

Montefiore



2018-2019

# ANNUAL REPORT



# The life *you* deserve

**The luxury you deserve. The service you deserve.  
The freedom you deserve. The retirement you deserve.**

In a tranquil corner of Randwick, M offers the opportunity to live life on your terms. Enjoy an exceptional, private seniors' apartment with a range of 5-star facilities right there at home. Isn't it time you experienced the life you deserve?



ARTIST'S IMPRESSION

-  Concierge
-  Security
-  Room Service & Club Dining
-  24-Hour Support

## Our Mission

TO ENHANCE THE QUALITY OF LIFE OF OLDER PEOPLE BY PROVIDING AN EXCEPTIONAL STANDARD OF SERVICE AND CARE, EMBRACING THE RICHNESS OF JEWISH RELIGION, CULTURE AND TRADITION.

## Our Vision

TO BE THE LEADER IN THE FIELD OF AGED CARE. TO DEVELOP, IMPLEMENT AND PROMOTE BEST PRACTICE IN ALL ASPECTS OF AGED CARE BY CONTINUOUSLY REVIEWING AND IMPROVING SERVICES.

## Montefiore Today

740 RESIDENTS	2000+ MEMBERS
130+ HOME CARE CLIENTS	875 LIFE GOVERNORS
250+ DAY CENTRE CLIENTS	10 FEDERAL GOVERNMENT BETTER PRACTICE AWARDS
1,100+ EMPLOYEES INCLUDING	 360° CARE
120+ ALLIED HEALTH PROFESSIONALS	 SILVER SERVICE DINING
480+ VOLUNTEERS	 FULL CONTINUUM OF CARE

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Cover photos:  
Daniel Linnet

Montefiore is a member of the JCA family of organisations



## New Double Bay office



### Meet your local home care experts

Discover expert aged care and disability support delivered into your home, from one of Australia's leading care specialists. Your personal coordinator will help you to choose from a wide range of services, available when and where you need them.



24/7  
HOTLINE



PERSONAL  
APPROACH



WELLNESS



SERVICES



TRUSTED  
HEALTH  
TEAM



DOMESTIC

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SUPPORTED BY CARFIND SOLUTIONS

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\$34,000+  
IN PRIZES!



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EACH OR  
10 FOR \$70  
Buy 10 for your  
chance to win a  
\$1000 Westfield  
Gift Card Book  
Buyers' Prize.

Montefiore  
FOUNDATION

CONTACT US FOR YOUR FREE CONSULTATION • 1800 251 537  
334 NEW SOUTH HEAD RD, DOUBLE BAY • MONTEFIORE.ORG.AU

WINNERS DRAWN 8TH DECEMBER  
BUY YOUR TICKETS ONLINE AT MONTEFIORE.ORG.AU

# Board of Management & 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

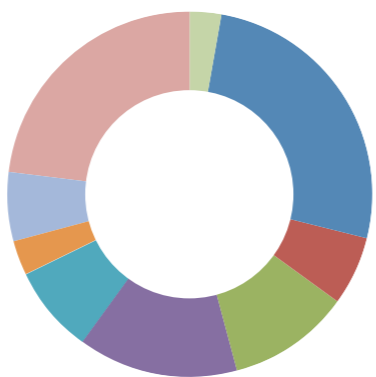
Lisa Brender  
Rob Conyer  
Max Einfeld  
Michael Graf  
Toby Hammerman  
Barry Joseph  
Trevor Pogroske  
Leora Ross  
Jarred Rubin  
Renée Symonds

LIFE MEMBERS

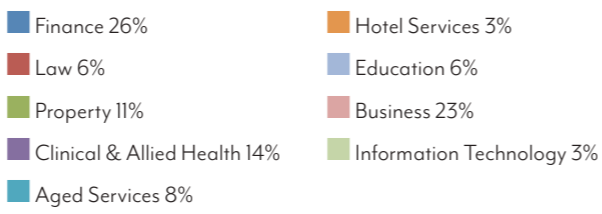
The late Hal Goldstein AM OBE  
Manfred Salamon

## 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 skills and expertise including finance, law, property, clinical and allied health, aged services, hotel services, education, IT and business acumen. Consistent with our Philosophy of Living, Board members have a passion for supporting a high standard of care that focuses on quality of life, delivered within a sustainable financial model.



CURRENT BOARD SKILLS MIX



# Board Members

AT 30 JUNE, 2019

DAVID FREEMAN AM  
PRESIDENT



David was a partner and is now a consultant of commercial law firm Abadee, Dresdner & Freeman. He specialised in taxation, estate planning and 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, served as Vice President for eight years and was elected President in 2004. Since 2000, he has chaired 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.

Under David's guidance, the MDC prepared a Master Plan for the remainder of the site at Randwick, comprising the M by Montefiore independent living units, due for completion in 2020, and a further new 90-bed dementia-specific wing. David has also been a member of the Montefiore Finance Committee since 2002.

During David's Presidency, Montefiore's operations have doubled in size and the organisation is now acknowledged as one of the country's leading aged care providers.

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 Networks Plus and Maroubra Shores Residential Care.

**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.

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.

He was elected to the Board in 2001 and became Treasurer in 2004. He sits on the Development, Quality, Safety & Risk, Finance and Investment committees.

Tom was a passionate contributor to the design and building of the first stage of the Randwick Campus.

As a member of the Development Committee, he is now involved in the building stage of the new M by Montefiore project. He is greatly looking forward to the completion of construction in 2020.

**ASSOCIATE PROFESSOR  
PETER GONSKI**  
HON SECRETARY



Peter joined the Board in 2008, and 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.

**LISA BRENDER**  
BOARD MEMBER



Lisa 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 missions 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.

**ROB CONYER**  
BOARD MEMBER



Rob has 19 years' experience in the field of business and risk. He works with organisations to understand and manage non-financial risk in order to optimise and meet strategic outcomes.

Currently at CBA, Rob is responsible for developing and implementing the framework that directs the way in which the CBA banking group identifies and manages its operational risk. Prior to CBA Rob held senior roles at UBS in Sydney and London, at Origin Energy in Sydney and at NAB in Melbourne.

Rob is passionate about Montefiore, its place in the community and its future. He has been on the Board for the past two years and is a member of the Quality, Safety & Risk Committee as well as the Finance Committee.

**MAX EINFELD**  
BOARD MEMBER



Until his recent retirement, Max 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 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.

**MICHAEL GRAF**  
BOARD MEMBER



Michael has more than 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 and Advisor to several not-for-profits and IT startups. He is a member of the Australian Institute of Company Directors.

**TREVOR POGROSKE**  
BOARD MEMBER



Trevor is a Principal of CRS Advisory, a boutique restructuring and advisory organisation. He was formerly a senior Partner and NSW leader of Health and Aged Care with Grant Thornton Australia and an Executive Director of EY. He is a member of the Institute of Chartered Accountants as well as a registered Liquidator.

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

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).

**TOBY HAMMERMAN**  
BOARD MEMBER



Aged care and social work consultant Toby joined the Quality, Safety & Risk Committee in 2017 and became a Board Member in 2018. His combination of academic and professional expertise allows him to make a valuable contribution to Montefiore.

Toby holds a Bachelor of Social Work from UNSW and a Master of Social Work degree from the University of Haifa. He has 15 years' experience as a Senior Quality Assessor with the Australian Government's Aged Care Quality Agency, and also has a particular interest in the delivery of catering, cleaning and laundry services as he previously owned and operated award-winning retail food outlet Toby's Treats for 12 years.

Toby's commitment to serving the Jewish Community is also longstanding. He is a former CEO of the Sydney Jewish Museum, Habonim Dror leader and NSW Jewish Board of Deputies delegate.

**LEORA ROSS**  
BOARD MEMBER



Leora 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 Others 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 maximises 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 long-standing relationship with Montefiore. His mother, Miriam, was a driving force of the Ladies' Committee and a Board member for more than 17 years. Elected to the Board in 2001, he continues this commitment with a passion, and presently serves on the Admissions Committee.

Barry began his career in the 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 and 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. He was recently recognised by the Hebrew University with an Honorary Fellowship for dedicated service to the University and his initiatives to support student scholarships.

**JARRED RUBIN**  
BOARD MEMBER



Jarred brings to the Board corporate and finance experience as a Corporate Advisor and Sales Trader with expertise in institutional securities broking, facilitating capital raisings, M&A, and exits with ASX listed and unlisted companies. He currently works at Citi, with previous experience including time with Macquarie Group, Union Square Capital Advisors, K2 Capital Group and Commonwealth Bank of Australia.

Jarred joined the Montefiore Board in 2018 after spending a year as part of the JCA's Observership program. Jarred has been involved with Montefiore since his school days at Masada College as a student volunteer. Jarred is committed to helping shape the future of the organisation – particularly during this phase of new building development, working with the community and ensuring Montefiore provides the best possible aged care.



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 Renée has written papers, presented at conferences on aspects of ageing, dementia, placing one’s relative into residential aged care and life within Montefiore’s three communal campuses.

Renée is passionate about contributing to the education of staff. She authored and was instrumental in establishing 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 Committees  
(AS AT 30 JUNE, 2019)

MONTEFIORE  
DEVELOPMENT  
COMMITTEE

- David Freeman AM (Chair)
- Gary Inberg
- Tom Mautner
- Michael Graf
- Robert Orie

FINANCE COMMITTEE

- Tom Mautner (Chair)
- David Freeman AM
- Gary Inberg
- Assoc Prof Peter Gonski
- Trevor Pogroske
- Rob Conyer
- Robert Orie
- Mario Torresan

QUALITY, SAFETY  
& RISK COMMITTEE

- Gary Inberg (Chair)
- Lisa Brender
- Rob Conyer
- David Freeman AM
- Michael Graf
- Janine Grossman
- Toby Hammerman
- Yoni Hersh
- Barry Joseph
- Howard Kaplan
- Melanie Lindenberg
- Tom Mautner
- Robert Orie
- Leora Ross
- Renée Symonds
- Mario Torresan
- Daniel Ezekiel (Observer)
- Carla Sank (Observer)

ADMISSIONS REVIEW  
COMMITTEE

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

RELIGIOUS  
COMMITTEE

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

BURGER CENTRE  
JOINT OPERATING  
COMMITTEE

- (Montefiore Representatives)
- Gary Inberg
- Renée Symonds
- Robert Orie

INVESTMENT  
COMMITTEE

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

Who's Who at Montefiore  
EXECUTIVE STAFF AT 30 JUNE, 2019



Robert Orie  
Chief Executive Officer



Rabbi David Rogut OAM  
Spiritual Dean



Janine Grossman  
Director of Professional Services



Howard Kaplan  
Director of Hotel Services



Melanie Lindenberg  
Director of Client & Community Relations



Mario Torresan  
Director of Finance & Technology



Lara Boss  
General Manager, Allied Health Services



Maree Canty  
General Manager, Clinical Services



Tracey Cumbers  
Chief Operating Officer, Help at Home



Yoni Hersh  
General Manager, Quality, Risk & Innovation



Catherine McGoldrick  
General Manager, Catering



Nick Pezikian  
Chief Financial Officer



Ariella Roth  
General Manager, Marketing & Engagement



Angela Sacks  
General Manager, Residential Services



Anna Santikos  
General Manager, People, Culture & Learning



## President's Report

Amid challenging times for the aged care sector, Montefiore continues to grow and innovate across residential, home and specialised dementia care, as well as breaking new ground for retirement living, says **David Freeman AM**.

As the recent findings of the JCA report on the 2016 National Census highlighted, the number of Australian Jews aged in their 60s has grown by 70% over the past decade. This trend confirms that demand for aged care services, driven by the Baby Boomer cohort, will increase significantly over the coming decades.

This is no surprise to Montefiore. Previous studies led us to conclude that we would need to construct another two Randwick campuses in order to meet this growing demand, a fact that I have stated publicly in the past.

It remains to be seen whether the increasing use of home-care services and medical advances will change this prediction, however, this level of capital investment in residential aged care is beyond the current capacity of Montefiore to achieve on its own. It will require the financial support of the community as well as much needed changes to government policy to deregulate price controls and enable appropriate market forces to apply to user charges. Government subsidies should focus on providing adequate funding to those with limited financial means who are genuinely unable to afford the cost of quality aged services.

The past financial year has been one of significant challenges for Montefiore and the aged care sector overall, in terms of the Royal Commission into Aged Care Quality and Safety and the continuing issue of an inadequate government funding model. However, I am pleased to report it has also been a period of significant progress for our organisation.

We have seen construction commence on the M by Montefiore retirement living development and the opening of a new headquarters for Help at Home in the heart of Double Bay.

Montefiore now has an identity that reflects our growing number of touchpoints across the spectrum of aged care services and, as a result, we undertook a successful rebranding to appropriately recognise this range of offerings to the community.

This annual report contains updates on the above projects, as well as many other outstanding initiatives that enhance quality of care and ensure that each of the community members we serve lives with choice, dignity and wellbeing.

### ROYAL COMMISSION & FUNDING THE FUTURE

At the time of writing the Royal Commission into Aged Care Quality and Safety released its Interim Report. As expected, it painted a confronting picture of neglect and poor care, with the Commissioners highlighting inadequate staff numbers and training.

At Montefiore, we recognise that the care we provide is only as good as our workforce. For this reason, we operate with industry-leading staffing levels and invest heavily in staff education and training. Furthermore, as one of the few aged care operators to employ more than 100 allied health professionals, our approach ensures residential and home-care consumers have access to a range of allied health professionals to enhance wellbeing.

