2019 ANNUAL REPORT

MemoryCare
The SECU Center for MemoryCare
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Asheville, NC  28803

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828-771-2634 fax
www.memorycare.org

Nationally Recognized Pioneers in Dementia Care
Supporting Families Since 2000
2019 Annual Report
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MemoryCare is a community-based, out-patient, charitable nonprofit providing expert medical care to people with dementia and support, education and training for their family and other caregivers.

“MemoryCare is medical and social medicine at its finest.”

MemoryCare Caregiver, 2019
2019 Director’s Perspective

MemoryCare: Pioneering Dementia Care for Families Since 2000

Dementia is among the greatest public health challenges of our time. The number of people with the disease in the United States is now over 5.8 million, a number expected to rise steeply in coming decades. The Alzheimer's Association estimates that one in ten of those 65 and older have Alzheimer's or another type of dementia. With age the greatest risk factor for cognitive impairment, the disease is already a significant issue in western North Carolina where, on average 23% of our population is of this age as compared to 15.9% in the rest of the state and country. It is for this reason that MemoryCare was established in 2000.

When started, MemoryCare’s pioneering model was based on what families said they needed to manage caring for a loved one with dementia as well as possible. From the outset, our model has contained all components of what is now considered a best practice for dementia care. Our program is a community-based, nonprofit that offers nationally recognized dementia care supporting all families with need. As other parts of the state and country become increasingly impacted by the disease, MemoryCare serves as a model for excellence.

In recent years, 466,000 NC caregivers gave 531 million hours of unpaid time managing care needs for someone living with dementia. In this way and others, the disease affects not only the person with dementia but their caregivers as well; it is the 5th leading cause of death in NC and has wide-reaching impact for families and communities. We see every day in our clinic that caregivers are social determinants of health for those with dementia and the importance of ensuring they have the training and information needed to manage the responsibility well.

For every person with dementia we see at MemoryCare, there are, on average, 3 caregivers involved. Though it often takes a toll on their own health, these caregivers play an essential role in the safety, health and well-being of their loved ones struggling with cognitive changes. They need support and information for themselves that is particular to their family’s circumstance so they can care for their loved ones with excellence, minimize the impact of dementia on their own health, and maximize quality of life for all affected. Our staff is passionate about providing this care.

In 2019 our satellites in Burnsville and Waynesville continued to reach families in these underserved areas and our home visit program served homebound individuals in Buncombe County. Caregiver College (our 6-session caregiver education program), the MemoryCaregivers Network peer support groups, and our electronic newsletter provided continued education and support for families. In a recent letter of appreciation, a caregiver wrote of MemoryCare, “You are who I turn to when I need something. Thank you, MemoryCare!” It is our privilege to do this work.

We are immensely grateful for the support received in 2019 and over the years from individuals, grants, and foundations that allows us to be here and serve families. One hundred percent of our staff, board of directors and volunteers contribute financially to help make our work possible. For operational support in 2019, we received grants from the Community Benefit Investments Program of Mission Health, the Buncombe County Aging Coordinating Consortium, and the United Way of Asheville and Buncombe County for which we are deeply grateful. In the coming year, through financial support from The Duke Endowment, the Dogwood Trust (Leverage Fund), and generous individual donors, MemoryCare will pilot a tele-education project and expand with a new care team.

While looking forward to 2020 during which MemoryCare will celebrate 20 years of service to this community, it is with pleasure that I present this report of our activities in 2019. On behalf of our board of directors, staff, and the families we serve, thank you for your interest.

With Appreciation,

Virginia Templeton, MD
Executive Director, MemoryCare
VISION
MemoryCare will be a model program that provides expert guidance for caregivers and comprehensive treatment for people living with dementia.

MISSION
MemoryCare is a nonprofit organization whose mission is to provide specialized medical care to older adults with cognitive impairment; to support caregivers with education, counseling, and improved access to services; and to provide community education.

VALUES
❖ EXCELLENCE
  Maintain the highest quality in clinical, supportive, and educational services.

❖ COMPASSION
  Provide a safe, caring environment that demonstrates respect for all individuals.

❖ COLLABORATION
  Work with patients, caregivers, staff, and other organizations to enhance services and share knowledge.

❖ INTEGRITY
  Act at the highest level of ethical behavior, fiscal responsibility, fairness and accountability.

