



Better Together: Partners for Health



■ ■ Barnabas Health
■ ■ Home Care and Hospice

ROBERT WOOD JOHNSON
VISITING NURSES



vnacj Visiting Nurse Association
of Central Jersey
Home Care and Hospice

MOORESTOWN
VISITING NURSE ASSOCIATION

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Message From Our Leadership



“Better Together: Partners for Health” is the theme for our 2015–2016 Annual Report highlighting VNA Health Group’s achievements and progress in providing high quality and compassionate home health, hospice, and community-based care to more than 130,000 individuals throughout New Jersey.

This theme reflects the many ways in which VNA Health Group partners with health systems, physicians, individuals, families, and communities to reduce, and ultimately eliminate, fragmentation in the delivery of health care. By bringing together various health care providers, programs, and services, we can better serve the needs of patients and help them achieve their highest level of health and well-being.

In 2015, VNA Health Group led a number of groundbreaking initiatives to improve access to care, coordination of services and most importantly, the experience of patients and their families as they are facing difficult times in their lives.

These initiatives include our exciting new partnership with RWJBarnabas Health, a leading New Jersey health care system that established a joint venture partnership combining VNA of Central Jersey Home Health and Hospice and Barnabas Home Health and Hospice. The partnership has created the largest nonprofit VNA in the state. We also reached extraordinary outcomes with the Central Jersey Care Transitions Program, the Medicare demonstration project that reduced preventable hospitalizations substantially by providing additional touch points of service for patients at highest risk for frequent hospitalizations.

We integrated Visiting Physicians Services within VNA Health Group’s Advanced Care Institute — the first home-based primary care organization in the country to be operated by a nursing association — piloted programs involving secure text messaging and remote video monitoring for home care patients through the Connected Health Institute; and welcomed new leadership for the Children and Family Health Institute.

None of these remarkable projects and programs would be possible without the generous philanthropic and volunteer support of our community. More than \$16 million was raised in 2015 through a combination of government grants and private contributions to sustain vital safety net public health programs and ensure enhanced hospice, bereavement, and complementary therapies. Our 2020 Vision Campaign received significant commitments from individuals, corporations, and foundations to support the continued work of the Advanced Care Institute, Connected Health Institute, and Children and Family Health Institute.

We thank everyone who has played a part in our continued progress. Together we are better able to improve the health and quality of life for thousands of our friends and neighbors in New Jersey.



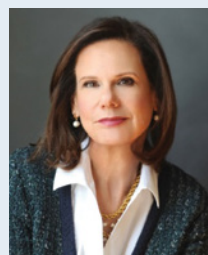
Steven Landers, MD, MPH

*President and
Chief Executive Officer*



Brian Griffin

*Chairman, VNA Health Group
Board of Trustees*



Mindy Minerva

*Chairman, VNA Health Group
Foundation Board of Trustees*



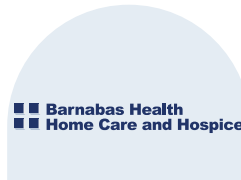
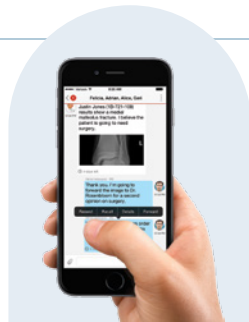
Dorothy Bowers

*Chairman, VNA Central Jersey
Board of Trustees*

2015–2016 Highlights



2015



JANUARY

FEBRUARY

APRIL

MAY

JUNE

JULY

SEPT

JANUARY

VNA Health Group launches its partnership with Visiting Physician Services (VPS) to provide primary care services in the homes of individuals with chronic illness. Dr. Salisbury, founder of VPS, is appointed Chair of VNA's Advanced Care Institute.

FEBRUARY

The County Council for Young Children (CCYC) a program funded by the State of New Jersey and part of VNA's Children and Family Health Institute hires staff to provide critical community support services in Monmouth and Ocean Counties.

APRIL

VNA Health Group pilots the TigerText technology with its Nurse-Family Partnership program to test and evaluate the secure HIPAA-compliant mobile texting platform among its clinicians and program participants.

APRIL

Visiting Nurse Association of America recognized Mindy Minerva, Chair of the VNA Health Group Foundation Board of Trustees, with the Volunteer of the Year Award for her significant and meaningful contributions in advancing philanthropic support for home health and hospice.

MAY

VNA Health Group and Barnabas Health announce their intent to form a joint venture partnership to expand home health and hospice services in New Jersey.

JUNE

Dr. Landers attends the Future of Home Health Symposium in New Orleans to continue our national efforts to focus on home health's role in new models of care delivery and ways to prepare for a sustainable future of home health care.

JULY

The Centers for Medicare and Medicaid Services (CMS) releases its first five-star ratings of home health agencies to rate quality performance. All of VNA Health Group's home health and hospice joint ventures earn some of the state's highest ratings, which are based on nine of 29 quality measures evaluated by CMS.



APRIL

Dr. Landers (pictured on the left) offers testimony on Medicare reform and options to improve the Medicare post-acute care delivery to the Congressional Committee on Energy and Commerce — Subcommittee on Health in Washington D.C.



JULY

The CMS Community-Based Care Transitions demonstration led by VNA Health Group (CNJCTP) enters its third and final year with some of the best patient enrollment and lower readmission outcomes across the nation. Our CNJCTP staff travel the country to report on outcomes and share best practices.

2015–2016 Highlights

CONTINUED



2016

HomeCare Elite
2015 **TOP**
AGENCY

Barnabas Health
Home Care and Hospice
A Joint Venture with VNA Health Group

SEPT

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MAY

SEPTEMBER

VNA Health Group hosts its Annual Meeting and Health Leadership Summit to formally introduce the VNA's Advanced Care Institute and discuss innovations on improving community care for people living with multiple chronic conditions. Dr. Diane Meier, Director of the Center to Advance Palliative Care (CAPC), gives a rousing keynote address and VNA Health Group leadership provides an update to the 2015–2017 Strategic Plan.

