



# GRATITUDE REPORT 2021

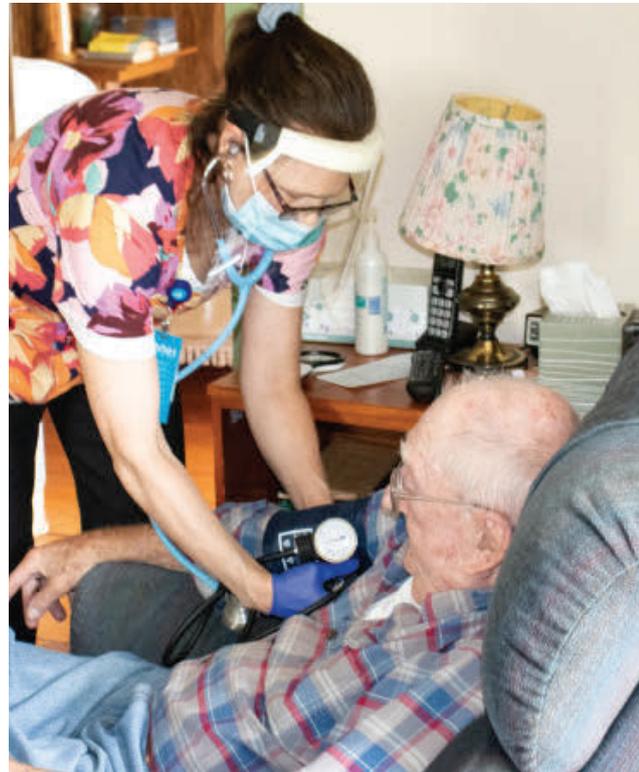


Dartmouth-Hitchcock Health



“

I had a nurse and a physical therapist after heart surgery at Dartmouth. Both women were caring, good listeners, clearly explained answers to my concerns and were most helpful in my first weeks home. This was my first surgery and first experience with home health. Each woman let me know when they were going to be here and would call to inform me of changes. They watched me perform activities, took blood pressure, were very clear, informed, and pleasant.



**Thanks to you,** Visiting Nurse and Hospice for Vermont and New Hampshire (VNH) completed another successful year providing home health, hospice and supportive services to more than 5,500 patients in Vermont and New Hampshire — your family, friends, and neighbors.

Despite the challenges presented by the COVID-19 pandemic, growing workforce shortages, and shrinking reimbursement rates for rural home health, VNH has been able to provide care and services throughout the region with the support of our loyal donors as well as new supporters who recognize the importance and value of providing high quality and safe care at home.

As we navigate the changing healthcare landscape, VNH remains committed to our core mission of bringing care home, partnering with individuals and families, as well as community partners, to meet our patients' goals and the needs of our communities. Throughout the pandemic, VNH has continued to provide home health nursing, rehabilitation, hospice, maternal-child, and long-term case management and support services to the region. You will see from our financial overview that the cost of providing care has outpaced the payments for services. Only through the generous giving of individuals, towns, and corporations are we able to maintain the level of service needed.



In addition to VNH core services, we are also working hard to meet the changing needs of our workforce and the communities we serve. Unfortunately many of the innovations, such as a nurse residency program, simulation training, telehealth and remote patient monitoring, needed to better serve the region are not reimbursed through traditional payments. It is more important than ever for VNH to have strong financial support to bring these programs to the many who would benefit.

I invite you to learn from current donors why they support our services and to consider how you may bolster support for this essential home-based care. Together we can make a difference for our families, friends and neighbors and I thank you for your partnership.

With great appreciation,

A handwritten signature in black ink that reads "Johanna". The signature is fluid and cursive.

Johanna L. Beliveau, DNP, MBA, RN  
President and Chief Executive Officer

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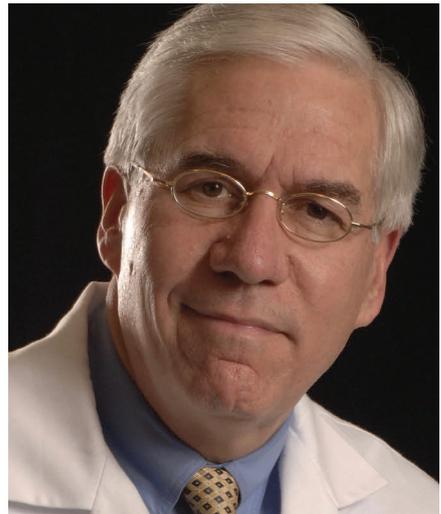
We appreciated that tests could be administered in the home, like the INR blood test, and get immediate results. It was also helpful that the nurse took the time to teach us to use a weekly pill tray and how to use our BP monitor correctly.



