



Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 20, 2019

# Updates

- Census 378 in January, February, so far, 392
- Lower ADC and longer LOS vs. Higher ADC and shorter LOS
- Elkhart Clinic Agreement
- December Med Cost PPD was \$3.84
- Physician Recruitment
- Staff NHPCO national committee participation

# Updates

- Top Ten List of CHC differentials
- MedPAC suggests -2% adjustment to hospice rates for federal FY 2020
- Conflict of Interest Form
- Goals 2018 – 82% (107) Met or In process
- Goals 2018 – 92 Goals
- 2016 - 2018 Strategic Plan Final Report
- 2019 - 2021 Strategic Plan



Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 20, 2019

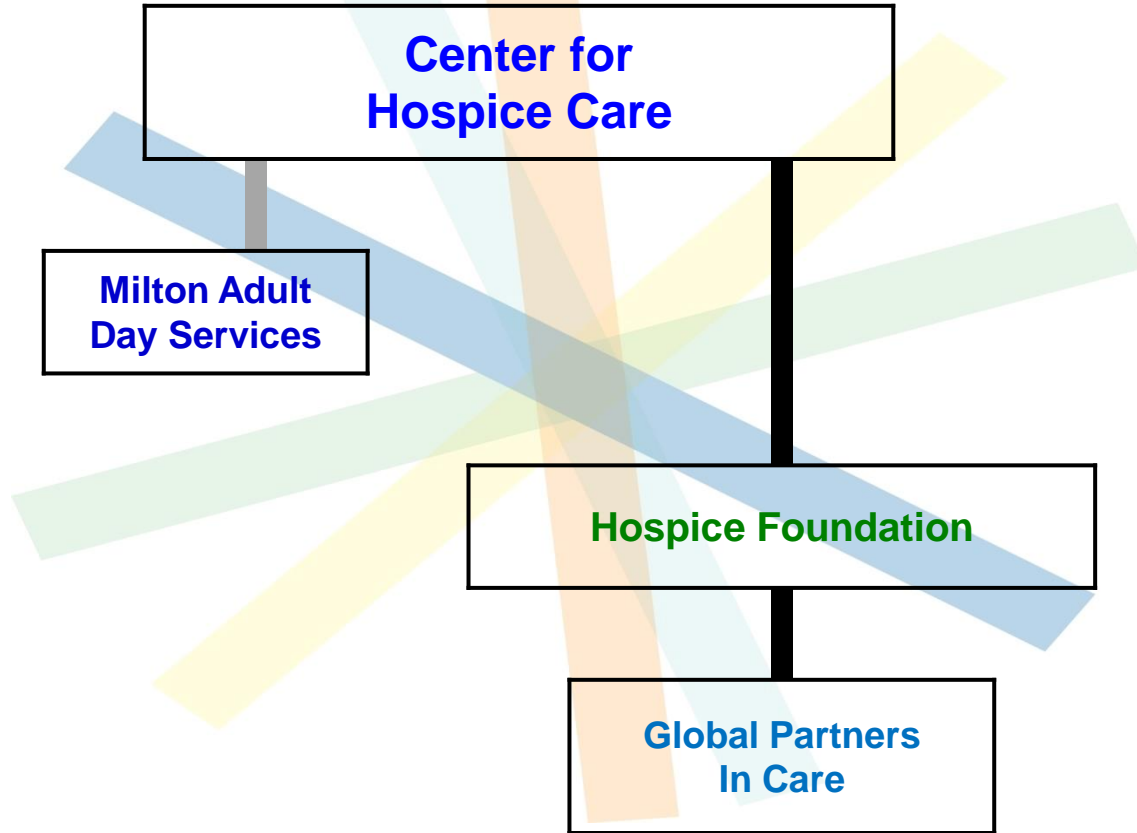


Center for  
Hospice Care

choices to make the most of life

**Beneficial Interest  
in Affiliate**

# *Financial Structure*



# *Financial Structure*

## **Global Partners In Care**

- Separate 501c3 entity
- Hospice Foundation is sole corporate member
- Financials “roll-up” into Hospice Foundation Balance Sheet & Income Statement

*Beneficial Interest in Affiliate*

## **Hospice Foundation**

- Separate 501c3 entity
- Type II Supporting Organization
  - Common control with supported organization
- Financials “roll-up” into CHC Balance Sheet & Income Statement

