



REPORT TO THE COMMUNITY 2021

Spread Your Wings



Center Communities of Brookline resident, artist Sumako Cohn, created the origami bird on our cover. Growing up in a small Japanese village, Sumako's art is full of images from her past. A classically trained artist who has worked in watercolor and oil painting, Sumako started creating paper collages to depict scenes from her childhood.

Hebrew SeniorLife has never hid from challenges. And this year, despite continuing to battle the Omicron variant, coping with workforce challenges, and trying to navigate many difficult world events, we are forging ahead in many new directions – “spreading our wings” – as we move toward the future.

Because of the ongoing support from donors like you, our patients and residents have the opportunity to grow and explore. Through programs that engage them intellectually and socially, we see many of our seniors achieve incredible things.

As we “spread our wings” in education by providing career paths and training for nursing, culinary, and many other workers, we are constantly reminded of the importance of our front-line staff to the success of our organization. We know every employee has an important contribution to make, and we work hard to help all of our employees know they are appreciated and grow in their jobs.

We are spreading not only our wings but also our footprint as we embark on a growth plan to increase access to service-rich affordable housing for seniors

in the Commonwealth. With a new community under construction on Leyland Street in Dorchester, additional apartments and community spaces being built at our Simon C. Fireman Community in Randolph, and another building planned for Center Communities of Brookline, we are on our way to being able to reach even more seniors with housing that integrates health care and other supportive services.

Our *Age of Opportunity* campaign is helping us expand our reach and capabilities, 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 like you have contributed \$106 million so far out of a \$125 million goal, all of which will advance our ability to help seniors live their best lives.

With your loyal support, we know we can continue to grow our organization, serving the older adults who need us today ... and those who will need us tomorrow. Thank you for your support!

Melissa Tearney
Board Chair
Hebrew SeniorLife

Louis J. Woolf
President and CEO
Hebrew SeniorLife



A lifetime of giving

Give 80%, take 20%: This was the principle that guided Cynthia and Lee Shulman in their 59 years of marriage. This commitment rippled well beyond their family, impacting friends and the Boston community in ways that extend their legacy of kindness and generosity.

Cynthia was involved with Hebrew SeniorLife for well over 50 years, serving as president of the Women's Auxiliary in the 1960s and as Hebrew SeniorLife's first female Board Chair in the '80s.

more about sports than most of my friends!" remembers Bill Shulman.

The couple helped establish Hebrew SeniorLife as a vibrant leader in senior care and research – especially at NewBridge on the Charles, where Lee and Cynthia resided.

"Cynthia's enthusiasm and ability to connect with the Hebrew SeniorLife community were unmatched," says Stacey Weinbaum, executive director of board relations and events. "She and Lee set an extraordinary example of living, giving, and aging well."

"They were so united in what they wanted in life – what they wanted for their children, what they wanted to give to the community," says son Ken Shulman.

Lee led a successful insurance and real estate career, and Cynthia volunteered for countless Boston philanthropies, but they always made time to help with homework and attend family sporting events. "Mom knew

"She had so much passion," says Bill. "I still marvel at the number of people, especially younger women, whose lives were touched by my mom, who do what they do because they want to emulate her."

Cynthia's charisma was matched by her husband's own community involvement and behind-the-scenes support. "One of the things that was very unusual about my dad was his ability to see his wife out in front and not just support her, but be so proud of her," remembers Steve Shulman.


Lee and Cynthia's dedication to the community lives on through their children. Steve, who is a Hebrew SeniorLife Trustee, was so moved by his father's example that he took on his dad's volunteer work as a reading buddy for struggling kids at a local school. Bill volunteers with Hebrew SeniorLife Hospice Care. Ken, a journalist, is president of Boston Jewish Film's Board of Directors.

After Lee passed away, Cynthia continued to volunteer and to touch the lives of family and friends. When the boys went to Cynthia's home after her August 2021 death, they found four dozen home-baked brownies prepared in anticipation of visiting grandchildren and a pile of birthday cards waiting to be mailed out.

