

# 2022 ANNUAL REPORT



1907-2022 Celebrating 115 Years

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### MISSION

*To provide services which enable people to function throughout life at their optimal level of health, well-being, and independence, according to their personal beliefs and choices.*

### VISION

*To be the leading regional provider for the continuum of care through home health, hospice and community services.*

### VALUES

*HCS values the spirit and talent of a diverse and inclusive workforce that can use evidence to support practice, employee competence, and meaningful work in our holistic approach to meet the health and wellness needs of individuals and families. We value the ability to change nimbly with the aid of technology and continuous improvement and which protects the rich relationships that lead to professional collaboration and donor confidence.*

# LETTER FROM OUR BOARD CHAIR AND CEO

Dear HCS Community,

It is a pleasure to share this Annual Report with you and to take a moment to celebrate HCS' achievements of the past twelve months. As you read the stories and view the photos that capture the highlights of HCS in 2022, we wish to acknowledge the remarkable behind the scenes work of the Board of Directors and Senior Leaders who managed to negotiate another year of constant change.

As government reimbursement chiseled another 2% out of home health and hospice revenue, and wage competition accelerated for professional staff, our board and senior leaders made bold decisions to invest in program growth and enriched compensation to serve more people in the community and retain quality staff- the heart and soul of HCS.

None of the stories or photos in this report capture the confident support of board members who patiently waited for the agency to complete its conversion to a new electronic medical record. Bringing accurate and safe information to the bedside was the goal, but delaying essential reports was discomforting. Pictures are worth a thousand words, but they do not reflect the human investment of thousands of hours of education and planning needed to complete the audacious step of merging the formerly separate programs of home health and hospice into a seamless care delivery system.

We hope to grab your attention with colorful graphics here but we want you to know it is the day in and day out collective work of board and staff showing up to do their best for each other and this community that is the true celebration of HCS.

Sincerely,



David Therrien,  
*Board Chair*



Maura McQueeney,  
*President and CEO*

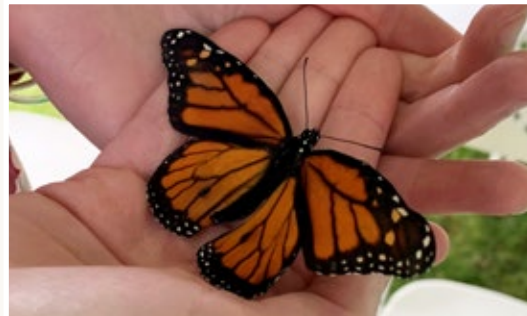
A handwritten signature in black ink, appearing to read "David Therrien".

A handwritten signature in black ink, appearing to read "Maura McQueeney".

# HONORING OUR PAST, VISIONING OUR FUTURE

The first Visiting Nurse Association in southwestern New Hampshire began on September 17, 1907 when Miss Mary Morison and seven of her friends gathered in Peterborough to write the first chapter of what would become Home Healthcare, Hospice and Community Services (HCS). In 2022, HCS crosses another milestone celebrating 115 years of bringing health, independence, and well-being through a wide range of home care and community services.

Throughout the pages of this report, we honor our past using pictures from throughout our history, and our daily work visions our future. HCS is more than you can imagine.



John\* was a long time Home Health patient who lived with his elderly parent. John’s medical issues were complex, painful, exhausting, and involved the need for treatment at a clinic three times a week. As his varied conditions worsened or created new functional challenges, John’s dedicated Nurse, Social Worker, and Occupational Therapist partnered with him in a palliative approach to help him find ways to feel more in control of his life, his plans, his physical comfort, and his family needs.

In time, the HCS Palliative Advanced Practice Registered Nurse and Palliative Social Worker were added to his support team. The Palliative Social Worker supported John through creating advance care plans as it became clear his life expectancy would be limited. Additionally, the Palliative Social Worker assisted John’s elderly parent in pursuing a care facility as she would need more assistance with her own care once John passed.

For a long time, John was not ready to stop his treatments, however the conversations about end-of-life planning and Hospice helped him to accept his limited remaining time and death as a part of life. John’s HCS Home Health and Palliative team walked with him every step of his path until he felt ready to enter Hospice. From the beginning of his time with HCS many years ago, to his recent final days, the Home Health, Palliative, and Hospice teams were deeply honored to serve John and his family and help him fulfil the peaceful passage he hoped for, in the surroundings of his choice.



