2019 Report To Our Community
Table of contents

01 Letter From The President And Board Chair
02 Like It Was Yesterday
04 Visiting At An Early Age
06 Building A Technology System
08 Four Decades of Service
10 Staff Award Recipient
12 Celebrating Our Achievements
14 Awards
16 The Year In Numbers
18 The Year’s Philanthropy
20 Giving Back To Our Community
22 Community Benefits
24 Balance Sheet, Expenses And Revenue

Board of Trustees
Melvin J. Severance, III, CFP, AAMS, Chair
Michelline Dufort, Vice Chair
James Mullins, CFA, Treasurer
Michael T. Griffin, Secretary
Beth J. Slepian, President/CEO
Jessica S. Pollack, APRN, Representative at Large
Mark T. Broth, Esq., ex-officio
Brett Allard, Esq.
Daniel L. Andrus
Patricia Bourgault
Deacon Winton DeRosia
Brian D. Duffy, Esq.
Charles J. Fanaras, RPh
Erin Feltes, Esq.
Paul Greenan
Timothy Lesko
Lyn Lindpaintner, MD
Andrea Stevenson, RN, BSN

Vision
A community where wellness and well-being is achieved through compassionate care to those in need.

Mission
The Mission of Concord Regional Visiting Nurse Association is to improve the health of the people and communities it serves by managing illness and promoting wellness through all stages of life.

Values
Respect
Compassion
Competence
Culture of Excellence
Leadership
Stewardship

Photography
Unless specified, photos are by Concord Regional VNA.
Pg. 1 Beth Slepian photo by JoyMark Photography
Pg. 1 Melvin J. Severance photo by Janice Severance
Pg. 2 Joann Chamberland photo by Gil Talbot Photography
Pg. 4 Bette Parker photo by Gil Talbot Photography
Pg. 6 Deb Mullen photo by Gil Talbot Photography
Pg. 8 Linda Blackey photo by Gil Talbot Photography
Pg. 10 Cindy Bergeron photo by Gil Talbot Photography
Pg. 12 Hospice House photo by JoyMark Photography
Pg. 14 Kay Sidway Award photo by JoyMark Photography
Pg. 14 Donor Recognition Award photo by JoyMark Photography
Pg. 15 Scholarship Award photo by JoyMark Photography.

Concord Regional VNA complies with applicable Federal civil rights laws and does not discriminate in services and access to treatment, appropriate care or employment in its programs or activities on the basis of race, color, national origin, religion, disability, age, gender, marital status, sexual orientation, source of payment, or the absence of advance directives.
We are proud to share the 2019 Annual Report with you. It was a year of milestones highlighted by the 10-year anniversary of our administrative building at 30 Pillsbury Street, 25 years of caring for patients and their families at New Hampshire's first Hospice House, and 120 years of serving the community overall.

For 120 years, Concord Regional VNA has led the way in recognizing the needs of the community and developing programs and services from birth to end of life. From TB clinics in the early 1900s, to “Family Planning” and “Homemaker” services in the 70s, and to STD services in the 80s, our agency has always been there. In 1981, Concord Regional VNA began providing hospice care, started Senior Health Clinics in 1986, and has been offering wellness programs for nearly its entire existence.

In the accompanying pages, you will read about some of the changes at the agency through the eyes of five of our longer-term employees, who have a combined 130 years of service to Concord Regional VNA and the community. Their knowledge, experience, and commitment, along with the dedication of countless team members, has helped shape the success of our agency to become a leader in the home health and hospice industry.

Over the past 120 years, our name and location have changed, and we have grown from one nurse to 400 employees comprising of nurses, clinicians, and other specialized staff in the field, as well as support staff. Our service area has expanded to encompass Concord and 43 surrounding communities, providing a range of in-home healthcare services and wellness programs.

As we reflect back on 2019, our Mission today remains true to the goals upon which our agency was founded: “Our business is everybody’s health – rich or poor, well or sick.”

It is an honor to be part of such an outstanding agency with its rich history, talented team, and strong community support, as we celebrate 120 years of service and look ahead to what is sure to be a vibrant future.

With warm appreciation,

Beth J. Slepian, MBA, PT
President/CEO

Melvin J. Severance, III, CFP, AAMS
Board Chair
Like It Was Yesterday

Joann Chamberland vividly remembers the day she brought the first patient to Hospice House more than 25 years ago.
Last June, our agency and community marked 25 years of providing care at Hospice House during an event in the Susan McLane Memorial Garden, in which Joann told the story of the first Hospice House patient.

"Back then, we were allowed to pick patients up in our own cars and bring them to Hospice House," Joann said. "I had my Volkswagen Rabbit, so I picked her up at eight in the morning and brought her in the front door. I got a wheelchair and wheeled her in. Before we made it into the living room, she just burst into tears. She said this place was too beautiful for her. I said, oh my gosh, this was built for you."

