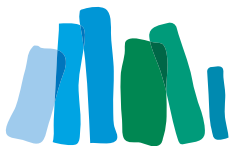
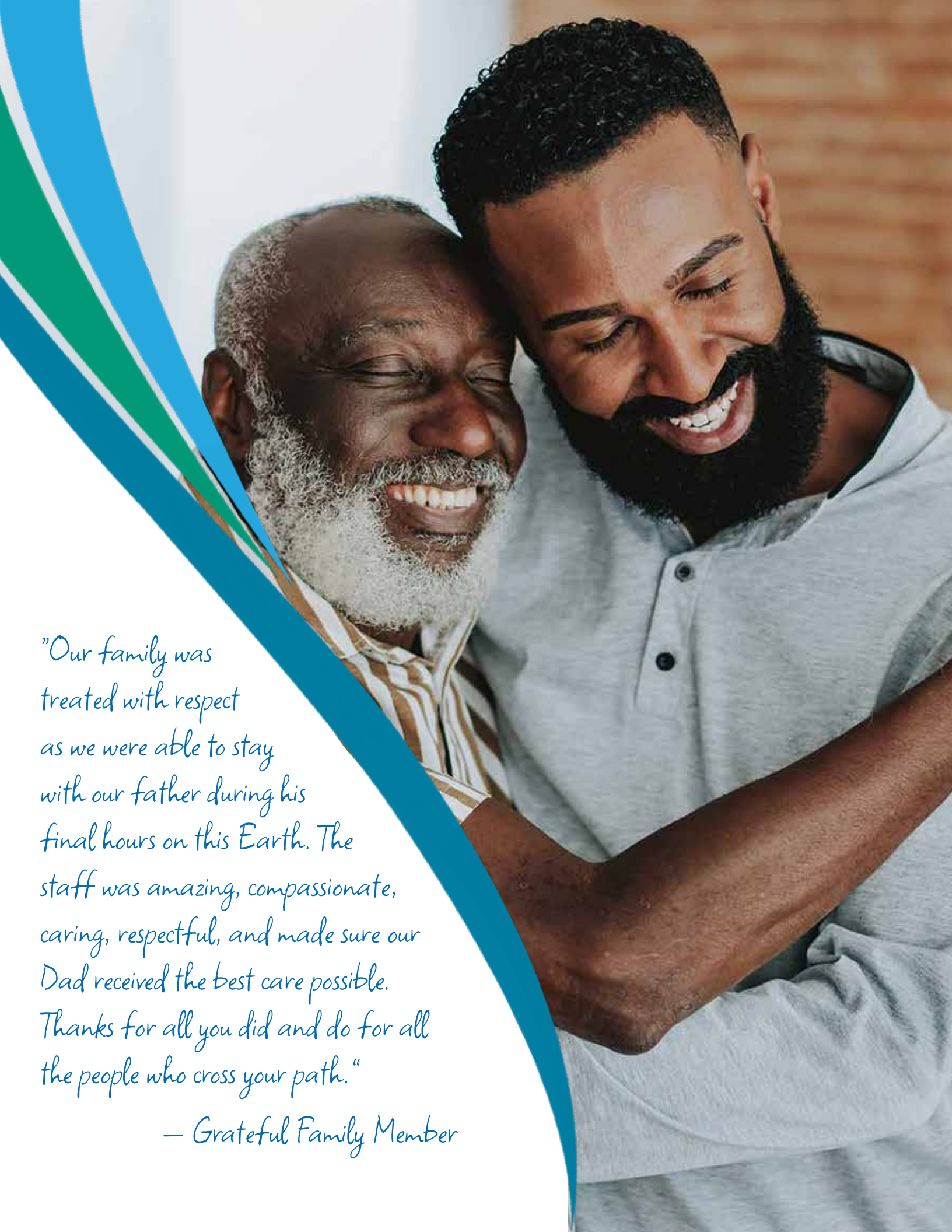