OCTOBER

After receiving regulatory approvals, Phase I integration of VNA Health Group's joint venture with Barnabas Health begins as new patients are admitted by using the VNA's electronic medical record.

NOVEMBER

Robert Wood Johnson Visiting Nurses (RWJVN) receives the HomeCare Elite™ award that recognizes the top performing home health agencies in the nation.

DECEMBER

The VNA Health Group Foundation achieves a record year of philanthropic support with \$16.3 million raised, including substantial gifts from two donors. In addition, our 2015 Seasons-of-Hope program received generous support from individuals and businesses across the state to provide holiday gifts and grocery cards to more than 800 VNA patient families in need.

JANUARY

VNA Health Group of New Jersey officially launches its joint venture partnership with Barnabas Health to expand its geographic reach from Essex to Ocean Counties.

JANUARY

VNA of Englewood launches the Medicare Care Choices Model, a national demonstration to explore how hospice services can help patients who have a life-limiting illness and are pursuing curative treatments. The goal of the program is to enhance the quality of life for patients and their families.

JANUARY

Dr. Kristine McCoy is appointed as Director of the Center for Primary Care and Public Health, and as Executive Director of the Visiting Nurse Association of Central Jersey (VNACJ) Community Health Center, both part of the Children and Family Health Institute. Dr. McCoy is a Stanford/UCSF-trained physician, board certified in family medicine, and policy expert on population and family health.

FEBRUARY

VNA Health Group prepares for the Centers for Medicare and Medicaid Services Comprehensive Care for Joint Replacement Model (launched in May 2016) and appoints Jeffrey Sommer, PT, DPT, OCS to help streamline our joint replacement rehabilitation operations.

MAY

VNA Health Group rolls out TigerText technology to its more than 1,400 clinicians to enhance communication between VNA clinical staff and patients' physicians, many of whom use the HIPAA-compliant mobile application.

DECEMBER

VNA Health Group receives tremendous community and philanthropic support from the Bobby Bandiera and Friends Hope Concert 8 benefit at Count Basie Theatre, including performers such as Bobby Bandiera, Jon Bon Jovi, and Debbie Harry of Blondie. More than \$136,000 was contributed to support VNA Health Group's programs and services.

Clinical Integration for Home Health and Hospice Care



In late 2015, VNA Health Group and RWJBarnabas Health launched its largest joint venture for home health and hospice that, collectively, cared for more than 26,000 patients and served thousands of physicians and facilities. This partnership expanded our geographic reach to better serve patients and referring physicians and facilities across New Jersey as well as New York City.

The new joint venture is the third of three in the VNA Health Group family including Robert Wood Johnson Visiting Nurses in partnership with RWJBarnabas Health (RWJ University Hospital) and Visiting Nurse Association of Englewood in partnership with Englewood Hospital and Medical Center. In addition, VNA Health Group maintained strong partnerships with venerable health systems such as CentraState Medical Center and HealthSouth Rehabilitation Hospital along with hundreds of other health systems and facilities and thousands of referring physicians.

The true impact of our wide-reaching clinical integration is the ability to better care for patients along the continuum of care. In 2015, we provided home health care services to 37,519 patients across ten New Jersey counties. Since home care often follows a hospital stay, patients and their families must adjust normal routines to recover or cope with long-term illnesses; which is why post-acute care is essential in helping patients manage their health challenges at home. The frequent letters we receive from patients or family caregivers often speak to the sense of relief patients feel when their nurse, therapist, nutritionist, or social worker shows up at their door to offer care and reassurance.

Clinical integration is a central part of hospice care since our multi-disciplinary hospice care teams work closely with patients' physicians to provide comfort and psychosocial support. In 2015, 3,981 patients received hospice and palliative care services and thousands more family members received ongoing bereavement support. Many of our patients and their caregivers tell us that they had wished they had elected to receive hospice and palliative care sooner since they appreciated the greater breadth of care options available to them. Hospice care neither prolongs nor shortens life and allows patients and their families to focus wholly on comfort and doing the things that matter most to them.

Media Coverage

In April 2016, Bergen County's *Record* featured VNA of Englewood and Ellen Gusick, RN, BSN, chief nursing officer at VNA Health Group, in an article titled, "Nurses affirm commitment to patients through home health care."

Ellen spoke about how our partnership with Englewood Hospital and Medical Center has created one of Medicare's top-rated home care and hospice organizations in Bergen County and the state. "Joining together [with Englewood Hospital] is what makes us strong," she told the *Record*.



Clinical Integration for Home Health and Hospice Care

CONTINUED



Reducing Readmissions

In July 2016, CMS completed its participation in the Centers for Medicare and Medicaid (CMS) three-year Community-Based Care Transitions Program (CCTP also known as CNJCTP), to assess how care coordination could help individuals who were at risk of frequent hospitalizations avoid being readmitted unnecessarily. VNA Health Group led the only CCTP in the state of New Jersey in partnership with six hospitals, home health agencies, and offices on aging. By the end of the demonstration, the VNA led CCTP admitted 11,575 patients and cut readmissions by more than 40 percent. In 2015, our program leadership traveled the country to share the best practices that had led to such extraordinary outcomes. More importantly, the program did indeed demonstrate that patients who are at highest risk for unnecessary rehospitalizations were able to avoid undue pain and suffering through a turnkey and cost-effective intervention.

Quality

In July 2015, the Centers for Medicare and Medicaid Services issued its first five-star ratings for Medicare-certified home health agencies, which were based on nine publicly reported patient outcome measures. VNA of Englewood earned the state's only five-star rating while RWJ Visiting Nurses and VNA of Central Jersey earned 4.5 and 4 stars, respectively, which were among the highest ratings in the state. These outcomes reflect VNA Health Group's commitment to delivering quality care through the patient experience and clinical outcomes.

