



NHPCO FY2008 National Summary of Hospice Care

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Background

About this Report

The National Hospice and Palliative Care Organization's *National Summary of Hospice Care* contains comprehensive national estimates and statistical trends for the following areas of hospice care:

- Agency demographics;
- Patient demographics;
- Staffing management and delivery; and
- Payer mix, revenue and expenses.

Data Source

The primary source of these findings are data provided by members who participate in NHPCO's *National Data Set* (n=609), a comprehensive annual survey supported by many of our state organization partners. National Data Set data are supplemented by NHPCO's membership database (n=6,792), state-mandated surveys (n=302), and Medicare certification data from the CMS Provider of Services file (n=3,352).

The results of an ongoing, independent analysis of Medicare hospice cost reports are incorporated. These data are presented as cost per patient day and are limited to Medicare-certified hospice providers that filed a FY2005, 2006, and 2007 (n=3,170). Hospice cost report data for FY 2008 were not available at time of analysis.

Data Interpretation

To show the continuum of hospice performance, the attached tables provide national statistics for both FY2007 and FY2008. Where appropriate, percent distributions, agency means, and population means are reported. Percentile rankings, including the 25th, 50th (median) and 75th percentiles are included. Percentile rankings are used as a measure of central tendency and may be interpreted as x% of hospice programs reported a value above or below this value. The number of valid responses to each section is reported as the "N". Because multiple data sources were utilized and sometimes combined in calculating the statistics presented, response rates can differ considerably across and within sections. Consequently, results with smaller N's may not be as representative.



Executive Summary

Provider Characteristics

Highlights for 2008 include:

- Number of Hospices in U.S.¹
 - Total agencies: 3,600
 - Total sites, including satellite offices: 4,850
 - Total dedicated inpatient units and facilities: Approximately 520
- Provider Characteristics
 - Agency Type
 - 57.5% of hospice agencies were independent, freestanding (Table 1); the remaining agencies were affiliated with a hospital system, home health agency, or nursing home.
 - 21.0% of hospice agencies were operating a dedicated inpatient unit or facility.
 - Agency Size
 - The mean average daily census was 106.0 patients and the median (50th percentile) average daily census was 60.3 patients.
 - 39.9% of providers reported to care for 1 to 25 patients per day; 40.6% care for 26 to 100 patients per day; and 19.5% of care for more than 100 patients per day (Tables 1, 2).
 - Agency characteristics by agency size are located in Table 2.
 - Organizational Tax Status
 - 49.6% of providers reported not-for-profit tax status; 46.2% reported for-profit status (Table 1). Government-owned programs, such as U.S. Department of Veterans Affairs medical centers and county-run hospices, comprised less than 5% of providers.

¹ Estimates include the District of Columbia, Puerto Rico, Guam, and the U.S Virgin Islands.



Staffing Management and Service Delivery

Hospice paid and volunteer staff productivity continues to center on direct patient care.

- Paid Staff
 - 76.1% of home hospice full-time equivalent employees (FTEs) and 76.6% of total FTEs were designated for direct patient care or bereavement support in 2008 (Table 12).
 - The average patient caseload for a home health aide was 10.1 patients, 13.5 patients for a nurse case manager, 24.2 patients for a social service worker, and 34.1 patients for spiritual caregivers (Table 15).
 - Clinical staff made an average of 63.5 visits per home care admission; 12.3 visits per week and 2.5 visits per 8-hour day (Table 16).
 - The turnover rate declined across all disciplines in 2008 (Table 12).
- Volunteer Staff
 - 61.2% of all hospice volunteers assisted with direct patient care; 28.3% provided patient care support and 16.8% provided general support (Table 13).
 - Volunteer staff provided 6.1% of all clinical staff hours (Table 13).
 - The typical hospice volunteer devoted 45.9 hours of service over the course of the year and made 20.6 patient visits (Table 13).
- Bereavement Services
 - For each patient death in 2008, an average of 4.7 family members received bereavement support from their hospice (Table 14).
 - Community members accounted for about 17.1% of bereavement clients (Table 14).

Payer Mix, Revenue and Expenses

- Payer Mix
 - The Medicare Hospice Benefit covered 84.3% of hospice patients and 88.8% of patient care days (Table 11).



- Revenue and Expenses
 - Within not-for-profit agencies, direct hospice service accounts for the majority of agency revenue (83.3%) and expenses (91.3%). Fundraising expenses accounted for less than 2.5% of expenses (Table 17).

Patient Demographics, At a Glance

Highlights for 2008 include:

- Primary Diagnosis
 - Cancer diagnoses accounted for 38.3% of admissions and 41.4% of deaths (Table 7).
 - The top-four non-cancer chronic illnesses admitted to hospice in 2008 were debility unspecified (15.3%), heart disease (11.7%), dementia (11.1%), and lung disease (7.9%)(Table 7).
- Patient Age, Race, and Ethnicity
 - 83.2% of hospice patients were age 65 years and older; pediatric patients accounted for less than 1% of admissions (Table 6).
 - 5.6% of patients were identified as being of Hispanic or Latino origin. Patients of minority (non-Caucasian) race accounted for 18.1% of patients (Table 6).
- Location of Care
 - 73.8% of patients received care in the place where they reside; 5.5% received care in an inpatient facility and 10.1% of patients died in an acute care hospital setting (Table 9).
- Length of Service
 - The median (50th percentile) average length of service in 2008 was 21.3 days. The mean average length of service increased to 69.5 days (from 67.4 in 2007).
 - Non-death (live) discharges accounted for 18.1% of total patient discharges (Table 5).
 - Nearly 35.4% of those served by hospice died or were discharged in seven days or less, and 12.1% died or were discharged in 180 days or more (Table 8).

Summary Tables

Table 1. Hospice Agency Demographics

| | 2008 | | 2007 | | Percent Change '07 to '08 |
|---|---------------------|-------|---------------------|-------|---------------------------|
| | Percent of Agencies | N | Percent of Agencies | N | |
| TOTAL HOSPICE PROVIDERS | | | | | |
| Total Agencies | | 3,600 | | 3,700 | -2.7% |
| Total Sites, including Satellite Offices | | 4,850 | | 4,700 | 3.2% |
| AGENCY OWNERSHIP | | | | | Difference '07 to '08 |
| Free Standing / Independent Hospice | 57.5% | 3,110 | 58.3% | 3,422 | -0.8% |
| Part of a Hospital System | 21.8% | 3,110 | 20.8% | 3,422 | 1.0% |
| Part of a Home Health Agency | 19.4% | 3,110 | 19.7% | 3,422 | -0.3% |
| Part of a Nursing Home | 1.4% | 3,110 | 1.3% | 3,422 | 0.1% |
| INPATIENT SERVICES | | | | | |
| % Operating Inpatient Facility or Residence | 21.0% | 2,469 | 19.7% | 2,265 | 1.3% |
| TAX STATUS | | | | | |
| Voluntary / Not for Profit | 49.4% | 3,258 | 48.6% | 3,562 | 0.8% |
| Proprietary / For Profit | 46.4% | 3,306 | 47.1% | 3,562 | -0.7% |
| Government | 4.2% | 3,306 | 4.3% | 3,562 | -0.1% |
| GEOGRAPHIC LOCATION SERVED | | | | | |
| Mixed Urban and Rural | 42.7% | 1,717 | 41.7% | 1,270 | 1.0% |
| Primarily Rural | 36.1% | 1,717 | 36.8% | 1,270 | -0.7% |
| Primarily Urban | 21.2% | 1,717 | 21.5% | 1,270 | -0.3% |
| AVERAGE DAILY CENSUS¹ | | | | | |
| 1 to 9 patients | 18.0% | 1,977 | 18.7% | 2,077 | -0.7% |
| 10 to 25 patients | 21.9% | 1,977 | 22.3% | 2,077 | -0.4% |
| 26 to 50 patients | 21.7% | 1,977 | 21.4% | 2,077 | 0.3% |
| 51 to 100 patients | 18.9% | 1,977 | 19.1% | 2,077 | -0.2% |
| 101 to 200 patients | 11.3% | 1,977 | 11.1% | 2,077 | 0.2% |
| > 200 patients | 8.2% | 1,977 | 7.5% | 2,077 | 0.7% |
| TOTAL PATIENT ADMISSIONS | | | | | |
| 1 to 49 | 18.1% | 2,283 | 18.5% | 1,859 | -0.4% |
| 50 to 150 | 29.5% | 2,283 | 28.0% | 1,859 | 1.5% |
| 151 to 500 | 32.1% | 2,283 | 32.9% | 1,859 | -0.8% |
| 501 to 1,500 | 16.1% | 2,283 | 16.1% | 1,859 | 0.0% |
| > 1,500 | 4.2% | 2,283 | 4.6% | 1,859 | -0.4% |

¹ Total patient care days divided by 366.

NOTE: There were 366 days in 2008 because of the leap-year.

N = Number of hospice agencies with available data.

