



COLORADO
Department of Human Services

January 1, 2022

The Honorable Alec Garnett
Speaker, Colorado House of Representatives

The Honorable Leroy Garcia
President, Colorado Senate

Speaker Garnett and President Garcia:

The Colorado Department of Human Services, in response to reporting requirements set forth in Section 26-12-108 C.R.S., respectfully submits the State and Veterans Nursing Homes Report.

“Notwithstanding section 24-1-136 (11)(a)(I), the state department shall prepare and submit to the general assembly an annual report detailing the financial status of each veterans center. This report must also identify which of the veterans centers administered pursuant to the provisions of this article are owned by the state but operated under contract by another entity.”

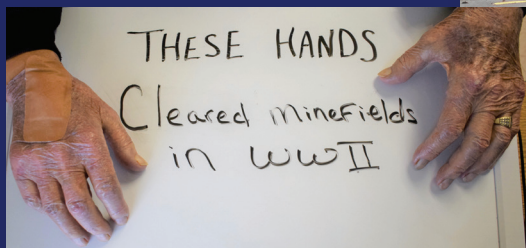
If you have any questions, please contact Kevin Neimond, CDHS’ Director of Policy and Legislative Affairs, at 303-620-6450.

Sincerely,

Yolanda Webb
Director, Office of Adult, Aging, and Disability Services



FY 20-21 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

We entered 2021 filled with hope. The worst of the pandemic appeared to be behind us. Vaccines were becoming available for our veterans, veterans spouses and staff. It took only weeks to realize that there were new, uncharted challenges to address during the next phase of the pandemic and so, we remained focused and faced each day with gratitude. This year, I celebrate the resilience of our residents and the

commitment of the staff and leaders at the VCLCs. Throughout FY 2020-21, our veterans homes continued to be diligent in their infection control practices and brought impressive creativity and a collaborative spirit to ensure joy and a meaningful life was experienced inside our communities.

In the summer of 2020, prior to the pandemic, we partnered with Colorado Health Initiatives (CHI) to conduct a statewide needs assessment to identify the evolving healthcare needs of Colorado's veterans presently and for the next two decades. We hosted virtual events to share the findings and our strategy with stakeholders. We developed work groups and took immediate action regarding census growth; the creation of a service planning registry and improved behavioral health programs for our veterans homes.

While our operating revenue decreased in FY 2020-21, due to a 62.9% occupancy throughout the division, we received contributions from the General Fund in order to offset some of the financial losses realized due to the pandemic. Strict adherence to public health guidance and regulations intended to mitigate the spread of COVID-19 limited new admissions to

the VCLCs for many months. As the requirements changed, admissions of new veterans needing our services began in FY 2020-21.

The Division is proud to announce that after a comprehensive performance audit, the Office of State Auditors (OSA) published its *COVID-19 Infection Prevention at the Veterans Community Living Centers* report. The report cites that between March 2020 and June 2021, the VCLCs were exemplary in mitigating the spread of the virus through consistent screening, testing and communication. The report indicates that only 4.1% of the VCLC residents tested positive for COVID-19 in comparison to the average 16.3% infection rate in other long term care communities.

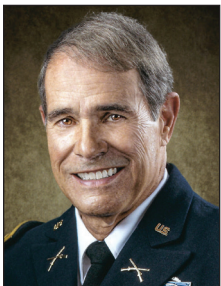
Finally, the support of the CDHS leadership team, including Chief Medical Officer, Dr. Renée Marquardt, and other experts helped guide us through the last 12 months of prevention, mitigation and vaccinations. We are thankful Governor Polis was present to witness the first dose of a vaccination for a skilled nursing center resident at Fitzsimons on December 22, 2020.

While we certainly can't predict the future, I know that we are stronger now and will use the lessons learned from this year for years to come. I am humbled by the incredible employees who have withstood the tests of 2021 and look forward to entering the new year together.

In gratitude,



Elizabeth Mullins, Director
Division of Veterans Community Living Centers



William Robbinson

The six members of the Board of Commissioners of the Veterans Community Living Centers (VCLCs) are charged by law with advising the CDHS, the VCLC Division and the VCLC veterans homes to provide continuity, predictability and stability in the operation of the veterans centers.

