



EVERY PERSON EVERY TIME

2019 PRESIDENT'S REPORT



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OUR PURPOSE

We meet our patients and families where they are with urgency, purpose and compassionate accountability surrounding them with decades of dedicated hospice expertise.

OUR CULTURE

Our strength comes from working together providing more layers of support for anyone with a terminal illness who seeks and needs our care regardless of age, diagnosis or ability to pay.



”
*Home has surpassed
the hospital as the most
common place of death in
the United States for the
first time since the early
20th century.*

*“Changes in Place of Death in the US”,
The New England Journal
of Medicine 12.12.19*



As the for-profit hospice sector continues to re-shape itself through mergers and private equity investment, The NorthStar Care Community remains committed to its not-for-profit mission. Our focus will always be on our patients, not profits, and doing what’s best and right for people at the end of life.

One place where we continue to strengthen the not-for-profit mission is with the National Partnership for Hospice Innovation (NPHI). This group, a collaborative network of leading not-for-profit hospice organizations, encourages members to build relationships, share best practices and discuss operational challenges through forums, educational resources to protect and grow not-for-profit hospice care in the United States. As one of the nation’s largest not-for-profit hospice organizations, our membership in NPHI will provide additional opportunities to both lead and explore partnerships to enhance and expand our services.

SCALE. EXPERIENCE. INNOVATION.

A statewide footprint. Four decades of experience. And a pioneering spirit that drives unending innovation. This is what makes the NorthStar Care Community a leader in not-for-profit end-of-life care. It’s why hospice organizations around the country reach out to us, seeking partnerships to improve technology, streamline processes and manage the cost of operations.

Acting Locally. Thinking Globally.

At our core, we are a community-based hospice organization, with 21 local care teams dedicated to supporting our neighbors during life’s most sacred moments.

Yet as a statewide organization, our scale offers unique advantages to both our patients and to other providers. As pioneers in the hospice sector, our embrace of technology has been at the center of every innovation. This investment has resulted in better patient care, more efficient operations and continues to open doors to new revenue streams to support our mission.

