2011 annual report
meeting the challenge of change
Remaining focused on our mission was ever more important in 2011 as the sweeping changes of healthcare reform began altering the landscape of patient care in New York State. The federal Accountable Care Act and the New York State Medicaid Redesign team recommendations require us to find new and cost-efficient ways in which to deliver better care, better experiences and better outcomes in an increasingly regulated healthcare environment. Change is not easy but it offers the opportunity to improve the ways we provide care and impact results.

In light of all these changes to our caregiving environment, Jewish Home Lifecare remains dedicated to the principle that elders are entitled to live their lives with dignity and choice. We will continue this tradition of person-centered care and improve on it by developing partnerships and affiliations with other healthcare organizations; utilizing advanced technologies to an even greater degree; incorporating our teaching, research and clinical best practices into our daily regimen of care and, of course, seeking constant improvement in our communications and responsiveness to our clients and their families. By facing the challenges of healthcare reform, along with continuing to lead the movement away from the traditional nursing home, we’re setting the stage for Jewish Home Lifecare to be the standard of excellence in elder care for decades to come.
our mission

We are passionate about the quality of aging. The services we provide support health, individuality and dignity. Our mission is Lifecare.
Jewish Home Lifecare continues to offer a wide range of high quality, cost-efficient, outcome-based services in our tradition of person-centered care, where our professional staff provides elders with the personal care and clinical support they need. Those include:

**post acute services**
Thorough, compassionate rehabilitation for those recovering from surgery or injury in all JHL facilities. Each patient’s treatment is focused on their specific, individual needs to help them get well and home, as soon as possible.

**long-term skilled nursing**
Skilled nursing for long-term residential care embodies the kind of person-centered understanding that underlies all of our efforts. It includes special programs for elders with dementia and vision impairment and people who need hemodialysis.

**home care**
Home Care services are designed for people with chronic diseases or who are recovering from illness, injury, surgery or recent hospitalization and need assistance to live safely and independently, at home.

**adult day programs**
Social and medical day programs are available for people living at home who can benefit from a life-enhancing, structured, supportive community environment.

**senior residences**
Jewish Home offers supportive senior apartment living along with three low-income HUD 202 senior residences in the Bronx.

**the research institute on aging**
The award-winning Research Institute’s multi-disciplinary staff consists of physicians, psychologists, cognitive scientists, public health specialists, sociologists and social workers. By sharing research and expertise in published works, Jewish Home continues to be a trusted resource for information, educational opportunities, leadership and above all, excellence.

Jewish Home Lifecare served 12,638 individuals

- **30%** in short-stay rehabilitation
  - a 6% increase from 2010
- **35%** in more than one program
  - an example of our continuum of services
- **54%** half of all the people we served, in their own homes
better care for better outcomes

new emphasis on post-acute care and reducing rehospitalizations

Jewish Home Lifecare provides post-acute care and rehabilitation for stroke, cardiac care, cancer treatment and amputation or limb replacement surgery, as well as care for those recovering from falls or other acute incidents.

Post-acute services, which coordinate the needs of elders who are well enough to be discharged from the acute care hospital but not well enough to return home, are more important than ever. Coordinated care is paramount to better patient outcomes and avoiding rehospitalization. Nationally one out of every four Medicare patients admitted to skilled nursing facilities is readmitted to the hospital within 30 days*. This has become a serious financial and patient care issue.

The United States Center for Medicare and Medicaid Services (CMS) is addressing this issue by penalizing hospitals for certain preventable 30-day readmissions. To stay ahead of the curve and reduce hospitalizations, Jewish Home Lifecare has created the ideal resident/patient experience by implementing a standardized system of clinical best practices in diabetes and congestive heart failure to ensure the highest quality of patient care and safety.

To enhance the staff’s ability to address conditions that most often lead to hospitalization before they become acute, Jewish Home Lifecare participated in the INTERACT quality improvement program to

* Reducing hospitalizations... The right way; Center for Medical Advocacy Inc.; www.medicareadvocacy.org/2012

in 2011, JHL treated over 3,000 rehab patients

90% were discharged home at an average age of 82.