2020

\*Name changed

## HOME SUPPORT SERVICES

Most of us have a long “to do” list of household chores that are part of our normal everyday routine. For many older adults and those with disabilities, though, there is nothing “routine” about the laundry, cleaning the refrigerator, changing the bed linens or going to the grocery store or pharmacy. These tasks require calling on others to help; and for those with no nearby relatives or friends, that help may come from the HCS Home Support Service.

Take Sandra\*, who is 61, with multiple diagnosis, including arthritis. She has also been recovering from back surgery.

Sandra lives alone and is so appreciative of her home support provider who comes weekly. Says Sandra, “I look forward to seeing her on Fridays because she brightens my day with a cheery smile and kindness. She shops for me and is mindful of my dietary needs and keeps my house clean and tidy! I am so grateful to have such a wonderful, caring person to help me stay independent!”



2006

\*Name changed

# LIFE ENRICHMENT DAY PROGRAM CASTLE CENTER

“The Castle Center really has two aims,” says Mary Lucas, the nurse administrator. “Not only do we provide a stimulating and safe day for the participants, but we also give their caregivers a much-needed break.” Southwestern New Hampshire experiences the highest percentage of older residents with dementia in the state and more and more families are turning to the Castle Center for help.

Burnout is extremely high for those caring for people with dementia or other complicated illnesses and HCS is committed to supporting these caregivers. Whether it is five days a week so that they can go to work, or just a day so that they can have some time for themselves to recharge, the Castle Center is open to support these families.



2005

This year the Castle Center launched Caregiver Luncheons, so that family members can come in and have lunch too. “It is just a nice break,” said one caregiver “Not only is it one meal I don’t have to prepare, but it is so nice to sit in a relaxed atmosphere and have the people around you understand what you are going through.” The luncheons are open to all caregivers in the community as well.

Caregiver support groups restarted this year, facilitated by John Everest, who also facilitates the Hospice bereavement groups. Caregiver support groups happen in person or over Zoom to accommodate caregivers in a variety of situations. “There are so many great opportunities at HCS for caregivers to connect with each other and share their ups and downs, particularly of caring for a family member with dementia,” says Mary.



2022

# HEALTHY STARTS

The Healthy Starts program took a leap forward this year, opening a Family Resource Center, a comfortable and private place for families to access the resources they need. “Opening the Family Resource Center has significantly increased our outreach to the community,” says Amy Delisle, the Center’s coordinator. Amy is regularly available to help navigate the maze that people often face when applying for help. “Families can meet with Healthy Starts staff or come in to use the computer, have privacy to make phone calls, print out documents needed for applications, and give their kids a safe place to play while they are doing all of this.”

Donna\* is eight months pregnant and she and her significant other are living in their car. Donna is one of the 28 homeless families that are enrolled in the Healthy Starts program this year and she uses the Family Resource Center as a base to use the computer to send in applications and make phone calls for housing. Healthy Starts has also been able to pay for a spot at a campground and will provide her with baby supplies.

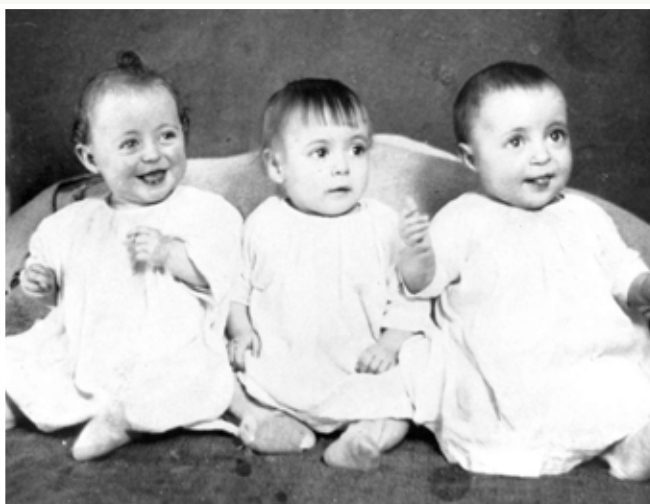
Healthy Starts workers help with whatever situation people may find themselves in, from pregnant moms like Donna, to parents struggling to understand their teens behavior, to an older

gentleman who just needed a little help with a job application. Healthy Starts has twelve social workers, nurses, and family support workers who are on the front lines of helping families navigate all kinds of challenges. “Sarah is my case worker and she has helped me in so many ways, I can’t even imagine where I’d be without this program” says a thankful Healthy Starts recipient. Social workers plan play groups, Baby and Me groups, cooking classes, and other educational sessions for anyone struggling with a new role in a changing time like first-time parents and kinship families.

