



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



Message from the CEO and President





Rendering of the Living Center of Manhattan

The New Jewish Home has taken significant steps this past year to prepare itself for the future. One of the most meaningful actions was the sale of our Bronx campus. When the Board of Directors determined to sell the facility, they did so with the recognition that it would allow our organization to better focus on the needs of our constituents, and that it would also provide a unique opportunity for us to imagine the future and our best role in it. To assist the Board and senior management as to how to imagine the future for the organization, I met with more than 30 leaders in healthcare, aging, technology, economics, education, and philanthropy-probing and learning, challenging and thinking as to how to improve our organization and the services that it provides. With this work as a foundation, the Board approved a series of studies and pilots to focus on The New Jewish Home's continuum of care, and what would make it most impactful for clients, their families and the system. It recognized that our expertise, our sweet spot, is the intersection of health, aging and chronic illness. This visioning work set our planning agenda for 2017.

During 2016, our rebranding as The New Jewish Home with our tagline "Age like a New Yorker" was rolled out. It embodies our roots, our sensibilities and our keen desire to help New Yorkers age in the place they call home, with our support. New Yorkers expect, actually they demand, the best. And so it is no surprise that our Board and Senior Management stated the goal to be "best in class." For The New Jewish Home, the essence of this emerges from person-directed care as demonstrated in our Small Houses at Sarah Neuman, and within our specialty post-acute programs in cardio-pulmonary and orthopedic care. Being the best naturally includes providing the best care; we are so appreciative of our relationship with The CaringKind and Comfort Matters™ program to enhance the care we give to elders who have dementia.

Being the best also means paying attention to the client experience; being one of the first elder care organizations to appoint a Chief Experience Officer underscores that commitment. We have also established a system-wide hospitality and empathy training initiative so that our entire staff of 2,500 will better understand and value the client experience. In June 2016, we became New York City's first senior care organization to walk with its elders to celebrate LGBT acceptance in the Pride March. We want everyone to age with resilience, strength, and attitude. We want them to "Age Like New Yorkers."

After 24 years working at Jewish Home and serving as President and CEO for the last 15, I will be retiring at the end of 2017. As Michael notes in his letter, my retirement will be an active one as I will remain in the capacity of President of Fund for the Aged, focused exclusively on "getting the shovel in the ground" so that the Living Center of Manhattan can become a reality. This new building will not only be the first high-rise skilled nursing facility in an urban center, based on THE GREEN HOUSE® model, but I am also confident it will transform eldercare in America. I feel blessed to remain engaged in this project.

Every day I continue to be humbled by the dedication and compassion of our staff, our Board, our volunteers and partners in the community. Together we will continue to change the face of aging.

Audrey/S/Weiner, DSW, MPH

Message from the Board Chair

It is a privilege to greet you as the Board Chair of The New Jewish Home. My involvement began over 20 years ago as a board observer at our Westchester division, Sarah Neuman, and I remain as dedicated as ever to our mission to transform eldercare for New Yorkers and to provide a model for caregivers everywhere. Step inside one of our skilled nursing or daycare facilities or go on a home visit, and you will see how we are empowering our residents and clients to live full lives in a place they can call home. I thank all our stakeholders who make this happen—our caregivers, staff and management, our volunteers, my colleagues on the Board, and the many individual donors, private foundations and government agencies that partner with us. And a special thank you to Elizabeth Grayer, my predecessor as Board Chair. Anything I accomplish will be due to her outstanding work during the past four years.



The need for our services grows by the day, as baby boomers age and as our clients and their families demand innovative services. Jewish Home continues to meet this charge with creative new solutions.

Last year we sold our skilled nursing facility in the Bronx, which enabled us to stop our mounting losses and to increase our endowment. To respond to the transformative changes taking place in America's healthcare system, the Board formally initiated a visioning process that strengthened our organizational leadership and affirmed our foundational values, like caring for the elderly regardless of their ability to pay.

In 2017 the Board initiated a unique task: finding a successor to Audrey Weiner, our President and CEO for the past 15 years. And, while Audrey is retiring, she will stay on as President of our endowment, the Fund for the Aged. She is deeply committed to "getting the shovel in the ground" for the Living Center of Manhattan. Audrey's remarkable vision and leadership were transformative for the organization. During her tenure, we built new skilled nursing, assisted living and low-income housing facilities in Westchester and the Bronx. We shifted away from the institutional legacy care model as we embraced the warmer, more personalized Green House model.