*Beneficial Interest in Affiliate*

## **Milton Adult Day Services**

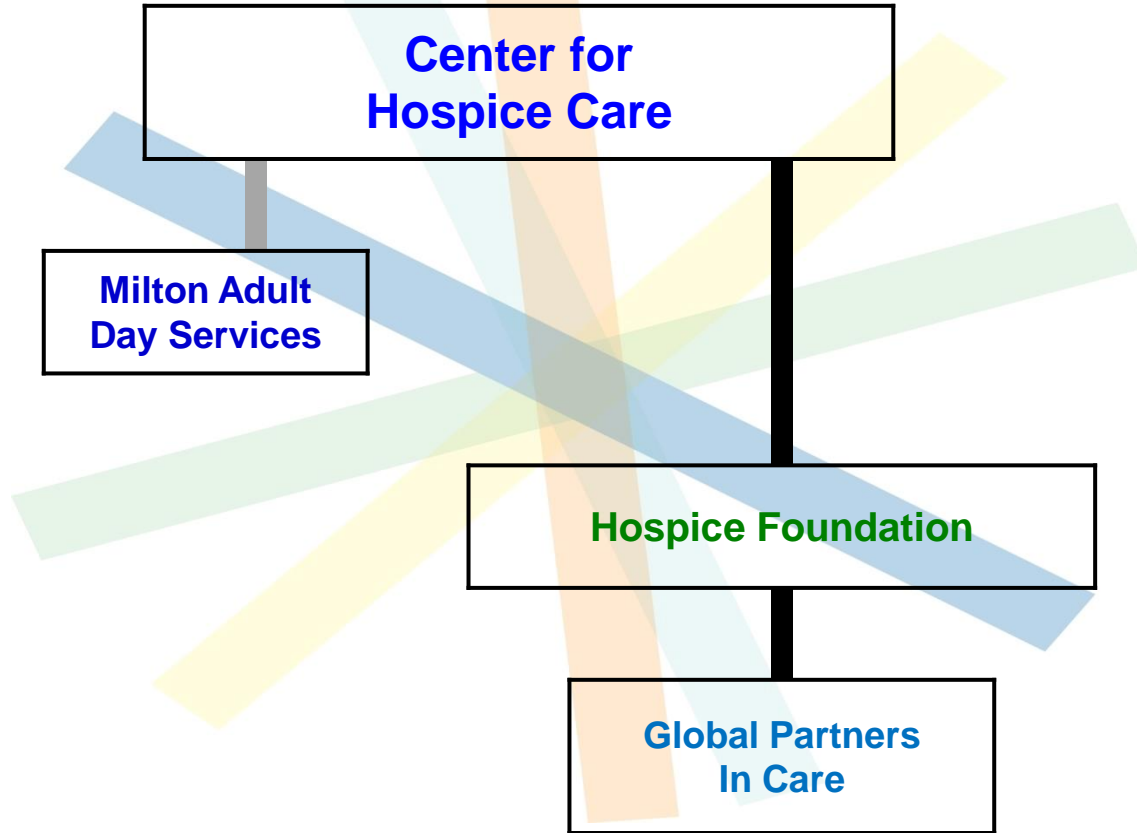
- Separate LLC (*Center for Adult Day Services*)
- Center for Hospice Care is sole member (“disregarded entity”)
- Separate line item(s) on CHC Balance Sheet & Income Statement

# 501(c)(3) Type II Supporting Foundation

- ❖ ***There are three types of supporting organizations***
  - ❖ ***Type I—a supporting organization that is under direct control of the supported organization***
  - ❖ ***Type II—a supporting organization that is under common control with the supported organization (also known as "brother/sister" organizations)***
  - ❖ ***Type III—a supporting organization that is not necessarily related to the supported organization(s)***
- ❖ ***Hospice Foundation is a Type II***
- ❖ ***A supporting organization that is under common control with the supported organization (also known as "brother/sister" organizations)***



# *Financial Structure*



# GPIC Balance Sheet

December 31, 2017

## Assets

Cash and Equivalents 183,091.53

**Total Assets 183,091.53**

## Liabilities

Partnership Payable 31,696.75

Accounts Payable 24,000.00

**Total Liabilities 55,696.75**

## Fund Balance

Unrestricted Funds 76,937.78

Temporarily Restricted Funds 50,457.00

**Total Fund Balance 127,394.78**

**Total Liabilities and Fund Balance 183,091.53**

# HF Balance Sheet

December 31, 2017

<b><u>Assets</u></b>		<b><u>Liabilities</u></b>	
Cash and Equivalents	2,027,231.62	Accounts Payable	17,043.70
Intermediate Cash	4,511,936.42	Due to Affiliate	14,811,784.84
Long Term Cash	19,622,720.25	Accrued Payroll	0.00
Other Investments	700,229.04	Payroll Taxes	0.00
Accounts Receivable	1,325,946.65	Payroll Deductions	0.00
Due from Affiliate	24,000.00	Other Liabilities	49,512.45
Prepaid Assets	39,369.63	Long Term Liabilities	0.00
Plant, Property & Equipment	15,191,369.68		
Accumulated Depreciation	(2,640,545.38)	<b>Total Liabilities</b>	<b>14,878,340.99</b>
Other Assets	127,394.78		
<b>Total Assets</b>	<b>40,929,652.69</b>	<b><u>Fund Balance</u></b>	
		Unrestricted Funds	18,167,578.82
		Temporarily Restricted Funds	4,268,218.38
		Permanantly Restricted Funds	472,550.64
		Retained Earnings	
		Year to Date Net Income	3,142,963.86
		<b>Total Fund Balance</b>	<b>26,051,311.70</b>
		<b>Total Liabilities and Fund Balance</b>	<b>40,929,652.69</b>

# CHC Balance Sheet

December 31, 2017

<b><u>Assets</u></b>		<b><u>Liabilities</u></b>	
Cash and Equivalents	4,668,194.97	Accounts Payable	651,486.13
Intermediate Cash	0.00	Due to Affiliate	0.00
Long Term Cash	0.00	Accrued Payroll	863,493.40
Other Investments	0.00	Payroll Taxes	1,354.43
Accounts Receivable	2,794,135.70	Payroll Deductions	0.00
Due from Affiliate	14,811,784.84	Other Liabilities	0.00
Prepaid Assets	478,436.86	Long Term Liabilities	0.00
Plant, Property & Equipment	4,162,277.19	<b>Total Liabilities</b>	<b>1,516,333.96</b>
Accumulated Depreciation	(3,190,611.70)	<b><u>Fund Balance</u></b>	
Other Assets	26,051,311.70	Unrestricted Funds	43,249,627.74
<b>Total Assets</b>	<b>49,775,529.56</b>	Temporarily Restricted Funds	11,629.33
		Permanantly Restricted Funds	0.00
		Retained Earnings	
		Year to Date Net Income	4,997,938.53
		<b>Total Fund Balance</b>	<b>48,259,195.60</b>
		<b>Total Liabilities and Fund Balance</b>	<b>49,775,529.56</b>