Table 1. Hospice Agency Demographics (continued)

| | 2008 | | 2007 | | Difference '07 to '08 |
|--|---------------------|-------|---------------------|-------|-----------------------|
| | Percent of Agencies | N | Percent of Agencies | N | |
| CERTIFICATION & ACCREDITATION | | | | | |
| Medicare-certified Hospice Provider | 93.5% | 3,290 | 93.1% | 3,610 | 0.5% |
| Independently Accredited | 71.3% | 1,757 | 83.9% | 1,567 | -12.6% |
| Joint Commission (formerly JCAHO) | 48.6% | 1,757 | 58.6% | 1,567 | -10.0% |
| Community Health Accreditation Program | 16.9% | 1,757 | 18.7% | 1,567 | -1.9% |
| Accreditation Commission for Health Care | 2.2% | 1,757 | 2.2% | 1,567 | -0.1% |
| Other Accreditation(s) | 4.2% | 1,757 | 5.1% | 1,567 | -1.0% |
| STATE MEMBERSHIPS | | | | | |
| Member of a State Hospice Association | 84.6% | 2,656 | 85.7% | 2,725 | -1.2% |
| Member of a State Home Health Association | 43.5% | 1,468 | 41.3% | 1,115 | 2.2% |
| ADDITIONAL SERVICES¹ | | | | | |
| % Operating formal pediatric palliative care program with specialized staff | 14.5% | 2,376 | 15.9% | 2,346 | -1.4% |
| % Operating service delivery program outside of Medicare Hospice Benefit model | 73.7% | 1,882 | 69.8% | 2,349 | 3.9% |
| % Offering palliative consult services in any setting | 87.5% | 1,003 | 79.6% | 1,160 | 8.0% |
| % Offering palliative care services at home or in an inpatient facility | 85.5% | 866 | 73.4% | 1,037 | 12.1% |
| % Offering post-hospice support program for patients discharged alive | 75.8% | 722 | 62.5% | 938 | 13.3% |
| % Offering complementary therapies (music therapy, art therapy, massage therapy, etc.) | 99.0% | 504 | ** | ** | ** |
| % Offering day care services for hospice patients | ** | ** | ** | ** | ** |

¹ NHPCO membership survey data.

N = Number of hospice agencies with available data.

** Insufficient data.

Table 2. Agency Characteristics by Daily Census

| | 2008 | | 2007 | | Difference '07 to '08 |
|--|----------------|-------|----------------|-------|--------------------------|
| | Agency Mean | N | Agency Mean | N | |
| AVERAGE DAILY CENSUS¹ | | | | | |
| 1 to 9 patients | 18.0% | 1,977 | 18.7% | 2,077 | -0.7% |
| 10 to 25 patients | 21.9% | 1,977 | 22.3% | 2,077 | -0.4% |
| 26 to 50 patients | 21.7% | 1,977 | 21.4% | 2,077 | 0.3% |
| 51 to 100 patients | 18.9% | 1,977 | 19.1% | 2,077 | -0.2% |
| 101 to 200 patients | 11.3% | 1,977 | 11.1% | 2,077 | 0.2% |
| > 200 patients | 8.2% | 1,977 | 7.5% | 2,077 | 0.7% |
| Characteristics by Daily Census | | | | | |
| 1 to 9 patients | | | | | |
| % Not for Profit or Govt | 65.2% | 345 | 66.9% | 357 | -1.7% |
| % Freestanding | 38.3% | 347 | 40.5% | 358 | -2.2% |
| % Operating Inpatient Unit or Facility | 10.2% | 206 | 10.9% | 238 | -0.7% |
| % Patients Admitted with Cancer Diagnosis | 47.3% | 53 | 45.3% | 62 | 2.0% |
| % Patients Admitted from Private Residence | 62.2% | 51 | 54.7% | 61 | 7.5% |
| 10 to 25 patients | | | | | |
| % Not for Profit or Govt | 68.6% | 418 | 65.7% | 437 | 2.9% |
| % Freestanding | 40.4% | 418 | 45.3% | 437 | -4.9% |
| % Operating Inpatient Unit or Facility | 8.9% | 291 | 8.2% | 341 | 0.7% |
| % Patients Admitted with Cancer Diagnosis | 45.8% | 82 | 45.0% | 109 | 0.8% |
| % Patients Admitted from Private Residence | 54.7% | 78 | 54.6% | 105 | 0.1% |
| 26 to 50 patients | | | | | |
| % Not for Profit or Govt | 64.8% | 415 | 63.7% | 421 | 1.1% |
| % Freestanding | 53.7% | 417 | 56.3% | 421 | -2.6% |
| % Operating Inpatient Unit or Facility | 16.7% | 260 | 13.3% | 345 | 3.4% |
| % Patients Admitted with Cancer Diagnosis | 42.6% | 91 | 44.5% | 113 | -1.9% |
| % Patients Admitted from Private Residence | 59.2% | 88 | 57.6% | 108 | 1.6% |
| 51 to 100 patients | | | | | |
| % Not for Profit or Govt | 65.8% | 365 | 61.7% | 373 | 4.1% |
| % Freestanding | 59.5% | 365 | 62.2% | 373 | -2.7% |
| % Operating Inpatient Unit or Facility | 26.3% | 266 | 23.6% | 301 | 2.7% |
| % Patients Admitted with Cancer Diagnosis | 34.8% | 103 | 43.1% | 109 | -8.3% |
| % Patients Admitted from Private Residence | 51.4% | 103 | 54.8% | 101 | -3.4% |
| 101 to 200 patients | | | | | |
| % Not for Profit or Govt | 64.8% | 210 | 66.0% | 218 | -1.2% |
| % Freestanding | 68.6% | 210 | 67.9% | 218 | 0.7% |
| % Operating Inpatient Unit or Facility | 48.3% | 172 | 42.2% | 192 | 6.1% |
| % Patients Admitted with Cancer Diagnosis | 39.0% | 75 | 41.3% | 100 | -2.3% |
| % Patients Admitted from Private Residence | 49.6% | 71 | 47.6% | 90 | 2.0% |
| > 200 patients | | | | | |
| % Not for Profit or Govt | 69.7% | 152 | 67.4% | 147 | 2.3% |
| % Freestanding | 75.2% | 153 | 77.6% | 147 | -2.4% |
| % Operating Inpatient Unit or Facility | 70.4% | 135 | 64.2% | 134 | 6.2% |
| % Patients Admitted with Cancer Diagnosis | 39.2% | 85 | 39.9% | 108 | -0.7% |
| % Patients Admitted from Private Residence | 42.7% | 92 | 45.5% | 98 | -2.8% |

¹ Daily Census = total patient days divided by 366.
NOTE: There were 366 days in 2008 due to the leap-year.

N = Number of hospice agencies with available data.

Table 3. Patient Volume

| | 2008 | | | | | 2007 | | | Percent Change '07 to '08 |
|-------------------------------------|-------------|-------|--------|--------|-----|-------------|--------|-----|---------------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| PATIENT VOLUME¹ | | | | | | | | | |
| Total Patient Days | 38,775 | 8,359 | 22,063 | 53,356 | 513 | 33,062 | 19,091 | 786 | 17.3% |
| Daily Census | 106.2 | 22.9 | 60.4 | 146.2 | 513 | 90.2 | 51.8 | 795 | 17.8% |
| Unique Patients Served ² | 557.0 | 116.0 | 305.0 | 757.0 | 578 | 645.6 | 330.0 | 523 | -13.7% |
| Total Admissions | 452.3 | 101.0 | 261.0 | 619.0 | 811 | 580.5 | 304.0 | 563 | -22.1% |
| % Re-admissions | 3.0% | 0.0% | 2.1% | 4.8% | 546 | 3.8% | 3.4% | 407 | -21.0% |
| Total Deaths | 356.4 | 69.0 | 204.5 | 483.0 | 882 | 352.5 | 192.0 | 904 | 1.1% |

Table 4. Referrals

| | 2008 | | | | | 2007 | | | Difference '08 to '07 |
|---|------------------|-------|--------|-------|-----|------------------|--------|-----|-----------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| REFERRALS | | | | | | | | | |
| Percentage of Referrals Converted to Admissions | 78.1% | 72.1% | 77.9% | 85.4% | 503 | 77.7% | 78.5% | 365 | 0.4% |
| Referral Source | Percent of Total | | | | | Percent of Total | | | |
| Physician | 21.9% | | | | 494 | 28.6% | | 453 | -6.7% |
| Hospital | 35.7% | | | | 494 | 41.3% | | 453 | -5.6% |
| Nursing Facility | 24.8% | | | | 494 | 13.6% | | 453 | 11.2% |
| Self, Family, or Friend | 10.4% | | | | 494 | 9.0% | | 453 | 1.4% |
| Other | 6.0% | | | | 494 | 5.5% | | 453 | 0.5% |
| Home Health Agency | 1.2% | | | | 494 | 2.0% | | 453 | -0.8% |

Table 5. Non-Death Discharges

| | 2008 | | | | | 2007 | | | Difference '08 to '07 |
|--|------------------|-------|--------|-------|-----|------------------|--------|-----|-----------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| NON-DEATH (LIVE) DISCHARGE | | | | | | | | | |
| Non-death Discharges As a Percentage of Total Discharges | 18.1% | 10.8% | 14.8% | 21.7% | 873 | 15.9% | 14.1% | 765 | 2.2% |
| Reason for Non-death Discharge | Percent of Total | | | | | Percent of Total | | | |
| A. Hospice-initiated Discharge | 52.8% | | | | 536 | 47.0% | | 631 | 5.8% |
| B. Patient-initiated Discharge | 47.2% | | | | 558 | 49.0% | | 631 | -1.8% |

¹ May reflect a disproportionate number of large programs reporting in 2007.

