



# EVERY PERSON EVERY TIME

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**2022 PRESIDENT'S REPORT**

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Jo Elyn Nyman  
**Programs for Children**

**northstar**  
Palliative Care

**northstar**  
Institute

**northstar**  
Solutions Group

# Table of Contents

<b>MESSAGE FROM THE PRESIDENT</b>	<b>3</b>
<b>2022 AT A GLANCE</b>	<b>4</b>
<b>CLINICAL SERVICES</b>	<b>6</b>
<b>GRIEF JOURNEY PROGRAM</b>	<b>10</b>
<b>VOLUNTEER SERVICES</b>	<b>12</b>
<b>INTEGRATIVE THERAPIES JO ELYN NYMAN ANCHORS PROGRAMS FOR CHILDREN</b>	<b>13</b>
<b>MISSION MOMENT CAPTURING THE HEART OF THE NATION</b>	<b>14</b>
<b>MEDICAL AFFAIRS</b>	<b>16</b>
<b>NORTHSTAR PALLIATIVE CARE</b>	<b>17</b>
<b>NORTHSTAR INSTITUTE</b>	<b>18</b>
<b>MARKETING</b>	<b>22</b>
<b>NORTHSTAR SOLUTIONS GROUP</b>	<b>24</b>
<b>TRIAGE QUALITY PROGRAM</b>	<b>26</b>
<b>INFORMATION TECHNOLOGY</b>	<b>27</b>
<b>HOSPICE OF MICHIGAN AND ARBOR HOSPICE FOUNDATION</b>	<b>28</b>
<b>FINANCE AND BUILDING OPERATIONS</b>	<b>32</b>
<b>NORTHSTAR CARE COMMUNITY LEADERSHIP</b>	<b>34</b>

## OUR PURPOSE

*We meet our patients and families where they are with urgency, purpose and compassionate accountability surrounding them with decades of dedicated hospice expertise.*

## OUR CULTURE

*Our strength comes from working together providing more layers of support for anyone with a terminal illness who seeks and needs our care regardless of age, diagnosis or ability to pay.*

It's been three years since COVID-19 turned our world upside down. Through it all, we have demonstrated incredible resiliency and an unwavering focus on our mission amidst a constantly changing environment.

Yet, the challenges of the pandemic have brought out the best in us. We have sharpened our commitment to our mission and have been inspired to think bigger and more creatively, identifying opportunities that have transformed the industry and opened new doors to growth and sustainability.

Leveraging technology, we found new ways to enhance care despite staffing challenges. The roll-out of NorthStar LINC added a new depth to our model of care, providing patients and caregivers more resources at their fingertips, including instant access to a virtual care team.

Leaning into our operational expertise with services like NorthStar Triage, we have expanded our revenue-based

relationships with dozens of not-for-profit hospices across the country, reinforcing our position as an innovative leader and providing a framework to sustain the not-for-profit mission across the country.

Many of these partners attended our first *NorthStar Community Gathering* in Boulder, CO. This event, which will occur annually, received excellent feedback as it provided a valuable forum to share best practices, network, and work together to address the unrelenting competitive pressures of for-profit hospices.

While the major impact of the pandemic has subsided, it will continue to inform our operations for the foreseeable future. To lead the industry, we must be prepared to manage a changing environment and be comfortable with the level of uncertainty that it brings.

We faced this late in the year when circumstances led our partners at EHM Senior Solutions to make the difficult decision to end our contract, forcing the closure of *The Residence of Arbor Hospice*. A direct result of the pandemic workforce issues that have challenged the healthcare industry, the closure accelerated our exploration of models that can deliver an inpatient level care to a broader range of patients and families in a fiscally responsible manner.

The forward-thinking efforts of the last few years have positioned the NorthStar Care Community for continued success. We are financially sound, without

debt, with ample cash reserves, and with a business model that ensures we can continue to fulfill our mission – ***Every Person. Every Time.***

With this stability and the promise that the NorthStar Care Community will continue to thrive, I have announced to our Board of Trustees my intention to retire at the end of 2023. This milestone fulfills my goal to serve as CEO for ten years and has provided the opportunity to establish a succession plan.

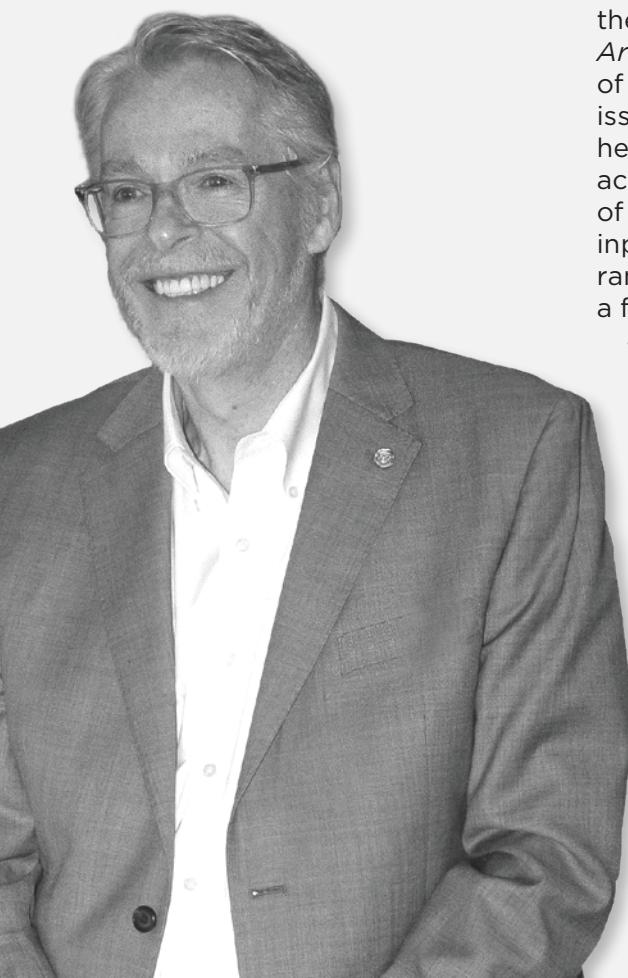
I am pleased to announce that the Board of Trustees has approved Patrick Miller, EVP and Chief Operating Officer will succeed me as President and CEO, effective January 1, 2024. A trusted colleague and key member of the Executive Team for 19 years, Patrick is ready for this important transition to lead the organization.

Knowing that my passion for our mission will not fade in retirement, Patrick has asked that I remain connected to the organization for the next few years in a consultative capacity as we continue building and expanding our national relationships.

It has been an honor and a privilege to serve this mission since joining Hospice of Michigan in 1998. I am grateful for my colleagues, our Boards, our donors and community partners whose support and encouragement has been invaluable. And I look forward to continuing to advance our mission in the months and years to come.