# Purpose Driven Giving

Dr. James Bernat served as a neurological physician at Dartmouth-Hitchcock Medical Center for over 40 years and knows the importance of healthcare based out of patients' homes. "Seeing people in their home environment and not a clinical setting helps identify factors that can prevent someone being hospitalized unnecessarily" said Dr. Bernat. He emphasized that to treat the overall health of a patient, a community needs seamless networks of care. Dr. Bernat continued, "It was because of this knowledge and belief around how partnerships between providers and home health teams support patients that I was asked to serve on the VNH Board of Trustees\*."

During his time as a volunteer on the board, Dr. Bernat also gained a greater appreciation around the cost of providing care in patients' homes in relation to the challenges and complexities of billing regulations and reimbursement rates. "The stability of an organization is important," said Dr. Bernat. "Having a development team and seeking donations to help offset what is not covered by insurance is important for an organization to remain viable. It is important for community members to make sure that institutions like VNH remain strong and are able to meet the needs of patients within our communities."



Dr. Bernat is a loyal donor to VNH, and when asked why he makes a donation each year he states, "I give back to VNH for two reasons. The first being that, when I was a student, sometimes I went with my grandfather, who was a general practitioner, as he made house calls. These house calls impressed upon me the importance of knowing the whole patient, not just what I see in the office. Second, I believe in helping organizations, like VNH, to be financially independent. It is necessary for the future of healthcare."

\*Dr. Bernat served on the VNH Board of Trustees from 1998 to 2002.



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Thanks to community partnerships, VNH is able to grow and create programs that will help not only our patients and communi-ties but also sustain them for the foreseeable future.

Hilary Davis  
*Vice President, Strategy Management*

# Strengthening Services through Community Partnerships

Tight knit communities thrive when people invest and support each other. VNH is honored to be woven into our communities and dedicated to serving community members by providing essential care in people's homes when they need it most. Corporations and foundations, like Mascoma Bank and Granite United Way, believe that supporting community organizations, like VNH, through donations and grant funds benefits community members guaranteeing access to high quality care.



In 2021, Mascoma Bank awarded VNH grant funds supporting the development of a simulation laboratory. The laboratory supports VNH's new graduate nurse residents and VNH clinical staff to train and develop the skills needed to provide the best care in a home environment. This financial support has been

critical in the creation of a new graduate nurse resident program at VNH. With healthcare workforce shortages nationwide, the simulation laboratory allows VNH to train new nurses to practice independently and confidently in patients' homes.

**"Alone, we can do so little; together, we can do so much." - Helen Keller**

Granite United Way's (GUW) mission is to "improve the quality of people's lives by bringing together the caring power of communities." GUW awarded grant funds to support VNH's long term care services, a program that embodies a community approach to care. Patients who are served by the long term care team are generally frail elderly or disabled and receive vital services that allow them to remain independent in their home when they otherwise would have had to leave home and receive services in a long term care facility. VNH case management team connects patients to local community services that are critical to them living healthy and safe at home, and VNH's personal care assistants and homemakers support patients in their activities of daily living allowing patients their independence and confidence in staying home – where they prefer to be. VNH is grateful for the ongoing support from our community members. Without this, VNH couldn't offer these vital services that benefit many community members year over year.



# I Am VNH

**VNH staff are often praised by patients and families for their compassion, knowledge, and commitment.**

**In the spirit of gratefulness, we asked some of our most dedicated employees why they love their work, and how meaningful it is to be able to serve our community.**

## **Barbara Carey, RN**

Being a home health nurse for VNH gives me the unique ability to interact with my patients in a holistic and authentic way, not just seeing them as their medical diagnoses or how they presented themselves at the doctor's office. It opens the doorway into people's lives and I am grateful for the trust that people bestow on me. The last 18 months and the pandemic has made me grateful for the generosity of the nurses, the physical therapists and occupational therapists, and the social workers who are my colleagues and have taught me so much. I'm grateful for my time working with the inspiring staff of the hospice program and learning their holistic approach to healthcare. I'm grateful for the administrators who have been trying to figure out how to make my day less stressful and more efficient so that I can do better work, and who are there when I need them to help me work through a situation.



