



TRANSITIONS

Evolving to Meet Our Patients' Changing Needs

Transitioning

Speaks to the Nature of Our Work

Dear friends,

Looking back on 2016, we reflect on a year of transition at Visiting Nurse Heath System | Hospice Atlanta. Internally, our leadership changed as we enhanced our programs to meet the expanding challenges related to the rise in the aging population and a new federal administration. Externally, we continue to drive innovative strategies to serve our community of patients and their families.

Throughout these transitions, we focus on cultivating a stronger foundation for our future. The work we do is instrumental to successfully supporting the ever-growing population of older citizens who require expert care for highly complex and ongoing medical needs.

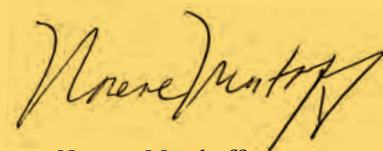
In the following pages, you'll see examples of how important the process of transitioning is to the way we serve our community.

These efforts could not be possible without you. Whether you're a donor, a volunteer, a Board member, a business or community partner, or a staff person, you provide the consistent support that enables us to fulfill our mission—to improve the lives of those we serve.

Sincerely,



David Martin, RN
Board Chair



Norene Mostkoff
President & CEO



We transition patients from hospital to home, rehabilitation and recovery, and through the final transition at the end of life.

Whatever the journey we help to navigate, Visiting Nurse continues to focus our efforts on giving our patients and their families the support, resources, and care to promote a smooth and comfortable transition.

Just as important, we continue to transition the way our organization meets the expanding needs of an aging population with complex health conditions. We are building strong relationships within and outside of the agency, and improving our processes to support our staff, volunteers and ultimately, our patients.

As a nonprofit organization, we embrace the concept of transitioning to continually strengthen our foundation for the future, to successfully serve our community of patients and their families.

INTERNAL TRANSITIONS

Transitions at the Top

In 2016, Visiting Nurse transitioned to new leadership with the appointment of Norene Mostkoff as the CEO and President. Beginning in July of last year, Norene, who has worked in nonprofit healthcare management for more than 25 years, brought with her a wealth of experience and knowledge.

Norene's approach to organizational success relies on a strong foundation made up of three pillars—relationships, transparency and stewardship.

Relationships

Relationship-building is integral to our work. We must maintain strong relationships within the organization and throughout our community. Under no other circumstances can we expect patients and families to trust their care to us.

Transparency

As the beneficiaries of a tremendous amount of support from the community, we are committed to being fully transparent about how we invest our resources in the interest of supporting our mission.

Stewardship

We must be good stewards of the financial resources we're fortunate to receive by investing dollars wisely for maximum impact. We must also be good stewards of our valued human resources—staff and volunteers—who we continue to support and nurture so they may better serve our patients and partners.

Summing up this philosophy, Norene says, "As more and more people are aging, we must keep up with our staffing. We want to be the best place to work, so we have to transform the way people work. We're evaluating how we manage our systems and processes to improve the level of care we provide."

In the short time that Norene has been leading the organization, there have already been positive shifts in the way that we manage and execute our programs and services.



CEO Norene with former Atlanta mayor Sam Massell open the Elizabeth Kübler-Ross Library at Hospice Atlanta Center

Relationship-building Starts from Within

Leveraging strong leaders within the organization was one of the first initiatives Norene launched with the establishment of the Executive Clinical Leadership Team. Made up of leaders from core programs within Visiting Nurse | Hospice Atlanta, the team includes Andrea Stevenson, Executive Director of Home Health Services, Dorothy Davis, VP of Community Health and Strategy, Nancy Mauldin, Executive Director of Hospice Services, and Antoinette Kilgore, Executive Director of Care Coordination and Account Management.

The team comes together weekly to address challenges in their respective areas, share strategies, and align efforts to ensure patient care is delivered in the most effective way. The increased communication among clinical leaders translates to an exceptional experience for patients along the continuum of care they receive. The clinical leadership is instrumental in moving the organization forward in a positive way.



The Executive Clinical Leadership Team (l-r): Andrea Stevenson, Nancy Mauldin, Antoinette Kilgore, and Dorothy Davis



In 2016 our Long-Term Care at Home division established an excellence award in honor of the late 14-year Visiting Nurse veteran and CCSP Program manager, Josie Carlyle. The first award recipient was Angela Faulkner, Program Support, in the Source program. The award—given annually to an employee with a "can do" attitude, spirit of team work, and who loves to problem solve with a smile, humor, and kindness—is modeled after Josie's passion for her work and her fierce willingness to get the job done no matter what it took.

"As more and more people are aging, we must keep up with our staffing. We want to be the best place to work, so we have to transform the way people work. We're evaluating how we manage our systems and processes to improve the level of care we provide."

