

FY 13–14 Annual Report



MISSION

Under the direction of the Colorado Department of Human Services, the mission of the Division of Veterans Community Living Centers 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

Veterans Community Living Centers

Dear Stakeholders:



Viki Manley

a nursing home, but rather our residents' homes where they receive high-quality nursing care.

During the past year we focused our attention on quality by developing and implementing our Quality Assurance Performance Improvement (QAPI) plan. What is QAPI? It is a guide for our community's performance improvement efforts. We are taking a proactive approach to continually improve the way we care for, and engage with, our residents, caregivers, and other partners. Through QAPI we can realize our mission to honor and serve our nation's

What an amazing year for our homes! As we strive to improve service to our veterans and families in our homes we had many changes this year. Our name has changed to Veterans Community Living Centers in order to share with the world that our name reflects our mission of community. We are not

veterans, their spouses and Gold Star Parents by creating opportunities for meaningful activity, continued growth and feelings of self-worth in resident-centered care and a supportive community.

For the 5th straight year all our homes had a profitable financial outcome, which gives us the chance to funnel monies back into resident-centered programming. A special thank you to all of our stakeholders and supporters in the community, the Department of Military and Veterans Affairs, the General Assembly and the Governor's Office. Without your support we would not be the best in the nation.



Viki Manley, Director
Office of Community Access and Independence



James Bobick

the quality of care, survey results, the census, and financial conditions of the communities. The consulting firm that advises the Division, VIVAGE Quality Health Partners, reports its findings and recommendations based on its visits to the communities.

Previous reports have noted that all four of the veterans communities are certified under the Eden Alternative registry. This registry recognizes nursing homes that embrace the values and practices of culture change—values of choice, dignity, respect, self-determination and purposeful living. Our communities recognize, however, that the ideas of the Eden Alternative are a journey, not a destination and the communities are continuing to work toward further milestones of the Eden Alternative.

The Commission on Veterans Community Living Centers was created by statute to provide continuity, predictability and stability in the operation of the homes, and to advise the Division Office and each of the communities with its recommendations. Meeting six times a year, we receive updates on

A significant endeavor of the Division has been the development of electronic health records for the entire system. The homes are coming on-line one at a time with a fully functioning system to be in place by April 2015. The efficiencies gained by homes, plus new data that can be used in analyzing problem areas in the system will make this investment well worthwhile.

The Commission, the Division, and the four veteran's communities will continue to work diligently to give our veterans and their families the best possible care, treating each resident with dignity and compassion. The names may have changed but our resolve to provide the highest quality of care remains the same.



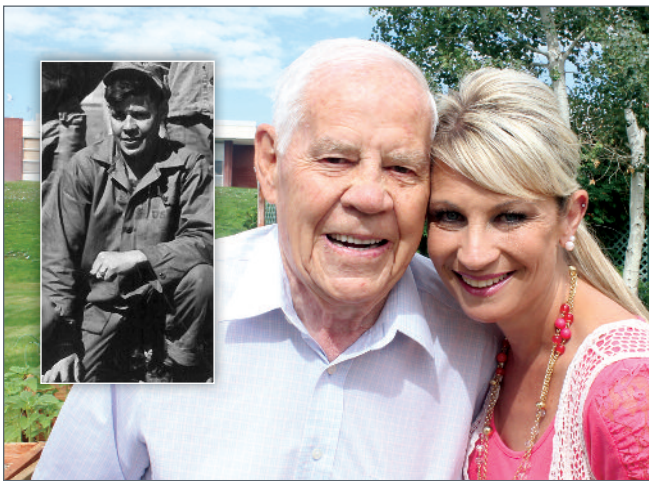
James C. Bobick, Chair
Commission on Veterans Community Living Centers

Who we are

The Colorado Department of Human Services owns and operates state veterans community living centers in Aurora/Fitzsimons, Florence, Homelake/Monte Vista and Rifle. The Colorado State Veterans Community Living Center at Walsenburg is owned and operated by the Spanish Peaks Regional Health Center.

Who we serve

The Veterans Community Living Centers serve honorably discharged veterans, veterans' spouses/widows and Gold-Star parents.



What we offer

Long-term care: We provide skilled nursing care; speech, physical and occupational therapy; social activities; and assistance with bathing, dressing and other daily activities in a 24-hour setting.

Short-term rehabilitation: Individuals seeking to return home following a qualifying hospital stay can work to regain skills and improve physical strength, endurance and aerobic capacity. It is our goal for individuals to return home.

Outpatient rehabilitation: The Veterans Community Living Center at Fitzsimons offers rehabilitation services during the day to individuals who are living in their own home.

Assisted living-like cottages/domiciliary: This level of care is available in Homelake (Monte Vista) for individuals who are independent but require assistance and a lower level of care. Many cottage residents use their own transportation; three-wheel bicycles are also available for recreation and transportation.

Memory care: We offer specialized care for individuals with dementia, including secure units in Rifle, Florence and Fitzsimons.

Short-term respite care: Temporary stays are offered when homecare providers are unavailable.

