



Honoring Relationships

2016 ANNUAL REPORT

“Honor thy Father and thy Mother, that thy days
may be long upon the earth which I the Lord give thee.”

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.



Dear Friends,

River Garden Senior Services marks its 71st year with renewed mission, vision and purpose.

Our recently adopted “Strategic Initiatives Plan” is an invaluable blueprint as we continue to advance programming and services for seniors — both on our beautiful 40-acre Mandarin campus as well as in-home services for those choosing to stay at home.

In December, River Garden Hebrew Home underwent a rigorous four-day inspection by government regulators, who found no survey deficiencies! River Garden remains a five-star facility in every category reviewed by federal and state regulators. Marsha Pollock is now completing her third year as River Garden president and will be succeeded by Susan Cohen at the March 2017 annual meeting.

During the last year, River Garden Home completed its transition to electronic health records and we’re now actively working with Baptist Health to create a seamless system of inter-operable clinical records. Our relationship with Baptist Health represents a “best-practice,” as we continue to challenge each other to build a truly integrated health system.

The Coves at River Garden continues to provide the finest in affordable independent living. Coves members enjoy the best of both worlds: an opportunity to live independently while also knowing that River Garden’s Medicare certified Home Health Agency is available if additional care is needed. Our goal is for Coves members to comfortably age in place through a variety of “Living with Assist” programs.

River Garden Foundation held its 24th annual Gala last November at the Marriott Resort at Sawgrass. Chaired by Stephen and Jackie Goldman and attended by 600 guests, the gala raised more than \$210,000, all of which is used to close the gap left by inadequate Medicaid funding. The Foundation’s annual golf tournament, chaired by Michael Price and Mark Lodinger, continues to benefit The Albert Z. Fleet Geriatric Training Center. Our educational programs, housed in the Sims Learning Center, provide training and staff education to advance the skills-set of more than 350 employees working on our campus.

We hope you enjoy our 2016 Annual Report and look forward to welcoming you to the campus.

Sincerely,

Gloria Einstein, President
River Garden Senior Services

Marsha Pollock, President
River Garden Hebrew Home

Lois Schlesinger, President
The Coves at River Garden

Jeanine Rogozinski, President
River Garden Foundation

Sheldon Gendzier, President
The Albert Z. Fleet
Geriatric Training Center

Martin Goetz, CEO
River Garden Senior Services

On-Site

At River Garden, our staff, administrators and medical personnel develop deep bonds with our residents, members and families. It is an honor to serve the community as we look to the future.

River Garden Hebrew Home

The River Garden Hebrew Home provides long-term care, as well as short-stay, skilled nursing care, for 180 residents. Unique to the field, we offer two, full-time physicians — on staff and on-site. With a tenure length and a staff-to-resident ratio well above national averages, our team of registered nurses (RNs), licensed practical nurses (LPNs), certified nursing assistants (CNAs), therapists and dietitians provide more than expert care; they nurture feelings of value, belonging and community with all our residents. Our Masters prepared and licensed clinical social workers use open communications, in-depth assessments and knowledge of available resources to support and guide our residents and their families.



River Garden Hebrew Home is an 8-time recipient of the prestigious, “Governor’s Gold Seal Award for Excellence in Long Term Care,” and was consistently rated with 5-stars (highest possible rating) in every category rated by the state and federal regulators.



Senator Aaron Bean (center, standing) presented us with our 8th consecutive “Governor’s Gold Seal Award for Excellence in Long Term Care.”

Shirley Stone (pictured above and on the cover) has been a resident at River Garden Hebrew Home for three years, and just celebrated her 95th birthday. As a retired nurse, she is especially attuned to how people are treated. “I see the excellent care here,” says Shirley. “And the unique exercise programs and personalized nutrition.”

Yet for Shirley, it goes beyond that. “You can be who you are here, and have the opportunity to do so much. There are art and ceramics classes. Different musicians are brought in to perform. I have been taking piano lessons off and on ... I’m still learning and growing.”

Shirley uses our on-site Baptist Health physicians for primary care and takes advantage of our beauty salon and gift shop. “I always feel comfortable and safe here,” says Shirley.

“We all need a place like River Garden. It fulfills my need to stay active and busy. The staff love the residents. Even the staff who aren’t part of my care team know me and talk with me. It’s a village, like being home, and it’s always like that.”

