

2013 ANNUAL REPORT

Our people *are the heart* of Hebrew Health Care



It's an exciting time to work in health care, with the many promises that the Affordable Care Act will bring for those receiving – and also for those providing – health services. The Affordable Care Act compels us to face change; so we are fortunate that embracing change has been a century-long tradition at Hebrew Health Care.

In 2010, Hebrew Health Care convened members of the community, our board, staff, and area clinical professionals to craft a new Strategic Plan for our organization. The plan that emerged from this 10-month process was adopted by the Board of Trustees in 2011 and today serves as our blueprint for the future. Every decision we make on behalf of Hebrew Health Care is founded in the initiatives of the Strategic Plan. That plan made clear that we must shift the focus of our services into the community, and away from institutional long term care.

By the middle of Fiscal Year 2013, Hebrew Health Care was highly focused on shaping our core service lines so that we would remain a relevant and viable organization in tomorrow's health care landscape. At that same time, the State of Connecticut was taking a hard look at its efficacy in serving Connecticut's senior and disabled populations. As part of that process, the State Departments of Social Services Economic and Community Development were working on a Request for Proposals inviting skilled nursing providers to diversify their services to expand options in the community for long term services and supports.

They commissioned a Long Term Care Needs Assessment performed through the University of Connecticut and then evaluated on a town-by-town basis by the Mercer Group. The study identified underserved areas within the state and also showed other areas where there were too many skilled nursing beds. The data also graphically illustrated that consumers of care do not want institutional services, and demonstrated clearly that costs associated with institutional skilled nursing care far exceed those of providing services in community settings.

Based on that work, the State released a Long Term Services and Supports Rebalancing Plan to offer seniors and adults with disabilities more choices in the care they receive.

The Plan calls for a shift to home and community-based services that will assure person-centered care options, help rebalance the state's Medicaid budget, evenly distribute nursing home beds across the state, and allow seniors and adults with disabilities to receive long-term services and supports in their homes.

Nearing the end of Fiscal Year 2013, Hebrew Health Care reached out to local hospitals and physician groups to form partnerships that would enable us to operate appropriately within the Affordable Care Act; and, after much due diligence partnered with Hartford HealthCare.

We are excited to find that in our own strategic planning we are perfectly aligned with the state's and federal government's goals. We are looking at innovative ways to equip seniors currently in institutional settings to transition back into the community safely. We understand that partnerships with other providers will help us strengthen our core services. We expect to broaden our dementia services for those with cognitive impairments who wish to return to more homelike settings. And, we hope to extend our reach into the community by offering additional resources on our main campus.

All of our initiatives are thoughtfully designed to accomplish the following:

- ✓ help assure a vibrant community for older adults in the next decades;
- ✓ realize the goals of our Strategic Long Range Plan;
- ✓ align with the state's Rebalancing Plan; and most importantly
- ✓ afford older adults the choices they desire and deserve.

The work of our Board and our staff over the past year has positioned us to be able to meet those goals as we move forward; and we thank all those who have been part of moving forward the shared vision of Hebrew Health Care's future.



A handwritten signature in red ink that reads "Richard Rubenstein".

Richard Rubenstein
Chairman of the Board of Trustees



A handwritten signature in red ink that reads "Bonnie B. Gauthier".

Bonnie B. Gauthier
President & CEO



A vibrant community for older adults

Successful organizations are not afraid of change. They embrace it. They do not make small, incremental changes to stay ahead of competitors. They make bold, innovative changes to distinguish themselves from the competition and rise above industry standards. **As a leader in aging services and a successful organization, Hebrew Health Care has plans to further our mission while at the same time assuring our relevance to those who will need our services.** We are thinking out of the box to meet the needs of more individuals in more ways.



Affording seniors the choices they deserve

Hebrew Health Care is proud to have cutting-edge, state-of-the-art dementia services to help individuals with memory impairment and their loved ones cope with, compensate, and plan for the challenges that are associated with these types of disorders.

Our specialists offer consultations with families to help them learn strategies to care for their memory-afflicted loved ones in the safest, most effective ways. Our experts offer professional development opportunities to caregivers and clinicians in institutional settings. We also offer extensive non-credit workshops, in a college seminar format, for required and elective courses to provide caregivers the tools they need to provide care with confidence.

In addition to offering all these educational and consultative services to the community, Hebrew Health Care's experts will bring these programs and tools to the Hartford HealthCare network. Collaboratively, we can broaden their reach in assisting clinicians, caregivers, families and even those diagnosed with various forms of dementia live with the challenges of memory impairment.

