



heroes within

REPORT TO THE COMMUNITY 2019

Strength Resilience Kindness



"Whatever you need, they're doing it before you
even think about it—they're fulfilling everything.

I don't know how to bring it across—unbelievable!

I keep saying that, but I feel blessed."

JACK SATTER HOUSE RESIDENT

ON THE COVER: Hebrew Rehabilitation
Center Patient Care Associate Guilaïne
Maxime, taken by Life Enhancement
Coordinator Marilia Lima.

The previous seven months have been like none other in the history of Hebrew SeniorLife—or the world. For 117 years, we have been leading the way in senior care, and now, during a global health crisis that has been incredibly dangerous for older people, we continue to do so. When the state of Massachusetts saw how the virus was devastating nursing homes, Governor Charlie Baker and Secretary of Health and Human Services Marylou Sudders called on Hebrew SeniorLife to lead a task force to set infection control guidelines for all 350+ nursing homes in the state and help them develop the capabilities to meet those objectives. This truly broadened our mission of serving seniors, especially those who are frail and underserved, and those not in our care.

As we all work together to fight this deadly virus, we wanted our Report to the Community to pay tribute to our front-line staff, as they stepped up to the challenge and worked tirelessly around the clock caring for patients and residents—both those with COVID-19 and those threatened by it. For many patients and residents, fighting off social isolation and depression became challenges that our staff knew were extremely important to address. Some staff even sacrificed being with their families and instead stayed at nearby hotels for safety.

Many donors stepped up, too. From grateful residents and patients' families to volunteers who made calls to fundraise for us, everyone played an important role. Together, you donated more than \$2 million to our COVID-19 Senior Response Fund. Our *Age of Opportunity* campaign is also going well, and remains on track to reach our goal of \$125 million. As of June 30, our campaign total was \$70 million.

Just as we led the way in building a response to the pandemic, we are now setting a path forward into a newly defined reality. We remain hopeful, resilient, and strong. We are inspired by you, our donors, our patients, our residents, and our staff, knowing that inside each of us is a hero, showing kindness and support for each other. And that is how we will get through this defining moment in our history.

Jeffrey D. Drucker
Board Chair
Hebrew SeniorLife

Louis J. Woolf
President and CEO
Hebrew SeniorLife



"I have to highlight the amazing aides and nurses in Mom's unit who continue to care for her and show her love. When we see her [on FaceTime] twice a week, she is clearly well taken care of. Know that we appreciate all you have done and are continuing to do for Mamma and all the other residents at NewBridge."

FAMILY MEMBER OF HRC-DEDHAM MEMORY SUPPORT PATIENT

"Thank you from the bottom of our hearts for the absolutely extraordinary job you and your Fireman Community team are doing during this horrible crisis. We are so grateful for all of you who are doing anything and everything possible to keep the most vulnerable population as safe as possible during these extraordinary and scary times."

SIMON C. FIREMAN COMMUNITY RESIDENT





"As I read the newspapers and listen to the news, I am so grateful that my mom is with you at Orchard Cove. Your transparency and regular, while difficult, communication has been very different from what we read about at other senior living residences, and is extremely reassuring and appreciated. As I said last time I wrote, my mom continues to have few, if any, complaints...I can't imagine how difficult your job is right now but want to send my sincere thanks."

FAMILY MEMBER OF ORCHARD COVE RESIDENT

"While I have not met any of you personally, I do feel as though I have come to know you, at least to some degree. That is because you extended yourselves so caringly and generously, keeping me updated on the status of my brother...I was aware you were risking your own lives taking care of him and the other patients, truly going the extra mile. To say I'm grateful is an understatement."

FAMILY MEMBER OF HRC-BOSTON PATIENT





"I wanted to reach out to you to say a huge THANK YOU to you and all the staff at 100 Centre Street. My sister has been a resident for many years, as was my late father. During this COVID-19 plague, I have to say that I have been THRILLED and grateful for how you have been handling the situation. Between meal delivery, in-house laundry and Zoomed Sabbath and holiday services—my sister and I have felt so cared for and protected—I can't think of anything you could be doing better!"

