

THE

DIFFERENCE

WE MADE

**THE
FED**

Caring for our
Community

2019/20





WELCOME

Reviewing and reflecting upon the difference we made in the financial year 2019/20 is colossally influenced by the impact of the Covid-19 pandemic, which in early 2020 not only engulfed life at The Fed, but the whole world.

Our realisation of the threat it posed dawned as early as January 2020, dramatically changing our plans and aspirations for the last quarter of the year and forcing us to adapt and refocus our service delivery.

Up until December 2019 our year had been characterised by the ongoing debate around Brexit and the influence possible changes would have on the social care landscape. Our plans very much reflected this uncertainty.

Despite this we enjoyed a great deal of success.

Throughout 2019, occupancy rates in Heathlands Village's residential and nursing departments stayed

extremely high, and we were experiencing a growing demand for private and respite stay provision - placing us in a very healthy financial position.

Our commitment to the national 'Teaching Care Home' project boosted the Village's reputation for high quality care and innovation.

Our 'Discharge to Assess' nursing department was delivering outstanding results: by February 2020 we had provided over 7,000 bed nights for the NHS, helping local people to get home from hospital sooner.

As firm believers that the people who work for us are our most valuable asset, we undertook a large-scale evaluation of our employee benefits scheme.

Feedback confirmed that we were getting it right to a major extent and, where we were not, we listened and agreed to change course.

The challenge of meeting the

growing cost of the National Living Wage is very real and has produced an increase in salary costs of 26% since March 2016. But we were able to embrace the challenge whilst maintaining key employee benefits, especially those relating to sickness and health. Moreover, we enhanced our employee wellbeing facilities with the creation of new dining facilities and rest areas.

An especially exciting development was the recruitment of nursing staff from overseas, bringing additional skills and experience to care for some of the most vulnerable people in our community who live with the most complex needs.

We continued to invest in our buildings, embarking on the refurbishment of part of the ground floor of our main building, to create a beautiful 11-bed household known as Willow Tree House, for the provision of specialist dementia care.

Eventually to incorporate a brand new allotment-themed garden, this state-of-the-art facility opened at the end of 2020 and offers a care environment fit for the 21st Century.

In October 2019 we welcomed one of Bury's 'integrated care' teams to Heathlands Village - a ground-breaking partnership benefiting anyone living locally and, for the first time in the UK, seeing a team of district nurses and social workers

based in a residential care home.

Our community services teams built upon their outstanding work throughout the previous year, benefiting the lives of more and more people across Greater Manchester.

In 2019 our Community Advice and Support Team (CAST) helped 816 households, while 491 households were supported by our Volunteer Services Department.

The latter's My Voice project, which records the life-stories of Holocaust Survivors and Refugees, held a celebration to mark the inclusion of several of its participants in the Queen's New Year's Honours List. Their lives and contribution serve as an example to us all.

The impact of the pandemic means we are now facing challenges we could never have anticipated - new financial constraints and uncertainties. But we confront these comforted in the knowledge that our workforce and volunteers continue to demonstrate immense courage, commitment and resilience in this time of unprecedented change and disruption.

Supporting our front-line heroes are donors, trustees and a community who recognise the difference our organisation makes every single day, to the lives of the most vulnerable - both young and old.

Mark Cunningham
Chief Executive

Bernard M Yaffe
Chairman

COMMUNITY ADVICE AND SUPPORT TEAM

66

CAST support people facing multiple difficulties, often due to living with enduring mental health problems.

The numbers alone do not illustrate the weight and intricacy of their work.

Bernie Garner, Director of Community Services

Our small Community Advice & Support Team, known as 'CAST', is made up of a combination of registered social workers and other highly skilled and experienced staff.

It includes a team manager, deputy, a qualified caseworker, community advisors, community support workers and a play leader. Our community advisors are the first point of contact for people seeking our advice and support.

The team provides assessment, advice and support to people of all ages: the frail and elderly, disabled adults, people suffering from mental health issues, families of children with disabilities and behavioural problems, unpaid carers of adults with a range of illnesses and disorders. The list is not exclusive.

Each worker carries a caseload of individual clients and many cases are ongoing. They often involve supporting multiple family members and many intertwining issues.

CAST is also responsible for the organisation and overall running of our adult and children's groups and other community activities.



