



2011 FINANCIAL HIGHLIGHTS

Net Revenues From: services to our inpatients services to our outpatients services to our members sources such as gifts, grants, bequest, etc.* from investments	8,329,880 3,924,875 2,482,610
Total gross revenue	66,175,420
Amounts Billed and Not Received: from Medicare for services provided because payments were limited. from Medicaid for services provided because payments were limited. from patients for services provided because payments were limited. from patients for services provided because they were unable to pay.	(8,535,745) (888,505)
Total adjustments to earnings	(12,613,110)
Actual revenue received from patient care and other services:	53,562,310
Operating Expenses: salaries and wages employee benefits supplies and services utilities interest/principal	8,584,900 10,838,731 745,054
To render services to our patients, it cost us	52,626,310
Net Income (Loss) for 2010-2011 fiscal year from providing services to our patients	936,000
Non Operating Additions / (Reductions): mortgage principal	(570,000) (1,826,400) 88,750
Total adjustments to statement of operations	(2,040,905)
Net Income (Loss) for 2010-2011 fiscal year was	(1,104,905)

^{*}This includes an allocation of \$157,000 for FY 2011 from the Jewish Federation of Greater Hartford. Financial highlights are based on August 2011 YTD actual data and include September estimates.

Hebrew Health Care gratefully acknowledges the support of the following organizations for grant funding:

The Auxiliary of Hebrew Health Care

Connecticut Commission on Arts, Culture and Tourism

Connecticut Department of Education-Bureau of Health, Nutrition, Family Services and Adult Education

The Archer Trust of the Hartford Foundation for Public Giving

The Brainard Fund of the Hartford Foundation for Public Giving

Maximilian E. and Marion O. Hoffman Foundation

Jewish Community Foundation of Greater Hartford

Jewish Federation of Greater Hartford

Morrison Senior Living

North Central Area Agency on Aging

Yachad Greater Hartford Community Jewish High School-Teen Leadership & Philanthropy Institute

FROM THE CHAIRMAN AND THE PRESIDENT

Our 2011 Annual Report is really about the future. In 2011, Hebrew Health Care undertook its first formal strategic planning process in a decade. Under the leadership of committee co-chairs Elliott Tertes and Gideon Rutenberg, we have created a comprehensive plan for tomorrow. The plan identifies four strategic directions bolded below—providing the framework for our decision-making as we move ahead. Adopted last July by our Board of Trustees, our Strategic Plan will help us to meet these imperatives as we face the future of aging services.

Providing exceptional service has always been our first priority. We know that exceptional service has many elements—including understanding what our clients – and their families – want, as well as what they need. Exceptional service must be easy to access, flexible in location and delivery, and sensitive to emerging needs. Quality is a given.

In order to thrive, every organization must *anticipate and respond to change*. With the needs of elders changing more rapidly than ever before, HHC must develop a constellation of services for future generations. We must seek partnerships with other providers and utilize new technology to offer affordable state-of-the-art care.

We can serve no one if we are not *financially viable*. Health care reform and new government payment models are based on measured value and cost savings. We understand that we must demonstrate our value to payors, and to our community, in order to earn continued support. We must engage individual donors, corporations and foundations; and we must build our own endowment to preserve the financial stability of our organization.

We must *invest in our human resources*. Our talented employees – many of whom are recognized experts in their fields – have helped us build our reputation in the community. We must invest in the workforce of the future to assure our continued success. We must identify key staff roles for the future; and we must plan a succession of future leaders, both lay and professional, for our organization. And we must remain competitive in attracting and retaining the best staff available.

As we enter fiscal year 2012, our Strategic Plan is the roadmap to tomorrow. With your continued confidence and support, we will be able to serve future generations of elders—with dignity, compassion and quality—as we have done for 110 years.



Gary R. Schwartz, Chairman of the Board

Bonnie B. Gauthier, *President & CEO*

A Course for Better Care...

For the first time in a decade and for much of fiscal year 2011, Hebrew Health Care has been involved in a strategic planning initiative. Strategic planning is the process of defining an organization's strategy, and making decisions on allocating its resources to pursue this strategy, including its capital and human resources.

Our strategic planning efforts have led us to focus on four major areas: providing exceptional service and care, building a 21st century constellation of services, developing a rock solid foundation, and investing in our human resources.

We recognize that within our plan we must include flexibility and adaptability. While strategic planning may be used to effectively plot an organization's direction, it cannot be used to reliably forecast how the market will evolve. We will begin implementing our plan in fiscal year 2012 and we look forward to sharing our successes with you.



Understanding Your Needs...

