

The following pages contain the chronology of the Kivel Geriatric Center with an appendix listing the members of the board of directors, the presidents of the Kivel Auxiliary and the chair persons of the successive Kivel Candlelight Ball Committees.

This writer, modesty aside, had been responsible for the exploration of community needs, the developer of funding sources and the preparation of the studies that convinced the Board of Directors in each instance of the validity of the projects making up the Center. But no project of the dimensions of the Center could be the work of one person. The buildings and programs of Kivel are the direct result of much work and planning by dedicated members of the Board. If the Kivel Geriatric Center is a monument to anyone, it is a glowing tribute to the Board and to the many volunteers, the Auxiliary and the community which supports Kivel so generously.

The whole notion of the Kivel Geriatric Center with its complex of buildings and programs did not originate in Phoenix. The idea was started in Philadelphia through the work of Arthur Waldman, the Executive Director of York House (an apartment and program center), the Philadelphia Old Folks Home and a Rehabilitation Hospital. These facilities and programs centered in one site.

In Phoenix, the decision was not to build a MOSHAV ZUKKENIM, a traditional Old Folks Home, but a facility more in keeping with a modern outlook on the needs of older people.

Hirsh Kaplan

September, 1979

THE KIVEL GERIATRIC CENTER STORY

The Phoenix Jewish Community Kivel Nursing Home, the first of the Kivel facilities, was built in answer to the anguish and desparation of the unfortunate elderly Jewish ZAYDIES and BUBIES who, without family or friends, suffered in agony in converted garages and warehouses that passed for nursing homes in 1949.

Among these unfortunate people were severe asthmatics whose every breath was an effort; helpless arthritics who could have been helped with therapy but now suffered in contorted pain on beds that were seldom freshened; disease accompanied with wrenching angina; blind people, paraplegic people, dying people. At least fifty such existed from day to day waiting for rescue or for death.

The places in which they were kept had a distinctive odor made up of the spoiling refuse of the latest meal, urine soaked linen and bed clothes, feces on sheets and on clothes, unwashed bodies crying for soap and water. From these odors was no escape. The patients occupied beds sometimes not more than three feet apart and lined up like the beds of chain gang convicts.

The owners of these places, usually a man and wife, received a pittance from the county for housing the patients.

Each year the County Supervisors asked the owners to bid and the lowest were given a contract at about \$ 3.00 per day. It was inevitable that not the best but the cheapest were chosen. The State Department of Health issued licenses on the basis that if these places as bad as they were, were to be refused a license and forced to close up, where would the patients go ? In addition, the State Department was short-handed and found it almost impossible to inspect these places on any regular basis.

A few owners, motivated by compassion, tried to get improvements through a State Association of Nursing Homes. But they were in the minority and any effort to improve the education and ability of the owners by means of courses and lectures met with apathy. The motivation to improve was lacking both in terms of getting sufficient sums from the county to improve facilities and staff but also for the lack of a standard in the state: a new and properly equipped and staffed nursing home. The condition of the nursing homes available to Jewish patients was well-known in the Jewish Community. Several organizations had committees who visited the Jewish patients and tried to bring some amelioration to their condition with KOSHER food, clothing and sympathy. Efforts were made to sign up householders to accept one or two of these elderly sufferers but none were successful.

Finally, and in spite of the fact that money was not available for the purpose, the Phoenix Jewish Community

Council resolved to establish a modern nursing home where Jewish patients might obtain KOSHER food, a Jewish environment, cleanliness and high quality care. This resolution perforce had to wait until some way was devised to secure the necessary finances. In preparation, a temporary committee was set up. It is to the credit of this first group that the determination was established that Phoenix must have not the minimum facility but the very best and latest in concept, structure, staff and equipment.

It was at this juncture, it was discovered, that the will of the late Himann Kivel had left a substantial sum for the purpose of creating a shelter for itinerant elderly Jews. Kivel had been living alone for some time. He had been visited from time to time by the worker from the Jewish Social Service agency and by several of the older Jewish women as he was known to be a sick man. It was not suspected that he had money and certainly not that he was capable of leaving large sums to charity. He was estranged from his family and his will indicated that he had left each of them one dollar. The balance was all left to charitable institutions and causes. The Jewish Community was able to obtain \$ 105,000.00 with which to inaugurate its nursing home project.

The Jewish Community was electrified at the news that a Jewish Nursing Home was now a probability. Voluntarily, persons came forward with substantial contributions and through the

Hill-Burton program of the U.S. Department of Health, Education and Welfare another \$ 120,000.00 was made available. The Planning Committee was authorized by the Council Board to establish a Board of Directors and to incorporate. The new Board chose the name it felt to be the most appropriate: The Phoenix Jewish Community Kivel Nursing Home.

This name turned out to be quite cumbersome except for official documents and the project came to be known as the Kivel Nursing Home. Leo Blumberg, one of the original planners and an architect, volunteered to do the architecture and submitted a number of conceptions for consideration. Unfortunately, he died before a final determination or any additional progress was possible and other architects were employed.

The opening and dedication of the new 30 bed Nursing Home was greeted with joy and enthusiasm by the Jewish Community and with the blessings of the State Department of Health not only for the promise of quality care but that finally a model was available for the other Nursing Homes to use as a standard. From the day of opening forward the other facilities in and around Phoenix started to improve. Today, no more of the prior squalid facilities exist as Nursing Homes; however, that reputation now adheres to the board and room homes for the elderly which are desperately in need of improvement.

Under the supervision of a resident Superintendant, Miss Celia Bramson, and the watchful eye of the Jewish Community Council Director who served as Executive Secretary, the Kivel Nursing Home operated with a full complement of patients from the day it opened. Its reputation spread rapidly throughout the State and Nation.

The existence of the Nursing Home changed the status of the disabled and chronically ill elderly of the Jewish Community from one of agonized helplessness to hopefulness. Even those who could not immediately be accomodated in the new facility knew that their turn would come.

It is said that it is impossible for a person to be completely objective about another's pain. Just as it is difficult to describe one's own pain adequately. However, it is heartrending to witness another's anguish and to feel helpless to alleviate it. There are many people that cannot look upon suffering. There are many more that cannot see helpless and disabled persons because they see themselves in the wheelchairs or on the crutches. But it is essential to look beyond the disability and to see the person. These Jewish patients were like the stateless of Europe. They had been away from their legal residence elsewhere long enough to lose their legality there but had not voted or registered in Phoenix in order to claim legal residence here. Many were without family anywhere; some had outlived family and friends.

