# 2016 Annual Report

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In my first year as Chair of the Chapters Health System Board, I came to understand the value of questioning—always questioning the status quo to continuously strive for excellence.

How can Chapters Health be even better? How do we continue to meet the needs of our diverse communities in a swiftly changing healthcare landscape? As we grow, how do we ensure that the high quality standards of care we provide remain consistent across our different service lines and geographic regions? How can we continue to attract the dedicated doctors, nurses, social workers and chaplains we need to deliver the care demanded today and anticipated for tomorrow? How do we position ourselves to continue to fulfill our not-for-profit mission for the next 35 years?

These are the questions the Board of Directors ponders each time we meet. We’re fortunate that we can examine these questions from a position of fiscal strength, effective governance, unwavering support from the communities we serve, and with an extensive record of providing great care to patients and families at the time when they need it most. We’re also fortunate in that the answer to questions like these always comes back to the foundation of our success: the expertise and compassion of our clinicians.

You’ll read a lot about clinical excellence in the pages ahead. Although generally not an area you would attribute to the Board of Directors responsibilities, it is our focus to ensure that Chapters Health has the resources necessary to define, teach and model clinical excellence in every aspect of our care—from how we first talk to patients about the value of hospice services to the care we provide to family members after their loved one has died, from the hope and comfort we provide to palliative care patients struggling with serious illnesses to the hands-on care and compassion our teams provide in patients’ homes and in our hospice houses. To that end, we were particularly proud this past summer to cut the ribbon on the new Chapters Health Learning Center and Skills Lab. We believe much of our success in the years ahead will be determined within that unique treasure and by the exceptional clinicians who pass through its doors.

For 2016, we are proud to present to you a unique perspective on Chapters Health, a view across the organization from a clinical vantage point to fully visualize our commitment to high quality and clinical excellence.
In everything Chapters Health does for patients and families, we strive for what is known in healthcare as clinical excellence. So what does clinical excellence mean? For Chapters Health, clinical excellence means a perpetual commitment to the highest skill level, outstanding customer service and an enduring future vision. We are continuously working, learning and innovating to deliver high quality, compassionate care to every patient in every care setting.

Throughout this annual report, you will see our commitment demonstrated many ways—like our new programs focused on caring for patients with congestive heart failure and chronic obstructive pulmonary disease that enable us to manage stressful symptoms quickly and effectively, avoiding unnecessary trips to hospital emergency rooms.

You can see this commitment in our new Learning Center and Skills Lab, which opened August 2016. It’s a significant investment that has enabled Chapters Health to grow to meet the community need for quality end-of-life care across Citrus, Hardee, Hernando, Highlands, Hillsborough, Pasco, Pinellas and Polk counties. In the center, educators provide classroom learning and hands-on skills training to ensure all of our 1,400 employees—wherever they serve in our organization—have the same foundation of knowledge and high levels of expertise to bring outstanding care to everyone we serve.

This standardization, complemented by a robust curriculum developed specifically by Chapters Health clinical leaders and education experts, isn’t just something for new employees: It’s as essential for our tenured employees as for those who have just joined us.

Like all organizations, hospice providers seek to recruit and retain high-performing, satisfied employees. The best care is provided by dedicated, motivated employees secure in the clinical knowledge and expertise they bring to every patient encounter. At Chapters Health, we understand that a long-term investment in our team members is essential. We can help our employees learn and grow, find meaning in their work and inspire them to keep doing what they do best: providing the highest-possible quality of care to the patients and families who need it.

A commitment to clinical excellence also means planning for the future, which is vital to the health and stability of Chapters Health. Our growth over the years—both in terms of number of patients and families served and the number of affiliates under the Chapters Health umbrella—has provided us with the resources necessary not just to withstand the market forces assailing healthcare but to continue to grow, develop, learn, lead and innovate. We believe our record of success in developing and building on a foundation of experience and dedication will help us continue to grow in the years ahead—whether by welcoming new affiliates to the Chapters Health family and/or expanding into new service areas.

But clinical excellence ultimately is important to us because end-of-life care is unique and complex. For those of us who are privileged to make hospice our life’s work, we are called each day to always put the needs of patients and families first, no matter what challenges they—and we—face.

“Excellence is not an exception, it is an expectation.”
Margaret Ort, RN, The Mount Sinai Hospital in New York
Chapters Health
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Interim Medical Director
David Tribble, MD

Clinical Administrator
Kathleen Miller, MSHA, BSN, NEA-BC
It’s helping a worried patient with lung disease get through a scary period of shortness of breath—without an unwanted trip to the hospital emergency room. It’s relieving a newly admitted hospice patient’s escalating pain—and keeping it under control. It’s providing treatments like palliative chemotherapy or blood transfusions that most hospices simply won’t—or can’t afford to—do.

It’s clinical excellence. And it’s what makes Chapters Health a leader among community-based hospice and palliative care providers throughout Florida and the nation. You’ll find examples of Chapters Health’s clinical excellence at the bedside, in our hospice houses and as part of our hospital-based palliative care programs. This commitment is present in every meeting with a family, in training rooms, where our caregivers learn and sharpen their clinical skills, and every time our experts collaborate to develop new programs and services for the communities we serve.

While caring for those with advanced illnesses and terminal diagnoses is challenging and complex, we are focused on one goal: continuously improving the quality of the care we deliver.

In fact, as you’ll see in these pages, the never-ending pursuit of clinical excellence is the story of Chapters Health. It informs everything we do.

Behind the Scenes at Our Hospice Houses

Perhaps the most visible symbol of the clinical excellence that distinguishes Chapters Health is the seven comfortable, homelike and welcoming hospice houses at Good Shepherd Hospice, HPH Hospice and LifePath Hospice.

It’s a reputation for quality and compassion unmatched anywhere in the Chapters Health service area. “We’re really known for our hospice houses, for what they’ve meant to thousands of patients and families over the years,” explained Paul Marois, executive director of Good Shepherd Hospice.

“We have patients who if they weren’t in hospice would be in a busy hospital ICU. But they want to be at home, or as close to home as can be. And our team of hospice experts makes that possible,” added Cheryl Hamilton, interim executive director of LifePath Hospice since January 2017. “For our staff, the medical community and patients, our hospice houses help define the excellence we strive for.”

