

ANNUAL REPORT 2008





The Diocesan Health Facilities, under the sponsorship of the Roman Catholic Diocese of Fall River, have as their mission, the provision of extended care to the chronically ill and disabled, with special emphasis on the care of the frail elderly. In response to Christ's teachings, we offer a full spectrum of care that meets the residents' physical, spiritual and emotional needs.

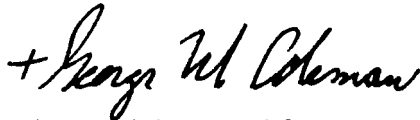
Dear Friends In Christ,

The Catholic healthcare tradition emphasizes compassion in caring for those in need. Our Diocesan Health Facilities continue that same tradition here in the local Church. With superior medical skills and special attention given to individual spiritual needs, our staff provides care that embraces the whole person.

At this time, I would like to express my gratitude to the men and women in the Diocesan Health Facilities system who devote your professions to caring for all those in need of assistance. With the love of Christ, you minister to the frail, the elderly, and the disabled adults who reside in our homes and take part in our programs. I appreciate your commitment to the sanctity and dignity of human life as well as the compassion and dedication with which you carry out the healthcare mission of the Diocese.

With my sincerest thanks and prayerful wishes that God continue to bless the Diocesan Health Facilities staff, residents, participants, and families, I remain

Sincerely yours in the Lord,

A handwritten signature in black ink that reads "George W. Coleman". The signature is written in a cursive style with a small cross at the beginning.

(Most Rev.) George W. Coleman
Bishop of Fall River

As we look back at the year 2008, I would like to thank you for offering dignified and compassionate care to the residents in our homes and clients in our programs.

Each of you should know that I am most grateful to you for not only providing exceptional physical care to those in need of assistance, but also for the way that the care is given. It is what has made us distinctive and recognized as leaders in providing quality care for elders who need long term, rehabilitative care, day care and care management services.

I am confident that with your help we will continue to give the men and women in our care the physical, emotional and spiritual nourishment they need and look forward to carrying on this tradition for many years to come.

A handwritten signature in black ink that reads "Edmund J. Fitzgerald". The signature is written in a cursive style.

(Rev. Msgr.) Edmund J. Fitzgerald
Executive Director
Diocesan Health Facilities

2008 – A Retrospective

The year 2008 was one of challenges, service, accomplishments and progress within the Diocesan Health Facilities system. Our skilled nursing facilities and community programs continue to experience a very positive presence in the cities and towns where we are located and most importantly, with the individuals and families we serve.

We are always looking at ways to improve upon the services we offer to our residents and clients, and making their time within our facilities and programs as beneficial and comforting as we can. Within the framework of facility development and planning, there were changes to the physical structures both large and small.

At Marian Manor in Taunton, most of the first floor resident rooms and the main corridor were renovated with new wallpaper, paint, carpet, lighting. The nurse's station was also renovated making the workspace more efficient and user friendly for this extremely busy area. Bethany House Adult Day Health Care, located across the street from Marian Manor, had new carpeting installed in their front foyer, director's office and main hallway, giving the areas a fresh, updated look.

Madonna Manor continued to actively search for land to purchase in the North Attleboro area, with the intention to eventually build a new facility to replace the existing one.

Catholic Memorial Home in Fall River had major renovations completed in December. The second floor corridors were given new wallpaper, paint, new flooring, room signs, artwork and newly designed nurses' stations that included new cabinets and desks. The changes have had a major visual impact on the space. Digital cable ready TV wiring project completed at the facility provides residents with the ability to view digital TV and will give them the option of purchasing additional digital satellite TV channels.

Sacred Heart Home completed renovations on the second floor Center Unit that transformed three rooms into two residential special care rooms and a sitting room. These rooms allow family members to stay overnight with the resident as part of the palliative care program, providing a comfortable residential atmosphere for both the residents and family members.

Our Lady's Haven in Fairhaven had no major structural projects, but they had major repairs made to the facility's heating system in 2008.

