



# 2014 Community Update

Strategically Moving Forward to  
Cultivate Healthy Communities  
and Healthy People.

**Keiro**  
Senior HealthCare 



A MESSAGE FROM KEIRO CHAIRMAN  
**GARY KAWAGUCHI**

Dear Friends,

One of my priorities as Chairman of the Keiro Board of Directors is to provide the leadership necessary to guide the future development of Keiro's new initiatives. At different points in Keiro's history, it has been necessary for the Board to make difficult decisions. And through it all the Keiro organization has continued on, serving our community.

I am particularly excited to serve with a group of volunteer Board members who share my same passion for serving our community and willingness to make the decisions needed to insure that Keiro is sustainable and that our stewardship responsibilities are fulfilled in a responsible manner.

In this report, we offer an overview of what everyone in our community can expect from Keiro going forward. As someone who is also personally experiencing aging, I have a daily new awareness of what successful aging means to me. I also find that what Keiro offers becomes more relevant to me as I age.

I hope you will find the information in here helpful and we appreciate your continued support.

Gary Kawaguchi  
Chairman, Keiro Board of Directors



A MESSAGE FROM KEIRO PRESIDENT & CEO  
**SHAWN MIYAKE**

Greetings,

This annual report has a different focus this year. The transition experience of selling our facilities which has been occurring over the past year has required much of our attention and a presence in the community very different from previous years. Because we have spent so much effort reaching out to the community through face-to-face meetings with residents, families, staff, volunteers, community members; and website, electronic, and print communications to try to keep everyone informed of our decisions and progress, we do not spend much time in this report discussing what has happened, rather we share more about the direction in which we are headed.

I have felt for some time now that we need to begin to share more about the interesting things we have been planning and developing. Much of the transition time has been spent in deep and lengthy discussions with the Board about future plans, services and programs. Changing government and health care priorities have pushed the amazing transformation of the health care delivery system in this country, and provided Keiro with a clear direction for moving ahead.

In this publication, we speak briefly about the need for disruptive innovation in health care to serve an exploding aging population, for whom care is becoming increasingly unaffordable, complicated and challenging, and provide our look to the future: an overview of our new Keiro model – Healthy Community-Healthy People.

Here's to better health for everyone in our community.

Shawn Miyake  
President and CEO, Keiro



# KIYO MARUYAMA

A Half-Century of Service to Keiro and the Japanese American Community

In 1961, a group of eight community leaders — George Aratani, Edwin Hiroto, Kiyoshi Maruyama, James Mitsumori, Gongoro Nakamura, Frank Omatsu, Joseph Shinoda, and Fred Wada — established Keiro Senior HealthCare to meet the needs of Japanese American seniors. This formidable achievement by the Founders of Keiro created a culturally-sensitive environment with familiar language, food, and values, a place for seniors in their twilight years to call “home.” Five founders, including Kiyoshi Maruyama, over time increased their involvement with Keiro. Ed Hiroto led the organization as executive director until he retired in 1991, and Fred Wada, George Aratani, and Jim Mitsumori each served multiple terms as chairman of the Board of Directors. Kiyoshi Maruyama served as treasurer, and at one point served in a voluntary capacity as chief executive officer while the organization sought a permanent CEO.

Earlier this year with over 52 years of recorded volunteer service, Kiyoshi Maruyama retired from the Board of Directors with the longest tenure of continuous service by a Keiro founder.

In a 2006 interview for Keiro’s 45th anniversary, Kiyoshi reflected on being part of the group that stepped forward to create the organization, humbly discussing his participation explaining, “...something had to be done, and you can’t ask somebody else to do something that you wouldn’t do yourself.” Kiyoshi has been an active part of the organization since day one. The entire Keiro family extends our gratitude and appreciation to Kiyoshi Maruyama for his extraordinary contributions to Keiro and for his support of the Japanese American community.

Throughout the long history with Keiro, we’ve been challenged to make difficult decisions. This transition is another opportunity to do what is in the best interest of the community. I applaud the board for making this courageous decision to move forward.

– KIYOSHI MARUYAMA



The founders, from left, are George Aratani, Gongoro Nakamura, and Fred Wada. From far right are the first CEO of Keiro, Edwin Hiroto, (Consul General Henry Shimanouchi), Frank Omatsu, Kiyoshi Maruyama, and James Mitsumori. Joseph Shinoda not pictured.





# Reflecting Back, *Looking Forward*

by Shawn Miyake

In Keiro's experience, one thing has become certain, people overwhelmingly want to remain in their own homes and in their own neighborhoods for as long as possible. Further, mounting evidence is supporting the idea that remaining at home is also better, for the individual, the family and our country.

