

A Year of Aligning the Stars

2023

Care Central VNA & Hospice, Inc.

ANNUAL REPORT





*Holly Chaffee, President & CEO*

## Message from the President/CEO and Chairman of the Board

*Care Central is about people*



*Norman Szepanski,  
Chairman of the Board*

***A message from the Chairman of the Board, Norman Szepanski & President and CEO, Holly Chaffee MSN, BSN, RN***

2023: a year of Aligning the Stars. Innovation and execution. At our leadership breakfast this year our speaker Chad Willett said, “The problem with most organizations isn’t their ability to generate great ideas rather it is about execution” We are pleased to say that as an organization we were able to innovate and execute many things successfully in 2023.

Clinically, operationally and financially, many successes were achieved. We have streamlined workflows optimizing our Electronic Medical Record (EMR) use for all staff and streamlined operations by reducing redundancies and providing clinicians with individual score cards to assist them in approving their outcomes with patients. Our quality metrics have improved, and Home Care received a 4-star rating for patient satisfaction. Our Hospice for the first time achieved a 5-star rating from CMS. Our Hospice and Adult Day Care have doubled in size.

We are proud to have received the 2023 innovation award from our trade organization, Home Care Alliance of Massachusetts, for piloting clinical documentation using artificial intelligence (AI). We have launched a rehospitalization task force and mastered our new payment model process known as PDGM thereby improving case management to improve our patients’ individual experiences.

You may wonder how we were able to accomplish all these wonderful things to keep our patients home and families together. The simple answer is we have a motivated team of quality managers and superior, gifted clinicians as well as positive, and efficient office staff. Our work family is solid.

We would like to acknowledge the support of our volunteers throughout the organization and the donors who have continued to support our mission in the 98 communities we serve throughout 5 counties.

Looking ahead to 2024 and beyond we have aggressive goals. Our number one goal is to continue to improve patient satisfaction and quality metrics to assure all patients receive superior care. We will continue to deal with payor compression, staff hiring and retention as well as a focus on growth.

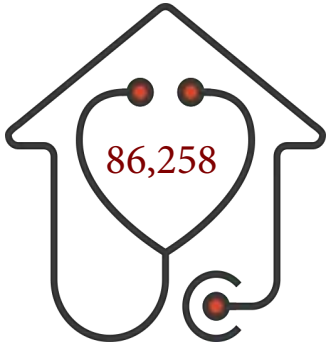
Our sincere congratulations to our staff for their continued desire to treat patients in their homes and for their expertise, passion and great successes in 2023.

Sincerely yours,

*Norman Szepanski, Chairman of the Board*

*Holly Chaffee MSN, BSN, RN, President & CEO*

# Care Central VNA & Hospice, Inc. 2023



Home Care Visits

86,258

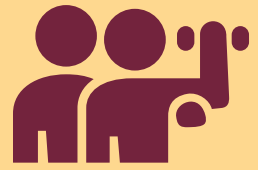
4,135

hours of service provided to  
Private Duty clients



4,556

Home Health Aide visits in  
Home Care & Hospice



38,935

Physical, Occupational &  
Speech Therapy visits



78

Young families were  
served by our Healthy  
Families Program

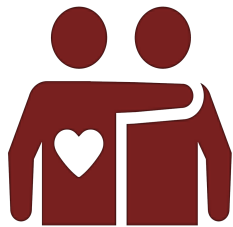
90

Clients were served by  
our Adult Day Health  
Center in Gardner



10,716

Hospice Visits



247

Days of care were  
provided by the Adult Day  
Health Center in Gardner

190



Flu shots administered  
by our agency at five  
community sites

*Thank You!*  
to our Talented Team

## Diaper Pantry

The Diaper Pantry celebrated its 9th year of service and has distributed over 285,000 diapers to families in need in our communities. Sustained only through donations and staffed by a dedicated crew of six volunteers, the Diaper Pantry continues to be a bright light for families who struggle to provide enough diapers to keep their babies clean, dry and healthy.

