



“Coming **together** is a beginning;



keeping **together** is progress;

# working together is success.”

-Henry Ford

**Hebrew HealthCare** and **Hartford HealthCare** are working together to offer more choices to the Greater Hartford community. Together we will bring our individual areas of expertise to all locations within both of our healthcare systems. Hartford HealthCare offers their expertise in areas of cardiac, pulmonary and orthopedic specialties, while Hebrew HealthCare brings expertise in geriatric, dementia and palliative care. The strength of both organizations will better serve our community. Coming together is just the beginning of our joint ability to provide state of the art medical care to the people of Greater Hartford.



## dear friends,

In our annual report we find ourselves looking forward and back at the accomplishments that were achieved in the last 12 months and how they will help to move us forward.



In our strategic plan, adopted in 2011, we identified the need to seek out and affiliate with a strong local health care system in order to continue to bring quality and stability to our constellation of services.

We spent more than a year meeting with several potential partners, which led us to the conclusion that Hartford HealthCare was the most suitable affiliation, allowing us to improve access to resources, services and programs throughout both systems. Our most significant accomplishment for fiscal year 2014 was the establishment of our partnership with Hartford HealthCare, which acknowledges and optimizes the opportunities that each organization brings to the affiliation.

Over the past nine months we have participated in Leadership training through Hartford HealthCare, obtained our clinical laboratory and blood services through their system, and most significantly, transferred the physician staffing of our Hospital Units

to Hartford Hospital hospitalists. Both organizations are sharing best practices through their quality control and infection control councils, and through our expertise in geriatrics, palliative care and dementia services.

Hartford HealthCare has looked to us to bring dementia specific programs and services to their system, having our experts create protocols and processes with measureable outcomes for their staffs to employ. We have partnered in marketing activities, trade shows and health fairs, as well as holding educational sessions highlighting our expertise in tandem with Hartford HealthCare physicians.

As we look to the New Year, our affiliation with Hartford will deepen. Our staff can expect to experience hands on training at Hartford's Center for Education Simulation & Innovation (CESI). CESI is one of few facilities in the country offering a fully comprehensive range of robotic and high-technology training capabilities. Jointly we will bring pulmonary and cardiac therapies to our campus with Hartford Hospital's pulmonologists and cardiologists. We continue to enhance integrated care transitions between both organizations which will better serve the elderly in our communities.

The strengths of both organizations bring high-tech, high touch care to our communities. In the pages that follow, you will see and hear about some of our joint accomplishments and ongoing initiatives we have enjoyed through this partnership.



Ross Hollander  
*Chairman of the Board of Trustees*



Bonnie B. Gauthier  
*President & CEO*

# working together is success.

We are our employees, and our success can only be achieved by individuals working toward a common goal. Both the Hebrew HealthCare and Hartford HealthCare teams are committed to providing an extraordinary experience to every patient, every family, every client and every resident in our combined systems every day.

*Dr. Mary C. Colpoys MD, Hartford HealthCare;  
Dr. Ava Pannullo, MD, Hebrew HealthCare;  
Dr. Misbahul Siddiqi MD, Hartford HealthCare*

Together we  
have access to:

- 6 Acute Hospitals
- 4 Behavioral Networks
- 9 Senior Service Facilities
- 3 Physician Practices
- 2 Rehabilitation Facilities
- 4 Outpatient Services



## leaders in dementia care.

Hartford HealthCare has looked to us to bring dementia specific programs and services to their system, having our experts evaluate and enhance their capacity to deliver excellent dementia care at seven of their senior services facilities. Because clients are aging in place, Hartford HealthCare recognized a need for competency in dementia care. Our goal is to be able to serve people with dementia, no matter where they are, and identify available supports through the Hartford HealthCare and Hebrew HealthCare systems. Since May of 2014 extensive assessments of the organizations', needs, resources, challenges, were made, and we are now identifying how to implement recommendations based on organizational priorities. Our experts are also serving on committees of Hartford HealthCare's Geriatric and Palliative Care Institute to bring geriatric expertise to physicians in their hospitals and physician practices.



“Laughing one minute, crying the next – and that was me! I was at a total loss trying to help Mom care for Dad and his dementia. Hebrew HealthCare helped us find ways of making memories far more important and cherished than the ones that he’s forgotten.”

