

# 2020 Budget Brief



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

*Fulfilling the Promise*

**An Agency of the State of Vermont**

It all starts with the  
Promise

- At the Vermont Veterans' Home
- **Governor Scott's Priority Initiative-**
  - **We Protect Vermont's most Vulnerable Heroes by providing 46,416 days of care last year**



*Fulfilling the Promise*

# It all starts with the Promise



VERMONT  
VETERANS'  
HOME

- The State of Vermont Fulfills the Promise, it is our turn to ensure their service is not forgotten.
- They answered the call and defended our Country, for that reason, our staff at the Vermont Veterans' Home is here for them.
- This is their Veterans' Residential Campus.
- This is their home.

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.



*Fulfilling the Promise*

# It all starts with the Promise

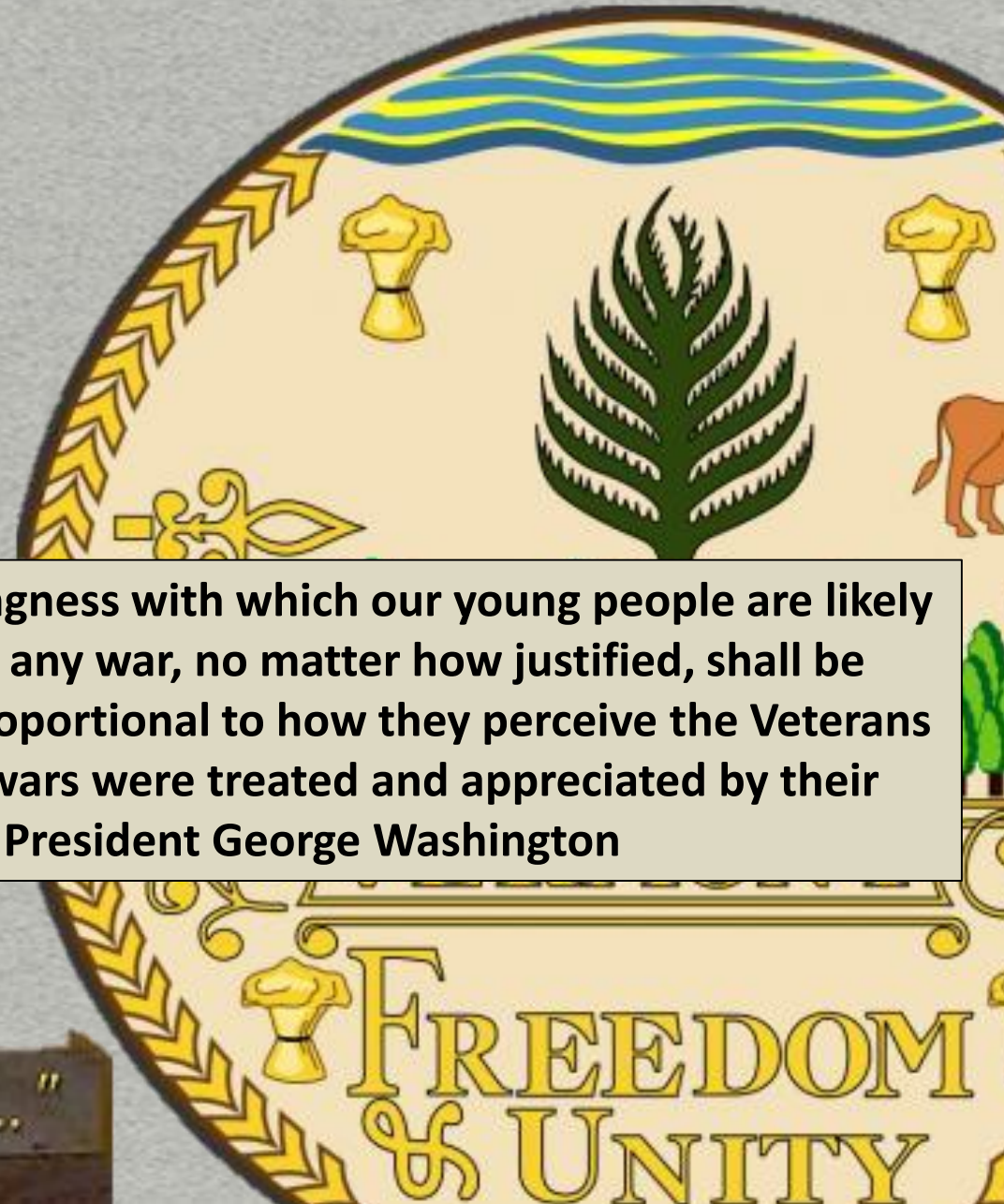


VERMONT  
VETERANS'  
HOME



**"It's about how we treat our veterans every single day of the year. It's about making sure they have the care they need and the benefits that they've earned when they come home. It's about serving all of you as well as you've served the United States of America." –President Barack Obama**

**"The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the Veterans of earlier wars were treated and appreciated by their nation." -- President George Washington**



*"To care for him who shall have borne the battle..."*

PRESIDENT ABRAHAM LINCOLN

# OUR HISTORY

- 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



# Vermont Veterans' Home Budget FY 20 Government Funding

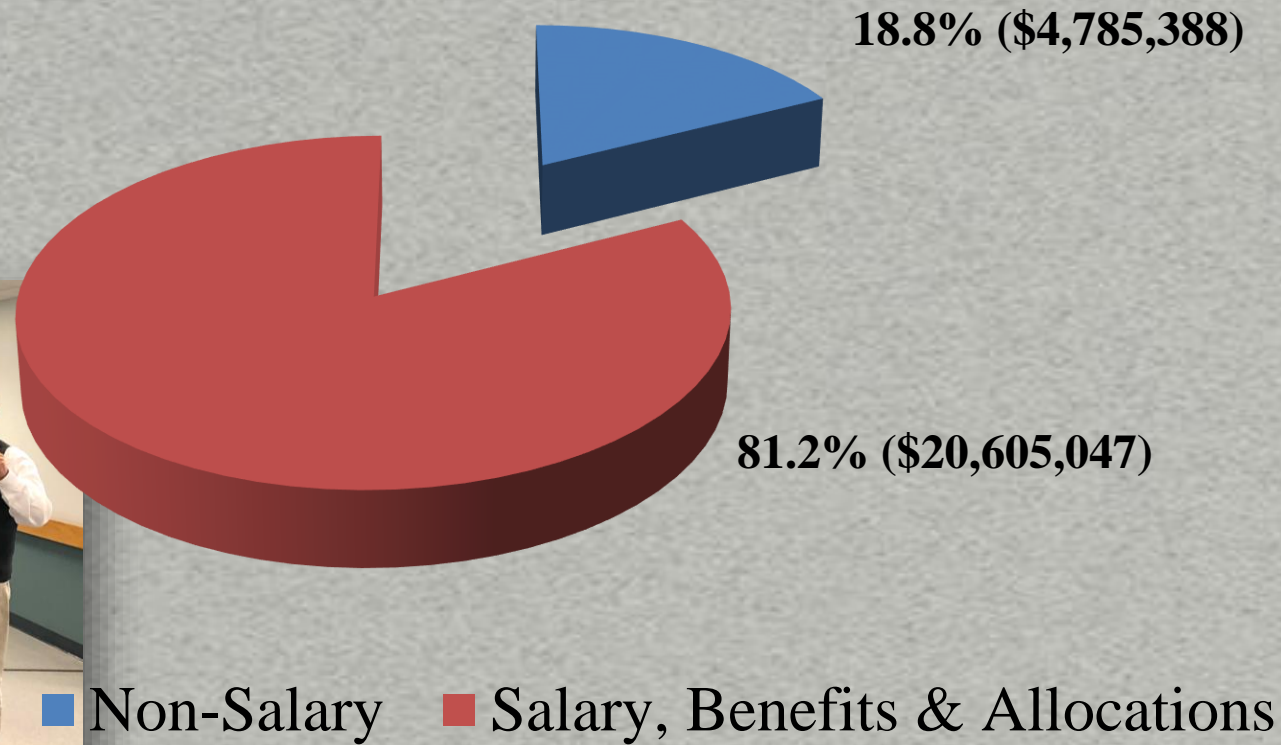


<u>Government Funding</u>		<u>% of Expense</u>
General Fund	\$ 345,783	1.4%
	\$ 345,783	1.4%

