

All photos taken before COVID-19 precautions.



Innovate  
Transform  
Expand



## Dear Friends,

We were preparing this 2019 annual report and then our world turned upside down with the COVID-19 pandemic response, and we put this on the shelf for a bit. Now that we've hopefully come through the worst of the storm and found smoother sailing, we're pleased to share with you our highlights of 2019 including our community benefit report. Additionally, we've included a story bringing you through how we've responded to COVID-19 and just a few of the innovations we've adopted in record time.

In the 42 years since Care Dimensions was founded, COVID-19 has been one of the greatest challenges our organization has faced. I'm incredibly proud of the way our employees rose to this challenge, facing all obstacles with purpose, creativity and dedication. It also reinforced the vital importance of community-based hospice and palliative care. Our clinical teams were in the thick of it: providing care to patients in resource-strapped skilled nursing facilities, caring for patients on the COVID spectrum wherever they lived, and providing relief to hospitals in our community to keep their beds free for COVID patients. Meanwhile, our palliative teams were helping families with COVID-positive patients navigate emotional decisions about care. They all dug in to help and support our patients – nearly 2000 a day – in any way they could. A community member placed a sign outside our Danvers office that reads, "Heroes Work Here", and I couldn't agree more.

There are many community heroes that also must be commended. Our Board of Directors was with us every step of the way, and we are so grateful for their enduring support and commitment. To those who have spent countless hours making and sourcing personal protective equipment (PPE) and hand sanitizer, delivering meals, and donating funds to our COVID-19 response fund—we cannot begin to thank you. Our community responded, as it always does, to help us continue to provide safe, high-quality care to our patients and their families. Thank you for standing with us.

Your support and our shared commitment to provide comprehensive, compassionate hospice, palliative, and primary care and grief support gave us a rock-solid foundation to build upon and respond to this unprecedented crisis. We know that we're still in the middle of this response and things won't be the same for quite some time. To keep everyone safe, we've made our 33rd annual Walk for Hospice a virtual event this year so you can participate wherever and whenever you want. While we won't be gathering in person, we hope that you will still join with us to honor those we've lost and raise money to help care for those we haven't met yet.

As always, thank you so much for your support of Care Dimensions. We know that with your help, we will continue to grow and thrive, and the best is yet to come.

Patricia Ahern, RN, MBA, FACHE  
President and CEO

## 2019 Board of Directors

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888-283-1722  
[www.CareDimensions.org](http://www.CareDimensions.org)

# Care Dimensions Rises to the Challenge of COVID-19 Response

With only two days' notice, on March 18 Care Dimensions closed both of its offices and shifted its 711 employees to work from home in response to the growing COVID-19 pandemic. Fortunately, more than three weeks earlier, executives had initiated the company's emergency operations plan and had begun making preparations to enable employees to work from home, securing needed personal protective equipment (PPE), and making contingency plans.

## The Quest for PPE and Testing

The next few weeks were a whirlwind of activity behind the scenes procuring and distributing adequate PPE to staff, while maintaining operations and ensuring seamless patient care. "There were many sleepless nights as we, like most healthcare organizations, struggled to find reliable sources of PPE," explains Patricia Ahern, Care Dimensions CEO. Within weeks, steady deliveries of PPE transformed conference rooms into warehouses and staff assembled thousands of PPE kits weekly to keep the clinical staff supplied.

As conditions and guidelines changed daily, Care Dimensions' clinical operations team adapted quickly. Clinical staff took their temperatures daily and reported any symptoms immediately to limit exposure to patients and other staff, while Care Dimensions quickly contracted with several urgent care centers to provide testing for employees. "We could get employees tested the same day they suspected symptoms, even before their own primary care physician could access testing," explained VP, Chief Human Resources Officer Kristine DiFiore. "This was crucial to help us limit exposure, ease employees' worries, and prevent unnecessary quarantining so that we had enough clinical staff to care for patients." Through this rapid testing and proactive screening, only 4% of staff (28 cases) were diagnosed with COVID-19 through June 15, which is significantly lower than most healthcare organizations. Most staff experienced mild symptoms, and none required hospitalization.

## Continuing to Care for Patients

Care Dimensions has continued to admit patients throughout the crisis. Patients and their families were also screened for possible COVID-19, so staff could determine the proper level of PPE required for ongoing care. Through June 15, Care Dimensions cared for 300 patients on the COVID-19 spectrum (exposed, suspected, and tested positive). "One of the most important messages we need the public to understand is that we're still here for them and they shouldn't delay getting the hospice care they need," said Pat. "We have PPE when needed and we take all precautions to keep them safe."

Continued on next page



RN Mary Hickey in full PPE getting ready to visit a patient.

**“Working in hospice means helping patients and their families navigate saying goodbye and get necessary closure. COVID-19 has turned this process on its head, and for many families has taken it away completely.”**

**Mary Hickey, RN**

**Read Mary's story:**  
[CareDimensions.org/VoicesofCare](https://www.caredimensions.org/VoicesofCare)



# Care Dimensions Rises to the Challenge of COVID-19 Response (*continued*)

The hospice houses remained open throughout the crisis and continued to allow limited family visitation. "The end of life is such an emotional time and we wanted to enable families to be with their loved ones, while responding to our duty to limit exposure to our patients, their families, and our staff," said Pat.

