



Strengthening our Colorado network of nonprofit providers



2019
Community
Benefit Report

From Our President & CEO and Chair of Our Board of Directors

Dear Friends,

It goes without saying that it is an extraordinarily challenging time in our state and our country, especially for those of us whose mission is providing essential health care services. Still it's worth taking a moment to reflect on the work of Care Synergy and our Affiliated nonprofit care organizations last year.

In 2019, Care Synergy marked the five-year anniversary of our innovative mission-support model for Affiliates.

Care Synergy began in 2014 when nonprofit hospice and palliative care providers along Colorado's Front Range gathered to discuss common issues and challenges. Since then, Care Synergy's network has grown from two organizations – The Denver Hospice and Halcyon Hospice and Palliative Care – to five Affiliate organizations, including Pathways, Pikes Peak Hospice and Palliative Care and, most recently, the Colorado Visiting Nurse Association.

The Care Synergy family has not only grown in size and geographic footprint, but also in the breadth and depth of services our Affiliate organizations provide to patients, families, payers and referral partners.

On any given day, our Affiliate organizations provide hospice care to nearly 1,200 patients, palliative care services to more than 1,000 patients, comprehensive home health and wellness care to more than 1,100

patients, and counseling to thousands of bereaved adults and children. The quality, compassionate care consistently provided by our Affiliates is nothing short of heroic.

The role of Care Synergy has been to provide critical support to Affiliate organizations and to be a catalyst for continuous improvement and growth. We believe we have developed the best organizational model in the country for nonprofit hospice, palliative and home health care.

The Care Synergy model supports each Affiliate as a leading provider in their community and to thrive and grow to serve more patients, clients and families. And when challenges emerge, Care Synergy has remained a constant, providing critical support and services in an ever-changing environment.

Care Synergy creates an opportunity for its Affiliate organizations to collaborate together and share and leverage best practices of course, the ultimate purpose of all this is to give Coloradans the quality, compassionate care they need.

Our five-year anniversary is an important milestone. Congratulations to all -- every staff member, every volunteer, every board member, every donor and every health care partner, all of whom help make this care possible.

We want to thank each of you for what you do each and every day, and look forward to the next five decades of innovative, quality care.

Tim Bowen
President and CEO
of Care Synergy

JoAnn Lovins
Chair of the Board
of Directors

A New Member of the Family:

Welcoming the Colorado Visiting Nurse Association

In the five years since our formation, Care Synergy has grown to include five Affiliate organizations. In November, we welcomed our newest member, the Colorado Visiting Nurse Association (VNA), in a partnership that significantly expands our scope of care.

"Adding Colorado VNA as an Affiliate is an exciting evolution for Care Synergy, which has traditionally been focused on nonprofit hospice and palliative care organizations. It enables our nonprofit network to expand to offer a fuller continuum of care delivered in patients' homes and in the community."

said **Tim Bowen, Care Synergy president and CEO.**

Colorado VNA is the state's largest home health agency, with annual revenues of \$19 million and approximately 300 employees serving more than a thousand patients each day, primarily in the Denver and Boulder metro areas.

By combining Colorado VNA's skilled home health, paraprofessional, wellness and end-of-life programs with Care Synergy's expertise in hospice and palliative care, we can provide a more comprehensive spectrum of services to patients, payers, and health systems.



This additional partnership makes all Care Synergy Affiliates more competitive in the marketplace where consolidation is accelerating, while strengthening our long-term financial health and stability. And that in turn furthers our collective mission.

"Affiliating with Care Synergy allows Colorado VNA to strengthen our foundation so we can deliver even better benefits to our employees and build on our 130-year legacy to serve Colorado communities with quality care for generations to come,"

said **Chris Lee, president of Colorado VNA.**

We are proud to welcome Colorado VNA into our family of nonprofit, community-based care organizations, working together to maximize health and comfort for better lives.

The Network Advantage:

Care Synergy Helps Pathways Build for the Future

Pathways, our hospice and palliative care Affiliate in northern Colorado, is embarking on a major undertaking to meet the needs of its growing community: building the first stand-alone Inpatient Care Center for hospice patients in Larimer and Weld Counties.

