



2017 ANNUAL REPORT

 \triangle s 2017 came to a close, so too did six decades of excellence in home healthcare delivery. And, we look forward to raising the bar in our 70th year by embracing inevitable change, navigating yet unchartered terrain, and in nurturing our patients, our people, and our collective clinical practice.

It can best be said that we approached 2017 with great care. With great purpose and diligence, we selected new leadership to take Hospice Atlanta forward. With great enthusiasm and creativity, we formalized our brand across our unique family of services. With great focus, we expanded our marketing reach and elevated our voice through new digital and traditional media platforms. And, all of this was made possible by great friends who share our mission—providing comfort and quality through excellence.

Finally, it is with great intention that we build upon our 2017 accomplishments and we build up our accomplished team. On behalf of the entire Visiting Nurse | Hospice Atlanta family, we can confidently say we strive to be the best of practice, the best of care.



David Martin, RN Board Chair



Norene Mostkoff President & CEO

With great pride...

we announce new partnerships and new leadership.

In 2017, Visiting Nurse Health System | Hospice Atlanta President and CEO, Norene Mostkoff, was elected to be the incoming chairman of the Visiting Nurse Associations of America (VNAA). VNAA is the leading voice and support system for nonprofit home health, hospice and palliative care providers. Norene's appointment creates an impressive partnership focusing on raising public awareness of compassionate care options and promoting patient-centered policy solutions.

With Norene on board, 2018 promises to be an extraordinary year for VNAA.



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Elizabeth Przekop, M.Ed, RN Leads Hospice Atlanta

We all know this world has some uber-achievers. Hospice Atlanta recently added one to the team. Elizabeth Przekop joined as Executive Director.

Liz brings nearly two decades of distinguished healthcare service to our organization. And to say her experience and accomplishments are numerous and diverse, would be an



Clearly, Elizabeth is very well qualified to achieve great success.



Dr. Bryan Hooker, Hospice Atlanta's New Medical Director

Our people are our everything. And no one embodies everything wonderful about medical treatment more than Dr. Bryan Hooker. We are pleased to announce Dr. Hooker joined Hospice Atlanta in 2017 as our Medical Director.

Dr. Hooker received his medical degree from the University of Alabama and did his residency at Atlanta's own Emory University. He has had a long career serving at other hospices in Georgia. To Hospice Atlanta, he brings great skill, extraordinary compassion and a refreshing, uplifting outlook on his profession. Says Dr. Hooker, "Contrary to the assumption that hospice equals death, data shows that early referral to hospice actually improves life expectancy." While most people think of it as "game over," he, and others at Hospice Atlanta, make it a point to look at it as "game on".

With his talent and this great attitude, we are grateful Dr. Hooker is writing our playbook.



ADMINISTRATION

2018 Leadership

Board of Directors

David A. Martin, RN - Chair Vein Innovations

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Hammond Hanlon Camp. LLC

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Charlotte Weaver, RN, PhD Gentiva (ret.)

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Emeritae
Lou Brown Jewell

Starr Moore

Hospice Medical Directors

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Dr. Monisha Pujari Dr. Laura Waddle

Executive Team

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Dorothy Davis, LPCVice President of Community
Health and Strategy

Luz GarciaDirector of Operations

Dabney Hollis
Vice President of Advancement
and Communications

Laura Prough HCBS Director

Elizabeth Przekop, M.Ed, RN Executive Director of

Hospice Services
Scott Skeens

Executive Director, Performance Management & Process Improvement

Andrea Stevenson, RN, BSN, MPH Senior Vice President and Chief Clinical Officer

With high standards...

AARONAL QUALITY Y

we achieved accreditation.

Visiting Nurse Health System | Hospice Atlanta works meticulously at delivering the best in every aspect of our care. The year 2017 was no exception and our uncompromising standards paid off: The Joint Commission granted Visiting Nurse | Hospice Atlanta accreditation for another three years. This designation is nationally recognized as the **Gold Seal of Approval**TM in healthcare. And it came about after we passed an unannounced, rigorous, and thorough onsite review of the quality and safety of the care being provided, as well as an evaluation of our on-going, unyielding commitment to excellence. In addition, the Joint Commission looks at:

CLINICAL, MANAGEMENT, AND LEADERSHIP STRENGTHS

FINANCIAL STABILITY AND SUSTAINABILITY

COMPOSITION OF THE BOARD OF DIRECTORS

We are proud to have this coveted seal of approval, which is the nation's largest and oldest recognition of its kind. But we are even prouder of our compassionate, caring team who make these high standards common, daily occurrences.

Our people continue to be the "Gold Standard" of care.

