



Center for  
Hospice Care

choices to make the most of life™

Board of Directors

February 19, 2020

# General Announcements

- Cerner ends all support for HomeWorks / RoadNotes on 12/31/20
- We are currently auditioning replacement EMRs for CHC
- CMS/Palmetto Audits are in Season
- Census continues to do well – January ADC at 430, February 440, YTD at 444, already above YTD calendar year 2019
- New CHC website is LIVE



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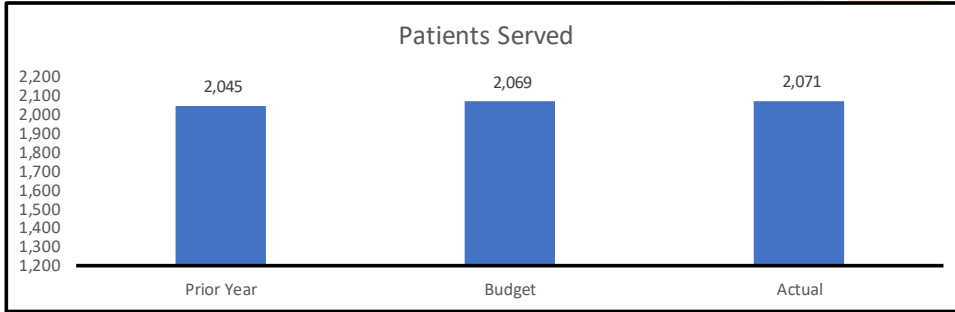
Board of Directors

February 19, 2020

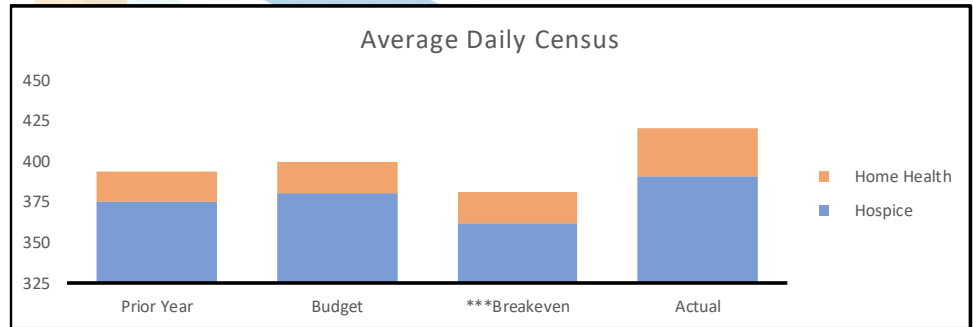
# December 2019 - YTD

## Patients Served

**Prior Year**      **Budget**      **Actual**  
 2,045              2,069              2,071



Average Daily Census	Prior Year	Budget	***Breakeven	Actual
Hospice	374.88	380.00	361.93	390.71
Home Health	18.74	20.00	19.05	29.72
<b>Total Average Daily Census</b>	<b>393.62</b>	<b>400.00</b>	<b>380.98</b>	<b>420.43</b>



\*\*\* Budgeted Breakeven

# December 2019 - YTD

**YTD  
Net Gain  
Up 1287%  
from  
Dec 2018**

**Net w/o  
Ben Int  
Down  
33.3% from  
Dec 2018**

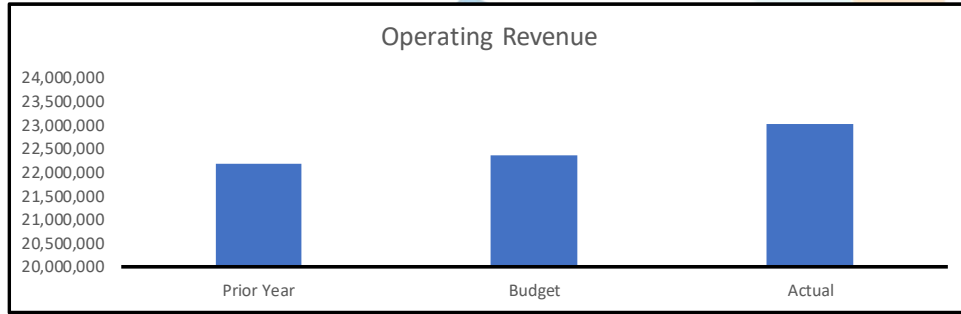
**Net w/o  
Invest  
Up 25.5%  
from  
Dec 2018**

December 2019 Year to Date Summary	Center for Hospice Care	Hospice Foundation	GPIC	Combined
CHC Operating Income	23,013,918			23,013,918
MADS Revenue	356,770			356,770
Development Income		3,178,899		3,178,899
Partnership Grants			510,628	510,628
Investment Income (Net)		4,099,307		4,099,307
Interest & Other	64,885	78,806	93,977	237,668
Beneficial Interest in Affiliate	4,322,606	51,969		
<b>Total Revenue</b>	<b>27,758,179</b>	<b>7,408,981</b>	<b>604,605</b>	<b>31,397,190</b>
<b>Total Expenses</b>	<b>21,733,780</b>	<b>3,086,375</b>	<b>552,636</b>	<b>25,372,791</b>
<b>Net Gain</b>	<b>6,024,399</b>	<b>4,322,606</b>	<b>51,969</b>	<b>6,024,399</b>
<i>Net w/o Beneficial Interest</i>	<i>1,701,793</i>	<i>4,270,637</i>		
<i>Net w/o Investments</i>				<i>1,925,092</i>

