2015 ANNUAL REPORT

THE NEW JEWISH HOME

AGE LIKE A NEW YORKER

PURPOSE STATEMENT

The New Jewish Home is committed to transforming eldercare for New Yorkers so they can live meaningful lives in the place they call home.

To Friends, Supporters & Colleagues

Well into its second century of providing care for New Yorkers and comfort to their families, The New Jewish Home continues to evolve and adapt to best serve our very diverse and very large population. This past year, 2015, was no exception. In many ways, it was a year of repositioning as the organization prepares for some new realities we face this year and beyond.

Importantly, we ended 2015 with an operating surplus and thus in better financial position than we did in 2014, one of the single most challenging years in our history. As a not-for-profit organization, maintaining financial strength is an important objective so we can continue to serve the greater New York community. Receiving long overdue New York State Medicaid payments helped substantially in reversing 2014's loss. In addition, by instituting selected workforce changes, engaging in more intense marketing efforts and re-structuring certain of our operating divisions, we were able to position Jewish Home for financial success.

And while we work diligently on strategy, financial strength and organizational structure, we are reminded regularly of why we do what we do at Jewish Home and how it touches tens of thousands each year. It's enormously gratifying.

The Board of Directors of Jewish Home has over the years (168 to be exact) regularly made the tough decisions to invest in a range of elder-related services and facilities even when providing those services and maintaining those facilities becomes economically challenging. As a result we regularly receive thank you emails, calls and letters from clients and their families. For example:

- A Mamaroneck resident who's only five minutes from his chronically ill brother now being cared for at Sarah Neuman in Westchester;
- A son, whose mother is now stable and makes new friends regularly in one of our new small houses at Sarah Neuman;
- A patient on our Manhattan campus who in two short weeks progressed from being bed-ridden after cardiac surgery to navigating stairs so he could return home safely;
- An older independent New Yorker in his 70s whose less-independent 95-year-old mother receives home health services daily so she can enjoy a much better quality of life in her last years.

And, of course, many many more.

And in each of these messages, we're never surprised to hear about the most important feature of The New Jewish Home, our dedicated employees. We like to refer to everyone here on staff as "care partners." Whether it's the chef in the kitchen, the clerk in the finance department, the geriatrician making daily rounds or the two of us in leadership, we're all partners caring for those who need our help. Our people—currently more than 3,500 strong— are all care partners and make a difference.

In 2015 we made the difficult decision to sell our 744-bed skilled nursing facility on West Kingsbridge Road in the Bronx, a transaction expected to be completed in the third quarter of 2016. While necessary for the long-term financial well-being of Jewish Home, and our ability to create a physical environment which supports person-directed care, the decision was bittersweet, as we will miss many of our care partners who have worked with us in the Bronx, some for several decades, and of course our elders and their families. Jewish Home will continue our commitment to the elders in the Bronx through care management and our assisted living, low and moderate income housing, homecare and day care programs.

The result of this transaction will be a smaller yet financially stronger Jewish Home, able to better fulfill its purpose: "transforming elder-care for New Yorkers so they can live meaningful lives in the place they call home." As 2015 was a year of positioning, 2016 will be one of visioning. We are imagining our future to best serve New Yorkers in the areas we know best. We are evaluating the needs of the growing aging population and their families to determine how we can best respond. And we are planning for the future of New York City, Westchester and the surrounding counties so we can always be, as we have for 168 years, a vital resource to help each and every person we serve to "Age Like a New Yorker."

You've been part of this story in the past, and we hope you will help us continue to write this story in the future. Thank you, as always, for your attention, your caring and your support.

Audrey Weiner

Audrey Weiner
President and CEO

Elizabeth Grayer

Elizabeth Grayer
Chairman

Over the past year, The New Jewish Home experienced opportunities for innovation, expansion, and transformation. We faced challenging decisions that have required us to rethink and re-imagine our future and what it means to be The New Jewish Home.

