



2003 Annual Report

Iowa Veterans Home

*Marshalltown, Iowa
www.state.ia.us/iavets/home*

A Snapshot of IVH



Iowa Forgets Not the Defenders of the Union

116 Years

The Iowa Veterans Home has been in existence for over 116 years serving as a refuge for Iowa's eligible veterans and their dependent or surviving spouses, and was founded under the motto "Iowa Forgets Not the Defenders of the Union." The Home has advanced both in purpose and in physical growth during its long history.

The Iowa Veterans Home facility consists of five main buildings that house residents. The buildings were constructed in the following order: The **Heinz Hall Building**, dormitory, (formerly known as the Old Peoples 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 and is named after Dr. Ivan Sheeler, who served as medical director; **Loftus Building** was dedicated in 1969 at a cost of \$1.6 million and 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 past Commandant Jack J. Dack.

Heinz Hall Building

Mission, Vision, Values

Iowa Veterans Home...

The 3rd largest State owned/operated Veterans Home of the 109 State Homes located in the United States & Puerto Rico.

Equal to the size of about 8 to 10 community nursing homes with 774 beds.

Strongly adheres to the following beliefs:

Mission

CARING
Our only reason
for being

Vision

A partnership
in Service
and
Care

Core Values

The values you experience at IVH are
accountability, integrity, communication,
golden rule behavior, positive attitude,
excellence, respect, compassion, and humor.

Philosophy and Levels of Care

The philosophy of the Iowa Veterans Home is to provide individualized quality health care in a home-like atmosphere for our 718 residents.

Professionally trained staff provide a variety of modern preventive and rehabilitative services. Residents are encouraged to achieve their highest level of functioning.

IVH's atmosphere of warmth, friendliness, and understanding ensures respect for each resident's individuality, dignity, and well-being.

Levels of Care

Three levels of care are provided and are based upon the medical, rehabilitative, and nursing care needs. Services also address social, spiritual, and emotional needs.

Levels of care range from independent to dependent care:

1. **Residential (assisted living):** For the most independent residents, with minimal services provided by the Home.
1. **Nursing care:** For residents who require nursing care and supervision in areas such as personal hygiene, medications and treatments, and human relations.
2. **Infirmatory-type care:** For residents who require more extensive care.

Medical Care

Doctors and Nurses

Each resident has a primary doctor and a primary nurse responsible for their medical care. Nursing care is provided 24 hours per day, seven days per week to all residents of the Home.

Specialized Doctors

Residents receive on-campus care from the following specialized doctors: a dentist, an optometrist, a dermatologist, a psychiatrist, a pulmonologist and a podiatrist.

Specialized Staff

Some of the additional areas of care offered on-campus from staff with special training include: respiratory care, laboratory and x-ray services, psychological/psychiatric services, medication/pharmacy services, dietitian services, physical therapy, occupational therapy, incentive therapy programs, speech therapy, recreational therapy, and audiology.

Outstanding Services

Social Worker

Every unit is assigned one social worker who is available to provide assistance for a variety of issues to the residents and their families.

Chapel Services

Religious services are provided by the three full-time Chaplains and a part-time Catholic Priest at IVH, who additionally visit the units on a regular basis.

Therapeutic Recreation

Fifteen Recreation Therapists provide a wide range of activities both on and off campus. Residents enjoy activities that are aimed at stimulating and enhancing their lives.

Resident Council, Process Action Teams and Administrative Committees

Residents are encouraged to participate and become members of these groups to have a role in the decision-making processes and to have a voice about their home.

Ceramics, Arts and Crafts, Woodworking and Poppies

Many activities are offered throughout the facility for resident leisure, satisfaction, fun and involvement.

Additional Services

Canteen, Banking Services, Wheelchair Services, Library, Barber Shop, Beauty Shop, Sewing Room, Leisure Resource Centers, and Gift Shop.

Service Organizations and Volunteers

Volunteers Pictured:

Standing:

Ray Glynn,
Doris Lemker,
Royce Banghart

Front Row:

Margaret Kline
Doris Banghart

IVH Volunteers donated over 29,000 hours serving our residents in FY 2003. The volunteers pictured above received the “Commandant’s Award” this year.

