

Montgomery & Prince George's  
Hospice Hospice

2021  
*Annual Report*

*Serving the community for 40 years*





Montgomery Hospice and Prince George's Hospice has been on the receiving end of community support—from advocates, grateful patients, families, community members, civic organizations, county and state governments, and private foundations—whose thoughtfulness and generosity helped to ensure our growth and continuation of the many services we provide. Thank you for helping us fulfill our mission to **gentle the journey through serious illness and loss with skill and compassion.**



# President's Letter



The 40th anniversary gift in marriage has traditionally been a ruby, representing the burning flame and passion of an enduring relationship. It is an appropriate symbol because Montgomery Hospice, Inc. (doing business as Montgomery Hospice and Prince George's Hospice) has embodied a passionate heart for supportive care throughout our four decades of service and mission.

What started in a church basement—by a few volunteers caring for a handful of patients—has grown to hundreds of professional staff and highly-trained volunteers, serving tens of thousands of residents in Montgomery and Prince George's counties. Over our 40 years, we built Casey House, our inpatient hospice; began caring for the youngest members of our community; provided a variety of bereavement care services spearheaded by Master's trained counselors, and volunteers; offered aroma, massage, and music therapies; developed a robust Volunteer Services program; provided palliative care to non-hospice patients; and established our Center for Learning that provides culturally sensitive education on end-of-life care and planning.

Throughout the years, we have been and remain committed to diversity, inclusion, and equity, which is reflected in our diverse board, staff, and volunteers; our equitable pay structure; and the creation of a care equity committee and policy.

It has been an honor and privilege to be at the helm of this organization for the past 23 years. I am proud that Montgomery Hospice, Inc. is recognized as one of the top hospices in the nation and region. **Our growth and recognition is due first and foremost to the trust placed in us by the patients and families we are privileged to serve.** I credit the strong leadership of our Board of Directors, and the dedication of our staff, volunteers, advocates, community partners, and donors.

As a community supported organization, we are mindful of the sacred trust that has been bestowed upon us the past 40 years, and as we look to the future in an uncertain and rapidly changing world, the responsiveness and continuity of our gentle care—the ruby in our passionate heart—will endure.

**Ann Mitchell, MPH**  
**President & CEO**

# Board of Directors

As of December 31, 2021



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Michelle Q.  
Profit, Esq.



Shobhana  
Sharma



Jo Anne  
Zujewski, M.D.

# Treasurer's Report



The ongoing pandemic made 2021 another challenging year for Montgomery Hospice, Inc. Patients continue to be referred to hospice much later than in pre-pandemic years. In 2021, Montgomery Hospice and Prince George's Hospice cared for as many patients as in earlier years, but for fewer days of care.

Despite the challenges of the pandemic, in 2021, we cared for over 2,300 individuals of all ages, and thanks to the generosity of thousands of donors who contributed over \$7.3 million, our staff and volunteers were able to **have the necessary personal protective equipment (PPE) to safely care for and support our patients and families; provide free grief and loss support to thousands of bereaved members of our community; and offer aroma, massage, music, and pet therapies** through our Volunteer Services department. Donations also made it possible for our organization to provide nearly **\$420,000 in charity care** to patients with limited financial means.

I am especially proud to report that our care teams continued to safely care for all of our patients in their homes and at Casey House, our inpatient hospice. Casey House remained open 24 hours/7 days a week, and family and friends were able to visit their loved ones. Our Hospice at Home teams made in-person visits to patients' homes with PPE and infection control precautions, and when appropriate, via a HIPAA-compliant video platform.

Unfortunately, 2021 marked the fifth consecutive year that Medicare—our largest source of revenue—paid a reimbursement rate below the national average for Montgomery County patients. This inequity has become challenging financially, especially when combined with the fewer number of billable patient days.

In spite of external factors, the financial health of Montgomery Hospice, Inc. remains strong. This was made possible due to the generosity of our donors, favorable investments, a talented workforce, and strong board and staff leadership.

On behalf of the Board of Directors, thank you for the trust you have placed in our organization to *gentle the journey* for the terminally ill. Thank you for your donations. Thank you for your advocacy. Thank you for your partnership. And thank you for the honor and privilege to serve those in need of hospice care.

