



EVERY PERSON IS A STORY



Jewish Home Lifecare

2012 ANNUAL REPORT



OUR MISSION

We are passionate about the quality of aging.
The services we provide support health,
individuality and dignity. Our mission is lifecare.

MESSAGES FROM OUR BOARD CHAIRS



Stanley H. Pantowich,
Immediate Past Chairman

A FAREWELL

As chairman for the last four years, I've had the privilege of leading Jewish Home's Board of Trustees on a journey that respects the past while looking to the future. And the future is bright – not to mention green. In 2012, we achieved major milestones for the approval to build Jewish Home Lifecare's Living Center of Manhattan – the first GREEN HOUSE® model in a major metropolitan setting. We're also in the midst of redesigning the Sarah Neuman campus in Westchester. Construction on our new University Avenue Assisted Living Facility in the Bronx is nearly complete and is scheduled to open Fall 2013. These transformations demonstrate Jewish Home Lifecare's commitment to person-centered care and will revolutionize long-term care as we know it. I'm proud of the groundwork we've laid for an even more caring, more nurturing model of care for our elders.

A stylized, handwritten signature in black ink, consisting of a large, sweeping 'A' shape followed by a horizontal line.



Elizabeth Grayer, *Chairman*

A WARM WELCOME

I'm proud to have been named chairman of Jewish Home Lifecare's System Board. I look forward to working on the many initiatives Stan put into motion, including overseeing the completion of The Living Center of Manhattan. The Living Center exemplifies Jewish Home Lifecare's pioneering approach to eldercare, yet it's just one of many examples of our ongoing commitment to innovation, leadership and individualized care. Case in point is our use of emerging technology, such as telehealth, and our expanded coverage for at-home seniors with our new Certified Home Health Agency services. At Jewish Home Lifecare, we believe Every Person is a Story – a living, breathing narrative of unique and personal life experiences. As we move away from the traditional nursing home model towards a more intimate and dignified approach to care, we will ensure that each person's story, indeed their life, continues to flourish whether in the nursing home or in their own home. I look forward to leading Jewish Home during these momentous and exciting times.

A handwritten signature in blue ink, appearing to read 'Elizabeth Grayer' in a cursive script.

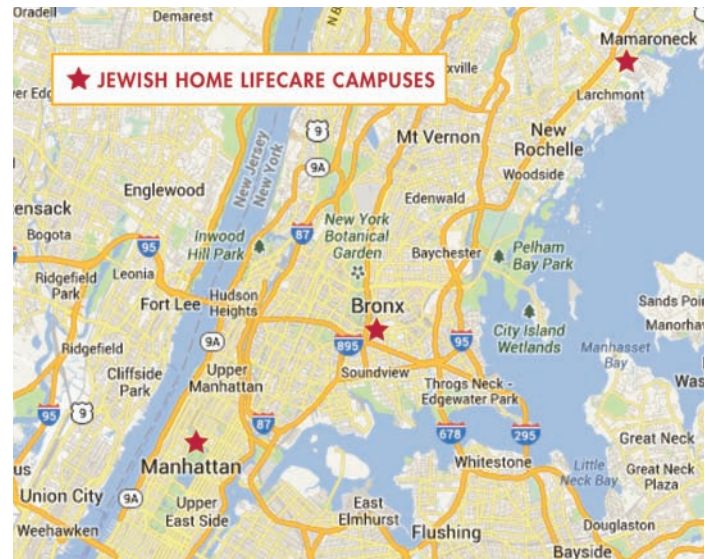
JEWISH HOME LIFECARE - A STORIED TRADITION OF CARING

Jewish Home Lifecare is one of the oldest and largest not-for-profit long-term care and rehabilitation facilities in New York State. For 165 years, Jewish Home has provided healthcare and housing for elders in the New York metropolitan area. With campuses in the Bronx, Manhattan, and the Sarah Neuman Center in Westchester, Jewish Home Lifecare serves over 12,000 individuals annually through our many programs and divisions.

Recent approval to open a Certified Home Health Agency (CHHA) will expand our base of operations to provide services for elders at home across nine counties including the five boroughs of New York, Westchester, Rockland, Nassau, and Suffolk.

The CHHA will provide home-based care and rehabilitation therapies to those recovering from a serious health issue or recent hospitalization. Patients receive care that fits their individual recovery needs. Best of all, they can return home where they want to be.

At Jewish Home, we're proud not just to maintain, but to evolve our longstanding tradition of caring.



165 YEARS

of providing compassionate and
personalized care to New York's elders

JEWISH
HOME
LIFECARE
SERVES

OVER 12,000
INDIVIDUALS ANNUALLY

SPECTRUM OF SERVICES

Committed to our tradition of person-centered care, Jewish Home Lifecare continues to provide care and clinical support for elders in the New York metropolitan area. Jewish Home offers a vast array of high quality, cost-efficient, outcome-based services which include:

POST-ACUTE SERVICES

Individuals recovering from an acute illness or traumatic injury or surgery may be ready for discharge from the hospital but not well enough to return home. Jewish Home's post-acute services provide compassionate, coordinated care to treat these patients in order to get them well enough to go home and stay home safely.

