

JewishCare Annual Report 2022/23



We Care Who's Caring for You.

As an independent Jewish charity, our calling is to continuously meet an unwavering standard of care for our community.

Each service we provide reflects our mission: to support and strengthen the resilience and independence of community members in need.

We care deeply, because you matter, and your well-being is our greatest concern.



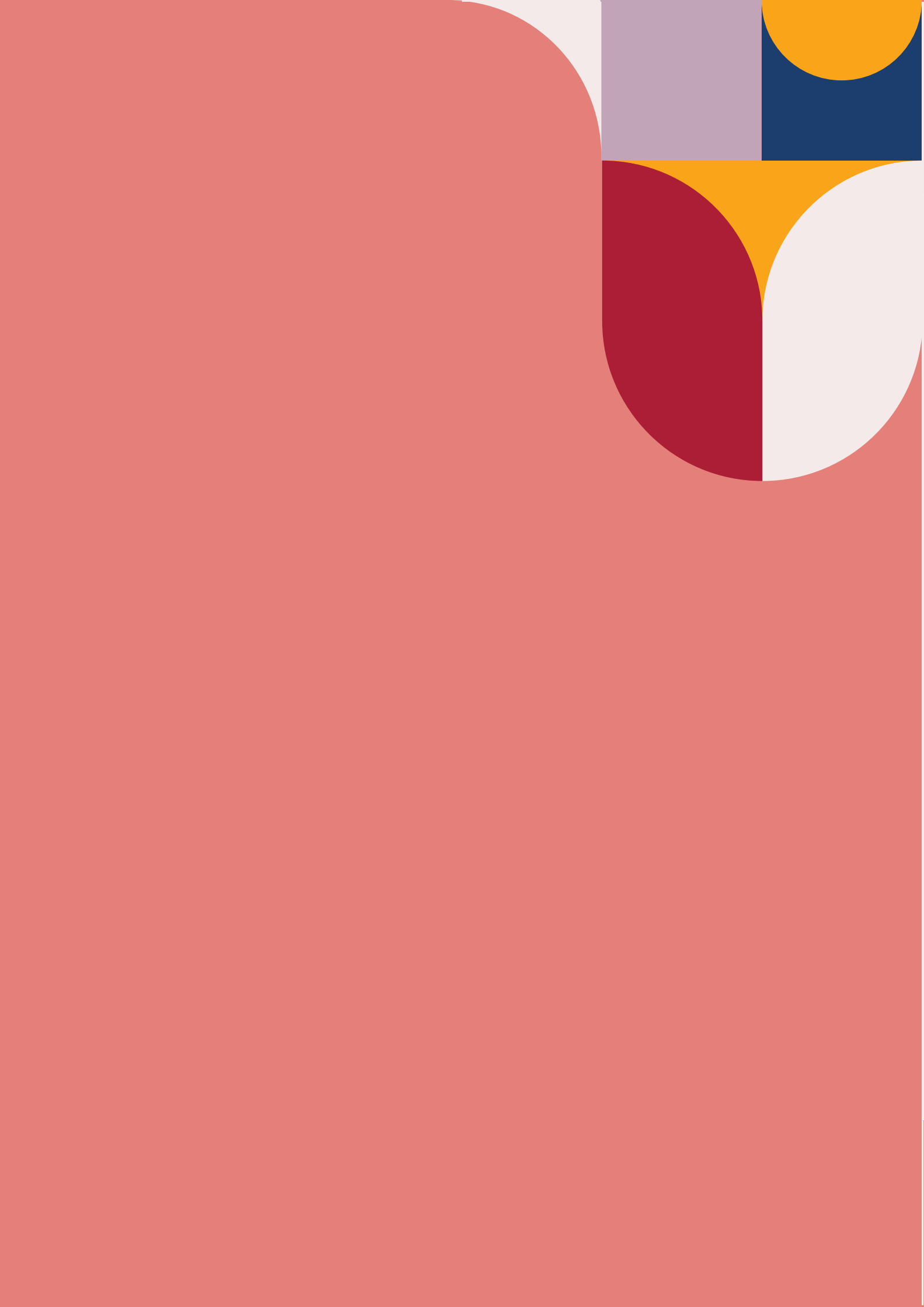
JewishCare acknowledges the Traditional Custodians of the country throughout Australia and their connections to land, sea, and community.

JewishCare pays their respect to their Elders past and present and extends that respect to all Aboriginal and Torres Strait Islander peoples today, but especially acknowledge the Gadigal and Birrabirragal people of the Eora Nation where JewishCare operates from.

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Our Future Road Map

In everything we do, our focus is on empowering individuals and families, ensuring they have the necessary resources, guidance, and care to overcome challenges and thrive. We believe in fostering a sense of community, where every member feels supported, valued, and capable of achieving their goals.



President Report

Jason Sandler

I write this report against the backdrop of the horrific events that have been taking place in Israel since early October and the shockwaves that have reverberated around the world. I have been deeply touched by how our community has come together to support those most affected, and I have been starkly reminded of the crucial role that community organisations play in times of crisis.

JewishCare has been at the forefront of our community's response and I am so grateful to and proud of those on the frontlines who have been manning the phones and providing support directly to those vulnerable members of the community who require it most.

As we think about JewishCare's sustainability, there can be no clearer reminder of how important our mission is and how important it is for us to ensure that JewishCare remains strong for generations to come.

Ongoing organisational change and a deteriorating financial position made the 2023 financial year a challenging one. JewishCare made a loss of \$2.48m as we dealt with the regulatory environment, shrinking margins on our revenue-generating services, and increasing staff costs. The continued changes and the resultant impact on our bottom line have been necessary for JewishCare to contemporise our service delivery and ensure we continue to deliver the highest quality service within the increasingly onerous compliance and regulatory environment.

In response to the challenging environment, JewishCare has revised its strategic plan. The key pillars of our strategic plan are: building the foundation for long-term sustainability, consistently meeting our compliance and quality

standards, and achieving strong community engagement and deliver exceptional client care.

The first pillar is crucial if we are to ensure that JewishCare can continue to play its critical role in supporting our community for generations to come. To this end, we have recently completed a strategic, financial, and operational service delivery analysis. This was an extensive piece of work undertaken by our treasurer, Mike Hirschowitz. Mike has done this before in a commercial setting and, fortunately, he had the skills, time, and willingness to do this piece of work. Mike's work was supported by our Senior Executive Council and lays the framework for what now needs to be done to set our foundations for future success and sustainability.

A key part of this is ensuring that we have the right people, processes, and systems in place to be able to effectively manage JewishCare. We have limited resources, and we need quality financial and quantitative service delivery information to be able to make the right decisions around resource allocation and service delivery. We can then turn our minds to how we ensure that we maximise JewishCare's ability to become financially self-sustaining.

Notwithstanding the challenges we face, JewishCare has continued to innovate and, as always, has strived to deliver incredible care to our clients. We have also responded when the community has needed us the most.

A highlight has been the success of Brave Talks which we did in partnership with JCA The Choice Foundation. This incredible initiative brought the community together to hear Brave stories from people in our community who have experienced loss, illness, mental health challenges and beyond. Each of them have overcome the challenges they faced and have bravely shared their stories so that these issues can be de-stigmatised and so that as a community, we can learn from each other and heal. This initiative brings mental health to the forefront of our

consciousness and will allow JewishCare to better service our community in this space.

From a regulatory perspective, we had some positive developments as JewishCare achieved all the Aged Care Quality Standards for the first time. We also achieved interim accreditation for the NDIS standards. In a rapidly changing regulatory environment, these are great achievements and I want to thank all the teams involved in delivering these outcomes.

Over the past year, we have also been working with JCA and COA to transition COA day programs to The Burger Centre. This is part of a broader push in our communal organisations to reduce duplication of services and to ensure that our community funding is being efficiently deployed. We will continue to work with JCA in this regard.

Another highlight has been embedding our new triage and intake system. This enhanced service allows JewishCare to ensure that anyone who calls us for help gets the right service at the right time.

Our teams in Aged Care, NDIS, and Community Support continued to deliver exceptional service to our clients. And our volunteers have done the same, ensuring that all who come to us for help feel supported by JewishCare and by the community. I am also very pleased that we have re-established our monthly shabbat dinners which have provided opportunities for community members to connect with each other and with JewishCare.

During the latest crisis in Israel, JewishCare, in partnership with Jewish House, was quick to set up a crisis response team dedicated to helping those in our community who have been affected. This help has ranged from social work and counselling services, to assisting families arriving from Israel. This service continues to evolve, and we will continue to be there for our community.

I am filled with pride for, and gratitude toward our volunteers, paid staff, Senior Executive Council, and our CEO, Gary, all of whom continue to go above and beyond in servicing our community. I also want to thank the board for their ongoing commitment and support.

Thanks also to our communal partners: JCA, JCA The Choice Foundation, The Wolper Jewish Hospital Health Foundation, and the board of the JewishCare Foundation Trusts for their ongoing commitment and support.

Whilst we face many challenges, I am very optimistic about the future of JewishCare. We have the right people in place to effect meaningful change and to make us a contemporary, efficient, and sustainable organisation for generations to come.

JewishCare isn't just an institution, it is a promise and a commitment to uphold the values of care and community. As we move ahead, let's ensure that this promise shines even brighter for all those who seek our support.

Am Yisrael Chai – wherever we are around the globe.



Jason Sandler
President



CEO Report

Gary Groves

My journey with JewishCare has been profound. I've seen how crucial our history is to the narrative of our community. Over the years, I've witnessed JewishCare not just adapting but thriving with the changing needs of our community members.

It's with immense pride that I recollect how JewishCare has always been there – as a trusted first point of contact for our people, especially those in distress. I remember our initial efforts were directed towards assisting Holocaust survivors transition to their new lives as Australian citizens. Most arrived here with empty pockets, unfamiliar with the language, and bereft of a place to call home. It was our privilege to help them find solid ground.

Now, as we grapple with the horrors of war in Israel, we are again reminded of just how vital JewishCare is to our community. It is our top priority to provide comfort, reassurance, and guidance – no one in our community stands alone, and we will be here to provide crisis support for as long as it is needed.

