy, fiscal status and quality of care.

Detailed individual facility Annual Reports are included as Appendices.

State Veterans' Homes Occupancy Rates

During FY 07-08 occupancy increased over FY 06-07 to 89% overall. The Lake City and Daytona Beach renovation projects were completed reopening 58 beds for occupancy. Renovations were necessary due the facilities age. Lake City started operating in May 1990 and Daytona Beach in December 1994. The heavy use of the facilities common areas and traffic required normal repair, replacement and upgrades to comply with new safety codes.

FDVA's 89% overall occupancy rate meets the state average of 88% for all nursing homes in Florida. When the number of beds available is adjusted for the 58 beds out of service during part of the fiscal year, the occupancy rate climbs to 92%. This exceeds the 90% performance measurement standard established by the legislature.

Occupancy Rates Fiscal Year Comparison

Facility	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	Difference from 90%
Daytona Beach	93%	89%	90%	75%*	73%	-17
Land O' Lakes	91%	91%	94%	95%	93%	+3
Pembroke Pines	88%	88%	95%	95%	90%	0
Lake City	83%	70% **	68%**	81%**	87%**	-3
Springfield	48%	83%	91%	93%	95%	+5
Port Charlotte	15%	65%**	75%	93%	97%	+7
Facility Average	88%	81% **	87%	88%	89%	-1
Adjusted Average	n/a	91%	93%	92%	92%	+2

Adjusted averages utilized when beds are not available due to facility renovations.

*20 beds at Daytona were not available for Phase II renovations to meet new nursing home medical care mandates directed by federal and state law changes.

** 38 beds at Lake City were not available for Phase I renovation to meet new federal and state medical care mandates. **Adjusted occupancy rate is 92%.**

Revenues/Expenses

FDVA is in the process of centralizing the expenditure billing and revenue receipt program. The centralized billing program will help provide more efficient tracking of federal billing and revenue receipts.

An additional factor that affects operations is temporary agency nurse staffing costs. The department is working on more efficient scheduling to decrease the costs expended for temporary agency staff.

Working in partnership with Governor Charlie Crist, the Cabinet, the Legislature and Florida's veteran service organizations, FDVA is converting from the out-sourcing of CNAs and food service staff to in-house employees. The transfer of funding of \$8.3 million from contracted services to state salaries and benefits will enable FDVA to in-source certified nursing assistants and food service workers and establish a single staffing model for the State Veterans' Homes Program. FDVA previously contracted these positions at three of its homes. Research indicates that the department can better control costs and provide a higher quality of care and food to residents by having in-house staff perform the services.



Overall State Homes' Fiscal Data

<i>Fiscal Year 2007-2008 Totals to Date</i>	<i>Lake City Domiciliary Home</i>	<i>Daytona Beach SVNH</i>	<i>Land O' Lakes SVNH</i>	<i>Pembroke Pines SVNH</i>	<i>Springfield SVNH</i>	<i>Port Charlotte SVNH</i>
Total Revenues	\$3,351,954	\$8,692,556	\$10,691,501	\$8,693,102	\$7,997,724	\$10,701,321
Total Expenses	\$3,273,087	\$7,771,263	\$8,521,161	\$9,804,128	\$9,066,175	\$9,027,865
Balance	\$78,867	\$921,293	\$2,170,340	(\$1,111,026)	(\$1,068,451)	\$1,673,456
Average # of Residents	130	87	112	108	114	117

Quality of Care

Several task forces were formed to address standardization in admissions, clinical protocols, staff development and medical supply procurement. Members represent homes and program staff. The admissions task force and medical supply procurement have been disbanded as their goals have been completed.

The task forces for clinical protocols and staff development will remain as standing committees, thereby reducing the number of potential deficiencies and maintaining the overall high quality of care in all facilities.

The Homes Program has utilized "My Inner View" for family/resident satisfaction surveys. This is a research based corporation that provides quality improvement products for the long-term care community with both internal and external benchmarking. Resident and family satisfaction surveys are a requirement for licensure by the Agency for Health Care Administration. The summarized results of this survey showed that 92% of the respondents would recommend the facility(s) to others and that 87% rated their overall satisfaction as excellent or good. We will continue to use this tool in our quality improvement efforts.



DIVISION OF ADMINISTRATION

The division is responsible for performing all management functions for the department. These functions consist of personnel, fiscal and budgeting, purchasing, planning, training and staff development, veterans' preference and research and statistical analysis.

Staff Development

Major training accomplishments in fiscal year 2007-2008 include the following:

TRAINING	Training Man Hours
State Certification Course for County Veteran Service Officers Annual Update, Veteran Service Personnel Re-certification Training Program for Veteran Service Personnel American Legion Post Service Officers Training	3,274
Employee On-Going Training	2,729
New Employee Training	4,909
Health Direct Care Training	5,505
Supervisory/Management/Professional Development Training	2,110

Veterans' Preference

Florida Statutes sets forth certain requirements for public sector employers to accord preferences in appointment, retention and promotion to certain veterans and spouses of veterans. The relevant portions of the law apply to "the state and its political subdivisions," Section 295.07 and Section 295.09, Florida Statutes. Public utilities, state universities, school districts and special taxing districts are subject to the requirements of Chapter 295. Section 295.11 Florida Statutes tasks FDVA, upon the written request of any eligible person, to investigate complaints filed alleging violation of veterans' preference rights. FDVA reviews each case and issues an opinion to the Public Employment Relations Commission as to the merit of each case. Preference in Public Employment for Veterans applying for positions within state government is now portable. Prior to this new law on July 1, 2007 veterans could only use the preference once.

Veterans' Preference Statistics

EVENT	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Invalid Claims	77	71	48	30	57
Valid Claims	17	18	20	3	13
Settled Claims	0	6	3	3	32
TOTAL CLAIMS	94	95	71	36	104

V. DEPARTMENT OF VETERANS' AFFAIRS

EXPENDITURE REPORT

JULY 1, 2007 — JUNE 30, 2008

	General Revenue	Trust Funds	Total
Salaries and Benefits	9,368,862	18,601,254	27,970,116
OPS	10,593	706,273	716,866
Expenses			
Custodial/Janitorial	7,565	318,162	325,727
Communications	288,219	59,038	347,257
Postage and Freight	31,263	36,833	68,095
Printing and Reproduction	26,573	9,155	35,728
Repair and Maintenance	3,876	233,781	237,657
Travel and Training	161,436	167,217	328,653
Utilities	-	1,683,223	1,683,223
Supplies-Medical	4,523	1,025,011	1,029,534
Supplies-Other	309,307	570,913	880,220
Subscription			
& Books	24,298	69,031	93,329
Rent	-	-	-
Misc	291,000	1,490,143	1,781,143
Furniture and Equipment	-	-	-
Total Expenses	1,148,059	5,662,507	6,810,566
Food Products	279,284	173,965	453,249
Operating Capital Outlay	2,007	-	2,007
Acquisition Motor Vehicles	-	-	-
Risk Management Insurance	154,618	564,717	719,335
Recreation Equipment	-	60,746	60,746
Contracted Services	-	-	-
Medical	2,339,221	14,611,650	16,950,871
Other	74,968	1,549,069	1,624,037
TR/DMS/HR Svcs/STW Contract	68,652	205,794	274,446
Total Operating Costs	13,582,211	45,623,710	59,205,921
Non Operating Expenses	-	134,514	134,514
Fixed Capital Outlay	-	-	-
Renovation Projects	929,088	419,515	1,348,604
Capital Improvements	-	484,663	484,663
State Veterans' Nursing Home #6		904,179	
Total Fixed Capital Outlay	929,088	904,179	1,833,267
Total	14,511,299	46,662,402	61,173,701