There aren’t many hospices that have the number of inpatient beds that Chapters Heath has, offering the level of comfort and privacy and meeting the most demanding medical needs—all in a homelike setting. “The staff at our inpatient units is specially trained to provide the highest level of clinical care for patients with a hospice medical crisis, helping avoid an unwanted return to the hospital and often stabilizing patients so they can return to their homes under hospice care,” said Chief Medical Officer Ron Schonwetter, MD.
Over the years, Chapters Health has made significant investments in the hospice houses. The cosmetic investments are obvious, but investments behind-the-scenes in the care and medical resources on-site speak just as strongly to the Chapters Health commitment to clinical excellence in the care provided.

There’s the on-site coverage by Chapters Health medical staff, always available to comfort patients, reassure and educate family members, and work with other clinical team members. There’s the state-of-the-art electronic medical record system that ensures continuity of care as patients transition from home to inpatient and back to home. There are pharmacy services in which a Chapters Health clinical pharmacist reviews every medication order in real time and dispenses the medications electronically from a secured medication cabinet located in each of the inpatient units.

The Chapters Health inpatient service is a combination of patient-first and clinical excellence that reaches far beyond our seven-county region.

“We frequently have delegations from hospices from around the country that come to Chapters Health to tour our inpatient units and learn more about our clinical programs for inpatient,” said Kathy Fernandez, President and Chief Executive Officer. “The recognition we receive from our hospice peers is a tremendous tribute to all of the Chapters Health staff, the generous donors who support our patient care services and, of course, the patients and families who welcome us into their lives during the final chapters of life.”
I know firsthand what clinical excellence means at Chapters Health and its LifePath Hospice affiliate. When LifePath Hospice was still young, they came into my mother’s home and cared for my beloved grandmother. We held her hand as she peacefully passed away—and LifePath Hospice figuratively held our hands later on as we grieved. After all these years, I still remember the faces of the hospice nurses who were with us at my grandmother’s funeral service.

Thirty years later, LifePath Hospice was back, this time to take care of my mother, who had been struggling for five years with Alzheimer’s disease. And then shortly after my mom died, LifePath Hospice was there again for my stepfather, who had been weak and sick for a long time with congestive heart failure. He could be ornery at times, but his LifePath Hospice nurse quickly earned his trust and affection.

Through three very different deaths 30 years apart, I was able to see and experience the quality care and the unyielding compassion LifePath Hospice caregivers bring to the bedside. I also came to appreciate what it must take behind the scenes to support those hospice teams with the education and training they need to do the incredible work they do every day.

That is what drew me to serve on the Chapters Health Board of Directors. When I look at Chapters Health, I don’t see a company that answers only to the patients and families they care for every day. Like thousands of others throughout the area who’ve had a loved one cared for by LifePath Hospice, Good Shepherd Hospice or HPH Hospice, I feel so strongly that this is my hospice in my community taking care of my family, friends and neighbors.

I was honored to be asked to represent the community on the Chapters Health Board of Directors, and I feel privileged knowing that the decisions we make and the support we provide to our 1,400 employees are felt at the bedside hundreds of times every day.

Gayle Sierens Martin was the long-time broadcast journalist and television news anchor for WFLA-TV in Tampa.
Improving Patients’ Quality of Life Through Open Access

“At Chapters Health, our commitment to an Open Access philosophy means our patients simply do not have to choose between palliative interventions and having the support of a Chapters Health hospice team caring for them in the home setting—where they want to be,” Dr. Schonwetter said.

A high-cost benefit not offered by all hospice providers, Open Access includes treatments that are not generally part of a hospice care plan. There is no reimbursement mechanism for those treatments; and therefore, Open Access is not usually offered by many of the nation’s hospices. But for a mission-driven hospice like Chapters Health, where the motivating force is ensuring the comfort and dignity of patients and honoring their desire to die at home, Open Access is a vital clinical offering.

Open Access has been offered to Good Shepherd Hospice and LifePath Hospice patients for several years, and it was rolled out at HPH Hospice in January 2016 as another example of how clinical programs are shared across all hospice affiliates. “Every patient who could benefit from Open Access is evaluated, and when a treatment will improve a patient’s quality of life, Chapters Health will do it,” Chapters Health Oncology Program Manager Terri Massaro, ARNP, AOCN, ACHPN, explained. Ms. Massaro consults with clinical specialists throughout the area to develop the decision guidelines for Open Access, thereby building bridges with community physicians and hospitals that help ensure patients receive timely care.

“Most people in hospice think of Open Access as providing chemotherapy and radiation for cancer patients,” Ms. Massaro noted, “Not to cure their underlying disease but to shrink a tumor to relieve pain or add to their comfort and dignity. But for Chapters Health, we go way above and beyond just chemo and radiation when it can help a patient.

“It’s all about treatments that we believe are palliative in nature but not necessarily what you would consider the norm when you are contemplating hospice care,” she added. Examples include total parenteral nutrition for patients who cannot swallow, ventilator support for short periods of time, various scans, blood transfusions, platelet transfusions, IV antibiotics and much more.

Open Access also guarantees that patients who are struggling with their treatments, who don’t have the support they need at home or can’t afford their medications get the support they need from the entire hospice care team.
Clinical Excellence

New Programs Reduce Anxiety, Keep Patients Safe at Home

Effective pain management may be what first comes to mind when thinking about hospice care. But for patients with congestive heart failure (CHF) and chronic obstructive pulmonary disease (COPD), shortness of breath and the anxiety that it brings often are more important to comfort and dignity at the end of life. Patients enter hospice so they can experience quality of life and die comfortably at home in familiar surroundings supported by loved ones. An anxiety attack brought on by shortness of breath can send a patient to a hospital emergency room—unless the hospice can work quickly, effectively and reassuringly with the patient and family.

In the last year, Chapters Health developed and launched the At Home with CHF and At Home with COPD programs. “Our goal was to prevent heart failure and lung disease patients from returning to the hospital and allow them to remain at home,” stated Pam Saucier, RN, BSN, MBA, Chief Compliance and Clinical Officer. “The key is effective assessments at the time of admission, thorough patient education, monitoring of patients, responding quickly to reported changes in condition and extensive follow-up when any patient does go into distress.”

