

2013
Annual

Results · Resources · Relief



VISITING NURSE
HEALTH SYSTEM

Results • Resources • Relief

One Team Delivering Three Powerful Outcomes

These three simple words embody what Visiting Nurse Health System delivers in our mission to improve the lives of those we serve—our patients, partners and the community at-large. Like anyone involved with Visiting Nurse on a daily basis, the individuals profiled on the following pages exemplify the power of these words at work:

Our clinicians providing compassionate care that honors independence during recovery, earning us high patient satisfaction rates.

Our healthcare partners calling on our expertise to keep our shared patients from being readmitted to the hospital.

Our social workers delivering the means to get struggling patients back on their feet.

Our patients resolving to regain their health under oftentimes difficult circumstances.

Our hospice team offering comfort, respite and dignity to families during life's final stage.

And family members embracing precious opportunities to cherish a dying loved one's final days, building lasting memories and ultimately a stronger family.

Thanks to all of our supporters for giving us the chance to continue the valuable work we do.

On the Cover

Soni P., PT, represents all of our dedicated and caring staff who improve the lives of those we serve.

Photo Credits pages 4-9

Joy Cannis Photography

Dear friends of Visiting Nurse,



Day in and day out, our staff provides exemplary care to help our patients regain their health or live their final days in comfort. We extend that care to the families and friends of our patients, educating them to care for their loved ones, offering them respite from the stress of caregiving, and giving them opportunities to build lasting memories. Visiting Nurse also acts as a community safety net by providing care to uninsured patients.

Once again, in 2013 Visiting Nurse ranked as the top home health provider for quality of care and patient satisfaction in greater Atlanta. In addition, our hospice services ranked higher than the national average for overall care, for taking care of personal needs, and for recommending our care to others.



Our healthcare partners benefit from our exceptional outcomes, so much so that the largest hospitals in Atlanta choose to refer more patients to us than any other home healthcare provider. The average re-hospitalization rate for Visiting Nurse patients is significantly less than our competitors. Not only do our patients experience an improved quality of life, but our partners realize significant cost savings as well as peace-of-mind knowing their discharged patients are getting the best in home care.

Everyone touched by our services will experience the following every time, year in and year out: results, resources and relief. We invite you to read the following stories to appreciate how these three words, by themselves and together, begin to define the value we bring to all in our care and in our community.

Sincerely,

Mark Oshnock
President and CEO

Caroline Moise
Chair, Board of Directors

Delivering Results

Lowering Costs for Our Healthcare Partners



Jen S. & Antoinette K.

One of Emory Healthcare's goals is to provide quality care across the continuum of care in a cost effective manner, with one area of focus being reduced hospital readmission rates. This requires collaboration between hospitals and community-based services like Visiting Nurse Health System.

In February 2012, Emory Healthcare partnered with Visiting Nurse to monitor the level of care patients receive at home in order to reduce readmissions. "When we started the partnership, there weren't any metrics established to know if we made a difference in the care provided to patients discharged to home health care," says Jen S., MBA, LMSW, Associate Administrator, Emory Wesley Woods Hospital. Together, Emory Healthcare and Visiting Nurse developed a scorecard which included key metrics to identify patients who were at risk for readmission. "We trusted Visiting Nurse to deliver the highest level of care after hospital discharge, and we are proud to partner with them as an extension of Emory Healthcare in our patient's homes," explained Jen.

Providing the best care means high-risk patients return to the hospital less often, which means lower costs not only for patients but also for the healthcare system overall. In an era of intense healthcare reform, the reimbursement healthcare providers receive is moving away from services delivered and focusing more

"We trusted Visiting Nurse to deliver the highest level of care after hospital discharge, and we are proud to partner with them as an extension of Emory Healthcare in our patient's homes."

Jen S., MBA, LMSW
Emory Healthcare

on the outcome in patient care. The key to success in this new environment is transparency and collaboration, and for this Jen relies on Antoinette K., Director of Care Coordination at Visiting Nurse. As Jen says, "We hold each other accountable, educate each other and understand each other's business to attain the best results."

