



**{Coming Together, Caring Together}**

# {Taking Relationships to the Next Level}

Management consultant Stephen Covey notes that successful relationships are not formed by “what we say or what we do, but what we are.” **At Hebrew Health Care relationships are “what we are.”**

Our relationships define us, make us distinctive, and are the reason we are the leading geriatric health services provider in the region. **We work hard at creating special relationships between residents and medical staff, between social workers and families, and between the large number of professionals on our collaborative health care teams.** We nurture relationships with health plans, donors, and volunteers. And we cultivate relationships with the community we serve. On the following pages, we feature many of our special community relationships.

**The breadth, depth, and quality of our relationships contributed significantly to Hebrew Health Care’s positive financial performance—an operating surplus, the first in the last eight years.** The Hospital at Hebrew Health Care is approaching critical mass and now contributes nicely to our bottom line. Construction of 42 new SummerWood apartments is close to completion. Our Connecticut Geriatric Specialty Group and Assisted Living Services Agency continue to grow.

We are gearing up to make an even larger mark in the home health market. We made great strides in professionalizing our approach to fundraising. Relationships are the heartbeat of Hebrew Health Care. ***In this special year at Hebrew Health Care, where the seeds of our financial stability strategy began to bear fruit, we celebrate the role of relationships in our success.***



**Richard C. Robinson**  
Chairman of the Board



**Bonnie B. Gauthier**  
President & CEO

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

- Auxiliary of Hebrew Health Care
- Connecticut Department of Education  
Bureau of Health and Nutrition Services
- Connecticut Department of Transportation
- Connecticut Health and Educational  
Facilities Authority
- Greater Hartford Transit District
- Hartford Foundation for Public Giving
- Hartford Foundation for Public Giving  
Archer Trust
- Hartford Foundation for Public Giving  
Brainard Fund
- Jewish Community Foundation  
of Greater Hartford
- Jewish Federation of Greater Hartford
- Neighborhood Assistance Act
- North Central Area Agency on Aging

**Cover Photo:**

Youth volunteer **Michael Simmons** and resident **Frances Greenberg** create a special relationship at Hebrew Health Care.

## Financial Highlights

Hebrew Health Care, Inc. – Year Ended September 30, 2008

**Operating Revenues:**

services to our inpatients.....	47,928,892
services to our outpatients.....	5,985,254
services to our members.....	3,160,198
sources such as gifts, grants, bequest, cafeteria, etc.*.....	1,623,692

Gross operating revenue..... 58,698,036

**Contractual Allowances:**

from Medicare for services provided.....	(1,685,134)
from Medicaid for services provided.....	(6,447,067)
from patients for services provided.....	(326,841)
Total adjustments to gross revenues.....	(8,459,042)

Actual revenue received for patient care..... 50,238,994

**Operating Expenses:**

salaries and wages.....	28,710,132
employee benefits.....	7,354,300
supplies and services.....	10,762,316
utilities.....	1,089,041
interest.....	1,322,314
depreciation.....	2,110,924

To render services to our patients, it costs us..... 51,349,027

**Operating Income (Loss) for 2007-2008 fiscal year was**..... (1,110,033)

non operating investment income..... (468,038)

**Net Income (Loss) 2007-2008 fiscal year**..... (1,578,071)

**Capital expenditures and debt reduction amounting to \$2,156,604 were made by Hebrew Health Care.**

\*This includes an allocation of \$234,185 for FY 2008 from the Jewish Federation of Greater Hartford.

The above information is based on unaudited financial statements for the fiscal year ending September 30, 2008.

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Pearlester

Janelys

**Janelys Martinez**, a pre-school student at Hartford's Fox Elementary School, gazes lovingly at **Pearlester Pottinger**, a client at our Adult Day Center at Immanuel House. Hebrew Health Care's community relationships, like the one at Fox Elementary, actively engage seniors in the community to enhance their quality of life, reflect our philosophy and capabilities, and erode stereotypes that may exist regarding seniors.

## {Never Too Old to Have a Relationship... or Too Young}

**Magic happens when seniors and children come together.** Eleven seniors at Hebrew Community Services Adult Day Center at Immanuel House Campus and a class of children at the Michael D. Fox Elementary School in Hartford experience that magic every month.