Robinne Dodd, RN, BSN, MBA, Associate Vice President of Clinical Services, detailed the program components: Every CHF and COPD patient is assessed upon admission and receives emergency medication kits to keep in the home. When patients experience a change in symptoms, a “Code Heart!” or “Code Breathe!” call to Chapters Health puts them in immediate touch with a nurse who will work to calm the patient and caregiver, assess the patient’s condition and give instructions on using the medications in the emergency kit if needed. At the same time, a Chapters Health nurse is dispatched to visit the patient to provide hands-on care and consult with a physician if new medication orders are needed.

Both programs rely on extensive patient and family education, developed by Chapters Health clinical experts. Specially trained volunteers call CHF and COPD patients regularly to check on their condition, looking for signs like weight gain in CHF patients or shortness of breath in COPD patients that can signal trouble ahead.

“We were able to provide all CHF and COPD patients with the necessary self-evaluation tools to monitor their symptoms,” Ms. Dodd added.

“It’s a case of everyone at Chapters Health bringing their years of experience to develop a comprehensive clinical program built on the simple notion of honoring each of our patient’s preferences and values,” observed Dr. Schonwetter.

Based on the success of these two programs, Chapters Health experts are already hard at work developing a similar clinical program for dementia patients, specifically focused on the needs and stresses of patients’ caregivers.
Focusing on Pain Management Delivers Positive Results

It’s a proven model for clinical care at Chapters Health: Increased education and support for patients and their caregivers, combined with intensive focus on symptom management by the clinical team, result in a better hospice experience. Our recent initiative focused on managing the most commonly reported hospice symptom—pain—proves this point.

A year ago, Chapters Health launched the multi-phase Pain Management Initiative designed to improve our ability to bring every patient’s pain under control within the first four days of admission and keep the pain under control throughout the course of the patient’s hospice journey.

Hospices use a scale by which patients (or their caregivers, if the patients cannot speak for themselves) rate their pain on a scale of 1 (the lowest) to 10. “A pain score of 7 or higher is considered a hospice emergency,” stated Ms. Saucier. “We constantly monitor our patients’ pain scores with a goal of getting their pain level down to a 5 or lower by the fourth day after their admission.”

The Pain Management Initiative started with an intensive re-education program for staff on pain assessment, documenting pain, and the plans and procedures for getting patient pain under control and keeping it that way. Then a robust pain protocol was developed by a multidisciplinary team of experts. Under the protocol, patient pain is assessed on every visit by a member of the hospice care team. Any patient who reports a pain score of 7 or greater appears on a twice-daily report. Patients appearing on the pain report receive constant follow-up, including phone calls and repeated visits by their nurse, as necessary.

Chapters Health physicians and advanced registered nurse practitioners are always available to assess the patient in person and adjust the patient’s medications, and Chapters Health clinical pharmacists are available 24/7 to review and dispense those medication orders.

“It takes a balance of utilizing appropriate doses of appropriate medications to achieve a level of comfort for our patients,” said Dr. Schonwetter.

“It’s an area of expertise,” Ms. Saucier added. “This is something we promise our patients we’ll manage effectively. It’s important to our patients. And it’s just as important for our nurses and caregivers at the bedside.”
Clinical Excellence

In-House Pharmacy Serves Every Patient 24/7/365

When you can find a drug store on nearly every corner, few might think of pharmacy as an essential component of clinical excellence in a hospice environment. But at Chapters Health, that’s exactly the role our staff pharmacists play.

One centralized pharmacy serves the more than 2,000 patients Good Shepherd Hospice, HPH Hospice and LifePath Hospice care for each day. The advantages are significant—particularly when most community-based hospices contract with third-party pharmacy management companies located in another state or region that may have scores of hospices to manage.

"Medication management can be quite complex for patients at the end of life," said Dr. Schonwetter. "To be able to pharmacologically address patient need and manage symptoms is critically important to our patients. We’ve been fortunate to have a dedicated pharmacy staff to do just that."

Chapters Health maintains its own hospice formulary, a list of recommended medications developed by Chapters Health expert clinicians. Those clinicians regularly meet as a Pharmacy and Therapeutics Committee to review the formulary, evaluating efficacy, new drugs, drug interactions and best practices in keeping the formulary up to date and hospice focused.

The Chapters Health Pharmacy also benefits from the patient electronic medical record used throughout the system, which makes it easier for the pharmacists working in the centralized pharmacy to review every change in a patient’s medication orders.

On a monthly basis, Chapters Health pharmacists review the medications ordered for each newly admitted patient and provide a detailed report for the patient’s interdisciplinary team.

In 2016, following the extension of the Chapters Health pharmacy to serve HPH Hospice as a result of the affiliation, Chapters Health made a major capital investment to purchase and install new Pyxis MedStations™, automated medication dispensing systems, in the two HPH Hospice houses. Operating in every Chapters Health inpatient facility, Pyxis allows pharmacists to renew medication orders prior to them being administered by hospice house nursing staff. The medications are dispensed from a secure cabinet located near the nursing station in each facility. The result is the fastest possible delivery of medications to patients in a high-acuity setting with the assurance that a hospice pharmacist has reviewed both the new order and the patient’s medications and electronic medical record to ensure against drug interactions or reactions.

"Due to the expense involved, a Pyxis system is not often found in a hospice setting," stated Dipesh Patel, Director of Pharmacy. "You need a certain patient-population size before it’s viable to install such a system."
Chapters Health Palliative Care Meets an Expanding Need

Nursing home patients in Hillsborough County now have access to the same high-quality symptom management, support and care planning available to hospital patients, thanks to the expansion of Chapters Health Palliative Care.

"Nursing home patients are sicker today than they were five to 10 years ago, said Mary Alfano-Torres, MD, Medical Director of Chapters Health Palliative Care. "Patients are being discharged from the hospital to nursing homes for short-term rehab or skilled nursing. These are high-acuity patients. They have ongoing needs for symptom management, as well as discussions about their ultimate goals for their care. Our palliative care team is best positioned to handle that for our nursing home partners."

