



# A Peaceful Place, LLC Business Plan

## **1.0 Executive Summary**

LINK of Hampton Roads Inc., has provided services to the greater Virginia Peninsula since December 8, 1990. LINK offers a combination of services to the community at large in the form of community-based social services to include a Veterans Medical Respite home for up to 5 persons; Veterans Emergency Shelter for up to 7 persons; emergency winter shelter for up to 550 persons during a 20 week period, annually; permanent supportive housing for homeless persons with physical, mental or emotional disabilities for up to 105 persons in 67 rental units located at scattered site rentals throughout the peninsula.

Market research from Riverside, Sentara and Mary Immaculate hospitals and local hospice service providers indicates that there is a significant need for quality home hospice care and social services within the central Peninsula region and we believe that by employing competent and well-educated staff and providing them with organized and responsive management, we can become the home hospice care provider for central and lower peninsula.

LINK of Hampton Roads Inc., has formed A Peaceful Place LLC, overseen and run by LINK's Executive Director and Board of Directors located in Newport News, Virginia. A Peaceful Place Hospice Home will be housed in an appropriate single-family home with four to five individual bedrooms and bathrooms, and overseen by a separate committee of local community members comprising of doctors, social workers, chaplains, and other interested volunteer members of the community. Riverside, Mary Immaculate and Sentara Hospitals have been approached and are engaged in discussion with LINK's Executive Director and Board Members and who are anticipated to serve as a referral basis for A Peaceful Place. Priority will be given to local hospitals first, followed by local hospice care agencies.

Consumers of our services will be those individuals and families in need of home hospice care. Other health care professionals such as physicians, nurses, social workers, chaplains, attorneys, and/or other health care facilities will refer these patients. LINK has a strong community history, is known by over 9,000 volunteers who already provide support services, and has helped LINK to develop an excellent reputation within the community. Professionals will work through A Peaceful Place Clinical Director, who will have been providing home hospice care services for a minimum of three years. Community contacts have been made to local hospitals initially and initial information has been provided to LINK's local interfaith supporters via email and in person presentations and personal interactions.

A Peaceful Place will not be a licensed facility. After consultation with hospitals and the Williamsburg Hospice House, it has been decided by the current development committee to remain an unlicensed facility. Dr. Lesnick of Riverside Hospital and a member of the Williamsburg Hospice House has suggested the collaboration of both agencies in order to quickly implement A Peaceful Place, LLC, which is a much needed addition to residents of the central, and Lower Peninsula.

There are many hospice agencies on the peninsula, and as with Riverside, Mary Immaculate and Sentara, there is a desperate need for another hospice house to serve up to four persons at any one time. Williamsburg Hospice House provides community care for up to 201 persons per year. Their clients are constituents of Williamsburg, York County, and Gloucester. They do not refuse beds to peninsula residents. When vacancies arise, however the above areas must be consulted first to fill any vacant beds. Persons may be charged upwards of \$5,500 per month for personal care in two privately operated home hospice facilities in the area. A Peaceful Place will run on community donations only and replicate services provided at the same standards as set by Williamsburg Hospice House who have successfully run their program since the late 1980's! Thus, the target areas for A Peaceful Place will be Newport News, Hampton, Poquoson, lower York County, and as with Williamsburg Hospice House, consideration will be provided to support the efforts of Williamsburg Hospice House to upper York County, Williamsburg, James City County and Gloucester.

United Way of the Virginia Peninsula also supports the proposed project and was instrumental in connecting Williamsburg Hospice House with A Peaceful Place LLC, under LINK of Hampton Roads, Inc.

A Peaceful Place will run as an LLC under LINK of Hampton Roads, Inc., a 501c3 nonprofit organization, and overseen by a Hospice Committee who is reporting to the LINK Board of Directors. The home initially will be overseen by LINK's executive director of 27 years, who has been trained in hospice care provision and who has provided hospice care for several community members in her own home during the past 10 years. A Peaceful Place is currently seeking a volunteer Medical Director from one of the hospital groups, and the home will be managed by a volunteer Medical Program Director, no less than an RN with prior hospice care experience, and up to seven care provider assistants who will also have qualifications in hospice care provision rotating duty.

Funding in the form of local donations, United Way support, business donations, and bequests are already being solicited. Each hospital partner has also been approached for financial support in addition to ongoing partnerships for referral placement and marketing to individuals and families.

### 1.1 Objectives

- 125 Home Hospice Care patients served by the end of first year.
- Expand into respite care after one year.
- Raise \$500,000 for budgeted expenses, (which is staff heavy ensuring care/procedural stability)
- 80% of Family Satisfaction Surveys returned indicating satisfaction with services.