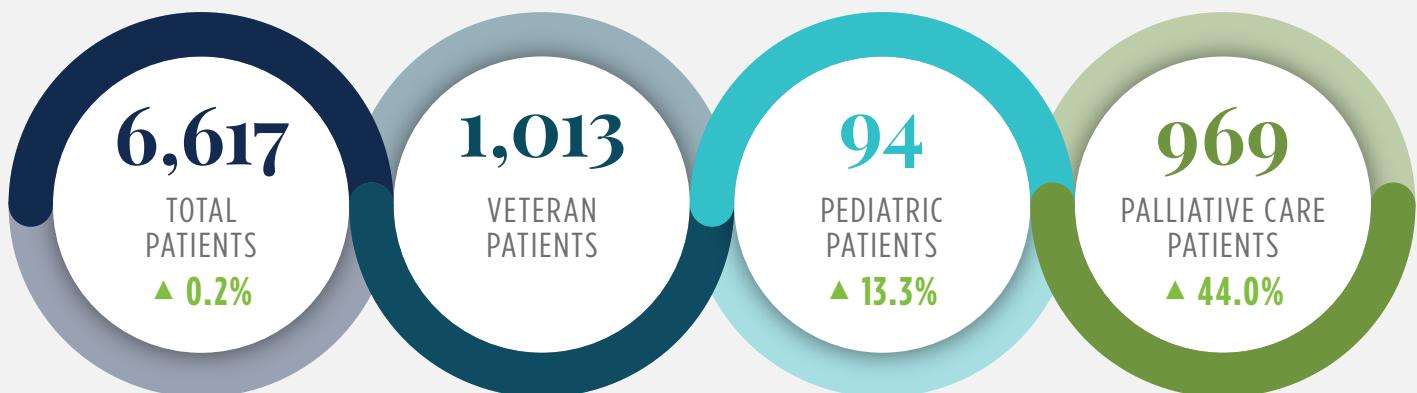
Bob Cahill  
PRESIDENT & CEO





# 2022 at a GLANCE

OVERALL CENSUS : HOSPICE + PALLIATIVE CARE



## LIVE DISCHARGE RATE\*\*



Significantly below the 17.4% US Live Discharge Rate (2019 MedPac)

EVERY DAY COUNTS WHEN FACING END OF LIFE

TOTAL HOSPICE PATIENT DAYS OF SERVICE

**400,977 days**

AVERAGE LENGTH OF STAY\*

**84 days**

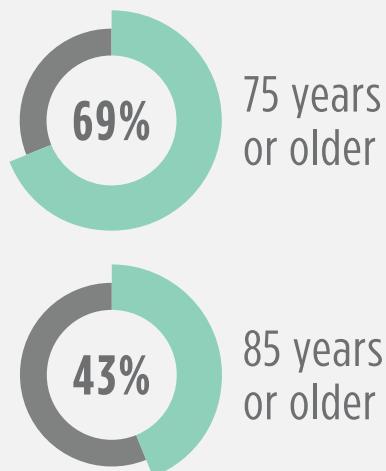
MEDIAN LENGTH OF STAY\*

**22 days**

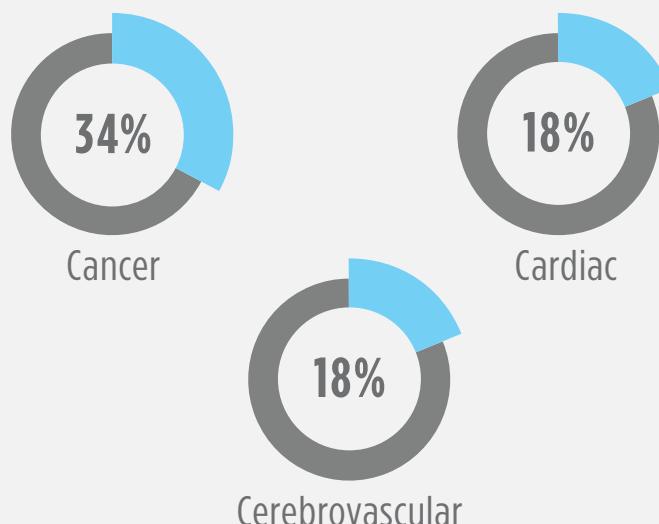
\*Based on hospice data only

\*\*Live Discharge Rate = Discharges/(Deaths+Discharges)

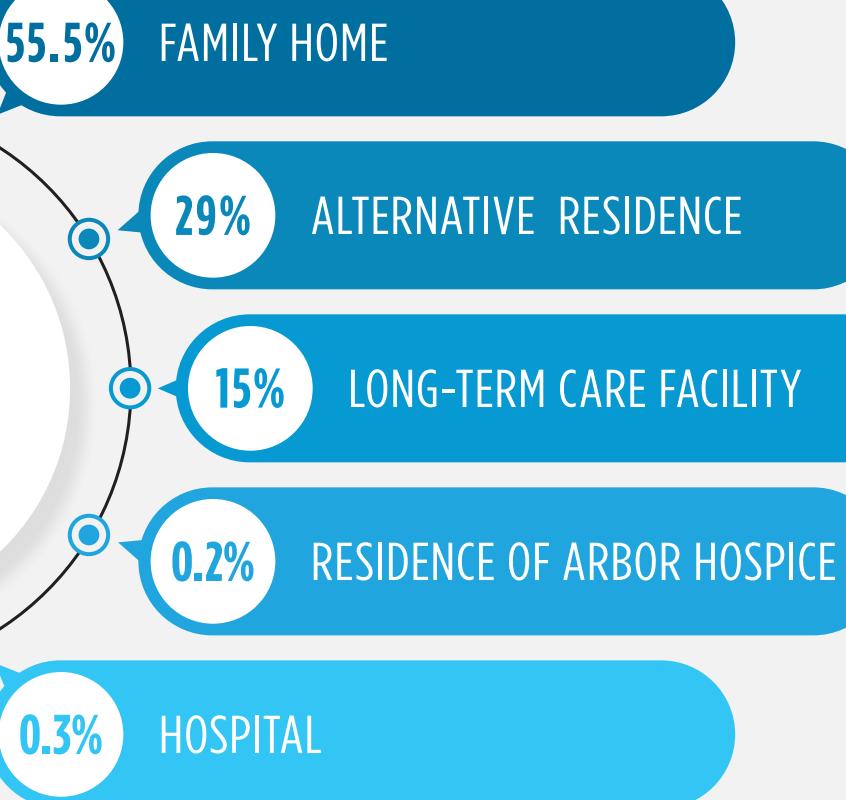
#### PATIENT AGE



#### PRIMARY DIAGNOSIS



#### LOCATION OF HOSPICE CARE



# Resilience Amidst Constant Change

The lingering impact of the COVID-19 pandemic continued to present challenges to the delivery of care. Whether it was dealing with the impact of another surge or offering additional visits to partner facilities in the face of staffing shortages, the commitment of our clinical teams never wavered.



## ► CENSUS STRENGTH ACROSS NORTHERN MICHIGAN

For the second year, the growth trajectory in Hospice of Michigan's northwest region continued to climb, anchored by the Traverse City team with a census of more than 130 and extraordinary growth from the Ludington team, exceeding goal by more than 30%.

In the northeast region, the Alpena team remains the premiere hospice provider in an increasingly competitive environment averaging 100 census.