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

# Vermont Veterans' Home

## Budget support request FY20 Cost Percentages



VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

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# Requested support from the State of Vermont for Budget FY 20



**FIXED COSTS....NO Control over these 81.2%**

**Collected Revenues account for 84.3% of total budget**

**Minimal Control over 18.8%**

<u>Operating Expenses</u>		<u>% of Total</u>
Salaries	\$ 11,475,660	45.2%
Overtime	834,373	3.3%
Benefits	<u>6,098,793</u>	<u>24.0%</u>
<b>Sub Total Salaries &amp; Benefits</b>	<b>\$ 18,408,826</b>	<b>72.5%</b>
Medicaid Tax	\$ 639,470	2.5%
Utilities	915,300	3.6%
State Allocations	<u>641,451</u>	<u>2.5%</u>
<b>Sub Total Tax &amp; Allocations</b>	<b>\$ 2,196,221</b>	<b>8.6%</b>
<b>Total Salary, Benefits &amp; Allocations</b>	<b>\$ 20,605,047</b>	<b>81.2%</b>
<u>Non-Salary Expenses</u>		
Food	\$ 547,345	2.1%
Other Operating	<u>4,238,043</u>	<u>16.7%</u>
<b>Sub Total Non-Salary</b>	<b>\$ 4,785,388</b>	<b>18.8%</b>
<b>Total Operating Expenses</b>	<b>\$ 25,390,435</b>	<b>100.0%</b>
<b>Gain (Loss) from Operations</b>	<b>\$ <u>(345,783)</u></b>	

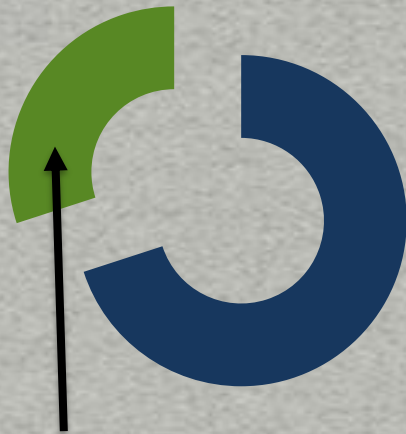
Other Operating Expense Examples: Drugs, Physician Fees, Contracted Rehab Service, Medical Supplies, Maintenance Supplies, Repairs, Advertising, Telephone, IT supplies and Audit.



# We collect approximately 98 cents out of every Dollar required

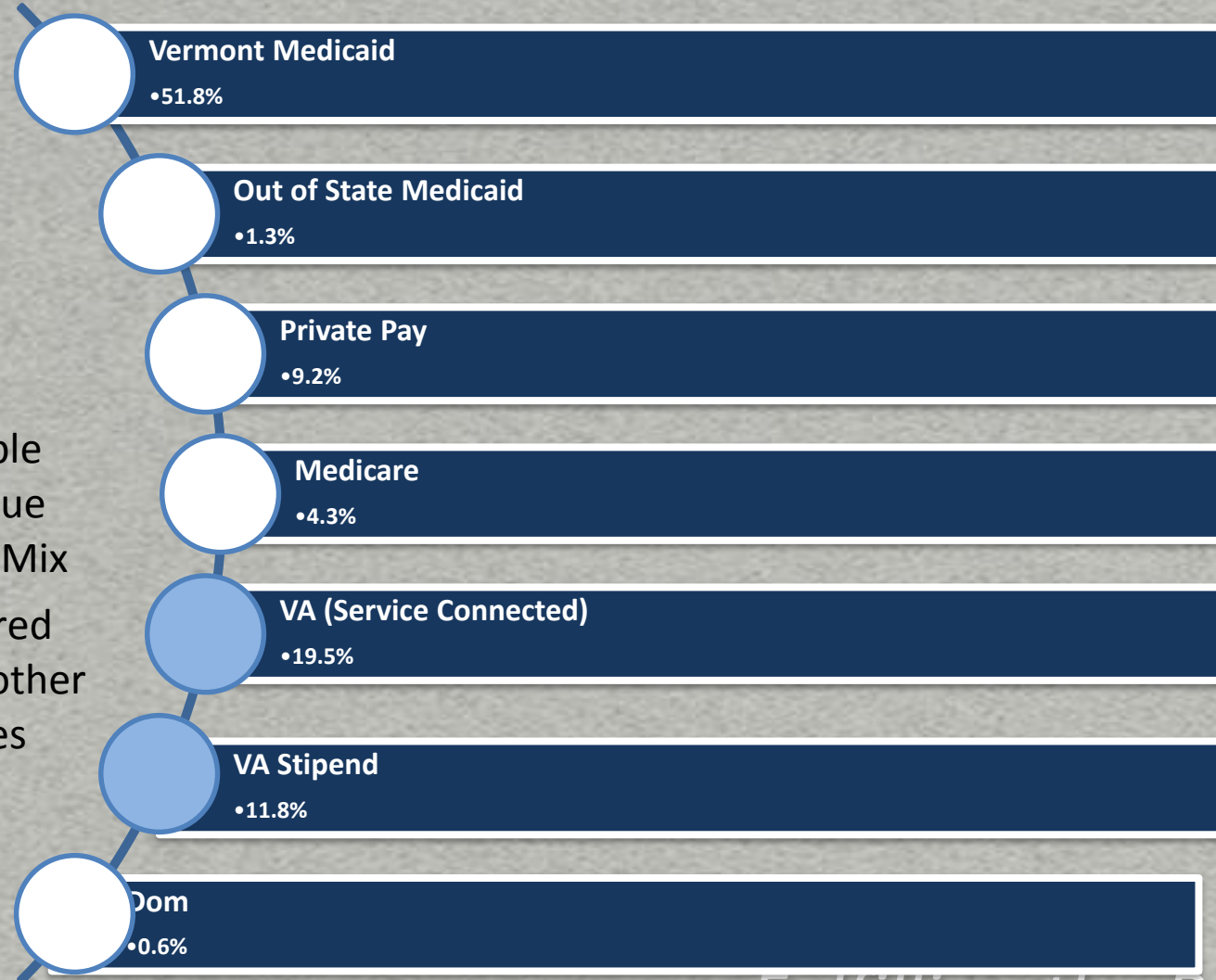


## Budget



- Example Revenue Payer Mix
- Required from other sources

Gap between Revenues & Expenses requiring funds



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Salary and  
Non-Salary  
Budget  
History  
Comparison  
FY17 to FY20



