



ANNUAL **20** REPORT **21**

 **JewishCare**
Enriching Lives



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President's Report



It is with pride that I present the President's Report.

It is during times of adversity that we are truly tested, as a community and as individuals.

This continues to be a significant time of need and change in the COVID-19 era. The calls from community seeking assistance continue at an unprecedented rate. We received over 18,000 calls since the start of the pandemic, which is triple what we received prior to COVID-19. We feel extremely privileged to be able to respond to these calls and support those who are in need during this time and we know our community is stronger with each individual we support.

Witnessing the way our staff, volunteers, lay leaders and supporters have all gone above and beyond during this extraordinary time has shown the true essence and importance of Jewish Care – together we build and support a healthy, resilient and inclusive Jewish community.

The unrelenting commitment of the Jewish Care staff must be acknowledged.

- Our frontline teams, for your commitment to providing uninterrupted care and support.
- Our volunteers, for providing additional services to keep our elders and clients connected during extended lockdowns.
- Our shared services teams for ensuring the operations of the organisation can continue unimpeded.
- Our Executive and Managers for showing great strength in leadership during this time of great upheaval.

At this point I would also like to acknowledge the dedication and commitment of our Board, who give so much time and energy to Jewish Care. Countless hours with passion are spent steering the ship that we call Jewish Care. I am grateful and proud to be part of this team.

I also wish to recognise our community for rallying without hesitation and so generously to support us in our efforts to provide vital services during this critical time.

The work of Jewish Care has always been important, never more so than now. We can only support the community if the community supports Jewish Care and we sincerely thank our generous community for stepping up. Thank you for making this year's Community Appeal such a huge success, with nearly \$4 million raised. This enables us to provide our social justice programs, including supports for those experiencing mental health challenges, financial distress, family violence and risk of homelessness, which receive little or no government funding. We are humbled by the outpouring of support.

I offer a heartfelt thank you to my wonderfully supportive fellow Board and to our determined and committed staff. At the heart and soul of Jewish Care are the able and willing hands of our incredible volunteers. For all the time, effort and care you have provided, I thank you.

I'd like to take this opportunity to bid farewell to Frank Ajzensztat. A dedicated and long-time Board member, Frank has played an indispensable role as Assistant Treasurer for the last nine years. Frank, your counsel and wisdom will be missed and we wish you the best of luck for your future endeavours.

This year also sees the departure of another significant figure at Jewish Care. Hugh Cattermole has been Chief Operating Officer for seven years. He was instrumental in the development of our state-of-the-art aged care homes in Windsor and Carnegie, driving

the implementation of our new model of care across the homes. More recently, Hugh led the charge in our response to the COVID-19 crisis and chaired the COVID-19 Taskforce across the entire business.

I know his team and the community will agree with me when I say, Hugh's charismatic leadership style and dedication to our community will be sorely missed.

2021 marks another milestone in Jewish Care's history as we also farewell Bill Appleby, our inspirational Chief Executive Officer. It is with great sadness but also great pride that I take this opportunity, as President, to sincerely thank Bill for 12 years of invaluable service to Jewish Care and our community. His unwavering commitment and ethical stewardship have garnered immeasurable benefits for our organisation and our community.

Bill should leave Jewish Care proud of his achievements, contributions and the professional relationships he has forged across the organisation and the community. It has been an extremely exciting journey of transformation and thanks to Bill's efforts, together with the various dedicated Boards, Jewish Care Victoria is a very different organisation to the one he walked into 12 years ago!

I'd specifically like to express our profound gratitude for his leadership over the last 18 months. I personally feel extremely proud of the way in which Jewish Care has calmly and decisively responded to

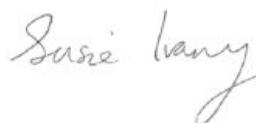
community need during the COVID-19 challenges. Bill and his leadership team really have been exemplars of care and compassion.

As Bill is soon to depart, we welcome our new CEO Adjunct Professor Alan Lilly. With this impending change to the Jewish Care landscape, we have commenced rolling out the two-year *A Bridge to our Future* strategy to help us embrace new leadership and a way forward in what we hope will be brighter times.

In the words of Rabbi Ralph Genende OAM, "The goal ... has always been to put people first; to connect to people at significant points in their lives, to reach out, support and empower ... to make people feel appreciated, affirmed, nurtured, comforted and recognised."

We at Jewish Care must always put our people first, and adapt to the community's ever-changing needs. In closing, I thank you, our members for your continuing support of this wonderful organisation and for enabling us to continue a 173-year tradition of supporting the Jewish community of Victoria.

May you all stay healthy and safe. Thank you.



Susie Ivany OAM
President



CEO's Report



Many centuries ago, Leonardo da Vinci talked about being impressed with the urgency of doing. He said “knowing is not enough; we must apply. Being willing is not enough; we must do.”

That is exactly what Jewish Care does each day – applying our skills and resources in the provision of high quality, empathic care and support through a unique Jewish lens to those in need.

An Extraordinary Year

The last 12 months have been nothing short of extraordinary. It has often been said during the COVID-19 pandemic that we are all in the same boat. The reality is, we are in the same storm, but we all have very different boats. The ongoing impact on our economy, especially small to medium businesses; the uncertainty of snap lockdowns and restrictions; the psychological impact of working from home coupled with homebased schooling and the complexity in accessing State and Federal Government support measures means that many individuals and families have struggled and continue to do so.

When the pandemic hit Melbourne in March 2020, Jewish Care immediately responded by setting up the COVID-19 Helpline to support individuals and families who were, or would be, negatively impacted by the pandemic. From the loss of employment, housing insecurity, financial distress, to deteriorating mental wellbeing, and escalating family violence. Many in our community have, or continue to be, faced with overwhelming hardship. Since the start of the pandemic, the Helpline has received more than 18,000 calls for advice and assistance from individuals and families in the community. To put this into context, this is more than triple the 6,000 calls for support we typically receive annually and represents approximately one third of the Victorian Jewish community.

Despite this massive demand in service provision and the substantial increase in the cost of protecting the people we support, through the generosity of our community, the support of the Federal Government and diligent and proactive management, the organisation made a small surplus of just over \$400,000 for the operating year. Given the unprecedented demands on the organisation, this is nothing short of an outstanding result.

Stewardship & Transition

I often say to people that we are merely stewards at a point in time in an organisation. Our jobs are to ensure we hand over the organisation to the next group of stewards in a better shape than what we inherited and remain eternally faithful during our term to the organisation's mission and ethos in our discernment.

Over my time, I have learnt that the people whose names grace the honour boards around Jewish Care are more special than I first thought. I have been fortunate to get to know many of the people and their stories that make up the rich tapestry of Jewish Care. It's the human stories of courage, commitment and compassion that make this organisation so unique. We owe a great deal to those original Directors in the Rainbow Tavern who formed this critically important organisation 173 years ago. We today, have inherited their spirit and as leaders have accepted the burden of responsibility to nurture the mission and ensure it continues to live into the future. I encourage you all to get to know these stories as they are remarkable.



It's the human stories of courage, commitment and compassion that make this organisation so unique.

In my final year here at Jewish Care, as the departing CEO, I must now pass the baton of "doing" onto our new Chief Executive Officer. It would be fair to say that after 12 years at the helm, for me personally, it is like transitioning out of the family business. Every waking hour spent either in the business or on the business finally coming to an end. I shall miss the people I work with, the people we serve and the broader community. Nevertheless, the baton must be passed, and it is done with great excitement for Jewish Care and the Victorian Jewish community, confidently knowing that Adjunct Professor Alan Lilly will capably and carefully lead this organisation during its next chapter of service evolution.

Highlights

Given this is an Annual Report, it's important that I make note of some of the key highlights of the 20/21 year as at October 2021.

- Developed, approved and operationalised our new two-year strategy, '*A Bridge to Our Future*' – with two key strategic focus areas: sustainable scale and quality service provision.
- Commissioned the brand new \$7million Anne & Eric Smargon Active Living Centre adjoining the existing Gary Smargon House in 2020.
- Opened our beautiful new \$40million state-of-the-art Smargon Family Building in Carnegie in September 2020 and moved elders living in Smargon Family Nursing Home into their new home.
- Achieved an extraordinary outcome through our Annual Community Appeal '*Enriching Lives Together*', reaching nearly \$4million.
- Graduated 12 Yesod participants in late 2020 – and welcomed a baker's dozen to the 2021 program now in partnership with The Observership Program.
- Virtually celebrated our wonderful Staff & Volunteer Service & Excellence Awards in 2020.
- Received our biggest bequest in the history of the organisation from Mr Thomas Ganz.
- Sold Smargon Family Nursing Home as part of our 10-year redevelopment program following an investment of over \$140million of capital works across three best-of-breed sites.
- Held a very successful '*Not in Our Community*' family violence event" as part of our 16 Days of Activism.
- Utilised 95% of Commonwealth Home Support Program (CHSP) funding for the year despite

COVID-19 impacts to services and support of 733 CHSP clients.

- Held a very meaningful Multifaith Solidarity Service for all our staff to acknowledge the pain and suffering across the globe created by the global pandemic.
- Grew our Active Living Services into other metropolitan regions taking advantage of the opportunity of more Home Care Packages being released. Over the last 12 months we have grown our Home Care Packages from 382 to 470 representing 23% growth in 12 months.
- Supported 918 Holocaust Survivors over the last 12 months through the provision of vital in-home supports and medical aids and equipment via the important funding received through the Material Claims Conference.
- Continued to work in partnership with the NCJWA Vic. and C Care supporting Holocaust Survivors through food and social support.
- Facilitated 15 vaccination clinics across our services for elders and staff with more to come and have so far vaccinated 100% of residential aged care staff, 93% of all staff and all elders across our homes have been supported to be vaccinated (as at 1 November 2021).
- Utilised a Safer Communities Grant from the Federal Government for over \$230,000 to install additional CCTV, access control and security systems to improve the safety of our elders, families and community.
- Secured many grants in our Individual and Family Services area across various Victorian State Government departments supporting the expansion and viability of our work.
- Undertook a comprehensive review of our two portfolio 'Investment Management strategy' which now includes both negative and positive screens.
- Announced the appointment of Rabbi Ralph Genende OAM to the senior leadership team as General Manager, Jewish Life - Senior Rabbi.
- Engaged Temple Beth Israel (TBI) at our Residential Home Carnegie providing religious, cultural and spiritual services to elders and families.
- Hosted a wonderful morning tea event to celebrate National Volunteer Week and say thank you to our amazing volunteers.



- Strongly advocated over the past years with regards to the Change or Suppression (Practices) Act 2020. We were delighted with the successful vote through the Victorian Legislative Council in early 2021, welcoming this lifesaving legislation.
- Participated in the 2021 Pride March in Melbourne, pleasingly with many other Jewish communal organisations.

Thank you

It has been nothing short of an absolute privilege to be the CEO of Jewish Care and I thank everyone in the community for your support, your friendship, and the belief you place in the team every day. The organisation was really tested over the last 18 months and our community rallied and really showed its grit and togetherness.

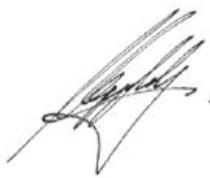
I am grateful to the many amazing Directors that I have worked with over 12 years, and I thank you for your stewardship, commitment and guidance. I sincerely acknowledge the work of our committed and hard-working leaders across our organisation, for your passion, support and professionalism. I am immensely proud of the way the leadership team has led through adversity in 'action and doing'. To our fantastic staff and volunteers, from the bottom of my heart, I thank you for your commitment to the provision of dignified, quality care and support of our community.

For me, the image of a staff member at Windsor with their suitcase coming to stay at *Hotel Montefiore* and work 12 hours shifts whilst we managed through a 7-week lockdown at our new *Hannah & Daryl Cohen Family Building* resonates most strongly and symbolically, capturing beautifully how I would summarise the year – a year of courage and hope. Despite the clear and present danger to our staff's health and that of their families, people remained committed to supporting our elders during their time of great need. What was achieved by the Jewish Care team was extraordinary and it required many courageous acts of selflessness across our organisation.

