

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

VVH



- A Premier Residential and Healthcare Campus For Veterans, their Spouses/Widows, and Gold Star Parents
- 130 Bed Skilled Nursing Facility
- 8 Bed Domiciliary “The Dom”/Assisted Living
- 190 State Employees
- Services Provided
 - Short-Term Rehabilitation Physical, Occupational, Speech Therapy
 - Long Term Care
 - Internationally Recognized Memory Care Program
 - Hospice/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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PERFORMANCE MEASURES CONTINUED



- **Deficiency Free State & VA !**
- Improved CMS overall Star Rating from 1 to 3
- **CMS 5 STAR RATED** for Staffing one of five in the state of Vermont as of December 1, 2014
- 10 Pinnacle Customer Service Awards
- **Medicare/Medicaid Certified**
- **Presented Best Practices**
 - National Conference
 - VA
 - Conference Calls and Visits

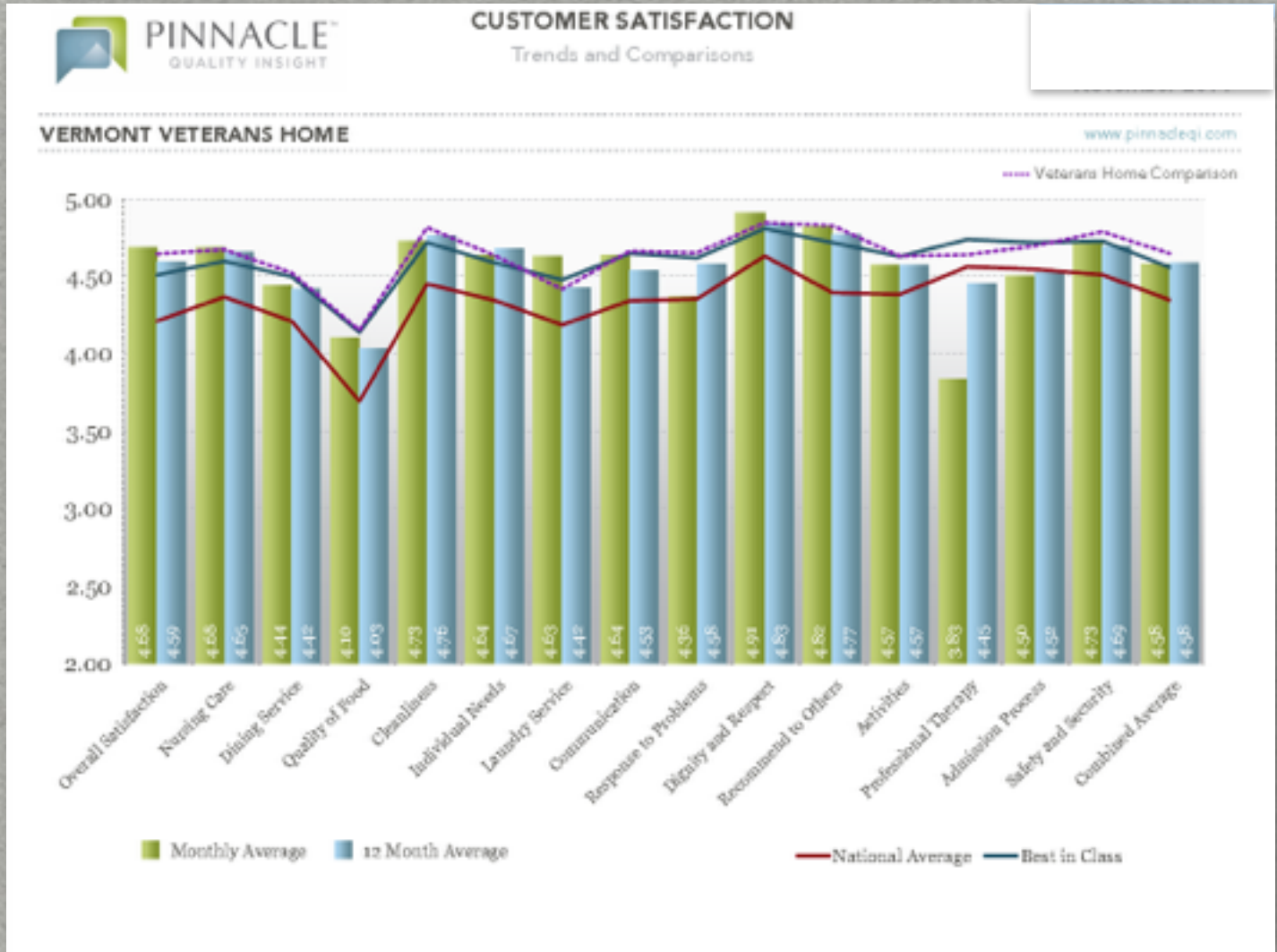


Father's Day Car Show

- **College Internship Site**
 - SVC
 - SVMC
 - SUNY Albany
 - Southern VT Tech
 - Medical Residency
- **Local School to Work Site**

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PINNACLE PERFORMANCE MEASURES



PINNACLE COMMENTS FROM THE PAST YEAR!



- Whenever we go we always go unannounced. We never tell them we're coming & we always find him happy & well-cared for.
- I appreciate that they call so often. I get calls from so many people. That is one of the best things about them.
- What do I appreciate? Oh my where do I begin? Their care is excellent.
- I appreciate that they made him feel at ease.
- As far as the care goes I think that the employees there really go the extra mile. They are very personal in their care & they are very considerate. I have been very, very pleased with the day to day care that he gets.
