

FY 10–11 Annual Report



MISSION

Under the direction of the Colorado Department of Human Services, the mission of the Division of State Veterans Nursing Homes is to honor and serve our nation's veterans, their spouses and Gold Star Parents by creating opportunities for meaningful activity, continued growth and feelings of self-worth in resident-centered long-term care and supportive living environments.



Colorado Department
of Human Services

people who help people

[www.colorado.gov/cdhs/
veteranshomes](http://www.colorado.gov/cdhs/veteranshomes)



*Caring communities that
honor America's heroes!*

Letters to stakeholders



Viki Manley

I am proud to report many accomplishments this year, with our financial success being at the top of the list. For the first time since 2000, all of our Homes reported net operating profits.

Here are just a few of the accomplishments at each of our Homes:

- The now-completed domiciliary cottage renovation at the State Veterans Center at Homelake was awarded Platinum-level certification under LEED for Homes (Leadership in Energy and Environmental Design) and is expected to save more than \$100,000 per year in energy costs.
- The Bruce McCandless State Veterans Home in Florence received a five-star rating from the federal Centers for Medicare & Medicaid Services. As a result, the Home was listed in *U.S. News & World Report's* top 100 nursing homes.



James Bobick

The Commission on State and Veterans Nursing Homes advises, provides oversight and acts as a sounding board for the Division of State and Veterans Nursing Homes in the Department of Human Services. In this role, what is foremost in our minds is the welfare of the veterans, spouses and Gold Star parents who reside in our nursing homes. We look at the Homes through the prism of these individuals.

Pinon Management, the consulting firm that advises the Division, reports to the Commission their findings regarding areas of improvement, stability and need for improvement. They also report on clinical indicators, including resident falls, staff absenteeism and turnover.

I would like to point out that for fiscal year 2011 (FY 10–11), all Homes made a profit, with a collective increase of slightly over \$700,000. Also, the sale of the Trinidad State Nursing Home ended the need for the veterans homes to continue subsidizing this facility. Another highlight involves Fitzsimons becoming the

- The State Veterans Nursing Home at Fitzsimons became one of only four State Veterans Homes in the country to be placed on the registry of The Eden Alternative, an organization working to eliminate loneliness, helplessness and boredom in nursing homes.
- The State Veterans Nursing Home in Rifle was one of only 10 nursing homes in Colorado to receive a national “Excellence in Action” award for family and resident satisfaction.

While we reflect on accomplishments from this past year, we also look to the future. I feel confident that over the next year, we will succeed in taking our finances, quality of care, marketing and culture change to even higher levels.



Viki Manley, Director
Division of State and Veterans Nursing Homes

second veterans' home in Colorado—in addition to Florence—to be an Eden Alternative Home. These two Homes are leaders in the “culture change” movement, which seeks to provide better lives for residents. Homelake and Rifle also are taking steps toward Eden certification. Colorado can be proud of its accomplishments in the Eden certification process.

We also take pride in the completed domiciliary cottage remodeling at Homelake, where Commission member Lewis Entz is now undertaking a beautification project funded by donations. Collectively, the Commission is confident that the Colorado State and Veterans Nursing Homes are providing the vital care needed to ensure productive and enjoyable living conditions for residents and are diligently preparing for the future so our veterans may look forward to a happy aging process. The Commission and all associated organizations contribute significantly to values set forth by our State in support of veterans affairs.