2011 30-day SNF rehospitalization rate

Jewish Home 11.3%  
New York State 25.3%  
National 23.5%
enhancing the patient experience

reduce hospital readmission rates in New York City. Jewish Home also instituted a system-wide program to follow up with discharged short-stay rehabilitation patients within 24 hours of their leave via telephone, to help patients transition home more easily. This simple act has also enabled Jewish Home to better assess patient compliance and satisfaction.

We are developing our “Pathways to Wellness” post-acute care kit that will provide patients with the information they need to make the most of their rehabilitation process and return home as soon as possible. The kit will include personalized rehabilitation goals, education materials, medication management instructions and wellness and safety tips. “Pathways to Wellness” will debut in early 2013.

patient compliance & satisfaction results after follow-up calls:
98% had obtained and were taking their prescribed medications
96% had made follow-up physician appointments
96% reported the staff treated them with respect during their stay

“The patient care given here was the greatest. The staff empowers you to meet your wellness goals. The entire staff was friendly and positive. I loved sitting outdoors and made good use of the computer center.”
-Mrs. B., Bronx, NY
As an early adopter of telehealth technology, Jewish Home Lifecare has fully embraced this technology as a means to empower elders to learn about and manage their health. Outcomes of Jewish Home telehealth pilots show that emergency room visits and hospital readmissions are more preventable through the use of telehealth kiosks in nursing homes and with Health Monitor® systems at home, especially in cases of diabetes and congestive heart failure. In 2011, 819 people used telehealth services provided by Jewish Home Lifecare.

Jewish Home Lifecare partnered with NYU Langone Medical Center in a six-month pilot program to test the benefits of telehealth technology in reducing hospital readmission rates for patients with congestive heart failure (CHF). Funding for the pilot program was provided by the Fan Fox and Leslie Samuels Foundation. The outcomes (see below) of this program were positive.

NYU telehealth pilot results:
50 NYU patients with CHF received a Health Buddy® telehealth device to track vital signs, symptoms, and disease knowledge to improve management of CHF symptoms. Hospital readmission rates for these patients decreased by 7.8%, down from 24.8% to 17%.
expanding commitment to person-centered care

With plans to build the Living Center of Manhattan, Jewish Home is working with THE GREEN HOUSE® Project, a nationally recognized leader in elder living, to construct the first Green House in a major metropolitan setting.

In addition, the GREEN HOUSE Project® at Sarah Neuman Center will include a new two-story Green House facility along with a renovation of the existing Pavilion building to create five small houses inspired by the Green House model of care.

The Green House model of care consists of skilled nursing facilities designed and operated as small, nurturing households where residents have greater privacy, autonomy and choice, and staff report greater job satisfaction and fulfillment.

<table>
<thead>
<tr>
<th>Jewish Home’s community service programs served 54% of the elders we cared for in 2011. That’s over half of all the people we treat through home care, adult day programs, geriatric care management and home health aides.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>senior residences: keeping elders healthy and at home</th>
</tr>
</thead>
</table>

Each day more than 500 seniors live with dignity, as independently as possible, in one of Jewish Home’s housing settings. It’s all about integrating care into the community. Jewish Home Lifecare, with funding provided by a New York State Department of Health HEAL Grant, is constructing the University Avenue Assisted Living Facility, a 72-unit building slated to open in 2014 in the Bronx.

Of course, providing affordable housing for seniors has always been at the heart of what we do. Jewish Home provided housing to moderate - and low-income level elders in the Bronx at Kittay House, an independent senior residence with 307 tenants. In addition, three HUD 202 residences: The Weinberg Riverdale House, the Kenneth Gladstone Building and the Harry and Jeanette Weinberg Gardens are home to 206 seniors.

<table>
<thead>
<tr>
<th>our main goal is to keep clients independent and active</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>person-centered care:</th>
</tr>
</thead>
</table>

Health care that establishes a person directed approach - among practitioners, patients and their families (when appropriate) to ensure that decisions respect patients’ wants, needs and preferences and that patients have the education and support they need to make decisions and participate in their own care.
Throughout 2011, Jewish Home maintained strong involvement in the communities we serve. We provided educational and mentoring opportunities to almost 1100 high school, undergraduate and graduate school students and health care professionals. Our dedicated Geriatric Career Development team has helped over 300 at-risk high school youth meet educational and career goals to prepare them for success in school, employment and their future.

