



Hebrew
SeniorLife

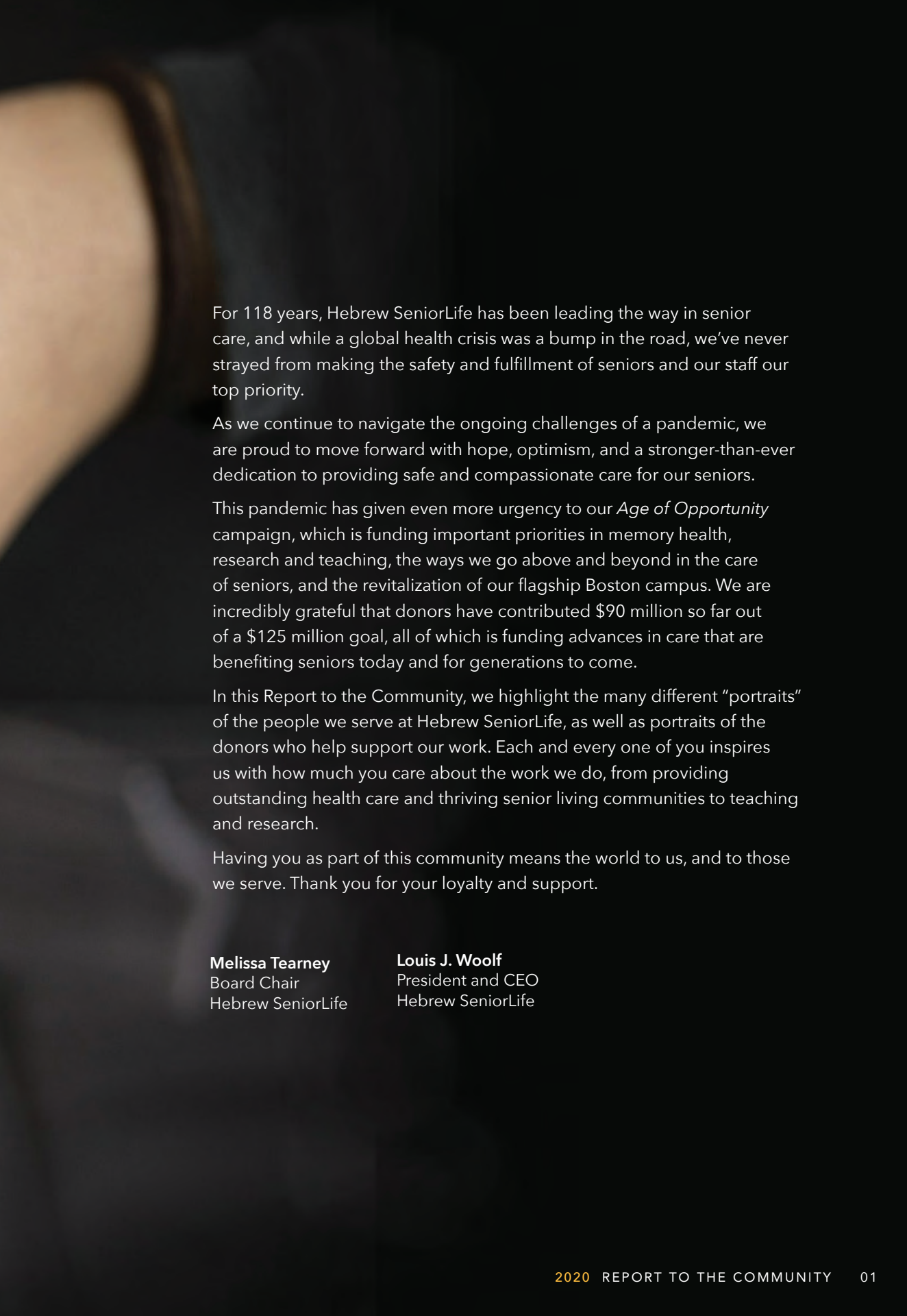
REPORT TO THE COMMUNITY 2020

portraits
of...



hope

ON THE COVER: Orchard Cove resident Sara Lee Silberman is a portrait of resilience. An avid walker and gardener, Sara Lee kept her upbeat outlook throughout the pandemic.



