

2022-23

the difference
we made



**THE
FED**

Caring for our
Community



introduction

The start of the financial year in April 2022 saw our organisation recovering from further waves of Covid-19 infections that took place between mid-December and early February, but we had established a greater level of operational stability and we saw many of our services return to their pre-pandemic normality.

This recovery was typified by the increase in visitor numbers steadily climbing back to over 1,000 a month. This was echoed by a corresponding rise in occupancy in both residential care and our Moorview supported living community.

Our delivery of discharge services for people leaving hospital remained at a high level through to the end of the financial year. This essential provision ensured that people from communities across Bury were able to return home, and vital hospital beds were freed up for urgent medical care.

Typically, the people that we care for, are increasingly older with multiple health and mobility problems, requiring us to

adapt many of our services.

Following an inspection by the Care Quality Commission (CQC) we retained our overall rating of good and we continued to invest in our work force and quality systems in order to achieve our goal of being an outstanding provider.

It was an incredibly proud moment for the organisation when we became a foundation living wage employer. We felt that this achievement was consistent with our values and reflected the hard work and commitment shown by our workforce in delivering vital care and support services.

Referrals and requests for both social work and volunteer support increased throughout the year. There was a noticeable change in the type of referrals with significantly more complex situations arising, such as cancer support, complex mental health, carers issues, lone parenting issues, people with dementia, and sudden bereavement.

Waiting lists for one-to-one befriending



were high in both North and South Manchester but additional regular support from our coordinators made a positive difference. Both the Next Generation and My Voice projects proved to be extremely busy and enjoyed significant success.

The community advice and support team (CAST) had very high levels of casework and required an ongoing triage process to ensure that those with the greatest needs were prioritised. Typically, the team was managing over 100 complex cases at any one time and was able to rise to the challenge of increased demand, partly fuelled by the cost-of-living crisis.

As an organisation, we also felt the impact of the cost-of-living crisis. Increased utility bills and food costs presented a significant financial challenge, which alongside increased wage costs, required careful and proactive management. The support of

our amazing donors and supporters and an innovative, dynamic fundraising team have been essential in maintaining our key services.

The year ahead sees the organisation facing new challenges with higher running costs, demographic changes, and demand for different services. We know that the most effective way we can respond to the needs of our community, is through investment in the skills, experience and knowledge of a well-trained and proficient workforce of both paid staff and volunteers.

In this way, we believe we will ensure the delivery of the greatest possible benefit for our community, making a real difference to the lives of so many families and vulnerable people and helping to create a community where people feel safe, valued, and cared for.

Mark Cunningham
Chief Executive

Bernie Yaffe
Chairman



community advice & support team (CAST)

The Fed's community services are provided by two parallel teams - the Community Advice and Support Team (CAST) and the Volunteer Services Team. They operate independently but cross-refer and often work together in supporting the same individual, couple or family - together touching the lives of an estimated one in seven Jewish households in Greater Manchester and the surrounding areas.

At the heart of these services is our helpline, providing a crucial point of contact for the community. This year CAST dealt with 2,254 enquiries and referrals to the helpline from people calling on their own or a loved one's behalf or from co-professionals from statutory services teams.

Alongside the helpline, CAST's manager, two senior registered social work practitioners, three registered social workers, and two community support workers offered broad-ranging social work support for people of all ages. This involved carrying out formal assessments and care planning in conjunction with statutory services.

Helpline enquiries requiring ongoing social work support led to the team picking up 427 referrals, typically handling in the region of 100 complex cases at any one time.

A striking change in the character of referrals was detected with significantly more relating to difficult, multi-faceted situations involving complex mental health, carer, dementia or single parenting issues, cancer support and sudden bereavement.

Casework remained at a very high level throughout the year and, as it progressed, this was influenced by the

2,254

enquiries for advice and support

100

complex cases open at any time

427

referrals to caseworkers



impact of the cost-of-living crisis, causing a spike in referrals relating to increased utility and food costs.