## Using Technology to Connect During COVID-19

Meanwhile at the height of the crisis, as skilled nursing facilities and assisted living communities limited outside staff and some families became concerned about visits in private homes, the old adage about necessity being the mother of invention was put to the test again. When in-person visits were limited to essential nursing and personal care staff, Care Dimensions was quickly able to supplement this with video and phone visits from the rest of the hospice team.

"We had planned to begin a pilot test of virtual video visits in April, which would have rolled out over several months," said Chief Operating Officer Judy Cranney. "Once we started prepping for COVID-19 in early March, our IT, education and clinical task force went into overdrive to launch the project to all patients to facilitate continuing visits. They had it up and running in three weeks."

When a patient didn't have a smart phone or tablet they could use for clinical video visits, Care Dimensions loaned 55 iPhones to patients and brought tablets to six skilled nursing facilities to enable patient clinical visits. By early June, Care Dimensions had 333 patients enrolled on the video visit app and now conducts 550 video visits per week (of its approximate 4,900 patient touches (in-person, phone, video) per week).

"The patients and families have overwhelmingly welcomed the video visits. They appreciate that we're offering them another way to connect with their hospice team. Some are thrilled we're limiting in-person visits, while others are just happy for the additional touch point and reassurance," said Judy. "Video visits let the clinical team

have a more in-depth interaction with a patient than a phone call, allowing them to see the patient and assess non-verbal cues and situations. Some of the chaplains and social workers have reported that the video visits have enabled them to have even more intimate and deep conversations with some patients, because distractions have been eliminated."

The Palliative Care team also offered video visits to their patients. "The video visits have allowed us to have advance care planning discussions with patients and their families who may be in different locations because of visitation restrictions and social distancing," said Senior Director of Palliative Care Theresa Petrie.

Technology is also being used to help connect with grieving families. Support groups are now being offered via Zoom video conferencing and the team is developing other online resources. "We've created a couple of videos to give tips for activities and ways to help kids deal with some of the strong emotions that COVID-19 may have brought out," explained Children's Programs Manager Cammy Adler-Roth. "And we're planning additional video grief support groups for teens and children throughout the summer."

The complementary therapies staff also got creative to provide additional support to patients and caregivers. The massage therapists made videos showing various massage techniques and guided meditation, while the music therapy team went into overdrive producing more than 60 Singing Together music videos subtitled with the song lyrics for patients and families to share together.

100-year-old hospice patient Olympia Pasquarosa visits with her family by video call thanks to Care Dimensions Social Worker Mary Ruhl who coordinated it during her clinical visit.





Care Dimensions Learning Institute also increased its virtual educational offerings, providing live CEU webinars, Zoom discussion groups, and COVID-19 focused educational programs. Additionally, they continued to produce episodes of their cable TV show *Timing is Everything* and their podcast *Living Forever, Not an Option* for the community to learn about aspects of hospice and living with an advanced disease.

And still more uses of technology are in the future. To facilitate the admission process and collection of consent forms, Care Dimensions is developing an online portal. "Because of the restrictions on in-person visits and family members being in other locations, it's been challenging to collect all the required signatures and paperwork for admission to hospice," explained Senior Director of Admissions Patricia Ramsden. "Our IT department jumped in to find a solution to this pain point." They hope to have the new online solution implemented by September.

"From our daily team meetings to our interactions with patients and families and referral partners, no aspect of our work has been unaffected by the COVID-19 crisis," said Pat. "Because we've always been looking for the next innovation and way to enhance the hospice and palliative care experience, we were well positioned to make these fast changes to new technologies to facilitate operations and patient care. Our investments in technology infrastructure and our dynamic Information Technology team, led by Chief Information Officer Daniel O'Neil, enabled us to be nimble and implement these projects with lightning speed."



Hiring and expanding our team has not stopped. Since April, new hire orientation has taken place virtually and will continue until at least September.

### Next Steps

In early May, as the state was beginning to map out how businesses could reopen, Care Dimensions made the decision to take a slow and deliberate approach to bringing staff back to the office and announced that staff would continue to work from home until at least September. "The dedication and adaptability of our staff has been remarkable – they haven't missed a beat," said Pat. "We all miss seeing each other in person, but we're adapting and becoming Zoom videoconferencing experts."

In mid-June, as the state began opening up and nursing facilities started lifting restrictions, the clinical operations team resumed in-person visits from the entire hospice team. "We're slowly reaching a new normal," said Judy. "I'm just so proud of our entire staff – the clinical teams who are on the front lines and the non-clinical staff who transitioned operations and moved mountains to make sure the clinical teams had what they needed to be safe and to continue to care for patients and families. Everyone has risen to meet this unprecedented challenge. Quality of care did not waver and family satisfaction has been continuously high."

**"I'm just so proud of our entire staff ... everyone has risen to meet this unprecedented challenge."**

**Judy Cranney, COO**



# Expanded Palliative Care Program Provides Ongoing Support

Deborah Potter, 70, was born and raised in Lynn, where she still lives with Tim, her husband of 40 years. She is active and engaged in her community, raising money for organizations, and serving as a church leader and her neighborhood's self-appointed welcome wagon.

In the fall of 2018, after Deborah was diagnosed with pancreatic cancer and underwent chemotherapy treatments, her oncology team at the Mass General/North Shore Cancer Center referred her to Care Dimensions' Palliative Care team for additional help with the symptoms of her disease and treatment.

