



Center for
Hospice Care

choices to make the most of life

New Board Member Orientation

January 29, 2021

History of Hospice

- The term “**hospice**” can be traced back to medieval times, used to describe a place of shelter for travelers on long and difficult journeys.
- **1065:** First hospices are believed to have originated in the 11th century, around 1065, when for the first time the incurably ill were permitted into places dedicated to treatment by Crusaders.

History of Hospice

- **1967:** The name “hospice” was first applied to specialized care for dying patients by physician Dame Cicely Saunders in 1967 when she opened **St. Christopher’s Hospice** in London.



History of Hospice

- **1974:** First Hospice program in the United States opens in New Haven, CT.
- **1986:** The Medicare Hospice Benefit is made permanent by Congress. States given option of including hospice in Medicaid programs. Hospice care available to nursing home residents. The stage is now set for unprecedented social change in care at the end of life.



Our Local History:
Community-Based,
Volunteer Founders

Center for Hospice Care

(CHC)

is a freestanding, community-based, not-for-profit entity. We are not owned or legally affiliated with any hospital or other healthcare institution.



Services

- Hospice
- Home Care (Palliative Care)
- Grief Counseling
- Community Education
- Milton Adult Day Services



- **Mission**

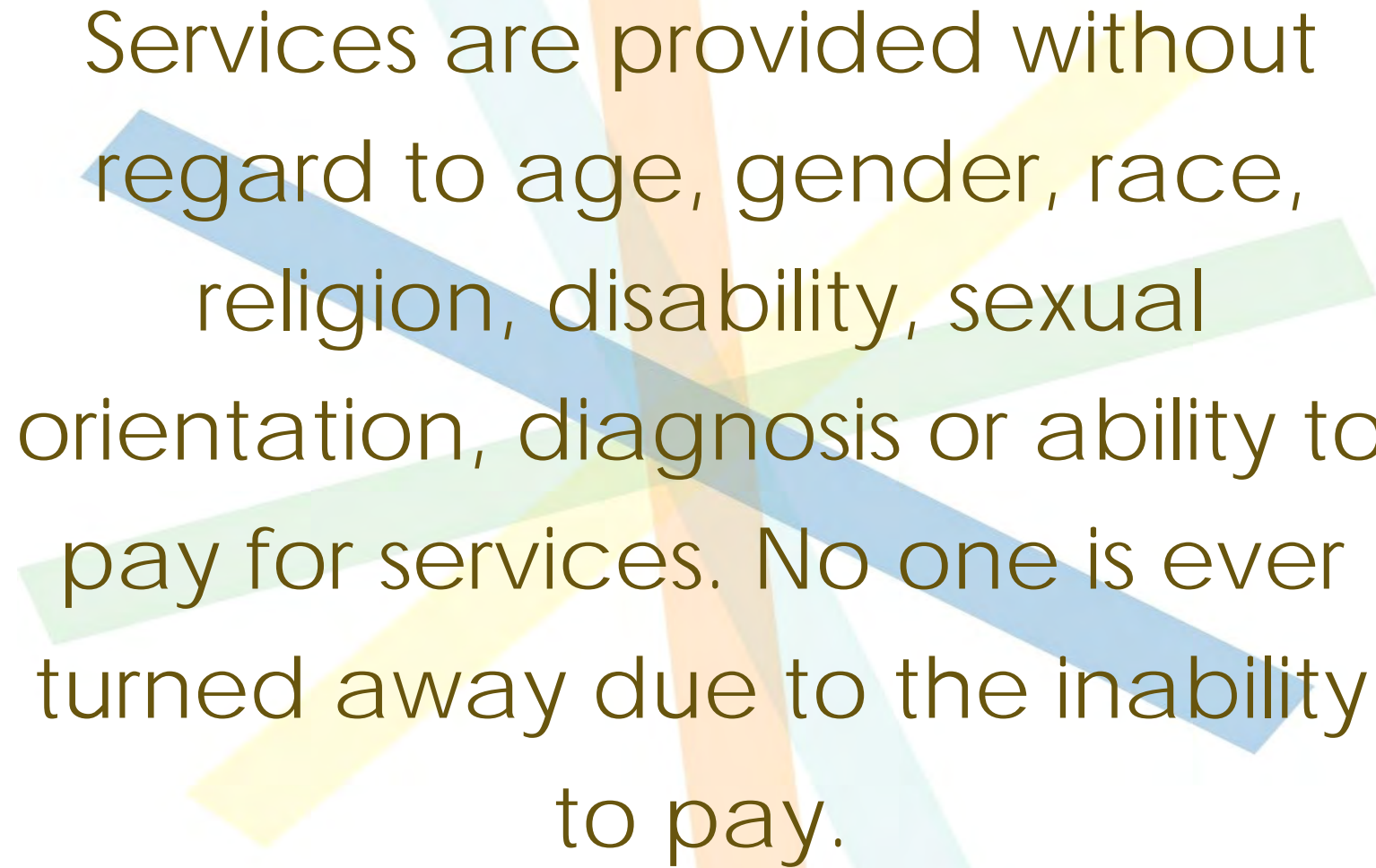
- To improve the quality of living

- **Vision**

- To be the premiere hospice and palliative care organization for all end-of-life issues.

- **Values**

- Compassion • Dignity • Innovation • Integrity • Quality • Service • Stewardship



Services are provided without regard to age, gender, race, religion, disability, sexual orientation, diagnosis or ability to pay for services. No one is ever turned away due to the inability to pay.

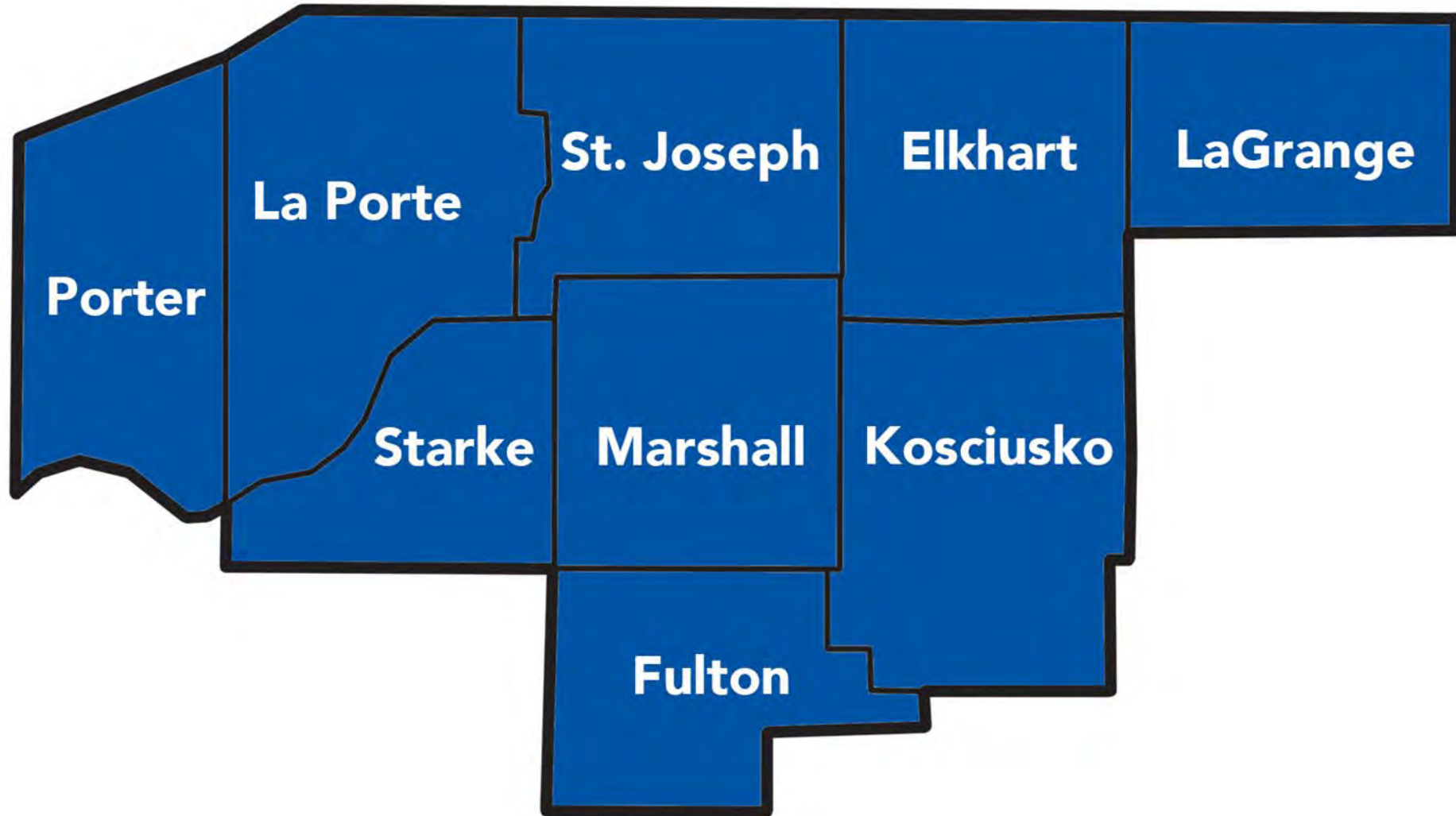
2020: A Milestone Year for CHC in Caring for Patients

40

The number '40' is rendered in a dark brown, sans-serif font. Behind the zero, there is a colorful starburst graphic composed of several overlapping lines in shades of blue, orange, yellow, and green, radiating from a central point.

years celebrating life

Serving northern Indiana



Locations

Center for Hospice Care

501 Comfort Place
Mishawaka, IN 46545

Center for Hospice Care

112 South Center Street
Suite C
Plymouth, IN 46563

Center for Hospice Care

22579 Old US 20 East
Elkhart, IN 46514

Center for Hospice Care

309 West Johnson Road
La Porte, IN 46350

Main Office, Administration, Hospice Foundation, Global Partners in Care, Life Transition Center

501 Comfort Place
Mishawaka, IN 46545

Center for Palliative Care

211 North Cedar Street
Mishawaka, IN 46545

Milton Adult Day Services

922 East Colfax
South Bend, IN 46617



South Bend



Plymouth



Elkhart



La Porte



Mishawaka Campus



Center for Palliative Care

Hospice Care

The person must have any progressive or incurable illness and a limited life expectancy, and the physician must certify a prognosis of six months or less...*IF THE DISEASE FOLLOWS ITS NORMAL COURSE.*

Palliative Care at CHC

The person must have any progressive or incurable illness and a limited life expectancy of six months or less is not a requirement or a consideration.

However, they are frequently on a trajectory toward eventually qualifying for hospice care.



Palliative Care

To treat a person's symptoms from an illness and provide support to the patient and family.

Palliative Care

To treat a person's symptoms from an illness and provide support to the patient and family.

Hospice Care

Palliative care for those with limited life expectancy



CHC is the only hospice program in its service area to operate Medicare certified Hospice Inpatient Units.

Currently two units, a seven-bed unit in Elkhart that opened in 2008 and a 12-bed unit in Mishawaka that opened in 2020, replacing the seven-bed unit in South Bend that opened in 1996.

Hospice House



Mishawaka IPU
Main Entrance



Esther's House
Nurses Station
Elkhart

Center for Hospice Care

Based upon annualized numbers of patients served, CHC now ranks in at least the top 3% of all hospice programs in the United States.

CENSUS

Patients Served Last Nine Years

2020 = 2,099 up 1.35%

2019 = 2,071 up 1.27%

2018 = 2,045 down 2%

2017 = 2,091 down .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%

Growth Since the Beginning...

Since 01/01/80 through 12/31/20, on an annually added basis, CHC has cared for **41,177** patients.

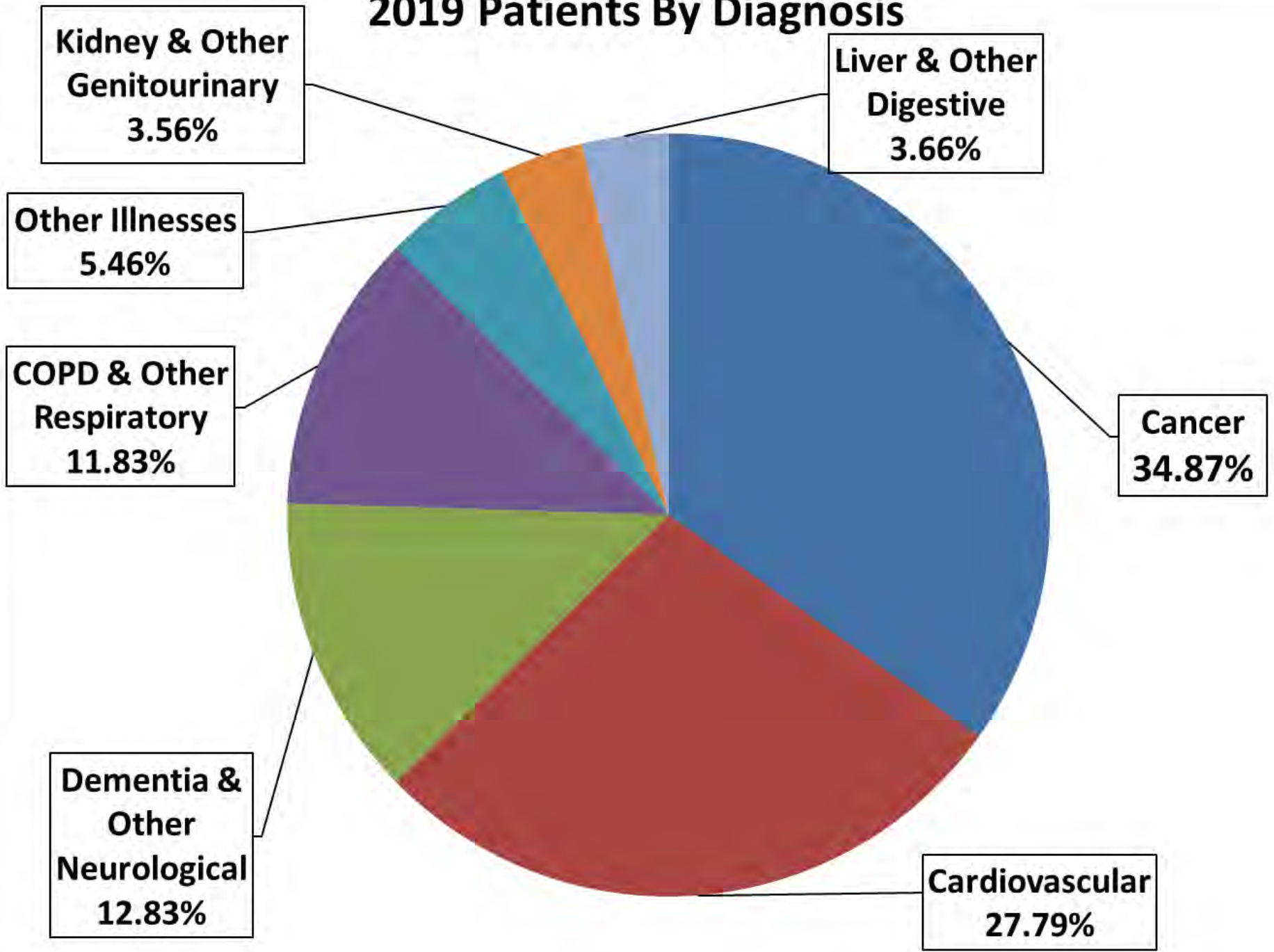
Nearly half (49%) of all the patients served by CHC over the course of 40 years have been seen in just the last ten years alone.



25%

of all the patients served by
CHC in its 40-year history
have been served in just
the last FIVE years alone.

2019 Patients By Diagnosis



CHC: An Education Destination

PHYSICIAN EDUCATION

Mayo Clinic
Indiana University School of Medicine
Residency Programs of Memorial Hospital and SJRMC
Midwestern University (Glendale, AZ)
Lincoln Memorial University-DeBusk College of Osteopathic Medicine (Harrogate, TN)

NURSING

Ball State
Bethel College
Grace College
Indiana University South Bend
Saint Mary's College
Indiana Wesleyan

SOCIAL WORK

Indiana University South Bend

SPIRITUAL CARE

Moreau Seminary

BEREAVEMENT

Andrews University

HEALTH AND HUMAN SERVICES

Western Michigan University

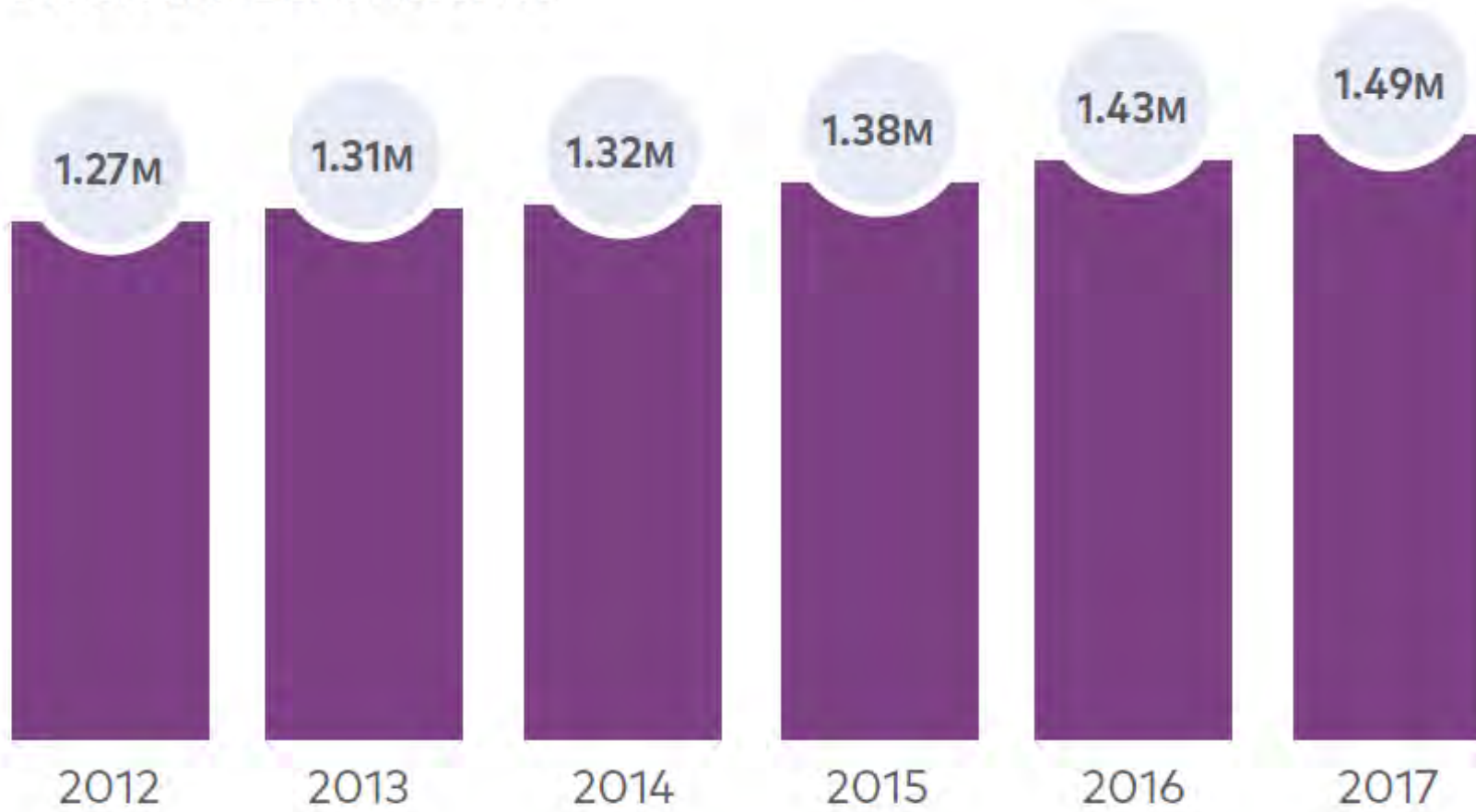
COLLABORATION

University of Notre Dame
Holy Cross College
Goshen College



Recent Hospice Growth in the United States

Medicare Beneficiaries

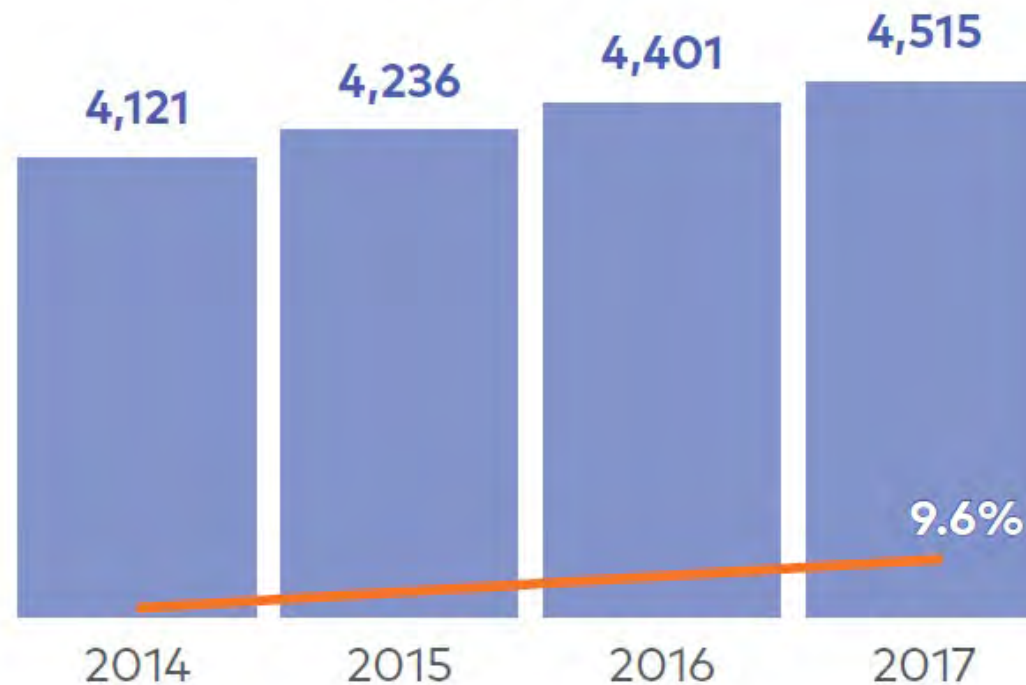


Who Provides Care?

