



## 2014 Annual Report



## *Our Leadership...*

After 32 years, Gretchen Marcum Brown retired as President and CEO. When she was hired in 1982, Hospice served only 18 patients in Fayette County with five staff and 38 volunteers. Gretchen led our growth as we now serve more than 650 patients daily in 32 central, southeastern and northern Kentucky counties. Recognized as an expert in end-of-life care, she is a true champion for hospice and has brought national recognition to Hospice of the Bluegrass.

Elizabeth "Liz" Fowler was named President and CEO, joining us in September. She comes to the agency with more than 30 years of health care and non-profit administration experience. "It is an honor to be part of an organization with a strong legacy and promising future. In my first months, I have seen firsthand the dedicated staff and compassionate volunteers who provide our patients and communities the best possible care. I am committed to ensuring we will be a dynamic and progressive provider of care for many years to come!"

## *Our Programs...*

**KATS:** Our newest program is KATS (Kentucky Appalachian Transition Services) which is a demonstration project funded by Medicare. In this program, nurses help patients after a hospitalization manage their health needs through education and referrals to community resources. The goal is to help patients who are at-risk of returning to the hospital stay at home and prevent hospital readmissions. The Centers for Medicare and Medicaid Services extended KATS for an additional year. The Transitions program provided care for 4,116 patients in 2014.

**Extra Care:** Extra Care Private Duty Nursing provides the highest quality health care and supportive services to meet client and family needs in all settings. This specialized program offers 24-hour care, seven days a week for clients in their home, nursing home, or assisted living facility. The program includes skilled nursing care, certified nursing assistants and companions/sitters. Starting in 2014, Medicaid expanded coverage to allow more people access to private duty nursing enabling patients to use Extra Care services. In 2014, the program provided 38,156 service hours to clients.

**Palliative Care:** The Palliative Care Center of the Bluegrass is designed to complement life-prolonging and curative treatments in the hospital by providing pain and symptom control, care of psychological and spiritual needs, family support, coordination among doctors and assistance transitioning between care settings. This year, Baptist Health Corbin and the Palliative Care Center joined forces to provide palliative options to Baptist Health patients. The Palliative Care Center of the Bluegrass served over 3,000 patients in 2014, and made over 11,000 physician and/or nurse practitioner visits.

**Hospice:** Hospice of the Bluegrass provides specialized care for seriously ill patients in the last phase of life. Care is delivered by the Hospice Team made up of highly trained medical professionals who give expert support to the patient and family. Volunteer support is also provided to patients and this year a new comfort care program was initiated in the Corbin, Hazard, Pikeville and Frankfort service areas. Volunteers visit newly admitted home patients within days of the Hospice Team's first visit to help the Hospice Team assess any needs or concerns.

Hospice received the prestigious Hospice Honors Elite and Hospice Honors awards for outstanding patient care (as rated by the patients' caregiver) provided at the Hospice Care Center – Lexington, Greg and Noreen Wells Hospice Care Center – Hazard and in the Cynthiana Office serving Bourbon, Southern Grant, Harrison, Nicholas and Scott Counties.

## 2014 Hospice of the Bluegrass ADMISSION STATISTICS

<p><b>Lexington ..... 1,752 (42%)</b></p> <p>Fayette ..... 1167</p> <p>Jessamine ..... 219</p> <p>HCC.....366</p> <p><b>Frankfort ..... 385 (9%)</b></p> <p>Anderson ..... 80</p> <p>Franklin.....221</p> <p>Owen ..... 22</p> <p>Woodford..... 62</p> <p><b>Cynthiana ..... 320 (8%)</b></p> <p>Bourbon ..... 58</p> <p>Harrison..... 92</p> <p>Nicholas..... 42</p> <p>Scott.....128</p> <p><b>Mountain Community ..... 544 (13%)</b></p> <p>Breathitt..... 44</p> <p>Knott..... 26</p> <p>Leslie ..... 38</p> <p>Letcher..... 69</p> <p>Morgan ..... 39</p> <p>Perry.....142</p> <p>Wolfe ..... 34</p> <p>GNW-HCC.....152</p>	<p><b>Mountain Heritage ..... 473 (11%)</b></p> <p>Bell ..... 92</p> <p>Clay..... 56</p> <p>Harlan .....105</p> <p>Knox..... 69</p> <p>Laurel ..... 43</p> <p>Whitley.....108</p> <p><b>Northern Kentucky ..... 543 (13%)</b></p> <p>Boone .....114</p> <p>Campbell.....144</p> <p>Carroll..... 41</p> <p>Gallatin ..... 27</p> <p>Grant..... 39</p> <p>Kenton .....178</p> <p><b>Mountain Rivers ..... 157 (4%)</b></p> <p>Floyd..... 45</p> <p>Magoffin ..... 8</p> <p>Pike .....104</p>
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### PATIENT AND REFERRAL STATISTICS