² Unique Patients Served = sum of new admissions + carryovers.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75% = 75th percentile.

Table 6. Patient Demographics

| | 2008 | | 2007 | | Difference '07 to '08 |
|---|---------------------|-----|---------------------|-----|-----------------------|
| | Percent of Patients | N | Percent of Patients | N | |
| PATIENT GENDER | | | | | |
| Female | 56.6% | 867 | 53.9% | 863 | 2.7% |
| Male | 43.4% | 867 | 46.1% | 863 | -2.7% |
| PATIENT AGE ON ADMISSION | | | | | |
| < 65 / 65 + years | | | | | |
| Less than 65 years | 16.5% | 612 | 17.2% | 669 | -0.7% |
| 65+ years | 83.5% | 612 | 82.8% | 669 | 0.7% |
| Detailed Age Distribution | | | | | |
| 0 - 24 years | 0.4% | 531 | 0.5% | 504 | -0.1% |
| < 1y (% of 0-24 y) | 21.1% | 515 | 21.5% | 504 | -0.4% |
| 1 - 4y (% of 0-24 y) | 17.6% | 515 | 16.4% | 504 | 1.2% |
| 5 - 14y (% of 0-24 y) | 23.1% | 520 | 24.1% | 504 | -1.0% |
| 15 - 24y (% of 0-24 y) | 38.2% | 531 | 38.1% | 504 | 0.1% |
| 25 - 34 years | 0.5% | 531 | 0.4% | 504 | 0.1% |
| 35 - 64 years | 15.9% | 531 | 16.5% | 504 | -0.6% |
| 65 - 74 years | 16.2% | 531 | 16.2% | 504 | 0.0% |
| 75 - 84 years | 29.2% | 531 | 30.0% | 504 | -0.8% |
| 85+ years | 37.8% | 531 | 36.6% | 504 | 1.2% |
| PATIENT ETHNICITY¹ | | | | | |
| Non-Hispanic or Latino origin | 94.4% | 813 | 94.9% | 806 | -0.5% |
| Hispanic or Latino origin | 5.6% | 813 | 5.1% | 806 | 0.5% |
| PATIENT RACE¹ | | | | | |
| Asian, Hawaiian, Other Pacific Islander | 1.1% | 724 | 1.6% | 741 | -0.5% |
| American Indian or Alaskan Native | 0.3% | 776 | 0.3% | 723 | 0.0% |
| Black / African American | 7.2% | 828 | 9.0% | 800 | -1.8% |
| Multiracial or Other Race | 9.5% | 774 | 7.8% | 736 | 1.7% |
| White / Caucasian | 81.9% | 851 | 81.3% | 819 | 0.6% |
| SPECIAL POPULATIONS | | | | | |
| Veterans | 4.8% | 287 | ** | ** | ** |

¹ Following U.S. Census guidelines, ethnicity and race are captured separately in the National Data Set. Ethnicity categorizes patients as Hispanic or non-Hispanic. Patients of Hispanic heritage may be of any race.

** Insufficient data were collected in 2007.

N = Number of hospice agencies with available data.

Table 7. Patient Demographics - Primary Diagnosis

| | 2008 | | 2007 | | Difference '07 to '08 |
|--|---------------------|-----|---------------------|-----|-----------------------|
| | Percent of Patients | N | Percent of Patients | N | |
| Total Admissions by Primary Diagnosis | | | | | |
| Cancer | 38.3% | 557 | 41.3% | 636 | -3.0% |
| Non-Cancer Diagnoses | 61.7% | 557 | 58.7% | 636 | 3.0% |
| Heart Disease | 11.7% | 555 | 11.8% | 631 | -0.1% |
| Debility Unspecified | 15.3% | 542 | 11.2% | 621 | 4.1% |
| Dementia | 11.1% | 552 | 10.1% | 631 | 1.0% |
| Lung Disease | 7.9% | 549 | 7.9% | 630 | 0.0% |
| Stroke or Coma | 4.0% | 514 | 3.8% | 595 | 0.2% |
| Kidney Disease (ESRD) | 2.8% | 536 | 2.6% | 617 | 0.2% |
| Liver Disease | 1.5% | 525 | 2.0% | 607 | -0.5% |
| Non-ALS Motor Neuron | 2.1% | 505 | 1.9% | 592 | 0.2% |
| HIV / AIDS | 0.5% | 491 | 1.0% | 548 | -0.5% |
| Amyotrophic Lateral Sclerosis (ALS) | 0.4% | 488 | 0.4% | 455 | 0.0% |
| Other | 4.4% | 511 | 6.5% | 575 | -2.1% |
| Total Deaths by Primary Diagnosis | | | | | |
| Cancer | 41.4% | 812 | 43.2% | 753 | -1.8% |
| Non-Cancer Diagnoses | 58.6% | 812 | 56.8% | 753 | 1.8% |
| Heart Disease | 11.7% | 793 | 11.7% | 725 | 0.0% |
| Dementia | 11.3% | 801 | 11.2% | 725 | 0.1% |
| Debility Unspecified | 9.0% | 516 | 9.5% | 524 | -0.5% |
| Lung | 7.7% | 783 | 7.3% | 722 | 0.4% |
| Stroke or Coma | 4.0% | 773 | 3.8% | 689 | 0.2% |
| Kidney Disease | 3.0% | 760 | 3.0% | 711 | 0.0% |
| Liver Disease | 1.9% | 748 | 1.9% | 697 | 0.0% |
| Non-ALS Motor Neuron | 1.5% | 520 | 1.4% | 489 | 0.1% |
| HIV / AIDS | 0.4% | 657 | 1.0% | 646 | -0.6% |
| ALS | 0.4% | 659 | 0.4% | 645 | 0.0% |
| Other | 7.8% | 759 | 6.2% | 668 | 1.6% |
| Live Discharge Rate Per Diagnosis¹ | | | | | |
| Cancer | 12.2% | 521 | 11.8% | 486 | 0.4% |
| Non-Cancer Diagnoses | 18.7% | 521 | 17.3% | 486 | 1.4% |
| Heart Disease | 19.0% | 515 | 17.7% | 475 | 1.3% |
| Debility Unspecified | 22.6% | 498 | 20.3% | 465 | 2.3% |
| Dementia | 19.3% | 514 | 18.1% | 472 | 1.2% |
| Lung Disease | 17.3% | 511 | 16.6% | 469 | 0.7% |
| Stroke or Coma | 12.4% | 467 | 11.5% | 422 | 0.9% |
| Non-ALS Motor Neuron | 22.2% | 457 | 19.9% | 417 | 2.3% |
| ALS | 20.0% | 437 | 18.6% | 388 | 1.4% |
| Liver Disease | 18.1% | 472 | 17.9% | 421 | 0.2% |
| Kidney Disease | 8.8% | 477 | 8.1% | 427 | 0.7% |
| HIV / AIDS | 24.4% | 444 | 25.5% | 395 | -1.1% |
| Other | 17.0% | 468 | 15.7% | 411 | 1.3% |

¹ Total live discharges for Disease XYZ divided by Total discharges (deaths + live discharges) for Disease XYZ.

N = Number of hospice agencies with available data.