And while the palliative care team is seeing an increasing number of new patients every day in nursing homes, it continues to deepen its relationship with Florida Hospital Tampa, where Dr. Alfano-Torres is Section Chief for Palliative Medicine in the Division of Medical Specialties. From 50 new palliative consults a month a year ago, the Chapters Health Palliative Care team of physicians and advanced registered nurse practitioners, along with the hospital’s social workers and chaplains, are now seeing 100 new patients every month. She attributes the steady growth to building effective working relationships with the hospital’s physicians, as well as nursing, case management, social work and the spiritual care staff.

"Those relationships are key to excellence in care," Dr. Alfano-Torres said. "The hospital staff we work with understand we’re about much more than end of life. We bring expertise related to discussion about goals of care, symptom management, psychosocial support and medical decision making as patients progress through the trajectory of their serious illness."

For patients seeing the palliative care team, it means greater comfort, dignity and the availability of experts to manage physical and emotional pain. "We eliminate a lot of the stress for these patients and their loved ones. Our goal is to support them in whatever choices they make about their medical care," added Dr. Alfano-Torres.

With palliative care’s continued growth and success at LifePath Hospice, Chapters Health is continuing to evaluate opportunities to expand the service to the Good Shepherd and HPH Hospice service areas.
Clinical Excellence

Learning Center and Skills Lab Touches Every Caregiver

Without question, the most exciting development for Chapters Health in 2016 was the construction, outfitting and grand opening of the new Chapters Health Learning Center and Skills Lab. The first full year of operations will be 2017, and staff members across the organization are eager to test drive it.

“It will touch every Chapters Health caregiver,” Ms. Fernandez said, “from new hires going through extensive orientation to our most seasoned caregiver getting a skills update.”

The learning center offers classroom space with computers for every class member and video hookups to allow employees from anywhere across the broad Chapters Health service area to attend a lecture or presentation.

But the learning doesn’t stop there. The center includes a simulation lab with a fully furnished, homelike patient room where staff members can practice their communication and patient care skills by playing the role of patients and their loved ones. And on the clinical side, there is a four-bed skills lab where Chapters Health can validate nurse competencies using lifelike mannequins similar to those found in nursing schools.

“Having a centralized learning center sets the bar for the core skills that everyone in the organization will master before they see a single patient,” Ms. Fernandez explained.

“Most multi-site hospices often conduct orientation and additional training at each site, cutting down on travel time, but this comes at the cost of a consistent approach to hospice knowledge, procedures and skills,” Ms. Saucier added.

To support the learning center, Chapters Health revamped and vastly expanded its entire curriculum. “We reorganized new employee orientation and extended it to two weeks on site for our clinical staff,” said Sheila Marquart, Manager of Curriculum Development. “Every component of our orientation program was developed and written by Chapters Health experts—because we wanted it to reflect and focus on Chapters Health own culture and core values.”
The Chapters Health Learning Center and Skills Lab is the most visible example of where community donations and gifts were instrumental in achieving a part of the Chapters Health clinical vision. It benefited from a significant financial commitment from the LifePath Hospice Women of Philanthropy—more than $57,000 for the simulation lab, and a second donation of more than $28,000 funded the purchase of three simulators, or computer-controlled mannequins, which can mimic the sounds and symptoms of the patients that skills lab participants will encounter at the bedside.

“We realize that state-of-the-art training is the best way to ensure that Chapters Health staff has every opportunity to continue providing extraordinary care,” said Karen Riddle, co-chair of the Hospice Women of Philanthropy Project Review Committee. And while the Hospice Women of Philanthropy is focused on LifePath Hospice, she added that the group is particularly proud that its investment in the Learning Center and Skills Lab will benefit patients and families across the entire Chapters Health service area for years to come.

Donor support also provides vital funding for signature programs that lack a dedicated reimbursement mechanism, like the Chapters Health children’s grief camps. They are considered “unfunded care”—there is no specific reimbursement for programs like these from Medicare or Medicaid. Donor support from individuals and local businesses small and large underwrite the costs of camp, which in 2016 exceeded more than $100,000.

A few years ago, the staff and volunteers who supply the labor and love for the grief camps noticed that many campers had trouble saying goodbye to parents, grandparents or guardians when it was time to board the bus to travel to camp. “So the Hospice Women of Philanthropy at LifePath Hospice stepped in to fund a whole host of activities and treats to make the camp send-off itself fun and reassuring for campers,” explained Sharon Jones, Vice President of Development.

And the Hospice Women of Giving at Good Shepherd Hospice did the same starting in 2016. “We wanted the campers to feel settled, calm and safe,” said Cindy Sternlicht, chair of the group. “And while others were focused on getting luggage and campers loaded on the right bus, many of us who were volunteering at the event were able to support the parents and guardians—the goodbyes were tough on them, too.”
Clinical Excellence

The Grief Experts

Good Shepherd Hospice, HPH Hospice and LifePath Hospice have long been appreciated within the communities they serve for their grief and bereavement services. Their programs go well above and beyond caring for the survivors of hospice patients by reaching out across the entire service area to meet the needs of anyone who has suffered a loss.

Good Shepherd Hospice and LifePath Hospice both utilize a grief and bereavement peer-support model for children and teens that allows them to share their experiences with grief and loss through support groups, play therapy, art therapy and similar activities. In 2016, Chapters Health brought this highly regarded model to HPH Hospice, opening the HPH Hospice Center for Grieving Children in Hudson.

“It’s a huge way that Chapters Health gives back to our community, because our grief programs—for children and adults—aren’t limited to those whose loved one was a hospice patient,” noted Allyson Moskowitz, Director of Social Services, Bereavement and Volunteer Services.

“In each of our communities, we are recognized and embraced as ‘The Grief Experts,’” Ms. Moskowitz continued. “We hire masters-prepared clinicians in our bereavement programs. We have clinical social workers and clinical mental health counselors who guide our volunteers. Our volunteers—and there are so many who work with our grief programs—are required to complete 30 hours of classroom training, which includes observing others working with participants in our programs.”

