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### *National Partnership for Hospice Innovation*



WE HONOR VETERANS



### Tradition and Innovation

Just a couple of weeks before I sat down to write this, there appeared an article in Politico with the headline, "Hospice in Crisis." I braced myself, anticipating another overly hyped national piece about hospice that hoists the inequities of a few hospice providers upon the entire lot of us. I was pleasantly surprised as I read it. It is an insightful and thoughtful composition of the challenges facing hospice providers today and in the future as demographics, conditions and circumstances of the final phase of life change in the U.S. Those of us who provide hospice care today are facing these many challenges and we do so within a reimbursement structure that was designed for very different circumstances.

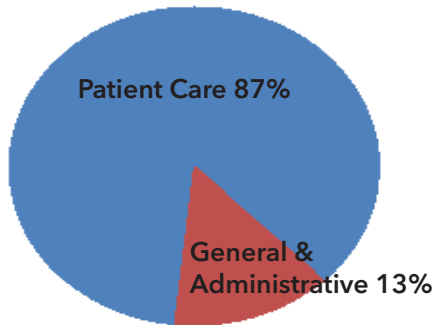
Next year will mark Good Shepherd's 40<sup>th</sup> anniversary of caring for our community. As the first hospice in Massachusetts to celebrate this anniversary, we have learned a few things. In order for a hospice provider to be true to its mission and to respond helpfully to those who need competent care at the end of life, it needs to do two things that, on the surface, may seem contradictory. It needs to value and honor its tradition, while embracing, testing and practicing innovative methods of care provision. The two must complement each other rather than contrast with one another. This delicate balance between the two is just one of the things to which we at Good Shepherd continue to commit ourselves as our organization grows and the needs of our community evolve.

This year, Good Shepherd Community Care was accepted into an organization called the National Partnership for Hospice Innovation. Membership in this organization represents just a little over 1% of over 3,600 hospice providers in the U.S. and only 2 of the 70 hospices serving the Commonwealth of Massachusetts. Only those hospices that comprise the foundational roots of the hospice movement are considered for membership and only those who demonstrate a mission-driven core and exemplify a proven commitment to quality care are finally accepted. Good Shepherd is proud to have been invited and accepted into this august body.

Through its organizational members and its staff, the National Partnership for Hospice Innovation promotes the interests of mission-driven hospice and palliative care organizations in our nation's capitol and supports innovative solutions in end-of-life care that meet people's changing needs.

Good Shepherd, along with the other members of NPHI, is driven by passion and integrity to help people live fully *continued on page 2*

## Operating Expenses by Percentage



## Financial Performance Summary FY 2017

Operating Revenues and Support  
\$11,410,807

Operating Expenses  
\$10,898,494

Change in Net Assets from Operations  
\$512,313

Non-Operating Revenue  
\$187,859

Change in Net Assets  
\$700,172

## Balance Sheet 6/30/2017

Total Assets  
\$10,120,542

Total Liabilities  
\$3,007,273

Net Assets  
\$7,113,269

## Fundraising

Cost per Dollar Raised  
\$0.06

through the last stages of life. We set the standards of care and guide patients and families as they navigate these sensitive and difficult decisions. Our expertise is in managing serious illness and end-of-life care. We incorporate palliative and advanced illness care as part of our complete suite of services. Our most important lessons are learned at the bedside, not in the board room. We are distinguished by our commitment to people and mission, not profit.

Since 1978 Good Shepherd has striven to remain true to its name, to be a guide for our patients and families during the final phase of life. We want you, our donors and supporters, to feel confident that even as the needs of our patients and families change and the healthcare landscape continues to evolve, our commitment to our community remains unshaken and our ability to meet that commitment continues to grow.

This newsletter is dedicated to all of you who make it possible for Good Shepherd to continue its innovation in the genuine spirit with which it was founded. In the following pages you will find a listing of donors for the Program Year July 1, 2016 through June 30, 2017. There were 1400 generous contributors at all levels. On behalf of our Board of Directors, our staff and volunteers, and all of those to whom we have been privileged to provide service, I offer you our sincere gratitude.

Timothy Boon, President & CEO

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## Hospice Compare: How to choose a quality provider

Earlier this year, the Center for Medicare and Medicaid Services (CMS) launched a new platform on its website to help consumers find hospices that serve their geographic area and compare them based on the quality of care they provide. The site compiles national data for all Medicare certified hospices about whether patients were invited to discuss treatment preferences and beliefs and values and also how the hospice managed care related to pain, shortness of breath and constipation.

