

2014 ANNUAL REPORT

**THE
NEW
JEWISH
HOME**

AGE LIKE A NEW YORKER

A NEW NAME
A NEW LOOK
A NEW VISION

We have changed our name to The New Jewish Home, and at our annual Eight Over Eighty gala, we unveiled our bold new logo with colorful type stacked high like a New York skyscraper. The words: New, Jewish and Home in our name are a daily reminder to us that we need to find **NEW** approaches to improve eldercare, that we need to be true to our rich **JEWISH** heritage and values, and that we are committed to transforming eldercare so New Yorkers can live meaningful lives in the place they call HOME.

A NEW REALITY IN ELDERCARE...



The New Jewish Home is committed to helping older New Yorkers thrive in the most exciting place on earth. Moving forward, the challenges this poses will be significant. America is aging rapidly, with the 65+ population expected to double and the 85+ population to triple by 2050. The strain this puts on professional and family caregivers, and private and government funding sources, means that more efficient, more personalized models of care must take center stage. In today’s healthcare world, it is imperative that clients and their families have a positive experience for both the clinical outcomes and what is called the *patient experience*. To that end, we commissioned a comprehensive patient experience study to consider every touch point that forms an impression of The New Jewish Home and to improve the ease by which clients and their families navigate through our programs and services.

“We continue to build on our 167-year heritage of Jewish values, while re-examining every aspect of eldercare.”

This will allow us to elevate, even more, both the quality of care and the quality of life that every elder deserves and expects from us. As you will see in this Annual Report, this is what The New Jewish Home is all about. We build on our 167-year heritage of Jewish values, honoring human life and respecting aging, while re-examining every aspect of eldercare to assure that all New Yorkers can live as they wish. We—directors, staff, volunteers, partners, and all of those in the nine counties we serve—thank you for helping us bring to life our vision and promise to “Age like a New Yorker.”

Elizabeth Grayer
Chair

AND A RENEWED COMMITMENT



The healthcare landscape has shifted dramatically. Financial challenges abound for eldercare providers in New York State, including changes in reimbursement and the emergence of Managed Care as a key payer source. We have been challenged to launch new resource-intensive programs and services while simultaneously needing to keep pace with cash requirements for operations. For many years, we have particularly felt cost pressures at our 744-bed Bronx nursing home, which led to the recent decision to sell this division to a well-regarded operator committed to maintaining its quality skilled nursing care. It is this decisiveness and future vision that makes The New Jewish Home well-equipped to successfully navigate these changing times. We are developing better ways to deliver high-quality, cost-efficient care to more New Yorkers. We understand the totality of aging, and we help elders find the right care as their needs change—from new kinds of care in the community to progressive models of facility-based long-term care. We collaborate with other healthcare organizations to respond to the challenges of aging and frailty. And we amplify the reach and impact of care through technology, new programs for vulnerable elders, and staff training that encourages deep, caring relationships with patients. We achieved much last year despite fiscal challenges—and we have much more to do. We thank you for your continued support, which, now more than ever, is essential to helping us provide the best care possible. New Yorkers expect nothing less.

Audrey S. Weiner, DSW, MPH
President/CEO

2014 BY THE NUMBERS

WE SERVED

13,253
individuals,

189
people 100+ years old,
with the oldest being

108

THIS INCLUDED

680
New Yorkers in our
Adult Day Centers

58
Catholic sisters from three
different orders who resided
in our senior residences

1,300,000
hours of homecare provided

THE NEW JEWISH HOME SERVES A DIVERSE AUDIENCE

18%	39%	16%
Catholic	other Christian	Jewish

We serve a broad socioeconomic group including


79.6%
who are on
Medicaid or
Medicaid
Managed Care
Insurance



Our generous
volunteers gave

117,379
hours

100
PHYSICIANS
(primary care
and specialty
consultants)
provided
service across
a broad array
of specialties at
The New Jewish
Home's facilities



