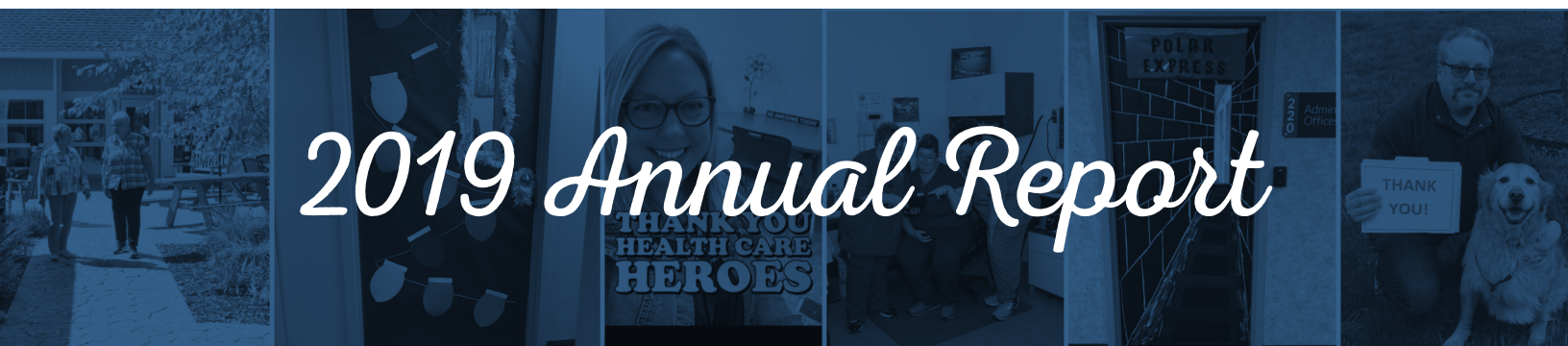




Visiting Nurse Association & Blue Water Hospice

Preferred Provider Since 1952

2019 Annual Report





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& BLUE WATER HOSPICE



Another Year of Change

“Progress is impossible without change, and those who cannot change their minds cannot change anything.” – GEORGE BERNARD SHAW

From new equipment to an entirely new physical location, last year proved to be another year of change for the agency. We started 2019 by investing in back office software systems and equipment and ended the year by moving our main office!

We chose to reinvest in the agency allowing opportunities for all staff to work off-campus, if required (a great investment considering what 2020 has presented thus far), as well as necessary to continue to provide the standard of care our community deserves.

Ending a service is never an easy decision, as was the case for the Adult Day Program. In an effort to improve services to the dementia and Alzheimer's population and provide them with the best programming possible, we knew we needed to collaborate with Life Skills and the Council on Aging. These two highly regarded organizations were a perfect fit allowing a seamless transition for our clients.

The biggest change of 2019, was our move to 3403 Lapeer. We joined Blue Water Community Action on the former Baker College campus. The move greatly increased our footprint; staff now have a beautiful space to work and collaborate. We have access to a space to hold our All Staff Quarterly Meetings - comfortably!

We invested in dedicated resources for the agency's entire digital platform. A new website was developed and went live in January 2020. We encourage you to follow us on Facebook (both pages; VNA & Blue Water Hospice, and the Blue Water Hospice Home), Twitter, LinkedIn, and our new YouTube channel!

Through these outlets, we've been able to share the heartfelt stories of many of our patients and the fun we've had along the way - River Run, summer concert at the Hospice Home, annual employee Skills Fair (learning is fun at VNABWH!) Halloween, Christmas door decorating contests, and so much more!

Our community has invested in us! Our fundraising efforts of the River Run (more than 400 participants) and Light Up a Life brought in more than \$15,000 to assist in patient care throughout the agency. As a result, and along with our community partners, we were able to provide more than \$865,000 of charity care in 2019!