APPENDIX I

ACTIONS TAKEN BY THE DEPARTMENT RELEVANT TO s 292.05(4), (5), & (7), FLORIDA STATUTES

s 292.05(4) F.S. *The Department may apply for and accept funds, grants, gifts, and services from the state, the United States Government or any of its agencies, or any other public or private source and may use funds derived from these sources to defray clerical and administrative costs as may be necessary for carrying out its duties.*

State Approving for Veterans' Training

FDVA maintains a contract with the USDVA to provide for State Approving for Veterans' Training. Costs are 100% reimbursed by the USDVA and include coverage of clerical and administrative expenses of the Bureau.

Veterans' Domiciliary and Nursing Homes

The Veterans' Domiciliary and Nursing Homes operated by this department apply for and receive federal funds from the USDVA.

s 292.05(5) F.S. *The Department shall conduct an ongoing study on the problems and needs of those residents of this state who are veterans of the Armed Forces of the United States and the problems and needs of their dependents. The study shall include but not be limited to:*

- *A survey of existing state and federal programs available for such persons that specifies the extent to which such programs presently are being implemented, with recommendations for the improved implementation, extension or improvement of such programs.*
- *A survey of the needs of such persons in the areas of social services, health care, education and employment, and any other areas of determined need, with recommendations regarding federal, state and community services that would meet those needs.*
- *A survey of federal, state, public and private moneys available that could be used to defray the costs of state or community services needed for such persons.*

Continuous efforts include feedback through counseling thousands of veterans, training critiques, participation on numerous governmental committees concerned with veterans, regular meetings with veterans' organizations and their leadership, and analysis of official USDVA data and reports.

In 1999, FDVA commissioned a needs survey that was conducted by Florida State University. The results of the survey are posted on the FDVA Web site and have been incorporated into the long-range planning process.

In 2004, the FDVA commissioned a nursing home site selection study by Health Strategies, Inc., Tallahassee. The results of the study were presented to the Governor, the Cabinet, and State Legislature outlining future priority site considerations. Based on the results of this study and successful application by St. Johns County, FDVA is constructing the next SVNH in St. Johns County to serve Northeast Florida counties.

A survey of existing state and federal programs available to veterans and their dependents and a survey of federal, state, public and private monies available has been completed previously. A comprehensive list by agency resources is available for reference.

s 292.05(7) F.S. *The Department shall administer this chapter and shall have the authority and responsibility to apply for and administer any federal programs and develop and coordinate such state programs as may be beneficial to the particular interests of the veterans of this state.*

State Approving for Veterans' Training

Under the provisions of Title 38 USC, and the contract maintained between the FDVA and the USDVA, State Approving for Veterans' Training is charged with inspecting, approving, and supervising programs and courses offered by accredited and non-accredited educational institutions (public and private). A list of such educational institutions, and specific courses which it has approved, is furnished to the USDVA Regional Office at Bay Pines so that eligible veterans or other eligible persons enrolled in such courses may receive veterans' education benefits.

State Veterans' Homes Program

The Department operates the Veterans' Domiciliary Home of Florida in Lake City, and State Veterans' Nursing Homes in Daytona Beach, Land O' Lakes, Pembroke Pines, Springfield and Port Charlotte.

The Homes' Program receives federal funds that provide approximately 28 percent of the cost of operations. The Veterans' Homes of Florida Annual Reports are included in this report as Appendices VII—XII. Florida's veteran population continues to age. There are over 758,975 veterans in Florida over the age of 65, and 124,685 veterans over the age of 85 with a projected increase of 85+ veterans to 129,152 by September 2010. Long-term health care is a vital concern for our aging veteran population, as well as the general population. For over 15 years, Florida has participated in the State Veterans' Nursing Home program offered by the USDVA.

State Veterans' Nursing Home program conserves state resources by lowering Medicaid obligations and guarantees a significant flow of additional federal dollars into Florida's economy. Many residents in these homes qualify for a veterans' non service-connected disability pension; the average benefit for a single individual with aid and attendance is a \$1,842 per month. USDVA per diem payments to the State Veterans' Nursing Home resident average about \$2,172 per resident each month. Neither of these two revenue sources, totaling over \$4,014 monthly (more than 70 percent of average monthly nursing home costs) is available to other Medicaid-eligible facilities. State Veterans' Nursing Homes generate most operational and maintenance funds from payments received from the USDVA, residents and third party payors.

FDVA increased the total number of beds in the Florida State Homes Program to 750, with the addition of its 6th home in 2004. Of the 750 beds available 600 are in nursing homes. According to Florida's Agency for Health Care Administration, Florida has 29.1 nursing home beds per 1,000 seniors in the general population. According to USDVA estimates, Florida offers fewer than one bed per 1,000 veterans and the State remains in "great need" of additional veterans' long-term beds or alternate veteran care. Each new State Veterans' Nursing Home is subject to approval by the Governor and Cabinet, with 35% funding by the Florida legislature and matching funds of 65% of construction costs by the USDVA.

FDVA continues to evaluate the trends and conditions that are evolving in our state. Adjustments to FDVA's long-range plans are made to better meet the needs of Florida's veteran population. With full appreciation of the Governor's priorities, as well as limited state and federal resources, FDVA seeks to expand the number of veterans served by expanding the method of service delivery. New delivery methods may result in USDVA and other federally reimbursed services such as in-home health care and adult day care across the state in addition to the seven veteran home locations which are limited by the number of beds available.

FDVA seeks to expand the number of veterans served by expanding the method of service delivery.