Joanne was part of the first group of nurses to be permanently assigned to Hospice House after it opened on April 18, 1994. Thanks to the vision of partners and remarkable community support, it was the first Hospice House in New Hampshire.

"When I first came here, there was not a nurse assigned to Hospice House," she said. "Nurses came in, completed visits, and returned to Community Hospice. We were on-call and we were here a lot."

"There was no nurse here to administer medications, so we had to pre-package every single medication and keep it in a lock box so that the volunteer or the licensed nursing assistant could hand the package to the patient," Joann added. "The patient had to administer it themselves. If not, we would have to call a family member and they would have to help us with that."

At the beginning, volunteers cooked and cleaned, as well as transferred patients.

"We taught volunteers how to safely transfer a patient from a bed to a chair and how to reposition patients while they were in bed," she said. "They were incredible."

Unforgettable Moments

Every home is a setting for unforgettable moments, including Hospice House. Even though Joann has cared for hundreds of patients and their families, she still marvels at some of the things she has witnessed first-hand.

"There was a patient in Room 6 who was very near death," she said. "His wife had been caring for him for years at home to the point where they were no longer able to communicate at all. He was unresponsive. He was dying and she would sit by his bed for at least an hour or two while he was here. She would always say I love you and I'll be back tomorrow."

"One day, I told her his condition had changed and his breathing had changed," Joann added. "His time could be limited. When you say goodbye today, it could be the last time. She held his hand and said I love you with such passion. He opened his mouth and was able to say I love you back. It was unbelievable."

Being a Hospice Nurse

In 1974, while working on a medical/surgical floor at Memorial Hospital (now Southern NH Medical Center) in Nashua, Joann was asked if she would be interested in attending a hospice symposium being taught by Elisabeth Kubler-Ross who was a pioneer in near-death studies.

"This was the first symposium on hospice in the United States and the people who were our instructors were from England where hospice was already up and running," she said.

From that point on, she knew becoming a hospice nurse was for her.

"This has been a home for me, it really has," she said. "This has been the fulfillment of all my nursing dreams to be here. I used to say someday I'm going to work in a Hospice House. I do not know where, but someday I am going to."

Over time, hospice evolved and expanded into more healthcare disciplines to help treat the "whole patient" or holistic approach to care.

"I like being able to work with our team to get patients to a place where they are peaceful," Joann said. "Hearing a family come in and say, I didn't think I'd ever see them like this again. This is what I hoped she would be like."

Listening is so important, especially in hospice.

"We have a wonderful opportunity to provide great comfort – physically, emotionally, and spiritually," she said. "Someone who is suffering just needs your presence sometimes. I try to help families understand that when they feel like they are doing nothing, they are doing more than they could possibly imagine, just by being there."
Visiting At An Early Age

Employees come from different backgrounds and experience. One occupational therapist, Bette Parker, started at our agency while working for Concord Hospital in 1986.
At the time, Concord Regional VNA did not have its own occupational therapists,” said Bette. “One of my co-workers did some agency work and if she was on vacation or was out for another reason, I would pick up work for the agency as an employee of Concord Hospital.”

“I took a leave of absence because I had my first child,” she added. “To keep my foot in the door, I volunteered to do quarterly record reviews. When I was ready to go back to work full-time, I decided I needed a new beginning and applied to the agency and got the job.”

Currently, Bette is one of 19 occupational therapists at Concord Regional VNA. She visits five to six patients a day, easily outdistancing her caseload when she started in January 1994.

“We have therapists who have more training in specific areas so it is great to have a large staff of occupational therapists because we can assign a specific person to care for a patient who has a specific need,” she said. “Back when I started, there were one or two occupational therapists.”

Since Bette started, technology has improved our ability to increase efficiency, such as locating patient homes more quickly enabling employees to provide more timely care.

“We did not have GPS back when I started,” she said. “You had to look for the flowers in the front yard and there were no more flowers anymore because it was winter. I remember being in Henniker and they said that there would be a boat in the front yard. It was summer and I drove up and down the road looking for a boat in the front yard and the boat was in the lake.”

Getting to Know the Neighbors

Looking back, Bette realized that she started visiting people in need at an early age.

“As a kid, I had a neighbor, an elderly woman, who stayed in her upstairs bedroom because she could not get up and down the stairs,” Bette said. “I do not remember all the reasons why, but all I knew is that she was always in the bedroom sitting near the window looking out. I used to go over there to sit and talk with her.”

Bette was an only child and often helped her grandfather, who ran a grocery store in Troy.

“There were a few people in town who could not get out to the store,” she said. “They would call in their grocery orders and I would go with my dad on some Saturday mornings to make deliveries. I can imagine how they looked forward to our visits.”

