

30<sup>TH</sup>  
ANNIVERSARY

# Montgomery HOSPICE

Serving our community for 30 years

In 1967, Dr. Dame Cicely Saunders founded the first modern hospice—St. Christopher's Hospice in London, England. In 1977, Robert Braden (a Methodist pastor frustrated by a lack of patient dignity and family support for dying patients) did research, raised money and secured office space, starting the process of bringing hospice care to Montgomery County.

## 1981

Montgomery Hospice Society started. Four patients the first year. Office in the basement of St. John's Episcopal Church Chevy Chase, MD. The first volunteer, Sally Ketchum, had researched hospice in order to help a friend dying with cancer who wanted to be at home with family.

## 1983

Medicare Hospice Benefit became law with a sunset provision.

## 1986

Medicare Hospice Benefit made permanent. Montgomery Hospice Society received certification to be a Medicare hospice provider, becoming the first licensed hospice in Maryland.

## 1987

Montgomery Hospice Society received its first accreditation from the Joint Commission on Accreditation of Healthcare Organizations.

## 1991

Moved to larger office space on Research Boulevard in Rockville

## 1995

Start of campaign to raise money for an inpatient unit

## 1997

Casey House groundbreaking ceremony and beginning of construction

## 1999

Casey House dedication: "We dedicate this home away from home, this house where miracles can pierce through the darkness." On August 2, Montgomery Hospice opened Casey House, the first and only inpatient hospice facility in Montgomery County. Organization's name changed to Montgomery Hospice.

## 2003

Moved to larger office on Piccard Drive in Rockville

## 2006

New mission and vision statements: **Mission:** "To gentle the journey through serious illness and loss with skill and compassion."

**Vision:** "To bring comfort by providing the best care to our community's multicultural residents who are facing serious illness and loss."

## 2010

Montgomery Hospice provided hospice care to 1,910 patients and supported 7,964 grieving community members.

## 2011

Montgomery Hospice provided hospice care to 2,072 patients and supported 8,809 grieving community members.



Ann Mitchell



Paul Nicholson

## IN 2011, MONTGOMERY HOSPICE CELEBRATED 30 YEARS OF PROVIDING HOSPICE CARE TO THE COMMUNITY.

During this anniversary year, we shared stories about our history and we marveled at how far we have come: from a handful of dedicated, visionary volunteers working from borrowed space in a church basement to an organization of more than 250 employees and 270 volunteers. We started with four patients that first year; last year we cared for more than 2,000.

Our commitment to providing quality care to seriously ill patients, allowing them to stay in their homes, has remained the same throughout these 30 years. Other things have changed.

Advancements in medicine have enabled Montgomery Hospice to improve the management of patients' pain and other symptoms. Along with these improvements in conventional medical treatments, our complementary therapies program continues to grow. Also in 2011, we implemented an innovative model of clinical communication and cooperation, in order to better serve patients and families. We instituted a team specialized in urgent care to add resources for certain patients with special needs.

For 30 years, Montgomery Hospice has worked to teach members of the community about hospice services. Recognizing the community's need for more education, we launched the **Montgomery Hospice Center for Learning** in 2011. Our goal is to teach the diverse families in our community about grief and end-of-life issues, as well as to share our clinical expertise with other professionals. We also reached beyond Montgomery County by hosting attendees from the entire metropolitan area at our annual major conference, by participating in a national online hospice education seminar, and by working with a CNN journalist who told the story of hospice volunteering, highlighting the extensive Montgomery Hospice volunteer services program.

For the last 12 years, Montgomery County has benefitted from the services of **Casey House**, the only facility solely dedicated to end-of-life care in the county. Casey House has been described as a "home away from home" because of its warm and supportive atmosphere. Families and patients are grateful for the expertise of the Casey House staff, who work tirelessly to address patients' symptoms so that they can return to their homes.

One thing that has not changed about Montgomery Hospice in these past 30 years is our commitment to go "above and beyond." We are committed to keeping Casey House open, despite the fact that insurance reimbursements do not cover the costs. Our professional counselors will continue to provide free grief support to the community. We will continue to provide hospice care for people without adequate insurance coverage.

