



Rendering of new Rehabilitation Center and connector building housing new Kosher Café

PROJECT TRANSFORMATION

A NEW WORLD OF CARE

CAPITAL CAMPAIGN WILL BRING SMALL HOUSE TO NEW REHABILITATION CENTER AND OUR HOME

This is an exciting time at Jewish Geriatric Services (JGS) as we update our facilities and expand services to improve health outcomes and enhance resident dignity, independence and quality of life. We call our vision — and the \$9 million capital campaign that will bring it to reality — **Project Transformation: A New World of Care**. It's about a new philosophy, a new architecture, and a new look for the entire organization. Central to the vision is the Small House model of care, which combines the best of a home-like setting with skilled person-centered care, giving residents the freedom to live life on their terms, rather than conform to the rhythms of the institution.

“Our goal is to truly transform how care is delivered, moving away from the traditional medical model of care to a social model where the person cared for is afforded the greatest degree of autonomy, dignity and personal choice,” said Martin Baicker, president and CEO, JGS. “It is called Small House and studies have concluded that residents experience a higher quality of life in almost every area.”

Robert Baevsky, MD, Chair, JGS Board of Directors reflected, “For more than a century JGS has prided

itself on being a progressive, forward-looking organization. We continue to seek solutions to the challenges of aging and embrace new practices. **Project Transformation** continues that tradition.”

Five key initiatives define **Project Transformation**:

- 1) Construction of a two-story 24,000 square foot short-term care Rehabilitation Center in the Small House model, connected to the Leavitt Family Jewish Home by a promenade that will house a Kosher Café
- 2) Conversion of the A-1 and A-2 units of the nursing home into the Small House model
- 3) Significant upgrades and enhancements to Ruth's House
- 4) Additional upgrades and enhancements to the Leavitt Family Jewish Home
- 5) Expansion and relocation of Wernick Adult Day Health Care Center to offer a specialized program for those dealing with dementia and early Alzheimer's Disease

In our new short-term Rehabilitation Center each floor will be a self-contained Small House, designed as a community of 12 individuals. Rehabilitation clients will enjoy private rooms with private bathrooms and residential finishes, furniture and

lighting. Each Small House will offer a central living room, hearth, dining room and kitchen — warm and inviting areas for residents to enjoy and families to congregate, and where rehabilitation can take place as individuals prepare to return home. Our new Kosher Café will service residents, staff, families and visitors, and is also expected to attract the community.

In the nursing home, the A-1 and A-2 units will be renovated into 3 Small Houses (for a total of 6). Each House will accommodate 8 — 10 individuals and be staffed by a self-directed care team to assist residents with daily living activities. These include meal planning, cooking, laundry, personal care, resident-centered activities as well as activities to manage chronic diseases. This model has been shown to foster deeper relationships between residents and staff and an increased sense of security and well-being, in addition to greater staff satisfaction.

Ruth's House upgrades and enhancements are underway — including transformation of our Garden Level porch into a four-season activities area with access to our outdoor gardens. Similar enhancements at the Leavitt Family Jewish Home will upgrade and refresh the Welcome Center, common areas and resident rooms. Wernick Adult Day Health Care will relocate to larger quarters on campus (the site of our former Family Medical Center) and expand to offer a specialized program for those dealing with dementia and early Alzheimer's Disease.

Longtime JGS leaders and volunteers Susan B. Kline and Stephen N. Krevalin are chairing the \$9 million **Project Transformation** capital campaign. Both are passionate about the changes underway. "Our construction of a new and free standing rehabilitation center in the Small House model of care is necessary and will provide improvements to the quality of experience, quality of care, and quality of life of rehabilitation patients," says Krevalin. Adds Kline, "**Project Transformation** donors will see their gifts make an important and lasting difference in the lives of their loved ones and the people we serve."

Project Transformation offers many rewarding Dedication Opportunities. Contributions may be designated to honor, memorialize or recognize individuals, families, friends, corporations and institutions. (See list on page 8.)

For more information, please contact Susan Kimball Halpern, Vice President of Philanthropy, at 413-567-3949, ext 1612 or shalpern@jewishgeriatric.org.