“Here was this little kid coming to see them and they would give me candy and cake,” Bette added. “I guess I was doing visits early on.”

Caring for Our Community

Everyone agrees that there is no better place to heal than at home. Patients are in surroundings where they are comfortable and can remain independent. They can find out if their walker does not fit through the bathroom door or if there is a step or a stair that is difficult to manage. Our employees work directly with patients in solving their challenges in their home environment.

“I like the people and I like the interaction,” Bette said. “I like determining how people can be as independent as much as possible. It is important that people feel like they can do something themselves even if it is a small thing.”

As an occupational therapist, Bette helps patients improve their motor skills, such as buttoning a shirt, putting shoes on, or cutting food. She also assists with exercise and positioning programs and uses specially-designed equipment to help patients complete basic tasks or daily activities.

“I have helped patients reorganize kitchen cabinets to put things within reach,” she added. “We have put rubber bands on the outside of a shampoo bottle so it does not slip through someone’s hands. You have to be creative because not everyone can afford catalog items. At the same time, I am always talking with them about safety.”
Nearly 24 years ago when Deb Mullen began her career as Rehabilitation Services Coordinator at Concord Regional VNA, technology was scarce. The only employees who had computers worked in the Billing Department. Things began to change two years later.
"A small group of us began researching which computer software worked best for us," said Deb, who is now Chief Information Officer. "We worked collaboratively with three hospitals, including Concord Hospital and another home health and hospice agency."

Along with information technology implementation, Deb, a physical therapist by trade, was also managing rehabilitation therapists and team assistants.

"When we initially introduced the computer system, we used it internally for about two years," she said. "In 2000, we deployed laptops and I helped train employees. I did not have a technology background, but I had an interest in it and I like to educate."

Over time, as the agency cared for more patients and increased the number of employees who were needed, its reliance on technology increased.

"As computers played an increasing role in everyday operations, the senior team determined a dedicated information technology position was needed," Deb said. "They created a Clinical Information System Manager position and I accepted the role."

Equipping employees with information technology solutions in healthcare's ever-evolving environment is critical. Training and supporting employees with equipment and applications helps the agency stay ahead of the growing demand for its services and improves efficiencies in operations and clinical oversight.

Today, our agency has hundreds of devices, including 188 laptops, 110 desktop computers, and 336 cell phones, as well as many applications (apps) used on a daily basis to allow our employees to deliver the best possible patient care.

Under Deb, the Information Technology Department supports all employee use of technology. The department also provides data reports, Intranet updates, and supports use of copiers, desk phones, and other technology equipment.

Awards

As Concord Regional VNA has grown to meet the needs of more community members, so has Deb's list of national and local awards.

In 2009, she was named the Administrative Manager of the Year by the Visiting Nurse Associations of America for her work to improve the agency and its ability to serve the community. She has educated staff on laptop computer use, developed and implemented automated scheduling and a physician portal system, and completed regulatory software updates.

"Having a clinical background with technology knowledge gives me more insight than someone who only has a technology background," Deb said.

Three years later, Deb was named the Mary Ellen LaRoche Home Care Public Policy Award recipient for helping Concord Regional VNA provide the best possible care and for being an ambassador for the agency, the industry, and other healthcare organizations.

In 2017, Concord Regional VNA was awarded the Change Healthcare Feature Adoption Partner of the Year for its use of Direct Messaging and Deb was awarded the Change Healthcare Focus Group Partner of the Year for participating and providing feedback on products. Deb has served on Change Healthcare's advisory council for a number of years.

"I participate in many of their development groups and have had the opportunity to host site visits for participants to come and learn how we use the software to the fullest extent."

Board and Community Support

The agency invests in its staff to help employees gain knowledge and skills and studies have shown that it improves retention rates. More than 40 employees have worked at the agency for 15 or more years.

"I think that has helped us grow and advance clinically," Deb said. "Employees have different certifications for many specialties, including wound care and using intravenous medications. Some agencies may want to implement something but do not have the community support or the resources to do so, whereas we do."

In 2008, the agency received a generous gift from Eugene and Anne Slusser of Hopkinton to help lease and eventually purchase the 30 Pillsbury Street building, including equipment for a state-of-the-art training room for employees.

One advantage, she said, in working at a not-for-profit agency is that she has been able to learn, add, change, and grow along the way.

"If I was still in the same position I was 15 years ago, maybe I would not be here," she said. "Along the way, I have always been challenged and allowed to take on more responsibility and expand what we were doing. "It is really not work when you like what you do."
After 41 years of serving thousands of community members, our longest tenured employee has decided to turn in her scrubs and badge. To put her longevity and dedication into perspective, **Linda Blackey**, Licensed Nursing Assistant (LNA), has worked at Concord Regional VNA for more than a third of the agency’s 120 years of existence.
"The clients and the staff who work here is what makes it so special," she said, reflecting on more than four decades of service to Concord Regional VNA and the community. "I cannot even begin to describe the feeling. They are always there to support you. If you have a problem, they will help you. It has just been such a wonderful place to work."

