

Annual Report 2016



Founded in 1978 as Hospice of the North Shore



Our Mission

Care Dimensions enriches quality of life for those affected by life-limiting illness, death and loss by providing exceptional care, support, education and consultation.

Our Values

Compassion

Compassionate care is at the very heart of what we do. We provide steadfast caring that epitomizes empathy, kindness, respect and understanding.

Excellence

We are committed to providing the highest quality hospice and palliative care. We strive to exceed our customers' expectations and continuously improve our performance.

Collaboration

We work as a team, sharing respect, resources, knowledge and expertise to achieve common goals. We collaborate with our community partners to ensure seamless care for our patients and their loved ones.

Integrity

We uphold the highest ethical standards by being fair and honest with our customers and with each other. We act with integrity, respect privacy and confidentiality, and use resources wisely.

Responsiveness

We identify and meet our customers' priorities and fulfill our promises through timely response, flexibility and accountability.

Innovation

We seek new opportunities and solutions, and pioneer new programs and services to meet community needs.

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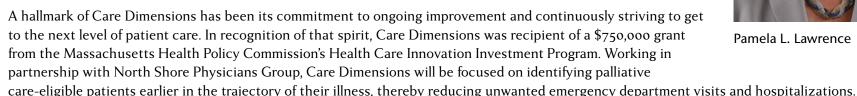
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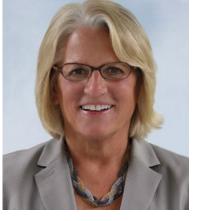
Not pictured



From the **Board Chair**

As I think about the many outstanding highlights of the past year, I am truly amazed at the strength of this organization. In a constantly evolving healthcare market place, Care Dimensions has continued to enjoy strong growth by developing new referral partners, offering innovative clinical programs, providing earlier and easier access to care for sicker patients, and delivering consistently high quality care. This growth coupled with prudent management has enabled Care Dimensions to build a solid financial foundation to support its vision and innovation.





Pamela L. Lawrence

This past year also saw Care Dimensions break ground on its new Greater Boston Hospice House, which will provide hospital-level care to our patients in the MetroWest and Greater Boston region. Following in the footsteps of the wonderful care provided at the Kaplan House, this new facility on the Lincoln/Waltham line is sure to become a vital community resource when it opens in late 2017.

To keep up with the tremendous growth this year, Care Dimensions has invested in more staff – now numbering over 500 – and focused on keeping its core strong by nurturing and supporting staff engagement, which had the added effect of reducing staff turnover to the lowest level in many years and one consistent with national best practice. All of these accomplishments would not be possible without the day-in, day-out superb care provided by our clinical staff, supported by their administrative colleagues and guided by an exceptional senior management team.

As you know, 2016 was also a year of transition, as our leader of 28 years, Diane Stringer announced her plans to retire. I am pleased to share the news that after a robust, nationwide search, the Board of Directors of Care Dimensions has selected a new leader.

Patricia Ahern, a seasoned hospice executive with more than 30 years of experience in healthcare spanning the continuum of care delivery services, including acute care hospitals and hospice and palliative care organizations, will take over as President and CEO in May. With both a nursing background and an MBA, she has the clinical and strategic business skills and a true passion for our mission that will enable her to provide the vision and management leadership to move Care Dimensions forward.

Having led large, non-profit hospices in Buffalo and Chicago, she brings a deep understanding of the challenges and opportunities of the ever-changing landscape of healthcare. I look forward to working with Pat and introducing her to our vital supporters in the community.

Please join me and the Board of Directors in thanking Diane for her unparalleled leadership of Care Dimensions and her unwavering devotion to the thousands of patients and families we are fortunate to care for every year. Congratulations on a remarkable career!

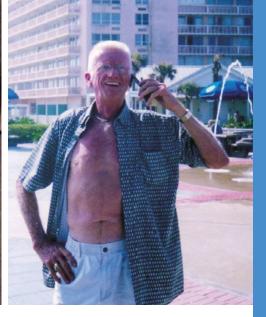
Sincerely.

