



RIVER GARDEN

SENIOR SERVICES



2013 ANNUAL REPORT



Our Mission

To Provide
a wide range of quality, cost effective
elder care services in residential,
outpatient, and community based settings.

To Create
a comfortable, caring, and dignified home
for the frail elderly serving both rich
and poor with excellence.

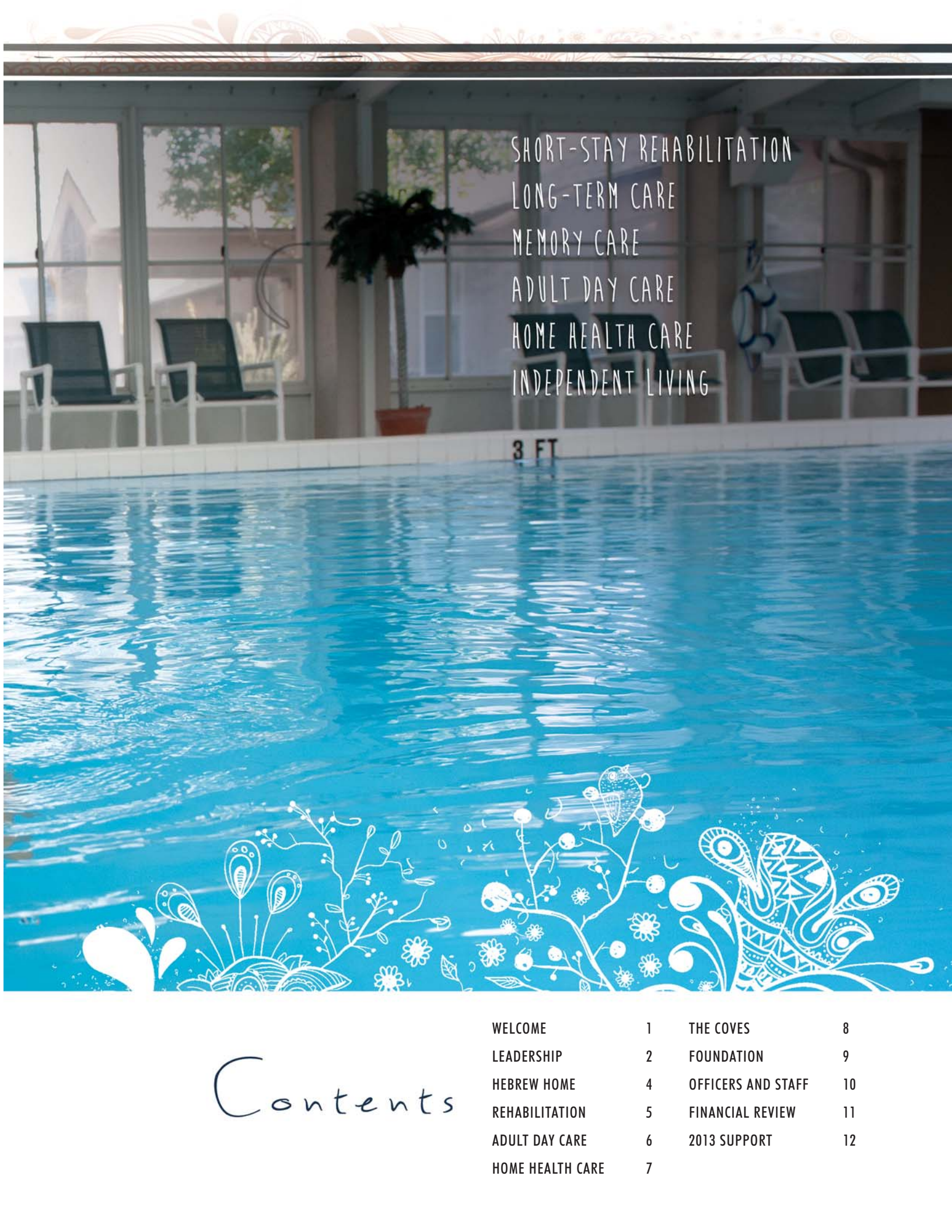
To Serve
people of all faiths, while maintaining
an environment supportive of Jewish
identity and informed by Jewish values.

