

FY 18–19 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:



Elizabeth Mullins

four homes, located throughout Colorado.

As the new division director, I have visited our homes and have spent time with the dedicated and committed employees who are caring for our veterans, veteran spouses and Gold Star parents. What an honor it is to meet our veterans and hear of their bravery, selflessness and incredible service to our country. The heart of what we do is to serve veterans and their families and I am committed to continue the quality of service we provide. Additionally, I look forward to sharing my experience in the areas of nursing home operations, quality improvement and clinical excellence with our teams.

Our VCLC Division excels in the area of customer service. Over the past year, we have gathered resident and family satisfaction scores in order to determine a clear picture of the customer experience in our veterans homes. In many areas, not only do our veterans homes beat the national average, they were closely equal to the nation's prestigious "best in class" category.

It is with pride and humility that I have become the division director of the Veterans Community Living Centers (VCLC). I have spent nearly 15 years leading nursing homes and assisted living communities in Colorado. Most of my career has been focused on guiding nursing homes toward innovative ways of improving overall quality. I look forward to bringing this experience to our

We also know that our short-term and long-term residents experience satisfaction above the national average. For example, our veterans and spouses who stayed with us on a short-term basis were 93.5% satisfied with their care compared to the national average of 74.0% satisfaction. Our long-term veterans and spouses rated their stay at 90.5% satisfied, compared to the national average of 87.2% satisfied.

We will continue the momentum toward excellence in quality of life and quality of care. We want to be the placement of choice for our veterans and the employer of choice for our teams.

Once again, it is an honor and privilege to lead our teams towards exceptional care and service to those we serve. We find ourselves fortunate to care for so many of our heroic veterans and their families. I look forward to the year ahead with dedication, commitment and continued optimism. It is an honor to be part of the mission to serve veterans, spouses, Gold Star parents, families and our committed staff.

Elizabeth Mullins, Director
Division of Veterans Community Living Centers



Karren Kowalski

With support from the commission, some of the members met with representatives of the governor's budget advisors regarding increasing staff salaries. The commission also had support from several veterans groups. The nursing service employment field is experiencing a significant shortage and the homes must have competitive salaries with other health-care facilities. This effort was successful and salary increases were instituted at the beginning of the fiscal year. Efforts for the next fiscal year will focus on salary increases for entry-level services such as dietary, custodian and laundry department employees.

The commission continues to work to address such challenges as through-put logistics in hiring staff quickly. There are times when clinical staff may take positions in other healthcare

This has been an eventful year as the Veterans Community Living Center (VCLC) Commission members continue to work for the benefit of our beloved veterans. The commission members have supported the efforts to improve care to our veterans through encouragement and support of the 2018-19 state budget and the increase in salaries for the nursing service workers.

settings as they wait for hiring paperwork to clear at the state. When employee shortages occur, it can be difficult to have clinical staff hired quickly. The subcommittee that has worked on this issue has delayed action in order to allow for the new administrative team to work on these challenges.

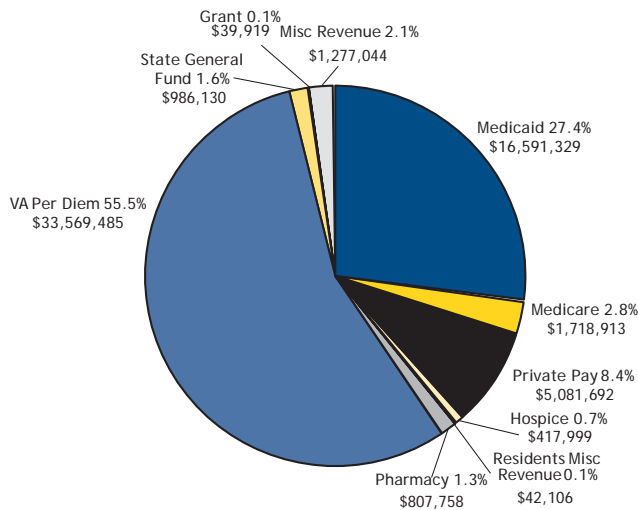
As usual, the commission traveled to each of the Veterans Community Living Centers for their meetings. Two of the facilities, Homelake and Rifle, require an overnight stay due to the distance traveled. The commission members were able to talk with the residents and meet the staff. Commission members are always impressed with the staff devotion to our veterans. The commission gains a personal and improved understanding of the issues facing each facility. We also learn about special events and celebrations for veterans. One of the residents, a passionate Denver Broncos fan, was rewarded with a gift basket from the Broncos and a television appearance. Commission members, many of whom are veterans, are honored to serve our Veterans.

