

**Town of Richmond**  
**Request for Special Appropriations**  
**Request for Fiscal Year: 2024**

Organization's Name: UVM Health Network – Home Health & Hospice

Address: 1110 Prim Rd.

City, State, Zip: Colchester, VT 05446

Website address: uvmhomehealth.org

**A. GENERAL INFORMATION**

1. Program Name: UVM Health Network - Home Health and Hospice

2. Contact Person/Title: Maya Fehrs, Director of Development

Telephone Number: (802) 860-4475

E-mail address: Maya.Fehrs@uvmhomehealth.org

3. Total number of individuals served in the last complete fiscal year by this program: 4,218

4. Total number of the above individuals who are Town residents: 82

Please, attach any documentation that supports this number.

Percent of people served who are Town residents: 2%

5. Amount of Request: \$11,000

6. Total Program Budget: \$31.5M

Percent of total program budget you are requesting from the Town of Richmond: .04%

7. Please state or attach the mission of your agency: We help people live their fullest lives by providing innovative, high-value, and compassionate care wherever they call home.

8. Funding will be used to:

\_\_\_\_\_ **Maintain an existing program** \_\_\_\_\_ ~~Expand an Existing Program~~ \_\_\_\_\_ ~~Start a new program~~

9. Has your organization received funds from the Town in the past for this or a similar program?  
Yes. We are thankful to have received crucial funds from the Town of Richmond, alongside the other 21 Towns in our service area, for many years.

If yes, please answer the following:

a. Does the amount of your request represent an increase over your previous appropriation? If yes, explain the reason(s) for the increase. Yes, our request includes a modest increase this year. The reason for requesting an increase this year is that our costs to provide high quality care in your community have continued to rise, further compounded by the Covid-19 pandemic.

b. Were any conditions or restrictions placed on the funds by the Selectboard? No

If yes, describe how those conditions or restrictions have been met.

---

---

## **B. PROGRAM OVERVIEW**

### **1. Statement of Need: Identify the issue or need that the program will address (use statistical data to justify the need for the program). To what extent does this need, or problem exist in the Town of Richmond?**

The UVM Health Network - Home Health and Hospice is a nonprofit home health and hospice agency caring for people at all ages and states of life: from critically ill children to vulnerable families to adults who need rehabilitation, care for chronic illness, adult day services, or end-of-life care. The UVM Health Network - Home Health and Hospice provides medically necessary home and community-based care to individuals and families regardless of their ability to pay. We serve over 4,000 individuals and families throughout Chittenden and Grand Isle Counties every year.

Care at home is proven to provide better outcomes to patients, and helps patients avoid re-hospitalization. We are often the sole choice for homebound patients, or those for whom visits outside of the home would be an insurmountable obstacle.

Each year, we provide approximately \$2 million in charitable - free or reduced cost – care. We do not turn neighbors away due to lack of ability to pay for the care they receive.

In our most recently completed fiscal year, the UVM Health Network Home Health and Hospice cared for 82 Richmond residents. This care equated to:

- 1,085 nursing visits,
- 570 physical and occupational therapy visits,
- 120 social work visits

Please refer to the attached Report for a detailed list of services and charitable care provided in Richmond last year.

### **2. Program Summary: a. Identify the target/recipients of program services. Specify the number of Town residents your program will serve during the fiscal year and explain the basis upon which this number is calculated. Indicate any eligibility requirements your program has with respect to age, gender, income or residence.**

The recipients of UVM Health Network Home Health and Hospice services can range from a pregnant mother receiving prenatal care at home to an adult who needs rehabilitative therapy following surgery to an individual with a terminal illness who is able to die at home surrounded

by family and friends, receiving hospice care. Our programs serve people of all ages and there are no eligibility requirements with respect to age, race, gender, or socioeconomic status. We serve anyone who turns to us in need. Our service area includes residents of Chittenden and Grand Isle Counties.

The number of clients served in a particular town varies from year to year based on community need. Below reflects the number of Richmond residents served by the UVM Health Network Home Health and Hospice in the past several years. As you can see, the volume varies year to year depending on everything from flu complications to cancer or accident rates to the age of the population. With the advancement of health care reform and lessons learned from the current global pandemic, we anticipate an even greater demand for in-home services in the future.