Care Synergy is pleased to support the project by providing building and finance expertise, as well as operational, fundraising and development support.

Like all of our Affiliates, Pathways is feeling the impact of population growth and demographic shifts in Colorado. For several years, Pathways has seen 10-15% increases annually in the number of patients who need their services.

Currently, Pathways has a partnership with the McKee Medical Center in Loveland, providing inpatient hospice care in a hospital setting.

The new Inpatient Care Center will immediately double the number of beds available in the area, and include space for future expansion. It will also allow Pathways to provide an improved, home-like environment for those patients with the most acute end-of-life needs.

This newly planned facility will be adjacent to Pathways' campus at 305 Carpenter Road, between Fort Collins and Loveland.

The design includes a stone façade, natural light, water elements, and lush landscaping inspired by the Rocky Mountains. Each of the 12 rooms will be large enough to accommodate groups of visitors, as well as family members who wish to stay overnight with a patient.

There will be access to outdoor garden spaces where patients will be able to enjoy the views from the comfort of their bed. There will also be a chapel, a communal kitchen where families can prepare meals together, areas for quiet reflection, and walkways throughout the site blending indoor and outdoor spaces.

As this major project progresses -- through the advanced planning stages to construction of the new Inpatient Care Center -- Care Synergy looks forward to continuing to support Pathways' bold vision to serve the community.



Our Mission

To support, sustain, empower and grow mission-driven, values-based not-for-profit hospice, home health and palliative care organizations providing community-based care and services.

Senior Leadership Team

Tim Bowen,
President and CEO

Paul Tosetti,
Chief Financial Officer

John Blaschke,
Chief Information Officer

Jane Bedrosian,
Vice President of
Human Resources

Tricia Ford,
Vice President of
Operations

John McElligott,
Vice President of
Business Development

Patricia Mehnert,
Director of Corporate
Compliance and
Risk Management

Dawn Darvalics,
Director of Quality
and Education

Evan Hyatt,
Director of Marketing
and Communications

Board of Directors

JoAnn Lovins,
Chair

Douglas Flinn,
Vice Chair

Rodney Rice,
Secretary

Jeff Rosacker,
Treasurer

Brad Baumgartner

Adam Bergquist

Nancy Botiller

Tim Bowen

Andrea Coleman

Karen Dawson

Colin Perry

Adele Phelan

Ben Price

Mary Beth Savory

Sister Mary

Colleen Schwarz

Brian Wagner

Our Values

Collaboration

We are all vested in each other's successes and see each other as partners. We focus on support, engagement and inclusiveness of all. We seek win-win scenarios and create constructive compromises when necessary.

Honesty

We hold ourselves to the highest standard of character including truthfulness, integrity, transparency, straightforwardness, fairness and sincerity. We do not triangulate, we address issues directly with each other.

Accountability

We consider and accept the responsibility for our own actions and their consequences (both positive and negative). We will hold ourselves and others accountable to meet expectations, commitments and obligations. We consider the consequences of our actions and the effect that they have on others.

We recognize in our acceptance of this duty that we are the example for our organizations.

Innovation

We recognize that transformation is fundamental to the Care Synergy experience and will lead to positive and effective change. We look to utilize the best practices of each organization, and when none exist, to learn from other industries / experts. We strive to achieve desired results, find new or improved solutions to challenges that will make us more efficient, effective, and creative in our provision of high quality care.