To Act
as a valuable educational resource in
elder care for the entire community.





A new model of Care



SHORT-STAY REHABILITATION
LONG-TERM CARE
MEMORY CARE
ADULT DAY CARE
HOME HEALTH CARE
INDEPENDENT LIVING

3 FT



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Welcome



Martin A. Goetz with Dr. Ron Elinoff, President, River Garden Senior Services Board



There are some historical photos of our agency hanging in the Gendzier Gallery, including one of the original Riverside mansion that in 1946 became home to a handful of people. From those beginnings on Stockton Street developed an unwavering commitment to nurture and grow the agency. Sixty-eight years later, River Garden is a fully integrated community offering high quality care to seniors whether they choose to reside on our 37-acre Mandarin campus or in their own homes. With outpatient programs in home and community services, including adult day care, home health care, outpatient therapies and geriatric medicine, we have successfully positioned ourselves as responsible community stewards charged with taking River Garden into the future.

Mark Lodinger, president of the River Garden Home Board, is completing his three-year term of office and passing the gavel to Marsha Pollock. During the last three years under Mark's presidency, we've undertaken the most significant investment in our facilities and programs since 1989, when we relocated the Home from Riverside to Mandarin. All of us owe an enormous debt of gratitude and appreciation to Mark for his steady hand and unwavering commitment to the Home. I am especially grateful to Mark for his friendship and support — he is one of those rare leaders who can be counted upon all of the time.

We also owe a debt of appreciation to our boards and their leaders, including: Ron Elinoff, president of River Garden Senior Services; Lois Schlesinger, president of The Coves; Veronica Maybury, president of The River Garden Foundation; Naomi Lazar, president of River Garden Auxiliary; and Sheldon Gendzier, president of The Albert Z. Fleet Geriatric Training Center. We also thank all of the board members who work tirelessly to assure River Garden's future in the Jewish community.

This past February, we lost a good and dear friend when Robert (Bob) Shields died. Bob was a founding member of The River Garden Foundation Board, served as its third president and, together with his wife Denda, chaired the 1994 Foundation Gala, "A Night of Hollywood Moonlight & Magic." Bob's friendship and leadership was an inspiration to all of us who knew him and loved him, and River Garden is a better and infinitely stronger care community because of him.

A new model of care

Ron Elinoff

President, River Garden Senior Services

To paraphrase Bob Dylan, The Times They Are a Changing, but in no way has this affected our mission. We are so blessed to have administrative leadership under Marty Goetz, Jim Richman and Betty Sorna to guide us through the changes without a ripple.

This year, Medicaid will be overseen by managed care contracts rather than directly by the state of Florida. Our outstanding relationship with Baptist Health System providers and our Medicare approval for home health care will allow us to gradually increase services we provide. These are but a couple of examples of changes, internally and externally.

It takes a team of professionals and volunteers to achieve success, and we have, as the state of Florida has acknowledged six consecutive times, the Gold Seal team. My thanks

practice and clinical care expands on our campus. River Garden is now contracted with the Veterans Administration (VA) to provide care for its beneficiaries.

Our 2013 board retreat gave us a roadmap to further River Garden's development. Over these next years our board will engage in teasing out the myriad of details that must come together to properly prepare for the future.



to the 400-plus employees who daily provide the loving care to our residents, clients, families and guests.

Mark Lodinger

President, River Garden Hebrew Home

This past year has been a wonderful time of growth and development. River Garden's Home Health Agency is now fully accredited by the Accreditation Commission for Health Care (ACHC) and Medicare certified, bringing a full array of home health services to Jewish seniors who continue to reside in their homes. Our Adult Day Care program has added staff and now offers transportation five days a week to the Frisch Family Pavilion. And our skilled nursing facility has gone two years in a row (2012 and 2013) without any clinical care deficiencies identified by state/federal regulators.