LONG-TERM SKILLED NURSING

Person-centered care is at the heart of everything we do and skilled nursing for long-term residential care is no exception. Jewish Home Lifecare offers skilled nursing care at our facilities providing elders with the best life possible and caregivers with peace of mind.

HOME CARE

Home Care services offer ongoing support and health care for people who are recovering from an illness, injury or hospitalization in the comfort of their own home. Our trained home health aides, telehealth staff and geriatric care professionals manage a range of conditions from diabetes and congestive heart failure to cardiac disorders, cancer and stroke, while assisting with everyday activities and daily care needs.

OF TOTAL PERSONS SERVED IN 2012

54% LIVED IN THEIR OWN HOMES

31% STAYED IN A NURSING HOME
POST-ACUTE PROGRAM

15% WERE LONG-TERM NURSING
HOME RESIDENTS

ADULT DAY PROGRAMS

For those living in their own homes or with family, Jewish Home Lifecare's Adult Day Programs provide health monitoring and rehabilitation therapies along with social, educational and recreational activities. Our supportive community services help keep seniors healthy, active, and engaged.

SENIOR RESIDENCES

Jewish Home offers senior apartment living at Kittay House and sponsors three low income-eligible HUD 202 senior residences in the Bronx.

person-centered care: Care that establishes a person-directed approach among practitioners, elders and their families to ensure that those individual's desires, needs and preferences are respected and that each person has the education and support to make decisions and participate in their care. Individuals are more important than the demands of the organization.

LONG-TERM SKILLED NURSING

Jewish Home's long-term care communities are supported by an interconnected web of skilled nursing, medical and therapeutic healthcare professionals, residents, families and staff. All our efforts center on providing a culture of individualized care that promotes independence, dignity and personal choice.

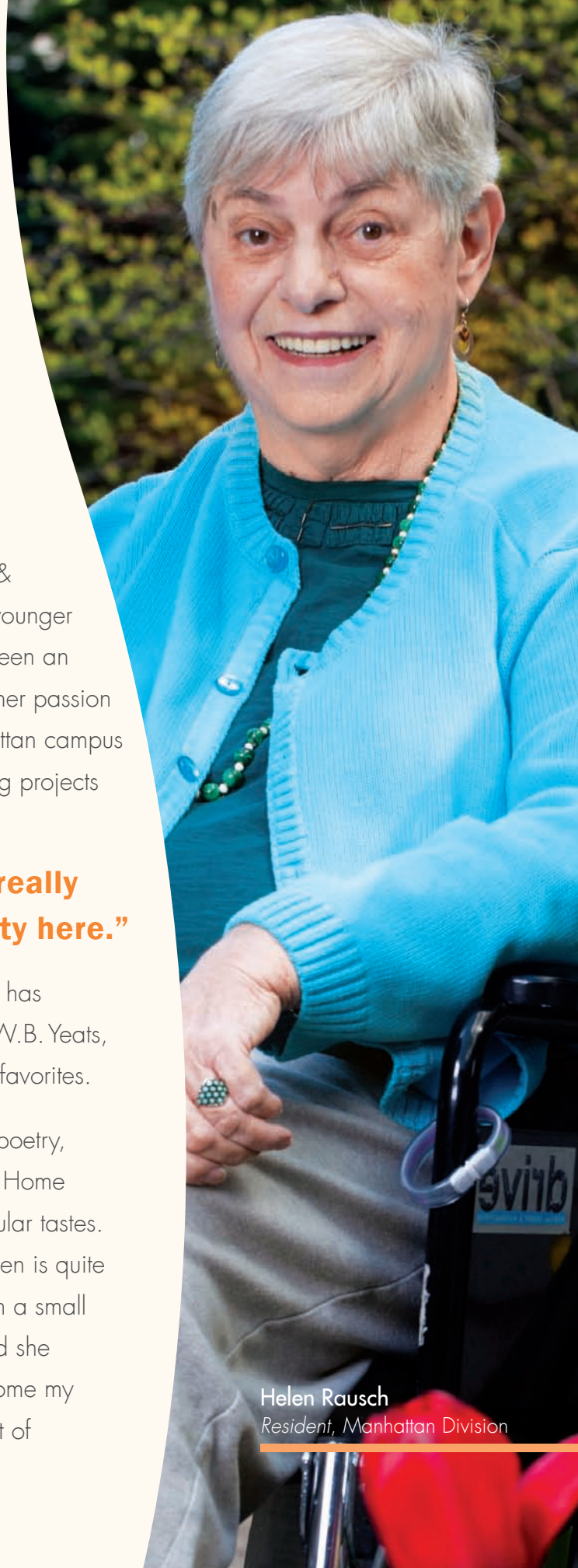
EVERY PERSON IS A STORY. HERE'S HELEN'S.

