



THE NEW JEWISH HOME

JEWISH HOME LIFECARE ANNUAL REPORT 2013



Age Like a New Yorker.

New Yorkers know what they want. As they age, they want to enjoy life in the communities they love. To help people age like New Yorkers today, we have determined what we need to do differently; what we, as The New Jewish Home, should be after 166 years of nobly serving New York in rehabilitative care, skilled nursing, housing and home care. As you will read on the following pages, we are revolutionizing eldercare for all New Yorkers, from the very sickest to those who need a little extra help managing chronic conditions at home.

This is The New Jewish Home.



We remain true to our historical values as we create The New Jewish Home—a comprehensive network serving New Yorkers as they age, no matter their identity, background, level of need or where they call home. This is The New Jewish Home. We honor the rich, full lives of elders and their families, whether through our inspirational *Eight Over Eighty* gala or every day in the care we provide and the relationships we build. The year 2013 was one of both challenges and opportunities, which you will read about in this report. We are optimistic about our future, and I am deeply grateful to the directors and senior management for their stewardship and to our generous donors for helping us transform how New Yorkers grow older.

Elizabeth Grayer
Chairman



In the face of healthcare reform and a growing aging population, The New Jewish Home is building an entirely new model of delivering person-directed care across the continuum. Because no one wants to live in a traditional nursing home, we will build a 20-story building in Manhattan featuring beautiful GREEN HOUSE® homes that set a new gold standard. Specialty rehab centers, built in partnership with major New York hospitals, improve post-acute care. And the use of telehealth for remote health monitoring helps New Yorkers better manage chronic conditions at home. *This* is The New Jewish Home—which we are creating with your support and the compassionate work of over 4,600 talented staff and volunteers.

Audrey Weiner, DSW, MPH
President/CEO

Don't Grow Old Without Us.

We help New Yorkers age where and how they want: at home—where we serve the majority of our seniors—in rehabilitation after a serious accident or illness, in senior housing, or in the nursing home. One of the oldest, largest and most forward-thinking eldercare networks in our region, The New Jewish Home helps 12,000 New Yorkers annually regain their health and live their lives on their own terms.



Most of those we serve live in their own homes.

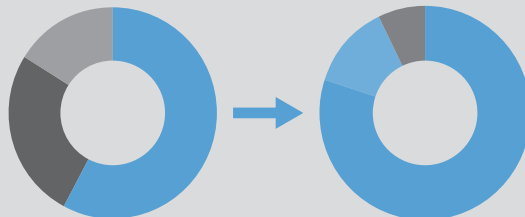
LIVE WELL, BE AT HOME

New Yorkers want to age in place, and Jewish Home keeps elders safe and healthy in the place they call home. In 2013, we served nearly 7,000 people in their homes. Here's how:

- **Telehealth** programs empower elders to better understand and manage their own care at home, in adult day centers as well as during post-acute care after a hospitalization. Elders use health monitors to transmit vital signs to nurses, who identify health issues before they become crises.
- Through Solutions at Home **geriatric care management**, we help seniors and caregivers get the services necessary to live at home safely and productively, and we create individualized care plans to address critical needs.
- Through our **licensed home care** agency, Home Assistance Personnel Inc., highly trained, supervised home health aides assist elders with daily activities. Nurses provide ongoing evaluations of health needs and create care plans.
- In collaboration with Senior Health Partners, we provided care management services for 469 clients receiving **home care in the community**.