- The staff is very nice to him. He often comments about how nice the staff is. He seems to like the facility, but he particularly likes the staff. They seem to like him as well, so it's a very nice relationship. They've all been very nice, & I've dealt with a couple of nurses, the social worker and his doctor. I've liked all of them & I know he does too. He really seems to like everyone there. He really hasn't complained about anything.
- I appreciate the level of care & love that they showed.
- I appreciate the quality of care. It seems as though everyone is on the same page, so the quality of care is exceptional
- I appreciate the very caring staff that take care of him. They are very approachable & they are very kind. They go the extra mile.
- I appreciate that the people who work there are very caring & compassionate. Even the cleaning people, if his buzzer is on they will say, what can we do for you or how can we help. If he needs a glass of water & nobody else is around to get it, they will go get it & bring it to him. I think that is rather unusual.

CMS 5 STAR RATING FOR STAFFING



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

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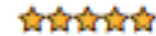
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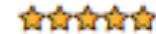
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[Staffing](#)
[Quality measures](#)
[Penalties](#)

ffing ⓘ



Much Above Average

Staffing ⓘ



Much Above Average

| | VERMONT VETERANS' HOME | VERMONT AVERAGE | NATIONAL AVERAGE |
|--|------------------------|------------------------|------------------------|
| Staffing ⓘ | | | |
| | | | |
| RN Staffing ⓘ | | | |
| | | | |
| 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](#)