The Day Center/Fox Elementary School relationship began four years ago. Day Center clients created decorative banners for the main entrance at Fox Elementary. The relationship quickly blossomed into a monthly mentoring program.

The seniors and the children typically work on craft projects together. This past Halloween they worked on a pumpkin project. The primary benefit of the program lies in the interaction between the seniors and children. "The children receive unconditional love, and are made to feel special, and the seniors experience the gratification of making a difference in young lives" explains Charmaine Emond, Recreational Therapist for the Adult Day Center at the Immanuel House Campus. "The children and the seniors confront various challenges in their lives. But for 45 minutes a month, they can put their

problems on the shelf, live in the moment and have a good time."

"The children at Fox come from 26 different countries, and many don't have contact with older relatives," notes Fox Elementary School Social Worker Kathy Bedula. "The intergenerational program applies the social skills that are taught in the classroom, such as manners, respect, and cooperation, in more of a real-world environment."

The Day Center relationship continues to grow. Day Center seniors have made hats, gloves, and scarves for children who might otherwise face the winter without them.

Day Center staff make a contribution to Fox in lieu of buying each other holiday gifts. Together, we bring snacks to the children on a regular basis to help ease tight classroom budgets. In the process, we at Hebrew Health Care underscore our commitment to the communities we serve.

After returning from a visit to Fox, the seniors talk about the children for days. After one recent visit, one of our seniors bragged to a friend that, "We got kisses today!" Our members have a positive impact on the children, but equally important to us is that the children have such a profound impact on our seniors.

"The children receive unconditional love, and are made to feel special, and the seniors experience the gratification of making a difference in young lives."

- Charmaine Emond, Recreational Therapist,  
Hebrew Community Services Adult Day Center

## {Teaching Tomorrow's Nurses}

**The Yale School of Nursing operates a Geriatric Nursing masters program.** The two-year program trains APRN nurse practitioners (APRN's are nurses who can diagnose and prescribe). Each of the ten participants in the Yale program has to complete a geriatric clinical rotation. One of the clinical rotation sites selected for Yale's prestigious program is Hebrew Health Care.

“We are a goldmine for Yale because we offer so many different levels of geriatric care. The program enables us to establish relationships with APRN's who may like what they see enough to come work for us after they graduate.”

- Beth Esstman, Hebrew Health Care  
Geriatric Nurse Practitioner

Beth Esstman, a Geriatric Nurse Practitioner at Hebrew Health Care, and a Yale alumna herself, believes, “We are a goldmine for Yale because we offer so many different levels of geriatric care, including inpatient skilled nursing care, outpatient services, sub-acute rehabilitation, a medical hospital, and a behavioral hospital.” In addition to offering multiple services, Hebrew Health Care offers Yale nursing students the opportunity to learn from a range of health care practitioners, including doctors, nurses, even pharmacists, in a collaborative environment.

Not only does Yale benefit from this program, but Esstman notes that, “In the midst of a severe nursing shortage, the program enables us to establish relationships with APRN's from a prestigious university who may like what they see enough to come work for us after they graduate.” Attracting APRN's

is very important to Hebrew Health Care because they take on many of the responsibilities of physicians, cost-effectively, at a time when geriatricians are in short supply.

Both residents and staff have responded very positively to the Yale program. In effect, the program expands Hebrew Health Care's staff. That means more capacity for spending time getting to know residents, and more opportunities to do little extra things for our residents, like taking more residents out for a bit of fresh air. The extra nursing presence also helps extend what our staff nurses are able to offer.

Yale's first experience with Hebrew Health Care occurred in the spring of 2008. Yale placed a student with us again in the fall of 2008. After two successful semesters, it seems safe to say that when Yale trains its geriatrics students, one of the providers it turns to for excellence is Hebrew Health Care.



Yale Nursing student **Erin Loskutoff** (left) confers with her Hebrew Health Care supervisor **Beth Esstman**. “We have all grown very attached to Erin, and she has grown quite attached to our residents,” says Esstman. “We’ll definitely keep in touch after her internship is completed.”

