INTERNATIONAL ASSOCIATION OF JEWISH VOCATIONAL SERVICES

# E-Lights: An IAJVS Publication for Executive & Professional Leadership

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Volume 2, Issue 3

*IAJVS is a non-profit network of 29 national and international human service agencies throughout the United States, Canada, Israel, and Argentina. Our member agencies provide a vast array of services that have a direct effect on the lives of hundreds of thousands of people each year: career management, skills training, rehabilitation programs, health services, and home and community based services.*

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## Executive Director's Message

I am pleased to present the third issue of E-Lights for 2005 with an exciting and timely focus. This edition of E-Lights takes a look at for-profit ventures, including articles with information on projects and programs throughout the network where the primary goal is to generate income for the agency. This is a very important trend for all non-profits to consider, as the prevailing wisdom within the non-profit community is that for an agency to be viable and effective in the twenty-first century it must adopt the business practice of providing services and/or products for a competitive fee. I hope that this issue of E-Lights inspires new ideas and stimulates discussion with your colleagues as to how you can improve the effectiveness of your agency through developing revenue-generating programs and services within your community.

A happy and healthy new year to you and your families,

Genie Cohen

## President's Message

I thank you all for sharing your social purpose enterprise programs. This is an area of high interest at the IAJVS table. Social entrepreneurship is a buzzword at most of our organizations. We are all looking for revenue-generating opportunities to help offset a significant shortfall in government funding. The concept also encourages out of the box thinking.

But what programs qualify and what are the drivers in a not-for-profit organization? Does the enterprise meet our social mission and financial needs?

We look forward to ongoing dialogue and sharing of ideas, successes and lessons learned.

On behalf of the Board of Directors, I wish you all a happy healthy new year. May we go from strength to strength.

Karen Goldenberg

# What is Social Entrepreneurship?

SOURCE: www.csen.ca/cse.htm - Canadian Social Entrepreneurs Network

**Social entrepreneurship** is a term that has been applied to a continuum of activities ranging from mission-based socially responsible private sector businesses, to non-profits generating earned income through their activities, to individuals and institutions that are highly innovative and entrepreneurial in their policy-based approaches to positive social change. Social Entrepreneurs are the equivalent of true business entrepreneurs, but they operate in the social, not-for-profit sector building "something from nothing" and seeking new and innovative solutions to complex social problems.

**Social Entrepreneurship may embrace:**

1. Not-for-profit sector people with a strong problem solving and results orientation.

2. For-profit sector people who are exploring how to responsibly integrate social and environmental values into business and investment practices in ways that complement private values and produce measurable returns.

3. Foundations and grantmakers who are funding various social entrepreneurship activities.

**Most Common Types of Non-Profit Operating Businesses:**

1. Retail or thrift shop
2. Clerical services
3. Light manufacturing
4. Consulting services
5. Property management
6. Packaging and assembly
7. Help hotline for employee assistance program
8. Maintenance
9. Restaurant or café
10. Employee training

**SOURCE**: *Powering Social Change*, an on-line report available @ www.communitywealth.com.

# IAJVS' Response to Helping Victims of Hurricane Katrina

IAJVS has joined many of the other national Jewish service organizations including AJFCA, UJC, JCPA, JESNA, and the JCC Association in its commitment to assist the agencies serving evacuees of Hurricane Katrina.

IAJVS has contacted the directors of Jewish Federations in the highly impacted areas including Houston, Austin, Ft. Worth, Memphis, Birmingham and San Antonio, alerting them to the employment services and resources the IAJVS network can make available to them when necessary. To this end, a number of IAJVS member agencies have agreed to volunteer the time and expertise of one or multiple employment counselors who will make themselves available to the staff of the agencies around the country serving Katrina evacuees, but do not have significant experience in offering employment and vocational services. The IAJVS member agency's counselor would

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# IAJVS' Response to Helping Victims of Hurricane Katrina

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be available to advise the staff member on the process of offering employment services including direction in providing skills assessment and job placement, guidance on case management, share skills assessment resources and other tools, as well as refer them to appropriate state and federal government resources.

