

# EVERY PERSON EVERY TIME

2021 PRESIDENT'S REPORT

# Table of Contents

|   |    |
|---|----|
| MESSAGE FROM THE PRESIDENT                          | 3  |
| 2021 AT A GLANCE                                    | 4  |
| NORTHSTAR INSTITUTE                                 | 6  |
| NORTHSTAR PALLIATIVE CARE                           | 8  |
| MEETING THE NEEDS OF PATIENTS AND FAMILIES          | 10 |
| SUPPORTING THE BEREAVED                             | 12 |
| MISSION MOMENT<br>THE PATIENT NO ONE CAN FORGET     | 13 |
| NORTHSTAR SOLUTIONS GROUP                           | 14 |
| HOSPICE OF MICHIGAN AND<br>ARBOR HOSPICE FOUNDATION | 16 |
| NORTHSTAR LINC<br>(FORMERLY WE-CONNECT)             | 20 |
| CONTRACT SERVICES AND<br>FACILITIES OPERATIONS      | 22 |
| FINANCE   | 22 |
| NORTHSTAR CARE COMMUNITY<br>LEADERSHIP              | 23 |

## 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.*

Since the beginning of the pandemic, I have held firm to the belief that **our employees come first**. To some, that may seem counterintuitive as traditionally hear healthcare organizations proclaim a “patient-first” approach.

**Yet, without our employees, there is no mission.** It is only when we focus first on the health and welfare of our staff, that we can deliver the expert, compassionate end of life care that every patient and family deserves.

## A Year of Challenges. A Year of Hope.

In January, as we faced yet another year of pandemic uncertainty, there was hope in the horizon.

The arrival of the vaccine, an abundant supply of personal protective equipment (PPE) and widespread acceptance of telehealth options all contributed to a new level of confidence and productivity across the organization.

To this day, every employee – whether patient-facing or administrative – needs to be assured of their safety and security so they can stay focused on our overarching standard **Every Person. Every Time**. Without that, how can we deliver excellent care?

## Surviving and Thriving

Through this all, census continued to grow, placing the organization in a unique position of stability within an industry that, in many cases, was experiencing just the opposite, with shrinking census that too often forced staff reductions.

Eight years ago, when assuming the CEO position, I made a commitment to our employees that job stability would always be a priority and would not be tied to fluctuations in census.

This commitment helps our employees remain focused on the mission, removing the worry about the potential for a layoff. And I’m proud to report that, even through the extraordinary circumstances of the last two years, we have not had a reduction in force.

## Moving Forward with Confidence

With reimbursements continuing to shrink, we have thoughtfully leveraged the resources of NorthStar Solutions Group - cultivating revenue-generating partnerships with a growing number of not-for-profit hospices across the country.

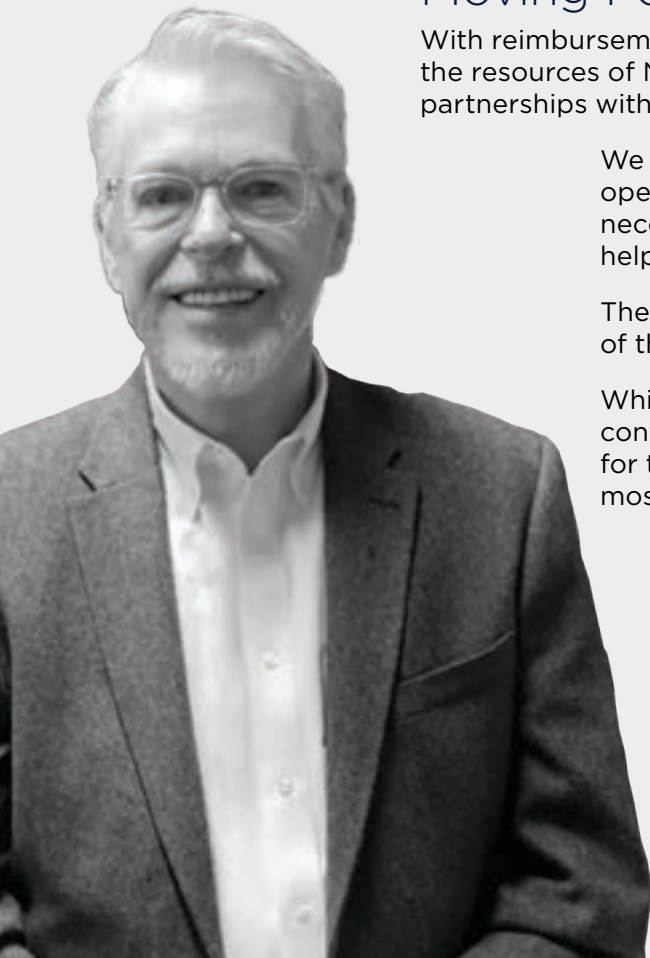
We believe this strategy is the key to preserving financial and operational stability, providing the long-term revenue support necessary to both sustain our core hospice service, while also helping protect the greater not-for-profit hospice mission.

