Every year at this time, we enthusiastically look forward to the opportunity of sharing with you how Hospice by the Bay is responding to the needs of those we serve in our communities. It is because of you that we have had the fortunate opportunity to invest in innovative programs that bring value and comfort to our patients living with serious illness at home. We are deeply grateful to everyone who contributes to our donor-supported programs. Your generosity allows us to provide services from the heart for our patients and families.

As our health care landscape continues to change and evolve, it is essential to provide an expanded range of services to patients at home. Responding to the growing health care needs of people who wish to receive medical care at home must be our focus.

Many of us will continue to live well into our 80s, 90s and beyond. That means it will be necessary to provide care to a population of people who have medical needs that are not necessarily end-of-life specific. In the health care community, this is called Home Health Care. We embrace the idea of patients and families meeting us earlier on in their medical trajectory when they are more focused on rehabilitation and getting back to their normal lives.

In that regard, we recently acquired a small Medicare-Certified home health care agency in an effort to answer the need in our communities to provide home health care services. Our hospital systems treat thousands of individuals every year who require medical services focused on rehabilitation once they are discharged. We want to answer that need.

With your support, we continue to stay focused on what is truly important. Again, we thank you for your continued belief in Hospice by the Bay.

Our sincere thanks,

Kitty Whitaker, RN, MS
Chief Executive Officer

Kenneth Meislin, Chair
Board of Directors

Hospice by the Bay will not for one minute take its eyes off our primary service line of hospice care. Bringing compassionate and patient-centered care to those in our community is the mission and heart of this organization. We are proud of what we’ve built and will continue our commitment to bringing our specialized team approach to anyone who needs hospice care.

P. S. Beginning on page 3 see how we are developing innovative approaches to care for our patients.
In 2016-17, we experienced a 4% growth in the number of patients in our care. In that same time period, the number of low income and underserved individuals that we cared for through our donor-supported programs increased 300%. We realized an operating surplus of $13.4M. One third of this surplus is due to an anonymous gift of real estate (non-cash) that is restricted and cannot be sold. Another third of our surplus is attributed to investment earnings.

The reinvestment of our cash surplus moves our strategic initiatives forward which include:

- Earmarking $2M for our Donor-Supported Programs:
  - **Charity Care/Caregiving Fund** provides paid caregivers in the home or caregiver assistance to help patients with few resources and complex medical needs. This helps people remain in their home.
  - **Quality of Life Fund** provides the gift of connection and comfort. For those patients who live alone without a family or support system, items such as a fleece bathrobe or an iPod can brighten their day.
  - **Hospice Care Rooms** are homelike rooms in a facility or hospital where hospice patients who have serious symptoms that can no longer be managed at home can be placed. This offers the patient and visiting family comfort and ease during a difficult time.

- Acquisition of a home health care agency to increase our ability to provide skilled medical care for people in their homes as they recover from an illness or injury

- Investing in staff engagement, recruitment, education, and retention to remain one of the TOP Workplaces in the Bay Area

- Telehealth video conferencing capabilities to be used along with the regular visits we provide. This allows our doctors and nurses to spend more time with patients and less time on the road

- Infrastructure improvements to accommodate growth and expansion

Providing compassionate, patient-centered care to all in our community who need it is at the heart of our mission. We will continue to earn our reputation for bringing our specialized team approach to delivering quality hospice care to anyone who needs us while preparing to meet the health care needs of the future.
Our New Chief Medical Officer

In September, James Mittelberger, MD, MPH, FACP joined Hospice by the Bay as Chief Medical Officer. Dr. Mittelberger is a nationally-known expert in the field of hospice and palliative care. As Chief Medical Officer, he oversees medical quality and designs new clinical programs as the organization expands its services in the Bay Area.

“We are absolutely thrilled to have Dr. Mittelberger as part of our senior team,” says Kitty Whitaker, CEO. “He has had a stellar, 20-year career as a leader of some of the nation’s largest and most prestigious hospice and palliative organizations, has built countless patient care programs, and brings to us a breadth and depth of expertise that will serve our communities well. Importantly, he brings a deep, life-long passion for enhancing patient care and shares our mission of providing high-quality, compassionate care.”

“I have been working at a national level and am excited to now be working with a world-class, community-based organization such as Hospice by the Bay.”

“...I have been working at a national level and am excited to now be working with a world-class, community-based organization such as Hospice by the Bay. My goal is clear: to make patient care the best it can possibly be – not just medically, but the entire system of care.”

Dr. Mittelberger adds, “Hospice by the Bay has a vision to further enhance its already exemplary care for patients facing serious illness at home, to develop innovations in patient care, and to serve more people in the Bay Area. Given its strong reputation, dedicated team, and affiliation with an academic institution such as UCSF Health, it is poised to continue to be world-class. I am honored to be part of the organization.”

