



BEYOND

The Expected



ripples

LIKE A DROP IN THE VAST OCEAN, EACH OF US CAUSES RIPPLES AS WE MOVE THROUGH OUR LIVES. THE EFFECTS OF WHATEVER WE DO — INSIGNIFICANT AS IT MAY SEEM — SPREAD OUT BEYOND US.

~MARGARET WEIS



SEVEN-TIME RECIPIENT OF THE PRESTIGIOUS
GOVERNOR'S GOLD SEAL AWARD
FOR EXCELLENCE IN LONG-TERM CARE



AGENCY FOR HEALTH CARE ADMINISTRATION **A 5-STAR RATED COMMUNITY** CENTERS FOR MEDICARE AND MEDICAID SERVICES



Martin A. Goetz
CEO, River Garden Senior Services

WELCOME

This year marks River Garden Hebrew Home's 70th Anniversary of continuous service to our community. Our founders, The Ladies Hebrew Sheltering Aid Society, could not have realized that the Stockton Street "Home" they purchased in 1946 would grow and mature into Northeast Florida's premier senior care community.

Our 40-acre Mandarin campus now serves 400 seniors daily through inpatient, outpatient, and residential living programs. And while inpatient programs are what we are best known for, our Medicare-certified home health program remains the focus of growth — now and into the future — as seniors increasingly choose to remain in their own homes and "age in place" with supportive services.

We're especially grateful to our colleagues at Baptist Health who bring exceptionally high quality clinical professionals onto our campus, making possible a closely aligned relationship with one of the finest health care systems in the country. With two full-time Baptist Health physicians on our campus, we are positioned to meet the overwhelming majority of resident medical needs. We're also grateful to Community Hospice and their partnership in helping create models in "Palliative Care" and "Advanced Care Planning." Working together with Baptist Health and Community Hospice, we're continuing to create best practice models in the field.

Since 2002, The Governor's Panel on Excellence in Long Term Care has recognized River Garden with seven consecutive Gold Seal Awards, and in 2016 our skilled nursing facility will be evaluated for an unprecedented 8th Governor's award. We're also proud to report that River Garden remains a Five-Star rated facility by both state and federal regulators — a testament to our boards, staff, and volunteers as well as our community's commitment to our core mission, vision and values.

In March 2016, Dr. Ron Elinoff completes his service as president of River Garden Senior Services. During Ron's presidency, River Garden successfully completed the largest capital campaign in its history, added 10,000 square feet of outpatient programs to the facility and refurbished the entire skilled nursing facility. We have also refurbished all of the public spaces and most of the private apartments at The Coves at River Garden. I am especially grateful to Ron for his friendship and support, and for his passion in helping to shape the future of our Jacksonville Jewish community.

Marsha Pollock is completing her second year as president of River Garden Hebrew Home. A Jacksonville native, Marsha has led virtually every major Jewish organization in Jacksonville, and we are grateful to her for now leading our skilled nursing facility.

Lois Schlesinger begins her second year as president of The Coves at River Garden; Sheldon Gendzier continues as president of The Albert Z. Fleet Geriatric Training Center; and Jeanine Rogozinski begins her second year as president of The River Garden Foundation. We thank each of them for their extraordinary service to our care community.

Our Jacksonville Jewish community is actively engaged in developing Endowment and Planned Giving. River Garden's future and our continued ability to serve rich and poor alike in excellence depends upon active philanthropy, engaged philanthropists and a caring community. If you haven't already considered River Garden and/or other Jacksonville Jewish agencies, I urge you to give it careful consideration. All of our Jewish communal agencies are worthy of your financial support. If not you, then who?

I hope you enjoy your copy of our 2015 annual report. Please don't hesitate to let us know how we're doing.

We look forward to welcoming you to our campus.

Ron Elinoff, Senior Services Board President

We are the zenith in the difficult world of senior services. We are who we are due to the outstanding leadership of Marty Goetz, Jim Richman, Betty Sorna, Carol Thomas and Kathy Osterer. They are complemented by 400-plus caring staff and wonderful lay individuals who comprise our boards.

Once again, Herman Paul was there for us. He facilitated the closing of the Floyd property. Herman was involved in the original purchase of our campus that included the right of first refusal for the Floyd house. As a result, our beautiful campus comprises 40 acres.

