



# **HOSPICE** *of the* **NORTH COUNTRY** **2009 Annual Report**

## **Freedom**

We respect and support the right of the individual and the family to make informed decisions about end-of-life care.

## **Life**

We promote the highest quality of life for every individual and respect the end of life as a natural process of living.

## **Integrity**

We will be honest with our patients, their loved ones, and each other while respecting privacy and confidentiality.

## **Care**

We are dedicated to providing the highest level of holistic, compassionate, and competent care without regard to human circumstance.

## **Stewardship**

We pledge to utilize and preserve all of our resources responsibly.

## **Justice**

We will serve all individuals fairly.

## **Growth**

We will evolve and improve in all aspects of our mission.



## **Our Core Values**

## Message From the Chief Executive Officer

Another year has come and gone since we last reported to you, the friends and supporters of Hospice of the North Country, Inc.(HONC). One of our core values at HONC is stewardship. That core value reads: *"We pledge to utilize and preserve all of our resources responsibly."* It is my firm belief that we should not only be good stewards but that we also should remain accountable to our loyal supporters. This annual report is one such way we remain accountable.

I enjoy watching the television show "Deadliest Catch". This reality show gives us a glimpse of life aboard the Alaskan crab boats. One of the reasons I like this show is because back in the late 90's I lived on an island in eastern Canada where I had the opportunity to fish aboard a lobster boat on a part-time basis. Although different from the Alaskan crabbers in some ways, there are many similarities at the same time. The "Sea Watcher" was a Cape Island lobster boat that was less than 45 feet long -only about a third of the size of the big crabbers on "Deadliest Catch". Nevertheless, we fished 12-15 miles from shore in 20 foot swells in winds in excess of 35 miles an hour. The height of lobster season is in late fall and early winter. It is cold. And wet. A person would be exhausted at the end of a normal 16 hour day if they were just on board trying to hold on and keep standing upright. But on top of that is the work. High paced. Extremely dangerous. Physically and mentally demanding. A person is pushed to the far human limits every day. In addition to the grueling conditions, pace, and tasks is the stark reality that almost certain fatal danger is imminent at every second of every day. In 300 to 400 hundred feet of 40 degree water a person might live for 20 minutes if they could stay on the surface. Life jackets and survival suits are useless because they are too bulky and hot to allow work to be done so none are worn. A wave crashing over the deck or feet tangled in a rope as a trap is thrown overboard is all it takes for a man to end up in the icy waters. And so the question becomes: "How does a person function under the strain of the dangerous reality of this situation?" You can't ignore it-everywhere you look you are reminded of it. Quite simply you have to go to a place where you accept it for what it is and not dwell on it and move on to complete the task at hand. And when you do you are able to perform at the high standards of the job without succumbing to the stress that this dangerous reality represents.

And so it is with hospice. Our staff do hard work each and every day. And with the work come the realities of human pain, suffering and death. The most common response that we all get from people when they find out that we work at hospice is, "I don't know how you can do that." How do you deal with seeing over 250 people finish the final chapter of life by dying of a terminal illness? How do you deal with watching the heartache that families and loved ones endure through this process? How do you cope when it seems that the dark icy-deep waters of despair and death are always right around you? Quite simply you have to go to a place where you accept it for what it is and not dwell on it and move on to complete the task at hand. And when you do, you are liberated to perform at the high standards of the job without succumbing to the stress that these sad realities of life represent.

But that is not where it ends. When the boat makes the last turn into the wharf far after dark has set in, a certain sense of satisfaction and fulfillment seems to come across the crew. We have beaten the odds one more time. With hundreds-sometimes thousands-of pounds of lobster in the tanks, and the knowledge that you have taken on some of the most brutal conditions that Mother Nature can dish out and have returned victorious, that sense of satisfaction and fulfillment is a great reward for the day just passed.

At HONC we "made the last turn into the wharf" with the passing of 2009 with a huge amount of satisfaction and fulfillment. Not only did we cope with the demands and the stress, we flourished. At 259 patients, we helped more individuals at the end-of-life than in any other year in our history. An average day saw us caring for 45 patients and we cared for those patients, on average, for 79 days. Our volunteers donated 2,806 hours and drove 14,215 miles for a total value of \$63,892.62. I would like to recognize and thank both volunteers and staff for their hard work and dedication which resulted in what was arguably the best year in our history. It was a year that allowed us to have a greater impact on those struggling at the end of life in our community than ever before. I would like to thank our community who donated \$301,981.00 to help further our cause. At the same time we began construction on a new office facility on the Tom Miller Road in Plattsburgh. Through the generosity of the community we will soon move into this facility with a considerably low debt load-if any. All of this occurred under the watchful and supportive eye of our Board of Directors. I would like to take the opportunity to honor the memory of our treasurer,