We are well on our way toward fully integrated electronic health records. Our ongoing clinical alignment with Baptist Health continues to grow as additional providers join the



Thank you for the opportunity to serve as Board President over these last three years. I am forever grateful to work with so many caring and competent people. As I pass the gavel to Marsha Pollock I do so knowing that River Garden remains a strong and vibrant Jewish community asset and that we will continue to honor its mission, vision, and values.

OVERVIEW FROM LEADERSHIP

Lois Schlesinger

President, The Coves

2013 was an exciting year for The Coves. We established an independent corporation to govern the facility. We are now known as The Coves at River Garden. Many physical changes have taken place which include the refurbishment of all common areas and the dining room. This beautification enhances what has become the preeminent independent living facility in Northeast Florida.

support of a strong Board, Foundation staff, dedicated volunteers and donors, we would not be able to make these events possible.

Thank you to all our generous friends and donors. Our financial success is essential in allowing River Garden to continue delivering such superior service and care to the frail elderly in our community. I am honored to be a part of this organization that so lovingly provides such vital services with the highest degree of excellence.



Veronica Maybury

President,
River Garden Foundation

The River Garden Foundation continues its mission to provide financial support for the Home. This year we celebrated the 21st Annual River Garden Gala and the 17th Annual Golf Classic

Tournament. These wonderful events not only provided major financial support to the Home but also helped create many new friendships throughout the entire community. Thank you to Gala chairs Diane and Mitchell Rothstein and Arlene and Tony Adelson and Premier Gala Sponsor SunTrust Bank; golf chairs Mark Lodinger and Michael Price and Title Sponsor Hardage-Giddens Funeral Homes and Cremation Services. Without the

Naomi Lazar

President, River Garden Auxiliary

River Garden Auxiliary is an important component of the River Garden community, and we proudly share in its achievements. We all have the same primary goal — to maintain River Garden's well-deserved reputation of providing excellence in long-term care.

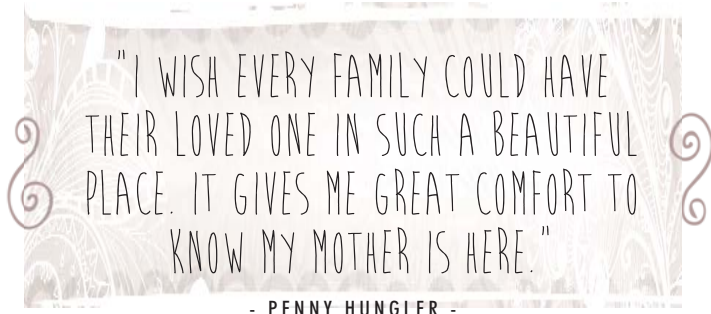
We are on our way to completing another successful year in our mission of providing financial support to River Garden so that we can enhance the lives of our residents. The Auxiliary is made up entirely of volunteers, and all the funds we raise come back directly to the River Garden community.

Our fund-raising activities include: the annual Donor Luncheon; Tombola; our Special Event; the Quarters Project; Tree of Life and 5th Commandment plaques for recognition and memorials; used book sales; and sales from our newly refurbished gift shop.

Hebrew Home

River Garden Hebrew Home is a not-for-profit, non-sectarian, 180 bed skilled care nursing facility offering programs in traditional Long-Term Care, Short-Stay Skilled Nursing and Rehabilitation Care, Alzheimer's/Memory Care, Respite Care and End-of-Life Care/Hospice.

All care programs include personalized nursing and medical care by our interdisciplinary team; assistance with daily living activities; stimulating social, cultural and recreational activities and programs to strengthen functional abilities.