Karren E. Kowalski, PhD, RN, NEA-BC, FAAN, Chair
Captain, US Army Nurse Corps, Vietnam Veteran
Commission on Veterans Community Living Centers

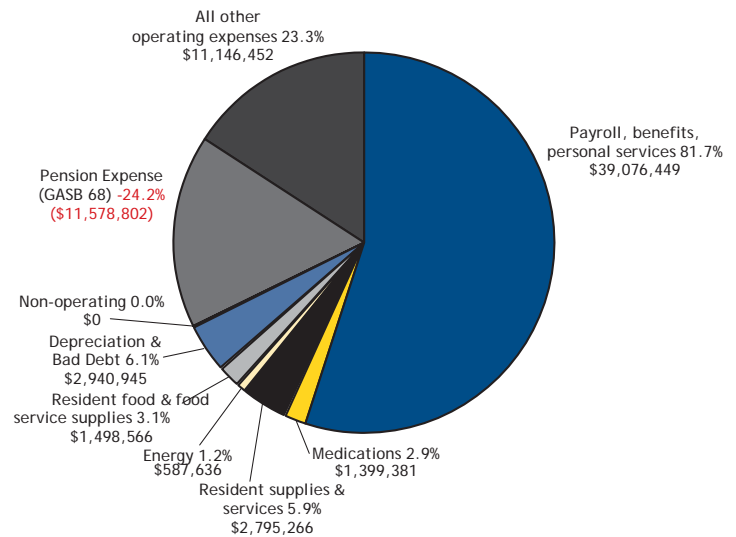
Financial Overview: Division of Veterans Community Living Centers

VETERANS COMMUNITY LIVING CENTERS	FY 16-17	FY 17-18	FY 18-19
Revenue	\$58,011,691	\$59,800,224	\$60,532,375
Operating Expenses—Cash	\$55,238,278	\$56,492,571	\$56,503,750
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$2,299,773	\$3,101,620	\$2,940,945
Non-Operating Expenses (Bond Cost)	\$85,729	\$17,570	\$0
Pension Expense—GASB 68	\$25,767,189	\$32,489,892	(\$11,578,802)
Total Expenses	\$83,390,969	\$92,101,653	\$47,865,893
Profit/(Loss)	(\$25,379,278)	(\$32,301,429)	\$12,666,482

**FY 18-19 Revenue:
\$60,532,375**



**FY 18-19 Expenditures:
\$47,865,893**



FY 18-19 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
Average Census	520	521	511	516	509	502	499	505	506	491	486	478	504
Average Occupancy	86.1%	86.3%	84.6%	85.4%	84.3%	83.1%	82.6%	83.6%	83.8%	81.3%	80.5%	79.1%	83.4%

Financial Analysis

The division posted a net profit of \$12,666,482 due to Government Accounting Standard Board (GASB) Statement No. 68. The revenue increased by 1.2% due to an increase in the VA per diem and Medicaid. The average occupancy for the Veterans Community Living Centers (VCLC) was 83.4%, which was a 1.0% decrease in census from fiscal year 2017-18.

Operating cash expenses increased by \$11,179 due to the increase of the inflationary influence of purchased medical services.

For Fiscal Year 2018-19, 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 its 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 (\$11,578,802) as a non-cash operating expense in the financial statements according to GASB 68. The pension expense decreased \$44,068,694 from \$32,489,892 to (\$11,578,802) due to the change in assumptions of calculated pension liability.

Each of our Veterans Community Living Centers continues to concentrate on improving their census through increased marketing efforts. In addition, each center has closely monitored and controlled its operating expenses in order to remain profitable, especially when the census decreases.

Letter to Stakeholders



Kimberly Longe

It is an honor and a privilege to take the helm as administrator at Veterans Community Living Center (VCLC) at Fitzsimons. I look forward to joining the team members here who are so dedicated to serving America's heroes. I am passionate in our mission to serve veterans, veteran spouses and Gold Star parents.

Throughout this past year, there have been several exciting accomplishments. I am specifically pleased to identify the areas of accomplishment that will positively impact our residents and staff. We are honored and humbled by the support we receive from our military and community stakeholders. The kindness, support and passion these organizations show to our veterans and their families continue to provide great opportunities for continued quality of life. Many of our veteran, military and local community members choose to spend their sacred time volunteering at our home. We are forever thankful.

First, after years of coordination, the Fitzsimons Recreational Therapy Department team received a new accessible minivan. A large part of this van was generously donated by the American Legion Auxiliary through grant funds. In addition, the Fitzsimons residents paid a portion of this sleek new van. This will be used to transport residents to numerous activities and programs throughout the year.

Second, our home was awarded one of the annual Department of Veterans and Military Affairs Veterans Trust

Fund grants. Through this grant, furniture throughout our expansive home was replaced. Several of the common lounge areas, in which our veterans and families interact, will now be refreshed with this new furniture. Again, we are humbled and thankful for our community partners and their commitment to our residents and selfless generosity.

Third, in December 2018, more than 100 community and military stakeholders, as well as several media outlets, attended the groundbreaking ceremony for the new Veterans Renaissance Apartments at Fitzsimons. This veterans' permanent supportive housing unit will be built on the south side of the current VCLC at Fitzsimons campus. This housing model will provide 40 units for veterans experiencing homelessness.

Through legislation passed during the legislative session, our direct care staff including nurses, certified nursing assistants and social services teams received raises and/or compression adjustments to their pay. This should allow our staff salaries to align closer to our competitive market.