In addition, IAJVS has been receiving a steady stream of job openings sent by compassionate and concerned individuals around the country. IAJVS has assembled a database of these job opportunities and regularly distributes them to its member agencies around the country that are serving evacuees as well as the agencies in the affected areas prepared to handle the employment needs of clients.

IAJVS will continue to work with other social service and government agencies throughout North America to assist hurricane survivors to rebuild their lives through the attainment of short-term and long-term employment in their place of residence.

# SHALOM Denver Mailing Services

Since 1955, SHALOM Denver, a division of Jewish Family Service of Colorado, has provided a real work setting for people with employment barriers. In 1955, a small workshop was established to provide transitional employment for resettled holocaust survivors. Printing and fabric swatch assembly were the primary contracts. In the '60s, '70s and early '80s, people served included eastern European and Asian immigrants, people with mental health challenges and people with developmental disabilities. Subcontract work performed included packaging, subcontract sewing, printing, light assembly and bulk mailing. SHALOM Denver has always been an industrious workplace with a diverse client workforce. While an array of employment services are provided, the "business enterprise" has always been the major emphasis of the SHALOM program. In the early '90s SHALOM administrative staff visited Minnesota Diversified Industries, a $64,000,000 affirmative business, to research this model. Staff returned and developed a strategic plan to develop an "affirmative mailing business". The plan included the acquisition of a larger, more industrial facility, the hiring of staff with mailing industry experience (mailing proved to be a good business for SHALOM), new marketing strategies and new automated mailing equipment. Its new contract with the city of Denver, provided a more diverse workforce, in that it began serving people moving from welfare to work in 1997. Sales from SHALOM Mailing Services are at $250,000 annually, with approximately $175,000 in cost of sales. The current plan is to at least double sales over the next three years. Jewish Family Service of Colorado is currently developing a task force to further explore potential "entrepreneurial ventures", including the expansion of the SHALOM enterprise and is always interested in successful projects. For additional information or to share your ideas with SHALOM Denver, call Arnie Kover at 303-623-0251 or e-mail at akover@jewishfamilyservice.org.

*While an array of employment services are provided, the "business enterprise" has always been the major emphasis of the SHALOM program.*

# JF&CS Atlanta's Cradle of Love Adoption Program

Jewish Family & Career Services of Atlanta operates the Cradle of Love Adoption Program. This is a non-sectarian program, which generates its entire annual budget of $268,000 from fee-for-service activities and community contributions. The greatest challenge is attracting birth mothers to the program. In Georgia it is legal for a licensed adoption agency to provide direct financial support to a prospective birth mother. The agency does this along with offering on-going counseling and follow-up employment assistance. Marketing for birth mothers is done in a variety of ways, the most successful being advertising in the Yellow Pages and through the program's web site: www.cradleoflove.org.

The program's most successful fundraisers in terms of dollars brought in, increased community awareness, and ease of participation came through a partnership with a local restaurateur. Each time the chain opened a new restaurant, it held an open house with food and drinks on the house but invitees were encouraged to contribute to the adoption program. The restaurant sent out all the invitations and program staff was at the door to welcome guests and collect the suggested donation. This positioned the restaurant as being community-minded and generated good will, community awareness and funds for the program. Fundraising has generally ranged from 10-25k per year depending on need and volunteer energy. The agency has also been able to generate two endowments as a result of the interest in this program.

In Georgia, birth mothers have ten days after signing a surrender to change their minds. Because of how costly this can be, and the virtual impossibility of recouping money spent, it is critically important that staff be experienced, conduct careful initial screenings and provide on-going counseling. In order to stabilize the program and generate income, in addition to adoption fees, the program does a brisk home study business for couples planning to adopt internationally. Referrals come from many agencies facilitating international adoption. International home studies are highly complex, requiring a great deal of documentation and accuracy. As a result of the high quality work produced by the Cradle of Love staff, many agencies refer exclusively to Cradle of Love. The program averages 60-75 home studies annually. The agency charges $1,500 for home studies and $150 for counseling and post-adoption placement counseling. The total cost for the adoption process including the adoption, home study and application fee is $27,500, which is 25 percent below the market. Most adoptive couples also enlist the program to conduct the post-placement visits.