"Mom still had her fast ball at age 90," exclaims Steve. "She never stopped giving."

A close-up portrait of a smiling man with short dark hair and a light beard. He is wearing black medical scrubs and has a stethoscope around his neck. A circular medical license is visible on his left chest. The background is a blurred indoor setting with warm lighting.

SKY'S THE LIMIT



Eugene has worked at Hebrew Rehabilitation Center at NewBridge on the Charles as a nurse in the rehab unit for more than seven years. A popular, easygoing nurse, he is one of 970 nursing care providers at the heart of our patient and resident care.

Keeping families connected

When Harry Weinberg visited Israel as a young man, one of the first things he noticed was the oppressive heat in nursing homes. He soon funded air conditioning for seniors – one of his first philanthropic endeavors. “It was the start of the Weinbergs’ work in Israel and the beginning of their focus on aging,” says Earl Millett, Program Director at The Harry and Jeanette Weinberg Foundation.

“We are pleased to partner with Hebrew SeniorLife to create a model for using technology that will serve the health and well-being of older adults.”

commitment to working with older adults on their most critical needs – not prescribing solutions, but engaging individuals to be a resource and serving as a guide for what everybody needs and deserves as humans.”

In recent years, this has meant working to enable seniors to have greater choice in their living and health care options – including aging in community and taking advantage of the many programs available, such as Hebrew SeniorLife’s senior living offerings, outpatient

Now, nearly a century later, this type of responsive, relevant assistance to seniors characterizes the foundation’s work and provides a point of reference for its partnership with Hebrew SeniorLife. “Our trustees appreciate Hebrew SeniorLife’s

services, and hospice. While these choices have offered tremendous benefits to seniors, they have also resulted in challenges in health care coordination.

To create continuity in the transfer of medical information and facilitate good communication among providers, patients, and family members, The Weinberg Foundation recently gave a \$750,000 grant for a software expansion at Hebrew SeniorLife. In addition to upgrading the current software to make it more efficient, the expansion will add a patient and family portal, allowing for better communication between caregivers and families. This two-year project is a joint effort between the foundation and Hebrew SeniorLife with the goal of also becoming a model for other senior care organizations.

“We are pleased to partner with Hebrew SeniorLife to create a model for using technology that will serve the health and well-being of older adults,” says Earl. “Older adults are a valuable part of community. They deserve our support not only because of what they have done in the past, but what they still contribute.”

Myrielle is a dedicated nurse with Hebrew SeniorLife Hospice Care. She relies on the medical software that The Weinberg Foundation is helping to expand, and is looking forward to helping families use the new portal to stay up-to-date.





STAYING CONNECTED



Carol (left) and Zella (known to most as Buzzy) have been friends since they were 15 years old. They were also college roommates, and now they both reside at NewBridge on the Charles. They are so appreciative of their friendship, enjoying frequent walks and dinners together.



Giving from the heart

"It's not how much you give. Whatever you give, it can make such a difference in a person's life," says Lois Silverman Yashar.

Her life and career serve as living proof. Having lost her mother at age 4 and her father at 15, she wanted to be a nurse. "Because my parents died when I was so young, I was focused on health care. I was always asking myself,

'How can I make someone else's life better?'" Despite these noble aspirations, Lois had no idea how she would pay for nursing school. Fortunately, a kind donor stepped in to provide a scholarship of \$300 through the Jewish Orphans of Rhode Island.

Lois leveraged that gift to lead an award-winning career in health care, founding a company that provides advocacy

and support for people injured in the workplace and becoming the first woman chair of the Board of Directors at Beth Israel Deaconess Medical Center. She also helped found the Commonwealth Institute, a nonprofit organization that propels women leaders to achieve professional and personal success.

"One of the things that I appreciate most about Hebrew SeniorLife is its continually expanding programs in training. If we train caregivers to give from the heart – to see their work as more than just a job – we will improve the quality of care."

When Lois found out the identity of her scholarship donors many years into her career, she invited them for a visit. "This couple was 90 years old by then," Lois remembers. "They were so moved to see what their gift had accomplished."