Able to be offered in conjunction with curative care, the Care Dimensions Palliative Care program gives patients with serious or advancing illnesses an extra layer of support provided by a physician or nurse practitioner to help manage symptoms or to evaluate goals of care.

In 2019, following a successful pilot program, the service was expanded to provide more comprehensive, interdisciplinary care to patients on the North Shore and in the Merrimack Valley. With the additional services of a palliative care nurse and social worker, the program offers three levels of care for patients, which can change based on their needs.

Because of Deborah's needs, she had access to the full range of services from the Palliative Care program's Advanced Illness Care Management team. Working with her oncology providers, Deborah's team suggested options to help her cope with the side effects of the chemotherapy treatments. Through thought-provoking conversations, they also helped her identify what was important to her and her wishes for treatment so she could complete her advance care directives. Between the team's in-person visits, they provided telephone consultations for ongoing support.

"I could ask them anything," Deborah recalls. "They gave me the information I needed and told me what kind of questions I should ask about my medical care. I'm so thankful."

Within months, Deborah's cancer went into remission and she resumed her busy life, including cooking for many family celebrations. "My faith and my love of family saw me through," she says.

However, just before Thanksgiving 2019, Deborah's cancer returned. She feared having to break the news to her children, so she asked her palliative care social worker Sheila Curry for advice. Sheila listened to her concerns, offered emotional support, and coached her on how to deliver the news to her three adult children.

With Deborah's new regimen of bi-monthly chemotherapy treatments came a host of side effects including increased fatigue, gastrointestinal issues, abdominal and leg pain. But Deborah's palliative care nurse helped her manage the pain and improve her daily function. "Her suggestions have been really helpful; they've made such a difference," says Deborah.

In addition to providing ongoing emotional support, Sheila guided Deborah to find a local cancer support group and apply for support from the Greater Lynn Senior Services and Community Servings, a nonprofit that delivers medically tailored meals to individuals living with illnesses.

Looking ahead to spending more time with her children and grandchildren, Deborah has a positive outlook marked by determination. "This is my journey," she says. "I see each day as a health-giving day that just has to be completed—and I will."

Deborah and her husband Tim are grateful for the care and peace of mind they received through the program.\*







“This is my journey. I see each day as a health-giving day that just has to be completed—and I will.”

Deborah Potter

\*Both photos taken before COVID-19 precautions.

## Care Dimensions Palliative Care Responds to Community Needs During COVID-19

At the beginning of March, as hospitals in Massachusetts were making plans for surge capacity to care for critical patients with COVID-19, Care Dimensions Palliative Care team was reaching out to its referral partners and offering support for their patients with advancing illness. “We were working with our hospitals and community physician practices to set up plans to keep patients at home and out of the hospital with our support,” said Senior Director of Palliative Care Theresa Petrie. “We also worked with the hospitals to set up contingency plans for use if they exceeded their capacity and had to send patients home.”

“By April, inpatient palliative care referrals from the six hospitals we contract with increased by 30% and the team was working overtime to keep up with demand,” said Theresa. The team met with patients and families and guided them through emotional conversations about the ramifications of COVID-19, treatments, and comfort measures.

“Patients and families were in crises and needed assistance with decisions around goals of care and completion of advance care planning documents,” explained Theresa. “The COVID-19 crisis put a huge spotlight on the value and importance of everyone—no matter what age and health status—having these discussions with their family and doctors and then documenting their wishes.”

To learn more about palliative care, please visit [CareDimensions.org/PalliativeCare](https://CareDimensions.org/PalliativeCare) or call 888-283-1433.

# HomeMD Program Offers In-Home Support for Patients and Families

Sisters Kathy and Patty Mooney of Salem have spent a lot of time in doctors' offices and hospitals due to chronic conditions.

Kathy, 65, has cerebral palsy and has had multiple orthopedic surgeries. She has difficulty moving even short distances with her crutches. Patty, 67, is diabetic and has experienced dizziness and skin problems due to changes in her blood sugar levels. Getting to medical appointments can be a challenge for them both.

Thanks to regular primary care visits from our new HomeMD team, the sisters can get much of the care they need at home. HomeMD offers personalized in-home primary care to patients 65 years and older in 43 communities north of Boston who have trouble leaving their homes due to memory loss, physical issues, or the challenges of managing chronic conditions such as diabetes, COPD, stroke or heart failure. Patients do not have to be receiving palliative care or hospice services from Care Dimensions to become a patient of the HomeMD primary care program.

HomeMD, which launched in October 2019, is led by long-time North Shore physician Mark Messenger, MD, and nurse practitioners Kristin Chouinard, NP, and Patricia McCarthy, NP, and is available to patients living in private homes, assisted living facilities, group homes and rest homes.

"Neither Kathy nor Patty could live alone. They rely on each other every day," said Kristin, who provides primary care visits for the sisters at least once a month. "It's important that they stay together, which they are able to do with HomeMD and other supportive resources."

"Having Kristin come to care for us at home has been a godsend for both my sister and me," said Kathy. "It's made things a lot easier."

Kristin noted the HomeMD program brings continuity of care for the sisters' complex conditions. "We can see if anything has changed from visit to visit, and they always can call if anything comes up in between visits."

