

General, Housing and Military Affairs



V E R M O N T V E T E R A N S ' H O M E

Fulfilling the Promise

OUR HISTORY



VERMONT
VETERANS'
HOME



- Incorporated by the VT Legislature by Act. No. 180 in the Acts of 1884
- In 1887 the property, conveyed to the Board of Trustees by deed of the Trenor W. Park First “inmate” was admitted on May 18, 1887
- Was a self contained working farm for Veterans
- Governed by the Vermont Veterans’ Home Board of Trustees
- Land Owned by The Home’s Board of Trustees

VVH TODAY



VERMONT
VETERANS'
HOME

- A Premier Residential and Healthcare Campus For Veterans, their Spouses/Widows, and Gold Star Parents
- 171 (130 Apr 2015) Bed Skilled Nursing Facility
- 8 Bed Domiciliary “The Dom”/Assisted Living
- 196 State Employees
- Services Provided
 - Short-Term Rehabilitation Physical, Occupational, Speech Therapy
 - Long Term Care
 - Internationally Recognized Memory Care Program
 - Palliative Care
 - Respite Care
 - Outpatient Rehabilitation Services



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Performance Measures

- Pinnacle monthly interview with Veterans, Members and/or family regarding care and services our results compared to other homes across the country 9 best in class awards
- Nursing Home Compare 5 star rating system of Centers for Medicare and Medicaid which compares VVH's performance to other nursing homes across the state.



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PINNACLE Performance Measures



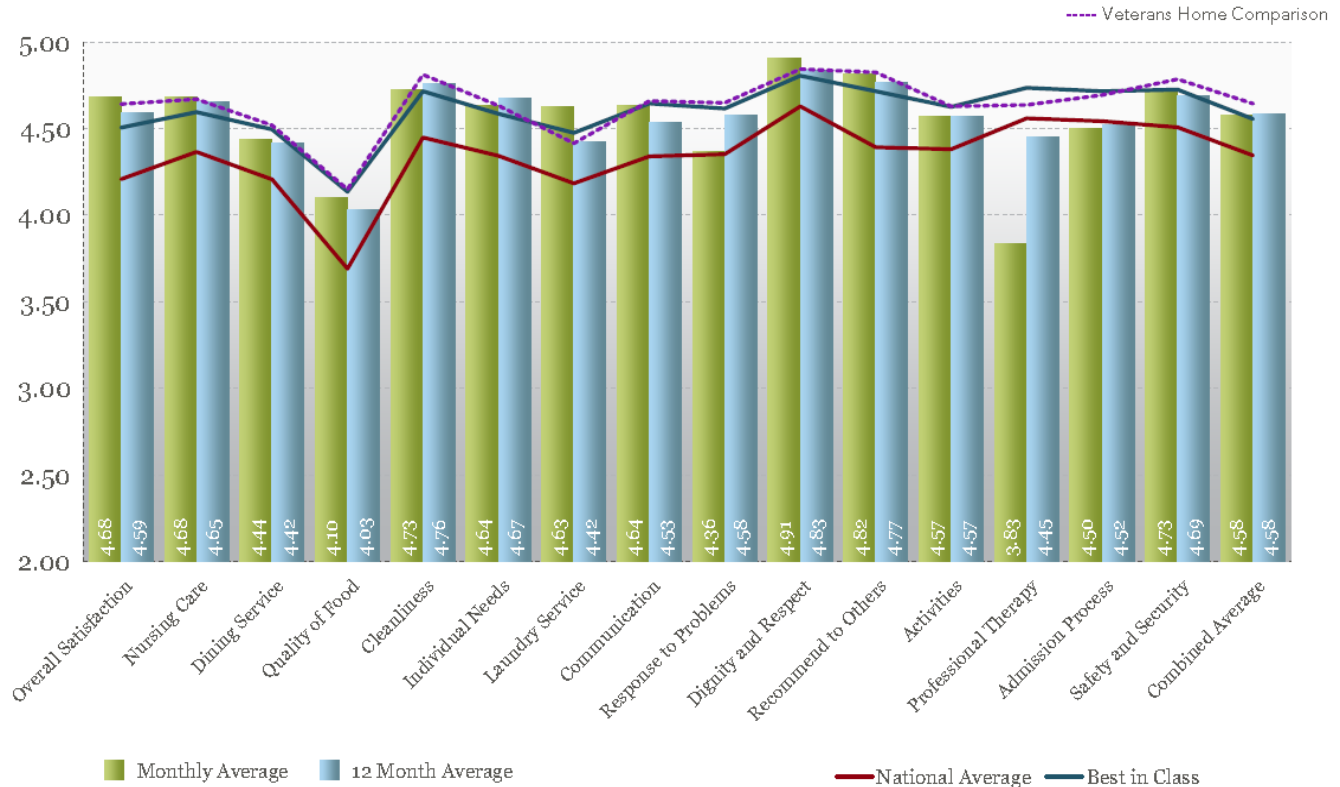
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CUSTOMER SATISFACTION Trends and Comparisons

