

**Outside Agency Funding Application**  
**July 1, 2015 through June 30, 2016**  
**APPLICATION DUE FRIDAY, JANUARY 23, 2014 AT 5:00PM**

**Agency Name:** Duke University Health System, Inc. d/b/a Duke HomeCare & Hospice

Street Address: 4321 medical Park Drive, Suite, 101, Durham, NC 27704

Mailing Address: Same

Website Address: duch.duhs.duke.edu

**Executive Director:** Belle Starr Browning

Telephone: 919.620.3853

E-Mail: starr.browning@duke.edu

**Contact Person:** Dale Horton

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E-Mail: dale.horton@duke.edu

Fax: 919.668.0727

Federal ID Number: 56-2070036

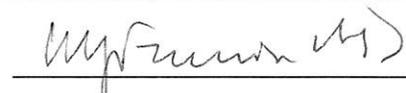
Funding Source Summary – Briefly state how any awarded funds would be used.	Current Funding (FY14-15)	Requested Funding (FY15-16)
<b>Orange County Government</b>	\$1,000.00	\$1,200.00
Summary of intended use of funds: Duke Hospice provides palliative care for terminally ill patients regardless of ability to pay. The Unicorn Bereavement Center provides bereavement support for hospice family members following a death. The bereavement center also responds to community need by offering support to the Orange County School System and individual, family and group support to individual's grieving a sudden death. The requested funds will support our mission to provide comprehensive hospice support to indigent residents of Orange County and to support our bereavement outreach to Orange County residents.		
<b>Town of Chapel Hill</b>	\$3,200.00	\$3,500.00
Summary of intended use of funds: Duke Hospice provides palliative care for terminally ill patients regardless of ability to pay. The Unicorn Bereavement Center provides bereavement support for hospice family members following a death. The bereavement center also partners with local schools and organizations to provide grief support to residents of Chapel Hill and students served by the Chapel Hill Carrboro School System.		
<b>Town of Carrboro</b>	\$3,600.00	\$4,000.00
Summary of intended use of funds: : Duke Hospice provides palliative care for terminally ill patients regardless of ability to pay. The Unicorn Bereavement Center provides bereavement support for hospice family members following a death. The bereavement center also partners with local schools and organizations to provide grief support to residents of Chapel Hill and students served by the Chapel Hill Carrboro School System.		

  
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Executive Director

1-21-15  
 \_\_\_\_\_

Date

  
 \_\_\_\_\_

Board Chair

1-22-15  
 \_\_\_\_\_

Date

## ***Section I: Agency and Program Overview***

1. Please provide a brief history of the agency– including mission, date of incorporation and years of operation.

- a. Date of Incorporation:

1979

- b. Years in Operation:

36

- c. Mission or Vision Statement (if applicable):

The mission of the Duke Hospice Bereavement Services (DHBS) is to facilitate a safe and healing grief process for persons who are adjusting to a loss due to death. It is a direct clinical service outreach into the community for Duke HomeCare & Hospice.

- d. Brief History of Agency:

Now in its 36th year, Duke Hospice (formally Triangle Hospice) was founded by a group of volunteers in 1979. During this span, it became one of the largest and foremost providers of hospice care in North Carolina. During the early 1990's these volunteers, led by former governor, the late Terry Sanford, raised \$2 million to build a 6-bed Inpatient Care Facility in the Meadowlands in Hillsborough, which provides 24-hour care for those hospice patients in psychosocial crisis, unmanageable pain and/or need for respite care. In 1995, with a gift from GlaxoWellcome, the Beard House, which is on the same 11-acre site, was transformed into the Unicorn Bereavement Center. Staffed with two full-time bereavement counselors and one part-time bereavement counselor, the UBC serves both hospice families and those in the community who have lost a loved one. Each year, more than nine multi-week support groups and workshops are held at the UBC. We provide medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

PLEASE ANSWER QUESTIONS 2 THROUGH 7 BELOW REGARDING THE SPECIFIC PROGRAM(S) FOR WHICH THE AGENCY IS REQUESTING FUNDING (NOT FOR THE ENTIRE AGENCY). **IF MORE THAN ONE PROGRAM IS REQUESTING FUNDING, PLEASE IDENTIFY EACH BY LABELING, I.e: PROGRAM 1, PROGRAM 2, ETC. UNDER EACH QUESTION.**

2. Describe the identified community need(s) the Program(s) funded will address.

Duke Hospice will continue to provide comprehensive hospice services delivering quality care for all terminally ill patients within the community regardless of ability to pay. These funds will be used to support the delivery of services to indigent members of the Chapel Hill/Carrboro/Orange County community. Bereavement services will be provided to any individual in these communities as a demonstration of our on-going commitment to provide grief support and education to all who request that support.

