



Serving the Individual, Benefiting the Community

ANNUAL REPORT 2007





Serving the Individual, Benefiting the Community

Jewish Home Lifecare is getting *even better*. We are creating a tailored continuum of care that is focused on client choice at every level. Ensuring our care is person-centered means establishing and maintaining partnerships with our clients and families, our staff and volunteers and our neighbors.

Our mission is to support the health, individuality and dignity of our elders. Vital to that is the recruitment and retention of high-quality caring staff. We value who they are, their experience and what they do. Our commitment to our 3,000 employees and to their professional and personal fulfillment contributes to better quality of care and improved relationships with the adults for whom we care. Our team of 1,100 volunteers, young and old, furthered our ability to enhance the quality of life for our residents, clients and tenants.

This year (our 159th!) was one of transition, as we made important strides in bringing person-centered care to our New York nursing home campuses. We implemented an ongoing exchange of ideas and information with the community; innovative new programs to engage and inspire our elders' individual interests; better technology to serve our clients in their homes; and job training and enrichment opportunities to improve staff performance and satisfaction. We also continued our research and education efforts to expand knowledge in the field of aging.

Our annual report debuts a new brand identity, which reflects our vision for what Jewish Home Lifecare can be and *will* be, without losing sight of our traditions. Our new website is an interactive and educational resource that presents information tailored to the interests of individual visitors. In this way, it reflects the direction of Jewish Home Lifecare's person-centered approach.




Gene D. Resnick, MD
Chairman, System Board

Audrey S. Weiner, DSW, MPH
President and CEO

Table of Contents

Tradition with Progression: Partnering for Excellence	3
Integrated Services for the Individual: Under Our Roof.....	4
Profile of Hortense Gutmann, Sarah Neuman Resident.....	5
Integrated Services for the Individual: In the Community.....	6
Profile of Roberto Bosch, Adult Day Care Program	7
Our Workforce: The Power of Collaboration.....	8
Profile of Francis Cruz, Geriatric Career Development Program	9
Our Partnership with the Community	10
Profile of Mark and Ethan Levine-Weinberg.....	11
Grants & Development.....	13
2007 Financials.....	14
System and Division Board Members & Life Trustees.....	16
Senior Management	17

A photograph of four elderly people sitting in chairs in a room with a brick wall. Two women and two men are visible, all with their hands raised in the air. Behind them are two large abstract paintings with geometric shapes in red, blue, and yellow. The floor is light-colored and reflective. An orange semi-transparent graphic element is on the left side of the image, containing white text.

*The success of our organization
is due to the partnerships between
people, the faces of Jewish Home
Lifecare who motivate and inspire,
care and contribute, listen and
instruct, voice their opinions and
work together for the good of all.*

Tradition with Progression: Partnering for Excellence

Jewish Home Lifecare has many faces. These faces are clients, families, staff members and volunteers—all of whom make Jewish Home Lifecare a vital part of the well-being and future of the community. The success of our organization is due to the partnerships between people, the faces of Jewish Home Lifecare who motivate and inspire, care and contribute, listen and instruct, voice their opinions and work together for the good of all.

As a non-profit healthcare organization, Jewish Home Lifecare cares about individual clients and the community as a whole. We adapt and change to ensure that services and programs respond to and reflect the community's needs. We have grown considerably in our 159 years. In 1848, the organization began assisting older women in their homes, and we have evolved into the largest non-profit, long-term care and rehabilitation system in New York State. With campuses in the Bronx, Manhattan and Westchester and through our Community Services division, we served over 13,000 individuals in 2007.

Over the years, the core of Jewish Home Lifecare has remained constant. We are dedicated to the principle that elders are entitled to live their lives

with dignity and meaning. As their needs change, so must our organization. To ensure we are providing the highest quality care and services, we support the following foundations of partnership:

- To partner with patients and families to provide individualized, integrated services in the home, in the community and in our residences to meet the unique needs of each person
- To partner with the workforce, in the pursuit of excellence, innovation and knowledge, and pioneer Best Practices in the field of geriatrics and gerontology
- To be partners with the community

We would like to introduce you to **a few of the faces of Jewish Home Lifecare who have helped build a healthier, more vibrant community this past year.** Working together, we want to change elder care to reflect the dignity and respect of the profession and the compassion and competence of the care.

