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.
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. 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

**A NEW REALITY IN ELDERCARE...**

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

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

**AND A RENEWED COMMITMENT**

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% Catholic
39% other Christian
16% Jewish

We serve a broad socioeconomic group including 79.6% who are on Medicaid or Medicaid Managed Care Insurance

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

We employ 3,600 total staff

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

1,236 clients

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

94% of clients rated rehab good or excellent

Home care expanded from 3 to 9 counties serving

117,379 hours

We are a resource for eldercare

GERIATRIC SUBSTANCE ABUSE RECOVERY PROGRAM IN THE NATION

118,851 people visited our website in 2014

1st GERIATRIC SUBSTANCE ABUSE RECOVERY PROGRAM IN THE NATION

English

中国
русский
한국어
Español

Our generous volunteers gave 117,379 hours
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.

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

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.

NEW PARTNERSHIPS

leveraging expertise

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

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.

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

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.

“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

<table>
<thead>
<tr>
<th>Assets</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$5,340,042</td>
<td>$9,687,989</td>
</tr>
<tr>
<td>Cash—resident funds and tenant security deposits</td>
<td>2,162,460</td>
<td>1,782,321</td>
</tr>
<tr>
<td>Investments</td>
<td>70,119,516</td>
<td>68,602,517</td>
</tr>
<tr>
<td>Investments—resident funds</td>
<td>252,643</td>
<td>488,630</td>
</tr>
<tr>
<td>Accounts receivable—net</td>
<td>54,409,274</td>
<td>55,954,691</td>
</tr>
<tr>
<td>Inventories—at cost</td>
<td>735,276</td>
<td>679,550</td>
</tr>
<tr>
<td>Contributions receivable—net</td>
<td>9,047,919</td>
<td>10,923,704</td>
</tr>
<tr>
<td>Prepaids and other receivables</td>
<td>1,081,451</td>
<td>1,120,703</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$3,981,135</strong></td>
<td><strong>$93,468,059</strong></td>
</tr>
<tr>
<td>Fixed assets—net</td>
<td>174,843,505</td>
<td></td>
</tr>
<tr>
<td>Accruals and related liabilities</td>
<td>7,218,450</td>
<td>10,228,455</td>
</tr>
<tr>
<td>Accounts payable—construction</td>
<td>80,912</td>
<td>6,110,077</td>
</tr>
<tr>
<td>Lines of credit and loans payable</td>
<td>23,637,086</td>
<td>8,469,141</td>
</tr>
<tr>
<td>Resident funds</td>
<td>2,425,409</td>
<td>2,250,302</td>
</tr>
<tr>
<td>Accrued pension payable</td>
<td>1,700,000</td>
<td>6,248,327</td>
</tr>
<tr>
<td>Accrued interest payable</td>
<td>16,139</td>
<td>19,098</td>
</tr>
<tr>
<td>Amortization obligations</td>
<td>290,148</td>
<td>241,545</td>
</tr>
<tr>
<td>Current portion of mortgage payable</td>
<td>2,105,609</td>
<td>3,981,135</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$3,981,135</strong></td>
<td><strong>$71,228,655</strong></td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>176,975,975</td>
<td></td>
</tr>
<tr>
<td>Accrued pension payable</td>
<td>61,874,719</td>
<td>41,302,991</td>
</tr>
<tr>
<td>Mortgages payable</td>
<td>11,421,763</td>
<td>22,130,701</td>
</tr>
<tr>
<td>Swap liability</td>
<td>131,213</td>
<td>23,307</td>
</tr>
<tr>
<td>Loans payable</td>
<td>3,000,790</td>
<td>3,388,887</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td><strong>176,975,975</strong></td>
<td><strong>143,153,881</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$214,957,110</strong></td>
<td><strong>$206,381,936</strong></td>
</tr>
<tr>
<td>Net assets—end of year</td>
<td>250,570,291</td>
<td></td>
</tr>
<tr>
<td>Net assets—beginning of year</td>
<td>176,975,975</td>
<td></td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>10,758,801</td>
<td></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>54,635,275</td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>82,276,402</td>
<td></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$267,586,973</strong></td>
<td><strong>$206,514,489</strong></td>
</tr>
</tbody>
</table>