Except for the friendly visitation of the men and women of the Charity Society and the BIKUR CHOLIM groups they were alone.

There was another group of elderly people in Phoenix. They had come to escape the cold northern winters. They settled here in small apartments and rented rooms. They escaped the cold but not the inexorable onslaught of time. And as they got older they became more fearful. Spouses died or became seriously sick. If there was family, it was scattered and in many cases unable to help much. More and more frequently, the Jewish Community Council office received phone calls from landlords and boarding house owners that " Mrs. Cohen is deathly sick ! What can you do ? "

With the advent of the new Nursing Home, the Community was in a position to do something ! Mrs. Harold Diamond organized an auxiliary that accomplished miracles in patient services. A membership campaign was launched and succeeded in rallying community support.

In an early Annual Meeting of the members and to which the entire community was invited, Albert Spector presented the following historic report:

Report of President, Albert B. Spector

Annual Membership Meeting 12/15/ 57

This is an historic occasion. The first annual membership meeting of the Phoenix Jewish Community Kivel Nursing Home. We have several historic occasions in our short time of existence: First was the meeting of the Jewish Community Council with Nat Silverman presiding which adopted the resolution calling for the formation of a corporation to proceed with the creation of the Kivel Nursing Home; next was the first meeting of the newly formed Board of Directors of the Kivel Home; third was the Ground Breaking ceremonies earlier this year followed by the granting of the contract for construction and the commencement of building operations and now tonight we have reached another milestone in this historic development. We shall meet again for still another, early in 1958 when we gather for the dedication ceremonies marking the opening of the Kivel Nursing Home.

A great deal of work, time and sacrifice has gone into the development of our project and which made all of these SIMCHAS possible. Before that first important resolution had been passed by the Council, groups of citizens, the Ladies Bikur Cholim and the Phoenix Bikur Cholim, Jewish Social Service and others had wrestled with the problem of the care of the aged-infirm, the convalescent and the chronically ill.

Surveys and studies had been conducted, each of which demonstrated the desirability of a community sponsored- non-profit Nursing Home but all of them pointing out the difficulty of obtaining a sufficient sum of money with which to build one. It had been generally agreed by all concerned that a community-sponsored project had to be the best. The pride and dignity of the Jewish Community could not tolerate a poorly conceived or second-best Home.

Two things took place which made the project immediately possible. On March 29, 1953 Himann Kivel died and his will revealed that he had bequeathed \$ 100,000 for the very purpose with which we were concerned. By arrangement with the Legatee this money was made available for the Kivel Nursing Home. The second thing was that our Executive Secretary, Hirsh Kaplan, undertook to secure Federal Matching Funds from the Public Health Service of the U.S. Department of Health, Education and Welfare under the provisions of the Hill-Burton Program. This resulted in a appropriation to us of \$ 158,283. At this point there was no longer any question about the possibility of building the Home. Harold Alpert, Hirsh Kaplan, Nat Silverman, Harry Stone and Phil Copeland got busy seeing a few people; the Ladies Bikur Cholim and the Phoenix Bikur Cholim pledged themselves for a great deal of money and Mr. & Mrs. Abraham Nobel made us a gift of the land. There is a sheet in your booklet which lists all of the contributions and the persons who made them. We still need a good deal more contributions before

we will be able to write finish to this chapter of our effort but it is apparent that the security and stability of the capital foundation of our project is established.

While I am on the subject of finances, I want to make mention of two of the finest gifts we have received and among the best I have ever heard of, Mr. & Mrs. Hyman Rubenstein have established a trust fund which will pay into the operating account of the Kivel Nursing Home each and every year the sum of \$ 2,500 for the lifetime of these two wonderful people and for ten years thereafter. Another valuable gift, although a great deal smaller, but nonetheless welcome, is a similar trust which will pay \$ 200 a year into our treasury from an anonymous giver. Truly with generous gifts of the kind we have had, we cannot fail to have an institution that will be the finest in the land.

Your Board and staff has labored to perfect this project. Constantly we had before us the concept that we were not building a project of mortar and bricks but one that was dedicated to the health and welfare of suffering people. Had we thought only of providing a building it would not have been necessary to make so many profound decisions, or even to spend as much money as this project will cost. In every question, every decision, it was the patient, the resident, that was considered. The size of the rooms, their decoration

and furnishings, the availability of warm sunlight in the winter and cool comfort in the summer, the preparation of food, the recreation, the creature comforts, everything was decided on not because it was cheapest or easiest but because it was best for the people to whose care this Nursing Home is dedicated.

We have been frequently asked, " Why only 30 beds ? " The answer to that question is that it is better to provide the best care for 30 patients than to try and give more than 30, second best care. It costs a great deal of money to provide good care. When we have demonstrated that we are able to give the best care for the 30 and the community has shown itself to be able to take care of the costs for those 30 properly, then it will be time to talk about more beds.

It is not easy for a Jewish Community to understand the nature and function of a Nursing Home. First of all, there aren't many Jewish Community Nursing Homes in existence so very few know about them from first hand. Secondly, most of us are familiar with the Old Folks Home type of project and this tends to color our thinking. Our project is NOT AN OLD FOLKS HOME. Naturally, most if not all of our residents will be elderly people. As it happens, elderly people become chronically ill, become feeble and infirm and often do not have anyone at home to take care of them and so we know more about them because there are more of them. But middle-aged and young

people also have such troubles occasionally and so our Home will not have an age limit. That is one reason why it will not be an old-folks home. There are many old folks in our community who are not sick and do not need Nursing Care. They may need a home, however, and for this group of people we have the services of our Jewish Social Service Agency. If it is recreation they need, we have our Jewish Community Center and the other recreation services of our community. If they need financial help there is again our Jewish Social Service and the public agencies. In other words there are good ways to help older people besides Old Folks Homes. As a matter of fact, there are fewer and fewer old folks homes being built by Jewish Communities in the United States. Years ago we used to build orphan asylums. Then we discovered better ways of taking care of children without parents. No orphan asylums have been built in the United States by Jewish Communities for more than 15 years and many of the asylums that were built previously have been closed or changed to some other function.