VERMONT VETERANS HOME

www.pinnacleqi.com



PINNACLE Comments from the past year!



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- “They went the extra mile and then some during the admission process. If I could give them a six out of 5 I would.”
- “She goes to church on a regular basis now, and all the different activities they do keep them busy. It’s outstanding. I think.”
- “The dining service is just great.”
- “They are all hard at work all the time and I noticed that they were thorough in regards to cleanliness I would rate them a 20 out of 5.”
- “There is no better place he could be.”
- “They do accommodate his needs and wants, no question about that. They are very gentle with him and caring.”
- “Every time I’m there someone comes in delivering clothes. I think they do laundry every day. I believe they come in that morning and then deliver it that night . He never runs out of clothes.”

More Comments from the past year!



- “They went the extra mile when it comes to communication.”
- “If there was a 10 I would give them that.”
- “ If I could rate their treatment towards him regarding dignity and respect a six out of 5, I would.”
- “I would tell people that they can’t go wrong with Vermont veterans’ Home because it is a top-notch facility.”
- “It’s a fantastic place. They are very caring and they go beyond what their job is. It’s a wonderful place for Veterans and anyone else.”
- “ It’s a home away from home.”
- “I just think it’s a wonderful place. They have so much to keep them busy during the day and the staff is good. Plus, the food is incredible.”



Performance Measures Continued



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- American Health Care Association Quality Initiative Recognition for:
 - Increasing customer satisfaction by 15% in one year.
 - Decreasing hospital readmissions by 15% in one year.
- Reduced CMS Regulatory Deficiencies
 - **from 30 in 2012 to 8 in 2014**
- <http://medicare.gov/nursinghomecompare/profile.html#profTab=1&ID=475032&Distn=5.5&loc=05201&lat=42.8918357&lng=-73.111356>
- ***CMS 5 STAR RATED*** for Staffing one of five in the state of Vermont as of December 1, 2014
<http://medicare.gov/nursinghomecompare/results.html#state=VT&lat=0&lng=0>
- Medicare/Medicaid Certified
- College Internship Site
 - SVC
 - SVMC
 - SUNY Albany
 - Southern VT Tech
- Local School to Work Site

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8

CMS 5 Star Rating for Staffing



Medicare.gov | Nursing Home Compare
The Official U.S. Government Site for Medicare

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Nursing Home Profile

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General information | Health & fire safety inspections | **Staffing** | Quality measures | Penalties

Staffing ⓘ ★★★★★
Much Above Average

RN Staffing ⓘ ★★★★★
Much Above Average

	VERMONT VETERANS' HOME	VERMONT AVERAGE	NATIONAL AVERAGE
Staffing ⓘ ★★★★★ Much Above Average			
RN Staffing ⓘ ★★★★★ Much Above Average			
Total Number of Residents	127	72.8	87.5
Total number of licensed nurse staff hours per resident per day	2 hours and 11 minutes	1 hour and 44 minutes	1 hour and 40 minutes
RN Hours per Resident per Day	1 hour and 19 minutes	57 minutes	50 minutes
LPN/LVN Hours per Resident per Day	52 minutes	47 minutes	50 minutes
CNA Hours per Resident per Day	2 hours and 29 minutes	2 hours and 31 minutes	2 hours and 28 minutes
Physical Therapy Staff Hours per Resident per Day	2 minutes	8 minutes	6 minutes

