



EVERY PERSON EVERY TIME

2020 PRESIDENT'S REPORT



Jo Elyn Nyman
**Programs
for Children**

northstar
Palliative Care

northstar
Institute

northstar
Solutions Group

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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.

A Year Like No Other

As we entered a new decade, who could have imagined that we would be facing challenges that would impact all aspects of our lives, not just here in Michigan, but across the globe?

In my lifetime, I - like many of you - have experienced a number of defining moments in history that have altered my outlook and have even changed my way of life. From the assassinations of John F. Kennedy and Martin Luther King, Jr. to the students killed at Kent State and Nixon's resignation, from the fall of the Berlin Wall to September 11th, the lasting impact of these events, and many others, has been significant.

However, I do not remember a year quite like 2020.

COVID-19: A Lesson in Ingenuity and Resilience

When the first COVID-19 cases emerged in March, the virus and its potential stirred fear and uncertainty across the nation, causing massive changes to our way of life - and to our operations.

From the beginning, our priorities were clear - keep our staff healthy and safe so they can continue to deliver our promise to patients and families.

I could not be more proud of this organization. Amidst the chaos of this global pandemic, they demonstrated what our mission and our purpose is all about.

Every single employee stepped up to the plate, adapting to each new regulation and restriction, never missing a beat to make sure that all levels of operations continued.

Learning and Looking Forward

As many hospices across the nation have struggled to maintain census and staffing through the pandemic, the NorthStar Care Community tackled the enormous challenges of the pandemic with confidence, grace and ingenuity.

In fact, the pandemic has not only accelerated operational innovation that was already in progress, it has inspired additional growth and leadership that continues to cement our position as one of the nation's leading not-for-profit hospice organizations.

With the vaccine, there is much to be hopeful for in the year ahead. Whatever our new normal will look like, I have tremendous confidence that the NorthStar Care Community will remain strong, stable and will continue to thrive.



A blue ink handwritten signature that reads "Bob".

Bob Cahill
PRESIDENT & CEO



2020 at a GLANCE

CENSUS STRENGTH

6,097

TOTAL PATIENTS

▲ 6.5%

1,095

VETERAN PATIENTS

▲ 1.7%

118

PEDIATRIC PATIENTS

▲ 5.6%

AVERAGE DAILY CENSUS

▲ 5.0%

DEATHS

▲ 6.7%

REFERRAL VOLUME

▲ 6.7%

ADMISSIONS

▲ 4.6%

ACHIEVED AN ALL-TIME BEST
AVERAGE DAILY CENSUS

1,169

OCTOBER 7, 2020

LIVE DISCHARGE RATE**

10%

Significantly below the 16.7% US
Live Discharge Rate (2017 MedPac)

INCREASED CALLS TO THE
CONTACT CENTER

▲ 20%

From caregivers seeking support

EVERY DAY COUNTS

TOTAL PATIENT DAYS OF SERVICE

449,980

▲ 10.1% vs. 2019

AVERAGE LENGTH OF STAY*

78 DAYS

▼ 8.2% vs. 2019

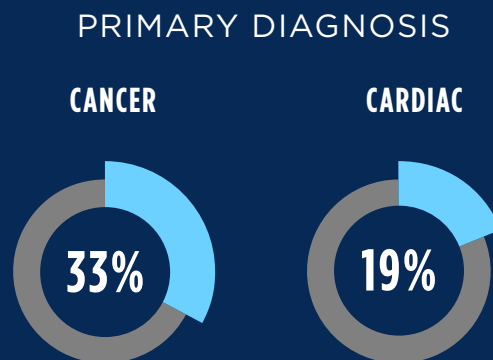
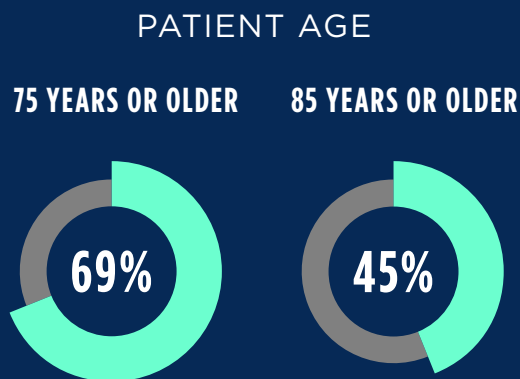
MEDIAN LENGTH OF STAY*

21 DAYS

▼ 5.5% vs. 2019

**Based on hospice data only*

***Live Discharge Rate = Discharges/(Deaths+Discharges)*



LOCATION OF HOSPICE CARE



53% FAMILY HOME



18% ALTERNATIVE RESIDENCE



28% LONG-TERM CARE FACILITY



0.8% RESIDENCE OF ARBOR HOSPICE



0.2% HOSPITAL

Focused on the Health and Safety of Our Workforce to Keep Our Promise to Patients and Families

Since the **Stay Home, Stay Safe** orders went into effect in mid-March, the value of strong communications has never been more important.

COVID-19 Task Force

Upon the first diagnosis in Michigan, a multi-disciplinary COVID-19 task force was assembled – led by the Quality and Compliance team – to establish a comprehensive COVID-19 Pandemic Emergency Response Plan based on CDC guidelines. Throughout the year, this group was responsible for workplace policies and safety protocols – including testing – to prevent and reduce transmission of the virus in all work environments.

COVID-19 Vaccine Workgroup

With the introduction of the Pfizer and Moderna vaccine in late 4th quarter, a subset of the task force concentrated on identifying vaccine opportunities for employees and volunteers. Working with local health departments and facility partners throughout the state, by December 31, 2020, more than 250 employees had received their first dose of the vaccine.

Keeping Our “Family” Informed and Involved

In the face of a rapidly changing environment, addressing staff concerns, ensuring constant communications, and a successful shift to a virtual work environment were vital to the organization’s stability throughout the pandemic.