Table 8. Length of Service

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|--|----------------------------|-------|--------|-------|-------|----------------------------|--------|-------|--------------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| LENGTH OF SERVICE (LOS)¹ | <u>Days</u> | | | | | <u>Days</u> | | | |
| Average LOS (days) | 69.5 | 50.0 | 63.0 | 80.0 | 1,601 | 67.4 | 61.0 | 1,245 | 2.1 |
| Median LOS (days) | 21.3 | 13.0 | 17.0 | 23.0 | 1,426 | 20.0 | 16.0 | 1,079 | 1.3 |
| PERCENT OF DISCHARGES BY LOS | <u>% of Discharges</u> | | | | | <u>% of Discharges</u> | | | |
| 1 to 7 Days | 35.4% | | | | 315 | 30.8% | | 329 | 4.6% |
| 8 to 14 Days | 13.0% | | | | 315 | 12.1% | | 329 | 0.9% |
| 15 to 29 Days | 13.8% | | | | 315 | 13.8% | | 329 | 0.0% |
| 30 to 59 Days | 11.0% | | | | 315 | 11.5% | | 329 | -0.5% |
| 60 to 89 Days | 6.0% | | | | 315 | 7.1% | | 329 | -1.1% |
| 90 to 179 Days | 8.7% | | | | 315 | 11.5% | | 329 | -2.8% |
| 180+ Days | 12.1% | | | | 315 | 13.1% | | 329 | -1.0% |
| LOS BY AGENCY TYPE | | | | | | | | | |
| Average LOS | <u>Days</u> | | | | | <u>Days</u> | | | |
| Freestanding | 76.2 | 55.0 | 70.3 | 89.0 | 825 | 74.6 | 70.0 | 667 | 1.6 |
| Hospital based | 54.1 | 39.0 | 50.8 | 64.0 | 410 | 51.1 | 49.5 | 317 | 3.0 |
| Home Health based | 57.7 | 46.0 | 56.0 | 70.0 | 272 | 54.7 | 53.0 | 225 | 3.0 |
| Median LOS | | | | | | | | | |
| Freestanding | 22.6 | 13.0 | 17.0 | 25.0 | 736 | 21.1 | 16.0 | 584 | 1.5 |
| Hospital based | 17.3 | 12.0 | 15.0 | 21.0 | 362 | 17.2 | 16.2 | 263 | 0.1 |
| Home Health based | 19.8 | 13.0 | 18.0 | 24.0 | 246 | 18.1 | 16.8 | 204 | 1.7 |
| LOS BY TAX STATUS | | | | | | | | | |
| Average LOS | <u>Days</u> | | | | | <u>Days</u> | | | |
| Not for Profit | 63.9 | 48.0 | 60.8 | 75.0 | 1,029 | 62.2 | 57.0 | 843 | 1.7 |
| For Profit | 87.3 | 59.3 | 80.0 | 106.3 | 467 | 84.5 | 81.0 | 341 | 2.8 |
| Government | 59.9 | 48.6 | 53.7 | 80.0 | 74 | 55.3 | 58.0 | 61 | 4.6 |
| Median LOS | | | | | | | | | |
| Not for Profit | 18.7 | 12.0 | 16.0 | 22.0 | 932 | 18.4 | 16.0 | 743 | 0.3 |
| For Profit | 29.6 | 13.0 | 20.0 | 35.4 | 395 | 25.3 | 17.0 | 280 | 4.3 |
| Government | 19.9 | 12.0 | 14.0 | 23.0 | 69 | 21.4 | 19.0 | 56 | -1.5 |
| LOS BY CERTIFICATION STATUS | | | | | | | | | |
| Average LOS | <u>Days</u> | | | | | <u>Days</u> | | | |
| Medicare-certified Provider | 69.6 | 50.0 | 36.0 | 80.0 | 1,526 | 67.4 | 61.0 | 1,202 | 2.2 |
| Non-certified Provider | 56.4 | 13.0 | 40.0 | 79.0 | 46 | 59.7 | 61.7 | 43 | -3.3 |
| Median LOS | | | | | | | | | |
| Medicare-certified Provider | 21.3 | 12.9 | 17.0 | 23.5 | 1,370 | 20.0 | 16.0 | 1,050 | 1.3 |
| Non-certified Provider | 37.9 | 13.0 | 24.0 | 51.0 | 28 | 30.9 | 16.0 | 29 | 7.0 |

¹ Total days of care for patients discharged divided by total number of patients discharged. NDS survey data supplemented with NHPCO membership survey data. Length of service values have been weighted by the agency's total admissions.

N = Number of hospice agencies with available data.
25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 8. Length of Service (cont.)

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|--|----------------|-------|--------|-------|-------|----------------|--------|-------|--------------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| LENGTH OF SERVICE (LOS)¹ | <u>Days</u> | | | | | <u>Days</u> | | | |
| Average LOS (days) | 69.5 | 50.0 | 53.0 | 80.0 | 1,601 | 67.4 | 61.0 | 1,245 | 2.1 |
| Median LOS (days) | 21.3 | 13.0 | 17.0 | 23.0 | 1,426 | 20.0 | 16.0 | 1,079 | 1.3 |
| LOS BY AGENCY DAILY CENSUS | | | | | | | | | |
| Average LOS | <u>Days</u> | | | | | <u>Days</u> | | | |
| 1 to 9 patients | 55.4 | 32.0 | 49.0 | 80.0 | 231 | 44.9 | 42.0 | 199 | 10.5 |
| 10 to 25 patients | 52.7 | 36.2 | 47.8 | 61.0 | 332 | 51.1 | 47.0 | 265 | 1.6 |
| 26 to 50 patients | 59.3 | 41.3 | 53.7 | 69.2 | 334 | 55.9 | 53.0 | 259 | 3.4 |
| 51 to 100 patients | 65.6 | 43.7 | 59.8 | 74.0 | 306 | 61.2 | 55.9 | 243 | 4.4 |
| 101 to 200 patients | 73.2 | 52.0 | 63.9 | 80.7 | 182 | 70.0 | 58.7 | 141 | 3.2 |
| > 200 patients | 75.0 | 57.9 | 72.0 | 89.0 | 142 | 74.9 | 72.0 | 108 | 0.1 |
| Median LOS | | | | | | | | | |
| 1 to 9 patients | 23.9 | 14.0 | 16.0 | 26.0 | 196 | 22.3 | 18.0 | 166 | 1.6 |
| 10 to 25 patients | 23.5 | 13.0 | 20.0 | 26.0 | 283 | 22.9 | 19.0 | 212 | 0.6 |
| 26 to 50 patients | 22.1 | 13.0 | 19.0 | 25.0 | 289 | 21.6 | 18.4 | 222 | 0.5 |
| 51 to 100 patients | 22.9 | 13.0 | 17.0 | 23.0 | 285 | 21.9 | 19.0 | 218 | 1.0 |
| 101 to 200 patients | 22.8 | 14.0 | 18.0 | 25.0 | 169 | 21.3 | 17.0 | 131 | 1.5 |
| > 200 patients | 19.4 | 12.0 | 15.0 | 22.0 | 139 | 18.2 | 15.0 | 105 | 1.2 |
| LOS BY TOTAL ADMISSIONS | | | | | | | | | |
| Average LOS | <u>Days</u> | | | | | <u>Days</u> | | | |
| 1 to 49 Admissions | 68.1 | 40.0 | 56.0 | 85.0 | 243 | 61.2 | 49.0 | 197 | 6.9 |
| 50 - 150 Admissions | 66.3 | 40.2 | 56.8 | 78.0 | 441 | 61.4 | 55.0 | 335 | 4.9 |
| 151 - 500 Admissions | 68.7 | 47.6 | 62.0 | 79.0 | 523 | 64.5 | 57.2 | 419 | 4.2 |
| 501 - 1,500 Admissions | 66.8 | 49.4 | 60.0 | 77.0 | 279 | 66.0 | 57.7 | 221 | 0.8 |
| > 1,500 Admissions | 73.3 | 55.0 | 70.4 | 80.0 | 86 | 71.4 | 70.0 | 73 | 1.9 |
| Median LOS | | | | | | | | | |
| 1 to 49 Admissions | 34.0 | 15.5 | 25.0 | 40.0 | 203 | 31.1 | 23.0 | 158 | 2.9 |
| 50 - 150 Admissions | 29.7 | 17.0 | 23.0 | 35.0 | 370 | 27.7 | 22.0 | 266 | 2.0 |
| 151 - 500 Admissions | 25.2 | 15.0 | 20.0 | 27.0 | 474 | 24.0 | 20.0 | 379 | 1.2 |
| 501 - 1,500 Admissions | 21.0 | 13.0 | 17.0 | 22.2 | 267 | 19.9 | 16.2 | 206 | 1.1 |
| > 1,500 Admissions | 17.6 | 11.0 | 15.0 | 20.0 | 86 | 16.7 | 15.0 | 70 | 0.9 |

¹ LOS estimate repeated from previous page.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 8. Length of Service (cont.)

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|--|----------------|-------|--------|-------|-------|----------------|--------|-------|--------------------------|
| | Agency Mean | 25th% | Median | 75th% | N | Agency Mean | Median | N | |
| LENGTH OF SERVICE (LOS)¹ | <u>Days</u> | | | | | <u>Days</u> | | | |
| Average LOS (days) | 69.5 | 50.0 | 53.0 | 80.0 | 1,601 | 67.4 | 61.0 | 1,245 | 2.1 |
| Median LOS (days) | 21.3 | 13.0 | 17.0 | 23.0 | 1,426 | 20.0 | 16.0 | 1,079 | 1.3 |
| LOS BY PRIMARY DIAGNOSIS | <u>Days</u> | | | | | <u>Days</u> | | | |
| Cancer | 45.6 | 33.7 | 43.3 | 35.9 | 737 | 45.0 | 42.4 | 649 | 0.5 |
| Non-Cancer Diagnoses | 73.6 | 49.4 | 69.8 | 90.5 | 417 | 70.3 | 66.1 | 361 | 3.3 |
| Non-ALS Motor Neuron | 101.7 | 48.0 | 88.9 | 145.8 | 363 | 87.6 | 81.6 | 354 | 14.1 |
| Dementia | 85.9 | 47.3 | 79.0 | 113.7 | 714 | 86.0 | 79.6 | 624 | -0.1 |
| ALS | 79.6 | 26.0 | 61.3 | 124.5 | 349 | 77.9 | 65.2 | 306 | 1.7 |
| Debility Unspecified | 76.1 | 43.7 | 71.3 | 100.7 | 462 | 74.4 | 69.3 | 431 | 1.7 |
| Heart Disease | 70.0 | 42.2 | 64.5 | 91.3 | 714 | 68.1 | 61.8 | 636 | 1.9 |
| Lung | 70.1 | 38.0 | 61.6 | 96.2 | 697 | 68.0 | 61.0 | 612 | 2.2 |
| Other Diagnoses | 59.3 | 25.4 | 48.4 | 84.0 | 579 | 56.2 | 44.0 | 520 | 3.1 |
| HIV / AIDS | 43.8 | 10.2 | 25.6 | 63.0 | 274 | 43.2 | 33.6 | 287 | 0.6 |
| Stroke or Coma | 46.2 | 13.2 | 33.1 | 67.7 | 596 | 44.3 | 32.5 | 533 | 1.9 |
| Liver | 41.0 | 15.1 | 31.8 | 56.1 | 592 | 38.1 | 31.9 | 527 | 2.9 |
| Kidney | 27.8 | 10.8 | 21.3 | 40.0 | 642 | 28.7 | 20.3 | 573 | -0.9 |