2015 Highlights

New Brand Roll Out: Age Like a New Yorker

The 2nd Annual "Eight Over Eighty" Gala marked the debut of our branding as The New Jewish Home—a bold, vibrant logo and statement about what it means to "Age Like a New Yorker". This is a conscious abandonment of the industry's traditional, institutional approach to aging. Our new name reflects a renewed commitment to innovation, a radically patient-focused approach to care, and a deep-rooted respect for elders. Our tagline, "Age Like a New Yorker", announces our determination to thrive in the new eldercare environment through continuous innovation, in the process transforming eldercare so that New Yorkers can live meaningful lives in whatever place they call home.

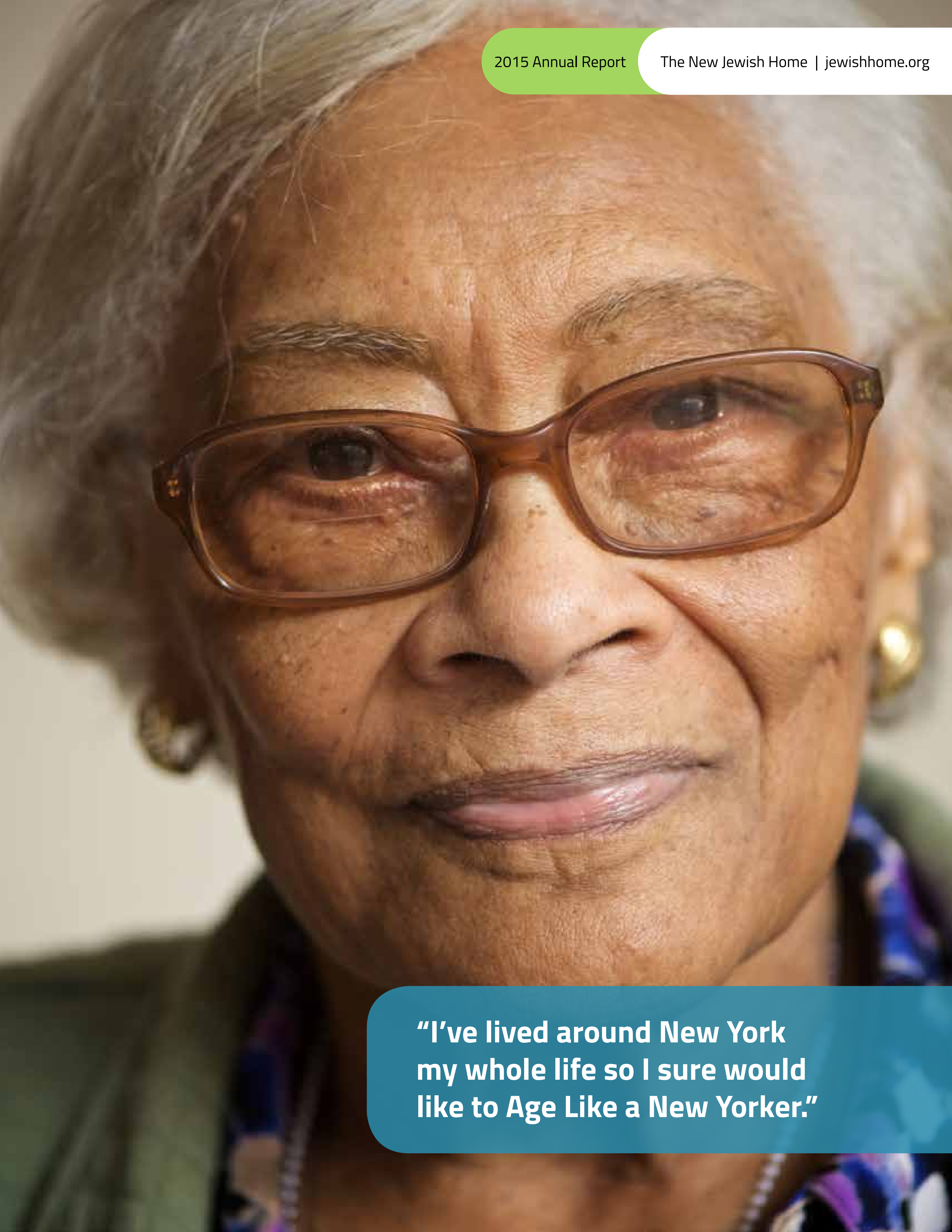
Comfort Matters™

After completing a successful 30-month pilot project, sponsored by CaringKind (formerly the Alzheimer's Association, New York City Chapter) and in partnership with Cobble Hill Health Center, Isabella Geriatric Center, Calvary Hospice, VNSNY Hospice and MJHS Hospice and Palliative Care of Greater New York, The New Jewish Home continued our work with Comfort Matters™. The program is based on the practice of a comfort-focused care approach for people with late-stage dementia.

