



# welcome

It's been another packed year for The Fed, looking after more than 1,000 people in need at any one time.

We breathed life into our vision and mission with developing services, new initiatives and cementing of relationships, and celebrated major milestones and achievements including the opening of new facilities.

And through all of this we held our ground against the brunt of crushing funding cuts and an unstable political landscape.

A further year into our refurbishment programme finds our headquarters and care home at Heathlands Village enjoying a flow of visitors of all ages: lunching at The Central Cafe; coming to daven daily in our wonderful shul - our hidden gem; popping in to see the Duty Officer - blurring the lines between who is "looked after" and who is not.

The renewal of our lease to Chai Cancer Care and their investment in an expanded suite will allow the beneficiaries of their services to continue to take advantage of all we offer here - as too, the clients of Jewish Women's Aid and the Association of Jewish Refugees.

The enlargement and redesign of our "Oakwood" dementia nursing unit, neared completion as the year came to a close. Extensive re-landscaping created a tranquil woodland garden, bringing residents the soothing benefits of being close to nature. Concurrently, we were putting the finishing touches to our ingeniously designed seaside garden.

And finally the year saw Heathlands Village achieve an "outstanding" CQC rating for "responsiveness" with an overall rating of "good", while Care at Home and Project Smile similarly received a joint assessment of "good".



Looking forward, keeping our deficit down remains a daunting challenge following the introduction of the National Living Wage, rising costs and inadequate public funding. Forceful lobbying, a creative fundraising strategy and fair charging for those who can afford it, will help mitigate the negative impact.

Many crucial, core community-based services remain wholly or partly unfunded, but our commitment to support the most vulnerable does not waver. We will carry the cost through astute financial management.

Listening to stakeholders, taking criticism on the chin and using the feedback to improve performance is essential to our plans - as such, improving communication both internally and externally is a key objective for the year ahead.

Others include our response to two increasing areas of

demand - with the creation of additional, greatly needed dementia-friendly accommodation and the further development of our Care at Home domiciliary services for people living in the community.

Finally, we cannot end this introduction without a huge thank you to our supporters for it is their passion, commitment and generosity which underpin all of our work.

**Mark Adlestone OBE**  
Chairman

**Karen Phillips MBE DL**  
Chief Executive

**YOURFED  
YOURWILL**

Do something wonderful

*Thank you*

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IN PEOPLE** | Accredited  
Until 2018

# celebrating our

We asked our middle management team and our directors to look back over the year and identify what stood out for them as our most significant achievements. In no particular order, here's a selection of responses:

**Christoph Deiter**  
Executive Head Chef  
"The most visible achievement for the catering department was the opening to the public of The Central Café. I love to see families visiting residents and enjoying meals together.



Around the same time we introduced 'room service' giving residents the option of eating privately rather than communally. And outside catering has really come on with events for up to 200 guests providing extra income for the department."

**Joyce Khan** Marketing and Communications Manager  
"I was delighted that we set up a new group for male carers. It means that orthodox men have a place to come for support."

**Sara Ogden-Thomson**  
Adult Services Manager  
"For me it was our Big Birthday celebration for The Drop In - our mental health service. 20 years on, with no public funding it is still flourishing and offering a welcoming safe place home-from-home for isolated or vulnerable people"



**Shelley Lewis**  
Children and Families Team Manager  
"We received a wonderful assortment of Chanukah presents from Key 103's "Cash for Kids" which we distributed to children living in poverty.

And the grant from Bury's "I WILL IF YOU

# achievements

WILL" campaign allowed us to run fitness sessions which drew ladies from across the religious spectrum - all keeping fit and having fun together and breaking down barriers."



**Alison Lightfoot** Training and Quality Assurance Manager

"I'm especially proud of how we promoted the well-being of people with dementia and their families: through Nordoff Robbins Music Therapy and staging "Over the Garden Fence" during Dementia Awareness Week.

We also offered outstanding training with the Virtual Dementia Tour which made a huge impact on staff."

**Karen Johnson** Director of Clinical Services

"I was delighted that Heathlands Village got an "excellent" rating again from Bury LA and that our CQC results put us in the top 3% of homes in the UK."

**Mark Cunningham** Chief Operating Officer

"What stands out for me is receiving the Investors in People Award and what our assessor, Liam Linacre wrote about us:

"It was apparent ... that now, more than at any time in its history, employees feel the organisation is a great place to work and is focused on its customer needs. It was extremely satisfying to review the volume of improvements which had occurred over the last 3 years."



