

2010 Annual Report

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OUR MISSION

Honoring every moment of life, Pathways Hospice provides compassionate, excellent, comprehensive care for those who have an advanced medical condition and those who are grieving.

OUR VISION

Pathways Hospice is committed to be the region's preferred provider of hospice services through excellent patient care in all settings, and comprehensive grief support. We educate about end-of-life care, partner with caregivers, remain good financial stewards, grow to meet our community's needs, and strive to be an employer of choice.

OUR VALUES

We honor life through:
Compassion
Respect
Integrity
Excellence
Stewardship



TAKING CARE OF OUR OWN

Dear Friends,

We live in a caring and generous community. If we need quality, compassionate care during serious illness or the loss of a loved one, it feels good knowing Pathways Hospice is there for us.

As you read this year's annual report, I hope you are as moved as I am by the dedication of every doctor, nurse, social worker, chaplain, nurse aide, counselor and volunteer who help patients and families navigate difficult end-of-life journeys with dignity and grace. Their tireless advocacy, gentle communication, collective compassion and comforting care is a gift to our entire community.

Since 1978, Pathways Hospice has offered expert medical services, pain management, bereavement care and emotional and spiritual support tailored to respect individual patient needs and wishes.

In 2010, Pathways Hospice provided **52,281 days** of hospice care to **1,042 patients** and their families. We also reached out **5,379 times** to offer bereavement support, education and counseling to community members struggling with the loss of a loved one. **356 volunteers** provided a remarkable **14,565 hours** of respite care, companionship, clerical support and other vital services for patients, family members and bereavement clients. We couldn't have done this without you.

Pathways Hospice is on track to serve even more hospice patients and their families in 2011, and to help more Northern Colorado friends and neighbors through our grief and loss program.

In 2010, Pathways Hospice provided 409 days of hospice care services totaling \$69,502 for patients without Medicare, Medicaid or other insurance coverage. This was made possible through community support and donations. We're proud of our ability to minimize the cost of fundraising so that every donation received is leveraged and maximized to meet the needs of everyone in our community who is in need of hospice care.

Please explore the following pages to discover the positive impact your valued support makes on the lives of the patients and their families we serve.

We appreciate your continued support!



Dwight Sailer
Board President



*Dwight Sailer, President,
Board of Directors*

DONORS AND COMMUNITY SUPPORT

Our sincere thanks to all those who contributed financially to Pathways Hospice in 2010, we truly appreciate your support.

In 2010, Pathways Hospice received gifts and donations from 3,030 individual donors. Community support also included grants, United Way designations, bequests, proceeds from fundraising events, and in-kind gifts. As a general practice, we do not list the names of individual donors to honor their privacy.

Pathways Hospice offers a tangible way to remember loved ones through personalized inscription of a brick in the Pathways Memory Garden. For information on donating to Pathways Hospice, please contact us at 970/663-3500 or online at www.pathways-care.org. Donations are tax-deductible.

"... thanks to Hospice for the gentle and caring way the whole team made (name omitted for privacy) comfortable and also eased my way in so many ways."

– Laura

"My family and I are so appreciative of your on-going care of us now 10 months since (name omitted for privacy) death. We are all finding our "new normal" which is different for each of us. You were rays of light."

– Jerry

OUR PROGRAMS AND SERVICES

PATHWAYS HOSPICE CARE

Pathways Hospice care is centered around a goal-focused plan of care for each individual patient. Patients may reside at home, at a caregiver's home, at a long-term care facility, or at our in-patient care center. We bring our services to our patients "home", wherever that might be, to assist family members and other caregivers in providing the most comprehensive, highest quality hospice care. Our services include...

- Medical direction by physicians
- On-call, 24/7 nursing care
- Medical equipment, supplies, and prescription medications
- Personal care provided by Certified Nurse Aides
- Social services and counseling
- Spiritual care through chaplains or personal spiritual leaders
- Assistance from specially trained Volunteers
- Complementary therapies including Music and Art



Dr. David Allen, MD
Executive Medical Director
Board Certified in Hospice & Palliative Medicine



Dr. James Danforth, MD
Medical Director



Dr. Joseph Lopez, MD
Medical Director
Board Certified in Hospice & Palliative Medicine

PATHWAYS FOR GRIEF AND LOSS

We understand the importance of grief support, counseling and education following the death of a loved one. Through the *Pathways for Grief and Loss* programs, bereavement services are available to the families of the patients we serve and also community-wide to anyone who has suffered the loss of a loved one. Grief and loss programs include...

SUPPORT GROUPS

We offer a variety of grief support groups for adults, teens and children. Grief and bereavement support and education is also provided to area schools, counselors and other professionals to help young people who have experienced a loss.

PRIVATE COUNSELING

Specially trained Social Workers and Counselors are available to provide private counseling.

