

GRATITUDE REPORT 2023

Because you care, we can care for our community.



VNA & HOSPICE
of the Southwest Region
Serving Bennington, Franklin, & Rutland Counties



Our Mission

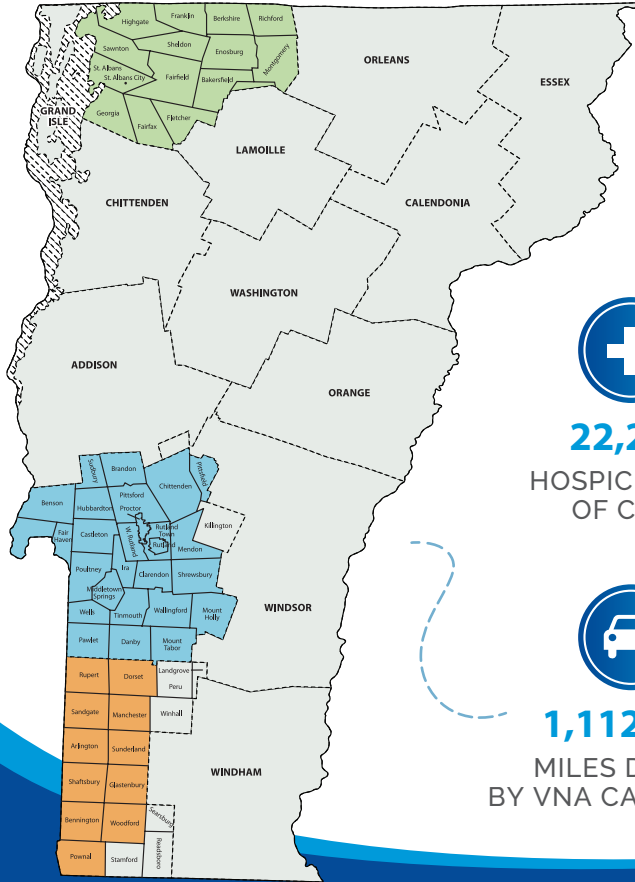
To enhance the quality of life of all we serve through comprehensive home and community health services.

Our Vision

To be the best provider of home and community based health care in Vermont.

WHO & WHERE WE SERVE

2023 Service Area Map



- Franklin County
- Rutland County
- Bennington County



3,414

INDIVIDUALS SERVED



22,280

HOSPICE DAYS OF CARE



94,919

HOME VISITS



1,112,295

MILES DRIVEN BY VNA CAREGIVERS



Our patients rate us a 9 or 10 out of 10, 90% of the time compared to the national average of 85%

And 85% of our patients would recommend us for Home Health Care compared to a national average of 78%

86% of the time the respondents of our hospice patients would recommend our agency compared to national average of 84%

I have no doubt that when this agency first started back in 1946, the two nurses providing care could not fathom where home healthcare would be 77 years later. Indeed, when I joined this agency in 2001, I could not imagine just how much the healthcare landscape would evolve during my 23 years in home healthcare. While our mission has remained steadfast - to enhance the quality of life of all we serve through comprehensive home and community health services - the level of care we provide and how we provide it has changed drastically. The goal to restore our patients' health and well-being at home has become ever challenging as patients are discharged from facilities to home sooner than in the past and with more complex healthcare needs. Home healthcare services are now a critical element in our healthcare system that must care for our residents who are living longer.

Through all of this, it is our Core Values that have helped guide us in our actions to continue our mission. It is not hard to make decisions once you know what your values are. Our Core Values of Honesty, Excellence, Accountability, Leadership, Teamwork, and Helpfulness are not simply words that live on paper; they are standards that we live by and demonstrate daily.

Looking ahead to the next 77 years, it is clear that we will endure many more changes. Some that we can't even imagine today, and some that will begin in 2025. I am confident that we will continue to achieve excellence in our work despite the challenges we face because of our foundation of solid values.