### 1.2 Keys to Success

- Professional quality of services offered
- Reliability -- being available through on-call, and adequate staffing
- Effective collaboration with other community professionals (physicians, hospitals, and other organizations)

### 1.3 Mission

Our Mission Statement is simple: To provide a compassionate home, living each day to its fullest, with dignity and comfort, addressing end of life needs.

It is our goal to employ competent, caring, and well-trained individuals who are responsive to the needs of our patients, their families, and the communities we serve. Medical staff members will be licensed as Registered Nurses in the state of Virginia, all employees will meet local hospice standards educational and training requirements for the services they provide. We encourage and support continued education of each staff member. In turn, A Peaceful Place will provide staff with competitive compensation, an inviting work environment, and knowledgeable, trustworthy management and direction.

## 2.0 Company Summary

A Peaceful Place is a new Home Hospice Care facility and is in its start-up stages. Our head office is located at the LINK of Hampton Roads, Inc., building at 10413 Warwick Blvd., Newport News, VA 23601, and will provide hospice care services to patients and their families/friends from the central and Lower Peninsula.

- 4 Registered Nurse(s) on staff 24/7
- 6 Hospice Care Companions on staff 24/7
- Social Worker (part time 20 hours per week)
- Chaplain (part time 20 hours plus per week to include volunteer training)

## 2.1 Company Ownership

LINK of Hampton Roads Inc. is a 501c3 organization; A Peaceful Place is an LLC formed under LINK of Hampton Roads Inc., federal identification number.

## 2.2 Start-up Summary

A Peaceful Place is in its initial stages of development and a committee of twenty plus persons from a variety of backgrounds are assisting with the:

- BUSINESS DEVELOPMENT
- HOSPITAL AND HOSPICE AGENCY OUTREACH
- INTERFAITH CONGREGATION OUTREACH
- HOSPICE TRAINING CURRICULUM HAS BEEN DEVELOPED
- LIASION WITH WILLIAMSBURG HOSPICE HOUSE AS THE PROGRAM BEGINS
- LIASION WITH UNITED WAY OF THE VIRGINIA PENINSULA
- PUBLIC PRESENTATIONS ARE BEING ESTABLISHED WITH OVER 300 LOCAL INTERFAITH PARTNERS
- SET UP OF A COMMUNITY AWARENESS DAY IN MAY 2018
- LOCAL BUSINESSES HAVE/ARE BEING CONTACTED REGARDING DONATIONS OF NEW FURNISHINGS, FINANCIAL DONATIONS
- FISCAL SOLICITATION FROM INDIVIDUAL DONORS, CHURCHES, BUSINESSES, FOUNDATIONS HAS BEGUN
- LINK ALREADY HAS ESTABLISHED CONTACTS WITH NEWS MEDIA AND WILL BEGIN PUBLICALLY PROMOTING ONCE A LOCATION FOR THE HOME HAS BEEN SOLIDIFIED
- LOCATION FOR THE HOME HAS BEEN IDENTIFIED, A CHANGE IN ZONING IS REQUIRED AND BEING PURSUED WITH THE CITY OF NEWPORT NEWS BY LINK'S ATTORNEY
- LOCAL BANKS ARE BEING CONTACTED FOR SUPPORT - OLD POINT IS THE FIRST AT THE TABLE TO PROVIDE ASSISTANCE AND GUIDANCE
- LOGO, BROCHURES AND OTHER ITEMS HAVE BEEN DONATED BY DML MARKETING, UK.

### 3.0 Services

A Peaceful Place will offer premier unlicensed, home hospice care for persons at end of life. We will also provide chaplain services that include assessment, planning, resource linkage, reporting and hospice care training for volunteers, an in house bereavement program with Social Worker. A Social worker who will holistically work with families and patients who are at end of life, for support and care. One Medical Nurse Program Director RN onsite days, four back up RN's for overnight coverage, vacations and holidays. Six Care Coordinators trained in caring for persons at end of life.

### 4.0 Market Analysis Summary

The consumer base for A Peaceful Place will be patients referred by physicians, home hospice care facilities and other health care professionals. All patients will be provided with free in home hospice care, based upon Williamsburg Hospice House model, and other homes throughout the country.

#### 4.1 Market Segmentation

The population base on the Virginia peninsula is aging, and more individuals are opting to stay in their own homes longer and return home following hospitalization. Our primary market segment includes those patients -- typically in an older age bracket -- who require home hospice care support by caregivers and nursing staff who augment the provision of in home hospice care at end of life. These patients may also require other hospice services, such as chaplaincy or social work, in order to access other community resources.