¹ LOS estimate repeated from previous page.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

**Table 9. Location of Care**

| | 2008 | | 2007 | | Difference '07 to '08 |
|---|------------------------|-----|------------------------|-----|--------------------------|
| | Percent of Patients | N | Percent of Patients | N | |
| PATIENT LOCATION ON ADMISSION | | | | | |
| Private Residence | 47.1% | 552 | 48.6% | 616 | -1.5% |
| Nursing Home | 20.6% | 542 | 21.6% | 601 | -1.0% |
| Acute Care Hospital (not operated by the hospice) | 10.1% | 491 | 11.0% | 558 | -0.9% |
| Free-Standing Hospice Inpatient Facility or Residence | 10.7% | 447 | 7.0% | 386 | 3.7% |
| Hospice-Run Inpatient Facility in Other's Facility | 5.5% | 379 | 5.9% | 419 | -0.4% |
| Assisted Living or Other Residential Facility | 6.1% | 508 | 5.8% | 566 | 0.3% |
| LOCATION OF DEATH | | | | | |
| Private Residence | 40.7% | 600 | 42.0% | 658 | -1.3% |
| Nursing Home | 22.0% | 589 | 22.8% | 640 | -0.8% |
| Free-Standing Hospice Inpatient Facility or Residence | 15.1% | 496 | 12.5% | 389 | 2.6% |
| Acute Care Hospital (not operated by the hospice) | 10.1% | 548 | 10.5% | 617 | -0.4% |
| Hospice-Run Inpatient Facility in Other's Facility | 5.9% | 422 | 6.7% | 467 | -0.8% |
| Assisted Living or Other Residential Facility | 6.1% | 542 | 5.5% | 595 | 0.6% |

Table 10. Level of Care

| | 2008 | | 2007 | | Difference '07 to '08 |
|------------------------|-------------------------------|-----|-------------------------------|-----|--------------------------|
| | Percent of Patient Days | N | Percent of Patient Days | N | |
| LEVEL OF CARE | | | | | |
| Routine Home Care | 95.9% | 743 | 95.6% | 720 | 0.3% |
| General Inpatient Care | 2.9% | 743 | 3.3% | 722 | -0.4% |
| Continuous Care | 1.0% | 744 | 0.9% | 720 | 0.1% |
| Respite Care | 0.2% | 744 | 0.2% | 720 | 0.0% |

N = Number of hospice agencies with available data.

Table 11. Payer Mix

| | 2008 | | 2007 | | Difference '07 to '08 |
|---|---------|-----|---------|-----|-----------------------|
| | Percent | N | Percent | N | |
| PATIENTS SERVED | | | | | |
| Percent of Patients Served by Payer¹ | | | | | |
| Medicare Hospice Benefit | 84.3% | 736 | 83.6% | 814 | 0.7% |
| Managed Care or Private Insurance | 7.8% | 691 | 8.5% | 806 | -0.7% |
| Medicaid Hospice Benefit | 5.1% | 712 | 5.0% | 809 | 0.1% |
| Uncompensated or Charity Care | 1.3% | 455 | 1.3% | 526 | 0.0% |
| Self Pay | 0.7% | 580 | 0.9% | 755 | -0.2% |
| Other Payment Source | 0.8% | 537 | 0.7% | 706 | 0.1% |
| Medicare Patients as Percent of Total Patients, by Agency Tax Status | | | | | |
| Voluntary / Not for Profit | 83.5% | 422 | 82.4% | 474 | 1.1% |
| Proprietary / For Profit | 85.9% | 294 | 86.3% | 308 | -0.4% |
| Government | 84.9% | 35 | 84.1% | 36 | 0.8% |
| Medicare Patients as Percent of Total Patients, by Agency Type | | | | | |
| Free Standing | 84.5% | 462 | 83.8% | 538 | 0.7% |
| Hospital Based | 83.6% | 180 | 83.5% | 139 | 0.1% |
| Home Health Based | 83.9% | 103 | 83.5% | 114 | 0.4% |
| Nursing Home Based | ** | ** | ** | ** | |
| PATIENT CARE DAYS | | | | | |
| Percent of Patient Care Days by Payer² | | | | | |
| Medicare Hospice Benefit | 88.8% | 747 | 87.0% | 744 | 1.8% |
| Managed Care or Private Insurance | 5.0% | 734 | 4.8% | 733 | 0.2% |
| Medicaid Hospice Benefit | 4.3% | 735 | 4.5% | 739 | -0.2% |
| Uncompensated or Charity Care | 0.9% | 550 | 2.2% | 544 | -1.3% |
| Self Pay | 0.4% | 692 | 0.6% | 684 | -0.2% |
| Other Payment Source | 0.6% | 669 | 0.9% | 625 | -0.3% |
| Medicare Days as Percent of Total Days, by Agency Tax Status | | | | | |
| Voluntary / Not for Profit | 87.6% | 419 | 85.4% | 448 | 2.2% |
| Proprietary / For Profit | 91.0% | 293 | 90.7% | 262 | 0.3% |
| Government | 88.6% | 35 | 89.3% | 36 | -0.7% |
| Medicare Days as Percent of Total Days, by Agency Type | | | | | |
| Free Standing | 89.2% | 463 | 87.0% | 496 | 2.2% |
| Hospital Based | 86.9% | 177 | 87.3% | 124 | -0.4% |
| Home Health Based | 87.6% | 101 | 88.0% | 102 | -0.4% |
| Nursing Home Based | ** | ** | ** | ** | |

** Insufficient data.

N = Number of hospice agencies with available data.

Table 12. Paid Staff Distribution and Turnover

| | 2008 | | 2007 | | Difference '07 to '08 |
|---|-------------|-----|-------------|-----|-----------------------|
| | Agency mean | N | Agency mean | N | |
| Distribution of Home Hospice FTEs¹ | | | | | |
| Clinical (direct patient care) | 65.3% | 300 | 65.3% | 316 | 0.0% |
| Nursing | 31.2% | 300 | 30.5% | 314 | 0.7% |
| Home Health Aides | 17.6% | 299 | 18.3% | 314 | -0.7% |
| Social Services | 9.1% | 299 | 8.7% | 314 | 0.4% |
| Physicians (excludes volunteers) | 2.1% | 287 | 2.1% | 278 | 0.0% |
| Chaplains | 3.4% | 227 | 3.9% | 193 | -0.5% |
| Other Clinical | 2.7% | 281 | 3.9% | 296 | -1.2% |
| Nursing (indirect clinical) ² | 8.2% | 229 | 9.6% | 187 | -1.4% |
| Non-clinical (administrative/general) | 24.2% | 300 | 24.7% | 316 | -0.5% |
| Bereavement | 4.2% | 300 | 4.4% | 316 | -0.2% |
| Distribution of Total FTEs¹ | | | | | |
| Clinical (direct patient care) | 65.3% | 231 | 64.9% | 194 | 0.4% |
| Nursing | 29.9% | 231 | 29.8% | 194 | 0.1% |
| Home Health Aides | 16.4% | 230 | 17.3% | 192 | -0.9% |
| Social Services | 8.7% | 231 | 8.0% | 194 | 0.7% |
| Physicians (excludes volunteers) | 3.0% | 225 | 2.9% | 183 | 0.1% |
| Chaplains | 4.0% | 226 | 4.2% | 186 | -0.2% |
| Other Clinical | 2.6% | 218 | 3.1% | 176 | -0.5% |
| Nursing (indirect clinical) ² | 7.8% | 231 | 8.2% | 194 | -0.4% |
| Non-clinical (administrative/general) | 22.7% | 231 | 22.9% | 194 | -0.2% |
| Bereavement | 4.1% | 231 | 4.0% | 194 | 0.1% |
| Turnover rate within each Discipline³ | | | | | |
| Clinical (direct patient care) | 21.1% | 191 | 27.8% | 163 | -6.7% |
| Nursing | 23.3% | 191 | 32.5% | 161 | -9.2% |
| Home Health Aides | 22.4% | 186 | 25.1% | 159 | -2.7% |
| Social Services | 15.8% | 184 | 24.0% | 158 | -8.2% |
| Physicians (excludes volunteers) | 8.5% | 174 | 10.6% | 144 | -2.1% |
| Chaplains | 17.1% | 174 | 21.0% | 149 | -3.9% |
| Other Clinical | 6.5% | 171 | 11.7% | 143 | -5.2% |
| Nursing (indirect clinical) ² | 13.5% | 185 | 15.7% | 136 | -2.2% |
| Non-clinical (administrative/general) | 19.0% | 185 | 19.0% | 160 | 0.0% |
| Bereavement | 12.8% | 179 | 17.8% | 153 | -5.0% |
| All Staff | 20.3% | 191 | 24.3% | 163 | -4.0% |
| Admission Model | | | | | |
| % with Admission Specialist ⁴ | 48.6% | 395 | 49.4% | 419 | -0.8% |

¹ FTE = full-time employee (1 FTE is equivalent to 2,080 hours per year or 40 hours per week).
Totals may not equal sum of components due to independent rounding.