APPENDIX II

FLORIDA DEPARTMENT OF VETERANS' AFFAIRS STAFF

OFFICE OF THE EXECUTIVE DIRECTOR

Executive Director	LeRoy Collins Jr.
Personal Secretary	Nancy Schiellerd
Chief of Staff	Earl Daniell
Legislative Affairs Director	James Brodie
Legislative Affairs Administrator	Joseph Marino
General Counsel	David Herman
Attorney	Ollie Evans
Assistant to General Counsel	Ron Lynn
Communications Director	Steve Murray
Public Relations Manager	Vacant
Inspector General	Vacant
Chief Information Officer	James M. Lieupo

DIVISION OF ADMINISTRATION AND PUBLIC INFORMATION

Director, Interim	Christina Porter
Administrative Assistant	Sue Farkash
Personnel	Tami Klee
Fiscal/Budget	Christina Porter
Purchasing	Ken Dirmitt
Staff Development	Cat Mills
Management Analyst/Planning	Don Post
TQM/Veterans' Preference	John Burns

DIVISION OF VETERANS' BENEFITS AND ASSISTANCE

Director

R.F. "Sandy" Bowron

Executive Assistant

Edwin Ortiz

Bureau of Veterans' Claims Services

Bureau Chief

Alene Tarter

Supervisor

Jim Ansboury

Veterans' Claims Examiners

Ron Basedow

Heidi Peters

John Ulm

Fred Laurente

Clyde Butts

Tony McGary

Juan Acevedo

Mike Howard

Ernie Kuykendall

Mark Blair

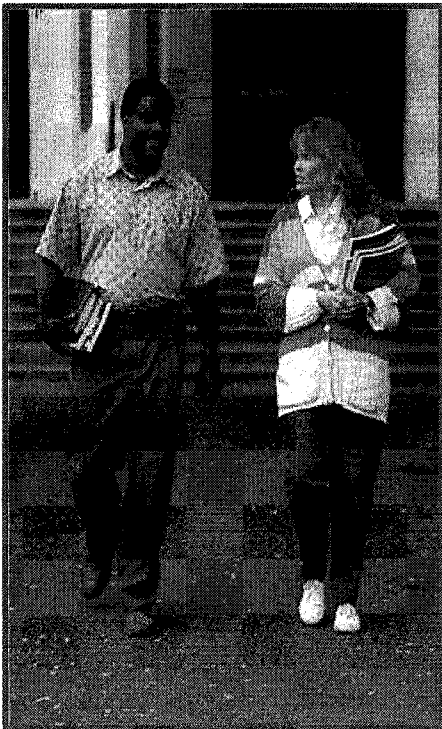
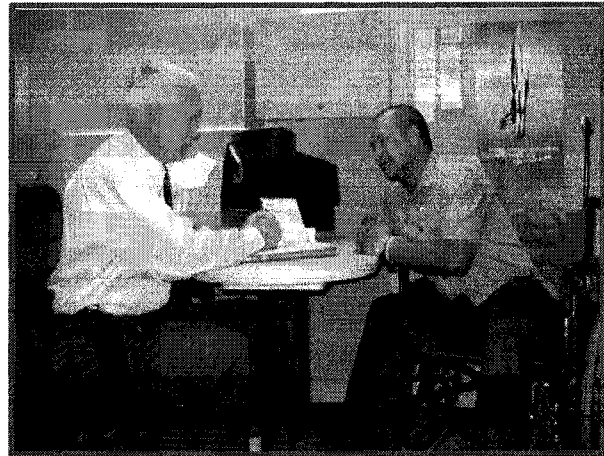
Larri Gerson

Jim Nelson

Candice Crosby

Andrew Huffman

Mike Howard



Bureau of State Approving for Veterans' Training

Bureau Chief

Steve Turbee

Office Operations Manager

Cora Stagner

Program Specialists

Jenny George

Marcus Hurston

Patrick Burch

Richard Gouin

Bureau of Veterans' Field Services

Bureau Chief

Robert Bauer

VAMC Bay Pines

George Calder - Supervisor
Neal Yarosz - VCE, Jim Obrien - VCE
Daniel Oberg - VCE, Chava Litwin - VCE
Vacant - VCE
Staff assistant - Leanne Grayston

VAMC Gainesville

David Hill - Supervisor
Carl McDaniel - VCE
Joe Coats - VCE
Staff assistant - Mike Fontenot

VAMC Tampa

David Ramga - Supervisor
Tom Dixon - VCE
Matt Guzik - VCE, David Austin - VCE
Carol King - VCE, Richard Whitmyer - VCE
Staff assistant - Aster Garrett

VAMC Miami

Tonia Francis - Supervisor
Ricardo Gonzales - VCE
Reginald Owes - VCE Morris Atkins-VCE,
Melinda Jackson - VCE
Staff assistant - Dasma Tejada

VAMC West Palm Beach

Angela Choice - Supervisor
Greg Dover - VCE
Vacant - VCE
Staff assistant - Ellen Mazzeo

VAMC Lake City

William C. Peeler - Supervisor
Ed Hodge - VCE
Rosa Stewart - VCE
Staff assistant - Beck Sullivan

VAOPC Daytona Beach

Stephen Walsh - VCE

VAOPC Ft. Myers

Rodney Van Ness - VCE

VAOPC Orlando

Dennis Latta - VCE
Andrew McCormick - VCE
Vacant - VCE Mini Svc Center

VAOPC Jacksonville

Jones Peterson - VCE
John Szalanski - VCE
AJ Johnson - VCE

VAOPC Port Richey

Brenda Thurmond - VCE

VAOPC Pensacola

Bob Frank - VCE, Mark Brooks - VCE
Alesia Hall - VCE

VAOPC Tallahassee

Robert St. John - VCE

Douglas T. Jacobson SVNH

Brad Fountain - VCE

VAOPC Viera

Rick Morrell - VCE

Clifford Sims SVNH

Sally Ferland - VCE

VAOPC Oakland Park

Carlos Gabino - VCE

VAOPC Leesburg

Vacant - VCE

VAOPC Eglin Air Force Base

Mark Brooks - VCE

STATE VETERANS' HOMES PROGRAM

Program Director

**Program Administrator
Health Care Program Analyst
Registered Nurse Consultant
Registered Nurse Consultant
Operations & Management Cons.
Executive Assistant**

Renee Day
Darcielle Gray
Nancy Zinn
Wanda Wolfe
Richardean Bruce
Jay Seyss
Joanne Cox

Administrator

**Robert H. Jenkins, Jr. Veterans'
Domiciliary Home, Lake City**

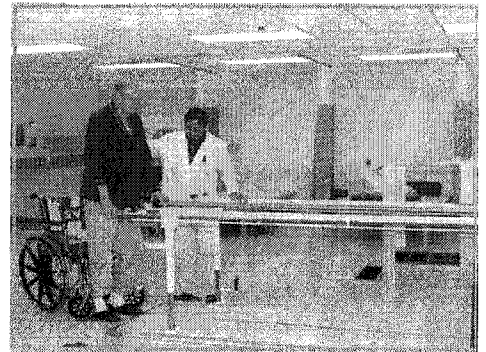
Jim Earle, Jr.