Medicare Care Choices Model

In January 2016, VNA of Englewood began its participation in the Medicare Care Choices Model (MCCM) that is exploring whether patients who are pursuing curative treatments for a life-limiting illness could also benefit from receiving hospice-like services. The goal of MCCM is to improve quality of life for patients and their families and allow Medicare patients to receive the additional support services that traditional hospices provide without having to give up curative treatments. VNA of Englewood was selected by Centers for Medicare and Medicaid (CMS) to participate in the 3–5 year model and is among only 140 Medicare-certified hospices nationwide to participate. RWJ Visiting Nurses and VNA of Central Jersey were also selected and will begin participation in 2018.

Collaboration

In the summer of 2016, VNA Health Group and Moorestown VNA jointly announced a formation of a "Quality Alliance" to drive innovation and improve care coordination and patient outcomes for home health and hospice patients. Through this Quality Alliance, the clinical and administrative leadership of each respective organization will collaborate to create a best practice framework and to launch cost effective and innovative approaches to post-acute care. Moorestown VNA provides home health, hospice, and counseling services to Burlington, Camden, and Gloucester Counties.

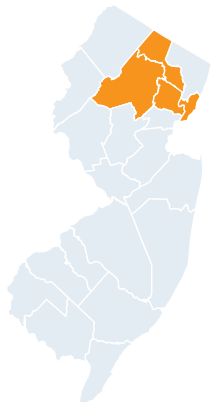


Exceeding State and National Benchmarks



Barnabas Health Home Care and Hospice

Barnabas Health Home Care and Hospice
A Joint Venture with VNA Health Group



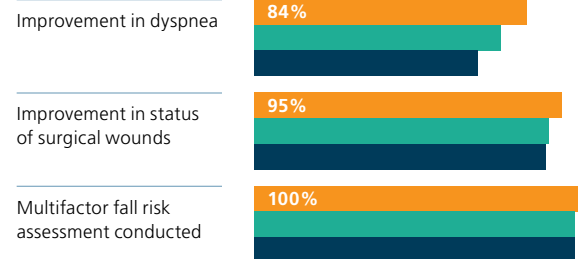
The joint venture formally launched January 2016, however, VNA Health Group began admitting patients and integrating clinical and administrative support staff during the fourth-quarter of 2015.

In addition to joining together electronic medical records (EMRs) and staff, the partnership combined clinical best practices and provided a framework to develop a culture of excellence in both patient care and employee engagement.

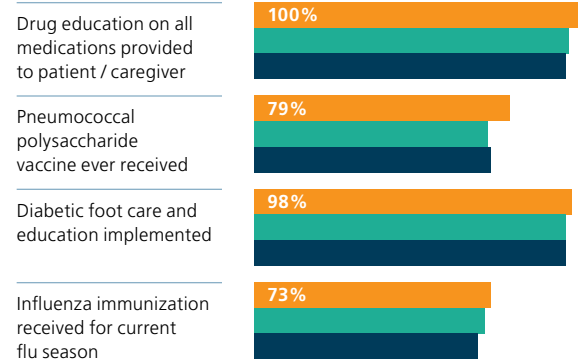
Prior to the joint venture, Barnabas Health Home Care served 10,033 patients with home health services and 2,212 patients with hospice services, along with many family members through its bereavement support services.

This patient outcome data represents the Medicare Home Health Compare publicly reported measures of quality care of Barnabas Health Home Care prior to the joint venture with VNA Health Group.

BARNABAS NORTH

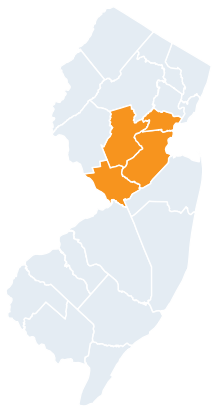


BARNABAS SOUTH



Robert Wood Johnson Visiting Nurses

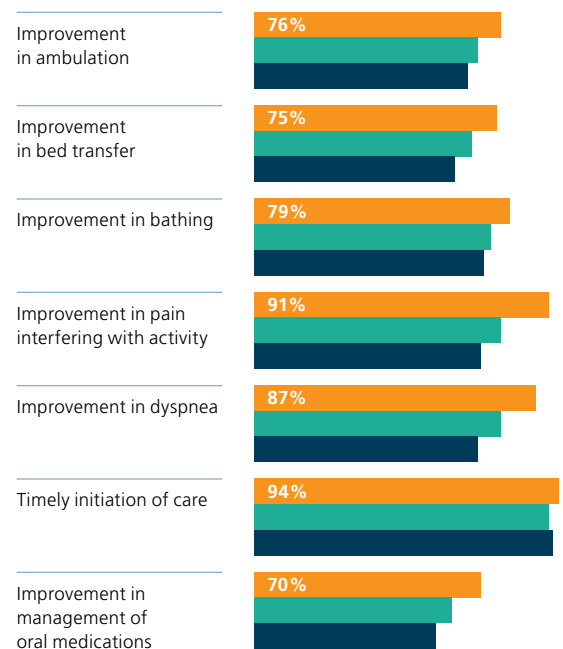
ROBERT WOOD JOHNSON VISITING NURSES



Robert Wood Johnson (RWJ) Visiting Nurses continues to be one of VNA Health Group's shining stars. In 2015, it earned its fifth annual recognition from HomeCare Elite™, an independent national organization that recognizes the top-performing home health agencies in the nation. Also, RWJ Visiting Nurses earned one of the state's highest star ratings from CMS for quality care.

Last year, RWJ Visiting nurses cared for 5,159 patients with home health services and 357 patients with hospice services along with many more family members through its bereavement support services.

In addition, RWJ Visiting Nurses achieved state and national averages for patient hospital readmissions and performed better than other agencies in the area. With solid outcomes and strong partnership across the counties it serves — Mercer, Middlesex, Somerset, and Union Counties — RWJ Visiting Nurses is poised for additional growth.



