

# Iowa Veterans Home



Marshalltown  
Iowa

[www.state.ia.us/iavetshome](http://www.state.ia.us/iavetshome)

## 2001 Annual Report

## A message from the Commandant

The Iowa Veterans Home, established in 1887, evolved out of the spirit of responsibility to provide care for those eligible Iowa veterans and their dependent or surviving spouses who were no longer able to meet their own needs for livelihood.

Over these more than 100 years, the Iowa Veterans Home has lived up to its motto, "Iowa Forgets Not the Defenders of the Union," through our continual enhanced role in the delivery of the necessary long-term health care services being required for those individuals admitted to the Home.

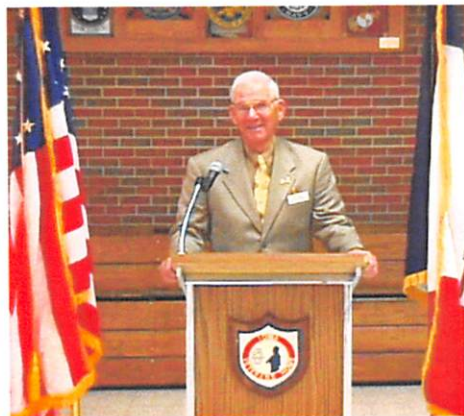
Since those earlier years and our entering into the 21st Century, we have experienced updating of the physical plant as well as the care programming.

Today, with World War II veteran population declining at a rapid rate, (approximately 1100 to 1500 per day, nationwide), and admissions to the Home requiring more acute health care services, along with diminishing resources, we face the challenge of maintaining a balance of operations in terms of service, efficiency and economy.

Opportunities for the future are going to revolve around our marketing effort with constituents statewide, our ability to justify the required resources to underwrite the ever-increasing cost of the needed health services, our recruitment of the appropriate staff and our integration of a technology program to meet our needs.



Jack J. Dack  
Commandant



## Table of Contents

Mission, Vision, Values, Philosophy	4
From the Beginning	5
Table of Organization	6
Levels of Care	7
Profile of a Typical Veteran Resident	8
The Federal Veterans Administration National Association of State Veterans Homes	9
Admission to the Iowa Veterans Home	10
County Commissioners	11
Commission of Veterans Affairs Service Organizations	12
ACHIEVEMENTS AND STRATEGIC PLANNING ( Pages 14 through 21)	
Resident Focused Care	14 & 15
Environment of Care	16 & 17
Human Resources	18 & 19
Information Management	20 & 21
Dietary Center Remodeling and Construction Project	22
Financial Information	23 & 24
Iowa Excellence Initiative	25
Spirit of Freedom	26

## Mission, Vision, Values, Philosophy

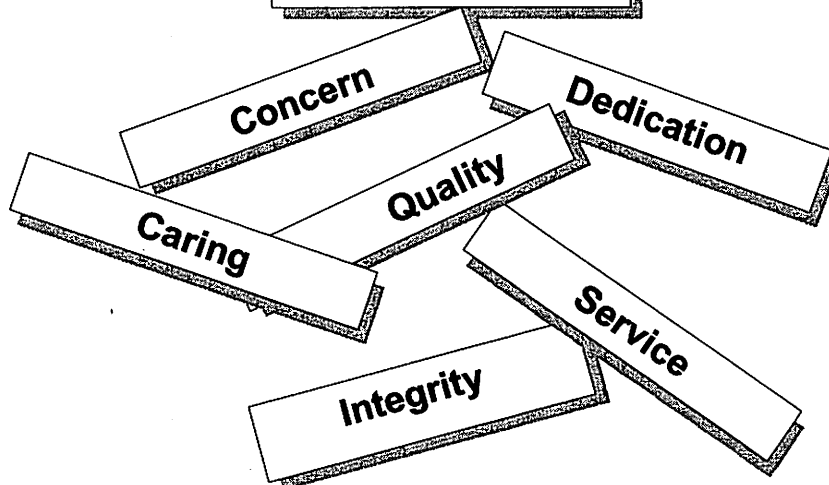
### *Mission*

**The mission of the Iowa Veterans Home is to provide quality interdisciplinary care for the veteran residents and spouses so that their optimum level of dignity, self-worth, wellness, and independence can be achieved.**

### *Vision*

**To Be The Best We Can Be**

### *Values*



### *Philosophy*

- **Our only reason for being is to provide quality care.**
- **We recognize residents/patients, families, volunteers and employees as valued members of our IVH community.**
- **We commit to employee development through education, participation, and evaluation.**

## From the Beginning...

### 114 Years

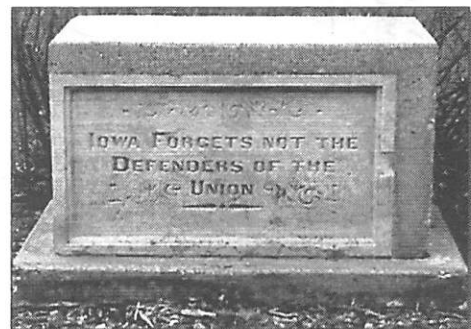
The Iowa Veterans Home has been in existence for over 114 years serving as a refuge for Iowa's eligible veterans and their dependent or surviving spouses. The Home has advanced both in purpose and in physical growth during its long history.