End-of-life/hospice services: Comfort-oriented care is available for individuals nearing the end of their life.

What makes us different

Comprehensive daily rate

In our Veterans Centers, the daily rate covers many extras, including all medications; primary care physician services; oxygen, wheelchairs and other medical supplies; physical, speech and occupational therapy; transportation to medical appointments; and more!



Meaningful activities and resident involvement

Our Veterans Community Living Centers strive to prevent or reduce residents' feelings of helplessness, loneliness and boredom by providing residents with choices about their care, meals, activities and daily routines; offering companionship; and creating opportunities for contact with children, animals and plants. Meaningful activities range from poker, gardening, watching musical performances or playing computer Wii games to dining out, enjoying a baseball game or going fishing.



Marketing and Communications

We had an eventful year. We successfully implemented a couple of changes this year. The first change is our new branding initiative from the Governor's Office. The new logo that was selected for our Living Centers is the State Seal. All of our information that we send out will have the new logo. The second change is our Living Centers have new names to better reflect our mission to create a community environment:

Division of Veterans Community Living Centers

- Veterans Community Living Center at Fitzsimons
- Bruce McCandless Veterans Community Living Center at Florence
- Veterans Community Living Center at Homelake
- Veterans Community Living Center at Rifle



COLORADO

Department of Human Services

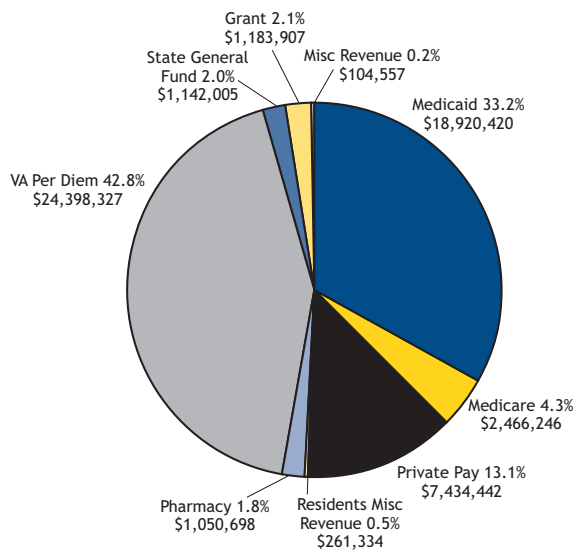
Veterans Community Living Centers



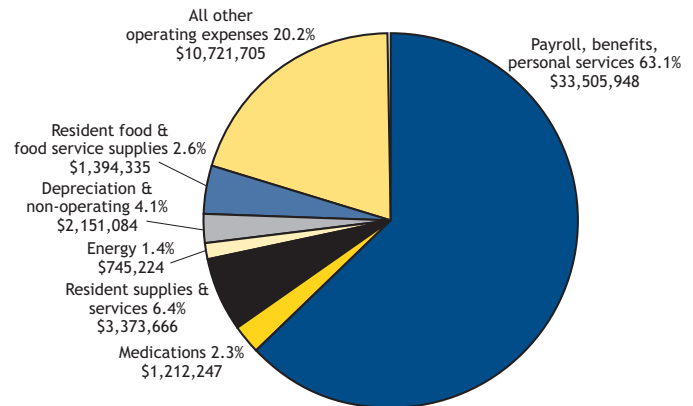
Financial Overview: Division of Veterans Community Living Centers

Veterans Community Living Centers	FY 11-12	FY 12-13	FY 13-14
Revenue	\$52,505,743	\$55,152,326	\$56,961,937
Operating Expenses	\$46,696,480	\$48,212,276	\$50,953,125
Non-Operating Expenses	\$1,813,006	\$1,862,090	\$2,151,084
Profit/(Loss)	\$3,996,257	\$5,077,960	\$3,857,728

FY 13-14 Operating Revenue: \$56,961,937



FY 13-14 Operating Expenses: \$53,104,209



FY 13-14 Resident Census

Veterans Community Living Centers	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Total beds	604	604	604	604	604	604	604	604	604	604	604	604	604.0
Average census	529	530	533	546	540	528	521	525	530	534	528	522	530.5
Average occupancy	87.6%	87.7%	88.2%	90.4%	89.4%	87.4%	86.3%	86.9%	87.7%	88.4%	87.4%	86.4%	87.8%

Financial Analysis

The Colorado Veterans Community Living Centers posted a net profit of \$3,857,728 for fiscal year 2014, which is the fifth straight year with a profit.

The average occupancy for the Colorado Veterans Community Living Centers is 87.8%. Each Center continues to concentrate on improving their census through increased marketing efforts.

The revenue increased by \$1,809,611. The operating expenses increased by \$2,740,849 annually due to personal services expense and inflation. The largest expense is personal services which average 63.1% overall. Each Center has monitored the expenses closely.

Five residents from the Bruce McCandless Veterans Community Living Center at Florence were the first veterans with medical needs selected for a Southern Colorado Honor Flight trip to Washington, D.C. in September. These World War II veterans received a patriot salute for their service to the country.



