A test of a people is how it behaves toward the old. It is easy to love children. Even tyrants and dictators make a point of being fond of children. But the affection and care for the old, the incurable, the helpless are the true gold mines of a culture.

– Rabbi Abraham Joshua Heschel
During the last 12 months, Wexner Heritage Village experienced a number of forces that compelled great change in virtually every segment of our comprehensive network of senior healthcare and housing services. In anticipation of additional changes, the organization completed a significant restructuring that centralized and streamlined many of our administrative functions, substantially reduced costs and created an improved customer experience. It wasn’t easy or without painful moments. But, heading into 2016, we are positively positioned to develop beneficial partnerships with acute care providers across the region, save a total of $1.5 million in just 12 months, continue to improve patient outcomes and expand our community-based services.

If the steps outlined in the following pages sound ambitious, it’s for a good reason: They are. But we feel confident this course will both protect and benefit Wexner Heritage Village as we embark on a future that promises continuous and rapid changes to our healthcare system. By being proactive and inventive, WHV will stay ahead of the curve in senior healthcare and housing and will be free to focus on our stated mission – the delivery of superior care.

Sincerely,

David Rosen           Gary Rosenstein
President & CEO              WHV Board Chair
As an organization, we took an in-depth look at the work we do and how we do it. The result was that we were able to combine some functions and simplify others. Some examples of where we have centralized and streamlined in 2015, include:

- Creating the Care Coordination Department. This new department brings admissions, case management, social work and patient navigator teams from across Wexner Heritage Village under one umbrella, giving us a “big picture” view of the work that is being done and creating opportunities to share best practices.
- Bringing nursing and nursing support staff from across the campus together under the new Director of Nursing and Support Services.

With the implementation of a new clinical management process, we have been able to reduce our overtime expenses and our reliance on staffing agencies.

### REDUCE COSTS

Much of what Wexner Heritage Village is today, and will become in the future, is the direct result of the foresight and generosity of our community leaders – past and present. Remaining a good steward of the community’s trust and fulfilling our charge to ensure the long-term fiscal health and viability of this organization and the sustainability of the programs and services it provides often requires the WHV executive leadership team and Board to be very thoughtful about spending decisions. To save approximately $1.5 million in just 12 months, primarily in administrative costs, in 2015 we decided to:

- Bring our dining services in-house. By eliminating a third-party vendor, we have been able to exert a greater degree of control over our purchasing costs, reduce waste and be more flexible in meeting individual patient needs.
- Partner with The Ohio State University Wexner Medical Center. As its first, and only, post-acute care partner, we are able to leverage OSU Wexner Medical Center’s purchasing power to secure lower pricing on medications, supplies, software and many other items.
- Revitalize the revenue cycle process. With a Director of Revenue Cycle in place, we have developed and implemented policies to collect more of what is owed to us by patients, the government and insurance companies, while at the same time, reducing our outstanding debt and avoiding late fees and other penalties.

### CREATE AN IMPROVED CUSTOMER EXPERIENCE

There is no question that competition in the senior healthcare and housing industry is increasing. For decades, our status as the region’s only Jewish “nursing home” was enough to keep our beds and apartments full. But that is just not enough anymore. We must continue to distinguish ourselves as a leader in all areas of senior healthcare and housing and maintain our position as a trusted institution. To do that, in 2015 we:

- Developed strategic partnerships with leading acute-care providers. Those ongoing partnerships give WHV access to best-practices training and additional resources and identify us as the preferred post-hospital rehabilitation provider in specific clinical areas, including stroke, orthopedics and cardiology.
- Established a dedicated Clinical Liaison. With the addition of this position, hospital social workers and discharge planners have a single point of contact who can assist them with accessing the entire WHV network of services, including rehabilitation, home care and hospice.
- Expanded Memory Care Assisted Living. The expansion of what is now The Geraldine Schottenstein Cottage from 10 to 18 suites was a huge step toward meeting our community’s need for high-quality memory care assisted living. The additional rooms were filled almost immediately, confirming our assessment that an unmet need for these services persists.
DEVELOP PARTNERSHIPS

Going forward, changes in the methods and amounts of government reimbursements will demand a higher level of collaboration than ever before between doctors, hospitals and post-acute care organizations like Wexner Heritage Village. Fortunately, our leadership team had the foresight to establish good working relationships with each of Central Ohio’s leading acute care providers – Mount Carmel Health System, OhioHealth and The Ohio State University Wexner Medical Center – as well as some physician groups. In the coming year, those relationships will be strengthened through:

- Expanded use of “bundled” care. To build more accountability into the healthcare system, Medicare has started to require the “bundling” of services (including surgical, hospital and post-acute). This means that in the future, centers like Wexner Rehabilitation will be required to work more closely with physician groups and hospitals to obtain reimbursement for services. In 2015, WHV partnered with Orthopedic ONE, one of Central Ohio’s largest orthopedic practices, to provide “bundled” post-acute care to their hip and knee surgery patients.

