



2008

Annual Report

Annual Report





Kathy L. Fernandez
B.S.N., M.S.
HPC Healthcare President/CEO

CEO's Report

Florida's tropical climate gives us a year-round growing season, so we who live here don't see the dramatic change in seasons that others across the country experience. However, we must plan for our annual hurricane season that rules our lives for six months each year, bringing with it the storms that disrupt our routines and habits and sometimes our lives. And yet there are times – such as now when we are in the midst of a multi-year drought – that we realize that the rains associated with a tropical storm can bring our ecosystem back into balance.

In 2008, Florida's hurricane season was relatively quiet. In contrast, HPC Healthcare faced a series of hurricane-strength challenges that forced members of our organization at every level to rethink the way we provide our patients and their loved ones the compassionate care they've come to expect. And like the tropical storm rains that strengthen Florida by relieving drought conditions, the numerous challenges we faced have strengthened our organization to better deliver patient-centered end-of-life care.

The most challenging issues in 2008 centered on economic issues, coming in waves like a hurricane's feeder bands. While we were unable to predict these unforeseen economic events, HPC Healthcare leadership prepares for the unexpected by laying a foundation of structure and stability to withstand those unanticipated elements.

The first feeder band that swept across our organization occurred when the Centers for Medicare and Medicaid Services (CMS) greatly changed its previous interpretation of medical appropriateness for long-stay patients. This resulted in a reassessment of many of the patients in our programs.

With our decades of expertise, we know that predicting the end of life is not an exact science. While this was an unexpected challenge from CMS, we took advantage of this situation to re-examine our processes, resulting in a revised system that ensures precise documentation and conclusively demonstrates a hospice patient's continued decline. At the same time, we strive to balance these changes while remaining true to our philosophy of "open access," providing hospice services to all those needing and benefiting from end-of-life care.

Financially, the CMS interpretation change, like a hurricane bearing down on a coastal city, had a direct hit on our revenue stream. But the foundation of HPC Healthcare is solid, and our value of being excellent stewards of all our resources gave us shelter from this storm.

At times during 2008, it seemed as if HPC Healthcare was under a never-ending hurricane watch. We found ourselves in the eye of the storm as other planned and unplanned events redirected our attentions. But again, HPC Healthcare leadership took charge to battle these ongoing economic storm surges.

In 2008, LifePath Hospice and Good Shepherd Hospice faced a major funding challenge at the federal level. CMS enacted cuts in the reimbursement rates for services we provide. This action put our hospice programs at risk of losing nearly \$6 million in revenue over the next several years. Our federal lawmakers received a steady stream of letters from concerned board members, staff, volunteers and friends, which made an impact. During the development of the economic recovery bill, members of the United States House of Representatives included language to halt the cuts for one year, retroactive to October 1, 2008. This provision, which President Obama signed into law in early 2009, ensures that our most vulnerable citizens – the terminally ill – would continue to receive compassionate end-of-life care.

In December, CMS enacted the first new hospice Conditions of Participation (CoPs) in 25 years. The new CoPs reinforce patient rights, enact data-driven quality assessments and examine hospices' relationships with nursing homes. Our CoP Task Force thoroughly reviewed and redesigned forms, processes and policies to align them with CMS and CoP regulations, all in time to meet the government-imposed deadline.

CEO's Report *(continued)*

The calm after a storm can bring a time of reflection. In that same way, HPC Healthcare can also look back to 2008 as a year of accomplishments and successes.

After 18 months of planning, we kicked off a major corporate restructuring of LifePath Hospice and Palliative Care, Inc. with the creation of HPC Healthcare, Inc. This is the first annual report of HPC Healthcare.

The chief goal of the 2008 restructuring was to lay a corporate foundation that helps us provide outstanding hospice and palliative care to our patients and their loved ones. HPC Healthcare now serves as the not-for-profit parent company for four nonprofit subsidiaries: LifePath Hospice, Inc. in Hillsborough County; Good Shepherd Hospice, Inc. in Polk, Highlands and Hardee counties; and HPC Pharmacy Services, LLC and Axis Palliative Healthcare, LLC, which both serve all four counties.