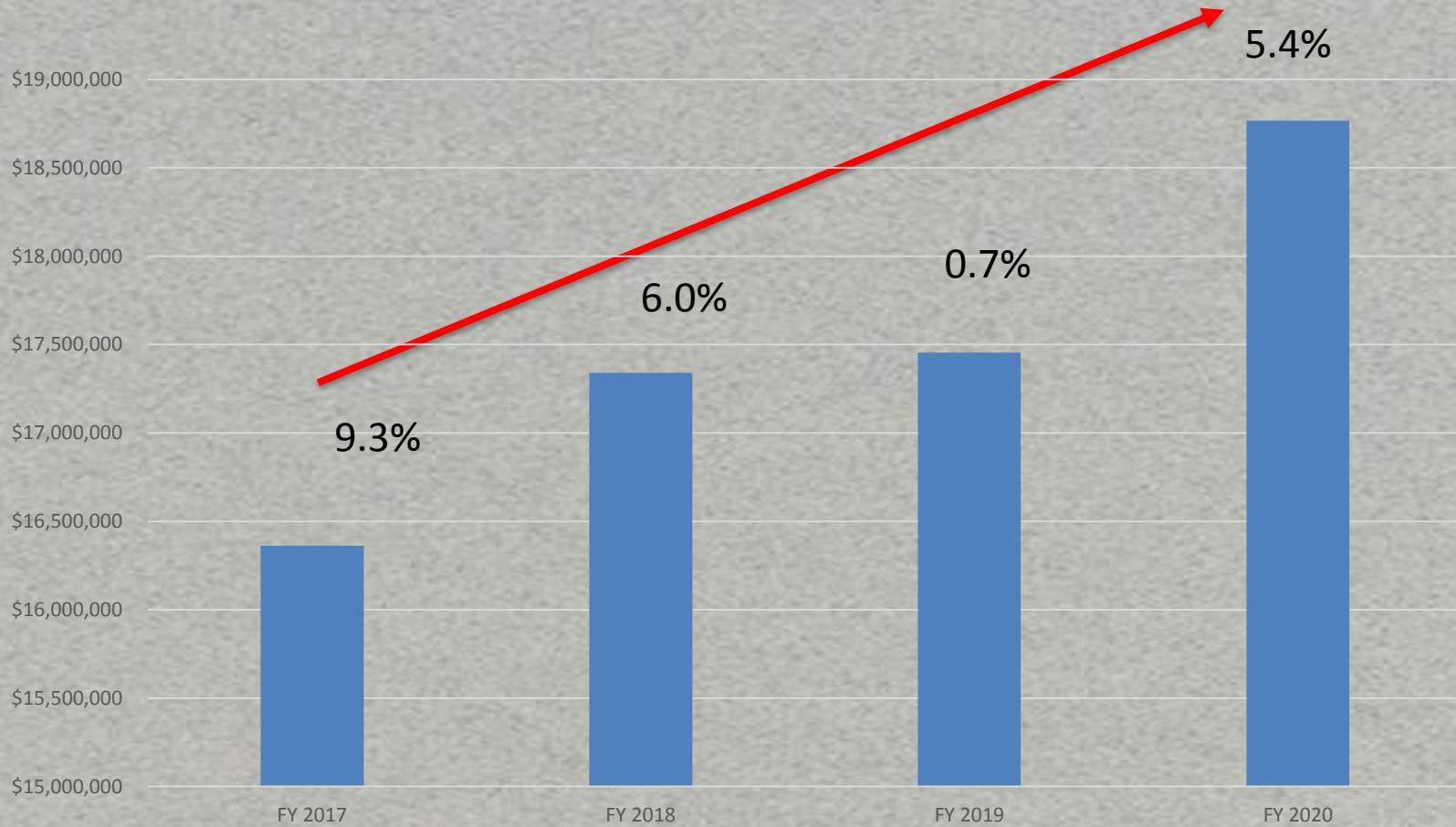
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>Increase</u>
Salary & Benefits <span style="color: red;">↑</span>	\$ 16,362,664	\$ 17,340,073	\$ 17,454,845	\$ 18,408,826	12.5%
Non-Salary <span style="color: blue;">↓</span>	<u>6,003,203</u>	<u>6,087,334</u>	<u>6,251,305</u>	<u>6,981,609</u>	<u>16.3%</u>
Total Budget Request	\$ 22,365,867	\$ 23,427,407	\$ 23,706,150	\$ 25,390,435	13.5%

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

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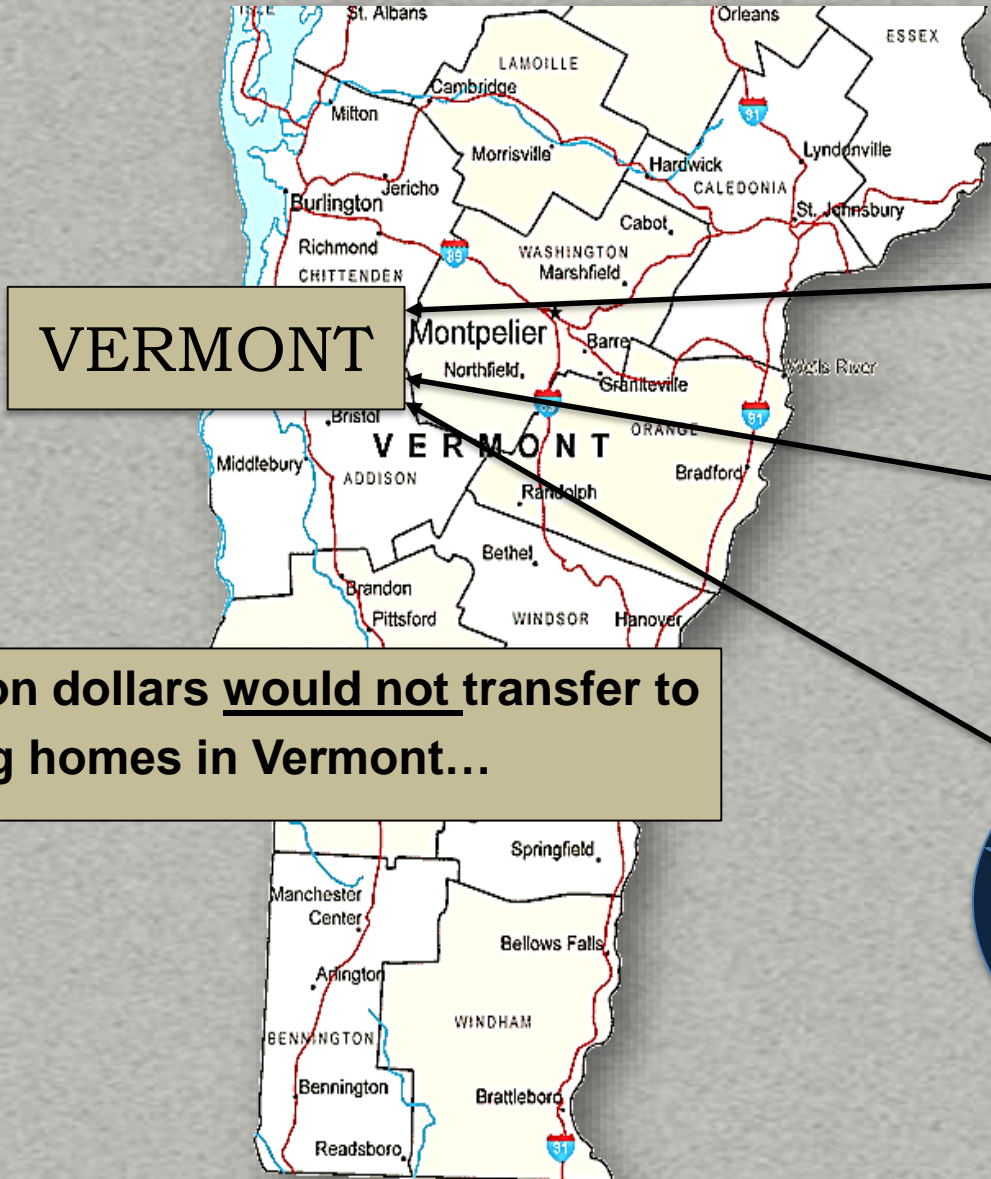
## Vermont Veterans' Home Salary & Benefits



VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

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# Vermont will receive approximately **\$7,961,265** from the VA to care for its VVH Veterans in FY-20