2,426

enquiries for advice and support

528

referrals to CAST

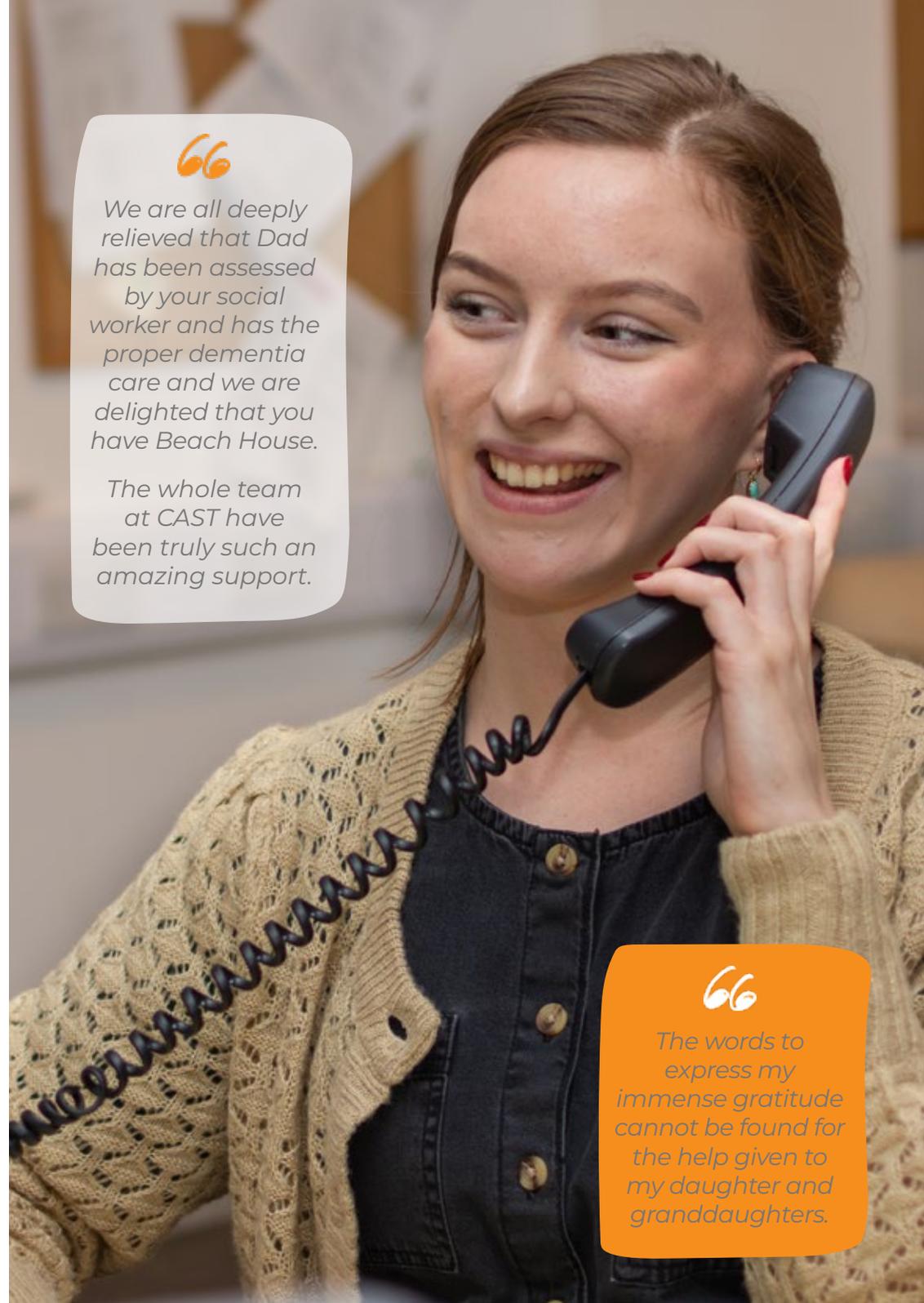
66

We are all deeply relieved that Dad has been assessed by your social worker and has the proper dementia care and we are delighted that you have Beach House.

The whole team at CAST have been truly such an amazing support.

66

The words to express my immense gratitude cannot be found for the help given to my daughter and granddaughters.





ADULT'S GROUPS AND ACTIVITIES

Our groups for adults, held in our community centre, offer people a friendly, safe space with supportive staff and a varied programme. Some sessions are based around a light-hearted activity, whilst others are informative or educational with invited speakers.