*"The program's most successful fundraisers in terms of dollars brought in, increased community awareness, and ease of participation came through a partnership with a local restaurateur."*

This program also generates high visibility for the agency as a whole. It attracts adoptive couples that might otherwise not view themselves as needing the services of a non-profit social service agency. Many of the adoptive couples and grandparents later go on to be strong financial supporters and advocates for this program as well as other agency programs.

# JVS Cincinnati Print Center

The JVS (Cincinnati) Print Center offers "one-stop" print project services from design to printing to bindery work and mailing. As its target market is local non-profits, it began with organizations in the Jewish community and has branched out to other local non-profits and to Jewish-owned businesses. Its Work Center salesman sells to current and prospective customers as well.

Rather than invest heavily in a range of printing equipment and space, JVS investigated a number of local printers and have developed a strong working relationship with six businesses. This provides access to a full range of printing capabilities, adequate capacity, and sufficient redundancy to be able to solicit competitive bids from vetted partners. The agency also has linkages with several graphic designers. The Print Center aims for a 20-25 percent gross margin on all jobs and has generally been able to attain that while saving its customers significant money. Most jobs are under $1,000 and the preponderance of those is in the $300-600 range.

The Board approved a three-year start-up budget that included expenditures for a Macintosh with appropriate software, a salesperson/project manager, marketing materials and overhead.

The Print Center's customers indicate that it is providing timely service and high quality product at a lower cost (by 10-30 percent). It has simplified their printing procurement process and has allowed their staff to put their time and skills to better use.

# JEVS Philadelphia Builds On Winning Business Model for In-Home Services and Supports

With the number of people in the U.S. over 65 doubling in the next six years, and the number of people 85 and older---those most in need of long-term care services---increasing even faster, JEVS Philadelphia saw a clear demand to widen their focus and grow their business.

As a long-time provider of attendant care and in-home support to consumers with disabilities, JEVS Philadelphia was uniquely positioned to expand its services to meet the needs of the fastest growing segment of its population. Their highly successful Supports for Independence program builds on the organization's richness of support and 20 years of experience with a proven fiscal consumer model to deliver essential assistance to aging clients and to seniors who have never before qualified to receive services.

Creating a separate brand for the broader client base, the organization applied its proven platform of "self-directed care" to Supports for Independence in late 2003. The service puts clients squarely in the driver's seat, casting them in the role of employers who are empowered to custom design and manage their own care plan. Employer-clients can choose from a menu that includes personal assistant services (for ages 59+), attendant care (for ages 18-59), fiscal agent services (administrative "back office" support including payroll, taxes, bill payment, human resources, budget management, and placement services), and home

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## JEVS Philadelphia Builds On Winning Business Model for In-Home Services and Supports

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health care---affordable, private pay services for people who are elderly, temporarily disabled, or recovering from surgery.

The key strategy of the program's marketing plan is to expand geographically---sometimes in partnership with another agency and sometimes hiring locally. Focusing on areas that have significant population density, the consumer-driven program began in Philadelphia and quickly moved into Pittsburgh. In Pittsburgh, JEVS is partnering with Jewish Family and Children Service (JF&CS) of Allegheny County. Today, Supports for Independence operates in 15 counties, including some rural areas, and is actively looking at a national opportunity to expand.

Last year, the program helped 2,100 people maintain independence and adds an average of 80 new clients every month. As the program grows larger, it becomes more efficient and more cost-effective. Increased volume has mandated the use of advanced technology that significantly improves the program's business margins. From developing a telephone automated time and attendance capture system, to aggressive recruitment of Direct Support Professionals, to promotional work to secure contracts, to appointing their own Executive Director, JEVS Philadelphia has benchmarked itself against other organizations providing similar services.

If you are interested in learning more about JEVS Philadelphia's Supports for Independence program, contact Stephanie Fine, VP of Business Development and Strategic Planning, at 215-854-1876.

