



TOWARDS
TOMORROW
TOGETHER



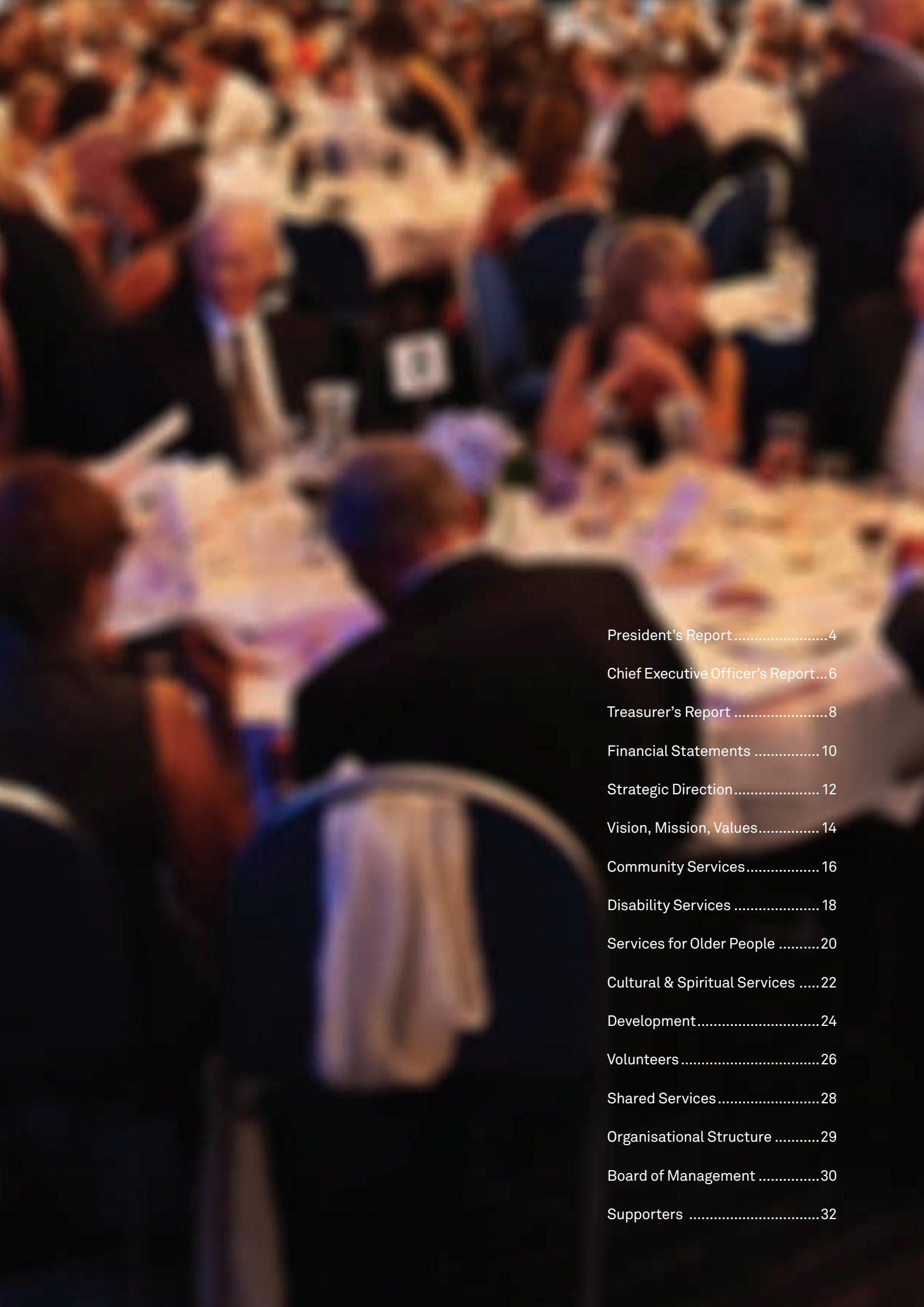
THERE'S JUST ONE WAY TO BUILD A STRONG, VIBRANT, CONTINUING COMMUNITY. AND THAT'S TOGETHER. IT'S ONLY BY COMBINING THE COMMITMENT OF OUR MANY SUPPORTERS WITH THE RESOURCES OF JEWISH CARE THAT WE'VE BEEN ABLE TO ASSIST THOUSANDS OF INDIVIDUALS IN THE VICTORIAN JEWISH COMMUNITY DURING 2010 – 2011. WE'VE SUPPORTED PEOPLE OF ALL AGES AND ABILITIES TO BUILD THEIR CAPACITY, ACHIEVE THEIR GOALS, AND LIVE FULL AND REWARDING LIVES. BUT THIS REPORT IS NOT ONLY A RECORD OF YESTERDAY'S ACHIEVEMENTS. AS YOU'LL SEE, TODAY WE'RE ALREADY WORKING TOWARDS TOMORROW. AND IN THE BEST WAY POSSIBLE. TOGETHER.

About Jewish Care

Founded in 1848 as the Melbourne Jewish Philanthropic Society, Jewish Care was created in 2001 as a result of the merger of the Australian Jewish Welfare Society and Montefiore Homes.

Our 500 staff and 300 volunteers provide support for older people living at home, residential aged care, services for adults and children with a disability, as well as financial, individual and family counselling, housing and employment services.

Together with our community, we support and enhance the wellbeing of the Jewish community of Victoria.



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President's Report

The secret to future success lies in careful planning. The previous financial year has set the foundation for developing a solid framework for meeting the ongoing needs of the Jewish community. There have been numerous substantial achievements which you will note throughout the Annual Report, only a few of which I can highlight in my report.

I am pleased to report that we have reduced our recurrent deficit from \$6.2 million to \$2.5 million. This fantastic achievement is largely the result of a massive \$4.2 million turnaround generated by improving subsidy and grant management and introducing greater organisational efficiencies – while retaining a full range of our vital services. More importantly, we have successfully enhanced our care and service delivery, providing the highest quality of support to our clients with their diverse, culturally-specific needs.

Our impressive scorecard this year has given our Board the confidence that our organisation is being led properly, competently and professionally. Through its visionary investment in knowledge and advocacy, the Board has been able to equip itself with necessary information to imagine and create our future.

To this end, we recently launched the organisation's strategic plan – 2011 Towards Tomorrow, with a clear focus across six strategic pillars: Our Jewish Ethos, Our Customers, Our Systems and Sustainability, Our Products and Partnerships, Our Reputation and Brand and Our People.

This strategy provides the Executive and management with the necessary clarity to inform its efforts. Its successful implementation will strengthen the organisation to ensure continued delivery of quality support and services to the ever-changing needs of the Victorian Jewish community.

The past year's significant achievements will positively impact on the lives of many people for generations to come. The Jewry 2030 Research on Jewish population, continuity and ageing, conducted by Monash University and sponsored by Jewish Care, has demonstrated our commitment to understanding our community's present and future needs, directions and trends.

The research presented important evidence-based findings on the sense of Jewish identity, community belonging and the implications of our ageing community. The outcomes have influenced and informed our decision making, which is crucial to providing ongoing customised support services for our clients. Our strategic plan responds to these issues in detail.

Glen Eira Villas, an independent living accommodation for people with disabilities, has successfully marked its first birthday. Providing adult respite service within this facility was our priority last year. We look forward to Glen Eira Villas Adult Respite Centre being fully operational in the financial year 2011/12. I want to thank community members, especially Dianne Gringlas and Liz Nissen who have worked tirelessly to help raise the necessary funds to bring this dream to life.

We committed over \$1 million to our innovative housing initiative, providing affordable housing solutions to members of the Jewish community and continuously helping people to establish a sustainable lifestyle through building their capacities and skills.

Our new Quality programs and a significant lift in staff development and training ensure constant improvement of our service delivery. At the same time, the Board and Executive are addressing substantive issues including our current facilities and future investments. We are determined to provide clarity and clear decisions on these critical issues over the next year in order to meet our commitment to respond to the demanding needs of our clients and their families.



