



# 2013 Annual Report



## *A brief look back...*

The Centers for Medicare & Medicaid Services announced that Kentucky Appalachian Transition Services (KATS) was selected to participate in the federal Community-based Care Transitions Program. The program's goal is to lower readmissions in partner hospitals while improving care and services to Medicare patients in southeast Kentucky.

The Board of Directors in conjunction with staff produced a new strategic plan that will guide Hospice of the Bluegrass for the next 3 years. The plan identifies facility needs, strengthening strategic partnerships and managing changes in the healthcare system including adjustments in revenue as priorities.

The Joint Commission once again issued its Gold Seal of Approval to Hospice of the Bluegrass for outstanding patient care. The triennial survey recognized the quality work provided to patients by an exceptional staff.

Frankfort Volunteer Opal Phillips received the 2013 Volunteers are the Foundation of Hospice Award. Opal has logged more than 5,000 volunteer hours in a variety of roles ranging from fund-raising and speeches to work with children and 11th hour care since 2002.

Hospice held two conferences for clinicians interested in palliative medicine and end-of-life care. Participants had the opportunity to hear expert presenters at the End-of-Life Nursing Consortium Train the Trainer Conference, followed by the daylong Art and Science of Palliative Medicine Conference.

Hospice established Intake Centers to better serve the needs of patients and families as well as being an information resource for the community. Located in Hazard and Frankfort, these centers coordinate patient referrals with the site admission teams for the entire agency.

Three HOB sites received the 2013 Hospice Honors award recognizing excellence in patient care as rated by the patient's caregiver. Earning the awards are Cynthia, Greg & Noreen Wells Hospice Care Center in Hazard and the Hospice Care Center in Lexington.

Vicki Merrill was promoted to Clinical Counseling Coordinator and Monica Couch to Associate Vice President of Eastern Kentucky Operations. There are also new leaders in four sites – Paul Sluss in Hazard, Brian Hensley in Corbin and Harlan, DenEllen Coldiron in Lexington and Wendy Shouse in Frankfort.

HOB launched an enhanced website offering a revamped, user-friendly style. One new feature gives physicians, family members or concerned others the ability to make a confidential referral. Please visit our new website at [www.hospicebg.org](http://www.hospicebg.org).

More than forty children attended Camp HOPE at the Cathedral Domain Camp and Conference Center in September. The weekend retreat is for children, ages 6-12, who have experienced the death of a loved one within the past two years.

Hospice hosted several public forums presenting the nationally acclaimed program, The Conversation Project, dedicated to helping families talk about their wishes for end-of-life care long before it is needed. Tools are available at [www.theconversationproject.org](http://www.theconversationproject.org).

Marking 35 years of care, Hospice celebrated this milestone by honoring ten special supporters as the inaugural class of BB&T Hospice Heroes. The heroes have provided indispensable support for HOB as it has grown from a grass-roots start-up to a respected and trusted resource serving more than 700 terminally ill patients daily in 32 Kentucky counties.

