

October 10, 2017



# Wisconsin Veterans Home at King

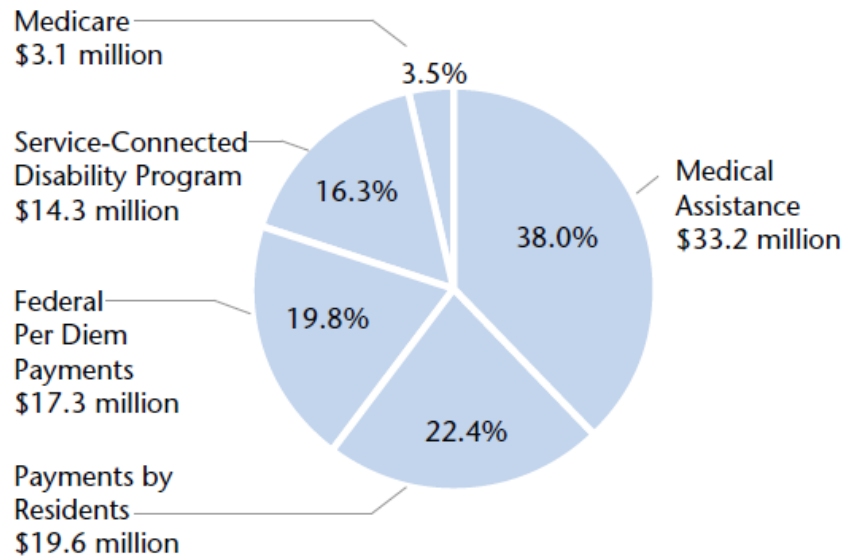
Reports 17-8  
and 17-14



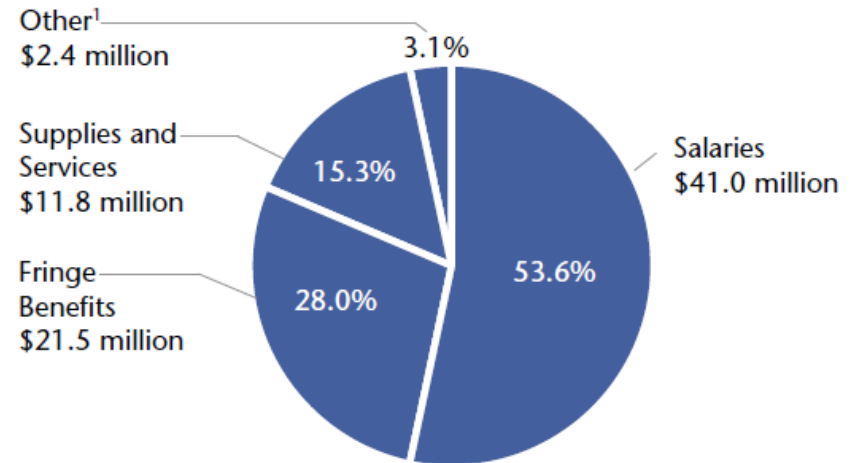
# Revenues and Expenditures for King

FY 2015-16

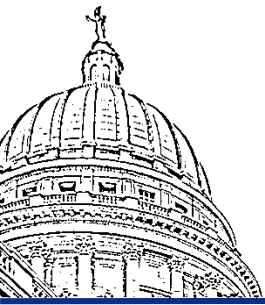
## Revenues



## Expenditures



<sup>1</sup> Includes utilities, maintenance, and repair.

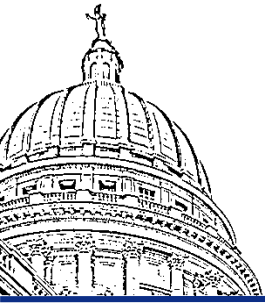


# Excess Revenue

## Year-End Cash Balance of King's Institutional Operations Account

Fiscal Year	Cash Balance <sup>1</sup>	Percentage Change
2011-12	\$17,301,000	–
2012-13	19,952,800	15.3%
2013-14	29,766,000	49.2
2014-15	38,994,400	31.0
2015-16	35,211,800	(9.7)

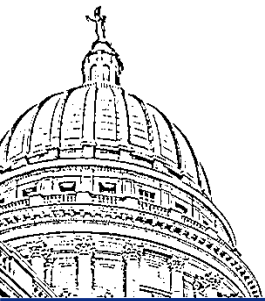
<sup>1</sup> Reflects year-end balances after transfers and encumbrances have been taken into account.



