

Eliza Jennings Senior Care Network Mission Statement

We affirm the dignity and individual worth of older adults and their right to attain the highest possible quality of life. We strive to nurture and sustain their physical, emotional, intellectual, social and spiritual health. We are committed to having a community in which every member is equally respected, valued and empowered.



Eliza Jennings Senior Care Network

2006 Annual Report

A Letter from President and CEO Deborah Lewis Hiller and 2005-2007 Board of Trustees Chair Paulette K. McMonagle

Change drives inspiration, and this past year was no exception for Eliza Jennings Senior Care Network.

Following a highly successful year of implementing person-centered care initiatives throughout our organization, we paused for a brief respite this year to evaluate where we have been and where we are headed. The future of senior services is changing because older adults and their expectations of service providers are changing. And, as an organization dedicated to improving the lives of those we serve, it is our responsibility to pattern our goals and outcomes so that our residents and program participants continue to receive services where and when they want these services delivered. These changes motivate us to shape Eliza Jennings Senior Care Network into an organization that fulfills the expectations of our residents and participants on every level.

Work toward achieving this goal is already underway, as you will read in our Annual Report for fiscal year 2006. This year, we introduced a new community-based service that further enables older adults to live safely and comfortably in their own homes, while we earned more recognition for our progress toward person-centered care within our communities. We implemented new technology that enables us to more efficiently deliver services, and sharpened tools that measure outcomes for continuous process improvement.

Our staff, which continues to be one of the best in the business, is evolving to meet the needs of our changing organization. This past year, we welcomed a new Chief Operating Officer, as well as new administrators at two of our communities. Our professional culture continues to add to our success as we were named one of the best places to work in Northeast Ohio for the second year in a row with a NorthCoast 99 award.

And, second only to delivery of exceptional senior services, one of our greatest achievements this past year was becoming the first senior services provider in the nation to be accredited as an Aging Services Network by CARF-CCAC, an accomplishment made possible by our employees and residents.

So, as you can see, it was a busy year for us, and, thanks to the generous support of donors, such as you, it was a successful year of growth and development. On behalf of the entire Eliza Jennings Senior Care Network, thank you for your ongoing support and we look forward to another successful year ahead.



Focusing on the future: Deborah Lewis Hiller, President and CEO, and Paulette K. McMonagle, 2005-2007 Board of Trustees Chair

Handwritten signatures of Deborah Lewis Hiller and Paulette K. McMonagle. The signature on the left is in dark ink and appears to be 'D. Hiller'. The signature on the right is in black ink and reads 'Paulette K. McMonagle'.



Mia and Mario Biacotti, residents of Devon Oaks, enjoy a relaxing afternoon in the courtyard.

Charting Our Course

Successfully meeting the needs of a savvy and growing older population takes careful planning and precise timing. Energized by 118 years of accomplishment and the growth potential of Eliza Jennings Senior Care Network, our Board of Trustees and senior managers spent this past year planning for the future and further developing a strategy that upholds our mission while bringing us closer to our goal of giving people the services they want, when and where they want them.

Adapting to the changing needs of our older population has been a driving force for Eliza Jennings Senior Care Network for more than a century, and today this initiative resonates throughout the organization largely because of our advancements in person-centered care. But changing the culture in our communities, as well as across our community-based programs, is just the beginning; and, as we reflect on a year that included deliberate and thoughtful changes, we are poised to move forward and deliver services in a way that a changing population expects.

Growth by Design

As part of our mission to deliver more customized care and services, Eliza Jennings Senior Care Network actively shifted its focus to concentrate on growth strategies, some of which included organizational changes designed to convert existing resources into new growth opportunities.

The closing of Jennings Place, our assisted living community in Cleveland, unquestionably was a sad occasion for us, yet it was a carefully planned step toward our broader vision for the organization. We were successful in relocating residents and staff to other communities within the Network, and resources once dedicated to Jennings Place are now enriching and encouraging growth in existing services that will support the future of the Network.

The Links public golf course at The Renaissance also became an important part of our long-range growth strategy this past year when we began considering alternative uses for the property that would better benefit our current and future residents. Now operating as a 9-hole course open to the public on the north side of John Road, The Links continues to attract a substantial number of golfers, as well as development opportunities for the

GROWTH BY DESIGN

property on the south side of John Road, which ultimately will help promote future growth of The Renaissance.

As we focused on our core business this past year, another area of significant growth potential presented itself with the sale of our controlling interest in Therapy Partners, a therapy management services company owned by the Network. Through joint marketing efforts with Therapy Partners and a retained minority interest in the company, the Network continues to provide our residents with high-quality therapy and rehabilitation services while further expanding our revenue base for future growth.

