



Saint Elizabeth Community  
*Where RI seniors come first*

## **Annual Report 2019**

with a special tribute  
to Steven J. Horowitz



## Dear Friends:

What has transpired these past few months has provided some of the most difficult challenges for all health care professionals. Together with our dedicated Board of Trustees, leadership team and a staff of over 800, we will work through this pandemic together, with our focus on the well-being of those in our care, and the health and safety of front line staff who are doing exceptional work.

This is not what I imagined for Rhode Island and our world during my last four months as President and CEO of Saint Elizabeth Community. I retire June 26th and leave with wonderful memories, and although I hoped to be celebrating and visiting with good friends at the end of my career, that will wait. I made a choice 35 years ago and drove from Brooklyn, NY, by way of the Jewish Home of Providence to a nursing facility in South Providence. It was one of the best things I have ever done. Today, I have never been more proud of Saint Elizabeth Community (SEC). As front line staff rise to challenges, the leadership team works tirelessly to manage amidst unforeseeable challenges. We are a formidable health care organization! Making the rounds, sharing memories will have to wait until it is safe to do so, and I wish for all Rhode Islanders and our world, that a vaccine is found soon and this becomes a distant memory.

Even during this pandemic one realizes that Saint Elizabeth Community is about people not about structures. It is an organization defined by people. In my career it is literally about the tens of thousands of individuals that we have touched: residents, their families, staff, our colleagues and donors. A mission driven organization with clear vision and values, we are a not for profit whose innovation is supported by a committed Board of Trustees.

And we are a Family! Across our entities we are a family. The SEC Leadership Team, dedicated and compassionate individuals, work as a team and share a bond. "Just like family" is our motto. We share joys and sorrows - weddings, births, graduations and the passing of loved ones. I will never ever forget the enduring support I received from this group, and the rest of my SEC family when my son passed away 24 years ago.

The timeline in the center of this report gives many career highlights. Most memorable moments for me include:

- First male resident Patrick O' Connor admitted to Saint Elizabeth Home
- Eleanor Williamson, a Board member voting to move the facility to East Greenwich, said "it is TIME!"
- "Just remember it is about the people" - Board feeling about moving to EG - Trustees approve funds to transport staff from Providence to EG
- Rose Bids Auctions
- Creation of The Wish Project - granting wishes for those in our care.
- Kelly Cummings returning from an elder abuse seminar said "Saint Elizabeth would want us to do this."
- Chanukah candle lighting, Passover Brisket with the residents
- Construction projects: NEW SE Home, SE Terrace, Rehab Wing SE Manor, Green House Homes

Saint Elizabeth Community is ready to meet the challenges ahead, and continue to be the organization where RI seniors come first, under Matt Trimble's leadership. On behalf of Grace and myself we thank you for this 35 year ride. I am thankful, lucky and proud to have worked with a group of special people who do special things.



*Steve and Matt gather with Saint Elizabeth Home residents and staff as they leave for a Cape Cod vacation in September 2009.*

With love and deepest respect,

A handwritten signature in black ink that reads "Steven J. Horowitz". The signature is written in a cursive, flowing style.

Steven J. Horowitz  
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*Matt Trimble, Steve Horowitz and Craig Carpenter*

# Life in Our Community





**PHOTOS\***

**Left page**

1. Caring companionship provided by Cathleen Naughton Associates
2. Gardening at Saint Elizabeth Court
3. One on one time at Cornerstone Adult Services Memory Care Center
4. A chat on the porch at The GREEN HOUSE® Homes at Saint Elizabeth Home

**Right page**

5. Crafts on the patio at Saint Elizabeth Manor
6. Saint Elizabeth Home residents enjoy a lighthouse tour
7. Residents at Saint Elizabeth Terrace deliver donations to the RI Food Bank
8. Saint Elizabeth Place neighbors visit a local nursery

# Sarah Hallett Society

*The Sarah Hallett Society recognizes the essence and spirit of those who have so generously supported Saint Elizabeth Community. Through legacy, leadership or endowment giving, these individuals demonstrate an unwavering commitment to exemplary elder care for those we serve each day.*

*We invite you to learn more about how you can help and become a part of this special group.*

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*Please contact Erica Bryson in the Philanthropy Office at 401-773-7419 for information on how you can help.*



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### THANK YOU!

Each charitable gift  
is important to our work and  
we cherish your involvement!

Thanks to your generous spirit,  
individuals served by  
Saint Elizabeth Community  
continue to receive the quality  
elder care they so richly deserve.