But to high-risk patients like Stephen R., it's about much more than good business results. Diagnosed with congenital heart failure as a child, Stephen had a tri-cuspid valve replaced at Emory in July 2012. The resulting buildup of fluid around his heart was sending Stephen to Emory's emergency room for four or five days each month. Since being admitted as a Visiting Nurse home health patient in October 2012, he has not been readmitted for cardiac issues. To accomplish this extraordinary outcome, telehealth patient manager Kira T. administers IV Lasix in his home three times per week. This delicate and innovative protocol alleviates some of his symptoms and makes him feel more comfortable. "There is less pressure on my heart and I can breathe now!" says Stephen. "I'm more mobile; I have more freedom. I can spend more time with family at home instead of being in the hospital. Our door is always open to Kira; she is part of the family."

Kira T. takes Stephen R.'s blood pressure in his home.



Ultimately, this is what is most important to Emory Healthcare and Visiting Nurse: better outcomes and improved quality of life for our shared patients. And when we achieve that result, we know that what is good for Stephen's heart is also good for the bottom line.



Emory Readmission Rates Reduced

Even incremental reductions in readmission rates result in significant cost savings. Emory transitions an average of 7,200 patients per year to home health. Based on an average cost of \$7,500 to readmit each patient for three days, an average readmission reduction of 1.75% across four hospitals results in a savings to the community of \$945,000 per year.

Emory University Hospital*	Emory University Hospital Midtown*	Emory St. Joseph's Hospital**	Emory Johns Creek Hospital**
16%	20%	14%	14%
▼	▼	▼	▼
14%	16%	13%	14%

