

# 2027 Budget Brief



VERMONT VETERANS' HOME

*Fulfilling the Promise*

An Agency of the State of Vermont

# It all starts with the Promise

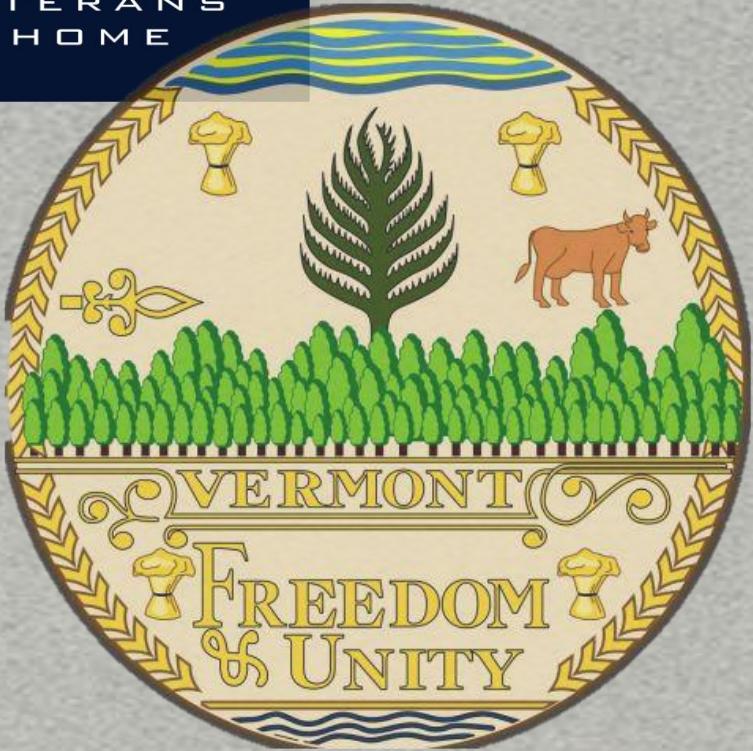


VERMONT  
VETERANS'  
HOME

- 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 are here for them
- **Our State is here for them**
- This is their Veterans' Residential Campus
- ***This is their home!!***



# It all starts with the Promise



**"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 AND FOR HIS WIDOW, AND HIS ORPHAN

PRESIDENT A. LINCOLN

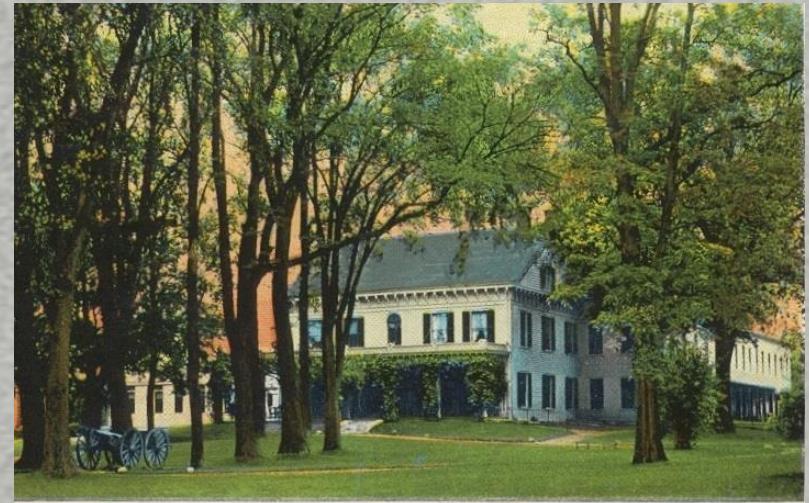
**"It's about how we treat our veterans every single day of the year. It's about making sure they have the care they need and the benefits that they've earned when they come home. It's about serving all of you as well as you've served the United States of America." --President Barack Obama**

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# 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