For the last six years, the Geriatric Career Development program boasts a 99% high school graduation rate. 92% of graduates attend college and over half have pursued health care careers.

Our staff works with corporate and community volunteer programs to provide life enrichment activities for our residents:

- Goldman Sachs resident barbeques
- NY Cares
- Morgan Stanley Hoot N' Nanny
- NY Junior League
- MDC Partners Life History Project
- Westchester Jewish Community Services
- Bronx Week Senior Events
- Town Of Mamaroneck
- Bronx Borough President’s Office for resident trips
- Boy Scouts/Girl Scouts Westchester
- AARP
- UJA Mitzvah and Mommy + Me programs in NYC + Westchester
- Verizon Pioneers

### 2011 high school graduation rates

|                        | GCD | New York City | New York State |
|------------------------|-----|---------------|----------------
| 2011 graduation rate   | 99% | 65.5%         | 74%            |
Jewish Home staff cares about the larger community and reaches out to support its strengths and to advance healthcare and enrich lives. As such, they supported disaster relief efforts in addition to sending packages and letters to US troops overseas. Packages of food, clothing and other necessities were prepared for the homeless and others in need by our residents, tenants and staff. Jewish Home took part in the “Walk to End Alzheimer’s” in Westchester and New York City and the “Walk for What Matters” in Westchester along with a variety of other fundraisers, blood drives, toy drives and clothing donations that were successful in providing needed funds in the community. We are proud to make a difference in the places we live and work.

1150 = 150,474

adult + youth volunteers
hours of service

corporate + community group volunteers: over 3100 individuals of all ages

over 650 people participated in Jewish Home’s health forums, conferences and caregiver support groups

health education forums: 245 attendees

community services and nursing home caregiver support: 238 attendees

professional conferences: 170 attendees
We place great emphasis on creating meaningful philanthropic partnerships with individual donors, and strengthening strategic alliances with foundations, corporations and community organizations. We are grateful for the support of friends who understand our commitment to deliver the highest quality of care, services and programs.

annual campaign

More than 1200 donors supported enrichment programs for our Jewish Home Lifecare residents, clients, tenants and families. Musical concerts, arts and crafts, drum circles and movement classes, day trips, computer lessons and holiday parties are part of the annual calendar of activities designed to enhance the quality of life of the elders we serve and are made possible through philanthropic support.

development highlights

• Marcia Riklis provided a major gift to name a post-acute floor in the new Manhattan building in memory of her mother Judith Riklis.

• The Pinkerton Foundation supported the Geriatric Career Development (GCD) Program by providing stipends for students and enriching the academic program to prepare students for ACT and SAT testing.

• A grant from the Tiger Foundation provided academic enrichment and college preparation for students of the GCD program.

• The NYS Department of Education extended Day Program provided the first of three annual grants to fund academic enrichment for students in the (GCD) Program.

• UJA-Federation of New York, a supporter of Jewish Home Lifecare for nearly 100 years, again provided a grant to help support Jewish life through religious observances and spiritual and cultural programming at all three campuses.

• A grant from City Council Member Fernando Cabrera supported recreation activities and outings for the residents of the Bronx Nursing Home and tenants of Kittay House.

• Together with UJA-Federation’s Give a Mitzvah – Do a Mitzvah program, a young man came to Jewish Home with his family to volunteer with elders and donated 6 iPads to the Jewish Home. iPads are wonderful for intergenerational programming and help elders keep in touch with family and stay on top of news.
foundation and government support

Jewish Home Lifecare, an agency of UJA-Federation of New York, gratefully acknowledges the foundations and government agencies that provide important support for programs including workforce development, medical research and education, clinical training, intergenerational programs, wellness and alternative therapies, senior housing and adult day care. We are most appreciative of their support.