Thank you, our invaluable foundation of individuals, municipalities, and community organizations, who have supported us in our mission and who share our values. Because you care, we can continue to care for our community. It is our absolute privilege to care for your family, friends, and neighbors.



With gratitude,

Sara C. King

OUR CORE VALUES: HEALTH



Honesty

We earn the confidence and trust of those we serve by demonstrating transparency, sincerity and reliability.



Excellence

We are committed to providing consistently superior performance that surpasses requirements and expectations through constant adaptation, innovation and vigilance.



Accountability

We honor our commitment and the reputation of our organization by embracing personal responsibility and entrusting teammates.



Leadership

We are empowered to inspire success in others by guiding with creative and innovative thinking, levelheadedness, perseverance and open-mindedness.



Teamwork

We work collaboratively and selflessly by celebrating differences as strengths and providing constructive feedback to others despite conflicts between individuals.



Helpfulness

We involve and look out for one another, do whatever it takes to take care of our community, and persist through challenges by developing shared solutions.

HEALTH VALUES

These values help guide us in how we approach our business decisions and relationships with our patients and their families, partners and each other.

Honesty

Character is important. Good people draw more good people to them and any job worth doing...is worth doing well. Always speak the truth. Give honest and constructive feedback. Treat others the way they wish to be treated – platinum rule.

Excellence

We are committed to providing consistently superior care that surpasses requirements and expectations through constant adaptation, innovation and vigilance.

Providing the highest quality care is our goal every day at VNAHSR. Our Quality Improvement (QI) Team provides the support and training needed to our field staff so they can provide care while meeting all regulatory requirements, optimizing reimbursement, supporting best practice and achieving the highest quality outcomes for the patients we serve. When areas of opportunity are identified, the QI team implements Performance Improvement Projects so we can always strive for excellence.

Within the last year QI has been working on a Functional Score improvement project collaboratively with our field staff. The Functional Score is based on an assessment of various daily activities at different time-points during a patient's episode of care. **It is always our goal to improve our patient's functional abilities, so they can stay safe and remain in their homes.**

Our goal when we started the improvement project in April 2023 was to improve our patient's scores from 32% to at or above the New England Average of 43%. **The QI team and field staff reached 43% by December 2023!**

“

My nurse was always punctual, professional, very knowledgeable and clearly compassionate when it came to my care. Her personality provided a nurturing atmosphere at one of the most stressful times in my life. She ensured that I had all my questions answered and was sure to provide positive feedback during my healing process.

– A Patient



Accountability



Dinners with Love is a partnership between VNAHSR and local restaurants to care for Hospice patients and their families by providing free, delivered meals. However, Dinners with Love didn't start with the VNAHSR, it started as a separate organization in Brandon many years ago.

In early 2023, Dinners with Love dissolved and Hospices in the state were given the option to continue to the mission, but under their own entities. **VNAHSR felt strongly that this was a program that should continue for our Hospice patients and families.** With an enthusiastic "Yes!" from our partner restaurants, who provide the meals, and Hospice volunteers, who deliver the meals, we were able to continue the mission of the program. **Dinners with Love continues because of the support and commitment of everyone involved, without it there isn't a program.**



Leadership

Responsible for creating strategic vision, upholding operational methods, and supporting employees to ensure their successes are some of the attributes that come to mind when thinking about the role of a leadership team within an organization. While the VNAHSR Leadership Team certainly exemplifies these qualities, **being a leader at this organization encompasses much more.**

The Leaders of VNAHSR take on the unique challenge of balancing the execution of the organization's sound policies and practices while simultaneously demonstrating the creative and innovative thinking needed to address old problems in new ways. This is no small feat, and it requires our Leadership Team to have a firm understanding of why we do what we do, and to keep an open mind to innovate when circumstances change. As change is the one and only constant in our industry, this means our Leaders must stay on their toes while always persevering with a level head.