To accomplish this goal requires the support and commitment of the entire community. No one person, organization, health plan, hospital or even a city can do this alone. Clearly, everyone has to be involved, from the parent who prepares meals for the family to the city planner who designs how neighborhoods are developed for the public. Achieving better health requires collaboration and integration of ideas and action.

A significant decision point in Keiro's over 50 year history occurred one afternoon about ten years ago at a meeting held in the old Gardena Valley Gardener's Building. The planning process focused on the changes occurring and predicted to occur in our community and in health care. The discussion included topics like what events could be anticipated to occur and how disruptive they might be to Keiro's on-going operations. At that point, we could reasonably anticipate that no matter what happened in the future, there would always be a need to provide services and programs focused on the unique needs of our community. Supporting aging well in the community along with supporting caregivers, were both viewed as priorities for the foreseeable future.

The health care industry has now identified such thinking as "disruptive innovation". A simple definition is taking what we know today and turning everything on its head to create solutions for problems we have yet to encounter. The sale of our facilities was unthinkable a few years ago but circumstances and future projections based on trends and experts' analyses, confirmed our need to make a bold decision while balancing the needs of everyone impacted by the decision.

*"We can't solve problems by using the same kind of thinking we used when we created them."*

– Albert Einstein

Today, almost two-thirds of seniors cannot afford three months of nursing home care and over forty

percent cannot afford one month. The solution is not making nursing home care cheaper, but rather avoiding or minimizing the need for using a nursing home, ever.

More than 25% of the Medicare budget is spent in the last year of life, with overall health care expenditures rivaling and soon to surpass what we spend on defense in our national budget. Add to this, the fact that the 65+ population will double by 2040 and you have a predictable, unstoppable tsunami. We simply cannot afford to maintain the status quo. Our community is caught up in the search for solutions to this enormous problem.

Keiro's commitment in this time of epic challenges is to be an active participant, working in collaboration with other

*"It is my wish that the Keiro I see will become the new Keiro of the future with even greater positive roles to play."*

– EDWIN HIROTO

organizations, to develop creative solutions through disruptive innovation to solve the challenges of aging in America. We seek to create more humane approaches to caring for the aging in our community, in a uniquely Japanese way, which supports personal independence, dignity and peace of mind for families.

Our direction forward includes the new Keiro model called Healthy Community-Healthy People described in this issue by Dianne Kujubu Belli, who has been instrumental in leading the development and refinement of the

concepts and programs associated with this important decade long initiative of Keiro.

In 2006, reflecting on 45 years of continuously serving the community and describing his vision for the organization's future, founder and first Keiro CEO Edwin Hiroto said, "It is my wish that the Keiro I see will become the new Keiro of the future with even greater positive roles to play." Today, I believe we are in the position to act on Edwin's wish, and Keiro will, in fact, be able to have a positive impact on the health and well-being of our community.



## Healthy Community – Healthy People

A new community-based, multigenerational network designed to engage and activate existing resources within the community to transform the well-being of our community.



by Dianne Kujubu Belli, MPH, FACHE

Given Keiro’s legacy of providing services and support reflecting Japanese values, and building on over a decade of experience and competencies in the areas of wellness, health literacy, and community engagement, an imagined future can become a reality.

While some may view our transition as Keiro leaving everything we have done within the walls of the facilities, in reality, Keiro’s new model, *Healthy Community – Healthy People*, is expanding support to our community beyond those walls to community centers, temples, churches, associations, and into our homes. *Healthy Community – Healthy People* is a new community-based, multigenerational network designed to engage and activate existing resources within the community to transform the well-being of our community. This model is built on the expressed needs of our community and our commitment to advocate for our community’s well-being in an evolving healthcare delivery system which is often overly complex and confusing.

The guiding principles that focus our work are maintaining cultural relevance; managing sustainability; working in collaboration; being responsive; supporting wellness (in eight dimensions: physical, occupational, financial, intellectual, emotional, social, spiritual, and environmental); and being effective.

## Why Healthy Community – Healthy People and Why Now?

We all want to live long, healthy, and fulfilling lives, and we want to do this in our own homes, in our own neighborhoods – safely, independently, and comfortably. To do that we have to:

- Avoid disease and disability (or discover and manage them at an early stage);
- Maintain high cognitive and physical function (through regular exercise, improving balance, proper nutrition, stress relief, and daily work – volunteer or paid); and
- Stay involved with life and living (through interacting with people and having purpose).

