HOSPICE
BY THE BAY
Caring for Generations

ANNUAL REPORT 2006-2007

Building a strong future for
GENERATIONS
to COME

Formerly Hospice of Marin
Report from the 
Vice President of Clinical Operations Sandra Lew and Chief Medical Officer Alan Margolin, MD

In order to ensure that Hospice By The Bay offers the highest quality care to our patients and families, Clinical Operations invested in strengthening our staff and streamlining our procedures for greater quality, efficiency, and access to our services. These efforts were achieved through:

- the adoption of a comprehensive quality management program, which includes improved data gathering and analysis, and state and national benchmarking;

- implementing a new transdisciplinary model of patient care. Through cross-training across disciplines, Hospice team members, working with the patient’s physician, meet patient needs more immediately. Centralization of calls to a team of nurses in our Larkspur office also improves the efficiency with which patients and families can reach us 24 hours a day, 365 days a year;

- additional training for managers and staff, with additional resources allocated to our After Hours staff, ensuring a seamless transition in care anytime of the day or night; and

- increasing our reach in Sonoma County through the acquisition of a small hospice program, in order to respond to the unmet need for hospice and palliative care.

Without compromising the quality of care, we also adopted monitoring tools and negotiated contracts to help control costs and avoid waste in supplies and medications.

Enhancing the quality and effectiveness of our clinical operations this year not only helps us reach our financial goals, but supports our most important bottom line: offering the highest quality, most comprehensive hospice and palliative care, and grief support to the community.
Report from the President & CEO Mary Taverna

Since its birth in 1975, Hospice By The Bay has flourished to become a healthcare provider of great value and meaning to our community. Fiscal Year 2006-07 was a period of growth and strategic planning, building an even stronger organization to serve patients and families for generations to come.

In response to the ongoing expansion of our service area to fill the unmet needs of patients and families in Marin, San Francisco, Northern San Mateo, and Sonoma counties, we changed our name to Hospice By The Bay. Our new name better reflects our identity and role as a regional provider of hospice and palliative care.

We also responded to the increasing number of requests for our services, caring for individuals from age 4 months to 104 years, and serving an average number of patients each day that was 8% higher than 2005-06.

We’re especially proud that the quality of our care and operations continued to meet the standards for excellence of the California Health Accreditation Program, a major, independent accrediting body — an important requirement for Medicare funding eligibility.

Our Foundation’s partnership with the community helped us move toward fulfilling one of Hospice’s most important goals: raising the funds to make care available to all who need us for generations to come. Since part of that goal is having a permanent home for Hospice, the Foundation also initiated a capital campaign to retire the mortgage on our Larkspur building.

During this year’s strategic planning, we were fortunate to work with the Stanford Alumni Consulting Team, graduates from the Business School, who helped us identify strategic initiatives that would be important to implement as we move forward. A plan now underway incorporates many of those strategies, and will guide our future actions.
Hospice By The Bay Foundation is committed to the effective and careful use of the community’s support and investment in our work. I am pleased to report that the financial gifts — donated during 2006-07 fundraising campaigns, in memory of loved ones, or supporting special events — as well as thousands of hours of volunteer help, have allowed us to create new programs of care for patients and families, while helping us move toward long-term stability and sustainability.

To fulfill our goal to serve generations to come, Hospice By The Bay Foundation launched a major capital campaign to retire the mortgage on our Larkspur home. Dedicated members of the Boards of Directors and Trustees made generous financial contributions to kick-off this campaign. Other donors have enthusiastically supported this effort through outright gifts or multi-year pledges. In addition, we are charged with building the agency’s financial reserves, in order to lessen our vulnerability to government cost-cutting and other economic challenges.

Our partnership with the community was key to the success of our fundraising events. With a hardworking group of volunteers, we inaugurated Open Hearts, Open Homes, a weekend celebrating Marin’s historic Eichler homes. Our long-established events, the Hospice Ball in Marin, Looking Good in San Francisco, and the Celebration of Lights and Hit The Road Jack race in Sonoma, continued to connect us to the communities we serve.

Through our successful partnerships with foundations and grantors, we exceeded our grant income revenue goal, making it possible to further develop existing programs and add new initiatives.

As our community partners, we ask for your continued support — through financial and in-kind donations, through the gift of time as volunteers, and through advocacy for hospice care as an essential benefit to which everyone is entitled. Thank you for all the ways you work with us to build a strong, sustainable Hospice By The Bay.
CONSOLIDATED FINANCIAL STATEMENT / FISCAL YEAR 2006-07

REVENUES

Reimbursements & Program Revenue $17,469,269

Contributions
Donations $2,976,656
Grant $320,355
Events $459,966
Total $3,756,977

Other
Investment Earnings $239,661
Retail Sales $620,701
Rental Income $451,040
Total $1,311,402

Total Revenues $22,537,648

EXPENSES

Program Services $15,184,019
Program Administration $4,505,425
Development/Fundraising $906,078
Total $20,595,522

CHANGE IN NET ASSETS $1,942,126

Hospice By The Bay Foundation is currently balancing several financial goals:

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

The 2006-07 audit shows a $1.9 million change in net assets, with $900,000 representing non-cash items, the majority of which were multi-year pledges receivable. The cash balance was largely used to reduce the 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 upon request.
Hospice By The Bay SERVICES & PROGRAMS

When families are facing serious illness, Hospice By The Bay helps guide them through the entire end-of-life experience, enabling patients to live their last days in comfort, with dignity, in their home of choice and surrounded by those they love. We also provide the practical, emotional, and spiritual support that is so essential for caregivers and loved ones.