As we look ahead, we will address the continuum of care across divisions. Our new Business Development representative will be tasked with raising awareness of our programs, focusing on educating the community with emphasis on how the senior millage dollars support and benefit the seniors in our community through our Private Duty division. We will continue to recognize our staff quarterly for their dedication and hard work. And, we will continue to reinvest in our agency to remain the area's preferred provider.

As we complete this annual report, we are in the COVID-19 pandemic. Our team has rallied and stayed strong, providing unwavering care to our patients and clients. After this, we know, our team can handle any challenge. Together, we are strong... #VNABWHStrong!

ANGELA DELAERE
PRESIDENT & CEO

LINDA MCGRATH, CHAIR
BOARD OF DIRECTORS



Quality Care

For our patients and their families.

Our quality scores continue to rank at or above national averages in all areas. We work hard to improve our scores and remain the best choice in care for our community.

Home Health Quality

INDICATOR	VNA	SHP*
Managing Daily Activities		
Ambulation	88.8%	82.9%
Bed Transferring	86.3%	85.3%
Bathing	86.2%	84.9%
Managing Pain and Treating Symptoms		
Dyspnea	91.3%	85.4%
Status of Surgical Wounds	96.6%	92.1%
Preventing Harm		
Timely Initiation of Care	95.1%	96.0%
Drug Education All Meds	99.9%	99.0%
Mgmt of Oral Meds	81.5%	78.8%
Fall Risk Asmt Conducted	100.0%	99.7%
Depression Asmt Conducted	99.6%	97.7%
Diabetic Foot Care & Education	99.5%	96.6%
Preventing Unplanned Hospital Care		
60-Day Hospitalizations	15.6%	15.0%

Hospice Quality

INDICATOR	BWHH	SHP*
Treatment Preferences	100.0%	99.8%
Beliefs/Values Addressed	99.6%	98.9%
Pain Screening	99.6%	99.0%
Pain Assessment	100.0%	97.7%
Dyspnea Screening	100.0%	99.4%
Dyspnea Treatment	97.8%	98.7%
Bowel Regime	100.0%	98.8%

*SHP (Strategic Healthcare Programs) is a quality data reporting system providing actionable analytics, benchmarks, and dashboards to compare scores.





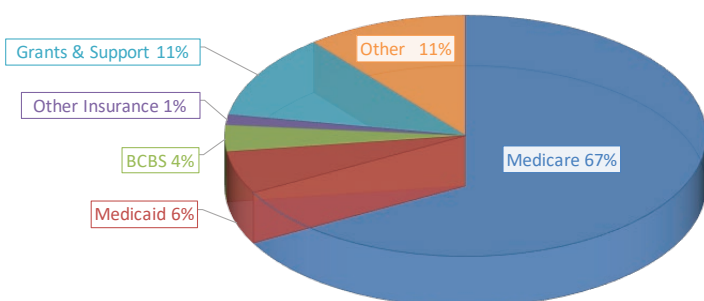
Finance

A balance between purpose and profit.

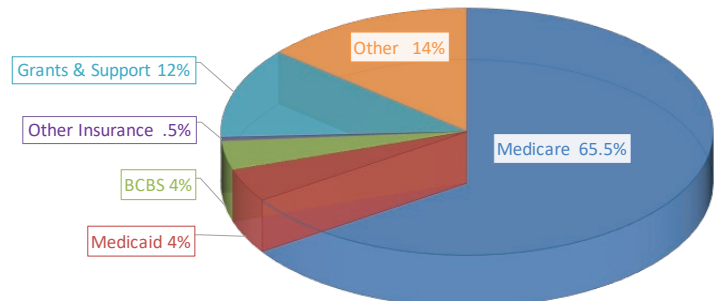
We reinvested in the agency through equipment upgrades and moving to a larger work space. The move to 3403 Lapeer Road provides more individual as well as collaborative work space.