² Nursing (indirect clinical) is reported as a separate category for 2008. Results for 2007 were recalculated to reflect this correction

³ Total Discipline Separations divided by Total Discipline Non-PRN Employees.

⁴ Percent of agencies that utilize dedicated admission nurses for the majority of initial admission visits.

N = Number of hospice agencies with available data.

Table 13. Volunteer Services

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|---|----------------|--------|--------|--------|-----|----------------|--------|-----|--------------------------|
| | Agency Mean | 25th % | Median | 75th % | N | Agency Mean | Median | N | |
| TOTAL VOLUNTEERS | | | | | | | | | |
| Percent of Total Volunteers¹ | | | | | | | | | |
| Direct Patient Care | 61.2% | 42.8% | 63.6% | 83.3% | 721 | 58.7% | 58.8% | 695 | 2.4% |
| Patient Care Support (clerical) | 28.3% | 8.3% | 20.0% | 38.7% | 783 | 25.1% | 20.0% | 681 | 3.3% |
| General Support (fundraising/board) | 16.8% | 0.0% | 5.7% | 28.6% | 700 | 18.2% | 8.9% | 650 | -1.4% |
| Number of Volunteers per Patient² | | | | | | | | | |
| All Volunteer Types | 0.38 | 0.10 | 0.20 | 0.43 | 811 | 0.36 | 0.25 | 454 | 0.0 |
| Direct Patient Care | 0.34 | 0.07 | 0.12 | 0.23 | 731 | 0.20 | 0.14 | 443 | 0.1 |
| Patient Care Support (clerical) | 0.07 | 0.02 | 0.04 | 0.09 | 736 | 0.07 | 0.04 | 412 | 0.0 |
| General Support (fundraising/board) | 0.15 | 0.03 | 0.07 | 0.19 | 399 | 0.14 | 0.07 | 276 | 0.0 |
| VOLUNTEER HOURS | | | | | | | | | |
| Percent of Total Volunteer Hours² | | | | | | | | | |
| Direct Patient Care | 52.0% | 28.4% | 52.3% | 75.7% | 718 | 52.3% | 51.8% | 694 | -0.3% |
| Patient Care Support (clerical) | 39.5% | 14.7% | 31.9% | 59.6% | 746 | 35.4% | 30.1% | 680 | 4.1% |
| General Support (fundraising/board) | 14.2% | 0.0% | 3.0% | 19.1% | 666 | 14.2% | 3.7% | 644 | 0.0% |
| Volunteer Hours per Volunteer | | | | | | | | | |
| Hours per Volunteer ³ | 45.9 | 21.8 | 36.5 | 60.3 | 692 | 45.1 | 37.6 | 680 | 0.8 |
| Patient Visits per Volunteer | 20.6 | 9.5 | 15.5 | 23.2 | 445 | 18.2 | 13.3 | 465 | 2.4 |
| Volunteer Hours as % of Total Staff Hours | 6.1% | 1.9% | 3.7% | 7.3% | 451 | 5.8% | 3.8% | 408 | 0.3% |
| Volunteer Hours as % of Clinical Staff Hours | 5.9% | 2.2% | 4.2% | 7.3% | 451 | 6.0% | 4.5% | 405 | -0.1% |
| Volunteer Visits as % of Total Visits | 8.2% | 2.3% | 5.1% | 8.7% | 356 | 7.0% | 4.7% | 422 | 1.2% |

¹ Totals may not equal sum of components due to independent rounding.

² Number of volunteers divided by total patient admissions.

³ Volunteer hours divided by number of volunteers.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 14. Bereavement Services

| | 2008 | | | | | 2007 | | |
|---|-------------|--------|--------|--------|-----|-------------|--------|-------|
| | Agency Mean | 25th % | Median | 75th % | N | Agency Mean | Median | N |
| Total Hospice Family Members Served per Death¹ | 4.7 | 1.0 | 1.3 | 2.1 | 686 | 1.8 | 1.3 | 641 |
| Percent of Agencies Offering Bereavement Services to the Community | 98.3% | | | | 647 | 94.7% | | 1,413 |
| Contacts per Family Member | | | | | | | | |
| Phone calls/Visits | 2.6 | 1.1 | 2.0 | 3.7 | 425 | 2.7 | 2.0 | 428 |
| Mailings | 5.9 | 2.3 | 4.8 | 8.7 | 371 | 5.7 | 4.8 | 387 |
| Total Contacts (phone calls/visits/mailings) | 8.4 | 4.0 | 7.3 | 11.8 | 365 | 8.5 | 7.5 | 379 |
| Contacts per Community Member | | | | | | | | |
| Phone calls/Visits | 1.9 | 0.6 | 1.3 | 2.7 | 315 | 2.0 | 1.2 | 307 |
| Mailings | 3.2 | 0.4 | 1.0 | 4.4 | 252 | 2.0 | 0.9 | 229 |
| Total Contacts (phone calls/visits/mailings) | 5.1 | 1.3 | 3.2 | 7.8 | 237 | 4.0 | 2.8 | 209 |
| Percent Served by Affiliation w/ Hospice | | | | | | | | |
| Hospice Family Members | 82.9% | 71.3% | 88.1% | 97.9% | 654 | 82.0% | 88.0% | 564 |
| Community Members | 17.1% | 2.1% | 11.9% | 28.7% | 654 | 18.0% | 12.0% | 564 |
| Distribution of Visits & Calls | | | | | | | | |
| Hospice Family Members | 86.8% | 79.0% | 90.5% | 97.8% | 430 | 85.5% | 90.4% | 403 |
| Community Members | 13.2% | 2.2% | 9.5% | 21.0% | 430 | 14.5% | 9.6% | 403 |
| Distribution of Mailings | | | | | | | | |
| Hospice Family Members | 93.1% | 90.3% | 98.0% | 1.0% | 338 | 93.7% | 97.5% | 331 |
| Community Members | 6.9% | 0.0% | 2.0% | 9.7% | 338 | 6.3% | 2.5% | 331 |
| Distribution of Total Contacts | | | | | | | | |
| Hospice Family Members | 87.5% | 81.4% | 90.9% | 95.9% | 224 | 88.7% | 91.7% | 220 |
| Community Members | 12.5% | 4.1% | 9.1% | 18.6% | 224 | 11.3% | 8.3% | 220 |

¹ Total number of hospice family members who received bereavement services divided by agency deaths.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 15. Staff Management

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|---|-------------|--------|--------|--------|-----|-------------|--------|-----|-----------------------|
| | Agency Mean | 25th % | Median | 75th % | N | Agency Mean | Median | N | |
| Patient Caseload¹ | | | | | | | | | |
| Nurse Case Manager | 13.5 | 10.0 | 12.0 | 14.0 | 433 | 11.2 | 11.7 | 412 | 2.3 |
| Social Services | 24.2 | 19.0 | 25.0 | 30.0 | 387 | 23.4 | 25.0 | 409 | 0.8 |
| Home Health Aide | 10.1 | 6.0 | 10.0 | 12.0 | 370 | 9.5 | 10.0 | 390 | 0.6 |
| Chaplains | 34.1 | 18.0 | 32.5 | 50.0 | 366 | 35.1 | 35.0 | 391 | -1.0 |
| Physician Involvement (as percent of total physician time) | | | | | | | | | |
| Direct Patient Care | 65.9% | 40.0% | 80.0% | 90.0% | 282 | 67.6% | 80.0% | 224 | -1.7% |
| Hospice Clinical | 59.8% | 25.0% | 70.0% | 90.0% | 281 | 62.0% | 75.0% | 224 | -2.2% |
| Palliative Clinical | 5.7% | 0.0% | 0.0% | 7.0% | 248 | 4.1% | 0.0% | 223 | 1.6% |
| Non-Clinical Duties | 25.4% | 5.0% | 15.0% | 35.0% | 274 | 32.1% | 20.0% | 223 | -6.7% |
| Paid Home Hospice Hours per Patient Day² | | | | | | | | | |
| Clinical | 2.1 | 1.5 | 1.9 | 2.3 | 417 | 2.1 | 1.9 | 409 | -0.03 |
| Nursing | 1.1 | 0.7 | 0.9 | 1.2 | 417 | 1.0 | 0.7 | 405 | 0.08 |
| Home Health Aides | 0.5 | 0.3 | 0.5 | 0.7 | 369 | 0.6 | 0.5 | 406 | -0.02 |
| Social Services | 0.3 | 0.2 | 0.3 | 0.3 | 415 | 0.3 | 0.2 | 405 | 0.03 |
| Physicians | 0.1 | 0.0 | 0.1 | 0.2 | 351 | 0.1 | 0.06 | 345 | 0.01 |
| Chaplains | 0.1 | 0.1 | 0.1 | 0.1 | 304 | 0.1 | 0.10 | 273 | -0.01 |
| Other Clinical | 0.1 | 0.0 | 0.0 | 0.1 | 335 | 0.1 | 0.1 | 265 | -0.05 |
| Nursing (indirect clinical) ³ | 0.3 | 0.1 | 0.3 | 0.4 | 306 | 0.3 | 0.2 | 261 | -0.03 |
| Non-Clinical | 0.8 | 0.4 | 0.7 | 1.0 | 361 | 0.8 | 0.7 | 384 | -0.01 |
| All Staff (Clinical and Non-Clinical) | 3.3 | 2.3 | 3.0 | 3.7 | 352 | 3.1 | 2.9 | 370 | 0.26 |
| Average Daily Census per FTE⁴ | | | | | | | | | |
| Clinical | 2.7 | 1.8 | 2.6 | 3.3 | 399 | 2.4 | 2.4 | 382 | 0.3 |
| Nursing | 5.5 | 3.7 | 5.4 | 7.1 | 389 | 5.7 | 5.6 | 378 | -0.2 |
| Home Health Aide | 9.4 | 5.0 | 8.9 | 12.3 | 350 | 9.6 | 8.5 | 371 | -0.1 |
| Social Services | 18.8 | 13.4 | 18.4 | 24.2 | 389 | 19.7 | 19.6 | 376 | -0.9 |
| Physicians | 45.3 | 0.0 | 27.0 | 68.6 | 334 | 53.1 | 38.3 | 329 | -7.9 |
| Chaplains | 39.0 | 17.6 | 34.0 | 55.2 | 277 | 35.7 | 33.3 | 219 | 3.3 |
| Nursing (indirect clinical) ³ | 21.8 | 9.6 | 17.2 | 29.9 | 277 | 18.2 | 16.6 | 227 | 3.6 |
| Non-Clinical ⁵ | 7.9 | 4.0 | 6.8 | 10.3 | 334 | 7.5 | 6.3 | 360 | 0.3 |
| All Staff (Clinical and Non-Clinical) ⁵ | 1.9 | 1.2 | 1.7 | 2.3 | 399 | 1.6 | 1.6 | 382 | 0.3 |

