Act your age
Innovative, comprehensive, person-centered communities and services

HEALTH CARE
Hebrew Rehabilitation Center, Boston and in the Gloria Adelson Field Health Center at NewBridge on the Charles, Dedham
• Long-term chronic care
• Post-acute care
• Outpatient services
Hebrew SeniorLife Community Health Services
• Primary and specialty medical care
• In-home care
• Hospice care
• Adult day health

RESEARCH
Hinda and Arthur Marcus Institute for Aging Research

TEACHING
Education and training programs for the next generation of geriatric professionals

SENIOR LIVING COMMUNITIES
SUPPORTIVE LIVING COMMUNITIES
Center Communities of Brookline
• Julian and Carol Feinberg Cohen Residences
• Marilyn and André Danesh Family Residences
• Diane and Mark Goldman Family Residences
• Sloane Family/Century Bank Primary & Specialty Care Center
Simon C. Fireman Community, Randolph
Jack Satter House, Revere
CONTINUING CARE RETIREMENT COMMUNITIES
Orchard Cove, Canton
NewBridge on the Charles, Dedham on the Dr. Miriam and Sheldon G. Adelson Campus
ASSISTED LIVING COMMUNITIES
NewBridge on the Charles, Dedham
• Jack Satter Assisted Living Residences
• The Gilda and Alfred A. Sifka Memory Support Assisted Living Residences

On the Cover: Johnny Freeman, a resident at Center Communities of Brookline, has been playing the guitar since the ‘60s. He’s been to 438 Grateful Dead concerts and 50 Jerry Garcia concerts. Rock on, Johnny!
What does it mean to act your age? Behave in a mature way—don’t act younger than your age?

We believe that age is just a concept. At Hebrew SeniorLife we work hard to help people exceed their expectations and achieve things that they never thought they were capable of, providing what they need to reach their full potential.

Many of our residents and patients prove to us daily that we grow creatively and intellectually as we age…and that we can even improve physically well into old age. We are committed to helping seniors live their best lives with innovative, comprehensive, person-centered communities and services.

To help support our commitment we recently launched a fundraising initiative we’re calling Age of Opportunity: The Campaign for Hebrew SeniorLife. Dictionaries define opportunity as “a situation that makes it possible to do something you want to do; an exploit-able set of circumstances, requiring commitment of resources.” For us, that “something” is to make it possible for seniors to live their best lives through advances in care, research, and teaching.

You too have an opportunity to lead this effort on behalf of seniors and their families and caregivers. Many of you have a long history of support, and for that we are profoundly grateful. We hope that when you learn what we hope to achieve you will be compelled to join us in the Age of Opportunity, ensuring a bright future for all of us as we age.
A campaign for the ages

People are living longer. Every day, another 10,000 Americans turn 73, and society is not prepared to address the specialized needs and unique demands of this growing population. Simply put, the system is becoming overwhelmed. Our seniors deserve better. Better care, better lives, better endings. And their families deserve compassion and information. The fact remains, however, that we are facing a crossroads in the United States as it relates to caring for a growing, more medically and socially complex senior population.

*Age of Opportunity: The Campaign for Hebrew SeniorLife* is an ambitious effort that only an organization with the leadership, experience, and commitment of HSL could accomplish. We are restless visionaries who see the immense need and are driven to do something about it. With our Harvard Medical School affiliation, clinical expertise, first-class campuses and communities, and pioneering research, we have been driving positive change in senior care throughout our history.

*Age of Opportunity* will address the urgent challenges of aging in the 21st century—near and far, now and for future generations. In partnership with equally committed donors, we are determined to succeed.
Memory Health
Establishing Hebrew SeniorLife as Greater Boston’s go-to resource for memory care
• Center for Memory Health
• Memory assisted living
• Expanded inpatient memory care

Research and Teaching
Expanding programs that influence the field of senior care
• Hinda and Arthur Marcus Institute for Aging Research
• Geriatric education

Above and Beyond
Programs that help seniors of all ages and abilities learn, grow, and find purpose
• Elder abuse prevention
• Expressive therapies
• Hospice and palliative care
• Spiritual care
• Multigenerational programs
• Food programs

Flagship Campus
Revitalizing our flagship Boston campus
• Person-centered care
• Work environment
• Innovation
Future makers

They say that the best way to predict the future is to create it, and the best time to create it is now. It is this viewpoint that led Hinda and Arthur Marcus to make a generous $10 million gift to support and name Hebrew SeniorLife’s (HSL’s) Hinda and Arthur Marcus Institute for Aging Research.