## 2013 Hospice of the Bluegrass ADMISSION STATISTICS

<p><b>Lexington ..... 1,579 (36%)</b></p> <p>Fayette ..... 948</p> <p>Jessamine ..... 197</p> <p>HCC.....434</p> <p><b>Frankfort ..... 425 (9%)</b></p> <p>Anderson ..... 98</p> <p>Franklin.....210</p> <p>Owen ..... 33</p> <p>Woodford..... 84</p> <p><b>Cynthiana ..... 375 (9%)</b></p> <p>Bourbon ..... 77</p> <p>Harrison.....118</p> <p>Nicholas..... 44</p> <p>Scott.....136</p> <p><b>Mountain Community ..... 692 (16%)</b></p> <p>Breathitt..... 62</p> <p>Knott..... 29</p> <p>Leslie ..... 43</p> <p>Letcher.....103</p> <p>Morgan ..... 48</p> <p>Perry.....168</p> <p>Wolfe ..... 73</p> <p>GNW-HCC.....166</p>	<p><b>Mountain Heritage (Corbin) ..... 260 (6%)</b></p> <p>Clay..... 64</p> <p>Knox..... 54</p> <p>Laurel ..... 38</p> <p>Whitley.....104</p> <p><b>Mountain Heritage (Harlan) ..... 230 (5%)</b></p> <p>Bell ..... 80</p> <p>Harlan .....150</p> <p><b>Northern Kentucky ..... 576 (13%)</b></p> <p>Boone .....138</p> <p>Campbell.....139</p> <p>Carroll ..... 24</p> <p>Gallatin ..... 37</p> <p>Grant..... 28</p> <p>Kenton .....210</p> <p><b>Mountain Rivers ..... 263 (6%)</b></p> <p>Floyd..... 61</p> <p>Magoffin ..... 9</p> <p>Pike .....193</p>
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## PATIENT AND REFERRAL STATISTICS

- 4,400 patients were admitted to Hospice in 32 counties.
  - 5,271 patients and families were served.
  - 40% patients admitted had a cancer diagnosis.
  - The leading non-cancer diagnoses included Alzheimers/dementia, heart disease, chronic obstructive pulmonary disease, and stroke.
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|---|--|---|
| <ul style="list-style-type: none"> <li>• Ages Served:</li> </ul> <p>0 - 17: .....44</p> <p>18 - 34: .....40</p> <p>35 - 64: ..... 1,062</p> <p>65+: ..... 4,125</p> | <ul style="list-style-type: none"> <li>• Payment Sources:</li> </ul> <p>Medicare ..... 85%</p> <p>Medicaid ..... 8%</p> <p>Private Insurance..... 6%</p> <p>Indigent..... 1%</p> | <ul style="list-style-type: none"> <li>• The top four sources of referrals were:</li> </ul> <p>hospitals ..... 44%</p> <p>physicians ..... 24%</p> <p>nursing facilities..... 12%</p> <p>families ..... 11%</p> <p>other..... 10%</p> |
|---|--|---|
- Hospice received 5,778 referrals.
  - Bereavement counselors provided 7,515 hours of counseling time and had over 9,200 visits in 2013.

## FINANCIALS

### INCOME

Patient Revenue .....	\$ 56,584,974
Development Income.....	\$ 2,828,324
Investment Income.....	\$ 6,061,351
Other Income .....	\$ 141,660
Total .....	\$ 65,616,309

### EXPENSES

Patient Services .....	\$ 48,950,253
Admin. & Program .....	\$ 11,370,145
Fund Raising.....	\$ 611,514
Total.....	\$ 60,931,912

### OTHER FINANCIAL INFORMATION

Change in Net Assets .....	\$ 4,684,397
Ending Net Assets .....	\$ 77,361,870

Hospice of the Bluegrass provided \$ 329,000 in indigent care during 2013.

## VOLUNTEERS

Volunteers provided 26,136 hours of their time in 2013 which calculates to a cost savings to the agency of \$569,503.

## EMPLOYEES

Full-time employees .....	522
Part-time employees .....	34
PRN employees .....	49
Extra Care full-time employees .....	12
Extra Care PRN employees .....	122

# Senior Management Team

Gretchen M. Brown, MSW, CSW  
*President/CEO*

Todd R. Coté, MD, FAAFP, FAAHPM  
*Chief Medical Officer*

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Deede Byrne  
*Chief Clinical Officer*

Danita Ross, SPHR  
*Vice President of Human Resources*

Susan Swinford, MSW  
*Vice President of Administration*

Croswell Chambers  
*Chief Information Officer*

Eugenia Smither, BS, RN, CHP, CHE  
*Corporate Compliance Officer*  
*Vice President for Compliance & Quality Improvement (CQI)*