As 2023 came to a close, a situation arose that tested the strength of our Leadership Team and VNAHSR Leadership never skipped a beat. Level heads prevailed, solutions were created on the spot, and creative and critical thinking ensured that patients were seen, bills were paid, and that it was business as usual until the issue was resolved.

As we reflect on this today, we recognize that it is easy to share a story that has a good outcome; however, if not for the collective strength, talent, and passion of the Leadership Team, things could have been different.



Teamwork

The safety of our staff is one of our top priorities because every day our clinicians enter unfamiliar homes and facilities.

With multiple departments going into the same homes, our teams constantly communicate with one another **which allows each team to collaborate not only on the needs of the patient, but what safety risks or concerns may be present.** Our field clinicians are empowered to recognize and report when something is out of the ordinary. It goes back to understanding that “if you see something, say something”.

Where we excel as an organization is being proactive in our approach to ensure staff is provided the necessary tools and training to face the everyday challenges of the home health industry. The world is always changing, and we have to change with it. There is no such thing as “I’ve seen it all” because new challenges present themselves every day.



As an organization we will continue to stay ahead of the curve and keep our staff as safe as we possibly can.

– Mike Delehanty,
Director of Operations,
Safety & Security



Helpfulness

We look out for one another, do whatever it takes to take care of our community, and persist through challenges by developing shared solutions.

Our relationships with community partners, including various facilities and organizations, have provided us the opportunity to collaborate on educational sessions that serve to give a more in-depth overview of a specific program/service we provide. Our skilled and knowledgeable clinicians have presented a variety of educational sessions for both residents and staff members in the community. **These sessions help us support the facility’s staff by bolstering their skills and knowledge of the benefits of our programs, not to mention enhance the quality of care to the residents.**

Our ubiquitous presence at community events gives community members the opportunity to share their stories and the names of VNAHSR team members that have impacted them on their healthcare journey, as well as the opportunity to ask questions about our services. **Healthcare can be overwhelming, we consider it our duty and honor to help our community navigate the process.**

OUR SERVICES

Home health services provide treatment to help you or a loved one recover in the comfort and familiarity of home. Many treatments that were once only available in a hospital or doctor's office can be offered at home.



[Learn more](#)

Services can include:

- Post-Surgical Care
- Rehabilitation Services
- Wound Care
- Chronic Disease Care
- Remote Patient Telemonitoring
- Palliative Care
- Private Duty

Hospice is provided to patients that a physician believes has six months or less to live and focuses on delivering quality end-of-life care. Hospice care is a team approach that is focused on individual care while offering your family support and education.



[Learn more](#)

Services can include:

- Pain Management, Medication and Supplies
- Spiritual Support
- Trained Volunteers
- Alternative Therapies
- Bereavement Services

In 2023,
we provided over
\$1.7 million
in charitable patient care.
This work doesn't happen
without your support.

Thank you!

Charitable Care

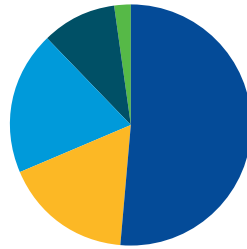
Our mission was clearly defined 77 years ago to provide quality, compassionate care in the home regardless of a patient's financial or insurance situation. Our generous community of individuals, businesses, grant funding organizations, and town funding helps support charitable patient care and programming to improve the quality of care for our patients and their families.

2023 FINANCIALS

Revenue (all programs)

\$20,522,985

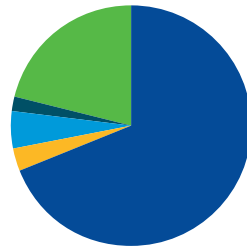
- ✓ Medicare: **\$10,550,235** (51%)
- ✓ Medicaid: **\$3,515,786** (17%)
- ✓ Other Payors: **\$3,934,348** (19%)
- ✓ Other Revenue: **\$2,025,458** (10%)
- ✓ Community Support: **\$497,158** (2%)