KEY: ■ VNA Joint Venture Data
■ New Jersey State Data
■ National Data

Source of all data: Medicare Home Health Compare, January–December 2015

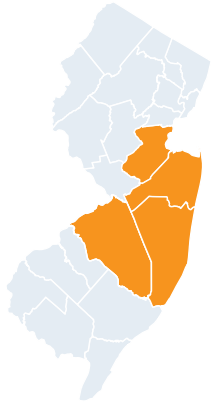
Exceeding State and National Benchmarks



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VNA of Central Jersey Home Care and Hospice

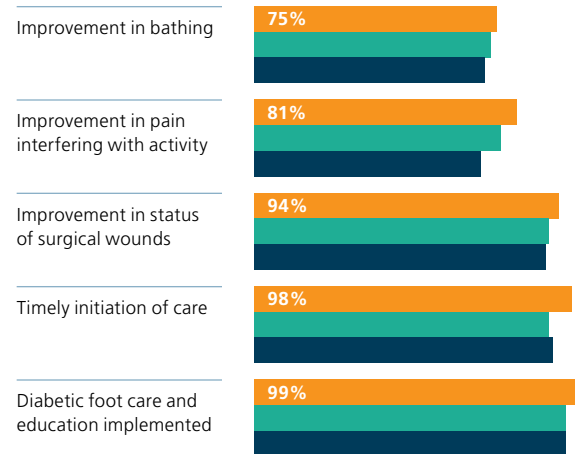
vna Visiting Nurse Association of Central Jersey Home Care and Hospice



Visiting Nurse Association of Central Jersey (VNACJ) continued its enduring presence and strong clinical partnerships to help serve patients, families, and physicians in the Jersey Shore and inland areas.

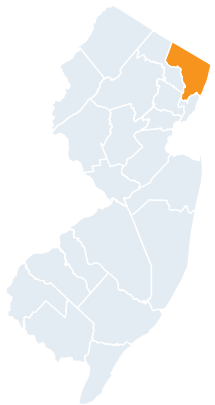
In 2015, VNACJ cared for 16,158 patients through home care and 979 patients with hospice services and their family members through its bereavement support services. VNACJ earned one of the state's highest star ratings from Medicare for quality care and exceeded state and national averages for patient hospital readmissions.

With its skilled nurse-physician oversight, VNACJ is leading the organization in establishing patient outcome benchmarks that will position us as a trailblazer for quality measures both statewide and nationally. Now part of the Barnabas Health joint venture, VNACJ has expanded its geographic reach to include Ocean County and is helping even more patients receive the care they need in the places they call home.



Visiting Nurse Association of Englewood

vna Visiting Nurse Association of Englewood

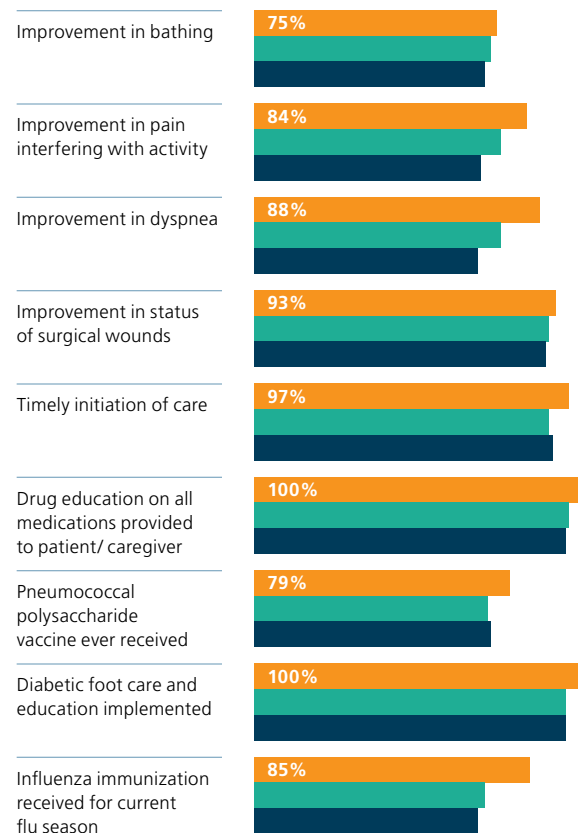


Visiting Nurse Association (VNA) of Englewood, a joint venture with Englewood Hospital and Medical Center, is VNA Health Group's shining star in northern New Jersey. Aligned with what *U.S. News & World Report* named a "Best Regional Hospital," VNA of Englewood earned New Jersey's only five-star rating from CMS for quality care. This clinically integrated partnership helped to establish VNA of Englewood as a premiere VNA serving Bergen County, one of the most diverse counties in the state.

VNA of Englewood serves the county's large Korean population and is also the administrative home of the Ruth Hyman Jewish Hospice program: supporting VNA's ability to help patients across the state who wish to integrate Jewish spiritual traditions with their clinical care.

VNA of Englewood was also selected by CMS to be one of the first agencies in the country to pilot the Medicare Care Choices Model to provide patients diagnosed with life-limiting illnesses, an opportunity to receive hospice benefits while pursuing curative treatments.

In 2015, VNA of Englewood cared for 2,860 patients with home health services and 328 patients with hospice services, along with many more family members through its bereavement support services.



KEY: ■ VNA Joint Venture Data
■ New Jersey State Data
■ National Data

Source of all data: Medicare Home Health Compare, January–December 2015



The Advanced Care Institute integrates home-based primary care to deliver comprehensive, patient-centered care for the frail, elderly, and individuals with chronic illness.

In January 2015, Visiting Physician Services (VPS) joined forces with VNA Health Group to expand comprehensive, home-based primary care services in New Jersey. The combined organization is now New Jersey's largest provider of comprehensive home-based primary care and it will be the first time in the state that a visiting nurse association will operate a visiting physician service.

