


A close-up photograph of a lavender field with purple flowers in sharp focus in the foreground and a soft, blurred background.

hosice
of holland

> 2016 Annual Report



Hospice of Holland (HOH)
provides the most compassionate and highest quality end-of-life care through physical, emotional, and spiritual support. Our core values include a passionate belief in the sacredness of human life, excellence, honesty and integrity, and the unique contribution of each individual.

Hospice of Holland Leadership Team:

*Back Row (L to R):
Stacey Wakeley, Director of Counseling Services
Tod Wyn MD, Medical Director
Scot Reynolds, Director of Human Resources
Torrey Husmann, Executive Director.*

*Front Row (L to R):
Denise Stancill, Director of Business Development
Sandy Nelson, Director of Quality & Education
Melissa Langworthy, Director of Clinical Care
Cecelia Perkins, Director of Finance
Alice Emery MD, Associate Medical Director.*

Dear Friends,

"I wish I would have called sooner." These are words our staff hears time and again. Studies show that patients and their families benefit more the sooner they receive comfort care under hospice. Yet countless patients avoid the difficult but necessary conversations surrounding end-of-life care and instead, concentrate exclusively on a curative approach to their diseases. Unfortunately, these patients suffer through a life-limiting illness instead of engaging in the services of a hospice provider early on. In 2016, with your help, Hospice of Holland delivered care to nearly 12,000 individuals in our community who made the call to Hospice. We helped ease pain and suffering for these patients and became a comforting presence to their loved ones.

Employees of our organization are often asked "why do you do this work?" The answer can be found in our mission and values. Hospice of Holland exists to bring the highest quality of life possible to those in their final days. Each member of the Hospice of Holland team believes it is a privilege to care for people at this scared time of life. Our caring staff is not only called to do this work, they find purpose in it. Throughout the year, your continued generosity helped Hospice of Holland hold the hands of many as they faced their final days. Together we brought dignity, compassion and care to so many who have gone before us.

As you read our Community Report, you'll learn how we have helped our community friends and neighbors journey through the end-of-life experience. Hear from some of the patients and families we've served why the services of Hospice of Holland meant so much. View highlights from our year in review and see advancements we've made, at all levels of the organization, to ensure Hospice of Holland remains a strong and viable community resource. Understand why the need for on-going community support remains important now more than ever and plays a critical role in our ability to provide high quality care in West Michigan.