CREATIVE THERAPIES

Journaling, art therapy, and cooking are among the creative therapies offered.

SERVICE AREA

The administrative and business offices for Pathways Hospice are located at 305 Carpenter Road in Fort Collins and 1580 W. Main, Suite B in Windsor. From these locations we serve Larimer County and portions of western Weld County including Windsor, Severance, Ault, Eaton, Timnath, Johnstown and their surrounding communities.

Pathways Hospice also offers inpatient hospice care at the Pathways Hospice Care Center located on the third floor of the McKee Medical Center in Loveland. The Care Center has private rooms for

patients who are very near the end of life and have acute symptoms that need to be monitored and managed 24 hours-a-day.

Pathways Hospice also works collaboratively with thirteen Skilled Nursing Facilities and as many as thirty Assisted Living Facilities throughout our community. We work closely with the staff of these facilities as well as other care professionals and are grateful for their assistance in providing quality hospice care.

The *Pathways for Grief and Loss* program is housed at the Carpenter Road building providing grief and bereavement counseling and education through support groups, individual counseling and creative therapies. The grief and loss program includes dedicated rooms for play therapy with children, art therapy, individual and large group counseling rooms, and the Thomas McKee Room for large group presentations and education.

"I would like to express our deep appreciation and gratitude to the staff of both the outpatient and inpatient hospice services. We were all very impressed with the genuine compassion, the professional nursing care and the love for fellow human beings that we witnessed during our mother's short stay with hospice."
– Margie

A FOCUS ON QUALITY



By Evan Hyatt, Chief Executive Officer

Quality is very much a “buzz” word in healthcare today including Hospice care. Not just in patient and bereavement care, but in terms of all aspects - such as the quality of our business practices, compliance with laws and regulations, and how we support our staff and volunteers.

But what do we mean by Quality? How do we know when we are providing Quality care?

In order to know that we are meeting quality standards, of any kind, we need a way to quantify quality. Quantifying quality requires measures that are easy to use, easy to understand and connected to actual quality of care - not just paper exercises to satisfy external regulators.

There has to be a way to clearly define quality, assess it, measure it, compare it and improve it.

What, then, is quality? It can be understood as desired outcomes, as defined by the recipients of the services we provide. As Hospice professionals, we often receive verbal expressions of gratitude while standing at the grocery checkout line and ‘thank you’ letters from bereaved families expressing appreciation for a valued service.

While these stories of gratitude are heartwarming to us as care providers and do provide valuable measures of quality, they do not document actual outcomes of our service or offer a basis for comparison between providers.

One thing that will help us to both measure and achieve improved quality is consistency. Providing the same level of care to every patient, family, employee, volunteer, and customers both internal and external, demonstrates our commitment to quality.

Quality is an opportunity for improvement - and everyone can benefit from improved outcomes.

A commitment to quality is an important part of our relationship with our patients, our families, and our community

In this year’s annual report we have highlighted programs and information that demonstrate the quality of care being provided by Pathways Hospice. Our hope is that this information is both meaningful and comforting. We thank you for your continued support of Pathways Hospice and remain committed to providing the highest quality, most comprehensive, compassionate care to anyone in our community affected by serious illness and the loss of a loved one.

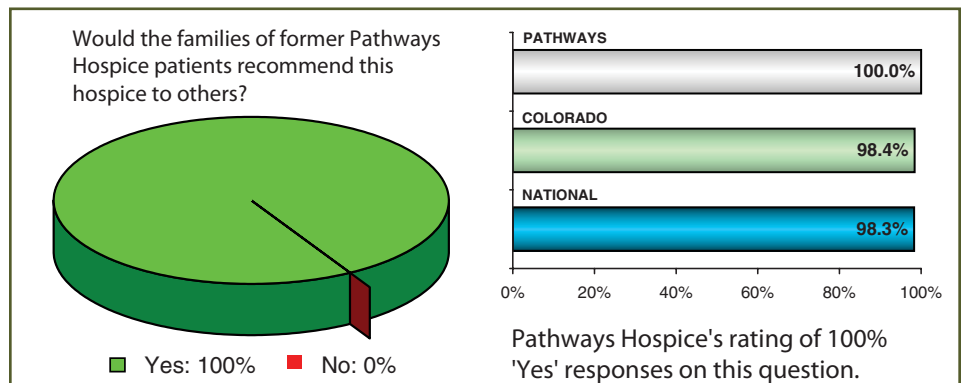
QUALITY INDICATORS AND PERFORMANCE IMPROVEMENT

Pathways Hospice utilizes a number of indicators in order to assess the Quality of the services we provide, and improve on the Performance of delivering those services. Those indicators include the **Coordination of Care** with family members and other healthcare professionals, how well we **Attend to Family Needs**, how well we **Communicate and Inform** patients and family members about their care, how well we **Provide Information About Symptoms**, the **Overall Quality of Care** provided, and

our **Response to Needs on Evenings and Weekends**, to name a few.