Management of capacity was a continual challenge, requiring an ongoing triage process to ensure that support for people with the greatest needs was prioritised. Thankfully the pressure was eased by the successful recruitment of two new team members and developing the skills of existing staff.

“

You are my rock.

Thank you for always being there.

Client suffering
severe chronic anxiety

Your authentic and caring approach has led my dad to make these changes so quickly.

Thanks for keeping the momentum going and for keeping me in the loop.

Adult child
of older client

“

Thank you so much.
It's lovely just to be warm at night.

Client supported by CAST
to move into Moorview Community



adult groups & activities

A further aspect of CAST's remit is its responsibility for running The Fed's community groups - both for adults and for children - with the help of sessional support staff, play leaders and volunteers.

Community groups for adults are a key component of The Fed's strategy to tackle social isolation. They offer a safe, supportive space where people can socialise and take part in activities. They are aimed at people who suffer from poor mental health or emotional difficulties due, for example, to divorce or bereavement, the stress of a challenging caring situation or loneliness.

The pandemic had a profound impact on delivery of this service forcing the suspension of in-person sessions and leading to great concern for the wellbeing of our usual attendees.

Groups and outings such as theatre trips were reintroduced during the previous year and thankfully throughout 2022-23 attendance built back up to their pre-pandemic levels.

There were 1,591 attendances at 171 sessions of the following groups:

- Bagels & Banter
- Carers
- Chatty Cafe
- Male Carers
- Mental Wellbeing
- Walk 'n' Talk sessions



“

Monday mornings are usually a low part of the week, so it's been great and I can come every fortnight.

It has been more than useful. I sorted out my medication, children's details etc and Simon (IT support) helped me with my online banking so now I can do it myself.

Clients attending
Chatty Cafe

171

group
sessions held

1,591

individual
attendances at our
community groups

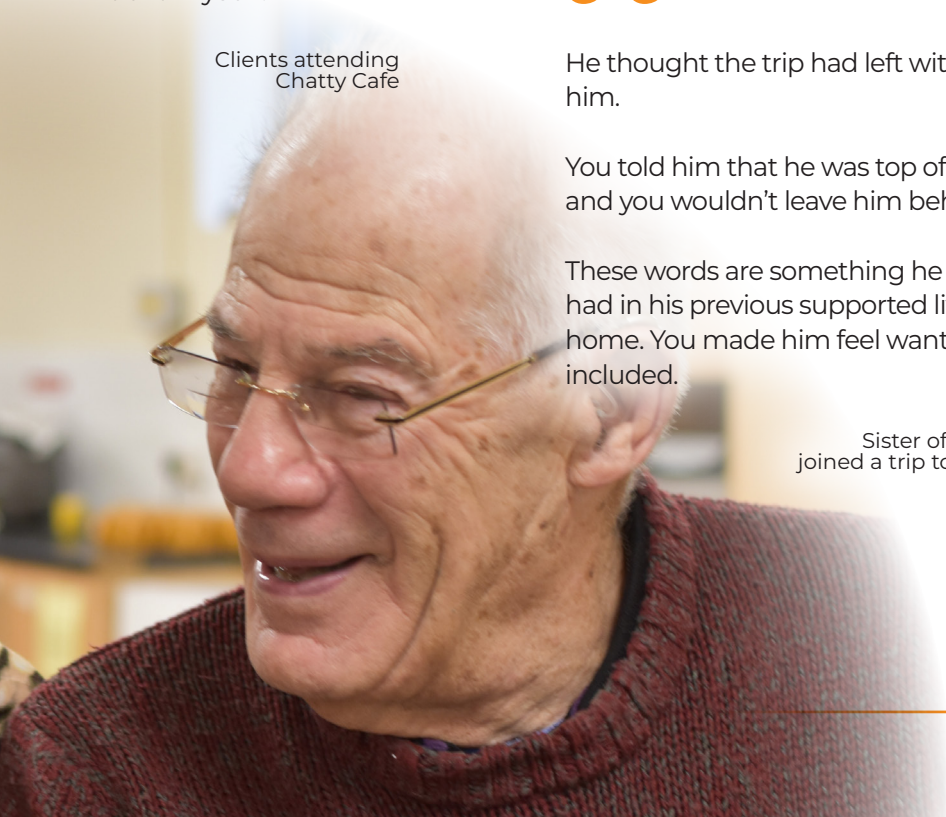
“

He thought the trip had left without him.