Pamela L. Lawrence

Board of Directors Chairperson









"I told Dr. Warren if I don't have quality of life, I don't want quantity."

Kenneth "Woody" Wooldridge

(Photos top - left to right) Kenneth "Woody" Wooldridge with his daughter Sandy. Woody in his Army uniform. Woody enjoying sunny Florida.

(Photo bottom) Woody and hospice nurse Wanda Santana, RN.

Independence Defined Quality of Life for Beverly Veteran

Beverly resident Kenneth "Woody" Wooldridge, 78, enjoyed living life to the fullest. A Vietnam-era Army veteran, he had retired to Florida where he enjoyed a relaxed and sociable lifestyle.

In his early 70s, an X-ray showed a mass on his left lung, and he had it surgically removed, which left his breathing compromised. Woody also had Chronic Obstructive Pulmonary Disease (COPD) and emphysema, and was also diagnosed with an autoimmune disease that caused recurring respiratory infections. At his doctor's urging, he moved to Massachusetts to be closer to his daughter, Sandy, a nurse.

In early 2016, he was admitted to Beverly Hospital three times within a month for acute respiratory problems, including pneumonia. Once extremely active, Woody found himself spending more time in the hospital than at his apartment, where he lived independently.

"Life wasn't worth a damn," he recalled. The frequent hospitalizations depressed him as he started to see his independence slip away.

Beverly Hospital requested a palliative care consultation for Woody with Care Dimensions to help clarify his goals of care. Woody and Sandy met with Robert Warren, MD, medical director of palliative care/assistant medical director of hospice.

"He was tired of going back and forth to the hospital. He wanted to stay home," said Dr. Warren. "We talked about different options of



Watch
Woody's story
CareDimensions.org/YouTube

care, and one of those options was hospice care at home. When we explained what hospice entails—visits from a nurse, social worker, home health aide, chaplain, and volunteers—it was exactly what he wanted."

After a brief stay in a rehabilitation facility, Woody was able to resume living on his own and Sandy could worry less about him because the Care Dimensions team was always in close contact and kept her informed. Woody required oxygen constantly, but learned to manage it by listening to his hospice nurse, Wanda Santana, RN. She even taught him how to mount an oxygen tank on his power scooter so he could get around and socialize with friends.

"Since Care Dimensions has been involved, I've been able to maintain my independence," reflected Woody last December. "I go down to Dunkin' Donuts, make my own coffee. I can come and go. That's great for me." He made the mile-long round trip whenever weather allowed, and was friendly with all the regulars in the store.

"It's really nice to see that transition of a patient from hospital to home, and see how well they're doing," said Dr. Warren. "And if things are in crisis, we're able to support families with our entire team."

"Before, when he got sick and I couldn't get to him, the only thing he had was the Lifeline, and he'd end up in the hospital," said Sandy. "With Care Dimensions, he would call Wanda, and she'd either advise him how to control his shortness of breath and he'd feel better, or she'd come over and deal with the situation." A couple of times when his symptoms became too acute to manage at home, he was able to go the Kaplan Family Hospice House for care, she added.

"Wanda is a wonder," raved Woody. "She's a fantastic lady who knows her stuff. Just thinking she's coming is enough to pull my spirits up."

Sharing his wishes for end-of-life care and choosing hospice with Care Dimensions allowed Woody to live his final months as he wanted: independent and social. Before his death in January 2017, he enjoyed participating in the video that accompanies this article, and teaching others about the benefits of hospice.

Needham Nun Knows Value of Starting Hospice Early

"Hospice for me is a lifeline. It is the absence of fear in the face of death. Hospice is the support that I have always felt from my team," said Sr. Kathleen Crowley, 72, of Needham. In those three short sentences, Sr. Kathleen clearly captures the essence of what hospice care has meant to her. In the process, she is trying to educate others. "I hope everyone takes advantage of hospice sooner, rather than later, because it's helped me so much and has also supported my family and fellow Sisters," she explains.