## **Melissa Carpenter, RN**

I love working as a maternal child health nurse at VNH because I really believe in the value of helping people in the privacy and comfort of their own homes. The families I have worked with have taught me many life lessons about resilience, perseverance, kindness, compassion, love, and respect. I'll be forever grateful for the gift of these beautiful lessons. I am also grateful to be a Vermonter, especially over these last 18 months. The COVID response team in this state is amazing and I am grateful to have the vaccine as I know it helps to keep the people I love safer.



# I Am VNH

## **Peggy Norbury, PT**

I have been a physical therapist for 30 years in a variety of settings, but have found I love homecare and that is why I love working for VNH. Working in the home I have learned so much because we truly address the whole person and are able to notice little changes in cognition or edema which would lead to a call to the doctor. I am grateful that my patients welcome me into their homes and let me work with them to keep them there safely for as long as possible. I do this by teaching people how to be safe and become stronger using simple functional tools and how to make simple modifications to improve their safety. The last 18 months has made me grateful for my team, my place of work, my friends and my community. The team that I am on is a small, tight, collaborative, group of therapists and nurses that work really well together that is led by a great clinical manager, Jean. I am also grateful to VNH for supporting us during a low time which made this difficult time easier to manage.



## **Amanda Roberge**



Working in Long Term Care as a case manager for VNH is invigorating. Every day I get to find new ways to support our clients by working with different community partners and coming up with plans for the clients to stay in their homes or if needed, placed into a facility. I love meeting new people and exploring the new areas that I drive through, these little things get me through the day. The last 18 months has taught me not to take these for granted. It is the little things that build up to be incredible moments and memories. I am grateful for my job, when many lost theirs, for my family and friends, and for my health and my family's health.



“

Thank you to the VNH nurses who came into my life after my stroke.

They provided me with assignments to help me as my brain healed and cheered me on. They provided me a path to follow.



# Why Donate?

When you experience a sudden change in your health or that of a loved one, it is a stressful and anxious time. Having an experienced clinician guide your next steps can significantly reduce anxiety, bringing a sense of calm during uncertain times. Visiting Nurse and Hospice for Vermont and New Hampshire (VNH) has provided essential support for patients and their families facing a variety of health related challenges for over 110 years.

VNH patient, Steven Thomas, stated, "After my knee replacement surgeries I was lucky enough to have VNH providers for physical therapy. The team provided structure and motivation. We are grateful to the VNH providers, as they gave my wife a break from continuous care. I don't understand how people do it without support."

In this time of global pandemic, payment reform and workforce shortages, the healthcare landscape is changing at a rapid pace. At VNH, we are actively responding to these changes and creating innovative solutions to ensure continued excellence in coverage for all who need us now and in the future.

With increasing costs to provide care and insurance payments shrinking, VNH relies on the generosity of our communities, individuals, towns, and corporate donors to support ongoing operations.

Like Dr. Bernat described in "Purpose Driven Giving," donations are what sustains an organization when payment for services don't keep pace with costs. This is why we need your help, for all the people who need VNH to keep them safe at home. Please consider a donation to support these essential services.

From ongoing monthly or annual donations to corporate, foundation or matching gifts, every donor and every dollar makes a difference. What works best for you? To make a donation today go to our website at <https://www.vnhcare.org/donate/> or use the enclosed envelope.