❖ SUSTAINABILITY
  Ensure that our services remain available to the region as an independent, non-profit organization and a well-established model for others to follow.
2019 BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Officer and/or Committee</th>
<th>Primary professional or community affiliation</th>
<th>Geographic Representation (Town/county)</th>
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<tr>
<td>Jerry De Land</td>
<td>Board President</td>
<td>Community Volunteer</td>
<td>Asheville/Buncombe</td>
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<td>Executive/Development/Finance/Governance/Strategic Planning</td>
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<td>Rebekah Lowe, CLC ACC</td>
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<td>FizzyWork Executive Coaching</td>
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<tr>
<td>Tom Owens</td>
<td>Board Treasurer</td>
<td>Financial Advisor First Citizens Bank &amp; Trust Company, Hendersonville</td>
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<td>Becky Anderson</td>
<td>Development</td>
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<td>WNC</td>
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<td>Andrew Atherton, Esq</td>
<td>Finance</td>
<td>Attorney at Law, McGuire, Wood and Bissett PA</td>
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<td>David Key</td>
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<td>CPA</td>
<td>Fletcher/Buncombe</td>
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<td>Caroline Knox, Esq</td>
<td>Personnel/Strategic Planning</td>
<td>Attorney At Law, Knox Law</td>
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<td>Janet Moore</td>
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<td>Sharon Wilcox Moulds</td>
<td>Finance</td>
<td>Blue Ridge Printing owner</td>
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<td>Claire Smith</td>
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<tr>
<td>Virginia Templeton, MD</td>
<td>Executive/Finance/Development/Personnel/Strategic Planning</td>
<td>Executive Director MemoryCare</td>
<td>WNC</td>
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<tr>
<td>Margaret Noel, MD</td>
<td>Finance/Governance/Personnel/Strategic Planning</td>
<td>Physician, Founder of MemoryCare</td>
<td>WNC</td>
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<td>Ex-Officio board member (nonvoting)</td>
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Non-board, community members who served on committees in 2019: Mark Bailey (Development), Suzi Berl (Development), Mary Donnelly (Network representative, Development), Eleanor Owen (Finance), Robert Patterson (Development), and Pam Turner (Finance). We gratefully acknowledge their time and assistance.
Who Are We?
MemoryCare is an independent, community-based, charitable organization established in June of 2000 in western North Carolina. We serve adults with cognitive impairment and their families with a model that integrates education and support of caregivers with medical care of those with dementia. Our services include:

- Accurate diagnosis (through cognitive testing and focused physical examination)
- Caregiver training, counseling, and support
- Disease planning (respite and in-home care options, long term care planning, prompting to address necessary financial/legal issues and safety issues unique to the disease)
- Behavioral management
- Coordination of services provided by other agencies
- Prescriptions for dementia-related medications
- Help filing for assistance for low income families
- Assistance with end of life decision making/advance directives
- Provision of written care plan to families in coordination with primary care physicians
- Guided introduction to our lending library of caregiver resource materials
- Education on aging issues to the community and dementia-specific training for health care professionals
- Home visitation program in Buncombe County for clinical assessment when needed

Our clinical and care management services are provided by our team of six physicians, one registered nurse, and three social workers. We have thirteen full time and seven part time staff members.
A dedicated Board of Directors comprised of community volunteers governs MemoryCare.
To reach more rural areas, MemoryCare had two satellite clinics- one in Burnsville serving Yancey, Madison, & Mitchell counties & another in Waynesville serving Haywood & counties farther west. The Waynesville satellite will continue in 2020.
To address our waiting list for enrollment, MemoryCare expanded services in 2002, 2006, 2008, 2012, 2015 and 2018, and established a home visit program in Buncombe County.
To facilitate expansion of our clinical and educational services, in 2018 we moved into the SECU Center for MemoryCare which was designed for our clinical model and with room to grow as resources become available.
With support of The Duke Endowment, the Dogwood Trust (Leverage Fund), and generous donors, we anticipate growing again in 2020 with a new care team to address our waiting list and piloting of a tele-education program.
We offer a Caregiver Consultation for caregivers who need resources prior to (or instead of) enrollment.
MemoryCare’s model of care incorporates best practice guidelines outlined by The Alzheimer’s Study Group, National Alzheimer’s Plan, and a DHHS review of dementia programs and Medicare’s Dementia Quality Measures.
We are a non-profit, charitable organization because of the lack of adequate reimbursement for comprehensive dementia care and to ensure that all with need have access to our program.
- It costs on average $1,660 per family per year for the comprehensive care MemoryCare provides.
- Half of MemoryCare’s annual income is from charitable funds through grants, donations, and investment income. Per independent audit (2018), 89 cents of every dollar raised goes directly to services.
- In additional to charitable funds, our program has income from patient insurance reimbursement and a cost-sharing caregiver fee from enrolled families that is waived for those unable to afford it.
- In 2019, twenty percent of caregiver fees were waived due to an inability to pay the cost.
- MemoryCare would not exist without the generous support of individuals, foundations, and community agencies who have supported our program over the years.