No one would guess Helen Rausch's age. Her smooth skin & vibrant personality suggest that this vivacious woman is far younger than her eighty-three years. Throughout her life, Helen has been an arts and literature enthusiast. And at Jewish Home Lifecare, her passion and creativity continue to thrive. As a resident at our Manhattan campus for the past two years, Helen regularly takes on new painting projects through Jewish Home's Therapeutic Recreation programs.

"I love using acrylics on canvas and it's really wonderful that art is offered as an activity here."

Helen also contributes to Jewish Home's Writing Group and has introduced her friends and fellow residents to the poetry of W.B. Yeats, Robert Frost and Mary Oliver, whom she counts among her favorites.

When Helen isn't creating her next masterpiece or reading poetry, she can be found enjoying a light lunch – one that a Jewish Home Lifecare dietitian customized for her, according to her particular tastes. While other residents are eating more robust lunch fare, Helen is quite content with her fruit and cottage cheese or a sandwich with a small salad. Ask Helen about the rest of the Jewish Home staff and she practically gushes: "My aides, Marie and Jackie, have become my family. They work so hard, are so generous and we do a lot of laughing together. I really appreciate them."



Helen Rausch
Resident, Manhattan Division

WRITING THE NEXT CHAPTER

THE LIVING CENTER OF MANHATTAN

At Jewish Home Lifecare, we're helping Helen and others like her continue to write their stories. Working in conjunction with THE GREEN HOUSE® Project, Jewish Home is radically transforming the traditional long-term care facility to a supportive home environment that focuses on the needs of the individual, rather than the operational needs of an institution. Scheduled to open in 2017, The Living Center of Manhattan will feature a post-acute rehabilitation center and Green House living spaces designed as private residences that will be the new model of excellence in eldercare for generations to come.



Above: Living Center of Manhattan scheduled to open in 2017.

Left: Floor Plan of a Green House long-term care residence featuring 12 private bedrooms with showers. There will be 22 Green House homes in the new building.

SARAH NEUMAN CENTER REVITALIZATION

Jewish Home Lifecare is also bringing the Green House model of living to Sarah Neuman Center in Westchester. The current campus renovation will allow residents to enjoy private living spaces that support not only their physical well-being, but also their individuality, dignity and joy of life. Phased construction has begun and includes renovating the existing Pavilion Building plus construction of a new stand-alone Green House.

HIGHLIGHTS

- 97% of caregivers have an overwhelmingly positive response to the Green House Model.
- 90% of caregivers say it's important to build more Green House Model Homes.

*Green House Research source: edgeResearch, Informal Caregivers Survey, April 2012

POST-ACUTE CARE HERE TODAY. HOME TOMORROW.

With the emphasis placed on short hospital stays, it is not feasible to expect that all patient needs – psychiatric and social, as well as physical – can be met upon hospital discharge. To ensure a smooth transition home, a brief stay in a skilled nursing facility is often necessary. Post-acute care in a skilled nursing facility has long provided significant value for restoring patients' ability to move independently and manage self-care, educating patients about complex and new medication regimens and engaging families and caregivers in the treatment plan. Additionally, time spent in post-acute care can be used to introduce innovative treatments such as remote home monitoring via telehealth. A safe and healthy return home is our main goal and one that requires innovation, commitment and coordination among all providers in the health care continuum.

TELEHEALTH

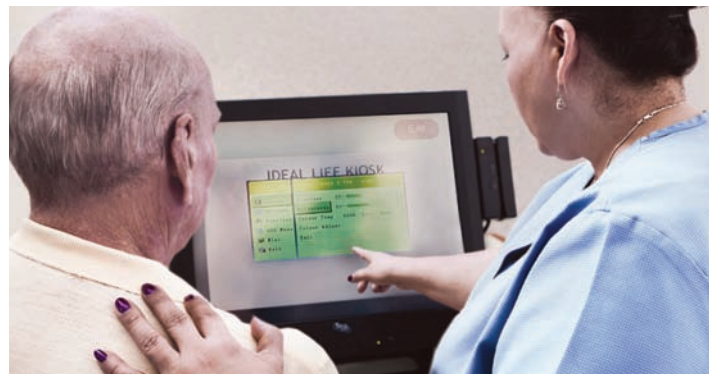
Jewish Home introduced telehealth in 2001 as a means to empower elders to learn about and manage their health. Our telehealth demonstration programs have shown that emergency room visits and hospital readmissions are more preventable through the use of telehealth in both the nursing home and in patients' homes.

**IN
2012**

**90% OF POST-ACUTE
PATIENTS WERE
DISCHARGED HOME**

TELEHEALTH KIOSKS

The kiosk is an interactive device designed to help post-acute patients and Adult Day Care clients monitor personal health indicators and educate themselves about health issues such as weight, nutrition, medication management and blood pressure. Kiosks foster better communication among patients, clients and healthcare professionals.



Jewish Home Certified Nursing Assistant using telehealth kiosk with post-acute patient.