Altman Foundation  
Mandell L. & Madeleine H. Berman Foundation  
Bisgeier Family Foundation  
William Brown Foundation, Inc.  
J.E. & Z.B. Butler Foundation  
Earl M. and Margery C. Chapman Foundation  
Peter A. & Elizabeth S. Cohn Foundation  
Dammann Fund, Inc.  
Fink Foundation  
Furth Family Foundation  
The Herman Goldman Foundation  
Stella and Charles Guttman Foundation Inc.  
Marjorie and Maxwell Jospey Foundation  
Leir Charitable Trusts  
Carl Marks Foundation  
Helen Matchett Demario Foundation  
Metzger-Price Fund, Inc.  
Henry & Lucy Moses Fund, Inc.  
Henry Nias Foundation, Inc.  
The Pinkerton Foundation  
Tiger Foundation  
Office of the Bronx Borough President  
New York City Department for the Aging  
New York State Child and Adult Care Food Program  
New York State Department of Health  
New York State Department of Transportation  
New York State Education Department  
Edythe Kenner Foundation  
Americorps  
Charina Foundation  
iMentor  
Irma T. Hirschl Trust  
Skirball Foundation  
Harry & Jeanette Weinberg Foundation  
United Hospital Fund of New York  
Deutsche Bank Americas Foundation  
National Institute on Aging  
National Institute on Mental Health

planned giving – heritage society

The Heritage Society recognizes those who have provided for Jewish Home Lifecare with a planned gift. Their bequest, charitable gift, annuity or other planned gift commitment demonstrates a respect for the past and a responsibility for the future. Bequest gifts received this year included:

Estate of Florence Barrack  
Estate of Lynn G. Bohrer  
Estate of Henry Gern  
Estate of Irma Braunschweiger  
Annette Goodrich Revocable Trust  
Estate of Ilse G. Gutzwiller  
Estate of Henry Jacobs  
The Mildred Kaminsky Revocable Living Trust  
The Jerusalem Fund  
The David M. & Mary C. Cohn Foundation  
The Henry & Lucy Moses Fund, Inc.  
The Kallin Foundation  
The Pinkerton Foundation  
The Terner Foundation  
The Tiger Foundation  
The Robert and Myra Gelfand Charitable Trust  
The Joseph A. and Bertha H. Ablin Foundation  
The Anthony Leir Charitable Trusts  
The Carl Marks Foundation  
The Helen Matchett Demario Foundation  
The Leo Kanner Fund  
The M. L. & H. B. Berman Foundation  
The Bisgeier Family Foundation  
The William Brown Foundation, Inc.  
The J.E. & Z.B. Butler Foundation  
The Earl M. and Margery C. Chapman Foundation  
The Peter A. & Elizabeth S. Cohn Foundation  
The Dammann Fund, Inc.  
The Fink Foundation  
The Furth Family Foundation  
The Herman Goldman Foundation  
The Stella and Charles Guttman Foundation Inc.  
The Marjorie and Maxwell Jospey Foundation  
The Leir Charitable Trusts  
The Carl Marks Foundation  
The Helen Matchett Demario Foundation  
The Metzger-Price Fund, Inc.  
The Henry & Lucy Moses Fund, Inc.  
The Henry Nias Foundation, Inc.  
The Pinkerton Foundation  
The Tiger Foundation  
The Office of the Bronx Borough President  
The New York City Department for the Aging  
The New York State Child and Adult Care Food Program  
The New York State Department of Health  
The New York State Department of Transportation  
The New York State Education Department  
The Edythe Kenner Foundation  
The Americorps  
The Charina Foundation  
The iMentor  
The Irma T. Hirschl Trust  
The Skirball Foundation  
The Harry & Jeanette Weinberg Foundation  
The United Hospital Fund of New York  
The Deutsche Bank Americas Foundation  
The National Institute on Aging  
The National Institute on Mental Health  
The Altman Foundation  
The Mandell L. & Madeleine H. Berman Foundation  
The William Brown Foundation, Inc.  
The J.E. & Z.B. Butler Foundation  
The Earl M. and Margery C. Chapman Foundation  
The Peter A. & Elizabeth S. Cohn Foundation  
The Dammann Fund, Inc.  
The Fink Foundation  
The Furth Family Foundation  
The Herman Goldman Foundation  
The Stella and Charles Guttman Foundation Inc.  
The Marjorie and Maxwell Jospey Foundation  
The New York State Education Department  
The Edythe Kenner Foundation  
The Americorps  
The Charina Foundation  
The iMentor  
The Irma T. Hirschl Trust  
The Skirball Foundation  
The Harry & Jeanette Weinberg Foundation  
The United Hospital Fund of New York  
The Deutsche Bank Americas Foundation  
The National Institute on Aging  
The National Institute on Mental Health
## 2011 financials

