

FY 15–16 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:



Aaron Termain

Over the past year I have served as Director of the Veterans Community Living Centers (VCLCs) and had the wonderful opportunity to visit each of our homes multiple times, meet with our team, and get to know our residents. I feel very fortunate to have been selected for this position and for the opportunity to be a member of this team. I share the

mission of caring for our Veterans, their spouses, and Gold Star Families. In my short time as Director of the VCLCs I have seen the dedication and commitment to caring for our residents across all our homes.

The purpose of the Colorado State Veterans Community Living Centers is clear: provide the best care, therapies, and support to our residents in an environment of honor, dignity and respect in order to create opportunities for meaningful activity, growth, self-worth and quality of life.

Our homes support this effort every day with a consistent level of excellence as illustrated in their nearly flawless State and VA surveys. I have seen how they rely on each other and leverage their collective resources and experiences to improve the care they provide in order to best support our resident's needs. Our teams accomplish their responsibilities collaboratively and with compassion and professionalism. I have observed how they build strong, positive relationships with our residents, our communities and partners. Each of our homes

in the VCLC system is well along the path in their efforts to develop and sustain these relationships and share our culture of dignity and respect across our homes, division, CDHS, communities, and stakeholders.

Over the upcoming year I have three efforts I'm going to focus on in order to put the resources into the hands of the people who are directly caring for our Veterans.

1. Investment in our people: We need to recruit, retain, train, and properly compensate our team in order to provide the care our residents have earned.
2. Maintenance/Renovation of our Homes and Equipment: Our homes are beautiful but each one needs proper maintenance, key upgrades, and new equipment.
3. Census: I will assist each of our homes to operate at budgeted census throughout the year.

It is truly an honor to have been selected to serve the Veterans Community Living Centers. We are fortunate to have such strong community support across our state at each of our homes. I look forward to continuing to strengthen these relationships and expanding the support we can provide to our nation's Veterans, spouses, and Gold Star Families.

A handwritten signature in black ink that reads "Aaron M. Termain".

Aaron M. Termain, Director



Kathleen N. Dunemn

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. The Commission meets six times

a year. At these meetings, the

Commission routinely receives updates on issues of interest, such as, quality of care, survey results, census and financial conditions of each of the communities. The Commission then discusses this information with the Division Office and, as needed, makes recommendations.

During 2016, and Commission visited and held a meeting at each of the four veterans' communities. The purpose of holding the meetings at each of the Veterans Com-

munity Living Centers was for the Commission members to have the opportunity to interact and have personal communication with the residents, staff and Veterans Community Living Center leadership. At each of the four communities, in addition to staff and veterans' community leadership, there were one or more residents attending the Commission meetings. Feedback regarding the holding of open Commission meetings on-site was very positive. Due to the success of the on-site meetings during 2016, the Commission plans to visit and hold meetings at each of the four Veterans Community Living Centers during 2017.

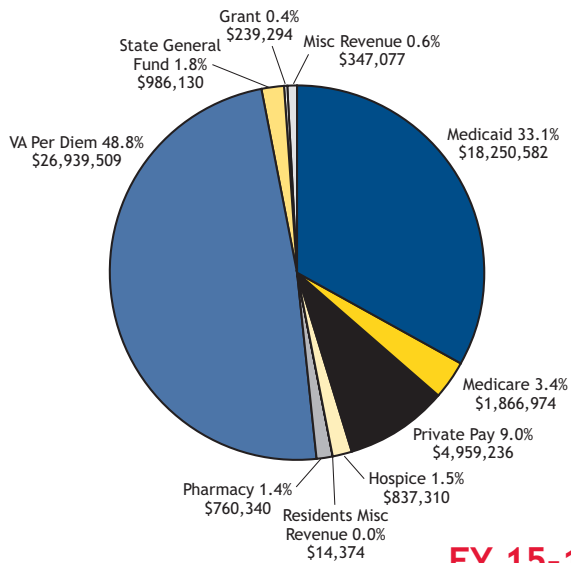
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Kathleen N. Dunemn, PhD, APRN, CNM, Chair
Colonel (Retired) US Army
Commission on Veterans Community Living Centers

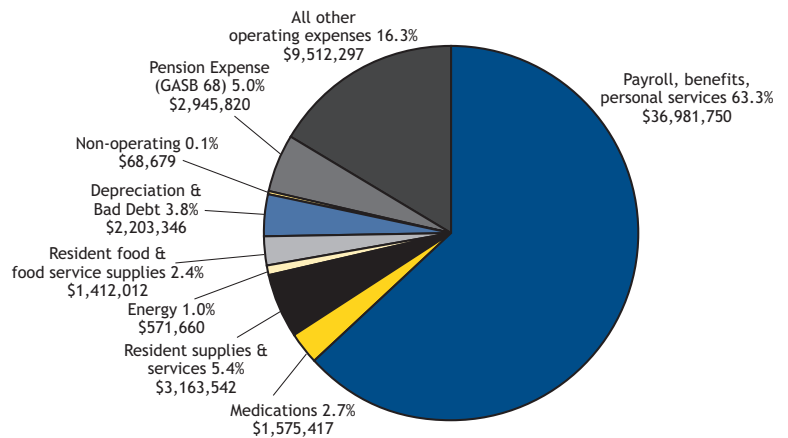
Financial Overview: Division of Veterans Community Living Centers