Expenses

\$22,331,445

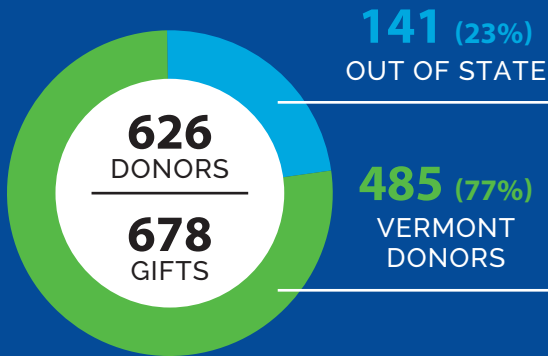
- ✓ Personnel and related*: **\$15,455,972** (69%)
- ✓ Transportation: **\$677,612** (3%)
- ✓ Program Supplies: **\$1,019,517** (5%)
- ✓ Depreciation, Interest & Insurance: **\$492,379** (2%)
- ✓ Provision for Bad Debt: **\$75,000** (0%)
- ✓ Other: **\$4,610,965** (21%)



THANK YOU

TO EVERY SINGLE AMAZING AND CARING DONOR!

In 2023, **626** donors generously gave **678** gifts to help provide the highest quality home healthcare programs and services to our communities.



TRIBUTE GIFTS

in memory or in honor of someone were made in 2023

Thanks to your caring heart, we can continue to work towards our mission and aspire to our vision. Donations are a promise to the members of our community that the VNAHSR will say yes to their home health care needs tomorrow, next month and every month.



It's not how much we give, but how much love we put into giving.

— Mother Theresa

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*Thank you so very much
for always being there
when we need you!*

– A Patient and Donor

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“

I discovered VNA by default but immediately realized what a gift you are to those you serve. I can't tell you enough how important you were to me at that time. It's something that is so underestimated I am happy to support you the way you support us.

— A Patient and Donor

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Barbara Heaton
Frederick Hellmuth
Elton Hendee
Rebecca Henry
Mabel B. Herrick
Neil M. Hoag
Donna Hogan
Shawn R. Holden
Joanne Fabian Holmquist
William Hults
John Hughes
Scott Jacobs
Stanley Jagodzinski
Elenita Jennings
Elaine "Kitty" Johnson
Roger Johnson
Paula Jones
Robert J. Joyce
John W. Kardas III
Barry J. Keefe
Bernice B Kelly
Adella & Dee Kilburn
Sandra (Sandy) Ann King
Agnes Kitchert
Gedeon LaCroix

Jill Lane
Ron Loomis Sr.
Margaret Lumsden
Edith Mach
Brenda Madkour
Mark Madkour
Meveret Manfredi
Barry Marsden
Paul & Mary Martin
Keith Mason
Lee D. McChesney
Stephen McClure
Thelma McK-Sunderland
Betty McMahan
Rick McNulty
Ruth L. Messer
Joan C. Michel
Elizabeth Marion Miller
Peter Milnes
Brian Morrissey
Ronald Morse
Justin J. Mueller
Nancy Lee Mulcahey
Joseph & Ann Muscatello

Shirley M. Nelson
Dezso G. Nemeth
Fredrick New
Martin Nitka
Carol May O'Flaherty
Leslie Jack O'Keefe
Diana Palmer
Duane Parks
Paul Parot
Larry Pettit
Mary Plank
Roma G. Pulling
Alice Ann Raiche
Wilbur Raiche
Ronnie & Mary Lou Reed
Leanne Sanderson
Milton Sanderson
Mary Jane Sausville
Audrey M Scarborough
Marjorie and Anthony Schiappa
Peggy (Margaret) Schiffner
Beverly B. Sears
Lillian Sleeman Seward
Sophie & Vinny Shappy

Tecari Shuman
Richard Singleton
Irene Skuba
Emma Stannard
Nancy Stanyon
Betty Jane Sullivan
Claire Sullivan
Jane Muratorri Sweeney
Thomas W. Terounzo Sr.
Bill Thimm
William Baird Thomas
Joel Tibbetts
Dorothy Voorhis
Martin N. Waite
Robert E. Waite
Frances M. Walsh
Myrna Wilkins
David H. Williamson
Leon Wood
Ross Worn
John Peter Yankowski
Catherine Zsolcsak
William Zullo



“

I have seen the love, care and compassion of visiting nurses first hand with my wife over ten years ago. The love and respect I have for each one of you will stay with me always.