Given the pressure that all who work in the sector are feeling as the Royal Commission continues, we feel it is important to publicly acknowledge the efforts of our staff and the compassion and commitment they show every day when caring for our residents and clients.

Understandably, our commitment to this staffing model comes at a significant cost. This is especially challenging given that increases in Government funding have not kept pace with the rising cost of care, and regulatory restrictions on which costs may be passed on to consumers.

The Board of Management stands by the fact it has resisted previous attempts to bring Montefiore's operations in line with commercial aged care providers by vocal critics within the community (some of whose own care facilities have since been sanctioned or had operating licences revoked by the Commonwealth Department of Health for placing consumer wellbeing at risk).

As one of Sydney's oldest Jewish not-for-profit organisations, we remain committed to reinvesting proceeds

into better care and services for the older members of our community, who deserve nothing less.

Ultimately it is hoped that the Royal Commission will play a vital part in improving our aged care system. The failures highlighted thus far remind us that we must remain vigilant regarding consumer care, safety and wellbeing – a duty Montefiore takes seriously.

It is also encouraging that providers, union and peak body representatives called to the Commission have highlighted the need to investigate whether the current government funding model is falling short. For more on this subject, please see the Treasurer's Report on page 16.

### M BY MONTEFIORE

Our luxury retirement living development has been many years in the planning, as both a solution to community demand for independent living, and a future income stream to fund subsidised care and specialised dementia accommodation. The Ground Breaking in September 2018, therefore, was cause for celebration, and Richard Crookes Construction expects to complete the project in mid-2020. Read more on page 20.

### HELP AT HOME

In May 2019, the Help at Home team settled into their new office in Double Bay. The new premises will welcome potential clients wanting to learn more about our services, and act as a base as we meet growing demand across Sydney for subsidised and fee-for-service aged care as well as disability support via the NDIS. See page 38.

### COMMUNAL SUPPORT

When it comes to funding the future of aged care for those in need, as mentioned earlier, we will increasingly rely on the support of the Jewish community. Already Montefiore subsidises 240 Jewish residents at a

cost of \$4 million per annum, to ensure they receive the quality accommodation, clinical and allied health care, and Jewish cultural inclusion that would otherwise be beyond their means.

As part of the 2019 JCA Annual Campaign, we sought communal support to raise \$500,000 towards this program (and are awaiting the final figures at the time of writing). Thanks to all those who donated through this channel as well as our many individual generous donors, bequestors, life governors and members.

### WITH THANKS

I would also like to acknowledge all those who have given their time over the past year – our volunteers, communal supporters, and the Friends of Montefiore Committee (formerly the Ladies' Committee) for their outstanding fundraising efforts.

Thanks, too, to our Board Members who oversee the governance of the organisation, in particular the Executive Gary Inberg, Peter Gonski and Tom Mautner, as well as the Montefiore Development Committee for their work on M by Montefiore.

I extend my greatest appreciation to Rabbi David Rogut OAM and Rebbetzin Vicky, who continue to provide the richness of Jewish spiritual experience and pastoral care.

And finally, sincere thanks to CEO Robert Orie and his management team, who continue to steer us through challenging times for the aged care sector, and all the staff who so expertly and compassionately support our residents and clients every day.

**David Freeman AM**  
President



## CEO's Report

As we implement new Aged Care Quality Standards, achieve outstanding results in accreditation and launch an innovative approach to dementia support, Montefiore remains an industry leader, says **Robert Orie**.

Over the 18 years I have been at Montefiore, the organisation has been constantly expanding in scope – adding the Randwick Residential Care campus in 2006, Help at Home by Montefiore in 2009 and now the construction of the M by Montefiore retirement development, due for completion in 2020.

Given this growth into new areas, it's no wonder that the past year has been one of the busiest in my time here. The organisation as a whole has prepared for the introduction of new Aged Care Quality Standards and followed developments at the Royal Commission now underway, as well as undergoing a full rebrand.

Each of our Residential Care campuses has been re-accredited having met all required standards, and Randwick became the first site to launch the new Montefiore Dementia Model including a renovation of the Special Care Unit (page 22). Help at Home has a new base in Double Bay (page 38), and the M building is continuing to rise following a successful sales launch (page 20). And these are just a few among many achievements and new initiatives.

### ROYAL COMMISSION

The Royal Commission into Aged Care Quality and Safety commenced hearings in Adelaide in February 2019. As Montefiore is among the 100 largest aged care providers, we were invited to complete a written submission in January. The Interim Report just released highlights both issues of unacceptable care and of inadequate funding across residential and home care.

As an organisation, we welcome this opportunity to focus on improving our aged care system and remain committed to maintaining the exceptional standards of care, services and accommodation the community has come to expect from us.

We demonstrate this by maintaining industry leading staff ratios; employing more than 100 allied health staff to offer interdisciplinary support; and investing in Learning and Development to ensure all staff are working to best practice.

### AGED CARE QUALITY STANDARDS & ACCREDITATION

The Aged Care Quality & Safety Commission (ACQS) has been working to introduce new Aged Care Quality Standards, which came into effect on July 1, 2019 and apply to residential and home care as well as day support programs.

Montefiore is already well aligned with the consumer outcomes focus of the new standards. Working towards this changeover was nonetheless a huge project in the first half of 2019, as the Professional Services and Quality, Risk & Innovation departments undertook a full review of policies and procedures, then embarked on staff training with the support of the Learning & Development team.

During the past year, Eastern Suburbs campuses underwent the ACQS accreditation process under the previous standards, each achieving re-accreditation for the full three-year period. In October 2019, Hunters Hill achieved the same outstanding result under the new standards. Read more on page 32.

### THE MONTEFIORE EXPERIENCE

Following the successful rebrand of the organisation last year, we recently launched the Montefiore Experience (ME) as the way we explain to our residents and clients what they can expect from our leading, consumer-directed care and services. It will also be an important staff education tool as we further integrate our core values of choice, dignity and wellbeing. Read more on page 24.

### INNOVATION IN DEMENTIA SUPPORT

In the previous financial year, Montefiore appointed Dr Jacki Wesson in the new role of Dementia Specialist. In this past year, Dr Wesson has worked closely with Director of Professional Services Janine Grossman to drive the new Montefiore Dementia Model (MDM), an innovative model of living and support that will eventually be rolled out for people with dementia at all Residential Care campuses. In

**“WE ARE PROUD TO LAUNCH AN INNOVATIVE MODEL FOR DEMENTIA SUPPORT THAT WILL BE ROLLED OUT ACROSS RESIDENTIAL CARE.”**

tandem with this, the newly renovated dementia unit at Randwick opened in May. The space has been reconfigured into several smaller-scale, homelike living spaces, with open kitchens and other features designed to work with the principles of the new model. You can read more about this exciting development on page 22.

### THANKS

It takes the efforts of a great many to achieve the above highlights and so much more. First, I must acknowledge our staff who work tirelessly to provide outstanding care, accommodation and services to the community every day. They are in turn guided by a talented and inspiring Leadership and Management team.

My gratitude, too, to our Rabbi David Rogut OAM and his wife, Rebbetzin Vicky Rogut, for the unwavering compassion and support they bring to residents, families and staff alike.

Montefiore is fortunate to have the support of the Sydney Jewish community, for which we are all thankful. Without our many donors, volunteers, communal advocates and friends who give so generously, we could not continue to care for the community's older members as we have done for more than 130 years.

Thanks, too, to my executive assistant Niki Glinelis who continues to make the day-to-day of my role run smoothly. And finally, I'd like to extend my ongoing gratitude to President David Freeman AM, the Executive and Board for their ongoing commitment to Montefiore and for steering this venerable organisation through this next phase of growth and change.

**Robert Orie**  
Chief Executive Officer



# Treasurer's Report

Montefiore's balance sheet remains strong, despite a difficult climate for the aged care sector, inadequate government subsidies and falling interest rates, says **Honorary Treasurer Tom Mautner**.

**I**n my report last year, I highlighted the growing concern across the aged care sector about the cost of providing care and services to the elderly rising at a greater rate than the corresponding income provided by Government subsidies and consumer contributions.

The most recent statistics released by the Aged Care Financing Authority (ACFA), a statutory committee whose role is to provide independent, transparent advice to the Australian Government on funding and financing issues in the aged care industry, indicates that 44 per cent of residential care providers are operating at a loss.

The primary reason the industry is under such financial stress is that indexation applied to government subsidies paid on behalf of residents has not kept pace with increasing costs, particularly labour costs. In addition, there is limited capacity for providers to increase consumer contributions in line with growing expenses.

Thankfully, towards the end of the 2018-19 financial year the Government injected much-needed funds in the form of a one-off grant to residential aged care providers. The grant, in recognition of the financial stress under which the sector is operating, amounted to approximately \$3,000 per resident.

This additional funding was particularly well-received in light of the more than 240 Jewish residents receiving the aged pension, whose cost of care is fully or partially subsidised by the Montefiore Foundation. As explained in my report to members last year, 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.

## INDEXATION OF GOVERNMENT SUBSIDIES

As mentioned, the amount of indexation applied to Government subsidies over the years has been inadequate and one of the key reasons why income has not kept pace with expenses. This issue continued in the 2018-19 financial year, where the Government applied an average increase of only 1.2 per cent to care subsidies. This followed the unprecedented decision by the Government to withhold indexation altogether in relation to the previous 2017-2018 financial year.

## INTEREST RATES

A significant proportion of our income continues to come from the proceeds of investing refundable accommodation deposits (RADs) held on behalf of residents that have the financial capacity to make a contribution towards the cost of their accommodation. Understandably, the current historically low interest rates have a material impact on income generated from this source.

Fixed-term deposit rates continued to fall during the 2018-19 financial year, putting even greater pressure on investment earnings.

Thankfully, the organisation's investment management strategy, which is based on maintaining a diversified portfolio including cash, hybrids and equities, mitigated the impact of falling cash rates and enabled the organisation to maintain an acceptable income stream from the investment of RADs.

## FINANCIAL RESULTS

As reported in the Summary of Comprehensive Income over the page, the organisation returned a surplus of \$961,000 before depreciation and other adjustments. Total revenue for the year amounted to \$95.379 million with \$93.517 million attributable to operating revenue and the balance of \$1.862 million to fundraising income, mostly from bequests and donations. We remain indebted to the community for its ongoing generosity in support of the activities of the organisation.

The largest individual source of revenue were Government subsidies and grants which totalled \$46.894 million or 49.2% of total revenue. As noted earlier, this included a one-off grant paid by the Government towards the end of the financial year.

The cost of employing staff remains the single largest expense item and totalled \$72.828 million for the year or 77.1% of total expenses. The proportion of staff costs to overall expenses has remained relatively stable over the past few years, confirming our commitment to maintain industry leading staffing levels despite Government subsidies reducing in real terms year on year.

After taking into account depreciation, which amounted to \$9.291 million, and other adjustments,

the organisation returned an overall deficit of \$8.353 million for the year.

The large provision for depreciation reflects the quality and value of our residential aged care buildings given our commitment to maintaining their quality. These are independently re-valued every three years.

During the year we continued with the planned refurbishment program involving resident rooms at Hunters Hill. In addition, we completed a major refurbishment of the Special Care (dementia) Unit at Randwick, which has been reconfigured into several smaller scale living spaces designed to be more homelike. Not only does it look fresh and inviting, it is also the testing ground for the Montefiore Dementia Model (MDM), an innovative new model of living and care that will eventually be rolled out for all our dementia care units.

In relation to other adjustments, there was a reduction in the value of our investment properties of \$2.430 million reflecting the easing of the housing market, and a net increase of \$3.182 million relating to the revaluation of financial assets. In addition, there was a minor tax liability of \$70,000 relating to our labour-hire firm, National Networks Plus.

## STATEMENT OF FINANCIAL POSITION

Our Statement of Financial Position (Balance Sheet) remains exceptionally strong, with net assets of more than \$359 million as at 30 June, 2019.

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

The high level of liquidity offered by cash and cash-equivalent deposits ensures we can comfortably refund accommodation deposits as needed.

Approximately 6% of Montefiore's assets relate to investment properties, which include a row of residential houses in a street neighbouring the Hunters Hill site. These back onto the existing site and provide a significant land-bank for future development

## M BY MONTEFIORE DEVELOPMENT

The M by Montefiore retirement development officially commenced construction in September 2018 and is progressing well, with completion due in June 2020. Read more about this exciting project on page 20.

## IN APPRECIATION

I would like to thank the members of the Finance Committee, our Director of Finance & Technology, Mario Torresan, Chief Financial Officer, Nick Pezikian, and the members of the Finance Department for their assistance during the year.

On behalf of the Executive and Board, I would also like to give sincere thanks to all our supporters, volunteers and benefactors, for their significant contribution towards the wellbeing of the older members of the community.