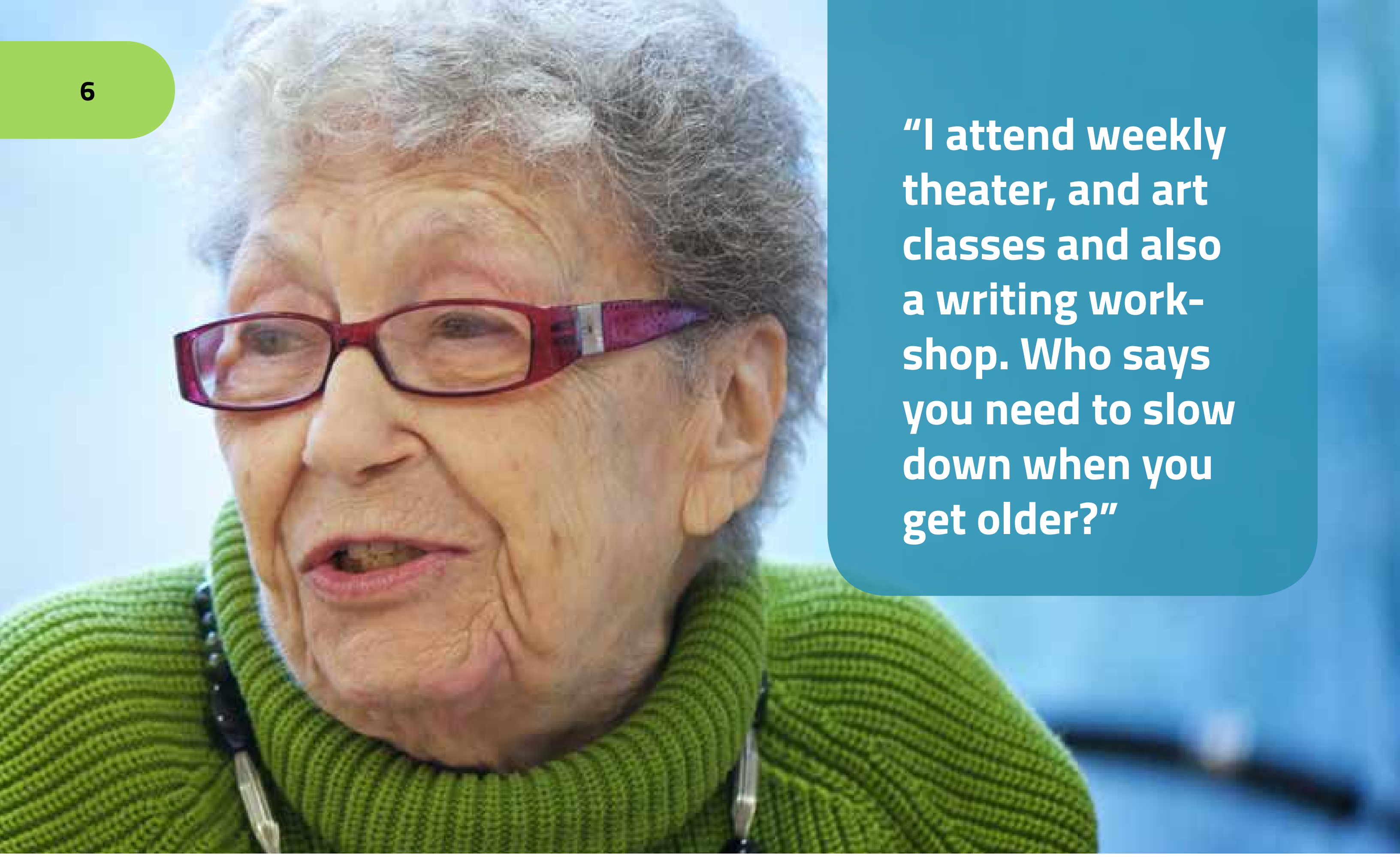
The work on our pilot floor in Manhattan focused on identification and treatment of pain, more flexible diets and smaller group and one-on-one activities as well as careful attention to elders' sleep/wake cycles. The New Jewish Home's Comfort Matters™ team focuses on providing quality palliative and end-of-life care. In 2015, we laid the groundwork to roll the program out to additional floors on our Manhattan Campus as well as applying for official Comfort Matters™ accreditation which we will complete in 2016. We also expect to expand the program to Sarah Neuman in 2016. The impacts of the Comfort Matters™ program are many and include a decrease in the use of antipsychotic medication to well below the national average.