# JVS Los Angeles and Big Business: A Successful Partnership

JVS Los Angeles has forged many successful partnerships in both the public and private sector, and has brought that expertise to both its Business Services division and its recently launched Community Care at Home. Both ventures are designed to provide needed services to the community while at the same time helping support JVS' social service work by generating additional revenue for the agency.

An outgrowth of a training program, Community Care at Home provides in-home nursing care by Certified Nursing Assistants. Considered a subsidiary of JVS, Community Care at Home has its own director and board, and was modeled after other successful for-profit nursing programs. Currently, Community Care at Home is expanding its customer base, with referrals from hospitals, doctors, and nursing homes.

JVS' Business Services division helps businesses with everything from hiring to outplacement, as well as change management, training and other human resource services. JVS Los Angeles has worked with Wells Fargo, AT&T, UCLA, and Starving Students, among others. It's fees are competitive or below other firms,

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# JVS Los Angeles and Big Business: A Successful Partnership

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and JVS also offers customized programs that incorporate individualized career services. JVS' Director of Business and Career Services, Jay Soloway, was formerly a Director at DBM/Thomson Corporation, a global provider of outplacement and human resource consulting services. JVS also uses the Strictly Business Luncheon as a way to promote these services, and this year offered free consultations to attendees that have resulted in several new clients. JVS is also implementing a quarterly email with helpful tips for businesses.

JVS Los Angeles continues to look at other marketable programs of the agency, especially those programs that have value for the business world.

## JCS Miami's Masada Home Care, Inc. and The Healthwatch Emergency Watch Program

Masada Home Care, Inc. (Masada), is a private, not-for-profit, 501(c)(3), licensed, bonded and insured home health agency, which was established in February 1997 by JCS of South Florida in an effort to provide high quality home health services to frail elderly residing in Miami-Dade County, so as to enable clients to reach maximum independence and promote quality of life in their own homes and community. Masada incorporated with the goal of providing skilled care services to the residents of the local community without regard to race or religion. Masada has grown significantly since its inception, and is now fully self-sufficient and has a current budget of more than $2 million dollars annually, providing a surplus over expenses.

A component of Masada Home Care is the Healthwatch Emergency Response Program that provides emergency response services to frail elderly and/or disabled clients who are in the low to moderate income level. It is an in-home service that provides monitoring and emergency alert assistance in the event of a crisis. The software that controls this operation is capable of advising Masada daily if the machine is properly hooked up, if it is disconnected, or if someone has triggered the emergency alarm. Staff is able to determine each and every day that all machines are operational. The Healthwatch Call Center is manned by operators who speak various languages, including English, Spanish and Creole, and are able to communicate with clients in the event of an emergency.

Masada's overriding purpose is to enhance and expand the quality of healthcare services to seniors in the home, provide community-based in-home services in a cost effective manner and be a supportive member of the social service provider network. Masada has been providing services in collaboration with various agencies since its inception and has received funding from public funding sources, a county grant and other private funding sources, including from fee-for-

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## JCS Miami's Masada Home Care, Inc. and The Healthwatch Emergency Watch Program

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service providers such as long-term care insurance companies and private pay clients. The Masada personal care/homemaker component is billed at the Medicaid rate of $15.68 per hour, which supports JCS' cost basis. The agency has developed contracts with long-term care insurance companies, long-term care diversion providers as well as private clients. Additionally, the Healthwatch component is a "per member per month" reimbursement, assuring the agency a surplus over expenses.

Masada Home Care provides personal care, respite, transportation, homemaker services, personal emergency alert response systems, shopping, as well as escort to errands and physician appointments. All services are provided by certified nursing assistants trained to be culturally sensitive to the unique needs of the elderly living in the Miami-Dade County community. Masada Home Care has been entrusted to care for the very special needs of survivors of the Holocaust. Staff working with Holocaust survivors is provided with specialized training to appropriately deal with the needs of this special population of elderly residents.

In the past year, Masada has secured a capacity building grant from a local foundation to cover the cost of a comprehensive management information system which is enabling growth within the agency, and permits the agency to develop expertise in areas such as physical, occupational and speech therapy.