Thanks to Governor Samuel Kirkwood in 1876 because it was his dedication and backing which lead to the home for disabled soldiers in Iowa. After raising \$30,000 in donations, Marshalltown was selected as the site for the Home, which opened December 29, 1887. Amos Fox of Livermore, a Civil War veteran, was the first veteran admitted to the first building, which housed 200 men.

Since 1887, 16,424 veterans or their spouses have been admitted to the IVH. 2,742 veterans or their spouses are buried in the cemetery located on grounds.

The Iowa Veterans Home facility consists of five main buildings that house residents/patients. The buildings were constructed in the following order: The **Heinz Hall Building**, dormitory, (formerly known as the Old People's Building) was built in 1898 at a cost of \$16,000, and in 1970 the building was re-named Heinz Hall after Henry Heinz, a retiring Adjutant at that time; the **Sheeler Building** was built in 1960 at a cost of \$1.5 million named after Dr. Ivan Sheeler, who served as medical director; the **Loftus Building** was dedicated in 1969 at a cost of \$1.6 million named after Ward Loftus, a former commandant; **Malloy Hall** was dedicated in 1978 at a cost of \$12.5 million and was named after Harry Malloy a longtime employee at the Home; **Dack Care Facility** was dedicated in 1981 at a cost of \$7.7 million and is named after the present Commandant Jack J. Dack.

The cornerstone from "The Main Building" (1887), currently sits at the base of the large United States flag on grounds.