I want to call your attention to our Board Members. Their names are listed on one of the pages in your booklet. I believe we have one of the finest Boards in the City. Every member is a working member with a job to do. Every member has done his job well and if I were able to count up the number of hours each has put into this project the sum would be astonishing. For example, Nat Silverman and his Furnishings

Committee have met some 10 times during the past year. In addition that Committee has spent hours looking over catalogs, talking to salespeople, getting prices, arranging for purchases, checking deliveries, arranging warehousing, planning, choosing, deciding on the thousand and one details and they are not through yet. All of this activity is in addition to attending Board Meetings and in addition to the hundreds of hours Nat has spent on his own in this matter. Mrs. Goodkind and her Kitchen Committee not only spent hours in committee meetings but visited schools, restaurants and hospitals studying kitchen equipment and methods, checking prices, battling with suppliers. The Building Committee, headed by Sam Shapiro, has been meeting every Friday morning at the site ever since construction began and in addition has spent countless hours with the architects. The Committee on Volunteers, on Medical needs, on Admissions, on Personnel, all of them have struggled with the problem of building our Nursing Home.

There is a page in your booklet that shows the picture of our financial transactions, costs and income sources for capital purposes. You will note that we still need some \$ 11,000 to complete actual costs of construction and equipment. In addition, your Building Committee is convinced that we will need 10% of the total cost for a Capital Fund Reserve. This latter will cover necessary additions that may

be discovered once the building opens and for items like linens. We are experimenting with rented linen service but may find that it will be necessary to buy linens. Items like these cost money that it would be well for us to anticipate. We will have a more secure and stable capital base if we secure these funds. I would like to emphasize that a fine source of capital funds is our Memorial & Tribute opportunities. There are still a number of rooms and items of equipment for which the cost can be donated in tribute to a living person or in memory of a departed loved one. Glance over the list in your booklet and see what has already been contributed. Search your own heart and if it is possible for you to help in this respect, please pick up a Memorial Booklet at the back of the room and see Nat Silverman or one of the members of the Committee before you leave.

I would like to pay tribute to Morris Meckler and Sam Smith of the Membership Committee. Look at the membership list in the booklet and see what a fine job these men have done in just two or three weeks. If you are not yet a member, join before the night is over. If you have friends that you think will join, take a few membership applications with you. Remember, membership dues go into operating funds. Everytime you obtain a new member you are helping the Nursing Home to have a successful operation. It goes without saying that the people who have made contributions should be the first to join.

We hope that sometime around the middle of February we will be ready to open the Kivel Nursing Home with fitting ceremonies. It is our plan to set aside several days for this purpose. One of the days of ceremonies will be a special one just for the members of the Home and the contributors. On that day we hope to dedicate the sanctuary, to offer special blessings for the departed ones memorialized by dedication plaques and to pay honor to those for whom tributes have been established.

On his recent trip to Israel, our Executive Secretary obtained a beautiful silver Mezzuzah which we will place upon the doorpost of our Home. All of us should plan to be present when that particular date is announced. There will be other days for the general community and for the people who work in related agencies such as welfare and health institutions. When we reach that milestone, we will begin to move our patients into the Home. For information about admission to the Home, applicants will have to contact Jewish Social Service. It is still a little too early to do this as our applications have not been printed yet. Watch the Phoenix Jewish News for information about the proper time to file applications. When an applicant applies to Jewish Social Service full information will be given. In closing, I want to thank the members of the Board for their devotion to duty and their efforts; special thanks to the wonderful contributors and to the members; to our staff

for their efforts beyond the call of duty and to the Jewish Community for giving us this opportunity for service.

Albert B. Spector

Chairman

In January of 1959, Mr. Samuel Shapiro was elected President of Kivel to replace Mr. Spector and Mrs. Hirsh Kaplan was elected by the Auxiliary as President to replace Mrs. Diamond.

In rapid succession Mr. Shapiro inaugurated efforts to purchase the remaining acre of land that would give Kivel the whole block from 35th Street to 36th Street and from Earll Drive to Pinchot; the idea of a yearly Ball to raise capital funds was discussed and approved and plans were laid to build a laundry. A request was forwarded to the Department of Health Education and Welfare for Hill-Burton funds. This was granted and the laundry was built with \$ 20,000 of matching funds and \$ 21,000 of Kivel funds. Mrs. Dorothy Raskin and Mrs. Esther Wild accepted the responsibility for the first Candlelight Ball and the acre of land at the corner of 36th Street and Earll Drive was purchased from the Mormon Church for \$ 25,000.

The excellence of the Kivel Nursing Home became a by-word in the civic as well as the Jewish Community and the demand for beds became intense. Reluctantly, the original 30 beds in the Nursing Home were increased to 50 by crowding 20 additional beds in some of the existing rooms. This unsatisfactory arrangement made it almost impossible for the nurses to function properly. A decision was made to add

a " south pavilion " to the existing structure consisting of 16 rooms capable of housing 32 patients properly and certain ancillary spaces, including an Assembly Room and a Main Dining Room. The cost was estimated at \$ 200,000 for the structure and an added \$ 100,000 for furnishings, etc...

The Executive Secretary, who had been successful in previous efforts to secure Hill-Burton matching funds was asked to try once more. Again Kivel, because of its reputation and its Board of eminent people was approved for a grant of \$ 100,000. Next came the problem of obtaining the balance needed. After much deliberation and several interviews, a professional fund raising firm was called in to conduct a campaign to raise \$ 200,000. The firm selected was that of Milton Hood Ward who sent Arthur Buchanon to carry on the local work.

CHAPTER II

EXPECTATIONS & REALIZATIONS

We had learned a great deal in the years from 1958 to 1960 and determined that the new addition must be built to accomodate two patients in a room and that the rooms must be large enough to provide sufficient space for proper nursing and patient comfort.

The architectural firm of Frances Bricker was employed to do the architectural design. The plans when completed were approved by the Board and submitted to the State Board of Health and to the San Francisco office of the department of Health, Education and Welfare. Except for a few minor suggestions by the latter agency, approvals were obtained.

In reviewing the finances, the \$ 300,000 figure would be needed to cover Kivel's half of the matching funds and to provide for sufficient money to cover the costs of the equipment which were not includable into the Hill-Burton grant. Samuel Shapiro arranged for a line of credit at the Valley National Bank pending the outcome of the campaign. Col. Louis Himelstein was appointed Chairman of the Capital Fund Campaign with Samuel Shapiro and Harry Rubenstein as co-chairmen. About 50 men and women served as solicitors.