## ► SHARPENING THE FOCUS IN OTHER REGIONS

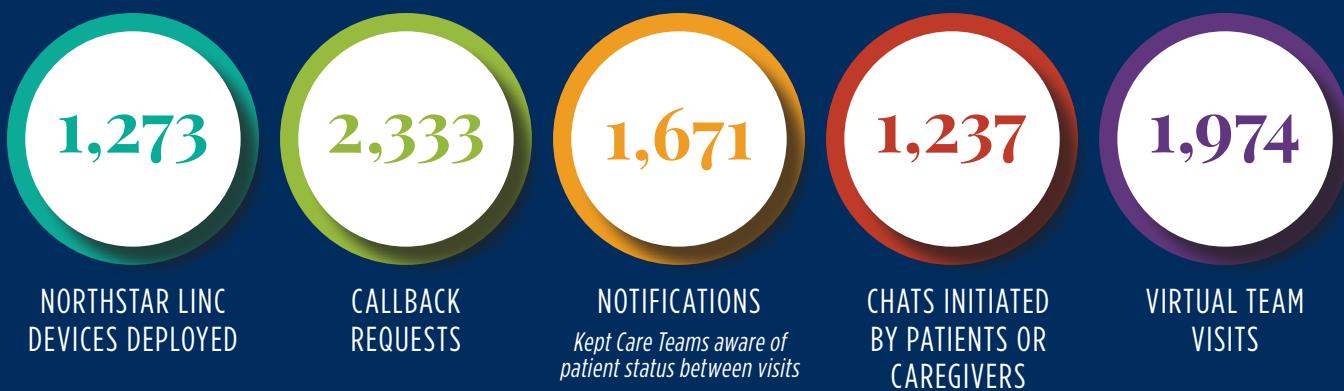
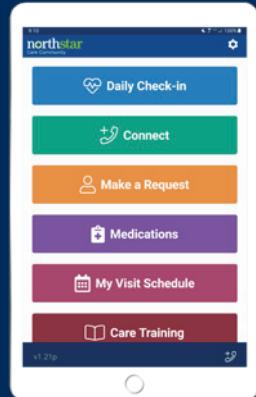
Hospice of Michigan and Arbor Hospice realigned service territories to better serve communities across southeast Michigan, expanding the geography of Dearborn team, redistributing the Arbor Hospice teams to create three region-specific teams and implementing best practices that focus on urgency during the admissions process.

Sadly, *The Residence of Arbor Hospice* served its last patient in December. Despite the loss of this valued community resource, Arbor Hospice is working with partners to seek alternatives to provide an in-patient level of care for those who are unable to remain in the family home.

## Gains Momentum

The statewide roll-out of the NorthStar LINC application was completed mid-year and has proven to be a valued resource for patients and caregivers, as well as field teams and NorthStar Triage.

While offering even more round-the-clock support for patients and caregivers through the Virtual Care team, the information and interactions with the device allow care teams to deploy smarter and operate more efficiently with more detailed information.



### THE VIRTUAL CARE TEAM: AN IMPORTANT UTILITY PLAYER

In addition to responding the NorthStar LINC requests, Virtual Team RNs provided virtual face-to-face visits during inclement weather or when care teams needed staffing support to meet patient needs. The Virtual Team was also an After-Hours resource to help decrease wait times for patients calling the Contact Center who did not require hands-on patient contact.

- ▶ **VIRTUAL CARE TEAM**

**11 Nurses**

**24/7 Support**



# Exemplifying What It Means to Be a Community-based Organization

A terrifying tornado devastated Gaylord on May 20, 2022, days before the city was to celebrate their centennial.

While the tornado personally impacted several staff members, it did not stop them from rushing to support others in the community that had also lost homes and businesses, jumping in to meet the needs of not only our patients, but the community at large.

Witnessing amazing kindness at every turn, Gaylord Market Advisor, Todd Sharrard – who also serves as the Mayor of Gaylord - worked with local authorities to ensure displaced residents found refuge, maintained communications with government and public safety organizations, met with national and local media...and still made the time to check in on our patients and partner facilities.



## ► HOSPICE OF MICHIGAN'S CARE TEAM MOBILIZED TO SUPPORT THE COMMUNITY

As professional caregivers, the instinct to help others inspired our Gaylord team to immediate action. In addition to securing the Hospice of Michigan office during the power outage, team members – and their families – started helping in whatever ways they could.

Provided supplies and gas cards to community members	Helped local food trucks pass out free food	Offered to take displaced pets into their homes	Called patients and families to make sure they had water, power and supplies
Picked up rakes, shovels, chainsaws to assist in clearing debris	Donated books for children	Collected and delivered donations from local sources... and across the state	
Volunteered at the E Free Church to assist volunteers in setting up a place for those affected to sleep, eat and meet other needs	Walked the hardest hit neighborhoods with wagons carrying water, food, and other support items	Upon completing her shift caring for patients, Brittany Harwood RN jumped into her other role as an EMT, working endless hours providing first aid and assistance to those injured	



# Thank You for Your Service

Dennis served in the Marines from '75-'79. He trained to work on electronics for communications and weapons at Camp Pendleton and was Lance Corporal E3 at honorable discharge.

Dennis and his cousin Jeri were honored at a pinning ceremony on September 9, 2022, at the Walloon Lake Pavillion. Dennis and Jeri pinned each other which was a meaningful way of appreciating their service to family, community and country.

Assisting with ceremony was Hospice of Michigan's Spiritual Care Advisor Joe Sereno and Rosie Lewinski RN. Also in attendance were Dennis' wife Valerie, his son Patrick, and his girlfriend April, as well as Jeri's husband, Mark and his mother.



**HOSPICE**  
**HONORS**

## A Testament to Exceptional Care and Customer Satisfaction

Three Hospice of Michigan regions earned 2022 Hospice Honors recognition, the prestigious annual review that recognizes hospices that continuously provide the highest level of quality as measured from the caregiver's point of view\*.



### NORTHEAST

GAYLORD • ALPENA • CHARLEVOIX  
6TH CONSECUTIVE YEAR



### SOUTHEAST

BLOOMFIELD • DEARBORN  
MACOMB • SOUTHFIELD  
3RD CONSECUTIVE YEAR



### NORTHWEST

BIG RAPIDS • CADILLAC  
LUDINGTON • TRAVERSE CITY  
2ND TIME IN LAST 5 YEARS



These three regions represent 3 of only 9 hospice programs in Michigan to earn this designation, and all but two are not-for-profit agencies.

\***Hospice Honors** are based on results of the Consumer Assessment of Healthcare Providers and Systems (CAHPS®) survey from October 2020 through September 2021. Organizations that earn this recognition have received CAHPS scores above the national average on more than 20 of the survey's questions over a six-month period.

# Grief Journey Program

Helping loved ones grieve their loss is an essential component to the hospice experience. The Grief Journey program focuses on providing a variety of opportunities that provide the bereaved a place where their grief is normalized and supported. Whether participating in a group, seminar or a one-on-one call, NorthStar Care Community grief counselors provide education and validation to help grieving individuals cope with their loss.

As COVID-19 restrictions began to ease in 2022, the Grief Journey Program re-introduced a variety of in-person support programming while still providing virtual options to accommodate the needs of grieving families.