Even as we confront these difficult times, our commitment to maintaining our regular service delivery remains steadfast. Whether it's through Aged Care, NDIS and Disability, Mental Health, or Community Support, JewishCare stands as a pillar of assistance. The last 12 months have presented us with unprecedented challenges due to the long-term impacts of COVID-19. Yet, as with every hurdle, it also offered us a fresh perspective, urging us to innovate and reimagine the way we serve our community – from service delivery methods to hosting communal events.

Our recent accomplishment in the Aged Care audit is a testament to this commitment to our community. Meeting and being recognised for compliance with all eight rigorous quality standards isn't just an achievement; it's a reflection of our enduring dedication to superior care and service to the older people we support. I'm incredibly proud of our community aged care services team and every individual across our

organisational teams for their contribution to this outcome.

Part of honouring our history as an organisation is ensuring that we remain a continued source of assistance to our community for generations to come. As we approach 2024/25 the coming year we recognise the need to embrace new strategic priorities that will serve as enablers for JewishCare's continued growth and a more contemporary approach to our operations. Our current operational model requires adjustments to control expenses, nurture profitable results, and minimise financial risk where losses are incurred. Achieving this transformation necessitates the full integration of an effective financial governance framework into our operations.

We invited the whole organisation to participate in consultation and received hundreds of responses that helped us build our Next Chapter Strategy. The invaluable input has guided our decision-making, ensuring this plan truly reflects the aspirations and needs of our staff and community.

Our strategic transitions aren't just about growth; they are about evolution, about anticipating and serving better. As I recently outlined in our strategic vision for JewishCare's future, I'm excited to emphasise our three cornerstones: Building a sustainable foundation, upholding the highest compliance and quality standards, and bolstering community engagement while providing unparalleled client care.

The plan aims to ensure that our care is delivered in our uniquely Jewish way but is underpinned by quality, clinical governance, accountability for outcomes, and financial sustainability.

To secure our long-term success, JewishCare needs to focus on building a foundation for long-term sustainability, consistently meeting compliance and quality standards, and achieving strong engagement while delivering exceptional client care.

To remain relevant to the Jewish community and accountable to its needs, we must adapt and evolve. This includes exploring better ways of working, modernising our services, and staying current with emerging trends and needs. By continuously improving and innovating, we can ensure our long-term financial viability and continue to make a meaningful impact.

Consistency is crucial in providing exceptional care. We are committed to consistently meeting and exceeding compliance and quality standards. This means establishing robust processes, systems, and practices that guarantee the highest level of care and support for our clients.

We also aim to foster strong connections with the broader community, ensuring that everyone understands our mission, services, and impact. Furthermore, we will place the client's voice at the centre of everything we do, actively involving them in decision-making processes and tailoring our services to meet their unique needs.

Through collaboration and a shared vision, we will navigate the challenges ahead, ensuring that JewishCare remains a continued source of assistance for generations to come.

In reflecting on the impact we have made as an organisation this year, there are many moments that stand out as special. Amongst our incredible programs and initiatives is one that is especially close to my heart; our deep dive into mental health. Recounting a poignant interaction I had only a few weeks back, I was confronted with the raw essence of why JewishCare matters. A distraught mother reached out, her voice echoing her son's mental health struggles and his battles with suicidal thoughts. She sought solace, expert guidance, and more than anything, a beacon of hope from JewishCare. Her plea wasn't just a call for assistance; it was a stark reminder of our pivotal role during life's most challenging moments.

For me, as a leader, stories like these aren't just testimonials; they are catalysts. They galvanise our mission, igniting the determination to address

not only the visible challenges our community faces but also the submerged, unspoken ones.

Since November 2022 we launched our 'Brave Talks' communal events, and we've been able to spearhead the conversation on destigmatising mental health. Hosting two events in the financial period and witnessing an attendance of over 400 passionate individuals (with many more on the waiting list), affirmed my belief: our community is eager for a change, ready for a dialogue, and looking for ways to support those grappling with mental health issues.

Every endeavor, every strategy, and every decision at JewishCare traces back to one core objective – our unwavering commitment to care for our community.

Am Yisrael Chai.



Gary Groves
CEO

A Remarkable Year

A partnership to bravely embark on mental health challenges in our community: Brave Talks

In collaboration with JCA The Choice Foundation and as part of our Mental Health Strategy at JewishCare we developed Brave Talks – a unique, carefully curated event that invites people with lived mental health experiences to share their stories and break down the walls that keep us silent and alone. It was created to provide people with hope in moments of hopelessness and to reduce the shame and stigma that surrounds mental and emotional health. The event highlights our shared belief that vulnerability and connection are essential to our healing.

The impact of the first three Brave Talks has been astounding. Recently we received yet another message from an audience member: “I never would have felt courageous enough to share my story, but now, having come to Brave Talks, I feel ready to get on that stage.”

We are an extraordinary community, particularly when we spotlight what we could do better. Brave Talks is a proud moment; we’re having the conversations that society still keeps in the shadows.

Inclusion at the HEART of what we do: Pride in Health Wellbeing Award



We are deeply moved to share that, for the first time in Australia, we were jointly honored with St Vincent’s Health Network in receiving the ‘Achievement Award for the Most Improved Service Provider.’ Every member of our team, from leadership to frontline staff, pours their soul into making inclusivity an everyday practice. This recognition speaks volumes about our collective journey toward creating an atmosphere

of openness, respect, and most importantly, meaningful action.

Elevating Passover celebrations: Print35’s remarkable reach in the Jewish community



Our supported employment gift shop, Print35, has significantly impacted the community this year, especially during the Passover holidays. Remarkably, we’ve reached 1 in every 12 Jewish families with our curated gift offerings. This achievement not only enhances the festive spirit of Passover but also exemplifies how a social enterprise can effectively serve the community while providing meaningful employment opportunities. Print35’s success during this holiday season underscores its integral role in enriching community celebrations.

Funding success and impactful outcomes: Rada Pantzer secures support for Men’s Post Separation Group Program at JCA’s 10x10 Event



In October 2022, Rada Pantzer successfully secured \$6,500 for our Men's Post Separation Group program at JCA's 10x10 event. This 10-week program was expertly led by qualified psychotherapists Rada Pantzer and Simon Lipschitz, designed to assist men navigating relationship challenges. Participants received actionable strategies and tools for emotional management, behavioral change and improved communication for healthy, respectful relationships.

A memorable visit from the Claims Conference reinforces our commitment to Holocaust survivors

In December 2022, we had the privilege of hosting Susan Levy and Eliana Posner from the Claims Conference (CC) in New York, an organisation that significantly funds our programs for Holocaust survivors and accounts for up to 20% of JewishCare's total income. Both guests were deeply impressed by our facilities, programs, and the dedication of our staff. We are encouraged by their positive feedback and are committed to continuing to foster this important relationship to mutually advance our shared objectives in supporting the Holocaust survivors of our community.

Outstanding milestones: achieving NDIS and Aged Care Standards excellence

We are elated to announce that after a comprehensive review, we successfully passed the NDIS audit as well as passing the Aged Care quality assurance and care audit. This accomplishment is a testament to our commitment to upholding the highest standards of care and service. Additionally, we have met all eight aged care standards, underscoring our dedication to our elderly community. Our team's hard work and adherence to guidelines ensure we provide exceptional care, and these recognitions only strengthen our mission for continued excellence.

Valuing client feedback: insights from our inaugural survey guide on our path to improvement

Listening to the voices and feedback of our clients is paramount for delivering exceptional service. We recently conducted our inaugural client survey and received over 300 responses, representing a 15% response rate. The positive feedback overwhelmingly praised our commitment to treating clients with respect and empathy being caring and considerate, and listening to their unique needs. While we celebrate these successes, we're also attentive to areas for improvement, including response times, proactive client engagement, and enhanced communication.

At a Glance



We Cared For
2,166



231

Dedicated Staff



507

Volunteers



7

Service Locations

The Road Ahead Next Chapter

A comprehensive set of priorities, and a strategic orientation to modernise, contemporise, and consistently deliver outstanding customer care both now and in the years ahead

Since our last Annual Report, we have taken a close look at all we hope to achieve in the next few years. Our mission remains unchanged: to support and strengthen the resilience and independence of community members in need.

After a thorough review and consultation with our stakeholders, we developed the Next Chapter Strategy and Ambition that takes our much-loved Mission – of which not one word has changed – and considers the focus it should take as we head towards 2024. Here's what we plan to achieve.



Building a Strong Foundation for Long-Term Sustainability

It's a journey we will embark upon together, and we believe it will not only secure our financial future but also elevate our presence in the community. To achieve this, we have identified several key actions that we'll be undertaking this year:

1. Assessing effectiveness: We will thoroughly evaluate our processes, systems, and structures across all divisions to help us identify areas where we can enhance efficiency and streamline our operations, allowing us to deliver our services even more effectively.

2. Enhancing revenue models: Ensuring the sustainability of our mission requires us to evaluate and optimise our revenue models. By exploring innovative ways to generate resources, we will be better equipped to meet the growing needs of our community. This may involve expanding our current service offerings to address unmet demands and create an even more positive impact.

3. Assessing service delivery: By assessing each service delivery area, we can ensure that we are providing the most appropriate and impactful support to the community. This may involve fine-tuning our services to maximise the value we bring to those we serve.

4. Exploring support opportunities: We are incredibly grateful for the support we receive

from the JCA, our Foundations, The Claims Conference and the broader community. As we look to the future, we will actively seek additional opportunities for financial assistance and support. By engaging with our partners and stakeholders, we can forge even stronger relationships that will help sustain our mission for years to come.



Consistently meet compliance and quality standards

We will continue our journey of meeting accreditation standards through education, risk management reporting, and further improving the care we provide to our community.

We are excited to announce two important initiatives that will significantly impact our work at the frontline.

1. Comprehensive Clinical Compliance Program:

This initiative will develop and embed policies and procedures to ensure that we meet all regulatory requirements and industry standards. By following these guidelines, we can confidently provide high-quality care to our clients, knowing that we are adhering to the necessary standards.