-Lynn, Newington

## together we can.

We are pleased to offer our hospital patients care by Hartford Hospital's hospitalists at The Hospital at Hebrew HealthCare. Their presence tells our patients that we are providing the highest level of medical care, just as if they were being treated at Hartford Hospital. In addition to a presence in our hospital unit, we are working to have Hartford Hospital's pulmonologists and cardiologists offer pulmonary and cardiac therapies on

our sub-acute nursing unit. Clinical laboratory and blood services are also provided through their system, allowing patients come to The Hospital at Hebrew HealthCare to have their blood drawn, crossed and typed, and then transfused all in one day. As our partnership continues, we expect to develop more programs with Hartford Hospital's physicians to ensure they can deliver optimal geriatric care to their patients on both their campus and ours.



## highlighting the vision.

Hartford HealthCare has brought marketing and advertising opportunities to Hebrew HealthCare by way of television sponsorships, trade shows, health fairs and video production. We have partnered to provide educational sessions for the general community highlighting our expertise in tandem with Hartford Hospital physicians. Educational sessions of this nature will continue on a quarterly basis to address areas of need we have recognized within the Greater Hartford community. Market research was conducted through Hartford HealthCare's consultant, GreatBlue that identified a high level of brand awareness for our organization and in the services that we provide, which enabled us to develop a co-branding strategy to develop awareness of our unique partnership with Hartford HealthCare.



*Fred was diagnosed with dementia in 2012, and from that day, Fred and Brenda's lives haven't been the same. His wife Brenda was desperate to find help as his primary caregiver. Brenda and Fred found Hebrew HealthCare's adult day services provided the care and support that they both needed. For more information about their story, please go to [hebrewhealthcare.org/other-services-adult-day-centers.php](http://hebrewhealthcare.org/other-services-adult-day-centers.php)*

**“It’s devastating to hear news that someone you love has dementia. Because of the compassion of the day services staff and the dementia care specialists, Fred has learned to love coming here. Fred always loved to dance to Kenny Rogers, here at Hebrew HealthCare, we can continue to dance.”**

**-Brenda, Bloomfield**





## teaching together.

As part of the clinical affiliation, Hartford has offered new, high-tech training for Hebrew HealthCare's staff in every facet of job training through the Center for Education, Simulation & Innovation (CESI). A central component of CESI is a fully comprehensive range of robotic and high-technology training capabilities. During a tour of the CESI facility in early March, a group of clinical staff were given a demonstration of the type of clinical training that is available at the Center. Over the next year Hebrew HealthCare's clinical staff will be trained through the use of life-like, fully responsive computerized manikins in areas such as cardiac and pulmonary assessments. Students learn different responses and treatments to varying signs and symptoms of illness without the added stress of performing tasks on real people.



*Dr. Thomas Nowicki, M.D. from Emergency Medicine introduces Hebrew HealthCare employees to the comprehensive training opportunities offered at CESI.*

## working together, growing together.

Time and again, we have recognized that the strength of any partnership rests solely on the members of each team. Both Hebrew HealthCare and Hartford HealthCare have reputations for excellence in the community; that reputation has grown because of our people, taking care of people.

## our community.

**Hebrew HealthCare** keeps the promises we've made to the elderly and to our community by teaching the next generation of caregivers, educating seniors and their families about aging, participating in public policy advocacy and ensuring quality in all that we do.



### Health Professional Education

Day Center  
Social Work  
Nursing  
Nursing Assistant Certification  
Physical Therapy  
Occupational Therapy  
Speech Therapy

### Education for Professional Organizations

Fresh Canvas Program (GHAC)  
Lunch & Learn

### Student Education Programs

Mentoring Minds, Moylan School  
Renbrook School Volunteer Day

### Health Screenings

Blood Pressure/Blood Sugar Screenings  
Flu Shot Clinics  
Fall Prevention Screenings  
Fall Prevention Presentation

### Professional Advisory

Eldercare Board of Directors  
Go Red for Women  
Long Term Care Advisory Council  
Metro Alliance for Careers in Health Care (MACH)  
National Task Force ADC  
Qualidigm Board  
United Way  
University Park Board of Directors  
Women Executives in Healthcare  
American Nurses Association  
Adult-Gero Content Expert Panel

### Fundraising and Donations

Power of the Purse with United Way  
The Salvation Army  
Dirty Dozen Garden Club  
FoodShare, Inc.  
Walk to End Alzheimer's BBQ  
Walk to End Alzheimer's Ice Cream Social