Recently, The New Jewish Home announced that Jeffrey I. Farber, MD, MBA, will become our next President/CEO starting on December 18th, 2017. He's a specialist in geriatric medicine with extensive management experience. Jeff is a proven leader with a passion for eldercare. He will build on our strengths and prepare us to embrace the challenges and opportunities ahead.

Despite the changing eldercare landscape, one thing remains constant: the values that have guided Jewish Home since our founding in 1848. We hold ourselves to the highest standards of excellence in all that we do, always mindful that the people we serve come first.

Thank you for helping us to succeed in our mission.

Michael Luskin

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2016 HIGHLIGHTS **ON INNOVATION**

Sarah Neuman Small Houses

Our first three Small Houses serve as crucial "training labs" that inform how person-directed care will be implemented across Jewish Home. Built upon The Green House Project vision, fostering dignity, individuality and autonomy, the success of the Small Houses continues to motivate the entire Jewish Home system. The beautiful physical space plays a crucial role in creating a home environment, with its welcoming common areas, communal dining room, open kitchen, and bedrooms with ensuite bath. The Adirim (universal care workers) are empowered to develop close "deep knowing" relationships with the elders and collaborate in interdisciplinary care teams. We have experienced zero turnover among Adirim, contributing to care continuity and closer relationships with residents.

In 2016, our Research Institute on Aging conducted a study with support from The Beryl Institute, a global organization committed to improving the patient experience, and found that satisfaction ratings were higher among all groups living, working, or visiting the Small House compared to the traditional setting. The Small House model improves elders' quality of life and health outcomes, family satisfaction, and staff engagement—the transformation we have experienced is nothing short of inspiring. Small Houses 4 and 5 are under construction and are scheduled to open in 2018.

The role of the Adirim here is to protect, sustain and nurture all of our elders. It's about deep knowing, working together so they can become a self-managed team.

- Miriam Levi, Green House Guide and Director of Community Life Activities

Comfort Matters®

After completing a 30-month pilot on our Manhattan campus, we received accreditation for our Comfort Matters program, an initiative that is revolutionizing dementia care. By focusing on the unique needs of each individual using a person-directed care approach, Jewish Home is improving how we care for elders with severe cognitive impairments. In 2017, we are pleased to expand Comfort Matters to our Sarah Neuman campus.

Dr. Kenneth Boockvar

NIA Grant on Delirium Prevention

Dr. Kenneth Boockvar, Director of Clinical Studies at our Research Institute on Aging, received a \$400,000 grant from the National Institute on Aging to explore an innovative approach to reducing delirium among nursing home patients. This significant investment builds on initial funding from The Hospital Elder Life Program and The Claude D. Pepper Older Americans Independence Center at the Icahn School of Medicine at Mount Sinai.

Not to be confused with dementia, delirium is a cognitive impairment, often associated with confusion. It is common among elderly patients, especially during hospitalization; is often misdiagnosed, and can initiate a downward spiral of functional decline. Approximately one third of our elders are expected to experience delirium during their stay. The two-year, 306-person study is testing an intervention model, Hospital Elder Life Program (HELP) for Long-Term Care, which has the potential to yield significant savings in Medicare and Medicaid costs by reducing resident hospitalizations. Dr. Boockvar expects results of the study to be available in the second half of 2018.

"This is one of the most fulfilling projects of my research career because of the team's bonding and the enthusiasm and energy from staff. The positive impact we have on patients with disability and illness, many of whom don't often improve, is motivating."

-Dr. Kenneth Boockvar

The Geriatric Substance Abuse Recovery Program

Our Geriatric Substance Abuse Recovery Program is one of the nation's first post-acute rehabilitation programs offering substance abuse recovery services within a skilled nursing facility targeted to serve older adults.

The program launched in 2014 on our Bronx campus with support from The Fan Fox & Leslie R. Samuels Foundation, Inc., and The New York Community Trust, to address a growing need for recovery services among older adults with substance misuse issues who also require short-stay rehabilitation following hospital discharge. Program participants work closely with a substance abuse counselor to receive education in relapse prevention and engage in individual counseling and group work. The New Jewish Home also hosts biweekly Alcoholics Anonymous meetings. Before leaving Jewish Home, our substance abuse counselor develops comprehensive discharge plans with patients and their families or caregivers, linking them to outpatient services and communitybased resources. After patients are discharged, our counselor continues to help facilitate patients' recovery by calling one week post-discharge to check in and if the patient agrees, also makes home visits.

