Committed to a continuum of health care in the home and community supporting optimal well-being, independence, and dignity.
Dear Friends,

Each day at Visiting Nurse Association (VNA) we focus on providing essential home health, hospice and wellness services to Coloradans in 15 urban, rural and mountain counties along the Front Range. The outstanding work of our professional, paraprofessional and office staff can be measured by the impact of care we provide. We also take great satisfaction in the tremendous growth and transformation we have achieved at VNA.

Now in its second century of service, VNA provides a comprehensive spectrum of health care in the home and the community. Every individual deserves compassionate and expert care. All patients should have the opportunity to remain at home while healing or coping with health challenges. Our care enables so many to remain active members of our communities, maintaining independence and dignity in the face of illness.

Today we are an agency of more than 450 employees with offices in Denver and Colorado Springs. Our services include post-hospital care of the acutely ill, long-term care of those with chronic disease, state of the art wound care, and palliative and hospice care. We also improve the health of our community with workplace and Senior Wellness services.

Our success in 2011 depended on the talents and dedication of staff, as well as the support of our Board of Directors, public leaders, partnerships with many in health care and the loyalty of long standing and generous donors. I want to express my personal gratitude to each of you who provided support to VNA.

VNA has an important role in reinventing and building the health care system of the future. We are part of ongoing community discussions regarding strategies to increase access to health care, improve patient outcomes while simultaneously reducing costs. We will work together to achieve the ambitious goals we have set for 2012, including implementation of a state of the art electronic health record system that will enhance our ability to continuously communicate with each other and other health care providers.

I am pleased to report VNA is stronger than ever. It is with a great sense of pride and accomplishment that we present our 2011 Annual Report.

Sincerely,

Laura J. Reilly, B.S.N., R.N., M.S., J.D., L.L.M., M.B.A.
President and CEO
2011 Highlights

❤ Everything we do is inspired by our role in promoting the health and well-being of the community we serve, both today and in the future. To that end, VNA created new Mission and Vision statements that reflect our current goals and provide a roadmap for our future.

❤ By using VNA home care providers, evidence to date shows that less than 13% of VNA patients are readmitted to the hospital which puts VNA in the top 5% nationally.

❤ VNA and Kaiser Permanente partnered in a pilot program and reduced cardiac and heart failure patients hospital readmission rate 8 percentage points.

❤ VNA hosted an event celebrating 122 years of service to Coloradans. It was attended by 70 health care leaders, visionaries, donors and members of the media and business community.

❤ VNA has continued to provide services regardless of an individual’s financial circumstances. Thanks to the support of our generous donors and increased operational efficiencies, VNA provided uncompensated care to over 1,300 patients.

❤ Financially, VNA’s bottom line remained solid despite the nation’s economic struggles.

2011 Board of Directors

Nedra Downing, Audit Senior Manager
Deloitte & Touche, LLP

Becky McCarty, Senior Director of Internal Controls
DCP Midstream

Ben Price, Executive Director
Colorado Association of Health Plans

Jan Rutherford, Chief Operating Officer
3t Systems
Author and University Instructor

Robert Schwartz, MD, Goodstein Professor of Medicine, Division of Geriatric Medicine, University of Colorado

2010 Past Board Members

Traci Bowen, Vice President, Human Resources
Cochlear Americas

Keith McAslan, President
Velcon Filters
Author, Buchanan Publishing

Ralph Pollock, Chief Executive Officer
Asia Pacific Access
Heart of Caring

Heart of Caring is a donor-supported fund that provides emergency care and items for patients and their families struggling as they cope with illness, isolation, or job loss. Through our Heart of Caring fund, VNA offers items not covered by insurance, including necessities such as home safety devices and durable medical equipment.

In 2011, Heart of Caring delivered hundreds of free flu and pneumonia vaccines to the medically under/uninsured community by hosting clinics at homeless shelters, churches, and school clinics throughout our service area.

Heart of Caring also funds VNA’s food pantry, which provides support for low-income individuals or families dealing with illness at home when family food budgets may be needed to cover expensive medical treatments. VNA’s food pantry has developed from an emergency food source to a place where caregivers can go on a regular basis to access food for their patients and families. Food items are delivered to patients during in-home visits by their VNA caregivers. Providing food and nourishment to our patients is so important as proper nutrition directly impacts healing and patient well-being.