# Transfers from King to Other Accounts

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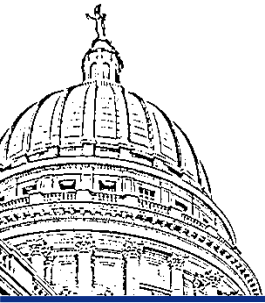
- From FY 2003-04 through FY 2015-16, \$55.0 million was transferred from King:
  - \$28.4 million (51.6 percent) to the Wisconsin Veterans Home at Union Grove;
  - \$20.1 million (36.5 percent) to help maintain the solvency of the Veterans Trust Fund;
  - \$3.9 million (7.1 percent) to the State's General Fund;
  - \$2.3 million (4.2 percent) to the Wisconsin Veterans Home at Chippewa Falls; and
  - \$207,200 (0.4 percent) to the Veterans Mortgage Loan Repayment Fund.



# Capital Projects

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- Large capital projects at King are primarily funded by federal revenue and revenue from bonds issued by the State.
- From July 2011 through December 2016, 19 of the 29 capital projects King requested were initiated.
- Replacement of soiled carpeting in one of its skilled nursing facilities took more than seven years to initiate.
- DVA did not have a ten-year facilities plan.



# Changes in Resident Care Needs

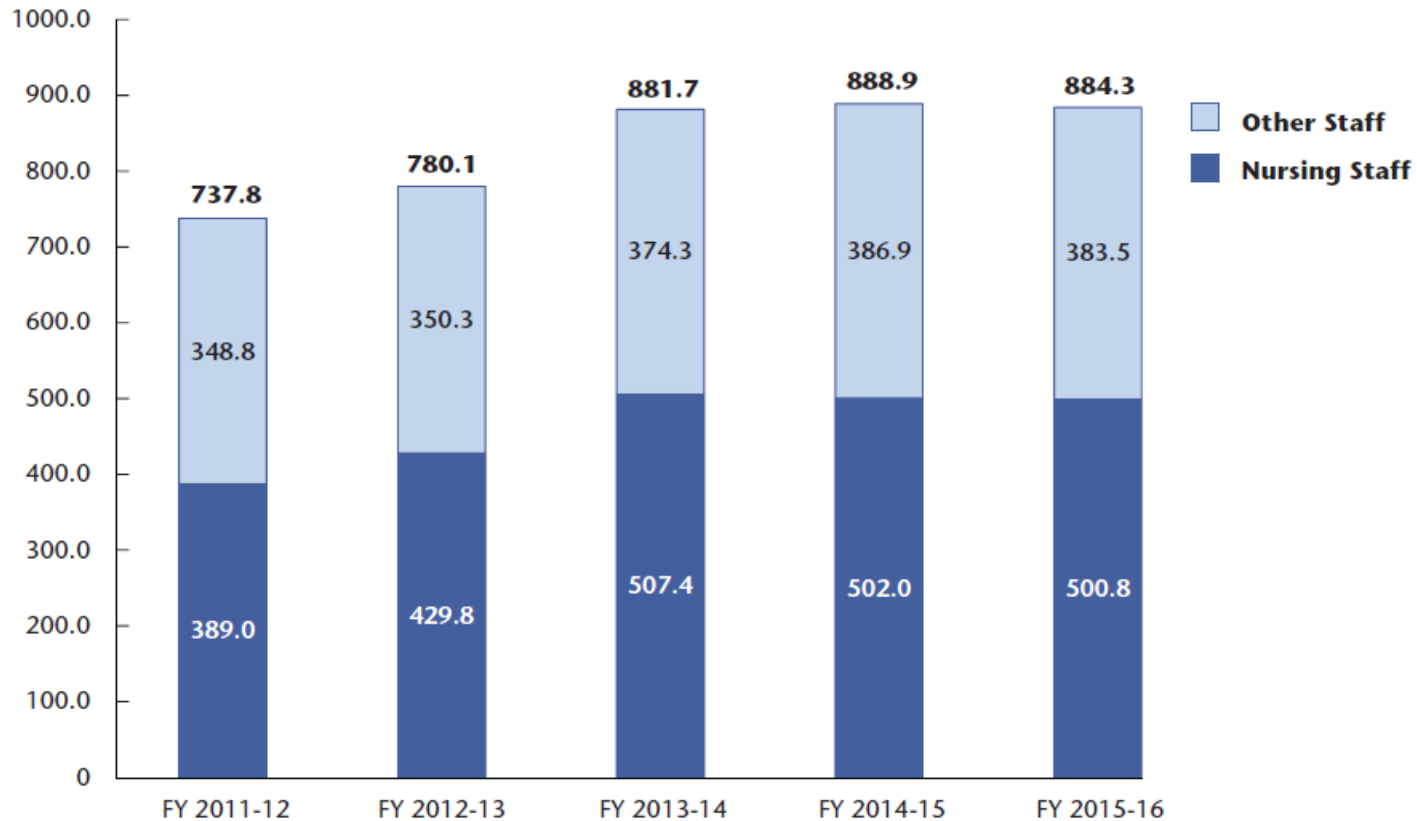
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- From 2007 to 2016:
  - The percentage of residents requiring skilled nursing care increased from 65.8 percent to 88.2 percent.
  - The percentage of residents who were able to independently perform five selected activities of daily living decreased from 52.1 percent to 29.9 percent.
  - The percentage of residents diagnosed with dementia increased from 42.4 percent to 54.5 percent, and the percentage diagnosed with post-traumatic stress disorder increased from 2.4 percent to 8.7 percent.