**Justin G. Reaves, Treasurer**  
**Montgomery Hospice, Inc. Board of Directors**  
**Co-Founder and COO at Mastrics, LLC**

# 2021 Summary of Operations

REVENUE & SUPPORT	
Net Patient Services Revenue	20,415,350
Funds Raised	7,328,120
Other Revenue and Unrealized gain (loss)	8,042,291
<b>Total Revenue &amp; Support</b>	<b>35,785,761</b>

EXPENSES	
Hospice Expenses	25,735,650
Management and General	1,976,224
Fundraising	433,944
<b>Total Operating Expenses</b>	<b>28,145,818</b>
<b>Change in Net Assets</b>	<b>7,639,943</b>

STATEMENT OF FINANCIAL POSITION	
Current Assets	12,620,436
Investments	31,141,482
Fixed Assets and other Long-term Assets	3,239,823
<b>Total Assets</b>	<b>47,001,741</b>
Current Liabilities	3,607,324
Long-term Liabilities	204,073
Net Assets	43,190,344
<b>Total Liabilities and Net Assets</b>	<b>47,001,741</b>

Note: Financial results are externally audited.

# 2021 Facts & Figures



2,314

Patients Served



520

Patients Served  
at Casey House



270

Employees



285

Volunteers



\$419,195

Charity Care and  
Uncompensated Services

# Hospice at Home

**1981:**

**Hospice at Home**—our core service—was started by **volunteers** in the basement of St. John's Episcopal Church in Chevy Chase, Maryland. In the following years, as we rented office space and hired professional staff, our volunteers were joined by doctors, nurses, social workers, nursing aides, and chaplains to provide care in residential homes, facilities, nursing homes, and group homes in Montgomery County. **In 2019, we expanded our comprehensive services to Prince George's County.**



# Casey House

**1999:**

Thanks to the generosity of the Eugene B. Casey Foundation and other donors, **Casey House**, our 14-bed inpatient hospice, opened in Rockville, Maryland, to care for hospice patients whose symptoms could not be managed at home. This home-away-from home remains the only one of its kind in Montgomery County that was built exclusively for hospice patients.

Since its founding, more than **6,800 people** have received care at Casey House; **520 in 2021**.



# Palliative Medicine Consultants

**2019:** Palliative Medicine Consultants (PMC) helps seriously ill patients who are **still pursuing curative treatment** understand and evaluate their options, and address physical, emotional, and spiritual symptoms resulting from their disease or treatment.

**2021:**  
**219**  
patients  
served

**Since 2019:**  
**410**  
patients have  
been served



# Volunteer Services



Volunteers are often described as the “heart of hospice,” and this is especially true for our volunteers who have been providing invaluable support to our patients, families, and staff as part of our long-established volunteer program. In spite of the challenges of the ongoing pandemic, our **285 volunteers** of varied backgrounds and skillsets continued to provide support virtually and in person when safe to do so. Among the many services volunteers have provided over the last **four decades** are:

- companionship
- respite for caregivers
- letter writing
- sewing/knitting projects
- playing and singing music
- lavender oil hand massages
- certified pet visits
- administrative assistance
- preparing tea and snacks at Casey House
- bereavement support
- We Honor Veterans Pinning Ceremonies

*I made a call to the family and talked with her son. He reported that the Threshold Choir sang in Spanish outside the patient's door and 'the heavens opened up and she went'. He said it was 'perfect' and they could not have asked for anything more beautiful.*

- Staff Social Worker



# Complementary Therapies

## 2010: Going Above and Beyond

Seeded with grant funding in 2010, the Complementary Therapies program began with the establishment of a dedicated manager position and a mission to develop a volunteer-based program focusing on **aroma, music, and touch therapies**. In close collaboration with Volunteer Services, the program has evolved into a unique mixture of skilled professional staff and robust volunteer participation.

The depth and breadth of our Complementary Therapies offerings sets our organization apart, and most importantly, enhances our highly patient-centered care.

