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*Serving Fairfield, Litchfield and New Haven Counties*



Shaping our *Second Century of Caring*

THE 2010 ANNUAL REPORT



## Letter from the Chair & President

The legacy of our past, and the profound difference we have made in the lives of so many we have touched, provides us with the determination to address the complex challenges of the future. Our mission to provide the finest in home health care in our second century of service remains as vibrant as ever, as 2010 marked the beginning of our 2nd century of caring. 2010 was in many ways, one of the most remarkable periods of our Agency's illustrious history.

Proudly, we faithfully delivered 271,783 caring, compassionate, and quality driven patient care visits; bringing our accumulated delivery of care to more than 8,500,000 visits over our 101 years of dedicated commitment.

Our year began with a wonderful celebration of VNS' 100th Anniversary at our annual meeting in October with some 200 staff, board, volunteers and community supporters as well as the President of the National Association for Home Care and Hospice as our keynote speaker.

We also witnessed the conclusion of an often-times contentious battle over health care reform that ultimately resulted in passage of a two thousand page law which will fundamentally change the nation's health delivery system over the next ten years. It is, without question, the largest reform of our health care system since the implementation of Medicare and Medicaid in the 1960s. While many of the final rules and regulations of the new law have yet to be written, we do know that Medicare home care payments will be reduced by some \$40 billion over the next decade to help finance the new system. Yet at the same time, the new system is designed to grow utilization of home health care services.

Additionally, the agency witnessed the full impact of our budget recovery program initially implemented in 2009, as the diligence by VNS board members, staff, and volunteers to meet critical operational targets produced a positive bottom line for our organization. This remarkable turnaround allowed VNS to pay down debt and begin to lay the foundational strength to meet the extraordinary challenges we will face in the new age of health care reform.

FY2010 also marked an important anniversary for our agency. It has been five years since Visiting Nurse Services of Connecticut and Trumbull-based United VNA joined forces to ensure comprehensive home care services for residents of upper Fairfield County. This required a remarkable commitment on the part of hundreds of staff members from both organizations to ensure a seamless organizational change while maintaining the highest level of services for our home care patients.

And, finally, during the year, our agency participated in new initiatives with our hospital referrers designed to improve transitional care from hospital to home as required under the new health care reform law. We took steps to improve regular monitoring of patient status through telehealth systems and enhanced our capabilities to better serve the chronically ill. The Federal Centers for Medicare and Medicaid Services (CMS) recognized VNS for outstanding performance in reducing hospital re-admissions. The award was part of a national quality improvement demonstration project in which VNS was recognized for being among the top 20% of agencies in the State. Additionally, our Disease Management Programs, expanded to include diabetes care, continued to demonstrate positive results for our patients.

Indeed, 2010 was a remarkable year for VNS, but it is only the beginning. We will need to be vigilant and persistent in our efforts to carve out a strong future for our agency and the patients we serve. Home health care should and will play an important role in the new health care system. We remain committed to ensuring that VNS of Connecticut will continue to play an integral role in shaping the future of home health care in this emerging system. We are confident that with our talented and dedicated staff, VNS will design creative and productive strategies to shape our second century of caring.



Robert V. Rodia and William F. Sullivan, Jr.

Robert V. Rodia

Chairman, Board of Directors

William F. Sullivan, Jr.

President/CEO

## 2010 Year in Review

### Quality

- Proudly delivered quality, comprehensive, compassionate care to nearly 8,000 patients; provided in excess of 271,000 patient care visits; while maintaining a daily patient census in excess of 2,000 patients.
- Served more than 1,600 patients who were uninsured or underinsured who would not otherwise be able to afford health care. VNS subsidized over \$5.2 million in charity, reduced fee, and uncompensated care.
- Provided 1,481 hospice volunteer hours of service.
- Administered 4,410 flu vaccinations, and multiple free blood pressure screening clinics.
- Four VNS nurses were honored for their excellence in patient care as part of Connecticut's 2010 Nightingale Awards program. The honorees were: Valentina Haddad, RN; Peggy Hudak, LPN; Donna Ross, RN; and, Betty Schaake, RN.
- The Agency continued to demonstrate quality and excellence on four critical benchmark measurements. VNS patients scored at or above the Agency's market standards and statewide levels in all 12 outcome categories during 2010. Further, VNS scores surpassed the national averages in 10 of the 12 outcome categories.
- Development and furtherance of our Disease Management Programs witnessed positive results. Diabetes management was added to the list of agency services in this area with great success. And, toward the end of the fiscal year, agency leaders began to search for a Disease Management Manager to oversee these programs over all Agency patient care branches.
- Use of telemonitoring to assess patient conditions on a daily basis continued to be a major focus of the Agency; especially with its capability to improve patient care and reducing expensive hospital re-admissions. During the year, the agency brought on board a full time telemonitoring coordinator and moved toward the expansion and updating of its telehealth system.
- The Federal Centers for Medicare and Medicaid Services (CMS) recognized VNS for outstanding performance in reducing hospital re-admissions. The award was provided as part of a national quality improvement demonstration project in which VNS was recognized for being among the top 20% of agencies in Connecticut.
- VNS was awarded a two year re-accreditation by the Community Health Accreditation Program (CHAP); the home health care industry's primary accreditation body. The honor followed an intensive three day on-site review of all Agency operations. The surveyors offered much positive feedback regarding the quality of care they witnessed.
- The State of Connecticut Department of Public Health conducted a rigorous on-site survey for purposes of licensure renewal, Medicare certification for home care, and Medicare certification for hospice. The Agency license and certifications were renewed.