In support of these growth initiatives and multi-year plan for the organization, important management changes also were made this year in the Network. Mark L. Beggs, former Executive Director of Eliza Jennings and highly regarded advocate of person-centered care, was appointed Vice President of Operations and Chief Operating Officer of the Network. Mark's dedication to improving the lives of older adults through transformational change helped to earn Eliza Jennings the 2006 AOPHA Award for Excellence in Service for Nursing Facilities. As a member of the senior management team of the Network, Mark's experience will benefit every part of the organization.

Our expertise in senior health also was substantially reinforced this past year when Denise Gannon was promoted to the position of Vice President of Clinical and Support Services. A longtime employee of the Network and a registered nurse, Denise ensures that our residents not only receive the best medical care, but that they are also engaged in their wellness through encouragement and opportunity to make their own choices. Denise also works extensively with our community-based programs and is actively involved in the person-centered care initiative at local and state levels.

Further enhancing our expertise in geriatric medicine was another area of focus for us this past year with the introduction of Eliza Jennings Medical Associatessm, a primary care and consulting practice launched in February 2006. Led by Dr. Matthew S. Wayne, the Network's Chief Medical Officer and full-time geriatrician, Eliza Jennings Medical Associates consolidated into one practice the full continuum of medical services for residents of the Network and program participants, from outpatient services to end-of-life care.

As we reflect on these carefully timed and well calculated organizational changes from this past year, we embrace the certainty that change presents opportunity, and opportunity stimulates growth.



Acacia Place participants Barbara Broa and Ronald Dotson cut the rug during an afternoon activity.



Carol B. Hall Center resident Betty Herrmann and Liza share some quality time.

Inroads

While we were making plans for our future this past year, Eliza Jennings Senior Care Network celebrated new beginnings, profound accomplishments and important milestones.

Expansion of our community-based programming continued on track this past year with the introduction of Eliza Jennings at Homesm, a home health agency owned and operated by the Network. Staffed entirely by employees from Network communities, Eliza Jennings at Home provides support services, such as housekeeping, shopping and companionship, to older adults who live independently in their own homes. Still in an early rollout phase, Eliza Jennings at Home already is a popular service with the residents of our communities, as well as older adults living at the Westerly, a senior apartment complex located in Lakewood. Continued growth is expected as the service is more widely introduced to the surrounding communities.

Acacia Place, our adult day center in Cleveland, welcomed more new faces this past year, including Meenakshi (Minni) W. Nair, M.D., as Director. Underscored by her medical training and MBA with specialization in Health Care Administration, Minni's experience with older adults and genuine passion for their social and physical wellness will greatly enhance the Acacia Place experience for our participants.

Our expertise in delivering high-quality care reached an unprecedented level this past year when Eliza Jennings Senior Care Network became the first senior services provider in the country to earn accreditation from CARF-CCAC as an Aging Services Network. The rigorous 18-month accreditation process culminated in May with a multi-day survey of our communities and community-based programs, resulting in a near-perfect 97 percent conformance with the accreditation organization's 759 standards. Valid for five years, the ASN accreditation applies to the entire Network, including individual communities and community-based programs. The Renaissance and Devon Oaks also received individual CARF-CCAC accreditation, while Acacia Place became one of the newest adult day centers in the country to earn accreditation.

Further implementing and measuring the effects of person-centered care remained one of our top priorities during the past year. While specific measurement tools are still being developed, positive responses by residents, particularly to the dining and undisturbed sleep policies, indicates that transformational change is working for our residents and for us. At Eliza Jennings, for example, fewer than 10 percent of residents

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now require assistance with eating. And, with adjustments in routines and utilization of new products, residents also enjoy uninterrupted sleep while continuing to receive the same exceptional level of care.

Person-centered care also has impacted resident rehabilitation, as therapists now incorporate such everyday activities as self-administering medication into the therapy regimen. And with increasing employee satisfaction and improved retention rates, it is clear that person-centered care is making a difference for everyone at Eliza Jennings Senior Care Network.

As the entire Network steadily made progress in person-centered care during the past year, Eliza Jennings gained wider regional and national recognition as a leader in transformational change. In May, Eliza Jennings, in collaboration with Ohio KēPRO, was one of only three organizations in the country selected to participate in an online seminar to educate healthcare providers about transformational change and person-centered care. In addition to the 2006 AOPHA Award for Excellence in Service for Nursing Facilities, Eliza Jennings also was honored with the 2006 AOPHA Award for Excellence in Direct Care, for which Paulette Cantlin was recognized. Paulette, who has been a dedicated member of the Eliza Jennings staff for 23 years, began her career at the Network's flagship community as a housekeeper and today serves as a Household Coordinator.