You told him that he was top of the list, and you wouldn't leave him behind.

These words are something he never had in his previous supported living home. You made him feel wanted and included.

Sister of client who
joined a trip to Blackpool



children's groups & activities

Alongside adult community groups and activities, CAST oversees sessions for children led by play-leaders in our children's centre.

With the assistance of sessional workers and volunteers, and overseen by a senior social work practitioner, they ran a wonderful programme of activities and outings for children with additional needs, or classed as being 'in need'.

The centre enhanced their and their families' lives by offering twice weekly Project Smile Play & Learn groups and school holiday play camps. Our tailored programmes provided fun, learning opportunities and entertainment, plus a chance to make friends and access numerous activities which would otherwise not be available because of the youngsters' high level of care needs.

This in turn provided much-needed respite for parents and families.

The centre also regularly opened up to the wider Jewish community through our Mums 'n' Tots sessions. Mothers and grandmas with toddlers enjoyed this relaxing social group while the little ones took part in free play and prepared activities. At the same time the group opened the door to The Fed's support services, reducing the risk of young mothers in need of support falling through the safety net.

Throughout the year there were 1,918 attendances at our

- Mums 'n' Tots group
- Project Smile Play & Learn sessions
- School holiday play camps

1,918

attendances at
children's groups





She absolutely loved ... the play camp. During the holidays it's full on having her home ... Camp was a huge help and a break for us. We are so grateful.

Mother of child with additional needs who attended school holiday play camp



The staff team were amazing - so child-centred, so organised and welcoming.

The pièce de résistance was watching the children dress up as chefs and serve ice cream cones.

Woe betide you if you didn't have a special golden ticket which the staff had patiently made to add to the authenticity of the children's experience!

Gabi Hesk,

*Registered Manager, Olive Branch Fostering,
- part of a team providing voluntary support to assist with running one of our play
camps, as part of their company's corporate social responsibility programme.*





volunteer services

This year our volunteer services department witnessed a marked shift in the nature of new referrals to the team - possibly as a by-product of reduced public service funding which placed a greater burden on the voluntary sector and on volunteers.

Many referrals requested support for people with severe mental health needs, or facing complex cancer, carer, dementia, single-parenting or sudden bereavement issues. Consequently the team routinely spent 50% of their time directly supporting clients, alongside coordinating support by volunteers.

Waiting lists for one-to-one befriending were consistently high resulting in our coordinators needing to provide interim support until a volunteer could be placed.

Over the year the team supervised 517 volunteers who delivered 35,000 hours of support. Their efforts helped support carers desperately needing a break; people unable to leave the house to buy essential shopping, or with no relative or friend to visit them, take them out, or accompany them to hospital. Volunteers also helped with office admin and the running of our shops, fundraising events, and activities for both children and adults.

A huge part of the department's work involved its continuing assault on the scourge of loneliness in the community. As well as arranging individual befriending support, the team coordinated numerous 'coffee-stops' and parties which provided priceless opportunities for people to socialise in large groups.



In short, volunteers - like Ros above - were indispensable. As soon as possible, post-pandemic, she resumed the daily visits she has been making to Heathlands Village for over 40 years, to chat to residents and do their nails - which is why we surprised her on her 80th birthday with a special party.

35,000

hours of support
provided by
volunteers



The Fed is my saviour now my husband has passed away. He supported me with all my nerves. It's so reassuring that I know you always support me.

Client of Volunteer
Services Department



I really value her friendship especially being autistic - I think people won't want to bother with me.

