



COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF VETERANS' SERVICES

600 Washington Street, 7th floor
Boston, MA 02111

TEL: (617) 210-5480 FAX: (617) 210-5755 TTY: (617) 210-5883

www.mass.gov/veterans

MAURA T. HEALEY
GOVERNOR

JON SANTIAGO, MD, MPH
SECRETARY

KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR

September 30, 2025

House Clerk
State House, Room 145
Boston, MA 02133

Senate Clerk
State House, Room 335
Boston, MA 02133

Dear Clerk Carroll and Clerk Hurley,

Pursuant to Section 41 of Chapter 6 of the Massachusetts General Laws, please find enclosed a report submitted by the Veterans Homes Council.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jon Santiago".

Jon Santiago

CC:

Secretary Kiame Mahaniah, Secretary Executive Office of Health and Human Services
Senator Michael Rodrigues, Senate Chair of the Joint Committee on Ways and Means
Representative Aaron Michlewitz, House Chair of the Joint Committee on Ways and Means
Senator John Velis, Senate Chair of the Joint Committee on Veterans and Federal Affairs
Representative Joe McGonagle, House Chair of the Joint Committee on Veterans and Federal Affairs
Senator William Driscoll, Senate Chair of the Joint Committee on Public Health
Representative Marjorie Decker, House Chair of the Joint Committee on Public Health

Veterans Homes Council Annual Report

September 2025

Massachusetts Veterans Home Council Annual Report
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Introduction

Pursuant to Section 41 of Chapter 6 of the Massachusetts General Laws, the Veterans Homes Council must submit an annual report:

“The report shall include: (A) the census and demographics of each state-operated veterans’ home; (B) an accounting of all revenues received and expended; (C) any recommendations for improvements to the homes; (D) a description of staffing levels at each home and a determination as to whether staffing levels meet industry standards; (E) a list of complaints, charges or recommendations from patients, family members and guardians and corresponding actions taken; (F) recommendations to increase regional equity and accessibility and to provide for equitable access for people of all identities including, but not limited to, race, religion, sex, gender identity and sexual orientation; and (G) all other matters the council considers pertinent. The council shall consider in its reports the needs of the changing veteran population in the commonwealth, including, but not limited to, service-related injuries, mental health and gender related needs. This report shall be submitted to the governor, the clerks of the house of representatives and senate, and the joint committee on veterans and federal affairs annually and not later than September 30.”

Overview of the Massachusetts Veterans Homes & Current Initiatives

The Commonwealth of Massachusetts operates two veterans’ homes: the Massachusetts Veterans Home at Chelsea and the Massachusetts Veterans Home at Holyoke, which are collectively referred to in this report as the “Homes.” The Homes focus primarily on providing two major services for Massachusetts veterans: long-term care (i.e., nursing facility) and domiciliary residential services (i.e., room accommodations, daily meals, and social services). Both Homes have a five-member Board of Trustees, each appointed to a seven-year term. The Homes’ mission is to provide services and care to Massachusetts veterans with dignity, honor, and respect.

Massachusetts Veterans Home at Chelsea

Long-term care residents have moved into the new, state-of-the-art 154-bed facility designed using the small-home model recommended by the United States Department of Veterans Affairs to improve resident-centered care. The residents have adjusted well to their new home, supported by the Homes’ focus on improving the overall quality of life and sense of well-being for veterans through quality care, resident engagement, and programs that foster connection and community. The Home enhanced the second-floor outdoor deck to ensure resident safety and now provides secure outdoor space for veterans to relax and enjoy fresh air with fellow veterans and family.

The Home is recognized by the United States Department of Veterans Affairs (VA) as a state veterans’ home, is licensed by the Massachusetts Department of Public Health (DPH), and holds certification from the Centers for Medicare and Medicaid Services (CMS) as a skilled long-term care facility. Staff at the Home are improving their understanding of VA, CMS, and DPH regulatory standards and have implemented new policies and procedures.

The Home has focused on internal enhancements for operational efficiency, veteran quality of care, and quality of life. It has implemented and is working toward full adoption and increased utilization of its modern electronic medical record system, which supports coordinated resident care and eases administrative burdens. EOVS leadership is actively engaged in supporting full adoption and utilization of the system.

In addition to operational efficiency, the Home is enhancing its quality of care by expanding its Quality Assurance and Performance Improvement program. This program identifies opportunities for improvement in clinical care, resident satisfaction, and staff performance.