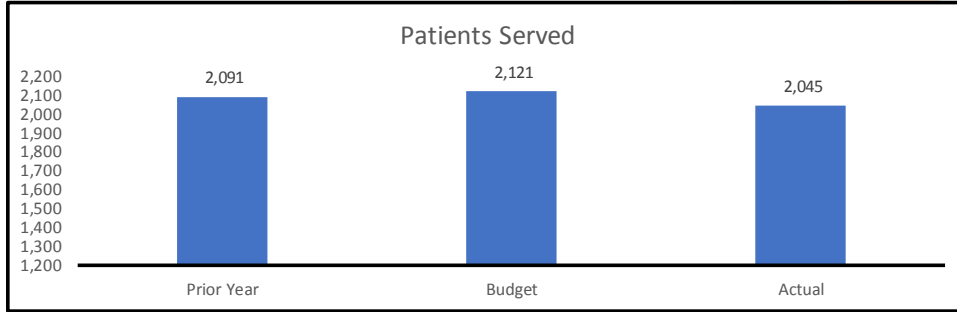
# December 2017 - YTD

Year to Date Summary	Center for Hospice Care	Hospice Foundation	GPIC	Combined
CHC Operating Income	21,024,410			21,024,410
MADS Revenue	450,033			450,033
Development Income (Net)		2,503,876		2,503,876
Partnership Grants			265,655	265,655
Investment Income (Net)		3,109,857		3,109,857
Interest & Other	68,581	141,845	129,819	340,245
Beneficial Interest in Affiliate	3,142,963	127,395		
<b>Total Revenue</b>	<b>24,685,987</b>	<b>5,882,973</b>	<b>395,474</b>	<b>27,694,076</b>
<b>Total Expenses</b>	<b>19,688,049</b>	<b>2,740,010</b>	<b>268,079</b>	<b>22,696,138</b>
<b>Net Gain</b>	<b>4,997,938</b>	<b>3,142,963</b>	<b>127,395</b>	<b>4,997,938</b>
<i>Net w/o Beneficial Interest</i>	<i>1,854,975</i>	<i>3,015,568</i>		
<i>Net w/o Investments</i>				<i>1,888,081</i>

# December 2018 - YTD

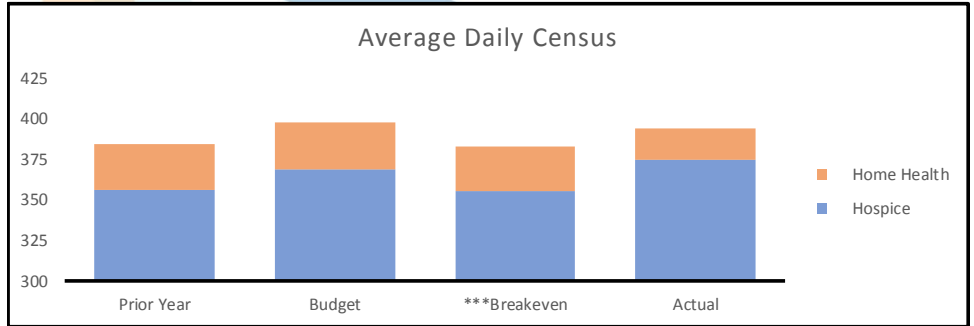
## Patients Served

Prior Year 2,091      Budget 2,121      Actual 2,045



## Average Daily Census

	Prior Year	Budget	***Breakeven	Actual
Hospice	356.34	369.00	354.98	374.88
Home Health	27.98	29.00	27.90	18.74
<b>Total Average Daily Census</b>	<b>384.32</b>	<b>398.00</b>	<b>382.88</b>	<b>393.62</b>