The last two years have not been easy, but we have never lost sight of the essential role we serve for families at end of life.

While we know that challenges will always be there, we are confident that we have the people, the resources, and a clear vision for the future that affirm our status as one the nation’s largest and most respected not-for-profit hospice organizations.



Bob Cahill  
PRESIDENT & CEO





## 2021 at a GLANCE

### CENSUS STRENGTH

6,602

TOTAL PATIENTS

▲ 9.4%

1,097

VETERAN PATIENTS

83

PEDIATRIC PATIENTS

▼ 13.5%

AVERAGE DAILY CENSUS

▲ 10.5%

DEATHS

▲ 4.5%

REFERRAL VOLUME

▲ 16.0%

ADMISSIONS

▲ 9.7%

ACHIEVED AN ALL-TIME BEST  
AVERAGE DAILY CENSUS

1,228

October 7, 2021

LIVE DISCHARGE RATE\*\*

10%

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

INCREASED CALLS TO THE  
CONTACT CENTER

45%

From caregivers seeking support

### EVERY DAY COUNTS

TOTAL PATIENT DAYS OF SERVICE

487,935

▲ 8.4%

AVERAGE LENGTH OF STAY\*

84 days

▲ 7.7%

MEDIAN LENGTH OF STAY\*

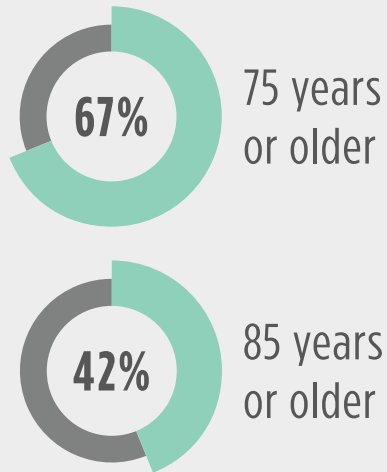
22 days

▲ 4.8%

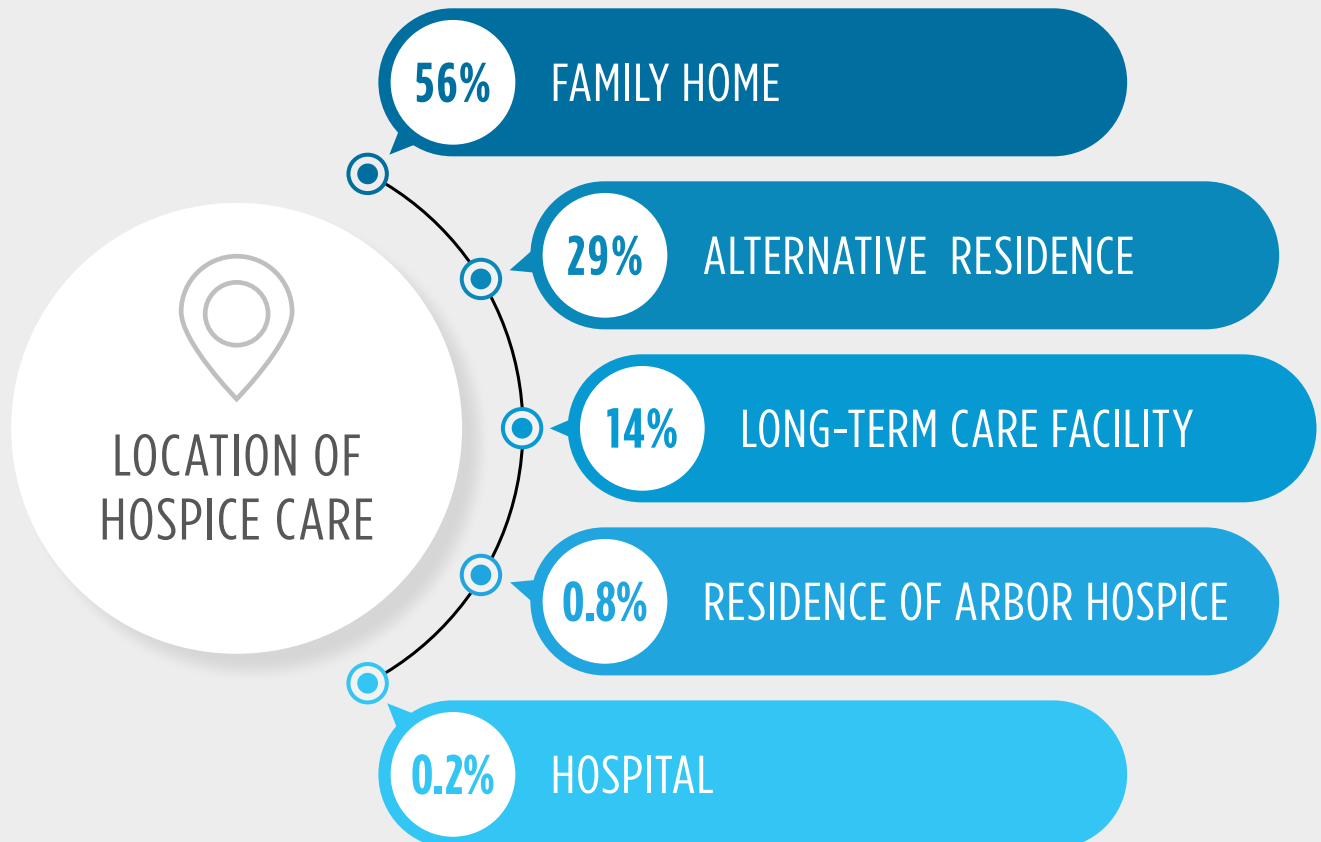
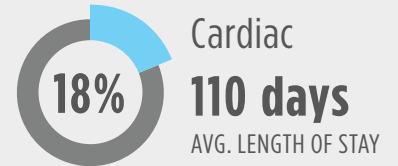
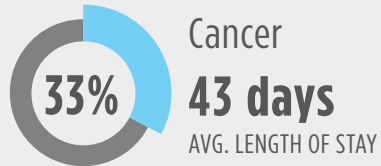
*\*Based on hospice data only*