2. Robust Risk Management Framework:

We are introducing a robust risk management framework to create a culture of accountability and awareness of risks within our organisation. By actively identifying and reporting risks, we can ensure compliance, accurate reporting, and a safer work environment for everyone involved.



Achieving strong community engagement and delivering exceptional client care

Our goal is to establish strong awareness within the Jewish community about who we are and the incredible range of services we provide. Additionally, we aim to prioritise client voices in informing how we deliver our services through the following initiatives.

1. Comprehensive Client Voice Strategy:

To actively incorporate the feedback and perspectives of our clients, we are implementing a Comprehensive Client Voice Strategy. This involves establishing advisory panels, such as the Consumer Advisory Group, and refreshing the Youth Reference Group (newly named the Youth Advisory Committee), Aged Care Consumer Advisory Body and the NDIS Advisory Committee. By engaging clients in decision-making processes, we are fostering a culture of co-creation, collaboration, and client-centeredness. These panels will provide valuable insights that will shape our services and enhance the overall client experience.

3. Development of a Community Engagement Strategy: We believe in the power of community engagement and the positive impact it can have on our organisation and those we serve. Our new Community Engagement Strategy involves actively participating in Jewish events, building relationships with community members and organisations, and promoting our mission and services. By engaging with the community on a regular basis, we strengthen our connections, enhance our visibility, and ensure that individuals are aware of the support and resources available through JewishCare. An exciting example of our commitment to engagement is the reintroduction of our shabbat dinners, providing a direct opportunity for connection and community-building.

Delivering exceptional client care:

1. Triage and Assessment Team: We are establishing our Care Coordination Team dedicated to streamlining referrals and ensure prompt access to appropriate care for our clients.

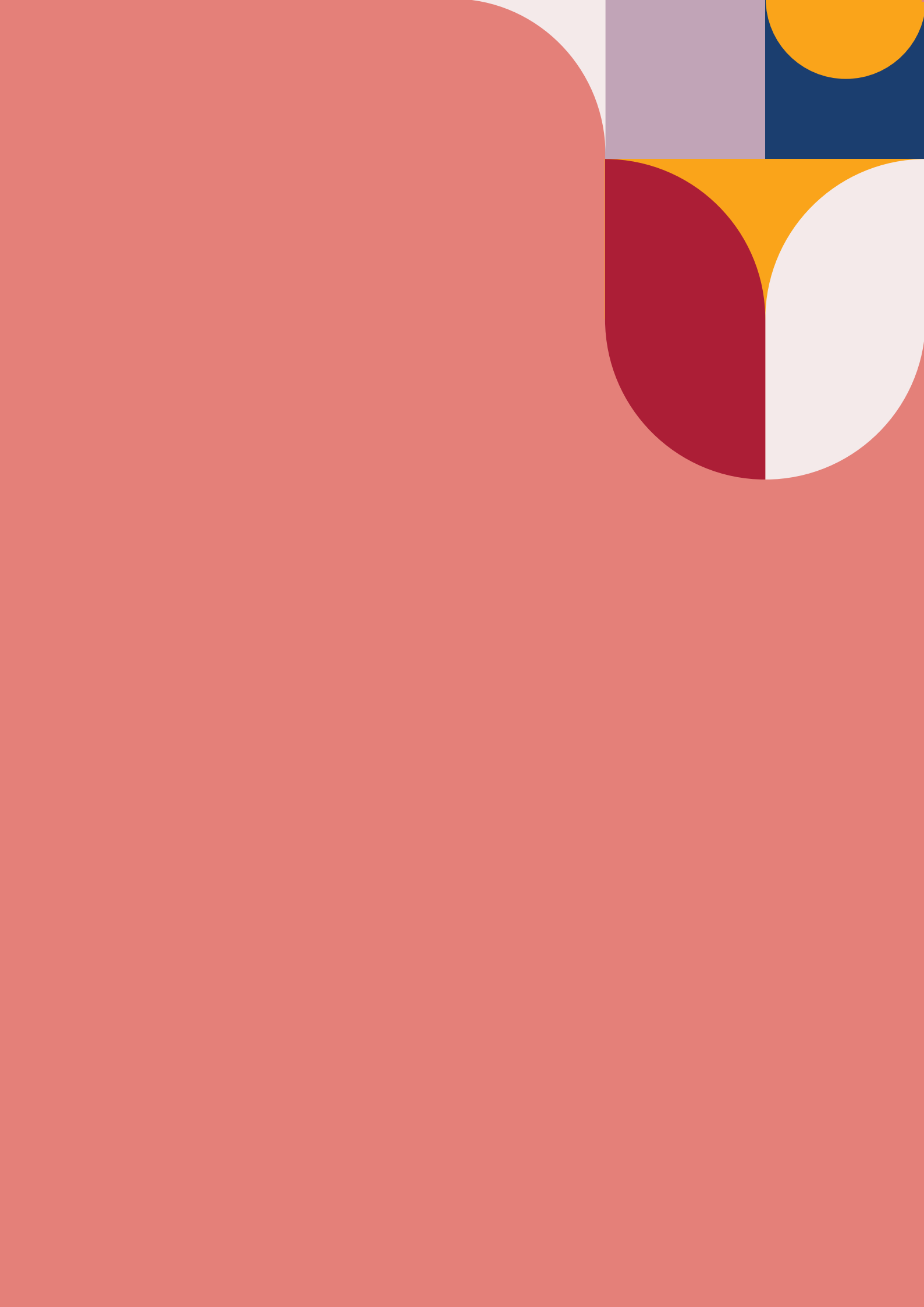
2. Centre for Brave Recovery: Introducing a new model of mental health services, including a dedicated psychiatrist, to deliver personalised and specialised care. The Centre for Brave Recovery takes a holistic approach to mental health, tailored to each client's unique needs.



Every one of our team is an essential part of the Next Chapter because every story of care makes a difference.”

2. Realignment of Family Services Division:

We have listened to the evolving needs of our community and recognise the importance of realigning our services accordingly. This strategic realignment of our Family Services Division enables us to provide comprehensive and targeted support. By addressing changing dynamics, we empower individuals and families to thrive and overcome challenges. This realignment ensures that our services remain relevant and impactful.





Our Stories

Everyone's story is unique –
and so is our care.
Because every moment matters.

A Heart-Warming Journey: The Inspiring Story of Larisa and Alexander Kleytman



Community Aged Care Impacts

288 Holocaust survivors assisted to receive financial restitution



537 people received a home functional assessment



250 people accessed social activities



80 clients linked with a volunteer to maintain regular social contact



73 clients receive professional support and guidance



At JewishCare, we are privileged to have the opportunity to support remarkable individuals, each with their own unique story. Among them, the journey of Larisa and Alexander Kleytman stands out. Their resilience, strength, and adaptability serve as a testament to the enduring nature of the human spirit.

As children, both Larisa and Alexander faced the unspeakable terror of the Holocaust. Alex's memories are particularly harrowing; recalling the dreadful conditions in Siberia where he, along with his mother and younger brother, struggled for survival. The scars of the past, however, did not deter them from seeking a brighter future. They later made the move to Australia, immigrating from Ukraine.

“JewishCare never said ‘no’ to any of our queries.”

Larisa's bond with JewishCare is a long-standing one, rooted in trust and gratitude. Her parents, more than three decades ago, were embraced by JewishCare. She fondly recalls the kindness, dedication, and unwavering support with which we stood by her parents. This left an indelible mark on her, ensuring that when her health started declining, there was only one place she'd consider seeking assistance: JewishCare.

When Larisa was approved for a Level 1 package by the Australian government, we were there to help. Concurrently, the Claims Conference, recognising their status as Holocaust survivors, provided additional support to both Larisa and Alex.

A defining element of our care approach is understanding, which goes beyond mere service provision. It meant the world to Larisa and Alex that they could communicate in Russian, connecting them to their roots and affirming their identity. Alex encapsulated this sentiment, noting, “JewishCare never said ‘no’ to any of our queries.” This unwavering support shone through, particularly when Alex needed post-surgical care.

After a taxing period in hospital, the couple's return to their home could have been challenging. However, with the support of JewishCare's Occupational Therapist Rolene, their home was transformed into a haven. Adjustments were made to ensure they felt secure, safe, and independent at home. It wasn't just about living; it was about ensuring Alex and Larisa were living with dignity and joy.

Reflecting on their 30-year journey with JewishCare, Larisa and Alex's hearts brim with gratitude. Their words reflect their appreciation, not just for the tangible services but for the feeling of connection JewishCare has provided them with. Each interaction, each support worker, and particularly their care manager has been a pillar of support when they needed it most. For them, JewishCare wasn't merely an organisation; it was an extended family.

The Kleytmans' story beautifully encapsulates our mission; to support and strengthen the resilience and independence of community members in need. Through dedication, compassion, and an unwavering commitment, we strive to nurture and uplift, celebrating pasts, cherishing presents, and fostering brighter futures.



Navigating the Shadows of Alzheimer's: Denise's Journey as a Caregiver

A lawyer, a loving husband, and a committed father – Ken has lived a fulfilling and successful life – a life now irrevocably changed by the onset of Alzheimer's. As the shadow of the disease took hold, Ken began changing into someone his family struggled to recognise. With the disease gnawing at his mind, Ken's once gentle, kind, and generous nature was often overthrown by unexpected behavior.

As Ken's wife Denise grappled with the reality of Ken's condition, friends recommended she reach out to JewishCare for help.

In meeting Zimra, one of our dedicated social workers, Denise recalls feeling the weight lift off her shoulders. Zimra's empathetic ear and unwavering support were a beacon of hope; providing Denise with the space to explore her feelings of loss, grief, and vulnerability. JewishCare became a sanctuary; helping her navigate the treacherous waters of her husband's illness and lighten the burden that comes with witnessing the decline of the person you love most.

Zimra also facilitated a connection with The Burger Centre, providing Ken with supported socialisation and granting Denise precious moments of respite. This break gave Denise the opportunity to refocus and revive her spirit through hobbies and essential personal time.

