Hospice care – it’s all about people – patients, families, our staff, and you.

Every year at this time, we reflect on the message we want to share with you in our Annual Report. While this report is meant to provide you with a business overview, there are many poignant stories (see page 3) that illustrate how we have impacted the lives of so many in our communities. Our ability to create impact is because of you and your generosity.

This past fiscal year has been one of substantial growth. **We served 100 more patients each day than we did the previous year.** We are also adding programs that address the emerging needs to reach even more people that can benefit from our care. Two of our newest are:

- We have expanded our **Pediatric Palliative Care Program** to Alameda County to care for low income families that have a child with a life-limiting illness.
- We are working to expand our in-home **Palliative Care Program.** Research shows that palliative care interventions, 1–2 years prior to hospice eligibility, can improve healthcare outcomes and reduce hospitalizations.

We are extremely proud to be leading this organization at this time. Hospice by the Bay is a well-run operation that remains responsive to the needs of our communities. Maintaining the balance between running a business and staying committed to our mission is a responsibility that we take seriously. Building reserves in response to unforeseen events in the healthcare environment allows us to operate without distractions and anchors us as an organization.

We believe that our community should expect nothing less from us. Counting on one another ensures that when someone in our community needs compassionate care, we will be here for them.

Our sincere thanks,

Kitty Whitaker, RN, MS  
Chief Executive Officer

Kenneth Meislin, Chair  
Board of Directors
In the past year, we experienced 21% growth in the number of patients we served. We realized an operating surplus of $8.9M due to a substantial increase in the number of patients served and the reduction of overhead expenses and improved operational efficiency.

The reinvestment of this surplus moves our Strategic Initiatives forward which include:

- Replacement of our Electronic Medical Record system which enhances patient care by:
  1) improving our efficiency in meeting compliance and reporting requirements, and
  2) improving our communications with UCSF and our other major referral sources. Cost: $3 - $3.5M,
- Earmarking $1.8M for our Community Investment Programs which furthers our vision of:
  - Providing comprehensive hospice and palliative care to all who need us,
  - Removing barriers to accessing care so that no one is turned away due to lack of resources,
  - Meeting the projected growth for services, and
  - Reducing the overall cost of healthcare while improving patient outcomes.
- Expansion of our operational infrastructure due to growth. Cost: $1.0M,
- Implementation of compensation adjustments to attract and retain staff in a competitive market. Cost: $1.0M, and

Maintaining adequate reserves ensures that our focus will always be on quality care.

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 450, offering 32,849 hours of support. The dollar equivalent of their generous gift of time was $865,243.
Whatever your circumstance, Hospice by the Bay provides responsive patient centered care - every day

If you are living at home with your spouse and children, like Daniel

Daniel was managing a successful business and raising a family when he was diagnosed with a serious illness. His wife had heard of hospice, so she called us right away.

- Our admission nurse answered their many questions.
- The social worker helped them prioritize what they wanted in place financially.
- One of our hospice physicians contacted Daniel’s doctor who knew his health history.
- The grief counselor gave them guidance on how to talk to their two children, ages 13 and 15. Their boys would receive support before and after Daniel’s death.
- The spiritual support counselor helped Daniel write letters to his children to be opened on the day that each of them graduated.

Daniel was heartened to have this small way to remind them that he loves them and will always be with them.

If you are living with a parent and siblings, like Makayla

Makayla loved school. Her 13-year-old spirit was bigger than both her wheelchair and the disabling condition that she had lived with since birth. When she began having more difficulty breathing, she was admitted to our Pediatric Palliative Care Program.

- Our nurse addressed her medical needs.
- The social worker listened to Makayla’s frustration over missing school and her friends.
- The social worker set up a meeting with the school nurse. Makayla’s mom, a single, working mother of three, was overwhelmed and had no idea what Makayla’s school options were.

To her mother’s delight, Makayla was able to attend school two days a week and receive home instruction on the other days. She once again could hang out with her friends like other 13-year-olds.
Hospice by the Bay is committed to providing care in ways that are meaningful to our patients and their loved ones. From coordinating care so a patient living alone can remain in their home to addressing the unique needs of a pediatric patient, we offer programs and services that are respectful of and responsive to each of our patient’s wishes and values.

If you are living alone, like Sam

When Sam became a patient of ours, his wish was to stay in his rural cabin. It had been his home for over 45 years. He moved there for the view of the redwood trees.