Changes in Net Assets without Donor Restriction from Operations:		Audited 2019	Audited 2018
Revenues, Gains and Other Support:			
Net Patient Service Revenue		\$ 5,742,523	\$ 6,492,232
Public Support - Grants and Gifts		695,826	738,549
Interest		-	586
Other		82,078	83,076
Net Assets Released from Restrictions		91,236	104,214
Total Revenues, Gains and other Support without Donor Restrictions		6,611,663	7,418,657
Expenses:			
Program Services:			
Home Health Care		1,870,547	2,377,921
Special Care Services		676,149	871,284
Blue Water Hospice		1,315,013	1,361,756
Blue Water Hospice Home		1,422,418	1,462,015
Supporting Service:			
Management and General		1,307,647	1,212,157
Fund Raising		16,846	13,347
Total Expenses Without Donor Restrictions		6,608,620	7,298,480
Change in Net Assets without Donor Restrictions from Operations		3,043	120,177
Non-Operating Activities:			
Investment return (loss) on Long-Term Investments, Net		625,363	(183,467)
Loss on Disposal of Capital Assets		(89,502)	
		535,861	(183,467)
Changes in Net Assets without Donor Restrictions		538,904	(63,290)
Changes in Net Assets with Donor Restrictions:			
Contributions		87,000	89,546
Change in Value of Beneficial Interest in Assets Held by Others		5,732	(521)
Appropriation from Beneficial Interest in Assets Held by Others		(16,603)	(5,626)
Net Assets Released from Restrictions		(74,633)	(98,588)
Total Changes in Net Assets with Donor Restrictions		1,496	(15,189)
Change in Total Net Assets		540,400	(78,479)
Net Assets at the Beginning of the Year:		\$ 7,108,616	\$ 7,187,095
Net Assets at the End of the Year:		\$ 7,649,016	\$ 7,108,616

2018 SOURCE OF REVENUE BY %



2019 SOURCE OF REVENUE BY %





Growth

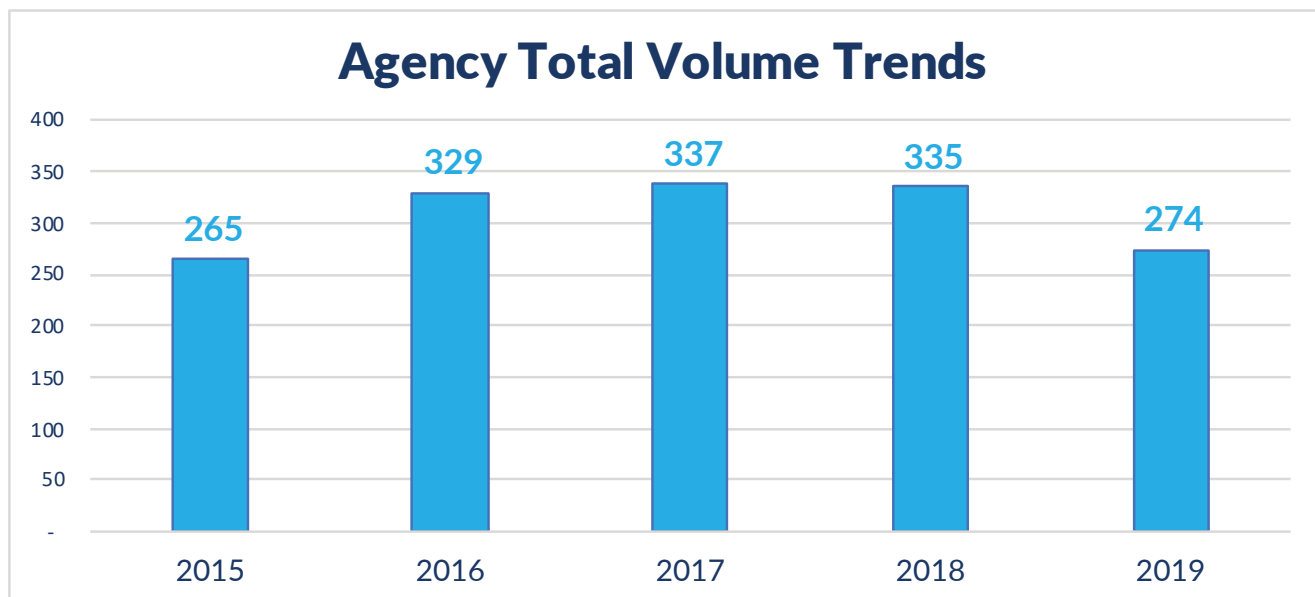
Agency volumes in an ever-changing healthcare environment.