From left: McCandless residents Charlie Shepard, Gabe Sanchez, Jimmy Dale, Albert Occhuito and Bob McKittrick pose with their guardians for the trip Sylvia Sanchez, Connie Adamson, Jeff Martin and Vickie Gallegos in front of the impressive Iwo Jima Memorial in Washington, D.C. as part of their Honor Flight trip late September.



Our four Colorado Veterans Community Living Centers are Eden Registered. There are only eight Veterans homes in the country that are Eden Registered and we hold four of those registrations.

Our Eden Mission:

To honor and respect those living and working in our homes through companionship, empowerment and individualized care while providing a comfortable and safe place to live.

Our Eden Vision:

To eliminate loneliness by developing meaningful relationships and supporting family values.

To eliminate helplessness by creating opportunities to give and receive care and compassion.

To eliminate boredom by honoring resident choices, and inspiring and encouraging decision-making.

To make a commitment to leadership that cultivates the human spirit through personal growth.



Fitzsimons



Bruce McCandless
(Florence)



Homelake



Rifle

Letter to Stakeholders



Roger Harper

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 the Colorado Veterans Community Living Center at Fitzsimons annual report.

Completed and licensed in September 2002, the Colorado Veterans Community Living

Center 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 currently constructing a new VA Hospital.

We continue to have a strong reputation for the quality of care that our residents receive. The team's hard work throughout the year was evidenced by receiving only

four minor deficiencies on our annual Department of Public Health and Environment Survey. The average number of deficiencies for nursing homes in the state is 12.

We maintained our partnerships with local universities and colleges by offering internships for social workers and pharmacy students. Additionally, we assisted several staff members to achieve their educational pursuits by adjusting schedules as needed.

Thank you for your continued support of our mission for caring, and we remain committed to service to our veterans. I hope you find this report useful and will share it with others.

Roger Harper, Administrator
Colorado Veterans Living Center at Fitzsimons

FY 13-14 Accomplishments

- 2013-2014 was a tremendous year for the Colorado Veterans Community Living Center at Fitzsimons. Operating revenues were higher than the prior year and the facility was able to maintain expenses near budget projections. With revenue higher the facility had a positive financial year that positively contributed to the Fund 505.
- Helping to fuel the financial success was the stable census, led by a strong admissions department. Fitzsimons maintained a veteran percentage above 80% the entire year and increased the percentage of Service Connected Veterans. We had an annual occupancy rate of over 90%.
- Resident and Family members gave positive affirmation to the care provided through high marks on the annual satisfaction survey.
- The facility continued its focus on service to the short-term resident needing rehabilitation services with a return to home rate of 71.58%.
- The facility is proud of the longevity of the staff. Currently, 83% of the staff have worked at Fitzsimons for more than a year. Forty-two percent of the staff have been employed by the facility for the past five or more years. This is a tribute to the dedication and care of the Fitzsimons staff.

- Fitzsimons continued to partner with area colleges and universities for internship opportunities for student learning and hosted Wheat Ridge Regional Center as a clinical training site for their staff.

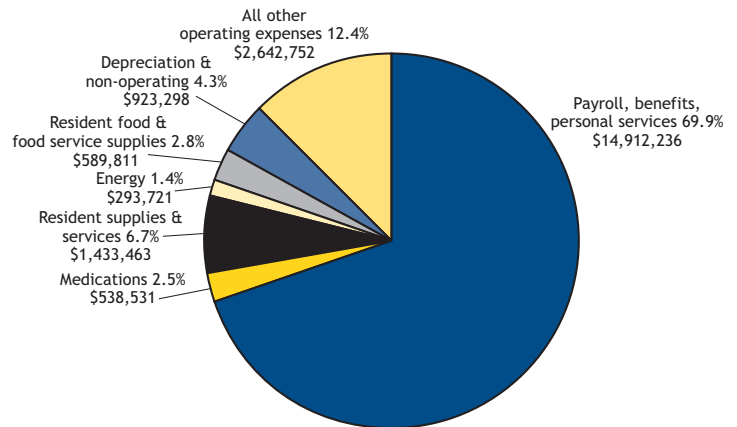
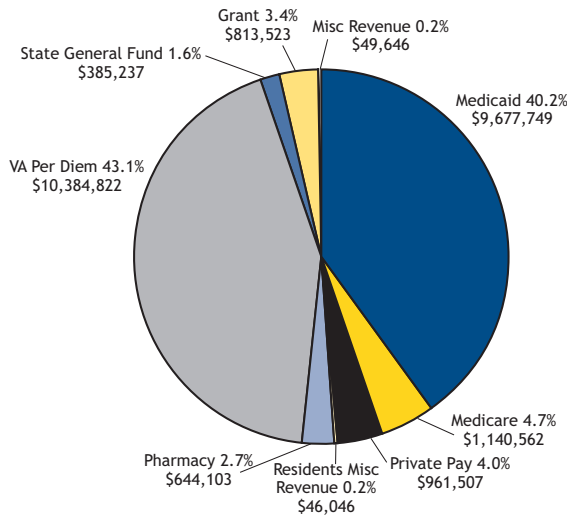


