



Hospice
of Westchester

*Annual
Report*

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MAKING
THE MOST OF
EACH DAY

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Mission Statement

Hospice of Westchester is committed to providing compassionate end of life care. We combine the highest level of quality medical care with emotional and spiritual support enabling individuals and their loved ones to make the most of each day.

PHILANTHROPY

Hospice of Westchester (HOW) has been a valued and respected member of the healthcare community for nearly 30 years. As you can imagine, operating our organization in today's environment has been a delicate balancing act. The past year was once again unprecedented as the pandemic persisted. Amidst the ongoing health crisis, HOW remained committed to providing extraordinary end-of-life care to Westchester County residents diagnosed with any life-limiting illness.

At the core of every decision we make, it is our relationships with our patients and families that matters most. We value this bond and truly believe it is very unique in today's world. This relationship defines who we are and it is an honor to be invited into our patients' homes to help them and their families along their most important journey.

As a result of increased costs and extra safety precautions to protect our staff, patients and their families during this time, we rely on the generosity of our loyal donors now more than ever. We need your tangible support to allow for adequate staffing, ensure that our patient costs are covered and invest in required technologies. No one is denied service, and we must be prepared to absorb the cost of care for those without health insurance or the ability to pay.

Funds will be allocated to support the heart of our operations, Hospice Home Care, our COVID-19 expenses and to help us fulfill our mission. We invite you to be our partner in this great endeavor. All of us at Hospice of Westchester are eternally grateful to you and all of our community donors, for the essential role you play in our continued success. We know that without your help, we would not have been able to accomplish all that we have. Thank you for your consideration.

LETTER *from* OUR CEO



Mary K. Spengler, MS, LHNA

At the start of 2021, we had hopes for some return to normalcy. But that was not to be realized, as the pandemic continued to overshadow all aspects of life and operations for our organization. We welcomed the good news of the vaccines and are grateful to our community partners, White Plains Hospital and Grassy Sprain Pharmacy, that provided vaccines for our staff and volunteers. Despite the development of the vaccines, we did not benefit from any relaxation of regulations. The regulatory reporting, COVID testing for staff, utilization of PPE and other pandemic measures, and their associated costs, did not change.

Hospice of Westchester was not immune to the many challenges in year two of the pandemic. However, we had a responsibility to care for our patients and their families who are the most vulnerable in our community. Navigating the previous year for Hospice has taken many paths. We are here today due to the generous spirit of all our staff and volunteers, and all associated with our organization.

One of the biggest challenges during the last year continued to be the provision of care to our patients and their families, and providing a safe environment for our staff. This all had to be accomplished in the maze of regulations and mandates.

We never closed down to admissions during the pandemic, but we were diligent in our processes. Our pediatric program, Comfort Crew, cared for more children in 2021 than previously, ranging in age from 3 months to 18 years. Interdisciplinary team meetings were restricted initially, but by the fall we were able to reconvene in person. We're happy to report that Complementary Care was reinstated, initially through virtual means, but by the end of the year our therapists began to see some patients at home. Our dedicated volunteers continued to support our patients and their families through virtual and eventually in-person visits.

Bereavement services, a vital part of our program, particularly during a pandemic, converted to all virtual. Individual and group sessions were facilitated by our dedicated staff. Most would prefer the in-person arrangement and hopefully some of those sessions will begin early in 2022.

Our success in coordinating all of this and providing exceptional care was validated during our CHAP survey that occurred in March 2021, unannounced and ahead of schedule. The surveyor was exceptionally complimentary to our care delivery models, our staff, compliance to all of the infection control mandates and regulations, the PI Program, and how we continued to provide volunteer and bereavement programming. We were also once again accredited by the Better Business Bureau Charity Accountability Program last year.

The pandemic impacted all aspects of our financial performance in 2021. Although we had increased expenses for PPE and ongoing testing of staff, we were able to meet our financial obligations thanks to community support. While most of our gatherings and events were cancelled, Development offered additional opportunities to engage our supporters throughout the year. We were able, however, to host our Annual Golf Invitational, which was our most successful ever.

Perhaps one of the greatest casualties of the pandemic was the devastation encountered by the home health aide industry. It is an industry that is on life support as many have left for other opportunities that provide less stressful working conditions and no vaccine mandate. Yet it is critical to providing care.