Integrated for the Individual: Under Our Roof

We anticipate and respond to the needs and preferences of each individual we assist. In 2007, over two-thirds of the people who received our rehabilitation services were able to return to their homes to continue living independently.



Short-Stay Rehabilitation

Imagine leaving the hospital after surgery, a stroke or other debilitating illnesses and not being able to button your shirt or feed yourself. Short-stay rehabilitation, also known as subacute care, is where people learn new skills like using a walker or wheelchair or re-learn others such as taking a bath or shaving. Adults of all ages receive occupational, physical and speech rehabilitation therapies to make a successful transition from hospital to home. The majority of our admissions in 2007 (94% in Manhattan, 89% in Westchester, and 66% in the Bronx) were for rehabilitation therapies.

Long-Term Care

When patients need greater assistance performing daily activities, they can find the care, support and security they need in our long-term care residences—homes that focus on life, nurture social and recreational interests and preserve dignity. In a departure from hospital-styled nursing homes, we place an even greater emphasis on creating a person-centered culture that promotes independence and individuality in every aspect of life, including health services, social events, day-to-day schedules, food choices and room decor.

HIGHLIGHTS

- *In 2007, 81 elders over the age of 100 were cared for by Jewish Home Lifecare: 39 in the Community Services division and 42 in the nursing homes*
- *Short-stay rehabilitation continues to increase admissions throughout the nursing homes: 2,278 patients received treatment in 2007, up 9% from 2006*

"I'm 101 and don't think I'd be as active if the staff didn't take an interest in helping each person on an individual basis."



Hortense Gutmann

Resident, Sarah Neuman Center in Westchester

When she was only 98 years old, Hortense Gutmann moved into the Sarah Neuman Center. Now, at 101, she's thriving and more active than ever.

"I was uncertain about a new environment," she recalls, regarding leaving her Jersey City apartment of 50 years, "but simply getting downstairs or doing errands was too difficult, even with home attendants." It didn't take long for her to realize her good decision; "I'm doing things here I haven't done before and meeting new people. This is much better."

Hortense avidly attends events and classes. Recently, she's begun a new series of art workshops offering ceramics, painting and watercolors taught by a docent from the Jewish Museum in New York. "They are really supportive of what I do, even when I think it's not so good," she laughs. A computer-education course introduced her to the Internet and email. Now she keeps in frequent touch with relatives in New York, as well as in Minnesota and Israel.

As the president of the Residents' Council, Hortense encourages her peers to share their opinions and to participate. She remarks, "When we support each other, we accomplish more."

Her favorite part about Sarah Neuman, however, is its garden. "It means a lot to me," she says. "It's so beautiful and is right here for me to just sit and chat with my friends."

Integrated for the Individual: In the Community

Our **Manhattan and Bronx Long-Term Home Health Care Programs** provide extensive healthcare and social services to homebound clients. Special psychological and palliative care training for our home care nurses helps set the programs apart from those of other agencies. As many of our clients are homebound and without family or social networks, we have supplemented the professional services of our Home Health Care team (including a psychologist, wound consultant and palliative care nurse practitioner) with a college student volunteer program to provide socialization and support.

In 2007, over 300 Jewish Home Lifecare clients used health monitoring devices, such as interactive voice recognition units, telehealth monitors, medication dispensers and motion sensor detection systems, to keep them stable at home and prevent hospitalizations. In partnership with the Jewish Association for Services for the Aged, we introduced telehealth kiosks to assist in managing the health conditions of participants at senior centers throughout New York City.

Adult Day Health Care Program

Through this popular program, we offer individualized care by an interdisciplinary health care team and support staff who specialize in nursing; occupational, physical, art and music therapy; recreation; social work and nutritional guidance. By sharing knowledge and skills with participants and their caregivers, wellness and connectedness are enhanced while enabling clients to live at home.

There was a strong emphasis on utilizing technology in our Adult Day Health Care Centers to empower, engage and enrich the lives of elders. Among the many special programs introduced in 2007 was the OATS (Older Adults Technology Services) two-month computer training program.

Nintendo's Wii has found many fans, as well. Requiring body movement to play the virtual games, Wii provides physical therapy and boosts hand-eye coordination for the clients.