Volume under Hospice (both in-home and in-patient) have remained steady. Trends in Home Health and Private Duty have shifted. Several patients in these areas are utilizing our continuum of care, transferring their needs into Hospice and/or Blue Water Hospice Home. In the upcoming year, we will focus on acquiring new patients into the agency and have added a staff member to lead this endeavor.

5-year Volume Trends

	2015	2016	2017	2018	2019
Hospice Community	35	35	35	32	30
Hospice Home	6	11	11	10	10
Home Health	112	154	154	142	115
SCS (Private Duty)	95	112	120	135	104
Adult Day Program	17	17	17	16	15
TOTAL	265	329	337	335	274

Agency Total Volume Trends





Service

Providing the best care.

We strive to be the best choice for physicians to refer patients, for patients to receive care, and for employees to work. Our satisfaction scores continue to rank above national averages.

Patient Satisfaction

		VNA / BWH*	National
PRIVATE DUTY	Rate Agency 9 or 10	96%	NA
	Recommend Agency	100%	NA
HOME HEALTH	Rate Agency 9 or 10	84%	84%
	Recommend Agency	79%	80%
HOSPICE	Rate Agency 9 or 10	88%	84%
	Recommend Agency	90%	85%

*Private Duty data collected through surveys mailed to patient's homes. Home Health and Hospice data provided through SHP (Strategic Healthcare Programs). SHP is a quality data reporting system providing actionable analytics, benchmarks, and dashboards to compare scores.



Accreditations:

CHAP accreditation is for three years.

Private Duty 7/2018 - 7/2021

Home Health Care 10/2018 - 10/2021

Hospice Care 10/2018 - 10/2021

“The Hospice Home staff were amazing. Whatever we needed, it didn’t matter what time of day or night, they were right there to help.”

– VICKIE JACKSON,
WIFE OF PATIENT



People

Employees are an organization's greatest asset. Our exceptional staff and volunteers are the reason we are a leader in care.

Our Staff

*New Employee | **New Physician

39 YEARS OF SERVICE

Elizabeth Norris

28 YEARS OF SERVICE

Mary Krestik

27 YEARS OF SERVICE

Karen Merrit

26 YEARS OF SERVICE

Joanne Baron
Bernadine Louks

25 YEARS OF SERVICE

Anil Patel, MD

22 YEARS OF SERVICE

Edmond Fitzgerald, MD

21 YEARS OF SERVICE

Susan Bardon

16-20 YEARS OF SERVICE

Marjory Fagan, 17
Mariah Marone, 18
Janet McCallum, 17
James Murphy, 19

11-15 YEARS OF SERVICE

Heidi Benner, 13
Jeanette Bloink, 13
Mary Beth Fleury, 11

Bonnie Hanson, 12
Kristie Janke, 13
Millicent Johnson, 13
Rebecca McTaggart, 15
Lorrie Osborne, 15
Brenda Sparling, 15
Robin Tokarski, 11

5-10 YEARS OF SERVICE

Kristine Atkinson, 9
Judy Bloink, 6
Melinda Charron, 8
Judy Convery, 8
Wendy Cronce, 5
Kimberley Cushard, 7
Lori Fox, 5
Constance Geeraerts, 7
Carol Hill, 7
Elizabeth Jones, 8
Kathy Knust, 8
Paula LaFortune, 5
Louise Markovic, 7
Andrea McCarthy, 10
Katherine Patterson, 6
Jessica Plewinski, 8
Jennifer Rich, 8
Susan Stephens, 8
Jane Stevens, 6
Donna Watters, 5
Jeannie Westbrook, 5
Cindy Wisdom, 8