Veterans Community Living Centers	FY 13-14	FY 14-15	FY 15-16
Revenue	\$56,961,937	\$55,960,719	\$55,200,826
Operating Expenses—Cash	\$50,541,613	\$52,636,671	\$53,216,678
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$2,411,057	\$2,445,014	\$2,203,346
Non-Operating Expenses (Bond Cost)	\$151,539	\$86,706	\$68,679
Pension Expense—GASB 68		\$2,217,283	\$2,945,820
Total Expenses	\$53,104,209	\$57,385,674	\$58,434,523
Profit/(Loss)	\$3,857,728	(\$1,424,955)	(\$3,233,697)

FY 15-16 Revenue: \$55,200,826



FY 15-16 Expenditures: \$58,434,523



FY 15-16 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	506	511	511	502	496	481	484	481	479	485	487	490	492.8
Average Occupancy	83.8%	84.6%	84.6%	83.1%	82.1%	79.6%	80.1%	79.6%	79.3%	80.3%	80.6%	81.1%	81.6%

Financial Analysis

The Division posted a net loss of \$3,233,697 for fiscal year 2015-16. The revenue decreased by 1.36 percent due to lower actual census than expected. The average occupancy for the Veterans Community Living Centers (VCLC) was 81.6 percent which is a 2.5 percent decrease in census from fiscal year 2014-15.

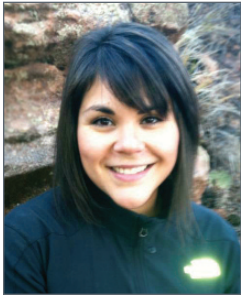
Operating Cash Expenses increased by \$580,007 due to the increase of State employees' benefits expenses and inflation.

For fiscal year 2015-16, according to the GASB Statement No. 68—Accounting and Financial Reporting for Pensions, the State, as a cost-sharing employer participating in a

defined benefit plan, was required to record their proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/expenditures in the government entity's financial statement. The VCLC recorded pension expense of \$2,945,820 as a non-cash operating expense in the financial statements according to GASB 68.

Each Center continues to concentrate on improving their census through increased marketing efforts. In addition, each center has able closely monitored and controlled its operating expenses in order to remain profit, especially when the census decreases.

Letter to Stakeholders



Lynne Miller

In January 2016, the Veterans Administration (VA) conducted their annual survey, resulting in an impressive zero deficiencies in Fitzsimons. During our May 2016 Colorado Department of Public Health and Environment (CDPHE) annual survey, Fitzsimons had only 4 deficiencies, compared to a state average of 8.6. The majority of our departments were deficiency free,

including dietary, housekeeping and recreation therapy. These fantastic survey results have restored our overall Centers for Medicare and Medicaid Services (CMS) quality rating score to 3 stars and have reduced the number of resident/family member complaints, specifically dietary related complaints by 85%.

Veterans Community Living Center (VCLC) at Fitzsimons is located on the University of Colorado Anschutz Medical campus, the former Fitzsimons Army Base. There are a lot of exciting developments on our campus, including the new VA Hospital construction, which is now over 70% complete. The VCLC staff have participated in the Anschutz community block party and have continued to cultivate relationships with our neighbors. Fitzsimons is committed to opening our home to community members as well. Fitzsimons is a preceptor for Children's Hospital Colorado Dietetic Internship program, has facilitated field placement internships for social services, partnered with the Concord School of Nursing to provide on-site clinical training for student nurses, participated in the University of Colorado Hospital Sports Physical Performance Battery

measures study, and participated in an influenza vaccination study through Insight Therapeutics.

In June 2016, our Registered Dietitians lead an interdisciplinary team in developing a health department regulated Feeding Assistant training program. The program is designed to provide the proper training and education to non-clinical staff so they are properly equipped to assist residents with dining challenges during meals. Thus far, staff members from social services, housekeeping, administration, business office and volunteers have successfully completed the training. Fitzsimons team members are often assisting residents based on their individual needs while enhancing the overall dining experience for our veterans.

Through Wish of a Lifetime, six of our residents were able to embark on a four day trip to Washington D.C. for a paid trip to see the war memorials. Our veterans returned home with rave reviews, exciting stories and a new set of memories they will cherish forever. Our residents have been gracious hosts to Governor John Hickenlooper, which included over 100 guests and media coverage, as well as Lt. Governor Donna Lynne.