Our twice weekly 'Drop In' evenings welcomed members for a shared meal and an opportunity to socialise and take part in the planned activities. There were 92 mid-week groups and a further 12 Sunday 'bagel brunch' get-togethers.

The centre's doors were also open on 46 Wednesday afternoons for local people wishing to come along for a coffee and a chat, a game or group activity, or a booked advice session.

Every month we offered a range of different groups for current and former carers (family caregivers) designed to help maintain their wellbeing and facilitate mutual support.

66

We have Drop In members who have no Jewish life other than what The Fed offers them.

For some people, our groups are literally their only social outings. They consider them a lifeline.

Shelley Lewis,
Lead Worker

A total of 48 groups were held throughout the year including a monthly group specifically for male carers.

Our popular Monday night ladies' Pilates class brought together women from across the religious spectrum of the community, sharing the common goal of keeping physically and mentally fit.

Throughout the year we held a number of special events in addition to our regular meetings. These included a special lunch in June to mark Carers' Week, several Drop In parties, visits to the theatre and other attractions, a carers' day trip and a day out to the seaside for both carers and Drop In members.

195

community group sessions

2,161

individual attendances at our community groups

5,422

hours of support and friendship offered via our community groups





CHILDREN'S GROUPS AND ACTIVITIES

The Fed's beautifully equipped Children's Centre, situated in Eventhall House at Heathlands Village, is home to our Project Smile Play & Learn Service which, in normal circumstances, runs twice weekly playgroups for children and all-day play-schemes during school holidays.

This is an essential service for children with additional needs due to developmental delay, physical disability or challenging behaviour. It offers a safe, happy place to make friends, enjoy creative and play activities and acquire social skills;

1,102

attendances at 90 Project Smile Play & Learn Group sessions

3,306

hours of fun, friendship and respite via Project Smile Play & Learn Groups

262

attendances at our August, October and February play-schemes

1,703

hours of fun, friendship and respite provided via our play-schemes

2,072

adult and child attendances at our Mums 'n' Tots sessions

66

He said he 'made a friend at The Fed'.

Parent of child who is socially isolated and out of school

at the same time parents and families benefit from a break from their caring responsibilities.

It is hard to imagine how having additional needs can socially marginalise a child and how, without The Fed, these children would otherwise miss out on 'normal' activities such as play-dates, parties and summer camps.

The centre is also the venue

for our twice-weekly Mums 'n' Tots group, which is open to the entire community, and for many may be their first introduction to The Fed.

During the year we also held four Summer Play-Days, two day trips for low-income families in June and August attracting 40 attendees, and an Activity Day in August which was open for the whole community, attended by 70 adults and 157 children.



66

I don't want to go home. I want to live at The Fed.

Child attending The Fed's Children's Centre



VOLUNTEER

SERVICES TEAM

The team is made up of a manager, deputy, training and recruitment officer and four coordinators - one who covers the South Manchester community. Along with the deputy, each manage a caseload of approximately 90 clients and supervise a similar number of volunteers, aged 16 to 90.

Volunteers go through a comprehensive induction process, receive written job descriptions and training - for example in basic life support and dementia awareness - and undergo regular supervision. 18 group inductions took place this year.

Some 50% of our coordinators' time involved monitoring client welfare, providing emotional and psychological support and practical advice.

Service-users included people struggling with depression or

agoraphobia; carers exhausted by looking after a loved one; people living with life-threatening conditions or single parents facing challenging family situations. The team received 156 new referrals in the year.

We provided befrienders; carried out essential shopping, accompanied people to cancer treatment or dialysis and gave carers a break by staying with the person they look after.

66

Max is phenomenal; the kids absolutely adore him! He is the highlight of the week.

He brings special energy into the house.

Mother of autistic five-year-old with Down's Syndrome



66

The services you are providing for Mum have made a massive difference to her state of mind and take a massive weight off my shoulders as well.

Adult child, caring for parent from a distance



average monthly no. of clients receiving a service

The team ran 20 'coffee-stops' to relieve loneliness, bringing 80 regular attendees together to socialise.



average monthly no. of active volunteers

Volunteers provided back-up in our administration and helped run our shops, café and activities. Those working in our mental health Drop In received a Highly Commended Award in the 2019 Jewish Community Awards; Manager, Juliette Pearce, received the Community Services Award.



hours of support provided by volunteers





Staff celebrating the publication of the first 19 My Voice Survivors' Life Stories

MY VOICE

My Voice Manchester is a standalone project falling under the umbrella of The Fed's Volunteer Services Department.

