This leadership profile is intended to provide information about VNA Care and the position of President and Chief Executive Officer. It is designed to assist qualified individuals in assessing their interest in this position.
Opportunity

The next President and Chief Executive Officer of VNA Care will have an exciting and unparalleled opportunity to lead an organization at the forefront of transforming health care delivery. S/He will lead a highly successful and established organization, and will serve as a strategic partner for one of the largest physician organizations in Eastern Massachusetts. We seek an innovative, transformative, strategic, and operationally savvy executive to lead this dynamic organization with a collaborative culture that is highly invested in patient care.

VNA Care is the largest non-profit, non-hospital based VNA in Massachusetts; it serves over 200 communities with a daily census of 7,500 patients. Located in one of the most advanced health care markets in the country, the VNA Care was founded in 1886 and has a long and storied history as the first organized home care provider. Today, the VNA Care is nationally recognized for its excellence, and has been at the forefront of innovation and transformation of care delivery for over 130 years. The agency is affiliated with Atrius Health, a Next Generation ACO, which offers the next CEO a unique opportunity to partner with a physician organization to transform health care delivery and optimize value. This partnership, which is governed by a Participating Organization Agreement, provides an opportunity to develop and expand upon innovative models of care for individuals over the life course, from maintaining optimum health through every stage of life to preserving quality of life under hospice care.

The collaborative relationship between VNA Care and Atrius Health brings together a broad range of talented leaders and innovators with academic, clinical, and research backgrounds. The CEO will have a singular opportunity to leverage a two-year old Innovation Center at Atrius Health, which is dedicated to developing and improving patient-centered care delivery models to meet the needs of today's as well as tomorrow's health care market. Atrius Health plans to invest $10 million toward this important objective.

We seek a CEO to provide inspirational leadership at VNA Care and to serve as a collaborative member of Atrius Health’s senior management team. The CEO will advance the creation of a common culture that reflects and mirrors the best cultural attributes of legacy organizations. The CEO will work collaboratively with the Board of VNA Care and the senior management team of Atrius Health to create a vision for the future. The next stage of evolution in VNA Care’s history will include growth through service line and geographic expansion. Experience in mergers and acquisitions, with particular experience integrating teams post mergers, is desirable.

The CEO will set expectations and hold the team accountable for operations, service excellence and care delivery. The CEO will lead the organization to be successful in a fee-for-service structure while also strengthening capabilities to succeed in a fee-for-value environment. S/He will lead an integrated, coordinated approach to home care services, which will leverage VNA Care’s relationship with Atrius Health to improve efficiencies, operating performance, access and quality, while broadening the array of clinical services.

The new CEO will have the opportunity to make an immediate impact on the continued development and execution of mission-critical strategies for this progressive health care organization. VNA Care seeks outstanding candidates who have a demonstrated track record of success as a visionary and innovative leader. The CEO will have exhibited success in creating
and implementing new patient-centered delivery models, including technology enabled care, and will be well-versed in dramatically changing reimbursement models.

The successful candidate will have leadership stature, along with proven success in home care or community based health care. This position requires an innovative leader who is adept at strategic thinking and has extensive business development and relationship skills. The CEO will need to have the ability to drive exemplary clinical excellence by transforming culture, redesigning care delivery models, and enhancing clinical integration and alignment.

VNA Care: An Overview

VNA Care has been caring for patients throughout Eastern and Central Massachusetts for more than 130 years. Through a combination of the most advanced clinical technology, evidence-based best practices and a patient-centered team approach, VNA Care sets the standard for highly skilled care in the home. The commitment to quality and exceptional patient satisfaction sets VNA Care apart as a national leader in patient care.

As the Commonwealth’s largest non-hospital based home health and hospice provider, VNA Care serves 200 communities, with a daily census of 7,500, throughout Eastern and Central Massachusetts, cares for 50,000 patients a year and has revenues of approximately $150 million. A Service Area Map appears in Appendix I. Founded by Massachusetts’ most established and trusted home care organizations, VNA Care Network & Hospice, VNA of Boston and VNA Hospice Care; VNA Care has the capabilities and resources to deliver a full range of home health, hospice and community services to patients of all ages and health care needs. VNA Care, an affiliate of Atrius Health, focuses on promoting the health and well-being of patients and families by providing high-quality, cost-effective health care to vulnerable individuals in their homes and communities.