9	285,000	6
years of service	diapers distributed to date	volunteers



26,520  
diapers were distributed  
during 2023



## Hospice

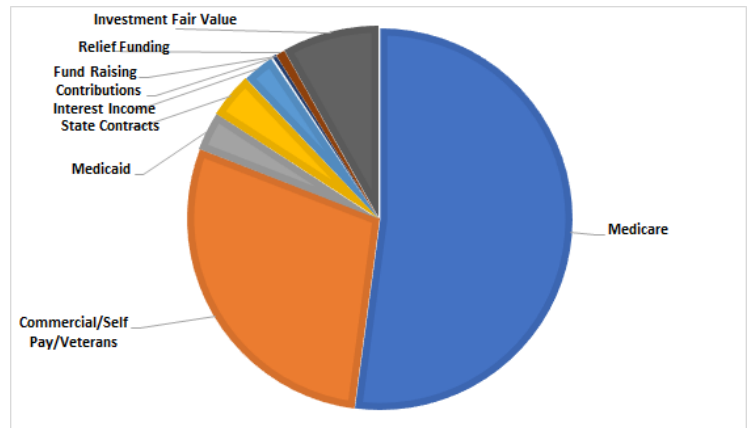
We are a 5 Star Hospice agency!



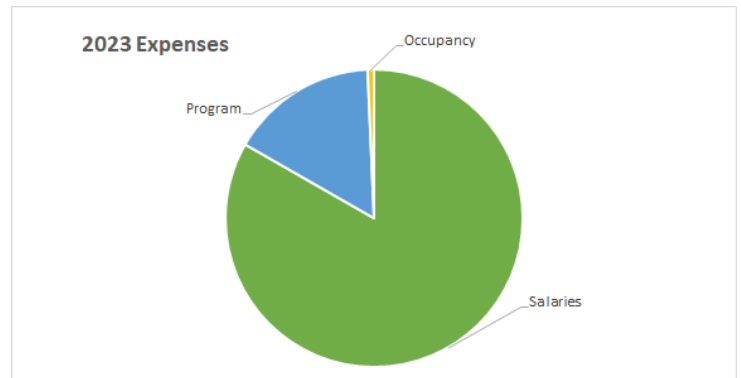
The star ratings come from the family caregiver experience survey, also called the Consumer Assessment of Healthcare Providers and Systems (CAHPS®) Hospice survey.

# FINANCIAL OPERATIONS Fiscal Year 2023

Revenue: Fiscal Year 2023			%
Medicare	10,852,630	52.1%	
HMO, Veterans, Self Pay	5,992,275	28.8%	
Medicaid	679,890	3.3%	
State Contracts	788,651	3.8%	
Interest Income	550,260	2.6%	
Contributions	48,757	0.2%	
Fund Raising	64,790	0.3%	
ARPA & Employee Retention Interest	159,421	0.8%	
Change in Investment Fair Value	1,690,626	8.1%	
<b>Total Revenue:</b>	<b>20,827,300</b>	<b>100.0%</b>	



Expenses: Fiscal Year 2023			%
Salaries and Benefits	16,073,533	83.3%	
Program	3,097,496	16.0%	
Occupancy	133,523	0.7%	
<b>Total Expenses:</b>	<b>19,304,552</b>	<b>100.0%</b>	



Profit: Fiscal Year 2023		1,522,748

*"Don't wait for the stars to align. Reach up, rearrange them the way you want them to be. Create your own constellation."*

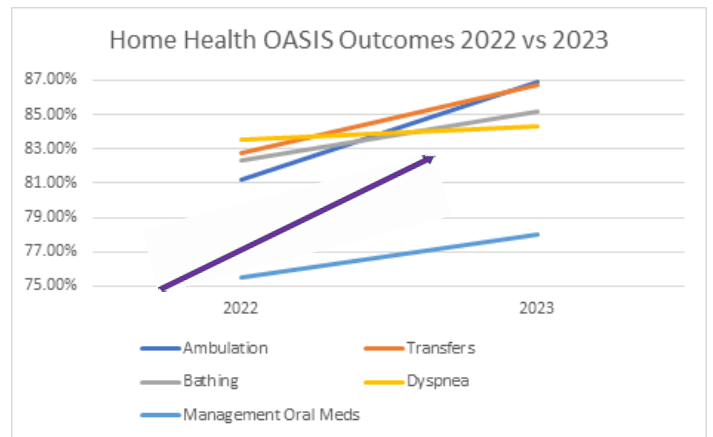
*~Pharrell Williams*

# OPERATIONAL PERFORMANCE IMPROVEMENT



Quality Assurance and Performance Improvement, QAPI, Team

Home Health	2023
<b>Total Visits</b>	86,258
<b>Nursing</b>	30,868
<b>Therapy</b>	38,935
<b>MSW</b>	334
<b>HHA</b>	4,556



Care Central VNA & Hospice Inc CMS Home Health Compare

Quality Rating 

Patient Survey Rating 



# Executive Leadership Breakfast Fundraiser

Care Central hosted its 15th Executive Leadership Breakfast at The Great Wolf Lodge on September. This is the agency's largest annual fundraising event. Chad Willett, Author, Speaker, Creativity and Innovation Leader presented *Smash the Box* to a large audience of Executives from a variety of Industries in our community. He shared with the audience the value of innovation and creativity in our work by breaking patterns, routines and concepts of doing things the way they've always been done.