We are extremely grateful to our donors who contributed to our *Gentle the Journey Campaign*, including those who have been supporting us for years and those who have just joined our family. Thank you for making it possible for Montgomery Hospice to care for our seriously ill and grieving neighbors for the next 30 years and beyond.

- Ann Mitchell  
President & CEO
- Paul Nicholson, Chairman  
Montgomery Hospice Board of Directors  
VP/Chief Financial Officer  
Washington Adventist Hospital

## Montgomery Hospice Board of Directors

(as of December 31, 2011)

- Paul S. Nicholson, Chairman
- Beryl L. Feinberg, Vice Chairman
- Sterling King, Jr., Dr.P.H.,  
Secretary
- Ronald M. Wolfsheimer, Treasurer
- Arnold J. Kohn, Esq.,  
Immediate Past Chairman
- Barry R. Meil,  
Foundation Chairman
- Paul E. Alpuche, Jr., Esq.
- Michael G. Banks, Esq.
- Richard A. Binder, M.D.
- Sheila E. Boland
- Brian A. Carpenter, M.D.
- Alicia B. Jiménez
- Joseph Kaplan, M.D.
- Jason A. Kirsch
- David J. Kressler, Ph.D.
- Catherine S. Leggett, Esq.
- Senator Roger Manno
- The Hon. Paul A. McGuckian
- Ann Mitchell, President & CEO
- José A. Quiros, M.D.
- William M. Schlossenberg
- Senator Leonard H. Teitelbaum
- Alexander A. Zukiwski, M.D.

## Montgomery Hospice Foundation Board

- Barry Meil, Chairman
- Sheila Boland, Vice Chairman  
and Secretary
- Alicia Jiménez, Treasurer
- Joseph Draetta
- Marc Feldman
- Melissa Greenhut
- James Magno

## DR. BERNICE HARPER

turned to Montgomery Hospice  
when her husband became ill.

### A HOSPICE PIONEER

Dr. Ira Byock, Director of Palliative Medicine at Dartmouth-Hitchcock Medical Center:

“Dr. Bernice Catherine Harper is a figure of international stature who has worked tirelessly over the years to improve care for the disabled, chronically ill and the dying. When the history of hospice in America is written, Bernice will surely be among its heroes.”

**A SOCIAL WORKER AND A HEALTH CARE ADMINISTRATOR**, devoting her entire career to helping people, starting as a medical social worker at a children's hospital, later becoming Director of Social Work at the City of Hope National Medical Center in Duarte, California. Her research work included studying coping mechanisms used by social workers who work with dying patients.



**A MEDICAL CARE ADVISOR** for the Federal Government, focusing on health care policy. Dr. Harper was a key player in the creation of the Medicare hospice benefit, promoting and humanizing healthcare regulations for patients at end of life.

**AN INTERNATIONAL ADVISOR**, speaking at conferences in Israel and Sweden, and visiting South Africa and Zimbabwe to share information about hospice care.

**A FOUNDATION FOUNDER** and first president of *The Foundation for Hospices in Sub-Saharan Africa*, a nonprofit organization that supports hospices in Africa.

**AN EDUCATOR AND HEALTHCARE LEADER** who is frequently asked to share her expertise on cultural issues and end-of-life care. She appeared on *Hospice Foundation of America's* panels and has served as Chair of *The National Task Force on Access to Hospice Care by Minority Groups*, as a board member of the *National Hospice and Palliative Care Organization* and of *Capital Hospice*, and as a member of the Board of Governors of the *National Hospice Foundation*.

**AN AUTHOR** of books (*Death: The Coping Mechanism of the Health Professional*), multiple articles and textbook chapters (including the Historical Perspective chapter in the 2011 *Oxford Textbook of Palliative Social Work*).

**AN ACADEMIC**, with multiple degrees:

- Bachelor's degree, Virginia State College, Petersburg, Virginia
- Master of Social Work, University of Southern California, 1948
- Master of Science, Harvard University, School of Public Health, 1959
- LLD degree, Faith Grant College, Birmingham, Alabama, 1996

**A WINNER OF MULTIPLE AWARDS**, including being named one of the *Eleven Women of Tomorrow* by the Los Angeles Metropolitan Council in 1955. More recent awards



include the 1990 *Knee/Wittman Outstanding Achievement in Health/Mental Health Policy Award*; 1993 *Hospice Person of the Year Award*; 1996 *Distinguished Service Award* from Secretary of Health and Human Services Donna Shalala; and 2005 *Soul of Africa Award*. Two scholarship funds have been established in her name: Capital Caring's *Bernice Catherine Harper Development Fund* (for social workers planning to work in the US) and the National Association of Social Workers' *Bernice Harper Scholarship Fund* (for social workers planning to work in Africa).