HomeMD offers the same primary care medical services provided in a traditional office-based physician practice including: routine primary care visits, acute illness visits, visits after being hospitalized or in a skilled nursing facility, disease management, dementia assessments, vaccinations/flu shots, laboratory services including blood draws, and X-rays.

For Kathy and Patty, a regular visit includes checks on vital signs, overall wellness, medication compliance and functional status. Kristin's visits help qualify Kathy for physical therapy at home and provide Patty with closer monitoring of her diabetes, including skin surveillance.

"Before Kristin started coming to our house, I had to go to the doctor's all the time," said Patty. "I would get dizzy when my blood sugar levels were off. Now I'm pretty stable. I'm very glad to have Kristin who comes right to my house to see me."

"It's good to know somebody's looking after us," added Kathy. "It's reassuring and comforting."

Patty Mooney appreciates the convenience of HomeMD for her primary care needs.







Kathy Mooney, who has mobility limitations, used to struggle to get to doctor's appointments before finding HomeMD.

“It’s good to know somebody’s looking after us. It’s reassuring and comforting.”

Kathy Mooney

\*Both photos taken before COVID-19 precautions.

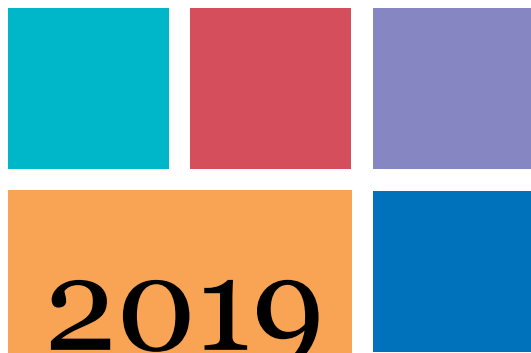
## HomeMD Expands Service Area to Care for More Patients

Amid ongoing fears of COVID-19 exposure and continuing limitations on in-person physician visits at many area physician practices, the HomeMD program has doubled its service area and now can provide primary care services to patients in 43 communities north of Boston.

“Since the launch of our HomeMD program in October, there has been a huge response and request for us to offer care in more communities,” says Patricia Ahern, Care Dimensions President and CEO. “And now during the response to COVID-19, there is even greater demand for safe, easy access to primary care services for patients who are medically fragile. It’s so much safer and easier for our clinicians to go to the patient’s home versus exposing them to the increased risks of leaving home.” HomeMD staff are equipped with personal protective equipment as needed and are pre-screened daily for symptoms.

“Getting out to a doctor’s appointment for many medically fragile elders can be a huge struggle requiring multiple people and hours of preparation. The sheer physical effort can be very taxing and take so much out of them,” said Mark Messenger, MD, Medical Director of HomeMD. “Now, coupled with the anxiety and stress of dealing with the potential exposure to COVID-19, it’s just too much for them and they are forgoing critical medical care. HomeMD is a perfect solution for these patients. We come to them, there’s very little risk of exposure, and we can help them stay on top of their medical issues.”

To learn more about HomeMD, please visit [CareDimensions.org/HomeMD](https://CareDimensions.org/HomeMD) or call 888-281-0011.



<b>Hospice Patients Served</b>	5,639
<b>Palliative Care Visits</b>	4,103
<b>Average Days on Service</b>	67
<b>Average Daily Census</b>	958
<b>Kaplan Family Hospice House</b>	
Patients Served	1,172
Days of Care	6,671
<b>Care Dimensions Hospice House</b>	
Patients Served	649
Days of Care	4,639
<b>Social Worker Visits</b>	19,526
<b>Chaplain Visits</b>	12,041
<b>Total Nurse Visits</b>	112,659
RN and LPN Visits	85,500
Admissions	7,897
Night/Weekend	19,262
<b>Physician/Nurse Practitioner Visits</b>	9,707
<b>Hospice Aide Visits</b>	135,931
<b>Complementary Therapies Visits</b> (music, pet, massage, Reiki)	10,347
<b>Employees</b>	685
<b>Volunteers</b>	574
<b>Volunteer Hours</b>	35,556
<b>Grief Support Services</b>	
People Served	9,031
<b>Educational Programs</b>	
Community Programs	203
Community Attendees	1,876
Professional Programs	297
Professional Attendees	5,424



# Serving More People in Their Time of Need

## Hospice Admissions by Referral Source

**7,346** referrals

Hospital	4,200
Physician and Community Resources	1,126
Skilled Nursing Facility	954
Family/Friend	636
Palliative Care	357
Assisted Living	73



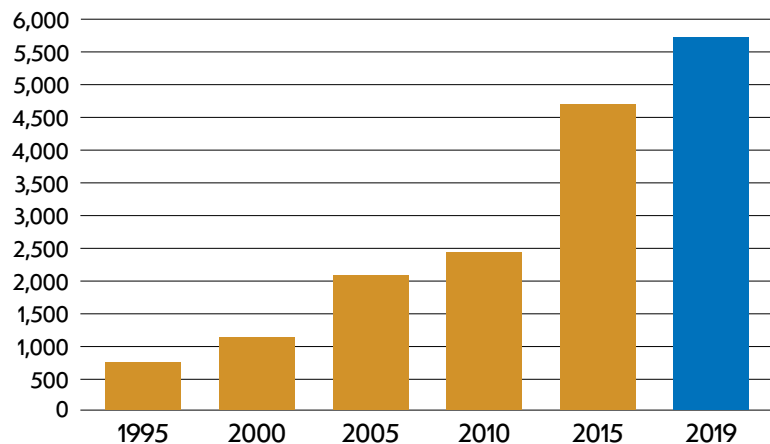
## Top Five Diagnoses (Patients by Diagnosis)