Bob Cahill
PRESIDENT & CEO



2019 at a GLANCE

CENSUS STRENGTH

5,468

TOTAL PATIENTS

▲ 5.6%

1,077

VETERAN PATIENTS

▲ 2.0%

78

PEDIATRIC PATIENTS

▲ 47.2%

AVERAGE DAILY CENSUS

▲ 3.8%

REFERRAL VOLUME

▲ 6.6%

ADMISSIONS

▲ 4.9%

DEATHS

▲ 5.1%

DISCHARGES

▲ 12.8%

ACHIEVED AN ALL-TIME BEST AVERAGE DAILY CENSUS

1,100

AUGUST 27, 2019

EVERY DAY COUNTS

TOTAL PATIENT DAYS OF SERVICE

383,587

▲ 4.0% vs. 2018

AVERAGE LENGTH OF STAY

85 DAYS

▲ 2.4% vs. 2018

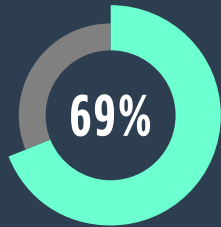
MEDIAN LENGTH OF STAY

22 DAYS

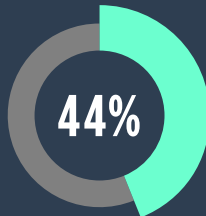
▲ 4.8% vs. 2018

PATIENT AGE

75 YEARS OR OLDER

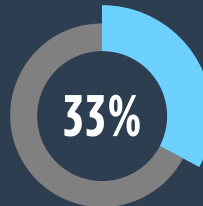


85 YEARS OR OLDER

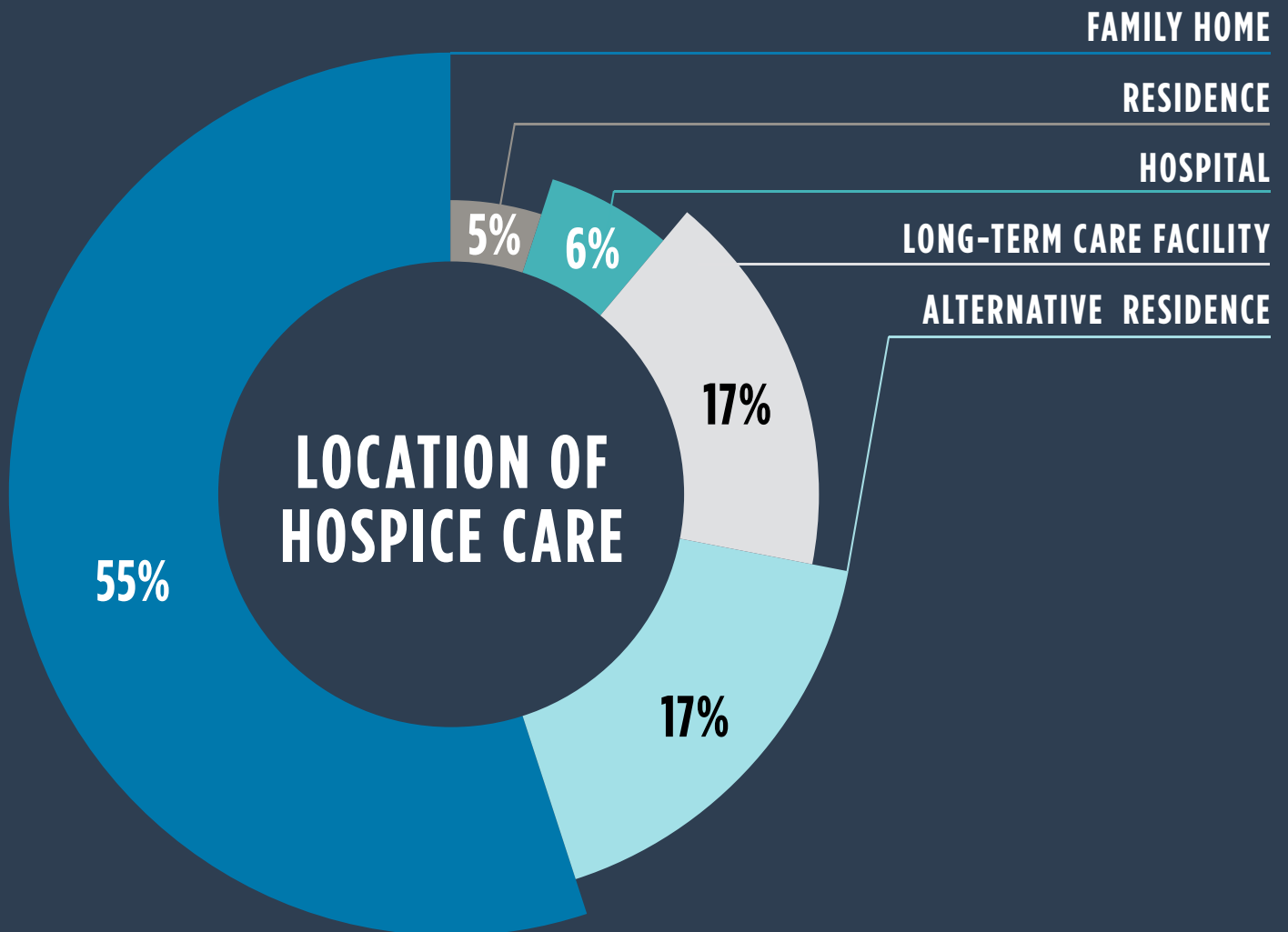
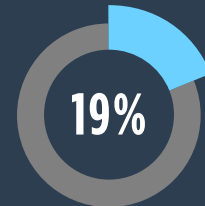


PRIMARY DIAGNOSIS

CANCER



CARDIAC



888-247-5701

888-993-2273

These phone numbers represent access, reassurance and quality. Patients and families know that regardless of the time of day or day of the week, when they call these numbers, they can speak directly to a registered nurse for help during a crisis. Yet, a surprising number of hospice providers are simply unable to offer this essential component of care.



LEVERAGING OUR ASSETS FOR GROWTH

Beginning in late 2017, the NorthStar Care Community recognized the potential to leverage the resources of our 24/7 Contact Center, introducing the NorthStar Triage business unit.

