

2025

ANNUAL REPORT



The Patient Experience
QUALITY MATTERS



2025 Facts of Interest

Home Care Skilled Visits: **25,925**

Hospice Visits: **7,659**

Hours of Personal Care: **10,593**

Foot Clinic Visits: **1,589**

Miles Driven to Provide Care: **364,036**

Unduplicated Clients Served: **1,593**

Duplicated Clients Served: **2,083**

Towns Served: **27**

Staff: **110**

Volunteers: **80**



Jim Culhane, President & CEO

Quality measures are tools that help us quantify and monitor processes, patient satisfaction and outcomes and organizational systems that impact the ability to provide high-quality health care and result in healthier people and communities. The Centers for Medicare & Medicaid Services (CMS) uses specific indicators to measure the quality, efficiency and patient experience provided by home health agencies; it is the responsibility of agencies like ours to understand the metrics and find ways to measure and adhere to them in order to enhance overall quality.

"In addition to direct patient care, we address quality across virtually all departments of the agency. Areas including Billing, Marketing, Outreach, Philanthropy and Human Resources have specific goals and action steps with quality performance top of mind. As part of our strategic planning process, managers annually identify KPIs (Key Performance Indicators), many of which are quality focused, for their departments and then take action throughout the year to meet goals," shares Jim Culhane.

We are seeing the results of this attention to quality and are proud that the agency was recognized last year with a "superior performer" award, described in more detail later in this report. The award ranks us against our peers, making the recognition that much more meaningful. We are regularly engaged in quality improvement projects based on pertinent, measurable data. If our rate of falls, for example, increases, we might initiate a quality improvement project (QI) to address why and then implement action steps to drive improvement. The same process can be, and is, applied to any number of issues.

It is important to note that the value of our quality scores directly impacts our level of reimbursement from Medicare and Medicaid and, as a result, our overall financial position. Our commitment is, first and foremost, to the benefit of patients. But knowing that our outcomes and value score can also mean being rewarded financially is not an insignificant incentive. "Our primary role as Board members is to be responsible stewards of the assets of Lake Sunapee VNA & Hospice" shared Dan Junius. To do this effectively, Board members receive detailed monthly financials to review and discuss. Additionally, managers attend Board meetings and do special presentations on QI projects and progress toward KPI goals to provide trustees with a full understanding of our position and the work that goes into getting there. "I have been continually impressed with the management team, and all the staff, for their professionalism and dedication," shared Dan.

Finally, we can only remain a strong and high-quality organization because of a caring and generous community standing beside us. The collaborations and resources that so many people and organizations share with us make us stronger and are integral to our enduring presence since 1970. Thank you.



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Catherine Raymond,
Development Officer

Nicole Soojian,
Home Care Clinical Manager

Katie Wells,
*Community Health Services
Manager*

REVENUE

Medicare	6,859,432
Medicaid	281,981
Other 3rd Party Insurance	1,776,632
Private Pay	326,547
Net Assets Released from Restriction	30,123
Other Operating Revenue	55,773
Contributions (net)	644,091
Municipal Appropriations	86,954
Investment Income	408,669

Total Revenue	10,470,202
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EXPENSES

Salaries & Benefits	7,971,758
Supplies & Operating Expenses	1,475,623
Professional & Contract Services	745,541
Depreciation	75,477

Total Expenses	10,268,399
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Net Gain / (Loss)	201,803
Change in Fair Value of Investments	582,686

Net (after Change in Fair Value of Investments)	784,489
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2025 | Towns Served & Our Services



We Care Where You Are!



