



# 2020 ANNUAL REPORT

HOME CARE ALLIANCE  
OF MASSACHUSETTS &

FOUNDATION FOR  
HOME HEALTH



# EXEC. DIRECTOR'S MESSAGE

*"I wish it need not have happened in my time," said Frodo.*

*"So do I," said Gandalf, "and so do all who live to see such times. But that is not for them to decide. All we have to decide is what to do with the time that is given us."*

In my 20 years with the Home Care Alliance of Massachusetts, it's hard to think of a year as tumultuous as this one; perhaps my first two when we went from Medicare FFS, to IPS, to PPS might compare. What bookend years!

The year started with what I believe was an incredibly successful and moving 50th anniversary celebration – how long ago that seems!

Milestones in the Fall of 2019 included the Paraprofessional Workforce Symposium, and the formation of a group to develop our "Agency Advantage" video series on private care. In addition, there was a tremendous amount of work on Medicaid regulations, rates, and the interface of home care with Medicaid ACO and MCO plans.

In January, we set a course for the next 12 – 24 months with a successful Board Strategic Planning session. We also achieved legislative success in getting supplemental funding of \$10 million to increase pay for home health aides and homemakers.

Since March, when the world as we know it changed, the Alliance has pulled together all our resources to support our member agencies, their frontline staff, their patients and each other. Even the best emergency preparedness plans could not have anticipated the breadth and rapid spread of this disease. Some of what we tried to provide in the way of member support is outlined in the next page.

Over the past year, I have written nearly 50 Executive Director's messages in our weekly Update, including the one on COVID and Leadership that included the above quote. I've loved writing them and getting your feedback. Who knew thoughts on cooking and banana bread would generate the most response!

As we look to bring 2020 to a close, I would like to thank the Alliance's staff and board for their fine work this year, and to acknowledge and applaud you, our members, for what you did these past few months to support patients, families, and the state's health care system. What you accomplished is truly remarkable.



Patricia Kelleher, Executive Director

# RESPONDING TO COVID

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:

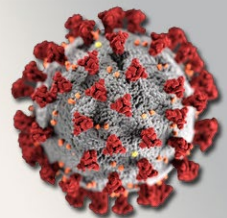
- Was the first state to create guidelines for members—both [medical](#) and [non-medical](#)—admitting COVID-positive patients. This guidance was adopted by many other states and shared by the National Association for Home Care & Hospice (NAHC)
- Offered regular calls for CEOs of certified and private care agencies to share and learn from each other, as well as calls for clinical directors, HR managers, and hospice directors
- Published more than [50 Daily COVID Updates](#), a new publication.
- Advocated for, and secured, multiple Medicaid waivers, including full payment for remote visits, waiver of certain in-home assessment requirements, and allowance of a remote audio-visual face-to-face (F2F)
- Successfully advocated for [non-medical home care services to be deemed “essential”](#) to continue operations in the early days of the pandemic as the Baker Administration was issuing business closures
- Worked with MassHealth on guidance to keep telehealth waivers permanent
- Hosted more than a dozen webinars on topics such as: accessing the PPP program, documenting telehealth visits for payment, unemployment and COVID, the CARES ACT, and Medicare stimulus funding
- Advocated with the state for COVID support funding, resulting in Massachusetts being among the most generous states in [passing federal Medicaid money to agencies](#) in the form of 10% rate increases for home health, 20% rate increases for continuous skilled nursing, and 10% provider payment relief for providers in the State Home Care Program
- Answered hundreds of member regulatory questions related to the pandemic

# RESPONDING TO COVID

- Developed and hosted a [COVID-19 Resource](#) page that includes Allied member COVID resource services, generating more than 1,500 page views between March and August
- Secured Board of Registration in Nursing clarification, assuring that the federal change related to NPs and home health services will remain operative in Massachusetts after the State of Emergency
- Worked with MassHealth on the new agency-directed PCA model program
- Coordinated strategy with the Home Care Aide Council on expanded services and increased funding in the EOE home care program
- Worked with the Massachusetts Medical Society to educate physicians about audio-visual F2F assessment requirements
- Worked with assisted living facilities and other acute and post-acute providers to educate them on the federal temporary changes to the Medicare homebound requirement
- Worked with the Betsy Lehman Center on an infection control training and toolbox for use in homemaker and aide training