The grief camps, play therapy rooms, anger management rooms and hospitality provided to families coming to any Chapters Health grief center—all are examples once again of the unfunded programs that Chapters Health offers to anyone and everyone in need in the community.
Honoring Veterans at the Highest Level Attainable

HPH Hospice in 2016 joined Good Shepherd Hospice and LifePath Hospice in attaining Level 4 status in the national We Honor Veterans program. Level 4 status is the highest achievement possible under We Honor Veterans, a joint program of the National Hospice and Palliative Care Organization and the Department of Veterans Affairs. We Honor Veterans recognizes the unique needs of America’s veterans and families through respectful inquiry, compassionate listening and grateful acknowledgment.

“With about a quarter of our Chapters Health patients being veterans, it’s really about what they need,” said Ms. Moskowitz. “Veterans often don’t talk about their combat experience—even with their spouse and children. The trust and respect we build with our patients who are veterans often creates that safe space for once-in-a-lifetime conversations. It’s called ‘soul injury healing.’”

Veterans of every branch of the military and every service era are recognized and honored. Upon admission, every patient is asked about his or her military service through a military history checklist. Every military conflict creates a different set of issues for veterans. Some are left with emotional scars and wounds while others feel like they weren’t part of the war if they didn’t serve in direct combat, Ms. Moskowitz explained. Through their training, education and experience, Chapters Health staff members are able to help patients come to some resolution about their service.

The most visible aspect of the We Honor Veterans program is a pinning ceremony during which a Chapters Health chaplain, volunteer coordinator and one or more volunteers who are military veterans visit a patient who is a veteran. Hospice staff members conduct pinning ceremonies in the hospice houses, where they’re sure to garner a crowd of appreciative onlookers, as well as in private residences, nursing homes and assisted living communities. Surrounded by loved ones, veteran patients are presented with a certificate of appreciation and a We Honor Veterans pin, and offered a final salute. Heartfelt, emotional and moving, the pinning ceremonies usually bring tears to the eyes of patients, loved ones and even hospice staff and volunteers.

The pinning ceremony is so meaningful to the hospice experience for veterans that it will be added to the skills to be taught in the new Chapters Health Learning Center and Skills Lab.
Clinical Excellence

Not every one of the nation’s 6,000 hospices has a formal ethics committee. Even fewer have a bioethics committee. Chapters Health has both. The focus on ethics and bioethics reflects Chapters Health’s unyielding focus on putting patients and families first. It also reflects the depth and breadth of clinical excellence found throughout every hospice care discipline at Chapters Health.

Stewart Stein, MD, Associate Vice President of Medical Services, serves as co-chair of the staff Ethics Committee. The multidisciplinary group supports Chapters Health clinicians with educational programming on issues such as advance care planning. The committee also is a resource for staff members and patients and families who have concerns about medical or organizational ethics.

The co-chairs of the staff Ethics Committee serve on the Bioethics Committee, which is a committee of the Chapters Health Board of Directors comprised of several board members and experts drawn from the community. The Bioethics Committee reviews every case considered by the staff Ethics Committee.

It also governs research activities at Chapters Health. “Every request for clinical research must be reviewed by the Bioethics Committee,” Dr. Stein explained. This includes academic research requests and those from pharmaceutical researchers studying the efficacy of particular medications.

Some proposals are accepted, some are rejected. “The review is rigorous, multi-disciplinary and focused on ensuring patient interests are protected,” Dr. Stein said. “We recognize that hospice patients are a very vulnerable population, and, as much as we’re interested in advancing the body of knowledge of hospice, patient safety and confidentiality must come first.”

Chapters Health is approached often to participate in research studies because of the large patient census. That makes Chapters Health “a credible partner with educational institutions and is just one more way that Chapters Health gives back to the community,” according to Dr. Stein.
Clinical excellence goes far beyond medical knowledge and skills. In hospice, clinical excellence also means that a quality hospice provider can provide culturally appropriate care to patients of all faiths and belief systems, of all heritages and traditions. Attaining certification from the National Institute for Jewish Hospice (NIJH) signifies an organization-wide commitment to knowing and respecting the traditions associated with death and dying in the Jewish community.

“Chapters Health trains its entire staff on how to identify the specific religious and traditional needs of our Jewish patients, which can vary significantly within the faith,” noted Dr. Schonwetter. “All of our hospices recognize these differences and honor these traditions. We meet our patients where they are in practicing their religion. This sensitivity, this understanding makes us better aware of patient needs and how to meet them—for Jewish patients and families, as well as all other faiths and belief systems.”

All three Chapters Health affiliates attained and maintain NIJH certification, which requires annual training and education for caregivers conducted by NIJH experts. To complement that training, Chapters Health developed an online self-learning module, Caring for Jewish Hospice Patients, as part of its ever-growing learning center curriculum.

With this level of cultural awareness, Good Shepherd Hospice, HPH Hospice and LifePath Hospice have been able to develop meaningful relationships with local congregations and community leaders, Ms. Moskowitz reported.

It also has been essential to teams at each of the hospices in supporting Jewish patients who are not particularly religious and may not belong to a local synagogue. “For secular Jews, it is so important for us to know and understand the faith and their traditions,” Ms. Moskowitz said, “because even though these patients are not connected to their community, the Jewish people have such rich traditions that it’s important to most of them to honor those traditions at death—even if they don’t have a rabbi of their own.”
Summary Operating Results
Year ended December 31, 2016 (amounts in thousands)
Revenue, gains and other support:
- Net patient revenue: $145,495
- Contributions: $4,302
- Other revenue and gains: $7,393
Total revenue, gains and other support: $157,190
0.88 of every dollar earned was spent on programs and services.