A memory-retaining program for individuals with mild cognitive impairments, as well as a home monitoring program for individuals who have sustained falls at home, was incorporated into the Bronx Division Adult Day Health Care Program.

HIGHLIGHTS

- *62% of all Jewish Home Lifecare clients are served through the Community Services Division*
- *The Adult Day Health Care Programs provided medical supervision and social activities to 2,347 individuals in 2007*
- *Jewish Home Lifecare provided safe and secure housing with access to healthcare services to 475 tenants at Kittay House, The Harry and Jeanette Weinberg Riverdale House and the Kenneth Gladstone Building in 2007*

"It was an absolute blessing that I discovered the Adult Day Center and I couldn't be more thankful for finding a 'second' home."



Roberto Bosch

Community Member and Bronx Adult Day Care Registrant

Roberto Bosch first came to Jewish Home Lifecare for rehabilitation services to recover from his knee replacement surgery. While there, he met a few seniors who urged him to attend Jewish Home Lifecare's Adult Day Care Program. "I knew it would get me out of the house, and it was a big relief for my wife," he laughs. "It gave me a reason to get up early in the morning again."

Roberto is used to leading an active, busy life. He's worn many hats: as Korean War soldier, mechanic, funeral director, city agency coordinator and Catholic Church Deacon. He and his wife have been married for 48 years. Their eight children, three of whom are adopted, live throughout the country, building their own lives.

He has been coming to Day Care three times a week for the past seven years. He leads a Bible study group every Wednesday and attends the Spanish group with other Hispanic seniors to discuss current events, share life experiences and each other's company.

The benefits of Day Care haven't just been social. Roberto finds that the anxiety and depression he had as a result of being a war veteran and an inactive retiree are now a thing of the past. He also appreciates the medical monitoring he receives while at Day Care.

Our Workforce: The Power of Collaboration

Through the dedication of our staff, Jewish Home Lifecare makes significant contributions to the field of aging, which in turn benefits our community as a whole and impacts the care our clients receive. The staff's work is valued and important, and we strive to provide an environment in which they can continue to grow and succeed.

Jewish Home Lifecare offers educational opportunities and training to physicians, nurses, certified nurse assistants, rehabilitation therapists, social workers, public health and nursing home administrators, students studying finance and information technology and high school students who are interested in preparing for careers in healthcare. In 2007, over 550 healthcare students and professionals spent time studying and learning about elders and long-term care at Jewish Home Lifecare as part of college curriculums and internships.

Thanks to a variety of funders, including SEIU 1199 and the Mandell L. & Madeleine H. Berman Foundation, staff are able to continue their education and training to become Registered Nurses (RNs) or Licensed Practical Nurses (LPNs).



HIGHLIGHTS

"I'm passionate about nursing. Taking business courses, I'm able to become more involved with the field, affect it and improve it. Staffing, budgeting and payroll—until now, those were responsibilities I did by rote. But now that I have the education, it enhances their importance and the reasons why."

— **Ellen Chadwick**, Assistant Director of Nursing, Manhattan, is pursuing a degree in business and for the past three years has taken courses each semester.

The Rory and David A. Jones Fund for Nursing Education helps nurses and staff studying to become nurses advance on the career ladder by furthering their education. In 2007, over 80 nurses and other staff received educational support for books, lab fees, uniforms, transportation, meals and financial reimbursement for child care while attending school. Their work schedules were modified to enable them to continue earning a salary while they studied.

- Jewish Home Lifecare provided services to 13,852 individuals in 2007, a 4% increase over 2006
- 32% were served by two or more programs; most often through the Community Services Division

“While other people are out partying, I’m either in school, at my internship, working or volunteering.”



Francis Cruz

Bronx High School Junior, Geriatric Career Development Program

Francis Cruz is a junior at Marie Curie High School and is finishing her second year in our Geriatric Career Development (GCD) Program in the Bronx. With a shortage of youth entering the field of aging, the program is designed to nurture interest from high school students considering careers in healthcare. Francis attends the program three days a week and starts each session by shadowing staff members in various nursing home departments.

Afterwards, Francis receives homework tutoring and SAT/ACT practice or goes to her assigned nursing home resident community to assist nurses and meet with residents who act as mentors. Every day Francis visits Carmelita. While Carmelita is non-verbal, the two have a beautiful and expressive relationship.