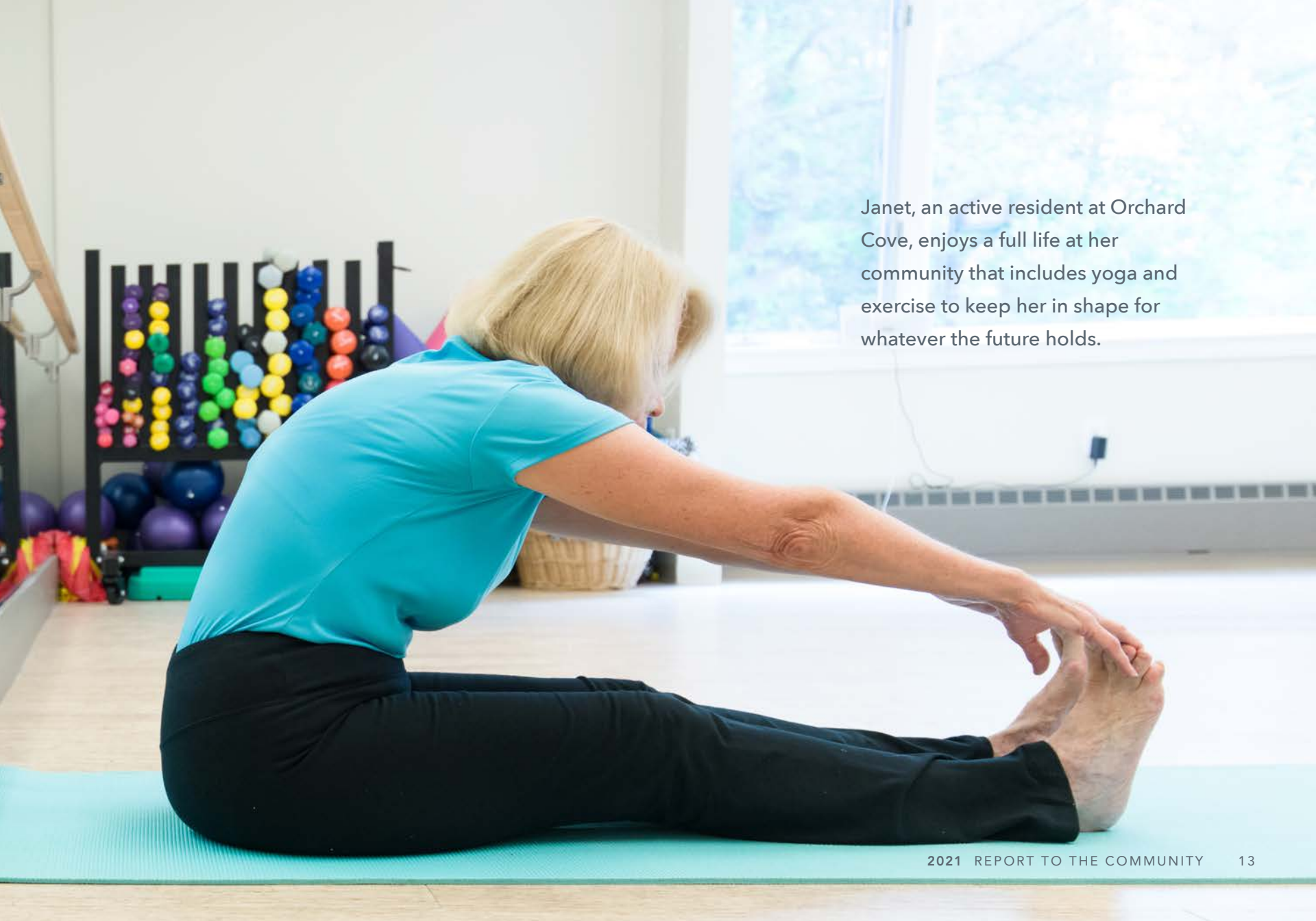
The impact of this \$300 gift continues to ripple through Lois's longstanding relationship with Hebrew SeniorLife. Early in Lois's career, Hebrew SeniorLife supporter Gilda Slifka took her on a visit to the Roslindale campus. "As I entered, I noticed a group of men praying in the synagogue. I realized that this was a place that gave them the comfort they needed in the later days of their lives."