I look forward to a great year with the residents, staff and Fitzsimons community.

Kimberly Longe, Administrator
Veterans Community Living Center at Fitzsimons

FY 18-19 Accomplishments

- Hired a complete team of nurse care coordinators.
- Restructured the volunteer program to include volunteers working under the Recreational Therapy Department.
- Welcomed the arrival of a new therapy dog who visits Fitzsimons daily.
- Upgraded gym equipment including a new Sky-fit, wheelchairs, occupational therapy equipment, speech therapy equipment made available by private donations and grants.
- The Medical Records team went paperless by removing paper charts. All of the resident charting and treatment is completed electronically through the Point Click Care (PCC) electronic health medical records system.

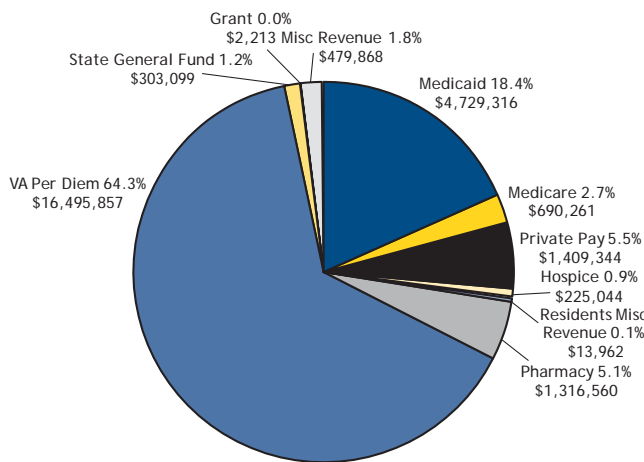


- Received a Veterans Trust Fund grant in order to purchase new furniture for the lobby and common areas of Fitzsimons.
- Held a groundbreaking event to celebrate the south campus expansion of the Veterans Renaissance Apartments at Fitzsimons, with more than 100 people attending the event catered by the Fitzsimons Dietary Team.

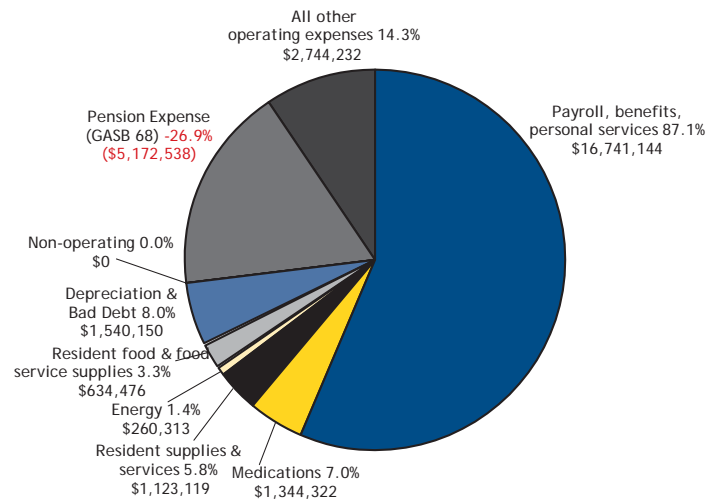
Financial Overview: Veterans Community Living Center at Fitzsimons

FITZSIMONS	FY 16-17	FY 17-18	FY 18-19
Revenue	\$24,153,086	\$24,315,505	\$25,665,524
Operating Expenses—Cash	\$22,339,310	\$22,009,321	\$22,847,606
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$1,017,944	\$1,695,778	\$1,540,150
Non-Operating Expenses (Bond Cost)	\$85,729	\$17,569	\$0
Pension Expense—GASB 68	\$11,291,553	\$14,931,860	(\$5,172,538)
Total Expenses	\$34,734,536	\$38,654,528	\$19,215,218
Profit/(Loss)	(\$10,581,450)	(\$14,339,023)	\$6,450,306

**FY 18-19 Revenue:
\$25,665,524**



**FY 18-19 Expenditures:
\$19,215,218**



FY 18-19 Resident Census

FITZSIMONS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Total Beds	180	180	180	180	180	180	180	180	180	180	180	180	180
Average Census	163	164	161	162	155	155	157	160	157	151	152	148	157
Average Occupancy	90.6%	91.1%	89.4%	90.0%	86.1%	86.1%	87.2%	88.9%	87.2%	83.9%	84.4%	82.2%	87.2%

Financial Analysis

Operating revenues for Veterans Community Living Center (VCLC) at Fitzsimons are derived from private resident payments, Medicaid, Medicare, U.S. Department of Veterans Affairs (VA) and various pension payments. There are 180 dually certified Medicare and Medicaid beds available at the facility.

VCLC at Fitzsimons continued to be profitable for Fiscal Year 2018-19. The total profit of \$1,277,768, before Government Accounting Standard Board (GASB) 68, is primarily the result of the increase of VA per diem revenue and pharmacy revenue. The revenue increased by \$1,350,019 mainly due to an increase in the VA per diem and the pharmacy. The average census was 87.2%, which was a 3.2% decrease from Fiscal Year 2017-18.