As the population of elders increases, there will be an increased demand on community-based home health and supportive service providers. Masada's core values are focused on helping clients develop individual self-sufficiency through a continuum of services that are culturally sensitive, accessible and integrated. Masada Home Care is committed to: offering the highest quality service; being responsive to consumer needs and advocating on their behalf; securing collaborative partnerships; maintaining a high level of accountability; being financially sound; providing services within the context of Jewish ethics and values; and being identified as the primary home health agency providing superior healthcare and supportive services to the community as a whole. Masada's excellent reputation in the field of home care services is exemplified by the increasing number of elderly clients it serves as well as the wide scope and breadth of collaborative partners maintained.

## Getting Grads on the Right Track: Atlanta JF&CS Reaches Out to 20-Somethings

In an effort to reach out to a young audience not typically targeted by the agency, JF&CS Atlanta has launched a new and ambitious initiative for soon-to-be and recent college graduates, entitled ***Making it in the City: Atlanta***. Based on the recent book, *Making It In the City* written by author/lecturer Adina Kalish Neufeld, the one-day conference will be held on June 1, 2006 in Atlanta, and will feature panels of experts in the entertainment, business, and non-profit worlds, in addition to life skills sessions on how to pay your rent while pursuing your dream and ways to survive in expensive cities. Organized as a true working con-

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## Getting Grads on the Right Track: Atlanta JF&CS Reaches out to 20-Somethings

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ference, participants will choose from a variety of career-oriented sessions, and attend smaller breakouts. Opportunities to schmooze with the panelists in addition to winning power lunches will also be incorporated into the program. “It’s basically a day-long conference covering anything and everything new grads (and their parents) are stressing about,” says Neufeld, who lectures on the subject at colleges nationwide. “And,” she adds, “It’s much different than a career fair because we’re giving them so many life skills that they haven’t mastered in college, not just a bunch of folders to take home and throw away.”

According to Paula Chandler, Director of Career and International Services at JF&CS, the agency often counsels 20-somethings and college grads on an individual basis, but has never offered a program on such a large scale. *“Making It In the City* packs a punch,” she says. “It’s high energy, with high caliber panelists, and Neufeld’s special touch of telling it like it is will be critical to reaching this hard to please audience.”

Parents, too can benefit from attending afternoon sessions such as how to effectively communicate with your child as an adult and fun ways to redecorate your empty nest. Seed money for the conference was donated anonymously allowing the agency to charge a nominal fee to attend this pilot conference. In the future, Making It in the City will be an annual, fee-based conference that will generate income to support JF&CS programs. The event will conclude with a networking cocktail party held at a high-end Atlanta art gallery. According to the agency, the pilot program will launch in Atlanta with plans to travel to other cities nationwide.

# Israel Elwyn’s "I'm Inspired" Inspires All Who See It

“I'm Inspired,” is the name of a play enjoying a run of over a year – often to packed houses. The play, which premiered at the beginning of August 2004 before a large audience in the Israel Museum’s Youth Wing, was a huge success from its initial presentation. Many in the audience were moved to tears and the actors received a loud, long standing ovation as the curtain dropped.

The story behind “I'm Inspired” is inspiring in itself. The performers are residents of Israel Elwyn’s Community Residential Services in Jerusalem. About three years ago, actress and director Rina Padwa approached Israel Elwyn with the idea of establishing a drama group at the Israel Museum for members of IE’s community residences. As is the norm in Israel Elwyn programs, it was left up to the residents to decide if they wished to participate – and they embraced the idea enthusiastically. Thirteen of them, from five different apartments in Jerusalem, became the nucleus of a drama group that met once a week at the Israel Museum. Museum staff members who came to know the participants proposed that the Thomases Foundation, which funds unique projects at the museum, support the Israel Elwyn drama group and the possibility of a performance. The project got off to a flying start as preparations began for mounting a show.

For an entire year, the participants went to the museum twice a week for rehearsals. They toured the exhibitions in the various wings and responded actively

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# Israel Elwyn's "I'm Inspired" Inspires All Who See It

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to the art works on display. In their special way, they interpreted what they were seeing and told their own personal stories, revealing a rich inner world. The play reflects their thoughts and reactions.