A special “thank you” goes out to each of the following organizations that assist the IVH residents 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
- The American Legion Auxiliary
- Other Patriotic Organizations and their Auxiliaries
- Other Service Organizations
- Many IVH volunteers

*Traditional, Time-Honored
And Visionary For our Veterans*



A New Look

A New Commandant

An Albia, Iowa, native, Mr. Coghlan served in the U.S. Air Force and is a Vietnam veteran. He has a bachelor's degree in Sociology from Northeast Missouri State and a master's degree in Social Work from the University of Iowa. Mr. Coghlan worked for 28 years for the Department of Veterans Affairs. Prior to IVH he served as the Commandant of the Nebraska State Veterans Home in Grand Island.

A New Director of Clinical Services

Dr. Christine Lindgren joined the Iowa Veterans Home staff as our new Clinical Services Director in June. She came to us from the Veterans Administration Central Iowa Healthcare System, Des Moines Division. She earned her degree in Medicine from Des Moines University, 1997. She is Board Certified in Internal Medicine with a strong interest in Geriatric and Long-Term Care.

A New Administrator of Nursing

Deborah DeJong joined the Iowa Veterans Home as the Administrator of Nursing in August. Deborah has her Masters degree in Business Administration, Counseling and Nursing, and has many years of experience which include: the Director of Nursing at Broadlawns Hospital, Vice President of Patient & Family Care at Hospice of Central Iowa, Oncology Nurse Specialist at the VA Medical Center and Assistant Professor of Nursing at Grandview College.

New Initiatives

Highlights of 2003 are impressive, and include new innovative programs/initiatives. Listed below are a few of the projects that will be identified on the following pages:

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Participative Leadership

New Philosophy

A new Commandant brought a new way of doing business. Residents and staff are encouraged to become part of the decision-making process by participating in teams. Communication is enhanced through employee forums, environmental rounds, a Quality Council, departmental budgeting, and a Communications Process Action Team.

There is an enhanced emphasis on reviewing our processes, making data-based decisions and quality throughout the agency, all in a teamwork atmosphere. Departmental barriers are broken down and a new Table of Organization has been implemented.

Strategic Planning Retreats

New leadership wanted future planning goals to be decided by the people who live and work at the Home. Strategic Planning Retreats were held in January and February with a representation of 5 residents, 9 department directors, 10 supervisors and 65 frontline staff. This broad-based group identified 529 goals/initiatives, which were ultimately narrowed to the top 29. The focus of the goals/initiatives directly aligned under eight key elements:

Clinical Services	Customer Service	Performance Improvement
Resource Management	Research/Education	Marketing
Infrastructure	Core Values	

Progress

Over half of the strategic goals are in varying stages of progress and many will be discussed in this report.

Quality Council

A New Team

The Quality Council was established in May as a result of one of the strategic planning goals. The team consists of 8 rotating members—6 non-supervisory, 2 supervisory and 7 standing members which include 2 residents and 1 union representative.

Quality Council Initiatives

The Quality Council's role is to provide oversight of all agency operations. Additionally, the Council provides leadership and strategic planning to ensure excellent care and continuous improvement to the quality of life and environment for the IVH community.

Teams Convened

The Quality Council has convened 12 Process Action Teams

Medical Clinic PAT	Agency-wide Communication PAT
Customer Service PAT	Mental Health/Substance Abuse PAT
Cottage Usage PAT	Admissions (Resident) PAT
Clinical Guidelines PAT	Staff Accident PAT
Parking PAT	Daycare PAT
Dress Code PAT	Marketing Pat

Empowerment

Each of the above teams represent residents and staff volunteering to serve and have a voice in the decisions that evolve. 9 of the 12 teams have completed their recommendations and presented them to the Quality Council, and all have been approved and accepted.

The team concept represents a new approach to decision-making at IVH.

New Pathways

Performance and Accountability

In alignment with the many new initiatives at the home in 2003, an **Agency Performance Plan** has been put into practice. Agency departments operate under performance measures with performance targets. This has lead the agency towards collecting relevant data, which enhances the ability to make data-based decisions.