# December 2019 - YTD

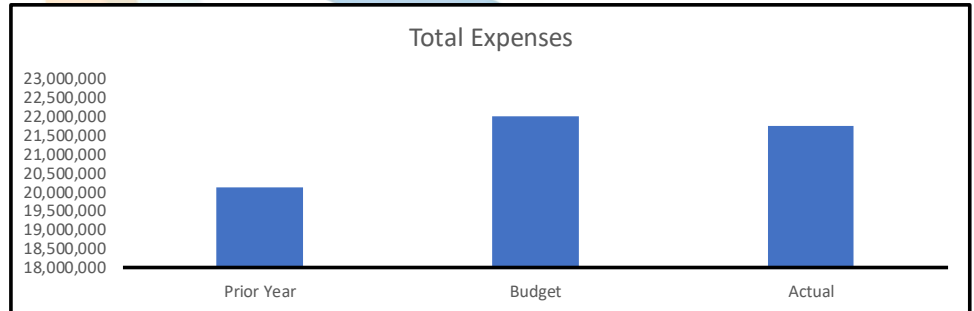
**Operating Revenue**

Prior Year	Budget	Actual
22,191,456	22,348,842	23,013,918



**Total Expenses**

Prior Year	Budget	Actual
20,105,834	22,018,871	21,733,780





Center for  
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Board of Directors

February 19, 2020



Center for Hospice Care Board of Directors

February 19, 2020 Update





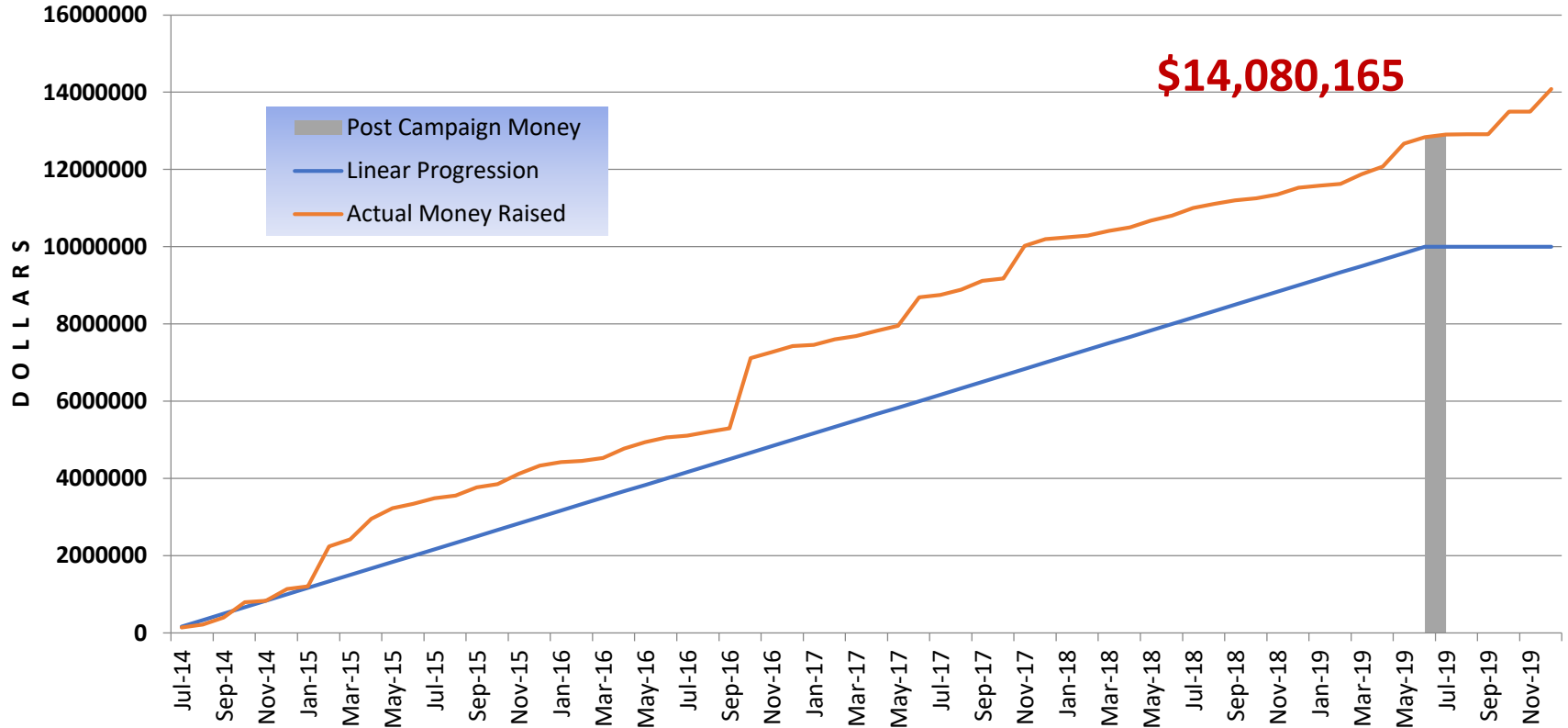
# Cornerstones for Living: THE CROSSROADS CAMPAIGN