For 118 years, Hebrew SeniorLife has been leading the way in senior care, and while a global health crisis was a bump in the road, we've never strayed from making the safety and fulfillment of seniors and our staff our top priority.

As we continue to navigate the ongoing challenges of a pandemic, we are proud to move forward with hope, optimism, and a stronger-than-ever dedication to providing safe and compassionate care for our seniors.

This pandemic has given even more urgency to our *Age of Opportunity* campaign, which is funding important priorities in memory health, research and teaching, the ways we go above and beyond in the care of seniors, and the revitalization of our flagship Boston campus. We are incredibly grateful that donors have contributed \$90 million so far out of a \$125 million goal, all of which is funding advances in care that are benefiting seniors today and for generations to come.

In this Report to the Community, we highlight the many different "portraits" of the people we serve at Hebrew SeniorLife, as well as portraits of the donors who help support our work. Each and every one of you inspires us with how much you care about the work we do, from providing outstanding health care and thriving senior living communities to teaching and research.

Having you as part of this community means the world to us, and to those we serve. Thank you for your loyalty and support.

Melissa Tearney
Board Chair
Hebrew SeniorLife

Louis J. Woolf
President and CEO
Hebrew SeniorLife

Bloom Where You're Planted

When NewBridge resident Jack Sobel looks back on the support he received as a boy from the New York City Boys Club and the Stanton Street Jewish Settlement House, he can't help but give back. New York City also had a free college, Baruch College, which he attended at night. During the day he founded a wholesale company that was sold upon graduation. Jack relates that his wife Barbara supported his efforts while raising their children Henry and Suzanne. They now have three grandchildren.

Jack and Barbara support a wide variety of causes, including a scholarship program for frontline staff at NewBridge on the Charles. "It's been my background to support the communities I live in," says Jack. "You get back what you put in."

The Sobels now reside in Hebrew SeniorLife's independent living community at NewBridge. They enjoy the quality of life and the location, as it enables them to see their daughter on a more regular basis. Their son lives on the West Coast so he's a bit farther away. They also appreciate NewBridge's excellent medical facilities, wide-ranging cultural activities, and Jewish offerings such as kosher meals. "We enjoy all of it—the concerts, discussion groups, lectures, and fitness facilities," says Barbara. Jack adds, "NewBridge is a great place to be with a range of generations, including your peers. It grounds you because they understand what you're experiencing."

The Sobels are committed to volunteering and philanthropy. In addition to their involvement in providing educational opportunities for health aides, nurses, and other direct care staff, they have donated art for the NewBridge lobby and supported Hebrew SeniorLife's efforts to address the COVID-19 pandemic.

"During the pandemic, we wanted to support the additional expenses associated with keeping residents safe and providing the best quality of life possible," says Jack. "They did a wonderful job, facilitating social interaction with Zoom meetings and even bringing special treats to our doors. We have a wonderful staff here, and we are grateful to be able to do our part to support them."



NewBridge on the Charles residents Fred and Peggy Wolf said their dog Mysti not only provided great comfort to them during the past year, but also extended her warmth to their neighbors.





comfort



A Well-Matched Partnership

They say that iron sharpens iron, and The Sephardic Foundation on Aging's partnership with Hebrew SeniorLife is proof positive. The Foundation started in Brooklyn in 1951 as the Sephardic Home for the Aged. In 2015, when a physical residence for Sephardic seniors was no longer needed, the group reinvented itself as a private grant-making foundation focused on supporting the needs of Jewish older adults.

"Our Foundation has a single mission," says Director of Grants Janice Stolar. "We fund projects that foster innovation and collaboration in the field of aging so that older people and their communities have the support and resources they need to flourish."

The Sephardic Foundation on Aging now partners with organizations throughout the United States and in Istanbul, Moscow, Ethiopia, and Israel, not only with financial support, but also with expertise in personalized care and a network that encourages best practices among all recipients.