I would like to express my gratitude to all the passionate individuals who selflessly contribute their time, experience and funds towards achieving Jewish Care's goals:

- I thank Bill Appleby, Jewish Care's CEO, for his outstanding leadership, incredible commitment and professionalism.
- I also thank Jewish Care's hard-working Executive team, the dedicated staff and the hundreds of generous volunteers contributing their time and talents and bringing happiness to the lives of so many.
- Importantly, I thank our donors, supporters and fundraising committees for their ongoing involvement with Jewish Care, enabling us to provide essential services. In particular, I thank David Smorgon OAM as our Annual Appeal Patron and the fundraising committees of the Gala Dinner, Generations of Women and Friends of Monte for their tireless efforts in ensuring the success of Jewish Care's events throughout the year.
- In addition, I wish to thank Jewish Care's Board of Management for their commitment and support, in particular Jeffrey Appel VP, Michael Schoenfeld as Treasurer and Andrew Blode for his service to the Board since November 2005, and the Chairs of subcommittees, Les Reti and Simon Morris.
- Last but not least, I want to express my sincere appreciation to our amazing community for your phenomenal support and trust. Our combined effort brings Jewish Care to new heights of success, and we will continue to turn lives around, together.

In the coming years, together with the Board and Executive, we will continue to invest our resources into future development, focusing on our infrastructure and services to ensure that Jewish Care can effectively address the ongoing needs of the Victorian Jewish community.

A handwritten signature in blue ink, reading "Bruce Rosengarten". The signature is fluid and cursive, with a long horizontal line extending from the end.

Bruce Rosengarten
President

Chief Executive Officer's Report

Peter Drucker, the influential management consultant, said that “the best way to predict your future is to create it”. This is exactly what the Jewish Care team have been doing over the last twelve months – we have rolled up our sleeves and adopted a ‘can-do’ attitude.

Jewish Care's journey of renewal has not been without its challenges. Nevertheless, a testament to the goodwill and belief in our direction has been the visible courage, integrity and commitment shown by the Jewish Care family ‘to do what we said we were going to do’.

What has been achieved over the last twelve months is simply extraordinary, and to the 500 staff and 300 volunteers who comprise this wonderful organisation I wish a hearty *Mazal Tov!*

I am extremely proud to have been a part of this amazing leap forward for such a vitally important organisation to the Victorian Jewish community, and wish to highlight some of our most significant achievements:

- Continuing our pursuit of financial sustainability by delivering an enormous operational turnaround of more than \$4 million;
- Raising a record \$2.8 million in our Annual Appeal to help fund our vital social justice programs;
- Opening Glen Eira Villas Adult Respite Centre, the only Jewish respite facility in Victoria for adults with a disability, funded largely through the generosity of our community;
- Making available 18 additional properties for families and individuals facing housing challenges, as a result of the work of the Housing

Crisis Response Taskforce and our fruitful partnership with the Port Phillip Housing Association;

- Active participation in the critical national social policy debates through submissions to both Productivity Reviews – the *Caring for Older Australians Report* and the *Disability Care and Support Review*;
- Securing growth in our seniors community service program through successfully tendering for the piloting of the new Consumer Directed Care packages in the Southern Metropolitan Region;
- Engaging over 400 teenagers through the new and inspiring Maccabi – Jewish Care Community Day initiative, which helped our youth to understand the value of Jewish Care's work;
- Implementing a flatter, more agile and capable organisational structure which is proving to be successful in achieving our organisational goals;
- Renewing our quality framework and successfully meeting all external quality accreditation audits;
- Expanding our staff, volunteer and donor communication and engagement strategies and launching a new award-winning website with improved access to vital information;

- Investing in leadership development across the organisation, in order to deliver on our employment promise – attracting and investing in the best and the brightest;
- Celebrating excellence and service across our organisation through our Inaugural Staff & Volunteers Award Ceremony with Australian of the Year, Simon McKeon, as keynote speaker;
- Disbursing \$200,000 of financial aid to assist with the purchase of vital disability equipment;
- Facilitating discussions on major aged care issues with key industry leaders and international representatives from the Israeli Ministry of Pensioner Affairs.

Importantly, these achievements have been realised whilst expanding service provision and remaining true to our purpose of turning lives around, together.

Over the course of the last 12 months, the wellbeing of the Jewish community of Victoria has remained our focus. Maintaining our commitment to the values and qualities which define Jewish Care has been central to all that we do. While we have achieved a significant annual operating turnaround, we have continued to invest heavily in our Cultural and Spiritual Centre and in our Jewishness.



I have previously stated that I regard funds allocated to creating a more informed Jewish empathy and understanding for our staff and volunteers as an investment. Over the last 12 months, we have seen the provision of our comprehensive Ethos Program which has significantly impacted on the collective understanding of our Jewish service delivery, as well as the delivery of a unique Clinical Pastoral Education Program for Orthodox Rabbis in our community. I believe that Jewish Care's sensitivity to the cultural needs of the Jewish community, together with the highest standards of professionalism, set us apart from other agencies.

At Jewish Care we understand that knowledge is an expensive investment, however, ignorance is unaffordable. This is why the Board decided to continue its investment in the Jewry 2030 Research with Monash University's Centre for Jewish Civilisation, as well as establishing our own internal *Research, Quality, Innovation & Policy Unit*.

Certainly, change has been a constant in the Australian Jewish community, shaped by the waves of migration during the 20th Century. The Jewish community has been able to proactively and effectively respond to these changes, developing a range of services which have taken into account the diverse needs of our community.

The Board has been charged with the very important responsibility of strategically planning how we respond to our community's future care needs over the next 10 – 20 years. The investment in the Jewry 2030 Research has provided vitally important insights that have assisted the Board and Executive in designing Jewish Care's service response for the next number of years.

As a not-for-profit organisation providing social justice services to our community, we are directly impacted by shifts in government social policy, either positively or negatively.

When considering a service response to the important social changes in the Jewish community, it has been critical for our Board to understand the evolving policy frameworks within the country, to clearly identify the opportunities and threats and to be able to provide a fully inclusive service that embraces the full diversity of the Victorian Jewish community.

In 2011, we have seen the release of the Productivity Commission's landmark reports on *Caring for Older Australians* and *Disability Care and Support*, highlighting the need for better services that are customer focused, offering choice, flexibility, quality, access and long-term sustainability. These reports also recommend a move to a more flexible consumer-based entitlement system rather than the current rationing system. If a consumer has an assessed need they will receive an entitlement to service and

select a provider of their choice. This represents a significant principal shift – consumer self-determination and sector competition (free market).

I am sincerely grateful to the Board for their stewardship, commitment and guidance and I acknowledge the amazing work of our very capable and hard-working Executive team. To our wonderful staff and volunteers, I thank you for your ongoing commitment to the provision of dignified, quality care and support of our community.

And to our donors and communal leaders who have supported our organisation through their belief and confidence in our ability to deliver on our mission over the last 12 months – your generosity of spirit is our greatest asset. I am proud to be a part of our community's circle of care, assisting other people to reach their full potential, so that one day, they too can enjoy one of life's true pleasures – the ability to positively impact on the life of another.

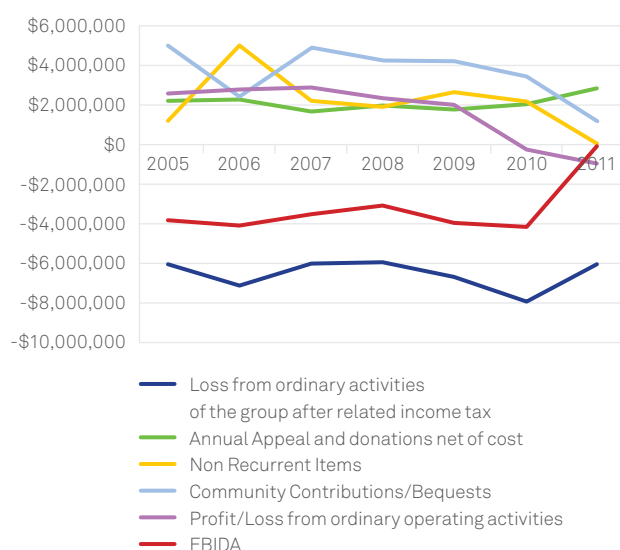
Our work has not finished. I optimistically look forward to the year ahead, as we work to deliver on our vision, *Towards Tomorrow, Together*, enhancing the wellbeing of the Jewish community for now and for generations to come.