Vicki Merrill, MSW, LCSW  
*Clinical Counseling Officer*

Susan M. Ware, CFRM  
*Vice President of Development*

Amy Quinn, RN, CHPN  
*Clinical Services Officer*

Sue Snider, RN, MSN, MSW, CHPN  
*Clinical Nursing Officer*

Carol Ruggles, MBA  
*Chief Financial Officer, Vice President of Finance*

Monica Couch, RN, CHPN

Holly Hodge, CPA, MBA  
*Controller*

*Associate Vice President, Eastern Kentucky Operations*

## BOARD OF DIRECTORS

Woodford Webb, *Chair*

Mark E. Nabity, *Vice Chair*

Eric Frankl, *Secretary*

Jen Shah, *Treasurer*

Gretchen M. Brown, MSW, CSW  
*President and CEO*

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Shannon Bishop Arvin

Katherine North LaMonica

Melba S. Bjornson

Nana Mensah

Bruce Brooks

J.D. Miller

Betsy Clemons

John B. Milward

Jack Cunningham

Zach Moore

Terri Fryman

John H. Rasnick

Tonya Jackson

Susan H. Stempel

Joan Palmore Key

George E. Wallace



# of the Bluegrass Hospice

## ***Administrative***

***Maurice Kaufmann Hospice Center***  
2312 Alexandria Drive  
Lexington, Kentucky 40504  
(859) 276-5344  
(800) 876-6005

## ***Lexington***

2409 Members Way  
Lexington, Kentucky 40504  
(859) 296-6100  
(800) 876-6005  
***Serving Fayette & Jessamine Counties***

## ***Frankfort***

663 Teton Trail  
Frankfort, Kentucky 40601  
(502) 223-1744  
(800) 926-1302  
***Serving Anderson, Franklin,  
Owen & Woodford Counties***

## ***Cynthiana***

1317 US Highway 62-E  
Cynthiana, Kentucky 41031  
(859) 234-6462  
(800) 756-6005  
***Serving Bourbon, Southern Grant,  
Harrison, Nicholas & Scott Counties***

## ***Mountain Community***

57 Dennis Sandlin MD Cove  
Hazard, Kentucky 41701  
(606) 439-2111  
(800) 560-1101  
***Serving Breathitt, Knott, Leslie, Letcher,  
Morgan, Perry & Wolfe Counties***

## ***Mountain Heritage***

160 Village Center  
Harlan, Kentucky 40831  
(606) 573-6111  
(800) 371-6112  
***Serving Clay, Knox, Laurel, Whitley,  
Harlan & Bell Counties***

## ***Mountain Rivers***

101 Hibbard Street, Suite 101  
Pikeville, Kentucky 41501  
(606) 437-3700  
(877) 807-3054  
***Serving Floyd, Magoffin & Pike Counties***

## ***Northern Kentucky***

7388 Turfway Road  
Florence, Kentucky 41042  
(859) 441-6332  
(800) 200-5408  
***Serving Boone, Campbell, Carroll, Gallatin,  
Northern Grant & Kenton Counties***

## ***Hospice Care Center***

St. Joseph Hospital  
One St. Joseph Drive  
Lexington, Kentucky 40504  
(859) 313-2770  
***Serving Central & Northern Kentucky***

## ***Greg & Noreen Wells Hospice Care Center***

101 Dennis Sandlin MD Cove  
Hazard, Kentucky 41701  
(606) 487-2800  
***Serving Southeastern Kentucky***

## ***Center for Grief & Education***

2409 Greatstone Point  
Lexington, Kentucky 40504  
(859) 277-2700

## ***Palliative Care Center of the Bluegrass***

2407 Members Way  
Lexington, Kentucky 40504  
(859) 278-4869

## ***Extra Care***

2312 Alexandria Drive  
Lexington, Kentucky 40504  
(859) 276-5344

## ***Development***

2312 Alexandria Drive  
Lexington, Kentucky 40504  
(859) 276-4404  
(800) 929-9404