Today, VNA Care is the parent organization of several companies whose staff provide and coordinate the care of thousands of patients throughout Eastern and Central Massachusetts, including:

- **VNA Care**: a not-for-profit "parent" company which provides administrative and support services, such as financial management and fundraising, to its group of companies.
- **VNA Care Network**: a certified home health agency that provides skilled nursing care, rehabilitation therapies and other professional services, as well as certified home health aide services to more than 200 communities in Eastern and Central Massachusetts.
- **VNA of Boston**: a certified home health agency that provides skilled nursing care, rehabilitation therapies and other professional services, as well as certified home health aide services.
- **VNA Hospice & Palliative Care**: a Medicare-certified agency that provides palliative and end of life care to patients and their families.
- **VNA Care Advantage**: a division of VNA Care that provides supportive and private duty care services throughout Central and Eastern Massachusetts.
- **VNA First Choice**: a staffing agency that provides short or long-term clinicians to supplement existing staff.
Since its inception, quality has been central to everything that VNA Care does, and it shows in the recognition that it has received both locally and nationally. A multiple year recipient of HomeCare Elite Top Agency status, VNA Care was also awarded the distinction of "Best Home Health Care Provider" by the Worceester Telegram & Gazette’s annual Best of Central Mass 2016 as well as being recognized by Visiting Nurse Associations of America (VNAA) with three awards in 2015 for outstanding achievements in home health and hospice care: Outstanding Public Policy Advocate of the Year Award, Outstanding Innovation Leader Award, and Outstanding Quality Team Award. Additionally, VNAA recognized VNA Care with the Innovative Clinician Award in 2016.

VNA Care has the capabilities and resources to deliver a full range of home health, hospice, and community services to patients of all ages with various health care needs. Please see Appendix III for a timeline of VNA Care’s history and growth. More information about VNA Care can be found at www.vnacare.org.

Vision & Mission
VNA Care is strongly committed to its mission and vision which serves as the guideposts in all they do.

Our Mission
VNA Care provides the right care with kindness and compassion every day for every person we serve.

Our Vision
Transforming care to improve lives.

Atrius Health
Atrius Health, an innovative non-profit healthcare leader, delivers an effective system of connected care for more than 740,000 adult and pediatric patients in Eastern and Central Massachusetts. Atrius Health and VNA Care are working together to develop better ways to coordinate care across multiple settings and find new and better ways to pair ambulatory care with home health. In addition to VNA Care, Atrius Health includes: Dedham Medical Associates, Granite Medical Group and Harvard Vanguard Medical Associates and PMG Physician Associates.

Atrius Health’s 34 medical practices, with more than 35 specialties and 900 physicians, work together with the home health and hospice services of its VNA Care affiliate and in close collaboration with hospital partners, community specialists and skilled nursing facilities to serve patients across a full continuum of needs. Atrius Health provides high-quality, patient-centered, coordinated care to every patient it serves. By establishing a solid foundation of knowledge, understanding and trust with each of its patients, Atrius Health enhances their health and enriches their lives. Learn more about Atrius Health at www.atriushealth.org.

Atrius Health’s strong commitment to innovation is reflected in the organization’s mission statement and most recently manifested in the newly formed Atrius Innovation Center which was created to increase the organization’s ability to make transformative improvements to care delivery, accelerate the pace of change, improve patients’ access to care and their overall care
experience, and promote wellness. Current projects include Telehealth (e-consults, telederm and video visits) and Avoidable hospitalizations (Care in Place and Medically Home). The Innovation Center provides an opportunity to capitalize on the relationship between Atrius health and VNA Care by identifying additional opportunities to envision, develop and transform home care.