RIVER GARDEN ALSO OFFERS:

- Full-time physicians
- Physical, occupational and speech-language therapists
- Geriatric nurse practitioner
- Registered and licensed practical nurses
- Certified nursing assistants
- Registered dietitians
- Pharmacists
- Social workers
- Activity therapists
- Chaplain
- On-site pharmacy
- On-site beauty salon/barber shop
- Gift shop
- Chapel and services
- Closed circuit TV station broadcasting activities, and items of special interest
- Baker Deli
- Wireless internet throughout campus



River Garden serves individuals from a wide variety of religious and ethnic backgrounds, and nearly 80 percent of resident rooms are private. River Garden is certified as a Medicare/Medicaid provider and is licensed as a skilled nursing facility by the state of Florida.

For more information, call (904) 886-8420, send us an email: admissions@rivergarden.org or visit us at rivergarden.org

Rehabilitation

River Garden Rehab provides unique programs with a distinctive level of personalized care. Offering inpatient, outpatient and home health services, our team of physical, occupational and speech therapists have specialized training and are diverse in knowledge. We take a 1-on-1 approach with the client in order to develop individualized programs to produce measurable results.

Our programs reach beyond basic rehabilitation. We utilize a comprehensive evidence-based approach, incorporating current assessment and treatment options to serve the clinically complex client.

"MY STAY WAS A POSITIVE EXPERIENCE
THAT GOT ME ON THE ROAD TO RECOVERY.
THE TREATMENT PROVIDED BY THE
THERAPISTS WAS EXCELLENT."

- ALOMA MULLINS -



INDIVIDUAL APPOINTMENTS WITH A SKILLED, LICENSED THERAPIST

1-on-1 appointments, which give you the opportunity to build a relationship with your therapist.

DEVELOPMENT OF PERSONALIZED TREATMENT PLANS

Assessment and treatment focusing on quality of movement for individuals with complex medical conditions.

PROGRESSIVE TREATMENT APPROACHES

Our therapists are highly skilled, and fully licensed and certified in their professional disciplines.

A RELAXED, ENJOYABLE ATMOSPHERE

Have fun achieving your rehab goals in coordination with your physician!

For further information, call (904) 886-8454, send us an email: rehab@rivergarden.org or visit us at rivergarden.org/rehab.

Adult Day Care

The Adult Day Care Program at River Garden provides support for older adults in the community who are able to live at home but may require health monitoring, socialization and nutritional guidance in a secure setting during daytime hours, while at the same time providing peace of mind for their caregivers.

We provide a secure and supportive environment through a comprehensive program enhancing self esteem and promoting mental and physical wellness in our 5,000-square-foot dedicated center.

Our program provides a safe, secure and gracious state-of-the-art environment. Caregivers will feel at ease knowing their loved ones are being well cared for while interacting with peers in a stimulating and therapeutic environment.

The Adult Day Care program is open Monday through Friday, from 7:00 a.m. — 6:00 p.m. to meet the needs of caregivers who work full time or who need some extra time for other daily activities.

Clients enrolled in our Adult Day Care program receive priority access to the entire River Garden system of services.



"NOT ONLY DO THEY PROFESSIONALLY
FILL AN IMPORTANT DAY CARE NEED,
BUT DO SO IN A WAY THAT TRULY
ENRICHES THE LIVES OF THE
PARTICIPANTS AND THEIR FAMILIES."

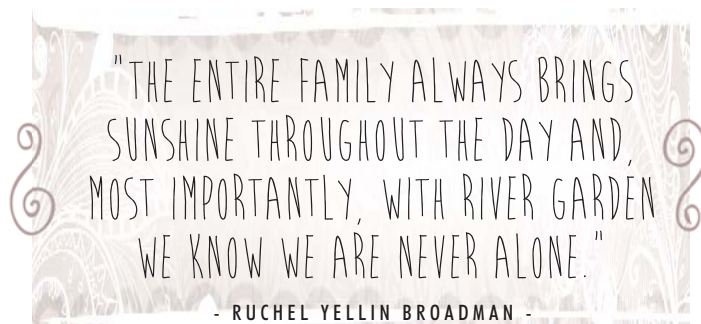
- ROBERT SLATE -

For further information, please call (904) 288-7858, send us an email: adultday@rivergarden.org or visit us at rivergarden.org/adultday.