84%
of our rehab clients return
home **without** needing to
return to the hospital



1,742 served through
Telehealth in **5** languages:
Chinese, Russian, Korean, Spanish, and English

中国
русский
한국어
Español
English




94%
of clients rated
rehab good or
excellent

Home care
expanded from

3 TO **9**
counties serving
1,236 clients


We
employ

3,600
total
staff



1st

GERIATRIC
SUBSTANCE ABUSE
RECOVERY
PROGRAM
IN THE NATION



WE ARE A
RESOURCE
FOR
ELDERCARE



116,851
people
visited our
website in
2014

**WHAT'S
NEW AT THE
NEW JEWISH
HOME?
A LOT'S NEW.**

NEW models of care

NEW initiatives

NEW choices

NEW partnerships

NEW communities

NEW conversations

NEW focus on the client
experience

The New Jewish Home is creating new ways to help New Yorkers live rich, full lives as they age in the region they love and the place they call home. That means creating new models of care and programs that address the social, emotional and physical needs of elders...using technology to extend the power of the human touch...partnering with outstanding hospitals to meet the complex needs of aging...and embracing the diversity of older New Yorkers.

NEW MODELS OF CARE

where the frail can thrive.

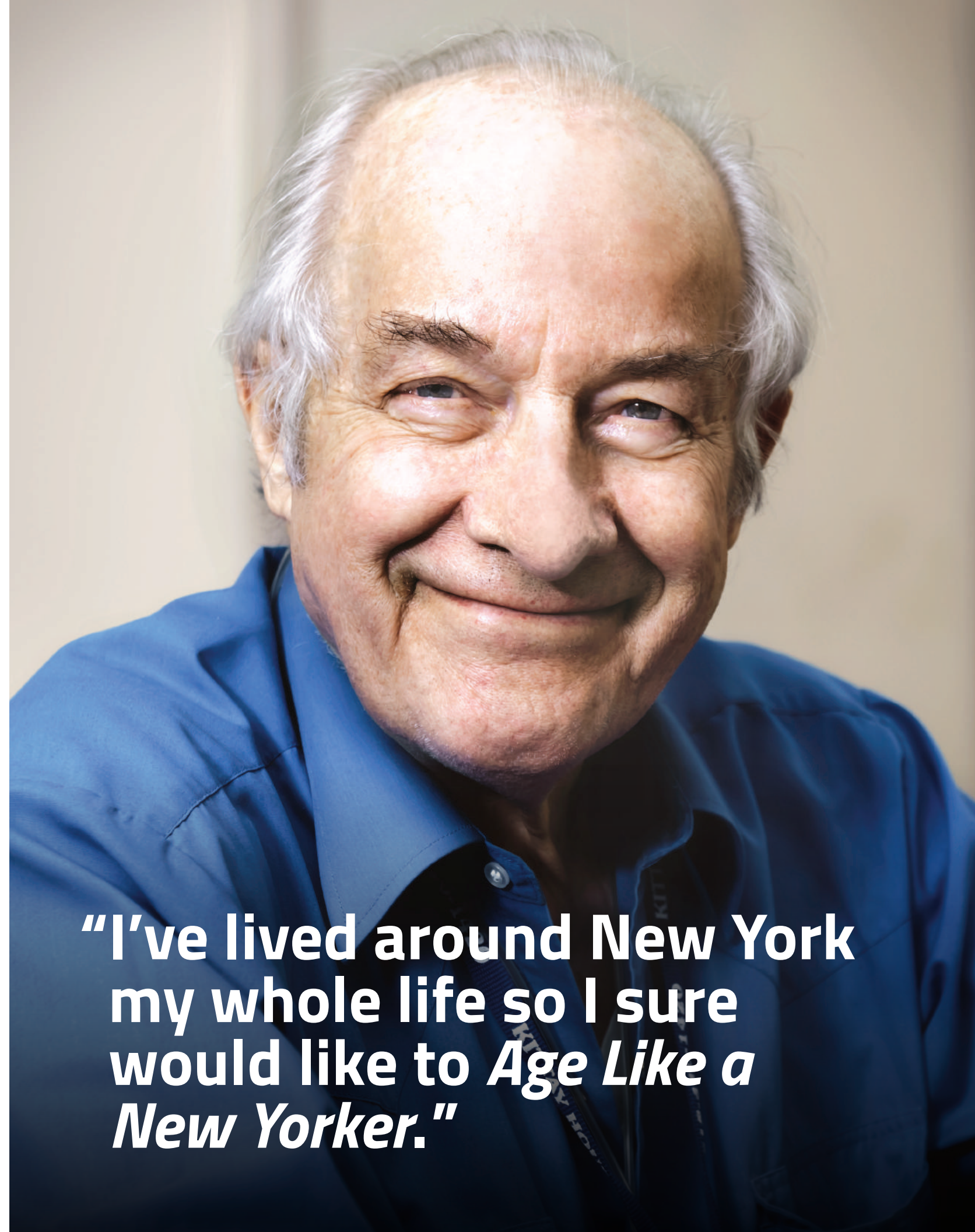


Sarah Neuman Campus, Mamaroneck, NY

For the most vulnerable elders, the revolutionary Green House® model embodies three core values that we believe must drive eldercare: a meaningful life, a real home and an empowered workforce. We are bringing this approach to life on Manhattan's Upper West Side. The 20-story long-term skilled nursing home and rehabilitation care facility we are planning features 22 discrete 12-bedroom households, with privacy and meaningful choice for each person and warm communal spaces for gathering as a community. Designed in partnership with The Green House Project®, The Living Center of Manhattan is the first high-rise implementation of this progressive housing and care model.

In 2014, we began building communities at Sarah Neuman in Westchester, inspired by the Green House model. Twenty-six elders have settled into two of what will ultimately be seven "Small Houses," beautiful, nurturing skilled-nursing facilities that foster intimacy, autonomy and joy of life. Research shows that Green House homes improve the quality of life and care for residents and increase family and staff satisfaction.