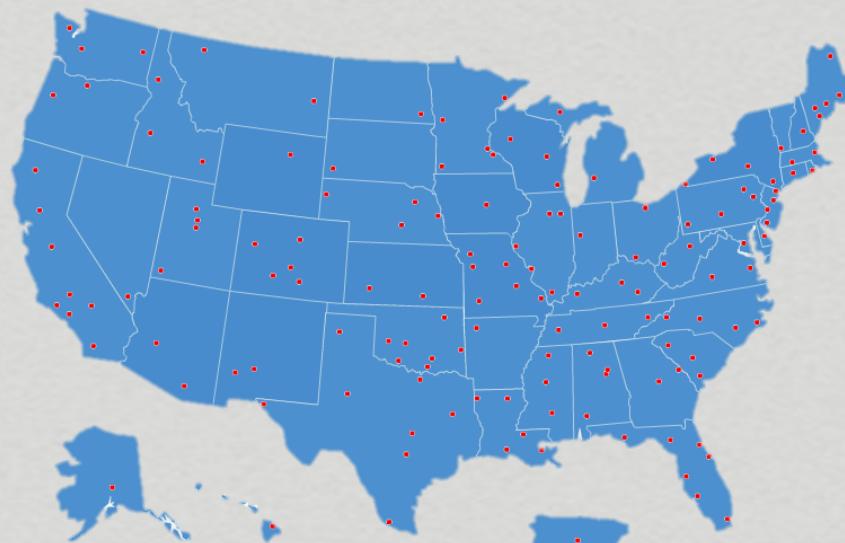


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# What is a State Veterans' Home



- 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, The Veterans Administration (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*
- [https://www.va.gov/geriatrics/pages/State\\_Veterans\\_Home\\_Program\\_Topic.asp](https://www.va.gov/geriatrics/pages/State_Veterans_Home_Program_Topic.asp)



175 State Veterans' Homes  
Over 30,000 beds

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# VVH TODAY



- **A Premier Residential and Healthcare Campus for Veterans, their Spouses/Widows, and Gold Star Parents**
- **Licensed for 130 Bed Skilled Nursing Facility**
- **Current capacity is 99 due to closure of a wing in anticipation of future construction**
- **8 Bed Domiciliary “The Dom”/Assisted Living**
- **Budgeted for 192 Budgeted State Employees + 50 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

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# American Health Care Association National Center for Assisted Living



The Vermont Veterans' Home was the **only** nursing home in the State of Vermont to receive the Silver AHCA/NCAL Quality Award in 2025.

Accepting our award are Ms. Jean Cody, PhD., RN, Nurse Quality Management Administrator; Ms. Diana Shepherd, Chef, Dietary; Ms. Victoria Knapp, BSN, RN, Education Coordinator

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# Vermont Veterans' Home

325 North St., Bennington, VT [See Map](#)

Overall Rating  (5/5)



Nursing Home Community  
Offers Short-Term Rehabilitation,  
Long-Term Care



**AWARDED**

Best Short-Term Rehabilitation  
Best Long-Term Care

[Source: https://health.usnews.com/best-nursing-homes/area/vt/vermont-veterans-home-475032#ratings](https://health.usnews.com/best-nursing-homes/area/vt/vermont-veterans-home-475032#ratings)