BEREAVED SUPPORTED



HOME VISITS

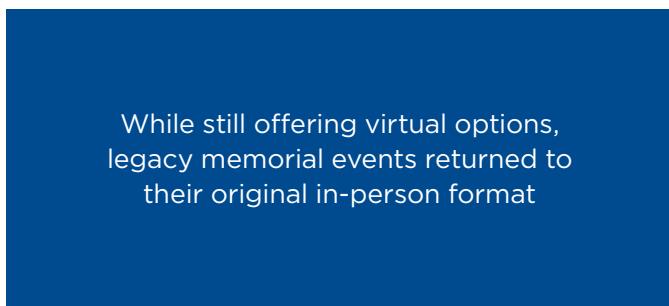


VIRTUAL VISITS



SUPPORT GROUPS  
*(In-person & Virtual)*

**36 MEMORIAL SERVICES  
ATTENDED BY 400 BEREAVED**



**Memories on the Manitou  
Memorial Sail**

Grand Traverse Bay



**Rejoice & Remember Memorial**

Frederik Meijer Gardens &  
Sculpture Park



**A Time to Remember Memorial**

Arbor Hospice Gardens  
at Oak Valley



For the first time since 2019, Camp Good Grief returned to its previous in-person format, offering full-day experiences at Camp Newaygo in West Michigan and YMCA Camp Ohiyesa in Holly, MI.

The 26 children in attendance – aged 8-17 – enjoyed a joyful camp experience that combined adventurous outdoor activities and arts & crafts with grief education and emotional support and facilitated by caring and qualified Arbor Hospice and Hospice of Michigan grief professionals, board-certified music therapists, and trained volunteers.



## Supporting Grieving Military Families

Karen Monts, Director of Grief Support Services, was a featured speaker at two important events hosted by the Tragedy Assistance Program for Survivors (TAPS), a national not-for-profit organization that provides compassionate care and comprehensive resources for those grieving the death of a military or veteran loved one.

In March, Karen facilitated a webinar – Navigating This New Grief and Loss Journey

– through TAPS Institute for Hope and Healing®. The positive reception to the webinar led to an invitation to speak at the 2022 National Military Survivor Seminar (NMSS) over Memorial Day weekend in Arlington, VA.



“

It was a great honor to be invited to speak at NMSS. As a partner in the We Honor Veterans program, we have a special commitment to help the families of our nation’s veterans cope with their loss.

# Volunteer Services

## ► RETURNING TO THE BEDSIDE

As COVID-19 restrictions eased, most volunteers returned to the bedside providing patients and caregivers an important and personalized level of support to enrich the hospice experience.



TRAINED VOLUNTEERS



NEW VOLUNTEERS  
TRAINED IN 2022

**17,300 hours**  
VOLUNTEERS CONTRIBUTED  
TO THE ORGANIZATION

**90,079 unreimbursed miles**  
THAT VOLUNTEERS DROVE



of volunteer hours  
at the bedside



of volunteer hours  
supported the Grief  
Journey Program,  
office work, community  
outreach and  
fundraising activity

## ► VIRTUAL OPPORTUNITIES CONTINUE

Virtual opportunities continue to offer volunteers the means to make an impact with patients and caregivers.

*The Patient Card* Program that began during the pandemic, personalized correspondence from thoughtful volunteers, remains a popular way for volunteers to engage with hospice patients. This program accounted for more than half of the virtual volunteer hours.

Virtual visits continued to be a valuable option for both patients and volunteers, with 10% of all volunteer hours delivered in a virtual environment.

Virtual Volunteer Connections included:



**MY STORIES RECORDINGS  
VIA ZOOM**



**COMPANIONSHIP VISITS**



**ART PROGRAM VISITS**



**PATIENT CARD PROGRAM**



**VETERAN-TO-VETERAN  
VISITS**



**MUSIC VISITS**

# Integrative Therapies

Providing comfort at the end-of-life is the very foundation of hospice care. This pursuit of comfort requires taking a holistic approach to each patient's care plan, recognizing there are powerful non-medical options – what we call complementary therapies – that can help ease the physical and psychological pain and symptoms of terminal illness.

For many years, Arbor Hospice has successfully integrated the power of music and massage therapy into care plans. This specialized care is facilitated by board certified music therapists and licensed massage therapists who use the power of music or touch to relieve pain and anxiety.

In recent years, music therapy has only been available to Hospice of Michigan patients in the southeast and in Grand Rapids. Statewide expansion of these in-demand and highly valued therapeutic interventions relies on the generosity of donors.

## MUSIC THERAPISTS AND MASSAGE THERAPISTS: HIGH IMPACT AND IN DEMAND

**646** patients

benefitted from  
music and/or  
massage therapists

**4,200**  
in-person visits

**75**  
virtual visits

### SYMPTOMS ADDRESSED BY MUSIC THERAPY AND MASSAGE THERAPY:

**pain, dyspnea, anxiety, restlessness,  
loneliness, and depression**

### MOST PLAYED SONGS IN 2022:

- “I'll Be Seeing You”
- “Take Me Home Country Roads”
- “You Are My Sunshine”
- “How Great Thou Art”
- “Blue Skies” by Irving Berlin



Jo Elyn Nyman  
**Programs  
for Children**

As the nation's only statewide pediatric end of life program, the expertise of Jo Elyn Nyman Anchors Programs for Children is recognized and represented on both state and national level.



Key leadership for Jo Elyn Nyman Anchors Programs for Children serve on the Board of Directors for the **Children's Palliative Care Coalition of Michigan**.

**Kenneth Pituch, MD, FAAP • PRESIDENT**  
*Medical Director (retired)*

**Bradd Hemker, MD**  
*Medical Director • West Michigan*

**Tricia Keefer, MD, FAAHPM, FAAP**  
*Medical Director • Southeast Michigan\**

**Chantal Curell, RN, CPN, CHPPN**  
*Statewide Operations Manager\**

**Tara Derby, LMSW**

\*Joined 2022

Tara Derby, LMSW sits on the NHPCO Pediatric Advisory Council.

Chantal Curell, RN, CPN, CHPPN, Statewide Operations Manager is the national chair of the CHPPN Exam Development Committee for Hospice & Palliative Nurses Association.

# How a Young Man's Journey for Quality of Life Inspired the Michigan Football Program and Captured the Hearts of the Nation

A division one football recruit before a tragic diagnosis of osteosarcoma put an abrupt end to his future in football, Dametrius "Meechie" Walker was dedicated to living his life to its fullest.

Learning that his goal had been to play college football at the University of Michigan, his *Jo Elyn Nyman Anchors Programs for Children* care team reached out to colleagues in Ann Arbor about connecting with Sarah Harbaugh, an Arbor Hospice volunteer and wife of head coach Jim Harbaugh. With one phone call, Meechie Walker quickly became an inspiring force for the Michigan Football program's 2022 season.

The entire football program – coaches, players and staff – moved by his enthusiasm of life in the face of his tragic diagnosis, embraced Meechie as a teammate and a brother. What began as an invitation to attend a pre-season practice led Meechie's inclusion at team dinners, attending games and participating in post-game locker room celebrations.

And thanks to the deep media resources of the Michigan Football program, Meechie's inspirational story caught the attention of high-profile sports media across the nation, shining a bright light on pediatric end-of-life care and coaches, players and staff.



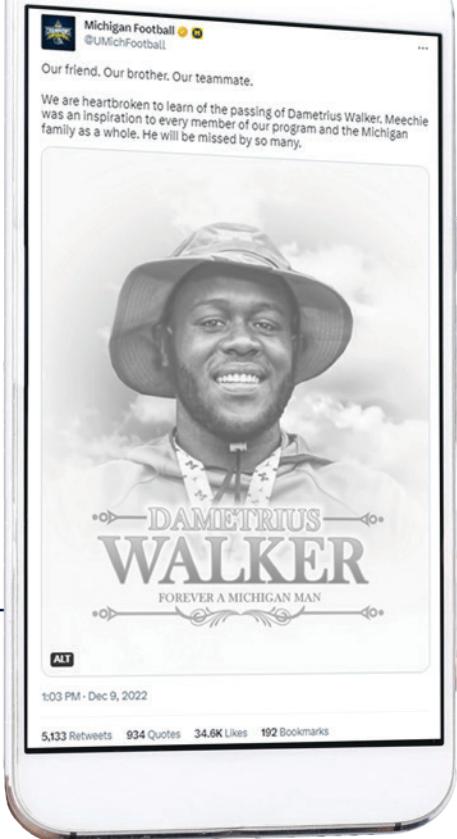
The team created and signed a jersey with Meechie's high school number.