With a multitude of opportunities on the horizon, we look forward to the upcoming year with its potential for growth and expansion. It is great pride and pleasure that we continue to serve America's Heroes, their spouses and Gold Star families in our community.

Lynne Miller, Assistant Administrator

FY 15-16 Accomplishments

Our Recreation Therapy Department was able to purchase a Duet Bike which allows the Fitzsimons team to take residents on bicycle rides around campus during the spring and summer.

Six of our Residents participated in a Wish of a Lifetime trip which enabled them to fly to Washington DC to see all of the monuments, Arlington Cemetery and several military memorials. This trip was covered by a local TV station and residents were interviewed about their experience.

Our Dietary Department reduced food complaint concerns by 85 percent and implemented a resident centered dining program which included daily and monthly meal specials.

Several upgrades to the Fitzsimons property were finished, including new carpet in selected resident hallways, new flooring in 25 percent of resident bathrooms and fire alarm and cooling system upgrades.

The rehabilitation and restorative department participated in a clinical study with the University of Colorado

Hospital Physical Therapy Department. The purpose of this study was to research balance improvement for our residents using Battery-SPPB measures.

The residents, staff and families of Fitzsimons hosted both Governor John Hickenlooper and Lieutenant Governor Donna Lynn for visits. In addition, Fitzsimons hosted the Veterans Community Living Center Commission as well as several other military and government dignitaries.

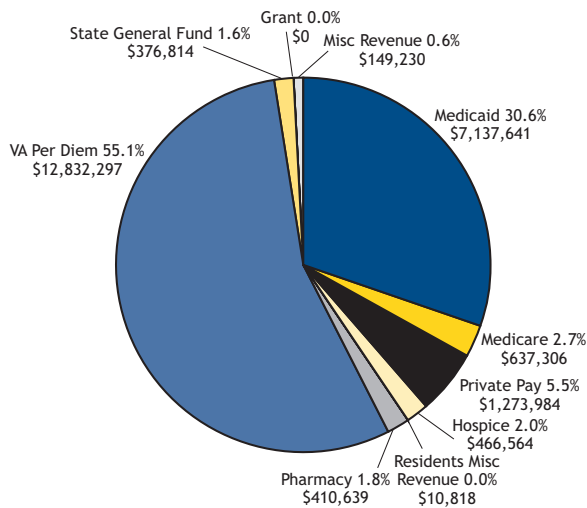
The Admission team designed a new resident welcome program. This program includes a welcome basket, door sign, and specific welcoming protocol for Fitzsimons residents and staff.

Expanded relationships with Veterans Administration hospital staff, physicians, Veterans Service Officers. Training was conducted to hundreds of referral sources throughout the region to educate professions about the care capabilities of Fitzsimons.

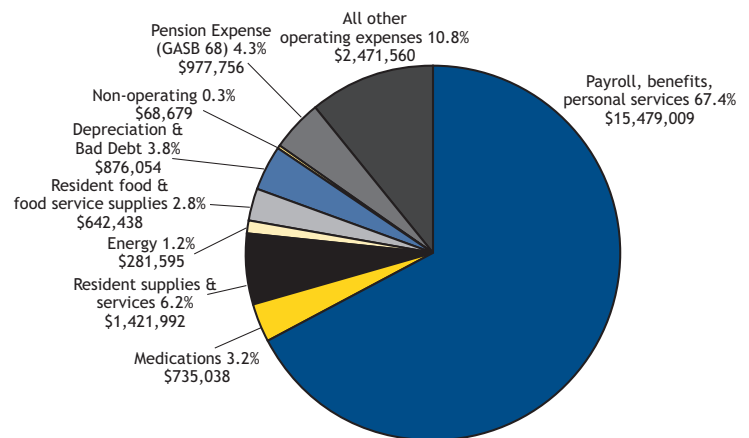
Financial Overview: Veterans Community Living Center at Fitzsimons

FITZSIMONS	FY 13-14	FY 14-15	FY 15-16
Revenue	\$24,103,195	\$23,706,103	\$23,295,293
Operating Expenses—Cash	\$20,047,452	\$20,722,066	\$21,031,632
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$1,134,821	\$961,066	\$876,054
Non-Operating Expenses (Bond Cost)	\$151,539	\$86,706	\$68,679
Pension Expense—GASB 68		\$790,340	\$977,756
Total Expenses	\$21,333,812	\$22,560,178	\$22,954,121
Profit/(Loss)	\$2,769,383	\$1,145,925	\$341,172

**FY 15-16 Revenue:
\$23,295,293**



**FY 15-16 Expenditures:
\$22,954,121**



FY 15-16 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	171	172	171	170	166	159	161	154	155	156	157	162	162.8
Occupancy	95.0%	95.6%	95.0%	94.4%	92.2%	88.3%	89.4%	85.6%	86.1%	86.7%	87.2%	90.0%	90.4%

Financial Analysis

Operating revenues for Veterans Community Living Center (VCLC) at Fitzsimons are derived from private resident payments, Medicaid, Medicare, US Department of Veterans Affairs (VA) and various pension payments. There are 180 dually certified Medicare and Medicaid beds available at the facility. The census goal for the VCLC at Fitzsimons was 94.0 percent or above.

