

NEWSLINE

NHPCO Testifies before Congress:

Supporting bipartisan legislative solutions

INSIDE

Oversight of Hospice Care

2019 Accomplishments

The Gift of...legacy,
memories, service

CMMI Models Worksheet



NHPCO

National Hospice and Palliative



2020

LEADERSHIP & ADVOCACY CONFERENCE

National Harbor, MD

PRECONFERENCE – March 23 - 24, 2020

MAIN CONFERENCE – March 25 - 27, 2020

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- Hospice Manager Development Program's Foundational Course
- Hospice Compliance Certificate Program
- NHPCO's Quality Certificate Program – New for 2020
- Community-Based Palliative Care: Beyond the Business Case – Operationalizing and Sustaining
- Developing and Implementing a Measurement Plan for your Palliative Care Program
- Grateful Families: Considerations, Launch and Generational Impact of Program
- Cultural Sensitivity: Need to Have vs Nice to Have
- Navigating Challenging Scenarios: A Mock IDT of Ethical Conundrums
- Achieving Success in Value-Based Payment Models



NHPCO

Leading Person-Centered Care

Registration Now Open!

nhpco.org/LAC2020

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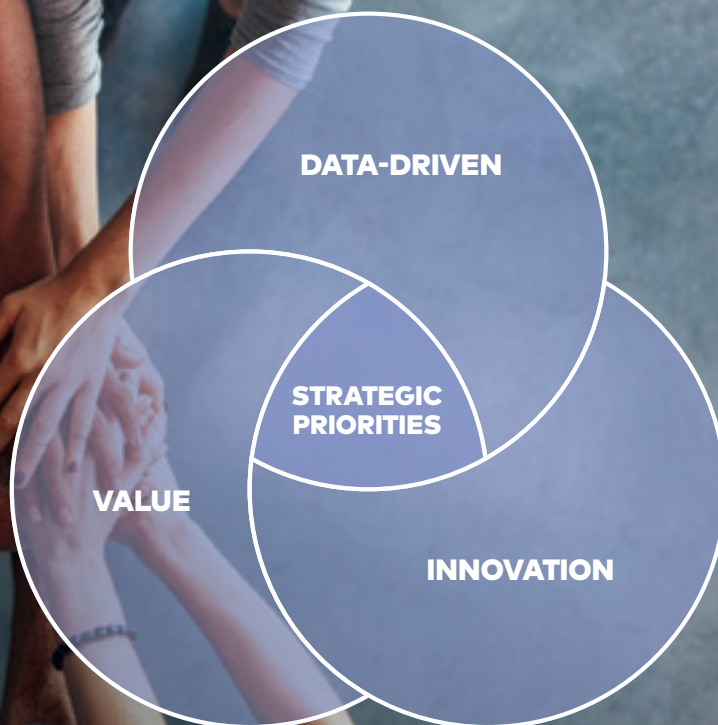
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NHPCO's Guiding Principles

2020-2021

Leading
Person-Centered
Care



Data-Driven Leverage data and technology to inform decision making, enhance operational efficiency, and improve member value both internally and externally.

Advancing Innovation Reimagine hospice to provide person- and family-centered interdisciplinary care earlier in the course of serious or advanced illness, providing continuity across the care continuum.

Demonstrating Value Focus on demonstrating and supporting health care delivery and outcomes that matter to seriously ill individuals and their families relative to the cost of achieving those outcomes.

Message from Edo

As the year comes to a close, many of us will focus on the holiday celebrations that come with the season – Christmas, Hanukkah, Kwanzaa, and time spent with family and loved ones. It's a time to reflect on the past year and share wishes and resolutions for a happy and healthy New Year, and many find this a time to express gratitude for all that we have in our lives. In this spirit, I point out some of the content that we've included in this edition of *NewsLine*, most notably our "Gift of..." article that reminds us of the importance of the work we do and how it's more than a profession but a calling to serve. From the legacy of Lou Alvarez, to memories made possible by NHF Lighthouse of Hope, to the service of our volunteer award honorees, and the power of music as an expression, please take some time to read and share these stories that begin on page 24.

Yet, while so many people are celebrating the joy of the season, I am always moved by the many hospice and palliative care professionals that continue to care for people that are suffering this holiday season. I'm touched by the many programs that host specific events to honor those who have died and support those who are struggling with loss during this time of year. This is a reminder that the work you all are doing really matters – every single day. Thank you.

This issue of *NewsLine* also includes some reminders of the ongoing work that we share in ensuring all people have access to person- and family-centered care. For example, I was honored to provide testimony to the House of Representatives Ways & Means Committee on the importance of person-centered, interdisciplinary care at the hearing on Caring for Aging Americans on November 14. I share some reflections in the article on page 6. We also include some information on program integrity legislation that has been introduced in the Senate and is likely to soon be introduced in the House.

The year ahead will likely include opportunities to focus on quality and to expand our reach beyond the traditional Medicare hospice benefit. We will also be faced with challenges as regulators, legislators, and the administration continue to look closely at hospice care in the U.S. in ways both positive and concerning. Please rest assured that NHPCO and our affiliates are ready to work with you and support you through all that is ahead of us. It can be the times that challenge us the most that help us realize how resilient we really are, and spur needed innovation and change within our community. Keep your heads up. We are needed more now than ever, and we will continue to evolve to meet the needs of all those we serve.

Let me offer a final thought of appreciation to all those who support NHPCO through membership, sponsorship, advocacy efforts, and involvement in this organization in too many ways to list. Thank you.

Happy holidays!



Edo Banach, JD,
President and CEO



CONGRESS:

Support bipartisan legislative solutions

By Edo Banach,
President and CEO

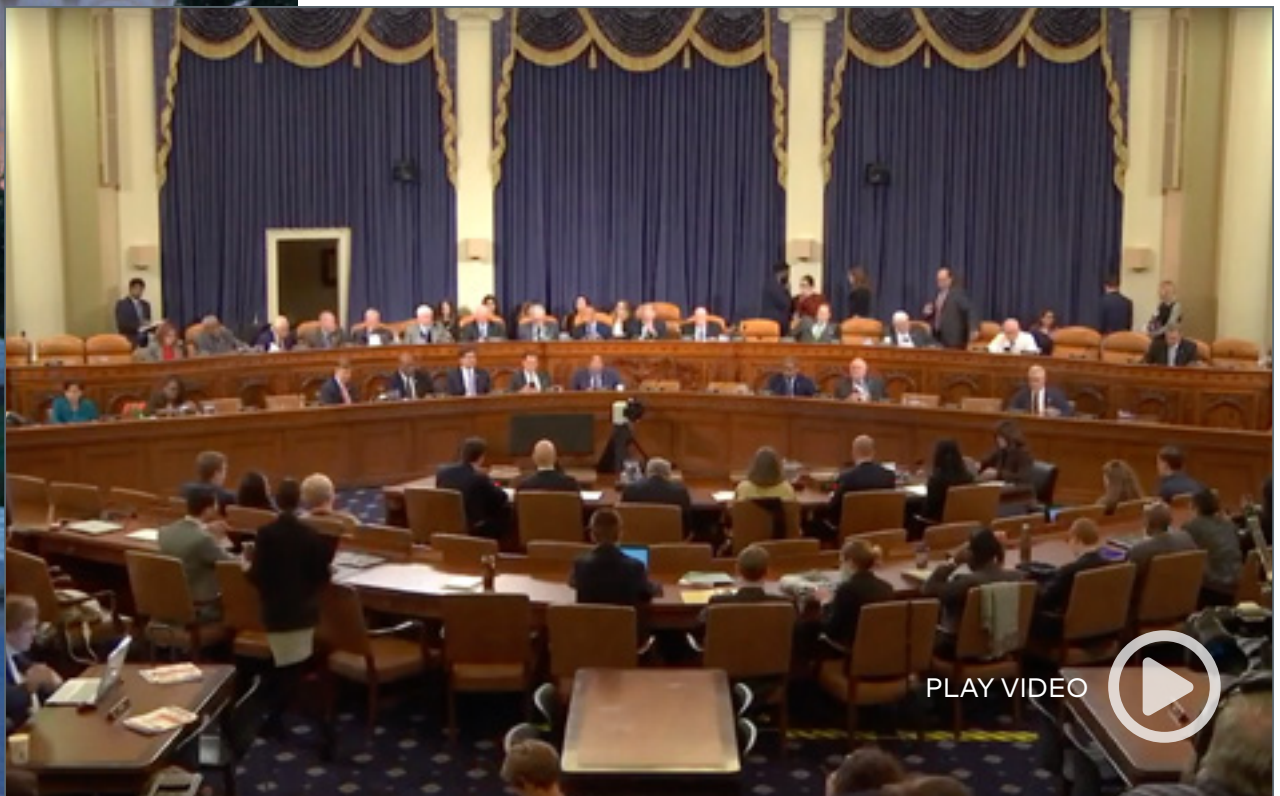




I recently had the privilege of [testifying before the House Ways and Means Committee](#) to discuss the value of hospice and palliative care in caring for aging Americans. During the hearing, I shared my Great Aunt Ruby's story. Ruby is a former Pentagon staffer living on her own with end-stage Chronic Obstructive Pulmonary Disease (COPD) – a condition for which there is no cure. Managing her illness requires a significant amount of support, care, time and energy. It is simply too much for Ruby to handle on her own, and when complications arise, she often ends up calling 911 and being taken by ambulance to the emergency room.

Although COPD is a terminal illness, Ruby does not consider herself to be terminally ill and therefore does not believe that she is ready for hospice. With hospice, she would have access to person-centered, integrated care to better manage her disease and prevent costly hospitalizations. In addition to pain management, she would receive social, emotional and spiritual support, which would help my great aunt and our family come to terms with her illness. Without hospice, she is depressed and declining and has access to none of these unique benefits.