Norene Mostkoff
President & CEO

EXPANDING PARTNERSHIPS

2016 Ushers in New Ways of Working with Teams—Internally and Externally

The work we do in our Long-Term Care at Home Program is designed to foster person-centered care—the kind of individualized support for those transitioning from living independently to relying on in-home services. As the number of patients we serve increases, we're continually examining internal processes to ensure our staff has the resources they need to support our patients effectively. Here's what we did in 2016:

Helping Those Who Serve

Made up of two designated clinical staff members with one goal, the Internal Care Coordination Team was created to help our clinicians problem-solve. From educating family members about health issues to suggesting services to increase comfort for a patient, the team's sole purpose is to support our clinicians by providing insight into how to tackle unexpected issues in the field.

Another exciting initiative developed last year was with the Fuqua Center for Late Life Depression at Emory. The partnership gives Visiting Nurse social workers access to case consultation with experts at Emory to help clients who experience emotional, behavioral, or neurological issues.

Making House Calls

Thanks to a new partnership with Resurgia, a leading provider of primary medical care at home, "house calls" are now available to Visiting Nurse patients. Resurgia's existing mobile workforce covers our entire service area. Between April and December 2016, this enabled us to serve approximately 150 patients who would otherwise not be able to see a doctor, due to physical limitations. Dorothy Davis, LPC, Executive Director of Long-Term Care for Visiting Nurse says, "Having a partner like Resurgia—focused in the community and in people's homes—points to the future of healthcare. And this is a true partnership—we meet with Resurgia's team regularly to improve the way we work together."

Nursing Home Alternative

For the 20th consecutive year, Visiting Nurse was granted The Atlanta Regional Commission's contract for the Community Care Services Program (CCSP). The CCSP is a Medicaid waiver program that provides community-based social, health and support services to seniors or individuals with disabilities. The contract, which has been awarded for two years, allows Visiting Nurse to coordinate care in the home as an alternative to placing the patient in a nursing facility. "This contract will ease their burden and permit Visiting Nurse to fulfill our mission of improving the lives of those we serve, regardless of their ability to pay," says Dorothy Davis.



Long-Term Care at Home client satisfaction surveys for 2016 revealed **94 percent of patients** have a positive overall experience. That's up from 92 percent in 2015.



Resurgia's nurse practitioner Christy G. and Visiting Nurse's Beverly H., LPN, provide primary care to Tina to keep her out of the hospital

STRENGTHENING OUR MISSION

One Patient's Story

Sometimes smaller transitions add up to a major impact. Legally blind and diabetic, Allen C., 69, has no family and lives in subsidized housing not far from Grady Hospital. Being able to stay in his home is due to the efforts of a small, but dedicated team of home healthcare professionals.

Although strong-willed and independent, Allen is grateful to have others help him. With so many health challenges, simple things like getting groceries, taking medication, and doing laundry can be major challenges for someone like Allen.

Eve M., his primary case manager from Visiting Nurse, met him when he entered the Fulton County Home and Community Base program. Impressed by his level of competence and independence, she was pleased to add another layer of support to enhance his quality of life.

Allen receives healthy, balanced meals—critical to managing his diabetes—delivered by Project Open Hand. He has a personal care aid who helps to keep his apartment clean and makes sure he has safe living conditions. When he needs to travel, he's picked up by Jencare health and transportation services.

These people serve as Allen's "eyes," making sure he is healthy and safe, helping him stay out of the hospital and out of a nursing home. Such day-to-day visits may seem modest, but they add up to an enormous impact toward his quality of life. Allen remains positive, upbeat, and full of faith.

Eve meets with him regularly to go over his care plan, but she routinely calls to check in with Allen. She's also in touch with his caregivers. "We really do make up his family by keeping watch over him on a regular basis," Eve says. Thanks to Visiting Nurse, this family possesses all the expertise required for Allen to maintain his autonomy in a secure and healthy way.

Allen acknowledges and embraces those who support him, saying "I feel better. I'm more satisfied. They are looking out for me."

Visiting Nurse social worker Eve M. with her client Allen C.



"I feel better. I'm more satisfied. They are looking out for me."

Allen C.
Patient

IMPROVING PATIENT OUTCOMES

Our 2016 Celebrating Nurses nominees exemplify quality of care (l-to-r): Latinya J., Rebecca H., Nancy S., Mary T., and Shalina B.



Our Commitment to Quality And Consistency Pays Off

Quality of Care Earns High Ratings

As a nonprofit organization, competing against a vast number of for-profit home healthcare providers in Atlanta can be challenging. So, when Visiting Nurse received a **Quality of Patient Care Star Rating of 3.5**—up from 3.0 the previous year—we realized our hard work paid off. Developed by the Centers for Medicaid and Medicare Services (CMS), the rating system helps consumers evaluate home healthcare service providers. Receiving 3.5 stars has given our staff a feeling of pride about the quality of care we're delivering and has given our partner referral agencies continued reason to refer patients. We're intent on raising the rating closer to 5.0 stars, and this is a step in the right direction.