Care is available in homes, skilled nursing facilities, residential care facilities, or hospitals through intermittent visits by Hospice By The Bay staff and volunteers. Staff is also available by phone 24 hours a day, seven days a week, to answer questions or help with a crisis.

Services & Programs include:

- **Nursing Care** to relieve pain, ease physical symptoms and attend to medical needs
- **Palliative Care** to relieve pain in adults and children with life-limiting illnesses
- **Counseling** to help individuals cope with illness and end-of-life issues, and provide information about available community resources and services
- **Home Health Aide Services** to assist with personal care and other practical day-to-day assistance
- **Spiritual Support** and pastoral counseling to offer comfort and guidance
- **Patient Care and Complementary Care Volunteers** to provide added support and companionship
- **Grief Support** to help bereaved adults and children cope with their feelings of loss, available in English and Spanish
- **Community Education** about hospice care, end-of-life issues, and planning for future healthcare decisions, including a comprehensive web site and lending library
- **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

**Milestones**

- Name Changed to Hospice By The Bay
- Launched Palliative Care Program

**Program Utilization**

**Average Number of Patients Cared for Each Day**

<table>
<thead>
<tr>
<th>Year</th>
<th>04-05</th>
<th>05-06</th>
<th>06-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>201.08</td>
<td>220.7</td>
<td>237.7</td>
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**Overall Days of Care**

<table>
<thead>
<tr>
<th>Year</th>
<th>04-05</th>
<th>05-06</th>
<th>06-07</th>
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<tbody>
<tr>
<td>73,674</td>
<td>80,562</td>
<td>86,463</td>
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**Where Patients Were Served**

- 64.5% at home
- 18.4% at a skilled nursing facility
- 13.3% at a residential care facility
- 3.7% at a hospital

**Diagnoses of Patients in Care**

- Cancer-related: 43.4%
- Other: 56.5%
  (includes Debility, Failure to Thrive; Dementia and Cerebral Degeneration; Heart)
- Bereavement: 714 adults and children received individual or group counseling
**Hospice By The Bay Foundation**

**PROGRAMS & SERVICES**

### Community Outreach Events

- Services of Remembrance
- Celebration of Lights
- Planned Giving Seminar

### Fundraising Activities

**Capital Campaign**
- Retire Mortgage
- Build Endowment
- Establish New Programs

**Events**
- Hit the Road Jack
- Looking Good
- Open Hearts, Open Homes
- Hospice Ball
- LeToque Cooking Club
- Tree of Life

**Retail Operations**
- Hodgepodge Thrift Stores
- Hospice Used Book Store
- Hospice Gift Wrap

**Communications**
- Celebration of Lights/Lights of Remembrance
- Opportunity Calendar
- Bi-Annual Newsletter, Community Connection
- Online Donations

### Grant & Foundation Partners

Anonymous
Bank of America Matching Gifts Program
Brewster West Foundation
The Carl Gellert and Celia Berta Gellert Foundation
Catholic Healthcare West
Fireman’s Fund Foundation
First 5 Marin Children and Families Commission
Frances K. and Charles D. Field Foundation
Frank A. Campini Foundation
Frank Howard Allen Realtors Fund
G.A.G. Charitable Corp.
George H. Sandy Foundation
Gordon and Betty Moore Foundation
The Grey Family Foundation
Hilltop Group Charitable Foundation
IBM Corporation
Infineon Raceway Chapter of Speedway Children’s Charities
Insurance Industry Charitable Foundation
J. M. Long Foundation
John Brockway Huntington Foundation
The Jones-Smith Foundation
Joseph R. Parker Foundation
Kurzweil Family Foundation
Levi Strauss Foundation
 Marin Charitable Association
The Marin Community Foundation
McKesson Foundation
Mount Zion Health Fund of the Jewish Community Endowment Fund
The Nason Family Foundation
Norman Raab Foundation
Pacific Union Real Estate Group, Ltd.
Pfizer Foundation Matching Gifts Program
The Prairie Foundation
Quigley-Hiltner Fund
Richard Grand Foundation
Robinson Foundation
Robison Family Foundation
The Ruth E. Raskin Fund of the Jewish Community Foundation
Schultz Foundation
Springcreek Foundation
St. Francis Memorial Hospital
T. B. Walker Foundation
Taube Family Foundation
To Celebrate Life Breast Cancer Foundation
Toole Charitable Foundation
The Vadasz Family Foundation
The William G. Gilmore Foundation
William H. Donner Foundation, Inc.
The Winifred and Harry B. Allen Foundation

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**Expanded Quality Management, Initiated Benchmarking Program**

**Re-Certified by the Community Health Accreditation Program**
Our sincere APPRECIATION to all the COMMUNITY MEMBERS and BUSINESS PARTNERS who support Hospice By The Bay with financial and in-kind gifts.

“Members of my family willingly joined me in making significant financial donations to Hospice By The Bay Foundation’s Capital Campaign. We value the deeply personal impact of Hospice care on patients and their families. We want to ensure that this comprehensive, compassionate, and skilled help is available to everyone who needs it today and in the future.”

Ken Meislin
Vice Chair, Hospice By The Bay Foundation Board of Trustees
Chair, Capital Campaign Committee

MARIN
17 East Sir Francis Drake Boulevard
Larkspur 94939, (415) 927-2273

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

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

WWW.HOSPICEBYTHEBAY.ORG