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

## PATIENT AGE



## PRIMARY DIAGNOSIS





## Excellent care at the bedside requires exceptionally-trained clinicians.

From the day a new employee walks in the door, the NorthStar Institute is dedicated to providing the industry's most advanced end-of-life education and training programs.



### 3-DAY NEW HIRE ORIENTATION

Welcomed

# 214 new employees

As COVID-19 cases began to decline, the in-person New Hire Orientation experience at the Oak Valley home office was re-instated. (A virtual option continued to be offered as needed.)



### YEAR LONG — THREE-STAGE TRAINING

Required for all newly hired RNs

**1** 3 Weeks after hire:  
3-Day Clinical Fundamentals

**2** 6-8 Weeks after hire:  
Clinical Insights

**3** 4 Months after hire:  
Clinical Excellence

*Additional check-ins at  
6-9-12 months*

## COMPREHENSIVE EDUCATION PLAN

The NorthStar Institute's year-long education and training program - expanded in late 2020 - is designed to ensure every clinician - whether they were new to hospice or a seasoned veteran - has the skills and confidence to address the unique needs of each patient and their family.

## COMPETENCE-BASED RN TRAINING

Great care comes from well-prepared, competent nurses who exude confidence every time they walk into someone's home. Yet, with an increasing number of high-acuity patients discharged home, it demands higher level, hands-on training to assure patients receive the care they need.

## HOSPICE AIDE ORIENTATION PROGRAM

Hospice Aides play a vital role in helping patients maintain dignity at end of life. To ensure they are best prepared for the independent, one-on-one personal care that is required, a specialized training program was introduced to build confidence at the bedside.

“

In all my years as a hospice nurse, I have never received such thorough training.”

— FROM EVALUATION FOLLOWING RN CLINICAL EXCELLENCE TRAINING



## SHARPENING THE SAW: TRAINING NEVER STOPS



### Introduced RN Preceptor Program

Trained preceptors provide an extra level of guidance and mentorship for newer RNs



### Conducted a statewide “RN Skills Blitz”

- Important competency checks
- Opportunity to practice and refine skills with a focus on advanced bedside procedures



### Adopted the Lippincott Manual for Standardized Nursing Procedures

Key reference guide for evidence-based bedside procedures

## QUALITY & COMPLIANCE

Whether in a pandemic or not, patient and staff safety remain a top priority to deliver quality care.

Staying abreast of the latest guidance and trend data as pandemic conditions fluctuated throughout the year, the Quality and Compliance team continuously updated guidelines and processes to prevent the transmission of COVID-19 including:

- PPE and workplace safety guidelines
- Rolled out a respiratory protection program – ongoing N-95 Fit Testing
- Consistent guidance to employees on self-isolation/quarantine, medical risk assessment, contact tracing, and return-to-work procedures
- Tracking and trending employee vaccine data



## A solid road to hospice referrals

### **NORTHSTAR PALLIATIVE CARE HAS QUICKLY DEMONSTRATED ITS CAPACITY TO LEAD TO HOSPICE REFERRALS.**

Since launching in 2020, **NorthStar Palliative Care** has opened the door for our marketing team to leverage new referral channels, including building stronger relationships with community physicians and physician groups.

These relationships have fueled exponential growth in Palliative Care census, particularly in the Northwest region.

As anticipated, patients served by **NorthStar Palliative Care** have smoothly transitioned to our hospice care teams at tremendous rates and for longer lengths of stay.



Thomas O'Neil, MD, FAAHPM  
*Director, NorthStar Palliative Care*

# 665

PATIENTS SERVED

▲ 200%

# 53%

TRANSITIONED TO HOSPICE

**NorthStar Palliative Care patients who transitioned to hospice resulted in**

**25,144 days**  
**of hospice care**

**Approximately**

**\$3.9 million**  
**in revenue**

### MEDICAL AFFAIRS

## Strengthening our bench to advance care

The expansion of NorthStar Palliative Care necessitated the broadening of the Medical Affairs team. The team's expansion represents the special credentials that are required to serve both the face-to-face and administrative needs of our hospice and palliative care patients.