- Our social worker helped him receive caregiver assistance through our Caregiving Funds since Sam had no support system. She also arranged help from other agencies.
- Our hospice aide visited to ensure that Sam’s personal care needs were being met.
- A volunteer visited and ran errands for him.
- Our nurse knew that a hospital bed would make Sam more comfortable when he became bedbound. She suggested they put it in the living room across from the picture window.

Sam spent his final weeks safe in his cabin, still enjoying his favorite view.

If you are living in a nursing home, like Robin

With her only family being her 90-year old sister living across the country, Robin knew that when her own health declined, she would need to go into a nursing home. Robin received good care there but once she became bedbound, it was hard for her to keep her spirits up.

- Our social worker listened to Robin’s sadness over her failing eyesight which kept her from her favorite pastime – reading.
- A volunteer started coming several times a week to read to her.
- Our nurse visited and noticed how Robin’s mood was brighter.

Robin was so excited to share about how much she loved chatting with the volunteer about their favorite authors.

If you are coming home from the hospital, like Lisa

Over the course of her cancer therapy, Lisa developed an infection that sent her to the hospital. Once her situation stabilized, she was nervous about treating the infection at home.

Lisa was not yet eligible for hospice so she received care from our Palliative Care in the Home Program.

- Our nurse met with her before she left the hospital. He assured her that he would teach both her and her husband how to administer the antibiotics.
- A resource nurse responded to Lisa, who called in the middle of the night, and helped her address some side effects.
- Our spiritual support counselor talked with Lisa about her fears of a relapse if she became more active.

As Lisa felt more confident in managing her own care, she slowly got back to gardening and hiking with friends. Her husband was happy to see his wife again enjoying the things she loved.

Note: These are typical patient profiles based on actual cases with identifying information changed to honor confidentiality.
“TMI is Good” Advertising Campaign

Hospice by the Bay received two top awards from Modern Healthcare and Advertising Age magazines for its innovative consumer advertising campaign.

The magazines’ Marketing IMPACT Award recognizes organizations that promote health, deliver high quality, accessible and affordable healthcare, and help organizations grow.

HBTB received the gold award in the category “Digital Campaign of the Year” and the silver award for “Integrated Campaign of the Year.” The awards recognized our off-beat campaign, “TMI is Good,” which advocates for families and their loved ones to “Have the Conversation” about end-of-life issues.

The “TMI is Good” campaign rotated a series of advertisements using a digital platform as the primary method, as well as print advertising. Using the overall theme of “too much information,” attention-getting headlines such as “Nice Tushy,” “The Freak,” and “Birthday Suit” were used to engage viewers and readers.

“We ran this campaign as a community service,” explained Kitty Whitaker, CEO, “because we want everyone to have the conversation and complete an Advance Care Directive - and not wait until a loved one becomes ill. As a hospice provider for over 42 years, we know what a difference it can make if family members know each other’s wishes in advance.”

“This advertising campaign was unconventional by design. We know that this is a subject most people don’t want to talk about, so we decided it was time to do something to grab their attention. This award validates that we are on the right track.”
Community and Corporate Donors Make All the Difference

We are deeply grateful for our community’s financial support. The following individuals and businesses were especially supportive during the Fiscal Year July 1, 2015 – June 30, 2016. A complete list of donors can be found at www.hospicebythebay.org. **Legacy Gift

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www.hospicebythebay.org
Your ongoing support....touches people’s lives in profound ways – beyond standard hospice care.

**In the past year, we:**

- Provided $293,661 of caregiving support services to 394 patients so they could receive care in a safe environment. This is a 38% increase in the number of patients who needed this type of assistance over the previous year.

- Sent 51 kids to Camp Erin so they could learn to express their grief and cope with the loss of a loved one.

- Increased the number of Art & Grief Support groups in the schools which give students who have lost someone, frequently through violence, the support they need to heal from significant loss. We served 60% more children - 53 this past year over 32 the previous year.

- Provided 85 children, who are living with a life-limiting illness, support services under the Pediatric Waiver Program. We are the second largest provider of the program in California. Pediatric patients who receive coordinated home-based care have improved quality of life and reduced number of hospital stays.

- Ensured that 428 members of the community could access grief support services even though they did not have a family member in our care.

**GRANTORS AND FOUNDATIONS**

The investment made by our foundation funders during the Fiscal Year July 1, 2015 - June 30, 2016 contributes greatly to our success.

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- The Frank A. Campini Foundation
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(as of 12/31/16)