The Position

VNA Care seeks an innovative, transformational and experienced health care leader with vision and strategic leadership skills to position VNA Care as the provider of choice for home care and hospice care in Eastern and Central Massachusetts. The CEO will build upon the rich 130-year history and legacy of VNA Care as one of the most prestigious and largest providers of home care, hospice and palliative services in the country. The CEO will lead the organization and the Board in the development and implementation of future strategy for the continued growth and evolution of VNA Care, an organization dedicated to transforming care to improve lives. The new CEO will continue to leverage the relationship with Atrius Health to re-envision how care is delivered, identify new and transformative ways to expand services, enhance patient experience and address changes to reimbursement models and other industry changes. In conjunction with the President and CEO of Atrius Health, the VNA Care CEO will create additional collaborative opportunities for strategic and operational alignment to drive innovation, growth, volume and financial stability in a population health environment.

The CEO will be a strong advocate and steward of the vision and mission of VNA Care and will cascade the articulation of the vision, mission and value proposition throughout the organization, creating a common sense of purpose and pride among the team. The CEO will have an inspirational, collaborative leadership style balanced with the ability to formidable advocate for VNA Care. It is essential that the CEO have strong relationship, communication and engagement skills and the willingness to work across the organization at all levels.

The CEO will have the opportunity to continue to leverage and deepen the relationship with Atrius as well as to develop relationships with other VNAs and other types of provider organizations in order to grow the VNA Care both organically as well as through potential mergers or acquisitions. The CEO will be responsible for overseeing the growth of revenue and margins through patient volume, geographic coverage, and service line development.

The CEO will lead efforts to create a consistent organizational culture and a sense of pride throughout VNA Care which respects the legacy organizations while creating a common, collaborative, accountable VNA Care culture. The CEO will be a visible leader and superb communicator who actively engages the senior team and staff and leads the organization in the creation of effective internal communication strategies. The CEO will evaluate the organizational structure ensuring that VNA Care has the talent and most effective structure to lead the organization forward and will establish clear organizational priorities, set expectations, delegate appropriately, empower the team and hold all accountable. S/He will lead the organization in service excellence and LEAN Six Sigma principles and purposefully recognize the strengths and contributions of the team.
The President and CEO will succeed Mary Ann O’Connor, who has served with distinction as President and CEO of VNA Care the past five years and is slated to retire in January 2018. The new VNA Care President and CEO will provide astute and strategic leadership to this innovative, growing multi-site home health, hospice, private duty, and community-based care network.

**Reporting Structure**

The President and CEO reports to the VNA Care Board of Directors. Operationally, the CEO will report to and work closely with the President and Chief Executive Officer of Atrius Health, Steven Strongwater, MD. There is a Participating Organization Agreement between Atrius Health and VNA Care, and the organizations have developed a strong, collaborative working relationship. VNA Care functions as its own independent organization while aligning major strategies and policies with Atrius Health in order to leverage the best assets of both organizations and to coordinate planning and services.

Reporting to the VNA Care President and CEO are the following senior team members (see Appendix II for organizational chart and corporate structure):

- Chief Financial Officer/Chief Operating Officer
- Chief Medical Officer (dual reporting position with Atrius Health)
- Chief Information Officer
- Senior Vice President of Clinical Services and Quality & Risk Management
- Vice President of Human Resources
- Vice President of Hospice and Advanced Illness Management
- Vice President Transitional Care and Business Development
- Vice President of Fund Development
- Director of Government Relations (dual reporting position with Atrius Health)
- Director of Strategic Initiatives
- Director of Public Relations and Marketing
- Director of VNA Care Garden

**Essential Functions & Responsibilities**

- Organize and direct the work of VNA Care to achieve a balance of coordination of the various programs. Coordinates, integrates and reconciles the needs and goals of the various services.
- Oversee the fiscal affairs providing the effective systems of budgeting, accounting, cash and cost management, and the maintenance of financial records.
- Oversee and maintain a strong working partnership with Atrius Health as spelled out in the professional services agreement.
- Establish administrative policies and procedures that ensure compliance with applicable regulations for all programs.
- Work with the VNA Care Board Chair to assess Board performance, recruit new members, and provide members with appropriate orientation and education about regulatory compliance and changing market dynamics.
• Represent VNA Care to legislators, governmental agencies and the public.
• Ensure knowledge and compliance with policies, protocols and procedures.
• Establish ongoing public relations, fundraising and marketing programs. Ensure the accuracy of public information materials and activities.
• Conduct long-range and strategic planning activities and plan for the future needs of VNA Care.