Event organizer, Kristin Mattson  
Chief Development & Clinical Care  
Transitions Officer



Speaker, Chad Willett



Fmr. Fitchburg Mayor Stephen DiNatale,  
Chad Willett, Roy Nascimento, President & CEO  
NCMCC, Gardner Mayor Michael Nicholson



to our Chief Sponsors!  
\*additional sponsors listed on the  
Charitable Donations Page

homecare homebase

Fidelity Bank    The Corridor Group

## Community Support

Below - The Gardner Office was selected as a recipient of the United Way of Northern Worcester County Day of Caring.

The Webster Branch was beautified by the United Way of South Central MA by weeding flower beds and planting mums donated by Red Apple Farm and Board Member Al Rose. MAPFRE Insurance colleagues helped with the effort.



North Central  
Massachusetts



United Way  
of South Central MA

# LEADERSHIP TEAM



From L: **Kristin Mattson**, Chief Development & Clinical Care Transitions Officer, **Kelly Fitzpatrick**, Clinical Staff Educator, **Laura Boulet**, Telehealth Supervisor, **Eric Hackenson**, Clinical Supervisor, **Kelly Loescher**, Clinical Is & Hospice Officer, **Tracy Goodrich**, Retired Home Health Aide Dept. Supervisor, **Ellen Sparrow**, Dir. Adult Day Health, **Amy Jo**, Chief Clinical and Strategy Officer, **Eric Bromberg**, IT Manager, **Holly Chaffee**, President & CEO, **Jim Ellsworth**, Chief Information Officer, **Ricardo Muchiutti**, Compliance and Quality Officer, **Melissa Cantara**, Chief People Officer, **Pamela Saulnier**, Clinical Supervisor, **Jennifer Scampini**, Clinical Manager, **Sharon Bonneau**, Executive Assistant and **Lisa Waller**, Director of Clinical Services. Not pictured, **Lisa Sabacinski**, Chief Financial Officer, **Claudia Marsh**, **Holly Rosina-Nichols**, Hospice & Palliative Care Supervisor and **Kristen Boucher**, Clinical Manager.

## FINANCE TEAM



The Finance Team is led by Lisa Sabacinski CFO, and Shannon Preston Authorization/Billing Supervisor (pictured with Accounting and Authorization & Billing Staff. Not pictured, Deb Zylinski)

*"A leader... is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."*

*~Nelson Mandela*

# HOME CARE TEAM

Due to exceptional care delivery, the Home Care Program was selected as a preferred provider for the UMass Accountable Care Organization (UMMACO). The Home Care Program exceeded State and National benchmarks throughout the year for patient and customer satisfaction measures.



**Gardner Home Health Aides**

Clinical Supervisor, Rachel Perkins



**Webster Home Health Aides**



**Webster Team**

Clinical Manager, Eric Hackenson



**Gardner Team**

Clinical Manager, Kristen Boucher



# HOME CARE TEAM



## Charlton Team

Clinical Manager, Jen Scampini



## Greenfield Team

Clinical Manager, Pam Saulnier



**Lisa Waller** RN Director of Clinical, **Kelly A. Fitzpatrick** RN, COQS Clinical Staff Educator, **Jennifer Scampini** OTR/L Clinical Manager, **Pamela Saulnier** RN BSN Clinical Manger, **Eric Hackenson** DPT Clinical Manager, **Kristen Boucher** RN BSN Clinical Manager, **Rachel Perkins** RN HHA Supervisor, **Laura Boulet** RN Telehealth Supervisor, **Jessica Harwood** RN Weekend Supervisor



2023 Innovation Award from the Home Care Alliance of Massachusetts for our pilot of direct documentation via artificial intelligence.