[How to Read Staffing Chart](#) | [About Staff Roles](#)

Population Profile

- The Home's Veterans:
 - Average Age 82
 - Youngest 45
 - Oldest 93
 - Males 104 Females 27
 - 106 Veterans, including 2 Women
 - Represent all branches of the Military
 - World War II 36
 - Korea 24
 - Vietnam 32
 - Gulf War 3
 - Peacetime 11



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2016 Challenges



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- Meeting The Home's Financial Goals
 - High percentage of budget fixed costs
 - Little room to cut expenses
 - Reimbursement does not cover actual costs
 - Cost saving measures have limited impact on the budget
 - Spending in line with average Daily Census
 - Reviewed all Contracted Services to identify cost saving measures
 - Decreased Daily Census
 - Increased Marketing Efforts
 - Accounts Receivable Issues
 - Limited ability to admit those without secure payor source
 - Non-paying Veterans referred to legal counsel to assist with collection process
 - Labor Costs
 - FY 13 Call out Rate 9.48%
 - Current FMLA use 21.31%
 - Recent reclassification of RNs and LPNs added an additional unexpected expense of \$186,000 to our budget
 - Location – Distant from majority of Vermont population

Where our VVH Veterans and members originate



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Distribution of Vermont Residents at the Vermont Veterans' Home



Challenges Continued



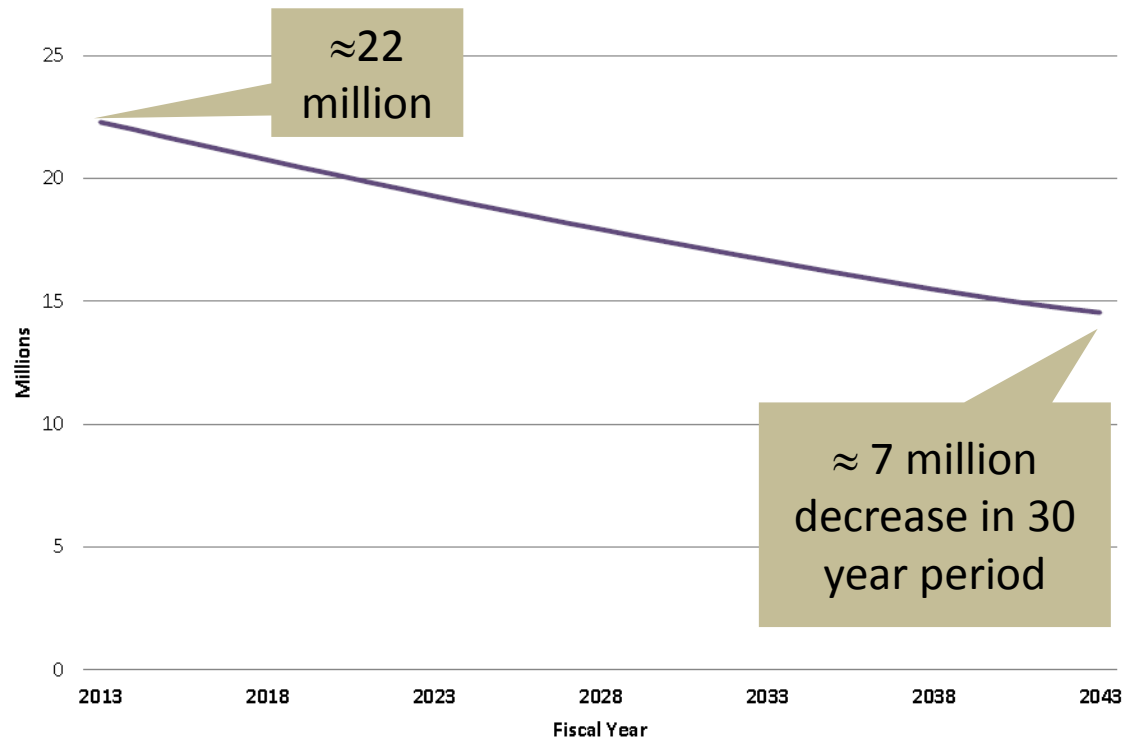
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Challenges Continued



