As I look back on 2020, I have so many mixed emotions.

The pandemic altered so many big plans that we had for Bluegrass Care Navigators, and yet, we adapted, we learned, and we achieved despite the very real threat of a novel virus. As I reflect on the year, here’s a few things that come to mind:

Daily challenges and sadness.
We have been in the pandemic for more than a year now, and it’s almost strange to remember just how scary basic activities were in March 2020 when COVID-19 arrived in Kentucky. Despite those fears, our team adopted new practices quickly to stay safe and continue providing the care that only Bluegrass Care Navigators can. At the same time, we faced so much loss – loss of loved ones, loss of our normal routines, and the loss of our sense of safety and security.

Unprecedented team work and community support.
When we needed to ensure that we could safely continue providing compassionate care to medically fragile individuals who were among the most at risk for severe illness from COVID-19 – we rallied! Our team demonstrated an incredible resilience as we put new process for protective equipment into place, quickly launched telecare capabilities, and adapted to remote work technology. Our volunteers made more than 3,000 cloth masks and continued providing support to families through our Compassion from a Distance Program. And our community donated thousands of items to Bluegrass Care Navigators, from masks and gloves to hand sanitizer made at our local distilleries.

Overwhelming gratitude.
In many ways, our care was needed more than ever, as we helped families keep their loved ones at home, out of the hospital setting, and became an additional compassionate caregiver in nursing homes when family visits were limited. At the onset of the pandemic, our board of directors committed to maintaining our organization’s sustainability, and we did not lay off team members due to the pandemic. And throughout the year, we have been so grateful for the health and safety of TeamBCN.

Moments of hope and inspiration.
In spite of the pandemic, we accomplished so many incredible milestones in 2020! We opened a new headquarters in Lexington, complete with a beautiful garden by Jon Carloftis and an uplifting glass sculpture by Kentucky artist Dan Barnes. We began a program to support Kentuckians living with dementia. We were awarded a million-dollar grant to develop a telemedicine program in eastern Kentucky. And we are proud to partner with the University of Kentucky as they begin the HEALing Communities program for opioid misuse.

We may not know what the months ahead will look like, but I know that we are stronger as a team and as committed as ever to providing holistic, interdisciplinary care that many of our communities can only receive through Bluegrass Care Navigators.

I could not be more proud of how we lived and demonstrated our values in 2020.

Liz Fowler, President & CEO
Bluegrass Care Navigators
2020 Board of Directors

Shannon Arvin
Chair

Richard Hopgood
Vice Chair

David Fogg
Secretary

Zachary Moore
Treasurer

Liz Fowler
MPH, President & CEO

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Ellen Miller

J.D. Miller

Greg Milward

Zachary Murray

Ron Ring

Rob Rosenstein

George Wallace

2020 Senior Leadership Team

Liz Fowler
MPH, President & CEO

Todd Coté
MD, HMDC, FAAFP, FAAHPM, Chief Medical Officer

Croswell Chambers
Chief Information & Security Officer

Amy Doane
MHA, Vice President of Marketing & Business Development

Stephanie Greene
MHA, Vice President & Chief Hospice Officer

Holly Hodge
CPA, MBA, Chief Financial Officer & Vice President of Finance

Cassie Mitchell
MSN, MBA, RN, Chief Operating Officer, Clinical Services

Danita Ross
SPHR, SHRM-SCP, Vice President of Human Resources

Susan Swinford
MSW, Vice President of Administration

Eugenia Smither
BS, RN, CHP, CHE, CHC, Corporate Compliance Officer & Vice President of Compliance & Quality Improvement (CQI)

Laura Klumb
Vice President of Philanthropy

Turner West
MPH, MT, Assistant Vice President of Health Policy and Director of Palliative Care Leadership Center

Annual Report 2020 | 1
BCN provided hospice care in 32 Kentucky Counties.

730 Employees

- 564 full-time
- 15 part-time
- 151 PRNs

2.7 Million Miles
were traveled for patient care.

12,109 Deliveries & Pickups
were completed by our Durable Medical Equipment staff.