## 2021:



674

Music  
Therapy visits



262

Massage/Comfort  
Touch® visits



115

Reiki  
visits



837

Aromatherapy  
requests



138

Threshold  
Choir visits

*A patient's husband shared how much his wife loves the music therapist, praising her ability to 'get the right emotions out of the songs' and 'choose the perfect songs for the moment,' noting it is only when she is singing that patient truly seems 'aware.'*

- Staff Social Worker



# Bereavement Care

As a vital part of our mission, bereavement care has gone hand in hand with the growth and legacy of our organization. Recognized as one of the **premier bereavement care programs** in the nation, our Master's trained or higher counselors have offered hundreds of six-week support groups, provided hundreds of thousands of counseling calls and visits, sent condolence cards and mailings to grieving family members, conducted workshops on grief, partnered with local funeral homes and high schools, hosted conferences with leading experts in the field, and organized regular memorial services which brought comfort to those grieving a loved one.



## 2021:



Cared for more than

**5,000**

**hospice family  
members**



Made

**10,000+**

**counseling calls  
and virtual visits**



Offered

**13**

**support  
groups**

**31**

**& workshops**

# Montgomery Kids

**2012:**

Since 2012, we have been caring for the youngest members of the community through **Montgomery Kids**. Care is provided by a specialized interdisciplinary team that works with children, their families, and their physicians. **Montgomery Kids** helps families care for their seriously ill children at home, surrounded by the people and things they love.

**2021:**

**14**

children  
received care

**Since 2012:**

**137**

children have  
received care



# The Center for Learning

## 2011: The Center for Learning - Community Outreach & Education

Educating the community has been one of the cornerstones of our organization. We are proud to have partnered with places of worship, community centers, civic organizations, nursing facilities, continuing retirement communities, and other non-profit organizations to provide culturally sensitive education and resources to reflect the diverse communities we serve.

In 2011, our Outreach and Education offerings were officially formed into **The Center for Learning**. What began as small hospice education events at facilities and organizations has since expanded to large conferences featuring experts in end-of-life care, tailored community programs, podcasts, videos, professional education at hospitals and nursing homes, webinars, and a Certificate in End-of-Life Care program.

## 2021:

We educated **2,683** healthcare professionals and community members by offering



26

Live educational events with over **1,443 attendees**



7

Continuing Education Programs to **567 professionals**



21

Online Programs attended by **1,038 professionals and community members**



9

Educational videos



9

Podcast episodes

*“All of the trainings I have attended via The Center for Learning have been very timely and relevant.”*

- Program Attendee



**End-of-Life Care in the LGBTQ+ Community  
Part 2: Spirituality**

Featuring:  
 Phil Carpenter, M.Div. | Spiritual Counselor, Montgomery Hospice and Prince George's Hospice  
 Laney McIntyre, LCSW-C, ACHP, SWI | Social Worker, Montgomery Hospice and Prince George's Hospice

Moderator:  
 Terrie James-Taylor | Director of Community Outreach, Montgomery Hospice and Prince George's Hospice

Providing Quality End-of-Life Care to the Asian-American Community

Montgomery & Prince George's Hospice

A screenshot of a Zoom meeting. On the left is a presentation slide with a photo of a family and text about end-of-life care for the Asian-American community. On the right, three participants are visible in their respective video windows.

Montgomery & Prince George's Hospice

**It Takes a Village:  
Maintaining Hope during the Pandemic in 2021**

Featuring: Gloria Thomas Anderson, Ph.D., MSW  
 Advance Care Planning Consultant and Educator

A graphic with the Montgomery & Prince George's Hospice logo at the top. Below it is the title and featured speaker information. At the bottom, there is a small image of a hand holding a star and a video window showing a woman speaking.



# *We Honor Veterans*

**2016:**

In 2016, Montgomery Hospice, Inc. joined the National Hospice & Palliative Care Organization's **We Honor Veterans** program. Veteran volunteers honor Veteran patients with a special "pinning ceremony" to express gratitude for their military service and present them with a certificate, card, lapel pin, star, and patriotic blanket (specially made by volunteers).

**2021:**

**90**

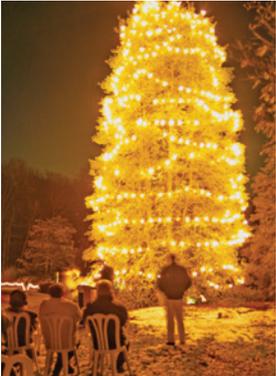
Veterans  
honored

**Since 2016:**

**500**

Veterans have  
been honored







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