Members of the Board and staff of the Foundation were invited to Hebrew Rehabilitation Center in Boston and toured a newly renovated long-term chronic care household on the west sixth floor of the Berenson Allen Building.

"We feel very strongly about providing the best living arrangement for people suffering from dementia-related illness," says Janice. "One of the things that appealed to us was the household model at Hebrew Rehabilitation Center. Patients are happy, they have opportunities to make choices in their lives, including getting the best nutrition. People are thriving as a result of this individualized care."

The Sephardic Foundation on Aging generously provided an 18-month grant to underwrite renovations to the east side of the Berenson Allen sixth floor and promote research on the impact of the Hebrew Rehabilitation Center household model. A one-year, controlled study funded by the grant revealed that patients on renovated Berenson Allen households benefited from improved patient choice, quality of life, and functional status compared with patients on non-renovated long-term chronic care floors. Moreover, throughout the pandemic, the new households more easily lent themselves to increased infection control processes due to their emphasis on private rooms and small group spaces.

"Hebrew SeniorLife is associated with many organizations and leaders committed to the highest quality of care for seniors. They are leading the way in senior care," says Janice. "You can tell that they are making an impact and working very hard—not only providing the best care, but also doing the analysis and always looking to improve. Hebrew SeniorLife is at the forefront."

Adelsons Transform Senior Care

Born to immigrant parents and raised in Dorchester, the late Sheldon G. Adelson started out as a teenager selling newspapers on a street corner and became one of the world's most successful entrepreneurs. He never forgot his roots, and when he first visited Israel in 1988, he honored his father, a Lithuanian-born Jew, by wearing his shoes because he wanted his father to experience Israel in spirit. He dedicated his philanthropic work to strengthening the Jewish community, both here and in Israel.

Sheldon, who passed away in January at the age of 87, and his wife, Dr. Miriam Adelson, an internationally recognized physician, have invested heavily in Hebrew SeniorLife throughout the years. This past year, the couple's foundation gave a generous \$2.5 million matching gift toward Hebrew SeniorLife's efforts to respond to the pandemic. Their gift was intended to help encourage a response from the community during a difficult time, and it certainly inspired other donors, motivating them to give over \$7.5 million.

Over the years, the Adelsons have given more than \$25 million to Hebrew SeniorLife, making them our largest and most transformative donors. Their generosity enabled us to build NewBridge on the Charles and create and share a new vision for senior living, which is a role model for other organizations around the world. Because of their leadership, we are able to help 3,000 seniors across HSL live their best lives in the best place for them each day.

The Adelsons were dedicated to the idea of a multigenerational campus where students at the Rashi School could interact with the seniors on campus, benefiting both the students and the seniors. They named the Adam and Matan Adelson Multigenerational Program for their sons. Their vision propelled the growth of this program to include 72 organizations that participate with us on all of our campuses, and also inspired other similar programs throughout the U.S.

"This is an organization that is transforming senior care, and my wife and I have the honor of supporting it," said Sheldon in 2012, when asked about his philanthropy. "I see our gift as an investment in the future. It's a gift that will have an impact not only on the Boston Jewish community, but on seniors everywhere."

We are so grateful for the Adelsons' loyal and consistent support of our mission to care for seniors. HSL is so fortunate to have the Adelson Foundation as our partner in all the work we do. Sheldon will be missed by so many, including all of us at HSL.



A vibrant field of yellow Black-eyed Susans fills the background, with a weathered wooden chair visible in the lower right foreground. The word "growth" is written in a large, white, lowercase sans-serif font across the middle of the image.

growth

Terri Union, a resident of NewBridge on the Charles, was excited to join an outdoor art class once activities on the campus started up again.





Seeing is Believing

They say that seeing is believing, and after all they have witnessed, Deanna and Sidney Wolk believe in Hebrew SeniorLife.

"From my volunteer work at Hebrew SeniorLife, I have seen firsthand the expert care that the organization delivers," says Deanna, who taught mahjong for years to long-term chronic care patients at HRC in Boston.