That eloquence comes naturally and was born from her many years as an educator and leader in college campus ministry. After transferring to parish work at St. Pius V Church in Lynn, Sr. Kathleen discovered her love of working with the elderly and came to understand the value of hospice. "Being with people when they faced difficult diagnoses and were dying changed my life," said Sr. Kathleen. "I really appreciated the role of hospice in people's lives. It prepares people so well to die, but it's about living and thinking about how I want my last years to be."

When she was diagnosed with liver cancer two years ago and was faced with the most difficult decision of her life about a complicated surgery and a hard recovery, she reflected on that thought. "When the surgeon said, 'You will never be as healthy as you are today,' it put it in perspective for me," she explained. "Did I want to live in a nursing home trying to recover, or did I want to focus on my quality of life? I knew in my heart what I was going to do, and then there was a great sense of peace that came over me," said Sr. Kathleen.

When her doctor said she might benefit from hospice care, she agreed immediately and called Care Dimensions. "It's been the best decision," said Sr. Kathleen. "When we think of dying, we all get very afraid — it's natural. It's a great comfort to have the hospice team with you on your journey, so you're not alone and you can have someone answer your questions," she said.

"One of the things I appreciate most is that my nurse, Molly Polansky, will be honest with me and tell me what's happening and why, and then explain what they can do to help," she added. "If I know what's going on, I can handle it. Molly not only alleviates my fear of what's next, but the support from the whole hospice team has been invaluable."

In addition to her nurse, Sr. Kathleen receives regular visits from Social Worker Jessica Mosey and Chaplain Matia Angelou, a former colleague of Sr. Kathleen.

"I think my family and my Sisters were concerned when I chose not to have the surgery and some of them weren't able to understand why I wanted to be on hospice so early," she said. "But the hospice team has answered their questions. They can see that I'm truly happier and I feel less fear about the future because I have the hospice team to support me."

The year that Sr. Kathleen has been with Care Dimensions has been a special one. She was able to celebrate her 50th anniversary of becoming a nun, attend a niece's wedding, and gather with fellow Sisters from Boston and New York who have been meeting annually for 20 years. "There are so many things I otherwise would not have been able to attend. For me, those were very special moments I treasure."



Watch
Sister Kathleen's story
CareDimensions.org/YouTube







"Hospice for me is a lifeline. It is the absence of fear in the face of death. Hospice is the support that I have always felt from my team."

Sister Kathleen Crowley

(Photos top - left to right) Sr. Kathleen enjoyed the sunshint of Ireland. In 2016 while on hospice, Sr. Kathleen was surrounded by family to celebrate her 50th anniversary of becoming a nun. Sister Kathleen with a fellow sister in Irela (Photo bottom) Chaplain Matia Angelou on a recent visit visiter Kathleen.











"Kyle's hospice team didn't just see a patient or a disease process or even a terminal teenager. They saw Kyle... and were able to see how his illness was affecting him, emotionally, spiritually and physically."

Abbie O'Grady

(Photos top - left to right) Kyle with Care Dimensions therapy dog Patrick. Team Kyle (Kyle, center, in hat) at the 2016 Walk for Hospice. Children's Program Manager Kristen Goodhue, M CCLS and Kyle working on an art project.

(Photo bottom) Kyle with his parents Brett and Abbie before heading off to his semi-formal dance.

Pediatric Team Helps Teen and His Family Make the Most of Each Day

Listening to the bantering between Kyle O'Grady, 15, and his dad, Brett, over if, and how, he was going to ask a girl to dance at his Danvers High School freshman semi-formal dance, it's hard to believe that he had a care in the world, let alone has been battling a malignant brain tumor for three years.