In addition, the Board is charged with providing guidance to administrators at each home based on the collective institutional memory of the commissioners. To meet that charge, board members visit VCLCs annually during scheduled meetings to tour, receive updates and talk with residents. This past year, the Board was unable to meet in-person so the meetings were held on-line. While on-line visits are not a substitute for in-person visits, we were able to monitor the activities at each center as the administrators briefed the Commission at each bi-monthly meeting.

Staff worked diligently to monitor conditions, engage in infection control practices and protect residents while also dealing with protecting their own families. The emergence of the Delta variant created new challenges, just as we thought we had turned the corner on the original virus. The staff at the facilities continued to exercise heroic efforts and fight through all the challenges. The vaccination rates far exceeded the national and state averages. As of this writing, 96.95% of residents and 77.8% of staff have been vaccinated.

An important goal for the residents was trying to maintain morale as the visitation limitation tended to isolate them from family, friends and the outside world. As COVID-19 restrictions allowed, in-person and outdoor visitations increased from the previous year. The recreational therapy staff coordinated innovative small group events like hallway bingo, resident meetings, room visits, doorway singing programs, video chats with family members, recognition of food holidays and rolling entertainment carts.

One of the outcomes of the pandemic was the financial drain as the census at each home declined and admissions were necessarily limited. This was exacerbated by the shortage of staff, a nationwide trend that also limited admissions. The Board remains concerned as the centers continue to operate at a loss and the enterprise funds are depleted. The Division has launched an intensive marketing campaign to attract more staff and to encourage more applicants to be able to return to a profitable and sustainable financial situation.

The Board has been effusive in its praise for both the administration and staff who have worked hard to provide the best care possible to our veterans.



William "Robby" Robbinson, MPA, Chair
Board of Commissioners of Veterans Community Living Centers

Financial Overview and Analysis: Veterans Community Living Center Division

The Veterans Community Living Centers (VCLCs) (the centers) operate as a self-supporting enterprise, meaning the revenue received from residents, other third parties, and cash surplus must be adequate to cover the expenses and costs of day-to-day operations. The State of Colorado does not intend to provide the funds to operate the centers with the exception of partial reimbursement of the indirect costs and compensation for direct care employees.

Below, **Table A** provides a summary of the centers' revenue and expenses for FY 2020-21 as compared to the previous year.

Table A: Veterans Community Living Centers

VETERANS COMMUNITY LIVING CENTERS	FY2019-2020	FY2020-2021	DOLLAR CHANGE	TOTAL % CHANGE
Operating revenues	\$61,074,915	\$57,561,874	\$(3,513,041)	-5.75%
Operating expenses (less depreciation) *	42,047,195	46,428,764	4,381,569	10.42%
Depreciation	1,940,655	1,862,644	(78,011)	-4.02%
Operating income (loss)	17,087,065	9,270,466	(7,816,599)	-45.75%
Non-operating revenues (expenses)	1,209,530	(304,898)	(1,514,428)	-125.21%
Capital contributions	206,205	155,800	(50,405)	-24.44%
State transfers	3,469,922	4,000,000	530,078	15.28%
Change in net position	\$21,972,722	\$13,121,368	\$(8,851,354)	-40.28%

* Note: The operating expenses include the Non-Cash Pension Expense GASB 68 (\$22,275,322) in FY 2019-20 and (\$19,490,436) in FY 2020-21.

The centers' operating revenue decreased by \$3,513,041 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$5,124,566 increase. Funding received from HR133 and HR1319 through the U.S Department of Veterans Affairs. 2) \$8,642,032 decrease. Patient revenue decreases are due to decreased census during the pandemic in FY 2020-21. The average occupancy in FY 2020-21 was 62.9% which is an 18.1% decrease from FY 2019-20. The centers' efforts to improve the census through increased marketing efforts are paired with staff recruitment initiatives to stabilize the centers' workforce. The centers' non-operating revenue decreased by \$1,514,428 due to the decrease of interest income and unrealized gain and loss. The State transfers increased by \$530,078 in FY 2020-21. The majority of this increase is a result of the following items: 1) \$2,669,922 General Fund decrease for compression pay for direct care staff. 2) \$3,200,000 General Fund increase for the pandemic.