Opportunities and Expectations for Leadership

VNA Care’s Search Committee, Board of Directors, senior team and team members have identified key goals and objectives to be achieved by the new CEO in the first 12 to 18 months.

Leadership, Mission and Culture

• Develop personal and professional credibility across VNA Care, Atrius Health and with the Board; gain respect and build trusted relationships internally and externally.
• Establish a reputation as an engaged, highly visible, knowledgeable, accessible and transparent leader and communicator who is committed to the preservation and advancement of the vision and mission of VNA Care and engages the senior team and staff in a common purpose.
• Respect the vision, mission, legacy, success and culture of VNA Care, while engaging the senior team and staff around a common culture of excellence to transform care to improve lives. Consistently communicate the mission, vision and values internally to create a common sense of excitement and purpose about the future of VNA Care among the Board, senior team and staff.
• Reenergize, reinvigorate and implement initiatives to raise the sense of organizational pride and excellence among the dedicated and passionate staff, physicians and senior team who serve patients and families.
• Be an active leader in Atrius Health while advocating for VNA Care creating win-win, collaborative and mutually beneficial strategies leading to financial sustainability. Leverage the opportunities that exist between VNA Care and Atrius for care coordination and transformation of the care delivery process; understand and anticipate the changes that are happening in healthcare and in particular to reimbursement models, how they will affect VNA Care and embrace the opportunity to use these changes to improve quality and care.
• Lead the organization in the creation of a common culture unique to VNA Care that honors the traditions and legacy of predecessor organizations and will facilitate the integration of future entities so that silos are not created. Develops and nurtures a collaborative and respectful culture, which has at its core, the highest level of commitment to: quality outcomes; patient satisfaction; employee engagement; employee satisfaction; service excellence; operational discipline; financial stewardship; and accountability.
• Enhance a culture of accountability that is based on clear and consistent expectations across the organization. Create a platform for innovative leadership to transform the
culture of VNA Care to one of shared and individual accountability in the execution and achievement of excellence and creates an accountable workforce that functions at the highest level of capability to meet organizational goals.

- Assess the organizational structure and determine key roles, functions and positions that the organization needs to position itself for future sustainability and continued growth. Establish clear goals for the organization, delegate appropriately and empower and entrust the senior team and staff with the autonomy to achieve organizational and operational goals.
- Streamline communication to achieve effective dissemination of information and to best utilize time and energy.

### Strategy and Vision

- In partnership with Atrius Health, lead continued strategy development to achieve growth and provide value along the health care continuum, in a population health environment.
- Establish a clear vision and growth strategy for VNA Care through a collaborative planning process with the senior team and the Board. Effectively communicate VNA Care’s vision and strategic direction within the organization.
- Educate and engage the Board of Directors on important home care trends. The new CEO will be a capable strategic partner and advisor to the Board to ensure that VNA Care will remain an innovator in the delivery of home care and hospice services.

### Operational and Financial Excellence

- Leverage collaborative opportunities between VNA Care and Atrius Health creating opportunities for growth, innovation and process improvement.
- Serve as a strong financial steward in creating financial sustainability and organizational stability, including revenue cycle improvement and operational efficiencies.
- Lead efforts to streamline operational systems and processes to maximize efficiency and effectiveness endeavoring to provide the highest level of quality of service and to advance value-based versus fee-for-service.
- Continue to deliver an outstanding patient experience and achieve high patient, family and employee satisfaction ratings.
- Serve as a champion and partner of Atrius Health in the implementation of a common, integrated information technology system. Strategically leverage technology to enhance efficiency, quality and patient experience and to expand telehealth capabilities.