Alexandra Leone RN and Chantal Goodwin RN

# HOSPICE TEAM



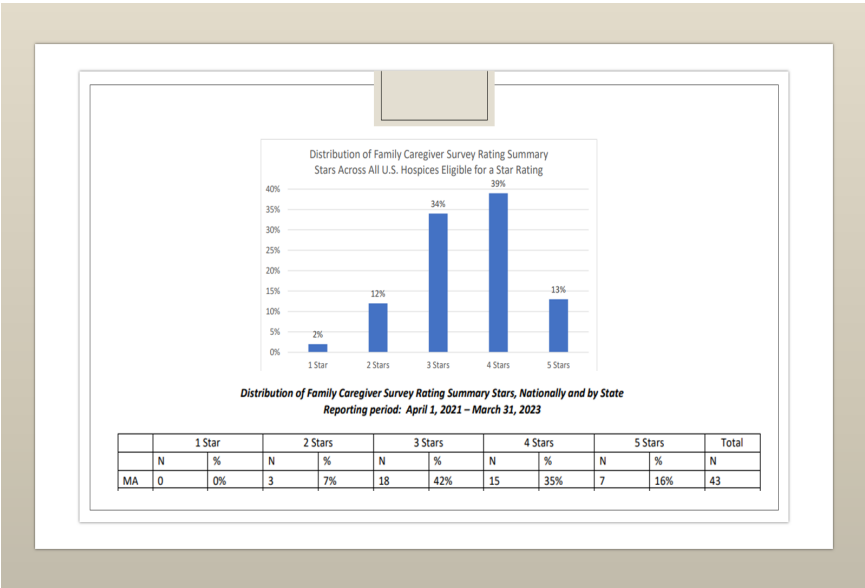
**Gardner Hospice Team**



**Webster Hospice Team**



In August 2023, Hospice was awarded the SHP Best Superior Performer Patient Satisfaction Award



Care Central Hospice is among only 13% of Family Care Givers across the country to have achieved a 5 star rating in 2023!



Celebration of Life held at St. Paul's Episcopal Church in Gardner 12/06/23



Board Member Nancy Bouchard performed a beautiful solo at the Oxford Celebration of Life



Celebration of Life held at the Oxford United Methodist Church 12/01/23

# COMPLIANCE AND MEDICAL RECORDS

The compliance team thoroughly reviews clinical documentation to ensure reimbursement and regulatory satisfaction, and payor compliance via continuous documentation audits.



Jean Zaleski Compliance Clinician



Mary Kirby, RN Compliance Nurse



Stacy Rudzinski Medical Records Specialist



Anthony "Scott" Nicholson Medical Records Specialist



Our **Reception** and **Referral Intake** teams are the "Gateway" to our services and play an integral role in our highly rated patient satisfaction. They are in constant communication with our area hospitals, skilled nursing facilities, assisted living facilities, physician offices, aging services access points (ASAP's), and speciality outpatient clinics.

## Referral Management



Earl Flagg, Traci L'heureux, Richard Eastham,Christy Kimball, Mary Dickerson, Terri Saveall, Shannon Smith, and Elaine Balicki.

## Community Liaisons



## Receptionist



Autumn Smith

*"extremely helpful"*

*"I felt acknowledged and listened to"*

*"I would recommend CCVNA to others"*

*"my therapist helped me physically and mentally"*



*"friendly, encouraging, cheerful"*

*"all communications were excellent from eval to discharge"*

*"I want to thank you all from the bottom of my heart"*

# ADULT DAY HEALTH



**A Thanks for Giving Event was held to show appreciation for all of the people who go out of their way to support our Adult Day Health Program, led by Director Ellen Sparrow**

2023 was another year of growth for the Adult Day Health Program. The day program was also pleased to be able to expand the hours of operation. With the pandemic behind us, the program is now able to offer participants 6 full hours of programming per day, Monday through Friday. Many special events were held throughout the year.



Elvis paid a couple of visits, giving people a chance to dance and sing along.



Ellen Sparrow  
Adult Day Health Program Director



Visit from Gardner Mayor Michael Nicholson



Luau Day, courtesy of Fidelity Bank's ice cream truck which provided everyone a sweet cold treat.



Arts and crafts, too!



Another favorite was the opportunity to hold and pet bunnies, chickies, goats and a petite pig courtesy of Animal Craze Farm!