Administrator

**Emory L. Bennett
State Veterans' Nursing Home, Daytona Beach**

Belkis Pineyro-Wiggins



Administrator

**Baldomero Lopez
State Veterans' Nursing Home, Land O' Lakes**

Rebecca Yackel

Administrator

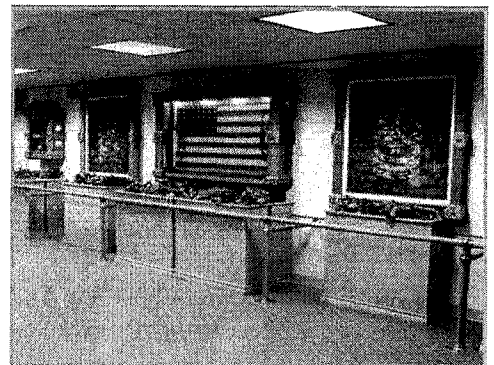
**Alexander "Sandy" Nininger, Jr.
State Veterans' Nursing Home, Pembroke Pines**

Vince Cacciatore

Administrator

**Clifford Chester Sims
State Veterans' Nursing Home, Springfield**

Florence Wegst



Administrator

**Douglas T. Jacobson
State Veterans' Nursing Home, Port Charlotte**

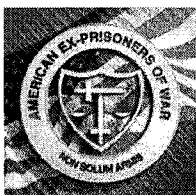
Elizabeth Barton

APPENDIX III

ASSOCIATED VETERANS' SERVICE ORGANIZATIONS

Over the years, FDVA has been closely associated with all veterans' organizations active in Florida. As the accredited representative of 12 veterans' organizations, FDVA has the opportunity to prosecute claims before the USDVA on behalf of veterans who have placed their trust in these organizations by completing an "Appointment of Veterans Service Organization as Claimant's Representative" designation. There are no fees charged veterans for FDVA services.

Listed below are the Veterans' Service Organizations which this Department represents in claims processing with the USDVA:



American Ex-Prisoners of War, Inc.

American Legion

American Red Cross

Blinded Veterans Association

Fleet Reserve Association

Jewish War Veterans

Marine Corps League

National Association of County Veteran Service Officers

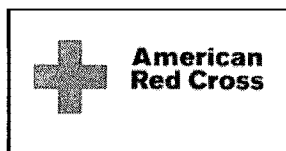
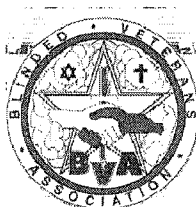
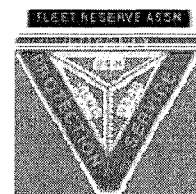
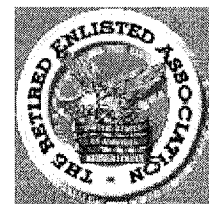
Non-Commissioned Officers Association

The Retired Enlisted Association

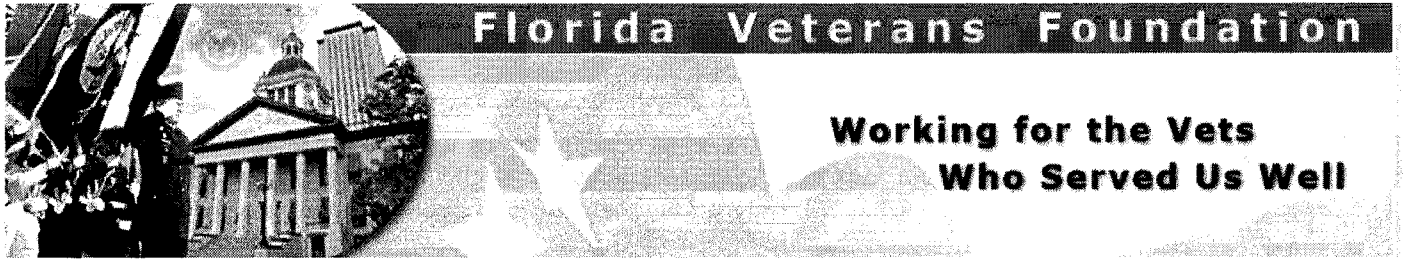
Veterans of World War I of the U.S.A.

(Family members)

Vietnam Veterans of America



APPENDIX IV



Established by Florida Statute on July 1, 2008, and incorporated as a tax-exempt public organization under section 501(c)(3) of the Internal Revenue Code, the foundation is dedicated to supporting the Florida Department of Veterans' Affairs and to providing assistance and services to Florida veterans and their families. The Florida Legislature authorized the foundation in statute during its 2008 legislative session as the Direct Support Organization of the Florida Department of Veterans' Affairs. Information is available at www.FloridaVeteransFoundation.org.

Contacts for the Florida Veterans Foundation (FVF)

Nat Turnbull
President
(850) 487 – 1533
turnbulln@fdva.state.fl.us

4040 Esplanade Way, Suite 152
Tallahassee, Florida 32399-0950



Florida Veterans Foundation Inc. 2008 Executive Board Members

APPENDIX V

CERTIFIED COUNTY/CITY VETERAN SERVICE OFFICERS

In rendering assistance to the veterans of Florida, the Florida Department of Veterans' Affairs works closely with all county and city Veteran Service Officers. The FDVA Web site www.FloridaVets.org provides many references and programs that can assist veterans and their families at the federal, state and county level. All agencies work together in assisting Florida's veterans, families and survivors to improve their health and economic well being. A listing of each county veteran service officer and their location, phone number and e-mail address are available at <http://www.floridavets.org/organization/cvso.pdf>. If you are reading the FDVA Annual Report on-line your computer will let you go directly to the site by pressing and holding down the Ctrl key on your keyboard and left clicking your mouse on the link