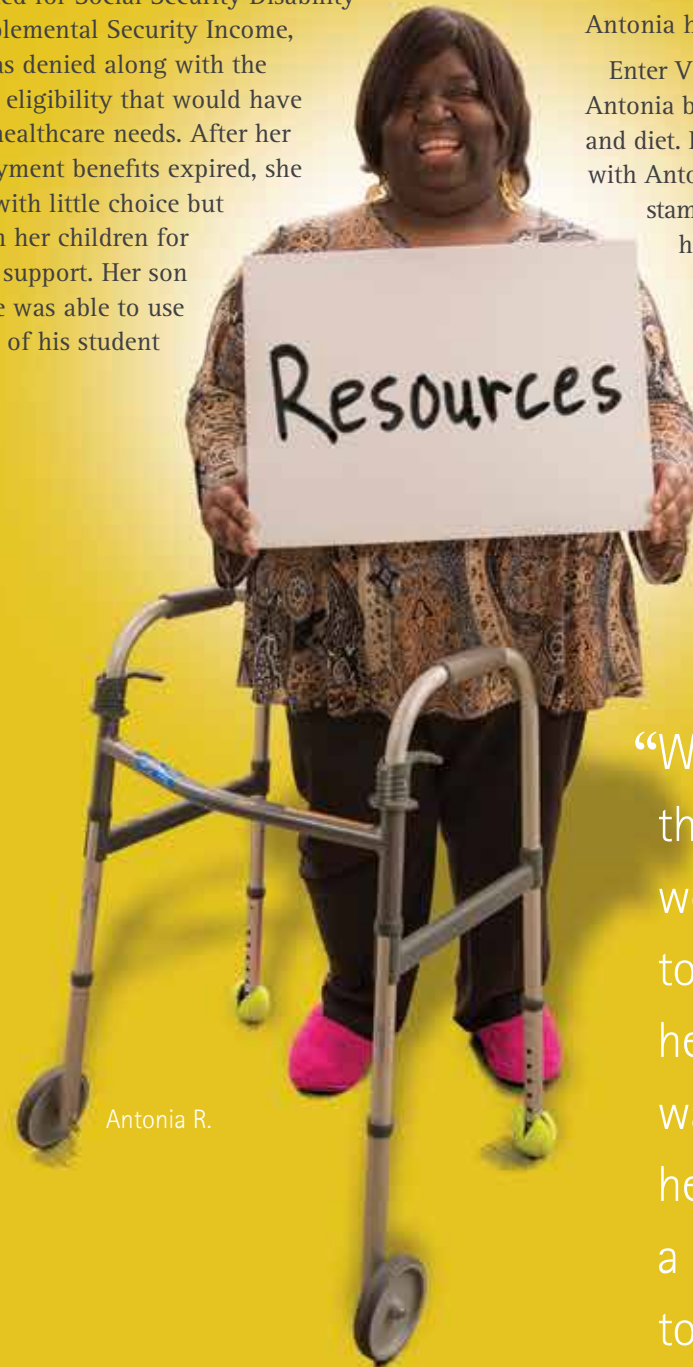
* Since partnership inception in 2012

** Since partnership inception in 2013

Providing Access to Care

Helping Those with Limited Resources

Antonia R. was increasingly becoming short of breath and falling asleep at work. She would later learn that it was a result of heart disease, COPD and related conditions, but not before losing her job of 15 years. She applied for Social Security Disability and Supplemental Security Income, which was denied along with the Medicaid eligibility that would have met her healthcare needs. After her unemployment benefits expired, she was left with little choice but to rely on her children for financial support. Her son in college was able to use a portion of his student



Antonia R.

loan to pay the rent on their shared, mostly unfurnished apartment. All of her possessions were in two different storage facilities, and without a car she was unable to retrieve them to eliminate that expense. Without an income and transportation, and with limited resources, Antonia had nowhere else to turn.

Enter Visiting Nurse. Registered nurse Noah G. helped Antonia begin to manage her symptoms, medications and diet. Physical therapist Megan C. regularly works with Antonia to strengthen her muscles and increase her stamina. In addition to this care, social worker Steve M. has connected Antonia to community resources such as a legal firm to appeal her denied claim, a church to transport her belongings, third party assistance with finances for rent and utilities, and grief counselors to help her cope with her emotional distress. Downplaying his efforts, Steve says, "Our services give her hope and the potential for some level of normalcy, and let her know that she matters. Beyond providing excellent care, Noah and Megan also provide a distraction from her situation, and if nothing else, a hug for some level of relief."

"Without Visiting Nurse providing these services, her burden would be much heavier trying to find social services on top of healthcare treatment. Antonia wants to go back to work, regain her independence and return to a 'normal' life. She has it in her to do that."

Steve M., LCSW, CSW-G
Visiting Nurse Health System

Antonia R. and Steve M. review her records on her home's deck.



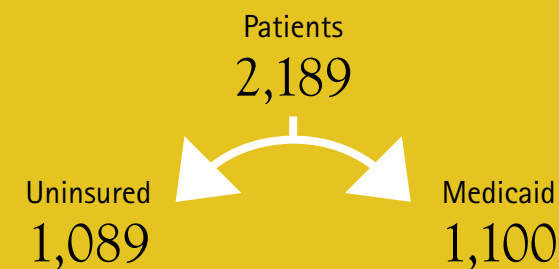
Antonia is tearful at times when discussing her situation, but she also expresses her gratitude for the depth of care and her determination to get well. "Visiting Nurse helped me get back on my feet. They have been very supportive and have become true friends. It feels good when they tell me everything will be ok. I'm moving on and I will get through this!"

Through the dedication and compassion of the Visiting Nurse staff and the support of our donors, each year we are able to meet the needs of Antonia and more than 1,000 patients like her, people whose life circumstances have left them without healthcare coverage when they need it most.



Uninsured and Medicaid Patients Served in 2013

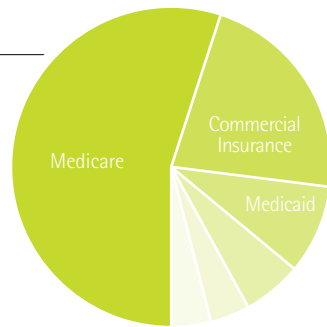
Visiting Nurse serves more uninsured and Medicaid patients than any other home healthcare provider in Georgia. Uninsured patients are those for which Visiting Nurse covers the full cost of their care. For Medicaid patients we receive only 40 cents in reimbursement for every dollar of home healthcare we provide.