Home Health Care

River Garden's Home Health Care agency is licensed by the state of Florida and certified for Medicare. Our program provides a continuum of care and services on a fee-for-service basis. The goal of our Home Health Care program is to enable seniors to remain at home and receive supportive care for as long as possible.

Studies have long shown that seniors do much better when quality care is received in the comfort of their own homes. River Garden's Home Health Care Agency has offered these services since 1999. Our program is staffed by nursing and therapy professionals with years of training and service.



ASK YOURSELF:

DO YOU OR A LOVED ONE...

- ...need a registered nurse to coordinate your medical needs or keep medical issues stable?
- ...require a nursing assistant to give you some extra help?
- ...have an impending surgery and may need care once you are home?

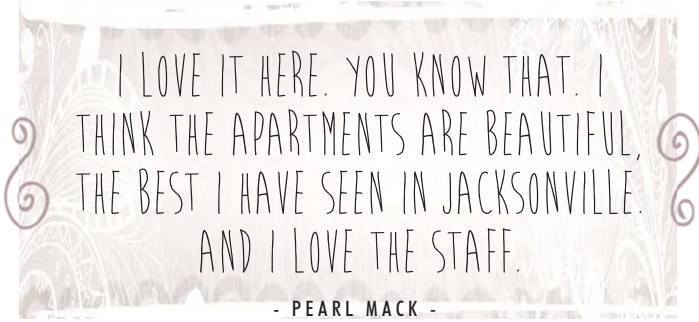
Home Health Agency License #299991334

For further information, please call (904) 288-7851, send us an email: homehealth@rivergarden.org or visit us at rivergarden.org/homehealth.

The Coves

The Coves is an independent living retirement community for seniors age 62 and older. At The Coves you will find 80 gracious one-and two-bedroom garden apartment residences, with superior amenities including fine dining and clubhouse living.

Nestled on the sprawling 37-acre River Garden campus, members of The Coves enjoy a lovely environment that offers elegant comfort, security and low-maintenance yet affordable senior living. With access to superior amenities and services, you will enjoy the lifestyle you deserve at a price you can afford.



For further information, call (904) 292-COVE (2683), send us an email: thecoves@rivergarden.org or visit us at rivergarden.org/coves.

Foundation

The River Garden Foundation is a philanthropic organization established to provide financial support to the not-for-profit River Garden system of senior services.

We encourage you to consult with River Garden Foundation staff regarding any specific questions you may have on selecting a suitable commemorative.



THERE ARE MANY WAYS YOU CAN HELP:

- Honoree and memorial tributes
- Benefactors Society
- Caring Partners
- Yahrzeit plaques
- Gala / Golf Classic sponsorships
- Area and name dedications \$10,000 and higher
- Endowment fund
- Planned Giving
- Legacy gifts

For more information, please call (904) 886-8432 send us an email: foundation@rivergarden.org or visit us at rivergarden.org/foundation.

Officers & Staff



River Garden Senior Services

Ron Elinoff, President
Gloria Einstein, Vice President
Michael Greenburg, Vice President
Allen Gray, Secretary
Ed Grenadier, Treasurer
Martin A. Goetz, Chief Executive Officer
Betty Sorna, Chief Financial Officer
Jim Richman, Chief Operating Officer
Kathy Osterer, Chief Development Officer
Elliott Palevsky, Chief Executive Officer Emeritus

River Garden Hebrew Home

Mark Lodinger, President
Michael Price, VP and Co-Chair of Admissions
Susan Cohen, VP and Co-Chair of Admissions
Marsha Pollock, VP and Co-Chair of Admissions
Morrie Osterer, VP and Chair of The House
Judy Paul, Secretary
Cindy Demri, Treasurer

River Garden Foundation

Veronica Maybury, President
Susan DuBow, Vice President
Jeff Edwards, Vice President
Curtis Hazel, Vice President
Debbie Parker, Secretary
Jeff Morris, Treasurer