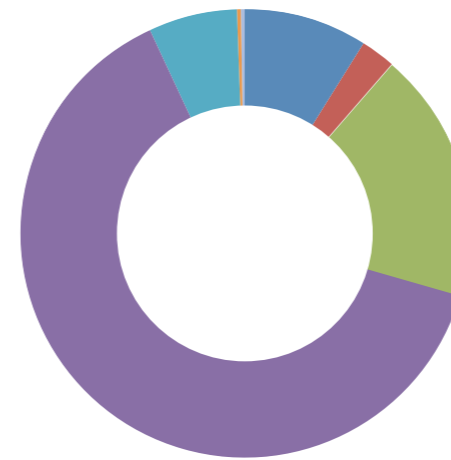
**Tom Mautner**  
Honorary Treasurer

## SIMPLIFIED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE, 2019

Assets	\$'000	Liabilities	\$'000
Cash and cash equivalents	57,969	Trade and other payables	10,877
Trade and other receivables	15,879	Employee entitlements	11,997
Financial assets	115,818	Refundable loans	254,127
Property, plant and equipment	404,020	<b>Total liabilities</b>	<b>277,001</b>
Investment property	40,591		
Intangible assets	1,052	<b>Net assets</b>	<b>359,729</b>
Goodwill	1,401		
<b>Total assets</b>	<b>636,730</b>		

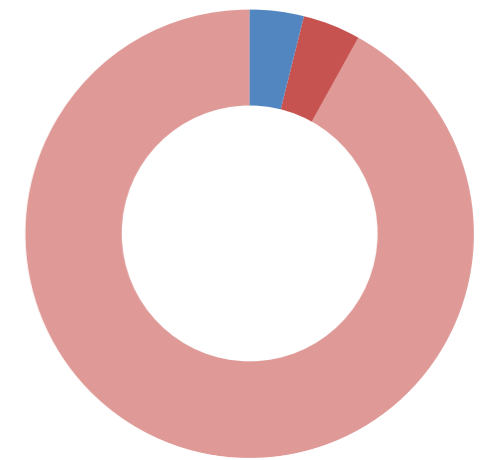
## SUMMARY OF COMPREHENSIVE INCOME AS AT 30 JUNE, 2019

Operational Revenue	\$'000	Expenses	\$'000
Government subsidies and grants	46,894	Administration	3,637
Resident and client fees	28,773	Catering supplies	4,362
Daily accommodation payments and retentions	3,820	Cleaning consumables	4,202
Other operating revenue	1,317	Employee expenses	72,828
Dividends received	7,861	Other expenses	1,294
Interest received	3,922	Property and maintenance	3,791
Investment property income	930	Resident care supplies and services	1,995
<b>Total operational revenue</b>	<b>93,517</b>	Utilities	2,309
<b>Fundraising revenue</b>		<b>Total expenses excluding depreciation</b>	<b>94,418</b>
Bequests and donations	1,689	<b>Surplus excluding depreciation and other adjustments (EBITDA)</b>	<b>961</b>
Membership fees	173		
<b>Total fundraising revenue</b>	<b>1,862</b>	<b>Depreciation and other adjustments</b>	
<b>Total revenue</b>	<b>95,379</b>	Depreciation	(9,291)
		Income tax	(70)
		Loss on disposal of intangible assets	(187)
		Loss on sale of financial assets	(518)
		Net changes on devaluation of investment properties	(2,430)
		Net changes on revaluation of financial assets	3,182
		<b>Total depreciation and other adjustments</b>	<b>(9,314)</b>
		<b>Total Deficit for the year</b>	<b>(8,353)</b>



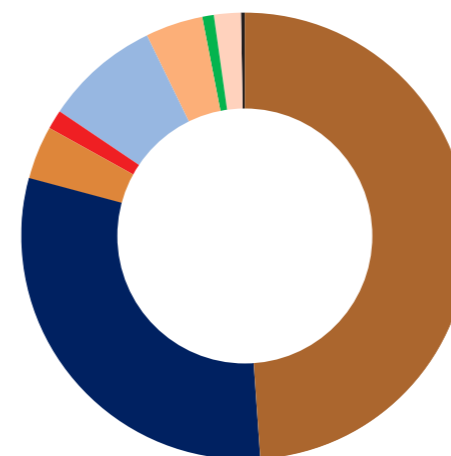
### ASSETS

Cash and cash equivalents	9.1%
Trade and other receivables	2.5%
Financial assets	18.2%
Property, plant & equipment	63.5%
Investment property	6.4%
Intangible assets	0.2%
Goodwill	0.2%



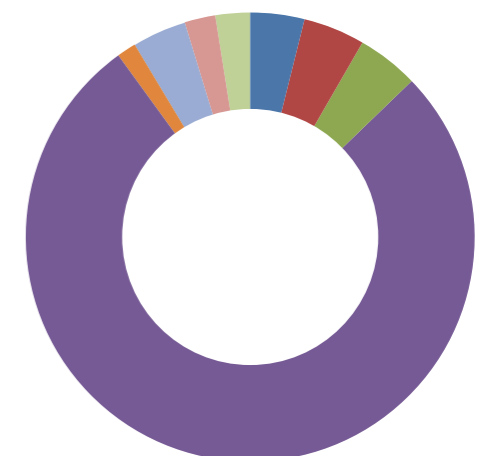
### LIABILITIES

Trade and other payables	3.9%
Employee entitlements	4.3%
Refundable loans	91.7%



### REVENUE

Government subsidies and grants	49.2%
Resident and client fees	30.2%
Daily accommodation payments and retentions	4.0%
Other operating revenue	1.4%
Dividends received	8.2%
Interest received	4.1%
Investment property income	1.0%
Bequests and donations	1.8%
Membership fees	0.2%



### EXPENSES

Administration	3.9%
Catering supplies	4.6%
Cleaning consumables	4.5%
Employee expenses	77.1%
Other expenses	1.4%
Property and maintenance	4.0%
Resident care supplies and services	2.1%
Utilities	2.4%



# M By Montefiore

Construction of the new luxury retirement development at Randwick is well and truly off the ground, says CEO **Robert Orie**, with completion due mid-2020.

Following a successful launch to the market in the previous financial year, construction of M by Montefiore has commenced and is now on track for completion in mid-2020.

The building site was officially declared open on September 20, 2018 at an official Ground Breaking Ceremony, where I joined President David Freeman AM and members of the Montefiore Development Committee in turning the first soil, along with some future occupants.

Since that time, Richard Crookes Construction has transformed the site. Hoarding has been erected, the King Street entry and driveway have been moved and a 55m crane erected onsite. Excavation and foundation works have been completed and several residential storeys have already taken shape.

In August 2019, future and prospective residents were treated to a bird's eye view of the construction at a function on the top floor of the Residential Care building, where they

mingled with the Board and Executive as well as representatives from Richard Crookes Construction and architects Jackson Teece.

Advertising and promotion of M by Montefiore has continued via Jewish communal print media, digital channels, bus advertising in the Eastern Suburbs and sponsorship of the Jewish International Film Festival.

Since the launch of the development, around 30% of the 79 one, two and three bedroom apartments have been reserved with deposits taken, indicating the strong demand in the community for high-end retirement living. The ongoing proceeds from M will be critical to the future of the organisation, ensuring we can continue to subsidise aged care for those who need financial support.

A full display apartment is expected to be open for viewing in early 2020, joining the current display suite which is open for anyone wanting to view the selection of one, two- and three-bedroom apartments still available. **M**



Clockwise from above left: President David Freeman AM with Michael Rabin at the M by Montefiore viewing; Sales Manager Linda Begg with Dr Hyman & Zelia Kotkin; Pearl Chipkin with daughter Deborah Frank; the Montefiore Development Committee don their hard hats at the Ground Breaking Ceremony.

Above and right: Edwin Myerson, Adele Myerson, Pam Karp & Barry Karp at the Ground Breaking Ceremony; Cynthia Reingold & Gail Reingold at the recent function.

# Dementia Support

The launch of the Montefiore Dementia Model and the newly renovated Special Care Unit mark the beginning of an innovative new approach, says Dementia Specialist **Dr Jacki Wesson**.

## New Special Care Unit at Randwick

An exciting next step for Montefiore's dementia living is now underway at the Randwick campus, with a complete renovation transforming the high-care Special Care Unit (SCU). The all-new interiors have been redesigned into several smaller, domestic-scale living, dining and open kitchen areas with the feel of an elegant private home.

The SCU renovation was launched with a 'family housewarming' in April 2019 and since then, residents and their loved ones have been making use of the welcoming new environment that includes more intimate lounge and dining areas and stone-clad open kitchens that are a hub for dining, leisure and lifestyle and social activity.

The space encourages family involvement and allows residents to feel like they have continuity of their past life in terms of sharing meal times together and being with their loved ones.

## Montefiore Dementia Model

The change to the SCU space goes deeper than cosmetic improvements to dementia living areas, as it is also a pilot unit for the new Montefiore Dementia Model (MDM) that

will ultimately be extended across the organisation. This model has been several years in the planning, based on research into leading dementia living environments and best practice support.

The MDM is a tailored application of this knowledge, combining domestic living spaces, the latest behavioural support techniques, and new 'homemaker' staff who bridge traditional care, dining and lifestyle roles and partner with residents and families. This new role was launched early in 2019 and staff are incrementally being upskilled on the job.

The MDM is based around encouraging people with dementia to be actively involved with familiar daily activities. Home-based activities – cooking, cleaning, gardening, laundry – are often familiar tasks that are relatively easy to participate in for people with cognitive impairment.

None of the above could have been achieved without the support of former Executive Care Manager Lara Boss and incoming ECM Rebecca Saidman and their teams. Also crucial to the success of the transition so far has been continuous external representation at the working party from a consumer living with dementia at home, and from two family representatives of residents in the unit.



"RESIDENTS AND  
THEIR LOVED ONES  
ENJOY SPENDING  
TIME IN THE  
WELCOMING NEW  
KITCHEN AND  
LIVING SPACES."



Clockwise from far left: Executive Care Manager Rebecca Saidman with Special Care Unit resident Bessie Cohen; one of the new open kitchen spaces; Dr Jacki Wesson & Janine Grossman in the renovated SCU; Michelle Baskin and mother Hilda Gottlieb at the family housewarming.



## Staff training & education

The introduction of the homemaker role has seen a significant investment in recruitment and training, which continues. Emphasis is on engaging with residents in meaningful activities, including safely involving residents in food preparation and cooking, and gaining medication credentials (to administer under the delegation of a registered nurse). A highlight was a tailored education day held at the Dementia Centre regarding food and dining education for our Montefiore homemakers and catering staff, with a guest appearance from Peter Morgan-Jones – HammondCare's celebrity chef working alongside Maggie Beer to improve food standards in aged care settings.

More broadly across the organisation, we have introduced regular dementia training, including facilitated sessions using Dementia Training Australia online resources; behaviour support training for all staff – allied health, managers and direct care. This is accompanied by an emphasis on non-pharmacological interventions, in line with national standards and best practice. These new support skills link closely with the new mental health services offered to our residents (see Allied Health, p 36). **M**

# There's more to ME

“Dad says he has the best room in the house. We know he’s happy here as he’s making jokes and laughing again.”

Ron’s daughter, Regina



That’s why there’s  
more to **The Montefiore Experience**

Montefiore

1800 978 711  
MONTEFIORE.ORG.AU

## The Montefiore Experience

The newly launched Montefiore Experience (ME) replaces our Philosophy of Living as the way we explain what people can expect from our leading care and services, says Director of Client & Community Relations **Melanie Lindenberg**.

Last year, we rebranded the organisation to Montefiore (from Sir Moses Montefiore Jewish Home). This reflects our evolution from a ‘nursing home’ to an aged care provider offering the full spectrum of services from residential care to home care and soon, independent living.

For some time now, the organisation has developed and extended our award-winning Philosophy of Living (POL) as a qualitative and quantitative framework to ensure we deliver the

wellbeing is represented across each facet of the organisation. We believe that the Montefiore Experience will be a powerful tool in communicating our point of difference as a leader in the aged care sector.

The Montefiore Experience is our commitment to delivering the best possible care, by empowering individuals to live with choice, dignity and wellbeing. It’s what happens when people are supported by our leading care, clinical and allied health offerings, accommodation and services.

the challenges in life. Each person’s Montefiore Experience should be as unique as they are.

For staff, the Montefiore Experience means working together to engage with consumers and colleagues using professional expertise, personal experience and a commitment to excellence. ME also represents our commitment to each individual staff member’s professional development and wellbeing.

The campaign has been created to showcase perspectives of



**“THE MONTEFIORE EXPERIENCE IS OUR COMMITMENT TO DELIVERING THE BEST POSSIBLE CARE, BY EMPOWERING INDIVIDUALS TO LIVE WITH CHOICE, DIGNITY AND WELLBEING.”**

best, consumer-directed care to our residents and clients.

In a campaign recently launched for both the public and to staff, we have transitioned POL into the Montefiore Experience (ME) to better explain how our commitment to choice, dignity and

For consumers, the Montefiore Experience means that when they choose support from one of our services, they are welcomed as an individual – including past experiences, family and friends, personal preferences, the joys and

consumers, their family members and staff, and is now live across print (see left), videos on our website and social media channels, and via staff education resources. **M** View the Montefiore Experience video at [montefiore.org.au/why-choose-us/](http://montefiore.org.au/why-choose-us/)

# 2018

YEAR IN REVIEW

## July

Launchings the Cycling Without Age program with founder Dorthe Pederson



## October

BJE students join residents for the Shabbat Project



## November

Friends of Montefiore Committee Clothing Sale at Hunters Hill



## December

Dahlia Dior entertains residents at Chanukah candle lightings



## March

Dave Sharma (now MP for Wentworth) visits the Randwick campus



## April

Launch of *Resident Volunteers tell their Stories* at Hunters Hill



## May

Renovated dementia support unit opens in Randwick with a 'family housewarming'



## February

M by Montefiore crane erection takes place at Randwick



## June

The new Help at Home office opens in Double Bay



## January

Toba Elias with her work at the Hunters Hill Resident Art Exhibition



## August

National Better Practice Awards Commendation for the Integrated Cognitive and Sensory Program



## September

M by Montefiore Ground Breaking Ceremony marks the start of construction



# 2019

YEAR IN REVIEW

# Spiritual & Cultural Life

The spiritual and cultural program is a holistic one engaging residents, families, staff and community through Jewish tradition as well as offering pastoral care and support, says Executive Manager Spiritual, Cultural and Community Relations **Lynda Dave**.