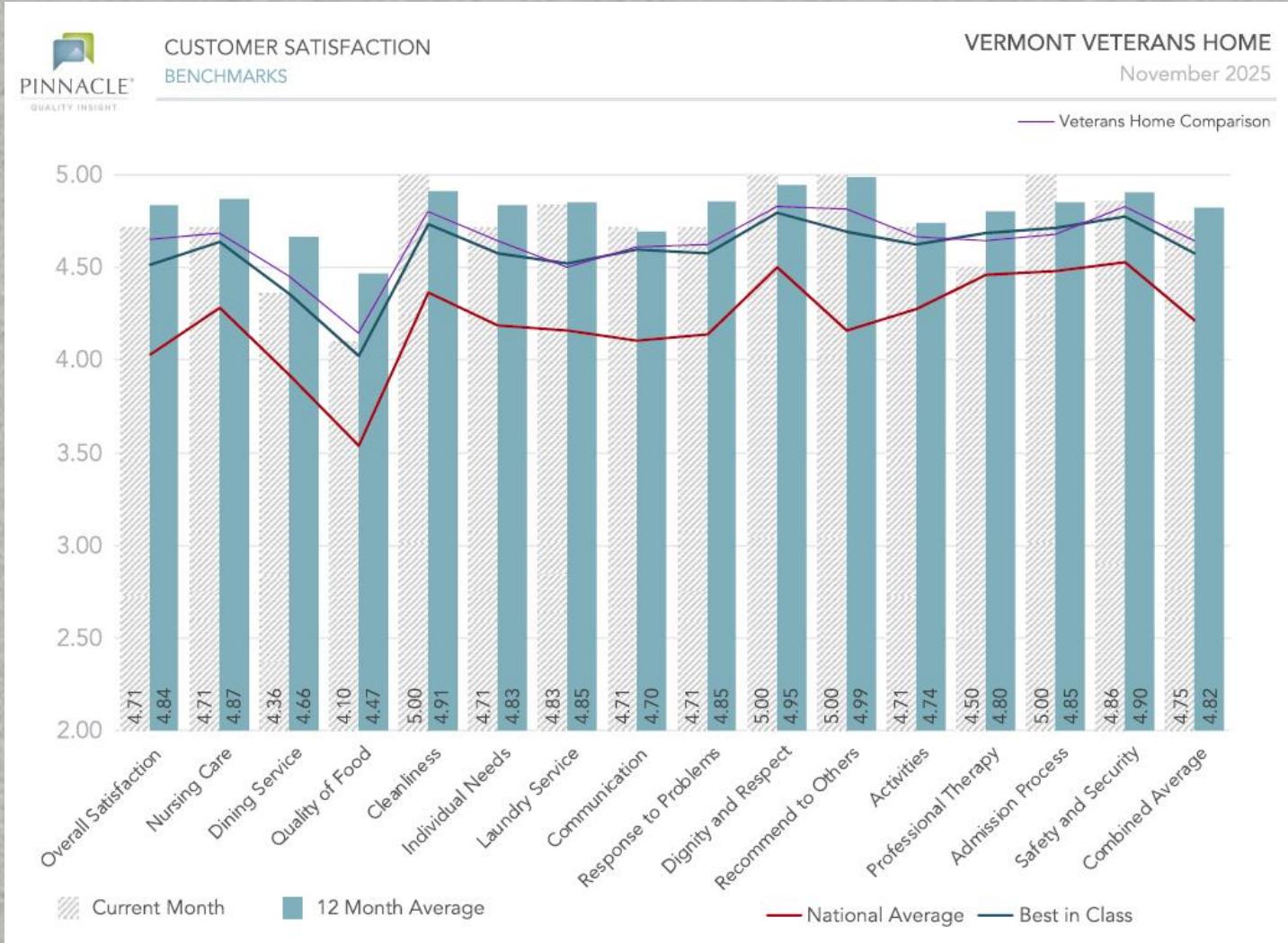
US News and World Report Best Nursing Home List for 2026

VVH is the only nursing home in the State of Vermont to receive both the long-term and short-term care best-in-class award.

# PINNACLE Performance Measures



In FY 2025 VVH provided 34,329 days of care to Vermont's most vulnerable Veterans last year



**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**

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# PINNACLE Performance Measures



## RECOMMENDED IMPROVEMENTS:

No, I think they are doing a great job.

## AREAS APPRECIATED:

- I appreciate the fact that they walk their talk and they don't even talk about it. I know they communicate and talk with each other. It isn't just about having expensive materials, it's spending the time with them to make them feel they belong and matter.
- I appreciate the consistency with the direct care, the communication, he has been for the most part pretty content with the staff there. The physical space is inviting.
- I appreciate the quality of the staff, the facility is clean, and they are respectful in the way they treat the people in their charge.

