



ANNUAL REPORT 2010

Service is **work** to help benefit others.

Employment is **work** to support others.

Vocation is **work** to provide purpose in life.

Volunteering is **work** in support of a cause.

Collaboration is **work** done together toward a common goal.

ELIZA JENNINGS SENIOR CARE NETWORK

LETTER FROM BOARD CHAIR

The success of any organization is the result of people committed to a shared vision and working together to achieve common goals. This past year Eliza Jennings Senior Care Network has been engaged in a strategic planning process that reaffirms the core values stated in our mission statement and defines operational initiatives and the strategic direction for the next three to five years. Planning during unsettled economic times can be a tricky proposition, but it is essential that we stay focused on providing the highest quality care and maintain the passion for the important work this organization does for those we serve today and in the years to come.

Special thanks go to Board members Terrie Shrock and Rick Weigle for their dedication and leadership during the entire planning process. Thanks also to other members of the Board, the senior management team, residents and volunteers who were invaluable in providing insight, perspective and a renewed commitment to our mission and shared values. Our challenge now is to continually assess the progress we are making and reevaluate that progress in relation to new challenges and realities.

Although we all recognize that such planning is essential in highly successful organizations, we also know it is the work done on a daily basis by nurses and caregivers, housekeepers, dietary and maintenance staff and many others whose efforts, compassion and care for our residents and clients make all the difference in making good places great. Eliza Jennings has achieved a level of achievement and recognition of which we can all be proud. Our work is a noble undertaking that requires the best in all that we do, and we are committed to working together to achieve our mission and our shared vision for our future.

Finally, we are deeply grateful to the many people and organizations who support our efforts with their gifts and philanthropic assistance. Such support is essential and makes a difference in enabling us to make a difference in the lives of those we serve. Thank You.

Sincerely,
Richard L. Fletcher



LETTER FROM PRESIDENT AND CEO

At first blush, it may seem strange for an aging services organization to be so focused on work. After all, we operate a retirement community, and the vast majority of the people we serve have retired. But, as you will see from this year's Annual Report, we now see the entire concept of "work" through very different eyes. We embrace the concept that work is far broader than paid employment. It is, in fact, time we spend engaged in life.

This is certainly not a new idea; great minds of the past clearly recognized that there is something more profound to "work", something essential to our wellbeing, than the job one is paid to do. President Theodore Roosevelt wisely noted, "Far and away the best prize that life has to offer is the chance to work hard at work worth doing." And Eleanor Roosevelt was speaking to all of us, no matter what our age, when she said, "When you cease to make a contribution, you begin to die."

As our Annual Report for Fiscal Year 2010 illustrates, the entire community of people that makes up Eliza Jennings Senior Care Network—the staff, the

volunteers, and those we serve—have passionately worked hard and contributed much this year. As a consequence, we are stronger, more committed and more fulfilled than ever before.

Even with our successes born of hard work, however, we not-for-profit aging services organizations face significant challenges in the form of draconian cuts in reimbursement for support services. These cuts will have a far more negative impact on not-for-profit nursing homes than our for-profit competitors and will hardly incentivize quality; indeed, providers (and shareholders) will be incentivized to scrimp on staffing and quality in order to reap even greater financial rewards. Although we are confident that Eliza Jennings will find the opportunities that adversity presents to us, nevertheless we are in the vanguard of those seeking legislative changes and a revised reimbursement system that rewards providers of quality services to older adults. We ask you to join us in this endeavor in the coming year.

Very truly yours,
Deborah Lewis Hiller



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BOARD STANDING COMMITTEES

The Development Committee plans, coordinates, performs and evaluates the Network's fundraising efforts.

The Finance Committee reviews the operating budgets of the Network and its communities, examines investment policies and oversees capital spending.

The Long Range Planning Committee proposes long-term plans for the Network, its communities and services for approval by the Board. This includes Trustee training and recruitment as well as the expansion of Network services.

The Quality Assessment Committee plans, coordinates and evaluates quality assurance activities and oversees the performance measurement of Network communities and services.



FOCUS ON INDIVIDUALITY

When employees are empowered, they are often inclined to surpass the expectations outlined in their job descriptions. Communities like Eliza Jennings Home create a culture in which staff is encouraged to spend time getting to know residents well enough to better anticipate their needs and preferences. It's no wonder that, every year, employees of each of Eliza Jennings Senior Care Network's communities are recognized by AOPHA for their exemplary commitment, compassion and performance.

Much more than the rote performance of tasks on a work schedule, employees delivering resident-centered care daily identify opportunities for resident choice and purposeful interaction. Members of a neighborhood share more than activities and meals; as staff incorporates the philosophy of person-centered care into their work, something great happens: residents receive individualized services and meaningful relationships develop.