The domiciliary campus at the Home is undergoing significant investment and development through a public-private partnership with Pennrose LLC. The project will create approximately 240 new, state-of-the-art veterans' preference affordable housing apartments, accommodating all current domiciliary residents.

Massachusetts Veterans Home at Holyoke

Construction remains ahead of schedule for the state-of-the-art long-term care facility in Holyoke, with occupancy planned for 2026. The Healey-Driscoll Administration celebrated the topping-off ceremony on November 7, 2024, signifying that the new facility framework was complete. The project is funded with \$263.5 million in federal funding from the United States Department of Veterans Affairs and \$141.9 million in funding from the Commonwealth, with the support of the Department of Capital Asset Management and Maintenance (DCAMM) and the Executive Office of Technology Services and Security (EOTSS) for technology and communications requirements.

The Home has taken several positive steps to augment quality of care, operational efficiency, and staff recruitment and retention. Its first major achievement was securing Massachusetts Department of Public Health licensure as a long-term care provider in July 2024. The Home and the Executive Office of Veterans Services collaborated to achieve this accomplishment. Staff at the Home enhanced their understanding of and compliance with regulatory standards and implemented new policies and procedures. In July 2025, the Home achieved another significant milestone by receiving its initial certification from CMS.

The Home has also enhanced operational efficiency by implementing a modern electronic medical record system in September 2024. This system supports coordinated patient care and eases administrative burdens. EOVS leadership is actively engaged in supporting full adoption and utilization of the system. In just two years, the Massachusetts Veterans Home at Holyoke earned CMS certification, DPH licensure, and a perfect zero-deficiency VA rating — a trifecta of state and federal milestones reflecting its turnaround.

Additionally, the Home has taken steps to increase veterans' quality of life through activities and enrichment events planned by the Employee Activities Committee. These activities include attending baseball games, events at local lodges and posts, and other off-campus excursions, all of which foster connection, community, and a sense of belonging. An Employee Engagement Committee organizes events to support staff well-being, including arranging food trucks and hosting food and school supply drives.

Census and Demographics:

Massachusetts Veteran Homes at Chelsea

The table below summarizes the total long-term care and domiciliary populations at the MVH at Chelsea as of June 30, 2025. Over the last year, the long-term care facility had 48 admissions, 34 discharges and a waiting list of 113 while the domiciliary had 8 admissions, 7 discharges and 13 veterans on the waiting list.

	Long-Term Care		Domiciliary		Totals	
	Number	Percent	Number	Percent	Number	Percent
WWII	5	4%	0	0%		5%
Korea	23	17%	1	1%	224	10%
Vietnam	80	64%	50	45%	130	52%
Lebanon	3	2 %	1	1%	4	2%
Grenada	1		11	1%	2	1%
Persian Gulf	2	2%	18	16%	20	11%
Iraq/Afghanistan	0	0%	3	3%	3	1%
Peace Time	23	17%	37	33%	60	24%
Total	137		111			
Men	121	97%	100		221	94%
Women	4	3%	9		13	6%

	Long-Term Care		Domiciliary	
	Number	Percent	Number	Percent
95 and over	8	6.4%	0	0%
90 – 94	17	13.6%	0	0%
80 – 89	36	28.8%	13	11.93%
70 – 79	45	36%	40	36.69%
60 – 69	17	13.6%	35	32.12%
Less than 60	2	1.6%	21	19.26%
Total	125	100%	109	100%

	Long Term Care	Domiciliary
Caucasian	120	85
African American	5	16
American Indian		0
Hispanic		7
Pacific Islands		1

Massachusetts Veterans Home at Holyoke

The table below summarizes the total long-term care populations at the MVH at Holyoke as of June 30, 2024. Over the last year, the long-term care facility had 49 admissions, 45 discharges and a waiting list of 108 for long-term care.

	Long-Term Care	
	Number	Percent
WWII	10	8%
Korea	29	24%
Vietnam	74	61%
Lebanon		
Grenada		
Persian Gulf	2	2%
Iraq/Afghanistan	0	0%
Peace Time	6	5%
Total	121	100%
Men	118	98%
Women	43	2%

	Long-Term Care	
	Number	Percent
90 and over	40	33%
80 – 89	45	37%
70 – 79	30	25%
60 – 69	6	5%
Less than 60	0	0%
Total	121	100%

	Long Term Care	
	Long Term Care	Domiciliary
Caucasian	115	97%
African American	6	3%
American Indian		
Hispanic		
Pacific Islands		

Revenues Received and Expended:

Massachusetts Veterans Home at Chelsea

The MVH at Chelsea received an appropriation of \$51.7 million in FY2025 which includes staffing of 400 FTE and revenue of \$15.9 million.