At the September 24th Homecoming game, Meechie was introduced to cheers of 111,000+ fans.



Meechie, Coach Harbaugh and the team celebrating a touchdown at the team's final scrimmage, August 13, 2022.

Throughout the season, Meechie's end of life story was beautifully shared on national television, local news, and social media.



## LESSONS LEARNED. LASTING IMPACT.

The lessons learned throughout Meechie's end of life journey extended far beyond his close family and friends, showing the Michigan Football program – and the nation – the importance of focusing on quality of life to define a life.

Crystal Rose Awards for Outstanding Community Partners were presented to all those who helped Meechie Walker experience life in such a profound way.



Attending the Dolores Bos Crystal Rose Society for Lifetime Giving, Sarah Harbaugh gratefully accepts a Crystal Rose Award, sharing how Meechie's journey had such an impact on the entire Michigan Football program, including her husband, Head Coach Jim Harbaugh.



Deeply moved by Meechie's end-of-life journey, Assistant Head Coach Biff Poggi humbly accepts a Crystal Rose Award.

# Expanding the Practice

The Medical Affairs team welcomed several medical professionals in 2022 to appropriately support hospice teams, facilitate the statewide growth of NorthStar Palliative Care, expand on-call coverage and fulfill the terms of a new physicians services contract.

**NEW MODELS OF CARE DELIVERY:** Building on the virtual physician support model that launched in West Michigan in 2021, Shaz Anwar DO became Hospice of Michigan's second remote physician partner. He serves as Medical Director for Hospice of Michigan's Northeast region, providing physician oversight of the Alpena, Gaylord, and Charlevoix home care teams, as well as for NorthStar Palliative Care.



Shaz Anwar DO

**CONNECTING WITH COMMUNITY:** Arbor Hospice expanded physician coverage in the Chelsea area - home to two important referral partners - the Chelsea Retirement Community and St. Joe's - Chelsea Hospital. Adam Marks, MD, MPH and Joseph Dixon, MD, University of Michigan Geriatric and Palliative Medicine physicians. In addition, Drs. Marks and Dixon also rounded at The Residence of Arbor Hospice.



Adam Marks, MD, MPH



Joseph Dixon, MD

**EXPANDING THE NURSE PRACTITIONER ROLE:** In addition to their primary responsibilities managing NorthStar Palliative Care patients, in 2022 they expanded call coverage of the hospice population - from weekends only - to include week day coverage. This enhanced responsibility not only offered the opportunity for Nurse Practitioners to apply their advanced practice skills, but also assured the availability of required face-to-face visits.

**Statewide Medical Affairs team meets at the Oak Valley home office**



## NEW PARTNERSHIPS

Dedicated to preserving the not-for-profit hospice mission, Medical Affairs signed its first professional services contract with Grand Rapids-based Emmanuel Hospice to meet physician coverage needs for their hospice population



NorthStar Palliative Care continues to be a growth engine for hospice care, enhancing our ability to not only build and strengthen physician relationships, but to reach patients and families earlier in the end-of-life continuum. With the addition of Gaylord, Charlevoix and Ludington, NorthStar Palliative Care is now available in nearly every community that Hospice of Michigan and Arbor Hospice serves.

## The NorthStar Palliative Care Difference

In some parts of the state, NorthStar Palliative Care is the only program that comes right to the patient's home.

This is significant because many palliative care programs in Michigan are clinic-based (requiring an office visit) or rely only on virtual visits.

In rural areas, where access to healthcare services is limited, NorthStar Palliative Care can become the eyes and ears for a patient's other healthcare providers, improving patient satisfaction and strengthening referral relationships.

NorthStar Palliative Care is offered in all Hospice of Michigan and Arbor Hospice regions



### NorthStar Palliative Care Leads to Better Hospice Utilization



NORTHSTAR PALLIATIVE CARE PATIENTS REFERRED TO AND ADMITTED TO HOSPICE OF MICHIGAN OR ARBOR HOSPICE... AND IS ONE OF THE TOP REFERRAL SOURCES TO HOSPICE.

**1,016** PATIENTS SERVED ▲ **153%**

**36,410** days OF HOSPICE CARE FROM NORTHSTAR PALLIATIVE CARE REFERRALS

**\$5,591,847** Revenue

### DEMAND FOR NORTHSTAR PALLIATIVE CARE CONTINUES TO GROW

Referral sources recognize the role NorthStar Palliative Care can play in their patients' healthcare journey, providing collaborative support and guidance to help them make informed decisions.

Physicians know that when referring patients to NorthStar Palliative Care, they are helping ease the transition toward end of life in a manner that is respectful to their patients' physical and psychosocial needs.



# The Center For Quality - Compliance - Education & Training

In 2022, the NorthStar Institute expanded its scope beyond education and training to include Quality, Compliance and Organizational Integrity (QCOI). The combined oversight of these interdependent disciplines reinforces a culture of excellence dedicated to the standards that define Hospice of Michigan and Arbor Hospice's reputation for quality care.

## DEEPENING THE BENCH

The NorthStar Institute welcomed three seasoned clinical leaders, adding necessary bench strength to fulfill the needs of a growing organization.