Efforts to maximize financial resources during turbulent budgetary times has guided us toward establishing a “business planning” philosophy, and a newly established **Business Plan**. The plan identifies initiatives aimed at increasing revenues, awareness and accountability of department directors in the budgetary process, increasing computerization of residents’ records, and the use of our tele-medicine technology.

Decentralized Budget Process

Historically, budgeting at IVH has been centralized within senior management staff. The implementation of a departmental budgeting system allows greater input and accountability by each department director, and will positively contribute in the following ways:

- Department Directors and staff are charged to look at their operations in a different light, and identify contract, purchasing, staffing and operational efficiencies that impact the facility’s bottom line.
- Create an ownership by department heads and staff with spending and operational changes, which enhances commitment to long-term success.
- Maximize data collection relating to departmental costs, and using this information to forecast future costs, which will facilitate development of more comprehensive future budgets.

New Pathways

Charter Agency

IVH is one of six agencies that were offered a chance to participate in a very exciting opportunity. Governor Vilsack signed a bill on July 1st stating that IVH would become a “**Charter Agency**.” This means that IVH has been given greater administrative flexibility over a five-year period to work towards our goals in a more innovative and results-oriented way. Additionally, we agreed to a 1.3 million dollar reduction in our appropriation for the next 5 years.

The appropriations reduction will be refunded through certification of the 112 Malloy beds to Title XIX and departmentalizing the budgeting system.

The biggest reasons for us to participate in the “Charter Agency” initiative include:

1. We will have the flexibility to create additional revenue and operate as a free enterprise.
2. We will have the ability to develop funding to reward and recognize employees.
3. As employees of the State we are responsible for maintaining the highest quality of care to our residents in the most resource efficient means possible.
4. We received a \$100,000 grant to purchase information technology software, hardware, training, and two positions to develop and implement a computerized records system to enhance monitoring systems for the resident health status.

Clinical Initiatives



Medical Staff Reorganization

The new Clinical Services Director position was created with the purpose of aligning all clinical services under one umbrella that answers to the same director. This is to assure that the focus for clinical services is the provision of quality care that is delivered in an interdisciplinary framework, utilizing each department's clinical expertise. The Director of Clinical Services also serves as the Medical Director for the Home.

Computerized Patient Record System (CPRS)

Efforts toward development and implementation of a computerized patient record system have increased. This is necessary to improve the quality of care to the residents we serve; meet increased regulatory requirements; and address resource management issues. Additionally, this initiative will enhance timely and accurate documentation, automated drug interaction information, reduce duplication of resources and information, and expedite the billing processes.

Certification of the Malloy Second Floor

IVH applied for and received notification from the Department of Inspections and Appeals for Title XIX certification of 112 beds. This initiative is aimed at simplifying residents' moves from unit to unit and to bring more continuity to the data entries/assessment required. Additionally, it is anticipated that this will increase revenues for the Home.

Clinical Initiatives

Future Site of the Medicine
Clinic– Construction is
underway in the Sheeler Building

Centralized Medicine Clinic

A Process Action Team was convened to study the feasibility and to plan for a medicine clinic on grounds. A sub-group from this Team continues to carry-through with this initiative. As a cost-saving measure, the demolition and construction work are being performed by IVH Maintenance staff. This clinic will be located in the Sheeler Building where an older dietary area existed.

The Medicine Clinic is modeled after community outpatient clinics used in the private health care industry. This will enhance the quality of care, promote dignity and privacy, and enhance communication between the resident and the care provider. Additionally, this will reduce waiting time for the residents and place services such as the laboratory, x-ray, and dental closely to the medicine clinic for easier accessibility.

Admissions

As a result of an Admissions Process Action Team, many revisions are being formalized in relation to the resident admissions process. The revisions are aimed at capturing more relevant information, which could create less waiting time for applicants, and lead to a better admission experience for the resident. The census has increased approximately 10% over the past year, and this is one initiative responsible for this increase.

Clinical Initiatives

Environmental Rounds

An enhanced system has been created to heighten awareness for the environment of care, which includes fire safety, environmental cleanliness, and hazard elimination for residents, staff and visitors. The environmental rounds are conducted twice per month and are conducted in a specified area or nursing unit. These rounds have given administrators a chance to tour the facility and to be a part of the environment of care auditing system. Each time there are eight to ten staff involved who pair off and inspect each area/room of the audit.