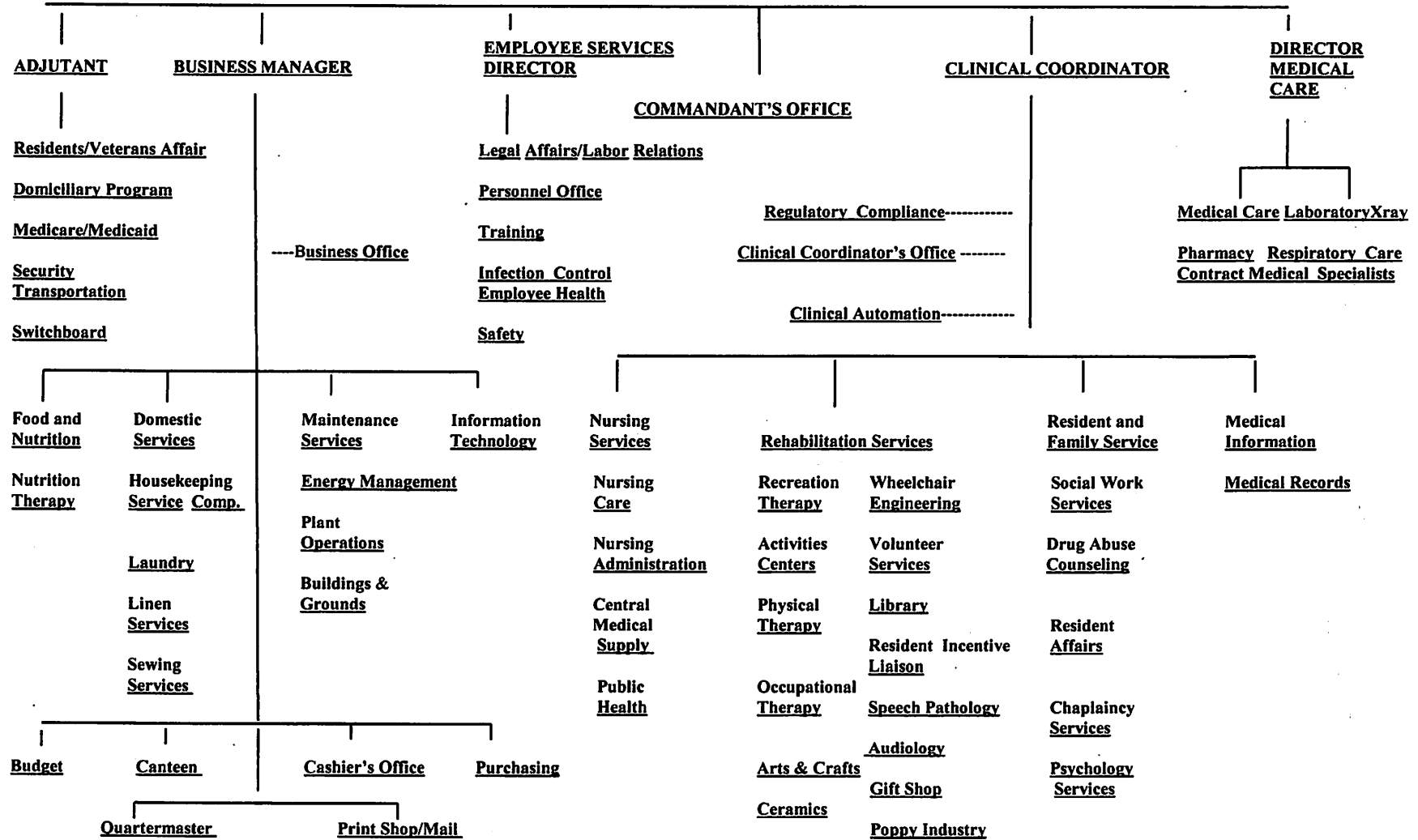


Dr. Ivan Sheeler died in 1997 at age 105 as a resident of IVH.

# COMMISSION OF VETERANS AFFAIRS

IOWA VETERANS HOME  
COMMANDANT  
Jack J. Dack

IOWA COMMISSION OF VETERANS AFFAIRS  
COMMISSION CHAIRPERSON  
Barry Remington



## Levels of Health Care Services

The Infirmary provides the most complex care with constant medical and nursing supervision and assistance in all areas of daily living. Some of the medical challenges include: urinary tract infections, upper respiratory infections, pneumonia, tracheotomy care, and patient surgery. Residents/Patients returning from outpatient surgery are admitted to the infirmary for continued care.

### Infirmary Care (Hospital Type Care) 26 Beds

The Domiciliary provides the most independent level of care. Medical and nursing supervision are available. The most ambulatory residents/patients reside in Heinz Hall. Disorders include substance abuse, mental health problems and disorders and a wide range of physical disabilities.

### Residential (Domiciliary) 113 Beds

Nursing care services are provided for those who depend on others for assistance with activities of daily living. IVH has a 37 bed Alzheimer's Unit, a 41 bed Dementia Unit and a 37 bed Special Care Unit for residents/patients that require a more structured program area in which to reside. These areas ensure medication and behavior are monitored.

### Nursing Care (Nursing Home Care) 629 Beds

Complex care includes: 252 oxygen beds, IV's and IV blocks, control lines, tube feedings, wound treatments, bladder scans, pulse oximetry, hospice, amputee care, catheters, infection isolation, care needs related to chemotherapy and radium implants, along with care for many long-term care needs such as: diabetes, dialysis, catheter care, mental health problems, skin care issues, strokes (CVA), heart problems, head injury rehabilitation, along with treatments and interventions as required. 463 wheelchairs are assigned to residents/patients, with 113 of them motorized and 58 wheelchairs equipped with portable oxygen.



IVH Respiratory Therapy conducted 50,036 treatments in FY01

## Beyond Nursing/Nutritional Services

### Additional Services Provided

Optometry (1,288)	Podiatry (1,474)
Dermatology (585)	Respiratory Therapy (50,036)
Lab/X-Ray/EKG (111,150)	Pharmacy (178,255)
Dental (1,444)	Recreational Therapy (114,929)
Speech/Hearing (2,744)	Physical Therapy (37,738)
Medical	Psychiatry/Psychology
Occupational Therapy	Substance Abuse Counseling
Hospice	Woodworking
Social Services	All Faiths Religious Services
Arts and Crafts/Ceramics	

*(Numbers indicate Fiscal Year 2001 services/appointments)*

### Profile of a Typical Veteran Resident

- 71 Year old male
- 7 to 10 medical diagnoses and 1 mental health diagnosis
- Required medical/psychiatric intervention, restorative nursing, and receives occupational/physical therapy, etc.
- Receives 9 to 15 prescribed medications (which could include inhalants, injectable medications, eye drops, Tylenol, etc.)
  - Licensed nursing interventions two times daily
  - 2 to 3 illnesses annually—treated in house
  - Wheelchair bound
- Dependent for 75 percent of activities of daily living
  - Required IV therapy at least once per year
- 2 to 3 medical appointments annually (mostly at VA Medical Centers)
- Requires risk management of falls, infection, wandering and/or elopement



Recreational Therapy had 114,929 activities during FY01.



## Caring for America's Heroes

### The Federal Department of Veterans Affairs Washington, D.C.

The Federal Department of Veterans Affairs (DVA) administers the laws that provide services to veterans and their dependents, and promotes the care and treatment to maintain the highest possible quality care and health care needs.

The DVA established a program which provides payment to state veterans homes for care of eligible veterans. IVH is compensated for every day the veteran receives care in the Home. The payment is based upon the level of care provided: domiciliary or nursing/infirmary.