In 2011, over 200 patients received support from VNA’s food pantry.

Heart of Caring Recipient

You’d think ex-NBA basketball players lead a life of privilege but not Michael. Michael, 65, is 7 feet tall – large even by NBA standards. Sadly, a car accident 10 years ago left him a quadriplegic with limited use of his arms.

Michael played pro ball for two years during the NBA’s lean times in the early 70s. His salary was minimal, and his length of service did not qualify him for a pension. He lives on disability, Social Security and the generosity of his children, but they are also low-income so their support is limited.

“Michael is a nice guy,” notes Audrey, his VNA occupational therapist, “but he was very frustrated with his inability to toilet by himself.”

He was desperate for transfer poles but his insurance wouldn’t pay for them. “I’m thrilled Heart of Caring was there for Michael. His quality of life improved greatly as did his personal safety when he received the poles – he was very grateful. We even got him the extra long transfer poles!”

Our care enables so many to remain active members of our communities, maintaining independence and dignity in the face of illness. VNA has continued to provide services regardless of an individual’s financial circumstances.
Home Care Services

Our skilled medical team works with patients and their physicians to assure a positive homecare experience. VNA home care offers:

❤ Interdisciplinary teams that include registered nurses, social workers, physical therapists, occupational therapists, speech pathologists, personal care providers, homemakers, and certified nursing assistants

❤ Individualized care plans for our patients to ensure their specific medical needs are met

❤ Specially trained and certified Clinical RN Specialists with expertise in wound care and infusion therapy to provide evidence-based education for our staff and direct patient care for complex cases

❤ Triage RNs from 8AM until 10PM and on-call Nurses from 10PM to 8AM, available seven days a week to respond promptly to patient and family concerns

❤ Sensitivity to the diversity of our patients so that each patient is treated with dignity and respect

Kaiser Homecare Patient

Kathleen, 56, lived a vibrant and busy life until two years ago when she began to notice weakness in her legs and increasing clumsiness. Her physician, discovering a large tumor on her spine, performed surgery that, unfortunately, left her with an incomplete spinal cord injury. She functioned as a paraplegic.

Kathleen went through extensive in-patient therapy, followed by a move to a nursing home, where she became despondent at her loss of independence. That is when VNA stepped in to care for her and transform her life.

Kathleen received the full array of VNA services – PT, OT, RN, CNA and Social Work. She’s been able to move out of the nursing home to live with her daughter. She is no longer depressed and can manage her activities of daily living. The greatest thrill for her cadre of VNA caregivers was seeing her victorious smile when she walked over 100 feet for the first time.

Mike, Assistant Division Manager for VNA’s Rehabilitation Division, notes, “Kathleen will continue to improve and treasures her independence. She has told me several times she doesn’t know what she would do without VNA.”

Hospice-At-Home

Hospice-At-Home offers compassionate care that provides:

❤ Physical, psychological, spiritual and sociological care for patients and their families, including bereavement care for families up to a year after their loved one’s death

❤ Care where patients live, whether in their own homes, an assisted living environment or a long-term care facility, providing the added support of familiar surroundings

❤ A team approach unique to each patient’s and family’s special needs that can include a physician for consultations, registered nurses, certified nursing assistants, social workers, chaplains and volunteers

❤ A palliative program (Prelude) for patients focusing on symptom and pain management

Making a Difference

We are fortunate to make a difference in peoples’ lives every day, one person at a time. Our clinical staff understands the unique needs of seniors, the largest population we serve. And, as our veterans return home in increasing numbers, we are also strengthening our partnership with the Veterans Administration to create programs that focus on the unique concerns of those who have served.
Wellness Services

Registered nurses offer a variety of preventive services in the community, including workplace settings and senior centers. VNA offers:

❤ Colorado’s oldest and one of the largest flu shot programs, with specially trained nurses who provide vaccinations to clients 6 months and older

❤ Senior Wellness clinics include basic preventive health screenings to identify medical issues that may need physician attention

❤ Workplace wellness programs that offer cholesterol and glucose screenings, blood pressure checks, Health Risk Assessments, and immunizations for flu, Tdap, pneumonia and hepatitis A & B

Colorado Springs - Senior Wellness

It can be difficult for low-income seniors to visit their primary care physician due to mobility challenges, lack of transportation or the resources to pay for it. VNA’s Senior Wellness services provide on-site care, minimizing financial strain while increasing access to the critical wellness services that keep seniors safe, independent and in the community.

