2006 ANNUAL REPORT

Putting Patients First, Not Profits.
MISSION

Visiting Nurse | Hospice Atlanta, Georgia’s nonprofit homecare and hospice provider, delivers compassionate, innovative and cost effective care management, home health and end-of-life care.

VISION

Our vision is to set the standard for quality in Georgia, be the first place patients, families, payers and other healthcare providers select when they need homecare or hospice services and to be a financially strong organization where healthcare professionals prefer to work.

VALUES

Our patients’ health and well-being always comes first.
Our professional staff is our greatest asset and will be treated with respect.
We work as a team to improve patient outcomes and reduce cost.
We embrace change, innovation and accountability as we strive for excellence.
We inspire trust among patients, referral sources and employees through workplace integrity and personal leadership.
Our nonprofit mission and scope of services make Visiting Nurse | Hospice Atlanta unique in metro Atlanta. In 2006 we were involved in several significant community programs.

**IN OCTOBER** we launched our first, free flu vaccination program for grandparents and their grandchildren, in conjunction with Families Fighting Flu and The Clorox Company.

In November the 12th annual Camp STARS (Sharing Together as Real Support) at Camp Twin Lakes offered healing and fun to 110 children who have experienced the loss of a loved one. The popular weekend will be held again November 2-4, 2007, and a new bereavement camp for families is being offered March 16-18. The generosity of the Junior League of Atlanta, The Billie S. Been Foundation, Inc., and other donors makes it possible for anyone to attend these programs regardless of their ability to pay.

Our licensed nurses and social workers continue to care for patients at high risk for nursing home placement under Georgia’s Community Care Services Program (CCSP) as well as our geriatric care management programs in Fulton and DeKalb Counties. We also take great pride in our Alzheimer’s program, now in its 16th year. In 2006, we cared for over 40 Alzheimer’s clients in their homes across 10 counties.

Through our five-year partnership with the Fuqua Center for Late Life Depression at Emory University, we have made great strides in recognizing and providing treatment for geriatric depression. Funded by the American Foundation for Suicide Prevention, this project in 2007 will focus on a direct counseling model to reduce depression.

Our work with the Emory University School of Public Health Research Project, funded by the Centers for Disease Control and Prevention, assists families caring for loved ones who demonstrate problem behaviors associated with dementia. Together we help family caregivers keep their loved ones at home and avoid or delay institutional care. In 2007 we are also partnering with the University of Wisconsin School of Social Work to better evaluate caregivers’ stress levels and help them develop effective coping skills.

Also in 2006 the Atlanta Housing Authority (AHA) asked us to assess the 258 residents in the John O. Chiles high rise apartments to ensure they are appropriately relocated when the apartments are closed for renovation. Following the success of this project, we assessed another 317 residents in two more AHA buildings.

Our Visiting Nurse | Hospice Atlanta pastoral care team launched a unique Clergy Outreach Program to educate clergy and chaplains from all faiths about end-of-life care. Recognizing that death is one of the most difficult and sensitive issues in life, this program offers guidance, support and information, free of charge, to clergy and denominational gatherings.

These community-based programs, among many others, help us fulfill our mission as the largest nonprofit, homecare and hospice provider in the state.
GEORGIA NEVER EXPECTED she would need intensive home rehabilitation at the age of 47. A busy, working mother of two with a positive outlook on life, she fainted in her bathroom early one Sunday morning in September.

When she regained consciousness, she had a severe headache that still existed when she left for work Monday morning. On her way to work her left side went numb for a few seconds, and that’s when she realized something was seriously wrong. Instead of driving to CNN where she works, she drove to Crawford Long Hospital of Emory University. She was instantly admitted, diagnosed with a ruptured aneurysm and transferred to Emory University Hospital, where doctors performed surgery on the right side of her brain.

The surgery was successful, but the anticipated after-effects included stroke-like symptoms such as impaired sight, poor balance and coordination, general weakness, and neurological pain in her left leg. When Georgia was discharged 16 days later, her neurosurgeon prescribed physical and occupational therapy through VISITING NURSE | HOSPICE ATLANTA.