"We are pleased to have partnered with The New Jewish Home to pilot the innovative Geriatric Substance Abuse Recovery Program. By offering medical rehabilitation with recovery services, it meets the needs of a growing population of elders with substance misuse issues."

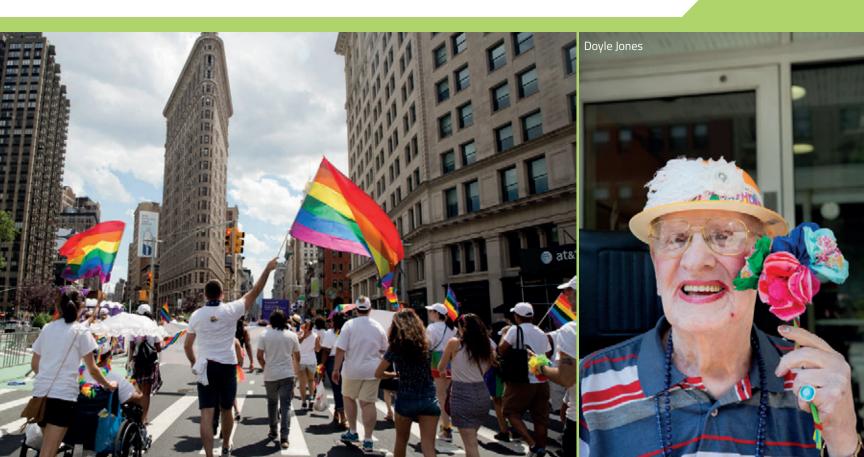
- Julio A. Urbina, Vice President and Director, Healthy Aging Program, The Fan Fox & Leslie R. Samuels Foundation, Inc.

Jewish Home's Research Institute on Aging conducted process and outcome evaluations of the program and found that one week post-discharge, 73% of program participants with an alcohol misuse issue and 60% of those with prescription/illicit drug issues reported having not relapsed. The majority of participants who responded also reported improved physical and psychological functioning. Since the program moved from the Bronx to our Manhattan campus in August, we quickly hit our stride. Our rehospitalization rate among program participants was 1.4%, compared to the CMS benchmark of 17.5%. The program was also recently featured in a New York Times article, "Alcohol Abuse Among Older Adults is Rising." (September 19, 2017).

LGBT Awareness and Inclusivity

In 2016, The New Jewish Home was designated a SAGECare Bronze member. This credential from SAGE, the country's premier organization dedicated to improving the lives of lesbian, gay, bisexual, and transgender (LGBT) elders, demonstrates that Jewish Home is a welcoming and inclusive environment for LGBT seniors. We worked over a 2½ year period to earn this designation, and today more than 25% of Jewish Home employees have received training in best practices in LGBT care. For 2017, our goal is to achieve a SAGECare Silver credential by training 40% of our staff.

In June 2016, Jewish Home resident Doyle Jones led us down Fifth Avenue for our first LGBT Pride March. Our contingent of 25 residents, staff and volunteers marched and rolled in the city's 46th annual celebration of pride. We are proud that Jewish Home fosters an open and inclusive community for LGBT elders and look forward to opening the first LGBT Green House in the Living Center of Manhattan.



VOLUNTEERISM







Over 60 volunteers provided a total of 24,685 hours of service in Manhattan and 8,669 hours in Westchester.

The New Jewish Home is fortunate to have extraordinary volunteers who dedicate their time and resources to enrich the lives of our elders—whether they're planting trees in in one of our gardens or leading a creative writing workshop. In Manhattan, we have partnered with the New York Junior League for more than ten years and with New York Cares for nearly two decades. To express our gratitude for the work of our volunteers, our Hand in Hand Resident Volunteer Committee sold baked goods, crocheted hats and homemade jewelry, and donated the proceeds to New York Cares. And in June we held our 24th annual Volunteer Recognition Dinner at Sarah Neuman.

Some of our other volunteer partners include UJA-Federation of New York and their Westchester division, Westchester Jewish Center, Girl Scouts, J-Teen, Camp Judaea, and Goldman Sachs Community TeamWorks.

▲ From left to right

Jeanette Cohen, Community Volunteer Liaison and Dorothy Sunshine, who was honored at our Volunteer Recognition Dinner for her 22 years of service.