Eliza Jennings' collaboration with Case Western Reserve University (CWRU) to study the effects of person-centered care on nursing home residents also gained momentum this past year. Preliminary data gathered by CWRU graduate social work students over the past year will be finalized and submitted to appropriate foundations in preparation for a three-year study of person-centered care at Eliza Jennings set to begin in late 2007. Upon completion of the study, the joint efforts of Eliza Jennings and CWRU hope to conclusively prove that person-centered care changes the lives of older adults for the better.

The person-centered care torch was passed this year at Eliza Jennings when Elise Tareshawty was named Executive Director. Following in the footsteps of former Executive Director Mark Beggs, Elise is an experienced administrator who also serves as chairman of the Ohio Person-Centered Care Coalition, ensuring that Eliza Jennings remains on the leading edge of culture change.



Chester Zembala, a resident of Eliza Jennings, enjoys an invigorating exercise routine.



Independent Living resident Marie Henry reflects on life at The Renaissance.

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The Renaissance reached a major milestone this year as we celebrated the 20th anniversary of the groundbreaking for our continuing care retirement community in Olmsted Township. The occasion was recognized with meetings by focus groups, which included independent living residents who engaged in master planning for the campus for the next 20 years. Both staff and residents enjoyed the experience as they joined forces to help shape the future of The Renaissance.

In line with our goal to provide more customized services for our residents, we completed the first major steps toward paperless medical records with implementation of our Electronic Health & Wellness Record (EHWR) system. The EHWR system, in use at all Network communities, currently contains demographic information, vaccination history and weight measurements, as well as photos, of all residents who live in our communities. Data submitted for state regulations and reimbursements is also stored on the EHWR system, which works in conjunction with the Network database. The EHWR system is used daily by most Network departments, specifically dietary, nursing, social services, activities and finance, and will someday replace the paper medical chart, ultimately freeing staff to spend even more time with residents.

On a wider scale, senior services providers in Ohio, especially those that operate as not-for-profits, prepared this past year to meet a new challenge in the form of Ohio House Bill 530, which proposes to cut \$256 billion in Medicaid reimbursements over the next seven years. Realizing the impact that this legislation will have on our organization, we formed a Government Relations Committee to help legislators better understand “the not-for-profit difference” and how preserving Medicaid funding ensures that our residents continue to receive the high quality care and services not offered by for-profit providers. The Government Relations Committee includes residents, staff and Board members from the Network, providing another opportunity for us to engage all stakeholders of the organization.

To be continued...

This past year has given us many proud moments as well as the inspiration to continue developing services that meet the needs of our current and future residents. With a mission to improve the lives of older adults, this is our time to embrace change and launch our plan for the future of senior living services.

Financial Highlights. Eliza Jennings Senior Care Network's selected consolidated Balance Sheet and selected consolidated Operating Information for fiscal years 2006 and 2005. Financial Statements are audited and on file in the Network office.

Assets	2006	2005
Current Assets	\$ 4,425,000	\$ 5,153,000
Property, Net	41,056,000	42,897,000
Other Assets	15,242,000	11,312,000
Total Assets	<u>\$ 60,723,000</u>	<u>\$ 59,362,000</u>
 Liabilities and Net Liabilities		
Liabilities		
Current Liabilities	\$ 6,669,000	\$ 6,662,000
Long-Term Debt	47,279,000	48,052,000
Other Liabilities	11,476,000	16,191,000
Total Liabilities	<u>\$ 65,424,000</u>	<u>\$ 70,905,000</u>
Net Liabilities	<u>\$ (4,701,000)</u>	<u>\$ (11,543,000)</u>
Total Liabilities and Net Liabilities	<u>\$ 60,723,000</u>	<u>\$ 59,362,000</u>
 Revenues		
Resident Services	\$ 27,665,000	\$ 27,251,000
Earned Entrance Fees	1,740,000	1,776,000
Contributions and Bequests	510,000	605,000
Non-Resident Services and Other Income	220,000	2,065,000
Total Revenues	<u>\$ 30,135,000</u>	<u>\$ 31,697,000</u>
 Expenses, Excluding Interest, Depreciation and Amortization		
Direct Resident Care	\$ 14,651,000	\$ 13,944,000
General Services and Utilities	4,216,000	3,904,000
Administrative Services	6,777,000	6,922,000
Non-Resident Services and Other Expenses	436,000	2,043,000
Total Expenses	<u>\$ 26,080,000</u>	<u>\$ 26,813,000</u>
 Increase in Net Assets Before Interest, Depreciation and Amortization	 <u>\$ 4,055,000</u>	 <u>\$ 4,884,000</u>
 Capital Improvements and Property Additions	 <u>\$ 640,000</u>	 <u>\$ 621,000</u>