Standardized Procedures Keep High Risk Patients Out of Hospital

When we completed our initial **ileostomy program** in 2015, the results were positive. Developed in partnership with Emory Hospital, the program established standardized protocols for patients discharged with an ileostomy. The pilot program drastically reduced the number of hospital readmissions of patients who'd had the procedure from 30% to 7%. The initial success of the program encouraged us to administer the protocols to more challenging patients in 2016, and this time the readmission rate was 8.7%. Clearly, the evidence-based approach of delivering standardized care is working, which has led us to continue expanding the program to other ostomy procedures.

Leveraging the partnership with Emory Hospital, we replicated the approach of using standardized protocols for patients with **Congestive Heart Failure (CHF)**. Emory extended this program to other home healthcare agencies in addition to Visiting Nurse. After six months, the team discovered that while other agencies didn't reduce their hospital readmission rates, Visiting Nurse showed a significant decline in the readmission rates of CHF patients. The relationships we've built with the team at Emory paid off for patients in the form of better outcomes.

“When we think about the challenges in the healthcare industry, there's a renewed focus on quality of care. We must remain viable by providing our patients with the highest quality care, while watching our bottom line.”

Valerie F.
High Risk Manager with Visiting Nurse

INNOVATING NOW FOR THE FUTURE

Harnessing Technology

When our clinicians have access to improved technologies like telemedicine and mobile scheduling (Clinician Automated Travel and Scheduling, or CATS), they save time, reduce stress, minimize costs, and more efficiently manage the complexities of serving more than 6,000 patients each day across 26 metro Atlanta counties.

Clinician Automated Travel and Scheduling (CATS)

In 2016 we launched our new scheduling platform, the CATS mobile scheduling and geographic optimization tool, impacting approximately 75% of our home health patients. Developed to improve nurse and patient efficiencies, the system includes a user-friendly mobile app and a web-based app. Here's an overview of the features and benefits:

- Reduced the time clinicians are in traffic and increased the time they can spend with patients
- The clinician can use their smart phone to see their schedule in the present, past, and future
- Highly interactive, so the user can manually add a patient admission and schedule visits for the entire episode of patient care
- Continuity of care is promoted, as it ensures the clinician and client are connected throughout treatment
- Clinicians can view and optimize their daily route, based on mileage and adjusted for the patient's convenience, as needed
- Enables the clinician to call patients, physicians, social workers, and other contacts directly, saving time

Tapping Talent

The shortage of qualified nurses in the healthcare industry has reached a point of crisis. For Visiting Nurse, whose patients have highly complex medical issues, our pool of appropriate candidates is even smaller. As we transition to meet the growing nursing shortage, we launched an innovative pilot program in partnership with local universities to tap recent graduates with a Bachelor of Science in Nursing. In exchange for committing to work for Visiting Nurse, graduates were given hands-on training and mentoring from a senior home healthcare RN.

“CATS allows me to quickly plan my route and accurately gauge what time I'll arrive. That makes me more efficient... My patients have greater peace of mind knowing we are there when they need us.”

Bonnie T.
Visiting Nurse physical therapist

Telemonitoring

This technology enables clinicians to educate patients about their disease condition, then walks them through interactive, verbal screen prompts. Measurements such as blood pressure, heart rate and insulin levels are monitored in the office by a clinician. If any readings appear outside of normal limits, the clinician will receive an alert, so they can call the patient to check in on their current condition and, when necessary, request immediate medical assistance.

CATS app makes for more efficient clinician scheduling



STRENGTHENING OUR MISSION

One Volunteer's Story

Many people think volunteering at hospice is depressing. Shane, a native Atlantan, who serves the community by volunteering at her church and working with refugees and the homeless, has been volunteering at Hospice Atlanta Center for the past year.

Volunteer Shane C. bedside with a hospice patient



Volunteers are instrumental in providing non-clinical care to our patients and their families. Some things they do at Hospice Atlanta Center include caring for the gardens, decorating for the holidays, and making sandwiches and sweets for our hospice families. They also comfort patients by singing or playing music, take care of their pets, or just sit bedside with them when family members cannot be there.

In 2016, **225 Volunteers** provided **14,145 patient care hours** and **990 administrative hours**, saving Visiting Nurse | Hospice Atlanta an estimated \$181,608 in labor.

"I receive encouragement from those who I visit in the form of hope, peace, kindness, and chocolate." The reference to chocolate is thanks to a patient at the Center who shares a piece with Shane regularly.

"Volunteering at hospice makes me feel necessary. I have the privilege of sitting bedside with someone whose beautiful, messy life is coming to a close. I find that person valuable, interesting, and important. I get to be a small part of a very sacred moment in their lives."

During visits with friends in hospice care, Shane was surprised by how positive the atmosphere was. She witnessed a process that was more related to living than dying.