Appropriation Number	Appropriation Name	FY 25 GAA
4190-0010	Administration and Operations	51,751,035
	Total	\$ 51,751,035

Revenue Source	Revenue Source Description	FY 25 GAA
3504	Reimb - Blue Cross Blue Shield	1,500
3505	Reimb - Other Insurance	1,500
3506	Reimb - Direct Patient Payer	1,429,316
3508	Meals	33,000
3545	Reimb - Medicare Part D	130,000
5203	Medicare Reimbursement	13,000
5204	VA Per Diem Domiciliary Care	2,597,138
5205	VA Per Diem Long Term Care	11,714,732
6900	Miscellaneous	12,000
	Total	\$15,932,186

Massachusetts Veterans Home at Holyoke

The MVH at Holyoke received an appropriation of \$34.3 million in FY2025 which includes staffing of 356 FTE and revenue of \$9.3 million.

Appropriation Number	Appropriation Name	FY 25 GAA
4190-0010	Administration and Operations	33,437,909
4190-0103	Canteen Retained Revenue	50,000
4190-0300	12 Bed Retained Revenue	824,197
	Total	\$ 34,312,106

Revenue Source	Revenue Source Description	FY 25 GAA
3505	Reimb - Other Insurance	9,386
3506	Reimb - Direct Patient Payer	152,416
3508	Meals	30,000
3545	Reimb - Medicare Part D	54,000
4000	Occupancy/Rent Fees	1,209,000
4033	Agent Rental Service Fee	1,500
4500	Miscellaneous Sales	400
4531	Sale of Special Plates	400,000
4556	Holyoke Canteen Revenue	50,000
5205-R	VA Per Diem Long Term Care	2,139,643
5205-U	VA Per Diem Long Term Care	5,235,242
6900	Miscellaneous	12,000
	Total	\$ 9,293,587

Recommendations

Electronic Medical Record system (EMR)

Both Massachusetts Homes at Chelsea and Holyoke completed the implementation of an Electronic Medical Record system, including the integration of pharmacy, laboratory and imaging services. This report recommends that EOVS continue to work with and support the collaborative effort by the Homes, the staff and leveraging the vendor to further the EMR's use and enhance its adoption and functionality; improving resident care, improving staff efficiency and regulatory compliance.

Standardize and Professionalize

This report recommends that EOVS continue to prioritize standardizing and professionalizing policies and procedures at both Homes. EOVS has engaged with a professional consultant to inventory existing policies, craft new policies, and work with EOVS and the Homes to implement them. The objective of this initiative is to establish a single comprehensive policy framework to further support the operational and clinical practice professionalization and standardization across both Homes, compliance CMS, DPH and the VA and identification of opportunities to align with long-term care best practices. This transformational initiative includes the training of staff at both Homes.

Equity

This report recommends that the Homes continue to focus on equity. In reviewing regional equity, the Homes may consider how to reach and attract veteran residents from throughout the entire state, as well as explore the possibility of expanding the Massachusetts Veterans Homes to additional regions. The Homes may also explore staff equity, including further increasing staff diversity and supporting staff through career pathways. Lastly, the Homes may consider methods to expand engagement with prospective residents to promote a more diverse veteran resident population.

Engagement

The Massachusetts Veterans Homes have an opportunity to increase engagement with their host communities, the veteran community, and the healthcare community. This report recommends exploring partnerships and collaborations with all possible stakeholders, including local community groups, elected officials, veteran volunteer groups, and healthcare institutions while continuing their collaboration with their respective local VA medical centers and the VA. The updated definition of a veteran in the HERO Act is a positive development that supports engagement efforts moving forward.