Operating expenses increased by \$4,381,569 in FY 2020-21 mainly due to the pension expense (GASB 68) and increased payroll expenses. Additionally, the centers had increased

costs due to increased equipment and personal protective equipment (PPE) due to the pandemic. The centers monitor expenses closely by adjusting monthly operating expenses according to the actual census.

Table A reflects that the centers experienced a decrease in net position of \$8,851,354 during FY 2020-21.



Letter to Stakeholders



Kimberly Longe

This year, we navigated a full 12 months of the COVID-19 pandemic and established a new normal of mitigating the virus and monitoring residents and staff on a daily basis.

In addition to the daily monitoring of COVID-19, our team embraced a pioneering Quality of Life project for the CDHS Quality Improvement program (called CSTAT) starting in July 2020. Our team gathered baseline information by asking 10 questions to each of our residents. We wanted to identify concerns our residents may have regarding the quality of their life during the pandemic as their lives went from basically complete freedom to more isolation. Every 3 months, our staff asked the same 10 questions to our residents and compared those answers to both a baseline and the previous quarter responses.

After our first interviews, we found our baseline score was an 8.2 which was much higher than initially anticipated. If scores dropped slightly, we implemented interventions such as increased socialization, additional phone calls and making sure our staff knew our resident preferences such as their favorite radio station or favorite TV channel. Our scores across-the-board with residents were exceptional, given the circumstances.

On December 22, 2020, the first vaccine was given to a skilled nursing center in Colorado, specifically at our veterans home. Governor Polis was there to recognize this monumental event. Families of residents attended and

were able to speak at the press conference to talk about their appreciation and hope that this would mean future in-person visits. Our residents were featured on the local news as the reporters were able to film the first vaccination dosage through the windows in our dining room.

Throughout the year, as allowed by state and federal guidelines, we were able to welcome visitors on a limited basis. Additionally, we were able to resume group activities with specific precautions and guidelines. Welcoming some of our volunteers back, in a safe and socially distant manner, was a highlight for many of our veterans, veteran spouses and staff. The residents were so appreciative to see their beloved volunteers and start to participate in some of their pre-pandemic activities.

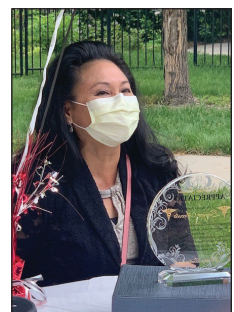
In fact, activities such as fishing, shopping, Rockies games and welcoming the mascots for all the Denver professional sports teams, on our front patio, was a highlight of the summer.

While this year was a full 12 months of a new pandemic normal, we have been able to return to some sense of normalcy. Our residents vaccination rate was over 95% at the end of FY 2021 and our staff vaccination rate was also over 95%. I remain thankful for all the support the community has provided to our residents and staff.

Kimberly Longe, Administrator
Veterans Community Living Center at Fitzsimons

FY 20-21 Accomplishments

- Kim Longe, Administrator of Veterans Community Living Center at Fitzsimons was named CDHS 2021 Employee of the Year, appointed by Governor Polis, for her hard work and dedication throughout the entire COVID-19 pandemic.
- Scored a 92% favorable rating of residents and families who would recommend Fitzsimons to others in the Pinnacle Customer Satisfaction surveys.
- Scored Best in Class in several Customer Satisfaction categories such as Cleanliness, Security, Dining and Laundry Services and Admission Process.



Financial Overview and Analysis: Veterans Community Living Center at Fitzsimons

The Veterans Community Living Center at Fitzsimons operates as a self-supporting enterprise, meaning the revenue received from residents, other third parties, and cash surplus must be adequate to cover the expenses of day-to-day operations of Fitzsimons. The State of Colorado does not intend to provide the funds to operate Fitzsimons with the exception of partial reimbursement of the indirect costs and compensation for direct care employees.