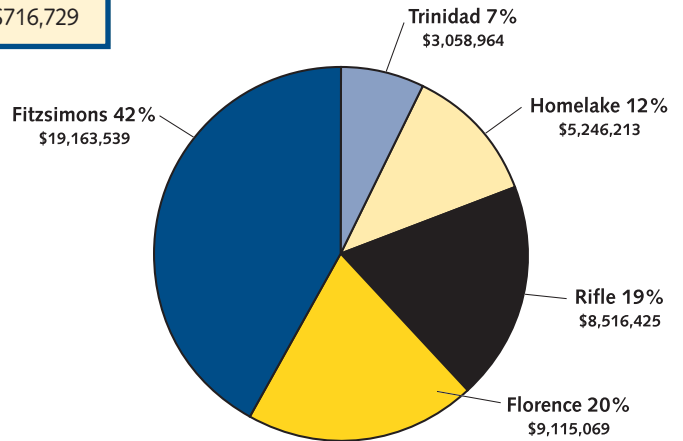


James C. Bobick, Chair
Colorado State and Veterans
Nursing Homes Commission

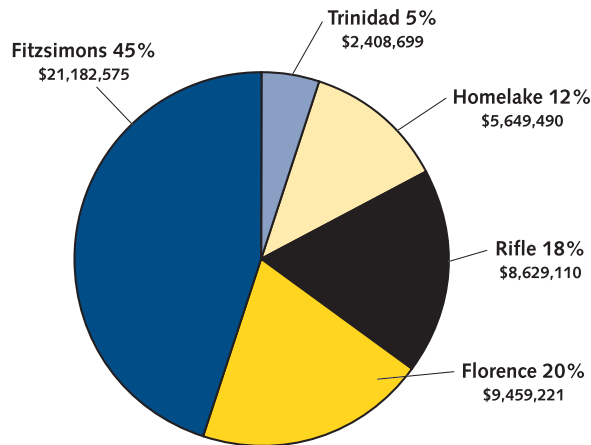
Financial overview: Division of State and Veterans Nursing Homes

Colorado State & Veterans Nursing Homes	FY 08-09	FY 09-10	FY 10-11
Revenue (operating & non-operating)	\$53,933,308	\$54,724,706	\$54,104,537
Expenses (operating)	\$52,485,982	\$52,465,134	\$51,579,583
Expenses (non-operating)	\$1,892,147	\$1,812,036	\$1,808,225
Profit/(Loss)	(\$920,197)	\$447,537	\$716,729

FY 10-11 operating expenses: \$45,100,210*



FY 10-11 operating revenue: \$47,329,095*



*Includes the Trinidad State Nursing Home until it was sold to a private firm in January 2011. Walsenburg is not operated by the Colorado Department of Human Services, therefore its revenue and expenses are not included here.

FY 10-11 resident census

Colorado State & Veterans Nursing Homes	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVE
Total beds	673	673	673	673	673	673	673	554	554	554	554	554	623
Average census	576.3	570.6	575.5	568.3	571.0	564.4	478.9	481.1	477.2	474.7	480.4	477.7	524.7
Average occupancy**	81.4%	81.4%	81.4%	81.2%	81.2%	81.2%	81.2%	81.2%	80.8%	80.8%	80.8%	80.8%	81.1%
Average occupancy***	85.6%	84.8%	85.5%	84.4%	84.8%	83.9%	86.4%	86.8%	86.1%	85.7%	86.7%	86.2%	85.1%

All nursing homes in Colorado; *Colorado State & Veterans Nursing Homes

Analysis of financial issues

In January, the Division divested the Trinidad State Nursing Home, which resulted in a substantial financial loss to the Division. Even with the loss, the Division ended the year with a net profit for the second year in a row.

Low census affected a few of the Homes throughout the year, causing a reduction of revenue. Construction projects at the Colorado State Veterans Center at Homelake

domiciliary and the Bruce McCandless State Veterans Nursing Home in Florence have been completed, and recruitment of residents increased this year. The Homes were able to improve the financial picture of the Division through vacancy savings, expense management and the ability to increase admissions after construction projects.

Letter to stakeholders



Brad Honl

It is my honor to have served our veterans, their spouses, our employees and the state of Colorado this past year. I am proud to present to you the Colorado State Veterans Home at Fitzsimons' fiscal year 2010-2011 (FY 10-11) annual report.

Completed and licensed in September 2002, the Colorado State Veterans Home at

Fitzsimons is located on the grounds of the historical Fitzsimons Army Medical Center in Aurora. The area is fast becoming one of the largest medical campuses in the nation with the Veteran Administration planning to erect a new hospital by 2015.

This past year showcased the talented staff members and the dedication of the veteran community. In May 2011, Fitzsimons became the fourth State Veteran Home in the

nation to receive the honor of being placed on The Eden Alternative's registry of homes. The Eden mission is dedicated to eliminating loneliness, helplessness and boredom that plague so many nursing home residents. I am proud of the selfless time and energy given by our dedicated staff members to achieve this noteworthy accomplishment.

As always, the highest quality of care and the continuous improvement of our clinical services remained a large part of our focus. The team's hard work throughout the year was recognized and complimented by the Veteran Affairs in November 2010 when our facility passed the annual VA survey with no deficiencies.

We remain committed to service to the veterans. I hope you find this report useful and will share it with others.