Prior to the onset of his illness, Ken had been a member of the Alte Zachen group, which is part of JewishCare's Community Club Network. The group, filled with long-time friends, also supported Ken with regular socialisation. Despite his cognitive decline, Ken retained his sense of humour, a beloved quality that continued to bring joy to the lives of his friends.

Brian Fine, a friend of Ken's since their childhood days in South Africa, stated it was an "unusual dynamic of care" when referring to the socialisation support their group provided Ken. Brian's regular check-ins and ongoing assistance

also extended a crucial lifeline to Denise, offering additional support and solidarity in her journey as a caregiver.

Denise, along with other caregivers in the community, have started a carers group. The mission of the group is to provide a safe environment for carers to discuss the complexities of their situations and the emotions that come with them. Joanne Jankelowitz, an outstanding professional social worker and grief counsellor at JewishCare, facilitates these discussions.

In recalling the benefits of the carers group, Denise stated, "in hearing other people's stories I could see experiences similar to what I went through." The shared narratives mirror her own, dissolving isolating barriers and shattering the stigmas associated with caregiving. This mutual understanding, nurtured in a judgment-free zone, facilitates an environment for open expression and support. Within the group, Denise now helps others navigate the arduous journey of caring for a loved one battling Alzheimer's. Her insights and empathy light the path for others, reflecting the support and understanding she received in her darkest moments.

At JewishCare, we understand the enormous impacts caregiving has on people physically, emotionally, psychologically, socially, and financially. We are here to offer support, provide strategies for adapting to evolving circumstances, facilitate connections to essential resources, and issue consistent educational assistance about the realities of alzheimers.



United in Friendship: Erika's Inspiring Connections Within the Community

The laughter and conversation of friends, Erika Croitoru and Amanda Lavecky, echo warmly. Their bond, fostered by JewishCare's Links Program, is not one of coincidence or casual acquaintance, but a deliberate and thoughtful connection.

Erika embodies resilience, having survived the Holocaust as a child. Now, she navigates the challenges of aging, receiving essential assistance from the Claims Conference Restitution program. JewishCare, providing unwavering support through a Consumer Directed Care Package, ensures Erika's daily needs are met. With the help of dedicated care managers and support workers, JewishCare remains a constant, supportive presence in her life. Our Occupational Therapist Rolene has ensured Erika's home remains a place of comfort, security and familiarity which has also played a vital role in her overall wellbeing and independence.

Yet, among all the support systems in place, the Links Program holds a special place in Erika's heart. Every fortnight, Amanda, her Links volunteer, arrives with a warm smile and an eager ear. For five and a half years, their meetings have been moments of joy and mutual respect amid life's daily routine.

Amanda warmly recounts, "Erika and I have a special relationship that has grown stronger over the years. I look forward to our fortnightly coffee dates where we catch up on what has been going on in our lives. It's difficult for Erika to go out of her house by herself so when the sun is shining, we like to pick a sunny spot to enjoy the warm weather."

These cherished coffee dates bring joy to both Amanda and Erika. Amanda often reflects on the impact she's made in Erika's life and feels grateful for their bond, cherishing the laughter and stories they share during their get-togethers.

Behind the scenes, Linda Subel, the Volunteer Coordinator, observes the growing relationships. Her meticulous approach to pairing volunteers

with clients has led to numerous connections like the one between Erika and Amanda, offering isolated seniors renewed ties to the community and a strengthened sense of purpose and connection.

The success of the Links Program lies in its simplicity: the power of human connection. It operates under the philosophy that every individual deserves companionship, respect, and a place within the community. This program gives a new lease on life to many seniors, preventing their retreat from society and ensuring their emotional and social well-being.

In the case of Erika Croitoru, the Links Program has offered not just practical support but has enriched her life with the gift of friendship, mutual respect, and understanding with Amanda. In the warmth of this friendship, Erika's laughter a testament to the enduring strength of human connection.

The Vibrant World of The Burger Centre: Valdmir Gelman's Journey

The Burger Centre is a pillar of warmth and unity for many people in our community. Among them is Vladimir Gelman, or Vlad, as he is affectionately known.

When Vlad's wife passed away, the void it left in his life was profound. It was during this time of heartbreak that a relative recommended he attend The Burger Centre. Despite the unfamiliarity of the Russian Day group, and the initial hesitation amidst a sea of strangers, the Centre's inclusivity and inviting atmosphere patiently encouraged Vlad to keep attending.

After exploring the range of diverse groups available, Vlad found resonance within the English-speaking Thursday group at The Burger Centre. The stimulating conversations with the South African expatriates provided him with a sense of comfort. As each Thursday would come and go, Vlad began building newfound friendships, engaging in intellectual discussions, and reigniting his love for adventure through the Centre's enriching experiences and outings.

Even as the pandemic overshadowed the world, with all the uncertainty and isolation it brought, The Burger Centre's unwavering care continued to support Vlad. Amidst the silence at the Centre, staff continued to reach out to their members. Marina Gomberg of the Centre sent out lifelines of comfort through her consistent and reassuring phone calls. Speaking in the familiar language of Vlad's native Russian, she bridged the gap of isolation. Her effort to maintain a personal and meaningful connection in the way that made Vlad feel most at home made an invaluable impact during those challenging months.

In the post-pandemic world, as the Centre's doors reopened, the warmth of reunion embraced Vlad, now a cherished member of The Burger Centre. With The Centre filled with joyous laughter and communal outings again, the contrast of isolation melted away.

Here, within the Centre's nurturing embrace, Vlad explored the joy of giving back. He has been a steadfast support to his friend Stephen who has been grappling with dementia. Through gentle games of pool, Vlad has helped Stephen find joy and purpose.

Today, as Vlad navigates through his golden years, The Burger Centre stands beside him. The Centre plays a vital role in ensuring that laughter, learning, and love illuminate the paths of countless seniors in our community, making their days with togetherness, exploration, and support.



Photo taken for "This Is Who I Am" pictorial event

The Burger Centre Impacts



60 people
received respite
care



380 people
accessed social
activities



150 people
accessed social
outing activities



16 people went
on an overnight
trip



220 people
received
wellness
assistance



400 people
participated in
festival events



271 kosher 3-course
hot lunches served
per week



Leon's Circle: From Childhood Visits to Fulfilling Dream

Leon's earliest memories of Print35 are from when he was just 11 years old, eagerly accompanying his mother to her workplace. The Print35 workshop was a special place for Leon back then; a place where he saw his mum's passion and work ethic in action.

Years went by and Leon found himself moving to the central coast. The memories of his mother's work at Print35 became a distant memory. Eight years later, a grown-up Leon, armed with NDIS Support Coordination and Service Coordination at JewishCare, found himself returning to the Print35 workshop.

The reunion was nothing short of magical. Embracing his mother, the pair shared a moment that transcended words. And soon, Leon wasn't just visiting; he became an integral part of Print35, working alongside his mum.

Working at Print35 was just the beginning for Leon. With the assistance of JewishCare's disability team, Leon's world has opened up to a world of opportunity. He became a part of the 'Our Kitchen Hand' program, an initiative designed for all abilities to learn vital skills while having fun with like-minded people. Here, Leon didn't just learn valuable skills but found new friends who understood, supported, and cheered for him at every step.

Moving to Sydney was a significant transition, but with the support of Terri Jackson, a NDIS Service Coordinator at JewishCare, it felt like a natural progression. Terri had a nuanced understanding of Leon's situation, recognising his dreams and aspirations. She worked closely with Leon to tailor a path that was uniquely his. Every step was meticulously planned, keeping in mind his goals of independence, friendship, and employment.

JewishCare hasn't just been an organisation to Leon; it's been a beacon of hope, guiding him through life's intricate maze. With support and guidance, he is learning the importance of self-reliance, forming genuine connections, and seeing the joy of earning through hard work. The once shy boy, who clung to his mother's

side during his early visits to Print35, is now a confident young man, ready to take on the world.

His journey with JewishCare has been about finding his place in the world, about tracing back to his roots while looking forward to a bright future. Leon, with his infectious enthusiasm and indomitable spirit, has become an inspiration to many. He is living proof of what one could achieve with the right support, environment, and self-belief.

In Leon's story, we see the embodiment of JewishCare's mission – to support and strengthen the resilience and independence of community members in need.



Disability Impacts



22 people
work at Print35
Design Studio



21 participated in
training learning
and fun activities
and programs



49 people
attended Camp
Sababa



8 live in Supported
Accommodation

ndis

123 people
received
NDIS support
coordination

ndis

80 people received
NDIS coordination
supports



152 non NDIS
recipients
participated in
community funded
programs



18 clients with a
visual impairment
receiving weekly
audio media
communications

Bridging the Gap: JewishCare's Critical Role in Adam Silver's Journey Towards Recovery

Awaiting NDIS Approval: How JewishCare provides lifelines for families facing mental health challenges.

JewishCare plays a pivotal role in meeting the unmet needs of the community, in Adam's case it was while he was awaiting approval from Australia's NDIS.

When Adam was around 18, he took a gap year like many young adults do. Upon his return, he secured a job, but by the time he turned 20, his behavior began to change noticeably. He exhibited signs of paranoia, aggression, and hostility towards friends and family members. The Silver family was unsure about what was happening until a medical diagnosis confirmed that Adam was living with schizophrenia, a lifelong condition requiring ongoing treatment and support. The financial burden of mental healthcare is substantial and the waiting period for NDIS approval can exacerbate this stress on families. While Adam awaited his NDIS approval, JewishCare stepped in to provide him with essential mental health services.

Adam explains "The last few years would've been completely different without the support from JewishCare, and I think it would have been different in a terrible way because I wouldn't have been able to have done what I needed to do for my recovery. I didn't have the money for all the support workers who came to help me during that time while I waited for approval from the NDIS."