Contributions. Eliza Jennings Senior Care Network gratefully acknowledges the financial support of individuals, foundations, corporations and other organizations that help sustain a tradition of quality care in a continuously changing healthcare environment. For information on making a contribution to Eliza Jennings Senior Care Network, please contact the Advancement Office at (216) 226-5000.

Unrestricted Funds. From July 1, 2005 to June 30, 2006, \$341,700 in unrestricted contributions and bequests was received. These contributions and bequests support special projects, programs and services at Acacia Place, Devon Oaks, Eliza Jennings, The Renaissance, Signal and Eliza Jennings at Home. If they wish, donors may designate their contribution to be used at an individual community. Annual income from trusts is used to support the communities.

Restricted Funds. This year, \$168,300 in restricted gifts was received. These gifts were designated by donors for various projects and endowments at Acacia Place, Devon Oaks, Eliza Jennings, The Renaissance, Signal and Eliza Jennings at Home. At The Renaissance, restricted gifts were made to the Renaissance Residents Endowment Fund, which ensures that no current resident goes without care in the event resources are depleted through no fault of his own.

The 1888 Society. Donors who remember Eliza Jennings Senior Care Network in their wills become members of The 1888 Society. In addition, persons making life income planned gifts, such as Charitable Gift Annuities or Charitable Trusts of \$10,000 or more, become members of The 1888 Society.

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Heritage Circle. Heritage Circle recognizes accumulated gifts that have reached significant amounts over many years. Contributions listed below represent lifetime giving and income from estate gifts and trust funds as of June 30, 2006.

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Annual Fund. The Annual Fund includes contributions made to Eliza Jennings Senior Care Network by individuals, businesses and organizations each year. These gifts support the Mission of the Network to affirm the dignity and individual worth of older adults. Donors may direct their support to any Network community or community-based service. The following names are of donors whose gifts were gratefully received between July 1, 2005 and June 30, 2006. Every effort has been made to ensure that this list is accurate, and we apologize if a name was inadvertently omitted or listed incorrectly. Please contact the Advancement Office if you note such an error.

Eliza Jennings Society. The Eliza Jennings Society recognizes major annual unrestricted gifts to the organization.

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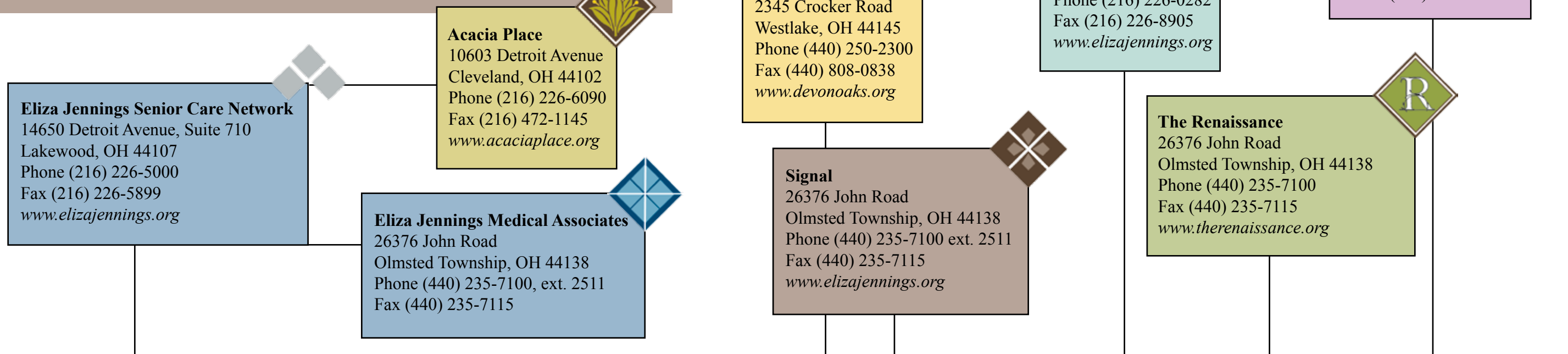
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