ADDRESSING STAFF CONCERNS

- ▶ Fear and Uncertainty
- ▶ Sufficient PPE
- ▶ Lack of Facility Access
- ▶ Home/Work/Childcare Demands
- ▶ Job Security/Salary Guarantees
- ▶ COVID-19 Vaccine

COMMUNICATIONS WITH STAFF

- ▶ Robust Intranet Resource Page
- ▶ Regular All-Staff Calls
- ▶ Frequent Written Communications

SHIFT TO A VIRTUALIZED WORKPLACE

- ▶ Maximize Existing Technology
- ▶ Work From Home
- ▶ Internal Meetings Conducted Virtually



Safety Above All

Procuring sufficient amounts of personal protection equipment (PPE) was incredibly challenging in the early days of the pandemic. From the outset, the Supply Chain Management team’s tenacious pursuit of reliable sources of PPE was extraordinary, securing the PPE necessary for the safety of our care teams throughout the year.

As shortages of PPE and disinfectant solutions posed a threat to maintaining the health and safety of staff and the families we serve, members of the community and other partners stepped up to help, making donations of hand sanitizer, masks, gloves, as well as monetary gifts to the newly established PPE Emergency Fund.

Thinking and Acting Differently to Keep Delivering Care

As the pandemic lockdowns began limiting the ability to provide high-touch, bedside care, the Information Technology department rapidly migrated resources to allow all staff, whether patient facing or administrative, to comply with the **Stay Home, Stay Safe** orders.

Harnessing the innovative, pioneering spirit that has defined us for decades, the pandemic provided the catalyst to leverage existing technologies to continue to deliver care in a safe environment.

VIRTUAL SIGN-ONS: Already in progress, the pandemic accelerated the completion of the transition to all-electronic documentation. This has expedited the admissions process so patients and families can access care sooner.

VIRTUAL VISITS: When nursing homes, assisted living facilities and other senior living communities began restricting outside visitors to minimize the risk of virus transmission, many patients were effectively “cut off” from having their loved ones - and often their care teams - at the bedside.

While nurses could continue to provide in-person care at critical times - *at admission, at times of crisis to manage significant pain and symptoms, and for death visits* - regulations prohibited other team members from entering facilities to provide the dignified social, emotional and spiritual care that is the hallmark of hospice care.

Utilizing Zoom technology, all disciplines quickly began offering virtual visits, allowing physicians and nurses, social workers, spiritual care, bereavement, and even complementary therapists a way to “lay eyes on” patients to assess and address their needs.

VIRTUAL IDT AND MEETINGS: Important internal meetings, including weekly Interdisciplinary Team (IDT), shifted to a virtual format, ensuring the collaboration of disciplines essential to effectively address the physical, social and emotional care of patients and their families.

Breaking Through Barriers to Help Make Connections

Thanks to the generosity of donors, virtual visit devices were purchased, formatted and distributed to patients in homes and facilities across the state to help patients stay in touch with their care team – and with their loved ones through virtual video visits.

In addition to helping patients communicate with their support systems, the devices were also pre-loaded with the Caregiver Video Series, providing home-based caregivers easy access to educational tools to help them support their loved ones.



Deepest thanks to the Jones Family Foundation, Jennie V. Kerr Memorial Fund at the Community Foundation of Northeast Michigan, Grand Traverse Regional Community Foundation and James and Shirley Balk for providing the funding to implement this essential program.



Nationally Recognized Leadership

Chief Medical Officer, Michael J. Paletta MD FAAHPM participated in two key national COVID-19 forums – American Association for Hospice & Palliative Medicine and National Partnership for Hospice Innovation. He also served as an advisor to the audit of the 2019 OIG Report on Hospice Quality.

<https://fb.watch/4VEckuX7uX>

Keeping Our Promise to the Community

As COVID-19 restrictions increased, it was essential to assure patients and families that care would always be available and service would not be interrupted.

The first measure of assurance was a letter to all patients and families – signed by the CEO and Chief Medical Officer – detailing our commitment to their safety while delivering our promise of compassionate end-of-life care.

By late March, a PSA campaign featuring Chief Medical Officer, Michael J. Paletta, MD FAAHPM began on local TV and radio stations, as well as social media – to inform communities across the state of our commitment to providing 24/7 support had not wavered.

BE THE BRIDGE

By late fall, a second PSA campaign was launched. This campaign addressed a heightened urgency in calls from families throughout the pandemic:

HOW CAN WE GET THE SUPPORT WE NEED TO CARE FOR OUR LOVED ONES?

WILL MY LOVED ONE BE ALONE AT THE END OF THEIR LIFE?

WE NEED HELP BUT WE DON'T KNOW WHERE TO TURN!

Two TV and radio ads were created to address these questions, positioning Hospice of Michigan and Arbor Hospice as the bridge to the support people need.



Urgency in COVID

Patricia McDaniel, Associate Vice President, Marketing & Client Services talks about how Hospice of Michigan and Arbor Hospice can help caregivers confidently care for their loved ones during the pandemic.

<https://vimeo.com/491444941>



Emotional Assistance

Karen Monts, Program Director, Counseling Services speaks to how Hospice of Michigan and Arbor Hospice help families navigate their loss, whether it's the loss of a loved one or the loss of physical closeness and connection experienced during the pandemic.

<https://vimeo.com/491438570>

NORTHSTAR PALLIATIVE CARE

Managing symptoms – Facilitating goals of care conversations – Community Resource Navigation

The expansion of NorthStar Palliative Care (NSPC) program continues to be an organizational priority, focused on facilitating ethically appropriate transitions to hospice care.

NorthStar Palliative Care experienced marked growth in the southeast and in Grand Rapids, while also expanding services into Traverse City and Alpena, doubling the number of patients served.

The opportunity for NorthStar Palliative Care to fill a niche is evident as physician practices and hospital systems across the state have invited NorthStar Palliative Care into discussions, generating interest that promises continued growth for this important program.