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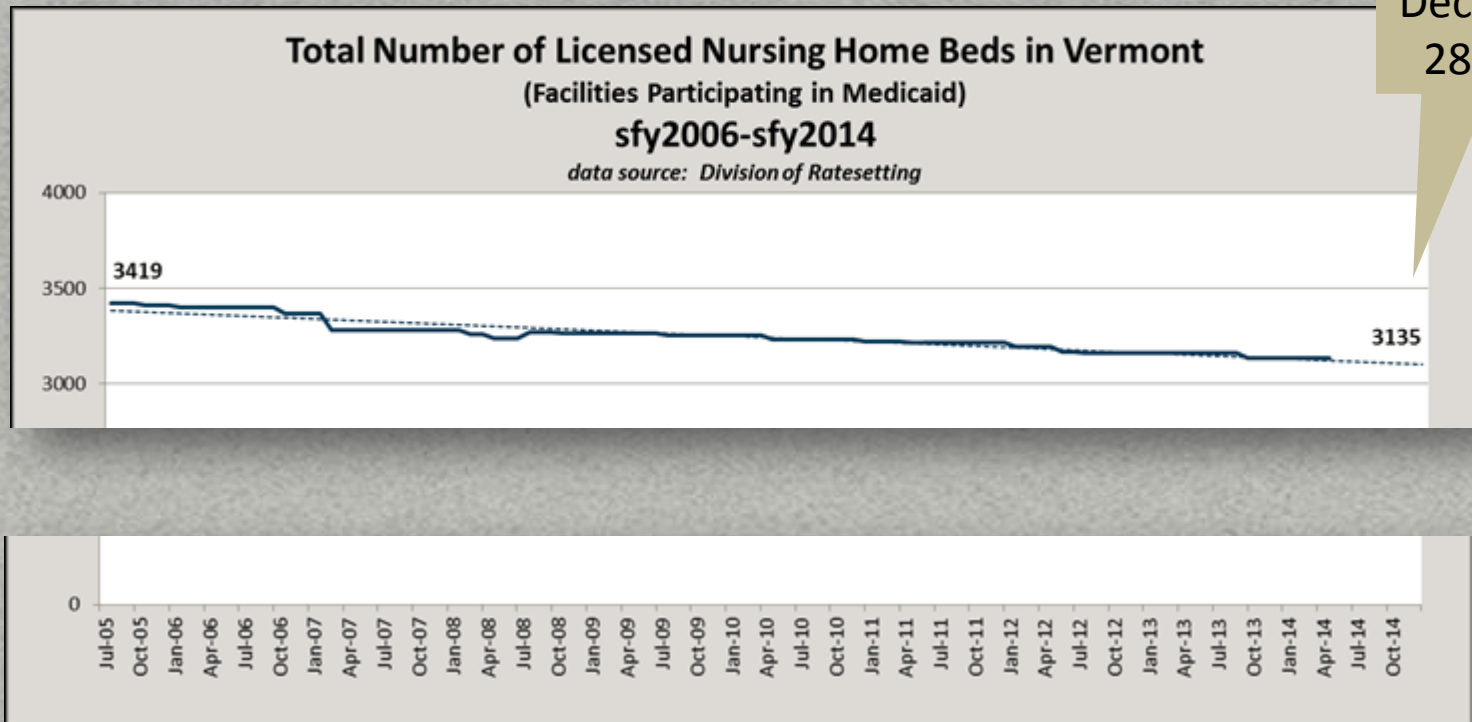
Projected Veteran Population 2013 to 2043