I don't know what I'd have done without you. I'm always so scared about going to my appointments, but having a volunteer to take me calms me down.

Clients of Volunteer
Services Department

A woman with long dark hair and a young boy with glasses are sitting in the front of a car. The woman is leaning over the boy, and they are both looking at a tablet computer that the boy is holding. The car's interior is visible, including the seats and the dashboard. The text "our vision. our purp" is overlaid in orange at the top right.

our vision. our purp



pose. our values.

The Fed's vision

is of a community where people can live life to the full, feeling safe, valued and cared for.

The Fed's purpose

is to provide outstanding advice, support and care services to people of all ages living in the Jewish and local community.

The Fed's values are to be:

Caring - to show kindness, understanding and compassion,

Respectful - to focus on each person's needs, dignity and choice,

Excellent - to deliver outstanding advice, support and care,

and to **Work Together** - to achieve more through partnership and team work.

my voice



The Fed's My Voice project, which in 2021 received the Queen's Award for Voluntary Service, is assisted by a distinct group of more than 50 specially trained volunteers.

Together its professional team and volunteers supported Holocaust Survivors and Refugees in recording their life-stories. These were transcribed, edited and published into individual books providing precious legacies for the storytellers, their families and communities, and society at large. Throughout the year the project published four books, bringing the total number published so far to 34, while a further eight reached various stages of production.

In addition to this the team monitored the safety and wellbeing of its storytellers, through regular contact and the provision of emotional and practical support.

Behind-the-scenes much work took place in developing the project's future strategy, including its restructure, creation of a pilot London-based initiative, acquiring funding for a standalone project website and research

12

books
published or
in progress

3,750

volunteer hours
devoted to the
project



Huge inspiration to believe that you can overcome any challenge in life and that we should all be grateful for everything that we have.

Pupil following talk at school by Ike Alterman BEM



into funding opportunities to enable it to move into its next phase - the field of Holocaust education.

Throughout the year Survivors were accompanied and supported by the team to speak at schools and football academies, to share their experiences of the Holocaust and give over messages of inspiration and hope.

The highlight of the year was an Afternoon of Honour, held at Bowdon Shul, which celebrated the unique contribution made by our My Voice storytellers to the Greater Manchester Jewish community and beyond.

“

Ike's talk was emotional and inspiring. He has shown so much strength. It teaches you to be more grateful for the life you have, and to cherish it.

Pupil after hearing Ike Alterman BEM
speak at their school

A photograph of two men sitting at a table, playing cards. The man on the left is seen from the side, wearing a white shirt. The man on the right is older, with grey hair, wearing a dark sweater over a striped shirt, and has glasses hanging from his neck. They are both looking down at the cards on the table. The background is a warm, indoor setting with a lamp and a window with blinds.

moorview community

The Fed's Moorview community is a supported, independent living service for Jewish people aged 55 and over.

Tenants live in their own studio, one bedroom or two bedroom flats and are supported by a team of care workers who provide as much or as little support as each person needs.

Support can vary from a couple of daily pop-in visits to check on someone's welfare to several visits a day to provide personal care, reassurance, assistance with medication and prompts to socialise, take part in activities or attend appointments.

Moorview has 31 individual flats and although in recent years its occupancy level has remained almost consistently at 100%, this financial year the team provided on average support and accommodation to only 25 people at any one time.

Occupancy levels had drastically reduced in the previous financial year as several tenants needed increased levels of care, requiring them to move into residential or nursing accommodation whilst, due to the pandemic, new admissions all but came to a stand-still, following which occupancy was slow to recover in 2022-23.

“

Staff were friendly, efficient and polite and, being 'on the other side of the fence' - as opposed to being a volunteer - was an eye-opener.

They would not walk by a resident without a smile, a nod or a 'good morning'.

Not once during our stay did we see any member of staff scowl, look irritated or raise their voice.

Couple who stayed at Moorview for respite

25

average number of Moorview tenants

4,680

hours of general support

4,901

hours of personal care

“

I know how lovely you all are from my visits but it was really great for my brother to see you in action. He is a health professional and he said that the standard of care dad gets is really great ... I know how hard you all try with dad who is not the easiest of people – although his heart is in the right place.