### **DEEPER INTEGRATION OF ADVANCED CARE PRACTICE NURSES**

Joining our team of Medical Directors across the state, Advance Care Practice nurses – Nurse Practitioners and Nurse Navigators – now play a vital role in fulfilling the needs of our patients.

This highly-trained group of clinicians support both the hospice and palliative care patient populations. Their skills and credentials allow them to put their advance training in practice to enhance patient care.



**NURSE PRACTITIONERS  
JOIN AFTER-HOURS  
AND ON-CALL  
COVERAGE**

Better resource  
deployment – Scheduling  
relief for team physicians



# Sites Currently Offering NorthStar Palliative Care

- **Alpena** (2021 market expansion)
- **Ann Arbor/Arbor Hospice**
- **Big Rapids**
- **Bloomfield Hills**
- **Cadillac** (2021 market expansion)
- **Clinton Township**
- **Dearborn**
- **Grand Rapids**
- **Southfield**
- **Traverse City**



## NURSE PRACTITIONER BOOT CAMP

This day-long Boot Camp, held in the fall, focused on strengthening clinical capabilities of advanced care practice nurses. Led by Tom O'Neil, MD, FAAHPM, with additional training provided by Hospice of Michigan and Arbor Hospice medical directors and community physicians, **Nurse Practitioner Boot Camp** will become an annual education requirement for all Nurse Practitioners.

**ARBOR HOSPICE** WELCOMED A NEW  
BOARD-CERTIFIED MEDICAL DIRECTOR.

Emily Maris, MD



# Using every resource to meet the needs of patients and families

Facing yet another year of constant change - COVID surges, shifting guidelines, limited facility access, and staffing challenges - our clinical teams never wavered in their dedication to serving patients and families who sought care.

With the protection of the vaccine and plentiful PPE, nurses and hospice aides returned to the bedside with a renewed sense of confidence, delivering the hands-on bedside care that is the hallmark of their practice.

## ADAPTING AND ADJUSTING TO DELIVER CARE

Other disciplines - grief support, social work, spiritual care, complementary therapies and volunteer services - adapted their practice throughout the year based on the level of infection in their communities. Navigating the ebbs and flow of the pandemic, they wisely followed a more cautious path, offering virtual, contactless support during surges, and happily returned to the bedside when it was safe to do so.

### A Hybrid Approach To Music And Massage Therapy

The stressful times of the pandemic translated into an increased demand for the comfort of music and massage therapy. Board-certified music therapists and licensed massage therapists worked both at the bedside and virtually to deliver this uniquely comforting care to both the adult and pediatric patient populations.



### Listening, Learning & Leaving a Legacy

Two Music Therapists had the honor of presenting their legacy work at two conferences - 2021 Great Lakes Regional Conference and the Midwest Regional Joint Music Therapy Conference. Their presentation, ***Listening, Learning, and Leaving a Legacy: Ideas and Implications for Use of Legacy Projects***, featured the music therapy team's extraordinary efforts to reach patients and families during the pandemic.

**L-R: Music Therapists Kaitlin Ridgway, MM, MT-BC and Allison Buttermore, MT-BC**

## VOLUNTEERS ALWAYS FIND A WAY TO HELP

Volunteers deepened their commitment to reaching and engaging patients through various obstacles. When not able to be at the bedside, they found creative ways to make an impact.



**Wrote 1,000 Cards to Patients and Families**



**Volunteers drove 44,466 unreimbursed miles (over 7 months)**



WE HONOR VETERANS



**Conducted virtual *We Honor Veterans* pinning ceremonies**

### ***My Stories* legacy audio and video recordings**

Housed in a keepsake box, these treasured recordings preserve a loved one's life story.





# Virtual Technology = Expanded Bereavement Support

While a necessity at the beginning of the pandemic, the acceptance of virtual bereavement programming has allowed Hospice of Michigan and Arbor Hospice to support even more families through their grief.

## BREAKING DOWN THE BARRIERS OF PARTICIPATION

No longer are location and time a significant barrier to participating in support groups and memorial activities. Virtual formats offer the bereaved a wider choice of options to find a group that fits their schedule, regardless of where they live.

A handful of communities were able to offer hybrid groups and in-person activities like the annual **Fly & Remember** Memorial in Royal Oak, MI and a special bonfire for **Men Overcoming Loss** participants.

# 4,855

Bereaved  
Supported

### ► VIRTUAL MEMORIAL PROGRAM

# 200 attendees

from across the state...  
and the country

### ► VIRTUAL CAMP GOOD GRIEF



- 15 CHILDREN ATTENDED
- ACTIVITIES INCLUDE THERAPEUTIC ART, MUSIC, GRIEF EDUCATION

# 1,400

Home Visits

# 400

Virtual Visits

### ► NEW LOSS-SPECIFIC GROUPS

Building on a legacy of providing bereavement support to all those affected by loss, three new loss-specific groups were introduced in 2021.

