Leadership • Commitment • Excellence
Your Partner In End-Of-Life Care

After 39 years, we remain firmly committed to our core mission: to serve those in our community needing care at the end of life. In the past fiscal year, we were privileged to provide hospice services to more than 2,562 patients and their families, an increase of 8%.

Our generous donors enable us to invest in services that truly make a difference. That impact is demonstrated by the following achievements:

• In 2013 we established our first Hospice Care Room, in partnership with Sonoma Valley Hospital. This specially-designed room provides an easily-accessible end-of-life alternative for patients who do not have supportive care at home. In 2014 we reached a patient occupancy rate of 60%.

• We provided free or subsidized hospice care amounting to nearly $500,000 for patients in financial need.

• Our private and corporate foundation partners provided grant funding that was used to augment the care of 155 low-income patients.

• We continued serving our youngest patients through our By the Bay Kids program, ensuring that children and their families have access to the care they need. In 2014 the number of children we served increased 60%.

This year, Hospice by the Bay is going to be 40 years old. The original hospice model was designed for a patient stay of four to six months. While health care in general is changing, we are also seeing a shift in our segment of the industry. Although research has shown the positive benefits of receiving hospice care earlier (please see page 3), in 2014 half of our patients were in care for less than 3 weeks. That is the challenge facing us.

The national conversation about how to care for terminally-ill people will continue. Hospice by the Bay, which has always been a leader in this arena, will remain deeply engaged in this issue as a strong, clear voice in determining how care is given to patients at end of life.

With your ongoing partnership, we will continue to create models of care to meet changing needs for services. With your help, we will fulfill this pledge: no one dies without support and no one is turned away.

Our sincere thanks,

Kitty Whitaker, RN, MS
Chief Executive Officer

Dennis Gilardi, Chair,
Board of Directors
### Revenue

**Reimbursement for hospice care and other program revenue** $32,657,909

**Contributions**

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<th>Source</th>
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<tr>
<td>Donations</td>
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<td>Planned Gifts</td>
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<td>Grants</td>
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<td>Retail Sales</td>
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**Other**

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<td>Lease Income</td>
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<tr>
<td>Other Revenue</td>
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<td><strong>Total</strong></td>
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**Total Revenue** $39,314,411

### Expenses

**Program Services** $27,716,991

**Administration** $5,523,213

**Fundraising** $957,253

**Total Expenses** $34,197,457

**Change in Net Assets** $5,116,954

### Volunteer Services

Community members who serve with us continue to be vital to our work. This year’s total number of volunteers reached 526, offering 30,919 hours of support. The dollar value equivalent of their generous gifts of time was $747,621.
Hospice care is designed to be most effective when patients are on service for 3 to 6 months. The thing we hear most from family members is: I wish I would have called Hospice by the Bay sooner. The following two scenarios demonstrate why choosing hospice care earlier can make a world of difference for both the patient and their loved ones.

You can call Hospice by the Bay anytime for your own peace of mind. We appreciate your curiosity and know it is better to educate yourself about hospice care before you really need it. We are happy to answer your questions.
Matt’s Story
3 Days of Hospice Care

My father had heard about hospice from his doctor and his sister, but he kept telling us he didn’t need a bunch of people coming over to the house fussing over him.

But one Friday evening, he was in so much pain I called Hospice by the Bay in a panic. When the nurse came out, her primary focus was to get his pain under control.

We had 2 nursing visits that weekend along with a social worker. They were making every effort to listen to what my dad wanted and at the same time address his symptoms.

My father and I had not talked about his end-of-life wishes, so I had no idea if he had things in order or not. I phoned my sister back east but she didn’t know anything either.

I was relieved that my father’s pain was being controlled. He was resting much more comfortably now. I felt better when the nurse said she would come first thing Monday morning and schedule a home health aide visit for my dad.

But when Monday morning came, the nurse told me he was near the end and loved ones should come now if they wanted to see him.

I was scrambling making phone calls to close friends nearby while my aunt helped family members make flight arrangements.

In all the chaos, the nurse gently calmed me so I could recognize if my father’s pain was increasing.

I was there when he died but all I remember was the look on my sister’s face when I had to tell her later that she didn’t make it in time.