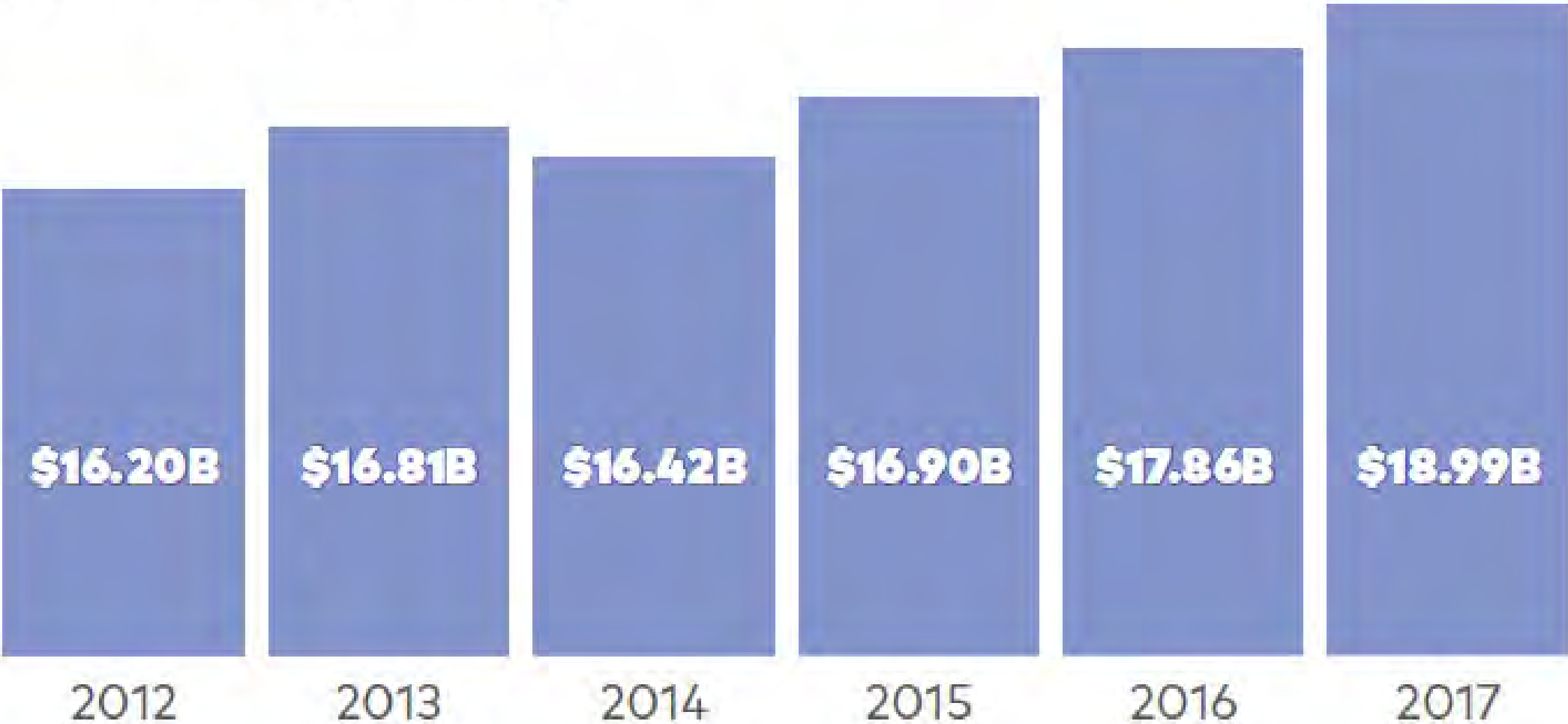
How many hospices were in operation in 2017?

Over the course of 2017, there were 4,515 Medicare certified hospices in operation based on claims data. This represents an increase of 9.6% since 2014.

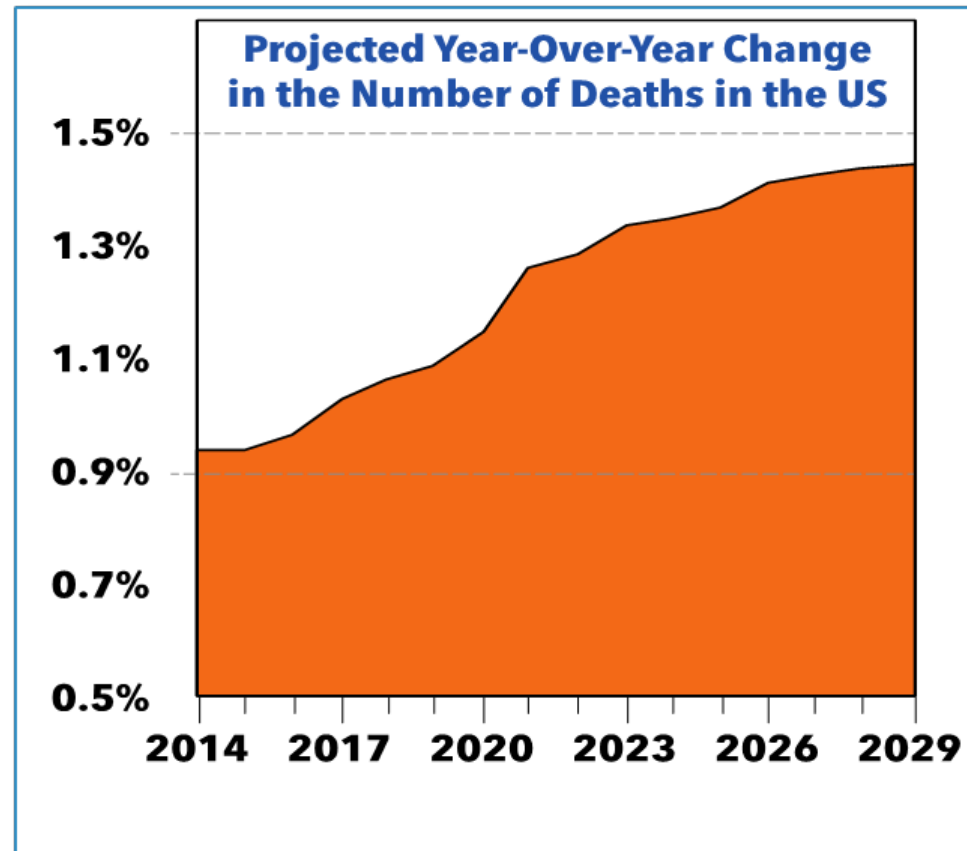
Number of Operating Hospices



Medicare Spending



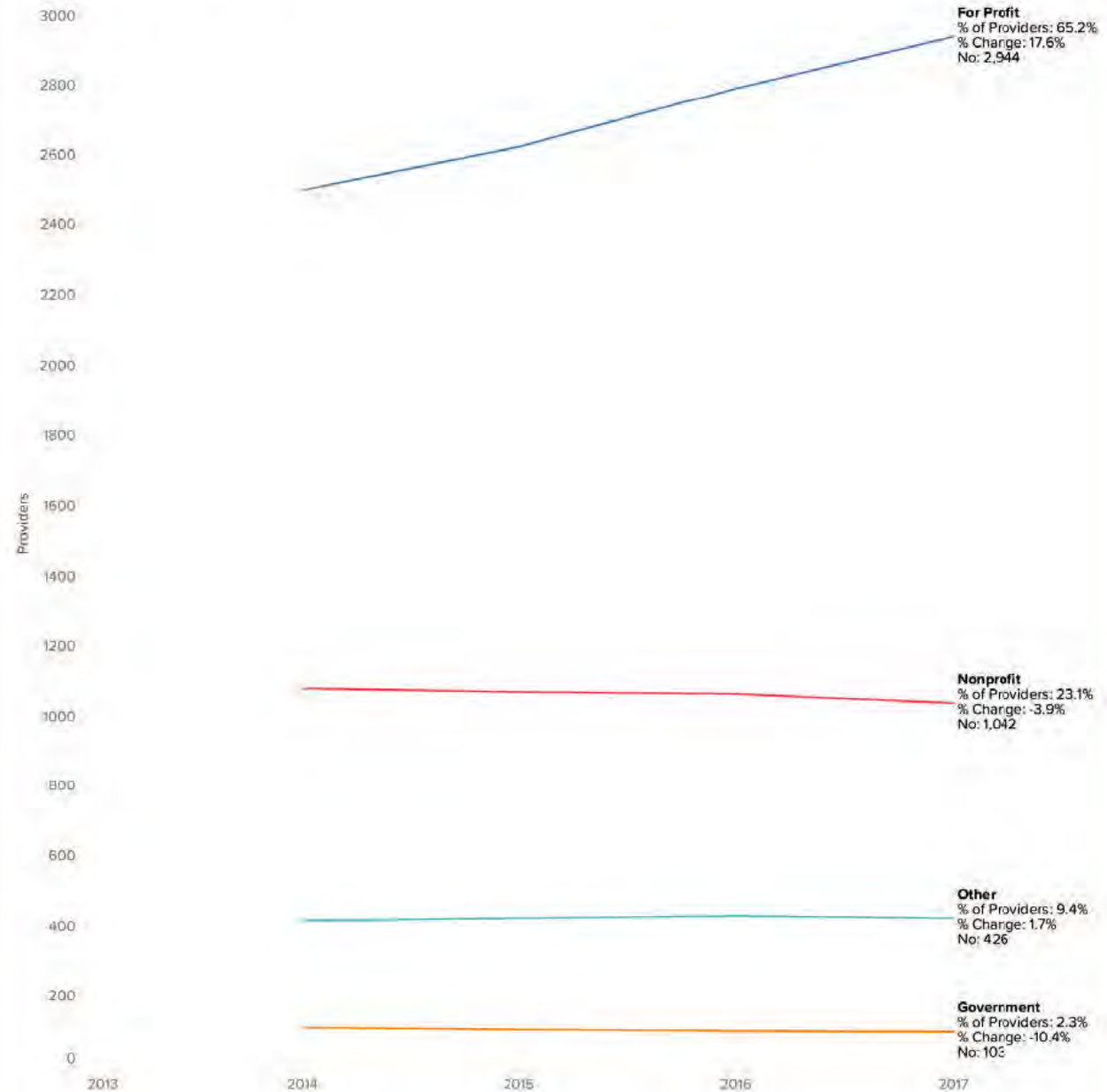
Baby Boomers will Drive Continued Growth and Competition



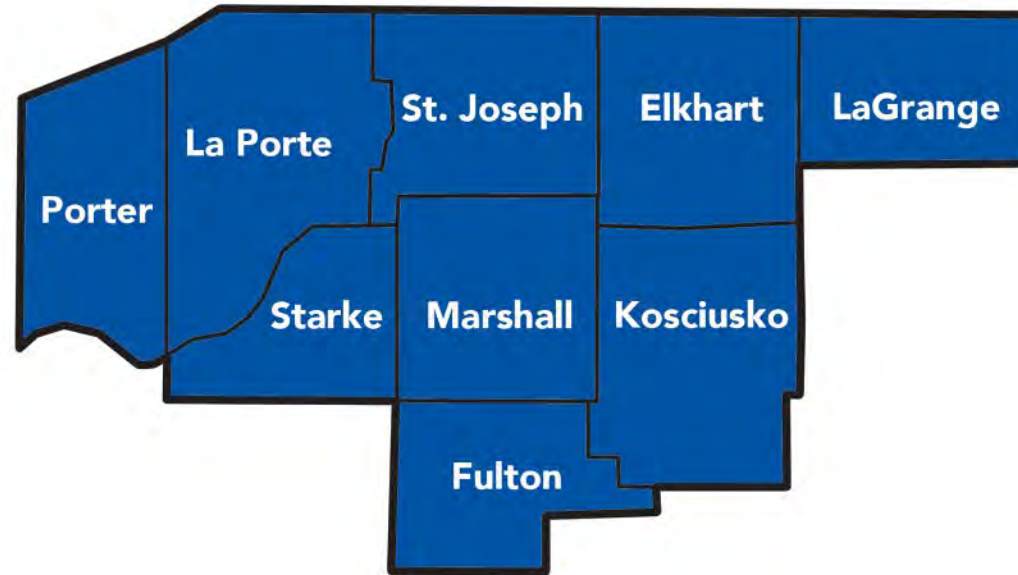
Tax Status

62.2% of active Medicare provider numbers were assigned to hospice providers with for-profit tax status and 23.1% with not-for-profit status. For-profit hospice providers grew more than 17% since 2014 while non-profit hospice providers retracted 3.9%. Government-owned hospice providers comprised only 2.3% and has also declined.

Providers by Type



Area Hospices in 2021



There are at least 31 *different* hospice agencies operating in the CHC service area with at least 22 for-profit, chain hospice programs operating in our service area with some headquartered outside of Indiana.

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

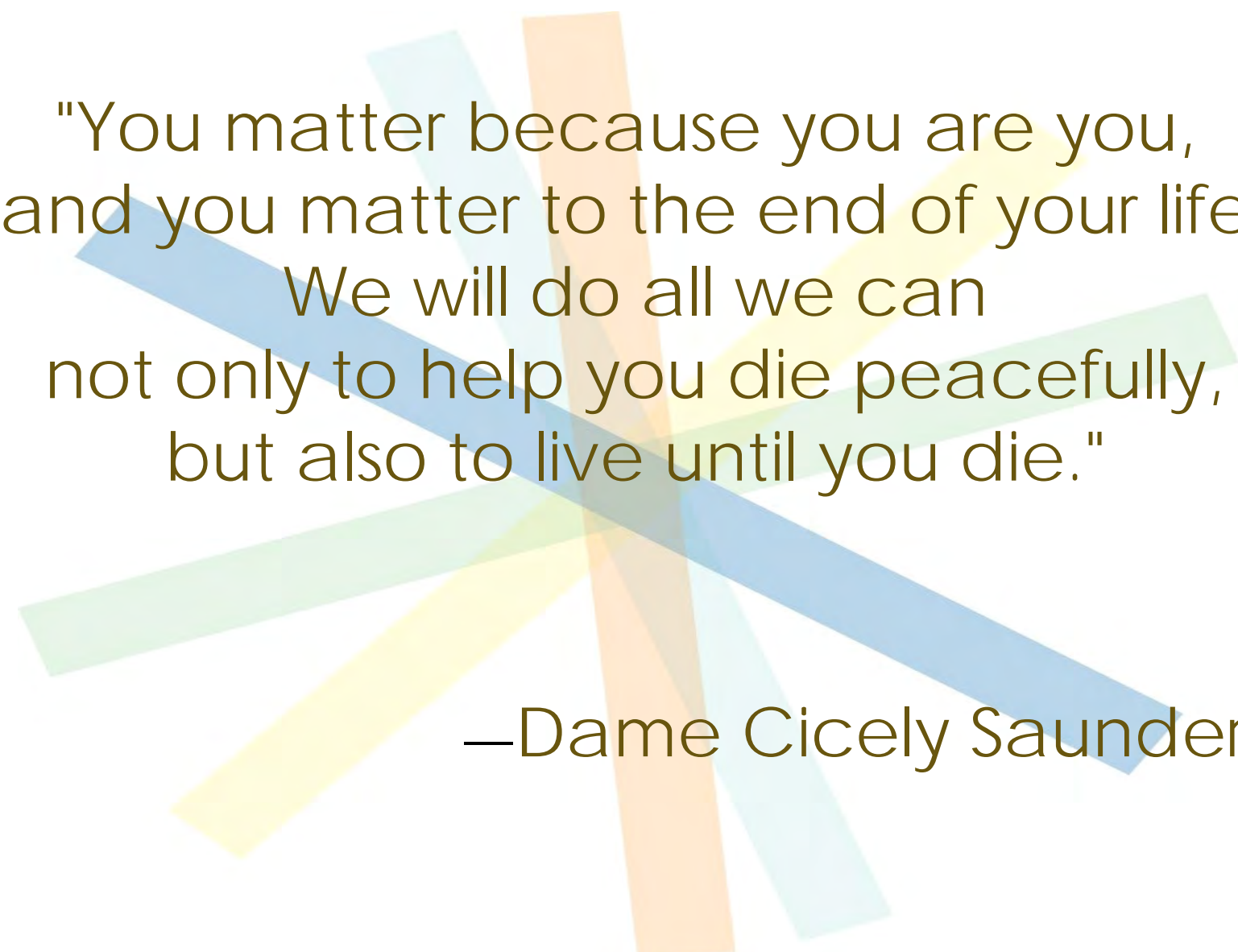
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Hospice Patients Live Longer

- A 2010 study released by the *New England Journal of Medicine* found that among patients with non-small-cell lung cancer, those who received palliative care lived, on average, almost two months longer than those who received standard care.
- For all diseases, hospice patients generally live 27 days longer than non-hospice patients with similar diagnoses.

Locally, for CHC in 40 years...

- From 27 patients served in 1980 to 2,099 in 2020
- From an ADC of 4 in 1980 to 431 in 2020
- From one county in 1980 to serving nine counties today
- From one care office in 1980 to four today, two inpatient units with 21-beds, a Mishawaka campus headquarters with a community bereavement center, administration & foundation offices, a medical staff building, a palliative care outpatient clinic, and a Guest House
- Added an Adult Day Services agency and an International Partnership agency to promote hospice and palliative care worldwide



"You matter because you are you,
and you matter to the end of your life.
We will do all we can
not only to help you die peacefully,
but also to live until you die."