The DVA provides construction grants to state veterans homes to assist with construction costs and initial equipment, up to 65 percent of the total cost.

**The Department of Veterans Affairs and the National Association of State Veterans Homes have the mutual goal of providing quality care to the defenders of our union.**

### The National Association of State Veterans Homes

The National Association of State Veterans Homes (NASVH) was established in 1952 due to a need of the states to promote legislation at the national level, and address common challenges nationwide.

Efforts of the National Association of State Veterans Homes have:

- Increased federal reimbursement rates to states.
- Increased funding participation for construction projects.
- Resulted in sharing of experiences and common problems on a nationwide basis between state homes, resulting in better care throughout the country for veterans.
- Improved relations between the Department of Veterans Affairs, Congress and State Home officials.



There are 109 State Veterans Homes in 46 States & Puerto Rico.

## Admission to the Iowa Veterans Home

### Admission into the Iowa Veterans Home requires the following:

- The veteran must be honorably discharged, and be eligible for care and treatment at the Department of Veterans Affairs Medical Centers.
- The spouse of a veteran is eligible if admitting with or after the veteran. (Must be married for at least one year.)
- The widowed spouse of an eligible veteran.
- All individuals must meet residency requirements of the State of Iowa.
- Each applicant must have a current physical examination completed by a medical doctor or doctor of osteopathy. (Exam must include laboratory and X-ray findings.)
- Eligible persons must complete an application through the County Commission of Veterans Affairs in their home county. Applicant's residency will be certified at this time.

**In Fiscal Year 2001 the Iowa  
Veterans Home had  
161  
new admissions.**

### Completed Application:

- Once the completed application is received in the Adjutant's Office, the application is date-stamped and processed for review by the "Admissions Committee."
- The Committee determines if the applicant's needs can be met, and what level of care is required.
- If beds are not immediately available, the applicant is placed on the appropriate "waiting list." Applications are then processed in the date-order that they were received.
- When a bed becomes available, the applicant with the oldest application on file for that specific level of care will be scheduled for admission.

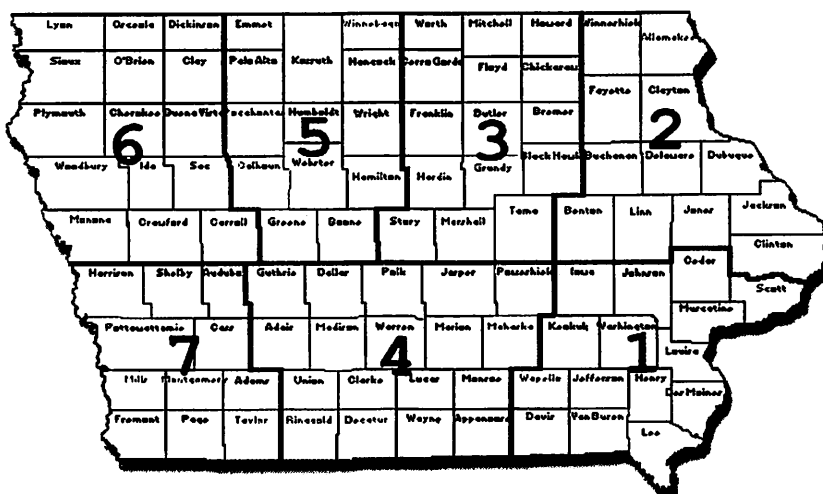


**In 114 years there have only been 12 Commandants.**

## County Commissioners

The Iowa Association of County Commissioners of Veterans Affairs is an organization representing the 99 counties in the State of Iowa. The counties are divided into seven districts which support the veterans and their families throughout the State.

The average Iowa Veterans Home population was 710 during fiscal year 2001. Of this number 628 were veterans and 82 were surviving spouses.



### Iowa Veterans Home Population by District:

District 1:	94
District 2:	84
District 3:	207
District 4:	188
District 5:	79
District 6:	25
District 7:	26
<b>TOTAL:</b>	<b>703</b>

### Total Veterans in Iowa by District

District 1:	51,140
District 2:	47,050
District 3:	41,730
District 4:	60,940
District 5:	18,760
District 6:	29,530
District 7:	19,250
<b>TOTAL:</b>	<b>268,400</b>



The first IVH building was erected in 1890.