“It’s gratifying to give while you’re still alive,” says Hinda, HSL Board member and former HSL Board chair.

“It’s very clear that these monies will enable the Marcus Institute to do things that would not have been possible without the grant,” agrees Arthur. “We know that we are fostering continuing programs and new programs. Hopefully we get to see the results!”

Among the many future-altering results coming out of the Marcus Institute is research focused on using noninvasive brain stimulation to improve balance and gait, and developing the best way to support the decision-making of patients and their families at the end of life.

These and other potentially groundbreaking studies are helping to redefine aging and elevate the Marcus Institute as a leading force in aging research. Many of the Marcus Institute’s results are setting best practices and changing policy not only at HSL, but also throughout the world.

“Our hope is that the gift will enable the Marcus Institute to translate research to public policy,” says Hinda. “What we learn should be disseminated beyond our walls to our patients and residents and globally to create a better quality of life for all seniors now and in the future.”

Perhaps the most satisfying aspect for Hinda and Arthur of giving during their lifetimes is the values they have been able to pass on to the younger generation. “The gift has provided a platform for teaching our grandchildren, nieces, and nephews about the importance of helping others. I want them to understand that it’s important to give back,” says Hinda. “They are very blessed. Sharing with others is an important part of life.”

“The gift has provided a platform for teaching our grandchildren, nieces, and nephews about the importance of helping others. I want them to understand that it’s important to give back,” says Hinda.
“I want to enjoy every moment in this phase of life—connecting with kids reminds me how much I still love to play—being silly has no age limit.”
Donor Profile

“We enjoy doing things together, helping other people. And making a difference,” Bryna remarks. “You’ve got to make a difference,” Arthur says. “Period.”
Making a difference together

“People don’t know how good they’ll feel until they do something good,” declares Arthur Epstein. “They really don’t!” And he should know. Arthur Epstein’s entire life has been marked by kindness and generosity.

He learned the importance of caring for others at a young age. Arthur’s father died when he was 16, leaving him to look out for his mom and younger brothers. It wasn’t always easy, but Arthur worked in the family’s factory to make sure they had what they needed. Despite the family’s struggles, Arthur and his brothers all managed to go to college on scholarships—an experience that motivates his philanthropy to this day.

After college, Arthur got married and moved to Malden. He began buying Midas Muffler shops. In the end, he owned 30 shops. As Arthur’s Midas empire expanded, Bryna Litchman was bringing up her own family in Malden. Since they were neighbors, Arthur and Bryna’s families spent many hours together at the beach.

Eventually, however, Bryna and her family moved west for her husband’s work. For nearly a decade, she operated several ladies’ discount clothing stores in the Chicago suburbs.

Over the years the two families lost touch. Later, when Arthur and Bryna found themselves widowed, they reconnected.

“We enjoy doing things together, helping other people. And making a difference,” Bryna remarks. “We don’t have many needs.” Arthur adds, “I’ve had all the ‘things’—you know, the Cadillacs and the Mercedes. I don’t want them anymore. I don’t need them."

So instead of buying expensive cars and vacations, Arthur and Bryna invest in the well-being of others.

The couple recently gave a significant gift to Hebrew SeniorLife’s newly launched Center for Memory Health. The gift has helped to create comprehensive, coordinated services for patients with Alzheimer’s disease and related dementias and their families. It will also enable the center to develop best practices that will revolutionize the way many older adults and their families experience the last years of their lives.

“You’ve got to make a difference,” Arthur says. “Period.”
Friends for good

Fifty years ago, who would have guessed that today, Irma and Aaron Spencer and their friend Cynthia Shulman would have cottages one block apart at Hebrew SeniorLife’s NewBridge on the Charles senior living community?

Their friendship goes back to the 1970s when the two families were raising their children. Every Fourth of July, the Spencers invited Cynthia and her husband Leon to their home on Cape Cod. Those were very special times.

As the two families became closer, Leon Shulman invited Aaron to be on Hebrew SeniorLife’s Board of Trustees. “Both Irma and Aaron had great empathy for those who needed help in any way,” says Cynthia. “We shared the same values, and Leon and I knew that they would resonate with Hebrew SeniorLife’s work.”

Thus began a lifelong commitment for Irma and Aaron investing in the health and well-being of seniors.