Young volunteers from Camp Judaea join our Manhattan residents for an Intergenerational Arts and Crafts program.

David M. Solomon, President and Co-COO of Goldman Sachs, volunteering with his colleague at our Summer BBQ.

Jewish Home Happenings

Our 3rd annual **Eight Over 80 Gala** took place on April 11 at the Mandarin Oriental overlooking Central Park. The benefit honored financier and jazz patron Bob Appel, entertainer and activist Harry Belafonte, dancer and choreographer Jacques d'Amboise, philanthropist and Jewish Home Board Member Joy Henshel, advertising pioneer Keith Reinhard, Broadway star Chita Rivera, gossip doyenne Liz Smith and puppeteer Caroll Spinney (a.k.a. Sesame Street's Big Bird and Oscar the Grouch). Emceed by Soledad O'Brien, the gala raised more than \$1.3 million.

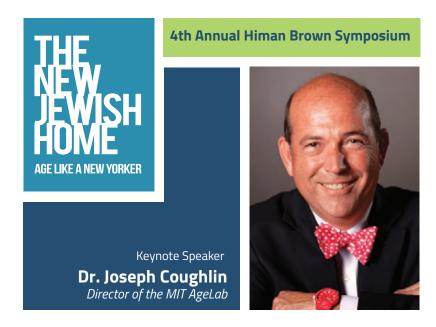




Clockwise from upper left: Oscar the Grouch, Honoree Caroll Spinney; gala MC Soledad O'Brien; honorees Keith Reinhard and Joy Henshel; gala co-chair Tami Schneider; and Jewish Home President and CEO Audrey Weiner. Honoree Harry Belafonte and Pamela Belafonte. Honoree Bob Appel and Helen Appel. Honorees Chita Rivera and Jacques d'Amboise.







The New Jewish Home received one of **New York** Nonprofit Media's first Cause Awards. The breakfast ceremony held at Capital Grille honored New York nonprofit organizations that significantly impacted the most pressing human services issues. We also received the 2016 Nonprofit Award from the New York League of Conservation Voters for our efforts to decrease the strain on the environment. Audrey Weiner, our President and CEO, was honored as one of the 25 Most Remarkable Women In NYC with the **Above & Beyond Award**. From our Sarah Neuman Westchester campus, our Therapeutic Recreation Specialist, Carla Fiorentino, was awarded the Julian Bernstein Distinguished Service Award in recognition of her outstanding commitment to helping elders. And, from our Research Institute on Aging, Dr. Kenneth Boockvar received the James J. Peters Veterans Affairs Medical Center's **Physician** Partner in Care Award.

The 4th annual **Himan Brown Symposium** welcomed Dr. Joseph Coughlin, Director of The MIT AgeLab, who lectured on the convergence of aging and technology. Held at The Intrepid Sea, Air & Space Museum in Manhattan on September 26, the event also featured live demonstrations of computerized rehabilitation exercises designed to help accelerate patient recovery by Jintronix and Bluestream Health. Jewish Home also continues to educate the New York City community about groundbreaking issues in eldercare through our annual **Stein Lecture Series** at Sarah Neuman and the **Palliative** Care Conference at UIA-Federation of New York.

The Geriatric Career Development Program





In 2016 we graduated our largest class in GCD history—75 high school seniors. The program supports New York City high school youth from under-resourced communities in pursuit of healthcare careers. The New Jewish Home is proud to promote careers in eldercare and help shape the next generation of compassionate, culturally competent healthcare professionals.

GCD helped to reaffirm my belief that people are more than their illnesses or flaws. They are all individuals deserving of love and care.

- Fatoumata Drammeh, senior from Marie Curie School for Medicine, Nursing, and Health Professions, accepted to the University at Buffalo

2016 GCD Graduates Fatima Souane and Wilson Tejada.

GCD Class of 2016 By The Numbers













Certifications received

51 Certified Nursing Assistants

12 Medical Coders and Billers

16 Patient Care Technicians

#GIWINGTUESDAY

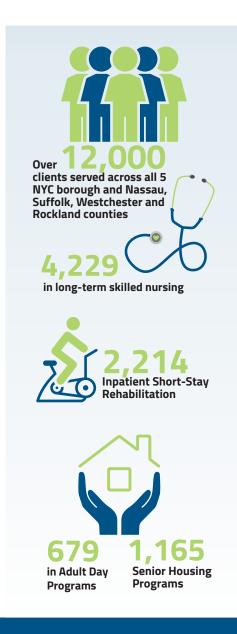


Our staff had a great time selecting, wrapping and distributing holiday presents to some 1,020 elders with funds from our annual post-Thanksgiving Giving Tuesday—a global day of giving fueled by the power of social media and collaboration.