## Iowa Commission of Veterans Affairs

### *Appointed by the Governor*

Barry Remington, Chairperson, Cedar Falls—American Veterans of US  
Muriel E. Allen, Member, Maquoketa—Veterans of Foreign Wars  
Larry Bowden, Member, Norwalk—Disabled American Veterans  
Mildred Dawson, Member, Norwalk—Member at Large  
Robert B. Leeman, Member, Guttenberg—The American Legion  
Jesse Rodriguez, Member, Des Moines—Military Order of the Purple Heart  
Mary Ellen White, Member, Grinnell—Vietnam Veterans of America

## Service Organizations

A special "thank you" goes out to each of the following organizations that assist with the IVH residents/patients each and every day:

- American Veterans (AMVETS)
- American Ex-POWs
- Disabled American Veterans
- Forty and Eight
- Marine Corps League
- Military Order of the Purple Heart
- Paralyzed Veterans of America
- Veterans of Foreign Wars
- Vietnam Veterans of America
- The American Legion
- Several Patriotic Organizations and their Auxiliaries
- Several Service Organizations
- Many IVH volunteers



(Left to Right) Florence Watts (15,224 hours) and Pauline Kinder (20,690 hours), American Legion Auxiliary volunteers, received plaques for their many hours of service to the veterans at the Iowa Veterans Home.



Volunteers donated 31,782 hours during FY 01.

*2001 Accomplishments*

*and*

*Strategic Planning*

*Pages 14 - 19*

*Resident Focused Care*

*Environment of Care*

*Human Resources*

*Information Management*

## 2001 Achievements

### Resident Focused Care

A "Mental Health Team" is now established to coordinate programming and services to meet the mental health and/or substance abuse needs of the residents/patients. The Team has started a "New Beginnings" class for newly admitted residents/patients to provide information, support and encouragement as residents orient to their new environment. Education of staff has increased on mental health issues as a result of having two Psychologists, two Registered Nurses and one contracted Psychiatrist.

A new process has been developed to improve accuracy and timeliness for rating the competency of residents/patients. Competency is rated on abilities to make medical, financial and personal decisions. This new process works better during three critical junctures of the residents/patients life: 1) newly admitted to the home, 2) when cognition changes or becomes questionable, and 3) at the time of their annual physical.

**G**oal: To provide care for resident/patients which addresses mind, body and spirit and supports their rights, dignity and self-worth.

An Ethics Committee has been established, and now is a working resource for residents/patients, families, staff and administration. This Committee serves as a valuable resource for consultation regarding the increasingly complex personal, medical, and ethical dilemmas that confront modern long-term health care systems today.

A Residents' Rights Committee has been formed for residents/patients to offer input into policies that directly effect their lives and interests.

To resolve complaints of residents/patients to their satisfaction and in a timely manner, a new "complaint form" was established after a three-month trial basis.



The IVH Medical Laboratory processed 111,150 tests in FY 01.

## Strategic Planning

### Resident Focused Care

Create a business plan for the formation of a Mental Health Services Department. This Department would address the increasing complexity of the mental health needs at the IVH. JUN 2002

The Organization will support families'/ designated persons' involvement in the care planning process of the residents/patients by telephone calls and letters encouraging their input. JUN 2002

Recognize and support resident/patient rights and address ethical issues by establishing processes for independent expression and identifying issues related to decision making within the facility, while supporting quality of life for the residents/patients. JUN 2002



IVH Dance scheduled for residents/patients

Continue research work on an initiative aimed at development of a resident-identified satisfaction scale to use in the annual resident review regarding their care, comfort and quality of life. JUN 2003

Research cost-effective quality care in regards to medication usage in long-term care. JUN 2003

Facilitate the integration and sharing of resources between the Department of Veterans Affairs Medical Centers and the Iowa Veterans Home. (ONGOING)

Continue efforts to place a VA Medical Clinic on IVH grounds. (Awaiting official notification from the Federal Veterans Administration concerning funding. )



The IVH Pharmacy processed 178,255 transactions in FY 01.

## 2001 Achievements

### Environment of Care

Seven "focus areas" have been identified regarding the environment of care:

**Safety**  
**Security**  
**Hazardous Materials**  
**Emergency Preparedness**  
**Fire Prevention**  
**Medical Equipment**  
**Utility Management**

A plan has been established for evaluation and collection of data for the focus areas with compliance monitored quarterly and annually.

**G**oal: To create an environment of care that is safe, functional, supportive and effective.

Each staff member attended training during fiscal year 2001 on the environment of care issues at the IVH annual in-service blitz. Training related to the physical characteristics necessary for maintaining a safe, home-like environment and the process for monitoring and reporting on the health care environment.

An "Ergonomic Task Force" has been developed to identify and minimize workplace injuries to residents/patients and staff. For example, a "transfer belt policy" has been implemented and has significantly decreased the number of workplace injuries.

An outside shelter house (picture on page 17) exceeding 700 square feet was constructed with donated funds from the Bowlers to Veterans Link. This shelter house offers a lot of outside enjoyment for the residents/patients and their families.



IVH currently has 627,282 square feet of occupied space.