VPS was immediately integrated into the Advanced Care Institute at VNA Health Group to focus solely on caring for individuals who have multiple health challenges and are most vulnerable to the pain and suffering that comes from a cycle of hospitalizations. Last year VPS cared for nearly 4,000 patients across eight New Jersey counties, an increase of 25% from the prior year.

VPS collaborated with our Connected Health Institute to adopt an Electronic Health Record (EHR) in April 2015, which has enhanced its ability to improve the quality of care and increase efficiency and productivity by focusing less on paperwork issues.

VNA Health Group also strategically integrated its palliative care medicine program within the institute to better align resources that are focused on helping individuals who face life-limiting chronic illness, achieve their highest quality of life where they are most

comfortable, which is often at home. Visiting clinicians and palliative medicine specialists are collaborating to ensure that patients and their families have access to personalized medical and social services in an effort to improve outcomes, patient satisfaction and reduce costs.

Dr. Jon Salisbury, who founded VPS in 1994, was appointed the chair of the institute and has since led a number of state and national initiatives and partnerships. Since it is projected that a fifth of New Jersey's population will be age 65 and over by 2030, Dr. Salisbury and the Advanced Care Institute's multidisciplinary team are poised to deliver a patient-centered, comprehensive and home-based continuum of care model for patients with advanced illness now and for decades to come.

Media Coverage

On March 26, 2015, *The Star-Ledger* featured Dr. Jon Salisbury in an article entitled "Remember when Doctors made house calls? These NJ physicians still do."



Dr. Jon Salisbury (right) visits a patient in Passaic County. Dr. Salisbury founded Visiting Physician Services in 1994 and grew the house call medical practice to become the largest in the state. He currently serves as chair of the Advanced Care Institute.



Quality



VPS completed the Physician Quality Reporting System (PQRS) Initiative in December 2015. PQRS is a Medicare program that offers clinicians the opportunity to assess the quality of care they provide to their patients.

Growth



The Advanced Care Institute added two physicians to expand our ability to care for more patients in Ocean County. Dr. Marianne Holler is the VNA medical director of palliative medicine and is located at Community Medical Center in Toms River. Dr. Sara Leonard joined Visiting Physician Services as a house call physician and visits elderly and homebound patients across Ocean County.

Collaboration



In December 2015, VPS joined the Barnabas Health Accountable Care Organization (ACO) to focus on improving care coordination, reducing hospital readmissions, and improving the quality of care.

Improvement



VPS joined Medicare's new Chronic Care Management (CCM) Initiative with the goal of enhancing patient care between home visits by offering additional services such as 24/7 telephone access and coordination of care with other visiting nurse agencies and health systems.



Housed at a CentraState Medical Center in Freehold, Dr. Vikantra Sharma, is one of VNA's medical directors of palliative medicine. Board certified, Dr. Sharma provides consults to both patients and physicians on this important care delivery for individuals with a life-limiting illness.



Barnabas Health Home Care nurse, Jackie Schott, RN, BSN, visits a patient in Essex County. Nurse Schott has cared for this patient for more than 13 years and has helped her to avoid preventable hospitalizations. Improving quality of life and reducing costs are some of the key goals of the institute.



The Children and Family Health Institute brings together our range of clinical programs and social services under “one roof” to support vibrant families and communities.

Over the course of the past year, the Children and Family Health Institute (CFHI) has emerged to become one of the state’s leading drivers of health services for individuals who live in medically underserved communities. Through the institute model, CFHI increases visibility and access to our range of programs and services ensuring that there is “no wrong front door” for those in need.

The impact of CFHI can be felt among the more than 63,000 individuals who were touched last year by at least one of the nearly two dozen programs or clinical centers that reside within the institute. Whether it was a family who was assisted in the process of obtaining insurance coverage for the first time in the Healthcare Marketplace; the family who received education and nursing support to care for their two-year-old son after his diagnosis of a rare and unnamed neurological disorder; or the young woman who was coached during her first pregnancy to ensure her baby was born healthy and that she could achieve her goal of attending college; the Children and Family Health Institute was there to help.

Patients and families receive coordinated, ongoing comprehensive care within the CFHI, which promotes seamless transitions across each life stage. The strategic affiliation between CFHI and the VNACJ Community Health Center (CHC) offers a family-centered medical and dental home, providing primary and preventive care, HIV/AIDS outreach, testing, counseling and treatment, behavioral health services, nutrition counseling and diabetic education, prenatal and postpartum care, podiatry, and access to discounted pharmaceutical programs.

The far-reaching effect of CFHI lies in the fact that, more often than not, we are able to connect individuals and their families to more than one program or service within CFHI and VNA Health Group. The range of services available under “one roof” is unique in the state and helps guide families through the fragmented patchwork of health and social services to access the resources they need to be active partners in the process of promoting, restoring, and maintaining the health and well-being of themselves and their families.

Beyond our programming, our partnerships with federal and state public institutions, community-based organizations, private foundations, and individual donors contribute to our ability to provide nearly two dozen services and programs and impact many individuals and families. Last year alone, more than \$16 million was raised in grants and contributions to help us deliver these programs across five New Jersey counties.

In 2015, a grant from the Nicholson Foundation for their New Jersey Innovation Catalyst Initiative allowed CFHI to begin work to improve the integration of service among our multitude of programs, identify gaps in service, increase patient engagement, and address factors that lead to poor health outcomes in medically underserved communities. In the summer of 2016, the VNA working in collaboration with the Health Improvement Coalition of Monmouth County received the “Culture of Health in New Jersey: Communities Moving to Action” grant from the New Jersey Health Initiatives and Robert Wood Johnson (RWJ) Foundation. With this grant, we will focus our efforts on coalition building in the Freehold area to empower all residents to achieve optimum health. These examples represent just a few private foundation grants and individual support received during the past year that represent significant private and public partnerships that help us advance health in New Jersey.