*Adult Day Health program wishes to thank the following supporters:*

*Mr. and Mrs. John Bombara  
Christine Breton  
Jane Dancause  
Jessi Girard  
Brenda LaCoste  
Joan Mercer  
Mary Neal  
Karen Preston*

*Matt Ramos  
Sally Rivard  
Mr. and Mrs. Arthur Therrien  
Mr. and Mrs. Richard Thompson  
Trisha and Rush, the Great Dane  
Wendy the Yoga Lady  
Joan Wilder*

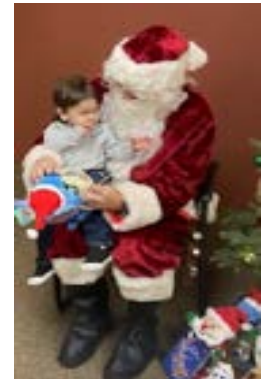
# Healthy Families®



The Healthy Families Team continued visiting with young first-time families providing parent education and support



At the 2023 Children's Trust Celebration Day event the Care Central team was awarded the Public Relations award for excellence in promoting the program via social media and other means.



The program also hosted events for the families including a summer outing at the splash park in Leominster, a holiday party complete with a visit from Santa, and a six-week parent support series during the summer.



Karen Culkeen  
Healthy Families Program Director



# 2023 HIGHLIGHTS

## Volunteers

A very special thank you to cherished volunteers of 2023

*"Volunteering is at the very core of being a human. No one has made it through life without someone else's help."*

*-Heather French Henry*

*Thank you!*

### Board of Directors

Norman Sczepanski, Chair  
Holly Chaffee  
John Olson  
Vera Tice

David Tiberii, Secretary  
Connie Favreau  
Anne Peepas

James Gondek, Vice Chair  
John Kalinowski  
Albert Rose

Nancy Bouchard, Treasurer  
Edward Manzi  
Lisa Sabacinski  
Matthew Williams



Board Member Al Rose, Ricardo Muchiutti, Compliance and Quality Officer and Board Member John Kalinowski



Board Member Edward Manzi and Holly Chaffee, President & CEO



Board Member Matthew Williams and a generous donation to the Diaper Pantry



Board Member Connie Favreau, Holly Chaffee, President & CEO, and Board Member Anne Peepas



### Hospice Volunteers

Kathleen Juliano, Amy Taraskiewicz, Dot LaRoche, Bruce Joy and Theresa Quinn

### Diaper Pantry Volunteers

Christine Caisse  
Martha Pickard  
Janice Hopkins  
Jennifer Heywood  
Joanne Francis  
Sharon DiFranza



GAAMHA of Gardner

## Diaper Pantry 2023

The Care Central Diaper Pantry distributed over 26,000 diapers to families in our communities in 2023. The dedicated volunteers came every Thursday, and donations of diapers came from Care Central staff, community organizations and individuals. Since opening on May 1, 2014 the pantry has distributed over 285,000 diapers!



Generous donation from the Fidelity Bank Call Center



Diaper Pantry volunteers Martha Pickard, Christine Caisse, Jennifer Heywood

# HUMAN RESOURCES TEAM



Pictured above is Nicole Healy, Melissa Cantara, Chief People Officer and Sally Rivard



The HR Team is led by Melissa Cantara - Chief People Officer

The agency welcomed thirty four new employees and ended the year with 189 active employees for 2023.

## A Fond Farewell

Care Central said goodbye to many great employees this year. We wish them good health and happiness in their retirement! We would like to thank them for the unwavering dedication to and support of the agency!

- Elaine Earley** - Home Health Aide
- Naomi Lacasse** - Clinical Manager
- Cindy Lavimodiere** - Billing Specialist
- Diane Vega** - Hospice RN

## Employee Service Awards in 2023

### 5 years:

April Boyden, Samantha Humphrey, Meghan Hutchins, Kia Leger, Alexandra Leone, Omayra Rodriguez, Jonathan Sallila, Rebecca Tervo, Beth Wright

### 10 years:

Laura Beauregard, Sarka Bobb, Sarah Brennan, Rhonda Bundy, Renee Bylund, Gertrude Cahill, Rachael Choiniere, Earl Flagg, Jessie Gaudette, Arianne Healy, Susan Miller, Jamie Munson, Anthony Nicholson, Leigh Robbins, Holly Rosinha-Nichols, Stacy Rudzinski, Jennifer Scampini, Kelly Sharp

