2020 Report To Our Community
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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

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Lyn Lindpaintner, MD

Photography
Unless specified, photos are by Concord Regional VNA.
Pg. 1 Beth Slepiean photo by JoyMark Photography
Pg. 1 Melvin J. Severance photo by Janice Severance
Pg. 2 Richard courtesy photo
Pg. 6 Lyn Lindpaintner, MD photo by Gil Talbot Photography
Pg. 8 Carol-Ann photo by Gil Talbot Photography
Pg. 11 Volunteer Award courtesy photo
Pg. 11 Beth Rachdorf courtesy photo
Pg. 13 Shutterstock
Pg. 16 Shutterstock
Pg. 17 Shutterstock

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.
Twenty-twenty is now ingrained in our agency’s history as a year of great challenge, but also great achievement. We are facing a public health crisis not witnessed in a century. In recognition of our commitment to the community and our staff’s unwavering dedication, we were pleased to be named the Greater Concord Chamber of Commerce’s Nonprofit Business of the Year award recipient.

This award reflects highly on our dedicated, talented, staff members who care and support patients, clients, and families throughout Concord and the region especially during the COVID-19 pandemic. They have had to juggle both personal and professional stresses brought on by this public health emergency. We are grateful for them.

Clinicians have shown flexibility in their practices such as conducting pre-visit screenings and taking COVID-19 precautions to help enhance safety and well-being for themselves and our community members. They work to respond to the challenges that COVID-19 presents on a regular basis. Administrative staff provided critical support and assumed new responsibilities to help us continue providing high quality care.

Our staff and volunteers who facilitate wellness and bereavement programs adapted their offerings to provide them virtually to maintain safe health practices and social distancing. Programs provide a way for community members to stay active, help reduce isolation especially among our most vulnerable, and give people who are grieving the passing of a loved one an opportunity to connect with others who can help.

**Changing Healthcare Landscape**

Our agency continuously evaluates ways to adapt and enhance the delivery of home care and hospice services. This past year, Concord Regional VNA and Central New Hampshire VNA & Hospice began exploring an opportunity to merge our two organizations to improve access to high quality care for the area’s most vulnerable populations.

The proposed merger of the two agencies would better meet the growing demand for home and community-based healthcare, including nursing services, physical rehabilitation, occupational therapy, homemaking services, end-of-life care, and wellness programming. Merging supports the agencies’ future sustainability.

We are proud to work with such an outstanding staff who cares so deeply for our community members. We are also grateful to our donors who understand the challenges we are facing and continue to give generously to support our work.

With our team working together with our community members, we will stay safe and healthy during this challenging time.

With warm appreciation,

Beth J. Slepian, MBA, PT
President/CEO

Melvin J. Severance, III, CFP, AAMS, Board Chair
Fulfilling a Person's Wishes
Most people want to receive care at home where they are more familiar and comfortable with their surroundings and can see their loved ones regularly. Our hospice program helps make this possible for hundreds of people each year, including Richard, who lived in his Pembroke home for 72 years.

"He [Richard] established the rule firmly with everybody and made it clear that he wasn’t leaving the house," said Louis, his son-in-law. "In-home hospice allowed us to fulfill his wishes to stay home."

Richard served his country during World War II, got married to Glorie in 1948, and stayed in Pembroke. He worked for Duracrete Block Co. for many years as well as other construction companies.

"He loved to be outside and he loved running heavy equipment," said Glorie, Richard’s daughter, who shares the same name as her mother. "He eventually worked at General Electric in Hooksett and said even though it was the best thing he ever did, he still missed being outside, and that’s why he continued to do it part time."

"He stayed active," she added. "He was driving up until March when the COVID-19 pandemic started."

Two months later, Richard began receiving home care including physical therapy and occupational therapy as his health deteriorated. His primary care doctor recommended that the family consider end-of-life care.

"Davis [Richmond, a hospice medical social worker] visited, and dad was a part of the conversation," Glorie said. "Dad had been hospitalized the Thursday before Mother’s Day and of course we couldn’t be there to see him [due to COVID-19 visitor restrictions]. That was really hard on him and he didn’t want that experience again where we wouldn’t be able to see him."