For Adam, talking about his mental health experience has helped chip away at his fears. In November 2022, he found empowerment in speaking at Brave Talks, a platform for people to share their experiences of mental health founded by JewishCare and JCA The Choice Foundation. In providing a space for people to share honest, vulnerable stories, we have started to break down the stigmas around mental health, helping people in our community feel less alone. "Brave Talks was fantastic. It was the turning point in my



"That's why I want to share my story tonight, to help you all understand and appreciate what it's like for me and for others"

– Adam, Brave Talks Nov 22

recovery. I felt empowered rather than ashamed and have continued on the road to significant recovery. I think that everyone walked away from there having learned something or having felt something, because it really reduces the stigma of mental illness when more people are talking about it and can hear someone else's lived experience like mine."

Shelana Silver, Adam's mother, emphasises the transformative impact JewishCare had on their family life.



“The emergency department is not set up to deal with mental health. It is not the place to go when a patient or family members feel vulnerable and need assistance. I can tell you that JewishCare is the reason why my family felt embraced, why my family felt heard, and why my family felt that we had arrived at a place that was prepared to listen and help us.”



Adam’s story is featured in our Brave Talks which can be seen at <https://youtu.be/97A3KqS67Kw>

Thanks to Adam and Shelana Silver, and the Brave Talks team

Trigger Warning: Adam’s story contains references to schizophrenia. The personal story shared is a reflection of the speaker’s own experience and should not be used to substitute individual psychological care. Please reach out to JewishCare if you need further support or contact Lifeline on 13 11 14.

Rebecca's Flourishing Journey: From Dreams to Reality



Every individual has a dream, a vision of what they want to become. For Rebecca, that dream was clear from the very beginning: she wanted to be in the world of hairdressing. However, like most dreams, the journey was never straightforward. Enter J-Jobs, a JewishCare and JCA The Choice Foundation program, who became the guiding stars in Rebecca's life.

Shelana Silver, the Community Programs Manager at JewishCare, recognised the spark in Rebecca's eyes. She saw past the barriers and challenges and focused on Rebecca's raw passion and determination. Understanding the depth of Rebecca's aspiration, Shelana became her biggest advocate, striving tirelessly to bridge the gap between Rebecca's dream and reality. After what seemed like endless searches and negotiations, the day finally came when Rebecca's dream was no longer just a dream. Shelana, with her unwavering commitment, had found Rebecca an open employment opportunity in a hairdressing salon.

However, Rebecca's association with JewishCare and JCA The Choice Foundation wasn't just limited to her professional aspirations.

A significant highlight in her journey was the Weekend Away program. Here, Rebecca found more than just an escape; she discovered a sense of freedom, camaraderie, and adventure. Surrounded by like-minded individuals, she explored new places, experienced thrilling adventures, and formed bonds that transcended the confines of the weekend getaways. The sparkle in her eyes when reminiscing about these trips is unmistakable.

The organisations also opened doors to "Upskill," a program designed to equip individuals with crucial life and digital skills. From cybersecurity and social media to first aid, Rebecca delved deep into the modules, soaking in knowledge and honing skills. Each session was more than just learning; it was about empowerment, understanding the world better, and being prepared for its challenges.

Looking back, Rebecca's journey with JewishCare and JCA The Choice Foundation is more than just a story of achieving one's dreams. It is about persistence, community support, and the unwavering belief in the potential of every individual. Rebecca's success is not hers alone; it is a shared victory, a testament to the collective efforts of individuals like Shelana and the broader community that stood by her, championing her dreams and aspirations.



The Circle of Giving: From Little to Big with JewishCare

When Sarah was nine years old, she became a 'Little' in JewishCare's Big Brothers, Big Sisters program. Life was challenging for her mother who was juggling the myriad of responsibilities that come with being a single parent. Seeing that Sarah's mother needed support, a family friend recommended Sarah and her sibling take part in the program. Now, in a beautiful full circle moment, Sarah is becoming a 'Big Sister' to a young person.

When Sarah was a 'Little' she was connected with Dana. With her nurturing spirit and empathetic approach, Dana became more than just a mentor to Sarah; she embodied the role of an elder sister, a role model, and a true friend. Their bond was built on genuine connection and trust. The hours they spent together were filled with laughter, learning, and a sense of deep friendship.

As the years went on, Sarah grew into a compassionate and responsible young woman, carrying with her the values and lessons from her friendship with Dana. She began to feel driven to give back to the community in a meaningful way.

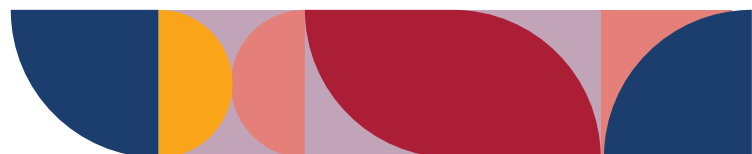
During a conversation with her mother, she reminded Sarah of her time linked with the Big Brothers Big Sisters Program. "Why don't you do the same as Dana did for you?" she suggested., encouraging Sarah to become a 'Big' herself.

Sarah realised the profound impact she could make, mirroring Dana's role in her life for another child. It was more than just spending time; it was about nurturing, guiding, and being a pillar of strength and friendship.

JewishCare, with its core ethos centered around Mishpocha and Chessed, proved to be the perfect platform for Sarah to embark on this journey. The organisation's dedication to ensuring genuine, one-to-one matches between Bigs and Littles, focusing on mutual growth and enrichment, resonated deeply with Sarah's vision.

Research has shown the many positive impacts of mentoring, including increased self-esteem and confidence, reduced feelings of social isolation, and enhanced social and emotional development. When a child feels supported and validated by an older role model, they are also more likely to perform better academically and feel more connected with their community. For Sarah, it was about recreating the magic she had experienced with Dana.

Today, Sarah is a 'Big' for a girl just like her younger self. In her journey, Sarah not only gives back to the community but also pays tribute to Dana's legacy, emphasising that genuine bonds, once formed, reverberate through time, touching lives and creating ripples of positive change.



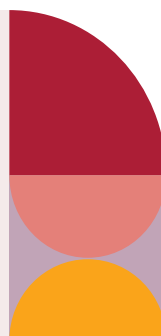
Mentoring Impact



13 new mentoring links



26 young people were linked with a mentor overall





OUR STORIES

JewishCare’s Guiding Light: Jai Francis’ Transformational Journey

Child & Family Impacts



50 Grief and Loss clients



21 Prison Outreach inmates



58 Domestic Violence clients



50 Financial Support clients



24 Financial Counselling clients



OUR STORIES

Jai Francis' journey is a compelling tale of resilience, community support, and rediscovery. As a dedicated allied health professional, Jai was well-acquainted with the daily grind of hospital life. However, the strain of the COVID-19 pandemic, combined with the already demanding nature of his job, pushed him to the brink. The once-energetic professional found himself experiencing burnout, unable to work, and grappling with mounting financial distress.

Feeling cornered and overwhelmed, a glimmer of hope came in the form of a friend's advice. His friend recommended he reach out to JewishCare. When Jai decided to take this crucial step toward support, he had no idea this decision would mark a turning point in his life.

When Jai first spoke with Sandy Brandt, a social worker at JewishCare, he felt an overwhelming sense of relief. Sandy didn't just hear him; she truly listened. She delved deep, understanding the core of Jai's struggles, not just the surface-level problems. With her insights, she began forming a plan to uplift Jai from his challenging situation.

Sandy's advocacy proved invaluable. She guided Jai to new accommodation, ensuring he had a stable environment to rebuild his life. Recognising the emotional turmoil Jai was experiencing, Sandy referred him to Des, a counsellor at JewishCare. Des became another person of tremendous support, offering a listening ear and helping Jai navigate his distress.

Understanding the urgency of Jai's financial situation, Sandy introduced Jai to Charmaine, a program manager at JewishCare adept at finding suitable job placements. Charmaine recognised Jai's potential and introduced him to a coach who assisted him in resume-building and job applications, ensuring he was well-equipped to reenter the workforce. In realising that financial stability was only one facet of Jai's financial recovery, Sandy and Charmaine introduced Jai to Shaloo, a financial counsellor at JewishCare. Together, they began the meticulous process of restructuring Jai's finances, setting him on a path to future financial security.

The response we provided to Jai was based on a holistic approach to care. In addition to practical, emotional, and financial support, Sandy recognised the crucial need Jai had for community and spiritual support. Sandy recommended Rabbi Feldman at Newtown Synagogue, opening doors for Jai to start volunteering and building connections. Rabbi Feldman's Shabbat dinners and chagim became a source of solace and rejuvenation for Jai, reminding him of the warmth of communal bonds.

Jai often reflects on his journey with JewishCare, expressing profound gratitude for Sandy and the team's unwavering support. "Sandy was completely nonjudgmental. 100% supportive. She genuinely cares," Jai remarks, the depth of his appreciation evident in every word. Sandy's belief in Jai's potential even led her to advocate for him to join JewishCare's team when he expressed interest in contributing to an organisation that had given him so much.

Today, Jai is a member of our NDIS team, working as a support worker. His passion for the role is evident. Every day, he is reminded of JewishCare's profound impact on his life and is eager to give back to the community that uplifted him during his most challenging times. For Jai, JewishCare isn't just an employer; it's a testament to the power of community, compassion, and support when people need it most.



248 EAPA
entries, \$54,100



73 Housing
clients



229 Emotional
Support
Clients

The Proactive Impact of JSPS in Community Suicide Prevention

The Jewish Suicide Prevention Strategy (JSPS) was initiated by JewishCare in 2017 in response to a number of suicides and suicide attempts within the community. The program is guided by the LifeSpan Framework developed by the Black Dog Institute's whole community approach to suicide prevention.

One of the main initiatives of the JSPS is to offer free Mental Health First Aid, Mental Health Awareness, and Suicide Prevention training to community members. Over 2500 community members have completed this vital training in the past 6 years.

Becoming a Mental Health First Aider can help save a life and many training participants have reported that the education and knowledge gained has impacted them immensely.

Recently, community member Carolyn Hyams attended a Mental Health Awareness Training at JewishCare. In this training, Carolyn learned the warning signs of poor mental health, the appropriate language to use when approaching someone she is concerned about, and how to use an evidence-based, action plan to encourage the person to seek professional help.

As part of the training, JSPS provided Carolyn with resources and connections to mental health services within the community, aiding her work at Aquent's employee-led DE&I Council, where mental health education and support are of utmost importance.