# FTE Positions at King

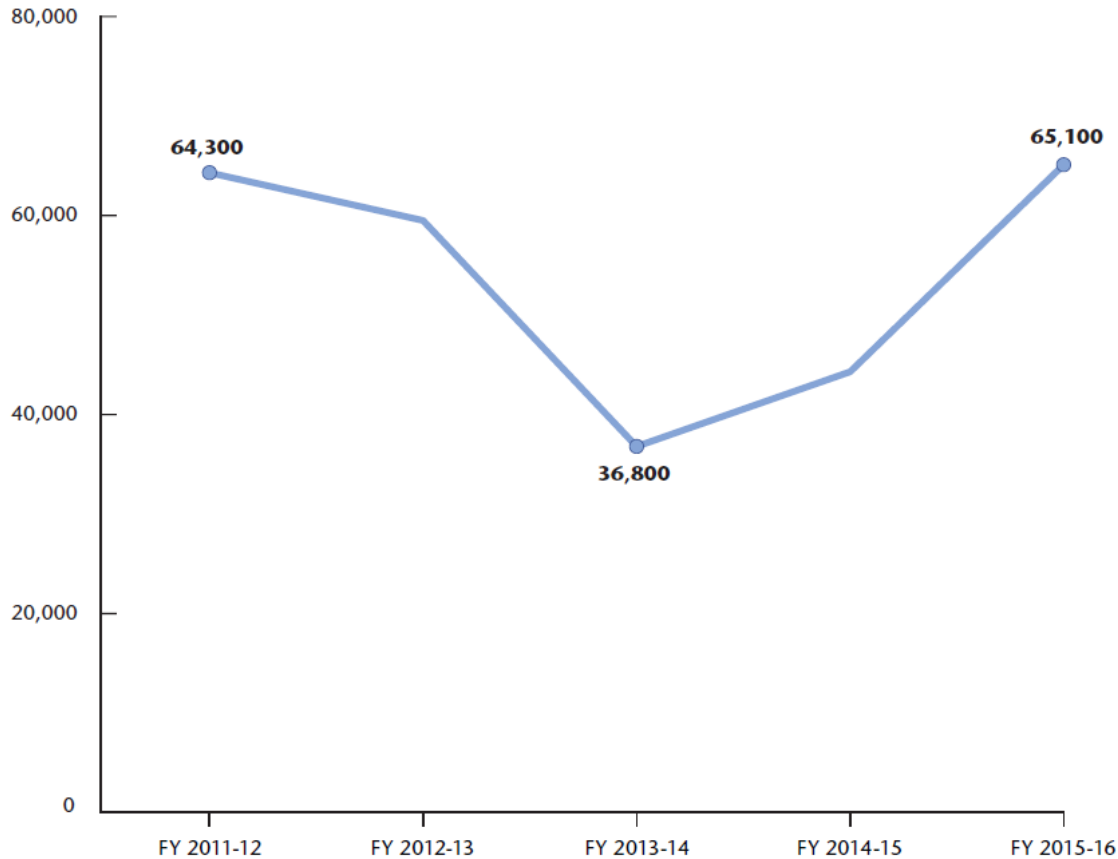
As of June 30



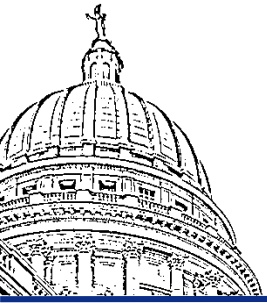


# Overtime Hours Worked by Nursing Staff at King

Overtime Hours Worked by Full- and Part-Time Nursing Staff at King







# Federal and State Oversight

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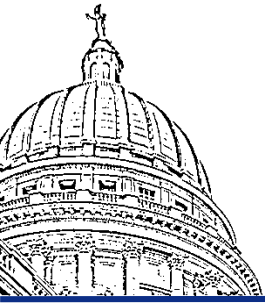
- From 2012 through 2016, the federal Department of Veterans Affairs issued King 15 citations as part of its annual inspection process and five as part of a separate inspection conducted in January 2017.
- From 2012 through 2016, DHS issued King 184 citations. One was in the highest severity category, for which King was assessed a civil penalty of \$76,900.
- King's four residence halls averaged 9.2 citations per year, which was less than the average number DHS issued other skilled nursing facilities in Wisconsin.



# Complaints Regarding King

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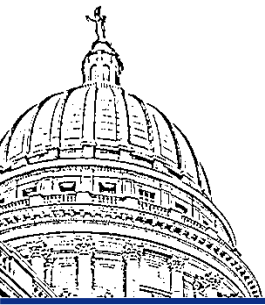
- From 2012 through 2016, King received 80 formal complaints from residents or their representatives. The most common type of complaint involved resident care, such as dissatisfaction with caregiver attitudes.
- From 2012 through 2016, the Board on Aging and Long Term Care opened 90 complaint cases related to King residents, but not all involved concerns about King. The largest number of cases involved resident rights.
- From April 2015 through April 2017, the Audit Bureau received a total of 47 complaints regarding King. We substantiated 13 (27.7 percent), including 10 related to overtime.



# Collecting Employee and Resident Input

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- We sent two email messages to all King employees with information on how to contact our Fraud, Waste, and Mismanagement Hotline.
- We were available during eight days in November to meet with employees at King.
- We printed posters to be placed on each floor of King's residence halls with information on how to contact our Hotline.
- We attended several regularly scheduled meetings between residents and staff members, and we conducted separate listening sessions exclusively for residents.



# Survey of King Employees

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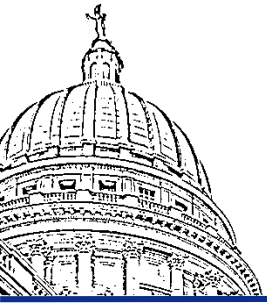
- We conducted an anonymous survey of King employees in November 2016. Of those who responded to specific questions:
  - 97.5 percent described the overall care provided to residents at King as “good” or “very good”;