Erin

Beth



Inez & Amit

During a Sukkot celebration at Hebrew Health Care Emissary **Amit Segal** tells SummerWood member **Inez Lief** what he likes about being an emissary: "I enjoy meeting new people, hearing their stories, finding a connection with people that live far away from me, and learning about the amazing things that people do to keep their Judaism alive." *Hebrew Health Care gratefully acknowledges the Auxiliary of Hebrew Health Care who funded and built the Sukkah in this photograph.*

## {Engaging With the Jewish Community}

**Every year, the Jewish Federation of Greater Hartford brings two young Israeli “emissaries” from Afula to our community.** The emissaries, who are taking time off between high school graduation and army service, visit Jewish organizations throughout the area, including Hebrew Health Care.

The emissary program brings a little bit of Israel to Hebrew Health Care residents and SummerWood members, and it strengthens their connection to their Jewish heritage.

This year’s emissaries will visit Hebrew Health Care five times, to celebrate Sukkot, Hanukah, Purim, Yom Haatzmaut, and Shabbat. They plan and then lead craft, music, storytelling and other activities with our residents.

Ruthan Wein, Hebrew Health Care’s Director of Volunteer Resources, explains that, “Connecting to community is important for everyone. Most of us have the mobility to be able to go to the connections. For Hebrew Health Care residents, the connections have to come to them. Keeping our residents connected to their community, and to their pre-Hebrew

Health Care lives, is a pleasant distraction from dealing with doctors, medicines, and declining health... it is very important for their quality of life.”

According to Wein, “The Emissary program makes our holiday celebrations more festive and more authentic, keeps our residents up-to-date about Israel, and keeps our residents young at heart. It creates so many nice moments.”

Even Hebrew Health Care’s non-Jewish residents are captivated by the emissaries. After all, they live in a Jewish home, and want to learn what they can about Jewish traditions and the Jewish homeland.

Anna Elfenbaum coordinates the Emissary project for Federation. She is “thrilled” to have Hebrew Health Care in the program. “Hebrew Health Care’s participation exposes the emissaries to a part of the population that they wouldn’t otherwise see, and it illustrates the kind of resources we provide to our seniors.” Elfenbaum adds that after getting to know Hebrew Health Care, emissaries have returned to Israel asking “Why don’t we have anything like this in Afula?”

The Emissary program creates a living bridge between Israel and the American Jewish community. Hebrew Health Care is proud to support a span in that bridge.

“Connecting to community is important for everyone. Most of us have the mobility to be able to go to the connections. For Hebrew Health Care residents, the connections have to come to them.”

- Ruthan Wein, Hebrew Health Care’s Director of Volunteer Resources

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# Connecticut Assisted Living Association

Connecticut Community Care

American Society of Consultant Pharmacists

UCONN School of Medicine

# Alzheimer's Association

Home and Community Health Professional Advisory Committee

*Community Support Groups and Seminars*

## Connecticut Association of Not-for-profit Providers For the Aging

American College of Physicians

## National Association of Social Workers

*Cognitive and Physical Fitness*

**Hebrew Health Care enjoys relationships with specialty health care providers, trade associations, advocacy groups, and organizations that promote quality assurance. We train the next generation of geriatric health providers, and educate seniors and their family members about issues related to aging. We are committed to our community and believe in social accountability. In 2008, we dedicated 15,000 staff hours to building relationships with current and future providers, clients, residents, family members, and colleagues... in short, with our community.**

# Capital Community College

Farmington Valley Transition Academy

# Salvation Army

New England Cognitive Center

Center for Mental Health Services

River Ridge of Avon

**flu shots**

Renbrook School

# Connecticut Coalition on Mental Health and Aging

UCONN Health Center

Aging Process Radio Show

# Memory Screening

American Long Term Care Finance Committee

## American Association of Homes and Services for the Aging

Walk Against Hunger

## Health Care Professional Continuing Education

Consortium for Gerontological Education

CureChief Foundation

## Blue Hills Civic Association

# Easter Seals

# {Affiliations and Accreditations}

**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 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, memberships and accreditations for 2008.**

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Albert Einstein College of Medicine  
 Anna Maria College  
 Bay Path College  
 Branford Hall  
 Briarwood College  
 Capital Community Technical College  
 Capital Workforce Partners  
 Central Connecticut State University  
 Jewish Federation of Greater Hartford  
 Manchester Community Technical College  
 Quinnipiac University School of Allied Health  
 Saint Joseph College  
 Springfield Technical Community College

University of Connecticut, Schools of Business Administration, Dentistry, Medicine, Nursing, Pharmacy, and Social Work  
 University of Hartford  
 Yale University School of Medicine  
 Yale University School of Nursing