### Strategic Business Partnerships

- Be active and externally visible in the local health care market, national associations and with state and federal policy maker.
- Continue growth through potential affiliations, mergers and acquisitions to expand the capacity, capability, reputation and brand of VNA Care. Identify and build key partnerships, particularly in new service markets and across all service lines.
• Identify opportunities to develop strategic partnerships with local hospitals and health systems, senior care organizations, regulatory and health care accreditation agencies and political leaders in the region. Articulate the value proposition externally to key partner organizations.

• Serve as a dynamic representative for VNA Care across the service area and on a state and national level. Given VNA Care’s prominence in Massachusetts, it is important for the CEO to become a trusted, visible leader in the community and the Commonwealth. Encourage other members of senior management to have visibility within the greater community.

• Serve as a key thought leader in the industry and in industry leadership positions, advocating for the future of home and community based services.

**Philanthropic Growth & Stewardship**

• Work collaboratively with the VNA Care Vice President of Fund Development to increase the fund raising capabilities and the philanthropic dollars raised by the organization. Establish positive relations with and earn the respect of financial contributors.

• Expand the sources of philanthropy by developing strong relationships with existing donors and foundations, and expanding the base of private support from individuals and corporations to ensure continued support from all communities. Cultivate relationships of time, talent and treasure to advance annual campaigns, capital campaigns and major gifts.

• Assume an active role in the pursuit of philanthropic funds as part of the continued diversification of the VNA Care’s funding/payer mix.

**Professional Qualifications and Personal Qualities**

The ideal candidate for the CEO role at VNA Care will possess strong home health or community health management and leadership experience; a team oriented approach to management and an inclusive leadership style; excellent employee relations skills; and the ability to model and advance the values which inform the culture of VNA Care. Additionally, the successful candidate will demonstrate a strong understanding of the health care environment and the unique needs and challenges the industry is facing; and possess a track record of advancing innovative practices, creative problem solving and the ability to think outside of the box. The new CEO will be called upon to provide leadership in developing strategic collaborative partnerships, bringing together ongoing and new innovation initiatives in care delivery and positioning VNA Care to remain a leader in home care within Massachusetts and nationally. The incoming CEO will have superior judgment, excellent communications skills, a high level of creativity, and the ability to thrive in a complex, extraordinarily intellectual, and matrixed environment.

Candidates will also have the following professional skills and experience, education and personal characteristics:
Education and Experience

- A Graduate degree in health care administration, public health, nursing, or comparable discipline or a bachelor’s degree in a clinical discipline with a master’s degree in business or finance.
- Minimum of five years of progressive executive management experience in health care, and a detailed knowledge of the home health care field and/or public/community health programs including a background in the development and operation of home health care and public health or community-based programs. Strong preference for an executive with home health care, hospice, palliative and community-based care leadership and management experience at the President/CEO, Vice President, or comparable level in a high quality multi-site health care provider.

Leadership Skills & Personal Characteristics

Leadership, Mission and Culture

- A leader who inspires the organization to ensure consistent high quality and service delivery in order to be the preferred home care and hospice provider and to secure a strong and sustainable business model including growth and long-term financial success.
- A leader who is highly approachable and visible to and engaging with the staff, Board, and leadership internally and is equally comfortable developing relationships with external partners.
- A respected and trusted leader who appreciates, nurtures, develops and advances the skills of the team and is committed to staff development, mentorship, delegation, and developing the next generation of leaders in home care by working with the senior team to ensure professional growth and autonomous functioning.
- A strong desire and capability to mentor and develop others and will be committed to creating a consensus based and accountable culture.
- A strong listener and communicator with the ability to gain consensus around decisions with the Board, residents and staff. Sincerity, authenticity and humility and is a capable and transparent communicator.
- A collaborative leader with the ability to create a common and collectively shared culture, to inspire the staff and consistently articulate and reinforce the mission, vision and values of VNA Care.
- A leader who is a strong collaborator and has the ability to advance direction and results through influence.
- A leader who clearly demonstrates a passion for home care, hospice, palliative care and the continuity of care that home care provides. An active promoter of the breadth of services that VNA Care provides to the communities it serves.
- A decisive leader who can advise and collaborate with the Board and who is at ease working with multiple, interdependent voluntary Boards. A leader who is able to form a “partnership” relationship with board members.
• An experienced leader who will work with the VNA Care Board Chair to assess Board performance, recruit new members, and provide members with appropriate education regarding regulatory compliance and changing market dynamics.