In-Home Hospice Care

Richard was admitted to home hospice services on June 16. "The biggest thing is that the hospice team reassured us that we were doing the right thing," Louis said. "They made it clear his comfort was first and foremost and what they were going to do and what we were going to do."

Glorie and Louis said that hospice team members were attentive to Richard’s needs and taught them what they needed to do for Richard.

"All the different people who visited just came from helping someone else and you know they are going to help somebody else after," Louis said. "Their focus was here."

"Duane [Bailey, a hospice spiritual care counselor] got my dad to talk about things that he wouldn’t talk about with anyone," Glorie said. "Duane would bring up a subject and sit there quietly waiting for my dad to say something. It seemed like the silence would go on forever and then dad would come up with something. Duane took his time to listen and not rush."

When Glorie and Louis called and asked questions, they were able to talk with someone right away and said that the hospice team was always patient and supportive.

"Richard’s bedroom and bathroom were upstairs," Louis said. "At the time, he would come downstairs, do his puzzles, and have his meals, but he was getting tired much quicker. He slept in a recliner and had not slept in a bed for two years [since his wife passed away]. The hospital bed was now in the living room and he wouldn’t even look at it."

As time passed, Richard began using the bed and stopped some of his routine such as reading the newspaper and watching television.

Glorie said her father’s condition worsened during his last few days and he passed away peacefully at age 92 on September 15, 2020, in his home. Days before, Shannon Pickering, a hospice registered nurse, alerted the family that the end was near.

"We were surprised that he passed away as fast as he did," Glorie said. "I spent a few nights in the living room with him and Louis was with him on the third night."

"That whole day, he wasn’t able to speak," Louis said. "He would kind of mumble, but he spoke very clearly in his sleep. The last thing he said was, ‘Is there room for me up there?’ I fell asleep and when I woke up, he had passed."

"Things you never think you are going to be able to do or going to have to do, you do, with the support of the team who gave us pep talks and the things we needed to hear," Glorie said.

"Shannon would say, ‘It’s rough but you are going to be so happy you did it after the fact,’" she added. "I don’t know how she stays so up. She is amazing. I know when Shannon was taking care of Dad she had a lot of other cases but the high level of care and compassion never wavered. Everybody who came to the house, from the people who took his blood, set up his equipment or checked his comfort were just so good with him and us."
Home Care Makes a Difference
Home Care makes a difference to patients and their families in many ways, such as helping manage their chronic condition, assist with medication changes, provide intravenous medications and nutrition, treat wounds, and attend to post-surgical needs. Mary of Concord is one community member who has benefited from our services in the past and present.

“The first time I saw Kathy [Wyle, a homecare physical therapist] was after my knee replacement,” Mary said. “I was a serious hiker for many years. I hiked in England and Scotland and I belonged to a group called the Mountain Goats. I was somewhere outdoors every Thursday for about 25 years.”

“This time, I am seeing Kathy and Jason [Edwards, a homecare registered nurse] for vertigo,” she added.

Falls Prevention

Vertigo can make people feel off-balance which may cause someone to fall. One in every four adults aged 65 or over fall, but measures can be taken to help prevent falls.

Providing information on how to manage individual needs is a critical component of our homecare program. In Mary’s case, fall prevention techniques can help reduce fall risks and help her remain living independently at home.

As part of falls education, clinicians discuss decreasing the risk of falling including using adequate lighting, wearing footwear with traction, and continuing to move every so often and not sitting for hours at a time. They also talk about not being fearful of going somewhere due to the fear of falling.

With the assistance and education from the homecare staff, Mary has incorporated regular exercise into her routine. “He’s [Jason Edwards, RN] done a lot of nice things for me,” she said. “He has really educated me.”

Mary, who will turn 100 in February, was recently discharged and receives homemaking services from Concord Regional VNA once a month.