3. Describe any operational and/or financial changes being considered in the Program(s) to be funded for FY 2015-16.

None are being considered at this time.

4. Outline anticipated internal or external revenue sources, for the program. Indicate whether these are ongoing or new sources.

- a. Generate gifts and contributions from individual clients and support group participants;
- b. Generate revenue through professional training and community outreach; and
- c. Professional presentations to market expertise in grief support and generate additional revenue.

5. Give specific examples of your agency's coordinated/collaborative efforts with other outside agencies which accomplish or enhance the Projected Results in the Program(s) to be funded. (if possible, please bullet list)

Duke Hospice partners with local agencies like OCIM, the Chapel Hill-Carrboro and Orange County School Systems, Triangle Consortium for Suicide Prevention, Perinatal Loss Education Consortium, A Helping Hand and other local non-profit organizations to meet the unmet needs of patients with limited resources. In addition, Duke Hospice solicits donations through civic and faith-based organizations to provide for clothing, housing and food for needy patients and families. The licensed clinical social workers employed by Duke Hospice refer patients and families to appropriate non-profit and government agencies for the proper assistance.

6. How does your agency reach out to various ethnic and minority groups in the community to accomplish or enhance the results of the Program(s) to be funded?

Duke Hospice has a speakers' bureau program which provides speakers to the community at no charge, including underserved and diverse ethnic populations. Additionally, Duke Hospice has previously received funding to provide end-of-life education to the Latino community. Interpreter services are available through Duke Health System to assist in the delivery of care to non-English speaking clients.

7. Place an "X" in the box that best describes the category of Program(s) to be funded (multiple selections are permitted).

Category	Youth	Adult	Older Adults	Persons with Disability
Education	X	X	X	X
Health and Nutrition				
Job Training	X	X	X	X
Sports and Arts Activities				
Pre-School Activities				
After-School Activities				
Mentoring	X	X	X	X
Transportation				
Housing				
Other (grief counseling)	X	X	X	X

**Section II: Program Results**

**A. FY 2013-14 Programs and Outcomes**

If the Program is ongoing, show the results for the previous year (FY 2013-14). If you did not meet Projected Program Result(s) provide an explanation in the designated space situated below the chart.

**If more than one program is requesting funding, provide a separate chart for each program.**

Stated Program Goals	Program Activities	Actual Results for FY 13-14	Evaluation Method
<p>Provide Indigent Services / Bereavement Services</p>	<p>Duke Hospice provides care to terminally ill patients and their families. We do this through an interdisciplinary team of hospice nurse clinicians, clinical social workers, nursing assistants, chaplains, volunteers and a medical director who all work with a patient’s primary care physicians and bereavement counselors. Hospice care focuses on pain and symptom management, or palliative care, rather than curative care. Our goal is to make the last months of life as productive and comfortable as possible for both patients and their families. We are a resource to the community on issues of death, dying and bereavement.</p> <p>Our clients come from all walks of life. Some come with adequate insurance and funds to pay and others are on Medicare, Medicaid, or uninsured. We provide services to all regardless of ability to pay. To do so, we must continue to rely on the philanthropic generosity of those individuals, municipalities, foundations and corporations who support our mission.</p>	<p>In fiscal 2013-2014, we served 1,194 patients patents and their families through our Hospice program, offered new four-week support groups, offered Camp ReLEAF (an overnight bereavement camp for young people adjusting to the death of a significant person in their lives), provided youth and adult Holiday Hurt workshops in addition to other individual and group bereavement services. We also provide on-site (school based) support by facilitating grief support groups to students.</p> <p>Our goal is to ensure that all terminally ill patients in our service area have access to hospice care, regardless of ability to pay. We will also ensure that bereavement services are available to every member of our community.</p>	<p>We will measure the number of people receiving hospice and/or bereavement services in Orange County and will measure quality through monthly Perception of Care surveys.</p>

If program(s) did not meet its stated goal(s), please explain:

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**B. FY 2014-15 Programs and Anticipated Outcomes**

**If more than one program is requesting funding, provide a separate chart for each program.**

Stated Program Goals	Program Activities	Anticipated Results for FY 15-16	Evaluation Method
<i>Example: 80% of after-school attendees will not be re-suspended</i>	<i>Counselor meets with students, as the first contact, for students referred for minor infractions.</i>	<i>Out of 100 students participating in the program, 90 remained in good standing with the school system. 90% result (above goal)</i>	<i>School records were checked to verify that students had not been suspended.</i>

***Section III. Program Budget***  
**(Excel file)**

Agencies must still send a copy of the MS Excel file with their electronic application, even if they choose to embed the MS Excel table, on this page. The MS Excel file can be found [here](#).