Angie helped Georgia relearn how to climb the stairs in her two-story home, and worked with her on gait and balance. Michelle Nieneber, an occupational therapist with VISITING NURSE | HOSPICE ATLANTA, taught her how to handle daily activities like bathing, dressing and cooking. Between the two of them, they visited Georgia two to four times a week for a month. They helped her get back to her normal functioning level so she once again could manage her home and care for her family.

Eight weeks later, Georgia went back for a second surgery to repair two additional unruptured aneurysms on the left side of her brain. She again needed physical therapy to aid her recovery and, without hesitation, she asked for Angie. “I didn’t want anyone else,” she says.

Angie worked with her for another four weeks and Georgia’s doctors were very pleased with her progress. The only downside of her recovery was losing Angie.

“I freaked out when she said, ‘you don’t need me any more.’ Even now, friends and family ask about her. I didn’t want her to stop coming. She became a part of my family,” Georgia says.

Georgia still gets tired throughout the day but has made an excellent recovery. She is excited to return to work at CNN and would like to start her own business in the near future, helping others.

GEORGIA GETS A SECOND CHANCE

VISITING NURSE | HOSPICE ATLANTA physical therapist Angie Foster is one of the primary reasons Georgia recovered so well from brain surgery. “I knew I was going to like Angie right away,” Georgia says. “She was very positive. I liked that.”
OUR HOME HEALTH PROGRAM allows patients to remain home to receive the skilled care they need to recuperate. VISITING NURSE | HOSPICE ATLANTA focuses on patient independence and provides the highest level of technical expertise, competence and compassion to the patient and their family. In 2006, home health services were provided to approximately 10,000 patients with over 118,000 home visits. Our average daily patient census runs over 1,000. Our more than 200 qualified clinicians include licensed nurses, physical therapists, occupational and speech therapists, home health aides and social workers. Our professional nursing staff provides patients with a wide range of services including infusion therapy, wound care, and the management of diabetes, congestive heart failure and other chronic diseases. VISITING NURSE | HOSPICE ATLANTA’s rehabilitation therapy team, one of the most experienced in the industry, helps patients recover from strokes, knee and hip replacements and other orthopedic surgeries. Rehabilitation therapy services account for over 35% of all our home visits.

“Everything happens for a reason. I’ve been given a gift most people don’t get – a second chance.”
Wyven, 71, has had 14 major surgeries in 28 years which have left her debilitated and with chronic intestinal problems. She also suffers from seizures, high blood pressure and deep vein thrombosis, and has difficulty walking. But she is not the kind of woman to give up. She lives with her dog Baby Girl in a small, three-bedroom ranch house on a quiet street and this is where she intends to stay for the rest of her life, remaining as independent as possible.

Wyven is able to stay in her home thanks to the expert help of Kathy George, a case manager, and registered nurse Sally Ferguson, both with Visiting Nurse | Hospice Atlanta. They work in partnership with DeKalb County to help older adults remain independent, and out of nursing homes, for as long as possible.

Our team helped her in several ways: they designed a special liquid diet for her and made sure Meals on Wheels brought her appropriate
food each day. They coordinated her medications and got her a wheelchair and a walker. They arranged for a homemaker to visit once a week to vacuum and mop. And they collaborated with the Georgia Baptist School of Nursing at Mercer University to have nursing students visit Wyven weekly, to monitor her diet and encourage her to exercise. Now Kathy is organizing transportation so Wyven can visit her doctor twice a month. “If it weren’t for Kathy,” she says, “I don’t know what I’d do.”

This valuable support system enables Wyven to enjoy friends and family in her own home. On Sundays she gets a ride to the Sylvester Baptist Church and on Mondays a group of friends comes to her house to sing and give praise. “It’s what I enjoy the most in life,” she says, “going to church and serving the Lord.” She loves to sit in her living room and read Bible stories and enjoys her yard on warm days.

Before Wyven joined the program in July 2006 she had been admitted to the hospital once a month for eight months. We got involved in July 2006 through the DeKalb County program. Between August 2006 and January 2007, Wyven had only one hospitalization – a vast improvement and a testament to the positive impact this program has on the health and well being of older Georgians.