  - 86.1 percent indicated that they “disagree” or “strongly disagree” that King has sufficient resident care staff to handle the workload;
  - 63.8 percent “disagree” or “strongly disagree” that management at King actively seeks input from employees on how operations and resident care can be improved; and
  - 75.1 percent indicated the overall morale of employees at King was “poor” or “very poor.”



# Recommendations in Report 17-8

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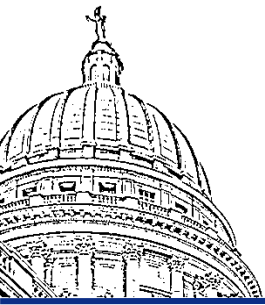
- Include in DVA's administrative rules a formula for calculating private pay rates for nursing home and assisted living care and clearly define rate-setting terms.
- Report to the Audit Committee by September 1, 2017, on its efforts to:
  - determine the cash balance in King's institutional operations account that it believes is appropriate to maintain;
  - develop, and routinely update, a detailed plan for the management and proposed use of the cash balance in the account;
  - establish a process for identifying and assessing the capital-related project needs for all Wisconsin Veterans Homes; and
  - use this information to complete a ten-year facilities plan.



# Recommendations in Report 17-14

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- Report to the Joint Legislative Audit Committee by January 8, 2018, on:
  - its efforts to work with DHS to ensure King is able to benefit from a federally funded initiative to recruit and train nursing assistants;
  - the vacancy rates and overtime hours of nursing staff and whether it intends to pursue options to further reduce the number of residents it serves;
  - its review of King's informal processes for addressing resident concerns;
  - how it is addressing concerns expressed by residents;



# Recommendations in Report 17-14 (Continued)

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- its assessment of, and plans to address, the current training needs of employees who provide direct care;
- its efforts to ensure adequate steps are taken to encourage King employees to routinely report concerns regarding residents;
- its efforts to ensure appropriate and adequate training is provided to all supervisors and managers in encouraging and supporting employees in reporting concerns regarding residents; and
- its efforts to address issues of employee morale and the perception that King's hiring practices are not fair and transparent.

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