### Satisfaction Surveys

- VNS patients continued to praise Agency staff for their excellent work, with 95% stating in patient satisfaction surveys that they would be willing to use VNS again or recommend the Agency's service to friends or family.

### Operations

- VNS board, staff, and volunteers worked collaboratively to fully implement a responsible and prudent budget recovery program to reduce debt and move the Agency toward meeting the challenges of the future. By every measurement, the collective efforts, dedication, hard work, and attentiveness to detail contributed to a wealth of successes, both clinically and financially. These dramatic efforts stabilized the Agency, and strongly positioned VNS for the future.
- In the fall, VNS celebrated its 100th anniversary by hosting over 200 staff, board, and community supporters at its Annual Meeting at the Holiday Inn in Bridgeport. The keynote speech was delivered by the President of the National Association for Home Care and Hospice, Val Halamandaris, who praised the work of current and former staff members who have toiled against great odds to build a century-long legacy of service to our community. Those in attendance also viewed a special video presentation that chronicled the work of those who made VNS what it is today, to the tune of Bette Midler's song, "Wind Beneath My Wings", which speaks to the importance of heroes. But the true high point of the evening was a personal testimonial from a 92-year-old current patient who fought back her emotions to thank VNS staff "who make it possible for me to remain vibrant and independent in my own home. You are beautiful angels."
- VNS commemorated the five year anniversary of joining forces with Trumbull-based United Visiting Nurse Association ensuring comprehensive home care services for residents of upper Fairfield Country.
- VNS expanded its geographic reach to care for patients in the towns of Plymouth and Terryville providing services to a total of 54 communities. The Torrington Branch moved operations to a new office location providing for a larger modern office space contributing to a more efficient work environment and allowing for expansion of staff and services.
- The VNS of Connecticut website at [www.vnsct.org](http://www.vnsct.org) continued to draw new visitors during 2010. Several times during the year, website visitations surpassed the 8,000 per month level.

### Advocacy

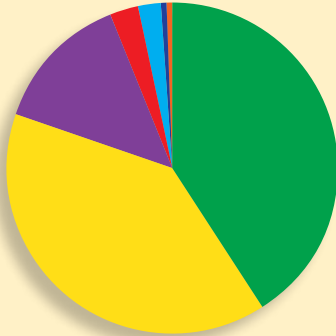
- VNS reinforced its position as a nationally recognized advocate for home health care by increasing its advocacy efforts. President and Chief Executive Officer William Sullivan, Jr., served his second year as Chairman of the Connecticut Association for Home Care and Hospice Board of Directors. He was actively involved in discussions with legislators, policy makers, and state leaders, on the need for adequate Medicaid reimbursement rates for home care providers, and policy matters governing licensure and clinical practice standards. Agency personnel also traveled to Washington to educate federal lawmakers on Medicare related funding issues and played a role in mitigating what could have been disastrous cuts in home care Medicare funding.
- The agency continued to make valuable use of its "Friends of VNS" internet-based support group grew. The support group now numbers well over 150 people. The members participated in email writing campaigns to our State and federal elected officials in an attempt to educate and influence policy makers about important home health care issues, including adequate reimbursement rates, proposed funding reductions, coverage modifications, and policy changes.



VNS of Connecticut President William F. Sullivan, Jr., testifies on home care issues in Hartford before the Connecticut General Assembly's Appropriations Committee.