Financial Summary

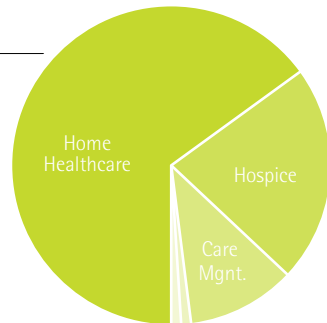
2013 Source of Funds \$60.9 Million

Medicare	55%
Commercial Insurance	22%
Medicaid	9%
Use of Reserves (net)	6%
Donor Support (net)	4%
Government Contracts	4%



2013 Use of Funds \$60.9 Million

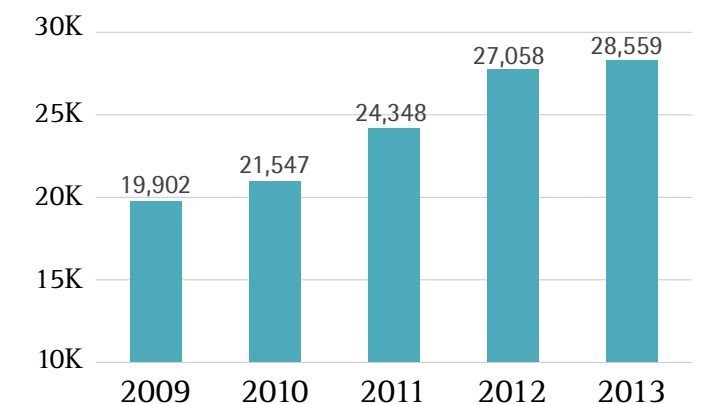
Home Healthcare	65%
Hospice	22%
Care Management	11%
Alzheimer's Respite Care	1%
Primary Care	1%



Revenue



Total Patients Served



Offering Relief

Allowing Families to Cherish a Loved One's Final Moments



Arlette R.

Arlette and Hurshel R. were high school sweethearts whose paths diverged, only to meet again a decade and a half later, culminating in marriage and the birth of their daughter Tia.

Their path took a difficult turn in 1999, when Hurshel contracted hemophilic arrhythmic syndrome from food-borne bacteria, which weakened his lungs and pancreas and caused kidney failure. He was soon permanently disabled by his illness—the first of many discouragements they would face. Drawing on her strong faith, Arlette brought a spirit of persistence to their struggle and often challenged her husband with tough love during tough moments; however, she was not the only one with a strong spirit. Though unable to work, Hurshel began giving more of his time to their church and even began a noonday prayer service for the homeless. And despite new complications in his condition and set-backs in treatment, he was living years beyond the prognosis they had been given.

In January 2014, Hurshel began to lose his fight. He was tiring easily, he wasn't sleeping well, and he had stopped eating as much. "The doctor told me, 'We've done everything we can. I was devastated! But Hurshel had resolved a lot of things in his spirit and he was ready,'" said Arlette. Finally relinquishing the toughness that had brought them so far, she recalled, "I had challenged Hurshel before with 'Do you want to live or die?', but not this time."

"The Hospice Atlanta Center staff was so supportive. They helped me keep a lot of the hard decisions to myself so the family could focus on just being with him."

Arlette R.
Caregiver

Hurshel knew it was time too, but he didn't want to die at home. He told Arlette he wanted to go to the Hospice Atlanta Center where his mother had also died. "We arrived on a Saturday and so did the rest of the clan," Arlette said with a smile, describing the rowdy "three-ring circus" of more than 20 friends and family who joined them. "But the staff made all of us so comfortable, and they answered so many questions."

The hardest moment for Arlette was when Hurshel's medications started to diminish his faculties and he softly told her, "This might be the last time I can say 'I love you.'" As time slipped away, Arlette could sense the end was near. Touching his head and hand, she started praying out loud with the family. Hurshel's breathing became increasingly shallow. The family thought he had passed, but hospice nurse Deborah H. detected a faint pulse and let them know Hurshel could still hear them. After a short while, she returned and let them know he was gone. "He looked like our peaceful Hurshel," whispered Arlette, "like himself at rest."