**APPENDIX VI
COUNTY POPULATION AND MONETARY BENEFITS**

GEOGRAPHIC DISTRIBUTION OF VA EXPENDITURES FOR FY 07								
FLORIDA								
Expenditures in \$000s								
County/ Congressional District	Veteran Population*	Total Expenditures	Compensation & Pension	Education & Vocational Rehabilitation	Insurance & Indemnities	Construction	Medical Care	General Operating Expenses
ALACHUA	17,725	\$ 118,485	\$ 36,438	\$ 6,042	\$ 2,134	\$ 2,860	\$ 65,893	\$ 5,118
BAKER	2,664	\$ 8,904	\$ 3,561	\$ 208	\$ 29	\$ -	\$ 5,105	\$ -
BAY	22,996	\$ 78,660	\$ 56,559	\$ 5,789	\$ 1,508	\$ -	\$ 14,804	\$ -
BRADFORD	3,459	\$ 15,461	\$ 5,309	\$ 222	\$ 107	\$ -	\$ 9,824	\$ -
BREVARD	75,451	\$ 222,281	\$ 137,721	\$ 9,552	\$ 7,077	\$ -	\$ 67,931	\$ -
BROWARD	117,923	\$ 311,196	\$ 139,369	\$ 13,947	\$ 11,471	\$ -	\$ 146,409	\$ -
CALHOUN	1,178	\$ 4,889	\$ 2,846	\$ 107	\$ 93	\$ -	\$ 1,843	\$ -
CHARLOTTE	25,768	\$ 60,772	\$ 35,052	\$ 1,091	\$ 1,942	\$ -	\$ 22,688	\$ -
CITRUS	22,706	\$ 73,259	\$ 34,621	\$ 1,200	\$ 1,761	\$ -	\$ 35,677	\$ -
CLAY	26,692	\$ 79,192	\$ 48,794	\$ 5,824	\$ 1,388	\$ -	\$ 23,186	\$ -
COLLIER	35,281	\$ 49,624	\$ 27,107	\$ 1,588	\$ 4,019	\$ -	\$ 16,910	\$ -
COLUMBIA	8,021	\$ 61,704	\$ 20,243	\$ 763	\$ 409	\$ -	\$ 40,288	\$ -
DE SOTO	3,153	\$ 11,523	\$ 3,639	\$ 140	\$ 71	\$ -	\$ 7,673	\$ -
DIXIE	2,021	\$ 82,497	\$ 5,974	\$ 83	\$ 4,843	\$ -	\$ 71,597	\$ -
DUVAL	94,679	\$ 209,347	\$ 141,543	\$ 31,887	\$ 2,970	\$ -	\$ 32,948	\$ -
ESCAMBIA	46,393	\$ 129,790	\$ 101,938	\$ 14,611	\$ 1,047	\$ 849	\$ 10,357	\$ 988
FLAGLER	11,208	\$ 19,491	\$ 15,809	\$ 1,934	\$ 68	\$ -	\$ 1,680	\$ -
FRANKLIN	1,452	\$ 9,025	\$ 1,953	\$ 58	\$ 236	\$ -	\$ 6,778	\$ -
GADSDEN	3,894	\$ 13,456	\$ 7,063	\$ 414	\$ 104	\$ -	\$ 5,874	\$ -
GILCHRIST	1,661	\$ 6,036	\$ 4,150	\$ 109	\$ 38	\$ -	\$ 1,738	\$ -
GLADES	1,233	\$ 2,584	\$ 1,305	\$ 37	\$ 45	\$ -	\$ 1,197	\$ -
GULF	1,721	\$ 7,602	\$ 3,003	\$ 135	\$ 13	\$ -	\$ 4,451	\$ -
HAMILTON	1,270	\$ 5,262	\$ 2,683	\$ 123	\$ 83	\$ -	\$ 2,374	\$ -
HARDEE	1,899	\$ 5,149	\$ 1,991	\$ 113	\$ 103	\$ -	\$ 2,943	\$ -
HENDRY	2,470	\$ 38,917	\$ 2,786	\$ 114	\$ 1,875	\$ -	\$ 34,142	\$ -
HERNANDO	24,055	\$ 75,286	\$ 54,169	\$ 1,943	\$ 900	\$ -	\$ 18,275	\$ -
HIGHLANDS	13,271	\$ 230,273	\$ 20,572	\$ 695	\$ 6,063	\$ -	\$ 202,942	\$ -
HILLSBOROUGH	100,573	\$ 263,513	\$ 191,336	\$ 19,161	\$ 124	\$ 42,475	\$ 4,601	\$ 5,817
HOLMES	2,317	\$ 24,421	\$ 6,595	\$ 195	\$ 2,070	\$ -	\$ 15,561	\$ -
INDIAN RIVER	17,570	\$ 26,842	\$ 19,966	\$ 860	\$ 203	\$ -	\$ 5,814	\$ -
JACKSON	5,393	\$ 14,181	\$ 11,361	\$ 601	\$ 86	\$ -	\$ 2,134	\$ -

County/ Congressional District	Veteran Population*	Total Expenditures	Compensation & Pension	Education & Vocational Rehabilitation	Insurance & Indemnities	Construction	Medical Care	General Operating Expenses
JEFFERSON	1,589	\$ 4,810	\$ 2,830	\$ 371	\$ 5	\$ -	\$ 1,604	\$ -
LAFAYETTE	704	\$ 42,773	\$ 1,853	\$ 21	\$ 2,998	\$ -	\$ 37,901	\$ -
LAKE	39,358	\$ 116,434	\$ 52,814	\$ 2,760	\$ 5,115	\$ -	\$ 55,744	\$ -
LEE	66,088	\$ 97,281	\$ 73,608	\$ 4,388	\$ 1,774	\$ -	\$ 17,511	\$ -
LEON	18,954	\$ 54,373	\$ 26,733	\$ 7,508	\$ 267	\$ -	\$ 19,865	\$ -
LEVY	4,715	\$ 12,689	\$ 11,409	\$ 418	\$ 21	\$ -	\$ 841	\$ -
LIBERTY	639	\$ 5,213	\$ 1,181	\$ 11	\$ 194	\$ -	\$ 3,827	\$ -
MADISON	1,980	\$ 42,349	\$ 3,351	\$ 162	\$ 3,379	\$ -	\$ 35,457	\$ -
MANATEE	37,594	\$ 131,201	\$ 45,626	\$ 2,682	\$ 2,946	\$ -	\$ 79,947	\$ -
MARION	43,051	\$ 95,442	\$ 66,870	\$ 3,508	\$ 1,978	\$ -	\$ 23,086	\$ -
MARTIN	18,355	\$ 214,487	\$ 21,994	\$ 863	\$ 5,208	\$ -	\$ 186,423	\$ -
MIAMI-DADE	68,717	\$ 153,511	\$ 108,626	\$ 15,614	\$ 439	\$ 3,219	\$ 21,903	\$ 3,710
MONROE	10,305	\$ 19,178	\$ 12,017	\$ 787	\$ 545	\$ -	\$ 5,828	\$ -
NASSAU	8,661	\$ 24,648	\$ 9,926	\$ 1,005	\$ 2,169	\$ -	\$ 11,548	\$ -
OKALOOSA	34,470	\$ 95,815	\$ 80,451	\$ 7,659	\$ 135	\$ -	\$ 7,570	\$ -
OKEECHOBEE	3,759	\$ 89,806	\$ 5,738	\$ 209	\$ 6,172	\$ -	\$ 77,685	\$ -
ORANGE	79,021	\$ 174,729	\$ 136,824	\$ 18,128	\$ 862	\$ -	\$ 18,915	\$ -
OSCEOLA	18,154	\$ 241,024	\$ 34,735	\$ 3,138	\$ 18,438	\$ -	\$ 184,712	\$ -
PALM BEACH	122,770	\$ 258,362	\$ 129,748	\$ 7,787	\$ 3,602	\$ 15,918	\$ 96,358	\$ 4,949
PASCO	53,495	\$ 376,420	\$ 100,805	\$ 5,762	\$ 9,334	\$ -	\$ 260,518	\$ -
PINELLAS	108,814	\$ 369,314	\$ 193,605	\$ 28,278	\$ 3,288	\$ 7,210	\$ 69,807	\$ 67,127
POLK	55,944	\$ 117,835	\$ 85,438	\$ 5,342	\$ 629	\$ -	\$ 26,426	\$ -
PUTNAM	8,459	\$ 32,517	\$ 16,038	\$ 706	\$ 1,827	\$ -	\$ 13,946	\$ -
SAINT JOHNS	18,692	\$ 65,769	\$ 23,566	\$ 1,774	\$ 2,184	\$ -	\$ 38,243	\$ 4
SAINT LUCIE	26,417	\$ 53,811	\$ 38,129	\$ 2,254	\$ 960	\$ -	\$ 12,468	\$ -
SANTA ROSA	22,158	\$ 98,633	\$ 49,562	\$ 4,849	\$ 6,306	\$ -	\$ 37,915	\$ -
SARASOTA	49,283	\$ 93,802	\$ 57,515	\$ 2,495	\$ 3,008	\$ -	\$ 30,784	\$ -
SEMINOLE	38,890	\$ 81,081	\$ 57,037	\$ 6,197	\$ 862	\$ -	\$ 16,984	\$ -
SUMTER	8,912	\$ 44,067	\$ 17,472	\$ 304	\$ 292	\$ 2,757	\$ 19,320	\$ 3,922
SUWANNEE	4,792	\$ 15,008	\$ 9,873	\$ 427	\$ 98	\$ -	\$ 4,611	\$ -
TAYLOR	2,454	\$ 7,054	\$ 3,605	\$ 155	\$ 40	\$ -	\$ 3,254	\$ -
UNION	1,663	\$ 70,530	\$ 2,121	\$ 162	\$ 4,581	\$ -	\$ 63,667	\$ -
VOLUSIA	59,509	\$ 113,149	\$ 100,088	\$ 9,022	\$ 134	\$ -	\$ 3,904	\$ -
WAKULLA	3,003	\$ 11,644	\$ 4,636	\$ 1,704	\$ 533	\$ -	\$ 4,770	\$ -
WALTON	6,534	\$ 19,837	\$ 16,392	\$ 767	\$ 140	\$ -	\$ 2,538	\$ -
WASHINGTON	2,537	\$ 12,390	\$ 7,751	\$ 1,726	\$ -	\$ -	\$ 2,913	\$ -
FLORIDA (Totals)	1,746,539	\$ 5,716,609	\$ 2,755,423	\$ 268,488	\$ 143,345	\$ 75,288	\$2,382,430	\$ 91,635