FAMILY MEMBER OF CENTER COMMUNITIES OF BROOKLINE RESIDENT

"I think about my mom a lot and am sad I can't see her, but know it's totally the right thing to do, and she is in good hands. We are so grateful that you are taking special care of this particularly vulnerable community...I think about you often and how much value you add to so many peoples' lives, not just the residents but to people like me and other family members who sleep better and feel better because you are there when we can't be."

FAMILY MEMBER OF NEWBRIDGE MEMORY CARE ASSISTED LIVING RESIDENT



Extended Family

If you ask Roger and Maryanne Tackeff about their relationship with Hebrew SeniorLife, you're likely to hear about their family history. In the early 1900s, Roger's great-grandmother Stera Stone found herself a widow, living alone in Dorchester. To make ends meet, she began taking in elderly boarders. Together with a group of other dedicated women, they purchased a home in Dorchester and set down the earliest roots of the Hebrew Home for the Aged, today known as Hebrew SeniorLife.

Roger continues his family's commitment, serving as an HSL Trustee for two decades, lending his time to more than a dozen committees. He is now an active participant in the Senior Living and Real Estate committees. Maryanne has also taken on a leadership role as a Trustee, working with the Alzheimer's Family Support Group at NewBridge on the Charles and co-chairing the Alzheimer's Visiting Committee.

Roger and Maryanne's family have resided at HSL, including Roger's mom, Sterra, who was one of the original residents at NewBridge. For Roger, Sterra's final day epitomizes the richness of NewBridge independent living. At 94, she started her morning with Zumba and Tai Chi. She then drove "the girls" to the opera simulcast at Legacy Place, stopping for lunch and ice cream. "She found a wonderful new life at NewBridge," says Roger. "It was among the happiest periods of her life."

Maryanne's mother, Eleanor, spent her last years in the memory unit of NewBridge, where she benefited from the compassionate care of dedicated staff. As Maryanne sought to find ways to connect with her mom, she became a member of the Alzheimer's Support Group and played piano for the residents in her mom's household. In addition, Maryanne and her lab, Cooper, became the first pet therapy team for Hebrew SeniorLife Hospice Care.

Maryanne and Roger's appreciation for HSL has only grown as they have witnessed the organization's response to COVID-19. "Like so many others, we have been impacted deeply by HSL's response to the crisis. As Trustees, we had the privilege of seeing firsthand the lifesaving work being done by the incredible HSL team." In response, Maryanne and Roger made a leadership gift to the COVID-19 Senior Response Fund, as well as a generous gift to our *Age of Opportunity* campaign.

Maryanne also had the honor of making daily wellness calls to residents at Jack Satter House who were self-isolating. "Developing relationships with the residents became one of the most enriching parts of my world," says Maryanne. "For us, the HSL community has become a part of our extended family," adds Roger. "We feel such a sense of pride in the important work they do each and every day."





Supporting a Vibrant Community

For Judy and David Rosenthal, Hebrew SeniorLife has always been a part of their lives. Growing up in the Jewish community in the Boston area, both of their families were involved in supporting HSL. Judy's uncle, Newman Biller, was the first executive director of Hebrew Rehabilitation Center when it moved to 1200 Centre Street. Judy's mother and both of David's parents were cared for at HRC–Boston, living into their late 90s.

In addition, Lewis Lipsitz, M.D., Director of HSL's Hinda and Arthur Marcus Institute for Aging Research, served as David's father's doctor—and Dr. Lipsitz's teenage son visited David's father as part of our intergenerational program. David, a clinical research hematologist/oncologist and professor at Harvard Medical School, joined Hebrew SeniorLife's Research Committee, later becoming its chair. He also serves on HSL's Board of Directors. The couple generously supports the Marcus Institute as well as the *Age of Opportunity* campaign.

Considering how entwined their lives had become with HSL, Judy and David couldn't imagine a place they would rather retire than NewBridge on the Charles. While David continued to provide volunteer leadership at the Marcus Institute, Judy, a special education teacher in the Newton Public Schools for 43 years, became involved in the early planning for the Adam and Matan Adelson Multigenerational Program. "One of the things that attracted me to NewBridge was the close proximity to the Rashi School," she remembers. "What we had hoped to have happen became a reality. For me, it was an unusual opportunity and made a huge difference in moving here."