Francis also works eight hours a week transporting residents to events, concerts and religious services. New students are picked for this paid opportunity each year, but because Francis is so beloved, she will remain in her job for the next rotation. After high school, Francis will be attending college. With the help of the GCD Program scholarship, Francis will earn her Emergency Medical Technician certification this summer.

Recognizing her potential, Jewish Home Lifecare is doing all it can to nurture it. Perhaps after college, she'll even consider employment at her “alma mater.”

Our Partnership with the Community

Our staff and facilities serve as resources for the community. A series of free health education forums on topics such as Disease Prevention, Bone Health and Preventing Elder Abuse was sponsored in partnership with the Jewish Board of Family and Children Services in 2007. We also provided meeting spaces for synagogues, churches and community groups and offered training for developmentally disabled groups.

Volunteers remain an integral part of improving the quality of life for our residents and, in turn, their own lives are enhanced. Throughout the year, over 1,100 adult and youth volunteers, assisted in an array of activities including holiday events, shopping, companionship, discussion groups and accounting work. Our Community Service Division's Volunteer Support Program completes the spectrum of care we provide to clients residing in their own homes by providing companionship and conversation to homebound elders.

We help create future leaders and develop the younger generation by engaging, challenging and inspiring them. Whether it is by matching a group of school children with seniors for an intergenerational exchange or providing a venue for budding talent, children can make a mark at Jewish Home Lifecare.

This year, many companies and organizations brought to us their special touch. For example, United Jewish Appeal hosted a Mitzvah Project where adults, families and community groups came to our campuses to organize activities; the Junior League held a Versailles Ball and a Barbershop

Social; and Goldman Sachs, Chase Bank, Citicorp and Ogilvy & Mather Advertising created special events for our residents.

In 2007, we created our first Community Advisory Board for our Manhattan campus. This partnership fosters ongoing dialogue to address our role as a community resource, by offering, for instance, employment and volunteer opportunities. We also explored recycling strategies and how to make our neighborhoods more beautiful.

We established a working partnership with the community and have laid the groundwork for enhanced collaboration for the future.

HIGHLIGHTS

Leaving Behind a Healthier Environment

In 2007, we established a trustee/staff Environmental Responsibility Work Group to focus on reducing our use of resources, including paper, plastic, oil and electricity.

The Impact of Volunteerism

A volunteer's time is worth and estimated \$18 per hour. With 173,000 hours of volunteer service by 1,143 volunteers, the dollar value to us in 2007 was \$3.1 million. The true impact was priceless.

- *In 2007, over 1,100 individuals attended community health forums or Professional Education Center conferences for healthcare professionals sponsored by Jewish Home Lifecare*

"We had a great connection with the residents, not just from our music but from spending time and talking."



Mark and Ethan Levine-Weinberg

A Family of Westchester Volunteers

Lesley Levine has helped her sons understand the value—and rewards—of volunteering. Mark and Ethan Levine-Weinberg began volunteering at Sarah Neuman with their mother in January 2005 for their Bar-Mitzvah project. She encouraged them to work with the elders: "I knew it would be more challenging for them than working with younger kids—I also knew that it would be more rewarding."



It began with the twins playing classical music on the piano while their mother chatted with residents and served tea, coffee and cookies on Sunday afternoons. Now three years after their Bar-Mitzvah project officially ended, Mark and Ethan play an hour set on their trombone and trumpet in the gardens every Sunday.

On their own time, the two have learned duet pieces from the 1920s-1950s, music they thought would appeal to the residents. Sitting with the audience, Lesley sees the impact the songs had: "I see them enjoying it, bringing back memories, the way it did for my dad. I know from experience how important music is to people."

This year, Jewish Home Lifecare recognized the dedication of this talented duo by giving them the Oren Brandt-Rauf Youth Volunteer of the Year Award, which was created in honor of a young man who volunteered at Sarah Neuman for three years until his tragic death in 2002. Like Oren, the twins exhibit "that special kind of something."

A photograph of a female physical therapist, Esther Goldberg, smiling warmly at an elderly patient. She is wearing a white lab coat over a blue shirt and has a name tag that reads "ESTHER GOLDBERG PHYSICAL THERAPIST". The background is a warm, out-of-focus indoor setting. The image is partially covered by a large red circular graphic on the left side.