"... people described the commitment and dedication of the CEO, Board and the management team as being excellent and as a result staff felt loyalty towards these individuals and the organisation."

"The Fed is ... an organisation which even when faced with significant challenges within its field of excellence, has continued embracing proven approaches to high performance."

# and even more

**Lucy Edwards** Trusts, Foundations and Bids Fundraiser  
"We attracted support from a very diverse range of local and national businesses and organisations.

These included 12 months' Sainsbury's local charity status - helping us raise £7,000 and a £12,000 grant from Tesco's "Bags of Help" towards our dementia gardens.

The University of Manchester provided a summer intern to help prepare our social accounts and a grant from the W.G. Edwards Charitable Foundation enabled us to buy touch screen tablets to help residents with poor communication choose their meals."

#### **Heathlands Village Activity Team**

"We're delighted with the "GEMZ" project with King David Primary School which brought Year 5 pupils to meet residents



in their lunch-breaks. The kids and residents loved it and we're continuing this year."

**Carol Moffatt** Manager of Care at Home and Project Smile. Temporary Manager of Moorview

"I was thrilled that Care at Home and Project Smile had a great joint report following our CQC inspection."

#### **Karen Phillips**

Chief Executive Officer

"For me it has to be the seaside garden! It has brought such pleasure to people."

**Juliette Pearce** Time For You Project Manager

"I'm thrilled that we received funding for our joint "My Voice" project with the Association of Jewish Refugees."



There's so little literature which celebrates the successful lives built by so many survivors who came to the UK and the booklets will provide fantastic communication tools for the families and friends of those developing memory loss."



That's not to mention some amazing Fundraising events such as: our Appeal Dinner with David Walliams, a Ladies' Lunch and Laughter and a 'Two Heathers' Bridge Brunch

and some wonderful honours with our Chairman, Mark Adlestone receiving an OBE, and visits from The Chief Rabbi, the Duke of Gloucester and The High Sheriff of Greater Manchester.



All in a year's work ...

# THE FED

# looking after

**Below are a few of the many complimentary remarks we received in the last year from people who used our services, or their families.**

**They illustrate the positive impact we made on people's lives - bringing peace of mind; relieving loneliness; keeping them safe and letting them know they are valued and cared for ... right to the end.**

## **Nursing care**

"Essentially he had hospice care in his own home and could be visited by, not just his family but, his friends and many of the staff from Heathlands where he had lived for several years, who were always popping to see him."

**Son of Moorview tenant**

## **Residential care**

"I arrived at my mother's bedside, unexpectedly, two days before she passed away. She was not fully conscious. I found

one of her carers reading aloud to her so she would know she was not alone."

"She always said she was so glad she had decided to move into Heathlands and it was a decision she never regretted. Knowing that she was in such good hands was a constant reassurance."

**Relatives of residents of Heathlands Village**

## **The Drop In**

"When Barbara Streisand sang "People, people who need people," she must have been thinking of The Drop In at The Fed. By going there and seeing with my own eyes how much people have been helped by one another, just by talking and meeting someone else - it's amazing. Loneliness is a terrible illness."

**Visitor to Drop In**

# each other

## Children and Families Social Work Team

"The professionalism and efficiency of ... staff involved in our daughter's care, is excellent. They ... support us in whatever way possible to look after our 12 year old daughter who has epilepsy and severe learning and developmental difficulties. We are extremely grateful parents."

"My life and that of our whole family has been touched in a miraculous way with your kindness in helping us get much needed respite, helping create positive happy memories which is every mother's wish."

Parent carers

## Play-scheme

"Thank you for all the support you give us for our daughter who is on the autistic spectrum - especially the holiday play-scheme. This gave her a much-needed programme over the holidays, which she finds difficult to cope with, and gave the rest of the family a bit of a "breather" as we have to be on our toes all the time when she is home."

Parent carer

## Time For You

"The volunteers are so empathic - because of their patience it helps me remember things; they are not condescending and they see me as an adult."

"If we had had a daughter we would have wanted her to be just like her."

"All the volunteers who supported me in getting to Christie's were wonderful. They took the fear away and helped me recover."

Clients receiving volunteer support

## Community Cafe

"It was like walking into someone's home. People were so friendly. I felt as if I'd been going there years."