**M**ontefiore's award-winning Religious, Cultural and Spiritual Life program continues to play an important role in meeting the holistic needs of our residents, in conjunction with care, allied health and catering.

In the coming year the Spiritual & Cultural Department will work under one umbrella with the Intergenerational and Volunteer teams to further deepen the cultural and community connections offered by the organisation.



Clockwise, from top: BJE students took part in the Shabbat Project challah bake with the late Win Rubens; Shabbat and festivals form part of the fabric of daily life in Residential Care interstate Maccabi Carnival visitors were greeted with Shabbat Bags.



## CONNECTING WITH TRADITION

Jewish holidays continue to provide opportunities for residents to welcome their family and friends to join them for celebrations, commemorations and Shabbat and festival synagogue services, engage in leisure and lifestyle activities, and connect with school and community groups through intergenerational programs. Highlights over the past year have included Purim mask-making with the Leisure & Lifestyle (L&L) team, creating Succah decorations from recycled CDs with families, staff and students – which were then enjoyed at family Succot teas; family candle lighting for Chanukah; and Pesach and Rosh Hashana dinners held across all sites for more than 1500 people, as well as family Pesach teas throughout the festival.

As a Rosh Hashana gift, the department created desk calendars for the Jewish year, with illustrations kindly donated by artist Martina Shapiro. For the 2019-2020 calendar, we have collaborated with the art therapy team to commission artwork with a Jewish theme by residents.

Shabbat trolleys bring a meaningful Friday night experience to those residents unable to attend the dining room, a program supported by the L&L team as well as student volunteers.

## STAFF

Educating staff of diverse backgrounds on Jewish Spiritual and Cultural life helps them to understand, connect with and support Jewish residents. Visual presentations are a valuable tool in increasing staff awareness and education. The department has also created a 'Festival Toolbox' to equip L&L staff with knowledge and ideas for meaningful activities prior to each major festival, accompanied by informal education sessions.

## COMMUNITY CONNECTIONS

Montefiore continues to supply 160 Friends of Montefiore Shabbat Bags each month, which are packed by volunteers and then delivered by Jewish House to patients spending Shabbat at Eastern Suburbs hospitals – helping to ensure that all community members have the opportunity to experience a meaningful Shabbat.

Extending this program, in the past year we have also supplied 2500+ Shabbat Bags to community events and organisations including BJE, Maccabi Carnival, COA Meals on Wheels, the Great Synagogue and Reddam College.

For the Shabbat Project, we partnered with BJE so primary school students and residents could team up for a challah bake at each campus, with candle-making planned for the 2019 event.

## PASTORAL CARE

As well as overseeing the Spiritual & Cultural program across the organisation, Rabbi David Rogut OAM and the department continue to work with the care and social work teams to provide support for residents and their families during end-of-life care, both Jewish and other denominations. Visits by Rabbi Rogut and an open-door policy for family members provides comfort and practical support for families, in conjunction with social workers.

Many bereaved families choose to hold a minyan for their loved one on-site, recognising Montefiore as their home and allowing fellow residents and staff the opportunity to pay their respects. **M**



## A Chanukah Message

**Rabbi David Rogut OAM**

"Not by might nor by power but by the Spirit of the Lord of Hosts." What gave the small band of Maccabees the strength to fight like lions and beat back the mighty legions hurled at them? Did they fight for power or glory? Or did they fight to preserve an ideal, to perpetuate a way of life so precious to them that they were ready to surrender their lives for it? The answer is self-evident.

The Maccabees fought for ideals and values that have made Judaism unique among religions. Love and reverence of G-d, the holiness ideal, humility, love of one's neighbour and the pursuit of justice and righteousness among others.

Chanukah, the Festival of Light, proclaims our need for ideals. None but the bitterest of cynics would deny that we need ideals to live by. More than two thousand years ago Zechariah exhorted the people that "man does not live by might nor power but by the Spirit of the Lord of Hosts."

It may not be easy or even possible for us to reach these ideals but we need them to serve as our compass in the rough and stormy seas of life. These are the ideals that distinguish the civilised world from the jungle.

This was the Jewish ideal that kindled the flame of rebellion in the hearts of the Maccabees.

In today's materialistic world, we need ideals to live by more than ever. Small wonder that our idealistic young generation has become disenchanted with the establishment because they cannot make peace with society's glaring inconsistencies and hypocrisies, which stare them constantly in the face.

There is a wide gulf between the ideal and the real, the word and the deed in our modern world.

The message of the Maccabees is the bridging of the gap between our professed ideals and practical realities of life.

It is our fervent prayer that the power of the word, ideal and spirit of the Torah will dispel the distress, greed, oppression which still lingers on in our world.

I wish the President, Mr David Freeman AM, Executive, Board of Management, Staff, Volunteers and all our valued Residents a Chag Sameach.

# People, Culture & Learning

An update on human resources strategy, workplace health, safety and wellbeing, and learning and development from General Manager of People, Culture & Learning **Anna Santikos**.

## HUMAN RESOURCES

The Workforce Steering Committee was established to drive and implement important initiatives, following the identification of workforce planning as one of Montefiore's key organisational priorities in our Strategic Plan.

Given our large and diverse workforce and the increased challenges facing the sector, a Workforce Plan has been created to promote a positive workplace culture underpinned by an engaged, skilled and sustainable labour force. In February 2019, a specialist consultancy firm was engaged to support Montefiore with the development and implementation of this workforce plan.

Some of the key strategic priorities identified as part of this process include:

- attraction and retention
- tools and training for frontline managers to optimise staff performance
- a review of onboarding and offboarding processes
- career and succession planning
- expansion of the staff rewards and recognition program.

## HEALTH, SAFETY & WELLBEING

The Wellbeing@Montefiore program continues to support and promote staff wellbeing with a wide range of new and ongoing initiatives

Over the past year, a specialist consultant has been actively facilitating group Staff Support Sessions across care areas and other departments, to support staff in the face of often challenging and sometimes distressing experiences. These provide a valuable forum for people to discuss, in a safe environment, topics of a sensitive nature and equip them with strategies to navigate particular challenges while maintaining their wellbeing and continuing to deliver quality care. This program runs in addition to the Employee Assistance Program that provides all staff with access to external and confidential support

National Safe Work Month in October 2018 was a great opportunity to explore how our staff value health, safety and wellbeing. There were a series of activities facilitated as part of each session that were aimed at promoting safety awareness by Michael Antonelli (Health Safety & Wellbeing Advisor) and Nicola Ross (HR Advisor). All attendees were then invited to provide feedback on Montefiore's health and safety system and wellbeing program, to inform priorities and improvement initiatives

moving forward. Participation from staff throughout the month was overwhelmingly positive, with a total of 260 staff from hotel services, residential care, allied health and corporate services attending a session.

Manual Handling training was another strong theme highlighted in Safe Work Month. In addition to the annual mandatory training Work, Health & Safety module, practical Manual Handling training sessions for new and existing staff focused on Residential Care and supporting residents' physical needs safely.

Montefiore has partnered with Plus Fitness to facilitate a corporate fitness program, following feedback during Safe Work Month requesting opportunities for exercise. The program allows for staff to use Plus Fitness gyms around the country, joining group-based exercises, virtual programs and tailored individual programs at times convenient to them.

The popular Bike & Blend initiative returned in 2019, reinforcing messages around nutrition and keeping active throughout the day.

Montefiore recognised R U OK? Day in September 2018, an event that emphasises staying connected and having difficult conversations with those close to us. Activities included a Wellbeing Walk through the grounds of each campus with activity and information stations.

## LEARNING & DEVELOPMENT (L&D)

In February 2019, the Bridge Learning Management System launched across the organisation. This system allows staff easy access to aged care relevant learning content and the ability to follow their progress from any mobile device, as well as allowing management oversight. All annual mandatory eLearning is now hosted in Bridge with staff enrolled automatically.

Bridge also allows us to create customised learning modules to suit Montefiore's unique requirements, such as Modified Food Diet modules that consider Kashrut rules, as well as modules on Jewish festivals.

Through the generosity of the Harry and Vivienne Beck Perpetual Scholarship, we hosted an Assertive Communication Skills workshop for key frontline managers and clinicians, facilitated by the University of Sydney's

Centre for Continuing Education. The workshop focuses on how to adopt the most appropriate mode of behaviour for any given situation for more effective communication.

Through the Tom and Rose Mautner Perpetual Scholarship, we engaged a specialist organisation to deliver a customised training solution across Montefiore's dining operations. This training is aimed at enhancing customer service standards as well as improving workflows and processes, while ensuring we have a sustainable model in place to uphold these.

The Cass Lyons Scholarship, generously bestowed in her memory by daughters Margaret and Catherine, continues to support dementia education, particularly important given

the launch of the new Montefiore Dementia Model (see p 22).

Orientation is a critical part of our staff onboarding process, so we were pleased to work with the Spiritual and Cultural department this year to review and update the introduction to Jewish Culture and Religion, and with Board member and clinical psychologist Renée Symonds to update the Holocaust Staff Awareness Training session and handbook.

On July 1, 2019 the New Aged Care Quality Standards came into effect. This framework is well supported by Montefiore's existing approach to consumer directed care. L&D has been working with the Philosophy of Living (POL) Working Party to develop various training to promote our core values; choice, dignity and wellbeing. The training is taking different forms and includes the development of an eLearning course called Diversity in Aged Care as well as face-to-face Customer Service workshops. **M**



Clockwise from top: RUOK Day; the updated Holocaust Survivor Awareness training handbook; frontline managers participated in the Assertive Communication Skills course.



## Quality, safety & risk

To help navigate changes in aged care sector standards and accreditation, Montefiore has introduced a new department to oversee Quality, Risk and Innovation.

A new department encompassing Quality, Risk & Innovation was formed in December 2018, bringing accreditation and quality under the same umbrella as customer assurance and risk management.

At the same time, the former Operations Committee of the Montefiore Board has been replaced by the Quality, Safety & Risk Committee, with a stronger focus on the governance of quality consumer outcomes and risk strategy.

### New Aged Care Quality Standards

The new Aged Care Quality Standards came into effect on July 1, 2019, with all aged care providers (including residential care, home care and day centres) required to transition to the new standards by

this date. The eight new standards set out what consumers can expect from Montefiore in areas of care that contribute to safety, health and wellbeing (outlined in the graphic above). As a result, considerable resources were devoted to updating Montefiore's policies, procedures and forms to ensure they align with the new standards, working with the relevant operational teams.

In addition to this, the Quality, Risk & Innovation department worked with the Learning & Development and Marketing & Communications teams to effectively communicate the changeover to staff, consumers and stakeholders, and roll out training for all staff, including roadshows for managers. The policy database was also rebuilt in Microsoft Sharepoint to give greater access to all users.

### Residential care accreditation

In the latter half of this Annual Report period, Montefiore's Randwick and Woollahra Residential Care by Montefiore campuses, as well as Maroubra Shores Residential Care, all passed accreditation by the Aged Care Quality & Safety Commission (ACQSC) for the maximum three-year term. Each facility passed all 44 criteria under the previous standards framework. This is an outstanding result compared with a number of large aged care providers that failed to meet the standards.

In October 2019, Hunters Hill became the first campus to be accredited under the new Aged Care Quality Standards, once again meeting all criteria and achieving accreditation for the full three-year term. All future assessments and unannounced visits by the Aged Care Quality & Safety Authority will be conducted under the new standards.

As part of the re-accreditation process, the ACQSC conducts a sample survey called the Consumer Experience Report, the results of which are available online at [agedcarequality.gov.au](http://agedcarequality.gov.au).

### Other projects

The Customer Assurance team is continuing its program of conducting internal consumer experience surveys for residents, clients and family members, as well as revising communications around consumer feedback and advocacy.

Work also continues around strengthen our processes and procedures with regards to risk and incident management. **M**

Right: CHeBA Co-director Professor Henry Brodaty AO,  
Below: Sydney Centenarian Study participant Dr Peter Singleton of Woollahra with Study Coordinator Dr Catherine Browning.



### Supported decision making

Significant focus has been placed on supported decision making for older people, including those living with cognitive impairment or dementia. The Cognitive Decline Partnership Centre auspiced the work done by Dr Craig Ritchie and his team which embedded international best practice into a policy guideline for aged care providers in Australia. Projects have included staff training, including for all social workers and occupational therapists and some unit managers. The new Aged Care Quality Standards (July 2019) also reflect these values, and we are adapting policies and procedures accordingly. Our Dementia Specialist and Social Work Managers are engaged in a forum led by the Office of the Public Guardian as we continue to embed supported decision making.

### COPE program

In the past year, Montefiore successfully completed a trial of COPE – a program for people living in the community with dementia and their carers – in conjunction with the University of Sydney and Flinders University. Following the trial, preparations are underway to launch COPE as an evidence-based intervention for Help at Home clients, with an adapted protocol and dedicated occupational therapists trained in the program. The program will be launched in 2020. **M**

## Research partnerships

Our commitment to research continues across all areas of the organisation, says Director of Professional Services **Janine Grossman**.

### CHeBA Partnership

Collaboration with the Centre for Healthy Brain Ageing (CHeBA) UNSW, led by Co-director and Montefiore Ambassador of Healthy Brain Ageing Professor Henry Brodaty AO, continues to be a centrepiece of our research program, as the past financial year marked the second of a renewed five-year partnership.