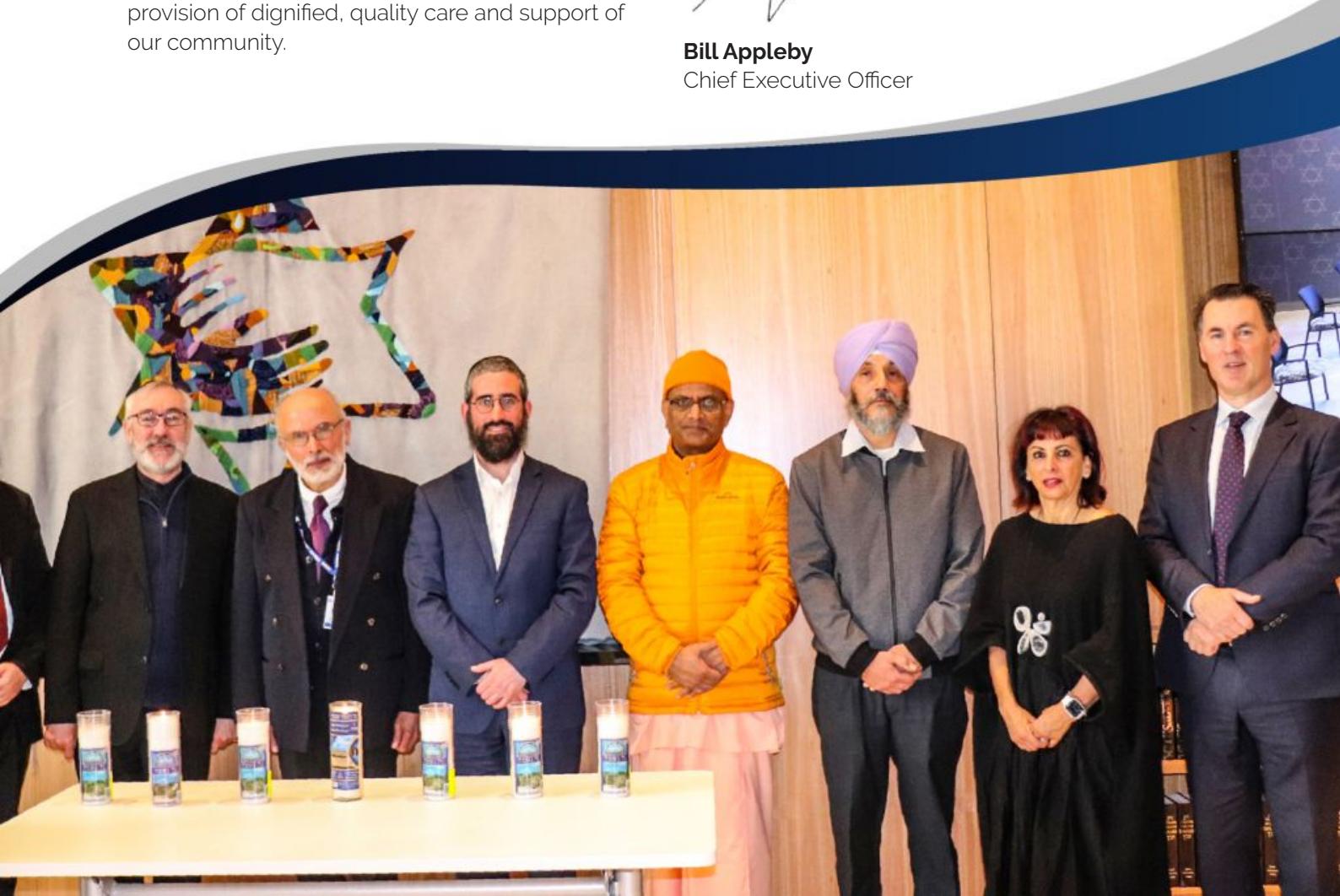
Lastly, our donors and communal lay leaders, thank you. This community is immensely fortunate to have such amazing philanthropic leadership – it is a shining example to all and something that should never be taken for granted. May your generosity of spirit inspire others!

To our wonderful community, please keep up the 'doing'.

I say thank you for the incredible journey and goodbye.



Bill Appleby
Chief Executive Officer



Products & Services

Jewish Care is the first choice for aged care, in-home care, disability and community services for the Victorian Jewish community.

Residential Aged Care

Accommodation

- Gary Smargon House (incorporating Melbourne Hebrew Memorial Nursing Home)
- Residential Home Windsor located in the Hannah & Daryl Cohen Family Building within the Holckner Family Senior Living & Community Precinct
- Residential Home Carnegie located in the Smargon Family Building within the new Thomas Ganz Senior Living & Community Precinct

Services

- Hand-in-Hand™ model of support and care
- Memory Care
- Palliative Care
- Respite Care

Disability Services

Daily Living Supports

- Community Access
- In-home support
- Respite at the Coppel & Piekarski Family Disability Respite Centre
- Specialist Behaviour Support
- Transport and travel training

Information, Planning and Carer Support

- Behaviour Support Planning
- Carer information and support
- Plan Management
- Support Coordination
- Support for Carers Program

Accommodation

- Short Term Accommodation
- Supported Independent Living (SIL)
- Specialist Disability Accommodation (SDA)
 - Hawthorn Road House, Caulfield
 - Jacobs House, Carnegie
 - Prahran Grove House, Elsternwick

Individual & Family Support Services

Service Coordination – Social Work Services

- Addiction
- Advocacy/Navigation support
- Child welfare and wellbeing Issues
- Family Violence
- Financial Stress
- Housing/Homelessness
- Mental Health
- Relationship Issues/Parenting Support
- Youth issues

The Employment Centre

- Career Planning
- Job Seeking Skill Development and Support
- Pre-Accredited Training
- Post-Placement Support

Financial Services

- Empower Interest Free Loans
- Financial Aid
- Financial Counselling

Front Door

- Information and Access
- Service Coordination

Housing Support

- Assistance and Advocacy
- Access to Jewish Care owned accommodation:
 - Independent rooming house for people with disability - Richard and Marietta Manders Villas;
 - Social housing units at Bontschek Court and Leo Fink Court;
 - Social houses across Caulfield and St Kilda East;
 - Shared Disability accommodation
- Access to accommodation with partner agencies including Housing First and Launch Housing



Healthy Communities

- Health Promotion including
 - Capacity building through training and education: Youth Mental Health First Aid, Gender Equity and Respectful Relationships, Family Violence, Raising Healthy Families forums, Tuning into Kids group program
 - Family Violence Prevention and Early Intervention
 - Mental Health Promotion
- Youth Mentoring programs: Young Achievers Program & Youth Aspire Program



Active Living Services

- Allied Health Services and Social Support Groups provided at Anne & Eric Smargon Active Living Centre in Caulfield and Gita Smargon Active Living Centre in Windsor
- BlueStar In Home Care Services
- Holocaust Survivor Support Services

Shared Services

Community

- Fundraising
- Jewish Life
- Marketing and Communications
- Volunteer Program

Finance

- Finance/Shared Services
- Information Technology
- Procurement
- Payroll

People and Culture

- Culture & Staff Engagement
- Diversity & Inclusion
- Employee Relations
- Learning & Development
- Recruitment & Workforce Planning
- Safety, Health & Wellbeing

Research, Quality, Innovation and Policy

- Customer Feedback
- Privacy and Information
- Quality and Compliance
- Research Collaboration

Strategic Projects and Acquisitions

- Infrastructure Projects
- Property Management

Residential Aged Care

The year was exceptionally challenging for our Residential Aged Care services yet one that brought great success and innovative solutions to the challenges we faced.

We successfully navigated the challenges of COVID-19, keeping staff, elders and clients as safe as possible. As COVID-19 swept across the globe, our homes were not immune from the pandemic.

We managed a full-scale seven-week lockdown at our Residential Home Windsor, which was the most challenging time for elders, families and staff. Gary Smorgon House was also impacted by a full-scale lockdown that helped to minimise the effect and spread throughout the home.

We worked tirelessly to protect our elders and staff to ensure that the impact of the pandemic was minimised as best as we could. We are immensely thankful to our elders for their amazing resilience and to their families; staff and the community for their support during the most difficult of times. We were so thrilled to learn and teach new skills in order to maintain connections and engagement using technology and were amazed by the generous contributions of the community to support elders through the lockdowns.

Despite the challenging conditions and the pandemic dominating our actions, we continued to deliver on our goals of providing outstanding care and services in our state-of-the-art homes.

Undaunted by the pandemic, Residential Home Carnegie, opened in November 2020 and 48 elders moved from Smorgon Family Nursing Home into the new home with others eagerly waiting to move in to a standard of amenity and life engagement unseen in the local area. The home comprises eight luxurious small houses all complete with their own kitchens, living and dining spaces as well as other residential home style features including balconies, laundries and guest powder rooms. Elders from different houses were able to safely join together in the communal courtyards, cafe, lounges or Shuls and lead their own life through our innovative Hand-in-Hand™ model of supportive care.

Throughout our three established residential aged care homes, we continued to give every person we support a positive, fulfilling experience of ageing and the opportunity to age well in communities of their choice. Staff were encouraged to bring to work a sense of fun and creativity, to engage with elders and the community in new ways and to truly be present for our elders.





Our Jewish Life team, continued to develop and cater for broad expressions of Jewish identity which this year included pastoral care and cultural programming from Temple Beth Israel.

Volunteers continued to be instrumental in supporting elders to thrive. Importantly, these moments of nourishment also provided support for families and friends who were restricted from visiting and directly supporting their loved one.

Maintaining connections between elders and loved ones was always a priority and when restrictions would not permit visits, we facilitated connections and engaging activities through technology – everyone became very familiar with FaceTime, WhatsApp and Zoom.

Our staff were continually supported with appropriate personal protective equipment (appropriate masks, visors, gowns and gloves), with additional infection control training throughout the year. Our outbreak management plans were reviewed and revised based on emerging data and information.

In April 2021, our defences of COVID-19 were strengthened with the commencement of our COVID-19 vaccine clinics for elders and staff who readily responded at short notice to receive the Pfizer vaccine. With support from all across the organisation, we ran 15 clinics vaccinating elders and staff.

We continued to welcome new elders to our homes for respite and long-term support with many having experienced our amenities through our co-located Active Living Services.

Beyond 2021 we are excited by the opportunities to support our elders age as the impacts of the pandemic recede and we are able to unlock the full potential of our vision to provide the best environment for our elders.

Opened two new state-of-the-art residential aged care homes, Residential Home Carnegie and Residential Home Windsor, with an investment of

\$140 million

291,114
meals

97,038
Total bed days

15
COVID-19 vaccination clinics and 5 Flu vaccination clinics were organised across our homes

ALL
elders across our homes have been supported to be vaccinated

320,225
hours of care

Individual & Family Services

The year saw both predictable and unpredictable patterns of client behaviour and help-seeking, requiring resilience, flexibility and strategic insight. The Individual & Family Services team successfully navigated their way through the COVID-19 crisis by facilitating more opportunities for client engagement and supports, particularly for those impacted by the pandemic.

Front Door – Information Access

The Information and Access Team experienced a very busy year responding to incoming calls through the Front Door phone lines and COVID-19 Helpline. Since the start of the pandemic more than 18,000 calls were received from those seeking information or referrals to vital programs, including housing, financial aid and counselling; mental health and family violence support programs; employment, positive parenting and youth mentoring programs.

Service Coordination

Our Social Worker team known as the Service Coordination team responded to a total of 290 referrals, of which financial stress, mental health and housing and homelessness presented the highest reasons due to the emotional, financial and psychological impacts of the pandemic.

Of particular concern has been the strain on the mental health system with unprecedented waitlists to access support, with psychologists, counsellors and community mental health services receiving calls to take on new clients whose mental health has deteriorated due to the pandemic. Our social workers were busy supporting these clients with regular contact and counselling while they waited for an appointment.

The team supported other programs in Jewish Care as well as other external organisations/community members with information and assistance both in terms of accessing and navigating the system and managing risks. Consultations to secular organisations focussed on understanding our work and the community. Individual community members, schools and external workers were the top three groups who contacted Service Coordination for consultations.

Our work with the Bayside Peninsula Integrated Family Services (IFS) Alliance enabled to assist high risk families who required parenting support and assistance or who may be at risk of engagement with child protection. Thirty-nine additional clients were added to the data system attached to the DHHS funding for presenting issues related to family violence, child welfare issues and mental health. Engagement with the Bayside Peninsula IFS Governance and Management groups also ensured increase visibility of Jewish Care's services and a pathway for staff to access funding for clients from state-wide funding support package sources.

We also managed to introduce a new program in partnership with Jewish Care's Volunteer Department to help train elders on technology for better connectivity during lockdown. The training included sessions in the elder's home with a volunteer or family support worker, and has extended to include training on secure online shopping and protection from scams.

Our existing partnership with Our Village Kitchen and new partnerships with other food charities, including Souper, Chabad Malvern and C-Care ensured support to individuals and families with food security issues.

Housing Support

Jewish Care's Housing team engaged with individuals and families throughout the year to offer affordable housing solutions to those most at risk of homelessness, to those experiencing homelessness and those living in insecure/inappropriate housing that does not meet their needs. Support was also given to exiting clients to establish new tenancies with private rental agencies or within public housing. Also, where appropriate, financial assistance was provided for initial rent or removalists costs for those establishing themselves and their families in a new home. The team's efforts were focused on securing





long-term pathways into affordable and safe housing for the community through our partnerships with other housing providers.

The ongoing management of the Independent Living Units has been a success with few vacancy concerns or tenancy issues arising. Housing exit pathways continue to be an issue for our renters living within our transitional housing program properties. It will be important to secure long-term pathways into affordable and safe housing for our community with Victoria's Big Build in Social Housing and partnerships with larger registered housing providers.

During the COVID-19 restriction, many residents took the opportunity to move back in with family from The Manders Villas. Jewish Care supported these decisions by offering reduced rents. However, interest in the housing model provided by Jewish Care at Manders continued to gain momentum, enabling their goal of independent living. New residents entered the Villas, including a group of

residents pooling their NDIS funding together to engage a support worker and rent an office space to enable increased flexible support to maintain independent living at Manders Villas.

In FY20 the Housing team assumed property and tenancy management of the four Supported Disability Accommodation (SDA) properties and upgrades were made to ensure improved accessibility. The SDA model that is currently supported in the disability housing sector is a move away from the traditional group home to individual occupancy properties and purpose built dwellings, to meet the needs of the person.