• A leader of the highest ethical and moral standards who leads by example, professionally and personally.

Vision and Strategy

• An individual who understands the home care industry and the human services component of VNA Care and sees how integration can be continued and expanded, potentially into areas as yet unforeseen. Able to anticipate change and prepare the organization to respond from a position of strength rather than reaction.

• A visionary and strategic leader with an understanding of the changing dynamics in health care and the ability to develop a vision which explores, anticipates, expands and adds innovative programs to respond to changing demands and industry trends.

• A leader who effectively leads development and expansion efforts and gains support for expansion in the greater community.

• A leader who is transparent and skillful in implementing change.

• A leader who collaboratively establishes strategy and engages and entrusts the team with implementation.

Operational and Financial Excellence

• An executive who possesses strong business skills that demonstrate excellent leadership, financial management, team development, strategic planning and operating capability.

• A professional with a record of improving the quality of relationships, financial performance, service delivery and strategic positioning of organizations where s/he has held leadership roles based on analysis of data combined with strong financial and business acumen.

• An experienced leader with knowledge of the legislative and regulatory environment, emerging trends in home care and the broader health care arena, including an understanding of health care delivery, reimbursement, financing methodologies, cost containment and new revenue generation strategies.

• A strong passion for excellence in service delivery and a strong commitment to process improvement and continued push for excellence.

• A leader who understands changing reimbursement models, value-based purchasing and financing strategies to gain access to required capital to fund growth.

• Knowledge and skills in successfully integrating systems for strategic growth. Demonstrated experience in evaluating acquisition and affiliation partners will be helpful.

• A leader who is financially astute and can work with the CFO on strategic financial planning and implement best practices improvements in operational and financial performance.

• A leader with the ability to implement technology to enable care and communication.
• The ability to communicate expectations, monitor and discuss results, especially in financial performance, quality and satisfaction.

**Strategic Business Partner**

• A leader who is astute to both homecare and health care environments with a desire and ability to understand the competitive landscape and forge trusted partnerships with regional providers, health systems and accountable care organizations as well as potential affiliates and acquisitions within the home care arena.

• Strong relationship skills and the ability to connect with all internal and external constituents on a profound level.

• Comprehensive understanding of the health care environment including changes in reimbursement, bundled payments and health care reform and how to develop mutually beneficial partnerships with health care providers and payors.

**Philanthropic Growth & Stewardship**

• A leader with an ability and desire to raise the necessary funds to support the strategic growth and ensure the long-term sustainability of VNA Care.

**Procedure for Candidacy**

Inquiries, nominations and applications are invited. Review of applications has begun and will continue until the position is filled. Candidates should provide a resume, a letter of application that addresses the responsibilities and requirements described in this Leadership Profile, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to VNA Care’s executive search consultants Diane Tanking, Jennifer Bauer and Lisa DeSimone Arthur via email at VNACareCEO@wittkieffer.com.

Documents that must be mailed may be sent to Witt/Kieffer, 7250 Woodmont Avenue, Suite 240, Bethesda, Maryland, 20814. All material will be treated as confidential.

The consultants can be reached by email or telephone at the below numbers:

**Diane Tanking**  
713-266-6779  
dtanking@wittkieffer.com

**Jennifer G. Bauer**  
301-654-5070  
jenniferb@wittkieffer.com

**Lisa DeSimone Arthur**  
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lisad@wittkieffer.com

_VNA Care is an equal opportunity employer_

The material presented in this Leadership Profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from VNA Care and Atrius Health documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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Referral Center Phone: 800-728-1862
Referral Center Fax: 800-599-8298
Patient 24/7 Information Line: 800-521-5539

www.vnacare.org
Highlights from our 131-Year History

1886: The Women's Education Association established the Instructive District Nursing Association, the first organized home health care provider in the United States. The IDNA would later become the VNA of Boston.