- 4,174 patients were admitted to Hospice in 32 counties.
  - 4,887 patients and families were served.
  - 39% 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> <li>0 - 17: .....29</li> <li>18 - 34: .....34</li> <li>35 - 64: ..... 952</li> <li>65+: ..... 3,872</li> </ul> | <ul style="list-style-type: none"> <li>• Payment Sources:</li> <li>Medicare ..... 87%</li> <li>Medicaid ..... 7%</li> <li>Private Insurance..... 5%</li> <li>Indigent..... 1%</li> </ul> | <ul style="list-style-type: none"> <li>• The top four sources of referrals were:</li> <li>hospitals ..... 41%</li> <li>physicians ..... 29%</li> <li>nursing facilities..... 10%</li> <li>families ..... 8%</li> </ul> |
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- Hospice received 5,566 referrals.
  - The average length of stay for patients was 64 days
  - The average daily census was 659
  - Bereavement counselors provided 5,567 hours of counseling time and had over 5,643 visits in 2014.

## FINANCIALS

### INCOME

Patient Revenue .....	\$ 45,162,018
Development Income.....	\$ 1,518,032
Investment Income.....	\$ 600,236
Other Income .....	\$ 131,024
Total .....	\$ 47,411,310

### EXPENSES

Patient Services .....	\$ 38,917,073
Admin. & Program .....	\$ 10,001,989
Fund Raising.....	\$ 386,212
Total.....	\$ 49,305,274

### OTHER FINANCIAL INFORMATION

Change in Net Assets .....	\$ (1,893,964)
Ending Net Assets .....	\$ 75,467,906

Hospice of the Bluegrass provided \$ 128,000 in indigent care during 2014.

## VOLUNTEERS

Volunteers provided 27,057 hours of their time in 2014 which calculates to a cost savings to the agency of \$610,125.88.

## EMPLOYEES

Employees.....	569
Full-time employees.....	384
Palliative Care employees .....	3
Part-time employees.....	62
Extra Care/KATS full-time employees.....	8
Extra Care/KATS part-time employees .....	112

# Senior Management Team

Elizabeth D. Fowler, MPH  
*President and CEO*

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

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Deede Byrne  
*Chief Clinical Officer*

Susan Ware, CFRM  
*Vice President of Development*

Susan Swinford, MSW  
*Vice President of Administration*

Holly Hodge, CPA, MBA  
*Chief Financial Officer/Vice President of Finance*

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

Danita Ross, SPHR  
*Vice President of Human Resources*

Croswell Chambers  
*Chief Information Officer*

## BOARD OF DIRECTORS

Mark E. Nabity, *Chair*

Eric J. Frankl, *Vice Chair*

Shannon Bishop Arvin, *Secretary*

Jen Shah, *Treasurer*

Elizabeth D. Fowler, *President and CEO*

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David Brennen  
Jenna Canning  
Betsy Clemons  
Jack Cunningham  
David Fogg  
Terri Fryman  
Joan Palmore Key  
Katie LaMonica

Nana Mensah  
J.D. Miller  
John B. Milward  
Zach Moore  
Jeff Raines  
John H. Rasnick  
Susan H. Stempel  
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