### A WIFE

**Mr. Booker Woods** was born on July 31, 1922 in Lexington, Kentucky and was raised in Pontiac, Michigan (coming from a family of 16). As a young man, Mr. Woods served with the 92nd Infantry Division of the U.S. Army (the Buffalo Soldiers), later transferring to the 24th



Infantry Regiment, where he fought in the Battle of Saipan. He was awarded the *Combat Infantry Badge* in July 1945 and the *Bronze Service Star* for bravery.

After the war, Mr. Woods worked at *General Motors*, in charge of affirmative action. After retiring, he became a hospice volunteer, one of the first African American men to become a volunteer. He loved raising roses and also enjoyed traveling worldwide.

Dr. Harper met Mr. Booker Woods in 1992 at a wedding in Sandy Spring, Maryland. For a while, they had a long-distance relationship: “Ma Bell got rich off us.” Their wedding was attended by 60 people from 12 states including Alaska.

They were happily married for 18 years.

### A MONTGOMERY HOSPICE FAMILY MEMBER

When her husband became ill, Bernice Harper took care of him in their home. As his illness worsened, she called Montgomery Hospice, later recalling, “I needed the services that I knew Montgomery Hospice could provide.” She was appreciative of the staff at Casey House who helped them deal with a crisis, allowing her to bring her husband home again.

She credits Montgomery Hospice for helping her husband die with dignity.

“With the help of Montgomery Hospice, I was not Dr. Bernice Harper, I was the wife of Booker Woods.”



“

## I WANTED TO BE THE WIFE.

Not a social worker,  
not a hospice founder...  
Montgomery Hospice  
allowed me to do this.”

### [ a letter to Montgomery Hospice ]

Thank you for all of the help, support and caring you and the staff members of Montgomery Hospice and Casey House gave to Booker Woods and to me during his illness, dying and death.

We thank you for each home visit.

We thank you for each bath and changing his clothes.

We thank you for each physical examination.

We thank you for caring for him, feeding him, giving him his medications and water to drink during his first admission to Casey House.

We thank you for all of the care he received when he returned to Casey House, a lovely place. A place that gave us the opportunity to practice our long, traditional and cultural dimensions: “caring for the family member, at home, until death comes to take us to our Heavenly home.”

We thank the nurses, social workers, chaplain, volunteers, hospice aides and other staff members for all they did to assist us.



Dr. Bernice Catherine Harper



## CASEY HOUSE

In 2011, 581 people received expert end-of-life care at Casey House. The doctors and nurses focused on each patient, working to relieve their symptoms. The social workers spoke to each patient and each family member about their practical concerns. The Casey House chaplains were available to all to discuss spiritual questions. The cook provided meals; the maintenance staff ensured that families and friends had comfortable places to gather. Every day of the year, each member of the Casey House team focused on the Montgomery Hospice core value: dignity of the dying. “We affirm the right of our patients to be treated with respect, and to be honored as unique individuals.”

## MONTGOMERY KIDS

Taking care of pediatric hospice patients is complex and must be done well. Fortunately, very few children ever need hospice services, but when they do, it is generally after months or years of care at hospitals, and often at specialty hospitals like Children’s National Medical Center or NIH. These children need an expert team of hospice professionals who understand what they and their families have experienced and how to ensure that their hospice journey is a gentle one.

Montgomery Hospice decided that the best way to provide care to our youngest patients was to work collaboratively with two other large hospices in Maryland. The result was Montgomery Kids, a program that was begun in late 2011 after several years of diligent work with pediatric experts from hospices, hospitals and palliative care services. We will continue to work together with these experts and these other hospices as we care for children and families.