APPENDIX VII
ROBERT H. JENKINS JR.
VETERANS' DOMICILIARY HOME
LAKE CITY, FLORIDA

Administrator
Health Services
Business Services

Jim Earle, Jr.
 Amelia Tompkins, RN
 Debbie Dawsey

Regulatory Compliance

The facility was surveyed by the USDVA in June 2008. The facility operates in compliance with both state and federal regulations for Assisted Living and Domiciliary Homes.

Condition of the Home

The facility opened in 1990 and is the oldest of all the State Homes. This facility has undergone a Phase I renovation of resident wing "C" which updated the flooring, walls, ceilings and bathrooms on that wing and also replaced the flooring in all the other hallways and in the dining room. A Phase II renovation is scheduled for FY 2008-2009.

Major Events

The closing and renovation of a wing over the past year has been a major factor affecting the facilities overall revenue situation. The renovations to resident rooms on that wing and the lobby area are complete. Census has been kept at a level low enough to begin the Phase II renovation as anticipated in early FY 08-09. There have been 98 admission applications requested. We have also seen an average of six telephone calls a day requesting admission information. We responded to an additional 29 requests for information submitted to the FDVA Lake City web site. The facility enjoys the active participation of many veterans groups and community volunteers in providing for the residents. This year has seen a change in several key management positions, including the Administrator, Nursing Director and Social Worker, and numerous projects and initiatives to enhance the residents' "quality of life" are in the works.

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Admissions	120	57	104	78
Discharges	104	50	81	108



APPENDIX VIII
EMORY L. BENNETT MEMORIAL
STATE VETERANS' NURSING HOME
DAYTONA BEACH, FLORIDA

Administrator
Nursing Services
Business Services

Belkis Pineyro-Wiggins, MS, NHA
 Susan Eminof, BSN
 Donna Burch

Regulatory Compliance

The annual AHCA survey was conducted in September 2008. The USDVA surveyed the facility in December 2008. Both survey inspections reflect that the facility continues to operate in compliance with applicable state and federal regulations.

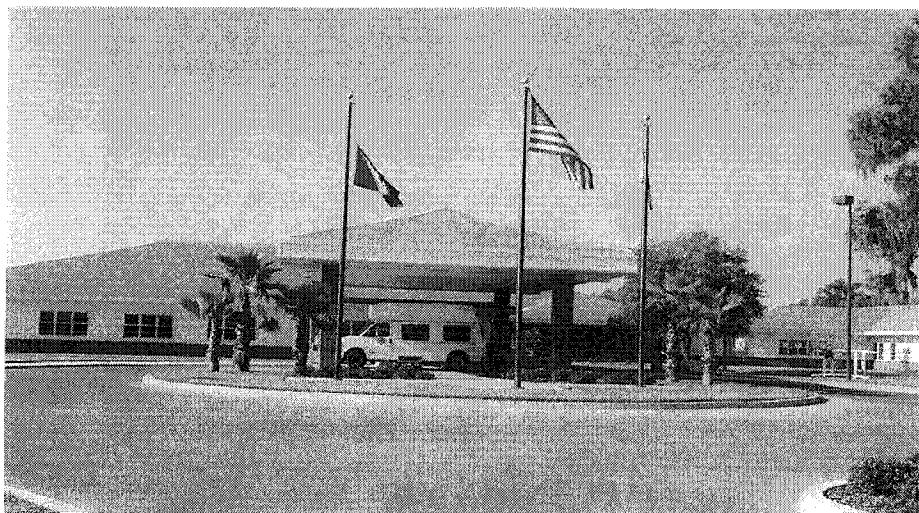
Condition of the Home

The second oldest facility completed a Phase I renovation in 2006. The renovation included patient areas and some mechanical systems. A 20-bed wing closed for renovations has re-opened and is now 65% occupied.

Major Events

The facility has hosted three events (Veterans Day 2007 and 2008; Memorial Day 2008) which have been open to the public. Through the Home's community outreach to area volunteer organizations, the Home has received more than \$50,000 in donated funds to enhance the lives of our Veterans and countless items for daily use. The Home continues to be used as a meeting place for area veteran organizations' (VFW, American Legion, Order of the Purple Heart, Volusia County Veterans Council) monthly meetings. The First Class Association from the USS McInerney FFG-08 volunteered two days of their time to serve those who had served before them. Command ball caps were presented to each Navy Veteran. The Nursing Home has implemented a *Fine Dining* Program where Veterans are served their meals restaurant style. Physical space in the Rehabilitation Department was enlarged to accommodate more Veterans in need of rehabilitation programs.

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Admissions	65	59	77	63
Discharges	72	96	93	58



APPENDIX IX
BALDOMERO LOPEZ
STATE VETERANS' NURSING HOME
LAND O' LAKES, FLORIDA

Administrator
Nursing Services
Business Services

Rebecca Yackel, RN, BSN, MS, NHA
 Sue Guthrie, RN
 Barbara Boudreau

Regulatory Compliance

The AHCA annual inspection took place in December 2007. The USDVA annual inspection took place in September 2008. The facility continues to operate in compliance with state and federal licensure standards and guidelines

Condition of the Home

Completed in early 1999 this facility had some remodeling done in 2005 to improve resident care. Overall the facility is in excellent condition.

Major Events

The Operation Patriot Volunteers provides many amenities for the residents. The home greatly benefits from the volunteer efforts of many organizations. The Administrator integrates the facility into the community by participating in the Gulf High School Advisory Board, Advisory Board for Pasco Hernando Community College and Florida Medical Quality Assurance. The facility provides clinical sites for USF, South University and PHCC. The AHCA uses the home as a training site for new surveyors. This is a Gold Seal Award facility. The tub room has been renovated and upgraded as a spa room. The enhancements include water jets in the tub, murals and lighting to create a tropical atmosphere.