**Loss from COVID** addresses the unique layers of grief for those who have lost a loved one to COVID-19.

**Living On - Young Adults** is designed for people in their 20's and 30's encourages supportive peer discussion.

**Grief After Dementia** - is a unique partnership with the Alzheimer's Association supports those who have lost a loved one to Alzheimer's Disease.

# 520

Virtual Support  
Groups

## The Patient No One Can Forget

There is always one patient who no one will forget. The patient who finds her way into your heart, and your memories, the one who becomes like family. For Hospice of Michigan's Alpena team, Gigi was that patient. Cheeky, spirited, and playful, Gigi's endearing personality made everyone who took part in her care instantly fall in love with her, and she relished being just a wee bit mischievous with her caregivers.

To be honest, Gigi's family was reluctant about 'hospice,' resistant even. They might not have reached out to Hospice of Michigan at all if Gigi's doctor had not told them, it was time. "Two wonderful people met me at the Intensive Care Unit." Said Gigi's daughter-in-law, Cynthia. "I was leery. But immediately, I felt better about the decision. From the first day, they made me feel comfortable, and Gigi loved them."

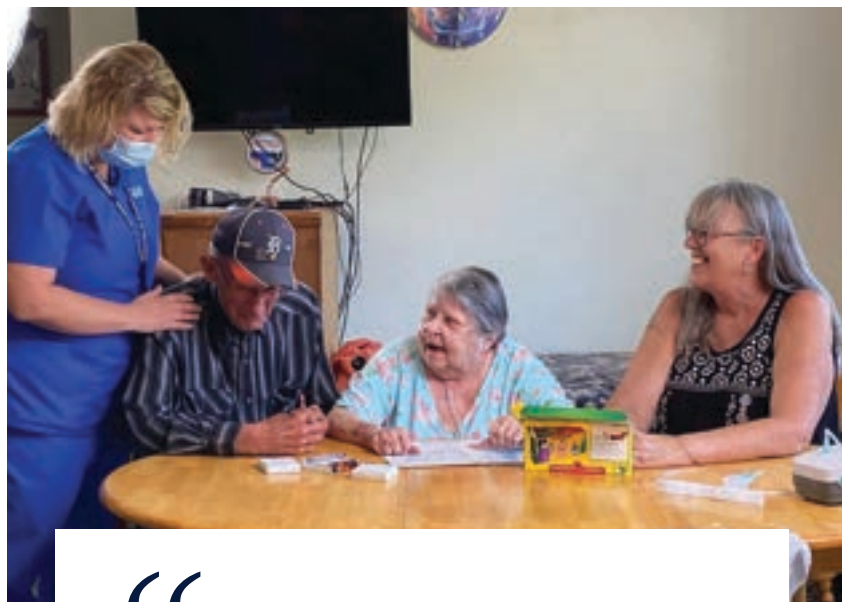
And they loved Gigi. During her patient visits, Gigi insisted that her caregivers sit alongside her and color in her coloring book, then autograph their artwork when they finished. Gigi's son, Jim, and his wife Cynthia marveled that staff—her nurses and social worker, her nursing aides, and volunteers, even her doctor, indulged this wish, every visit, without a second thought. Loving gestures like this, they say, made "an old lady very, very happy."

Gigi was under Hospice of Michigan's care for nearly a year. Like so many of Hospice's patients, Gigi outlived all expectations, flourishing because of her expert care, living fully despite her decline, engaging with all who surrounded her. "The fact that she lived as long as she did was because of Hospice. I truly believe that." said Cynthia.

"In the last year, Gigi felt so loved, because it wasn't just us. The Hospice of Michigan team was made up of people who didn't know her, but who came in, laughed with her, and made her feel joy. She played spoons for them, played pranks on them—she felt loved.

*Gigi and her hospice aide, ▶  
Aleisha Roznowski*

*L-R: Aleisha, Smitty, Gigi,  
and Cynthia.*



“

I just can't imagine...I don't want to think about what it would have been like without the Hospice of Michigan support. As much comfort as they gave her, they gave us. Without them, it would have been so much harder and so much lonelier.”

— CYNTHIA, GIGI'S DAUGHTER-IN-LAW





# Utilizing Technology to Advance Hospice Operations in Michigan... and Across the Nation

In less than three years, NorthStar Solutions Group has become the recognized leader in hospice-focused triage and management services solutions.

This reputation stems not only from the depth, strength and experience we've cultivated over 40 years as experts in improving access to care, but is evidenced from the growing stable of not-for-profit partners who have enlisted the resources of the NorthStar Solutions Group.



NorthStar Triage has become the go-to partner to help not-for-profit hospices deliver the promise of 24/7 care and remain viable and competitive in the communities they serve.