This is beautifully illustrated by Dan and John's story. Dan, a resident of Eliza Jennings Home, kept boxes of 35 mm slides, carefully catalogued and preserved, stored in his room. He had taken dozens of slides of

his family and his adventures but did not own a slide projector and had no way to enjoy them.

John, an Eliza Jennings maintenance technician and amateur slide photographer, was completing a work order in Dan's room and noticed the boxes. The two men were pleased to learn that they shared a common interest. John owned a projector and also had a collection of slides he was eager to share – photos he had taken as well as slides that he purchased from resale shops.

With the help of members of Eliza Jennings' Activities Department, Dan and John coordinated a slide show for staff and residents; Dan and John were happy to share this anthology of their memories with their extended family, and the anonymous slides from the resale shop sparked plenty of smiles and laughter as everyone reminisced about fashions and vacation spots from days gone by.



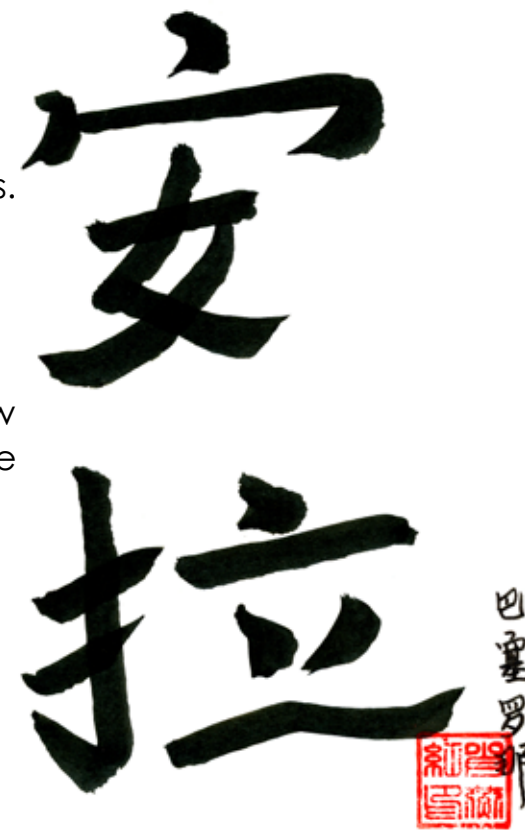
VOLUNTEERS MAKE A DIFFERENCE

Many older adults become more committed to their community over the years and seek opportunities to share their gifts and be of service to others. In fact, one of the driving forces behind our Devon Oaks award-winning Life Enrichment Program is resident volunteers.



The Devon Oaks Program fosters purpose, community involvement, socialization and just plain fun. Irene decorates cakes for residents' birthdays; the members of the knitting club make baby blankets and hats for local shelters; Jack oversees garden projects that color the courtyard; and Bob handcrafts custom bookshelves.

Devon Oaks also boasts many artists. Frank, who took up painting after retirement, volunteered to teach a painting class to other residents. Their collaborative painting was featured at the Art and Writing Show sponsored by AOPHA, the Advocate of Not-For-Profit Services for Older Ohioans, in Columbus. And Alex, proud of his Chinese ancestry, shares his collection of calligraphy with fellow residents and staff, translating the subtle meaning of the characters.



Devon Oaks resident Mary, a born leader, hosts happy hour, leads Bible study, calls Bingo and coordinates games in the Social Center. Her brother says she's never been happier.

Resident volunteers are an important part of our personalized life enrichment program. We also count on volunteers from outside of our communities to ensure the continuation of excellent care and services. Residents look forward to visits from these special guests to read the morning paper and discuss current events, bake favorite treats or cuddle up with their canine companions.

In May, employees of KeyBank visited Devon Oaks and Eliza Jennings Home, garden tools in hand, to spruce up the courtyards for summer. The team of volunteers spent the day weeding, raking and then planting flats of brightly-colored flowers in observance of Key's Neighbors Make the Difference Day.