Investing In People

Over the course of each year, staffing changes occur within our system. Some of the management positions that were filled include: Catholic Memorial Home hired a new Assistant Administrator, Lisa Pircio, after the previous assistant administrator resigned to spend time with her family. Sacred Heart Home hired Christopher Kenney as the home's Assistant Administrator. Daniela Dalmau came on board at Catholic Memorial Home as Director of Human Resources. Our Lady's Haven welcomed Kate Hancock as Director of Human Resources. Deacon Peter Cote joined the team at Catholic Memorial Home as Director of Pastoral Care.

The Human Resources Departments in the homes and the DHF Human Resources Director and Human Resources Generalist cover many areas and issues including recruitment, compensation and benefits, employee development, policy and procedure development and corporate compliance, while working with the homes to eliminate agency staffing.



Through care that cherishes the residents' God-given humanity, dignity and individuality, they are able to experience the ministry of Jesus Christ. This approach to resident care sets our services uniquely apart from those of many other extended care facilities. While always providing the highest caliber of health care, ours is a holistic environment.



We recognize spiritual and social needs along with physical and medical needs in those we serve. We encourage the involvement of family members and significant others to be part of the health care team, and collaborate with residents, families and physicians to create individualized care plans.

Clinical Services And Daily Care

Medical and Clinical staffs play a leading role in overseeing the daily care plans for the residents in the homes. Clinical Services works closely with the medical directors, nursing directors, and case managers to keep staff informed, updated and educated.

Work was done with the Medical Directors to formulate a peer review audit form, and Clinical Services facilitated the completion of the peer review process for the five homes.

Standardization of processes continues to be refined through all five homes and clinical services helped in the design of a survey preparedness book for each home. Work was also done with the help of administrators in restructuring selected nursing positions in several homes. Working with Human Resources, we developed competitive nursing and certified nursing assistant salary ranges in the homes. Participated in the hiring of key personnel at Catholic Memorial Home, Sacred Heart Home and Marian Manor.

In 2008, the Director of Clinical Services and Clinical Project Facilitator for the Diocesan Health Facilities obtained certification in Ethics from the National Catholic Bioethics Center. The Director of Social Services at Marian Manor also completed the Ethics Program and received certification. There are several employees, selected to participate in the yearlong program, currently enrolled in the course and scheduled to complete it in 2009.

Teams At Work

As stated many times, the efforts of the team lend to the success of a smooth running system with the health and well being of our residents and clients being the top priority.

The Nutrition and Food Services departments are vital to not only providing nutritious great tasting meals, but doing so safely. In house certification in safe food handling is ongoing, so that we can have ample numbers of certified staff on hand at all times. This training is open to the community. New diet manuals are in place at all of our homes, and menu cycles continue to be revised and re-programmed on an on-going basis to enhance resident satisfaction with meal services. We also continue to serve as a clinical training site for staff members to become certified as registered dieticians.

The Finance Department is key in the daily operations in such areas as Medicare and Medicaid reimbursement, accounting, banking and investments and accounts receivable.

We work with legislators and the Massachusetts Senior Care Association to ensure that we have their support in the area of reimbursement rates, since the majority of our residents have care that is covered by Medicaid and Medicare. We are always working to improve processes and systems to increase productivity and access needed information and reports. Several audits were conducted in 2008. We successfully navigated them and received no deficiencies. The Accounts Payable department continues to work with the homes to ensure proper accounting procedures and timely payments. Business Office managers changed at Catholic Memorial Home and Madonna Manor in 2008. Each of the homes' business offices works diligently to decrease aged receivables, and various processes have put in place to insure that billing and collections are completed in a timely manner.

The Director of Purchasing, working directly with the Finance Director, deals with all vendors regarding price and service to our facilities. The purchasing department monitors pricing and purchasing opportunities that provide additional savings with current vendors, and researches new vendors. Over the year, pricing for items such as beds was guaranteed for the year through negotiations, and the price for natural gas was locked in for a one-year period, which resulted in considerable savings for the system. The purchasing department also worked on the purchase of a para-transit van for Our Lady's Haven. Taking advantage of market conditions, we were able to purchase the vehicle at GMC employee pricing and still receive manufacturer's rebates of over \$3,000.