Mental Health Promotion

The Mental Health Promotion offering delivered much needed activities aimed at strengthening awareness of and responsiveness to mental health issues. Collaboration between Healthy Communities and Service Coordination enabled the delivery of the first ever *Tuning In To Kids* program for parents. Since then, the program has received outstanding feedback and strong interest from teachers and early childhood educators. This has the potential to become a fee-for-service offering specifically adapted for the sector.

Parenting forums delivered via the *Raising Healthy Families* initiative continued to enjoy a strong reputation and consistently attracted new attendees. This year's topics focused on child safety and online learning; moving kids from anxiety to resilience; managing transitions; healthy habits online and raising a mentally fit generation.

Youth Mental Health First Aid training and Refresher courses were also delivered throughout the year pivoting to virtual and in-person sessions. The ability to offer an accredited qualification further strengthened Jewish Care's position as a sought-after trainer, while generating an income. Both the Youth Mental Health First Aid courses and refresher training courses were well received by participants from AZYC and CSG. A number of additional youth-focused training workshops were also conducted, including mental health basics sessions for the AZYC and for Bnei Akiva and Habonim Dror madrichim/ot, and introductory mental health training for Working for Victoria staff and the Disability team.

Family Violence

The Family Violence Prevention Program focused their efforts on the successful completion and acquittal of the *Shivyon* project; continuity of a COVID-19 early intervention project; and the commencement of a new project to support other multicultural and settlement organisations in their MARAM alignment. This continued recognition by the Department reflects Jewish Care's position as a leader in the Victorian family violence sector.

Other highlights included the delivery of *Not In Our Community* virtual community event in partnership with Unchain My Heart in support of the 16 Days of Activism Against Gender-Based Violence; a gender equity poster campaign titled 'Her Words, Our Future' depicting a number of influential Jewish women in support of International Women's Day; engagement with Hatzolah to deliver 'Recognise, Respond, Refer' family violence training for first responders and engagement opportunities with other faith-based communities.

Youth Mentoring

A significant achievement was the continuity of Youth Mentoring programs in a COVID-19 environment, with both Young Achievers and Youth Aspires quickly pivoting to a virtual/remote delivery format. Despite the impact of lockdowns and the associated effect on in-person activities, both group activities and mentor-mentee interactions remained strong. Highlights of the year included the successful completion of the 2020 Program with 30 Young Achievers and 10 Youth Aspire participants graduating, as well as increased participation at innovative virtual and other activities despite intermittent lockdowns and COVID-19 restrictions. While targeting applicants from non-Jewish schools and engaging Aspire mentees posed challenges, sixteen new participants onboarded the program for 2021.

Financial Support Services

Empower Interest Free Loans continued to offer financial supports to members of the community impacted by the pandemic and others seeking supports for various other reasons from car loans to business loans. During the year, after a series of consultations, a number of changes were made to the Loans Allocation Committee and loan approval process. The Loan Allocation Committee was replaced by a Loan Advisory Committee enabling more flexibility. The program introduced a number of initiatives to manage the impact of COVID-19 during the year including loan holidays supporting existing

borrowers struggling to make repayments and COVID-19 Emergency Hardship Loans. Empower also partnered with Good Shepherd No Interest Loan Scheme to enhance financial support for people in the community requiring small value no-interest loans.

Jewish Care also supported deserving youth with five Harold Webster Scholarships and children seeking to pursue extra-curricular activities with our Julia Scheinkestel Scholarship.

Our Financial Counsellors supported over 256 clients during the year, of which one third were new to the program. While credit issues continued to dominate, day-to-day bill settlements have become the second most important reason for counselling. A number of moratoriums and waivers were also negotiated on behalf of Jewish Care clients with banks and other lending institutions.

Access to financial aid was another key benefit the community continued to enjoy. Over 268 clients received payments to meet their accommodation needs, food security requirements and daily living expenses as well as assistance with miscellaneous purchases such as mattresses, heaters, clothing and white goods.

The Employment Centre

The Employment Centre's efforts were focused on supporting people to become independent job seekers and secure employment. A range of supports were provided from guidance and training to supports across the entire employment pathway, including brokering jobs with employees, post-placement assistance, one-on-one assistance, training sessions and workshops to enhance their capacity.

2021 also saw the commencement and implementation of projects and programs to support clients. 'The Campaign Project' funded by The National Disability Insurance Agency through their Information, Linkages and Capacity Grants supported the development of possible pathways for people living with a disability to be employed in small businesses. This project was later transferred to the Federal Department of Social Services.

A community donation enabled the development of a training program incorporating our Learn Local outputs with other projects, currently partially funded by the Department of Education. The program included sessions on Starting a Small Business, Introduction to Simple Bookkeeping and Tools and Techniques in Job Seeking.

The Jobs Victoria Employment Network contract was also extended and renewed under a new name 'Jobs Victoria Employment Service' and the Jobs Advocacy Program continued to offer outreach assistance to navigate the job support pathways.

Government Grant Success

The year was marked by significant success in grant applications. A total of 10 grants were applied for and successfully attained. These totalled \$2,043,096.00 for I&FS, the highest grant amount achieved since 2013. With increased State and Federal government funding in areas most impacted by the pandemic, our advocacy efforts coupled with the ability to evidence positive program outcomes resulted in this divisional success. We were also effective in securing Department of Jobs, Precincts and Regions funding, through engagement in a multicultural consortia. This bid led to the six-month employment of six staff across five roles focussed on supporting the community in managing the impacts of COVID-19. Activities included information provision, welfare checks, food delivery and other supports.

10 grants attained totalling
\$2,043,096

175
new loan
enquiries

18,000+

calls received during the pandemic
seeking assistance and advice

62

new referrals
for housing

15

moratoriums were negotiated
and 36 debts waived totalling

\$1,023,856

268

Clients assisted with
financial aid

Jewish Care and partner
agency properties housed

143

individuals including 56 women,
57 men and 30 children

489

people attended 5
parenting forums

\$788,595

Total lend via Empower
Interest Free Loans



Active Living Services

We were thrilled to open two state-of-the-art Active Living Centres; the Gita Smargon Family Active Living Centre in Windsor and Anne & Eric Smargon Active Living Centre in Caulfield.

Our new Active Living Centres are community hubs where daily social support groups and a range of allied health services are offered to elders to maintain connections with the community and support them as they maintain independence at home.

Despite our Active Living Services being heavily impacted by COVID-19, Jewish Care successfully managed 2,036 attendances and 12,391 hours of group activities across the two Activing Living Centres. As a result, staffing was also increased during the year.

The increases in Home Care Packages being released enabled growth into other metropolitan regions. Over the last 12 months we have grown our Home Care Packages from 382 to 470, representing 23% growth in 12 months. We also supported the transition of 20 clients to our residential homes to provide ongoing support. Our BlueStar services into the home continued to operate during COVID-19 as an essential service - within covid safe practice guidelines.

In 2020, we conducted the second yearly comprehensive Active Living Services satisfaction survey. A major highlight was increased satisfaction in three most important areas: experience of communication improved from 5.46 to 5.86, experience of feedback & complaints improved from 5.44 to 5.72 and experience of support & service delivery improved from 5.44 to 5.68.



330,813
*hours of In-Home Care
services provided
to clients*





Holocaust Survivors

Jewish Care has been privileged to support 918 Holocaust Survivors over the last 12 months, with funding received through the Material Claims Conference. We were able to provide vital in-home supports, medical aids and equipment and continued to work in partnership with the NCJWA Vic and C Care to support Holocaust Survivors through the Claims Conference. Jewish Care received over \$13million from the main grant and \$260,000 in other smaller grants. The funding was administered across claimants in accordance with Claims Conference guidelines.



2,780

hours of home care delivered to private clients

23%

growth in In-Home Care Packages

94%

of Commonwealth Home Support Program funds utilised

137%

growth in In-Home care hours

918

Holocaust Survivors supported



Disability Services

Through our new partnership with the Department of Families, Fairness and Housing we were excited to commence two new support programs this year.

With extra assistance from the Department of Health via the NDIS, we were also able to initiate the Children with Complex Disability Support Needs program (CCDSN) which provides support for children who are unable to remain in the family home due to their complex disability support needs. CCDSN aims to preserve the family unit, ensuring the necessary supports are available for a child to reside safely outside the family home.

With the expansion of our team, our Daily Living Supports team relocated into the new Anne & Eric Smorgon Active Living Centre in January 2021. Moving to this beautiful new environment was exciting for the team as it provided a second location for clients to meet with staff and the opportunity to promote Jewish Care's other service offerings such as the Active Living Centre and Residential Aged Care.

We launched a series of interactive community education workshops in March starting with the "Everybody Can Work" workshop. Topics for this initiative were driven by the enquiries we received from members of the community.

The pandemic necessitated a change to our processes, our service delivery and our communication with clients and staff. To ensure the wellbeing of our clients during COVID-19

178,995

hours of support
provided to clients

4,239

hours of HACC,
LINKAGES, Support
for Carers Program
and COS supports

299

unique clients
supported

54

new clients

174,756

hours of NDIS support
provided to clients

lockdowns, we carried out periodic welfare checks on clients and families. The advantages were threefold; our clients had the opportunity to give regular feedback; we were able to capture any possible deficits in our service delivery early and improve them before they became detrimental to our client base and ensured ongoing utilisation of our support and possible increase in supports. Due to its success, this has now become a valuable and regular part of our communication strategy, and has been formalised across our teams.

Another step towards connecting our clients to friends, families and interests was a move into the world of video calls and digital space. It was wonderful to see our clients become familiar with online video platforms and to see them thrive in this space.

COVID-19 has presented both challenges and opportunities which impacted our clients, our workforce and our services. While the impact of the government restrictions and precautionary measures hit hard, the flexibility and resilience of our staff and their commitment to supporting our clients was unwavering.

While our weekend Group Activities could not proceed as planned, we were able to pivot and re-design our school holiday activities from taking place in the community to being held at the Children's Respite Centre to maintain connection for our clients.

To support our clients living at home during extended lockdowns, our staff took clients for short walks around the neighbourhood in addition to offering regular phone and video calls.

Our family has always felt a close affinity with Jewish Care, with its values, aims and programs. Two years ago, when the need arose for us to access the NDIS for the support of a loved one, it was only natural for us to choose Jewish Care Plan Management as our preferred partner. It is a choice that we are so grateful we made. Being new to the world of NDIS we have had a lot to learn, and we know we can always count on patient clarification, support, timely feedback and guidance from Jewish Care's Disability team. We have developed a positive and valued relationship with the team and they have now become one of our caring team that works to enrich Brendan's life. What more could we ask for!

- Kathy Hilton OAM.



People & Culture

We are extremely proud of our Jewish Care team and the wonderful contribution they make, delivering outstanding services to our elders, clients, and community.

Our people are the strength and heartbeat of Jewish Care.

Despite the challenges of the pandemic, we managed to grow our staff numbers over the year from 863 to 929. This has enabled us to support the opening of our Residential Homes in Windsor and Carnegie, the growth of our In-Home Services and a continued reduction of agency staff.

This year, we further emphasised our focus on staff health and wellbeing. With regular check-ins and access to our Employee Assistance Program, Women's Health Week, Safe Work Month, RUOK? Day, virtual yoga and optimism sessions, we supported our staff through the challenges associated with the numerous COVID-19 lockdowns. A key highlight in the biennial engagement survey was that 73% of staff stating that "My manager genuinely cares about my wellbeing". We also ensured all frontline staff had the best available PPE to protect their health and safety, as well as that of our elders and clients.

We continued our focus on creating safe and inclusive environments for our staff, volunteers, elders and clients where everyone feels like they belong and are valued for the unique contribution they make to our organisation. Our commitment to diversity and inclusion was noted by our staff in the biennial engagement survey, with 91% of staff connecting and upholding our values. Aligned with our Rainbow Tick Accreditation, we participated in the Midsummer Pride March and celebrated Wear It Purple Day, continuing our commitment to create LGBTI+ inclusive communities. Over the last few years, Jewish Care has been a strong advocate of the Change of Suppression Act 2020. We were delighted with the successful vote through the Victorian Legislative Council in early 2021, welcoming this life saving legislation.



91%
*of staff connecting
and upholding our
values*

100%
Residential Aged Care
staff vaccinated

929
employees

We also recognised and celebrated the strong links between First Nations and Jewish communities with discussions about reconciliation and culture as part of National Reconciliation Week and NAIDOC Week. We focussed on supporting our staff across all life ages and stages, all cultures and communities, disability and accessibility and striving for gender balance. We also introduced new support measures for staff impacted by family and domestic violence and flexible working arrangements. In May 2021, Jewish Care held a touching Multifaith Solidarity Service in the Schwartz Family Synagogue in Windsor, to pray, reflect and mourn in solidarity with Jewish Care staff who have friends and family overseas who had been significantly impacted by COVID-19.

On August 7, we recognised Aged Care Employee Day. This celebrated the 360,000 aged care staff around Australia caring for the 1.3 million older Australians who receive in-home or residential care services. This includes nurses and personal care workers, allied health professionals, hospitality teams, drivers, cleaners, volunteers, lifestyle officers, administration staff and many others. We said #ThanksforCaring to our everyday heroes who play a valuable and essential role in caring for our elders and make a significant difference to our communities.