### Community Education Programs

For Health, For Life: Public Access TV  
Service to Older Adults Round Table  
Aging Care AcademySM  
Radio Interview for Hospice-WTIC  
What Baby Boomers Need to Know About Aging  
Educational Program on Staging Documenting and Treatment of Wounds  
Alzheimer's Association CT Chapter Educational Conference  
Radio Interview for LSVT Loud & Big-WTIC  
CHOICES Program  
Hospice Bereavement Support Group  
Alzheimer's Family Caregiver Support Group (Chinese)  
Dinner with a Doc  
Parkinson's Disease In-service  
Body Mechanics Education

### Miscellaneous Services

Community Consultation  
Fresh Canvas Program Reception (GHAC)  
Fresh Canvas Art Exhibit at the GHAC  
Diversity & Inclusion Committee  
Alzheimer's Association CT Chapter Volunteer Resources

## our affiliations.

At Hebrew HealthCare, we understand the importance of establishing and maintaining quality standards and the need to partner with leading local and national organizations. These partnerships allow us to fulfill our mission to provide the community with a broad spectrum of exceptional health care and aging services tailored to the needs of each individual. We are pleased that through the following partnerships Hebrew HealthCare helps assure the future of aging services.

*We note with special pride our new Clinical Affiliation with Hartford HealthCare, which will help us forge a strong future for our organization and all we serve.*

### Affiliated with...

Alzheimer's Association – CT Chapter  
Anna Maria College  
Bay Path College  
Branford Hall  
Capital Community Technical College  
Capital Workforce Partners  
Central Connecticut State University  
Farmington Bank Community Foundation  
Goodwin College  
Hartford HealthCare  
Hebrew High School of New England  
Jewish Family Services  
Jewish Federation of Greater Hartford  
Jewish Community Foundation  
Learning Resources Network/UGotClass  
Leave a Jewish Legacy  
Lincoln College of New England  
Lincoln Technical Institute  
Manchester Community Technical College  
National Association of Certified Dementia Practitioners  
Quinnipiac University School of Allied Health  
Renbrook School  
Solomon Schechter Day School  
Springfield Technical Community College  
Stone Academy  
University of Connecticut, Schools of Business Administration, Dentistry, Medicine, Nutrition, Nursing, Pharmacy, and Social Work  
University of Hartford  
University of Massachusetts Boston, College of Nursing and Health Sciences  
University of Saint Joseph  
Watkinson School  
Yachad Hebrew High School  
Yale University Schools of Medicine and Nursing

### Member of...

American College of Physicians  
American Dietetic Association  
American Geriatrics Society  
American Health Information Management Association  
American Hospital Association  
American Marketing Association  
American Medical Directors Association  
American Pharmacists Association

American Society on Aging  
American Society of Consultant Pharmacists  
Assisted Living Federation of America  
Association of Fundraising Professionals  
Association of Long Term Care Financial Managers  
Association of Jewish Aging Services  
Association of Professional Chaplains  
Avon Chamber of Commerce  
Bloomfield Chamber of Commerce  
Connecticut Assisted Living Association  
Connecticut Alliance for Long Term Care  
Connecticut Association for Adult Day Centers  
Connecticut Association for Home Care and Hospice  
Connecticut Association for Healthcare Quality  
Connecticut Association of Directors of Volunteer Services in Healthcare  
Connecticut Association of Therapeutic Recreation Directors  
Connecticut Coalition for Mental Health and Aging  
Connecticut Coalition on Aging  
Connecticut Dietetic Association  
Connecticut Hospital Association  
Connecticut League for Nursing  
Connecticut Nurse's Association  
Connecticut Society of Health-System Pharmacists  
Consortium for Gerontological Education  
Gerontological Society of America  
Greater Hartford Rabbinic Assembly  
Healthcare Financial Management Association  
Institute for Leadership in Geriatric Nursing  
International Rabbinic Fellowship  
LeadingAge  
LeadingAge CT  
Livanta  
Long Term Care Advisory Council  
National Association of Hospice and Palliative Care  
National Association of Jewish Chaplains  
National Association of Social Workers  
National Council on Aging  
National Institute of Adult Day Centers  
Professional Advisory Board of Home and Community Health Services  
Rabbinical Council of America  
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Visiting Nurse and Health Services of Connecticut  
West Hartford Chamber of Commerce

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## our staff.