Adult child of Moorview tenant



residential care

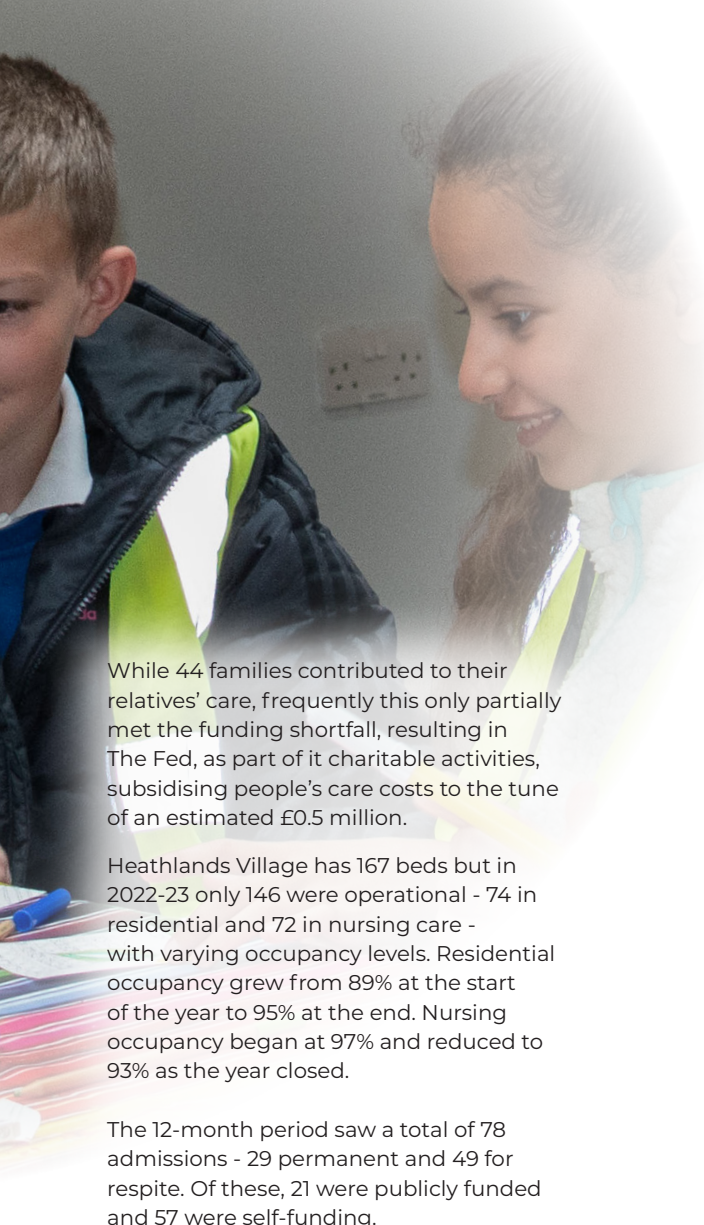
The Fed provided residential care in several Heathlands Village households: namely Beach House, Cedarwood, Hamburger and Willow Tree. It offered both general residential care and specialised care for people living with dementia.

The pandemic created a nervousness about moving into a care setting, with decisions to enter care being driven by need rather than choice. This substantially reduced the rate of admissions although those for respite care recovered more quickly than permanent placements, and the market recovered as the year wore on.

Care was either self-funded or publicly funded depending on people's individual

circumstances. Where an individual was publicly funded and had no family, or their family could not afford to contribute towards the cost of their care, or could only contribute in part, The Fed bore the shortfall between the *actual* cost of care and the amount paid by their local council, NHS, or integrated care board (ICB).

Throughout the year, we cared for 106 people per month on average (excluding those in our D2A centre). 45 of these were entirely self-funded; 61 were publicly funded. The families of 44 of these contributed to their care costs, and the remaining 17 were solely reliant on public funding. The shortfall in funding for those people was £325 per week each, or £287,300 for the entire year.