Many of the quality indicators used are mandated by Medicare, while others are driven by our Board of Directors, our management leaders and professional staff and, most importantly, by the needs of our patients and families.

The following graph illustrates how family members would recommend our services to others based on these quality measures.



Source: Family Evaluation of Hospice Care (FEHC) survey results collected from 10/1/2010 through 12/31/2010 by Deyta, LLC.

A DYNAMIC COMMUNITY GRIEF CENTER

In June of 2010, the National Hospice and Palliative Care Organization (NHPCO) highlighted Pathways Hospice's community grief counseling center as the cover story in their monthly newsletter, *NewsLine*.

J. Donald Schumacher, President and CEO of NHPCO, described Pathways' community grief counseling center as "an excellent example of how one hospice program assessed a community need and, building on a core strength, expanded its services. Our thanks to Nancy Jakobsson, LCSW, for sharing her program's experience with us".

It has now been more than five years since the opening of the *Pathways for Grief and Loss* community grief counseling center. The center has become the preferred provider for grief support and counseling in our community. The counseling center not only provides services for family members of patients we serve, grief counseling services are available to anyone in the community on a sliding fee scale. In addition, services are provided under Medicare, Medicaid and Victims Compensation programs and the Employee Assistance Programs (EAP) of many employers in the community.

Services provided through the grief counseling center include individual counseling and support groups and a community library. The greatest expansion of services has been in the use of expressive therapies such as art, writing, music, cooking and movement. Off-site, outreach services are also offered through *Forgotten Mourners*, which provides support and education to schools, and *Grief in the Workplace*.



*"This was a tough journey made lighter by the knowledge and assistance provided."
- Kay (family member)*

We as a family felt completely supported and trusted their judgments in all matters as they made our mom comfortable. Truly it made her home going so much more bearable.

-The daughters of (name omitted to protect privacy)

OUR VOLUNTEER BOARD OF DIRECTORS

We would like to recognize the contributions of two members of our Board of Directors who recently completed their terms as Board members. We appreciate their valuable contributions to Pathways Hospice and thank them for their countless hours of service. Thank You!

Jane Anderson 2002-2011
Tami Spaulding 2008-2011

We would also like to welcome our newest Board members, and recognize our continuing Board members.

OFFICERS AND BOARD MEMBERS:

Rich Ball, President member since 2004
Dwight Sailer, Vice-President ... member since 2008
(current President)
Mary Dellenbach, Secretary member 1995-2005 and since 2007
Martha Chavez, Treasurer member since 2008
(current Vice President)
Brad Eads member since 2006
Michelle Gebhart member since 2008
Terry Gilmore member since 2007
Muriel Hach member since 2009
Lee Jeffrey, MD new member in 2011
Bob Lewis member since 2010

JoAnn Lovins, BSN, RN, NE-BC. *new member in 2011*
Brownie McGraw member since 2006
Mary Peery member since 2004
(current Treasurer)
Marlyn Tande *new member in 2011*
Shari Vines member since 2010
Mary Voggeser member since 2008
(current Secretary)

OUR STRATEGIC LEADERSHIP TEAM

David Allen, MD
Medical Director Executive
Dan Dennis
Chief Financial Officer
Evan Hyatt
Chief Executive Officer
Nancy Jakobsson, LCSW
Director of Pathways for Grief and Loss
Kelly Mincinski, RN
Interim Clinical Services Executive
Kim Mueller
Marketing & Outreach Executive

OUR STAFF

(pictured below)

In 2010, the Pathways Staff included over 130 medical, social, counseling, administrative, financial, marketing and fundraising professionals. We are also strengthened by 356 active volunteers.

A hospice care team is assigned to each patient and family to work collaboratively in providing comprehensive, specialized care. A typical hospice care team consists of a patient's primary care physician, and a primary care giver, such as a family member or friend of the patient, our Medical Directors, Admission Nurses, Registered Nurses, Social Workers, Certified Nurse Aides, Chaplains, Volunteers, and specialized therapists in Music and Art. This team is supported by evening and weekend staff members who provide support and assistance 24 hours per day, seven days per week as needed.

Our staff also includes Social Workers and Counselors who specialize in grief therapy to provide extensive, community-wide bereavement counseling, education and support through our *Pathways for Grief and Loss* programs.



Pathways Hospice Staff

2010 FINANCIAL HIGHLIGHTS

Since 1983, hospice care has been available as a Medicare benefit to anyone who is eligible for Medicare or Medicaid. Medicare and Medicaid insurance provides for comprehensive hospice benefits without a deductible or co-insurance for the patient or family. Pathways Hospice receives payment from Medicare, Medicaid and Commercial Insurance providers.