## Recommend Facility to Others:

- I brag about it all the time. I'd tell them that Vermont walks their talk, but doesn't brag. Their focus is on the work they do, it's an authentic love. They're a very connected, loving community. It doesn't take more than ten minutes to come to me if I have any concerns. They are a role model on taking care of senior citizen in our community.



FAVORABILITY RATING

**100%**

Percentage of respondents who were willing to recommend your care over the last 12 months.

AVERAGE SCORE

**4.99**

12-month average score for 'Recommend to Others'

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# Vermont Veterans' Home

## FY 2027 Budget



The increase from FY26 to FY27 is \$598,624 or 1.9% is related to a reduction in Agency Staff Expense, which we will be returning for a Budget Adjustment Request in January 2027. That amount is estimated currently at \$2,200,000.

Salary and Benefit expense is budgeted for an increase of \$2,359,775 due to the reduction in open positions (64 to 48 for \$992,953); Market Factor Adjustments to Clinical and Non-Clinical areas (\$621,047); Salary increase of \$538,023 and Benefit increases of \$220,874.

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# Requested support from the State of Vermont for Budget FY 27



FIXED COSTS....NO  
Control over these  
72.9%

Collected Revenues account for  
67.6% of total budget

Minimal Control  
over 27.1%

<u>Operating Expenses</u>		<u>% of Total</u>
Salaries	\$ 9,762,186	30.9%
Overtime	581,583	1.8%
Benefits	<u>9,931,721</u>	<u>31.5%</u>
<b>Sub Total Salaries &amp; Benefits</b>	<b>\$ 20,275,490</b>	<b>64.2%</b>
Medicaid Tax	\$ 639,470	2.0%
Utilities	1,014,000	3.2%
State Allocations	<u>1,100,347</u>	<u>3.5%</u>
<b>Sub Total Tax &amp; Allocations</b>	<b>2,753,817</b>	<b>8.7%</b>
<b>Total Salary, Benefits &amp; Allocations</b>	<b>\$ 23,029,307</b>	<b>72.9%</b>
 <u>Non-Salary Expenses</u>		
Food	\$ 660,500	2.1%
Other Operating	<u>7,871,579</u>	<u>24.9%</u>
<b>Sub Total Non-Salary</b>	<b>\$ 8,532,079</b>	<b>27.1%</b>
<b>Total Operating Expenses</b>	<b>\$ 31,561,386</b>	<b>100.0%</b>
<b>General Fund Request</b>	<b><u>\$ 10,370,653</u></b>	