When COVID-19 disrupted life, Judy and David became even more certain they made the right decision. "In February 2020, we attended a meeting with NewBridge leadership, where we learned about the planning regarding a possible pandemic," remembers David. "We had no idea what they were talking about at the time. Five days later, everything changed. In some ways, it was a surprise for the community, but because HSL had planned so well ahead of time, the shutdown went smoothly."

Zoom events soon became a source of information and enjoyment, explains Judy. Every Monday and Thursday, NewBridge leadership hosted an all-resident call, typically drawing about 75 independent living community members. "The creativity of staff and residents helped to build and maintain a unique social environment," says Judy. "We have felt well-supported and safe during this unprecedented time."

"We have had a positive experience living here," David says. "Being able to support HSL and be involved with the organization in many ways has made all the difference."

Helping Seniors Live Their Best Lives

Tom DeSimone is all about getting things done. Whether that means giving to a heartfelt cause, offering a business insight at a Hebrew SeniorLife board meeting, or connecting a struggling senior with just the right service, he is focused on results, especially in neglected or critically needed areas.

"My wife, Midge, and I have a passion for things that aren't getting done," says Tom, a real estate developer. "When we find out about a need, we try to connect with the person, figure out what's going wrong, and solve the problem."

Since COVID-19 began, that has meant a variety of things for Tom. As a business leader, he advocates for tenants needing grace in their rent payments. As an alumnus of St. John's Prep, he works to ensure that students can return to school, even as their families face job losses. As a member of Hebrew SeniorLife's Board of Directors, he fields requests from families facing challenging medical conditions, even if that means just providing a listening ear.

"We can't lose sight of that," says Tom. "There is a fear and anxiety that is hard to overcome, but needs the empathy of each of us in whatever we are doing each day."

Midge admires her husband's involvement: "Tom is very busy. But when somebody calls him, he will turn to me with a grin and say, 'I'm on it!' That's the level of his involvement and passion."

Tom and Midge are constantly on the lookout for new ways to strengthen Hebrew SeniorLife's capacity to help seniors live their best lives. At the beginning of this year, they supported the completion of a newly renovated long-term chronic care household on the sixth floor of our Boston campus. They also donated to the organization's COVID-19 response, inspired by the personal stories of Hebrew SeniorLife's front-line staff during update calls with leadership.

"You can't help but want to contribute to support these folks," says Tom. "We really aren't doing the hard work. We simply know a lot of wonderful, hardworking people at Hebrew SeniorLife, so we become the conduits to the people who really are the heroes."

**This House
A Gift
Mary and Thomas**





"I think a hero is any person really intent on making this a better place for all people."

MAYA ANGELOU

thank you

This year has been a particularly challenging one for all of us. At Hebrew SeniorLife, where our staff exhibited extraordinary dedication and resilience in fighting COVID-19, we want to thank you, our donors, for standing by us during this critical time.

As a Hebrew SeniorLife donor, you play a key role in helping us navigate the ever-changing landscape of caring for seniors. Your support is critical to our staying relevant and innovative, and to our ability to go above and beyond for seniors every day. We appreciate that many donors, some for the first time, contributed more than \$2 million to our COVID-19 Senior Response Fund, which continues to help us fight the virus and reopen in a safe, phased-in way. 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

EngAGE 2019 raised \$1.3 million at the November 13, 2019 event held at Boston's historic Fenway Park. The annual event featured an all-star sports lineup: Jim Lonborg, Boston Red Sox Hall of Famer, and later dentist; Chris Evert, retired World #1 American tennis legend, coach, analyst, and commentator; Sugar Ray Leonard, boxing icon, Olympic Gold medalist, philanthropist, and best-selling author; and Sean McDonough, ESPN and Boston Red Sox broadcaster. All proceeds went toward funding Hebrew SeniorLife's work to provide exceptional health care, strengthen communities, conduct research, and teach new generations of geriatricians and other clinicians. A reimagined EngAGE 2020 will be held on November 16, 2020.