Richmond Residents Served:

2022: 82

2021: 81

2020: 84

2019: 119

2018: 125

2017: 109

2016: 93

**b. Identify what is to be accomplished or what change will occur from participating in the program. How will people be better off as a result of participating in the program? Describe the steps you take to make the project known to the public, and make the program accessible and inclusive?**

The UVM Health Network Home Health and Hospice will improve the lives of Richmond residents by offering the following programs and services:

- Family and Children's Services: strengthening families and improving parents' capacity to nurture their children through pregnancy and early childhood years by providing nursing care and wrap-around social support services in the home.
- In-Home nursing, physical, occupational, and speech therapy to help people regain their independence after a medical intervention, or to provide care for a chronic illness.
- Long-Term, In-Home Care: including our Choices for Care Program which helps people live their best lives in the setting they prefer and avoid institutionalization.
- Adult Day Programs: helping older adults keep connected in a safe, stimulating, home-like environment while offering family members respite.

- Palliative Care, in-home Hospice Care and the McClure Miller Respite House providing a home like atmosphere and expert clinical care for those at the end of life.

The UVM Health Network - Home Health and Hospice has a longstanding reputation in the community. We have cared for generations of families and we often receive feedback from grateful patients and families who refer to their UVM Health Network - Home Health and Hospice caregivers by name. Many people find out about our services from people they know who have used them. We receive most home health and hospice referrals from hospitals and primary care physicians. We also have very strong partnerships with other health and community service providers such as Agewell and The Howard Center.

The UVM Health Network - Home Health and Hospice also employs a multi-platform strategy to engage the public in traditional media as well as the digital world. Marketing to publicize our programs and services includes press releases, social media, e-newsletters, posts on our website, and a mailed newsletter and Annual Report.

A community is only as healthy as our most vulnerable neighbors. We care for our full community for providing care for all who need us, regardless of their ability to pay.

### **3. Program Funding:**

#### **a. Identify how Town funds, specifically, will be used (i.e., funds will provide “X” amount of units of service.)**

Funding received from the towns in our service area represents a significant portion of our annual funding needs, and allows us to be able to provide the approximately \$2 million in charitable care we provide each year. Please refer to the attached Report for details on the services provided specifically to Richmond residents last fiscal year and the cost of providing that care.

In addition to the charitable care we provide each year, the cost of providing care is often higher than what we are reimbursed by Medicare and Medicaid. Annual contributions from towns in our service area and donations help us cover this difference.

The total cost of services provided to Richmond residents last year was \$264,605, of which \$159,933 was reimbursed. Our funding request for the upcoming fiscal year helps offset the \$104,672 in charitable care we provided to Richmond residents.

#### **b. List the other agencies to whom you are submitting a request for funds for this program and the amount requested. How would this program be modified should revenues be lost?**

UVM Health Network – Home Health and Hospice engages in extensive fundraising throughout the year to be able to provide services to the townspeople in our service area. Contributions from the 22 towns and cities in our service area are one way we do so. We are also supported by the United Way of Northwest Vermont, individual donors, federal and foundation grants, fundraising events. We continuously seek diverse funding sources to avoid vulnerabilities

should a funding source disappear. That being said, our margins are incredibly tight and every donor and funder plays a critical role in making our care possible.

## **C. ORGANIZATIONAL CAPACITY**

### **1. Describe your agency's capability to provide the program including its history, previous experience providing this service, management structure and staff expertise.**

The UVM Health Network - Home Health and Hospice is a 100+ year old nonprofit home health and hospice agency with a long history of providing at-home and community based health services throughout Chittenden and Grand Isle Counties. The UVM Health Network - Home Health and Hospice was founded by a small group of women in Burlington, Vermont who were concerned about the health of the young and vulnerable in the community. At the turn of the last century, Burlington was a bustling community, but one with high rates of infant mortality and a range of other health and social challenges. Our intrepid founder, Julia Smith Wheeler, alongside other concerned citizens, took action by organizing nurses to care for people in their homes and communities. The founders established a directive, "to serve all who turn to the VNA (now known as UVM Health Network - Home Health and Hospice) in their time of need," which still guides our work today. Since 1979, the UVM Health Network Home Health and Hospice has been caring for residents in every city and town in Chittenden and Grand Isle Counties, including Richmond.

The management structure of the UVM Health Network - Home Health and Hospice consists of a voluntary Board of Directors who hire a President and COO to oversee the operations of the organization. A Senior Management Team directs the major areas of operations including: Finance, Human Resources, Clinical Programs, Quality and Education, Community Relations and Program Development, and IT. Program Directors manage the day to day work of our 300+ employees. Our staff consists of many licensed professionals such as RNs, Physical, Occupational and Speech Therapists, Medical Social Workers and Licensed Nurses' Aides. Some of these professionals also have advanced degrees and certifications in the areas of Care Management, Wound and Ostomy Care, Hospice, and Chronic Disease Management, to name a few.