Promise

NURSING HOME COMPARE PERFORMANCE MEASURES




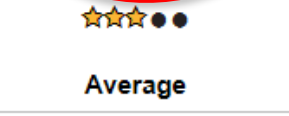
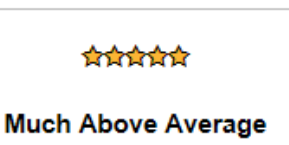
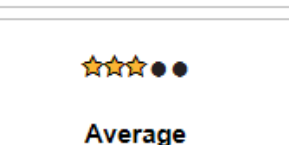
Medicare.gov | Nursing Home Compare
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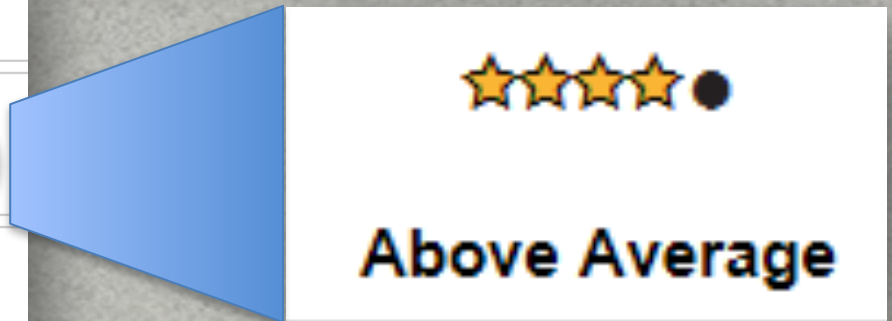
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Nursing home profile

| Star rating summary | |
|---------------------|---|
| Overall rating ⓘ |  Above Average |
| Health inspection ⓘ |  Average |
| Staffing ⓘ |  Much Above Average |
| Quality measures ⓘ |  Average |



In any business, this would be called a “successful turnaround”

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POPULATION PROFILE

- The Home's Veterans:

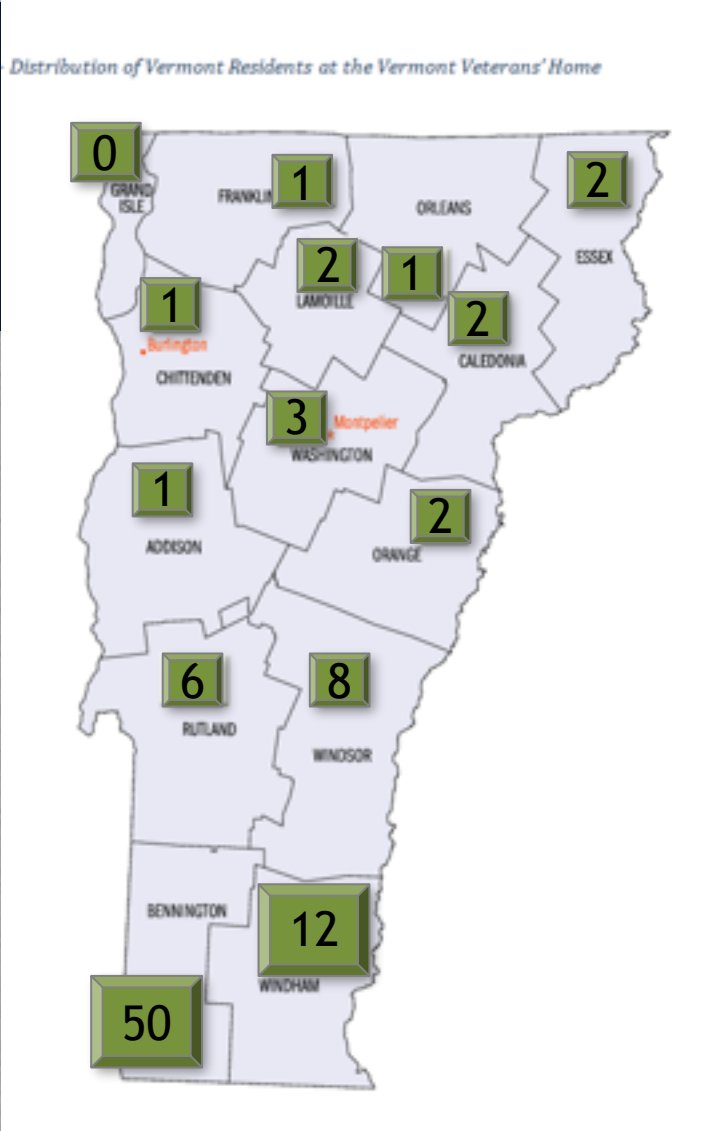
- Average Age 80
 - Youngest 46
 - Oldest 98
- Males 100 Females 25
- 102 Veterans, including 3 Women
- Represent all branches of the Military
- World War II 25
- Korea 25
- Vietnam 34
- Gulf War 4
- Peacetime 14



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WHERE OUR VVH VETERANS AND MEMBERS ORIGINATE



CHALLENGES CONTINUED



WORKING GROUP REPORT PREVIOUS REPORT RECOMMENDATIONS



VERMONT
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State Auditor's Report Jan 99 to April 99

1. Past 10 years there has been little to no involvement in the Home by AHS.
2. When Home needed contract administrators in the past this contract originated with AHS.