Expenses:
- Program services: $127,797
- Supporting services: $24,750
Total Expenses: $152,547
Total change in net assets: $4,643

Condensed Balance Sheet
Year ended December 31, 2016 (amounts in thousands)
Assets:
- Cash and investments: $85,412
- Accounts receivable: $10,779
- Property and equipment: $66,076
- Other assets: $33,057
Total assets: $195,324

Liabilities and net assets:
- Accounts payable and accrued expenses: $3,987
- Accrued employee compensation: $9,019
- Long-term debt: $21,090
- Other liabilities: $12,648
Total liabilities: $46,744
Total net assets: $148,580
Total liabilities and net assets: $195,324

Who pays for our services?
Year ended December 31, 2016 (amounts in thousands)
- Medicare: $127,926
- Medicaid: $8,076
- Contributions, other revenues and gains: $11,695
- Insurance and all other: $9,493
Total revenue, gains and other support: $157,190

Where does the money go?
Year ended December 31, 2016 (amounts in thousands)
- Salaries and benefits: $96,829
- Services purchased from contract providers: $17,212
- Drugs, medical supplies and equipment: $10,951
- Insurance, depreciation, interest and other: $27,555
Total expenses: $152,547
We report our financial results, as always, in the spirit of transparency and good governance. At a time when more than two-thirds of the nation’s hospices are for-profit entities, many of which are privately held by investors, the Chapters Health commitment to being a responsible steward of the financial resources entrusted to us by payors, government programs and our generous donors reflects our charitable mission and commitment to the communities we serve.

FY2016 marked the first full year of HPH Hospice’s integration into Chapters Health. Affiliation has allowed HPH Hospice to benefit fully from the clinical and financial strengths of Chapters Health. As a result, HPH Hospice’s financial performance improved by $2 million over FY2015. In addition, all Chapters Health affiliates benefited from lower overhead expenses as a result of our larger organization.

Chapters Health’s continued solid balance sheet and cash position provided a firm foundation for continued growth, expansion of services and commitment to clinical excellence in all we do. Current Chapters Health assets exceed current liabilities by a ratio of 1.8 to 1.0. Unrestricted cash and investments equal 215 days of operating cash requirements. Total assets are $195.3 million, and net assets (equity) are $148.5 million. Chapters Health’s Total Margin (excess of revenue over expenses) for the fiscal year was $4.6 million.

In support of the mission, the Development Department raised $2.1 million in revenue (net of expenses) from individuals, corporations and foundations across our service area. The Development Department’s work significantly raises awareness of the services we provide to everyone in need, regardless of ability to pay. Chapters Health has more than $60 million in long-term investments that are managed under the oversight of the Investment Committee of the Board of Directors. The committee is charged with setting investment guidelines and return-on-investment goals that appropriately balance risks/returns while protecting Chapters Health’s assets. It oversees our third-party professional investment managers to ensure that they follow our guidelines. Investment returns for FY2016 totaled $4.2 million.

This sound financial performance allowed Chapters Health to continue to make substantial investments in the education and training of our staff. Our FY2017 plans call for investing more than $2 million in training and development.

As always, as a not-for-profit healthcare system, Chapters Health serves hospice patients and their families regardless of their ability to pay. In FY2016, that meant providing more than $2.8 million in uncompensated care. We also offer a broad range of essential, but unfunded, services to assist patients, families and others in need—bereavement support for adults and children, music and pet therapy, special outreach and support for patients who are veterans, caregiver services that help keep patients comfortable at home, education programs for medical students, medical fellowships and continuing community education. Chapters Health provides these essential services in fulfillment of our not-for-profit mission with no direct reimbursement or payment. We continued to invest in unfunded services in 2016 with the opening of a new children’s grief and bereavement center at HPH Hospice. Our expenditures for unfunded programs in FY2016 exceeded $1.1 million.

We look forward to a continued strong financial position in FY2017, as we remain dedicated to providing compassionate hospice, palliative and post-acute care to patients and families.
Corporate Structure

Good Shepherd Hospice
A Chapters Health® Affiliate
Licensed Since 1984

Hph Hospice
A Chapters Health® Affiliate
Licensed Since 1984

LifePath Hospice
A Chapters Health® Affiliate
Licensed Since 1983

Chapters Health®
Palliative Care

Chapters Health®
Pharmacy

Chapters Health®
Staffing

Chapters Health®
Home Health A Chapters Health® Affiliate
**Hospice Highlights**

Good Shepherd Hospice 2016 Facts and Figures

- **3,759** total number of patients
- **546** average number of patients each day
- **58%** hospice market share*

- **$500,000** charity care provided
- **1,222** patients served at Good Shepherd Hospice Houses
- **33,338** pharmacy prescriptions filled

**Additional Highlights**

- Number of volunteers .......................................................... 405
- Value of volunteer hours ................................................. $581,238
- Physicians who referred patients ........................................ 453
- Nursing home/assisted living referral sources ...................... 58
- Home visits by Good Shepherd Hospice physicians and nurse practitioners ........................................ 3,705
- Medical equipment pickups and deliveries .......................... 10,299
- Bereavement service contacts to hospice families and the community ......................................................... 6,467

*Good Shepherd Hospice is one of four total hospice providers in Polk, Highlands and Hardee counties.*
Hospice Highlights

HPH Hospice 2016 Facts and Figures

- Total number of patients: 3,799
- Average number of patients each day: 463
- Hospice market share*: 48%
- Charity care provided: $400,000
- Patients served at HPH Hospice Houses: 1,573
- Pharmacy prescriptions filled: 48,029

Additional Highlights
Number of volunteers: 507
Value of volunteer hours: $1.1 million
Physicians who referred patients: 460
Nursing home/assisted living referral sources: 34
Home visits by HPH Hospice physicians and nurse practitioners: 5,364
Medical equipment pickups and deliveries: 10,134
Bereavement service contacts to hospice families and the community: 6,786

*HPH Hospice is one of two total hospice providers in Pasco and Citrus counties and the sole hospice provider in Hernando County.
LifePath Hospice 2016 Facts and Figures

**7,391**
total number of patients

**1,251**
average number of patients each day

**100%**
hospice market share*

**$1.2 million**
charity care provided

**2,491**
patients served at LifePath Hospice Houses

**89,927**
pharmacy prescriptions filled

**Additional Highlights**

- Number of volunteers .................................................. 538
- Value of volunteer hours ........................................... $2.0 million
- Physicians who referred patients .................................. 905
- Nursing home/assisted living referral sources ................. 175
- Home visits by LifePath Hospice physicians and nurse practitioners ................................................................. 5,886
- Medical equipment pickups and deliveries ................... 25,141
- Bereavement service contacts to hospice families and the community ......................................................... 8,601

*LifePath Hospice is the sole hospice provider in Hillsborough County.*
Development Highlights

Philanthropy and Outreach Support Clinical Excellence

From the traditional camper send-off to the seasonal panel of wise women luncheons to the inaugural Hospice Open, attendees were able to support Chapters Health hospice, palliative care, and grief and bereavement services in a wide variety of ways.