Recognizing a way to give back, she began volunteering at the Center, visiting patients, listening to stories, and ultimately connecting with them in a meaningful way.

Ann S., Volunteer Coordinator at Hospice Atlanta, points out Shane's impact goes well beyond one patient. "Volunteers like Shane are the non-clinical part of the hospice team. What they do is beyond measurement. It's the simple act of giving freely of their time. In many ways, the feedback volunteers get is in the form of a smile, a nod of appreciation from the staff, and meeting someone they may not have had the chance to know in a deep and meaningful way."

Of her own contributions Shane is humble, saying, "I hope my volunteering reaffirms to patients and their families that they are not alone—they are cared for and they are deserving of dignity and respect."

To anyone considering volunteering for hospice, Shane says, "Be open to the possibilities. You'll be surprised how positive the experience is."

FINAL TRANSITIONS

The Importance of Emphasizing Life

For patients and their families, the end-of-life transition can be the most challenging. By honoring the needs of each individual we serve in-home and at the Andrew and Eula Carlos Hospice Atlanta Center, we're able to enhance their quality of life at a critical time. Our person-centered approach is continually updated based on real-time feedback. Last year, overall patient satisfaction scores improved, giving us confirmation that our efforts are working.

Patients who are hospitalized, but too fragile to move, can receive care provided by Hospice Atlanta at Emory University Hospital, Emory Midtown Hospital, and Piedmont Atlanta Hospital. This provides patients precious time with loved ones, along with counsel from our team of chaplains and social workers who work onsite.

Since 2014, we've been working with Emory Hospital to further streamline hospice care in the General Inpatient Units at Emory's University and Midtown locations. A Quality Assurance Performance Implementation Committee and audit tool guarantees compliance of documentation by Emory and Visiting Nurse staff. Quarterly in-service Hospice training and the Certified Hospice and Palliative Certification Program was

extended to Emory clinicians. All efforts ensure hospice patients receive superior, comparable care at either hospital location.

Wherever we serve hospice patients, we meet them where they are—providing the physical and emotional support necessary to enjoy life on their own terms.



WE HONOR VETERANS
Caring Professionals on a Mission to Serve.

Visiting Nurse veterans bestowed a pin and certificate of honor for service upon 16 veterans in our hospice care. Some of the ways our staff supports veterans and their loved ones include assembling scrapbooks, helping them write heartfelt cards and letters, and assisting them with life reviews.

INCREASING ENGAGEMENT

Visiting Nurse Presents Experts on Aging

As a leading provider of home health and hospice care in Atlanta, Visiting Nurse was honored to serve on a panel of experts tapped by the Atlanta Journal-Constitution as part of their Senior Lifestyles Speaker Series. Intended for those 55+ living in metro Atlanta, the events covered topics related to healthcare, prescription safety, Medicaid/Medicare, and hospice care. We were proud to host one of the speaking engagements at Hospice Atlanta Center.

The events were part of a larger outreach effort to serve as an accessible expert on issues related to aging, and long-term care at home. As Atlanta's aging population increases, Visiting Nurse will continue to advocate and educate our community.



Every **7 seconds** another Baby Boomer—the generation of 75 million people born between 1946 and 1964—**turns 50** years old. The older adult population in the Atlanta region doubled between 1970 and 2000. Between 2000 and 2015, it will double again and by 2030, one in five residents will be over the age of 60.



Visiting Nurse panelist Dorothy Davis responds to a question during the Atlanta Journal-Constitution's Senior Lifestyles Speaker Series

INCREASING ENGAGEMENT

Elisabeth Kübler-Ross Library Opens

As part of our ongoing commitment to support patients and families experiencing end-of-life issues, the Elisabeth Kübler-Ross Library opened at Hospice Atlanta Center in June. A pioneer in the field of end-of-life issues, Kübler-Ross was instrumental in raising awareness of death, dying, grief and loss. We are honored to be one of two locations in the U.S. that houses books, papers, and other materials from the Elisabeth Kübler-Ross Foundation.

The library offers space for guests and visitors of the Center to read and contemplate. Additional bereavement resources developed in partnership with the EKR Foundation are available at vnhs.org.



Two guests read one of many books in the Elisabeth Kübler-Ross Library at Hospice Atlanta Center



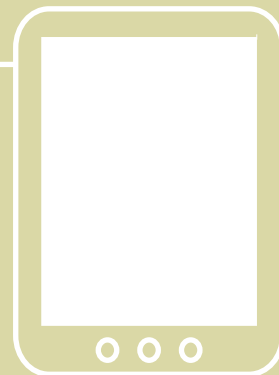
The Atlanta Journal-Constitution interviewed bereavement staff from Hospice Atlanta, as well as Ken Ross, son of end-of-life care pioneer Elisabeth Kübler-Ross, about healthy ways to overcome loss and grief. Read the article here: ajc.com/go/visitingnurseovercominggrief

Enhanced Online Presence Engages the Community

Thanks to a generous donation from one supporter, our new website was launched in June 2016. Designed to provide an improved user experience, vnhs.org is easier to navigate whether you're a patient, healthcare provider, volunteer, or job seeker. Combined with an enhanced social media strategy using Facebook, LinkedIn, and Twitter, it is now quicker to find and share information, which is particularly helpful to patients and families seeking help with time-sensitive healthcare matters. The site is mobile friendly, so it's simple to connect using a phone or tablet. The enhanced experience has resulted in visitors staying on the website longer and viewing more pages.