With the leadership of Fred Tromberg, we have modified our by-laws. He has also been our guiding light in the area of cyber security.

The relationships that we have developed with Baptist Hospital continue to get better and better. The health care providers from Baptist allow us to provide the finest services to our residents.

Our Home Health Care Agency is developing nicely and The Albert Z. Fleet Geriatric Training Center continues to provide us with exceptional talent.

Kathy Osterer and her staff, with the leadership of Jeanine Rogozinski and the Foundation board, continue to do wonders in raising money to help offset our operating expenses. They also focus on legacy giving. Our long term ability to continue to provide the excellence in services will be contingent on legacy gifts.

Mazel Tov to Marty. In April he will be honored by his peers at the annual meeting of the Association of Jewish Aging Services (AJAS). He will receive their highest award. He is a *mensch* and outstanding leader. How fortunate we are to have him and Susie.

It has indeed been my honor to have served as president and I look forward to Gloria Einstein taking the helm. She will be a great leader.



Lois Schlesinger, The Coves at River Garden Board President

At 21 years young, The Coves at River Garden remains the preeminent leader for gracious, independent living at an affordable price for Jacksonville's older adults. Nestled on a beautiful 40-acre campus, The Coves continues to offer fine dining, clubhouse living and a host of stimulating events to keep our Coves members on the go. A highlight for 2015 was the opening of our newly-renovated Wellness Gym, and the addition of a Wellness Coordinator to energize us all and to maintain a healthy lifestyle.

We also recognize that it all begins with a warm smile and caring atmosphere that makes The Coves the special place that it has become. Our dedicated staff take pride in creating an environment that truly makes you feel at home. Visitors are always welcome!



Marsha Pollock, Home Board President

This year River Garden is going "Beyond the Expected" as we celebrate our 70th year as a Jewish Home. This milestone solidifies us as a strong and vibrant community asset.

The board and our strategic planning committees are working "Beyond the Expected" to prepare us for any changes the future may bring.

River Garden is a member of the Association of Jewish Aging Services (AJAS). This year's national AJAS conference will be chaired by our own Jim Richman, Chief Operating Officer. Each year the highest award presented by AJAS is the Dr. Herbert Shore Award of Honor. We are bursting with pride because this prestigious award will be presented to our Chief Executive Officer, Martin Goetz. Marty has been a leader in AJAS and his involvement shines a light on River Garden all across North America.

The partnership with Baptist Health continues on course. We have completed the renovations funded by the Capital Campaign. Our donors went "Beyond the Expected" and we are grateful.

Our Home Health Care agency and Adult Day Care program are active. We provide Friday evening and Shabbat morning services and the community is always included and encouraged to participate. This year we built our largest *Sukkah* which is a result of a thriving Jewish Life program.

I am proud to serve as the Home Board President and look forward to going "Beyond the Expected" with Gold Seal Service for seniors.



Carol Thomas, RN, CDONA, Chief Nursing Officer, 25 Years of Service



Jeanine Rogozinski, Foundation Board President

The River Garden Foundation mission is to provide financial support for the Home and educate the community about philanthropic opportunities. *Meet Me in Havana*, the 23rd Annual Foundation Gala, was a huge success thanks to the amazing hard work of the committee and the generous support of our donors. Special thanks to SunTrust, our Premier Gala Sponsor who helped raise more than \$170,000. Long-time River Garden Classic Golf chairs Mark Lodinger and Michael Price did a superb job raising almost \$76,000 to support our Albert Z. Fleet Geriatric Training Center. We are forever grateful to Title Sponsor Hardage-Giddens Funeral Homes and Cremation Services for their long-time support. These wonderful events also help create many new friendships throughout the entire community.

We continue in our efforts to educate the community about other opportunities to give, including our Guardians of Tomorrow program, planned giving opportunities and our Benefactors Society.

Without the support of a strong board, Foundation staff, dedicated volunteers and donors, we would not be able to make these things possible. I look forward to continuing my valuable work with the board.