The Executive Committee listened to a report by Sidney Cahn, of the Council of Jewish Federations & Welfare Funds, who had conducted a survey of Kivel and the manner in which it was serving the Phoenix Jewish Community. He explained that Kivel had become a very important agency for filling the needs of the elderly; that the program needed to be substantially expanded and that in order to do that the post of Administrator be established to take the place of the superintendent and that the person selected must be well grounded in group work, social services and community organization.

Miss Bramson, the Superintendent, concurred in these findings and offered her resignation to take effect on March 2, 1962. This writer had been the Executive Secretary, on a part time basis, and also the Executive Director of the Phoenix Jewish Community Council. He was asked to take over the major responsibility on a full time basis and relinquish the office with the Council. His salary and responsibilities were agreed upon. On November 17, 1961, Miss Bramson's resignation was received and accepted by the Board and plans were formulated for a farewell party for her.

As of June 15th, 1962, Mr. Buchanon of Milton Hood Ward had succeeded in raising a little over \$ 97,000 and in antagonizing most of the Campaign Committee.

During the years the value of the Kivel Auxiliary was emphasized in the contribution of more than 40,000 hours of services, many of which would otherwise have had to be paid for.

Mr. Buchanan's responsibility for the campaign was terminated and the Executive Secretary undertook to complete the work and close the campaign. The total raised, finally, was \$ 125,000. The firm of Chanen Construction Company had submitted the low bid for the addition and was awarded the contract. Ground was broken on January 28, 1962. The structure to cost \$ 216,666.00 not including furnishings and other movable equipment. The line of credit that had been established at the bank by Sam Shapiro was used to make up the cash deficiencies for the time being.

If there was thought that this addition to the Nursing Home would solve all of the problems of the Jewish Community elderly, it was soon evident through staff studies and public clamor that more was needed in the way of facilities and programs. The most pressing need at this time was for programmed housing for the elderly; a new challenge for Kivel.

They were isolated. This feeling went beyond loneliness since it was tied in with separation from neighborhood stores, synagogues and the opportunity to worship; from the societies and meetings, and memberships which are at once the burden and the enjoyment of Jewish life. many who had been active in voting now felt they had no voice; their age, physical condition and general feelings of helplessness prevented them from finding the ways to overcome these decrements.

They were poorly nourished. Many had been superlative cooks but living alone made cooking for one too hard. Shopping, too was extremely difficult. The result was inevitable. Doctors, who long stopped making housecalls, now found it exasperating to deal with elderly patients with a multitude of real and imaginary illnesses. Many elderly patients forgot to take their medications or stopped as soon as they felt better. Some accepted medications from acquaintances. But above all their major diet of canned tuna robbed their bodies of proper nutriment.

They were poor. a few, it was found, had a few thousand dollars left them by the husband. Another number received monthly stipends from the family, (which was hated by both the givers and the receivers). But most of all they had a monthly social security check and for the most of

them this was their main source of income. Occasionally, the monthly amount was increased but so was everything else. For many, a five dollar bill remaining at the end of the month, was, as Micawber said "happiness". Slowly but surely as real property values increased, rents increased. But another serious threat to their housing was the ever-increasing conversion of apartment rental units to condominium units which they could not purchase.

They needed technical help. Although many were familiar with the social security system, they had no idea how to make inquiries when they felt questions were necessary. To find out where the social security office was located, getting there, waiting to speak to someone there, explaining their problem and understanding the explanations given were, to them, insurmountable obstacles. There were also benefits to which they might be entitled from supplemental security income (SSI) or even from IRS for which they needed help, but about which they were ignorant.

They needed counselling on family matters, personal matters, problems of relationships of all kinds, budgeting their funds, on how to get medical attention, etc . . .

They needed program impetus. Something to make getting up in the morning worthwhile, to look forward to, an activity to give meaning to life; the ability to make choices in

the directions of their life and not just be the victim of life.

They needed housing. Many lived in abysmal surroundings, without proper ventilation or minimum comforts. One or two lived in cellar rooms, one of which was reported to contain a cot, the bathtub and a toilet and a board across the bathtub to serve as a dining table !

It was the recognition of these needs that prompted Kivel to erect and operate Kivel Manor and to plan its expansion.

On September 28, 1962, the Kivel Executive Committee made a momentous decision and approved in principal, the development of a programmed housing project and granted authority to spend the necessary funds for surveys and land use planning.

Board was requested to form a new corporation to handle the details and financing for a proposed programmed housing project; that a name be chosen for the project and that the Board authorize the officers of Kivel to be the incorporators. The Board acceded to these requests and on regular motion adopted the name **KIVEL MANNOR** for the new proposed building and that Mr. Spector proceed with incorporation.

Architect Murry Harris was requested to proceed with studies showing optimum utilization of land for the proposed housing project. Representations had been made to the Jewish Community Council which set up a social planning committee to consider the project.

It was announced that the November, 1963, Candlelight Ball had a profit of \$ 9,416.10 In his annual report President Samuel Shapiro commended the 1963 Ball Committee headed by Mrs. Dorothy Raskin and Mrs. Esther Wild. The very first Ball had netted \$ 5,000. In his 7th annual meeting report the President also referred to the Kivel Manor programmed housing project for the elderly as an example of Kivel's forward - looking planning. The Annual Meeting brochure indicated that the Kivel Auxiliary headed by Mrs. John MacNeur had contributed 12,335 volunteer hours and that the candy-strippers had contributed 1,250 additional hours during the past year. It was also indicated that since March of 1958 the occupancy rate at the Kivel Nursing Home was between 93% and 99%.

At the Board meeting on February 25, the Board officially employed Murry Harris as the architect for the proposed

project and authorized the use of a sufficient plot of land bounded on the north by Earll Drive and on the East by 36th Street. It was tentatively decided that a two-story building be erected containing 80 units consisting of 16 one-bedroom apartments and 64 studio plus ancillary program space.

At the Board meeting held on October 17, 1965, it was reported that a direct federal loan of \$ 909,000.00 had been approved under the provisions of the HUD # 202 program. The exact site was approved and Murry Harris was instructed to proceed with the plans.