VNHS.ORG scored 99/100 for user-experience per Google's mobile-friendly analysis tool



Facebook likes **tripled in 2016**

Average Facebook reach was **1,760** people per day

STRENGTHENING OUR MISSION

One Donor's Story

“My father’s greatest end-of-life fear was to be taken out of his home, wired and plumbed, forced to live beyond his time, and ultimately, to die among strangers,” Martin R. shares what many seniors grapple with as they face their final transition.

As his primary caregiver and medical advocate, Martin had his own fear – that he and his mother might fail to prevent this from happening. With so many challenges of providing in-home hospice care, from pain control to ventilation, Martin’s fears were valid.

He credits Hospice Atlanta Case Manager, Carol N. and Certified Nursing Assistant, Mabel S. for ensuring none of his family’s collective fears were realized.

“From our first call to Hospice Atlanta, the setup of a hospital bed in our home, working with the pharmacy and consulting with our doctor, we knew we were in good hands. Carol and Mabel reaffirmed this with each visit. They took care of all of us. They spent time, offered valuable feedback, advice and compassion.”

When Martin was called to jury duty during his father’s time in hospice care, it was Anna G., their Social Worker, who wrote to the county to explain the circumstances. Her letter resulted in a one-year deferral of service, ensuring Martin would be present for the remaining time with his father.

After Merl R. passed, Martin graciously gave a generous donation to Hospice Atlanta in memory of his father. He quietly donated to acknowledge and thank the organization for making the final transition exactly what his father wanted and what his family needed.

It is through gracious supporters like Martin that we are able to provide compassionate hospice care and observe the final wishes of those we serve.

“Thanks to all of you for making it possible for my father to die with the dignity he wanted, in his own place, in his own time.”

Martin R.
Son of Merl and generous donor to Hospice Atlanta



Merl R. with his wife Germaine

IN THE COMMUNITY

THE SPEAKERS' SERIES

Volunteers presented hospice and senior-care topics to community groups through 49 speaking engagements, reaching 1,416 people.

HOMELESS OUTREACH

Our Community Care Services Program (CCSP) team made 50 care bags and delivered them directly to homeless individuals.

CAMP STARS

Nearly 500 area children and adults joined our staff and volunteers at both weekend bereavement camps at Camp Twin Lakes.

ATLANTA COMMUNITY FOOD BANK

A team of Community Care Services Program (CCSP) social workers volunteered to shop, sort, pack and transport food for under-served individuals.

OPEN HAND ATLANTA

Several Visiting Nurse employees and family members volunteered to pack over 1,700 meals for our neighbors in need.

WALK TO END ALZHEIMER'S

We raised \$1,500 as a team, demonstrating our support to the community and those who are impacted by Alzheimer's.

DURING THE HOLIDAYS

Our staff donated over 175 pounds of toiletries and snacks for The Atlanta Mission and the Central Outreach and Advocacy Center.

KAISER PERMANENTE CORPORATE RUN/WALK

A group of Visiting Nurse employees ran or walked to improve their own health and to show our partners that we're committed to fitness.

DURING THE HOLIDAYS

Our Business Development team worked with Emory St. Joseph's Hospital and Emory Johns Creek Hospital to help them stock up on personal items and clothing for lower income patients who were just discharged from the hospital.

BEREAVEMENT SERVICES

We offer our services to anyone in the community whose loved one was a hospice patient, anywhere.

- The Sunday Bereavement Support Group met 20 times, and 141 of the 180 attendees had loved ones who were on service with Hospice Atlanta.
- Meditation Support: To help loved ones cope with their grief, an open meditation session was offered every Wednesday, and a 10-week course was attended by 64 people.

DURING THE HOLIDAYS

Seven Long-Term Care at Home managers volunteered at a local church to pick and home-deliver donated clothes, toys, and household items for 45 of our community's neediest families who were in our care.