## ROBERT WASHINGTON, PHD, MDIV WINS THE “YOU MAKE A DIFFERENCE AWARD”

Robert Washington, Vice President of Counseling Services at Montgomery Hospice, was presented with the “You Make a Difference Award” by the Hospice & Palliative Care Network of Maryland on May 11, 2011. Dr. Washington was described in his nomination letter as a “natural leader, with charisma, wisdom and a sense of fairness.” In his current position, he oversees social work, pastoral care and bereavement services. Dr. Washington has played a key role in the implementation of an innovative model for hospice teamwork at Montgomery Hospice.

## MONTGOMERY HOSPICE VOLUNTEERS

With more than 270 volunteers, Montgomery Hospice has the largest volunteer program in the county. Our patient care volunteers visit more than 150 patients every week. Montgomery Hospice volunteers work along with our professional staff to support patients and families. They provide respite to caregivers, companionship to patients, and help with light chores and errands. Administrative volunteers support our staff at our Piccard Drive office and at Casey House.

Montgomery Hospice volunteers are required to go through an extensive three-day training that covers topics such as the Montgomery Hospice mission, the hospice team approach, confidentiality, communication, safety, spirituality and grief. They are trained to give lavender oil hand massages and to play the Reverie Harp for and with our patients. Volunteers are supported through ongoing educational programs and coaching circles.

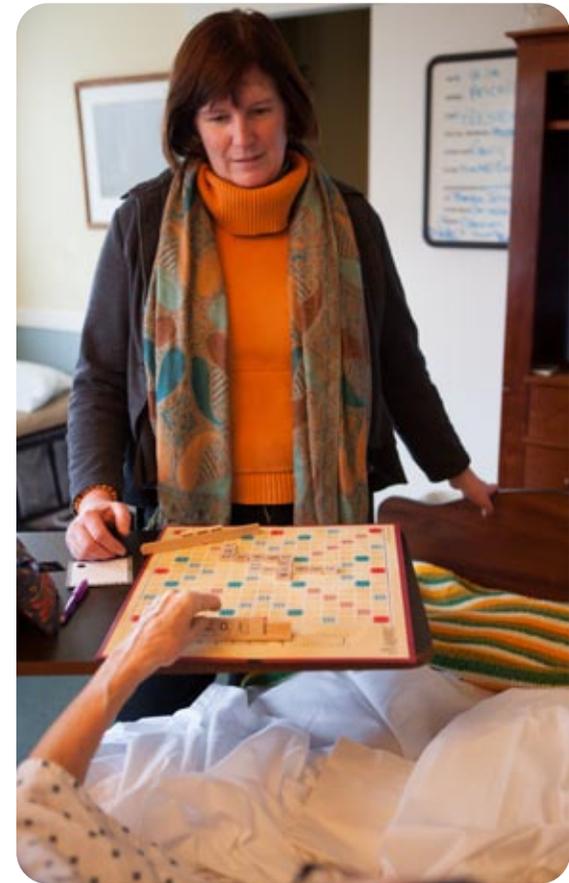
The Montgomery Hospice volunteer program was featured on CNN (In Focus Giving program) in December. *"It is difficult, delicate work but many hospice volunteers can think of no better way of giving."* Montgomery Hospice volunteers are invaluable members of our team. Patients and families benefit greatly from our selfless volunteers.

**Montgomery Hospice volunteers donated**  
**16,078 HOURS,**  
**made**  
**6,141 PATIENT VISITS**  
**and drove**  
**70,703 MILES**  
**in 2011.**

### The volunteers listed below donated more than 80 hours in 2011:

Sarah Adams  
Barbara Baskin  
Bonnie Benedict  
Phyllis Bloomberg  
Anne Bouhour  
Joanne Bowman  
Dolores Bryla  
Lily Butler  
Patrick Carlson  
Heidi Chaney  
Elizabeth Cheng  
Carole Clem  
Winfred Clingenpeel  
Meg Cooper  
Brandon Dais  
Sandy Danoff  
Bill Dietrich  
Lora Drezner  
Noreen Duguid  
Everett C. Dutton  
Lois Fischbeck  
Susan Foord  
Margie Ford  
Jenny Geiger  
Angela Giammetta  
Juline Glaz  
George Gleason  
Catalina Gomez  
Diana Goroff  
Mirna Haddadin  
Maggie Hayes  
Lillian Hearl  
Christine Henck  
Janice Hewitt

