

SIR MOSES MONTEFIORE JEWISH HOME

ANNUAL REPORT 2016–2017





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CULTURE AND TRADITION.**

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AND PROMOTE BEST PRACTICE IN
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MONTEFIORE

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Montefiore is a member of the JCA family of organisations

On the cover: President David Freeman AM and Randwick resident
Sigrid Westheimer look over plans for the new Randwick development.
Photography: Daniel Linnet

MONTEFIORE

BOARD OF MANAGEMENT AND EXECUTIVE

Montefiore is managed and administered by an elected Board of Management. All Board members act in a voluntary capacity and oversee all facets of the organisation's administration, with the support of a number of different committees. The Board is responsible for the continuing financial viability of the organisation. Today, the Montefiore

Board is focused on the changing economic climate and demographics of an ageing population, and is committed to best practice in all aspects of aged care. The Board is constantly reviewing and improving the services we provide to ensure that older people in our community receive the care and quality of life that they deserve.

EXECUTIVE

David Freeman AM
President
Gary Inberg
Vice President
Tom Mautner
Hon Treasurer
Assoc Prof Peter Gonski
Hon Secretary

BOARD MEMBERS

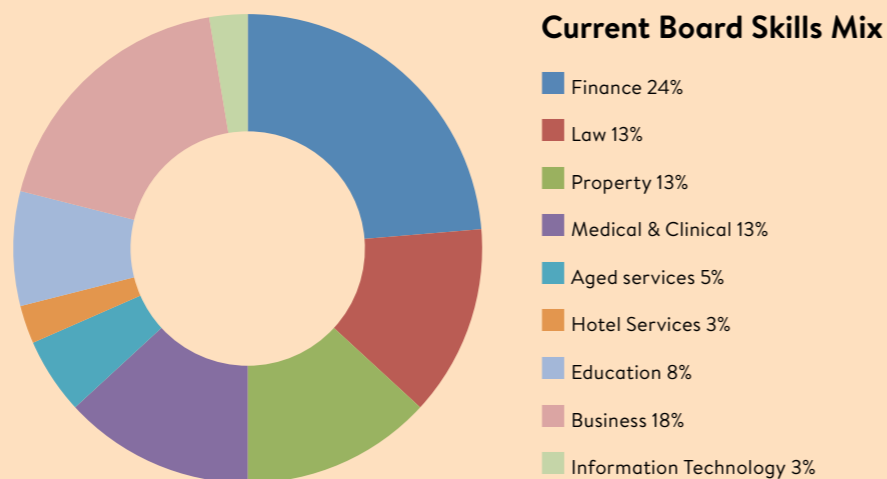
Alex Abulafia
Lisa Brender
Max Einfeld
Michael Goldstein (resigned 4/4/17)
Michael Graf
Dr Susan Hertzberg
Barry Joseph
Trevor Pogroske
Leora Ross
Renée Symonds
Jeremy Waine

LIFE MEMBERS

The late Hal Goldstein AM OBE
Manfred Salamon

YOUR BOARD

In accordance with good Governance Principles, Montefiore seeks to maintain a Board composed of members with a broad range of skills and expertise that will support strong corporate governance and strategic planning. The current Board consists of respected individuals who have a history of involvement with the organisation and who possess a range of skills and expertise that includes finance, law, property, medical and clinical, aged services, food and beverage, education, IT and all-round business acumen. Consistent with the organisation's Philosophy of Living, Board members have a passion for supporting a high standard of care that emphasises quality of life, delivered within a sustainable financial model.



BOARD MEMBERS

At 30 June 2017

DAVID FREEMAN AM PRESIDENT



As a partner and now an active consultant in commercial law firm Abadee, Dresdner & Freeman, David specialises in taxation, estate planning and substantial commercial property financing and development work.

In July 2008, David was awarded an AM (Member of the Order of Australia) for more than 30 years of service to the Jewish community. His involvement has included time as Vice President of Wolper Jewish Hospital, as well as 15 years

as Honorary Solicitor for the Jewish Communal Appeal.

David joined the Montefiore Board in 1985 and served as Vice President for eight years before his election as President in 2004. During David's Presidency, Montefiore's operations have effectively doubled in size and the organisation is now acknowledged as one of the largest benevolent charities in Australia.

Since 2000, David has been Chair of the Montefiore Development Committee (MDC) responsible for the planning, design and construction of the Randwick Campus, which in 2009 won the Property Council of Australia Innovation and Excellence Award. The MDC is currently steering the Master Plan for the remainder of the site at Randwick, comprising the M by Montefiore independent living units and a further new 90-bed dementia-specific wing. David has also been a member of the Montefiore Finance Committee since 2002.

GARY INBERG VICE PRESIDENT



Gary is a financial and corporate adviser with more than 25 years of experience in business including property management and development, property funds

management and public company experience. This has included a role as Head of Property for one of the largest property portfolios in NSW, managing a team in excess of

75 staff that looks after property worth in excess of \$3 billion.

Gary is past Chairman of IWPE Nominees Pty Ltd, Trustee and Custodian for Investec Bank (Australia) Limited. He is a non-executive director for a number of other companies and has been CFO for a top 200 ASX listed company.

Gary has had a long association with Montefiore, being involved with the fete for more than 15 years before becoming a Board Member.

He has held the role of Montefiore Vice President since 2004, prior to which he served as Honorary Treasurer for 3 years. Gary is a member of the Investment and Finance Committees, Chairs the Operations and Quality Committee, represents the organisation on the Joint Operating Committee of the Burger Centre and is a Director of National Nurses Plus and the Camelot Nursing Home.

BOARD MEMBERS CONTINUED.**TOM MAUTNER**
HON TREASURER

Tom has an extensive history in the fashion industry, with a lengthy career as General Manager and a shareholder of Peter Weiss Pty Ltd, following which his own company manufactured apparel

under the Pringle of Scotland Label. He continues to maintain a close relationship with Peter Weiss.

More recently, he has been running a private investment business,

for the benefit of members of his extended family and a small number of close associates.

He was elected to the Board of Montefiore in 2001 and took on the important role of Treasurer in 2004. Tom is also an active member of the Development, Operations & Quality, Finance and Investment committees.

Tom was a passionate contributor to the design and building of the first stage of the Randwick Campus and continues to be involved with the ongoing process of upgrading each of the campuses. He is looking forward to the imminent commencement of the second stage of the Randwick Campus development.

Tom was born in Czechoslovakia in 1950 and migrated to Australia in 1969. He and his wife Rose are long-time supporters of many Jewish organisations.

ASSOCIATE PROFESSOR
PETER GONSKI
HON SECRETARY

Assoc Prof Peter Gonski, who joined the Board in 2008, is a senior staff specialist geriatrician with more than 25 years of experience as an aged care physician working in the community and hospitals.

He is Director of Southcare, Sutherland Hospital and Community Services, Clinical Stream Director for Aged Care and Rehabilitation, South Eastern Sydney Local Health District.

Peter is also a conjoint Associate Professor in the Faculty of Medicine at the University of NSW Sydney.

His multiple board associations and integral relationships with the Aged Care division of the ACI and the NSW division of the Australian and New Zealand Society for Geriatric Medicine, of which he is President, allows him to understand and optimise community needs.

The Gonski family has a long history with Montefiore through volunteering, and Peter's knowledge and experience makes him a vital addition to the Board.

ALEX ABULAFIA
BOARD MEMBER

A corporate lawyer and investment banker turned entrepreneur, Alex joined the Montefiore Board in 2014. With his business and communal leadership experience, he is uniquely positioned to assist the board in taking Montefiore forward.

As Treasurer and then President of Emanuel School from 1999 to 2006 he was instrumental in transforming the school, including a capital appeal in 2005 that raised \$4.5 million. He assisted with the JewishCare capital appeal, and has been Chairman of JewishCare's Foundation since 2009. His other communal involvements include Australian Friends of the Hebrew University (1997-2000, Director), JCA Appeal Chairman and Executive Committee Member (2006-2008) and JNF NSW President (2011-2015), where he remains on the board. Alex is a Trustee of both the Kesser Torah Education Fund and JCA's Education Endowment Fund, and also of Y2i.

LISA BRENDER
BOARD MEMBER

Lisa Brender is a Registered Nurse with over 30 years' experience, and currently works as a Clinical Nurse Specialist at Prince of Wales Private Hospital, as well as at the University of Notre Dame and the University of Technology in the role of Clinical Nurse Educator. Lisa is a Director of charity Smiles for ME, an organisation sending Doctors and Registered Nurses to the Philippines to operate on children with Cranio-Facial deformities, in particular Cleft Lips and Palates. Lisa has participated in 11 of these surgical missions herself in a clinical role.

Lisa is committed to Montefiore and, in 2000, took a year's leave of absence from nursing to act as Coordinator of the Montefiore Capital Appeal. She joined the Board in 2001 and served for 10 years before taking a short break and rejoining in 2012. She has previously sat on the Community Relations Committee, and remains a member of the Operations & Quality Committee.

MAX EINFELD
BOARD MEMBER

Until his recent retirement Max Einfeld was a commercial lawyer, an accredited specialist in taxation law and acted as a public notary. During his career, he was a Partner in several prominent law firms.

Max has had a long and active involvement on the Board since 2002. He also serves on the Religious and Nominations Committees. His commitment to aged care continues his family's long tradition of contribution to the welfare of the NSW Jewish community.

Max's other communal positions have included Honorary Solicitor for the NSW Jewish Board of Deputies, United Israel Appeal and Mandelbaum House. His other interests include his golf swing, his grandchildren and his beloved Roosters.

Max is committed to making a difference to the lives and wellbeing of all residents and has a particular passion for delivering the best cultural and religious programs.

BOARD MEMBERS CONTINUED.**MICHAEL GRAF**
BOARD MEMBER

Michael Graf has over 25 years' experience in the Information Technology industry, most of it spent with IBM where he held leadership roles across the IT Services, IBM Software and Hardware divisions. His final role, before leaving in 2014, was as leader of the Growth Markets Unit for IBM Business Partner Hardware Programs across the developing world. He now manages a number of private investments and property developments.

Michael's eight years on the Board of the JCA has included five years as Vice President and Fundraising Chairman, during which time the organisation raised almost \$64 million. His JCA Board and Committees roles have covered fundraising, donor engagement and marketing. Michael is a Board Member of the Technion Society of Australia (NSW) and The Joint Australia, and sits on Technology Advisory Boards for several non-profits and IT startups. He is a member of the Australian Institute of Company Directors.

TREVOR POGROSKE
BOARD MEMBER

Trevor is an Executive Director of EY Transaction Advisory Services, and former Partner and NSW leader of health and aged care with Grant Thornton Australia. Trevor is a member of the Institute of Chartered Accountants and Australian Institute of Company Directors.

Trevor has more than 30 years' experience in international trade and trade finance, corporate restructuring and insolvency. His key industry expertise includes financial services, hospitality, aged care, technology, communications and entertainment, manufacturing, engineering and construction, and printing and packaging.

Trevor joined the Montefiore Board in 2013. His other community activities include being a Board Member of Kehillat Masada and a member of the Congregation of Synagogues of NSW (COS).

DR SUSAN HERTZBERG
BOARD MEMBER

Dr Susan Hertzberg is a qualified medical practitioner and currently an Emergency Physician at the Prince of Wales Hospital, Randwick. She also works as a senior Medical Advisor at Avant Medical Indemnity. In addition to her medical degree and specialist qualification she has a Masters of Health Law and a Masters of Bioethics from Sydney University, and is a tutor in ethics in the Faculty of Medicine at UNSW. Susan is interested in quality health care for the aged. The Prince of Wales Hospital sees a large number of residents from Montefiore and the provision of high quality care to these residents is a high priority.

Susan has a long association with a number of communal organisations including the Wolper Hospital and the Great Synagogue, and she serves on a number of professional and hospital committees.

LEORA ROSS
BOARD MEMBER

Leora Ross worked as a pharmacist before doing some voluntary work in the community while raising her three children. She spent 16 years teaching English to overseas students and migrants at the Institute of Languages UNSW, as well as teaching the future teachers. Leora holds a degree in Pharmacy, a Graduate Diploma in Education, a Certificate in TESOL (Teaching English to Speakers of Other Languages) and a Master of Arts in Applied Linguistics. Her teaching experience has given her an understanding of intercultural issues relevant both to the staff and residents of Montefiore and an interest in professional development.

Leora's mother was a resident of Montefiore for four years, which strengthened her resolve to ensure that Montefiore excels in maximising quality of life for its residents. She remains actively involved in the community and is a volunteer guide at the Sydney Jewish Museum.

BARRY JOSEPH
BOARD MEMBER

Barry was born into a family that has a deep and long-lasting relationship with Montefiore. His mother, Miriam, was a driving force of the Ladies' Committee for many years, and a Board member for more than 17 years.

Proudly elected to the Board in 2001, he continues this commitment with a deep passion and involvement and is presently on the Admissions Committee.

After five years working with a sharebroker, Barry began his career in the ladies clothing industry in 1965. In 1969, he commenced his own clothing and manufacturing business, which he ran successfully until 1998.

During the early 1970s and under the Presidency of the late Hal Goldstein AM OBE, Barry was an active member of the House Committee, in addition to being involved with admissions. He is also past Federal Executive Director of the Australian Friends of the Hebrew University of Jerusalem, a position he held for 15 years.

RENÉE SYMONDS
BOARD MEMBER

Renée is a Clinical Psychologist and holds a degree in Education. Renée was elected to the Board in 2001, having already been an active member of the Operations Committee.

In her years as a Board member she has written papers, presented at conferences on aspects of ageing, dementia, placing one's relative into residential aged care and life within our Montefiore homes.

Renée is passionate about contributing to the education of staff. She authored and was instrumental in setting up the Montefiore Staff Holocaust Awareness program which is conducted monthly at the Sydney Jewish Museum. This program which trains Montefiore staff to deal with the special requirements of our survivors, has, to date, won two prestigious awards for Montefiore. As a child of Holocaust survivors, this is a cause very close to her heart.

BOARD MEMBERS CONTINUED.**JEREMY WAINE**
BOARD MEMBER

Jeremy Waine is an investment banking and financial services professional with more than 18 years' experience with leading Australian and international companies. He began his career as a corporate lawyer at Mallesons and then moved into investment banking, principal acquisitions and funds management with UBS Investment Bank, CBA, Westpac and GE Capital. Jeremy has been a member of the Board of Montefiore since 2008 and has served on the Finance and Investment Committee and the Nominations Committee.

He has a Bachelor of Commerce and Laws from UNSW, a Graduate Diploma in Applied Finance and Investment from FINSIA, and has completed advanced training at the AGSM in Sydney and MIT in Boston. Jeremy is a Director of the Children's Medical Institute and sits as Treasurer as well as Chair of its Finance and Investment Committee.

BOARD COMMITTEES

(AS AT 30 JUNE, 2017)

Montefiore Development Committee (MDC)

David Freeman AM (Chairman)
Gary Inberg
Tom Mautner
Michael Graf
Robert Orie
Jarred Rubin (Observer)

Finance Committee

Tom Mautner (Chairman)
David Freeman AM
Gary Inberg
Assoc Prof Peter Gonski
Alex Abulafia
Trevor Pogroske
Robert Orie
Andrew Kew
Jarred Rubin (Observer)

Operations & Quality Committee

Gary Inberg (Chairman)
Lisa Brender
David Freeman AM
Michael Graf
Barry Joseph
Alex Abulafia
Tom Mautner
Leora Ross
Renée Symonds
Robert Orie
Andrew Kew
Howard Kaplan
Melanie Lindenberg
Janine Grossman
Jarred Rubin (Observer)

Admissions Review Committee

Max Kahn (Chairman)
Barry Joseph
Robert Orie
Melanie Lindenberg
Justine Spies

Religious Committee

Melanie Lindenberg (Chairperson)
Max Einfeld
Rabbi Rogut OAM
Lynda Dave
Tammy Kleviansky

Burger Centre Joint Operating Committee

(Montefiore Representatives)
Gary Inberg
Renée Symonds
Karen Jordan
Robert Orie

Investment Committee

Tom Mautner (Chairman)
David Freeman AM
Gary Inberg
Barry Joseph
Assoc Prof Peter Gonski
Trevor Pogroske

PRESIDENT'S ANNUAL REPORT

“MANY PEOPLE IN THE COMMUNITY ARE UNAWARE THAT MONTEFIORE IS HOME TO MORE THAN 300 PENSIONERS, WHO ARE UNABLE TO CONTRIBUTE FINANCIALLY TO THE COST OF THEIR CARE.”