### Executive Management

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David Houle, *Executive Vice President and CFO*

### Senior Leadership Team

Pamela Atwood, *Director, Dementia Care Services*  
Doreen Beattie, *Vice President, Nursing Services, Hospital*  
Irene Blumenthal, *Vice President, Hebrew Community Services, Agency Administrator*  
Joan Carney, *Executive Director, Hoffman SummerWood Community*  
Vincent DeSanti, *Facilities Operations Officer*  
Madelene Francese, *Vice President, Development*  
Marcia Hickey, *Vice President, Strategic Initiatives*  
Lisa Holloway, *Nursing Home Administrator*  
Kristen Kinney, *Director, Marketing and Communications*  
Ava Pannullo, MD, *Director, Medical Services*  
Renata Ogrodnik, *Vice President, Nursing Services, Long Term Care*  
Jonas Steiner, *Vice President, Admissions and Social Work Services*  
Sam Vogt, *Director, Human Resources*

### Management Team

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Rabbi Daniel Braune-Friedman, *Director, Pastoral Care*  
Vere Haynes, *Director, Materials Management*  
Maria Marena, *Manager, Health Information Management Services (HIMS)*  
Brenda McVerry, *Auxiliary Coordinator*  
Fred Montanari, *Director, Information Systems*  
Freddie Morris, *Manager, Payroll*  
Kerry O'Dea, *Assistant Director, Nutritional Services*  
Michelle Payson, *Director, Rehabilitation Services*  
Brian Pelletier, *Director, Pharmacy*  
Theresa Simms, *Business Manager, Financial Services*  
Tim Smith, *Director, Nutritional Services*  
Ruthan Wein, *Director, Volunteer Resources*



### Medical Staff

Sharon Farber, MD  
Elizabeth Esstman, APRN  
Heidi Haller, APRN  
Jean Iovene, LPN  
Tracey Urso, APRN

### Nursing Administration Staff

Cindy Botti, *MDS Coordinator*  
Marichelle Cirunay, *Infection Control Nurse*  
Chiffon Ford, *Assistant Director, Nursing*  
Deborah Grimm, *Staff Development*  
Edward Hawkins, *Nurse Manager, 2 South*  
Barbara Joy, *Director, Medicare Assessment*  
Nancy Kelly, *Nursing Supervisor*  
Beata Kozubel, *Sub-acute Program Manager*  
Danielle Percoski, *Nurse Manager, 3 South*  
Lynn Poole, *Nurse Manager, 3 North*  
Steven Procaccini, *Nurse Manager, 2 North*  
Bradley Renner, *Wound Care Specialist*  
Heather Siedel, *Nursing Supervisor*  
June Taraschuk, *Nurse Manager, 4 South*  
Jaime Weinzimmer, *MDS Coordinator*

### Hospital Team

Keith Bidwell, *Program Manager, BHU*  
Marissa DeChillo, *Director, Quality Improvement*

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Charmaine Emond, *Program Manager, Adult Day Services*  
Gwen Steadman, *Supervisor, Clinical Services, Hebrew Health Visiting Nurses*  
Maureen Wishart, *Director, Hebrew Health Hospice*

### Hoffman SummerWood Community

Valerie Bartos, *Director, Community Relations*  
Steven Shuman, *Director, Culinary Services*



# hebrew healthcare annual fund donors.

Annual Fund investors make it possible for Hebrew HealthCare to offer a rich array of innovative programs that give vitality and meaning to the lives of those we serve. For the past 113 years, Hebrew HealthCare has been viewed as a shared community responsibility. This partnership of donors representing individuals, corporations and businesses, foundation, government sources, the Jewish Federation of Greater Hartford and the Jewish Community Foundation ensures this organization's ability to provide the very best in senior care each and every day. Hebrew HealthCare gratefully acknowledges the generous contributions made by all our donors, including those who, because of space constraints, cannot be listed here.