0-4 YEARS OF SERVICE

Carrie Barnes, 4
Valerie Bergquist*
Alyssa Boyd*
Rebecca Butler*
Jacqueline Cole, 2
Breanna Day*
Brenda DeBell, 4
Angela DeLaere, 2
Debra Dietrich*
Mike Dobson, 3
Jennifer Fletcher*
Courtney Garcia, 3
Stephanie Gerstenberger, 3
Carrie Gill, 2
Lucie Gillespie, 4
Mary Lou Glover, 4
Ann Goodwine, 3
John Green, 2
Cordonia Halpin*
Amber Harrington*
Jennifer Hauck*
Jenna Head, 1
Sarah Hoffman, 2
Carol Jahn, 3
Larissa John, 3
Larry Johnson, 3
Barbara Kehoe, 2
Jennica Kelly, 4
Rachel Kirby*
Nancy Klobnak, 3
Siera Lacey, 3

Stacey Lambert, 4
Barbara Lavery, 2
Suzanne Mahoney, 4
Jessica Martin, 1
Greg Mason, 3
Steve McCorry*
Brenda McCracken, 4
Steve McMahan, 3
Marilyn Moncrief, 4
Vishali Murugan*
Muthu Murugan, 3
Cindy Nash, 3
Rajat Prakash, MD**
Taylor Pratt, 1
Waneta Reckker*
Rebecca Reeves, 1
Haley Rock, 3
Kimberly Schrouder, 4
Charles Seigneurie*
Michelle Seppo*
Caillie Stephenson, 2
Lacey Timperley, 2
Suzanne Tomczak, 2
Tammy Wahowske, 3
Sharon Wall, 3
Pamela Warsinski, 1
Kathey Whitaker*
Melissa Whitesell, 2
Amanda Whitmore*
Sheila Wilson, 3
Amanda Wolfe*

Our Volunteers

32 YEARS

Nancy Doehring

27 YEARS

Martha Koerber

24 YEARS

Bobbie Umlauf

22 YEARS

Liz Norris

19 YEARS

Joe Linert

14 YEARS

Anne Moore

13 YEARS

Martha Bennett-Lewis
Michele Theisen
Debbie Stockwell

12 YEARS

Mike Dobson
Betsy Egypt

11 YEARS

Kathy Bielicki
Fran Meyers

9 YEARS

Catherine Dommer
Tom Norager
Marinus Thoen

8 YEARS

Bill Egypt
Grace Sulkowski

7 YEARS

Judith Garijo
Beth Shevnock
Kittie Stommel

6 YEARS

Sandra Armstrong
Susan Heuft

5 YEARS

Joyce Fairbanks
Rebecca Falk
Judy Liva

4 YEARS

Carl Erickson
John Knuth

3 YEARS

Jim Chubb
Lynnette Clouse
John Connors
Carolyn Crowe
Marilyn Cruickshank
John Heuft
Cathy Tache
Julie Varady

2 YEARS

Rebecca Miller
Teresa Miller
Pat Oldham
Amanda Wilson

1 YEAR OR LESS

Amanda Brown
Chester Gauss
Sheila Lasky
Mary Paull
Tom Paull

Awards

Lifetime Achievement
Award:
Liz Norris

Bess MacCulloch
Service Award:
Connie Geeraerts

Liz Norris
Service Award:
Robin Tokarski

Dr. Elmore Shoudy
Service Award:
Siera Lacey



Leadership

A commitment to excellence begins with the Board of Directors and Leadership of an organization.