The problem of support for the Nursing Home program by the Phoenix Jewish Federation was a more serious problem. The group of Board members of the Federation who were in the majority, were determined that local beneficiaries, especially Kivel, must exist on less so that larger sums could be sent to the UJA to help Israel.

wealthy. Mr. Reineke was asked to contribute \$ 100,000 for the privilege of having the Program Center bear his name. With the help of Jack Hirsh, his brother-in-law and conservator, Mr. Reineke joyfully made the contribution. He announced his generous gift at a Board Meeting and was given the privilege of naming the Program Center. He wanted it named for his late wife, Louisa Reineke. The Board also gave him the opportunity to include his own name if he desired.

The larger building allowed by HUD and because of zoning, prompted the Board to review the larger number of applications from prospective residents and determined that 160 units were required.

The number of 160 units was not approved by HUD. In fact HUD indicated that it had misgivings about Kivel's ability to fill even 80 units because of the proximity of the project to the Nursing Home and the psychological affect this might have on prospective tenants. The frustration this induced among the building committee was depressing. However, through the indomitable determination of Samuel Shapiro, the HUD officials indicated they were willing to listen. Shapiro, Albert Spector, Murry Harris and this writer, flew to San Francisco and met with several of the HUD officials. There was no denying the enthusiasm of Samuel Shapiro who at one juncture volunteered to pay for any

deficit resulting from the 160 unit development.

A compromise was reached: HUD agreed to finance a mortgage for 120 units. The delegation was jubilant!

The Board of Directors considered the larger responsibilities for the Executive Secretary and on motion duly made, seconded and passed, an assistant to the Executive Secretary was approved at a salary to be set by the Executive Committee. It was learned that an executive assistant to the Director of the Jewish Community Center was soon to be released and it was suggested to him that he apply for the position of assistant administrator of Kivel. His education and past experience in both group work and working with the elderly made him eligible and the fact that he already worked in Phoenix and had his home here made him a favored candidate.

The job description for the position included:

- 1) to serve as the surrogate for the administrator in his absence.
- 2) to accept and discharge responsibilities for assigned portions of the Kivel program on a continuous basis and at times and hours appropriate to that program.
- 3) to assist in the development of new programs and projects.

- 4) to manage and supervise Kivel Manor in all its aspects and to conduct pre-rental interviews.
- 5) to make all efforts to keep abreast with all new developments in the field of extended care and to be familiar with the written material in the fields of health, geriatrics and gerontology.
- 6) to represent, when and where necessary, the interests and philosophies of the Kivel corporations in the community and national affiliations of Kivel.

On the basis of this job description, Eugene Berlatsky was subsequently employed as assistant administrator.

It was reported that Kivel had initiated a day care program. Three elderly persons, who could not be left home alone, were brought to the Nursing Home each morning, Monday through Friday, and called for between five and six in the afternoon. The program was a good one insofar as it introduced the three day-care clients into the on-going Nursing Home program but the principal drawback was the lack of facility where the three could have a restful siesta after lunch. It is not anticipated that this program will grow unless facilities are provided for a complete program which will prove expensive in view of the limitations of the Kivel building.

The Board deliberated about the size and cost of the 120 unit Kivel Manor project. HUD had placed a cost of \$ 1,465,000 and had made it clear that this amount would not be increased if the construction bids came in for a higher amount. Samuel Shapiro requested a motion authorizing any overage to be paid from Kivel funds. On motion duly made, seconded and passed, the project cost of \$ 1,465,000 was accepted with the proviso that any overage would be paid from Kivel funds. The salary of the Architect, Murry Harris, was fixed at \$ 66,000.00 with the understanding that this figure included both the design and the supervision of the construction at the site. Several committees were appointed including Furnishings and Decorations, Food Service, Applications and Leases. It was hoped that ground breaking could take place in late December.

Mr. Spector and the architect published a call for bids for the new building to be submitted by March 3, 1967 with a deadline of 3:00 p.m.. Fiver bidders were present. The bids were opened in the presence of the HUD representative. The low bid proved to be that of the Mardian Construction Company in the amount of \$ 1, 147, 500.00 and was awarded the contract.

At a subsequent Annual Meeting at which a number of dignitaries were present and spoke, Samuel Shapiro, President of Kivel, said,

" At the risk of sounding immodest, I must tell you that although not completely satisfied with everything we have done, we are pleased with the record we have made not only this last year but in the nine years that this Nursing Home has been operating. The quality of our service is high, our reputation is of the finest there is no doubt that Kivel is doing the job for which it was designed and is doing it well ".

On January 28, 1968, Albert Spector announced that the Manor building could be accepted on April 12, 1968.

He also reported that his correspondence and communication with the county tax authorities had resulted in tax exemption for both Nursing Home and the Manor. Failure to continue the exemption could cost Kivel \$ 90,000.00 a year!

The Executive Secretary worked out a plan with Mrs. Louis Greenberg and the Auxiliary in which certain volunteers had been assigned to contact specific Manor tenants prior to move-in date and to help them plan their moving, orienting them to the equipment in the apartments kitchens, with the elevators and the food service and other programs.

The program was proving highly successful and deeply appreciated by the new tenants for whom some of the items covered in the orientation were new and unfamiliar. Mrs. Greenberg and the volunteers involved, all had a feeling of deep satisfaction and achievement in this service unique to Kivel. Many old folk's homes under Jewish auspices wrote to Kivel asking how the building of the Manor had been financed and about the innovative qualities of the program including the special orientation by the Auxiliary volunteers. These inquiries were especially gratifying to the staff since many of the executives of some of these same agencies had previously scoffed at the whole idea of Kivel Manor and even of the Kivel Nursing Home. A number of out-of-state Boards sent their representatives to visit Kivel and the Tucson Jewish Community Council made several trips to Phoenix to " learn how to do it ".

Dedication of the Kivel Manor and its Sanctuary was set for May 13. On that date, several hundred persons attended and participated in the ceremonies.

At subsequent Board meetings the subject of expansion of both Nursing Home bed capacity and of apartments for the elderly was discussed. Hill-Burton funds were no longer available. Finances were the problem for the Nursing Home but it was felt that addition to the Manor could be constructed with Federal help through a special FHA insured program just made available. Robert Helgason, a local architect was contacted and for a fee of \$ 750.00 drew up a land use plan.

On March 2, 1969 the Kivel Nursing Home was awarded a coveted " Doc Dunham " plaque for having created the Kivel Manor which the awards Committee of the Phoenix Community Council said was a distinguished service to the entire community.

