



HOSPICE
BY THE BAY

Caring for Generations

ANNUAL REPORT 2007-2008



BUILDING *on* OUR LEGACY *through*
TRANSITION, INNOVATION, *and* GROWTH

Serving MARIN, SAN FRANCISCO, NORTHERN SAN MATEO, *and* SONOMA COUNTIES

SENIOR LEADERSHIP TEAM**President & CEO**

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Kitty Whitaker, RN, MS, CHPN

Chief Financial Officer

Justin Green, MBA

Chief Information Officer

Ramin Behravan, MA

Medical Directors

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Alan Margolin, MD

Director of Clinical Outreach

Sandee Wishon, RN, MS, CHPN

**Director of Communications
& Community Relations**

Erin Henke

**Director of
Foundation Operations**

Janet Evans

Director of Human Resources

Liz Adamson

**Director of Quality Management
& Special Programs**

Rhonda Fisher-Brown, LCSW

**Director of Staff Excellence
& Projects**

Shelley Truett, RN, MSN, CHPN

*Report from* **PRESIDENT & CEO** Sandra Lew

Overall, FY2007-08 was an historic year for Hospice By The Bay and Foundation as we moved smoothly through a leadership transition and cared for the largest number of patients and families in our history. To better serve our communities, we continued to enhance the Team-approach to care

that we offer 365 days a year to those who need us, while creating new programs to meet those needs. At the same time, through the generosity of community and corporate supporters like you, we made strides toward building a secure, sustainable, and healthy future at home for Hospice By The Bay. Here are some details about these accomplishments:

After the retirement of founder Mary Taverna in March 2008, I was appointed Hospice By The Bay and Foundation's President and CEO by Hospice's Board (*see our photo on the front cover*). During this time, the number of patients and family members in our care grew to more than 300 each day, including an increase in pediatric patients. Our dedicated staff worked tirelessly to meet the growing need, always making quality care and access to care their priorities. Additions to our clinical operations also included improvement of our electronic medical records documentation, to provide our team members with the best and most complete information as they cared for patients and their families.

To ensure that we can meet patients' and families' needs in the future, Hospice formed a staff Public Policy Committee to take action against legislative threats to hospice care on the national and state levels. We were also honored by our community's generous philanthropic support, especially from those who remembered us in their estate plans through charitable bequests. Your support allowed us to achieve two of our goals from the previous fiscal year: to begin to pay down the mortgage on our main office in Larkspur and to create the financial reserves essential to keeping Hospice secure during uncertain economic times.

As members of the community we serve, we hope you'll take a moment to review this report on how we're fulfilling our compassionate mission and caring for your neighbors, friends, and loved ones. We are proud to be of help to you and everyone in our community during difficult times.

*"Knowing that your
24-hour assistance
was only a phone call
away gave me great
peace of mind"*

**~ a thankful
Hospice family**

SERVICES & PROGRAMS

When families are facing serious illness, Hospice By The Bay provides the medical, practical, emotional, and spiritual care and guidance so vital at the end-of-life. Our support enables patients to live their last days in comfort, with dignity, in their home of choice, surrounded by those they love, while helping caregivers and loved ones feel confident and supported during this difficult time. Culturally sensitive patient care is available in homes, skilled nursing facilities, residential care facilities, or hospitals through intermittent visits by Hospice By The Bay staff and volunteers. Our caring team is also available by phone 24 hours a day, seven days a week, to answer questions or help with a crisis. Programs are funded through health care reimbursement and financial donations from community members and businesses, ensuring that the highest quality end-of-life care and grief support are available to patients and their families regardless of their ability to pay.

NURSING CARE to manage pain, ease physical symptoms, and attend to medical needs.

PALLIATIVE CARE to ease pain and increase comfort and quality of life for patients of every age who are living with a life-limiting illness.