Lynn Klima  
Director of Clinical Outcomes



Amy Birchmeier, RN  
Education Manager



Kit Nichols, RN  
Quality Manager

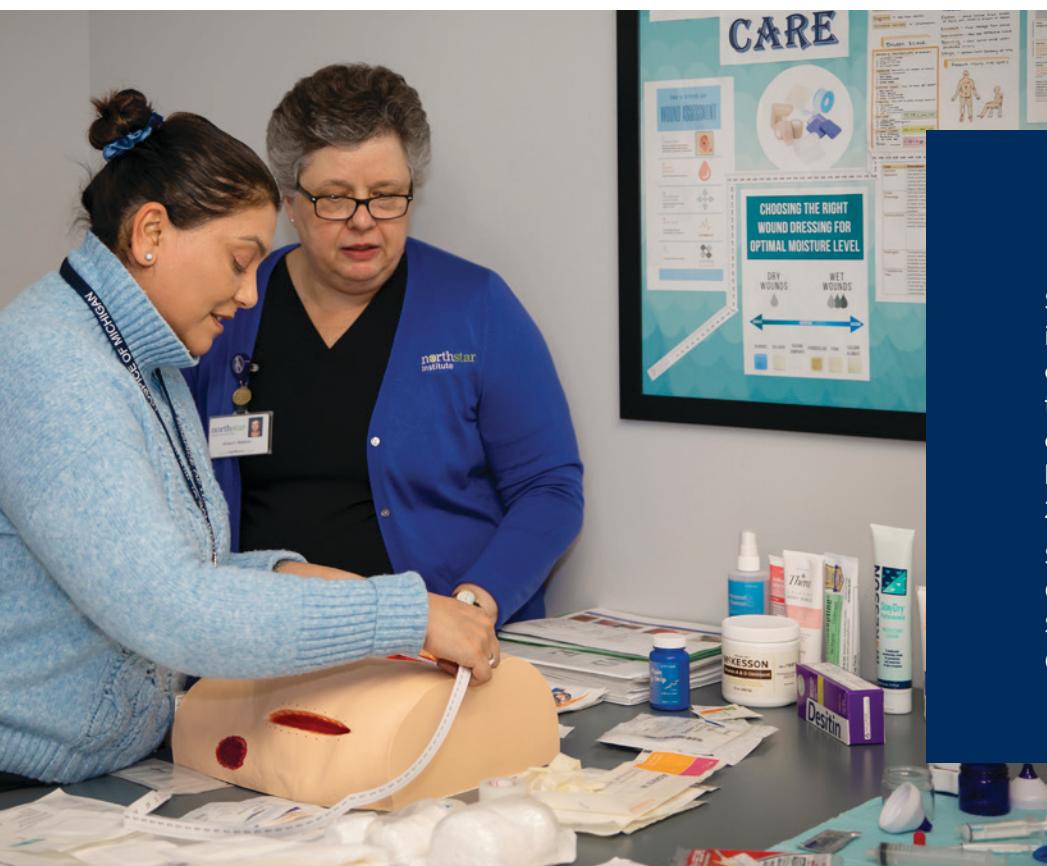


# Setting a New Standard in Hospice Education & Training

## THE NORTHSTAR SIMULATION LAB

Funded by the generosity of donors - including a significant Challenge Match gift - the NorthStar Institute completed construction of the NorthStar Simulation Lab in December.

One of the few dedicated end-of-life education and training programs in the country - **and the only one in the Midwest** - the NorthStar Simulation Lab features innovative simulation-based tools, resources, and education, giving clinicians the opportunity to practice and perfect their skills in real-life situations without compromising patient dignity.



## REGIONAL SKILLS LABS

Six regional skills lab were introduced, providing field staff on demand resources to master technical skills and effective communications. The skills labs hosted the NorthStar Institute's 2nd annual Skills Blitz.

Skills Lab locations: Cadillac, Gaylord, Grand Rapids, Southfield, and Traverse City. (Big Rapids scheduled for 2023)

# Education & Training: The key to quality care

The NorthStar Institute continues to set the standard for hospice education and training. From providing comprehensive education for newly hired staff to offering continuing education (CEs) to clinicians within the organization and across the country, the NorthStar Institute is driven by a commitment to ensure quality care.



**Welcomed 170 staff at  
New Hire Orientation**



**Awarded 2,129 CEs to 158 newly  
hired RNs for completion of a 3-stage  
clinical training program**

CLINICAL  
FUNDAMENTALS

CLINICAL  
INSIGHTS

CLINICAL  
EXCELLENCE



**25 RNs earned 300 CEs at the  
preceptor workshop**

# Community Outreach: Raising the Bar for Hospice Clinicians Everywhere



**21** community-based  
educational events



**1,360** CEs awarded to **635** RNs  
**1,470** CEs awarded to  
**695** Social Workers



**33** External Trainings

Trained inmates at 2 prisons to provide end  
of life care support for fellow inmates.

High school vocational trainings for 120  
students in CNA training.

## PREPARING FOR THE 2023 CHAP SURVEY

In preparation for the 2023 Community Health Accreditation Program (CHAP) survey which occurs every three years, the Quality & Compliance Team introduced new discipline-specific survey readiness guides in addition to conducting mock surveys across the state.

## Focusing on Faster and Easier Access to Care

As the competitive landscape remains intense, it is often speed and ease that are the greatest differentiators. By identifying barriers within our referral intake process that slowed down the ability to get to the bedside, a new process was implemented. Focused on responding to patients and caregivers with urgency, all callers were offered the opportunity to schedule a visit on the first call.

### DEVELOPING HIGH-PERFORMING MARKET ADVISORS

In preparation for the 2023 implementation of a Customer Relationship Management (CRM) system, Market Advisors attended an 8-part hospice-specific sales training focusing on setting standards for territory and account management. These modules have been integrated into the training for all newly hired Market Advisors.

### CULTIVATING A CULTURE OF CUSTOMER SERVICE

Our simple mission statement - *Every Person. Every Time* - represents a culture of customer service. Whether it's a face-to-face encounter or phone call with a patient or caregiver, a referral source or community member, responding with compassion and urgency is a commitment that every staff member is obligated to.

Market Operations Manager Kim Little led several customer service trainings with Referral Intake Specialists, Clinical Managers and field nurses, to reinforce the skills and mindset that put the needs of patients and families at the forefront in every interaction.

## *Bright Spots Amidst a Challenging Year*

Hospice of Michigan care teams across northern Michigan helped stabilize and support overall ADC, anchored by excellent growth from the Traverse City and Ludington teams, as well as strong and steady census from the Alpena team.

### ALL-TIME HIGH ADC



TRAVERSE CITY



LUDINGTON



ALPENA

## RAISING THE PROFILE OF HOSPICE CARE IN THE COMMUNITY

Our Market Advisors are not just representatives of our brands – they are the face and the voice of end-of-life care in the community, providing education and resources to help patients and families make informed decisions.

### NATIONAL HOSPICE MONTH - NOVEMBER

#### *“Hospice in America Today” Documentary Screenings*

Market Advisors hosted 17 special screenings at senior living facilities across the state of the documentary, “Hospice in America Today.” This documentary, which debuted on Detroit Public Television in late September was underwritten by the NorthStar Care Community, with the support of other not-for-profit hospices across the country.



#### *Honoring Our Veterans*

32

WE HONOR VETERANS  
PINNING CEREMONIES



350

VETERANS  
PINNED

# The Momentum Continues

The NorthStar Solutions Group continues to make an impact on a national scale, driven by the significant expansion of NorthStar Triage services.

## northstar Triage

### SIGNIFICANT EXPANSION

- ▶ **12 new partners**
- ▶ **Representing hospice organizations from coast to coast**
- ▶ **Patient census ranging from 50 to 1,300**
- ▶ **3,000+ total additional census**
- ▶ **Added 56 staff to accommodate growth**

To accommodate this growth, NorthStar Triage implemented a regional structure and introduced a new role – *Dispatch Coordinator*. The new structure lets Triage Nurses focus on the next call (i.e. minimizing wait times) while the Dispatch Coordinators manage field deployment for patients needing bedside care.

TOTAL NORTHSTAR TRIAGE PARTNERS

**35**

ANNUALLY MANAGE MORE THAN

**650,000+**  
TOTAL CALLS

SUPPORTING  
**10,000+**  
ADC

CONTACT CENTER STAFF OF  
**100+**

### NEW PARTNERS



# community GATHERING

connect | collaborate | communicate

## Driving Toward The Future

because what got you there yesterday  
won't get you there tomorrow.

In September, NorthStar Solutions Group hosted the inaugural **NorthStar Community Gathering** in Boulder, CO. Attended by senior leadership from 17 partner organizations from across the nation, the two and a half day gathering provided a forum to roll up our sleeves, share ideas and discuss the challenges we all face in the dynamic world of hospice and palliative care.