Unfortunately, like Aunt Ruby, too many aging and seriously ill Americans face barriers that limit access and choice when it comes to their health care. Improving care will require many reforms, and fortunately, there are solutions on the table that would be a step in the direction of strengthening hospice and palliative care in America.





At the November 14 hearing, Edo Banach stressed the importance of person-centered care in preparing for the needs of aging Americans.



too many aging and seriously ill Americans face barriers that limit access and choice when it comes to their health care.

First, Congress must advance the bipartisan *Rural Access to Hospice Act* (S. 1190/H.R. 2594), which will allow providers working in Rural Health Centers (RHC) and Federal Qualified Health Centers (FQHC) to receive payment for hospice services while acting as attending physicians for their patients. Under the legislation, RHCs and FQHCs would be able to bill and be paid for hospice attending physician services the same way they are currently paid for providing other services. Passing this bill will ensure individuals and families living in rural and underserved areas can select hospice without jeopardizing their relationship with their trusted physician.

Second, the Senate should pass the *Palliative Care and Hospice Education and Training Act*

(PCHETA). This legislation would improve and expand professional training to meet the growing demand for hospice and palliative care. Already passed in the House with strong, bipartisan support, it is time for the Senate to act quickly to pass this bill and send it to President Trump's desk for his signature.

Without the support and resources this legislation provides, recent projections suggest that by 2030, there will only be one palliative care physician for every 26,000 seriously ill patients. Based on the influx of seniors entering the Medicare program daily, our senior care system cannot withstand such a shortfall of health care professionals. Therefore, Congress should finish the job and pass PCHETA this year.

At the same time, Congress should work with stakeholders to ensure better hospice care and smart oversight of that care. As I announced at last week's hearing, we have been working with leaders in both Congress and the administration to develop policies that would implement safeguards, improve education and enhance information available to consumers, all of which would support the hospice provider community in offering patients and



My Hospice Campaign

My Hospice is a campaign to reinforce the value of the Medicare hospice benefit among policy and healthcare decision makers to foster a policy environment that will support patient access to high quality, comprehensive hospice and palliative care.

What My Hospice means is different to each individual and family we serve. My Hospice allows all members of our community to share their unique My Hospice story to emphasize that hospice is a program that works and a benefit that matters.

- [Sign-up as a Hospice Action Network advocate](#) and stay up to date on the latest policy news.
- [What does hospice mean to you?](#) Share your story with us.
- Share the My Hospice campaign with your friends and family by following on Facebook and Twitter!

hospiceactionnetwork.org

families the highest quality hospice care possible. To that end, we support the policies that enhance smart oversight in the *Hospice Care Improvement Act of 2019* (S. 2807). This bipartisan legislation implements new safeguards and strengthens existing ones in order to protect patients facing serious illness at the end of life.

At the hearing, many committee members shared their own family members' stories of struggling with serious illness and benefiting greatly from hospice care. The Medicare Hospice Benefit has so much to offer to patients and families, but more must be done to reach and support them. It is important for the government and other key stakeholders to work together to put policies in place that ensure adequate access to highly trained health professionals, remove unnecessary barriers to care, and advance reforms to improve program integrity.

In addition to the evolutionary but meaningful reforms we have mentioned, it will also be necessary to fundamentally question some of the outdated

requirements that restrict access to much-needed care. Why? Because my Great Aunt Ruby's story is not unique. Why do people have to be dying in order to get person-centered, interdisciplinary care? Why don't we have a community-based palliative care benefit in Medicare? These are all questions that we will seek to work on and answer with our partners.

I applaud the Ways and Means Committee for shining a light on the issues impacting aging Americans and other leaders in Congress who have recognized the critical role hospice care plays in our health care system, have championed hospice issues and are working with the provider community to advance these important legislative solutions. By working with stakeholders to strengthen the Medicare Hospice Benefit, Congress can do what is best for all Americans.

Edo Banach, JD is President & CEO of the National Hospice and Palliative Care Organization.

BIPARTISAN LEGISLATION
TO ENHANCE OVERSIGHT OF

HOSPICE CARE

SENATE BILL
RECEIVES
**SUPPORT
FROM
NHPCO**

By Judi Lund Person and Mark Slobodien

On November 7, 2019, Senators Rob Portman (R-OH) and Ben Cardin (D-MD) introduced S. 2807, a bipartisan bill entitled the *Hospice Care Improvement Act of 2019*, specifically written to address the concerns identified by the HHS Office of Inspector General about hospice survey deficiencies and patient harm.

The bill also prioritizes consumer education by supporting access to relevant and clear information about hospice providers, intended to lead to greater transparency and more informed care decisions. State and local survey agencies and accrediting agencies will be required to report survey information, including targeted deficiencies to the Center for

Medicare and Medicaid Services' Hospice Compare website.

NHPCO supports many of the policies in the bill as it closely tracks NHPCO's recommended Hospice Program Integrity Initiatives published earlier this year. Appreciation goes out to members of the Legislative, Regulatory, and Quality & Standards Committees who all worked diligently on vetting and approving many of the program integrity measures that were included in this legislation.

This article offers some background and analysis for providers.

NHPCO staff immediately began discussions with the relevant Congressional committee staff – on the House side, the House Ways and Means Committee and on the Senate side, the Senate Finance Committee. The “do something” discussion evolved into creating a hospice program integrity bill that would address some of the issues identified for CMS by the OIG.

Discussions with both the OIG and CMS identified key areas where legislative action could be helpful in addressing hospice program integrity issues.

Regulatory, Legislative Affairs and Quality & Standards Committees

Shortly after the OIG reports were published, NHPCO staff engaged the Regulatory, Legislative Affairs, and Quality & Standards Committees to discuss hospice program integrity issues identified by the OIG. Staff shared concerns voiced by policymakers, House and Senate committee staff, and the OIG and CMS with the three NHPCO committees to examine and to identify a series of program integrity initiatives that would address the concerns noted in the OIG reports.

Each committee voted on each of the program integrity initiatives and only those that were approved by all three committees were included in the final [NHPCO Program Integrity Initiative](#).



...NHPCO staff engaged the Regulatory, Legislative Affairs, and Quality & Standards Committees to discuss hospice program integrity issues identified by the OIG.

OIG Reports and Program Integrity

The HHS Office of the Inspector General (OIG) issued two reports in July 2019 that outlined deficiencies with CMS monitoring of hospice and examples of poor care. For more details on the July reports, see the [NHPCO Regulatory Alert](#) (07/09/19). The reports – and subsequent reports from the OIG – have attracted a great deal of negative attention from policy makers, were featured on NPR and NBC Nightly News and caused some members of Congress to say that “we have to do something about hospice.” The “do something” could have meant public hearings on hospice, a Congressional investigation or worse, definitely not the publicity that the hospice community would want.



The most serious of the alternative sanctions, partial or full suspension of payments for all new admissions, is a very serious alternative sanction...

NHPCO staff shared the Program Integrity Initiative document in discussions with legislative champions and the Administration to craft draft legislation that would balance the need for smart, targeted oversight and education without imposing excessive regulatory burden.

Alternative Sanctions

Discussions with both OIG and Congress centered around their desire to identify alternative sanctions for hospice, named as an issue by the OIG. Alternative sanctions for hospice are not currently available and must be authorized in statute for CMS to take any action for a hospice provider's deficiencies, short of decertification.

The alternative sanctions listed in the bill mirror those for home health, without the additional civil monetary penalties sanction. The most serious of the alternative sanctions, partial or full suspension of payments for all new admissions, is a very serious alternative sanction and could be used when the survey deficiencies identified have implications for significant patient harm. There is a provision in the bill, however, that gives the Secretary discretion to add other alternative sanctions.

The addition of alternative sanctions gives CMS and surveyors options to use in correcting survey deficiencies short of decertification. More detail on the specific alternative



sanctions can be found on page 3, Section 3 of the bill (S. 2807).

Provisions of the Bill

The Hospice Care Improvement Act of 2019 includes provisions that aim to increase reported hospice data, improve the hospice survey process, and increase compliance of quality standards for hospice care. Details about the bill follow.

Members can find a summary of the provisions in the bill in the [NHPCO Policy Alert](#) that was issued on November 8, 2019 and is available on the NHPCO website in the Regulatory News/ Updates section.

NHPCO Concerns

NHPCO remains concerned about the title of the bill and would like to see a reference to smart and effective oversight of hospice programs.

Another concern is that this legislation does not incorporate the provisions of the *Rural Access to Hospice Act* (H.R.2594/S.1190) which is an important statutory fix for the barrier Medicare beneficiaries face when they are served by a Rural Health Clinic (RHC) or Federally Qualified Health Center (FQHC). NHPCO will continue to advocate for the inclusion of the *Rural Access to Hospice Act* in any program integrity packages that may be under consideration.

NHPCO looks forward to working with our legislative champions in the Senate to shepherd this bill through the legislative process and to further refine the legislation to include enhanced access to hospice care. Additionally, we will continue to engage with our House champions on a companion bill that is expected to be introduced at any time (and may have already been introduced since this issue of *NewsLine* went to press).