As a result of the environment rounds for the last half of 2003, 1658 work orders were initiated. The majority of these work orders were for areas that needed paint or wall repair. This system has put into perspective the areas that need improvement throughout the Home.

Additionally, the Safety Department is putting all of the data collected into a comprehensive data-collection system and performance improvement opportunities will be created.

Resident Participation

To ensure that the residents of IVH have a voice in the decision-making bodies, they have been asked to participate as members on many of the committees. Currently, residents are serving on 45 percent of the committees.

Additionally, 12 Process Action Teams have been convened and all have had at least one resident participating except for one.

39 residents have completed the Process Action Team training and are ready to serve on any Process Action Team that they would like.

Clinical Initiatives



Clinical Practice Council

A Clinical Practice Council was established to provide a forum for discussion regarding best clinical practices, protocol and guidelines, trends in healthcare, programming needs and the provision of education through presentations, case review and research participation. The Clinical Practice Council will make proposals and recommendations for programming needs or other issues that impact care throughout the agency.

Root Cause Analysis Teams

Regulations require a Root Cause Analysis Team be convened when a sentinel event occurs. A sentinel event is an incident resulting in resident harm, after which the resident does not regain their full level of functioning as it was prior to the incident. IVH carries this concept one step further by convening an Internal Review Team for any “near misses” These teams study the chain-of-events leading up to an incident by looking at the processes, and determining what process failed that allowed the incident to happen. After identifying the root causes of the incident the team makes recommendations for enhancements to policies or procedures to eliminate future similar situations. Many team recommendations have been implemented and have enhanced the safety and care to the residents and staff. Using this “near miss” concept, we have convened nine teams this past year.

Community Partnering

Emergency Preparedness

To ensure the facility is prepared for emergencies we are required to conduct two disaster drills per year. The drill held on October 29th was a full-scale exercise, and we worked closely with the Local Emergency Planning Committee (LEPC) to create a scenario that would exercise local, county, state, and federal emergency agencies during a terrorist act.

100-125 people participated in this weapons of mass destruction (DRILL) exercise, which involved a terrorist, a chemical agent (anthrax) release and a large pipe bomb in the Malloy Hall. This four-hour drill educated and trained staff and community authorities on the emergency Disaster Plan and how to respond to these critical events. IVH staff response was great and proved that they are prepared to provide assistance in any emergency.

IVH wants to say thank you to the following agencies who participated: Marshalltown Police Department, Marshalltown Fire Department, Marshall County Sheriff, Des Moines HAZMAT, 71st Civil Support Team, ATF, American Red Cross, Salvation Army, Department of Public Safety, State Fire Marshal, Marshalltown Paramedic Service EMS, Iowa Veterans Home First Responders, DNR, FBI, Local Public Health, IDPH, Channel 5, WOI-TV and local media.

Community Partnering

IVH Employee Blood Drives

Since 2000, the staff of the Iowa Veterans Home and ABM (contracted house-keeping company) have donated blood twice each year through blood drives with the Blood Center of Central Iowa. **678** pints of blood have been collected as a result of the participation of the employees.

Emergency Food Box Donations

For the past twenty-five years, the residents and staff at IVH have held a food and fund drive to assist the Marshall County Emergency Food Box. The Food Box's mission is to provide food to the needy individuals and families of Marshall County. The 2003 IVH Food Box Drive resulted in the monetary donation of \$2637.67 and the collection of 180 food items to this worthy organization.

Little League Baseball

IVH has committed to a 10 year agreement with the Marshalltown Little League officials. We are proud and pleased to bring Little League baseball games back to the IVH campus through this partnering effort. We have committed to constructing and maintaining the baseball field. The field will be completed by summer of 2004. IVH Resident Council will be maintaining and operating the concession stand.

This initiative will not only be enjoyed by our residents, but the staff, families and community members as well.

Celebrating Freedom

Fourth of July Festivities

This year's celebration was an outstanding success for our residents, staff and their families. The day began with a picnic followed by a music concert. Civil War Cannon demonstrations and an ice cream social were topped off by a beautiful fireworks display.