—Dame Cicely Saunders



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New Board Member Orientation

January 29, 2021

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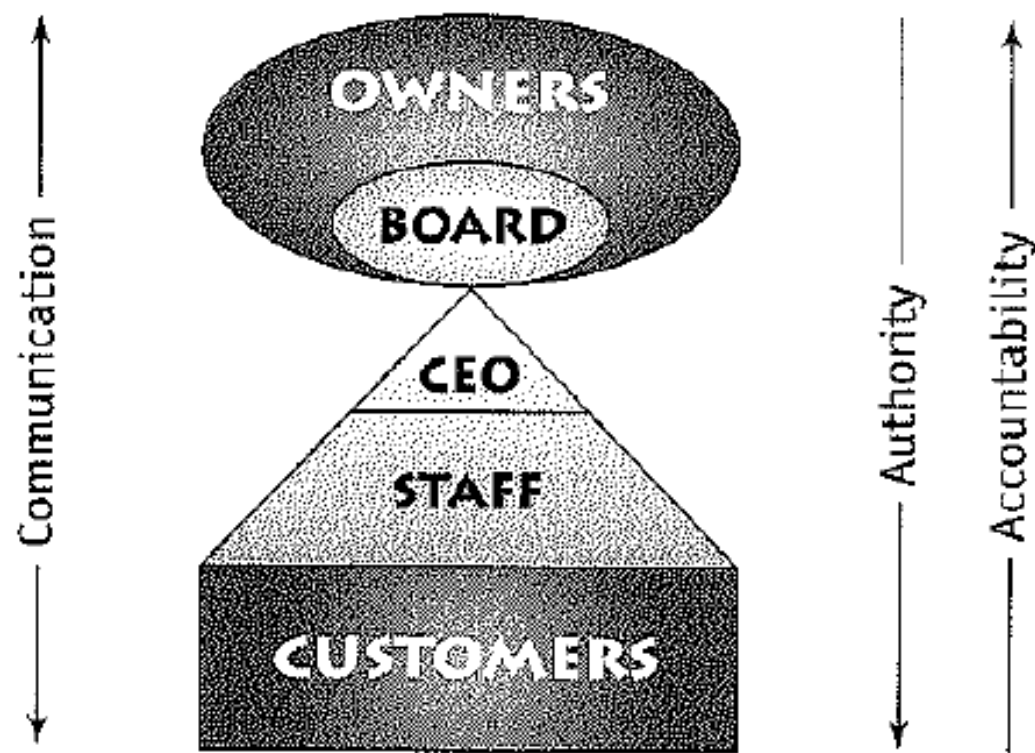
THE
IMPERFECT
BOARD
MEMBER

— — — — —
DISCOVERING
the
SEVEN DISCIPLINES
of
GOVERNANCE
EXCELLENCE



JIM BROWN
FOREWORD *by* PATRICK LENCIONI

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The Board has just a few responsibilities:

- Hire/Terminate the Pres/CEO, their only employee.
- Approve Policies and not become involved in day-to-day operations.
- Be good Ambassadors on behalf of the organization in the community.



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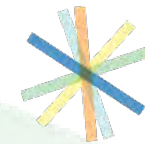
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January 29, 2020

Nursing and Quality

Angie Fox, RN BSN CHPN

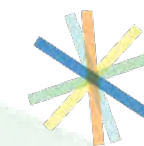
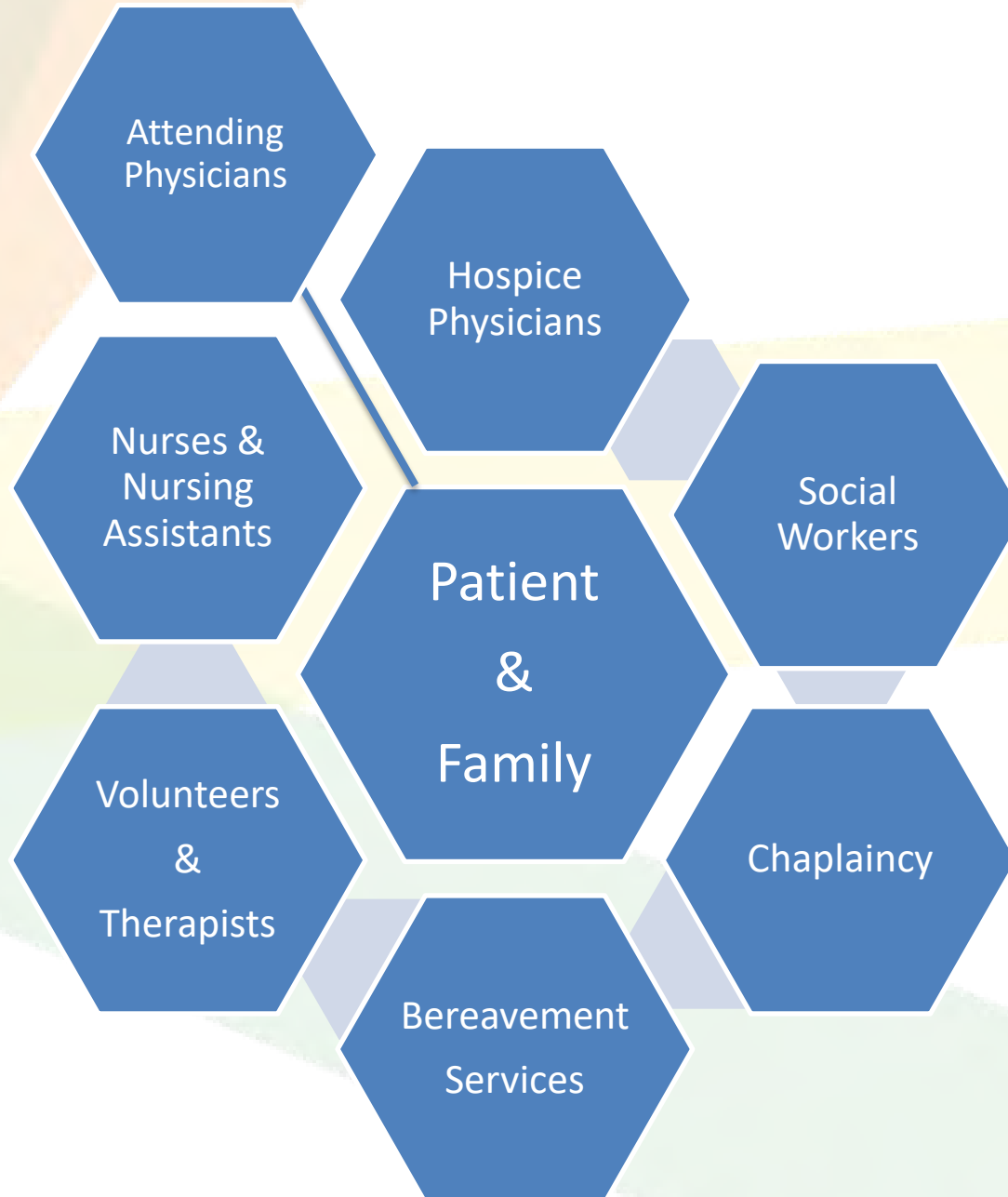
Director of Nursing



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Hospice Model of Care



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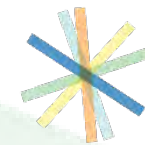
Levels of Care



- * Home Care
- * Continuous Care
- * General In-patient Care
- * Respite Care

Hospice & Palliative Home Care

- * Home setting
- * Family member or designee, serves as the primary caregiver
- * CHC team members make regular visits to assess the patient and provide skilled care or other services



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Care Includes

 DME

 Supplies

 Medications

 Teaching

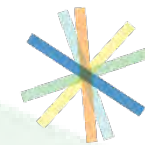
 Procedures & Treatments

 Labs

Team members

Federal regulations specify that the team must have at least the following:

- Patient's choice of Attending
- Hospice Physician/Nurse Practitioner
- Registered Nurse
- Social Worker
- Chaplaincy
- Bereavement



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Additional Team Members

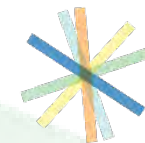
 Certified Nursing Assistants

 Pharmacists

 Volunteers

 Dietary counselor

....and others

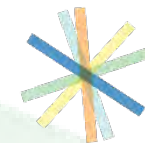


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Team Communication & Care Planning

- ✧ Daily communication among team members as needed
- ✧ Update to the plan of care—as frequently as the patient’s condition warrants, but no less frequently than every 15 days
- ✧ An Interdisciplinary Team (IDT) approach: through team meetings & direct communications



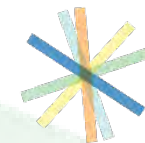
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Nurses Roles

CHC has nurses who work in a variety of roles:

- RN Case Managers
- Triage/ Emergency Visit Nurse
- Inpatient Nurse
- Quality Department



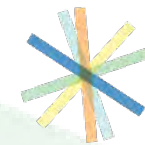
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RN & LPN's

Highly specialized end-of-life care, such as:

- ✧ CPR, TB validation, Phlebotomy training
- ✧ Many are certified in Hospice and Palliative Care (CHPN)
- ✧ Pediatric Care—Nurses receive specialty training via End of Life Nursing Education Consortium (ELNEC) curriculum
- ✧ Training in care of the Veteran at the End of Life
- ✧ Infusions by Central Venous Access(CVAD) or Subcutaneous—via pumps
- ✧ End of life symptom management

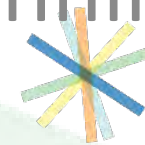


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RN Case Management

- ✱ Collaborative practice—while managing a case load of patients
- ✱ Communicating with Physicians and Nurse Practitioners
- ✱ Prioritizing and establishing care needs
- ✱ Educating Patients and Families
- ✱ Critical thinking and problem solving
- ✱ Symptom management and care planning



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Emergency Visit/Triage Nurse

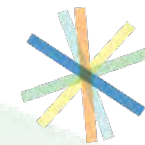
- ✱ Evaluates symptoms and interventions via telephone or home visits
- ✱ Performs routine patient care visits and admissions

Inpatient Unit Nurse

- ✦ Direct care in our inpatient settings—
Mishawaka and Elkhart
- ✦ Symptom Management to meet General
Inpatient Level of Care regulations
- ✦ Caring for Patients during a Respite stay

Certified Nursing Assistants

- * Certified through the State of Indiana as C.N.A's & Home Health Aides
- * Receive in-depth training annually—12 hours of in-service in various subjects, such as:
 - ✓ End-of life care
 - ✓ Infection Control
 - ✓ Safety and Body mechanics
 - ✓ Infection Control
 - ✓ Team Communication & reporting observations
 - ✓ Dementia Care



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Patient Care Coordinators



Chrissy Madlem



Alice Wolff



Kim Geese



Christine Heinold

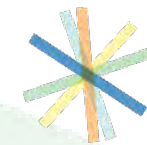
ADON and QA/Medical Records Coordinator



Tammy Huyvaert



Natalie Barnes

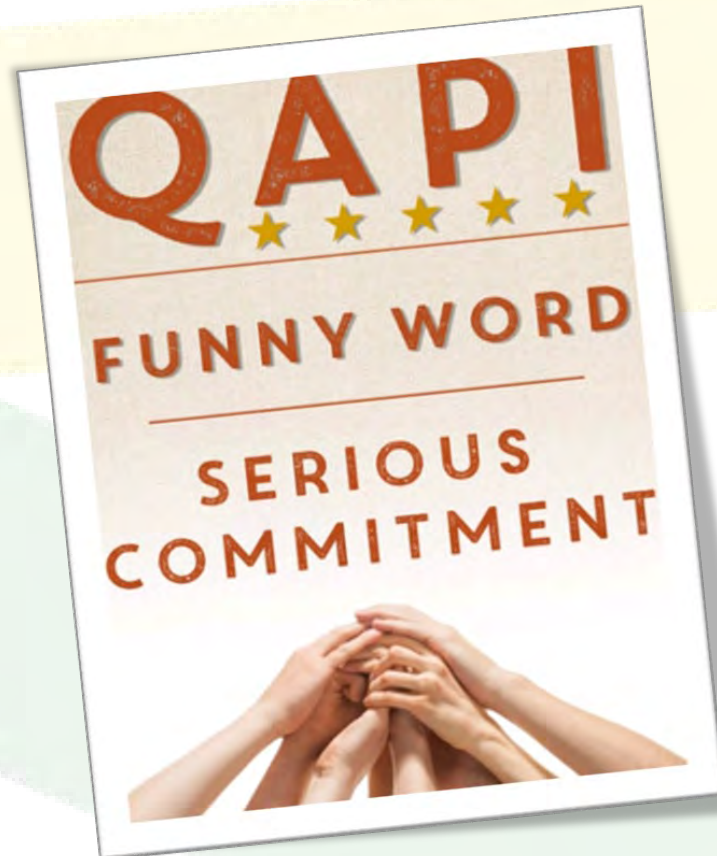


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Quality Assessment and Performance Improvement

QAPI Programing



Who cares about Assessing Quality and Improving Performance?

Internal Stakeholders include:

- * Direct patient care employees—Nurses, Social Workers, Doctors/NP's, Chaplains, CNA's
- * Admissions and Access employees
- * Patients Care Coordination Leaders—for Nursing, Chaplaincy, Social Work and Bereavement
- * Executive Leadership
- * Board of Directors

External stakeholders

- * Federal & State Agencies—CMS, OIG, State Board of Health
- * Community members



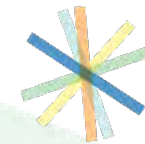
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Improvement Projects

We select Performance Improvement projects(PIP's) for QAPI teams based on:

- High risk, high volume or problem prone areas
- Incidence, prevalence and severity of the problems in those areas
- Improvement in palliative outcomes, patient safety and quality care—not, exclusively clinical
- Prioritized needs of our patients and any internal agency needs



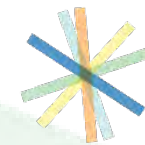
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QAPI programming Success Stories

External QAPI Programming:

- ✦ “Trouble Breathing” on the Consumer Assessment of Healthcare Provider & Systems (CAHPS) survey
- ✦ Hospice Item Set (HIS)—Comprehensive pain assessment
- ✦ Outcome Assessment Information Set (OASIS)



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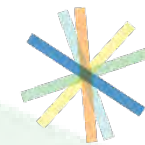
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QAPI Programing must haves...

- * Infection Control and Surveillance
- * Adverse Events monitoring
- * Consumer Concerns
- * Family Satisfaction
- * Ensuring Staff Competence

QI Committee

- * Meets quarterly and is comprised of a cross section of agency leaders and board members
- * Reviews current projects
- * Approves new projects
- * Reviews public reporting



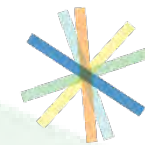
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CHC Clinical Staff Educator



Amber Doland

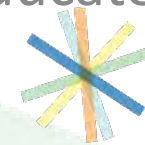


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Clinical Education

- ✧ Organized and detailed orientation program—includes classroom & hands on learning for all clinical disciplines
- ✧ Clinical staff education is individualized to meet employee's learning styles—such as:
 - Live presentation
 - Webinars
 - Self Learning Modules
 - Small group and 1:1 training
- ✧ Preceptor program—training on how to train and educate new colleagues



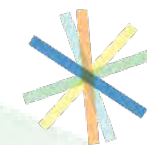
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Clinical Education

On going or annual training topics can include:

- Infection control
- Disaster Preparedness
- HIPAA
- Hospice and Home Health Compliance
- Abuse and Neglect
- High risk/low frequency areas
- Any topic associated with Performance Improvement Projects(QAPI's)



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Clinical Education

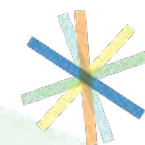
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Welcome to CHC



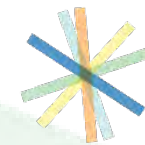
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Clinical Operations

Lance Mayberry, MBA

VP / Chief Operating Officer



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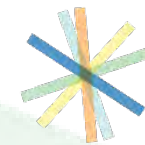
Clinical Operations



HOSPICE



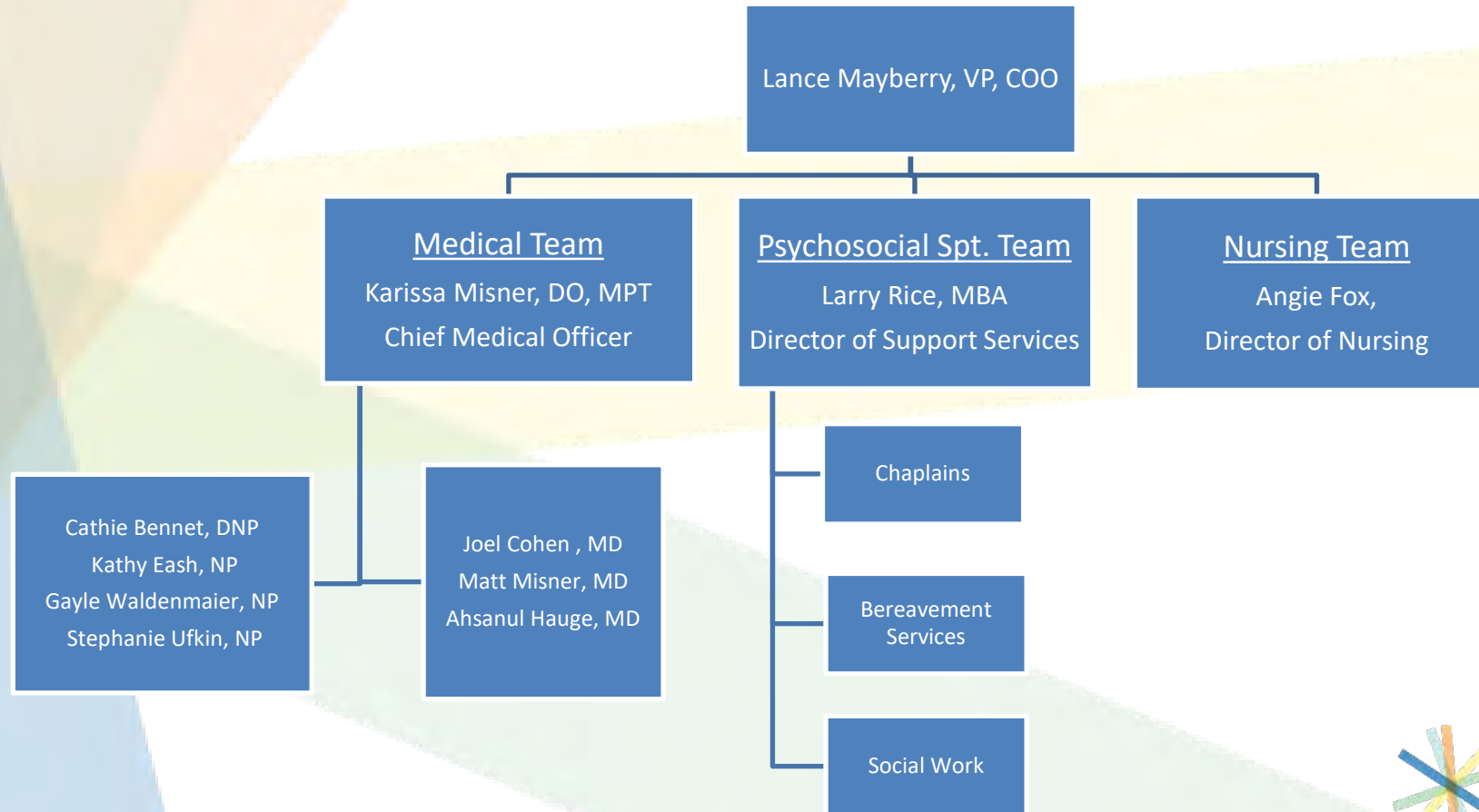
PALLIATIVE CARE



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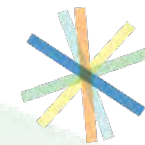
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Clinical Operations



Medical Team

- Interdisciplinary Team Members
- Direct Patient Care and Take Call
- Certify Patients as Terminally Ill
- Document Patient Decline = Recertify
- Ventilator Withdrawals = about 20/year
- Education
 - Hospice and Palliative Medicine Fellows
 - Family Medicine Residents
 - Medical School Students