WORKING TO GENERATE CHANGE

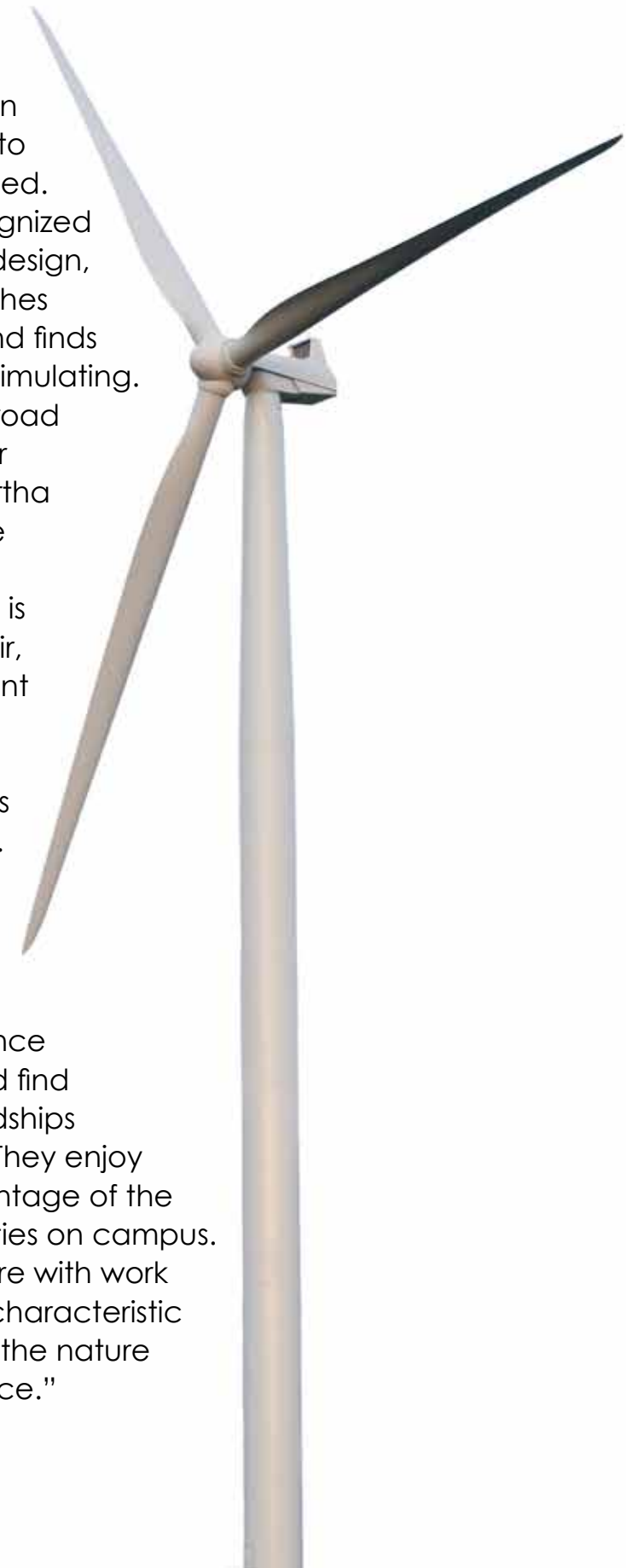
Paul Goethe and his wife Martha made the decision to downsize and move to The Renaissance so they would have more time to enjoy their passions and pursuits. It was important to the Goethes to become involved in Renaissance community life and learn more about Eliza Jennings Senior Care Network. But it was also important to Paul to continue his employment as the lead engineer in the company he founded.

Approximately 6.1 million people age 65 or older are in the work force today, compared to 3.8 million 10 years ago, and 2.8 million in 1977. No other age group has seen such huge jumps in employment in recent decades.

Paul continues to work because he enjoys it! His company, Optimized Program Service, Inc., located in Strongsville, specializes in computerized design software to the transformer industry. Paul's customers are companies and government agencies in the forefront of developing "green" technologies, including conditioning the power produced by windmills and solar panels for transmission over the National Power Grid. Paul's clients rely on his

company's consultation and design assistance to help them serve this need. An internationally recognized expert on transformer design, Paul mentors and teaches emerging engineers and finds his work intellectually stimulating. When he is not on the road conducting seminars or consulting, he and Martha are very involved in the Renaissance Resident Association (RRA); Paul is presently the Vice Chair, concurrently the resident member of The Renaissance Board of Trustees; he will serve as the next RRA president. They also serve on several committees.

The Goethes also recognize the importance of a social network and find their newly found friendships extremely rewarding. They enjoy golfing and take advantage of the many social opportunities on campus. "Activities don't interfere with work at all," said Paul. "It's characteristic of the community and the nature of life at The Renaissance."



BUSINESS AS USUAL

Every day, Renaissance resident Mary Szabo heads to the family business to pick up the mail, look over the premises and touch base with her nephew, who currently manages the store. Mary's deceased husband, Louis, founded Szabo Shoes in Rocky River more than 60 years ago. Relying on her trusty IBM typewriter and 10-key adding machine, she continues to maintain an interest in the business: writing checks, paying bills and conducting company correspondence from her home office.

Mary attributes Szabo Shoes' success to its mission to always offer, in stock, its large selection of comfort shoes in hard to find sizes and widths. She makes the daily drive to Rocky River because, as she says, the store is rooted in family

tradition and she wants to preserve those roots with her nephew.