In our world, the past year was again beyond description, consumed by the pandemic. Hospice of Westchester accomplished much and was able to fulfill our mission due to the courage of many: Our patients and their families who demonstrated courage on their last journey, in spite of the pandemic; our extraordinary direct care staff and volunteers who despite their own personal circumstances always put their patients/families first; our incredible office staff and volunteers in all areas who came every day to provide support for operational excellence; and to the incredible management staff who supported the infrastructure in remarkable ways. I am grateful to them all as their courage sustained us.

Sincerely,

A handwritten signature in black ink that reads "Mary K. Spengler". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

MARY K. SPENGLER, MS, LHNA
CHIEF EXECUTIVE OFFICER

AT *a* GLANCE

2021 REVENUE:

\$9.4 million

| | |
|-----------------------------------|-----|
| Medicare (patients over 65) | 70% |
| Medicaid | 16% |
| Private insurance (HMO) | 1% |
| Philanthropy | 7% |
| Self-pay & Other | 6% |

2021 EXPENSES:

\$9.2 million

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|-------------------------------|-----|
| Program expenses | 70% |
| Administrative expenses | 28% |
| Fundraising | 2% |

2021 ENDING YEAR NET ASSETS:

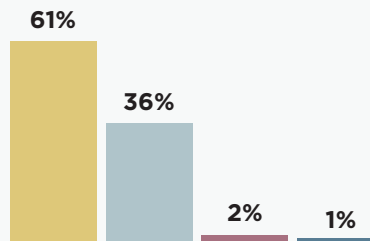
\$6.3 million

SERVICES AND SUPPLIES GIVEN TO FAMILIES

| | |
|---------------------------------|---------------------|
| Nursing staff | \$2.8 m |
| Social workers/chaplains | \$592,000 |
| Pharmacy | \$208,000 |
| Durable medical equipment | \$136,000 |
| Medical supplies | \$55,000 |
| Patients by county | 100% Westchester |

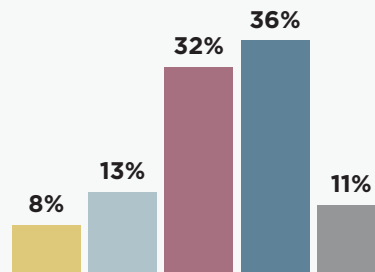
WHERE OUR PATIENTS CALL HOME

● OWN HOMES ● NURSING FACILITIES
● ASSISTED LIVING ● HOSPITALS



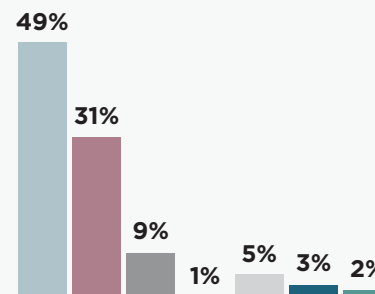
HOSPICE ADMISSIONS BY DISEASE

● RESPIRATORY DISORDER ● ALZHEIMER'S
● MALIGNANT NEOPLASMS ● CARDIOVASCULAR DISORDER ● OTHER



VISITS BY DISCIPLINE

● HHA ● NURSE ● SOCIAL WORKER
● VOLUNTEER ● SPIRITUAL CARE
● COMPLIMENTARY CARE ● BEREAVEMENT



WORDS *from* OUR PATIENTS' FAMILIES

"This was our first experience with hospice care. It was remarkable. Your staff came into our home and helped us through one of the most difficult experiences of our lives. All this at a time when the situation with the coronavirus was becoming more and more critical. Yet, our family- not just Mom- received continual, compassionate attentive care. It wasn't easy to write this letter, reliving memories of Mom's last days, but it was important to us to share this with you. We are thankful for each member of our care team-they were truly a blessing to us." R.B.

19th GOLF INVITATIONAL

We hosted our 19th Annual Golf Invitational at Westchester Hills Golf Club. More than 100 business and community leaders came out to support us and 25 foursomes enjoyed a beautiful day on the links. This year's event was held in honor of Entergy.



TREE *of* LIFE

Hospice of Westchester remained committed to our annual Tree of Life event, which celebrates the memory and lives of our loved ones. The personalized stars were placed on the Tree, which was on display in our office. We created a video showcasing the stars on the Tree of Life so it could be viewed from the safety and comfort of home.



HOSPICE OF WESTCHESTER IS A NOT FOR PROFIT, TAX EXEMPT AGENCY THAT IS CERTIFIED BY THE FEDERAL GOVERNMENT, LICENSED BY THE NEW YORK STATE DEPARTMENT OF HEALTH, AS WELL AS ACCREDITED BY THE COMMUNITY HEALTH ACCREDITATION PROGRAM (CHAP).