The Coves

Lois Schlesinger, President
Dennis Lafer, 1st Vice President
Michael Price, 2nd Vice President
Malcolm Bloom, Secretary
Shirley Bielski, Treasurer

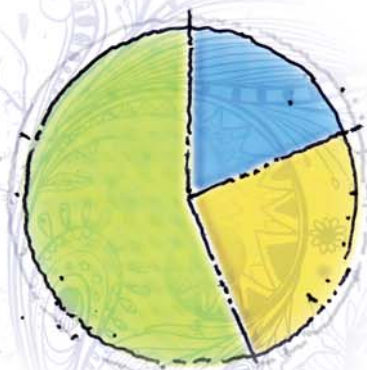
River Garden Auxiliary

Naomi Lazar, President
Sandy Selwitz, Vice President, Fundraising
Ilene Schinasi, Vice President, Membership
Nancy Mizrahi, Treasurer
Bernice Stone, Financial Secretary
Shirley Bielski, Recording Secretary
Marilyn Mass, Corresponding Secretary

Albert Z. Fleet Geriatric Training Center

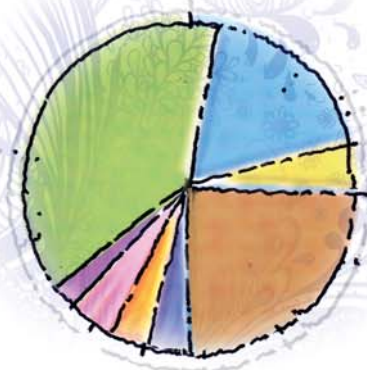
Sheldon Gendzier, President
Herman Paul, Secretary/Treasurer

Financial Review



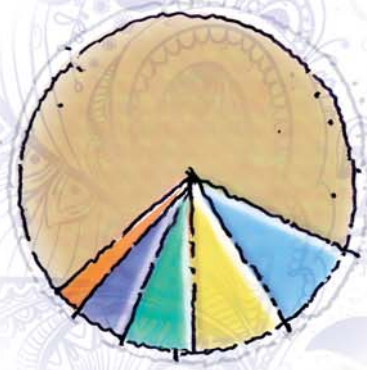
RESIDENT MIX BASED UPON DAYS

Medicaid	58%
Medicare/Managed Care	17%
Private Pay	25%
	100%



WHERE EACH DOLLAR CAME FROM

Medicaid	42%
Medicare Part A/Managed Care	19%
Medicare Ancillary	5%
Private Long Term	26%
Home & Community Based Services	2%
Other Operating Income	2%
Unrestricted Gifts and Contributions	3%
Jewish Federation of Jacksonville	1%
	100%



WHERE EACH DOLLAR WENT

Salaries & Benefits	63%
Supplies	12%
Professional fees & services	11%
General & Administrative	10%
Depreciation	3%
Interest	1%
	100%

In 2013 River Garden Hebrew Home provided 63,021 days of care to 583 individuals in one of River Garden's three program settings: Traditional Care, Sheltered Care and Short-Stay Rehabilitative Care. We also served 32 individuals in our Adult Day Care Program. There were 409 admissions of which 364 were for short-stay rehabilitation and skilled nursing care. Average occupancy was 96%. The Coves operated at 99% occupancy. The River Garden Foundation raised funds to support the system through The River Garden Capital Campaign – "Building Our Future - Together" and two major events: The Foundation Gala and The River Garden Classic Golf Tournament.

It cost \$19.2 million for River Garden Hebrew Home's daily operations, an increase of 1% over 2012. Depreciation, amortization of bond issuance costs, and a state of Florida "Quality Assessment Fee" added \$1.8 million to what are normally considered operating expenses totaling \$21 million. In addition there were \$1.3 million in capital expenditures and \$598,000 in bond principal payments.

THE RIVER GARDEN CAPITAL CAMPAIGN —
"BUILDING OUR FUTURE - TOGETHER" REACHED \$7.7
MILLION IN COMMITMENTS TOWARDS ITS GOAL.