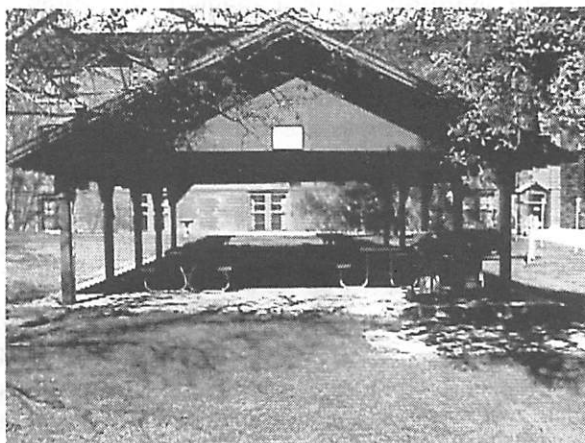
## Strategic Planning

### Environment of Care

Continue to enhance plans for collection and evaluation of data for the seven focus areas (Safety, Security, Hazardous Materials, Emergency Preparedness, Fire Prevention, Medical Equipment and Utility Management).  
JUN 2002

Develop plans to re-decorate and modernize units and "common areas" to make them more aesthetic, inviting and comfortable.  
JUN 2002

Continue to provide agency-wide education at the annual in-service blitz on the Environment of Care Plan. (ONGOING)



Heinz Hall Shelter House  
Donated by: "Bowlers to  
Veterans Link"

Replace the secondary 6-inch water main with a 12-inch water main to ensure safety of residents/patients if the primary water feed fails. This will ensure that there is an adequate supply of water in the event of a fire, and that food service and laundry operations will not be disrupted. JUN 2002

Ensure a safe physical environment with minimal disruptions for residents/patients and employees during the Food Preparation and Dining construction project. JUN 2003

As a life/safety measure, replace the leaking chilled water lines to ensure adequate temperatures are maintained for residents/patients and staff. JUN 2002

Upgrade building automation system for maximization of heating and cooling systems which will result in lower energy costs. JUN 2003

Assess the need for additional convenient parking for families, visitors and volunteers.  
JUN 2003



2,061,450 pounds of laundry were processed in FY 01.

## 2001 Achievements

### Human Resources

IVH staff attended a total of 22,045 hours of training in fiscal year 2001. On-grounds training totaled 19,036 hours. (This was 94% of all training.) Employees were offered 577 separate training sessions or courses.

A "Psychiatry Rounds" training program offered 24 presentations with 904 staff attending throughout the year.

**G**oal: To recruit the most qualified candidates for employment, and to develop and retain excellent employees in order to provide the best care delivery for residents/patients.

A staff "Attitude Assessment Survey" was sent to all staff to assess worker perceptions of well-being, satisfaction and motivation. Results of the survey were used to design staff training, to design REAL (Recognizing Employee Achievements and Loyalty) Committee incentive initiatives, and to assist in the collective bargaining process.

An "Exit Survey" process has been implemented. A survey is sent out to individuals approximately one month after leaving employment. Survey responses are distributed to the appropriate department director.

A pilot project was conducted to investigate a "palm" scanner time clock machine to increase efficiency by reducing paperwork and enhancing accuracy. Results determined that "palm" scanner time clock machines will not be expanded until technological capabilities are further advanced and refined.



The staff survey was sent to 985 staff, 443 were returned.

## Strategic Planning

### Human Resources

To establish and maintain formal and informal assessment methods and measures to determine employee well-being, satisfaction and motivation. (ONGOING)

Conduct a review of "span of control" responsibilities for supervisory positions to ensure maximization of limited resources. JUN 2002

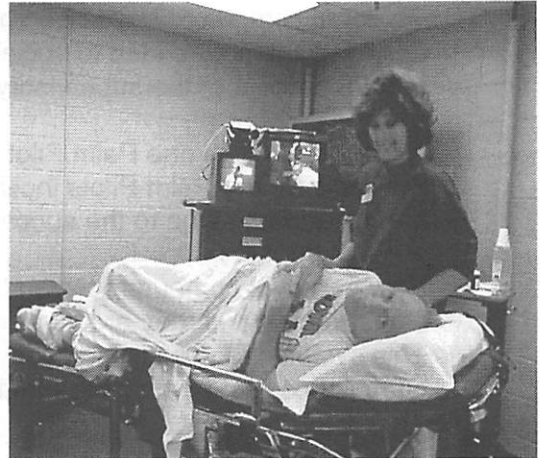
Enhance and streamline the Nursing Department scheduling process. JUN 2002

Work towards reduction of overtime expenditures, and development of a plan to resolve vacation issues related to patient care staff. JUN 2002

Research the possibilities of hiring retired staff who are skilled and trained to enhance our workforce. JUN 2003

Investigate opportunities with local schools to generate interest in long-term health care careers. JUN 2003

Research the feasibility of a mentoring program for new employees. JUN 2003



The Iowa Veterans Home staff utilize telemedicine for interactive consultative services for improved resident/patient medical care.