Center for
Hospice Care

choices to make the most of life™

Faculty Memberships

- **Mayo Clinic, Palliative Medicine Fellowship Program**
 - Rochester, MN
- **Indiana University School of Medicine, Palliative Medicine Fellowship Program**
 - Indianapolis, IN
- **Indiana University School of Medicine**
 - South Bend, IN

Social Work Services

10 Social Workers with Masters Degrees

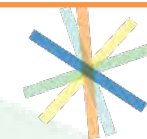
Interdisciplinary Team Members

Work With Patients and Families (children)

- Social and Financial Counseling
- Community Resources

Teaching

- School Affiliations
- Community Education

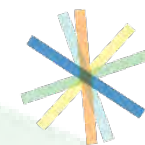


Center for
Hospice Care

choices to make the most of life™

Spiritual Care Services

- **NON-DENOMINATIONAL** - not restricted to any particular religious denomination
- 7 Counselors with Masters Degree or equivalent
- NIJH Certification
- Interdisciplinary Team Members
- Annual Memorial Services
- Funerals
- Weddings
- Teaching



Center for
Hospice Care

choices to make the most of life™

Bereavement Services

- FREE Services for 13 Months
- 31% of Clients are Non-Hospice Related
- 11 Counselors with Masters Degrees
 - Individual and Group Counseling
- Art Counseling Program = 3 days a week
- Services to Employers and Schools
- 2020 Virtual Memorial Services
- 2019 Memorial Services = 508 Attended

Bereavement Services



Camp Evergreen Family Workshop 2020

- *Served 3,055 clients in 2020 and for the past 7 years have served on average **more than 3,000** bereaved each year*
- *Provided **4,685 counseling sessions** in 2020, increasing each year since the 3,232 sessions provided in 2015.*

Bereavement Services

- **Living with Loss:** time limited group offering education and support
- **Finding Resilience:** ongoing group for those early in their grief
- **Rebuilding Our Lives:** ongoing group for those further along in their grief
- **Yoga Grief Support Group:** facilitated by Bereavement Counselor who is a 500 hour Registered Yoga Teacher
- **Loss After Addiction:** ongoing group for those who experienced a death from overdose and/or abuse of alcohol/drugs



Bereavement Services



- **Forget Me Not:** ongoing group for parents who have experienced the death of a baby
- **Loss of Adult Child Group:** ongoing group for parents who experienced the death of their adult child
- **Young Widows and Widowers:** ongoing group for those around 55 years old and younger
- **Good Grief Gals Tea:** ongoing group for women who experienced the death of their spouse/partner
- **Good Grief Guys:** ongoing group for men who experienced the death of their spouse/partner
- **Children's Grief Support Group:** time limited group for 6-12 year olds
- **Teen Grief Support Group:** ongoing group for ages 13-17 (18 if still in high school)
- **School Groups:** time limited groups offered at area schools

Palliative Care

- Palliative Care Consultants
 - Elkhart General Hospital
 - Memorial Hospital
 - SJRMC - Mishawaka and Plymouth
- Palliative Care Center
- Community in Home Services

Specialty Programs

Hospice & Palliative

HeartWize - Out of 1,228 patients*

99% did not go to the ER

98% were not admitted to a hospital

BreatheEazy - Out of 964 patients*

99% did not go to the ER

97% were not admitted to a hospital

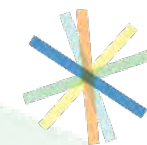
Dementia Care

Clinical pathways

Staff training

Medication Management

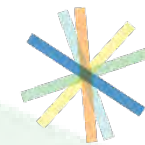
*2016-2019 Data



Center for
Hospice Care

choices to make the most of life™

Thank You For Your Service
and
Welcome to the Board!



Center for
Hospice Care

choices to make the most of life™

Financial Summary

Board Orientation January 29, 2021

Center for Hospice Care

Milton Adult Day Services

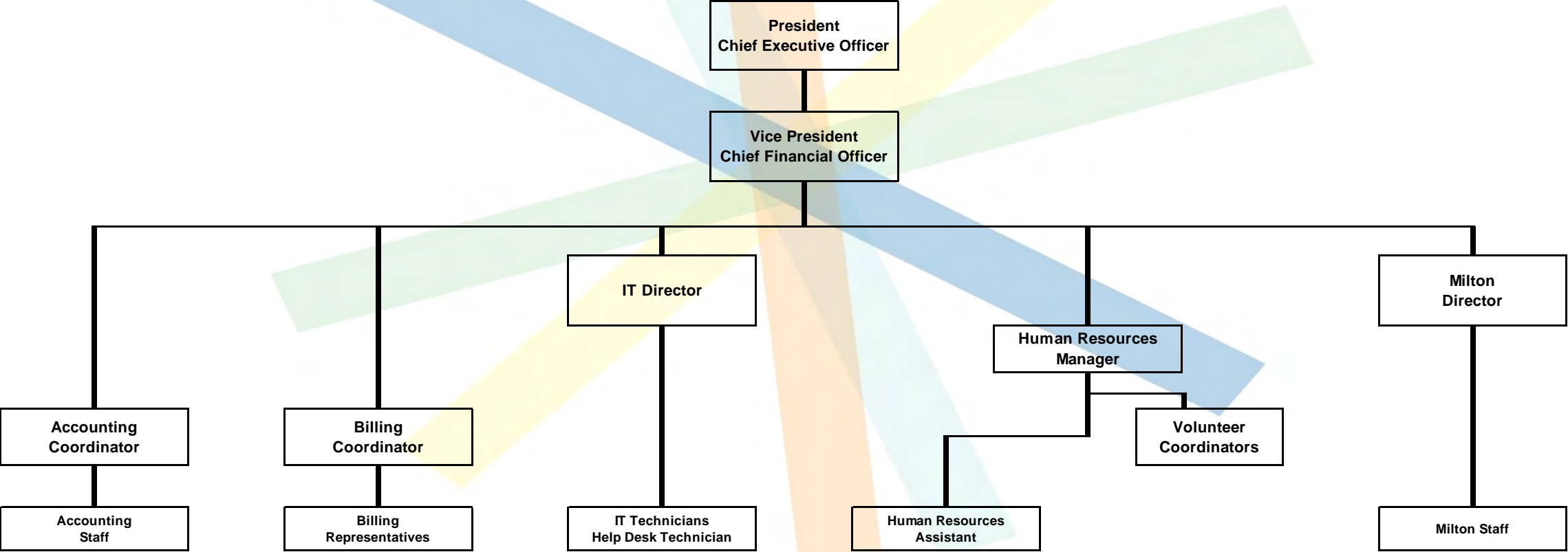
Hospice Foundation

Global Partners In Care

Karl Holderman

Vice President / Chief Financial Officer

Karl Holderman
Vice President
Chief Financial Officer



Volunteer Services

We are required to utilize volunteers per Medicare guidelines. More importantly, volunteers assist caregivers by providing opportunities to get away for a much needed break. Our well trained volunteers have many opportunities to help, from respite care, to companionship, pet visitation, Life Bios, bereavement services and more. Volunteers tell the family and patient that they are a valued part of the community. Volunteer opportunities are also available in areas aside from traditional patient care settings.

Most Requested Volunteer Needs

Home Visit Volunteer: This is our most requested volunteer opportunity (and our ongoing biggest need). These volunteers provide companionship to patients who live in their homes and respite for their caregivers.

Inpatient Care Facility Volunteer: Provide support to patients and families, as well as our staff, in one of our two facilities located in Mishawaka and Elkhart.

CHC Volunteers annually provide an average of nearly 16,000 hours of service in various capacities

We can't thank them enough!!!

Milton Adult Day Services

Serving our community since 2004, Milton Adult Day Services provides a structured setting to adults who need health, social, and support services during the day. This community-based service is designed to meet the individual needs of functionally impaired adults who require supervision during the day. Milton Adult Day Services' promise is to be respectful, offer opportunities for an enhanced quality of life, and assure the safety of our clients.

Milton Adult Day Services provides a therapeutic activities-based program designed to serve adults with the following conditions:

Dementia

Alzheimer's Disease

Decrease in physical, mental, or social functioning

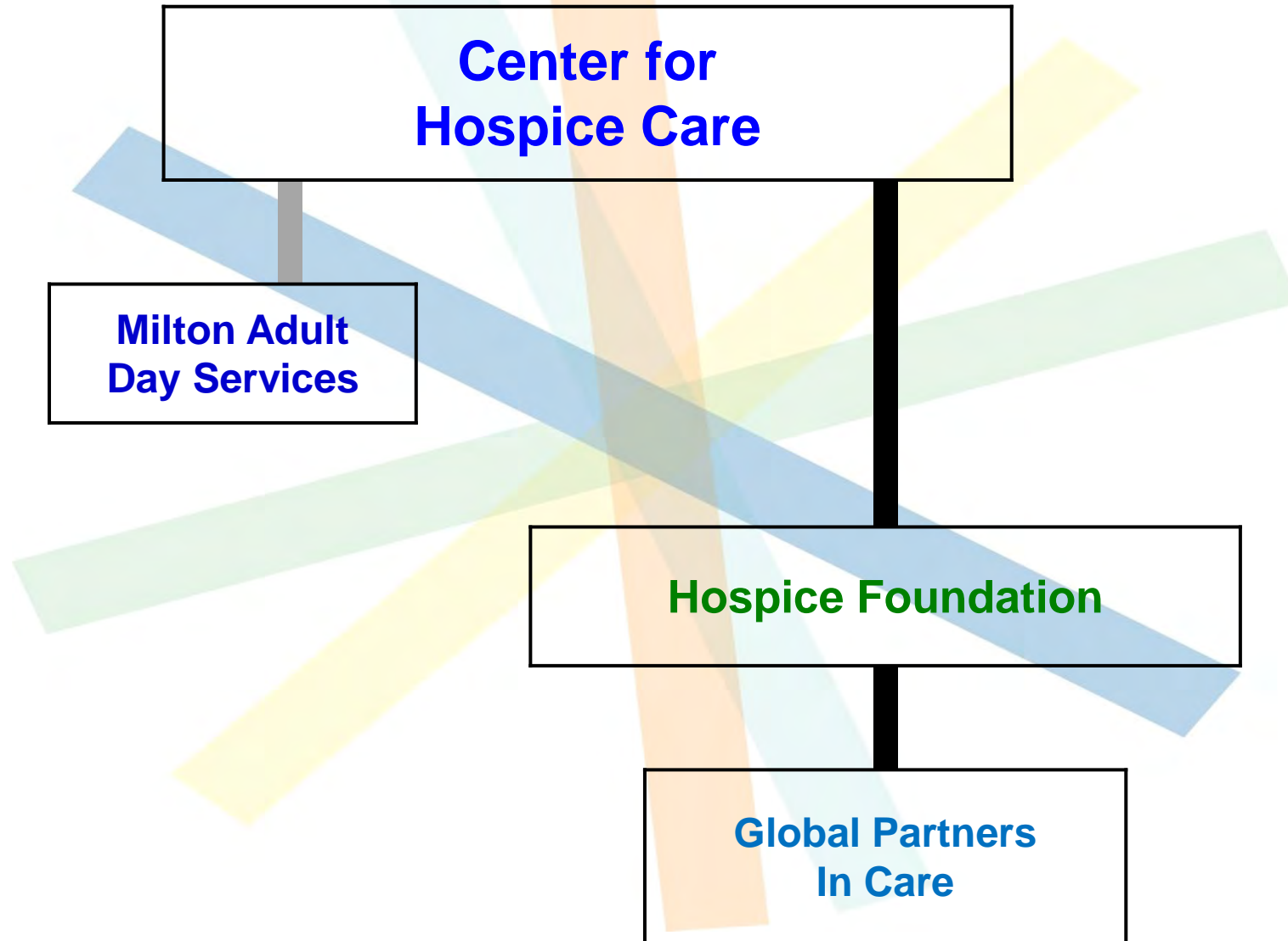
Stroke, Parkinson's disease, Multiple Sclerosis, Diabetes, etc

Social isolation

Illness, injury, or surgery recovery

<http://www.miltonads.org>

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

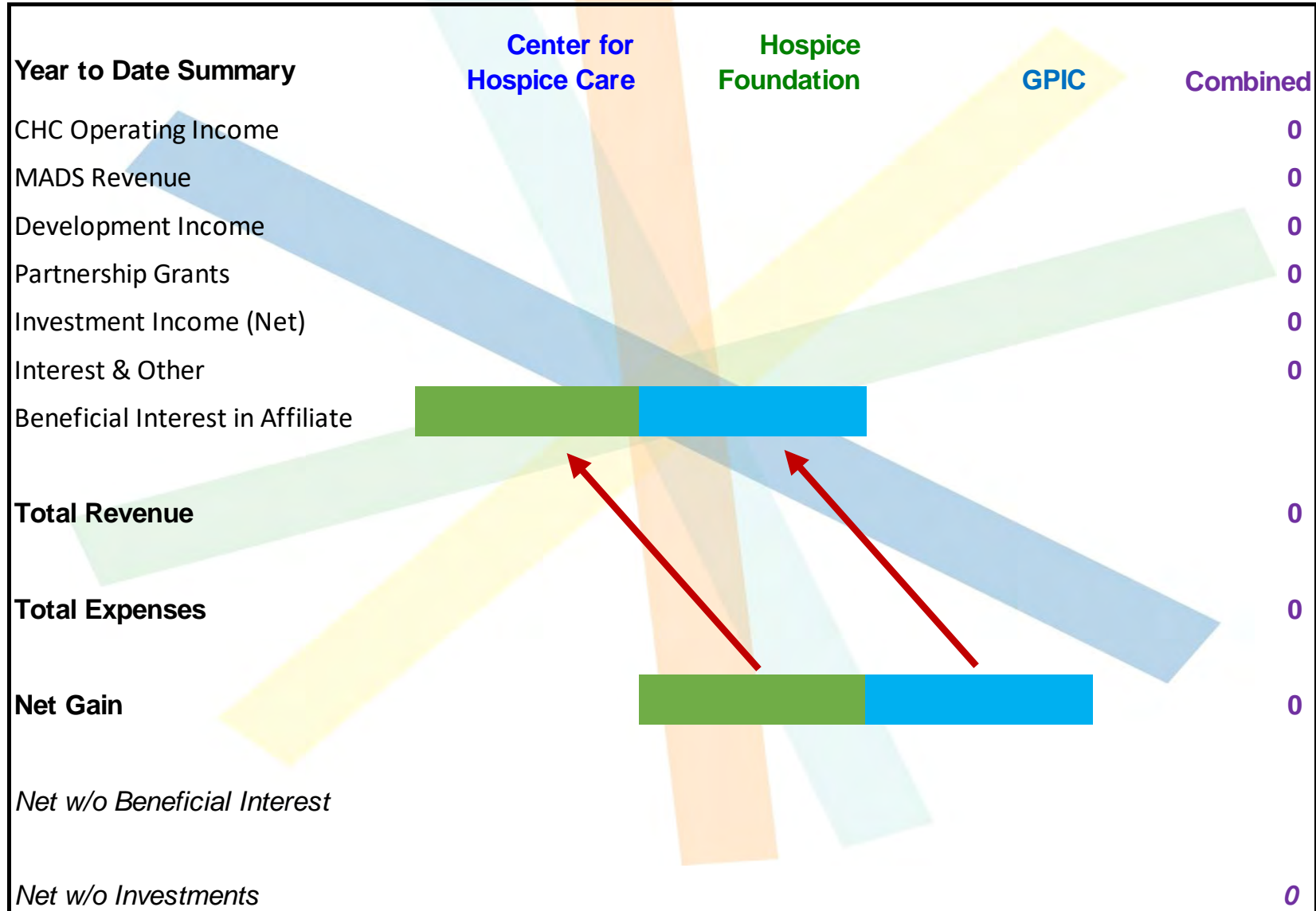
- Separate 501c3 entity
- Type II Supporting Organization
- Common control with supported organization
Board overlap
President / CEO; Vice President / CFO
- Financials “roll-up” into CHC Balance Sheet & Income Statement

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

December - YTD



Revenue Sources

Operations --- “What we do” (85%)

Center for Hospice Care

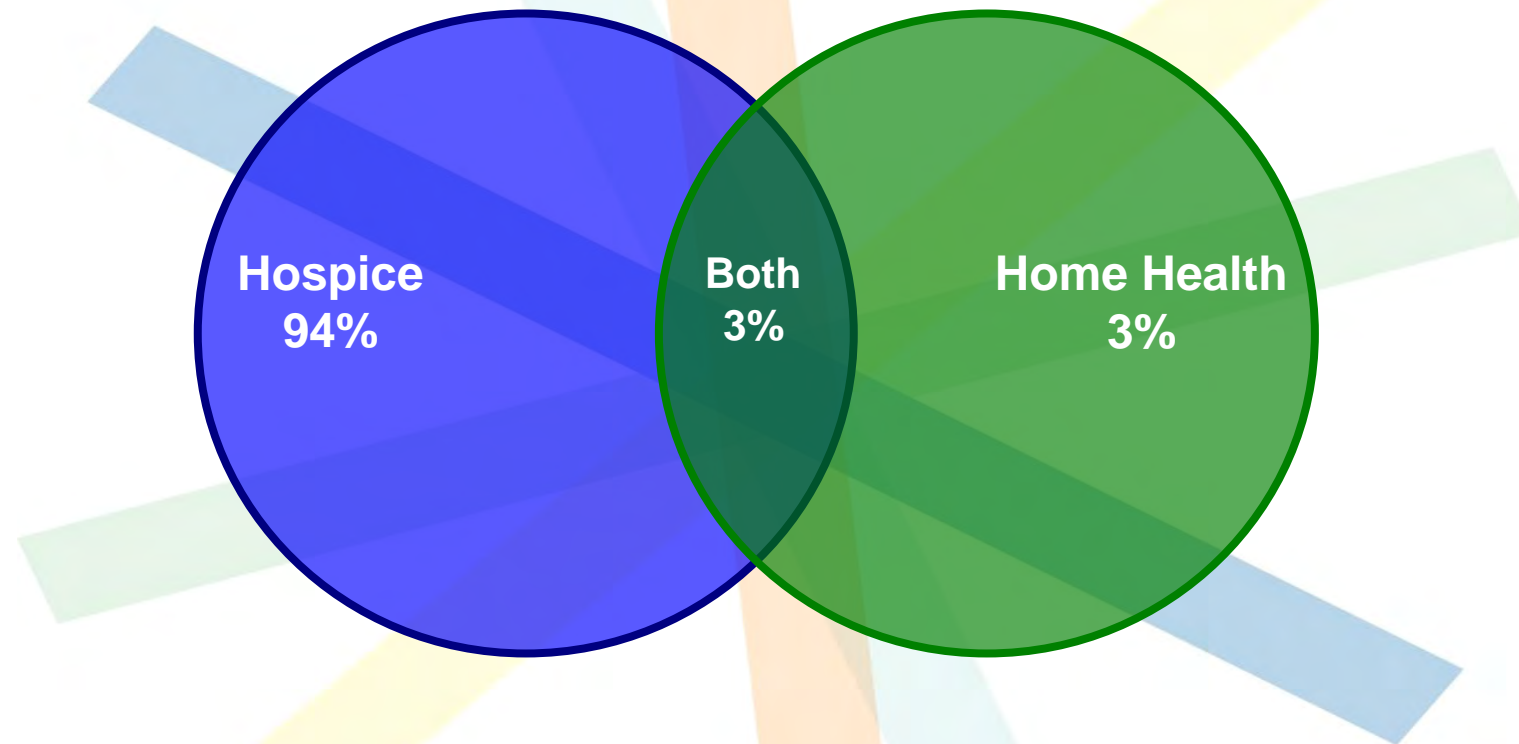
Development a/k/a Fundraising (10%)

Hospice Foundation

Investment / Interest / Other (5%)

Hospice Foundation

Revenue Sources - Operations



Hospice

(95% of patients; 97% of operating revenue)

