

2010 ANNUAL REPORT



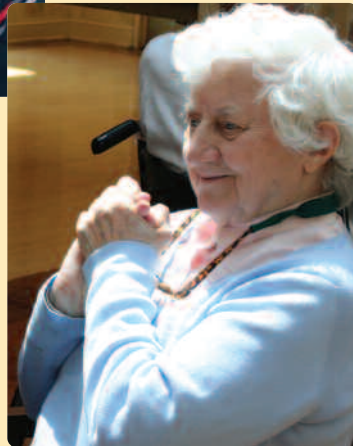
THE WASHINGTON HOME
& COMMUNITY HOSPICES

It's About Living



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“It’s not the length of days, it’s what you do with those days.”

*– Donna Wilkes
Washington Home resident*

Message From the Board Chair and Interim CEO

This past year marked a pivotal point in the repositioning of The Washington Home & Community Hospices as one of the preeminent healthcare facilities in the Washington, D.C., area specializing in senior care.

We are proud that we were able to touch the lives of 2,507 residents and patients during the past 12 months. We continued to provide exceptional care to our 729 residents, including 204 individuals in our residential and Alzheimer's units and 525 patients who received the rehabilitation services they needed to return to their homes. We also helped 1,778 terminally ill patients and their families cope with the medical, spiritual, and emotional challenges they faced as these patients prepared for the end of life.

In this period of uncertainty in the early stages of healthcare reform, we are also proud of the many changes we've made in our operations to contain costs and improve efficiencies in our processes and systems.

We are grateful for the unwavering support of the donors and benefactors who have helped make The Washington Home & Community Hospices the highest-quality, most preferred provider in the Washington, D.C., area. Your commitment to our mission helps ensure that we can remain committed to all those we serve.



Barbara M. Rossotti, Chair



Ronald V. Wolff, Interim CEO

Our mission at The Washington Home and Community Hospices is to provide quality healthcare and end-of-life services with compassion and innovation to foster dignity and independence in those we serve.

A handwritten signature in black ink that reads "Barbara M. Rossotti".

Barbara M. Rossotti, Chair

A handwritten signature in black ink that reads "Ronald V. Wolff".

Ronald V. Wolff, Interim CEO

It's About Enhancing the Quality of Life



Donna Wilkes

“I could never have found a better home.”

At the age of 56, Donna Wilkes is not the typical Washington Home resident. For one thing, Donna has lived at The Washington Home for the past 17 years. She moved in when she was just 39 because of a congenital disorder and the progression of a debilitating illness known as Reflex Sympathetic Dystrophy.

“My parents had been caring for me on and off since I was 19,” says Donna. “They had sacrificed so much for me already and I decided that I couldn’t keep imposing on them.”

When Donna first broached the subject of moving, her parents were against it. She finally convinced her mother to visit The Washington Home. “I knew that my mom had to be at peace with my decision,” she says. “When my mom returned from her visit and excitedly told me how much she loved it, I knew I had found my new home.”

Donna credits The Washington Home with a quality of life she doesn’t believe she would have had anywhere else. “There is a family

atmosphere here. People really care about you,” she says, adding, “If you have a problem, the staff will do whatever they can to help you.”

Donna recalls the time when the motor on her wheelchair gave out. “Without my chair, I would have been confined to my bed,” says Donna. “The staff moved mountains to get me a new chair.”

“I’ve also had excellent medical care,” she says. “But it’s not just the medical care that makes this place so special. You see it on every level: nursing, activity therapy, maintenance and housekeeping. Everybody is caring and dedicated.”

After 17 years, Donna can’t imagine living anywhere else. “The people here have done so much for me,” she says. “I don’t think I would have made it as long somewhere else. I’m so thankful that I’m here. I could never have found a better home.”

It's About Outstanding, Compassionate Care

The Washington Home has been providing exceptional healthcare services to aging, chronically ill, and terminally ill individuals since our founding in 1888. Last year, we provided quality, compassionate residential care for 729 women and men who are experiencing the effects of aging or living with Alzheimer's disease, or who required rehabilitation services after illnesses, surgeries, and other traumas.

