



2011

annual report

meeting the challenge of change



Jewish Home Lifecare

Caring as individual as you





Stanley H. Pantowich
Chairman, Board of Trustees

A stylized, handwritten signature of Stanley H. Pantowich.



Audrey S. Weiner, MPH, DSW
President & CEO

A handwritten signature of Audrey S. Weiner.

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.**

spectrum of services

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

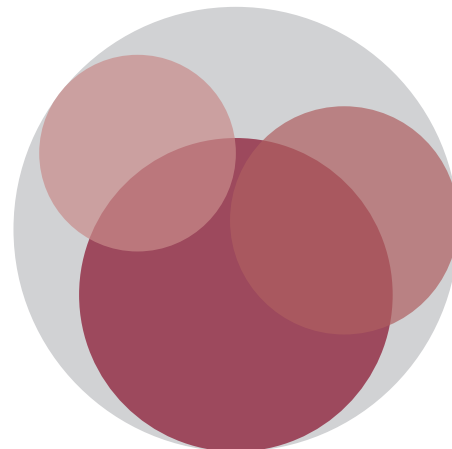
The award-winning Research Institute's multi-disciplinary staff consists of physicians, psychologists, cognitive scientists, public health specialists, sociologists and social workers. By sharing research and expertise in published works, Jewish Home continues to be a trusted resource for information, 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

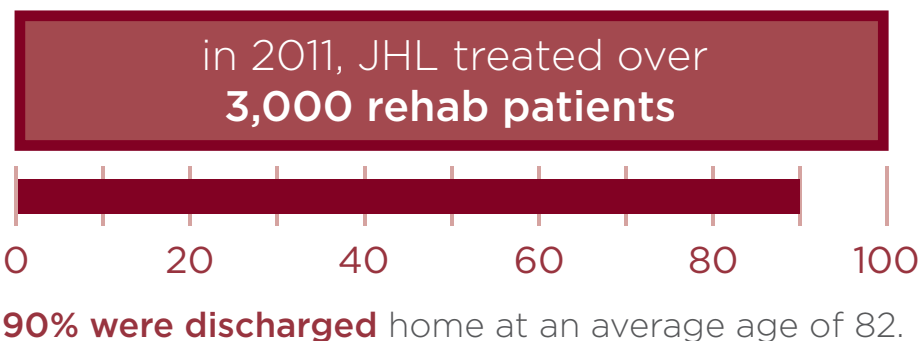
Jewish Home Lifecare provides post-acute care and rehabilitation for stroke, cardiac care, cancer treatment and amputation or limb replacement surgery, as well as care for those recovering from falls or other acute incidents.

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

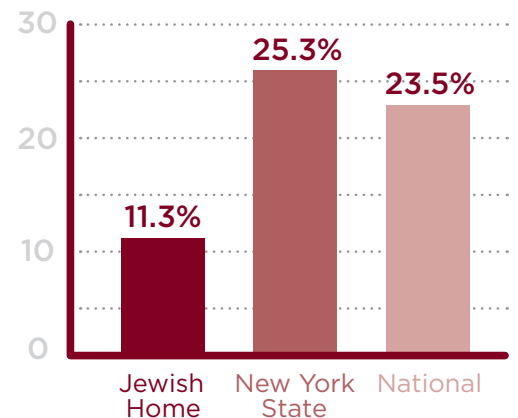
nursing facilities is readmitted to the hospital within 30 days*. This has become a serious financial and patient care issue.

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



2011 30-day SNF rehospitalization rate



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

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:

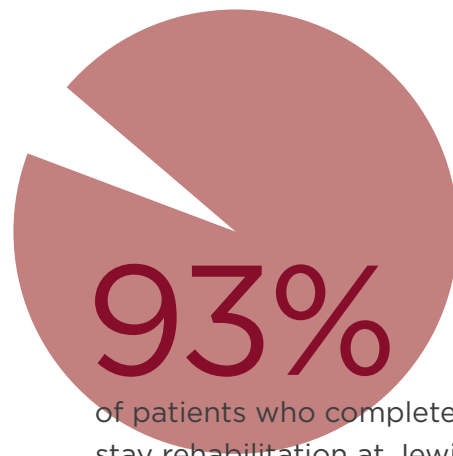
98% had obtained and were taking their prescribed medications

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



of patients who completed short-stay rehabilitation at Jewish Home reported high levels of satisfaction with their therapy progress.

making technology human

the healing power of technology

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 con-

gestive 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.

connecting technology to care

We made a full commitment to build an Information Technology infrastructure that supports our network of care and services. We implemented the electronic health record project, eCare. By using eCare, our physicians can better track medication and treatment orders and diagnostic test orders. As part of the eCare initiative, we successfully selected, tested and installed touchscreen devices into all 46 nursing units. The design and building of Certified Nurses Assistant documentation was also finalized.