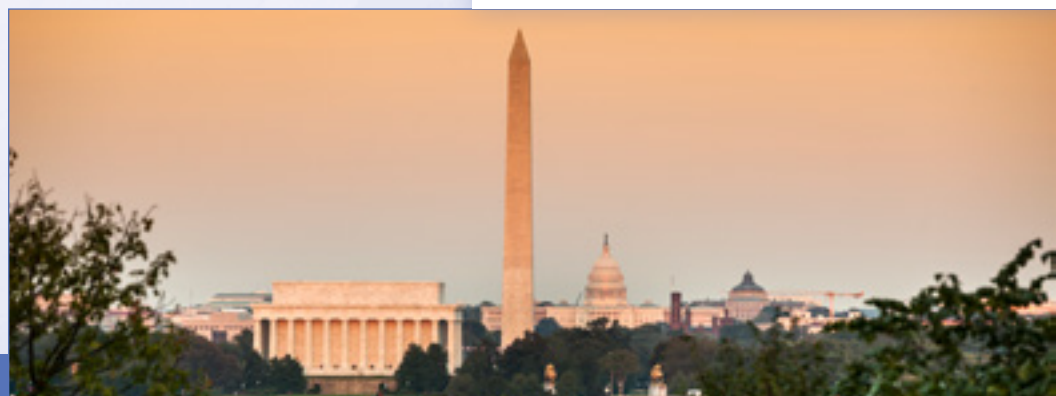
To the many members who reached out, engaged, participated in focus groups, conferred in committees, and contacted their Members of Congress to make this bill a reality, NHPCO extends its appreciation. We look forward to continuing grassroots engagement and appreciate your ongoing commitment to high-quality, person-centered care for all Americans.

Judi Lund Person, MPH, CHC is Vice President, Regulatory and Compliance

Mark Slobodien is Director of Legislative Affairs



Another concern is that this legislation does not incorporate the provisions of the *Rural Access to Hospice Act* which is an important statutory fix...





2020 LEADERSHIP & ADVOCACY CONFERENCE

The Event Not to Miss in March 2020

There's nothing like a face-to-face conference to recharge your batteries, fuel your creativity, and renew your sense of mission. The [NHPCO Leadership and Advocacy Conference](#) is where hospice and palliative care leaders gather to exchange ideas, strategies, and solutions.

Activity for the 2020 Leadership and Advocacy Conference is in full gear for one of the most important events for professionals in the field. The 2020 LAC is set for March 25 – 27, with preconference offerings on March 23 and 24. For this year's LAC, we will be at the Gaylord National Harbor, in a Maryland suburb of our nation's capital. Since NHPCO was last at National Harbor, the expansive MGM entertainment complex, hotel and casino has opened bringing something new to this popular destination on the banks of the Potomac River.

Leaders and managers understand the importance of developing professional skills, hearing insights from experts in the field, carrying the voice of our community to Capitol Hill, and networking among peers at this national conference. NHPCO's 2020 LAC will provide such opportunities in abundance. The LAC will reach beyond the development of one's own skills and last beyond the conference itself by featuring sessions that focus on strengthening the entire organization.

Conference offerings are developed with a cross-section of the NHPCO membership. The Professional Education Committee, representatives from the board, other committees, staff, and relevant content experts all work together to ensure the conference experience is of value right now, for issues leaders and managers are facing today and preparing for in the future.

Meet the Keynote Speakers

Opening Keynote



Don Berwick, MD

Former Administrator, Centers for Medicare and Medicaid Services

Founding CEO, Institute for Healthcare Improvement

In the opening keynote, Don Berwick will discuss the need for major redesign of health care delivery – long overdue. Drawing on the so-called "Radical Redesign Principles" for a new health care system from the

Institute for Healthcare Improvement's Leadership Alliance, Berwick will explain especially the first of those principles: "Change the Balance of Power," with specific illustrations of how patients, families, and communities can take over their own care and better pursue their own health.

Day Two Keynote



Godfrey Nazareth, MS

President and CEO, X-Biomedical, Inc

In a moving presentation, Godfrey Nazareth will share some of his attitudes, experiences and lessons as an ALS patient. He currently serves as NTP Research Fellow in Anesthesiology and Critical Care Medicine at the Children's Hospital of Philadelphia. Nazareth has over 12 years of experience in biomedical product development; pharmaceutical formulation, and design, development and commercialization of a wide variety of medical devices and combination products.

Closing Keynote



Phil Gwoke

Generational Expert and Gen Xer

Phil Gwoke's life mission is to help people excel and bring out the best in every



LAC will reach beyond the development of one's own skills and last beyond the conference itself...



National Hospice Gala 2020

The 2020 National Hospice Gala will take place on Thursday, March 26 in conjunction with the LAC. The event attracts hospice and palliative care leaders from across the nation and around the world. This year, the [National Hospice Foundation](#) is raising support for pediatric programs and offerings.

There will be much to celebrate at this formal affair with dinner, auction, entertainment, and dancing. Participating in this event is a great opportunity to show your leadership and support in the hospice and palliative care community.

generation. He is a passionate generational expert skilled in developing strategies to improve inter-generational communication and collaboration. Gwoke is one of BridgeWorks' resident Gen Xers, and brings his unique humor, experiences, research, and generational expertise to his work. He is a firm believer that with the proper motivation, training and support system, members of any generation can become capable of remarkable accomplishments.

Education Session Focus

The conference will offer peer-to-peer [educational sessions](#) that will address these specific topic areas:

- Advocacy
- Clinical and Operations Management

- Emerging Markets and Partnership Opportunities
- Engagement and Marketing
- Finance
- Fund Development
- Leadership
- Palliative Care
- Quality
- Regulatory
- Staff Development

Advocacy at LAC

The advocacy focus at the 2020 LAC will help professionals stay up to date on critical issues and strategy relevant to their communities and carry the voice of the hospice and palliative care community to our legislators in Washington, D.C. Structured differently than in the previous two years, advocacy training and Capitol Hill congressional visits

will take place on Monday and Tuesday, March 23 and 24 (our preconference days). Tuesday will end with our Advocacy Reception on Capitol Hill where we will welcome congressional champions and staff.

Participation in the [two-day program](#) on March 23-24 is included in the full LAC registration but does require a separate registration. Registration for just the 2-day advocacy event also is available at a low cost. Additionally, NHPCO affiliate Hospice Action Network will offer some webinars before the LAC to inform participants of key issues and help to maximize the training that will happen on March 23. Attendance at both days is required.

Preconference Offerings

Kick off your LAC experience with a [preconference offering](#). Dive deep into topics to develop your professional skills or improve organizational excellence. Topics include: the inaugural offering of the Quality Certification Program, the popular Hospice Compliance Certificate Program, the Hospice Manager Development Program's Foundational Course, Community-Based Palliative Care, cultural sensitivity, managing ethical challenges, value based models, and more. Learn more about these preconference offerings on March 23 and 24.

Continuing Education

The 2020 LAC provides continuing education credit for compliance officers, counselors, finance professionals, nurses, physicians, and social workers. CE/CME credit is not available for congressional meetings. More detailed information on CE/CME will be available online in early 2020.

Exhibit Hall

The Exhibit Hall at the LAC will give attendees a valuable opportunity to meet leading vendors and service providers from the field as well as organizations and associations interested in the work of hospice and palliative care professionals. Enjoy refreshments, learn about the latest products and services, and take advantage of networking time with colleagues.

Registration

Visit the LAC website for more information and to find links to online registration. Early-bird registration is available through January 31, 2020 – [register early and save!](#)



Mark your Calendars

2020 Virtual Conference

The focus will be quality. Presented in collaboration with AAHPM and HPNA
July 22 – 23, 2020
Information will be available online in early 2020.

2020 Interdisciplinary Conference

Little Rock, Arkansas
Preconference Offerings:
October 10 and 11, 2020
Main Conference:
October 12 – 14, 2019
[Learn more online.](#)





NHPCO Value Proposition

Representative Accomplishments

NewsLine shares some of the ways in which NHPCO has supported the membership and the provider community throughout 2019.

Health Policy and Advocacy

- Delivered testimony to House Ways and Means Committee.
- Legislative and regulatory response to the July 2019 OIG reports, resulting in NHPCO Hospice Program Integrity Initiative used for drafting legislation on hospice program integrity; commented on subsequent OIG reports.
- S.2807, *Hospice Care Improvement Act of 2019*, introduced in Senate with active involvement from NHPCO staff and lobbyists. House bill in development.
- Continue serving as the trusted source of information for Congressional leaders and staff members with 555 face-to-face meetings held between January and early December 2019.
- Facilitated panel discussion at launch of Senate Compassionate Care Caucus launched by Senator Jacky Rosen who delivered the opening keynote at IDC19.
- Released comprehensive hospice policy brief, *Hospice: Leading Interdisciplinary Care*.
- Partnered with Better Medicare Alliance in hosting two stakeholder issues sessions exploring Medicare Advantage and hospice.
- Six special free webinars and virtual town halls for members on breaking issues.
- Virtual Hill Week resulted in over 3,300 actions from grassroots advocates representing all 50 states.
- NHPCO and HAN, along with our lobbyists, engaged with congressional staff on a daily basis.
- Ongoing meetings with NHPCO staff and leaders from the provider community conducted with government agencies to include CMS, CMMI, OIG, GAO, and MedPAC.
- Launched the My Hospice Ambassadors Program; the summer Ambassadors fly-in featured a day of training followed by 56 Ambassador meetings on Capitol Hill.
- Supported PCHETA and the *Rural Access to Hospice* legislation.

- Hosted virtual town hall with staff from Office of the Inspector General who have been invited to participate at LAC 2020.
- Hosted two webinars in collaboration with HHS Center for Community Partnership.

Regulatory, Compliance, and Quality

- Eight comment letters submitted on proposed rules to CMS this year.
- Compliance Certificate Program expanded.
- 20 Regulatory and Quality Alerts issued.
- Managing Patient Travel in Hospice Care resource revised.
- Over 2,000 provider questions answered by NHPCO, 95% in less than 24 hours.
- Held office hours for regulatory questions at NHPCO conferences.
- HQRP FAQ Index resource released.
- Management of Imminent Death in Hospice Care resource released.

- Working relationship formed with Abt Associates related to development of hospice assessment tool.
- Three focus groups facilitated at LAC related to hospice assessment tool.
- Working relationship formed with Rand related to the hospice CAHPS survey.
- Regulatory, Compliance, and Quality key topics at NHPCO conferences and podcasts.