Governance Restructure

Jewish Home's previous system governance structure, with multiple boards serving each of our campuses and communities, worked well for many years but became too cumbersome to effectively allow the Board to maximize their time, focus on strategic issues, and make decisions most effectively. Over the past year the Board designed a process for modifying the governance structure to enhance its capacity to guide and support the organization moving forward into the future. Our newly-consolidated structure will facilitate Jewish Home's push towards being a unified system.



“I’ve lived around New York my whole life so I sure would like to Age Like a New Yorker.”



> **"I attend weekly theater, and art classes and also a writing workshop. Who says you need to slow down when you get older?"**

First Chief Experience Officer (CXO) Appointed

Veteran eldercare executive Tammy L. Marshall has been named The New Jewish Home's first CXO. Ms. Marshall was previously the organization's Director of Green House® Education. She brings to the job not only the technical skills and the experience required, but also an unparalleled commitment to the humanity that underlies the Green House® model and person-directed care. In her new position, Ms. Marshall is responsible for leading Jewish Home's efforts to create the best possible experience for everyone whom the organization touches. This includes the 13,000 clients cared for each year on our three campuses and through our Care at Home home-health operations, their families and the 3,500 staff members.

Jintronix Pilot

Thanks to The Riklis Prize in Social Entrepreneurship through UJA Federation of New York, The New Jewish Home piloted Jintronix, a new virtual-avatar rehabilitation therapy, to our post-acute population on our specialized rehab floors developed in collaboration with The Mount Sinai Hospital and NYU Langone Medical Center. Since September 2015, Jewish Home capitalized on the added value that this technology gives us over other providers while enhancing the experience of post-acute patients at our Manhattan Campus. The program will be rolled out at Sarah Neuman in 2016. Through the pilot, we successfully served nearly 300 patients. The 30-day re-hospitalization rate for participants was reduced from 11% to 6.2%, well below the national average of 17.5%. The therapy option has proven to be in-demand, and in addition to continuing our post-acute programs, we are exploring ways to bring Jintronix to patients as they transition home.

Expanded Social Media

Jewish Home's social media presence is more active than ever, thanks to our new consultants in Digital Content and Communications, dedicated staff, and growing community of supporters. This additional reach enabled us to successfully conduct our first Giving Tuesday campaign in November and December of 2015, which substantially surpassed its goals. Check out our fresh, revamped website at jewishhome.org, and "follow" and "like" us on other outlets, including Facebook (@thenewjewishhome), Twitter (@NewJewishHome), Instagram (@NewJewishHome), Vimeo, and LinkedIn to keep up with what's trending here and the latest eldercare issues.

“I’m a New Yorker! I was raised to have everything I need right at my doorstep.”

LANGUAGES SPOKEN BY OUR CLIENTS:

Здравствуйте
你好
chào bạn
Hello
Hola
bonjou
Ciao
여보세요
Bonjour

CANTONESE	23	FRENCH-CREOLE	10	RUSSIAN	18
CHINESE	16	ITALIAN	6	SPANISH	899
FRENCH	6	KOREAN	20	VIETNAMESE	3
		MANDARIN	9		

37%
OF OUR STAFF SPEAK A 2ND LANGUAGE.