– Spouse of a patient

DONOR SPOTLIGHT STORIES



Bringing Comfort to Hospice Patients

Meet Lisa and Nate, owners of Marble Valley Kitchen & Catering in Rutland and one of our participating **Dinners with Love** restaurants in Rutland County.

Thank you for supporting the VNA & Hospice and our community, Lisa and Nate!

“ When we were approached to participate in the Dinners with Love program, it was an easy yes. Food is our love language. We are grateful that folks in our community who are facing the unknown can have a delicious meal delivered to them, which might bring a bit of comfort and joy. We aren't from around here, so our elderly relatives have been helped by other VNAs in New Jersey and elsewhere. We personally know several visiting nurses, and find them to have the biggest hearts. We both love supporting organizations that take care of our community members.

Meet Monthly Dean

About every four weeks or so a donation from Dean arrives at the Philanthropy Department. With such dedicated and frequent giving, we had to ask Dean what inspired his support for the VNAHSR. Please find his touching response below.

Thank you Dean for supporting VNAHSR!

“ When I had my ileostomy and a cystoprostatectomy, I availed myself of your services for a while. A nurse to check on me each week, then a person to check to see if I was able to move safely about our abode. Also, a physical therapist to make sure that my carriage and musculature were also doing well. When my Heavenly Father saw fit that the Veterans Affairs would rate me at 100% disabled, and it was service connected, I asked where most of the money should go. I did not have need of all of it. They gave me a list of places where the excess should go. Your organization came up and you got approved. A great big round of thank you's to all who aided in my recovery!

A GOLF DAY FORE VNA

A Day at the Beach



Golfers,
businesses
and volunteers
raised over

\$37,000 for our patients and families through our annual Bennington golf tournament!

It was quite the 'par-tee' raising critical funds for our home health, hospice and community-based programs and services on the greens of the Mount Anthony Country Club.

VOLUNTEER THANK YOU

Patti Cody
Roberta Dunphy
Karson Kiesinger

PLANNING COMMITTEE THANK YOU

Nadia Cox
Lynne Farrell
Jessica Fredette
Gina Grove
Leslie Kelley

Maru Leon
Susan Plaisance
Sue Rice



THRIFT SHOP

Our VNA Thrift Shop, located in our Manchester office, carries an array of carefully selected, high quality donated items. A treasure trove of items, including but not limited to, clothing, shoes, books, furniture and more!

100% of the proceeds from the store support the entire agency's programs and services. **Shoppers helped us raise \$181,196 for the VNAHSR in 2023.** A 16% increase in revenue raised from 2022!

Thank you to our wonderful staff and volunteers who take such great care of every donated item, know many customers by name and make the VNA Thrift Shop the success that it is:

Christine Bushee
Gert D'Eredita
Rosemary Free
Cheryl Gasperetti
Jenine Hempsted
Deb Henky
Sharron Kropa



COME SHOP WITH US!

Open Monday – Friday 11am – 3pm
Located at 5468 Main St,
Manchester, VT 05255



“

The thrift shop offers high quality items at the best prices. Plus I know my money is helping patients in need. What reason is there to NOT shop at the Thrift Shop?

– VNA Thrift Shop Customer

VOLUNTEERS

Did you know in 2023...