– Shirley Stone, Resident Council President



River Garden Rehab

At 5,500 sq. ft., River Garden Rehab offers the largest therapy gym in Jacksonville, along with one of the region’s largest staff of therapists — physical, occupational, speech-language and health & wellness. Each patient at River Garden Rehab receives personalized, one-on-one quality care, and the large gym provides added comfort and mobility. Rehab patients come from all the areas we serve: Hebrew Home; The Coves, Home Health Care and Adult Day Care Program (see next sections); as well as the community.

On-Site

The Coves at River Garden

In the mid-1990s, well before the “independent living” concept was mainstream, The Coves at River Garden opened its member community of 80 apartments. With four floor plans ranging from the cozy to the spacious. With no “buy-in” required, each apartment comes with a washer/dryer, private patio, Wi-Fi and weekly housekeeping.



Why do people choose The Coves? They are still able to live on their own, they just need less “hassle” and want to be with their peers. Members stay involved and healthy through life-enrichment activities such as cooking, art and dancing; trips to theaters, museums and restaurants; exercise classes and wellness programs; and volunteer opportunities. And, as members’ needs change, they have priority access to our Home Health Care program (see next page) and admission as a resident to the Hebrew Home.

“We’ve lived in The Coves for nine years. My wife recently moved to the memory care unit of the Hebrew Home. It’s just a short walk and I can be with her. The Coves has an amazing way of making you feel good. You know all of River Garden Senior Services can be available to you.”

– Lew Meisel, Coves member



Supporting in Place



River Garden’s Medicare certified Home Health Care program, guided by a PhD/nurse practitioner, served 55 clients in 2016.

Medicare Certified Home Health Care

River Garden’s Home Health Care delivery model is unique, versus traditional providers. For our members at The Coves and seniors in our immediate area, our “overlay assist” program offers services in one-hour increments, versus traditional agencies that require four- to eight-hour shifts. This flexibility in delivery is possible because our Home Health staff also serves our Hebrew Home residents. (This means our Home Health clients also benefit from the same staff tenure length and experience enjoyed by our on-site residents.) Currently, about 20 percent of our members at The Coves use our Home Health Care, as well as an annual average of about 30 seniors outside of River Garden.

“My mother lived at The Coves for many years and was enrolled in the Home Health program. Even though I live in town, I had great peace of mind knowing that there were ‘eyes on my mother’ twice a day — and the staff were able to call me immediately if there was ever an urgent need.”

– Michael Heubeck, son

Health professionals, policymakers and families alike now realize the emotional, financial and health benefits of seniors “aging in place.” Through our Home Health Care and Adult Day Care programs, River Garden supports seniors staying in their preferred locations for as long as possible.

The Adult Day Care Program

Our Adult Day Care program serves up to 25 area seniors with memory and cognitive impairments such as early stage Alzheimer’s Disease and other forms of dementia. In a modern, safe and caring environment, our Adult Day Care clients enjoy activities and interactions geared to their specific abilities and functional levels. A typical day includes art, music, games and puzzles, along with exercise, meals and snacks. Extended hours are available, and many families utilize one of our two on-site Baptist Health doctors as the primary care physician for their loved one. In addition, Adult Day Care clients have priority admission for short-term respite care at the Hebrew Home when their families need a well-deserved break from caregiving.



During 2016, our Adult Day Care program served 25 clients with an average daily attendance of nine.



Drs. Anna Orman and Marcela Dobren, our on-site Baptist Health Primary Care physicians.

To serve our seniors, we partner with Baptist Health and other health providers, home health agencies, Community Hospice of Northeast Florida and others. We are also members of LeadingAge Florida and the Association of Jewish Aging Services (AJAS) that advocate best practices in care and responsible legislation.

“Dad has dementia, and it became harder for mom to take care of him. He’d fall, or have blood sugar problems, and end up in the hospital. Mom was exhausted. I looked into River Garden’s Adult Day Care. Dad didn’t want to go, but the staff soon won him over.

He loves dominoes and painting, and they help with medications and balance. He hasn’t been in the hospital since. It’s much easier now for mom to care for him at home. The program has been a miracle.”

– Britta Fortson, daughter

Inviting the Community



Each year, 100+ volunteers from throughout Jacksonville serve our seniors and support our staff including Junior Volunteers, students from many area high schools.

With education, internships and medical training, support of Jewish culture and our robust volunteer program, River Garden opens its doors to connect with our community. It is the basis for exposure and growth that is a “win-win” for all involved.

Education and Connection

Open to everyone on our campus as well as the public, educational events have included speakers on advanced directives, wills, palliative care and caregiving. Lighter fare has included author presentations, culinary demonstrations, dance ensembles, choir performances and culturally-relevant films.