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Admissions	43	60	62	57
Discharges	54	55	52	58



APPENDIX X
ALEXANDER "SANDY" NININGER JR.
STATE VETERANS' NURSING HOME
PEMBROKE PINES, FLORIDA

Administrator
Nursing Services
Business Services

Vince Cacciatore, NHA
 Donna Dickerson, RN
 Georgiana Dorado

Regulatory Compliance

The AHCA annual inspection took place in April 2008. The USDVA inspection took place in January 2008. The facility is operating in compliance with state and federal regulations.

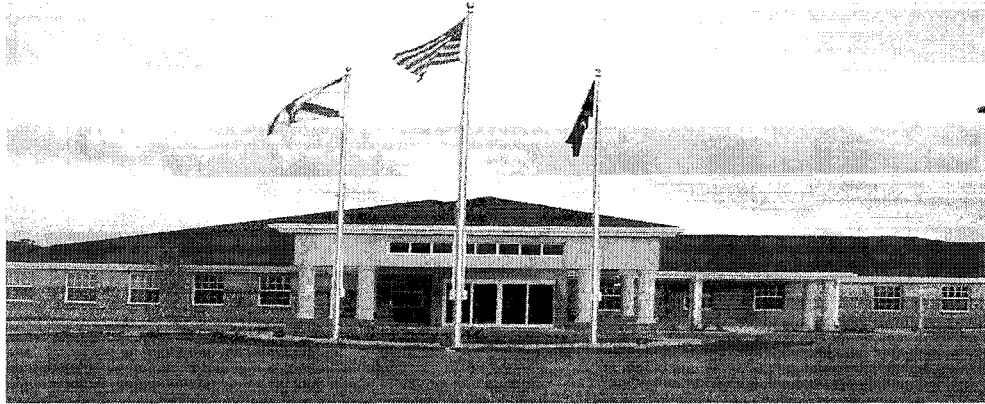
Condition of the Home

The facility is in excellent condition with an indoor Finch Aviary and a 100-gallon salt water fish aquarium for the residents to enjoy.

Major Events

Each month, our Recreational Therapist invites different veteran groups to visit our residents, host home style BBQ's, or have servicemembers in uniform hear war stories of our residents. Many of our residents are invited to outside functions, including visits to warships and veteran organization dinners. Sailors also visit the home during the annual "Fleet Week."

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Admissions	81	66	70	131
Discharges	54	93	93	118



APPENDIX XI
CLIFFORD CHESTER SIMS
STATE VETERANS' NURSING HOME
SPRINGFIELD, FLORIDA

Administrator Florence Wegst, NHA
Nursing Services Tom Martini, RN
Business Services Teresa Goodwin

Regulatory Compliance

The AHCA annual inspection took place in April 2008. The USDVA inspection took place in May 2008. The facility is operating in compliance with state and federal regulations.

Condition of the Home

Built in 2003, this home remains in excellent condition.

Major Events

The home enjoys tremendous support from the community as Springfield and neighboring Panama City are the homes of Naval Support Activity and Tyndall Air Force Base. Various volunteer organizations provide support, such as the Patriot Guard Riders, who are frequent visitors and provide the residents with cookouts as does the Marine Corp League, American Legion 356 Auxiliary, Tyndall Maintenance Squadron, and Hot Wheels Car Club. Pictured is one of our residents who enjoyed a motorcycle ride during a cook out provided by the Thunder Angels Club.



Admissions Director Robin Latham integrates the facility into the community by providing CPR and Smoke Cessation classes, while Director of Nursing Tom Martini serves on the Advisory Board for Haney Technical Center's LPN division and on the Board of Gulf Coast Community College's Nursing Department.

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06--07	FY 07-08
Admissions	112	93	101	82
Discharges	54	80	75	86



APPENDIX XII
DOUGLAS T. JACOBSON
STATE VETERANS' NURSING HOME
PORT CHARLOTTE, FLORIDA

Administrator
Nursing Services
Business Services

Elizabeth Barton, NHA, MSM, RMA
 Ann Marie Nelson, RN
 Chaun Jones

Regulatory Compliance

The AHCA annual inspection took place in October 2008. This was the facilities first QIS AHCA survey and they passed with flying colors. The USDVA inspection took place in November 2008 and there were no unmet citations. The facility is operating in substantial compliance with state and federal regulations, and hopes to apply for the coveted Gold Seal status in 2009.

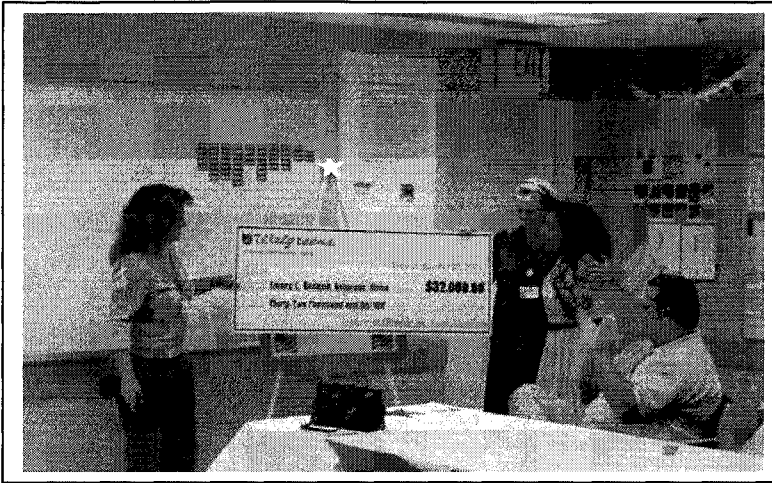
Condition of the Home

Initial construction was completed in 2004. The home remains in excellent condition in spite of several hurricanes and housing the VA outpatient clinic from 2004 to 2006. Joan Jacobson, widow of Douglas T. Jacobson, and the local Heritage Museum in Punta Gorda donated war memorabilia and Douglas T. Jacobson's personal effects to decorate the home. They now have a "Hall of Heroes" between the two wings.

Major Events

On September 13, Congressman Tim Mahoney toured the home. This was Congressman Mahoney's second visit since being elected to represent the 16th Congressional district in November 2006. Census has maintained at 96% and is continuing marketing efforts to maintain the 96% occupancy goal. The end of year fiscal balance has substantially increased with a positive balance of \$986,463, an increase of 414,043.