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Cathy Duquette, who recently passed away after a long and courageous battle with cancer. Her passion for hospice and her support of our mission will be missed. Finally, I would like to thank our President, Cindie Gardner. Cindie leads our board with professional purpose and pointed passion for what hospice is all about. Her advice and insight are priceless to me. Her firm hand of encouragement help me...and us...to become better. I look forward to moving ahead under her wonderful leadership and thank her for the great year that has passed.

We are now well into 2010 and are busy at making this year a success one day and one patient at a time. Thank you for the support that allows it all to be possible.

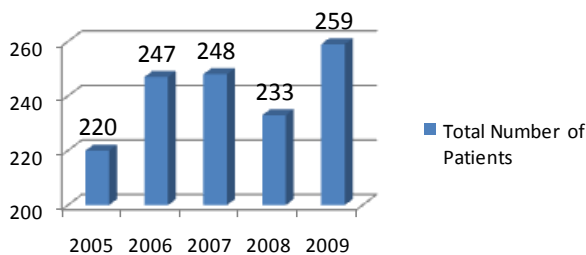
Proud to be a part of it and humbled to be leading it,



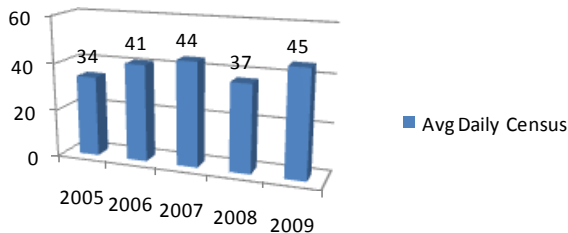
Kent W. Brooks

## 2009 Patient Care

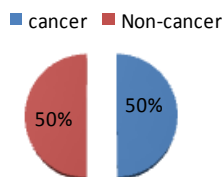
### Total Number of Patients



### Avg Daily Census



### Cancer vs. Non-cancer Diagnoses



In January 2009, during one of Hospice of the North Country's (HONC) Staff Development Days our staff set agency-wide goals. We discussed where we would like to see HONC in one, five and ten years from now in terms of our financial position, the role HONC plays in the community and most importantly, how we can better provide quality compassionate care challenges to more people across Clinton and Northern Franklin Counties who are facing end-of-life challenges.

Our goal for 2009 was to serve 250 people and we were privileged to care for 259 total patients this year. What an honor to have served these people and their loved ones!

Average Daily Census is the average number of patients on service for any given day. Our goal for 2009 was to care for 40 patients on average each day. We were privileged in 2009 to care for 45 patients on average each day.

The last graph communicates the truth that hospice care is for any terminal illness and is not limited exclusively to those with a cancer diagnosis. In 2009 we served patients living with a wide range of diagnoses including heart disease, cancer, alzheimer's, dementia, lung disease, stroke, and systemic sclerosis.

**According to the National Hospice and Palliative Care Family Evaluation Survey for the 4th Quarter of 2009:**

100% of families or loved ones of former Hospice of the North Country patients would recommend HONC services to others.

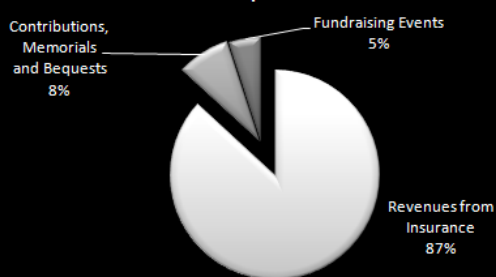
# Finances



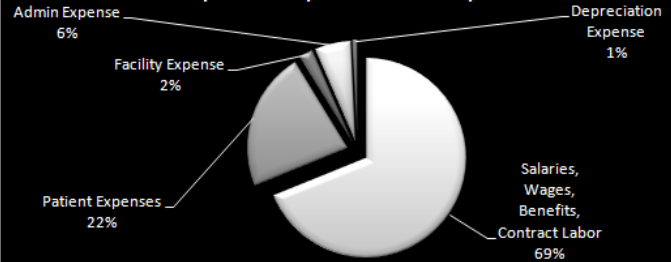
## Hospice of the North Country, Inc 2009 Fiscal Year Financial Report