Afterwards I was so grateful for the grief counselor who helped me sort through the overwhelming feelings from those 3 intense days.

Jenny’s Story
3 Months of Hospice Care

My mother was living on her own and her breathing problems were getting worse when her doctor said hospice care could be helpful. We called that afternoon.

A nurse came out, talked with mom and developed a plan to address her symptoms. That week mom was visited by a social worker and a home health aide. My brother visited from out of state and the nurse spent time answering our questions about my mom’s medications.

With her breathing improved, she felt better and, after several visits by the social worker, she confided in him that she wasn’t sure if her trust was how she wanted it. He helped her obtain a referral for legal assistance.

When my mom became weaker, I didn’t know how I was going to fit errands into my work schedule. But a Hospice by the Bay volunteer offered to shop for groceries and fix her lunch. Another volunteer came weekly to read to her, which really lifted her spirits.

I was so concerned when my very private mother became bed bound and needed help with personal care. But she had developed such a great relationship with her home health aide that she even let her help with bathing. Hearing them laugh together was comforting.

At the very end mom stopped eating and it was clear that her time was close. The nurse said that if family needed to fly in to say goodbye, now was the time. Her only grandson held her hand and she smiled. We were relieved when hospice honored our mother’s wish to have a chaplain visit. She seemed calmer after their time together.

On that last day, we were able to just focus on being with her since all the final arrangements were in place, just as she wanted them.
At Hospice by the Bay, we witness first-hand the distress that families feel when they have to guess about their loved ones’ wishes for care at the end of life. To encourage people to engage in these conversations long before they’re necessary, we launched Living Before Leaving. This advertising campaign and website made bold statements to place end-of-life topics in front of the general public.

With headlines such as What Would You Do With Only Six Months to Live? or Death and Taxes, the ads offered a bucket list of life experiences as well as thoughts about death. They were hard to ignore and meant to provoke thoughtful conversations.

To help start those conversations, LivingBeforeLeaving.org was created. We assembled a variety of tools to make talking easier. There’s a video library including a discussion between Tom Brokaw and his physician daughter, Jennifer, discussing Tom’s plan or lack thereof, regarding his end-of-life issues. And one from Hospice by the Bay’s Chief Medical Director, Dr. Margaret Bourne, sharing her very personal perspective on death.

The site includes an Organizer to create a written record of what is important to you and notes about financial information and other essentials family members will need to know. There is a collection of articles including one showing how 96% of the adult residents of LaCrosse, WI have an advance directive in place, compared to the national average of 30%. And much more.

Have you had the conversation? It’s easier than you think …

Bank of the West’s Vice Chairman Thibault Fulconis and his wife Adelaide attended our annual gala, The Bewitching Magical Ball held November 1, 2014. As Presenting Sponsor of the gala, Bank of the West has supported Hospice by the Bay since 2000.
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, 2013 – June 30, 2014. **Legacy Gift**
Why We Need Your Ongoing Support

- Major research studies have consistently shown that patients who receive hospice care for at least 30 days live longer, utilize fewer health care dollars, and have a better quality of life while in care.
- The benefits of receiving hospice care are maximized when a patient receives care for at least 90 days. Today, patients are seeking hospice care much later in their illness. Over half of our patients are in care for less than 3 weeks.

Hospice by the Bay is reimbursed under the Hospice Medicare Benefit a flat per patient, per day rate regardless of the amount of care required. More care is needed at the beginning and also at the end of the patient’s stay. Often Medicare reimbursement does not cover the total cost of care during short stays of a few weeks. We rely on community support to help us fill this gap.

- The number of uninsured and underinsured patients increased by 43% this year as we spent $270,750 in charitable care to ensure that these individuals could access the hospice services they needed.
- The number of children with life threatening illness served through our By the Bay Kids program increased by 60% this past year.

Grantors and Foundations

The investment made by our foundation funders contributes greatly to our success.

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Bay Street Helping Hands
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The Marianne and Albert Figen Foundation
Fleishhacker Foundation
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The Moyer Foundation
Novato Community Hospital and Sutter Pacific Medical Center
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Pacific Foundation for Medical Care
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(as of 12/30/14)