83,600 Prescriptions
were filled by our pharmacy.
Caring During COVID – Adapting Our Services in a Global Pandemic

**Bluegrass Hospice Care**
At the onset of the pandemic, Bluegrass Care Navigators committed to ensuring the continuity of hospice care in our communities. Our clinical teams adopted changes in our processes and protocols to reduce the risk of infection for the patients and families in our care and among our team members. We worked with our healthcare partners to minimize the risk in hospitals and long-term care facilities while continuing to provide care. We quickly began telecare services to extend social work and spiritual care into facilities where in-person visits were limited. Our volunteers developed unique activities to support patients through porch deliveries, phone calls and telecare companionship.

**Bluegrass Palliative Care**
Bluegrass Palliative Care continued to offer our patients both in-person visits as well as telecare (audio and visual) visits. For those that did not have the proper equipment for telecare visits and/or were not comfortable with someone coming into their home, we were able to offer telephonic support. Our team ensured that our providers and patients stayed safe with proper PPE protocols.

**Bluegrass Extra Care**
Our Bluegrass Extra Care program continued to provide private, in-home nursing care to individuals in central and eastern Kentucky. For many families, Extra Care services helped families stay home and reduce their risk of exposure.

**Bluegrass Adult Day Healthcare**
In March 2020, we made the difficult decision to pause our Bluegrass Adult Day Healthcare program in Frankfort, as the individuals we serve at adult day are higher risk for severe impacts from COVID-19 and safer at home. We look forward to reopening the Adult Day Healthcare center when it is safe to do so.

**Bluegrass Transitional Care**
The Bluegrass Transitional Care team continued to innovate throughout 2020 despite the pandemic, meeting the needs of vulnerable populations with specialized care and unique programs. Our homeless medical respite program expanded its compassionate care to support individuals who tested positive for COVID-19 while experiencing homelessness. Our team began a new program to support individuals with dementia who live alone, who have intellectual disabilities, and their caregivers.
### 2020 All Service Line Totals

**12,809 Total Patients Served**

- Hospice Care: 6,542
- Transitional Care: 3,150
- Palliative Care: 2,609
- Home Primary Care: 413
- Extra Care: 95
- Grief Care: *Patient total does not include Grief Care because this information was not kept in 2020 due to technology changes.*

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### 2020 Total Income =

$78,393,682

- Patient Revenue: $62,451,214
- Investment: $7,178,862
- Philanthropy: $3,548,312
- Other Income: $215,294

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### 2020 Total Expenses =

$70,323,711

- Patient Services: $57,647,715
- Admin & Program: $11,959,468
- Fundraising: $716,528
### 2020 Hospice Care Admissions by Location

<table>
<thead>
<tr>
<th>Location</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lexington</td>
<td>2,374</td>
</tr>
<tr>
<td>Hazard &amp; Pikeville</td>
<td>1,192</td>
</tr>
<tr>
<td>Barbourville</td>
<td>615</td>
</tr>
<tr>
<td>Frankfort</td>
<td>564</td>
</tr>
<tr>
<td>Northern Kentucky</td>
<td>540</td>
</tr>
<tr>
<td>Cynthiana</td>
<td>485</td>
</tr>
</tbody>
</table>

**5,770 Total Hospice Care Admissions**

### 2020 Palliative Care Location of Service

<table>
<thead>
<tr>
<th>Location</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital</td>
<td>7,314</td>
</tr>
<tr>
<td>Palliative Home</td>
<td>959</td>
</tr>
<tr>
<td>Nursing Facility</td>
<td>900</td>
</tr>
<tr>
<td>Primary Care (including Willows Facility)</td>
<td>808</td>
</tr>
</tbody>
</table>

**9,981 Total Palliative Care Visits**

**Palliative Care visit total does not include clinic data because it was not kept in 2020 due to changes in EMR and billings being produced through Baptist Health Medical Group.**
Giving Back: Connie and Neil’s Story

Neil didn’t want to make the call to hospice. He was concerned that his beloved wife Connie would feel he was giving up on her and the life she had left to live. But the complexity of her care was taking a toll.