HEALTH MONITOR SERVICES

User-friendly health monitors keep elders at home connected to care providers at Jewish Home. Vital health indicators are transmitted to nurses who can identify issues before they become a health crisis. Monitoring devices are available to people who have one or more medical conditions such as high blood pressure, congestive heart failure, diabetes, or lung disease, among others. Devices include personal health monitors, fall prevention systems and medication dispensers.

OLD WEST MEETS NEW TECHNOLOGY: THE RAMON JIMENEZ STORY.

Jewish Home Lifecare's long-term home health care program has been a major part of Ramon Jimenez's life for some time. And much like the Old West heroes and Native American cultures he admires, he too has become a pioneer of sorts. In 2003, following his post acute care treatments at Jewish Home, Ramon became one of the first home health care clients to use telehealth. Once his knee and hip rehabilitation was complete, he went home with a Health Buddy. This innovative device remotely monitors his personal health indicators such as weight, blood pressure and medication management by asking a series of questions tailored to Ramon's health issues. Over the years, the Health Buddy has kept Ramon connected to his care providers at Jewish Home and will alert a Jewish Home nurse if any indicators signal a potential health issue. Ramon, who lives alone, uses a fall prevention system that can call for help in case of a fall or other incident.

Ramon has a Jewish Home Lifecare Home Assistance Personnel Inc. (HAPI) home health aide, Maria Hildago, who visits daily to help him with personal care, cooking, laundry, errands and to provide good company. She has been his aide for eight years.

Always satisfied with Jewish Home's care, Ramon has high praise for the staff he knows by name. "Irene, Kathy, Yvette, Maria, they allow me to live my life. I am always grateful for all they can do for me."



Ramon Jimenez
Long Term Home Health
Care client, Manhattan

CARE IN THE COMMUNITY

HOME CARE

For many of our clients, living at home or in their community is the most important component of their personal well-being. In 2012, over 4,200 individuals in the Bronx and Manhattan were cared for at home through Jewish Home Lifecare’s Home Care services, telehealth, geriatric care management and with HAPI home health aides. Home Care clinical specialties include expertise in treating clients with severe diabetes and congestive heart failure; a comprehensive wound care program; and psychological evaluations and counseling. Jewish Home also offers clients Health Buddy monitors that plug directly into the telephone to record important health indicators such as blood pressure and weight which are then relayed to their health care team. Personal Emergency Response Systems that can call for help even if the client can’t call themselves are also available. Clients at home benefit from our medication dispensers, which ensure clients take the proper medications at the proper times.

What’s more, given our new license to operate a Certified Home Health Agency, Jewish Home Lifecare will be able to provide therapeutic services to more people in more locations.

ADULT DAY CARE: MAKING EVERY DAY A GOOD DAY

Social and Medical Model Day programs are available for people living at home who can benefit from a caring, engaged and supportive community environment. Skilled staff members provide assistance with personal care, health and wellness programs, social and recreational activities and exercise programs such as Yoga and Tai Chi. Clients are assessed at the time of admission and services are customized to their individual needs. Our telehealth kiosks allow 135 day center clients to have their health monitored in order to better manage their chronic illnesses. We support our clients during their time at the program as this relates to their ability to remain in the community.

2012 PERSONS
SERVED BY
PROGRAMS IN
THE COMMUNITY

<i>Adult Day Care (Bronx, Manhattan, Westchester)</i>	945
<i>Home Care (Bronx & Manhattan)</i>	1410
<i>Home Assistance Personnel, Inc. (HAPI)</i>	1295
<i>NORCS*</i>	423
<i>Geriatric Care Management</i>	105
<i>Telehealth Services</i>	1426
<i>Transportation</i>	1333