Staffing Levels:

Massachusetts Veterans Home at Chelsea

Department	# Positions FTE	# of Staff	# of Vacancy
Administration	11	11	0
Facility Operations	25	23	2
Finance	11	11	0
Food Services	53	48	5
House Keeping	43	35	8
Medical Staff	16	15	1
Nursing Administration	33	24	9
Nursing – RN	17	16	1
Nursing – LPN	34	27	7
Nursing – CNA	100	93	7
Public Safety	14.7	13.7	1
Recreation	12	5	7
Residential Services	16	15	1
Social Services	6	6	0
Therapy (PT, OT, SLP)			
Total	400	350	49

The Homes' staffing pattern is developed by analyzing a variety of key factors, including resident needs, census levels, and the complexity of care required. This involves reviewing shift coverage, staff-to-resident ratios, and peak activity times to ensure an appropriate number of caregivers, nurses, and support staff are on duty at all times.

The effectiveness of staffing levels is also monitored through incident reports, resident feedback, and staff input. A balanced workforce is maintained by regularly assessing workload distribution and adjusting schedules to ensure consistent, high-quality care for veterans. Staffing patterns are monitored and informed through ongoing data analysis and performance reviews to ensure that staffing patterns are consistent with safe, efficient, and compassionate care. Comparative analysis of staffing levels in long-term care is often focused on direct care staff. The average direct care staffing in June was 5.98 staff Hours per Resident Day - .68 RN, 1.18 LPN, 4.13 CNA, which exceeds industry standards.

The Home invests in the current staff, particularly through its new onboarding and training programs. The Home's Staff Development team provides onboarding staff with a 5-day orientation process, during which new staff members are introduced to a variety of departments and complete hands-on competencies for procedures, equipment, EMR documentation, and policy review. Staff also receive annual training, including Dementia training, Infection Control requirements, Antibiotic Stewardship, Patient Centered Care, Medication Administration and Management, Abuse, Neglect, Misappropriation and Exploitation, Environment of Care, Safety and Security, Emergency Management, and the state-assigned MassAchieve classes.

The Home regularly hosts various types of professional development training designed to strengthen the skills, knowledge, and competencies of staff through continuous training and professional development opportunities. The training program keeps the team up to date on healthcare practices, regulations, and resident care techniques. By focusing on clinical skills, leadership, and resident-centered care, the Home builds a qualified workforce to deliver high-quality care. The goal of training is to increase mentorship, career growth, and cross-functional collaboration to create cohesive and capable teams, resulting in higher quality services for veterans.

Over the last year, the Home provided all staff with training for “LGBTQ Identities and Advocacy” and are in the process of completing a course titled “Understanding Military Culture,” a course that provides education on post-traumatic stress disorder, crisis response, and military culture. These courses increase staff cultural awareness and fluency, improving veteran care and teamwork.

To further invest in frontline staff, EOVS worked with SEIU 888 to implement a Memorandum of Agreement (MOA) to establish a career ladder for Certified Nursing Assistants (CNAs) at the Home. This joint initiative aims to equitably recognize qualified bargaining unit staff and provides CNAs with an opportunity for career advancement within their field. The MOA delineates the creation of position descriptions, staffing needs assessments at each facility, and the promotion process for eligible employees. It also memorializes the position descriptions to be used for all levels of the Nursing Assistant job series, addresses current staffing needs at each Home, and describes the reclassification and promotion process moving forward. With the introduction of the nurse career ladder, employees will now progress through four levels of the CNA job series based on their skills, experience, and responsibilities.

Massachusetts Veterans Home at Holyoke

Department	# Positions FTE	# of Staff	# of Vacancy
Administration	13	10	3
Facility Operations	13	9	4
Finance	11	10	1
Food Services	38.8	33.8	5
House Keeping	32.6	28.6	4
Maintenance	15	14	1
Medical Staff	5.8	4.2	1.6
Nursing Administration	30.8	27.6	3.2
Nursing – RN	34.8	31.6	3.2
Nursing – LPN	31.8	23.6	8.2
Nursing – CNA	106.4	104.4	2
Public Safety	5.2	5.2	0
Recreation	12	10.5	1.5
Social Services	5.8	5.8	0
Total	356	318.3	37.7

The MVH Holyoke staffing pattern is developed by analyzing a variety of key factors, including resident needs, census levels, and the complexity of care required. This involves reviewing shift coverage, staff-to-resident ratios, and peak activity times to ensure an appropriate number of caregivers, nurses, and support staff are on duty at all times.