Becky arrived at a VNA Senior Wellness clinic in Colorado Springs with a rapid pulse and a feeling of fatigue. Debbie, the VNA RN on-site, suggested that she call her doctor, who told her she didn’t have to go in for a check-up. Six weeks later Becky returned to the same clinic. Debbie took her pulse and discovered that it had doubled, and her feeling of fatigue had not subsided. Debbie also noticed that Becky’s color was poor and she “didn’t seem like herself.” Sensing something was wrong, Debbie strongly suggested to Becky that she call her doctor again.

This time when Becky relayed her vitals to her doctor’s office she was directed to get to the hospital immediately. Once there, she was diagnosed with blood clots in her lungs. Becky has responded well to her medication, and, according to Debbie, is “doing great.” Becky’s life may have taken a dangerous turn without the preventative and compassionate services provided by Debbie and the rest of the VNA Colorado Springs staff.

Our Vision: Be a Colorado leader in advanced health care delivery and outcomes in partnership with patients and their families, our staff, and community resources

William, a 25 year-old veteran, was diagnosed with Ewing’s Sarcoma (cancer) while in the service. When he returned home, he was referred to VNA’s Prelude and Hospice-At-Home program so that he could spend his remaining days with his young wife and family. His wife provided the following testimonial:

“VNA’s care was superb and it went beyond what I expected. William was in a lot of pain and VNA’s hospice team brought it down to a manageable level. He was so thankful. William referred to his hospice team as the ‘pain experts,’ but they were so much more than that. When we were told what to expect and how much time we had left, William was appreciative of the team’s support and candor. He was able to hold my hand, pain free, and die peacefully surrounded by his loving family at home. I will always be grateful to VNA for the care and dignity they provided my husband.”

We extend our deepest sympathy to William’s family and all the other families who have lost their loved ones this year. VNA’s Hospice-At-Home program provides contact and support to family and friends for at least a year following the death of a loved one. VNA also has bereavement and support groups for anyone in the community who has experienced the death of a family member, a friend, or loved one.

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By the Numbers – 2011

VNA Employees Years of Service

- 5 years or more
- 10 years or more
- 15 years or more
- 20 years or more

Clinical Staff by Title

- RNs and LPNs 46%
- MSWs and Chaplains 4%
- Therapists 23%
- Certified Nursing Assistants, Personal Care Providers, and Homemakers 27%

Counties Served

- Jefferson 33%
- Denver 28%
- Adams 22%
- Arapahoe 8%
- El Paso 5%
- Other Counties 4%

VNA provided services in these 15 counties:

Home Care Admissions
- Denver: 9,120
- CO Springs: 650

Hospice-At-Home
- Denver Only: 170

Wellness Services Volume

<table>
<thead>
<tr>
<th>Service</th>
<th>Denver</th>
<th>CO Springs</th>
<th>Total</th>
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<tbody>
<tr>
<td>Flu Shots Given</td>
<td>17,580</td>
<td>5,630</td>
<td>23,210</td>
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<tr>
<td>Senior Wellness Clients</td>
<td>17,060</td>
<td>1,970</td>
<td>19,030</td>
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<tr>
<td>Workplace Wellness Clients</td>
<td>1,400</td>
<td>160</td>
<td>1,560</td>
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Average Age of Patients
71.8 years

Gender
- Male: 43.6%
- Female: 56.4%

VNA caregivers drove 1.5 million miles to provide services to our patients.
Charitable Care Commitment

We were especially proud to continue our charitable care mission, despite the recession. In 2011, we provided approximately $741,000 in charitable care and community benefits. Our charitable care dollars helped those facing misfortune and illness with limited financial resources or no health insurance. VNA’s 122-year-old commitment to serving vulnerable members of the community is vital to VNA’s mission and scope and will continue in 2012 and beyond.