### 15 years:

Kelly Fitzpatrick, Andrea Lively, Kimberly Pratt, Cindy Roy-Post



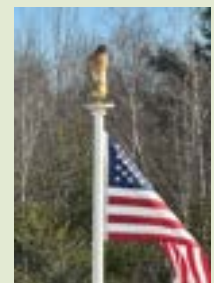
## Employee News



**Carolyn Almanez Gutierrez** was awarded a \$1000 scholarship from the National Association for Home Care and Hospice and Homecare Homebase

### 2023 "Star Among Stars" Honorees

- |                         |                              |                        |
|-------------------------|------------------------------|------------------------|
| <i>Betty Banasik</i>    | <i>Julie Kelly</i>           | <i>Jamie Munson</i>    |
| <i>Kristen Boucher</i>  | <i>Stephen Leblanc</i>       | <i>April Palmer</i>    |
| <i>Mel Edwards</i>      | <i>Linda Leblanc-Kennedy</i> | <i>Shannon Preston</i> |
| <i>Jennifer Gardner</i> | <i>Kelsey Lussier</i>        | <i>Julia Shea</i>      |
| <i>Pam Gasparik</i>     | <i>Nicole Marcucci</i>       | <i>Autumn Smith</i>    |
| <i>Chantal Goodwin</i>  | <i>Michelle Marion</i>       | <i>Alyssa Widen</i>    |
| <i>Melissa Goodwin</i>  | <i>Diane Moquin</i>          | <i>Evan Woodruff</i>   |
| <i>Nicole Healy</i>     | <i>Julie Moschetti</i>       | <i>Beth Wright</i>     |
| <i>Nancy Hume</i>       |                              |                        |



A majestic hawk landed on the Gardner flagpole and was captured by **Kelly A. Fitzpatrick**, Clinical Staff Educator

# 2023 CHARITABLE DONATIONS

*"No one has ever become poor by giving"*

*-Anne Frank*

## **Diamond**

Corridor Group  
Fidelity Bank  
HomeCare HomeBase

## **Platinum**

Knowlton Foundation for the Elderly, Inc.  
Mutual Of America

## **Gold**

Mrs. Holly Chaffee  
Aubuchon Hardware  
Baystate Benefits  
GFA Federal Credit Union  
Great Wolf Lodge  
WebsterFive

## **Silver**

Alliance Health  
Berry Dunn  
Country Bank  
Enos  
Fred C. Church  
Health Alliance - Clinton  
Mr. & Mrs. John Heath  
Patricia Hertzfeld  
InConcert Web  
Dr. & Mrs. Roderick Lewis  
Wood's Ambulance

## **Bronze**

Broadview Assisted Living  
Community Health Connect  
Dr. John Harrington  
Mrs. Amy Jo  
JV Mechanical  
Optum  
Mrs. Sally Rivard  
United Way of South Central MA

## **Pewter**

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Ms. Laura Beauregard  
Beechtree Care Management  
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Ms. Rene Berry  
Ms. Elizabeth Burns  
Mr. & Mrs. Normand Bettez

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Mrs. Sharon Bonneau  
Brad Borbidge & Joy Van Wyck  
Mr. & Mrs. Leo Bosquet  
Ms. Laura Boulet  
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Mr. Kent Bourgault  
Ms. Elizabeth Bunker  
Mr. John Buttler  
Mr. & Mrs. Thomas Cahill  
Mrs. Melissa Cantara  
Carlco Construction  
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Central Congregational Church  
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Clara Barton Chapter No 63  
Ms. Catherine Coguen  
Mr. John Connor  
Ms. Muriel Conway  
Ms. Christine Cote  
Ms. Susan Cringan  
Ms. Karen Culkeen  
Mr. Eugene Demers  
Mr. William Despres  
Ms. Judith DiChristofaro  
Mr. & Mrs. Lawrence DiFoggio  
Mr. & Mrs. Dennis Driscoll  
Mr. & Mrs. Mark Dupuis  
Ms. Diana Elliott

Faux Family  
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Mr. & Mrs. George Foster  
Ms. Lisa Golden  
Mr. & Mrs. James Gondek  
Mr. & Mrs. Harold Gong  
Ms. Tracey Goodrich  
Mr. & Mrs. Lester Gould  
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Ms. Cynthia Hughes  
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Ms. Pamela Saulnier  
Ms. Stephany Schmaling  
Mr. Norman Sczepanski  
Mr. and Mrs. Joseph Seremeth  
Ms. Paula Setterlan-Blair  
Ms. Kelly Sharp  
Mrs. Ellen Sparrow  
St. Mary's Woman's Club  
Ms. Bonnielea Stebbins  
Ms. Marie Stowckwell  
The Gables