LABOR OF LOVE

Fred Helwig is an example of the classic American success story, a business born of hard work, passion and perseverance providing a product that fills a need. What began as a favor for a friend became a family-owned and operated corporation. In the 1940s, Fred was re-designing and making replacement check valves for chemical pumps on a small lathe in his basement. In time, he expanded, purchasing a small milling machine and drill press to begin machining pumps in his garage. In 1964, with the support of his new bride Betty, he started his own small machine shop.

More than 40 years and one-quarter million pumps later, A & F Machine Products Co. manufactures chemical feed systems and accessories for the water treatment industry. The company now occupies 64,000 square feet and employs 22 people, including "about a half-dozen Helwigs."

His son Fred Jr. remembers going to the shop with his dad when he was a boy and learning how to operate the machines. He later learned to run the business and credits his dad for his own work ethic today. Fred and Fred Jr. continue to work together and share lunch at Helwig's workbench five days a week.



YEAR IN REVIEW

- Eliza Jennings Senior Care Network received the NorthCoast 99 Award for the fourth time for being one of the best places to work in Northeast Ohio.
- Devon Oaks Activity Director Carol Sechkar received the Ohio Assisted Living Association's 2009 Honoring Excellence Award.



- Eliza Jennings Senior Care Network received the 2010 NEO Success Award from Inside Business Magazine.
- Vice President of Wellness and Performance Improvement Denise Gannon was invited to participate in the Leadership AAHSA Fellowship Program, designed to augment the ranks of emerging leaders across the continuum of aging services.
- The Renaissance partnered with Masterpiece Living® to present "Dispelling Aging Myths and Successful Aging" at Pioneer Network's 9th Annual Conference.

- President and CEO Deborah Lewis Hiller was elected Vice Chair of the AOPHA Board of Directors.
- Network representatives gave a presentation on Culture Transformation and Wellness at AAHSA's annual conference.



- President and CEO Deborah Lewis Hiller spoke at the annual Masterpiece Living Lyceum, an exchange of innovative ideas and non-traditional thought about successful aging.
- President and CEO Deborah Lewis Hiller spoke at the National Investment Center 2010 National Skilled Nursing Investment Forum. She presented "Emerging Trends: The Culture and Care Approach to Reinventing Your Facility."
- Network employees from each of our residential communities were recognized as "AOPHA Stars" for excellent care and exemplary service. The twelve recipients – two from Devon Oaks, three from Eliza Jennings Home and seven from The Renaissance – were honored for demonstrating an excellent work ethic and a commitment to serving older adults with a caring spirit, compassion and dignity.
- Eliza Jennings participated in a National Summit on Affordable Senior Housing with Services. The summit was an invitation-only forum for government officials, foundations and stakeholders to explore ideas for bringing senior housing and services together.

FINANCIALS

Assets	2010	2009
Current Assets	\$ 9,032,100	\$ 6,894,100
Property, Net	36,498,500	38,006,800
Other Assets	<u>16,462,300</u>	<u>15,451,900</u>
Total Assets	<u>\$ 61,992,900</u>	<u>\$ 60,352,800</u>
Liabilities & Net Assets		
Liabilities		
Current Liabilities	\$ 5,796,300	\$ 5,791,800
Long-term Debt	54,057,700	54,736,900
Other Liabilities	<u>17,585,200</u>	<u>14,291,000</u>
Total Liabilities	<u>\$ 77,439,200</u>	<u>\$ 74,819,700</u>
Net Assets	<u>\$(15,446,300)</u>	<u>\$(14,466,900)</u>
Total Liabilities & Net Assets	<u>\$ 61,992,900</u>	<u>\$ 60,352,800</u>
Revenues		
Resident Services	\$ 30,660,800	\$ 29,542,900
Earned Entrance Fees	1,542,800	1,881,600
Contributions & Bequests	719,000	660,200
Non-resident Services & Other Income	<u>1,240,000</u>	<u>537,900</u>
Total Revenues	<u>\$ 34,162,600</u>	<u>\$ 32,622,600</u>
Expenses, Excluding Interest, Depreciation & Amortization		
Direct Resident Care	\$ 16,521,600	\$ 16,318,400
General Services & Utilities	4,269,500	4,354,800
Administrative Services	7,295,300	6,373,400
Non-resident Services & Other Expenses	0	117,000
Total Expenses	<u>\$ 28,086,400</u>	<u>\$ 27,163,600</u>
Increase in Net Assets Before Interest, Depreciation & Amortization	<u>\$ 6,076,200</u>	<u>\$ 5,459,000</u>
Capital Improvements & Property Additions	<u>\$ 840,800</u>	<u>\$ 1,537,000</u>

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On behalf of those we serve, we wish to gratefully acknowledge the generous support of our valued donors and supporters listed on the following pages.



HERITAGE CIRCLE recognizes accumulated gifts that have reached significant amounts over the years.

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