



STRATEGIC PLAN

2025-26





ORGANIZATIONAL OVERVIEW

ABOUT THE MICHIGAN VETERAN HOMES

The Michigan Veteran Homes (MVH), housed within the Michigan Department of Military and Veterans Affairs, provides quality long-term care for veterans and their eligible family members through a federal-state partnership with the United States Department of Veterans Affairs (USDVA). High-quality care for this phase of life is central to the “member for life” concept. Currently, the MVH operates three homes in Grand Rapids, Marquette, and Chesterfield Township.

Internally, MVH provides the highest quality care through advanced training of its workforce; technology, equipment, and facilities that reflect industry best practices; and services tailored to meet the unique needs of members.

Externally, MVH pursues opportunities to increase access, capacity, and availability of service options across the long-term continuum of care through the expansion of operations and development of strategic partnerships. Enabling this requires consistent awareness of health care industry shifts that affect funding streams associated with MVH. Proactive adjustments allow for the maintenance of a sustainable revenue model and facilitate fiscal stability. This ensures MVH consistently makes appropriate investments in staff, equipment, and facilities that maintain a high-performing organization.

OUR GOVERNING BOARD

The Michigan Veterans’ Facility Authority (MVFA) was created to provide oversight for our operations. Although the MVH is housed within the DMVA, the MVFA is an independent governing body appointed by the Governor. Nine of the ten members serving on the MVFA must have professional knowledge, skill, or experience in long-term care, health care licensure or finance, or medicine; the tenth member is the Director of the DMVA or his/her designee from within the Department.

MISSION, VISION & VALUES

MISSION

MVH provides nation-leading long-term care and services that enhance the well-being of veterans and their families in the place they call home.

VISION

MVH aspires to be one of the nation's leading providers of long-term care and services for veterans.

VALUES

Respect

The way we treat each other; the way we treat those we serve.

Integrity

Choosing to do what is right, because it is the right thing to do.

Service

Providing care that reflects our gratitude for those who served for us.

Excellence

Striving for the highest quality and continuous improvement.

STRATEGIC GOAL 1:

DELIVER HIGH QUALITY MEMBER-CENTRIC CARE

MVH delivers services that enhance members' wellbeing and independence.

MVH's goal is to provide exceptional, industry-leading skilled nursing care that prioritizes patient safety, dignity, and quality of life. We are committed to a culture of clinical excellence, compassionate service, and continuous improvement, ensuring that every member receives personalized, high-quality care that is tailored to their unique needs.

To this end, market data indicates that, across the country, state veteran homes serve a substantially different population than other long-term care facilities. Veterans and family members seeking care at one of MVH's facilities are looking for a long-term care setting that strives not only to meet any distinct medical needs they may have, but also to accommodate the expectations they may have for living in a unique veteran-centric community.

STRATEGIC OBJECTIVE 1A:

Provide Care Consistent with Industry Best Practice

MVH provides services consistent with industry best practices and establishes facilities as a premier long-term care location for veterans and their family members.

STRATEGIC OBJECTIVE 1B:

Provide a Tailored & Unique Care Environment for Our Members

MVH provides services in a tailored and unique care environment best suited to meet the needs of veterans and their families, allowing our members to thrive both physically and socially.

STRATEGIC OBJECTIVE 1C:

Comply with All State and Federal Long-Term Care Requirements

MVH develops the processes, policies, and procedures to define appropriate conduct, educate staff, monitor compliance, and promote organizational adherence to applicable federal and state law.

STRATEGIC GOAL 2:

ADVANCE FINANCIAL SUSTAINABILITY

MVH builds and relies on an operational model that effectively balances financial sustainability with the delivery of high-quality care.

The ability to make the necessary investments in staff, equipment, and facilities for the MVH to build and maintain an innovative, high-performing organization hinges on our financial solvency and sustainability. To this end, MVH must pursue a financial strategy that maximizes reimbursement from available revenue sources. Additionally, maintaining budgetary processes that support the development of regular and reliable financial projections provide the organization with the ability to adjust operations when needed to support long-term financial sustainability without impacting member quality of care.

STRATEGIC OBJECTIVE 2A:

Maintain Transparency and Accountability in Financial Management and Budgeting

MVH incorporates financial management and budgetary processes that promote financial transparency and accountability.

STRATEGIC OBJECTIVE 2B:

Maximize Revenue for Services Provided

MVH maximizes its reimbursement from available revenue streams to provide a sustainable and stable financial outcome.

STRATEGIC OBJECTIVE 2C:

Utilize Organizational Resources to Maximize Efficiency

MVH effectively manages its operational and financial resources to maximize efficiency while maintaining high quality of care and services.

STRATEGIC GOAL 3:

MAINTAIN AN EFFECTIVE BUSINESS PROCESS FRAMEWORK

MVH has developed a business process framework that facilitates a culture of continuous improvement, ensuring that operations are regularly monitored and improved to achieve better outcomes for the organization and its stakeholders.