Annual Report 2024



CHAPTERS
HEALTH[®] SYSTEM

**Taking Care
of Patients,
or Taking Care of
Those Who Do:**
Delivering On Our Promise

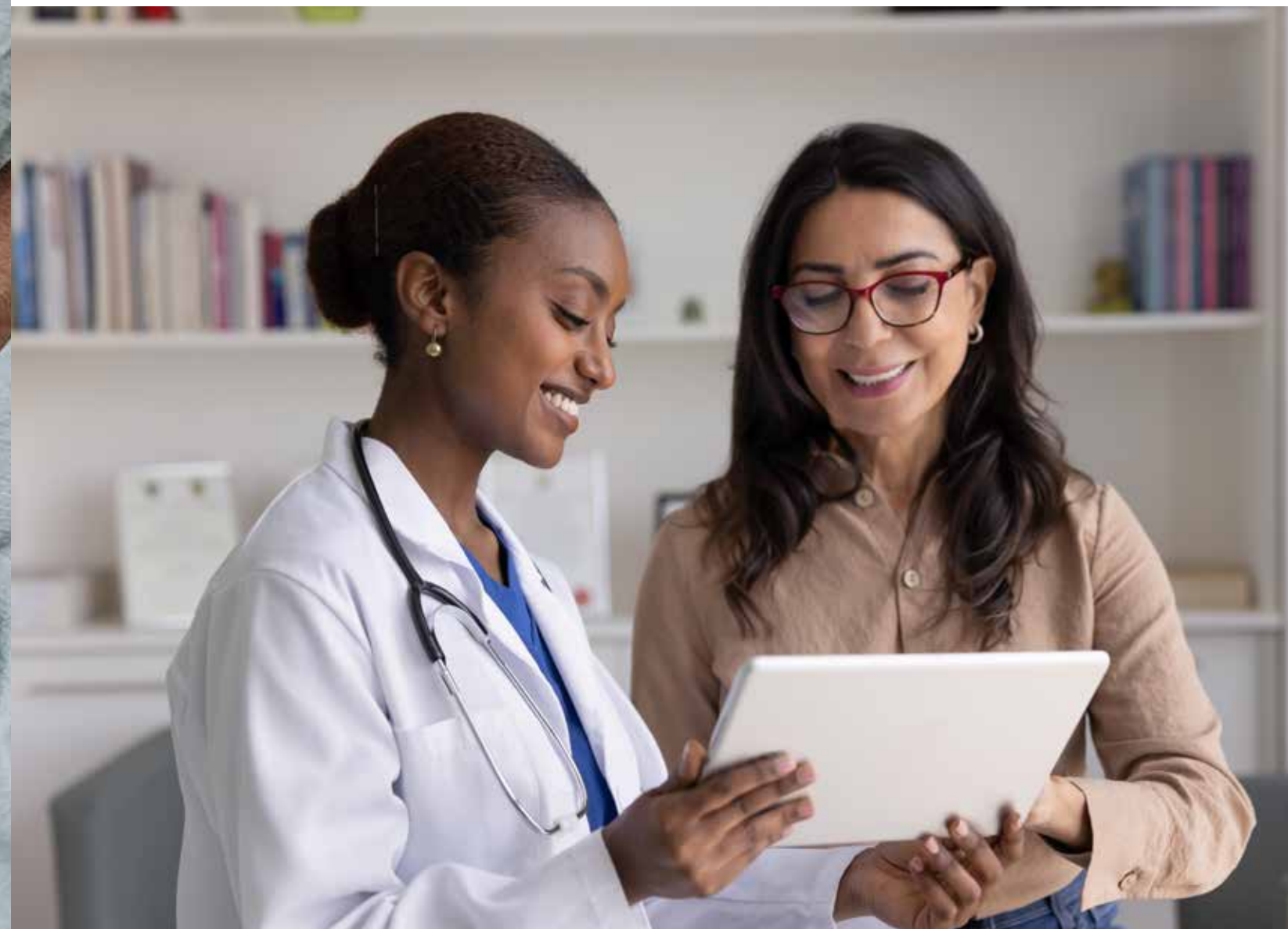


"Our family was treated with respect as we were able to stay with our father during his final hours on this Earth. The staff was amazing, compassionate, caring, respectful, and made sure our Dad received the best care possible. Thanks for all you did and do for all the people who cross your path."

— Grateful Family Member

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"The nurses, the doctor, and all the staff were excellent. They had empathy for the family and were always alert and helpful with information. Our Veteran family thanks you."

—Grateful Family Member

"I feel we were really lucky to get this hospice team. They all showed that they really cared for my wife. Some health care workers just do their job. These workers showed that they truly cared like my wife was a member of their family. When you have been married for 62 years it really hurt seeing my wife going through cancer.

This team really helped me get through it."

—Grateful Family Member

Mission and Vision

Mission Statement

Chapters Health System provides compassionate, comprehensive care that supports patients and their families through every stage of serious illness. We combine innovation, clinical excellence, and heartfelt service to ensure comfort, dignity, and quality of life.

Vision Statement

To be the nation's leading nonprofit healthcare organization, redefining how communities experience serious illness and end-of-life care by expanding access, advancing innovation, and inspiring hope for all we serve.



From the CEO

Dear Friends, Volunteers, Supporters, and Community Partners,

As I reflect on 2024, I am immensely proud of the continued growth of the Chapters Health System. Through our announcement of the Chapters Health West division, we have achieved our vision of becoming a national nonprofit that supports individuals and families as they face chronic illness.

The legacy that a group of volunteers in Florida initiated in 1983, as they sought to enhance the quality of care, has expanded throughout the East Coast and is now poised to bring our innovative practices to help expand care on the West Coast. It has been the commitment to quality that has made each step possible.

Throughout this report, you will see some of the many messages we have received from grateful family members demonstrating our impact and the difference we have made in their time of need. Thanks to our incredible team members, our outstanding volunteers, the generous support of our donors, and the ongoing commitment of our community partners, we can ensure that more individuals and families across the country receive the quality care they deserve.

It is your commitment and belief in our mission that propels us forward as



Andrew Molosky, CEO

we continue to innovate the future of healthcare while remaining grounded in the unique needs of each community we serve. Together, we are building a future where local community-based hospices thrive, while growing the diverse range of programs that can meet patients and families facing chronic illness where they are – whether it is a Medicare Advantage plan or help staying independent at home.

“Together, we are building a future where local community-based hospices thrive.”

Thank you for continuing to support this critical work as we focus on taking care of patients, or taking care of those who do.

Regards,

Andrew Molosky, MBA, FACHE
President and CEO

Dear Friends, Volunteers, Supporters, and Community Partners,

I am honored to lead the Chapters Health Foundation during this crucial time as we experience unprecedented organizational growth. As we look to the future of the Chapters Health Foundation, we have an incredible opportunity to make a significant impact for those we serve and greatly expand access to care for those in need.