VCLC at Fitzsimons continued to be profitable for fiscal year 2015-16. The total profit was \$341,172 is primarily the result of a VA per diem revenue increase. The revenue decreased by \$410,810 mainly due to a decrease in census. The average census was 90.4 percent which was a 0.9 percent decrease from fiscal year 2014-15.

Operating Cash Expenses increased by \$309,566 in fiscal year 2015-16 due to the increase of the higher acuity of

service-connected veterans admitted to the facility and inflation. The facility monitors all expenses closely and conducts monthly reviews with each manager to discuss departmental expenses.

For fiscal year 2015-16, according to the GASB Statement No. 68—Accounting and Financial Reporting for Pensions, the State, as a cost-sharing employer participating in a defined benefit plan, was required to record their proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/expenditures in the government entity’s financial statement. The VCLC at Fitzsimons recorded pension expense of \$977,756 as a non-cash operating expense in the financial statements according to GASB 68.

Letter to Stakeholders



Barbara Moore

The residents and staff of the Bruce McCandless Colorado Veterans Community Living Center focused on three primary initiatives during fiscal year 2015-16 in order to enhance the quality of the life for the residents of our home. Those initiatives were developed as the capstone to the Resident Eden Associate Training which was concluded in January 2016.

The first initiative was to implement monthly learning circles to discuss current topics that affect daily life for the residents and staff. Some examples include bathing preferences, meaningful activities and consistent staff assignments in all departments. The learning circle is a communication tool that provides a team decision model in which all participants have an equal voice in the decision making or problem solving process. This tool highly empowers all participants to establish important changes to improve daily life in our home.

The next initiative was to increase physical activity through resident participation in daily exercise. The President of the Resident Council led this initiative by creating an awareness campaign with posters promoting daily exercise groups. She worked with department leaders to create a staff schedule which brought both staff and residents together to participate in exercise. The outcome was a sharp increase in participation and an overall reduction in falls.

The final initiative was to increase youth participation in our home. In July 2016 the facility hosted the annual Kids Kamp which is a day camp for youths age 4-12. The project coordinator effectively recruited local teens to assist as junior camp counselors to divide the 30+ youth into small groups for daily interactions with residents and staff. This year's camp had the highest participation and included daily music, stories, art, crafts, and field trips to the Dinosaur Museum and fishing at the local Duck Pond. The youth and residents together experienced the joy of companionship and everyone learned something new!

The year was successful in many other ways as well. Operationally our home accomplished our 7th year as a Certified Eden Home, we were awarded Pay 4 Performance supplemental income from CMS for our culture change initiatives and we had outstanding survey performance with the State and VA Regulatory agencies.

We rely on the support from families, physicians, contracted service providers, volunteers, veterans service organizations, Division and Department staff, Community Advisory Board, and the Board of Commissioners for the Veterans Community Living Centers to successfully operate our home. We especially want to recognize the dedicated staff in our home for providing superior care to the heroes we serve.

Barbara Moore, Administrator

FY 15-16 Accomplishments

Rated with 4 Stars through Centers for Medicare and Medicaid Services (CMS).

The staff retention rate was 72% and over 19% of staff have 10 years of service or more. This contributes to higher quality of care and strong relationships between residents, family members and staff.

Completed two Certified Eden Associate Classes and accomplished WIG (Wildly Important Goal) of achieving 80% staff as Certified Eden Associates.

Received Pay 4 Performance Award through CMS for Culture Change initiatives.

Honored by the Florence Chamber of Commerce for annual participation in the Pioneer Day Parade for 8 consecutive years.

Completed Resident Eden Associate Training (CEAT) and graduated 19 residents. To date, a total of 52 residents

have completed CEAT over the past five years through customized training classes held weekly in 30 minute modules to accommodate resident needs.

Completed leadership training for 10 new staff to serve as Neighborhood Guides and Advocates. Leadership training focuses on mentoring new leaders, creating neighborhood activities, team building, problem solving, and decision making in a team leadership model using established Modules.

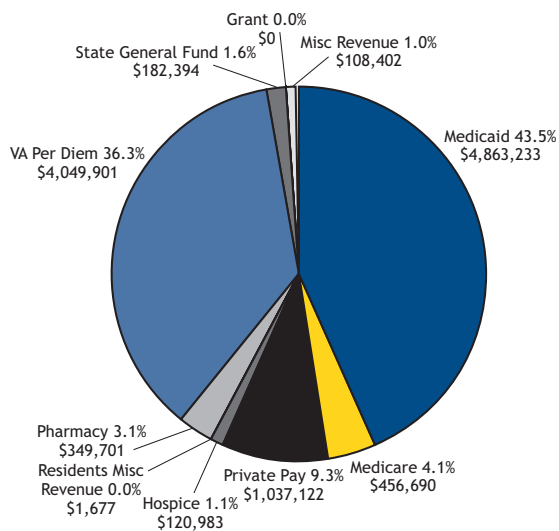
Completed annual State Survey with two minor deficiencies (well below the state average) and celebrated a deficiency free VA Survey for fourth consecutive year.