Brad Honl, Administrator
Colorado State Veterans Home at Fitzsimons

FY 10-11 accomplishments

- Fitzsimons became one of only four State Veteran Homes in the nation to be added to The Eden Alternative's registry of Homes that embrace long-term care culture change.
- Two staff became Eden Associate Trainers, and we began hosting internal Eden Associate training sessions at Fitzsimons. The first annual Fitzsimons Fall Festival helped educate families, residents and staff on Eden principles.
- Staffing of all leadership positions remained stable, with no turnover during the year.
- Facility turn-over was held to an all-time low of 11 percent, and staff retention was its highest ever at 90 percent.
- We achieved a positive cash position for the first time in the Home's history.
- A partnership with a local hospital has enabled us to begin caring for veterans with tracheotomies.
- The Veteran Affairs survey team found no deficiencies at our Home.

- Our staff increased marketing efforts to the northern metro area.



- We again received high marks on the annual family satisfaction surveys.

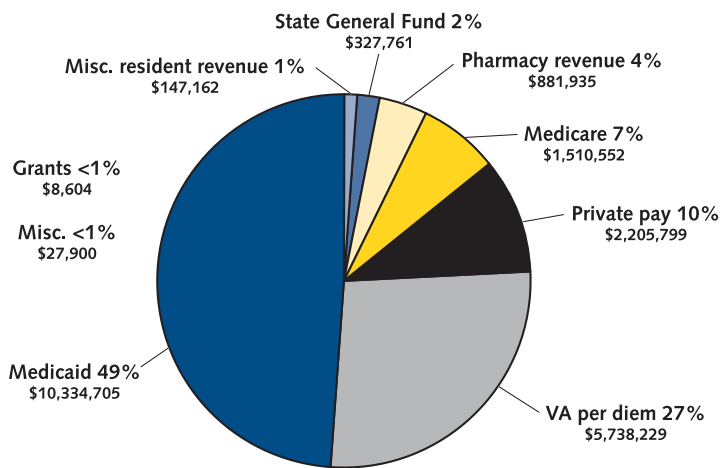
- The volunteer program increased participation, with volunteer hours increasing by 500 hours.



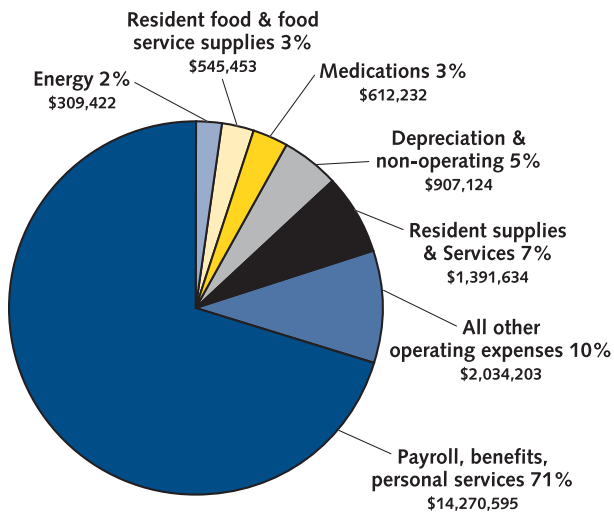
Financial overview: Colorado State Veterans Home at Fitzsimons

	FY 08-09	FY 09-10	FY 10-11
Revenue	\$19,771,785	\$20,692,686	\$21,182,647
Operating expenses	\$18,796,132	\$18,866,860	\$19,163,539
Non-operating expenses	\$1,002,156	\$920,397	\$907,124
Profit/(Loss)	(\$26,503)	\$905,429	\$1,111,983

FY 10-11 revenue: \$21,182,647



FY 10-11 expenditures: \$20,070,663



FY 10-11 resident census

FITZSIMONS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVE
Beds	180	180	180	180	180	180	180	180	180	180	180	180	180
Average census	171.4	170.8	171.7	163.2	168.2	163.9	166.6	170.6	167.8	165.8	165.4	167.7	167.8
Occupancy	95.2%	94.9%	95.4%	90.7%	93.4%	91.1%	92.6%	94.8%	93.2%	92.1%	91.9%	93.2%	93.2%

Analysis of financial issues

At the 180-bed State Veterans Nursing Home at Fitzsimons, operating revenues come from private resident payments, Medicaid, Medicare, the U.S. Department of Veterans Affairs (VA) and various pension payments. In FY 10-11, the average occupancy for all nursing homes in the state of Colorado was 81.1 percent, and the goal for State and Veterans Nursing Homes at Fitzsimons was 94 percent or above.