Annual Camp Send-Offs Help Mend Grieving Hearts

As an important philanthropic group at Good Shepherd Hospice, the Hospice Women of Giving organized a fun-filled send-off for the 97 campers attending Camp Brave Heart. Meanwhile, the LifePath Hospice Azeele Street office hosted a rousing send-off for 120 Circle of Love campers, courtesy of the Hospice Women of Philanthropy. For many of the children, the weekend at either Camp Brave Heart or Camp Circle of Love is their first time away from home since their loved one died. The send-offs both build excitement for the grief work ahead and ease the anxiety of saying goodbye to a parent or guardian.

Sailing Away for 4th Annual Tampa Bay Hospice Cup

A record number of boats—more than 100—registered for what has become the largest keelboat regatta on Florida’s West Coast. The Benefit Dinner on April 9 and the race two weeks later raised funds to support the needs of LifePath Hospice patients and families. The Tampa Bay Hospice Cup is one of nearly two dozen sailing regattas staged in 14 states each year to generate support for local mission-driven hospice providers.

Conversations with Wise Women at the Spring Soirée and Seasons of Service

A sold-out crowd of more than 75 members of the Hospice Women of Philanthropy attended “A Conversation with Wise Women” at Tampa’s Palma Ceia Golf and Country Club. Lameh Cortes, a former Circle of Love camper; Lee Bird Leavengood, local philanthropist and wife of a former LifePath Hospice Board member; and Gayle Sierens Martin spoke movingly about how hospice had touched their lives.

In the fall, a record number of more than 100 members of the Hospice Women of Giving enjoyed “A Conversation with Wise Women” at the annual “Seasons of Service” luncheon held
at the Grasslands Golf and Country Club in Lakeland. Retired nurse Barbara Harrison, civic leader Tiffany Osler and Gayle Sierens Martin shared their personal stories of how hospice inspired, comforted and supported them and their loved ones.

Grand Opening of the HPH Hospice Center for Grieving Children
HPH Hospice staff, donors and community supporters gathered at the administrative office in Hudson to herald the opening of the new HPH Hospice Center for Grieving Children. Modeled on the highly regarded Circle of Love Center at LifePath Hospice and Bethany Center at Good Shepherd Hospice, the HPH Hospice Center for Grieving Children welcomes any child who has lost a loved one, not just those whose loved ones died under the care of HPH Hospice.

Tee Off at the Exclusive Black Diamond for the Inaugural Hospice Open
Held for the first time on the stunning Quarry Course at Black Diamond Ranch in Lecanto in Citrus County, the Hospice Open benefits patients and families of both HPH Hospice and LifePath Hospice. Twenty-four foursomes enjoyed golfing on what is considered to be one of the finest golf courses in the world.

Circle of Love Tampa Yankees Game
The Tampa Yankees welcomed the families moving from grief to healing with the loving care provided by the Circle of Love Grief Center to a night of fun, fellowship and ballpark eats at Steinbrenner Field. “Every year the Circle of Love staff likes to do something lighthearted and fun for our families during the summer while the kids are out of school,” the colorful invitation read. “This year the Tampa Yankees have invited all of you to a home game!”

Unveiling the Learning Center and State-of-the-Art Simulation Lab
The Hospice Women of Philanthropy joined with members of the Chapters Health and affiliate boards of directors, community and business leaders, and friends of hospice to unveil the new Chapters Health Learning Center and Simulation Lab. The Hospice Women of Philanthropy supported the construction of the center with a generous contribution to fund the simulation lab and later underwrote the cost of three lifelike mannequins to be used in the simulation lab where nurses will practice and sharpen their clinical skills.
Pirate Invasion at the 25th Island Night
For the 25th anniversary of Island Night, more than 400 boisterous buccaneers frolicked at this fabulous pirate party at Jackson’s Bistro on Harbour Island, enjoying carousing live entertainment, hidden treasures in the silent and live auctions, and grub and grog fit for any swashbuckling captain. Proceeds from Island Night and its auction events support the programs and activities of the Circle of Love Grief Center; as well as patients and families served by LifePath Hospice. Adding to the night’s treasure, 21 generous companies and couples helped underwrite the event as name sponsors.

Sustainer Society Plans for the Future
LifePath Hospice commemorated the first year of its successful Sustainer Society with an afternoon reception acknowledging donors who pledge to give regularly to support the care provided throughout the community by LifePath Hospice.

A Joyous Holiday Tradition in Avon Park
The beautiful—and historic—Hotel Jacaranda in Avon Park was transformed into a winter wonderland for Holidays for Hospice to benefit the compassionate care provided at the Good Shepherd Hospice Bud and Donna Somers Hospice House. Featuring food and wine from local restaurants in Avon Park and Sebring, the festive evening helped kick off a joyous holiday season.

Remembering with Lights of Love
More than 500 friends of hospice and survivors of hospice patients gathered at three Good Shepherd Hospice locations in Polk and Highlands counties and three LifePath Hospice locations across Hillsborough County to honor the loved ones they have lost at the hospice’s annual tree-lighting ceremony. The lights on the trees at the Lakeland Hospice House, George C. Forsythe Hospice House, Bud and Donna Somers Hospice House, Melech Hospice House, Sun City Center Hospice House and LifePath Hospice South Tampa office symbolize the brightness loved ones have brought into our lives. The funds raised benefit the patients and families of Good Shepherd Hospice and LifePath Hospice.
Trimming Trees of Life
A beloved holiday tradition at HPH Hospice, the annual Tree of Life celebration provides a special way for family and friends to remember and honor loved ones through the display of special ornaments placed on trees at nine locations throughout Pasco, Hernando and Citrus counties. HPH Hospice supporters purchase ornaments to remember loved ones who died. For many, this purchase for the Tree of Life is a long-standing family tradition. Others purchase ornaments to honor someone special in their lives to show love, honor and support. While the community benefits from and enjoys this display of warmth and comfort, HPH Hospice patients and families benefit from the funds raised.