Below, Table A provides the summary of revenue and expenses of Fitzsimons for FY 2020-21 as compared to the previous year.

Table A: Veterans Community Living Center at Fitzsimons

VETERANS COMMUNITY LIVING CENTER AT FITZSIMONS	FY2019-2020	FY2020-2021	DOLLAR CHANGE	TOTAL % CHANGE
Operating revenues	\$25,263,352	\$22,080,202	\$(3,183,150)	-12.60%
Operating expenses (less depreciation) *	16,512,885	18,539,182	2,026,297	12.27%
Depreciation	862,294	831,297	(30,997)	-3.59%
Operating income (loss)	7,888,173	2,709,723	(5,178,450)	-65.65%
Non-operating revenues (expenses)	582,176	(125,202)	(707,378)	-121.51%
Capital contributions	23,718	24,750	1,032	4.35%
State transfers	1,199,247	1,742,312	543,065	45.28%
Change in net position	\$9,693,314	\$4,351,583	\$(5,341,731)	-55.11%

* Note: The operating expenses include the Non-Cash Pension Expense GASB 68 (\$9,980,184) in FY 2019-20 and (\$8,827,900) in FY 2020-21.

Fitzsimons’ operating revenue decreased by \$3,183,150 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$2,009,867 increase for receiving funding from HR133 and HR1319 through the U.S Department of Veterans Affairs. 2) \$5,244,713 decrease for patient revenue due to decreases in census during the pandemic in FY 2020-21. The average occupancy was 61.7% which is a 22.2% decrease from FY 2019-20. Fitzsimons continues to make efforts to improve the census through increased marketing efforts and staff recruitment initiatives. Fitzsimons’ non-operating revenue decreased by \$707,378 due to the decrease of interest income and unrealized gain and loss. The State transfers increased by \$543,065 in FY 2020-21. The majority of this increase is a result of the following items: 1) \$965,580 General Fund decrease for compression pay for direct care staff. 2) \$1,461,182 General Fund increase for the pandemic.

Operating expenses increased by \$2,026,297 in FY 2020-21 mainly due to the pension expense (GASB 68) and increased payroll expenses. In addition, Fitzsimons increased the purchase of personal protective equipment (PPE) due to the pandemic. The Fitzsimons leadership team monitors all expenses closely by adjusting monthly operating expenses according to the actual census.

Table A reflects that Fitzsimons’ experienced a decrease in net position of \$5,341,731 during FY 2020-2021.



Administrator Letter:



Barbara Moore

This year, we continued to navigate the prolonged impacts of the COVID-19 pandemic. At Bruce McCandless Veterans Community Living Center, we were fortunate to be able to roll out the vaccine to our residents and staff in December, 2020. We accomplished high vaccination rates and were especially grateful for the health of our residents and staff. Despite some

positive cases among both, we did not experience any deaths related to COVID-19.

As the Administrator, I have indescribable gratitude to the staff and residents who have come together, worked through numerous regulation changes, hundreds of living environment changes and found ways to find joy, maintain safety and keep on living the best life they can live. It is remarkable to see such strength in both our residents and our staff.

Throughout this past year, our staff came together to provide creative and meaningful activities. We developed new entry level positions and recruited high school age employees to deliver room trays to our veterans and spouses, assist with virtual visits and other technologic games or applications, take residents on walks throughout our beautifully landscaped grounds and provide individualized activities. These team members brought youthful energy and gained confidence knowing their skills and abilities were making such a difference as well as inspiring our veterans, veteran spouses, families and staff.