Between FY 09-10 and FY 10-11, the average occupancy at Fitzsimons increased by 0.7 percent, and VA per diem increased by \$1,409,936, from serving residents with serv-

ice-connected disabilities and increases in the VA daily rate. Fitzsimons' revenue increased by \$489,961 due to increase in the census, pharmacy revenue and VA per diem, resulting in a net profit of \$1,111,983.

The total operating expenses increased by \$296,679. This was due to expenses related to the increased census and to suppliers' price increases. However, the facility's main expenses—payroll, benefits and personal services—decreased by \$83,245. Fitzsimons' expenses have been closely monitored, and monthly reviews are conducted on a regular basis with each department manager.

Letter to stakeholders



Barbara Moore

The Bruce McCandless State Veterans Nursing Home celebrated its 35th anniversary this year. We proudly bridge veterans and families with the care they need and the veterans' benefits they have earned. As a state agency run by the Colorado Department of Human Services, we have many resources to share with consumers and our community.

Now in our third year as a registered Home with The Eden Alternative, we have three Eden Educators on staff who provided three Eden Associate training sessions in Fremont County this past year. Internally, a group of 15 residents also participates in Eden Associate training on a weekly basis.

Our Home participates in several quality initiatives including the Pay for Performance program, Advancing Excellence, My InnerView quality indicators and satisfaction surveys and most recently, Quality Improvement Survey training.

Our Home earned a five-star rating from the federal Centers for Medicare & Medicaid Services and was featured as one of the top 100 nursing homes in the nation in the *U.S. News and World Report* article, "Best Nursing Homes: Behind the Rankings," published Feb. 7, 2011. We also received the highest possible score in the Colorado Pay for Performance program, earning an additional \$3 per Medicaid resident per day.

Finally, the staff of our Home directly impacts the quality of our services and care by actively participating in Quality Improvement Committees (such as Nurturing Dining, Spa Bathing, Welcoming and End-of-Life); Neighborhood Advocate and Guide programs; Lead Certified Nursing Assistant (C.N.A.) program; Employee-Management Committee; and Employee Work-Life Committee, to name a few. These committees identify areas that need improvement, engage resident and family input, develop/implement strategies for improvement, evaluate results and continuously strive for the highest quality care to our residents.

Barbara Moore, Administrator
Bruce McCandless State Veterans Home at Florence

FY 10-11 accomplishments

- The Bruce McCandless State Veterans Home received a five-star rating in the February edition of *U.S. News and World Report's* article entitled "Best Nursing Homes." The ranking was based on data from the Centers for Medicare & Medicaid Services, which includes inspection results, nurse staffing and quality of care.
- Three leadership team members who have been educated to provide certified Eden Associate training have been able to train our own staff at a significant cost savings. We also have generated tuition funds by offering the three-day Eden course to other community members, and have become an area leader in culture change education.
- Our Home increased its presence in the local annual parade, Alzheimer's Association events, community health and senior fair and other events. Our family support group has grown in membership and in the closeness and level of support it offers families and staff.



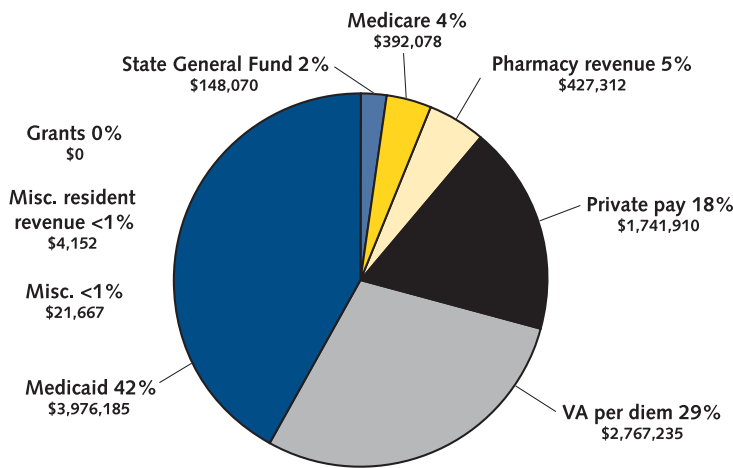
- Several staff members have become resources for community members with questions about Medicaid eligibility, veteran benefits, etc. This has increased our overall visibility, has conveyed the message that our Home is a quality place to live and work and has ensured future inquiries and referrals.
- The Huskies Sports Grille and our outdoor plaza have been completed. The sports grille has added a fun outlet and area for residents to watch sports, play Wii games and meet with family and friends for refreshments. In addition, a new bronze bald eagle sculpture brings a dignified, patriotic and welcoming ambiance to our Home.