It turns out that only 30% of aging can be explained by genes which means that we are responsible, personally and individually, for how we age.

And we are not alone. 10,000 Baby Boomers in the U.S. are turning 65 every day. The last Boomer turns 50 this very year. According to the International Monetary Fund, throughout history, the young have always outnumbered the old. In 40 years, for the first time in the history of the world, the number of people 60+ will outnumber those under 15. The world we are going to experience is like nothing before it and requires an innovative response to the challenge facing our community.

Given the enormous responsibility to be “masters of our universe,” what do we need? First, we need the hubs in our community to be strong, because these hubs – our community centers, temples, and churches – comprise the very fabric we identify as our community by providing the venues which support social connections, cultural education, valuable information, and leadership. Our research and experience over the years have shown us that when activities and education take place in sites familiar to participants, people have improved access to information and services, engage more in activities which result in positive impact on their lives, attend with greater frequency, and appear to have higher satisfaction.

Second, in order to take personal responsibility for our health and ability to age in place in the community, we will need to improve health and financial literacy. Estimates are that only 10% of adults are literate in health and financial matters. It will be through community partnerships, collaborations, and community activation that Keiro will empower seniors to age in the place of their choice with better health, more independence and a higher quality of life.

The cornerstones of **Healthy Community – Healthy People** are three initiatives that will serve as the platform to deliver on our mission:

**Kawana Center for Healthy Living**

The foundation for *Healthy Community – Healthy People* is the **Genki Living** programming offered through the Kawana Center for Healthy Living. Through our workshops and seminars; university-based lifelong learning courses; well-known and popular *Genki* Conferences for caregivers, women, and veterans; and individualized and personalized insurance and care advocacy counseling, the Center provides knowledge, understanding, resources, and tools to empower people to live long, healthy, and financially secure lives. Since 2001, Keiro's *Genki Living* Programs have impacted more than 25,500 individuals in the community.

**Aratani Research Institute**

The Aratani Research Institute provides valuable research and information targeted on the Japanese community to help Keiro identify health improvement priorities and support and evaluate the impact of all of our programs. Keiro's partnership with the **UCLA Center for Health Policy Research** will provide not only Keiro, but all organizations and institutions serving our community, with regular policy briefs on the state of the health of the Japanese American community and validation of best practices which will bolster community organizations' programming across the generations. The **Genki Partner Grant Program** will support research in broad

and understudied areas of aging which impact healthy living and life fulfillment. **Keiro's Knowledge Bank** will provide a wide collection of resources through our website, apps, videos, on-line classes, discussion boards and other online tools, to improve people's self-reliance. Through **Innovation at Home**, Keiro will test and deploy useful and innovative technology in homes to help us live longer, safer, and healthier lives.

**George & Ruri Sugimoto Community Advancement Initiative**

Finally, to complete the circle of *Healthy Community – Healthy People* is the George & Ruri Sugimoto Community Advancement Initiative, the anchor piece to the belief that a healthy community provides the environment and opportunities that result in healthy and connected people. Partnering with the world-renowned Palo Alto Medical Foundation, Keiro's *linkAges Time Bank* is a mechanism to connect neighbors and community members across all ages, addressing personal needs through exchanges with other members that focus on their interests and skills, and explores new possibilities for meaningful engagement in their communities. The **Community Volunteer Network** will not only continue to

support existing Keiro facilities, events and activities but also assist other Japanese American organizations in recruiting and retaining needed volunteers. The **Emerging Professionals - Emerging Leaders Program** is built on the overwhelming statistics that the historic age wave coming in the next few decades will provide opportunities for our community to play an important role in developing the necessary health professionals and leaders fundamental to building a healthier community. To this end, Keiro will fund internships and scholarships for graduate students in fields of study that will impact the health of older adults in our community and beyond.

*Healthy Community – Healthy People* is the continuation of Keiro's founding mission "to enhance the quality of senior life in our community." Keiro's long history and experience provides the foundation to enable Keiro to adapt to ever changing community needs. Working together, Keiro's staff, volunteers, and community partners will continue to work hard to create a future where everyone in our community lives a healthy and fulfilling life.