Earlier this year I attended a communal function, and the conversation inevitably turned to aged care and the accommodation and services provided by Montefiore. I mentioned the fact that we are home to more than 300 pensioners, who are unable to make a significant contribution towards their cost of care. I stated that, notwithstanding their financial

position, they nevertheless are provided with the same level of accommodation and care as our wealthiest full-fee paying residents.

The response from the group I was speaking to surprised me. Most were unaware that we cared for such a large number of people with limited financial means, who we provide with the same high standard of care.

I made the point that, if it were not for the existence of Montefiore, these members of our community would be languishing in older, sub-standard facilities where they would be sharing their room with upwards of three other people. If they needed to visit the bathroom, they would have to make an undignified trip down a corridor to a communal ablution area.

PRESIDENT'S ANNUAL REPORT CONTINUED.

“THE NEW INDEPENDENT LIVING UNIT DEVELOPMENT, M BY MONTEFIORE, IS A STEP TOWARDS REINFORCING OUR FINANCIAL SUSTAINABILITY.”

The scenario I describe above is relatively common in the aged care sector where, unlike Montefiore, the majority of facilities do not have single room accommodation with ensuite bathrooms. These older style facilities tend to target the pensioner cohort, with the owner able to keep tight control on expenditure by operating with minimal staffing levels in order to offset the pensioners' limited capacity to pay. The provision of shared accommodation helps in this regard as it is an efficient way to deliver care services, although clearly not supportive of a person's dignity and quality of life.

Thankfully, the founders of Montefiore were ahead of their time and had a different vision for the provision of accommodation and care to pensioners, which placed quality of life and enhancing the human experience above monetary gain. In a practical sense, this entailed providing industry leading standards of accommodation and care to everyone, irrespective of an individual's capacity to pay.

While past critics have suggested we cut costs, this Board unanimously agrees that Montefiore should continue to reinvest its income, so that we may provide the quality of care that all older members of our community deserve now and in the future, regardless of their means.

So, you may ask, how can Montefiore afford to continue to pursue this goal today and into the future?

FUNDING CHARITABLE ENDEAVOURS

The answer is twofold. Firstly, as a charity we are fortunate to receive the financial support of the community. Funding we receive from bequests and donations assists with the cost of capital works, such as the refurbishment of rooms or the construction of new accommodation. We wouldn't have been able to build the Randwick campus without the financial support of the community, a fact we commemorated at the 10th Birthday celebrations in November, attended by Ambassadors, Board Members, Life Governors and supporters (see page 24).

Secondly, to cover our operational expenses we rely on what we describe as our 'cross-subsidy' model. In simple terms, we reinvest surpluses from profit-making areas of the organisation into charitable endeavours including subsidised residents, as well as research and improvements that benefit all our clients, and indeed those who will use our services in the future.

These surpluses have traditionally come from those able to pay a full commercial rate associated with Montefiore's premium residential accommodation and support services, as well as from donations and bequests.

Over the past 10 years the Board of Management has been focused on expanding its profit making enterprises to further support the financial sustainability of the organisation. Examples include the establishment of National Nurses

Plus (NNP) in 2008, a nursing labour hire agency that provides casual staff to other aged and health care providers, and launching the Home Care division (now Monte Help@Home) in 2009 to serve people still living in the community.

Both NNP and Monte Help@Home have proven to be hugely successful by generating a solid income stream and having experienced steady growth since their inception, a trend that is expected to continue into the foreseeable future.

RANDWICK INDEPENDENT LIVING UNITS

The decision by the Board of Management to progress the development of Independent Living Units on the Randwick campus is another step towards reinforcing Montefiore's financial sustainability.

While the M by Montefiore development of 79 units will provide much needed accommodation and support for those not quite ready for residential aged care (see page 25), the entry contributions paid by incoming residents will also go a long way towards funding the cost of a new 90-bed residential aged care building designed specifically for people living with dementia, planned for the Randwick site.

IN APPRECIATION

Montefiore continues to be a vibrant and successful organisation and there are many who contribute to its success. Unfortunately it isn't possible to thank everyone within the confines of this report but I would like to single out a few individuals and groups for special mention.

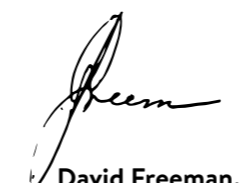
On behalf of the Board of Management, I extend my sincere thanks to our Members, Life Governors, donors and volunteers for your ongoing support and commitment. A special mention to the Ladies' Committee, headed by Co-Presidents Annette Joseph and Wendy Englander, for your outstanding fundraising efforts.

As always, a heartfelt and sincere thankyou to our wonderful Rabbi and Rebbetzin, David and Vicky Rogut for enriching the lives of our residents and family members.

We are truly fortunate to have a highly skilled and experienced management team and I'd like to acknowledge the efforts of our CEO, Robert Orie, the senior managers and indeed the entire staff for their commitment to the wellbeing of the people in our care.

The Executive of the Board has been extremely busy this year, steering the organisation's finances while maintaining operational excellence. At the same time, the Development Committee has been intimately involved in the design of M by Montefiore and the proposed dementia building, as well as considering future plans for providing aged care beyond our existing campuses.

Finally, I would like to offer personal thanks to my fellow Board members for their commitment, and in particular the Executive – Gary Inberg, Tom Mautner and Associate Professor Peter Gonski – for your guidance and support.



David Freeman, AM
President

MONTEFIORE TODAY

740 RESIDENTS

150 HOME CARE CLIENTS

96 CLUB MONTE CLIENTS

130 BURGER CENTRE CLIENTS

1,000+ EMPLOYEES INCLUDING

200+ ALLIED HEALTH PROFESSIONALS

550 VOLUNTEERS

2368 MEMBERS

900 LIFE GOVERNORS

9 FEDERAL GOVERNMENT BETTER PRACTICE AWARDS

 **360° CARE**

 **SILVER SERVICE DINING**

 **FULL CONTINUUM OF CARE**

CEO'S REPORT



“THE NEW RANDWICK DEVELOPMENT MARKS A HUGE STEP IN OUR ABILITY TO PROVIDE A FULL CONTINUUM OF CARE TO ALL THOSE WHO NEED OUR SERVICES AS EXPERTS IN THE AGEING EXPERIENCE.”

The past year has been another busy and fulfilling period for Montefiore, as we deliver care and support services to countless older members of the community, from those living in their own homes to people requiring the highest levels of care at our residential campuses.

BUILDING THE FUTURE

In November 2016, the 10th Birthday of the Randwick Campus marked a significant milestone in Montefiore's long and distinguished history (for more on the celebrations, see page 24). The trust our members put in us to move forward with the Randwick building more than a decade ago has paid off, with our organisation stronger and our residents across all campuses receiving higher standards of care as a result.

Looking ahead, it again feels as though we are on the brink of a new era in the organisation's future. You have seen regular updates from the President and myself about our forthcoming independent living units to be developed on the Randwick site. This project is exciting enough in its own right, with the 79 luxury 1, 2 and 3-bedroom apartments now approved to begin construction in early 2018 (see page 25).

The development marks a huge step in our ability to provide a full continuum of care to all those who need our services as the experts in the ageing experience. In addition, the entry contributions derived from the apartments will fund a further new dementia care building, a sector of aged care facing increasing pressure.

Both the Treasurer's and President's reports touch on our cross-subsidy model, and it's exactly this cycle of reinvesting revenue that will ensure we remain a robust organisation as we face a future with growing demand for high-care nursing and dementia care at one end of the spectrum, and independent living and home care at the other as people are living healthier lives at home for longer.

INVESTING IN CARE

Another milestone for Montefiore in the year ahead is an investment of a very different nature. Though the results may be less immediately tangible, the Board's decision to enter a new five-year funding partnership with the Centre for Healthy Brain Ageing (CHeBA) at UNSW Sydney will pay long-term dividends in terms of the ongoing wellbeing of our residents and clients, especially those living with dementia.

Under the stewardship of Professor Henry Brodaty AO, Montefiore Chair of Healthy Brain Ageing and Co-Director of CHeBA, the agreement will allow us to shape a program of research that will ensure we are constantly evolving our methods and standards of care and remain a leader in the aged care sector in terms of innovation. Read more about the achievements of our research program to date, and our plans for the future on page 32.

Also in the broader context of the aged care industry, we were honoured by a recent visit to the Randwick Campus by the Federal Minister for Aged Care, The Hon. Ken Wyatt AM, MP. It was gratifying to hear his views on the accommodation and care he witnessed in the context of his travels in Australia and around the world, referring to the spirit of community, connectedness and peace that he felt at Montefiore.

This atmosphere is in no small part due to the Montefiore Philosophy of Living (POL), a commitment to choice, dignity and wellbeing that is being implemented across our campuses with very real day-to-day impact on the way our residents live and our model of person-directed care. Read more about the work of Professional Services Director Janine Grossman and the POL Committee on page 33, as we move towards certifying all care units within the organisation by March 2018.

Another significant project involving all campuses this year has been the decentralisation of our kitchens under the leadership of Hotel Services Director Howard Kaplan and with the support of Catering Manager Saranne Chait. Food is such an integral part of life for our residents, and the move back to preparing all meals onsite at each campus – and tailoring menus to their respective demographics and tastes – has already received much positive feedback.

As those of you who have run a business of your own would know, hiring, supporting and nurturing talented and dedicated staff is critically important. I am pleased to report that this year saw our first Diploma of Leadership and Management graduates, in conjunction with the Northern Sydney Institute. The opportunity to participate in this year-long course was offered to 11 promising staff members from all areas of the organisation. Each embraced the challenge with gusto and we look forward to seeing them put their new skills into practice.

“OUR RESEARCH PARTNERSHIP WITH CHEBA WILL HAVE A LONG-TERM IMPACT ON THE ONGOING WELLBEING OF OUR RESIDENTS AND CLIENTS, ESPECIALLY THOSE LIVING WITH DEMENTIA.”

CEO'S ANNUAL REPORT CONTINUED.

Thanks to generous members of the community, we are also grateful for two new perpetual scholarships, bringing to five the total number on offer to our staff. For more on the Cass Lyons and Harry and Vivienne Beck Perpetual Scholarships, see page 27.

COMMUNITY SUPPORT

The scholarships are just one way that our generous community makes Montefiore the extraordinarily vibrant, caring organisation that it is. Our Silver Ribbon Tea Club, in support of CHeBA and our ongoing research, continues to hold well-attended events themed around healthy ageing; this year's first Art@Monte event was a huge success; and we look forward to many of you joining us for our Broadway in the Grounds concert in December, following last year's popular Jazz in the Grounds event.

So many areas of Montefiore would not function as well as they do without our tireless cohort of 500-plus volunteers, while the Ladies' Committee continues its stellar efforts in support of our Staff Holocaust Awareness training program, raising more than \$12,000 through a recent Bridge Night and running the Boutique, among other initiatives.

IN APPRECIATION

The successes of the past year would not have been possible without the efforts and commitment of many who deserve our thanks.

First and foremost, to our wonderful staff, you make an invaluable contribution towards the wellbeing of those who entrust us with their care, and for this I am truly grateful.

I'd also like to pay a special tribute to my Leadership Team and all the senior managers. It is a pleasure to work with such a dynamic, dedicated and well-respected team of professionals that inspire our staff and lead by example.

To our wonderful volunteers, donors and supporters – your contribution enhances the quality of life of the older people we care for, and for this you have my deepest gratitude.

Special thanks to our hard working and dedicated Spiritual Dean, Rabbi David Rogut OAM, and Rebbetzin Vicky Rogut for the support and guidance you provide to our staff, residents and family members.

I would also like to take the opportunity to personally thank President David Freeman AM and the other members of the Executive and Board for their guidance and support. In particular, I must acknowledge the enormous effort of the members of the Montefiore Development Committee entrusted to deliver the next phase of development at the Randwick campus.

Finally, sincere thanks to my Executive Assistant, Niki Glinellis, whose contribution and commitment makes my job so much easier and more enjoyable.



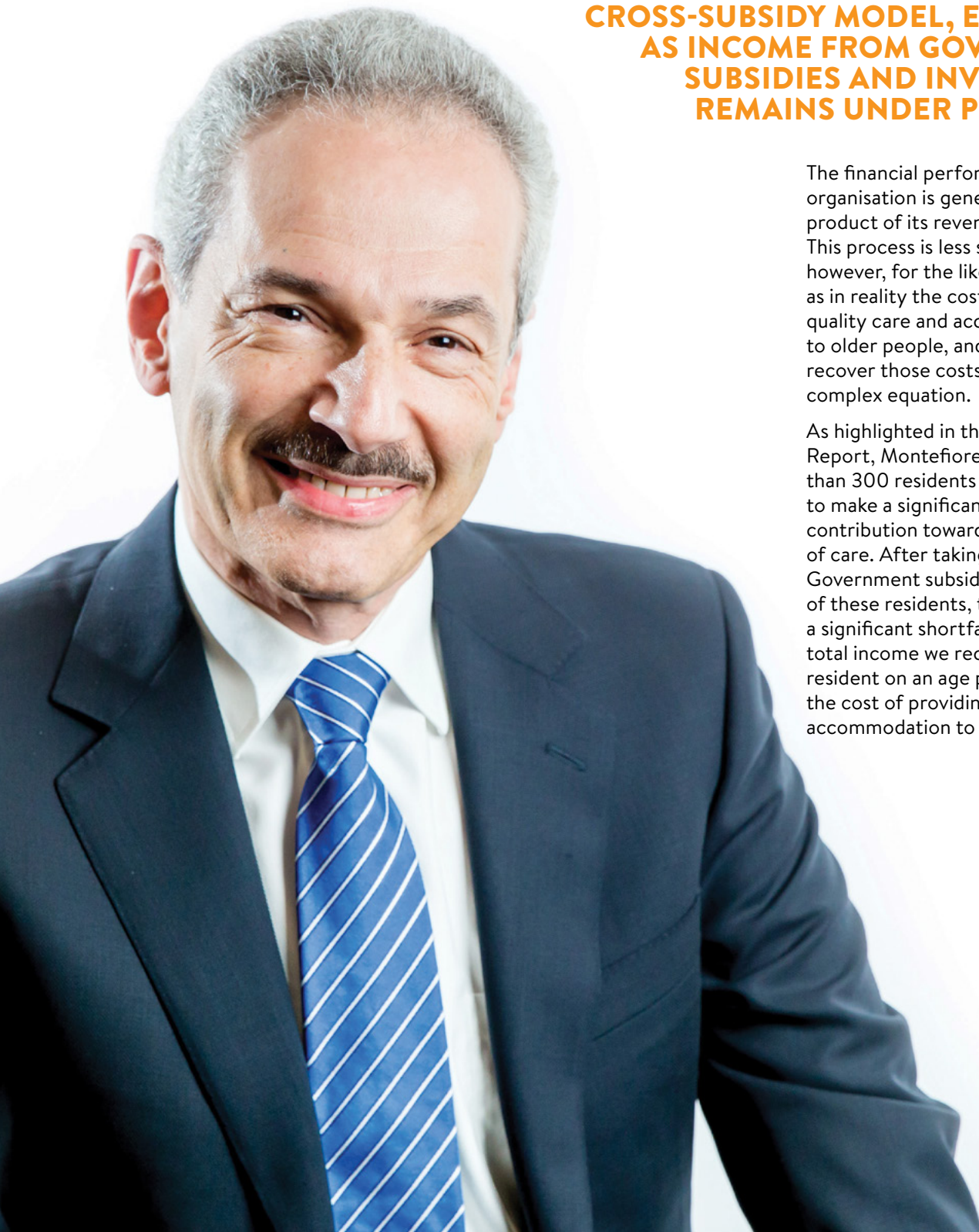
Robert Orie
Chief Executive Officer

TREASURER'S ANNUAL REPORT

“THIS YEAR’S SURPLUS IS A TESTAMENT TO THE EFFICACY OF THE CROSS-SUBSIDY MODEL, ESPECIALLY AS INCOME FROM GOVERNMENT SUBSIDIES AND INVESTMENTS REMAINS UNDER PRESSURE.”