The results of the recent CHeBA staff and family relationships project, designed to promote positive collaborative relationships in aged care, were published in an international journal, *Medical Research Archives*. The results of this project are being

translated across many areas of policy and practice at Montefiore as we review our systems.

CHeBA's Sydney Centenarian Study is ongoing, with its findings covered in mainstream media by the ABC TV *Catalyst* program in the past year. Several Montefiore residents continue to participate in this as well as the Sydney Memory and Ageing Study, and the study coordinators now provide annual updates to staff on their most significant findings.

Several promising new projects are under development with CHeBA, with several under consideration for a 2020 launch.

## Clinical Resources

A range of new initiatives have improved clinical care and outcomes for residents in line with best practice, says Director of Professional Services **Janine Grossman**.

### BEST DOCTOR

The new Best Doctor system has been trialled at Woollahra, with a view to rolling out across all residential care campuses following legislative changes allowing electronic prescribing in October 2019. The system offers an electronic prescribing capability, allowing residents' GPs to prescribe anytime online rather than in person or via fax. Best Doctor also enables real-time updating of medication charts, and allows generation of reports to improve clinical governance.

### WOUND CARE

Over the past year, the Clinical Resources Department has focused on the management of wounds and pressure injuries in people living in Residential Care. The program has included advanced wound management education for registered nurses. In addition, a new role of Wound Clinical Nurse Consultant was created, which from August 2019 will focus on expert clinical consultation, quality improvement and education in these areas.

### CLINICAL HANDOVER

A quality improvement project to improve the safety and accuracy of clinical handover was undertaken, including the introduction of tools to aid documentation of handover and increase accuracy. In addition, registered nurses now participate in all handover forums, to ensure continuity of care and timely response to a resident's change in condition.

### FALLS PREVENTION

A new interdisciplinary meeting known as 'Falls Flocks' were introduced to discuss residents who have recently fallen, including a care unit's Deputy Care Manager, physiotherapists, occupational therapists and registered nurses or clinical nurse specialists. At these meetings, intrinsic and extrinsic risk factors are identified and actions implemented to reduce future risks.

### DELIRIUM SCREENING

Delirium education was introduced for registered nurses, in conjunction with the development of resources for registered nurses to assist in diagnosing residents with delirium and identifying those at risk, as well as providing support and care for those who are affected. **M**



Nurse Practitioner Sarah Flatley and Randwick resident Daniel Silvers.

## Hotel Services

Updates on food and facilities in Residential Care, from Director of Hotel Services **Howard Kaplan**.

### DINING

Under the guidance of General Manager Catherine McGoldrick, the Catering Department continues to improve the seasonal menu offerings at each Residential Care campus, guided by feedback gathered at regular resident food forums. The team also continues to raise the bar for creativity and flair at Jewish festivals and a wide variety of other special occasions.

A few highlights from the past year include serving Passover and Rosh Hashana menus to more than 1500 residents and guests across all sites; themed ABBA evenings and couples dinners; plus regular spring and summer barbecues.

At Randwick, a fresh cafe menu was introduced (now including biodegradable packaging), as well as breakfast specials in the dining room.

New Woollahra Chef Manager Dominique Descat has elevated standards of service and cuisine there, as well as introducing events such as a Bastille Day crepe cooking class.

Each of our Residential Care kitchens passed NSW Health annual Food Safety Accreditation with the highest standards, achieving A grade across all site. All dining staff are also undertaking training in service and hospitality via an external provider.

New recycling procedures across all catering operations are improving sustainability credentials, as is an organic waste disposal system installed in the Hunters Hill and Randwick kitchens.



Clockwise from below: Randwick's refurbished 'Hamptons Lounge'; Hunters Hill and Randwick head chefs Antonio Ligato and Sunil Pajnoo work with their teams to plan festival menus.



### BUILDINGS & GROUNDS

The past year has seen some major capital expenditure projects joined by ongoing refurbishment across each of our Residential Care campuses.

At Woollahra, the heritage building has been repainted inside and out, with new carpeting throughout and a refreshed interior decor in public areas. Air conditioning was also upgraded in multiple rooms, and the property's leafy grounds have benefited from extensive landscaping.

At the Hunters Hill campus, more than 30 nursing home rooms have been completely refurbished including new flooring, cabinetry, furniture and interior colour scheme. The Nursing Home air conditioning has been completely upgraded, while new plantings around

the car park, entry and garden beds have been added to the outdoor areas.

At Randwick, the Special Care Unit was completely renovated to accommodate the new Montefiore Dementia Model. The unit has now been split into smaller hubs to create home-like kitchen, living and dining spaces, all completely refurbished with high-end finishes in conjunction with domestic interior designer Lisa Stein. Stein also worked on the design for the Hamptons-style conservatory lounge on Level 4. New kitchen equipment was installed in the Hostel and Nursing Home servery kitchens.

Flooring has been upgraded across Randwick and Hunters Hill kitchens, as well as the Randwick lifts, with a dining room refresh planned for late 2019. **M**



Above: Art Therapist Lea Dalglish with resident Sigrid Freeman at the Hunters Hill art exhibition. Left: Physiotherapist Kate Boothby with Randwick resident Ron Burnie.

## Allied Health

Our team of 120+ allied health professionals continues to set Montefiore apart in the delivery of leading consumer-directed care, says General Manager **Lara Boss**.

A departmental review of Allied Health commenced in May 2019 to: identify strengths and gaps in our service; standardise policies and procedures across the department to ensure governance and efficiency; and promote collaboration, innovation and excellence to improve consumer and staff outcomes.

### Clinical Psychology

As part of a review of our mental health support offering, Dr Deborah Koder was employed two days per week to offer an in-house clinical psychology service. Initiatives so far have included: routine screening for depression, in addition to ACFI screening; updating of acute mental health policy; introduction of evidence-based cognitive behavioural interventions for anxiety and depression; and links to Central and Eastern Sydney Primary Health Network to deliver focused psychological therapies to residents.

### Dietetics

Over the past year the department has driven Montefiore's transition to the International Dysphagia Diet Standardisation Initiative (IDDSI), which is a global standard with terminology and definitions used to describe texture modified foods and thickened liquids.

The Dietetics department has been involved in several education initiatives, including mandatory online training as well as nutritional information sessions for nursing and catering staff. Eating for Good Health education sessions for hostel residents were received, with feedback collected to inform future topics.

Annual menu reviews and food service audits continued, along with adapting policies and procedures in line with the new Aged Care Quality Standards.

### Physiotherapy

At Eastern Suburbs campuses, two virtual reality headsets were purchased in June to trial different applications for physical and cognitive benefit. These include game-based exercise, particularly for those residents who choose not to partake in more traditional programs, and a 'virtual walk' through natural environments such as a forest, which uses an obstacle course to engage problem solving skills.

At Hunters Hill, physiotherapists are collaborating with other allied health teams to increase options for outdoor activity, bringing the benefits of improved vitamin D levels that include bone strength and coordination, mental health, sleep and general wellbeing. This includes making the most of the gardens, as well as supporting residents with dementia for outings to destinations such as the Art Gallery, parklands and Balmoral Beach.

The physiotherapy team has also been maximising use of the generously donated HUR exercise equipment that is already established at Randwick. A dedicated Russian-speaking team member has now been trained in hydrotherapy and is running small group sessions specifically for Russian residents with limited English.

### Creative Therapy

Over the past year, exciting new initiatives emerged across all creative fields. A Scottish music group was formed at Hunters Hill aimed at residents of Scottish descent, along with a new Music Therapy offering at Woollahra. Music and physiotherapists also worked together to trial live music for exercise sessions, while a trained dance therapist led a new hostel dance movement group at Hunters Hill.

The department facilitated residents to become subjects for Centenarian Portraits, an exhibition of 100 centenarians across Sydney, while resident artists were commissioned to create works for the Spiritual & Cultural Department's annual calendar.

A textile art group was formed at Hunters Hill, while art therapy staff contributed to a Voice of Aged Care podcast on their area of specialty.

### Occupational Therapy

Initiatives this year included the development of a monthly Spa Day program to encourage residents to make use of Montefiore's spa facilities for relaxation and wellbeing. Currently in development is Dementia Simulated Training for care staff to better understand the lived experiences of consumers living with dementia. The program will be trialled at Randwick in the coming year.

### Leisure and Lifestyle

The Leisure and Lifestyle (L&L) department continues to support residents to engage in significant city-wide events, with highlights including the Vivid Festival lights.

On-site evening activity highlights across all campuses the past year include a themed ABBA night and regular after dinner drinks gatherings. On an individual level, the department continues to move towards an evidence-based engagement philosophy focused on personalised and small group engagement.

To support the new Aged Care Quality Standards, staff have worked to train and support wider care teams in consumer engagement, a key item under the new criteria. Plans for the coming year include a Games Day at Randwick, maximising outdoor time at Hunters Hill, and a more dynamic special events program across the board to increase resident and family engagement – including Father's Day, Mother's Day, Grandparents Day, Bastille Day, Cinco De Mayo and other causes for celebration to provide our residents and their families increased opportunities to engage and celebrate with each other.

### Social Work

The Social Work team continues to review policies and processes in line with the new standards, under the joint leadership of Beverley Berelowitz and Susan Armstrong. Over the past year, all staff completed training in Supported Decision Making. Hunters Hill team members Dafna Stern and Sue Mulhearn presented at the National Aged Care Forum in Melbourne in November 2018 on the Role of Social Work in a Residential Aged Care Facility. **M**

# Help at Home

A new Double Bay headquarters and change in strategy are positioning the service to grow along with the home care sector, says Chief Operating Officer **Tracey Cumbers**.

## DOUBLE BAY PREMISES

In May 2019, the move to new stand-alone headquarters on New South Head Road, Double Bay, marked a significant next step in the development of Montefiore's home care offering. The new space is a base for potential clients to find out more about our care, nursing, allied health and domestic services, and the ideal position to build brand awareness in the heart of the Eastern Suburbs which is a key location for the business. A local letterbox campaign as well as advertising in local media, on buses and in the Kiaora Lane car park have all helped to boost profile in the area, and we hope to welcome community groups into the office's event space later in 2019.

In addition to the Eastern Suburbs, key locations for Help at Home include the Upper and Lower North Shore, Northern Beaches and Hills district.

## AGED CARE

With Help at Home under new leadership from April 2019, the latter part of the financial year has been spent assessing all areas of the business and planning for the next 12 months ahead. Across the Aged Care sector, client numbers for subsidised Consumer Directed Care (CDC) packages are being affected by government delays in the approval process. While Help at Home continues to acquire new CDC clients, the business will place greater emphasis on acquiring more fee-for-service clients in the coming year. This is already underway as we promote our offering to other providers of aged care including Independent Living.

Following a successful trial in this financial year, Help at Home is working with Dementia Specialist Dr Jacki Wesson and the Allied Health Department to launch the COPE program for people living with dementia and their carers.



Right: Tracey Cumbers, Robert Orie and Amanda Guinane at the new Help at Home office in Double Bay.



## DISABILITY SUPPORT

Help at Home has a growing number of clients living in the community with a disability who receive support via the National Disability Insurance Scheme (NDIS). We are currently preparing for the re-registration process as an NDIS Provider and are seeing an increasing number of referrals from hospitals and local area coordinators.

## FUTURE PLANNING

As our client base grows, Help at Home is defining and streamlining staff roles, allowing care coordinators to focus on case management and client retention by shifting recruitment and administration elsewhere. In the coming year, we plan to engage a new frontline customer service team member to manage new enquiries and requests. **M**



# Day programs

The **Burger Centre** (in conjunction with JewishCare) in the Eastern Suburbs and **Club Monte** at Hunters Hill continue to offer day therapy programs, social support and respite for older people living in the community.

## Burger Centre

Through community support, partnerships and volunteers, the Burger Centre continues to be a centre of choice for Community Wellness Social Support programs where the key is to enhance and celebrate independence, reports Senior Manager Bronwyn Elbourne.

The centre's dementia programs are sought-after with enquiries from far and wide, and there are plans to extend this in addition to wellness programs in the coming year.

Allied health services have also grown, with a greater number taking part in programs run by exercise physiologists, and seeking support from the centre's social worker and occupational therapist.

Community engagement has been a strong theme over the past 12 months, including an ANZ-sponsored day at Taronga Zoo that included a private feeding experience with a giraffe, lunch and use of mobility carts. Also part of this push has been relationship-building with Emanuel School

Burger Centre clients enjoyed outings to Taronga Zoo and NAIDOC Week at Coogee Beach.



and B'nai B'rith to extend intergenerational programs including musical performances and portrait photography.

Music is always popular at the centre, with the past year including a successful Music & Memories program funded by the 10 x 10 JCA initiative.

We have also established a relationship with the Sydney Conservatorium of Music, which supports us through seating for their lunchtime performance series.

Creative Arts has been another focus, with projects including mosaics and ceramics, supported by a local ceramics teacher who volunteers her time as well as art therapy students.

The Men's Group continues to flourish, with activities including snooker popular. This year we also went back to the 1960s for a themed day, while cultural programs such as films and guest speakers feature regularly on the Centre's programs.

## Club Monte

All are welcome at Club Monte in the grounds of the Hunters Hill campus, for casual or regular weekly sessions. The centre continues to offer a range social and recreational programs including arts and craft, trivia, movies, musical performances and outings.

Club Monte provides a range of allied health and wellbeing therapies, including hydrotherapy, exercise classes, art therapy and dance therapy. A recent newspaper and letterbox campaign is promoting Club Monte more widely to the local community around Hunters Hill, as well as the Jewish Community. **M**



## Foundation & friends

Director of Client and Community Relations **Melanie Lindenberg** reports on the work of the Montefiore Foundation and a busy year for Friends of Montefiore volunteers and communal activities.