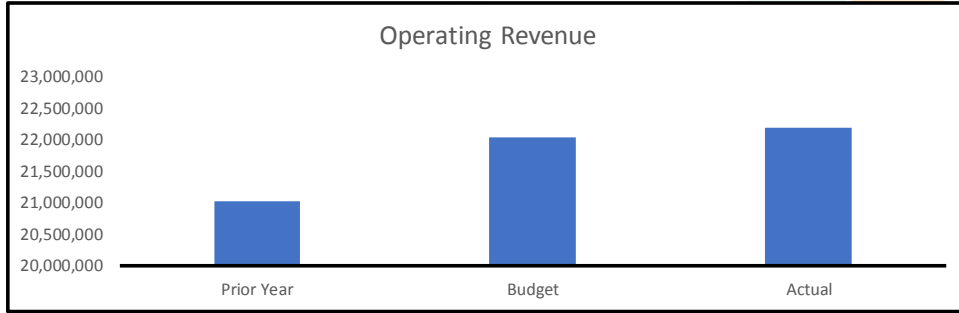


\*\*\* Budgeted Breakeven

# December 2018 - YTD

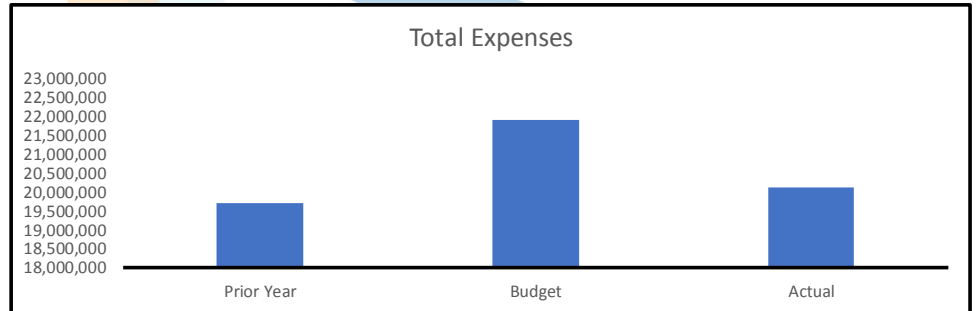
## Operating Revenue

Prior Year	Budget	Actual
21,024,411	22,040,766	22,191,456



## Total Expenses

Prior Year	Budget	Actual
19,688,050	21,894,110	20,105,834



# December 2018 - YTD

**YTD  
Net Gain  
down  
from  
Dec 2017**

**Net w/o  
Ben Int  
up 39.7%  
from  
Dec 2017**

**Net w/o  
Invest  
down  
38.5% from  
Dec 2017**

December 2018 Year to Date Summary	Center for Hospice Care	Hospice Foundation	GPIC	Combined
CHC Operating Income	22,191,456			22,191,456
MADS Revenue	439,230			439,230
Development Income		1,312,675		1,312,675
Partnership Grants			476,322	476,322
Investment Income (Net)		(1,099,227)		(1,099,227)
Interest & Other	66,462	(4,237)	39,277	101,502
Beneficial Interest in Affiliate	(2,528,850)	1,166		
<b>Total Revenue</b>	<b>20,168,298</b>	<b>210,377</b>	<b>515,599</b>	<b>23,421,958</b>
<b>Total Expenses</b>	<b>20,105,834</b>	<b>2,739,227</b>	<b>514,433</b>	<b>23,359,494</b>
<b>Net Gain</b>	<b>62,464</b>	<b>(2,528,850)</b>	<b>1,166</b>	<b>62,464</b>
<i>Net w/o Beneficial Interest</i>	<i>2,591,314</i>	<i>(2,530,016)</i>		
<i>Net w/o Investments</i>				<i>1,161,691</i>





Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 20, 2019

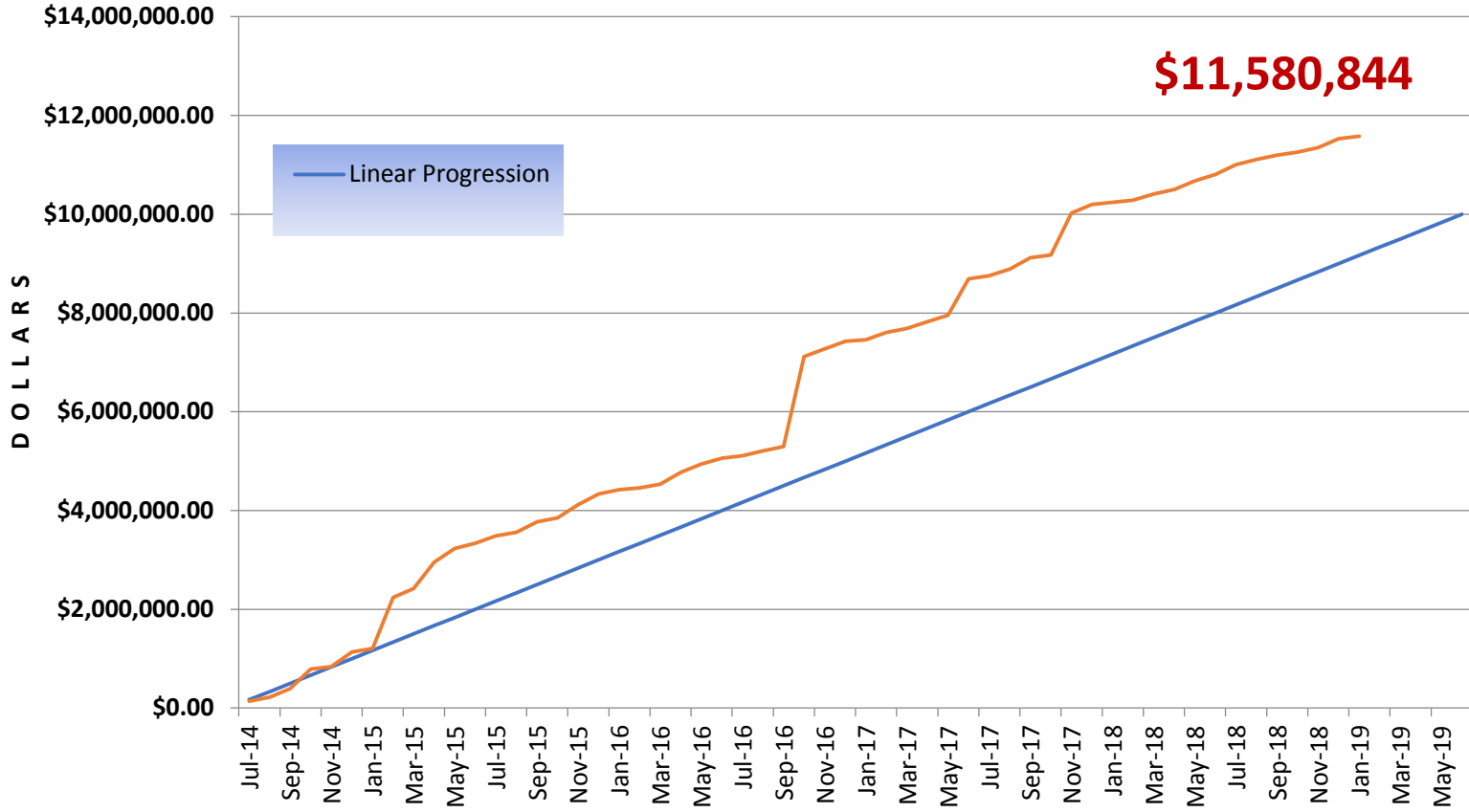


# Cornerstones for Living: THE CROSSROADS CAMPAIGN





# Cornerstones for Living: THE CROSSROADS CAMPAIGN



# Underfunded Priorities

*Campaign officially ends 6/30/2019*

## Capital: Inpatient Facility

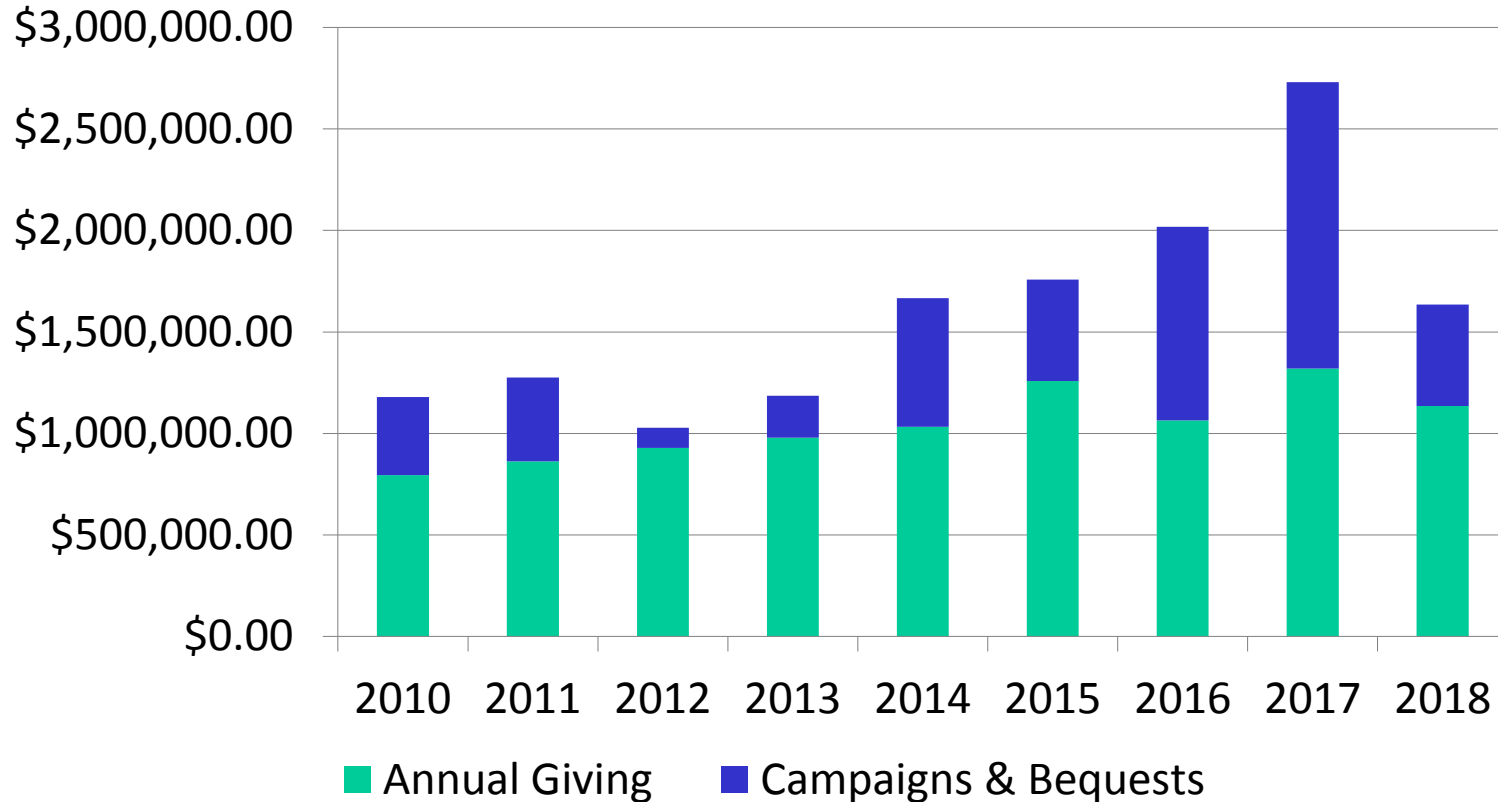
- Ernestine M. Raclin House
- \$800,000 Remaining

## Endowment: Fellowship

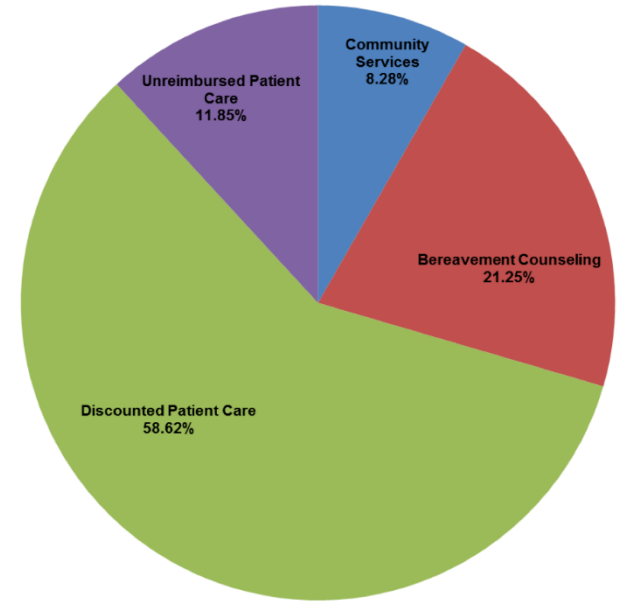
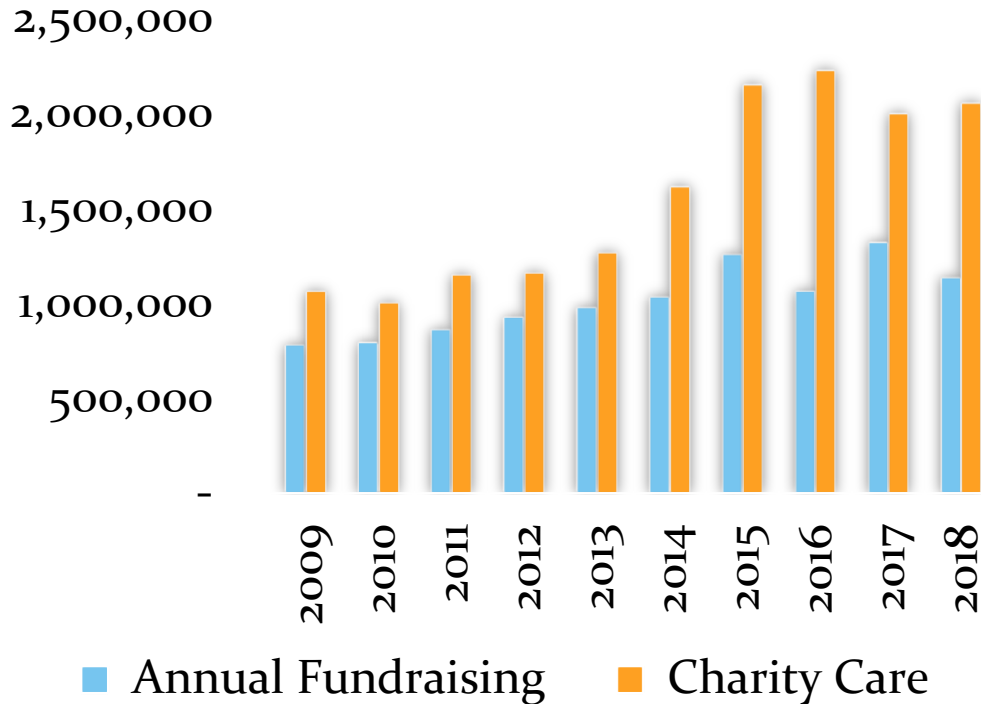
- Vera Z. Dwyer Dwyer Fellowship in Hospice & Palliative Medicine
- \$550,000 Remaining