With great efficiency...

we improve our operations.

VISITING NURSE | HOSPICE ATLANTA INTEGRATES HOMECARE HOMEBASE

We are constantly seeking ways to improve our patient care. To that end, in November 2017, Visiting Nurse | Hospice Atlanta implemented Homecare Homebase, a highly-rated electronic health record system.

Homecare Homebase will help us streamline processes, reduce errors and allow us to retrieve information more quickly and accurately. It is better care by a technological change for us. But a very important one. Because the bottom line is, with this new efficiency in place, we have more time interacting with and caring for our patients.



And that is at the heart of our mission.

OPERATIONS

IMPROVING WITHIN AND REACHING OUT TO MORE

The second half of 2017, we focused on refining our professional community engagement strategy which is an important aspect of any organization, non-profit or otherwise. Our structure and our processes determine how well we can share our message about providing quality healthcare at every level. And that helps increase the number of people we can serve.

To this end, the biggest change came with a reorganization of our salesforce. We determined we would be more effective if we divided our professionals into two separate teams; one focused on Home Healthcare and the other focused on Palliative and Hospice care. Named Professional Healthcare Specialists and Hospice Community Specialists, these engagement professionals can concentrate on and build relationships with specific markets and more effectively promote our full continuum of care. Early in 2018, we already saw an increase in market recognition and referrals.

With this wider audience, we can make an even greater difference in our community.



OPERATIONS

NEW WORDS, NEW LOOK

At Visiting Nurse | Hospice Atlanta, we are always trying to fine-tune our messaging to better communicate who we are and what we do. We are excited to announce, in 2017, we did it with new service logos and some fresh, meaningful words.

After much thought and discussion within our organization, we developed a new tag line:

Bringing Healthcare Home

These call-to-action words embody our positive, encouraging, we're-there-for-you attitude and spell out our mission.

This new line is only emphasized further by the "home-shaped, opened-door" logo you see below and within our service logos found on the back cover of this report.



This new, significant messaging was developed in 2017, but we think it will define our platform for years to come.

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The following people were remembered with a gift In their name.

IN HONOR OF

Mary Arthur Helen Carlos Cathy Carter Patricia Celis Nora Chappell Tom and Emily Followill Mike Halpern Flizabeth Levine Sam A. Massell Edith and R. Meek Starr Moore Norene Mostkoff Donald Reisman Ann Serrie Frank Thiebaut Denise Whitaker Hospice Atlanta Staff

IN MEMORY OF

Richard Mark Arnold
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Rosemary Bechler
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Ronnie Bell
Ethel M. Bennett
Dorothy Benson
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Pam Stewart Rose C. Sugarman Shirley Sweeney **Eleanor Tate** Tom Teepen Patricia G. Thaxton Harry T. Thorsen John Turman Berenice C. Utterback Calista R. Vargas Evelvne N. Vernon Jude R. Vick Doris Wallace Deloris K. Wallis Dan Wasserman Toni Waters Joedy Watson Joseph P. Watson Robert Watson Darlene Wetherington-Hvler Steve Wetzel Dock E. Whatley James G. Whetzel Jav Wikle Cleveland R. Willcoxon Martha Williams Helen Williamson Floyd H. Wilson Ruth M. Wittich Evalvn P. Wolfe Thomas G. Wood Lois Ziehell Edith Zybelman

OPERATIONS



Fox5 Ridealong Nurses Week

WAGA-TV/FOX5 celebrated Nurses Week in May by riding along with a Visiting Nurse RN on in-home visits to show their viewing audience what dedication and compassion looks like and how our care impacts the Atlanta community.



2017 Source of Funds

Medicare	49.7%
Commercial & Self Pay	20.9%
Government Contracts	12.6%
Donor Support	7.5%
Reserves/Other	7.2%
Medicaid	2.1%



2017 Use of Funds

Home Healthcare	57.9%
Hospice Atlanta	27.7%
Community Care /	
Innovative Aging	12.8%
Other	1.6%



Our Volunteers Rock!

In 2017, 225 Volunteers provided 13,672 patient care hours and 734 administrative hours, saving Visiting Nurse | Hospice Atlanta an estimated \$172.884 in labor.



Bridge Collapse

When interstate highway I-85 burned and collapsed in late March, emergency operations within Visiting Nurse | Hospice Atlanta were quickly enacted which allowed clinicians to continue to visit 6,000 patients each day throughout the 6-week inconvenience.

In 2017 our nurses drove approximately 2 million miles to service our patients.