Palliative and Serious Illness Care, Models and Demos

- NHPCO *Palliative Care Playbook* released (new chapters published in November), see page 36 for details.
- Resources on Primary Care First/Serious Illness Population and VBID models made available.
- Preconference offerings on community-based palliative care expanded.
- Held palliative care office hours at NHPCO conferences.
- Published a palliative care state toolkit available for members.
- Presented on Palliative and Serious Illness Care at multiple conferences and panels across the country.

- Reimagined NHPCO Edge launched to assist providers with new model participation.
- Released updated pediatric standards.

Professional Development

- Leadership and Advocacy Conference hosted in Washington, DC.
- Interdisciplinary Team Conference hosted in Orlando.
- Virtual Conference hosted in conjunction with AAHPM and HPNA.
- 24 webinars in six tracks.
- Bereavement webinar series, free to members.
- 9,890 - hours of CE/CME credit offered.
- 100+ online courses available 24/7 through NHPCO's E-Online education portal.

MyNHPCO Community

- Hosted more than 78 MyNHPCO community chats with over 9,200 participants.
- MyNHPCO community chats archived on MyNHPCO.org.
- Hosted networking meetings at both NHPCO onsite conferences.

We Honor Veterans

- Vietnam Veterans Pilot Program initial phase and focus groups complete.
- 5,460 We Honor Veterans Hospice and Community-based Health Care Partners.
- 118 State-wide and Community-Based Hospice-Veteran Partnership Coalitions.
- 14% increase in Level 3 & 4 Partners.
- Over 38,000 staff training participants.
- Over 42,000 community outreach training participants.
- Over 2,000 partner sites participated in webinar trainings.
- 353 Hospice Partners are currently working on Level 5 activities.

Communications and Marketing

- Media engagement with major news outlets that include: *New York Times*, *Washington Post*, *Washington Journal*, *The Hill*, *NPR*, *Inside Health Policy*, *Inside CMS*, *Kaiser Health News*, *Hospice News*, *Eli's*, and many others.
- Launch of NHPCO rebranding at LAC in April.

- New website went live in April.
- Created the outreach video "My Hospice – Lou's Story."
- Quarterly digital publication, *Newsline*, redesigned.
- Free Podcast series – twice a month.
- New set of outreach materials released in September.
- Created monthly business webinar series, free for members.
- Buyers' Guide – online and hardcopy mailed to members.
- Kicked off The Hospice Music Project following LAC in April.

Philanthropy: National Hospice Foundation

- Through the Lighthouse of Hope fund, NHF awarded more than 40 grants to hospice patients to have a wish-fulfilling experiences.
- Through its disaster relief fund, NHF awarded \$10,000 to assist programs in Africa that were impacted by Cyclone Idai.
- In conjunction with IDC, NHF invited 3 pediatric patients and their families for all paid week-long trip to Orlando with theme park tickets to Disney World, Universal Studio and Sea World.

- Hosted the annual National Hospice Foundation Gala, with attendance of 500 guests and raised fund for NHPCO's Veteran Services Program.

NHPCO Grants

- Began the first year of a two-year project in providing assistance to hospice and palliative care providers in measuring the impact of community based palliative care.
- Funding assistance secured for portions of the NHPCO Palliative Care Playbook.
- Added a "Find a Bereavement Services Provider" tool on NHPCO's website.
- Awarded five grants to NHPCO members to develop and provide Community Bereavement Services Following Death due to Opioid Overdose Deaths.
- Secured funding for convenings on Value Based Insurance Design.



As the leading organization representing hospice and palliative care providers, NHPCO works to expand access to a proven person-centered model for healthcare—one that provides patients and their loved ones with comfort, peace, and dignity during life's most intimate and vulnerable experiences.



NHPCO's Strategic Priorities

2020-2021

Leading
Person-Centered
Care



Priority 1 – Policy and Advocacy

Expand influence with policymakers and shape legislative and regulatory policies that impact access to and payment for hospice and palliative care, innovative care model design, and strengthen program integrity.

- Execute an effective advocacy strategy and grassroots mobilization.
- Rely on our deep expertise, strong networks, and creativity to achieve desired legislative and regulatory outcomes.
- Lead in the delivery of accurate, timely, and relevant information about existing and future policies impacting our provider community.
- Give a voice to our members to inform legislation and policies impacting the provider community.

Priority 2 – Education

Improve hospice and palliative care professional development learning opportunities and methods to closely align with member needs, wants, and preferences.

- Prioritize target audience and build education to support the target audience.
- Improve the quality, content, and value of education offerings.
- Provide consistent, meaningful learning opportunities, and expand formats for ease of access.
- Align and integrate key educational priorities with policy, advocacy, quality, and regulatory priorities to enhance the learning experience.

Priority 3 – Quality

Enhance quality assessment and performance improvement initiatives to support safe, effective, and timely care outcomes for patients and families.

- Develop and maintain tools and resources to guide hospice and palliative care programs in delivering safe and effective hospice and palliative care services.
- Participate in the development of select quality measures for palliative care.
- Provide data collection, reports, and benchmarking tools to hospice and palliative care programs.
- Develop and maintain a new quality initiative for members, Quality Connections, that is designed to support hospice and palliative care programs.

Priority 4 – Growth

Expand business initiatives to increase NHPCO's value proposition through strategic partnerships, membership retention/growth, and non-dues offerings.

- Develop customer service standards and protocols to improve the customer experience and increase brand loyalty to NHPCO.
- Develop technology and data strategy to improve business priorities and decision making in alignment with organizational needs.
- Prioritize, partner, and align with external organizations to strengthen the member experience, offerings, and value in NHPCO membership.

Priority 5 – Employee Engagement

Improve employee satisfaction and engagement by developing a workplace culture based on purpose, opportunity, success, appreciation, well-being, and leadership.

- Foster organizational transparency by developing processes that improve inter and intradepartmental communication for all levels in the organization.
- Elevate the value of the staff by creating a retention and recognition strategy that focuses on opportunity, success, and appreciation.
- Develop guidelines and processes that define and clarify professional development, advancement opportunities, and career progression at NHPCO.
- Develop structured onboarding, orientation, and training programs, both organization-wide and departmental, that integrate the cultural priorities throughout the organization.

Priority 6 – Consumer Awareness and Outreach

Refine and improve consumer messaging to increase earlier engagement, preparation, and expectations for timely, comprehensive palliative and end-of-life care.

- Establish NHPCO as the trusted source for information and create and/or adapt resources geared for specific audiences that will meet them where they are.
- Develop and refine community engagement tools, resources, and information for our members to use in their community outreach efforts that are on message and accessible.
- Cultivate consumers and like-minded associations as advocacy partners working on behalf of consumer needs.

The Gift of...

For many, the end of the year is marked by holiday celebrations and family gatherings. It is often a time of reflection when people look back on the things that they are thankful for. In this issue of NewsLine, NHPCO would like to reflect on some of the things from the past year that we as an organization are thankful for.

As 2019 comes to a close, we shine a light on some gifts of legacy, memories, service, and music... and we gratefully share them with you, our members.



THE GIFT OF LEGACY

My Legacy, My Hospice: Lou's Story

At the 2019 Interdisciplinary Conference in Orlando, Florida, NHPCO premiered a new video for the My Hospice Campaign – [My Legacy, My Hospice: Lou's Story](#). The video features Lou Alvarez, the 9/11 first responder who captured the attention of people across the world when he testified on Capitol Hill in June of 2019 to advocate for passage of the 9/11 Victim Compensation Fund. He was admitted to hospice care days after his testimony.

In the video, viewers meet Lou Alvarez, an NYPD detective who responded to the 9/11 World Trade Center attacks. Lou spent

three months at Ground Zero in the recovery effort. Then, in 2016, he was diagnosed with stage 4 cancer, a direct result of his time spent in the toxic fumes. Immediately following his diagnosis, he became an advocate for fellow 9/11 first responders, encouraging them to get checked by the doctor yearly and to sign up for benefits through the World Trade Center Health Program.

In June of 2019, despite being severely ill, Lou made a trip to Washington, D.C., to testify before Congress to encourage passage of the Victim Compensation Fund. His testimony on Capitol Hill went viral and his words and fighting spirit inspired many around the world. Days after his testimony, Lou was told by doctors that continuing treatment would be futile, and he was admitted to

Catholic Health Services of Long Island's Good Shepherd Hospice.

Through expert care and support, hospice helped Lou continue his fight to advocate for the 9/11 Victim Compensation Fund and even arranged television interviews from his hospice room. The team at Good Shepherd Hospice ensured that Lou was able to maintain dignity, comfort, and support while being surrounded by his loved ones and the many visitors he received in his final weeks.

"We really created the space to allow him to be him," said Good Shepherd Hospice Nurse Josephine O'Connor, RN. "Baseball cap, kids at the bedside, mom bringing in food."

Hospices in the New York tri-state area are seeing more 9/11 first responders being admitted to their service because of time spent at Ground Zero; most patients have a cancer diagnosis. These men and women are a unique demographic, having witnessed the horrific events of the day and working in the dangerous conditions in the months following. Many of the patients are young and have sought aggressive treatment to cure their illness.

Phil Alvarez, Lou's brother, now works for a firm that helps identify 9/11 first responders and survivors who have not signed up for benefits under the World Trade Center Health Program or





...Lou was able to maintain dignity, comfort, and support while being surrounded by his loved ones...

the 9/11 Victim Compensation Fund. Further, not many people know that hospice is covered under the program.

"Folks from all over the United States descended on Ground Zero coming to the aid of a city and a country knocked to its knees," says Alvarez. "Military, law enforcement, fire departments and volunteer-based organizations like the American Red Cross, volunteered to help. Today many of these folks, who have returned to their home states, have gotten sick from many of the illnesses associated with breathing the toxic air of Ground Zero."

"Hospice programs around the country need to be aware of this

and be trained to recognize that the patient may be a 9/11 responder or victim and are eligible for health and compensation benefits," Alvarez continued.