The financial performance of an organisation is generally a simple product of its revenue and expenses. This process is less straightforward, however, for the likes of Montefiore, as in reality the cost of providing quality care and accommodation to older people, and our ability to recover those costs, is a far more complex equation.

As highlighted in the President’s Report, Montefiore cares for more than 300 residents who are unable to make a significant financial contribution towards their cost of care. After taking into account Government subsidies paid on behalf of these residents, there remains a significant shortfall between the total income we receive for each resident on an age pension, and the cost of providing care and accommodation to that person.



TREASURER'S ANNUAL REPORT **CONTINUED.**

As David explains in his report, rather than reduce care and services to subsidised residents to a level that is less than what the community would expect, Montefiore reinvests income from sources such as full-fee paying residents and our home care and labour-hire divisions to cross-subsidise the shortfall. In addition, the generosity of the community through bequests and donations assists Montefiore as we undertake larger scale capital works associated with improvement of facilities and new construction.

In this way, all residents, irrespective of their financial means, can enjoy a high standard of accommodation and have access to Montefiore's full range of clinical and support services. This includes access to allied health services such as physiotherapy, social work, creative arts and our outstanding cultural and spiritual services.

This philosophy strikes at the heart of Montefiore's charitable endeavours and has earned the organisation the reputation of not only being one of the finest aged care providers in Australia, but also one of the Sydney Jewish Community's most respected benevolent institutions.

EFFECTIVENESS OF THE CROSS-SUBSIDY MODEL

As you can see from the Summary of Comprehensive Income included with this report, the organisation returned an overall surplus of \$7.308 million, before depreciation and other adjustments. The result is testament to the effectiveness of the cross-subsidy model, and especially pleasing given that income from Federal Government care subsidies and investments, two

significant income streams, remains under pressure due to current government fiscal policy and the prevailing economic environment respectively.

As I have reported previously, government care subsidies have been subject to the effects of tightening fiscal policy for a number of years. Typically, indexation applied to subsidies at the beginning of each financial year has been inadequate, and well below the actual increase in cost associated with provision of care and services. For the 2017-18 financial year ahead, the government has made the extraordinary decision to withhold any form of indexation to care subsidies altogether.

In addition, government-instigated changes to the Aged Care Funding Instrument (ACFI), the tool used to allocate care subsidy funding, has resulted in a reduction in funding in real terms, particularly for those requiring complex health care.

With regard to Investment Income, a significant proportion of this income comes from the proceeds of investing refundable accommodation deposits held on behalf of residents. Understandably, the current economic environment with its historically low interest rates has a material impact on the level of income generated from this source.

The surplus reported above was bolstered by \$6.374 million of fundraising revenue relating to endowments, donations and membership fees. As mentioned earlier, this funding assists greatly with the cost of undertaking capital works relating to refurbishment and improvements, and the construction of new buildings. We remain indebted to the generosity of the community for providing this level of support.

OVERALL RESULTS

After taking into account depreciation and other adjustments, the organisation returned an overall surplus of \$58.568 million for the year ending 30 June, 2017. In addition to adjustments relating to the increase in value of the organisation's investment portfolio, which I detail later in my report, and any profits or losses incurred on sale of financial and other assets, the overall result includes a substantial increase in the market value of the organisation's residential aged care properties.

To ensure that Montefiore's Statement of Financial Position (Balance Sheet) accurately reflects the market value of its assets, a number of years ago the Finance Committee, in consultation with auditors, implemented a process whereby the organisation's residential aged care properties are re-valued every three years.

The most recent valuations, undertaken by the aged care division of respected firm CBRE, resulted in an overall uplift of more than \$52 million in the value of the aged care properties, the majority of which relates to the Randwick campus. This is a remarkable result and testament to the design and quality of the Randwick building delivered by the members of the development committee entrusted with this significant project.

With regard to the modest income tax liability, this relates to National Nurses Plus, a labour hire firm in which Montefiore has previously held a majority interest, with full ownership being transferred to the organisation on 30 June 2017.

STATEMENT OF FINANCIAL POSITION

The organisation's Statement of Financial Position (Balance Sheet) remains exceptionally strong, with net assets of more than \$378 million as at 30 June, 2017.

Montefiore continues to have no external debt apart from the refundable accommodation deposits and interest-free loans held on behalf of residents, and which represents approximately 94% of its total liabilities. This is a remarkable achievement and would compare favourably with the best-performing corporate institutions.

In addition to the organisation's listed investment portfolio, which represents about 18% of total assets, the majority of Montefiore's liquid assets are invested with major banks on term deposit.

The high level of liquidity represented by cash and cash-equivalent deposits ensures that we can comfortably refund accommodation deposits as and when necessary.

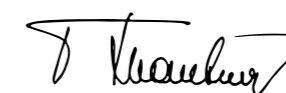
Approximately 6% of Montefiore's assets relate to investment properties, which include a row of residential houses located in a street adjacent to the Hunters Hill site. These properties back onto the existing site and have been acquired over many years. During the year, we took the opportunity to secure one of the last remaining properties, thereby consolidating a significant land-bank for future development.

The acquisition of these properties over time has proven to be a prudent strategic decision. Not only does it provide options in terms of the future of the Hunters Hill site, these properties have also appreciated significantly in value, particularly over the past few years.

IN APPRECIATION

By any objective assessment, Montefiore is a large and complex organisation, and managing its financial affairs requires a dedicated and highly professional team. In this regard, I would like to extend my thanks to the Chief Financial Officer, Nick Pezikian, and the members of the Finance Department for their assistance during the year.

On behalf of the Executive and the Board, I would also like to thank our benefactors, volunteers, Ladies' Committee and other donors for their efforts and continued support.



Tom Mautner
Treasurer

SIMPLIFIED STATEMENT OF FINANCIAL POSITION

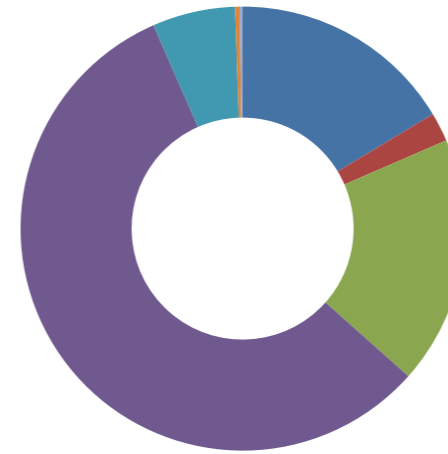
AS AT 30 JUNE, 2017

Assets	\$'000	Liabilities	\$'000
Cash and cash equivalents	108,996	Trade and other payables	6,043
Trade and other receivables	14,064	Employee entitlements	11,648
Financial assets	120,305	Refundable loans	269,167
Property, plant and equipment	378,177	Total liabilities	286,858
Investment property	40,157		
Intangible assets	2,204	Net assets	378,446
Goodwill	1,401		
Total assets	665,304		

SUMMARY OF COMPREHENSIVE INCOME

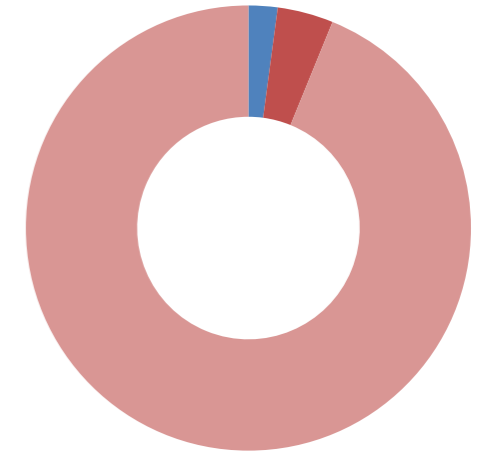
AS AT 30 JUNE, 2017

Operational Revenue	\$'000	Expenses	\$'000
Government subsidies and grants	45,042	Administration	2,193
Resident and client fees	25,520	Catering supplies	5,780
Daily accommodation payments and retentions	3,534	Cleaning consumables	3,720
Other operating revenue	1,031	Insurances	220
Dividends received	8,434	Other expenses	1,385
Interest received	5,566	Property and maintenance	3,821
Investment property income	831	Resident care supplies and services	2,256
Total operational revenue	89,958	Employee expenses	67,918
Fundraising revenue		Utilities	1,731
Bequests and donations	6,257	Total expenses excluding depreciation	89,024
Membership fees	117	Surplus excluding depreciation and other adjustments (EBITDA)	7,308
Total fundraising revenue	6,374	Depreciation and other adjustments	
Total revenue	96,332	Depreciation	(9,116)
		Net changes on revaluation of financial assets	2,152
		Loss on sale of financial assets	(360)
		Profit on sale of non-current assets	4
		Revaluation of investment properties	6,200
		Revaluation of residential aged care properties	52,727
		Income tax	(347)
		Total depreciation and other adjustments	51,260
		OVERALL SURPLUS FOR THE YEAR	58,568



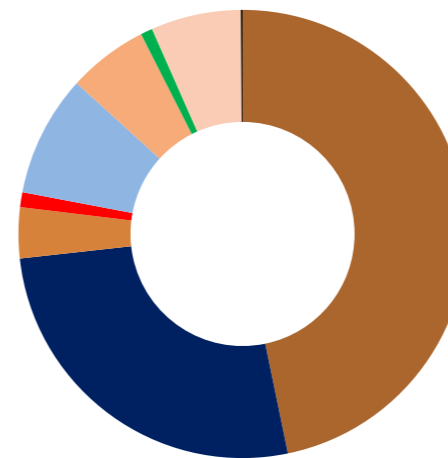
ASSETS

- Cash and cash equivalents 16.4%
- Trade and other receivables 2.1%
- Financial assets 18.1%
- Property, plant & equipment 56.8%
- Investment property 6.0%
- Intangible assets 0.3%
- Goodwill 0.2%



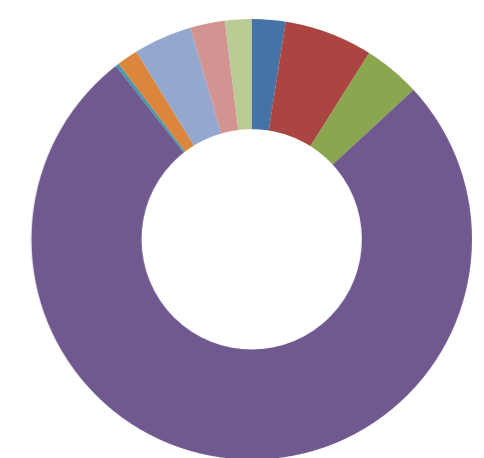
LIABILITIES

- Trade and other payables 2.1%
- Employee entitlements 4.1%
- Refundable loans 93.8%



REVENUE

- Government subsidies and grants 46.8%
- Resident and client fees 26.5%
- Daily accommodation payments and retentions 3.7%
- Other operating revenue 1.1%
- Dividends received 8.8%
- Interest received 5.8%
- Investment property income 0.9%
- Bequests and donations 6.5%
- Membership fees 0.1%



EXPENSES

- Administration 2.5%
- Catering supplies 6.5%
- Cleaning consumables 4.2%
- Employee expenses 76.3%
- Insurances 0.2%
- Other expenses 1.6%
- Property and maintenance 4.3%
- Resident care supplies and services 2.5%
- Utilities 1.9%

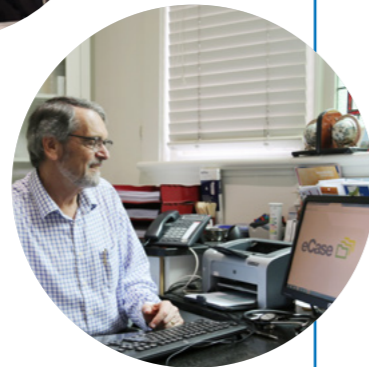
YEAR IN REVIEW

**JULY**

Hunters Hill
resident Jacob
Gubbay's art
exhibition

**AUGUST**

The inaugural
Silver Ribbon
Tea Club event
in support of
dementia research

**SEPTEMBER**

Rollout of the
new ECase clinical
information system

OCTOBER

Jazz in The
Grounds

**NOVEMBER**

Montefiore Randwick
celebrates 10 years

DECEMBER

Chanukah celebrations
across our campuses



YEAR IN REVIEW

**MARCH**

Residents'
Purim Concert
at Hunters Hill

FEBRUARY

Launch of
Wellbeing@Montefiore
staff exercise program

**JANUARY**

Resident & Staff
Influenza Vaccination
Program

**MAY**

National Volunteer
Week

**JUNE**

The Federal Minister for
Aged Care tours Randwick

APRIL

Art@Monte
community event



2016

2017

MONTEFIORE RANDWICK CELEBRATES 10 YEARS



Montefiore Ambassadors Scientia Professor Henry Brodaty AO and David Gonski AC cut the birthday cake.



Director of Client & Community Relations Melanie Lindenberg, Director of Professional Services Janine Grossman and Hon Treasurer Tom Mautner.



Dr David Skalicky, Rabbi Slavin, Rabbi David Rogut OAM, Board Member Barry Joseph and Rebbetzin Vicky Rogut.



Michelle Gonski with Hon Secretary Associate Professor Peter Gonski, volunteer Hélène Gonski and David Gonski AC.



President David Freeman AM with Life Board Member and Foundation Life Governor Manfred Salamon and his wife, Linda.



Damen Barker, Board Member Trevor Pogroske with wife Anne and Bruce Wallis.

Hundreds of Montefiore supporters including board members, ambassadors Scientia Professor Henry Brodaty AO and David Gonski AC, residents, staff, volunteers and community members, enjoyed an evening of entertainment, delicious food and cake, of course, to celebrate 10 years of Montefiore Randwick in November 2016.

“After 10 years of operating, it is remarkable that our facility is still regarded as one of the finest in Australia,” said President David Freeman AM. Having received a number of awards for excellence and innovation in design, including a prestigious award from the Property Council of Australia, the campus continues to be visited regularly

by local and international aged-care providers seeking insight into our design philosophy as well as the care and services we provide.

Said CEO Robert Orie: “This is a significant milestone for Montefiore. On 8 November, 2006, five residents were accommodated at our Randwick campus and today we are at full capacity catering for 276 people.”

M BY MONTEFIORE DEVELOPMENT



An artist's impression of the living space in one of the M by Montefiore luxury independent apartments.

After another busy year for the Montefiore Development Committee, the much-awaited development of the Randwick Campus is scheduled for early 2018, with approval now granted.

The luxury, 79-apartment independent living complex has been branded M by Montefiore. A display suite will open on the Randwick premises in the new year along with the sales launch, and construction on the King Street side of the site due to begin soon afterwards. Project firm Equity Development Management, architects Jackson Teece and creative agency Hoyne are bringing the project to fruition, and a dedicated sales team will soon be on board.