★ **VA Stipend-**  
**\$109.31**  
**per day**  
**\$2,886,112**

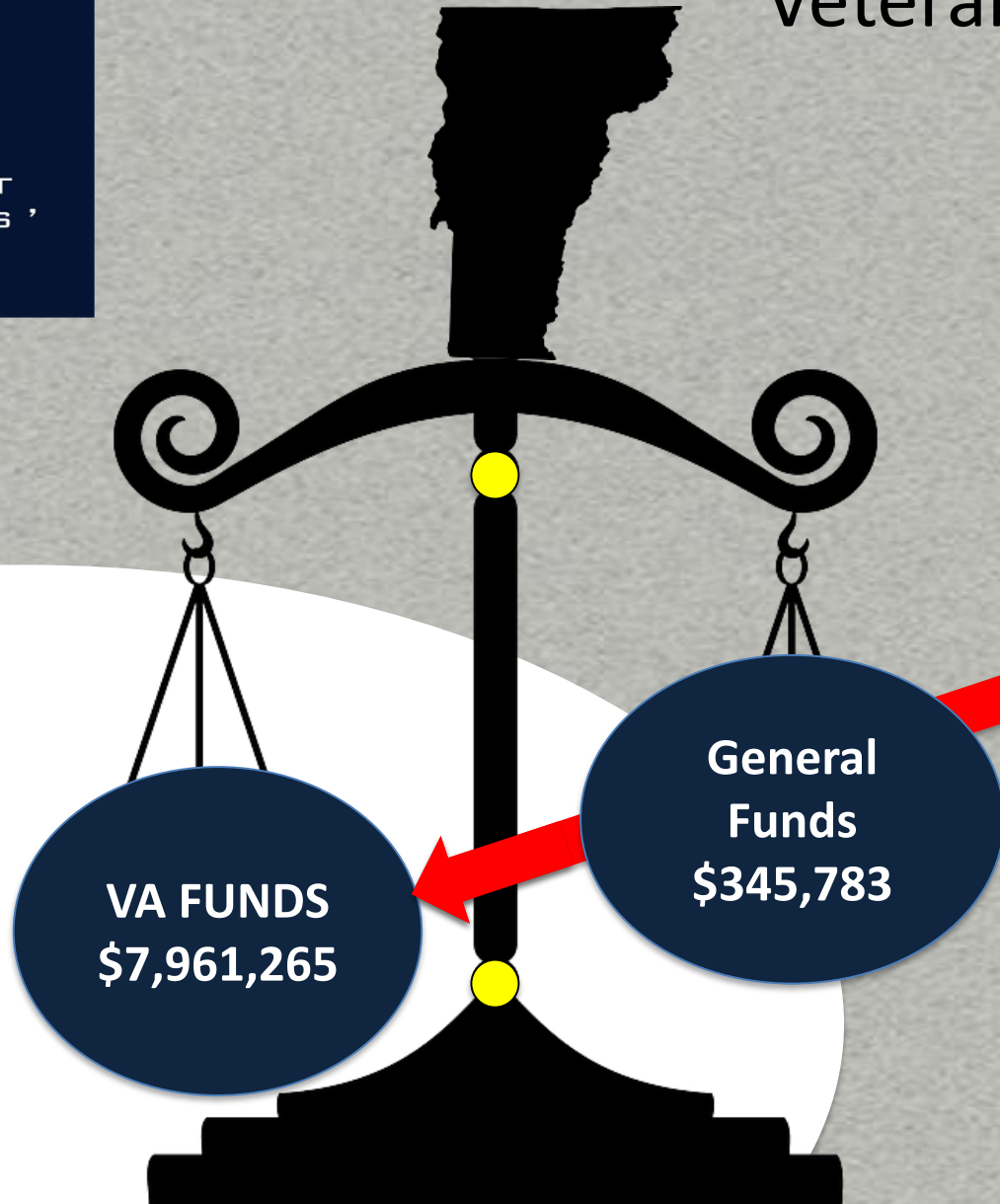
★ **DOM Stipend-**  
**\$47.18**  
**per day**  
**\$118,044**

★ **Service**  
**Connected -**  
**\$424.41 per**  
**day \$4,957,109**

**This \$7.9 Million dollars would not transfer to private nursing homes in Vermont...**

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# The shared cost of caring for our most vulnerable Vermont Veterans



**Vermont would not receive these VA Funds without a State Veterans' Home**



Legislators sought improvements VVH took on the mission

VVH took steps to address Workers Comp before state changed their process -resulted in decreased costs-

From Special Focus to 5 Star !



Improved healthcare quality from 1 to 5 Star Facility -past four years!-

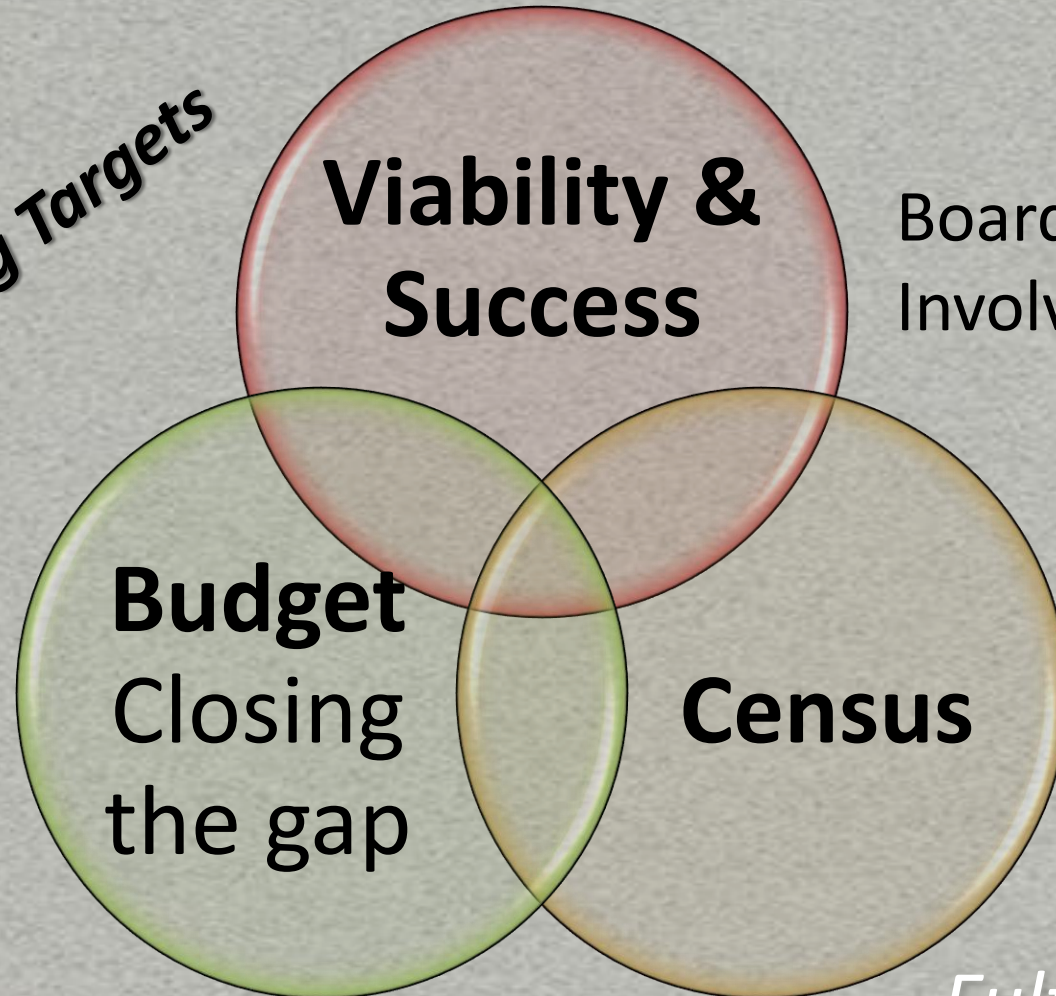
Challenge to reduce Call-Outs is beginning to display positive results

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# The Vermont Veterans' Home Path to a successful Future



*Strategic Planning Targets*



Board of Trustee  
Involvement/Priority

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

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# What is a State Veterans' Home



State Veterans Homes are facilities that provide nursing home, domiciliary or adult day care. *They are owned, operated and managed by state governments.*