Financial Overview: Veterans Community Living Center at Fitzsimons

FITZSIMONS	FY 11-12	FY 12-13	FY 13-14
Revenue	\$21,195,307	\$22,720,052	\$24,103,195
Operating Expenses	\$19,279,978	\$19,371,766	\$20,410,514
Non-Operating Expenses	\$954,522	\$890,219	\$923,298
Profit/(Loss)	\$960,807	\$2,458,067	\$2,769,383

FY 13-14 Expenditures: \$21,333,812

FY 13-14 Revenue: \$24,103,195



FY 13-14 Resident Census

FITZSIMONS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Beds	180	180	180	180	180	180	180	180	180	180	180	180	180.0
Average Census	169	168	167	175	172	170	165	167	164	167	168	164	168.0
Occupancy	93.9%	93.3%	92.8%	97.2%	95.6%	94.4%	91.7%	92.8%	91.1%	92.8%	93.3%	91.1%	93.3%

Analysis of Financial Issues

Operating revenues for Colorado Veterans Community Living Center at Fitzsimons are derived from private resident payments, Medicaid, Medicare, The U.S. Department of Veterans Affairs (VA) and various pension payments. There are 180 dually certified Medicare and Medicaid beds available at the facility, with an annual average of 93.30% occupancy.

Fitzsimons continued to be profitable for fiscal year 2013-2014. Revenues increased by \$1,383,143 mainly

due to an increase in service-connected residents and VA daily rate. Expenses increased by \$1,038,748 due to the higher medical needs of residents with service connected disabilities.

The facility monitors all expenses closely and conducts monthly reviews with each manager to discuss departmental expenses. The largest expenses are wages and benefit that average 69.90%.

The total profit/(loss) was \$2,769,383.

Letter to Stakeholders



Barbara Moore

The Elders and staff of the Bruce McCandless Colorado Veterans Community Living Center celebrated their sixth anniversary as an Eden Registered Home and successfully completed Milestone 2. The steps required to complete this comprehensive milestone include a heavy focus on training and leadership, both of which were accomplished this year.

In the fall of 2013, our second class of residents completed Eden Associate training through weekly sessions customized to their learning needs. We also conducted Eden Associate training for staff of our home as well as the CVCLC at Walsenburg throughout the year, graduating four classes with nearly 75 new Eden Associates!

Implementing the 10 Eden Principles into daily life continues to shape the way we live and work in our home. This year, Neighborhood Guides and Neighborhood Advocates received four hours of monthly leadership training and led their neighborhoods into the development of new activities, social gatherings, a visiting neighbors

group, a welcoming committee for new neighbors, and many learning opportunities through learning circles. With the help of our care partners and family members, our Elders living with dementia are more involved in developing meaningful daily activities. The family members and care partners meet twice a month to discuss the simple daily pleasures for their loved ones and are creating a more individualized activity plan to improve the quality of their leisure time.

Additionally, the clinical outcomes have been continuously improving through Quality Assurance Performance Improvement (QAPI) strategies and our C-Stat measures. Our focus on falls, pressure ulcers, weight management and use of anti-psychotic medications has led us to offer several new training courses to our staff and maintained an atmosphere of awareness for these critical systems. We completed both State and VA surveys with excellence and full compliance.