**A**s we take stock of another year, the huge contribution made by our caring Sydney Jewish community is clear – both financial support through the Montefiore Foundation, as well as our many Friends of Montefiore who give their time so generously through volunteering and communal and intergenerational programs.

It has been a time of significant change for the department. We offer heartfelt thanks to Community Relations Manager Esther Wakerman, who retired in December 2018 after five years and contributed so much to our communal and fundraising endeavours. In mid-2019, we welcomed two new team members, Brenda Kaplan as Manager of the Montefiore Foundation and Leila Aron as Project Manager, Community Engagement. Together we look forward to forging ahead with new campaigns to support subsidised residents, and introduce new audiences to the Montefiore Experience via events and communal initiatives.

Another important change in terms of our ability to fundraise for older community members in need was the new format of the Jewish Communal

Appeal (JCA) 2019 Campaign, which for the first time allowed supporters to direct their donations towards specific organisations and their campaigns.

Montefiore sought \$500,000 towards the \$4 million spent each year subsidising residents on a pension to receive quality care, accommodation and cultural inclusion – we thank all those who supported this effort and look forward to seeing the final outcome of the campaign.

### COMMUNITY INITIATIVES

In September 2018, more than 100 community members gathered at Randwick for the Official Ground Breaking of the M by Montefiore retirement development. Future occupants were invited to turn the first soil alongside the President, CEO and Board members before a celebration morning tea.

In December 2018 at the Montefiore Annual General Meeting, the winners of the Annual Raffle were drawn, marking the finale of another successful campaign thanks to our generous sponsors and all those who purchased tickets. Congratulations to

Anne Sawtschuk who took out first prize of a Mazda 2 Neo, as well as all our other winners.

The Community Relations team also supports the Creative Therapy and Leisure & Lifestyle teams with a number of events for residents on campus. These include the annual Resident Art Exhibition in January 2019 at Hunters Hill, a June 2019 exhibition by Joy Schoenheimer and a celebration for Queen's Birthday Honours recipient Sam Steif OAM at Randwick in June.

Also ongoing is the Life Story program, which partners residents with volunteer writers to create a memoir, which is then celebrated with a launch function for family and friends.

Intergenerational programs continue to foster meaningful connections between our community's oldest and youngest members. The Wednesday playgroup at Randwick is a heartwarming initiative that sees

parents, babies and toddlers spend time together, for the past year stewarded by the late Rose Fekete. Rose is already much missed by the Montefiore family following her sudden passing, and we look forward to strengthening this program in her memory in the coming year.

Although the Moriah College Early Learning Centre has now moved to Queens Park, its students continue to visit the Randwick campus to join residents for Kabbalat Shabbat – always a beautiful scene to witness. BJE students joined residents for a challah bake at each Residential Care campus as part of the Shabbat Project in October 2018, while Jewish and local primary and high school students are regular visitors for a range of initiatives from living history to concerts.

Randwick residents also enjoyed a performance by the cast of Moriah College's Fiddler on the Roof in November 2018.



Clockwise, from opposite: Nicholas Halmay and friend Mahlia at the Randwick Playgroup; Loreto Kirribilli students Sammy and Indira with Joan Bornstein; Sam Steif OAM with Helen Sher, Helen Gold & Yair Miller OAM.



Clockwise from left: Friends of Montefiore Committee Co-Presidents Annette Joseph & Wendy Englander with Sandra Malki (centre); National Volunteer Week celebration at Hunters Hill; Lions Club of Bondi President Gus Milner and members with the Montefiore bus.



## SUPPORTERS

The Montefiore Foundation has been fortunate to receive a significant number of ongoing donations and bequests, large and small, some of which were recognised with naming rights at one of our campuses, and others that resulted in the bestowing of new Life Governorships. Significant among these key donations are three Perpetual Scholarships donated by Tom and Rose Mautner, Harry and Vivienne Beck and the estate of the late Cass Lyons, each of which facilitates ongoing staff education in different areas each year. Read more about this year's programs on page 30.

The Montefiore Ladies' Committee underwent a change of name to the Friends of Montefiore Committee in the past year, in line with our new branding. Led by Co-presidents Annette Joseph and Wendy Englander, the committee once again raised a remarkable \$80,000 towards the Holocaust Survivor Awareness Staff Training program. Funds raised come from operating the Hunters Hill and Randwick Boutiques, social fundraising events including theatre outings, and the Clothing Sale at Hunters Hill, which was held for the final time in November 2018.

A generous anonymous donation towards the purchase of a purpose-built trishaw allowed Montefiore to join the worldwide Cycling Without Age program, one of the first Sydney Aged Care providers to do so.

Also keeping residents on the move is the Lions Club of Bondi, who were recognised for their ongoing fundraising support on one of our newly rebranded buses.

## VOLUNTEERS

Our organisation remains fortunate to have almost 500 volunteers, whose services are ably organised by Volunteer Manager Hazel Stein with her team Jane Silverman, Arlene Latham and Darren Blumberg. No area of our residential care operations are untouched by our adult and student volunteers' valuable contributions, as

they spend time with residents, pay hospital visits, conduct leisure and lifestyle activities, help to staff cafes and boutiques, pack Shabbat bags, write memoirs and assist with Synagogue and Jewish Festivals.

In the year ahead, the Volunteer Department will integrate with Spiritual & Cultural and Intergenerational teams, to continue to provide outstanding support for older members of the community.

Our National Volunteer Week recognition function in May 2019 took on a global theme for a feast and awards ceremony at Hunters Hill. A newer addition to the calendar is recognition for student volunteers from local and Jewish high schools. This year, students and their families were invited to an evening function together to acknowledge their experience.



Woollahra's Fay & Julian with BIKEast pilot David Milston, Lord Mayor of Sydney Clover Moore and Woollahra Mayor Peter Cavanagh at a recent launch for the program.

At our Randwick campus, recent new volunteer initiatives include a guitar sing-along session, pamper days to make use of existing spa facilities; crocheting blankets for nursing home residents; and knitting for baby lambs sent to Queensland for a project.

Russian and Hebrew one-on-one chats continue to give residents the opportunity to engage in their mother tongue. Jewellery making at Randwick and Woollahra continues to draw on the creative talents of those residents who enjoy their regular sessions.

Wednesday movie nights are followed by volunteer-led review and discussion, while at the café we hold a Friday 'Coffee Club' discussion group

as well as Wednesday night bingo.

And thanks to the volunteer pilots from BIKEast who are powering our Cycling without Age trishaw program in the Eastern Suburbs for regular rides in Centennial Park.

Woollahra residents have also been enjoying new activities including a regular Kaluki card game session, and volunteers also assist at the Yiddish conversation group there.

At Hunters Hill, volunteers now accompany the Evening Hostel Walking Club for those who want to take advantage of lighter evenings in the gardens. The new-look Monday discussion group has added audio visual and video to stimulate

questions and debate, while the history discussion group now runs at the Club Monte day centre as well as in Residential Care. A creative craft group has commenced in Hostel, where residents and two volunteers make items together using felt and embroidery.

On a practical note, Hunters Hill is lucky to have volunteers who also assist with everything from office support to sewing clothing protectors for nursing home residents, offering a dry cleaning delivery service and being on hand to take photos of our many activities. **M**

Photo: City of Sydney

# Montefiore Volunteers

## ACTIVE VOLUNTEERS AT 30 JUNE, 2019

### A

Abeshouse, Victoria  
Abidin, Taufik  
Abrams, Jack  
Abrams, Jeanette  
Abrams, Lester  
Adler, Debbie  
Ainsworth, Yehudit  
Airey, Myrna  
Albert, Cecil  
Alexander, Helen  
Alpert, Karen  
Alpert, Rozalia  
Altit, Suzy  
Amoils, Cedric  
Amoils, Sarah  
Appleberg, June  
Areke, Raima  
Armer, Rosita  
Aubusson, Laura

### B

Balint, Susan  
Bamberg, Naomi  
Banwell, Neville  
Banwell, Roslyn  
Baskir, Victor  
Batley, Angela  
Bauer, Harold  
Baynash, Rita  
Beifus, Gail  
Ben Mayor, Albert  
Bender, Fran  
Ben-Dror, Babette  
Benjamin, Sheila  
Berger, Gabriel  
Berkovits, George  
Berkowitz, Doris  
Berman, Harold  
Berman, Yvonne  
Bernberg, Alex  
Blanter, Henry  
Blieden, Beulah  
Bloch, Eva  
Bloom, Estelle  
Bloom, Phillip  
Blumberg, Darren  
Blumenthal, Ruth  
Blumgart, Don  
Blumgart, Mary  
Bluth, George (decd)  
Borman, Helen  
Bornstein, Joan  
Boss, Adrian  
Bowman, Neil  
Brandon, Sidney  
Breen, Kate  
Breheny, Cheryl  
Brickman, Carole  
Brivik, Jeff  
Brown, Benjy  
Brunner, Enid  
Brunner, Harry

### C

Cahill, Natasha  
Cantor, Remelyn  
Catts, Vibeke  
Chang, Hsin-I  
Chertkow, Rennie  
Chosid, Elizabeth  
Clark, Joy  
Coates, Samantha  
Cohen, Anthony  
Cohen, Aubrey  
Cohen, Brenda  
Cohen, Ilana  
Cohen, Ingrid  
Cohn, Daniel  
Connew, Gina  
Coutts-Trotter, Anna  
Critchley-Etkind, Betty  
Cutler, Vicky

### D

Daniels, Natalie  
Davis, Greta  
Davis, Sally  
Davis, Marilyn (Decd)  
Dhakal, Remen  
Diamond, Gillian  
Diamond, Naomi  
Don, Harold  
Don, Railea  
Dor, Carol  
Dos Santos, Sandra  
Douman, Michael  
Dreyer, Frank  
Druc, Judith  
Dubb-Lynch, Darien

### E

Elstein, Candy  
Elsyana, Carolyn  
Engelander, Diane  
Engelander, Wendy  
Ensl, Judith  
Eskenazi, Victoria  
Esposito, Antonia  
Etkin, Shelley  
Etkind, Stephen

### F

Faivre, Josephine  
Faludi, Vera  
Fekete, Rose (decd)  
Finger, Kitty  
Finger, Rebecca  
Fleming, Evelyn  
Fluxman-Rosen, Thelma  
Fox, Shira  
Frank, Esmond  
Frank, Rita  
Fraser, Justine  
Fredman, Hilary  
Freed, Helen  
Freeland, Michael

Fridman, Miri  
Friedgut, Adrienne  
Friedman, Eva  
Friedman, Jocelyn  
Frieze, Helen

### G

Gadd, Isadore  
Gaitsgory, Nadya  
Garamy, Steven  
Garden, Roslyn  
Gardos, Ruth  
Garfield, Raymond  
Gestetner, Mendel  
Ginsberg, Julien  
Ginsberg, Monica  
Glass, Hymie  
Glover, Faye  
Goldberg, Audrey  
Goldman, Alma  
Goldschmidt, Clive  
Golland, Betty  
Golland, Michael  
Gonski, Hélène  
Goodman, David  
Goodman, Madeline  
Goodman, Lesley (decd)  
Gould, Rita  
Green, Arnold  
Green, Avril  
Green, Elizabeth  
Green, Faye  
Greenstein, Barbara  
Grolman, Marcelle  
Grossman, Frank (decd)  
Grushka, John  
Guralnek, Joe (decd)  
Gurman, Ida  
Gutman, Michael

### H

Hadassin, Ian  
Haefeli, Meg  
Hammer, Gael  
Handbury, Matthew  
Haneman, Peter  
Harris, Gwenda  
Harris, Marshall  
Hart, Barbara  
Hart, Roslyn  
Hasson, Marilyn  
Havin, Dennis  
Heller, Eva  
Hendler, Yetta  
Herman, Shirley  
Herr, Cyril  
Hersch, Sheli  
Hirschowitz, Camille  
Hirschowitz, Roy  
Ho, Jane  
Hoch, Christof  
Hoenig, Mira  
Horowitz, Gillian

Horry, Simon  
Hoser, Katrina

### I

Ichilcik, Rene  
Ihaka, Rosalind  
Inberg, Marc  
Isaacs, Gloria  
Isacowitz, Royce  
Islam, Dzhesmin  
Isman, Ruth  
Israel, Kathrine  
Itzkowicz, Melinda

### J

Jabbariizadi, Arezoo  
Jacobson, Ingrid  
Jacobson, Jerrold  
Jacobson, Shirley  
Jaku, Michael  
Jenner, Gary  
Joffe, Alan  
Joffe, Heather  
Jones, Jane  
Jones, Justin  
Joseph, Annette  
Junankar, Susie

### K

Kagan, Dawn  
Kalish, Beverley  
Kanikevich, Melanie  
Kantor, Lyn  
Kaplan, Myrna  
Kaplan, Wendy  
Karseboom, Jonathan  
Karunakaran, Nirosha  
Katz, Cynthia  
Katz, Evelyn  
Katz, Shall  
Kellerman, Beverley  
Kimmel, Lorraine  
Kleiner, Sari  
Klimt, Edith  
Kohn, Sylvia  
Kopsias, Tina  
Kornhaber, Elizabeth  
Kozlova, Iryna  
Kriss, Jennifer  
Kutner, Sam