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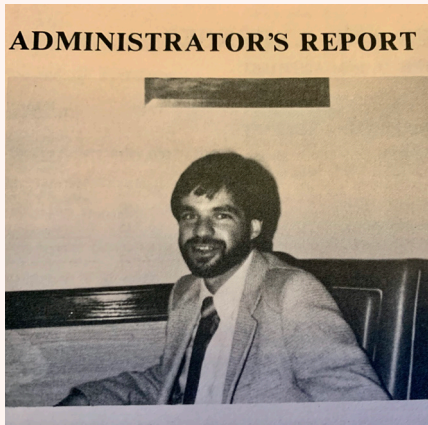
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# Thank you Steve...

Over the past 35 years, few individuals in Rhode Island have had a greater impact on the provision of care and services to Rhode Island seniors than Steven J. Horowitz, President and Chief Executive Officer of the Saint Elizabeth Community (SEC). Steve retires in June after a career dedicated to meeting the needs of RI seniors by bringing innovation and spearheading significant growth within SEC.

In the first decade of his tenure, Steve set the tone for his career ahead, with a focus on capital improvements, organizational expansion, workforce development and team building. By identifying gaps in service and community need, and then developing and executing a strategic plan and fundraising goals in partnership with an engaged board of trustees, SEC focused on meeting needs of RI seniors.

A major milestone was accomplished as men were admitted as residents at Saint Elizabeth Home. The Manor was purchased, and the Administrative team expanded. A secure wing for residents with memory loss was established and a day room built at Saint Elizabeth Manor, becoming one of the first nursing homes in RI to introduce a supportive, dedicated environment for those with dementia.



1985

- Steve Horowitz hired as Administrator of Saint Elizabeth Home and Westminster Place
- Operating budget \$4 million
- Endowments \$3.5 million
- Home and Place combined 259 residents

1986

- \$1 million capital campaign for Saint Elizabeth Home central air conditioning and renovations

1987

- Clinic opens at Saint Elizabeth Place

1988

- 1st male resident admitted to Saint Elizabeth Home

1990

- Metacom Manor purchased (Saint Elizabeth Manor)

1991

- Capital campaign after Saint Elizabeth Manor purchase
- Saint Elizabeth Manor opens its memory care wing

1992

- Horowitz becomes board chair of RIAFA (known today as Leading Age RI)

# A leader and friend

The 90s brought the need for capital to advance the strategic plan, and a capital campaign was undertaken. Fresh out of college Matt Trimble joined the team, and began his 26 year journey with Steve. An unexpected gift from the estate of Sarah Hallett propelled Saint Elizabeth Home forward, towards its move to East Greenwich, and launched the development of Saint Elizabeth Community.

Under Steve's leadership a new management style of continuous quality improvement was initiated within SEC. Collaboration with other non-profits was important to Steve. He was elected President of RIAFSA, a trade organization focused on improving quality of care within RI's non-profit senior providers, and was a founding member of CareLink, an association established to achieve efficiency in group purchasing, rehab services and mobile dentistry.

The first Rose Bids Auction & Gala brought resident needs to a broader audience and was an outstanding success. As Saint Elizabeth Community continued to expand, so too did the number of personal friendships Steve developed with residents, volunteers, and staff alike. Not one to spend his days behind closed doors, Steve's ready laugh and friendly greetings have been frequently heard in Saint E's hallways.



1995

- Sarah Hallett gift \$7.5 M
- Saint Elizabeth Community formed

1996

- Horowitz graduates Leadership Rhode Island

1998

- Formation of one board for SEC

1999

- Horowitz named SEC President and CEO

2000

- Development of CNA Training Program

2001

- Newly constructed Saint Elizabeth Home opens in East Greenwich
- First Rose Bids Gala raises \$35,821

2002

- All entities called Saint Elizabeth

2003

- \$3million capital campaign exceeds goal
- Saint Elizabeth Court Assisted Living residence opens

# A visionary

A visionary looks to the future and charts the course to arrive at the destination. From 2000-2015 sustained, planned growth was the course. LeadingAge national conferences offered insight into elder care across the nation and SEC's leadership staff and board members attended. The elder care industry was expanding its array of services to meet changing needs, and creating new programs. With this insight and strong understanding of the gaps in RI elder care, SEC's strategic course was set.



The new century began with momentous change, adding three new entities. After Saint Elizabeth Home moved, the Melrose St. building was renovated and opened as Saint Elizabeth Court, affordable assisted living. One of three assisted living residences in RI with Medicaid state waivers for residents. Cornerstone Adult Services became part of SEC, bringing adult day centers into the organization. The construction of Saint Elizabeth Terrace, HUD, affordable apartments for seniors, greatly in need, opened with full occupancy.