Barbara Moore, Administrator
Bruce McCandless Veterans Community Living Center

FY 13-14 Accomplishments

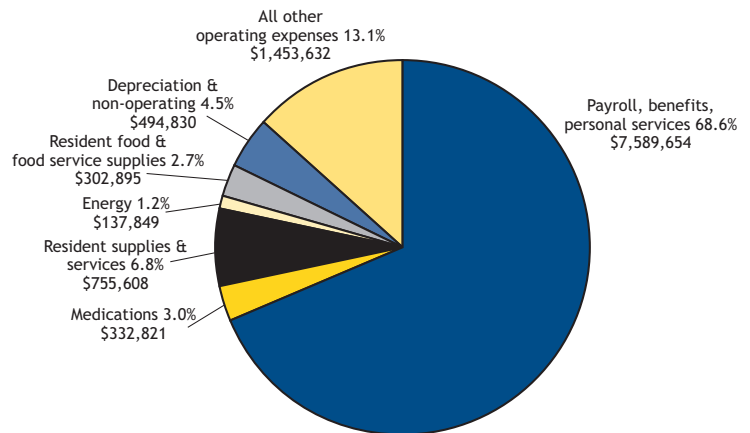
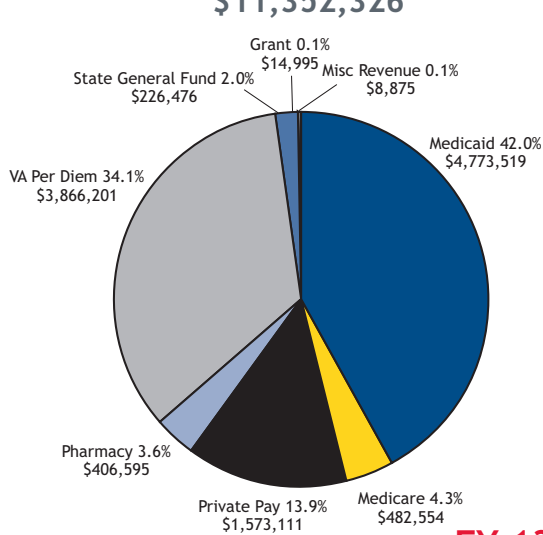
- The facility achieved a five-star rating and was featured in the *U.S. News and World Report* as one of the nation's top 100 nursing homes for four consecutive years. The five-star rating is obtained through the Centers for Medicare and Medicaid Services based on data focused on health inspections, nurse staffing and quality of care measures.
- In September 2013, our second group of residents completed Eden Associate training and developed their own action plan for furthering resident-centered care in our home.
- The residents expanded the intergenerational program with junior volunteers, attendance at local school events, and two weeks of summer Kids Kamp for children 2-12 years of age. They also chose to work on relationship building with each other through the development of a welcoming committee led by residents and a one-to-one visiting neighbors program where residents spend quality time getting to know each other better through weekly visits.
- The McCandless Family Support Group has continued to grow together and provide many valuable topics of education and support to our families. Dedicated family member Sylvia Sanchez led the group with the assistance of staff from our community relations and social service departments. The family support group has provided many hours of volunteerism in addition to their monthly support group meetings, and thankfully brought cookies and other delicious foods to our residents and staff throughout the year.
- Our home received special honors in the Pioneer Day Parade in September. Our team had an impressive array of floats, military vehicles and walkers to spread feelings of patriotism and good will to parade goers. Fort Carson soldiers joined in the fun and donated the use of several vehicles to help make our entry very patriotic!

Financial Overview: Bruce McCandless Veterans Community Living Center at Florence

McCANDLESS	FY 11-12	FY 12-13	FY 13-14
Revenue	\$10,691,407	\$10,929,608	\$11,352,326
Operating Expenses	\$9,329,291	\$9,869,685	\$10,572,458
Non-Operating Expenses	\$477,069	\$479,551	\$494,830
Profit/(Loss)	\$885,047	\$580,372	\$285,038

**FY 13-14 Expenditures:
\$11,067,288**

**FY 13-14 Revenue:
\$11,352,326**



FY 13-14 Resident Census

McCANDLESS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Beds	105	105	105	105	105	105	105	105	105	105	105	105	105.0
Average Census	94	93	95	96	92	91	91	91	95	94	95	97	93.7
Occupancy	89.5%	88.6%	90.5%	91.4%	87.6%	86.7%	86.7%	86.7%	90.5%	89.5%	90.5%	92.4%	89.2%

Analysis of Financial Issues

The Bruce McCandless Colorado Veterans Community Living Center at Florence earned total revenue of \$11,352,326 for the fiscal year 2013-14. Total operating revenue from residents was \$11,101,980.

The Veteran’s Trust Fund awarded our home with a grant of \$14,995 to create a small canteen and gift shop for residents, family and staff. The grant also included new cabinets and a TV console for the recreation room area.

Other renovations included upgrades worth \$65,235 to maintain life safety systems in the laundry room with the replacement of the ventilation system, and a washer and two dryers.

The home achieved strong financial performance ending the year with a cash balance of \$6,194,705 which represents an increase of \$477,925. The total expenses for the year were \$11,067,288 including \$494,830 of non-operating depreciation expense. Total net profit was \$285,038 including non-cash non-operating expense accruals.

The financial performance for FY2013-14 was achieved by adjusting monthly spending according to the actual resident census. The use of monthly budgets and spending reports has been beneficial to managers in controlling variable expenses in accordance with the number of residents in our care. Our home continues to strive for transparent fiscal responsibility in every aspect.

Letter to Stakeholders



Mindy Montague

The Colorado Veteran Community Living Center at Homelake is 1 of 5 Veteran facilities in Colorado. We are proud to be the provider of choice for skilled nursing, rehabilitation, respite, hospice and palliative/end-of-life care as well as domiciliary care to honorably discharged veterans, spouses of veterans and Gold Star parents.

The foundation of our success lies in the delivery of quality care and customer service to our residents and family members. As health care continues to develop, we strive to demonstrate our strengths and build on our reputation for providing cost-effective and high quality health care services. We are proud of our impeccable record and strive to continue to provide exemplary care and financial performance in all that we do.

In the spring of 2014, we were recognized for our outstanding performance in winning the American Health Care Association's *Bronze Commitment to Quality Award*. We are very proud of this accomplishment and thank our entire team for their consistent dedication to achieving our mission to "provide superior care to residents and to deliver exemplary service to those who reside in, visit, or work at the facility, in a manner that will enhance the quality of life, preserve the dignity, and respect the rights of all."