The Washington Home offers our residents and patients:

- Close proximity to major hospitals
- A secure building in a peaceful residential setting
- Outdoor patios, gardens, and fountains
- 192 private rooms
- Screened and credentialed staff
- An on-site professional healthcare team
- Optional ophthalmology, podiatry, and dental care
- Physical, occupational, and speech therapy
- Daily living care
- Medical care
- High nurse/resident-patient ratio
- Garden room and on-unit dining
- On-site chapel and pastoral services
- Therapeutic activities
- In-house entertainment and day-out programs
- Housekeeping and laundry services
- A beauty salon and gift shop



The Washington Home's on-site healthcare team is part of the daily lives of our residents and patients. Our team consists of:

- Nursing administrator
- Director of nursing
- Chief medical officer
- Director of social work
- Director of pharmaceutical services
- Director of therapeutic activities
- Director of food service
- Director of education & quality assurance
- Dietician
- Unit managers
- Registered nurses, licensed practical nurses, and certified nursing assistants
- Physical, speech, and occupational therapists
- Volunteers



It's About a Meaningful and Rich End of Life

“The hospice team is there to support our patients and their families in whatever way they choose to be supported. We wrap our arms around our patients and help them live their final days in comfort and with dignity.”

*– Diana Davis, RN, MSN
Clinical Services Manager
Community Hospices of Washington*

“If I were younger and healthier, I would be a public speaker out there right now telling everyone who would listen about hospice care and how it's not a frightening thing. It's a marvelous way to manage your own healthcare when you have a terminal illness.” So begins a conversation with Community Hospices patient Jacqueline Strauss, an 83-year-old Chevy Chase, Maryland, resident with a larger-than-life personality and a passion to educate people about end-of-life care.

Every doctor needs to understand that hospice care focuses on comfort and quality of life for patients with illnesses that can't be cured, says Jacqueline. “Doctors simply must tell their patients about hospice as a healthcare option. I absolutely love my doctor, who explained hospice to me and has been my steady companion on this journey.” She continues, “It was my doctor who told me about The Washington Home & Community Hospices and helped me connect with Dr. Cynthia Williams

(medical director for Community Hospices), who's an absolute delight.”

It is the medical support she has received from Community Hospices the past several months that has allowed Jacqueline to stay at home and to continue enjoying, among other things, the lovely artwork she's collected throughout her life. “When you're not well, any kind of a change is traumatic, so staying in familiar surroundings with things you enjoy becomes even more important,” Jacqueline observes.

Jacqueline strongly believes that people either don't have enough information about hospice care or they have too much misinformation, and that both scenarios cause them to avoid frank discussions with their doctors or families. “Ask your doctor about hospice care, about what it means and what it involves,” Jacqueline implores. “Do it before you're seriously ill. It will take some of the fear out of a terminal diagnosis if that day comes.”

It's About Comfort, Dignity, and Support

In fiscal year 2010, Community Hospices helped 1,778 terminally ill men and women obtain the pain relief, symptom management, and emotional and spiritual support that enabled them to live the final stages of their lives peacefully in the places they called home.

Community Hospices' care is directed by our patients and managed by our team of professionals that includes:

- Patients' physicians
- Community Hospices medical director
- Nurses
- Certified home health aides
- Social workers
- Chaplains
- Trained volunteers
- Bereavement counselors

Community Hospices' Inpatient Hospice Unit (IPU), the first and only one in the District of Columbia, offers short-term pain and acute symptom management that can't be provided in other settings. The goal of our dedicated IPU team of palliative care professionals is to provide care that will enable our patients to return to their home settings.

Community Hospices' IPU team includes: a physician who is board certified in hospice and palliative care, a pharmacist who is board certified in palliative pharmacology, registered nurses, certified nursing assistants, a licensed social worker, a chaplain, trained volunteers, and bereavement counselors.