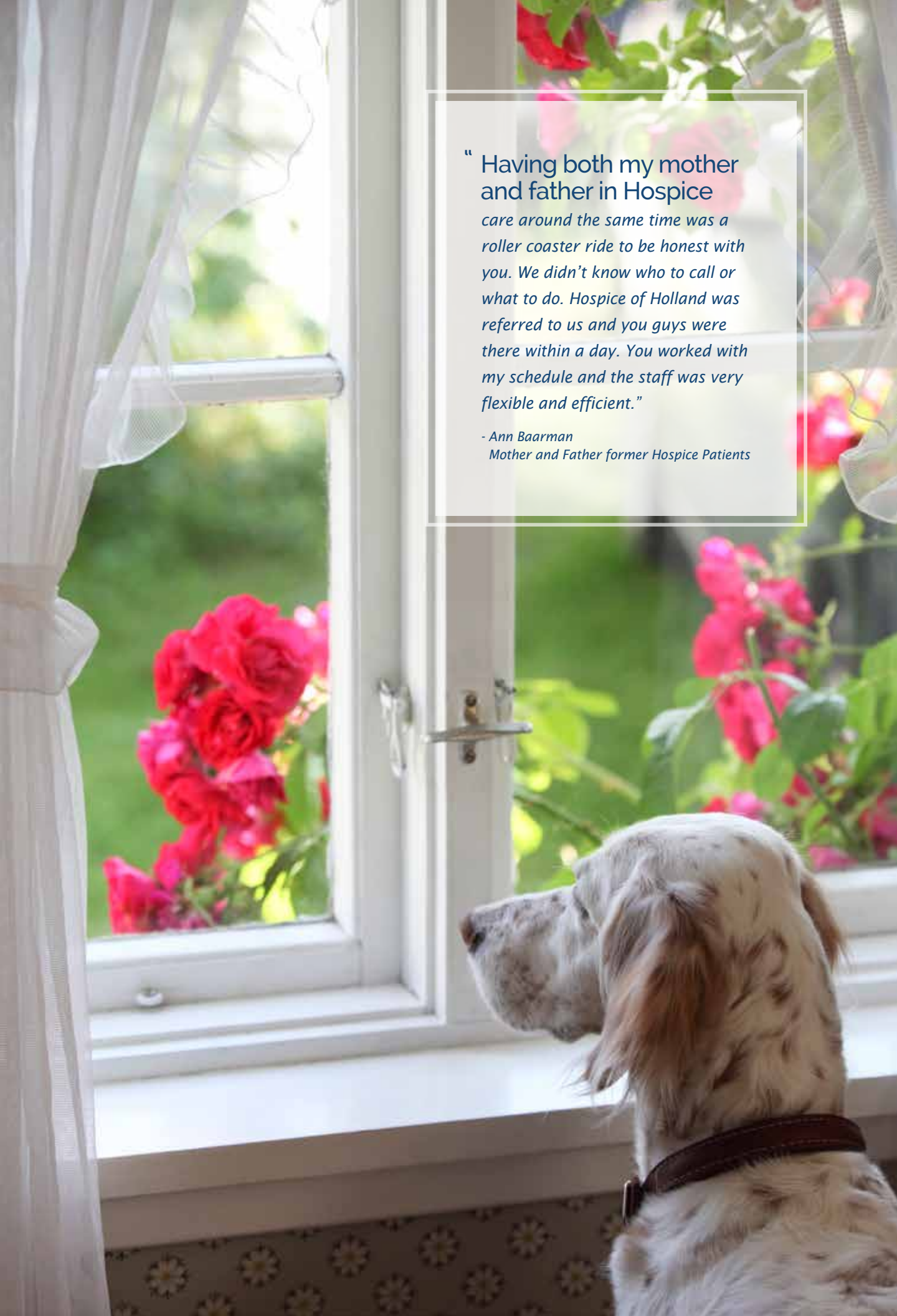
On April 2, Hospice of Holland turned 35 years old. We are grateful for your contribution of time, talent and financial gifts in 2016 and each year leading up to our 35th anniversary. Together we are leading the way Hospice and Palliative care is delivered in West Michigan, as we have since 1981.

Thank you for your support.