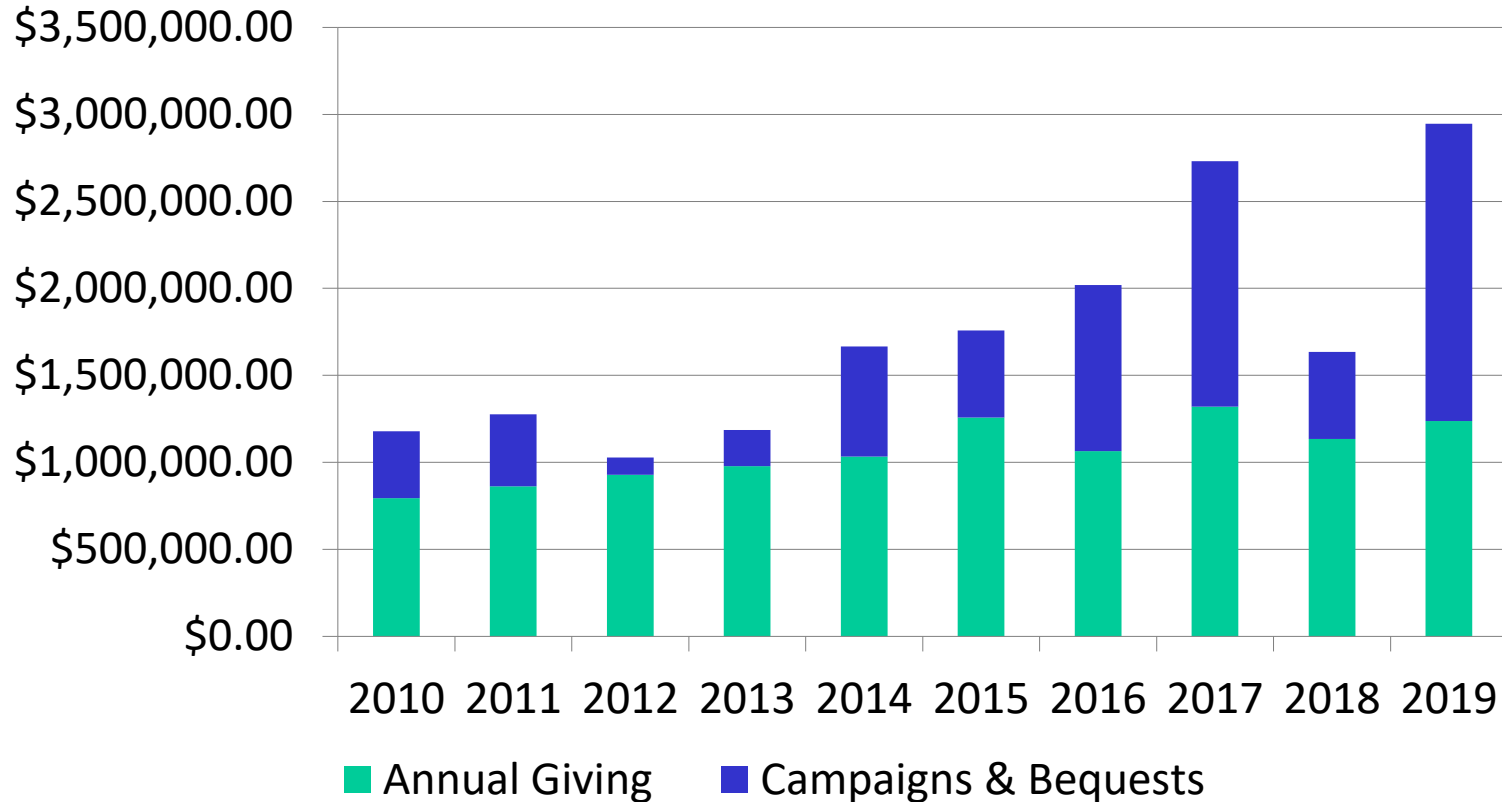


# Cornerstones for Living: THE CROSSROADS CAMPAIGN

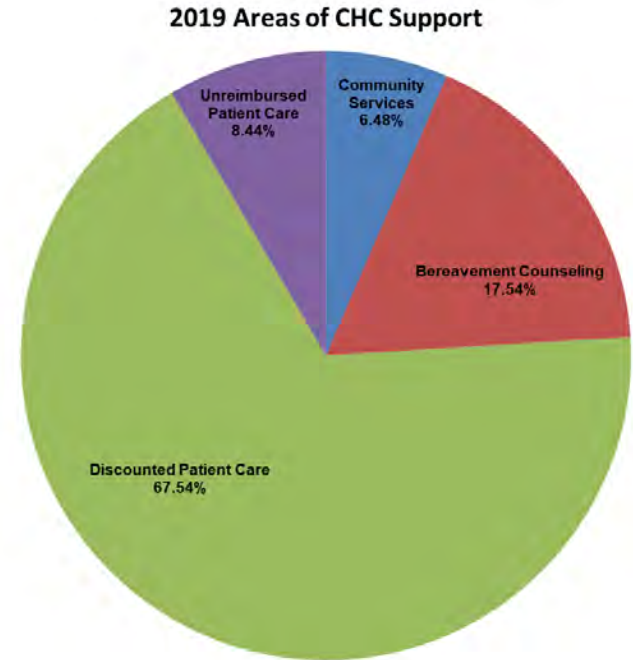
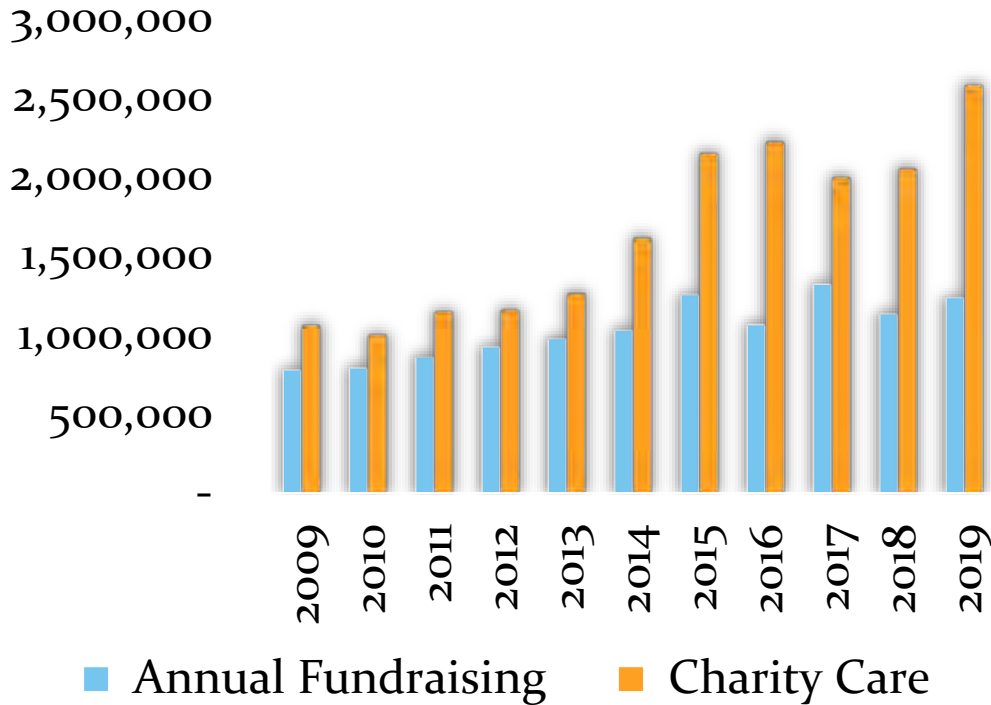
Progress Toward \$10,000,000 Goal thru 12/31/2019



# Fundraising Last 10 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.

3<sup>rd</sup> Vera Z. Dwyer Fellow  
in Hospice & Palliative  
Medicine

**Dr. Collin Bowman**



**SCHOOL OF MEDICINE**  
INDIANA UNIVERSITY





death by  
chocolate

*"Fat Tuesday" Style*

Tuesday, February 25 • 5:30pm - 7:30pm



Honoring Choices®  
INDIANA – NORTH CENTRAL



## RESPONSE FORM

- I would like more information about Advance Directives (AD)

Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Contact #: \_\_\_\_\_

Email: \_\_\_\_\_

- I would like to complete my AD.
- I have an AD but would like to review it with someone.
- I would like further information.
- I would like to schedule a presentation about Advance Care Planning.

I would like to make a gift to support Honoring Choices® Indiana – North Central.

- Gift of \$ \_\_\_\_\_
- Check enclosed
- I would like to learn about other ways to get involved



Through their generous support of Honoring Choices® Indiana – North Central these health care systems/ providers have made a difference in our community and the lives of people contemplating the kind of care they want at the end of their lives. They are helping us educate our community about the importance of discussing and documenting those wishes with a legally recognized advance directive.

We thank them for their vision and commitment.