On January 1, 2018, the then-named VNA joined the UVM Health Network to improve access to care, enhance quality and control costs. We aim to have an integrated team approach to patient care, which means greater coordination between the hospital, physicians and home health providers. We will continue to provide medically necessary services to all who need our care, regardless of ability to pay.

The UVM Health Network - Home Health and Hospice Board of Directors remains intact and we remain a not-for-profit organization, responsible for our own balance sheet.

### **2. How will you assess whether/how program participants are better off? Describe how you will assess program outcomes. Your description should include: what (what kind of data), how (method/tool for collecting the data), from whom (source of data) and when (timing of data collection).**

The UVM Health Network - Home Health and Hospice has a Quality Management Plan that is broad and comprehensive. The primary purpose of the plan is to support the UVM Health Network - Home Health and Hospice's mission of "helping people live their fullest lives by providing innovative, high-value and compassionate care wherever they call home." The plan is organized around three primary functions of quality management: quality planning, quality control, and quality improvement. This plan identifies the data we collect, the frequency and source for collection and to whom the data is reported.

Quality planning is performed at several levels of the organization and by a variety of groups such as Quality Councils and a Board- driven Quality Assessment and Performance Improvement Committee (QAPI). Quality planning includes steps such as: examining existing data and trends, improving outcomes, reducing errors, etc. Examples of quality planning includes the OASIS Outcomes and Hospice Item Set that are measured and reviewed on a monthly, quarterly, and annual basis for Home Health Services and Hospice. We use these measures to monitor performance in real time and over time and benchmark against Vermont and national outcomes. Many of these outcomes are publicly reported and guide our focus on performance improvement initiatives.

The UVM Health Network - Home Health and Hospice also utilizes an external vendor, Strategic HealthCare Programs, for real time data analytics. This tool provides a drill down functionality to the clinician, team, and provider level.

Quality Control activities consist primarily of measurement and reporting. Examples of quality control activities monitored on a quarterly basis by the UVM Health Network - Home Health and Hospice are patient and client occurrences such as falls, medication errors, infections, and other events. All programs at the UVM Health Network Home Health and Hospice utilize a tool or process to measure customer satisfaction and client complaints/concerns. We are required to submit much of this data to the state of Vermont as part of the Vermont Homecare Performance Markers.

Our QAPI program involves a number of approaches to achieve Quality Improvement such as improvement project teams, lean management, outcome based quality improvement, standardization, and staff education.

### **3. Summarize or attach program and or service assessments conducted in the past two years.**

In addition to the above quality management activities, the UVM Health Network - Home Health and Hospice is required to comply with Federal and State regulations for home care through the Medicare Conditions of Participation for Home Health and Hospice and State Designation Rules. We are assessed on a regular basis, usually unannounced, by the following agencies: Vermont Department of Disabilities, Aging, and Independent Living (DAIL); Division of Licensing and Protection; the Veterans Administration (for Adult Day Programs); Vermont Agency of Human Services; United Way of Northwest, VT; and through external auditing of UVM Health Network - Home Health and Hospice finances and accounting practices. In the past we have completed an unannounced Federal and/or State survey of our Home Health Services for

Adults, Families and Children, Long Term Care, and our Hospice Program including Vermont Respite House.

**4. Does your organization have a strategic plan and a strategic planning process in place? - If yes, please attach your plan. The strategic plan should include a mission statement, goals, steps to achieve the goals, and measures that assess the accomplishments of the goals.**

We engage in a robust, internal strategic planning process, setting goals for each clinical and administrative area, with a goal of working to contain costs, maintain quality, and recruit and retain exceptional employees. Our strategic planning is presented to our Board of Directors but is not a public document.

**5. What is the authorized size of your board of directors?**

Agency bylaws state the UVM Health Network Home Health and Hospice Board of Directors must have no fewer than 5 members and no more than 25. We currently have 12 members.

How many meetings were held by the board last year? 6

I, the undersigned, confirm the information contained herein is accurate and can be verified as such. I understand and agree that if the requested funds are approved, the disbursement of funds are subject to all conditions established by the Richmond Selectboard.