Over 100 volunteers made this great celebration possible.

First Annual IVH Music Festival and Salute to Those Who Served

Community members, IVH residents and staff all enjoyed the successful first annual Music Festival and Salute to Those Who Served on Saturday, September 6th. The IVH Color Guard began the show with a staff member who sang the National Anthem. An invocation and prayer lead to presentations from the Commandant and representatives from the branches of the service and the local fire, EMT and police departments. The following bands and people delighted the crowd by donating their time and talents to the event: Highway Home, Silver Creek, Don Laughlin, Michelle Jensen, Offutt Air Force Base Brass Quintet, Lincoln Highway Band, and special talented residents and staff.

Another significant event of the day was the cannon firing by the re-enactors.

This was a great day shared by residents, staff , family members and the Marshalltown community.

Infrastructure

Food Preparation and Dining Project

Construction on new dining facilities in the Malloy Building began in October 2000 and was substantially completed and turned over to IVH in May 2003 by the General Contractor, Knutson Construction Services. The main dining room addition was dedicated as the Atha Dining Facility (named after retired Business Manager, Robert Atha) in June. This project has created better accessibility to all dining areas for wheelchair residents and enhanced the limited dining space on the nursing units. It also provides an enhanced system for delivery of food for the residents. This project was 65% federally funded by the Federal Department of Veterans Affairs, resulting in a 35% cost to the State of Iowa.

Electrical Upgrade

1.7 million dollars was awarded to IVH from the Iowa Infrastructure Committee to upgrade the electrical systems on the complex. This includes all new wiring to the buildings and two generators that will power the entire complex. Some of the current wiring is nearing 45 years in age. This is phase three of an electrical upgrading project.

Quality Workforce

Staff Training

IVH strives to have a highly-skilled workforce, and offers education to our staff on a wide variety of topics from direct care to computer skills to inter-personal skills.

There were 377 different educational sessions held on campus during 2003, with 6663 staff attending.

168 educational sessions were held off campus with 344 staff attending.

Educational hours for staff totaled nearly 22,000 hours.

Drake Partnership and Training

IVH works in cooperation with Drake University's College of Pharmacy to offer special pharmaceutical care services to the residents of IVH, and educational opportunities for Drake senior pharmacy students. This program started in 1999, and the on-campus Drake Pharmacy faculty member has developed a practice at IVH and serves as preceptor for approximately 40 senior pharmacy students per year in a geriatrics/long-term care specialty experience.

Services offered by the Drake pharmacists include resident and staff education, drug therapy and disease state monitoring, and drug use evaluation.

Staff Turnover

IVH strives to be an excellent employer in the Marshalltown community. Our goal is to be the "Employer of Choice" in long-term care. We are proud to report that our staff turnover rate dropped from 15% in 2002 to 10% in 2003.

Those That Serve

Krystle Ulch

A CMA on Sheeler 2 was called to serve in Iraq in March and she sent this message to the residents and staff during the Holiday Season.

From the Heart of a 5th Grader

I have a dream for America and it is that we can all live in peace and harmony. If we can all go to church and learn about God's wonderful power, we can all get together and be good friends, not just to people in our neighborhood, but to people in other towns, states, everywhere. The reason for Veterans Day is to remember the people that have served in the Army, Navy and military forces. If we didn't remember them, they would feel bad because we should remember what they have done for us and our country. But we also need to thank the Iowa Veterans Home for making a home for the veterans and for also making rooms for the veterans and to help them. Some may be old, but it isn't the outside that matters to their grandkids, their nieces, aunts and uncles, cousins and other people or relations, but the character and actions. If we can all get together and form a friendly bond with the veterans because they have been through a lot before they retired from the Army, Navy and military forces. My mom works at the IVH and she loves her job because she has a chance to be part of the quality care given to the residents of the IVH. We all need to remember that the veterans have risked their lives to defend our freedom. We need to treat them with the respect that they deserve.