Monmouth County Healthy Families/TIP was one of our programs that distributed educational toys and books obtained through the generous support of the Ronald McDonald Foundation.



“The health of the child population is reflective of the overall health of a Nation, and has many implications for the Nation’s future as these children grow into adults.”

— U.S. Department of Health and Human Services, Health Resources and Services Administration, Maternal and Child Health Bureau, *Child Health USA 2012*

Preventing HIV/AIDS

Prevention Resource Network (PRN) received a new grant initiative starting January 2016 to provide a community-based PrEP Counsellor (Pre-Exposure Prophylaxis) to HIV-negative gay men throughout Monmouth and Ocean Counties. PRN was selected to operate one of six pilot projects throughout New Jersey for this program.

Public Health

In July 2016, New Jersey Department of Health Deputy Commissioner and pediatrician, Dr. Arturo Brito, spoke to new and expectant mothers about the Zika virus at our Visiting Nurse Association of Central Jersey WIC (Women, Infants, and Children) clinic in Perth Amboy. WIC serves pregnant or new mothers who are at greatest risk from the adverse effects of the virus. “Pregnant women and those thinking about becoming pregnant should discuss travel plans [to affected areas] with their partners and physicians,” said Dr. Brito.

Excellence

The Monmouth County and Middlesex County Perth Amboy Healthy Families program received accreditation from Healthy Family America (HFA) to recognize our commitment to quality and fidelity to 13 evidence-based critical elements of the HFA model.

Giving

The majority of the publicly funded programs and services provided through CFHI rely on private philanthropic support to ensure that they are available to every patient. Generous contributions were received in 2015 from a number of donors including: a grant from the Ronald McDonald Foundation to provide educational toys for the children in the Healthy Families program, and grants from the Horizon Foundation and TD Bank Foundation fund the School Based Nursing program. As part of the 2020 Vision Campaign, OceanFirst Foundation made a generous pledge of \$100,000 in support of the CFHI.



Congressman Frank Pallone (pictured, second from right) joined the Emerging Leadership Board for their inaugural fundraising event, “Summer Soirée,” where VNA patient Ebony Richard (pictured bottom, center) spoke about the guidance and support she received through Nurse-Family Partnership, a program provided by CFHI. The event raised more than \$25,000 to support CFHI programs and services.



Dr. Arturo Brito, Deputy Commissioner at the New Jersey Department of Health, visited the VNACJ WIC office in Perth Amboy as part of the state’s #ZapZika campaign to raise awareness about Zika and urge travel precautions.



The Connected Health Institute deploys state-of-the-art mobile health technologies to improve health outcomes.

Mobile and digital health technology have advanced at lightning speed and VNA Health Group's Connected Health Institute (CHI) has been testing the most innovative technologies that are secure, reliable, and easy to use for patients, caregivers, and clinicians. 2015 was a pivotal year for CHI, with the appointment of Robert Rosati, PhD, as chair of the institute, as well as the adoption of new mobile and digital health technologies that help keep patients safely at home.

Dr. Rosati has spearheaded a number of projects to identify, test, and implement mobile and digital health technology with the multifaceted goals of improving communication and quality. When clinicians across VNA Health Group and our health system and facility partners communicate better, patients benefit both in the quality of care they receive and in their overall experience across the continuum of care.

Principal among these new mobile and digital health technologies is TigerText, an industry leader in an instant messaging application that is secure and HIPAA-compliant. In 2015, CHI piloted TigerText with our Nurse-Family Partnership program — part of the Children and Family Health Institute — to explore how well it worked for our nurses and program participants, many of whom were young, single mothers who had a cell phone, but no home computer or landline phone. The results were outstanding and in early 2016, CHI began rolling out TigerText to the rest of our clinicians. As an added benefit, TigerText is used by many of our health system partners and since the application acts like mobile phone instant messaging, our clinicians can send and receive secure messages with our patients' referring physicians and other specialists.

In addition, CHI is currently testing a number of other apps and devices including HIPAA-compliant video conferencing that allows VNA nurses to have live virtual visits with patients; state-of-the-art remote patient monitoring tool with an easy-to-use dashboard for patients to track their own vital signs and health progress; a mobile application that connects patients, caregivers, and clinicians via email, texting, web, and other virtual forms of communication; and a mobile app that allows nurses to monitor patients' wounds.

None of these mobile and digital health technologies is designed to replace in-person patient care at home, but to enhance our ability to care for patients 24 hours a day and in between visits. With these tools VNA nurses, physicians, therapists, and other clinicians can monitor patients' vital signs and changes in health conditions remotely, which allows them to intervene before conditions worsen and require a trip to the emergency room.

This technology — not yet reimbursed by Medicare or commercial insurance — continues to be provided at no cost to patients. Through the generous support of VNA Health Group's 2020 Vision Campaign and our commitment to reinvest our resources into innovative technology and practices, VNA Health Group is laser focused on integrating secure and tested mobile and digital health tools to connect our patients, partners, caregivers, and clinicians to improve patient health outcomes.



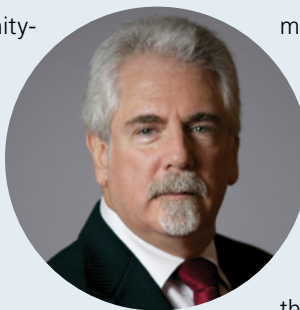
VNA of Central Jersey Home Care nurse Lailanie Barrett, RN, BSN (left) consults with a colleague using one of the digital health applications VNA has integrated into its clinical care. Barrett was named VNA Health Group's 2016 Nurse of the Year.



Research Expertise and Connected Health Technology

To be effective for home health, hospice, and community-based care, mobile and digital health tools must transcend the latest trends in personal health and fitness devices and withstand the critical eye of a health quality and data expert. For this reason, VNA Health Group is fortunate to have Dr. Robert Rosati on board in the dual role of chair of VNA Health Group's Connected Health Institute and vice president of data, research, and quality.