Linda served through four administrative office moves and worked with four different chief executive officers. She was employed during monumental changes in healthcare and our agency.

"When I started in 1978, we had about 20 employees," she explained. "We did not work weekends, we did not work holidays, and we did not work nights. I think we saw three to four clients a day. We did not have cell phones, pagers, or computers."

"Today, the agency operates 24 hours a day, 7 days a week, 365 days a year with about 400 employees," Linda added. "I saw about six clients per day. We had a lot of clients; we needed the coverage and they needed the care."

As an LNA, she helped clients with personal care, meal preparation, exercise, vital signs, and companionship. Through the years, her role as an LNA expanded nearly coinciding with shorter hospital lengths of stays and an increasing number of clients who have chronic health conditions.

"Over time, the Board of Nursing increased our scope of practice," Linda said. "LNAs are allowed to provide specific care that only nurses were allowed to perform. We can provide wound care, catheter care, and remind patients to take their medications. There are just so many things we can do now compared to when I started."

Memories for a Lifetime

Most of Linda's clients were short-term clients for rehabilitation. "We saw them for a couple of months, and they progressed until they were well enough to provide their own care and everything they need to do," she said. "It's always nice to know that someone has progressed to the point that they don't need us anymore."

"I remember caring for a 108-year-old gentleman who was proud that he returned to MIT (Massachusetts Institute of Technology) for his class reunion each year," Linda said. "He was also proud of the fact that he passed a test to work with Thomas Edison. He was an interesting gentleman, and knew Thomas Edison and would tell stories about him."

"He turned down Thomas Edison's job request to become a successful patent lawyer," she added.

Being an in-home caregiver is mixed with positive and challenging moments that provided reminders that there are people in the region who have needs that many of us take for granted.

"You never know what you are going to find when you walk through the door," Linda said. "You see a lot of sad situations. You do not realize how lucky you are until you walk into a home that has no food or no heat. We are so fortunate to have the things that are considered basic in necessity."

Honor and Recognition

For her outstanding work and dedication to her clients, Linda was named the 2011 Home Care Licensed Nursing Assistant of the Year by the Home Care Association of New Hampshire (now the Home Care, Hospice & Palliative Care Alliance of NH).

"When brand new LNAs start, I paired them with Linda Blackey," said Cindy Bergeron, RN, BSN, Director of Paraprofessional Services. "Who better to teach that role than the person who has lived it for 41 years? Who better to teach the little tips of the trade? Who better to teach the generational changes that we have had in healthcare? She has seen far more than I have ever seen."

Thankful to Serve

Initially, Linda wanted to work a few more years, but decided to retire to help take care of her aging parents.

"My parents are getting older, especially my mother," she said. "Her health is declining rapidly. She is going to need more care as she ages. I want to make sure they are safe."

Not only will she spend time as her parents’ caregiver, she is anxious to test her skills authoring a book for the first time. "I'm going to work on genealogy, and I plan on writing a book about my family," Linda said. "Concord Regional VNA has been a big part of my life for 41 years," she added. "I just can't imagine that I could have worked anywhere else. I am so grateful that I was given the opportunity to be a part of Concord Regional VNA."
As community partners, staff members, and donors anticipated hearing the first-ever Living Our Values award recipient to be announced at the agency’s 120th Anniversary Event, Cindy Bergeron waited, not expecting to hear her name called. Moments later, she was shocked.
"I was very humbled and very surprised," she said after being honored as the inaugural recipient of the peer-nominated award. "I was so overwhelmed with the comments and the cards, and the time that people took to reach out to me to share why they thought I was so deserving of the award."

Twenty-seven employees were nominated, and the honoree was chosen based on who best demonstrated the agency’s values in their actions with patients, families, community members, donors, volunteers, and co-workers.

The colleagues who nominated Cindy for the award noted, “Cindy’s interactions with patients and families are nothing short of amazing,” and, “Cindy’s commitment to her work and the agency inspires others to want to do and be better, work harder, and achieve more.”

More than 14 years ago, she was hired as a home care registered nurse before becoming a manager and was promoted to director of paraprofessional services late last year.

Why Nursing?

Cindy graduated from Plymouth High School, moved to the Concord area and attended NH Technical Institute to become a dental assistant. Once her children moved on to elementary school, she decided to return to college to become a nurse, her true love.

“I come from a long line of nurses;” Cindy explained. “My godmother, my aunts, cousins. That is what I knew as a young girl growing up. I was also the oldest of four in our family, so I took care of everybody.”