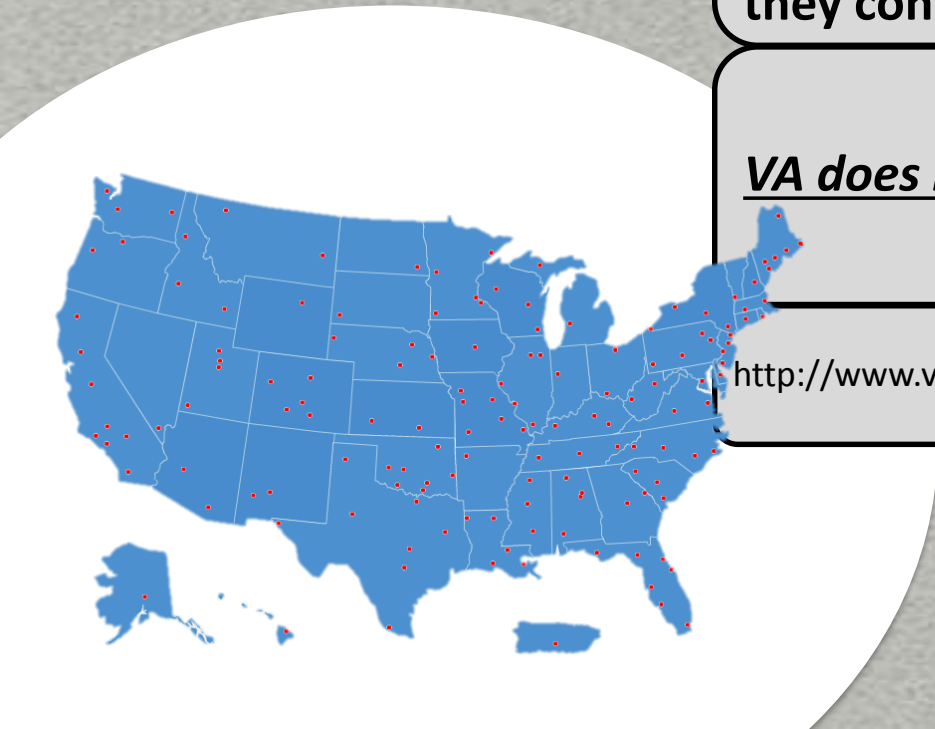


To participate in the State Veterans Home program, VA must formally recognize and certify a facility as a State Veterans Home. VA then surveys all facilities each year to make sure they continue to meet VA standards.

*VA does not manage State Veterans Homes.*



[http://www.va.gov/GERIATRICS/Guide/LongTermCare/State\\_Veterans\\_Homes.asp](http://www.va.gov/GERIATRICS/Guide/LongTermCare/State_Veterans_Homes.asp)



159 State Veterans' Homes

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# VA Reimbursement



**Provided for Veterans only.**

**Two types: Basic Per Diem and Full Cost of Care**

**Basic Per Diem is paid for each Veteran residing at the facility, current rate is \$109.31 for the nursing home and \$47.18 for the Dom**

**Remainder of the cost of their nursing home stay is covered by Medicare, Medicaid, Private Pay or Long-Term Care Insurance.**

**Remainder of the cost of their Dom stay is paid via private funds.**



# VA Reimbursement Cont.



**Full Cost of Care is paid for any Veteran who is 70% or More Service Connected Disabled, as determined by the VA.**

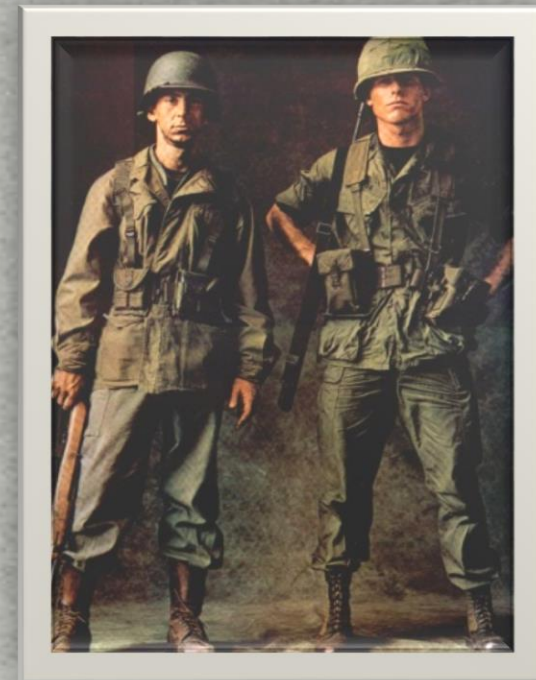
- This rate includes (Nursing Home Only):
- Room and Board
- Medications
- Medical Supplies
- Physician Visits including community physicians
- Facility Cannot Bill Other Insurances

**For Service Connected Disabled**



**The disability had to originate**

**While serving in the military**



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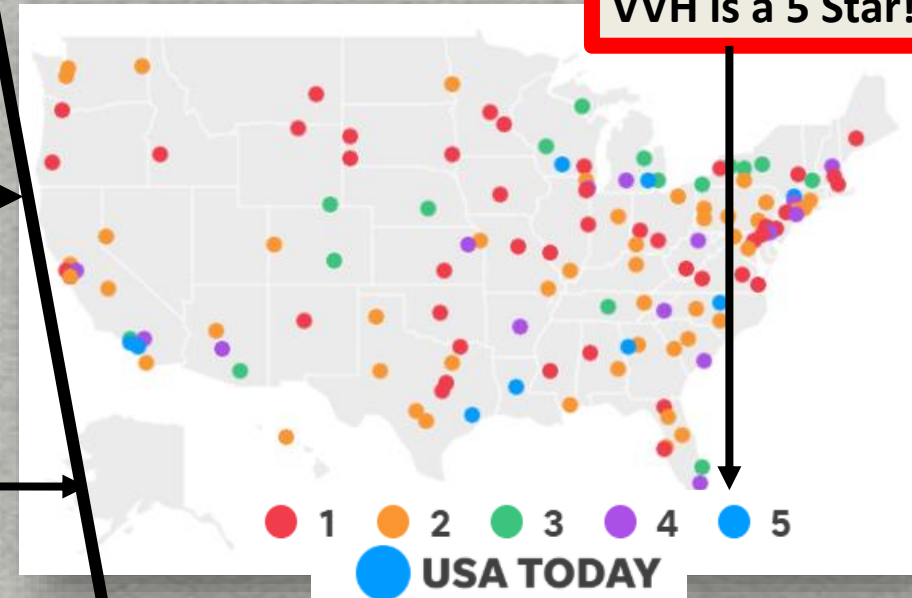
# State Veterans' Homes Provide the best care for their Veterans

## 70% of the VA's 132 nursing homes received failing grades

The VA released those ratings recently, according to [USA Today](#), which show that 45 of its nursing homes have received one star, down from 58 in March.

American Legion National Commander Brett Reistad.  
"Anybody who respects veterans should be angered by this."

He was joined in the call by Veterans of Foreign Wars of the U.S. National Commander B.J. Lawrence. Collectively, the two said they're speaking for more than 4.6 million members and their auxiliaries.



<https://www.usatoday.com/story/news/politics/2018/11/14/va-nursing-homes-ratings-patient-care-veterans-affairs/1947406002/>

**"America's veterans deserve better,"**

★ **Vermont Veterans receive 5 Star Care at The Vermont Veterans' Home!**



**McKnight's**  
LONG-TERM CARE NEWS

<https://www.mcknights.com/news/veterans-demand-action-to-improve-care-at-va-nursing-homes/>

# VVH TODAY



VERMONT  
VETERANS'  
HOME

**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**

**192 State Employees + 25 Temp**

## **Services Provided**

- Short-Term Rehabilitation Physical, Occupational, Speech Therapy
- Long Term Care
- Internationally Recognized Memory Care Program
- Hospice and Palliative Care
- Respite Care
- Outpatient Rehabilitation Services
- Guest Room for family members



VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

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Our job to serve and care for our Veterans will never be done



# VVH Tomorrow

**Burlington Free Press**  
PART OF THE USA TODAY NETWORK



## 'Major deployment coming up' in 2019 for VT Guard



**VT. NATIONAL GUARD DEPLOYMENT**  
WILL BE DEPLOYED TO MIDDLE EAST, SOUTHEAST ASIA



# Single enlistment Average Veteran benefits



- **Misconception-** All Veterans receive a pension, not true. Generally a minimum of 20 years service to receive.
- Most serve an initial enlistment of 3-5 years.

