

SPEECH

**ALBERT EINSTEIN SOCIETY DINNER SPEECH TO HONOR
FRED BRAEMER**

We're here tonight to honor Fred and Minerva Braemer, a couple who for 30 years have been among Einstein's most dedicated and effective supporters. You've just heard about all the great things Minerva has done for Einstein. Now, let me tell you about Fred.

Whether you describe him as a true gentleman or a real mensch, Fred is a warm, wonderful, sensitive human being. We at Einstein have been lucky to know him and to reap the benefits of his keen mind, kind heart and hard work.

A 19th century Jewish scholar once said, "A man's deeds are the measure of his days." The measure of Fred's days at Einstein is rich and full. The impact of Fred's integrity and his belief and pride in our Medical Center, color the Einstein we know today, a thriving multi-disciplinary healthcare organization.

Many milestones in Einstein's history, from trustee development to organizational growth, will always have Fred Braemer's stamp on them. He made the big decisions, which laid the foundation for our success.

Fred created a standard for me too. In 1974, when I joined the Medical Center as assistant general director, Fred invited me to his house to talk. Just imagine how a young kid fresh from the Bronx felt when he met such a wonderfully proper

gentleman. At age 26, I was a little intimidated, but the feeling that I got from him of being measured immediately challenged me.

I thought, "I'll show him," and that's what he helped me do. Through the years, he'd check in with me and see how I was doing. He became my honorary father and I wanted to make him proud. And as Einstein flourishes, I think I have. Yet his presence still continues to challenge me.

Oh, what a presence -- from the way he carries himself, to the way he speaks, to the way he dresses. I've learned a lot from Fred. I even dress just a bit like him, now. Believe me, I don't fool myself that I could ever look quite as elegant and dapper. And of course, you won't see his trademark bugle pin on my shirt collar. That's Fred Braemer, a man who pays impeccable attention to detail.

Fred's abilities as a spokesman are also an inspiration to me and to others. His capacity with language and words is exceptional. His son Richard recently gave him the new 20-volume unabridged Oxford English Dictionary for his birthday. It was the perfect gift.

Fred's eloquence motivated many donors to open their hearts. But, it's not his eloquence alone that makes him such a convincing fundraiser; he sets an example with his own generosity. He always believed that if an institution is important to you, if you can, you should donate both your time and your resources. And he did, beginning in 1964, when he joined Einstein as a member of the Board of Trustees.

Later in 1972, he became president and chief executive officer. He was the last volunteer layperson to hold this position.

As a matter of fact, without Fred, I wouldn't be standing here tonight as a salaried CEO. Thanks for creating the job, Fred. And because he helped found the Albert Einstein Society, we're here eating dinner celebrating the Society's 20th anniversary. Thanks for the dinner too, Fred. When Fred was volunteer CEO, the top administrator was executive vice president. Being a pioneer, Fred realized that the way to go in the non-profit sector was to professionalize management structure. His plan made the top trustee, the chairman of the board; and the top administrator, full-time president and CEO.

Convincing the board that this was a good idea wasn't easy. But as with other important issues, when he knew he was right, Fred convinced others with his forceful, but gentle manner. Then, he saw his idea through, easing the transition from a volunteer to a full-time CEO. He found a chief executive who would lead Einstein into a new era, Ray Alexander, and he backed him one-hundred percent. In my administration, as well, he respected the complexity of healthcare management and, he let me, as he let others, have the needed authority and responsibility to do the job.

The first to hold the title chairman of the board, he served from 1976 to 1981. And now he's chairman emeritus of the Albert Einstein Healthcare Foundation and

Life Member of the Board of Governors of the Medical Center.

Throughout his service, Fred's philosophy has always been if you don't go forward, you regress. Before Fred, the Medical Center was in danger of doing just that. But, Fred had the foresight and long-range planning skills to propel us into the future.

Part of the future was making sure that the buildings we needed were built. In 1980, Fred chaired the Capital Campaign, raising 20 million dollars over five years, allowing for three new structures: a professional office building, an even-level parking garage and a new patient tower. It's no exaggeration to say that Fred was personally responsible for the Campaign's success.

He also brought in new medical leadership -- appointing a full-time clinical chairman for each department. The solid medical leadership he put in place led to quality teaching programs and medical service. He helped strengthen our whole residency program and make it into the first class program it is today.

Our expansion and diversification were also to his credit. In 1981, he helped us merge with Willowcrest-Bamberger, our restorative care facility; and in 1983, he orchestrated a merger with the Philadelphia Psychiatric Center, which we now call Belmont Center for Comprehensive Treatment.

Fred achieved national recognition for his exceptional contributions to Einstein when he received the 1983 Trustee Award from *Modern Healthcare* magazine.

The article written about him in *Modern Healthcare* stressed the time and energy he put into the Medical Center.

Like Professor Albert Einstein, the namesake of our organization, Fred is a humanitarian. Ironically, in his way, Fred also follows one of the tenets of Einstein's theory of relativity -- nothing can move faster than the speed of light. The speed of light, that's Fred. Despite his heavy business responsibilities, throughout the years, Fred spent 25 hours or more a week on the Medical Center's concerns. And in 1975 and 76, when the administrator left, until a new administrator could be found, he worked for the Medical Center full-time. Now, as always, Fred is on call 24 hours a day. He's never more than a phone call away.

Another tenet of Albert Einstein's theory of relativity is that all motion is relative therefore there can be no such thing as absolute rest. Fred's the proof. Any frame of reference you look at him, he's always in motion. Along with his devotion to Einstein, Fred has served in top leadership roles at many other community organizations. If I listed them all, we'd be here all night.

But let's not forget, Fred is a businessman. He's former chairman of Globe Security Systems, Inc., where Minerva also served for many years as controller; and he's a former director and member of the executive committee of both Kidde, Inc. and Interim Systems. Fred expected trustees to use their professional skills and knowledge on behalf of Einstein. That's what he did. He applied his acute

management sense to our Medical Center.

In listing Fred's accomplishments, I can't forget, he introduced us to Minerva and got her involved in Einstein. He often seeks Minerva's counsel and advice. Einstein is an integral part of their life.

Einstein was so much a part of his life that Fred counted among his closest friends those who served as top trustee before him: the late Earl Perloff, the late Julius Klein and the late Paul Johnson and his immediate successor, Jack Adler, Sr. Though both his predecessors and successors were grand, no one served a term as chairman of the board as long as Fred. Five years of Fred as chairman, you think that would be enough for anybody, but if it wasn't for the by-laws, it probably wouldn't have been enough for us.

Minerva, who is obviously special to Fred, is special to Einstein and to me too. She talks to me like she's my mother-in-law and I like my mother-in-law. Really, like Fred, she's my adopted parent and she's always given to me and to Einstein her unwavering support.

If the Braemers are my honorary parents that makes Richard, another Braemer who's been indispensable to Einstein, my big brother.

Fred and Minerva, you gave us the support we needed to build our future and you gave me the support I needed to play a part in that future. I want to personally thank you. I'm glad I know you both and I hope I've done you proud. (PAUSE)

Now, it gives me great pleasure to present to both you Fred and to Minerva, this bust of Albert Einstein, as an expression of our affection for you as friends, and as a gesture of our sincere thanks. Over the years, you have given to Einstein your name, your strength, your loyalty, and your guidance. We're all very grateful to you and we're happy to pay tribute to you tonight with the "Albert Einstein Society Chai Award presented to Fred E. and Minerva Braemer, June 17, 1992." We know you must be proud of the successes Einstein has realized. I can truly say we wouldn't be here without you.