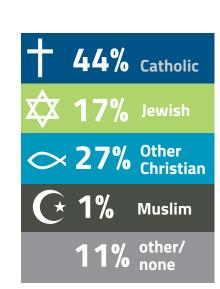




Who We Serve:











38% 33% White Hispanic

26%
Black/African Asian/Pacific Islander and other

Rehospitalization:

13.6% (nearly 4% lower than national average)

Who we are:

2,353: total number of employees

86% female and **14%** male

48: number of years the longest employed staff member has worked for Jewish Home

87: age of oldest employee

17: age of youngest employee

38: total number of languages spoken by our staff





2016 Financial Statements

In September 2016 we sold our Bronx Division nursing home, The Harry and Jeanette Weinberg Campus. This sale had a favorable impact on our overall operating margin, positioning us for better sustainability with an eye on future opportunity and growth.

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 Medicaid Assisted Living Facility, Certified Home Health Agency and Care Management Program all experienced improved performance.

The industry continues to wait for New York "pay-for-performance" bonuses earned in prior years. Financial support from the Universal Settlement (additional funding to compensate for the change in reimbursement) and newly approved Vital Access Provider funding (to incentivize better economy of scale practices related to operating expenses) allowed Jewish Home's operating results to improve dramatically in 2016.

Overall the organization had a strong year with an increase in net assets—even before accounting for the sale of the Bronx facility.

BALANCE SHEET

2016 and 2015

20070			2016		2015
ASSETS					
Current assets	nto	\$	0 / 10 012	đ	2 262 200
Cash and cash equivale		₽	8,410,913	\$	3,363,390
Investments	and tenant security deposits		2,346,593		2,241,597
	-4		119,757,073		64,554,095
Accounts receivable - n	et		45,191,705		64,307,629
Inventories - at cost			358,604		754,424
Contributions receivable			4,519,720		4,969,082
Prepaid expenses and o			1,246,895		2,907,195
	otal current assets		181,831,503		143,097,412
Assets limited as to use	-1-		0.047.277		42.026.264
Cash and cash equivale	otal assets limited as to use		8,014,374		12,926,364
	otal assets limited as to use		8,014,374		12,926,364
Noncurrent assets					
Cash and cash equivale	nts - restricted		161,698		161,117
Investments			15,534,204		15,118,617
Beneficial interest in gif			321,524		326,526
Contributions receivable	e - net		2,478,456		4,038,041
Fixed assets - net			134,629,617		172,761,526
To	otal noncurrent assets		153,125,499		192,405,827
To	otal assets	\$	342,971,376	\$	348,429,603
LIABILITIES AND NET ASSETS					
Current liabilities					
Accounts payable and a	accrued expenses	\$	26,131,034	\$	37,248,642
Accrued salaries and re	Accrued salaries and related liabilities				4,220,847
Lines of credit and loan	Lines of credit and loans payable				23,880,220
Resident funds			2,346,593		2,241,597
Accrued pension payab	le		7,028,486		10,640,456
Accrued interest payab	Accrued interest payable				14,175
Annuity obligations					223,004
Estimated liabilities due	Estimated liabilities due to third parties				8,722,599
Refundable advance					5,500,000
Security deposits and o	ther liabilities		740,799		767,801
• •	Current portion of mortgages payable				2,173,012
'	otal current liabilities		999,193 46,637,857		95,632,353
Long-term liabilities					
Refundable advance			3,021,856		3,000,000
Accrued pension payab	le		59,851,529		60,567,741
Mortgages payable			5,304,825		9,166,503
Swap liability					131,502
Loans payable					2,650,728
Capital lease payable					
Capital advances			26,923,200		26,923,200
To	otal long-term liabilities		99,558,238		102,439,674
Тс	otal liabilities		146,196,095		198,072,027
Net assets (Exhibit B)					
Unrestricted			135,017,747		87,397,749
Temporarily restricted	·				52,190,026
Permanently restricted	Permanently restricted				10,769,801
Тс	Total net assets				150,357,576
To	otal liabilities and net assets	\$	342,971,376	\$	348,429,603
			·		·