### consolidated balance sheet

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

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$11,301,592</td>
<td>$5,156,568</td>
</tr>
<tr>
<td>Cash – resident funds</td>
<td>1,857,913</td>
<td>1,931,345</td>
</tr>
<tr>
<td>Investments</td>
<td>63,928,871</td>
<td>74,452,570</td>
</tr>
<tr>
<td>Investments – resident funds</td>
<td>684,329</td>
<td>776,232</td>
</tr>
<tr>
<td>Accounts receivable - net</td>
<td>39,642,970</td>
<td>49,694,464</td>
</tr>
<tr>
<td>Inventories - at cost</td>
<td>781,975</td>
<td>683,867</td>
</tr>
<tr>
<td>Contributions receivable - net</td>
<td>9,224,116</td>
<td>9,244,471</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>800,949</td>
<td>1,080,368</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$128,222,715</strong></td>
<td><strong>$143,019,885</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIMITED-USE ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,815,797</td>
<td>20,200,993</td>
</tr>
<tr>
<td>Investments</td>
<td>95,216</td>
<td>95,204</td>
</tr>
<tr>
<td><strong>Total limited-use assets</strong></td>
<td><strong>$20,911,013</strong></td>
<td><strong>$20,296,197</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NONCURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Investments</td>
<td>12,019,824</td>
<td>12,806,559</td>
</tr>
<tr>
<td>Beneficial interest in gift annuities</td>
<td>434,435</td>
<td>439,609</td>
</tr>
<tr>
<td>Contributions receivable - net</td>
<td>1,663,929</td>
<td>2,122,394</td>
</tr>
<tr>
<td>Fixed assets - net</td>
<td>145,536,667</td>
<td>142,813,311</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td><strong>$159,734,855</strong></td>
<td><strong>$158,261,873</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$308,868,583</strong></td>
<td><strong>$321,577,955</strong></td>
</tr>
</tbody>
</table>

### CURRENT LIABILITIES

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$25,079,846</td>
<td>$31,206,044</td>
</tr>
<tr>
<td>Accounts payable – construction</td>
<td>757,848</td>
<td>940,726</td>
</tr>
<tr>
<td>Accrued salaries and related liabilities</td>
<td>10,874,348</td>
<td>10,299,536</td>
</tr>
<tr>
<td>Lines of credit</td>
<td>6,499,497</td>
<td>9,499,497</td>
</tr>
<tr>
<td>Resident funds</td>
<td>2,542,242</td>
<td>2,707,577</td>
</tr>
<tr>
<td>Accrued pension payable</td>
<td>4,617,164</td>
<td>3,396,804</td>
</tr>
<tr>
<td>Accrued interest payable</td>
<td>19,782</td>
<td>23,057</td>
</tr>
<tr>
<td>Annuity obligations</td>
<td>109,460</td>
<td>239,438</td>
</tr>
<tr>
<td>Estimated liabilities to third parties</td>
<td>17,925,656</td>
<td>13,354,208</td>
</tr>
<tr>
<td>Security deposits and other liabilities</td>
<td>858,840</td>
<td>839,051</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>3,383,287</td>
<td>3,516,996</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$72,667,970</strong></td>
<td><strong>$76,022,934</strong></td>
</tr>
</tbody>
</table>

### LONG-TERM LIABILITIES

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued pension payable</td>
<td>$50,464,971</td>
<td>$32,651,915</td>
</tr>
<tr>
<td>Mortgages payable</td>
<td>29,465,483</td>
<td>32,551,923</td>
</tr>
<tr>
<td>Loans payable</td>
<td>4,035,241</td>
<td>4,326,857</td>
</tr>
<tr>
<td>Capital advances</td>
<td>26,192,050</td>
<td>26,192,050</td>
</tr>
<tr>
<td><strong>Total long-term liabilities</strong></td>
<td><strong>$101,157,745</strong></td>
<td><strong>$95,722,745</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$182,825,715</strong></td>
<td><strong>$171,745,679</strong></td>
</tr>
</tbody>
</table>