## Visionary

The Abrahams Family  
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Fechtor Family Foundation, Inc. Fund  
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Doris and Simon Konover Fund for  
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Fred Montanari  
Anja and Gene Rosenberg

Pia and Mickey Rosenberg Toro  
Marilyn and Alan Schwedel  
Schwedel Foundation  
The Shulansky Family Foundation Fund  
Gayle and Steven Temkin  
Ruthan Wein

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Alys and Jack Krichavsky  
Julie and Jerrold Levy  
Marjorie and Jerry Long  
Terry Marcus  
Lynne and I. David Marder  
Maggie and E. Merritt McDonough Jr.  
The William and Alice Mortensen Foundation  
Lisa Namerow  
Ronald Nathan  
Ellen and Jeffrey Nestler  
The Neuwirth Foundation, Inc.  
Javier Cardenas and David Rodin  
Debbie and Rob Rodin  
David and Judith Rosenthal  
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Lois Siegal  
Theresa Simms  
Helen and Jonas Steiner  
United Jewish Appeal  
Lynne and Barry Winters

## endowment fund donors.

Hebrew HealthCare is grateful to the following donors who have made donations to our endowment. Endowment gifts are the most enduring investments in our organization: perpetuating an annual income stream that supports many of the programs and services that are not covered by any form of reimbursement. Endowment funds provide supplemental support to life enrichment activities, volunteer services, bereavement programs, and programs related to providing a Jewish environment for those we serve; just to name a few. We gratefully acknowledge all endowment donations, including those who, because of space constraints cannot be listed below.

### Hebrew Health Care Foundation Endowment Fund Donors

Jeanne and Robert Becker  
Hinda N. Fisher  
Rebecca Kaminsky  
Maxine and Richard Kates  
Sue and Jeffrey Morris  
Phillip Roland and Lisa Weisinger  
Roland  
Marshall and Sandra Rulnick  
Howard and Elaine Smith  
Stephen Lieberman and Marilyn Steinmetz  
The Estate of Etta and Edward Suisman  
Ruthan Wein  
Nancy and Brian Weinberg

### Hebrew Health Care Foundation Endowment Funds

A Fresh Canvas: An Alzheimer's Arts Program Endowment Fund  
Samuel "Sy" Birnbaum Fund  
Louis H. and Virginia P. Cohen Fund  
Day Care Trust Fund  
Charles and Zelda Gersten Nursing Scholarship Fund  
Harry, Robert, William Goldfarb Family Fund  
Sadie "Syd" Goldfarb Music Endowment Fund  
The Greenberg Family Endowment Fund in memory of Sidney Greenberg  
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The Steven K. Steinmetz Bereavement Support Fund  
The Edward and Etta Suisman Endowment Fund  
Ruthan Wein Endowment Fund for Volunteer Services  
Harry and Jeanette Weinberg Endowment Fund  
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### Celebrate Life 2014

*Hebrew HealthCare sincerely thanks the following donors for their generous support of Celebrate Life 2014*

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TD Bank

#### Lead Sponsor

NBC Connecticut - Partners in a Caring Community

#### Reception Sponsor

Hartford HealthCare

#### Featured Speaker Co-Sponsors

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Mr. and Mrs. Ross Hollander

Mr. and Mrs. David Houle

Mr. and Mrs. Geoffrey Karp

The Kaufman Family

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Mr. and Mrs. Andrew Mandell  
Drs. Jeffrey and Ellen Nestler  
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## celebrate life 2014

Hebrew HealthCare's annual fundraising event, Celebrate Life, featured world-renowned TIME magazine cover photographer Platon. In addition to a sumptuous cocktail reception, guests were able to bid on one of Platon's portraits, generously sponsored by The Auxiliary of Hebrew HealthCare. Proceeds from the evening continue to support Hebrew HealthCare's Dementia Care Services, which provide critically needed programs, support groups, and education to those impacted by dementia.



## thank you.

*Hebrew HealthCare recognizes the support from the following event sponsors:*

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*Hebrew HealthCare staff, board members and donors enjoy the party and personal conversation with Celebrate Life speaker, Platon. Upper Left: Rabbi Lazowski and Platon. Above Left: Platon, Debbie and Steve Kleinman. Above Right: Alan Lazowski and Jeffrey Hoffman. Lower Left: David and Jane Houle, Platon, Bonnie and Dan Gauthier.*

### Hebrew HealthCare gratefully acknowledges the support of the following organizations for grant funding:

The Auxiliary of Hebrew HealthCare  
Connecticut Department of Education –  
Bureau of Health, Nutrition, Family Services  
and Adult Education  
Connecticut Office of Policy Management,  
Nonprofit Grant Program  
Greater Hartford Arts Council Jewish  
Community Foundation of Greater Hartford  
Beatrice Fox Auerbach Foundation  
Fund/Koopman Share  
Beatrice Fox Auerbach Foundation  
Fund/Schiro Share  
Martin Kesten Family Fund  
Robert Kennedy Charitable Fund  
Bella and Max Shulman Family Fund