NHPCO shares Lou's Story with the goal to educate more people about the 9/11 Victim Compensation Fund and the increasing number of 9/11 first responders entering hospice care. Lou's Story is part of the My Hospice campaign – an initiative to educate policymakers and their constituents about the value of the Medicare hospice benefit.

"We honor Lou Alvarez. He was a veteran and first responder, and he immediately jumped to action on 9/11," said NHPCO President and CEO Edo Banach. "We are proud to share his hospice story and continue his message to ensure that all 9/11 first responders get the care that they deserve."

To learn more, go to MyHospiceCampaign.org.

THE GIFT OF MEMORIES

National Hospice Foundation Gives Pediatric Patients and Families Special Orlando Experience

As the NHPCO team prepared for the trip to Orlando, Florida for the 2019 Interdisciplinary



The magic of the holidays was present at all the Orlando attractions.

Conference, staff discussed bringing their children along to Florida and taking them to the theme parks. Realizing that many of the pediatric patients cared for by hospice and palliative care providers may never have the chance to make those childhood memories, the team decided to offer grants to those families so they can also have special family experiences.

In conjunction with IDC, fundraising affiliate [National Hospice Foundation](http://NationalHospiceFoundation.org) partnered with [Give Kids the World Village](http://GiveKidsTheWorldVillage.org) to provide a special Orlando "Magical" experience to three pediatric hospice or palliative care patients and their families.



Alivia with her mother, two sisters, and Mickey Mouse during their magical experience in Orlando.

This trip included theme park tickets, all meals and lodging for the patient and their parents and siblings, and travel reimbursement from NHF's [Lighthouse of Hope Fund](#).

One of the kids who received a grant to go to Orlando and Give Kids the World Village was Alivia Robinson, a 14-year-old girl under the care of Arkansas Hospice. Her family had limited resources and the only trips they had taken were for medical needs. Alivia had never been to Orlando or even had a family vacation. Her hospice team said she wanted the opportunity to just be a kid and have some fun, and for the family to connect with each other and be a more "normal" family.

Alivia and her family had a blast visiting the theme parks in Florida, her mom Telisa Whitely said. Alivia and her sisters rode nearly every ride in every park, and Alivia got to have her picture taken with Mickey Mouse.

"It was a once in a lifetime trip," Telisa said. "I was very thankful."

One of the other grant recipients was Boston Pimpare, an eight-year-old boy receiving care from Cranberry Hospice in Massachusetts. His hospice team noted that while Boston is restricted to a wheelchair, is blind and cannot move or speak, he responds beautifully to music, movement, and laughter. His two sisters actively assist in his care, and the family of five thrives when they can all participate in something together. The trip to Florida provided that exact opportunity for Boston and his family.

Boston's dad, Jay Pimpare, said all three kids got to fully experience everything together, and no one was left out. Boston especially loved his ride on a small roller coaster, as he could feel the movement and the wind in his face.

Jay also spoke highly of Give Kids the World Village. Give Kids the World is unique because it provides housing, meals, theme park tickets, and on-site entertainment to families with a seriously ill child. Each family has their own villa, everything is



Boston responds beautifully to music, movement, and laughter making this family experience a special time for all.



NHPCO and NHF staff Hope Fost and Maggie Nayyar (at left) and Edo Banach (at right) join the Pimpare family at Give Kids the World Village.

THE GIFT OF SERVICE

Volunteers are the Foundation of Hospice

A valuable part of NHPCO's MyNHPCO Communities – which represent the different professional areas of the interdisciplinary team – is the sponsorship of the Volunteers are the Foundation of Hospice Awards. Presented annually, these awards were created to honor hospice volunteers who best reflect the universal concept of volunteerism in its truest sense – serving as an inspiration to others. Those who receive these awards have demonstrated considerable commitment and have made a notable impact by strengthening a hospice program or the lives of patients & families served.

The 2019 Volunteers are the Foundation of Hospice Awards were presented at the Interdisciplinary Conference in Orlando on November 5. The four awards were given out by Melinda Gruber, chair of the MyNHPCO Professional Communities and member of the NHPCO Board, and Diane Snyder Cowan, vice-chair of MyNHPCO and the section leader of the Bereavement Professionals Community.

Four dedicated individuals were honored with the Volunteer Awards in the following categories.

“ His two sisters actively assist in his care, and the family of five thrives when they can all participate in something together.

handicapped accessible, and Give Kids the World offers activities like face painting and horseback riding for the kids and their siblings.

“All the families were going through the same thing,” Jay said. “You just get it. You don’t have to say anything.”

NHF and NHPCO were proud to support this special opportunity for these families and the organizations look forward to ongoing efforts that NHF’s Lighthouse of Hope will make available.

“Maximizing quality of life for patients and family caregivers is at the heart of the hospice philosophy of care,” said Edo Banach, President and CEO of NHPCO and NHF. “As part of our commitment to leading person- and family-centered care, NHPCO is honored to help some special young people make treasured memories with loved ones.”

Gift of Philanthropy: Learn more about NHF

Through charitable contributions, the National Hospice Foundation is able to make a difference in the lives of the patients and families served by hospice and palliative care professionals. Our programs include:

- CaringInfo brings information to people before a health crisis, helping individuals and families learn about, prepare for, and access hospice and palliative care services.
- Diversity Fund helps hospice professionals address ethnic disparities in end-of-life care.
- Emergency Workforce Support Fund assists hospice communities when a natural disaster overwhelms regularly-available resources.
- Lighthouse of Hope provides funds to hospice patients seeking wish-fulfilling experiences near the ends of their lives.

- Palliative Care fund promotes innovative strategies to deliver care and the quality of life for the patient and the patient's family.
- Pediatrics fund makes best-known practices in pediatric palliative and hospice care widely available.
- Veterans Services programs provide tools and resources for professionals to recognize the unique needs of our Veterans under hospice and palliative care and their families.

Visit www.NationalHospiceFoundation.org to learn more about these programs and to support this valuable work.

Outstanding Organizational Support Award



Barbara Smith
Mountain Hospice
Bellington, West Virginia

Barbara Smith is the co-founder of Mountain Hospice, Inc. and helped prepare documentation to open the hospice, which accepted its first patient in 1991.

She has served on the Board of Directors, Executive Committee and was a patient-care volunteer from the very beginning. She also assisted with a wide range of other duties as was needed.

Barbara retired from Alderson Broaddus University in Philippi, West Virginia, after 36 years, where she rose to be the Chair of the Division of the Humanities and Professor of Literature and Writing. She has published over four hundred poems and short stories and has written some twenty books of poetry, nonfiction, and fiction.

Patient and Family Service Award



Maureen Endee
Tidewell Hospice
Sarasota, Florida

Maureen Endee began her service at Tidewell Hospice in 1999. Since then she has given more than 7,500 volunteer hours to the organization and the patients and families it serves.



...these awards were created to honor hospice volunteers who best reflect the universal concept of volunteerism in its truest sense...

Maureen primarily serves at the Venice Hospice House, working a weekly shift, but also has served in general patient visitation, vigil shifts, the Caring Touch program, Tidewell remembrance events, and even filling aromatherapy supply orders for the clinical teams.

She helped organize a graduation ceremony for a young girl whose father was dying at the Venice Hospice House and would not live long enough to share this milestone with her.

Maureen generously shares her knowledge by serving as a mentor to other new patient care volunteers.

Specialized Service Award



Gerald "Jerry" Haines
Heart 'n Home Hospice & Palliative Care
Fruitland, Idaho

Jerry Haines has dedicated his life to service. He spent 25 years serving his country, retiring at age 41 as a Major in the Army National Guard.

His civilian life has been filled with opportunities to help others including volunteering with his church, local senior center and veteran advocacy groups. He also served at a non-profit organization managing transportation for elderly and disabled persons.

Jerry brought his deep commitment to serve to Heart 'n Home Hospice when he began volunteering in 2014. Most notably, he participates in veteran pinning ceremonies – an event dedicated to honoring the service of a veteran in hospice care. Jerry arrives at each event in full dress uniform, thanks the veteran for their service, salutes the veteran and pins an American Flag on their shirt. He often follows up with return visits to those who have been honored.

Young Leader Award



Jordynne Badillo
The Elizabeth Hospice
Escondido, California

Jordynne Badillo, 21, is a grief group facilitator and camp counselor in the Children's Bereavement Program for The Elizabeth Hospice. In her volunteer role, she helps children develop coping skills and regain feelings of hopefulness.

From an early age, Jordynne knew her life's work would involve helping others. But it wasn't until a guest lecturer from The Elizabeth Hospice spoke to her class about childhood grief that Jordynne's future career path came into view.

She is currently a student at San Diego State University. Her goal is to become a psychologist and open her own center for at-risk youth.

NHPCO members are encouraged to look for the call for nominations for next year's Volunteers are the Foundation of Hospice Awards; the call will be shared in late spring/early summer in the weekly e-NewsBriefs and on MyNHPCO.

MyNHPCO Communities for Members

There is a separate MyNHPCO Community for each of the members of the Interdisciplinary team. MyNHPCO offers you access to a wealth of information via the member-only sections of the website at MyNHPCO.org.

One of the popular MyNHPCO offerings are the free online chats that are hosted by the different communities. So far this year, there have been about 73 chats with more than 13,000 registrations from member organizations. In each week's e-NewsBriefs we list the upcoming chats and give the registration link. These chats are archived in the different MyNHPCO communities and they are a terrific resource. Regardless of which MyNHPCO Community you might be in, you can participate in any of the chats and take advantage of the online resources.