Bill Appleby
Chief Executive Officer

Treasurer's Report

On behalf of the Chief Executive Officer and Board of Management, I am delighted to present a summary of Jewish Care Victoria's financial results for the 12-month period 1 July 2010 to 30 June 2011. Our financial statements have been prepared in accordance with current accounting policies of the Australian Equivalent of International Financial Reporting Standards.

The chart below demonstrates the recurrent deficit from ordinary activities over the past six financial years:



We continue to work towards achieving the goals set out in the Jewish Care's Five Year Strategic Plan 2009 – 2014, including establishing long-term financial sustainability while continuing to support and enhance the wellbeing of the Jewish community of Victoria.

In line with our Strategic Plan, bold improvements in service quality and operational efficiency were achieved over the past financial year resulting in a financial turnaround for Jewish Care. The positive changes were brought by maximisation of residential revenues through an improved focus on government subsidies and an investment in the organisational effectiveness.

I would like to thank our community for the ongoing fundraising support and endorsement of these vitally important initiatives, building a strong, relevant and financially sustainable future for Jewish Care and the wider Jewish community.

Key Financial Highlights

A \$4.2 million improvement in Earnings Before Interest, Depreciation and Amortisation (EBIDA) reflecting the results of the significant efforts in streamlining the operations of the organisation.

Summary of Key Financial Results

Jewish Care incurred a financial loss from ordinary activities of approximately \$2.762 million. The decrease over the previous financial year's loss of \$6.153 million was largely stimulated by new operational efficiencies that were achieved as part of a revitalisation of Jewish Care's operations.

The operating loss was incurred before the following items:

	FY 2011	FY 2010
Annual Appeal & Donations [Net of Costs]	\$2.827m	\$2.010m
Capital Appeal [Net of Costs]	\$0.065m	\$1.240m
Depreciation & Amortisation	(\$2.031m)	(\$1.770m)
Foreign currency exchange translation loss	(\$0.313m)	nil
Combined Net Bequests	\$1.226m	\$3.462m
Gain on sale of property	nil	\$0.940m

This resulted in an overall operating loss of \$987,460 as compared with a loss of \$270,333 in the previous financial year.

Key Expenditure Items

The following are the key expenditure items incurred in the financial year 2011:

	FY 2011	FY 2010
Salaries (500 employees)	\$26.1m	\$26.6m
Food services	\$5.0m	\$4.6m
Client-related costs	\$3.5m	\$3.1m
Maintenance	\$2.8m	\$1.3m

Community Services Expenditure

Community Services (including Disability Services) incurred an operating deficit of \$1.8 million before investment earnings and depreciation, due to a shortfall in government funding.

Residential Aged Care Expenditure

Residential Aged Care incurred an operating deficit of \$3.7 million before investment earnings and depreciation largely as a result of:

	FY 2011	FY 2010
Gary Smorgon House ramp-up costs	\$1.2m	\$2.0m
Residential service inefficiencies	\$1.0m	\$2.4m
Cultural and spiritual	\$1.1m	\$1.4m
Supported residents	\$0.4m	\$0.6m

Land and Buildings

Jewish Care's land and buildings have been assessed by its Directors in accordance with current accounting policies, resulting in an increased carrying value of \$0.885 million, as compared with an increase last financial year of \$2.458 million.

Jewish Care is conducting ongoing consideration about how to renew its residential aged care building stock to vastly improve the quality of its product offering, to meet certification requirements and eliminate the residential services operating deficit.

In conclusion, I would like to thank our previous Chief Financial Officer Adam Goldberger, the acting Chief Financial Officer Paul Mulheron and the finance staff members for their ongoing commitment. I would also like to welcome our new Chief Financial Officer Daniel Goodman and wish him a successful year.



Michael Schoenfeld
Treasurer

Financial Statements

Statement of comprehensive income for the year ended 30 June 2011

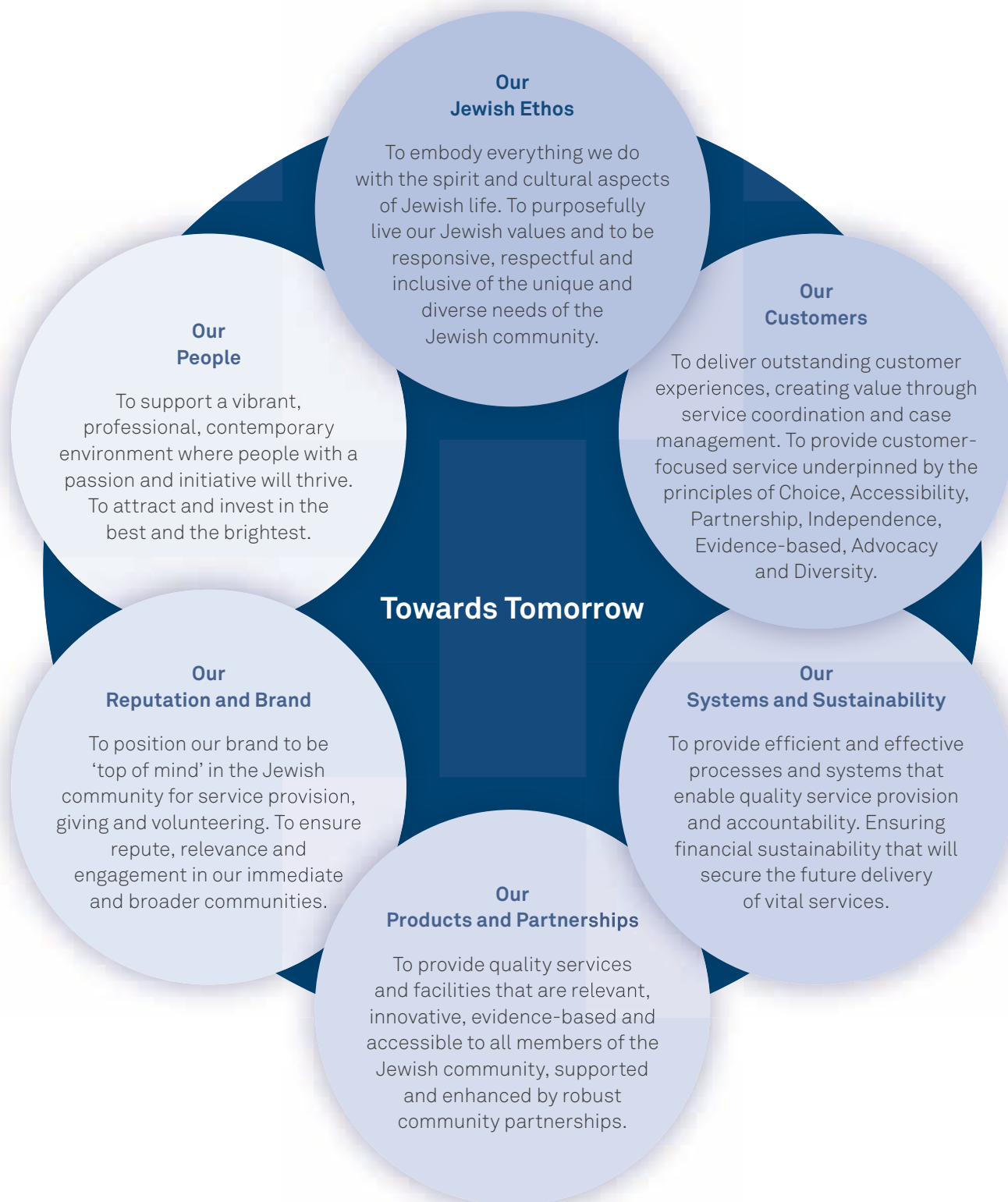
	Economic Entity		Parent Entity	
	2011 \$	2010 \$	2011 \$	2010 \$
Fees and charges	10,719,479	9,294,793	10,719,479	9,294,793
Government subsidies	25,710,275	23,334,248	25,710,275	23,334,248
Gain on sale of property, plant and equipment	-	940,021	-	940,021
Other revenues	7,106,919	9,502,684	7,106,849	9,488,503
Total revenues	43,536,673	43,071,746	43,536,603	43,057,565
Employee benefits expense	(26,092,526)	(26,554,944)	(26,092,526)	(26,554,944)
Depreciation and amortisation expenses	(2,031,190)	(1,769,596)	(2,031,190)	(1,096,668)
Community development expenses	(1,249,698)	(1,514,179)	(1,249,698)	(1,514,179)
External services expenses	(2,239,510)	(1,895,407)	(2,239,510)	(1,895,407)
Food expenses	(5,035,379)	(4,619,036)	(5,035,379)	(4,619,036)
Repairs and maintenance expenses	(2,761,442)	(1,264,467)	(2,761,442)	(1,264,467)
Medical and other supplies	(729,091)	(725,819)	(729,091)	(725,819)
Consulting expenses	(354,486)	(766,266)	(354,486)	(766,266)
Energy expenses	(507,650)	(481,538)	(507,650)	(481,538)
Administration expenses	(1,560,500)	(1,316,926)	(1,560,500)	(1,316,926)
Laundry expenses	(572,706)	(518,892)	(572,706)	(518,892)
Finance costs	-	(501,646)	-	(5,467)
Impairment of loan – Jewish Care Property SPV Pty Ltd	-	-	-	(3,485,269)
Other expenses	(1,389,955)	(1,413,363)	(1,389,940)	(1,345,191)
Total expenses	(44,524,133)	(43,342,079)	(44,524,118)	(45,590,069)
Deficit before tax	(987,460)	(270,333)	(987,515)	(2,532,504)
Income tax expense	-	-	-	-
Deficit after tax	(987,460)	(270,333)	(987,515)	(2,532,504)
Other comprehensive income				
Gain on revaluation of investments	19,426	1,236	19,426	1,236
Gain on revaluation of property	885,000	2,457,748	885,000	2,457,748
Other comprehensive income for the year	904,426	2,458,984	904,426	2,458,984
Total comprehensive (loss)/income for the year	(83,034)	2,188,651	(83,089)	(73,520)