Homelake's commitment to continued quality improvement is also recognized through the Five-Star Quality Rating System introduced by the U.S. Centers for Medicare and Medicaid Services, where we received 5 stars.

This year we had a positive financial year with a profit in both programs. We will continue to focus on census as well as participate in a needs assessment which will analyze the current and future needs for our home. This analysis will focus on all aspects of care provided to current residents, and the trends for future needs of upcoming veterans and our veteran communities.

As we move forward, I am confident that Homelake is well positioned to succeed in the evolving health care environment for our veterans. Current challenges and projects will only make us better and stronger to serve those in need of our services.

I would like to thank our veterans, family members, employees, stakeholders, board members, the Division and Department for their loyalty, dedication and support.

Mindy K. Montague, Administrator
Veterans Community Living Center at Homelake

FY 13-14 Accomplishments

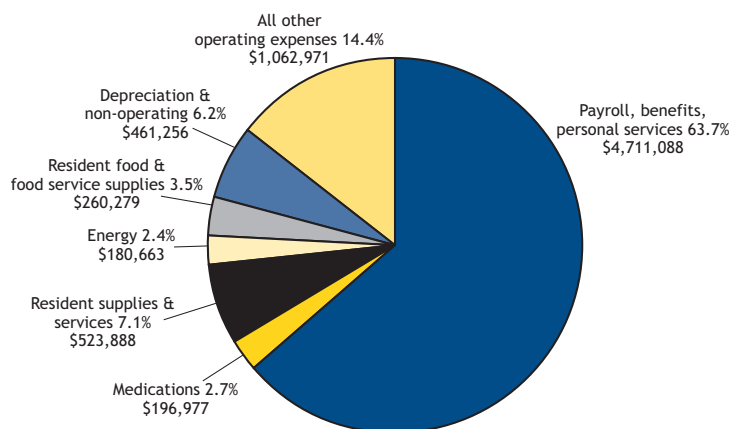
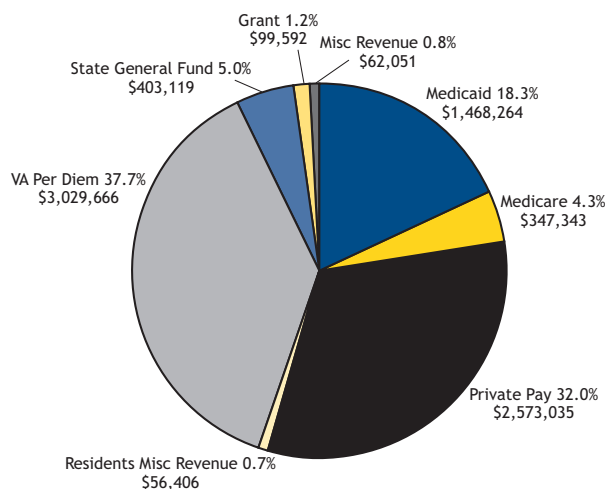
- Homelake was once again named as one of *U.S. News & World Report's* Best Nursing Homes for 2014, with a 5 Star Rating.
- Homelake was awarded Tier III for the 2013 Quality Initiative Recognition Program from the American Health Care Association. Homelake has also been recognized as a 2014 recipient of the *Bronze Commitment to Quality Award* for its dedication to improving the lives of residents through quality care. The award is the first of three distinctions possible through the National Quality Award program, presented by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL).
- Colorado State Department of Human Services Executive Reggie Bicha and Maj. Gen. H. Michael Edwards, the Adjutant General of Colorado presented Homelake staff with three Best of C-Stat awards. C-Stat is the Department's performance management strategy that tracks data in real-time on measures important to the health, well-being and success of the residents we serve. Awards were received for the decrease of antipsychotic medications, weight loss/gain, and falls.
- Homelake's two Certified Eden Educators led one Certified Eden Associate three-day training and educated an additional eight members of our staff and a volunteer. The Eden Alternative is a culture change program dedicated to training staff in ways to prevent loneliness, helplessness and boredom. Eighty-five percent of our staff are now trained as Certified Eden Associates. Homelake passed the Eden Alternative Milestone 1, and is working on Milestone 2.
- Homelake continues to provide quality care through consistent assignments. Once again our staff turnover rate was less than 1% for the year which results in our ability to provide consistent assignments which means strong and lasting relationships between residents and staff.
- Homelake has successfully built up and maintained the census to over 90%.