MVH strives to maintain a performance-driven organizational culture that continually asks how we can deliver nation-leading care and services for our veterans and their families. This requires that MVH advance business processes that allow it to continue to achieve its objectives and fulfill its mission over the long term. MVH seeks to advance a culture of continuous improvement, in which quality is a focal point for each interaction – whether it involves a member, a regulator, or another stakeholder impacted by MVH’s operations.

STRATEGIC OBJECTIVE 3A:

Effectively Implement Policy and Business Process Solutions

MVH effectively implements policies and business process solutions across the organization to improve customer satisfaction and enhance operational efficiency.

STRATEGIC OBJECTIVE 3B:

Maximize Effective Use of Information Technology

MVH business model utilizes best practices in IT solutions and in the safeguarding of MVH assets, enabling it to maintain efficient, high-quality operations.

STRATEGIC OBJECTIVE 3C:

Promote a Culture of Corporate Compliance

MVH is committed to integrity, transparency, and accountability, and to promoting a culture of ethical and lawful practices.

STRATEGIC GOAL 4:

CULTIVATE A WORKPLACE OF CHOICE

MVH cultivates and maintains a work environment in which those who serve our members feel proud to contribute their talents and feel supported by MVH as they do so.

MVH is an employer of choice by providing a workplace committed to our employees and stakeholders, promoting positive relationships among coworkers, providing opportunities for growth, and freely sharing information. MVH works continuously to enhance the knowledge, skills and capabilities of our staff to deliver the compassionate, high-quality care that our members deserve. This includes developing and implementing robust training and development programs that position our staff to not only succeed in their current positions but also to put them on a fulfilling, financially sustainable long-term career path in our organization.

STRATEGIC OBJECTIVE 4A:

Foster a Positive Workplace Culture & Environment

MVH provides a work environment where staff is engaged, empowered, informed, and valued.

STRATEGIC OBJECTIVE 4B:

Effectively Manage MVH Talent

MVH attracts, develops, and retains a high-performing workforce that provides the foundation to ensure excellent member care.

STRATEGIC GOAL 5:

ENSURE VIABLE INFRASTRUCTURE

MVH constructs and maintains facilities and supporting infrastructure that allow it to provide high-quality veteran-focused long-term care to those who receive our services.

MVH's goal is to maintain and continuously improve its facilities to ensure a safe, functional, and modern environment for all members. This includes proactively identifying safety risks, adherence to regulatory and industry standards, and investing in timely upgrades and preventative maintenance. By prioritizing the provision a safe environment and pursuing opportunities to modernize to stay aligned with current industry standards, MVH aims to support operational efficiency, enhance member well-being, and preserve the long-term value and viability of its physical assets.

Additionally, to meet the long-term care needs of veterans across the state, MVH will continue to explore funding opportunities that would allow it to pursue a multi-facility bed replacement effort for the State of Michigan. The long-term goal of this multi-phase plan would be the gradual replacement and geographic redistribution of Michigan's 964 USDVA-recognized beds in a manner that provides enhanced access to care for veterans throughout the state.

STRATEGIC OBJECTIVE 5A:

Provide a Safe Environment

MVH promotes a safety culture that prioritizes member and staff safety and health as a core value.

STRATEGIC OBJECTIVE 5B:

Maintain Existing Infrastructure

MVH manages the care and maintenance of its capital assets in a manner that optimizes, maintains, enhances, and extends the life of its facilities and critical infrastructure.

STRATEGIC OBJECTIVE 5C:

Expand Service Capacity

MVH positions itself to expand its geographic footprint to ensure that 95% of Michigan's residents have access to high-quality veteran-focused long-term care services within 75 miles of their home.

STRATEGIC GOAL 6:

BUILD COMMUNITY AWARENESS & SUPPORT

MVH ensures that the people of Michigan know about our work and are enthusiastic with the results we are producing.

As a public body, MVH recognizes the importance of conducting our work in a transparent and ethical manner. The people of Michigan – particularly our veterans – expect to know how we are performing and the direction that we are headed. In addition, many want to be involved in providing input and support towards our mission in serving veterans and their families.

Therefore, we have an intentional strategy to engage stakeholders in several ways. First, we regularly report to state elected officials and the public-at-large on our performance via in-person meetings and the publication of periodic performance reports. Second, we create forums through which veteran service organizations, long-term care professionals, volunteers, and other community members can participate in providing recommendations to the MVFA board and MVH staff on critical issues. Finally, we develop and implement a multi-channel communication strategy that raises awareness among Michigan residents about the long-term care needs of veterans and informs them about how the MVH is meeting that challenge.

STRATEGIC OBJECTIVE 6A:

Effectively Manage Public Relations

MVH fosters an open, transparent relationship with its media partners and stakeholders to build community confidence and trust.

STRATEGIC OBJECTIVE 6B:

Build Relationships Through Community Outreach & Engagement

MVH fosters and maintains meaningful relationships with its community stakeholders to increase its visibility, strengthen community ties, and ensure it is accessible and responsive to the communities it serves.