This year we pivoted our Staff and Volunteer Service and Excellence Awards and held them virtually. Congratulations to all the deserving recipients. Another significant event held virtually was our Annual General Meeting. We also held a befitting retirement dinner for our long serving Director, Jeffrey Appel OAM.

Amongst our staff achievements, we are particularly proud of our Chief Executive Officer, Bill Appleby, who was awarded the Victorian and Tasmanian Individual of the Year Award by our industry peak body LASA. Susie Ivany OAM, President of Jewish Care said, "All at Jewish Care congratulate Bill on winning this prestigious award and for his courageous leadership over the past 12 years and particularly the past 12 months - a time of huge challenges for our staff, elders, clients and families at Jewish Care".

The Individual Award recognises an individual who has demonstrated excellence through their significant contribution, initiative and dedication in the delivery of aged care and services. The individual award recognises those who exemplify the values of integrity, care and responsibility, and/or ingenuity. It is awarded to people who model best-practice, quality care and behaviour. Bill noted he was most honoured to receive the award and that, "It has been my great privilege to be at the helm of Jewish Care and this award recognises the work of everyone at Jewish Care - our hard-working staff, our dedicated volunteers, our wonderfully capable leaders, our committed Jewish Care Board and our amazingly supportive community."

280
*new staff recruited
to support growth in
aged care and
in-home care
services*

Conducted over

7,000
*hours of training despite
COVID-19 impacting
face-to-face training.*



Jewish Life

Judaism is more than a religion - it's a cultural, spiritual, ancestral and historical connection to others. Honouring each of these elements as well as our long-held traditions enables us to add a richness and comfort to our lives and provides significant social outcomes. They contribute to a sense of community and belonging, and ensure we achieve the principles of a life well-lived.

While the last 12 months have provided unique challenges, we have worked tirelessly to maintain as many activities and traditions as possible. Our weekly pre-Shabbat Zoom sessions enabled elders, clients, community members and families to connect virtually and welcome in Shabbat from their respective homes. All Holy Days and festivals were celebrated physically where restrictions allowed and virtually (before Yom Tov) where that was not possible, enabling our elders, clients, families and staff to maintain the very important connection to our Jewish culture and spirituality.

Two new Shuls were opened this past year: The Shul in the Anne & Eric Smargon Active Living Centre alongside the Gary Smargon House extension in Caulfield and the Shul located in Residential Home Carnegie. When physical Shul services were not allowed due to COVID-19 restrictions, they were replaced with small informal prayer gatherings on individual levels and houses, ensuring that the joy and atmosphere of Shabbat and Yom Tovim were still enjoyed in a safe and responsible manner.

We held a very special Multifaith Solidarity Service in the Schwartz Family Synagogue to pray, reflect and mourn in solidarity with Jewish Care staff who have friends and family overseas who have been severely impacted by COVID-19.

Pastoral visits have been more critical than ever and continued to bring connection to our elders and clients.

Strong partnerships with other synagogues and community organisations continued, accommodating the diversity of our community.

We were pleased to contract Temple Beth Israel to deliver pastoral, cultural and spiritual support at our Residential Home Carnegie. With the growth of the community in the south-eastern suburbs, this partnership will hopefully provide a sustainable and dynamic future for our community.

350

Jewish Life Services events and gatherings were attended by 9,495 elders and clients and 2,824 guests

127

Pastoral visits conducted within clients of community services

62

group gatherings were held for clients of Disability Services with 314 people in attendance

7,287

pastoral visits within residential aged care homes

248

staff members attended 5 Jewish holidays learning sessions

Shul Services

and gatherings on Shabbat & Jewish holidays were attended by

4,096

elders and 1,065 guests





Community

When a community faces an existential threat, people can act out of self-interest or they can rally together and make selfless decisions. Thankfully and unsurprisingly, our Jewish community chose to do the latter. As a result, another year of unprecedented challenges and difficulties was met with an astonishing community response.

Whether it was through financial support, in-kind donations or volunteering their valuable time, our community rallied to support those most in need in our community.

Fundraising

The very essence of our Community Appeal, Enriching Lives Together, was evident when thousands in our community came together and donated close to \$4 million – a truly extraordinary spirit of generosity.

The critical funds raised supported the services provided to those most vulnerable in our community. It has been incredibly heartening to see that in these times of profound adversity, so many from our community were willing to assist and rally to support those in serious need - truly enriching lives together.

As the pandemic continued, Jewish Care was able to successfully respond to unprecedented communal need through our COVID-19 Helpline which received over 18,000 calls. A special thanks for the amazing philanthropic support to establish

Natalie & Norman z'l Kotzman,
Daryl z'l & Hannah Cohen,
revor Cohen AM & Heather Cohen
Lobby & Entrance
Entered in Loving Memory of their parents
dfrey Cohen OAM & Myra Cohen

this Helpline from the Besen Family Foundation, Erdi Foundation, Gandel Foundation, Loti and Victor Smargon Family Foundation and Spotlight Foundation.

A very significant milestone was the receipt of the largest single bequest gift in Jewish Care's history from Mr Thomas Ganz – a long-time loyal supporter of Jewish Care. Thomas was the sole child of Czechoslovakian immigrants. He was a hard worker, holding two jobs as a caretaker. Thomas greatly valued Jewish ethos and Jewish Care's role supporting those most in need in the community. For over 37 years Thomas regularly gave to Jewish Care with his first gift of \$15 being made in 1983. His commitment to Jewish Care was reiterated when he designated Jewish Care as the sole beneficiary of his estate. To honour the memory of Thomas Ganz and his significant bequest, our Carnegie Precinct has been named the 'Thomas Ganz Senior Living & Community Precinct'.

We are so incredibly appreciative of the support from each and every donor be they individuals, families, philanthropic trusts and foundations, businesses or fundraising support groups.

NextGen Initiatives

Family Violence Initiative

Our NextGen supporters are community minded and driven by their social conscience.

In FY21, a group of NextGen supporters wanted to channel their energy towards our Family Violence Prevention Services given that COVID-19 exacerbated the already epidemic levels of family violence across Victoria.

In December 2020, Jewish Care and Unchain my Heart together hosted "Not in Our Community" an online event that explored the impact of coercive control - a largely invisible form of family violence often referred to as 'intimate terrorism' - and sent a clear message that it has no place in our community.

The event was supported by Sound Insurance Services and MaxCap Group with funds raised going towards Jewish Care's Individual and Family services that provide support to those effected by family violence.

B'nei Mitzvah Program

Jewish Care's B'nei Mitzvah Program's overarching purpose is to cultivate a long-term connection and sense of responsibility to our Jewish community amongst our youth. Specifically, the program aims to:

- develop a generation of young, committed Jewish leaders in Victoria;
- stimulate a passion for community volunteering;
- create an awareness of the critical role Jewish Care has in the community; and
- provide much needed funding for Jewish Care's Individual and Family Services division's social

justice programs which receive little or no government funding. These services provide support for individuals and families experiencing family violence, housing issues, unemployment, financial issues, mental health needs and parenting concerns as well as for youth.

Despite celebrations having been halted because of COVID-19, many young people reaching B'nei Mitzvah age chose to raise money for Jewish Care's Individual and Family Services in honour of their special occasions. When restrictions allowed during Chanukkah, B'nei Mitzvah participants volunteered by packing donuts for our Coppell & Piekarski Family Disability Respite Centre.

Marketing

As we opened our Residential Homes and Active Living Centres, we launched a new campaign "This Is Home". The campaign focused on the essence of Jewish Care support for elders – enabling elders to continue living as independently as possible in the most luxurious of surrounds while having the confidence that support is always on hand. The celebration of our Jewish culture through food, holidays and special events provides elders with an ongoing connection to community that is so vitally important.

In between restrictions, we were able to open our doors and welcome visitors into our Windsor and Carnegie homes. Those who visited were amazed at the new era of aged care which is truly world-class – a place for our community to be supported for generations to come.



Volunteer Program

Jewish Care is so appreciative of the continued support provided by our dedicated volunteers. Whilst the pandemic hindered many of the usual activities, our committed volunteers were involved whenever and wherever possible.

When the opportunity allowed, we re-engaged volunteers in face-to-face activities. A key highlight was the commencement of a reading club and cinema club in our Residential Homes in Windsor and Carnegie. We also conducted arts and craft groups, a concierge service, a meal assistance program and a technology program.

One of the most essential services provided by our volunteers was the weekly distribution of personal protective equipment to our staff of our Active Living Services – keeping those they support and themselves safe.

When face-to-face activities could not happen, we moved to remote activities and our volunteers provided essential social connections to many isolated individuals. Activities included musical entertainment, news and views; sing along groups, arts and craft sessions and educational supports, all of which were provided via Zoom.

When restrictions allowed, volunteers supported in sourcing puzzles, magazines, flowers, DVDs, newspapers and books to provide engaging activities for our elders during lockdowns. One volunteer who is visually impaired generously made hundreds of puzzles and Hanukkah decorations. Volunteers also delivered care packages to clients in need and supported families through remote educational support programs.

Volunteers also assisted through various packing bees for Rosh Hashanah, Purim and Shavuot and designed welcome notes that were placed in frames and given to our elders when they moved to their new home Residential Home Carnegie. For Mitzvah Day, we secured a donation of hundreds of flowers which elders arranged for their homes.

In addition, numerous zoom sessions were held throughout the year for our volunteers, including talks on wellbeing, tours of our beautiful homes and a Development Day session. All sessions provided opportunities to share stories of how our volunteers are positively impacting the lives of many in our community.

National Volunteer Week provided an opportunity to recognise all our wonderful volunteers with stories and engagement in-person at a dedicated Volunteer Morning Tea.

Our Annual Staff and Volunteers Service & Excellence Awards provided formal recognition of our volunteers for their exceptional dedication and commitment to providing quality services and support to our community. We are indebted to all our volunteers but special mention must be made of Errol Rink and Leah Jacobs who were both awarded the Volunteer of the Year Award.



Fulfilled

100%
of requests

282

volunteers were
actively engaged
during COVID-19
and with varying
regularity

343
registered
volunteers

Since opening, the number
of volunteers at Residential
Home Carnegie has
increased to

46
new volunteers
were recruited

21

Quality & Innovation

The Quality and Innovation team focused on driving compliance standards and governance frameworks across the organisation to ensure a safe and supported environment for our elders, clients and staff.

In line with the National Aged Care Royal Commission and State Mental Health Royal Commission findings and associated recommendations, a number of changes and improvements were made to our systems and processes to ensure we were aligned to new legislative and regulatory directions. We also assisted the organisation to effectively respond to policy shift changes in Home Care Packages administration, residential aged care reporting requirements (Restrictive practices, Priority 1 and readiness for Priority 2 Serious Incident Response Scheme, National clinical indicator data collection, mandatory vaccination data for staff and elders, infection prevention compliance), and the rollout of the MARAM Framework across Individual and Family Services.

In terms of our response to COVID-19, our focus remained on strengthening COVID-19 safe practices and training our staff. Furthermore, our COVID-19 outbreak management plans were continuously revised and updated as learnings emerged from the global pandemic. Jewish Care contributed to the COVID-19 learning's documents that were released by the Aged Care Quality and Safety Commission and the Aged Care Peak Body (LASA).

A range of initiatives were also introduced during the year from data dashboard updates, monthly quality analysis reports, clinical risk registers and continuous improvement plans to partnerships to evaluate the Hand-in-Hand™ model of support, both in-house through Time in Motion Studies and with the new research partnership with Monash University. Additional work included ongoing accreditation preparation to meet requirements and standards, which we pivoted to drive and reflect the increasing requirements by assessors for evaluation and embedding evidence, quality and customer service including RFP for a new customer experience survey and ongoing compliance and innovation across the organisation. Jewish Care has ongoing research collaborations, which were delayed due to COVID-19 restrictions.

These include La Trobe University for "Robots in Home Care"; Alfred Health for staff pre-screening of symptoms and FebriDex trial to assist with anti-microbial stewardship.

As a catalyst for change, Jewish Care continued to maintain its strong position as a thought leader across the aged care, disability and community services sectors and represented at many forums, committees and conferences. Jobs Australia National Conference, Aged Care Psychiatry Multicultural Forum with Alfred Health and Hatzollah, the Consortia to enhance community understanding of COVID-19 and responding to its impacts, and Bayside Peninsula Integrated Family Violence event were some of the events represented by senior management and leadership during the year. Two comprehensive satisfaction surveys were also conducted to assess and measure service delivery across Disability Services, Residential Aged Care and Active Living Services and to improve opportunities for communication and feedback.





Strategic Projects & Acquisitions

This year has been significant for the Infrastructure team at Jewish Care. During this period and in the midst of COVID-19 lockdowns, we completed the final major property development project located in Wahgoo Road Carnegie.

After more than four years of planning and construction, Residential Home Carnegie reached practical completion in September 2020 and 45 elders were transferred from Smorgon Family Nursing Home in Windsor to their new home. This state-of-the-art two-storey building was completed on time and under budget, setting a new benchmark in contemporary aged care design and construction. The 120-bed home comprises eight individual houses, each providing accommodation for 15 elders in a truly home like environment with dedicated residential kitchens, activity rooms, lounge, dining areas and laundry facilities. The design replicates the operational platforms incorporated in Residential Home Windsor enabling greater staff mobility and systems management.