Kinship families – grandparents or other family members who are parenting a related child - also seek out the support that the Family Resource Center offers. The Family Resource Center has become a resource for all ages and regularly goes on the road to the Keene Public Library and to the ELMM Community Center to reach our broader community.

As for Donna, things are getting brighter – she will move into her new home just before her baby is born. And Healthy Starts will be there with baby supplies and the supports she needs to give her baby a healthy start.

\*Name changed



1930's



2022

# TRANSPORTATION

When Florence\* moved to senior housing in West Swanzey, she was delighted to have a beautiful apartment in a country setting at an affordable rent. As she got older, health issues forced her to stop driving. Giving up driving is a life-changing loss for residents like Florence. Simple things like purchasing groceries or getting to a doctor's appointment becomes a logistical nightmare, not only for the elder, but also for their neighbors and family members. For Florence, who has no family, it meant paying a neighbor for rides out of her already limited income and going to the store only when her neighbor could accommodate her.

Residents like Florence pose great concerns for senior housing managers, who often have many residents they try to connect with resources. Said Ruth McDonough, social services coordinator for a local senior housing complex, "I am so happy and grateful for this! This is a real "life changing" path of independence for some of these people. Not being dependent on others for their shopping is wonderful."

As part of the Transportation Equity Project, funded through the Centers for Disease Control and Prevention (CDC) this year, the Friendly Bus was able to expand services along the Route 10 south corridor to Winchester, including to Florence's apartment building in West Swanzey. She was standing in front of the community building waiting for the bus when it arrived for the very first trip. "I know that I can depend on the bus to come every week and take me shopping. The driver will help me with my packages and since we are going as a group it is fun to go with other people. And the fact that it is by donation helps me spend a little more on groceries." In 2023, the Friendly Bus will celebrate fifty years of providing mobility and independence to seniors and those with disabilities and is rolling into rural areas to increase transportation equity into the future.

\*Name changed

## NUTRITION

To call Clifford a survivor is a bit of understatement. Now 104 years old, he survived the flu epidemic of 1918 as an infant and more than a century later, battled back from a bout of COVID-19. "Dad's a resilient person," said his daughter Nora.

Clifford has had a long and storied life – from serving in World War II to raising his family in the Monadnock region. With the help of his daughter, Clifford is still able to live at home. He's been getting meals on wheels for about six years and says, "I really like the meatloaf and the salad."

On this day, Clifford and Nora have a friendly banter with Will, a Meals on Wheels Driver. "The people who bring the meals are great, the people at the office are great," Clifford says.

From Nora's perspective, having the meals home delivered is an important part of her father being able to stay at home. "This is where dad wants to be, and Meals on Wheels is a big part of that!"



2022

The Barbara R. Duckett Scholarship was created in November of 2013 to honor Barbara on her retirement as CEO of HCS. Barbara served HCS in the leadership position for thirteen years. She was and remains deeply committed to this community and to helping it continue to be able to meet its healthcare needs with a steady cadre of educated and trained professionals. The Scholarship is designed to assist those already in the healthcare workforce to advance and elevate their skills and competence and to attract new caregivers to the field. Scholarships are awarded annually to staff who are pursuing certification, licensure or advanced degrees in any of the healthcare fields - nursing, physical therapy, occupational therapy, nursing assistants, or healthcare administration.

Barbara is personally aware of the significance of financial support in pursuing educational goals. Upon graduating from high school, out of necessity, Barbara applied for and received multiple scholarships which allowed her to enter and complete her nursing education. Her understanding of the need to help and support others inspired the creation of the Scholarship Fund.