PROJECT TRANSFORMATION

- 1 New Rehab Center in Small House and connector with new Kosher Café
- 2 Renovation to A1 and A2 to Small House
- 3 Ruth's House upgrades
- 4 Leavitt Family Jewish Home upgrades
- 5 Relocation and enhancement of Wernick Adult Day Health Care

SMALL HOUSE FEATURES ENHANCE DIGNITY, FOSTER INDEPENDENCE AND IMPROVE QUALITY OF LIFE*

- Communities of 8 — 12 individuals
- Staffing by self-directed care teams with advanced training
- Private rooms with full bathrooms, opening to a central living area, open full kitchen and dining area (All rooms in our rehabilitation center will be private. Out of a total of 56 rooms in the nursing home renovation, 8 will be retained as semi-private)
- Home-like configuration: front hallway, communal hearth and living room, fireplace, open kitchen with large dining table, family style meals, and cozy den
- Short distances from bedrooms to living areas to encourage walking and reduce need for wheelchairs
- Residential finishes and hardware
- Wireless internet access, flat screen televisions and wireless call system
- Access to outdoor space and connections with nature
- Flexible daily routines that meet individual needs and preferences
- Greater resident input into their own care plans

*Projected



SUSAN B. KLINE AND STEPHEN N. KREVALIN TO CHAIR PROJECT TRANSFORMATION

Leading the campaign to transform care at Jewish Geriatric Services are two special individuals, each with an impressive resume of involvement, volunteerism and support at JGS and in the general community. Susan B. Kline and Stephen N. Krevalin bring years of experience and passion to their commitment to our plans to bring person-centered care and the Small House model to JGS.

Susan was an active family member at Ruth's House, helping to raise awareness of assisted living at JGS and to raise funds to support staff advancement through our clinical ladders program. She co-chaired our Future Vision Task Force, developing a strategic plan to take JGS into our second century of care and leading to our current **Project Transformation** initiatives and the embracing of the Small House model of care. She has served on several JGS committees and was Chair of the JGS Board from 2012 – 2014, exciting years as the organization celebrated its centennial. Volunteerism and giving back to the community comes naturally to Susan. Among her many

leadership positions she is a Past President of Kodimoh Synagogue as well as The Jewish Federation of Western Massachusetts, and the current director of the Create A Jewish Legacy Program at the Harold Grinspoon Foundation. A communications consultant, Susan provides writing and speaking training to employees of companies throughout our region.

Kline is enthusiastic about the campaign's benefit to the community and the people we serve. "We have asked ourselves how we can serve everyone in our care the best possible way, seeing the whole person and respecting their independence, their dignity and their right to the highest quality of care. The Small House model will do just that, transforming traditional views of care in every way. Donors will be able to see the direct results of their contributions."



Susan B. Kline and Stephen N. Krevalin to Chair Project Transformation

Stephen Krevalin's connection to JGS goes back generations. He followed his parents, grandparents and aunts and uncles as an involved and active member on numerous committees. Steve was the Chairman of the Jewish Nursing Home from 1992—1996 and then was elevated to Chairman of Jewish Geriatric Services for two consecutive terms spanning 1996 – 2000. At that time, he oversaw the successful implementation of our Regeneration Campaign which made possible

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LEADERSHIP AND COMMITTEES

Campaign Planning Steering Committee

Bob Baevsky, Chair JGS
Martin Broder, Small House
Fred Brownstein, Marketing
Frank Colaccino, Building
Rudy D'Agostino, Finance
Susan Goldsmith, Rebranding
Jeff Grodsky, Building
David B. Katz, Dedication & Recognition
Ed Kline, Finance
Susan Kline, Campaign
Stephen Krevalin, Campaign

Campaign Cabinet

Susan Kline, Co-Chair
Stephen Krevalin, Co-Chair
Martha Finkel Ceppetelli
Mark Dindas
Charlie Epstein
Richard Halpern
David B. Katz

Corporation/Foundation Committee

Frank Colaccino, Co-Chair
Stephen Davis, Co-Chair

Building Committee

Frank Colaccino, Co-Chair
Jeff Grodsky, Co-Chair
Christopher Carr
Michael Ceppetelli
Susan Kline
Stephen Krevalin
Steve Roberts