Operating Revenue	FY 2009		FY 2008		
<b>Revenues from Insurance</b>	\$	2,047,092	\$	1,656,944	<b>A</b>
<b>Operating Expense</b>					
Patient Related Expenses	\$	491,680	\$	419,543	
Salaries, Wages and Benefits	\$	1,512,092	\$	1,408,593	
Administrative and Facility Expenses	\$	192,027	\$	204,756	
<b>Total Operating Expense</b>	\$	2,195,799	\$	2,032,892	<b>B</b>
<b>Non-Operating Income</b>					
Contributions, Memorials and Bequests	\$	192,222	\$	229,335	
Fundraising Events	\$	117,759	\$	102,943	
<b>Total Non-Operating Income</b>	\$	309,981	\$	332,278	<b>C</b>
<b>Net Operating Gain or (Loss)</b>	\$	161,274	\$	(43,670)	<b>A-B+C</b>

2009 Revenues as a percent of total income



2009 Expenses as a percent of total Expenses



I'm very pleased to report that Hospice of the North Country just completed in a fiscal sense one of its best years ever. This success was due solely to a focused dedication to our mission by all of our staff and volunteers. They deserve much of the credit for providing quality care to more patients and their families than ever before.

When we look at the numbers, as compared with Fiscal Year 2008, a 24% increase in our revenues from insurance was noted in 2009. As our reimbursement rates did not change significantly, this increase was almost entirely due to HONC serving more patients in our community. As to overall operating expenses, an 8% increase was seen. Factoring in the expectation that expenses will increase with the number of patients served, the staff should be commended for their adherence to our fiscal model of care. In coordination with our Board of Directors, the HONC CORE management team did an excellent job monitoring financial performance and taking swift action where needed.

Given the tough economic times, we are grateful of the donations we received in 2009, with only a 7% decrease in non-operating income from our Development program when compared with Fiscal Year 2008. We continue to seek out new and innovative ways of reaching out to our supporters, including our new website.

For 2010 we have set lofty goals for patient care and fiscal restraint. We are especially excited about our new facility on Tom Miller Road and appreciative of the community support we have received to make it a reality. Our sincere thanks to all of you who have made it possible!

Sincerely,

Greg R. Macdonald  
Chief Financial Officer

Notes:  
This report is dated April 15, 2009 and is based on unaudited figures for FY 2009.  
This report does not include gains or losses from Investments or other non-operational income or expenses.

# TRANSITIONS

Transitions is a non-reimbursed community service program providing case management and volunteer support to clients and families facing end-of-life issues, but not yet eligible to receive hospice services. Transitions is entering into its fifth year in Clinton County and its fourth year in Franklin County.

In 2009 the program served 67 clients between Clinton and Franklin counties with 1,112 volunteer hours provided and 11,249 miles of travel logged.

# Fundraising 2009

## **Hospice of the North Country Events**

14th Annual Carol Wallett Golf Tournament  
\$51,711.44

4th Annual Frank Davio Golf Tournament  
\$12,990.40

2nd Annual Warren Conners Golf Tournament  
\$12,415.04

Make the Flower Bloom  
\$4,747.50

Malone Memorial Butterfly Release  
\$3,000.00

Plattsburgh Memorial Butterfly Release  
\$3,099.00

4th Annual Hot Rods for Hospice  
\$4,452.00

25th Annual Ecumenical Christmas Concert  
\$6,123.00

Light Up A Life 2009  
\$33,345.90

We would also like to acknowledge the United Way of the Adirondack Region, Inc. We received funds from the 2009 campaign and we thank those who allocated money from their paychecks to Hospice of the North Country.

***Thank you to all our personal contributors who always remember us by donating their charitable gifts. We truly appreciate all that you do.***



Hospice of the North Country is a partner agency with the United Way of the Adirondack Region, Inc.

Right: Kent Brooks, Bob Wallett, and Mike Zurlo at the 14th Annual Carol Wallett Golf Tournament.



Left: Walk Participants from the In Motion Physical Therapy Walk-a-Thon in Malone.

Right: Jennifer Heselstine and Jim Besette present check of monies raised from the dinner honoring Alice Ballard to HONC's Kent Brooks and Amanda Bow.



We would like to acknowledge organizations in the community that have raised money for Hospice of the North Country in 2009. Thank you for your selfless dedication to our mission!