Financial Overview: Veterans Community Living Center at Homelake

HOMELAKE	FY 11-12	FY 12-13	FY 13-14
Revenue	\$6,199,268	\$7,055,354	\$8,039,475
Operating Expenses	\$5,484,163	\$6,052,572	\$6,935,867
Non-Operating Expenses	\$214,741	\$331,608	\$461,256
Profit/(Loss)	\$500,364	\$671,174	\$642,353

**FY 13-14 Expenditures:
\$7,397,123**

**FY 13-14 Revenue:
\$8,039,475**



FY 13-14 Resident Census

HOMELAKE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Beds (nursing home)	60	60	60	60	60	60	60	60	60	60	60	60	60.0
Average Census	56	56	55	55	57	58	59	58	56	56	57	54	56.5
Occupancy	93.6%	94.0%	91.2%	92.1%	95.0%	97.2%	97.6%	96.5%	93.8%	93.8%	95.0%	89.8%	94.1%
Beds (domiciliary)	50	50	50	50	50	50	50	50	50	50	50	50	50.0
Average Census	40	41	41	40	40	42	39	36	37	37	33	32	38.2
Occupancy	79.5%	82.3%	82.7%	80.7%	80.0%	83.7%	78.7%	72.0%	74.4%	74.2%	65.5%	63.2%	76.4%

Analysis of Financial Issues

The Colorado Veterans Community Living Center at Homelake continued to be financially stable for FY2013-2014, ending the year with an overall profit of \$642,353. This is a slight decline over the prior year's profit of \$671,174. This year, we did show a slight profit in the domiciliary cottages due to increased census. The nursing home maintained an average census for the year of 56 residents. As a result, the Center realized a healthy profit for the fiscal year. CSVC—Homelake managed expenses,

utilized vacancy savings and showed a substantial increase in the service connected VA per diem revenue ensuring a profit for this fiscal year. With the increased marketing with the addition of another admissions position, we are projecting that our census will be maintained in the Center at more than 55, and increase census in the domiciliary to more than 85% capacity, which will lead to a profit for FY14-15.

Letter to Stakeholders



Carolyn Reser

Serving Veterans when post-hospital rehabilitation, respite care, or long-term care services are warranted is our quest at the Veterans Community Living Center in Rifle

To enhance customer service to our Elders, and their families, along with becoming more efficient, and produc-

tive, we have reorganized some positions and clearly defined job descriptions to deliver better services overall. For the first time ever we have hired a full time Medical Director and Physician. Dr. Douglas Shenk brings to us a long standing career with an extensive mental health background. Being available full time at our home will enhance the medical care each Elder receives.

Integrating technology is just one more way we are working to enrich the lives of those we care for here at the Veterans Community Living Center in Rifle. The "It's Never 2 Late (IN2L)" program was purchased through a grant from the Department of Military and Veterans Affairs and is being utilized in a variety of ways. From using e-mail to connect with family and friends, to enjoying mind-stimulating activities, to improving hand-eye coordination as part of a rehabilitation program, elders with a wide range of physical and cognitive abilities, most of whom have never used a computer, are now able to enjoy this technology which is adapted especially for them.

Our gardens are blooming with vegetables and flowers through a grant partnership with Garfield County's LiveWell Program. Volunteers and elders together plant, tend, and harvest fruits and vegetables. This endeavor blends well with the Eden philosophy in keeping elders useful, and engaged in daily activities.

Staff is motivated, committed, and focused on person centered planning for, and with, each elder who lives here. Each department has strived in making internal and external changes to reflect our culture change, and Eden journey. We invite you to tour and see firsthand all the changes to our home!

I look forward to my second year working with, and advocating for, our staff, our home, and each of our veterans, spouses and Gold Star parents. We are truly blessed to serve our Elders at a time in their life when they need us. We are humbled to remember how they each served us, and our country, and we are honored to give back to them in return.

Carolyn Reser, Administrator
Veterans Community Living Center at Rifle

FY 13-14 Accomplishments

- Our Rehabilitation Program now has an *activities of daily living* (ADL) kitchen, a vertical therapy herb and vegetable garden, and a new outdoor therapy bike (donated by the Parachute Grand Valley Post 5485 VFW). These value added items help to encourage participation in occupational, speech, and physical therapy.
- Dietary and medical staff researched a more effective way to obtain accurate weights. A wheelchair scale also donated by the Parachute Grand Valley Post 5485 VFW allows for ease in getting accurate weights for Elders. This wheelchair scale facilitates accurate medical and dietary management.
- Our activities department has been busy forging relationships with our local Senior Citizen Center, the RIDE therapy horse riding program, and the Help Hospitalized Veterans Arts and Crafts program, in addition to local musicians who come to perform at our home. In August, seven of our veterans were honored for Military Day at the Rockies Minor League Baseball Game in Grand Junction.
- The Parachute Grand Valley Post 5485 VFW donated picture boxes for each Elder (we love you Grand Valley). This project has been fun for family members and their loved ones to decorate with mementos. Its helpful for elders to not only identify their room, but to provide conversation topics with staff and visitors as well.
- Our Advisory Council is active and growing in membership. They have generously donated money for us to purchase electric razors, and memory stimulus activities for the Elders in our Grass Mesa Neighborhood.
- The Glenwood Elks-Lodge has been instrumental in a variety of ways partnering with us. They hosted our annual Memorial Day BBQ, donated money for electric toothbrushes, and monies for the beverage counter remodel in our dining rooms.