OUR SUPER POWER: THE CONTACT CENTER

CONTACT
CENTER
STAFF OF **58**



TRIAGE RN'S



MANAGERS



CARE COORDINATORS

APPROXIMATELY
16,000
CALLS PER MONTH

All Contact Center staff work remotely, using the latest technology to provide seamless support around the clock



The roster of NorthStar Triage partners continued to grow in 2019. By year's end, NorthStar Triage provided after-hours and weekend management to 11 hospice and homecare organizations in four states.

These relationships brought an additional \$350,000 of revenue to support our hospice mission.

NorthStar Triage continues to attract the attention of healthcare organizations around the country, with several contracts pending for activation in 2020.

In addition, these partnerships have led to other revenue-based opportunities that leverage our advanced technology resources (applications, EMR Support and consulting), scale and experience.



MICHIGAN



OHIO



WASHINGTON



CALIFORNIA

4 STATES **11** CLIENTS **3,700** ADDITIONAL PATIENTS



INFORMATION TECHNOLOGY

FOCUS: SECURE OPERATIONS

The NorthStar Care Community is vigilant in our commitment to protect patient information, as well as all data related to safe business operations. Throughout 2019, the Information Technology team, instituted several significant security measures aimed at minimizing the risk of a breach while maintaining efficient, accessible channels of communication for our clinical staff. In addition, they deployed a HIPAA-compliant messaging tool (TigerConnect) that allows for secure, real-time communication in the field.



SERVICE OPERATIONS

PATIENT-FOCUSED = QUALITY CARE

Significant attention was paid to operational processes in 2019. With a focus on optimizing resources to improve care delivery, the adoption of new or refined processes occurred in several areas, including documentation, IDT standardization, DME formulary, and visit structure.

The weekly Interdisciplinary Team meeting (a.k.a. the IDT) combines insight from all disciplines to address the medical, emotional and social needs of every patient and family to inform the following week's visits. In 2019, a standardized methodology was implemented across all teams maximizing technology to streamline this important practice.

THE IDT

A thorough review of each patient's hospice plan of care

HOSPICE OF MICHIGAN

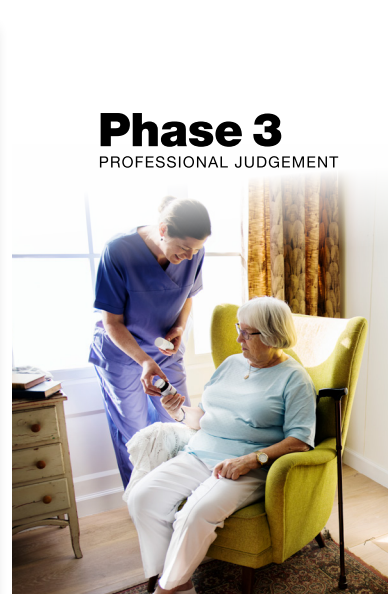
15 WEEKLY IDTs

ARBOR HOSPICE

6 WEEKLY IDTs

DELIVERING A CONSISTENT, PREDICTABLE EXPERIENCE

Statewide clinical management collaborated to develop and implement a clinical visit framework designed to manage workload while continuing to provide industry-leading standards of care. This framework – or visit structure – guides the steps of every patient visit, creating a consistency and predictability that ensures our patients and their families know what to expect. This structure helps to streamline visits while maximizing time at the bedside.





MEDICAL AFFAIRS

EXPANDING AND REBRANDING PALLIATIVE CARE



Expanding the Palliative Care practice continues to be an organizational priority. Fueled by geographic expansion of palliative care services across Michigan, the legacy program - *Arbor Palliative Care* - was officially rebranded in 2019 to **NorthStar Palliative Care**. Dr. Thomas O'Neill, Medical Director, Arbor Hospice, was named program director providing administrative stability while taking an active role in patient care.

To support this expansion, the Medical Affairs team, anchored by five regional medical directors, strengthened the role of the Advance Practice Nurse model (a.k.a. Nurse Practitioner or NP) and introduced three regional models, each designed to respond to market conditions.

► SOUTHEAST NURSE PRACTITIONER MODEL

This model featured two NP's conducting assessments and follow-up visits, supervised by Tom O'Neil M.D. and Kai Denski D.O. Focused on controlled growth and facilitating ethically appropriate transition to hospice care, 134 patients transitioned to hospice care.

► SOUTHWEST SOCIAL WORK MODEL

With a greater density of nursing homes, assisted living facilities, and rehab facilities, a social worker, trained by and dedicated to the palliative team, guides referrals based in the Grand Rapids office.