**4,793** admissions

Cancer	39%
Cardiovascular	23%
Dementias	22%
Respiratory	7%
Other	6%
Digestive Disorders	3%

## Total Hospice Patients Served



# Community Benefits Report 2019



In 2019, Care Dimensions  
had a total community benefit of  
**\$5,597,695**



## Community Leaders

Care Dimensions staff members are experts in the specialized services of hospice and palliative care. Their dedication to service and expertise in their disciplines create many opportunities to provide true community leadership.

Care Dimensions staff members serve on several committees and boards including:

- Hospice and Palliative Care Federation of Massachusetts' Board of Directors
- Massachusetts Coalition for Serious Illness Care
- National Partnership for Hospice Innovation
- National Hospice and Palliative Care Organization
- Hospice and Palliative Nurses Association's RN Residency Council
- Boston Area Chapter of Hospice and Palliative Nurses Association's Executive Board
- Massachusetts Department of Public Health's MOLST Refresh Team
- Massachusetts Health Policy Commission's Learning and Development Advisory Group
- Hospice Medical Director Certification Board Exam Committee
- American Academy of Hospice and Palliative Medicine
- Society of Pain and Palliative Care Pharmacists
- Massachusetts Pharmacists Association
- Task Force on Palliative Care Content in Nursing Education in Massachusetts
- North Shore Community College School of Nursing Advisory Committee
- North Shore Medical Center's Patient Family Advisory Committee and QPAC Committee
- New England Children's Bereavement Network and other child life and bereavement groups
- North Shore Chamber of Commerce's Board of Directors
- Greater Boston Chamber of Commerce's Health Care & Life Sciences Leadership Council
- Human Resources State Council of New Hampshire
- Greater Merrimack Valley Human Resources Association
- WGBH Corporate Executive Council
- Senior Resource Council of Greater Boston
- Friends of the Danvers Council on Aging

As part of Care Dimensions' employee volunteer program, 13 employees were granted four hours of paid time to volunteer at community organizations within the communities we serve to show our support and dedication to our community. Organizations included Drumlin Farms, Credit 4 Life Program for Danvers High School students, Peabody Pride Community Cleanup, and at Tough Ruck, a fundraiser for fallen military personnel. Additionally, staff coordinated and participated in several collection drives for food, clothing, and toys for organizations in our communities.

## Supporting Our Communities

Care Dimensions is appreciative of the municipal support we receive from Danvers and Lincoln, where our hospice houses are located. In recognition of that gratitude and our non-profit status, Care Dimensions has offered payments in lieu of taxes to both communities.

### Total community benefit

**\$74,598**



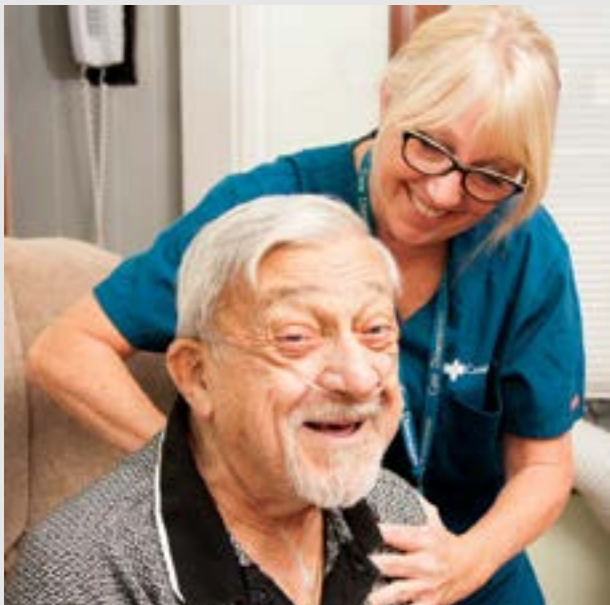
### Total community benefit

**\$48,000**



## Community-Based Palliative Care Program

Our palliative care team works in partnership with each patient's physician and healthcare team to offer an extra layer of support to address the pain and symptoms that accompany serious illness. Additionally, our team helps patients and families discuss goals of care, complete advance care planning, and focus on improving quality of life.



## Complementary Therapies

Care Dimensions takes great pride in our comprehensive complementary therapies program. Provided by certified professionals, our music and massage therapies reduce physical symptoms, decrease stress, and improve quality of life and enjoyment.

Care Dimensions also offers certified pet therapy and a pet visitor program through our volunteer department. These affectionate and heartwarming dogs, and their dedicated owners, bring comfort and calm to patients and their families.

Additionally, trained volunteers provide Reiki treatments to offer relaxation and energy renewal to patients, and vocal groups offer the gift of song at the bedside to brighten moods and provide a peaceful environment.

