The 2020-2021 membership year was truly like no other. When we pivoted to virtual offices in the spring, and (in many cases) virtual home care visits, we thought we were working in ways that would be in place, at the most, through summer 2020. How little we knew! As of this writing, we see the end of the state of emergency on the horizon and are emerging slowly, in some cases, with our own degrees of “reentry anxiety.” As the Alliance’s staff worked to support our members with information, advocacy, education, peer sharing, and peer-to-peer support, I tried to send out a weekly message of hope in *Update* with support and personal reflections, the latter especially around the holidays. While the rest of this report references our actions of the past year, here are a few personal message revisits.

**Nurses Day 2021**

It’s National Nurses Day, and what immediately comes to my mind is that we ask so much of our nurses. They are to be healers and hand-holders. They are to be fearless, which is not necessary the absence of fear, but a mastery of it. And this past year, we also often asked them to be family. For the many suddenly cut off from children, grandchildren, neighbors, and other support systems, nurses stepped into those roles. They listened, they explained, and they were present. Per the opening lines of *Call the Midwife*, Season 9, Ep. 5:

They brought a wise word or a gentle glance at the very first breath, or a comfort of blessing at the very last. They brought wisdom, they brought care, and they brought love. They were witnesses to all that mattered. In struggle, in loss, or triumph, other people’s lives were their lives. And they gave all that they had.

**Passover 2021**

The evening of March 27 will mark the beginning of the Jewish holiday of Passover. Like many holidays of the past year, the way traditions are marked in some families might be different, but the message remains unchanged and, in the case of Passover, perhaps more relevant than ever. Passover was born in a plague and ever since has been a time to celebrate joy over adversity, a time to remember and extend care for the needy and disenfranchised, and to reflect how vulnerably connected we all are. It is a time in 2021, one rabbi wrote, to express appreciation for the leaders who have guided us in the past year through our own Red Sea of confusion and fear.

To those who observe: *Chag Pesach sameach!* For others, as days are lighter
and longer, reflect on Martin Luther King’s words: “Darkness cannot drive our darkness, only light can do that. Hate cannot drive out hate, only love can do that.”

**Black History Month 2021**

Black history must be a verb, an action word. When I began to treat Black history as an action, my understanding of it became much clearer. Black history was no longer the somber retelling of the past, it was the ever-evolving story of now.

—Joshua Nkhata, Poet, *Black History Is a Verb*

While the pandemic and our response to it dominated so much of the discourse in 2020, the past year also marked an important social justice reckoning that continues to evolve. As someone cleverer than I said, “Some took the streets, some to tweets,” with a result that almost every sector, including health care, is reexamining our actions, our biases, and our inclusiveness through a social justice lens.

This month, to celebrate the diversity within our midst, we will be emphasizing our agencies owned and led by people of color on all of our social media platforms.

**Christmas 2020 (Excerpt)**

So many humans on Earth liked Christmas a lot…
But COVID-19 clearly did not!
The virus hated Christmas - the whole jolly season!
Now please don’t ask why, no one quite knows the reason.
Whatever the reason, because who really knows,
The virus hovered over Christmas, spreading its woes.
It flew through the air in minuscule droplets,
As families stuffed stockings with toys and with chocolates.
The virus kept puzzling as it flowed through the town
How Christmas was Christmas, just slightly pared down
They’re happy despite social distancing rules?
No large family gathering, no nieces, no nephews?
No craft fairs, no bakes sales, we managed just fine
A few less at the table to wine and to dine.
Memorial Day 2020

The Vietnam War was a defining event or my generation, as World War II was for my parents. With an unimaginable 500,000 lives lost to COVID, there is no doubt that 2021 will be that touchstone year for so many now in the workforce, in school, or at home raising small children. The losses in this war, too, have been borne disproportionately, with communities of color sadly suffering the highest losses.

Just as we should have done with veterans returning from Vietnam, I think it is not too early, as a country and as communities, to begin to honor those lost to COVID and those who fought it.

Like many of our member organizations, the Alliance is emerging stronger from what we learned about ourselves in the past year. Our member numbers are at a five-year high. We have a strong staff and strong leadership from our board. On behalf of all of them, thank you for belonging, for being engaged with us, and for reading our Update weekly.