In those three years, however, Kyle has endured countless radiation and chemotherapy treatments, and yet has remained positive and determined to live life to the fullest. He has traveled to Florida with the Jimmy Fund to watch the Red Sox during spring training, meeting his favorite player, Dustin Pedroia. He had an epic wish granted by the Make-a-Wish Foundation for a behind-the-scenes visit to both his favorite TV show and the animated series *Family Guy* during a visit to Los Angeles with his family.

But, when his cancer recurred in 2015, Kyle and his family turned to Care Dimensions for additional support. After several successful attempts at slowing down the tumor's growth, now unfortunately, there is no additional treatment currently available to stop the progression of Kyle's cancer.

Kyle and his family are no strangers to hospice. In fact, his mother, Abbie, has been a nurse case manager with Care Dimensions for nearly five years. "My Care Dimensions family has been so supportive of us," said Abbie. "Colleagues have donated vacation time, rallied behind our Walk for Hospice team, and on their own time even started a GoFundMe page to help our family financially so my husband and I can afford to take leave from our jobs and enjoy every day we have with Kyle."

From the beginning, Care Dimensions' pediatric team worked to ensure that all of Kyle's physical, emotional and social needs were met. They developed close working relationships with Kyle's primary care team at Dana-Farber and continued to monitor and adjust medications and treatments based on his symptoms. They collaborated

with both middle school and high school teachers to maximize Kyle's educational experience and to advocate for his specific needs. The team also encouraged Kyle to take advantage of Care Dimensions complementary therapies, including music therapy, helping him compile a playlist of music that represents him.

An important focus of the team's time has been on helping Kyle, his siblings, parents and grandparents cope with all that they are going through. "They help us by validating our feelings – it's OK to be sad and confused. And they help us, as parents, know what to say to Kyle and his sister and little brothers," explained Abbie.

Care Dimensions' child life specialist Kristin Goodhue meets regularly with Kyle and his siblings, and their time is often spent on a creative activity, which matches well to budding artist Kyle's preference for expression. Among several legacy art pieces he has created, Kyle is now designing his own version of the game Monopoly featuring the significant people, places and experiences that are meaningful to him. "They're places and jokes that only my family will understand, but I know it will make them laugh," said Kyle.

Aside from his love of board games, video games, and comic superheroes, Kyle is committed to making a difference. He was intent on participating in Care Dimensions' Walk for Hospice in October, walking alongside his family and other Team Kyle members and sharing his story to educate families about hospice care.

"I'm so proud of Kyle and all that he has accomplished," said Abbie. "He's always had a positive attitude and is an amazing kid. We're staying focused on enjoying every moment and making the most of every day with him."

Breaking Ground on our new Hospice House



On September 27, 2016, we gathered with Care Dimensions staff and supporters to celebrate the official groundbreaking of our new Greater Boston Hospice House, located on the Lincoln/Waltham line. The new hospice house will feature 18 private patient suites, comfortable living room spaces, gardens and other family-friendly amenities and offer hospital-level care to patients who need complex pain and symptom management.

"From the success of our Kaplan Family Hospice House, we knew that we needed to bring that higher level of care to our patients in the MetroWest and Greater Boston area," said Philip Cormier, vice chair of Care Dimensions' Board of Directors. With a completion date in November 2017, the new hospice house will be situated atop a tree-lined hill overlooking the Cambridge Reservoir and offers easy access from MA Route 128.

2016 Year in Review

February



We welcomed a second class to our hospice nurse residency training program, in collaboration with Regis College. The program was funded by a Massachusetts Healthcare Workforce Transformation Fund Training Grant.

April



Along with the ALS Association of MA Chapter, we co-hosted an ALS Symposium for over 200 clinicians.

The program was sponsored in part by Care Dimensions' Robert Marder ALS Education Fund.

May



Our first **Pediatric Gathering of Remembrance** brought together families of children who have passed away and featured readings and music from parents and staff.