Source: Office of the Actuary, Veteran Population Projections Model (VetPop2014), Table 1L



“While one goal of Choices for Care is to ‘shift the balance’, another goal is to ensure continued access to an adequate supply of high-quality nursing homes. The number of nursing home beds in Vermont has decreased:”



Budget Assumptions



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Revenue

- Based on an average daily census (ADC) of 125
- Room Rate increase March 1, 2015
- Private Room \$328 Semi Private \$308 per day
- Vermont Medicaid Daily Rate of \$245
- Average Medicare Daily Rate \$382
- Service Connected VA Daily Rate \$393.49
- VA Stipend daily Rate \$102.38



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Budget Assumptions



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Revenue Challenges:

- Ensuring medical documentation reflects care and services provided so to collect proper reimbursement.
- Collection of Private Pay Accounts, perception that care should be free.
- Ensuring Veterans and Members maintain their appropriate payor source.



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Budget Assumptions



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- **Expenses:**
- 84% of Budget Fixed Costs
 - 72.5% Salary and Benefits
 - 4.3% State Allocations
 - 4.2% Utilities
 - 2.9% Bed Tax

- **Expense Challenges:**

- Limited ability to reduce costs
- 21.31% of staff has FMLA resulting in high call out rate, increased overtime, need to use agency staff
- Increase need for 1 to 1 supervision of Veterans based on their acuity and safety of others
- Costs associated with ongoing maintenance of the facility
- High Worker's Compensation Costs (\$902,962)



Cost Cutting Measures



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- Leveraging Group Purchasing with Vermont approved vendors
- Monthly Budget reconciliation by Department Heads
- Not filling all empty positions
- Discontinued use of Agency Nursing
- Reduction in Overtime from 2000 hours a pay period to 400 hours just in nursing alone
- Reduction in Contracted Services hours for Dietician and Nurse Consultant
- Use of State Vehicle vice rental car or personal mileage
- Reduction in overnight travel

Increased exposure to the public



- Marketing
 - Image & Branding
 - Building relationships with discharge planners
- Hitting the Trail
- Use of Facilities
- New Deer-23
- Public Service Announcements
- Public Television
- Press-improved public image
- Open Houses
- Weekly visits to Discharge Planners



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Community Events



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We have heightened our community outreach by hosting several Events on our Campus. These events have brought VVH tremendous Press, good will, and support from the community.

Valor Program- an educational opportunity open to the public and our Veterans. Local colleges have teamed up to present lessons and programs of interest at VVH. Williams, Southern Vermont, and Bennington College have participated thus far.

Summer Concert Series- Two concerts were held this past summer on our front lawn, Many from the local community and surrounding area attended. Many expressed hope we will continue next summer.

Father's Day Car Show- Estimated over 1000 attend this event, many said they were Visiting the Campus for the first time in their lives.

Pow Wow- Next August VVH is hosting a Native American Pow Wow on our front Property. The event will be dedicated to the Veteran. Thousands attend these Pow Wows annually. (formerly in Western Ma.)

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Marketing Information

The Vermont Veterans' Home has a detailed marketing plan to help increase and sustain census. It was prepared by the Skoug Group at a cost of \$25,000 (paid for by the Board of Trustees). Full implementation would require approximately \$350,000, thus because of funding VVH has not implemented

the complete plan. VVH has identified and is executing those portions that can be supported through the current budget.



Branding & Marketing Material of the Vermont Veterans' Home

VVH Branding



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© Photography By Tim Hunt

Questions.....



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HOME

Melissa Jackson: CEO/Administrator

Colonel Al Faxon: COO/Deputy Administrator

Director of Nursing Services-Christina Cullinane

Activities Supervisor- Michele Burgess

Financial Director -Steven McClafferty

Environmental Services Director –Jon Endres

Food Services Supervisor- Cindy Rankin

Social Services Chief-Christina Cosgrove

Director of Marketing & Admissions – Gary Yelle

Gary.Yelle@state.vt.us (802) 447-6539



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