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

down from 24.8% to 17%



7.8%

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.

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.

our main goal is to keep clients independent and active

senior residences: keeping elders healthy and at home

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.

person-centered care:

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.

caring for the community

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

Morgan Stanley
Hoot N' Nanny

MDC Partners Life
History Project

Bronx Week Senior
Events

Bronx Borough
President's Office
for resident trips

AARP

Verizon Pioneers

NY Cares

NY Junior League

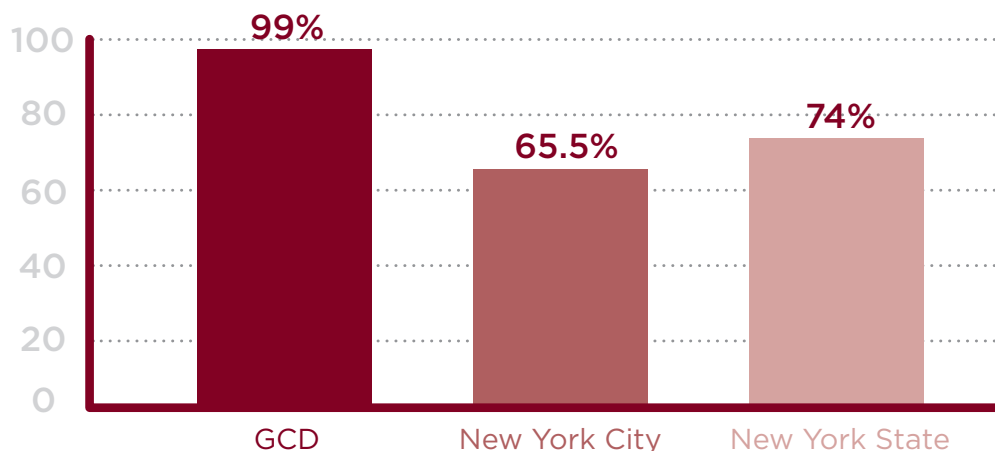
Westchester Jewish
Community Services

Town Of
Mamaroneck

Boy Scouts/Girl
Scouts Westchester

UJA Mitzvah and
Mommy + Me
programs in
NYC + Westchester

2011 high school graduation rates



1150 = 150,474

adult + youth volunteers

hours of service

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

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

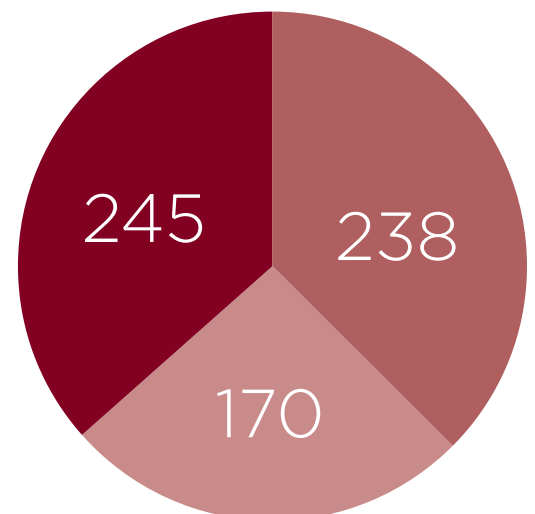
Home took part in the “Walk to End Alzheimer’s” in Westchester and New York City and the “Walk for What Matters” in Westchester along with a variety of other fundraisers, blood drives, toy drives and clothing donations that were successful in providing needed funds in the community. We are proud to make a difference in the places we live and work.

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**



generosity

In 2011, Fund for the Aged, Inc. raised \$5 million in support of Jewish Home Lifecare. The generosity of our donors enables Jewish Home Lifecare to continue its long-standing commitment to caring.

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

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
Estate of Arthur Ross
Estate of David I. Silverman
Estate of Frederica Stumpf
Estate of Martha Warish
The Elias & Nettie P. Weiss Revocable Trust

