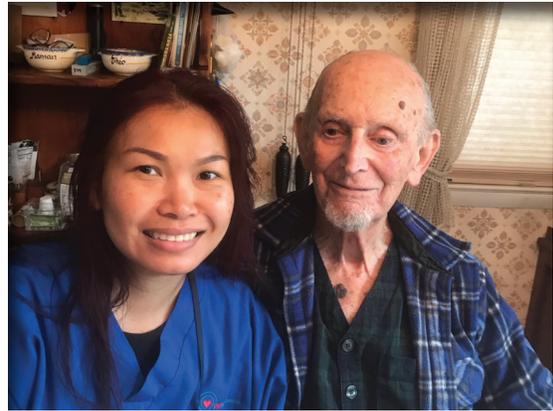




VNSWestchester

Also serving the Bronx, Dutchess,
Putnam & Rockland





Since 1901, Visiting Nurse Services in Westchester has been bringing the best care home to generations of families in our communities, fulfilling our not-for-profit mission:

To promote and support the health and sustain the independence of residents of Westchester and Putnam Counties and adjoining communities through the delivery of home healthcare and related community health services by VNS Westchester, Westchester Care at Home and other subsidiaries.

Our Values

- Excellence in Patient Care
- Staff Education and Development
- Community Involvement
- Cutting-Edge Technology
- Freestanding and Community-based Structure
- Fiscal Stability

A MESSAGE FROM THE PRESIDENT & BOARD CHAIR

Over the past 118 years, Visiting Nurse Services in Westchester (VNSW) has had an enduring impact on the health and well-being of hundreds of thousands of people in our region. Starting as a small visiting nurse service based in a single healthcare facility in Yonkers, we grew over time into the largest and only independent not-for-profit, Medicare-certified home healthcare agency in Westchester County, also serving residents of adjoining counties.

Today, more than 10,000 people annually rely on the high quality, compassionate care VNSW provides to individuals recovering from illness or injury, or managing chronic illnesses at home, following discharge from acute or post-acute care facilities. Thousands more are served by our sister agency, Westchester Care at Home, to ensure a continuum of personal care services for vulnerable citizens who wish to age in place, with dignity, in the comfort of their homes.

Together, our agencies play an integral role in helping people in our community to maintain their independence and the best possible quality of life.

While we serve people of all ages, including many under-resourced individuals and families, the vast growth in our senior population continues to drive creative solutions that significantly reduce the risk of re-hospitalizations for many grappling with complex medical conditions.

In 2018, we continued to face the challenge of responding to the growing needs of our patients within a shifting regulatory climate and shrinking reimbursements for our services. The vision and leadership of our Board of Directors, and our sustained collaborative relationships with community partners, has bolstered the stability and responsiveness of our agency as we navigate the tides of change.

As we continue to evolve with the times, we remain steadfast in adhering to the core values that underscore our commitment to those we serve. Throughout the pages of this annual report, we shine a light on a wide scope of initiatives and activities, which reflect our core values that are put into practice, each day, by our exceptional homecare team.



Timothy P. Leddy

Timothy P. Leddy
President & CEO

Martin Considine

Martin Considine
*Chairperson,
Board of Directors*



30-day Patient Re-hospitalization Rate

VNSW
9.6%



National
12.2%



NYS
12.5%



Project HARP

VNSW's Hospital Avoidance Responsibility Program (Project HARP) was created to ensure that our entire home care team advances our best practices in clinical care, which are designed to improve patient health at home and reduce preventable hospital readmissions. Combining "high-touch" and "high-tech" strategies, VNSW continues to maintain a 30-day re-hospitalization rate for our home care patients that is significantly lower than both New York State and national averages. Outlined below are some of our best practices in care that are having a positive impact on maintaining the health of our patients in the comfort of their homes.