Home Health Care

- Skilled Nursing
- Wound Care
- IV Infusion
- Medication Management
- Nutrition Education
- Medical Social Work
- Management of Chronic Conditions
- Physical, Occupational & Speech Therapies
- New Mom/Baby Visits & Pediatric Care

Hospice

- Emotional, Physical & Spiritual Care
- Loss & Grief Support
- Pain & Symptom Management
- Residential & Facility Care
- Visits from Professional Staff & Volunteers

Palliative Care

- Focuses on the conversations and navigation of advanced illness
- Emphasizes personal goals and symptom management

Personal Care Services

- Hands-on care such as bathing, dressing, grooming
- Non hands-on care such as light housekeeping, errands, meal preparation

Wellness Programs

- Ounce of Prevention
- Bereavement Support Groups
- Foot Care Clinics
- Health Fairs & Education
- Memory Respite Care

Acworth	Goshen	Plainfield
Andover	Grafton	Springfield
Bradford	Grantham	Sunapee
Canaan	Hanover	Sutton
Charlestown	Lebanon	Unity
Claremont	Lempster	Warner
Cornish	New London	Wilmot
Croydon	Newbury	
Danbury	Newport	
Enfield	Orange	

Towns in **BOLD** have budgeted appropriations to support LSRVNA

Quality Assurance and Performance Improvement (QAPI)

at Lake Sunapee VNA is overseen by a dynamic group of home care and hospice clinicians, led by Marissa Rainville and Jennifer Abbott who work collaboratively to monitor key healthcare data and identify meaningful trends. Using these insights, the team develops targeted quality improvement projects aimed at enhancing patient outcomes and supporting clinical excellence.



“Jen routinely runs data reports and conducts chart reviews, sharing her findings with me and clinical leadership to identify emerging trends. We also incorporate feedback from managers and clinicians regarding potential challenges related to patient care or documentation”

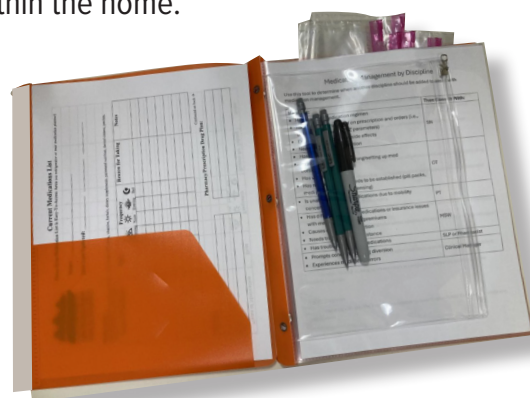
—shared Marissa

Marissa Rainville, RN, Performance Nurse Educator (left)
Jennifer Abbott, RN, Quality Assurance Supervisor

IMPROVEMENT PROJECTS MAKE A DIFFERENCE

Recent QAPI initiatives have focused on reducing healthcare complications related to disease progression—such as hospitalizations, infections, and falls—while also equipping clinicians with additional resources to strengthen patient care and education. One quality improvement project was designed to support both home care and hospice clinicians in helping patients and caregivers increase their independence with managing medications in the home setting. The interdisciplinary QAPI team for this initiative included a home care nurse, an occupational therapist, a medical social worker, and a hospice nurse. Together, the team developed a comprehensive medication management toolkit to guide clinicians in creating accurate medication lists, identifying the appropriate disciplines to address medication-related concerns, and assisting patients and caregivers with organizing medications safely and effectively within the home.

Quality Improvement Projects are also wonderful learning experiences for students. Many Colby-Sawyer College nursing students, for example, have completed their Senior Capstone Projects in collaboration with our clinical team. One 2025 project focused on the development of a script for physicians related to UTI prevention, a very real issue among our patient population, to help ensure that critical information is conveyed efficiently and consistently. Other Capstone Projects have focused on areas such as communication tools for hospice families, fall prevention and more.



Quality Goals in Other Departments

Even though measuring quality outcomes in our Community Health Services programs is done in a less formal and standardized way than in our Medicare regulated home care and hospice programs, we are always looking at opportunities for improvement. These community-based offerings include **Foot Clinics** (to help people maintain the vital health of their feet, especially those with complicating conditions like diabetes), **Good Day Respite Program** (offering socialization for people with mild to moderate memory loss and support for their caregivers) and **Homemaker Grants** (supportive services to help at risk individuals stay safe and independent in the homes they love). Quality is consistently evaluated through things like supervisory visits with staff, employee evaluations and education, and consistent communication with program participants so that we continue to respond to needs and offer high quality, high impact services in a variety of community settings. “It is wonderful and really rewarding when clients share positive feedback about their experiences and appreciate the often life-changing support that these programs provide,”

—shared Katie Wells, RN, Community Health Services Manager.