The Spencers have remained dedicated to Hebrew SeniorLife as it has grown over the decades. When the NewBridge on the Charles project was initiated, Aaron jumped on board from the very start with a generous gift of $1 million. As owner of Pizzeria Uno, based in Dedham, Aaron was also helpful in working with the town of Dedham.

In 2018, Irma and Aaron deepened their commitment with a $1 million gift to Hebrew SeniorLife’s Center for Memory Health.

The Spencers now have a cottage just down the road from Cynthia. And although Irma was recently diagnosed with dementia and spends most of her time at Hebrew Rehabilitation Center on the NewBridge campus, Aaron is grateful they can live close to one another and benefit from Hebrew SeniorLife’s first-class care.

“Hebrew SeniorLife is a professional, caring, friendly place. There are no better accommodations,” says Aaron.
“Hebrew SeniorLife is a professional, caring, friendly place. There are no better accommodations,” says Aaron.
“I just turned 97. I exercise every day. Slowing down isn’t in my personality. Hebrew SeniorLife provides the support for me to keep growing and keep being me. Another lap?”
What I’m interested in is longevity—attracting young people to the Marcus Institute and ensuring that they have the resources and opportunities that motivate them to stay,” says Rick.

Beth & Rick Marcus
Longevity

What’s the recipe for the success of the Hinda and Arthur Marcus Institute for Aging Research? Beth and Rick Marcus* should know: They have watched the organization grow and change for decades.

“What I’m interested in is longevity—attracting young people to the Marcus Institute and ensuring that they have the resources and opportunities that motivate them to stay,” says Rick.

Perhaps the best example of long-term success at the Marcus Institute is its director, Lewis A. Lipsitz, M.D. “We have known Lew for more than 30 years,” says Beth. “He continues to impress us with his enthusiasm, creativity, and leadership. He is a significant factor in keeping us interested in the Marcus Institute.”

In 1992, the couple created the Marcus Applebaum Fund, named in honor of their parents. Beth and Rick earmarked a recent $250,000 gift to help fund the most urgent needs of the Marcus Institute, including recruiting talented young physicians and researchers.

“About 20 years ago, Lew called me and said, ‘There’s this great researcher, Susan Mitchell. She would contribute so much to our work,’” says Rick. So the Marcuses made a gift that funded her recruitment. Dr. Mitchell is now a principal investigator on several large dementia research projects funded by the National Institutes of Health, among other studies.

“It feels so satisfying to see, years later, that Susan has made a real difference for thousands of people in nursing homes,” says Rick. “The growth of the Marcus Institute has been tremendous,” adds Beth. “It is so important to advance that work.”

*no relation to Hinda and Arthur Marcus
As a Hebrew SeniorLife donor, you play an integral role in moving us forward. Your support is critical to our staying relevant and innovative, to our growth, and to our ability to go above and beyond for seniors.

Your giving is what enables us to deliver outstanding care to more than 3,000 seniors every day. With your continued support, the Age of Opportunity campaign will create solutions to many of the challenges of aging in the 21st century. Thank you again for all you do, helping to build a future where all seniors have the independence and dignity they deserve.

“"Aging is an extraordinary process where you become the person you always should have been.""  

DAVID BOWIE
EngAGE 2018 was a resounding success, raising a record-breaking $1.3 million. More than 350 supporters attended the event, in its fifth year, which was held on November 8, 2018 at the Revere Hotel Boston Common. EngAGE 2018 featured Emmy and Golden Globe Award winner Alan Alda, Grammy-nominated cabaret singer Marilyn Maye, and poet, journalist, and human rights activist Rose Styron. Dr. Timothy Johnson, of ABC News, also participated in the event, interviewing Alda and Lewis A. Lipsitz, M.D., director of the Hinda and Arthur Marcus Institute for Aging Research and chief academic officer at Hebrew SeniorLife. EngAGE 2019 will be held on November 13 at Fenway Park in Boston.
1. Former Board Chair Hinda Marcus, Alan Alda, and Arthur Marcus
2. Board member Harold Kotler and Rabbi Jamie Kotler
3. Marilyn Maye and Board member Roberta Weiner
4. Lori Leif, Karen Shamay, Fred Leif, Irina and Mark Barrocas, and Ed Shamay
5. Mark and Ellyn Harmon, Norman and Susan Jacobs
6. Former Board Chair William Finard and Dee Finard
7. Jamie Genser and Board member Reese Genser
8. Trustee Marilyn Danesh and André Danesh
We are deeply grateful to our EngAGE 2018 sponsors, whose gifts are supporting Hebrew SeniorLife’s mission to redefine the experience of aging.