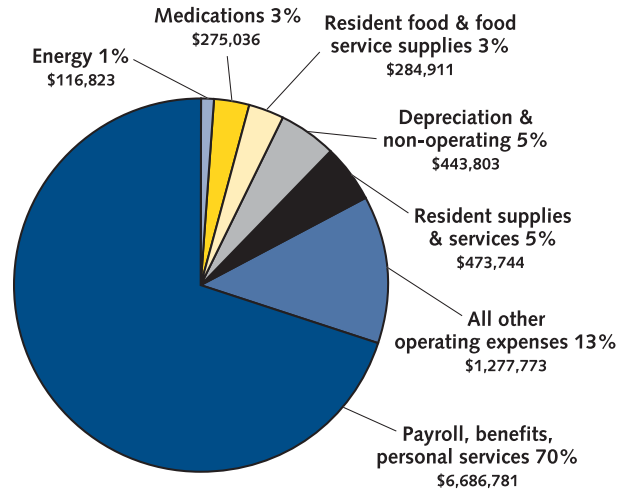
Financial overview: Bruce McCandless State Veterans Home at Florence

	FY 08-09	FY 09-10	FY 10-11
Revenue	\$9,994,962	\$10,362,079	\$9,478,609
Operating expenses	\$9,165,474	\$9,106,778	\$9,115,069
Non-operating expenses	\$355,198	\$352,759	\$443,803
Profit/(Loss)	\$474,290	\$902,542	(\$80,263)

FY 10-11 revenue: \$9,478,609



FY 10-11 expenditures: \$9,558,872



FY 010-11 resident census

MCCANDLESS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVE
Beds	105	105	105	105	105	105	105	105	105	105	105	105	105
Average census	92	88	88	85	82	79	78	79	80	82	85	83	83.4
Occupancy	87.6%	83.8%	83.8%	81.0%	78.1%	75.2%	74.3%	75.2%	76.2%	78.1%	81.0%	79.0%	79.4%

Analysis of financial issues

Our Home experienced difficulty recruiting and retaining registered nurses, and subsequently had a decline in census during the fiscal year resulting in a financial loss of \$80,263.

However, strong focus was directed toward improving communication and streamlining hiring strategies with the Southern District Human Resources Office in Pueblo. Recruitment efforts were broadened, and upon the ending of the state-mandated hiring freeze, the

facility was able to gradually rebuild both nurse staffing as well as resident census.

Despite these challenges, we have enjoyed two financial accomplishments this fiscal year. These include the completion of two grant projects: The Huskies Sports Grille, which was funded by the Veterans Trust Fund grant program; and the completion of a bronze bald eagle sculpture now on display in the front plaza, which was funded by the Art in Public Spaces grant program.

Letter to stakeholders



Mindy Montague

Homelake is now in its 120th year of being a “caring community that honors America’s heroes!” Homelake serves individuals who require skilled nursing care, long-term care, short-term rehabilitation, respite services and hospice care. The domiciliary, our assisted living-like cottages, houses those who are more independent. We are

very pleased to announce that the domiciliary renovation project is complete, and that the U.S. Green Building Council has awarded the project LEED for Homes™ Platinum-level certification. LEED (Leadership in Energy and Environmental Design) for Homes™ is a green-home certification program that rewards homes designed and built to be energy and resource efficient, healthier and more durable for

occupants. Also, according to Boulder Associates Architects, the Homelake cottage domiciliary is now the only facility in Colorado providing an assisted living-like environment to be Platinum-certified within LEED for Homes™.

Homelake is committed to the relationships it shares with actively involved veterans groups, the community, the Community Advisory Board and the Homelake Historic Preservation Foundation Board. We are proud of the care and support that our dedicated staff provides to our veterans and family members. We are invested in providing quality services, and we welcome any ideas to better serve our residents.