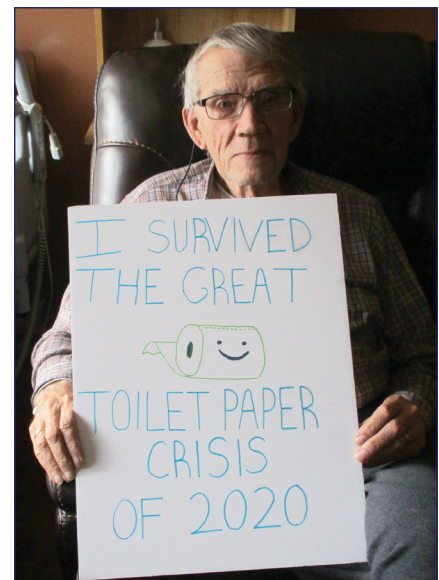
This was the first year we were not able to hold a Veterans Day ceremony so we hosted a special dinner for our residents instead. We were able to use donations from the Resident Benefit fund to offer a delicious prime rib dinner. This dinner was extra-meaningful because the donations to the Resident Benefit fund come from military organizations, community groups and local citizens. While all of our holiday meals had to be served to residents in their rooms, our team worked hard to make sure the trays were decorated with festive tableware, patriotic centerpieces and spruced up tables. Even when it was not a holiday, our team made sure our veterans received special touches such as decor or a note of encouragement from a letter from a student or community member. Throughout the year we received several cards and letters from the community and children, which were extremely meaningful for our veterans.

While this past year has been challenging, it is amazing to see the veterans we serve and the staff who care for America's heroes step up and continue to provide exceptional care and devotion to those in our care.

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

FY 20-21 Accomplishments

- Applied and received the top scoring level for the Pay for Performance program, which increased our Medicaid reimbursement four dollars per day per Medicaid resident.
- We applied and received the Veterans Trust Fund grant which provided new TVs for each resident along with Touch to Play games to keep them entertained. We felt fortunate this was applied for prior to the pandemic and it was extremely timely to have new TVs and games for all of our residents.
- Completed five Infection Control surveys through Colorado Department of Public Health and Environment without any deficiencies.



Financial Overview and Analysis: Veterans Community Living Center at Florence

Bruce McCandless Veterans Community Living Center at Florence operates as a self-supporting enterprise, meaning the revenue received from residents, other third parties, and cash surplus must be adequate to cover the expenses of day-to-day operations of Florence. The State of Colorado does not intend to provide the funds to operate Florence with the exception of partial reimbursement of the indirect costs and compensation for direct care employees.

Below, Table A provides the summary of revenue and expenses of Florence for FY 2020-21 as compared to the previous year.

Table A: Veterans Community Living Center at Florence

VETERANS COMMUNITY LIVING CENTER AT FLORENCE	FY2019-2020	FY2020-2021	DOLLAR CHANGE	TOTAL % CHANGE
Operating revenues	\$13,745,347	\$13,927,825	\$182,478	1.33%
Operating expenses (less depreciation) *	8,536,569	9,464,236	927,667	10.87%
Depreciation	387,815	362,097	(25,718)	-6.63%
Operating income (loss)	4,820,963	4,101,492	(719,471)	-14.92%
Non-operating revenues (expenses)	369,837	(113,684)	(483,521)	-130.74%
Capital contributions	23,500	39,133	15,633	66.52%
State transfers	741,649	954,817	213,168	28.74%
Change in net position	\$5,955,949	\$4,981,758	\$(974,191)	-16.36%

Note: The operating expenses include the Non-Cash Pension Expense GASB 68 (\$5,476,045) in FY 2019-20 and (\$4,508,134) in FY 2020-21.

Florence’s operating revenue increased by \$182,478 in FY 2020-21. The majority of this increase is a result of the following items: 1) \$1,281,385 increase for receiving funding from HR 133 and HR1319 through the U.S Department of Veterans Affairs. 2) \$1,090,523 decrease for patient revenue due to decreases in census during the pandemic in FY 2020-21. The average occupancy was 72.7% which is a 14.0% decrease from FY 2019-20. Florence continues to make efforts to improve the census through increased marketing efforts and staff recruitment initiatives. Florence’s non-operating revenue decreased by \$483,521 due to the decrease of interest income and unrealized gain and loss. The State transfers increased by \$213,168 in FY 2020-21. The majority of this increase

is as result of the following items: 1) \$513,096 General Fund decrease for compression pay for direct care staff. 2) \$729,407 General Fund increase for the pandemic.