Patricia Kelleher, Executive Director

By the Numbers

Number of Agency Members: ........................................... 185
Total Revenue of Member agencies: ................................. $1,176,000,000
Number of Education Webinars hosted in past year: ...... 83
Number of Private Care Agencies Accredited: ............... 62
Number of Twitter Followers: ............................................. 3,321
Number of Members Enrolled in Online List Serves: ...... 1,660
It has been a great honor to chair the Home Care Alliance of Massachusetts Board of Directors during this extraordinary year. In addition to providing educational and networking support, it was important that the Alliance bore witness to the duality of fear and fearlessness exhibited by our staff, especially early in the pandemic. When we asked for reflections in June of last year, we heard from everyone from CEOs to our wonderful aides in the field. We captured them for all to read and hear on our website and they were published in the Remington Report. This is an excerpt from my own reflections from that time ten months ago:

Vision, encouragement, transparency, composure, and empathy are all critical traits of a leader, but never more so than when a crisis evolves. When the pandemic hit hard, our staff and our patients were frightened for their own health and those close to them. Patients began refusing care despite knowing their own recovery was at risk. Among our staff, we witnessed a mixture of coping mechanisms from opting for a leave of absence to remaining steadfast in their conviction to continue to care for the most vulnerable patients. We were supportive and respectful of individual decisions. For staff who chose to stay on, there were numerous questions and needs. And I had never felt more helpless as a leader, facing daily unknowns and unpredictability. So much out of my control.

As I look back on this experience, there is much to be grateful for – incredibly dedicated clinicians, supportive staff, and committed leaders. There was a sense of coming together, not only for the greater good but for emotional survival. We were realizing a new way of reaching each other remotely yet being present. Along the way we learned several lessons about aligning, responding, coaching, and remaining a pillar.

How little I knew then when I wrote this about much how longer we were to be operating under a state of emergency! And how much more we were to learn.

As we turn our attention to the upcoming membership year, there are still so many lessons to learn, and so many new practices to share. In addition, through efforts of outreach, we hope to celebrate the diversity in our membership and welcome a new Board of Directors with more diversity in age, race, and experience. We are confident that we will emerge stronger for it all.

Thank you for putting your trust in me and thank you to my fellow board members for your commitment to the advancement of our industry. Here’s to putting 2020 in our rear-view mirror!

Deb Costello, HCAM President, Lahey Health at Home
Flashback:

While Massachusetts residents have largely sheltered-in-place during the last month, home care professionals continued their work caring for vulnerable and isolated individuals. While there has been much welcomed focus and praise placed on staff in the hospital and nursing home settings, the home care community has been keeping a frail population safely in their homes – away from crowded hospitals and emergency rooms. Home care companies are also caring for those with the Coronavirus in their homes as they transition to recovery.

“The home care workforce is literally an invisible army on the front lines of the Coronavirus battle,” said Patricia Kelleher, Executive Director of the Home Care Alliance (HCA) of Massachusetts. “They are an essential, if less visible, part of the state’s pandemic response.”

—Home Care Alliance of MA, Press Release, June 2020

Since the onset of the pandemic and the declarations of federal and state emergencies, the Home Care Alliance of Massachusetts shifted much of its attention and resources to COVID-19-related membership support. To that end, the Alliance and its subsidiary, the Foundation for Home Health, have:

- Distributed donated PPE valued at over $150,000 through multiple distributions of free hand-sanitizer, gloves, gowns, face shields, and other PPE through a partnership with the Massachusetts Health & Hospitals Association and offered PPE at a competitive group discount price through our partnership with American Advertising Specialties.

- Published 50 special member newsletters devoted exclusively to COVID topics – issued daily during the height of the public health emergency.

- Worked with the Betsey Lehman Center on a PPE video series specific to home care and prepared an accompanying CEU PowerPoint and test for agencies to use alongside the video, including: Don/Doff PPE, Infection Control in the Home, and Video Pre/Post Test with Answers.

- Developed two educational flyers on COVID for members to leave in the homes of clients/patients. The “Safe Holiday” flyer encouraged safe social
distancing during holiday celebrations, and the “Wear Your Mask” brochure reinforced safety with patient families when a home care worker was in the house. The “Wear Your Mask” brochure was also translated into Spanish.

- Advocated on social media when home care was excluded from the first round of health care worker vaccines. This generated more than 150 tweets (from over 40 accounts) and resulted in Governor Baker recognizing home care at a press event and moving up vaccine access date.