State Auditor's Report 2005

1. In 2014 the Board developed an education program.
2. At least 2 Board Member attend the Home's QAPI meetings.
3. Home has established Core Values.

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WORKING GROUP REPORT PREVIOUS REPORT RECOMMENDATIONS



4. Background checks are completed all on new hires, contracted staff and volunteers.
5. Code of Conduct reviewed regularly.
6. Board has their on Concern, Complaint, & Compliment form and Ombudsman Committee.
7. Board Members make unannounced visits to the Home to meet with residents, staff, family members, and vendors.
8. The Home follows the State's Whistleblower Policy.
9. The Board has a Finance Committee and annual audit results are provided to this group for review.
10. The role of the Board is reviewed during Board Educational Retreats and as needed.

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WORKING GROUP REPORT PREVIOUS REPORT RECOMMENDATIONS

11. The Board seeks out Best Practices to be included in their educational sessions as needed.
12. Informal MOU exist with BGS and HR.
13. BGS' role in engineering and construction projects at the Home are not in the Boards By-Laws. Included in Statute: 20 V.S.A Chapter 84 §1720.

2012 Long Term Care Task Force

1. The Home is not currently looking to open an additional Home in the northern part of the State.
2. Several private nursing facilities have provider agreements with the VA.



WORKING GROUP REPORT PREVIOUS REPORT RECOMMENDATIONS



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HOME

“The Pulling Report”

1. The Deputy Administrator became the Chief Operating Officer and the Administrator became the CEO. They are not members of the Board.
2. Turn around plan was developed by the current management team with input from a nursing and financial consultant.
3. 4 additional positions were made exempt.
4. Turn around plan included the areas listed by Mr. Pulling. Nursing schedule changes continue.
5. The State Administration did not support changing the governance of the Home to the “Maine Model”.

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WORKING GROUP REPORT PREVIOUS REPORT RECOMMENDATIONS

Secretary of Administration's 2014 Report

1. Operations were realigned to reflect recent census trends.
2. Licensed bed reduced from 171 to 130.
3. Staffing reduced to be in line with 130 beds. 5 positions RIFed 12 open positions “given up”.
4. Semi-private rooms to private rooms.
5. Dedicated revenue stream has not been identified at this time.

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HOME

GLOBAL COMMITMENT FUNDS



What are they:

A Section 1115 Medicaid Wavier allows the State to restructure its Medicaid program while imposing a cap on the amount of federal Medicaid funding available to Vermont.

Why can't they be increased:

The Section 1115 Medicaid Wavier in conjunction with another long-term care wavier means there is a fixed dollar limit on the amount of funding available.

The Home cannot receive more than it's actual cost of care between Medicaid revenue and Global Commitment Funds.

Previous years the Home exceeded this and had to pay back the overage.

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ADDITIONAL USE CHALLENGES

- Use of the facility for other than State Veterans' Home Services:
 - Jeopardizes past, current and future VA construction grant funding
 - repay grant funding for areas no longer used as a State Veterans' Home
 - Projects awaiting funding may need to be modified to reflect square footage no longer State Veterans' Home.
 - Facility wide projects will have an increase in State share to account for square footage not longer a State Veterans' Home.
- Loss of State Veterans' Home Status if more than 25% of residents are not Veterans.
 - \$3.2 million in VA funds.
 - Only State in the Country without a State Veterans' Home