EVERY DAY  
**10,000**  
BABY BOOMERS  
TURN 65

IN 2054, FOR THE FIRST TIME IN THE HISTORY OF THE WORLD, THE

NUMBER OF PEOPLE OVER 60 WILL OUTNUMBER

**60+**

THOSE WHO ARE UNDER

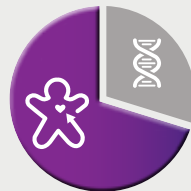
**15**

ONLY 10%  
OF ADULTS ARE  
LITERATE  
IN MATTERS  
OF HEALTH  
& FINANCE

HOW WE AGE IS BASED

30%  
ON GENETICS

70%  
ON LIFESTYLE



**Frank & Sachie Kawana Family**



A longtime volunteer, supporter, and former Keiro Nursing Home family member, Frank Kawana has been giving back to the community through active volunteer service with Keiro for over 18 years, and in 2014 completed his term as Chairman of the Board of Directors. Frank and Sachie Kawana understand the importance of individuals taking personal responsibility for lifelong wellness. Their commitment to supporting Keiro's *Genki Living* Programs ensures that Keiro can provide resources and tools to promote healthy lifestyles empowering the community to live long and healthy lives.

**George & Sakaye Aratani Family**



One of eight founders, George Aratani was instrumental in the creation of Keiro Senior HealthCare and what would be known for over a half-century in the Japanese American community as the "umbrella of care" for Nikkei seniors. The Aratani Family, including Sakaye Aratani, and daughter Linda, continue their support and partnership with Keiro, helping to advance research in support of long term health and wellness of our community.

**George & Ruri Sugimoto Family**



As any successful entrepreneur knows, vision, hard work and a long-range plan are needed to sustain any worthwhile endeavor. Just ask George Sugimoto who started his own business 50 years ago, nearly the same time Keiro started. For over 35 years, George and Ruri Sugimoto have supported Keiro's mission of enhancing the quality of senior life in our community. Embracing Keiro's new *Healthy Community-Healthy People* model, the Sugimoto Family shares Keiro's belief that a healthy community provides the environment and opportunities that result in healthy and connected people.



## Consolidated Statements of Financial Position

For the Years Ended October 31, 2013 and 2012

ASSETS	2013	2012
<b>CURRENT ASSETS:</b>		
Cash and Cash Equivalents	\$ 2,603,561	3,335,525
Investments	16,111,759	14,975,459
Accounts Receivable, less allowance for uncollectible accounts of \$510,701 and \$281,848 respectively	4,439,234	5,388,837
Funds Held in Trust	137,112	82,470
Other Current Assets	516,097	482,091
Contributions Receivable	85,000	150,000
<b>Total Current Assets</b>	<b>23,892,763</b>	<b>24,414,382</b>
<b>LONG-TERM ASSETS:</b>		
Investments	14,448,584	12,324,925
Cost of Debt Insurance, net	86,157	104,954
Other Assets	9,523	9,523
Contributions Receivable	3,545,810	3,570,942
Property, Buildings and Equipment, net	26,953,755	25,510,767
<b>Total Long-term Assets</b>	<b>45,043,829</b>	<b>41,521,111</b>
<b>TOTAL ASSETS:</b>	<b>\$ 68,936,592</b>	<b>65,935,493</b>

LIABILITIES AND NET ASSETS	2013	2012
<b>CURRENT LIABILITIES:</b>		
Accounts Payable	\$ 1,952,067	2,157,210
Accrued Expenses	1,676,112	1,611,637
Resident Deposits	95,133	99,139
Long-term Debt, Current Portion	612,808	598,230
Funds Held in Trust	137,112	82,470
<b>Total Current Liabilities</b>	<b>4,473,232</b>	<b>4,548,686</b>
<b>Long-term Liabilities, Net of Current Portion</b>	<b>2,321,119</b>	<b>2,933,926</b>
<b>Total Liabilities</b>	<b>6,794,351</b>	<b>7,482,612</b>
<b>NET ASSETS:</b>		
Unrestricted	44,941,912	43,412,211
Temporarily Restricted	6,600,252	5,104,433
Permanently Restricted	10,600,077	9,936,237
<b>Total Net Assets</b>	<b>62,142,241</b>	<b>58,452,881</b>
<b>TOTAL LIABILITIES AND NET ASSETS:</b>	<b>\$ 68,936,592</b>	<b>65,935,493</b>

The Consolidated Statements of Financial Position and related Consolidated Statement of Activities are excerpts from the audited financial statement for the fiscal year ended October 31, 2013. The financial statements were audited by Vicenti, Lloyd & Stutzman, LLP for October 31, 2013 and received an unqualified opinion. Full financial statements are available upon request through Keiro's Resource Development Department.