Jewish Home Lifecare places an emphasis on creating meaningful philanthropic partnerships with individual donors, foundations and agencies. In 2007, the Development Department raised a total of \$14,623,291.

Grants & Development

Several new initiatives were launched in 2007, including re-energizing the New Century Leadership (NCL) Program. Young professionals, including adult children and grandchildren of trustees, are currently involved in the group. Jewish Home Lifecare's *Third Annual Stay At Home Gala*, chaired by Trustee Tami J. Schneider, was a tremendous success, raising more than \$565,000. *The Grandmother Photos: A Celebration of Family* exhibit had its grand opening on Grandparents' Day, September 9, 2007. The collection of 61 striking black and white photographs by renowned photographer Jessica Burstein was generously donated to the Home by the photographer.

Numerous major gifts and grants were received for a wide array of programs, including the following highlights:

- **Mandell L. & Madeleine H. Berman Foundation** for home health aide specialized certification and support scholarships for LPNs to become RNs
- **Altman Foundation** for the Geriatric Career Development Program
- **Readers Digest Scholarship Fund** of the New York Community Trust for the Geriatric Career Development Program
- **Stella and Charles Guttman Foundation** for the Geriatric Career Development Program
- **The Fan Fox and Leslie R. Samuels Foundation** for Lifecare Community Services Division Telemedicine Palliative Care Program
- **J.E. & Z.B. Butler Foundation** for the Intergenerational Program and the Geriatric Career Development Program
- **Peter A. and Elizabeth S. Cohn Foundation** for the Community Services Division Volunteer Support Program
- **Herman Goldman Foundation** for Community Services Division technology programs
- **The Harry and Jeanette Weinberg Foundation** through the Jewish Funders Network/Weinberg Foundation Matching Grants Initiative for Jewish Older Adults for Lifecare Community Services Division Senior Center Telehealth Kiosks Program

- **Henry Nias Foundation** for Adult Day Programs
- **The Pinkerton Foundation** for the Intergenerational Youth Program
- **Henry and Lucy Moses Fund** for the Dining Assistants Program in the Bronx nursing home
- **Rodney L. White Foundation** for Bronx rehabilitation and Manhattan movement therapy programs
- **Judy and Fred Wilpon Family Foundation** for Geriatric Career Development Program
- **UJA Federation of New York** for Jewish Community Outreach and Programming, Community Friendly Visiting and Senior Housing Programs

Support from the New York City Department for the Aging was designated by:

- **Office of the Bronx Borough President Adolfo Carrion, Jr.**
- **Office of the Manhattan Borough President Scott M. Stringer**
- **Office of New York City Council Member Maria Baez**
- **Office of New York City Council Member Melissa Mark Viverito**

2007 Financials

Consolidated Balance Sheet

The following summary of financial information was prepared by Loeb & Troper for Jewish Home Lifecare. The complete, audited financial statement, including related notes and Loeb & Troper's opinion as independent auditors, may be obtained by writing to Jewish Home Lifecare, 120 West 106th Street, New York, NY 10025 or to the New York State Department of Law, Charities Bureau, 120 Broadway (Third Floor), New York, NY 10271-0332.

ASSETS	2007	2006
CURRENT ASSETS		
Cash and cash equivalents	\$8,210,140	\$6,172,916
Cash – resident funds	1,671,426	897,605
Investments	59,367,306	59,344,999
Investments – resident funds	741,750	1,379,558
Accounts receivable (net of allowance for doubtful accounts of \$6,394,000 in 2007 and \$6,502,000 in 2006)	39,366,918	43,232,961
Inventories – at cost	982,920	867,146
Contributions receivable	5,914,205	1,686,466
Prepaid expenses and other receivables	772,042	774,153
Total current assets	\$117,026,707	\$114,355,804

LIMITED USE ASSETS

Cash and cash equivalents	\$16,740,573	\$15,160,844
Investments	1,409,699	5,754,216
Accrued interest receivable	5,502	22,150
Total limited use assets	\$18,155,774	\$20,937,210