## COVID-19 Resources for Agencies



# OTHER 2019-2020 WORK

Among the member supportive services over the past twelve months, the Home Care Alliance of Massachusetts has:

- Moved the entire Spring Conference and Trade Show onto a virtual platform available to members on demand
- Offered members a one-time 15% dues discount
- Worked with state legislators and other stakeholders to advance an effective non-medical home care licensure bill. Legislation is unlikely to be signed into law prior to the end of the 2020 Legislative Session.
- Produced a series of videos for our website and for members' use on working with Private Care home care agencies
- Provided [Get Out the Home Care Vote](#) materials for members to use with their employees
- Hosted an EVV vendor webinar series
- Hosted multiple sessions on operating under the PDGM payment system
- Hosted a virtual Home Care Aide Recognition Day, engaging more than 1,000 people on Facebook and Twitter, honoring 120 aides from member agencies



*Screenshots from our  
Home Care Aide Recognition Day Campaign*

# 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



# BOARD OF DIRECTORS

## Board Officers

### *President*

Maureen Bannan, Executive Director  
Hebrew SeniorLife Home Care

### *Treasurer*

Shawn Potter, President & CEO  
All Care VNA and Hospice

### *Vice-President*

Deborah Costello, Executive Director  
Lahey Health at Home

### *Secretary*

Mark Surprenant, Division Director  
Bayada Home Health Care

### *Immediate Past President*

Holly Chaffee

## Board Members

Bruce Bender, Director  
Home Instead Senior Care  
Hearthside

Allison Cannon, Chief Admin  
Officer  
Quality in Real Time

Keren Diamond, Senior VP &  
COO  
Partners HealthCare at Home

Christine Dixon, Executive  
Director  
Emerson Hospital Home Care

Karen Gomes, CEO  
Home Health Foundation

James Marra, General Counsel  
Suburban Home Health Care

Renee McInnes, President  
NVNA & Hospice

Lisa Parent, CEO  
Community Nurse Home Care

Wayne Regan, Director  
Simione Healthcare Consultants

Jim Reynolds, CEO  
Connected Home Care, LLC

Rey Spadoni, CEO  
Community VNA

Elaine Stephens, CEO  
Natick Walpole VNA

# MEMBERSHIP

## Agencies

24 Hours Home Care, Inc.  
Abbott Home Health Care, Inc.  
ABC Home Healthcare Professionals  
Aberdeen Home Care, Inc.  
Able Home Care, LLC  
AccentCare Home Health  
Access Now Homecare  
Acclaim Home Health Care  
Ace Medical Services, Inc  
Acti-Kare Plymouth  
Acton Public Health Nursing Service  
Advantage Home Health Care Services  
All About You, LLC  
All At Home Health Care  
All Care VNA & Hospice  
AlphaCare Home Health Agency  
Alternative Home Health Care, LLC  
Always Best Care  
Always Here Home Care, Inc.  
Amada Senior Care - Boston  
MetroWest Suburban  
American Dream Homecare Agency  
Anne Home Health Care, LLC  
Apex Healthcare Services, Inc.  
Assisted Daily Living Inc.  
At Home Elder Care Inc.  
Aveanna Healthcare  
Avenue Homecare Services, Inc.  
BAYADA Home Health Care  
Baystate Home Health  
Berkshire VNA/Berkshire Medical  
Center  
Best Home Care N' More Inc.  
Beth Israel Lahey Health at Home  
Brockton Visiting Nurse Association  
Cahoon Care Associates LLC  
Capuano HomeHealth Care, Inc.  
Care Central VNA & Hospice (formerly  
GVNA Healthcare, Inc.)  
Care Demands  
Caretenders  
Caring Hearts Homecare, Inc.  
Carol Seager Associates  
Cathleen Naughton Associates  
Chelsea Jewish Visiting Nurse Agency  
Cherry's Home Care  
Colony Care At Home, Inc.  
Comfort Home Care LLC  
Comfort Keepers of Middlesex and  
Essex Counties  
Comfort Keepers of South Shore &  
Cape Cod  
Commonwealth Caregivers, Inc.  
Commonwealth Clinical Services, Inc.  
Commonwealth Registry of Nurses, Inc.  
Community Health Network  
Community Nurse Home Care, Inc.  
Community VNA, Inc.  
Compassionate HealthCare Systems  
Connected Home Care, LLC  
Constellation Health Services  
Cooley Dickinson VNA & Hospice  
Cornerstone  
Crystal Group Services, Inc.