This new development is crucial in addressing the shifting landscape of aged care, recognising increased demand for seniors' living units that

“A DISPLAY SUITE WILL OPEN ON THE RANDWICK PREMISES IN THE NEW YEAR ALONG WITH THE SALES LAUNCH, AND CONSTRUCTION ON THE KING STREET SIDE OF THE SITE IS DUE TO BEGIN SOON AFTERWARDS.”

offer the independence and space of a private residence, but with access to sophisticated support services.

At the same time, waiting lists are growing industry-wide for high- and dementia-care residential places as people enter care at an older age, which is why sales revenue from the M by Montefiore apartments will in turn fund the specialist dementia care building that will occupy the corner of Dangar and King streets.

M by Montefiore will comprise 79 premium 1, 2 and 3 bedroom apartments. “The design is a pairing of classic and contemporary

aesthetics, featuring premium materials and capturing sunlight and natural ventilation,” explains Kate Richards, Head of Interiors Sydney at architecture firm Jackson Teece.

Additional five-star features include weekly cleaning, room service, a wellness spa, club lounge, cinema and a 20-metre lap pool. Clever planning means a balance of privacy and security with welcoming communal spaces. Priority access to our industry leading allied health and home care services is available to allow residents to enjoy independence in their own homes for longer.

FOUNDATION UPDATE

Melanie Lindenberg, Director of Client & Community Relations



As much as older members of the community rely on Montefiore for their care and wellbeing, so do we rely on our incredible network of donors, members, volunteers and friends. No area of the organisation is untouched by your support, as this summary of the past year demonstrates.

SUPPORTERS

Every donation to Montefiore, from the smallest *simcha* donation to the most generous bequest, has an impact on the lives of our residents and clients, both by providing care for those less financially able and contributing to improvements to our services and facilities.

Two generous donations in the past year have been used to establish new

Perpetual Scholarships, bringing to five the total number offered to our staff for training and development. The Cass Lyons Perpetual Scholarship for Further Education in the Living with Dementia training program was established by sisters Margaret and Catherine Lyons in honour of their mother, a former lawyer who spent three years in the Special Care Unit at Randwick. The second, donated by Montefiore Life Governor Harry Beck and his wife Vivienne, will go towards staff training and continuous improvement in the year ahead.

Our membership figures for the financial year remain strong, standing at almost 2400. We value the support of our members, who receive benefits including voting rights at Montefiore's Annual General

Meeting, exclusive access to special functions, *LIFE Magazine* and regular updates on news and events, as well as automatic membership of the Cyril Rosenbaum Synagogue Hunters Hill and Beit Halevy at Randwick. The Marianne Van Der Poorten Appeal accompanied this year's membership renewals, and was well supported.

Several generous donors elevated their status as they were bestowed the honour of Life Governorship in the past year, while many current Life Governors increased their levels to Bronze, Silver, Gold and Platinum. Previously referred to as Benefactors, our highest level supporters will now be known as Platinum Governors.

Several changes and improvements are underway in the Client and Community Relations Department.



Clockwise, from far left: Art@ Monte panellists John Kaldor AO and Edmund Capon AM, OBE with President David Freeman AM; Wendy Englander, Annette Joseph, Hilary Fredman and Cathy Shapiro at the March 2017 Silver Ribbon Tea Club event; Life Governor Harry Beck and wife Vivienne recently donated our fifth Perpetual Scholarship; Monica Trapaga and the Moochers performed at Jazz in the Grounds 2016; Max Kahn with Art@Monte organiser Joanna Capon OAM.

prizes donated year after year by our valued supporters. This year's raffle will be drawn at Broadway in the Grounds.

The Stephen and Julie Lowy Lounge hosted a full house for our Randwick Information Evening in February 2017, as interested members of the community gathered to learn about the range of services Montefiore offers, how to access care, government subsidies and more.

The Silver Ribbon Tea Club, now in its second year, continues to go from strength to strength. Members are asked to donate the price of a cup of tea (or two) each week in support of dementia research at the Centre for Healthy Brain Ageing (CHeBA) UNSW Sydney. In exchange, members gain complimentary admission to a series of stimulating morning tea events, which this year featured addresses by nutritionist and author Sue Radd in March 2017, and Professor Carmelle Peisah on maintaining mental health at any age in August 2017.

Another exciting new event on the calendar this year was Art@ Monte, thanks to organisers Joanna Capon OAM and Karen Gutman. The evening was a huge success, as 120 community members came to hear the expert panel – Edmund Capon AM, OBE, John Kaldor AO, Danny Goldberg OAM, Nick Tobias and Eleonora Triguboff – share their thoughts on 'The Art of Collecting Art'. The commitment of the remarkable Foundation team is the key ingredient in making these community events so successful.

“TWO GENEROUS DONATIONS HAVE BEEN USED TO ESTABLISH NEW PERPETUAL SCHOLARSHIPS OFFERED TO STAFF FOR TRAINING AND DEVELOPMENT.”

The migration of our database to Salesforce is a huge task being undertaken by our Digital Services team together with Donor Relations Coordinator Miri Gold and Volunteer Department Administrator Arlene Latham. This new platform will allow us to communicate more effectively with our member base and improve our fundraising capabilities.

I'm also pleased to report that Ariella Roth has joined us as Head of Marketing and Engagement, bringing with her a wealth of fundraising and marketing experience in both Jewish communal and other non-profit organisations. We look forward to the plans she and her team have for the coming year, which will include new fundraising initiatives as the Randwick building developments progress.

COMMUNITY EVENTS

Our Community Relations team has worked tirelessly over the past year to bring you a wide array of events.

Even the rain couldn't stop the enthusiastic crowd from enjoying Monica Trapaga and the Moochers at Randwick's Jazz in the Grounds in October 2016. The amazing London pub-inspired food stalls and many volunteers and helpers on the day ensured a good time was had by all. We look forward to welcoming you to this year's Broadway in the Grounds on December 10.

The 2016 Raffle was also well supported by the community, thanks to the first prize of a \$10,000 voucher supported by Anywhere Travel, second prize of a Kymco Motor Bike, and numerous other

FOUNDATION CONTINUED.

VOLUNTEERS

It's almost impossible to count the ways in which our tireless team of more than 500 volunteers makes a difference across the organisation, so below are just a few of the areas where they contribute.

Each year manager Hazel Stein and her team organise two key events to celebrate and honour all those who contribute their time. The most recent Spirit of Volunteering Recognition Event in November 2016 featured keynote speaker William Nemesh, Jewish Community Relationship Manager at the NSW Jewish Board of Deputies, while guests at the National Volunteer Week function in May 2017 heard from Ramona Freedman on her experiences as a young mother undergoing cancer treatment.

At Randwick and Woollahra, the past year has seen the introduction of Welcome Ambassadors who present new residents with a welcome gift and introduce them to life at Montefiore. New regular activities at Randwick include the introduction of an Afrikaans conversation group, Men's (Gibborim) Group, and pet therapy sessions in the nursing home with our canine volunteers.

At Woollahra, we have begun a knitting group as well as regular visits to the Randwick boutique.

At Hunters Hill, we have seen the Library Trolley service extended to Monte Gardens and the Shabbat Trolley service now staffed by volunteers, as well as new weekly evening activities and shopping services introduced to great success. The Welcome program has also been extended to nursing home areas.

Our Ladies' Committee is an integral part of our volunteer base. Thanks must go once again to Co-Presidents Wendy Englander and Annette Joseph for their fundraising efforts over the past year in support of the vital Holocaust Staff Awareness Program undertaken by all staff. As well as running the boutique with assistance from other volunteers,



Left: As part of the Intergenerational Program, Emanuel School's Amanda Bozic and Jesse Keyser partnered with Randwick's George and Gabby Nash for Project Heritage.

Below: Leila and Ramona Freedman, Hazel Stein, Jane Silverman, Arlene Latham and Melanie Lindenberg at the National Volunteer Week event.



"IT'S ALMOST IMPOSSIBLE TO COUNT THE WAYS OUR TIRELESS TEAM OF MORE THAN 500 VOLUNTEERS MAKES A DIFFERENCE ACROSS THE ORGANISATION."

events have included a well-attended Bridge Evening in April 2017 that raised a record-breaking \$12,000.

Another very special group of volunteers are those who spend time with our residents to record their Life Stories, an invaluable program that has produced more than 200 such memoirs over the past 12 years.

Thanks to the Intergenerational and Community Service programs, more than 50 student volunteers join with residents for leisure activities as well as offering support with practical

tasks such as computing. Schools involved include Moriah College, Emanuel School, Kesser Torah, SCEGGS, Sydney Girls High School, Reddam, Randwick Girls High School, Balmain High School, St Ignatius College Riverview, St Aloysius' College, Loreto Kirribilli and Meriden. In addition, preschool students from Moriah and Emanuel visit to take part in special Kabbalat Shabbat services. This year we also hosted 23 American students from Bnos Kanfei New York, who were delighted to visit as part of their overseas summer camp.

A CHANUKAH MESSAGE

Rabbi David Rogut OAM

“WE MUST BE EVER MINDFUL OF THE DREAM OF OUR PEOPLE, WHICH IS INEXTRICABLY LINKED TO THE WELFARE OF OUR SPIRITUAL LAND, ISRAEL.”

On the Shabbat of Chanukah, we read the weekly *sidra* of Miketz. In it, Joseph the dreamer interprets someone else’s dreams – those of Egypt’s Pharaoh. Sadly, this became a pattern for future generations. Jewish dreamers, idealists and visionaries have repeatedly interpreted the dreams of others.

This was the case of statesmen Benjamin Disraeli in 19th-Century Britain, Walter Rathenau in Weimar Germany, Leon Blum in pre-World War II France and Leon Trotsky in Russia. In each instance, these well-known leaders submerged their inner selves, suppressed their own Jewish identities and sought to make the dreams of the countries wherein they lived, their own dreams. These great dreamers devoted their lives to interpreting the dreams of others. In each case they were extolled as men of great vision and profound wisdom – just as Pharaoh hailed Joseph. Invariably, however, the acclaim was always followed by a drastic change “when there arose a new ruler who knew not Joseph”.

We read this portion of the Torah with its curious dreams and its wise interpretations during Chanukah, when the Hasmoneans brought about a new interpretation of their own people’s dream of independence. There were Jewish leaders at that time who also sought to identify their dreams with that of the Greeks and Syrians. Men like Jason and Menelaus believed that Hellenisation of the Jewish people and making them part of the Greco-Syrian empire was the wiser path to follow. Surely the Greek civilisation had much to offer. It represented the path to progress and the wave of the future. It was a great dream! Many Jews became Hellenists and devotees of what they



believed would bring enlightenment and blessings to their people as well as to the whole empire.

The Maccabees, however, refused to be interpreters of someone else’s dreams. They did not want to give up their own identity. Their dream was the vision of their own prophets – people living in freedom and justice, guided by the spiritual essence of life.

The miracle of Chanukah represents the interpretation and fulfilment of that dream. The brave Maccabees fought for liberation from the rule of Antiochus and from the influence of Hellenism. Hence their victory culminated with the rededication of the Temple in Jerusalem, the citadel of the people’s spirituality.

Our generation is privileged to live in a period of Jewish history when the spirit of the Hasmoneans has been revived. We now enjoy an independent Israel. We must, though, be ever mindful of the dream of our people which is inextricably tied with the welfare of our spiritual land, Israel. It is not only political and economic independence that we seek. At the heart of the dream is the spiritual independence and moral renaissance of our people. It is in essence the fulfilment of Zechariah’s prophetic pronouncement “Not by might and not by power but by G-d’s spirit.”

Vicky and I wish the President, David Freeman AM, the Board of Management, valued residents, staff and volunteers a *Chag Sameach*.

RELIGIOUS AND SPIRITUAL LIFE

Lynda Dave, Spiritual, Cultural & Community Engagement Manager



Many areas of care we provide at Montefiore are industry-leading, and among them our Religious, Spiritual and Cultural Life program is truly unique. Guided with compassion and wisdom by our Spiritual Dean Rabbi David Rogut OAM and his wife Vicky as Rebbetzin, the program extends from religious practice and synagogue services to festivals and cultural occasions celebrated throughout the homes; pastoral and end-of-life care for residents and their families; as well as valuable staff education.

CELEBRATING TRADITIONS

Following the Modern Orthodox tradition, Shabbat and festival services are held in the Cyril

Rosenbaum Synagogue at Hunters Hill and the Beit Halevy Synagogue on Level 4, Randwick. Montefiore also welcomes regular *shiurim* from visiting rabbis representing many different congregations.

Following our Philosophy of Living (POL) emphasising choice, dignity and wellbeing, we work with the Social Work and Leisure & Lifestyle teams to create a Spiritual Care Plan for each new resident, which helps them direct the level and type of involvement they prefer.

For those more culturally than spiritually connected to Judaism, the communal celebration of festivals offers residents an opportunity to connect with their history and

early memories, engage with their Montefiore friends and neighbours, and welcome their families to their home at Montefiore. On Rosh Hashana and Pesach we serve a special holiday meal to nearly 1000 people across our dining rooms. Themed dishes and food gifts for festivals are also now available at the Randwick and Hunters Hill cafes, adding to the *simcha* atmosphere.

SHABBAT SHALOM

We're pleased to report that we recently distributed our 3000th Montefiore Shabbat Bag. Packed by our volunteers and containing Shabbat candles, grape juice, Kiddush cup, a snack, Havdalah spices, a prayer card and now a



“THE COMMUNAL CELEBRATION OF FESTIVALS OFFERS RESIDENTS THE CHANCE TO CONNECT WITH THEIR CULTURE AND THEIR OWN EARLY MEMORIES, AS WELL AS ENGAGE WITH THEIR FRIENDS AND NEIGHBOURS.”

and other support services. Monthly Zikaron services are held at all Montefiore campuses to remember those residents who have passed, and allow other residents and staff the opportunity to pay their respects.

EDUCATING STAFF

The 1200 staff who work across our organisation come from many different cultural and religious backgrounds, so the Spiritual and Cultural team plays an important role in sharing knowledge of Jewish traditions to help them better understand the people in their care. This process begins as part of the orientation program offered to new staff members, and is supported by posters and messaging on staffroom display screens, a new video series about the various festivals, and mobile education trolleys that have resulted in a tripling of engagement with our staff education program.

As residents already have the opportunity to bake challah on Fridays throughout the year, the annual Shabbat Project is used at Montefiore as a chance for staff to participate and experience the importance of Shabbat in Jewish life.

The Holocaust Staff Awareness Program continues as an important facet of cultural training for staff, led by Board Member and Clinical Psychologist Renee Symonds at the Sydney Jewish Museum. Every Montefiore staff member is required to attend, to assist them in better understanding the needs of the residents in their care.



Clockwise, from far left: Randwick resident Eugene Grunbaum performs Sukkot blessings with Rabbi David Rogut OAM; Justin Jones of Hunters Hill gets into the spirit of Purim; staff across Montefiore took part in a challah bake for The Shabbat Project; Jan Owen and Marcelle Tanner plant a tree for Tu B'Shevat at Woollahra.

kippah, the bags are distributed to patients in hospitals across Sydney thanks to Rabbi Mendel Kastel OAM and his team at Jewish House. Bags are also delivered to Montefiore residents in hospital, and are available to purchase from each campus as a thoughtful Shabbat gift. Also on Shabbat, our residents always look forward to young visitors from Moriah, Masada and Emanuel Woollahra preschools, who come to celebrate Kabbalat Shabbat through our Intergenerational Program.

PASTORAL & END-OF-LIFE CARE

Our Rabbi offers an open-door policy to new residents and their families, helping immeasurably

during what can often be a stressful process for all concerned, and continues to reach out to those in need of guidance or a friendly ear.

The most difficult but nonetheless valuable role played by our Religious Department is providing comfort and practical support to residents and their families in terms of end-of-life care. Our Wishing You Long Life kits are intended to continue our presence and support to members of our extended 'Montefiore family' even after a resident has passed. The kits contain a seven-day memorial candle and comprehensive booklet offering the necessary prayers to say at the funeral and afterwards, plus information on bereavement

CHEBA RESEARCH PARTNERSHIP



CEO Robert Orie with Montefiore Chair of Healthy Brain Ageing and CHeBA Co-Director Professor Henry Brodaty AO.