The Patient Experience...

Quality Matters



“Kathy Place, the Foot Clinic nurse, is fabulous. We have good talks. She listens to me and is interested in what’s going on in my life. She is careful and knows my feet, and my husband’s feet too. She’s wonderful.”

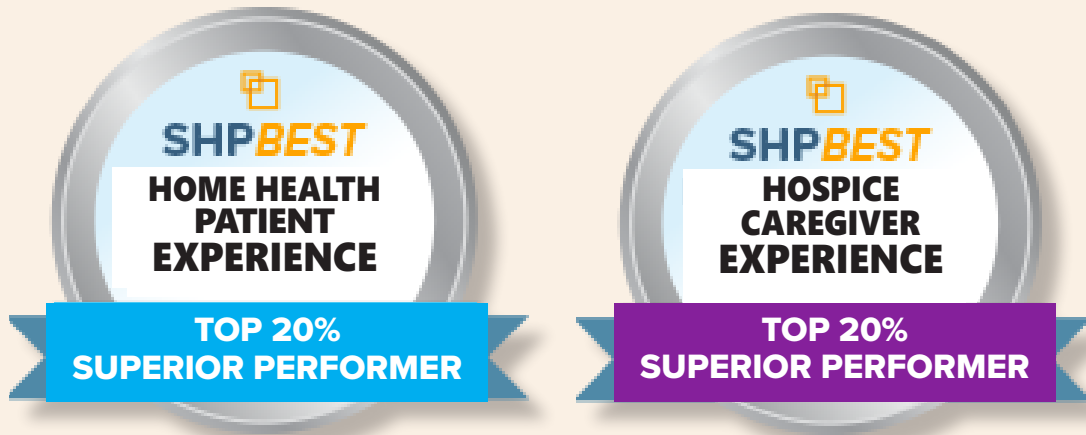
— Nina Rogers

“The Good Day Respite Program has given me time to work at home on daily issues that need to be addressed, and has been very helpful for Roger as he has had social interaction and many activities to stimulate his memory issues.”

— Karen Foulkes

“My homemaker does a great job. She cleans and does my laundry. She cooked for me recently and put leftovers in little containers to set aside to heat up. I wish I could have her for the rest of my life to be honest.”

— Norma Bothwick



PERFORMANCE REWARDED...Quality Recognized

In 2025, Lake Sunapee VNA was recognized by Strategic Healthcare Programs (SHP) as a “Superior Performer” for achieving overall patient experience scores in both home health and hospice that ranked in the top 20% of all eligible SHP clients reflecting the 2024 calendar year.

The annual SHPBest™ award program was created to acknowledge home health agencies and hospice providers that consistently provide high quality service. For home health, award recipients were determined by reviewing and ranking the overall patient experience score for more than 3,200 home health providers. For hospice, recipients were determined by reviewing and ranking the overall family caregiver experience score for more than 1,800 hospice providers. Lake Sunapee VNA was in the top 20% in both categories.

“We are excited to be recognized for the high level of satisfaction experienced by our home health patients and the families and caregivers of our hospice patients,”

—shared Jim Culhane, President & CEO at Lake Sunapee VNA.

“It is a testament to the hard work and wonderful care our staff can be counted on to provide in our community every day.”



Quality of life... *one patient at a time:* *A family's experience*

Four sisters share their very personal thoughts, with a common sentiment running through all their experiences:

"Thank you hardly seems big enough, long enough, loud enough to express our appreciation for the remarkable work of Lake Sunapee VNA & Hospice caregivers in caring for the clients entrusted to them. Still, we do thank all of you endlessly!"