*Honoring Choices® Indiana – North Central is a 501(c)(3) organization dedicated to promoting and sustaining advance care planning (ACP) to ensure that individuals' future health care preferences are discussed, documented and honored. We do not charge for our services but rely on donations to support our work.*

To learn more or schedule an appointment with a certified Advance Care Planning facilitator, contact the Honoring Choices® Indiana – North Central Coordinator at:

501 Comfort Place • Mishawaka, IN 46545  
email: [info@hci-nc.org](mailto:info@hci-nc.org)  
phone: 574.243.2058



# Are You PREPARED?

## START

with a conversation

## END

with a plan.



Taking these five steps will help ensure that your medical wishes are honored in the event that you are unable to speak for yourself. Honoring Choices® Indiana – North Central is here to help you with the process, every step of the way.



## FORMULARIO DE RESPUESTA

- Me gustaría obtener más información sobre las Directivas anticipadas (AD)

Nombre y apellido: \_\_\_\_\_

Dirección: \_\_\_\_\_

\_\_\_\_\_

Código postal: \_\_\_\_\_

\_\_\_\_\_

Contacto #: \_\_\_\_\_

Correo electrónico: \_\_\_\_\_

- Me gustaría llenar el formulario.
- Tengo las Directivas Anticipadas pero me gustaría revisarlas con alguien.
- Me gustaría obtener más información.
- Me gustaría programar una presentación de un plan de atención médica anticipada.

Me gustaría hacer una donación para apoyar Honoring Choices® Indiana – North Central.

- Donación de \$ \_\_\_\_\_
- Cheque adjunto
- Me gustaría saber cómo puedo participar.



Estos grupos de sistemas y proveedores de atención médica brindan un gran apoyo a Honoring Choices® Indiana – North Central, el cual, ha resultado en un significativo impacto en nuestra comunidad y en la vida de las personas que contemplan el tipo de atención médica que desean al final de sus vidas. Nos ayudan con la educación de nuestra comunidad acerca de la importancia de discutir y documentar sus deseos con una directiva anticipada reconocida por la ley.

Estamos muy agradecidos por su visión y compromiso.

SAINT JOSEPH  
HEALTH SYSTEM



BEACON  
HEALTH SYSTEM

Hospice  
Foundation

 **Honoring Choices®**  
INDIANA – NORTH CENTRAL

*Honoring Choices® Indiana – North Central es una organización 501 (c) (3) dedicada a promover y mantener la planificación anticipada de atención médica (ACP) para garantizar que futuras opciones con este fin, se discutan, documenten y honren. Todos nuestros servicios son gratuitos y dependemos de generosas donaciones para apoyar nuestro trabajo.*

 **Honoring Choices®**  
INDIANA – NORTH CENTRAL

hci-nc.org

# ¿Está PREPARADO?

## COMIENZE con una conversación

## TERMINE con un plan.



Para obtener más información o programar una cita con un facilitador certificado en Planificación de atención médica anticipada, contacte a Honoring Choices® Indiana – Coordinador Central Norte en:

501 Comfort Place • Mishawaka, IN 46545  
correo electrónico: info@hci-nc.org  
Teléfono: 574.243.2058

*Ejecutando estos cinco pasos usted asegurará que sus elecciones de atención médica sean cumplidas, en caso de que usted esté incapacitado para hacerlo. Honoring Choices® Indiana – North Central le ayudará, paso a paso, en este proceso.*

 **Honoring Choices®**  
INDIANA – NORTH CENTRAL



Partnerships



Research and Education



Global Collaboration

Enhancing Access to Palliative Care Worldwide

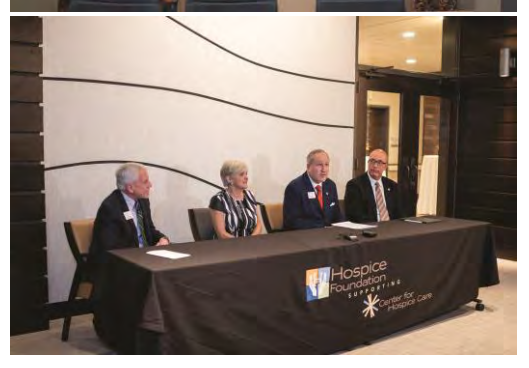


# Road to Hope Children's Camp

January 23-25, 2020

Ernestine M Raclin House







ENTRY FEATURE

BARK ENTRANCE

COMFORT PLACE

CAMPUS ENTRANCE

RESIDENTIAL DEVELOPMENT

PARKING LOT-98 SPACES

MAIN BUILDING

SEAT WALL WITH SCULPTURE NODE

PATIENT CARE STAFF PHASE 2 (2 STORY)