Thanks to Visiting Nurse Hospice Atlanta, Wyven and the 4,700 other active care management clients can stay in their homes and enjoy their families, friends and day-to-day activities – things that many of us take for granted.

**PART OF VISITING NURSE HOSPICE ATLANTA’s** mission as a non-profit is to look outside traditional home health services to help the community. To fulfill this mission, we partner with several government agencies to help people who are elderly or functionally impaired stay in their homes and communities.

One of these programs is the Community Care Services Program (CCSP), managed by the Georgia Department of Human Resources and administered locally by the Atlanta Regional Commission (ARC). Our role is to provide long-term case management oversight, allowing access to community-based care as an alternative to nursing home placement.

Services coordinated include adult day care, emergency response services such as in-home electronic response systems, skilled nursing, physical therapy, assistance with meal preparation, hygiene and nutrition, in-home respite care, light housekeeping and errands. Visiting Nurse Hospice Atlanta has contracts with Fulton and DeKalb counties for similar program.

In 2006, in partnership with ARC, we were approved as the newest SOURCE Enhanced Primary Care Management Provider in the ten-county, metro Atlanta area. This program serves frail elders and adults with disabilities. It is designed to delay or prevent the need for hospital and nursing home admissions by integrating primary medical care with home care services. Visiting Nurse Hospice Atlanta collaborates with hospital discharge planners, health care providers and primary care physicians so they can help determine which patients are most at risk for institutional placement. To enroll in these community programs, individuals contact the Area Agency on Aging for screening and, if eligible, meet with a care coordinator who determines which services the applicant needs.
JAKE BLOWS KISSES

From the outside, the house in Dacula, GA, looks like any other two-story brick home. Inside, however, five-year-old Jake, his sister, Emily, and parents Katy and Don are facing a life-threatening illness that sets them apart from their neighbors.

JAKE WAS BORN WITH MITOCHONDRIAL DISEASE, a rare and incurable disorder with many symptoms that manifest differently in each person. He was blind at birth and suffers from learning disabilities, multiple neurological problems and severe muscle weakness.

Helping the family through this challenging time is a team of professional caregivers from VISITING NURSE | HOSPICE ATLANTA’s Children’s Program – Nina Leonard, a pediatric palliative care nurse; Denise Greenberger, a medical social worker; Mary Chromek, a volunteer; and Cynthia Trapanese, a hospice chaplain. Together they have developed a care plan for the family that addresses not only Jake’s physical needs but the emotional and spiritual challenges that the family faces every day.

“Jake starts blowing kisses to Nina as soon as she walks in the house,” says his mother Katy. “It is a real blessing. We all fell in love with her.”

Nina had already treated several children with this disorder and was uniquely qualified to care for Jake during her weekly visits and to keep track of his symptoms. She also brainstormed with Jake’s physician and the experienced clinicians at VISITING NURSE | HOSPICE ATLANTA. Between them, they developed a plan of care which included medications to control his extreme agitation and help him sleep through the night.

His 12-year-old sister, Emily, has had disturbed sleep too, but for different reasons. When she first learned that Jake’s illness was incurable, she was severely traumatized and had recurrent nightmares about his dying. She also struggled with what to tell her friends at school.

“I worry as much about Emily as I do about Jake,” Katy confesses, “but Denise was wonderful. She went to Emily’s school and talked to her classmates about what was going on. I admire Denise so much – the counseling she has given all of us has been invaluable.”

Chaplain Cynthia has contributed to the family’s spiritual care. She baptized Jake at home and is helping Katy and Don pre-plan his memorial service. “We really wanted to have Jake baptized but were uncomfortable taking him to the church – it would have been too stressful for him,” says Katy. “Cynthia told us she could do a service at our house. It was perfect and it meant so much to us.”
A child’s life-threatening illness often brings about difficult decisions and sometimes painful feelings for each family member. The Children’s Program emphasizes hope and supports maximum quality-of-life for every child, regardless of life expectancy.

