

ELIZA JENNINGS SENIOR CARE NETWORK
2005 ANNUAL REPORT



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.



A LETTER FROM
PRESIDENT AND CEO
DEBORAH LEWIS HILLER
AND 2003-2005 BOARD OF TRUSTEES CHAIR
GERRIT C. KUECHLE

Long-term care has made remarkable strides since the days of our founder Eliza Jennings; however, many people still believe that a nursing home is anything but home. In the late 1990s, our organization began to look at how it could not only change this negative perception, but, more importantly, offer our residents a place to live that was more like their own homes and less like a healthcare institution. It is a long-range plan for the entire Eliza Jennings Senior Care Network, but we are well underway and have made significant **progress** in 2005, as you will read in this year's Annual Report.

Improving the lives of our residents is, in itself, rewarding, but having the opportunity to share our ideas and success stories with other long-term care providers is especially gratifying. Our **collaboration** in 2005 with local and state organizations studying resident-centered care reflects not only our achievements, but also the respect we have earned from our peers.

Of course, reaching our goals would not be possible without exceptional staff and volunteers who embrace our core values with the work they do everyday in our communities. Our employees are dedicated to our mission and were instrumental in helping the Network earn the highly respected NorthCoast 99 award, an honor bestowed on the top 99 places to work in Northeast Ohio. This, and other well deserved **recognition**, rounded out an exceptional year for Eliza Jennings Senior Care Network.

We are proud of our many accomplishments in 2005 and recognize that the Eliza Jennings mission could not be fulfilled without the generous support of our donors. The programs and services we provide are, in large part, possible because of your financial support.

Being at the forefront of culture change has set us apart among our long-term care colleagues and has enabled us to enrich the lives of our residents while showing everyone that change is possible at any age. Even at 118 years old. We sincerely thank you for your support and look forward to our ongoing partnership in the coming year.





THE NEED FOR CHANGE

“Success is measured not only by what has been accomplished, but also by a vision that builds its own momentum while inspiring an organization to excel beyond what it initially thought was possible. Eliza Jennings was a visionary, and it is our responsibility to continue her mission now and into the future.”

- Deborah Lewis Hiller

Imagine that you are enjoying a nice afternoon nap at home and having a wonderful dream when, all of a sudden, you feel someone tapping your arm and telling you that it is time for your medication and snack. You dutifully take your medication and eat your snack as instructed by the stranger and then decide to watch television, only to be interrupted an hour later by the same stranger telling you to go for a walk outside. Later that evening as you are reading your favorite book, the stranger reappears and tells you that it is time for you to go to bed, even though you are not tired.

It seems like a ridiculous scenario – being told what to do in your own home by a complete stranger – but it happens everyday in long-term care facilities across the country. Older adults are given no choice but to live by daily schedules created by an environment that revolves around steadfast and antiquated routines.

Eliza Jennings Senior Care Network has always recognized that caring for older adults is about much more than providing nutritional food, a safe place to live, and quality healthcare. But delivering non-regimented care in a heavily regulated industry is challenging. Exceptional care must go beyond traditional services if our residents are to thrive in our communities and enjoy life as if they were at home, surrounded by family and friends – not monitored by strangers directing their every move throughout the day.

The entire Eliza Jennings Senior Care Network, from caregivers to Trustees, has embraced the transition from institutional care to resident-centered care and has integrated the culture change philosophy into the mission that Eliza Jennings inspired nearly 120 years ago. We remain solidly on the leading edge of resident-centered care in the state of Ohio and have become a successful model for other senior care providers. This past year, we affirmed our commitment to enriching the lives of our residents through culture change, and proudly celebrate our successes while looking ahead to the future.

PROGRESS

How does Eliza Jennings Senior Care Network advance in resident-centered care while the long-term care industry lags behind? In 2005, our existing culture change initiatives gained momentum and our conceptual ideas became reality.



Magnoliasm, an integrated educational program for caregivers of memory impaired individuals, reached an important milestone in 2005 when every one of our more than 600 employees of Eliza Jennings Senior Care Network successfully completed the two-day program. The program, which all new employees of the organization are required to complete, continues to evolve and now includes discussion on the culture change philosophy in addition to dementia education. As one of the cornerstones of resident-centered care of Eliza Jennings Senior Care Network, Magnoliasm will continue in the coming year to enrich new and existing employees through ongoing educational and professional development opportunities.