► NORTHWEST DUAL-ROLE MODEL

Two new NPs - each with palliative experience - play a dual-role, supporting both hospice and palliative operations.

The models will be evaluated in 2020, to compare and contrast for clinical and financial outcomes.

NORTHSTAR QUALITY BOARD DIGS DEEP

Members of the former Arbor Hospice Board officially transitioned to create the NorthStar Quality Board. This Board has received extensive training in hospice quality reporting and standards to provide effective quality oversight of all members of the NorthStar Care Community.

With a goal of exceeding state and national quality averages, the NorthStar Quality Board met with the clinical and medical directors from all five regions for an in-depth review of quality data, quality improvement strategies, and marketing plans, providing critical analysis and support to help each region focus on their respective Quality Assurance and Performance Improvement (QAPI). These reviews are now a regular part of the quality program.



PEDIATRICS

EXPANDING ACCESS TO PEDIATRIC HOSPICE

Life-limiting illness doesn't discriminate to age or location. *Jo Elyn Nyman Anchors Programs for Children* is there for families whether they live in the state's big cities or in the more rural areas in the northern Lower Peninsula. In 2019, we also provided consultative services to hospices in the Upper Peninsula to support their pediatric patients. We are particularly grateful for the generous donor support that has funded the increased costs incurred to care for these patients and families.



Jo Elyn Nyman

Programs for Children



**James B. Fahner
Pediatric Hospice**
Hospice of Michigan



Perinatal Program
Hospice of Michigan



Compass
Palliative Support



PREPARING FOR SURVEY

Unplanned leadership changes within the NorthStar Institute led to a fortuitous collaboration between the Education, Quality and Compliance teams that identified areas of strength and opportunity as the agency prepared for the 2020 Community Health Accreditation Program (CHAP) Survey.

Extensive education including in-person training, online modules, and mock surveys were conducted with all clinical and non-clinical staff to ensure alignment with CHAP and Center for Medicare and Medicaid Services (CMS) standards.

STATEWIDE TPE PROGRAM IMPROVES EFFICIENCIES

The Compliance and Education teams implemented a statewide TPE (Targeted Probe and Education) Program focusing on efficient and compliant patient condition documentation. This effort not only reinforced CMS documentation requirements, but also reduced the amount of documentation for clinicians.

EVALUATING PROFESSIONAL CAREGIVER BURNOUT

A two-year, \$500,000 grant from the Michigan Health Endowment Fund

In partnership with researchers from Michigan State, Duke, and Stanford universities, research began in early 2019. 85% of eligible Hospice of Michigan employees completed the initial survey measuring factors that contribute to "burnout" such as job stress, scheduling, work-life balance, and structural factors. Analysis of the initial survey and subsequent one-on-one surveys contributed to the development of a series of interventions to be introduced and evaluated throughout 2020.



OFFICE OF GENERAL COUNSEL & FACILITIES MANAGEMENT

A COMMITMENT TO SAFE-GUARDING THE ORGANIZATION

The Office of General Counsel continues to actively review, draft and negotiate hundreds of healthcare and business agreements annually to enable delivery of care and provide operational efficiencies.

Notable impact included:

- ▶ Oversight of 200 healthcare and business agreements
- ▶ Amendment of 300 skilled nursing home agreements to reflect new respite rates
- ▶ Reduction of enterprise-wide insurance costs
- ▶ Favorable lease renewals for multiple sites, including building expansion of Cadillac office
- ▶ Implemented improved statewide emergency planning and response efforts
- ▶ Directed completion of new roof at Oak Valley home office



FINANCE

HOSPICE OF MICHIGAN AND ARBOR HOSPICE: STATEMENT OF REVENUE AND EXPENSE

TWELVE MONTHS ENDING DECEMBER 31, 2019	
TOTAL PROGRAM REVENUE	\$77,760,375
PROGRAM EXPENSES	(\$76,873,749)
OPERATING INCOME	\$886,626
INVESTMENT GAIN (LOSS)	\$949,921
NET FOUNDATION INCOME	\$3,132,938
PHILANTHROPY PROGRAM EXPENSE*	(\$3,126,258)
TOTAL NET INCOME	\$1,843,227
* Pediatric, Grief Support, Complementary Therapies, Charity Care, Institute, Community Outreach, Palliative Care, Physician Fellowship, etc.	