The training proved invaluable to Carolyn, both professionally and personally. Armed with knowledge, empathy, and compassion, Carolyn has since become an advocate for the JSPS mental health training on offer.

The JSPS's commitment to a whole community approach to mental health and suicide prevention stands as a testament to the power of education, understanding, and support in making a real, tangible difference in the lives of individuals like Carolyn, and the community as a whole.

Mental Health Training Impact



40 people
attended Mental
Health Awareness
Training



20 people
attended Mental
Health First Aid
Training



20 people
attended Youth
Adolescence
Mental Health First
Aid Training



40 people
attended
Conversations
About Suicide
Training

Compassion in Action: Celebrating Volunteer Ella's Impact at JewishCare

At JewishCare, we rely on the generous time and contributions of our giving volunteers. Ella, a volunteer since 2018, has played a crucial role in supporting people in need within our community. With an intuitive ability to put people at ease, Ella has helped countless people navigate mental health experiences, assisting them in managing their daily tasks and finding a renewed sense of confidence.

With the onset of the Ukraine war, the invaluable contributions of volunteers like Ella became even more apparent. Whilst JewishCare provided financial and legal assistance, our volunteers gave their time to offer emotional support and valuable community connections to families migrating to Sydney.

When the Lystsev family moved to Australia from Ukraine in November, they found themselves in a tight spot, confined to a small flat, grappling with language barriers and unfamiliarity. Both Lana Kofman and Robyn Zeller, JewishCare's Volunteer and Mentor Managers, worked tirelessly to help the Lystsev family settle, providing them with English lessons, clothing, and food vouchers.

Despite these efforts, the strain of their living situation was palpable. Observing this, Lana extended a call for assistance to the JewishCare volunteer community. Without a moment's hesitation, Ella stepped forward, offering her home to the two youngest members of the Lystsev family. Beyond providing shelter and meals, Ella provided them with emotional support and a sense of belonging in a foreign land. Recalling this time, she states "my grandmother always said charity begins in the home." Today, thanks to the commitment of Ella, the Lystsev family is not just surviving; they are thriving.



Lana Kofman & Lystsev Family Member

“

“You leave behind in life not possessions but good deeds”.

Ella stands as a testament to the compassion that characterises JewishCare volunteers. Her commitment, mirrored by many other dedicated individuals, reflect our organisation's fundamental values of empathy and community. Every day, our volunteers selflessly invest their time and resources to safeguard the welfare of others, exhibiting the spirit of altruism that strengthens and elevates our community. Ella's volunteering ethos stems from the statement "you leave behind in life not possessions but good deeds".

The concerted efforts of our volunteers help pave the way toward a more resilient and interconnected community and as an organisation, we couldn't achieve our mission without them.

A Beacon of Excellence in Risk Management and Quality Care Provision

Successful audits, enhanced clinical awareness, and ongoing commitment to quality care.

JewishCare's commitment to meticulously managing risk ensures that the individuals under its care receive the highest standard of service. Recognising the critical role that education and adherence to standard practices play in enhancing care quality, the organisation places a strong emphasis on these areas. JewishCare actively bolsters staff awareness concerning the clinical risks facing clients.

This proactive approach ensures that every member of the team is well-equipped with the necessary knowledge and skills to provide exceptional care while effectively mitigating risks.

The organisation's commitment to excellence in care and risk management is not just theoretical. The recent triumph in compliance in the NDIS and Aged Care Audits is robust evidence. Meeting and being recognised for compliance with all eight rigorous quality standards are a reflection of our enduring dedication to superior care and

service to the people we support. It also highlights JewishCare's ongoing efforts to ensure its staff are adept in the latest best practices in the field.

JewishCare's success is underpinned by a multi-faceted approach to risk management and care delivery. It starts with comprehensive training programs designed to enhance staff understanding and proficiency in managing clinical risks. In-depth education initiatives help to ensure that all staff members are up-to-date on the latest insights, trends, and best practices in risk management and care delivery. This foundation of knowledge and expertise empowers the JewishCare team to provide safe, effective, and compassionate care to every individual they serve.

The commitment to Quality, Safety, and Risk is ingrained in JewishCare, from the Board level with its Management Leadership Group to a broad network of local service managers reporting

Clinical Governance Impacts



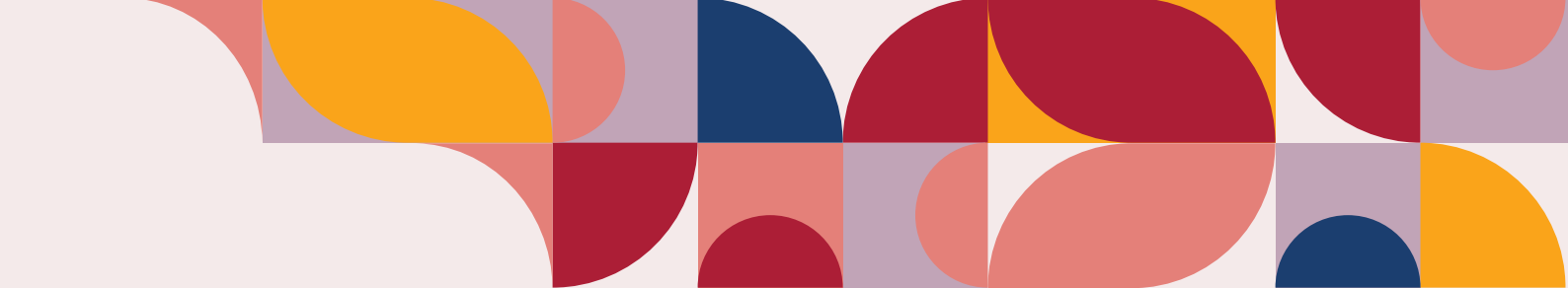
107 employees completed Medication Management Training



38 staff members received First Aid Training



46 staff members received CPR Refresher Training



centrally. This team aspires to gauge and augment systems, care quality, and the health and safety of JewishCare workplaces. Effective risk management and quality enhancement are fundamental elements of JewishCare services.

Despite JewishCare's enthusiasm for inventive care approaches, our clinical governance team diligently reviews services to ensure the active pursuit of continual improvement and regulatory compliance. Collaborating closely with entities like the Aged Care Quality and Safety Commission and the NDIS Quality and Safeguards Commission, the team assists services in meeting audit, accreditation requirements, and quality standards.

JewishCare's dedicated approach to carefully managing risks, prioritising education, and upholding the highest standard practices are not just commitments on paper. These principles are actively lived and reinforced within the

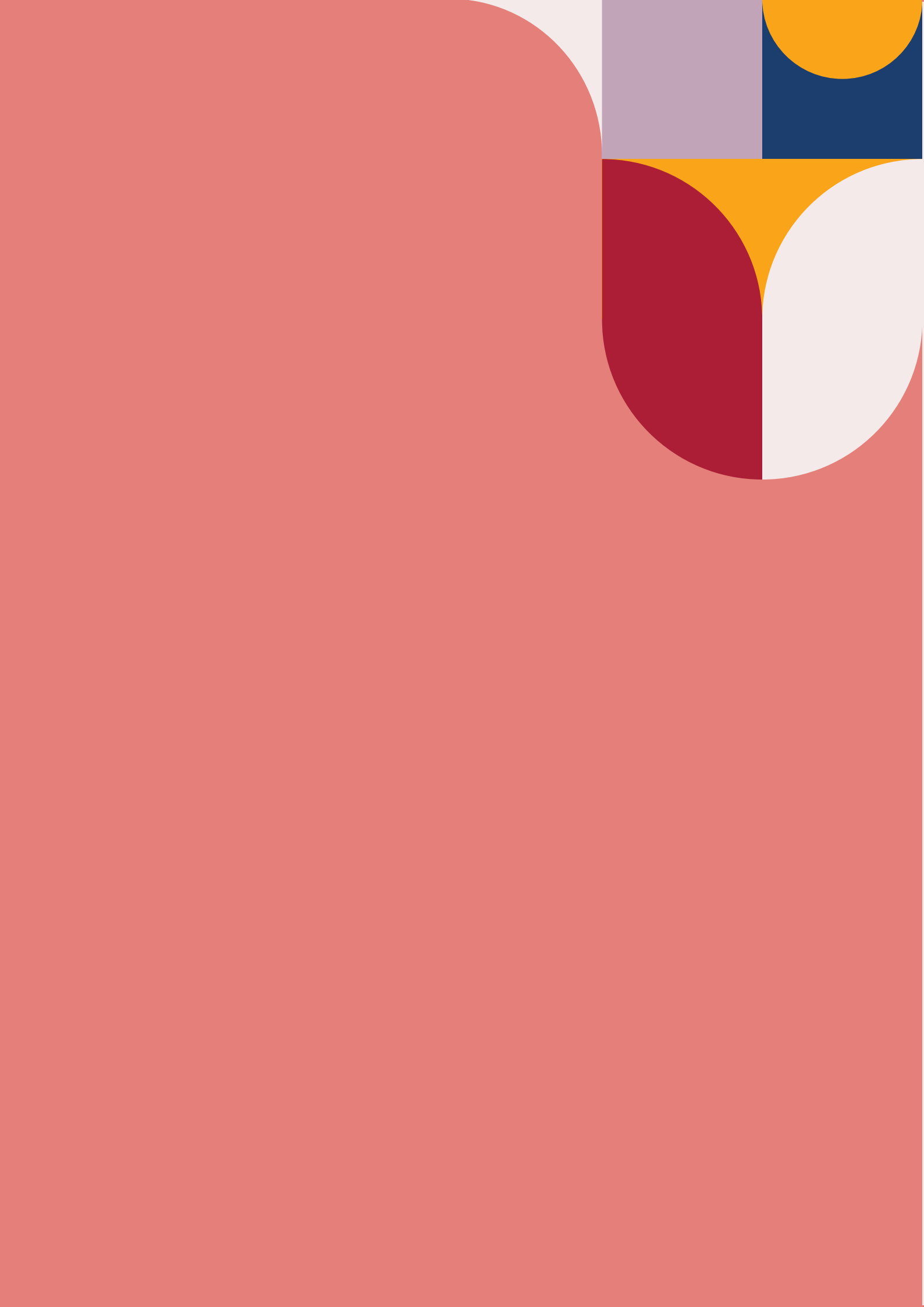
organisation, resulting in a team that is well-versed in managing clinical risks and delivering top-tier care. All of this is motivated by our passion for improving the quality of life for people in need – when this is achieved with support from the clinical governance team, we know it means we will meet and surpass consumer, community and regulator expectations.