Home Health

(5% of patients; 1% of operating revenue)

Revenue Sources - Operations

Hospice

Per diem reimbursement

Responsible for all visits, meds, DME, etc

Based on patient location and level of care

CBSA (STJ, Elk, LaPorte, Rural Indiana)

Routine (Home, ECF, ALF, GH, CHC IPU's)

Different rates for days 1-60 and days 61 and over

Respite (CHC IPU's)

Continuous Care (Home)

Inpatient (Hospital, CHC IPU's)

Medicare / Medicaid / Commercial Insurance / Self Pay

Self Pay has a sliding fee schedule

Revenue Sources - Operations

Home Health

Responsible for all visits (RN, HHA, SW, PT/OT/ST)

Not responsible for meds, DME, etc

Medicare pays episodic

New in 2020 ---

Certified in 60 day periods / Paid in 30 day periods

Medicaid / Commercial Insurance / Self Pay

Reimbursed per visit

Self Pay has a sliding fee schedule

Revenue Sources - Operations

Milton Adult Day Services

Billed in 15 minute increments

Meals, snacks, activities

Medicaid Waiver/ VA Insurance / Self Pay

Revenue Sources - Foundation

Development a/k/a Fundraising

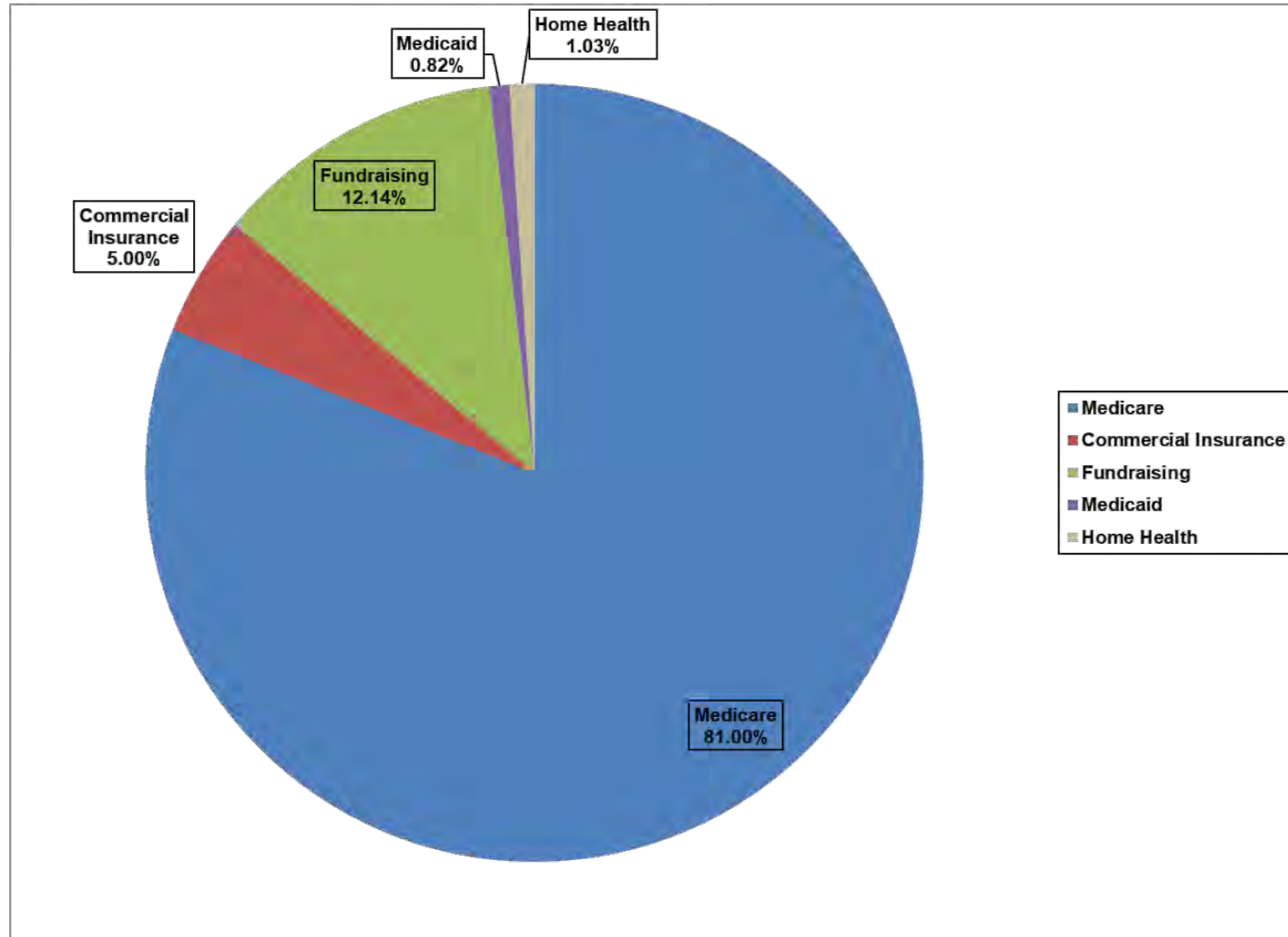
Planned Giving

Crossroads Campaign (completed 2019)

Investment / Interest / Other

Global Partners In Care

2019 Revenue Sources



Expenditures

Salary & Wages

Largest budget item (65% of expenses)

Approximately 225 employees (including PRN)

Determined by position & labor grade

Increases based on annual performance review

**Increase scale & labor grades are reviewed to
reflect inflation, local market, etc**

Employment Expenses

FICA, Life Ins, Staff Recognition, Recruiting

403(b) Match – 25% of employee contribution

Up to \$4,000

Health Insurance – Partially Self Funded

H S A --- CHC & employee contribution

Premiums supplemented by CHC

Expenditures

Direct Patient Care Costs

Second largest budget item (20% of overall budget)

Medications (Optum) / DME (Alicks)

Supplies

Transportation, labs, etc

Public Awareness

Professional Fees

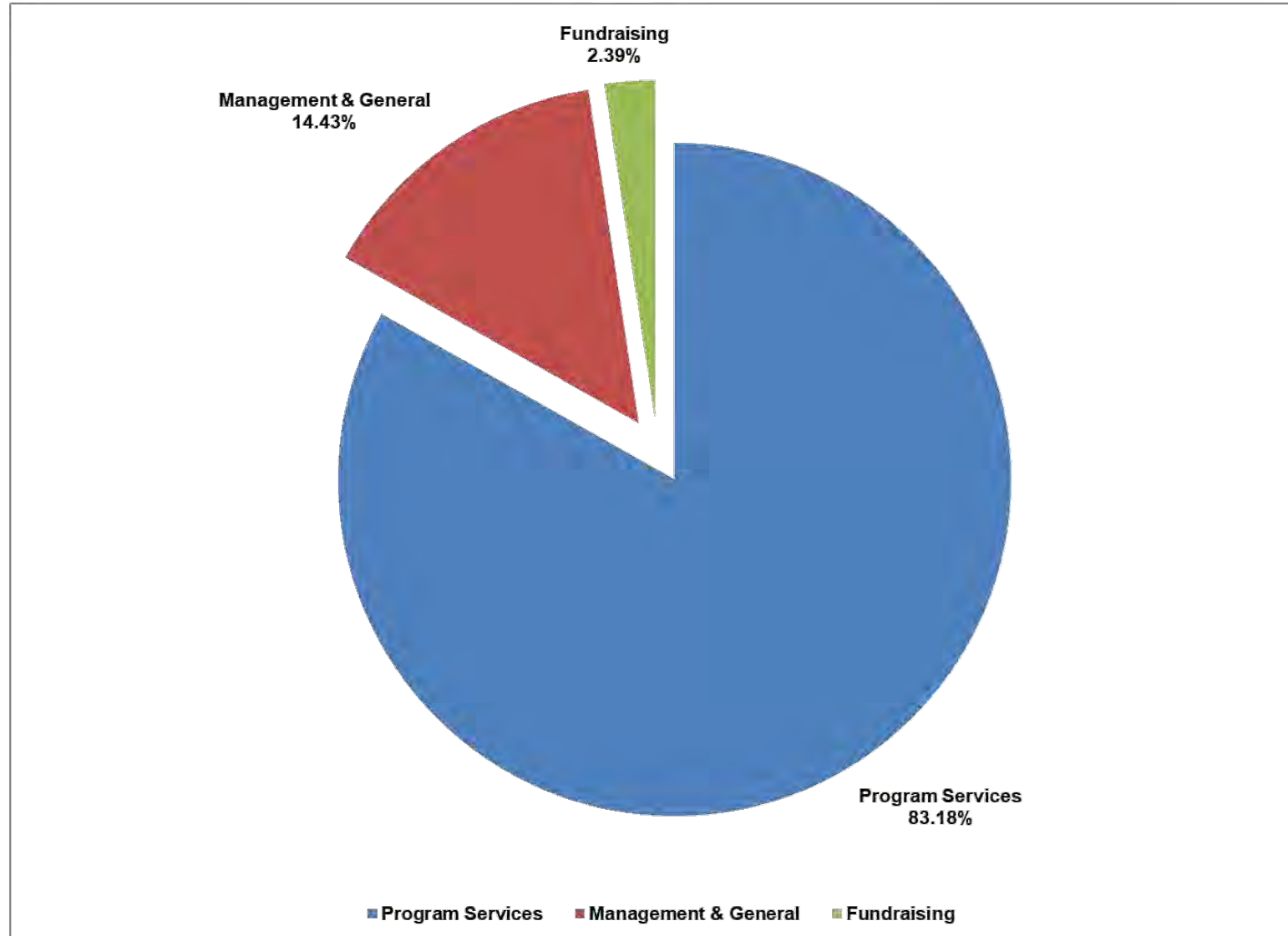
Software Maintenance

Buildings Grounds

Fundraising

GPIC Partnership Grants

2019 Functional Expenses



Balance Sheet

Cash on Hand

Investment Policies (CHC / Foundation)

Accounts Receivable

Fixed Assets

No significant liabilities



**KRUGGEL
LAWTON^{CPA}**

**Kruggel Lawton CPA's
Annual Audit
Form 990
403(b) Retirement Plan Audit**

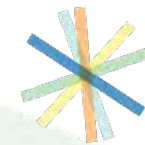
**Bradley Associates
Medicare / Medicaid Cost Reports**



BradleyAssociates
Healthcare Advisors and CPAs

New Board Orientation

Marketing & Access Overview



Center for
Hospice Care

choices to make the most of life™

Marketing & Access Overview

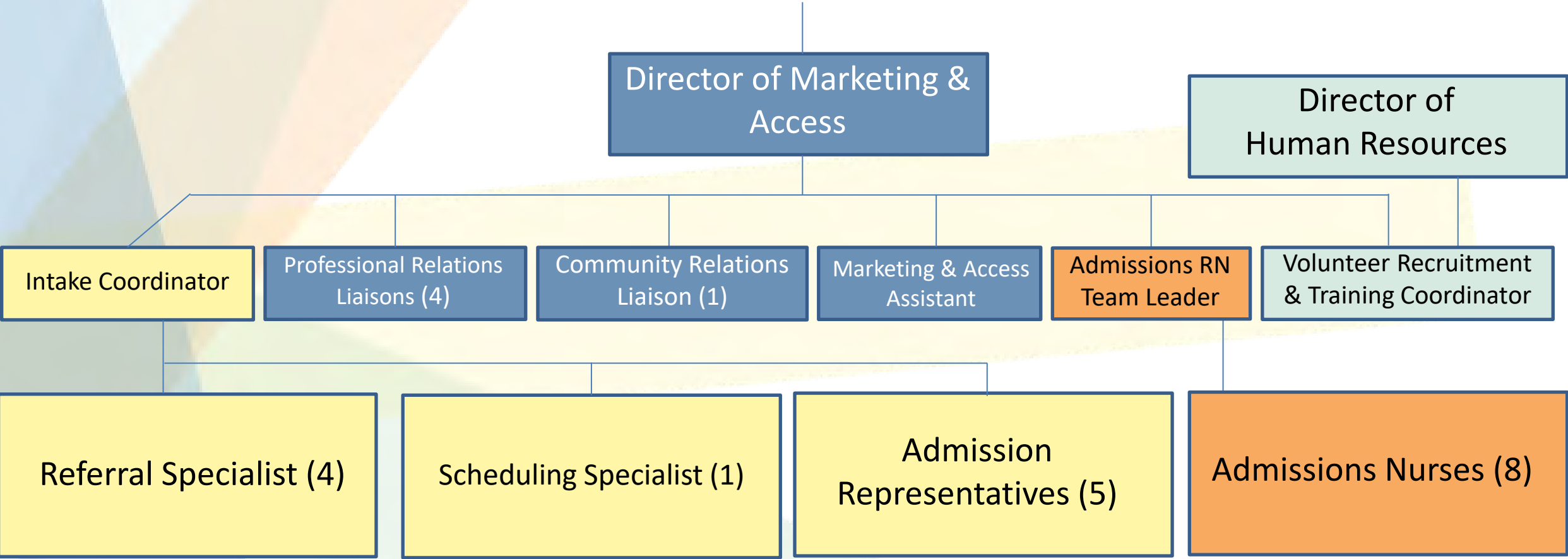
Roles & Responsibilities

Director of Marketing & Access

Marketing – Manage the Center for Hospice Care brand. Literature, CHOICES magazine, H&P (hospice and physician) Team Newsletter, public relations, advertising, website, social media.

Admissions – First contact with our agency. Developing that exceptional customer experience. Removing any barriers that delay access into our program.

Marketing & Access Overview



Marketing & Access Overview

-Roles & Responsibilities

Admissions Coordinator



Deb Daus

- * Admissions Representatives (5)
- * Referral Specialist (4)
- * Scheduling Specialist (1)

Marketing & Access Overview

-Roles & Responsibilities

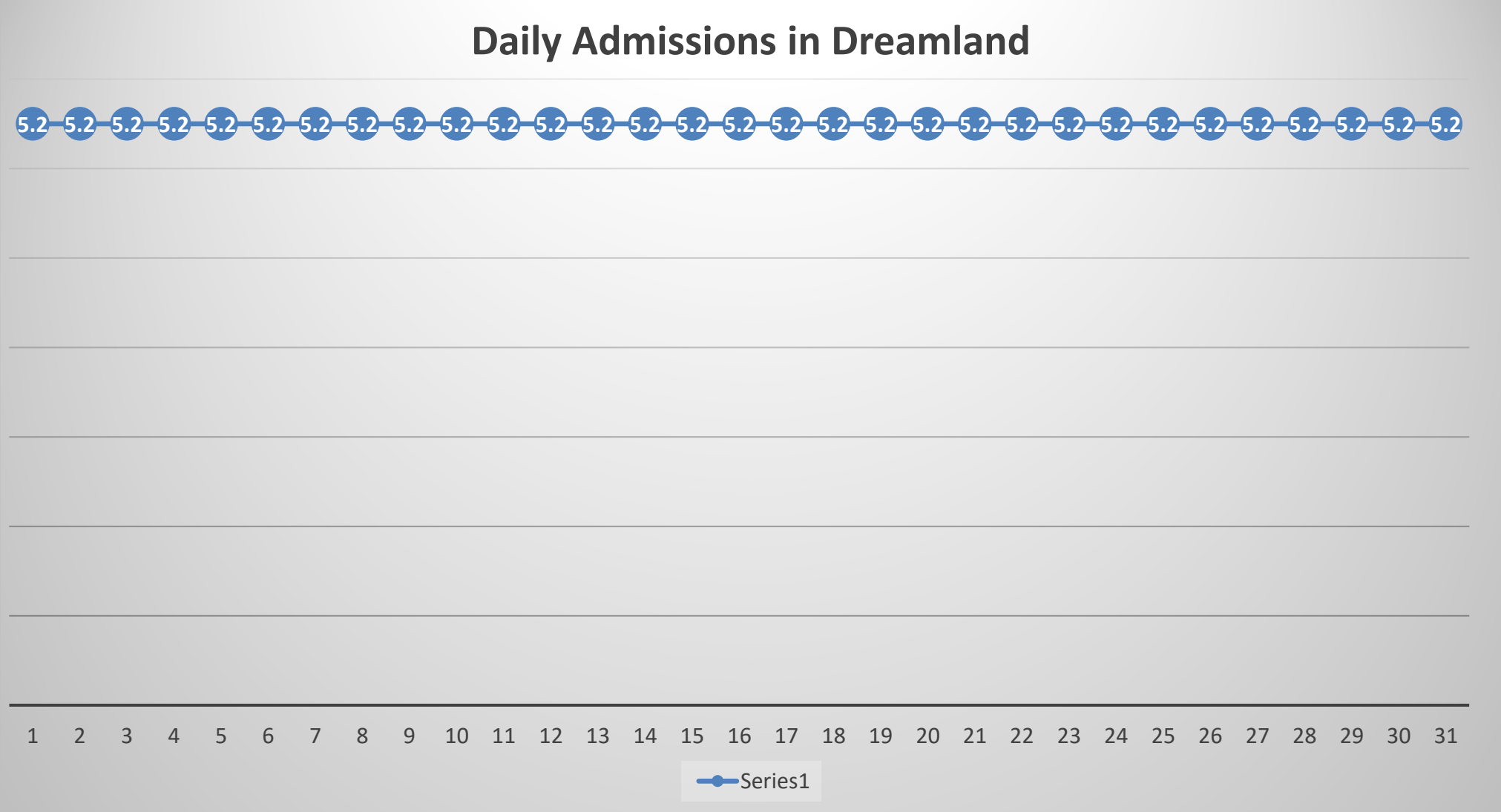
Admissions RN Team Leader



Julie Sullivan

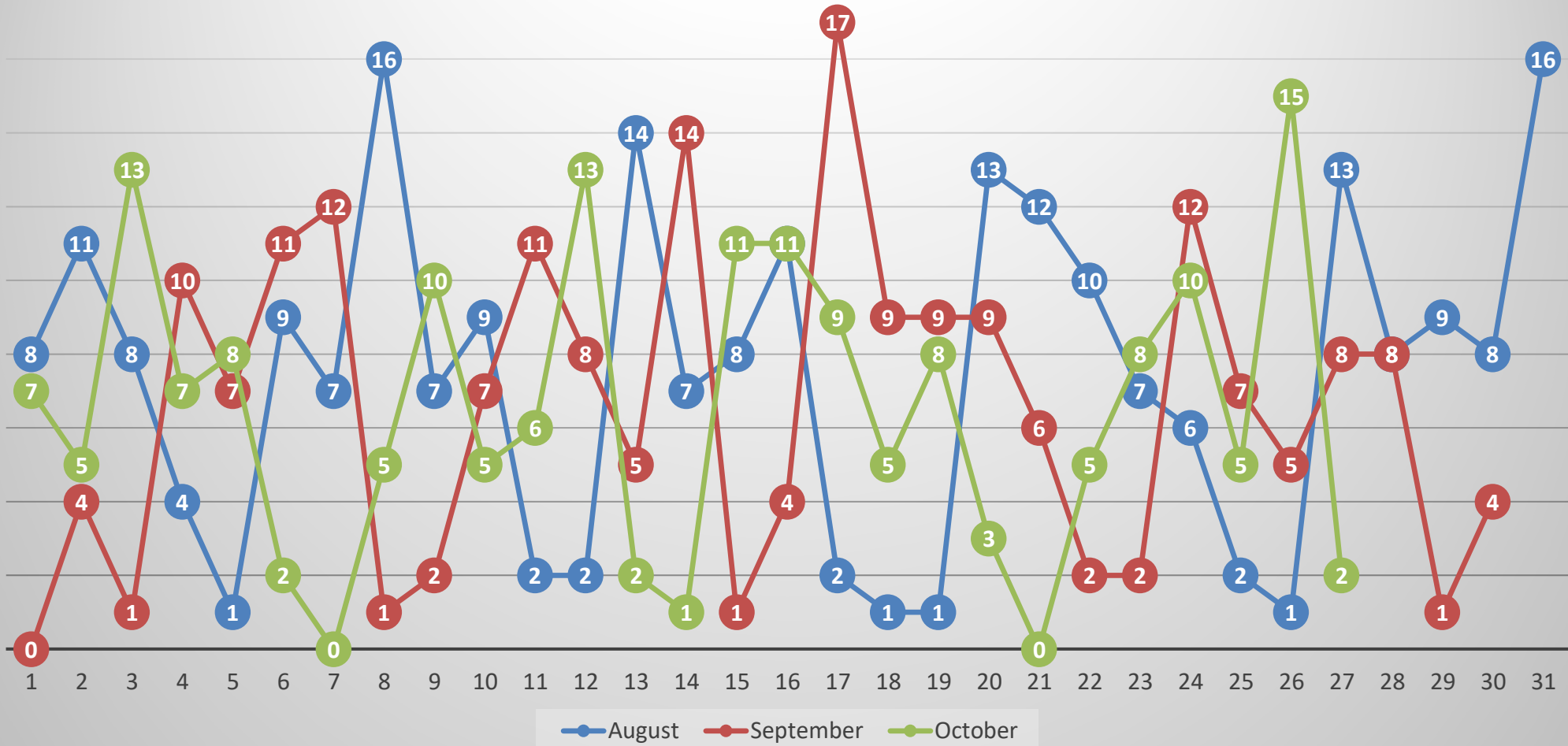
 Admission Nurses (8)