COUNSELING AND PRACTICAL SUPPORT to help patients and families cope with end-of-life issues — available from the moment a loved one is diagnosed to after the patient's death — and provide information about community resources and services.

HOME HEALTH AIDES to assist with personal care and other day-to-day assistance.

INTERFAITH SPIRITUAL SUPPORT to offer comfort and guidance.

TRAINED VOLUNTEERS to provide comfort care, practical assistance, and companionship.

GRIEF SUPPORT to help all family members, children and adults, cope with feelings of grief and loss. Counseling is available in English and Spanish. Children and teens receive specialized counseling that addresses the unique way young people cope with loss.

PEDIATRIC PROGRAM offers family-centered hospice care for children with life-threatening illnesses or conditions.

AIDS CASE MANAGEMENT PROGRAM offers in-home care for Marin County residents disabled by HIV/AIDS.

COMMUNITY EDUCATION about hospice care, end-of-life issues, and planning for future healthcare decisions, including a comprehensive web site and lending library.

INSERVICE EDUCATION for local organizations' staff members caring for patients at the end of life and their families.



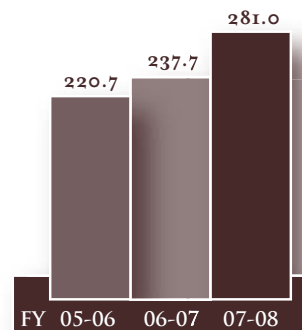
“I will always give the highest praise to my friends or relatives for Hospice. It was a blessing for me and my family to have the help, guidance, and support of Hospice during my husband’s last days. Hospice enabled my husband to pass away peacefully.”

~ a grateful spouse

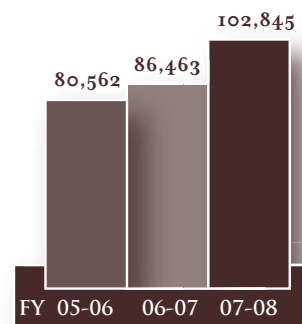
2007-08 ACCOMPLISHMENTS

- Cared for the highest number of patients in Hospice By The Bay history. Our census reached an average of 281 patients each day — a total of 1,741 patients and their families during the year.
- Expanded care in Sonoma County through the acquisition of VITAS Innovative Hospice Care® of the North Bay in Petaluma. An additional 30 patients each day benefited from Hospice By The Bay’s care.
- Formed fourth Hospice clinical team in Marin to meet the needs of increased numbers of patients and families in care.
- Expanded weekend coverage in all sites to ensure admissions seven days a week.
- Increased services in San Francisco, which included a move to a larger space at 1902 Van Ness Avenue and expanded children’s grief counseling in schools.
- Patients and families benefited from the highest number of volunteer direct service hours ever — 900 hours — during a single month.
- In partnership with their families, provided pediatric hospice care for three children with life-limiting illnesses on average each day during the year. Provided neonatal hospice care and attended the hospital birth with the first family to request this specialized support.
- Ten families — 12 children and 12 parents who were coping with the loss of loved ones — received grief support at Hospice’s Family Bereavement Camp.
- Supported by a grant, we created a community education program on advance care planning, *My Life, My Choices*, and offered 12 presentations reaching more than 200 community members in Marin, San Francisco, and Sonoma counties.
- Enhanced electronic medical records documentation to improve communication between clinical team members, as well as the continuity of patient and family care. Partial grant funding for the project came from The Bothin Foundation.
- The AIDS Program in Marin received kudos for leadership as a model program from the County Department of Health.

AVERAGE NUMBER OF PATIENTS CARED FOR EACH DAY



OVERALL DAYS OF CARE PROVIDED



DIAGNOSES OF PATIENTS IN CARE

Non-cancer related:	61.4%
<i>(includes Debility; Failure to Thrive; Dementia and Cerebral Degeneration; Heart)</i>	
Cancer-related:	38.6%

BEREAVEMENT

Provided support to 729 adults and children through individual and group grief support and counseling.