As a consequence of moving residents to the new Residential Home Carnegie the now vacant the Smorgon Family Nursing Home in Raleigh Street Windsor property was sold with settlement scheduled for February 2022. Another milestone was the receipt of a town planning permit for the construction of an access road from St Kilda Road to the Hannah & Daryl Cohen Family Building loading area as a result of the sale of the Raleigh Street land. Phase 1 of this project will see the completion of the access road in November 2021 while Phase II will separate infrastructure services from the Raleigh Street land in late 2021 and early 2022 in time for settlement.

Jewish Care's large property portfolio includes 396 aged care beds, over 100 independent living units, four supported accommodation houses and shared services facilities. Our dedicated in-house Facilities Management team diligently worked around the clock to maintain, repair and enhance our buildings, infrastructure and workplaces ensuring essential service compliance and maintenance of statutory accreditation standards. Our team also worked tirelessly during repeated COVID-19 lockdowns and in between to ensure availability of PPE supplies at all times, coordination of medical waste and essential maintenance work within our facilities.

Jewish Care was able to upgrade and install new CCTV cameras, access control and intercom systems across a number of our key facilities with funds received through a Federal Government Grant as part of the Safer Communities Program – Phase IV.



Honouring our Benefactors

We honour the many individuals whose generosity lives on through their legacy gift to Jewish Care.
May their memory be a blessing.

Thomas Louis Ganz

Thomas Ganz was the sole child of Czechoslovakian immigrants, Otto and Susan (Zuzanna) Ganz. Settling in Melbourne, his father became a timber merchant and gave regular support to the Czechoslovakian Red Cross.

The family loved animals and the outdoors, travelling extensively.

In his mid-twenties, Thomas travelled extensively to America, Canada, Europe, England, India and Afghanistan. After retirement, he took great joy in touring Europe and Australia for several months by bicycle.

Thomas was a hard worker, holding down several different jobs, even working briefly in the mining fields in the Northern Territory. His main work later on was as a caretaker.

Thomas was particularly caring for the community around him and designated Jewish Care as the sole beneficiary of his estate, to ensure support for the community for generations to come.

The importance of Jewish Care and Jewish ethos to Thomas was evidenced by the small, faded Jewish Care's 165th Anniversary booklet, issued in 2013, which was on display alongside family photos in his home.

Although Thomas did not live an extravagant life, preferring to live quietly and travel very simply, his estate became quite significant.

Thomas' bequest is the largest single gifts that Jewish Care has ever received and it demonstrates the possibilities and generosity of leaving a gift in one's will.

We and the Jewish community will be forever grateful and indebted to him and his family. To honour the memory of Thomas Ganz and his significant bequest, Jewish Care's Carnegie Precinct has been named the 'Thomas Ganz Senior Living & Community Precinct'.



*Thomas was
particularly caring for
the community around
him and designated
Jewish Care as the sole
beneficiary of
his estate.*

Paul Gere OBM

Hungarian born, Paul Gere arrived in Melbourne after the Holocaust. He started a milkbar business on Hawthorn Road, Caulfield and later took up tanning in the leather business. He was a hard worker and eventually found employment with George Rose at Rose Office Furniture where he was a valued and trusted member of the business for over 25 years. Following George's death in 1970, his solicitor, Tom, took over the business and looked after Paul through the passing of his wife and the last years of his life.

Despite his own challenges, Paul found joy in being philanthropic. He distributed his estate among many causes, one of them being Jewish Care.



Henry (Richard) Melzak

Richard was born in Warsaw in 1928. When the war began in Poland, he was interned in the Warsaw Ghetto with his father and sister. He managed to escape the ghetto in May 1941, at the age of twelve. Richard survived the war by being fostered by a Christian family and assuming a Polish Christian identity as a war refugee orphan.

He later served in the Polish resistance, survived capture by the Russian Red Army and eventually returned to his home in Poland to find the area completely destroyed. With the support of Jewish refugee organisations, he was sponsored to come to Australia in 1949.

Richard married Margot in 1959, raised a family of five children and established himself successfully in business.

He passed away in 2014 but he never forgot his refugee beginnings and left a substantial bequest to Jewish Care from his estate.

Golda Schoenbaum

Golda Schoenbaum was born in 1941 in the USSR. When World War 2 finished, her family was shuttled between various displacement camps, eventually being granted visas to Australia. She quickly learned English and graduated from the University of Melbourne with a Bachelor of Commerce in 1970. Golda then launched her own accounting practice, building it into a successful business until her passing in 2019.

Golda's partner for 51 years was Leon and they loved to spend time together in nature. She is survived by her brother, Sam, and four godchildren, Sally, Nicole, Nick and Daniel, who all remember Golda as a loving and independent spirit.



Treasurer's Report



On behalf of the Chief Executive Officer and Board of Management, I am pleased to present a summary of Jewish Care (Victoria) Incorporated financial results for the year ended 30 June 2021. Our financial statements have been prepared in accordance with and comply with the requirements of the Australian Accounting Standards and our external auditors, Ernst & Young have provided an unqualified audit opinion on our financial statements.

Jewish Care has reported an Operating Surplus of \$400,000 for the financial year ended 30 June 2021. This is a remarkable achievement given Jewish Care has navigated through a very demanding and complex year, with the release of the recommendations from the Aged Care Royal Commission, the handing down of the Federal Government Aged Care Reform budget in May-21, and of course the ongoing impact of COVID-19.

It has been an extraordinary year, as the COVID-19 pandemic has impacted us all. Jewish Care, like many other organisations in this sector have faced similar challenges with occupancy in our residential aged care homes, the inability to run group-based activities in our Active Living Centres, the additional cost of personal protective equipment and cleaning regimes to ensure our elders, clients and staff remain safe.

This year has seen an unprecedented demand on services with well over 18,000 calls for help since the start of the pandemic.

Despite the many challenges, additional costs and service demands that COVID-19 presented throughout the year, the Victorian Jewish community continued to rally around us with great generosity. Additionally, Jewish Care was able to access several Federal Government grants to assist with the ongoing operations of the organisation during a time of significant financial constraint.

Despite these significant challenges, it has been a busy and rewarding year for Jewish Care, with the opening of the new Thomas Ganz Senior Living & Community Precinct in Carnegie, the commissioning of the new Anne & Eric Smargon Active Living Centre at Caulfield, the sale of the

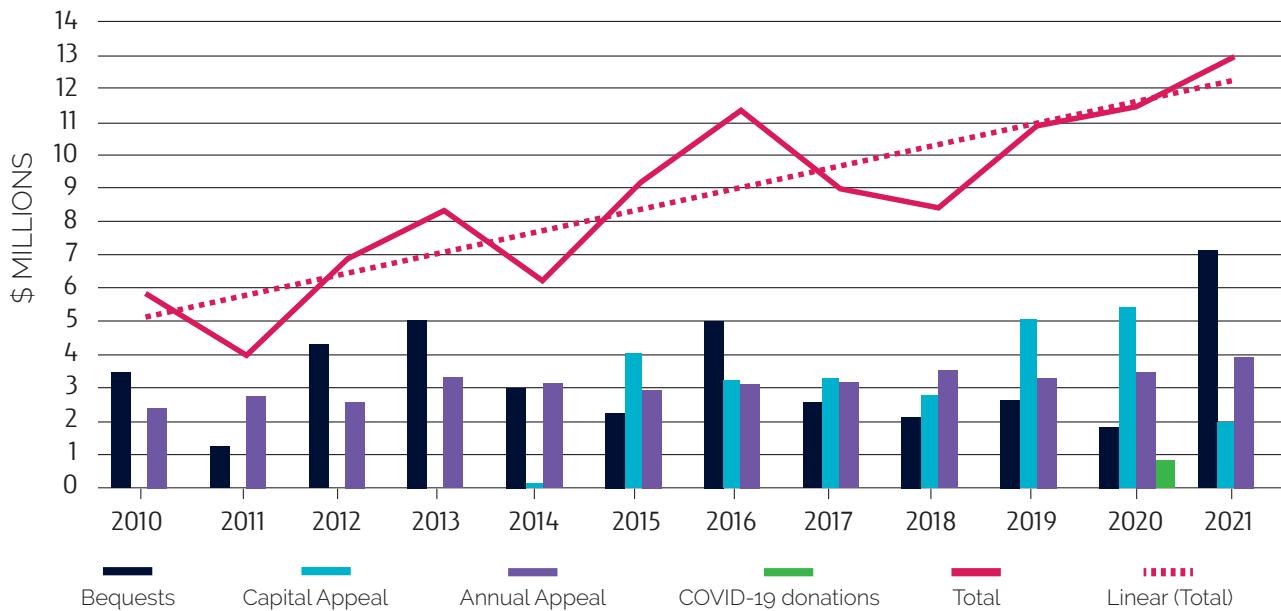
Smargon Family Nursing Home (that has served our community for well over the past 40 years). The delivery of support to an increased number of elderly living independently in their homes through growth in Commonwealth funded Home Care Packages, just to name a few.

Our funding sources continue to be through the Federal and the Victorian State Governments, individual fees and charges, as well as generous contributions from our community for the essential services we provide that are either part funded or unfunded, yet we believe are essential in the community. Our Holocaust survivors in our community receive on-going support and financial assistance from Jewish Care through funding received from the Material Claims Conference in New York.

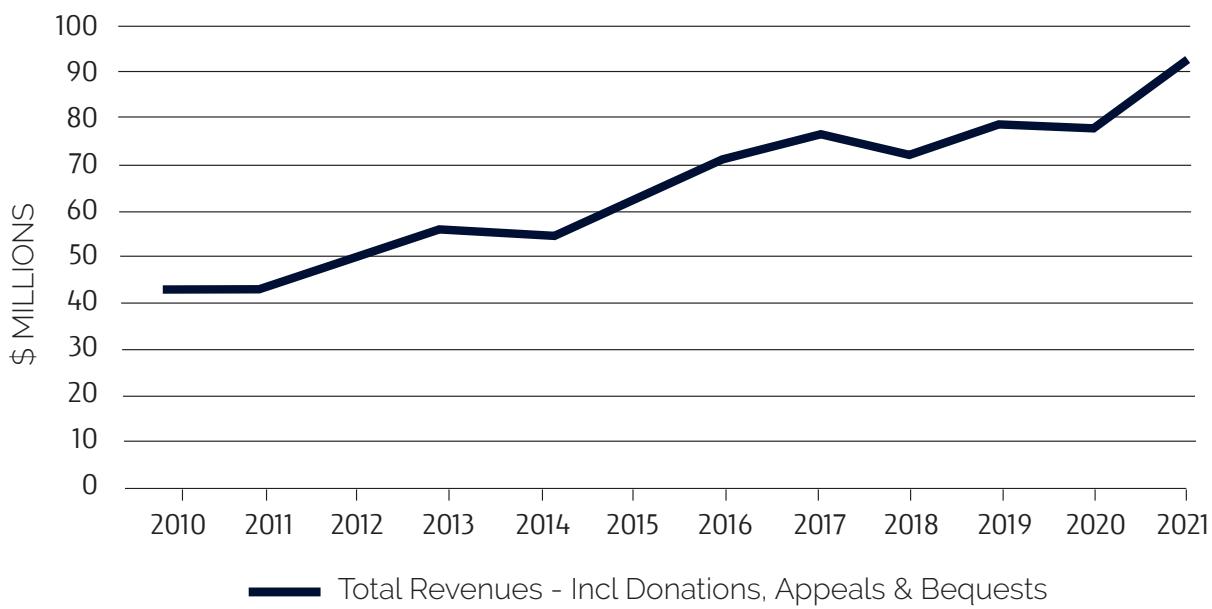
The support from the community has enabled Jewish Care to continue to provide exceptional service offerings to those in need in the community, as well as fund state-of-the-art facilities to our deserving community. A summary of the key donations by financial year are set out in the table on the following page.

Capital contributions have reduced in the reported year as Jewish Care completed the significant capital works programs for the Hannah & Daryl Cohen Family Building, the Smargon Family Building and the Anne & Eric Smargon Active Living Centre over the past 24 months. All three developments represent state-in-the-art and best in class facilities, which will serve the community proudly well into the future.

BEQUESTS, CAPITAL APPEAL, ANNUAL APPEAL & COVID-19 REVENUES



TOTAL REVENUES



Key Highlights of the Year

Some of the key highlights for the year were as follows:

- With the on-going effects of COVID-19, Jewish Care continued to provide assistance and support with urgent and immediate demand from the community for financial aid to support those in need, with food and financial support, in addition to rental assistance and other support programs.
- An uplift in support from Federal Government funding programs and grants to assist in dealing with the financial impost of COVID-19 on staff resourcing, protective equipment, cleaning and medical supplies. The large number of 'snap lockdowns' with the accompanying restrictions has had a significant impact on Jewish Care.
- The new Residential Home Carnegie was completed in August 2020, providing 120 new residential aged care beds. The elders living in the old 90-bed Smorgon Family Nursing Home in Windsor relocated to their new home in Carnegie.