IVH Poppy makers (17 residents) produced 554,775 poppies in FY 01.

## 2001 Achievements

### Information Management

Personal computers have been placed on each of the 14 nursing units. E-mail capabilities have been extended to social workers, dietitians and rehabilitation services staff, and 85 percent of the supervisory staff.

A trial period with one Palm Pilot was successfully completed by clinical dietitians. Software for the Palm Pilots include nutrition related calculations, reference materials, and calendars. Due to the success of this trial period additional equipment was ordered.

New personal computers were placed in the Quartermaster and Central Supply Departments and they are awaiting the installation of a computerized inventory system. This system will greatly increase the availability of inventory data and will aid with compliance requirements mandated by various regulatory agencies.

**G**oal: To develop timely and accurate information systems necessary to ensure needed information is available to provide the most efficient and timely service to residents/patients and staff.

Upgrades and standardization of computer operating systems to Microsoft Windows 2000 or Windows NT have been completed throughout the facility.

Funding was awarded and the Information Technology staff has implemented and created an IVH computer domain. Currently the Information Technology staff is testing the domain, with anticipation of all staff using the domain by January 2002.

In an effort to reduce training costs and still educate staff, 16 computer application classes have been provided to 208 employees on the IVH campus by an outside vendor.

IVH Information Technology staff conducted various computer training courses to employees throughout the year relating to specific IVH computer applications.



4.7 miles of category 5 cable has been installed for computers.

## Strategic Planning

### Information Management

Establish a network system that will provide the capabilities to integrate the various technology utilization areas. JUN 2002

Apply Business Process Reengineering to develop a plan for implementation of a single electronic resident/patient record. JUN 2002

Standardize/integrate technology applications throughout the agency, and continually redesign information-sharing processes to improve efficiency. JUN 2002

Expand the current IVH website and promote activity/recreation programming information and scheduling. JUN 2003

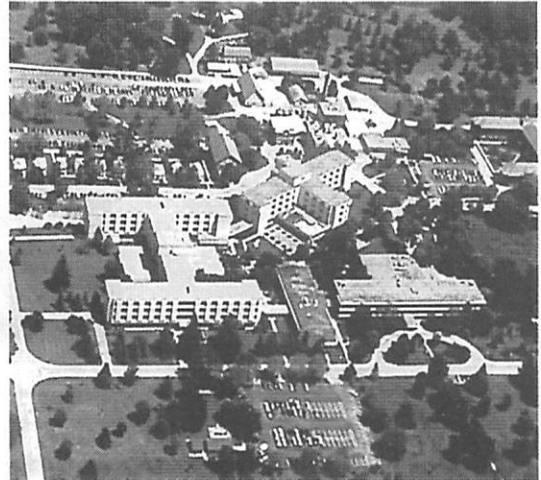
Implement electronic "care plans" on the nursing units. Connect telemedicine and tele-radiology to the network. JUN 2003

Complete expansion of security processes for the confidential information provided in forthcoming HIPAA regulations. JUN 2003

Investigate and implement an overhaul of the resident/patient banking and billing systems. JUN 2003

Begin a Data Warehousing design for the agency. JUN 2003

Plan and implement a procedure for resident/patient medical records archiving. JUN 2004

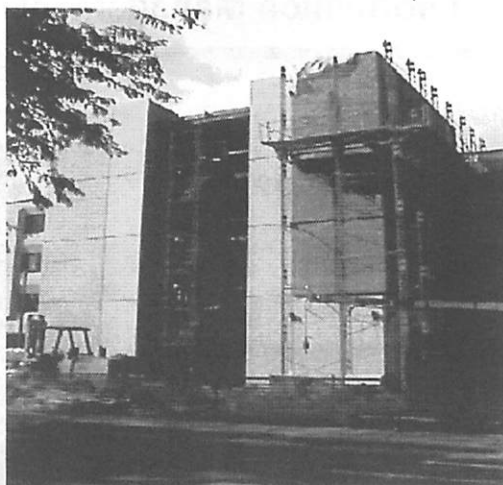


The new computer equipment allows IVH to electronically communicate campus-wide



Medical Information processed 695,916 lines of typing in FY 01.

## Major Infrastructure Improvements



### Food Preparation and Dining Project

Construction began on October 5, 2000, with a targeted completion date of January, 2003. This project serves many purposes, including: providing enhanced accessibility to all dining areas for wheelchair residents/patients; optimizing limited dining space on the nursing units; replacing the central kitchen which was designed in 1959 and providing an enhanced system for delivery of nourishment. Sixty-five percent of the costs associated with this project are federally funded.

### Chiller Project

Presently under construction and scheduled for completion October 1, 2001, is the addition of 1000 tons of new cooling capacity to the chilled water system. This new equipment will allow us to meet current and future cooling needs campus-wide.