Operating cash expenses increased by \$838,285 in Fiscal Year 2018-19 due to increase of medication expenses. VCLC at Fitzsimons started to deliver medications to the entire

VCLC Division. Because of this expanded delivery service, there was an increase in medication expenses. VCLC at Fitzsimons has closely monitored expenses by adjusting monthly operating expense according to the actual census.

For Fiscal Year 2018-19, according to 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 its 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 (\$5,172,538) as a non-cash operating expense in the financial statements according to GASB 68. The pension expense decreased \$20,104,398 from \$14,931,860 to (\$5,172,538) due to the change in assumptions of calculated pension liability.

Letter to Stakeholders



Barbara Moore

This past year, Bruce McCandless Veterans Community Living Center at Florence has continued to focus on improvements in both the physical environment and quality of care. We completed our renovation project that increased our main dining room seating capacity by 40 seats, replaced all the handrails throughout the facility and installed new flooring and paint

throughout the corridors. These renovations provide a comfortable and updated look to our home. Other projects that were completed include the addition of a training room that is located in the back of our campus. The training room is an excellent space for new employee orientation, staff in-services, family care conferences, Certified Eden Associate Training, and our future CNA classes. Finally, we renovated our beauty and barber shop through the generosity of the Veterans Trust Fund grant. This project provided all new cabinetry, flooring, paint, sink, barber chair and supplies, making the room very comfortable and enjoyable for all residents.

Our facility assessment is a tool that helps us identify our strengths and areas of opportunity. While each department strives to provide the highest quality care and services to our residents, we identified opportunities to improve

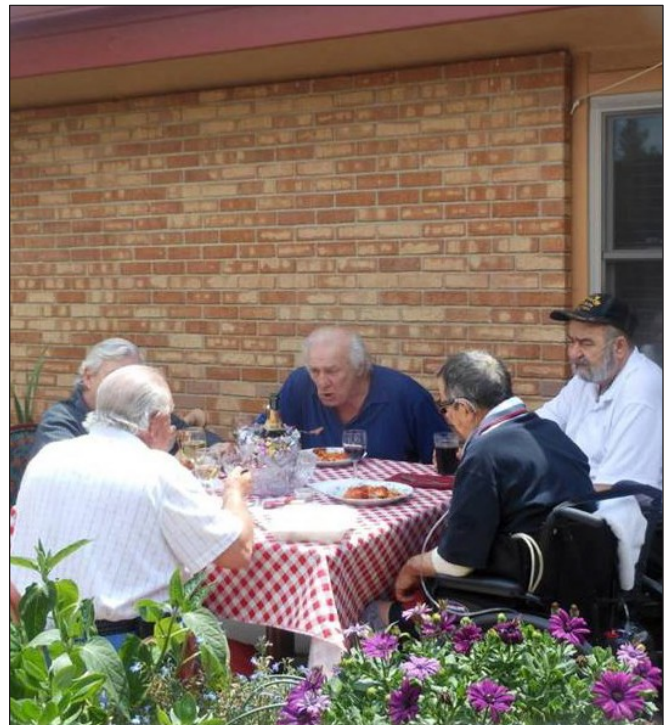
cleaning methods, infection control practices, and the dining room atmosphere and experience. To address these areas we appointed an infection control preventionist who tracks all infections, conducts observations of nursing and housekeeping infection control practices, and provides training to all staff and residents. The dining room atmosphere and experience has been improved through monthly committee meetings with residents and staff. They have identified ways to improve the meal service, menu options and décor. In addition the residents enjoyed the opportunity to select the new furnishings for new dining room with new tables and chairs.

As I reflect on the past year, it has been an honor for me to serve the residents, families and staff of the McCandless Veterans Community Living Center. I am inspired and sincerely appreciate the amazing work performed by our staff, the heartwarming generosity of our military and civic volunteers, and most of all, the companionship of our beloved residents.

Barbara Moore, Administrator
Bruce McCandless Veterans Community Living Center at Florence