# MEMBERSHIP

## Agencies, continued

CS&R Quality Home Care LLC	Home Instead Senior Care of Lexington
Deaconess Abundant Life Services	Home Instead Senior Care of North Andover
Domion Healthcare LLC	Home Instead Senior Care of Northern Bristol County
Elara Caring (formerly, Medical Resources Home Health Corp.)	Home Instead Senior Care of Norwell
Elder Achievers	Home Instead Senior Care of Norwood
Elderwood Home Care	Home Instead Senior Care of Peabody
Embrace Incorporated	Home Instead Senior Care of Springfield
Emerson Hospital Home Care	Home Instead Senior Care of the South Shore
Excel HomeCare Services	Home Instead Senior Care of Waltham
Extended Family of Wayland	Home Is Best Home Healthcare, LLC
Ezra Home Care, LLC	HomeWell Care Services of North Shore HopeHealth
Family Care Extended	HouseWorks, LLC
Family First Home Healthcare	How's Work, Inc
Glenmeadow at Home	Humana At Home, Inc.
Golden Heart Home Healthcare, LLC	International Health Solutions
Guardian Angel Senior Services, Inc.	JHC HomeCare & Hospice
Guardian Healthcare, LLC	KAF Home Healthcare
Guardian Home Health Care	Kin Care at Home
Guided Living Senior Home Care	Kind Hands Care at Home LLC
Happier in My Home, Inc.	Kind Senior Care
HealthAlliance Home Health and Hospice, Inc.	Legacy Home Senior Care
Hebrew SeniorLife Home Care	Love My Care
Holyoke Visiting Nurse Association	Mainstay Supportive Housing & Home Care, Inc.
Home Health Foundation, Inc.	Mavencare
Home Instead Senior Care - Cape Cod	Maxim Healthcare Services
Home Instead Senior Care Hearthside	MeetCareGivers
Home Instead Senior Care of Berkshire County	Minute Women Home Care
Home Instead Senior Care of Boston North	

# MEMBERSHIP

## Agencies, continued

Multicultural Community Services  
Multicultural Home Care, Inc.  
Nashoba Nursing Service & Hospice  
Natick Walpole VNA  
Neighborhood Home Care  
New England Home Health Services, Inc.  
New England Professional Home  
Healthcare LLC  
NewVision HealthCare Services, LLC  
Nizhoni Health  
North Hill Home Health Care  
Northeast Clinical Services  
NVNA and Hospice  
O'Connell Care at Home  
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  
Personal Care Partners Home Care Inc.  
Prime Home Health and Companion Care  
Professional Nurse & Home Care of Cape  
Cod, Inc.  
Right at Home of Eastern Worcester  
County  
Royale Care, Inc.  
Salmon VNA & Hospice  
Seraphic Springs Healthcare  
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.  
Traditions Home Health Services, LLC  
Tribute Home Care  
Unique Home Care Services  
Upham's Home Health Care  
Visiting Angels Newton/Canton  
Visiting Angels of Acton  
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  
Visiting Nurse & Community Care  
(formerly, Medford VNA)  
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