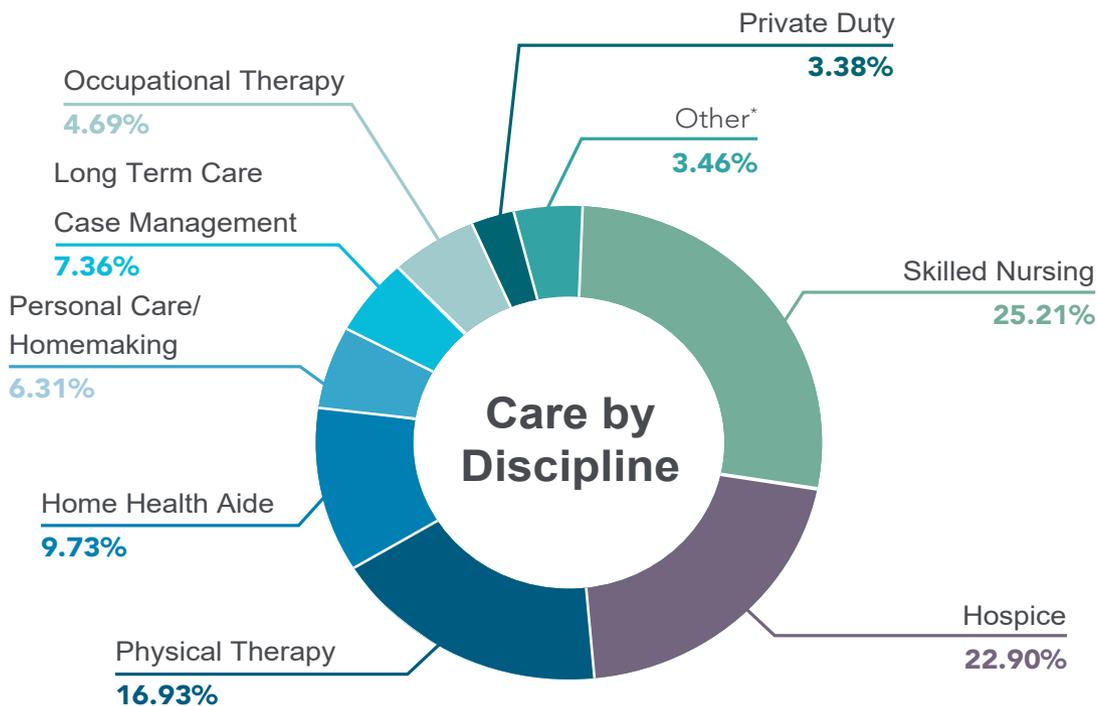
From birth to end of life, from recovery after surgery or other health related set-backs, VNH staff enter the homes of patients and their families offering expert advice and care when and where they need it most. We thank you in advance for your support that allows us to continue serving others.

If you would like to learn more about various ways to donate, please contact Lisa Orlandini, Donor Engagement Officer at [lorlandini@vnhcare.org](mailto:lorlandini@vnhcare.org).



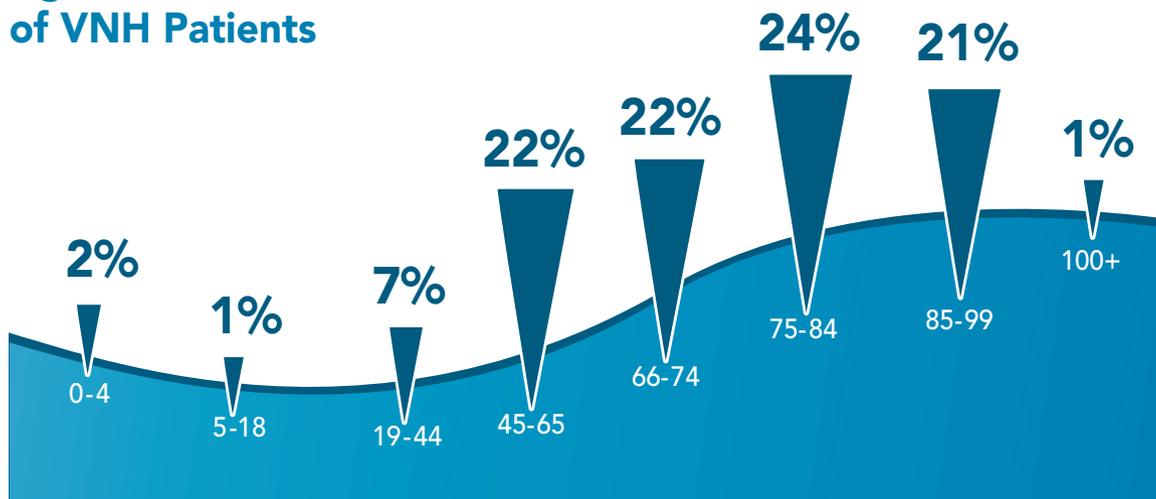
**Lisa Orlandini**

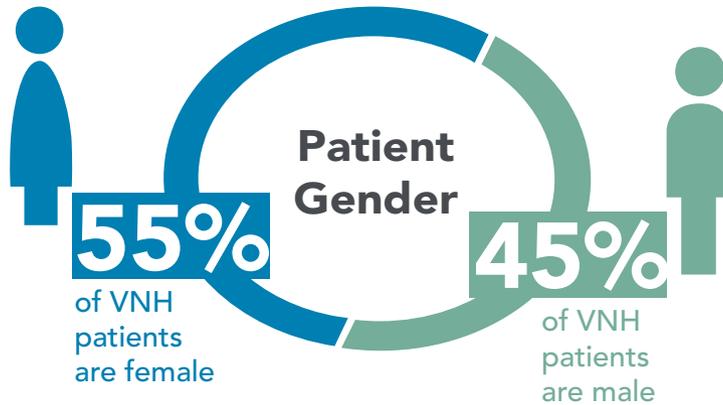
# By The Numbers



\*OTHER: Medical Social Work, Chaplain and Bereavement, Speech Therapy, Community Clinics, and Expressive Therapy