- Focusing on specialized care paths. In 2016, WHV will be partnering with acute care providers to develop best practices for providing bundled care for patients along specific care paths – stroke, cardiac care, congestive heart failure, diabetes and orthopedics, including joint replacement.

GROW COMMUNITY-BASED SERVICES

With the traditional long-term care model quickly transforming to a system of community-based services that allows older adults to remain in their homes, WHV is focusing on expanding the reach of Wexner Home Care and Zusman Hospice. In the coming year we expect to:

- Partner with other area hospice providers. Zusman House, operated by Zusman Hospice on the campus of Wexner Heritage Village, is one of only two hospice in-patient units serving Central Ohio. To maximize the use of our facility, we are exploring the option of contracting with other area hospice providers, including Hospice of Central Ohio and Vitas Healthcare, to allow their patients access to Zusman House when a higher level of care than can be provided in the home is needed.

- Share our expertise. By sharing our professional staff and top-notch programming with area acute-care providers, we are building WHV name recognition and loyalty in the community while setting the stage for successful cross-referrals and increased staff training opportunities.

- Re-purpose some long-term care beds. As the traditional nursing home model gives way to “aging in place,” we are exploring various ideas and options for how to most efficiently use our existing long-term care facilities. Providing the community space for respite care and leasing space to area hospitals to use as a step-down unit are among the proposals being considered.
There is no old age. There is, as there always was, just you.

– Carol Grace
Last year brought with it the close of Wexner Heritage Village’s five-year Campaign to Revolutionize Care. We would like to take this opportunity to thank the entire community, and particularly our Leadership Contributors, for their generous support of the campaign. Because you recognized the critical role WHV plays in our community, we were able to meet our $10 million goal in just four years. By the end of the fifth year, we had added another $3 million to the campaign total. We are especially grateful to Leslie and Abigail Wexner, who gave $1 million to launch the campaign and twice challenged the community to match additional $1 million gifts. Special recognition must also go to campaign co-chairs Randy Arndt and Jim Bowman. Their long-term efforts have made a tremendous difference in what we have been able to accomplish.

The funds raised through the Campaign to Revolutionize Care have had a deep impact on Wexner Heritage Village. As we move beyond the campaign, your continued support will enable us to remain at the forefront of senior healthcare and housing for generations to come.
We are pleased to recognize these donors whose annual giving or pledged commitment during the five-year campaign has reached or exceeded $5,000.

Drs. Jamie & Steve Allen
American Electric Power Foundation
Randall Arndt & Jeffery Baker
Sorvani Baker
Battelle Memorial Institute
Rob & Michael Bernstein
Barbara & Bill Bonner Family Foundation
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Arthur & Barbara Way
Amy Wharton
Jole & Mark Yale
Blanche Young
Pamela & Jonathan Young
*S of blessed memory

Leadership Contributors

Contribution of donor dollars to the annual giving program: $1,695,075

01 | Conversion of all patient records to an electronic medical records format
02 | Purchase of an additional van to transport Whv campus residents to medical appointments and other outings
03 | Expansion of the Geraldine Schottenstein Cottage, Whv’s memory care assisted living community, from 10 to 16 suites
04 | Expansion of the way institute, a state-of-the-art healthcare training environment
05 | Opening of resident wellness clinics, staffed by an experienced nurse practitioner, at Creekside at the Village and Whv’s subsidized senior housing communities, heritage tower and wexner heritage apartments
06 | Creation of Wexner OneCall, a single point of entry to Whv’s comprehensive network of senior healthcare and housing services

Some of What was Accomplished with the Campaign Dollars You Gave...
Gifts listed are from January to December 2015. Every effort is made to properly recognize each donor. If your name has been inadvertently omitted, please contact Children’s Medical Center in the Development Office at 614-343-0317 or develop@cmch.org.

* of blessed memory

\begin{itemize}
\item[$\text{\$100 - 249}$] 
\item[$\text{\$250 - 499}$]
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\item[$\text{\$1,000 - 1,799}$]
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\item[$\text{\$5,000 - 9,999}$]
\item[$\text{\$10,000 - 24,999}$]
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PERMANENT FUNDS
A special thanks to those who have established permanent funds for the benefit of Wexner Heritage Village.

Auxiliary of Wexner Heritage House Endowment Fund*
Ruth & Irving Balkin Endowment Fund*
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* of the Columbus Jewish Foundation

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Bena & Eugene Zilber

IN-KIND CONTRIBUTORS

2015 FINANCIAL SNAPSHOT
TOTAL OPERATING REVENUE $37,731,094
TOTAL OPERATING EXPENSES $32,402,094
GROSS MARGIN $5,329,001

THE OVER THE PAST FIVE YEARS...

increase in revenue

decrease in administrative costs

A COMPLETE FINANCIAL STATEMENT IS AVAILABLE UPON REQUEST AT THE WEXNER HERITAGE VILLAGE WELCOME CENTER LOCATED AT 1151 COLLEGE AVENUE, COLUMBUS, OHIO 43209.
Youth is the gift of nature, but age is a work of art.

– Stanislaw Jerzy Lec