The opening night audience consisted of the families of Israel Elwyn residents, museum staff members, Israel Elwyn staffers, representatives of the Thomases Foundation, and many honored guests. Now "I'm Inspired" plays once a month, with many performances sold out in advance.

In light of its ongoing success and requests from various audiences for special performances, "I'm Inspired" will continue its run for another year and other productions are being considered.

# JFVS Louisville's Employer Services

***JFVS Career Services*** provides a variety of services to employers. Services are available to both for-profit and non-profit organizations. All service packages are primarily designed to help organizations attract and retain the best talent, promote organizational performance and productivity, and enhance long-term organizational competitiveness and growth.

***JFVS' Employer Services packages include:***

1. **Personnel Screening & Selection:**
This package is designed to help the organization make best decisions on new hires and how they will best fit within the company culture. The package also helps the organization identify talent that can best meet internal needs and gauge which personnel assignments can best align with strategic organizational goals. Assessment includes a focus on the candidate's compatibility with the existing organizational culture.
2. **Outplacement:**
This package is geared toward employees who are in the process of exiting the organization. If an employer plans to downsize and lay off workers, the employer often provides outplacement assistance for the exiting employee in order to ease career transitions and shape suitable new employment goals and directions. Outplacement packages can be organized and customized to meet specific business requirements, for example, one to one consultations, small group workshops, or a combination of the two.
3. **Team Building:**
The purpose of this package is to help the organization examine styles and perspectives that staff members typically bring to the work setting. Staff can assess their personal style around several areas including decision making, communication, teamwork, and functional work roles. Staff also sees how their style impacts on relationships with customers, business partners, and other important constituencies. Keener insights concerning relational work features can strengthen staff cohesion, leadership development, staff morale, and retention.

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# JFVS Louisville's Employer Services

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**4. Executive Coaching and Assessment:**
Regardless of past success, business executives and sub-executives typically look to the future with strategic leadership and focus. Business leadership strives to stay ahead of the curve, weigh professional and business options, and identify new business opportunities. JFVS' executive coaching and assessment package is designed to clarify and update one's skills set including qualitative skills required for the 21st century workplace. Its coaching package is also customized to promote each executive's specific long range career goals and potential.

**5. High Potential Assessment:**
This package is designed to assist employers to attract, identify, develop, and retain their best talent and thereby enhance not only the individual but the organization's long term performance, profitability, and growth. As organizations seek competitive advantage via their human resources and institutional talent pool, being able to spot employees with untapped potential and invest in those who show greatest promise for the future can greatly strengthen the company's position in the marketplace. The full scope of one's abilities and potential can be assessed.

**6. Assessment for Partnership Potential:**
As more people consider self employment as a career option, opportunities for business partnerships increase. This package is designed to help the business principal(s) objectively evaluate prospective candidates in order to assess partnering potential and make the best possible hiring decision around compatibility with current personnel and the business culture.

**7. Family Business Consulting:**
JFVS has provided consultation to a variety of family businesses within the region. In addition to career management, services revolve around several areas including communication skills, team building, meeting facilitation, and assistance with other relational challenges family business members typically confront across generations.

**8. The Employee Audit:**
Organizations can often find themselves in a quandary to explain significant changes in employees' behavior and performance. The employee audit is designed to help company principals diagnose specific personnel issues and concerns that impede performance. This may include adult ADHD, motivational, relational, or other undiagnosed factors. Evaluation results and feedback provide useful insights leading to improvement, resolution, and more effective staff management.

**9. Special Projects:**
Various other business projects can be arranged and implemented based on specific employer needs and requests. An initial needs assessment is customarily conducted, discussion engaged around ways JFVS can best address company needs, and a proposal designed to identify and describe anticipated interventions and outcomes around pertinent organizational concerns. Projects have included corporate events such as retreats, workshops, and other continuing education or professional development formats.

Fees vary and depend on specific package and contractual requirements. For further information contact Bob Tiell at 502-452-6341 or rhtiell@jfvs.com.

# Israel Elwyn Hosts Medical Students

To expose students to the concepts and practical applications of caring for young children with special needs and providing care for people with severe developmental disabilities, Israel Elwyn's Haifa Branch has been giving tours of some of its projects to students from Haifa University's departments of social work and special education, and from Gordon College's Department of Special Education for the past six years.