“All Hospice personnel displayed a deep sense of commitment and an understanding of the emotional hardships faced by family members and have a compassion that sets them apart.” ~ an appreciative Hospice family

NEW INITIATIVES

- Hired a second, full-time Medical Director, Dr. Molly Bourne, to provide medical oversight to the Sonoma office, with overlap in Marin and San Francisco. Two full-time medical directors provide increased medical support to staff and communication with referring physicians.



Molly
Bourne, MD



Alan
Margolin, MD

- Received a 10-year grant to host additional children and teens, free of charge, at an annual, grief support summer camp, Camp Erin™ Oakland/Bay Area. The Moyer Foundation grant helps defray some costs to help campers, ages 6-17, learn to cope with the loss of a parent, loved one, or friend.
- Ten Hospice staff members were trained to teach health professionals in the nationally recognized End-of-Life Nursing Education Consortium curriculum, through a grant from the Mount Zion Health Fund's Dr. Robert T. Mendle Memorial Nursing Education Fund. The trainers then began teaching all Hospice clinical staff these high-quality care standards and methods.
- Implemented a web-based scheduling system for part-time clinical staff to improve efficiency and coverage of all shifts.
- Implemented the Transdisciplinary Model of care into our general operations to incorporate increased accountability of all disciplines on the Hospice Team.
- Improved access and admission to hospice care through an admissions performance improvement project and staff training.
- Implemented comfort care medications upon admission for all patients, anticipating and improving new patients' pain and symptom management.

PROGRAM PARTNERSHIPS

- With grant funding from To Celebrate Life Breast Cancer Foundation, we provided additional and specialized care to more than 40 breast cancer patients.
- Continued palliative care collaboration with Marin General Hospital.
- Developed a collaborative program with Novato Community Hospital, Sutter's Advanced Illness Management program, and Sutter Visiting Nurses Association & Hospice, with palliative care provided by Hospice By The Bay.
- Contracted to provide after-hours nursing support for seniors in San Francisco residential buildings operated by On Lok, Inc., a non-profit that supports frail elders in the community.
- With the Alzheimer's Association of Northern California and Nevada, Hospice hosted two public education programs in Marin on late-stage Alzheimer's Disease.



"It really helps to talk with other kids who have gone through a loss. You don't feel so alone."

~ 2007 Bereavement Camper

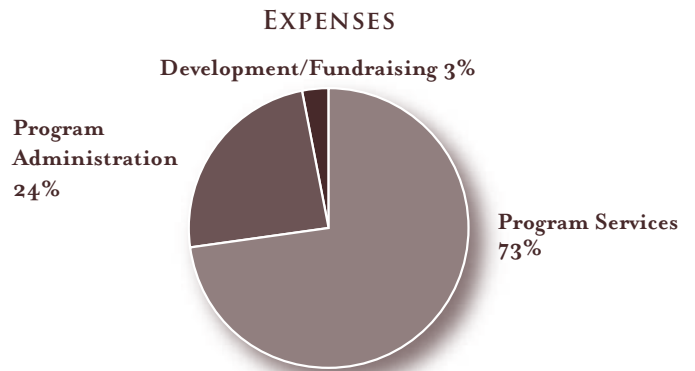
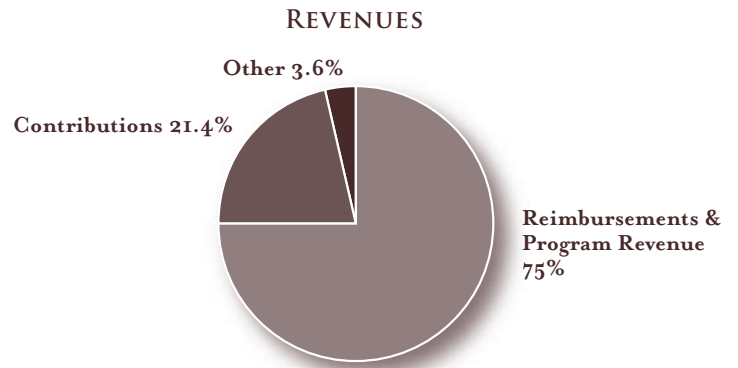
CONSOLIDATED FINANCIAL STATEMENT / FISCAL YEAR 2007-08