We are pleased to report that Good Shepherd scored at 99% or above for every criteria, well exceeding both the national average scores and those of most of our competitors.

A look at specific data comparisons to the national averages can be found on page 11.

For more information about how Good Shepherd compares to our competitors, visit [www.medicare.gov/hospicecompare](http://www.medicare.gov/hospicecompare).

## Memorial Donations

*We graciously say thank you to the families and friends who named us in their loved ones' obituaries as a recipient of donations. This list reflects those deaths occurring between July 1, 2016 - June 30, 2017. We have made every effort to ensure this list is accurate, however if you have questions or corrections, please contact Jacqui Weiner at (617) 969-6130.*

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### Let us thank you now for the future

In recent years we have received a number of thoughtful bequests, some of which came unexpectedly from the estates of grateful patients and family members. Sadly, we never had the opportunity to thank these people personally, or to celebrate their generosity with them. If you have not already, please let us know that you have included Good Shepherd in your Will. For more information, contact Jennifer Sax at (617) 969-6130.

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## Good Shepherd Institute Hosts ZDoggMD

On Thursday, October 26<sup>th</sup>, Good Shepherd hosted internet sensation Dr. Zubin Damania at its 5<sup>th</sup> annual Institute Dinner. Damania, a Stanford-trained Internist who became burnt out early on by what he perceived as an entirely dysfunctional health care system, has since written and produced more than 50 award-winning medical parody videos that both educate and entertain patients and providers on the health care system. With over a quarter billion views on Facebook and YouTube, his creative message of bringing everyone in health care together to create a better system of care inspires both personal and systemic transformation.

He is best known today by his online persona, ZDoggMD, and for his nightly Facebook show, covering the latest medical news with his trademark wit. He has won numerous clinical teaching awards and been featured as one of the top 100 graduation speakers of all time by NPR. He has been profiled in Time, USA Today, US News and the Huffington Post. FORBES recently reported "Zubin Damania has a face for television, a mind for medicine and the sort of fearless personality required to be one of the internet's most famous MDs."

In keeping with the theme of the night, several Good Shepherd team members performed in song, rap and even Dr. Seuss poetry form, keeping the audience on their toes!

Good Shepherd is particularly grateful for the generosity of 4 year in a row Premier Sponsor, Pelham Community Pharmacy and Sponsor, The Village Bank and extends a heartfelt thank you to all of our sponsors and to those who made an individual donation to Good Shepherd Institute.

Stay tuned for details about our 40<sup>th</sup> Year Anniversary Dinner!

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*Good Shepherd is one of the most trusted health care providers in Greater Boston focusing on hospice & palliative care. For almost 40 years we have remained not-for-profit and community based.*

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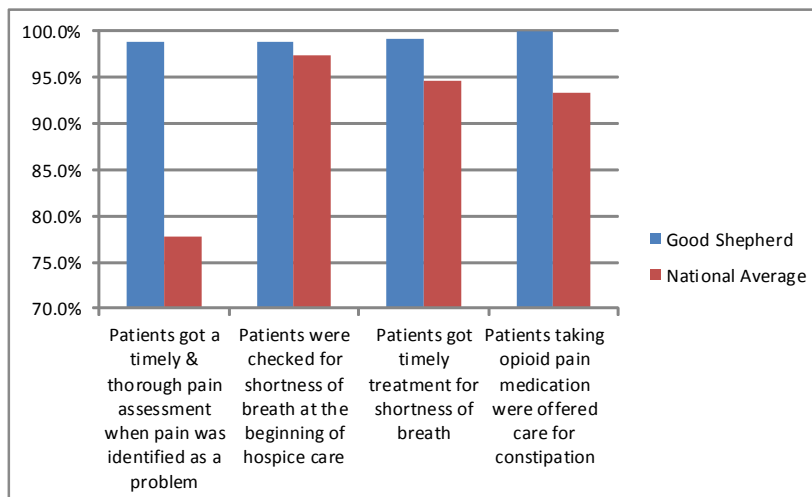
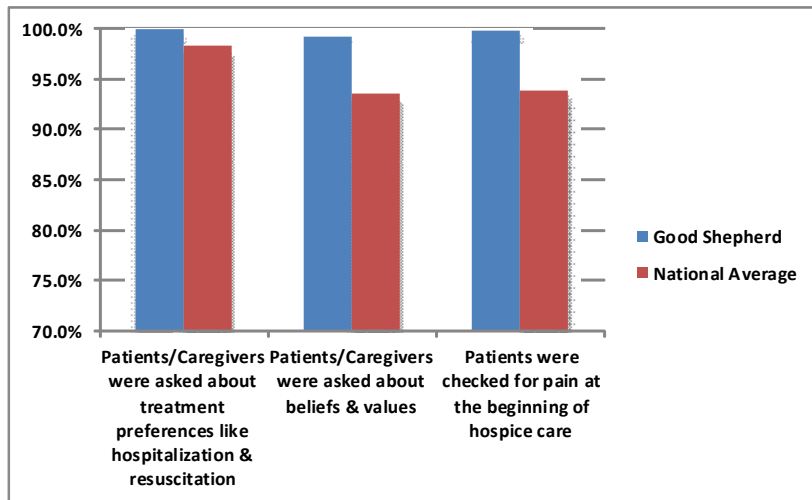
“...as a young man,  
 he was a flourishing,  
 flexible green leaf  
 holding fast to the tree.  
 He was bold and felt  
 he could withstand  
 many storms.  
 In his nineties he had  
 become an old, brown  
 leaf, slowly crinkling.  
 He was more fragile  
 and, at some point,  
 a strong wind would  
 loosen his grasp on the  
 tree and he would float  
 off into the wind.”