Community Hospices works with our patients' insurers, whenever possible, to arrange payment for our services. At Community Hospices, we care for all qualified hospice patients regardless of their ability to pay. We provide:

- Medications
- Supplies
- Equipment
- Grief support



It's About the People

Exceptionally devoted communities of volunteers share their time and talents to bring joy and comfort to the patients and residents of The Washington Home & Community Hospices.



“We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.”

– Mother Teresa

Community Hospices Volunteers

Dedicated hospice volunteers receive specialized training to provide care to our patients and their families in the places they call home in Washington, D.C., Maryland and Virginia, as well as in the Inpatient Hospice Unit in the District. Hospice volunteers provide:

- Inpatient Hospice Unit patient/family support
- Home care and long-term facility patient/family support
- 11th-hour patient support
- Administrative help in hospice office locations:

Community Hospice of Washington

3720 Upton Street NW
Washington, D.C.
202.895.2612

Community Hospice of Virginia

520 N. Washington St., Suite 400
Falls Church, VA
703.738.5017

Community Hospice of MD

4041 Powder Mill Rd, Suite 600
Beltsville, MD
301.560.6000
and
202 East Main Street
Elkton, MD
410.392.3750

The Washington Home Volunteers

The contributions of individual volunteers as well as school, community, and corporate volunteer groups greatly enhance the lives of our residents, patients, and staff at The Washington Home. Volunteers serve as:

- Mealtime assistants
- Friendly visitors
- Performers for special events
- Nursing unit support
- Administrative help
- Fundraising support
- Building/landscape clean-up assistants

To find out how you can help, visit www.thewashingtonhome.org or www.communityhospices.org.

“My life as a student and parent is really busy but I volunteer at The Washington Home & Community Hospices as a way to give something back to the community.” – Thomas Mehlhaff, volunteer



In fiscal year 2010, 833 volunteers donated 7,300 hours, or the equivalent of \$238,000 of “work time,” to The Washington Home:

- Individuals
- Martin Luther King Day volunteers
- Sidwell Friends Day of Community Service students
- Desales University alternate spring break students
- National Volunteer Week volunteers
- Fulbright students
- Long & Foster Day of Service volunteers
- Discovery International Impact Day of Service volunteers
- Encounter the Gospel summer camp students
- Federal Credit Union Association volunteers
- American University Freshmen Day of Service students
- Georgetown University Freshmen Day of Service students
- National Cathedral School Community Service Day students
- 9/11 Remembrance Day volunteers
- South Asian Professional Society volunteers
- Sasha Bruce volunteers



In fiscal year 2010, 63 Community Hospices volunteers contributed 4,430 hours to support patients receiving at-home care as well as acute care in our Inpatient Hospice Unit. These volunteers provided support that included:

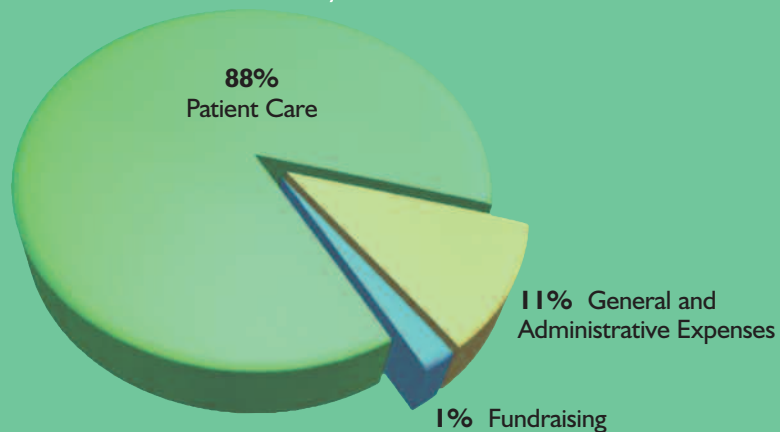
- Offering companionship and emotional support to patients and families
- Preparing and/or assisting patients with meals
- Reading to patients
- Helping families with errands
- Offering bereavement support

Financial Information

In light of the financial challenges of rising healthcare costs and shrinking reimbursements, The Washington Home & Community Hospices changed leadership to reverse negative trends in operating profit. Our new leadership, in conjunction with the professional staff, began a turnaround in the second half of fiscal year 2010 that has resulted in a 38 percent reduction in our net operating loss. The Washington Home & Community Hospices also was fortunate to have the benefit of favorable market trends that increased the value of our endowment.