**Total community benefit**

**\$1,700,600**



**4,103**

**Palliative care visits  
provided by our team.**

**Total community benefit**

**\$631,400**



**10,347**

**complementary therapy visits  
received by Care Dimensions  
patients and families in 2019.**

## Volunteer Services

Care Dimensions volunteers play a vital role on our patient care teams. These specially trained, dedicated people enter the lives of patients and families and support them during their most challenging times. They are called upon at all hours and are always there to answer that call. Our volunteers offer direct patient support providing companionship, respite for caregivers and bedside vigils; greet and support patients and families at the Kaplan Family Hospice House and the Care Dimensions Hospice House; call patients and families weekly to make sure they have everything they need; make grief support calls; assist with fundraising and support our office staff; and so much more. There is an opportunity and need for every volunteer who is willing!

Additionally, we are grateful for the leadership and service provided by volunteers on our Patient and Family Advisory Council and our Board of Directors.

While hospice organizations are required by Medicare to fulfill a requirement of 5% of volunteer hours per year, we exceed that requirement at 7.56%.

- 135 new volunteers were trained in 2019
- 2,370 hours of volunteer training provided
- 574 volunteers provided 35,556 hours of service

**Total community benefit**

**\$1,143,143**



## Grief Support Services

Care Dimensions grief support services are available to people of all ages, at any stage of loss, throughout the communities we serve – regardless of whether their family was served by hospice. Our comprehensive services and specially trained bereavement specialists offer individual counseling, support groups, workshops, and remembrance services.

Care Dimensions offers ongoing children's grief support groups, grief in school groups and fun events for children, teens and families. Our annual Camp Stepping Stones, a one-day summer camp, provided 75 children and their families a fun-filled day of activities and remembrance opportunities.

As a service to our communities, Care Dimensions was honored to provide grief counselors for 13 crisis interventions and counseling sessions in schools and workplaces. Additionally, our grief services team hosted a networking session for community grief professionals.

**Total community benefit**

**\$825,000**



**9,031**

**individuals were served by our grief support professionals.**



## Service to Anyone

All patients at Care Dimensions are treated with respect and dignity, regardless of their ability to pay for care. Thanks to generous community donors, Care Dimensions was able to provide \$449,000 in financial assistance to eligible patients.

In addition, Care Dimensions offers a Family Fund that provided \$72,101 in grants to patients and their families for emergency needs, such as food, clothing, utilities, and funeral expenses. Besides enhancing our patients' quality of life, the Family Fund provides some special social enrichment opportunities, such as art supplies and tickets to sporting and entertainment events.

**Total community benefit**

**\$521,101**



## Professional and Community Education

The Care Dimensions Learning Institute is dedicated to educating the communities we serve, the professionals that care for our patients and families, as well as the next generation of healthcare professionals. In addition to in-person education, Care Dimensions offers webinars, the *Timing is Everything* cable television show, and the *Living Forever, Not an Option* podcast to educate the community about issues surrounding living with an advancing illness.

As a thought leader and industry pioneer, Care Dimensions is also committed to researching best practices and ways to provide leading-edge care to patients and families. Our staff contributes to innovative research studies conducted by the University of Utah, the University of Massachusetts and New York University.

In 2019, Care Dimensions trained and supervised the following:

- 23 physician fellows and residents
- 1 pharmacy fellow
- 5 nurse practitioner students
- 48 nursing students
- 2 music therapy interns
- 3 social work interns
- 2 bereavement interns

**Total community benefit**

**\$653,853**



**500**

**Educational programs  
provided to healthcare  
professionals and community  
members, reaching more than**

**7,300  
participants.**

# Donors help secure our future

## YOUR GIFTS MATTER

We are here for the community because you, our supporters, have been here for us for over 40 years.

When the COVID-19 pandemic hit our area, Care Dimensions had enough financial reserves to take bold, swift action that enabled us to continue providing expert and compassionate frontline hospice and palliative care while keeping our patients, their loved ones, and our care teams safe.

During the first few months of the pandemic, Care Dimensions:

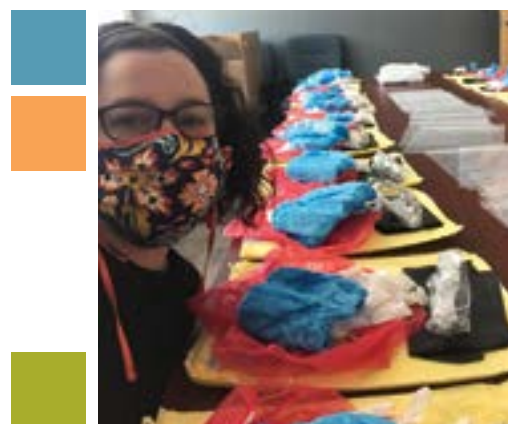
- Secured steady supplies of personal protective equipment (PPE) and distributed equipment regularly to direct care staff
- Invested in telehealth technology for patient video visits
- Established an Employee Emergency Fund to help staff members whose families have suffered financially during the pandemic
- Strengthened our Family Fund to help patients and families who have difficulty meeting expenses for basic needs

Dedicated and generous community members like you provide Care Dimensions the ability to continue investing in critical resources during this unpredictable time. We are honored by the outpouring of generosity by individuals, businesses, corporations, foundations, service groups and others in this region.