August



The Massachusetts Health Policy Commission awarded Care Dimensions a \$750,000 Innovation Grant aimed at identifying palliative care patients earlier in their illness, thus avoiding unnecessary emergency department visits and hospitalizations.

November



Massachusetts General Hospital physician and co-counder of Advance Care Planning Decisions, **Dr. Anthony Volandes** presented his compelling, *The Conversation: A Revolutionary Plan for End-of-Life Care*.

December



Admissions Referral Center Supervisor Jane Byrne received the Rick Vescovi Award; Hospice Aides Ivan Gomez and Kenia Rodriquez received the Lane-Butler Gift of Compassion and Abbie O'Grady received the Kathleen Schroot Memorial Award for nurses.

Honoring a Husband and Helping to Ensure End-of-Life Services in MetroWest

John T. Zaffiro always said you can really judge a person by the way they play golf. Are they patient and honest? His wife, Deb, says that everybody loved playing golf with John because he was not only honest and patient, but funny, too.

Raised in Lexington, John was the youngest of five children. In his adult years, he embraced his role in the family business, a thriving fish processing company along Boston's historic waterfront. "John loved his family's heritage and the history behind their business, which began as a push cart in Haymarket Square," said Deb. "He loved Sunday dinners, making his own pasta and sauce and spending time with family and friends."

"Johnny," as his loved ones called him, was a healthy, vibrant, 54-year-old before he was diagnosed with tonsil cancer in 2013. "From diagnosis until his death, we only had 15 months for everything to sink in," recalls Deb. John's cancer did not respond to numerous treatments and his health took a sharp decline. Deb became his primary caregiver, quitting her job and juggling life with two teenaged children and a terminally ill husband.

After weeks of John's frequent hospital visits, lack of sleep, and increased pain, Deb knew she and John needed help. "It was my neighbor who convinced me to contact Care Dimensions," said Deb. "Knowing that someone from Care Dimensions would come to our house and get Johnny's symptoms under control made all the difference to me. They even arranged for a service to deliver urgent prescriptions in the middle of the night," said Deb. After meeting with the hospice team, Deb recalls feeling less anxious and bolstered by the staff's calm and competent care.

A week before he died, John, Deb and their two children Nick and Natalie spent a day together at the beach. "It was a way for us to just be together as a family doing the things John loved," said Deb.

In August of 2014, John passed away at the Kaplan Family Hospice House in Danvers.

When Deb heard that Care Dimensions was building a second inpatient hospice facility in Lincoln, she knew firsthand about the need it would fill in the MetroWest area. "The Kaplan House provided the best possible care for John at the end of his life and I wanted to ensure that other families had the same opportunity," said Deb. She approached Johnny's fish pier colleagues and friends who ran a charity golf tournament with the idea of supporting the new hospice house. They eagerly agreed. The 2016 John T. Zaffiro Memorial Golf Tournament was held at the Framingham Country Club and raised \$20,000. "Our goal was to raise \$5,000 for Care Dimensions, but we raised four times that amount because John's friends were so supportive and dedicated," said Deb.

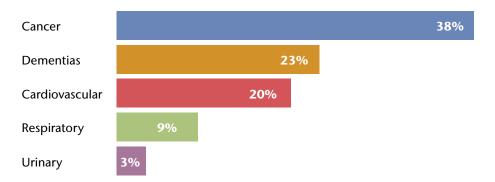
On May 23, 2017, a second memorial tournament will be held at the Framingham Country Club in memory of John and a fellow fish pier colleague who passed away in 2016. A portion of the proceeds will go to Care Dimensions' new hospice facility, expected to be completed in late 2017. "It's vital to me to honor John's life and acknowledge the important end-of-life services that Care Dimensions provides," said Deb.