- In Motion Physical Therapy
- Back Porch Band
- Bonesteel's Gardening Center, LLC
- Franklin Correctional Facility -Make a Difference Day
- Peru Rod & Gun Club
- First Presbyterian Church, Plattsburgh
- First Congregational Church, Malone
- Champlain Valley Classic Cruisers
- Clinton County Board of Realtors
- NYSCOPBA- Bare Hill
- Salmon River Post- 1418
- International Border Company
- Wal\*Mart, Store 1994- Plattsburgh
- Adirondack Community Trust/Malone Greater Community Fund.
- Fourth Ward Irishmen
- Beekmantown Lion's Club
- Ausable Valley Central School
- Plattsburgh Harley Owners Group
- Village of Dannemora
- Adirondack Riders Motorcycle Club
- Peabody's
- Wyeth Pharmaceuticals
- Deer Valley Trails
- Knights of Columbus #255
- Plattsburgh Radio Aero-modelers
- AllPro Cleaning Service
- Stonewall Acres Social Fund

## Clinton County Volunteers

Barbara Adams  
 Gary Allen  
 Maria Arce  
 Heather Barnes Bradt  
 Minnie Beguin  
 George Benson  
 George Bissell  
 Judy Bissell  
 Rudolph Bobka  
 Naomi Bradshaw  
 Amy Clark  
 Jackie Cobb  
 Tom Conlin  
 George Cummings  
 Genevieve D'Alessandro  
 Kenneth Emery  
 James Forsythe  
 Veronica Franklin  
 Eleanor Frenyea  
 Daniel Hickey  
 Karen Hickey  
 Juliette Jolicoeur  
 Marjorie Kearney  
 Kevin Kearney  
 Jane Kessler  
 Thomas Koester  
 Diane Labombard  
 Sr. Joan Lashway  
 Anita Leblanc  
 Janie Letourneau  
 Pam LeFebvre  
 Stephen Lombard  
 Patricia Loughan  
 Ken Lushia  
 Simone Marcotte  
 Barbara Mattes  
 Wolfgang Mattes  
 John McDonald  
 Larry McDonald  
 Evelyn McGill  
 Rita Monette  
 Meredith O'Connor  
 Lois Putnam  
 Fr. Bill Reamer  
 Harriet Taylor  
 Crystal Thiesen  
 Sharon Schenkel  
 Rose Wells  
 All LUAL Volunteers



## Franklin County Volunteers

Jean Austin  
 Alice Ballard  
 Gail Barcombe  
 Rosemary Bonaparte  
 Margaret Boyea  
 Arletha Burnell  
 Roberta Cade  
 Shirley Clark  
 Karen Coughlin  
 Pat Creighton  
 Gayle DeWitt  
 Caroline Durant  
 Mary Anne Duso  
 Nicole Fish  
 Veronica Franklin  
 Irene Gambill  
 Mary Grow  
 Marie "Terry" Gumbus  
 Sr. Pascha Harvey  
 Margaret Jacobs  
 Mary Kelly  
 Bertha "Birdie" Leavitt  
 Lory Lepine  
 Phyllis Lobdell  
 Sr. Thea MacLennan  
 Elizabeth Marshall  
 Shirley Maxwell  
 Molly McKee  
 Cynthia McNickle  
 Carla Melville  
 Leola Phelps  
 Debra Phillips  
 Donna Spellman  
 Diane Roberts  
 Leonard Spinner  
 Barbara Sullivan  
 Hilda Swamp  
 Charlene Thomas  
 Cindy West  
 Dorothy Youngs

In 2009, Hospice of the North Country Volunteers offered **2,806 hours** of volunteer time and logged **14,215 miles** of travel to provide support and companionship to our patients and families, and assist in both our Malone and Plattsburgh Offices by filing, answering phones and fundraising. Our volunteers are truly the heart of hospice and we say **thank you** for all they do.

Below: Volunteers at our Annual Dinner and Volunteer Appreciation Event.



Above: Franklin County Volunteers Cindy McNickle, Gail Barcombe, and Nicole Fish.

"Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and your verb agree to serve. You only need a heart full of grace. A soul generated by love."

~ Martin Luther King, Jr



Left: Alice Ballard and Shirley Clark.