With the highly successful Kivel Manor operation as an example of Kivel planning and management, the Jewish Federation approved expansion for both the Nursing Home and the Manor. Plans were progressing for both but again finances were the problem. Contact was made with Hill-Burton through the Hospital Advisory Council. Kivel was assured that if the money was made available to the Council by the U.S. Dept. of Health, Education and Welfare, Kivel would be able to obtain matching funds for an additional pavilion.

However, HEW did not make funds available to Arizona.

Under the inspiring leadership of Morris E. Jacobs, the entire Kivel membership structure was overhauled and revitalized. From 326 individual memberships, under his direction, this number grew to more than 1800 members! His ability to communicate with the families of the Jewish Community through personally drafted and addressed letters achieved outstanding results. Except for the follow-up phone calls the entire yearly membership campaign was conducted by mail. The effort was carried on by Kivel Manor staff and many Kivel Manor residents who volunteered their services in folding, inserting, stamping and sealing the letters. Membership income over the ensuing years grew from a very modest sum to more than \$ 70,000.00 a year which augmented the operating income.

The members thus obtained, became the backbone of Kivel and the group which each year attended Guardian Membership Dinners and helped to elect members to the Board of Directors of Kivel. The Dinners are held in the beautiful Kivel Manor Dining Room which for these affairs can accomodate more than 400 persons at dinner.

The 13th Annual Meeting of Kivel took place April 19, 1970. In his report, the president, Samuel Shapiro announced that Kivel was one of only five long term care facilities in Arizona that had been accredited by the Joint Commission for the Accreditation of Hospitals; a signal honor since opening our facility to the investigating committee was voluntary and in addition to the inspections carried on by the State Department of Health.

CHAPTER IV

KIVEL IS NOT AN APARTMENT HOUSE

No history of the Kivel Geriatric Center would be complete without a discussion of how the struggles with the federal bureaucracy were resolved and certainly how the people who occupied the completed programmed housing in Kivel Manor felt about their new life there.

The process of negotiation and the ultimate relationship of Kivel with the U.S. Department of housing & Urban Development was a struggle between a determined and persistent Board of Directors and the department staff in San Francisco who probably felt that the whole notion of low cost housing for the elderly and the necessity of dealing with non-profit organizations was an unmitigated nuisance !

The section 202 of the HUD regulations was so new when Kivel made application that the San Francisco staff knew very little about the program. At every turn the experts said no to every Kivel request with which they were unfamiliar. Fortunately, at one juncture, someone thought up the brilliant notion that rather than the whole San Francisco staff being involved with the Kivel project,

that one man take control of the project and work with Kivel. The man chosen turned out to be an experienced builder. This man quickly grasped the concept that Kivel was not only interested in constructing good housing for the elderly, but more importantly, was primarily interested in space to provide programs in nutrition, cultural and educational activities, resocialization, physical and mental re-assurance, health and others. He also had a married sister living in Phoenix, whom he liked to visit and consequently made a number of trips to Phoenix to confer with Kivel staff and to observe the course of construction. Kivel had no more trouble with HUD.

In the early stages of architectural planning, one of the experts, above mentioned, found fault with the provisions on the plans for religious observances. Actually, this was to be a curtained-off space at the rear of a platform in the main dining room. The Kivel Board put up such a fight to keep this space for religious purposes and who insisted so volubly that Kivel had no intention of discriminating against orthodox Jews, that the experts backed away and meekly requested that the space be labeled " storage " to keep them from getting into trouble with Washington. Ironically, since then, HUD regulations permit space to be used as a " chapel ".

One Hundred and Twenty-two elderly people were moved into the completed Manor in one week! The majority were single women, very few single men and a few married couples. The average age was 74. A nurse aide occupied one of the apartments. Her job was to answer the emergency calls from the resident apartments. During the first few weeks she made constant calls to apartments just to satisfy the occupants that she would come even for a false alarm!

From the very start the Jewish Residents felt right at home. They considered the Manor their building but many went out of their way to be gracious to the few non-Jewish residents. The latter were happy at Kivel except during Passover when only MATZOT were served in the main dining room.

A lesson in democracy was one of the early learning experiences in which the Manor residents participated: the election of representatives to the Residents' Council. The Council included a few elected members that were set on making rules for residents to live by. But that was not allowed. They did arrange social and cultural activities and established a religious affairs committee to arrange for religious services. The Committee quickly heard from the women who insisted that at least on Friday night they wanted services they could understand. On Friday nights,

services were and still are in the Reform mode; at all other times, Conservative. Many community volunteers conduct the Friday evening services and one married couple, the Fellers, have conducted the Passover Seder service for many, many years.

One feature of the Manor program did not meet with instant success: the one meal a day that all were required to eat in the main dining room except on Saturdays. It was a first experience of many of the residents with quantity cooking and portion control. The cooking was an endless source of comment from women who had been great cooks in the past, but the real bone of contention was the portion control. "What is this place, a concentration camp?" growled one of the men. The portion control was abandoned. Costs promptly escalated and had to be subsidized from outside sources. But the residents were happier!

There were romances at Kivel. One became a clandestine love affair with nightly visitations of men to the apartment of the emergency nurse. Like life in a village, these sexual encounters soon became common gossip and administrators had to put a stop to that sort of recreation. But scandal dies hard and finally the nurse who was constantly under scrutiny by the women residents left Kivel employ.

There were marriages at Kivel; not many but enough to encourage all of the widows. The Residents' Council arranged social events, dances, holiday observances and all manner of opportunities for the men and women to get together. The yearly New Year's Eve parties were something to behold ! Living at Kivel was a social experience and that is one of the many reasons why older people enjoy Kivel and are reluctant to leave it.

Some residents left Kivel. Families were scattered. Very few Kivel residents had family in Phoenix. On occasion, a family would insist that Grandma come live with them in some other town. Then there would be tearful farewells and many promises to remember friends at Kivel. Since all residents were free to come and go, the leases to apartments were easily set aside. On more than one occasion, a resident who had left to live with family, called the Administrator and pleaded to be reassigned an apartment. Sometimes that was possible, but frequently, because of the long waiting list, it could not be done except after a long wait. No matter how many applicants were given apartments each year, the waiting list continued to grow until the Kivel Board issued instructions that no more paid applications be accepted.