Completed annual Eden Re-registry maintaining our Eden Certification for 8 consecutive years; application for Eden Milestone 3 is in progress.

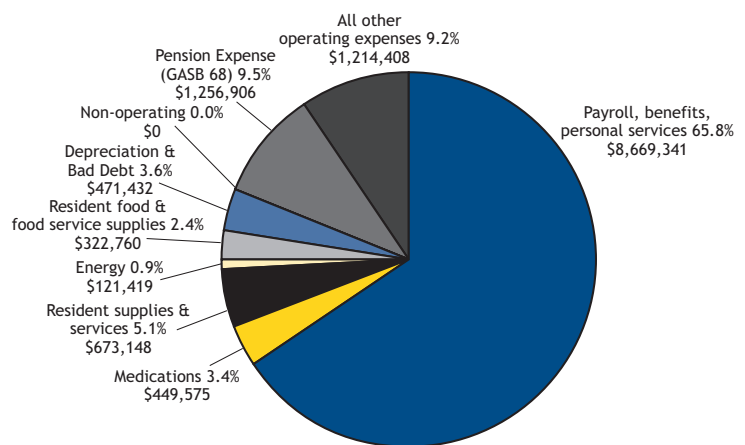
Financial Overview: Bruce McCandless Veterans Community Living Center at Florence

McCANDLESS	FY 13-14	FY 14-15	FY 15-16
Revenue	\$11,352,326	\$11,755,555	\$11,170,103
Operating Expenses—Cash	\$10,556,374	\$11,289,750	\$11,450,651
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$510,914	\$519,212	\$471,432
Non-Operating Expenses			
Pension Expense—GASB 68		\$772,839	\$1,256,906
Total Expenses	\$11,067,288	\$12,581,801	\$13,178,989
Profit/(Loss)	\$285,038	(\$826,246)	(\$2,008,886)

FY 15-16 Revenue: \$11,170,103



FY 15-16 Expenditures: \$13,178,989



FY 15-16 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	95	95	89	88	85	79	79	78	82	80	80	85.3
Occupancy	89.5%	90.5%	90.5%	84.8%	83.8%	81.0%	75.2%	75.2%	74.3%	78.1%	76.2%	76.2%	81.2%

Financial Analysis

Bruce McCandless Veterans Community Living Center (VCLC) at Florence earned total revenue of \$11,170,103 for the fiscal year 2015-16. The revenue decreased by \$585,452 mainly due to lower actual census than expected. The average occupancy for Bruce McCandless VCLC at Florence was 81.2 percent, which is a 7.5 percent decrease in census from fiscal year 2014-15. The center continues its efforts to increase the census.

Operating Cash Expenses increased by \$160,901 mainly due to the increase of State employees' benefits expenses and the inflationary influence in the area of purchased medical services. The center monitors all expenses closely by adjusting monthly spending according to the actual resident census. The use of a monthly spending sheet has

been beneficial to the department managers in controlling variable expenses in accordance with the number of residents in our care.

For fiscal year 2015-16, according to the GASB Statement No. 68—Accounting and Financial Reporting for Pensions, the State, as a cost-sharing employer participating in a defined benefit plan, was required to record their proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/expenditures in the government entity's financial statement. The VCLC at Bruce McCandless recorded pension expense of \$1,256,906 as a non-cash operating expense in the financial statements according to GASB 68.

Letter to Stakeholders



Mindy Montague

The Colorado Veterans Community Living Center at Homelake is entering into 125 years of service to veterans and their families. Homelake represents a dedication to quality long-term care and domiciliary health services with the desire to continuously improve resident care and satisfaction.

Our priority is to place our residents at the heart of what we do and to ensure the continued delivery of safe quality services. This is evident through the great surveys we received this year. These annual surveys, which resulted in positive outcomes, were conducted by the Colorado Department of Public Health and Environment (CDPHE) and Department of Veterans Affairs (VA) Health/Clinical, Life Safety and Financial Audit.

The commitment and longevity of our staff is fundamental to achieving our mission to provide quality services and my thanks go out to all the staff who have worked and those who continue to work for Homelake. This commitment is demonstrated through the many compliments received from residents and family members, survey results, and the hard work and dedication that staff give to the home.

Through the continued support of the Community Advisory Board and Homelake Historic Preservation and Restoration Foundation, the Old Administration Building completed a \$164,412 window restoration project through History Colorado.