Written by: Rebecca Gilgen, 5th grader, West Marshall School
Daughter of Shelley Gilgen, Maintenance Control Center Staff

Financial Information

FY 2003

REVENUES:

State Appropriation & resources	\$13,745,846	25.37%
Carry forward from FY02	\$ 1,692,281	3.12%
Medicaid & Resident Support	\$25,173,278	46.45%
Federal Reimbursements	\$13,430,167	24.78%
Intrastate Reimbursements	\$ 68,486	0.13%
Sales, Rents, and Fees	<u>\$ 81,944</u>	<u>0.15%</u>
Total Revenues	\$54,192,002	100.00%

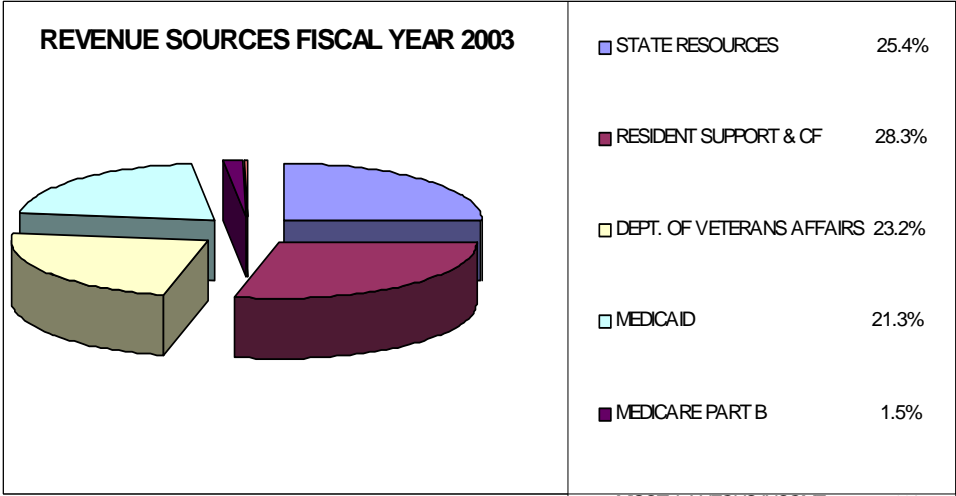
EXPENDITURES:

Personnel Services	\$40,934,845	75.55%
Professional & Outside Services	\$ 3,274,431	6.04%
Equipment (Purchased & Leased)	\$ 2,113,829	3.90%
Drug Costs	\$ 1,831,188	3.38%
Food	\$ 1,042,389	1.92%
Workers Compensation	\$ 1,008,857	1.86%
Other Supplies	\$ 981,438	1.81%
Utilities	\$ 923,199	1.70%
Medical Supplies	\$ 668,867	1.23%
Equipment Maintenance & Repairs	\$ 614,341	1.13%
Intrastate Reimbursements	\$ 275,136	0.51%
Travel & Vehicle Depreciation	\$ 211,631	0.39%
Miscellaneous	\$ 153,791	0.28%
Communications	\$ 90,264	0.17%
Equipment Rentals	<u>\$ 67,796</u>	<u>0.13%</u>
Total Expenditures	\$54,192,002	100.00%

SUMMARY OF STATE APPROPRIATION ACTIVITY

APPROPRIATION	\$14,445,694
SALARY ADJUSTMENT	\$ 902,711
REVERSION FROM FY02 CARRIED FORWARD	\$ 221,151
DE-APPROPRIATION	\$ (353,543)
REVERSION	<u>\$ (1,470,167)</u>
	\$13,745,846

Financial Information FY 2003



A. Operating Costs by Funding Source

State's share	\$ 13,745,846	25.4%
Resident's Participation & Carry forward	\$ 15,308,670	28.3%
VA per diem and drug reimbursement	\$ 12,594,588	23.2%
Medicaid	\$ 11,556,889	21.3%
Medicare Part B	\$ 835,579	1.5%
Other revenues	<u>\$ 150,430</u>	<u>0.3%</u>
Total Operating Costs	\$ 54,192,002	100.0%

B. Member Days

Veteran Days	223,223	88.4%
Non-Veteran Days	<u>29,396</u>	<u>11.6%</u>
All Member Days	252,619	100.0%

C. Average state share per day for cost of care (all levels)

\$54.41

*Presented by the Iowa Veterans Home
Administrative Team*