PERSONS SERVED IN 2013*

ALL PERSONS
COMMUNITY: 58%
NURSING HOMES
POST-ACUTE: 26%
NURSING HOMES
LONG-TERM CARE: 16%



COMMUNITY†
HOME CARE SERVICES/CERTIFIED
HOME HEALTH AGENCY: 80%
DAY CARE; BRONX, MANHATTAN,
SARAH NEUMAN: 13%
HOUSING PROGRAMS;
KITTAI HOUSE, RIVERDALE 202,
WEINBERG 202, GLADSTONE 202: 7%

*Contains duplicate persons served †Community excluding transportation

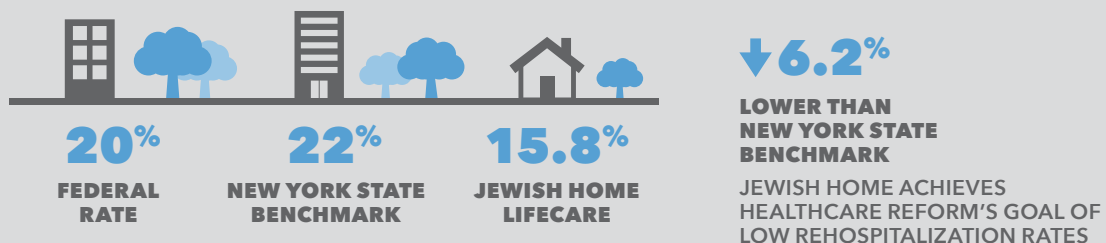
GET WELL, GO HOME

National healthcare reform emphasizes post-acute care—rehabilitation after a hospital stay—as a crucial way to improve health and reduce costs. Jewish Home has been expanding rehabilitative services to help elders seamlessly manage the transition home from the hospital after illness, injury or surgery. Recent milestones include:

- Our **Certified Home Health Agency (CHHA)** opened in May 2013 and was fully licensed in October to provide home-based care and rehabilitation therapy for patients recovering from an acute health episode. Throughout nine counties, including New York City, our care teams help individuals get well, stay well and remain out of the hospital.
- In partnership with NYU Langone Medical Center, Jewish Home opened a dedicated post-acute **cardiac rehabilitation unit** in Manhattan. For patients who have had a cardiac condition, the patient- and family-centered program is a bridge between their hospital stay and safe discharge home.



2013 HOSPITAL 30-DAY READMISSION RATE*



*Commonwealth Fund, May 2014 Report, "Aiming Higher: 30-day hospital readmissions from skilled nursing facilities."

*“A test of a people
is how it behaves
toward the old.”*

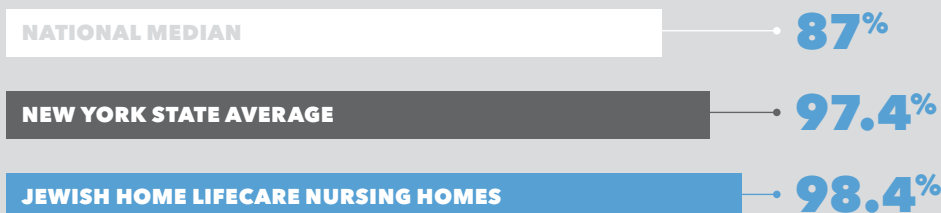
–RABBI ABRAHAM
JOSHUA HESCHEL

LIVE WELL IN A CARING PLACE

Jewish Home’s skilled nursing facilities offer complete communities devoted to improved quality of life and person-directed care. In 2013, we created innovative, responsive housing options that set a new standard in long-term care.

- We completed the 72-bed **University Avenue Assisted Living** facility for a diverse elder population in the Bronx, where elders will age as independently as possible while receiving needed care and support. The building was funded by a \$26 million New York State Department of Health HEAL grant.
- We constructed the first of seven **Small Houses at Sarah Neuman Center**. Built in the Green House style and opened in April 2014, the household provides a real home, choice and independence for the elders, and an empowered staff.
- We continue to make progress towards construction of **The Living Center of Manhattan**, a transformative long-term care facility for the most vulnerable elders. The 414-bed facility will be the first high-rise implementation of the Green House model and the largest eldercare capital project in New York State.