"Our parents, Natalie and Gordon Hamilton, were married for 73 years before they passed away within one year of each other. Theirs was a true love story and we, their four daughters, were blessed to be witness to that to the end. Thanks to the LSRVNA caregivers, Natalie and Gordon each received exceptional care as they aged and faced health challenges. All the caregivers were angels, appearing in our parents' home confidently, cheerfully and skillfully to help them navigate those challenges and provide tools and support that ensured their quality of life. Each VNA caregiver visit brought an endless supply of kindness, patience, professionalism and encouragement as our parents learned a different and safer way to navigate their home and their surroundings. And the caregivers willingly included all of us in the process. As our parents approached their end-of-life journey, the Hospice angels stepped in to provide exceptional comfort and care to Natalie and Gordon . . . and all of us. These caregivers gifted us with every last moment with the Mom and Dad who were...and still are....two of our greatest gifts. Our endless gratitude to each extraordinary VNA and Hospice caregiver who cared for our parents and all of us in such an extraordinary way."

Susan Soldani

"I will forever be grateful for the tender, compassionate care the Lake Sunapee Visiting Nurse angels showered on my parents, my sisters and me. For 15 months, the nursing staff guided us through the process of having first my Dad then my Mom on Hospice care and eventually helped us through our parent's "end of life" journey.

I am so appreciative for the way the nurses educated us on each experience and how they brought humor, kindness and compassion to our lives. When my parents or sisters and I had questions, they would listen with empathy. When our emotions were untethered, they gave sympathetic hugs. They brought comfort during a time that was scary, sad and unfamiliar. When Mom and Dad were nearing the end, each nurse who visited kept them comfortable and treated them with dignity. Saying our final goodbyes to them was eased by the Lake Sunapee Visiting Nurses staff's professionalism, gentleness and grace. You are all truly angels with a gift like no other. Thank you from the bottom of my heart."

Kim Schwartz

"Each visiting person from LSRVNA was special and unique. There were lots of different personalities, but what they had in common was an extraordinary compassion for both of our parents as well as for the family as a whole. Their expertise and experience was clearly evident, and the information they provided to us was so welcomed and reassuring. Since this was a foreign and scary journey for us, we craved their thoughts and suggestions. We appreciated the professional manner with which they interacted and coordinated with one another. Each of them had wonderful warm people skills, and their visits soothed our parents and us. Cinnamon and her instrument were a joyful addition. Their presence in our lives enabled us to assist all the medical personnel to provide excellent care and dignity for our parents' final days. We will be forever eternally grateful for LSRVNA."

Taffy Benson



"Our parents, Nat and Gordon Hamilton, were long-term residents of New London and huge proponents of LSRVNA and its amazing mission. Initially they participated in flu shot and foot clinics and always raved about the care and service. Later they would experience firsthand the amazing care of in-home caregivers when my Dad fell and broke his shoulder. He received a full range of services from general check-ins, to PT and OT allowing him to recover in the comfort of their home alongside my Mom. At age 97 Dad, at that point living at Sunapee Cove, began to fail and it was his idea to once again reach out to LSRVNA to see if he was a candidate for Hospice Care. My sisters and I were initially skeptical thinking this meant the end was imminent. We were so wrong. Dad received several months of hospice care provided by real life angels who were so knowledgeable, caring and compassionate not only to my Dad but also to my Mom and me and my sisters. Hospice also worked seamlessly with Sunapee Cove staff to provide exceptional care. Hospice allowed my Dad to remain at home, surrounded by family, until his final breath. Twelve months later the LSRVNA Hospice angels would swoop in again to provide the same outstanding end of life care for our Mom. My sisters and I are forever grateful for the entire team at LSRVNA. You have all earned your wings!"

Jane Peel



KEARSARGE KIDS CHRISTMAS PROGRAM

58 local families in need during the holidays and more than 140 children had a joyful holiday with lots of smiles in 2025 because of the kindness and generosity of nearly 200 supporters (individuals, families, businesses, churches, civic and service organizations) who contributed gifts, gift cards and cash donations. It was especially rewarding to have the funds to also be able to give parents a generous gift card to Market Basket to help with holiday meals and treats. As always, we remain so grateful to our cheerful and hard-working Christmas Elves for their years of services in this special way: Betsy Kloeppel, Deb Seyfried, Sheila Wallace.