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ADDITIONAL USE FOR PROPERTY

- Would require additional construction
 - Funding would not be available through the VA.
- Services would not be provided in population center for the State.
- Would require additional additional general funds to support new services.
- New services would generate revenue to support their activities and not the Veterans' Home



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WORKING GROUP THOUGHTS

- Based on the CEO's participation in this group the following observations were made:
 - The State needs to determine if they want a Veterans' Home.
 - Members of the group understood the importance of the Home to our Veterans and the State.
 - If the State determines they want a Veterans' Home continue funding and governance decisions need to be made.
 - Report recommendations need in-depth review which is outside the expertise of the Working Group.
 - The Working Group recommendations are not any different than those of the previous reports on the Home.
 - A decision on the Home and its future needs to be made.



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CEO'S THOUGHTS

- State has an obligation to care for its Veterans.
- Vermont prides itself on its military history.
 - Displays outside of the House Chambers.
- How the Home is funded and governed is a decision that must be made by the Legislature.
 - To conduct additional reports will result in the same outcomes as previous reports.
 - Focus needs to be on investigating the recommendations provided to determine what is best for Vermont and our Veterans.
- The need for caring for our Veterans will increase over time.
 - Vermont National Guard.

WHY IS A VETERANS' HOME IMPORTANT?



Kathleen Praetorius
PO Box 1266
Manchester Center, Vermont 05255

November 9, 2015

Dear Ms. Jackson,

I read in THE BUZZ WORD you are looking to get feedback about the uniqueness of The Vermont Veterans' Home. My father was recently one of your residents. My mother and I are always talking about Dad and his time living there and we are constantly remembering the little and big things that so impressed us. We cringe to think about what Dad's final months would have been like if he had not been living at the home.

Prior to Dad's placement, the VVH was just an interesting building with pretty flags outside or an article in the paper to read. It took his residing there for us to see what an amazing place it is and all that it offers to those who have given so much for our country. Seeing the range of veterans gives one a new appreciation of those who have served in our military. When talking about Dad to others, we share our experiences and praise the care he was given in every way.

Enclosed you will find some the reasons we found the Veterans' Home such a special place. We hope the legislature sees the need and has the wisdom to fund the home to maintain its level of excellence. Our veterans have earned it.

Sincerely,

A handwritten signature in black ink that reads 'Kathleen Praetorius'.

Kathleen Praetorius

WHY IS A VETERANS' HOME IMPORTANT?



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The Vermont Veteran's Home

A Special Place

My father was recently a resident at the home for 3 months and it changed our lives. Sadly Dad passed away at the end of June, but his last three months were filled with good times greatly outnumbering the difficult ones. The loving care he received helped him deal with the challenges he faced every day.

Dad was 91 years old, suffering from COPD and dementia. He was living at home with my mother. On a rainy day, Dad went out to get the mail. He fell and broke his hip socket in many places and his femur as well. Amazingly he made it through surgery and went to a local rehab facility. Dad was doing well, but in January he tried to walk unassisted and fell. There was a new femur break and 6 weeks of two person assist. Depression set in big time and the dementia ran wild. Dad lost a great deal of his ability to find words and his communication skills were limited. His frustration overwhelmed him. Dad also developed aspiration risk. Things were spinning out of control. We met frequently with the administration and felt his needs were not being met. They viewed him as a long term care patient and gave up on his therapies.

Dad wanted out of the rehab center and felt he was going to die if he stayed there. Spring was coming and we knew a change was needed. Dad, Mom and I had previously visited the Veterans' Home and so off the family went again to see Gary Yelle and discuss Dad's needs. Gary gave us hope; something we were in short supply of. We were impressed with all the services that could be offered, but more importantly had an overwhelming feeling of warmth, friendliness and kindness that flowed throughout the building. We loved the grounds and knew Dad's wish to see the summer had a chance of being fulfilled in this new setting.