Susana Hoyos  
Maria Hübenette-Reinsch  
Karen Hughes  
Diane Jackson  
Barbara Joltin  
Leena Katta  
Sandy Katz  
Ann King  
Mercedes Kline  
Sarah McGhee  
Shirley McGinn  
Peter McManus  
Rebecca Nation  
Virginia Nitkiewicz  
Valerie Pabst  
Carolyn Patterson  
Anneke Pleijsier  
Nancy Post  
Carol Anne Puglise  
Meigs Ranney  
Julie Ritz  
Christina Robinson  
Janet Roby  
Jeffrey Rodda  
Erin Rorke  
Jacqui Rose  
Beth Schaffer  
Judi Scott  
Suzanne Sigüenza  
Judy Slobig  
Bonnie Tarone  
Todd Tolson  
Martha Vayhinger  
Susan Veras  
Lynn Volpe  
Daniel Whiteford  
John Zeglin



## MONTGOMERY HOSPICE CHAPLAIN PUBLISHED ON NATIONAL WEBSITE AND FEATURED IN NATIONAL HOSPICE EDUCATIONAL PROGRAM

Gary Fink's article "You Don't Have to Believe in Heaven to Find Life after Death" was published in the Religion section of the Huffington Post. In this article he discussed legacy-building as a way of having "life after death." Rabbi Fink was also part of the panel for the Hospice Foundation of America's *Spirituality and End of Life Care* webinar that was broadcast nationally to hospice and palliative care professionals. He wrote a chapter for the book that accompanied the webinar. The program also highlighted Montgomery Hospice's innovative method of introducing patients at team meetings and included interviews with two Montgomery Hospice patients discussing their views on spirituality. Besides working as a Montgomery Hospice chaplain, Gary teaches in the Psychology Graduate Program at Hood College and for the Florence Melton Continuing Education program. He was named Rabbi Emeritus of Oseh Shalom Congregation in recognition of more than 25 years of service in the congregational ministry. Rabbi Fink was ordained at Hebrew Union College and earned a Doctorate of Ministry at the Howard University School of Divinity, concentrating in end-of-life care and counseling. He holds a graduate Certificate in Thanatology.

## MONTGOMERY HOSPICE SPONSORED ELNEC TRAINING

The End-of-Life Nursing Education Consortium (ELNEC) Project is a national end-of-life educational program designed to enhance palliative care in nursing. In October 2011, Montgomery Hospice partnered with The Washington DC Area Geriatric Education Center Consortium to sponsor the ELNEC training. Three Montgomery Hospice professionals along with other ELNEC trained hospice professionals taught this two-day educational program. Continuing education was offered for nurses and social workers. Over 70 professionals attended, including nurses, social workers, chaplains and CNAs.





# Montgomery HOSPICE

CENTER FOR LEARNING

## THE MONTGOMERY HOSPICE CENTER FOR LEARNING

During this past year, the Montgomery Hospice Center for Learning provided professional education to nurses, nursing assistants, social workers, counselors, chaplains and physicians. Our staff spoke at law offices, community colleges and hospitals. We visited cardiologists' offices and oncologists' offices.

Our 157 educational programs were attended by more than 7,000 people. We provided 39 free trainings at retirement communities and nursing homes. We celebrated our 30th anniversary year at our annual conference with a presentation by Dr. Ira Byock, Director of Palliative Medicine at Dartmouth-Hitchcock Medical Center. The conference had close to 400 attendees.

Dr. Byock also spoke at our first-ever physicians conference, which provided Continuing Medical Education credits for 40 physicians and nurse practitioners.

Montgomery Hospice staff and volunteers also presented to faith communities, senior centers and nursing homes, and participated in 48 health fairs, attended by over 6,000 people.

The professional bereavement counselors led 68 grief support groups and workshops. More than 3,000 high school students in nine high schools received education about grief and loss. More than 4,000 Montgomery Hospice family members received phone calls, visits and mailings.

Montgomery Hospice values the many different cultural groups in our county and continues to partner with them. We increased our involvement with the Chinese community (through the Chinese Culture and Community Service Center) and met with the Montgomery County Asian American Health Initiative. We have ongoing partnerships with several local African American church communities and were grateful for the opportunity to share our materials at the annual Latino Expo and the Health Disparities Conference.