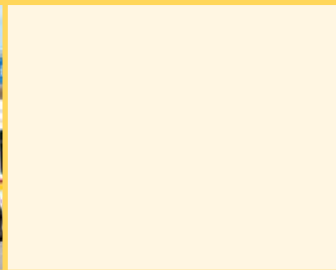




Diversifying services to serve our community

Seniors who are admitted to a hospital or a nursing home – even on a short-term basis – risk losing valuable life skills that many of us take for granted. **Hebrew Health Care plans to offer a Transitional Living Center for individuals who have lost skills beyond those that can be treated by traditional occupational therapy.** Many individuals lose the ability to ambulate, cook, dress themselves, among many other activities of daily living. Others lose the ability to pay their bills, follow bus schedules and/or make out food shopping lists. In order to ensure that seniors and those with disabilities are able to move back into the community safely and with the right skill-set, these valuable therapies are needed to make their transition seamless and less scary for them and their families.

Individuals seeking transitional living services will benefit from short-term inpatient stays in order to take full advantage of the extensive therapies that are offered at the Transitional Living Center. Many of the reasons that individuals living in long term care settings have had difficulties moving back into the community through the State's Money Follows the Person Program is largely due to the lack of therapies focused not just on survival within the contained environment of a home, but in negotiating throughout an entire community.



Our Community...

Hebrew Health Care keeps the promises we've made to the elderly and to our community by teaching the next generation of caregivers, educating seniors and their families about aging, participating in public policy advocacy and ensuring quality in all that we do.



Health Professional Education

Day Center
Dentistry
Dietary
Medicine
Nursing
Nursing Assistant Certification
Pharmacy Students
Physical Therapy
Speech Therapy

Education for Professional Organizations

Alzheimer's Statewide Conference
WCC Wound Care for Fellows
Senior Symposium (Pharmacy)

Student Education Programs

Mentoring Minds, Moylan School
University of Hartford, Adult Day
Center Mentoring
Easter Seals Training Adult Day Center

Health Screenings

Blood Pressure/Blood Sugar
Screenings
Flu Shot Clinics
Grip Strength Training
Mobile Mammography

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Diversity and Inclusion
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Health Services of Central Connecticut
Ethics Committee, Saint Francis Hospital
Qualidigm Board of Directors
University Park Board of Directors
United Way
Women Executives in Healthcare

Fundraising and Donations

Alzheimer's Association Walk, Fundraisers
Avery Festival of Trees Fundraiser
Dirty Dozen Garden Club
FoodShare, Inc.: "Turkey and a \$30" Food Drive
Lavender Pads for Alzheimer's Walk
Cleaning Supply Drive, Jewish Family Service
2nd Annual Caring & Sharing Project
CCCI Annual Meeting, Fundraiser

Community Education Programs

Aging Care Academy
Alzheimer's Caregiver Support Group
American Parkinson Disease Association Support Group
Bereavement Support Group
Chinese Family Caregiver Support Group
CCSU "The Hour" Program
CT Choices Program
Elmwood Lunch & Learn
End of Life Issues
Early Stage Memory Loss Group
Fall Prevention
For Health, For Life: Public Access TV
Hartford Symphony Orchestra
NBC/WTIC/WDRC Outreach Programs
Parkinson's Support Group
Services to Older Adults Roundtable
UCONN Dental School

Miscellaneous Services

Chinese Culture Presentation for Adult Day Center
Connecticut Alzheimer's Task Force
Long Term Care Advisory Council
National Task Force, Adult Day Centers
Presidents Day Recital, Chinese Cultural Center

Our Affiliations

At Hebrew Health Care, we understand the importance of establishing and maintaining quality standards and the need for partnering with leading local and national organizations. These partnerships allow us to fulfill our mission of providing quality healthcare to those in our care now and in the future. We are pleased that through these partnerships Hebrew Health Care assures the future of aging services. We note with pride the following affiliations and memberships for 2013.

Affiliated with...

Alzheimer's Association - CT Chapter
Anna Maria College
Bay Path College
Branford Hall
Capital Community Technical College
Capital Workforce Partners
Central Connecticut State University
Farmington Bank Community Foundation
Goodwin College
Hebrew High School of New England
Jewish Family Services
Jewish Federation of Greater Hartford
Jewish Community Foundation
Learning Resources Network/UGotClass
Leave a Jewish Legacy
Lincoln College of New England
Lincoln Technical Institute
Manchester Community Technical College
National Association of Certified Dementia Practitioners
Quinnipiac University School of Allied Health
Renbrook School
Solomon Schechter Day School
Springfield Technical Community College
Stone Academy
University of Connecticut, Schools of Business Administration, Dentistry, Medicine, Nutrition, Nursing, Pharmacy, and Social Work
University of Hartford
University of Massachusetts Boston, College of Nursing and Health Sciences
University of Saint Joseph
Watkinson School
Yachad Hebrew High School
Yale University Schools of Medicine and Nursing

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American Dietetic Association
American Geriatrics Society
American Health Information Management Association
American Hospital Association
American Medical Directors Association
American Pharmacists Association
American Society on Aging
American Society of Consultant Pharmacists