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

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# Vermont Veterans' Home

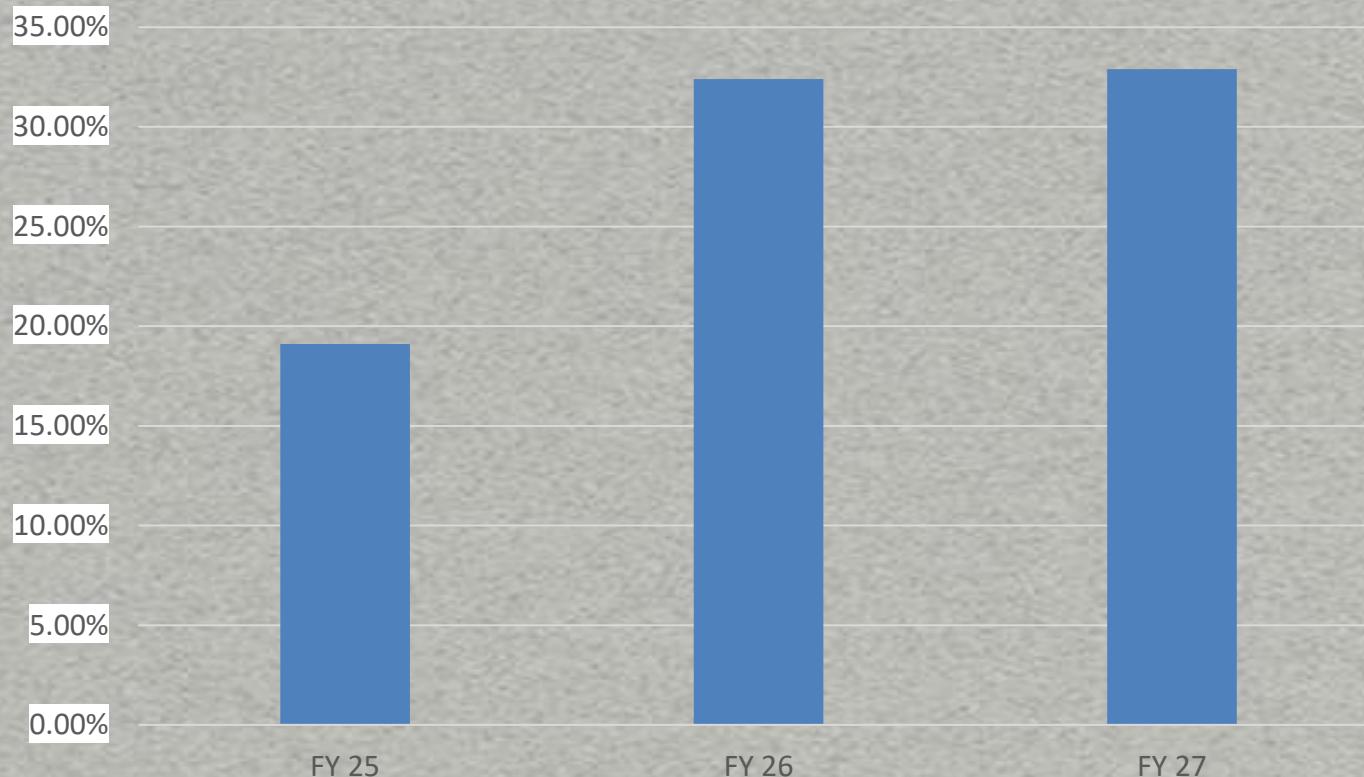
## Salary & Benefits Budget History



In FY 2025 VVH provided 34,329 days of care to Vermont's most vulnerable Veterans last year.

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## Vermont Veterans' Home General Fund Request History



	Total Funds	General Fund	General Fund Percentage
FY 25	\$ 22,553,988	\$ 4,320,687	19.1%
FY 26	\$ 30,974,772	\$ 10,033,214	32.4%
FY 27	\$ 31,561,386	\$ 10,370,653	32.9%

Source: Adaptive and Vantage Detail Budget Reports

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# Key Factors for Budget Request



- 72.9%(\$23,029,307) of The Home's budget is fixed cost
  - **64.2% Salary Benefits \$20,275,490**
  - **3.5% State Allocations \$1,100,347**
  - **3.2% Utilities \$1,014,000**
  - **2.0% Bed Tax \$639,470**
- 32.9% (\$10,370,653) of our budgetary funding is General Funds
- 67.1%(\$21,190,733) of our budgetary funding comes from Medicare, Medicaid, Private and VA Funds





# 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 \$146.98 for the nursing home and \$63.26 for the Domiciliary (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



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# VA Reimbursement (cont.)



For Service Connected  
Disabled

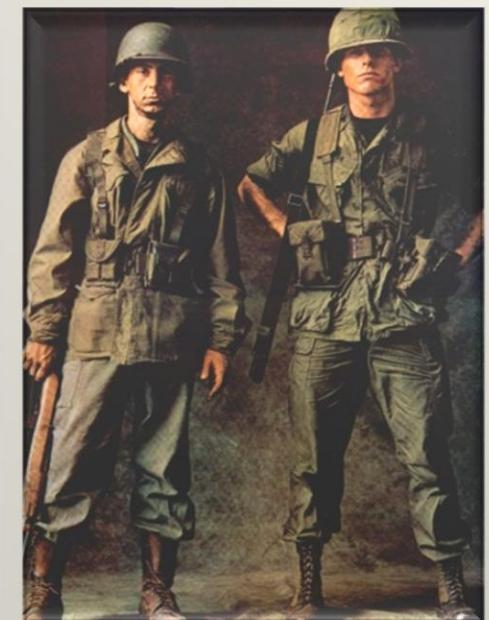


The disability had to  
originate

- **Full Cost of Care** is paid for any Veteran who is 70% or More Service-Connected Disabled, as determined by the VA; \$567.00 per Veteran per day.