### L

Lane, Micheline  
Langer, Kerry  
Langman, Berel  
Latham, Arlene  
Lee, Jane  
Leindekar, George  
Levi, Lewis  
Lewis, Richard  
Lobasso, Lina  
Lore, Pat  
Loughman, Ed  
Louis, Leon  
Lowbeer, John  
Lurie, Jane  
Lurie, Leon  
Lurie, Norman

### M

Magen, Dan (decd)  
Malki, Sandra  
Margolin, Shirley  
Markey, Paul  
Markovitch, Fay  
Markovitch, Julian  
Marshall, Florence  
Marshall, Charles (decd)  
Mautner, Rose  
McLaughlin, Peter  
Melamet, Beryl  
Meyerowitz, Barbara  
Michelin, Railee  
Miller, Keri  
Miller, Marion  
Miller, Sara  
Milston, David  
Milston, Jeanette  
Mintz, Philip  
Moran, Hugh  
Morris, Arielle  
Moufarrege, Grace  
Myers, Mark  
Myers, Miriam

### N

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

### P

Panayides, Hellen  
Parker, Andrew  
Parker, Edith  
Parker, Rosemary  
Paxton, Emma  
Peipert, Judy  
Pelle, Tommaso  
Penn, Greta  
Perets, Evelyn  
Phillips, Roselyn  
Plane, Teresa  
Plaut, Leslie  
Pogorelsky, Tessa  
Polivnick, Elize  
Polivnick, Sandra  
Pollick, Edith  
Poon, Yvonne  
Portrate, Lea

### R

Rabie, Myra  
Rabin, Michael  
Radomsky, Cindy  
Raichman, Libby  
Rawlings, Andrew  
Reid, Lydia  
Resnik, Jennifer  
Richman, Raymond  
Robey, Eva  
Rodd, Joan  
Rogut, Vicky  
Rom, Avril  
Romer, Louise

Rosen, Daryl  
Rosen, Jody  
Rosen, Sandra  
Rosenberg, Allen  
Rosenberg, Jacqui  
Rosenberg, Louise  
Rosenfeld, David  
Rosenfeld, Hazel  
Rosenfeld, Michael  
Rosenthal, Fae  
Rosenthal, Wendy  
Rozen, Alan  
Rozenman, Diana  
Rozowsky, Mary  
Rubens, Winifred (decd)  
Rutstein, Natan  
Ryan, Kelly

### S

Salter, David  
Salter, Elva  
Sanders, Karen  
Sassoon, Ezekiel  
Sawer, Louise  
Schaefer, Daryl  
Schaefer, Ralph  
Schaffer, Aubrey  
Schaffer, Muriel  
Schlesinger, Eva  
Schlesinger, Michael  
Schneeweiss, Sybil  
Schutter, Jeannette  
Schwartz, Rita  
Seeff, Rachelle  
Seidman, Michelle  
Seifman, Lynne  
Shammy, Raphael  
Shammy, Roslyn  
Shapiro, Cathy  
Shapiro, Ken  
Shapiro, Susan  
Sheary, Agnes  
Sher, Jean  
Shroot, Josephine  
Silverman, Jane  
Silvers, Karen  
Simon, Norman  
Singer, David  
Skelly, Les (decd)  
Smuskowitz, Sybil  
Solomon, Jenny  
Solomons, Rene  
Spielman, Ernest  
Spira, Judy  
Spiro, Allan  
Stein, Hazel  
Stein, Wade  
Stern, Dafna  
Stern, Estelle  
Stern, Gary  
Stokes, Doreen  
Stone, Jacqueline  
Strasser, Nicole  
Streichler, Eva  
Suzuki, Kayoko  
Symon, Wendy

### T

Tabachnik, Anna  
Taibel, Yaffa

Tanner, Sandra  
Tatz, Colin  
Tatz, Pam  
Teeger, Mimi  
Thaler, Naomi  
Thurner, Zoe  
Toltz, Penelope  
Tow, Caroline  
Traub, Judy  
Turner, Ruth  
Tworetzky, Jacob

### U

Ulman, Margot

### V

van Gelder, Martini  
Vanasse, Sylvie  
Varga, Peter  
Velnic, Lydia

### W

Walter, Eliza  
Warnock, Debbie  
Wastie, Pearl  
Waxman, John  
Weltlinger, Evie  
Werner, Shoshana  
Whitton, Karen  
Will, Chanan  
Wirth, Ruth  
Wise, Graeme  
Witton, Nic  
Woolf, Barbara

### Y

Yarad, Helen  
Young, Sydney  
Young, Zara  
Youngman, Gavin  
Yudelowitz, Jacqueline

### Z

Zamel, Betty  
Zamel, Maurice  
Zettel, Charlotte  
Zimin, Alice (decd)  
Zipori, Yael  
Zonneveld, Elise  
Zwarenstein, Hilary

### Student Volunteers

Abeshouse, Jonah  
Abeshouse, Noah  
Armstrong, Maya  
Armstrong, Nicole  
Armstrong, Sarah  
Badler, Ariella  
Badler, Liora  
Barreto, Lara  
Bennett, Samuel  
Berger, Lily  
Blakers, Max  
Bloom, Joshua  
Boyarsky, Mia  
Brenner, Zoe  
Briner, Janna  
Burgess, Stella  
Callanan, Sammy

Cameron, Jocelyn  
Clennar, Adam  
Connolly, George  
Cremer, Rebecca  
de Wit, Corey  
Dillon, Hannah  
Dowd, Margarita  
Evans, Oliver  
Faul, Lauren  
Flor, Tyler  
Ford, Harry  
Friedman, Asha  
Futeran, Toby  
Gilbert, Tyler  
Goldman, Allie  
Goran, Gabriella  
Haikin, Sappir  
Henry, Jackson  
Huynh, Justin  
Jewell, Zoe  
Kalinko, Zac  
Karantanis, Marie  
Karpas, Jamie  
Kaufman, Ilan  
Koseff, Jacob  
Kulikovsky, Daphne  
Kuris, Jayden  
Kwon, Lia  
Lipschitz, Jesse  
Martin, Mackenzie  
Meyer, Daniela  
Milner, Ben  
Mitrani, Angel  
Moses, Dann  
Nabarro, Zach  
Nathan, Max  
Neimann, Brad  
Orleow, Jamie  
Palan, Oscar  
Pilman, Brendan  
Reznikov, Lachlan  
Rosenberg, Nadia  
Roth, Aidan  
Roth, Chelsea  
Rubin, Emily  
Saadie, Alexander  
Samuels, Becky  
Schlesinger, Anne-Marie  
Segal, Lisa  
Segre, Maya  
Seifman, Matthew  
Shmueli, Hannah  
Shofer, Benjy  
Silver, Aaron  
Silver, Gabi  
Simons, Zoe  
Singer, Ella  
Smith, Dean  
Smith, Gia  
Smith, Gina  
Taibel, Ryan  
Tanchel, Daniel  
Tanous, Indira  
Todes, Benjamin  
Todes, Rebecca  
Traub, Nicole  
Weinstein, Josh  
Weinstein, Judd  
Zucker, Jade

# Members

AT 30 JUNE, 2019

Each of our 2200+ Members – too numerous to list individually here – aid Montefiore in our mission to support the older members of our community to live with choice, dignity and wellbeing. Our gratitude to all those members who help to continue our proud 130-year history as one of Sydney's largest and most respected not-for-profit Jewish organisations.

Our members are, in the words of former NSW Governor Gordon Samuels, “tangible evidence of the fact that Montefiore occupies a special place in the hearts of the Jewish people of this city and state”. When you renew your membership or become a member you are eligible to vote at the Annual General Meeting (AGM) and have your say; receive free delivery of Life magazine and the Annual Report; gain access to special member events; and receive 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.

# Life Governors

AT 30 JUNE, 2019

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 Member or Life Governor, please contact the Montefiore Foundation, ph: (02) 8345 9137.

## Platinum Life Governors

Baffsky, David AO and Helen  
Baskir, Victor  
Basserabie, Mervyn and Lorraine  
Berg, Tony AM and Carol  
Buchbinder, Ruth  
Burger, Diane  
Freeman, David AM  
Gardos, Ruth  
Gesikowski, Eugenia  
Ginges, Agnes  
Goldstein, Michael and Dorothy  
Goldstein, Nancye  
Green, Lionel  
Guss, Mitchell and Ruth  
Kam, Garry and Benita  
Katz, Ervin  
Levy, Geoff and Debbie  
Lewis, Dorothy  
Lowy, David AM and Margo  
Lowy, Sir Frank AC AO  
and Shirley OAM  
Lowy, Janine  
Lowy, Peter  
Lowy, Steven AM and Judy  
Plummer, Victor  
Pollack, Renee  
Roth, John and Segal, Jillian AM  
Roth, Stanley AM and Charmaine  
Salamon, Manfred and Linda  
Shein, David and Colleen  
Shein, Jonathan and Michelle  
Shein, Steven  
Spatt, Julie  
Street, Fred AM and Dorothy  
Topper, Brian and Evelyn  
Topper, Victor and Sandra  
Vidor, Ervin AM and Lottie

## Gold Life Governors

Bart, Philip and Mandy  
Benjamin, Betty  
Binetter, Margaret  
Brender, Joseph AO and Gerda  
Broit, Dennis and Sharyn  
Chotiner, Mark  
Cohen, Roy and Jenny  
Darin Nominees Pty Ltd,  
Gellert, Ivan and Marie  
Goldstein, Ross and Morvyth  
Gonski, David AC and Orli OAM  
Green, Phillip and Vivien  
Isenberg, Clive and Jenny  
Jacobson, Peter and Marlene  
Kahn, Max OAM  
Kalish, Peter and Shirley  
Kanarek, Mara  
Karpin, Leonard and Carole  
Kauffmann, Steven and Alice  
Klinger, Ron and Suzie  
Langton, Judy  
Linz, Sam and Barbara

Miller, Neill and Kathy  
Neumann, Sonya  
Prerau, Edith  
Samuels, Jacki  
Sherman, Brian AM and Gene AM  
Stern, Alan and Kerry  
Stux, Steven and Ruth  
Winestock, Vita  
Wolanski, Phillip AM and Suzanne  
Zamel, Gary and Karen  
Zamel, Moritz  
Zucker, Ron

## Silver Life Governors

Abrahams, Harold  
Avidan, Danny and Charlie  
Balkind, Joy OAM  
Beck, Harry and Vivienne  
Bennett, David AC QC and The  
Hon Dr Annabelle AO  
Berger, Jolan  
Berman, David and Sandra  
Boas, Eddy and Donna  
Breuer, Thomas AM  
Browne, Wesley OAM  
and Sari OAM  
Center, Stephan and Yolanda  
Ceylon, Jenny  
Chipkin, Pearl  
Costi, Eddie and Rosie  
Czeiger, Harry and Agnes  
Daniel, Marta  
Davis, Edward and Irit  
Ehrlich, Joshua and Beverley  
Faigen, Mark  
Ferster, Ron and Clare  
Fischl, Alex and Rosalind OAM  
Fischl, Gerry and Eva OAM  
Fischl, Ian and Michelle  
Garlick, Bradley and Beverley  
Gild, Steven and Joan  
Glasser, Neil and Nina  
Goldberg, Danny OAM and Lisa  
Goldberg, David  
Goldberg, Jerome and Kathy  
Goldschmidt, Colin and Sharon  
Goldstein, Gloria  
Gonski, Helene  
Green, Stephen and Sharon  
Grossberg, Hessie  
Halmay, Nicholas  
Imhof, Irwin  
Jackson, Cynthia AM  
Jacobson, David and Melanie  
Karney, Julien and Miller, Renecia  
Kaye, Roger and Judy  
Kohane, Betty  
Lazarus, Francine  
Lehrer, Genia  
Leibman, Myer and Sheila  
Leibowitz, Stephen and Pamela  
Leser, Barbara  
Levi, Lewis and Eva  
Levitan, David  
Levy, Erna  
Lonstein, Darron and Wendy  
Malmberg, John and  
Lopacinski, Christine  
Marks, Barry and Judy  
Marmot, Allan  
Marmot, Paul  
Mautner, Tom and Rose  
Menschik, Laura  
Miller, Ian and Sara  
Moss, Steven and Carol  
Nathanson, Michael and Ruth  
Penn, Ian  
Perlstein, Gary and Marnie  
Perlstein, Manfred and Beverley  
Phillips, David and Susie  
Pinshaw, Jonathan and Renee  
Rabie, David and Mandell, Cheryl  
Rabin, Perry and Anne  
Reich, Ann  
Rosenfeld, Michael  
Ross, Edward and Leora  
Ryba, Peter and Edith  
Sachs, Vernon and Merle  
Sassoon, Ezekiel  
Schwarz, Rhona  
Sebel, Roger and Eleanor  
Shand, Gregory and Kathy  
Shapiro, Craig and Cara  
Sheldon, Edith  
Shell Family  
Singer, David and Carole  
Solomon, Bruce and Barbara  
Spira, Henry and Judy  
Stang, Maurie and Vivien  
Swirsky, Ted and Adele  
Toltz, Richard and Doreen  
Vidor, Gary and Anat  
Vidor, Mandy  
Weiss, Gary  
Weiss, Margaret  
Weiss, Peter AO and Doris  
Winter, Patricia  
Wolpert, Kenneth and Tammy  
Yamey, Colin and Natalie  
Zucker, Simonette

## Bronze Life Governors

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Aaron, Reuben OBE and Cornelia  
Agranoff, Sidney and Sylvia  
Allen, Neville and Greta  
Angles, Emery and Anne  
Avigdor, David and Naomi