Foundation and Government Support

- Denver Regional Council of Governments $275,000
- Denver Office of Economic Development Housing and Neighborhood Development $126,000
- Mile High United Way $50,000
- Helen K. and Arthur E. Johnson Foundation $50,000
- Caring for Colorado Foundation $40,000
- Denver’s Office of HIV Resources $19,000
- The Denver Foundation $13,000
- A.V. Hunter Trust, Inc. $10,000
- Wells Fargo Foundation $3,000
- Visiting Nurse Associations of America $2,000
- Colorado Department of Public Health and Environment $2,000
- Broomfield Community Foundation $2,000
- Community First Endowment $1,000

Corporate Support

- Ehrhardt Keefe Steiner & Hottman PC (EKS&H) $5,000
- Colorado Springs Utilities Community Focus Fund $3,000

Donations and Other

- Combined $140,000

Total

$741,000

Process Improvements

VNA implemented or initiated cost-saving processes to make a positive impact on our financials, including:

- New procedures that improved initial timing for Medicare billing by 35% and final billing by 25%
- Combined our scheduling process for all Denver clinical staff
- Eliminated a duplicate process of printing physician orders
- Completed due diligence, evaluation and selection of a new electronic health record and billing and collection system (to be implemented in 2012)
- Improved overall timeliness of staff documentation submission for all patients and payors

We would like to thank all foundations, government and corporate contributors, and donors for their support in keeping patients independent and in their homes while they heal or cope with illness.
Our Volunteers

Volunteering – the Moving Force

Volunteers were the moving force behind VNA’s beginnings back in 1889. Today nearly 250 volunteers from all walks of life find deep personal satisfaction in making the lives of others more comfortable by giving the gift of time.

Volunteers help VNA achieve its Mission by assisting at Senior Wellness or flu clinics, sewing blankets for hospice and homecare patients, stocking the food pantry, providing home safety improvements, and by visiting lonely patients to comfort and connect.

VNA continued our partnership with 9HealthFair by hosting a fair in the spring. The 62 volunteers who supported this VNA-sponsored event consisted of VNA staff and volunteers, nursing students and medical staff from Anthem College, Quest Diagnostics, National Jewish Health, and Lions Club. The event was attended by 200 adults seeking free and low-cost health screenings and information.

In 2011, VNA volunteers donated over 6,700 hours of service.

We are pleased to recognize those who support our Mission: Visiting Nurse Association is committed to a continuum of health care in the home and community supporting optimal well-being, independence, and dignity. Gifts of time and financial support enable VNA to be a Colorado leader in advanced health care delivery and outcomes.

Keeping Active and Involved

One shining example of dedication can be seen in Senior Wellness volunteer Trudy Schneider. Even while visiting her son in California, Trudy continued to contact her clinic clients to confirm their appointments and relay the information to her clinic nurse. Trudy says she volunteers “to keep active and involved.”

The most often cited reasons for volunteering are: “to be useful and contribute” and “to give something back.”

VNA volunteers are a valuable community resource moving us towards our Vision.

In 2011, VNA volunteers donated over 6,700 hours of service – priceless!
<table>
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<th>Donors</th>
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<td><strong>$1,000 and above</strong></td>
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<td>John &amp; Chris Fitzgerald</td>
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<td>Bruce Lang</td>
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<td>Becky McCarty</td>
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<td>Beatrice Taplin</td>
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<td><strong>$500 – $999</strong></td>
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<td>Edna Stuer Webster</td>
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<td>Mary Casey</td>
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<td>Colorado House International</td>
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<td>Laura Reilly</td>
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<td>Albert Robinson</td>
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<td>Diane Skiba</td>
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<td>Rebecca Bacon</td>
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<td>Michael &amp; Charlotte Baker</td>
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<td>John Veenbaas</td>
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<td>Jean Woytek</td>
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<td>Gail Zwiebel</td>
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**The following individuals generously supported VNA with gifts in memory of a family member or friend**

Raymond Acsell
Robert Bell
Richard & Peggy Bridgforth
Sylvia Brown
Judith Bukley
B. Nolan & Sally Carter
Gary & Sandy Christiansen
Lucia Cowperthwaite
John & Helga Doucette
Nancy & Dick Downing
Dollie Fletcher
Betty Goldman
Jerry Gray
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Harry's Roamers Motorcycle Club
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Betty Ridgway
Jane & Bill Russell
Florence Seccombe
Art & Gerre Shenkin
Gene & Barbara Strange
Marcia Strickland
Nancy Twobridge
Tor & Virginia Westgaard

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**We would be honored to learn about your charitable goals. Please call our Development Department at 303-698-6421 or visit us at www.vnacolorado.org.**
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