## 2010 Statistics

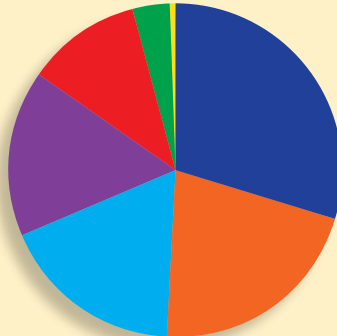
**Visits By Discipline**



**Total Visits 271,783**

- Skilled Nursing (106,671) 39.2%
- Physical Therapy (36,985) 13.6%
- Speech Therapy (1,285) 0.5%
- Occupational Therapy (7,465) 2.7%
- Medical Social Worker (6,384) 2.3%
- Home Health Aide (111,539) 41%
- Other (1,454) 0.5%

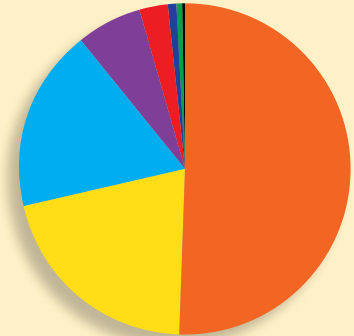
**Admissions by Age Group**



**Total Admissions 7,523**

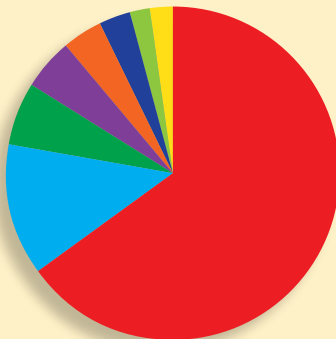
- Age 90+ (842) 11.2%
- Age 80-89 (2,242) 29.8%
- Age 70-79 (1,609) 21.4%
- Age 60-69 (1,210) 16.1%
- Age 40-59 (1,324) 17.6%
- Age 19-39 (268) 3.6%
- Age 0-18 (28) 0.4%

**Net Revenue by Source**



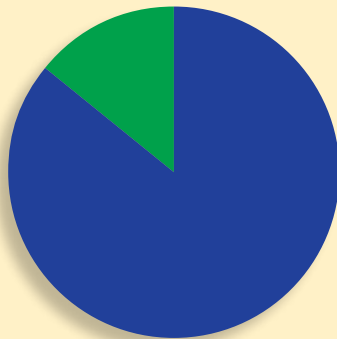
- Medicare 50.6%
- Medicaid 20.8%
- Ins/HMO 18.0%
- Medicare Hospice 6.3%
- Investment & Other 2.7%
- Contributions 0.9%
- Private Pay 0.5%
- Grants & United Way 0.1%
- Other Payors 0.1%

**Expenses by Major Category**



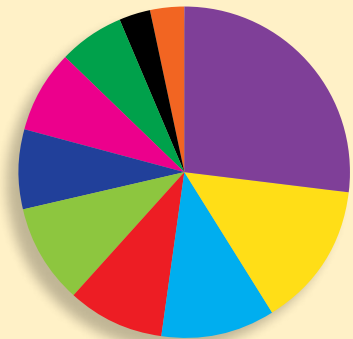
- Salaries & Wages 65%
- PR Taxes & Benefits 13%
- Other Operating 6%
- Professional Fees 5%
- Contract-Clinical 4%
- Occupancy 3%
- Transportation 2%
- Interest & Depreciation 2%

**Charity, Reduced Fee Allowance and Uncompensated Care**



- Compensated Care 86%
- Uncompensated Care 14%

**Admission by Top Ten Diagnostic Groups**



- Circulatory 17%
- Neoplasms 9%
- Respiratory 7%
- Injury & Poisoning 6%
- Symptoms Signs Ill Defined 6%
- Musculoskeletal 5%
- Endocrine, Nutritional & Metabolic 5%
- Nervous System & Sense Organs 4%
- Digestive System 2%
- Mental Disorders 2%

## Giving from the Heart . . .

Each year when many of our staff come together to create this annual report, we reflect upon our achievements and on the generosity of our donors who helped us reach those achievements. The times we are living in are wrought with challenges and the health care industry is facing major changes. No one really knows what the future will bring, but we do know that our donors, volunteers and friends are a key factor to meeting our goals of providing quality home health care and hospice services to individuals, families and the communities we serve. It is unfortunate that there are many people who live within our region that can not afford continued medical care and may be turned away because they are under or uninsured. Many of these “medically underserved” are over the age of 65, who meet the federal poverty guidelines and are considered to be some of the most vulnerable people in our society.