NURSING HOME OCCUPANCY RATES

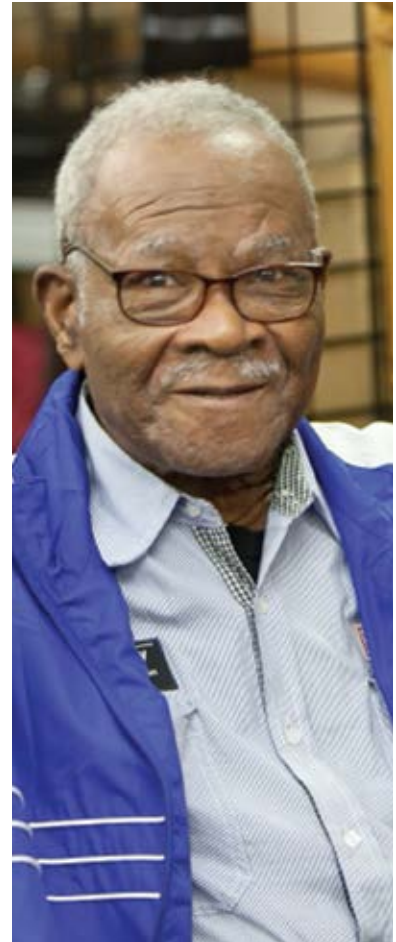


VISION IN ACTION

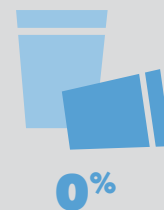
The New Jewish Home combines bold thought leadership and evidence-based innovation to create a future in which even the most vulnerable elders are cared for with dignity.

To meet the complex needs of seniors and improve outcomes, we develop **strategic partnerships** that leverage the strengths and resources of leading healthcare organizations throughout New York. In addition to collaborating with NYU Langone Medical Center on a cardiac rehabilitation center, we worked with Mount Sinai Medical Center and opened an orthopedic rehabilitation unit in 2014. We partner with the Alzheimer's Association to bring a new model of care, *Comfort First*, to New Yorkers with dementia. And together with Panasonic, we are piloting the Home Gateway, a TV-based telehealth system that expands the use of remote health monitoring and diagnostics.

A model of **inclusiveness** in a diverse city, Jewish Home was honored for its welcoming care of lesbian, gay, bisexual and transgender elders, a highly vulnerable population. The SAGE 2013 Aging Services Leadership Award recognized our cultural competencies, new in-service training initiatives and our plans to create residential households exclusively for LGBT older adults in the Living Center of Manhattan.



OUR SUSTAINABLE LEGACY



**STYROFOAM AND PLASTIC
USED ON OUR BRONX CAMPUS**



“Forward-looking philanthropists are thinking about the entire life cycle. Any great city, any great community, must be a viable place for people to age.”

–AUDREY WEINER
President/CEO

Through work-based learning, internships, and college and career counseling, our Geriatric Career Development program helps at-risk high school students climb career ladders in healthcare and **build the workforce of the future**. Since its inception in 2006, 335 students have enrolled in the three-year extracurricular program; 93% of them have graduated from high school in contrast to the NYC high school graduation rate of 66%. For our home health aides, we introduced a new team-based hands-on training model, developed by Paraprofessional Health Institute, and graduated 87 students in 2013.

Our Sustainable Legacy (continued)



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**TREES SAVED
THROUGH REDUCING PAPER USAGE BY
2.5 MILLION SHEETS FROM 2009 TO 2013**



3,957

**CARS OFF THE ROAD
IS EQUIVALENT TO OUR 20,718-TON
REDUCTION OF CO₂ EMISSIONS SINCE 2007**

YOUR GENEROSITY



There can be no more “business as usual” when it comes to aging. The numbers are too high, the stakes too great and the lives too sacred. With your generous support, we are embarking on an exciting new chapter in eldercare.

CHANGING THE DISCOURSE OF AGING

We convened some 200 people in May 2013 for the Himan Brown Symposium to discuss “Life, Living & Aging on Our Own Terms,” with Dr. Ezekiel Emanuel. Jason Furman, Chair of the White House Council of Economic Advisors, keyed the 2014 symposium. In March 2014, *Eight Over Eighty* brought together nearly 500 people to celebrate the lives and achievements of eight remarkable octogenarians. This inspirational event pays tribute to adults 80 years of age and older.