Statement of financial position at 30 June 2011

	Economic Entity		Parent Entity	
	2011 \$	2010 \$	2011 \$	2010 \$
Current assets				
Cash and cash equivalents	6,331,325	3,173,033	6,330,318	2,948,970
Trade and other receivables	2,452,965	2,695,537	2,452,930	2,695,504
Other financial assets	27,506,785	21,769,286	27,506,785	21,769,286
Other assets	23,430	36,049	23,430	36,049
Total current assets	36,314,505	27,673,905	36,313,463	27,449,809
Non-current assets				
Trade and other receivables	-	-	121,767	344,876
Property, plant and equipment	78,856,073	79,074,938	78,856,073	79,074,938
Total non-current assets	78,856,073	79,074,938	78,977,840	79,419,814
Total assets	115,170,578	106,748,843	115,291,303	106,869,623
Current liabilities				
Trade and other payables	3,448,460	2,937,795	3,447,960	2,937,295
Provisions	4,673,691	4,354,356	4,673,691	4,354,356
Borrowings	58,440	16,417	58,440	16,417
Other liabilities	40,117,658	32,306,451	40,560,614	32,749,407
Total current liabilities	48,298,249	39,615,019	48,740,705	40,057,475
Non-current liabilities				
Provisions	424,880	543,360	424,880	543,360
Borrowings	-	59,981	-	59,981
Total non-current liabilities	424,880	603,341	424,880	603,341
Total liabilities	48,723,129	40,218,360	49,165,585	40,660,816
Net assets	66,447,449	66,530,483	66,125,718	66,208,807
Equity				
Reserves	29,224,365	28,319,939	31,437,633	30,533,207
Accumulated funds	37,223,084	38,210,544	34,688,085	35,675,600
Total equity	66,447,449	66,530,483	66,125,718	66,208,807

Our Strategic Direction

Jewish Care's Five Year Strategic Plan 2009 – 2014 identifies six strategic directions that shape our way forward.



Our Customer Service Principles

Choice

We empower you to access the right support for you.

Accessibility

Our services are affordable to all and are conveniently located close to the majority of the Victorian Jewish community.

Partnership

We work in partnership with you, your family, friends, doctors, shuls and all the various individuals and organisations that influence your quality of life. We actively build partnerships with other professionals and service providers to extend the network of support available to you and your family.

Independence

We embrace and advocate the principles of active support in all our services, fostering independence, empowerment and healthy living through all life stages.

Evidence-based

We ensure that service delivery and development is guided by robust research and innovation.

Advocacy

We advocate with and on behalf of our clients, actively informing government of the issues facing our community, influencing social policy and effecting social change.

Diversity

We recognise the diversity of the Victorian Jewish community and deliver services that are respectful, responsive and inclusive of all.



Strong Foundations for Tomorrow

Our Vision

Benefiting the community by providing excellent support and care for individuals and families.

Our Mission

‘Supporting and enhancing the wellbeing of the Jewish community of Victoria.’

Jewish Care’s mission speaks to all of us, not just the vulnerable. Through the delivery of the highest quality of care, coupled with real choices and real options, we will transform Jewish Care from a provider of necessity to a provider of choice.

Our Values

Jewish Care’s values are universal and enduring in nature, but are also particular to the Jewish approach to creating a meaningful life and a strong, cohesive community. Our values define who we are and underpin everything we do.



תנח **chessed** *kindness*

is a concern for others. By focusing our efforts in practical ways that really make a difference, we take kindness to the highest level and help others to help themselves.

משפחה **mishpacha** *family*

is about all-inclusive, unconditional belonging. We are a diverse community; young and old, affluent and disadvantaged, Australian-born and migrant, observant and secular. Despite these differences, we are all members of the one family. We all matter, and we all belong.

דרך ארץ **derech erez** *respect*

is the foundation of all human relationships. There is something special about each and every one of us, regardless of age, ability, status or background. Derech erez acknowledges that specialness in everyone.

צדקה **tzedakah** *charity*

from the Hebrew word, meaning justice, tzedakah is about making the world a better place. While often financial in nature, tzedakah is also about sharing what you have with others, be it your time, skills, experience or unique qualities. The reward is in the giving.

Community Services

Helping you create a better tomorrow

The Victorian Jewish community is not immune from social and economic challenges faced by Australians everywhere. Every year, thousands of individuals in our community confront challenges associated with disability, ageing, mental and physical illness, financial obstacles, unemployment, family violence, trauma, grief and loss.

Our programs and services aim to equip people with essential tools to build strength and resilience and create a better life for themselves.

Many of these programs receive little or no government funding and therefore rely heavily on community support. Through strategic partnerships with community organisations and other service providers, we extend our capacity to provide vital support where it is needed to ensure we create lasting positive outcomes in people's lives.

Services

- Information, Assessment and Referral
- Case Management and Counselling
- Financial Support
- Employment and Training
- Housing Support
- Youth Programs
- Restitution Support for Holocaust Survivors

Highlights of the Year

- We have assisted over 5,000 people again this year to access much-needed services, care, advice and support.
- 400 teenagers gained a deeper appreciation of the value of Jewish Care's work and mission through our inaugural Maccabi - Jewish Care Community Day. Maccabi Carnival participants spent a day engaged in activities with the residents of Montefiore Community

Homes and learning about Jewish Care's extensive programs and services.

- The work of the Housing Crisis Response Taskforce has resulted in a fruitful partnership with Port Phillip Housing Association with 10 new properties available for transitional housing, secured for 30 years, as well as an additional eight Jewish Care houses being made available for accommodation.
- Our housing support worker provided assistance to 81 families/households to find housing.