FY 18–19 Accomplishments

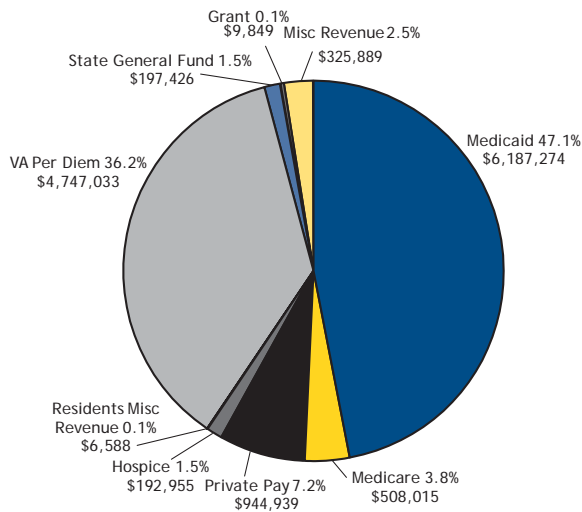
- Received a five-star rating from Centers for Medicare and Medicaid Services (CMS).
- Received CMS Pay 4 Performance award through for Person-Centered Care initiatives.
- Completed interior renovations with new flooring, handrails, paint throughout the home and construction of main dining room addition and new training room.
- Completed annual Eden Re-registration, maintaining our Eden Certification for 11 consecutive years; celebration included on-site reception and recognition from the Eden home office.
- Maintained 80% of staff Certified Eden Associate trained; hosted Eden training for staff in January 2019.
- Completed Veterans Trust Fund grant project to fully renovate the beauty/barber shop with new cabinetry, flooring, barber chair, and supplies.
- Completed annual Colorado Department of Public Health and Environment survey with three deficiencies.
- Completed annual VA survey with one clinical deficiency and two life safety deficiencies.



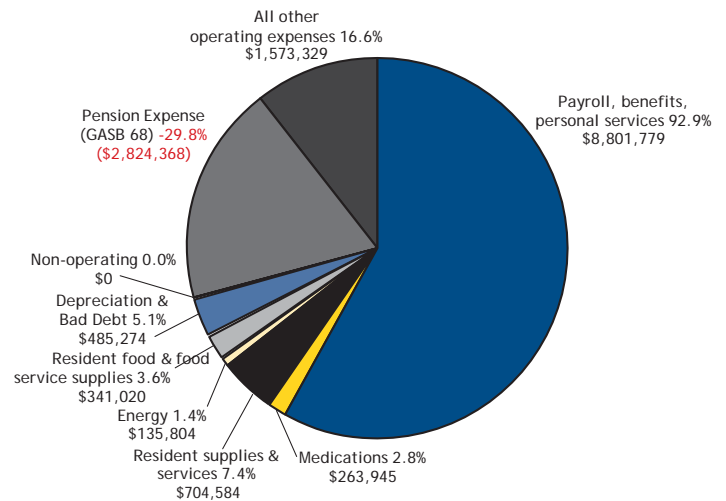
Financial Overview: Bruce McCandless Veterans Community Living Center at Florence

McCANDLESS	FY 16-17	FY 17-18	FY 18-19
Revenue	\$11,962,120	\$12,614,933	\$13,119,968
Operating Expenses—Cash	\$11,607,441	\$11,781,888	\$11,820,461
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$471,242	\$404,614	\$485,274
Non-Operating Expenses			
Pension Expense—GASB 68	\$6,365,005	\$7,344,017	(\$2,824,368)
Total Expenses	\$18,443,688	\$19,530,519	\$9,481,367
Profit/(Loss)	(\$6,481,568)	(\$6,915,586)	\$3,638,601

**FY 18-19 Revenue:
\$13,119,968**



**FY 18-19 Expenditures:
\$9,481,367**



FY 18-19 Resident Census

McCANDLESS	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Total Beds	105	105	105	105	105	105	105	105	105	105	105	105	105
Average Census	97	95	95	96	93	91	91	94	92	90	91	91	93
Average Occupancy	92.4%	90.5%	90.5%	91.4%	88.6%	86.7%	86.7%	89.5%	87.6%	85.7%	86.7%	86.7%	88.6%

Financial Analysis

Bruce McCandless Veterans Community Living Center (VCLC) at Florence earned total revenues of \$13,119,968 for Fiscal Year 2018-19. The revenue increased by \$505,035 as a result of the increase in Medicaid Revenue. The average occupancy for Bruce McCandless VCLC at Florence was 88.6%, which is a 0.2% increase from Fiscal Year 2017-18.

Operating cash expenses increased by \$38,573 primarily due to the increase of inflationary influence in the area of purchased medical services and food. 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 2018-19, according to Government Accounting Standard Board (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 its proportionate share of the unfunded pension liability, related deferred inflows and outflows and expense/expenditures in the government entity's financial statement. Bruce McCandless VCLC at Florence recorded pension expense of (\$2,824,368) as a non-cash operating expense in the financial statements according to GASB 68. The pension expense decreased \$10,168,385 from \$7,344,017 to (\$2,824,368) due to the change in assumptions of calculated pension liability.

Letter to Stakeholders



Mindy Montague

It is my pleasure to serve as the administrator at Veterans Community Living Center at Homelake for the Skilled Nursing and Domiciliary Campus. It has always been an honor that I do not take lightly. Fiscal Year 2018-19 was an exciting and productive year of collaborative work. Together the Homelake team has grown closer and stronger. Our programs

have added value, meaning and purpose to our residents, family members and staff. Homelake has worked toward program excellence, growth and diversity, being the employer of choice in our area, working to cultivate and grow leadership and invest in our staff. As you may know, we meet a variety of challenges and obstacles every year. With resident care and staff satisfaction at our forefront, we continue to balance and develop necessary budgets and maintain census as a top priority. I am confident that through continued education, advocacy and the close monitoring and cost containment provided by our team, we are able to serve our residents and continue the quality care Homelake is well known for.