Staffed by two employees and 50 volunteers, it provides befrienders who support Holocaust Survivors and Refugees in recounting their life stories through recorded conversations.

Behind the scenes the team then transcribe and edit the stories into chronological order and with the assistance of proof-readers, photographers and designers, publish them into life story-books, for participants to share with their families and loved ones.

These treasured volumes record life before and after the Holocaust, providing historical records and important educational tools. Copies of the books are archived at Yad Vashem in Jerusalem.

My Voice's volunteers received the 'Volunteer Team of the Year Award' in December 2019 in the Manchester Jewish Community Awards.

66

Grandma, you told me your story, but now I have read the book, I hear your voice.

In addition to the support provided in producing each their life-stories, clients were able to access other Fed services to address needs such as mental and physical frailty and illness, poverty, loneliness and isolation.

66

I am very thankful for the life I have had ... I believe very strongly in the importance of Holocaust education and hope that my story will be used as a legacy both to my family and future generations.

I am very grateful to My Voice for enabling me to tell my story.

23

books published or in progress

3,500

volunteer hours devoted to the project



MOORVIEW SUPPORTED INDEPENDENT LIVING



Moorview House sits within Heathlands Village and comprises 31 rented properties of various sizes and communal lounges. Tenants enjoy the best of both worlds: access to the home's facilities and activities, with care and support from the Moorview Team, yet their own front door and independence.

During the year, 34 people lived at Moorview receiving, according to their needs, either high or low 'support packages' to assist them in running their homes and organising their lives. This included support with tasks such as booking a doctor's appointment, paying a

66
Moorview offered my mum independence yet with support when she needed it. Her favourite expression is "I'm a very lucky lady!"

Daughter of tenant

bill or making a shopping list.

Tenants also received support with their care needs, sometimes multiple times a day. Examples included: prompting people to take medication, helping them with showering and reminding them to attend activities.

This year the team delivered 6,445



hours of general support and 6,345 hours of personal care - 12,790 hours of support in total. They also made 12,270 care visits to people's homes.

Throughout the year tenants enjoyed their own weekly afternoon tea and arranged outings and activities. They participated in a joint project between The Fed and Langdon College producing artwork for a Hebrew calendar designed by students.

66
The stability and company tenants give to one another is as crucial as the support we offer to help people, with increasingly complex needs, to navigate life.

Lucian O'Neill, Moorview Manager

6,445

hours of general support

6,345

hours of personal care

12,270

care visits





RESIDENTIAL CARE

We are immensely proud of being badged as 'excellent' by Bury Council for the care we provide, and 'outstanding' by the Care Quality Commission for 'responsiveness' (our ability to meet people's needs). Such accolades demonstrate confidence in the very high standard of care available at Heathlands Village.

We believe this explains why so many people chose Heathlands Village as their permanent home this year, or for a period of respite care, and why we were the chosen partners in a number of educational projects.

24-hour care involves much more than providing for our residents' physical care needs. Making sure people feel respected and cherished is as much a part of providing excellent care as helping them shower, dress and move around the Village.

We met people's needs by providing a warm, vibrant and welcoming home, encouraging visitors to come and spend time with us, and in turn helping our residents feel connected to their community.

“

We commend the staff for their professionalism and kindness, not just with mum, but with the whole family. We are so lucky to have Heathlands and The Fed in the heart of our community.

Relative

We ensured they were stimulated and uplifted through a fantastic programme of activities and entertainment. If there was cause to celebrate, we did it big style!

And before Covid-19 put paid to family and entertainers visiting for many months, we held a fabulous 1940s-themed birthday bash for several resident centenarians, attracting primetime TV and radio coverage.

99

residential and nursing admissions

87

average no. of occupied residential beds

“

What wonderful people the carers are - their patience and tenderness towards the most awkward residents is unbelievably kind.

Relative





NURSING, END OF LIFE AND D2A CARE

This year we admitted 70 new residents into our nursing care on either our Dr Simon Jenkins Unit, which primarily provided for people's physical care needs, or Oakwood, which offered *dementia* nursing care to people benefiting from care in a cosier and less stimulating environment.