Number of Residents Received and Discharged				
	FY 04-05	FY 05-06	FY 06-07	FY 07-08
Admissions	97	82	143	90
Discharges	60	75	117	92



Walgreens Awards \$32,000 to Emory L. Bennett SVNH

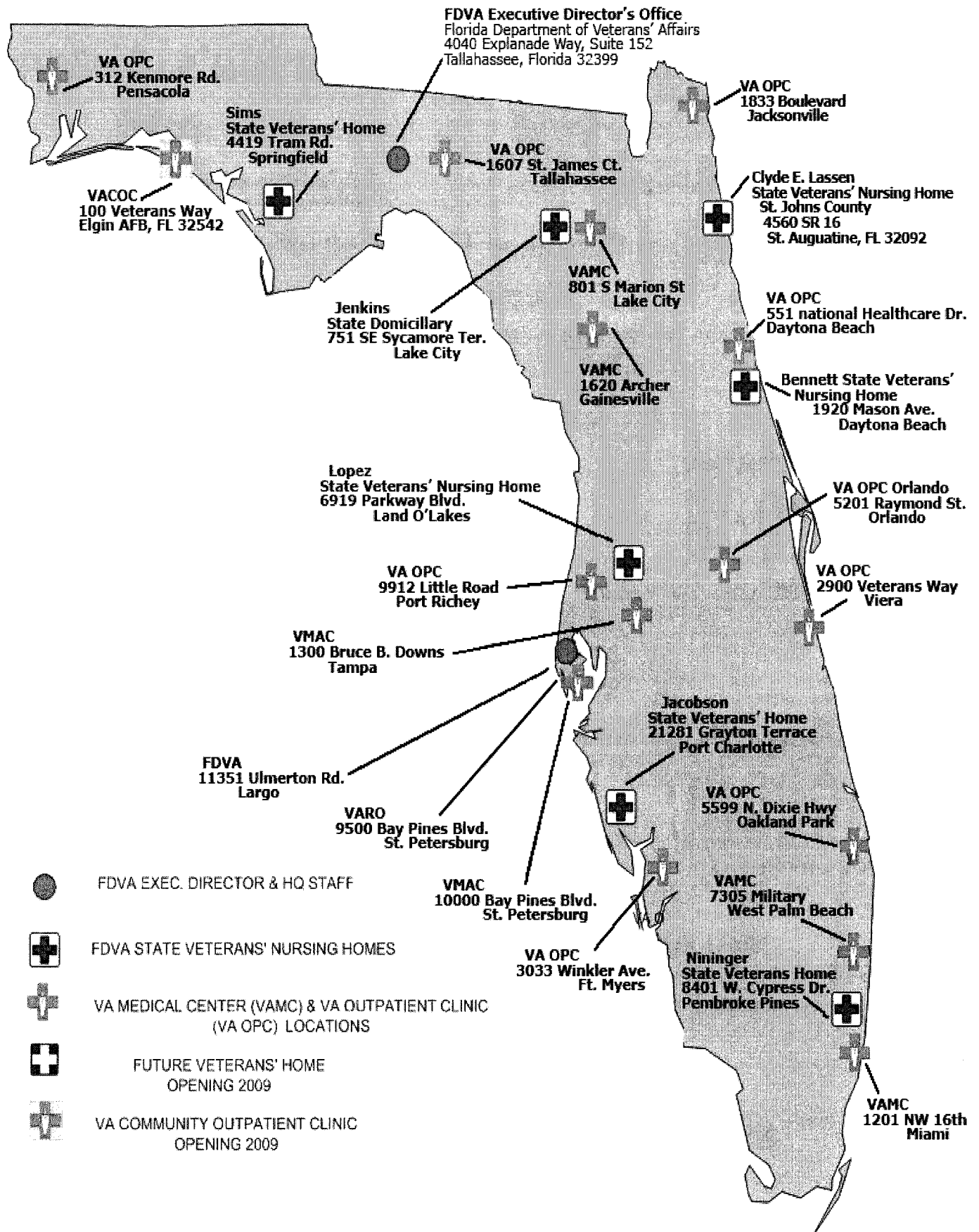


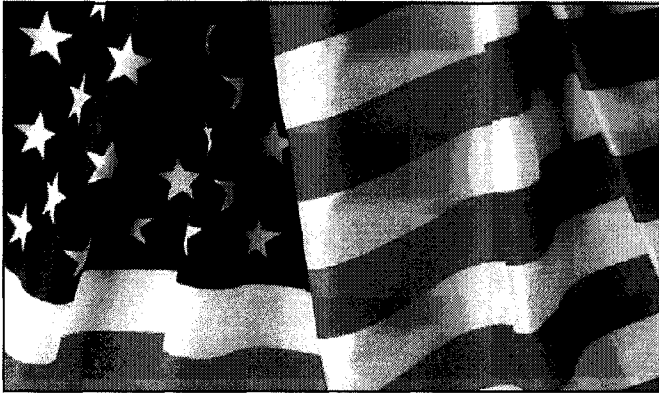
**Check Presentation by VA Secy Peake to Governor Crist
VA 65% share of construction of St. Johns SVNH**



Veteran of Foreign Wars Donation to Clifford Chester Sims SVNH

Florida Department of Veterans' Affairs (FDVA) -- Veterans' Assistance Locations

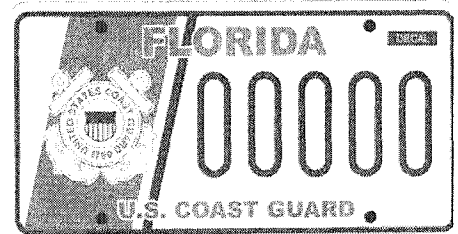
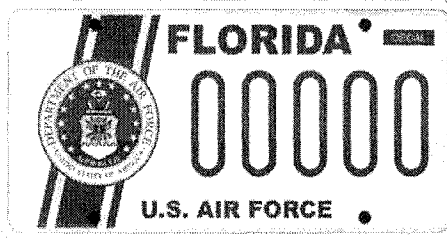
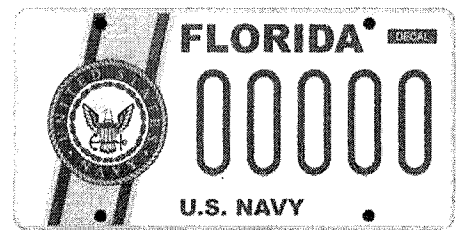
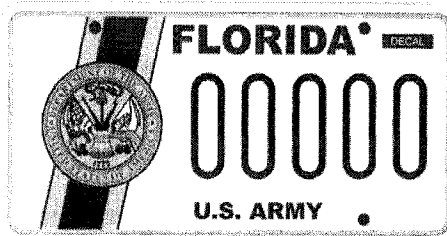
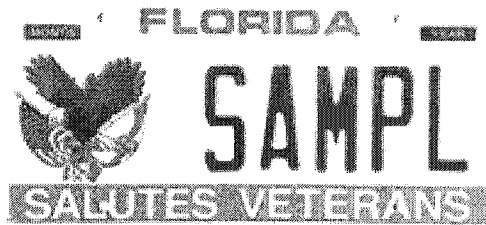




Salute

Florida's *Veterans* and *Military Personnel*

ANYONE Can Purchase These Patriotic License Plates



**These tags are among the most affordable specialty tags.
\$15 of the \$17 purchase price goes to the Veterans' Homes Trust Fund for
maintenance and operation of Florida's five state veterans' nursing homes and
one state veterans' domiciliary home.**

**SINCE 1989, SALES OF THESE LICENSE PLATES
HAVE GENERATED MORE THAN \$11.7 MILLION DOLLARS**