Board of Directors

Janal Mossett - Board Chair (1/19-5/19)
Linda McGrath - Board Chair (5/19- current)
Richard Hotchkin - Board Vice-Chair
Jay Lindsey - Board Treasurer (5/19- current)
Linda McGrath - Board Treasurer (1/19-5/19)
Tracy Willard - Board Secretary (1/19-9/19)
Nigar Hussain - Board Secretary (9/19- current)
Angela DeLaere, MBA, FACHE
Tina Fraley
Laura Godwin
Mary Jarad
Lisa Moore
Ann Murphy
Justin Neil
Alice Rieves

Executive Administration

Angela DeLaere, MBA, FACHE - President & CEO
Karen Dech, CPA - Vice President of Finance & CFO (1/19-6/19)
Mary Krestik, BBA - Vice President of Finance & CFO (7/19-present)
Stacey Lambert, RN, BSN, MSN-Ed - Vice President of Clinical Operations & COO

Directors & Supervisors

Brian Smith - Human Resources Manager (1/19-4/19)
Steve McCorry - Human Resources Director (4/19- current)
Jessica Martin, RN, BSN - Director of Hospice
Greg Mason, MA, CCC-SLP - Director of Home Services & Informatics
Larry Johnson, RN - Clinical Supervisor, Home Health Care (1/19-5/19)
Barb Lavery, RN - Clinical Supervisor, Home Health Care (6/19-current)
Jessica Duncan, RN - Clinical Supervisor, Private Duty (1/19-5/19)
Janet McCallum - Supervisor, Private Duty (5/19- current)
Mariah Marone - Revenue Cycle Supervisor
Brenda DeBell, LPN - Liaison Supervisor
Heidi Benner - Volunteer Coordinator
Mary-Beth Fleury - Adult Day Program Coordinator

Medical Directors

Anil Patel, MD - Blue Water Hospice Medical Director
Rajat Prakash, MD - Blue Water Hospice Associate Medical Director
Edmond Fitzgerald, MD - Blue Water Hospice Physician

Homecare QAPI Committee

Angela DeLaere, MBA, FACHE
Greg Mason, MA, CCC-SLP
Sue Bardon
Linda Crane
Lori Fox, MSW
Michelle Jahn, PT - Community Member
Stacey Lambert, RN, BSN, MSN - Ed
Barb Lavery, RN
Janet McCallum
Steve McMahan, OT, PTA
James Murphy, PT

Hospice QAPI Committee

Angela DeLaere, MBA, FACHE
Jessica Martin, RN, BSN
Sue Bardon
Jeanette Bloink, RN
Heidi Benner
Judy Convery, NP
Ashley Danneels - Community Member
Leah Dansby, MSW
Joseph DeHass
Stacey Lambert, RN, BSN, MSN - Ed

Ethics Committee

Edmond Fitzgerald, MD
Angela DeLaere, MBA, FACHE
Jessica Martin, RN, BSN
Sue Bardon
Heidi Benner
Mindy Charron, MT
Ashley Danneels - Community Member
Leah Dansby, MSW
Joseph DeHass
Stacey Lambert, RN, BSN, MSN - Ed
Paula LaFortune, RN
Brenda McCracken, RN
Barb Tipton, PT

"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others."

- DOUGLAS MACARTHUR



Community Partners

Several organizations partner with us to provide financial assistance. Through these partnerships, we are able to succeed in our mission and continue to grow this organization.



Community Foundation

of St. Clair County



**St. Clair County
Community Mental Health**
*Promoting Discovery & Recovery Opportunities
for Healthy Minds & Bodies*



**Commission
on Aging**



Mission

Visiting Nurse Association and Blue Water Hospice's mission is to provide high quality, cost-effective health care to patients and families coping with short-term, long-term, and/or end-of-life care.

Vision

Visiting Nurse Association and Blue Water Hospice will be recognized as the premier provider of home care and hospice services, as measured by quality outcomes, committed people, outstanding customer service and value.

Focus

To provide care and services that are:

- Patient and family centered
- Comprehensive to include physical, psychosocial and spiritual needs of patients and families, while acknowledging their diversity
- Coordinated within the community, consistent with its health and wellness goals, and integrated with other providers as appropriate.

Social Media

Like us on Facebook!

- @VNABWH
- @BWHospiceHome



Visiting Nurse Association & Blue Water Hospice

Preferred Provider Since 1952

(810) 984-4131 • VNABWH.ORG

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