THE NEXT CHAPTER

Through *The Next Chapter* capital campaign, we are investing \$150 million in revolutionary building projects, technological advances, leading-edge research, and individualized, responsive care that is right for the times. Our priorities are focused on four areas:



1 in 5
AMERICANS
WILL BE 65+ BY 2030*

*U.S. Census Bureau

- **The Living Center of Manhattan**, a landmark long-term skilled nursing home and rehabilitation care facility due to open December 2017.
- **Sarah Neuman Center**, featuring a wide-scale transformation into Green House-style households.
- **University Avenue Assisted Living**, which opened in 2013 for income- and medically eligible Bronx seniors.
- **Endowments**, including advancements in telehealth, services, talent development and clinical research.

ENRICHING LIVES EVERY DAY

Thanks to our donors, we inspire elders to lead full, expressive lives by connecting them to the cultural richness of New York and through programs in music, creative arts, technology, and religious and spiritual life. Day in and day out, philanthropic support also underwrites eldercare research, clinical staff training, and annual conferences on palliative care and care for those with dementia.

Together, we are taking bold action now to create a wide array of personalized choices for care as we age. We thank you for your support.



The beautiful Living Center of Manhattan will rise 20 stories above West 97th Street.



\$1.3M
WAS RAISED
AT EIGHT OVER EIGHTY



\$150M
IS BEING INVESTED THROUGH
THE NEXT CHAPTER CAMPAIGN

FINANCIALS

With all the federal and state changes to the regulatory landscape, 2013 was a challenging year financially. Jewish Home Lifecare transitioned programs in response to these changes and finished the year in sound financial position. Notably, net assets increased by \$40 million over year ago.

Particular financial challenges included:

- The cost pressures felt in our Bronx Division skilled nursing facility, even as the clinical programs received

the highest 5-star ranking from the Centers for Medicare and Medicaid Services.

- The impact of closing our Transportation and Long Term Home Healthcare divisions while simultaneously opening a new Certified Home Health Agency (CHHA) in a nine county service area and a Care Management program (as pursuant to the New York State Medicaid redesign Team's recommendations and mandates) as we prepared to open our new Medicaid Assisted Living facility in early 2014.

CONSOLIDATED BALANCE SHEET DECEMBER 31, 2013 AND 2012

<u>Assets</u>	<u>2013</u>	<u>2012</u>	<u>Liabilities and Net Assets</u>	<u>2013</u>	<u>2012</u>
Current assets			Current liabilities		
Cash and cash equivalents	\$ 9,687,989	\$ 7,935,473	Accounts payable and accrued expenses	\$ 41,768,432	\$ 30,790,799
Cash—resident funds and tenant security deposits	1,782,321	1,794,101	Accrued salaries and related liabilities	10,228,455	13,914,232
Investments	68,402,517	67,503,091	Accounts payable—construction	6,110,077	3,673,366
Investments—resident funds	468,620	641,658	Lines of credit and loans payable	8,469,141	6,499,497
Accounts receivable—net	55,954,691	47,195,726	Resident funds	2,250,941	2,435,759
Inventories—at cost	679,550	827,325	Accrued pension payable	6,248,372	3,609,756
Contributions receivable—net	10,923,704	10,884,730	Accrued interest payable	18,008	19,782
Prepaid expenses and other receivables	1,120,703	1,733,353	Annuity obligations	241,545	258,983
Total current assets	149,020,095	138,515,457	Estimated liabilities to third parties	13,399,601	12,173,687
Assets limited as to use			Security deposits and other liabilities	752,352	822,669
Cash and cash equivalents	16,489,664	21,528,398	Current portion of long-term debt	3,981,135	3,596,689
Investments	95,238	95,227	Total current liabilities	93,468,059	77,795,219
Total assets limited as to use	16,584,902	21,623,625	Long-term liabilities		
Noncurrent assets			Accrued pension payable	41,062,991	60,356,529
Cash and cash equivalents	160,168	159,350	Mortgages payable	22,130,701	26,138,526
Investments	16,575,039	16,631,169	Swap liability	23,307	
Beneficial interest in gift annuities	331,842	387,508	Loans payable	3,386,887	3,720,590
Contributions receivable—net	5,068,074	2,215,400	Capital advances	26,923,200	26,923,200
Fixed assets—net	176,231,000	152,359,187	Total long-term liabilities	93,527,086	117,138,845
Total noncurrent assets	198,366,123	171,752,614	Total liabilities	186,995,145	194,934,064
Total assets	\$ 363,971,120	\$ 331,891,696	Net assets		
			Unrestricted	106,722,537	69,888,758
			Temporarily restricted	59,524,893	56,552,082
			Permanently restricted	10,728,545	10,516,792
			Total net assets	176,975,975	136,957,632
			Total liabilities and net assets	\$ 363,971,120	\$ 331,891,696