Torrey Husmann, MHA
EXECUTIVE DIRECTOR



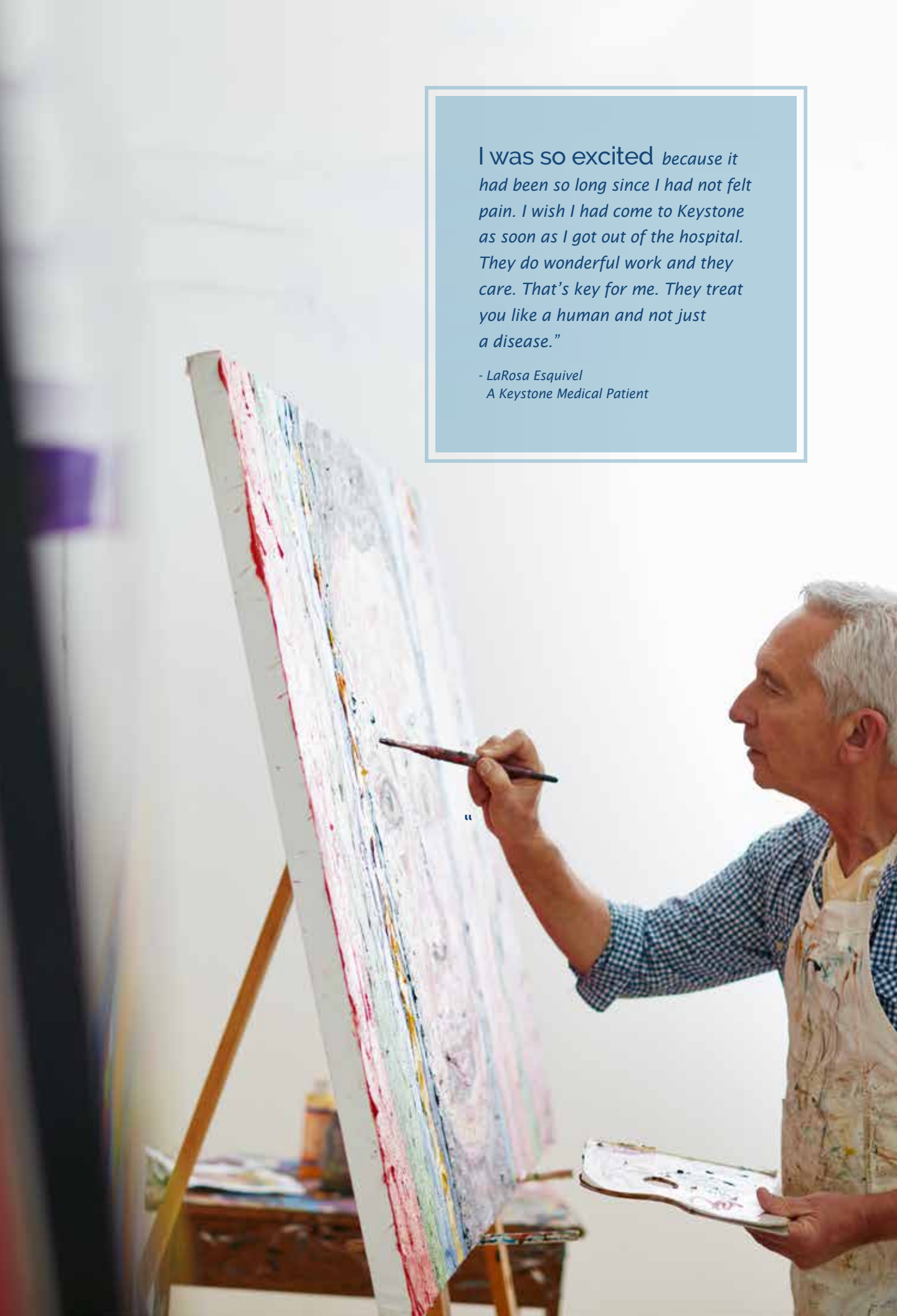
A white dog with floppy ears is sitting on a windowsill, looking out a window. The window is open, and bright red roses are visible outside. The scene is brightly lit, suggesting a sunny day. The dog is wearing a dark collar. The window frame is white, and there are white curtains on the left side. The background outside the window is a lush green lawn.

“ Having both my mother and father in Hospice care around the same time was a roller coaster ride to be honest with you. We didn't know who to call or what to do. Hospice of Holland was referred to us and you guys were there within a day. You worked with my schedule and the staff was very flexible and efficient.”