WATER FOUNTAIN

PINE STREET

VETERANS MEMORIAL

GUEST HOUSE

ERNESTINE M. RACLIN HOUSE PHASE 3

MADISON STREET

CEDAR STREET

PALLIATIVE CARE CENTER

RIVERWALK-12' WIDE



**SOLD**



< Back

Mishawaka, IN

×

Q

Indiana

St. Joseph County

Mishawaka

Cedar St



Just sold

1 / 33

Sold on December 17, 2019



Commute Time

0 6,586  
sq ft sqft lot

409 N Cedar St, Mishawaka, IN 46545

It's Free To Get A Prequalified Approval

Last Sold for **\$384,900**



Track Your Home Value

# Upcoming Activities

- PCAU here 3/15 – 4/3
- “Intro to Hospice and Palliative Care” at ND on 3/20, 3/27, 4/3, and 4/17 from 2 – 5 PM
- Caregiver Connections at Milton Village Design

# Okuyamba FEST



**THURSDAY, APRIL 2 · 5:30PM–9:00PM**  
**CENTER FOR HOSPICE CARE MISHAWAKA CAMPUS**

# 2020 Helping Hands Award Recipients



40/40  
in 2020

36th annual  
*Helping Hands*  
award dinner

honoring  
Drs. Zoreen & Rafat  
**Ansari**

MAY 6, 2020



Center for  
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Board of Directors

February 19, 2020



The Year  
in Review

2019

# CENSUS

## Patients Served Last Eight Years

2019 = 2,071 up 1.27%

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%

# 2019 Average Daily Census

- January = 378
- February = 394
- March = 405
- April = 420
- May = 428
- June = 441
- July = 439
- August = 429
- September = 425
- October = 428
- November = 424
- December = 432

*2019 ADC was 420, up 6.81% from 2018*



# 2019 Census Facts

- Total referrals increased 1.02% (24 referrals)
- Palliative Care admissions (under home health license) increased 59% from 2018
- Conversion rate increased to 71.86% from 71.79%
- DBA's increased to 8.03% from 7.64%
- Percentage of patients refusing admission decreased to 3.08% from 4.05%

# 2019 Census Facts

- Hospital referrals jumped to 46.5% of all referrals from 44.6% in 2017. Hospital referrals have 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 68.80% from 67.82% lasts year

# Growth Since the Beginning...

Since 01/01/80 through 12/31/19, on an annually added basis, CHC has cared for 39,078 patients.

42% of all the patients served by CHC over the course of 39 years have been seen in just the last eight years alone.



# Over 25%

of all the patients served by  
CHC in its 39 year history  
have been served in just  
the last FIVE years alone.

# 31 Competitors

## Within Our Service Area

- CENTER FOR HOSPICE CARE
- ANEW HOSPICE
- ASERACARE HOSPICE
- BROOKDALE HOSPICE
- CAMERON HOME HEALTH CARE & HOSPICE
- COMFORT 1 HOSPICE, LLC
- DUNES HOSPICE
- ELARA CARING
- FAMILY HOSPICE & PALLIATIVE CARE
- FRANSISCAN HOSPICE CARE
- GOSHEN HOME CARE & HOSPICE
- GUARDIAN ANGEL HOSPICE
- GRACE HOSPICE
- HARBOR LIGHT HOSPICE
- HEARTLAND HOME HEALTH CARE AND HOSPICE
- HEART TO HEART-MISHAWAKA
- HEART TO HEART HOSPICE-MARION
- HEART TO HEART HOSPICE – FT WAYNE
- HOSPICE OF THE CALUMET AREA
- KINDRED HOSPICE
- KOSCIUSKO HOME CARE & HOSPICE INC
- PARKVIEW HOME HEALTH & HOSPICE
- PHYSIOCARE HOSPICE, LLC
- PREMIERE HOSPICE & PALLIATIVE CARE
- PROVIDENCE HOSPICE
- SOUTHERNCARE SOUTH BEND
- ST ANTHONY HOSPICE
- TRANSITIONS INDIANA
- UNITY HOSPICE OF NORTHWEST INDIANA LLC
- VIAQUEST HOSPICE OF INDIANA, LLC.
- VNA HOSPICE HOME CARE

# 31 Competitors Within Our Service Area

## 71% are For Profit

- CENTER FOR HOSPICE CARE
- ANEW HOSPICE
- ASERACARE HOSPICE
- BROOKDALE HOSPICE
- CAMERON HOME HEALTH CARE & HOSPICE
- COMFORT 1 HOSPICE, LLC
- DUNES HOSPICE
- ELARA CARING
- FAMILY HOSPICE & PALLIATIVE CARE
- FRANSISCAN HOSPICE CARE
- GOSHEN HOME CARE & HOSPICE
- GUARDIAN ANGEL HOSPICE
- GRACE HOSPICE
- HARBOR LIGHT HOSPICE
- HEARTLAND HOME HEALTH CARE AND HOSPICE
- HEART TO HEART-MISHAWAKA
- HEART TO HEART HOSPICE-MARION
- HEART TO HEART HOSPICE – FT WAYNE
- HOSPICE OF THE CALUMET AREA
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- KOSCIUSKO HOME CARE & HOSPICE INC
- PARKVIEW HOME HEALTH & HOSPICE
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- PROVIDENCE HOSPICE
- SOUTHERNCARE SOUTH BEND
- ST ANTHONY HOSPICE
- TRANSITIONS INDIANA
- UNITY HOSPICE OF NORTHWEST INDIANA LLC
- VIAQUEST HOSPICE OF INDIANA, LLC.
- VNA HOSPICE HOME CARE