“The dynamics of our family were different, so I was responsible for care and it just seemed natural to me,” she said. “It’s just always been something I would do and I’m not disappointed in any way. I still love it to this day.”

During nursing school, Cindy traveled with Concord Regional VNA staff members and job shadowed as part of her clinical rotation. She immediately knew that working at our agency was right for her. Before applying, she was required to have one year of experience and she chose HealthSouth (now Encompass Health).

“One of my instructors in nursing school highly encouraged me to do rehab knowing that I wanted to do home care,” she said. “That was the best decision I ever made because patients coming out of an acute care setting are either going to rehab or going home.”

“The acute rehab really prepared me for Concord Regional VNA,” she added. “Almost one year to the day, I applied and interviewed and got the job. It was the best thing I ever did and I’m still here nearly 15 years later.”

A Growing Organization

As Cindy worked at Concord Regional VNA, the agency continued to grow and serve more community members.

“When I started, my managers described the agency as being large, but with a small business feel to it,” she said. “We are much larger than we were 15 years ago. The agency still tries to have an intimate feel. We know our employees. People still know each other by name. We are not so large of an agency that we do not recognize someone by name.”

One of the biggest differences between now and then is the availability of technology.

“Technology made our care better,” she said. “We have information at our fingertips that we did not have before. I went into a home with paper and a visit note from the prior visit.”

“Today with our computer systems, we have access to not just one visit, but all visits so that you can identify a picture of where patients started with their care and where they are going with our goals,” Cindy added. “Our care is more patient-centered now that we can center on their needs. It is a much better tool for us.”

Becoming a Manager

Cindy misses the satisfaction of easing a patient’s anxiety and helping them realize that their health challenges will be addressed.

“If you are having a difficult day, sometimes you leave a home and realize that they gave you so much more than you could have ever given them,” she said. “I learned a lot of lessons that way.”

Moving from being a home care nurse to a manager was an adjustment. At the beginning, Cindy had second thoughts.

“For the first year, I felt like a fish out of water,” she said. “I wanted to go back to what I knew and what I knew at the time was that I was at the top of my game and doing the things I really excelled at.”

“I forced myself to stay and give it a chance and learn a new approach to nursing so that I could be just as effective as a nurse in a management role as I could at the bedside,” Cindy said. “It took about a year to really make a difference or even know what I was doing. Since then, I have really enjoyed leadership and management.”
Serving Laconia and Sanbornton
Concord Regional VNA expanded to offer all of its services in Laconia and Sanbornton. The expansion into these two communities provides a level of service to patients and families that was not previously available. There was an increase in requests to provide services to people in the Laconia and Sanbornton communities. With a robust team of field staff throughout the region, we have the capability and expertise to extend services to additional communities to meet residents’ needs.

Hospice House Anniversary Event
Nearly 100 people gathered at Hospice House to mark the 25th anniversary of its opening, the first in the state. Since it opened in 1994, more than 3,500 patients and their loved ones have received care at Hospice House. During the gathering in the Susan McLane Memorial Garden outside Hospice House on June 17th, Joanne Chamberland, RN, spoke about transporting the first patient. Others who spoke included Jock Irvine who shared his family experience, Congresswoman Ann McLane Kuster, and Leanne Tigert, M.Div., D.Min., Hospice Care Services Supervisor.

Age-Friendly Health Systems
As a part of Capital Region Health Care, our agency participated in a seven-month action learning community to learn more about the age-friendly health systems initiative and best practices. In an age-friendly health system, value is optimized for all patients, families, caregivers, and healthcare providers in the overall system. In the year ahead, we will look to make changes and review the changes to determine if they work.

New Advanced Illness Management Program Launched
Our agency launched a new Advanced Illness Management Program, a specialty program for home care patients who have complex medical needs and serious chronic illness that often include difficult to manage symptoms. The program supports patients and their families in identifying choices, values, and preferences of care, nurse led care and coaching that may help avoid hospitalization, and guidance for future planning. The goals of the program are to improve patient and family satisfaction, increase quality of care, reduce inefficiencies, and to increase care coordination.
New Nurse Graduate Joins Nurse Residency Program
Schae Kneeland (pictured left) became our second new nurse graduate to begin our Home Health Care Nurse Residency Program. Concord Regional VNA is one of six home health and hospice agencies in the state participating in the Nurse Residency Program. It is a yearlong transition to practice program that serves as a bridge to support and enhance professional development.

"Powerful Tools for Caregivers" Caregiver Program Study
Concord Regional VNA became the only organization in New Hampshire participating in the "Powerful Tools for Caregivers" Telehealth Effectiveness Study. The study's purpose is to explore offering the specially-designed program for family caregivers online and compare outcomes between online classes and in-person classes. The program offers education about tools that can help participants find ways to reduce stress, communicate effectively with family, friends, and caregivers, and reduce guilt, anger, and depression. Participants also learn strategies on coping with life challenges, making tough decisions, setting goals, problem solving, and community resources.