- Ann Baarman
Mother and Father former Hospice Patients

> Highlights

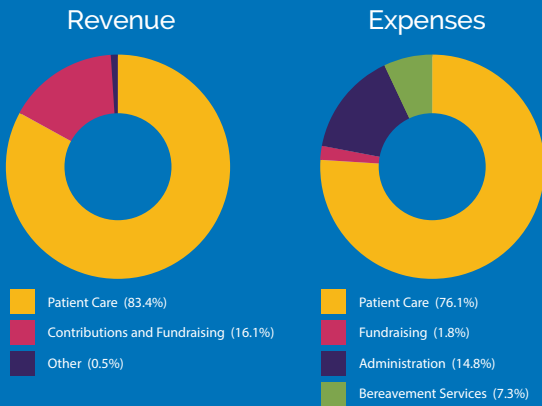
- January 2016, started an internal and external remodel project of the Hoover office that included new exterior painting, install of LED parking lot lights, and the removal and installation of a new roof. Interior changes were wallpaper removal, painting, updating interiors, adding private office space, and reconfiguring the staff area to accommodate growth of the clinical staff. This project would take the entire year to complete.
- February 22, 2016, Hospice of Holland formally introduced the newly renamed non-hospice palliative care program “Keystone Medical Services” to professional care-givers and the community at large.
- April 2, 2016, the organization turned 35 years old.
- August 23, 2016, Katie Norman, NP, joined the Hospice of Holland and Keystone Medical Services provider team to work in tandem with Tod Wyn, MD, Medical Director; Alice Emery MD, Associate Medical Director; and Amy Zuidema, NP.
- August 24, 2016, started the long process of moving the organization’s e-mail platform from Microsoft Exchange to Office 365, a web-based e-mail platform. This transition will save the organization an estimated \$50,000 over the next 7 years as it eliminates the need for on-site servers required to run the Exchange software. The new service is a fee-for-service and Microsoft offered Hospice of Holland a not-for-profit rate that makes this process very affordable. This project has an expected completion date of March 2017.
- September 2016, Hospice of Holland made the decision to conduct a year-long educational awareness initiative called Understand Hospice in 2017 designed to educate individuals on the true goals of hospice, address common fears, and encourage uninhibited conversation about hospice care and end-of-life.
- December 29, 2016, Tod Wyn, MD, Denise Stancill, Director of Business Development, and Torrey Husmann, Executive Director meet with executives of Priority Health to talk about the progress of Keystone Medical Services and service between both organizations.
- June 2016, Hospice of Holland set a record high average number of patients for the month and the months of September, October, and November saw the 2nd highest average number of patients during those months in our 35 year history.
- In August, 3 children attended Camp Hope, a two day camp for children aged 6-12 who have experienced the death of a family member, friend or loved one. Children can express their feelings, learn coping skills and begin a healthy, healing process, through crafts, music writing, movement and games.
- We reached a record high of 798 referrals, delivering care to reach 698 new patients equating a daily average increase of 101 patients.
- The PC program cared for 505 new patients and continued a pattern of steady growth throughout the year.
- As of December 31, 2016, the organization has provided hospice services to 11,894 patients since January 1982
- Mary DeWitt was chosen as Hospice of Holland’s Volunteer of the Year. Mary gave 128 hours of service to the organization, patients, and their family members.
- Together as a group, Hospice of Holland’s volunteer team gave 2975 hours of their time and resources to help provide high quality and compassionate care throughout the year.
- HOH Bereavement Counselors provided direct grief services to hospice and families, including 16 children and teens, and 56 community members who were not involved in hospice. Additionally social work support/or resources were provided to approximately 368 individuals during the hospice involvement of a family member.
- Hospice of Holland provided many hours of free community education through support groups and seminars to residents and professional caregivers in Ottawa, Allegan, Kent, Van Buren and Muskegon Counties.

A man with grey hair, wearing a blue and white checkered shirt and a white apron, is painting on a large canvas mounted on an easel. He is holding a paintbrush in his right hand and a palette in his left. The canvas is covered in colorful, abstract brushstrokes. The background is a bright, slightly blurred indoor setting.

I was so excited *because it had been so long since I had not felt pain. I wish I had come to Keystone as soon as I got out of the hospital. They do wonderful work and they care. That's key for me. They treat you like a human and not just a disease.*"

- LaRosa Esquivel
A Keystone Medical Patient

> Financials



> Revenue

Patient Care	6,719,646	83.4%
Contributions/Fundraising	1,293,099	16.1%
Other	43,235	0.5%
Total Revenue	8,055,980	100.0%

> Expenses

Patient Care	5,690,405	76.1%
Bereavement Services	132,158	1.8%
Administration	1,108,488	14.8%
Fundraising	550,744	7.3%
Total Expenses	7,481,795	100.0%

> History

Founded in April, 1981, Hospice of Holland (HOH) started as a grassroots organization led mostly by volunteers and has grown, over 36 years, to be a preeminent hospice and non-hospice palliative care (NHPC) provider. HOH provided care to 20 patients in its first year of inception. To date, that number has increased to nearly 12,000 terminally ill people and their loved ones. Today, HOH has 62 active volunteers and 75 full-time and part-time/PRN employees. Last year alone, HOH volunteers gave 2975 hours of their time and talent to be a comforting presence for many in their final days. HOH has expanded its service area and now delivers care to those residing in Ottawa, Allegan, Kent, Van Buren and Muskegon counties.