President David Freeman AM and CEO Robert Orie recently confirmed that the board has approved the funding of a renewed five-year research partnership with the Centre for Healthy Brain Ageing (CHeBA) at UNSW Sydney. Building on past CHeBA and Montefiore research into staff training, behavioural management of dementia and improving dental and oral health care, a new research roadmap has been agreed upon and is already underway.

This new agreement will allow Montefiore to commission further research and implement best practice in all areas of the organisation, from home care to residential aged care and dementia care. “We’re proud to extend our support for the important work of Professor Henry Brodaty AO and the team at CHeBA,” says Robert. “The research projects Montefiore has funded since 2012 have had a direct impact on the quality of life of our residents and

“WE CAN’T THINK OF A BETTER INVESTMENT THAN TO CONTINUE TO FUND EVIDENCE-BASED BEST PRACTICE FOR OUR CLINICAL AND ALLIED HEALTH PROGRAMS.”

clients, and indeed people with dementia everywhere.”

Says Professor Brodaty, Montefiore Chair of Healthy Brain Ageing and Co-Director of CHeBA: “We at CHeBA look forward to continuing our productive collaboration with Montefiore, to achieve excellence in care for all whom Monte serves – its clients, residents and families.”

CHeBA’s Professor Lynn Chenoweth and Janet Cook are already working on the first new project, a pilot study aiming to develop a protocol that will promote collaboration between family and direct care staff and improve resident care. The study recruited and gathered baseline data from 43 Montefiore nurses, direct care and allied health staff along with

38 family carers of residents, assisted by six staff trainers and six family liaison personnel. Both groups undertook a multimedia education program, with a three-month follow-up to record changes in results.

The interim findings suggest that there is a continuum of service delivery ranging from the traditional medical (bureaucratic) model to the humanisation (person-centred approach), and that more positive relationships and shared care of our residents are achieved at the person-centred end of this spectrum.

Further CHeBA research options include the exploration of new models and quality of care to guide the proposed new Dementia Care building at the Randwick campus.

PHILOSOPHY OF LIVING UPDATE



POL UNIT CERTIFICATION

- | | |
|--|--------------------------------------|
| ■ Dedicated Staff Rosters | ■ Flexible Activities & Appointments |
| ■ Rising, Showering, Settling Patterns | ■ Focussed IDT |
| ■ Revised Meals, Cleaning, Laundry | ■ Stakeholder Engagement |

“POL IS INTENDED TO ALLOW OUR RESIDENTS AND CLIENTS THE FREEDOM TO LIVE LIFE AS THEY WISH, WITH CHOICE, DIGNITY AND WELLBEING THE KEY PILLARS.”

Our Philosophy of Living (POL) continues to grow in its importance to Montefiore since it was first developed three years ago, both as an over-arching ethos, and as a measurable system that allows us to ensure we are implementing best practice, person-directed care. POL is intended to allow our residents and clients the freedom to live life as they wish, with choice, dignity and wellbeing the key pillars.

At the recent federal government Better Practice conference 2017, General Manager Residential Care Services Margaret Flynn and Woollahra Manor Executive Care Manager Natalie Bolel shared insights from the implementation of our POL Certification program,

which the POL Committee has developed to ensure all areas of the organisation align with these values.

To date Hunters Hill Special Care Unit, Woollahra Manor and Camelot have achieved POL Certification, with residents reaping the benefits. All Care Units across our campuses are due to be certified by March 2018, meaning each must review six key areas of care including:

1. Organising staff rosters to ensure continuity of care.
2. Accommodating each resident's preferred waking, showering and settling times.
3. Accommodating each resident's preferred times for meals, cleaning and laundry.

4. Ensuring allied health and clinical teams adapt their appointments to residents' schedules.
5. Focused interdisciplinary teams (IDT) for a holistic approach to resident care.
6. Improving stakeholder engagement and communication.

Staff education and training is key to POL, not just for care staff but in all areas of the organisation from corporate to hotel services. Staff Recognition Kits and Employee Appreciation & Innovation Awards have been introduced to reward those who best embody POL values on a local level. In November 2017, 60 specially selected staff will attend a POL training and strategy day at Hunters Hill, to empower them to become champions of choice, dignity and wellbeing across their area of the organisation.

CLINICAL SERVICES UPDATE

Janine Grossman, Director of Professional Services

Our clinical team has implemented key technological advances in the areas of case management and medication, as well as the expansion of the Nurse Practitioner program, improvements to the Annual Vaccination Program, new training in Infection Control and a university partnership to train graduate nurses.

ECASE & PROJECT SUPPORT OFFICER

Our new resident clinical information system, eCase, was successfully rolled out across all campuses between June and October 2016, following months of cross-departmental collaboration and support. This new system from Healthmetrics was a much-needed upgrade from the previous system.

ECase provides superior outcomes for both carers and residents, and is better able to support our person-centred care model. Its intuitive interface is easy to use and supported with mobile tablets that allow Nursing and Allied Health professionals to update case files and care plans on the spot. General Practitioners who treat Montefiore residents will also be able to access eCase to ensure they have up-to-date information of the residents' clinical files and vice versa.

Lukasz Kuczynski has recently been appointed to the new role of Project Support Officer in the Clinical Resources Department, in order to support and streamline the use of eCase across the organisation. This role will ensure eCase helps us achieve quality care consistent with the requirements of Aged Care legislation, regulations and Accreditation standards; assist in the collection and measurement of quality and clinical data, and develop learning packages for staff.

BESTMED ELECTRONIC MEDICATION MANAGEMENT SYSTEM

The second major technology project for the department has been the implementation of the BESTMed Electronic Medication Management System, which took place between March and July 2017 across all campuses. The program was implemented and staff trained by the Clinical Resources Department together with BestPrice Pharmacy.

The system includes BESTChart and BESTdose, two platforms that work together to ensure: safer medication delivery with fewer errors; a consistent approach to medicine prescribing, administration and supply; improved communication between doctor, pharmacist and care staff; instant and automated ordering; improved efficiency and reduced paperwork for care staff; and real-time reporting.

The Department of Health and Ageing and BESTMed are also currently working together to trial an electronic, paperless version of the National Residential Medication Chart in early 2018, with Woollahra Manor chosen as one of three facilities nationwide to participate in the trial.

VACCINATION PROGRAMS

Our high influenza vaccination rates have been an important factor in reducing the impact on residents across all campuses, during what has been a difficult flu season nationwide. The Clinical Resources Department facilitated free vaccine clinics across the home again this year, with 84 per cent of residents receiving the highest quality Quadrivalent Influenza Vaccine. More than one third of vaccinations are now administered by Registered Nurses,



Above: GP Dr Andrew Hollo using the new eCase clinical information system.

Left: A new nursing honours program with the University of Tasmania will bring more Registered Nurses into the organisation.

making it easier for more residents to access this vital protection. Staff vaccination rates were higher than the long-term average, with 417 staff encouraged to participate. The addition of two clinical resources officers who completed an immunisation course last year allowed extra clinic times to be made available, reaching more staff.

NURSE PRACTITIONER ROLE EXPANDS

The Nurse Practitioner service has provided great outcomes across our campuses, helping to reduce hospital admissions and working closely with GPs to support prescribing medication and allow residents faster treatment. A second Nurse Practitioner role has been approved by the Board, with both roles expected to be filled in early 2018.



HAND HYGIENE TRAINING MODULE

Hand hygiene has been identified as a high priority for the prevention of healthcare associated infection (HAI) worldwide, as it is the single most effective intervention. Working together, the Clinical Resources department and Customer Assurance developed a new Hand Hygiene iTraining module that can be accessed by all Montefiore staff. The module provides interactive education on types of hand hygiene, the correct way to wash and sanitise hands, the importance of hand hygiene and the consequences of unclean hands.

ADVANCED CARE PLANNING

As part of our focus on improving knowledge and communication around end-of-life care, information sessions have been held at all campuses for residents and their families. They provide information on advanced care planning, management of chronic illness and end of life care, with a panel including specialist doctors and social workers to answer questions and refer attendees on if they need further information and support.

NURSING HONOURS PROGRAM

We have recently entered into an exciting partnership with the Nursing Faculty at the University of Tasmania (UTas) Rozelle Campus, offering a Clinical Honours Program for new Bachelor of Nursing Graduates. UTas has a gerontological stream, and this pathway will allow new graduate nurses to work at Montefiore as Registered Nurses in a supportive environment while completing their honours year. It is an important step in attracting new skilled staff and nurturing existing nursing staff as they extend their qualifications.

ALLIED HEALTH UPDATE

Janine Grossman, Director of Professional Services



Above: Hunters Hill resident Toba Elias works with physiotherapist Katie Simpson on the step machine which helps to reduce risk of falls.
Below right: Randwick's Allan Shaffer shares music with Moriah College student Sara Goldberg.

Montefiore is rare among aged care organisations in having a dedicated, in-house Allied Health department of more than 200 staff, who enhance the health, wellbeing and quality of life of our residents and clients daily. Below are some of the key programs and improvements these professionals are implementing across our residential and Monte Help@Home services.

OCCUPATIONAL THERAPY

COPE (Care of People with Dementia in their Environments) is a new program designed to support and empower people living with dementia and their carers.

This practical program is delivered by the Montefiore occupational Therapy team through Monte Help@Home, and includes a comprehensive assessment, support for carer wellbeing including stress management techniques, and tailored activities and strategies to promote independence and overcome challenges for those people living with dementia.

Monte Help@Home is one of the first NSW providers to offer the program, in conjunction with University of Sydney and Flinders University. The first 15 places in the trial are being offered free of charge as part of the trial phase.

A second new initiative currently in its early stages is the Baycrest Memory and Ageing Program. This educational and intervention program for older adults who are experiencing normal age-related memory changes has been shown to increase participants' knowledge of memory and factors affecting memory, the ability to identify appropriate tools for everyday memory situations, and reduce concerns about memory overall. Occupational Therapy Manager Pallavi Shaik sourced the Baycrest program and trialled it with two Hunters Hill residents. Occupational Therapist Amy Glaser has completed

“MONTEFIORE IS RARE AMONG AGED CARE ORGANISATIONS IN HAVING A DEDICATED, IN-HOUSE ALLIED HEALTH DEPARTMENT OF MORE THAN 200 PEOPLE, WHO ENHANCE HEALTH, WELLBEING AND QUALITY OF LIFE.”

the program with a Randwick group, and plans for Woollahra are underway. Residents have responded positively to both participation and the ongoing benefits.

LEISURE & LIFESTYLE AT HUNTERS HILL

Following the successful transition from a Diversional Therapy to a Leisure & Lifestyle Department for Eastern Suburbs campuses in 2016, Hunters Hill will undergo the same transformation over coming months. This evolution is in keeping with POL and recognises the complexity of activity selection in order to achieve an increased level of therapeutic engagement.

As at Randwick, the team will conduct individual assessments and task analyses in order to recommend individualised therapeutic activities. Evidence shows that these types of therapeutic one-to-one and small group interventions have positive effects on the wellbeing of residents. The broader Leisure and Lifestyle team will also continue to provide and promote an extensive range of group activities and events that will engage, not merely entertain.

Stage one of this process is recruitment of a new Leisure and Lifestyle manager and Senior Leisure and Lifestyle Therapist. Stage two will overlap with stage one and include stakeholder consultation, audits, staff supervision and training and a specific action plan with agreed timelines. From mid-November, Luda Norilov will start as Lifestyle Events Coordinator across our four sites.

DENTAL HEALTH

Dental care for older people goes far beyond oral health, with regular dental checks helping to reduce

incidence of aspiration pneumonia and heart disease. Our Randwick Dental Clinic, also attended by Woollahra and Camelot residents, is staffed by a dental hygienist who works with visiting dentists to implement a preventative Montefiore Oral Health Action Plan (MOHAP) for 190 residents. Hunters Hill continues to be serviced monthly by a mobile dental clinic.

SOCIAL WORK

The Sexuality and Intimacy Working Party ran a successful pilot project in June 2016 to introduce Do Not Disturb signs for residents' rooms, to ensure privacy, dignity and confidentiality. The signs are currently available on request and will soon be rolled out to all residents in line with POL. The department has also developed a new Self Harm Prevention Plan, which is a new assessment that facilitates a calm, comprehensive and structured approach to support residents' emotional wellbeing. A further significant development in mid-2017 has been the Holocaust

Survivors' Support Group, initiated by Board Member and Clinical Psychologist Renée Symonds, and run in conjunction with Social Work Manager Jeannine Lew.

CREATIVE THERAPY

The Creative Therapy and Intergenerational teams came together for a trial Shared Music Listening Program at Randwick recently, supported by the Australasian Music Publishers Association Ltd (AMPAL), which donated MP3 players to facilitate the sessions and permission to use the tracks. Music therapist Lesa Groves worked with 10 Randwick Hostel and Monte Terrace residents to learn about their preferences and create a playlist, before 10 specially selected Moriah College music students joined them to listen together. The shared experience was well received by both students and residents, with each pair building rapport, and enjoying and discussing the music and associated memories. The program is expected to expand to other campuses in the year ahead.



PEOPLE, CULTURE & LEARNING UPDATE

Anna Santikos, General Manager, People, Culture & Learning

Our 1200-strong staff play an integral part in making Montefiore the organisation it is today, both in terms of the high standard of care and services we are able to offer our residents and clients, and in terms of the ethos they bring with them, supporting our Philosophy of Living (POL) values of choice, dignity and wellbeing. Recruiting, training and retaining this workforce in a shifting aged care landscape requires constant change and innovation, which People, Culture and Learning have delivered as follows over the past year.

HUMAN RESOURCES

We are always working to position Montefiore as an employer of choice, allowing us to attract and retain the best talent available within our industry. In support of this goal, a new Employee Satisfaction Survey survey is currently underway, following the last such survey in 2015. These surveys help us to understand employees' views on our strengths and areas for improvement, and shape our future strategic goals. The Voice Project is again responsible for delivery of the Employee Satisfaction Survey as well as user-friendly, department-level reporting, with the additional capacity to benchmark Montefiore's results against those of 25 other aged care organisations. Once results are collated, the Human Resources team will embark on a roadshow to share insights with staff across all campuses.

Digital noticeboards have recently been installed in all staff rooms, designed to improve communication and awareness, especially among our care and hotel services staff on the floor without regular email or Intranet access. All departments are invited to share relevant updates via the Human Resources team.

Another initiative underway as part of ongoing improvements and response to staff feedback,



Congratulations to our Diploma of Leadership & Management graduates Andrew Cook, Elaine Goodman, Jenna-Rae Hallam, Alex Langham, Sara Moses, Wendy Pan, Sabrina Scandurra, Pallavi Shaik, Jane Silverman, Mekala Subramaniam & Sunita Tamang.

is the implementation of a new ePerformance platform. The transition from a paper-based performance review system to an online platform is designed to improve the process and better support employees to achieve their development goals in a consistent and clear manner, while also aligning them with organisational objectives.

Our Employee Appreciation & Innovation Awards, held three times yearly at each campus, offer staff the chance to gather and recognise their colleagues who best embody our POL values. These events are now a highlight on the staff calendar thanks to our catering team, which has created Build-Your-Own Burger, Pizza and Pasta, and Waffle and Pancake bars for each awards presentation. The Awards are supported by the Staff Recognition kits, which allow managers to offer incentives and rewards to their teams throughout the year and ultimately, facilitate recognition at a local level.

LEARNING & DEVELOPMENT

The past year has been a busy one for our Learning & Development area, with a busy schedule of new programs and implementing improvements to existing offerings.