Designed to be interactive and participatory, our partners enjoyed the variety of topics and formats to network, brainstorm and contribute. Among the presentations, panels discussions and hands-on demonstrations – each focused on innovations in technology and clinical care – the palliative care discussion led by NorthStar Palliative Care Medical Director, Tom O’Neil MD, FAAHPM was highly valued.

Jill Costello, Hospice Savannah helps participants understand the perspective of a dementia patient



Eric Kaplan, NorthStar Care Community demonstrates the features of NorthStar LINC

Michael Milward, CEO California Hospice Network



Tom O’Neil, MD,  
FAAHPM discusses the  
benefits of a successful  
Palliative Care program

Discussing the value of  
simulation-based training.



## EXPANDING PARTNER RELATIONSHIPS

Current NorthStar Triage partners expanded their commitment with the NorthStar Solutions Group, contracting additional services to maximize operational needs.

### REFERRAL INTAKE

 Capital Caring Health  
WASHINGTON DC

 EveryStep Hospice  
IOWA

To manage the increased referral volume, additional Referral Intake Specialists were hired, including 10 Referral Intake Specialists and one Manager from Capital Caring Health.

### EMR SUPPORT

 centrica™  
CARE NAVIGATORS  
MICHIGAN

 yolo  
cares  
CALIFORNIA

### MOBILE TABLET IMPLEMENTATION

 EveryStep e  
Hospice & Home Care  
IOWA

 yolo  
cares  
CALIFORNIA

## TRIAGE QUALITY PROGRAM

The key to delivering the promise of consistent, high-quality patient care is to provide care based on proven clinical practice that meets regulatory requirements.

The NorthStar Care Community developed and implemented a robust Triage Quality Program designed to both assure the standards of consistent, high-quality service are met, and to help NorthStar Triage partners maximize resource efficiencies.

The Triage Quality Program provides the structure and monitoring platform that helps the NorthStar Care Community and its partners ensure patients and families are getting precisely what they need, when they need it, without error... starting with their first call.

### KEY COMPONENTS OF THE TRIAGE QUALITY PROGRAM

Regular Unannounced  
Compliance Calls

The Hospice  
Audit Tool

Consumer Assessment of  
Healthcare Providers &  
Systems (CAHPS)

#### THE TRIAGE QUALITY PROGRAM IS BUILT TO PROVIDE PARTICIPANTS WITH THE ABILITY TO:



**Benchmark CAHPS scores\* to identify areas of strengths and opportunities**

*\*participants retain anonymity*



**Analyze scores that do not meet an organization's quality of care goals**



**Network with participating hospices to share best practices in the areas where they clearly demonstrate strength or are seeking improvement**

# Operational Benefits Through Cloud Computing

Continuing a legacy of embracing advanced technologies to improve operations, the NorthStar Care Community continued to advance the adoption of cloud computing.

## CLOUD COMPUTING DELIVERS SIGNIFICANT BENEFITS



COST SAVINGS



SECURITY



SCALABILITY



SPEED TO DELIVER NEW SERVICES

## MIGRATING TO THE CLOUD

### CAREGIVER SUPPORT CENTER ADOPTS TALKDESK

*Cloud-based Contact Center as a Service (CCaaS) solution.*

Talkdesk offers NorthStar Triage a feature-rich solution that is cost effective, highly resilient, and easily scales to match its growth.



### SHAPE SHIFTING THE DATA CENTER

*From On-Premise to the Microsoft Azure Cloud*

Migrating on-premise services to the Microsoft Azure cloud assures optimal computing performance while delivering cost savings and scalability, while maintain the ability to keep essential IT infrastructure, systems and applications up and running despite disruptions.



**85** NorthStar Care Community servers operate in the Microsoft Azure cloud

### LEVERAGING MICROSOFT TEAMS AS A COMPLETE COMMUNICATIONS PLATFORM

The IT team completed the foundation for the full migration of voice services from the Avaya PBX platform to Microsoft Teams.



Microsoft Teams

**Microsoft Teams** meets a range of communications needs offering chat, voice, video and data

## TECHNICAL SOLUTIONS SUPPORT

Fielded **11,000+** technical support issues

Facilitated technology needs - equipment and access - for **200+** new staff

Delivered **250+** custom reports, dashboards and applications

# An Extraordinary Year of Fundraising and Community Connection

## \$5.1 million raised

### CONTINUING THE LEGACY OF CREATIVE FUNDRAISING EVENTS

Savor the Journey returned to the Jack Roth Stadium Club at Michigan Stadium, welcoming more than 250 guests. Thanks to a \$20,000 Challenge Match from the Jones Family Foundation, a total of \$126,000 was raised to ensure that hospice care is not a privilege for the few, but available to all in our community.



Emcee and former Wolverine and the voice of Michigan radio, Jim Brandstatter.

Acclaimed author, Mitch Albom brought the mission of hospice home, sharing his personal journey of caring for Haitian orphan Chika.

*Live!* FROM THE BIG HOUSE 3  
SAVOR THE JOURNEY



Time spent on the football field is always a highlight of the event.

### THE 2ND ANNUAL HOSPICE FOR HEROES GOLF OUTING



More than 80 golfers enjoyed a glorious day of golf and friendship at Eagle Crest Golf Course in Ypsilanti. The scramble format, contests, and the "golf cannon" offered golfers of all skill levels – from novice to ace – an opportunity to have fun raising more than \$38,000 for Arbor Hospice.



## LEGENDARY AUTHORS AND THEIR COMPELLING STORIES CAPTIVATE DONORS

Noted cocktail historian and author, Philip Greene, delighted guests across the state with stories of legendary authors Ernest Hemingway and Ian Fleming, creator of the James Bond character, weaving fascinating bits of history with each author's signature cocktails.



Welcoming more than 300 guests in Grand Rapids and Detroit, funds raised exceeded goal by more than 67%. Fueled by a challenge match from the Employee Giving Campaign at Lack's Enterprises, Inc., long-time supporters, combined funds raised exceeded \$150,000.



# SHAKEN not stirred

TRAVERSE CITY & ALPENA

The spirit of James Bond was celebrated by nearly elegantly dressed 300 supporters across northern Michigan who came together to raise funds Hospice of Michigan. More than \$81,000 was raised to ensure not-for-profit hospice care remains accessible to all in the community.



## EXPANDING OUTREACH IN NORTHERN MICHIGAN

Last year's opening of a Hospice of Michigan office in Charlevoix inspired new fundraising activity. June brought the *Heroes for Hospice Golf Outing* at Boyne Mountain, raising awareness and critical funds to the community. And in December, the Boyne Eta Nu Charities named Hospice of Michigan the recipient of their 35th annual "Lights of Love" tree lighting and dedication event, with a \$3,000 donation.





## DOLORES BOS CRYSTAL ROSE SOCIETY

### Lifetime Giving

Outgoing Board of Trustees Chair Kurt Ludlow and his wife, Judy, were welcomed as the newest members of the *Dolores Bos Society for Lifetime Giving* at the annual recognition luncheon. Each received a gold rose pin to honor their legacy of generosity and support.



## MAJOR GIFTS: HELPING MAKE THE NORTHSTAR SIMULATION LAB A REALITY

Raising funds to build the NorthStar Simulation Lab was a key priority in 2022. Significant gifts from an anonymous foundation and a variety of new donors, including Dug and Lihn Song, The Timken Foundation, Qualis and long-time donor the Sandra J. Dauch Family Foundation helped the NorthStar Care Community complete construction of this ground-breaking education and training resource. See page 19, for more information on the NorthStar Simulation Lab.