- ♥ We revived our Trillium Hospice Chorus of Rutland
- ♥ Our singers provided an average of **eight** bedside sings to Hospice patients per month.
- ♥ Offerings of Hospice volunteer trainings in our coverage area occurred at least **once every two months**
- ♥ Our volunteers provided **3,173.85** volunteer hours, a cost savings value of **\$78,367.15** for our agency!
- ♥ That's a **55%** increase in volunteer hours and up **\$22,885.94** in cost savings from 2022.

Amazing!

Hospice Volunteers

Lauryn Axelrod
Mary Barron
Kathy Bessette
Bob Bessette
Nancy Bower
Dick Bower
Karen Braeutigam
Debbie Burdick
Patti Buscemi
Marianne Campbell
MaryAnn Carlson
David Castonguay
Todd Clark
Kathleen Clark
Patti Cody
Margaret Comar
Stephen Cookingham

Lois Costonguay
Carrie Croft
Holly Cronin
Liza Dee
Sally Deinzer
Nicole Denoyers
Alison Dezotelle
Paula DiCrosta
Robert DiCrosta
Nicole Dodge
Nancy Donovan
Louise Duda
Janet Dunn
Roberta Dunphy
Sandy Eddy

continued on page 24

Over 100
volunteers
enrich the
efforts of
the VNAHSR
to help best
serve our
patients and
families.
Thank you!

“

Thank you for your unflagging support and kind condolences during the weeks while we cared for our Mother and mourned the difficult and final stages of her life. The singers were beautiful and a special gift that mom enjoyed as did we.

— Daughter of Hospice patient



Priscilla Eriksen
 Brian Fleming
 Catherine Fullenwider
 Joan Gamble
 Heidi Gillespie
 Carrie Girton
 Irene Godfrey
 Zoey "Z" Goodwin
 Nicholas Grudev
 Elizabeth Hardesty
 Noreen Haynes
 Michelle Heleba
 Mike Hodulik
 John "Jack" Hoffman
 Ellen Hogan
 George Jacoby
 Jim Kahle
 Edward Keating
 Louise Kenney
 Karson Kiesinger
 Louise LaBombard
 Brendan Lalor
 Nan Lance
 Sara Laurence
 Jamie Losikoff-Kent
 Nancy Luke

Christopher Luke
 Margaret Mailhot
 Cheryl Mance
 Kelly McDermott-Burns
 Alice McGarey-Martin
 Barb McGuire
 Sheila McIntyer
 Karen Mee
 Elise Melesky
 Phyllis Michaelson
 Marc Miele
 Donna Miller
 Margaret Nadeau*
 Carol Newell
 Lauren Norford
 Andrew Ohotnicky
 Bonnie Olson
 Mary Papeika
 Rachelle Patton
 Ruth Pelletier
 Linell Pike
 Phyllis Quarries
 Cathy Ranney**
 Charlene Rapinz
 Judie Robbins
 Christopher Robbins

Elaine Ryan
 Priscilla Sachs
 Stephanie Savage
 Carol Schoenwetter
 Connie Stewart
 Robin Stomgren
 Kathleen Tabor
 Alida Tarbell
 Emily Tarrant
 Kim Vogel
 Kestrel Voulgarakis
 Rosey Warner
 Karen Waterworth
 Barb West
 Bruce Wheat
 Eileen Wheeler
 Gary Whiting
 Tami Whitmore
 Leah Widmer
 Ellen Wilcox
 Wendy Wood
 Jo Yoder
 Louise "Terry" Zimmer

* = 20 years of volunteer service
 ** = 25 years of volunteer service

“

Your Hospice team was amazing. It was only a couple of days but they made my husband's passing easier for me. The work you do is so valuable and needed.

— Spouse of a patient



VOLUNTEER STORIES

“ I began my journey as a Hospice Volunteer in 2004. I felt called to this role because of my mother's example.

Mom graduated from the Prospect Heights Hospital Nursing Program in 1927 with her RN degree and continued to work in that hospital, where she advanced to supervisor of the OB/GYN Department. She and my dad lived in Queens Village, NY and when neighbors discovered my mom was an RN she was called up for any health issues. One neighbor even credits my mom with saving her baby.