“We have an incredible opportunity to make a significant impact for those we serve.”

We are focused and driven to honor the legacy of each of our affiliates and their leadership within the communities they serve. By sharing best practices, principles, and approaches that will enhance our collective fundraising efforts and results. Together, with each of you, we can help ensure that no one is ever turned away due to their inability to pay and that every child or family member has the chance to participate in our extraordinary grief support programs at no cost.

I am proud to report that in 2024, the Chapters Health System provided more than \$8.3 million in charitable and uncompensated care to those in need. Additionally, more than 18,000 adults and more than 5,000 children received grief support at no cost. However, we recognize that there is still more work to be done as we

From the Foundation



Franklin Guerrero,
Executive Director Foundation

address the growing needs of communities across the country.

Thank you for your continued generosity and commitment to this important work and for being our partners, ambassadors, and champions in your local community. Your support is invaluable as we fulfill our philanthropic mission of taking care of patients, or taking care of those who do.

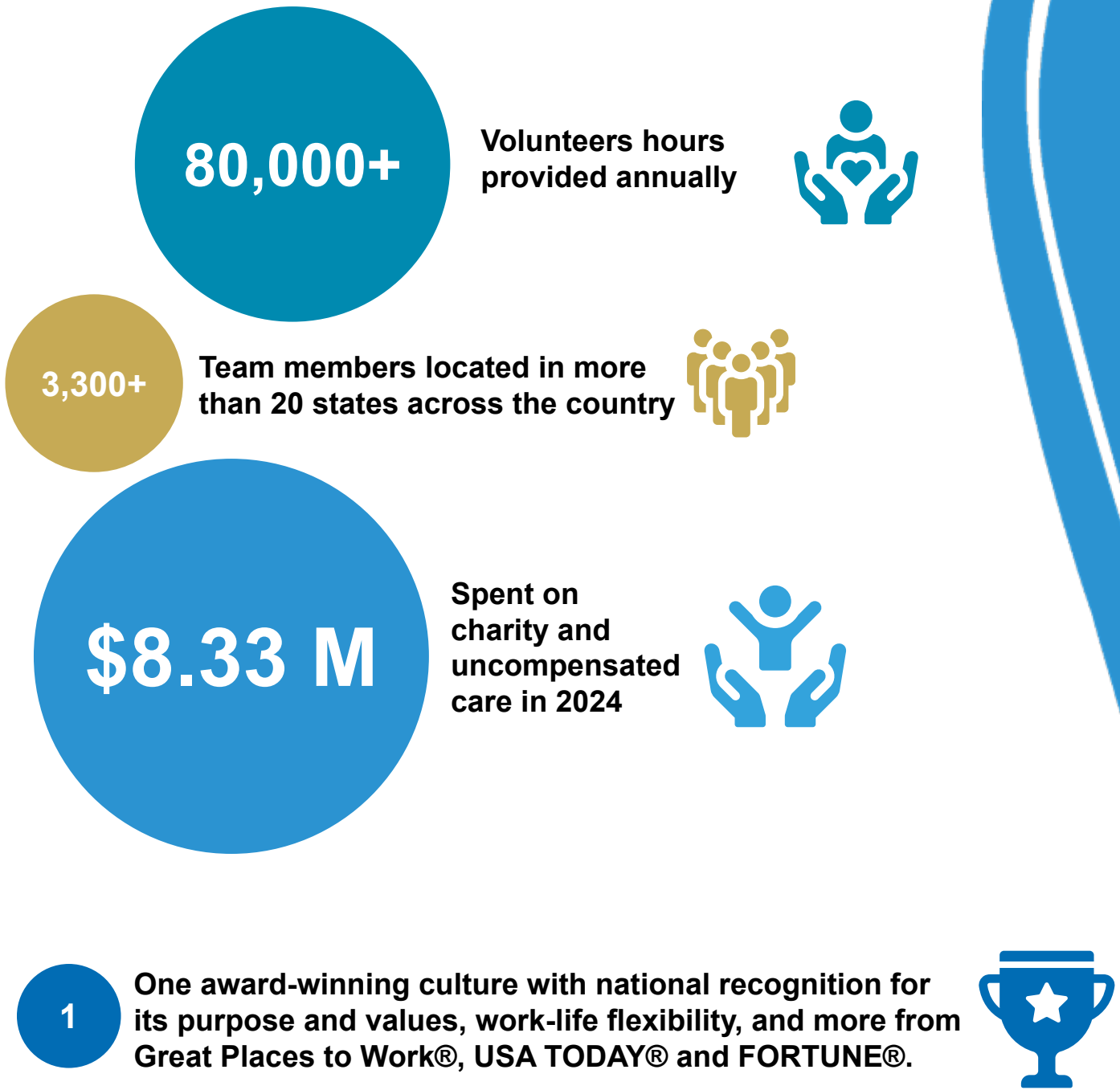
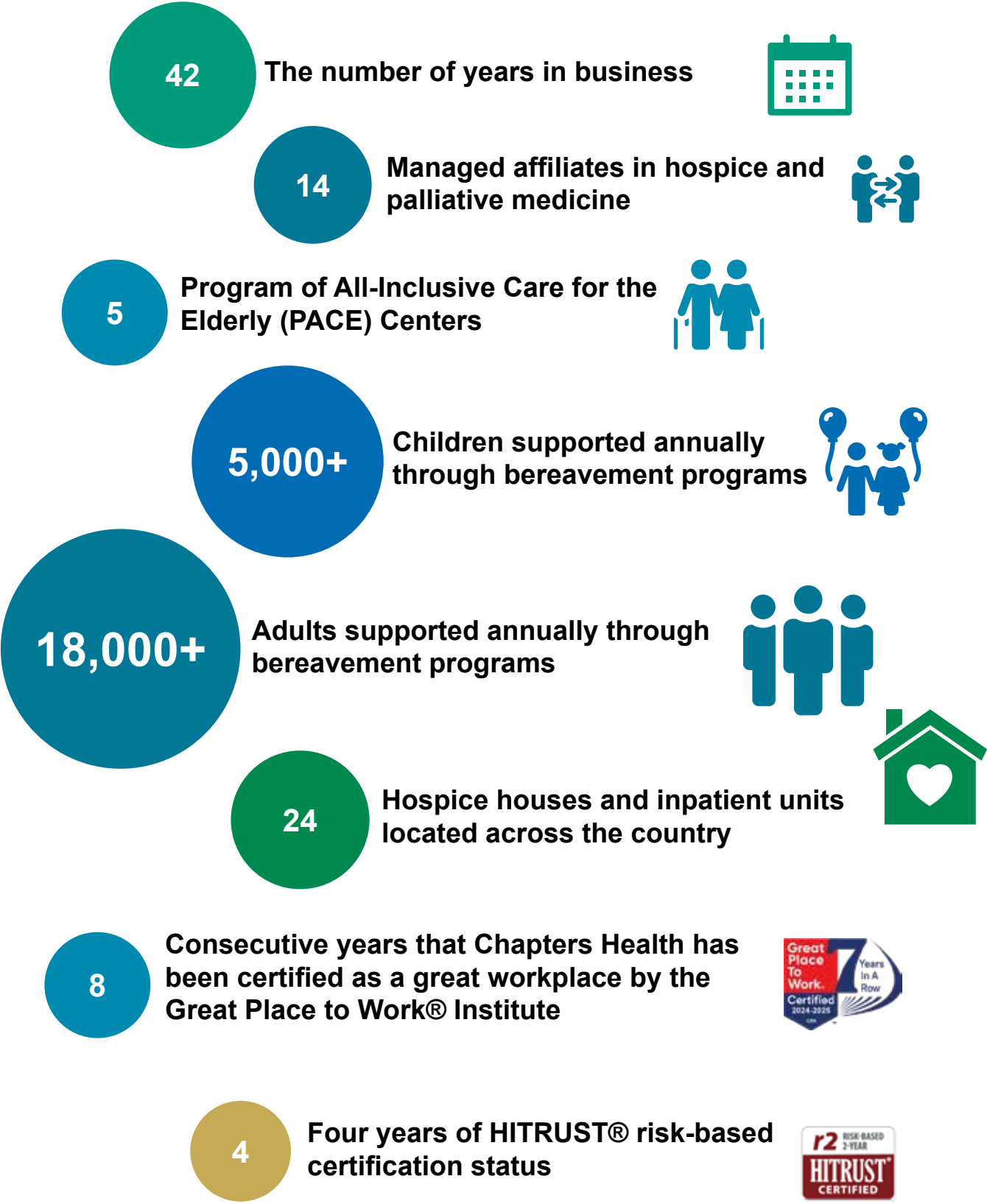
I hope to meet you and share my gratitude in person at one of our upcoming events in the next year. Thank you again for joining us as we enter this exciting new chapter for the Foundation. Finally, please know that I, along with the entire team at the Foundation, am always available and ready to explore philanthropic ideas and funding opportunities with you.