CONSOLIDATED STATEMENT OF ACTIVITIES YEARS ENDED DECEMBER 31, 2013 AND 2012

	2013			2012
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Operating revenues				Total
Residents	\$ 210,406,603			\$ 215,734,242
Community-based	53,812,879			61,192,572
Total patient service revenue (net of contractual allowances and discounts)	264,219,482			276,926,814
Provision for bad debts	(4,002,247)			(4,856,845)
Net patient service revenue less provision for bad debts	260,217,235			272,069,969
Apartment rentals	6,682,214			6,627,504
Other operating revenues	4,868,956			4,698,445
Contributions				608,180
Net assets released from restrictions	4,440,509	(4,440,509)		
Total operating revenues	276,208,914	(4,440,509)	271,768,405	284,004,098
Operating expenses				
Residents	204,034,344			200,466,715
Community-based	49,885,592			52,336,190
Housing	6,433,470			6,227,132
Other programs	5,480,632			5,732,902
Research and education	842,138			1,018,986
Administrative and general	23,419,680			22,160,026
Total operating expenses (includes interest of \$2,129,227 in 2013 and \$2,342,383 in 2012)	290,095,856			287,941,951
Operating gain (loss)	(13,886,942)	(4,440,509)	(18,327,451)	(3,937,853)
Nonoperating revenues, expenses, gains and losses				
Contributions and grants	18,080,978	10,852,052	211,753	15,440,781
Fund-raising expenses	(2,851,784)			(2,186,794)
Investment income-net of investment fees	7,330,577	4,148,908		7,863,590
Change in value of split-interest agreements	3,219			(147,180)
Gain on refinancing of the mortgage	138,679			138,679
Loss on swap agreement	(23,307)			(23,307)
Net assets released from restrictions-capital	7,718,189	(7,718,189)		
Total nonoperating revenues, expenses, gains and losses	30,396,551	7,282,771	211,753	37,891,075
Change in net assets before other changes in net assets	16,509,609	2,842,262	211,753	19,563,624
Reclassifications	(130,549)	130,549		
Adjustment to pension liability funded status	20,454,719			(6,117,780)
Change in net asset	36,833,779	2,972,811	211,753	10,914,764
Net assets-beginning of year	69,888,758	56,552,082	10,516,792	126,042,868
Net assets-end of year	\$ 106,722,537	\$ 59,524,893	\$ 10,728,545	\$ 136,957,632

This summary of financial information was prepared by Loeb & Troper LLP 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 106 Street, NY, NY 10025 or to the New York State Department of Law, Charities Bureau, 120 Broadway (third floor), NY, NY 10271.

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JEWISH HOME LIFECARE, MANHATTAN

120 West 106th Street
New York, NY 10025
212.870.5000

JEWISH HOME LIFECARE SARAH NEUMAN CENTER, WESTCHESTER

Skirball Campus
845 Palmer Avenue
Mamaroneck, NY 10543
914.698.6005

JEWISH HOME LIFECARE COMMUNITY SERVICES

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KITTA HOUSE INDEPENDENT SENIOR LIVING

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UNIVERSITY AVENUE ASSISTED LIVING

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CONNECTIONS INFORMATION AND REFERRAL SERVICE

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