Within the current per diem (daily) Medicare reimbursement rate, Pathways Hospice provides for all of the medical staff, equipment and supplies, and pharmaceutical needs of our patients related to their advanced illness.

As a community-based, non-profit organization we are also committed to ensuring that all patients receive hospice

care regardless of their insurance or financial status. Through the generosity of our community, it is possible to meet the growing demands for our services and bridge the gap between insurance reimbursement and the costs of providing care. Thank you for your ongoing support.

Revenue and Support:

Direct Patient Care	\$ 9,841,153
Annual Gifts, In-Kind Contributions, Memorials and Pledges	\$ 421,393
Special Events and Grants	\$ 130,862
Investment and Other Income	\$ 55,542
TOTAL	\$ 10,448,950

Expenses:

Patient Care and Services	\$ 8,321,689
General Operating, Administration, Development and Outreach	\$ 1,446,292
Fundraising	\$ 156,936
TOTAL	\$ 9,924,917

The cost to raise One Dollar is 28 cents.

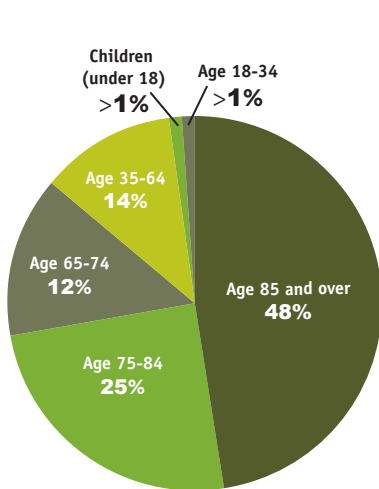
2010 Volunteer Statistics and Support:

Number of Volunteers	356
Total volunteer hours	14,565

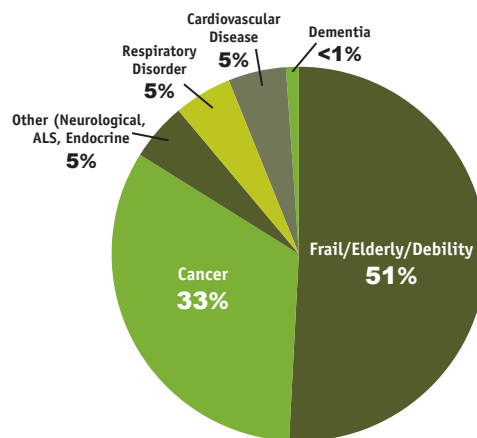
2010 Patient Care, Grief Counseling and Statistics:

Total number of patients served	1,042
Average number of patients per day	143
Professional staff	131
Number of grief and bereavement contacts	5,379

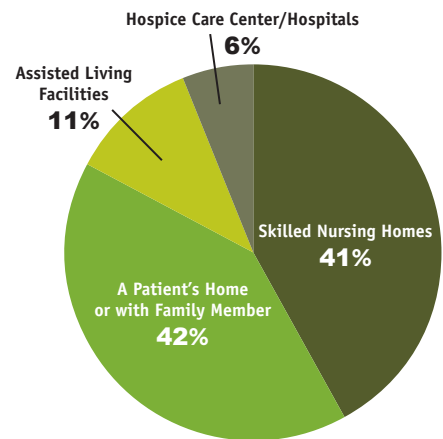
"A total of 409 days of direct hospice care services, totaling \$69,502, were provided in 2010 for patients without Medicare, Medicaid or other insurance coverage."



AGE OF OUR PATIENTS (2010)



DIAGNOSIS (2010)

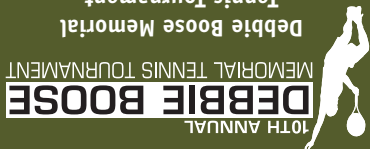


PLACES OF CARE (2010)



OUR 2010 HEART SPONSORS

2010 FUNDRAISING EVENTS



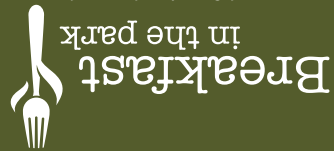
Debbie Boose Memorial
Tennis Tournament
Tenth year
287 tennis players
Net Proceeds: \$ 27,979



A Vintage Affair
A Classic Wine Tasting Event
Ninth year
270 attendees
Net Proceeds: \$ 16,047



Abby's Signature Concert Series
Twelfth year
1,300 attendees
Three Concerts: Good Friday,
Piano Sotree, and Christmas
Net Proceeds: \$ 19,631



Breakfast in the Park
13th Event year
650 attendees
Net Proceeds: \$ 4,151