## Benefits from initial enlistment

- Pension – Generally no
- Education – GI Bill varies, dependent on how long served on active duty
- Health Care/Disability dependent upon whether service connected & Priority Number assigned
- Home Loan – qualify for VA Home Loan, zero percent down
- Burials – VA national cemetery, Military burial and honors

# Performance Measures

Best In Class for Overall Nursing Home Care and Short Term Care by US News and World Report



## Vermont Veterans' Home

325 North Street, Bennington, VT 05201

 **Best Nursing Home**

Vermont Veterans' Home in Bennington, VT, has an overall rating of High Performing. It is a large facility with 177 beds and has state ownership. Vermont Veterans' Home is not a... [READ MORE »](#)

HOME SIZE

**Large** 177 Beds

OVERALL RATING

**High Performing**



SHORT-STAY RATING

**High Performing**



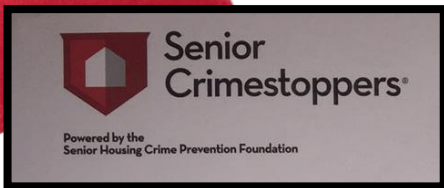
[Talk to an Advisor](#)

Source: US News and World Report

<https://health.usnews.com/best-nursing-homes/search?name=&location=Vermont+>

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# Performance Measures



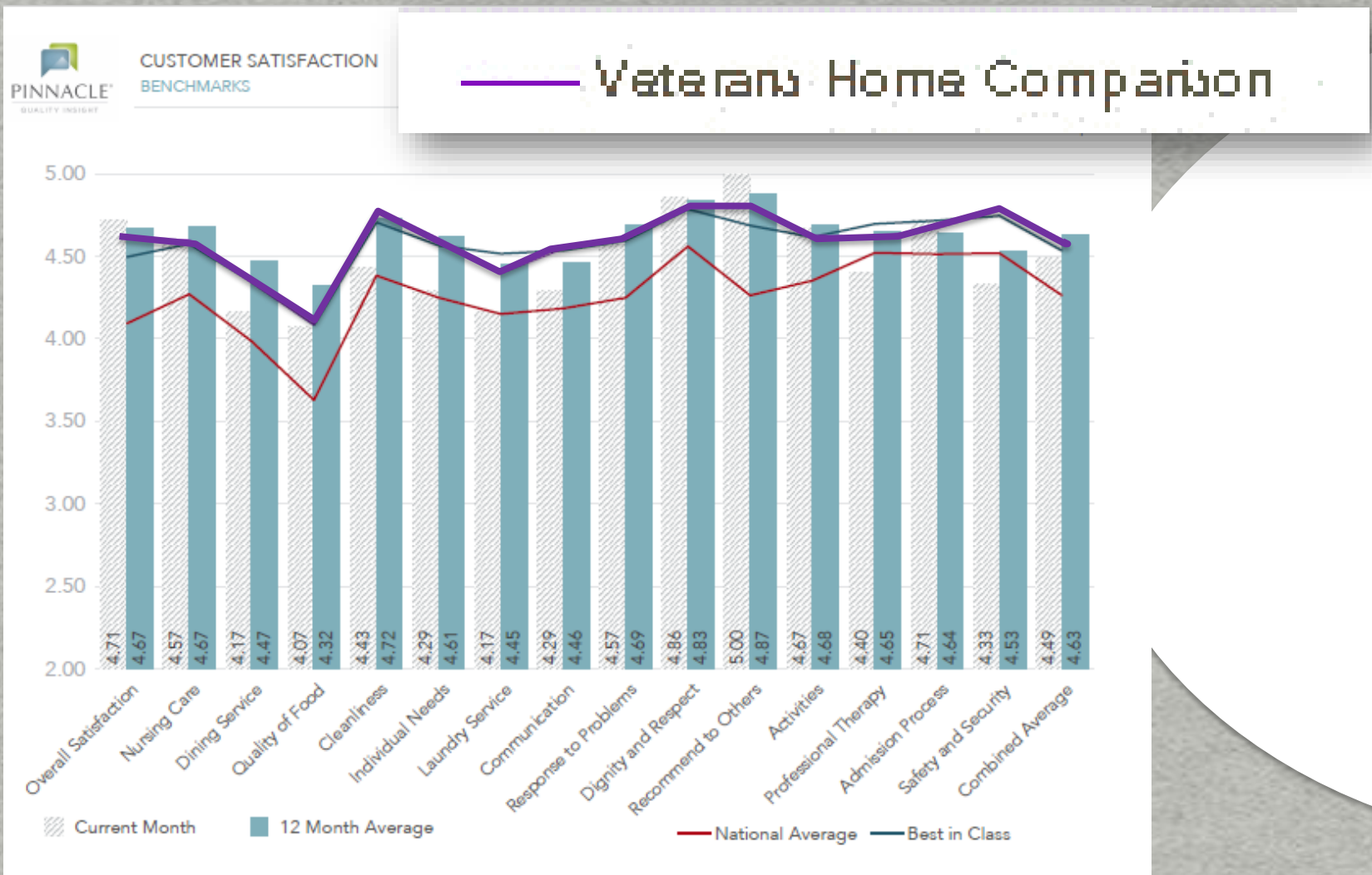
**PINNACLE** monthly interview with Veterans, Members and/or family regarding care and services our results compared to other homes across the country 16 best in class awards

**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



- Overall Satisfaction
- Nursing Care
- Dining Service
- Quality of Food
- Cleanliness
- Individual Needs
- Laundry Service
- Communication
- Response to Problems
- Dignity and Respect
- Recommend to Others
- Activities
- Professional Therapy
- Admission Process
- Safety and Security
- Combined Average

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year. 25

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# What Families think of us

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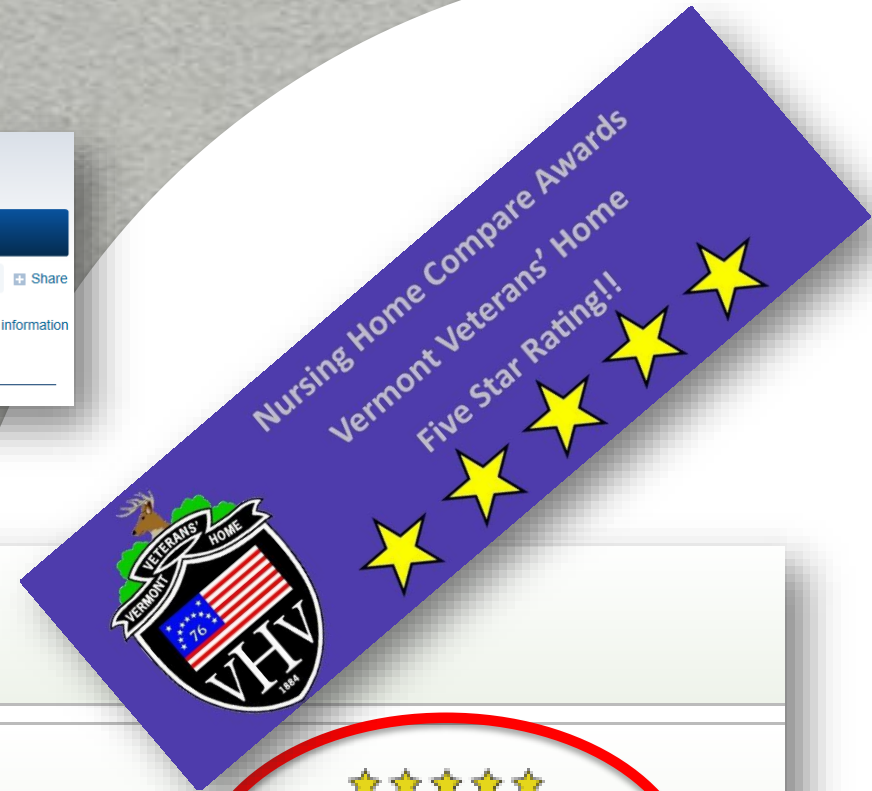
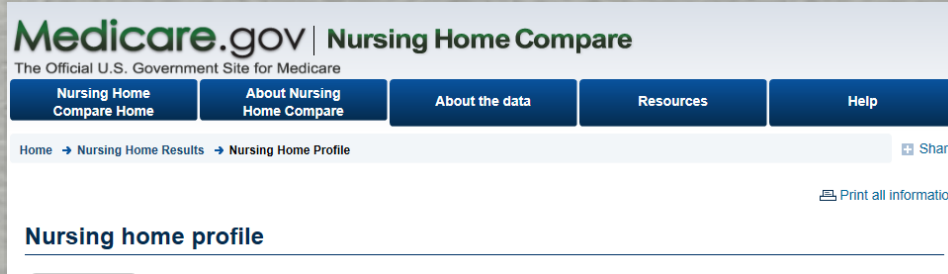
## The Pinnacle Customer Experience Award™