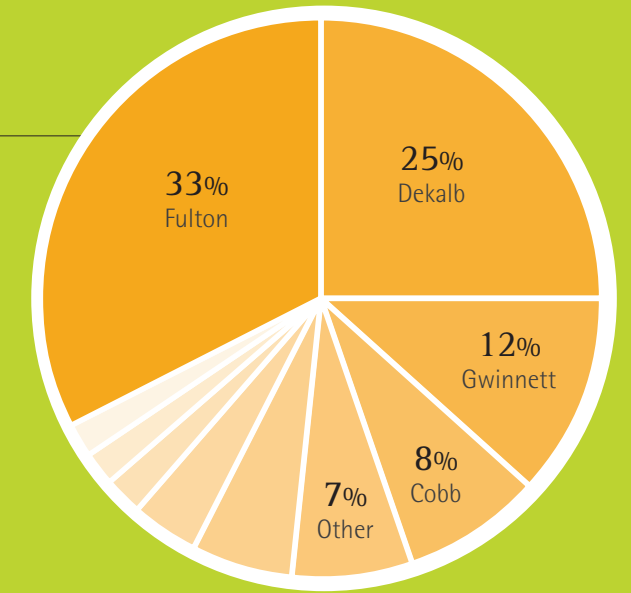
DURING THE HOLIDAYS

Community Care Services Program (CCSP) social workers volunteered with the Children's Restoration Network to shop for and wrap presents for homeless children to make their holidays a bit brighter.

2016 PATIENT DEMOGRAPHICS

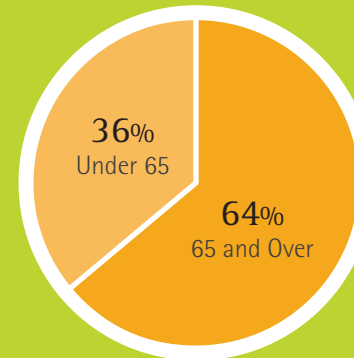
Patients Served by County

Fulton	33%
DeKalb	25%
Gwinnett	12%
Cobb	8%
Other	7%
Clayton	6%
Henry	4%
Cherokee	2%
Fayette	2%
Forsyth	2%



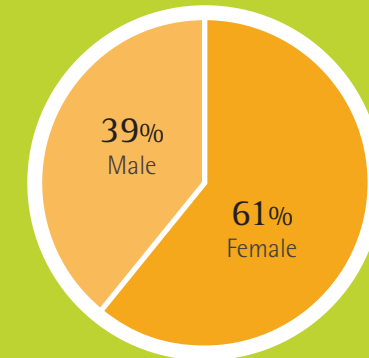
Patients Served by Age

65 and Over	64%
Under 65	36%



Patients Served by Gender

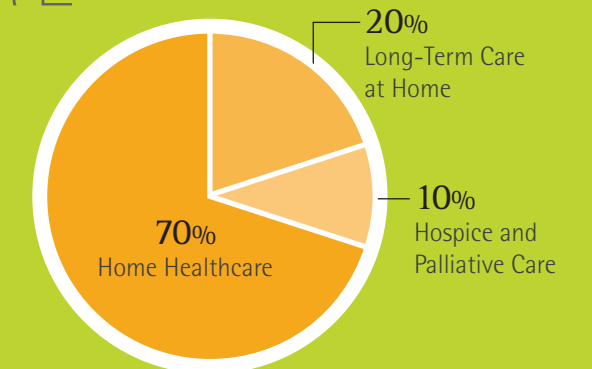
Female	61%
Male	39%



2016 PATIENT CARE

Patients Served by Program

Home Healthcare*	17,380
Long-Term Care at Home	5,125
Hospice and Palliative Care	2,413
Total Patients	24,918



*25% of Home Healthcare patients are underserved

EVENTS



Hospice Atlanta Center Celebrates Its 20th Anniversary

To commemorate the 20th Anniversary of the Andrew and Eula Carlos Hospice Atlanta Center, we held a series of events in June, culminating with an evening reception for the official opening of the Elisabeth Kübler-Ross Library at the Center. One of only two such libraries in the nation, Hospice Atlanta was honored to have Ken Ross, son of the famed hospice and palliative care pioneer, deliver a presentation on his mother's life and legacy.

Learn more about Ken's perspective on his mother's work related to death and dying in the article, "Five Ways to Overcome Loss and Grief," featured on the Atlanta Journal-Constitution's website:

ajc.com/go/visitingnurseovercominggrief



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Our BIG-TO-DO

Last year's BIG-TO-DO was a really big deal! More than 450 guests gathered at Zoo Atlanta for the 25th anniversary of our annual fundraiser. The event, which included a fun-filled afternoon of wildlife viewing, face-painting and more raised \$56,000 for our pediatric hospice program.

Find more info and photos here:

facebook.com/VNHS.BIG.TO.DO



Fall Gala Honors the Four Founders of Hospice Atlanta Center

Our annual *Fall Gala, In the Moment – A Celebration of Life* was a resounding success generating more than \$365,000. In honor of Hospice Atlanta Center's 20th Anniversary, we paid tribute to the four founders of the Center—Mary Gellerstedt, Warren Jobe, the late Dr. Arthur Booth and the late Eula Carlos—and their families.