Sincerely,

Franklin Guerrero
Executive Director & Chief
Development Officer
Chapters Health Foundation

“The nurses were wonderful and you could tell they love what they do. I want to thank all of the hospice staff for their compassion” – Grateful Family

About Chapters Health System — By The Numbers



I was a 1,000 miles away but everyone kept me informed by phone. They made me feel like I was right there and I was so happy as I was welcome to call 24 hours at any time. They were kind and compassionate to me. I'll be forever grateful.
—Grateful Family Member

2024 Organization Achievements

Chapters Health System enjoyed another year of tremendous growth in 2024 with the announcement of the Chapters Health West division. The organization also received national recognition for its outstanding work in the healthcare field. The driving force behind these achievements is a commitment to “Taking care of patients, or taking care of those who do.”

Workplace Awards

Chapters Health is one of the leading healthcare providers in the industry, and the reason is simple — its team members. In 2024, Chapters Health was once again named one of the *Top Workplaces USA*. The organization also earned certification for the seventh consecutive year as a *Great Place to Work* in the Aging Services category by the independent analysts at the Great Place to Work® Institute. Chapters Health and its affiliates received this distinction based on extensive team member feedback. Adding to its workplace honors, Chapters Health was also recognized by *Fortune* magazine as one of the *Best Workplaces in Aging Services*.