Marketing & Access Overview



Marketing & Access Overview

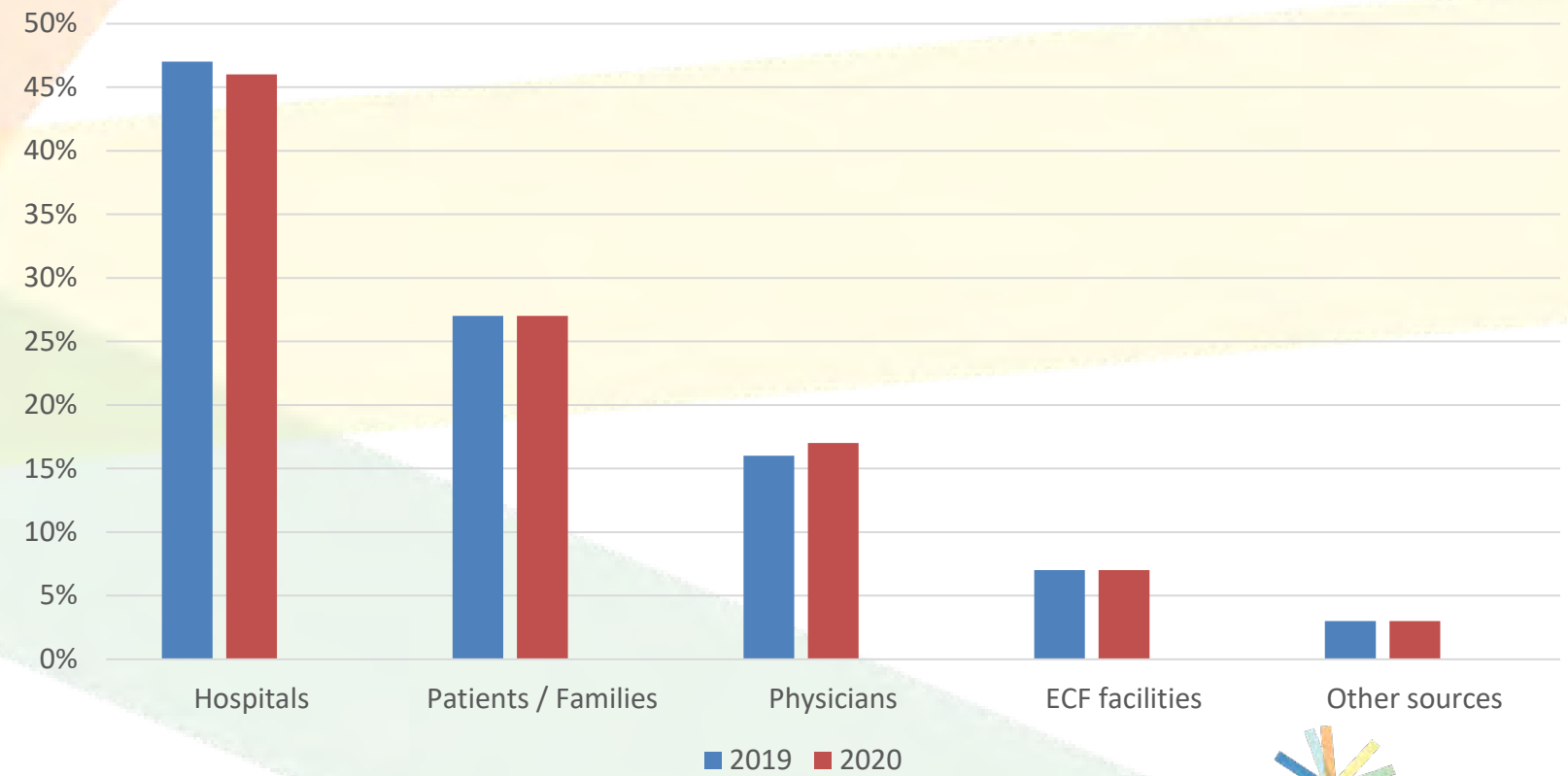
Daily Referrals in Reality



Marketing & Access Overview

-Referral calls from Family, Self and Others

2019/2020 Referral Sources



Marketing & Access Overview

-Roles & Responsibilities

- * Professional Community Liaison (4)
 - Manage referral sources (doctors, hospital DC planners, ECF partners)
- * Community Liaison
 - Educate our community (speaking engagements, health fairs, community involvement)
 - We Honor Veterans, Faith Communities, Chambers and community presentation



Marketing & Access Overview

-We Honor Veterans



Marketing & Access Overview

-We Honor Veterans



Major General James T. Jackson

Marketing & Access Overview

-Social Media



1-800-HOSPICE

Within our nine-county service area



@Center4Hospice



Center4Hospice



@Center4Hospice



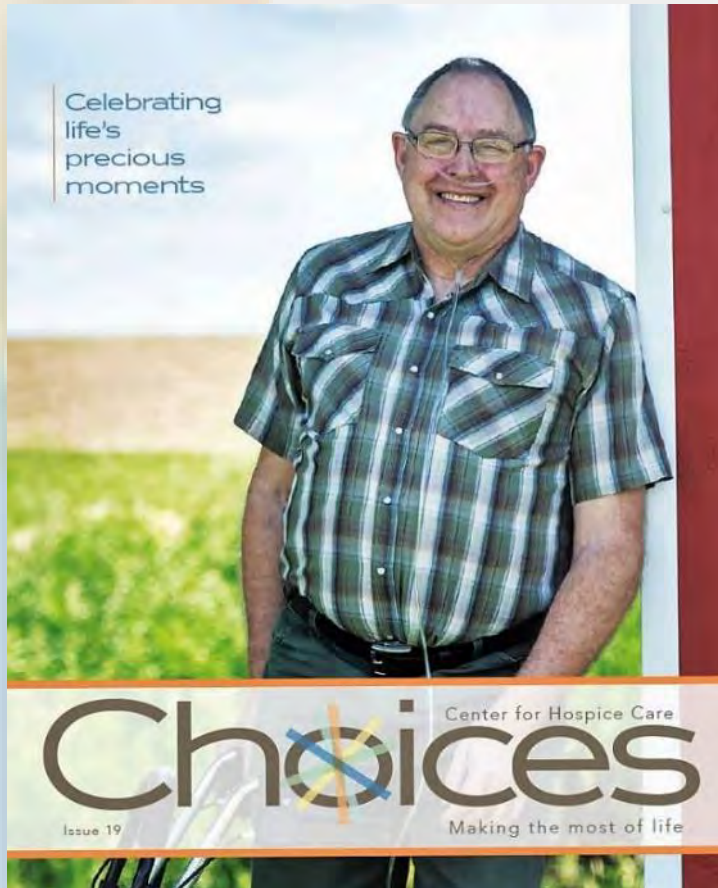
Center4Hospice



Center4Hospice

Marketing & Access Overview

CHOICES
(biannual)



hospice & physician team newsletter
(quarterly)




Marketing & Access Overview

hospice and palliative care



Center for Hospice Care
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center for palliative care




Center for Hospice Care
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volunteer



Center for Hospice Care
choices to make the most of life™

dementia care program




Center for Hospice Care
choices to make the most of life™

grief services
for those who grieve the death of a loved one



Center for Hospice Care
choices to make the most of life™

complementary comfort care



Center for Hospice Care
choices to make the most of life™

social work



Center for Hospice Care
choices to make the most of life™

perinatal hospice and palliative care



Center for Hospice Care
choices to make the most of life™

spiritual care



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HeartWize



HeartWize is designed to offer patients with advanced heart disease an option for advanced specialty of care care when patients are medically treated heart disease would be worsened by the development and/or not of viability for further medical procedures, the HeartWize program can assist the physician, patient and family in managing symptoms of advanced heart disease.

The goals of HeartWize are to:

- increase quality of life and improve patient's emotional well-being
- increase the utilization of available care with the best
- increase time for caregiver, family and caregiver
- allow physician and caregiver to receive needed relief
- reduce hospitalizations and emergency room visits


HeartWize helps patients meet these goals through:

- regularly scheduled visits by well-trained and caring nurses for assessment and symptom management
- a central hub for all of patient's in-home care
- 24-hour on-call services and immediate response to emergency situations
- a team of professionals and support staff designed to meet the needs of patients
- use of home care, spiritual and complementary approaches to care management




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choices to make the most of life™

BreatheEazy





The BreatheEazy program is designed to offer patients with chronic obstructive pulmonary disease (COPD) an option for optimal management of their care. When patients with maximally treated COPD would like to avoid further re-hospitalizations and are not candidates for further surgical procedures, the BreatheEazy program can assist the physician, patient and family to manage symptoms of COPD at home.

The goals of the BreatheEazy program are to:

- increase the quality of life and meet the patient's emotional needs
- increase the ability of the patient to cope with the illness
- increase family caregiver confidence in caregiving
- decrease hospitalizations and emergency room visits
- reduce hospitalizations and emergency room visits
- reduce emergency overnight hospitalizations

The BreatheEazy program helps patients meet these goals through:

- regular scheduled visits by well-trained and caring nurses for assessment and symptom management
- a 24-hour on-call service available to the home
- 24-hour on-call services and immediate response to emergency situations
- use of home care, spiritual and complementary approaches to care management

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Agency Collateral



Center for Hospice Care
choices to make the most of life™

Marketing & Access Overview

-Television Commercials – 3



Center for
Hospice Care

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Since **1980**

1-800-HOSPICE
cfhcare.org

have you ever been asked

what kind of care
do YOU want today?

call 1-800-HOSPICE

Milton Adult Day Services 30



Milton Adult
Day Services

miltonads.org 574-232-2666
922 E Colfax, South Bend

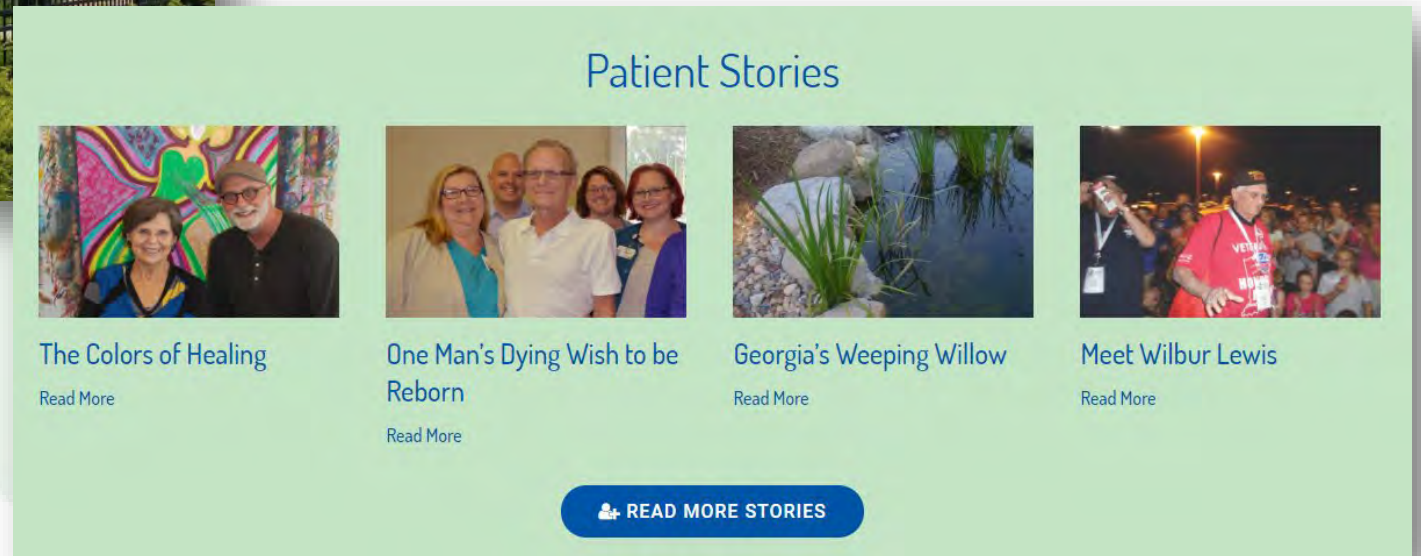
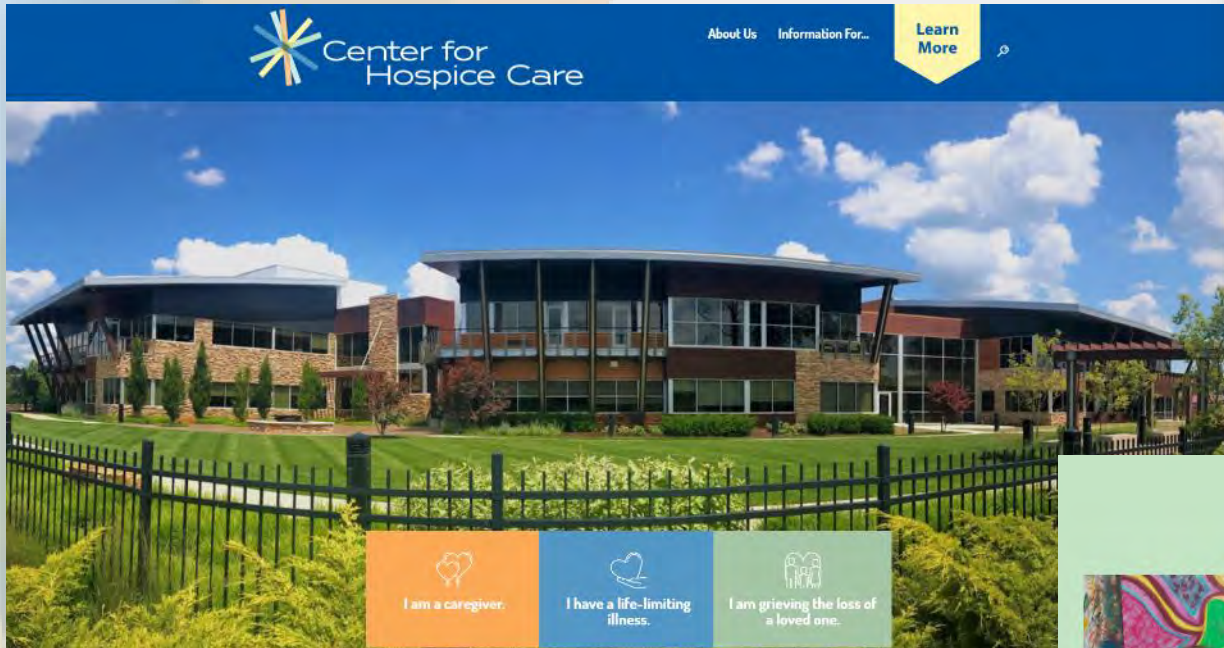


Center for
Hospice Care

choices to make the most of life™

Marketing & Access Overview

-Website



Marketing & Access Overview

-Digital Campaign

REMEMBER
you're entitled to choose
the hospice program
YOU want.



Center for Hospice Care
What kind of care
do YOU want today?




Center for Hospice Care
choices to make the most of life™
what kind of care
do YOU want today?
1-800-HOSPICE
CFHCare.org

REMEMBER
you're entitled to choose
the hospice program
YOU want.



Center for Hospice Care
What kind of care
do YOU want today?

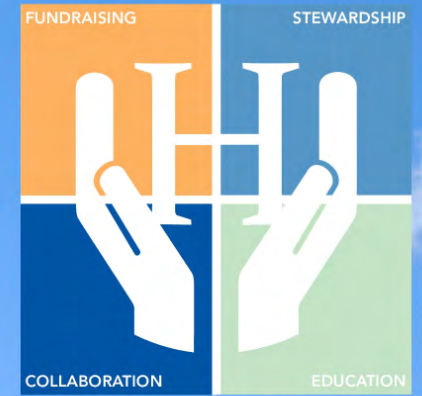
- Hospice
- Home Care
- Palliative Care
- Grief Counseling
- Community Education



Center for Hospice Care
choices to make the most of life™

Marketing & Access Overview

Thank you
&
Welcome to CHC!