TOTAL PATIENT DAYS OF SERVICE

335

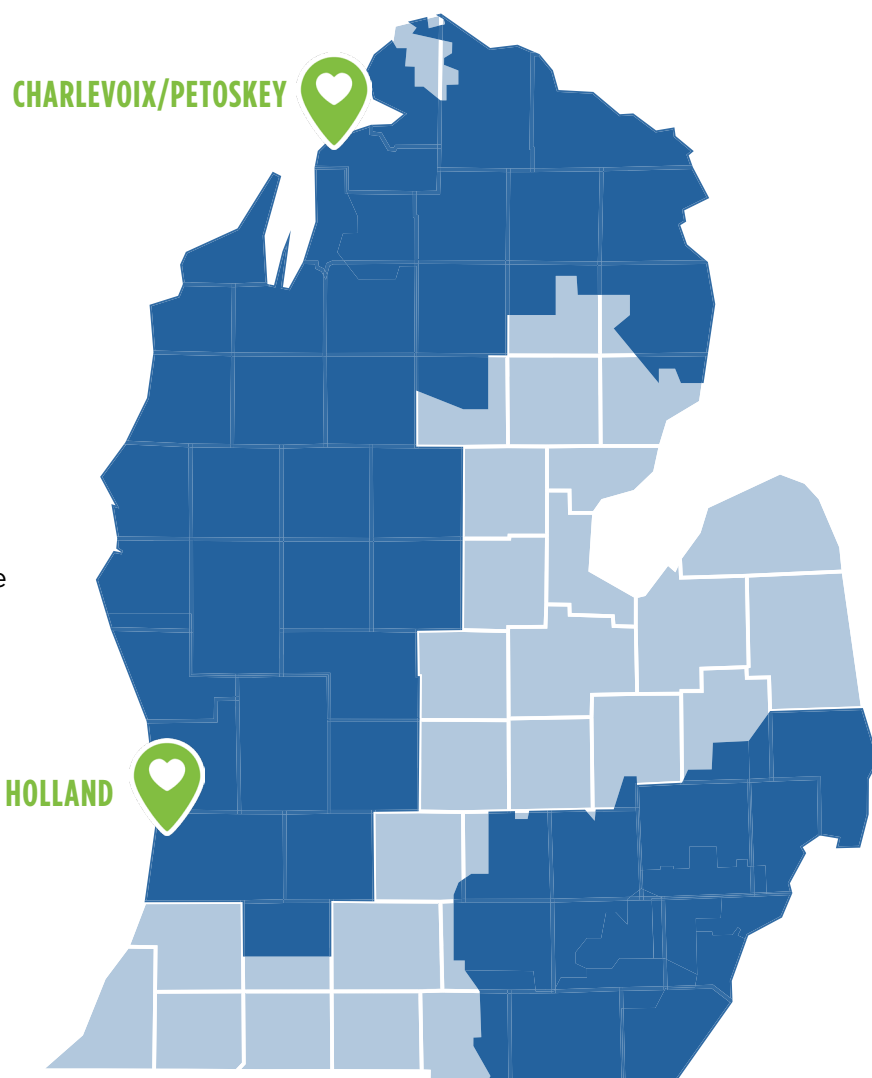
▲ 202% vs. 2019

TOTAL HOSPICE DAYS OF SERVICE
FROM ADMITTED NSPC REFERRALS

12,671

2021 Market Expansion

In early 2021, Hospice of Michigan plans to open two new sites to fulfill the communities' needs for quality hospice and palliative care. While each community was previously served by other Hospice of Michigan offices, both Holland and the Petoskey/Charlevoix area, demonstrated a need for dedicated resources. With the addition of these two new sites, a total of 19 care teams serve patients and families across the state.





Jo Elyn Nyman

Programs for Children

ANOTHER YEAR OF EXCEPTIONAL CARE, DESPITE EXCEPTIONAL CHALLENGES

With a legacy of caring for the most fragile and vulnerable patients, the specialists at *Jo Elyn Nyman Anchors Programs for Children* remained focused on keeping patients, families and staff safe.

The Anchors team quickly added the option of virtual visits, providing families more immediate access during times of crisis. Offering this extra layer of support – especially during the darkest days of the pandemic – was more important than ever as the program reached the highest hospice patient census in its 25-year history.

Continuing to Serve Through COVID-19

Families across Michigan could count on *Jo Elyn Nyman Anchors Programs for Children* being there for them, whenever and wherever they needed the support.

However, like all healthcare, the impact of COVID-19 manifested itself in both expected and unexpected ways:

- ▶ Served several uninsured and underinsured patients
- ▶ Average length of stay decreased by nearly three weeks as patients required more urgent care
- ▶ Deaths increased almost 200% requiring a significant increase of social-emotional support for our families... and each other.

Recognized Experts in Pediatric End-of-Life Care

As experts in pediatric end-of-life care, several of the team's leadership represented *Jo Elyn Nyman Anchors Programs for Children* on a national level, serving in workgroups and sitting on the boards of:

- ▶ NPHCO Pediatric Advisory Council
- ▶ Pediatric Palliative Care Coalition
- ▶ Cancer Resource Network

Every Family Deserved “ANCHORS-WORTHY” Care

As the nation's only statewide pediatric hospice program, our commitment to providing specialized pediatric care to children – regardless of their location – is essential.

Nearly 100 field staff across the state – whose primary focus was adult care – participated in PREP: Pediatric Resources and Education Program – a series of eight courses designed to improve their comfort level with pediatric patients and their families.

Each one-hour session was led by a subject-matter expert, delivering curriculum based on previously identified educational needs.

Van Allsburg Pediatric Hospice Art Program

Fueled by a desire to deepen the impact of their support, noted children's author, Chris Van Allsburg and his wife Lisa, a former art teacher, announced the creation of the *Van Allsburg Pediatric Hospice Art Program*. The program is designed to bring the joys of creativity and the comforting benefits of art to families with children facing life-limiting illness.

Beginning with the Van Allsburg's own \$250,000 gift, Lisa worked closely with James B. Fahner MD, founder of the pediatric hospice program and his wife Gail, to inspire several prominent philanthropists across the state to help reach the program's \$1 million funding milestone.

As volunteer art teacher, Anne Krenslewski was preparing to launch in-person art sessions when COVID-19 hit... and that's where the real creativity began. During a Zoom call to discuss options, the team realized they could also use Zoom technology to conduct virtual art sessions.

Within one week of the first virtual art visit, Anne was working with patients in all corners of the state.

The *Van Allsburg Pediatric Hospice Art Program* has made an indelible impression on all those involved, providing a respite from the challenges of caring for a seriously-ill child and allowing families time to spend time together creating beautiful memories.