Approximately 63% of our expense went toward employing a full-time equivalent staff of 350.

River Garden Home Health Care program continued to perform well in 2013. The program provides case management and support services to Coves members as well as to individuals continuing to reside in their own homes in the community. At any given time approximately 20 percent of Coves members are enrolled in one of our home health care programs. We received Medicare certification of the Home Health Care program, in December 2013.

Sources of operating funds included \$20 million from service and other operating revenues, \$486,000 from charitable contributions, an allocation of \$192,000 from the Jewish Federation of Jacksonville and \$156,000 from River Garden Foundation. The River Garden Foundation also contributed \$63,000 for the training of Certified Nursing Assistants and staff education to the Albert Z. Fleet Geriatric Training Center, which is our not-for-profit post-secondary vocational school.

The River Garden expansion and refurbishment project continued in 2013. The River Garden Capital Campaign – "Building Our Future - Together" reached \$7.7 million in commitments towards its goal. The campaign officially closed in March 2013.

System-wide it is important to note that charitable and philanthropic support subsidizes the care of the medically indigent, the Medicaid clients who account for over 58% of all resident care provided in the nursing center.

2013 Support

More than 1450 friends made donations to River Garden in 2013. Support from friends, families, and the community allow for the extraordinary growth of the River Garden agency. The astonishing successes of the River Garden Foundation Gala, the River Garden Classic Golf Tournament, and the Benefactors Society continue to increase our community recognition and support.

Our donors choose from among many avenues to provide support: cash gifts, stocks and securities, assignment of life insurance policies, charitable gift annuities, and

bequests. We are a proud partner of Jacksonville's Create a Jewish Legacy program, along with the Jewish Community Foundation of Northeast Florida and other local Jewish agencies. We encourage all of our supporters to consider River Garden in their estate planning.

It is with the deepest gratitude that we thank the following supporters of River Garden and the River Garden Foundation. Thank you for electing to be such an integral component of our New Model of Care.

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A Fresh View
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Mr. David Cohen
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Cummer Museum
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First Watch Daytime Café
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Mr. & Mrs. Robert Fischer

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Mr. & Mrs. Paul Furman
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Ms. Hildreth Garb
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Ms. Amy Williams
Ms. Maureen Gartland
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Ms. Helen Goldman
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Good Feet
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Mr. Neil M. Gordon
Mr. & Mrs. Anthony
Gottesmann-Jarzyna
Ms. Helen Gottlieb
Mr. & Mrs. Jeffrey Gottlieb
Ms. Jeri L. Gouvemante
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Mr. & Mrs. Mitch Granat
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Mrs. May Grann
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Mr. Allen R. Gray &
Mrs. Diane Greenbaum
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Mr. & Mrs. Mark M. Green
Mr. & Mrs. Wesley E. Green
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Gulf Coast Dermatology
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Mr. Wayne William
Gypsy Cab Co.
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Hanania Automotive Group
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Hardage-Giddens Funeral Homes &
Cremation Services
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Mr. & Mrs. Vince Hare
Ms. Roberta Harmon
Dr. & Mrs. Jeffrey Harris
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Mr. Thomas Harris
Mr. & Mrs. Thomas Harris
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Ms. Diana Heath
Mrs. Leslie Held
Mr. & Mrs. Harlan D. Helming
Mr. Kipp Henritzy
Mr. & Mrs. Robert L. Hersh
Ms. Audrea Heubeck



LEFT TO RIGHT: RIVER GARDEN SENIOR SERVICES STAFF MEMBER, DEPARTMENT AND YEARS OF SERVICE
Rama Gupta, volunteer, 8 years; Leslie Held, Volunteer Services, 2 years; Tina Tadros, Adult Day Care, 11 years;
Alora Asta, Nursing, 1 year; Darlene Martin, Salon/Personal Services, 24 years; Kiana Ocasio-Molina, Dining Services,
1 year; Justin Slenker, Dining Services, 1 year; Sheri Samuels, Rehabilitation/Therapy, 15 years