Over the course of 2008, the MIS department updated the email server and the SOS server, which is software used for general ledger, nursing information, accounts receivable, and accounts payable information. This department continues to evaluate software products and is looking into electronic medical records for the homes. Due to the increased numbers of computers in the homes, the MIS department finds a greater need for support requests. Attendance software was updated with All-Time, our payroll company, and the MIS department works directly with DEG Associates on all computer hardware needs and server issues.

The Marketing and Public Relations department works with each home and program to help promote and inform residents, families and staff within our system, as well as the members of the communities we serve. Throughout the year, press releases, feature articles and photographs of events and milestones are published for our internal audience through newsletters, as well as in newspapers and regional publications. Our website is also updated to remain a source for valuable information about our system. We participate at a number of health and business expos over the year to help promote and educate the general public about the programs and services we offer through our skilled nursing facilities, adult day health care and care management programs. This department also is actively involved in planning and assisting in the coordination of educational programs for staff, and fundraising events that benefit our residents. We also contact our legislators to ask for their support of various bills and state budget issues as needed.

Annual appeal campaigns are utilized by several of our skilled nursing facilities, and this department assists the respective administrators in this process.

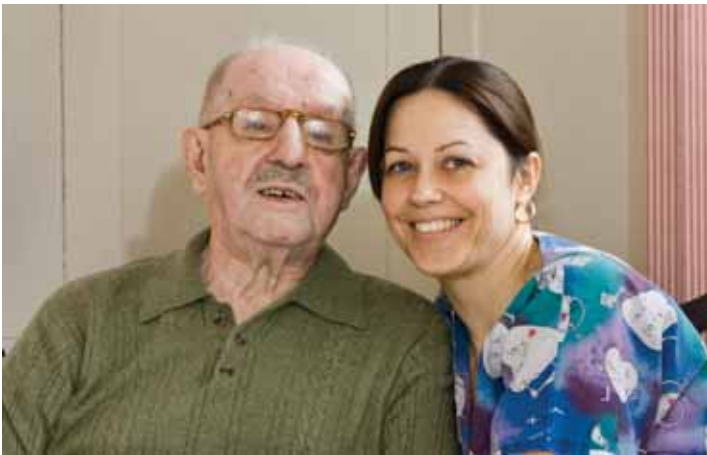
EldersFirst And Bethany House Adult Day Health Community Programs

The EldersFirst Care Management Program realized a thirty five percent increase in revenue over the previous year. The program provides nursing support and services to the elderly who reside independently. The care manager promoted the program with presentations at Gentiva Home Care, Family Service Association and Community Nurse and Hospice Care, along with participating in numerous health and business fairs in the region. Presentations on healthy living were also given to members of the New Bedford and Taunton Deaneries. EldersFirst is a member of the National Association of Professional Geriatric Care Managers and was represented at the New England Conference. Membership is also maintained in the Bristol Networking Group and the Alzheimer's partnership as well as the Bristol County Estate Planning Council, where the Care Manager, Claire Sullivan, RN, BS, CCM, serves as an Associate Vice President.

After twelve years in operation, Bethany House remains in the forefront as an adult day health care provider. With a diverse client population, Bethany House provides support services and skilled care to people whose ages spanned eight decades who reside in Taunton and many surrounding communities. The average number of clients served was 27.5 per day. The goal for 2009 is to increase attendance to near the capacity of 30 clients a day. Bethany House is well known in the area, and its visibility is maintained through continuing community relations, newspaper coverage of special events, and coordination of client care with other service providers.

Pastoral Care – Comforting The Body And Soul

The role of our Pastoral Care teams brings comfort and spiritual care to the residents and clients we care for, along with their loved ones and the staffs at each of our homes. They offer a listening ear, times of prayer, the warmth of smiles and laughter, and encouragement. The teams include the home's chaplain, the Pastoral Care Director, and Eucharistic Ministers and volunteers.