It’s taken the Lyons family a while to come to terms with Jake’s disease, but with Visiting Nurse | Hospice Atlanta’s help they are able to give him quality care and support each other emotionally. Many days, he loves to sit calmly in his father’s lap and be rocked – and to blow kisses to nurse Nina when she visits.
OUR HOSPICE PROGRAM

VISITING NURSE | HOSPICE ATLANTA understands that dying is an integral part of life. We strive to ensure that each patient is cared for compassionately, comfortably and with dignity. We provide specialized medical, emotional and spiritual support to help patients and their families maintain an optimum quality-of-life. An interdisciplinary team of health care professionals and specially trained volunteers provides services in the patient’s home with on-call services available around the clock. Our 36-bed inpatient facility serves patients requiring acute or residential care and is designed to keep families together in a place of peace and comfort with access to professional clinical staff. All rooms are private. Our medical director, Dr. Linda Britton, is one of only 32 physicians in Georgia accredited by the American Board of Hospice and Palliative Medicine. Her interdisciplinary team includes licensed nurses, medical social workers, certified nursing assistants and chaplains.

A FAMILY FINDS COMFORT

LAST YEAR, Julie, 27, had to face one of the most difficult decisions of her life – how to care for her Aunt Lisa whose liver cancer had progressed to the point where no further treatment was available.

A nurse by training, Julie encouraged her family to consider hospice. “My aunt lived alone which made her care more difficult,” she explains. “We needed a place where they would ease her pain, treat her with dignity, and care for her in her last weeks of life. Hospice was a godsend to us.”

The family visited The Andrew and Eula Carlos Hospice Atlanta Center and was impressed with what they saw. “My aunt was afraid it would have a hospital atmosphere, but it doesn’t,” Julie says. “It is a calm place, very peaceful, and she appreciated that. As a result her death was much easier for her and for our family.”

Before she entered the Hospice Atlanta Center, Lisa was on VISITING NURSE | HOSPICE ATLANTA’s home program so she could stay in familiar surroundings with her beloved dog, Simon, by her side. The medical team visited frequently and kept her symptoms under control with a carefully designed medication plan. They managed this so well that she was able to attend a family wedding a week before her passing.

The excitement of the wedding, however, was too much for Lisa and the next day her condition worsened considerably.

Instead of dealing with the stress of another emergency room visit, Julie and the family knew it was time to take her to the Hospice Atlanta Center where she was admitted immediately and given a comfortable room.

As Lisa got weaker, members of the family occasionally stayed overnight in her room and took advantage of the support services such as comforting consultations with a social worker and chaplain. “We felt a need for some sort of spiritual presence,” Julie recalls. “It was very helpful.”

Lisa died peacefully, surrounded by her loved ones. Her family requested donations be made to VISITING NURSE | HOSPICE ATLANTA, honoring the dedicated team of people who cared for her.
Forrest Leef loves to make friends and see them smile. Last year, he did something for a friend that not everyone could pull off. He flew to Hong Kong to buy a dress for a patient at the Hospice Atlanta Center whom he had been visiting for a few weeks. She wanted a green one, with a high collar, and that’s exactly what Forrest bought her.

It helped that Forrest’s work as an airline test pilot took him to Hong Kong that week. His generosity, however, was unique. It inspired the patient to get dressed with the help of two nurses, apply make-up, and smile for a photo next to flowers that matched the colors in her new dress.

Forrest is one of 300 dedicated volunteers who visit end-of-life patients and their families in their homes and at the Hospice Atlanta Center. As a prostate cancer survivor, Forrest understands the fear that a potentially terminal illness can create in a family. This is one of the many reasons he’s such a good volunteer.

“Sometimes it’s easier for people to talk to a complete stranger,” says Forrest, who visits the Center once or twice a week. “I’m not family or clergy, a social worker or a friend. I’m just someone who listens. And when I leave the Center, I never walk away sad. I see the sky above and feel the sun on my skin and realize how great it is to be alive.”