- This rate includes (Nursing Home Only):
- Room and Board
- Rehabilitation
- **MEDICATIONS (86% of Drug Expense in FY25)**
- Medical Supplies
- Physician Visits including community physicians
- Facility Cannot Bill Other Insurances

While serving in the  
military

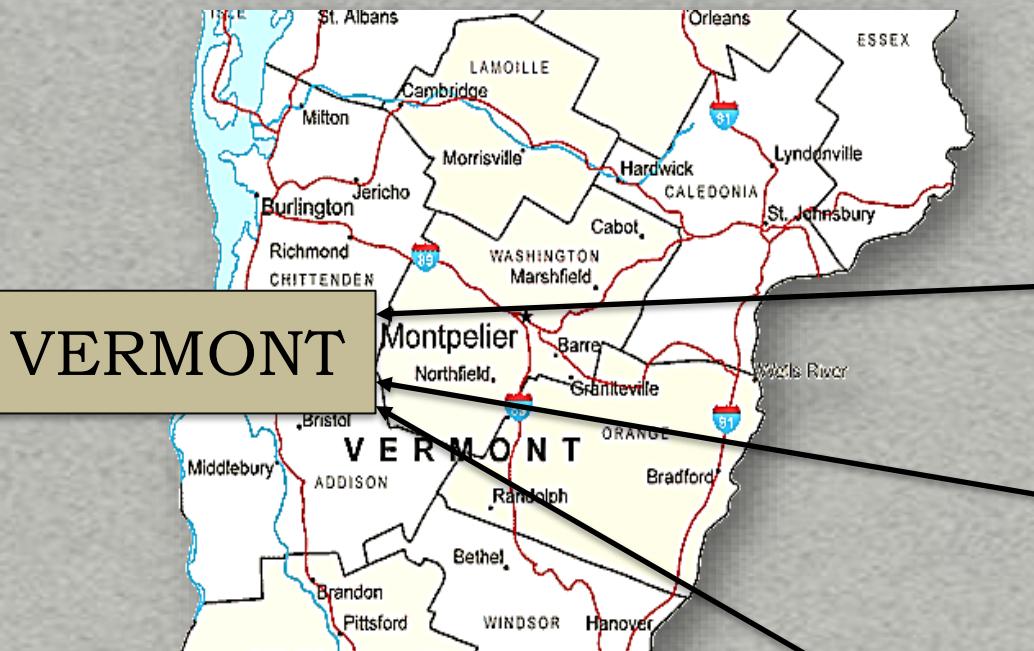


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# Vermont will receive approximately **\$8,653,753** from the VA to care for its VVH Veterans in FY-27



VERMONT  
VETERANS'  
HOME



VA Stipend-  
\$146.98  
per day  
\$2,490,429

DOM Stipend-  
\$63.26  
per day  
\$161,629

Service  
Connected -  
\$567.00 per  
day  
\$6,001,695

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# Budget Reimbursement Rates



## • Revenue

- Based on an average daily census (ADC) of 90
- Private Room Daily rate of \$345.00
- Semiprivate Room Daily rate \$325.00
- Vermont Medicaid Interim Payment Rate of \$475.00
- Service-Connected VA Daily Rate \$567.00
- VA Stipend Daily Rate \$146.98
- VA DOM Stipend Daily Rate \$63.26
- VT Medicaid Settlement of \$3,769,118

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The Home's  
Veterans:

- Average Age 81.1
  - Youngest 55
  - Oldest 98
- Males 80
- Females 18
- 83 Veterans, including 3 Women
- Represent all branches of the Military
- **World War II 1**
- Korea 7
- Vietnam 56
- Gulf War 4
- Cold War 15