This corporate reorganization required the experience and expertise of many from across the organization, with scores of people working countless hours on this vast project. The result – we have a stronger organization, in a solid financial position to better face an ever-changing health care environment.

HPC Healthcare also took a step forward in realizing our vision to offer acute, inpatient care in Highlands and Hardee counties. In August, the Agency for Health Care Administration approved our Certificate of Need application to build a 16-bed Good Shepherd Hospice House in Sebring. The entire community will benefit from this project; from the construction jobs created to build the facility and the employment opportunities for local healthcare professionals to the dedicated hospice care delivered to those in the region facing end-of-life issues.

The American author Willa Sibert Cather wrote, "There are some things you learn best in calm, and some in storm." In the past stormy year, we learned many things about ourselves, such as our strength in addressing challenges on many fronts, being flexible in our daily lives and most importantly, putting the needs of our patients at the forefront.

I sincerely appreciate the support and assistance of our boards of directors, employees and volunteers who helped us weather the many storms of the past year. Some projects required the involvement of many across our organization, while others achieved success from a much smaller focus. I am especially indebted to my senior staff members who went above and beyond the call of duty in a difficult year. But whether large or small, all of our achievements are examples of the HPC Healthcare mission to provide quality end-of-life care. For that, I am extremely grateful and look forward with great anticipation to our future accomplishments.

Corporate Structure



Mission, Vision and Values

Mission statement

Our mission is to provide quality palliative care and relieve the suffering of those in our communities affected by life-limiting illnesses and end-of-life issues, maintaining the highest ethical standards, so all may live as fully and comfortably as possible.

Vision statement

Our vision is to be the leader in end-of-life care.

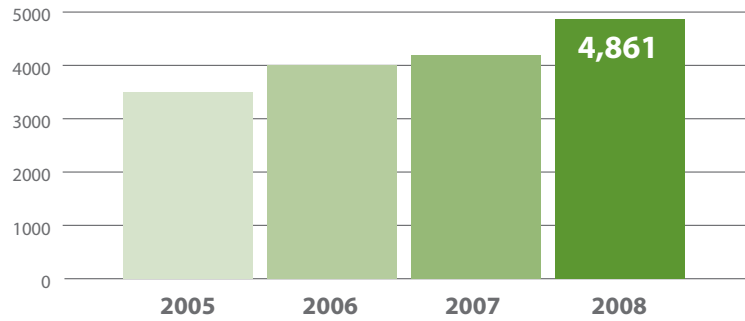
Core purpose

Making the most of life

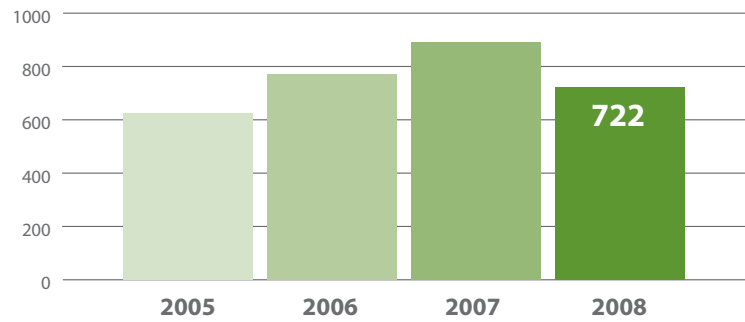


Good Shepherd Hospice 2008 Highlights

Total number of patients



Average number of patients each day



Care rate

percentage of deaths cared for by Good Shepherd Hospice



Charity care provided	\$1.6 million
Number of volunteers686
Value of volunteer hours	\$.612,000
Patients served at Good Shepherd Hospice Houses801
Physicians who referred patients318
Nursing home/assisted living referral sources69
Home visits by Good Shepherd Hospice physicians and nurse practitioners5,241
Pharmacy prescriptions filled56,629
Medical equipment pickups and deliveries18,253
	(67 visits per day average)
Bereavement service contacts to hospice families and the community8,681

Good Shepherd Hospice Development Highlights

Good Shepherd Hospice received tremendous news in 2008. Reaching our goal of a community-based, freestanding, inpatient facility became much closer when the state approved the Good Shepherd Hospice application to build a hospice house in the Sebring area.