2015 By the Numbers

13,678
PEOPLE WE SERVED

724
SERVED IN ADULT DAY CENTERS

3,605
HOMECARE CLIENTS SERVED

1,097
SERVED THROUGH TELEHEALTH PRODUCTS/PROGRAMS

3,453
EMPLOYEES

200
CLIENTS OVER THE AGE OF 100

10%
OF CLIENT POPULATION IS UNDER THE AGE OF 60.

AGE OF THE YOUNGEST PATIENT SERVED IN OUR H.A.P.I DIVISION. **21**

67
HIGH SCHOOL STUDENTS GRADUATED FROM THE NEW JEWISH HOME'S GERIATRIC CAREER DEVELOPMENT PROGRAM

RE-HOSPITALIZATION FOR GERIATRIC SUBSTANCE ABUSE WAS
5%
MUCH LOWER THAN THE AVERAGE FOR POST-ACUTE PATIENTS. 99 PATIENTS PARTICIPATED AS OF MARCH 15.

REDUCED HOSPITALIZATION WITH MT. SINAI PARTNERS.
MT. SINAI RATE REDUCED BY
20%

FAITH

32%	CATHOLIC
22%	JEWISH
25%	OTHER CHRISTIAN
21%	OTHER

2015 Financial Statements

In many ways 2015 provided some closure for the unresolved issues that impacted our overall 2014 operating performance. While the transition from governmental payer to managed care plans continued, The New Jewish Home's skilled nursing facilities continue to operate at or near capacity while our new Medicaid Assisted Living Facility, Certified Home Health Agency and our Care Management program all experienced their first full year of operations with improved performance.

With respect to healthcare finance reform, while the industry continues to wait for New York State "pay-for-performance" bonuses earned in prior years, funding 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 approved which allowed for the The New Jewish Home's operating results to improve dramatically in 2015.

While the organization incurred investment losses of $2.1M from a challenging and volatile market, the organization still managed to have a very strong year despite the losses, generating a positive change in net assets.

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 during Quarter 3 2016 and will ultimately have a favorable impact on the overall operating margin of the system moving forward, positioning us for better sustainability with the eye on the future in terms of opportunity and growth.

"It's just like home. Except someone else cleans, does the dishes and the cooking."

BALANCE SHEET
DECEMBER 31, 2015 AND 2014

ASSETS	2015	2014
Current assets		
Cash and cash equivalents	$ 3,363,390	$ 5,340,042
Cash–resident funds and tenant security deposits	2,241,597	2,162,460
Investments	64,554,095	70,119,516
Investments–resident funds		262,943
Accounts receivable–net	64,307,629	54,409,274
Inventories–at cost	754,424	730,276
Contributions receivable–net	4,969,082	9,047,919
Prepaid expenses and other assets	2,907,195	1,081,451
Total current assets	143,097,412	143,153,881
Assets limited as to use		
Cash and cash equivalents	12,831,104	6,952,135
Investments	95,260	95,249
Total assets limited as to use	12,926,364	7,047,384
Noncurrent assets		
Cash and cash equivalents–restricted	161,117	160,554
Investments	15,118,617	15,403,014
Beneficial interest in gift annuities	326,526	331,842
Contributions receivable–net	4,038,041	3,893,724
Fixed assets–net	172,849,158	174,843,505
Total noncurrent assets	192,493,459	194,632,639
Total assets	$ 348,517,235	$ 344,833,904