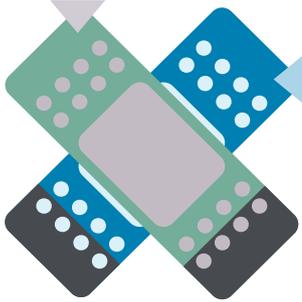
## Age Distribution of VNH Patients





**86%**

of homecare patients remained in the community after discharge from our care  
*National average: 73%*



**82%**

of home care patients would recommend VNH to friends and family  
*National average: 79%*



**95%**

of respondents (families of deceased) would recommend this hospice

*National average: 93%*



**85%**

of hospice family members felt they received proper training to care for their loved one

*National average: 81%*

# Report of Gifts

## \$500-\$999

Benedictine Monks of Weston Priory  
Claremont Savings Bank  
Enclara Health, LLC  
First Baptist Church of Hanover in Etna  
Jane and Arthur Bratton Charitable Trust  
Network for Good  
Northeast Investment Management, Inc.  
Randolph Area Hospice  
Rotary Club of Randolph  
Stettenheim Foundation  
Ultimate Software  
Ms. Jane M. Adams  
Rep. Susan W. Almy  
Prof. Patricia M Anderson  
Mr. and Mrs. Kenneth P. Barrows  
Mr. and Mrs. Michael Boylan  
Mr. Arthur and Mrs. Jane Bratton  
Ms. Myra Brodney  
Mr. and Mrs. Linfield C. Brown  
Mrs. and Mr. Bryan  
Dr. Daniel Caloras  
Mr. and Mrs. Andrew M. Cole  
Mr. and Mrs. Charles M. Crocker Sr.  
Mr. Brian J. Cross  
Ms. Pamela Diamantis  
Dr. Pamela Ely  
Mr. and Mrs. Gunther P. Garbe  
Dr. Elizabeth A. Gormley and Mr.  
Richard Wallace  
Mr. and Mrs. John E. Follett  
Ms. Barbara Jones  
Mr. Michael Long  
Mrs. Mado R. Macdonald  
Dr. Cristine J. Maloney and Mr. David  
J. DeBoy  
Mr. James McGonigal Jr.  
Mrs. Gina L. Moore  
Ms. Kathryn Myers  
Mr. and Ms. John Ohaus  
Ms. Janet L. Paepke  
Mr. Albert D. Pierce  
Mr. and Mrs. Douglas A. Priestley  
Mr. and Mrs. Bruce Richard  
Mr. and Mrs. Frederic A. Riehl Mrs.  
Joyce H. Robison  
Mr. and Mrs. Frederick Roesch  
Ms. Anne S. Segal  
Ms. Wendy Wells  
Mr. and Mrs. Raymond G. Wilkins  
Dr. and Mrs. Douglas Williamson

# Report of Gifts, Cont.

## \$1,000-\$2,499

Andover Community Fund  
Barrette Family Fund  
Bryant Chucking Grinder Co  
Fannie M. Lienhard Foundation Geokon,  
Inc.  
McCollom Family Foundation Mitchell  
Family Charitable Fund  
The Ruml Leithner Family Fund Simbex  
Stannard and Dorothy Dunn Charitable

Trust  
TD Charitable Foundation  
The Greenspan Foundation  
Walmart  
Dr. Johanna Beliveau  
Mr. and Mrs. Pete A. Bleyler  
Mr. and Mrs. Winston Burgess  
Ms. Aimee Claiborne  
Mr. and Mrs. John Chester Jr.  
Mr. Brian J. Cross  
Ms. Suzanne Dworsky  
Mr. and Mrs. James Ferro