Next-Generation "Connected Care"

For over a decade, VNSW has been using Telehealth remote technologies to monitor patient vital signs. This has been instrumental in reducing preventable re-hospitalizations among our patients. In 2018, our clinical team implemented a new, next-generation Telehealth tool for our patients classified as "high risk" for hospital readmissions. These vulnerable patients are provided with enhanced "Connected Care" digital devices that not only track their vital signs, but also offer real-time virtual visits with our Telehealth Nurse, along with health alerts, text and voice communications and interactive educational tools. This state-of-the-art technology is already resulting in higher levels of patient engagement, a critical factor in improving patient satisfaction and health outcomes.



Ensuring Safe Transitions Home

According to the Institute for Healthcare Improvement, there is mounting evidence that the rate of avoidable re-hospitalizations can be significantly reduced by improving core discharge planning and patient transitions from hospitals and other healthcare facilities to home-based care.

Located on-site at 60 healthcare facilities across our five-county service area, and with regular visits to scores of additional facilities in our region, VNSW's RN Home Health Care



VNSW RN Home Health Care Liaison, Colleen Meehan, with White Plains Hospital Transitional Care Manager, RN Christine Lia.

Liaisons are specially trained to work with case managers, discharge planners, social workers and physicians to assess the level and type of post-discharge care needed to help our patients maintain improved health at home. Our team of RN Liaisons is integral to our coordinated care approach, which, working in concert with our healthcare partners, continues to make a tremendous difference in reducing the rate of patient re-hospitalizations.

Making Strides in Fall Prevention

According to a recent study published in the Journal of the American Medical Association (JAMA), “fall-related injuries are a major reason why seniors are readmitted to the hospital within a month after being discharged.” As a key focus of our clinical best practices, VNSW’s rehabilitation therapists thoroughly assess our patients’ functional ability, as well as the home environment, to determine and mitigate fall risk. The study also cites the importance of patient and family education in preventing falls in the home, particularly following discharge from acute care facilities – one of the linchpins of our fall prevention program.



In 2018, our staff conducted a higher percentage of fall risk assessments for our homebound patients than the NY State and national averages for this process measure, as reported by SHP, a national benchmarking organization. VNSW also had a lower percentage of falls (with major injury) among our patients than the NY State and national averages for other homecare providers.

Stepping Up to Stop Sepsis

Sepsis, the body’s overwhelming and often life-threatening response to infection, is most prevalent among seniors 65 and over with chronic health conditions, the largest proportion of our patient population. In 2018, supported by grant funding (see page 8), VNSW trained over 200 members of our home care team on sepsis interventions and treatment. With training completed, VNSW will screen all of our patients for sepsis during home care visits in 2019 – a great leap forward in advancing patient care.



Home Care Association of NYS President, Al Cardillo, conducts a sepsis training workshop, hosted by VNSW for our staff and other healthcare professionals in our Putnam office.