*Naturally Occurring Retirement Communities

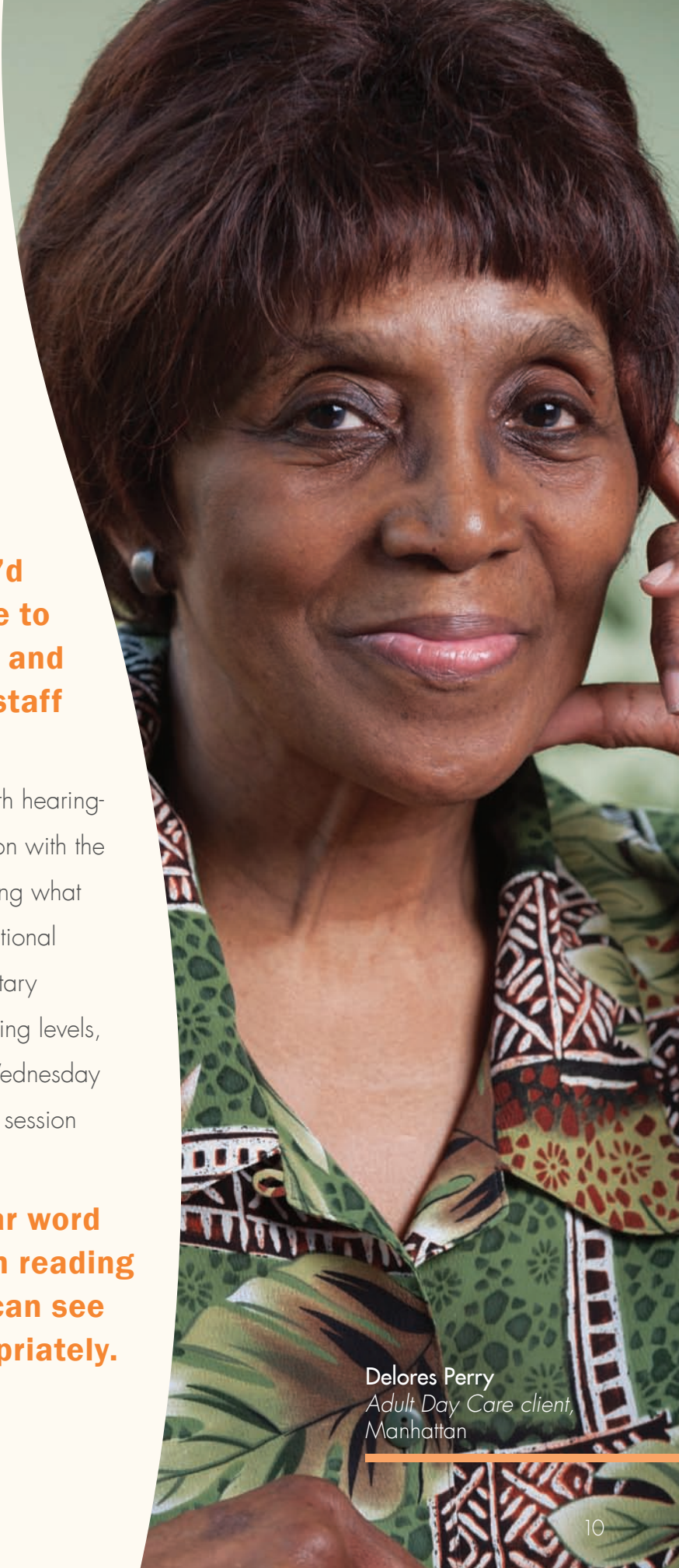
FOR DELORES PERRY, HER STORY INVOLVES TELLING A STORY.

Adult Day Care client, Delores Perry, spends her afternoons at our Adult Day Health Care Program. Here, she has the opportunity to socialize with many new friends while participating in a wide variety of activities.

“Without the adult day program, I’d be home by myself without anyone to talk to. Here I have so much to do and I really enjoy the company of the staff and other seniors.”

Delores is a retired teacher’s aide who worked with hearing-impaired children. Through Jewish Home’s affiliation with the Grand Mentor Program, Delores can continue doing what she loves most: working with kids. The intergenerational program pairs seniors with low-performing elementary school children in order to help improve their reading levels, literacy, vocabulary and comprehension. Every Wednesday at 3:45 pm, Delores delights in her weekly Skype session with her six-year-old pal Aanniya.

“Sometimes I focus on a particular word and go over its meaning. I’ve been reading with Aanniya for six weeks and I can see her utilizing her new words appropriately. It’s really very rewarding for me.”

A close-up portrait of Delores Perry, an African American woman with short, dark, wavy hair. She is smiling gently and looking towards the camera. She is wearing a green and brown patterned shirt. Her hand is visible near her face, with fingers slightly curled.

Delores Perry
Adult Day Care client,
Manhattan

SENIOR LIVING: WHERE STORIES FLOURISH

More than simply providing a place to live, Jewish Home Lifecare provides dignity and independence to over 500 individual seniors who call our affordable senior residences home.

**NYC
POPULATION
AGED 65+**

**WILL INCREASE 45%
OVER THE NEXT 20 YEARS**

*JEWISH HOME WILL CONTINUE TO MEET THE HEALTHCARE
AND HOUSING NEEDS OF THIS EXPLODING POPULATION*

A RANGE OF HOUSING OPTIONS

Located on our Bronx campus, Kittay House offers affordable senior living apartments to 317 tenants along with meals and housekeeping services and a full schedule of recreational opportunities and educational experiences.

Along with The Harry and Jeanette Weinberg Riverdale House, Jewish Home sponsors two HUD 202 buildings in the Bronx: the Kenneth Gladstone Building and The Harry and Jeanette Weinberg Gardens. Kittay House and HUD 202 tenants utilize Jewish Home services offered at the Bronx campus such as in-house hemodialysis, HAPI home health aides, and Adult Day Programs.

Construction site of new University Avenue Assisted Living Facility, slated to open Fall 2013 on the Bronx campus.

A NEW HOME FOR BRONX SENIORS

For many low-income Bronx seniors, life is about to get a whole lot better. Construction is progressing on a brand new 72-bed assisted living facility that will give elders the independence they want with the comfort of having the care and support for daily living they need. The University Avenue Assisted Living Facility will be modern, affordable housing in a social atmosphere, delivering the highest levels of care offered by Jewish Home.



BALLET AND BEYOND: THE STORY OF LINA DEMAURA.