OTHER ASSETS

Intangible pension plan asset		\$392,935
Cash and cash equivalents	\$80,000	
Investments	7,632,499	6,024,193
Beneficial interest in gift annuities	581,826	1,104,232
Contributions receivable	3,742,577	442,646
Fixed assets	120,634,366	116,691,174
Total other assets	\$132,671,268	\$124,655,180

TOTAL ASSETS **\$267,853,749** **\$259,948,194**

ASSETS	2007	2006
CURRENT LIABILITIES		
Line of credit	\$9,499,497	\$9,699,497
Accounts payable and accrued expenses	28,371,511	30,524,061
Accounts payable – construction	129,243	400,370
Accrued salaries and related liabilities	6,152,828	7,338,772
Resident funds	2,413,176	2,277,163
Accrued pension payable	2,350,000	5,527,000
Accrued interest payable	30,508	32,602
Annuity obligations	86,274	47,520
Estimated liabilities to third parties	7,396,445	7,153,356
Security deposits and other liabilities	793,084	613,753
Current portion of long-term debt	2,982,954	3,253,944
Total current liabilities	\$60,205,520	\$66,868,038

LONG-TERM LIABILITIES

Accrued pension payable	\$4,905,742	\$958,974
Capital leases payable		12,075
Mortgages payable	41,966,265	44,269,170
Loans payable	5,101,561	5,327,948
Capital advance	13,602,301	13,240,899
Total long-term liabilities	\$65,575,869	\$63,809,066
Total liabilities	\$125,781,389	\$130,677,104

NET ASSETS (EXHIBIT B)

Unrestricted	\$103,098,522	\$96,081,552
Temporarily restricted	31,261,339	27,165,345
Permanently restricted	7,712,499	6,024,193
Total net assets	\$142,072,360	\$129,271,090

TOTAL LIABILITIES AND NET ASSETS **\$267,853,749** **\$259,948,194**

Consolidated Statement of Activities

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL	
				2007	2006
OPERATING REVENUES AND OTHER SUPPORT					
Inpatient	\$196,805,549			\$196,805,549	\$192,969,674
Outpatient	57,851,359			57,851,359	56,435,662
Apartment rentals	4,478,038			4,478,038	3,782,888
Other operating revenues	6,223,669			6,223,669	5,271,238
Contributions	338,512			338,512	441,941
Net assets released from restrictions	4,968,081	\$(4,968,081)			
Total operating revenues and other support	\$270,665,208	\$(4,968,081)		\$265,697,127	\$ 258,901,403
OPERATING EXPENSES					
Inpatient	\$176,627,770			\$176,627,770	\$172,499,526
Outpatient	56,490,167			56,490,167	57,080,503
Housing	4,754,932			4,754,932	4,178,963
Research and Education	3,456,216			3,456,216	2,141,844
Other programs	5,975,456			5,975,456	4,980,555
Administrative and general	23,486,059			23,486,059	24,857,269
Total operating expenses (includes interest of \$3,364,342 in 2007 and \$3,500,545 in 2006)	\$270,790,600			\$270,790,600	\$265,738,660
OPERATING LOSS	\$(125,392)	\$(4,968,081)		\$(5,093,473)	\$(6,837,257)
NONOPERATING EXPENSES					
Contributions – unrestricted	\$3,664,941			\$3,664,941	\$1,528,764
Contributions – restricted		\$6,397,780	\$1,688,306	8,086,086	4,772,233
Fund-raising activities	(2,159,507)			(2,159,507)	(1,840,099)
Investment income	5,342,831	2,666,295		8,009,126	8,432,978
Nonoperating gain	\$6,848,265	\$9,064,075	\$1,688,306	\$17,600,646	\$12,893,876
Change in net assets before other changes in net assets	\$6,722,873	\$4,095,994	\$1,688,306	\$12,507,173	\$6,056,619
Effect of adoption of FAS No. 158 adjustment to minimum pension liability and freeze of plan	294,097			294,097	88,704
Change in net assets (Exhibit C)	7,016,970	4,095,994	1,688,306	12,801,270	6,145,323
Net assets – beginning of year	\$96,081,552	\$27,165,345	\$6,024,193	\$129,271,090	\$123,125,767
NET ASSETS – END OF THE YEAR (Exhibit A)	\$103,098,522	\$31,261,339	\$7,712,499	\$142,072,360	\$129,271,090

System and Division Board Members

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UJA Federation
of New York

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