Much of 2011 was spent analyzing what our customers and their families want and need from us. We are continually reviewing the locations and methods of delivery of the services we provide.

We've learned that elders want to remain in their homes, without sacrificing their **own health and welfare.** Connecticut has a large population of elders and there are many service providers from which to choose. We have reviewed what Hebrew Health Care needs to do to respond to their wishes and stay competitive in our field.

We are looking at expanding our community based services. We may need to partner with other organizations to achieve that goal, and we must rely on the latest technology to offer broadened services in an affordable way. With 2012 approaching and with health care reform on the horizon, we are working to develop programs and services that our community desires.



Caring in Our Community...

Early in 2011, Hebrew Health Visiting Nurses moved away from the Abrahms Boulevard campus to a new location in Bloomfield offering many benefits for the agency and the community. Residents of Bloomfield, West Hartford, Windsor and neighboring towns have easier access to the agency, which offers many free health screenings and educational opportunities. Because the agency serves the community outside of Hebrew Health Care's main campus, they enjoy being a part of the very community they serve. A Grand Opening celebration was held in February, and since that time they have broadened their service area to 16 towns within Greater Hartford. As Hebrew Health Hospice is housed at the agency, members of the Visiting Nurses and Hospice staff work closely together. The Hospice program received a perfect score from the State Department of Public Health in their licensure renewal survey which occurred in the spring.





"I would like to take this opportunity to commend you for your diligent effort in the operation and management of CACFP."

-Connecticut Association of Adult Day Centers

Excellence in All We Do...

Hebrew Health Adult Day Services offers older adults a place to gather to enjoy a variety of educational and social activities. Clinical services, such as nursing, care coordination and medication management are also provided. Hebrew Health Care's two centers are located at the Immanuel House in Hartford, and on our main campus on Abrahms Boulevard. We have offered adult day services for nearly 40 years.

Our programs are reviewed by the Connecticut Association of Adult Day Centers and both of our centers received a perfect score on their Peer Review with commendation. In May both Centers participated in an administrative review of the Child and Adult Care Food Program (CACFP). They were noted for their commitment to excellence in ensuring complete compliance with regulations.

Revitalizing Rehab...

In April 2011, the Maximilian E. and Marion O. Hoffman Foundation made a \$50,000 grant to Hebrew Health Care to support renovations to our sub-acute rehabilitation unit. The Hoffman Foundation, established in 1989 and located in West Hartford, has provided funding for many health care facilities in the Greater Hartford community. HHC requested funding for the renovation of our 35-bed sub-acute unit in order to remain competitive in the health care marketplace and to continue providing excellent care and services to people in an environment which is desirable to them.

Some of the renovations HHC will be able to accomplish include upgrading the dining room space to provide a home-style dining environment, new flooring, new TVs and freshened décor, since most of these appointments are original to the 1989 building. *We*

are grateful to the Maximilian E. and Marion O. Hoffman Foundation for making these much-needed renovations possible.





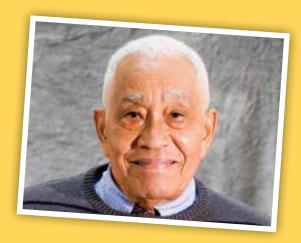
Nourishing Body and Soul...

In April, we partnered with Morrison Dining Services to enhance the dining experience for our residents. **Direct Dining will be offered to improve dining satisfaction by assuring that food temperature, selection process and atmosphere are heightened.**Not only will menu selections be improved, but allowing individuals to make food selections off a menu at the time of food service will provide a more pleasing mealtime. Food service will be advanced not only with staff training and attire, but by offering food items on china and glassware, without tray service.

As a philosophy, Morrison focuses on nutrition and wellness, emerging dining trends, social responsibility and exceptional customer service. Menus are built relying on the freshest ingredients available; creating from scratch foods, alive with flavor and nutrition, using the most wholesome ingredients. Morrison staff are trained that "Great service starts with me!" which they strive for each day.

Broadening Our Reach...

In June 2011, Hebrew Health Assisted Living Services broadened its service area by adding a fifth location in Vernon, **Connecticut.** HUD sponsored, the Francis | Pitkat Congregate Living Center is a small, 40 apartment senior housing facility. Services offered to residents of the Francis | Pitkat Congregate Living Center include personal care, housekeeping, assistance with medication management, and general wellness visits by a nurse. Since we began service in June we have increased the number of residents from 12 to 17 out of their total 40. apartments and we hope to raise that number.