We are pleased to recognise our first graduates from the Diploma of Leadership at Management, delivered through the Northern Sydney Institute (NSI). Eleven staff from diverse areas of the organisation dedicated a year of their time to the course, and we look forward to seeing both Montefiore and the individuals reaping the rewards of their newfound skills in the workforce.

People, Culture and Learning is fortunate to benefit from five perpetual scholarships donated by the community, in order to fund staff development and training. This year, rather than award the Tom & Rose Mautner Perpetual Scholarship for Continuous Improvement to a



“WE ARE ALWAYS WORKING TO POSITION MONTEFIORE AS AN EMPLOYER OF CHOICE, ALLOWING US TO ATTRACT AND RETAIN THE BEST TALENT AVAILABLE WITHIN OUR INDUSTRY.”



single individual, the decision has been made to invest in training for 60 staff. The program exploring 'Communicating in Difficult Situations' will again be offered in conjunction with NSI, to care and allied health staff at all campuses.

The Staff Orientation program lays the foundation for training across the organisation, so this year has seen further review and improvement of this one-day course. These sessions have been made more interactive, with guest speakers each introducing their areas of the organisation, an online 'Code of Conduct Bingo' game and a dedicated module focussing on Montefiore's Digital Services.

L&D Officer Regina Williams has also created a special E-book Orientation resource for Monte Help@Home, to ensure care staff who work with clients off-site a similar orientation process to other Montefiore staff. New team members can access the eBook through Google, then complete a workbook which comes back to the Care Coordinator and L&D Officer for feedback.

To support the move to Google Apps and the Digital Services goal of access 'anywhere, anytime on any device' L&D has also developed an interactive Digital Services Training package for those who need assistance in this area. Each participant is provided with a Chromebook, and the sessions include the use of basic Google Apps including Gmail, Calendar and Drive, as well as an overview of MonteNet and information on seeking support from Digital Services and Digital Security.

WELLBEING @ MONTEFIORE

Over the past year, Health, Safety and Wellbeing Advisor Emilie Field has further developed the Wellbeing @ Montefiore program, engaging staff with a range of new initiatives. These include onsite exercise sessions such as Body Awareness, Stretch and Circuit Classes.

To encourage 'Body Awareness' throughout shifts, the Practical Manual Handling Training package has been revamped, highlighting the



Clockwise from top left: staff enjoy the waffle bar at the Woollahra Employee Appreciation & Innovation Awards; Wellbeing@ Montefiore exercise classes for staff; Client & Community Relations Director Melanie Lindenberg presents Learning & Development Officer Regina Williams with her Employee Appreciation award.

importance of positioning and use of equipment. It has been a great opportunity for staff to ask questions and ensure the safety of residents and other staff on each of the campuses.

In response to feedback from staff following a 12-week exercise program, we identified the need for easier access to Wellbeing initiatives, which resulted in the creation of a Staff Exercise and Stretch Video Portal. The portal can be accessed any time, even at home, to allow staff to follow along at a time and pace that suits them.

As a way of promoting Mental Health in the workplace, mindfulness sessions were held at each campus. A video presentation talked staff through some basic mindfulness techniques, followed by stretching exercises and a healthy fruit snack.

Feedback from staff will guide programs planned for the coming year, the first of which will focus on nutrition and making healthier lifestyle choices.

MONTE HELP @ HOME AND DAY CENTRES

Karen Jordan, General Manager Community Services

The past year has been the most significant for Monte Help@Home since our Home Care division was established in 2009, as Federal Government reform led to the deregulation of the sector in February 2017. This means that government-funded Care Packages are no longer assigned to a specific home care provider, but instead are allocated to each client, who may select the provider that best suits their needs.

While this change has required us to be flexible and adaptable, it presents many opportunities to increase our client base both geographically and in terms of the range of needs we serve. As well as relying on the excellent Allied Health resources of Montefiore, we bring into people's homes excellent suppliers that range from Nurse Practitioners to massage, gardening, LUXIT mobile beauty services and gourmet dinner delivery.

Over the past year we have assisted more than 440 people with their home care needs, and currently have 150 clients on our books. Our now 75 care workers undergo ongoing training to provide the highest levels of care in the community, supported by our five highly competent Care Coordinators and three administration staff. We offer our clients around-the-clock support to help them live at home for longer.

As a newly appointed member of the Home Care Advisory Board of industry body Leading Age Services Australia (LASA), I have been fortunate to learn from the experience of other home care specialists this year, and in turn offer insights in particular into the increasing number of clients receiving 24-hour home care, an area of specialty for Monte Help@Home.

These same reforms have also affected our two seniors' day centres during a busy and productive year, with new client referrals arriving via the My Aged Care gateway (www.myagedcare.gov.au) and a strengthening of connections between home care, day centres and residential care.

At Club Monte in Hunters Hill, we have introduced strength and balance classes with the Exercise Physiologist, and welcomed groups of new clients from local retirement villages who attend together.

The Burger Centre in Randwick, a joint venture between Montefiore and Jewish Care, celebrated 25 years in 2016. Other highlights included a new Dance 4 Parkinsons therapy program for people living with the disease, and hearing and podiatry clinics were offered onsite. Tai chi and hydrocise remain among the most popular activities, and clients were also invited to join in Montefiore's Rosh Hashana dinners.



Above: Government deregulation has meant huge change, but also potential for growth, in the home care sector. Right: Burger Centre Client Services Manager Jane Rotenstein, Sonia Den and Senior Manager Bronwyn Elbourne celebrating the Burger Centre's 25th Anniversary.



HOTEL SERVICES UPDATE

Howard Kaplan, Director of Hotel Services

Since rejoining Montefiore in late 2016 after a two-year interval, I have been reminded that the one constant in life is change.

CATERING SERVICES

When the Randwick campus was first developed, with it came a centralised kitchen that was designed to produce consistent, quality-controlled food across the group. The reality was that this process did not reduce operational costs as expected, and in fact limited our menus to those dishes that lent themselves to centralised cooking. At the same time, the past two years have seen significant changes to the demographics at our two largest campuses. At Hunters Hill, Russian is now the most common cultural group, followed by South African, while at Randwick Eastern Europeans are predominant.

Both these factors, and the Randwick kitchen equipment approaching the end of its life, presented an opportunity to reassess our approach. The decision was made to decentralise the kitchens at each campus, in order to allow the kitchens at Hunters Hill, Randwick and Woollahra to produce a wider range of freshly cooked food that meets the needs of its residents. This process has taken many months, and is still a work in progress. Each kitchen is now led by a dedicated, campus-specific head chef, with the exception being pastries and desserts, sandwiches and modified meals for residents on special diets.

Overseeing the head chefs is our Catering Manager Saranne Chait, who is using her extensive background in event catering to bring a new freshness and appeal to our menus. While there is still much to be done, feedback from residents has so far been overwhelmingly positive.

BUILDING SERVICES

The past year has seen a major focus on the environmental presentation of our properties. Environmental inspections have been implemented



Above: Our kitchens have recently been decentralised, meaning food is prepared fresh at each campus with the exception of pastry and modified meals. Left: Cafe menus have also been refreshed, and now include themed offerings for festivals like these Rosh Hashana apple cakes.

on a regular basis, and funds allocated to ongoing maintenance, decoration and painting, new furnishings and grounds improvements.

As our properties age, so the appropriate investment in capital infrastructure requires considered planning and best fit for purpose. Current projects and initiatives include mitigation of escalating energy costs across all campuses; refurbishment of the kiosk and nursing home rooms at Hunters Hill;

redesigning the lounge and activity areas at Woollahra; and at Randwick creating a permanent gym area for the HUR exercise equipment, as well as refreshing dining and selected lounge facilities on Level 4. Another significant factor for the coming year will be the commencement of construction for the new Randwick building development, as we work to reconfigure access and minimise impact on residents and visitors.

WHO'S WHO AT MONTEFIORE

EXECUTIVE STAFF at 30 June, 2017

Chief Executive Officer

Robert Orie

Spiritual Dean

Rabbi David Rogut OAM

Director of Professional Services

Janine Grossman

Director of Corporate Services

Andrew Kew

Director of Client & Community Relations

Melanie Lindenberg

Director of Hotel Services

Howard Kaplan

GENERAL MANAGERS AND OTHER KEY PERSONNEL
General Manager Allied Health Services

Tracey Clark

General Manager Residential Care Services

Margaret Flynn

General Manager Community Services

Karen Jordan

General Manager Clinical Services

Rita Lawrence

Head of Marketing & Engagement

Ariella Roth

General Manager People, Culture & Learning

Anna Santikos

Catering Manager

Saranne Chait

Chief Information Officer

Bruce Collier

Chief Financial Officer

Nick Pezikian



Robert Orie,
Chief Executive Officer



Rabbi David Rogut OAM,
Spiritual Dean



Janine Grossman,
Director of Professional
Services



Howard Kaplan,
Director of Hotel Services



Andrew Kew,
Director of Corporate
Services



Melanie Lindenberg,
Director of Client &
Community Relations



Saranne Chait,
Catering Manager



Tracey Clark,
General Manager,
Allied Health Services



Bruce Collier,
Chief Information Officer



Margaret Flynn,
General Manager,
Residential Care Services



Karen Jordan,
General Manager,
Community Services



Rita Lawrence,
General Manager,
Clinical Services



Nick Pezikian,
Chief Financial Officer



Ariella Roth,
Head of Marketing
& Engagement



Anna Santikos,
General Manager,
People, Culture & Learning

MEMBERS

All of our 2360 Members – too numerous to list individually here – share our commitment to enhancing the quality of life of the older people in our community. Their interest, support and dedication to Montefiore are greatly valued by the residents, the Board of Management and staff.

Our members represent a cross-section of the Jewish community and are, in the words of former NSW Governor Gordon Samuels, “tangible evidence of the fact that the Home occupies a special place in the hearts of the Jewish people of this city and state”.

Membership of the Home extends a range of benefits to those who subscribe for an annual fee of only \$55 per person, or \$95 per couple. Members receive our newsletters, Annual Report and other publications. Financial members are invited to special events and briefings, and are eligible to vote at our Annual General Meetings or be nominated for election to the Board. Membership also carries with it automatic membership of our Cyril Rosenbaum Synagogue in the grounds of the Hal Goldstein Campus at Hunters Hill, and the Beit Halevy Synagogue at the Randwick Campus.

If you are interested in becoming a Montefiore Member, please contact Community Relations Manager Esther Wakerman, ph: (02) 8345 9110.

LIFE GOVERNORS

at 30 June, 2017

We welcome new Life Governors as well as others who advanced to the next level of Life Governorship in the period under review, continuing a tradition of commitment and support that began even before the first Montefiore Home was built. Life Governors are honoured in perpetuity, in addition to being accorded all the benefits of membership.

If you are interested in becoming a Montefiore Life Governor, please contact Community Relations Manager Esther Wakerman, ph: (02) 8345 9110.

Platinum Life Governors

Baskir, Victor
Basserbie, Mervyn & Lorraine
Bear, Victor
Berg, Tony & Carol
Buchbinder, Ruth
Burger, Diane
Gardos, Ruth
Gesikowski, Eugenia
Ginges, Agnes
Goldstein, Michael & Dorothy
Goldstein, Nancye
Green, Lionel
Kam, Garry & Benita
Katz, Ervin & Judy
Levy, Geoff & Debbie
Lewis, Dorothy
Loblay, Lorand
Lowy Family
Lowy, Julianna
Plummer, Victor
Pollack, Renee
Roth, John & Segel, Jillian
Roth, Stanley & Charmaine
Salamon, Manfred & Linda
Shein, David & Colleen
Shein, Jonathan & Michelle
Shein, Steven
Spatt, Julie
Street, Fred & Dorothy
Topper, Brian & Evelyn
Topper, Victor & Sandra
Vidor, Ervin & Lott

Gold Life Governors

Bart, Philip & Mandy
Benjamin, Betty
Binetter, Margaret
Brender, Joseph & Gerda
Broit, Dennis & Sharyn
Chotiner, Mark
Cohen, Neil & Shirley
Cohen, Roy & Jenny
Curtis, Eva
Fulop, Erica
Goldstein, Ross & Morvyth
Gonski, David & Wargon, Orli
Green, Phillip & Vivien
Grossman, Frank
Guss, Mitchell & Ruth
Isenberg, Clive & Jenny
Jacobson, Peter & Marlene
Kahn, Max
Kalish, Peter & Shirley
Kanarek, Mara
Karney, Julien & Miller, Renecia
Karpin, Leonard & Carole
Kauffmann, Steven & Alice
Klinger, Ron & Suzie
Langton, Judy
Linz, Sam & Barbara
Miller, Neill & Kathy
Neumann, Sonja
Prerau, Edith
Ritterman, Fritz
Ross, David & Agnes
Samuels, Jacki
Sherman, Brian & Gene

Solomon, Shirley
Stern, Alan & Kerry
Stux, Steven & Ruth
Winestock, Vita
Wolanski, Phillip & Suzanne
Zamel, Gary & Karen

Silver Life Governors

Abrahams, Harold
Avidan, Danny & Charlie
Balkind, Joy
Beck, Harry & Vivienne
Bennett, David & Annabelle
Berger, Mor & Jolan
Berman, David & Sandra
Boas, Eddy & Donna
Breuer, Thomas
Browne, Wesley & Sari
Center, Stephan & Yolanda
Ceylon, Jenny
Chipkin, Pearl
Costi, Eddie & Rosie
Czeiger, Harry & Agnes
Daniel, Marta
Davis, Edward & Irit
Ehrlich, Joshua
Ferster, Ron & Clare
Fischl, Alex & Rosalind
Fischl, Gerry & Eva
Fischl, Ian & Michelle
Freeman, David
Garlick, Bradley & Beverley
Gellert, Ivan & Marie

Glasser, Neil & Nina
Goldberg, Danny & Lisa
Goldberg, David
Goldberg, Jerome & Kathy
Goldschmidt, Colin & Sharon
Goldstein, Gloria
Gonski, Helene
Green, Stephen & Sharon
Grossberg, Hessie
Herz, Joyce
Imhof, Irwin
Jackson, Cynthia
Jacobson, David & Melanie
Kaye, Roger & Judy
Kohane, Betty
Lehrer, Genia
Leibman, Myer & Sheila
Leibowitz, Stephen & Pamela
Leser, Barbara
Levi, Lewis & Eva
Levitani, David
Levy, Erna
Lewin, Eva
Lonstein, Darron & Wendy
Lopacinski, Christine
& Malmberg, John
Marks, Barry & Judy
Mautner, Tom & Rose
Menschik, Laura
Miller, Ian & Sara
Moss, Agi
Moss, Steven & Carol
Nathanson, Michael & Ruth
Owen, Jan
Penn, Ian

LIFE GOVERNORS CONTINUED.