The ultimate goal of culture change lies in the successful eradication of institutionalization in our communities, permitting the transformation from “institution” to “home” for each resident. Eliza Jennings Senior Care Network made tremendous strides in the past year toward reaching that goal with the introduction of **households** in Eliza Jennings, Devon Oaks and Carol B. Hall Center. Similar to a real home, our households feature kitchens with food that is accessible 24 hours a day, family-style dinners, and simple “chores”, such as folding laundry or setting a table, that can provide residents with an important sense of purpose. Because each household has a permanent, multidisciplinary staff, stronger relationships with the residents and their families can be developed. While the shift to a household structure is still new to our residents, the change has been strongly embraced by staff, residents and the community alike.

As households were being established, **old routines were being eliminated**, beginning with rigidly imposed scheduled dining hours and sleep/wake times. Residents now live by their own schedules, eating and sleeping when they are hungry or tired, not when they are directed to by staff. And not living by institutional rules encourages more free time for activities that our residents choose. Following our departure from regimented meal and sleep times, we implemented a new policy by which medications are administered to residents according to their schedules, unless specifically prescribed otherwise by their physicians. Both obvious and subtle, the progress we made this past year toward our transition to a more person-centered culture clearly shows in the faces of our residents.



COLLABORATION

At the core of our culture change is education and transforming the way we think about delivering care, so it is with great pride that we share our practices with other industry colleagues researching and studying resident-centered care.

This past year, Eliza Jennings and The Renaissance were selected to participate in the **Person-Centered Care Collaborative**, initiated by the federal Centers for Medicare & Medicaid Services (CMS) through its state intermediary, Ohio K&PRO. The Collaborative included nine other nursing facilities in the state of Ohio and served as a pilot program for implementing practices to reach culture change goals. The Collaborative has served as an important starting point for educating long-term care providers throughout the state about person-centered care.

As a result of the pilot Collaborative, Eliza Jennings and The Renaissance were invited to be founding members of **The Ohio Person-Centered Care Coalition**, which will be responsible for helping 100 other long-term care providers throughout the state make the transition to person-centered care. Eliza Jennings and The Renaissance will serve as educational resources for the Coalition by participating in presentations, reviewing programs and systems of other nursing communities, and hosting other providers for tours of our nursing communities.

Eliza Jennings embarked on another exciting collaboration in 2005 with **Case Western Reserve University (CWRU)**. As part of the fall 2005 curriculum, Eliza Jennings served as a classroom for CWRU graduate social work students researching and observing the behaviors of staff and residents in a nursing home. The data collected from the student research will be presented in a report that will measure culture change. This is an important initiative because measuring outcomes of culture change means that resident-centered care not only feels like the “right thing to do,” but it also enables us to objectively prove that culture change improves the quality of life of the people we serve.



RECOGNITION

We celebrated many accomplishments this past year, and we are especially proud of the recognition those achievements brought from our industry peers and the Northeast Ohio business community.

Following the comprehensive **Nursing Home Quality Initiative** led by CMS, Eliza Jennings and its staff were recognized as one of the best nursing communities in Ohio for improving the quality of life of older adults. Eliza Jennings, which already significantly exceeds industry benchmarks regarding low occurrence of resident pain and pressure ulcers, earned this important distinction after it showed an 84 percent decrease in pressure ulcers without the use of restraints, a 78 percent reduction in pain for chronic care residents, and a 71 percent reduction in pain for post-acute residents.

Devon Oaks received accolades from the **Ohio Department of Health** this year for a “perfect survey,” which is only attainable by being in compliance with all state regulations after the agency’s annual survey of licensed healthcare facilities. The deficiency-free recognition is awarded only to long-term care providers that score exceptionally well in the areas of quality of resident care and environment.

The entire Eliza Jennings Senior Care Network ended the year on a high note as it celebrated its recognition as one of the best places to work in Northeast Ohio after winning the **NorthCoast 99 Award**. Awarded by the Employers Resource Council, NorthCoast 99 honors businesses that excel in attracting, retaining and motivating top employees through programs and benefits that exceed industry averages.

NEXT STEPS

Improving the lives of older adults is an ongoing process, and one to which we are fully committed. In the coming year, we will forge ahead with more culture change initiatives and other programs aimed at encouraging a wellness lifestyle for our residents.