- We secured three more years of funding for the very successful Saver Plus program. Through this matched savings and financial education program, we have assisted 169 participants in Port Phillip, Kingston and Glen Eira to save over \$45,000 this year to help pay for educational supplies, school uniforms and sports fees.
- An exciting initiative with the Small Business Mentoring Service (SBMS) opened new pathways for aspiring entrepreneurs in the Jewish community to develop knowledge, skills and understanding.
- Our successful financial counselling service has been expanded and more closely linked with our longstanding Jewish Mutual Loan service, to enable more people in our community to achieve their financial goals.
- Our Young Achievers mentoring and skills development program continued to support Jewish youth to achieve their goals. This year we celebrated a group of 11 inspirational young people who participated in a number of workshops and forums that served to further their academic and vocational ambitions.
- Our counsellors supported 12 adults with mental health issues in a 12-month Return to Learning Course to study Certificate II in General Education for Adults, run in partnership with Mental Illness Fellowship of Victoria.

Disability Services

Building an inclusive community for all

Around 3,600 members of the Victorian Jewish community live with a disability. They are part of the 1.2 million Australians who face inordinate hurdles to access the resources and support they need to participate in society.

Jewish Care is committed to ensuring that people with a disability are offered the same opportunities as anyone else: to live with dignity and self-determination, to express themselves, to access support respectful of culture and tradition and to make choices about their lifestyle.

We provide a range of services for people of all ages with a disability. We work closely with community and industry organisations who share our commitment to expand opportunities for the inclusion of individuals, families and carers. We continue our joint initiative with Maccabi Victoria to develop the All Abilities program, and to support the Jewish Schools Integration Program, Access Inc and Jewish Inclusion Network.

Jewish Care is committed to using research to improve our services and the quality of life for people with a disability,

their families and carers. As a leading provider in the delivery of Active Support Model of care, we encourage our clients to make decisions about their care.

We have established an Intensive Behaviour Support Program in the Southern Metropolitan Region, working with children with a disability and their families, to reduce the likelihood of a family breakdown.

Our Glen Eira Villas set a new standard in independent living for adults with a disability. Our residents have achieved increased independence and inclusion in the local community. We have actively campaigned government and donors to raise funds for adult respite services at Glen Eira Villas, to open in 2011.

Jewish Care remains the only registered disability service provider of culturally-specific services for the Jewish community. Jewish Care has endorsed the proposed National Disability Insurance Scheme (NDIS) and our clients and staff have been involved in the campaign for a more equitable system which transforms the delivery and funding of services, ensuring people with a disability are better supported to make choices about the lifestyle they wish to lead.

Services


People with a disability are supported to access all Jewish Care services including housing, financial support, counselling and mental health services.

Specialist services for people with a disability include:

- Individual Support
- Supported Accommodation
- Housing with Individualised Support
- Respite for Children and Adults
- Carer Support
- Behaviour Support

Highlights of the Year

- Glen Eira Villas, our new housing for adults with a disability, achieved full operation in the past year, with residents supported to maximise independence and continue to develop social and life skills. Located in the heart of the community, Glen Eira Villas residents combine an independent lifestyle with individualised support and access to educational, cultural and community activities, family and friends.

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- Through the generosity of our communal donors and government funding, we have succeeded in raising the funds to open a new Adult Respite Centre at Glen Eira Villas. Set to open before the end of 2011, the service will provide culturally appropriate support to adults with a disability to increase their ability to live independently, and respite for families and carers.
 - We commenced the Intensive Behaviour Support Program, providing intensive support for 15 families with children with a disability experiencing behaviours of concern to reduce their high risk of family breakdown.
 - With the support of the Jack and Robert Smorgon Foundation, we disbursed \$200,000 of financial aid to people with a disability for the purchase of much needed equipment.
 - The annual Sandra Bardas Memorial Exhibition displayed the talent and artistic skills of Jewish Care's Creative Arts Studio program participants. Entitled 'Visions', the exhibition highlighted the importance of Jewish belonging and inclusion for all members of our diverse community.
 - We partnered with La Trobe University and Yooralla to secure a \$180,000 Australian Research Council grant to explore the impact of social interactions on community inclusion for people with an intellectual disability.
 - Through our partnership with Maccabi Victoria, our All Abilities Committee continues to provide new opportunities for young people with a disability to participate in a range of sporting activities. The Committee includes families, community and local government representatives and is supported by Theodore Herzl Club.

Services for Older People

Supporting a healthy, active and independent lifestyle

The Jewish community faces a huge demographic shift over the next 10 – 20 years, as the generation of Baby Boomers begins to age. Research indicates that by 2030, the current number of Australians over 65 years will double. Within the next 30 years, there will be twice as many Australians living with dementia. In the Jewish community, these proportions will be even higher.

As the leading provider of residential and community aged care services to the Jewish community, we offer culturally appropriate models of care allowing every Jewish person to age with dignity and independence.

Jewish Care has implemented the Active Service Model to underpin its provision of care and service to the community. The core elements of the model include:

- capacity building, restorative care and social inclusion to support a person's ability to live as independently as possible;
- a holistic person-centred approach to care that promotes wellbeing and active participation in goal setting and decision making;

- timely and flexible services that respond to our clients' goals which maximise their independence; and
- collaborative relationships between clients, representatives and staff for the benefit of people using services.

Our Healthy Ageing programs help older people to remain in good health, while our home and personal care services support hundreds of people throughout the community to live independently for as long as possible.

Partnerships with key community organisations such as the Jewish

Cultural Centre and National Library Kadimah and the National Council for Jewish Women of Australia extend our reach even further, providing socialisation and recreational activities for seniors and migrant groups in a range of community languages.

Services

- Residential Aged Care
- Healthy Ageing Programs
- Home and Personal Care
- Holocaust Survivor Programs
- Case Management
- Dementia Care
- Respite
- Counselling
- Pastoral Care

Highlights of the Year

- Jewish Care was successfully chosen to deliver government-funded Consumer Directed Care packages to its clients in the Southern Metropolitan Region, empowering seniors to actively reach the greatest level of independence, make decisions about their life and be engaged in directing and controlling their health care.

- Jewish Care hosted leaders in the aged care sector, including Aged and Community Care Victoria, Alzheimer's Australia and Carers Victoria, to meet and discuss aged care issues with Israeli Deputy Minister of Pensioner Affairs, Dr Lea Nass and her delegation.
- All residential facilities again achieved excellent results in passing unannounced quality spot checks. Formal accreditation is awarded by the Federal Government every three years, with at least one unannounced spot check each year. Residents and their loved



ones can be confident that such a rigorous monitoring and auditing regime results in confirmation that the processes and practices at Jewish Care lead to quality outcomes.

- Healthy Ageing programs continue to gain popularity as approximately 700 clients a month participate in activities designed to help them stay healthy, active and connected and living independently in the community.

- BlueStar – Jewish Care’s private community aged care program – continued to grow as we support more people to live independently in their own home. Through our flexible BlueStar services we tailor care and service to meet individual needs.
- During the year we have provided material upgrades and aesthetic improvements to the living environment of our residences. Smorgon Nursing Home, Montefiore Homes and the Mark and Dina Munzer residence have all had major works to create and maintain a heimish feel.

- Jewish Care continues to administer funds from the Claims Conference that are directed towards social, health and personal support of Holocaust survivors. Over 1,000 clients were assisted through a range of over 15 different services which include the provision of medical equipment, transport assistance, home help, meals and emergency aid.



Cultural & Spiritual Services

The Heart of Jewish Care

Celebrating the beauty of Jewish practices is an integral part of Jewish Care's services. Jewish ethics permeate all areas of our work and we strongly embrace the fundamental values of *chessed*, *mishpacha*, *derech erez* and *tzedakah*.

The powerful connection to our heritage sets Jewish Care aside in its ability to meet the diverse needs of our clients, including Melbourne's large population of first and second generation Holocaust survivors, their families and carers.

Through our Ethos Program, we provide staff and volunteers with orientation, training and ongoing education in the field of Jewish culture and traditions, to ensure the provision and delivery of services in a culturally appropriate manner.