Respect

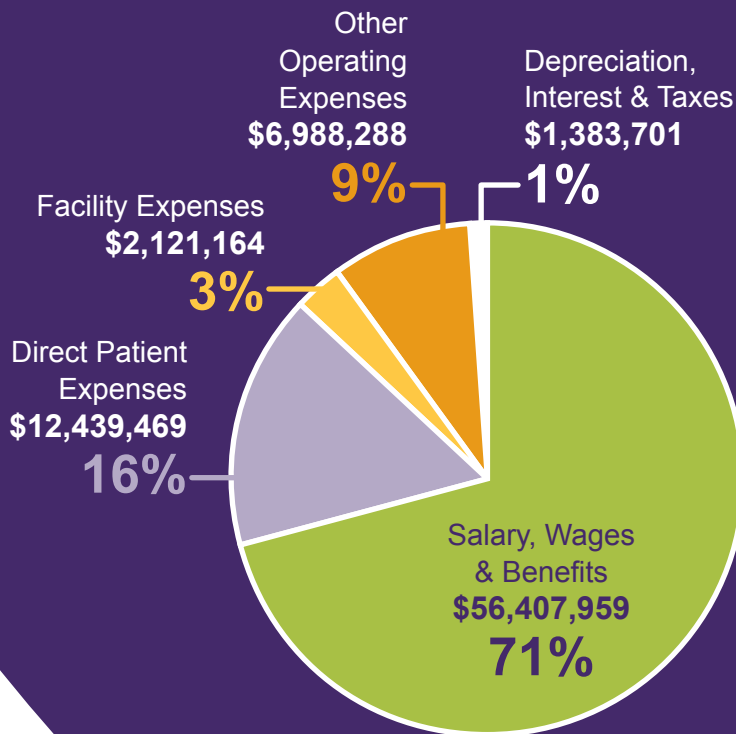
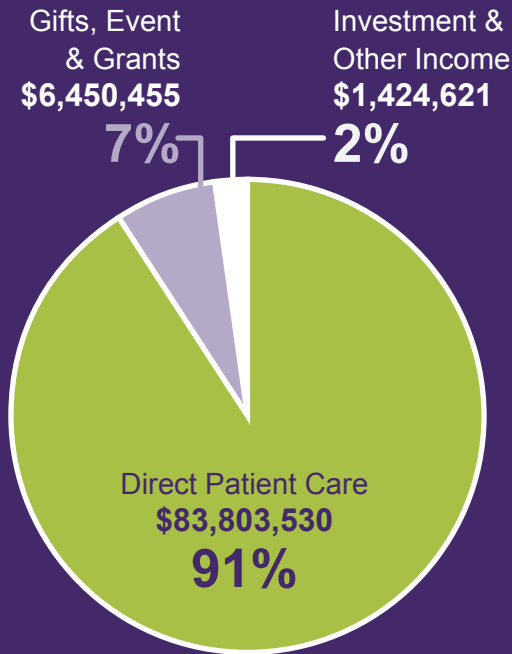
We value each other. We treat others with common courtesy, recognize individual differences and will treat others in the manner in which they want to be treated. Respect includes honesty, integrity, allowing everyone to have a voice, staying mindful of priorities and the value of one's time.

Service

We are committed to exceeding our customers' (internal and external) expectations. We remember that we exist to serve others with integrity, sincerity and timeliness. This focus is foremost in every decision we make and actions we take.