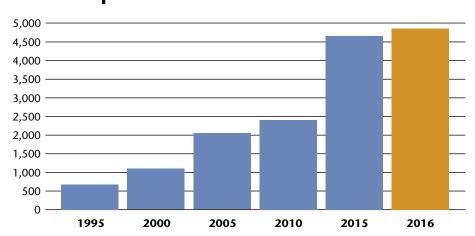
(Pictured) The Zaffiro family - John, Deb, Natalie and Nick.

Serving More People in Their Time of Need

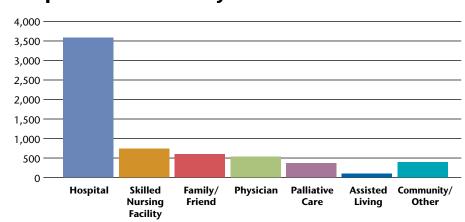
Top Five Diagnoses (Patients by Diagnosis)



Total Hospice Patients Served



Hospice Admissions by Referral Source



A Year of Service **2016**

Hospice Patients Served	4,834	Total Nurse Visits	86,859	Employees	487
Palliative Care Visits	2,191	RN Visits LPN Visits	60,280 8,535	Volunteers	424
Average Days on Service	57	Admissions	6,987	Volunteer Hours	30,727
Average Daily Census	740	On Call	11,057	Grief Support Services	
Kaplan Family Hospice House		Physician/Nurse Practitioner	Visits 6,125	People Served	6,710
Admissions	1,179	Hospice Aide Visits	98,543	Educational Programs	
Days of Care	6,865	Complementary Therapies \	/isits 5,650	Community Programs	199
Social Worker Visits	14,467			Community Attendees Professional Programs	2,695 351
Chaplain Visits	7,414			Professional Attendees	5,882

Community Support

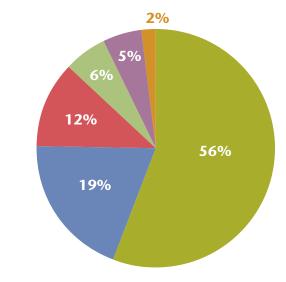
Enriches Support for Patients and Families

Generous community support underwrites the innovative programs that are hallmarks of the compassionate, comprehensive end-of-life care provided to anyone who needs it, regardless of their ability to pay.

Philanthropic gifts enrich lives by helping to sustain the key services and develop new programs including:

- Grief support programs, including bereavement support and counseling for adults and children at the Bertolon Center for Grief and Healing, our office locations and many community locations
- Camp Stepping Stones for children and their families who have experienced a loss
- Palliative Care services to alleviate physical, emotional and spiritual suffering for those who are chronically ill
- Pediatric hospice and palliative care services, and specialized training for the care team
- Kaplan Family Hospice House equipment, furniture replacements and upgrades
- Building a new hospice house in Greater Boston and seeding endowments
- Specialty programs such as Complementary Therapies, Dementia Support, Cardiac and Respiratory Care, and Veterans recognition and support
- Volunteer training and services
- Community and professional education

Philanthropic Support



Capital Campaign Donations	\$2,064,695	
Community and	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Special Events	\$716,552	
Memorial Gifts	\$437,027	
Annual Gifts and		
Miscellaneous	\$217,882	
Foundation Grants	\$185,500	
Bequests	\$ 71,651	
Total Funds	\$3,693,307	

We gratefully acknowledge the 12,000 donors who made gifts to Care Dimensions during 2016. Due to space limitations, we are unable to list all donor names in this annual report. We strive to ensure the accuracy of every donor. We apologize if any error has been made and ask that you contact us to correct our records.





Compassion... The Campaign for Care Dimensions

We are grateful to our contributors to Compassion... The Campaign for Care Dimensions. In 2014, we commenced our campaign to raise funds to build the new inpatient hospice care center in Lincoln and to seed endowments for the Kaplan Family Hospice House, the Pediatric Hospice and Palliative Care Program and for Care Dimensions' innovative programs and services.