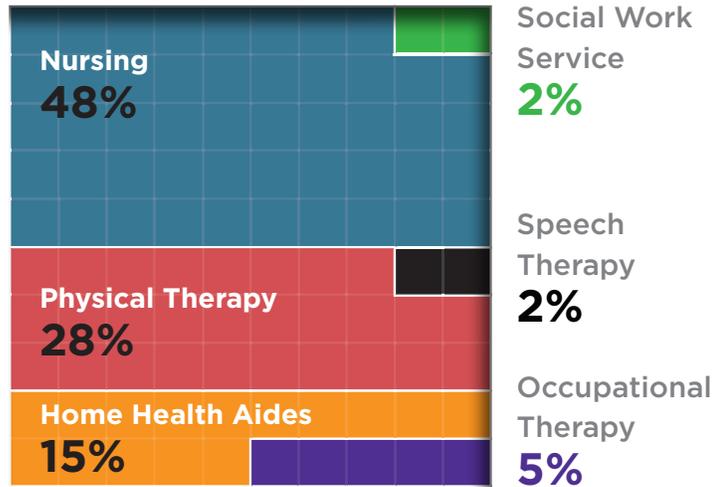
Our Home Care Services

VNSW Admissions
9,677

VNSW Home Visits
159,878

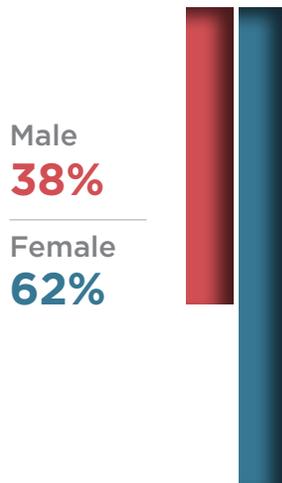
Westchester Care at Home Hours of Service
337,643

Home Visits by Discipline

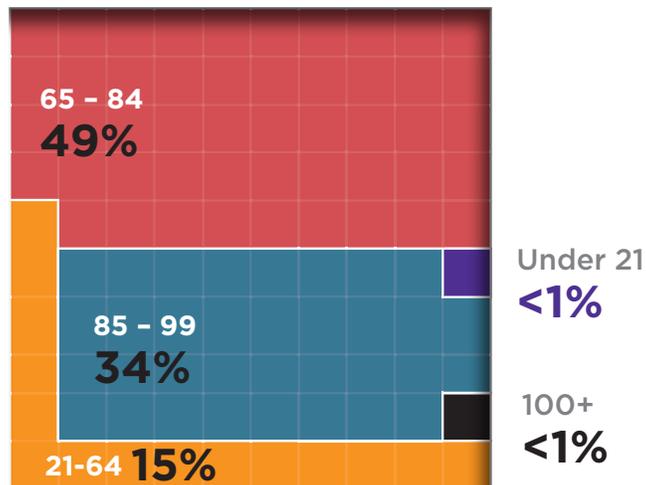


Our Patients

Patients by Gender



Patients by Age



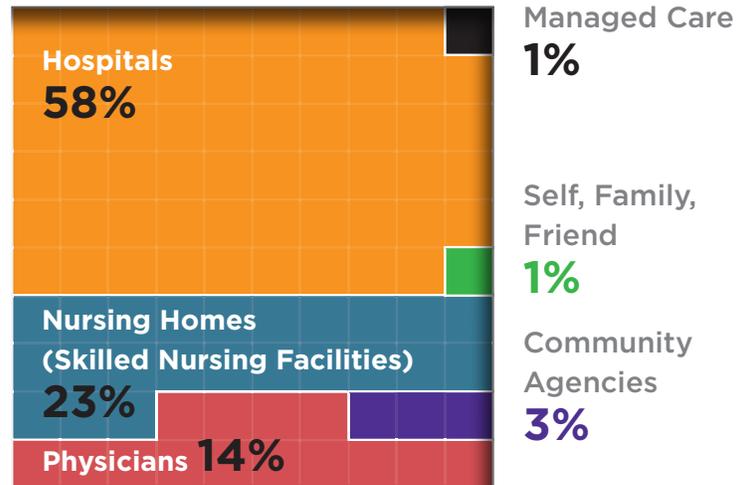
Telehealth enrollees	399
Patient Re-hospitalization Rate (30 days, acute care)	9.6%
Patients with Moderate-High Risk for Re-hospitalization	5,277

Our Healthcare Partners

Number of Referrals
11,413

Number of healthcare facilities with VNSW RN liaisons on-site
60

Referral Sources

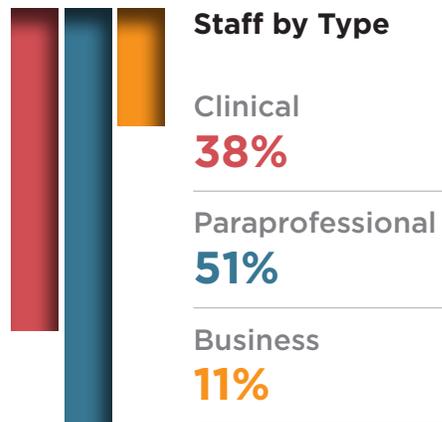


Staff & Community

Number of Staff
548

Staff Miles for Patient Visits
539,704

Number of Community Programs/
People Served
85/4,000+



Josephine Maciocha, age 100 (with RN, Darnel Amuyal), is among the growing number of VNSW patients who are 100 or over - a total of 56 who benefited from our homecare services in 2018.