### CONSOLIDATED STATEMENT OF ACTIVITIES
Years Ended December 31, 2014 & 2013

<table>
<thead>
<tr>
<th>Operating revenues</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>$2,103,218</td>
<td>$2,103,218</td>
</tr>
<tr>
<td>Community-based</td>
<td>46,177,661</td>
<td>46,177,661</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>$262,430,489</strong></td>
<td><strong>$271,768,405</strong></td>
</tr>
<tr>
<td>Non-operating revenues, expenses, gains and losses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions, grants and special event</td>
<td>248,799</td>
<td>8,394,855</td>
</tr>
<tr>
<td>Less direct cost of special event</td>
<td>(160,924)</td>
<td>(360,924)</td>
</tr>
<tr>
<td>Fund-raising expenses</td>
<td>(2,698,711)</td>
<td>(2,698,711)</td>
</tr>
<tr>
<td>Investment income—net of investment fees</td>
<td>5,764,070</td>
<td>1,636,447</td>
</tr>
<tr>
<td>Change in value of split-interest agreements</td>
<td>(15,676)</td>
<td></td>
</tr>
<tr>
<td>Gain on refinancing of the mortgage</td>
<td>770,136</td>
<td>770,136</td>
</tr>
<tr>
<td>Loss on swap agreement</td>
<td>(107,906)</td>
<td>(23,307)</td>
</tr>
<tr>
<td><strong>Total non-operating revenues, expenses, gains and losses</strong></td>
<td><strong>$285,274,957</strong></td>
<td><strong>$285,274,957</strong></td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>$267,586,973</strong></td>
<td><strong>$290,895,866</strong></td>
</tr>
</tbody>
</table>

“The year ended with a strategic repositioning of the organization to better leverage the evolving landscape.”
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.
- Estate of Samuel Begun
  The Kirsh Foundation
  Linda Mirels
  New York State Department of Health
  OHIP/Division of Long Term Care, Balancing Incentive Program

$500,000+
- Vivian and Roger Farah
  The Harriet and Robert H. Heilbrunn Fund
  Andrew D. Heineman
  Ruth and Sidney Lapidus
  S. Arthur & Dorothy R. Neufeld Foundation
  The Pinkerton Foundation
  Elissa and Great Neck Richman
  Richman Family Foundation
  New York State Department of Health
  OHIP/Division of Long Term Care, Balancing Incentive Program

$250,000+
- Vivian and Roger Farah
  Andrew D. Heineman
  The Andrea & Charles Bronfman Philanthropies, Inc.
  J.E. & Z.B. Butler Foundation
  The Peter Jay Sharp Foundation
  United Hospital Fund of New York
  UJA-Federation of New York

$100,000+
- Andrew Adelson
  Vivian and Daniel Bernstein
  The Andrea & Charles Bronfman Philanthropies, Inc.
  Jack M. Brown Trust
  The Eisner Foundation
  Jewish Communal Fund
  Mount Sinai School of Medicine
  The New York Community Trust
  New York State Education Department
  Victoria Moran-Furman and Jay Furman
  Marzia Rélik
  The Fan Fox and Leslie R. Samuels Foundation, Inc.
  Tammi Schneider
  Jayne M. Silberman
  Tiger Foundation
  Carol and Lawrence Zicklin

$50,000+
- Altman Foundation
  American Honda Foundation
  Carol A. Becker
  Arni Berman and Daniel Feld
  Berman Private Foundation
  Mandell L. & Madeleine H. Berman Foundations
  J.E. & Z.B. Butler Foundation
  The Patrick & Catherine Weldon Donaghue Medical Research Foundation
  Susan and Jeffrey Goldstein
  Robin and Scott Gottlieb
  Elizabeth Grayer and Adian Synnott
  Joy Henshel
  Hiram Brown Charitable Trust
  The Carl Marks Foundation, Inc.
  New York City Department for the Aging
  Amy and Kenneth Pollinger
  Price Family Foundation
  Donna and Marvin Schwartz
  The Peter Jay Sharp Foundation
  United Hospital Fund of New York
  Joan and Sol Wachtler
  Judith and Fred Wilpon
  The Judy and Fred Wilpon Family Foundation, Inc.

$25,000+
- Peter A. & Elizabeth S. Cohn Foundation
  Carole and Richard Eisner
  Diana and John Engel
  Cheryl Fishbein and Philip Schatten
  Margot and Norman Freedman
  Freedman Family Fund
  Ellen and David Freeman
  Morris and Gertrude Furman Foundation
  Lucille Gladstone
  The Herman Goldman Foundation
  Eugene and Emily Grant
  Susan and David Haas
  The Irma & Richard Halpern Foundation
  Francine and Bill Klingenstein
  Frederick Klingenstein

John and Fred Klingenstein Fund of UJA-Federation of New York
Pat and John Klingenstein
The Carroll and Percy Klingenstein Foundation, Inc.
Ruth and David Levine
Linda and Steven Lowenthal
Judith and Michael Luskin
New York State Department of Labor
Henry Nias Foundation, Inc.
Dr. Capital Advisors, LLC
Markey and Stanley Pansowski
Cindy and David Pinter
Susan and Arthur Rebell
Amy and Robert Rothman
Richard Rovit, M.D.
The Skirball Foundation
Nicki and Harold Tanner
Tishman Construction, an AECOM Company