Campaign/Marketing Committee

Fred Brownstein, Chair
Lorie Epstein
Trudi Epstein
Betsey Freedman
Mark Jackowitz
Fay Smith
Larry Starr
Judy Yaffe

Small House Model of Care Committee

Martin Broder, Chair
Stuart Anfang
Larry Bernstein
Judy Cohen
Mark Dindas
Betsey Freedman
Barbara Perman
Susan Porter
Steve Silver

Finance Committee

Rudy D'Agostino, Co-Chair
Ed Kline, Co-Chair
Eric Berg

Dedication and Recognition Committee

David B. Katz, Chair
Susan Kline
Jim Rosenthal

Ruth's House Committee

Hyman Darling, Co-chair
Paul Rothschild, Co-chair
Alan Bullock
Judi Bullock
Carol Kantany Casartello
Charles Casartello
Robert Dambrov
Meryl Darling
Mark Dindas
Phyllis Dindas
Trudi Epstein
Robert Fagin
Robert Friedlander
Carole Hirshberg
Michael Hirshberg
Susan Kline
Stephen Krevalin
Marsha Rothschild
Leonard Schreiber
Howard Ser
Michelle Ser

significant renovations to the Home and the building of Ruth's House, our assisted living residence. Under Steve's leadership JGS expanded to offer a full continuum of integrated care options for our community's elders. Steve has served on or chaired numerous JGS committees over the years, including our Stand By Me Campaign and most recently our 2012 Centennial Celebration. He has served as Past President of Kodimoh Synagogue, and sat on the Board of Jewish Endowment Foundation, Visiting Nurse Association and currently is on the Board of the Clarke School for Hearing and Speech. Steve is the managing partner of Bacon Wilson law offices, with expertise in the areas of general business matters, domestic relations, and shopping center/mall representation.

"JGS has transformed itself over the past 100 years into a thriving, vibrant and resourceful healthcare organization serving our entire community. The real significance isn't where we have come from, but what we have become and where we are heading in the future. **Project Transformation** is a passion of the heart, and my involvement in this campaign is one of the most meaningful things I have ever accepted. This campaign and these projects will truly transform and revolutionize how we care for the people we serve, permitting us to offer care of the highest quality, in the best environments, with the best staff. It is both necessary and the right thing to do for our community."



Jude Rabig, PhD
Small House Expert

JUDE RABIG LENDS SMALL HOUSE EXPERTISE TO PROJECTS

Jewish Geriatric Services has secured the consultative advice of Jude Rabig, PhD to assist in the design and implementation of Small House at JGS. Rabig is a nationally recognized expert on culture change and the Small House model of deinstitutionalized nursing home care.

Rabig has a deep understanding of organizational change and its application to long-term care. As the first Director of the Robert Wood Johnson-funded National Green House® Project, she designed the operating model, authored and delivered the training curriculum, and created materials for the replication initiative. Jude has presented and published widely on small house and culture change. She is a nurse gerontologist, a former Atlantic Philanthropies, Hartford Foundation Practice Change Fellow; and a Center for Medicare and Medicaid Services Innovation Adviser.

"The Small House philosophy moves away from the ageist attitude that people who come to nursing homes are broken, unable, and in need of fixing, monitoring, supervising and protecting. It embraces the individual as someone who has strengths and weaknesses, a person who is engaged in a personal and unique life journey, who has a rich life history, a future, wisdom and knowledge; someone who seeks to be independent, to have a role, to be productive, someone entitled to autonomy, dignity and choice."

Jude Rabig, PhD

She holds a PhD in gerontology and a business certificate from Stanford School of Business. She is also the Director of NASH, The National Alliance of Small Houses.

Rabig, who has created plans for over 20 Small Houses commented, "There is no one-size-fits-all solution to long term care challenges. I am excited to partner with JGS to develop a Small House model that will successfully deinstitutionalize care, respecting that elders are unique, holistic beings who deserve care rooted in understanding each individual and his or her particular needs. That is what person-centered care is all about. Indeed, after nurses transition and adjust to the Small House model, they typically say, "This is what I went into nursing to do — care for people."