STAFF ACCOLADES & ACHIEVEMENTS

VNSW Volunteer is “Top Nurse”

Carolyn Rogers, an RN with VNSW for 30 years, and a current community volunteer, received Hudson Valley Magazine’s 2018 Excellence in Nursing “Top Nurse” Award at a ceremony in May 2018. Carolyn was selected for top honors by a jury of healthcare professionals for going “above and beyond” to improve patient and community health.



WCAH RN Inducted into Senior Hall of Fame

Gera Looser, RN at Westchester Care at Home, was inducted into the Westchester County Senior Citizen Hall of Fame at a packed ceremony at the Westchester Marriott in December. Gera has provided outstanding home care services to elderly clients throughout her 50-year nursing career, ensuring that they maintain the highest quality of life, with safety and dignity, in their homes.



New Tech Tool for Staff Safety

The safety and security of our staff is as critical as that of our patients. To enhance staff safety when visiting patients’ homes in unfamiliar areas, we launched a pilot program to equip a group of VNSW and WCAH field staff with the POM, a sophisticated, yet easy-to-use personal safety device. This rapid response technology tool instantly connects staff to emergency responders or office supervisors through a GPS tracking and alert system. This portable security system has taken our staff safety program to the next level by connecting them to the critical aid they need when they need it.



Promoting a Culture of Respect

At VNSW and WCAH, we are proud of our culture of civility and respect. These values were reinforced at a program hosted by our HR department for our leadership and management team on “Building Respect in a Diverse Workforce,” facilitated by Laura McNerney (4th from left in photo), CEO of the Leadership Learning Group. The program highlighted the benefits gained by employers and employees in a respectful environment, such as increased productivity, employee retention and morale, and a sense of greater satisfaction, safety and well-being.



A COMMITMENT TO COMMUNITY



Training the Next Generation of Nurses

In 2018, VNSW trained nursing students from local colleges, including Pace University, as part of their clinical rotations.

With the vast growth in our senior population, our training on protocols in care for geriatric patients will better prepare these students for the future of nursing.



Honoring our Greatest Generation

With precious few of our WW II veterans still among us, VNSW collaborated with Sen. Terrence Murphy's office on a Proclamation honoring our patient, U.S. Air Force Veteran Alexander Nardone, age 95, for his remarkable service to our country during WW II. To celebrate the occasion, Mr. Nardone received a special visit from RN, Claudia Weiner, and VNSW President/CEO, Timothy Leddy.

WCAH Honors Vets at Luncheon

Westchester Care at Home invited 25 of its clients to a special Veteran's Day luncheon to thank them for their dedicated service to our country. Veterans attending represented multiple generations who served in WWII, Korea and Vietnam. A great day was had by all, including the vets, their families and our staff.



Peer Training in Medication Management

VNSW plays a central role in peer education for healthcare professionals in our region. Last June, VNSW Director of Admissions, Joann Parliament, shared her expertise with members of the Greater NY Chapter of the National Post-Acute Care Continuum, at a program on "Medication Complications: How to Prevent Medication Errors Leading to Hospital Readmissions."



WCAH Aides Trained in Digital Health IT

Westchester Care at Home, in collaboration with Vital Care Services, completed its series of NYS Department of Health grant-funded training programs on "Digital Health Technologies for Chronic Disease Management." The two-year program trained over 120 Home Health Aides and RNs on using digital devices to monitor patient health.