# Fundraising Last 9 Years



# Value of Charity Care Relative to Annual Giving\*



\* Charity care is defined as value of discounted and unreimbursed patient care, bereavement services and bereavement programs. Annual fundraising is defined as total revenue received less campaign, endowment, estate and major one-time gifts.



Community Education



Professional Education



Student Learning

## How Should a Life's Journey End?

The Center for Education & Advance Care Planning offers comprehensive end-of-life planning and education resources. Whether you're a [medical professional](#), a [trusted advisor](#) or want to learn how to start discussions about end-of-life and/or advance care planning, we're here to help.



Honoring Choices®  
INDIANA – NORTH CENTRAL





## *Enhancing Access to Palliative Care Worldwide*





[About](#)

[Our Work](#)

[News](#)

[Contact](#)

[DONATE](#)



Partnerships



Research and Education



Global Collaboration

Enhancing Access to Palliative Care Worldwide



ENTRY FEATURE

BARK ENTRANCE

COMFORT PLACE

CAMPUS ENTRANCE

PARKING LOT-98 SPACES

MAIN BUILDING

SEAT WALL WITH SCULPTURE NODE

WATER FOUNTAIN

PATIENT CARE STAFF PHASE 2 (2 STORY)

VETERANS MEMORIAL

ERNESTINE M. RACLIN HOUSE PHASE 3

RIVERWALK-12' WIDE

PINE STREET

RESIDENTIAL DEVELOPMENT

GUEST HOUSE

MADISON STREET

PALLIATIVE CARE CENTER

CEDAR STREET



An architectural rendering of a modern building named Ernestine M. Raclin House. The building features a dark grey upper section with the name in white, and lower sections with horizontal wood slats and stone veneer. A central glass entrance is covered by a canopy supported by wooden posts, with a set of concrete steps leading up to it. Large windows on either side offer views into the interior. The scene is set against a clear blue sky with a light grey road in the foreground.

**Ernestine M. Raclin House**



Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 20, 2019



The Year  
in Review  
2018

# CENSUS

## Patients Served Last Eight Years

**2018 = 2,045 down 2%**

2017 = 2,091 down 0.009%

2016 = 2,109 up 0.33%

2015 = 2,102 down 1%

2014 = 2,123, up 7%

2013 = 1,993, up 7%

2012 = 1,866, up 1%

2011 = 1,845, up 4%



# 2017 Average Daily Census

- January = 380
- February = 387
- March = 392
- April = 387
- May = 402
- June = 411
- July = 410
- August = 406
- September = 394
- October = 382
- November = 382
- December = 390

*2018 ADC was 394, up 2.42% from 2017*

# 2018 Census Facts

Total referrals increased 1.7% (39 referrals)

Conversion rate decreased from 75% to nearly 72%

Same or next day admits decreased from 59% to nearly 52%

DBA's increased from 6.8% to 7.6%

Percentage of patients / POA's refusing admission increased from 2.9% to 4.1%

# 2018 Census Facts

- Hospital referrals jumped to 46.5% of all referrals from 44.6% in 2017. Hospital referrals of a median length of stay if less than half of all referrals.
- ALOS for admitted Physician referrals increased from 77 days to 88 days
- Median LOS for admitted Physician referrals increased from 26 days to 37 days
- Percentage of family/self referral conversion rate increased to 68% from 62% last year.

# Growth Since the Beginning...

Since 01/01/80 through 12/31/18, on an annually added basis, CHC has cared for **37,007** patients.

44% of all the patients served by CHC over the course of 38 years have been seen in just the last eight years alone.



# Over 25%

of all the patients served by  
CHC in its 38 year history  
have been served in just  
the last **FOUR** years alone.