Our longstanding care and dedication to our veterans will be supported through some 21st century technology upgrades in upcoming construction projects such as electronic health records, telephone system upgrades, a new nurse call system, floor finish upgrades, roof replacement, interior door refinishing and a kitchen and dining room renovation.

It is through the hard work and dedication of our staff, family members, veteran and community organizations, stakeholders, board members, and the Division and Department that Homelake has the outstanding reputation of providing for our veterans for over a century. Homelake was honored to receive recognition and a plaque from the Department of Military and Veteran Affairs for our Quasiquicentennial celebration.

The staff and I are privileged to kick off the next 125 years of serving those who have served us and our country.

Mindy K. Montague, Administrator

FY 15–16 Accomplishments

The Colorado Department of Public Health and Environment’s annual survey resulted in 9 minor areas for improvement. Our annual Health survey with the Department of Veterans Affairs (VA) received 2 minor deficiencies while the Life Safety and Financial Audit was deficiency free.

Homelake worked very hard towards the national effort to reduce alarm use in long term care facilities. By December 2015, Homelake was able to successfully remove all chair and bed alarms in our home. Our residents and staff have noticed the much quieter environment and are very happy with the overall reduction of noise in the nursing home. There have not been increases in falls due to the removal of the alarms.

As a result of becoming an alarm free home, we are participating in a pilot program that is a collaboration between State Veteran Homes and the Veterans Health

Administration, National Center for Patient Safety and the VA Office of Geriatrics and Extended Care Operations which will focus on the prevention of falls and protection from fall-related injuries.

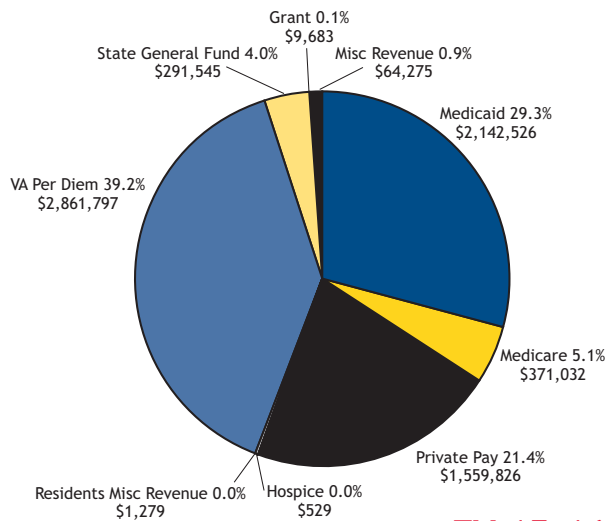
Homelake continues to provide quality care through consistent assignments. Once again our staff turnover rate was less than 1.38% for the year which results in our ability to provide consistent assignments (which means strong and lasting relationships between residents and staff). This year we honored 5 staff members who have over 20 years of service and 3 staff members with over 25 years of service.

Homelake utilizes Abaqis, which is a Quality Management Program, which gives us the immediate access to performance results and the opportunity to immediately address any deficits which helps to optimize our customer satisfaction and quality of care.

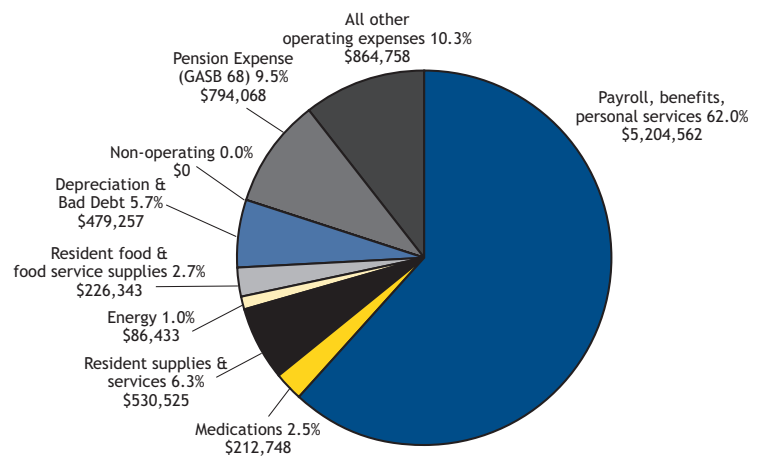
Financial Overview: Veterans Community Living Center at Homelake

HOMELAKE	FY 13-14	FY 14-15	FY 15-16
Revenue	\$8,039,475	\$7,381,776	\$7,302,492
Operating Expenses—Cash	\$6,926,464	\$7,164,058	\$7,125,369
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$470,659	\$487,892	\$479,257
Non-Operating Expenses			
Pension Expense—GASB 68		\$243,591	\$794,068
Total Expenses	\$7,397,123	\$7,895,541	\$8,398,694
Profit/(Loss)	\$642,352	(\$513,765)	(\$1,096,202)