"My eyes and ears see and hear different things now," said Daphne Waite, CNA, after undergoing our new **Person-Directed Care** training for working in the Green House model. Through several **forward-looking talent-development programs**, we educate and empower our staff to anticipate and respond to the needs of our elders and their families and to build deep relationships that enhance care and quality of life.



"I've lived around New York my whole life so I sure would like to *Age Like a New Yorker.*"

NEW INNOVATIONS

to extend the reach of care



SMARTCARE by Panasonic being used by a consumer in her own home.

- We embrace **technological innovations** to extend the reach of our care—at home for those with chronic conditions or recovering from illness, and into the far reaches of memory for people with dementia. Here’s how:
- Through our partnership with The Panasonic Corporation, elders living at home can now use their internet-connected televisions to track their health, pass their vital statistics directly to our nurses, and connect to care visits when needed.
 - The Music and Memory program, in use at all locations, provides personalized iPod playlists to help elders with dementia connect with their memories through their favorite music—creating what one staff member calls “wow moments.”
 - We received the Riklis Prize through UJA-Federation, which funds the avatar-based gaming technology, Jintronix, to help people recovering from orthopedic surgery or stroke continue their physical therapy regimen in our rehab facilities and at home.

- Through **innovative programming**, we reach and treat those who are too often underserved. For example:
- For elders tackling medical rehabilitation while also battling alcohol or prescription drug abuse, we launched the country’s first nursing home-based program to help them recover on both fronts. Seventy-one people have successfully completed the program, which is funded by The Fan Fox & Leslie R. Samuels Foundation and The New York Community Trust.
 - Our Dementia Care Navigator program helps people with Alzheimer’s and their families address complex and changing needs across the illness’s various stages. Sixty-seven families have participated.
 - Through our new Night Care program, we provided compassionate overnight care for 32 Westchester residents with dementia, giving caregivers much-needed relief. The program is supported by the New York State Department of Health’s Balancing Incentive Program Innovation Fund.