# 1 of 28 in Our Service Area

- CENTER FOR HOSPICE CARE
- ALPHA HOSPICE LLC
- ASERACARE HOSPICE
- BROOKDALE HOSPICE
- CAMERON HOME HEALTH CARE & HOSPICE
- COMFORT 1 HOSPICE LLC
- DUNES HOSPICE
- FAMILY HOSPICE & PALLIATIVE CARE
- GOSHEN HOME CARE & HOSPICE
- GUARDIAN ANGEL HOSPICE
- GRACE HOSPICE
- GREAT LAKES CARING
- HARBOR LIGHT HOSPICE
- HEARTLAND HOME HEALTH CARE AND HOSPICE
- HEART TO HEART HOSPICE
- HOSPICE FRANCISCAN COMMUNITIES
- HOSPICE OF CALUMET AREA INC
- KINDRED HOSPICE
- KOSCIUSKO HOME CARE & HOSPICE INC
- PARKVIEW HOME HEALTH & HOSPICE
- PHYSIOCARE HOSPICE LLC
- PREMIERE HOSPICE & PALLIATIVE CARE
- PROVIDENCE HOSPICE LLC
- SOUTHERNCARE SOUTH BEND
- THE HOSPICE GROUP
- TRANSITIONS INDIANA LLC
- UNITY HOSPICE OF NORTHWEST INDIANA LLC
- VNA HOSPICE HOME CARE

# 1 of 28 In Our Service Area

- **CENTER FOR HOSPICE CARE**
- **ALPHA HOSPICE LLC**
- **ASERACARE HOSPICE**
- **BROOKDALE HOSPICE**
- **CAMERON HOME HEALTH CARE & HOSPICE**
- **COMFORT 1 HOSPICE LLC**
- **DUNES HOSPICE**
- **FAMILY HOSPICE & PALLIATIVE CARE**
- **GOSHEN HOME CARE & HOSPICE**
- **GUARDIAN ANGEL HOSPICE**
- **GRACE HOSPICE**
- **GREAT LAKES CARING**
- **HARBOR LIGHT HOSPICE**
- **HEARTLAND HOME HEALTH CARE AND HOSPICE**
- **HEART TO HEART HOSPICE**
- **HOSPICE FRANCISCAN COMMUNITIES**
- **HOSPICE OF CALUMET AREA INC**
- **KINDRED HOSPICE**
- **KOSCIUSKO HOME CARE & HOSPICE INC**
- **PARKVIEW HOME HEALTH & HOSPICE**
- **PHYSIOCARE HOSPICE LLC**
- **PREMIERE HOSPICE & PALLIATIVE CARE**
- **PROVIDENCE HOSPICE LLC**
- **SOUTHERNCARE SOUTH BEND**
- **THE HOSPICE GROUP**
- **TRANSITIONS INDIANA LLC**
- **UNITY HOSPICE OF NORTHWEST INDIANA LLC**
- **VNA HOSPICE HOME CARE**