1891: Dedham Society for Emergency Nursing established.

1892: Worcester Society for District Nursing established.

1896: Marblehead/Swampscott VNA established.

1900: Canton Nursing Association established.

1904: Cambridge Visiting Nurse Association established (incorporated on June 7, 1904).

1906: District Nurse Association under the sponsorship of the Norwood Women’s Club formed.

1908: Spencer Visiting Nurse Association established.

1908: Danvers VNA established.

1910: Manchester Nursing Service formed by the Manchester Women's Club. 1910: Needham VNA established.

1914: Gloucester’s District Nurses established. 1915: Beverly VNA established.

1919: Leominster Visiting Nursing Association established.

1935: Westwood Community Health Association established.

1963: Intercommunity Visiting Nurse Associates created by several community councils in the western suburbs.

1966: Worcester VNA became the first home health agency in Massachusetts to receive Medicare certification.

1975: Gloucester District Nursing Association merged with the Cape Ann Community League and changed its legal name to the Cape Ann Community Nursing Association. The
Association acquired ownership of the Community House, 8 Angle St., Gloucester, where we continue to maintain and office.

1979: Hospice Care, Inc., later known as VNA Hospice Care, established.

1979: VNA of North Shore was created through the merger of the Cape Ann Community Nursing Association, Beverly VNA, Danvers VNA and Manchester Nursing Service. The home health program of the Rockport Public Health Nursing Association was combined with VNA North Shore.

1980: Hospice of Cambridge began serving patients as a program of the Cambridge VNA.

1980: The home health program of the Topsfield-Boxford Community Club was combined with VNA North Shore.


1980: VNA of Worcester and the University of Massachusetts Palliative Care Service began working together as one of 26 hospice demonstration project sites nationwide as chosen by the Health Care Financing Administration.

1984: The VNA Hospice Program, later known as Hospice of Central Massachusetts, becomes first Medicare certified hospice in Massachusetts.

1985: The Community Nursing Association of Grafton, Inc. became affiliated with the Visiting Nurse Association of Worcester.

1987: Hospice of Cambridge incorporated as separate organization from Cambridge VNA (date: July 28, 1987).


1991: Elizabeth Evarts de Rham Hospice Home opens as Chilton House in Cambridge. This was the first hospice home in Massachusetts.


1994: The Hospice of Central Massachusetts was incorporated as a separate entity under VNA of Worcester Home Health Systems (date: Jan. 1).

1994: VNA of Boston acquired Hospice Care, Inc., which would later be known as VNA Hospice Care.
1995: VNA Care Network was formed through the merger of the parent companies of VNA North Shore, Cambridge VNA and Visiting Nurse Associates.
1997: Rose Monahan Hospice Home opens as the Hospice Residence on Coes Pond in Worcester. This was the first hospice residence in Central Massachusetts.

2000: VNA of Central Massachusetts merged with VNA Care Network. The organization would soon be known as VNA Care Network & Hospice.

2002: Marblehead/Swampscott VNA merged with VNA Care Network & Hospice.

2005: VNA of Boston acquired Senior Care Alternatives, later renamed VNA Private Care, to provide patients with access to private duty care.

2011: Atrius Health and VNA Care Network & Hospice signed a strategic agreement through which VNA Care Network & Hospice became the preferred provider of home health and hospice care for patients of Atrius Health sites.

2012: VNA Care Network & Hospice acquired UMass Memorial Home Health and Hospice.

2013: VNA Care Network & Hospice became a member of Atrius Health.

2013: VNA of Boston & Affiliates merged with VNA Care Network Foundation.

2016: VNA Care Network Foundation re-branded as VNA Care. The organization includes VNA Care Network, VNA of Boston, VNA Hospice & Palliative Care, VNA Care Advantage and VNA First Choice.