1. Please complete a Program Budget Excel Form **for each requested program**. The Program Budget should reflect only figures and amounts associated with the Program(s) for which you are seeking funding and not the total agency budget.
  
2. If the program's finances experienced significant changes that you would like to explain, please use the space below.

**Section III  
Agency Program Budget**

AGENCY NAME: Duke HomeCare & Hospice

AGENCY REVENUE	Actual 2013-14	Estimated 2014-15	Projected 2015-16	Percent Change
Private Donations	\$ 433,276	\$ 527,600	\$ 537,700	2%
Agency Generated Revenue (fees)	\$ 8,287,186	\$ 10,197,372	\$ 10,401,319	2%
<b>Local Government Grants:</b>				
Orange County	\$ 1,000	\$ 1,000	\$ 1,200	20%
Town of Chapel Hill	3,500	3,000	3,200	7%
Town of Carrboro	3,400	3,400	3,600	6%
Other Local: _____				0
Other Local: _____				0
Other Local: _____				0
If more than 3 sources, please provide a separate list.				
<b>Non-Local Government Grants</b>				
Triangle United Way				0
State Government				0
Federal Government				0
Other Grants: _____				0
Other Grants: _____				0
<b>Miscellaneous/Other Revenue</b>				0
Please list 3 largest Miscellaneous sources:				
_____ \$ -				
_____ \$ -				
_____ \$ -				
<b>Total Agency Revenue</b>	<b>\$ 8,728,362</b>	<b>\$ 10,732,372</b>	<b>\$ 10,947,019</b>	<b>2%</b>
<b>AGENCY EXPENSES</b>				
<b>Compensation</b>	\$ 4,776,215	\$ 5,047,878	\$ 5,148,836	2%
<b>Rent &amp; Utilities</b>	\$ 114,753	\$ 111,103	\$ 113,326	2%
<b>Supplies &amp; Equipment</b>	\$ 943,171	\$ 958,968	\$ 978,148	2%
<b>Travel &amp; Training</b>	\$ 134,668	\$ 149,000	\$ 151,980	2%
<b>Other Expenses:</b>	4,181,567	4,117,230	4,199,574	2%
Please list 3 largest "Other Expenses":				
Administrative Overhead \$ 2,239,275				
Professional Fees 909,231				
Bereavement 102,957				
<b>Total Agency Expenses</b>	<b>\$ 10,150,374</b>	<b>\$ 10,384,180</b>	<b>\$ 10,591,863</b>	<b>2%</b>
<b>SURPLUS/(DEFICIT) FOR PERIOD:</b>	<b>\$ (1,422,012)</b>	<b>\$ 348,192</b>	<b>\$ 355,156</b>	<b>2%</b>

**Section IV: Program Statistics and Costs**

If you are seeking funding for more than one Program, please submit separate form for each.

**1) Define one unit of service<sup>+</sup>:**

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Fiscal Year	Total Program Units	Total Program Units that Met Program Goals	Total Program Cost	Program Unit Cost <sup>++</sup> = Total Program Cost ÷ Total Program Units that Met Goal
Actual FY13-14	41,412	41,412	\$10,150,374	\$245.11
Estimated FY14-15	54,276	54,276	\$10,384,180	\$191.14
Projected FY15-16	55,362	55,362	\$10,591,863	\$191.32

**Defining a Unit of Service<sup>+</sup>**

- In a brief statement, define one unit of service for each program  
Example: A Homeless Shelter may define a unit of service as one bed night provided to a homeless individual at the shelter or the placement of an individual into a permanent residence.

**Notes regarding Program Unit Cost<sup>++</sup>**

- Units of cost are units of activity. The most inexpensive unit cost may be the most expensive program.

Example: Agency X provides training to reduce violence at a cost of \$10 per student (total cost of training is \$5,000 with 500 students participating). Follow up reveals that 5 students adopt the program recommendations. The unit of results, then, is \$1,000 (\$5,000/5=\$1,000)

Agency Y provides similar training to 500 students at a cost of \$40 (total cost of training is \$20,000). Follow up reveals that 40 students adopt the program recommendations. The unit of result in this case is \$500 (\$20,000/40=\$500).