## Consolidated Statements of Activities

For the Years Ended October 31, 2013 and 2012

CHANGES IN UNRESTRICTED NET ASSETS	2013	2012
<b>UNRESTRICTED NET ASSETS:</b>		
Patient Service Revenue, net	\$ 33,201,112	34,117,477
Rental Income	3,347,184	3,198,386
Other Support	150,422	141,362
Net Assets Released From Restriction	72,347	150,000
<b>Total Unrestricted Operating Revenues and Other Support</b>	<b>36,771,065</b>	<b>37,607,225</b>
<b>EXPENSES:</b>		
Patient Services	16,300,495	16,072,362
General Services	11,765,637	11,812,963
Administrative Services	6,936,426	6,682,723
Fundraising Services	467,335	464,587
Interest	82,413	155,915
Depreciation and Amortization	2,229,744	2,751,292
<b>Total Expenses</b>	<b>37,782,050</b>	<b>37,939,842</b>
<b>Loss From Operations</b>	<b>(1,010,985)</b>	<b>(332,617)</b>
<b>NON-OPERATING GAINS (LOSSES) AND OTHER CHANGES IN NET ASSETS:</b>		
Investment Income, net	599,694	604,664
Unrealized Gain on Investments	340,256	808,738
Contributions	1,597,747	2,309,573
Loss on Disposal of Property, Buildings, and Equipment	(6)	(11,136)
Other Transfers	2,995	(3,334)
<b>Total Non-Operating Gains, net</b>	<b>2,540,686</b>	<b>3,708,505</b>
<b>INCREASE IN UNRESTRICTED NET ASSETS</b>	<b>\$ 1,529,701</b>	<b>3,375,888</b>

CHANGES IN TEMPORARILY RESTRICTED NET ASSETS	2013	2012
Investment Income, net	\$ 355,687	268,422
Unrealized Gain on Investments	1,005,606	696,578
Contributions	40,000	29,800
Other Transfers	(2,995)	3,334
Change in Value of Charitable Remainder Unitrust Agreements	169,868	440,123
Net Assets Released From Restriction	(72,347)	(150,000)
<b>INCREASE IN TEMPORARILY RESTRICTED NET ASSETS</b>	<b>\$ 1,495,819</b>	<b>1,288,257</b>

CHANGES IN PERMANENTLY RESTRICTED NET ASSETS	2013	2012
Contributions	\$ 663,840	14,650
Write Off of Permanently Restricted Pledge Receivable	-	(14,352)
<b>INCREASE IN PERMANENTLY RESTRICTED NET ASSETS</b>	<b>\$ 663,840</b>	<b>298</b>
<b>Increase in Net Assets</b>	<b>3,689,360</b>	<b>4,664,443</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>58,452,881</b>	<b>53,788,438</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 62,142,241</b>	<b>58,452,881</b>



# Our Partners

Donors, supporters, and volunteers help Keiro bring peace of mind and resources to transform the well-being of individuals, families, and our community. Your support enables Keiro to adapt and meet the ever-changing needs of our community, generation after generation.

Our deepest appreciation to all who partner with Keiro to enhance the quality of senior life in our community!

## Community Partners 11/1/12-10/31/13

- |  |  |
|--|--|
| Alzheimer's Association – California Southland Chapter                 | Mission Valley Free Methodist Church                     |
| Anaheim Free Methodist Church  | Monterey Park Japanese American Senior Citizens Club     |
| Arthritis Foundation   | Nikkei Singles   |
| Centenary United Methodist Church                                      | Orange Coast Free Methodist Church                       |
| Church of Perfect Liberty  | Orange Coast Optimist Club                               |
| East San Gabriel Valley Japanese Community Center                      | Orange County Buddhist Church                            |
| Gardena Valley Baptist Church  | Orange County Japanese American Association              |
| Gardena Valley Japanese Cultural Institute                             | Orange County Sansei Singles Partners in Care Foundation |
| Greater Los Angeles JAACL Singles                                      | San Fernando Valley Japanese American Community Center   |
| Japanese American Historical Society of Southern California            | San Gabriel Nikkei Seniors                               |
| Japanese American National Museum                                      | Seinan Senior Citizens Center                            |
| Kaiser Permanente Regional Health                                      | So-Phis  |
| Les Dames  | Theta Kappa Phi Alumnae of UCLA                          |
| Long Beach Japanese Cultural Center                                    | Venice Hongwanji Buddhist Temple                         |
| Long Beach Pioneer Project   | Venice Pioneer Project                                   |
| Los Angeles Nishi Hongwanji Buddhist Temple Adult Buddhist Association | Venice-Santa Monica Free Methodist Church                |
| Lutheran Church of the Resurrection                                    | West Los Angeles United Methodist Church                 |
|  | Wintersburg Presbyterian Church                          |