Service-user visiting Community Cafe

# our fantastic



# seaside garden



# the facts and

## Village Services for Adults and Older People

### Residential, nursing and end-of-life care at Heathlands Village

In the summer of 2015 we reduced our residential care beds from **117** to **105** to allow us to build our new Oakwood dementia unit, while nursing beds remained constant at **36**. Our average occupancy was **132** residents - **34** living in our nursing departments and **98** in residential care.

In the course of the year we made **72** admissions - **20** permanent and **52** for respite care. The permanent places were split **50:50** in terms of public vs private funding. **42%** of the respite places were publicly funded, **56%** were private and **2%** classed as FNC (funded nursing care).

## Community Services for Adults and Older People

### Moorview Supported Independent Living

Occupancy of Moorview ran at **98%** throughout the year with an average of **30** tenants and a waiting list of **70%**. Our tenants were provided with personal care and general support totalling respectively **4,299** and **7,020** hours.

### Volunteer Support (Time For You)

Our north Manchester Time For You Project coordinators supervised, on average **347** volunteers per month who provided **30,358** hours of support to carers, children and adults in the community, residents of Heathlands Village and to help with the general running of The Fed and The Charity Box shops split as follows:

Adults	9,714
Carers	8,736
Heathlands	6,679
Organisation	4,224
Children	1,005

### REFERRALS & ADVICE

Our Referrals & Advice Officer dealt with **3,383** enquiries for advice and support through our duty system, averaging **282** per month.

### Adult Social Work Team

**314** referrals were made to our Adult Social Work Team, **170** for Bury, **125** for Salford and **19** for Manchester service-users. Active cases averaged **30** per full-time social worker at any one time.

# the stats

## Carers' Services

119 carers were allocated to our Carers' Advice Workers for individual carers' support, advice and assessment. We held 137 events, including outings, male carers' group sessions, a carers' forum, as well as health, well-being, exercise, art and educational. There were 700 individual attendances at these sessions.

## The Drop In

The Drop In attracted 1,480 attendances or approximately 123 per month, with an average membership of 68.

## The Purple Room Community Cafe

The cafe ran 53 sessions throughout the year, attracting 857 visits with an average of 16 people attending weekly.

## South Manchester Office

Every month on average 85 volunteers provided support to people living in the community, helped run coffee-stops and our Urmston Charity shop, giving 15,788\* hours of their time.

\*This figure includes training and travel.

## Community Services for Children and Families

### Care at Home

This growing service provided in total 3,537 hours of support, averaging 295 per month to 24 clients.

### Children and Families Social Work Team

Our team received 79 referrals for support, advice and assessment and had a monthly average of 32 active cases.

### Project Smile

Our respite service for children with special needs provided 6,034 hours of support to 33 children, averaging 503 hours per month.

We also ran: 34 Sunday groups with, on average, 8 children attending; 24 Wednesday groups with, on average, 6 attending; 47 Friday groups with, on average, 18 attending; 15 playscheme days with, on average, 11 attending daily and 27 Mums 'n' Tots sessions with, on average, 12 families attending. In addition we held baby massage, keep-fit, Pilates and Little Linguists sessions and we took 19 children away on a 4 day respite holiday.



**Bernard M Yaffe BA(Hons) FCA, Treasurer**

Following last year's change to our year end date, I am delighted to report on The Fed's financial situation for the 12 month period up to 31st March 2016.

Our Statement of Financial Activities sets out our statutory reported figures against the prior accounting period of 16 months. The percentage variances have however been calculated to reflect a true year-on-year comparison.



With Phase 1 of our Heathlands Village refurbishment programme almost complete, in 2015/16 we began to see the benefits of this large-scale capital investment in relation to income generation.

Higher occupancy rates, a greater proportion of privately-paying residents and improved contributions by the families of

# treasurer's

our publicly-funded residents resulted in our Total Operational Income coming in at £5.7m - a 3% increase over the prior year.

In pursuit of enhanced standards of service, additional investments during the year enabled us to increase our care staffing levels and provide improved catering facilities and customer service.



This unquestionably had a positive impact on our occupancy levels, yet despite vigilant financial control, necessitated an increase in our overall running costs to £7.6m - 7% higher than the prior year and giving rise to an Operational Deficit of £1.9m.