Who Do We Serve?

In 2019, we served 1,020 people living with dementia and 3,372 of their caregivers through our clinical program.
Individuals with dementia seen in our clinical program ranged from 50 to 99 years of age with average age of 80.
52% of enrolled families came from Buncombe County with the remainder from 18 other counties in WNC (47%) and from out of state (1%).
52% of MemoryCare’s primary caregivers have a spousal relationship, 39% are children of the person living with dementia, 5% are other family, 3% have a non-familial relationship, and 1% are paid caregivers.
89% of the individuals MemoryCare sees who are living with dementia are living in their homes.
38% of our patients are considered low income by HHS Poverty Guidelines.
Professional education is provided to medical students, physicians in training, geriatric and hospice fellows, nursing, social work, dental and other students. We also provide training for dementia care specialists.
Our staff gave 46 presentations, participated in 21 community events & reached 2336 individuals + radio audience with dementia-related education. There were 6739 Facebook views of a live-streamed educational interview.
We held 2 cognitive health screenings in the low income minority community reaching 15 individuals.
Why Are We Needed?

- **MemoryCare is a model program for dementia care**: Our work over the past 19 years is a testament to the possibility of providing best practice care for those with dementia in spite of a lack of reimbursement.
- **Dementia is common**: One in 10 people 65 and older in the USA has Alzheimer’s or other type of dementia, and 1 in 3 seniors dies with Alzheimer’s or another dementia (2019 Alzheimer’s Disease Facts and Figures)
- **There is no cure for the disease**: Intensive research continues but until there is a cure, families need expert guidance and support to manage the disease as well as possible.
- **Age is the number one risk factor for dementia**: Our WNC community is older than the rest of the state and country. Of the 19 counties in NC served by MemoryCare in 2019, on average 23.5% of the population is age 65 and older compared to 15.9% in the rest of the state. (U.S. Census Bureau, V2019).
- **Dementia is a chronic, progressive illness that can take years to progress**: Studies consistently show that active management of the disease with routine engagement of caregivers such as MemoryCare provides can improve quality of life through all stages of the disease both for the person living with dementia and their caregivers.
- **Dementia is the costliest of diseases of aging**: In 2019, the cost of caring for those with dementia in the US was estimated at $290 billion (Alzheimer’s Association, 2019 Facts and Figures).
- **MemoryCare helps save healthcare costs**: MemoryCare offers an affordable alternative for the medical care of those living with dementia that saves healthcare dollars by facilitating accurate diagnosis and by educating families about potential safety risks appropriate utilization of the acute care system. Early and accurate diagnosis could save up to $7.9 trillion in medical and care costs nationally (Alzheimer’s Association).

Who Are Our Supporters?

- **100% of MemoryCare’s staff, Board of Directors and volunteers contribute financially in support of our program.**
- The majority of donors have been touched by MemoryCare services.
- We have received significant grant assistance from the following foundations in the past three years: The SECU Foundation, The Duke Endowment, Mission Health, CarePartners Foundation, The Fullerton Foundation, People in Need grant from the Community Foundation of WNC, Cannon Foundation, Perry Rudnick grant of the Community Foundation of Henderson County, Deerfield Episcopal Retirement Community, the Buncombe County Aging Coordinating Consortium, and the United Way of Asheville and Buncombe County, alongside support from other smaller foundations, charitable trusts, corporations, and churches. For the coming year, support has also been provided by the WNC Bridge Foundation and the Dogwood Trust (Leverage Fund).
- 5.25% of MemoryCare clients are from the Givens Communities. Givens Estates generously provides an in-kind land lease for the **SECU Center for MemoryCare** and assistance with the cost of building maintenance.
- Space for our satellites are provided by the Haywood County Senior Resource Center for our Haywood County Satellite Clinic and Yancey County Hospice for our Yancey/Madison/Mitchell County Satellite Clinic.
- Cognitive screenings and peer support groups are held in churches, senior lunch sites, low income housing apartments, and other locations provided by the community.
- In 2019, MemoryCare received charitable donations from 875 individuals, 7 foundations, and 45 community partners/sponsorships allowing MemoryCare to provide $783,760 in charitable services that help ensure our program is accessible to all with need and that fees remain affordable.
- MemoryCare appreciates the dedicated volunteers who commit their time in support of our program.