We were awarded **McKnight’s Innovator of the Year award** in recognition of our partnership program with Panasonic, which reduced hospital visits by 40 percent and achieved a **97 percent patient satisfaction rate**.

NEW PARTNERSHIPS

leveraging expertise



From left to right: **Elizabeth Grayer**, Chair, The New Jewish Home; **Dr. Kristjan T. Ragnarsson**, Mount Sinai Hospital; **Dr. Mark Levy**, Chief Medical Officer, The New Jewish Home; **Dr. Richard Frieden**, Mount Sinai Hospital

- We collaborate with leading hospitals to help older New Yorkers head safely home after a hospitalization. In partnership with **NYU Langone Medical Center**, our post-acute cardiac rehabilitation unit served 223 patients in 2014 and continues to expand services. We also opened a 38-bed orthopedic rehabilitation center in partnership with **Mount Sinai Hospital** and worked with 258 individuals to help them resume independent lives at home.
- In partnership with the Alzheimer’s Association, we are advancing a palliative model of care for those with dementia. The Comfort First® program calls for caregivers, physicians and family members to be highly attuned to a person’s comfort and use that comfort to guide all care. The program aims to educate caregivers on the needs and nuances of the illness, so they can help balance stimulation with rest and quiet time, provide assurance and joy through food, and improve communication and understanding.

RENEWING THE PLANET

Our commitment to New Yorkers includes both the clinical care we provide and the impact this care has on the neighborhoods in which we serve. We decrease strain on the environment through waste management and thoughtful consumption of natural resources.

- 402** trees saved from paper reduction, 2009–2014
- 22,750**-ton reduction in CO² emission, 2007–2014 = 4,523 cars off the road for one year
- 14%** reduction in energy consumption, 2014 vs. 2008
- 10%** reduction in water usage, 2014 vs. 2008
- Switched to **5%** biofuel (from 2%)

NEW COMMUNITIES

representing all of New York



Nothing brings to life The New Jewish Home's values more than the diversity of those in our care. In 2014, we welcomed **58 Women Religious** from three different orders to our Bronx Senior Housing communities. The sisters chose Jewish Home—with our range of residential care options and our spirit of inclusion—so they can stay together as a community while each receives the individualized care she needs.

We are partnering with **SAGE (Services and Advocacy for GLBT Elders)** to train every one of our 3,550 employees to provide welcoming and appropriate care for lesbian, gay, bisexual and transgender elders. In addition, our new skilled nursing residence, The Living Center of Manhattan, will have a Green House community designed especially for those LGBT older adults who might prefer to live in this type of setting.



"Everyone is welcome in New York. That's what makes it such a great place to live."

NEW CONVERSATIONS

to drive change



Dr. Atul Gawande

Third Annual Himan Brown Symposium

We convene leading voices and generous supporters to help change the conversation about what it means to age in America. Our third annual Himan Brown Symposium featured **Dr. Atul Gawande**, a surgeon, writer and public health researcher. Dr. Gawande spoke about his most recent book, *Being Mortal: Medicine and What Matters In The End*.



Four of our eight 2015 honorees, from left to right: **Milton Glaser**, **Arlene Alda**, **Pat Jacobs** and **Joel Grey**

New Reasons to Celebrate

Eight over Eighty, Jewish Home’s new annual celebration, aims to change how society sees age. In 2014, and again in 2015, we drew nearly 500 people to honor the remarkable lifelong work of eight inspiring octogenarians and nonagenarians. We raised \$1.36 million in 2014 and \$1.38 million in 2015 to help The New Jewish Home continue to transform aging in New York.

FINANCIALS

“Our balance sheet remains strong and the road map for future continued success for The New Jewish Home is in place.”