Mr. and Mrs. John E. Follett Stephanie  
and Walter Graf  
Mr. Glenn L. Griffin  
Mr. Helmer and Ms. Helmer  
Carol C. Kan  
Mr. William F. Johnson  
Mr. and Mrs. Doug Loudon  
Mr. and Mrs. Oliver A. Manice  
Mr. and Mrs. Peter J. McLaughlin  
Mr. and Mrs. David Mitchell  
Dr. and Mrs. Walter W. Noll  
Mrs. Marilyn M. Paganucci  
Mr. and Mrs. Donald Penfield  
Mr. and Mrs. Bruce Richard  
Mr. and Mrs. William L. Risso  
Mrs. Anne Sa'adah  
Mr. and Mrs. Frank E. Sands  
Mr. and Mrs. Barrie Sellers  
Mr. David L. Stiger and Ms. Kris  
Karlson Mr. and Mrs. Roger Thompson  
Jr.  
Ms. Pat Vlamynck  
Mr. and Mrs. Stephen L. Whitman

## \$2,500+

American Academy of Pediatrics VT  
Anonymous  
Bio X Cell  
Byrne Foundation Inc.  
Cone Auto Machine Co. Charitable  
Foundation  
County Of Cheshire  
Grafton County Human Services  
Lane And Elizabeth C Dwinell Fdn  
Mascoma Savings Bank  
New Hampshire Charitable Foundation  
Pav Foundation

People's United Bank Smith -  
Denison Foundation The  
Waterwheel Foundation  
Windham Foundation  
Mrs. Martha Adams  
Prof. Patricia M. Anderson Mr.  
Nicholas DiGiorgio  
Ms. Anna W. Dreer  
Dr. and Mrs. John H. Lyons  
Dr. and Mrs. Robert E. Porter  
Mr. and Mrs. Roy Van Vleck

# 2021 Annual Financial Report

For the Year Ending June 30, 2021

Federal and state government payers limit reimbursement for services. Third party payers contract for services at rates below cost, so VNH has billing adjustments that represent shortfalls in covering the actual cost of care. VNH serves all who qualify, regardless of their ability to pay.

## OPERATING REVENUE

Patient Service Revenue	\$20,259,217
Provision for Bad Debt	(\$252,981)
Net Patient Service Revenue	\$20,006,236
Other Operating Revenue	\$1,294,386

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Total Operating Revenue	\$22,277,772
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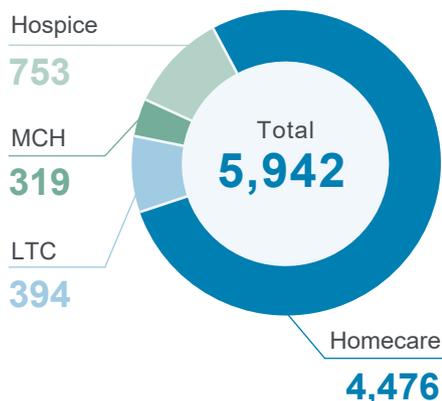
## OPERATING EXPENSES

Salaries and Benefits	\$15,219,349
Other Operating Expenses	\$10,200,809
Depreciation and Amortization	\$385,470
Interest Expense	\$60,003
Total Operating Expenses	\$25,865,631

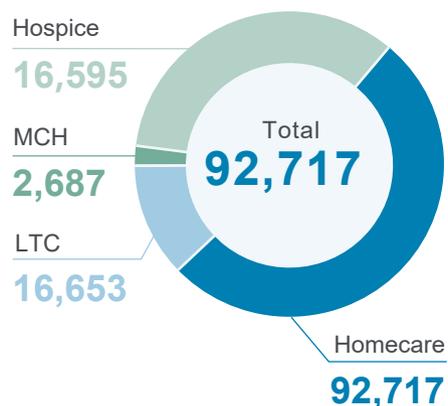
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Operating Loss	(\$1,402,174)
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## PATIENTS SERVED