PERKINS EASTMAN BRINGS EXPERTISE IN CULTURE CHANGE AND DESIGN OF SENIOR LIVING COMMUNITIES

Since its founding in 1981, Perkins Eastman has become a leading international architecture, urban design and interior design firm offering programming, planning, design, strategic planning and consulting services. Their senior living experts share a passion for the built environment, believing that well-designed spaces can help aging adults by improving both quality of life and quality of care. They have the nation's most extensive portfolio of Small House and Green House® work as well as broad experience with short-term rehabilitation programs. Their philosophy is one of collaboration. They implemented an ideas process (a charrette) that engaged the JGS executive team, board members, staff, residents and family members in a dialogue and planning session to help guide the development of our project.

Perkins Eastman passionately supports culture change programs that provide home-like settings in long-term care and rehabilitative facilities. They seek to create physical settings that empower residents, efficiently support staff, and bring innovative design into new and existing long-term care facilities. Perkins Eastman designed the first Small House neighborhoods in Ohio and has collaborated with Jude Rabig, our Small House consultant, on several projects. Their extensive portfolio includes Hebrew Senior Life – NewBridge on the Charles, in Dedham, MA, which includes 220 licensed chronic-care beds and 48 short-term sub-acute rehabilitation beds; and MorseLife – Short-Term Rehabilitation Center in West Palm Beach, FL. Their portfolio also includes recent renovations to Glenmeadow Retirement Community in Longmeadow.

Martin Siefering, a principal with Perkins Eastman, is leading the team. With 25 years of senior living industry experience, his responsibilities have included planning, design, construction, supervision, and project direction for some of the firm's most challenging senior living projects. His approach to architecture is based upon the

integration of nature, sensitive site design, and sustainable building design.

Erik Dalen, is acting as Architecture Team Leader, bringing over 12 years of experience to our projects. Erik's expertise encompasses design and documentation of all phases from master planning to schematic design to construction details, as well as project management, contracts and budgeting. Erik oversaw the renovations and interior design for Glenmeadow.

Laurie Butler, associate principal at Perkins Eastman and a senior interior designer, brings over 30 years of experience in senior

living projects. The scope of her work ranges from new construction to renovation, including space programming, finish selection, interior architecture, and furniture selection and specifications as well as coordination of equipment.

According to Siefering, "Working with the JGS staff, board members and volunteers to develop a unique solution for the campus has been very rewarding for our team. We are confident that the solutions that we have developed together can enrich the lives of those who live, work and visit at JGS. We are excited about beginning construction of the Short Term Rehab building and renovations to the nursing home, and look forward to the day when the first elders cross the threshold."



Perkins Eastman held a design planning session that engaged the JGS executive team, board members, staff, residents and family members in dialogue and brainstorming to help guide the development of our project.

Pictured are members of the Project Transformation Building Committee, and the Perkins Eastman team.

REMEMBERING CHUCK WOLFE

Mentor, Colleague and Friend

By Susan Kimball Halpern, JGS VP of Philanthropy

This past September the JGS community was deeply saddened by the news of the sudden passing of a dear friend, colleague and advisor Chuck Wolfe, a larger-than-life personality who served JGS for 20 years.

Our friendship and collaboration began in 1994 with the planning of our Regeneration Campaign. In large part because of his capable guidance, JGS succeeded in not only meeting, but exceeding our \$6 million goal, raising \$7.5 million! Chuck was much more than a fundraising consultant; he was a mentor, a colleague and a friend. He taught us all to think outside the box. He was both a realist and an eternal optimist. His attention to details ensured success. He brought a refreshing sense of humor and levity to situations...a gift of seeing the larger picture and keeping things in perspective.

Chuck knew our community as if it were his own. Such familiarity bred sound advice. He helped develop a strategy and materials for our 1998 JGYES! Campaign, consulted on our 2012 Centennial Campaign, and most recently lent his enthusiasm and insight into **Project Transformation**. He brought to JGS a wealth of knowledge, passion and vision in eldercare services having served as the CEO of the Mount Sinai Medical Center Foundation in Miami for 5 years, the CEO of Jewish Home for the Aged of Detroit for 16 years, and as a Past President of the North American Association of Jewish Homes & Housing for the Aged.

"Chuck was far more than a fundraising consultant; he saw the larger issues and influenced our strategic planning and resource development. In the short time we worked together, Chuck became a close colleague and friend," reflected Marty Baicker, CEO of JGS. "Chuck was a true Renaissance man, with a wealth of experience and knowledge and an incredible spirit of generosity."