Since that day, Lois has been involved with Hebrew SeniorLife in almost every way imaginable. She has served on the Chairman's Cabinet for nearly 25 years. Two family members have spent time in Hebrew SeniorLife's care. And she has financially supported nurse and front-line staff training.

"One of the things that I appreciate most about Hebrew SeniorLife is its continually expanding programs in training," says Lois. "If we train caregivers to give from the heart – to see their work as more than just a job – we will improve the quality of care."

STRETCHING EXPECTATIONS





Janet, an active resident at Orchard Cove, enjoys a full life at her community that includes yoga and exercise to keep her in shape for whatever the future holds.

Giving in appreciation

Not a day goes by when NewBridge on the Charles resident Jay Fialkow isn't grateful. Grateful for his wonderful family, which includes daughters Linda Sternberg (pictured in the large photo with Jay) and Debby Zabłudowski, son David Fialkow and his wife Nina, his five grandchildren and their spouses, and the

newest Fialkow, his great-grandson (pictured in small vacation photo). Jay is also grateful to be living among so many friends at NewBridge on the Charles, where he is known as "the mayor of NewBridge."

"My children and I are best friends," says Jay. "David visits often. And Linda and Debby call me daily. I am so very lucky to have my family. And I am very happy and fortunate to live at NewBridge, where I have quite a busy social life, including dinner with someone different almost every night."

Jay, who is a Hebrew SeniorLife Trustee, feels it's very important to give back. His generous spirit is reflected by his devoted family. Recently, David and his wife Nina donated \$1 million to Hebrew SeniorLife's

Age of Opportunity campaign, naming the pool at NewBridge in honor of his parents. Jay's wife Jane passed away in 2013.

"Everybody loved Jane," remembers Jay, who honored her memory by making a bequest from his NewBridge entrance fee to strengthen the community he cares so much about. In recognition of his generosity, a new bus at NewBridge was inscribed with the words, "Everybody loves Jane."


My entire family is "appreciative of my life here at NewBridge," says Jay. "The staff is incredibly dedicated. I have a lot of friends, I'm as busy as I can be. Everything here is so easy, which comes at a time of life when it's needed."

Feeling very fortunate to be surrounded by family and friends, Jay started a "Gratitude" organization at NewBridge to "remind people how lucky we are."

"Giving to Hebrew SeniorLife is a way to say 'thank you' for the quality of life that my father – and all the seniors in Hebrew SeniorLife's care – enjoy," says David. "Meeting the socialization and health needs of older adults is key to their living a longer, happier life."

"Giving to Hebrew SeniorLife is a way to say 'thank you' for the quality of life that my father – and all the seniors in Hebrew SeniorLife's care – enjoy."



A photograph of two elderly women sitting closely together in a home setting. The woman on the left has short, curly brown hair, wears glasses, a light green button-down shirt, and a rainbow-colored pin. The woman on the right has short, wavy blonde hair and wears a bright pink button-down shirt over a green top. They are both smiling warmly at the camera. The background shows a wooden shelf with various decorative items.

Gratitude is the
Reflection of kindness and
Rests deep in the heart

Ken e Hall

thank you

Like the haiku on the opposite page expresses, our gratitude for your support as a Hebrew SeniorLife donor runs deep. Our capability to grow, change, and adapt is made possible because of donors like you.

As we continue to navigate the future, your support is vital to keeping our seniors and staff safe, and for our ability to go above and beyond for older adults every day. With your loyal support, the *Age of Opportunity* campaign will create solutions for many of the challenges of aging today. Whether your gift is directed to support all of our programs or toward a specific initiative, please accept our heartfelt thanks. Together, we will rise above the obstacles and help seniors live their best lives in the best place for them.