# MEMBERSHIP

## Allieds

Accreditation Commission for Health Care	Hospice & Palliative Care Fed. of MA
Amramp	Krokidas & Bluestein LLP
Ansaphone Service	Marcum LLP
Atiis	Mass ALA
Atlantic Charter Insurance Co.	McBee Associates, Inc.
Automatic Laundry Services Company	MedFlyt
Axxess	Medline Industries, Inc,
BerryDunn	Mutual of America
BKD CPAs & Advisors	Naylor LLC
BlackTree Healthcare Consulting	Philips
Bolt Healthcare	RBC Limited
Caregiver Homes of Massachusetts	Sandata Technologies
Casamba	Simione Healthcare Consultants
Celltrak	TridentHealth
Certified Homecare Consulting	Unemployment Services Corporation
Citrin Cooperman & Co., LLP	USI Consulting Group
Community Health Accreditation Partner (CHAP)	Verrill Dana LLP
Corridor	Visiting Nurse Associations of NE
Enterprise Fleet Management	Viventium Software, Inc.
Fred C. Church, Inc.	WellSky (formerly, Kinnser Software)
Generations Homecare Software	ZurickDavis Executive Healthcare Searches
Harvard Pilgrim Health Care	Sallop Insurance Inc.
Health and Home Care Training Center	Simione Healthcare Consultants
Health Haven Pharmacy	T-Mobile
Healthcare Synergy	Unemployment Services Corporation
HHaExchange	Verrill Dana LLP
Home Care Aide Council	Visiting Nurse Associations of New England
Homecare GPS	Wound Care Education Institute
Homecare Homebase	ZurickDavis Executive Healthcare Searches

# MEMBERSHIP

## Individuals

Jo Anne Aramini  
Lawrence Baker  
Holly Chaffee  
Richard Corcoran  
Ruth Cote  
Meg Doherty  
Valerie Donnelly  
Leah Doroch  
Kathy Duckett  
Kate Horne  
Marilyn Murphy

Patricia O'Brien  
Ruth Odgren  
Yinka Ojotalayo  
Cheryl Pacella  
Sharon Perryman  
Darlene Regan  
Colette Silverman  
Charles Targowski  
Peter Tiernan  
Joan Usher  
Rod Weaver



# FY 2019 FINANCIALS

## SUPPORT AND REVENUE:

Membership dues .....	\$881,357
Workshops and seminars .....	\$513,380
Publications and other .....	\$44,716
Total support and revenue .....	\$1,439,453

## OPERATING EXPENSES:

Salaries and related expenses.....	\$855,531
Educational Conf. & Annual Meeting .....	\$328,862
Occupancy .....	\$113,458
Consulting & Professional Fees .....	\$103,050
Equipment, supplies and operations .....	\$79,743
Travel.....	\$27,182
Printing & Public relations.....	\$14,662
Dues and subscriptions.....	\$13,070
All other .....	\$6,055
Total operating expenses .....	\$1,541,613
Change in net assets from operations.....	(\$102,160)

## NON-OPERATING ACTIVITIES:

Contributions.....	\$250
Investment return .....	\$69,800
Total nonoperating activities .....	\$70,050
Change in net assets .....	(\$32,110)
NET ASSETS, Beginning.....	\$1,256,993
NET ASSETS, Ending .....	\$1,224,883
Total assets.....	\$1,594,170
Total liabilities.....	\$369,287
Total net assets.....	\$1,224,883

# ABOUT THE ALLIANCE

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 165 agency providers from every corner of the state. It builds public awareness of home care, helping the public understand the scope of its services and make wise health choices.

The Alliance works with government officials, legislators, and other advocacy organizations on legislative and policy initiatives. Some issues affect the entire home care industry, while others are more narrowly focused on specific matters. 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.

Another of the Alliance's primary functions is to help its members refine and improve their service to their clients. 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. More than sixty agencies are currently accredited.

Also in this vein, 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 also supports its members' efforts to improve their 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.

In addition to these services, the Alliance also publishes directories of its members to help referral sources make informed decisions about home health, provides its members with group purchase programs, and hosts the New England Home Health Career Center website.



HOME CARE ALLIANCE  
*of* MASSACHUSETTS

*www.thinkhomecare.org*

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