In later years, mom took care of dad at home in his final years. He had Parkinson's and heart issues. After dad died, mom came to live with us. Her example and advice made it easy for me to follow in her footprints to take care of her and, after her death, my sister as well, who had pancreatic cancer.

In mom's last few weeks of life she was under Hospice care. Everyone was so attentive to her and they all had a wonderful rapport with her. It was only natural that when I heard about the Hospice training in Rutland that I decided to follow in mom's footsteps. I do believe I was called by God to help others, too.

I continue to volunteer as I have met so many wonderful patients, as well as Hospice nurses, staff and volunteers. I think it is in my genes and I am happy to be a part of this wonderful organization. I encourage anyone who has the inclination to volunteer to sign up for a training and see if it is for you.



**MARGARET NADEAU,
20 YEAR HOSPICE VOLUNTEER**

“

I took the Hospice training 25 years ago when I realized I did not handle helping my patients cope with loss as well as I wanted to. I did not realize at that point that I could act as a Hospice volunteer, but after taking the training I realized how many people are in need of someone who is able to be there and, sometimes, just listen. When I realized it was actually something I was able to do I felt I needed to step up.

One of my first Hospice assignments was helping a fellow crafter finish her sewing project for her grandchildren that she was just too weak to do. It was so rewarding to help her finish and wrap what would be her last gift for her 'grandbabies' as she called them.

For years I would do respite for patients. Sometimes writing letters for them or sometimes reading books. I found out one patient and I had a love of Aesop Fables. We spent months reading and reminiscing our childhood together. One patient would have me read the newspaper start to finish and "don't skip the editorials" she would say.

I tell patients that when you are entering this stage of your life, it is always good to bring on people that can help you and your family through such a difficult time. It is nice to be able to get to know people and find where your comfort level is. That way as different things are needed; they can step up and help before you even realize the need is there. This can make the transition so much more comfortable for them and their family.

Thank you again for valuing my part of Hospice. I hope I will have more to give.

**CATHY RANNEY,
25 YEAR HOSPICE VOLUNTEER**



SPIRITUAL CARE & BEREAVEMENT SERVICES

During times of upheaval and change in life, we all may experience deep doubt and questioning. We may feel uprooted, set adrift, or utterly alone. We might respond with deep sadness, silence, or with actions to prove to ourselves that we are still in control. Beliefs that once made sense may no longer seem valid.

VNAHSR offers direct support from our Spiritual Care Team, education support groups, written resources and Spiritual Care programs. We offer spiritual care and bereavement assistance to the family members of our patients in a sensitive and caring manner that is most helpful to them and each situation.

Creative memorial activities with guided discussions let families express their feelings while honoring the deceased. **We held our first in-person Tree of Remembrance Ceremony in Rutland since 2019.** The room was filled with loved ones, guest speakers, members of our Hospice staff and volunteers, and our lovely Trillium Singers of Rutland.

Attendees took pictures of their loved ones' ornaments on the Tree of Remembrance.



80

GRIEF SUPPORT GROUP SESSIONS HELD IN 2023

17 held in Bennington

17 held in Manchester

46 held in Rutland

During the Annual Winter Memorial Service in Bennington, attendees were invited to hang a snowflake on a backdrop in honor of their loved ones. **A Hospice supporter described it as "a beautiful snowstorm."**



Thank you to our presenters who shared readings, our wonderful Serenity Singers of Bennington who sang beautifully throughout the ceremony, our Hospice volunteers and staff who put a lot of thought and effort into the service.



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Want to share your story?

HAVE A QUESTION ABOUT DONATING?

I would be happy to speak with you in confidence.
Reach out anytime!

Annual Fund & Development Manager

gina.grove@vnahrs.org | 802.770.1543

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VNA & HOSPICE
of the Southwest Region

Serving Bennington, Franklin, & Rutland Counties

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Rutland, VT 05701
vermontvisitingnurses.org

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