Mindy Montague, Administrator
Colorado State Veterans Center at Homelake

FY 10-11 accomplishments

- Homelake continues its commitment to culture change. We have two staff members who are certified Eden Educators. They conducted four quarterly Eden Associate trainings for 40 staff members, one refresher course for previously trained Eden Associates and one monthly all-staff training on culture change. They also cover culture change during our quarterly annual trainings. Homelake is looking at becoming an Eden-registered Home this year. In addition, our first six advocates, selected by residents, have completed their 18-month leadership training and are continuing to work on behalf of our residents and staff. The next group is starting its training, with eight advocates participating. The managers continue their monthly leadership training and are supportive of staff participation.
- We are marketing for improved census in both the nursing home and domiciliary, including Medicare-funded services and respite care. We have expanded these efforts to outlying states through personal contacts, newsletters, news releases, public service announcements, radio advertisements and e-mail.

- Nursing home resident satisfaction survey scores were above the average state survey scores in 18 out of 25 areas surveyed. Residents have given



Homelake above state average scores for four years on the following items: attention to resident grooming, choices/preferences, cleanliness of premises, quality of dining experience, quality of laundry service and quality of meals. Enjoying meals and having menu choices have always been and will always be of utmost importance to our residents, so we continue to strive to provide what our residents want, when they want it. Homelake’s family satisfaction surveys also were above the state average in each of the 24 rating categories.

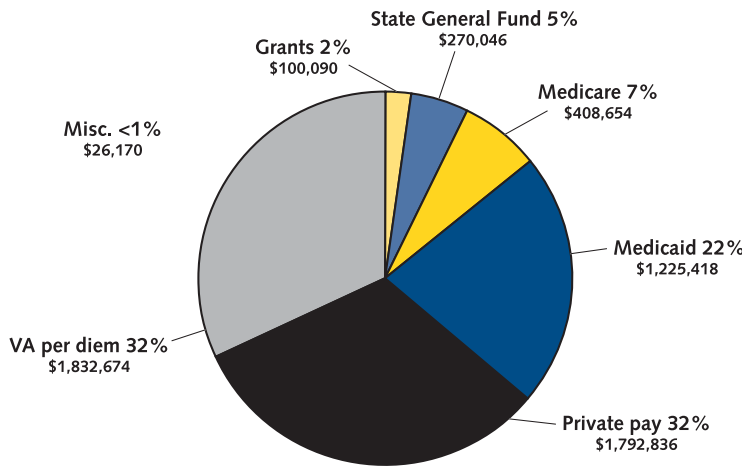


- Additionally, Homelake scored above the national average in four of the five domains: overall satisfaction, recommendation to others, quality of care and quality of service.

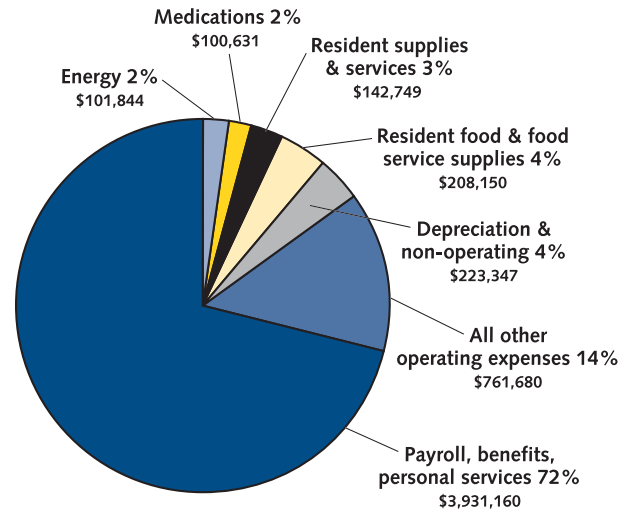
Financial overview: Colorado State Veterans Center at Homelake

	FY 08-09	FY 09-10	FY 10-11
Revenue	\$5,891,660	\$5,612,383	\$5,655,888
Operating expenses	\$5,540,746	\$5,545,219	\$5,246,213
Non-operating expenses	\$223,137	\$235,902	\$223,347
Profit/(Loss)	\$127,777	(\$168,738)	\$186,328

FY 10-11 revenue: \$5,655,888



FY 10-11 expenditures: \$5,469,560



FY 10-11 resident census

HOMELAKE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVE
Beds (nursing home)	60	60	60	60	60	60	60	60	60	60	60	60	60
Average census	46.97	45.71	45.1	46.1	48.83	50.23	49.68	46.61	44.97	44.6	46.77	48.37	47
Occupancy	78.3%	76.2%	75.2%	76.8%	81.4%	83.7%	82.8%	77.7%	75.0%	74.3%	78.0%	80.6%	78.5%

Analysis of financial issues

Colorado State Veterans Center at Homelake maintained financial stability for fiscal year 2010-2011 (FY 10-11), ending the year with an overall profit of \$186,328. This is a major accomplishment over the prior year's loss of \$168,738.