continued from page 12 to be speaking of much more than trees.

Isn't this the story of love and loss? We grow close with our loved ones over time. There is a familiarity, safety and comfort in their presence; their very existence provides us with a sense of security. When we lose a loved one whether due to death, a separation/ divorce or even relocation, our lives are changed forever. It is not just a matter of missing someone. Our identity and way of being in the world are altered irrevocably by our loved one's absence and, like the trees, we are exposed in new ways. We feel raw and vulnerable. It is only with time that we can relearn how to go about our day-to-day lives but it is a different kind of living. In a way, it can feel like learning how to "be" all over again. It is not a matter of "moving on," or "getting over it," but rather a way of figuring out who we are now without the presence of our loved one. While it is hard work, it can be an opportunity as well. Like the trees, with gentle care we can learn to live with absence and grow stronger for having loved so deeply.

### Hospice Compare *(continued from page 2)*

The following is a comparison of Good Shepherd to the national average of all Medicare certified hospice providers based on data submitted since July 2014.



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## Seasons of Life

by Chelsea Shenker, MSW, LICSW, Palliative Care Programs Director

There are so many situations in our lives that are difficult to understand or describe, both for ourselves and for others. Birth, death, love and loss are just a few common experiences that seem to transcend language. Sometimes, metaphors can give us perspective on what is happening and how it feels. Drawing a comparison to something in the world outside ourselves can help us define and give meaning to what we are experiencing. Metaphors can offer a safe way to explore what is painful or frightening and they can help explain that which seems to defy explanation. Nature and its cycles are a common resource for this. Since the beginning of time, people have used landscapes, seasons and natural objects and phenomena to express ideas about how we move and evolve throughout our lives.

A long-time patient of mine spent one visit describing himself as a leaf. He playfully noted that, as a young man, he was a flourishing, flexible green leaf holding fast to the tree. He was bold and felt he could withstand many storms. In his nineties he had become an old, brown leaf, slowly crinkling. He was more fragile and, at some point, a strong wind would loosen his grasp on the tree and he would float off into the wind. He found comfort and peace in this tender comparison; it connected him to what he viewed as his natural course as he moved through the seasons of his life.

Another patient of mine, a long-time gardener, took great joy in detailing the lifecycle of her strawberry plants. She explained to me in great detail how the first plant is the parent plant. After producing fruit, that plant then generates runners (she called them “daughter plants”) that would bear the fruit for the following year. Good gardeners know that it is important to separate the daughter plants from the parent plants so they can live independently (this often will happen naturally). Eventually, around the time the daughter plant becomes its own parent plant, the original parent plant will no longer bear fruit and will die but – as this patient pointed out – it remains alive because it has given life.

As both patients identified, the natural world is rife for comparison with life, aging, dying and loss. Many of the themes of our lives are the themes of all living things. Working in hospice helped me to appreciate the full extent of this, as there is something about being with death regularly that illuminates life in a new light. One autumn, many years back, I met with an arborist at my home, where I have nine Eastern white pines. As we surveyed the trees, I ventured that perhaps they had been planted too close together and we should free them up by removing one or two. The arborist nodded thoughtfully before agreeing that they had indeed been planted close. However, he added, this meant that they had grown as a unit and become accustomed to their closeness. They had sheltered one another from wind and storm and so the removal of any one would make the others vulnerable. While the trees could certainly survive with that absence, it would take time for them to build strength and adjust. In the interim they would need gentle care.

The arborist’s words struck me as profound. He seemed *continued on page 11*