### NET ASSETS

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>$65,442,529</td>
<td>$86,071,965</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>50,673,066</td>
<td>53,968,724</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>9,927,273</td>
<td>9,791,587</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$126,042,868</strong></td>
<td><strong>$149,832,276</strong></td>
</tr>
</tbody>
</table>

### TOTAL LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>蛟水</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$308,868,583</strong></td>
<td><strong>$321,577,955</strong></td>
</tr>
</tbody>
</table>
### consolidated statement of activities

<table>
<thead>
<tr>
<th>OPERATING REVENUES</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>$212,972,766</td>
<td>$212,972,766</td>
<td>$209,853,266</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community-based</td>
<td>$64,717,101</td>
<td>$64,717,101</td>
<td>$60,878,021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apartment rentals</td>
<td>$6,627,711</td>
<td>$6,627,711</td>
<td>$5,867,904</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>$4,958,296</td>
<td>$4,958,296</td>
<td>$5,161,240</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$317,277</td>
<td>$317,277</td>
<td>$592,546</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$4,814,931</td>
<td>(4,814,931)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>$294,408,082</td>
<td>(4,814,931)</td>
<td>$282,552,977</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING EXPENSES</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>$196,728,097</td>
<td>$196,728,097</td>
<td>$190,010,277</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community-based</td>
<td>$59,925,893</td>
<td>$59,925,893</td>
<td>$57,168,106</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>$6,067,133</td>
<td>$6,067,133</td>
<td>$5,460,218</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other programs</td>
<td>$6,305,009</td>
<td>$6,305,009</td>
<td>$5,498,339</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and education</td>
<td>$1,429,529</td>
<td>$1,429,529</td>
<td>$1,542,839</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative and general</td>
<td>$23,639,444</td>
<td>$23,639,444</td>
<td>$22,335,684</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total operating expenses (includes interest of $2,539,618 in 2011 and $2,735,304 in 2010)</td>
<td>$294,095,105</td>
<td>$294,095,105</td>
<td>$282,015,463</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATING GAIN (LOSS)</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>$312,977</td>
<td>(4,814,931)</td>
<td>(4,501,954)</td>
<td>$337,514</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NON-OPERATING ACTIVITIES</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$2,589,522</td>
<td>$4,334,311</td>
<td>$85,903</td>
<td>$7,009,766</td>
<td>$4,819,942</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>(1,834,338)</td>
<td>(1,834,338)</td>
<td>(2,390,433)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income - net of investment fees</td>
<td>(1,672,981)</td>
<td>(3,278,841)</td>
<td>(4,951,822)</td>
<td>5,806,832</td>
<td></td>
</tr>
<tr>
<td>Change in value of split-interest agreements</td>
<td>114,614</td>
<td>114,614</td>
<td>(32,697)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain on Senior Health Partners, Inc. change of membership</td>
<td></td>
<td></td>
<td>21,544,787</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions - capital</td>
<td>$468,922</td>
<td>(468,922)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-operating gain</td>
<td>(752,885)</td>
<td>$586,548</td>
<td>$85,903</td>
<td>(80,434)</td>
<td>$29,748,431</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change in net assets before other changes in net assets</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>$(439,908)</td>
<td>(4,228,383)</td>
<td>$85,903</td>
<td>(4,582,388)</td>
<td>$30,085,945</td>
<td></td>
</tr>
<tr>
<td>Reclassifications</td>
<td>(982,508)</td>
<td>932,725</td>
<td>49,783</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer of fixed assets from Senior Health Partners, Inc.</td>
<td>(19,207,020)</td>
<td></td>
<td>(19,207,020)</td>
<td>358,279</td>
<td></td>
</tr>
<tr>
<td>Adjustment to pension liability funded status</td>
<td>(19,207,020)</td>
<td></td>
<td>(19,207,020)</td>
<td>358,279</td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$(20,629,436)</td>
<td>(3,295,658)</td>
<td>135,686</td>
<td>(23,789,408)</td>
<td>31,020,390</td>
</tr>
<tr>
<td>Net assets - beginning of year</td>
<td>$86,071,965</td>
<td>$53,968,724</td>
<td>$9,791,587</td>
<td>$149,832,276</td>
<td>$118,811,886</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS - END OF YEAR</th>
<th>UNRESTRICTED</th>
<th>TEMPORARILY RESTRICTED</th>
<th>PERMANENTLY RESTRICTED</th>
<th>TOTAL 2011</th>
<th>TOTAL 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>$65,442,529</td>
<td>$50,673,066</td>
<td>$9,927,273</td>
<td>$126,042,868</td>
<td>$149,832,276</td>
<td></td>
</tr>
</tbody>
</table>
2011 system and division board members
Stanley H. Pantowich, Chairman, System Board
Gene D. Resnick, M.D., Immediate Past Chair, System Board
Lynn Oberlander, Chair, Bronx Board
Russell Makowsky, Chair, Community Services Board
David Haas, Chair, Manhattan Board
Lisa Feiner, Chair, Westchester Board, Sarah Neuman Center
Audrey S. Weiner, DSW, MPH, President & CEO