A wide variety of front-row experiences with Hebrew SeniorLife have further strengthened their commitment. The Wolk family contributed to the founding of Hebrew SeniorLife Hospice Care and supported the renovation of the Deanna and Sidney Wolk Pavilion, which provides personalized care and a restorative living environment for 48 long-term chronic care patients at our Boston campus.

"Having seen and given to other programs, we saw all the good work Hebrew SeniorLife does for so many people," says Sidney, chairman and CEO of The Cross Country Group, based in Medford.

The Wolk family's commitment has grown with each collaboration, recently culminating in a \$5 million gift to fund the newly named Deanna and Sidney Wolk Center for Memory Health. The Wolk Center provides Harvard Medical School-affiliated outpatient memory care services for people concerned about cognitive loss, as well as for their families.

"When we learned of the increasing need for community-based services in brain disorders and cognition for both patients and their caregivers, we knew that our gift towards memory care services would definitely fill a void here in this area."

Like so many families, the Wolk family is committed to this effort because many people they know have been affected by Alzheimer's disease and other dementias.

"Deanna and I have seen it firsthand, and it is heartbreaking," says Sidney. "It's so hard. It's absolutely tragic what families go through. That's why we are so excited about where this gift can lead to, with such a fantastic team behind us."

Deanna, who has been a Trustee for six years, couldn't agree more: "With this gift, we are happy to support that level of excellence, helping people with memory care issues and access to the right experts, supports, tools, and services to help them live their best lives possible."

A Team Effort

Community service and leadership seem to run in Jeff Drucker's family. Jeff's father was a Hebrew SeniorLife Trustee, and helped oversee the construction of Orchard Cove and Jack Satter House. Jeff's grandfather modeled the importance of giving back to the community and has served as a lifelong example for the family.

So it was natural when Jeff became Board Chair of Hebrew SeniorLife in 2017, a position he held until this past spring. His leadership came at a time of tremendous growth for the organization, including the expansion of Hebrew SeniorLife's senior living footprint, increased services and research for those affected by Alzheimer's and dementia, and the launch of the *Age of Opportunity* campaign. "Jeff cares so much about the staff and the seniors at Hebrew SeniorLife," says Jeff's wife, Jen. "He always gives 100% to his work there."

If you speak with Jeff, he will tell you that it has been a team effort. In addition to the inspiration provided by his father and grandfather, the support of Jeff's wife and kids has fueled his volunteer work. "Without Jen allowing me the space to do these volunteer activities, I couldn't be as committed to Hebrew SeniorLife." Jen has also worked with Hebrew SeniorLife Hospice Care and hosted events.

Jeff and Jen's three children have motivated Jeff as well by carrying on their parents' commitment to service. All three have made their mark at Hebrew SeniorLife, playing games with residents and patients as well as delivering gifts to staff during the pandemic. "Our kids have seen so much of Jeff's dedication and leadership. It's natural for them to follow in his footsteps," remarks Jen.

Jeff points out that his brother and business partner, William, has been a steadfast champion of his work. "I work in our family business. Before I accepted the Board Chair role, I asked my brother how he felt about pinch-hitting for me at times due to my Board commitments," remembers Jeff. William threw his support behind the mission and gave Jeff the freedom he needed to lead the Board.

"I wouldn't trade what I do for anything," says Jeff. "Working in the family business has afforded me the ability and flexibility to pursue my passion for empowering seniors to live independent, fulfilling lives."





Simon C. Fireman
Community resident
Paul Ehizibue works each
day helping a veteran
with disabilities with
his everyday needs. He
is very grateful for the
welcoming Fireman
Community.

"Life is like riding a bicycle.
To keep your balance you must
keep moving."

ALBERT EINSTEIN

thank you

This year has been another challenging one, marked by the ups and downs of fighting a pandemic. As Einstein said, "we must keep moving," and with your help, that is what we've done, and will continue to do.

As a Hebrew SeniorLife donor, you play a critical role in helping us move forward. We have never been an organization that stands still. As we continue to lead the way in senior care, we rely on your support to continue to keep our seniors and staff safe, to be innovative, to grow, and for our ability to go above and beyond for seniors every day. With your continued support, the *Age of Opportunity* campaign will create solutions to many of the challenges of aging today. Whether your gift is directed to fund specific programs or toward supporting all of our essential programs, please accept our deepest appreciation. Thank you!