Who Are Our Collaborators?

- MemoryCare enjoys collaborative relationships with the Givens Communities, the Senior Resource Center of Haywood County, and Yancey County Hospice.
- We provide education to healthcare professionals from a variety of disciplines and have collaborative agreements with Mountain Area Health Education Center and Western Carolina University.
- MemoryCare has strong working relationships with numerous other organizations serving the geriatric population in WNC including Buncombe and Henderson County Councils on Aging, Land of Sky Regional Council, Black Mountain Neuro-Medical Treatment Center, adult day programs, local retirement communities, and the Alzheimer’s Association.

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"MemoryCare gave our family the tools we needed to be the caregivers our mother needed.”

MemoryCare caregiver
2019 Clinical Activity

Client Overview
Number of Patients Enrolled in MemoryCare in 2019: 1,020 (341 were new patient evaluations)
Gender of Patients: 64% female, 36% male
Percentage of Patients Living in Home Setting: 89%
Total Number of Caregivers Enrolled in 2019: 3,372
Ratio of Active Caregivers to Active Patients: 3.3:1

Clinical Efficiency
Number hours filled with actual patients/hours available for appointments: 92.5%

Counties:
- Avery (0.36%)
- Buncombe (52.37%)
- Burke (0.22%)
- Caldwell (0.14%)
- Catawba (0.33%)
- Clay (0.22%)
- Cleveland (0.36%)
- Haywood (8.29%)
- Henderson (16.08%)
- Jackson (3.77%)
- Macon (1.37%)
- Madison (2.57%)
- McDowell (1.38%)
- Mitchell (0.98%)
- Polk (1.42%)
- Rutherford (0.83%)
- Swain (0.61%)
- Transylvania (4.82%)
- Yancey (2.83%)
- Out of State: (1.05%)

Income Levels:
38% of MemoryCare families are considered low income by Federal Poverty Standards

Medicaid: 1.6%

Enrollment Information
Fee waivers: 20% of caregiver fees were fully or partially waived in 2019.

Transition to Inactive Status: 309 (30.3%) of enrolled families chose to go inactive during 2019

Reasons provided for going Inactive:
- Stable: 63
- Facility Placement: 44
- Moved out of area: 33
- Not able to transport: 9
- Patient refusal to return: 33
- Patient declining/Family coping: 33
- Hospice Enrollment: 17
- PACE Enrollment: 5
- Death: 61
- Transition to other provider: 4
- Unable to meet expectations: 1
- No response to letter/calls: 3
- Other: 3

Givens Residents: 5.25%
**Caregiver College 2019**
Number of 6-week sessions: 4 (24 modules)
Total number who attended course: 165
Number of participants not enrolled in MemoryCare: 24
Number of participants of online course: 57

**MemoryCaregivers Network Stats**
*Groups:*
Total number of meetings held in 2019: 36 caregiver groups
Total number of caregivers attending two or more meetings in 2019: 82
Number of caregivers attending two or more meetings who are enrolled at MemoryCare: 49
Average # of participants per meeting (all locations): 14.0 individuals per group (range 7-22)
  - Average # of participants per meeting (Fletcher): 14.3
  - Average # of participants per meeting (New Hope): 12.8
  - Average # of participants per meeting (Woodfin YMCA): 14.8

*Communications:*
6 e-newsletters sent to 2,761 addresses

**Low Income/Minority Screening Program**
2 screening sessions with 15 individuals screened

**Geriatric Caregiver Consultation**
Number of caregivers receiving service: 8

**Volunteer Hours (by non-Board members)**
16 volunteers provided 830.5 hours of service in 2019
  - Administrative – 165.0 (20%)
  - Development – 134.5 (16%)
  - Events – 23.5 (3%)
  - Resource Center – 507.5 (61%)