Dad was placed in the dementia unit (Brandon), which was scary and upsetting for him, but turned out to be a blessing. The quality of his care by everyone was amazing. He was treated with dignity and respect and felt valued as a person again. The staff took time to talk with him and find out about his life. He had his identity and his dignity back. Constant assessment resulted in many services being started and Dad was able to set his own goals in some instances. The staff that supplied Dad with his therapies knew how to relate to a stubborn, independent person like Dad. They got the best out of him. In time he was talking again, walking with assistance, socializing, and enjoying the activities. He got to have a garden and enjoyed the beautiful spring with the sunshine of his face. Dad had some control over his life again.

During this entire time, Dad was not the only recipient of the Veterans' Home support. His family could not have gotten through everything without the kindness, reassurance, and guidance of Dr. Salizar, the nurses and the home's staff. Everyone made a difficult time less stressful.

Sadly, Dad passed away at the end of June. He had been taken to the hospital on a weekend due to recurring pneumonia. After heart wrenching discussion with doctors and Dad himself, it was decided

that Dad wanted to fight the illness with just his body. His only wish was to go back to his home and "his girls" – the Veteran's Home and his nurses.

Attached you will find some of the specific reasons why we found the Vermont Veterans' Home such a special place for Dad. You enabled us to make many fond new memories with him which we will cherish.

Kathleen Praetorius on behalf of the Praetorius Family

November 9, 2015

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WHY IS A VETERANS' HOME IMPORTANT?

The Vermont Veterans' Home



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- There is a real sense of community in which everyone watches out for and cares about each other and is treated with kindness and respect-residents and staff alike. As you walk the halls you can feel it.
- The professionalism of the staff in handling the difficult situations some residents present.
- The nursing staff treated delicate personal needs in such a way that the residents' dignity was always respected.
- The opportunity to be among peers and share the experience of being a veteran. For Dad, it provided an anchor on bad dementia days.
- The helpfulness of the admission office and the business staff in completing paperwork and taking care of financial details so that the family's time and energies could be focused on their loved one.
- The flexibility of the staff, so that family time was the priority. The unrestricted visiting hours made life more natural.
- The ratio of nursing staff to residents enabled Dad's needs to be met efficiently and quickly. In the previous facility there were times when the floor was understaffed resulting in long wait times.
- The range of services offered and the constant monitoring by the providers to reassess and modify goals. Dad was able to have input and express what he wanted and needed, as was his family.
- The immediate addressing of psychological crisis. When extreme depression hit, Dad was able to see the doctor, psychologist or social worker immediately. In the previous facility he had to wait 2 weeks to see a psychologist.

- The frequent and open communication between the staff and our family. My mother and I were kept apprised of any concerns and our input was sought to better understand Dad.
- The approach of redirection and talking to calm agitation rather than medication was something we greatly appreciated.
- The variety of activities offered encouraged Dad's socialization. They also provided us with many opportunities to join him in the experience. This built wonderful memories and kept him a part of our family life.
- The care that is taken in maintaining the building and grounds make it a pleasant place to spend time. Dad loved feeding the deer and fish and sitting in his wheelchair on the porch or patio/garden.
- The unlimited support of the family through what was a very difficult time. The staff always had time to answer our questions or hear our concerns. Dr. Salazar and the nurses prepared us as best as they could, for Dad's failing health and the decisions which would have to be made.
- The immediate follow through when a priest's visit was requested. Father Holden brought us great comfort.
- The most amazing memory is that the night before Dad died, many nurses came in before they left to say "good night" to him. He never felt alone and uncared for.
- The Veteran's Home remains a part of our family and always will. Visiting and talking with staff helps ease the loss.



Community Events



VERMONT
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HOME

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 VT Williams, Southern Vermont, and Bennington College have participated thus far.

Summer Concert Series- Two concerts were held this past summer on our front Property. Many from the local community and surrounding area attended. Many expressed interest and 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 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.



VVH Branding
←

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QUESTIONS.....



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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