Welcoming New Affiliations and Partnerships

Chapters Health announced an unprecedented milestone with the launch of its new division, Chapters Health West. This division includes four respected healthcare organizations from the western United States — Hospice East Bay in Pleasant Hill, California; Hospice of Santa Cruz in Scotts Valley, California; Nathan Adelson Hospice in Las Vegas, Nevada; and Willamette Vital Health in Salem, Oregon. For the first time in its history, Chapters Health can now serve patients from coast to coast. The mission

of Chapters Health West is to usher in a new era of nonprofit hospice innovation and collaboration in the Western United States.

Affiliate Spotlight: Cornerstone Hospice Celebrates 40 Years

One of Chapters Health’s affiliates reached a remarkable milestone in 2024: Cornerstone Hospice celebrated its 40th anniversary, marking four decades of compassionate hospice and palliative care. Each year, nearly 7,000 people across Hardee, Highlands, Lake, Marion, Orange, Osceola, Polk, and Sumter counties in Florida, and Cherokee, Cobb, Fulton, and Gwinnett counties in Georgia benefit from Cornerstone Hospice programs. Congratulations to the dedicated staff and medical professionals at Cornerstone Hospice!

Community Partner of the Year Recognition

The University of South Florida (USF) School of Aging Studies named Chapters Health its 2024 *Community Partner of the Year* in recognition of its excellence in mentoring USF students and improving the lives of older adults. Chapters Health has also been an instrumental sponsor and partner of the Center for Hospice, Palliative Care, and End of Life Studies. The organization has fostered numerous internship opportunities for students, helping them gain valuable experience and build strong careers serving older adults.

IT Security Certification and Accolades

With cybersecurity and identity theft posing significant risks across all industries —



especially healthcare — Chapters Health proudly announced the successful completion of an audit affirming its HITRUST certification for information security. This two-year, risk-based certification, initially awarded in September 2022, confirmed that Chapters Health’s hospice platforms met key regulations,

industry standards, and security controls to effectively manage cyberthreats. In addition, Chapters Health was honored as a *CSO Award Winner* by Foundry for innovation in IT security, recognizing the organization’s leadership and business value in the evolving world of cybersecurity.

Capital Caring Health provided excellent care for my father during the last five months of his life. They were attentive and incredibly helpful and arranging the unique care he needed at the most advanced stage of his disease.

— Grateful Family Member

2024 Community Involvement

As the nation’s largest nonprofit chronic illness and hospice care organization, Chapters Health System is committed to providing critical safety-net programs in communities across the country. These efforts include research, education, community service and volunteerism, leading to innovative breakthroughs that improve care for patients and their families.

Good Shepherd Hospice’s Center Helping Children Cope with Loss

In 2024, Good Shepherd Hospice’s Bethany Center for Grieving Children launched a new initiative in partnership with local school districts and First Responders. The Center provided comfort bags and bereavement toolkits to professionals supporting grieving children. Each bag included age-appropriate books, crafts, games and activities designed to help children from early childhood through high school cope with loss. These bags were distributed to school staff and First Responders after touring the Bethany Center.

Bringing Back the American Veterans Traveling Tribute to Florida

Through the Chapters Health Valor Program, the Chapters Health Foundation hosted the *American Veterans Traveling Tribute (AVTT)* at Freedom Plaza, with additional displays at Chapters Health facilities in Fort Myers and Sun City Center/Ruskin. The Valor Program supports Veteran and First Responder patients.

AVTT is a Veteran-owned nonprofit organization operated by *The Texas Freedom Tribute*. The tribute includes an 80-percent scale replica of

the Vietnam Veterans Memorial in Washington, D.C., along with displays honoring every U.S. conflict since World War I and a special 9/11 memorial. The Vietnam Veterans Memorial replica alone consisted of 70 panels weighing more than 4,500 pounds and stretching 360 feet in length, supported by 140 steel racks and 300 sandbags.

The year 2024 held special significance for AVTT, marking the 50th anniversary of the end of the Vietnam War. Chapters Health is well acquainted with this moving tribute — the Sun City Center/Ruskin event marked the fourth time in recent years that AVTT has visited Florida, with previous stops in Tampa, Fort Myers and the Florida Keys.