While operating in an ever-changing and complicated healthcare arena, HOH is recognized in West Michigan as the leader of hospice and NHPC services. HOH developed its “Still Me” and

“Take Heart” Programs, which provide specialized care to those suffering with particularly difficult diseases, Dementia and Congestive Heart Failure (CHF) respectively. In 2013, HOH expanded its NHPC program to include a team approach toward delivering NHPC and includes nurses, social workers and nurse practitioners, in addition to oversight from board-certified physicians, in the delivery of care. In 2016, HOH renamed its NHPC program to Keystone Medical Services and continues to experience a steady increase in palliative care admissions.

Hospice of Holland’s name has become synonymous with high quality care. While the organization has grown and evolved over time, our commitment to its mission has not. Our desire to deliver care that is the most compassionate and the highest quality reaches every corner of our organization, and will remain our focus for many years to come.



“ As soon as she was diagnosed, we knew we should use Hospice as soon as possible. Emotionally, she was relieved when we took on (Hospice of Holland). The fact that she could look forward to someone coming in to get that one on one time was wonderful. She could talk to them about things that were harder to talk about with family. Just to have in your mind to look forward to someone coming to help, especially the pastor really made a difference.”

*- Karen Steenwyk
Niece of former Hospice patient*

> Need for Ongoing Community Support

Hospice of Holland's main revenue source is reimbursements from patients' medical insurance – specifically Medicare, Medicaid and private insurance. Historically, insurance reimbursements cover less than 85% of the cost associated with operating a high quality hospice program. The continual change within the hospice reimbursement stream is due to the effects of the Affordable Care Act. The impact will mean hospice programs, like HOH, can expect to experience significant decreases in reimbursement over the next several years. Financially these cuts have resulted in significant loss for Hospice of Holland to the extent of \$365,000 in 2015 and 2016. That number is only expected to increase each year for the next several years as reimbursement rates continue to demonstrate a downward trend. Overall, Hospice of Holland may experience reimbursement cuts as high as up to 12%. We cannot make up these cuts alone. That is why support from community organizations, churches, businesses and individuals is so important to Hospice of Holland's mission. View hollandhospice.org and listen to Sarah's story about how your gifts gave her bereavement services and helped her find joy again after experiencing the multiple losses of loved ones. While bereavement services are included in the hospice benefit, those services currently go unfunded. Hospice of Holland also offers various children's and teen's bereavement programs, opportunities for individual and group counseling, as well as crisis intervention as needed to meet the community need. As Keystone Medical Services non-hospice palliative care program continues to experience rapid growth, the need for additional funding grows as well. Currently, Hospice of Holland absorbs much of the program's direct patient care expenses. The impact of these expenses in 2016 was approximately \$450,000. Hospice of

Holland off-sets the gap in reimbursement for these unfunded expenses through fundraising efforts and community support. Hospice federal regulations continue to increase and change over time and Hospice of Holland continues to put measures in place to ensure the organization stays compliant, financially secure, and focused on quality. Additionally, hospices now face a new type of audit structure designed at identifying inappropriate or unethical delivery of care from a hospice provider. These federal audits have potential to take several months or even years to complete which can be taxing on many fronts to the organization at large. During the entire length of the audit process, hospice providers may be unable to bill for service and additionally may require the services of legal representation to complete the audit process. The timing of such audits is now said to be no longer a matter of "if", but more a matter of "when". Hospice of Holland conducts all operations legally and ethically and is confident it can withstand the result of an audit of this nature in the event one occurs. However, financial support from the community is needed now more than ever to ensure Hospice of Holland can financially withstand an audit should one occur, and ensure residents living in our community will not experience any disruption in care at this critical time. Your gifts help make the difference between ordinary and extraordinary. Hospice of Holland has from the beginning operated with the desire to provide the best care possible patients and end of life. Oversight from board certified physicians, offering unfunded programs like "Still Me" for Advanced Dementia Care and Take Heart for Congestive Heart Failure, our Volunteer Vigil program and Keystone non-hospice palliative care are just glimpses of ways in which HOH is exceeding the minimum standard for how care is delivered in West Michigan.

> Individuals Honored by Donations in 2016

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