Veteran to Veteran Volunteer Program
Our agency completed the 2018-2019 High Impact Volunteer Engagement program offered by NH Center for Nonprofits. During the yearlong initiative, the team raised awareness and increased the number of volunteers in Concord Regional VNA's Veteran to Veteran Volunteer Program. The program matches Veteran volunteers with hospice patients who are veterans. Veteran volunteers offer companionship, interaction, comfort, and family member support. We are proud to be a designated We Honor Veterans Partner Provider, a program of the National Hospice and Palliative Care Organization and Department of Veteran Affairs.

Joy In Work Initiative
Our goal is to create a culture of mutual respect by recognizing and promoting positive behaviors that support individuals, groups, and departments in achieving the Agency’s vision, mission, and values. Last year, in addition to completing IHI training for Improving Joy in Work, we focused on Camaraderie & Teamwork by establishing our first employee-led “Joy in Work Committee” as well as focused Recognition & Rewards. We also completed an employee survey and launched our inaugural peer recognition award, Living Our Values.

Behavioral Health Program
Our expanded Behavioral Health Program continues to help more home care patients who have depression and/or anxiety. Thanks to a grant from Concord Hospital Community Services Fund, we hired an additional Behavioral Health Coordinator who provides education to home care teams, tracks cases, and helps identify patients in need.
Awards

Totten Named Business Excellence Award Recipient
Keliane Totten, M.Ed., MCHES, VP of Community Engagement, was awarded the 2019 Business Excellence Award in the Healthcare category for large organizations from NH Business Review. Since joining Concord Regional VNA, Keliane has expanded the agency’s community benefit offerings by introducing wellness programs to meet the evolving needs of residents in the 44 communities served. Since launching programs in 2012, more than 1,000 people have had the opportunity to learn about healthy choices, caregiving, aging in place, and more.

Challender Named Outstanding Volunteer Manager of the Year
Lisa Challender, MSW, Volunteer Coordinator, was named Outstanding Volunteer Manager of the Year at the Governor’s Conference on Volunteerism. Lisa has expanded volunteer services such as Reiki, music therapy, pet therapy, and art therapy. A nominator wrote, “one of Lisa’s strongest traits is her genuine kindness, compassion, and care she provides to our volunteers and colleagues.”

Patrick-Baudet Honored With Service Award
Andrea Patrick-Baudet, MBA, RN, CHPN, CHPCA, VP of Clinical Operations, was a recipient of the Home Care & Hospice Service Award. The Home Care, Hospice, and Palliative Care Alliance of NH recognized her for contributions to home health and hospice, including her role in merging the NH Hospice & Palliative Care Organization and the Home Care Association of NH.

Lamarre-Vincent Honored With Kay Sidway Award
Lynda Lamarre-Vincent, a retired family case manager at Riverbend Community Mental Health, was named the Kay Sidway Award recipient. The award honors individuals who have devoted themselves to the education, nurturing, and well-being of families. In 1998, the first award was presented to Kay for her endless love and commitment to children of the Concord community. Lynda worked at Riverbend Community Mental Health for 17 years where she helped bridge the gap between adult and children's services by working with parents who are struggling with mental illness and their children with significant behavioral health concerns.

Merrimack County Savings Bank Receives Donor Recognition Award
Merrimack County Savings Bank received the Donor Recognition Award. The organization has been a longtime champion and supporter of Concord Regional VNA, including helping to build Hospice House through financial support. Merrimack County Savings Bank has also been an annual underwriter of Capital Area Memory Café and a sponsor of Passion for Caring, our annual fund raiser.
Hopkinton High School Senior Named Scholarship Recipient

Emily Ehrmanntraut, a Hopkinton High School Senior, was named the Concord Regional VNA/Eugene and Anne Slusser Scholarship recipient. The scholarship is presented to a Hopkinton High School senior who will attend college in pursuit of a degree in science, mathematics, and/or health-related field.

Volunteers Honored at Volunteer NH Awards Ceremony

Bereavement Volunteers and Community Wellness Program Volunteers were honored with Volunteer Service Awards in the Group Category at Volunteer NH’s Spirit of NH Awards Ceremony at the Capitol Center for the Arts. Since 2013, Volunteer NH has honored outstanding contributions to volunteerism and promoted the tradition of service in the state. Our overall group of volunteers and Hospice Certified Music Practitioners (CMPs) were honored during last year’s ceremony.