Signature of Applicant: *Maya Fehrs*

Date: 10/4/22

Print Name of Applicant and Title: Maya Fehrs, Director of Development

# University of Vermont Health Network Home Health & Hospice Request for Funding Town of Richmond

For FY2023, Home Health & Hospice (HH&H) is requesting a contribution of \$11,000.

HH&H cared for **82** people in Richmond during our past fiscal year (July 2020-June 2021) with the following services:

HH&H	Visits
Nursing	384
Physical Therapy	501
Speech Therapy	2
Occupational Therapy	69
Social Work	120
<b>Total</b>	1,076

HH&H	Hours
Licensed Nursing Assistant	0
<b>Total</b>	0

Cost of Care	Amount
Total cost of HHH Care	\$264,605
Amount reimbursed to HHH*	\$159,933
<b>Unreimbursed Care</b>	<b>\$104,672</b>

\*reimbursed through Medicare, Medicaid, private insurance, contracts and patient fees

HH&H requests annual contributions from each town and city in our two-county service area. Your contribution is critical to supporting the **millions of dollars** in unreimbursed care we provided this year.

Last year, HH&H cared for over **4,000** people of all ages, regardless of their ability to pay. Your contribution helps ensure Richmond residents can access innovative, high-value, compassionate care wherever they call home to keep them healthy, independent and active members of your community.





## Home Health & Hospice

Home Health Services for  
Adults and Children

Town of Richmond  
Mr. Duncan Wardwell  
203 Bridge St  
Richmond, VT 05477

Long-Term Care

Adult Day Program

Dear Mr. Duncan Wardwell,

Palliative Care

The University of Vermont Health Network - Home Health & Hospice, with the support of Richmond, provides innovative, high-value, compassionate care to Vermonters, regardless of their ability to pay. Together we make a difference in the lives of our neighbors.

Hospice Care

McClure Miller Respite House


Last year, Home Health & Hospice cared for 4,218 individuals and families and provided millions in charitable care to people throughout Chittenden & Grand Isle Counties, including important end-of-life care at the McClure Miller Respite House. Annual contributions from the 22 cities and towns we serve are vital to ensure we can continue to meet the needs in your community.

Attached you will find a report on Home Health & Hospice services provided in Richmond during our most recent reporting period (July 1, 2021 – June 30, 2022) and our request for funding in FY2024. You will note that our request includes a small increase from last year. Our costs to provide high quality care in your community have continued to rise, further compounded by the Covid-19 pandemic. We ask for each town in our service area to help us meet the needs of our community.

I welcome an opportunity to meet with your Selectboard or committee members to discuss our services and request and to answer any questions.

Our talented and compassionate front line caregivers work to provide the highest level of care where patients want to be – at home. Empowering people to receive care where they are most comfortable leads to better patient outcomes and lower costs for all. **Thank you for your continued partnership.**

Sincerely,

  
Maya Ferris  
Director of Development

## Home Health & Hospice

### OUR PROGRAMS

Adult Home Health  
Hospice & Palliative Care  
McClure Miller Respite House  
Family & Children's Program  
Long-Term Care  
Adult Day Program  
Foot Care

**The UVM Health Network—Home Health & Hospice cared for 82 Richmond residents in the last year.**



**Richmond residents received \$104,672 in free or charity care in the last year.**

# 2022 Annual Report for Richmond

## Care at Home. For All Ages and Stages of Life.

**Vermont's oldest and largest non-profit home health and hospice agency and the only Medicare-certified inpatient hospice residence.**

The University of Vermont Health Network— Home Health & Hospice is part of a health system. This ensures that care at home is integrated for individuals and families in Chittenden and Grand Isle counties.

### OUR IMPACT

## HOME HEALTH & HOSPICE BY THE NUMBERS



138,522

Hours of care provided



4,307

Patients served, at all ages and stages of life



4,224

Days of care provided at McClure Miller Respite House

## Compassionate Care that Places People at the Center.

**Services and Support. All based on our patients' goals.**

We provide a wide range of high-quality care at home for adults with acute and chronic illnesses, help families through pre- and post-natal visits and pediatric therapies, and offer hospice care for those at end of life.

## Experience Matters.

**Our patient and family experience of care ratings surpass Vermont and National averages.**

The way our patients experience care is important to us. [Medicare's Care Compare website](#) publicly displays our ratings, demonstrating that our patients and their caregivers rate us highly for home health and hospice care and would recommend our agency to their friends and family.