- The Anne & Eric Smargon Active Living Centre was completed in July 2020, which has provided a diverse array of health and social offerings to support the community.
- The sale of the Smargon Family Nursing Home was successfully negotiated and will settle in February 2022.
- Continued strong relationship with our bank, ANZ who assisted with funding the two major residential aged care projects. The year saw Jewish Care begin to pay down the ANZ debt facilities in accordance with its financing arrangements.
- The Material Claims Conference continues to provide funding for the care and support of our Holocaust survivors during this very difficult year.
- Strong growth in Home Care Packages, with the release of additional packages during the year by the Federal Government.
- A lift in Bequest revenues as our community continues to recognise and provide funding for the important work undertaken by Jewish Care.
- Our investment funds continue to be managed by JB Were. All investment funds are managed in accordance with the Jewish Care Board's approved Investment Management Strategy.

Trading Performance

As noted earlier, Jewish Care have delivered an operating surplus of \$400,000 in what has been a very challenging year.

Profit and Loss – Key Items	FY 2021	FY 2020
Revenue	\$92,800,000	\$77,481,000
Operating Net Surplus / (Deficit)	\$401,000	(\$1,357,000)
Annual Appeal	\$3,919,000	\$3,461,000
Other General Donations	\$1,096,000	\$938,000
Capital Appeal	\$1,929,000	\$5,405,000
Bequests	\$7,096,000	\$1,788,000
COVID-19 Donations	–	\$798,000
Total Donations	\$14,040,000	\$12,390,000

The operating surplus has been primarily driven by:

- The negative impact of COVID-19 on occupancy across the two new residential aged care homes.
- Additional cost impost for PPE, masks, gowns, hand sanitiser, labour and external agency to manage the COVID-19 impact across the organisation.
- Receipt of \$79m of Federal Government funding to counter some of the costs associated with COVID-19, such as employee wage payments through JobKeeper, wage costs to assist staff to work solely for Jewish Care Homes and the direct impact of COVID-19 expenditure on Jewish Care residential aged care homes.
- An uplift in Bequest revenues in the year, which will support our diverse range of social programs.
- Continued growth in Home Care Package numbers with an uplift from 382 to 470 packages delivered by Jewish Care in the past 12 months.
- Significant investment returns of \$2.6m from the Jewish Care investment portfolio.
- Uplift in wage, salary and agency costs due in part to the additional Home Care Packages, as well as the scarcity of resources to support the existing Jewish Care operations given the extremely tight employment market with zero migration over the last 2 years.

- An increase in the depreciation expense as the Residential Home Carnegie and the Anne & Eric Smorgon Active Living Centre developments became operational during the year.
- Interest expense, as external borrowings used to partly fund the development of the Residential Home Carnegie matured from development stage to completion, hence the recognition of the loan with interest payable.

Statement of Financial Position

Set out below is a summary of the Financial Position.

Statement of Financial Position – Key Items	as at 30 June 2021	as at 30 June 2020
Total Assets	\$363,480,000	\$352,453,000
Total Liabilities	\$155,958,000	\$159,065,000
Net Assets	\$207,522,000	\$193,389,000
Reserves	\$126,114,000	\$112,383,000
Accumulated Funds	\$81,408,000	\$81,005,000
Total Equity	\$207,522,000	\$193,389,000

- The uplift in Total Assets has been largely driven by a revaluation increment in the value of land and buildings and the inclusion of three newly acquired properties that were bequeathed to Jewish Care during the reporting period by a very generous donor.
- Total Liabilities primarily represents external debt sourced from ANZ and employee leave entitlements.
- All properties in the Jewish Care land and building portfolio were subject to either an independent valuation or desktop review as at 30 June 2021. Based on that review, there has been a valuation increment across the entire Jewish Care land and building portfolio recognised in the Consolidated Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2021 of \$13.7m. The valuation increment has been disclosed in the carrying value of land and buildings as noted above, as well as being reported as an uplift in the Reserves account.

In conclusion, I would like to thank our outgoing CEO, Bill Appleby for his past twelve years of diligence foresight and stewardship, along with the members of the Jewish Care Board, Finance and Audit Subcommittee and the Executive Team of Jewish Care for their ongoing commitment in supporting and enriching the lives of the Jewish community.

It has been a remarkable year of achievement during what has been an incredibly difficult and challenging year.



Sharon Gdanski
Treasurer

Financial Statements

Consolidated Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2021

	2021 (\$)	2020 (\$)
Fees and charges	24,968,724	24,738,327
Government subsidies	39,827,538	35,310,016
Other revenues and income	28,003,742	17,432,758
Total revenues	92,800,004	77,481,102
Employee benefits expenses	(56,166,159)	(49,747,886)
Depreciation and amortisation expenses	(7,750,155)	(4,982,851)
Community development expenses	(2,015,579)	(2,029,446)
External services expenses	(5,593,655)	(4,607,762)
Food expenses	(4,408,636)	(4,748,779)
Repairs, maintenance and cleaning expenses	(3,506,923)	(2,562,554)
Medical and other supplies	(1,821,627)	(882,200)
Consulting expenses	(605,954)	(474,318)
Energy expenses	(996,111)	(923,356)
Administration expenses	(2,724,875)	(2,602,660)
Laundry expenses	(410,960)	(564,359)
Other expenses	(1,441,009)	(1,200,626)
Total operating expenses	(87,441,643)	(75,326,797)
Finance costs	(4,956,408)	(3,511,502)
Surplus/(Deficit) before tax	401,953	(1,357,197)
Income tax expense	-	-
Surplus/(Deficit) after tax	401,953	(1,357,197)
Other comprehensive income		
Other comprehensive income to be reclassified to profit & loss in subsequent periods:	-	-
Other comprehensive income not to be reclassified to profit & loss in subsequent periods:	-	-
- revaluation/(devaluation) of land and buildings	13,731,984	(13,553,835)
Other comprehensive income/(loss) for the year	13,731,984	(13,553,835)
Total comprehensive income/(loss) for the year	14,133,937	(14,911,032)

Consolidated Statement of Financial Position as at 30 June 2021

	2021 (\$)	2020 (\$)
Current assets		
Cash and cash equivalents	5,435,848	7,979,043
Trade and other receivables	9,143,743	4,069,617
Financial assets	19,297,984	22,867,913
Assets held for sale	38,087,900	-
Other assets	464,776	245,217
Total current assets	72,430,251	35,161,790
Non-current assets		
Trade and other receivables	1,626,901	1,940,008
Other assets	701,740	732,813
Property, plant and equipment	288,560,249	314,336,512
Intangible assets	161,324	282,340
Total non-current assets	291,050,214	317,291,673
Total assets	363,480,465	352,453,463
Current liabilities		
Trade and other payables	11,991,079	15,105,012
Provisions	5,212,270	4,208,048
Interest-bearing loans and borrowings	72,221,519	48,343,321
Refundable accommodation deposits	49,349,733	43,770,498
Total current liabilities	138,774,601	111,426,879
Non-current liabilities		
Provisions	1,442,350	1,572,975
Interest-bearing loans and borrowings	15,740,917	46,064,949
Total non-current liabilities	17,183,267	47,637,924
Total liabilities	155,957,868	159,064,803
Net assets	207,522,597	193,388,660
Equity		
Reserves	126,114,312	112,382,328
Accumulated funds	81,408,285	81,006,332
Total equity	207,522,597	193,388,660

Board of Governance



Susie Ivany OAM

President

Susie Ivany OAM has been actively involved with the community for many years. Susie was elected to the Jewish Care Board in 2011, and has held the roles of Co-Vice President since 2015 and Co-Chair of the Capital Campaign Committee.

Susie founded Unchain My Heart in 2014, of which she was Chair until mid-2019 and currently serves as a member of the committee. She is dedicated to educating about and advocating and supporting Agunot (women chained to recalcitrant husbands under Jewish law).

Susie has also been President of NCJWA Victoria, Vice-President of NCJWA, and Vice-President of the International Council of Jewish Women.



Lisa Kennett

Co-Vice President

Lisa is a specialist consultant in conflict resolution and has worked across a variety of commercial areas including the electricity industry and financial sector. Prior to this she practised as a Barrister and Solicitor.

She is the immediate past President of Mount Scopus Memorial College and serves on the Boards of other community organisations.



Simone Szalmuk-Singer

Co-Vice President

Simone is the Chief Executive Officer and a Director of the Erdi Foundation. She is also Co-Chair of the Australian Jewish Funders and Co-Founder of Jewish Women of Words.

Simone is a Senior Fellow in the prestigious Charles and Lynn Schusterman Family Philanthropies Fellowship Program and is involved in many initiatives to develop communal leadership. She previously worked as a lawyer, specialising in employment law.



Sharon Gdanski

Treasurer

Sharon Gdanski joined the Jewish Care Finance and Audit committee over a year ago and has recently become a Board member and nominated Treasurer. A certified practising accountant with over 20 years experience in accounting, tax and specialising in superannuation, Sharon is currently a director at Slomoi Immerman Partners.

Sharon is very passionate about making a contribution to Jewish Care, in assisting with the provision of the best care for our elders and those most vulnerable in our community.



Frank Ajzensztat

Assistant Treasurer

Frank has extensive technical and senior management experience in consulting, technology solutions, process re-engineering and technology architecture. He has been the Chief Technology Officer and Chief Executive Officer of Touchcorp Holdings Ltd, General Manager IT at Mayne Nickless Express, National IT Manager at IPEC Road Express, Senior Process Re-engineering Consultant at Coles Myer, and Systems Engineer at IBM.

He is currently a Director of Cullinan Group which provides technology-based self-service solutions for retailers.



Adam Joel

Secretary

Adam is passionate about building and sustaining strong, healthy, and resilient communities. Adam started his career as a management consultant with Arthur Andersen, working in Australia and the United States across a broad range of industries.

After completing an MBA from Melbourne Business School, Adam developed and led a retail services business, TIC (Reverse Logistics) and Solvup, which he subsequently exited in 2018.

Today, Adam is the executive director of Geomax Capital, a private family office focusing on property development and finance, commercial property management, equities, and a range of direct investments.



Michael Debinski

Board Member

Mike retired from the Victorian Government after a long career as a senior executive holding a range of leadership roles

overseeing the planning and delivery of health and community services. Immediately prior to his retirement he played a lead role negotiating and supporting implementation of the National Disability Insurance Scheme. He is a member of a number of Jewish organisations promoting a strong and active secular Jewish community life in Australia.

Michael was President of Jewish Care from 2012-2019.



Prof Sharon Goldfeld

Board Member

Professor Sharon Goldfeld is a Developmental Paediatrician and Public Health Physician and Director of the Royal

Children's Hospital's Centre for Community Child Health (CCCH) and Theme Director Population Health at the Murdoch Childrens Research Institute. She has a decade of experience in State government as a senior policymaker in health and education including Principal Medical Advisor in the Victorian Department of Education and Training. Sharon has over 20 years of Board experience including Sholem Aleichem College, being President for 10 years, and Very Special Kids.



Steven Klein

Board Member

Steven is a commercial lawyer, specialising in mergers and acquisitions. Since 2011, Steven has been a Partner at SBA Law.

Prior to that, he was a Partner at Arnold Bloch Leibler from 1996 to 2011.

Steven was a Director of Breville Group Limited from 2003 to 2017 and of Mount Scopus Memorial College from 2007 to 2015.



Michael Schoenfeld

Board Member

Fellow of the Institute of Chartered Accountants in Australia and New Zealand, Michael 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 and fiduciary Boards including property developers, financial service providers and technology companies.



Andrew Schwartz

Board Member

Andrew is the Managing Director and one of the Founders of Qualitas Property Partners. He is responsible for

overseeing the group's activities, setting the strategic direction of the business, transaction origination as well as building and enhancing relationships with the group's strategic capital providers, clients, investors, financiers and consultants.

Andrew is on the advisory Board of Property Industry Foundation Victoria and is a full Member of the Chartered Accountants Australia and New Zealand.



Reuben Zelwer

Board Member

Reuben has been actively involved in Jewish Care for more than 10 years. His particular passion is in the area

of financial capacity building where he has helped set up the Saver Plus and financial counselling program. Reuben is Chairman of Jewish Care's Empower Interest Free Loans Advisory Committee and is exceptionally proud of Jewish Care's holistic approach to dealing with people in financial need in our community. In 2016, he was awarded the Leo and Mina Fink Community Services Award in recognition of his contribution to Jewish Care.

In his professional career, Reuben has 20 years' experience as a financial planner and is the Principal and Founder of Adapt Wealth Management. In this role, Reuben provides strategic financial advice across investments, tax structuring, insurance and estate planning to professionals, business owners and those planning for retirement.

Executive Team



Bill Appleby
Chief Executive Officer

Bill is a strong executive leader with extensive experience in the health, aged and community services sectors. He has held the position CEO

of Jewish Care Victoria since February 2010.

Prior to commencing at Jewish Care, he was the Executive Director, Aged Care at Mercy Health, and the National General Manager of Operations at the Regis Group. Bill is a Graduate of the Australian Institute of Company Directors (GAICD) and has served as a Non-Executive Director on several Boards over the last 17 years, notably as the Victorian Health Minister's appointment on the Tweddle Child & Family Health Service Board (VIC); Leading Aged Services Australia - Victorian Board (including three years on the National Organising Committee for the annual National Aged Care industry conference); and the East Timor Hearts Fund Board. He is currently a Trustee Director of Calvary Ministries (the PJP) and Trustee Director of Calvary Ministries Limited (a large National Hospital & Aged Care Group); Advisory Board member of the Australian Centre of Jewish Civilisation, Faculty of Arts, Monash University; and Member of the Leading Aged Services Australia (LASA) Victorian & Tasmanian Industry Advisory Committee.