## **Board of Directors**

Cindie Gardner  
PRESIDENT

Bob Wallett  
VICE-PRESIDENT

Rose Pandozy  
SECRETARY

Judge Patrick McGill

Mary Anne Duso

Brian Stewart

Tom Rennell

Debbi Barber

Michelle Denny

Tom Conlin

Raeanne McLaughlin

Joanne Sweisz

Kris Duus

## **Medical Directors**

John Homer, MD

Wouter Rietsema, MD

Marie-Caroline Piche, MD

G. Berton Davis, MD

Rajv Shah, MD

\*\*\*\*

**The Following is a list of employees who were with us in 2009 but have moved on to other challenges. We thank them for their various and important contributions to the care of our hospice patients and families.**

Tina Alloggio, Home Health Aide

Jamie Conklin, Per Diem RN

Daniel Curtain, Per Diem RN

Deborah Greenwald, Home Health Aide

Mary Lamb, Director of Volunteer Services– Malone

Nancy Mills Brusco, Per Diem Administrative Assistant

Christy Perham, RN Case Manager

Kristie Sherry–Keating, RN Q/A, Community Relations, Education Coordinator

Linda Thomas, Home Health Aide

Mary Tremblay, RN Case Manager

Shelley Willette, RN Case Manager

\*\*\*\*

In 2009 Shirley Clark, RN Case Manager retired after 20 years of service to Hospice of the North Country. We thank Shirley for her dedication to our patients and the agency!

## **HONC Staff**

Kent W. Brooks	Chief Executive Officer
Greg R. MacDonald	Chief Financial Officer
Sherry Miller, RN	Director Of Patient Services
Amanda M. Bow	Director of Development
Joan Berthiaume, RN	QA/Community Relations/Education Coordinator
Alyson Bever, LCSW	Social Worker
Gail Bradley	Bereavement Counselor
Lia Broderick, RN	Case Manager
Ellen Bruno	Home Health Aide
Heather Burnell-Despault	Payroll and Accounts Payable
Jackie Cobb	Administrative Clinical Secretary
Tamara Crinklaw, LCSW	Senior Social Worker
Myra Colmenero-Macmillan	Administrative Support
Thomas Davis	Spiritual Care
Jennifer Desso	Home Health Aide
Deniece Dumas, RN	Per Diem Nurse
Linda Facteau, RN	Case Manager
Robin Foster, RN	Case Manager
Joy Gifford	Director of Volunteer Services
Sr. Mary Ann Gour	Spiritual/Bereavement Coordinator
Kerry Hanna, RN	Case Manager
Trish Jackson	Director of Volunteer Services/ Transitions Coordinator
Natalie Jacques	Home Health Aide
Mary Lou Kingsley, RN	On-Call RN
Jessica Lavarney, RN	Malone Team Leader/Admissions
Katie LePage, RN	Case Manager
Patricia Loughan	Bereavement Counselor
Sr. Thea MacLennan	Bereavement Coordinator
Susan McDonnell, BSW	Social Worker
Molly McKee	Administrative Clinical Secretary
Jean Merlin, BSW	Transitions Coordinator
Peggy Moy	Home Health Aide
Ellen O'Hara, RN	Per Diem Nurse
Diane Roberts	Accounts Receivable
Beth Sharlow, RN	Plattsburgh Team Leader/Admissions
Richard Toner	Bereavement Counselor
Lori Tulip, RN	Per Diem Nurse

## Message from the Chair of the Board of Directors

I am proud to have served as Chair of the Board of Directors of Hospice of the North Country for the past year. We experienced unprecedented volume, which means that we have helped more individuals and families than ever before. The levels of excitement and enthusiasm are reaching all-time highs as we edge closer to moving into an exceptional new facility on Tom Miller Road. We face many ongoing challenges, however we do so with confidence that we will persevere.

This is all extremely positive. However, being a registered nurse I must confess that I am most proud of the quality of care being provided. The staff maintains a patient focus that would be the envy of any healthcare organization. The compassion, dedication, and commitment on the part of everyone who works or volunteers at Hospice of the North Country are what make us an incredible community resource. End of life is a delicate time for individuals and families. The staff here does an amazing job of helping to ensure that this time is as comfortable and positive as circumstances allow. The combination of clinical and emotional support is truly commendable. I only wish that we were able to comfort and assist everyone in Clinton and Franklin counties who face the end of the life cycle.

I would be remiss if I did not offer congratulations to all for the successful survey by the Department of Health. Having an outside agency come in and compare how we are doing to state and national benchmarks is always valuable and affirmed that we are on the right track. Such a survey identifies areas where we can improve while affording our patients the reassurance that Hospice of the North Country is meeting and exceeding expectations for care and performance. It is difficult for our community to fully measure the benefits that this organization provides. However, I speak for the Board of Directors when I say that we, and all who come in contact with Hospice, are most appreciative and thankful for the work being done.



Cynthia Gardner  
President, Board of Directors

Visit us on the web at [www.hospicenc.org](http://www.hospicenc.org)

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