**Staff:**
Physician: 4.8 fte of which 4.1 is clinical (0.2 is devoted to the Yancey County satellite, 0.2 to the Haywood County satellite, 0.5 to the home visit program, 0.7 to development/management)
RN Care Manager: 0.8
SW Care Manager: 2.9
Fundraising/Community Outreach: 1.1
Office Administrator: 0.9
Program Assistant: 1.9
Data Coordinator/Billing Assistant: 1
Network staff: 0.26
2019 Public Outreach and Education

Presentations

**Margaret Noel, MD:** “Living with Dementia” – a WLOS ABC 13 Three-Part Series on Dementia, MemoryCare, 2/11/2019 (individuals reached: unknown); “Using the Dramatic Arts for Dementia Education: ‘Steering into the Skid,’” Four Seasons Palliative Care Immersion Course, MAHEC, Asheville, 4/10/2019 (attendance: 35); “Community-Based Dementia Care: Integrating Medical and Caregiver Support” (with David Johnson, MD), American Geriatrics Society Annual Meeting, Portland, Oregon, 5/9/2019 (attendance: 300); “Using the Dramatic Arts for Dementia Education: ‘Steering into the Skid,’” Four Seasons Palliative Care Immersion Course, MAHEC, Asheville, 7/17/2019 (attendance: 25); “Using the Dramatic Arts for Dementia Education: ‘Steering into the Skid,’” Four Seasons Palliative Care Immersion Course, MAHEC, Asheville, 10/16/2019 (attendance: 35).

**Virginia Templeton, MD:** “MemoryCare – Who We Are and What We Do,” Deerfield Rotary Club, Asheville, 1/7/2019 (attendance: 65); “Living with Dementia,” Facebook Live Interview, WLOS ABC 13 Studios, Asheville, 2/19/2019 (6,739 views); “MemoryCare: Information about Dementia,” WLOS LiveWell Expo, WNC Agricultural Center, Fletcher, 3/30/2019 (attendance: 15); with Mary Donnelly “MemoryCare,” 211 Staff of the United Way of Asheville and Buncombe County, Asheville, 3/28/2019 (attendance: 16); “The Many Faces of Dementia and their Implications for Hospice Care,” an ECHO online presentation for Four Seasons, Flat Rock, 4/19/2019 (attendance: 21); Radio presentation about Brain Health Conference, Body and Soul with host Je’Wana Grier-McEachin, 5/21/2019 (attendance: radio audience); “About MemoryCare, Brain Health Conference to Launch NC Registry for Brain Health,” UNC-Asheville, 6/1/2019 (attendance: 185); “MemoryCare and Caregiving,” House Party, Deerfield Episcopal Retirement Community, Asheville, 6/14/2019 (attendance: 62); “Brain Health, MemoryCare, and Ice Cream: Feeding Your Brain,” Crowfields, Asheville, 6/14/2019 (attendance: 75); “Brain Health, MemoryCare, and Aging,” Eagles Group, Hendersonville, 8/1/2019 (attendance: 28); “MemoryCare and Brain Health as We Age” (with Della Simon, MD); Western Carolina Medical Society, Asheville, 9/18/2019 (attendance: 11); “Dementia Education Program,” Family Nurse Practitioner students at Western Carolina University School of Nursing, Asheville, 10/8/2019 (attendance: 38).

**Mary Donnelly:** “What’s Normal, What’s not?” Rotary Club Asheville, Renaissance Hotel, Asheville, 4/19/2019 (attendance: 100); “Speaking of Travel” (with Becky Anderson and Johnny Morris), WWNC Radio Show, Asheville, 5/1/2019 (radio audience); “FAQs about Dementia,” Prime Time Living Health Expo, Lelia Patterson Center, Fletcher, 6/20/2019 (attendance: 12); “What MemoryCare Offers,” McDowell County Caregiver Support Group, McDowell Senior Center, Marion, 7/30/2019 (attendance: 6); “Diamonds to Pearls – Using Teepa’s GEMS to Understand the Progression of Dementia,” 4th Annual Clinical Update for the Medical Assistant, MAHEC, Asheville, 8/24/2019 (attendance: 80).