Saint Elizabeth Haven for Elder Justice, an impactful program was launched in 2009. This safe haven program for victims of elder abuse was modeled after the first program in the nation in NY. Steve and Board Chair Kelly Cummings brought the idea to RI, building a consortium to protect and support elderly victims of abuse. To date 38 elders have received safe haven within SEC, and in total 113 have received services. With funding from a federal grant work continues with goal of eradicating elder abuse. A visionary sees a better world and works to make it so.



2007

- Home and Manor among first in RI to adopt electronic medical records

2009

- Saint Elizabeth Haven program launched
- Cornerstone Adult Services becomes member of Saint Elizabeth Community

2010

- Groundbreaking of Saint Elizabeth Terrace
- The Wish Project established

2011

- Fit to Care employee wellness program introduced

2012

- Saint Elizabeth Terrace opens

2013

- Horowitz appointed to National Board of LeadingAge

# A legacy

The past five years were as growth oriented as the previous fifteen! In response to a changing long term care landscape three major initiatives were completed. The construction of The Rehab Center at Saint Elizabeth Manor; the approval, construction and opening of The GREEN HOUSE® Homes at Saint Elizabeth Home, introducing an new concept of long term nursing home care to RI; and the acquisition of Cathleen Naughton Associates, adding home care to SEC's array of services.



With over 800 employees across 7 entities, establishing common core values was essential. The Vision, Mission and Value statements were updated to serve as a guidepost for all staff, and a weekly message focused on one of SEC's core values, as an inspiration for the week ahead.

*Vision*  
To be the organization where RI seniors come first

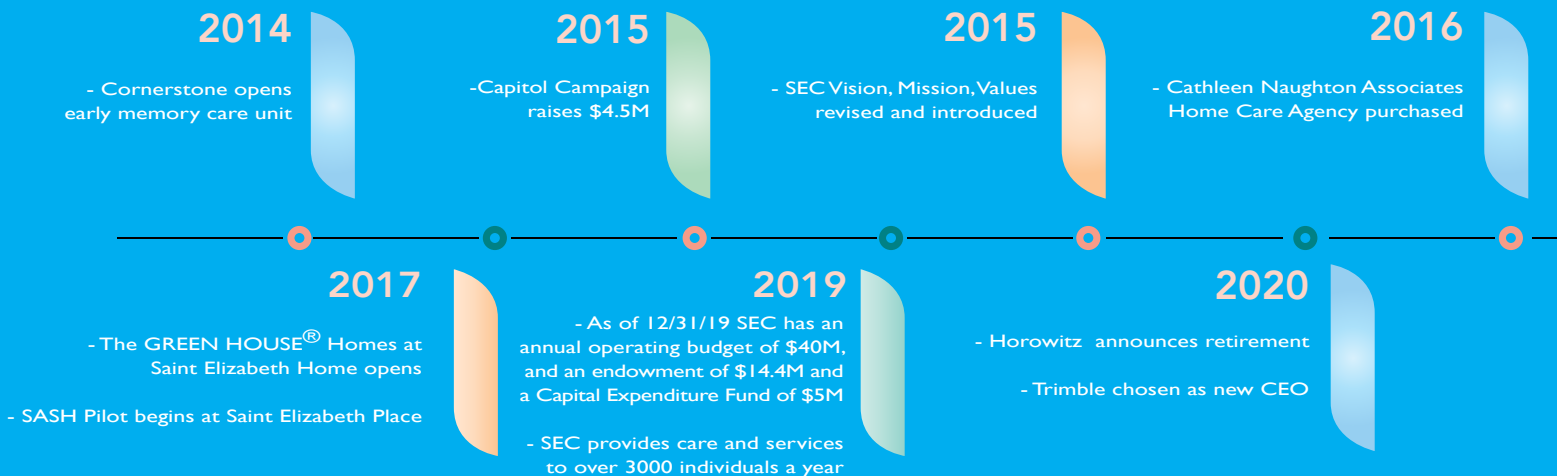
*Mission*  
To provide exceptional, compassionate care in an array of settings.

To embrace the needs of each individual in an environment where those we care for, and work with, are treated just like family.

*We value*

- the person
- relationships
- leadership and innovation
- education and learning

Steve has made an indelible mark on Rhode Island. From Administrator of two locations, to retiring CEO of the most comprehensive provider of care and services for RI elders. That is part of his legacy. But in Steve's words "SEC is not about buildings it is about people." The individuals whose lives were impacted by SEC are the lasting tribute to a leader who believed in the mission, lead with his heart and did the right thing for RI seniors.