is awarded to care providers who have achieved best-in-class customer satisfaction standards within their peer group.


<b>Overall Satisfaction</b>	<b>Dignity and Respect</b>
<b>Nursing Care</b>	<b>Recommend to</b>
<b>Dining Service</b>	<b>Others</b>
<b>Quality of Food</b>	<b>Activities</b>
<b>Cleanliness</b>	<b>Professional</b>
<b>Individual Needs</b>	<b>Therapy</b>
<b>Laundry Service</b>	<b>Admission Process</b>
<b>Communication</b>	<b>Safety and Security</b>
<b>Response to</b>	<b>Combined Average</b>
<b>Problems</b>	

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

# Nursing Home Compare Performance Measures



## Star rating summary

Overall rating 



VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

Only 10 with a 5 Star rating in Vermont!

# Performance Measures Continued



Trout fishing at VVH

<http://medicare.gov/nursinghomecompare/results.html#state=VT&lat=0&lng=0>

**CMS 5 STAR RATED**  
for Staffing one of 10  
in the state of  
Vermont.

**Medicare/Medicaid  
Certified**

**Presented Best Practices**

- National Conferences  
NASVH  
Point Click Care  
ACHCA
- VA
- Conference Calls and Visits

# Vermont Nursing Home Occupancy



## Vermont Nursing Home Occupancy By County

### Total and Medicaid

July 2018

(Yellow highlight indicates occupancy below 90%; red font indicates occupancy below 75%)

Nursing Home by County	Licensed Capacity	VT Medicaid (all types of VT Medicaid)	VT Medicaid	Total	Total
<b>Bennington</b>					
Bennington	91	969	34.35%	2,129	75.47%
Crescent Manor	90	1,518	54.41%	1,899	68.06%
Veterans Home	130	1,549	38.44%	3,682	91.36%
Centers For Living & Rehab	130	1,494	37.07%	3,123	77.49%
County Average (weighted)*	441	5,530	40.45%	10,833	79.24%

<b>Veterans Home Occupancy</b>	<b>130</b>	<b>1,549</b>	<b>38.44%</b>	<b>3,682</b>	<b>91.36%</b>
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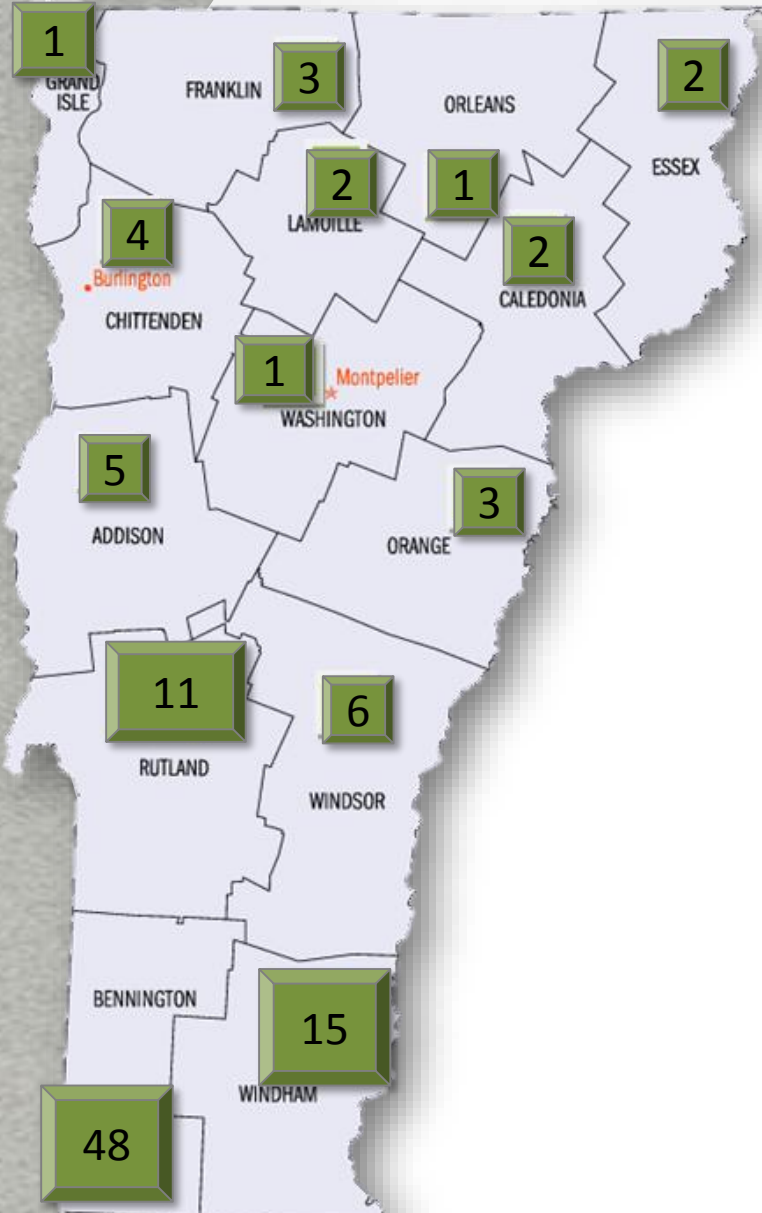
<b>State</b>	<b>2,913</b>	<b>46,054</b>	<b>51.00%</b>	<b>76,546</b>	<b>84.77%</b>
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# Veterans by County

(Mid-January numbers)

Bike Nite at VVH  
riders in support of The Vermont Veterans' Home



VERMONT  
VETERANS'  
HOME

NY-25  
MA-6  
NH-4  
FL-2  
OH-1  
CT-2

VVH provided 46,416 days of care to Vermont's most vulnerable Veterans last year.