L to R, Katie Hart, Barbara Duckett, Staci Branon

### THIS YEAR'S SCHOLARSHIP WINNERS ARE:

Staci Branon

*Social Worker in Healthy Starts*

*Attends Simmons University, MSW Candidate*

Katie Hart

*Analyst for Integration and Infrastructure Support and Executive Assistant*

*Attends UNH Paul College of Business and Economics, MBA Candidate*

### PAST SCHOLARSHIP WINNERS

2021: Jaime Donovan - Katie Hart - Vanessa Sheehan, RN

2020: Staci Branon, BS - Chauntelle Carty, RN - Patricia Martel, LNA - Vanessa Sheehan, RN

2019: Patricia Martel, LNA - Vanessa Sheehan, RN - Hayley Warner, RN

2018: Chaille Cohen - James Fandino, COTA - Kerri Immergut, RN, BSN, MS - Vanessa Sheehan, RN

2017: Catherine Braught, RN, BSN - Vanessa Sheehan, RN - Dee Smith, RN, BSN

# SUSAN G. ASHWORTH COMMITMENT AWARD

Last year, we were pleased to present the 2021 Susan G. Ashworth Commitment Award to Laura Brow, Director of Clinical Operations, and Penny Vaine, Program Manager for Healthy Starts at HCS. The award is presented each year to the person who exemplifies commitment to the mission of HCS and its clients.

Laura was nominated for her dedication to this agency and its patients. Her commitment is manifested daily in her willingness to take on any task that needs to be done, and problem solve even when in the midst of a million other priorities.

Penny was nominated as a leader who emulates commitment. Guiding the Healthy Starts team to manage our clients and families is her priority. She is always available to brainstorm in her “Penny way” and help staff figure out solutions that can be seemingly impossible.

Congratulations, Laura and Penny!



Laura Brow



Penny Vaine

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The 2022 Susan G. Ashworth Commitment Award will be announced at the 2022 HCS Annual Meeting.

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## HISTORY



Susan G. Ashworth

Susan G. Ashworth’s entire career has been based on cultivating grassroots support for eldercare in the community and getting programs in rural areas off the ground. Early in her career, Susan established the Meals on Wheels program and fostered the Friendly Meals and Friendly Bus programs. Those programs, along with the eight visiting nurse organizations in the area later came together to become Home Healthcare, Hospice and Community Services, the unique organization we know today. For the next forty years, Susan assumed multiple leadership roles and created the HCS Nutrition Program, Transportation Program, Castle Center Adult Day Program and Community Relations and stepped in as Interim CEO twice. Susan became the credible face of HCS in its appeals for grants and municipal funds, philanthropy, and outreach.

If one word sums up Susan’s essence, it is the word commitment. In 2018, the board of HCS voted to recognize the rich contributions of Susan G. Ashworth, currently our Director of Community Relations, and bestowed upon her the inaugural Susan G. Ashworth Commitment Award.

The award is based upon written nominations that strongly reflect how the nominee meets four characteristics of Susan G. Ashworth’s service: the person’s actions reflect a Love of HCS’ as a service organization, a willingness to tackle difficult and complex work, forthright conversation, and equanimity in stressful situations. Any employee may make a nomination. Employees eligible for the award may work in any department; can be full time, part time, or per diem; and must be employed by HCS for at least 2 years.

## PAST AWARDEES

- 2018 Susan G. Ashworth
- 2019 Richard Skeels
- 2020 Entire HCS Staff
- 2021 Laura Brow and Penny Vaine