From the time she was a young girl, Kittay House resident Lina DeMaura studied and practiced ballet. In fact, it was in dance class where she met her future husband, Bill. You could say that dancing has brought her the two biggest joys in her life. Lina's dedication and hard work paid off, as in the mid-1940s she became the featured dancer in the Metropolitan Opera's Corps de Ballet. Known by her stage name, Lina Duse, she went on to perform as a soloist at Carnegie Hall and with dance troupes around the globe. Now at the age of 91, she is still sharing her talents with her peers at Kittay House. And now that she's living her next chapter in life, Lina couldn't be happier.

“It’s fantastic living here...even better than I expected. Everyone is so friendly. The people who serve my meals, the elevator operators and all the staff are made from a special cloth of loving smiles and caring ways.”

Lina has made many new friends and keeps busy with her participation in Kittay's Book Club, lecture series and music programs. Part of her weekly schedule also includes donning her ballet slippers.

Transforming the hallway into a makeshift dance studio, Lina uses the safety rails as her dance barre, and does a stretching routine. With an affirmative nod, Lina says, “My ballet shoes and dance will always be a special part of my life.”



Lina DeMaura
Kittay House tenant, Bronx

EDUCATION

At Jewish Home, education and research are an integral part of the work we do. This work provides data to improve patient experiences and helps us give back to the community. In 2012, Jewish Home staff supervised and mentored over 2,300 high school and college students, healthcare professionals and clinicians, medical students and fellows, certified nursing assistants and home health aides.

ANOTHER JEWISH HOME LIFECARE SUCCESS STORY

Celebrating her 18th birthday in 2012 wasn't the only milestone for Bronx student, Laura Berkley. It also marked the year she graduated from high school and from Jewish Home Lifecare's award-winning Geriatric Care Development (GCD) Program. Now in her freshman year at the State University of New York at Canton, Laura credits her participation in the GCD program during her high school years as an important part of her academic success and long-term goals.

“GCD gave me exposure to new ideas, opportunities and possibilities I didn't even know existed.”

Laura earned her Certified Nursing Assistant certification during her senior year in the program and is now qualified for an internship at a local hospital to earn college credits. The engaging college student still maintains a close relationship with the program staff, finding time to return to Jewish Home during her college breaks to speak to current GCD students.



GCD Graduate, Laura Berkley

IN 2012, 228 STUDENTS WERE ENROLLED IN THE GERIATRIC CAREER DEVELOPMENT PROGRAM.

93% OF PROGRAM GRADUATES STAY IN COLLEGE

82% OF GRADUATES SELECT A PUBLIC COLLEGE OR UNIVERSITY

50% OF ALUMNI WORKING HAVE JOBS IN HEALTHCARE

RESEARCH

Jewish Home Lifecare is one of the few not-for-profit geriatric healthcare systems to have established a research institute. The Research Institute for Aging makes significant contributions to the field of geriatrics with particular emphasis on best practice approaches to care. Projects at the Research Institute are funded by grants from government agencies, private foundations and corporations as well as by the support of generous individual donors.

GRANT TO STUDY DELIRIUM PREVENTION IN LONG-TERM CARE

Delirium in elders can lead to falls, functional decline and hospitalization. But delirium may be preventable. Funded by a \$212,000 grant from The Fan Fox and Leslie R. Samuels Foundation, the Research Institute on Aging has embarked on a project to explore the risk factors and indicators of delirium, and the strategies for prevention. The clinical demonstration will work with 400 elders. Leading the project is Kenneth Boockvar, M.D., MS, Jewish Home Lifecare's Director of Clinical Studies at the Research Institute on Aging. Other major 2012 research projects include the impact of resident bereavement in certified nursing assistants, vision impairment in post-acute patients and relationship dynamics between the very old and their old children.

PUTTING VISION INTO ACTION

New York State's healthcare industry is reshaping itself as a result of sweeping changes enacted by the state's Medicaid Redesign Team and the expected impact of the federal Affordable Care Act. The priority is to achieve better health for the population through improved care at lower cost. To do this, long-term care providers need to respond to major market dynamics: a global cap on NY State Medicaid spending, mandatory enrollment in care management for most Medicaid and certain dual-eligible (Medicare/Medicaid) recipients and pressure to reduce rehospitalizations among others. Growth of care coordination models emphasize the need to continually monitor and benchmark key performance indicators and best practices. To remain a leader in the industry, Jewish Home will reinforce its longstanding commitment to innovation to provide better care with better outcomes. Efforts include GREEN HOUSE® projects in Manhattan and Westchester, expansion of our postacute service line, the new Bronx Medicaid Assisted Living Facility and our ever-increasing use of technology. As we continue to write the next chapter, Jewish Home Lifecare will remain committed to providing elders the best, most independent and richest lives possible.

GENEROSITY

To Our Supporters,

Jewish Home Lifecare has touched generations of New Yorkers since 1848 when the visionary women of B'nai Jeshurun began assisting aging indigent Jewish women in their homes. Out of those home visits and values of personal sacrifice and community activism arose the institution that today continues to reflect the personal generosity and community spirit of our donors, volunteers and friends.