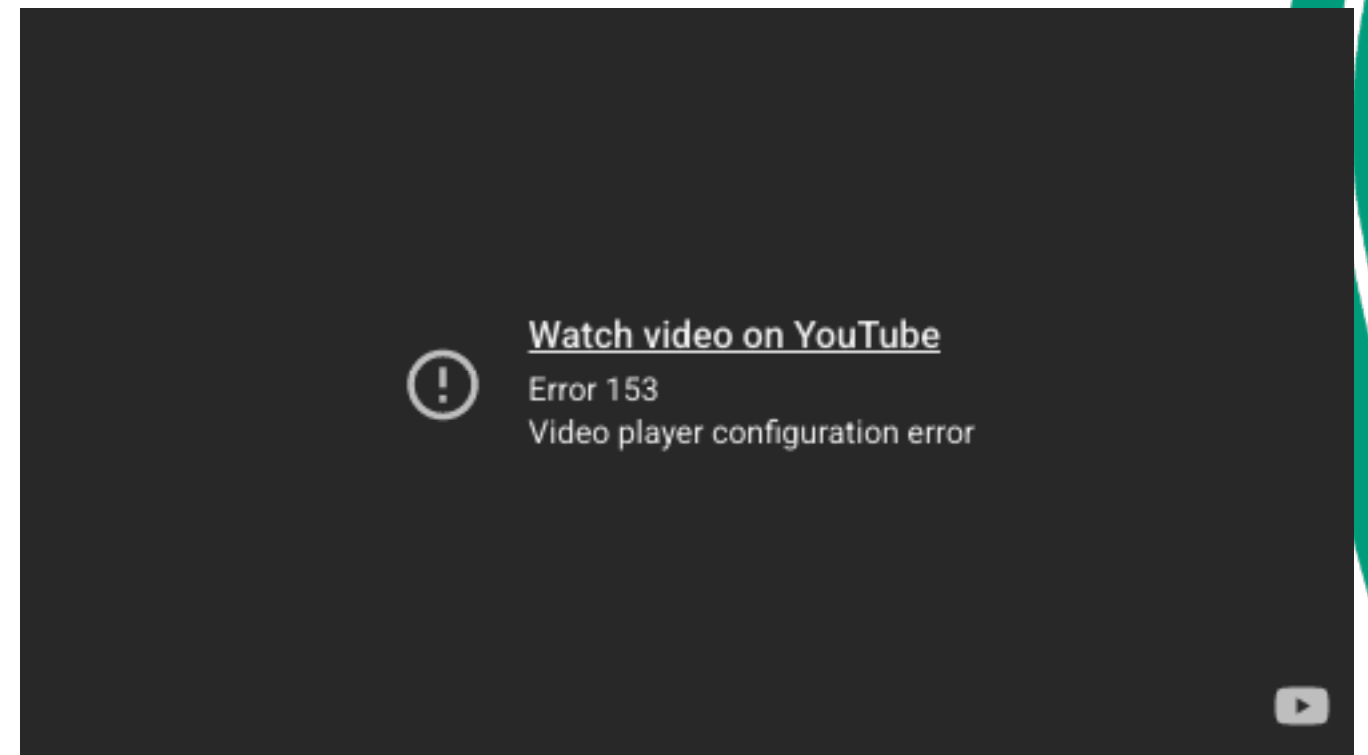
Spreading Holiday Cheer to Families in the Community

In December, Capital Caring Health, an affiliate of Chapters Health System, spread holiday cheer by hosting a Holiday Tree Giveaway for families in Northern Virginia and the Greater Washington, D.C. region. In partnership with CJ’s Pediatric Promise Fund and Christmas Tree Santas, the event provided 100 families with beautiful 5- to 6-foot trees, lights, shatterproof ornaments and tree stands.

Families also enjoyed an afternoon of holiday fun, including pictures with Santa, ornament-making, festive treats, games and a musical performance by a choir of students from 12 local schools. To extend the spirit of giving, 500 goodie bags filled with popcorn, craft kits and hot chocolate were prepared by Centreville High School students in Fairfax County.

Dedicated Volunteer Featured in Multiple News Outlets

Volunteer Pam Freas, a member of the Sun City Center birthday team, was honored



as a local hero on *Bay News 9* for her work delivering smiles and birthday gifts to young patients under LifePath Hospice care. Pam creates special “memory moments” for families by arriving in costume — often dressed as an inflatable happy dinosaur.

She was also featured in an *Everyday Heroes* segment on the morning news program *Daytime* (sponsored by IHOP). Chapters Health recognizes that without the generosity of volunteers like Pam, providing patients and families with quality compassionate care would be far more difficult.

Bereavement Camp Helping Children with Hope, Love and Fun

Camp Bridges, a five-day bereavement camp offered by Cornerstone Hospice, supports children ages five through high school who have experienced a significant loss. In 2024, the camp took place from June 3 to June 7 at Camp Boggy Creek in Eustis, Florida, marking the first time it was hosted at that location. The camp is free of charge and open to all children in Polk, Hardee, Highlands, Lake, Marion, Orange, Osceola and Sumter counties, regardless of whether their loss is connected to Cornerstone Hospice.

children a safe and welcoming space to express their feelings and learn about the grief process. In 2023, 63 children participated.

“Every year, we look forward to giving these kids an experience filled with fun, compassion, understanding and empathy so they can deal with their grief,” said Reginald Riley, PhD., vice president of support services and patient experience, Chapters Health. “It’s a privilege to provide this at Cornerstone Hospice and we thank the amazing team at Camp Boggy Creek for partnering with us and creating the excellent environment that makes it all possible.”

Activities included swimming, boating, fishing, arts and crafts, horseback riding, theater, archery, mini golf, dancing and other adventures. Group activities helped children bond, share their experiences and learn healthy ways to cope with grief. All programming was led by trained volunteers, counselors and camp staff. Camp Boggy Creek provided the perfect setting, with 19 cabins, an arts and crafts center, medical center, dining hall, theater, swimming center, gym and stable.



Fort Myers



Fort Myers



Sun City



Sun City

**American Veterans
Traveling Tribute
In Celebration of
Service Honoring all
who served**



Fort Myers



Boots and Pearls
**A fabulous evening of
philanthropy and fun with live
music and dancing.**

Highlighting Team Members Who Made an Impact in 2024

Team members and executives across Chapters Health System affiliates have long been recognized for their impact in healthcare and in the communities they serve. The year 2024 was no different, with the spotlight on several noteworthy achievements.