Having established our Discharge to Assess Unit in December 2018, with our first contract with Bury Council, in 2019-20 we extended the service to people funded by Trafford Council.

66

I spent the next six days sitting by my mother's bedside until she died. The Oakwood staff cared for my mother beautifully, and for me as well.

Her last years were comfortable and safe. She was loved and supported literally until her very last breath.

Daughter of
Oakwood resident

We provided 6,451 nights' care to 157 patients following their discharge from hospital, helping them to get back on their feet, while arrangements were made for their safe return home. In so doing we helped relieve the pressure on hospital beds and estimate we saved the NHS in the region of £1.5m.

53 average no. of residents in nursing care excluding D2A

6,451 nights of care provided in our Discharge to Assess - 'D2A' - Department

157 patients cared for in D2A

66

On behalf of the D2A team, I wanted to bring to your notice that we are really pleased with how D2A shift lead Keeley has helped - speeding up discharges while our team has been under immense pressure from hospitals to clear beds and accept new patients. Keeley has been really helpful in co-ordinating discharges, informing wards, getting the house keeping staff on board to clean the rooms and keep up with the bed flow.

Discharge to Assess Team,
Bury Council



D2A Manager, Angie De Mascia (L) in conversation with Professor Martin Green, CEO of Care England and The Fed's Director of Clinical Services, Karen Johnson.



Pupils from King David Primary School perform songs from 'Mary Poppins' for our delighted residents

Centenarian celebrants enjoying our joyous '40s-style Big Birthday Bash with fellow residents, staff, visitors and local TV and radio crews!



Local children enjoying one of our Summer Activity Days

OUR BUSY YEAR



The Fed's HR Department's Rebecca Ward runs a recruitment drive at a local shopping centre



Secretary of State for Health, Matt Hancock, meets a young service-user on the pier in our Seaside Garden



Dayan Steiner addresses the gathering at the opening of the new mortuary. Director of Operations, Sheila Heywood-Holt, is standing middle back

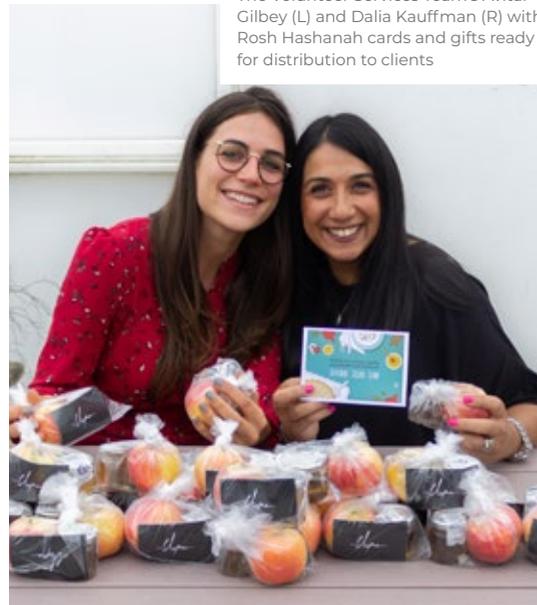
The building of our new mortuary, which opened in October and is a resource for the entire Greater Manchester Community, was overseen by our Director of Operations Sheila Heywood-Holt. Dayan Yehuda Steiner of the Manchester Beth Din (Rabbinical Court) presented her with a plaque commemorating 'her commitment and passion' to a project which represents as a 'chesed shel emet' - a true act of kindness.

66

The visits by both Matt Hancock, Secretary of State for Health and Social Care, and Professor Martin Green OBE, Chief Executive of Care England, represented high spots of the year for me – illustrating the recognition of Heathlands Village as a key industry provider and a voice to be listened to.

Karen Johnson, Director of Clinical Services

The Volunteer Services Team's Avital Gilbey (L) and Dalia Kauffman (R) with Rosh Hashanah cards and gifts ready for distribution to clients



66

I was very satisfied and proud to have seen the new facility completed, knowing the deserved dignity it would afford the deceased and the necessary comfort it would provide for bereaved families.