Our secondary market will after two years, be persons in need of respite care who are in hospice but not ready for end of life care – thus relieving families in an emergency.

#### 4.2 Target Market Segment Strategy

Because A Peaceful Place will specialize in home hospice and family support and referral to community-based social services, as needed for families. We will focus on those market segments where we know our services are most needed.

#### 4.3 Service Business Analysis

A Peaceful Place works under LINK of Hampton Roads, Inc., which serves approximately 18,666 persons annually and serves the greater Virginia Peninsula. A Peaceful Place will initially be serving three cities, Hampton, Newport News, Poquoson and lower York County. Individuals who other professionals (i.e. physicians, hospitals, home hospice agencies) refer most often typically utilize home hospice care services.

There is only one other hospice home located in Williamsburg, who occasionally provide beds to the peninsula, but not often. Thus, there will be no duplication of services, just collaborative service provision as and when needed.

### 4.3.1 Competition

The key factor considered by both consumers and referring professionals when seeking home hospice care is trust in the professional reputation, reliability and quality of services provided by the Agency.

Hospice Home are influenced by consumers' choices, through word of mouth recommendations and experience either as a volunteer, friend or family member and or physician who has experienced the reputation, or toured the home. Pricing does not come into any factor with this hospice home model, all patients at end of life are treated with the highest regard and respect and cared for until their transition. Homes such as A Peaceful Place operate solely on donations, memorials, and grant funding.

## 5.0 Strategy and Implementation Summary

A Peaceful Place will focus on three cities on the Virginia Peninsula. Within this geographical area, we will target two specific programs:

- Home Hospice End of Life Care
- Respite Care for Persons in Hospice (not ready for end of life care)

Within each area, we have two target markets: the actual patient, and the regional physicians/ hospice care agencies, who refer them to our services.

### 5.1 Competitive Edge

We start with a competitive edge: There is currently only one home hospice care facility serving Williamsburg, James City County, Gloucester, and occasionally a bed or two to peninsula residents. The partnerships with Sentara, Riverside and Mary Immaculate Hospitals will stand us in good stead with good referral partnerships, plus that of the community home hospice agencies who may wish to refer.

### 5.2 Marketing Strategy

Marketing our service-oriented business requires establishing a different reputation for expertise and excellence in home hospice care. It starts with our known contacts who are in positions to recommend us and make referrals to us, and continues with long-term efforts to develop recognition among other professionals within the health care and social service fields.

We are developing and accessing a database of our contacts in the field. Our committee is represented by two of the three major hospitals, and other members with strong contacts in marketing and outreach to businesses.

## 6.0 Management Summary

A Peaceful Place initial team will consist of: one volunteer medical director (physician), one Hospice Program (RN) Director, four to six back up RN's for 24/7 holiday, sickness coverage, six care coordinators, part time social worker, part time chaplain, LINK's executive director will oversee the project until it is stabilized, utilizing her 27 plus years of contacts to ensure initial home stability and oversight, and recruit up to 400 volunteers who will assist with the day to day operations of cleaning, maintaining, baking, caring for family members, data entry, etc.

Personnel policies and procedures have been developed for LINK and will be utilized for A Peaceful Place personnel. The agency currently has a \$2.8 million dollar budget managing state, federal and local designated funds, which are audited annually to A133 standards (the highest standard of audit).

### 6.1 Personnel Plan

The following is an explanation of personnel needs, costs, and benefits as listed in the Personnel table. The projections for the next three years are based on minimal growth in client base and therefore no resulting impact on payroll due to increased hours of service. A cost of living increase is noted for all employees but does not affect the Administrative Director as she is the owner of the business and will realize increase through profit gains.

- **Executive Director** -- the agency director will hold this position until the program is stabilized.
- **Medical Director** – A volunteer medical doctor will be sought to oversee and provide back up support to the Hospice Program Director
- **Hospice Program Director, RN** – This position will be for 40 hours per week.
- Back up RN's – 4 to cover weekends, overnights, holidays
- **Administrative Assistant** -- This position is based on 30 hours per week will be covered by a volunteer(s)
- **Care Coordinators** -- These positions will be paid 40 hour for direct service hours.
- **Chaplain** - will work up to 30 hours per week
- **Social Worker** -- This position will be paid hourly for 20 – 30 hours per week
- **Fundraiser** – will be sought as the program stabilize

Proposed opening date is September 2018, dependent upon the city and other challenges which may be encountered.