Kimball Named Volunteer Award Recipient

Peg Kimball was named the Tony Lomartire Memorial Volunteer Award recipient. This year marked the 12th year of the award named after Tony Lomartire who volunteered for 27 years until he passed away in 2007. Peg has volunteered for four years in operations administrative support for the hospice program. One nominator wrote, “Peg is a dedicated volunteer, willing to help wherever needed. Peg is able to jump in and perform tasks with little direction. She is a self-starter and always a joy to work with.” Another nominator wrote, “She is a hard worker who brings an attitude of upbeat, positive, and personal energy to her tasks.”

Three Employees Awarded Scholarships

Kristin Haley, CHE, pictured with Linda Flewelling, SHRM-CP, PHR, Chief Human Resources Officer, was named the recipient of the Eugene and Anne Slusser Scholarship. The scholarship enables an employee of the agency to advance their knowledge, quality of care, and advancement through education. Tammy Baldassare, RN, was named the recipient of the Jacob W. Bishop Scholarship. The scholarship awards financial support to nursing or paraprofessional staff who are enrolled in an accredited nursing program. Kim Vigneault, RN, was named the recipient of the Ruby Rainie Nydegger Scholarship. The scholarship was established in honor of Dr. Robert C. Nydegger’s wife Ruby – her dedication of nursing, her love of children, and her lifelong support of the mission of Concord Regional VNA.
The Year In Numbers

142,729 visits to 6,424 home care patients in homes, facilities, and retirement communities

38,285 visits to 926 hospice patients in homes, assisted living communities, retirement communities, skilled nursing facilities, and at Concord Regional VNA Hospice House

48,293 hours of in-home personal care, companionship, and homemaking services to 311 clients in homes, assisted living communities, retirement communities, and skilled nursing facilities

1,415,521 miles traveled to deliver care to community members in need

7,364 services during 3,872 visits to Senior Health Clinics


1,694 flu shots were administered by our nurses to adults and children

813 “Baby’s First Homecoming” in-home nursing visits for new mothers and their infants to safely transition home from Concord Hospital

2,062 encounters for bereaved individuals during support groups, visits, memorial services, and educational presentations

6,790 hours that our volunteers generously gave of their time and talent
$597,300 in contributions including:

- $56,429 for *Passion for Caring* with an additional $22,204 in in-kind gifts
- $64,502 for Hospice *Lights of Life*
- $44,922 in corporate and foundation grants

**Passion for Caring**
More than 170 supporters of Concord Regional VNA attended our annual fundraiser, *Passion for Caring*, on May 8, 2019, at Company C in Concord. Guests enjoyed hors d’oeuvres and beverages while mingling with friends and bidding on silent auction items. All proceeds from the event supported the greatest needs of the agency.

**Hospice Lights of Life**
This year marked the 24th annual Hospice *Lights of Life* celebration to spread awareness of Hospice and the Concord Regional VNA Hospice program. As part of the campaign, 160 businesses throughout our service area displayed 1,446 white lights in their windows. Approximately 40 people attended our Community Memorial Service held in December and 2,395 names were inscribed on our Hospice *Lights of Life* Honor Roll published in the Concord Monitor as well as on our web site.
Concord Regional VNA does not deny needed skilled services because an individual is uninsured, underinsured or unable to pay deductible charges required by a third-party payor. Our agency provides many free and fee-scaled programs and services in the 44 communities that we serve. Community health services and hospice care services are of great value, both tangibly and intangibly, for the residents of our communities.

Concord Regional VNA continuously seeks and receives funding for these services from government and private funding sources. Because of the generous support of individuals, businesses, foundations and government sources, our agency meets the costs of providing services to the residents of our communities. In fiscal year 2019, our agency provided more than $5.1 million in community benefits and included the following, as defined by the Community Benefits Reporting Guide of the Office of the NH Attorney General, Division of Charitable Trusts. Visit www.crvna.org for our complete Community Benefits Report.
Community Benefits

$5,117,699

TOTAL AMOUNT INCLUDED
$1,003,368 COMMUNITY BENEFIT OPERATIONS
Concord Regional VNA provides programs and services to communities served based on needs identified in community health needs assessments and health services. Programs under “Other Operations” include the following:

- Senior Health Clinics are preventive health services such as foot care and blood pressure screenings for adults.

- Immunization Clinics are for community members who are uninsured, underinsured, or who have no access to these needed services, so they can receive routine immunizations on a reduced fee or non-fee basis. In addition, seasonal flu clinics are held throughout the agency’s service area.

- Phlebotomy Services are for homebound individuals to ensure that treatment and medication management is not causing a patient untoward effects.

$175,577 COMMUNITY HEALTH SERVICES
Concord Regional VNA staff provides many educational programs including Aging Mastery Program®, “A Matter of Balance,” and Better Choices, Better Health™ to improve community health. The educational programs are held at sites such as senior centers, churches, civic clubs, schools, and other not-for-profit human and social service agencies.