## OPPORTUNITIES TO GIVE

Gifts of any amount make a difference for those we serve today and in the future. In addition to the options listed below, you now may direct all or part of your gift to our **COVID-19 Response Fund, Employee Emergency Fund, or Family Fund.**

- **Annual Fund and Monthly Giving** – Help us continue to provide exceptional care and services for nearly 2,000 patients per day
- **Memorial and Tribute Gifts** – Remember or honor someone special while supporting Care Dimensions
- **Honor a Caregiver** – Include a note with your gift and it will be shared with the staff person(s) you have chosen to honor, their manager and the hospice team
- **Corporate Partner Network** – Provides our business supporters increased visibility and opportunities to benefit the community and their employees
- **Named Gifts** – Honor a loved one by naming them via an opportunity at the Kaplan Family Hospice House or the Care Dimensions Hospice House (includes memorial bricks, room plaques, and more, including naming of the Care Dimensions Hospice House)
- **Planned Gifts** – Leave a legacy and address your financial needs while helping ensure Care Dimensions will be here for future generations
- **Special Events** – Make an impact by participating in the Care Dimensions Walk for Hospice and Tree of Lights community celebrations



Generous community donations supported a revitalization of the Kaplan House's Healing Garden and enabled the company to quickly purchase more than \$500,000 of critical personal protective equipment for staff during the COVID-19 crisis.

## HOW TO GIVE/FOR MORE INFORMATION

Make a secure online donation:  
<https://give.caredimensions.org>.

By check payable to Care Dimensions: mail to  
75 Sylvan Street, Suite B-102, Danvers, MA 01923.

For additional information about giving, please call the Philanthropy Department at 978-223-9787 or email [Giving@CareDimensions.org](mailto:Giving@CareDimensions.org).

Care Dimensions is a Non-Profit Organization  
All fundraising proceeds support the Care Dimensions mission to provide comprehensive and compassionate support for children and adults with advanced illness, death and loss. As a 501(c)3 non-profit organization, all donations to Care Dimensions are fully deductible to the extent permitted by IRS guidelines. Our Federal Tax ID Number/EIN is 22-2873792.



# A Family Tradition of Charitable Giving

At a very young age, John Donovan of Marblehead learned the importance of supporting organizations and causes that enhance the well-being of others.

This life-lesson was taught by his father, Jack Donovan, a civic-minded philanthropy consultant who wanted his children to understand the value of giving back to the community and helping those in need. As part of the family’s Christmas traditions each year, Jack would make a charitable donation in the name of each of his three sons, letting them choose a beneficiary that held personal meaning.

This annual act of generosity left a lasting impression on John and his brothers, Brian and Doug, who are all instilling similar altruistic values in their own children. Philanthropy, one could say, is now an integral part of the family DNA.

For the past 20 years, the Donovan family has directed a significant amount of its philanthropic support to Care Dimensions in recognition of the care Jack received at the time of his death in 2000. Thanks to hospice care from Care Dimensions (then known as Hospice of the North Shore), he was able to spend the last week of his life at home in Marblehead surrounded by loved ones. His wife Mary, son John and the extended family have been loyal supporters ever since.

“The compassion and empathy of the caregivers during that time was very meaningful to us all,” says John. “As was the support, counseling and assurance that my mother received after my father passed.”

Mary was inspired to give back to the organization through annual giving and by volunteering her time. A charitable remainder trust was also established in the family name that will benefit Care Dimensions upon her passing.

To show their support, John and his wife, Allison, became regular attendees of the Hospice Auction and Regatta fundraiser previously held each year in Marblehead, serving as event co-chairs in 2018.

“The Regatta was always held on a date close to the anniversary of my father’s passing and was a great opportunity for our family to gather and celebrate his memory,” says John.

Having followed in his father’s footsteps and become a philanthropy consultant himself, John also provided strategic counseling to Care Dimensions during a capital campaign that raised funds for the Kaplan Family Hospice House in Danvers and a subsequent expansion. To support the campaign and continue their father’s legacy of generosity, the Donovan family named a patio at the Kaplan House in his honor.

“My father led by example in both his career and as a philanthropist himself,” says John. “Our family supports Care Dimensions with his spirit of giving in mind. They have always stayed true to their mission, even as they continue to grow, and remain leaders in providing end-of-life care, palliative care and counseling support in Massachusetts and beyond.”



The David Sherman Legacy Society was established in 2011 to honor and acknowledge individuals who have made Care Dimensions part of their estate plans through a bequest, gift annuity, charitable trust, or any other form of deferred giving. Care Dimensions deeply appreciates the vision of this forward-thinking group of donors.

Kathy and James Bacsik	Family of John Donovan	Rosie McKenna	Paul B. Ramsdell	Diane T. Stringer
Joanne and Richard Banville	Jane Fonzo	Margaret McKenney	Linda L. Reim	Gail N. Thompson
Allison and Preston Bradford	Steven J. Isenberg	Frank P. Medeiros, Jr.	Doris Rogalski	Regina M. Villa
Edward R. Brown	Judy Jacobi	Stella Nahatis	Alfred C. Rousseau	Catherine and Lee Yaffa
Elaine R. Champagne	Mary Ellen Johnson	Paul W. Niconchuk*	Ronald J. Saporito	
Frank P. Cuoco	John S. Leighton	Beatrice O’Kane*	Sarah and Peter Sherwood	
David Dearborn*	KimSu Marder	Caroline Pomakis	Lyn and Tom Shields	
Marisa A. Didio	Chris McCann	Carmelina Procaccini	Frank E. Sousa	* Deceased



# 2019

## Year in Review



### We Honor Veterans Level 5 Partnership

Care Dimensions was one of the first programs in Massachusetts to achieve the highest-level partnership, which was just launched in 2019. The national We Honor Veterans program aims to increase veterans' access to hospice care and promote best practices for providing end-of-life care to veterans.