2016 John Zaffiro Golf Tournament A B Seafood, LLC **Accelerated Fitness** Lisa Alcock Jane E. Alpers Mr. and Mrs. Phineas Alpers Andrew Ross and Leslie George Fund of the Foundation for MetroWest Ms. Michele Arnone Mr. Laurence C. Atkins Cynthia and Tony Ayoub Mr. and Mrs. Charles I. Badavas **Iean and Dennis Ball** lanet and Brian Barnes **Barons Custom Homes** Ms. Mary E. Barrett

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This listing represents donations of \$250 or greater.

ComplementaryTherapies



Complementary therapies nurture the body, mind and spirit. As an addition to the medical plan of care, they enrich the quality of life for patients, families and caregivers by relieving stress and tension, aiding relaxation and promoting a sense of well-being. Available therapies include:

- Art therapy
- Music therapy
- Pet therapy
- Massage
- Reiki

Care Dimensions depends on the generous support of our community donors to fund our complementary therapies program and other services not covered by the hospice insurance benefit.

To learn more about our programs, please visit CareDimensions.org/comptherapies.



The David Sherman Legacy Society was founded in 2011 to recognize the largest bequest received in our history and to honor David Sherman's memory. We gratefully acknowledge those who have included Care Dimensions in their estate plans.

James and Kathy Bacsik
Francis E. Belleau*
Allison and Preston
Bradford
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The David Sherman Legacy Society gathered for its annual luncheon. This year's guest speaker was Lisa Kynvi, creative arts therapist.

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Since 1991, our annual Tree of Lights ceremonies have become a wonderful tradition for families and friends to celebrate their loved ones in a meaningful way at the holidays.



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Families gathered at the **Annual Brick Dedication** Ceremony held at the Kaplan Family Hospice House. If you would like to dedicate a brick in memory or in honor of someone, contact Heidi Hatch at 978-750-9318 or email HHatch@CareDimensions.org.

Walk for Hospice



We are grateful to the efforts of the over 3,000 walkers, our dedicated Walk Committee and many local businesses and community members for their support of our 29th Annual Walk for Hospice resulting in \$208,000 for this annual fundraiser. And special thanks to Lyn Skarmeas and our Provider Relations Team who inspired greater participation from Care Dimensions employees.







Care Dimensions gratefully acknowledges the corporations, walkers and teams that donated and raised significant funds for the 29th Annual Walk for Hospice.

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Care Dimensions, founded in 1978 as Hospice of the North Shore, was one of the nation's first hospice providers. As a community-based, non-profit leader in advanced illness care, it has become the largest, most comprehensive hospice provider in the Commonwealth. With the mission of providing exceptional care, support, education and consultation to those affected by life-limiting illness, death and loss, Care Dimensions provides care for patients in more than 90 communities in Eastern Massachusetts.

Community Support

Please join us for these special events throughout the year. For more details on these activities and how you can participate, visit us online at CareDimensions.org or call 888-283-1722.

23rd Annual Auction & Regatta

Auction — Friday, June 16 Regatta — Sunday, June 18 Corinthian Yacht Club, Marblehead

Brick Dedication Ceremony

Saturday, June 17 Kaplan Family Hospice House, Danvers

16th Annual Camp Stepping Stones Saturday, July 8 Glen Urguhart School, Beverly Farms

3rd Annual Service of Remembrance and Lights

November 2017, MetroWest

26th Annual Tree of Lights Ceremonies

Monday, December 4 ~ Gloucester Tuesday, December 5 ~ Danvers Thursday, December 7 ~ Swampscott



30th Annual Walk for Hospice

Kick-off party — Thursday, September 14 Danversport Yacht Club Walk — Sunday, Fall 2017

St. John's Prep Campus, Danvers

If you do not want to receive future fundraising requests supporting Care Dimensions, please contact the Philanthropy Department by email at Philanthropy@CareDimensions.org or call 978-223-9787.