Sheila Heywood-Holt, Director of Operations



Chazan Muller and the Whitefield Shul Choir perform Chanukah melodies for residents in Heathlands Village Shul



King David Nursery tots join the Heathlands Village Residents' Choir for Chanukah songs



Former Fed Chairman, and Board Member, Mark Adlestone OBE DL, during his year as High Sheriff of Greater Manchester

66

OUR BUSY

YEAR

High spots of the year were: the partnership with Bowdon shul as part of re-energising our south Manchester services; the visit by Yonni Berrous from Yad Vashem to our My Voice project; the wonderful volunteers celebration in Volunteers Week; the trip to Poland by CAST Manager Sara Ogden-Thomson with Elaine Connolly from the Heathlands Village's Activity Team and our successes at the Jewish Community Awards.

Bernie Garner, Director of Community Services



Standing extreme right, Fed employees, Sara Ogden-Thomson (L) and Elaine Connolly (R), with civic leaders prior to joining them for a Holocaust educational trip to Poland

Yad Vashem's Yoni Berrous joins the Volunteer Services Team for a celebration of our My Voice project which records the life-stories of Holocaust Survivors



Volunteers share their love of The Fed at our Volunteers' Week celebration



Mums 'n' Tots from our twice weekly community play-group join residents for a challah-baking session

66

Our participation in several educational initiatives to support training in health, social care and related professions, including being selected as one of only five national Teaching Care Homes, represented a great stride forward for Heathlands Village and evidence of the respect we have garnered within the care sector.

Karen Johnson, Director of Clinical Services



Fed staff light a yellow candle to mark Yom Hashoa

Hosting a multi-faith, cross communal festive meal in the Heathlands Village succah



A staff member undergoes awareness training in providing care for older people

TREASURER'S REPORT



I am pleased to report on The Fed's financial position for the year ended 31 March 2020.

Our operating income, over the last 12 months, increased by 12% to £7.5m on account of a number of factors: Beach House, our new specialist dementia care household, was open for a full year; we experienced consistently favourable occupancy levels and we successfully collaborated with Bury and Trafford Local Authorities in providing a Discharge to Assess (D2A) service on their behalf.

A significant increase in wage costs, due to a further step up in the rate of the National Living Wage, and the need for us to offer higher levels of pay to attract and retain the best nursing staff, contributed to our operating expenses increasing by £0.5m to £8.9m.

But despite this, overall, we were able to reduce our operating deficit by a further £0.3m to £1.4m, with the boost in our operational income exceeding the upturn in our operational costs.

Our total voluntary income for the year rose by 5% to £2m due to several successful new fundraising initiatives.

Refurbishment costs of £0.8m were largely attributable to the building of Willow Tree House, our newest dementia care household, which incurred costs of £0.5m, and a new mortuary at a cost of £0.2m. This produced an overall diminishment in our reserves of £0.1m.

Pre-Covid-19 we were budgeting for a significant surge in occupancy numbers with the opening of Willow Tree House, and had been anticipating a consequent reduction in our operating deficit to under £1m per annum. Sadly, this did not happen, and it has led to a challenging and difficult year for The Fed.

Nonetheless the commitment of our staff, trustees, donors, volunteers and other community stakeholders remains unchanged and represents our biggest asset as we continue to tackle the scourge of Covid-19.

M. Sciama

Michael Sciama
Treasurer



SUMMARY OF ACCOUNTS

| £,000's | Year to 31 March 2020 | Year to 31 March 2019 | % change |
|---------------------------------|-----------------------|-----------------------|-------------|
| Operational Income | 7,533 | 6,726 | 12% |
| Expenditure | (8,857) | (8,322) | 6% |
| Operational (Deficit) | (1,324) | (1,596) | -17% |
| Fundraising Income | 1,415 | 1,220 | 16% |
| Income from Capital Appeal | 586 | 693 | -15% |
| Total Voluntary Income | 2,001 | 1,913 | 5% |
| Reinvestment in Infrastructure | (816) | (845) | -3% |
| Net Movement in the Year | (139) | (528) | -74% |



INCOME & EXPENDITURE

BREAKDOWN



FUNDRAISING

HIGHLIGHTS

66

In a highly congested fundraising arena, our income level thankfully remained robust, due to the generosity of incredible donors who understand our key role as the community's safety net.

Raphi Bloom,
Director of Fundraising and Marketing

This year saw a brand-new position created in our senior management team. The appointment of Raphi Bloom as Fundraising and Marketing Director injected strong leadership to this crucial area of our activities, introducing a more focused, targeted and analytical approach to canvassing.