"Our partnership with the Francis J Pitkat Congregate Living Center is a good one, because our missions, visions and values are aligned. Hebrew Health Assisted Living Services provides individualized treatment plans that keep clients safe and independent; and personal care within their home preserves client privacy and dignity."

-lanice Gibson, Director, ALSA



A Decade of Pride...

Hoffman SummerWood Community celebrated the community's 10th anniversary on September 11th during National Assisted Living Week. Themed "Forever Proud," the program was poignant and according to the National Center for Assisted Living (NCAL) was meant to "address the pride one has in work well done, family, friends, community and especially the pride we feel as American citizens."

Included in the day's events was musical entertainment by Robert J. McArthur, a well known Elvis impersonator from New York who performed his famous patriotic trilogy. The "Decade of Pride" portion of the program entailed ten residents, each representing a year from 2001 to 2010, accompanied by an employee from the same year, to share their thoughts of what they were most proud. Ten exhibits, showcasing SummerWood occasions, with photographs of residents, past and present, along with sentimental items depicting the community's rich ten year history were placed in the lobby for viewing.



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.

Student Education

UCONN Medical Students
UCONN, Yale, and Saint Joseph's
College Nurse Practitioner Students
UCONN, Saint Joseph's College,
and Goodwin Community College
Nursing Students
Capital Community College CNA's
and Nursing Students
Saint Joseph College
Social Work Students
University of Hartford
Physical Therapy Students
Porter and Chester Institute LPN's
UCONN and Saint Joseph's College
Dietetic Interns

Community Education

Blood Pressure Screenings Fall Prevention For Health, For Life Public Access Television Flu Shot Clinics Mentoring Minds Program with Michael D. Fox School Advance Directives Memory Loss Winter Health and Wellness Laughter Therapy Dementia Care Services Social Work and the Medical Model Physical Therapy Safety Healthy Dental Care for Seniors **Nutritional Services**

Physical Techniques to Promote Relaxation Fall Screenings Chinese Culture Presentation Injury Prevention Hand Hygiene

Community Support Programs

Foodshare Food Drive Summer Youth Volunteer Program Donation of Goods to South Park Inn Shelter Halloween Costume Drive for South Park Inn Shelter Holiday Caring and Sharing for McKinney Shelter Alzheimer's Memory Walk Green Fair American Heart Association Start! Heart Walk American Heart Association Go Red For Women Day Dress for Success Pocket Book Collection Lions Club Eveglass Collection Bloomfield Police Department Cell Phone Collection Jessie's Community Garden Prayer Shawl Ministry Tornado Relief/Recovery for Springfield, MA

Support Groups

Bereavement Support Group Dementia/Alzheimer's Caregiver Support Group Parkinson's Support Group

FROM THE AUXILIARY PRESIDENT

It has been my great pleasure to serve the Auxiliary and Hebrew Health Care over the past two years. As you know, the Auxiliary takes its role as a fundraiser very seriously, and without the help of the Board and Officers who served with me, we could not have supported the programs, services and equipment for the residents of the Home.

To begin by saying that I am very devoted to the residents is an understatement. My whole family is very involved on the Auxiliary and in volunteering their time and talent at Hebrew Health Care. Many of the residents know me by name, and I am honored to do my part in making their lives better.

During my two year term, the Auxiliary raised more than \$120,000 for the benefit of the residents of Hebrew Health Care. That was in addition to the time our members spent staffing events like the annual Chanukah Party, Mothers and Fathers Day Parties, and Family Fun Day. In addition to our significant financial accomplishments, we bolstered our Board membership and we continue to bring in new Auxiliary members who will help us meet our goals. And, this year we were honored with a distinct invitation by the Partners in Senior Life (formerly Associates of Jewish Homes and Services for the Aged) to host their international conference in May, 2012.

I would like to take this opportunity to thank the Board and Officers of the Auxiliary for all of their support during my Presidency. Without the assistance and tireless efforts of Brenda McVerry, my tasks would have been impossible. To Lisa Berman and Pia Rosenberg Toro, I thank you for all your hard work behind the scenes and for revitalizing our biggest fundraising event, Family Fun Day. I wish you many successes in your leadership of our Auxiliary.

In closing, I am grateful for this wonderful opportunity to learn from and give to such a wonderful organization as Hebrew Health Care. I will see you in the Main Street Café!





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Our Staff...