The effectiveness of staffing levels is also monitored through incident reports, resident feedback, and staff input. A balanced workforce is maintained by regularly assessing workload distribution and adjusting schedules to ensure consistent, high-quality care for veterans. Staffing patterns are monitored and informed through ongoing data analysis and performance reviews to ensure that staffing patterns are consistent with safe, efficient, and compassionate care. Comparative analysis of staffing levels in long-term care are often focused on direct care staff. The average direct care staffing for FY 24 were 6.72 staff Hours per Resident Day – 1.0 RN, 1.3 LPN, 4.4 CNA – which is well above industry standards.

The Home has made significant investments in staff training and professional development.

The Home's Staff Development team maintains a high level of education for both clinical and non-clinical departments throughout the Home. They are the first team that new staff members interact with as they attend orientation. During the 5-day orientation, the Executive Director and Director of Nursing greet new staff, introduce them to departments, and guide them through hands-on competencies for procedures and equipment. This education is refreshed annually at the Home's Safety Fair. This fair includes presentations from Human Resources, Occupational Health, Infection Prevention, Social Work, Facilities, Informatics, and Central Supply. Other annual training includes dementia training, infection control refreshers, Antibiotic Stewardship, Patient-Centered Care Fair/Annual Competencies, Medication Administration and Management, Medication Administration Competency, Nebulizer Treatment

Competency, LGBTQ Identities and Advocacy, Effective Communication, Trauma Informed Care, Behavioral Health/De-escalation, and the state-assigned MassAchieve classes.

To further invest in frontline staff, EOVS worked with SEIU 888 to implement a Memorandum of Agreement (MOA) to establish a career ladder for Certified Nursing Assistants (CNAs) at the Home. This joint initiative aims to equitably recognize qualified bargaining unit staff and provides CNAs with an opportunity for career advancement within their field. The MOA delineates the creation of position descriptions, staffing needs assessments at each facility, and the promotion process for eligible employees. It also memorializes the position descriptions to be used for all levels of the Nursing Assistant job series, addresses current staffing needs at each Home, and describes the reclassification and promotion process moving forward. With the introduction of the nurse career ladder, employees will now progress through four levels of the CNA job series based on their skills, experience, and responsibilities.

The Home Human Resources staff worked in collaboration with the Volunteer Coordinator to establish relationships with surrounding schools. The team attends various hiring events to recruit both full-time staff and volunteers.

The Home has three employee recognition programs. The first is the “You’re Awesome” kudos card. This card is given to an employee by another employee to recognize a job well done, an extra effort, or a helping hand in making the day better for veterans and staff. All recipients of a “You’re Awesome” card are recognized in that week’s Staff Update email. The second employee recognition is the “Value Victor” award. This is MVH Holyoke’s Employee of the Month. This staff member is nominated by another employee. These nominations are blinded and reviewed by a committee of fellow staff members. This committee makes the selection of that month’s Value Victor. The Value Victor gets a small party in their honor with a snack of their choosing, their picture placed in the Value Victor display for the year, and they get a preferred parking space. The third employee recognition is the MVH Holyoke Challenge Coin, which is only issued by the Executive Director and the Director of Nursing to staff members who have truly gone above and beyond.

The Home merged its two staff committees into the Employee Engagement Committee, which supports staff through food trucks, supply drives, and an offsite party.

Grievances and Resolutions:

The EOVS Ombudsperson program was established in 2023 and includes two positions with responsibility for each of the Massachusetts Veterans Homes. These individuals work closely with residents, families, staff, and leadership with a focus on resident rights. One critical piece of this role is to receive concerns, report them to EOVS, and engage in problem-solving to reach an effective resolution.

When issues or complaints are raised, follow-up includes reporting, investigation and collaboration with personnel best able to resolve the issue. For example, if a resident reports to a nurse that they are receiving the wrong meal, the nurse will connect with a food service supervisor, who will help resolve the issue. The nurse then ensures the change was made. A supervisor or manager oversees the resolution process with confirmation that the staff member was educated and is performing their work in a resident-centered manner. Follow-up with the complainant provides updates and the status of the problem resolution and validates that the issue was resolved. In the rare case that an issue is not resolvable, the reason is explained to the complainant.

At the MVH Chelsea, a total of 67 issues or complaints were received, with all but one resolved. At the MVH Holyoke, a total of 78 issues or complaints were received, all of which were resolved.