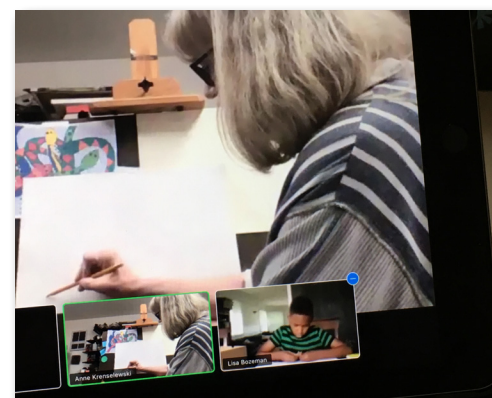
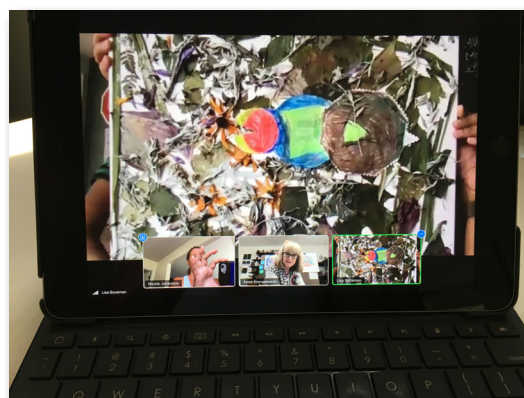
Deepest thanks to Chris and Lisa Van Allsburg and our philanthropic partners – The Steve & Amy Van Andel Foundation, The Towsley Foundation, Richard and Norma Sarns and an anonymous donor – for the financial support they have provided to further enrich the lives of patients and families served by Jo Elyn Nyman Anchors Programs for Children.



Top: Lisa and Chris Van Allsburg

Right: The Van Allsburg Pediatric Hospice Art Program art kit and bag

Below: Anne Krenslewski working with the Bozeman family



WELCOMING NEW HIRES IN A VIRTUAL WORLD

A VIRTUAL APPROACH TO NEW HIRE ORIENTATION

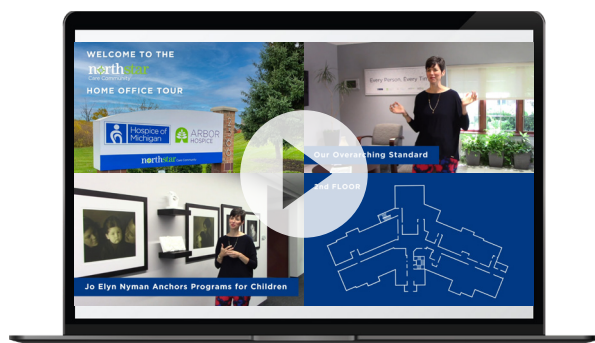
Throughout 2020, the NorthStar Care Community continued to welcome new employees.

As the NorthStar Institute was preparing to launch a transformed New Hire Orientation program, safety guidelines restricted the ability to offer the traditional in-person home office experience.

Undeterred, the NorthStar Institute team successfully transitioned the New Hire Orientation program to a virtual model. Instead of travel to the Ann Arbor home office, newly hired staff remained in their local area, participating in live presentations through Zoom and Microsoft Teams.

Virtual Home Office Tour

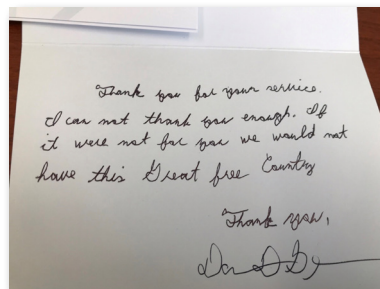
One of the highlights of New Hire Orientation has always been the home office tour. Featuring several installations that highlight the programs and services of the NorthStar Care Community, this tour provides an excellent overview of the organization's history and scale.



<https://vimeo.com/481487565>

We Honor Veterans Service Project

A new feature of New Hire Orientation was the addition of a service project as a means to create a meaningful connection with the organization's mission. The service project, part of our We Honor Veterans commitment, asks new hires to write a letter of thanks that will be delivered to patients who have served our country in one of the branches of the military.



CHAP Survey Success

Following several months of extensive education, including in-person training, online modules and mock surveys, the NorthStar Care Community again earned accreditation from the Community Health Accreditation Program (CHAP) following an extensive survey process conducted at all Hospice of Michigan and Arbor Hospice locations in February.

This three-year accreditation recognizes the processes and structures in place that significantly contribute to the consistent and high quality of the services we provide.

LEARNING NEVER STOPS

The NorthStar Institute is committed to providing resources and support to benefit both the professional caregiver and the family caregiver.

FOR PROFESSIONAL CAREGIVERS

Investing in Advanced Practice Nursing

Setting the stage for all RN's to earn certification in Hospice & Palliative Care Nursing (CHPN), clinical education was expanded to offer a year-long advanced level instruction for nursing staff.



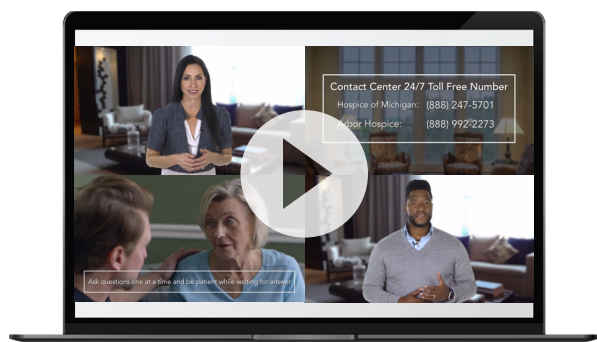
The Lippincott Procedures App

This app provides RNs quick, easy access to step-by-step procedure instructions.



Clinical Technology Specialist

This new role provides support to improve EMR training and assure thorough documentation.



All caregiver support videos are accessible on a password-protected page on both www.hom.org and www.arborhospice.org.