- Worked with the MHA Post-Acute Care Transitions workgroup on a universal pre-discharge COVID testing protocol.

- Offered regular calls for CEOs of certified and private care agencies to share and learn from each other, as well as calls for clinical directors, HR managers, and hospice directors.

- Secured the continuation (post-COVID) State of Emergency of Medicaid coverage of telehealth visits.

- Answered hundreds of member regulatory questions related to the pandemic.

- Hosted a COVID-19 Resource page that includes Allied member COVID resource services and that generated more than 6,500 unique page views.

Perhaps most erroneous is the claim that these agency-employed workers have “nowhere to turn” in the case of a difficult patient or family. If anything, during the pandemic, our member agencies report stepping up their communication with the workforce in the field, even to the point of sending an additional peer worker or manager to a home to help with donning PPE or to support the aide. At the request of state officials home care agencies also stepped in to supplement the care to citizens depending on self-directed personal care workers when these workers were unable to provide care due to child care or other issues.

“As I See It: Industry Steps Up to Protect Vulnerable Workforce”

Published in the Worcester Telegram, September 2020
Among the member supportive services over the past twelve months, the Home Care Alliance of Massachusetts has:

- Succeeding in passing a FY 21 budget request for $17 million in money for home health aides and homemakers.

- Helped to establish, and was appointed to, a commission to create a framework for licensure of private home care for the state Legislature to consider.

- Completely revamped both our Find-an-Agency and our Allied member online directories with more information per company, and in a more readily accessible, clearer format.

- Hosted dozens of member webinars, such as: Paid Family Medical Leave Benefit, the Medicare Home Infusion Benefit, Payroll Protection Loans, ICD-10 Comprehensive Coding

- Worked with Mass EOEA on a plan for EVV roll out.

- Worked with MassHealth on rewriting home health program regulations.

- Featured video interviews with agency leaders of color for Black History Month (screenshots below).
Alliance Staff

Patricia Kelleher  
Executive Director

Tim Burgers  
Associate Director

Megan Fournier  
Meetings & Education Coordinator

Colleen Bayard  
Director of Regulatory & Clinical Affairs

Tom Meyer  
Membership & Inform. Services Coordinator

Jake Krilovich  
Director of Legislative & Public Affairs

Michelle Burton  
Administrative & Member Services Assistant

Jon Ezrin  
Accountant

HOME CARE ALLIANCE of MASSACHUSETTS  
www.thinkhomecare.org
Board Officers

President
Deborah Costello, Chief Operating Off.
Beth Israel Lahey Health at Home

Treasurer
Wayne Regan, Director
Simione Health Care Consultants

Vice-President
Karen Gomes, President & CEO
Home Health Foundation

Secretary
Mark Surprenant, Division Director
Bayada Home Health Care

Immediate Past President
Maureen Bannan
Hebrew SeniorLife Home Care

Board Members

Allison Cannon
Quality In Real Time

Lisa Parent
Community Nurse Home Care

Martin Degen
Baystate Home Health

Jim Reynolds
Connected Home Care, LLC

Keren Diamond
Partners HealthCare at Home

Wilberto Rodriguez
Compassionate HealthCare Systems LLC

James Marra
Suburban Home Health Care

Rey Spadon
Community VNA

Joanne MacInnis
Aberdeen Home Care

Elaine Stephens
Natick Walpole VNA

Renee McInnes
NVNA & Hospice
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<td>Compassionate HealthCare Systems</td>
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<td>Connected Home Care, LLC</td>
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MEMBERSHIP