## REVENUE & SUPPORT

Net Patient Services Revenue	\$20,961,488
Funds raised	\$1,426,721
Other Revenue <i>(includes realized and unrealized gains)</i>	\$310,866
<b>TOTAL REVENUE &amp; SUPPORT</b>	<b>\$22,699,075</b>

## EXPENSES

Salaries and Benefits	\$13,681,447
Other patient-related services	\$2,756,441
Fundraising	\$490,915
Administrative and facility expenses	\$2,895,663
<b>TOTAL OPERATING EXPENSES</b>	<b>\$19,824,466</b>
Change in Net Assets	\$2,874,609

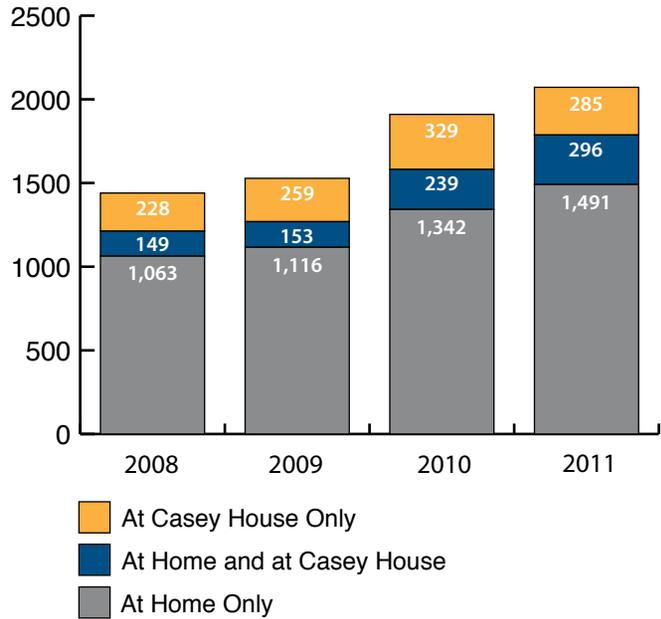
I am pleased to report that Montgomery Hospice ended 2011 with a positive operating margin, despite the challenging economic times. The Board of Directors has designated these funds to be used to build our operational reserves. Since the need for our services will continue to grow, having these reserves is critical.

Unfortunately, hospice reimbursement rates are being threatened and medical expenses are rising, so we continue to need the financial support of our community. Donations allow us to provide hospice services regardless of financial ability, to continue our strong bereavement program and to keep Casey House fully functioning.

The Board of Directors is proud of Montgomery Hospice's financial performance and appreciates the support of the community. Together we will ensure the financial viability of our operation for the next 30 years and beyond.

*Ronald M. Wolfsheimer, Treasurer  
Montgomery Hospice Board of Directors, Senior Vice President  
Chief Financial and Administrative Officer, Calvert Group, Ltd.*