While 44 families contributed to their relatives' care, frequently this only partially met the funding shortfall, resulting in The Fed, as part of its charitable activities, subsidising people's care costs to the tune of an estimated £0.5 million.

Heathlands Village has 167 beds but in 2022-23 only 146 were operational - 74 in residential and 72 in nursing care - with varying occupancy levels. Residential occupancy grew from 89% at the start of the year to 95% at the end. Nursing occupancy began at 97% and reduced to 93% as the year closed.

The 12-month period saw a total of 78 admissions - 29 permanent and 49 for respite. Of these, 21 were publicly funded and 57 were self-funding.

“

When your parents go into care you feel trepidation ... however for me this soon evaporated. Walking into Heathlands to visit always felt reassuring and calming.

Your care, love, tireless work and professionalism were just amazing. Dad was so well looked after and managed to reach his 100th year thanks to your care.

Child of
former resident

106

average
monthly no.
of residents

45

100%
self-
funded

44

publicly funded, partial
family contributions
and Fed subsidy

17

publicly funded, no
family contributions
and 100% Fed subsidy

nursing, end-of-life & d2a care

The Fed provided nursing care, including end-of-life care, across several Heathlands Village households. Where a person's primary nursing needs were physical, they were cared for in our Wolfson household, while people with dementia nursing needs were cared for in our Oakwood household. D2A care, as further explained below, was provided in our Dr Simon Jenkins household.

Dependent on an individual person's care needs and financial circumstances the cost of nursing care was met privately or through a combination of

council and NHS funding, and family private contribution.

In partnership with Bury Local Authority and Bury ICB, we offered Discharge to Assess - 'D2A' beds - for NHS patients leaving hospital to undergo rehabilitation and assessment with a view to returning home. We were contracted to provide 29 D2A beds.

The average length of stay in D2A was six weeks and this helped to reduce the pressure on hospital beds which had been exacerbated by the pandemic.

“

Everyone we met, from the guys on the barrier to the car park through to the staff on reception through to all the [care] staff, was universally kind and helpful. Nothing was ever too much trouble; we were always made to feel welcome.

The pain of her passing has been eased by the knowledge that she died in such a lovely place and surrounded by such loving attention.

Child of former resident

“

Thank you for the gift bag on Xmas morning. I was greatly touched by the thought that had gone into it. The gesture brightened my day.

Non-Jewish D2A patient

29

D2A beds

10,585

nights of D2A care
commissioned



NB The comment on the previous page does not relate to the lady in this photograph.

milestones & achievements

The year was punctuated by many wonderful achievements and celebrations - not least that we managed to get back into the swing of normal life post-pandemic enjoying a rise in the monthly footfall at Heathlands Village. Visitor numbers climbed above the 1,000 per month mark for the first time since March 2020, and being able to welcome back youngsters from local schools to provide entertainment or chat to our Villagers was especially gratifying.

Following a Care Quality Commission (CQC) inspection of our residential and nursing services in early 2023 we received an overall rating of 'good' and 'outstanding' for 'responsiveness'.

April saw our introduction of the Real Living Wage and November a long-postponed celebration of the 50th anniversary of the opening of Heathlands Village.

In between these occasions we relaunched our highly successful Bar-Batmitzvah Programme, in person, and once again ran our school holiday play camps for children with additional needs. We welcomed the Chief Rabbi, our patron Sir Ephraim Mirvis, to a My Voice book signing and presentation, not to mention hosting record numbers of community clients at parties marking the Queen's Jubilee.





Introducing the Real Living Wage demonstrates our commitment to improving the quality of life of our employees ... and our belief that people working in social care are amazing all the time, not just during a pandemic.

Mark Cunningham,
CEO of The Fed



fundraising highlights

The Fed enjoyed an extremely successful fundraising year, with a firm focus on engaging and reconnecting with donors who had been held artificially 'at arm's length'.