Executive Management

Bonnie Gauthier, *President and CEO*David Houle, *Executive Vice President and CFO*

Senior Leadership Team

Pamela Atwood. Director. Life Enrichment and Dementia Care Doreen Beattie, Vice President, Nursing Services, Hospital Irene Blumenthal, Director, Rehabilitation Services Ioan Carney. Executive Director. Hoffman SummerWood Community Vincent DeSanti, Assistant Operations Officer Madelene Francese, Vice President, Development Marcia Hickey, Vice President, Strategic Initiatives Kristen Kinney, Director, Marketing and Communications Linda McDonnell, Director, Quality Management Kathy Mon, Vice President and COO Renata Ogrodnik, Vice President, Nursing Services, Long Term Care Henry Schneiderman. Vice President. Medical Services/Physician-in-Chief Ionas Steiner. Vice President. Admissions and Social Work Services

Management Team

Guy Gannon, Director, Nutritional Services
Vere Haynes, Director, Materials Management
Rabbi Gary J. Lavit, Director, Pastoral Care
Brenda McVerry, Auxiliary Coordinator
Maria Marena, Manager, Health Information
Management Services (HIMS)
Fred Montanari, Director, Information Systems
Freddie Morris, Manager, Payroll
Brian Pelletier, Director, Pharmacy
Theresa Simms, Business Manager, Financial
Services
Sam Vogt, Director, Human Resources
Ruthan Wein, Director, Volunteer Services

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Outpatient Services and Medical Director,
Hebrew Health Hospice
Maureen Dana, MD
Sharon Farber, MD, Director, Medical Education
Alexander Mbewe, MD
Christina Mbewe, MD
Ava Pannullo, MD, Medical Director
Gregory Sheehan, MD
Elizabeth Esstman, MSN, APRN
Heidi Haller, APRN
Lisa Halpern, APRN
Mary Reis, LPN
Wendy Rezende, LPN

Nursing Administration Staff

Phillipa Bartley, Nurse Manager, 4th Floor
Cindy Botti, MDS Coordinator
Terry Ciocci, Director, Staff Development
Edward Hawkins, Nurse Manager, 2nd Floor
Valerie Hutman, Nurse Manager, 2nd Floor
Barbara Joy, Director, Medicare Assessment
Nancy Kelly, Nursing Supervisor
Beata Kozubel, Nurse Manager, 3rd Floor
Marvelle Lindo, Nursing Supervisor
Dana Lupoli, Subacute Nurse Manager
Robert Morris, Nursing Supervisor
Bradley Renner, Nurse Manager,
3rd Floor/Wound Specialist
Jaime Wallace, MDS Coordinator
LaShawn Wilcoxson, Nursing Supervisor

Hospital Team

Lisa Gagnon, *Program Manager, BHU* Sophie Gasie, *Nurse Manager, CMU* Judith Gherlone, *Quality Improvement Coordinator* Brian Kozaczka, *Director, Staff Development*

Hebrew Community Services

Catherine Collette, Agency Administrator, Hebrew Health Visiting Nurses and Hospice Maureen Dolin, Director, Adult Day Services at Immanuel House

Janice Gibson, *Director, Hebrew Health Assisted Living Services*

Nancy Oliveira, Supervisor, Clinical Services, Hebrew Health Visiting Nurses Kimberly Savoir, Director, Adult Day Services at Hebrew Health Care Christine Waldie, Director, Hebrew Health Hospice

Hoffman SummerWood Community

Valerie Bartos, *Director, Community Relations*Randolph Scott, *Executive Chef*



Hebrew Health Care

Hebrew Health Care's roots have been steeped in a strong tradition of community support. As I reflect on our most recently completed fiscal year, I am pleased to report that this strong tradition proudly continues. This year, more than 1,100 annual donors have made aging services their charitable priority enabling Hebrew Health Care to meet the promise of providing highly personalized, quality care to older adults in the Greater Hartford community. Annual gifts from individuals, corporations and businesses, foundations, government sources, the Jewish Federation of Greater Hartford and the lewish Community Foundation represent a significant investment in the programs and people of Hebrew Health Care. Hebrew Health Care gratefully acknowledges the generous contributions made by all the members of First Families, including those who, because of space constraints. cannot be listed here.

Please note that the donor list reflects gifts received as of September 21, 2011.