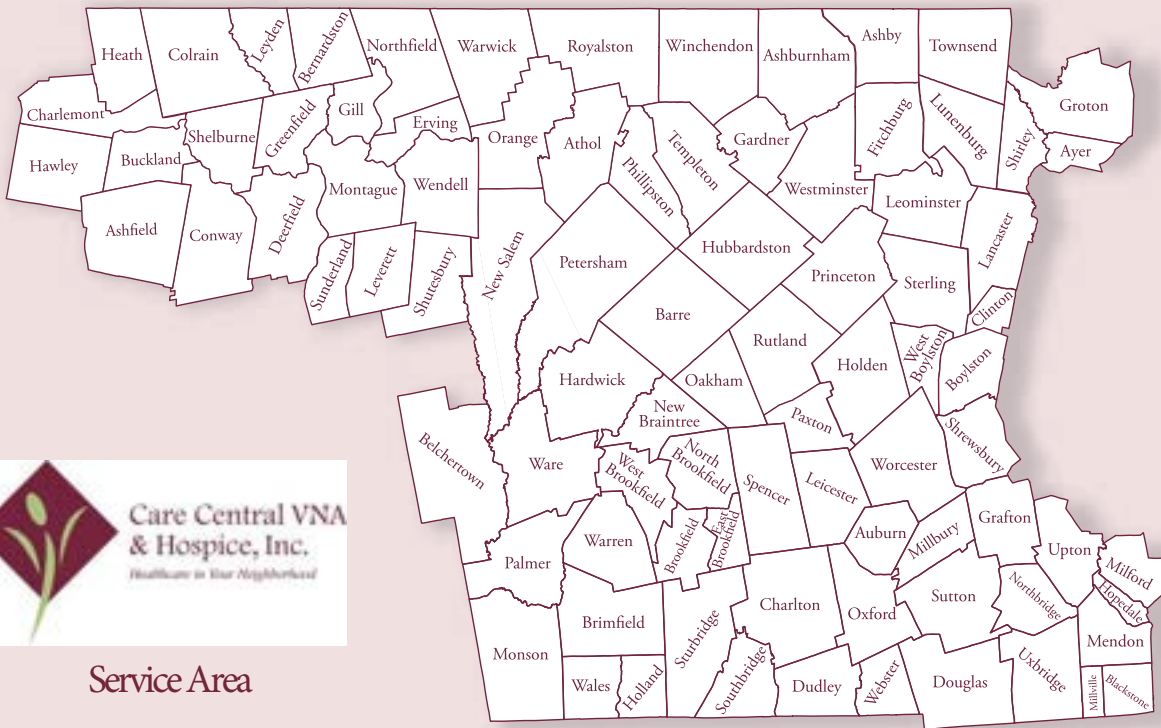
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Mr. & Mrs. Richard Thompson  
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Ms. Louise Traska  
Vibra Hospital  
Mr. Robert Whipple  
Ms. Margaret Wiinikainen  
Ms. Joan Wilder  
Mr. Matthew Williams  
Ms. Patricia Williams  
Witty's Funeral Home  
Ms. Holly Woodward  
Mr. & Mrs. Arthur Young  
Mr. & Mrs. Michael Zlotnik

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James Gondek	Lisa Sabacinski
John Kalinowski	Vera Tice
Edward Manzi	Matthew Williams
John Olson	

*"I have found that among its other benefits,  
giving liberates the soul of the giver."  
— Maya Angelou*



Service Area

We build healthy communities by delivering high quality health and social services in a fiscally responsible manner in the homes and neighborhoods of Massachusetts.



**GARDNER**

34 Pearly Lane, Gardner, MA 01440  
Phone 978-632-1230

Business fax 978-632-6843 Referral/Clinical fax 978-632-4513

**WEBSTER**

P.O. Box 368, 534 School Street, Webster, MA 01570  
Phone 508-943-0612

Business fax 508-943-6858 Referral/Clinical fax 508-949-1476

**GREENFIELD**

489 Bernardston Road, Suite 107, Greenfield, MA 01301  
Home Care phone 800-382-7305

[www.carecentralvnahospice.org](http://www.carecentralvnahospice.org)