This year, we sustained a loss in the domiciliary cottages, as the renovation project was completed in October 2010, and we have slowly been increasing census by filling the vacant renovated cottages. At the close of FY 10-11, we still had 26 cottages vacant. The nursing home maintained an average census for the year of more

than 47 residents. As a result, the nursing home realized a profit for the fiscal year, which exceeded the loss in the domiciliary.

Homelake minimized expenses and utilized vacancy savings to ensure that the Home realized a profit for this fiscal year. Expenses were cut in both programs over the past two years by \$294,533. With the increased marketing and inquiries generated in the past several months, we are projecting that our census will substantially increase for both programs and will lead to an even healthier profit in FY 11-12.

Letter to stakeholders



Paul Crook

As I approach the end of my second year with the Colorado State Veterans Home at Rifle, it is time to reflect on accomplishments and challenges of the past year.

We have made great progress on our culture change journey. We are particularly proud of our newly created pantry, in which snacks and drinks are available to residents 24 hours a day. We also implemented open dining, which offers veterans and their families the opportunity to order from the menu any time between 6 a.m. and 6 p.m.

I am also proud and honored to advocate for our nation's heroes—America's veterans, who have endured many sacrifices for our everyday freedoms. In addition, I am proud to work with the dedicated staff and volunteers of the Colorado State Veterans Home at Rifle as they strive to ensure that our friends have the opportunity to live their lives with dignity, respect and self-worth, in a place where relationships are fostered with compassion, love and laughter.

Paul D. Crook, Administrator
Colorado State Veterans Home at Rifle

FY 10-11 accomplishments

- Thanks to a generous grant from the Colorado Nursing Facility Culture Change Accountability Board, we were able to send two staff members to Eden Alternative Educator certification training, enabling us to provide education to employees, elders, family and community members. We now offer three-day Eden Associate Training, a four-hour culture change overview and New Employee Orientation. We are utilizing tools we learned to build relationships and warm the climate of our Home. We have 31 Eden Associates, including 26 employees, three elders and two family members. Our local long-term care ombudsman and several external community members also attended our trainings. More than 75 percent of employees have now received some form of formal Eden Alternative education, and 98 percent have received culture change orientation. As a result, we have completed most of our previous culture change goals and have added several more for the future.
- We continue to have a strong team at Rifle. We had no change in the formal leadership and are happy to announce that our assistant director of nursing accepted the director of nursing position. Our employee turnover rate remained very low again this year.
- We are very proud to have welcomed two new partners to our Home: Alpine Hospice and Hospice of

the Valley, enabling us to offer formal hospice services for the first time ever. This has allowed us to enhance our end-of-life services, with both companies offering another level of support for veterans, their families and for our staff and volunteers.

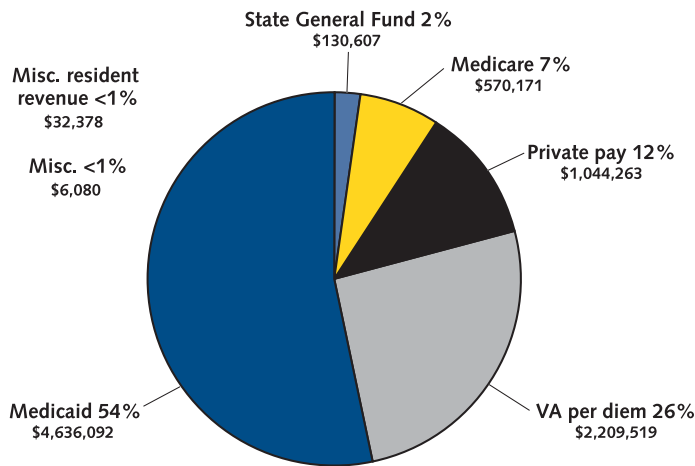
- We continue to have excellent family and resident satisfaction surveys. Because last year's survey identified resident dining experience as an opportunity for improvement, the elders and employees of the Dining Enhancement Committee worked to establish an open-dining schedule and to create a pantry where residents have access to snacks, a refrigerator and microwave.
- As the only State Veterans Home on Colorado's Western Slope, we have broadened our marketing efforts to more outlying communities. We continue to be a strong presence in local and outside communities by inviting organizations such as the VFW and American Legion Auxiliary to use our Home for their meetings and by hosting an Alzheimer's Association support group here at the Home.