Some of our other 2010 highlights included:

- *Gifts to support our mission, from individuals, corporations, organizations, and foundations totaled \$307,264 to help VNS meet the health needs of the young and old and many individuals with limited financial resources who otherwise would not be able to obtain vital and needed health care services.*
- *The 19th annual Tree of Light remembrance ceremonies were held on December 10, 2009 in 11 towns: Bridgeport, Easton, Fairfield, Milford, Monroe, Southbury/Oxford, Huntington/Shelton, Southbury, Stratford, Trumbull and Westport. More than 600 people attended the events to honor and remember their loved ones at the tree lighting ceremonies. Financial support from sponsorships and tribute donations resulted in net proceeds of \$31,109. The dollars from this event are utilized to support the VNS Hospice at Home™ program.*
- *The 9th annual Clambake fundraising event was held on June 9, 2010 at Brooklawn Country Club in Fairfield. Net income of \$25,776 was raised. Event proceeds support end-of-life care, and the delivery of care to the needy and most vulnerable.*
- *During the year the agency also received \$20,000 from the Fairfield County Community Foundation as the completion of a two year grant commitment, a first time unsolicited contribution of \$50,000 from The Mary Fund, and a \$25,000 donation from the Margaret and Stanley Suzanski Charitable Trust for medical equipment. Others providing financial support during the year included the Near and Far Association, the Barden Foundation, the United Way of Northwest Connecticut, and the Southport Congregational*

With your support this past year, we are proud to say that we were able to help over 1600 people in need receive outstanding, compassionate care while being able to remain in the comfort of their homes. Thanks to your continued generosity, sharing, and caring, VNS provided \$5,233,572 of uncompensated care during fiscal year 2010. We applaud you, our donors, and thank you for your thoughtfulness and generosity. We also thank those of you who paid tribute to a friend, colleague or loved one with a memorial gift.

Best Regards,

Charity Poth  
Director of Development

### HONOR ROLL OF DONORS - July 1, 2009 to June 30, 2010

The financial support of caring and concerned people is crucial to our ability to provide the highest quality care to our neighbors. We sincerely thank the following donors who generously gave to support the mission of Visiting Nurse Services of Connecticut during the fiscal year beginning July 1, 2009 and ending June 30, 2010.

The names listed on the following pages represent donors who made monetary gifts. Although we truly appreciate all gifts, this report does not include in-kind donations to our special event programs, such as food and gift collections and silent auctions. We regret any errors or omissions. If you have a correction or would like to make a donation, please call the Development Office at 203-366-3821.

Thank you for your support!

# Honor Roll of Donors

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Mr. James Mazzairelli  
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United Way of Northwest CT, Inc.

### Foundations and Trusts

Fairfield County Community Foundation  
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Jeanette Weiss Matzkin Residuary Trust  
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## PLATINUM \$2500 - \$4999

### Individuals

Anonymous  
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Ms. Lucy D. Roberts

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## SILVER \$1000 - \$1499

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 Stuart Werkle  
 Henry Westbrook  
 Lillian White  
 Bette B. Whitmore  
 Cecilia Widomski  
 Elmer Williams  
 Eunice M. Williams  
 Marion Williams  
 Joseph Wirth  
 Nancy Wong  
 Eleanor Woods  
 David H. Woolfolk  
 Elizabeth Wright  
 Michael Wuchek  
 Ann Yankovic  
 Jeanette Yanosy  
 Nicholas Yanosy

Donna Zagryn  
 Joey Zahornacky  
 John Zandonella  
 Gabor Zavory  
 Michael Zelkin  
 John B. Zellers  
 Margaret M. Zellers  
 Mary Zenko  
 Luke J. Zinsky  
 Louise Zorn



## Our Corporate Values (HEART)

### HUMOR

Humor is an attribute used to maintain a less stressful environment, improve job satisfaction, help foster positive attitudes and reinforce the unique qualities of all individuals.

### EXCELLENCE

Excellence is required in service to our community, both internal and external, through professional development, high quality standards of practice and commitment to organizational values.

### ATTITUDE

Attitude is one of integrity, honesty and sincerity in all professional dealings with, and on behalf of, the organization.

### RESPECT

Respect recognizes the value of each patient, employee and external contact. All are treated in a fair and equitable manner, in their ideas, responses and in daily interactions.

### TEAMWORK

Teamwork is a collaborative and respectful approach to working together while recognizing and assuring the equality of all individuals.