The dietary laws of Kashrut are an important part of Jewish culture. We pride ourselves in providing not only quality, healthy and nutritious food but also fully kosher catering throughout all Jewish Care facilities.

Over the last 12 months, the increased investment in Cultural and Spiritual Services has facilitated wide-ranging celebrations of Jewish festivals within all our facilities, enhanced pastoral care and a renewed vigour with hundreds of friends, family and neighbours attending our Shabbat and High Holy Day services on a regular basis.

Services

- Cultural and Spiritual Programs
- Kashrut Supervision
- Pastoral Care
- Rabbinic Services
- Synagogue Services

Highlights of the Year

- Three beautiful Torah scrolls were donated to Gary Smorgon House and the Mark and Dina Munzer Community Residence to the delight of all residents. We graciously thank Mrs Dina Munzer, Mr Joseph West and Mr Leon Schnall for their generous donation in honour of their loved ones.
- Jewish Care supported the Clinical Pastoral Education Course, the first of its kind in the Southern Hemisphere. Five of Melbourne's Orthodox Rabbis emerged from the course with a greater understanding of pastoral care and an enhanced skill-set that will benefit not only their congregants, but the Jewish community at large.



- Purim festivities were celebrated widely at Jewish Care with distribution of over 2,000 Mishloach Manot packages and 15 readings of the Purim Megilla across all our facilities.
- This Pesach, we hosted 19 Sedarim with more than 200 family members joining residents at our residential facilities for the two nights of the holiday.
- We have established the Jewish Observance Committee in order to create a forum for the expression of diverse viewpoints from members of our community.

Development

Together for our community

One of the tenets of Jewish Care is that we are all responsible for one another.

For over 160 years, Jewish Care has played an integral role in supporting the vulnerable, advocating for those in need, and enhancing community wellbeing.

In a year of unforgettable global and local disasters, our community once again showed unwavering generosity, helping to raise a record \$2.8 million in our 2011 Annual Appeal campaign to support vital services which receive little or no government funding.

Jewish Care participated in the New South Wales and Queensland flood disaster recovery efforts by donating funds and assisting in the distribution of new and quality used goods to Jewish families affected by the floods.

We are grateful to all those who have partnered with us to ensure that we can continue to support our community, locally and nationally.

Where Your Donation Goes

\$2.8m	Financial aid, mental health programs, counselling, housing assistance, information and referral, disability services, employment and training
\$1.2m	Kosher food service
\$0.5m	Cultural and Spiritual services
\$0.4m	Healthy Ageing programs

Highlights of the Year

- We launched a new award-winning website to extend the reach of information of all Jewish Care's services and programs to the entire community.
- We commissioned an independent Brand Audit Survey to understand perceptions of the organisation and establish a benchmark for measuring brand recognition and reputation.
- Our marquee fundraising events, including the Gala Dinner, Generations of Women Brunch and the Friends of Montefiore Brunch, achieved extremely pleasing outcomes.



- A record number of 600 supporters attended our 2011 Annual Appeal Gala Dinner launch in February.
- With the help of staff and volunteers, our Annual Appeal Telethon contacted over 2,400 donors, setting a new telethon record.
- Donations made to Jewish Care in lieu of gifts recorded a 61% increase over the previous year, with the community embracing the convenience of giving online.
- During the course of last year, we established a meaningful partnership with the Pratt Foundation, supporting the B'nei Mitzvah Program – an exciting new initiative, designed to engage the younger generation with the concept of tzedakah.



Volunteers

Connecting people from all walks of life

Jewish Care is an organisation of volunteers. From the small group who established the Melbourne Jewish Philanthropic Society in 1848, to those individuals who personally greeted post-war refugees at the Melbourne docks in the 1950s, most of our service areas were initiated through voluntary action.

Jewish Care endorses volunteering as an important way to get involved with local community and as a powerful force for change. Our Volunteer Resource Program currently has 300 volunteers aged 18 to 95 years. They come from all walks of life, speak a multitude of languages and bring with them a range of skills and talents. Most importantly, they open their hearts and devote their invaluable time that brings joy to the lives of many people.

Volunteers engage in a full range of activities, from providing direct assistance to clients to supporting the organisation through community engagement, and by participating in governance through membership on our Board of Management.

Over the last 12 months, our dedicated volunteers provided 28,782 hours of support to Jewish Care's clients. They established diverse interest groups, organised concerts and functions and assisted in the preparation of festival celebrations, making our facilities a truly vibrant and happy place.

We extend our thanks to all our volunteers for their conscientious contribution again this year!

Highlights of the Year

- Volunteers of all ages packed thousands of Rosh Hashana, Channukah and Purim gifts for our residents and isolated members of our community, bringing the festival atmosphere and a sense of inclusion to their homes.
- A new volunteer program 'Do You Know your Neighbour?' was established last year, introducing 40 families with children to their elderly neighbours. Throughout the year, the enthusiastic participants visited seniors in their homes.



- An exciting initiative titled 'Finding One's Voice' connected volunteers and aged care residents to create a lasting record of their lifetime experiences. Guided by Makor Library and the Jewish Holocaust Centre, the initiative helped to preserve precious memories for generations to come.
- Around 160 volunteers and friends of Jewish Care filled Caulfield Hebrew Congregation to celebrate International Volunteer's Day with a wonderful spirit of unity.
- During this financial year, Jewish Care welcomed 129 new volunteers.

Shared Services

Information Technology

The organisation has recognised the significant and positive impact that contemporary, robust Information Technology can have on both clients and staff. We are investing in building the capability and maturity of our IT systems in order to meet the demands of the organisation now and into the future. Upgrades have been undertaken this year which have enhanced and secured our operations. In addition, we have embarked upon Enterprise Resource Planning software which will streamline data and facilitate the concept of a single client record across the organisation, computerising our clinical systems for the first time.

Infrastructure

Throughout the year we have assessed our properties and expanded our repair and maintenance programs to improve appearance and development of all sites.

People and Culture

Jewish Care believes that investing in professional development of our staff is central to delivering on our employment promise – attracting and investing in the best and brightest. In the past year, we have implemented a number of initiatives.

Our Ethos Program represents a major investment in staff capacity to develop empathy and sensitivity to Jewish values and culture. This comprehensive program comprises of three streams to enhance Jewish service delivery across the organisation:

Ethos Day is a compulsory component of orientation for all staff. Designed in conjunction with

the Cultural and Spiritual team, the full-day program conveys Jewish culture, traditions and values equipping staff with the information, understanding and background to better service the Jewish community.

The **Ethos Retreat** is an annual two-day workshop for all program managers, which focuses on leadership development linked to Jewish Care's values, mission and vision.

The **Ethos Mission** provides the opportunity for one member of the Executive team and a Nefesh Manager to undertake the JNF Mission annually.

Highlights of the Year

- Supporting the creation of a culture of accountable performance and professional appraisal, we introduced "360° Performance Reviews" for all Executive team members, which puts in place a formal process of review by peers, CEO and staff, customised to reflect Jewish Care values and our 4 Pillars of Leadership.
- Performance Development and Review plans for all staff were also introduced to inform professional training and development and ensure succession planning for the future.
- A robust remuneration model was introduced this year, ensuring equity and parity in job value across the organisation and setting a foundation for competitive recruitment.
- Jewish Care is currently undergoing its first update to an Enterprise Agreement since the Fair Work Act came into effect. The certified agreement will

ensure compliance with legislation and National Employment Standards while supporting Jewish Care and staff to meet our service objectives.

- Our Inaugural Staff and Volunteers Award Ceremony, with keynote speaker Australian of the Year Simon McKeon, celebrated excellence and service across our organisation.
- We have continued to improve our communication and engagement strategies through the monthly production of the staff and volunteer newsletter 'My Impact', our quarterly CEO Breakfast Briefings and our monthly Learning Lunches with key community and industry speakers.

Procurement

A major new procurement program was undertaken this past year to enhance efficiency and service levels. Following extensive research, a competitive tendering process secured new contracts with linen, food and cleaning service providers.