ANNUALLY SERVE  
MORE THAN

264,000+  
incoming calls

370,000+  
outgoing calls

634,000+  
total calls

SUPPORTING

7,000+  
average daily census

CONTACT CENTER STAFF



50+  
Triage RN's



8  
Management Staff



20+  
Care Coordinators

LICENSED IN



39  
states

SUPPORTING



11  
Electronic Medical  
Records



26  
Triage  
Partners



Throughout 2021, a growing number of not-for-profit hospices have sought the support of the NorthStar Solutions Group's deep pool of technology-based resources to help them survive and thrive amidst the challenges of a market dominated by for-profit competitors.

This growth has been organic and fast-paced, as each interaction - whether it be a presentation to a prospective partner or the fulfillment of a contracted service - leads to another opportunity to share ideas and strengthen our network.

Perhaps most validating are the expanded relationships with NorthStar Triage partners who are now leveraging the resources NorthStar Technology and NorthStar Consulting to further increase efficiencies, improve patient care delivery and lower the cost of operations. These deepening relationships are an indication of value the NorthStar Solutions Group provides to sustain the not-for-profit hospice mission.

**32** Technology & Consulting Partners

**17** States + Washington D.C.



## The Need is Apparent

### DEMONSTRATIONS REQUESTED

**19**

organizations

**4**

additional states

### MANAGEMENT SERVICES PROVIDED

Triage • Custom Applications • Best Practice Analysis • Pediatrics  
Business Intelligence/Business Analytics • Full IT and EMR, including Help Desk  
Quality Assurance and Survey Preparedness • Palliative Program Development

## NorthStar Solutions Group Partnership Revenue Reaches New Heights

**\$350,000+**  
**2019**

**\$800,000+**  
**2020**

**\$1,800,000+**  
**2021**

The challenges of the pandemic continued to push fundraising efforts in new directions, inspiring the support of donors – old and new – to help the organization meet and exceed our goals.

---

**TOTAL FUNDS RAISED**

**\$4.8 million**

Exceeded the 2021 fundraising goal

---



**27 ESTATE GIFTS**



**20 ESTATE GIFTS**



**7 ESTATE GIFTS**

Estate gifts provide a promise of future funding, securing financial stability for years to come. We are grateful to be entrusted with stewarding these gifts.



**5 NEW FAMILY FUNDS**

**ANNUAL FUND**

**RAISED**

**\$1,273,727**

▲ **3% vs. 2020**

Gifts from Memorial Donations, Appeals, Newsletters

**FULFILLED**

**218** Quality of Life Requests

The Quality of Life Fund exists to meet non-recurring, unmet needs of patients and families. These basic necessities can have an immeasurable impact on a patient's quality of life, but are not covered by insurance or other resources.

# New Opportunities. New Connections.

Grant support is a vital component of our philanthropic efforts. Funds from grants are instrumental to help launch innovative programs designed to transform how care is delivered.

In addition to grants from many long-time supporting foundations, exciting new relationships were cultivated in 2021 with local community organizations that resulted in new sources of funding.

## NOTABLE 2021 GRANTS

BLUE CROSS BLUE SHIELD OF  
MICHIGAN FOUNDATION++

MANISTEE COUNTY  
COMMUNITY FOUNDATION\*

THE BROOKBY FOUNDATION++

OTSEGO COMMUNITY FOUNDATION\*

CHARLEVOIX COUNTY  
COMMUNITY FOUNDATION\*

LULA C. WILSON TRUST++

COMMUNITY FOUNDATION OF SE MICHIGAN:  
RALPH C. WILSON LEGACY FUND

*\*New funding relationships*  
*++ Grants to support NorthStar LINC*

Grant support has been the single most important source of funding for NorthStar LINC (formerly called wE-Connect), the revolutionary caregiver support tool that promises to represent the future of hospice care.

## A bed when needed most



Facing a shortfall for Medicaid Room & Board funding, the community – including a \$20,000 gift from the Redies Foundation – responded, raising **\$90,000** to ensure Medicaid patients had access to quality in-patient care at *The Residence of Arbor Hospice*.



# A (cautious) Return to In-Person Events

Seizing the opportunity to safely host in-person fundraisers, four exciting events engaged donors in three communities.



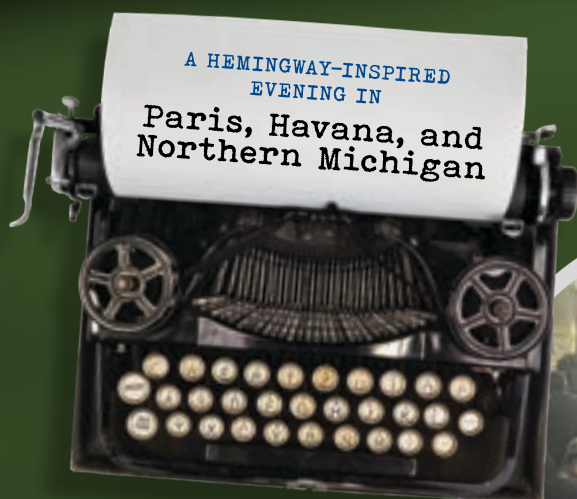
## HEROES FOR ARBOR HOSPICE

June 22, 2021 • Eagle Crest Golf Club • Ypsilanti

Proceeds supported *The Residence of Arbor Hospice*



*More than 100 golfers supported The Residence of Arbor Hospice on a picture perfect day for golf.*