¹ Typical number of patients that staff member is responsible for at one time.

² ((Number of FTEs multiplied by 2080 hours) divided by Total Patient Days).

³ Nursing (indirect clinical) is reported as a separate category for 2008. Results for 2007 were recalculated to reflect this correction

⁴ Agency daily census divided by Total employees [non-PRN]. Interpreted as the number of patients per FTE.

⁵ Values for 2007 have been corrected.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 16. Service Delivery - Home Hospice Visits

| | 2008 | | | | | 2007 | | | Difference '07 to '08 |
|--|-------------|--------|--------|--------|-----|-------------|--------|-----|-----------------------|
| | Agency Mean | 25th % | Median | 75th % | N | Agency Mean | Median | N | |
| VISITS PER PATIENT | | | | | | | | | |
| Visits per Home Care Admission, by Discipline¹ | | | | | | | | | |
| Clinical (direct patient care) | 63.5 | 38.3 | 54.4 | 80.0 | 441 | 62.1 | 54.5 | 461 | 1.4 |
| Nursing | 27.0 | 17.8 | 24.1 | 31.9 | 437 | 25.8 | 22.8 | 456 | 1.2 |
| Home Health Aides | 26.2 | 12.4 | 21.1 | 34.5 | 419 | 25.3 | 20.5 | 441 | 0.9 |
| Social Services | 6.0 | 3.6 | 5.3 | 7.7 | 444 | 6.3 | 5.5 | 454 | -0.3 |
| Paid Physicians | 0.8 | 0.0 | 0.1 | 1.0 | 382 | 0.8 | 0.03 | 302 | 0.0 |
| Chaplains* | 3.1 | 1.5 | 3.0 | 4.6 | 343 | 3.0 | 2.6 | 303 | 0.1 |
| Other Clinical | 1.7 | 0.0 | 0.6 | 2.7 | 382 | 2.6 | 1.6 | 399 | -0.9 |
| Days Between Visits, by Discipline² | | | | | | | | | |
| Clinical (direct patient care) | 1.6 | 1.2 | 1.5 | 1.9 | 716 | 1.7 | 1.6 | 677 | -0.1 |
| Nursing | 3.6 | 2.8 | 3.4 | 4.2 | 713 | 3.8 | 3.4 | 677 | -0.2 |
| All Other Clinical Staff | 3.4 | 2.2 | 2.9 | 3.9 | 716 | 3.4 | 2.8 | 676 | 0.0 |
| VISITS PER STAFF MEMBER | | | | | | | | | |
| Visits per Week, by Discipline³ | | | | | | | | | |
| Clinical (direct patient care) | 12.3 | 8.9 | 11.9 | 15.3 | 394 | 12.6 | 12.4 | 419 | -0.3 |
| Nursing | 10.5 | 7.5 | 9.9 | 12.7 | 391 | 11.1 | 10.7 | 415 | -0.6 |
| Home Health Aides | 21.0 | 15.4 | 20.1 | 25.7 | 363 | 19.8 | 19.6 | 395 | 1.2 |
| Social Services | 10.9 | 7.3 | 10.6 | 13.9 | 385 | 11.2 | 10.7 | 406 | -0.3 |
| Paid Physicians | 6.7 | 0.0 | 1.3 | 10.3 | 267 | 5.6 | 0.7 | 190 | 1.1 |
| Chaplains* | 14.8 | 9.4 | 13.8 | 18.9 | 265 | 14.1 | 14.0 | 236 | 0.7 |
| Other Clinical | 14.6 | 1.3 | 6.9 | 17.9 | 209 | 15.6 | 11.4 | 274 | -1.0 |
| Visits per 8-hour Day, by Discipline⁴ | | | | | | | | | |
| Clinical (direct patient care) | 2.5 | 1.8 | 2.4 | 3.1 | 394 | 2.5 | 2.5 | 419 | 0.0 |
| Nursing | 2.1 | 1.5 | 2.0 | 2.5 | 391 | 2.2 | 2.1 | 415 | -0.1 |
| Home Health Aides | 4.2 | 3.1 | 4.0 | 5.1 | 363 | 4.0 | 3.9 | 395 | 0.2 |
| Social Services | 2.2 | 1.5 | 2.1 | 2.8 | 385 | 2.3 | 2.1 | 406 | -0.1 |
| Paid Physicians | 1.3 | 0.0 | 0.3 | 2.1 | 267 | 1.1 | 0.1 | 190 | 0.2 |
| Chaplains | 3.0 | 1.9 | 2.8 | 3.8 | 265 | 2.8 | 2.8 | 236 | 0.2 |
| Other Clinical | 2.9 | 0.3 | 1.4 | 3.6 | 209 | 3.1 | 2.3 | 274 | -0.2 |

¹ Total discipline home hospice visits divided by Total home, nursing facility, and residential admissions.

² (Total days of routine care + continuous care) divided by Total discipline visits.

³ (Total discipline home hospice visits / Total discipline home hospice FTEs) divided by 52.

⁴ (Total discipline home hospice visits / Total discipline home hospice FTEs) divided by 260.

N = Number of hospice agencies with available data.

25th% = 25th percentile; Median = 50th percentile; 75th% = 75th percentile.

Table 17. Agency Revenue and Expenses

| | 2008 | | | 2007 | | | Difference '07 to '08 |
|--|----------------|--------|-----|----------------|--------|-----|--------------------------|
| | Agency Mean | Median | N | Agency Mean | Median | N | |
| REVENUE AND EXPENSE DISTRIBUTIONS (Not for profit agencies only) | | | | | | | |
| Percent of Total Revenue | | | | | | | |
| Hospice Service | 83.3% | 90.4% | 288 | 84.7% | 88.5% | 281 | -1.4% |
| Fundraising & Contributions | 7.9% | 4.8% | 288 | 8.1% | 5.6% | 281 | -0.2% |
| Other Revenue | 8.8% | 2.0% | 288 | 7.2% | 1.5% | 281 | 1.6% |
| Percent of Total Expenses | | | | | | | |
| Hospice Service | 91.3% | 97.6% | 298 | 90.5% | 96.5% | 250 | 0.8% |
| Fundraising & Contributions | 2.2% | 0.2% | 298 | 2.7% | 0.8% | 250 | -0.5% |
| Other Expenses | 6.5% | 0.2% | 298 | 6.8% | 0.0% | 250 | -0.3% |

N = Number of hospice agencies with available data.