Agencies, continued

Constellation Health Services
Cooley Dickinson VNA & Hospice
Cornerstone Healthcare Systems
CS&R Quality Home Care LLC
Deaconess Abundant Life Services
Dominion Healthcare LLC
Elara Caring
Elder Achievers
Elderwood Home Care
Embrace Incorporated
Emerson Hospital Home Care
Excel HomeCare Services
Extended Family of Wayland
Ezra Home Care, LLC
Family Care Extended
Family First Home Healthcare
FCP Live-in (Live-In Home Care)
Glenmeadow at Home
Golden Heart Home Healthcare, LLC
Granite Willow LLC
Guardian Angel Senior Services, Inc.
Guardian Healthcare, LLC
Guardian Home Health Care
Guided Living Senior Home Care
Happier in My Home, Inc.
HealthAlliance Home Health and Hospice, Inc.
Hebrew SeniorLife Home Care
Holyoke Visiting Nurse Association
Home Health Foundation, Inc. (HHF)
Home Helpers of Bristol County, MA
Home Instead - Cape Cod
Home Instead Hearthside, Inc
Home Instead of Berkshire County
Home Instead of Boston North
Home Instead of Lexington
Home Instead of North Andover
Home Instead of N. Bristol County
Home Instead of Norwell
Home Instead of Norwood
Home Instead of Peabody
Home Instead of Springfield
Home Instead of the South Shore
Home Is Best Home Healthcare, LLC
HomeCare Hands
HomeWell Care Services of North Shore
HopeHealth
HouseWorks, LLC
How’s Work, Inc
Humana At Home, Inc.
International Health Solutions
JHC HomeCare & Hospice
KAF Home Healthcare LLC
KinCare at Home, LLC
Kind Hands Care at Home LLC
Kind Senior Care
Legacy Home Senior Care
Little Johnny Care Services LLC
Love My Care Home Health Services,
Mainstay Supportive Housing and Home Care, Inc.
Mary Ann Morse Home Care
Mavencare
Maxim Healthcare Services
MeetCareGivers
Minute Women Home Care
Multicultural Community Services of the Pioneer Valley
Multicultural Home Care, Inc.
Nashoba Nursing Service & Hospice
Natick Walpole VNA
Neighborhood Home Care
New England Home Health Services
New England Professional Home Healthcare LLC
NewVision HealthCare Services, LLC
Nizhoni Health
North Hill Home Health Care
Northeast Clinical Services
Nourrir Homecare Services
NVNA and Hospice
O’Connell Care at Home
O’Connor Professional Group
Omama Home HealthCare
Open Door Healthcare Services, Inc.
Oriol Home Health, Inc.
Overlook Visiting Nurse Association, Inc.
Partners HealthCare at Home
Patient Care Solutions LLC
Perfect Care Match, LLC
Personal Care Partners Home Care Inc.
Prime Home Health and Companion Care
Professional Nurse & Home Care of Cape Cod, Inc.
Right at Home of E. Worcester County
Royale Care, Inc.
Salmon VNA & Hospice
Samaritan Home Care
Second Chance Home Care, LLC
Seraphic Springs Healthcare
Sewa Home Care
Soto Home Care, Inc.
South Shore Visiting Nurse Association
Southcoast Visiting Nurse Association
Spectrum Home Health & Hospice Care
Stoughton Public Health Association & VNA
Suburban Home Health Care, Inc.
T.L. Connections, Inc.
TLC Home Health Care Services, Inc.
TLC Private Home Care
TNA Staffing and Internship Program
Traditions Home Health Services, LLC
Treasure of Hope, Inc.
Tribute Home Care
Unique Home Care Services
Upham’s Home Health Care
Visiting Angels Newton/Canton
Visiting Angels of Acton
Visiting Angels of Boston & Cambridge
Visiting Angels of Cape Cod
Visiting Angels of Chelmsford
Visiting Angels of Chelsea
Visiting Angels of Danvers
Visiting Angels of West Springfield
Visiting Angels of Worcester
Membership

Agencies, continued

Visiting Nurse & Community Care
Visiting Nurse Home & Hospice
Visiting Rehab and Nursing Services
VNA Care

VNA of Cape Cod, Inc.
VNA of Eastern Massachusetts
Whittier Home Health Care Agency

Allieds

Accreditation Commission for Health Care (ACHC)
ACS Services, Inc.
Amramp
Ansaphone Service
Atiis LLC
Atlantic Charter Insurance Co.
Automatic Laundry Services Company
Axxess
BerryDunn
BKD CPAs & Advisors
BlackTree Healthcare Consulting
Bolt Healthcare
Byram Healthcare Centers, Inc.
Care Heroes
Caregiver Homes of Massachusetts
Casamba
CellTrak
Certified Homecare Consulting
Citrin Cooperman & Co., LLP
Commonwealth Care Alliance
Community Health Accreditation Partner (CHAP)
Connect America