To watch the video tribute to the Center's founding families, visit:

vnhs.org/Hospice-Atlanta-Center



IN THE MOMENT
A CELEBRATION OF LIFE

17



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DONORS EXPRESS THEIR GRATITUDE

"My husband David C. was with you for only two nights but we were so pleased to have him there even for that brief time of peace and calm."

Wife of Hospice Atlanta patient

CARING VOICES

Following is a list of contributors who gave \$1,000 or more between January 1, 2016, and December 31, 2016.

\$250,000 to \$999,999

Mrs. Lou Brown Jewell**
United Way of Greater Atlanta
Joseph B. Whitehead Foundation
Lettie Pate Whitehead Foundation, Inc.

The Luther and Susie Harrison Foundation, Inc.
James Starr Moore Memorial Foundation
Northside Hospital

Mr. & Mrs. William* F. Henagan
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The Martha and Wilton Looney Foundation, Inc.
Mr. & Mrs. Robert Thiebaut

\$100,000 to \$249,999

R. Howard Dobbs, Jr. Foundation
Mr. John T. Kelly †
John & Margaret McCarty Foundation, Inc.
Ms. Carole K. Simmons †

\$25,000 to \$49,999

Mr. & Mrs. Wilton Looney
David, Helen, and Marian Woodward Fund

\$10,000 to \$14,999

Anonymous
Carlyle Fraser Employees Benefit Fund
The Community Foundation for Greater Atlanta, Inc.
Mr. George Demetriades, Jr.
The Ellis Foundation
The Ma-Ran Foundation
Mr. & Mrs. William Parker, Jr.
Emily Winship Scott Foundation

\$50,000 to \$99,999

Ms. Helen Carlos & Mr. Ronald Hilliard
Mr. & Mrs. James* Carlos

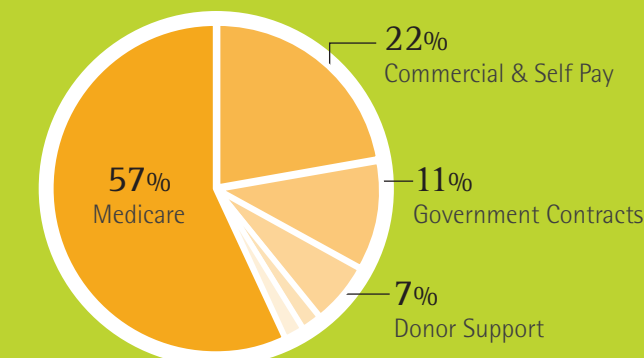
\$15,000 to \$24,999

The Billie S. Been Foundation, Inc.
Mary Allen Lindsey Branan Foundation
Mr. & Mrs. John Carlos
Mr. & Mrs. Jon* R. Harris, Jr.

2016 FINANCIALS

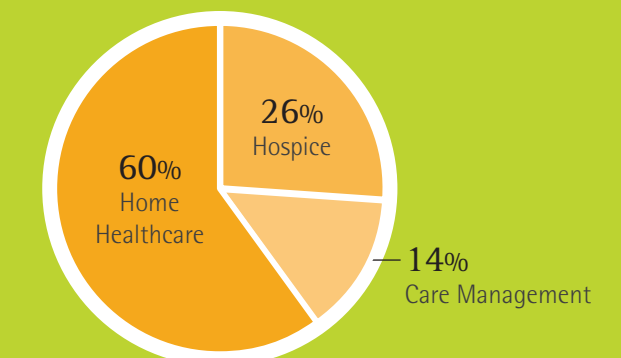
Source of Funds

Medicare.....	57%
Commercial & Self Pay.....	22%
Government Contracts.....	11%
Donor Support.....	7%
Medicaid.....	2%
Reserves.....	1%



Use of Funds

Home Healthcare.....	60%
Hospice.....	26%
Care Management.....	14%



DONORS EXPRESS THEIR GRATITUDE

“Your staff was so very understanding and helped my friend Colleen and her family deal with her death. Thank you for being there for my friend and all the others you have helped.”

Friend of Hospice Atlanta patient

Mr. & Mrs. Stanley* Sharp
Smither Family Foundation, Inc.
Mr. & Mrs. Tim Tassopoulos
Westerstrom Charitable Trust

\$5,000 to \$9,999

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Dr. Sheldon Cohen
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Foundation, Inc.
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The Frances Wood Wilson
Foundation, Inc.