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Robert L. Beal and Bruce A. Beal
Arthur Epstein and Bryna Litchman
The Lunder Foundation - Peter and Paula Lunder Family
Hinda and Arthur Marcus
Irma and Aaron Spencer

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Jane and William Mosakowski
Melissa and Gary Tearney

**Adventurous**
Marsha and Tom Alperin
Irina and Mark Barrocas
Susan and Gene Briskman
Barbara and James Conen
Midge and Tom DeSimone
Cynthia and John Fish
Audrey and James C. Foster
Saul Kurlat
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Robert Kolikof
Rabbi Jamie and Harold Kotler
The Kraft Family
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Rockport Mortgage Corporation
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The Topol Family Fund
Charleen Tyson
Tim Warren
WB Mason
Wellesley Books
Cianna and Jeffrey Winnick
Lynne L. and Mark L. Wolf
Hebrew SeniorLife ended fiscal year 2018 with approximately $2.6 million in operating cash flow, as consolidated operating revenues exceeded operating expenditures. Hebrew SeniorLife’s consolidated financial results reflect improved operating performance and significantly stronger investment pools and reserves.

Operating revenues increased by 5% to $238.7 million, and earnings before interest, taxes, depreciation, and amortization (EBITDA) increased by 28% to $26.4 million. This performance was driven by a range of rate increases in our health care services, strong census at all communities, and a continuation of our government-paid markup to market adjustments in our affordable senior supportive living communities. Prudent expense management, combined with higher revenues at NewBridge on the Charles independent living and assisted living communities, Orchard Cove, Center Communities of Brookline, and Simon C. Fireman Community also contributed to the positive operating cash flow.

Operating expenses increased by 3.7% in fiscal 2018 due to increased costs associated with salaries and benefits. Regular capital expenditures also increased due to higher investments at NewBridge on the Charles, Orchard Cove, Center Communities of Brookline, and Hebrew Rehabilitation Center. In addition, special projects that are excluded from operating cash flow include renovations on the sixth floor of the Berenson Allen building at Hebrew Rehabilitation Center and at Center Communities of Brookline’s Julian and Carol Feinberg Cohen Residences.

With respect to the investment pools at Hebrew SeniorLife, NewBridge on the Charles, and Orchard Cove, the aggregate balance improved from $158.4 million to $182.7 million, a 15% increase. This improvement, which will support our future growth initiatives, was achieved by higher distributions from the Center Communities of Brookline refinancing and 5% portfolio returns—items that are excluded from operating cash flow.

### 2018 FINANCIAL SUMMARY

Operating Revenues (Cash Based) ($000)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount ($000)</th>
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</thead>
<tbody>
<tr>
<td>HSL Parent and HRC-Roslindale</td>
<td>89,143</td>
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<tr>
<td>HRC-Dedham</td>
<td>49,696</td>
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<td>NewBridge IL/AL</td>
<td>35,829</td>
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<td>Orchard Cove</td>
<td>25,873</td>
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<td>Center Communities of Brookline</td>
<td>13,097</td>
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<tr>
<td>Home &amp; Community-based Services</td>
<td>10,644</td>
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<td>Jack Satter House</td>
<td>7,241</td>
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<tr>
<td>Simon C. Fireman Community</td>
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<td>Fundraising Receipts</td>
<td>4,133</td>
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<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>238,704</strong></td>
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Operating Expenditures ($000)

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<thead>
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<th>Description</th>
<th>Amount ($000)</th>
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</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>108,310</td>
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<tr>
<td>Supplies</td>
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<td>General and Administrative</td>
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<td>Facility and Other Costs</td>
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<td>Debt Service</td>
<td>23,529</td>
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<td>Capital Expenditures</td>
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<td><strong>Total Operating Expenditures</strong></td>
<td><strong>236,038</strong></td>
</tr>
<tr>
<td>Operating Cash Flow</td>
<td>2,666</td>
</tr>
</tbody>
</table>
What’s Your Impact?

When you give to Hebrew SeniorLife, you invest in the autonomy and well-being of seniors – today and for generations to come. Your generosity fuels health care, communities, research, and teaching that are redefining the experience of aging.

To inquire about leadership-level gifts that can impact specific Hebrew SeniorLife programs, or to learn about making a bequest or life income gift, please contact:

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