Maximized cash flow from operations by maintaining days outstanding in accounts receivable below 40 days.



HOSPICE OF MICHIGAN FOUNDATION AND ARBOR HOSPICE FOUNDATION

COMBINING RESOURCES AND HONORING LEGACIES

Retaining the names and legacies of both fundraising entities, the Hospice of Michigan Foundation and Arbor Hospice Foundation completed its first year as a combined Board, maximizing resources to raise funds to support each of the communities we serve.

The collaboration of the two Boards proved successful – raising nearly \$5 million – enough to fund all of the philanthropic programs that set Hospice of Michigan and Arbor Hospice apart.

- ▶ Dolores Bos Family Caregiver Support Fund
- ▶ Complementary Therapies
- ▶ Grief Support
- ▶ NorthStar Institute
- ▶ Open Access
- ▶ Palliative Care
- ▶ Pediatrics – *Jo Elyn Nyman Anchors Programs for Children*
- ▶ The Residence of Arbor Hospice – Charity Bed

ANNUAL FUND

\$2 MILLION+

(Memorial Gifts, Fall & Spring Appeals, Grants and Events)

MAJOR AND PLANNED GIFTS

\$2 MILLION+

AN ABUNDANCE OF GENEROSITY FROM LONG-TIME DONORS

Using Art to Connect with Pediatric Patients

Introducing the Chris and Lisa Van Allsburg Pediatric Art Program

At the December 2019 statewide movie screening of *Jumanji: The Next Level*, Chris and Lisa Van Allsburg (pictured) announced the creation of the *Chris and Lisa Van Allsburg Pediatric Art Program*. This program trains retired and current elementary school art teachers to work with seriously-ill children, utilizing the power of art to bring comfort.

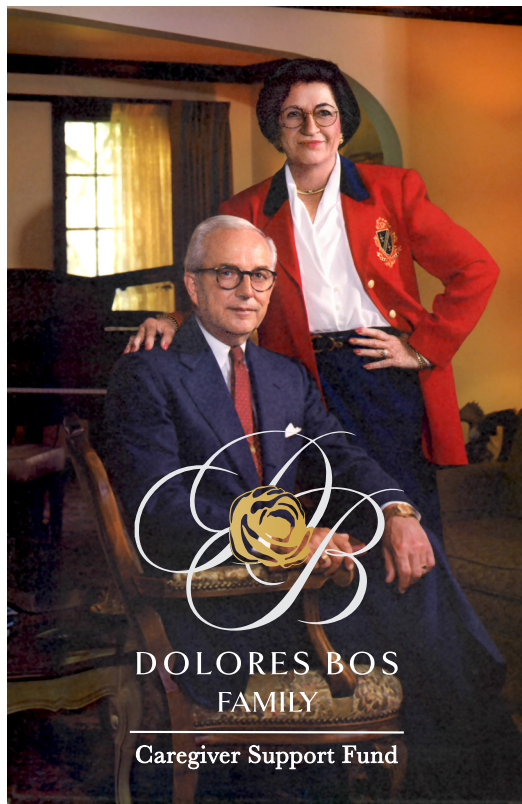
In total, \$1 million was raised from every corner of the state with lead gifts from Chris and Lisa Van Allsburg, The Meijer Foundation, The Van Andel Foundation, The Towsley Foundation and the Sarns Family.



HONORING A LEGACY OF HELPING OTHERS

Introducing the *Dolores Bos Family Caregiver Support Fund*

To honor the memory of his wife of 64 years, long-time donor and founding Hospice of Michigan Foundation Board Member Lawrence D. Bos, Sr. committed \$1 million to establish the Dolores Bos Family Caregiver Support Fund. This fund is designed to provide the support and resources family caregivers need to care for their loved ones, bringing honor and dignity to each day they have together. This gift inspired a longtime donor in Ann Arbor - who wishes to remain anonymous - to make a \$250,000 gift to support caregivers in the Ann Arbor region.