The lure and attraction of Kivel was and is so strong that many people with a waiting period of two years or more, rented apartments close to Kivel so that they could participate in the program while waiting to move in to the building. All of the staff efforts, and indeed, the very nature and layout of the physical structure and the leasing arrangement were predicated to enhance the feeling of independence among the residents. By design the ambience at Kivel was founded on sound social work principles.

The happiness and feelings of well-being over-flowed from time to time. On the occasion of an annual meeting of the Board, the Residents' Council had prepared a set of resolutions extolling the beneficence of Samuel Shapiro and which all of the residents had signed, was presented to Mr. Shapiro. By the time it reached him after making the rounds of the apartments, it was somewhat bedraggled. However, Mr. Shapiro was deeply touched by the presentation, had the paper framed and gave it a prominent place on his office wall ! No matter how often it was explained to the residents that Kivel was governed by a Board of Directors, Shapiro was considered to be the " papa " of Kivel Manor.

In the Nursing Home there was still a serious shortage of beds. Although there were about 30 Nursing Homes in

and around Phoenix, there were only one or two of Kivel's stature. One catered almost exclusively to the residents of its apartment complex and the other was so expensive as to be out of reach of most patients or their families. There was and is no way that Kivel can take care of the health needs of all of the people who look to it for help. The problem is now compounded by the increased age of the Kivel Manor and Kivel Manor West residents, and their consequent increase in infirmities that require long term care. These people and their families naturally look to Kivel. It seems a most logical step to go from the apartment to the nursing bed. In many cases, an arrangement had to be made with a friendly nursing home operator to keep a former apartment resident until Kivel could provide a bed. Some of these patients had to undergo and added difficulty if they were KOSHER as it was almost impossible to provide them with KOSHER food. Somehow it was done.

It was always a matter of staff rejoicing when an admitted patient improved sufficiently to return to his or her apartment. This was part of the strength and the value of Kivel care: no matter how serious the disability, no matter how able to pay for the extra and costly services, every patient received prescribed physical and occupational therapy. Consequently many were helped to improve and return to normal life. Out-patient medical and personal services

ready, willing and able to provide needed services and facilities.

It is Kivel's boast that throughout the years, no call for help has been ignored and no person has ever been refused service. It is humorous to recollect that at the height of the agitation for civil rights, federal employees made the rounds of facilities that had been assisted with Federal construction funds in order to review the intake policies. One of the regulations was that a sign be prominently displayed indicating that no-one would be refused admission because of race, creed or national origin. The inspectors were taken aback by the Kivel sign that said, " No one will be refused admission for reasons of race, creed, national origin or economic condition ! "

CHAPTER V

KIVEL COMES OF AGE

The Executive Secretary reported to the Board on July 26, 1970 that the federal department of housing & urban development had approved an additional programmed housing project for Kivel. By this time the waiting list of eligible applicants had increased to about 200 persons in spite of the reduction of the list to the admission of 180 persons to residence in Kivel Manor. The President and the Executive Secretary were authorized to sign all necessary documents and the project was approved to consist of from 60 to 65 units in four stories.

At the suggestion of Harry M. Rubenstein and Joseph Scult the new project was named Kivel Manor West, since it would occupy a site just west of the Kivel Manor. The financing program of section 236 of FHA was adopted and arrangements were made with the Valley Nat'l Bank for interim financing. The 202 program for the original Manor was actually a direct federal loan for 50 years at 3%. The 236 loan was an FHA insured loan for 40 years at 1%. The latter was a bank loan with the federal government picking up the tab for the difference in interest and involving the sale of the loan at the conclusion of construction to the Federal National

Mortgage Association. Working the financing in this round-about way proved to be most cumbersome but finally all was worked out satisfactorily. Because of the mortgage on each of the two Manor buildings, each was incorporated separately and for several months separate minutes were kept for each although the Boards were identical and the meetings were held jointly

Ground breaking for the new building was scheduled for December 27, 1970. The building to consist of 22 one-bedroom units, 44 studios and an apartment for the Executive Secretary who, by official action was required to live in the new project and serve the needs of the residents there. Mr. Chanen resigned from the Board and was awarded the construction contract on a negotiated basis.

Arrangements were completed for a BAR MITZVAH celebration to observe Kivel's 13th birthday. Services were held in the Manor Auditorium on April 16, 1971, with various members of the Board officiating. HAVDALAH service was held on April 17 and local rabbis announced Kivel Sabbath from their pulpits. A membership dinner was held on April 18 at which Mr. & Mrs. Morris Feller were honored. The Fellers had been conducting services and passover SEDORIM at both the Nursing Home and the Manor.

The Executive Secretary and Mrs. Kaplan's relationship with the B'Nai Israel Congregation of Circle City, Ariz . . . was reported. The congregation was unfortunately breaking up and the members had decided to donate to Kivel a SEFER TORAH, furniture, an Ark and a Reading Desk, amplifier, microphone and speakers and several thousand dollars in cash as well as the building itself. The Board expressed its regret at the break-up of the congregation and accepted the generous gifts with thanks.

On April 16, 1972, in combination with the Kivel 15 Annual Meeting, the Kivel Manor West building was dedicated. Rabbis David Rebibo and Moshe Tutinauer officiated. Like Kivel Manor, this building of 64 units, was fully occupied on completion.

In both of the residential facilities the obvious pleasure and comfort of the residents was highly rewarding to the members of the Board. All of the expectations of the residents with respect to the facilities, the program and the built-in assurances appeared to be highly satisfactory to them. The people of the Kivel Manor expended great effort in arranging welcoming activities for the people who had moved into the Manor West.

The matter of shortage of nursing beds continued to be a major problem. A number of possible solutions were discussed including building additional stories on pillars above the present Nursing Home. This later was discarded as impractical.

Dr. Albert Eckstein, who had been the Kivel Medical Advisor since Kivel's inception, reported that a number of persons who had been among the first to be admitted to residence in the Kivel Manor were becoming noticeably more incapacitated every day and would soon require nursing home care. He advised the Board that it would be wise to employ a Medical Director. He was promptly appointed! He occupies that position to this day; a position he fills with distinction.

On December 8, 1974, amendments were offered to the Kivel Articles and By-Laws increasing Board membership to 30 from the previous 24 and the number of vice-presidents to 3 instead of one. At a subsequent regular meeting this amendment was approved and also a more basic one that officers could not serve more than two successive two-year terms in the same office.