In many ways 2014 represented a year in transition for our industry and The New Jewish Home. The transition from governmental payer to managed care plans has impacted the industry in more ways than anticipated. Programs such as Long Term Home Health Care (homecare for the chronically ill) in both Manhattan and the Bronx have been reduced to serving only a few clients as a result of changes in New York State regulations. Jewish Home has replaced these businesses with a start-up Certified Home Health Agency and with a care management program developed in conjunction with the growing managed care industry.

The New York State Department of Health had anticipated the impacts of these changes to long-term care providers like The New Jewish Home. Unfortunately, the remedies, in the form of Universal Settlement (additional funding to compensate for the change in reimbursement) and Vital Access Provider (VAP) funding (to incentivize reform resulting in better economy of scale practices as it relates to operating expenses), were not enacted in FY2014 as expected. In addition, New York State “pay-for-performance” bonuses we earned have not yet been paid, due to regulatory delays.

- Despite the challenges of new regulations related to State and Federal health care reform, new payers and critical payment delays, the year ended with a strategic repositioning of the organization to better leverage the evolving landscape.
- The addition of our Certified Home Health Agency will allow us to fully implement a continuum of post-acute services. The organization restructured its debt, leveraging the interest rate environment to better position us moving forward.

After a long process, the Board decided (in early 2015) to sell our Bronx Division nursing home on The Harry and Jeanette Weinberg Campus. The sale is anticipated to close in 2016, which will ultimately have a favorable impact on our operating margin.

While the results from 2014 were disappointing, our balance sheet remains strong and the road map for future continued success for The New Jewish Home is in place.

CONSOLIDATED BALANCE SHEET

December 31, 2014 & 2013

Assets	2014		2013		Liabilities and Net Assets	2014		2013	
Current assets					Current liabilities				
Cash and cash equivalents	\$	5,340,042	\$	9,687,989	Accounts payable and accrued expenses	\$	37,468,694	\$	41,768,432
Cash—resident funds and tenant security deposits		2,162,460		1,782,321	Accrued salaries and related liabilities		7,218,450		10,228,455
Investments		70,119,516		68,402,517	Accounts payable—construction		80,912		6,110,077
Investments—resident funds		262,943		468,620	Lines of credit and loans payable		23,437,086		8,469,141
Accounts receivable—net		54,409,274		55,954,691	Resident funds		2,425,403		2,250,941
Inventories—at cost		730,276		679,550	Accrued pension payable		4,700,000		6,248,372
Contributions receivable—net		9,047,919		10,923,704	Accrued interest payable		16,139		18,008
Prepaid expenses and other receivables		1,081,451		1,120,703	Annuity obligations		232,148		241,545
Total current assets		143,153,881		149,020,095	Estimated liabilities to third parties		12,311,519		13,399,601
Assets limited as to use					Security deposits and other liabilities		784,777		752,352
Cash and cash equivalents		3,952,135		16,489,664	Current portion of mortgages payable		2,106,609		3,981,135
Investments		95,249		95,238	Total current liabilities		90,781,737		93,468,059
Total assets limited as to use		4,047,384		16,584,902	Long-term liabilities				
Noncurrent assets					Accrued pension payable		61,874,719		41,062,991
Cash and cash equivalents—restricted		160,554		160,168	Mortgages payable		11,421,763		22,130,701
Investments		15,403,014		16,575,039	Swap liability		131,213		23,307
Beneficial interest in gift annuities		331,842		331,842	Loans payable		3,030,794		3,386,887
Contributions receivable—net		3,893,724		5,068,074	Capital advances		26,923,200		26,923,200
Fixed assets—net		174,843,505		176,231,000	Total long-term liabilities		103,381,689		93,527,086
Total noncurrent assets		194,632,639		198,366,123	Total liabilities		194,163,426		186,995,145
Total assets	\$	341,833,904	\$	363,971,120	Net assets				
					Unrestricted		82,276,402		106,722,537
					Temporarily restricted		54,635,275		59,524,893
					Permanently restricted		10,758,801		10,728,545
					Total net assets		147,670,478		176,975,975
					Total liabilities and net assets	\$	341,833,904	\$	363,971,120