66% 34% 65 and Over Under 65

Patients Served by Age

61% 39% Female Male

Patients Served by Gender



Patients Served by County

14,569

1,864 Hospice Atlanta

102 Palliative Care

38 Alzheimer's Respite

2,514 Community Care Services Program (CCSP)

1,237
Service Options Using Resources in a Community Environment (SOURCE)

1,409
Home and Community Based
Services (HCBS)

Patients Served by Program

With great support...

we care for more patients.

DONOR IMPACT: THE NUMBERS SPEAK VOLUMES

There are many relevant numbers that prove the true value of your gifts. But the most evocative is the one nurse, visiting one home, providing compassionate care every time, to one human being. One nurse may change a dressing, start an IV or hold a hand. That one nurse represents all of us at Visiting Nurse | Hospice Atlanta—who together, are Bringing Healthcare Home.

Our vital mission is to provide care to patients regardless of financial circumstances. Gifts help us bridge the almost \$4 million gap between our patients' ability to afford care and the cost of care. Taking finances out of the equation means patients can concentrate on recovering or progressing to the highest level of independent living. For every 1% of patients Visiting Nurse helps avoid hospital readmission, the community realizes a cost reduction of \$2 million.

Statistics, large and small, help us tell the story of how important our donors are to Visiting Nurse | Hospice Atlanta.

We are extraordinarily grateful.

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Our donors have helped us make

2,190,000 visits to

21,733 patients

across 26 metroAtlanta counties.

An additional
200 dedicated
support staff and
225 community
volunteers enhance
the patients' experience.

Over 600 professionals

and skilled clinicians provided professional care to our patients across the continuum of care. In 2017,

- 7% of our patients had no insurance coverage.
- 29% were not fully covered by their insurance.
- 24% qualified for Medicare or Medicaid but only 75-80% of care was covered.

OUR FALL EVENT HONORS AN ATLANTA LEGEND

Our Fall Gala grows bigger and better every year. In 2017, the annual festivity titled, *In the Moment—A Celebration of Life*, drew more than 300 people and one very special honoree.

The event was dedicated to and attended by former Atlanta Mayor Sam Massell. As a life-long Atlanta resident, Mr. Massell also had a career in real estate and tourism and has always been a big supporter and advocate for Visiting Nurse Health System | Hospice Atlanta.

The highly successful fund-raising effort also honors the year-round work of our volunteers, sponsors and community leaders who help our organization. The money raised goes toward our hospice patients and their families including those who do not have the means to afford care.

In the Moment—A Celebration of Life took place on October 26 in the Stave Room at American Spirit Works. In 2018 we are celebrating our 70th anniversary with the Honorable Joseph Biden, Jr. on May 17 at The Whitley Hotel, and with The Tams at the Georgia Aquarium on October 6.



Following is a list of contributors who gave \$1,000 or more between January 1, 2017 and December 31, 2017.

\$250,000 to \$1M

Mr. and Mrs. James* Carlos James Starr Moore Foundation Mrs. Lou Brown Jewell ** Lettie Pate Whitehead Foundation

\$100,000 to \$249,999

John and Margaret McCarty Foundation, Inc. UBS Financial Services United Way of Greater Atlanta

\$50.000 to \$99.999

Mr. and Mrs. John Carlos Mrs. Helen A. Carlos Northside Hospital

\$25,000 to \$49,999

The Imlay Foundation, Inc.

\$15,000 to \$24,999

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\$10,000 to \$14,999

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\$5,000 to \$9,999

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\$1,000 to \$4,999

The 2492 Fund

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SunTrust United Way Campaign

Mr. Stefan Sydnor

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Tegna Foundatioı

Mr. and Mrs. Robert J. Thiebut Mr. and Mrs. Paul D. Thodeson

Truist

United Way of Greater Atlanta-CFC

Mrs. Cheryl* Venable and Mr. Steven Venable

Wages & Sons Funeral Homes

Walgreens

Ms. Charlotte* Weaver
Ms. Bonnie Weissman
Mrs. Juanita Whetzel
Ms. Alison* Wiebe

^{*} board member ** board member emerita + deceased

With great numbers...

the community joined with us.



OUR PEDIATRIC HOSPICE PROGRAM TOUCHED MORE LIVES THAN EVER

The goal of our Pediatric Hospice Program is to support the patient and their family in every way possible. But we also want to create awareness of our services. To do this, we engage the community. One of our biggest efforts of 2017 came in the second half of the year when a very special young hospice patient requested to receive Christmas ornaments from around the world. The response was overwhelming, and thousands of ornaments arrived from all over the world, including the North Pole. At the family's request we donated them to other children through many generous organizations. They included:

- Children's Healthcare of Atlanta
- Atlanta Ballet
- Ronald McDonald House at Scottish Rite
- AFLAC Clinic at Scottish Rite
- Operation Christmas Child at Samaritan Purse
- North Gwinnett Co-Op

In addition, Hospice Atlanta started a Super Hero and Princess program which cheers young patients with fun, costumed visits. But the true heroes of every story are these brave kids who face these situations with amazing courage...and smiles. Kids like Axel Camacho, who in 2017, was honored as our BIG-TO-DO pediatric patient of the year.