Susan G. Ashworth (middle), 1970’s

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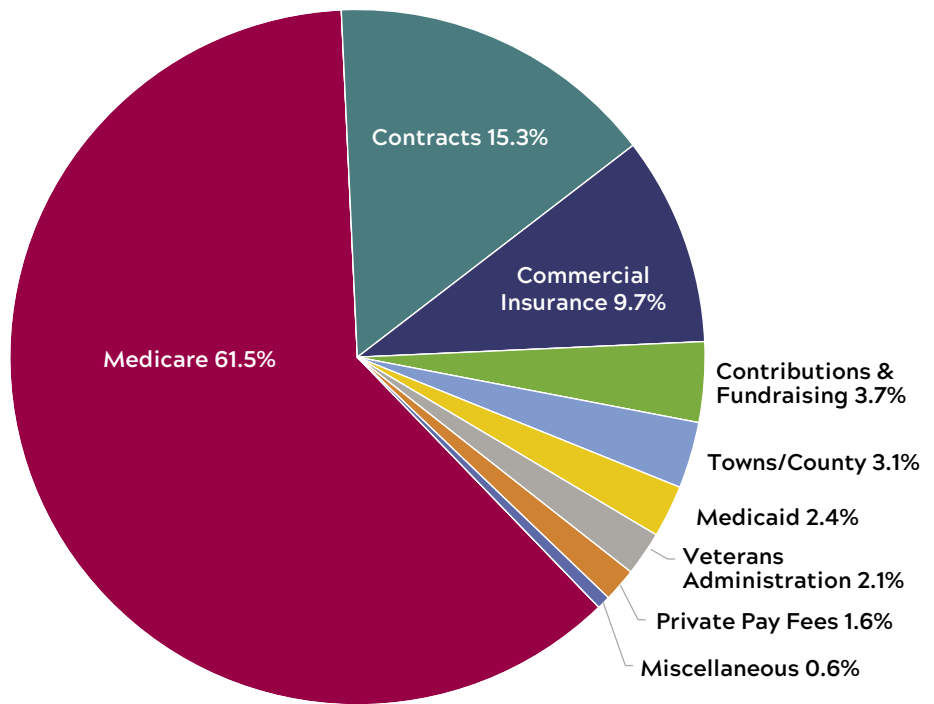
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If you are interested in planned giving for HCS and becoming a Circle of Hope Society member, please contact Sareen Sarna at [ssarna@hcsservices.org](mailto:ssarna@hcsservices.org) or 603-352-2253.

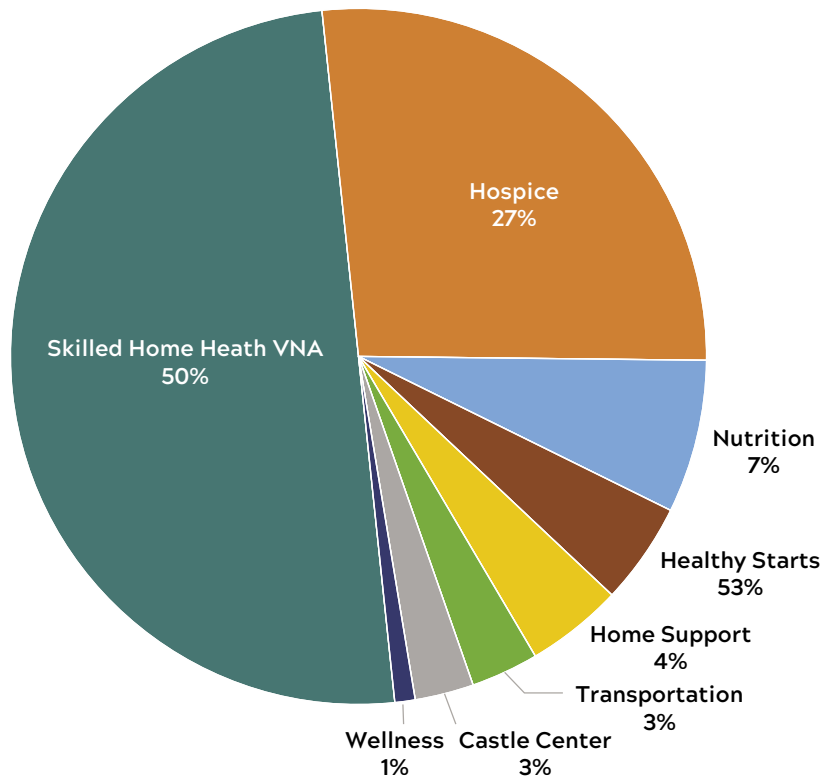
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Medicare	9,840,325.07
Contracts	2,450,394.59
Commercial Insurance	1,554,268.50
Contributions and Fundraising	597,218.06
Towns/County	494,233.69
Medicaid	389,540.71
Veterans Administration	329,999.24
Private Pay Fees	250,013.60
Miscellaneous	98,411.75
<b>Total</b>	<b>\$16,004,405.21</b>