Forrest Inspires

Our more than 300 volunteers are a vital part of Visiting Nurse | Hospice Atlanta. Each has answered a call to service, giving from their hearts to make the lives of our patients and families a little brighter. Volunteers who serve patients receive extensive training to teach them the many aspects of working with sick and terminally ill patients and their family members. They contribute in numerous ways. They may play an instrument, read to the patient, run errands, offer a friendly ear, or sit with the patient to give caregivers a break. They offer pastoral care and bereavement support, handle administrative tasks at the Center and educate the community about hospice through the speakers’ bureau. Other volunteers organize fundraising events and participate in Camp STARS.
Dear Friends and Supporters:

We devoted the first pages of our 2006 Annual Report to patient profiles because they best illustrate our mission of putting patients first, not profits. And as Georgia’s largest nonprofit home health and hospice provider, we take our mission seriously.

Our patient community inspires us to continually strive for excellence. For over 58 years we have provided quality care management, home health and end-of-life services to everyone regardless of age, diagnosis or income level. We do this through the generosity of our donors and the work of our 800 dedicated employees and volunteers.

VISITING NURSE | HOSPICE ATLANTA is also a business. In many ways our donors look for the same things for-profit investors do: a wise use of invested funds, positive results and financial stability. We believe that we have delivered on all three fronts.

In 2006 we continued to set the standard for quality home health and hospice care in Georgia. Our home health outcomes, which indicate the change in our patients while they’re in our care, are measured quarterly by the Centers for Medicare and Medicaid Services. Our hospital readmission rates are among the lowest in the state—24% compared with the average of 29%. During 2006, we exceeded the state and national benchmarks in 8 out of 10 measures of outcomes, making VISITING NURSE | HOSPICE ATLANTA one of Georgia’s top performers.

We were also recognized by the Georgia Medical Care Foundation for Quality Improvement for our consistently improved management of oral medications.

The average daily census in our hospice program increased 27% from 2005 to 2006. In September we marked the 10th anniversary of The Andrew and Eula Carlos Hospice Atlanta Center in Buckhead. Members of the city’s medical, business, civic and philanthropic communities joined us for a celebration that was sponsored by the financial institution BB&T. It was an important milestone for our Center which is the largest in Georgia and, by all standards and measurements, continues to be one of the finest hospice facilities in the state. The dedicated work of our interdisciplinary hospice team—doctors, nurses, social workers and chaplains—is augmented by the selfless contributions of volunteers who every day devote their time and open their hearts to our patients and families.

In August 2006 the Georgia Department of Community Health, Aging and Community Services, the state’s oldest and largest Medicaid waiver program, approved the partnership of VISITING NURSE | HOSPICE ATLANTA and the Atlanta Regional Commission as the state’s newest SOURCE provider. SOURCE (Service Options Using Resources in a Community Environment) is a Medicaid-managed care program designed to keep people out of hospitals and nursing homes by integrating the services of primary care physicians with VISITING NURSE | HOSPICE ATLANTA care

LETTER from the President & Chairman of the Board
management services.

In 2007 we will continue to invest in our infrastructure with a strong focus on technology including upgraded computer systems and new telemonitoring capabilities that will enhance patient care and solve many administrative and human resource challenges.

Education and staff development continue to be important components of our mission. We invest in our employees by offering them the cutting-edge tools they need to meet best practice standards. We value life-long learning, individualized instruction, ongoing evaluation and excellence in clinical practice. In 2007 we will give increased attention to clinical practice in wound care and management of chronic diseases in the geriatric population as we strive to give our staff the support they need to ensure continuous improvement in the delivery of quality patient care.

We provide innovative and cost-effective care by decisively managing performance, leveraging available technology tools, maintaining healthy business partner arrangements and building on our foundation of committed employees. We also rely on our donors, who have been overwhelmingly supportive. As a result, our financial achievement has been solid. We generated positive net cash flow of over $1 million in both 2005 and 2006. Accompanied by a financial restructuring, in 2006 we were able to reduce our bank debt by 40%, to less than $5 million, and increase our invested reserves to over $7 million.

Most importantly, we currently serve over 15,000 children and adults in the 26-county metro Atlanta area each year. Over the next 25 years the need for the care we provide metro Atlantans will more than triple. Our goal is to ensure that Visiting Nurse | Hospice Atlanta, through a combination of technology and the human touch, continues to deliver compassionate care of the highest quality. We are also committed to serving more people in senior living communities, and expanding our palliative care and children’s hospice programs.