If your hospice is a Provider Member of NHPCO, all staff members and volunteers can enjoy the benefits of MyNHPCO Communities at no additional cost. [Learn more about MyNHPCO online.](#)

THE GIFT OF MUSIC

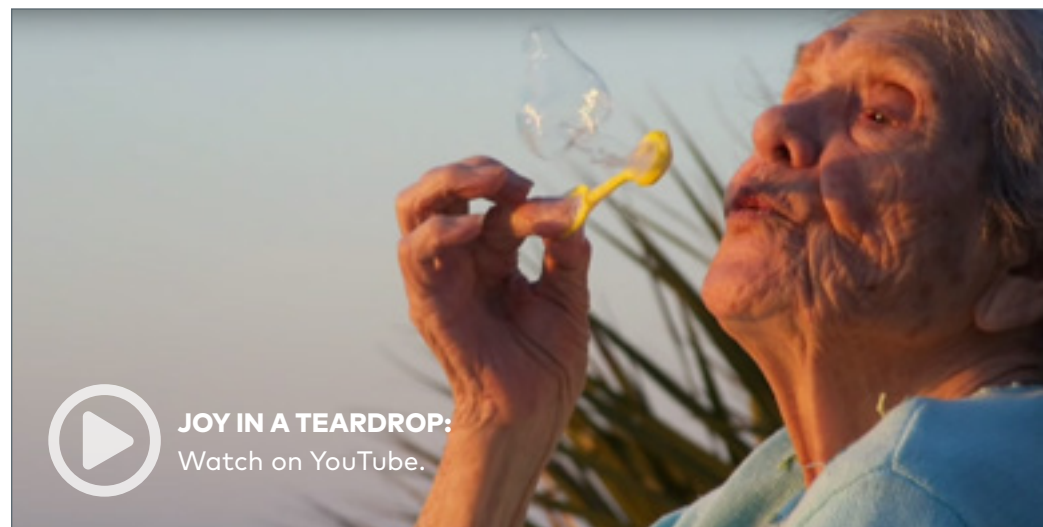
The Hospice Music Project Into the Light Debuts at IDC in Orlando

How it All Started

During the 2018 Interdisciplinary Conference in New Orleans, Grammy Award winner Tricia Walker and hospice physician and musician John Mulder led a songwriting workshop that followed John's keynote presentation. With the help of over 60 participants in the workshop, they captured the passion, poignancy, and purpose of the work that hospice and palliative care professionals do in providing care and supporting families. From that workshop, the song *Joy in a Teardrop* was created and performed live on stage by John and Tricia at the closing keynote session.

Following the IDC in New Orleans, *Joy in a Teardrop* was professionally recorded and formally released at the NHPCO Leadership and Advocacy Conference in April 2019. The song was synchronized with a series of photographs that had been submitted to NHPCO by members over the past several years – the impact was powerful.

Many have been touched by the images and the music, demonstrating the power of music and art to instill peace, foster healing, and reveal joy in situations that could otherwise be discouraging and even devastating. Hospice staff have experienced renewed commitment to and vigor in the work that they do, as this song reminds them of the deep value and positive outcomes in the care that they provide for their patients and families.



The song, *Joy in a Teardrop*, can be purchased at store.cdbaby.com/cd/johnmulder9, or through iTunes or Amazon, and streamed through Amazon and Spotify. All proceeds from the sale of the song support the National Hospice Foundation.

The Music Project is Born

Following the 2019 IDC, NHPCO decided to expand on this powerful experience and **The Hospice Music Project: Joy in a Teardrop** was born. As part of the expanded project, John and Tricia produced the sheet music for *Joy in a Teardrop* that is available for providers to download and use in their communities.

To inspire new songs, hospice and palliative care team members, supporters, and advocates began contributing stories, thoughts, ideas, reflections... even possible lyrics and poetry about their work. This material is being used to create an album of songs reflecting the power and inspiration of our work.

John and Tricia have enlisted the assistance of Grammy-winning songwriters Beth Nielsen Chapman and Marcus Hummon to participate in the creation of new songs.

Into the Light

The second song in the project, *Into the Light*, debuted at the 2019 Interdisciplinary Conference in Orlando – again with photographic



INTO THE LIGHT :
Watch on YouTube.



visuals provided by NHPCO members. Written by acclaimed songwriters Jackie Carlyle and Bruce Michael Miller, this song was created as a tribute to those who work in hospice, and was performed by John Mulder and Tricia Walker in the video available on YouTube.



The [National Hospice Foundation](https://www.nationalhospicefoundation.org) looks forward to sharing more information about the music being created with **The Hospice Music Project**. NHF hopes to debut the collection of songs at the 2020 Leadership and Advocacy Conference. As with the original song, the proceeds from **The Hospice Music Project** will support the work of the National Hospice Foundation.

New Digital Resources



NHPCO'S 2017 NATIONAL STAR REPORT (PDF ONLY)

RELEASED IN 2018, the annual National STAR Report summarizes results of all hospices that utilized the Survey of Team Attitudes and Relationships within the year. STAR is the only job satisfaction survey designed specifically for the hospice field. If your hospice administered STAR, you can use the National STAR Report to compare your hospice's results to all STAR participants in 2017. Utilize STAR and its national level report as part of your hospice's comprehensive QAPI program today!

Member Price: \$125.00 | Non-Member Price: \$175.00



QAPI TOOLKIT

RELEASED IN 2018, this resource assists hospice providers with implementation and maintenance of their quality improvement program and activities.

The Toolkit provides a framework for QAPI with review of §418.58 of the Medicare Hospice Conditions of Participation (CoPs): Quality Assessment and Performance Improvement. It will also explore the detailed requirements of the CoP and lists the definition of 'quality' in hospice. In addition, the Toolkit will identify NHPCO's core quality components in the Hospice Standards of Practice. The toolkit also provides a review of the components of a quality program and tools and resources to support the development, implementation, and maintenance of a comprehensive and high functioning QAPI program.

Member Price: FREE | Non-Member Price: \$199.00



STANDARDS OF PRACTICE FOR PEDIATRIC PALLIATIVE CARE

This **NEWLY RELEASED** item in 2018 is an appendix to the NHPCO Standards. This item is a guide for palliative and/or hospice programs providing care to patients in the perinatal period, infancy, childhood, adolescence and young adulthood; regardless of whether care is delivered in the home, hospital, long-term care or a respite facility ("children" refers to patients in the perinatal period, infancy, childhood, adolescence, and young adulthood (young adulthood encompasses individuals over 18 years). It may also serve as a guide to pediatric programs developed within a hospice, home health, hospital or state agency.

Member Price: FREE | Non-Member Price: \$29.95

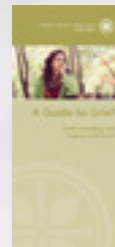
NHPCO Resources



HOSPICE VOLUNTEER PROGRAM RESOURCE MANUAL

Updated in 2015 to reflect current regulatory requirements and best practices. This manual offers suggestions for developing the "ideal" volunteer program - that is, one that goes above and beyond the "5% requirement."

Member Price: \$74.99 | Non-Member Price: \$89.99



A GUIDE TO GRIEF

NEWLY UPDATED IN 2017! This pamphlet takes readers through the feelings and symptoms of grief: shock, denial, anger, guilt, sadness, acceptance, and growth.

Member Price: \$2.00

Non-Member Price: \$2.50

CMMI Models

Participation Options for Hospice and Palliative Care Providers

Are you a hospice or palliative care provider interested in participating in one of the recently released CMMI models? Take the short survey below for each model option to see if you meet the eligibility criteria. There are many ways for your organization to participate even if you cannot apply directly!

PRIMARY CARE FIRST GENERAL AND/OR HYBRID MODEL

Primary Care First is geared towards advanced primary care practices that are ready to accept financial risk in exchange for greater flexibility, increased transparency, and performance-based payments that reward participants for outcomes. Applications are due January 22, 2019.

YES NO

Is your practice located within one of the [26 regions](#) where PCF is being offered?

Do you provide health services to a minimum of 125 attributed Medicare beneficiaries?

Do you have experience with value-based payment arrangements?

Is your EHR Compliant with the 2015 Edition Certified Electronic Health Record Technology (CEHRT)?

Does primary care services account for at least 70% of your practice's collective billing based on revenue?

If you answered **YES** to all of these questions: You can apply for this model option. Please visit the RFA [here](#).

If you answered **NO** to one or more question: You cannot apply for this model option.

However, you may be eligible to contract with a PCF hybrid practice participant to take care of their SIP patients. Reach out to Primary Care Practices in your area to see if they plan on participating.

PRIMARY CARE FIRST SERIOUSLY ILL POPULATION MODEL

Primary Care First SIP enables primary care practices, including clinicians who are enrolled in Medicare and typically provide hospice or palliative care services, to take responsibility for the care of high need, seriously ill beneficiaries who currently exhibit a fragmented pattern of care. Applications are due January 22, 2019.

YES NO

- Is your practice located within one of the [26 regions](#) where PCF is being offered?
- Do you have experience with value-based payment arrangements?
- Do you have experience serving patients with complex, chronic needs?

If you answered **YES** to all of these questions: You can apply for this model option. Please visit the RFA [here](#).

If you answered **NO** to one or more question: You cannot apply for this model option at this time.



NHPCO

Leading Person-Centered Care

What's next?

To stay up-to-date on the latest model developments, please join the MyNHPCO Palliative Care Community. If you want to participate in one of the models but need help, you may benefit from working with one of our [Edge Partners](#).

DIRECT CONTRACTING MODEL

The payment model options available under Direct Contracting create opportunities for a broad range of organizations to participate with CMS in testing the next evolution of risk-sharing arrangements. First round applications are due February 25, 2020.

YES NO

- Your practice is not participating in the Primary Care First model or is not within the [Primary Care First Regions](#).
- Does your practice have capacity to care for a minimum of 250 Medicare beneficiaries in Performance Year 1, working up to 1,400 beneficiaries by Year 5?
- Does your practice have the ability to establish a governing body with sole and exclusive authority to execute the functions and make final decisions on behalf a Direct Contracting Entity?