Violet Argo and Dale Day, both Directors of Nursing Standards, represented Chapters Health at the *Florida Hospice and Palliative Care Annual Forum*, where they led an inspiring breakout session on compassionate care. In addition, Dr. Marwa El-Meshawi, Chief Operating Officer of Hope PACE (a Chapters Health affiliate), attended the *Florida Council on Aging Conference*, where she highlighted the needs of the aging community and the remarkable work Hope PACE provides to support seniors.

Chapters Health Executive Vice President of Public Policy, Samira Beckwith, was appointed to serve on the Battelle Partnership for Quality Measurement's (PQM) Endorsement and Maintenance (E&M) Committee. She will serve as an advisory group member for the committee's *Advanced Illness and Post-Acute Care Project*. The Battelle PQM committees are CMS-certified and include healthcare administrators, physicians, measurement experts, and information technology specialists who develop qualified measures for applications

such as alternative payment models, clinical support, and quality improvement tools.

"It is a privilege to be appointed to this committee and work on this project with so many gifted clinicians and leaders in the field," said Samira. "I look forward to contributing a meaningful voice to the advisory group and assisting the consensus-building process that will shape policy and recommendations benefitting all patients and providers focused on advanced illness and end-stage disease management."

The year 2024 also saw Chapters Health President and CEO, Andrew Molosky, representing the organization on a broader stage. Molosky served as a panelist for the *Invest: Greater Orlando Launch Conference*, where he joined fellow healthcare executives and experts to discuss the critical role of innovation at Chapters Health and how it shapes the future of business and technology.

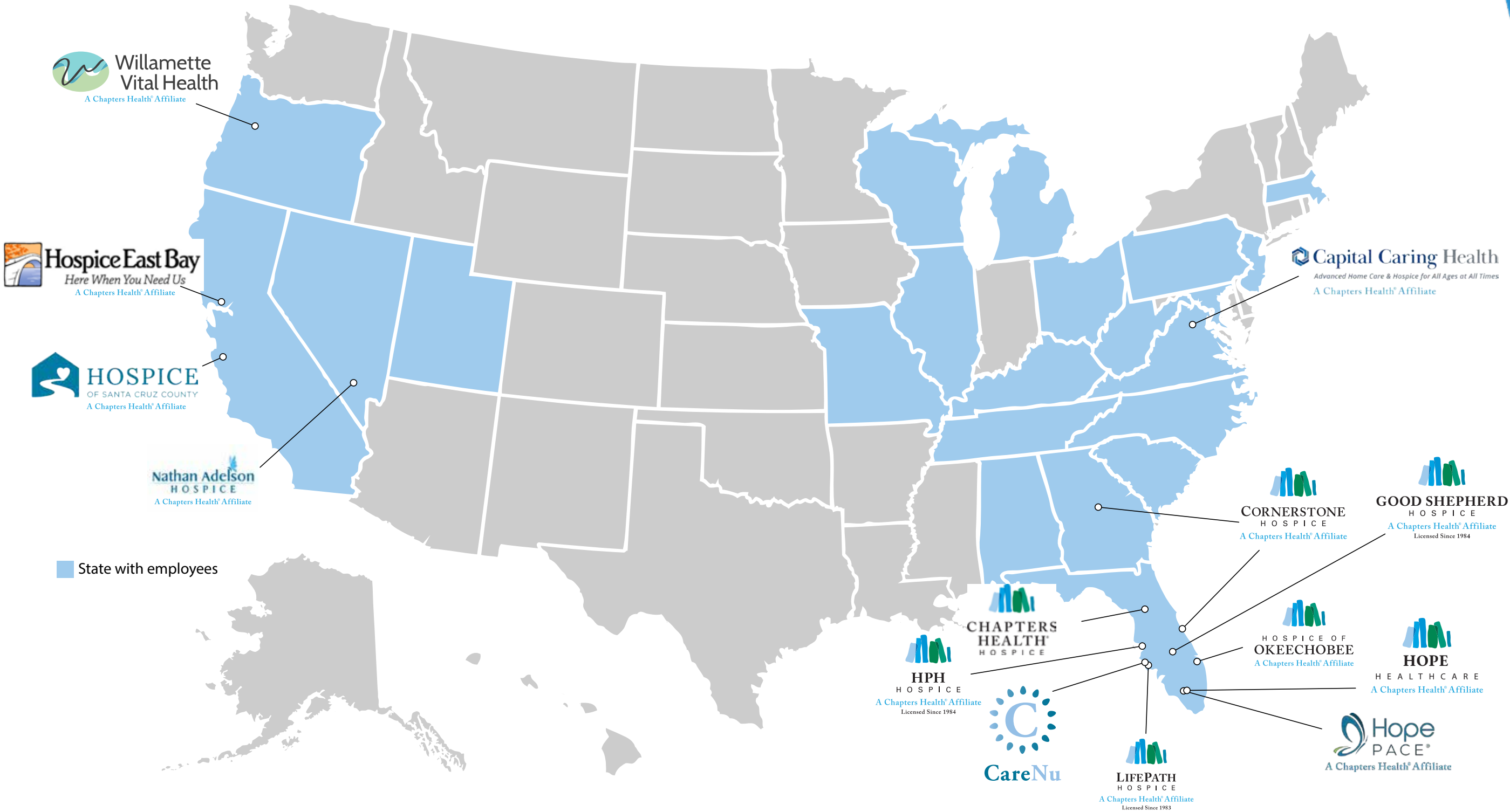
"Every single staff member we came in contact with was compassionate, concerned, and very caring. My mother was there for nine days and we could not have asked for anything more. They were gentle with my mother, always asking if there was anything they could do for us."