# Key Factors for Budget Request



The Home's Veterans:

- Average Age 81.1
  - Youngest 49.1
  - Oldest 101.3
- Males 105
- Females 24
- 109 Veterans, including 3 Women
- Represent all branches of the Military
- World War II 16
- Korea 23
- Vietnam 43
- Gulf War 5
- Cold War 22

This results in:

- Higher Acuity/Care Needs
- Increase Need for 1 on 1  
CY 18 total hrs: 32,424  
FTEs 15.58



# Key Factors for Budget Request



81.2% (\$20,605,047) of The Home's budget is fixed cost

- 72.5% Salary Benefits \$18,408,826
- 2.5% State Allocations \$641,451
- 3.6% Utilities \$915,300
- 2.5% Bed Tax \$639,470

1.4% (\$345,783) of our budgetary funding is General Funds

98.6% (\$25,044,652) of our budgetary funding comes from Medicare, Medicaid, Private and VA Funds





# 2020 Challenges



## Meeting The Home's Financial Goals

**We reduce our costs while others continue to increase their cost to us, limited ability to absorb these increases without requesting an increase in State funding.**

**New CMS payment structure starting Oct 1, 2019.**

## Labor Costs

**No control over salary and benefit increases and not included in the pay act.**

## Veteran Care Perception

**Lack of understanding or appreciation of the need to care for our Veterans, "we can do it another way" but no suggestions offered.**

**Outside groups/individuals providing false information on the cost of care and potential cost saving measures for the home.**

# Budget Assumptions



## Revenue

- Based on an average daily census (ADC) of 125
- Private Room \$335 Semi Private \$315 per day
- Vermont Medicaid Daily Rate of \$475\*
- Average Medicare Daily Rate \$499.17
- Service Connected VA Daily Rate \$424.41
- VA Stipend daily Rate \$109.31

# Budget Assumptions



## Expense Challenges:

- Limited ability to reduce costs
- 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

Replacing a lost Purple Heart Medal

# Cost Cutting Measures



## Employee Compensatory Time

- Instituted better compliance with the use of compensation time as outlined and allowed via the Collective Bargaining Agreement
- Reduces the number of employees off at one time.
- Employees receive cash instead of banking comp time after 56 hours are on the books.

## Position Pool Approvals

- Position Pool positions approved:
  - 2 RNs 1 -32 Hours, 1-24 Hours per week.
  - 4 LNAs All at 24 Hours per week.

## Continuous Spending Review

- Ensuring costs are inline with daily census

## LNA Class

- Train individuals to become LNAs
- Fill our open positions
- Reduce OT and agency use

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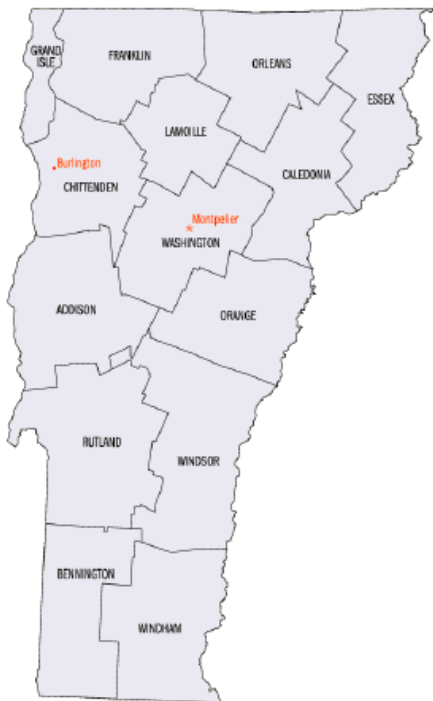
# Admissions & Marketing Focus of Effort

FY 20

- Convert Nurse Case Manager to full-time
- Geo Fencing around CBOCs
- Marketing Directors Duties more focused
- Capitalize on gains



## Where do Veterans live in VT?



County	Veteran Population	% Enrolled in VA
Chittenden	9,704	38%
Rutland	5,201	44%
Washington	4,700	37%
Windsor	4,467	58%
Franklin	3,930	9%
Bennington	3,432	45%
Windham	3,303	46%
Caledonia	2,551	46%
Orleans	2,376	50%
Orange	2,367	50%
Addison	2,268	9%
Lamoille	1,938	35%
Essex	753	51%

FY 19 Target Chittenden County

- Hire a Temp Nurse Case Manger
  - Proof of concept
- Utilize all media resources
  - Radio-TV-Paper

FY 18 Target Rutland County

- Utilize all media resources
  - Radio-TV-Paper
- Meet with area leaders
  - Municipal
  - Clubs-Elks-Lions-Eagles etc.
  - Churches

*Promise*

# Admissions & Marketing Focus of Effort



VERMONT  
VETERANS'  
HOME

website: [www.vvh.vermont.gov](http://www.vvh.vermont.gov)

Like us on Facebook: [https://www.facebook.com/vtvetshome/?ref=br\\_rs](https://www.facebook.com/vtvetshome/?ref=br_rs)

Follow us on Twitter: <https://twitter.com/vtvetshome>

Follow us on Instagram: vermontveteranshome

# Community Events

*We continue our community outreach by hosting several events on our Campus. These events have brought VVH tremendous Press, good will, and support.*

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**Summer Concert Series-** concerts were held this past summer on our front lawn, Many from the local community and surrounding area attended. This is a tremendous gift to the community for their resolute support of VVH.

**Fathers Day Car Show-** this annual event continues to grow in popularity as visitor's routinely attend from the four contiguous states.

**Wreaths Across America-** This annual event occurs at VVH each December on National Wreaths Across America Day, our mission to *Remember, Honor and Teach* is carried out by coordinating a wreath-laying ceremony to coincide with Arlington National Cemetery, as well as over 1,400 additional locations in all 50 U.S. states, at sea, and abroad.

**Veterans Motorcycle Ride and Bike Nite-** The Annual Veterans Ride & Bike Nite occurs on VVH property with a barbeque and music for attendees.

**Holiday Tree Lighting-** A Community event hosted by VVH for the Local community and their children; music, snack, the tree, and Santa.

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39

# Community impact

- 192 Employees + Temps
- Purchasing-local first attitude
- Community events
- High School affiliation
- **College Internship Site**
  - SVC
  - SVMC
  - SUNY Albany
  - Southern VT Tech
  - Medical Residency
- **Local School to Work Site**





# FY 20 Budget Adjustment Likely

VVH FY 20 Budget produced in Oct 19  
Per Dept of Finance and Management request

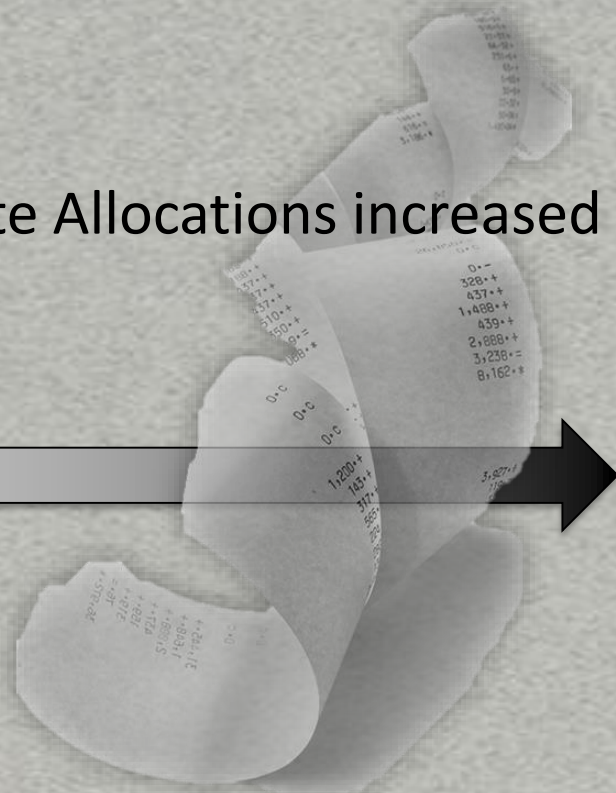


Between Oct and final budget State Allocations increased

Examples: Retirement  
Workers Comp  
ADS  
HR



Anticipate at least (\$420,000)  
Shortfall requiring additional funds



VVH has no means to “pass on” the costs of these increases

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# Questions.....



**“ We know that Veteran’s benefits, in this administration, are not entitlements. Veteran benefits are the on-going compensation that was earned in the uniform of the United States of America.”**

**Vice President Mike Pence November 26, 2018 Elizabeth Dole Foundation 3<sup>rd</sup> Annual Convening Washington, DC**



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