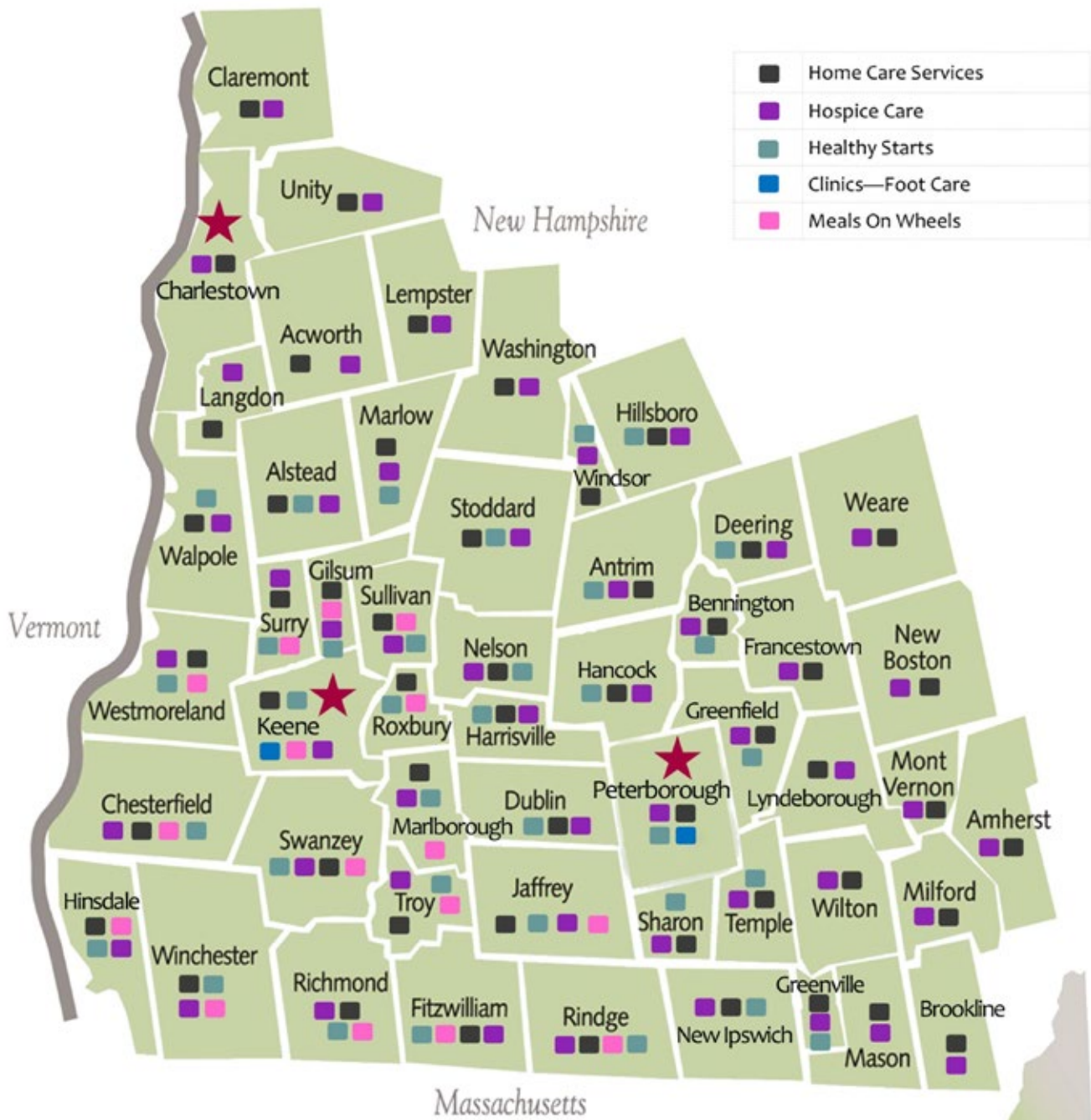


# EXPENSES BY PROGRAM

Skilled Home Health VNA	8,761,792.56
Hospice	4,706,839.49
Nutrition	1,247,065.24
Healthy Starts	828,465.27
Home Support	788,269.60
Transportation	550,792.68
Castle Center	479,092.34
Wellness	164,899.33
<b>Total</b>	<b>\$17,527,216.51</b>



\*Unaudited FY2022. HCS awaiting final rule at time of printing.