EngAGE

A reimaged EngAGE 2020, held on November 16, 2020, raised \$1.2 million. More than 400 guests attended virtually and enjoyed performances by renowned cellist Yo-Yo Ma and one of Broadway's leading ladies, Tony Award Winner Kelli O'Hara. Governor Charlie Baker spoke about Hebrew SeniorLife's role in leading the state in setting infection-control standards for senior care during the pandemic. Alvaro Pascual-Leone, M.D., Ph.D., medical director of the Deanna and Sidney Wolk Center for Memory Health, spoke about brain health and its relationship to preventing cognitive decline as we age.

We are deeply grateful to our EngAGE 2020 sponsors, whose gifts are supporting Hebrew SeniorLife's mission to redefine the experience of aging.

Innovative

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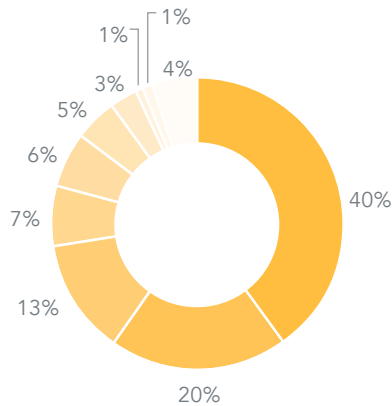
2020 FINANCIAL SUMMARY

Hebrew SeniorLife ended Fiscal Year 2020 with an operating cash flow deficit, as consolidated operating expenditures exceeded operating revenues by \$9 million.

Operating revenues increased by 0.6% to \$244.2 million in FY2020, and earnings before interest, taxes, depreciation, and amortization (EBITDA) declined from \$26.3 million to \$23.1 million. The revenues reflect lower census due to the pandemic, and include approximately \$11.3 million of COVID-19 relief funding.

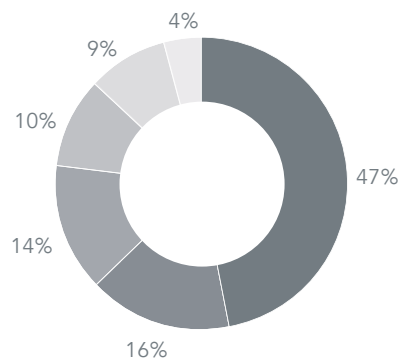
Operating expenses rose by 3.9% in FY2020 due to costs associated with the pandemic (personal protective equipment; COVID-19 testing; staff appreciation pay). Regular capital expenditures were lower by \$2 million as compared to the prior year, due to COVID-19 restrictions.

With respect to the investment pools at HSL, NewBridge on the Charles, and Orchard Cove, the aggregate balance remained strong, although lower from the prior year, going from \$184.1 to \$167.3 million due to the elimination of HSL's legacy pension liability for approximately \$18.5 million.



Operating Revenues (Cash Based) (\$000)

HSL Parent and HRC-Roslindale	\$97,664
HRC-Newbridge	49,403
NewBridge IL/AL	30,976
Orchard Cove	16,136
Center Communities of Brookline	14,316
Home & Community-based Services	11,850
Jack Satter House	7,305
Simon C. Fireman Community	3,286
Fundraising Receipts	2,000
COVID-19 Stimulus Funding	11,331
Total Operating Revenue	244,267



Operating Expenditures (Cash Based) (\$000)

Salaries and Benefits	\$119,640
Supplies	38,932
General and Administrative	36,317
Facility and Other Costs	25,077
Debt Service	23,226
Capital Expenditures	10,033
Total Operating Expenditures	253,225
Operating Cash Flow	(8,958)

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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The Power to Redefine Aging.



Hebrew
SeniorLife



HARVARD MEDICAL SCHOOL
AFFILIATE

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

- Deanna and Sidney Wolk Center for Memory Health
- 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. Slifka Memory Support Assisted Living Residences