Supporting Vital Programs and Services

VNSW is indebted to our growing family of donors — individuals, organizations, foundations and corporate sponsors — whose generous support enables us to continue providing the high-quality, compassionate care that our patients need and deserve.



As we strive to improve the health and well-being of people of all ages, including our growing population of elderly citizens, it is critical that we continue to invest in new and enhanced services and technologies that address the needs of patients with complex health conditions. In light of shrinking reimbursements for our services from government and other insurances, support from members of our community is more vital than ever.

“My dad wanted me to thank you for everything you have done for him. If it weren’t for VNSW, I don’t know how we would have gotten through this.”

In 2018, community donations helped make possible:

- **High-Risk Asthma Home Visiting Program**, via a two-year grant from the American Lung Association, to train our clinical staff to recognize asthma triggers and conduct patient assessments to reduce preventable re-hospitalizations;
- **New state-of-the-art, Connected Care Digital Remote Patient Monitoring System** to enhance care for those at highest risk for re-hospitalization;
- **In-depth staff training on our new Sepsis Screening, Education and Early Intervention tool**, to be incorporated into all home care visits in 2019, (funded by a VNSW Foundation matching grant of Aging in America’s sepsis grant);
- **Free community health screenings and educational programs for over 4,000 people** to foster early health interventions and preventative care.



Founded in 2016, the VNSW Foundation, Inc., a not-for-profit organization, was created to expand resource development opportunities to support the programs and services of VNS Westchester. The

Foundation focuses on building strategic partnerships and conducting charitable outreach in the communities we serve to help ensure VNSW’s long-term growth and sustainability in the decades to come.

2018 SPRING BENEFIT GALA



Gala honorees: Chris and Dave Gaur of Vital Care Services; Nancy Rudolph; and Carolyn Rogers, with Westchester County Executive, George Latimer; VNSW Foundation, Inc. Board Chair, Dr. Amy Ansehl; and VNSW President & CEO, Timothy P. Leddy.

Our signature fundraising event of the year – our 2018 Gala – provided us with an opportunity to thank our donors and corporate sponsors, while generating critical funds to support our vital home healthcare services and free community programs. Close to 200 people attended, with approximately \$100,000 generated through ticket sales, sponsorships, Journal advertising and our silent auction.

We were privileged to honor individuals and organizations that have helped VNSW to advance our mission: **Nancy J. Rudolph**, retiring VNSW Board Member and Partner at Bleakley, Platt & Schmidt, received our Distinguished Service Award; **Vital Care Services** received our Community Leadership Award, accepted by Co-Founder, **Christopher Gaur**; and **Carolyn Rogers**, an RN with VNSW for close to 30 years, received our Outstanding Achievement in Nursing Award.

Our sincere thanks to our Presenting Sponsor, **Wells Fargo Private Bank and Commercial Bank**, and to all of the generous donors, sponsors and participants who contributed to the event’s success.

VNS Westchester / Westchester Care At Home

Statement of Operations and Change in Net Assets 2018

Revenue, Gains and Other Support

Net Patient Service Revenue ..	\$37,125,676
Other Operating Revenue	581,341
Total Revenue.....	\$37,707,017
Expenses	\$37,458,652
Change in Net Assets.....	248,365

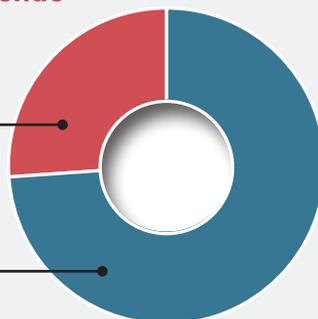
Sources of Net Revenue

Managed Care and Other

26%

Medicare/ Medicaid

74%



2018 Westchester Visiting Nurse Services Group, Inc.

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 James Martell, *Vice Chairperson*
 Andrea McKay-Harris, *Secretary*
 Jesse Rosenblatt, *Treasurer*

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