## Legacy Circle Members

- |                                |   |
|--------------------------------|---|
| Kiyoshi Arata                  | The Mutsumi Sakamoto Trust                        |
| Jeff & Lorraine Dohzen         | Anonymous   |
| Frank & Ihoko Fukuhara         | Joji & Gladys Nakata                              |
| Anonymous                      | The Nelson Family                                 |
| Louise R. Hari                 | Ujinobu & Yoshino Niwa                            |
| R.M. Hori                      | In Memory of Umeyo Otaya - Michiko Otaya          |
| Atsushi Horiuchi               | Janice Makino Pulici                              |
| Tsutomu & Helen Ige            | Ernest & Betty Jane Rivera                        |
| Sumiko Imazu                   | The Sakakura Family                               |
| Shyun & Sachiko Ishiwa         | Thomas & Ruth Shigekuni                           |
| Beverly Ito                    | Winston & Ruth Shigenaga                          |
| J. & K. Ito                    | Joe T. & Kikue Shikami                            |
| Scott T. Ito                   | Fred Shima  |
| The Kageyama Family            | Cedrick M. Shimo                                  |
| Tom & Kay Kamei                | George & Ruri Sugimoto                            |
| Anonymous                      | George & Kaoru Suzuki                             |
| Karaki Family Trust            | Jun & Shizie Taira                                |
| Mary A. Kawanami               | Alice Tanahashi                                   |
| David & Tazuko Kinoshita       | Lisa K. Tanahashi                                 |
| George Komatsu                 | Bette Uchida                                      |
| Sidney & Hiroko Kunitake       | John & Louise Uyeda                               |
| In memory of Dorothy U. Masuda | Yamakawa Family Trust                             |
| Kyoko Matsuda                  | The Yamamoto-Fujino Family                        |
| Dennis K. Matsura              | Etsel & Mary Yamasaki                             |
| Shawn & Marijane Miyake        | Sam & Haruko Yamashita                            |
| Dixon Miyauchi                 | Yoshiko Sakurai Trust                             |
| Hiroshi & Harumi Miyazono      | Yuriko & Frank Nunokawa/ Nunokawa Exemption Trust |
| Ryo & Yooko Munekata           |   |
| Frank Murata & Nancy Horii     |   |