IMPROV FOR CAREGIVERS

We continued our unique partnership with the New London Barn Playhouse in 2025 to bring Improv for Caregivers to community members caring for a loved one with Alzheimer's or dementia. These free workshops combine insights from health care professionals with improvised scenarios where actors navigate common caregiving situations onstage. They provide a fun and interactive way to help caregivers develop new communication skills and strategies to cope with stress. Through these workshops, the Barn Playhouse was also inspired to create an original production based on stories of caregivers in the Lake Sunapee and Upper Valley regions, which will debut in 2026.



Employee Car Care Fund

Always looking for innovative and meaningful benefits for our staff, our most precious resource, we established a donor funded Employee Car Care Fund in 2023 as just one of the ways we strive to show employees that we value them and their personal and financial security. The fund helps offset costs for staff, who drive thousands of miles each year to deliver care in 25+ area towns, to maintain their personal vehicles and help keep them safely on the road and a reliable presence for patients. Eligible expenses include oil changes, *continued on page 13*



2025 | Highlights to Celebrate

tires, brakes, batteries, exhaust/other systems, fluid flushes, wipers, inspections and more. Each employee may request reimbursement for repairs and maintenance up to \$250 annually. As of the end of 2025, 151 reimbursements had been dispersed to staff members totaling \$28,437! The fund is sustained in large part by donations from generous members of our community.

HOSPICE CELEBRATION DINNER

Our Hospice Celebration Dinner returned in 2025 on October 22nd at a new venue. Guests enjoyed an elegant dinner at The Greatful Dane Lodge in Newport, a beautiful and warmly welcoming country setting.

The event featured music, testimonials from hospice families and remarks from Dr. Anthony “AJ” Abbruzzi, Hospice Medical Director, including high praise and deep respect for the extraordinary hospice team which cared for nearly 200 patients and their families in 2025. Guests were invited to make pledges in support of ongoing education for the caregiving team, and the total amount pledged was matched by a special friend of our agency who has also had a personal hospice experience! Generosity such as this empowers our team and enhances compassionate care at end of life.



WOMEN WHO MAKE A DIFFERENCE LUNCHEON

The beloved ***Women Who Make A Difference Luncheon*** kept going strong as we celebrated the 26th anniversary of this much-anticipated occasion on May 14, 2025. With fun and joy in abundance, we welcomed a sold-out crowd of more than 225 guests. Ann Davis of Wilmot received the prestigious “Woman Who Makes A Difference Award” ... and deservedly so! The event continues to inspire, honor the goodness and impact of all women, and support the vital mission of your local VNA. **Committee:** Katie Blake, Ellen Brownson, Gail Matthews (Honorary), Jeana Newbern, Abby Peel, Jane Peel, Cathy Raymond, Jayne Rayno, Jan Sahler, Tanya Wilkie, Alicia Zanderigo.

2025 | Staff Recognition Awards

In addition to longevity honors presented to employees for service from 5 years up to 35 years, four employees were selected to receive our annual peer-nominated awards. Many other members of our team were celebrated as having been nominated for one or more of these special awards.



(left to right) Jenny Avakian, Katie Wells, Lori O'Connor, Lynne Neuwirt



Most Likely to Make Someone Smile Award
Lori O'Connor, Human Resources Generalist



You Are My Anchor Award
Jenny Avakian, RN, Hospice and Palliative Care Coordinator



The Mountain Mover Award
Katie Wells, RN, Community Health Services Manager



Stepping Up For The Greater Good Award
Lynne Neuwirt, Occupational Therapist



The Renaissance Shoppe, an impactful initiative of Lake Sunapee VNA and part of its wider charitable giving program, has raised more than \$2.5 million since its founding in 2004 to support vital home care, hospice and community wellness programs for our community! As a nonprofit, we rely on charitable giving to sustain the services needed by so many local residents. The Shoppe is also a great service for anyone looking to find a new home for household items they no longer need ... or that perfect item they do need. Donations (tax-deductible) of antiques, collectibles and more from people throughout the region keep the inventory varied and interesting. Open Tuesday through Saturday (that's nearly 1,600 hours of coverage needed each year), we are fortunate to have the incredible dedication and hard work of more than 30 volunteers that help The Shoppe continue to succeed.