Corridor
Enterprise Fleet Management
Fred C. Church, Inc.
Generations Homecare System
Harvard Pilgrim Health Care
Health and Home Care Training Center
Health Haven Pharmacy
HHAeXchange
Home Care Aide Council
Homecare GPS
Homecare Homebase
Hospice & Palliative Care Federation of Massachusetts
Krokidas & Bluestein LLP
Marcum LLP
Mass ALA
MassPay, Inc
McBee Associates, Inc.
MedFlyt LLC
Medline Industries, Inc, Mutual of America
National Enrollment Services
Philips Lifeline
RBC Limited
**Membership**

**Allieds, continued**

- Sallop Insurance Inc.
- Sandata Technologies
- Simione Healthcare Consultants
- T-Mobile for Business
- TridentCare at Home
- Unemployment Services Corporation
- USI Consulting Group
- Verrill
- Visiting Nurse Associations of New England
- Viventium
- WellSky
- ZurickDavis Executive Healthcare Searches

**Individuals**

- Aramini, Jo Anne
- Baker, Lawrence
- Chaffee, Holly
- Corcoran, Richard
- Cote, Ruth
- Doherty, Meg
- Donnelly, Valerie
- Duckett, Kathy
- Horne, Kate
- Murphy, Marylin
- O’Brien, Patricia
- Odgren, Ruth
- Pacella, Cheryl
- Perryman, Sharon
- Regan, Darlene
- Silverman, Colette
- Targowski, Charles
- Tiernan, Peter
- Usher, Joan
- Victoria, Stephanie
- Weaver, Rod
SUPPORT AND REVENUE:

Membership dues .......................................................... $846,700
Workshops and seminars ........................................... $206,531
Publications and other ............................................. $53,412
Total support and revenue ........................................ $1,119,643

OPERATING EXPENSES:

Salaries and related expenses .................................. $876,572
Occupancy .................................................................. $121,368
Educational Conf. & Annual Meeting ......................... $107,646
Consulting & Professional Fees ............................... $103,050
Equipment, supplies and operations ....................... $65,278
Consulting & Professional Fees ............................... $61,990
Travel ......................................................................... $17,471
Printing & Public relations ....................................... $17,456
Dues and subscriptions ......................................... $12,832
All other .................................................................... $7,360
Total operating expenses ........................................ $1,287,973
Change in net assets from operations .................... ($168,330)

NON-OPERATING ACTIVITIES:

Contributions .............................................................. $200
Loss on disposal of assets ......................................... ($661)
Investment return .................................................... ($29,578)
Total nonoperating activities ................................ ($30,039)
Change in net assets ................................................ ($198,369)
NET ASSETS, Beginning .......................................... $1,224,883
NET ASSETS, Ending ............................................... $1,026,514
TOTAL ASSETS .......................................................... $1,547,919
TOTAL LIABILITIES ................................................... $521,405
Total NET ASSETS ................................................... $1,026,514
The Home Care Alliance of Massachusetts, Inc. is a statewide association of home care agencies and their allies, dedicated to promoting home care as an integral part of the health care system. Founded in 1969, the Alliance is the definitive voice for home care in the Commonwealth and represents more than 180 agency providers. It builds public awareness of home care, helping the public and others health care referral sources to understand the scope of services and to make wise health choices.

The Alliance works with government officials, legislators, and other advocacy organizations on legislative and policy initiatives. The Alliance gives voice to members’ concerns by developing and commenting on proposed legislation, the budget process, and health care reform initiatives. Additionally, it hosts and attends advocacy events across the state and in Washington, DC, and sits on policy-making committees to raise the profile of the entire industry.

The Alliance is also dedicated to helping its members refine and improve their service to their clients and patients. For instance, in 2010, the Alliance created an accreditation program – at that time, the only one of its kind in the nation – for its private pay members in order to establish standards and provide a set of best practices.

The Alliance holds an annual awards ceremony to recognize excellence and innovation within the industry. It fosters communication and sharing among its members by keeping them informed of regulatory and market changes through our professional interest groups, e-mail exchanges, e-newsletters, and publications.

Through its educational subsidiary, the Foundation for Home Health, Inc, the Alliance supports clinical excellence by offering workshops, teleconferences, and other educational events throughout the year. The Foundation also collaborates with the five other home care associations in the region to organize the New England Home Care Conference & Trade Show, the largest annual home care conference in the region.

The Alliance also publishes annual directories of its members to help referral sources make informed decisions about home health and hosts the New England Home Health Career Center website.