Connie was suffering from ALS, which you may know as Lou Gehrig’s Disease. She started having trouble walking, then lost the use of her hands and soon was unable to speak.

Neil made the call. Soon our hospice care team arrived and Neil’s concerns began to subside. They helped with Connie’s care – medical, physical, emotional and spiritual – whatever she needed. Neil remembers how Connie’s face would light up when she saw them. And how they made her laugh. “They were really a big help and got to be family,” Neil says.

Connie’s care team encouraged her to get out of the house and live her life as much as possible. And when Connie’s mother in Indiana was nearing the end of her life, the BCN team contacted a hospice group there to coordinate care and make sure that Connie would have what she needed while visiting her mother.

It was a difficult journey and Connie’s doctors were concerned it might be too hard for her. But as Neil says, the care team “paved the way for us.”

“We pulled Connie’s wheelchair up beside her mom’s bed. They held hands and her mom passed away about an hour later,” Neil recalls.

Connie passed away earlier this year with Neil at her side. “They were instrumental in keeping Connie home ‘til the end,” says Neil. “They made such an impression on me that I wanted to help them, too.”

Today, Neil is a volunteer for Bluegrass Care Navigators, Cynthiana region. And, as an Army Veteran, Neil is looking forward to when coronavirus restrictions can be lifted so he can help with the 11th-hour hospice program where he’ll sit at the bedside of fellow Veterans in their final hours.

Thank you, Neil. And thank you to all of you who support our mission. Thanks to you, our team is there to provide comfort, quality of life and peace of mind for our patients and their families as they face the end of their time together.
Bluegrass Care Navigators Therapy Dog Begins Service in Hazard

In the spring of 2020, one of our therapy dogs, Grace, arrived at her new home in Hazard, KY. Grace, a Golden Retriever, visits patients in the Greg and Noreen Wells Hospice Care Center, as well as patients in the home, nursing homes and assisted-living facilities.

Grace had to go through extensive training to be a therapy dog, including testing to review how well she interacts with people and her obedience. Not every animal is qualified to be a therapy animal, which is why there’s such extensive testing.

Studies have shown that animal assisted therapy can help people recover from a range of health problems. For example, patients with dementia and Alzheimer’s Disease can benefit from the socialization and activity associated with animal visits. They can also offer stress relief, comfort and affection.

Animal assisted therapy is just one of the programs included in the organization’s Bluegrass Integrative Medicine program. Other integrative medicine therapies underway include music, art and massage therapy.
Bright Path Pediatric Palliative Care Program Celebrates First Anniversary

In June 2020, our pediatric palliative care program, Bright Path celebrated its first anniversary. In the program’s first year, more than 30 families have benefited from this program dedicated to children.

Bright Path offers specialized medical care for infants, children, adolescents, and young adults who are living with a serious illness. The goal of BrightPath is to provide comfort to these children through symptom management and care coordination at home, while building the confidence of the parent or caregiver with education and support.

“Bright Path is comprehensive palliative care for the whole family, in their own home. By bringing symptom-based care into the home, our hope is to decrease a family’s stress about their medical needs and improve the quality of their daily activities together,” said Bluegrass Care Navigators Chief Medical Officer Todd Coté. Bright Path provides care in counties across northern, central and eastern Kentucky. Bright Path clinicians collaborate with both the Kentucky Children’s Hospital and Cincinnati Children’s Hospital to streamline patient care.

In addition to personalized care at home, the program also:

• Helps families get needed specialty equipment to accommodate their child’s needs.
• Advocates for patient families with different specialties and providers.
• Assists multiple families with through the approval process for Medicaid waivers.
• Helps families apply and get approved for social security disability.
• Connecting families with in-home Physical, Occupational and Speech therapies, so they do not have to take their medically complex child and all of their equipment to an office weekly for therapy.

Pediatric palliative care services, including the Bright Path program, are covered by Medicaid and most private insurance. Bluegrass Care Navigators accepts patients to the program regardless of their insurance status.
Remembering Greg Wells

In 2020, Bluegrass Care Navigators lost dear friend, former board member, philanthropist, and businessman Mr. Greg Wells. Mr. Wells was a respected leader in Perry County and across Eastern Kentucky. At the age of 21, he founded Leslie Resources which became one of the most successful coal mining companies in the region. He continued to expand his business operations to include residential and commercial land development as well as banking.