Operating expenses increased by \$927,667 in FY 2020-21 mainly due to the pension expense (GASB 68) and increased payroll expenses. In addition, Florence also increased the purchase of personal protective equipment (PPE) due to the pandemic. The Florence leadership team monitors all expenses closely by adjusting monthly operating expenses according to the actual census.

Table A reflects that Florence experienced a decrease in net position of \$974,191 during FY 2020-21.



Letter to Stakeholders



Mindy Montague

Despite an ever-changing world in relation to the COVID-19 pandemic, our Homelake staff continued to provide excellent customer service to our veterans and spouses throughout the entire year.

We were thrilled to be able to coordinate several meaningful resident events this year. First, the *These Hands* project displayed our veterans' and veterans spouses' hands with a sign which identified the hard work and dedication their hands provided throughout a lifetime. This special art project was shared with residents, families, staff, the local community and over 5000 CDHS employees.

Second, the Homelake staff and residents won first place in the OAADS dance competition. The music, set to a very positive and happy song, depicted staff in masks, using socially distant practices, dancing routines with themselves and with the residents. It was an incredible honor to receive the first annual OAADS dance competition trophy and a great way to kick off the year. This traveling trophy will stay at Homelake until the next round of dance competitions in early 2022.

Finally, through our Therapeutic Recreation department, our veterans and staff were able to enjoy a famous Woman in History display depicting residents dressed up like their favorite iconic women leaders. This display was also shared throughout the local community and the media.

On Veterans Day our team had to become creative to coordinate socially distant activities. Instead of our poignant

event, staff conducted a facility parade throughout the entire skilled nursing center and up and down the streets (boardwalk) of the Domiciliary. This brought incredible demonstrations of patriotism, cheering and recognition for all the staff and veterans living at Homelake.

Throughout the entire year, Town Hall meetings were conducted with families. These Town Hall events were excellent sources of information to families, veterans and the community. Families appreciated the open lines of communication and the ability to ask questions of the Homelake staff. Dr. Renée Marquardt, CDHS Chief Medical Officer, Elizabeth Mullins, Division Director, Daniel Webb Deputy Division Director and Jenny Noble, Clinical Director attended these Town Hall meetings to share their expertise, answer questions and navigate attendees towards resources. These sessions provided opportunities to talk about the medical perspective of COVID-19 and communicate the county and state health department perspectives regarding keeping residents and staff safe.

Throughout the pandemic 100% of the veterans have been vaccinated at Homelake. Veterans at Homelake believe in the vaccination and the safety that it can provide not only to them but to those who care for them. It has been another remarkable year at Homelake and it is an honor to serve veterans, veteran spouses and lead the staff at our incredible veterans home.

Mindy K. Montague, N.H.A.

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

FY 20-21 Accomplishments

■ In 2021 Homelake received awards from the Pinnacle who provide the customer, employee and family satisfaction surveys. Homelake received several notable customer service experience awards such as Best in Class for communication from the facility, recommendation to others, admission process, overall customer experience, quality of food, dining services, and nursing services. The Domiciliary received Best in Class for laundry service.



Financial Overview and Analysis: Veterans Community Living Center at Homelake

The Veterans Community Living Center at Homelake operates as a self-supporting enterprise, meaning the revenue received from residents, other third parties and cash surplus must be adequate to cover the expenses of day-to-day operations of Homelake. The State of Colorado does not intend to provide the funds to operate Homelake with exception of partial reimbursement of the indirect costs and compensation for direct care employees.

Table A below provides the summary of revenue and expenses of Homelake for FY 2020-21 as compared to the previous year.