REVENUES

Reimbursements & Program Revenue	\$21,018,129
Contributions	
Donations	\$1,620,001
Planned Gifts	\$3,542,253
Grants	\$314,012
Events	\$514,431
	<hr/>
	\$5,990,697
Other	
Investments Earnings	-\$28,742
Retail Sales	\$578,635
Lease Income	\$470,112
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	\$1,020,005
Total Revenues	\$28,028,831

EXPENSES

Program Services	\$17,002,622
Program Administration	\$5,644,044
Development/Fundraising	\$769,901
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	\$23,416,567
CHANGE IN NET ASSETS	\$4,612,264



Hospice By The Bay is currently balancing several financial goals:

- Investing in programs to expand the depth and breadth of our service to patients and families.
- Building sufficient reserves to ensure continuity of patient and family services during economically challenging times.
- Establishing a debt-free permanent home to better meet community needs for generations to come.

The 2007-08 audit reflects a \$4.6 million change in net assets; non-cash items accounted for \$500,000 of the net change. Charitable bequests totaled \$3.5 million, of which \$1.4 million was restricted to program services. The remainder of the cash balance was used to retire the second mortgage and reduce the first mortgage debt, thereby making additional funds available for direct care and services for patients, families, and the community. The complete, audited Hospice By The Bay financial report is available by request.

Hospice By The Bay is deeply grateful for the many charitable bequests made this year to support our work. One generous gift was from the estate of John Blamey, San Francisco. His friend said, "John wanted to make a difference. He was resolute that everyone should have access to the same compassionate care that he received from Hospice."

FOUNDATION PROGRAMS

EVENTS

LOOKING GOOD! LUNCHEON & FASHION SHOW

Haute couture, hats, and a gourmet lunch to benefit Hospice By The Bay

OPEN HEARTS, OPEN HOMES EICHLER HOME TOUR

To benefit Hospice, a two-day tour of architecturally important homes in Marin

HOSPICE BY THE BAY ANNUAL BALL

Our annual black-tie gala, the premiere Hospice fundraiser

CELEBRATION OF LIGHTS

Annual winter holiday lighting ceremonies to honor and remember loved ones

CARING THROUGH COOKING SERIES

At this benefit for Hospice, participants prepared and enjoyed seasonal foods

HIT THE ROAD JACK

A 10K walk/run in Sonoma to benefit Hospice and the Boys and Girls Club

ESTATE PLANNING SEMINARS

Free community education on topics regarding estate planning

SERVICES OF REMEMBRANCE

Interfaith, community memorial services to honor the memory of loved ones

HOSPICE GIFT WRAP

Annual gift wrapping services provided by Hospice volunteers

RETAIL OPERATIONS

HODGEPODGE THRIFT STORE, 910 Lincoln Avenue, San Rafael

HODGEPODGE II THRIFT STORE, 910 Grant Avenue, Novato

HOSPICE USED BOOK ROOM, Book Passage, Corte Madera

HOSPICE USED BOOK CART, Book Passage, Ferry Building, San Francisco

GRANT & FOUNDATION PARTNERS

Anonymous

Bank of America

The Bothin Foundation

First 5 Marin Children and
Families Commission

Frank A. Campini Foundation

Frank Howard Allen Realtors Fund

The Carl Gellert and Celia Berta
Gellert Foundation

George H. Sandy Foundation

Gerson Bakar Foundation

The Grey Family Foundation

Hilltop Group Charitable
Foundation

John Brockway Huntington
Foundation

The Jones-Smith Foundation

Marin Charitable Association

McKesson Foundation

Mount Zion Health Fund's
Dr. Robert T. Mendle Memorial
Nursing Education Fund

The Moyer Foundation

The Nason Family Foundation

Norman Raab Foundation

Pfizer Foundation Matching
Gift Program

Quigley-Hiltner Fund

Robison Family Foundation

The Ruth E. Raskin Fund of the
Jewish Community Foundation

Sanderson Family Foundation

Hospice By The Bay & Foundation VOLUNTEER SERVICE

Active Volunteers: 741

Donated Hours:

Direct Care 7,993 hours
(10% of total patient care hours)

Administrative 2,173 hours

Foundation 16,870 hours

**Equivalent Value
in Avoided Costs:** \$490,052



Hospice Hodgepodge Thrift Store in San Rafael celebrated the 25th anniversary of its founding by community volunteers, including Gee Kampmeyer, Evie Fox, and Glea Wiley.

The Schultz Foundation

Speedway Children's Charities/
Infineon Raceway

Springcreek Foundation

T. B. Walker Foundation

Theodore Rosenberg Charitable
Foundation

To Celebrate Life
Breast Cancer Foundation

Toole Charitable Foundation

The William G. Gilmore
Foundation

William G. Irwin Charity
Foundation

William H. Donner
Foundation, Inc.



HOSPICE BY THE BAY

Caring for Generations

ANNUAL REPORT 2007-2008

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Stephen A. Thal, *Chair Emeritus*
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through March 2008
Sandra Lew, LCSW, *President & CEO*
from April 2008

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through March 2008
Sandra Lew, LCSW, *President & CEO*
from April 2008

MARIN

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Larkspur, CA 94939
(415) 927-2273

SAN FRANCISCO

1902 Van Ness Avenue, 2nd Floor
San Francisco, CA 94109
(415) 626-5900

SONOMA

190 West Napa Street
Sonoma, CA 95476
(707) 935-7504

www.hospicebythebay.org

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Larkspur, CA 94939

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HOSPICE BY THE BAY

January 2009

Dear Hospice By The Bay Supporter:

As caring members of our Hospice community, you were chosen to receive our Annual Report for FY2007-08 so that we can share with you the many ways we served patients and families. This letter updates you on some noteworthy accomplishments, activities, and changes that have occurred in the past six months.

First, toward the goal of making hospice care available for everyone, we continued our grass-roots campaign to stop a reduction in funding for the Medicare Hospice Benefit. Though the reduction took effect in October, we will keep working to make hospice care accessible to all.

With the help of grants, our community partners, and your donations, we have continued to offer hospice care to more families by expanding our programs:

- We hosted our first, annual Camp Erin™ Oakland/Bay Area in August 2008, helping 47 children and teens learn to cope with the loss of a loved one, *at no charge to their families*.
- Our innovative Art & Grief Program offered therapeutic activities to disadvantaged San Francisco youth in classrooms and at our office, thanks to a grant from the Cleo Foundation.
- We received a grant from the Hillblom Foundation to support open access to hospice care in Sonoma County, allowing us to care for more patients who are seriously ill.
- Hospice was the beneficiary of the RCP Tiburon Mile Open Water Swim, which raised nearly \$100,000 for programs and services.
- In November, we launched a collaborative program at Novato Community Hospital with our Sutter Homecare partners, allowing us to offer more seriously ill patients our unique comfort care and expertise in pain management.
- Grant funds helped us continue training staff in a nationally recognized, end-of-life curriculum.

Additionally, as of January 1, 2009, Hospice By The Bay and Foundation merged into a single entity, governed by one Board of Directors. This streamlines our governance for greater efficiency.

We appreciate your trust in our stewardship of this organization — trust that you show through your referrals, support, and financial donations. Our thanks and gratitude.

Best wishes for a healthy and prosperous 2009,

Sandra Lew, LCSW, *President and CEO*