CONSOLIDATED STATEMENT OF ACTIVITIES

Years Ended December 31, 2014 & 2013

	2014				2013
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Operating revenues					
Residents	\$ 212,023,182			\$ 212,023,182	\$ 210,406,603
Community-based	46,177,641			46,177,641	53,812,879
Total patient service revenue (net of contractual allowances and discounts)	258,200,823			258,200,823	264,219,482
Provision for bad debts	(7,630,532)			(7,630,532)	(4,002,247)
Net patient service revenue less provision for bad debts	250,570,291			250,570,291	260,217,235
Apartment rentals	6,800,665			6,800,665	6,682,214
Other operating revenues	5,059,533			5,059,533	4,868,956
Net assets released from restrictions	5,156,484	(5,156,484)			
Total operating revenues	267,586,973	(5,156,484)		262,430,489	271,768,405
Operating expenses					
Residents	201,076,818			201,076,818	204,034,344
Community-based	45,182,034			45,182,034	49,885,592
Housing	6,606,734			6,606,734	6,433,470
Other programs	5,674,933			5,674,933	5,480,632
Research and education	659,061			659,061	842,138
Administrative and general	26,075,377			26,075,377	23,419,680
Total operating expenses (includes interest of \$1,296,299 in 2014 and \$2,129,227 in 2013)	285,274,957			285,274,957	290,095,856
Operating gain (loss)	(17,687,984)	(5,156,484)		(22,844,468)	(18,327,451)
Non-operating revenues, expenses, gains and losses					
Contributions, grants and special event	248,799	8,354,065	30,256	8,633,120	29,144,783
Less direct cost of special event	(360,924)			(360,924)	
Fund-raising expenses	(2,698,711)			(2,698,711)	(2,851,784)
Investment income—net of investment fees	5,794,070	1,636,447		7,430,517	11,479,485
Change in value of split-interest agreements	(15,676)			(15,676)	3,219
Gain on refinancing of the mortgage	770,136			770,136	138,679
Loss on swap agreement	(107,906)			(107,906)	(23,307)
Net assets released from restrictions—capital	9,723,646	(9,723,646)			
Total non-operating revenues, expenses, gains and losses	13,353,434	266,866	30,256	13,650,556	37,891,075
Change in net assets before other changes in net assets	(4,334,550)	(4,889,618)	30,256	(9,193,912)	19,563,624
Reclassifications					
Adjustment to pension liability funded status	(20,111,585)			(20,111,585)	20,454,719
Change in net assets	(24,446,135)	(4,889,618)	30,256	(29,305,497)	40,018,343
Net assets—beginning of year	106,722,537	59,524,893	10,728,545	176,975,975	136,957,632
Net assets—end of year	\$ 82,276,402	\$ 54,635,275	\$ 10,758,801	\$ 147,670,478	\$ 176,975,975

This summary of financial information was prepared by Loeb & Troper LLP for The New Jewish Home. The complete audited financial statement, including related notes and Loeb & Troper’s opinion as independent auditors, may be obtained by writing to Jewish Home, 120 West 106 Street, NY, NY 10025 or to the New York State Department of Law, Charities Bureau, 120 Broadway (3rd floor), NY, NY 10271.

“The year ended with a **strategic repositioning** of the organization to better leverage the evolving landscape.”



“The New Jewish Home
feels, well, just like home.”

THANK YOU

We couldn't do it without you.

Individuals, foundations, government partners & corporations who have given or pledged financial support during the fiscal year January 1, 2014 – December 31, 2014:

\$5,000,000+
The Pershing Square Foundation

\$1,000,000+
The Harry & Jeanette Weinberg Foundation, Inc.

\$500,000+
Estate of Samuel Begun
The Kirsh Foundation
Linda Mirels
New York State Department of Health
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Foundation

\$2,500+

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