If you answered **YES** to all of these questions: You can likely apply for one of the Direct Contracting model options. Please visit the RFA [here](#).

If you answered **NO** to one or more question: You cannot apply for this model option.

However, you may be eligible to contract with a Direct Contracting Entity as a Participant Provider or Preferred Provider.

For more information, click [here](#).

Short Takes

Save on 2020 Webinar Packages Prices Reduced by 50% for Members

To make NHPCO's webinar series available to as large an audience as possible, prices have been reduced by 50 percent for NHPCO members. Invest in your staff and purchase a package today and have your education calendar set for the whole year at the lowest rates for our members that NHPCO has offered in years.

Webinars bring you and your staff professional development and education from nationally recognized speakers presenting on the most relevant topics for the field.

Two Webinars are offered each month on the following topic areas: Support Care, Interdisciplinary Team, Regulatory and Compliance, Quality, Clinical, and Community-based Palliative Care. The webinar calendar is developed with input from previous webinar participant comments, NHPCO's professional education committee, faculty, staff, and the Educational Needs Assessment Survey. CE/CME

credit is available and may vary depending on webinar topic.

The [calendar of 2020 Webinars](#) is available online. All Webinars are held from 2:00 to 3:00 p.m., ET.

Build Your Library

Add to your organization's or your individual professional library. An MP4 recording will be included with your webinar purchase giving you or your staff the opportunity to listen to the valuable presentations after the original webinar (please note, CE/CME is only available for participation in the live webinar broadcast and not for those who listen to the MP4). Following the live webinar, MP4 recordings are added to NHPCO Marketplace for individual purchase.

Order a 2020 Package Today

For webinar details or to register, visit the [webinar section](#) of the NHPCO website or download our [2020 Webinar Order Form](#).



...have your education calendar set for the whole year at the lowest rates for our members that NHPCO has offered in years.

Member Rates for Webinars that Include Recordings

- **24-Webinar Package:** \$999 for members; non-member price is \$4,499.
- **12-Webinar Package:** \$499 for members; non-member price is \$2,249.
- **8-Webinar Package:** \$349 for members; non-member price is \$1,499.
- **4-Webinar Package:** \$169 for members; non-member price is \$774.
- **Single Webinars:** \$49 for members; non-member price is \$199.

NEW PRICING FOR 2020

2020 Webinar Series

NHPCO's annual webinar series provides you and your team with the education to help you do your job best. With topics and speakers carefully curated by NHPCO Committees and Councils and feedback from you. Save even more with a package. Register now and complete your 2020 education calendar.

JANUARY 9	Self-Care and Resiliency	JULY 9	Caring for Difficult Patients and Families
JANUARY 28	Developing Individuals to Cultivate Team Health	JULY 28	Effective Team Meetings
FEBRUARY 13	Reimbursement Issues in CBPC	AUGUST 13	Medication Management Expectations in Consultation vs. Co-management Arrangements
FEBRUARY 25	Documenting and Defending GIP Status	AUGUST 25	Hot Topics in Quality & Regulatory
MARCH 12	Design Thinking for QAPI - Give Your QAPI Program a Jumpstart	SEPTEMBER 10	Disaster Preparedness: Measuring Up
MARCH 31	Optimizing Medical Treatment at the End of Life	SEPTEMBER 22	Pain Management for Patients with Addictions
APRIL 9	Screening and Assessing for Spiritual Suffering: What All Staff Can Do	OCTOBER 8	Responding to Challenging Psychosocial Needs
APRIL 28	Facilitating a Healthy Work-Life Balance	OCTOBER 27	Supporting Patient/Family Choices: Honoring Their Values
MAY 14	Strategies for Engaging Referral Sources	NOVEMBER 12	Partnerships Across the Care Continuum
MAY 26	Implementing the Hospice Election Statement Addendum	NOVEMBER 19	Revocations, Live Discharges and Transfers
JUNE 11	Benchmarking for Cost and Quality	DECEMBER 10	Dashboards and Metrics to Communicate Outcomes
JUNE 23	Advances in Wound Care	DECEMBER 17	Evidence-based Symptom Management for Agitation and Restlessness

Short Takes



We are fortunate to have established programs in the field share some of their practical tools and resources...

New Chapters Added to Palliative Care Playbook

Download this resource today

Last April, NHPCO published a valuable resource exclusively for members, the [Palliative Care Playbook for Hospices](#). The Playbook has been created to help hospices who are offering or working to create community-based palliative care programs.

The NHPCO *Palliative Care Playbook for Hospices* provides step-by-step instructions developed by hospice experts, to guide hospices in the development, implementation, and sustainability of a community-based palliative care program.

This November, NHPCO was proud to release additional chapters to the *Playbook*:

- Making the Business Case
- Staffing
- Budget
- Policies & Procedures
- Documentation
- Marketing

"We are fortunate to have established programs in the field share some of their practical tools and resources for the *Playbook*," said NHPCO Vice President of Palliative and Advanced Care, Lori Bishop, MHA, BSN, RN. "In addition, members of our Palliative Care Council provide insight and generously gave of their expertise in the creation of the first several chapters of the *Playbook*."

To support the creation and inform content development of the Playbook, NHPCO conducted a palliative care needs survey of its membership in 2018. [The Palliative Care Needs Survey Report](#) is available for download on the NHPCO website.) Survey findings indicate that 88 percent of survey participants are involved in community-based palliative care; with 53 percent already providing palliative care services and 35 percent in the process of developing a palliative care program.

Members may download the [Palliative Care Playbook for Hospices](#) in PDF, free-of-charge on the NHPCO website.



NHPCO Palliative Care Playbook for Hospices



NHPCO.ORG

New Issue of Pediatric E-Journal

Myth Busting



A new edition of the Pediatric E-Journal was released in November. That's the 57th issue of this free resource that's created by a work group of the Pediatric Advisory Council.

Issue 57 explores some of the many myths that appear to be attached to pediatric hospice and palliative care in the minds of

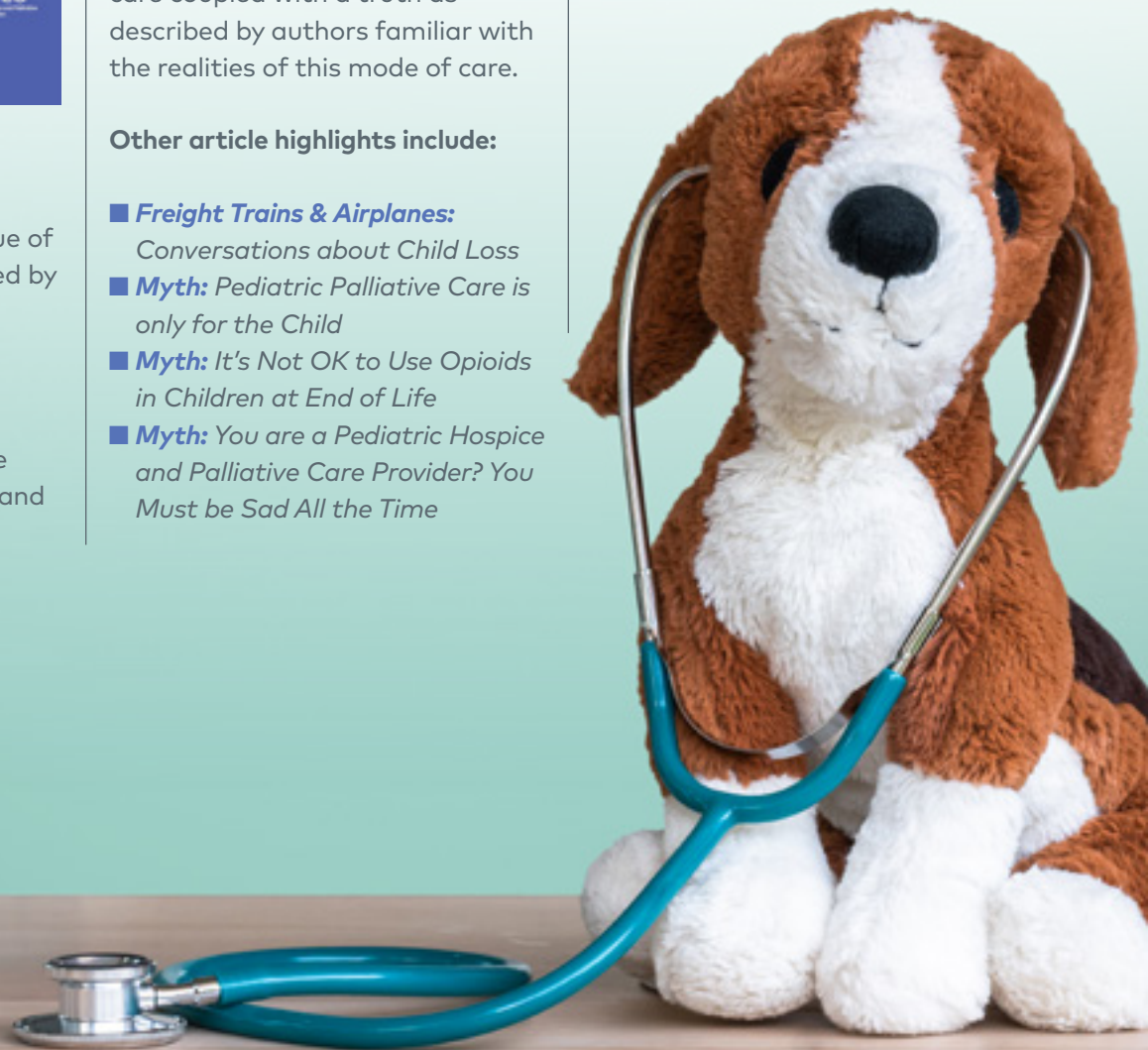
many lay persons, family members, and even some professional care providers. The issue begins with three articles by parents whose child received pediatric hospice/palliative care before the child's death, plus an article by a teenager who is currently receiving such care. These pieces are followed by ten articles, each of which addresses a common myth about pediatric hospice/palliative care coupled with a truth as described by authors familiar with the realities of this mode of care.