EngAGE

EngAGE 2021, our eighth annual EngAGE event, held on November 1, 2021, raised \$1.2 million. Featured performers included Grammy Award singer and Rock and Roll Hall of Fame inductee Mavis Staples and Tony and Emmy award-winning actor and concert artist Mandy Patinkin. Guest speakers included Dean of Harvard Medical School George Q. Daley, M.D., Ph.D., who spoke about our partnership with Harvard Medical School to advance geriatric medical education and research. Louise Aronson, M.D., MFA, a leading geriatrician and professor of medicine at the University of California, San Francisco, also spoke. Dr. Aronson is the author of *Elderhood: Redefining Aging, Transforming Medicine, and Reimagining Life*.

We are deeply grateful to our EngAGE 2021 sponsors, whose gifts are supporting Hebrew SeniorLife's mission to redefine the experience of aging

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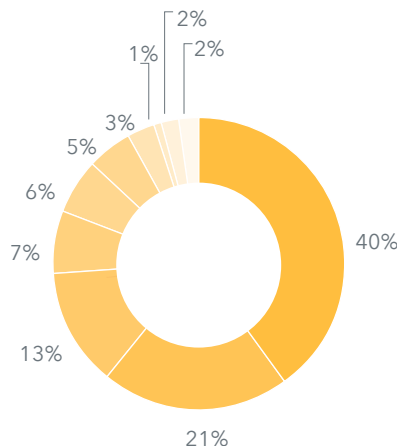
2021

Hebrew SeniorLife ended Fiscal Year 2021 with an operating cash flow deficit, as consolidated operating expenditures exceeded operating revenues by \$11.6 million. Despite this deficit, HSL's investment and cash reserves increased by \$40 million due to unplanned non-operating gains from portfolio and refinancing returns.

Operating revenues increased by 2.6% to \$250.5 million in FY2021, and earnings before interest, taxes, depreciation, and amortization (EBITDA) declined from \$23.1 million to \$15.6 million. The revenues reflect lower census due to the pandemic, and include approximately \$6.9 million of COVID-19 relief funding.

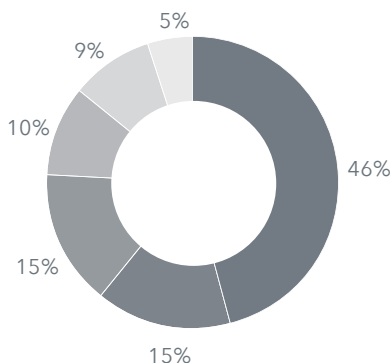
Operating expenses rose by 3.5% in FY2021 due to costs associated with the pandemic (personal protective equipment; COVID-19 testing) and higher labor costs due to staff shortages and pay adjustments to stay competitive within the market. Regular capital expenditures were higher by \$2 million as compared to the prior year, due to COVID-19 restrictions being lifted.

With respect to the investment pools plus cash reserves at HSL and affiliates, the aggregate balance remained strong, increasing from approximately \$203 to \$243 million due to the refinancing at Jack Satter House and portfolio returns well in excess of the organization's 5% targeted spend rate.



Operating Revenues (Cash Based) (\$000)

HSL Parent and HRC-Roslindale	\$96,832
HRC-Newbridge	51,379
NewBridge IL/AL	32,030
Orchard Cove	18,093
Center Communities of Brookline	14,967
Home & Community Based Services	13,405
Jack Satter House	7,746
Simon C. Fireman Community	3,569
Fundraising Receipts	5,588
COVID-19 Stimulus Funding	6,891
Total Operating Revenue	250,500



Operating Expenditures (Cash Based) (\$000)

Salaries and Benefits	\$120,901
Supplies	39,503
General and Administrative	40,242
Facility and Other Costs	25,541
Debt Service	23,870
Capital Expenditures	12,012
Total Operating Expenditures	262,069
Operating Cash Flow	(11,569)

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.



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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

- Deanna and Sidney Wolk Center for Memory Health
- Primary and specialty medical care
- In-home care
- Hospice care
- Adult day health

RESEARCH

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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