American Society of Health-System Pharmacists
Assisted Living Federation of America
Association of Fundraising Professionals
Association of Long Term Care Financial Managers
Association of Jewish Aging Services
Association of Professional Chaplains
Avon Chamber of Commerce
Bloomfield Chamber of Commerce
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Connecticut Association for Adult Day Centers
Connecticut Association for Home Care and Hospice
Connecticut Association for Healthcare Quality
Connecticut Association of Directors of Volunteer Services in Healthcare
Connecticut Association of Therapeutic Recreation Directors
Connecticut Coalition for Mental Health and Aging
Connecticut Coalition on Aging
Connecticut Dietetic Association
Connecticut Hospital Association
Connecticut League for Nursing
Connecticut Nurse's Association
Consortium for Gerontological Education
Gerontological Society of America
Healthcare Financial Management Association
Institute for Leadership in Geriatric Nursing
LeadingAge
LeadingAge CT
Long Term Care Advisory Council
National Association of Hospice and Palliative Care
National Association of Jewish Chaplains
National Association of Social Workers
National Council on Aging
National Institute of Adult Day Centers
Partners in Senior Life (formerly Associates of Jewish Homes and Services for the Aging)
Professional Advisory Board of Home and Community Health Services
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Rabbinical Council of America
University Park
Visiting Nurse and Health Services of Connecticut
West Hartford Chamber of Commerce



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“Hebrew Health Care’s employees truly care about their patients, members and clients offering unparalleled clinical, social and spiritual person-centered care; we would not enjoy our reputation for excellence without them. I am proud to be associated with HHC and with all its employees.”



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Annual Fund investors make it possible for Hebrew Health Care to offer a rich array of innovative programs that give vitality and meaning to the lives of those we serve. For the past 112 years, Hebrew Health Care has been viewed as a shared community responsibility. This partnership of donors representing individuals, corporations and businesses, foundation, government sources, the Jewish Federation of Greater Hartford and the Jewish Community Foundation ensures this organization's ability to provide the very best in senior care each and every day. Hebrew Health Care gratefully acknowledges the generous contributions made by all our donors, including those who, because of space constraints, cannot be listed here.

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Hebrew Health Care is grateful to the following donors who have made donations to our endowment. Endowment gifts are the most enduring investments in our organization: perpetuating an annual income stream that supports many of the programs and services that are not covered by any form of reimbursement. Endowment funds provide supplemental support to life enrichment activities, volunteer services, bereavement programs, and programs related to providing a Jewish environment for those we serve; just to name a few. We gratefully acknowledge all endowment donations, including those who, because of space constraints cannot be listed below.

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Hebrew Health Care sincerely thanks the following donors for their generous support of Celebrate Life 2013.

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Greetings to all!

In preparation for the Rosh Hashanah holiday last September, the Auxiliary held a brand new fundraiser during the summer called “Honey from the Heart”. We are so pleased to report that it was a huge success selling over 400 jars of honey! The jars were delivered to all recipients in time for Rosh Hashanah for a Sweet and Happy New Year!

We are grateful for and thank all who participated in our Honey fundraiser as well as all other fundraisers. Early in 2013, we held three annual fundraisers, Count Your Blessings in March, a Card Party in April and a Baubles and Bags sale in May. Your generosity, no matter how large or small makes a huge difference in the lives of our residents. Proceeds from our fundraisers support live entertainment and refreshments at Auxiliary Sponsored Resident Mother’s Day, Father’s Day and Strawberry Festival Parties. The Auxiliary also fulfills annual pledges to three Hebrew Health Care Funds; a Rabbi Ritual Fund, a Music Fund and HHC’s Annual Fund.

As busy as we are, the Auxiliary still found time in June to participate with Hebrew Health Care by jointly supporting a Car Show held on the grounds of the Hebrew Home. The Auxiliary donated the funds to cover the cost of the Trophies and Auxiliary members transported residents to view the cars. There was a huge turnout of car entries — vintage Fords and Chevy’s, 70’s & 80’s Camaro’s, Corvettes and Mustangs and many more. It was a special treat for the residents, visitors and staff. The show will be back next year... you won’t want to miss it!

On September 21st, at the JCC of West Hartford, we held our comedy variety show, Hypnotic Laughter. A Huge Thank You to all of our Corporate Sponsors for making this event possible! Also, new this year, the Auxiliary along with Hebrew Health Care joined our campus neighbors celebrating the New Year with a Community Sukkah Open House (5 Sukkahs on 3 campuses) on September 22nd and 23rd. In keeping with tradition the Auxiliary funds, creates and decorates a Sukkah for the residents, visitors and staff. This year we were delighted to open it up to the Community!