## B

Baker, Jennifer  
Bart, Berta  
Bart, Fred and Cheryl  
Baskin, Ronald and Ruth  
Bauer, Stephen and Miriam  
Baumann, Ron

Bear, Deidre  
Bear, Susan  
Beasley, Tanya  
Bender, Ruth  
Beran, Penny  
Biggs, Gienia  
Binetter, Emil and Gerda  
Bloch, Kevin and Michele  
Block, Bruce  
Block, David AC and Naomi  
Bloom, Abe and Lorna  
Blumberg, Michael and Carlene  
Bokey, Lesley and Katie  
Border, Martin  
Border, Martin and Rozanne  
Boyarsky, Andrew and Taryn  
Braham, Belinda  
Brandon, Rose  
Brender, Henry  
Brown, Pam  
Burns, Elinore

## C

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

## D

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

## E

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

## F

Fabre, Leonard and Sharne  
Feitelson, John  
Felberman, Veronica  
Ferenci, Thomas and Inge  
Finger, Harold OAM and Rebecca  
Finger, Michael and Sue  
Fink, Leon AM  
Fisher, Laurie and Frances  
Fisher, Susan  
Fishman, George  
Fishman, Rosalie  
Flower, John and Janet  
Franco, Rose  
Franks, Rochelle  
Freeman, Anthony and Kerry  
Freeman, Phyllis  
Freeman, Ralph  
Friend, John and Sarah  
Fuchs, Cedric and Esther

## G

Gelski, Richard and Sophie  
Gerber, Trevor and Robyn OAM  
Gerendas, Les and Miriam  
Geyer, Robert and Agnes  
Glaser, Rafi and Louise  
Glass, Valda  
Glazer, Harry and Naomi  
Glover, Barry and Faye  
Gold, Baron and Miri  
Gold, Brian  
Gold, Harold and Jill  
Goldman, Sam and Elsie  
Goldman, Tom and Diane  
Goldshaft, Peter and Richelle  
Goldstein, David and Jenny  
Golovsky, David AM and Beverley  
Gonski, Peter and Michelle  
Goot, Robert AM SC  
and Roberta OAM  
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Goulburn, Alan and Lesley  
Goulburn, Daniel OAM  
Gould, Gary and Rita  
Graham, Lorna  
Green, Leslie and Ginny  
Green, Maurice AM and Tina  
Greene, Sarah  
Greenfield, Michael and Hester  
Gresham, Ken and Sara

Griffiths, Randolph and Amanda  
Grossberg, Ian and Jane  
Grossman, David and Janine  
Grunfeld, Leonie  
Grunfeld, Peter  
Grunstein, Barbara  
Grynberg, Robert and Katja  
Grynberg, Victor and Carol

## H

Halle, Penny  
Hammerschlag, Ivan and Denise  
Handler, Charles and Claire  
Hardy, David and Gilda  
Harris, Jonathan  
Harris, Lois  
Harris, Robert and Di  
Hendler, David and Shein, Rena  
Hendler, Gary and Sharon  
Hendler, Michael and  
Kennedy, Alana  
Hendler, Yetta  
Herbert, Bernard and Russel  
Hersch, Joseph and Shirley  
Hersch, Rosie  
Higgins, Terence and Rosalyn  
Hoare, Shelley  
Hoffman, Cecil and Norma  
Holland, Dolores  
Hootman, Henry and Helene  
Hotz, Paul and Susan

## I

Inberg, Gary and Susan  
Isenberg, Barry and Doreen  
Isenberg, Eira  
Itzkowic, David and Melinda

## J

Jacobs, David and Jenny  
Jacobs, George and Hirshorn, Janice  
Jacobs, Walter and Sharon  
Jacobson, Philip  
Jaku, Edward OAM and Flore  
Joel, Alexandra  
Joel, Lady Sybil  
Joel, Michael and Anna  
Joffe, Alan and Molly  
Joffee, Maurice and Rozelle  
Joseph, Barry and Dianne

## K

Kaplan, Sam and Sylvia  
Keen, Paul and Emilie  
Kennard, Jill  
Kennedy, John and Roslyn  
Kery, Nick and Mary  
Kessler, Clive  
Kessler, David and Janet  
Kirschner, Bernhard  
Kirschner, Sandra  
Kiss, Agi  
Klein, Eva  
Knep, Melanie

Kresner, Bernard and Marcia  
Kritzler, Hedy  
Krug, Ella

L

Landerer, John CBE AM  
and Michelle  
Lang, Betsy  
Lang, Steven  
Leach, Trevor and Judy  
Lechem, Henry and Susan  
Lederman, Margaret  
Lehrer, Gus AM and Nanna  
Levett, Irma  
Levi, Ian and Ann  
Levi, Sylvia  
Levin, Mervyn and Thelma  
Levine, David AO QC  
and Agnes  
Levine, Juliette  
Levis, Rodney and Lynette  
Lewis, David and Caroline  
Lewis, Peter and Diane  
Lewkowitz, George and Ilana  
Linden, Alex and Rosemary  
Linz, Allen and Ali  
Lubowski, David AM and Sheli  
Lyons, Catherine AM  
Lyons, Margaret

M

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

N

Narunsky, Les and Marcia  
Naumburger, Ingrid  
Nebenzahl, Ben  
Nebenzahl, Brian OAM  
and Jocelyn  
Nebenzahl, Irena  
Neumann, Harold and Hillary  
Neumann, Roy and Lindi  
Newhouse, Yvonne

O

Opitz, Raymond and Sharon  
Oser, Robert and Agie  
Owen, Michael and Jewell

P

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

R

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

S

Sankey, Sonia  
Sapir, Elizabeth  
Sarif, Fred and Annette  
Satill, Ian and Robyn  
Satill, Trevor and Brenda  
Scheinberg, David and Eva  
Scheinberg, Richard AM and Jacqui  
Schmalzbach, Les  
Schoenheimer, Joy  
Schwartz, Brian AM and Arlene  
Schwartz, Clarice  
Sebel, Ben and Jodi  
Seemann, Agnes  
Selby, Zara  
Selinger, Ben AM and Veronica  
Selinger, Robert and Eva  
Setton, Eva  
Shapiro, Andrew and Fink, Hannah

Shapiro, Harold and Isabelle  
Shapiro, Selwyn and Sharon  
Sharota, Dorian and Liz  
Sharp, Kathryn  
Sharpe, Ilona  
Sharpe, John and Claire  
Shaul, Minnie  
Shelley, George and Clara  
Sheslow, Richard  
Shofer, Bradley and Helene  
Shteinman, Diane AM  
Shur, Michael and Isabel  
Simon, Ami and Jacquelyn  
Simons, Jeany  
Simons, Robert OAM and Anita  
Smaller, Peter and Elaine  
Smorgon, Barry OAM and Sandra  
Snow, David  
Snow, Gary  
Snow, Judy  
Solomon, Alan and Edna  
Solomon, Ron and Judy  
Sonensfeld, Cecily  
Sonnenschein, Egon and Miriam  
Sonnenschein, Robert and Sue  
Souffron, Ruth  
Spielman, Ron and Judy  
Spira, Richard and Karen  
Spiro, Dov and Desiree  
Stang, Bernie and Minna  
Staub, Phil and Vidor, Jackie  
Stein, Edgar and Pamela  
Stein, Myer and Kathrin  
Stern, Barbara  
Stern, Estelle  
Straton, Manfred  
Symonds, Geoff and Renee  
Symonds, Shirley

T

Teperson, Jonathan and Sherna  
Terley, Sam  
Thieben, George and Henryka  
Tomchin, Paul & Delicia  
Torsh, Daniela

U

Ulman, Gary and Jenni

V

Van Rooijen, Arnold and Miriam  
Veingold, Vily  
Velan, Gary and Renata  
Vogel, Dita

W

Wahlhaus, Alan and Sharon  
Wechsler, Alfred and Julie  
Weinberg, Richard and  
Saunders-Weinberg, Monica  
Weiss, David  
Wiener, Michael and Vivienne  
Wilson, David and Ruth  
Wise, Mimi

Wise, Peter and Doris  
Wolanski, Henry and Lucia  
Wolf, Karen  
Woods, Michael and Linda

Z

Zines, Dennis and Jane  
Zinn, Selig  
Zweig, Anita

Foundation  
Life Governors

Abeshouse, Barry and Leonora  
Adams, Pearl  
Benjamin, Sheila  
Bloom, Ken and Helen  
Bloomfield, George and Shirley  
Bluth, Inge  
Braude, Nola OAM  
Bund, Warren  
Chosid, Norman and Elizabeth  
Diamond, Keith and Sandra  
Edson, Robyn  
Efinger, Liz  
Fritz, Judith  
Green, Rhoda  
Green, Winifred  
Greenberg, Pam  
Gutman, Dasia  
Hannes, Margaret  
Herman, Shirley  
Kamsler, Mark & Paul Jnr  
Kassel, Raymond OAM  
and Felicity  
Kaye, Elise  
Klas, Rose  
Klineberg, Iven AM and Sylvia  
Lane, Micheline  
Lesnie, David and Robyn  
Lesnie, Warren and Marianne  
Lewis, Joan  
Lilian, Les and Ruth OAM  
Masnick, Keith and Lynne  
Phillips, Ron and Beth  
Portrate, Lea  
Saalfeld, John and Nina  
Samer, Louise  
Shank, Josephine  
Silk, Rebecca  
Solomon, Eleonore  
Symon, Norman and Wendy  
Vidor, Allan and Sharon  
Young, Enid

# Foundation Donations

1 JULY, 2018 TO 30 JUNE, 2019

The Montefiore Foundation was established in 1988 to provide Montefiore with the additional financial support necessary to continue delivering high standards of care to the older members of our community, including the more than 200 financially disadvantaged residents in need of subsidised care. The Montefiore Foundation receives tax-deductible donations from many sources, including residents and their families.

Make a donation to the Montefiore Foundation online at [montefiore.org.au/donate](https://montefiore.org.au/donate) or via phone on (02) 8345 9137.

A

Abeshouse, Arnold  
Abeshouse, Norman and Ruth  
Abrahams, Harold  
Abrahams, Selwyn and Barbara  
Abrams, Lena  
Adcock, Beverley OAM  
A I Topper & Co Pty Ltd  
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Allardice, Darrell and Arlene  
Alpha Omega Jewish Dental  
Association  
Apfelbaum, Miriam  
Apterman, Leo

B

Bahar, Diana  
Bando, Peter and Naomi  
Barber, Yitzchok  
Bard, Diana  
Barda, Joseph and Racheline  
Barr, Mark and Elana  
Barta, Steven  
Barton, Stephen and Janine  
Baskir, Victor  
Bear, Susan  
Bebek, Ivan  
Bebek, Stephen  
Belnick, Bernice  
Bendersky, Leon and Sophia  
Benjamin, Samuel  
Bennett, Andrew and Pamela  
Beran, Roy AM and Maureen  
Berger, Anna  
Bergman, Laurence and Jill  
Berkowitz, Doris  
Berman, David and Sandra  
Berman, Oscar and Yvonne  
Berman, Philip  
Berman, Ruben and Charmian  
Besser, Michael AM and Anne  
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Biggs, Gienia  
Biggs, Victor and Ellen  
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Blair, Peter  
Blechman, Sam  
Bloch, Kalman and Heather  
Block, Bruce  
Block, David AC and Naomi  
Block, William and Stephanie  
Bloom, Abe and Lorna  
Bloom, Ken and Helen  
Bloom, Phillip and Estelle  
Bloomfield, Aviva  
Bluth, Dennis and  
Marks, Diana  
Bluth, Inge  
Bondy, Eric  
Bowmer, Robyn  
Brandon, Sidney and Julie  
Bregman, Rodney and Lucelle  
Brodaty, Henry AO  
and Karoline OAM  
Broit, Dennis and Sharyn  
Bromberger, Carolyn  
Brown, Jeff and Carol  
Browne, Wesley OAM  
and Sari OAM  
Buchwald, Gita  
Burnie, Evelyn  
Burt, Ina  
Burton, George and Edith

C

Campbell, Judith  
Cann, Robert and Janelle  
Carlin, Sydney and Tanya  
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Carter, Sally  
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Elsass, Anne  
Emanuel, David  
Ende, Miriam  
Engelander, Diane  
Eskenazi, Victoria  
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**To discuss bequest opportunities, please contact Brenda Kaplan, Manager, Montefiore Foundation, ph: (02) 8345 9156 or email: [bkaplan@montefiore.org.au](mailto:bkaplan@montefiore.org.au).**

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### HELP US SUPPORT OLDER MEMBERS OF THE COMMUNITY IN NEED

Each year Montefiore provides full and partial subsidies – at a cost of \$4 million per annum – to more than 240 residents who receive a pension and are unable to fully fund their own care. The Montefiore Foundation helps to ensure that all older members of the Sydney Jewish community have the opportunity to live with choice, dignity and wellbeing, with access to our high standards of residential care and accommodation, extensive allied health support and cultural and social programs.



**“Marian loved living here at Hunters Hill, and so do I. I can’t speak highly enough of the staff who managed her care and formed genuine relationships. It’s good to be able to give back as a volunteer too, as I feel lucky and very proud to be part of Montefiore. We’re fortunate as a community to have such a wonderful place for people to come to in their later years.”**

Dennis, Hunters Hill resident

### HELP PROVIDE A RESIDENT WITH

- \$100** 1 bus outing to engage with the community and reduce social isolation
- \$250** 2 art therapy group sessions to engage in meaningful activity and enhance self-worth
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- \$1,000** 7 hours of social work support for residents and their families
- \$2,500** 30 hydrotherapy sessions for fitness
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