★ Offices in Keene, Peterborough & Charlestown

## PROGRAM STATISTICS 2021-2022

City Express..... 19,276 trips  
 Friendly Bus..... 5,621 trips  
 Home Health Aide..... 10,458 visits  
 Homemaking..... 14,668 hours  
 Hospice..... 20,471 days  
 Healthy Starts..... 2,398 visits

Meals on Wheels..... 114,682 meals  
 Grab and Go..... 7,989 meals  
 Medical Social Work..... 1,537 visits  
 Nursing Care..... 20,388 visits  
 Rehabilitation Therapies..... 15,943 visits  
 Wellness..... 451 clinics

# THE AYLENE WOZMAK HOSPICE ENRICHMENT ADVANCEMENT LEGACY (HEAL) PROGRAM



2021

They say I am an icon and that I am the face of Hospice. I say I showed up to listen with the intention in hearing our patients and their families' stories with respect, dignity, and with an open heart. With trust, tears, and laughter, I was allowed into their suffering. Most often, we had little time to manage their suffering, so in collaboration with the Hospice team, a plan develops and the journey begins. The burden is now shared and that in itself can help to lessen the suffering.

Dr. Elisabeth Kubler-Ross, author of "On Death and Dying," developed the 5 stages of grief and has become the source of wisdom for those who work in Hospice. She also suggested that death be considered a normal stage of life. I quote her, "We are living in a time of uncertainty, anxiety, fear, and despair. It is essential that you become aware of the light, power, and strength within each of you and that you learn to use those inner resources in service of your own and others' growth."

Hospice allowed me the grace and time which I brought to patients and their families, and for this, I will be grateful for the rest of my life.

The Aylene Wozmak HOSPICE ENRICHMENT ADVANCEMENT LEGACY (HEAL) program has been established for Hospice staff serving people in our communities with end-of-life care. The intent of the program is to nurture and support organized programs to enrich their continued work focusing on the mind, body and spirit. Each employee on the Hospice team plays a vital role in providing the best care to both the patient, their families, and friends.



2005

# HONORING OUR OWN



## **GRACE NADEAU, STATE OF NEW HAMPSHIRE LNA OF THE YEAR**

The Home Care, Hospice and Palliative Care Alliance of New Hampshire has awarded Grace Nadeau, Licensed Nursing Assistant at HCS, the prestigious honor of LNA of the Year. The statewide award recognizes an LNA who offers excellence in patient care and is a superb communicator with patients, families, and other staff. In her 22 years as an LNA at HCS, Grace Nadeau has cared for people in a wide variety of settings, private duty, adult day care, home health, and now in hospice.

Vanessa Sheehan, Hospice and Palliative Care Clinical Nurse Manager at HCS told of her firsthand experience with Grace: “I had the honor of seeing Grace care for a patient at Maplewood Nursing Home that was actively dying. She sat with the patient holding his hand for a while before starting any personal care to make sure the family felt comfortable with her there and wanted the patient to feel her presence. Her calm, comforting demeanor put the family at ease immediately. The simple things that Grace does make such a huge impact.”

In home care, adult day care, and now in hospice, Grace has excelled in providing care to clients that maintains their dignity and independence. As her 96-year-old client said, “We couldn’t do it without her. We call her amazing Grace.”



Grace and Muriel, 2012

### **OUR EMPLOYEES SAY:**

- 100% of HCS employees agree that the agency contributes to the community
- 95% of HCS employees agree their work is meaningful
- 95% of HCS employees agree they enjoy the work that they do

### **OUR SURVEYORS SAY:**

Two Deficiency Free surveys in Home Health and Hospice

### **OUR COMMUNITY SAYS:**

Keene Sentinel Readers' Choice Award over ten years in a row voted  
HCS first place for Best Local Home Care Agency

Monadnock Shopper Awards: Best local Homecare Agency

Monadnock Broadcasting Group: Gold Awards  
Best Home Care and Hospice  
Best Nonprofit Organization  
Best Place to Work





## 2023 BUTTERFLY RELEASE DATES

Thursday, June 15 Cathedral of the Pines – Rindge, NH

Saturday, June 17 Butterfly Park – Keene, NH

Thursday, June 22 Butterfly Park – Keene, NH



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