***Member of..***

American Association of Homes and Services for the Aging  
 American Health Information Management Association  
 American Hospital Association  
 American Medical Directors Association  
 American Society on Aging  
 American Society of Consultant Pharmacists  
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 Assisted Living Federation of America  
 Associates of Jewish Homes and Services for the Aging  
 Association of Fundraising Professionals  
 Association of Long Term Care Financial Managers  
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 Association of Professional Chaplains  
 Avon Chamber of Commerce  
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 Connecticut Alliance for Long Term Care

Connecticut Association for Adult Day Centers  
 Connecticut Association for Home Care  
 Connecticut Association for Healthcare Quality  
 Connecticut Association of Directors of Volunteer Services in Healthcare  
 Connecticut Association of Not-for-profit Providers For the Aging  
 Connecticut Coalition on Aging  
 Connecticut Hospital Association  
 Connecticut League for Nursing  
 Connecticut Nurse's Association  
 Connecticut Women in Healthcare Management  
 Healthcare Financial Management Association  
 Long Term Care Advisory Council  
 National Association for Home Care  
 National Association for Healthcare Quality  
 National Association of Jewish Chaplains  
 National Association of Social Workers  
 National Council on Aging  
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 University Park  
 West Hartford Chamber of Commerce

***Accredited by...***

Joint Commission on Accreditation of Healthcare Organizations

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*\*Italics denote Executive Committee Member.*

## Auxiliary President's Message

*Through vigorous fundraising, the Auxiliary of Hebrew Health Care provides generous support for cultural, religious and holiday programs for the residents, clients and members receiving services within Hebrew Health Care's system.*

Auxiliary women support every one of our activities! That allows us to be even more successful for our cherished residents.

Our Resident Strawberry Festival, Father's Day, Mother's Day and Chanukah programs were so well received by the Residents and Staff that there was standing room only in the Multipurpose Room! Our Sukkah for our residents and visitors created a colorful and festive sanctuary to celebrate the holiday.

The Card Party (and wonderful fashion show and shopping day by Lyn Evans), the Baubles and Bags Sale, the Mother's Day Plant Sale and Community Strawberry Festival made our treasury rich enough to make major renovations in the lobby.

Our 2nd Family Fun Day is our major outreach event of activities. Our goal is to share with the community the wonderful work and extraordinary care for the elderly that is provided at and by Hebrew Health Care. The success of the day was evident by the smiling faces amongst the residents, visitors and volunteers alike! Keep your eyes on news for our 2009 Family Fun Day!

**Our Auxiliary is busy. Become a member today. It is one of the greatest ways to connect to our beloved residents.**



**Rosalind M. Bobrow**  
Auxiliary President

## Donors: Annual Fund

**The First Families of Hebrew Health Care** - Hebrew Health Care gratefully acknowledges the generous contributions made by all the members of The First Families Program, including those who, because of space constraints, cannot be listed here. Donations from individuals, corporations and businesses, state organizations, donor-advised and donor-designated funds from the Jewish Community Foundation and the Jewish Federation of Greater Hartford all represent significant investment in our mission and help us guarantee Hebrew Health Care's strength and stability are never compromised.

### **Visionary**

The Abrahms Family  
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The Auxiliary of Hebrew Health Care  
The Zachs Family Foundation  
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## Donors: Endowment Fund

### **Hebrew Health Care Endowment Funds**

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. Today, more than 107 years later, Hebrew Health Care still holds compassion, commitment and vision as core values of our organizations and has used these important characteristics to evolve into a comprehensive adult health care organization.

Hebrew Health Care deeply appreciates the following donors who have made a decision to invest directly in Hebrew Health Care's future by making an unrestricted donation to our general endowment fund or by establishing a named endowment fund with our organization. These partnerships guarantee the covenant so we may continue to tend to the physical, emotional and spiritual needs of future generations just as those who came before us.

**Hebrew Health Care Foundation  
Endowment Fund Donors**

Estate of Samuel Birnbaum  
Mrs. Hinda Fisher  
Estate of Harry E. Goldfarb  
Estate of Samuel J. Kaprove

**Hebrew Health Care Foundation  
Endowment Funds**

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like to recognize the following  
individuals and corporations  
who so generously supported the  
Join Gene! event.**

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