This past year, I had two major falls and Kathy showed me how to use a walker and taught me exercises to help prevent falls,” said Mary. “My OT Alison [Thompson] taught me where to put dishes away so I don’t have to reach too far. She also recommended that I get rid of the scatter rugs and get a seat for the bathtub too.”

Personal Protective Equipment

All of our direct care staff members, including Jason and Kathy who are pictured in the photo with Mary, take measures to help keep themselves and their patients and families as safe and healthy as possible. Our staff continues to follow Centers for Disease Control and Prevention (CDC) and NH Department of Health & Human Services (NHDHHS) guidelines around COVID-19.

Clinicians have added precautions and screenings into their daily work and participate in telehealth visits with patients and their physicians. Some of our patients have been tested in their homes for COVID-19 by our staff members. When treating patients who test positive for the virus, clinicians don and doff Personal Protective Equipment (PPE) in doorways before and after each visit.

The progression of COVID-19 continues to evolve and we strongly encourage everyone to continue to wear a mask, practice physical (social) distancing, and to regularly wash your hands.
Never Losing Sight of the Power of Nursing
It takes a team of agency supporters to help our workforce deliver the best possible care to community members and we are fortunate to have a volunteer and donor who also has an extensive, multi-disciplinary clinical background. Dr. Lyn Lindpaintner shared her story on why she supports our agency.

“I started my career in nursing and earned my bachelor’s degree, and I never lost my sense of high regard and appreciation for what nurses know and do,” said Dr. Lindpaintner, who later returned to school to obtain her medical degree. “In every phase of my career, I’ve had some kind of link to nursing.”

“I was Medical Director of ElderCare Services at Concord Hospital,” she added. “We cannot take care of patients with lots of nursing needs without a strong nursing partner. Hospital nurses provide essential inpatient care, but people are at home much more of the time than they are hospitalized. It is important to know who was providing the care outside the hospital.”

Providing high quality end-of-life care is also important to Dr. Lindpaintner and was an additional reason she decided to devote her time and talents to our agency.

“You need palliative care providers and a way to support people at home and in facilities including Hospice House,” she said. “Concord Regional VNA provides these essential services and is the agency providing them to my patients. This was a major factor in my decision to volunteer after retiring from medical practice.”

“As a physician, I saw what an impact experiences at Hospice House had over and over again and its lasting meaning for families,” Dr. Lindpaintner added.

**Volunteer Role**

Shortly after retiring, Dr. Lindpaintner joined Concord Regional VNA's Board of Trustees which serves as the governing body of the agency.

“I learn a lot and that’s what I like,” she said. “It makes me feel connected to Concord and the region because I know how important the work is.”

In addition to her work with the Board, Dr. Lindpaintner is also the chair of the Quality Improvement and Patient Safety Committee.

“It’s good to have a clinician as chair of the Committee,” she said. “It’s very good to have someone who understands nursing as well and how nursing hierarchies are structured because quality has a lot to do with delegation and making sure the duties you are delegating are being done responsibly.”

Dr. Lindpaintner also volunteers as a member of the Sunset Singers, a small local group of singers who provide comfort and peace to hospice patients and families at bedside. Currently, singing at bedside has been stopped due to COVID-19 restrictions, but some of the group’s music is available on our agency’s web site as well as the Sunset Singers web site.

“I think comforting people and families at end of life is one of the most noble things that an organization can be involved with,” she said.

Additionally, Dr. Lindpaintner has volunteered for Hospice Lights of Life, an annual hospice awareness campaign that began 25 years ago.

**Her Switzerland experience**

Before joining Concord Hospital in 2012, Dr. Lindpaintner and her family lived in Switzerland for 14 years where she worked at a geriatric hospital at the University of Basel.

“In 2000, I learned the University was starting an Institute of Nursing Science - the first ever in Switzerland - so I showed up and said that I think this is fantastic!” Dr. Lindpaintner said. “Previously, nursing education in Switzerland was task-oriented with less opportunity to learn critical thinking and the science of health.”