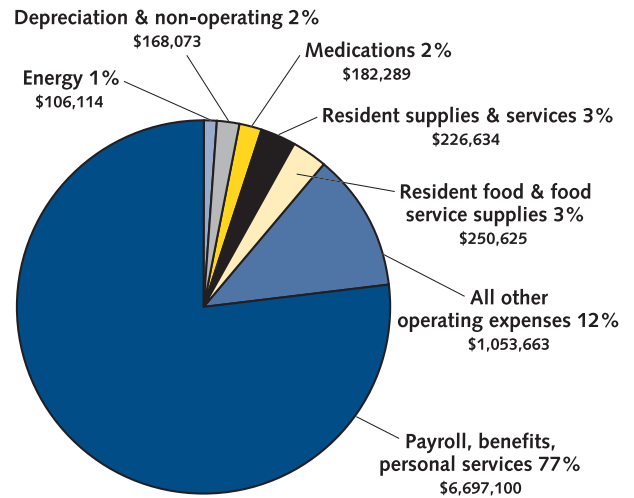
Financial overview: Colorado State Veterans Home at Rifle

	FY 08-09	FY 09-10	FY 10-11
Revenue	\$7,281,509	\$7,567,330	\$8,629,110
Operating expenses	\$8,525,320	\$8,356,541	\$8,516,425
Non-operating expenses	\$172,929	\$172,281	\$168,073
Profit/(Loss)	(\$1,416,740)	(\$961,491)	(\$55,388)

FY 10-11 revenue: \$8,629,110



FY 10-11 expenditures: \$8,684,498



FY 10-11 resident census

RIFLE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVE
Beds	89	89	89	89	89	89	89	89	89	89	89	89	89
Average census	74	76	77	78	78	78	78	79	78	76	76	76	77
Occupancy	83.1%	85.4%	86.5%	87.6%	87.6%	87.6%	87.6%	88.8%	87.6%	85.4%	85.4%	85.4%	86.5%

Analysis of financial issues

Revenues at the Colorado State Veterans Home at Rifle have improved dramatically over the past three years. Our average resident census has increased from 70.8 percent occupancy for fiscal year 2008-2009 (FY 08-09) to 79.2 percent for FY 09-10 and to 86.5 percent for FY 10-11. This positive trend in resident census improved our finances from a loss of \$1,416,740 in FY 08-09 to a loss of \$961,491 in FY 09-10. This past fiscal year (FY 10-11), we were able to increase revenues further, resulting in a relatively small loss of \$55,388.

In FY 11-12, we expect to see census continue to improve, partly due to a scheduled remodel/renovation of Rifle's Home, which will increase our bed capacity in the Secure Neighborhood by 50 percent, from 12 beds to 18 beds. Other project enhancements throughout the Home will greatly improve our image in the community and will enhance public perception of the Colorado State Veterans Home at Rifle.

Caring communities that honor America's heroes!

COLORADO DEPARTMENT OF HUMAN SERVICES

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Colorado Department of Human Services

Joscelyn Gay, Director,
Office of Long Term Care

COLORADO DEPARTMENT OF HUMAN SERVICES, DIVISION OF STATE AND VETERANS NURSING HOMES

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Connie Young, Marketing Director

Janet Dauman, R.N., Director of Quality Management

Shannon Onken, Business Manager

Carolyn Cooper, Program Assistant

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Our vision is that residents experience compassion, dignity and companionship in communities filled with life, love and laughter.

Colorado's State and Veteran Nursing Homes are operated as self-funded enterprises by the Colorado Department of Human Services (CDHS). CDHS oversees Colorado's 64-county departments of social/human services, public mental health system, system of services for people with disabilities, juvenile corrections system, vocational rehabilitation system and all state and veterans nursing homes, through more than 5,000 employees and thousands of community-based service providers.



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