Caregiver College:

Spring Session – Asheville, Modules 1-6, Instructors: Margaret Noel, MD, Mary Donnelly, and Caroline Knox, Esq. (attendance: 43); Spring Session – Haywood, Modules 1-6, Instructors: Lisa Verges, MD, Mary Donnelly, Brian Schaefer, (attendance: 12); Summer Session – Asheville, Modules 1-6, Instructors: Margaret Noel, MD, Mary Donnelly, and Caroline Knox, Esq., (attendance: 48); Fall Session – Asheville, Modules 1-6, Instructors: Margaret Noel, MD, Mary Donnelly, and Caroline Knox, Esq., (attendance: 74); Online version (57 received).
MemoryCare Caregiver Education Series:

Community Outreach

Special Events:
Brain Health Conference to Launch NC Registry for Brain Health, MemoryCare, 6/1/2019, (attendance: 185).

Cognitive Health Screening
Givens Gerber Park, 1/14/2019 (individuals screened: 8); Weaverville First Baptist Church, 2/20/2019 (individuals screened: 7).

Clinical Observation/Students

Total of 46 presentations, 21 community events with 2336 individuals reached + 6739 views of Facebook interview + radio audience

NOTE: Attendance and presentations are counted only once in shared presentations.
MemoryCare 2019 Operating Income

Total Operating Income: $1,692,904*

- Medical Insurance Fees - 29%
- Caregiver Fees - 23%
- Donations/Investment Income - 43%
- Grants - 5%

MemoryCare 2019 Operating Expenses

Total Operating Expenses: $1,686,874*

- Clinical/Care Management Services, 85%
- Development, 8%
- Other, 2%
- Supplies, 3%
- Rent/Occupancy, 2%

*amounts are based on pre-audit, modified cash basis and do not include capital income/expense
ACCOUNTABILITY STATEMENT

- MemoryCare is a 501(C)(3) non-profit, charitable corporation (Federal Tax ID: 56-2178294) governed by a board of directors who are members of our community.

- We are licensed by the state of North Carolina to do charitable solicitation.

- The program has received significant grant support from The Duke Endowment, The Fullerton Foundation, The Community Foundation of Western North Carolina, The Janirve Foundation, The Kate B. Reynolds Charitable Trust, Deerfield Episcopal Retirement Community, The Community Foundation of Henderson County, The Cannon Foundation, The Buncombe County Aging Coordinating Consortium, Mission Health, United Way of Asheville and Buncombe County, Dogwood Trust (Leverage Trust), and WNC Bridge Foundation. We have received in kind assistance with occupancy costs from the Givens Estates, Yancey County Hospice, The Haywood County Senior Resource Center, and South College.

- MemoryCare completes a certified audit annually through an independent CPA Firm.

- MemoryCare works with community organizations (the Western North Carolina Chapter of the Alzheimer’s Association, Mountain Area Health Educational Center, Adult Day Care programs, Buncombe and Henderson County Councils on Aging, Land of Sky Regional Council, Mission Health, and Project C.A.R.E.) to provide education, avoid duplication of services and promote collaboration.

- MemoryCare’s Board of Directors monitors service activity and financial statements on at least a quarterly basis and authorizes a yearly Caregiver Outcomes Survey.

Words used by families, staff, board of directors and volunteers to describe MemoryCare.
## Staff Directory 2019

Office phone: 828-771-2219; fax: 828-771-2634

Visit our website for additional information: [www.memorycare.org](http://www.memorycare.org)
or send an email to: office@memorycare.org

<table>
<thead>
<tr>
<th>MemoryCare Staff</th>
<th>MemoryCaregivers Network Staff</th>
<th>Caregiver Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amy Cohen, MD, Staff Physician</td>
<td>Ashton Ryals, Program Assistant</td>
<td>Pam Lessig, MA, MBA, LPC</td>
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<tr>
<td><a href="mailto:cohen@memorycare.org">cohen@memorycare.org</a></td>
<td><a href="mailto:ryals@memorycare.org">ryals@memorycare.org</a></td>
<td><a href="mailto:office@memorycare.org">office@memorycare.org</a></td>
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<tr>
<td>Janet Doyle, Director of Development</td>
<td>Della Simon, MD, Staff Physician</td>
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<td><a href="mailto:simon@memorycare.org">simon@memorycare.org</a></td>
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<tr>
<td>Kellie Dillingham, Scheduler</td>
<td>Virginia H. Templeton, MD, Executive Director</td>
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<tr>
<td>Anne Gardner, Program Assistant</td>
<td>Carly Woods, BSW, Care Manager</td>
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<tr>
<td>Liz Grieco, Development Assistant</td>
<td>Meg Word-Sims, MD, Staff Physician</td>
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