### History of Patients Served



## VITAL STATISTICS

**FOUNDED**

**1981**

**CURRENT EMPLOYEES**

**250**

**HEADQUARTERS**

**ROCKVILLE, MD**

**NUMBER OF PATIENTS IN 2011**

**2,072**

**NUMBER OF PATIENTS AT CASEY HOUSE IN 2011**

**581**

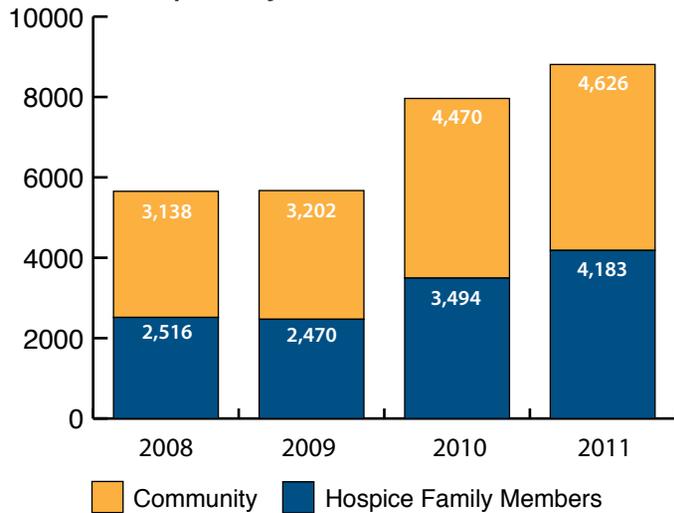
**DAYS OF CHARITY CARE**

**1,654**

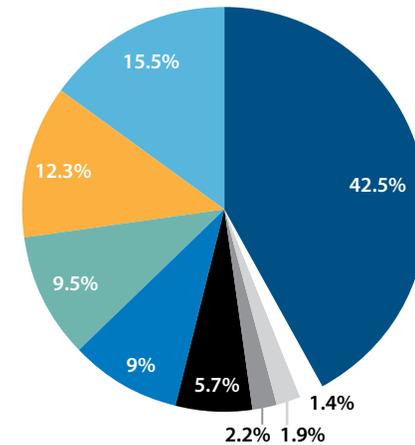
**TOTAL NUMBER OF PEOPLE RECEIVING GRIEF SUPPORT IN 2011**

**8,809**

### Community and Family Members Helped by Bereavement Services



### Patients by Disease 2011



- CANCER: 844
- DEBILITY: 307
- CIRCULATORY SYSTEM: 245
- NERVOUS SYSTEM: 189
- DEMENTIA/ALZHEIMER'S: 178
- RESPIRATORY SYSTEM: 114
- DIGESTIVE SYSTEM: 43
- URINARY SYSTEM: 37
- OTHER DISEASES: 27

## THE CAMPAIGN FOR MONTGOMERY HOSPICE

In 2010, we embarked on a three-year, \$8 million comprehensive fundraising campaign. This campaign will help Montgomery Hospice keep up with the growing demand for our services. With the money raised, we will create a \$4 million endowment to support Casey House Clinical Services, and will use the other \$4 million for uncompensated, yet needed services, such as Bereavement Care, Complementary Therapies and Community Education.

**As of December 31, 2011, the Campaign has surpassed the \$5 million milestone in outright gifts and pledges. We are so grateful.**

### Campaign Chair, Barry Meil:

“We are truly grateful to our donors, whose generosity allows us to continue to ‘gentle the journey’ for our neighbors and friends. Thank you to those of you who purchased a light on the Tree of Lights, made a memorial donation, funded a project or program, purchased a cobblestone, responded to an appeal, attended a community fundraiser, sponsored an event, or donated an in-kind item. Your donations make a difference.”



### Requests for help from the community:

*“My beloved sister-in-law passed away last October. My brother, her husband, has been struggling with her death. Do you have any suggestions for him?”*

This husband came to a workshop for widowers and learned what to expect when grieving.

**Your donations allowed the Bereavement Care team to provide grief and loss counseling to 8,809 loved ones and friends.**

*“My father is currently in intensive care at Suburban Hospital. He has stage 4 lung cancer. He does not want to continue with the aggressive chemo regimen. Can you help my father?”*

This father went to Casey House, his complicated breathing issues were treated and he was able to return home with his son.

**Your donations allowed the staff at Casey House to provide care for people with complicated medical issues.**

*“My mother is 87 years old. She has dementia. Her health is deteriorating, and the dementia in particular has gotten much,*

*much worse in recent weeks. Can Montgomery Hospice help her?”*

This mother was calmed by volunteers (part of her Hospice at Home team) playing the Reverie Harp with her.

**Your donations made it possible to purchase the Reverie Harps that are part of our Complementary Therapies program.**

*“I am the director of a small group home. How can Montgomery Hospice help my residents?”*

Montgomery Hospice supports group homes with free education on end-of-life care and dementia.

**Your donations support professional community education, including outreach to traditionally underserved populations.**

Thanks to your generosity,

Montgomery Hospice answers Yes! to requests for help.

Montgomery  
HOSPICE

1355 Piccard Drive Suite 100  
Rockville MD 20850  
(301) 921-4400  
[www.montgomeryhospice.org](http://www.montgomeryhospice.org)

Non-profit  
Organization  
U.S. Postage  
PAID  
Suburban MD  
Permit #2483