FY 15-16 Revenue: \$7,302,492



FY 15-16 Expenditures: \$8,398,694



FY 15-16 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	49	49	51	50	48	48	47	48	50	51	50	49	49.2
Occupancy	81.7%	81.7%	85.0%	83.3%	80.0%	80.0%	78.3%	80.0%	83.3%	85.0%	83.3%	81.7%	82.0%
Beds (domiciliary)	50	50	50	50	50	50	50	50	50	50	50	50	50.0
Average Census	30	29	29	29	31	31	33	34	35	34	37	36	32.3
Occupancy	60.0%	58.0%	58.0%	58.0%	62.0%	62.0%	66.0%	68.0%	70.0%	68.0%	74.0%	72.0%	64.6%

Financial Analysis

Veterans Community Living Center (VCLC) at Homelake earned total revenue of \$7,302,492 which decreased by \$79,284 mainly because of decrease in census of the nursing home. The average occupancy for the nursing home was 82.0 percent which is a 1.2 percent decrease in census from fiscal year 2014-15. The center is actively marketing the domiciliary and nursing home for improving the census.

Operating Cash Expenses decreased by \$38,689 mainly due to the decrease of actual census. VCLC at Homelake has been closely monitoring expenses by adjusting monthly operating expenses according to the actual census.

For fiscal year 2015-16, according to the GASB Statement No. 68—Accounting and Financial Reporting for Pensions, the State, as a cost-sharing employer participating in a defined benefit plan, was required to record their proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/ expenditures in the government entity’s financial statement. The VCLC at Homelake recorded pension expense of \$794,068 as a non-cash operating expense in the financial statements according to GASB 68.

Letter to Stakeholders



Barbara Grossman

This past year was met with multiple challenges, just as many reasons to laugh and celebrate, but most importantly it has been a year to bring our team together to show exactly how passionate we are. Our goal in setting higher standards makes Rifle Veterans Community Living Center (VCLC) a gem hidden on the Western Slope.

We have proudly implemented new systems which establish better a practice of care and have bonded ourselves in commitment to meeting the vision of the Colorado Department of Human Services.

We have risen to meet the demands of our jobs, and have struggled to recruit the staff necessary to complete our mission. In doing so we challenged ourselves to impact our community in a win/win manner of meeting both our needs and meeting the needs of those in the community launching their career in healthcare. Our training efforts to bring education to the front lines have led us to begin our own Certified Nursing Assistant Training program. We have established a great partnership with Colorado Mountain College, and welcome nursing students to work with our seasoned staff.

Our increased marketing and educational efforts to regional referral sources have resulted in increased visibility to all of our healthcare partners, including hospitals, physicians, veterans organizations and healthcare agencies. We now have a stronger collaboration between area hospitals, county agencies, and businesses to meet the needs of our Western Slope veterans. Rifle has a unique ability to bring comradery to those once felt lost in the

aging process. Although we are surrounded by many healthcare communities, we are proud to bridge the needs of veterans who need healthcare services. These collaborations have given Rifle a boost in respect and pride while increasing our census.

Rifle VCLC has a strong support from our community families. We have been able to furnish our facility with beautiful new furnishings through money which has been donated to our home. It is a joy for our Rifle staff to hear the laughter coming from our front Library and common areas as an afternoon game of shuffleboard gears up for competition and excitement. All demands of the day are lost when the music and laughter begin around the game tables. We have a strong volunteer group of wonderful individuals wanting to give back to our veterans. Often, BBQs, potlucks and ice cream socials have raised the sounds of music and laughter which echo through the Western Slope mountains and our Rifle community. The annual Memorial Day Motorcycle Rally raised enough money to help support entertainment and flowers for our home. The memories of our 250+ Harley motorcycle and their families are talked about throughout each year by our residents and families.

I am proud of our Rifle team. Each employee brings personal accomplishments, experience, education and expertise to work with them each day. We share a passion for our work and respect for our Veterans. We have a beautiful setting nestled in the mountains of the Western Slope.

Barbara Grossman, MS, NHA, Administrator

FY 15-16 Accomplishments

Rifle started extensive new construction with a complete remodel of both the upstairs and downstairs resident bath-houses and a complete kitchen overhaul and renovation. In the completed kitchen remodel, state-of-the-art stainless steel equipment and appliances were installed. Additionally, new work space for the entire dietary department was finalized. This new space allows staff and residents to benefit from efficient operations. The two new bath-houses have new tile and equipment.

Several Rifle employees were promoted to leadership positions, including the new Director of Nursing, RN Manager and MDS Coordinator, Restorative RN Manager and Staff Development RN Manager. Our on-going commitment to promote in-house is an increased effort towards retention.

Because of the challenging staff recruitment landscape in rural western Colorado, we needed to become creative in solving staffing challenges. We developed a plan to conduct Certified Nurse Aid (CNA) training program. This initiative, headed by our Staff Development Coordinator, in late spring, has already resulted in two graduating classes.