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	2011	2010	ASSETS	2011	2010
CURRENT ASSETS			CURRENT LIABILITIES		
Cash and cash equivalents	\$11,301,592	\$5,156,568	Accounts payable and accrued expenses	\$25,079,846	\$31,206,044
Cash - resident funds	1,857,913	1,931,345	Accounts payable - construction	757,848	940,726
Investments	63,928,871	74,452,570	Accrued salaries and related liabilities	10,874,348	10,299,536
Investments - resident funds	684,329	776,232	Lines of credit	6,499,497	9,499,497
Accounts receivable - net	39,642,970	49,694,464	Resident funds	2,542,242	2,707,577
Inventories - at cost	781,975	683,867	Accrued pension payable	4,617,164	3,396,804
Contributions receivable - net	9,224,116	9,244,471	Accrued interest payable	19,782	23,057
Prepaid expenses and other assets	800,949	1,080,368	Annuity obligations	109,460	239,438
Total current assets	\$128,222,715	\$143,019,885	Estimated liabilities to third parties	17,925,656	13,354,208
LIMITED-USE ASSETS			Security deposits and other liabilities	858,840	839,051
Cash and cash equivalents	\$20,815,797	20,200,993	Current portion of long-term debt	3,383,287	3,516,996
Investments	95,216	95,204	Total current liabilities	\$72,667,970	\$76,022,934
Total limited-use assets	\$20,911,013	\$20,296,197	LONG-TERM LIABILITIES		
NONCURRENT ASSETS			Accrued pension payable	\$50,464,971	\$32,651,915
Cash and cash equivalents	\$80,000	\$80,000	Mortgages payable	29,465,483	32,551,923
Investments	12,019,824	12,806,559	Loans payable	4,035,241	4,326,857
Beneficial interest in gift annuities	434,435	439,609	Capital advances	26,192,050	26,192,050
Contributions receivable - net	1,663,929	2,122,394	Total long-term liabilities	\$101,157,745	\$95,722,745
Fixed assets - net	145,536,667	142,813,311	Total liabilities	\$182,825,715	\$171,745,679
Total noncurrent assets	\$159,734,855	\$158,261,873	NET ASSETS		
TOTAL ASSETS	\$308,868,583	\$321,577,955	Unrestricted	\$65,442,529	\$86,071,965
			Temporarily restricted	50,673,066	53,968,724
			Permanently restricted	9,927,273	9,791,587
			Total net assets	\$126,042,868	\$149,832,276
			TOTAL LIABILITIES AND NET ASSETS	\$308,868,583	\$321,577,955

consolidated statement of activities

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL 2011	TOTAL 2010
OPERATING REVENUES					
Residents	\$212,972,766			\$212,972,766	\$209,853,266
Community-based	64,717,101			64,717,101	60,878,021
Apartment rentals	6,627,711			6,627,711	5,867,904
Other operating revenues	4,958,296			4,958,296	5,161,240
Contributions	317,277			317,277	592,546
Net assets released from restrictions	4,814,931	(4,814,931)			
Total operating revenues	\$294,408,082	\$(4,814,931)		\$289,593,151	\$282,352,977
OPERATING EXPENSES					
Residents	\$196,728,097			\$196,728,097	\$190,010,277
Community-based	59,925,893			59,925,893	57,168,106
Housing	6,067,133			6,067,133	5,460,218
Other programs	6,305,009			6,305,009	5,498,339
Research and education	1,429,529			1,429,529	1,542,839
Administrative and general	23,639,444			23,639,444	22,335,684
Total operating expenses (includes interest of \$2,539,618 in 2011 and \$2,735,304 in 2010)	\$294,095,105			\$294,095,105	\$282,015,463
OPERATING GAIN (LOSS)	\$312,977	\$(4,814,931)		\$(4,501,954)	\$337,514
NON-OPERATING ACTIVITIES					
Contributions	2,589,522	\$4,334,311	\$85,903	\$7,009,766	\$4,819,942
Fundraising expenses	(1,834,338)			(1,834,338)	(2,390,433)
Investment income - net of investment fees	(1,672,981)	(3,278,841)		(4,951,822)	5,806,832
Change in value of split-interest agreements	114,614			114,614	(32,697)
Gain on Senior Health Partners, Inc. change of membership					21,544,787
Net assets released from restrictions - capital	468,922	(468,922)			
Non-operating gain	(752,885)	\$586,548	\$85,903	\$(80,434)	\$29,748,431
Change in net assets before other changes in net assets	\$(439,908)	\$(4,228,383)	\$85,903	\$(4,582,388)	\$30,085,945
Reclassifications	(982,508)	932,725	49,783		
Transfer of fixed assets from Senior Health Partners, Inc.					576,166
Adjustment to pension liability funded status	(19,207,020)			(19,207,020)	358,279
Change in net assets	\$(20,629,436)	(3,295,658)	135,686	\$(23,789,408)	31,020,390
Net assets - beginning of year	\$86,071,965	\$53,968,724	\$9,791,587	\$149,832,276	\$118,811,886
NET ASSETS - END OF YEAR	\$65,442,529	\$50,673,066	\$9,927,273	\$126,042,868	\$149,832,276

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