Plans are quickly coming together. With an anticipated 2010 grand opening, Highlands County Outreach Committee Chair Mike Chapman commented that the enthusiasm for this project is contagious, and the community is thrilled to know that this type of important end-of-life care will be available to local residents in a convenient location.

In September, Good Shepherd Hospice once again held its annual Global Getaways at the 1920s-era Magnolia Building in Lakeland overlooking the Lake Mirror Promenade. This year marked the debut of recognizing a Good Shepherd Hospice Hero from the ranks of dedicated supporters. Longtime supporter Phil Wegman was honored for being a strong champion of Good Shepherd Hospice through his volunteer time and for making a significant impact on the lives of others in the community. This successful event generated more than \$75,000 to help fund unreimbursed programs including the Bethany Center for Grieving Children. More than 76 children attended Good Shepherd Hospice's annual children's grief camp, Camp Brave Heart, due to the generosity of Global Getaways guests.

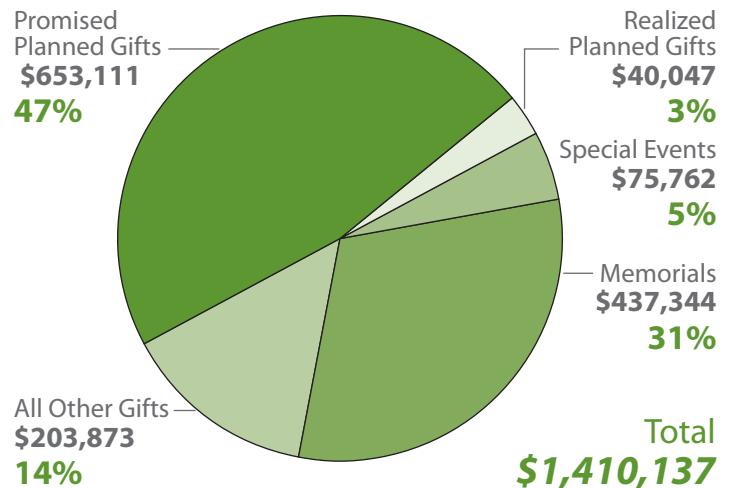
The year's activities ended with Good Shepherd Hospice's second annual Lights of Love ceremony at the George C. Forsythe Hospice House in Auburndale. Hundreds of candles burned in honor of loved ones as guests took time out of the busy holiday season to slow down to remember family and friends.

In 2009, Good Shepherd Hospice will celebrate 30 years of providing compassionate hospice care in Polk, Highlands and Hardee counties. As we approach this historic milestone, we recognize that this accomplishment is only possible because of the support of our many donors across the region. The entire Good Shepherd Hospice family is grateful for their thoughtfulness and ongoing support of our important hospice mission.



2008 Hospice Hero Phil Wegman (left) and HPC Healthcare Board Chair Brian Hinton

2008 Development Revenues





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H O S P I C E

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Making the Most of Life

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We apologize if we have inadvertently omitted any donors to Good Shepherd Hospice. This list represents gifts through December 31, 2008. If there are any errors, please contact us at (813) 871-8111.

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3010 W. Azele Street • Tampa, FL 33609
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(813) 984-2200

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(813) 642-1900

DME Office

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Life's Treasures Thrift Store

1918 S. Dale Mabry Highway • Tampa, FL 33629
(813) 259-1028
4802 Gunn Highway • Tampa, FL 33624
(813) 969-2049

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3010 W. Azele Street • Tampa, FL 33609
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www.lifepath-hospice.org



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(813) 353-8573



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(863) 682-0027 • 1-800-464-3994

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(863) 297-1880 • 1-800-753-1880

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(863) 686-9559

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(863) 519-3353

The Bethany Center for Grieving Children

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(863) 968-1707

Sun Room

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(863) 382-2542

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In Loving Memory

***We dedicate this report to our friends and colleagues
who have died in the past year.***

LifePath Hospice Patient Care Nurse Mentor

Jody Starck

Former LifePath Hospice Patient Care Manager

Alice Prieto

Good Shepherd Hospice Patient Care Nurse

Ruth Hendrix

LifePath Hospice Volunteers

Raine Chancey

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Edwin Davis

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