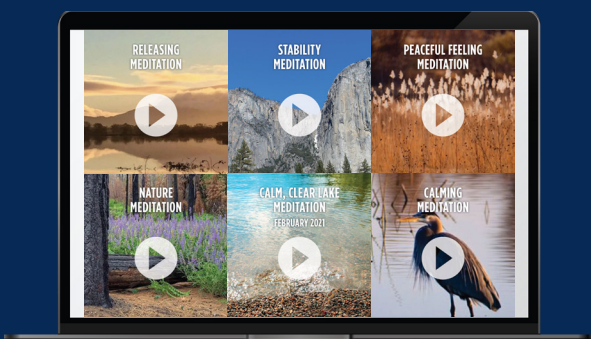
FOR FAMILY CAREGIVERS

The Caregiver Resource Library

The eight professionally produced videos in this library were created to deliver information in an easy-to-understand format that guides family caregivers through the skills and techniques required to help keep their loved one comfortable. Video topics include fall prevention, incontinence care, and nausea.

Special thanks to Lawrence D., Sr. and Dolores E. Bos, Thomas S., Sr. and Mickie Fox and the Brookby Foundation whose generosity and advocacy made this Caregiver Resource Library possible.*

**In Grateful Memory*



To relieve stress, staff have access to all Movement Meditation videos.

Professional Caregiver Burnout Study

Funded by the Michigan Health Endowment Fund

2020 marked the second year of a two-year study to identify, implement and assess interventions, tools and practices designed to prevent burnout of hospice workers. Based on learning from earlier phases of the study, movement Meditations – a six-week, internet-based mindfulness course – was rolled out to care teams across the state.

The NorthStar Institute was invited to present preliminary results of this important study during the National Partnership for Hospice Innovation's annual summit.



PURSuing OUR MISSION TO STRENGTHEN FELLOW NOT-FOR-PROFIT HOSPICES

Building upon the success of leveraging our resources and expertise in triage, technology and management services, the **NorthStar Solutions Group** - a new business unit within the NorthStar Care Community - was established.

The **NorthStar Solutions Group** offers hospice and home healthcare organizations of all sizes cost-effective, technology-driven resources to improve clinical and operational excellence. Through best practices, shared services and technology, **NorthStar Solutions Group** helps increase efficiencies, improve patient care delivery and lower the cost of operations.

**NORTHSTAR SOLUTIONS GROUP
PARTNERSHIP REVENUE MORE THAN
DOUBLED IN 2020 TO
\$800,000+**

National Impact with 844-GET-NPHI

In July, the NorthStar Care Community was selected by the National Partnership of Hospice Innovation (NPHI) - a consortium of not-for-profit hospices - to provide the infrastructure and operate a new national telephone referral network.

Utilizing the resources of NorthStar Triage, when individuals call 844-GET-NPHI (844-438-6744), Contact Center staff answers on behalf of NPHI, connecting patients and caregivers with not-for-profit member organizations across the nation.

NORTHSTAR TRIAGE

NorthStar Triage continues to open doors to new relationships, providing night and weekend coverage to hospice and home care agencies that lack the resources to offer essential 24/7 response.

LICENSED IN

6

STATES

SUPPORTING

3,500+

ADC

RN CALLS ANSWERED FOR PARTNERS

JAN 2020

33%

DEC 2020

50%+

CONTACT CENTER STAFF OF

65+

30+

TRIAGE RN's

6

MANAGERS

30+

CARE COORDINATORS

NORTHSTAR TECHNOLOGY

As an early adopter of technology to enhance operations, **NorthStar Technology** offers unmatched expertise in virtual technologies, data mining, multiple electronic medical records systems, custom application development, and large-scale device rollouts.



EMR SUPPORT

2

CUSTOMERS



CUSTOM APPLICATIONS

5

CUSTOMERS



ANALYTICS

6

CUSTOMERS

NORTHSTAR CONSULTING

NorthStar Consulting offers objective assessments to resolve operational and financial challenges, including best practice analysis and leadership development.



