



*Caring for Generations*

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**HOSPICE BY THE BAY & FOUNDATION ANNOUNCES  
LEADERSHIP SUCCESSION**  
*Long-Term President & CEO Mary Taverna Announces  
Retirement; Sandra Lew Assumes Position*

LARKSPUR, CA – Mary Taverna, long-term President & CEO of Hospice By The Bay & Foundation (formerly Hospice of Marin), has announced her retirement from the non-profit, effective April 1, 2008. Sandra Lew, who has served as the organization’s Vice President of Clinical Operations for almost three years, will succeed Taverna. Lew’s appointment was announced by Dennis Gilardi, Chair of the Hospice By The Bay Partners Board of Directors. Taverna will consult with Hospice By The Bay and remain on the governing boards, and will continue her volunteer work on the state and national hospice levels.

“We’re beginning to strategize the implementation of long-term initiatives as we gear up to meet new challenges and opportunities in the evolving healthcare industry,” said Gilardi. “A key part of that preparation has been extensive planning to create a seamless transition of leadership succession. Mary has worked closely with Sandra over the last several years and helped her cultivate the expertise that makes her a superior candidate to continue the rich culture of Hospice By The Bay. Mary’s decision to retire was met by the Board with a tremendous amount of respect for her extraordinary leadership and guidance, which helped put this institution in the national forefront of hospice and palliative care. While we understand her reluctance to extend her contract for another five years, we’re also delighted that she will continue to involve herself with

our programs, our donor relations and clinical care. She has assured us that we won't lose her completely to the lure of the golf course."

"For 32 years, my life has revolved around Hospice By The Bay and I'm anticipating the prospect of having more time to spend with my family, especially my frisky grandchildren," said Taverna. "I continue to be devoted to the organization and will work with Sandra and the Board to enhance the future of Hospice By The Bay. Our feeling is that the time is right to change the face of hospice to a team model as we grow the programs and services to meet the increased demand for end-of-life care. It's been an incredible journey for me and I'm exceedingly proud of the legacy that has been created."

"The results from the recently completed Stanford Alumni Consulting Team assessment indicated that increased competition has forced models to change and adapt to a shifting demographic," said Lew. "We are clearly embarking on a new era in the healthcare environment and I'm honored by the distinction to lead Hospice By The Bay into this challenging arena. Mary and I have worked very closely and intimately over the years and we share the same devotion and passion for the goals of hospice and palliative care, so I feel confident that the leadership transition will not compromise the future of Hospice By The Bay. As we continue our growth, one of my main goals is to expand our reach in San Francisco and Sonoma, particularly to diverse communities within those areas."

In 1975, Taverna helped develop and establish Hospice of Marin, the second oldest community-based hospice in the United States and the first on the West Coast. Three years later, she was named CEO of Hospice of Marin, with responsibility for the overall management, development and delivery of hospice services. In 1997, Taverna assumed the additional role of president of the Hospice of Marin Foundation, which was formed to support services provided by Hospice of Marin. In 2001, she assumed the exclusive role of President, Hospice of Marin Foundation and in 2005 was named President & CEO of Hospice and its Foundation. Under her leadership, Hospice of Marin incorporated with a hospice branch in Sonoma County, formerly Valley of the Moon Hospice, and Hospice by the Bay, serving residents of San Francisco and San Mateo counties. In October 2006, Hospice of Marin changed its name to Hospice By The Bay, which reflected the organization's ongoing commitment to providing the highest quality hospice and palliative care in the expanded geographic region the organization has been

serving since 1992. In July, 2007, Hospice By The Bay expanded its services through the acquisition of VITAS® Innovative Hospice Care® of North Bay, located in Petaluma.

Taverna's work on the national level has been admirable also. In 2005, she assumed the role of Chair for the second time of the National Hospice and Palliative Care Organization Board of Directors, after serving two years as Vice Chair. In addition to her extensive work with the National Hospice and Palliative Care Organization, Taverna has been honored with the Founder's Award from the National Hospice Organization (1995), the Pierre Salmon Award from the California State Hospice Association (1997), and in 2002 was inducted into the Marin County Women's Hall of Fame (2002).

As Hospice By The Bay's Vice President, Clinical Operations, Sandra Lew had responsibilities for the day-to-day clinical services development and delivery of hospice care and related services in Marin, San Francisco, and Sonoma. Lew previously served Hospice of Marin as Chief Operating Officer for over two years. She brings over 25 years of health care experience, 13 of those directly working in the hospice field. She has additional skills in the field of aging in various leadership capacities with Catholic Charities and On Lok Senior Health Services in San Francisco, Kaiser Permanente Medical Center's Hospice Program in Oakland, and Hospice by the Bay in San Francisco. A licensed social worker by training, Ms. Lew has been active in the National Association of Social Workers, served as a member of the National Task Force on AIDS, HIV Education Project Advisory committee, the Academy of Certified Social Workers and the National Hospice Organization Council of Hospice Professionals. She lives in San Rafael.

Hospice By The Bay, which serves Marin, San Francisco and Sonoma, is dedicated to providing the highest quality of end-of-life care to patients and their families regardless of their ability to pay. Hospice By The Bay also serves people whose lives have been altered by the loss of a loved one through its community grief support program.

Hospice By The Bay is a 501(c) (3) nonprofit organization that has been serving the Bay Area since 1975. Hospice By The Bay programs are funded through healthcare reimbursement, and financial donations from community members, businesses and corporations to the Hospice By The Bay Foundation. For more information about Hospice By The Bay services, call (415) 927-2273, or visit: [www.hospicebythebay.org](http://www.hospicebythebay.org).

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Mary Taverna



Sandra Lew, LCSW