Stephen Krevalin, Co-Chair of our **Project Transformation** Campaign reflected, "I am forever grateful and consider myself incredibly lucky and blessed for having had the wonderful experience of friendship and mentorship and to have collaborated with Chuck. It is hard to quantify or even qualify the impact that one person has on another, but I know that in many ways how I go through life has been forever changed by my knowing and learning from Chuck. JGS is deeply saddened by the loss but we are committed to continuing Chuck's legacy as we move forward with our project, with the confidence that Chuck instilled our foundation for success."



Chuck Wolfe

A resource for the entire community, Chuck provided his counsel to other local Jewish organizations including the Jewish Community Center and Lubavitcher Yeshiva Academy. Michael Paysnick of the JCC described Chuck as, "smart, wise and motivating...with a softer side as well: I was most appreciative of his reaching out to me when I first became executive of the JCC to offer his encouragement and ongoing counsel." Rabbi Kosofsky of LYA reflected that Chuck, "had a unique sixth sense to cut to the core of an issue. In the more recent years, Chuck was searching for a stronger connection to the foundation and meaning of Judaism. He joined my family for Friday night dinner and his presence enhanced our Shabbat table. I consider it a privilege and an honor to have known Shimeon, Chuck Wolfe."

Chuck's close camp friend Lenny Newman recited at Chuck's funeral, "Some people come into your life and quietly go... Some stay for awhile and leave footprints on your heart."

Chuck left many footprints on our hearts and in our minds. We will forever be asking each other, "What would Chuck say?" and because of his good mentoring, we will come up with the answer. Chuck left us too early, but he left us with a solid vision and plan. He has left an everlasting footprint on JGS and our community and we are all the better for it.

SMALL HOUSE FLOOR PLAN

BENEFITS OF SMALL HOUSE INCLUDE:

- Reduced use of medications
- Increased appetites
- Increased resident engagement
- Increased resident satisfaction
- Improved physical condition



REHAB COMMON SPACES

REHAB PRIVATE ROOM



REHAB AND CONNECTOR FLOOR PLAN



DEDICATION OPPORTUNITIES

^ = Indicates Exterior Dedication

SHORT-TERM REHABILITATION CENTER & PROMENADE

	DONATION AMOUNT
Rehabilitation Center ^	\$2,000,000
Rehabilitation House	\$1,000,000
Promenade	\$1,000,000
New Café	\$500,000
New Healing Garden^	\$180,000
Major Donor Wall	\$100,000
Dining Room	\$100,000
Living Room	\$100,000
Café Kitchen	\$100,000
Kitchen	\$100,000
Lobby/Vestibule	\$100,000
Exterior Portico^	\$100,000
Therapeutic Gymnasium	\$50,000
Therapeutic Spa	\$50,000
Den	\$50,000
Mezuzah - Main Entrance ^	\$50,000
Gallery Corridors	\$50,000
Windows on the Green	\$50,000
Café Coffee Bar	\$50,000
Café Counter	\$50,000
Café Large Seating Area (A)	\$50,000
Front Entry Garden^	\$50,000
Elevator	\$50,000
Reflection Garden	\$50,000
Terrace Garden^	\$50,000
Resident Room	\$36,000
Fireplace	\$36,000
Screened Porch	\$36,000
Mezuzah - House	\$36,000
Medicine Office	\$36,000
Café Small Seating Area (B)	\$36,000
Café Sitting Nook (C)	\$36,000
Cascading Garden^	\$36,000
Laundry Room	\$25,000
Pantry	\$25,000

A UNIT JNH - SMALL HOUSE RENOVATION

	DONATION AMOUNT
Neighborhood	\$500,000
Small House	\$180,000
Kitchen - Houses B1 and B2 (18 Beds)	\$100,000
Living Room	\$75,000
Dining Room	\$75,000
Kitchen - House A (10 beds)	\$50,000
Private Dining Room	\$50,000
Therapeutic Spa (Tub)	\$50,000
Lobby Art Gallery	\$50,000
Elevator	\$50,000
Library Nook	\$36,000
Meeting Room	\$36,000
Art Gallery	\$36,000
Spa (Shower/Changing Area/Vanity/Toilet)	\$36,000