2016 and 2015

		2016								2015
		Unrestricted		Temporarily Restricted		Permanently Restricted		Total		Total
Operating revenues										
Residents	\$	124,187,027					\$	124,187,027	\$	122,371,788
Community-based Total patient service	-	41,165,738					-	41,165,738	_	47,109,140
revenue (net of contractual allowances and discounts)		165,352,765						165,352,765		169,480,928
Provision for bad debts	_	(4,630,399)					_	(4,630,399)	_	(3,592,648)
Net patient service revenue less provision for bad debts		160,722,366						160,722,366		165,888,280
Grant income		4,362,642						4,362,642		4,847,206
Apartment rentals		7,467,371						7,467,371		7,378,166
Other operating revenues		3,722,622						3,722,622		4,394,421
Net assets released from		6,226,161	\$	(6,226,161)						
restrictions	_	· · ·	Ψ -		-		-		_	
Total operating revenues		182,501,162		(6,226,161)				176,275,001		182,508,073
Operating expenses										
Residents		111,439,545						111,439,544		112,681,033
Community-based		37,622,544						37,622,554		44,924,639
Housing		6,499,104						6,499,104		6,533,227
Other programs		5,541,166						5,541,166		5,540,561
Research and education		457,010						457,010		514,053
Administrative and general	_	21,287,637					_	21,287,637		18,842,067
Total operating expenses (includes interest of										
\$1,477,452 in 2016 and										
\$1,006,266 in 2015)	_	182,847,016					_	182,847,016		188,926,519
Operating gain (loss)		(345,854)		(6,226,161)				(6,572,015)		(6,418,446)
Nonoperating revenues, expenses, gains and losses										
Contributions, grants, and special event		51,758		4,613,216	\$	3,600		4,668,574		9,210,432
Less direct cost of special event		(179,346)						(179,346)		(231,889)
Fund-raising expenses		(2,150,549)						(2,150,549)		(2,968,901)
Bad debt loss				(48,774)				(48,774)		(3,351,407)
Investment income (loss) - net of investment fees		1,659,622		670,678				2,330,300		(2,101,996)
Change in value of split- interest agreements		(23,560)						(23,560)		(26,943)
Gain (loss) on swap agreement		60,007						60,007		(289)
Net assets released from		214,852		(214,852)						,,
restrictions - capital	_	214,032	_	(214,032)	-		_			
Total nonoperating revenues, expenses, gains and losses		(367,216)		5,020,268		3,600		4,656,652		529,007
Change in net assets before	_	(713,070)	-	(1,205,893)	-	3,600	_	(1,915,363)		(5,889,439)
other changes in net assets Write-off of abandoned project costs		(5,738,275)						(5,738,275)		
Discontinued operations - ncome		74,161,361						74,161,361		100,172,086
Discontinued operations – expense (includes interest of \$1,141,040 in 2016 and \$715,133 in 2015)		(72,233,496)						(72,233,496)		(96,427,819)
Gain on sale of nursing facility		53,799,555						53,799,555		
Adjustment to pension liability funded status		(1,656,077)						(1,656,077)		3,427,447
Change in net assets		47,619,998		(1,205,893)		3,600	_	46,417,705		1,282,275
Net assets - beginning of year, as previously stated	_	87,397,749	_	52,190,026	-	10,769,801	_	150,357,576		147,670,478
Restatement									_	1,404,823
Net assets - beginning of year, restated		87,397,749	_	52,190,026		10,769,801	_	150,357,576		149,075,301
Net assets - end of year	\$		+		. +				<i>-</i>	
ivec assets end of year	Ψ_	135,017,747	\$_	50,984,133	. \$	10,773,401	. \$ _	196,775,281	\$ <u></u>	150,357,576

See independent auditor's report.

Individuals, foundations, government partners & corporations who have given or pledged financial support during at least one of the previous two years (January 1, 2015–December 31, 2016).**

Thank You

\$1,000,000+

Charina Endowment Fund Eugene & Emily Grant Family Foundation The Pershing Square Foundation Sofia and Mike Segal

\$500,000+

Office of the Bronx Borough President Estate of Jay Furman

\$250,000+

Estate of Samuel Begun Ira W. DeCamp Foundation Estate of Thelma and George Fenmore Council Member Fernando Cabrera & NYC Council District 14 New York State Department of Health The Pinkerton Foundation

\$100,000+

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\$10,000+

Jeffrey Solomon, PhD

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