As ever, we are hugely indebted to our generous donors for helping us to accommodate this substantial shortfall. Together with new monies raised to meet the remainder of our capital refurbishment programme, we were not only able to cover

# report

our Operational Deficit, but also, to invest £1.5m on further exciting improvements to the Heathlands Village site - the creation of Oakwood, our new secure dementia suite within Eventhall House and our new Seaside Garden, adjacent to the main building.

Subsequent to the year end, we have now completed Phase 1 of our refurbishment programme and are enjoying record occupancy levels, underpinned by the improved standards of service set out above, and enhanced facilities. These make Heathlands Village the primary care choice for many older members of the Greater Manchester Jewish community and others within the provinces and beyond.

Assessing the needs of our residents, and the broader community, remains a continuing priority in respect of further service development, although



ongoing Local Authority funding cutbacks provide us with the constant challenge of maintaining our full range of existing community services. We will continue to work with the public funding bodies and other partners to ensure we maximize available income to provide support for the people in need of all ages.



Over the remainder of this year we will continue our quest to reduce our overall cost base whilst maintaining and improving the quality of the services we provide and we will strive to maximize potential revenues from our new facilities in order to reduce our Operating Deficit over time.

Once again, may I thank all of our committed and loyal supporters for their faithful support of The Fed and all who need our help.

Bernard M. Yaffe

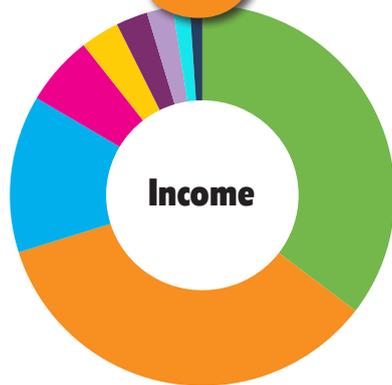


# financial

£,000's	12 months to 31.3.2016	12 months to 31.3.2015*	% change
Operational Income	5,730	5,571	3
Expenditure	7,630	7,115	-7
Operational Surplus/(Deficit)	(1,900)	(1,544)	-23
Fundraising Income	2,044	1,932	6
Income from Capital Appeal	1,071	992	8
<b>Total Voluntary Income</b>	<b>3,115</b>	<b>2,924</b>	<b>7</b>
Reinvestment in infrastrucure	(1,549)	(3,286)	
<b>Net Movement for the Year</b>	<b>(334)</b>	<b>(1,906)</b>	

\* pro rata

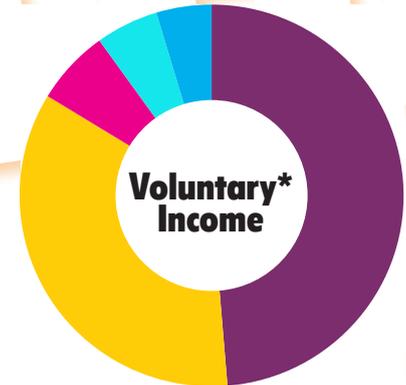
# highlights



- Residential
- Voluntary Income
- Nursing
- Community Projects
- Moorview House
- Other
- Charity Shops
- Supporting People
- Investment Income



- Residential
- Catering
- Community Projects
- Nursing
- Governance & Admin
- FMS & Maintenance
- Overheads
- Housekeeping
- Fundraising & Marketing
- Customer Services
- Wellbeing
- Supporting People
- Charity Shops
- Laundry
- Religious Amenities
- Other - Physio & Moorview



- Legacies
- Dinner & Canvassing
- General Donations
- Events
- Appeals

\*Excluding income from Capital Appeal

# the value

**In the summer of 2016 we completed a first-time exercise: auditing The Fed's "social value". We interviewed a cross-section of stakeholders - service-users, tenants, residents, volunteers and staff, asking them to tell us to what extent they felt we were achieving our purpose.**

**As the data we obtained is largely relevant to the period 2015/6 we are sharing some of it here. Next year, to coincide with our financial accounts, we look forward to publishing our first set of social accounts.**

## Mission:

- The Fed will be the leading provider of advice, support and care for Jewish people living in Greater Manchester. ●●

In the past year, to the best of your knowledge, how well do you think we have performed against our mission?  
119 people answered saying:

POOR	OK	GOOD	VERY GOOD	DONT KNOW
1.68%	7.56%	35.29%	50.42%	5.04%



- Poor
- OK
- Good
- Very good
- Don't know

# we've added

## Vision

- The creation and delivery of an outstanding range of health and social care services for people of all ages. ●●

In the past year, to the best of your knowledge, how well do you think we have performed against our vision?