-Grateful Family Member



"This is our second parent that has been cared for with the utmost respect and love. The hospice house team truly provided dignified care with such compassion. We have had wonderful experiences with the doctor, nurses, CNAs, and even the hospitality staff. Each person truly goes above and beyond for their patients and the family during such a heart-breaking time. We are so very grateful to be cared for by the best!! Thank you to all the staff for making this process much easier and bringing kindness when it is needed most. You all are truly a blessing!"

-Grateful Family Member

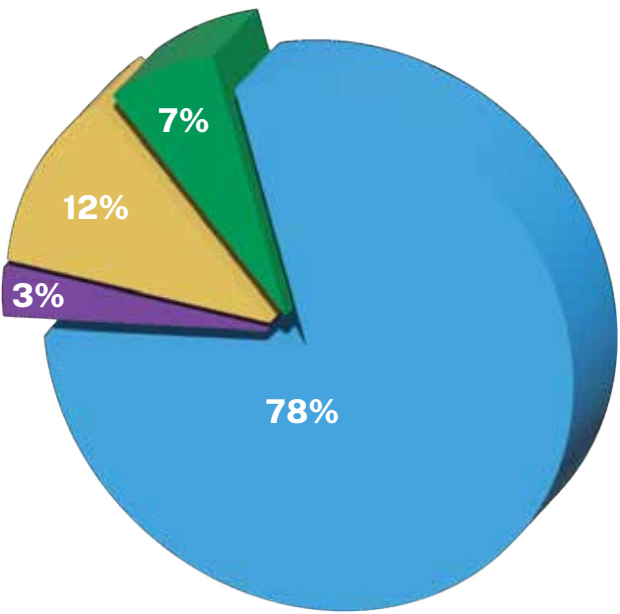


Financial Highlights

Who pays for our services?

Year ended December 31, 2024 (amounts in thousands)

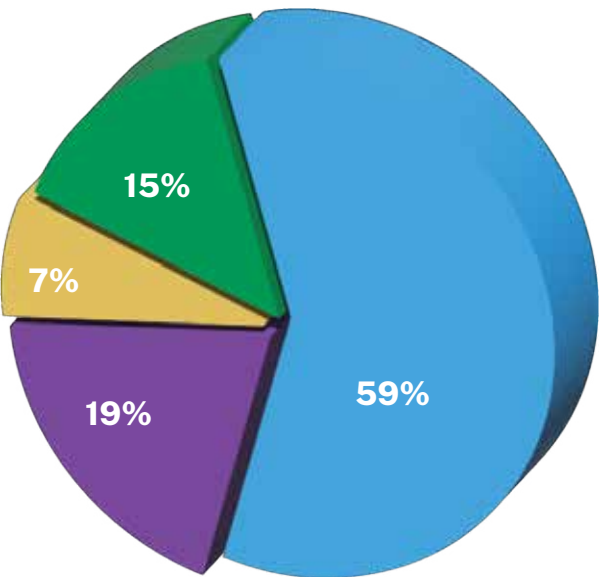
Medicare	\$418,412
Medicaid	\$17,241
Contributions, other revenues and gains	\$63,402
Insurance and all other	\$36,396
Total revenue, gains and other support	\$535,451



Where does the money go?

Year ended December 31, 2024 (amounts in thousands)

Salaries and benefits.....	\$324,032
Services purchased from contract providers	\$105,763
Drugs, medical supplies and equipment.....	\$41,127
Insurance, depreciation, interest and other.....	\$80,899
Total expenses.....	\$551,821



Chapters Health System is committed to responsible stewardship of the resources entrusted to us. In 2024, more than half a billion dollars supported our mission of providing compassionate care to patients and families.

The majority of our revenue came from Medicare, while additional support was provided through Medicaid, insurance, contributions and other sources.

On the expense side, the largest investment was in our people — salaries and benefits for the dedicated team members who deliver care every day — followed by payments to contract providers and the costs of essential medicines, supplies and equipment. Every dollar is directed toward advancing our mission, sustaining high-quality care and ensuring comfort and dignity for those we serve.



Foundation
– 2024 Donor List

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Anonymous

Sustainer (10,000+)
Anonymous
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Retired Officers Corporation

Advocate (5,000+)
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Hospice –
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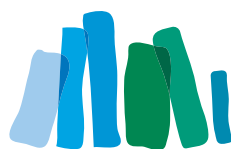
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Ms. Laurie W. Valentine
The Van Eepoel Family
Renee and Ronald Vaughn
Steve Waters
Dale and Amy Webber
Mike and Beth Weems
Mirtha M. Whaley
Lara and Tracy White
and Paul Whiting
John McRae Wolfe, II
Mr. and Mrs. Daniel E. Woodward
Jim Wurdeman
Ron Yates
Barbara J. Zehnder

Ms. Melanie Hands
Mrs. Lisa Harris
Mrs. Cheryl R. Hodges
Ms. Kim M. Justice
Ms. Lisa Keith
Ms. Stacey Kensinger
Ms. Kathleen Marsar
Ms. Carrie Miller
Ms. Catherine J. Rezak
Ms. Kathy L. Seidel
Mrs. Jennifer P. Varley
Ms. Alicia Warburton
Ms. Nikki Wiktorsson



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