With the city's best talent...

we educate the community.

A GREAT PARTNERSHIP WITH LEADERSHIP ATLANTA BEGINS

Leadership Atlanta is a 48-year-old organization dedicated to improving Atlanta and moving it forward. It is a rotating and diverse gathering of the city's most experienced, well-seasoned executives. For nine-month segments, these professionals volunteer their time to attend retreats, seminars and discussions. They also take on community-based projects pertinent to the city. In 2017, Visiting Nurse | Hospice Atlanta applied to Leadership Atlanta for assistance in



developing an awareness and communications plan for Hospice Atlanta. In the fall, our request was accepted. Our partnership with this distinguished organization will result in an integrated communication/branding strategy and a plan for a hospice-centric educational campaign. The focus of the message will be the need for early discussions around "end of life" choices. By bringing this talk to-the-table sooner, rather than later, the maximum benefits of hospice care can be realized by both the patient and the family. In addition to the public in general, the messaging (across many platforms) will be directed towards physicians and nurses. We will see the results of Leadership Atlanta's hard work in April 2018. The campaign will go live shortly after.

We are extremely excited and grateful to have this amazingly talented organization as a partner.

With great compassion...

we are improving lives of Atlanta seniors.

WE BRING HOME DOCTOR'S CARE BY TEAMING WITH RESURGIA

Last year, Visiting Nurse gratefully continued our unique partnership with Resurgia Health Solutions, allowing our patients access to a doctor's care in the comfort and safety of their own homes—whether that be a house or a retirement community. Resurgia is an Atlanta-based, physician "house-call" medical practice that provides primary and interim care for homebound patients throughout our 26-county service area. The collaboration between Visiting Nurse and Resurgia allows not only convenience for patients with physical limitations, it enhances coordination of each patient's care and medical information.



We are extremely excited and grateful to have this amazingly talented organization as a partner.

COMMUNITY/PARTNERSHIPS

HOSPICE ATLANTA PARTNERS WITH CANTERBURY COURT

For over a decade, Dr. Bryan Hooker has been serving the residents of Canterbury Court. Now, with Dr. Hooker as the medical director of Hospice Atlanta, his level of involvement at this well-established senior living community grows even greater. In 2017, Dr. Hooker and his staff introduced Canterbury to the Healthy Transition Program: a plan for smoothly transitioning seniors to different levels of care and making sure they have seamless access to everything they need after acute care is no longer necessary.

Hospice Atlanta cherishes this opportunity to assure quality of life at every stage of life...especially to our much-honored older citizens.

Canterbury Court

Where lives blossom

COMMUNITY/PARTNERSHIPS

VISITING NURSE BEGINS A "HEALTHY" COLLABORATION WITH WESLEY WOODS

Established in 1954, Wesley Woods provides housing and services to older adults in 10 communities across north Georgia. In 2017, Visiting Nurse officially partnered with them by implementing, at a minimum, weekly visits by our Health Coaches to three of their sites. The Coaches are nurses who have become a significant part of the residents' health and well-being, encouraging the residents to take an active role in their own wellness. They supply information about healthy aging and chronic disease self-management. When needed, they assist the seniors in making successful, smooth transitions from either the hospital to their residence or to different levels of care within the Wesley Woods community.

We're proud to be working with Wesley Woods who provides some of the city's finest senior housing and currently serves over 1,500 older adults.



By returning the donor reply card, your donation helps care for Atlanta's underserved population. Please return your gift and the card to:

Visiting Nurse Health System | Hospice Atlanta

5775 Glenridge Drive NE, Suite E200, Atlanta, GA 30328

Attn: Advancement



5775 Glenridge Dr. NE, Suite E200 Atlanta, GA 30328

Our Family of Services

HOME HEALTHCARE	404 215 6000
VISITING NURSE HEALTH SYSTEM	404.213.0000

HOSPICE ATLANTA	404 869 3000
VISITING NURSE HEALTH SYSTEM	10 1.007.0000

PALLIATIVE CARE	404.215.6000
VISITING NURSE HEALTH SYSTEM	10 112101000

COMMUNITY CARE	404.222.2417
VISITING NURSE HEALTH SYSTEM	