Visionary

The Abrahms Family Auxiliary of Hebrew Health Care Bella and Max Shulman Family Fund Connecticut Alliance for Long Term Care The Gelles Family The Genevieve and Joseph Weinstein The Goldfarb Family The Harry E. Goldfarb Family Foundation The Greenberg Family Beatrice Greenberg and Family Rogow Greenberg Foundation, Inc. Harold Gwatnev Hoffman Auto Group The Hoffman Family lewish Federation of Greater Hartford Cathy and Geoffrey Karp Marcia and Alan Lazowski Anja and Gene Rosenberg Pia and Mickey Rosenberg Toro Lea and Richard Rubenstein Mary and Gideon Rutenberg Mark Thumim Charitable Remainder Trust

Catalyst

Bank of America Matching Gift Program
Bonnie and Daniel Gauthier
Doris and Herbert Golinsky
Sunnee and Ross Hollander
Deborah and Steven Kleinman
Julie and Jerrold Levy
Merrill Lieberman
Anndee and Richard Robinson
David G. Sandberg
The Zachs Family

Pillar

Gertrude and Louis Brown – The Bodenheimer Charitable Trust

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Neale and Carol Hauss

Vere Havnes

ENDOWMENT FUND Donors

The promise of Hebrew Health Care is a covenant that spans generations. This covenant was born over a century ago with the openhearted vision of the women of the Hebrew Ladies Sick Benefit Association—whose compassion, commitment and vision led each of them to save away a precious nickel every week to establish The Hebrew Home and Hospital. The following donors have made a decision to guarantee this covenant by investing directly in Hebrew Health Care's endowment fund either by making an unrestricted donation or by establishing a named endowment fund with our organization. There partnerships guarantee the covenant so we may continue to care for the physical, emotional and spiritual needs of future generations. We gratefully acknowledge all endowment donations, including those who, because of space constraints cannot be listed below.

Hebrew Health Care Foundation **Endowment Fund Donors**

Hinda N. Fisher

Gary and Ioan Greenberg and Beatrice Greenberg and Family

The Rogow Greenberg Foundation Hoffman Enterprises

Muriel and Martin Kesten

Dawn Klinghoffer

Alice and Adam Leshem Family

The Steinmetz Family; Jennifer, Marilyn, Anaka and Scott

Mark Thumim Charitable Remainder Unitrust

Hehrew Health Care Endowment Funds

Samuel "Sv" Birnbaum Fund

Louis H. and Virginia P. Cohen Fund Charles and Zelda Gersten Nursing

Scholarship Fund

Harry, Robert, William Goldfarb

Family Fund

Sadie "Syd" Goldfarb Music Endowment Fund

The Greenberg Family Endowment Fund In Memory of Sidney Greenberg

Hebrew Home and Hospital Auxiliary Fund

Hebrew Health Care Foundation Fund Hebrew Health Care Matching Fund

Horn Family Fund

Muriel Kesten Endowment Fund

Benjamin and Estelle Kleinman Endowment Fund

Irving Kronenberg Education Endowment Fund

Rabbi Gary Lavit Chaplaincy Endowment Fund

Leshem Family Endowment Fund Level Lodge #137 A.F. & A.M. Fund

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The Steven K. Steinmetz Bereavement Support Fund

I. William and Beatrice W. Reisman Fund Sandra H. and Marshall A. Rulnick Endowed Fund

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Alice B. Sokoloff Memorial Fund Ruthan Wein Endowment Fund for Volunteer Services

Harry and leanette Weinberg Endowment Fund

Weiner Family Fund

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Celebrate Life 2011

Hebrew Health Care sincerely thanks the following donors for their generous support of Celebrate Life 2011.

Lead Sponsor TD Bank

Cocktail Reception Sponsor Farmington Bank

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Anndee and Richard Robinson

Gerald Roisman

Vicki and Richard Rosenthal Lea and Richard Rubenstein

Mary and Gideon Rutenberg Gavle and Steven Temkin

Waterford Group Charitable

Foundation, Inc. Ruthan Wein

Leslie and Richard Weinstein

Weinstein Mortuary

Our Affiliations

At Hebrew Health Care, we understand the importance of establishing and maintaining quality standards and the need of partnering with leading local and national organizations. These partnerships allow us to fulfill our mission of providing quality health care 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 2011.



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Alzheimer's Association Anna Maria College Bay Path College Branford Hall Capital Community Technical College Capital Workforce Partners Central Connecticut State University Goodwin College lewish Community Foundation lewish Federation of Greater Hartford Leave a Jewish Legacy Lincoln College of New England Lincoln Technical Institute Manchester Community Technical College Quinnipiac University School of Allied Health Saint Joseph College Springfield Technical Community College Stone Academy University of Connecticut, Schools of Business Administration, Dentistry, Medicine, Nutrition, Nursing, Pharmacy, and Social Work University of Hartford Yale University Schools of Medicine and Nursing

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American Dietetic Association 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 Connecticut Assisted Living Association Connecticut Alliance for Long Term Care Connecticut Association for Adult Day Centers Connecticut Association for Healthcare Quality Connecticut Association for Home Care and Hospice Connecticut Association of Directors of Volunteer

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for health, for life

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