“I became a faculty member and developed their clinical assessment curriculum, which was subsequently adopted by seven Swiss Universities of Applied Sciences. I became an advocate for advanced practice roles for nurses, such as nurse practitioners,” she explained. “It was definitely not anything I planned, but I did sort of reinvent myself while I was there. I became a dementia and delirium specialist through my work at a Memory Clinic. I learned from the experts and neuropsychologists who worked there. It was extremely formative.”

We are thankful for all of our volunteers and donors including Dr. Lindpaintner and the outstanding experience she brings to her Board role and her many talents. Switzerland’s loss is our community’s gain.
Fostering Community Support and Togetherness Through Virtual Wellness Programming
In spring 2020, Concord Regional VNA reimagined its wellness programs for a virtual setting to help practice social distancing amid the COVID-19 pandemic. As a frequent participant of our in-person programs, Carol-Ann of Concord was hesitant to continue attending. However, with help from our staff and her children, she quickly learned the technology.

“It took me a while to get used to the technology, but now that I’ve gotten used to it, I kind of like it,” she said. “It saves a lot of driving. Without this kind of support during the pandemic, I would be extremely lonely and at my wit’s end.”

“Social engagement and cognitive stimulation are so important to our well-being, memory, and mood,” said Jennifer Brechtel, CHES, Community Benefit Manager. “Using technology to help support people who are aging in our community has allowed us to continue to promote wellness and social connectivity to our most vulnerable populations.”

Through Concord Regional VNA’s wellness programs, patients, families, and the larger community have access to offerings on topics such as aging, healthy lifestyles, advance care planning, falls prevention, caregiving, and grief and bereavement.

“Powerful Tools for Caregivers,” a six-week interactive workshop for family caregivers is especially relevant to Carol-Ann who cares for her husband Alden. The program is designed to help family caregivers learn to reduce personal stress, make challenging caregiving decisions, and communicate more effectively.

“In Powerful Tools for Caregivers, we spend time talking about communication and communication styles,” Brechtel said. “We discuss the importance of using ‘I’ versus ‘you’ messages when we communicate with our care partners and others in our lives. If we are able to talk about ourselves and how we feel in relation to a situation and less about what our message receiver is or is not doing, we can have much more productive conversations. By simply reframing, ‘You upset me when you...’ to, ‘I feel upset when this happens,’ can definitely cause the conversation to be more successful.”

“I used to get upset because the commercials are extra loud during the news,” Carol-Ann said. “When I used ‘I’ instead of ‘You,’ it was very useful. Now, Alden almost automatically turns the TV down during commercials. It did work. I can guarantee it helps.”

“As part of the communication session, we also discuss assertiveness and making our needs known and asking for help when needed to be good stewards of our own self-care,” Brechtel added.

“Because of the programs that have been offered, I have more confidence in myself to go ahead and hire someone to be with Alden on a regular basis every week and to also accept that kind of help for me, which I thought in the past was only for him,” said Carol-Ann.

**Bereavement Programs**

“My brother suffered side effects from Agent Orange, his health was declining, and at the end of August, he died,” said Carol-Ann. “We could not travel to Western Massachusetts to attend the funeral service with family, and if we did go, we could only spend the day and not come in close contact with family. I couldn’t keep my hands off my family out there so we stayed here and watched it on Zoom.”

To help with her loss, Carol-Ann participated in an online grief group where participants are encouraged to share their thoughts, feelings, and challenges. She acknowledged that the group was helpful, especially since she could not attend the funeral service with her loved ones.

Carol-Ann believes that our online programs can be beneficial to people and encourages others to not be intimidated by technology.

For a complete list of online programs, visit www.crvna.org/onlineprograms.

All of Concord Regional VNA’s virtual programming is available at no charge to participants. Please note that registration is required for all programs and that technical support is available to participants.
Achievements & Awards

Agency Awarded Nonprofit Business of the Year
The Greater Concord Chamber of Commerce named Concord Regional VNA the Nonprofit Business of the Year. The nomination noted that our agency is on the front lines of the COVID-19 pandemic, continuing to care for the most vulnerable populations of the Greater Concord community in their homes.