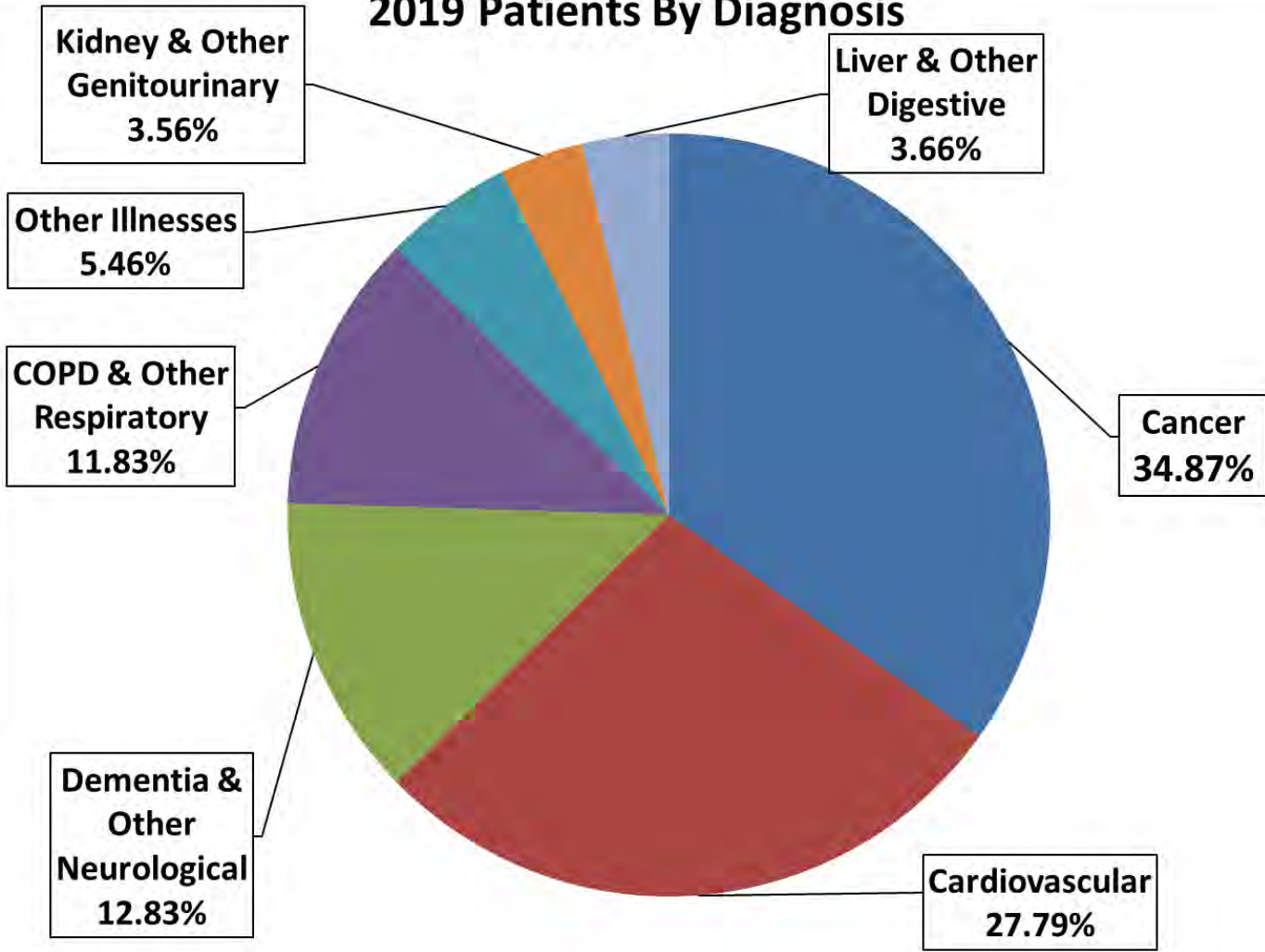
# 2019 ECF Census

*Facility ADC 2012 - 2019*

	<u>Total ADC</u>	<u>Other</u>	<u>Group</u>	<u>ALF</u>	<u>SNF</u>	<u>Total</u>	<u>Pct of ADC</u>
2012	337.27	0.75	1.07	15.86	110.69	<b>128.37</b>	<b>38.06%</b>
2013	322.62	1.31	3.25	25.54	83.28	<b>113.38</b>	<b>35.14%</b>
2014	370.01	1.88	2.30	31.26	92.00	<b>127.44</b>	<b>34.44%</b>
2015	398.57	2.08	7.81	41.27	90.26	<b>141.42</b>	<b>35.48%</b>
2016	398.88	1.93	8.90	40.67	90.91	<b>142.41</b>	<b>35.70%</b>
2017	384.34	2.01	13.27	35.01	78.01	<b>128.30</b>	<b>33.38%</b>
2018	393.60	1.41	15.21	38.62	72.87	<b>128.11</b>	<b>32.55%</b>
2019	420.40	2.49	14.23	45.86	79.88	<b>142.46</b>	<b>33.89%</b>