We succeeded in raising £2.5 million from a combination of dinner pledges and canvassing, events such as our ladies' lunch with Nicola Shindler OBE, and Manchester Matters business lunch jointly with F92, plus appeals, challenges, general donations, trust fund and bid applications, legacies and a matched funding campaign.

Recommencing in-person events we held a series of intimate fundraising dinners designed to instil confidence in a sensitive post-pandemic world. These proved highly successful.

Vibrant young donor events were very well attended and our popular Bar-Batmitzvah Programme provided unique opportunities for young people to engage with Heathlands Village residents, clients and staff. They experienced hands-on learning about our services and the meaning of communal responsibility, and planned and took part in fundraising initiatives for The Fed.

It was a very positive year in terms of grant and bid applications to support a range of initiatives.

And we continued to drive home the message to the community that The Fed is a local charity supporting local people and dependent upon them for the majority of our funding.



£2.5m

voluntary income
raised



our plans for 2023-24

People and Workforce

- Improve employee recruitment, retention, and sickness levels.
- Support our workforce to achieve more.
- Involve the people we support in developing our services.
- Improve and sustain the health and well-being of the people we support, including our workforce and volunteers.
- Introduce more effective digital solutions to manage and support our staff and services.



Community Services

- Continue to raise our profile through robust marketing and communication strategies and ensure we explore and utilise new technology and platforms as much as possible.
- Provide advice and support to help keep vulnerable adults and children safe.
- Explore opportunities in relation to changes affecting health and social care.
- Develop our volunteering offer to build our next generation of Fed volunteers.
- Work in partnership with other communal organisations to respond to changing welfare needs, helping to develop safe, well governed, and responsive services.
- Develop our project based services for children with additional needs, people with mental health problems, unpaid carers and Holocaust survivors.
- Maintain our role as a key partner in the delivery of Greater Manchester wide commissioned health and care services.



Standards, Quality and Safety

- Ensure we meet health and safety standards and reinforce individual responsibility.
- Work towards a CQC rating of 'outstanding' for all registered services.
- Maintain our OFSTED registration, quality rating and five-star food hygiene rating.
- Ensure people are aware of The Fed's policies and procedures and that these are fit for purpose.
- Ensure all of our services are safe for service users, volunteers and our workforce.

Finance, Fundraising & Governance

- Continue to build on our fundraising and engagement strategy with donors.
- Improve our income through new areas of service delivery and partnership.
- Reduce waste, seek efficiencies, and empower budget holders to manage proactively.
- Review current finance roles and systems.
- Develop our digital plans and infrastructure.
- Develop and improve the auditing and management of risks at a governance level.



Operational Services

- Completion of major roof refurbishment.
- Sustain a high standard of maintenance and health and safety.
- Replacement of windows and flooring in key areas.
- Replacement and upgrade of furniture in shared communal areas. Improve our Wi-Fi infrastructure and phone systems.
- Maintain quality and responsiveness of operational services and support.

Village Services

- Continue to develop opportunities and activities that enrich, enhance, and celebrate Jewish life.
 - Review our Village care services in line with changing demands.
 - Further develop our person-centred focus on care services.
 - Ensure high levels of occupancy within our care households.
 - Maintain our partnership work with local councils and the NHS.
 - Ensure that our Moorview supported living community, remains responsive to people's needs and has high occupancy.
 - Implement new electronic care planning and medication systems.
-

who's who?

Chairman

Bernard M Yaffe

Vice Chairman

David Eventhall

Treasurer

Michael Sciamia

Honorary Secretary

Michael Sciamia

Board Members

Julie Besbrode

Rachel Davies

Debbie Hamburger

Howard Joseph

Racquelle Vallance

Honorary Patrons

Chief Rabbi Ephraim Mirvis

Mark Adlestone OBE DL

Chief Executive

Mark Cunningham

Directors

Raphi Bloom

Bernie Garner

Sheila Heywood-Holt

Karen Johnson

Ian Wait



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