Other article highlights include:

- **Freight Trains & Airplanes:** *Conversations about Child Loss*
- **Myth:** *Pediatric Palliative Care is only for the Child*
- **Myth:** *It's Not OK to Use Opioids in Children at End of Life*
- **Myth:** *You are a Pediatric Hospice and Palliative Care Provider? You Must be Sad All the Time*

Our committee hopes all of the articles in this issue will spark discussion among readers about misunderstandings versus the actual realities of pediatric hospice and palliative care.

[Download the PDF today.](#) Find the [archive of Pediatric E-Journals](#) on the NHPCO website.



Short Takes



...hospice programs are interested in embracing the bereavement needs of this very vulnerable population...

Grant Awardees for Bereavement Services Following Opioid-Overdose Deaths Program

Grants for NHPCO members made available from Legal & General America

NHPCO is pleased to announce the recipients of small grants to member hospice programs to help them provide community bereavement support to anyone who has experienced death due to opioid overdose.

Congratulations to the following organizations:

- **Community Hospice**, Modesto, California
- **Halifax Health Hospice**, Port Orange, Florida
- **HopeHealth**, Providence, Rhode Island
- **Hospice and Community Care**, Lancaster, Pennsylvania
- **Lower Cape Fear Hospice**, Wilmington, North Carolina

"We are heartened to learn that so many hospice programs are interested in embracing the bereavement needs of this very vulnerable population in their communities and we look forward to following the development of new services developed by these awardees as well as others within our membership," said NHPCO President and CEO Edo Banach.

The grants are provided through the generosity of [Legal & General America](#).



Sojourns® Scholar Leadership Program 2020

Hospice Professionals Encouraged to Apply

The [Cambia Health Foundation](#) has opened the 2020 Sojourns® Scholar Leadership Program Call for Applications. Emerging palliative care leaders throughout the country, across all disciplines and practice settings, are encouraged to apply. NHPCO encourages professionals from the hospice community to consider applying.

The Sojourns Scholar Leadership Program is designed to identify, cultivate and advance the next generation of palliative care leaders. As part of the leadership program, Sojourns Scholars receive \$180,000 in funding (\$90,000/year over a two-year period) to conduct an innovative and impactful clinical, policy, education, or systems change project in the

field of palliative care. Scholars receive individual mentorship and support to implement a leadership development plan designed to support their growth as a national leader. In addition, all Sojourns Scholars participate in a collaborative learning community that fosters relationships among scholars to sustain and challenge them.

Interested individuals must submit a Letter of Intent by February 21, 2020. After review, a select group of applicants will be invited to submit full grant applications by June 19, 2020. More information, including details about eligibility, is available on the Foundation website on the [Sojourns Scholar Leadership Program page](#).



MAKE A SPECIAL MOMENT POSSIBLE FOR YOUR PATIENT

PROVIDING MEANINGFUL AND MEMORABLE MOMENTS

FOR THOSE LIVING WITH A LIFE-LIMITING ILLNESS.

www.nationalhospicefoundation.org/lighthouseofhopefund

The Lighthouse of Hope Fund is available to patients

- ❖ Who request special wishes and experiences (ex. flying people in to visit, special events like fishing trips or special dinners, opportunities to spend time with family and friends in a memorable way, etc.)
- ❖ Who are cared for by one of NHPCO's provider members
- ❖ Who have a life expectancy of one year or less
- ❖ Who have no other means to fund the specific request

Selection Criteria

The hospice provider must submit a completed Lighthouse of Hope Fund Application



We Honor Veterans



Kindred Hospice in Texas, honored Dr. Granville G. Coggs, a Tuskegee Airman from WWII.

A Message from the We Honor Veterans Team



It's hard to believe that We Honor Veterans is entering its tenth year. What started with Hospice-Veteran Partnerships and the pilot project "Reaching Out: Quality Hospice and Palliative Care for Rural and Homeless Veterans" has now become one of NHPCO's most successful initiatives.

With 2020 just around the corner, we proudly look back on the pinning ceremonies, community education events, Vet-to-Vet Volunteers, and stories shared by our 5,460 hospice and community-based health care partners from across the nation.

In our eyes perhaps the greatest highlight over the past year was the beginning of a new era in care for Vietnam-era Veterans – thank you to the hospice partners, Vietnam Veterans, their families and caregivers who participated in the Vietnam Veterans focus groups and brought a voice to the specific needs that are unintentionally yet often overlooked. These conversations will shape protocols to guide end-of-life care for Vietnam Veterans and provide a better understanding of their mindset as they enter hospice care. By identifying meaningful experiences and other needs, WHV will enter the next phase of implementation of protocols and dissemination of training expertise on PTSD, Moral Injury, and Suicide Prevention on a national scale.

The year ahead will bring growth – not only in the quantity of partners but in the quality of care they provide and we look forward to new beginnings with you. Below, we share some other highlights from our annual report.

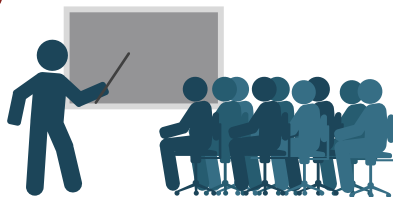
Visit www.WeHonorVeterans.org to learn more.

SELF-REPORTED HOSPICE PARTNER DATA

38,090

Staff Training Participants

(often duplicate staff)



42,004

Community Outreach Training Participants

(venues include churches, homeless shelters, assisted living facilities, etc.)

Veteran-to-Veteran Volunteer Honored at Interdisciplinary Conference



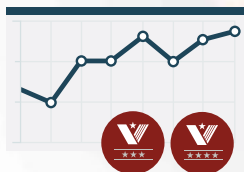
Jerry Haines is pictured with Heart 'n Home Hospice & Palliative Care team members Gwen Bennion and Kandice Dickinson.

During the 2019 Interdisciplinary Conference in Orlando, Florida, four outstanding hospice volunteers were honored during the presentation of the Volunteers are the Foundation of Hospice Awards. Gerald “Jerry”

Haines was given the Specialized Service Award for his volunteer service at Heart ‘n Home Hospice & Palliative Care in Fruitland, Idaho. [Read more...](#)

We Honor Veterans Annual Report Now Available

The We Honor Veterans team is happy to share partner highlights and accomplishments from the year. We encourage partners to use this snapshot as a resource to showcase the incredible work you all contribute to and are a part of. [View report...](#)



14.2%
Increase in
Level 3 & 4
Partners Over
the Last Year

LEVEL 4 ACCOMPLISHMENTS

717
Vet-to-Vet Volunteers

28%
of Veteran Patients
Enrolled in VA

20,023
Veterans Served During
Military History Checklist
Evaluation

19%
of Veteran Patients
Receive VA Benefits

Veterans Day Pinning Ceremony with Summit Hospice

By: Emily Marge, Veterans Services Associate

We Honor Veterans partners know the importance of honoring Veterans throughout their community. I had the opportunity to attend a Veterans Day event at Westminster Village with Ena Barrise from Summit Hospice in Scottsdale, Arizona. Ena’s



Ena Barrise and her grandsons Sawyer and Beau honor the oldest Veteran in the room with a folded American flag.

kindness was infectious and every interaction between her and the Veterans who attended was pure and meaningful. Summit team members truly care for the Veterans they serve and Veterans in their community.

While waiting for Ena’s grandkids, I watched Ena approach one

woman asking if she would be attending the Veterans Day event. She is one of many female Veterans at this facility. She mentioned she was unsure about attending. Ena and I asked her some questions about where she served and what her duties were. We didn’t want to pressure her to attend, however, some part of me knew she would.

[Read more...](#)



NEED CRITICAL COMPETITIVE DATA?

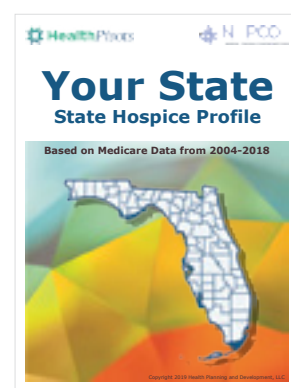
LOOK NO FURTHER... The annual **State Hospice Profile™** contains comprehensive hospice market characteristics for each county based on Medicare data from 2004-2018, providing critical information to learn more about the competitive environment of your state.

Produced by HealthPivots and available exclusively through NHPCO Marketplace, each year's **State Hospice Profile™** provides vital county level information on each of the leading providers. Full-colored charts and graphs provide analysis information of the last fifteen years of Medicare claims data.

Examples of the valuable information included in the **State Hospice Profile™**

- Estimated Medicare Cap usage
- Major hospice providers in the county
- Comparative hospice penetration data/market share trends
- Average Length of Stay
- Distribution of hospice census

As an added bonus, each **State Hospice Profile™** also contains a National and Statewide Profile of hospice care based upon Medicare claims data going back to 2004, as well as county level National and State penetration maps. View an example of a **State Hospice Profile™** at <https://healthpivots.com/wp-content/uploads/2019/10/palm-beach-county-sample-atlas-2018-page.pdf>



State Hospice Profiles™ are individually priced based upon the number of counties in each state. Please call 1-800-646-6460 for pricing details and to order. Profiles are available for all 50 States, the District of Columbia, and Puerto Rico.

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THE PREMIERE CONFERENCE FOR HOSPICE AND PALLIATIVE CARE TEAMS AND INDIVIDUALS.

THANK YOU!

NHPCO Extends its appreciation to our conference supporters for their commitment to the success of the 2019 Interdisciplinary Conference.

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\$160.00 Full year offer (12 Issues) - This rate is only available to those who are current NHPCO members.

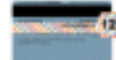
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