LIABILITIES AND NET ASSETS	2015	2014
Current liabilities		
Accounts payable and accrued expenses	$ 37,248,642	$ 37,468,694
Accrued salaries and related liabilities	4,220,847	7,218,450
Accounts payable–construction		80,912
Lines of credit and loans payable	23,880,220	23,437,086
Resident funds	2,241,597	2,425,403
Accrued pension payable	10,604,456	4,700,000
Accrued interest payable	14,175	16,139
Annuity obligations	223,004	232,148
Estimated liabilities due to third parties	8,722,599	12,311,519
Refundable advance	5,500,000	
Security deposits and other liabilities	767,801	784,777
Current portion of mortgages payable	2,173,012	2,106,609
Total current liabilities	95,632,353	90,781,737
Long-term liabilities		
Refund Advance	3,000,000	3,000,000
Accrued pension payable	62,433,241	61,874,719
Mortgages payable	9,254,135	11,421,763
Swap liability	131,502	131,213
Loans payable	2,650,728	3,030,794
Capital advances	26,923,200	26,923,200
Total long-term liabilities	104,392,806	106,381,689
Total liabilities	200,025,159	197,163,426
Net assets (Exhibit B)		
Unrestricted	85,532,249	82,276,402
Temporarily restricted	52,190,026	54,635,275
Permanently restricted	10,769,801	10,758,801
Total net assets	148,492,076	147,670,478
Total liabilities and net assets	$ 348,517,235	$ 344,833,904

STATEMENT OF ACTIVITIES
DECEMBER 31, 2015 AND 2014

	2015				2014
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Total
Operating revenues					
Residents	$ 219,325,413			$ 219,325,413	$ 210,811,917
Community-based	47,109,140			47,109,140	46,177,641
Total patient service revenue (net of contractual allowances and discounts)	266,434,553			266,434,553	256,989,558
Provision for bad debts	(5,067,821)			(5,067,821)	(7,630,532)
Net patient service revenue less provision for bad debts	261,366,732			261,366,732	249,359,026
Grant income	9,417,900			9,417,900	1,211,265
Apartment rentals	7,378,166			7,378,166	6,800,665
Other operating revenues	4,517,361			4,517,361	5,059,533
Net assets released from restrictions	5,910,150	$ (5,910,150)			
Total operating revenues	288,590,309	(5,910,150)		282,680,159	262,430,489
Operating expenses					
Residents	200,840,469			200,840,469	201,076,818
Community-based	44,924,639			44,924,639	45,182,034
Housing	6,533,227			6,533,227	6,606,734
Other programs	6,075,334			6,075,334	5,674,933
Research and education	514,053			514,053	659,061
Administrative and general	27,022,667			27,022,667	26,075,377
Total operating expenses (includes interest of $1,721,399 in 2015 & $1,296,299 in 2014)	285,910,389			285,910,389	285,274,957
Operating Income (loss)	2,679,920	(5,910,150)		(3,230,230)	(22,844,468)
Nonoperating revenues, expenses, gains and losses					
Contributions, grants, & special event	87,255	9,112,177	$ 11,000	9,210,432	8,633,120
Less direct cost of special event	(231,889)			(231,889)	(360,924)
Fund-raising expenses	(2,968,901)			(2,968,901)	(2,698,711)
Bad debt loss		(3,351,407)		(3,351,407)	
Investment income (loss)—net of investment fees	(2,251,373)	149,377		(2,101,996)	7,430,517
Change in value of split-interest agreements	(26,943)			(26,943)	(15,676)
Gain on refinancing of the mortgage					770,136
Loss on swap agreement	(289)			(289)	(107,906)
Net assets released from restrictions—capital	2,445,246	(2,445,246)			
Total nonoperating revenues, expenses, gains and losses	(2,946,894)	3,464,901	11,000	529,007	13,650,556
Change in net assets before other changes in net assets	(266,974)	(2,445,249)	11,000	(2,701,223)	(9,193,912)
Adjustment to pension liability funded status	3,522,821			3,522,821	(20,111,585)
Change in net assets	3,255,847	(2,445,249)	11,000	821,598	(29,305,497)
Net assets—beginning of year	82,276,402	54,635,275	10,758,801	147,670,478	176,975,975
Net assets—end of year	$ 85,532,249	$ 52,190,026	$ 10,769,801	$ 148,492,076	$ 147,670,478

Individuals, foundations, government partners & corporations who have given or pledged financial support during at least one of the previous two years (January 1, 2014–December 31, 2015).**

THANK YOU

We couldn't do it without you.

$5,000,000+
The Pershing Square Foundation

$1,000,000+
Charina Endowment Fund
Eugene & Emily Grant Family Foundation
Sofia and Mikhail Segal
The Harry & Jeanette Weinberg Foundation, Inc.