Perlstein, Manfred & Beverley
Perlstein, Gary & Marnie
Phillips, David & Susie
Pinshaw, Jonathan & Renee
Rabin, Perry & Anne
Reich, Ann
Rosenfeld, Michael
Ross, Edward & Leora
Ryba, Peter & Edith
Sachs, Vernon & Merle
Samer, Rae
Scheinberg, Gizella
Schwarz, Rhona
Sebel, Roger & Eleanor
Shand, Gregory & Kathy
Shapiro, Craig & Cara
Sheldon, Edith
Shell Family
Singer, David & Carole
Solomon, Bruce & Barbara
Spira, Henry & Judy
Stang, Maurie & Vivien
Swirsky, Ted & Adele
Toltz, Richard & Doreen
Vessey, Lucy
Vidor, Gary & Anat
Vidor, Mandy
Weiss, Gary
Weiss, Margaret
Weiss, Peter & Doris
Wolpert, Kenneth & Tammy
Yamey, Colin & Natalie
Zamel, Maurice
Zucker, Ron
Zucker, Simonette

Bronze Life Governors

A
Aaron, Reuben & Cornelia
Aaron, Mosey
Abeshouse, Barry & Leonora
Abrams, Charles
Adler, Andrew & Tamara
Agranoff, Sidney & Sylvia
Alexander, Jacqueline
Allen, Neville & Greta
Angles, Emery & Nancy
Avigdor, David & Naomi

B
Bart, Berta
Bart, Fred & Cheryl
Baskin, Ronald & Ruth
Bauer, Stephen & Miriam
Beasley, Tanya
Bender, Ruth
Beran, Penny
Biggs, Martin & Gienia
Binetter, Emil & Gerda
Bloch, Kevin & Michele
Block, Bruce
Block, David & Naomi
Bloom, Abe & Lorna
Blumberg, Michael & Carlene
Border Family
Boyarsky, Andrew & Taryn
Braham, Belinda
Brandon, Rose
Brender, Henry & Norma
Brown, Errol & Pam
Burns, Elinore

C
Cadry, Eddy & Eva
Camberg, Gerald & Cheryl
Cann, Robert & Janelle
Caplan, Gideon
Caplan, Kim
Caplan, Sophie
Caplan, Benjamin
Castle, David
Charny, Ilse
Cliffe, David
Cohen, Anthony
Cohen, Avron & Jean
Cohen, Barbara
Cohen, Daniel & Eva
Cohen, Gary & Suzy
Cohen, Michael & Barbara
Cohen, Pamela
Collins, Raymond
Coppel, Ronald & Valerie
Cordell, Stephen & Marilyn
Corrick, David & Ricki
Cowen, Geoffrey & Marty
Cremer, Harley & Dorothy

D
Dalley, John & Lee-Ann
Davis, Garry & Bettina
Davis, Margaret
De Borah, Anna
Deitz, Mimi
Diamond, John & Wendy
Dinte, Meryl
Doctor, Daphne
Dorfan, Darryl
Dresdner, Lily
Dresdner, Raymond & Ann
Dresner, Ian & Sharon
Drexler, Paul & Diane
Duchen, David
Dunkel, Jeremy & Roxanne
Dunkel, Julia
Dunkel, Michael & Annette

E
Ecker, Tom & Helene
Eckowitz, Steven & Terry
Ehrlich, Ron & Ann
Einfeld, Graham
Einfeld, Max & Elizabeth
Engel, Eva
Etkind, Milton & Pamela
Evans, Joy
Ezra, Jack & Frances

F
Fabre, Leonard & Sharne
Feitelson, John
Felberman, Veronica
Ferenci, Thomas & Inge
Finger, Harold & Rebecca
Finger, Michael & Sue
Fink, Leon
Fischer, Kurt
Fisher, Susan
Fisher, Laurie & Frances
Fishman, Elizabeth
Fishman, George & Rosalie
Flower, John
Franco, Rose
Franks, Rochelle
Freeman, Anthony & Kerry
Freeman, Derek & Phyllis

Freeman, Ralph
Friend, John & Sarah
Fuchs, Cedric & Esther

G
Gelski, Richard & Sophie
Gerber, Trevor & Robyn
Gerendas, Les & Miriam
Glaser, Rafi & Louise
Glass, Valda
Glazer, Harry & Naomi
Glick, Cherie
Glover, Barry & Faye
Gold, Baron & Miri
Gold, Brian & Susie
Gold, Harold & Jill
Goldman, Sam & Elsie
Goldman, Tom & Diane
Goldminc, Alice
Goldshaft, Peter & Richelle
Goldstein, David & Jenny
Golovsky, David & Beverley
Gonski, Peter & Michelle
Goot, Robert & Roberta
Gordon, David & Karen
Goulburn, Alan & Lesley
Goulburn, Daniel
Gould, Gary & Rita
Graham, Lorna
Green, Leslie & Ginny
Green, Maurice & Tina
Greene, Jack & Sarah
Greenfield, Michael & Hester
Gresham, Ken & Sara
Griffiths, Randolph & Amanda
Grossberg, Ian & Jane
Grossman, David & Janine
Grunfeld, Peter
Grunfeld, Leonie
Grunstein, Barbara
Grynberg, Victor & Carol
Grynberg, Robert & Katja
Gutman, Dasia

H
Halle, Roy & Penny
Hammerschlag, Ivan & Denise
Handler, Charles & Claire
Hendler, David & Shein, Rene
Hendler, Gary & Sharon
Hendler, Michael & Kennedy, Alana
Hendler, Yetta
Herbert, Bernard & Russel
Hersch, Peter & Rosie
Hersch, Joseph & Shirley
Higgins, Terence & Dame Rosalyn
Hoare, Shelley
Hoffman, Cecil & Norma
Holland, Ivan & Dolores
Hootman, Henry & Helene
Hotz, Paul & Susan

I
Inberg, Gary & Susan
Isenberg, Eira
Isenberg, Barry & Doreen
Itzkowic, David & Melinda
Izsak, Edith

J
Jacobs, George & Hirshorn, Janice
Jacobs, David & Jenny
Jacobs, Walter & Sharon

Jacobson, Philip
Jaku, Edward & Flore
Joel, Lady Sybil
Joel, Michael & Anna
Joel, Alexandra
Joffe, Alan & Molly
Joffee, Maurice & Rozelle
Joseph, Barry & Dianne

K
Keen, Paul & Emilie
Kennard, Jill
Kennedy, John & Roslyn
Kery, Nick & Mary
Kessler, Nanette
Kessler, Clive
Kessler, David
Kirschner, Bernhard & Sandra
Kiss, Agi
Klein, Eva
Knep, Joel & Melanie
Korda, Marika
Kresner, Bernard & Marcia
Kritzler, Hedy
Krug, Henry & Ella

L
Landerer, John & Michelle
Lang, Joan
Lang, Steven & Betsy
Leach, Trevor & Judy
Lechem, Henry & Susan
Lederman, Margaret
Lehmann, Anne
Lehrer, Gus & Nanna
Levett, Irma
Levi, Ian & Ann
Levi, Sylvia
Levin, Mervyn & Thelma
Levine, Julie
Levine, David & Agnes
Levis, Rodney & Lynette
Lewis, Peter & Diane
Lewis, David & Caroline
Lewkovitz, George & Ilana
Linden, Alex & Rosemary
Linz, Allen & Ali
Lubowski, David & Sheli

M
Maister, Dennis & Gerda
Marks, Kevin & Marcelle
Marks, Lily
Marks, Allan & Linda
Martin, Peter & Sophie
Masnick, Anthony & Eva
Maybloom, Bernard & Shirley
McEwing, Fraser & Michelle
McGarn, Norman & Estelle
Mendelsohn, Graeme & Emma
Meyer, Ellen
Michalowsky, Mark & Rolene
Milner, Harold & Bertha
Mintz, Peter
Moddel, David & Michelle
Moddel, Gertrude
Montefiore Home Manicurists,
Hunters Hill
Morgan, Neil
Moritz, Dianne
Mosberg, Lilly
Moss, Alexander & Magda

N
Narunsky, Les & Marcia
Naumburger, Ingrid
Nebenzahl, Ben
Nebenzahl, Irena
Nebenzahl, Brian & Jocelyn
Neumann, Harold & Hilary
Neumann, Roy & Lindi
Newhouse, Yvonne

O
Opitz, Raymond & Sharon
Oser, Robert & Agie
Owen, Michael & Jewell

P
Pataki, Alex
Peisah, Fred & Marlene
Perl, Peter & Yvonne
Philippsohn, Peter & Sheila
Phillips, Vanda
Pinczewski, Leo & Elizabeth
Pinczewski, Val & Ruth
Platt, Harry & Beverly
Pongrass, Clara
Proweller, Rita
Pryer, Ian & Beverly
Pynt, Greg & Renee

R
Rabie, David & Mandell, Cheryl
Rabinowitz, Dennis & Joan
Raiz, Raymonde
Randall, Roy & Jennifer
Raphael, Kenneth & Deborah
Reading, Leigh & Lynne
Redelman, Margery
Rein, Nigel & Marianne
Reitberger, Claude & Michele
Renof, Sid & Laurelle
Resnick, Gail
Revell, Ziggy
Rich, Babette
Ritch, Jack & Diana
Rock, Sam & Monica
Ronai, Egon
Rosenberg, Bertram & Pauline
Rosenberg, Bruce
Rosenberg, Lance & Julie
Rosenblum, Sylvia
Rosenthal, Ida
Rotenstein, George & Shirley
Rubinstein, Neville & Ros
Rubner, Steve & Ann

S
Sakker, Samuel
Sankey, Sonia
Sapir, Elizabeth
Sarif, Fred & Annette
Saunders-Weinberg, Monica
Scheinberg, David & Eva
Scheinberg, Richard & Jacqui
Schmalzbach, Les
Schoenheimer, Joy
Schwartz, Brian & Arlene
Schwartz, Clarice
Sebel, Ben
Seemann, Agnes
Selby, Zara
Selingier, Robert & Eva
Selingier, Ben & Veronica
Setton, Eva
Shapiro, Andrew & Fink, Hannah
Shapiro, Selwyn & Sharon
Shapiro, Harold & Isabelle
Sharota, Dorian & Liz
Sharp, Kathryn
Sharpe, Ilona
Sharpe, John
Shaul, Minnie
Shelley, George & Clara
Sheslow, Richard
Shofer, Bradley & Helene
Shteinman, Diane
Shur, Michael & Isabel
Simon, Ami
Simons, Robert & Anita
Simons, Jeany
Smaller, Peter & Elaine
Smorgon, Barry & Sandra
Snow, David
Snow, Gary & Judy
Solomon, Alan & Edna
Solomon, Ron & Judy
Sonensfeld, Cecily
Sonnenschein, Egon & Miriam
Sonnenschein, Robert & Sue
Souffron, Ruth
Spielman, Ron & Judy
Spira, Richard & Karen
Spiro, Dov
Stang, Bernie & Minna
Staub, Phil & Vidor, Jackie
Stein, Edgar & Pamela
Stein, Myer & Kathrin
Stern, Barbara
Stern, Jack & Estelle
Straton, Manfred
Sved, Anna
Switzer, Hedy
Symonds, Joy
Symonds, Geoff & Renee
Symonds, Richard & Shirley

T
Teitler, Mildred
Teperson, Jonathan & Sherna
Terley, Sam
Thieben, George & Henryka
Tomchin, Paul & Delicia
Torsh, Daniela

U
Ullman, Julia
Ulman, Gary & Jenni

V
Vall, Judith
van Rooijen, Arnold & Miriam
Veingold, Vily
Velan, Gary & Renata
Vogel, Dita

W
Wahlhaus, Alan & Sharon
Webb, Kevin
Wechsler, Alfred & Julie
Weiss, David & Nelly
Wiener, Michael & Vivienne
Wilson, Ruth
Wise, Mimi
Wise, Peter & Doris
Wittenberg, Clarice
Wolanski, Henry
Wolf, Frank & Karen
Woods, Michael & Linda

Z
Zines, Dennis
Zinn, Selig
Zweig, Anita

Foundation Life Governors

Abeshouse, Barry & Leonora
Adams, Pearl
Baffsky, David & Helen
Benjamin, Sheila
Benjamin, Betty
Binetter, Emil & Gerda
Block, David & Naomi
Bloom, Ken & Helen
Bloomfield, George & Shirley
Bluth, George & Inge
Bokey, Lesley & Katie
Braham, Mark
Brandon, Rose
Braude, Nola
Brender, Joseph & Gerda
Bund, Warren
Chosid, Elizabeth
Daniel, Marta
Diamond, Keith & Sandra
Edson, Robyn
Efinger, Liz
Evans, Zita
Freeman, Derek & Phyllis
Fritz, Judith
Fulop, Erika
Glasser, Neil & Nina
Glover, Barry & Faye
Gold, Brian & Susie
Goldstein, Ross & Morvyth
Green, Rhoda
Green, Lionel
Green, Stephen & Sharon
Green, Winifred

Greenberg, Pam
Gutman, Dasia
Hannes, Margaret
Herman, Shirley
Joseph, Barry & Dianne
Kamsler Family
Kassel, Raymond & Felicity
Kaye, Elise
Klas, Rose
Klein, Eva
Klineberg, Iven & Sylvia
Lane, Micheline
Lesnie, David & Robyn
Lesnie, Warren & Marianne
Levi, Sylvia
Lewis, Joan
Lilian, Les & Ruth
Lowy, Frank & Shirley
Marmot, Allan & Sandy
Marmot, Paul
Masnick, Keith & Lynne
Perl, Peter & Yvonne
Phillips, Ron & Beth
Portrate, Lea
Punin, Samuel & Judy
Rosenberg, Bruce
Ross, David
Ryba, Peter & Edith
Saalfeld, John & Nina
Salamon, Manfred & Linda
Samer, Rae
Samer, Louise
Scheinberg, Gisella
Scheinberg, David & Eva
Shank, Josephine
Silk, John & Rebecca
Solomon, Eleonore
Stein, Myer & Kathrin
Straton, Manfred
Stux, Steven & Ruth
Symon, Norman & Wendy
Terley, Sam
Vidor, Allan & Sharon
Vogel, Dita
Winter, Patricia
Wolf, Enid
Young, Enid

MONTEFIORE VOLUNTEERS

Active Volunteers at 30 June, 2017

A

Abeshouse, Victoria
Abrams, Jeanette
Abrams, Leesa
Abulafia, Alex
Agranat, Sylvia
Ainsworth, Jacqueline
Albert, Cecil
Alhassid, Iris
Alpert, Karen
Altit, Suzy
Amoils, Cedric
Amoils, Sarah
Appleberg, June
Areke, Raima
Armer, Rosita

B

Balint, Susan
Banwell, Roslyn
Baskir, Victor
Batley, Angela
Batterham, Yvonne
Bauer, Harold
Baynash, Philip
Baynash, Rita
Beck, Jasmin
Behr, Sandy
Beifus, Gail
Ben, Mayor Albert
Ben-Dror, Babette
Bender, Fran
Benjamin, Jodi
Benjamin, Sheila
Berger, Gabriel
Berger, Jennifer
Berkovits, George
Berkowitz, Doris
Berman, Barbara
Berman, Harold
Berman, Yvonne
Bernard, Leslie
Blanter, Henry
Blieden, Beulah
Bloch, Eva
Bloom, Estelle
Bloom, Helen
Bloom, Ken
Bloom, Phillip
Blumberg, Darren
Blumgart, Don
Blumgart, Mary
Bluth, George
Borman, Helen
Boss, Craig
Bowman, Neil
Brandon, Sid
Breen, Kate
Breheny, Cheryl
Brickman, Carole
Brivik, Jeff
Brunner, Enid
Brunner, Harry
Byers, Philippa

C

Cantoni, Agnes
Chambers, Isobel
Chang, Hsin-I

Chertkow, Rennie
Chong, Beverly
Chosid, Elizabeth
Churnin, Jan
Coates, Samantha
Cohen, Aubrey
Cohen, Brenda
Cohen, Ilana
Cohen, Ingrid
Cohen, Susan
Cohn, Ilana
Courtley, Pia
Critchley-Etkind, Betty

D

Davis, Marilyn
Davis, Sally
Davis, Greta
Denenberg, Sue
Diamond, Gillian
Diamond, Naomi
Diamond, Vivian
Don, Harold
Don, Railea
Druc, Judith
Dubb-Lynch, Darien

E

Einfeld, Max
Elstein, Candy
Engelander, Diane
Engelander, Wendy
Ensly, Judith
Eskenazi, Victoria
Etkind, Stephen

F

Fagueret, Miriam
Faivre, Josephine
Faludi, George
Faludi, Vera
Feigen, Kate
Finger, Kitty
Finger, Rebecca
Finkelstein, Ruth
Fleischer, Shirley
Fleming, Evelynne
Fox, Shira
Frank, Rita
Fredman, Hilary
Freed, Helen
Freeland, Michael
Freeman, David
Fremder, Maurice
Friedgut, Adrienne
Friedman, Rose
Friedman, Jocelyn
Friedman, Eva
Friese, Helen
Furman, Glenda