## Donors \$1,000+ Individual Gifts Between 11/1/12-10/31/13

- |   |  |  |                                      |
|---|--|--|--------------------------------------|
| Bette Acosta  | Akira & Hisako Imamura                                   | John & Emiko Murakawa                    | Norman Stavis                        |
| ADS Consulting Group, Inc.                              | Ken & Akiyo Imoto  | Robin Nakabayashi                        | K & R Sugimoto Living Trust          |
| Aetna   | Harry & Kay Inami  | Malcolm Nakamoto                         | George & Ruri Sugimoto               |
| Aihara & Associates Insurance Services, Inc.            | Chris Inouye   | John & Lilly Nakamura                    | Fusae Sugita                         |
| Ajishoku Foods, Inc.                                    | Steve & Ann Inouye                                       | Steven & Sharon Nakase                   | Ray & Eileen Sugiura                 |
| Kathy R. Akashi   | Ito Properties   | Chizuru Nakashimo                        | John & Mary Sunada                   |
| American Fish & Seafood Co.                             | James & Lorraine Ito                                     | Bob & Taeko Nakata                       | Sushi-Gen                            |
| Aratani Foundation                                      | Larie Izumo  | Dwight & Janet Nakata                    | Agnes & Bob Suzuki                   |
| Bank of America Foundation                              | Japanese American Optimist Club Girls Basketball Program | Naomi Nakata and Michael Nakata          | Derick & Yoko Tagawa                 |
| The Baxter International Foundation                     | Japanese American Optimist Club                          | Makoto & Lily Nakayama                   | Jun & Shizie Taira                   |
| Bicara, Ltd.  | Japanese Chamber of Commerce Foundation                  | Masayo V. Nishikawa                      | Dennis & Janet Takahashi             |
| Brascia Builders, Inc.                                  | Japanese Chamber of Commerce of Southern California      | Chiyoko Nishimori                        | Naomi H. Takara                      |
| Jim & Ashlee Bryan                                      | Kei Jennings   | Gilbert & Penny Nishimura                | Shigeo & Megumi Takayama Foundation  |
| California Bank & Trust - Los Angeles Commercial Region | JSL Foods, Inc.  | Elaine Nishizu                           | David & Yohko Takehara               |
| California Community Foundation                         | JYM Enterprises, Inc.                                    | Henry Nishizu                            | Bessie Tanaka                        |
| DF Foundation   | Hank & Nancy Kagawa                                      | John & Trudy Nishizu                     | Eiko Tanimine                        |
| Jeff & Lorraine Dohzen                                  | Jon & Terri Kagawa                                       | Ujinobu Niwa                             | Marcus & Eisanne Tanimoto            |
| Ernest & Kiyo Doizaki                                   | Akira Kageyama   | Hiromi Nogami                            | Tetsu & Kathlene Tanimoto            |
| Dozen Charitable Remainder Trust                        | Kaiser Permanente  | Toshi Noma                               | Paul & Hisako Terasaki               |
| Eagle, Globerman and Kodama Foundation                  | Roy & Ruth-Ann Kakuda                                    | Akio & Takako Nomi                       | Tinka Tokyo                          |
| East-West Eye Institute                                 | Kamerycah Inc.   | Morika & Tatsuko Nomoto                  | Mikio & Margaret Tochioka            |
| Chie Egashira   | George T. Kasamatsu                                      | Seishi Nonaka                            | Helen K. Tokeshi                     |
| Elder Law Services of California                        | Katsu-ya Group Inc.                                      | Oda Family Charitable Foundation         | Toyota Motor Sales, U.S.A., Inc.     |
| Fish King Glendale/ Honey Baked Ham                     | Mark & Sharon Kawachi                                    | Jeri Okamoto                             | Trico Trading Company, Inc.          |
| Jeff & Namy Folick                                      | Gary & Suzette Kawaguchi                                 | Takashi & Beverly Oki                    | Shig & Mary Tsuchiyama               |
| Joel Friedman   | Tom Kawaguchi  | Yoko Ono Lennon                          | Kenjiro Tsuji & Masako Shirai        |
| Samuel R. & Ayako G. Fujimoto                           | Frank & Sachie Kawana                                    | Faith Ono                                | Stuart & Frances Tsujimoto           |
| Hiroshi & Misako Fujisaki                               | Kiyoshi & Aiko Kawaratani                                | Carolyn Orida                            | Hisato & Loretta Tsujimura           |
| Beth Fujishige  | Victor Kawasaki  | Wanda Ortiz                              | Kaori Nara Turner                    |
| Jimmy K. Fukuhara                                       | Glen & Carol Kazahaya                                    | Kimie Osaki                              | UBS Financial Services, Inc.         |
| Fukui Mortuary  | Keiro Retirement Home - Residents' Fund                  | Pacific Commerce Bank                    | Mitsuye Uchida                       |
| Gerald Fukui  | Daniel & Gayle Kikuta                                    | Pasadena Human Relations Commission      | Umeya Rice Cake Company              |
| Akio Fukunaga   | Hyein Kim  | Peter and Inka Schultz Family Fund       | Upper Crust Enterprises, Inc.        |
| Glen Fukushima  | Karl & Nancy Kim   | Mike & Janice Pulici                     | Robert K. Uragami                    |
| Paul & Janice Fukushima                                 | Joseph Kimura  | Rafu Bussan, Inc.                        | Cary & Julie Uyemura                 |
| Steve Goto  | Brian & Yoko King  | Retirement Planning Advisors             | Lucie Uyemura                        |
| Tamiko Goto   | Ruth Kinoshita   | Riteway Charity Services                 | Ruby Vander Velde                    |
| Alvin Hashimoto   | Sanaye Kita  | Taro & Masako Saisho                     | Asa & Bernice Wakinaka               |
| George & Aiko Hatanaka                                  | Kimiko Kitaoka   | Gary & Elaine Saito                      | Ruth Watanabe                        |
| The Hattori Foundation                                  | Machiyo Kiyama   | Kiyoshi Sakakura                         | Women of St. Mary's Episcopal Church |
| Robert & Naomi Hayashi                                  | Margie Kohatsu   | The Samuel Goldwyn Foundation            | Worldview Travel                     |
| Debra Heermann  | Junko Koike  | Kathleen Sankey                          | Maggi Yaguchi                        |
| Robert & Mayumi Higa                                    | Lisa Kunitake  | Allen Sasaki                             | Osamu & Taeko Yakura                 |
| Hiji Brothers   | Mary Kuroda  | Gordon & Joanne Sasaki                   | Shotaro Yamakoshi                    |
| Frank & Betty Hiji                                      | May Kushida  | Joh Sekiguchi                            | Don & Setsuko Yamamoto               |
| Isaac & Arleen Hirano                                   | Robert Lovitt  | Senior Foundation Charitable Corporation | George Yamane                        |
| Sumi Hirasaki   | John O. Makishima  | Yoshio & Rumi Shimada                    | Harry & Donna Yamashita              |
| Kevin Hisamune  | Timothy & Akiko Manaka                                   | Jeanne Shimazaki                         | Howard & Naomi Yamashita             |
| Hoops For Friends, Inc.                                 | Timothy & Marion Manaka                                  | Kokki & Hazel Shindo                     | Jimmy Yamashita                      |
| R. M. Hori  | Marsh Risk & Insurance Services                          | Fusako Shinoda                           | Norma Jean & Masao Yamashita         |
| Junko Horii   | Vivian Matsushige  | Ray & Jean Yamashita                     | Howard & Sumi Yata                   |
| Yoko Horimoto   | Fumiko Matsushita  | Mike & Ashley Shinozaki                  | Yone Nobe Living Trust               |
| David Chris Hoshimiya                                   | Jane T. Meifu  | Tadashi Shoji                            | Sumiye Yonemoto                      |
| I & T Produce Co., Inc.                                 | Lynn Miyamoto & Kevin Kroeker                            | Sierra Madre Issei Memorial Foundation   | Art & Roseann Yoshida                |
| Toshi B. Iba  | Sadao & Ruby Mochidome                                   | Silo Insurance & Financial Services, LLC | Tokuji Yoshihashi                    |
| Tsutomu Ige   | Morgan Stanley   | Howard & Shirley Kurushima               | Harry H. Yoshikawa                   |
| Thomas & Barbara Iino                                   | Eiko Mori  | Sodexo                                   | Betty Yumori                         |
| Harry & Eve Ikeda                                       | Jun & May Mori   | So-Phis of Orange County                 | Zhuo Mao and Qiuying Zhu             |
| John & Lily Ikegami                                     | Tomoko Moriguchi Matsuno                                 | Helen Sperber                            | Zuma Trading, Inc.                   |
| IKS American Corporation                                | David Mukogawa   |  |                                      |