MOBILE
IMPLEMENTATION

5

CUSTOMERS



BEST PRACTICE

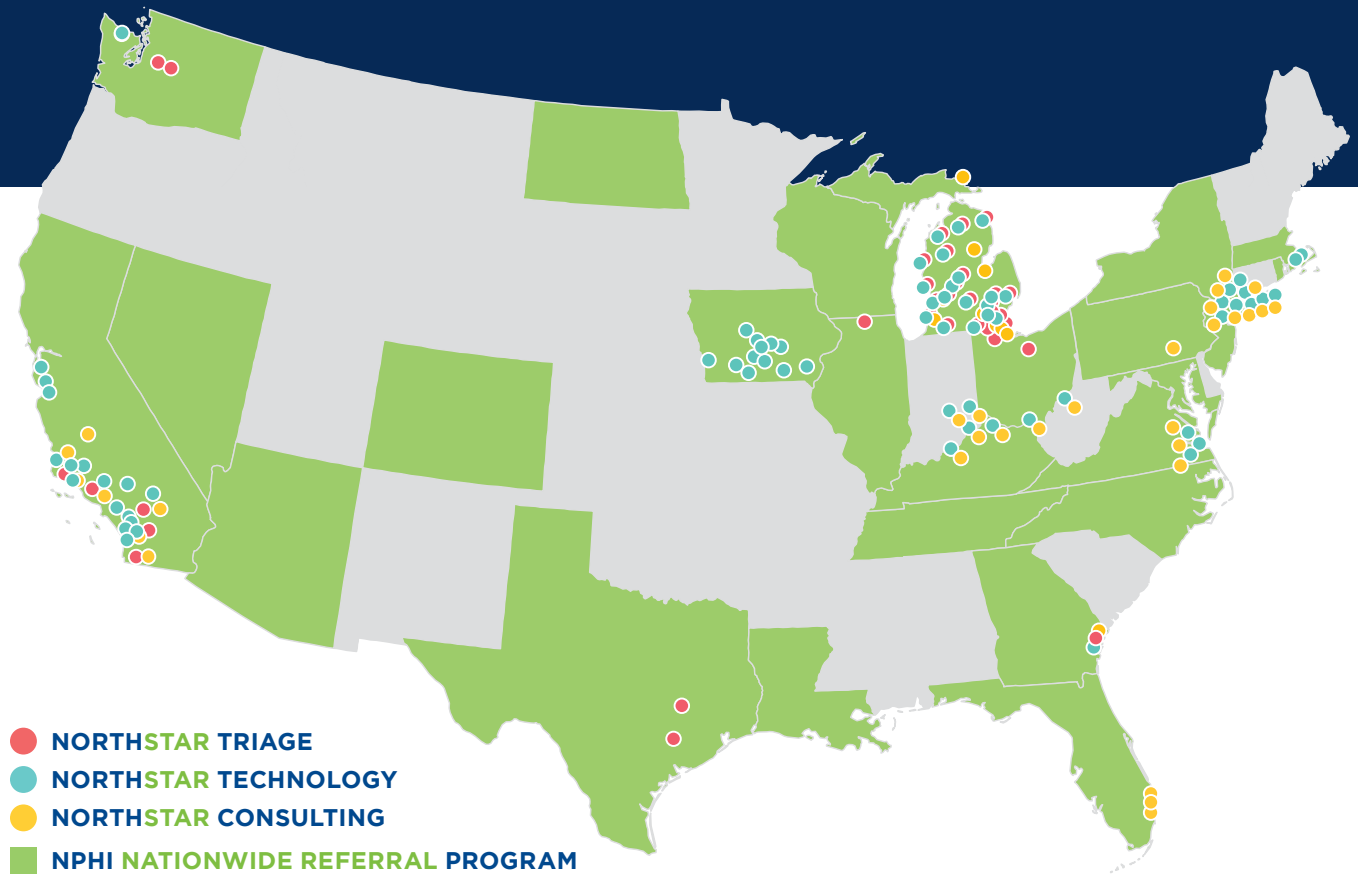
5

CUSTOMERS



20+

CONSULTING
ENGAGEMENTS



BRINGING PATIENT AND CAREGIVER SUPPORT TO AN ENTIRELY NEW LEVEL WITH



Throughout the pandemic, Hospice of Michigan and Arbor Hospice continued to provide in-person admissions, emergency visits and death visits. Yet amidst the restrictions, telehealth options quickly became an acceptable – and requested – mode of care and connection to reduce the risk of virus exposure. Out of this necessity, new ways were identified to overcome isolation and separation to deliver critical end-of-life care and guidance.

RESPONDING TO THE PANDEMIC

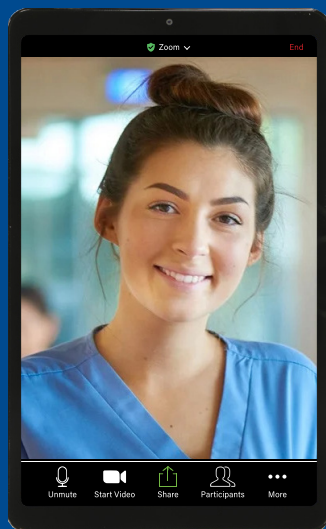
By late spring, with the help of several donors from across Michigan, internet and video-enabled devices were supplied to a test group of patients and caregivers. These tablets – aptly called wE-Connect, made it possible for clinicians to continue to safely care for their patients through virtual visits, while also providing a tool to bring families together who had been separated due to physical distancing. The immediate benefits of the wE-Connect tablets were clear:

A recent study of nearly

1,000 family caregivers
indicated that

62% of respondents
are more likely
to use telehealth in the future.

Source: “C” Change: The COVID Shift of Caregivers Minds,
Transcend Strategy Group; May 2020



One Click = Real-Time Visual Response.
Interactive video capability lets the hospice nurse or physician view a patient's symptoms while they are occurring.

Safe, Socially Distant Support.
Virtual visits bring the entire team to the bedside, providing important physical, spiritual, and emotional support while practicing social distancing protocols.

Maintaining Family Connections.
Virtual visit capability also offers patients – particularly those living in facilities – the ability to bridge the distance separating them from their loved ones, providing a therapeutic connection to overcome social isolation.



As a leader in utilizing technology to advance hospice care, we quickly realized that these tablets offered so much more than just video visits.

wE-Connect is an innovative program harnessing technology that **anticipates** patients and caregivers changing **needs**, and enhances bedside care to build confidence, reduce anxiety and foster connection through **immediate, 24/7 access** to expert end-of-life care.

WE-CONNECT, THE FUTURE OF HOSPICE CARE

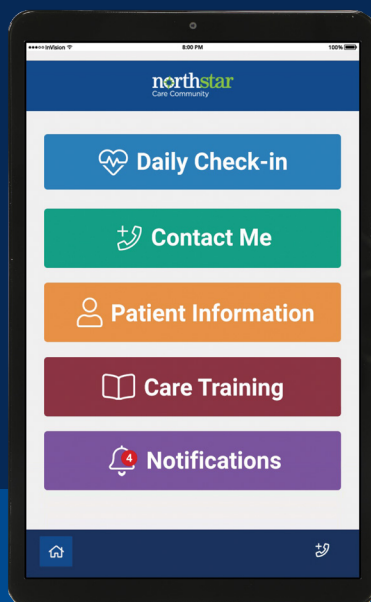
While other healthcare providers turned to telehealth options to navigate the pandemic, Hospice of Michigan and Arbor Hospice recognized the tablets had the capacity to offer so much more than just virtual visits. In fact, as a leader in utilizing technology to advance hospice care, we quickly realized **WE-Connect** had the potential to permanently revolutionize hospice care.

Building upon decades of hands-on community hospice care, 24/7 Contact Center interactions, and lessons from video visits, Hospice of Michigan and Arbor Hospice are now taking **WE-Connect** to the next level, developing an innovative solution - in the form of a user-friendly **custom application** (i.e: an app) - that, when loaded to the tablet, offers a virtual Contact Center experience with the click of a button.

The **WE-Connect** app offers instant, well-organized access to the information and resources caregivers need, and real-time interactive tools to enrich the hospice experience.



THE ULTIMATE CAREGIVER TOOL: WE-CONNECT CUSTOM APP



DAILY CHECK-IN: Reports how patients ‘feel’



CONTACT ME: Easily initiate RN video call or chat



PATIENT INFORMATION: Medication, Care team info, Scheduled appointments



CARE TRAINING: Videos to assist caregivers and patients



NOTIFICATIONS: Alert for upcoming appointments, etc.