Annual costs for caregiver support exceeds \$3 million annually. The Dolores Bos Family Caregiver Fund provides essential resources to help family caregivers navigate this sacred stage of life, including:

- ▶ Items that improve a patient's comfort and quality-of-life for families that may be struggling to finance, such as heating and cooling repairs, cell phones, meals, small utility bills, etc.
- ▶ Access to a 24/7 caregiver support line to answer questions and dispatch a nurse to a patient's home during crises, if needed.
- ▶ Social work support for couples and family members struggling emotionally while caring for a loved one or re-establishing a healthy lifestyle following a death.
- ▶ Grief support counseling for family members before and after the death of their loved one.

MOBILIZING RESOURCES TO IMPROVE THE IN-PATIENT EXPERIENCE

With the support of community volunteers, Richard Laurin, NorthStar Quality Board Member, launched an initiative to redecorate patient rooms at *The Residence of Arbor Hospice* to create a more comfortable, home-like atmosphere for both patients and their families. With the first three rooms completed, Arbor Hospice is hopeful for donor support to fund the costs to redecorate the remaining rooms in 2020.



2019 FUNDRAISING EVENT HIGHLIGHTS

2019 was marked by a spectacular series of fundraising events that engaged communities in all corners of the state in unique and exciting ways.



Building on the success of *Barley, BBQ and Beats* in Grand Rapids and Detroit, this signature craft cocktail, BBQ and music festival extended to a third location in 2019 – Cadillac. Each year, *Barley, BBQ and Beats* attracts new supporters, builds awareness and raises critical funds to support our not-for-profit mission.

\$419,229 MONEY RAISED • **2,650** ATTENDEES

35 WHISKEY DISTILLERS • **27** BBQ JOINTS

8 GREAT BANDS • **3** LOCATIONS

1 IMPORTANT MISSION



Live! FROM THE BIG HOUSE SAVOR THE JOURNEY

Returning to the Jack Roth Stadium Club, high above the iconic Block M of Michigan Stadium, Arbor Hospice welcomed nearly 300 supporters to the annual *Savor the Journey* fundraiser. Guests were treated to a variety of interactive experiences showcasing Arbor Hospice's Complementary Therapies Program, along with other unique, hands-on activities.

For the second year, the highlight of the evening was the opportunity to tour the Wolverine's locker room, run through the tunnel and take to the football field just like the Michigan Wolverines. There were field goal attempts, pick-up games and lots of laughter – all for a good cause.



AN EXCLUSIVE STATEWIDE MOVIE SCREENING

JUMANJI THE NEXT LEVEL



TO BENEFIT

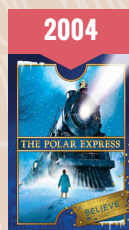
Jo Elyn Nyman

Programs for Children

2019 fundraising activity reached an apex in December with a 4-day, 4-city series of screenings of the holiday blockbuster *Jumanji: The Next Level*, based on long-time supporter Chris Van Allsburg's legendary children's book. More than \$265,000 was raised to benefit Jo Elyn Nyman Anchors Programs for Children to ensure that pediatric hospice care is available wherever a family lives.

THE POWER OF FOUR

Since 2004, we've had the great fortune to premiere four movies based on books by celebrated author, Chris Van Allsburg.



4
DAYS

4
CITIES

1,500
GUESTS

\$265,000+
RAISED

FUNDING
1,600
DAYS OF CARE

TRAVERSE CITY

275 GUESTS

1ST MAJOR FUNDRAISER
HELD IN TRAVERSE CITY

GRAND RAPIDS

570 GUESTS

60 PEDIATRIC PATIENTS
AND FAMILIES

SOLD OUT!

ALPENA

160 GUESTS

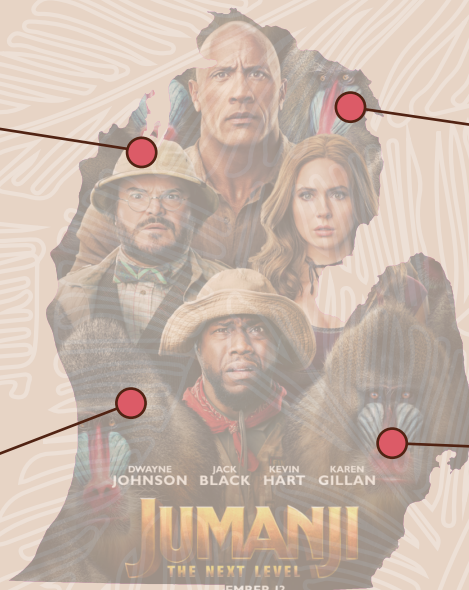
TOOK OVER ENTIRE AMC
CLASSIC THEATER

ROYAL OAK

480 GUESTS

65 PEDIATRIC PATIENTS
AND FAMILIES

SOLD OUT!