Quality

Jewish Care is committed to care and service delivery based on Quality Improvement principles. An organisation-wide quality management system now provides a more streamlined framework for policies and processes, risk management and compliance.

Our new *Your Say* feedback process introduced a systematic approach for the submission of comments, complaints or suggestions from staff, clients and stakeholders.

Organisational Structure



Board of Management

Bruce Rosengarten

President

B Ec (Monash), Post Grad Dip Phys Distrib Mgmt (Chisholm Inst of Tech), MAICD

Bruce boasts a comprehensive professional background, having held senior executive roles at Crown, Coles Myer and Shell, at both regional and global levels.

He has held key community roles including Chairman of the Singapore Jewish Community Education Committee and membership of the Mount Scopus Memorial College Council.

Jeffrey Appel

Vice President

LLB

A lawyer with Schetzer Brott & Appel since 1973, Jeffrey is a former President and Vice President of Jewish Community Services and of Montefiore Homes for the Aged.

He serves on the Executive Cabinet of the United Israel Appeal and is a legal adviser to the Rabbinical Council of Victoria and Caulfield Hebrew Congregation.

Michael Schoenfeld

Treasurer

Fellow of the Institute of Chartered Accountants in Australia

Michael Schoenfeld operates his own consulting practice, specialising in business and taxation planning advice, management consulting, restructuring of businesses, business valuations, acquisitions, mergers and sales. Michael also participates on several advisory boards including property developers, financial service providers and technology companies.

Greg Nankin

Assistant Treasurer

LLB (Melbourne), GradDip Commercial Law (Monash), MBA (RMIT)

Greg has spent most of his career as in-house legal counsel and company secretary for large private and public listed corporations involved in mining and resources, telecommunications, food manufacturing, financial services and logistics industries.

Andrew Blode

Secretary

B Com (Melbourne), Grad Dip Soc Sci (Philanthropy and Social Investment, Swinburne University)

Andrew is a Director of the ESCOR Group (Eric Smorgon Corporation) and CEO of the Jack and Robert Smorgon Families Foundation.

With a background in accounting and a commitment to community wellbeing, he is the past Chair of the Australian Council for Children & Youth Organisations (ACCYO) and is Director of the Australian Childhood Foundation.

Also, Andrew is a Director of Australian Jewish Funders (AJF) and was awarded the JCCV Community Award for services to the Jewish Community in 2008.

Leah Balter

B Eng (UNSW), MBA (AGSM/Stern School Business), MAICD

Leah is a management consultant and works on key strategic issues across a number of industries and in the Jewish community. She is former Chief of Staff to ANZ Australia CEO and held other senior executive banking positions.

Leah was an Associate Principal at McKinsey & Company where she worked in various countries and industries for 9 years.



Left to right: **Bruce Rosengarten** – President, **Jeffrey Appel** – Vice President, **Michael Schoenfeld** – Treasurer, **Greg Nankin** – Assistant Treasurer, **Andrew Blode** – Secretary, **Leah Balter**, **Michael Debinski**, **Sally Genser**, **Daniel Jenshel**, **Simon T. Morris**, **Marcia Pinski**, **Assoc Professor Leslie Reti**

Michael Debinski

BA, B SW Hons (Monash)

Michael is a senior executive in the Victorian Government and has held a range of leadership roles overseeing the planning and delivery of health and community services. He is a member of a number of Jewish organisations promoting a strong and active secular Jewish community life in Australia.

Sally Genser (Co-opt)

Sally is a Licensed Real Estate Agent and has been a Director of the Belgrave Group of Companies for more than 20 years – a boutique, family-owned property development group. She is also Managing Director of Quest Phillip Island (Serviced Apartments).

Sally is a Director of the Epilepsy Foundation of Victoria, a former Board Member of Yarra Health Services and Past President of Richmond Crèche Society Inc. For many years, Sally was an adviser to the Meat Workers Union Industry Employees Superannuation Fund advising on its Property Investment Portfolio.

Daniel Jenshel

As International Business and Strategic Projects Manager for Peerless Holdings, Daniel has over 20 years experience in marketing, international sales and business strategy and development.

He serves on Jewish Care's Jewish Mutual Loans committee and is a founding member of the Young Achievers Program. He is also the current President of the United Jewish Education Board.

Simon T. Morris

Simon is the Joint Managing Director of Newmark Property Group that specialises in the acquisition, development, management and operation of investments and projects across all sectors of the industry throughout Australia.

Simon is a Director of numerous companies and holds both Executive and Non-Executive positions in various businesses across many sectors, including entertainment, media, manufacturing and retailing.

Marcia Pinskiar

BA (Monash) Dip Ed
(Deakin University)

Marcia is a former member of the Victorian Mental Health Reform Council and Co-Chair of the Migrant Mental Health Taskforce. She is Vice-President of NCJWA Victoria and a Director on the National Board. She is the Founder of the Jewish Inclusion Network.

Marcia works as a community consultant and contributes extensively as a volunteer specialising in NFP organisation structure and governance. She teaches Good Governance and Accountability in Non-Profit and Social Enterprises at Monash University.

Marcia is also a former Commissioner with the Victorian Multicultural Commission. She is currently undertaking a Master's Degree in Jewish Communal Service and Leadership.

Assoc Professor Leslie Reti

MS BS (Melbourne), SM (Harvard),
FRCOG, FRANZCOG

Les is Director of Gynaecology, Cancer Services and Clinical Governance at the Royal Women's Hospital and Adjunct Associate Professor of Public Health at La Trobe University.

Founder of the Centre Against Sexual Assault (CASA House), Les is an executive member of the Victorian Council on Safety and Quality in Health. In addition, he has been Chair of the QA Committee at The Royal Australian and New Zealand College of Obstetricians and Gynaecologists.



Supporters

Thank you to all who have helped us on our journey of turning lives around, together.


Life Governors

Jewish Care Life Governors are recognised for their outstanding service and assistance to the organisation:

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Jewish Care thanks the following individuals, as well as the many thousands of other donors whose generosity during the 2010/11 financial year helped us to turn lives around:

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 Eleanor Sabina Wertheim Estate
 Ephraim Yoffa Estate
 Harry Yoffa Charitable Bequest
 Samuel Younkman Estate

Trusts & Foundations

Jewish Care is grateful for the generous support from the following trusts and foundations:

The Bachrach Charitable Trust
 Bell Charitable Fund
 Besen Family Foundation
 B'nai B'rith Foundation
 The Finkel Foundation
 Fonda Family
 Charitable Foundation
 The Gandel Charitable Trust
 Lord Mayor's Charitable Fund
 National Council of Jewish
 Women of Australia Foundation
 Nordia Foundation Pty Ltd
 The Pratt Foundation
 Scanlon Foundation
 Jack & Robert Smorgon
 Families Foundation
 The Victor Smorgon
 Charitable Fund
 Spotlight Stores
 Charitable Foundation
 Werled Foundation
 The William Angliss (Victoria)
 Charitable Fund

Grants

Jewish Care gratefully acknowledges the following grants and sources which have provided funding for programs benefiting Holocaust survivors:

- Conference on Jewish Material Claims Against Germany Inc.
- International Commission on Holocaust Era Insurance Claims
- Settlement of a Class Action Regarding the Hungarian Gold Train (Rosner v. United States) under the jurisdiction of Judge Patricia A Seitz, administered by the Conference on Jewish Material Claims Against Germany for the benefit of needy Jewish Hungarian Nazi victims
- Conference on Jewish Material Claims Against Germany for the Emergency Assistance Program for Nazi victims at the direction of the United States District Court supervising the lawsuit in re: Holocaust Victim Assets Litigation (Swiss Banks)
- Conference on Jewish Material Claims Against Germany for an Austrian Holocaust Survivors Emergency Assistance Program.