- Unit costs are not always what they seem.

Example: If a high school drop-out prevention program has students who participate 5 days a week for 16 weeks at a daily cost of \$150, the cost per student is \$12,000. If we know, though, that the program serves only 20 students at a time and that 5 out of every 20 students do not graduate, the cost per graduate is \$16,000 (total cost of \$240,000 for 16 weeks/15=\$16,000).

**Section V: Program Beneficiary Demographics**

If you are seeking funding for more than one Program, please submit a separate form for each. Please use **real numbers**, not percentages, for all units. Additional notes can be provided below the chart if needed.

<b>PROGRAM BENEFICIARY DEMOGRAPHICS</b>									
<b>Program:</b>									
<i>Client characteristics</i>	Actual 2013-14	Estimated 2014-15	Projected 2015-16	<i>Client characteristics</i>	Actual 2013-14	Estimated 2014-15	Projected 2015-16		
1. <b>Gender</b>				4. <b>Geographic Location(s)</b>					
	Male	34	56		Durham City	0	0	0	
	Female	55	66		67	Durham County	4	6	6
2. <b>Ethnicity</b>					Raleigh City	0	0	0	
	African-American	7	10		11	Wake County	0	0	0
	Caucasian	62	92		94	Town of Chapel Hill	38	48	49
	Hispanic	2	2		3	Town of Carrboro	6	8	9
	Other	18	18		19	Orange County	41	100	102
3. <b>Age</b>					Other (specify)				
	0-5 Years	0	0		0	Per cent of clients at, or below, federal poverty level	11.2%	14.52	
	6-18 Years	0	0	0					
	19-50 Years	0	2	2	<b>TOTAL # OF CLIENTS SERVED</b>	89	162	165	
	51+ Years	89	160	163					
	Unknown	0	0	0					

*Section VI.*

***Comparative Budget for Entire Agency***  
**(Excel file)**

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1. Please complete a Comparative Budget Excel Form **for the entire agency**. This budget form is required, even if the figures match the Program Budget Form(s).
2. If the agency's finances experienced significant changes that you would like to explain, please use the space below.

**Section VI**  
**Comparative Budget for Entire Agency**  
**Duke HomeCare & Hospice**

AGENCY NAME: \_\_\_\_\_

AGENCY REVENUE	Actual 2013-14	Estimated 2014-15	Projected 2015-16	Percent Change
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Other Local: _____				0
Other Local: _____				0
Other Local: _____				0
If more than 3 sources, please provide a separate list.				
<b>Non-Local Government Grants</b>				
Triangle United Way				0
State Government				0
Federal Government				0
Other Grants: _____				0
Other Grants: _____				0
<b>Miscellaneous/Other Revenue</b>				0
Please list 3 largest Miscellaneous sources:				
_____ \$ -				
_____ \$ -				
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<b>AGENCY EXPENSES</b>				
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<b>SURPLUS/(DEFICIT) FOR PERIOD:</b>	<b>\$ (1,422,012)</b>	<b>\$ 348,192</b>	<b>\$ 355,156</b>	<b>2%</b>

**Section VII: Schedule of Positions**

Please include **all** paid staff positions followed by volunteer positions; these financial figures should match the personnel figures in your Agency Comparative Budget Excel Form. Similar positions can be combined. ( i.e., 8 Occupational Therapists can be inserted as one line item).

**Agency Name:**

Position Titles * = Position Vacant	Full Time Equivalent**	Program Staff +	Actual 2013-14	Estimated 2014-15	Projected 2015-16	% Total Budget	If provided, indicate: (R) Retirement Plan (H) Health Plan
Nursing Care Assistant	1.58		\$66,558	\$66,558	---		
LPN	.39		\$20,280	\$20,280	---		
Field Clinician (RN)	1.64		\$124,640	\$124,640	---		
Admin. Asst.	.13		\$3,900	\$3,900	---		

**Notes:**

- **Similar positions can be combined: i.e. 8 Occupational Therapists can be inserted as one line item.**
- \*\* Full time staff will be noted as 1.00; half time as .50; quarter time as .25, etc.
- + Denotes the percentage of staff time involved with program, if applicable. If applying for multiple programs, write the percentage followed by the program number in parentheses.
- Calculate a Full Time Equivalent for all recorded volunteer hours using the following:  $\frac{\text{Total Volunteer Hours}}{1,960} = \text{Volunteer FTE}$

1,960