This results  
in:

- Higher Acuity/Care Needs
- PTSD, Mental Health, substance abuse and difficult to manage behaviors

# Current VVH Statistics



Receiving the Vermont Veterans Medal

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# FY 2027 Challenges



- **Meeting The Home's Financial Goals**
  - Decreased census - currently 30 beds are offline due to staffing challenges and the cost of agency/traveling nursing staff
- **Labor Costs**
  - No control over salary and benefit increases and now included in the Pay Act.
  - Staffing –we currently 58 open positions – 44 clinical and 14 non-clinical (Dietary & Housekeeping)
- **Veteran Care Perception**
  - Outside groups/individuals providing false information on the cost of care and potential cost saving measures for the home.
  - People believe that the care here is free and the State or the VA picks up all our costs



# STAFFING CHALLENGES

As of January 8, 2026 we have the following open clinical positions:

- ❖ RN 9 Average hourly rate \$46.25 (\$79.55 w/ benefits)
- ❖ LPN 5 Average hourly rate \$30.26 (\$52.05 w/benefits)
- ❖ LNA 30 Average hourly rate \$24.72 (\$42.52 w/benefits)

Current Agency Staff Numbers as of January 8, 2025:

- ❖ LPN 17 Current average hourly rate \$77.78
- ❖ LNA 15 Current average hourly rate \$61.82

# Budget Challenges

## Expense Challenges:

- Agency Staffing
  - Average annual cost for an LNA is over \$128,000 vs. \$88,442 for State employee
  - VVH spent \$5,205,000 in FY25 for clinical agency staff for 34.4 FTEs (\$151,308 average)
- Recruitment of Clinical Staff
  - RNs
  - LPNs
  - LNAs
- Pass Through Expenses
  - Vermont Agencies expenses increasing greater than Finance & Management's guidelines and VVH has to absorb the expense increases
- Medicaid 1115 Waiver
  - Medicaid 1115 Waiver terminates on December 31, 2027 (FY2028), unless renewed.
  - If not renewed, VVH will be subject to the Medicare Upper Payment Limit and no longer receive settlement monies
  - Will result in a much higher request for General Fund monies

# Initiatives to Reduce Expenses



- **Continuous Spending Review**
  - Ensuring costs are in line with daily census
  - Eliminated Podiatrist and brought service inhouse
  - Reviewing other services with Human Resources to transition inhouse
- LNA Class
  - Graduated 5 students in January 2025 (2 hired)
  - Graduated 3 students in September 2025 (2 hired as temps)
  - Current class of 8 graduates January 29, 2026
- Continual monitoring of Veterans needed 24/7 one-to-one supervision.
  - Continue to succeed in this area, have one Veteran who has one-on-one supervision in the evenings only.

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# Admissions & Marketing Focus



- Attain and maintain a budget of 90 residents in the nursing home
- Continue to make referral connections with out of state veterans who have a service connected disability of 70% or greater
- Continue to make referral connections with the local hospital, VA Medical Centers and other regional health care providers, to include physician offices
- Continue to market the benefits of a State Veterans Home for veterans, spouses and gold star parents
- Continue to be present at Veteran Service Organization (VSO) events throughout the State
- Market the benefits of being a Vermont State employee at job fairs

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 Instagram: vermontveteranshome

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# Community Events



**Summer Carnival** – for the past two years, the Activities department has hosted a carnival for veterans/members, families and the community

**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** - The Annual Veterans Ride occurs on VVH property with a barbecue 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 and Mrs. Claus.

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# State & Local Impact



- 192 Employees + Temps
- Purchasing-local first attitude
- Community events
- High School affiliation
- College Internship Site
- Local School to Work Site
- Veteran Farming Initiative
- Global Women Entrepreneurs



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



VVH Tomorrow



VERMONT NATIONAL GUARD



# 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 Elizabeth Dole Foundation 3<sup>rd</sup> Annual  
Convening Washington, DC**

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