Lisa Snyder Berman
Co-President, Auxiliary



Pia Rosenberg Toro
Co-President, Auxiliary

“Hebrew Health Care has long recognized the benefits that art-based therapies offer clients and patients with Alzheimer’s disease or related dementias. Funds raised from Celebrate Great Lives provide support for crucial programs and services, many of which are not reimbursable, including Dementia Care Services and A Fresh Canvas: An Alzheimer’s Arts Program.”



Celebrate Life 2013

Hebrew Health Care’s annual fundraising event “Celebrate Great Lives” featured world-renowned historian **Doris Kearns Goodwin**. In addition to a sumptuous cocktail reception, guests participated in a live auction of Hand-Painted Adirondack Chairs by Celebrity Artists. Celebrity auctioneer, *Andy Mandell*, led the auction of chairs designed by *Elisabeth Hasselbeck* (Anchor of *The View*) and *Tim Hasselbeck* (NFL Analyst and former player); *Don Hasselbeck* (NFL Superbowl Champion – Los Angeles Raiders 1983); *Ann Rosow-Lucchese* and *Bruno Lucchese* (World-renowned sculptors); *Karen Rossi* (Metal Sculptor); *NBC’s Today Show Hosts*; and *Dr. Henry Schneiderman* (HHC Physician-in-Chief, published poet and artist).

Sponsors included TD Bank, NBC Connecticut, Hoffman Auto Group, Gene and Anja Rosenberg and Family, Morrison Senior Living and Lea and Richard Rubenstein.

The event supports HHC’s Dementia Care Services, which provide direct support to the community and integrated services to residents, patients, clients, families and health care professionals throughout the HHC system.





After much consideration and due diligence, Hebrew Health Care has chosen a clinical partner in Hartford HealthCare. This partnership will improve access to resources, services and programs throughout both systems; and it will allow both systems to provide appropriate care through the Affordable Care Act. This partnership will allow Hebrew Health Care to participate in value-based arrangements that will benefit both organizations and the patients they serve. Hebrew Health Care will be able to assure high quality services in the most cost-effective way, and Hartford HealthCare will enhance its reputation for seamless access to a broader continuum of care.

Of the many benefits that are anticipated, Hebrew Health Care will have Hartford HealthCare hospitalists providing medical services at The Hospital at Hebrew Health Care, and will jointly develop a co-branding strategy for this initiative. In addition, Hartford HealthCare will make its state of the art Center for Education, Simulation and integration available to our staff, and will allow use of group purchasing contracts to glean savings. Hebrew Health Care brings its expertise in geriatric medicine and nationally recognized dementia care services to the Hartford HealthCare system.



“Hartford HealthCare’s organizational management expertise, together with Hebrew Health Care’s recognized geriatric experience and skill, will allow us to deepen our shared commitment to the seniors we serve across the region. Together, our organizations bring to the partnership a track record of award-winning senior care and management expertise.”

Elliot Joseph, *President and Chief Executive Officer of Hartford HealthCare*

2013 FINANCIAL HIGHLIGHTS

Net Revenues From:

services to our inpatients.....	53,603,496
services to our outpatients.....	8,707,916
services to our members.....	4,482,976
sources such as gifts, grants, bequest, etc.*.....	1,330,114
from investments.....	1,509,784
Total gross revenue.....	69,634,286

Amounts Billed and Not Received:

from Medicare for services provided because payments were limited.....	(2,879,714)
from Medicaid for services provided because payments were limited.....	(8,327,817)
from patients for services provided because payments were limited.....	(453,891)
from patients for services provided because they were unable to pay.....	(493,153)
Total adjustments to earnings.....	(12,154,575)
Actual revenue received from patient care and other services:.....	57,479,711

Operating Expenses:

salaries and wages.....	31,322,161
employee benefits.....	9,391,253
supplies and services.....	17,818,566
utilities.....	705,669
interest/principal.....	2,183,862

To render services to our patients, it cost us..... 61,421,511

Net Income (Loss) for 2012-2013 fiscal year from providing services to our patients..... (3,941,800)

Non Operating Additions / (Reductions):

mortgage principal.....	350,000
pledge receivables.....	(91,250)
depreciation.....	1,832,543
accrued vac / prepaid expenses.....	87,000
foundation grants.....	(400,000)

Total adjustments to statement of operations..... 1,778,293

Net Income (Loss) projection for 2012-2013 fiscal year was..... (2,163,507)

**Financial Highlights are Based on September YTD data*



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The Auxiliary of Hebrew Health Care
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The Brainard Fund of the Hartford Foundation for Public Giving
Farmington Bank Community Foundation
Hebrew Health Care Youth Volunteers
Jewish Community Foundation of Greater Hartford
Jewish Federation of Greater Hartford
North Central Area Agency on Aging
Louis and Martha Silver Foundation
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West Harford – Bloomfield Health Department
Yachad Greater Hartford Community



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