Among many community organizations with which he was engaged, Mr. Wells was an active board member of Bluegrass Care Navigators, then known as Hospice of the Bluegrass, from (2003–2008). His time on this board represented only a fraction of the visionary service that he engaged in with us and our region that he loved so dearly.

Mr. Wells was deeply committed to his community and often supported local charities and needs anonymously. Bluegrass Care Navigators was honored to receive a lead gift in 2011 for the Hospice Care Center in Hazard, Kentucky. Today, the Greg and Noreen Wells Hospice Care Center provides end-of-life and respite care for patients who struggle to manage symptoms at home, in a homelike setting designed to comfort both the patient and their loved ones. Since 2011, and thanks to the support of Greg and Noreen, more than 3,500 patients from counties across Kentucky and several other states have benefitted from the Hospice Care Center.
Bluegrass Care Navigators Listed as One of the Best Places to Work in Kentucky 2020

Bluegrass Care Navigators was honored to be among the top 30 large companies designated as a Best Place to Work in Kentucky in 2020 by the Kentucky Chamber of Commerce and the Kentucky Society for Human Resource Management.

“This designation is a direct reflection of our team, who come to work every day dedicated to providing compassionate, patient-centered care to the seriously ill,” said CEO Liz Fowler. “That commitment, as our team travels across much of our state to serve patients, is the beginning of a culture we nurture and the core of our success.”

Bluegrass Care Navigators is among 30 entities in the large company category with more than 500 employees. Winners were selected in small, medium and large business categories. The selection process, managed by Best Companies Group, is based on an assessment of the company’s employee policies and procedures and the results of an internal employee survey.

The employee survey covers many factors of workplace satisfaction including leadership and planning, relationships with supervisors, work environment, corporate culture and communication, role satisfaction, training and development, and pay and benefits.

“Feedback from our team is critically important to our organization’s success,” said Vice President of Human Resources Danita Ross. “Our employees’ survey responses guide us each year as we set our strategic priorities. The Best Places to Work designation confirms that our team is the heart of our success.”

At Bluegrass Care Navigators, your time is valued.

Your work matters, and your time can make a lasting difference for our families. Here, your time gives patients compassion, dignity and excellent care, and your days are spent with team members who share your calling for caring.

Join #TeamBCN
bgcarenav.org/careers | 855.492.0812
Compassion From A Distance Program Helps Volunteers Connect with Patients During Pandemic

To continue supporting patients and families, our Community Engagement Coordinators developed a unique program with our volunteers. The organization’s Compassion from a Distance program allows volunteers to safely support patients and families through a variety of socially-distanced or virtual activities developed in response to the COVID-19 pandemic.

Hospice volunteers are a valuable part of the patient care team at Bluegrass Care Navigators. Volunteers offer companionship, emotional support, and assistance with daily activities to both patients and their families.

“Our goal is to support patients while keeping both the volunteer and the patient safe,” said Shellie Brown, Bluegrass Care Navigators Volunteer Services Manager. “The volunteer, together with their Community Engagement Coordinator, determine which activities are the most appropriate depending on the volunteer’s personal interests, and the needs of Bluegrass Hospice Care.”

Some examples of how volunteers continue to safely support hospice patients and families include:

- **Care calls**: Volunteers work at their own home, making weekly calls to patients and families to check on their needs, in support of our clinical team.
- **Grief calls**: Volunteers work at their own home, making companionship calls to bereaved family members in support of our counseling program.
- **Porch deliveries**: Volunteers drop off supplies, gifts and cards for special occasions, and other items to support patients and families without in-person contact.
- **Telecare**: Volunteers use Bluegrass Care Navigator’s HIPAA-compliant Zoom program to provide virtual companionship.
- **Flower program**: Volunteers are provided flowers and vases to create bouquets at home for no-contact delivery to patients and families.
- **Window painting**: Volunteers create cheerful window displays with partner long-term care facilities.