We believe we will continue to be the first place that patients, families, payers and healthcare providers turn to when they need home health or hospice services. We are extremely grateful for the role our financial supporters play in our progress. Atlanta can count on us.

Mark Oshnock
Chief Executive Officer
Visiting Nurse | Hospice Atlanta

Stan Jones Jr., Esq.
2005-2007 Chairman
Visiting Nurse | Hospice Atlanta
The cost of comprehensive and specialized care as provided by Visiting Nurse Hospice Atlanta often exceeds reimbursements received from payer sources such as Medicare, Medicaid and commercial insurers. The uncompensated services provided under the Visiting Nurse Hospice Atlanta charity policy and under Medicaid totaled $949,000 and $1,035,000 in 2006 and 2005 respectively. In addition, Care Management Services, a cost-reimbursed program, provided $4.4 million of services to metro Atlanta in both 2006 and 2005, in collaboration with various government and community organizations. All amounts reflect results for the year ended December 31\textsuperscript{st}.
MOVING FORWARD IN 2007 — Investment Priorities

Visiting Nurse | Hospice Atlanta remains committed to effectively responding to the community’s growing need for care management, home health and hospice services.

In 2007 we will continue to extend services to patients regardless of age, diagnosis or ability to pay, relying on the generosity of the community we serve.

Visiting Nurse | Hospice Atlanta is also committed to innovation and quality outcomes. Atlanta’s 65-and-older population is growing faster than any other major city in the country. In order to grow at a pace to meet the community’s needs and continue setting the standard for quality, Visiting Nurse | Hospice Atlanta has launched a plan to significantly infuse technology into the delivery of care.

We have identified three technology solutions which will elevate our ability to innovatively respond to the community’s needs:

**Home telemonitoring** – using technology to obtain real-time health information from a patient’s home and transmitting it over a standard telephone line to the patient’s care delivery team. The payoffs of telemonitoring have been high. A recent patient satisfaction survey conducted by a home health company indicated that an overwhelming 90 percent said they felt more connected to their provider and physician.

**Digital Wound Imaging** – using digital images to leverage the expertise of specialized nursing care for wounds and pressure sores.

**Improved Point of Care Clinical System** – providing updated state-of-the-art technology tools to our clinicians in the field to effectively and efficiently document care, access and manage patient information, and receive timely input and oversight.

Over the next three years, Visiting Nurse | Hospice Atlanta will invest $3 million in technology to enhance service quality and reduce costs. This investment will allow us to not only fulfill our mission of providing a continuum of innovative and quality care to the Atlanta community, but will position us as a leader in the metro Atlanta home care and hospice market.

In 2007 we are expanding our palliative care program, which serves patients who are not ready to stop aggressive curative treatment. This specialized service is a comprehensive approach to managing pain and discomfort usually associated with the treatment of serious illnesses. Our palliative care nurses make consultative visits in hospitals, nursing homes, senior living communities and private homes throughout metro Atlanta. We look forward to working with our partners in the community to ensure our programs are cost-effective and positively impact patient care.
2006 DONOR LIST

WE COULDN’T DO OUR WORK WITHOUT YOU, OUR CONTRIBUTORS. VISITING NURSE | HOSPICE ATLANTA appreciates all our generous donors. THE FOLLOWING GAVE $1,000 OR MORE DURING THE YEAR ENDING DECEMBER 31, 2006.

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Every effort has been made to credit our contributors correctly. If we have made errors, we apologize and invite you to contact our Office of Advancement at (770) 936-1170.
SPECIAL EVENTS

The 19th Annual HOSPICE ATLANTA GALA in October raised more than $350,000 in support of the medical, emotional and spiritual care we provide to our hospice patients and their families. The event honored the past Gala Chairs who have provided leadership, generated community support and volunteered precious time over the past 18 years. We thank everyone who contributed to the Gala’s success and recognize the following major corporate benefactors.

More than 1,100 Atlantans gathered at Zoo Atlanta in April for the 15th annual BIG-TO-DO which benefits our Children’s Program. We raised over $180,000, a record amount, thanks to the generosity of individuals, foundations and corporations in the community. We extend our deepest gratitude to Homelife Communities, the Presenting Sponsor. We thank the following major corporate supporters.

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