Homelake continues to diligently work to make sure we maintain solid, trustworthy relationships with residents, family members, physicians, veteran organizations, stakeholders and all levels of our state and federal government. Our relationships with statewide leaders and legislative leaders are a top priority in making sure they understand how the decisions they make impact Homelake and, most importantly, how laws and regulations impact the most

vulnerable people in our home, the residents we serve. We do everything possible to make sure that these relationships stay strong.

I would be remiss if I did not extend my gratitude to the outstanding staff at Homelake. Success at Homelake begins with the staff themselves. They all do a great job of keeping on track with the ever changing nature of our business and requests of our residents. In addition to focusing on ways for improving care for our residents, the staff assists us in meeting the needs of any issues that arise. At Homelake, "It takes a team of people to serve those who have served us."

Homelake is steadfast in its dedication to planning a road-map for our future. We never rest on our accomplishments or accolades, but instead continuously strive to lead the way and provide support, empower choices and encourage individuality. I hope in reading all of our achievements this year, it reminds you of our successes and energizes everyone to engage in our continued work and journey. To all of our residents, families, employees, volunteers, community partners and stakeholders, we thank you for your continued support and the vital role that each and every one of you plays in what we do each and every day to serve our residents.

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

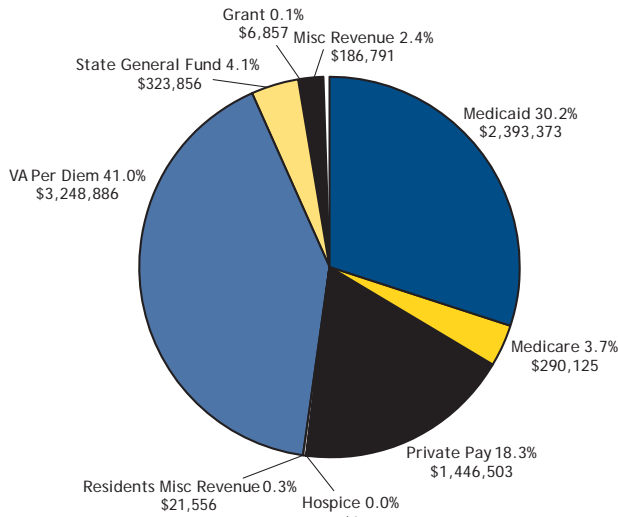
FY 18–19 Accomplishments

- Staffing at Homelake continues to receive a five-star rating from Nursing Home Compare. A higher staffing level in a nursing home translates to higher quality of care for residents.
- Homelake is proud to consistently receive an overall rating of four to five stars.
- Turnover rates at Homelake for Fiscal Year 2018-19 was 2.7%.
- The annual survey by the U.S. Department of Veteran Affairs' (VA) for the nursing home and domiciliary had two minor deficiencies in the nursing home and one minor deficiency in the domiciliary out of the 158 standards that are surveyed.
- During Homelake's annual state survey, three clinical deficiencies and two life safety deficiencies which were moderate in scope and minimal in severity were received.
- Homelake received a Veterans Trust Fund grant through the Colorado Board of Veterans Affairs, which enabled us to purchase seven digital bulletin boards which are now located throughout our home and provide our residents and staff with update notices, activity offerings and announcements.
- A new HVAC system was installed in the nursing home and the administration building and progress continued on the renovation of the old administration building.
- A beautiful memorial wall was constructed at the entrance to our home with the World War I and World War II memorial plaques installed on it.
- Direct care staff received a salary compensation increase to be more in line with private sector competition.

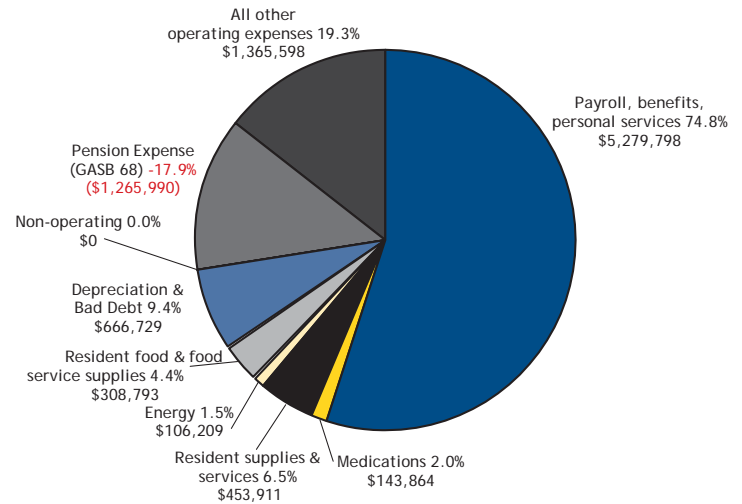
Financial Overview: Veterans Community Living Center at Homelake