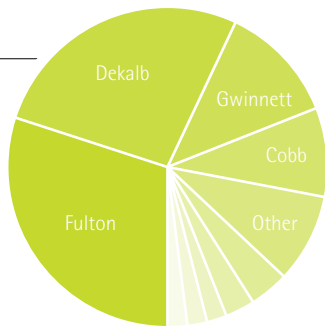
Arlette R. holds a photo of husband Hurshel at the Hospice Atlanta Center.

Patient Demographics

Patients Served

by County

Fulton.....	30%
DeKalb.....	27%
Gwinnett.....	12%
Cobb.....	9%
Other.....	9%
Clayton.....	4%
Henry.....	3%
Cherokee.....	2%
Fayette.....	2%
Forsyth.....	2%



Patients Served by Age

65 and Over.....	61%
Under 65.....	39%

Patients Served by Gender

Female.....	60%
Male.....	40%

Patients Served by Program

Home Healthcare.....	21,479
Hospice and Palliative Care.....	1,521
Long-Term Care.....	5,505
Primary Care.....	257



Patient Satisfaction



96% of patients' families would recommend Visiting Nurse's services to others.

Making a Difference

The stories we've shared here – and many more like them – would not be possible without the support of our donors and volunteers. The generosity of our Board of Directors, foundations, corporations and individuals helped fund patient care, capital needs and healthcare innovations in 2013. To everyone who has contributed to our mission, we offer our heartfelt thanks.

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Following is a list of contributors who gave \$1,000 or more between January 1, 2013 and December 31, 2013.

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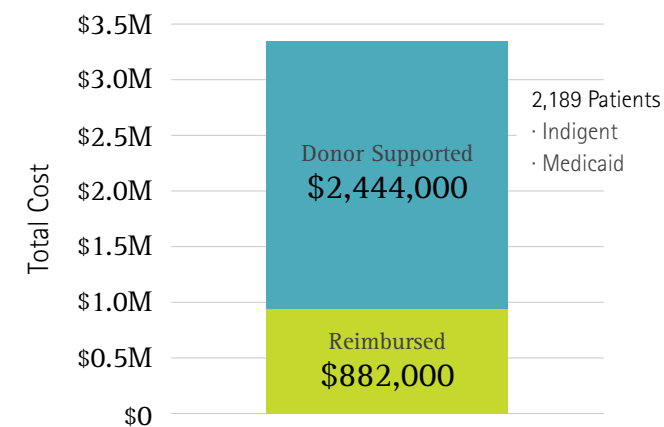
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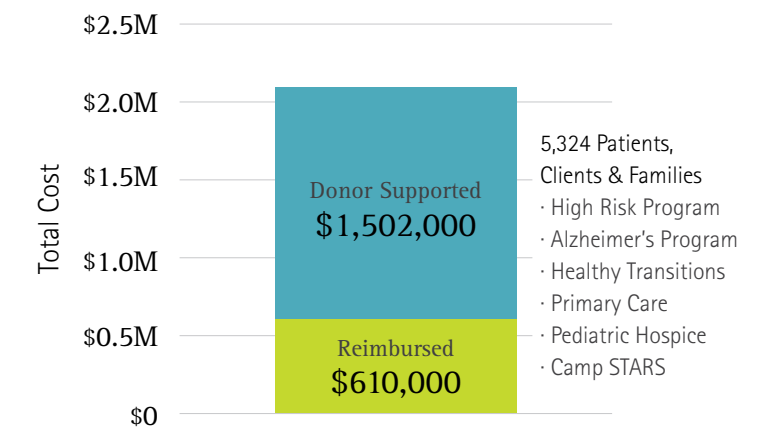
Access to Care

Our donors ensure that patients who are uninsured or covered by Medicaid have adequate access to home healthcare and hospice.



Specialized Care

Donors also enable Visiting Nurse to go above and beyond what is available from other providers to deliver advanced care and better outcomes to patients and families in need.



With generous support from our donors in 2013, Visiting Nurse Health System provided **\$5.4 million** in care for impoverished patients and for patients and families with specialized needs.

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October 1 – December 31, 2013

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A volunteer comforts a patient in the Hospice Atlanta Center.



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