Making the Most with Moments of Life
The Moments of Life luncheons offer food for thought on how we can make the most of the end of life and inspire hope and healing after loss. The name, Moments of Life, reflects Chapters Health’s belief that every moment matters and that the work of our affiliated hospices and palliative care program ensures our patients and their loved ones can live each moment in comfort and dignity. Each program features brief remarks from an expert in hospice care followed by an engaging question-and-answer session with the audience.

Life’s Treasures Supports the Mission
The five Chapters Health Life’s Treasures thrift stores generated approximately $550,000 in 2016 to support the unfunded programs of HPH Hospice and LifePath Hospice and meet the special needs of hospice patients and their families. But as vital as the stores are to ensuring HPH Hospice and LifePath Hospice can continue to meet the needs of the communities we serve, they do so much more.

Volunteers and staff at Life’s Treasures Thrift Stores—in Brandon, South Tampa, Carrollwood, New Port Richey and Zephyrhills—often find themselves in conversation with shoppers wondering whether hospice could provide the care and comfort a seriously ill loved one requires. When timely access to quality hospice care is still a concern, Life’s Treasures provide a safe and comfortable place for friends and neighbors to start the conversation about the end-of-life and bereavement care the hospices provide.

Volunteers, in fact, continue to make the Life’s Treasures stores hum. In 2016, 112 volunteers contributed 24,649 hours to the two HPH Hospice Life’s Treasures stores, while 393 volunteers contributed 58,457 hours to the three LifePath Hospice Life’s Treasures stores. Most Life’s Treasures volunteers have had a personal experience with hospice. “For many, it’s a way to say thank you, to give back, to ensure that others can get the kind of care that they received,” said Anne Ferrell, Development Coordinator, Life’s Treasures Thrift Stores.
The hospices of Chapters Health can realize their mission only through generous support from individuals, foundations, corporations and the community. We are honored to count these friends among our partners in providing the widest array of cost-effective, post-acute care to all in the seven counties we serve. This list represents gifts through December 31, 2016. Please let us know of any errors by contacting us at (813) 871-8111.

Good Shepherd Hospice Donors

Champion ($25,000+)
Anonymous
Tanglewood Community – Sebring, FL

Sustainer ($10,000+)
Anonymous
Ms. Teresa J. Bray
The Paul & Jean Cate Charitable Endowment Fund within the GiveWell Community Foundation
The Estate of Treva J. Henderson Payne
The Estate of Phyllis J. Hicks
The George W. Jenkins Fund within the GiveWell Community Foundation
The Estate of Wilma E. Ruman United Way of Central Florida, Inc.
Mrs. Nitzy Waters

Advocate ($5,000+)
Anonymous
The William D. & Agnes Helmuth Foundation
The Mark C. and Lynn D. Hollis Fund within the GiveWell Community Foundation
The Estate of Richard F. Knapp
The Lewis Family Cancer Fund within the GiveWell Community Foundation
Mrs. Phyllis S. Lovelace
Mr. Thomas H. McNamara
Mr. and Mrs. Frank Motola

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American Integrity Insurance Group
Anonymous
Mr. Joseph Bolan
Ms. Nora G. Compton
Cypress Lakes Bloody Mary Open Tournament
Mr. and Mrs. Daniel M. Fernandez
Florida’s Natural Growers Foundation, Inc.
Ms. Virginia M. Glass
Mr. and Mrs. James A. Jahna
Mr. and Mrs. Kenneth R. Robertson
The Saterbo Family Fund within the GiveWell Community Foundation
Mr. George E. Shetka
Mr. Darrell A. Sullivan

Friend ($1,000+)
The Bruce Abels Fund within the GiveWell Community Foundation
Mrs. Lavonnda J. Adams
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Mr. William L. Barnhill Jr.
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Mr. and Mrs. Larry Brockway
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Mr. Gregory Collins
Mr. and Mrs. Thomas E. Conger
Mrs. Karen Q. Corley
Mr. Wilbur G. Dirmeyer
Mr. Justin Donohue
Mr. Alexander Dunn
Mr. Robert L. Elliott
EMS Management, Inc.
The Frank & Pati Foster Fund within the GiveWell Community Foundation
Mr. and Mrs. Thomas E. Conger
Mrs. Karen Q. Corley
Mr. Wilbur G. Dirmeyer
Mr. Justin Donohue
Mr. Alexander Dunn
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The Frank & Pati Foster Fund within the GiveWell Community Foundation
Four Lakes Charities Association
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Mr. and Mrs. James T. Joiner
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The Junior League of Greater Lakeland, Inc.
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Mr. Robert D. Keith Jr.
Ms. Mary B. Kelley
Mr. and Mrs. Bernard Kelly
Ms. Diane B. Kuhnly
Lakeland Area Chamber Foundation, Inc.
Ms. Lorraine R. Legere
The Lord’s Church at Lake Henry
Ms. Judith A. Maisonneuve
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Mr. William H. Tousey
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Mrs. Dixie Vallee
Mrs. Barbara J. Whalen
Mr. and Mrs. Don R. Whitworth
Mr. Samuel E. Wilson
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Patron ($250+)
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Mr. and Mrs. Charles K. Allen Sr.
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Ms. Linda L. Alvut
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Mr. and Mrs. Mark N. Amundson
Mrs. Faith H. Anderson
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Ms. Debra D. Annick
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The Benevity Community Impact Fund
Ms. Beverley A. Bennett
Ms. Juanita Bergfield
Mrs. Ruth A. Bergman
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Ms. Rebecca Black
Mrs. Margaret Bliss
Mr. William Bodenheimer
Mr. and Mrs. James H. Bolden
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Mrs. Anne B. Botz
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Mrs. Judith Bowen
Mrs. Louise S. Bray
Mr. Allen C. Brock
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Good Shepherd Hospice 2016 Development Revenues

| Planned Gifts | $43,408 |
| Memorials | $328,674 |
| Special Events & Other Gifts | $283,694 |
| Total | $675,776 |

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Chapters Health System 2016 Annual Report

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Bartow, FL 33830
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We dedicate this report to our friends and colleagues who have died in the past year.

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