Telehealth

Implementing Video Conferencing Capabilities

By establishing video conferencing capabilities, our patients/families will experience increased satisfaction with improved access to clinical staff. We offer assistance to our patients and families 24/7 in a service region that covers five counties. Traffic in the Bay Area is heavy and video-conferencing allows our doctors and nurses to spend more time with patients and less time on the road. A percentage of our patients also have family members who live out of the area and real-time video conferencing enhances communications between our clinicians, our patients, and their family members. Used in conjunction with the regular visits that we already provide to our patients, video conferencing will have an enormous impact on patient care.

Video-conferencing can:

• Increase patient/family satisfaction due to a more timely response when an unexpected need arises
• Increase time that clinical staff can spend with patients because transportation time to and from patients’ homes will be reduced
• Increase and extend access to the expertise of our hospice physicians to more patients/families
Incare Home Health

A division of Hospice by the Bay

Incare is a full-service home health care agency that has recently been acquired by Hospice by the Bay as one of our service line divisions. The goal of home health care is to enable individuals to stay in the comfort of their own homes during times of illness, disability or recuperation.

About Incare

Incare is recognized as one of the Best Home Health Agencies in the USA based on clinical outcomes and re-hospitalization rates according to Medicare. Its record for preventing re-hospitalization ranks at the top of the home health services in the country. The agency is a leader in clinical outcomes according to Medicare Home Health Compare. In 2016, Incare Home Health Services was presented HomeCare Elite® Ten Year Winners Circle Award in recognition of Elite Performance for 10 Consecutive Years.

A wide range of specialized services is provided, tailored to meet the needs of every individual on a provider-to-patient basis. The staff also reinforces and supplements informal care by educating the patient’s family members and friends about the caregiving process. Incare Home Health Services include:

- Comprehensive Case Management
- Cost-effective Clinical and Disease Management Programs
- Rehab-Focused Programs
- Diabetes and CHF Management
- Pain Management
- Surgery Home Recovery
- Other Chronic Disease Management

A Supportive Affiliation

Moves our mission forward

Hospice by the Bay continues to benefit from our affiliation with UCSF Health. The mission of this affiliation is to provide the highest quality of care to patients receiving hospice and community-based palliative care services, while supporting patient families. Drawing on UCSF’s progressive expertise in the field of palliative care, we are developing the kinds of care that best address the needs of individuals living with chronic and serious illness. These services, which Hospice by the Bay delivers at home, are available well before the need for hospice care. As the need grows, we want a cost-effective means of ensuring that our community has access to palliative care.

UCSF is also well respected as an environment where medical professionals can learn and grow. UCSF’s Palliative Care Fellows can now train with Hospice by the Bay. A Palliative Care Fellow is a physician who has elected to spend a year working with our hospice teams. We show them how we honor patients’ choices about death and dying, always prioritizing comfort and dignity. In return, our patients receive more physician time and, through time spent with the Fellows, our staff is exposed to cutting-edge UCSF approaches to delivering expert palliative care. The addition of the Fellows is another way in which we maximize resources while our patients and the staffs of both Hospice by the Bay and UCSF benefit greatly.
Donor-Supported Programs

Hospice by the Bay’s Donor-Supported Programs offer services that go beyond our exceptional routine care. These are a few of the services that we offer to respond to the unique needs of each of our patients:

- **Our Caregiver Fund** helps those patients without a primary caregiver stay in their homes by helping to cover the cost of a paid caregiver. The fund can also be used to help pay for placement in a facility, if that is the best care option available.

- **Our Quality of Life Fund** gives the gift of connection and comfort — small things that make a world of difference to a patient who lives alone without family or friends — such as a CD player to provide soothing music, art supplies or a magazine subscription.

- **By the Bay Wishes** fulfills a patient’s final request. This could be an electronic tablet to communicate with a loved one who lives out-of-state, or covering travel costs so a patient can be reunited with a distant family member.

These programs reflect our commitment to touching people in ways that can have a remarkable impact at the end of their lives. It’s about providing cost-effective patient-centered care that comforts families, improves lives, and redefines hope.
We are deeply grateful for our community's financial support. The following individuals and businesses were especially supportive during the Fiscal Year July 1, 2016 – June 30, 2017. A complete list of donors can be found at www.hospicebythebay.org.
Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation

Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 400, offering 32,116 hours of support. The dollar equivalent of their generous gift of time was $845,935.

Grantors and Foundations

The investment made by our foundation funders during the Fiscal Year July 1, 2016 – June 30, 2017 contributes greatly to our success.

- William H. Donner Foundation, Inc.
- The William G. Gilmore Foundation
- Richard Grand Foundation
- Hilltop Foundation
- Kaiser Permanente Community Benefit
- Kelly’s Wishes Foundation
- Koret Foundation
- The Moyer Foundation
- Norman Raab Foundation
- Pacific Foundation for Medical Care
- The Nancy P. and Richard K. Robbins Family Foundation
- T. B. Walker Foundation