## PATIENT VISITS



**MCH** — Maternal Child Health  
**LTC** — Long-Term Care

JUNE 30, 2021 AND JUNE 30, 2021

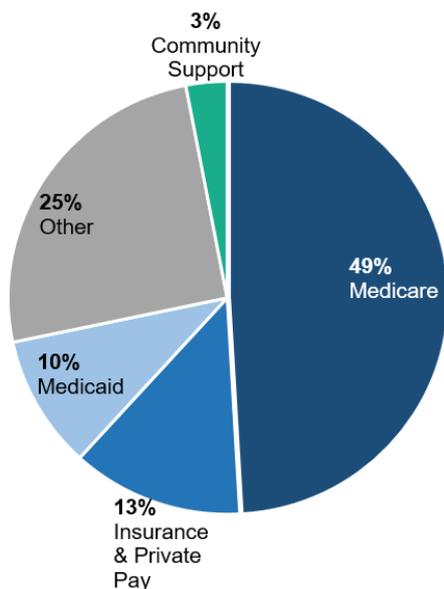
## CONSOLIDATED BALANCE SHEETS

### ASSETS

	2020	2021
Total Current Assets	\$10,458,235	\$8,633,708
Assets Limited As To Use	\$21,366,252	\$27,329,742
Rights to Use Assets	\$92,399	\$114,690
Intangible Assets	\$18,347	-
Property and Equipment, Net	\$3,421,336	\$3,193,226
<b>Total Assets</b>	<b>\$35,356,569</b>	<b>\$39,271,366</b>

### LIABILITIES AND NET ASSETS

	2020	2021
Total Current Liabilities	\$4,604,660	\$6,136,708
Lease Obligations, excluding current position	\$70,667	\$72,364
Long Term Debt, excluding current portion	\$2,489,477	\$2,417,078
<b>Total Liabilities</b>	<b>\$7,164,804</b>	<b>\$8,626,150</b>
<b>Net Assets</b>		
Total Net Assets	\$28,191,765	\$30,645,216
<b>Total Liabilities and Net Assets</b>	<b>\$35,356,569</b>	<b>\$39,271,366</b>



Source		Percent
Medicare	\$13,691,778	49%
Insurance and Private Pay	\$3,537,219	13%
Medicaid	\$2,777,239	10%
COVID-19 Stimulus	\$817,753	3%
Investment Revenue	\$5,995,551	21%
Cities and Towns	\$648,555	2%
Grants	\$308,459	1%
Contributions	\$245,727	1%
Other Operating Revenue	\$164,620	1%

**Total Revenue** **\$28,186,901**

# VNH Leadership

Johanna L. Beliveau, DNP, MBA, RN  
*President and Chief Executive Officer*

Christine M. Apicella, MBA  
*Chief Financial Officer*

Hilary R. Davis, MS  
*Vice President, Strategy Management*

Danielle Pierotti, RN, PhD, CENP  
*Chief Clinical Officer*

Sara Simeone, MSN, RN, LSSBB  
*Vice President, Quality and Compliance*

Patricia Rooney, PHR, SHRM-CP  
*Director, Human Resources*

Ericka Bergeron, MSN, RN  
*Director, Home Health Services*

Gerald Best  
*Director, Revenue Cycle*

Jessica Cheney, BSN, RN  
*Director, Hospice and Palliative Care*

Megan Hawthorne, LICSW  
*Director, Long Term Care Services*

Cristine Maloney, MD, HMDC  
*Hospice Medical Director*

Stephanie Mozzer, MSN, RN, CLC  
*Director, Maternal Child Health*

## Board of Trustees

Cynthia Twombly, MA, MBA, LCMHC  
*Chair*

Devon Green, JD, MHCDS  
*Vice Chair*

Steve Whitman, MBA  
*Corporate Secretary*

Jeffrey O'Brien, MHA, MHCDS  
*Treasurer*

Aimee Claiborne, DA, MBA, BSW

Tracy Bach, JD, MPA

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Ellen Flaherty, PhD, MSN, APRN

Richard Greenwald, PhD

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Michael Long, CPA, FHFMA, MBA

Katherine Milligan, PhD, MBA

Rebecca O'Berry, MHA

Joseph Perras, MD

Kathleen Vasconcelos, MS

Megan Bohannan

*Non-profit Tuck Fellow*

**For access to biographies and photos, please visit [vnhcare.org/leadership](http://vnhcare.org/leadership).**



“

I am so grateful for the support and care of the Hospice team who worked with my Aunt. It meant so much to have Gillian with us at my Aunt's bedside when she died. She did a great job of keeping her comfortable and making us feel comfortable and cared for.

“

Very impressed with the skills, kindness and knowledge of all who helped me. We also had a lot of laughter and encouragement. The PT went above and beyond helping me get equipment I needed.



“

Thank you to VNH! I would be lost without you. You are the greatest team of professionals that I have ever met. I truly couldn't have done it without you.



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Come home to excellent care.



Dartmouth-Hitchcock Health

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