With your support, Jewish Home's history of innovation and leadership is very much alive.

Today we are refining new models of person-centered care, implementing new technologies to help people age at home, conducting applied research that pushes quality of care and quality of life to new heights throughout our system, and training the next generation of healthcare providers to be prepared for the explosive growth in elders and their needs.

At Jewish Home Lifecare our legacy of community building and innovation—and the foresight and generosity of our supporters—proves more powerful than any of our challenges.

And now we are working with the nationally recognized GREEN HOUSE® Project to build our new Living Center of Manhattan, which will be the first project of its kind in New York City to utilize the design and philosophy of the Green House. Prior to its opening in 2017, we will have also transformed our Sarah Neuman campus in Westchester, utilizing the Green House model, on a slightly smaller scale.

You are part of a dynamic group of supporters who demonstrate an extraordinary commitment to dedicate personal resources to create real and lasting change. I invite you to continue to help us make the Jewish Home Lifecare environment as extraordinary as our care—a place where vitality, dignity and personal choice prevail.

With gratitude,



Audrey S. Weiner, M.P.H., D.S.W.
President and Chief Executive Officer
Jewish Home Lifecare, Inc.



Audrey Weiner, M.P.H., D.S.W.,
President & CEO

CAPITAL CAMPAIGN

Jewish Home continues to lead the field in elder care, meeting the challenge faced by society as a whole and specifically the needs of the New York community. In 2012 we raised more than \$15 million for capital projects in New York City and Westchester, bringing the total raised towards capital campaign initiatives to \$87 million.

Notable gifts for The Living Center of Manhattan include:

- \$10,000,000 from a generous New York City family, which will name the Post-Acute program
- \$3,000,000 from Jewish Home trustee, Jay Furman
- \$1,000,000 from Jewish Home trustee, Tami Schneider
- \$1,000,000 from The Andrea and Charles Bronfman Philanthropies
- \$100,000 addition to a \$800,000 pledge from Jewish Home trustee, Jayne Silberman, Ph.D.
- \$100,000 from Goldman Sachs & Co.
- \$100,000 from Jewish Home trustee, David Pinter

Notable gifts for Sarah Neuman Center include:

- \$480,920 from New York State Environmental Facilities Corporation for the construction of a green roof, two green walls and pervious pavement at the Sarah Neuman Center

In addition, we raised \$3.25 million through our annual campaign, to fund quality of life programming for the elders we serve and workforce development programs for our staff. The 2012 annual campaign also inspired high participation rates among management-level staff. Thanks to a challenge grant by incoming Board Chairman, Elizabeth Grayer, and with 98% participation from this group, we raised over \$41,000 from this effort alone.

2012 EVENTS

2012 kicked off with a tribute to our System Board Chairman, Stan Pantowich. An incredible event at the Core Club in Manhattan raised more than \$120,000 for the new Living Center of Manhattan.

Westchester residents Amy and Rob Rothman, Amy and Rob Stavis and Cindy and Ben Golub hosted more than 100 attendees at a fabulous wine tasting event at the Sarah Neuman Center in December to kick off and celebrate the redesign of the Mamaroneck campus.

Our partnership with UJA-Federation of New York grows ever stronger. UJA-Federation of New York CEO, John Ruskay, opened his own home to introduce the Upper West Side rabbinic community to the plans for the Living Center of Manhattan. UJA-Federation of New York was also a key player in securing a \$10 million naming gift for the Post-Acute program of the Living Center of Manhattan.



Sarah Neuman Board Chair Lisa Feiner welcomed over 100 guests attending the wine tasting event held at the campus in December.