Jewish Federation of Greater Hartford  
William and Alice Mortensen Foundation  
North Central Area Agency on Aging  
TD Bank Foundation  
Samuel Roskin Trust at the Hartford  
Foundation for Public Giving  
Swindells Charitable Foundation



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HealthCare**

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## dear friends,

It's hard to believe that on Monday evening, September 15th, we passed over the gavel to our new Co-Presidents, Cheryl Bloom and Marcia Sutton at our 60th Annual Auxiliary Installation meeting held at the Emanuel Synagogue. We are beyond thrilled for them and know that they will make a phenomenal team in leading and guiding our Auxiliary.

We accomplished so very much over our 3 year term as Co-Presidents that it's fair to say, "We will greatly miss being referred to as the Dynamic Duo". Naming just two of the many highlights under our leadership; first, a total renovation of the café creating a warm and welcoming space with many new food choices. Many of our residents and their families now enjoy spending time together in the cozy café; second, we increased resident participation at our major fundraiser, Family Fun Day. Each fall our residents look forward to joining in on a game of volleyball, listening to fun DJ music with their grandchildren, sharing a BBQ lunch with their families or friends (young and old) and so much more. Although we can not list them all, we can summarize by saying, "We enjoyed it all and we are proud to say... Our Auxiliary is moving forward with an incredibly bright and dedicated group of enthusiastic women!"



Lisa Snyder Berman  
Co-President, Auxiliary



Pia Rosenberg Toro  
Co-President, Auxiliary

A quick recap on recent activities; our annual springtime fundraisers such as the Card Party, Count Your Blessings and Baubles and Bags were very successful and the Residents Mother's Day and Father's Day Parties brought big smiles, hugs and lots of handholding while listening to live music and munching on yummy snacks. Also, due to the popularity of the "Honey from the Heart" fundraiser which was newly launched in 2013, we ran it again for a second time this past summer! With the ease of ordering jars of honey to be sent to loved ones, so many more participated in "Honey from the Heart" and we increased the sales of honey jars this year! What a warm and sweet way to wish a

family member or dear friend a happy, healthy and sweet new year!

On Sunday, September 7th, we held our last big event as Co-Presidents. The sun truly shined on the outside green of the Hebrew Home; as we filled the afternoon with music, smiles, games and laughter and many residents! We are proud to say, Family Fun Day 2014 raised over \$20,000!

We look forward to many events that are planned for the coming months, and we wish our two new leaders, Cheryl Bloom and Marcia Sutton all the best as they move our organization into the future.

**Love and Peace,**

*Lisa Berman and Pia Rosenberg Toro*

## 2014 financial highlights

### Net Revenues From:

services to our inpatients	52,061,876
services to our outpatients	8,457,843
services to our members	5,084,194
sources such as gifts, grants, bequest, etc.*	1,645,198
from investments	1,005,225
<i>Total gross revenue</i>	<u>68,254,336</u>

### Amounts Billed and Not Received:

from Medicare for services provided because payments were limited	(3,143,841)
from Medicaid for services provided because payments were limited	(9,891,802)
from patients for services provided because payments were limited	(634,642)
from patients for services provided because they were unable to pay	(441,937)
<i>Total adjustments to earnings</i>	<u>(14,112,222)</u>
<i>Actual Revenue Received from Patient Care and Other Services:</i>	54,142,114

### Operating Expenses:

salaries and wages	30,982,696
employee benefits	9,329,608
supplies and services	14,216,213
utilities	753,424
interest/principal	2,410,865
	<u>57,692,806</u>

### To render services to our patients, it cost us

57,692,806

### Net Income (Loss) for 2012-2013 fiscal year from providing services to our patients

(3,550,692)

### Non Operating Additions / (Reductions)

mortgage principal	370,000
pledge receivables	7,000
depreciation	1,833,550
accrued vac / prepaid expenses	6,228
foundation grants	(400,000)
<i>Total adjustments to statement of operations</i>	<u>1,816,778</u>

### Net Income (Loss) projection for 2013-2014 fiscal year was

(1,733,914)

\*Financial Highlights are based on preliminary September YTD data



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