Bill is passionate about value-based leadership and how he can influence the development of a "good society". Driven by a personal objective to care more than others think is wise, to risk more than others think is safe, to dream more than others think is practical, and to expect more than others think is possible, Bill is driven in his desire to create value through change.



Hugh Cattermole
Chief Operating Officer

Hugh has been COO at Jewish Care since late 2014 and has overseen the continual progression of services as societal and regulatory demands evolve towards increasingly client centric offerings.

During that time the total number of people Jewish Care supports, has grown from 4,000 to

circa 6,200 per annum and the hours of direct care support provided to people in our community has increased four-fold. Due to Hugh's charismatic determination and pursuit of funding and advocacy opportunities, Jewish Care now serves more people with a wider range of services than ever before. Hugh's focus is to continually review what we do, ensuring we drive efficiencies through service delivery without compromising the outcomes that each individual receives.

Hugh has developed a deep connection with many members of the community who come to Jewish Care for support. He knows the contribution that Jewish Care can make to people through the toughest of times. He has a passion for ensuring everything that can be done, is done.



Glenn Edwards
Chief Financial Officer

Glenn demonstrates an outstanding history of financial management and leadership. A highly-experienced finance executive, he has managed large geographically dispersed teams, partnered with the business and successfully led large complex transformation projects across ASX listed companies, private equity businesses and private companies. He is results-oriented and has a track record of forging a strong partnership with the operational side of the business to deliver positive improvements.

Glenn brings a wealth of knowledge and expertise to Jewish Care, with over 30 years experience across a diverse number of financial and operational roles. Glenn is a Member of Chartered Accountants Australia and New Zealand (CA) and holds a Bachelor of Commerce (Merit) – University of Wollongong.



Vanessa Cohen
General Manager – Community

As an active member of the Victorian Jewish community, Vanessa has a passion for fundraising, marketing and community development which she has brought to the business with great enthusiasm since she commenced at Jewish Care

in March 2020. Vanessa is instrumental in driving the Annual Community Appeal which recently raised just under \$4m during the COVID-19 pandemic. She has worked locally and internationally across a vast array of sectors. Vanessa holds an MBA (Innovation and Leadership) University of Canberra/Ducere Business School; a Bachelor of Law Monash University and a Bachelor of Arts Monash University.



Marcus Harty
General Manager – Strategic Projects and Acquisitions

Marcus brings a wealth of management experience in complex property, facilities management and construction

project management. Marcus has been with Jewish Care for over 10 years. As the General Manager – Strategic Projects & Acquisitions, his role focusses on the development of new building projects, management of our existing assets, and considering strategic acquisition opportunities for the organisation. He holds formal qualifications in Property Valuations and Real Estate, is an Associate Member of the Australian Property Institute and a Graduate of the Australian Institute of Company Directors. Marcus has held senior positions in property funds management, managing the acquisition and development of property assets in the commercial, industrial, and healthcare sectors. He really enjoys coming to work and getting things done; be it managing the design, documentation and construction of new buildings, or maintaining what Jewish Care has already built.



Cindy Joffe
General Manager – Innovation & Quality

Cindy commenced at Jewish Care in 2020 as General Manager of Quality and Innovation. With an extensive history working in Victoria's public health sector and with PWC as a healthcare consultant, Cindy is an experienced healthcare leader with a range of capabilities. She strives for safe, high-quality outcomes across all levels of the organisation. Cindy comes to Jewish Care with a strong background in operational leadership and has proven capacity in developing, implementing,

and evaluating strategies that improve client outcomes and staff working environments in complex care settings, with a track record of effective change management and organisational problem solving.

Cindy is passionate about enhancing a safety culture and fostering partnerships that will help support our elders and clients by enabling healthy communities. Cindy holds a Master of Health Industry Management; Master of Cardiorespiratory Physiotherapy; Bachelor of Physiotherapy; LaunchPad Leadership alumni and currently completing her AICD Board Directors course.



Melissa Donald
General Manager – People & Culture

Melissa brings over 20 years' experience in driving sustainable change across a broad range of industries. This

includes facility management, utilities, logistics, finance and legal, government and for purpose. She is recognised for her commitment to driving workplace diversity and inclusion. In 2017, she was named a Top 50 Global Diversity Practitioner and was a Winner of the Australian Human Resources Institute's Indigenous Engagement Award and Finalist Gender Equality Award. She's passionate about inclusive education and employment and building great workplaces where everyone can be their best. At Jewish Care, Melissa leads the People & Culture Team to build employee capability underpinned by our values of respect, community, inclusion and social responsibility. The team also provides advice across all facets of people, culture and wellbeing and fosters a vibrant environment where individuals with passion and initiative thrive and deliver exceptional client outcomes.

She is a Fellow Certified Practitioner Human Resources, Member of the Australian Institute of Company Directors, and holds Bachelors in Commerce and Arts, Masters in Human Resources and Business Administration. Melissa is currently a Board Member of the National Association of Women in Operations and Member of the Judging Panel for the Women in Industry Awards.

Acknowledgments

Thank you to our people

We extend our sincere appreciation and gratitude to our staff and volunteers for your time and efforts in continuing to strengthen our organisation.

Thank you to our donors

On behalf of thousands of people whose lives have been forever changed, we extend our warmest thanks and deepest gratitude to all our donors and benefactors for their contributions to Jewish Care.

Thank you for sharing

To all our elders, clients, volunteers and respective families, thank you for sharing your inspirational stories and allowing them to appear in the Annual Report.

Thank you to our community partners

Jewish Care appreciates the support of our community organisations, companies and individuals for collaborating with us and strengthening the work we do for our community.



Life Governors who passed away in 2021, from left to right - Nathan Fink, Phillip Shulman OAM and David Southwick.

Life Governors

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

Jeffrey Appel OAM
Rodney Benjamin OAM z'l
Andrew Blode AM
Philip Brass
Debbie Dadon AM
Melissa Davis
Michael Dubs
Jacob Fajgenbaum
Nathan Fink z'l
Assoc. Prof David Fonda
Barry Fradkin OAM
Arthur Goldsmith z'l
Geoffrey Green OAM
Paula Hansky OAM
Bronka Kaplan z'l
Louise Klein z'l
Deanna Levin
Marion Lippmann z'l
David Mandie AM OBE z'l
Philip Mayers AM
Max New
Liz Nissen
Delysia Pahoff OAM
Assoc. Prof Leslie Reti AM
Bruce Rosengarten
Robert Salter z'l
Shirley Samuel z'l
Alan Schwartz AM
Robyne Schwarz AM
Dr John Serry
Phillip Shulman OAM z'l
Rosalie Silverstein OAM
Graham Slade AM
Meryl Slutskin z'l
Rachael Smith z'l
Jack Smargon AO
Robert Smargon AM z'l
Val Smargon OBE
David Southwick z'l
Roy Tashi OAM
Lily Weiss z'l
Joseph West
Dora Wittner z'l
Avram Zeleznikow OAM z'l
Masha Zeleznikow OAM z'l
Heinz Ziffer z'l

Estates, Trusts and Foundations

We are grateful to the following benefactors, whose dreams and wishes live on through their legacy gift to Jewish Care:

Abraham Harris Trust (Jun 1951)
Albert Spatt Charitable Trust (Mar 1975)
Dr David and Jennifer Komesaroff Endowment
Emanuel Percy Ackman Estate (July 1965)
Estate of the late Henry Melzak
Estate of the late Eva Balogh
Estate of the late Golda Schoenbaum
Estate of the late Jakob Frenkel
Estate of the late Thomas Ganz
Estate of the late Paul Gere
Hannah Max and Florence Sophia Mathews Estate (Jan 06)
Harold Allan Webster Charitable Trust
Henry Herbert Yoffa Charitable Bequest (Apr 1994)
Joseph Kronheimer Charitable Fund (Sept 1998)
Joseph & Kate Levi Charitable Trust (Mar 1982)
Joseph M Augen Charitable Trust (Dec 1999)
Louis Berner Estate (Nov 1951)
Marsha Tauber
Maurice Goldstein Estate (Dec 06)
Rachel Harris Estate (Jul 1984)
Samuel Younkman Estate (Oct 1951)
Simon Rothberg Estate (Jun 2004)
The Estate of the Late Ettie Bryce

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

Alter Family Foundation
Andrew Lazar and Annie Rose Foundation
Bardas Foundation
Besen Family Foundation
Brand Foundation
Chemist Warehouse & My Chemist
Chessed Foundation
City of Glen Eira
Colliers Charitable Fund
Community Food Relief Fund
David and Jennifer Komesaroff Endowment Fund
David and Tammie Slade Charitable Fund
Department of Premier and Cabinet

DS Capital Endowment
Epstein Charitable Foundation
Eva and Les Erdi Humanitarian Charitable Foundation
Finkel Foundation
G M Tauber Family Trust
Gandel Foundation
Gandur Family Foundation
Gary Peer and Associates
George Castan Family Foundation
Goldsmith Family Foundation
Gringlas Family Charitable Fund
Handelsman Charitable Trust
Hupert Family Foundation
Jack and Robert Smargon Families Foundation
James Richardson Corporation
Jeffrey and Helen Mahemoff Foundation
Kausman Mann Foundation
Ken and Carol Klooger Foundation
Lazarovits Foundation
Lederman Family Foundation
Lee Liberman Charitable Fund
Leg-Up Foundation
Leibovich Foundation
Leo and Mina Fink Fund
Loti and Victor Smargon Family Foundation
Lowe Lippmann Chartered Accountants
Macquarie Group Foundation
Marmori Charitable Foundation Pty Ltd
Mary and Graham Slade Foundation
Modara Pines Charitable Foundation
Multiple Sclerosis Limited
Naphtali Family Foundation
P and S Bassat Family Charitable Foundation
Peter Isaacson Foundation
Philip and Vivien Brass Charitable Foundation
Pratt Foundation
PSN Family Charitable Foundation
Sara Lederman Charitable Foundation
Spotlight Foundation
Sunraysia Foundation
Szalmuk-Singer Charitable Trust
The David and Tammi Slade Foundation
The Hans and Gini Bachrach Foundation
The Landman Foundation
The Mard Foundation

The ORAH Fund
The Orloff Family Charity Fund
The Silberscher Family Foundation
Tom and Lorelle Krulis Charitable Foundation
Trawalla Foundation
UHG Foundation
Victorian Multicultural Commission
Webster Charitable Fund
Werled Foundation
William Angliss Foundation
Wingate House Pty Ltd
ZFN Foundation

In Memoriam Gifts

Marc Almeleh
Leon Bloom
Gary Ciddor
Adrian Clifford
Melissa Davis
Debbie Dexter
Susan Fisher
Sandi Gabriel
Deborah Hack
Yetta Krinsky
Bernard Marcus
Michelle Mrocki
Zoltan Peller
Neville Per
Joan Richtmann
Ruth Rosen
Kiran Rowland
Barry Silverstein
Nadav Simovitz
Hedley Slomoi
Mary Wiegand
Lauren Wiener

Grants

Jewish Care gratefully acknowledges the following grants and sources which have provided funding for programs and services benefitting our community:

Community Food Relief Fund

Department of Families, Fairness and Housing (DFFH)

DFFH - CALD Communities Taskforce - Priority Response to Multicultural Communities

Department of Health and Human Services (DHHS, now DFFH)

Department of Jobs, Precincts and Regions (DJPR) - Jobs Victoria/JVES

DFFH - Equal for All - Prevention & Early Intervention in Family Violence (can only announce if Minister has already announced – pending)

DJPR - Jobs Victoria Advocates

Department of Education, Skills and Employment - Local Jobs Project (awaiting confirmation)

Family Safety Victoria (FSV) - MARAM Multicultural Sector Grant

Federal Government grant as part of the Safer Communities Program Phase 4 to upgrade and install new CCTV cameras, access control and intercom systems

Glen Eira Council Community Grants Program

Glen Eira City Councils COVID-19 Community Action Grants

Henry and Marcia Pinskier grant for Empower Interest Free Loan Management System

Lederman Foundation grant for the Training offering within the Employment Centre

Multicultural COVID-19 Family Violence Program

VicHealth - Reimagining Health - Partnerships Grant

Funds from the Conference on Jewish Material Claims Against Germany In-Home Services Program funded by the German Government

Social services for Jewish Nazi victims have been supported by a grant from the Conference on Jewish Material Claims Against Germany

Holocaust Survivor Emergency Assistance Program from the Conference on Jewish Material Claims Against Germany. Emergency assistance Program for Austrian Nazi victims. This funding comes from a settlement with the Austrian Government, which was negotiated by the Conference on Jewish Material Claims Against Germany

Alfred Landecker Foundation, administered by the Conference on Jewish Material Claims Against Germany for the benefit of needy Jewish Nazi victims

The Conference on Jewish Material Claims Against Germany for ongoing social or short-term emergency assistance

The Conference on Jewish Material Claims Against Germany has approved allocation at the direction of the United States District Court supervising the lawsuit In Re: Holocaust Victim Assets Litigation (Swiss Banks) to provide Jewish Care with Emergency Assistance Program



Donations In-Kind During COVID-19

Thank you to our partners and to our community for your assistance and support during this once-in-a-century COVID-19 pandemic.