Table A: Veterans Community Living Center at Homelake

VETERANS COMMUNITY LIVING CENTER AT HOMELAKE	FY2019-2020	FY2020-2021	DOLLAR CHANGE	TOTAL % CHANGE
Operating revenues	\$8,976,281	\$8,532,752	\$(443,529)	-4.94%
Operating expenses (less depreciation) *	7,307,430	7,229,110	(78,320)	-1.07%
Depreciation	462,537	442,162	(20,375)	-4.41%
Operating income (loss)	1,206,314	861,480	(344,834)	-28.59%
Non-operating revenues (expenses)	257,487	(66,198)	(323,685)	-125.71%
Capital contributions	29,538	51,924	22,386	75.79%
State transfers	744,952	604,710	(140,242)	-18.83%
Change in net position	\$2,238,291	\$1,451,916	\$(786,375)	-35.13%

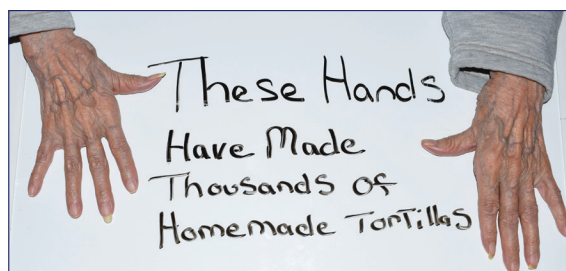
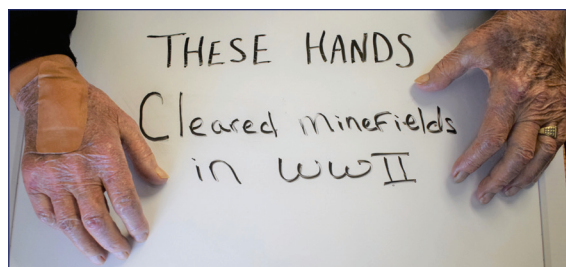
* Note: The operating expenses include the Non-Cash Pension Expense GASB 68 (\$2,123,909) in FY 2019-20 and (\$1,643,430) in FY 2020-21.

Homelake’s operating revenue decreased by \$443,529 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$1,231,298 increase for receiving the funding from HR133 and HR1319 through the U.S. Department of Veterans Affairs. 2) \$1,656,117 decrease for patient revenue due to decreases in census during the pandemic in FY 2020-21. The average occupancy of Homelake’s skilled nursing home was 65.40% which is a 17.90% decrease from FY 2019-20. The average occupancy for Homelake’s domiciliary was 76.0% which is a 16.0% decrease from FY 2019-20. Homelake continues to make efforts to improve the census through increased marketing efforts and staff recruitment initiatives. Homelake’s non-operating revenue decreased by \$323,685 due to the decrease of the interest income and unrealized gain and loss. The State transfers decreased by \$140,242 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$567,049 General Fund decrease for the compression pay for direct care staff. 2) \$464,974 General Fund increase for the pandemic.

Operating expenses decreased by \$78,320 in FY 2020-21 mainly due to the pension expense (GASB 68), increase of payroll expense and decrease of the census during

the pandemic in FY 2020-21. The Homelake leadership team monitors all expenses closely by adjusting monthly operating expenses according to the actual census.

Table A reflects that Homelake experienced a decrease in net position of \$974,191 during FY 2020-21



Letter to Stakeholders



Ashley Trujillo

It has been an honor to be the administrator at Veterans Community Living Center at Rifle since April, 2021. For several years, I have worked in the field of long-term care as a business office manager and regional field controller with experience in accounting, billing and training. It has been a great joy to move back to the Rifle community with my family.

As soon as I started my position, I immediately had the opportunity to jump in and navigate the COVID-19 pandemic with the primary mission of keeping our residents and staff safe.

One exciting milestone for Rifle was the arrival of a new wheelchair bus. Through the Veterans Trust Fund grant, this beautiful upgraded bus replaced two of our old dilapidated buses. This provided an incredible opportunity for our residents to take scenic trips to the local mountains. We are thankful for the opportunity to apply for and receive these funds each year.

In July 2020, one of our veterans, Joe Kasper, 100, was honored both in a TV interview and during the statewide Colorado Centenarian Celebration. Joe was a B-22 crew member with the US Army Air Corps and his unit was one of the first squadrons to bomb on D-Day. It was an honor to watch him interviewed by the local TV station as he shared his experiences from World War II.