G

Gafen, Natalie
Garamy, Steven
Garden, Roslyn
Gardos, Ruth
Geredov, Yula
Ginsberg, Julien
Ginsberg, Monica

Glass, Hymie
Glicksman, Dorothy
Glover, Faye
Golan, Olga
Gold, Brian
Gold, Susie
Goldberg, Audrey
Goldman, Alma
Goldman, Janice
Goldman, Newton
Goldschmidt, Clive
Goldstein, Michael
Goldstein, Tova
Golland, Betty
Golland, Michael
Gonski, Peter
Gonski, H  l  ne
Goodman, David
Goodman, Lesley
Goodman, Madeline
Gould, Rita
Graf, Michael
Green, Elizabeth
Green, Lesley
Green, Robert
Green, Arnold
Green, Avril
Green, Faye
Grevler, Zena
Grolman, Marcelle
Grossman, Frank
Grushka, John
Guralnek, Joseph
Gutman, Herman
Gutman, Michael

H

Hadassin, Ian
Hadassin, Rebecca
Hammer, Gael
Handley, Judith
Haneman, Peter
Harkham, Esther
Harris, Marshall
Harris, Gwenda
Hart, Barbara
Hart, Roslyn
Hartland, Anne
Hartley, Samantha
Hasson, Jacques
Hasson, Marilyn
Havin, Dennis
Heller, Eva
Hendler, Yetta
Herman, Shirley
Herr, Cyril
Hersch, Sheli
Hertzberg, Susan
Hirner, Lauren
Hirschowitz, Camille
Hirschowitz, Roy
Ho, Jane
Hoenig, Mira
Horry, Simon
Humphry, Vivien
Hutchinson, Amy

I

Ichilcik, Rene

Ihaka, Rosalind
Inberg, Gary
Isaacs, Gloria
Isacowitz, Royce
Islam, Dzhesmin
Isman, Ruth
Israel, Kathrine
Itzkowic, Melinda

J

Jacobson, Ingrid
Jacobson, Jerrold
Jacobson, Shirley
Jaeger, Larry
Jaffe, Philip
Jaku, Michael
Javen, Val
Jenner, Gary
Joffe, Alan
Joffe, Heather
Jones, Jane
Jones, Justin
Jordan, Teeta
Joseph, Barry
Joseph, Annette

K

Kagan, Dawn
Kahn, Jennifer
Kalish, Beverley
Kamenev, Marina
Kantor, Lyn
Kaplan, Myrna
Kaplan, Sid
Kaplan, Miriam
Kaplan, Wendy
Karney, Lara
Karpin, Sonja
Karseboom, Jonathan
Kathriachchi, Amitha
Katz, Cynthia
Katz, Shall
Kellerman, Beverley
Kersh, Ilana
Kimmel, Lorraine
Kimmel, Michael
Kiss, Maurice
Kleiner, Sari
Kleviansky, Hazel
Klimt, Edith
Kohn, Sylvia
Kopcho, Linda
Kopsias, Tina
Kornhaber, Elizabeth
Kozlova, Iryna
Kriss, Jennifer
Kutner, Sam
Kwiatek, Sarah
Kwon, Jiwon (Clare)

L

Lai, Helen
Lane, Micheline
Langer, Kerryn
Latham, Arlene
Lazarus, Maurice
Le, Febvre, Aimee
Lee, Jane
Lee, Sam

Lenthen, Helena
Levi, Lewis
Levitt, Catalina
Levy, David
Levy, Michaela
Liebowitz, Ruth
Lipman, Angela
Lobasso, Lina
Lopacinski, Christine
Lore, Pat
Loukachonok, Vitali
Lowbeer, John Lurie,
Jane
Lurie, Leon
Lurie, Norman

M

Magen, Dan
Malki, Sandra
Margolin, Shirley
Marjenberg, Carmel
Markey, Paul
Markovitch, Fay
Markovitch, Julian
Marshall, Charles
Marshall, Florence
Mautner, Tom
Mautner, Rose
McDonald, Deborah
McLaughlin, Peter
McManus, Hannah
Mednick, Roberta
Mervis, Candice
Michelin, Railee
Miller, Marion
Miller, Sara
Miller, Selwyn
Milner, Karen
Milston, David
Milston, Jeanette
Mintz, Philip
Moskovich, Rachel
Mourad, Sherryll
Myers, Mark
Myers, Miriam

N

Nabarro, Vivienne
Nash, Gabriella
Nash, George
Nathan, Cassy
Nathan, Ella
Nestor, Marianne
Neumegen, Ernest
Novochenok, Marina
Nuffield, Sima

O

Okhuysen, Gretha

P

Parker, Andrew
Parker, Edith
Peipert, Judy
Penn, Greta
Perets, Evelyn
Phillips, Roselyn
Pilman, Ilya

Plane, Teresa
Pogorelsky, Tessa
Pogroske, Trevor
Polivnick, Elize
Polivnick, Sandra
Pollick, Edith
Port, Ruth
Portrate, Lea

R

Rabie, Myra
Rabin, Michael
Radomsky, Cindy
Raichman, Libby
Raiz-Symon, Ashley
Rebillet, Samantha
Reid, Lydia
Rein, Michael
Richards, Wendy
Rodd, Joan
Rogut, Vicky
Rojas, Claudia
Rom, Avril
Rosen, Daryl
Rosen, Jody
Rosen, Ruth
Rosen, Sandra
Rosenberg, Allen
Rosenberg, Jacqui
Rosenberg, Louise
Rosenfeld, Michael
Rosenfeld, David
Rosenfeld, Hazel
Rosenman, Diana
Rosenthal, Wendy
Rosenthal, Fae
Rosenthal, Harry (deceased)
Ross, Leora
Rozen, Alan
Rozowsky, Mary
Rubens, Winifred

S

Sandberg, Carole
Sassoon, Ezekiel
Schaefer, Daryl
Schaefer, Ralph
Schaffer, Aubrey
Schaffer, Muriel
Schlesinger, Eva
Schneeweiss, Sybil
Schwartz, Rita
Seeff, Rachelle
Segall, Bernice
Seidman, Michelle
Seifman, Lynne
Seskin, Necia
Shammy, Raphael
Shammy, Roslyn
Shapiro, Cathy
Shapiro, Ken
Shapiro, Susan
Shatar, Sue
Sheary, Agnes
Sher, Jean
Sher, Sharon
Sherwood, Rita
Shore, Lynne
Shore, Vivian

Shroot, Josephine
Silverman, Jane
Silverman, Mervyn
Silvers, Karen
Simon, Norman
Simons, Toni
Singer, David
Skelly, Leslie
Smuskowitz, Sybil
Snider, Judi
Solomon, Jenny
Solomons, Rene
Somogy, Jody
Spira, Lisa
Spira, Judy
Spiro, Allan
Steigman, Judi
Steigrad, Anne
Stein, Hazel
Stein, Clara
Stein, Myer
Stern, Aaron
Stern, Estelle
Stern, Gary
Stern, Dafna
Stone, Jacqueline
Strasser, Nicole
Streichler, Eva
Super, Myrna
Svec, Tomas
Symon, Wendy
Symonds, Renee

T

Taibel, Yaffa
Tanner, Sandra
Tatz, Colin
Teeger, Margot
Thaler, Naomi
Toltz, Penelope
Traub, Judy
Turner, Ruth
Tworetzky, Jacob

U

Ulman, Margot

V

van Gelder, Martini
Vanasse, Sylvie
Varga, Peter
Vermeer, Alex

W

Wachtel, Olga
Waine, Jeremy
Warnock, Debbie
Wastie, Pearl
Waxman, John
Weiner, Queenie
Weltlinger, Evie
Werner, Shoshana
Whitton, Karen
Will, Chanan
Winderbaum, Maurica
Wirth, Ruth
Wise, Graeme
Witton, Nic
Woolf, Barbara

Y

Yancovitch, Rina
Yarad, Helen
Young, Sydney
Young, Zara
Young, Deborah
Yudelowitz, Jacqueline

Z

Zamel, Betty
Zamel, Maurice
Zettel, Charlotte
Zimin, Alice
Zonneveld, Elise

Active Student Volunteers at 30 June, 2017

Abeshouse, Noah
Adamov, Cale
Armstrong, Nicole
Arnold, Hannah
Berkowitz, Cody
Bloom, Joshua
Bodycomb, Mia
Brooks, William
Chait, Adam
Cohen, Jordana
Collins, Jay
Coutts-Trotter, Anna
Coutts-Trotter, Joe
Evans, Oliver
Faul, Lauren
Gatward, Ava
Godhard, Louise
Goran, Gabriella
Grynberg, Elijah
Hiles, Ella
Hutley, Lelia
Jammy, Rachel
Jankelowitz, Noa
Jetis, Martha
Kaufman, Ilan
Lee, Ali
Meyer, Daniela
Miller, Hannah
Nurick, Matt
O'Brien, Zoe
Ole, Angus
Phillips, Teya
Raber, Lauren
Raines, Aiden
Roth, Chelsea
Rothner, Ruby
Schlesinger, Anne-Marie
Shlom, Ari
Shofer, Benjy
Shreedharan, Vishaiesh
Singer, Ella
Smith, Gina
Springer, Ella
Stern, Noah
Taibel, Ryan
Weinstein, Josh
Weinstein, Judd
Young, James
Zoellner, Courtney

FOUNDATION DONATIONS

1 July, 2016 to 30 June, 2017

The Foundation was established in 1988 to provide the Home with the additional financial support necessary to continue delivering high standards of care to the aged in our community, including the financially disadvantaged. The Foundation receives donations from many sources, including residents and their families. Donations to the Foundation are tax-deductible.

If you wish to make a donation, please contact Community Relations Manager Esther Wakerman, ph: (02) 8345 9110.

A

Aaron, Mosey
Abbott, David
Abel, Jean
Abeshouse, Arnold
Abeshouse, Myrtle
Abeshouse, Norman & Ruth
Abrahams, Harold
Abrahams, Selwyn & Barbara
Abramowitz, Deborah
Abrams, Lena
Adams, Pearl
Adcock, Desmond & Beverley
Adler, Frank & Helen
Adler, Jerry & Gita
Adler, Rafi & Rachel
Akres, Bert & Eve
Alexander, Fred
Allardice, Darrell & Arlene
Allerhand, Peter & Vivien
Alter, Ian & Jenny
Amler, Vernon & Anita
Andrews, Judith
Appel, Marian
Appleberg, Michael & June
Apterman, Leo
Aramaty, Edith
Arenson, Mark & Barbara
Ashberg & Marian, Alan
Atlas, Mischa & Luba

B

Bachmayer, Bernice
Bahar, Diana
Bahar, Judy
Bakalich, Danika
Balint, John & Susan
Balkin, Muriel
Balog, Alice
Ban, Ivan
Banki, George & Marlene
Banwell, Roslyn
Baroukh, Marguerite
Barr, Mark & Elana
Bart, Philip
Barton, Charles
Barzach, Jori
Basger, Arlene
Baskir, Victor
Bass, Ernest
Basser, Geoff & Nanette
Basser, Leon
Bear, Susan
Bear, Victor
Bebek, Stephen
Beck, Charles & Vivienne
Beck, Harry & Vivienne
Belnick, Bernice
Belokoptova, Alla
Bendel, John & Julie
Bendelstein, Lily

Bendersky, Leon & Sophia
Benjamin, Betty
Benjamin, Samuel
Bennett, Andrew & Pamela
Beran, Penny
Beran, Roy & Maureen
Berdichevsky, Igor
Berdychesvka, Elizaveta
Berger, Anna
Berger, Eva
Bergman, Laurence & Jill
Berkowitz, Doris
Berman, Bradley & Mandi
Berman, Charles & Yvonne
Berman, David & Sandra
Berman, Yvonne
Berson, Yvette
Beutum, Joe & Clare
Biggs, Martin & Gienia
Binovec, Michael
Binstock, Jakob
Birnbaum, Philip & Beverley
Bitel, Eva
Blechman, Sam & Sandra
Blieden, Beulah
Bloch, Kalman & Heather
Block, Bruce
Block, David & Adele
Bloomfield, Aviva
Bloomfield, George & Shirley
Bloomfield, Stanley
Blumberg, Brynn & Simone
Blumberg, Selwyn & Moyra
Blumenthal, Simon & Ruth
Bluth, George & Inge
Bogan, Elaine
Bondy, Eric
Bouganim, Lea
Bowmer, Robyn
Braham, Belinda
Brandon, Sidney & Julie
Brazil, Raymond
Brender, Joseph & Gerda
Breuer, Thomas
Brill, Ryan
Britton, Anthony & Charmaine
Brodaty, Henry & Karoline
Broit, Dennis & Sharyn
Bromberger, Carolyn
Brown, Errol & Pam
Brown, Jeff & Carol
Browne, Garry & Robyn
Browne, Wesley & Sari
Buchwald, Gita
Burman, Ian
Burnie, Evelyn
Burt, Ina

C

Cahn, Ingeborg
Caldes, Javier

Camberg, Gerald & Cheryl
Campbell, Judith
Cardash, Gerald & Rae
Carlin, Sydney & Tanya
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Center, Stephan & Yolanda
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Chemler, Miriam
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BEQUESTS

The following generous donors have honoured us with bequests. Please note that due to the enormous scope of the Home, this project is ongoing offering many opportunities to donors.

To discuss bequest opportunities, please contact Community Relations Manager
Esther Wakerman, ph: (02) 8345 9110.

Estate of The Late Pamela Cohen
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MAKE A DIFFERENCE. BECOME A MONTEFIORE LIFE GOVERNOR TODAY

We invite you to become a valued Montefiore Life Governor. Life Governorship signifies a commitment to enhance the quality of life of the elderly in our community in order to optimise their choice, dignity and wellbeing. Your support will enable Montefiore to continue providing an exceptional standard of service and care, while embracing the richness of Jewish culture and tradition.

Montefiore is a unique organisation proudly offering the full continuum of care from in-home care and day centres to residential care. The generosity of our Life Governors enables us to provide the highest level of services for the older members of our community regardless of their financial situation.

More than 30% of our 740 residents are financially disadvantaged and unable to cover all or part of their cost of care. This results in a significant funding shortfall per resident per year.

In addition, close to 40% of our residents are Holocaust survivors with unique care needs. To best support our residents and their families, we have developed an

integrated training and care program for our staff which equips them with the necessary skills to address these needs.

As a community, we are faced with a dramatic increase in an ageing population and a significant rise in the incidence of dementia. Within the Jewish community there are five new cases of dementia diagnosed every week. Demographic evidence shows that the number of aged people requiring our care will double over the next 10 to 20 years.

Montefiore's residential campuses are currently operating at full capacity and have growing waiting lists. Your support will help us fulfil the future demands of our community for specialised accommodation and care.

Levels of Life Governorship are:

Bronze	\$5,000+
Silver	\$20,000+
Gold	\$50,000+
Platinum	\$100,000+

We are able to recognise major gifts by bestowing naming rights to various parts of the Home in order to honour the memory of a friend or family member in perpetuity.

The names of all Life Governors are written on dedicated honour boards at the Hal Goldstein Campus at Hunters Hill and the Randwick Campus.

For further information, please contact Community Relations Manager Esther Wakerman, ph: (02) 8345 9110 or email ewakerman@montefiorehome.com.au

“YOUR GENEROSITY WILL HELP US SUPPORT THE MORE THAN 30% OF RESIDENTS WHO ARE UNABLE TO COVER THEIR COST OF CARE, AND FULFIL THE FUTURE DEMANDS OF THE COMMUNITY FOR OUR CONTINUUM OF SPECIALISED SERVICES.”



Community Relations Manager Esther Wakerman updating the honour board of Life Governors at the Randwick Campus.



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