Currently in the pilot phase, our goal is to provide **WE-Connect** tablets to all patients and families by the end of 2021.

Meeting the needs of patients and families wherever they are on their end-of-life journey will always be our motivation to continue innovating. With **WE-Connect**, Hospice of Michigan and Arbor Hospice are proud to seize this unique opportunity with the right tool at the right time to advance hospice care.

HOSPICE OF MICHIGAN AND ARBOR HOSPICE FOUNDATION

Upon the cancellation of all fundraising events, the Philanthropy Department mobilized behind two Rally Cry efforts.

RALLY CRY #1: DONOR OUTREACH

Amidst the uncertainty of COVID-19, the Philanthropy Department reached out to nearly 11,000 donors in April and May to not only thank them for their support, but to simply “check in” to hear how they were coping.

These calls turned out to be a heart-warming and inspiring measure of grace and gratitude for the support loved ones received – whether it was within the last year or more than ten years ago. Donors deeply appreciated the outreach and helped deepen relationships. Their kind words and resilience validated the importance of our mission.

OUR COVID-19 RALLY CRY:
DONOR CHECK-IN AND APPRECIATION

OUTREACH TO

10,921

CURRENT DONORS

RALLY CRY #2: ATTRACTING NEW DONORS TO CLOSE THE GAP

Facing a fundraising shortfall, we challenged ourselves to identify new funding sources to close this gap. This all-hands effort tapped into the resourcefulness and relationships of members of the Philanthropy Department, our Board members and our employees, all working to expand our reach to invite new donor support.

The benefits of the New Donor Outreach Rally Cry extend beyond the immediate monetary value. This effort established new relationships that will continue to be cultivated in the months and years ahead.

CLOSE THE GAP

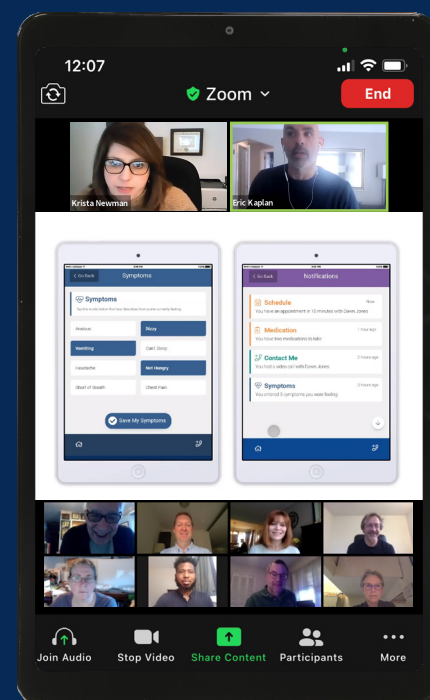
NEW DONOR OUTREACH YIELDED MORE THAN

\$200,000



WE-CONNECT ROUNDTABLES

Bringing wE-Connect to market, will only be possible with the support of the donor community. The Philanthropy team invited donors and other influencers to a series of roundtable discussions in the first quarter 2021 to demonstrate its capabilities and brainstorm paths to success and sustainability.



**DURING THIS EXTRAORDINARILY CHALLENGING YEAR,
MORE THAN \$4.5 MILLION
WAS RAISED TO SUPPORT OUR MISSION**

ANNUAL FUND

Annual fund giving – memorial donations and donations in response to appeal letters – is the foundation of our ability to fulfill our not-for-profit mission.

Despite the uncertainty of the pandemic, donors generously responded to the spring and fall appeal mailings.

THE RIGHT MESSAGING AT THE RIGHT TIME

SPRING AND FALL APPEAL MAILINGS RAISED

\$1,253,329

▲ 15% vs. 2019

QUALITY OF LIFE FUND

Social Workers across the state launched a Grocery Delivery Program to provide food and other provisions to families who could not risk virus transmission by visiting grocery stores. The Quality of Life Fund purchased VISA gift cards that were distributed to each team.

The Grocery Delivery Program was active from April - October, providing more than \$2,000 in grocery assistance to families in need.



EXCEEDING 2020 GOALS

ESTATE GIFTS

\$753,437

▲ 67% Above Goal

GRANTS

\$673,425

▲ 10% Above Goal



\$166,973

12 GRANTS



\$506,452

45 GRANTS

DOLORES BOS CRYSTAL ROSE SOCIETY FOR LIFETIME GIVING

To honor the Bos family legacy of support, in 2020 the Lifetime Giving Society was renamed *The Dolores Bos Crystal Rose Society for Lifetime Giving*. This esteemed group of 204 individuals, corporations and foundations have given \$50,000 or more to Hospice of Michigan or Arbor Hospice over their lifetime.

To honor these members, a special rose pin was created – based on the original crystal rose award that Dolores had designed. While the in-person recognition event scheduled for September 2020 could not happen, we were still able to recognize 100 members, conducting individual pinning ceremonies in outdoor locations, spaced out in lobbies and on Zoom.



DOLORES BOS
CRYSTAL ROSE SOCIETY

Lifetime Giving



Left to Right: SVP Marcie Hillary, CEO Bob Cahill, Amy Van Andel and James B. Fahner, MD



Left to Right: SVP Marcie Hillary, Dudley Holmes, Director of Philanthropy Judy Vindici



Middle: Director of Major and Planned Gifts, Stephanie Le and CEO Bob Cahill present to RCO Engineering



Forever Grateful

On June 15, 2020, Joe Licari and his siblings gathered together to look into hospice care for their mother, Macomb resident Vita Licari. Though they did not believe she was at the end of her life, they hoped hospice could improve their mother's quality of life. A few days later, Joe's colleague referred them to Hospice of Michigan.

From the very beginning, the Licari family's experience exceeded their expectations. When Hospice of Michigan needed a signature from Vita's eldest son who had Power of Attorney – there was one small issue. Joe's brother was 2 ½ hours away at his cottage in Harrison and was not able to drive back to Macomb to sign the important enrollment forms.