We are deeply grateful to our EngAGE 2019 sponsors, whose gifts are supporting Hebrew SeniorLife's mission to redefine the experience of aging.

Innovative

Myra Musicant and Howard E. Cohen
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Hinda and Arthur Marcus
Gilda Slifka

Entrepreneurial

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Adventurous

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2019 FINANCIAL SUMMARY

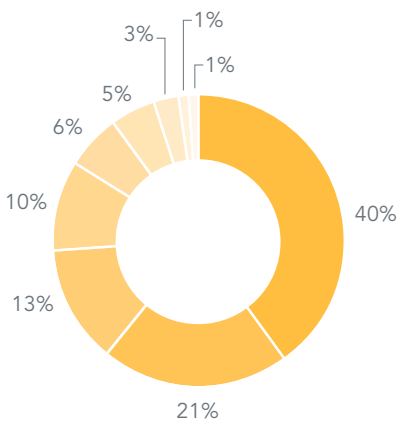
Hebrew SeniorLife ended Fiscal Year 2019 with a modest operating cash flow deficit, as consolidated operating expenditures exceeded operating revenues by \$0.9 million.

Operating revenues increased by 1.7% to \$242.8 million in FY2019, and earnings before interest, taxes, depreciation, and amortization (EBITDA) remained stable at \$26.3 million. The revenue increase reflected higher census at Hebrew Rehabilitation Center and Orchard Cove.

Operating expenses rose by 3.3% in FY2019 due to market-driven increases related to salaries and benefits for front-line associates. While regular capital expenditures were lower by \$2 million as compared to the prior year, HSL continued to spend more

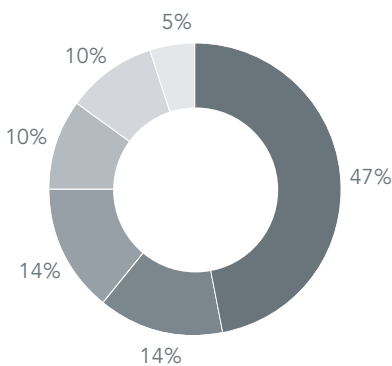
significantly on new projects in FY2019 that are to be funded outside of operations. These include the Boston campus revitalization, which is funded by current and future philanthropic cash flow, and the renovation of Center Communities of Brookline's Julian and Carol Feinberg Cohen Residences, which is funded by proceeds from the Low Income Housing Tax Credit program.

With respect to the investment pools at HSL, NewBridge on the Charles, and Orchard Cove, the aggregate balance remained strong, growing from \$182.7 to \$184.1 million. This improvement resulted from average investment pool returns, coupled with management's commitment to operate HSL with a sustainable business model.



Operating Revenues (Cash Based) (\$000)

HSL Parent and HRC-Roslindale	\$98,587
HRC-Dedham	50,766
NewBridge IL/AL	31,389
Orchard Cove	24,247
Center Communities of Brookline	13,447
Home & Community-based Services	12,057
Jack Satter House	7,459
Simon C. Fireman Community	3,111
Fundraising Receipts	1,766
Total Operating Revenue	242,829



Operating Expenditures (Cash Based) (\$000)

Salaries and Benefits	\$115,187
Supplies	33,351
General and Administrative	33,918
Facility and Other Costs	25,571
Debt Service	23,393
Regular Capital Expenditures	12,348
Total Operating Expenditures	243,768
Operating Cash Flow	(939)



Esther Adler 96-year-old resident of Orchard Cove, is a survivor who came of age during Hitler's rise to power and witnessed firsthand the horrors of that time, including the Night of Broken Glass (Kristallnacht) in November 1938. We can learn a lot from Esther, who says she is coping with this global health crisis with the same strong spirit and sense of optimism she had as a young girl. Esther wrote a series of poems documenting her experience, including this one:

Confinement

In my apartment I now must stay
There is no question, I must obey
The very latest regulation
To deal with a grave situation
The coronavirus must not appear
In Orchard Cove that we hold dear

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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Fund donation, please visit
hebrewseniorlife.org/annualgiving
or contact:

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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. Slifka Memory Support Assisted Living Residences