We hired new nursing home and hospice administrators who have taken proactive steps to attract, train, and retain staff. While this focus has been challenging given the nursing shortage and the traditionally high turnover rate in the industry, concentrating on quality staffing ensures that The Washington Home & Community Hospices continues to provide quality care for our residents and hospice patients.

How the Money Is Used



SUMMARY LEVEL FINANCIAL INFORMATION

<i>(in 000's) US dollars</i>	2010	2009	2008
Net assets:			
Unrestricted	\$30,714	\$31,940	\$44,556
Temporarily restricted	9,472	8,713	10,108
Permanently restricted	3,329	3,329	3,458
Total net assets	\$43,515	\$43,982	\$58,122
.....			
Patient service & other revenue, net	\$39,189	\$41,074	\$41,667
Service expenses	42,564	48,973	43,717
Depreciation & amortization	1,885	1,879	1,753
Other expenses	1,360	1,011	1,367
Total operating expenses	45,809	51,863	46,837
Operating loss	(6,620)	(10,789)	(5,170)
Net yield from investments	1,065	1,830	2,474
Unrealized/realized gains/(losses) on investments	2,101	(9,705)	(3,143)
Contributions, net	537	2,835	63
Other income & expenses	2,450	1,689	375
Total other income & expenses	6,153	(3,351)	(231)
Net surplus (deficit)	\$(467)	\$(14,140)	\$(5,401)

Recognizing Our Donors

We are very thankful for our donors, whose generous contributions help us care for hundreds of people challenged by age, disabilities, and terminal illnesses. Thank you to each of these contributors to The Washington Home & Community Hospices from July 1, 2009, through June 30, 2010.

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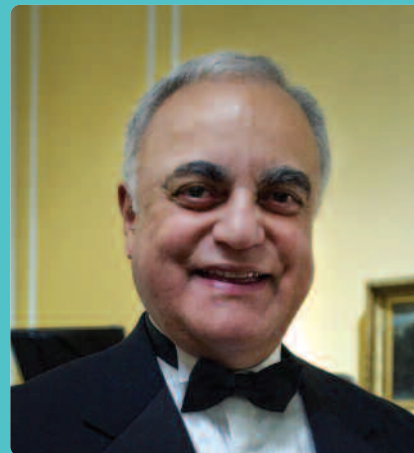


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2010 Art Buchwald Award to Christopher Buckley



Christopher Buckley, the 2010 Art Buchwald Award recipient, is a well-known and successful social and political satirist who has authored 13 books. He is also the son of extraordinary parents, Patricia Taylor Buckley, one of New York City's most glamorous and colorful socialites, and William F. Buckley, Jr., father of the modern conservative movement.

Buckley's latest book, *Losing Mum and Pup: A Memoir*, recounts with wit and warmth the loss within a year of both celebrity parents. He discusses the universal difficulties and issues we all must confront when someone close to us is terminally ill.

We honored Christopher Buckley for writing candidly about the last chapter of his parents' lives and thus helping others face with dignity the challenges of life in its final stages.

"Because hospice deals with death, people tend not to talk about it. I maintained everyone has to die ... hospice gives a person the opportunity to die with dignity ... and as much comfort as possible."

– Art Buchwald

About the Art Buchwald Award

Art Buchwald became a symbol for dying with dignity after he made a courageous decision to forgo further medical treatment that might have prolonged his life. Instead, he entered The Washington Home & Community Hospices, where he maintained his famous sense of humor, his condition improved, and he went on to write a successful book about the experience. Buchwald's willingness to "go public" in his newspaper columns and in his book, *Too Soon to Say Goodbye*, is an inspiration to terminally ill people, their families and friends.

Joel Buchwald, Art's son, introduced Christopher Buckley at the Gala where he was honored.

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