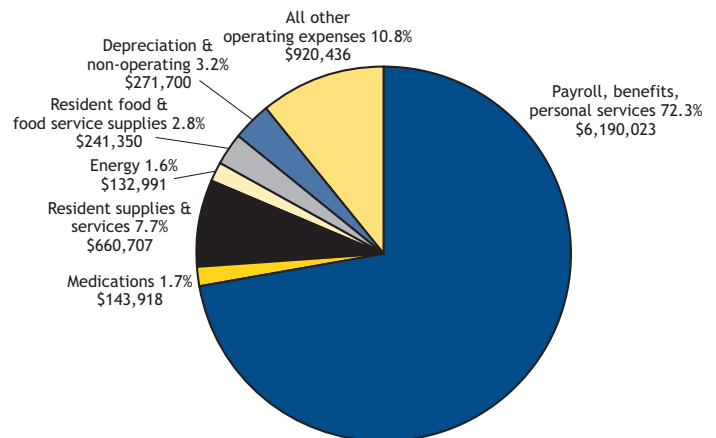
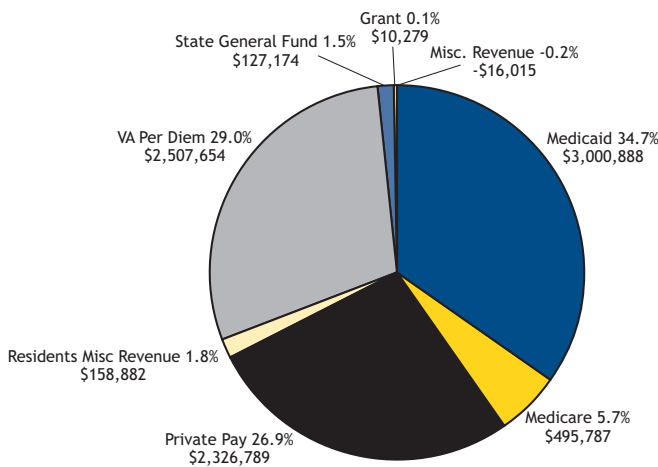
- The Dietary Department has successfully implemented the open dining concept that allows for more individual choice and around the clock availability of foods for Elders. Additionally, the home has received a gift of \$5000 from the Glenwood Springs Elks Lodge which was a kick-start for replacing and updating the beverage service counters in two of the three dining rooms. New menus were created with foods selected by our Elders.
- The two patios now have new coverings over them to shield the summer heat. Elders are enjoying sitting outside and enjoying the summer days. One family member made and donated a shuffle board table. This has been a great addition to summer activities.

Financial Overview: Veterans Community Living Center at Rifle

RIFLE	FY 11-12	FY 12-13	FY 13-14
Revenue	\$9,290,899	\$8,610,411	\$8,611,438
Operating Expenses	\$7,870,926	\$8,241,306	\$8,289,425
Non-Operating Expenses	\$160,712	\$271,700	\$271,700
Profit/(Loss)	\$1,259,261	\$97,405	\$50,313

FY 13-14 Expenditures: \$8,561,125

FY 13-14 Revenue: \$8,611,438



FY 13-14 Resident Census

RIFLE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Beds	89	89	89	89	89	89	89	89	89	89	89	89	89.0
Average Census	69	69	70	72	71	67	66	68	72	72	67	67	69.2
Occupancy	77.5%	77.5%	78.7%	80.9%	79.8%	75.3%	74.2%	76.4%	80.9%	80.9%	75.3%	75.3%	77.7%

Analysis of Financial Issues

Average monthly census maintained steady from 69 in July 2013, to 67 in June 2014, with an average of 69 for FY 2013-2014. The year-end occupancy rate was 77%.

We had 48 admissions, including 22 residents who were able to return to their own home.

We have developed solid relationships with each of the Western Slope hospitals, and the Grand Junction VA, resulting in admission requests. This has increased our Medicare referrals.

COLORADO DEPARTMENT OF HUMAN SERVICES

Reggie Bicha, Executive Director

Viki Manley, Office Director Community Access and Independence

BOARD OF COMMISSIONERS

James C. "Jay" Bobick—Chair

Kathleen N. Dunemn, Ph.D., APRN, CNM

Lewis Entz

Karren Ellen Kowalski, Ph.D., RN, CNM

Nancy Ferrier

Justin Martinez

COLORADO DEPARTMENT OF HUMAN SERVICES, DIVISION OF VETERANS COMMUNITY LIVING CENTERS

Viki Manley, Office Director

Debbie Blanc, Marketing and Business Development Manager

Rebecca Sposato, Director of Quality Management

Tia Stakely, Electronic Health Records Manager

Kevin Ross, Manager of Projects and Construction

Carrie Hertz, Maximo Coordinator

Alberta Lopez, Program Assistant



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

Colorado's Veterans Community Living Centers are operated as self-funded enterprises by the Colorado Department of Human Services (CDHS). CDHS oversees Colorado's 64-county departments of human services, public mental health system, system of services for people with disabilities, juvenile corrections system, vocational rehabilitation system and all state and veterans community living centers, through more than 5,000 employees and thousands of community-based service providers.



COLORADO
Department of Human Services

Veterans Community Living Centers