669,454 meals were served in FY 01.

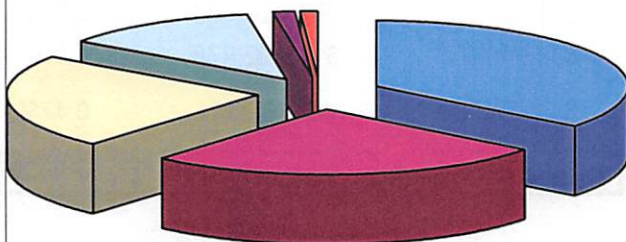
# FY 2001 Revenues and Expenditures

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Total</u>
<b>REVENUES:</b>			
State Appropriation	\$47,301,033	\$47,299,709	95.94%
Federal Reimbursements	\$ 1,561,010	\$ 1,424,902	2.89%
IntraState Reimbursements	\$ 514,072	\$ 492,278	1.00%
Sales, Rents, and Fees	\$ 74,060	\$ 83,151	0.17%
Total	<b>\$49,450,175</b>	<b>\$49,300,040</b>	<b>100.00%</b>
<b>EXPENDITURES:</b>			
Personal Services	\$37,681,070	\$37,606,772	76.28%
Professional & Outside Services	\$ 2,904,877	\$ 2,853,165	5.79%
Drug Costs	\$ 1,904,262	\$ 2,000,175	4.06%
Utilities & Energy Improvement	\$ 1,297,180	\$ 1,221,724	2.48%
Food	\$ 1,240,101	\$ 1,242,344	2.52%
Other Supplies	\$ 953,633	\$ 994,094	2.02%
Medical Supplies	\$ 861,700	\$ 824,390	1.67%
Workers Compensation	\$ 845,383	\$ 912,849	1.85%
Equipment (Inventory & Non-inventory)	\$ 835,476	\$ 712,479	1.45%
Equipment Maintenance & Repairs	\$ 448,568	\$ 448,871	0.91%
Travel & Vehicle Depreciation	\$ 151,185	\$ 178,393	0.36%
IntraState Reimbursements	\$ 146,147	\$ 93,414	0.19%
Equipment Rentals	\$ 83,400	\$ 94,802	0.19%
Communications	\$ 61,005	\$ 75,948	0.15%
Miscellaneous	\$ 36,188	\$ 40,620	0.08%
Total	<b>\$49,450,175</b>	<b>\$49,300,040</b>	<b>100.00%</b>



## Revenue Sources/Cost of Care

### REVENUE SOURCES FISCAL YEAR 2001



STATE APPROPRIATIONS	35.5%
RESIDENT SUPPORT	25.8%
DEPT. OF VETERANS AFFAIRS	23.4%
MEDICAID	12.8%
MEDICARE	1.3%
MISCELLANEOUS INCOME	1.2%

	2001	%
<b>A. Operating Costs by Funding Source</b>		
State Appropriation, net of funds remitted to general fund	\$ 17,527,935	35.5%
Resident's' Support	\$ 12,712,891	25.8%
VA Per Diem & Reimbursements	\$ 11,535,716	23.4%
Medicaid	\$ 6,322,445	12.8%
Medicare Part B	\$ 616,159	1.3%
Miscellaneous revenues	\$ 584,894	1.2%
Total Operating Costs	\$ 49,300,040	100.0%
<b>B. Member Days of Care</b>		
Veteran Days	224,553	88.4%
Non-Veteran Days	29,474	11.6%
All Member Days	254,027	100.0%
<b>C. Average state share for cost of care per day (all levels)</b>		
	\$ 69.00	



## Iowa Excellence Initiative



Veterans Day at the Iowa Veterans Home  
The Pledge of Allegiance

The Iowa Veterans Home voluntarily participated in an opportunity for self-assessment through the Iowa Excellence Initiative. This is a system established by state government for agencies and departments to assess themselves, and its purpose is to drive improvement efforts, increase customer satisfaction and create value for Iowans. The Iowa Excellence Initiative is adapted from the Malcolm Baldrige National Quality Award criteria to be used in state government. The following criteria are included in the self-assessment:

Collaborative Leadership  
Long-Range Thinking  
Customer Focus  
Data-Based Decisions  
Employee Participation  
Continuous Improvement  
Results Orientation

IVH submitted their completed assessment to the Governor's Office, and we are now waiting for a review by examiners who will make recommendations on improvement opportunities. A consultant then meets with IVH Management to review the recommendations, and a plan will then be developed and implemented incorporating the identified improvements into the operation of our agency.

The Iowa Veterans Home self-assessment team included nine staff members who spent over 600 hours working on this initiative.

## The Spirit of Freedom



This picture is the symbol of the feelings that surface when the Pledge of Allegiance is given at IVH.

This publication is presented to you by the Iowa Veterans Home  
Planning Advisory Committee