As donors, you stepped up in response to the unprecedented challenges posed by COVID-19 to comfort us and to encourage us, and to support our elders, clients and staff with donations of meals, personal protective equipment, masks, flowers, care packages, monetary gifts and much more.

Jewish Care is humbled by the outpouring of generosity and support from our community and Thank You for helping us meet these challenges so that we can continue to deliver vital supports and care with compassion, respect and excellence.

ASTS Enterprises

Australian Jewish News

Besen Family Foundation

Besser + Co. Estate Agents

Bonne Maman

Buzz Products

Bunnings Collingwood

Bunnings Port Melbourne

Carman's Kitchen

Care Plus Pharmacy

Chabad Glen Eira

Creswick Woollen Mills

Ensay Bush Nursing Centre

Erdi Foundation

Fella Hamilton

Flickers Australia

Flowers from Gan Eden
Funbox Activities
Gary Peer & Associates
Gilly's ELC
Gurewich ELC
Handcrafted Florals and Gifts
Harry Chojna
Heat Group
Hesta
hockingstuart
Holckner Family
Hopetoun Gardens Florist
Jack & Robert Smorgon Family Foundation
Justine Kuran
Kay & Burton
Kosher Kingdom
Leibler Yavneh College
Loti & Victor Smorgon Charitable Foundation
Magen David Adom
Mard Philanthropy
Monash Health
Mt Scopus Memorial College
Officeworks
Our Village Kitchen
Philip and Vivien Brass Charitable Foundation
Posy in a Jar
Seutika Pharmacy
SmartAID
Spotlight Foundation
The King David School
Tikkun Olam Makers
Toyota
Wizo Kids
William Klein
Yeshivah-Beth Rivkah College

Academic & Research Partnerships

Jewish Care continues to work alongside leading academic institutions, government bodies and private organisations. We recognise their enormous contributions in helping to build an evidence-base for decision making.

Alfred Health
Australian Learning Group (also known as 4 Life College)
Catalyst (also known as Selmar)
Holmesglen
La Trobe University – Living with Disability Research Centre (LiDs)
La Trobe University – Person Centred Active Support
La Trobe University – School of Allied Health
Monash University – ACJC, School of Nursing
Southern Cross Institute of Education

Board Subcommittees

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

Building Subcommittee

Lisa Kennett (Chair from December 2020)
Jeffrey Appel OAM (Chair from November 2012 – November 2020)
Rohan Appel
Bill Appleby
Danny Benjamin
Hugh Cattermole
Glenn Edwards
Marcus Harty
Adam Joel
Joe Lewit
Jonty Rzechta
Andrew Schwartz
David Vorchheimer

Finance and Audit Subcommittee

Sharon Gdanski (Chair)
Frank Ajzensztat
Bill Appleby
Danny Benjamin
Hugh Cattermole
Glenn Edwards
Jeremy Kestenberg
Steven Klein (Joined September 2020)
Stephen Machet
Justin Perelberg
Michael Schoenfeld
Ben Simon
David Slade
Reuben Zelwer

Governance Subcommittee

Adam Joel (Chair)
Jeffrey Appel OAM
Bill Appleby
Lisa Kennett
Steven Klein (Joined December 2020)

Investment Subcommittee

Sharon Gdanski (Chair)

Frank Ajzensztat

Bill Appleby

Glenn Edwards

Eli Nossbaum

Dean Smorgon

Reuben Zelwer

Quality and Service Review Subcommittee

Prof Sharon Goldfeld (Chair)

Bill Appleby

Hugh Cattermole

Anita Courtney (resigned March 2021)

Mike Debinski

Tamie Duncan-Bible (joined April 2021)

Assoc. Prof David Fonda

Susie Ivany OAM

Cindy Joffe

Samuel Murray (resigned June 2021)

Justin Perelberg

Dr John Serry

Simone Szalmuk-Singer

John Zeleznikow

Remuneration and Nominations Subcommittee

Susie Ivany OAM (Chair)

Bill Appleby

Mike Debinski

Sharon Gdanski / Frank Ajzenstat

Adam Joel

Lisa Kennett

Simone Szalmuk-Singer

Yesod Board Foundation Program

Congratulations to the fifth Yesod cohort who graduated in December 2020.

Talia Boltin

Josh Bulafkin

Emily Brott

Elise Cook

Dan Goodhardt

Roslyn Gunn

Hannah Hammerschlag

Ariel Hersh

Emma Stabey

Adam Steinberg

Lindy Susskind

Alissa Woolf

The Yesod Board Foundation Program is proudly supported by the Szalmuk-Singer family and the Kline-Joel families, and facilitated in partnership with The Observership Program and the Australian Institute of Company Directors.

The Program produces governance-competent, strategic thinking change-makers who can positively contribute their skills to Boards within the third sector as confident and capable, job ready Non-Executives Directors. Through formal governance learnings, mentoring and immersion into Jewish Care's Board and Subcommittees best practice principles and governance – the Yesod graduates will form part of our community's next generation of leaders.

In 2020 much of the Yesod program was delivered virtually with some special face-to-face networking opportunities when restrictions allowed.

An integral part of the program is the Chatham House sessions which provide exclusive opportunities to hear from leading Australian non-executive directors. In 2020 we were thrilled to have Graham Goldsmith AO, Peter Ivany AO,

Elana Rubin and Harrison Young candidly share their Board experiences.

The Yesod Program has now provided close to 60 energetic and aspiring young leaders with an opportunity to broaden their leadership roles and their involvement in the community.



Fundraising Committees

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

Major Donor Dinner Committee

Lorelle Krulis (Chair)
Karen Goldenberg
Susie Ivany OAM
Roxanne Kozica

Friends of Montefiore Committee

Delysia Pahoff OAM (Chair)
Myrna Goldsmith
Jan Green
Deana Levin
Gloria Milgrom
Eva Rose
Shirley Sweet
Susan Swiatlo
Judy Varlamos
Caroline Wein
Gabby Walters
Lea Woolf

Annual Dinner Committee

Georgia Danos (Co-Chair)
Melissa Davis (Co-Chair)
Hilary Cohen
Miriam Farkas
Rachel Schaffer

Generations of Women Committee

Melissa Davis (Co-Chair)
Miriam Farkas (Co-Chair)
Hilary Cohen
Sara Pike
Tammie Slade
Keren Zelwer

Community Advisory Groups

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

Claims Conference Holocaust Survivors Advisory Committee

Lana Khasin (Chair)
Marcel Alter
Henri Korn
Hilary McMahon
Rae Silverstein
Les Zimmerman

Empower Interest Free Loan Allocation Committee (Loans Advisory Committee)

Reuben Zelwer (Chair)
Avi Bendetsky
Jack Cyngler
Irit Harris
Doron Paluch
Phillip Piorun
Chaya Rapp
Rochelle Serry
Ben Tuszynski
Richard Zimmerman
Louise Zygier



Pro Bono Assistance

We thank the below partners and staff for their pro bono work throughout the year.

Pro Bono Legal Assistance

Arnold Bloch Leibler
Brygel Lawyers
Berry Family Lawyers
Cygler Kaye Levy Lawyers
Christopher Canavan QC
David Grace QC
Faigenbaum Family Lawyers
HWL Ebsworth
International Social Services Association
Leslie Glick QC
Lisa Zeleznikow
Linus Legal
Lander & Rogers, Family & Relationship Law
Marcel Alter – Altered Resolutions
marshalls+dent+wilmoth lawyers
Melton Law
Nathan Kennedy
Owen Dixon West
P Hennenberg Lawyers
Pierce Webster Dugdales
Robert Richter QC
Russell Kennedy Lawyers
Rotman & Morris
R.B. Flinders, Private Wealth Lawyers
SBA Law
Schetzer Constantinou Lawyers

Pro Bono Psychological Assistance

Yisroel Barber
Dr. Zeta Bierenkrant
Dr Miriam Grossbaum
Sandra Ifrah
Ronit Joel
Nathan Kotler
Robert Takac
Suzanna Wolf

Photo Credits

Lindsay Goldberg
Sav Schulman
Ben Weinstein



Vision, Values & Strategic Goals

Vision

Together, building and supporting a healthy, resilient and inclusive Jewish community.

Purpose

Delivering excellent care and support, underpinned by Jewish values for the community we serve.

Our Focus

Jewish Care Victoria belongs to the community – each of us owners and stakeholders. With ownership comes responsibility. We each play a role in ensuring the care of those in most need. The strength of our community is in our diversity and in our togetherness - young and old, rich and poor, healthy and sick, religious and unaffiliated. Together we are one.

Jewish Care's vision and purpose 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.

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. They pervade every aspect of our organisation, informing relationships amongst colleagues, between staff and clients and between our organisation and the wider community. Our values are about people – they provide a moral compass for the way we respond to challenges and the decisions we make.

דרך ארץ
derekh eretz

Respect

Through client services and program excellence, we treat everyone with consideration and decency and will always act for the good of society.

קהילה
kehilla

Community

Working together to strengthen our community, to build and support the capacity and resilience of individuals and families.

הכללה
hachlala

Inclusion

We embrace diversity and work together for a just and equitable society.

אחריות חברתית
achrayoot chevratit

Social Responsibility

Behaving ethically, with sensitivity and acting in the best interests of all.





4

Strategic Enablers

Strengthening the Core

People and Culture

Attract and retain highly capable people, working safely and efficiently, led by value-aligned and performance-oriented leaders.

Marketing and Public Relations

Create universal awareness of the work we do, in our community, in a way that positions us as 'First Choice' for services and supports, whilst also attracting substantive financial support for our critically important unfunded services.

Information Technology

Invest in business systems that improve efficiency at scale and future-proof our operational capability and quality of service.

Finance and Corporate Services

Improve business processes and infrastructure, maximising efficiency and minimising operational risks.



Strategic Bridge 2021 - 2022



1

Sustainable Scale

Financial sustainability through efficiencies and scale.

Growing reach to meet increasing market demand.

Readiness to meet future service demands for those most in need within the community.

2

Quality Services

Optimise contemporary service offerings to meet expectations.

Technology and educational platforms and partnerships for leading-edge service delivery.

Leadership in service quality and effectiveness at scale.

Processes that assure client and elder safety and high-quality customer experience.

Aged Care

Successfully ramp up new Windsor and Carnegie Senior Living Precincts.

Grow Commonwealth Home Care Packages within metropolitan Melbourne and evaluate In-Home Care business acquisitions.

Increase offerings at the Loti Smargon Active Living Centre (Windsor) and Anne & Eric Smargon Active Living Centre (Caulfield).

Review the potential for growth in Residential Aged Care.

Review retirement village opportunities – Windsor/Caulfield/Carnegie.

Aged Care

Effectively respond to Aged Care policy changes post Royal Commission findings.

Continue to develop and evolve Hand-in-Hand™ as leading aged care model of support.

Successfully implement 'Goals of Care' across Residential Aged Care and Home Care Packages.

Investigate and deploy technology that supports independence, including safety monitoring and explore consumer portals that enhance consumer choice and control.

Establish a learning institute in the new Hannah & Daryl Cohen Family Building to provide training and education for Jewish Care as well as the industry.

Improve Complaints/Compliments system (Your Say) to ensure the timely and robust processing of feedback.

Develop inclusive practices throughout our services, including maintaining Rainbow Tick Accreditation.

Continue to bring to life our Position Statements through active community engagement and thought leadership.

Establish an improved Consumer Advisory structure that will ensure enhanced consumer participation in service evaluation, gap identification, co-design and delivery.

Continuously improve the robustness of evaluating the client/elder experience and standards adherence across our services, through a strong internal auditing system.



Disability

Explore opportunities to maximise service offerings at The Coppel & Piekarski Family Disability Respite Centre.

Continue to realise opportunities to grow Supported Independent Living.



Disability

Effectively respond to Disability Services policy changes post Royal Commission findings.

Develop evaluation processes to determine efficacy and efficiency of disability services.

Investigate and deploy technology that supports independence, including safety monitoring and explore consumer portals that enhance consumer choice and control.

Establish a learning institute in the new Hannah & Daryl Cohen Family Building to provide training and education for Jewish Care as well as the industry.

Improve Complaints/Compliments system (Your Say) to ensure the timely and robust processing of feedback.

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Community

Identify opportunities for growth post COVID-19 in family violence, mental health, financial aid and employment.

Explore opportunities that will maximise the use of The Manders Villas. Explore opportunities to develop transitional housing offering.

Community

Effectively respond to Mental Health policy changes post Royal Commission findings.

Develop a workable outcomes framework for key community and social justice programs.

Improve Complaints/Compliments system (Your Say) to ensure the timely and robust processing of feedback.

Develop inclusive practices throughout our services, including maintaining Rainbow Tick Accreditation.

Continue to bring to life our Position Statements through active community engagement and thought leadership.

Establish an improved Consumer Advisory structure that will ensure enhanced consumer participation in service evaluation, gap identification, co-design and delivery.

Continuously improve the robustness of evaluating the client/elder experience and standards adherence across our services, through a strong internal auditing system.



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