# Keiro Leadership

## Keiro Board of Directors

Ernest Doizaki  
Jeff Folick  
Jerry Fukui  
Thomas Iino, CPA  
John Ikegami  
Gary Kawaguchi

Lynn Miyamoto, Esq.  
Makoto Nakayama, PharmD  
Stuart Tsujimoto  
Ruth Watanabe  
Shawn Miyake  
*President & Chief Executive Officer*

## Keiro Encompasses

Keiro Nursing Home  
South Bay Keiro Nursing Home  
Keiro Intermediate Care Facility  
Keiro Retirement Home  
The Institute for Healthy Aging at Keiro

## Keiro Nursing Home Board of Directors

Ken Kasamatsu  
Claire Koga, MD  
Joel Minamide  
Dwight Nakata, CPA  
Makoto Nakayama, PharmD

Lisa Sugimoto  
Derick Tagawa, DDS  
Jason Yamada, DDS  
Shawn Miyake  
*President & Chief Executive Officer*

## Keiro Retirement Home Board of Directors

Paul Jay Fukushima, Esq.  
Theodore Y. Hanasono, CPA, Esq.  
Karl Kim  
Yoshihiko Koyasu  
Timothy Manaka, Jr.  
Stephen Suzuki

Hayahiko Takase  
Kirk Tanioka  
Stuart Tsujimoto  
Betty Yumori  
Shawn Miyake  
*President & Chief Executive Officer*

## Management Team

Dianne Kujubu Belli, *Chief Administrative Officer*  
Howard Hiyoshida, *Administrator of South Bay Keiro Nursing Home*  
Beverly Ito, *Administrator of Keiro Intermediate Care Facility and Chief Compliance Officer*  
Gene Kanamori, *Director of Human Resources*  
Audrey Lee-Sung, *Director of Resource Development*  
Shawn Miyake, *President and Chief Executive Officer*  
Takeshi Oishi, *Administrator of Keiro Retirement Home*  
Dale Posadas, *Controller*  
Janie Teshima, *Administrator of Keiro Nursing Home*



**Our Mission**  
is to enhance  
the quality of  
senior life in  
our community.



325 South Boyle Avenue, Los Angeles, CA 90033  
(323) 980-7555 | (323) 980-7549 fax  
[www.keiro.org](http://www.keiro.org)

Stay connected with  
Keiro on social media!



Keiro is a not-for-profit 501 (c) (3) organization incorporated under the laws of the State of California providing culturally-sensitive and person-centered senior services, governed by a volunteer Board of Directors.