'Social Services for Holocaust Survivors have been supported by a grant from the Conference on Jewish Material Claims Against Germany (Claims Conference)'

Community Partnerships, Individuals, Organisations & Companies

Jewish Care would like to thank and acknowledge the many generous community partners, individuals, organisations and companies for their sponsorship, support and co-operation:

Access Care Southern
Access Inc
Adass Israel RTO Inc
Adass Israel School
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Aged and Community Care Victoria
Aged Care Assessment Services
· Eastern Region – Central East
· Southern Region – Caulfield
· Southern Region – Kingston
Aged Care Standards and Accreditation Agency
Alfred Health
Alpha Confectionery
Emmanuel Althaus
Alzheimers Australia Victoria
ANZ Bank
Ardent Recruitment and Consulting Pty Ltd
Arnold Bloch Leibler Lawyers and Advisers
Association of Former Inmates of Nazi Concentration Camps and Ghettos from the Former Soviet Union
Australian Geneological Society
Australian Jewish News
Ben Weinstein Photography
Beth Rivkah Ladies College
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Black and White Security Group Pty Ltd
Blake Street Hebrew Congregation Inc
Blue Square Creative
Brotherhood of St Laurence
Brott Enterprises Pty Ltd
Cabrini Hospital
CACP and EACH Statewide Providers Network

Carers Australia
Case Management Agencies Victoria
Castlegreen Pty Ltd
Caulfield Community Rehabilitation Service
Caulfield Hebrew Congregation
Chabad House of Malvern
Chabad Youth
Chevra Hatzolah
Child Survivors of the Holocaust
City of Bayside
City of Booroondara
City of Glen Eira
City of Greater Dandenong
City of Kingston
City of Manningham
City of Monash
City of Port Phillip
City of Stonnington
Commonwealth Carer Resource Centre, Southern Region
Commonwealth Department of Health and Ageing
Community Security Group
Conference on Jewish Material Claims Against Germany
Council of Orthodox Synagogues of Victoria
Carl Davis
Dean Schmiddeg Photography
Delmont Private Hospital
Deloitte
Descendants of the Shoah
Disability Professionals Victoria
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Elwood St Kilda Neighbourhood Learning Centre Inc
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Fundraising Institute of Australia
Gary Peer & Associates
GEON Group
GMK Partners Pty Ltd
Hanover Housing, Hanover Welfare Services
Health Super Pty Ltd
HESTA Super Fund
Hocking Stuart
HomeGround Services
Housing Choices Australia
Inclusion Melbourne
Infoxchange Australia

Inner South Community Health Service
Inner South East Partnership in Community Health
J-Wire
Joanna Jacobs
Jagen Pty Ltd
JEMP
JewishCare New South Wales
Jewish Care South Australia
JewishCare WA
Jewish Community Council of Victoria
Jewish Holocaust Museum and Research Centre
Jewish Inclusion Network
Jewish Schools Integration Program
Jewish Taskforce Against Family Violence
Kay & Burton Real Estate
Kew Hebrew Congregation
King David School
Kosher Classique
Leibler Yavneh College
Leo Baeck Centre for Progressive Judaism Inc
Linfox
LJ Hooker
Lowe Lippmann
Maccabi Ajax Lawn Bowls Inc
Maccabi Victoria Inc
Macquarie Bank
Makor Jewish Community Library
Marlow Recruitment
Medirest
Melbourne Chevra Kadisha
Melbourne Hebrew Congregation
Melbourne Hebrew Ladies Benevolent Society
Melbourne Hebrew Ladies Benevolent Fund
Melbourne Jewish Charity Fund
Melbourne Jewish Orphans and Children's Aid Society
Mental Illness Fellowship Victoria
Mizrachi Charity Fund
Mizrachi Organisation
Stuart Morris QC
Mosh Media
Mount Scopus Memorial College
Mycause.com.au
NAB
National Council of Jewish Women of Australia
National Disability Services
Nexia ASR
Noel Jones

Ohel Chana Seminary
 Orthodox Counsellors in Private Practice
 Overland Consolidated Pty Ltd
 Peerless Foods
 Perfection Packaging
 Ljubica Petrov
 Port Phillip Housing Association
 Posh Opp Shoppe
 Prahran Mission
 Print Dynamics
 Rabbinical College of Australia and New Zealand
 Rabbinical Council of Victoria Inc
 Robert Richter QC
 Royal District Nursing Services
 Run Property
 SAE Creative
 Sav Schulman Photography
 Schetzer, Brott and Appel Lawyers
 Schiavello Group Pty Ltd
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 SEAM
 Shalom Association
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 Signaction
 Small Business Mentoring Service
 Stick on Signs
 Southern Metropolitan Region
 National Respite for Carers Program Network
 Spike Creative
 St Kilda Shule
 Table of Plenty
 TBM
 TBM Commercial
 Temple Beth Israel
 The Jewish Cultural Centre and National Library Kadimah
 The Jewish Museum
 The Nous Group
 The Standards and Accreditation Agency
 The Women's Well
 Theodore Herzl Social Club
 Third St Kilda Scouts
 Urbis Pty Ltd
 Victorian Department of Health
 Victorian Department of Human Services
 Victorian Department of Innovation, Industry & Regional Development
 Victorian Linkages Providers Network
 David Werdiger

Wesley College
 Wings of Care
 Ruth Yaffe
 Yeshivah College
 Yooralla
 Youth Connect
 Zionist Council of Victoria

Academic & Research Partnerships

Jewish Care continues to work alongside leading academic institutions and recognises their enormous contribution in helping to build an evidence-base for decision making:

Australian College of Applied Psychology
 Deakin University
 La Trobe University, Australian Centre for Evidence Based Aged Care
 La Trobe University, Australian Institute for Primary Care & Ageing
 La Trobe University, School of Social Work and Social Policy
 Monash University, Australian Centre for Jewish Civilisation
 Monash University, Centre for Developmental Disability Health
 Monash University, Faculty of Medicine, Nursing & Health Sciences
 Centre (UK)
 The University of New South Wales
 The University of Sydney, Centre for Developmental Disability Studies
 University of Kent, Tizard

Maccabi – Jewish Care Community Day Acknowledgements

Jewish Care thanks the following organisations for their community spirit and generosity, helping to make this inaugural event an outstanding success:

Australian Herb and Fruit Supplies
 Chevra Hatzolah
 Community Security Group

Dairy Bell
 FoodWorks
 Handworks
 Harry the Hirer
 Kosher Classique
 Lincraft Australia
 Maccabi Victoria Inc
 Manassen Foods Australia
 Mayvic Pty Ltd
 Melbourne Heart FC
 Moorabbin Wholesale Farmers
 Fresh Market
 Real Foods
 Volleyball Australia

Glen Eira Villas Adult Respite Centre

Jewish Care thanks the following members of our community for their extraordinary support of the Glen Eira Villas Adult Respite Centre:

Phillip and Sandra Benjamin
 Besen Family Foundation
 Philip and Vivien Brass
 Barry and Marilyn Braun
 Eve Casper
 Michael and Michelle Coppel
 Robert and Jasmine and Dindas
 Morry and Janette Dvash
 Jack and Dianne Gringlas
 Bernard and Melma Hamersfeld
 Alex and Susan Hampel
 Dr Milton and Penny Harris
 Nathan and Shirley Harris
 Holckner Family
 Paul and Susie Ivany
 Leslie and Kathy Janovic
 Dr Stephen and Susan Kleid
 Alan Kozica and Wendy Kozica
 Tom and Lorelle Krulis
 Barry and Barbara Landau
 Philip and Sue Lewis
 Nordia Foundation
 The Orloff Family Charitable Trust
 Andrew and Judy Rogers
 Rae Rothfield
 David and Kathie Smorgon
 Graham and Annette Smorgon
 The Jack and Robert Smorgon Families Foundation
 Rodney and Ann Smorgon
 Samuel Smorgon AO and Minnie Smorgon
 The Victor Smorgon Foundation
 David and Adira Werdiger

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Jewish Care extends sincere thanks for the dedication and hard work given by the following individuals:

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Jewish Care's fundraising efforts are supported by dedicated teams of volunteers to whom we are indebted for their continued commitment and hard work:

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Jewish Care acknowledges the following individuals for their time, invaluable guidance and expertise:

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Photography Credits:
Dean Schmideg Photography,
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Sav Schulman Photography.



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