According to Craig Backman, Shoppe Manager, "Working with the volunteers for the last two years has been an amazing experience. The dedication and care that the volunteers contribute is just remarkable. The customers that donate and purchase items throughout the year are also key to our success and make working and volunteering here truly worthwhile."

The Renaissance Shoppe is located at the rear of the Lake Sunapee VNA building at 107 Newport Road in New London. For more information, visit: <https://www.lakesunapeevna.org/renaissance-shoppe>



2025 | Our Supporters

January 1 – December 31, 2025

We deeply appreciate every donor listed, and the quiet dedication of those who wish to remain anonymous.

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2025 | Our Supporters

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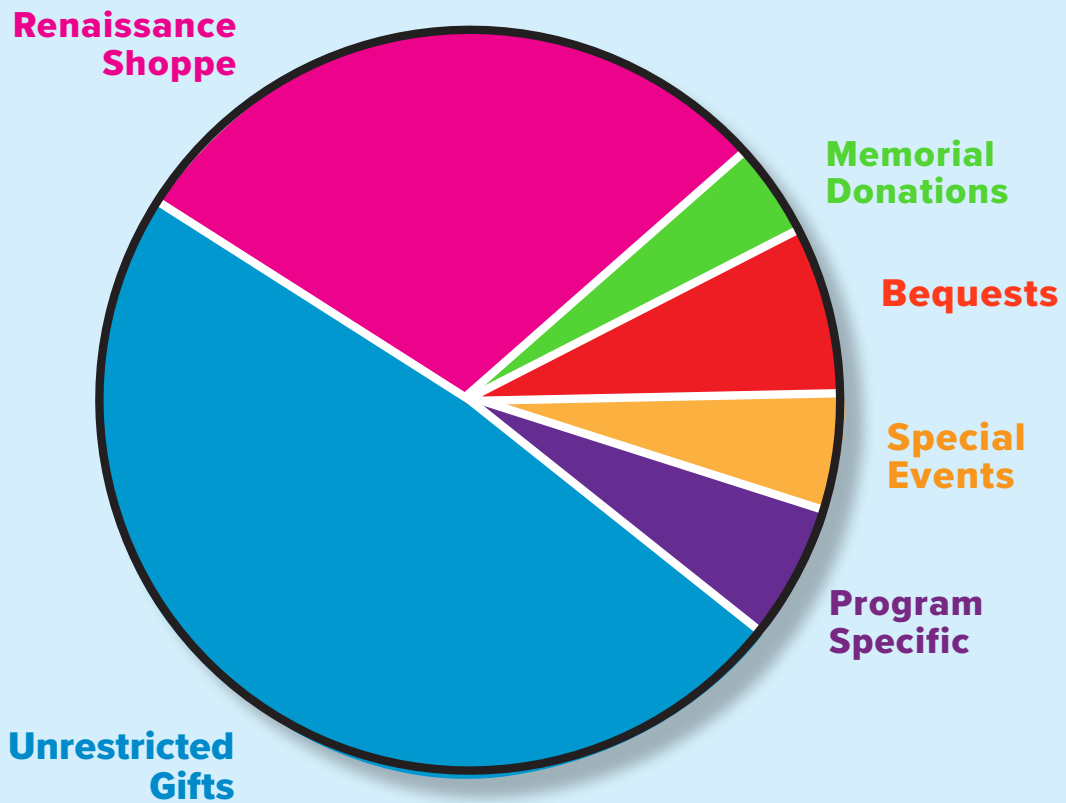
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