An invigorated fundraising calendar attracted over 2,500 guests and participants to a varied programme of superbly supported events and challenges: a Ladies' Lunch with Dame Maureen Lipman; our first ever trek4thefed in Israel and a Business Breakfast with Shai Weiss, CEO of Virgin Atlantic. At the same time our old favourite, Fed Friday, succeeded in engaging 120 hosts who invited guests for Shabbat dinner.

New initiatives included the formation of the FedEx committee by young Mancunians living in London who held their first highly successful Blingo Bingo event, and the introduction of our educational Bar and Bat Mitzvah Programme for 12 and 13-year-olds. We established our 'I WILL' legacy campaign, boosted our digital marketing with innovative designs to communicate the breadth and depth of our community work, rounding off our efforts with a range of appeals, bids and individual funding proposals. In total we raised £2 million.

£2m raised through voluntary income

over 2,500 participants at our fundraising events

£250k raised through events

Director of Fundraising and Marketing, Raphi Bloom, prepares for our annual Fed Friday event



Dame Maureen Lipman entertains 330 guests at our Ladies' Lunch



First prize in the raffle at our Whisky and Cholent Tasting evening, at Heathlands Village's Central Cafe, goes to a very lucky birthday boy!



Long-standing Customer Services Team member, Richard Hamilton, raises over £1,700 for The Fed in the Manchester to Blackpool Bike Ride



Our FedEx - Mancs in London Committee - host their first fundraising event, a Blingo Bingo evening



The Big Birthday Appeal Committee donate £15,000 to help fund our Children's Services



Netanel Nadav donates money from Bar Mitzvah gifts to help buy 'ski mats', for safe stairway evacuation at Heathlands Village



'Game On', run by our Young Fed Committee, at our Community Centre at Heathlands Village, attracts over 70 young professionals and raises more than £2,500

Fed Farm Day attracts over 450 visitors from the Jewish and wider community to Heathlands Village



Participants in The Fed's inaugural Bar and Bat Mitzvah Programme gather for a 'class photo'



88p in every pound raised directly helps people in need

OUR PLANS

FOR 2020 - 21

Buildings

1. Complete the refurbishment of key living areas.
2. Sustain a high standard of maintenance of our facilities.
3. Undertake essential health and safety work.
4. Complete the new Willow Tree House dementia scheme.



Services

1. Develop our plans for the refurbishment of the children's playground and centre.
2. Continue to develop opportunities and activities that enrich and enhance Jewish life.
3. Review the structure of our care services.
4. Develop our community services to reflect changing needs and demands.
5. Further develop our partnership work with local councils and the NHS.
6. Develop our plans for mental health support and services.

Standards

1. Ensure we meet health and safety standards and highlight individual responsibility.
2. Work towards a CQC rating of Outstanding for all registered services.
3. Maintain our OFSTED registration, quality rating and five-star food hygiene rating with Bury.
4. Ensure people are aware of The Fed's policies and procedures and that these are fit for purpose.



People

1. Improve employee recruitment, retention and sickness levels.
2. Support our people to achieve more.
3. Involve the people we support in developing our services.
4. Reduce isolation and loneliness and focus our resources on those who need them most.
5. Improve the health and well-being of the people we support, our employees and volunteers.
6. Introduce more effective digital solutions to manage and support our staff.



Community

1. Raise our profile through robust marketing and communication strategies.
2. Provide advice and support to help keep vulnerable adults and children safe.
3. Explore opportunities in relation to changes affecting social care.
4. Develop our expertise as a dementia care specialist and place of learning.

A Financially Strong and Safe Organisation

1. Maintain high occupancy levels across our village services.
2. Develop our fundraising strategy and improve engagement with donors.
3. Improve our income through new areas of service delivery and partnership.
4. Reduce waste and seek cost savings and efficiencies.
5. Develop our digital strategy.

WHO'S WHO

AT THE FED?

Chairman

Bernard M Yaffe

Vice Chairman

David Eventhall

Treasurer

Michael Sciama

Honorary Secretary

Michael Sciama

Board Members

Mark Adlestone OBE DL

Julie Besbrode

Rachel Davies

Debbie Hamburger

Howard Joseph

Honorary Patrons

Chief Rabbi Ephraim Mirvis

Lady Beryl Steinberg

Chief Executive

Mark Cunningham