Dr. Rosati has a broad range of experience in research, quality management, and education for top health care organizations; has published more than 40 health care quality related articles; and has conducted numerous presentations at local, national and international conferences. Dr. Rosati's research interests include factors that contribute to adverse events in home health care,



medical errors, case mix adjustment, improving patient outcomes, OASIS reliability, and public policy.

He has been an investigator on grant-funded research studies that include: United Hospital Fund's Medicaid High-Cost Care Initiative; Working Conditions and Adverse Events in Home Health Care; Patient Safety in Home Care; and Improving Transitions and Outcomes for Heart Failure Patients through a Hospital-Home Care Information Exchange.

He is also the associate editor of the Journal for Healthcare Quality and is an adjunct professor at Hofstra University. Under his leadership, the Connected Health Institute has accelerated its research, testing, and implementation of mobile and digital health technologies as well as improving processes for tracking and analyzing quality patient care data.

Connecting Care Teams

The Medocity Home Health app can be used on a mobile device, desktop, laptop, or tablet and connects patients to their clinicians and caregivers. Patients can receive a televisit from their nurse or physical therapist, record and track symptoms and receive guidance from their care team, track medications and set medication reminders, and much more. Patients can elect to share some or all of their health information and progress with caregivers and family.

Visits by Video

CHI is piloting and integrating video visits with its home care and visiting physician services. While video visits can be scheduled in advanced, visits can be conducted on-demand allowing our nurses and physicians to respond to changes in health conditions and assess if urgent care is needed.



VNA's Connected Health Institute piloted the TigerText digital communications app in 2015 and showed improved communication among our clinicians. TigerText is also used by our health system partners and is now being rolled out to all of VNA Health Group's clinicians.



The institute is piloting the Medocity Home Health app, which can be accessed on multiple devices. The app connects patients to clinicians and caregivers and helps patients manage their health through innovative app features such as medication reminders and education tools.

Partnering with Our Community to Rise Higher for a Stellar Year



VNA Health Group's community-based and hospice programs rely on philanthropic support from individuals, foundations, and corporations to help bridge the gap created when public funding and reimbursement from Medicare and commercial insurance proves insufficient. This revenue is essential to ensure the continuation of vital, safety net health programs — including school-based health services for students at risk, enhanced bereavement services, in-home assistance for new and expecting mothers, and more.

In the Spring of 2015, the VNA Health Group Foundation's fundraising efforts were paused when our premier fundraising event, the Stately Homes by-the-Sea Designer Show House, was canceled due to a devastating fire. Thankfully, no one was injured, however months of hard work and beautiful furniture, priceless art, and distinctive decor were all lost.

Despite the circumstances, the community rallied together and contributed a record amount in private funding to support programs, services, and the 2020 Vision Campaign. Overcoming all odds, this was just the beginning of a stellar year in philanthropy for the VNA.

In 2015, through special events, individual gifts, tribute contributions, bequests, and private and public grants, the VNACJ Thrift Shop, and the 2020 Vision Campaign, the foundation received more than \$3.2 million in private contributions. Investment revenue totaled an additional \$259,971 to provide overall support totaling more than \$3.4 million. Grants from public and private foundations as well as contracts totaled more than \$13 million.

The ability to come together and surpass all expectations speaks to the extraordinary generosity and tenacity of the VNA Health Group's supportive community.

For a complete listing of 2015 donors, please see the digital version of this report available at www.vnahg.org/annual-report-2015-2016.



Long-time VNA supporter and Trustee PJ McMenamin was honored at the VNA's Ninth Annual Holiday Dinner Dance, held at Spring Lake Golf Club. Proceeds from this festive event support the VNA Hospice Program. The McMenamin Family pictured left to right: Patrick McMenamin, Honoree and VNA Trustee PJ McMenamin, Dinner Dance Committee member Patty McMenamin, Kristen McMenamin, and Tim McMenamin.



The 42nd Annual Holiday House Tour featured four distinctive homes in the Two River area in support of VNA's Hospice Program. VNA Foundation Trustees pictured left to right: Maggie Riker, Jeanne Shanley, Debra Docs, Kathy Jones, and Lisa Docs.



Golfers, volunteers, and friends of VNA came out to VNA Health Group's 29th Annual Golf Classic and first time After-Party honoring Patricia and Greg Sullivan and their family at Rumson Country Club. The Robert C. Stanley Memorial Cup winners pictured left to right: Jeff Warshauer, Mark Del Priore, Casey Sullivan, and Chris Miller.

Partnering with Our Community to Rise Higher for a Stellar Year

CONTINUED



2020 Vision Campaign Reaches New Heights

Significant gifts from Ruth Hyman and the Mulheren Family as well as generous gifts from individuals, foundations, and corporations brought the 2020 Vision Campaign total to more than \$4.2 million by the end of 2015. This philanthropic support is providing funding for VNA Health Group's three institutes to make tremendous progress improving visibility and access to existing programs and services as well as innovation and research in home and community-based care.

In 2015, a highly respected physician, Dr. Kristine McCoy, joined the Children and Family Health Institute. The Advanced Care Institute integrated Visiting Physician Services to provide home-based primary care to elderly and homebound patients. The Connected Health Institute tested and integrated secure texting for staff and patients as well as remote video monitoring.

These exciting developments continue to be made possible through the generosity of 2020 Vision Campaign donors and we are deeply grateful for their investment in the future of VNA Health Group.

Seasons-of-Hope Adopt a Family Continues Tradition of Holiday Giving

For the past nine years, supporters and friends of VNA Health Group have helped thousands of VNA patients in need including children and families experience the joy of the holidays through our Seasons-of-Hope holiday gift program. Individuals from the community, companies and many VNA employees adopt patients and their families — shopping for clothing, toys, and oftentimes necessities including grocery cards. For many of these children, gifts from our program were the only holiday gifts they received.