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The following 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 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	2012	2011	LIABILITIES AND NET ASSETS	2012	2011
CURRENT ASSETS			CURRENT LIABILITIES		
Cash and cash equivalents	\$7,935,473	\$11,301,592	Accounts payable and accrued expenses	\$30,790,799	\$25,079,846
Cash – resident funds	1,794,101	1,857,913	Accounts payable – construction	3,673,366	757,848
Investments	72,048,959	63,928,871	Accrued salaries and related liabilities	13,914,232	10,874,348
Investments – resident funds	641,658	684,329	Lines of credit	6,499,497	6,499,497
Accounts receivable - net	47,195,726	39,642,970	Resident funds	2,435,759	2,542,242
Inventories – at cost	827,325	781,975	Accrued pension payable	3,609,756	4,617,164
Contributions receivable - net	10,884,730	9,224,116	Accrued interest payable	19,782	19,782
Prepaid expenses and other assets	1,733,353	800,949	Annuity obligations	258,983	109,460
TOTAL CURRENT ASSETS	\$143,061,325	\$128,222,715	Estimated liabilities to third parties	12,173,687	17,925,656
LIMITED-USE ASSETS			Security deposits and other liabilities	822,669	858,840
Cash and cash equivalents	\$21,607,748	20,815,797	Current portion of long-term debt	3,596,689	3,383,287
Investments	95,227	95,216	TOTAL CURRENT LIABILITIES	\$77,795,219	\$72,667,970
TOTAL LIMITED-USE ASSETS	\$21,702,975	\$20,911,013	LONG-TERM LIABILITIES		
NONCURRENT ASSETS			Accrued pension payable	\$60,356,529	\$50,464,971
Cash and cash equivalents	\$80,000	\$80,000	Mortgages payable	26,138,526	29,465,483
Investments	12,085,301	12,019,824	Loans payable	3,720,590	4,035,241
Beneficial interest in gift annuities	387,508	434,435	Capital advances	26,923,200	26,192,050
Contributions receivable - net	2,215,400	1,633,929	Total long-term liabilities	117,138,845	\$110,157,745
Fixed assets - net	152,359,187	145,536,667	TOTAL LIABILITIES	\$194,934,064	\$182,825,715
TOTAL NONCURRENT ASSETS	\$167,127,396	\$159,734,855	NET ASSETS		
TOTAL ASSETS	\$331,891,696	\$308,868,583	Unrestricted	\$69,888,758	\$65,442,529
			Temporarily restricted	56,552,082	50,673,066
			Permanently restricted	10,516,792	9,927,273
			TOTAL NET ASSETS	\$136,957,632	\$126,042,868
			TOTAL LIABILITIES AND NET ASSETS	\$331,891,696	\$308,868,583

CONSOLIDATED STATEMENT OF ACTIVITIES

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL 2012	TOTAL 2011
OPERATING REVENUES					
Residents	\$215,734,242			\$215,734,242	\$212,972,766
Community-based	61,192,572			61,192,572	64,717,101
Total patient service revenue (net of contractual allowances and discounts)	276,926,814			276,926,814	277,689,867
Provision for bad debts	(4,856,845)			(4,856,845)	(5,543,649)
Net patient service revenue less provision for bad debts	272,069,969			272,069,969	272,146,218
Apartment rentals	6,627,504			6,627,504	6,627,711
Other operating revenues	4,698,445			4,698,445	4,958,296
Contributions	608,180			608,180	317,277
Net assets released from restrictions	4,016,353	(4,016,353)			
Total operating revenues	\$288,020,451	(\$4,016,353)		\$284,004,098	\$284,049,502
OPERATING EXPENSES					
Residents	\$200,466,715			\$200,466,715	\$194,000,588
Community-based	51,820,024			51,820,024	57,109,753
Housing	6,227,132			6,227,132	6,067,133
Other programs	6,249,068			6,249,068	6,305,009
Research and education	1,018,986			1,018,986	1,429,529
Administrative and general	22,160,026			22,160,026	23,639,444
Total operating expenses (includes interest of \$2,342,383 in 2012 and \$2,539,618 in 2011)	\$287,941,951			\$287,941,951	\$288,551,456
OPERATING GAIN (LOSS)	\$78,500	(\$4,016,353)		\$(3,937,853)	(\$4,501,954)
NON-OPERATING ACTIVITIES					
Contributions	8,872,953	\$6,497,034	\$70,794	\$15,440,781	\$7,009,766
Fundraising expenses	(2,186,794)			(2,186,794)	(1,834,338)
Investment income - net of investment fees	2,462,677	5,400,913		7,863,590	(4,951,822)
Change in value of split-interest agreements	(147,180)			(147,180)	114,614
Loss on disposal of fixed assets					(413,585)
Net assets released from restrictions - capital	1,638,353	(1,638,353)			
Non-operating gain	10,640,009	10,259,594	70,794	20,970,397	(80,434)
Change in net assets before other changes in net assets	10,718,509	6,243,241	70,794	17,032,544	(4,582,388)
Reclassifications	(154,500)	(364,225)	518,725		
Adjustment to pension liability funded status	(6,117,780)			(6,117,780)	(19,207,020)
Change in net assets	4,446,229	5,879,016	589,519	10,914,764	(23,789,408)
Net assets - beginning of year	\$65,442,529	\$50,673,066	\$9,927,273	\$126,042,868	\$149,832,276
NET ASSETS - END OF YEAR	\$69,888,758	\$56,552,082	\$10,516,792	\$136,957,632	\$126,042,868

SYSTEM AND DIVISION BOARD MEMBERS AS OF MAY 1, 2013

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Stanley H. Pantowich, Immediate Past Chairman,
System Board

Michael Luskin, Chairman, Bronx Board

Mel Barkan, Chairman, Community Services Board

Lynn Oberlander, Chairman, Manhattan Board

Lisa Feiner, Chairman, Westchester Board,
Sarah Neuman Center

Audrey S. Weiner, D.S.W., M.P.H., President & CEO

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Cheryl G. Fried • Jay Furman • Lawrence Geneen
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Edward Gordon • Samantha M. Gordon • Robin Gottlieb
Edward A. Greenberg • Randolph Guggenheimer
David Haas • Scott Hansen • Andrew Heineman
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