## HEMINGWAY

September 24, 2021 • Traverse City

September 25, 2021 • Alpena



*Nearly 200 people attended these unique events, raising in excess of \$50,000 in support of our Open Access mission.*





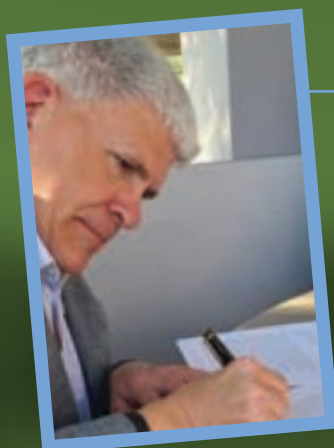
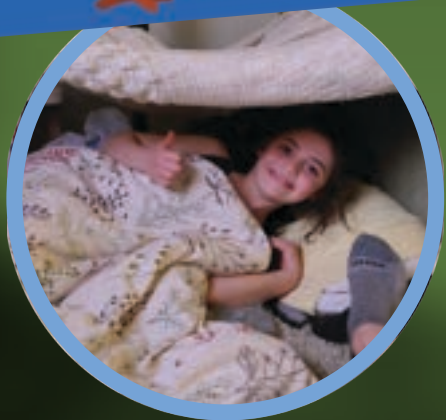


## MAX'S BIG CAMP OUT

March 27, 2021 • Virtual

To benefit *Jo Elyn Nyman Anchors Programs for Children*

Following the lead of Max, an 11-year old British boy raising money for the local hospice that cared for his neighbor, this virtual fundraiser to support Jo Elyn Anchors Programs for Children featured a variety of fun family activities. Before the last (virtual) campfire was extinguished, more than \$30,000 was raised.



*James B. Fahner, MD, signs a letter to Duchess Kate reflecting on our commitment to providing pediatric hospice services and reporting on our Max's Big Camp Out to benefit Jo Elyn Nyman Anchors Programs for Children.*



## DOLORES BOS CRYSTAL ROSE SOCIETY FOR LIFETIME GIVING

### 2021 NIGHT OF HONOR

September 8, 2021 • Cascade Hills Country Club

The 2021 Night of Honor recognized the extraordinary giving of individuals, foundations and companies whose generosity has exceeded \$50,000.

This inaugural event welcomed two new members to the ***Dolores Bos Crystal Rose Society for Lifetime Giving*** and provided the opportunity to thank Lawrence D. Bos, Sr. and his family for their \$1 million gift to establish the ***Dolores Bos Family Caregiver Support Fund***.



# \$1 Million raised for wE-Connect

## USING TECHNOLOGY TO ENRICH THE HOSPICE EXPERIENCE

Always at the forefront of innovation, the roots of **wE-Connect** - to be re-branded as **NorthStar LINC** in 2022 - were already in development when the COVID-19 pandemic first hit. While quickly getting tablets in patients' hands in 2020 to facilitate virtual visits, we were already employing technology that would anticipate the changing needs of patients and caregivers.

Launching this custom app in 2021, which introduced real-time interactive tools, made all the difference to truly enrich the hospice experience.



### Collaborating with the Community to Ensure Success

Inviting donors and other influencers to take part in a series of roundtable discussions laid the groundwork for a unique fundraising collaboration. Inspired by the demonstration of this resource-rich custom application, participating community advocates identified several funding sources to accelerate development and bring this resource to the bedside.

*When loaded to a tablet, the app offers a virtual Contact Center experience with the click of a button*





Piloted in Grand Rapids throughout 2021, families using this custom app valued the instant access the virtual care team to get answers to their questions and concerns, rather than waiting for a nurse's availability to visit the home. The immediate response of the virtual team – whether by chat, video conference or callback – was a huge satisfier to family caregivers.

Family caregivers also appreciated the easy access to the well-organized information and resources loaded to the app. Having important information and education at the tip of their fingers helped caregivers feel confident and supported any time of day or night.



In December, the impact of this revolutionary app was featured in a 30-minute television special – **Lifeline of Hope** – broadcast on WOTV, Grand Rapids' ABC affiliate.

### More Access to Care

When **NorthStar LINC** is part of a care plan, patients and families have more comprehensive access to care than ever before. The combined support of their care team, the virtual team and the information and education available on the app means they are never alone.

## New in 2022: wE-Connect to become NorthStar LINC

This revolutionary technology will roll-out across the state in 2022 under a new name and look – **NorthStar LINC** – and is destined to become a critical necessity for patients and their families.





## CONTRACT SERVICES

# Enhancing Efficiency And Improving Response Time

The Contract Service Department launched several significant process improvements designed to enhance efficiency and reduce contract turn-around time including:

### Standardized contract

**templates** accelerate contract turn-around time. Templates provide significant value to the NorthStar Solution Group as they continue to create new partnerships.