Mezuzah	\$36,000
Pantry	\$25,000
Fireplace	\$25,000
Medicine Room	\$25,000
Resident Rooms	\$25,000

LEAVITT FAMILY JEWISH HOME

	DONATION AMOUNT
Entry Driveway ^ / "... " Way	\$250,000
Main Portico^	\$180,000
Primary Major Donor Wall	\$180,000
Playground^	\$180,000
Front Entry Garden^ - 1	\$100,000
Executive Suite	\$75,000
Front Entry Garden^ -2	\$75,000
Chief Executive Officer's Office	\$50,000
Financial Operations Center	\$50,000
Hospice Office Suite	\$50,000
Spectrum Executive Suite	\$50,000
Bocci Court^	\$36,000
Chief Medical Officer's Office	\$36,000
Vice President of Philanthropy Office	\$36,000
Human Resource Office Suite	\$36,000
Marketing & Public Relations Office	\$36,000
Activities Director's Office	\$25,000
Assistant Director of Nursing Office	\$25,000
Case Management Office	\$25,000
Development Office Suite	\$25,000
Staff Education Office (JNH)	\$25,000
Spectrum Administrative Offices	\$25,000
Nursing Home Resident Room	\$25,000

RUTH'S HOUSE - ASSISTED LIVING

	DONATION AMOUNT
Floor	\$250,000
Alzheimer's Garden ^	\$180,000
New All Season Room (Garden Level)	\$100,000
Kosher Kitchen	\$100,000
Dining Room (Garden Level) Wing	\$75,000
Kosher Kitchen (Garden Level)	\$50,000
Solarium	\$50,000
Elevator	\$50,000
Barber/Beauty Shop	\$36,000
Activities Room - Garden Level	\$36,000
Movie Room - Garden Level	\$36,000
Living Room - Garden Level	\$36,000
New Café	\$36,000
Reception/Mail Room	\$36,000
Beauty Salon - Garden Level	\$36,000
Garden ^	\$36,000
Large One Bedroom Apartments	\$36,000

Care Manager's Office - Garden Level	\$25,000
Activities Office - Garden Level	\$25,000
Resident Storage - Garden Level	\$25,000
Bath/Spa - Garden Level	\$25,000
Activities Director's Office	\$25,000
Director of Resident Care Office	\$25,000
Nurses Office	\$25,000
Wellness Office	\$25,000
Fitness Room	\$25,000
Window Seat	\$25,000
Resident Laundry Room	\$25,000
One Bedroom Apartments & Companion Suites	\$25,000

POSITIONS	DONATION AMOUNT
Chair in Medicine	\$250,000
Chair in Nursing	\$250,000

PROGRAMS	DONATION AMOUNT
Nursing Services	\$250,000
Medical Services	\$250,000
Social Services	\$180,000
Dining Services (JNH & RH)	\$180,000
Environmental Services	\$180,000
Activities (JNH & RH & W)	\$180,000
Resident Out-Trip (JNH & RH)	\$180,000
JGS Institute	\$180,000
Volunteer Services	\$180,000
Jewish Programming and Pastoral Care	\$100,000
Staff Education	\$100,000
Ties That Bind the Generations	\$100,000
Transportation Services	\$100,000
Minyan (JNH & RH)	\$100,000
Occupational Therapy (JNH)	\$75,000
Speech Therapy Services (JNH)	\$75,000
Alzheimer's Support Group (JNH & RH)	\$50,000
In-Service Education	\$50,000
Bingo (JNH)	\$36,000
Rosh Hashanah Dinner (JNH & RH)	\$36,000
Passover Seder (JNH & RH)	\$36,000
Chanukah (JNH & RH)	\$36,000
Volunteer Recognition	\$25,000
Monthly Birthday Party (JNH & RH)	\$25,000
Employee of the Month (JNH & RH)	\$25,000
Sukkot (JNH & RH)	\$25,000
Purim (JNH & RH)	\$25,000
Tu b'Shvat (JNH & RH)	\$25,000
Israel Independence Day (JNH & RH)	\$25,000
Fourth of July (JNH & RH)	\$25,000
Thanksgiving (JNH & RH)	\$25,000

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