$248,344 COMMUNITY BUILDING ACTIVITIES
Leadership development is an investment that the agency has a long history of providing to the community. Concord Regional VNA staff provides volunteer training, education, and participates on boards and/or committees.

$196,300 CHARITY CARE
The agency provides charity care to patients deemed unable to pay based on formal financial assistance policies established by our agency.

$191,381 HEALTH PROFESSIONS EDUCATION
The agency collaborates with many colleges, universities, health career training programs, and local secondary schools to offer students a clinical setting for training in nursing, physical therapy, occupational therapy, social work, and medical students.

$1,801,889 SUBSIDIZED HEALTH SERVICES
Concord Regional VNA Hospice House is a 10-room residence open to all who are at the end stage of life, regardless of their ability to pay for the room and board fee. The Hospice House provides a home for those who need compassionate skilled care at the end of life.

$1,250,000 GOVERNMENT-SPONSORED HEALTH CARE
Concord Regional VNA provides services to Medicaid-eligible beneficiaries.

$1,600 FINANCIAL CONTRIBUTIONS
Concord Regional VNA works closely with other health, human service, and social service agencies. The agency’s staff participates on community boards, and in community activities that support improvement in the communities’ health and well-being. The agency’s management team participates on community-wide projects. The agency financially contributes to numerous not-for-profit events through sponsorships and/or contribution to events being held by others.
## Balance Sheet

**SEPTEMBER 30, 2019**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Other Current Assets</td>
<td>$8,536,852</td>
<td>$11,018,171</td>
</tr>
<tr>
<td>Long Term Investments</td>
<td>$24,982,589</td>
<td>$24,071,473</td>
</tr>
<tr>
<td>Property and Equipment Net</td>
<td>$4,140,555</td>
<td>$4,133,761</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$104,331</td>
<td>$108,804</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$37,764,327</strong></td>
<td><strong>$39,332,209</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$4,177,312</td>
<td>$4,295,460</td>
</tr>
</tbody>
</table>

Net assets:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$27,075,195</td>
<td>$28,489,488</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>$1,923,540</td>
<td>$1,937,529</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>$4,588,280</td>
<td>$4,609,732</td>
</tr>
</tbody>
</table>

**Total Liabilities and net assets**  

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$37,764,327</strong></td>
<td><strong>$39,332,209</strong></td>
</tr>
</tbody>
</table>
CONCORD REGIONAL VISITING NURSE ASSOCIATION

Revenue
SEPTEMBER 30, 2019

<table>
<thead>
<tr>
<th>FY19</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare &amp; Medicare Advantage</td>
<td>$25,234,448</td>
</tr>
<tr>
<td>Commercial Insurance</td>
<td>$3,988,904</td>
</tr>
<tr>
<td>Other Revenue*</td>
<td>$1,771,122</td>
</tr>
<tr>
<td>Private Pay</td>
<td>$1,084,508</td>
</tr>
<tr>
<td>Medicaid &amp; MCO</td>
<td>$906,751</td>
</tr>
<tr>
<td>Contributions</td>
<td>$565,723</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$33,551,456</strong></td>
</tr>
</tbody>
</table>

*Contract, interest earned, net assets released and realized gains included
**Includes all funding except unrealized gains on investments

EXPENSES

<table>
<thead>
<tr>
<th>FY19</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>$22,431,997</td>
</tr>
<tr>
<td>Benefits</td>
<td>$6,427,820</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$4,933,407</td>
</tr>
<tr>
<td>Contract Services</td>
<td>$1,442,313</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$35,235,537</strong></td>
</tr>
</tbody>
</table>
Communities We Serve

Concord Regional VNA is a not-for-profit, community-based healthcare provider that serves people of all ages in more than 44 communities in central New Hampshire. We provide home care, hospice, palliative care (as part of Capital Region Palliative Care and Hospice), personal home services, and wellness programming. In fiscal year 2019 and in consonance with our Mission, Concord Regional VNA provided more than $5.1 million in community benefits to meet the needs of all individuals, regardless of a person's ability to pay.

Allenstown  Concord  Hooksett  Pittsfield  Salisbury  Sanbornton  Suncook  Sutton  Tilton  Warner  Washington  Weare  Webster  Windsor
Andover  Contoocook  Hopkinton
Antrim  Deerfield  Laconia  Loudon  Manchester  New Boston
Barnstead  Deering  Newbury  Northfield  Northwood  Pembroke  Penacook
Bedford  Dunbarton  Pembroke  Penacook  Pittsfield  Salisbury  Sanbornton  Suncook  Sutton  Tilton  Warner  Washington  Weare  Webster  Windsor
Belmont  Epsom  Gilmanton  Goffstown  Henniker  Hillsborough
Boscawen  Franklin
Bow
Bradford
Canterbury
Chichester