In 2004, a connection was established between the Department of Family Medicine at the Technion's Faculty of Medicine and IE's Shahar Early Intervention Center and it was then decided to hold similar tours for the Technion medical students as well.

As part of their Community Relations course, the medical students visit various care facilities in the community to become better acquainted with the services available in different fields of treatment. During their visit to Haifa Elwyn, the students received a lecture on existing community services for people with developmental disabilities, an explanation of the law on early intervention, and a presentation by the Shahar Center's social worker on how parents cope with a child with special needs. Then the students met with a parent of a child with special needs.

The success of this program has led to the offering of the program to all second-year medical students and to adding a visit to Israel Elwyn's Hosen Day Center as well. Included was a lecture on "Parental Coping with the Birth and Raising of a Child with Special Needs." The Faculty of Medicine also requested that IE provide a similar tour for those interning in family medicine. The participating interns deemed it a great success and Israel Elwyn hopes this will be the beginning of a new tradition.

# Thought and Discussion Questions for Reading "Good to Great"

On July 20, Marian Baldini, COO Home Health & Work at JEVS Philadelphia, hosted a Book Club conference call on "Good to Great: Why Some Companies Make the Leap…And Others Don't" by Jim Collins. If you have not read this thought provoking book yet and are interested in its principles, below are some thought and discussion questions, which were discussed during the call.

1. The author, Jim Collins says you need three disciplines to be go beyond good and to become great:

    a. Disciplined people
    b. Disciplined thought
    c. Disciplined action

    In the non-profit world, which one do you think is the hardest to achieve?

# Thought and Discussion Questions for Reading "Good to Great"

2. Collins classifies the great leaders as "Level 5". These leaders have
   a. Humility
   b. Edge
   c. Ability to mobilize others
   d. Determination/will
   e. Focus on the long term

   What do you see in the leaders that we are growing now and how can we help them become level 5?

3. Several books advise that leaders should put their best people on their best opportunity while the norm is to put your best people on your biggest problem. What has been your experience?

4. Collins says the goal of compensation is to get the best people and to keep them. He essentially says that organizations should have/grow all workers to be like A and B students. As a system, how do we currently see compensation and retention?

5. According to Collins, research shows that great organizations will develop leaders to meet future needs, selecting key leaders by promotion rather then recruitment. For years, however, the popular wisdom has been to make sure you pick the best and always look inside and out. If it is true that the best practices is to "home grow" your leaders, how do we get there?
   IS that better??

6. Do you think there are technology accelerators we should pursue?

# ANNOUNCEMENTS FROM AROUND THE NETWORK

Chuck Weiden (Executive Director of JFS Columbus) and his wife Ellen are proud to announce the birth of their third granddaughter, first child for their son David and his wife, Jayme. Paige Adele Weiden was born August 27, 2005, 8:00 PM at Toledo Hospital, in Toledo, OH.

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Socially Responsible Leadership for the 21st Century

**WHO WE ARE**: The International Association of Jewish Vocational Services (IAJVS), a not-for-profit membership association, links 29 social service agencies in the United States, Canada, Israel, and Argentina that provide a wide range of educational, vocational, and rehabilitation services.

**WHAT WE DO**: Through our member agencies, individuals seeking to improve their lives gain access to a vast array of services such as career management, skills training, rehabilitation programs, and health services. Each year, the IAJVS family of agencies—with a combined budget of over $395 million—serves more than 350,000 individuals from across the social strata, including persons with disabilities, dislocated workers, people changing careers, recent college graduates, welfare recipients, refugees, older workers and the elderly. Since its founding in 1939, the IAJVS network has assisted over 16 million individuals, from both the Jewish and non-Jewish communities.

**OUR MISSION**: The International Association of Jewish Vocational Services strengthens the capabilities and capacity of its member agencies to increase economic self-sufficiency, foster independence and build a productive work force of its constituent clients.

SAVE THE DATE!

IAJVS Annual Conference 2006

Minneapolis Hilton
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