FUNDRAISING



Annual
Giving



Endowment
Giving



Campaigns/
Targeted
Initiatives

Crossroads

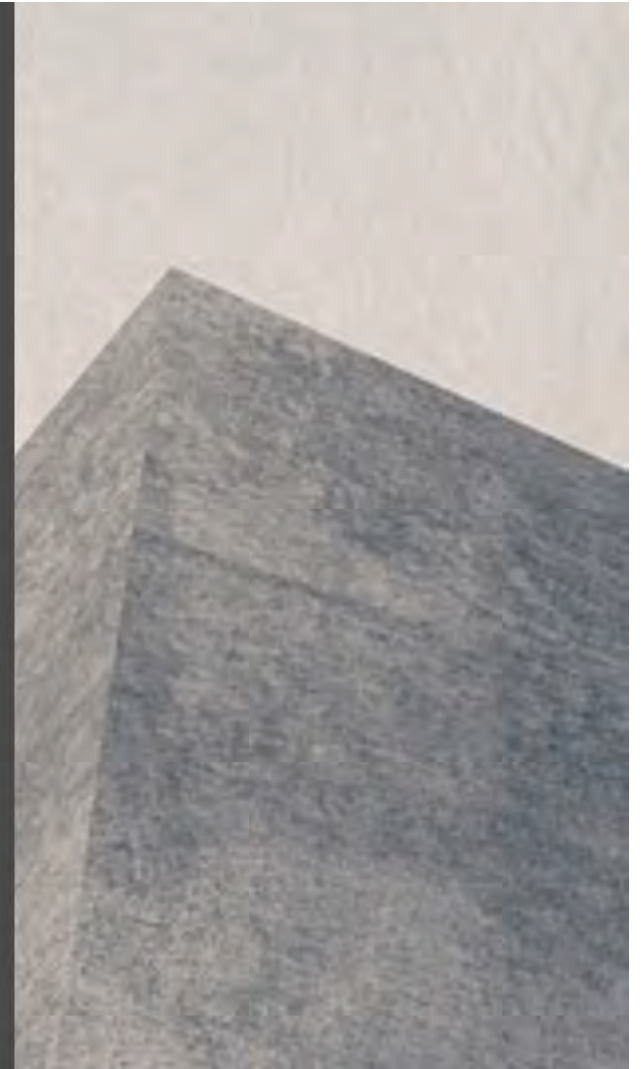
Results

Milton

Total
Fundraising

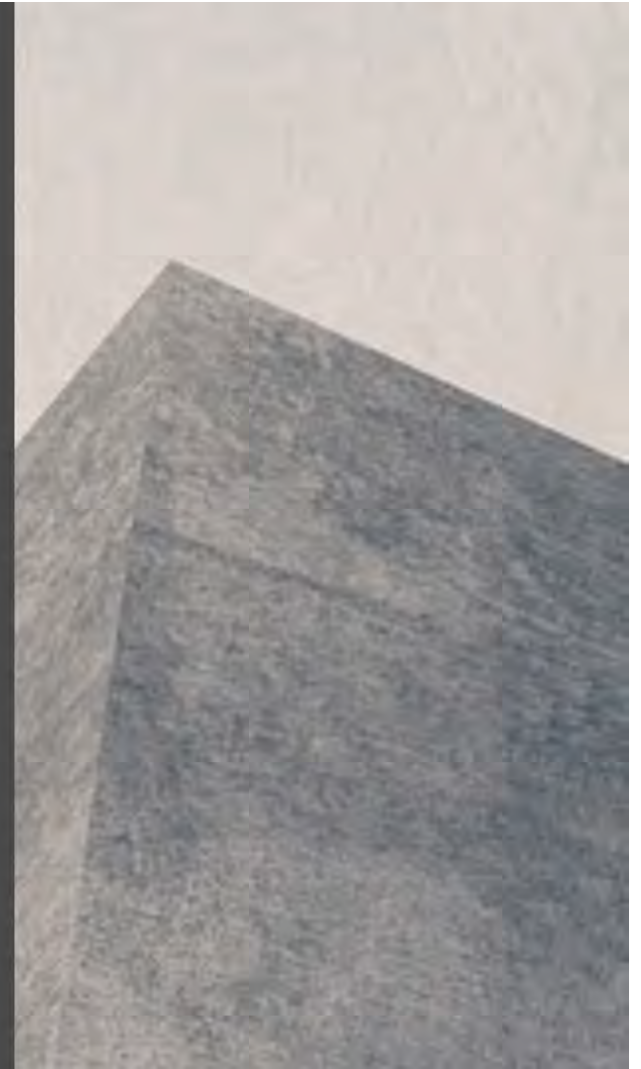
ANNUAL GIVING

- Friends of Hospice (May)
- Annual Appeal (November)
- Memorial Gifts
- 3rd Party Events
- Circle of Caring
 - Champion (\$25,000+)
 - Chairman Circle (\$10,000+)
 - President's Society (\$5,000+)
 - Helping Hands Society (\$1,000+)
 - Heart of Hospice Club (\$500+)
 - Caregiver Alliance (\$250+)
- Employee Giving
 - We Believe
 - Uganda Impact Fund
 - Road to Hope



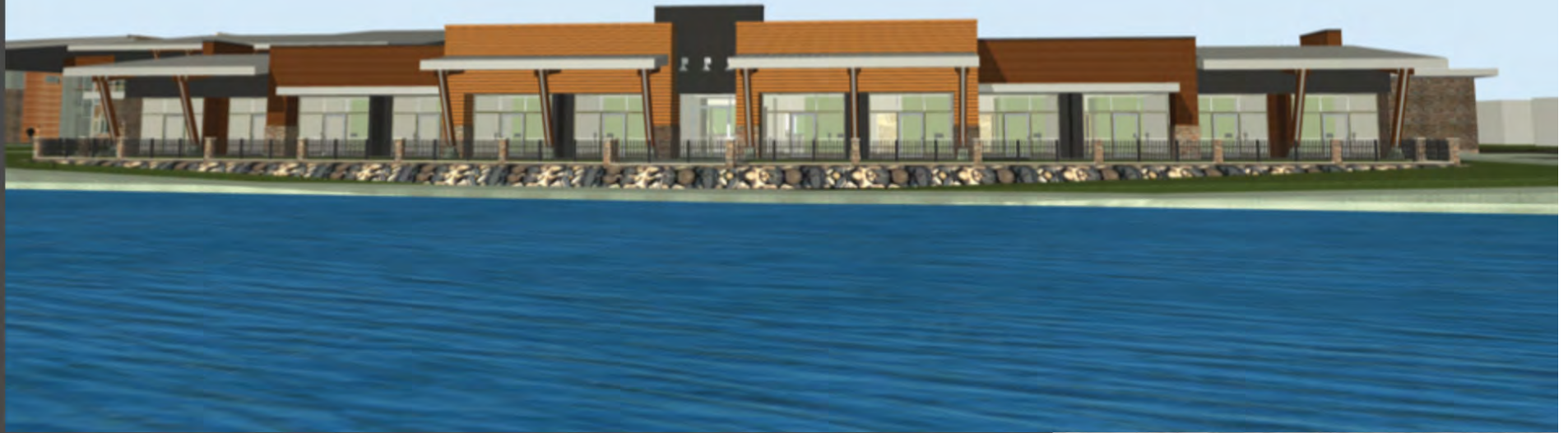
ENDOWMENT GIVING

Vera Z. Dwyer Fellowship in Hospice & Pall. Medicine
Linda Lloyd Mission Endowment for Camp Evergreen
After Images Art Counseling Program
Pediatric Hospice and Palliative Care Program
Sister Carmel Helping Hands Fund
Life Transition Center
Caregiver Training Center
"We Honor Veterans" Program





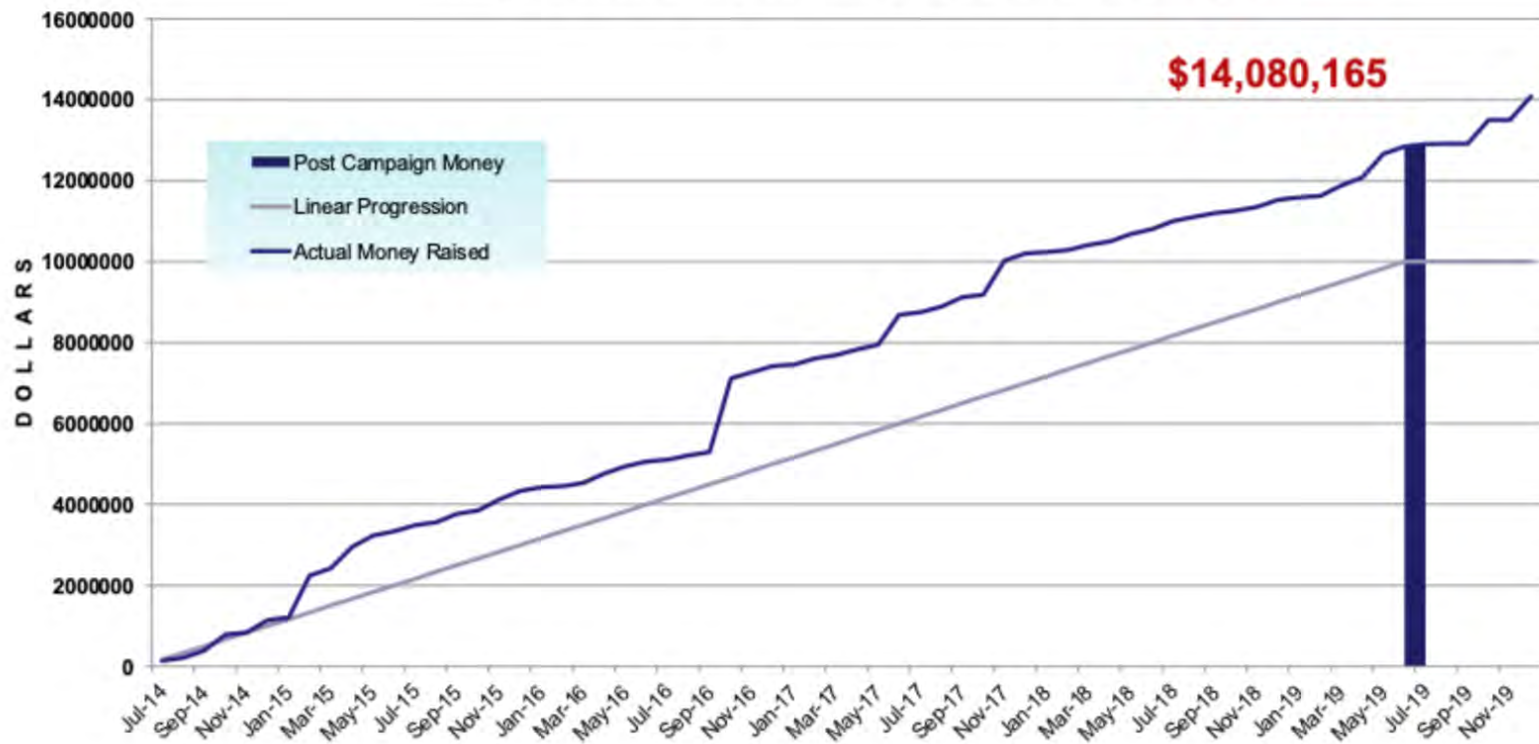
Cornerstones for Living: THE CROSSROADS CAMPAIGN





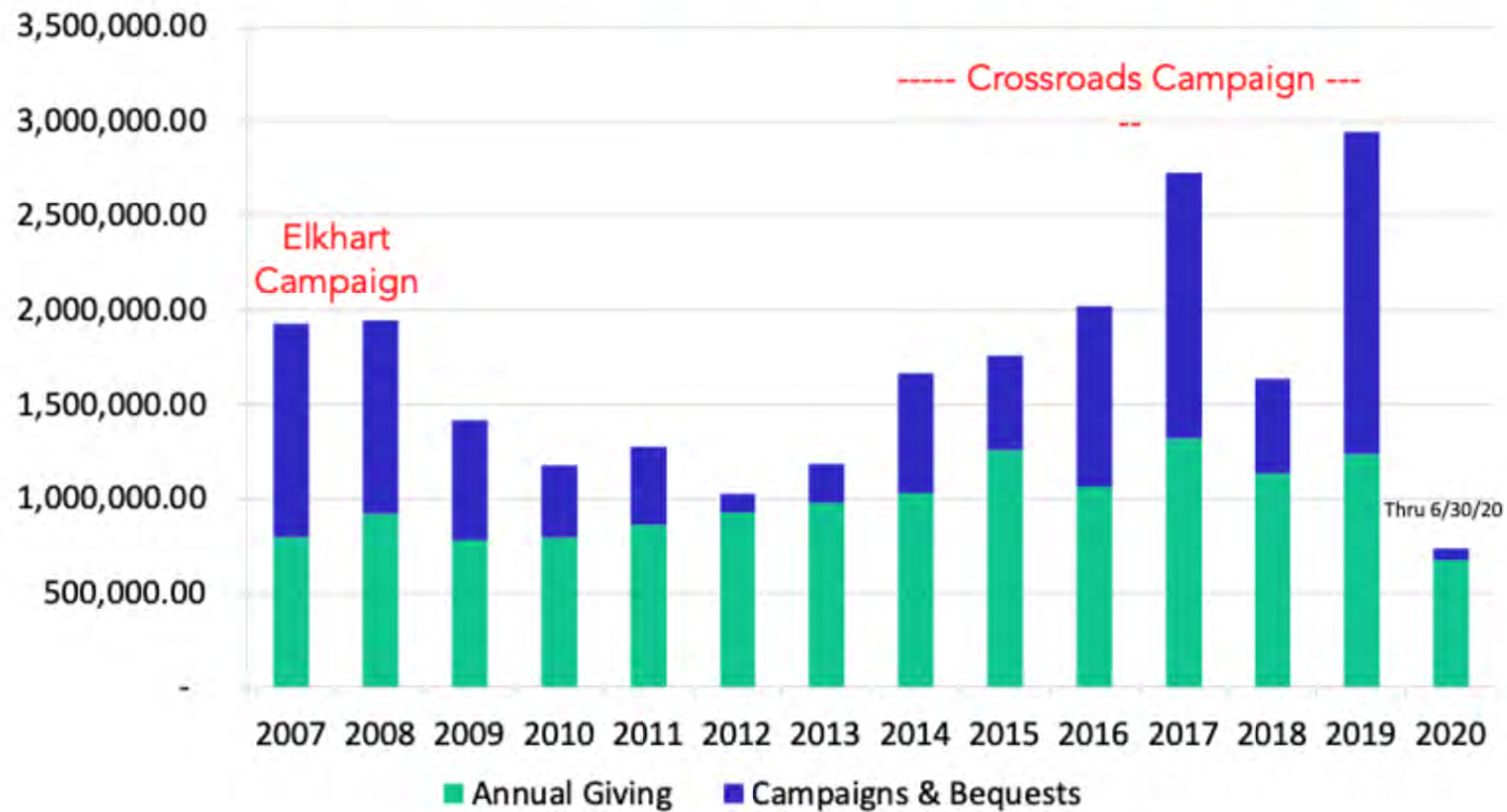
Cornerstones for Living: THE CROSSROADS CAMPAIGN

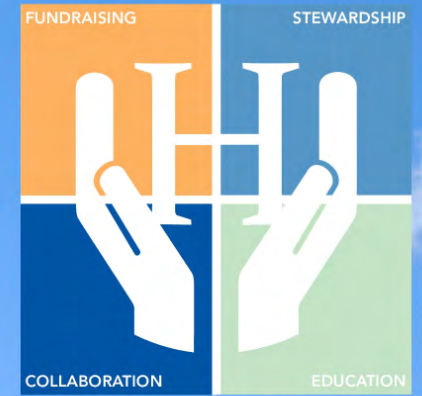
Progress Toward \$10,000,000 Goal thru 12/31/2019





HF Fundraising Since Inception





STEWARDSHIP



Special
Events



Communications



Facilities

Mishawaka
Campus

Center for
Palliative
Care

Elkhart
Campus

35th Helping Hands Award to Honor Catherine Hiler

For 35 years, Center for Hospice Care (CHC) has been honoring deserving recipients with our Helping Hands Award. We are excited that the 2019 Helping Hands Award recipient is Catherine Hiler – a true community servant and long-time supporter of CHC and the Hospice Foundation.

The award will be presented during our annual Helping Hands Award Dinner, which will be held at the Hilton Garden Inn on Wednesday, May 1. This year's event is being co-chaired by Kurt Janowsky and Stephanie and Todd Schurz.

Catherine was born in Belfast, Ireland and emigrated to the U.S. with her parents and two brothers. After spending several years in San Francisco working at First Interstate Bank of California, Catherine moved to Washington, D.C., where she served as an advisor to the Committee on Government Relations for the House of Representatives. She also served as Executive Director for both the Federal Mine Safety and Health Review Commission and the White House Conference on Small Business. It was in Washington, D.C.

Since living in South Bend, Catherine and John have raised three wonderful daughters – Alison, Caitlin and Morgan, and have served the community in many capacities. Catherine served on The Stanley Clark School Board and was a parent representative on the John Adams High School Committee that established the International Baccalaureate magnet program.

We like to believe that Catherine found her true passion when she began her involvement with CHC and ultimately, the Hospice Foundation. Catherine has been involved with our organization for more than 16 years. She started as a volunteer and served on the boards of CHC and the Hospice Foundation, including five years as board chair. If that were not enough, in 2014 Catherine graciously agreed to chair our five-year comprehensive fundraising campaign, "Cornerstones for Living: The Crossroads Campaign." This campaign, now in its final months, is focused on raising money to build a new 12-bed inpatient care facility (now

"I can think of absolutely no one more deserving of our 35th Helping Hands Award," said Mark Murray, President/CEO of CHC and the Hospice Foundation. "Catherine has been a tremendous asset to not only this organization, but also to the entire community. Her desire to give back has left an indelible mark."

For more information about attending or sponsoring the 2019 Helping Hands Award Dinner, please visit foundationforhospice.org/helpinghands2019.



Gardens of Remembrance and Renewal Memorial Dedication

The Gardens of Remembrance and Renewal are situated on the 11-acre property of Center for Hospice Care's Elkhart Campus adjacent to the newly renamed Esther's House. The gardens are a place where patients and families can connect with loved ones or simply enjoy nature in a peaceful setting next to the babbling brook. The gardens also offer opportunities for families to honor their loved ones through memorial bricks and benches, as well as flowering and evergreen trees. The purchase of memorial items also helps ensure that everyone who may be eligible for hospice care in the future

will receive the compassionate care they need, regardless of their ability to pay. On Tuesday, June 4, 2019, the annual "Gardens of Remembrance and Renewal" ceremony will be held to dedicate the memorial items donated during the past year. The ceremony is a chance for donors and family members to gather and reflect on the lives and memories of those who are being remembered and to see where the items are placed among the gardens. The ceremony will begin at 5:30 p.m. and include brief remarks, as well as

the dedication of memorial items. Light refreshments will be served following the ceremony. Invitations will be sent in May to those who have donated memorial items both this year and in the past. The event is also open to the public.

If you are interested in purchasing a memorial item for placement in 2020, you can do so online at foundationforhospice.org/Elkhart-Campus or by contacting Heidi Payton at 574.367.2446 or PaytonH@FoundationForHospice.org.



Improving the Quality of Living

Center for Hospice Care's (CHC) is intertwined with the community. We need because of the vision and collaboration of community members and organizations that helped launch us. That memory is part of what fuels our commitment to improve the quality of living in the community.

It's part of the reason we collaborate with and support other organizations to serve the community. There are more than 40 local not-for-profits we partner with regularly – along with countless others we support throughout the year. This support ranges from hosting community events, offering the use of our conference spaces, and supporting fundraising events hosted by our partners.

We are humbled that our impact has been recognized throughout the community with several special awards.

2010 Best-For-Profit of the Year Award – Greater Elkhart Chamber of Commerce
The Business Recognition Council of the Greater Elkhart Chamber of Commerce named Center for Hospice Care as the recipient of its 2010 Best-For-Profit of the Year Award. The formal presentation of this award took place during the Chamber's annual meeting, which drew over 400 attendees.

2011 Business of the Year Award – REAL Services, Inc.
REAL Services honored CHC with the Business of the Year Award at their Age of Excellence Awards Luncheon in 2011. The Age of Excellence Awards celebrate among others in REAL Services its county service area who give themselves to care for elderly and long-term care individuals.

2014 Economic Impact Award – St. Joseph County Chamber of Commerce
CHC was chosen for the Economic Impact Award at the 2014 Salute to Business. The award recognizes a company's strategic vision and its sustainable capital investment in the St. Joseph County economy.

2018 Justa Quorum Award – Holy Cross College
Holy Cross College honored CHC with the Justa Quorum Award at their Inaugural "Through the Eyes of Faith" gala. The evening featured presentations about Center for Hospice Care's long-term impact to Ligonia where Holy Cross students and faculty were trained by CHC's partner, the Palliative Care Association of Ligonia.

Local Health Organizations of Elkhart & Posey Place
Arlene & Addie Mae
Bryant Center
Auntie's & Dennis Services
Association of Fundraising Professionals
Merrilee Wagner Chapter
Baker Children's Home
Blaire the Bear
Bliss in the Park
Cable Center
Community Foundation of Elkhart County
Community Foundation of Marshall County
Community Foundation of St. Joseph County
Community Hospital of Brown Township
Community Hospital of Elkhart County
Elkhart Chapter of Commerce
Foundation of St. Joseph Health System
Glenview Hospital
Healthcare Foundation
WVTE

Honoring Servant Leaders
For 35 years, Center for Hospice Care has given the Helping Hands Award to individuals, couples and families who have demonstrated civic and charitable leadership to improve the quality of living in the communities we serve. The award recognizes the recipients for exhibiting exceptional generosity, outstanding community involvement, steadfast financial support, and by motivating others to give. Each of the recipients have experienced these qualities and are formally presented with the award at our annual Helping Hands Award Dinner in May. Funds raised in support of the dinner help us keep our promise that to care for our in-home care services are eligible for our services will be turned away due to an inability to pay. The honorees for 2019 is Catherine Hiler (see page 15).

Helping Hands Award Recipients 2000-2019
2008: Chris and Carrie Murphy
2009: Burkhardt/Miller Family
2010: Wilkerson Family
2011: Ray, Richard & Warner, C.S.C.
2012: Mary Civanowski Ferlic
2013: Ann Mason
2014: Robert Deputy
2015: Lou Irvine
2016: Rita DeGiacome and Joe Sherman
2017: First Responders
2018: Sister Carmen Marie Salovey, C.S.C.