Howard Named Agency’s Living Our Values Award Recipient
Melissa Howard, Director of Donor Relations, received the annual Living Our Values Award. Each year, Concord Regional VNA invites staff members to nominate a colleague who best demonstrates the organization’s core values of respect, compassion, culture of excellence, leadership, and stewardship in his or her actions among peers and with patients, families, community members, donors, and volunteers. One nominator wrote, “Melissa has a way of making you feel as if you are the only person who matters and shows a true interest in your ideas and thoughts,” and, “…she helps create meaning in every task and relates each to the goals, vision, and mission of the agency. Melissa recognizes the strengths in others and helps to build upon those strengths. She is a wonderful leader, a pleasure to work with, and a true role model.”

Grady Sexton Honored with Kay Sidway Award
Amanda Grady Sexton of the New Hampshire Coalition Against Domestic & Sexual Violence (NHCADSV) and member of the Concord City Council received the Kay Sidway Award. She works with victims of crime and their families to advance the legal rights of victims on the local, state, and federal levels. Amanda works to help crime victims and their families share their stories in an effort to educate the public and to advance societal change. The award is named after Kay Sidway, who devoted herself to the education, nurturing, and well-being of families.

Couple Named Donor Recognition Award Recipients
Bill and Kathleen Ames, husband and wife and long-time supporters of Concord Regional VNA, received the Donor Recognition Award. Kathleen is a past Chair of the Board of Trustees and volunteers for Passion for Caring and Hospice Lights of Life. Bill has been a hospice volunteer since 2018 and recruits and trains new volunteers. The award formally honors our supporters who give financially and give their time to help us provide essential community services and programs.
Hopkinton High School Senior Awarded Scholarship
Porter Tomsick, a Hopkinton High School Senior, was 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.

Emley Named Volunteer Award Recipient
Julia Emley, Certified Music Practitioner, received the Tony Lomartire Memorial Volunteer Award. She has been sharing her music with hospice patients and families since 2011. One nominator wrote, “Julia’s presence with patients and her ability to connect with patients and families have created some truly extraordinary moments with patients and families. She brings something truly magical to these encounters.” In addition, Julia has also helped with making masks for patients and families including special masks for deaf and hard of hearing patients and families. The award is named after Tony Lomartire who was a volunteer with Concord Regional VNA for 27 years until he passed away in 2007.

Rachdorf Named Nursing Scholarship Recipient
Beth Rachdorf, LNA, was named the Maryellen LaRoche Scholarship recipient by the Home Care, Hospice & Palliative Care Alliance of NH. The scholarship supports healthcare professionals employed in-home healthcare who are working toward an associate, bachelor, or advanced nursing degree.

Volunteers Recognized by Volunteer NH
Pet Therapy Volunteers and Hospice House Kitchen Volunteers were honored with Volunteer Service Awards in the Group Category at Volunteer NH’s Spirit of NH Virtual Awards Ceremony.

Honoring Geraldine Donahue
Our agency honored Geraldine Donahue who passed away on August 5. She served as Concord Regional VNA President from 1985 to 1997. The plaque inscription in the Susan McLane Memorial Garden outside Hospice House states: “Geraldine was a kind and strong woman ahead of her time who motivated others to be the same. Her compassion for the community, together with Concord Regional VNA’s mission, were the source of inspiration for her leadership in creating the very first Hospice House in New Hampshire.”
The Year In Numbers

132,552 visits to 6,209 home care patients in homes, facilities, and retirement communities

41,458 visits to 849 hospice patients in homes, assisted living communities, retirement communities, skilled nursing facilities, and at Concord Regional VNA Hospice House

41,527 hours of in-home personal care, companionship, and homemaking services to 204 clients in homes, assisted living communities, retirement communities, and skilled nursing facilities

1,327,623 miles traveled to deliver care to community members in need

4,121 services during 2,264 visits to Senior Health Clinics


2,108 flu shots were administered by our nurses to adults and children

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

1,868 encounters for bereaved individuals during support groups, visits, memorial services, and educational presentations

4,441 hours that our volunteers generously gave of their time and talent
Celebrating Our Supporters

$645,267 in contributions including:

$46,840 for Passion for Caring with an additional $5,802 in in-kind gifts

$67,001 for Hospice Lights of Life

$78,918 in corporate and foundation grants

Passion for Caring
Our annual fundraiser Passion for Caring raised $46,840 with a net income of $45,100. Prior to the COVID-19 pandemic, we had budgeted to raise $66,280 with a net income at $52,280. Moving to a virtual format significantly decreased expenses, but also impacted income. We were able to host a pared down silent auction as well as collect donations in lieu of tickets.