Naomi Lazar, Auxiliary Board President

The River Garden Auxiliary, comprised entirely of volunteers who plan fund-raising and social activities throughout the year, is proud to be a part of the River Garden family. With all of us working together we are able to contribute toward maintaining River Garden's excellent reputation. All monies raised by Auxiliary directly benefit River Garden residents.

Our fund-raising activities this year included a "new/used" book sale, our first ever "garage sale," Tombola raffle during River Garden's Anniversary Day celebration, sales from our beautiful, newly-refurbished gift shop, the Donor Luncheon, an elegant, themed Special Event, plaques and a Tree of Life for recognition and/or memoriam of our loved ones and the Quarters Project.

When you visit River Garden, please stop by the Auxiliary gift shop. There are always new items available, as well as candy and greeting cards.

Please join us, and become a member of Auxiliary, you will make a positive difference in the lives of our residents.



2015 Supporters

The River Garden Foundation is a philanthropic organization established to provide financial support to the not-for-profit River Garden system of senior services, and hosts a Gala in the fall and a Golf Classic in the spring annually. The Foundation raises approximately \$1.3 million annually to help subsidize the daily care of our residents while securing our future by growing our endowment and planned giving programs.

WITH DEEPEST APPRECIATION to the River Garden Auxiliary, the Ruby Diamond Foundation of Tallahassee, and the Weinberg Foundation for their continued loyalty and support. River Garden is proud to be a Beneficiary Agency of the Jewish Federation of Jacksonville.

We are grateful to Legacy Heritage Fund for establishing the Legacy Heritage Tzedakah Fund at River Garden. The Fund was established to help residents lead their lives in health and with dignity. Our residents are so appreciative of the concern for their welfare demonstrated by the establishment of this Fund. The Legacy Heritage Tzedakah Fund has assisted so many of our residents.

Outstanding community and family support is one of the reasons for extraordinary growth at River Garden. The generosity of donors, individuals, families, businesses and foundations makes possible the fulfillment of the mission that affirms proper, loving care for older people our priority. River Garden is proud that in 2015, 1,496 friends made donations to the Home.

Our donors choose many avenues for giving. They give through outright cash gifts, stocks and securities, assignment of life insurance, charitable gift annuities and through bequests and our Guardians of Tomorrow program. We are proud to partner with the Jewish Community Foundation of Northeast Florida and other local Jewish agencies in the Life & Legacy program. River Garden is thankful for all our giving friends.

We thank the 2015 donors to River Garden/Wolfson Health & Aging Center and to River Garden Foundation with deepest gratitude. Thank you for choosing to be a part of our "Gold Seal Community."

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Ms. Kay Brophy

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 Palliative 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 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.



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!

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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 8:00 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.



Tina Tadros, AC, CNA, Manager of Adult Day Care
13 Years of Service

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Our Medicare Certified 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

IF A SINGLE DROP FALLS INTO
THE OCEAN, IT CREATES RIPPLES.
AND THESE RIPPLES SPREAD. AND
PERHAPS — WHO KNOWS — THESE
RIPPLES MAY GROW AND SWELL.

~MARGARET WEIS



Dr. Sue Leger-Krall, Ph.D., ARNP,
Director of Home & Community Based Services
18 Years of Service

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The Coves at River Garden 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 40-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.

WE NEED TO BE CONSCIOUS, ALL OF THE TIME, OF OUR PLACE IN THE OCEAN, OF OUR PLACE IN THE WORLD, OF OUR PLACE AMONG OUR FELLOW CREATURES.

~MARGARET WEIS



Margaret Davis, Administrator of The Coves at River Garden
15 Years of Service

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IN THE VASTNESS OF THE OCEAN,
 IS ANY DROP OF WATER GREATER
 THAN ANOTHER?