Special thanks to Sony Pictures, The Jenna Kast Believe in Miracles Foundation, donors, family, friends and the team at Jo Elyn Nyman Anchors Programs for Children who helped pediatric patient, Liam Fairbanks, his mother and brother take a special trip to attend the premiere of *Jumanji: The Next Level* at the TCL Chinese Theatre in Los Angeles. This memorable trip included walking the red carpet, meeting some of the movie's stars, and a private tour of the Sony Pictures Studios.

◀ Danny DeVito (left) poses with Heather, Walker and Liam



Remembering Philip H. McCorkle, Jr. (1945-2019)

We mourn the passing of Philip H. McCorkle, Jr., retired president and CEO of Mercy Health Saint Mary's, and long-time member of Hospice of Michigan's Board of Trustees.

Phil's efforts to help guide the future of hospice will always be remembered through the legacy of a special video that was recorded while he was benefitting from the support of Hospice of Michigan's Grand Rapids-based care team. This video was the centerpiece of Hospice of Michigan's celebration of National Hospice & Palliative Care Month in November 2019.

His message, which encouraged others to enroll early, like he did, was profound. "It's is very customized, and I don't think people realize that your care is mapped out. The team that visits me is a real joy - 'angels.'"

You can watch this special video on YouTube - **Click Here** ►



It's the *Moments* that Make our Mission *Meaningful*

To Gary Paschka, music was life.

An accomplished musician, Gary played several instruments, but the harmonica was his true passion. He loved to perform, and was proud to record several CDs that he shared with family and friends.

Owning an impressive collection of harmonicas, Gary astonished all who heard him play, as they never expected such beautiful and melodic music could come from this often underappreciated instrument. Yet, Gary's spectacular instrumental skills and his love for the harmonica was the perfect combination for musical magic.

Sadly, terminal illness robbed Gary of the strength he needed to play his beloved harmonica. As his illness progressed, Gary became increasingly less verbal and interactive.

When Kelly, his hospice nurse learned of his impressive musical talents, she was excited to introduce him to Rachael Lawrence-Lupton, MA MT-BC, one of Arbor Hospice's certified Music Therapists, because she knew the therapeutic impact of music could be both beneficial and nostalgic for Gary – and his family.

Prior to visiting Gary, Rachael made a point to listen to one of Gary's CDs, familiarizing herself with many of his favorites. Knowing that he would likely respond to hearing music that he, himself, had played, she eagerly played him songs that were on his CDs, hoping he would recognize them and sing or hum along. Gary was captivated by the beautiful music Rachael was playing, yet he could only mutter a few words.

As Rachael continued playing, Gary suddenly looked at his wife and asked if he could play the harmonica. Without hesitation, his wife scrambled to retrieve Gary's favorite harmonica – his prized possession – out of the other room. Without the strength to hold his harmonica, Rachael held the instrument to his lips. Then it happened – the magic of Music Therapy. Gary started to play a tune that everyone in the room recognized – *Somewhere Over The Rainbow*.

From beginning to end, Gary played it perfectly, as if he were on stage performing for an audience. In effect, he was performing for a happy and captive audience of his family and his care team, each person was awestruck by his performance. Rachael and her colleagues, who have so often witnessed

the magic of Music Therapy, were simply blown away. They now refer to this encounter as "the magical session."

Many people talk or hear about the magic of Music Therapy and the miraculous effect it has on patients who are nonverbal, minimally interactive or having a difficult time transitioning. However, nothing compares to witnessing the peace and tranquility that comes over a patient, like Gary, once the music starts playing.

Arbor Hospice and Hospice of Michigan are among the few hospices in the state that provides complementary Music Therapy guided by masters-level professionals. This program is 100% funded by donations. Thanks to the support of generous donors, Gary and his family were able to create precious memories with the help of a highly trained Music Therapist.



With the assistance of Music Therapist Rachael Lawrence-Lupton MA MT-BC, Gary is able to play his favorite harmonica.

NORTHSTAR CARE COMMUNITY LEADERSHIP



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**In grateful memory*

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