# Deaths in Seven Days or Less Following Admission

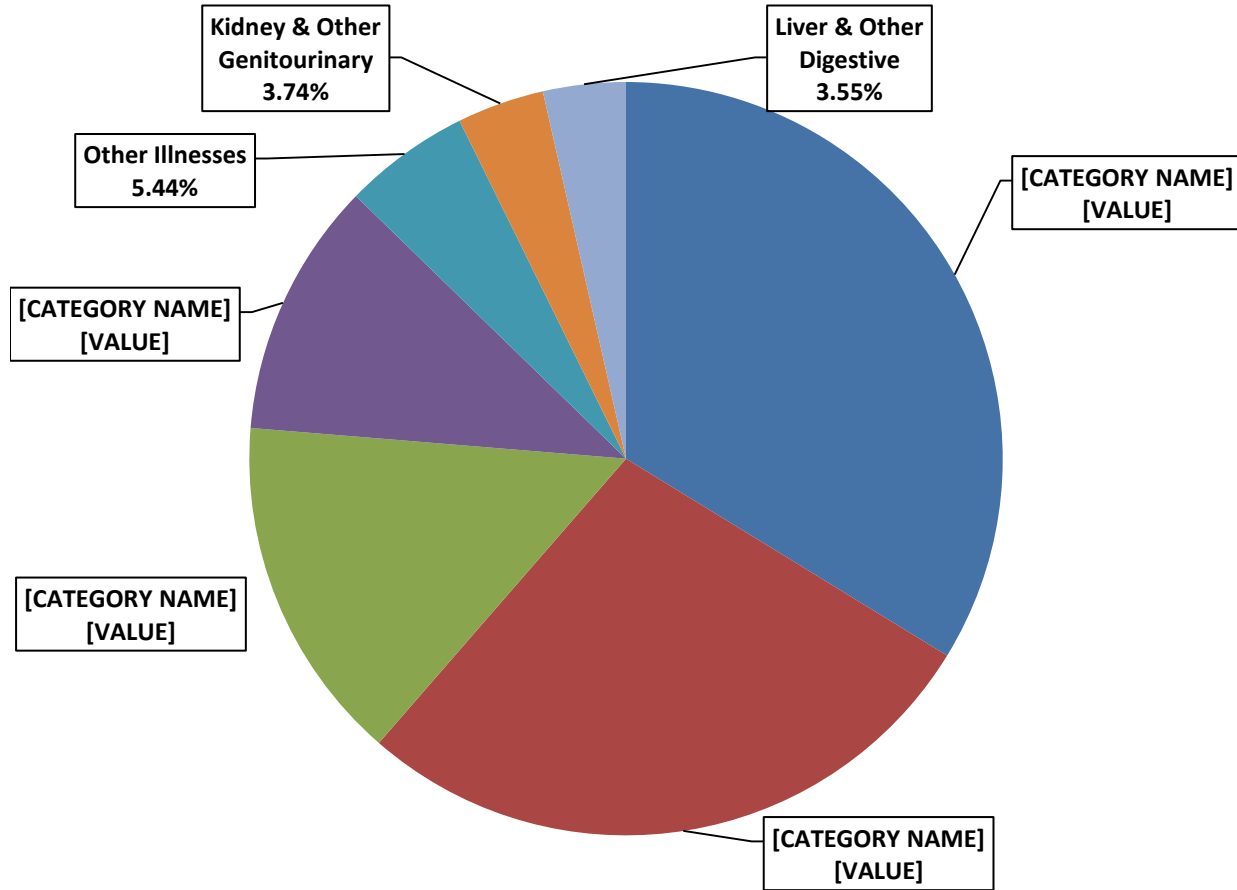
2018 = 42.00%

2017 = 41.72%

2016 = 41.36%



# Patients by Diagnosis 2018



# Hospice ALOS

	<u>ALOS</u>	<u>Median</u>	<u>Mode</u>	<u># Pt.s</u>
2018 =	76	14	2	1,745
2017 =	74	13	2	1,783
2016 =	68	14	2	1,796
2015 =	74	14	2	1,806
2014 =	61	14	2	1,840
2013 =	70	13	2	1,722
2012 =	75	16	2	1,611
2011 =	73	14	2	1,538
2010 =	63	13	2	1,665

*National Medicare Hospice Discharged Pt.'s Only: Yr. 2016*

71

24

n/a 1.4 MM

# HMB Lengths of Stays

The in 2018 HMB Alone

ALOS went **up** 1.4% --

2018 = 82.61 Days

2017 = 81.42 Days

2016 = 72.94 Days

2015 = 82.47 Days

2014 = 65.44 Days

2013 = 74.16 Days

# Hospice Per Diem Days

- **2018 = 136,833 UP 5.02%**
- 2017 = 130,297 *down* 5.4%
- 2016 = 137,713 up 0.42%
- 2015 = 137,138
- 2014 = 128,162

# LATE REFERRALS

	<u>Total Referrals</u>	<u>DBAs</u>	<u>%</u>
2018 =	2,343	179	7.6%
2017 =	2,304	157	6.81%
2016 =	2,426	180	7.42%
2015 =	2,507	165	6.58%

# 2018 REFERRAL SOURCES



Referrals to CHC were down 5% in 2018 compared to the prior year.

**Hospitals = 46%** (45% in 2017)

**Patients / Families = 27%** (29% in 2017)

**Physicians = 16%** (15% in 2017)

**ECF (all) facilities = 7%** (7% in 2017)

**Other sources = 3%** (3% in 2017)

# Inpatient Unit Activities

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
#Pt. =	627	645	661	598
ALOS=	5.0	5.2	5.3	6.2
Occp=	61.47%	65.79	68.09%	72.3%
Inpt.=	84.37%	81.11%	87.96%	88.9%
Rspt =	12.35	11.99%	10.49%	9.3%
Routine=	3.28%	6.90%	2%	2%

**2018 saw a 3% decrease in HH Pt.s**

**2017 saw a 2% decrease in HH Pt.s**

**2016 saw a 11% increase in HH Pt.s**

# Bereavement Services 2018

- Of the total bereaved clients served (3,132), 20% are community, 74% are hospice and 6% (nearly double last year) are DBA (Died Before Admission)/Other (bereaved of patients who discharged alive and then died).
- The Bereavement Department is averaging 145 deaths per month (including DBA/Other deaths) up .007%.
- Of the total individual/family counseling sessions (3,974) 2% were sessions with DBA/Other clients, 32% were with hospice clients and 66% were sessions with community clients.



# 2018 Accomplishments

- On Press Ganey surveys during 2017 the question, “*Generally speaking, did you have a positive experience with Center for Hospice Care*” generated a “**Yes**” response **97.3%** of the time. “*Would you recommend Center for Hospice Care to others,*” generated a “**Yes**” response **96.9%** of the time. There were 1,113 responses to these two questions.



## Combined CHC / HF / GPIC Functional Expenses for 2018 were...

Program Services	83.66%	(2017 = 82.47%)
Mgmt & General	13.98%	(2017 = 14.98%)
Fundraising	2.36%	(2017 = 2.55%)

CHC alone = 84.78% Program Services (2017 = 84.13%)

# Groundbreaking of the Ernestine M. Raclin House June 12



# 25<sup>th</sup> Anniversary of Camp Evergreen August 9



# CHC Updates

- PCAU Visit  
7/15 – 8/12



# Okuyamba Fest

July 31



# CHC Updates

- Edo Banach Visit, July 17 & 18



# Bike Michiana for Hospice & Walk for Hospice

September 23





# Elkhart 10<sup>th</sup> Anniversary Esther's House Rededication August 16

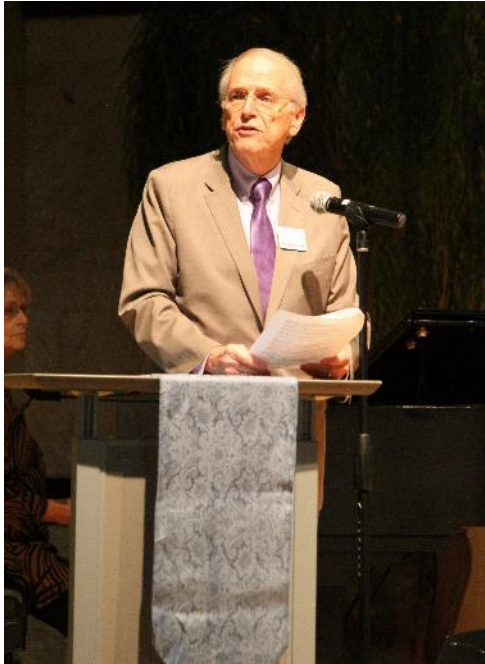


# Robert J. Hiler Jr. Veterans Memorial Dedication, October 16



# Updates

- Holiday Memorial Services on 11/18 has the second highest attendance in of the last five years at 665 over three locations.





Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 20, 2019