Table 18. Cost per Patient Day from FY2006 - FY2007 Medicare Hospice Cost Report

| | 2007 | | 2006 | | Percent Change '06 to '07 |
|---|-------------|------|-------------|------|---------------------------|
| | Median Cost | N | Median Cost | N | |
| MEDIAN COST PER PATIENT DAY | | | | | |
| (limited to Medicare-Certified Hospices)¹ | | | | | |
| General Service Cost Centers | | | | | |
| Capital Related Costs – Building | \$ 3.20 | 3170 | \$ 3.01 | 2922 | 6.0% |
| Capital Related Costs – Equipment | \$ 0.98 | 3170 | \$ 0.97 | 2922 | 1.2% |
| Plant Operation & Maintenance | \$ 1.13 | 3170 | \$ 1.11 | 2922 | 1.7% |
| Transportation – Staff | \$ 3.26 | 3170 | \$ 3.37 | 2922 | -3.5% |
| Volunteer Service Coordination | \$ 2.79 | 3170 | \$ 2.85 | 2922 | -2.2% |
| A&G Allocations | \$ 43.07 | 3170 | \$ 39.97 | 2922 | 7.2% |
| Inpatient Care Service Cost Centers | | | | | |
| Inpatient General Care | \$ 543.15 | 3170 | \$ 578.63 | 2922 | -6.5% |
| Inpatient Respite Care | \$ 126.87 | 3170 | \$ 134.96 | 2922 | -6.4% |
| All Visiting Services Cost Centers | | | | | |
| Physician Services | \$ 1.84 | 3170 | \$ 1.78 | 2922 | 3.3% |
| Nursing Care | \$ 35.17 | 3170 | \$ 34.08 | 2922 | 3.1% |
| Physical Therapy | \$ 0.09 | 3170 | \$ 0.10 | 2922 | -11.1% |
| Occupational Therapy | \$ 0.03 | 3170 | \$ 0.03 | 2922 | 0.0% |
| Speech / Language Pathology | \$ 0.02 | 3170 | \$ 0.02 | 2922 | 0.0% |
| Medical Social Services - Direct | \$ 5.89 | 3170 | \$ 5.84 | 2922 | 0.8% |
| Spiritual Counseling | \$ 2.85 | 3170 | \$ 2.75 | 2922 | 3.5% |
| Dietary Counseling | \$ 0.08 | 3170 | \$ 0.09 | 2922 | -12.5% |
| Counseling - Other | \$ 1.55 | 3170 | \$ 1.27 | 2922 | 18.1% |
| Home Health Aides and Homemakers | \$ 9.24 | 3170 | \$ 8.81 | 2922 | 4.7% |
| Other-Patient and Family Support | \$ 2.16 | 3170 | \$ 2.25 | 2922 | -4.2% |
| Other Services Cost Centers | | | | | |
| Drugs Biologicals & Infusion Therapy | \$ 9.17 | 3170 | \$ 9.16 | 2922 | 0.1% |
| Durable Medical Equipment & Oxygen | \$ 5.75 | 3170 | \$ 5.74 | 2922 | 0.2% |
| Patient Transportation | \$ 0.32 | 3170 | \$ 0.32 | 2922 | 0.0% |
| Imaging Services | \$ 0.07 | 3170 | \$ 0.08 | 2922 | -14.3% |
| Labs and Diagnostics | \$ 0.16 | 3170 | \$ 0.16 | 2922 | 0.0% |
| Medical Supplies | \$ 2.13 | 3170 | \$ 2.05 | 2922 | 3.8% |
| Outpatient Services | \$ 0.28 | 3170 | \$ 0.30 | 2922 | -7.1% |
| Radiation Therapy | \$ 0.15 | 3170 | \$ 0.15 | 2922 | 0.0% |
| Chemotherapy | \$ 0.20 | 3170 | \$ 0.20 | 2922 | 0.0% |
| Non-reimbursable Services | | | | | |
| Bereavement Program | \$ 1.25 | 3170 | \$ 1.19 | 2922 | 4.8% |
| Volunteer Program | \$ 0.14 | 3170 | \$ 0.14 | 2922 | 0.0% |
| Fundraising | \$ 2.96 | 3170 | \$ 2.89 | 2922 | 2.4% |

¹ Cost per patient day estimates represent the expenses associated with providing care for each day that a patient is enrolled under the Medicare Hospice Benefit. It is calculated by dividing the total cost center expense by the total unduplicated hospice enrollment days. Cost estimates derived from analysis of FY2005 - FY2007 Medicare hospice cost report data (complete FY2008 costs were not available at time of analysis). Median (50th percentile) costs reported.

N = Number of hospice agencies with available data.

Table 19. Inpatient Facilities or Residential Units

| INPATIENT FACILITY STATUS | 2008 | | 2007 | | Difference '07 to '08 |
|--|----------------------|----------|----------------------|----------|--------------------------|
| | % of Agencies | N | % of Agencies | N | |
| Percent of Agencies with Facilities | | | | | |
| % Operating Inpatient Facility or Unit | 21.0% | 2,469 | 19.7% | 2,265 | 1.33% |
| Facility Location | | | | | |
| Freestanding | 63.9% | 452 | 63.4% | 434 | 0.5% |
| In Hospital | 21.0% | 452 | 24.9% | 434 | -3.9% |
| In Nursing Home | 6.0% | 452 | 6.2% | 434 | -0.2% |
| Other | 9.1% | 452 | 5.5% | 434 | 3.6% |
| Level of Care Provided | | | | | |
| Acute or General Inpatient | 47.6% | 443 | 48.6% | 428 | -1.0% |
| Residential | 16.3% | 443 | 16.1% | 428 | 0.2% |
| Mixed (acute/general and residential) | 36.1% | 443 | 35.3% | 428 | 0.8% |
| INPATIENT LEVEL OF CARE MIX | % of Patients | N | % of Patients | N | |
| Percent of Total Admissions¹ | | | | | |
| General Inpatient Care | 81.2% | 167 | 87.7% | 151 | -6.5% |
| Residential or Routine Care | 14.1% | 141 | 9.0% | 122 | 5.2% |
| Inpatient Respite Care | 4.7% | 116 | 3.3% | 116 | 1.3% |
| Percent of Total Deaths | | | | | |
| General Inpatient Care | 86.7% | 143 | 91.3% | 124 | -4.6% |
| Residential or Routine Care | 12.9% | 140 | 7.7% | 120 | 5.2% |
| Inpatient Respite Care | 0.4% | 107 | 0.9% | 111 | -0.6% |
| Percent of Live Discharges¹ | | | | | |
| General Inpatient Care | 71.5% | 131 | 70.8% | 121 | 0.6% |
| Residential or Routine Care | 14.4% | 122 | 17.9% | 116 | -3.5% |
| Inpatient Respite Care | 14.1% | 106 | 11.3% | 110 | 2.9% |
| Percent of Patients Served | | | | | |
| General Inpatient Care | 82.5% | 119 | 87.6% | 119 | -5.1% |
| Inpatient Respite Care | 5.0% | 110 | 8.1% | 114 | -3.1% |
| Residential or Routine Care | 12.5% | 123 | 4.3% | 111 | 8.2% |
| Percent of Total Days | | | | | |
| General Inpatient Care | 64.8% | 170 | 76.0% | 147 | -11.2% |
| Inpatient Respite Care | 2.1% | 134 | 5.1% | 121 | -3.0% |
| Residential or Routine Care | 33.1% | 148 | 31.8% | 114 | 1.3% |
| INPATIENT LENGTH OF SERVICE | Mean Days | N | Mean Days | N | |
| Average LOS | | | | | |
| General Inpatient Care | 9.0 | 124 | 9.9 | 105 | -0.9 |
| Inpatient Respite Care | 5.3 | 48 | 6.1 | 46 | -0.8 |
| Residential or Routine Care | 29.8 | 118 | 24.2 | 85 | 5.5 |
| INPATIENT STAFFING | % | N | % | N | |
| Percent of Total Inpatient FTEs | | | | | |
| Clinical | 89.1% | 134 | 88.5% | 120 | 0.6% |
| Nursing | 45.2% | 132 | 48.1% | 118 | -3.0% |
| Social Services | 4.1% | 129 | 3.5% | 114 | 0.6% |
| Health Aides | 28.9% | 132 | 30.1% | 117 | -1.2% |
| Physicians | 2.6% | 122 | 2.1% | 95 | 0.5% |
| Chaplains | 1.6% | 118 | 1.7% | 102 | -0.1% |
| Other Clinical | 6.8% | 119 | 3.0% | 98 | 3.8% |
| Non-clinical | 10.9% | 134 | 11.5% | 120 | -0.6% |

¹ Admission and live discharge data include transfers in level-of-care regardless if the patient remains with the same hospice organization.

N = Number of hospice agencies with available data.

Note: This section contains small cell counts; results should be interpreted with caution.



Additional Resources for NHPCO Members

In addition to the *National Summary of Hospice Care*, NHPCO members have access to national-level summary statistics to the NHPCO performance measurement tools listed in the table below.

| Tool | Population | Report Frequency | Agency-Level Reports | Web Site |
|--|-------------------|------------------|----------------------|--|
| Evaluation of Care Tools | | | | |
| End Result Outcome Measures | Hospice patients | Quarterly | No | www.nhpc.org/outcomemeasures |
| Family Evaluation of Bereavement Services | Family caregivers | Semi-annually | Yes | www.nhpc.org/febs |
| Family Evaluation of Hospice Care | Family caregivers | Quarterly | Yes | www.nhpc.org/fehpc |
| Family Evaluation of Palliative Care | Family caregivers | Semi-annually | Yes | www.nhpc.org/fepc |
| Organization and Program Evaluation Tools | | | | |
| National Data Set | Hospice agencies | Annually | No | www.nhpc.org/nds |
| Survey of Team Attitudes and Relationships | Hospice staff | Ongoing | Yes | www.nhpc.org/star |