## GRANT FUNDING: A KEY SOURCE OF PROGRAM SUPPORT

Grant funding continues to provide important funding to support Programs of Excellence.

Nearly \$200,000 in grant support was received to fund NorthStar LINC, which included the largest gift ever from the Carl's Foundation (\$156,244) to be directed toward the pediatric population.

TOTAL GRANT FUNDING

\$609,000

## ► ACCOUNTING/ACCOUNTS PAYABLE

The Accounting/Accounts Payable team continued to successfully meet key benchmarks despite turnover of several key leadership positions in the department. Achievements we included are:

<p><b>Completion of the 2021 audit by Crowe Horwath that resulted in no deficiencies or material weaknesses.</b></p>	<p><b>Ongoing, timely preparation of monthly financial statements, monthly account reconciliation, and quarterly board reports</b></p>
<p><b>Creation of a master Playbook of all daily, weekly, monthly, quarterly, and annual tasks and deliverables in the accounting department with a Primary and Secondary role assignment for backup purposes.</b></p>	<p><b>Implementation of the new lease accounting standard (ASU 842) prior to year-end.</b></p>

## ► PAYROLL

Throughout the second half of the year, the Payroll team built an infrastructure within UKG to accommodate the growing number of remote employees across the country supporting NorthStar Triage services.

This required setting up payroll capacity for 25 different states, ensuring proper state and local taxes are withheld for all out-of-state remote staff. These efforts also included a reconciliation of first, second and third quarter withholding taxes for NorthStar Triage's initial 15 out-of-state staff.

## ► PATIENT FINANCIAL SERVICES

The Patient Financial Services team focused on improving internal process and fostering an environment of excellence in customer service while navigating a complex set of regulatory requirements. Key accomplishments included:

- ▶ **STRENGTHENED THE EXISTING PARTNER RELATIONSHIP** with a group of ten Medilodge nursing homes through the development of consistent invoicing and communication protocols. The implementation of these protocols resulted in improved customer service with patients and families.
- ▶ **ACCOMMODATED MEDICARE TRANSFER REGULATORY CHANGES** by facilitating an agency-wide workgroup to implement internal protocol changes
- ▶ **COORDINATED BILLING AND PAYMENT** efforts for patients referred by our direct contracting entity partner, Village MD.
- ▶ **SECURED AND REPORTED ON A GRANT** from Michigan Department of Health and Human Services (MDHHS) to serve Medicaid-eligible patients at The Residence of Arbor Hospice.

## 2022 FINANCIAL - PRELIMINARY

Twelve months ending December 31, 2022

TOTAL PROGRAM REVENUE	\$ 80,644,066
CARES ACT REVENUE	\$ 2,034,432
PROGRAM EXPENSES	( \$ 81,771,045 )
<b>OPERATING INCOME</b>	<b>\$ 907,453</b>
INVESTMENT GAIN (LOSS)	( \$ 1,274,941 )
OTHER NON-OPERATING LOSS	( \$ 997,703 )
NET FOUNDATION INCOME	\$ 3,582,179
PHILANTHROPY PROGRAMS OF EXCELLENCE	( \$ 4,261,882 )
<b>TOTAL NET INCOME*</b>	<b>( \$ 2,044,894 )*</b>

*\*The non-operating loss is a one-time accelerated depreciation due to the closure of The Residence of Arbor Hospice. Combined with this year's investment loss, it resulted in an uncharacteristic total net income loss for the organization.*

*Maximized cash flow by maintaining days outstanding in accounts receivables of 40 days or less.*

## ► BUILDING OPERATIONS

NEW LOCATIONS. RENOVATIONS. FAREWELLS.

The NorthStar Care Community's footprint shifted in 2022 to serve the needs of team members, the community and manage real estate costs.

### Alpena

**NOVEMBER:** Moved to a stand-alone building near the hospital and key referral sources.

### Traverse City

**OCTOBER:** Now occupying a larger suite to accommodate space needs of the state's largest team.

### Oakland North (*Bloomfield Hills*)

**NOVEMBER:** Relocated to the Oakland South (Southfield) office to maximize existing office space.

## New Footprint in Store for Big Rapids

A change in building ownership offered the opportunity to right-size the existing office space. The renovation will shrink the footprint by 50% and reduced lease expense. Pending completion in early 2023, the Big Rapids team will be housed on the west side of the building.

## Farewell to *The Residence of Arbor Hospice*

The cancellation of the lease with EVH Senior Solutions led to the early December closure of *The Residence of Arbor Hospice*. As the organization explores alternatives to offering an in-patient hospice experience, the building operations team donated many furnishings and soft goods to charity organizations and redistributed the quilts and artwork to home office and Hospice of Michigan sites providing a meaningful reminder of the Residence's legacy.

# NORTHSTAR CARE COMMUNITY SENIOR LEADERSHIP



**ROBERT J. CAHILL**  
President  
Chief Executive Officer



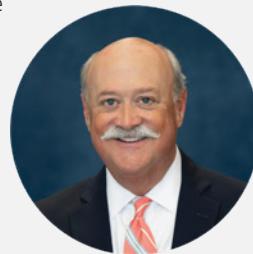
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Executive Vice President Finance  
Chief Financial Officer



**MARCI HILLARY**  
Senior Vice President  
Chief Development Officer



**PATRICK MILLER, RN, MBA, MHSA, FACHE**  
Executive Vice President  
Chief Operating Officer



**MICHAEL PALETTA, MD, FAAHPM**  
Senior Vice President  
Chief Medical Officer

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*\*In Memory Of*

# Thank You For Your Service

On June 15, 2022, Michael J. Paletta MD FAAHPM, Senior Vice President, Chief Medical Officer announced his retirement at the end of 2022 following 25 years of service and leadership.

A distinguished Fellow of the American Academy of Hospice and Palliative Medicine and a 30-year veteran of the U.S. Air Force, Dr. Paletta's dedication to service, quality, and not-for-profit end-of-life care has helped shape the organization and elevate its reputation throughout Michigan and on a national scale.

The impact of Dr. Paletta's dedication to the consistent delivery of quality care has manifested itself in countless ways throughout his tenure including:

- **GUIDING** the expansion of the NorthStar Care Community's medical affairs team to meet the changing needs of patients and families.
- **SERVING** on the NorthStar Quality Board with a group of community volunteers to monitor quality and process improvement (QAPI) and patient care policies.
- **NURTURING** the development and growth of what is now called the NorthStar Institute - one of the nation's first education and research centers focused on improving end of life care.

Most notably, his passionate advocacy for fellow veterans facing end-of-life fueled Dr. Paletta's commitment to the We Honor Veterans program - ensuring clinical staff received the proper training and education necessary to provide the specialized care our nation's heroes need and deserve.

In his retirement, Dr. Paletta plans to continue his legacy of service and will remain an ambassador for the organization. Thank you Dr. Paletta for being an excellent colleague, leader, and friend...and thank you for 25 years of commitment to the not-for-profit hospice mission.



# northstar

Care Community



Jo Elyn Nyman  
**Programs for Children**

**northstar**  
Palliative Care

**northstar**  
Institute

**northstar**  
Solutions Group