We are developing a master plan that will include possible partnerships with the communities surrounding The Renaissance so that our wellness vision can be maximized to its fullest potential. This past year, with the support of The Cleveland Foundation, Eliza Jennings Senior Care Network invested in a feasibility study that will help us determine our next steps toward implementing a wellness culture for The Renaissance that is a fundamental part of resident-centered care. The study, along with ongoing communication with current residents and community leaders in the neighboring township, is an important component of our master plan for developing The Renaissance for future generations.

Our communities will remain true to our mission, upholding our reputation as one of the most experienced and respected providers of senior care services in Northeast Ohio.

FINANCIAL HIGHLIGHTS

Eliza Jennings Senior Care Network's selected consolidated Balance Sheet and selected consolidated Operating Information for fiscal years 2005 and 2004. Financial Statements are audited and on file in the Network office.

	2005	2004
ASSETS		
Current Assets	\$ 5,153,000	\$ 5,255,000
Property, Net	42,897,000	44,814,000
Other Assets	11,312,000	8,425,000
TOTAL ASSETS	<u>\$ 59,362,000</u>	<u>\$ 58,494,000</u>
LIABILITIES AND NET LIABILITIES		
Liabilities		
Current Liabilities	\$ 6,662,000	\$ 6,435,000
Long-Term Debt	48,052,000	48,869,000
Other Liabilities	16,191,000	15,007,000
Total Liabilities	<u>\$ 70,905,000</u>	<u>\$ 70,311,000</u>
Net Liabilities	<u>\$ (11,543,000)</u>	<u>\$ (11,817,000)</u>
TOTAL LIABILITIES AND NET LIABILITIES	<u>\$ 59,362,000</u>	<u>\$ 58,494,000</u>
REVENUES		
Resident Services	\$ 27,251,000	\$ 25,596,000
Earned Entrance Fees	1,776,000	1,538,000
Contributions and Bequests	605,000	767,000
Non-Resident Services and Other Income	2,065,000	2,016,000
TOTAL REVENUES	<u>\$ 31,697,000</u>	<u>\$ 29,917,000</u>
EXPENSES (EXCLUDING INTEREST, DEPRECIATION AND AMORTIZATION)		
Direct Resident Care	\$ 13,944,000	\$ 13,620,000
General Services and Utilities	3,904,000	3,736,000
Administrative Services	6,922,000	6,695,000
Non-Resident Services and Other Expenses	2,043,000	582,000
TOTAL EXPENSES	<u>\$ 26,813,000</u>	<u>\$ 24,633,000</u>
INCREASE IN NET ASSETS BEFORE INTEREST, DEPRECIATION AND AMORTIZATION	<u>\$ 4,884,000</u>	<u>\$ 5,284,000</u>
CAPITAL IMPROVEMENTS AND PROPERTY ADDITIONS	<u>\$ 621,000</u>	<u>\$ 3,229,000</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, 2004 to June 30, 2005, \$326,700 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 and Signal. 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, \$278,300 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 and Signal. At The Renaissance, restricted gifts were made to the Renaissance Residents Endowment Fund, which ensures that no current resident go 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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Walter C. & Lucy I. Astrup Fund
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Estate of Lucille G. Beyer
Estate of Lelia Bolds
The Douglas & Janet Brews Foundation
Estate of Helen M. Brown
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Mrs. Elizabeth Stumpf
Estate of Gertrude Tweed
Estate of Ethel R. Walsh
Mr. & Mrs. Irvin Williams

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, 2005.

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(\$250,000 TO \$999,999)

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The Douglas & Janet Brews Foundation
City of Cleveland
The Henryett S. Judd Fund
Vida C. Logan
Maggie A. Reimer Fund
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LEADERSHIP

(\$100,000 TO \$249,000)

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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, 2004 and June 30, 2005. 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. Members are those who make contributions totaling \$1,000 or more, while friends are those who give from \$500 to \$999.

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(\$1,000 OR MORE)

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The Renaissance Residents Endowment Fund was created to provide financial security to residents of The Renaissance. The Fund supports the commitment from Eliza Jennings Senior Care Network to provide quality care to residents who lack the financial resources to cover the full costs of their care.

Charitable contributions to this Fund are held in endowment, and only income from the Fund's assets will be used for the purposes of the Fund. For more information about the Renaissance Residents Endowment Fund, please contact the Advancement Office.

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