While some would have viewed this as a roadblock, thanks to Hospice of Michigan's statewide presence, a nurse from the Cadillac team was able to meet Joe's brother at his cottage that day to get the paperwork signed so Vita and her loved ones could start receiving the support they needed that night.

Once Vita was officially under Hospice of Michigan's care, the family felt like they had a weight taken off them. Because Vita did not speak English, her children would translate information during each visit so Vita knew what was going on. The entire care team was there every step of the way – from ordering medications and the medical equipment she needed to helping them understand the end-of-life process.

As Vita's condition declined, Hospice of Michigan continued to provide gentle, compassionate care and attention, providing peace of mind to Joe and his siblings during an extremely difficult time.

With each interaction with Vita's care team, Joe and his siblings were blown away by their kindness and expertise. They took comfort in knowing that their mother was receiving dignified, personal care and that they had a support system to help them navigate this journey.

When Joe's sister called on a Sunday morning to say his mother was not doing well, they immediately called the 24/7 Contact Center, and their other siblings. When the nurse arrived, she told the family that Vita was transitioning and likely had only 24 to 72 hours to live.

Devastated by the news, the family began looking for a Catholic priest to visit Vita and pray over her. Asking their social worker, Kelly, if she could help locate a priest, she was able to find one who arrived the next morning.

During this same time, the family reached out to the Contact Center to request a hospital bed to replace the recliner Vita had been using. Within a few hours, the bed was delivered and Vita was gently transferred.

On June 25, 2020, Vita Licari died peacefully in her home, honoring the promise that her family made to her that she would not die in a hospital.

To Joe and his siblings, Hospice of Michigan always had the right answers and their care team were the most caring, compassionate people they had ever worked with.

The Licari family is forever grateful to Hospice of Michigan for allowing them to focus on what really mattered: their mother.

For anyone who's ever had a loved one in hospice care, they understand the complexity, the emotions and just how overwhelming the end-of-life experience can be. Hospice of Michigan is grateful to Joe for so eloquently sharing his moving hospice story.

▶ https://fb.watch/51wrnOT5_5



OFFICE OF GENERAL COUNSEL

A Dedication to Organizational Security and Sustainability

The Office of General Counsel continues to pursue avenues that protect the organization and deliver operational efficiencies.

Notable impact included:

- ▶ Research, analyze and connect with regulators to effectively position the organization to receive federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding to reimburse pandemic-related expenses or lost revenue.
- ▶ Merged Hospice of Michigan and Arbor Hospice workers compensation coverage, reducing premiums by \$200,000
- ▶ Actively review, draft, and negotiate hundreds of healthcare and business agreements to enable delivery of care.

FINANCE

Statement of Revenue and Expense

The Coronavirus Aid, Relief, and Economic Security (CARES) Act

The NorthStar Care Community was the grateful recipient of \$3.7 million in CARES Act funding, designated to be used by June 30, 2021.

Through responsible stewardship and a detail tracking process, CARES Act funds were allocated to pay for many unplanned and significant pandemic-related expenses that were necessary to allow the organization to continue to provide the care and support patients and families needed.

CARES Act funds allocation included:

- ▶ COVID test expenses - Clinical staff required to demonstrate negative results to enter facilities
- ▶ Technology enhancements/upgrades to comply with work from home mandate
- ▶ Investment in Virtual Visit technology, including app development
- ▶ Salary support to ensure staff remain whole
- ▶ Personal Protective Equipment (PPE) expense
- ▶ Expenses to defray cancelled fundraising event investments
- ▶ Enhanced cleaning of office locations
- ▶ Public Service Announcements on statewide television and radio stations

Most importantly, CARES Act funding meant that the organization did not have to enact any reduction in workforce for any discipline - notably hospice aides - that were not able to fulfill planned hours.

TWELVE MONTHS ENDING DECEMBER 31, 2020

TOTAL PROGRAM REVENUE	\$81,352,537
CARES ACT REVENUE	\$1,927,076
PROGRAM EXPENSES	(\$78,200,361)
OPERATING INCOME	\$5,079,251
INVESTMENT GAIN (LOSS)	\$1,182,913
NET FOUNDATION INCOME	\$2,612,567
PHILANTHROPY PROGRAM EXPENSE	(\$3,226,823)
TOTAL NET INCOME	\$5,647,908

Maximized cash flow from operation by maintaining days outstanding in accounts receivable at or below 40 days.

NORTHSTAR CARE COMMUNITY SENIOR LEADERSHIP



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Chief Medical Officer

MARCIE HILLARY
Senior Vice President
Chief Development Officer

ROBERT J. CAHILL
President
Chief Executive Officer

LEE ANN MYERS, CPA, CGMA
Executive Vice President Finance
Chief Financial Officer

PATRICK MILLER, RN, MBA, MHSA, FACHE
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**In Memory Of*

Remembering June B. Hamersma



April 4, 1929 - February 16, 2020

In mid-February, Hospice of Michigan lost an icon. While diminutive in size, June B. Hamersma had a passion for hospice care that was larger than life. June died suddenly at age 90, leaving a legacy of support that dates back to the 1980's when she served on the board of Hospice of Greater Grand Rapids, our predecessor organization.

With deep faith and compassion for others, June was the original advocate for our Open Access Program, determined to ensure that everyone who needed hospice care had access to it. In 1994, she inspired and founded the Hospice of Michigan Foundation to raise the necessary funds to support our not-for-profit mission of providing hospice care for anyone, regardless of their age, diagnosis or ability to pay.

As a great champion of hospice care, June expanded that vision embracing the value of bringing our individual hospice programs together so families across the state could access the quality care they needed. To this day, the Hospice of Michigan and Arbor Hospice Foundation adheres to one of the founding principles that was so important to June - that money raised in a specific community can be directed to stay in that community.

In 2004, in recognition of her enduring commitment, Hospice of Michigan established the June B. Hamersma Planned Giving Society.

To this day, June's belief in this mission continues to define and motivate our organization, and has inspired legions of donors, volunteers, and friends to continue to give generously to ensure that exceptional care remains available for future generations.

We are forever grateful for June's heartfelt support and vision. Her legacy will be felt for years to come.