## Our Vision Statement

To be the premier home care provider in Connecticut.

We define premier by fostering an uncompromised commitment to:

- Being the agency of choice for patients and referral sources, with an ability to effectively serve all referrals.
- Being the employer of choice with the highest quality staff.
- Consistently achieving excellent clinical outcomes.
- Being the leader in the development of innovative and comprehensive breadth of services that address the changing needs of our patient population.
- Being recognized as a valued community resource with strong affiliations.
- Maintaining financial stability.
- Relentlessly demonstrating our commitment and dedication to our Mission and Core Values.

## Our Mission Statement

Visiting Nurse Services of Connecticut, Inc., (VNS) a nonprofit health care provider, finds its mission in the provision of quality home health and hospice services to individuals, families, and the communities it serves.

VNS is committed to the development of a partnership with the patient in the delivery of comprehensive compassionate care. Our highly competent and caring staff is driven to help patients reach their highest attainable health care outcomes.

The VNS approach to care is guided by:

- A respect for the dignity and value of life.
- Patient centered satisfaction.
- Effective use of available resources.
- Responsive advocacy to develop innovative services.
- Dedicated leadership, which helps shape health care policies and services.

VNS is committed to the promotion of health and the provision of quality care within a changing health care environment. Our corporate core HEART Values of Humor, Excellence, Attitude, Respect and Teamwork are visible in all that we do.



## BOARD OF DIRECTORS

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Paul E. Mayer <i>Vice Chairman</i> <i>Chairman Compliance Committee</i>	Pamela B. Hoffman, MD Karen A. Jeffers Carolyn Salsgiver Kobsa
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## Guide for Making Home Care, Personal Care & Hospice Referrals

### A Complete Continuum of Care

Whether the need is skilled care, compassionate end-of-life care or private-duty personal care, VNS has the resources to meet these needs. We utilize the latest technology to enhance the level of service that we can provide to our patients and their physicians.

### Our Services

#### Core Services

Skilled Nursing  
Physical, Occupational, & Speech Therapy  
Medical Social Work  
Home Health Aides

#### Our Specialty Services/Programs

Care of the Chronically Ill/Frail Elderly  
Disease Management Programs  
Hi-Tech Home Infusion Therapy (IV)  
Home Health Telemonitoring  
Interpretive Services  
Joint Replacement Program  
Medical/Pharmaceutical Supplies  
Nutritional Services  
Palliative Care  
Psychiatric Nursing  
PT/INR Program  
Wound Care/Ostomy  
Wound Vac Assistance Program

#### End-of-Life Care

Hospice At Home™  
Creative Arts Therapy  
Hospice Patient Volunteer Services  
Massage Therapy  
Pain Management  
Psychological/Social Counseling  
Spiritual Counseling Services

#### Community Services

Adult Bereavement Counseling  
Adult Bereavement Support Groups  
Blood Pressure Screening Clinics  
Child Bereavement Support Groups  
Flu Vaccine Clinics  
Home Care Needs Assessments  
Hospice Memorial Programs  
PPD Administration Clinics  
Senior Health Walks  
Speaker's Bureau

#### Personal Care & Quality of Life Services (Offered through Partners In Care – an affiliate of VNS)

Bathing  
Live-Ins, Sleep-Ins  
Personal Assistance  
Transportation Services  
Voice Care Personal Emergency  
Response System



Serving communities in  
Fairfield, Litchfield and  
New Haven Counties

Ansonia	Middlebury	Shelton
Barkhamstead	Milford	Southbury
Beacon Falls	Monroe	Stamford
Bethany	Morris	Stratford
Bethel	Naugatuck	Terryville
Bethlehem	New Canaan	Thomaston
Bridgeport	New Hartford	Torrington
Cheshire	New Haven	Trumbull
Darien	Newtown	Watertown
Derby	North Haven	West Haven
East Haven	Norwalk	Weston
Easton	Orange	Westport
Fairfield	Oxford	Wilton
Goshen	Plymouth	Winchester
Greenwich	Prospect	Winsted
Hamden	Roxbury	Wolcott
Harwinton	Seymour	Woodbridge
Litchfield	Sharon	Woodbury

#### Serving Fairfield, Litchfield and New Haven Counties

Patient Care Service Offices: **Bridgeport, Oxford, Torrington, Trumbull**

Ancillary Offices: **Litchfield, Norwalk, Southbury**

#### Central Intake Referral Line

**1.800.551.8671 (VNS1)**