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Alaina's Ale House  
Allure Hair Studio and Spa  
Alpine Country Club  
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Bistro By The Sea  
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City of Warwick  
The Coast Guard House Restaurant  
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The Cooked Goose  
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Cornerstone Pub  
Coventry and Centerville Liquors  
Crestwood Liquors  
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2019

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We are honored that grateful family members and friends listed here think of helping other Saint Elizabeth Community individuals with tribute gifts.

These thoughtful gestures provide important financial support to fund enhanced programs and staffing throughout Saint Elizabeth Community.

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### Hole Contest Sponsor

Carpenter-Jenks Funeral Home  
and Crematory  
Centreville Bank

# Financial Review

## **Operating Revenue**

Resident revenue **\$46,810,500**

## **Operating Expenses**

Salary and labor related \$28,569,900  
 Food, supplies & other \$6,743,100  
 Contracted services \$5,723,700  
 Provider assessment \$1,861,200  
 Insurance & interest \$2,639,200  
 Depreciation & amortization \$2,710,500  
 Utilities \$1,291,200

**Total Operating Expenses** **\$49,538,800**

## **Net Operating Loss**

**-\$2,728,300**

## **Non-Operating Revenue**

Contributions & grants \$1,012,200  
 Other revenue \$1,758,700  
 Realized loss on investment \$-46,800  
 Net pension adjustment 0

**Total Non-Operating Revenue** **\$2,724,100**

## **Non-Operating Expenses**

Salary and labor related \$353,800  
 Food, supplies, supplies & other \$916,900  
 Contracted services \$145,500  
 Provider assessment 0  
 Insurance & interest \$1,000  
 Depreciation & amortization \$42,600  
 Utilities \$18,400

**Non Operating Expenses Total** **\$1,478,200**

**Net Non-Operating Income** **\$1,245,900**

**Net Income (Loss) Before Unrealized Loss** **\$-1,482,400**

**Unrealized Gain** **\$3,142,700**

**Net Income (Loss)** **\$1,660,300**

## **Assets**

Cash \$3,545,300  
 Receivables, net \$5,914,200  
 Property, plant & equipment, net \$41,060,700  
 Other \$25,735,600

**Total Assets** **\$76,255,500**

## **Liabilities & Net Assets**

Payables \$1,683,200  
 Debt 41,981,300  
 Other liabilities 7,027,800  
 Net assets (deficiency) 25,563,200

**Total Liabilities & Net Assets** **\$76,255,500**

# Leadership Team

Steven J. Horowitz, M.B.A.  
*President and CEO*

Erica Bryson, CFRE  
*Chief Philanthropy Officer*

Maggie Connelly, LALA  
*Administrator*  
 Saint Elizabeth Court

Kenneth Coté  
*Administrator*  
 Saint Elizabeth Place  
 Saint Elizabeth Terrace

Mark J. Loiselle, CPA, CGMA  
*Chief Financial Officer*

Christine I. McGuire, CPA  
*Director of Finance*

Roberta B. Merkle, Esq.  
*Executive Vice President*  
*of Strategic Initiatives*

Kathleen Parker  
*Director of Admissions*  
 Saint Elizabeth Home  
 Saint Elizabeth Manor

Tom Radican  
*Facilities Engineer*

Mary C. Rossetti  
*Director of Marketing and Communications*

Caroline Naughton Rumowicz  
*Director*  
*Cathleen Naughton Associates*

Beth Russell  
*Administrator*  
 Saint Elizabeth Manor

Donna Shirley  
*Director of Human Resources*

Matthew R. Trimble, CNHA  
*Chief Operating Officer*

Marianne Wolcott  
*Administrator*  
 Saint Elizabeth Home



## Saint Elizabeth Community

*Where RI seniors come first*

### Saint Elizabeth Home

Short-term rehab, long-term care  
Memory care

### Saint Elizabeth Manor

Short-term rehab, long-term care  
Memory care

### Saint Elizabeth Terrace

Affordable apartments  
for seniors

### THE GREEN HOUSE® Homes

at Saint Elizabeth Home

A new concept  
of nursing home care

### Saint Elizabeth Court

Affordable assisted living

### Saint Elizabeth Place

Affordable apartments  
for seniors and mobility impaired

### Cornerstone Adult Services

Adult Day Centers  
Memory Care Center

### Cathleen Naughton Associates

Home health services

Saint Elizabeth Community offers a full spectrum of care and services for older adults, ensuring they receive the right care in the right place at the right time. To learn how we can help you or someone you love, call us at **401.471.6060**.

[www.stelizabethcommunity.org](http://www.stelizabethcommunity.org)

[www.facebook.com/SaintElizabethCommunity](https://www.facebook.com/SaintElizabethCommunity)

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