### JitBit Help Desk ticketing

**system** tracks, categorizes and prioritizes all incoming emails to ensure appropriate and timely response.

### DocuSign for contract

**execution** provides an expedient way to verify electronic signatures, allowing the organization to confidently eliminate the need for paper documentation.

## FACILITIES OPERATIONS AND PROPERTY MANAGEMENT

### ► A MOVE IN MUSKEGON

The Muskegon team moved to a new location, well-positioned off of US-31 in a high-traffic community. Renovated to reflect Hospice of Michigan's professional image, the new space offers a smaller, yet more thoughtful and efficient footprint for the clinical team and for volunteer and community engagement.

### ► A REFRESH IN LUDINGTON

A renovation to the Ludington office yielded additional usable square footage to better serve the needs of the clinical team and a refreshed look.

### ► A NEW OFFICE IN CHARLEVOIX

The opportunity to meet the need for quality hospice care in northwest Michigan prompted the opening of a new site in Charlevoix. This new office is located in the heart of downtown in an established professional building.

## FINANCE

### STATEMENT OF REVENUE AND EXPENSE

Twelve months ending December 31, 2021

|                         |                     |
|-------------------------|---------------------|
| TOTAL PROGRAM REVENUE   | \$ 84,036,723       |
| CARES ACT REVENUE       | \$ 2,102,850        |
| PROGRAM EXPENSES        | ( \$ 81,399,122 )   |
| <b>OPERATING INCOME</b> | <b>\$ 4,740,451</b> |
| INVESTMENT GAIN (LOSS)  | \$ 775,830          |
| NET FOUNDATION INCOME   | \$ 3,640,334        |
| PHILANTHROPY PROGRAMS   | ( \$ 3,300,975 )    |
| <b>TOTAL NET INCOME</b> | <b>\$ 5,855,640</b> |

Continue to maximize cash flow by maintaining days outstanding in accounts receivable at or below 40 days.

### RESPONSIBLE. ACCOUNTABLE.

The NorthStar Care Community continued to successfully manage CARES Act Provider Relief Funding, ensuring compliance and all required reporting items were completed within the timeframe outlined by the federal government.

In the 4th quarter, our application for Phase 4 CARES Act funding was approved providing \$945,000 to be allocated in eligible rural locations and an additional \$1,387,000 to offset state-wide pandemic-related expenses.

# NORTHSTAR CARE COMMUNITY SENIOR LEADERSHIP



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



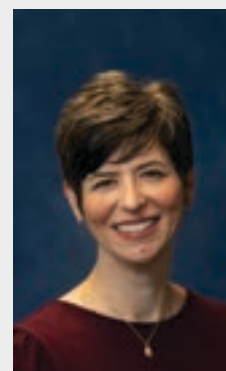
**PATRICK MILLER, RN, MBA, MHSA, FACHE**  
Executive Vice President  
Chief Operating Officer



**LEE ANN MYERS, CPA, CGMA**  
Executive Vice President Finance  
Chief Financial Officer



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



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

## BOARD OF TRUSTEES

Kurt Ludlow, *Chair*  
Brian Connolly, *Immediate Past Chair*  
Sandy Linden, *Vice Chair*  
Jane McNamara, *Secretary/Treasurer*  
Lawrence D. Bos, Sr.

Ruthann Brintnall, PhD  
Robert J. Cahill  
Michael Damstra  
Mark Drumheller  
John Evangelista

John Maurer, MD  
Khan J. Nedd, MD  
Christopher M. Prisby, CFA®  
Mary Sanders

## HOSPICE OF MICHIGAN AND ARBOR HOSPICE FOUNDATION BOARD

Christopher M. Prisby, CFA®, *Chair*  
Thomas P. Sarb, *Immediate Past Chair*  
LeeAnn Clay, *Vice Chair*  
June Hamersma\*, *Founding Chair*  
Robert J. Cahill  
Eric Canvasser, CPA, MST  
Jordan Carson  
Ryan Duffy  
James B. Fahner, MD, FAAP

Alice Hughes Forrest, LMSW  
Robert Gillette  
Kathleen Griffiths, MSW, MPA  
Sean Guitar  
Marcie Hillary  
Jason Hover  
Joseph M. Infante  
Melissa Jagst, CPA  
Patricia Adanti-Joy  
Mike McCarthy, CPA, CFP, MST

Patrick Miller, RN, MBA, MHSA, FACHE  
David Morrison  
Lee Ann Myers  
Michael J. Paletta, MD, FAAHPM  
Nancy Philippart  
Marc Rosenthal  
Michael TerHorst  
Deborah Bratkovich Thompson  
Steve Wade

## THE NORTHSTAR QUALITY BOARD

John Evangelista, *Chair*  
Lee Ann Myers, *Treasurer*  
Richard Laurin, *Secretary*

Robert J. Cahill  
Brad Killaly  
Michael J. Paletta, MD, FAAHPM

Elizabeth Rocha, RN, BSN, CHPPN  
Mary Jo Smith  
Carolina Typaldos

*\*In Memory Of*



# northstar

Care Community