HOMELAKE	FY 16-17	FY 17-18	FY 18-19
Revenue	\$7,514,388	\$8,498,986	\$7,917,947
Operating Expenses—Cash	\$7,214,577	\$7,561,088	\$7,658,173
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$465,889	\$643,878	\$666,729
Non-Operating Expenses			
Pension Expense—GASB 68	\$2,331,751	\$3,084,119	(\$1,265,990)
Total Expenses	\$10,012,217	\$11,289,085	\$7,058,912
Profit/(Loss)	(\$2,497,829)	(\$2,790,099)	\$859,035

**FY 18-19 Revenue:
\$7,917,947**



**FY 18-19 Expenditures:
\$7,058,912**



FY 18-19 Resident Census

HOMELAKE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Beds (nursinghome)	60	60	60	60	60	60	60	60	60	60	60	60	60
Average Census	52	51	45	46	47	47	47	47	46	44	43	43	47
Average Occupancy	86.7%	85.0%	75.0%	76.7%	78.3%	78.3%	78.3%	78.3%	76.7%	73.3%	71.7%	71.7%	78.3%
Beds (domiciliary)	50	50	50	50	50	50	50	50	50	50	50	50	50
Average Census	41	42	40	42	44	43	42	43	48	47	47	47	44
Average Occupancy	82.0%	84.0%	80.0%	84.0%	88.0%	86.0%	84.0%	86.0%	96.0%	94.0%	94.0%	94.0%	88.0%

Financial Analysis

Veterans Community Living Center (VCLC) at Homelake earned total revenue of \$7,917,947, which was a decrease of \$581,039. This was primarily due to a decrease in census in the Skilled Nursing Center. The average occupancy of the nursing home was 78.3%, which is an 8.0% decrease in census from Fiscal Year 2017-18. The average occupancy for the domiciliary was 88.0%, which is 6.7% increase in census from Fiscal Year 2017-18. The center is actively marketing the domiciliary and nursing home in order to improve the census.

Operating cash expenses increased by \$97,085 mainly due to the increase of the inflationary influence in the area of purchased medical services and food. VCLC at Homelake has been closely monitoring expenses by adjusting monthly operating expenses according to the actual census.

For Fiscal Year 2018-19, according to 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 its 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 (\$1,265,990) as a non-cash operating expense in the financial statements according to GASB 68. The pension expense decreased \$4,350,109 from \$3,084,119 to (\$1,265,990) due to the change in assumptions of calculated pension liability.

Letter to Stakeholders



Barbara Grossman

Veterans Community Living Center (VCLC) at Rifle has closed out another successful year embracing change and continued community satisfaction with our veterans and families. Our outreach to our community stakeholders remains strong and continues to improve our stability in the relationships we have built over the past few years. Our staff continues to meet our

veterans with a passionate sense of integrity while meeting the quality improvements necessary to offer the best care possible.

VCLC at Rifle sits among the Rocky Mountains and provides residents, staff and visitors with impressive beauty. VCLC at Rifle is known as the “Best Kept Secret on the Western Slope.” Our long spring provided enough moisture to keep the Colorado River full, and our mountains continue to bloom with wildflowers. We are proud of the commitment and hard work of the VCLC at Rifle staff and leadership team who provide a splendid partnership through giving back to the heroes who trust us with their love and lives.

Our greatest challenge in 2019 became our staff recruitment. Placing our marketing efforts towards recruiting, we managed to successfully graduate two CNA classes and

a third class is slated to graduate Fall 2019. Our facility is the favored training ground for Colorado Mountain College nursing students. We have proven to be successful in recruiting dedicated workers, committed to the vision of our facility. We continue to attribute much of our recruiting efforts to social media. Facebook has proven to be a great asset in sharing, embraced by our staff and families of our veterans. Our core management team has remained stable, proving dedication to their work towards excellence.

Once again, our CMS/CDPHE and VA surveys were successfully executed, receiving yet again the fewest number of deficiencies this facility has seen in the history obtainable. We have raised our CMS Star ratings from a one-star home to a four-star home, while improving our quality measures.

As the administrator for Rifle, I am proud to embrace our many successes, and will continue to lead a team well deserving of recognition from many of our stakeholders.

Barbara Grossman, MHA, LNHA, Administrator
Veterans Community Living Center at Rifle

FY 18–19 Accomplishments

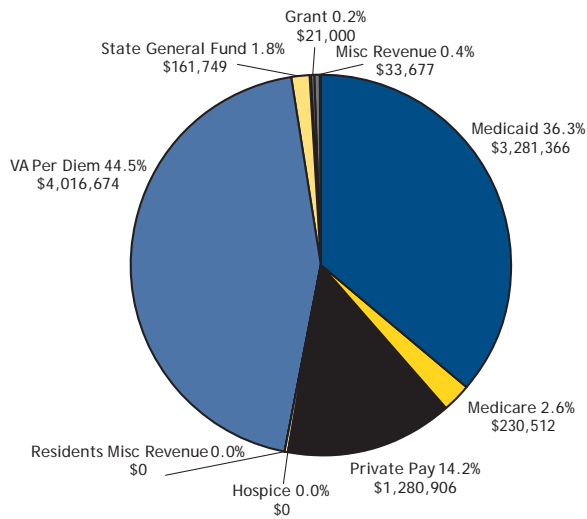
- Held two certified nursing assistant classes throughout the year and hired several certified nursing assistants who received their training at Rifle.
- Provided clinical training to nursing students from the Colorado Mountain College School of Nursing.
- Raised Centers for Medicaid/Medicare (CMS) star rating from one-star to four-stars.