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$10,000+
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Katherine K. Goldsmith
Stephen and Louise Grayer

*Deceased
**If 2014 and 2015 gift amounts differ, the higher amount is reflected above.

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$1,000+

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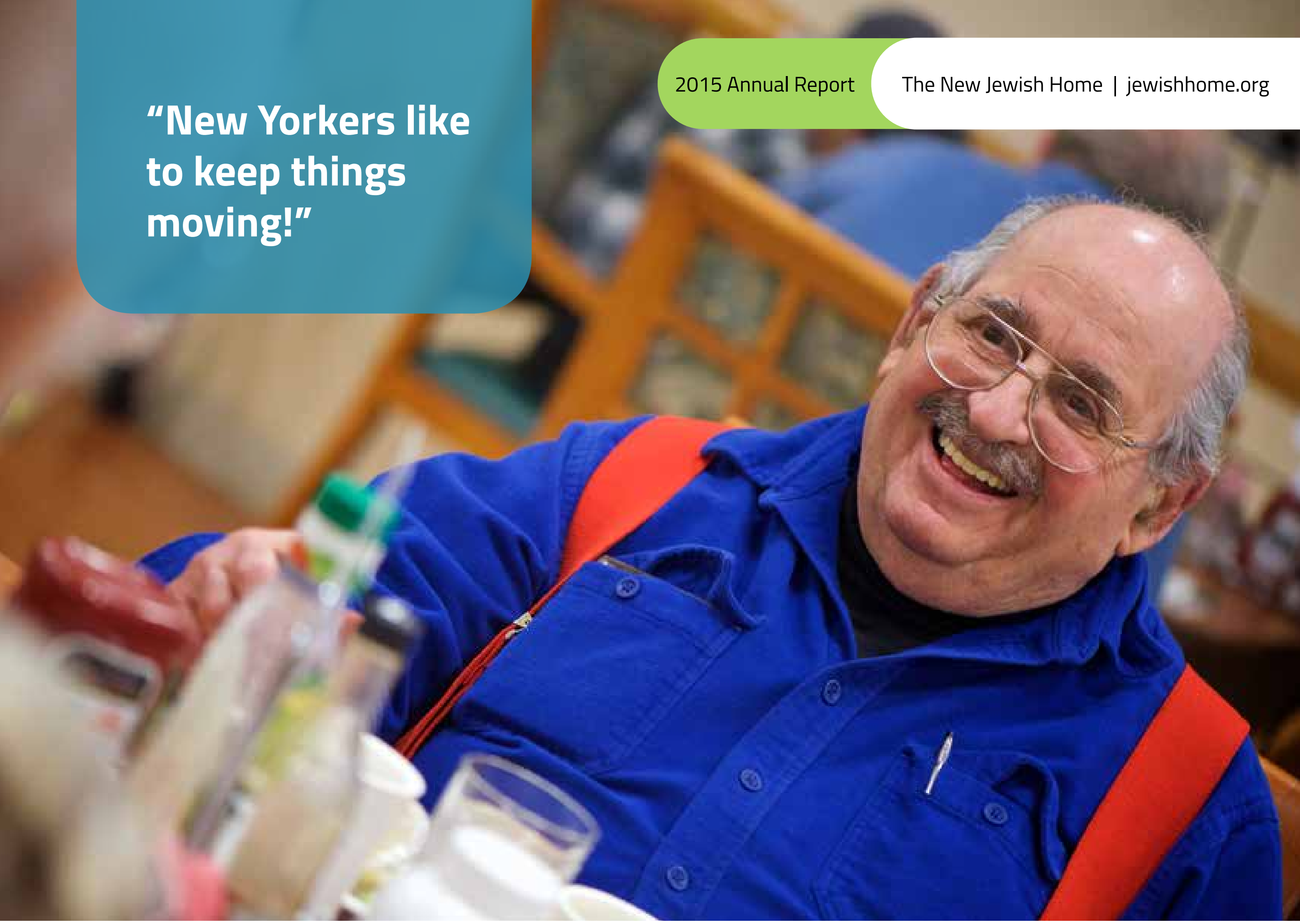

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