2019

REVENUE: \$91,678,606

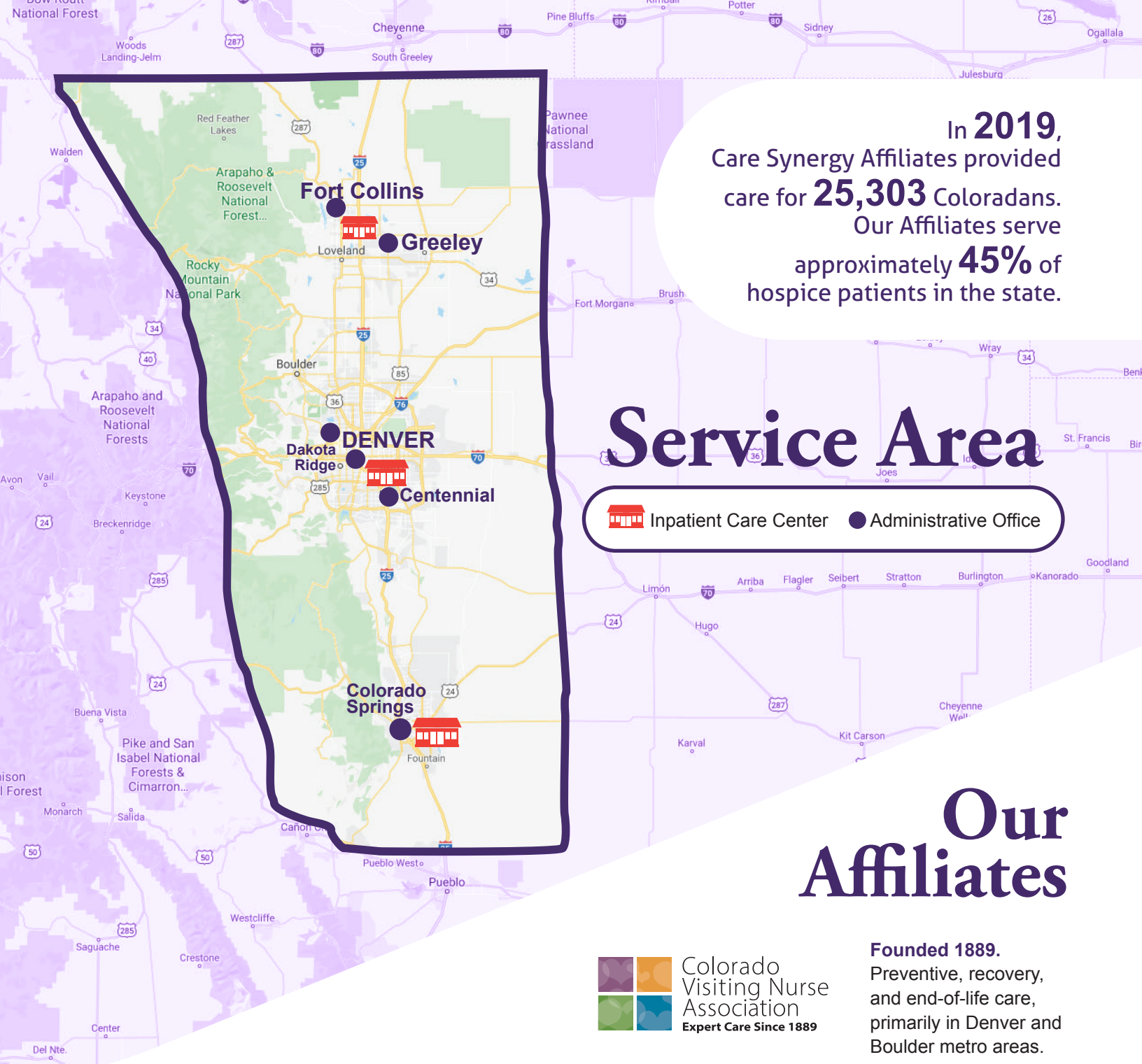


Revenue and Expenses

Our network of nonprofit, community-based care organizations puts people before profits, while striving to be responsible stewards of the finances that Affiliates' patients, donors and health care partners entrust to them. At Care Synergy, we help Affiliates succeed in the fast-changing health care industry -- allowing them to focus on patient care while achieving efficiencies through our focus on back-office support functions including human resources, payroll, finance, and IT services.

2019

EXPENSES: \$79,340,581



In **2019**,
 Care Synergy Affiliates provided
 care for **25,303** Coloradans.
 Our Affiliates serve
 approximately **45%** of
 hospice patients in the state.

Service Area

 Inpatient Care Center ● Administrative Office

Our Affiliates



Founded 1889.
 Preventive, recovery,
 and end-of-life care,
 primarily in Denver and
 Boulder metro areas.



Founded 1978.
 Serving the nine-county
 metro Denver area.



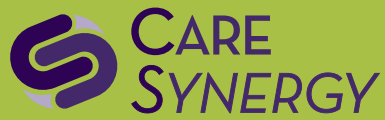
Founded 2010.
 Serving the Denver
 metro area and
 Weld County.



Founded 1978.
 Hospice and palliative
 care and community-
 wide grief and loss
 counseling in Larimer
 and Weld Counties.



Founded 1980.
 Serving El Paso
 and Teller Counties.



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