$10,000+
- Lisa A. Alter
  Andron Construction Corporation
  The A. R. K. Foundation
  Atlantic, Tomorrow’s Office
  Lou-Ellen and Mel Barkan
  Blau Family Foundation
  Community Counseling Services Co., Inc.
  Crothall Services Group
  Helen Matchett Demario Foundation
  Susan and Paul Efron
  Joanne and Bruce Evans
  Friends of Sarah Neuman
  Susan and Alan Gershenhorn
  GrayHA Ventures
  Goldman Sonnenfeldt Foundation Trust under will of Ida Golomb
  Harry H. Gordon
  Nancy and Joel Hirschl
  Stacy and Jonathan Hochberg
  Rita / Irwin Hochberg Family Foundation
  Mrs. Richard Jacobs
  Bobbie Stein and Michael Jaffe
  Leeb & Troper LLP
  M&T Bank - Metro New York

“The New Jewish Home feels, well, just like home.”
Constance and Arthur Rosner
Morton Rosen
Mary and Stanton Roller
Mordecai Rochlin
Mary and Christopher Robinson
Avril Robinson

Revenue Enhancement Services
Merileeds and Thomas Pollak
Deborah N. Plachta, M.D.

Ellen and Arthur Pincus

Jerome Pickholz

Sharon and Irving Picard

Shaya and Catherine Phillips

Barbara Pettoni

Suzi and Martin Oppenheimer

Elaine Oppenheim

Old Oaks Foundation, Inc.

Judith Nicholson

Neil Nicastro

Stephanie and Jay Newman

Norma Morel

Jane and Robert Moss

Sandra Mundy

Sarah Murdoch

Robin Murray

Myerberg Philanthropic Advisors

Stephanie and Jay Newman

Neil Nicastro

Judith Nicholson

Old Oaks Foundation, Inc.

Elaine Oppenheim

Suzi and Martin Oppenheimer

Barbara Pettoni

Shaya and Catherine Phillips

Melissa Piarko

Sharon and Irving Picard

Jerome Pickholz

Antonio Pilgrim

Ellen and Arthur Pincus

Deborah N. Flachta, M.D.

Merieleeds and Thomas Pollak

Denise Rallis

Revenue Enhancement Services

Thomas Riley

Sheila Johnson Robbins

Susan RobertsHaw

Avri Robinson

Mary and Christopher Robinson

Mordecai Rochlin

Mary and Stanton Roller

Morton Rosen

Marvin Rosenberg

Constance and Arthur Rosner

Janet Ross

Jonathan Rotth

Peter Rothschild

Sandra Rothschild

Joel Rotzner

Eileen Rowland-Sheets

Beth Rubin

Regina M. Rubenstein

Zel and Dr. Lou Rubins

Marcia and Stephen Saft

Barbara Salamson

Chester Salomon

Carol and Arthur Saltzman

Harriet Saltzman

Dorian Samuels

Burt Savitsky

Helen and Barry Schachter

Suzanne and Robert Schaps

Isabel Schein

Ronald Schiffman

Ann Schlusselberg

Gregg Schneider

Dorothy Schreiber

Sheila Chernin and Peter Schwartz

Andrew Seidman

Mark Seitelman

Stephen Seltzer

Joanne and Spencer Shaw

Elaine Sheidlower

Robert Shlasko

Pauline Shmeld

Shawn Silver

Sheila Silverstone

David E. Simon

Ruth-Lesli Sinanian

Claude Singer

Debra and Franklin Smith

William Smith

Geula and Josh Solomon

Glenn Stewart

David Strasberg

Tom Sugrow

Ada Sweeney

Barbara Swift

Richard Teller

Lois and Arnold Tepfer

Enoch Tetteh-Nartey

Suzanna Thiebaut

John Thomas and Susan Mayberger

Nadine Thomas

Titlevest Agency, Inc.

Daisy Toledo

Marlene Toobin

Robyn Transport

Ted Trief

Andrea Tschan

Patricia Tye

Mitchel and Patty Udell

Marybelle Vais

Elizabeth Varanka and Lawrence Varanka, Jr.

Andrew and Lisa Wacht

Robin and Philip Wachtler

Barbara and Leonard Wacksman

Suzanne Waisbren

Marylyn and Michael Wailker

Rosalind and Reuben Wasserman

Wendy Waterman

Vanessa Watson

Marla Wasserman

Evelyn and Barry Weinberg

Margery and Paul Weinstein

Rachel and Gregory Weiss

Beatrice and Kenneth Werden

Linda and Ben Wetchler

Scott White

Josh Wiener

Jeffrey Wiesenfeld

Ted Wind

Steven Wollman

Donald Worton

Rita Wnawlewski

Judy Young

Marissa and David Zackowitz

Karen and Ken Ziman

Howard L. Zimmerman, Architects, P.C.

Susan Eevis and Howard Zimmerman

Michael and Bridget Zimmerman

Seymour and Audrey Zublowski

*Deceased

SYSTEM AND DIVISION BOARD MEMBERS
(las of October 2012)

Audrey S. Weiner, DSW, MPH
President/CEO

Elizabeth Grayr
Chair, System Board

Mel Barkan
Chair, Community Services Board

Michael Luskin
Chair, Bronx Board

Jill Oberlander
Chair, Westchester Board,

Sarah Neuman Center

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