29 employees
completed Risk and
Incident Management
System Training



128 field employees
completed Gold Care
Risk and Incident
Reporting Training





On The Record

Elevating the people we care for,
and those that care for them.



Treasurer Report

Michael Hirschowitz

After many years of relative organisational and financial stability, JewishCare has been confronted with a rapidly changing landscape over the last several years. These changes have included legislative and compliance changes, changes to funding sources, macro-environmental changes, and substantial internal organisational changes.

One of the most profound consequences of this changing environment is that it has become increasingly challenging for JewishCare to deliver its existing suite of services to its existing client base, with the requisite level of quality and governance, within the framework of its existing funding model.

This can be most clearly seen in the financial results for the year ended 30 June 2023, during which JewishCare recorded a deficit of \$2.48 million.

JewishCare's deteriorating financial performance resulted in the Board ordering a review of its strategic, financial, and operational sustainability and the incorporation of "building the foundation for long-term sustainability" as a key pillar Senior Executive Council's new strategic plan.

Key Findings of the Review

The review was carried out between July 2023 and October 2023. A summary of some of the key findings are as follows :

- Between the 2020 financial year and the 2023 financial year, JewishCare's business, measured by the aggregate number of clients it services, remained largely stable.
- Whilst government-funded revenue increased by 9% over this time, the cost of delivering services rose by 21%. This resulted in a reduction in gross profit margin such that gross profit dollars fell by 4% over this period.

- Despite the business itself remaining largely stable over this period, operating costs increased by \$3.3 million or approximately 34%. This is largely a function of a \$2.3 million increase in office staff costs and related on-costs, driven primarily in response to both the changing regulatory environment and a historical skill and resourcing deficit that had to be addressed.
- Whilst both the decrease in margins and increase in costs are somewhat a function of factors beyond JewishCare's control, many of JewishCare's existing systems and processes are outdated, inefficient, and/or inadequate. This results in the lack of high quality and timely information being available to those who require it to make evidence-based care and commercial decisions.
- Whilst there appear to be abundant opportunities for both growth and organisational streamlining that could result in JewishCare returning to financial self-sufficiency in the foreseeable future, we must first develop and imbed an effective financial governance framework to move confidently into that future.

Immediate Actions Following the Review

As a result of the findings of the review, the following immediate actions have been taken:

- Senior Executive Council has carried out a comprehensive review of the office cost base and has identified a number of efficiency and cost-saving measures which it has begun to implement without delay.
- We have sought the expertise of a senior, experienced member of the community to help us build a robust commercial and reporting framework over the next 12 - 18 months. In this regard, JewishCare in November 2023 appointed Michael Gordon as Director, Financial

Strategy and Transformation. Michael is a highly credentialled Company Director and former CFO who has the proven skills to undertake this role.

- We have provided full transparency of our process and findings to our primary non-government funders, JCA and the JewishCare Foundation Trusts, and asked for their support as we build towards a self-sustaining financial future.

Financial results for the year ended 30 June 2023

A summary of the financial results for the year ended 30 June 2023 is as follows:

- JewishCare reported a deficit for the year of \$2.48 million (2022: \$0.88 million). This included an unrealised gain on its investment portfolio of \$0.21 million (2022: loss of \$0.25 million).
- Total operating income for the year was \$21.63 million (2022: 20.08 million). This included:
 - **Government Funded Income** of \$15.19 million (2022: \$14.26 million) including \$6.58 million of Consumer Directed Care (Aged Care) income (2022: \$5.93 million); \$5.69 million of NDIS revenue (2022: \$5.50 million); and \$2.92 million from The Conference on Jewish Material Claims Against Germany (Claims Conference) (2022: \$2.84 million).
 - **Community Funded Income** of \$4.93 million (2022: \$4.54 million) including \$2.83 million from the JewishCare Foundations (2022: \$2.71 million); \$1.82 million from JCA and in endowments (2022: \$1.51 million); and \$0.28 million from donations (2022: \$0.32 million)
 - **Income from other sources** of \$1.51 million (2022: \$1.28 million), mostly from sales and client fees
- Operating expenditure for the year was \$24.38 million (2022: \$20.88 million), the overwhelming

majority of which was in staffing and on-costs, which accounted for \$20.4 million (2022: \$17.52million), or 84% of total expenditure.

- On 30 June 2023 JewishCare had net assets of \$9.29 million (2022: \$11.77 million). This included \$3.17 million in cash (2022: \$5.13 million) and \$2.34 million in investments with Koda Capital (2022: \$3.75 million), which are being progressively liquidated to ensure that JewishCare's cash position remains sufficiently healthy to support its ongoing operations.

Finance Team

It was a tumultuous year for the finance team which experienced significant turnover in key positions.

In September 2022, JewishCare's long-serving CFO, Andrew Fodor departed and Tamara Leizer joined as Head of Finance. This was followed by several other changes in quick succession and an extremely rapid learning curve for the new team.

Tamara and her team worked tirelessly and relentlessly to come up to speed to meet the demands of the organisation and, on behalf of the board, I would like to thank them for their diligence, effort, and ongoing support.

Unfortunately, Tamara has tendered her resignation and departed JewishCare in October 2023. We wish her everything of the best in her next chosen endeavour.

Am Yisrael Chai.



Michael Hirschowitz
Hon. Treasurer

Financials

It was a tough year for the sector and JewishCare, facing numerous challenges. Despite this, our anticipated growth demonstrates a stable and promising future ahead.

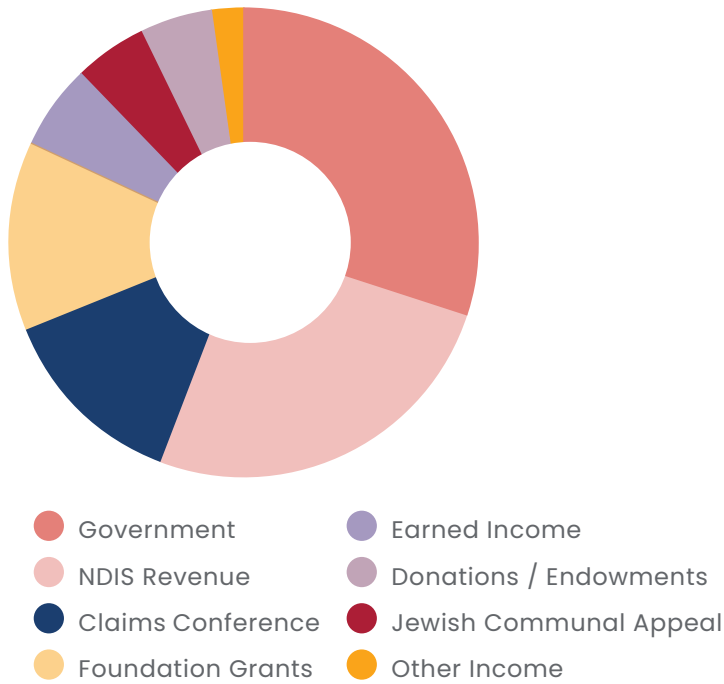
The continuous impact of COVID-19 has marked 2023 as another challenging financial year for JewishCare's operations. Though planning for growth incurs significant costs, JewishCare's Senior Executive Council has formulated a solid plan. This comprehensive strategy is designed to navigate these challenges efficiently, aiming to bring our business back to a financial surplus in the forthcoming years, ensuring stability and growth.

Income Sources	2023 \$	%
Government	6,577,478	30
NDIS Revenue	5,694,433	26
Claims Conference	2,917,528	13
Foundation Grants	2,832,000	13
Earned Income	1,332,293	6
Donations / Endowments	995,871	5
Jewish Communal Appeal	1,100,000	5
Other Income	450,329	2
Total	21,899,932	

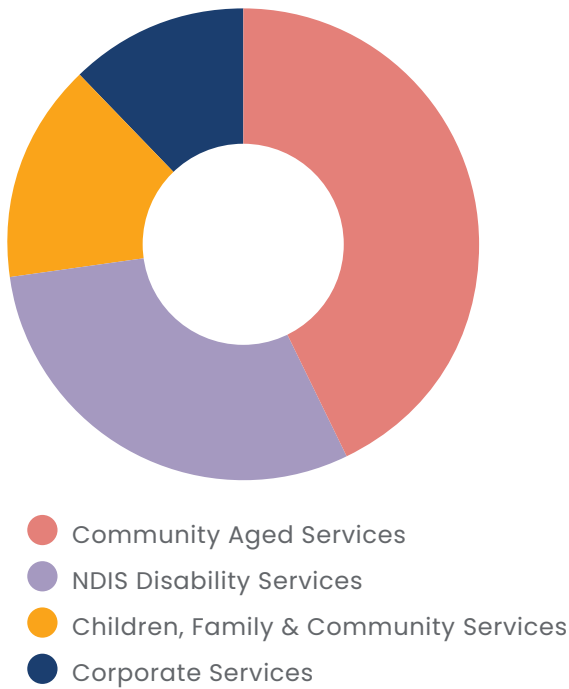
Expenditure by Programs/ Service Groups	2023 \$	%
Community Aged Services	10,515,258	43
NDIS Disability Services	8,561,002	35
Children, Family & Community Services	2,460,479	10
Corporate Services	2,844,751	12
Total	24,381,490	

Summary of Operational Income & Expense	2023 \$	%
Revenue	21,840,951	
Gain on asset sale	21,216	
Share of surplus of the commonly controlled entity	37,765	
Employee benefits expense	(20,427,432)	84
Depreciation expense	(430,976)	2
Client care expense	(1,238,403)	5
Rent and utilities expense	(121,534)	0
Insurance expense	(80,035)	0
Other expenses	(2,083,110)	9
Operational Shortfall	(2,481,558)	