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, 159 businesses throughout our service area displayed 1,446 white lights in their windows. A Community Memorial Service was held in December and 2,387 names were inscribed in our Hospice Lights of Life Honor Roll, published in the Concord Monitor on December 19, 2019, as well as on our web site.
Thank you to all the individuals and businesses who have supported our Mission this year with generous donations. Over 130 people and businesses came together to donate funds as well as assorted personal protective equipment (PPE) including thousands of handmade masks, hand sanitizer, gloves, wipes, and face shields.

We have been overwhelmed with your thoughtfulness and kindness. We truly appreciate our community members!
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 2020, our agency provided more than $5.5 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

$5,570,681

TOTAL AMOUNT INCLUDED
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.

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

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.

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.

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.

GOVERNMENT-SPONSORED HEALTH CARE
Concord Regional VNA provides services to Medicaid-eligible beneficiaries.
## Balance Sheet

**September 30, 2020**

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
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<tbody>
<tr>
<td>Cash &amp; Other Current Assets</td>
<td>$20,913,692</td>
<td>$7,398,506</td>
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<td>Long Term Investments</td>
<td>$25,782,735</td>
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<td>Property and Equipment Net</td>
<td>$3,847,993</td>
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<td>Other Assets</td>
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<td><strong>Total Assets</strong></td>
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<td><strong>$36,625,981</strong></td>
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<td>Current Liabilities</td>
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<td>$3,038,966</td>
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<td>Net assets:</td>
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<td></td>
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<tr>
<td>Without Donor Restrictions</td>
<td>$26,131,815</td>
<td>$27,075,195</td>
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<tr>
<td>With Donor Restrictions</td>
<td>$6,984,221</td>
<td>$6,511,820</td>
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<tr>
<td><strong>Total Liabilities and net assets</strong></td>
<td><strong>$50,661,474</strong></td>
<td><strong>$36,625,981</strong></td>
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CONCORD REGIONAL VISITING NURSE ASSOCIATION

Revenue
SEPTEMBER 30, 2020

<table>
<thead>
<tr>
<th>Description</th>
<th>FY20</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicare &amp; Medicare Advantage</td>
<td>$26,810,430</td>
<td>76.9%</td>
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<tr>
<td>Commercial Insurance</td>
<td>$2,822,190</td>
<td>8.1%</td>
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<tr>
<td>Other Revenue*</td>
<td>$2,717,665</td>
<td>7.8%</td>
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<tr>
<td>Medicaid &amp; MCO</td>
<td>$1,385,878</td>
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<td>Contributions</td>
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<td>Private Pay</td>
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<td><strong>Total</strong></td>
<td>$34,852,491</td>
<td>100.0%</td>
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* Contract, interest earned, net assets released and realized gains included
** Includes all funding except unrealized gains on investments

Expenses
SEPTEMBER 30, 2020

<table>
<thead>
<tr>
<th>Description</th>
<th>FY20</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Wages</td>
<td>$23,117,123</td>
<td>63.40%</td>
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<tr>
<td>Benefits</td>
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<td>18.51%</td>
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<tr>
<td>Other Expenses</td>
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<td>Contract Services</td>
<td>$1,462,832</td>
<td>4.01%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$36,462,107</td>
<td>100.0%</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), personal home services, and wellness programming. In fiscal year 2020 and in consonance with our Mission, Concord Regional VNA provided more than $5.5 million in community benefits to meet the needs of all individuals, regardless of a person's ability to pay.

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