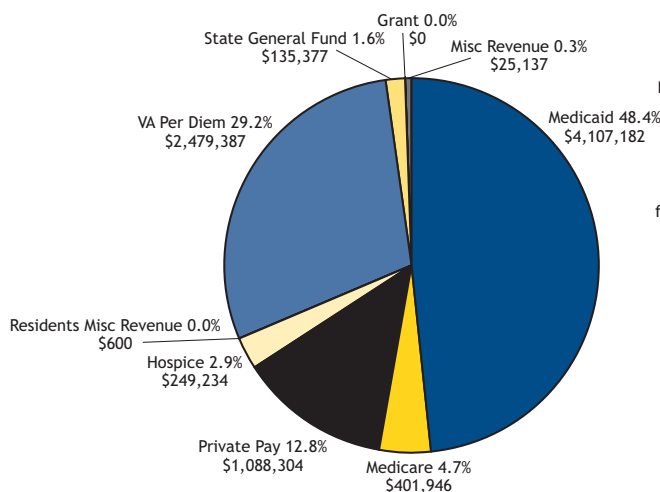
Our employee applicants continue to increase with each successful class. In fact, in our next class we will have more applicants than positions available. We have received State recognition for our program, and are being reviewed as a testing location for the Western Slope. In a collaborative effort throughout the Division we are able to hire students to earn a salary as they learn. This has been well received by our community. As well, our facility is working with Colorado Mountain College, offering a location to have their Nursing students come through our facility as a part of their curriculum.

Veterans Community Living Center at Rifle finished the year above the average in state survey results and Veterans Administration (VA) survey results with only minor care deficiencies. We have initiated an excellent Quality Assurance Performance Improvement program to better meet standards of quality. We strive to improve our processes by successfully facing any issues and implementing corrective systems.

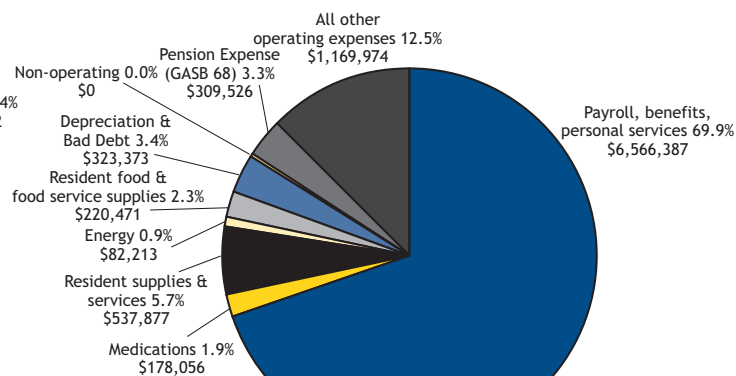
Financial Overview: Veterans Community Living Center at Rifle

RIFLE	FY 13-14	FY 14-15	FY 15-16
Revenue	\$8,611,438	\$8,048,798	\$8,487,167
Operating Expenses—Cash	\$8,266,462	\$8,330,886	\$8,754,978
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$294,663	\$427,906	\$323,373
Non-Operating Expenses (Bond Cost)			
Pension Expense—GASB 68		\$311,967	\$309,526
Total Expenses	\$8,561,125	\$9,070,759	\$9,387,877
Profit/(Loss)	\$50,313	(\$1,021,961)	(\$900,710)

**FY 15-16 Revenue:
\$8,487,167**



**FY 15-16 Expenditures:
\$9,387,877**



FY 15-16 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	63	63	61	59	62	63	67	71	70	71	71	72	66.1
Occupancy	70.8%	70.8%	68.5%	66.3%	69.7%	70.8%	75.3%	79.8%	78.7%	79.8%	79.8%	80.9%	74.3%

Financial Analysis

Veterans Community Living Center (VCLC) at Rifle earned total revenue of \$8,487,167 which increased by \$438,369 from fiscal year 2014-15 mainly due to the increase of census. The average occupancy was 74.3 percent which is a 2.2 percent increase in census from fiscal year 2014-15. The center continues to make efforts to improve the census through increased marketing efforts.

Operating Cash Expenses increased by \$424,092 from fiscal year 2014-15 mainly due to the increase of State employees' benefits expenses and inflation. The largest expenses the facility faces are payroll and benefits that average 69.9 percent of overall expense. Besides payroll, benefits, personal service expenses, the center has closely monitored operat-

ing expense by the use of monthly budgets and spending reports for all departments.

For fiscal year 2015-16, according to the GASB Statement No. 68—Accounting and Financial Reporting for Pensions, the State, as a cost-sharing employer participating in a defined benefit plan, was required to record their proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/expenditures in the government entity's financial statement. The VCLC at Rifle recorded pension expense of \$309,526 as a non-cash operating expense in the financial statements according to GASB 68.

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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 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