IN 2015...

737	VNA Patient families in need received holiday gifts
1,676	lives were touched by the program
\$30,850	in grocery store gifts cards were purchased and delivered
\$127,646	combined value of contributions and gifts distributed

A Team Effort: VNACJ Thrift and Consignment Shop Breaks Sales Record

Celebrating a full year since the opening of its furniture annex, which saw incredible success in its first year, the Visiting Nurse Association of Central Jersey Thrift and Consignment Shop in Manasquan once again broke its sales record in 2015. The Shop's 200+ conscientious volunteers work collaboratively under the management of Renee Wehnke, who joined as Thrift Shop Supervisor this past year. Together, their sales contributed \$315,000 for the VNA.

"It is truly a team effort between our volunteers and the community," said Dorothy Silady, volunteer chairperson of the Thrift Shop Board of Managers. "We see incredible clothing, accessories, household items, and furniture come through our doors. Our volunteers work diligently to keep items moving — and we're excited to say items never last long on our shelves."



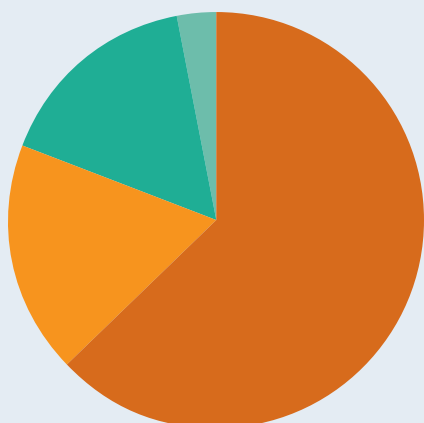
Employees of Chubb Insurance Solutions in Whitehouse Station assembled and delivered bicycles to donate to VNA's 2015 Seasons-of-Hope Program. Generous individuals and businesses across the state contributed nearly \$128,000 to support the program that delivers gifts and food cards to VNA patients in need during the holiday season.



Leadership from VNA Health Group, its Foundation, and VNACJ Thrift and Consignment Shop gathered at a ribbon-cutting ceremony in late 2014, to open the shop's new furniture annex. More than 200 volunteers operate the Thrift Shop and furniture annex, which generates proceeds that support VNA Health Group's programs and services.

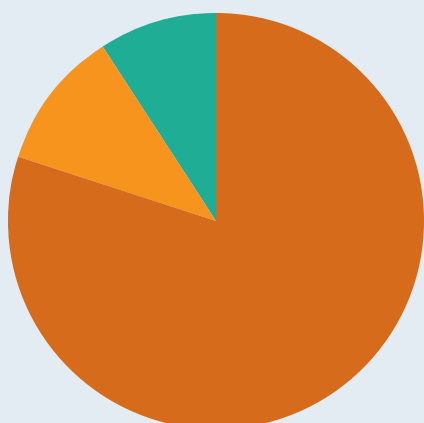
Our Sources of Revenue

Medicare	63%
Grants and Philanthropic Support	18%
Insurance / Medicaid / Private Duty	16%
Other Revenue Sources	3%



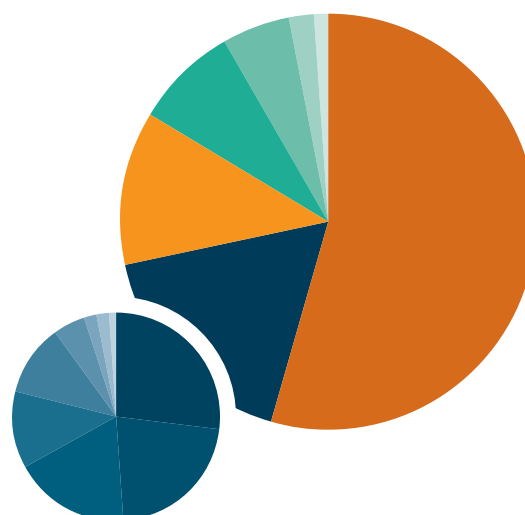
Sources of Grants and Philanthropic Support

Government, Foundations, and Contracts	80%
2020 Vision Campaign	11%
Special Events, VNACJ Thrift Shop, and Planned, Tribute, and Annual Gifts	9%



Distribution of Our Revenue

Home Care	54%
Community-Based Care (See chart below)	17%
Hospice	12%
Other Programs and Services	8%
Visiting Physician Services	5%
Private Duty	2%
Medicare Care Transitions Program	1%



Distribution of Community-Based Care Funds

Healthy Families and Nurse-Family Partnerships	27%
Women, Infants, and Children (WIC) Nutrition Support Services and Programs	22%
Early Intervention and Special Child Health Services	18%
HIV and Cancer Related Services	12%
Other Services and Programs, including Services and Programs for New Moms and Moms-to-be	11%
Respite Care Services and Programs	5%
School-Based Services	2%
Mobile Outreach	2%
Senior Wellness Services and Programs	1%

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The Corporate Mission Partner program offers businesses the opportunity to help sustain VNA Health Group's mission of providing compassionate care to all patients in need of our services. In return for an annual contribution, businesses receive acknowledgements, benefits including tickets and signage, and recognition at VNA Health Group's signature special events, including the Annual Golf Classic, Halloween Fest, Holiday House Tour and Holiday Dinner Dance. We are grateful to these organizations for their generous support.

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**Funding reflects 2015*

The following organizations, corporations and foundations made generous contributions of \$100 or more in 2015 to support VNA Health Group programs and services. Thank you.

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VNA Health Group is grateful for the generous support of the 2020 Vision Campaign to date. This major fundraising initiative is providing support to establish three world-class programmatic institutes: Children and Family Health Institute, Connected Health Institute, and Advanced Care Institute. Thank you.

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