Each year, dozens of students come through River Garden Senior Services for internships and training. Seeking undergraduate and graduate degrees, licenses and certifications, these students include nurses, therapists and social workers. While local schools are given preference, students come from across the country for a unique caregiving experience with exposure to all disciplines.

Growing & Nurturing Jewish Community Life

River Garden is proud of the role we play in supporting Jewish culture. This includes our partnership with the Jewish Federation of Jacksonville, which works to lead and strengthen the local Jewish community. Through Shalom Jacksonville, the Federation’s official welcome wagon, River Garden hosts Jewish Java, a monthly complimentary brunch meeting with educational and cultural programming. We also team with The Jewish Community Alliance (JCA), a non-profit community center, for different projects, such as “JCA Kids” visiting our campus for arts and crafts with our residents.



During 2016, we hosted programs from the Isser and Rae Price Library of Judaica at the University of Florida, such as “Jewish Heritage Days,” which raises awareness about preserving Jewish family histories, and “Composing A Heart,” a multi-media presentation of Jewish immigrant stories.



For nearly four years, River Garden has been proud to partner with Jewish Family & Community Services to provide thousands of nutritious kosher meals to the Jewish elderly in Jacksonville. We are grateful for this collaborative effort and look forward to continuing this worthy endeavor.

The Spirit of Giving

We welcome in more than 100 volunteers from throughout Jacksonville including a large contingent of Junior Volunteers consisting of high school students throughout the area. When asked in interviews why they wish to volunteer, the answer we invariably hear is: “to give back to the River Garden community.” In addition to those from the public, our volunteers include the spouses and family members of past and present Hebrew Home residents; former Rehab patients; and members from the Coves staying active on our campus.

River Garden Auxiliary

The River Garden Auxiliary, under the presidency of Naomi Lazar, continues to play a vital part in the life of the River Garden family. While hosting spectacular events in order to provide much needed

“What keeps me volunteering? My husband Ira was a resident here for more than four years, and they took such good care of him. At River Garden you become family. And even though Ira is now gone, River Garden still remains a part of my life.”

– Evelyn Peck, volunteer

funds, our greatest contribution is the love and caring that we spread to all residents, their families and staff. Please join us and become a caring member of the Auxiliary!



Over the past 24 years, the Gala has raised more than \$3.5 million and the Golf Tournament has earned more than \$1.1 million since its inception in 1995.

2016 Gala chairs Stephen and Jackie Goldman with proud sons Alec and Andrew.

“We’ve supported River Garden for years. We do it because our family members were treated so well as residents here. You invest in what you know is good — and there are good, committed people here who are like family. We are so fortunate to have River Garden in our own backyard. It will always have a place in my heart.”

– Jackie Goldman, supporter and volunteer

The River Garden Foundation is a philanthropic organization established to provide financial support to the River Garden Senior Services system.

Through events such as the Annual Gala, sponsored by our friends at SunTrust, and the River Garden Classic Golf Tournament, sponsored by Janne and Jody Brandenburg/Hardage-Giddens Funeral Homes & Cemeteries, many new friends are added to our community of caring and giving. We appreciate the loyal support of our friends.

We are proud to report that in 2016 over 1,550 friends and supporters made gifts to River Garden. The generosity of donors, individuals, families, businesses and foundations make possible the fulfillment of the mission that affirms proper, loving care for older people our priority.

2016 Supporters

Our donors have many avenues for giving: our Benefactors Annual Appeal; outright gifts of cash, stocks and securities; assignment of life insurance; charitable gift annuities; and bequests.

Each year, more than \$1.2 million is raised to help subsidize the daily care of our residents, while also securing our future by growing our endowment and planned giving program. Membership in our planned giving society, The Guardians of Tomorrow, is growing daily.

We are grateful to our 2016 donors and thank them for choosing to be part of our caring community.

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River Garden System Financial Review

In 2016, River Garden’s skilled nursing facility provided **62,020 days of care** in one of its three program settings: Traditional Care, Memory Care and Short-Stay Rehabilitative Care. There were **505 admissions** of which **460** 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 full capacity. 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 **\$22 million** for River Garden’s daily operations, an increase of **1.4%** over 2015. Depreciation, amortization of bond issuance costs, and a state of Florida “Quality Assessment Fee” added **\$2.5 million** to what are normally considered operating expenses totaling **\$24.5 million**. In addition there were **\$740,000** in capital expenditures and **\$732,000** in bond principal payments.