In March, it was announced by Mrs. Stanford Stoneman, President of the Kivel Auxiliary, that due to the generosity of Mr. Leo Witz and Mr. Samuel Brooks, paintings created individually by both, and sold, had resulted in a sum

sufficient to purchase a 14 passenger van equipped to transport not only able bodied patients and Manor residents but also wheel-chair patients.

For a number of years the U.S. Dept. of housing & Urban Development had urged Kivel to take over ownership and operation of a near-by apartment house misnamed SHANGRI_LA. The Executive Secretary and his assistant, had explored this possibility and had written a feasibility study on it. The apartment house in question was over-financed, had narrow halls, no program spaces and hardly fitted in with Kivel's concept of programmed housing. A good deal of money would have to be spent just to bring it up to standards that we would require, and the building would always be one with narrow halls and inadequate facilities.

On October 26, 1975, The Executive Secretary had reported to the Board that it was his intention to retire, probably in early 1978. An Ad Hoc Personnel Committee was appointed to find a successor. He had also recommended that a management study be made of the Kivel operations, and that a retirement plan for Kivel employees be developed as soon as possible since Kivel was no longer in the Social Security program.

At the March meeting of the Board on March 28, 1976, the Kivel Geriatric Center became a functioning agency by taking over the financial responsibility for the Kivel Manor Food Service. This departure from the prior role of the Geriatric Center of being merely a convenience " handle " for the various Kivel services, was the beginning of a trend in which the Kivel Geriatric Center, rather than the Kivel Nursing Home became the central functioning agency.

At the 19th Annual Meeting on April 4, 1976, President Harry M. Rubenstein stated that Kivel was known in the general as well as the Jewish Community as the place where people were being helped to a better life. At an earlier meeting the Board had requested the Executive Secretary to explore the possibility of financing an 80 bed addition to the Nursing Home. An FHA section 230 loan was available for 90% financing. He proceeded to work on a budget and in obtaining a required certificate on need from the Central Arizona Health Services Agency and the State Dept. of Health Services. However, on reviewing the budget and the cost per patient day, that would include the amortization of a mortgage at 7% interest, he found that the FHA plan was not feasible. At the time he was working on this project he discovered that the section 202 of HUD that had been previously cancelled out after Kivel Manor was built, was now re-established with a special provision named Section 8, that would enable residents of projects built with 202/8 funds to pay only

25% of their income, would also include handicapped residents and above all, the federal agency would subvent all rentals to the cost of operations including amortization. The Executive Secretary proceeded with communication with the area office of HUD, even before reporting this possibility to the Board. When he did report it, the Board endorsed and authorized the project of a four-story, 80 unit apartment and program center. Then began the long and arduous experience of working with the City for zoning variances and with HUD people, who had recently developed handbooks and manuals for these projects so complicated that even many of the HUD staffers were unable to give accurate guidance.

The Board was determined that the portion of the Kivel grounds east of the Nursing Home and running parallel to 36th Street from the entrance driveway south to Pinchot Avenue be used.

The City opposed this strenuously but finally agreed and approved zoning, provided only 72 units were included instead of 80. The new structure was also planned to include all of the administrative offices. At the suggestion of President Harry M. Rubenstein, the apartments and the corridors, in addition to being built to accomodate handicapped people, were designed by Stanley Stein, the architect, for easy conversion to nursing rooms. The best of electronic equipment for resident re-assurance and safety were specified as well as smoke sensors in each unit, nurse call systems

and office-to-unit direct mutual communication. The project was named Kivel Manor East.

On December 26, 1976, the Board selected Eugene Berlatsky to be acting Director of Kivel to succeed the Executive Secretary on March 1, 1977, but that the latter should remain as Executive Secretary and devote his time to development, planning, construction and occupancy of Kivel Manor East.

In April of 1978 the Memorial Fund Campaign for \$ 2,000,000 was launched with a gala " President's Reception " held in the Biltmore Mansion. Because of the agreement with the Phoenix Jewish Federation only April, May and June could be used for campaign purposes. By September 20, which was the first Board meeting of the new term, after the summer hiatus, it was reported that \$ 1,031,000 had been raised in the first phase!

Aubrey Grouskay announced on the same day that Miss Belle Latchman and he would head-up the second phase of the Memorial Fund Campaign scheduled for the spring of 1979.

On August 30, 1978, Dr. Albert Eckstein, on his retirement from active practice was appointed the Medical Director not only for Kivel patient care service but also for

the County-eligible patients being cared for at Kivel. A special office-examination room was set up for him in the Nursing Home which he equipped.

On September 24, 1978, Dr. Richard A. Eribes was introduced to the Board as the director of the project to study the operations and development of future plans for the Kivel Geriatric Center. His plan for the project is to use a number of his graduate students to do some of the research necessary. There will be no charge for the study.

On October 29, at the Board meeting, Morris Lerner, Chairman of the Long Range Planning Committee, announced that Kivel had been awarded a federal grant of \$ 108,000 for the purpose of installing a solar arrangement of sufficient size on the roof of the Manor West to heat sufficient water for both the air-conditioning system and the portable system, for both Kivel Manor West and Kivel Manor. The work to commence as soon as all plans and specifications had been approved.

On February 25, 1979, Aubrey Grousky announced that because of the inability of Miss Belle Latchman to serve in a leadership role in the Memorial Fund Campaign activity, Mrs. Ruth Rosen would serve as an additional co-chairperson. He also requested all Board Members to set aside the date

of Sunday, April 8, at which time a campaign dinner would be held at Camelback Inn with the noted international correspondent, Bernard Kalb as guest speaker. A goal of \$ 500,000 had been set for this phase of the campaign. Mr. & Mrs. Sheldon Kelman were requested to work on a Kivel publication that could be mailed to the community periodically.

Mrs. Rosen and Mr. Grouskay reported that \$ 250,000 had been raised in the second phase of the campaign. It is planned to stage phase 3 in the spring of 1980.

On July 1, 1979, the services of the active Executive Secretary ended. He was to maintain relationship with the Kivel Manor East project until it is finished and occupied. This will occupy a very small amount of time on his part. For all other purposes, his tenure terminates as does this history. It is possible the history will be continued at some later date by some other person.

Hirsh Kaplan, ACSW, FACNHA
Executive Secretary (Retired)