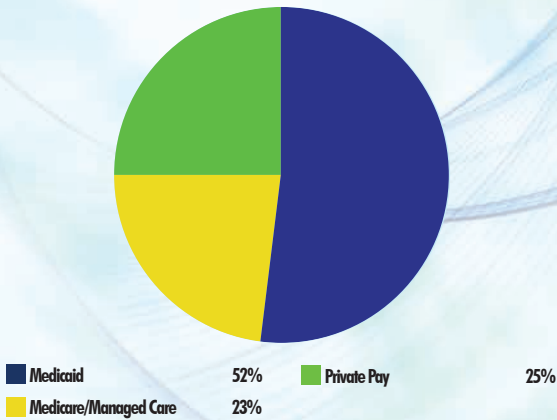
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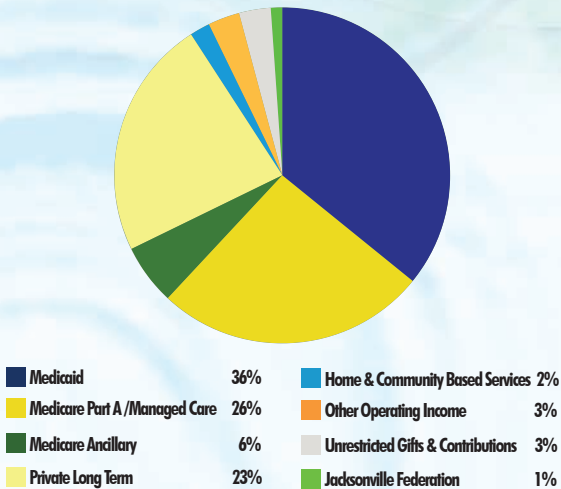
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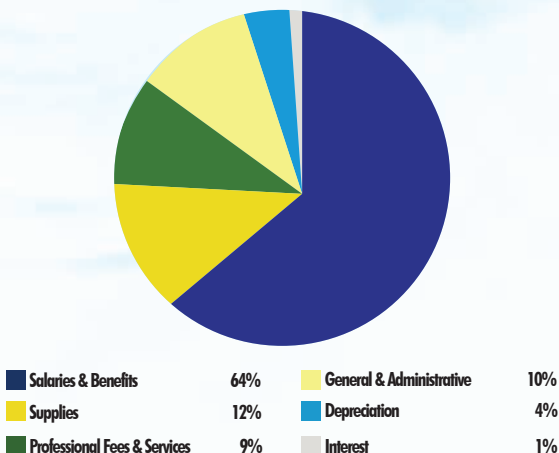
Resident Mix Based Upon Days



Where Each Dollar Came From



Where Each Dollar Went



RIVER GARDEN SYSTEM FINANCIAL REVIEW

In 2015 River Garden's skilled nursing facility provided 62,057 days of care to 545 individuals in one of River Garden's three program settings: Traditional Care, Memory Care and Short-Stay Rehabilitative Care. We also served 32 individuals in our Adult Day Care Program. There were 476 admissions of which 423 were for short-stay rehabilitation and skilled nursing care. Average occupancy within the skilled nursing center was 94%. The Coves at River Garden operated at 99% occupancy. The River Garden Foundation raised funds to support the system through two major events: The Foundation Gala and The River Garden Classic Golf Tournament.

It cost \$21.7 million for River Garden's daily operations, an increase of 5% over 2014. Depreciation, amortization of bond issuance costs, and a state of Florida "Quality Assessment Fee" added \$2.0 million to what are normally considered operating expenses totaling \$23.7 million. In addition there were \$1,056,000 in capital expenditures and \$691,000 in bond principal payments.

Approximately 64% of our expense went toward employing a full-time equivalent staff of 350.

River Garden's Home Health Care program continued to perform well in 2015. This was our second year of providing skilled home health services under our Medicare certification to the community and the program continues to grow. Our Home Health Care program also 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% of Coves members are enrolled in one of our home health programs.

Sources of operating funds included \$22.8 million from service and other operating revenues, \$423,000 from charitable contributions, \$195,000 from an allocation of the Jewish Federation of Jacksonville and \$170,000 from River Garden Foundation. The River Garden Foundation also contributed \$72,000 for the training of certified nursing assistants to The Albert Z. Fleet Geriatric Training Center, which is a not-for-profit post-secondary vocational school and separate entity from the River Garden Hebrew Home as required by the Florida Department of Vocational Education.

In 2015, available funds including philanthropic income and use of reserves balanced the budgeted needs of River Garden Hebrew Home.

The operating expenses of The Coves at River Garden were met through rental incomes.

System wide it is important to note that charitable and philanthropic support subsidizes the care of the medically indigent Medicaid beneficiaries who account for 52% of all resident care given at River Garden.

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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.