Peter Arencibia • Mel Barkan • Ann Berman
William Blumstein • Gary Butts, M.D. • Robin S. Dillon
John P. Engel • Bruce J. Evans • Cheryl Fishbein
Margot Freedman • David Freeman • Cheryl G. Fried
Jay Furman • Lonya Gilbert • Lucille Gladstone
Susan Glickman • Edward Gordon • Samantha M. Gordon
Elizabeth Grayer • Edward A. Greenberg • Randolph Guggenheimer
Scott Hansen • Andrew Heineman • Joy A. Henshel
Joel Hirschtritt • Nancy Hirschtritt • Jonathan Hochberg
Patricia Jacobs • Michael Jaffe • William Klingenstein
William Kummel • Arthur Levin, M.D. • Steven Lowenthal
Michael Luskin • Marilyn Margon • Jill Oberlander
David Orelowitz • Elizabeth Pagel Serebransky • David Pinter
Paul Polivy • Arthur Rebell • Edward A. Reiss • David Robinov
Jeffrey Rothschild • Richard Rovit, M.D. • Tami Schneider
Jayne Silberman, PhD • Rabbi Jeffrey Sirkman Frank Spitalny
David Strumwasser • Susan Switzer • Michael Tannenbaum
Joan Wachtler, LCSW • Olumide S. Wilkey

life trustees
Andrew D. Heineman • Walter W. Hess, Jr. • David A. Jones
Joann Lang • Henry Pollak (SRN) • Amy K. Pollinger (SRN)
Seth Rosner • Mitchell M. Waife

senior staff
Patricia Beilman, Vice President, Public Affairs
Frederic L. Bloch, Senior Vice President, Development
Robert Davis, Vice President, Finance
Bridget Gallagher, Senior Vice President, Community Services
Thomas Gilmartin, Chief Administrative Officer
Mark A. Levy, M.D., MPH, Chief Medical Officer
Kathleen McArdle, Administrator, Sarah Neuman Center
Regina Melly, Vice President, New Business Development
Rita Morgan, Administrator, Bronx
Bruce Nathanson, Senior Vice President, Marketing
Richard Neufeld, M.D., Vice President, Medical Affairs
Judith Nicholson, Administrator, Manhattan
Marie Rosenthal, Vice President, Post-Acute Services
Nancy Stoddard, Vice President, Information Systems
Audrey R. Wathen, Senior Vice President, Human Resources
Elizabeth Weingast, Corporate Director, Clinical Excellence

Jewish Home Lifecare
Caring as individual as you
jewishhome.org

Jewish Home Lifecare, Bronx
Harry and Jeanette Weinberg Campus
100 West Kingsbridge Road
Bronx, NY 10468
718.410.1500

Jewish Home Lifecare, Manhattan
120 West 106th Street
New York, NY 10025
212.870.5000

Jewish Home Lifecare
Sarah Neuman Center, Westchester
845 Palmer Avenue
Mamaroneck, NY 10543
914.698.6005

Kittay House
Independent Senior Living
2550 Webb Avenue
Bronx, NY 10468
718.410.1420

Connections Information
and Referral Service
800.544.0304

Jewish Home Lifecare does not discriminate because of race, creed, color, national origin, sexual preference, gender, blindness, disability and sponsorship in admission, source of payment, age or as otherwise prohibited by law with respect to the admission, retention and care of residents.