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Ms. Mary Daorta
Dr. & Mrs. Andrew Daigle
Ms. Carol D. Daraskevich
Darifair Foods, Inc.
Mr. & Mrs. Albert J. Datz
Mr. & Mrs. Bernard S. Datz
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Mr. & Mrs. Fred Dietsch
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Embassy Suites
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Enza's Italian Restaurant
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European Street Café
EverBank
Evergreen Cemetery
ExecGolf
Ms. Judy Swift Fairfull
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North Florida Obstetrical &
Gynecological Associates, P.A.
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Mrs. Ray Palevsky
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Dr. Irving Paltrowitz
Mr. & Mrs. Larry Paltrowitz
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Paradise Nail Spa
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Ms. Andrea Patterson
Mr. & Mrs. Herman Paul
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Mr. & Mrs. Ira J. Peck
Mr. Michael A. Peck
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Rabbi Gary G. Perras
North Beach Bistro
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Mr. & Mrs. Larry W. Petri
Ms. Alice Petrochko
PGA Tour Charitable Giving

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Mrs. Anne Presser & Family
Ms. Marilyn G. Presser
Mr. Neil Presser
Mr. David Kermit Pressman
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Mr. Jack Price &
Dr. Miriam Finegold-Price
Mr. Jonathan Price
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Ms. Phyllis Rademan
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Ramada Conference Center
Mandarin/The Comedy Zone
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Mr. Ben Rayo
Mrs. Marcia Rector
Red Elephant Pizza & Grill
Reddi Arts
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Renaissance Resort at
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Dr. & Mrs. Harris Rittenberg
Ritz-Carlton, Amelia Island
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Dr. & Mrs. Alexander Rosin
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Dr. & Mrs. Neal Roth
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Mr. & Mrs. Herbert Rothstein
Dr. & Mrs. Jerome P. Rothstein
Dr. & Mrs. Mitchell Rothstein
Mr. & Mrs. Neil Rothstein
Mr. & Mrs. Paul L. Rothstein
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Roy's Restaurant
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Mr. & Mrs. Arnold Rubin
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Ruby Diamond Foundation
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Dr. & Mrs. Edwin D. Safer
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Salon D'Orsay
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Dr. Jack L. Sapolsky
Mrs. Wendy & Jeffrey Sapolsky
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Ms. Felisa Savage
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Mr. & Mrs. Robert Schiller
Ms. Ilene S. Schinasi
Ms. Marilyn E. Schinasi
Hon. & Mrs. Harvey Schlesinger
Mr. & Mrs. Michael Schneider



LEFT TO RIGHT: RIVER GARDEN SENIOR SERVICES STAFF MEMBER, DEPARTMENT AND YEARS OF SERVICE
Yonda Bell, Home and Community Based Services, 3 years; Amber Hochstetler, Admissions, 2 years; Paula Wexler, Admissions, 3 years; Casonya Blank, Dining Services/Nutrition, 3 years; Tonya Ridgeway, Dining Services/Nutrition, 1 year; Carol Thomas, Nursing, 23 years; Bernadeth Palompo, Nursing, 18 years; Rhonda Hubbuch, Administration, 11 years

Mrs. Shirley Mirkis
Mr. & Mrs. Mark T. Mishkind
Mitchell's Fish Market
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Noura Café
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Omni Jacksonville Hotel
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Dr. & Mrs. Lawrence Ort
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Mr. & Mrs. Morrie H. Osterer
Dr. Stosh Ostrow
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Ms. Elaine Overstreet
Ovinte
P.F. Chang's China Bistro
Painting with a Twist
Pajcic & Pajcic, P.A.
Palencia Club

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Picasso's Pizzeria
Pickett Brothers Jewelers
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 The Capital Grille
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LEFT TO RIGHT: RIVER GARDEN SENIOR SERVICES STAFF MEMBER, DEPARTMENT AND YEARS OF SERVICE
 Lisa Poremba, Life Enrichment, 20 years; Goldie, Life Enrichment and everywhere, 8 years

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