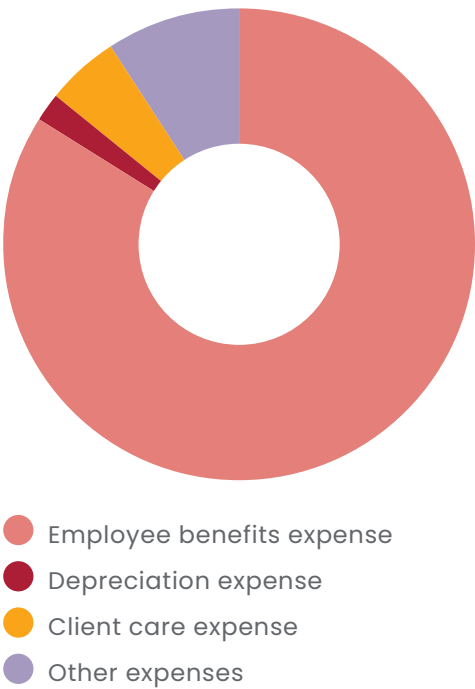
Income Sources



Expenditure by Programs/
Service Groups



Summary of Expenses by
Nature of Expense



The Board

AT 30 JUNE, 2023

JewishCare is managed and administered by an elected Board. All Board members act in a voluntary capacity and oversee all facets of the organisation’s administration. The Board is responsible for the continuing financial viability of the organisation.

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

Executive

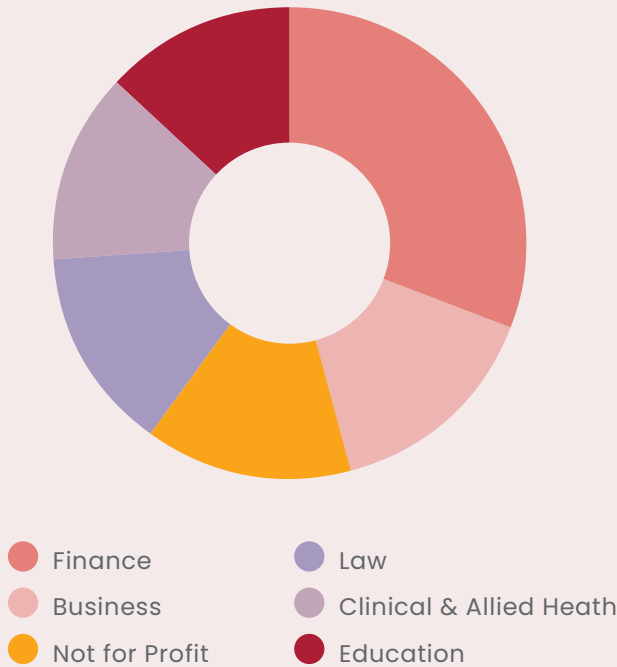
- Jason Sandler
President
- Michele Goldman
Vice President
- Michael Hirschowitz
Hon Treasurer

Board Members

- Jenna Baskin
- Ben Bolot
- David Morris
- Jeremy Samuel
- Dr Jonathan Taitz
- Caryn Sandler

Board Mix

JewishCare aspires to sustain a Board filled with members who bring a diverse array of skills and expertise, contributing to robust corporate governance and strategic planning principles. The existing Board is made up of esteemed individuals with a longstanding connection to the organisation. They bring to the table skills and expertise in various fields including Finance, Business, Not for Profit sectors, Law, Clinical & Allied Health, and Education. Aligned with our core values, our Board members are dedicated to upholding exemplary standards of care centered on enhancing quality of life, all within a financially sustainable framework.





Jason Sandler – President

Appointed as Director on 25 May 2016

Treasurer from 2016 to 2018

Appointed as President on 28 November 2018

Jason Sandler is the Chief Financial Officer at TDM Growth Partners (TDM), a private investment firm. TDM has a long-term investment philosophy, focusing on fast-growing public and private businesses globally, with no fixed time horizons, run by outstanding management teams. Jason leads operations and finance at TDM.

Prior to joining TDM, Jason worked with Investec Australia Limited in Property Investments and Private Equity. Prior to Investec, Jason worked for PwC in assurance and business advisory services.

Jason holds a Bachelor of Commerce from the University of New South Wales and is a Chartered Accountant.



Michele Goldman – Vice President

Appointed as Director on 22 June 2016

Appointed as Vice President on 27 February 2019

Michele is CEO of Asthma Australia, having played a key role in the merger of several Asthma Foundations to form a stronger, national body. She was previously CEO of the School for Social Entrepreneurs, an organisation which provides learning programs to support sustainable social enterprises.

Her career has spanned both the corporate and not-for-profit sectors. A strategic thinker with a strong background in marketing and communications, she is passionate about driving collaborative approaches to achieve progress and developing partnerships to increase organisational capacity and impact.

Michele has a Bachelor of Business from UTS, is a graduate of the Australian Institute of Company Directors and is an alumni of the Sydney Leadership Program and the inaugural Social Impact Leadership Australia Program 2021/2022.



Michael Hirschowitz – Hon Treasurer

Appointed as Director on 7 February 2018

Appointed as Treasurer on 28 November 2018

Michael is the former CFO and COO of Guzman Y Gomez, Australia's fastest-growing fast-food company, which has over 200 restaurants in four countries.

Prior to that, Michael was the CFO and Finance Director of Accent Group Limited for over 20 years. During his career with the group, Michael was instrumental in transforming the business from a small private company into Australia and New Zealand's largest listed footwear business.

Michael holds Bachelor of Commerce and Bachelor of Accountancy degrees and was a Chartered Accountant. He is also a Graduate of the Australian Institute of Company Directors.



Jenna Baskin

Appointed as Director on
4 December 2019

Jenna is the CEO of MCI, a multi award-winning training and education company.

Jenna has a Bachelor of Commerce and an MBA. She was on the Australian Institute of Management 30 Under 30 list and serves on the boards of Mum for Mum and the Jewish National Fund.



Ben Bolot

Appointed as Director on
28 March 2018

Ben is a Founding Partner of BID Energy Partners, a renewable energy development and consultancy firm.

Ben holds degrees in Commerce and Law and was previously admitted as a Barrister & Solicitor and a Chartered Accountant in New Zealand.



David Morris

Appointed as Director on
22 July 2014

David is the Chief Strategy Officer and President of Asia Pacific at Nanosonics Limited.

David has a Bachelor of Business and a Bachelor of Applied Science, has completed an Advanced Business Management program, and is a Graduate of the Australian Institute of Company Directors.



Jeremy Samuel

Appointed as Director on
23 May 2018;
resigned on 16 August 2023

Jeremy is the founder and Managing Director of Anacacia Capital, which invests into leading small-medium enterprises. He is also a Non-Executive Director of Duncan Technologies, Opteon and Sureway. He was the former lead director for Anacacia's successful investments.

Jeremy holds an MBA and Arts/Law degrees.



Caryn Sandler

Appointed as Director on
4 December 2019;
resigned on 4 April 2023

Caryn is a Partner and the Chief Knowledge & Innovation Officer at Gilbert + Tobin. Prior to this, Caryn worked as an ECM and M&A lawyer.

Caryn has a combined Bachelor of Commerce (Accounting) and Bachelor of Laws degree and a Graduate Diploma in Applied Finance.



Dr Jonathan Taitz

Appointed as Director on
20 October 2021

Dr Jonathan Taitz is a Specialist Paediatrician in Private Practice. He was previously the Director of Paediatric Patient Safety at the Clinical Excellence Commission. He was also responsible for the establishment of a Quality Academy at Sydney Children's Hospital Network.

Special Thanks

JewishCare acknowledges the financial assistance of our generous supporters to ensure we can continue delivering high standards of care to needy members of our community.

The Commonwealth and New South Wales Governments

Conference on Jewish Material Claims Against Germany

Haberman, Kulawicz and Wolanski Fund

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Gifts in Kind

JewishCare acknowledges the partnership and support of many communal organisations that offer their services or locations to ensure we can continue delivering high standards of care to needy members of our community.

Australian Jewish News

Diamond Conway Lawyers – Phillip Meisner

Our Big Kitchen

Thread Together

Toga

Wesley Mission

In Memory

We sadly acknowledge the passing of 2 wonderful community members.

Ron Callus and Philip Carr were generous supporters of JewishCare for many years.

Their contributions will be remembered for years to come.

Members, Donations & Bequests

1 July, 2022 to 30 June, 2023

The JewishCare Foundation Trust was formed in 2011 to provide the organisation with the additional financial support necessary to continue delivering high standards of care to needy members of our community. The JewishCare Foundation Trust receives tax-deductible donations from many sources, including clients and their families.

The following estates have honoured us with generous bequests.

To discuss bequest opportunities, or to make a donation to the JewishCare Foundation Trust please contact Warren Hurst, Community & Donor Engagement Manager, ph: 1300 133 660 or email: w.hurst@jewishcare.com.au

JewishCare also gratefully acknowledges our many donors who choose to remain anonymous.

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Volunteers

Active Volunteers at 1 July, 2022 to 30 June, 2023

JewishCare could not do all that it does without volunteers. Thank you for your ongoing support of JewishCare. You have made an incredible difference to the people in our community with the work you do with us. Thank you to all the affiliated professionals who provided their services on a pro bono or discounted rate to our clients.

There are many ways for you to get involved as a volunteer. Whether you are in full-time education, working full or part-time, taking a career break or reaching retirement, you can make a difference to other people's lives – from just an hour a week. Depending on your role you will receive all necessary training and ongoing support as required.

To discuss volunteer opportunities, please contact Lana Kofman, Volunteer Services Manager, ph: 1300 133 660 or email: l.kofman@jewishcare.com.au

To discuss affiliated professional volunteer opportunities, please contact Charmaine Silove, Program Coordinator, ph: 1300 133 660 or email: c.silove@jewishcare.com.au

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Get in touch for more information



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