\$1,000 to \$4,999

The 2492 Fund
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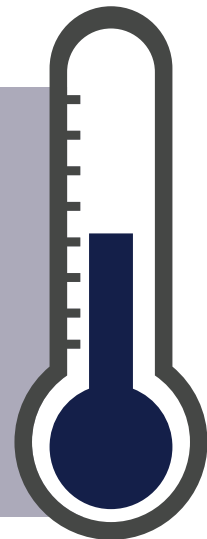
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Mr. Steven Venable
Mr. Ky Vu
Mrs. Shannon Watkins
Mr. & Mrs. Doug Weston
Mrs. Juanita Whetzel
YourCause/AT&T

* Board of Directors
** Board Member Emerita
† Deceased

We Have Raised More Than Half of the \$8 Million Goal For Our Capital Campaign

The campaign addresses four key strategic priorities:

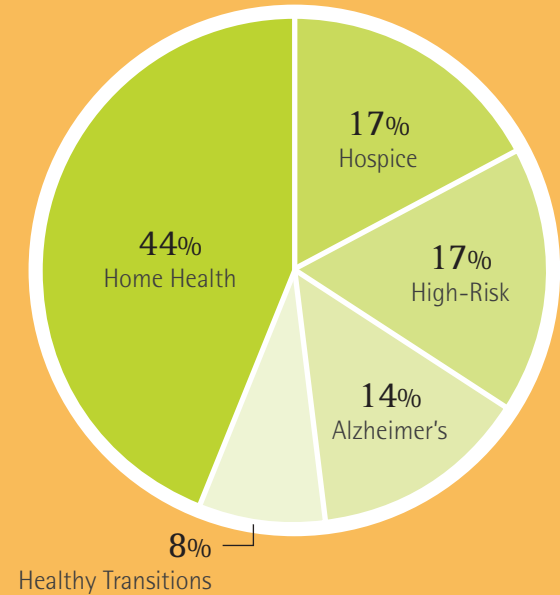
1. Technology Improvements
2. Enhanced Clinical Training and Education
3. Care Coordination
4. Sustainability of Hospice Atlanta Center



DONOR IMPACT

In 2016, through the generous support of our donors...

- We provided \$3.045 million in uncompensated care for uninsured and underinsured patients and for families with specialized medical needs. These services were provided in the following manner:



- Visiting Nurse provided access to home health and hospice care to 1,554 patients who were either indigent or underinsured.
- We delivered advanced care and better outcomes to patients and families in need: we provided 5,240 patients with access to specialized care programs including Alzheimer’s Respite, Palliative Care, Pediatric Hospice, Healthy Transitions and High-Risk (of re-hospitalization).
- We served 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 53 cents in reimbursement for every dollar in home healthcare we provide.

CARING VOICES

January 1, 2016 – December 31, 2016

The following people were remembered with a gift in their name. Please visit vnhs.org for a complete list of donors who made gifts in honor of, or in memory of, the following individuals:

In Honor of

Ms. Mary Arthur
Ms. Beth Benefield
Mrs. Lou Brown Jewell
Mr. Bruce R. Cohen
Mr. Brian Cohen
Mr. & Mrs. H.M. Crane
Mr. John “Jack” Curtin
Mrs. Shirley Deering
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Ms. Terry Simmons
Ms. Cecelia Smith
Ms. Mary Stewart Hagy
Ms. Kelley Warner
Mr. Jeff Williams
Ms. Sarah Marion Wood

In Memory of

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DONORS EXPRESS THEIR GRATITUDE

“It has been a year since our son Brian passed away, and we cannot forget the wonderful care and comforting services you provided for Brian and for all of our family during his final days.”

Parents of Hospice Atlanta patient

Mr. Hubert N. Rucker
Mrs. Helen Rumanes
Ms. Aleta Jo Rumpf
Ms. Aldine Russ
Mr. Maurice “Bus” Ryan
Mr. Edward T. Salmon
Miss Keerti Satyanaik
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Ms. Ruth Zeidman

We have made every effort to list all who gave to Visiting Nurse Health System from January 1 to December 31, 2016. We sincerely regret any errors or omissions, and request that you report corrections to Advancement@vnhs.org.



VISITING NURSE
HEALTH SYSTEM

5775 Glenridge Drive, NE,
Suite E200
Atlanta, GA 30328
404-215-6000
www.vnhs.org



Our Values Evolve

Visiting Nurse | Hospice Atlanta recently updated our organization's Values to more accurately reflect our commitment to our stakeholders and to guide how we live
Our Mission: To Improve The Lives Of Those We Serve.

Respect and Integrity

We practice the highest ethical standards and honor our commitments. We are fair, transparent, honest and person-centered in all our actions. We value the beliefs and opinions of our diverse community, including patients, clients, their families and caregivers, our volunteers, our staff, our donors and our partners.

Excellence

We are committed to delivering the best outcomes and highest quality service through the dedicated efforts of every team member. We are committed to continuous improvement in all that we do and strive to be leaders for others to emulate.

Stewardship

We enhance the lives of those we serve through responsible planning and management of the resources entrusted to us with each of us contributing toward a shared purpose.

Care

We will provide compassionate person-centered care while respecting individual physical, emotional and spiritual needs.



HOSPICE ATLANTA
VISITING NURSE
HEALTH SYSTEM

Hospice Atlanta Center
1244 Park Vista Drive
Atlanta, GA 30319
404-869-3000