We assist residents in achieving their maximum levels of independent living, nurture a home-like atmosphere, and cherish life as a gift that is meaningful... even in its final moments. The compassionate example of the religious sisters who originally staffed our institutions lives on today, in employees who are committed, not only to their jobs, but to a ministry of caring.

The Value Of Education And Training

Ongoing educational opportunities give our employees the opportunity to be the best they can be, and challenges them to aim higher.

Staff development in each facility is responsible for educating and training all employees, students and volunteers at the respective facility. All training and education is based on the standards of all associated regulatory bodies. State mandated and department specific education is covered throughout the year, utilizing various speakers and presenters according to the topic. Staff Development is a vital part in the initial and ongoing education of the employees within our system. Education helps ensure the competency and continued growth of our employees, thus directly impacting the care of the residents.

Each year, employees from each of the five homes and two community programs, are celebrated for their dedication to their work and continued education. The Annual Employee Awards and Scholarship Banquet recognizes employees for their years of service, and six \$2,500 dollar scholarships are awarded for those continuing their education. The Reflection of Mission Award is given to one employee from each of the homes that are selected because of their commitment to excellence to residents, families and their co-workers.

The FISH! philosophy encourages everyone to go above and beyond in the areas of customer service to external customers and internal customers. The concept has been introduced at each of the facilities and acts of kindness are rewarded and recognized, which encourages everyone to do more.

The Annual Managers Education Day gave senior managers, administrators, managers and directors the opportunity to get together for an educational and lighthearted day. In the morning session, Rose Marie Fagan educated the group on Culture Change in Long Term Care Settings, and in the afternoon, Judy Carter had us “Laughing Our Way to Better Communication.” This is always a day that is well received and is an opportunity to re-educate and get a message across with humor.

Volunteers Are Special

Our volunteers are from many different age groups and backgrounds, and their help to the residents, staff members and family members is priceless.

Their generosity of time and self is a winning combination, and is so greatly appreciated. Thanks to the many extras that volunteers are able to take on, staff members are able to devote more uninterrupted time to the needs of those residing in our homes. A big thank you to all!



We value both compassion and professionalism in our staff, and in response to these values, we actively support staff both in career development and in personal concerns. Without compromising our Christian roots and values, we maintain and re-affirm our responsibilities as leaders in the delivery of health care services to our region's chronically ill and elderly populations.



Diocesan Health Facilities

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Fall River, MA 02720
508-679-8154
Facsimile: 508-679-1422
Website: www.dhfo.org

*Sponsored by the Roman Catholic
Diocese of Fall River*

Skilled Nursing And Rehabilitative Care Facilities

Catholic Memorial Home

2446 Highland Ave., Fall River, MA 02720
508-679-0011 Facsimile: 508-672-5858
Contact: Carol Turton, Admissions Director

Madonna Manor

85 North Washington St., North Attleboro, MA 02760
508-699-2740 Facsimile: 508-699-0481
Contact: Bethany Ucran, Admissions Director

Marian Manor

33 Summer St., Taunton, MA 02780
508-822-4885 Facsimile: 508-880-1570
Contact: Johanne Oliveira,
Admissions And Case Manager

Our Lady's Haven

71 Center St., Fairhaven, MA 02719
508-999-4561 Facsimile: 508-997-0254
Contact: Ana Marques, Admissions Director

Sacred Heart Home

359 Summer St., New Bedford, MA 02740
508-996-6751 Facsimile: 508-996-5189
Contact: Ana Marques, Admissions Director

Community Programs

Bethany House Adult Day Health Care

72 Church Green, Taunton, MA 02780
508-822-9200 Facsimile: 508-822-8181
Contact: Phoebe Worcester, Program Director

EldersFirst – Care Management Program

368 North Main St., Fall River, MA 02720
508-677-4367 Facsimile: 508-679-1422
Contact: Claire M. Sullivan, Care Manager

*Accredited by the Joint Commission on Accreditation of
Healthcare Organizations*

*Pain Management Programs accredited by the American
Academy Of Pain Management.*

*Alzheimer's Units are accredited by the Alzheimer's
Association Of Eastern Massachusetts and are members of
the Alzheimer's Partnership.*