111 people answered saying:

POOR	OK	GOOD	VERY GOOD	DON'T KNOW
0.00%	7.21%	33.33%	56.76%	2.70%

- OK
- Good
- Very good
- Don't know



## Values

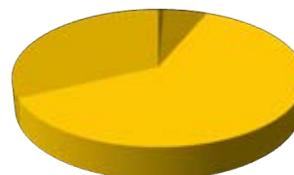
PERSON-CENTRED:

How well do we focus on you and your needs?

143 people answered saying:

POOR	OK	GOOD	VERY GOOD	DON'T KNOW
0.70%	5.59%	32.17%	61.54%	0.00%

- Poor
- OK
- Good
- Very good
- Don't know





# the value

## DIGNITY AND RESPECT:

How well do we embrace your rights, individuality and choice?

138 people answered saying:

POOR	OK	GOOD	VERY GOOD	DON'T KNOW
0.00%	6.52%	33.33%	60.14%	0.00%

- OK
- Good
- Very good
- Don't know





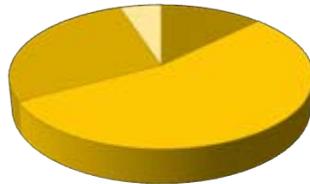
### EXCELLENCE

How good are we at changing things by asking ourselves, 'Is this the best we can do?'

79 people answered saying:

POOR	OK	GOOD	VERY GOOD	DON'T KNOW
0.00%	12.66%	27.85%	54.43%	5.06%

- OK
- Good
- Very good
- Don't know



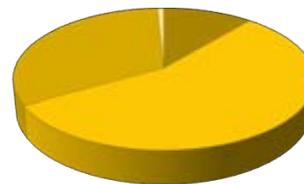
### WORKING TOGETHER:

How well do you think we work together to help you and improve the parts of The Fed you care about?

126 people answered saying:

POOR	OK	GOOD	VERY GOOD	DON'T KNOW
0.00%	11.11%	32.54%	55.56%	0.79%

- OK
- Good
- Very good
- Don't know



# our aims for

## Buildings

1. Replacing the central heating boilers in Eventhall House
2. Refining the plans for the ground floor Dementia Care House in the main building
3. Creating a new Support and Treatment Suite for Chai Cancer Care

## Services

1. Continuing to develop our day and respite care options and activity programme
2. Increasing provision of home care services for adults and children
3. Further developing services and activities which enrich and facilitate Jewish observance
4. Reviewing, monitoring and making improvements to all of our operational and care services
5. Implementing a new Dementia Strategy

## Standards

1. Ensuring we meet CQC, OFSTED, Health & Safety and environmental (ESOS) standards
2. Maintaining our compliance and "Excellent" rating with Bury
3. Ensuring all of our staff are aware of the organisation's policies and procedures
4. Maintaining our Investors in People accreditation
5. Maintaining our Gold Standard Framework (GSF) accreditation for end-of-life care

## People

1. Improving staff recruitment, retention and sickness levels through closer monitoring and review, and through procedural improvements
2. Supporting our staff and volunteers to achieve more
3. Ensuring we continually ask our service-users' opinions and involve them in the decision-making process
4. Developing our commitment to social accounting
5. Reducing social isolation and loneliness

# 2016/7

## Community

1. Raising our profile through a robust marketing and communication strategy
2. Improving people's well-being and keeping them safe
3. Exploring opportunities in relation to devolution and integration of NHS and social services

## Financially strong

1. Maintaining high occupancy levels in residential and nursing care
2. Identifying new opportunities to improve voluntary income
3. Improving our income through new areas of service delivery and partnerships
4. Reducing waste and costs

## Who's who at The Fed?

### Chairman

Mark Adlestone OBE

### Vice-Chairman

David Eventhall

### Treasurer

Bernard M Yaffe BA(Hons) FCA

### Board Members

Dr Richard Berman MCCA FRCP

Debbie Hamburger

Howard Joseph

Leslie Kay

Michael Sciana

### Chief Executive

Karen Phillips MBE DL

### Chief Operating Officer

Mark Cunningham