Throughout the COVID-19 pandemic, staffing at health-care facilities nationwide experienced challenges. The entire team at Rifle worked hard throughout the year to both retain current staff and hire new, qualified staff.

We are fortunate to have such expansive grounds on our Rifle property. Once again, this spring, summer and fall our residents were able to enjoy outdoor gardening. The large planters, located on several of our patios, provide beautiful gardens both inside and outside of our veterans' home. For the last two summers, many of our residents have enjoyed gardening amongst the beautiful backdrop of the Colorado Rockies. Occasionally, deer will come to the fence area for a special treat for our residents and their visiting families.

Following all local and state healthcare guidelines, we have been able to engage with our local community and bring our residents out for additional community visits, complying with all safety regulations. The Ride program, at a local ranch, allows our veterans to interact with several ranch animals, including horses. These community visits have been extremely meaningful for our veterans, their spouses, and staff, as well as the local community.

Ashley Trujillo, Deputy Director
Division of Veterans Community Living Centers

FY 20-21 Accomplishments

Through partnerships with the community, veterans and volunteers, the Recreation Therapy team worked with the following projects:

- Scored a 98% favorable rating of residents and families who would recommend Rifle to others in the Pinnacle Customer Satisfaction surveys.
- Scored Best in Class highest ratings in the areas of Recommend to Others, Dignity and Respect, Communication and Safety and Security.



Financial Overview and Analysis: Veterans Community Living Center at Rifle

The Veterans Community Living Center at Rifle operates as a self-supporting enterprise, meaning the revenue received from residents, other third parties and cash surplus must be adequate to cover the expenses of day-to-day operations of Rifle. The State of Colorado does not intend to provide the funds to operate Rifle with the exception of partial reimbursement of the indirect costs and compensation for direct care employees.

Below, Table A provides the summary of revenue and expenses of Rifle for FY 2020-21 as compared to the previous year.

Table A: Veterans Community Living Center at Rifle

VETERANS COMMUNITY LIVING CENTER AT RIFLE	FY2019-2020	FY2020-2021	DOLLAR CHANGE	TOTAL % CHANGE
Operating revenues	\$8,904,480	7,718,050	\$(1,186,430)	-13.32%
Operating expenses (less depreciation) *	6,316,606	6,823,152	506,546	8.02%
Depreciation	174,707	173,931	(776)	-0.44%
Operating income (loss)	2,431,167	7,20,967	(1,692,200)	-70.12%
Non-operating revenues (expenses)	31	6,000	5,969	19254.84%
Capital contributions	24,400	39,993	15,593	63.91%
State transfers	784,073	698,161	(85,912)	-10.96%
Change in net position	\$3,221,671	\$1,465,121	\$(1,756,550)	-54.52%

Note: The operating expenses include the Non-Cash Pension Expense GASB 68 (\$4,136,598) in FY 2019-20 and (\$3,809,605) in FY 2020-21.

Rifle’s operating revenue decreased by \$1,186,430 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$602,016 increase for receiving the funding from HR133 and HR1319 through the U.S Department of Veterans Affairs. 2) \$1,787,916 decrease for patient revenue due to decrease in census during the pandemic in FY 2020-21. The average occupancy was 49.8% which is a 21.0% decrease from FY 2020-21. Rifle continues to make efforts to improve the census through increased marketing efforts and staff recruitment initiatives. The State transfer decreased by \$85,912 in FY 2020-21. The majority of this decrease is a result of the following items: 1) \$624,197 General Fund decrease for the compression pay for direct care staff. 2) \$544,437 General Fund increase for the pandemic.

Operating expenses increased by \$506,546 in FY 2020-21 mainly due to the pension expense (GASB 68) and increased payroll expenses. In addition, Rifle increased the purchase of personal protective equipment (PPE) due to the pandemic. The leadership team at Rifle monitors all expenses closely by adjusting monthly operating expenses according to the actual census.

Table A reflects that Rifle experienced a decrease in net position of \$1,756,550 during FY 2020-21.



Caring communities that honor America's heroes!

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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, 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.



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Veterans Community Living Centers