INTRESTED IN VOLUNTEER OPPORTUNITIES?
bgcarenav.org/volunteers | 855.492.0812
Bluegrass Care Navigators Begins Dementia Support Program

A grant-funded program to support Kentuckians living with Alzheimer’s disease and their caregivers began in November 2020. The Bluegrass Transitional Care Dementia Program provides nursing support to people with Alzheimer’s who live alone, and those who have intellectual or developmental disabilities with Alzheimer’s disease. The program aims to reduce hospitalizations, emergency department visits and institutionalizations for those living with Alzheimer’s disease and dementia.

Additionally, we provided training to help caregivers cope with the stress of caregiving responsibilities. By developing tools to manage stress and finding selfcare, caregivers should experience reduced feelings of burden and depression.

The program is home-based and lasts six months, with each family supported by a home coach. The home coach will make up to nine visits and provide ongoing support via telephone, while volunteers will give companionship and support with individual needs and interests.

Bluegrass Care Navigators is starting the program in Fayette, Jessamine, Franklin, Woodford, Anderson, Scott, Perry, Leslie, Letcher and Knott counties, with plans to expand to additional counties in early 2021. Caregivers or diagnosed individuals interested in the program can call 877.439.0262 or email Jennifer King at jking@bgcarenav.org.

The program is made possible by a $1 million grant from award from the federal Administration for Community Living/Administration on Aging, under the U.S. Department of Health and Human Services. Bluegrass Care Navigators is one of 13 organizations in the nation awarded the grant and the only one in Kentucky.
Dr. Coté joined Bluegrass Care Navigators as Chief Medical Officer in 2007. With over 30 years of practice in hospice and palliative medicine, Dr. Coté is a champion for patient- and family-centered, holistic, interdisciplinary care.

Since moving to Kentucky, Dr. Coté has served as an assistant professor at the University of Kentucky College of Medicine and is the Past-Program Director for the University of Kentucky Fellowship in Hospice and Palliative Medicine. Most recently he is a Governor-appointed member of the new, Kentucky State Palliative Care Interdisciplinary Council and a Board member on the national Hospice Medical Director Certification Board.

Dr. Coté is board–certified in Family Medicine and Hospice and Palliative Medicine and holds Fellow status in both Academies. His career has spanned hospice and palliative medicine practice in four States, and he is also a Palliative Medicine Specialist in the Republic of Ireland and New Zealand. Previously he has served as Chief Medical Officer of The Connecticut Hospice, the first hospice in the United States.

Dr. Coté’s experience has propelled him to leadership in the clinical, administrative, and political arena at local, state and national levels. He was the appointed chairman of the Hospice Medicine Council for the American Academy of Hospice and Palliative Medicine (AAHPM) and has been chairman of the Hospice Medical Director Education Committee, member in Leadership Board. 

Bluegrass Care Navigators
Chief Medical Officer Honored with National Award

Chief Medical Officer Dr. Todd Coté was awarded the Josephina B. Magno Distinguished Hospice Physician Award from the American Academy of Hospice and Palliative Medicine.

Dr. Coté was the 16th recipient of this national award which recognizes a hospice medical director or hospice physician who provides the highest quality services and innovative programs and who demonstrates exemplary dedication to the practice of palliative medicine in a hospice setting.
Development, Membership Committee, Physician Business Taskforce, CME Committee, and the Scientific Assembly Committee for the Academy. He has also been a member of the Palliative Care Regulatory Advisory Workgroup and the Palliative Care Education Committee for the National Hospice and Palliative Care Organization (NHPCO).

He has also held academic teaching positions in Hospice and Palliative Medicine at Yale University School of Medicine, University of Connecticut School of Medicine, and the Keck School of Medicine at the University of Southern California.

He is the co-editor of The Hospice Medical Director Manual, the definitive resource book for physicians in hospice practice. While practicing in California, he was awarded the “California Family Physician of the Year” Award in 1995 and in 2011 by the California Academy of Family Physicians, as well as the “Pioneer Award” from the State of Kentucky for his contribution to innovation in the delivery of hospice and palliative medicine.