**2019 ECF ADC Highest in 7 Years**

# 2019 Patients By Diagnosis





# Hospice Only ALOS

	<u>ALOS</u>	<u>Median</u>	<u>Mode</u>	<u># Pt.s</u>
2019 =	75	14	2	1,702
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

*National Medicare Hospice Discharged Pt.'s Only: Yr. 2017*

76

24

n/a

1.5 MM

# HMB Lengths of Stays

The in 2019 HMB Alone  
ALOS went up 0.0042%

2019 = 82.96 Days

2018 = 82.61 Days

2017 = 81.42 Days

2016 = 72.94 Days

2015 = 82.47 Days

2014 = 65.44 Days

# Hospice Per Diem Days

- 2019 = 142,607 UP 4.22%
- 2018 = 136,833 UP 5.02%
- 2017 = 130,297 *down* 5.4%
- 2016 = 137,713 up 0.42%
- 2015 = 137,138

# Original Admissions

- 2019 = 1,701 Up 3.6%
- 2018 = 1,641 Down 1.61%
- 2017 = 1,701 Down 1.16%
- 2016 = 1,721 Down 0.007%
- 2015 = 1,734 Down 5%

# Original Admissions Per Day

- 2019 = 4.66
- 2018 = 4.58
- 2017 = 4.66
- 2016 = 4.70
- 2015 = 4.75

# LATE REFERRALS

	<u>Total Referrals</u>	<u>DBAs</u>	<u>%</u>
2019 =	2,367	190	8.0%
2018 =	2,343	179	7.6%
2017 =	2,304	157	6.81%
2016 =	2,426	180	7.42%

# 2019 REFERRAL SOURCES



Referrals to CHC were up 1.02% in 2019 compared to the prior year.

Hospitals = 46% (46% in 2018)

Patients / Families = 26% (27% in 2018)

Physicians = 16% (16% in 2018)

ECF (all) facilities = 7% (7% in 2018)

Other sources = 3% (3% in 2018)

# Hospice House(s) Activities

	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
#Pt. =	637	627	645	661
ALOS=	5.2	5.2	5.3	6.2
Occp=	66.14	61.47%	65.79%	68.09%
Inpt.=	84.02%	84.37%	81.11%	87.96%
Rspt =	12.01%	12.35%	11.99%	10.49%
Routine=	3.96%	3.28%	6.90%	2%

*2019 saw a 1.6% increase in HH Pt.s*

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

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



# Gen Inpatient Level of Care

## GIP as a Percent of All Hospice Days

2019 = 2.06%

2018 = 1.9%

2017 = 2.2%

2016 = 2.4%

2015 = 2.6%

2014 = 2.3%

2013 = 2.3%

2012 = 2.4%

80% or more of all hospice programs in the U.S.  
*DO NOT* have their own unit.

# Bereavement Services 2019

- Of the total bereaved clients served (2,987), 24% are community, 69% are hospice and 7% are DBA (Died Before Admission)/Other (bereaved of patients who discharged alive and then died).
- The Bereavement Department is averaging 139 deaths per month (including DBA/Other deaths).
- Of the total individual/family counseling sessions (4,582) 1% were sessions with DBA/Other clients, 35% were with hospice clients and 64% were sessions with community clients.

# Volunteer Services 2019

- CHC has hundreds volunteers in a wide variety of service.
- Medicare requires Volunteers participating in direct patient care and hospice programming.
- This must be recorded, a dollar amount applied, and reported to Medicare as a savings to the hospice on an annual basis.

# Volunteer Services 2019

- During 2019, CHC Hospice Program volunteers worked 15,711. This is equivalent to 7.5 FTEs who never call in sick or take vacations.
- These volunteers drove 46,281 miles. This is like driving around the world nearly two times.
- Volunteers in this capacity provided dollar savings to CHC during 2019 totaling \$418,498, up 3% from 2018.

# 2019 Accomplishments

- On Press Ganey surveys during 2019 the question, “*Generally speaking, did you have a positive experience with Center for Hospice Care*” generated a “**Yes**” response 97% of the time. “*Would you recommend Center for Hospice Care to others,*” generated a “**Yes**” response 97% of the time. There were 971 responses to these two questions as of 11/30/19.

CHC Reaches Level 5 in WHV  
before the end of 2019



WE HONOR VETERANS

# 2019 Employment

We hired a total of 77 new employees for 2019 at CHC, HF, GPIC and MADS (70 in 2018), 9 were rehires (4 in 2018) and 4 were PRN.

*Added the following new positions in 2019:*  
*Community Relations and Engagement Liaison*

We had a total of 253 (including PRN) professional staff on 12/31/19



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