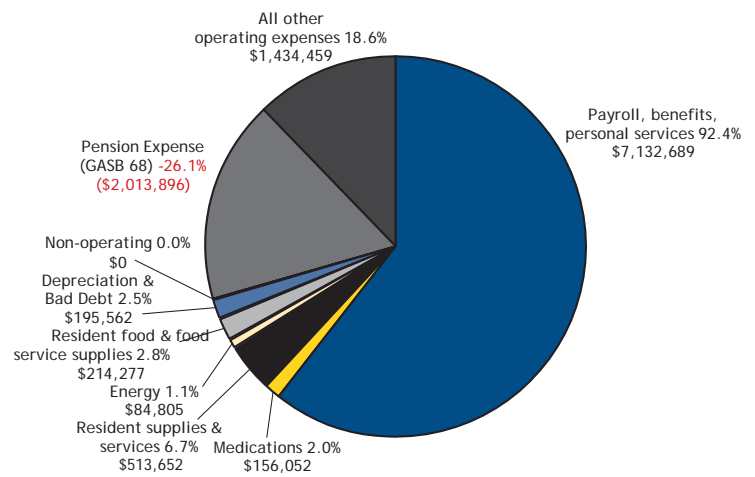
Financial Overview: Veterans Community Living Center at Rifle

RIFLE	FY 16-17	FY 17-18	FY 18-19
Revenue	\$9,104,029	\$9,357,824	\$9,025,884
Operating Expenses—Cash	\$8,905,354	\$9,774,276	\$9,535,934
Operating Expenses—Non Cash (Depr. & Bad Debt)	\$291,541	\$357,350	\$195,562
Non-Operating Expenses (Bond Cost)			
Pension Expense—GASB 68	\$4,658,141	\$6,011,063	(\$2,013,896)
Total Expenses	\$13,855,036	\$16,142,689	\$7,717,600
Profit/(Loss)	(\$4,751,007)	(\$6,784,865)	\$1,308,284

**FY 18-19 Revenue:
\$9,025,884**



**FY 18-19 Expenditures:
\$7,717,600**



FY 18-19 Resident Census

RIFLE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	AVG
Total Beds	89	89	89	89	89	89	89	89	89	89	89	89	89
Average Census	74	72	73	73	72	69	67	67	66	61	58	58	68
Average Occupancy	83.1%	80.9%	82.0%	82.0%	80.9%	77.5%	75.3%	75.3%	74.2%	68.5%	65.2%	65.2%	76.4%

Financial Analysis

Veterans Community Living Center (VCLC) at Rifle earned total revenue of \$9,025,884, which was a decrease of \$331,940 mainly due to the decrease of census. The average occupancy was 76.4%, which is a 4.2% decrease in census from Fiscal Year 2017-18. The center continues to make efforts to improve the census through increased marketing efforts and staff recruitment initiatives.

Operating cash expenses decreased by \$238,342 mainly due to the decrease of actual census. The center has closely monitored operating expense's by adjusting monthly operating expenses according to the actual census. In addition, Rifle has initiated many staff recruitment efforts.

For Fiscal Year 2018-19, according to 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 its 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 (\$2,013,896) as a non-cash operating expense in the financial statements according to GASB 68. The pension expense decreased \$8,024,959 from \$6,011,063 to (\$2,013,896) due to the change in assumptions of calculated pension liability.

Caring communities that honor America's heroes!

COLORADO DEPARTMENT OF HUMAN SERVICES:

Michelle Barnes, Executive Director

Perry May, Deputy Executive Director of Health Facilities

Yolanda Webb, Director, Office of Community Access and Independence

BOARD OF COMMISSIONERS

Karren E. Kowalski, Ph.D, RN—Chair

Kathleen N. Dunem, Ph.D., APRN, CNM
Colonel (Retired) US Army

Stan Elofson, MA—Board Administrator

Scott J. Bartlett—LTC Ombudsman

William Robinson, MPA, Colonel (Retired) US Army

Carolyn Ruhl, NHA

Richard Young, JD, Rear Admiral (Retired) US Navy

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

Elizabeth Mullins, Director

Carrie Hsu, Budget Director

Rose Campbell, Marketing and Communications Manager

Carrie Hertz, Physical Plant Project Coordinator

Christine Evans, Program Assistant

Jeff Douglass, Electronic Medical Records Director

Jennifer Friend, Director of Pharmacy Operations



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, the public mental health system, services for people with disabilities, the juvenile services 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