Approximately **63% of expenses** went toward employing a full-time equivalent **staff of 350**.

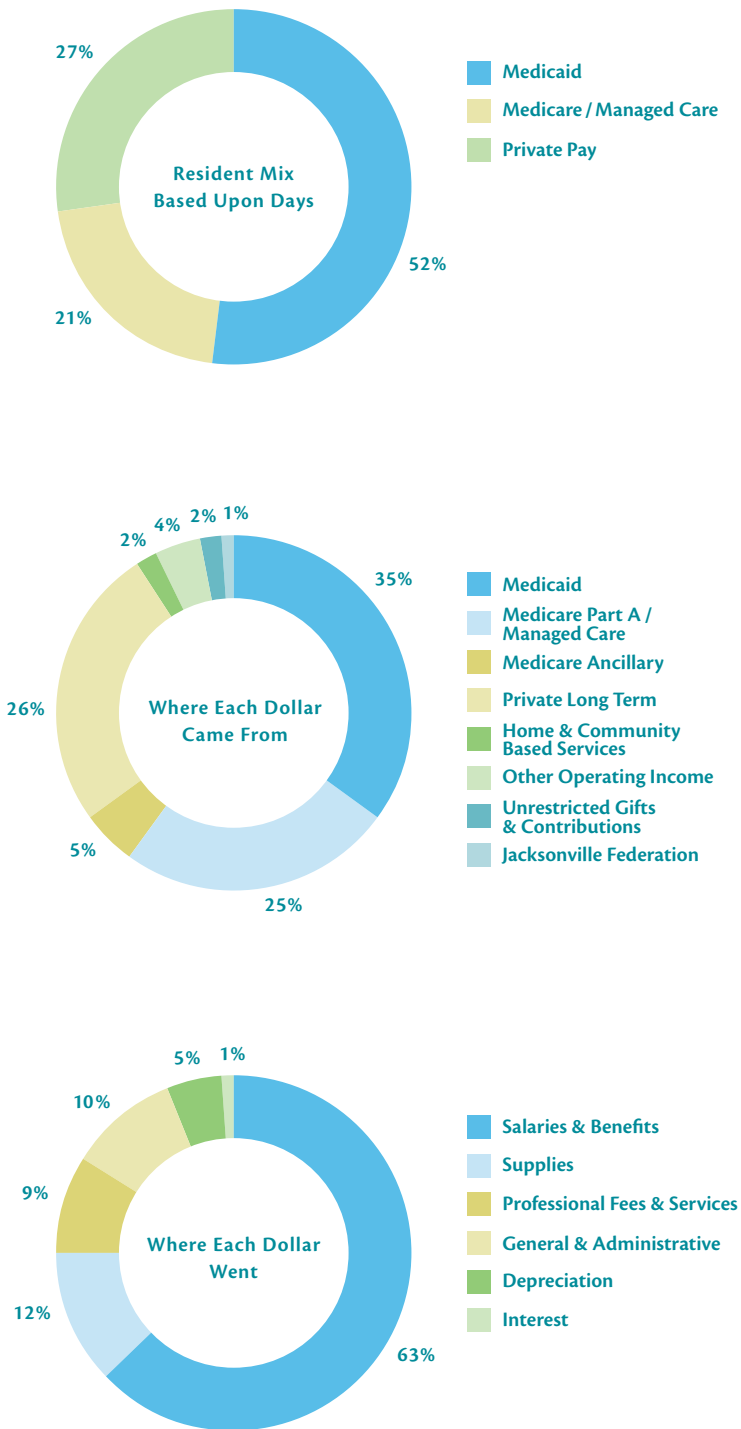
River Garden’s Outpatient Programs continued to perform well in 2016. This was our third year providing skilled home health services under our Medicare certification to the community and the program continues to grow. Our Home Health Care program also provides case management and support services to Coves members as well as to individuals continuing to reside in their own homes in the community. At any given time approximately **20 percent** of Coves members are enrolled in one of our Home Health programs. We also served **25 individuals** in our Adult Day Care program.

Sources of operating funds included **\$22.8 million** from professional services, **\$374,000** from charitable contributions, **\$189,500** from an allocation of the Jewish Federation of Jacksonville and **\$180,000** from River Garden Foundation. The River Garden Foundation also contributed **\$57,000** for staff training to The Albert Z. Fleet Geriatric Training Center.

In 2016, 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 income.

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

Unaudited Figures



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Design: ruckus. advertising + public relations