The Homes' social work departments host monthly resident council meetings and other gatherings where residents are encouraged to raise concerns and complaints. The executive directors and the ombudspersons remind family members how to contact them with concerns and issues. The grievance process is also reviewed at each family and veteran meeting. Resident care plan meetings with social work and nursing staff are held regularly. Each unit provides grievance forms, and staff and residents receive training on how to use them. When a resident decides that they would like to file a grievance, it is logged by the Director of Social Work, who oversees the process through resolution. The communications director includes information in newsletters and in the annual letter to residents and families about the state ombudsman program and the EOVS ombudsperson roles. There is also annual training on resident rights and mandated reporting for employees. At orientation for new staff, the ombudsperson reminds staff about resident rights and reporting.

The Homes also achieved a perfect, zero-deficiency rating in the VA's annual survey. This recognition reflects the Home's commitment to meeting the highest standards of care and reinforces the confidence families and veterans place in the facility.

Regional Equity and Access:

The Healey-Driscoll Administration reviewed the Massachusetts Veterans Homes as part of its inaugural Equity Assessment, required through Executive Order No. 612, *Instituting the Practice of Equity Assessment Government-Wide and Creating the Inter-Agency Coordinating Committee on Increasing Equity Through Data*. The Homes received a grade of “On the Right Track” using criteria that assessed access, fairness, transparency, accountability, and accessibility.

Massachusetts Veterans Home at Chelsea

The Home maintains relationships with many community groups and receives support from the City of Chelsea, VFW, American Legion, Middlesex County Sheriff, Jewish War Veterans, Swampscott Kearsarge Lodge #217, and the DAV. These organizations frequently sponsor recreational activities for the veterans, such as an annual cookout, ice-cream socials, Navy Band Quartet, bingo, fishing trips, and expeditions. The Homes’ veterans participate in all Memorial Day and Veterans Day events.

Additionally, the Home hosts monthly resident council and town hall meetings. These meetings are an opportunity for residents to connect with leadership and staff at the Homes to collaborate on improvements and enhancements. Staff at the Home record actionable items, explore resolutions, and work with residents and staff to follow up with solutions.

The Home is committed to ensuring that all residents are fully aware of their rights as residents. These rights are posted on each unit with the contact details for the EOVS ombudsperson, the Executive Office of Elder Affairs ombudsman, and the MA Department of Public Health. This past year, EOVS created an Ombudsperson program. The Ombudsperson educates staff about resident rights through one-on-one and larger training sessions. The Ombudsperson is highly visible at the MVH and helps staff gain a fuller understanding of resident rights, including their entitlements to respectful treatment, privacy, and participation in care decisions. Any resident or family member may report an issue or request assistance. In addition, staff and residents are aware of the availability of grievance forms, which are accessible on each unit.

Massachusetts Veterans Home at Holyoke

The Home holds an annual update call with Veteran Service Officers (VSOs) and veteran organizations. Updates include information about admissions to the Home. The Home maintains strong relationships with veterans’ groups in the area, including the Vietnam Veterans, VFW, American Legion, and the DAV.

The Home works to increase awareness of the Home through community events, like attendance at the American Legion District 3 Testimonial Luncheon. The Home also presented at a meeting of the Ancient & Honorable Artillery Company, providing admissions details and a review of the new building progress. With the Hero Act, increased benefits are now available to veterans throughout the Commonwealth, and the Homes serve as a resource for veterans across the Commonwealth. All Massachusetts veterans are welcome, regardless of race, religion, sex, gender identity, or sexual orientation.

The Home has also been visiting local libraries, senior centers, and colleges. Staff from the Home are ready and willing to attend various functions to speak about the Home and admissions/eligibility.

Conclusion

The Massachusetts Veterans Homes at Chelsea and Holyoke have made tremendous strides in resident care, professionalization, and operational improvements over the last year. The Homes have both ushered in a new era of veteran care with the opening of the new 154-bed facility in Chelsea and the completion of the topping-off ceremony for the 234-bed replacement facility in Holyoke. Resident quality of care continues to be enhanced with licensure and certifications from the Massachusetts Department of Public Health and the Centers for Medicare and Medicaid Services, as well as the implementation of the EMR at both Homes. The Homes have invested in existing staff through the implementation of the CNA career ladder and numerous professional development training programs. The Ombudsperson program at both Homes has further increased the quality of services provided to residents, families, and staff by ensuring issues are recognized and addressed.

The Healey Driscoll Administration looks forward to implementing further improvements and attaining new heights in providing services and care to Massachusetts veterans with dignity, honor, and respect.