### Camp Stepping Stones

On a sunny Saturday in July, we welcomed 75 campers, 45 adults and 75 volunteers to Camp Stepping Stones, the annual one-day retreat for children and families who have lost someone close to them.



### Care Dimensions Learning Institute

In December, we launched the Care Dimensions Learning Institute to recognize and expand our educational offerings, which include professional and community presentations, a community-access television program, professional and community webinars and a podcast series. Through the Learning Institute, we are further positioning Care Dimensions as a regional and national thought leader by sharing best practices in providing care to individuals with serious illness, as well as other areas including grief and end-of-life issues.



### Advertising Campaign Raises Profile

In June, Care Dimensions launched a new multimedia advertising campaign focused on the theme of "Live the Way You Want To. We'll Take Care of the Rest." and aimed at changing the way consumers think about hospice care.



### Hospice Advocacy

Patty Ramsden, RN, BSN, CHPN, senior director of admissions (left), was named a hospice ambassador for Massachusetts by the National Hospice and Palliative Care Organization. Joining other staff, she has forged relationships with members of the Massachusetts congressional delegation to increase awareness and support of hospice and palliative care issues.



### Defining Cardiac Best Practices

Care Dimensions staff are part of the cardiology innovation team from the National Partnership for Hospice Innovation, which is identifying best practices for treating hospice patients with heart disease.

# Balance Sheet

## ASSETS

Cash & Cash Equivalents	\$6,542,796
Accounts Receivable, net	\$9,934,904
Other Current Assets	\$1,275,349
<b>Total Current Assets</b>	<b>\$17,753,049</b>
Investments	\$33,036,531
Property and Equipment, net	\$30,253,579
Other Assets	\$ 537,793
<b>Total Long-term Assets</b>	<b>\$63,827,903</b>
<b>Total Assets</b>	<b>\$81,580,952</b>

## LIABILITIES AND NET ASSETS

Accounts Payable & Accrued Expenses	\$3,427,677
Accrued Payroll & Related Expenses	\$6,524,081
Other Current Liabilities	\$1,381,173
<b>Total Current Liabilities</b>	<b>\$11,332,931</b>
Long-term Debt & Other Liabilities	\$16,485,128
Unrestricted Net Assets	\$52,741,130
Restricted Net Assets	\$ 1,021,763
<b>Total Net Assets</b>	<b>\$53,762,893</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>\$81,580,952</b>

# Statement of Operations

Operating Revenue	\$71,125,062
Operating Expenses	\$69,896,913
<b>Gain from Operations</b>	<b>\$ 1,228,149</b>
<b>Investment Gain</b>	<b>\$ 4,659,297</b>
Unrestricted Fundraising Revenue*	\$ 1,574,348
Fundraising Expense	\$ 905,011
<b>Unrestricted Fundraising Income</b>	<b>\$ 669,337</b>
<b>Change In Unrestricted Net Assets</b>	<b>\$6,556,783</b>

\* Additional Restricted Fundraising Revenue of \$317,124 brings the net fundraising total to: \$986,461



## YOUR NON-PROFIT COMMUNITY HOSPICE

We strive to meet the full spectrum of patient needs, even when insurance coverage limits reimbursement. Each day, we carry out our mission by serving patients in over 100 communities in Massachusetts. It is the ongoing support and generosity of our donors that enable us to provide compassionate care to uninsured patients, and to provide valuable services not covered by private insurance, Medicare, or Medicaid, including community education, grief support, spiritual care, and children's programs. We serve as a safety net for patients and families while on our service; support from our community adds quality to our care.

When you support our philanthropic program, you become a partner in caring. Some of the programs you impact include:

**Assisting Patients and Families** – providing financial assistance for uncompensated hospice care, as well as grants from the Family Fund for emergency needs, such as food, clothing, and utilities.

**Palliative Care** – providing an extra layer of support to patients with serious illness.

**Grief Support programs** – available to anyone in the community, regardless of whether or not a loved one was in our care.

**Complementary therapies** – such as music and creative arts, massage, compassionate touch, Reiki, and pet therapy.

**Education** – for our staff, volunteers, healthcare professionals, and the community.

**Specialized programs** – tailored to care for veterans, and those living with advanced cardiac and respiratory diseases or dementia.

Through their contributions, donors to Care Dimensions make these and other programs possible. Thank you for joining us and giving us the means to fulfill our mission.



75 Sylvan Street, Suite B-102  
Danvers, MA 01923

For the latest news and events,  
please follow us online:



**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 state. 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 over 100 communities in Massachusetts.

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

## Remember | Celebrate | Inspire



2020 Virtual Edition

presented by

 BROWN BROTHERS HARRIMAN

**Walk when & where you want  
by September 27, 2020**

For 33 years, the Walk for Hospice has been a source of **comfort** and **healing**. We hope you will join our virtual walk this year to **honor** your loved one's memory and support Care Dimensions' mission.



**Register today at [CareDimensions.org/Walk](https://www.CareDimensions.org/Walk)**