A LOOK BACK

Center for Hospice Care's Veterans Memorial Rededicated as the Captain Robert J. Hiler Jr. Veterans Memorial

In 2016, Center for Hospice Care (CHC) dedicated a beautiful Veterans Memorial on the grounds of our Mishawaka Campus. As a "We Honor Veterans" Level 4 Partner, CHC takes great pride in honoring the unique needs of veterans facing life-limiting illnesses. As CHC President/CEO Mark Murray notes, "Today, one out of every four Americans dying is a veteran. Our goal is to address their end-of-life needs, to serve them as they have served us."

Due to an incredible gift from the Robert J. Hiler Family Foundation, and John and Catherine Hiler, CHC was able to rededicate the memorial as the Captain Robert J. Hiler Jr. Veterans Memorial. "The countless generosity of the Hiler family has made a huge difference in our community," said Murray. "That support of our work and of veterans specifically means that we will be able to continue our veterans program into the future."

The renaming of the memorial took place on October 18, 2018 during our annual Veterans Tribute Ceremony. The event, which was attended by more than 150 people, was a wonderful opportunity to remember and honor loved ones who have served this country.

"Although it was only the second year we have held the veterans tribute ceremony, it is becoming one of my favorite events," said Mike Wingo, chief operating officer of the Hospice Foundation. "As a veteran, seeing so many people in our community come together to honor our veterans is very meaningful. The rededication and renaming of the memorial after Robert J. Hiler, Jr. made the 2018 event even more special."

The Captain Robert J. Hiler Jr. Veterans Memorial will continue to offer opportunities for people to honor and remember their loved ones, including memorial bricks and wall plaques available for placement. There are additional naming opportunities available for other elements of the memorial, including limestone benches, flagpoles, trees, entry signs and "Poppies," the corporate statue.

To learn more about our Veterans program or to purchase an item for placement at the 2019 event, go to foundationforhospice.org/veterans or contact Heidi Payton at PaytonH@FoundationForHospice.org.



CROSSROADS
FOR FRIENDS OF CENTER FOR HOSPICE CARE

Ongoing Impact of the Crossroads Campaign

Hospice Foundation
on the Web

Hospice Foundation on



A Permanent Home in Elkhart County

One of the most significant accomplishments over the past 10 years was the opening of our seven-bed inpatient care facility in Elkhart. Tucked away just north of the US 20 bypass and CR 17, Center for Hospice Care's Elkhart Campus is a wonderful example of the warm home-like setting CHC inpatient units provide patients and their loved ones.

It was made possible through the generosity of numerous Elkhart donors, particularly Dick and Rita Strefling. After experiencing the compassionate care Dick's mother Esther received from CHC both in-home and in our inpatient care facility in Roseland, the Streflings were committed to ensuring that families had access to the same level of care in Elkhart County. In 2007, the Streflings, through the Strefling Foundation, provided the lead gift to make that a reality.

In honor of their generous gift, and to celebrate the 10-year anniversary of the Elkhart Campus, the inpatient facility was renamed "Esther's House" and officially rededicated on August 16, 2018.

\$2,483,955 Raised



An Amazing Place to Be

Cyril "Bud" Stone became a patient in April of 2010. He had been removed from a respirator and the family thought it would only be hours before he passed. That hadn't happened, and they were advised by the hospital that they would have to take him home or to our inpatient care facility. Karen Parsons, one of Bud's seven children, said their family just wanted her father to be able to die in peace.

"Home wasn't an option," she noted. Her father had endured years of pain due to back injuries and arthritis and, while everyone marveled at how tough he was, they also knew it was only a matter of time before he passed. They wanted to be able to share time with him as a family, in a quiet setting. "He received the very best of care in the short time he was at Hospice House," she added.



"I think the staff are God's angels on earth," Karen said. Since the opening of our Elkhart Campus, more than 1,086 families have experienced the compassionate care Dick and Rita Strefling envisioned.



ESTHER'S HOUSE HAS SERVED 1,086 Elkhart County Patients since opening in 2008



20 CROSSROADS

Area's Only Free-Standing Palliative Care Center

Center for Hospice Care (CHC) is committed to improving the quality of living for our patients, their families and the broader community. In addition to being the largest hospice provider in the state, CHC also provides palliative care, which is intended to alleviate the pain and symptoms associated with serious, life-limiting or chronic illness. Unlike hospice care, which is intended for patients with a life expectancy of less than six months, palliative care has no predefined time restrictions. To meet the needs of this population, CHC built the area's only dedicated freestanding facility – Center for Palliative Care – as a place to offer palliative care consultation and services.

The first of its kind in north central Indiana, this freestanding outpatient clinic gives patients and families an opportunity to receive the physical, psychosocial, emotional and spiritual support necessary to improve their quality of living. In addition, palliative care can help mitigate the depression that results from receiving the diagnosis of a life-limiting condition or chronic pain. This type of depression can reduce life expectancy, according to a study published in the *New England Journal of Medicine*.

Patients whose pain is adequately treated tend to sleep better, eat better and communicate more effectively with caregivers

and relatives. Patient- and family-centered palliative care optimizes the quality of life by anticipating, preventing and treating suffering.

The difference between palliative care and hospice care can be confusing. The most significant difference is that palliative care patients may simultaneously pursue active curative treatment. Palliative care includes aggressive symptom management as well as emotional support and assistance. Palliative care referrals may be made by any physician, preferably at an early stage of treatment. Once a referral is made, one of CHC's physicians or nurse practitioners will examine the patient and provide a consultation on options for care. Interdisciplinary teams comprised of physicians, nurses, social workers, chaplains and home health aides confer to support the care of our palliative care patients.

By providing these services to the community, and by raising money to create a dedicated facility, the Hospice Foundation continues to support CHC in significant ways that improve the lives of those in our community.

\$1,000,000 Raised

Fundraising Activities

Generous Matching Gift

To help make Center for Palliative Care possible, the Hospice Foundation received an incredibly generous matching gift from a local foundation. This \$500,000 gift was truly transformational and helped spur the community to action.

The Community Responds

With the \$500,000 matching gift as the impetus for action, our community stepped up in a significant way to match the full \$500,000. Through the commitment of the community, CHC and the Hospice Foundation were able to build the Center for Palliative Care on our Mishawaka Campus.

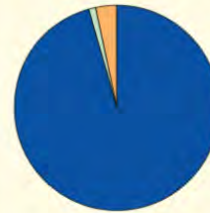
In addition, the combined \$1 Million gifts have supported the initiation and development of our community-based palliative care program.



palliate \ 'pa-lē-, āt\
1. to lessen the severity of pain and disease without curing

2016-2018 STATISTICS

Breathe
easy



700 Total Patients

- Patients that didn't go to the hospital 670 (95.7%)
- ER Visits 6 (0.9%)
- Hospital Admissions 24 (3.4%)



HeartWize



895 Total Patients

- Patients that didn't go to the hospital 870 (97.2%)
- ER Visits 10 (1.1%)
- Hospital Admissions 15 (1.7%)



Breathe Easy & HeartWize

To help manage the symptoms of chronic obstructive pulmonary disease (COPD) or of maximally treated heart disease, Center for Palliative Care delivers programs designed specifically for the challenges many patients face during these illnesses.

With a focus on symptom management, our BreatheEasy program for COPD and our HeartWize program for advanced heart disease, are designed to improve the quality of living for our patients. These programs led to reduced emergency room visits and re-hospitalizations (see charts to the left).

Each program is tailored to the specific needs of individual patients and includes specialized treatment protocols, medication, and nutritional guidance designed to provide maximum comfort. Since inception, these programs have helped many patients manage symptoms and reduce suffering.



Creating a Centralized Hospice Campus

On August 20, 2013, Center for Hospice Care (CHC) and the Hospice Foundation officially welcomed the public to its new Mishawaka Campus. During a news conference at the time, President/CEO Mark Murray noted, "This facility, this location and this remarkable pastoral setting is not only a testament to a tremendous collaboration between Mishawaka and Center for Hospice Care, but also a tangible example of the incredible growth experienced by the philosophy of hospice care."

**Ernestine M. Raclin House
made possible by gift of
\$1,000,000**
**Anonymous matching grant of
\$500,000**

Nestled between Central Park and Cedar Street and situated along the northern bank of the St. Joseph River, the Mishawaka Campus is home base for CHC's various administrative support functions as well as the Life Transition Center and Hospice Foundation. In addition, the site includes a remodeled residential home, used primarily as a guest house for medical fellows rotating through CHC; the freestanding Center for Palliative Care; and our veterans memorial which was recently rededicated as the "Captain Robert J. Hilier Jr. Veterans Memorial" (see pages 6-7). Work is currently underway to construct a new clinical staff building and a new inpatient unit, which will be called the Ernestine M. Raclin House.

None of these accomplishments would have been possible without the generous support of our community and the collaborative nature of the City of Mishawaka. Donors have made gifts of all sizes to further our mission to improve the quality of living. Mishawaka leaders have helped us improve the quality of our community. By working together, CHC and the city have been working to transform our campus location into something in which we can all take pride. The riverfront along which our campus sits is now home to the recently renovated Central Park, miles of walking paths and other amenities.

To help ensure adequate funding for the consolidated campus, CHC and the Hospice Foundation launched "Cornerstones for Living: The Crossroads Campaign," our largest fundraising campaign in history, in July of 2014 (see page 44 for a campaign update).



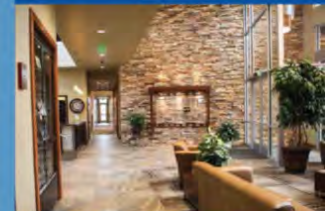
Impact of a Consolidated Campus

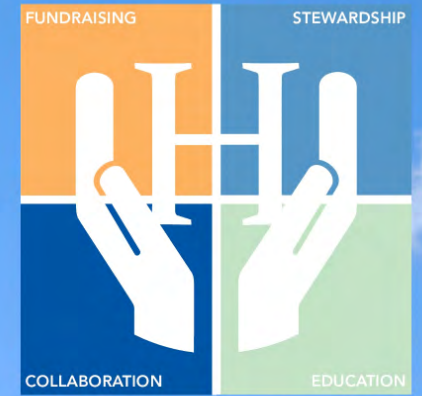
**\$260,000
saved per year**

Given the growth over the years of CHC in terms of patients and staff, additional office space was required each year. To accommodate these needs, CHC was renting thousands of square feet of space in multiple locations around the city. It became clear that it no longer made sense to continue leasing more and more space. The time had come for CHC to own our facilities. The consolidation of space has many obvious benefits, not the least of which is a significant annual cost savings – savings that help our mission to serve all those eligible in our community – regardless of their ability to pay.

Consolidated Campus Efficiencies

The consolidated campus CHC is building has had and will continue to have a positive impact on our patients, families and community. Bereavement clients have been able to avail themselves of our services in a beautiful setting; CHC staff have benefitted from working more closely together; and soon, hospice patients will be able to experience the soothing sounds and views of the St. Joseph River. By working closely with the City of Mishawaka, CHC and the Hospice Foundation strive to be "good neighbors" and are committed to improving the quality of living for everyone with whom we come into contact.







Center for Education &
Advance Care Planning

EDUCATION



Community
Education



Practitioner
Education



Advance
Directives

COMMUNITY EDUCATION

Speakers Bureau

Panel Discussions

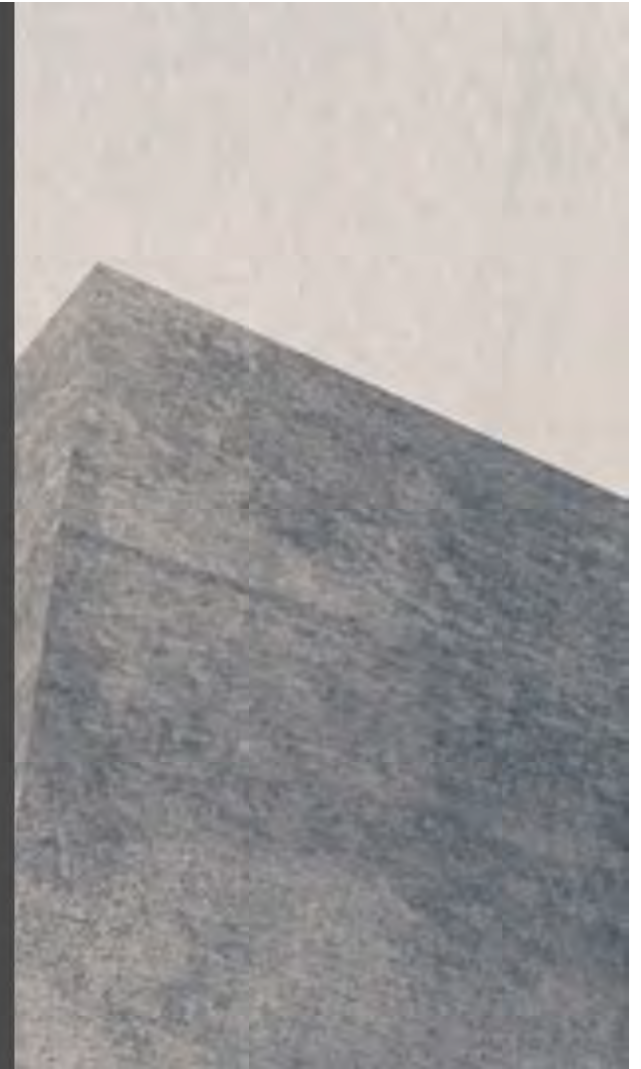
Webinars

Proprietary Workshops

- "Cupcakes to Die For"
- "Death by Chocolate"

Targeted Presentations

- Extended Care Facilities
- Forever Learning
- Classroom Lectures



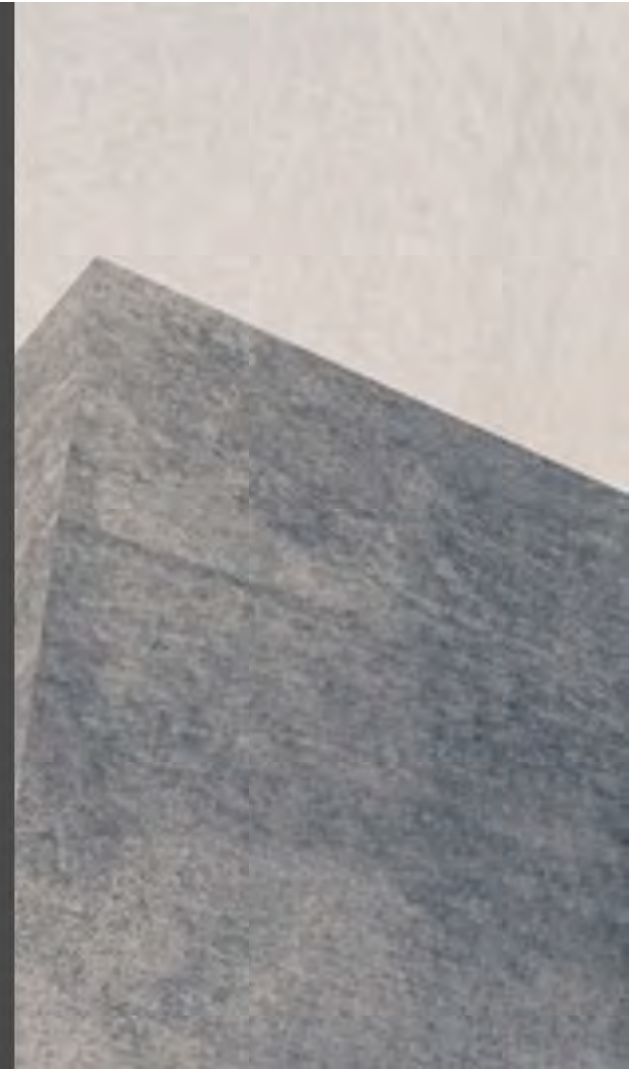
PRACTITIONER EDUCATION

Physician Education

- H&PM Fellowship
- IU Talk
- Residency/Med School Rotations

Trusted Advisors

- Financial Planners
- Trust Officers
- Funeral Directors
- Attorneys
- Accountants





Honoring Choices®

INDIANA – NORTH CENTRAL

COMMUNITY PARTNERS

Saint Joseph Health System

Goshen Health System

Beacon Medical Group

Memorial Hospital

Elkhart General Hospital

Caregiver Homes

Radiology, Inc.

Press Ganey

**Vera Z. Dwyer College of
Health Sciences**

River Bend Cancer Services

REAL Services

**Ruth M. Hillebrand Center for
Compassionate Care in Medicine**



COLLABORATION



GPIC



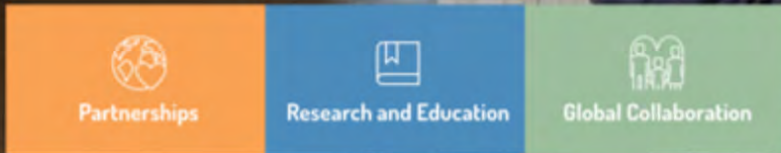
Higher
Education



PCAU



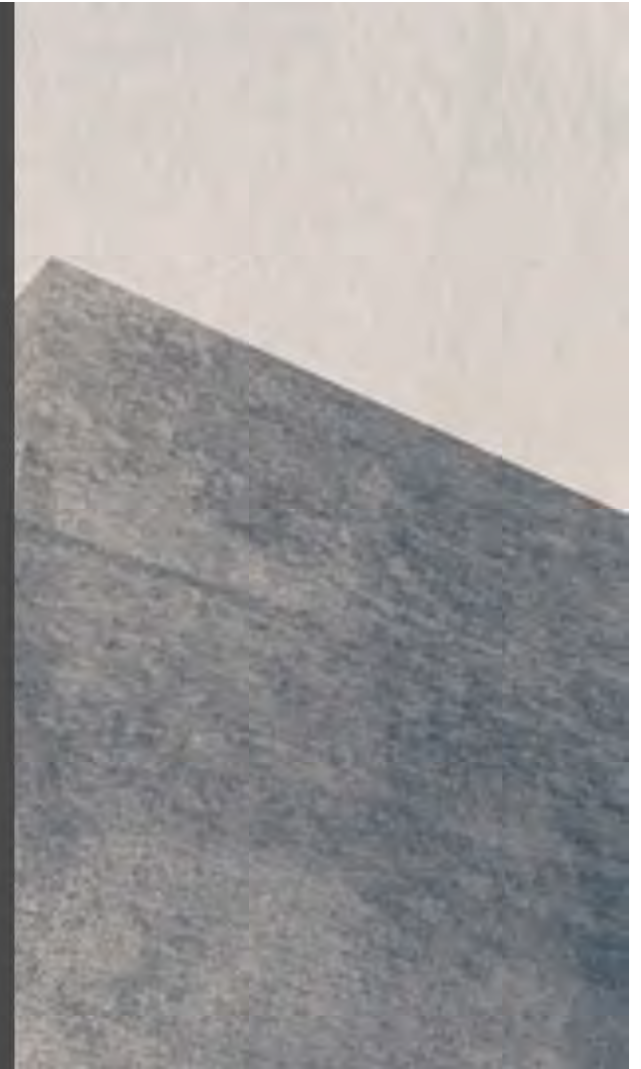
37 US hospices partnered with
37 programs in 13 developing countries



Enhancing Access to Palliative Care Worldwide

ACTIVE COLLEGE & UNIVERSITY PROJECTS

- College of St. Benedict
- IU School of Medicine - Indianapolis
- IU South Bend
- Oxford University
- Ruth M. Hillebrand Center for
• Compassionate Care in Medicine
- St. John's University
- Ugandan Martyrs University
- University of Alberta
- University of Leeds
- University of Notre Dame
- Vera Z. Dwyer College of Health Sciences



PALLIATIVE CARE ASSOCIATION OF UGANDA

- mHealth Project
- Internships
- Conference Faculty & Sponsorship
- Road to Hope Children's Program
- Exchange Visits
- Leadership Development
- Documentary Film Production
- Nursing Scholarships
- Philanthropic & Fundraising Support

