

Caring for a changing community

Our strategic plan 2020-2025



JEWISH CARE

All we do,
we do
with you



The work of Jewish Care and the services we provide to our community are vital. We touch the lives of over 10,000 people each week, with everything we do being underpinned by our Jewish values and ethics.

We are all in the main, living longer. We all age in our own way and our needs are all different. This is set against a changing and challenging economic landscape, with funding in decline. That is why here at Jewish Care, we continue to innovate our range of services either directly or with others, so that we can continue to do everything in our power to help and support the thousands of people and their families who rely on us each week.

Our strategy gives us the opportunity to make sure we continue to be there for those that need us, continuing to meet the growing and changing needs of our community in a complex and challenging environment.

None of what we have achieved and aspire to achieve over the next five years, would be possible without the kindness and generosity of our supporters and volunteers and our fantastic workforce from 70 different nations. You have all made us what we are and will help us become what we need to be for years to come.

The Lord Levy
President

Steven Lewis
Chairman

Serving our community for the future



We provide specialist services for older people, people with mental health needs, individuals with physical and sensory disabilities, Holocaust survivors, people who are living with dementia and for those who are caring for others. We are an umbrella organisation of huge support and care to those in our community that need it.

Over the last 30 years, we have proudly grown to become the foremost Jewish communal charity in the UK, as well as one of the leading 100 voluntary organisations across the country. Thanks to our

community's generosity with its philanthropy, time and expertise, together with the farsightedness of the previous leadership, the organisation is recognised as a strong leader in its field. That field is changing significantly, and the new executive leadership team is ready and willing to meet the challenge to help Jewish Care evolve once more. Only in this way can we effectively serve our community for the future.

In a world of increasing change, complexity, challenges and choice, we will need to be agile and responsive. We must ensure the organisation's sustainability for generations to come. I am confident that we will succeed – and continue to serve our community today, tomorrow and long into the future.

In this document we inform you – the community, our current and potential partners, our supporters, volunteers and staff – of our vision for the next five years. We invite you to explore with us how together, we can make that vision a reality.

Daniel Carmel-Brown
CEO, Jewish Care

The challenges we face

Jewish Care faces an almost perfect storm – an ever-growing need for our services, amidst an ever-more challenging fundraising environment. There are two simple reasons for this: our community is ageing and their motivations for giving to charity are changing.

As the ‘baby boomers’ grow older, we anticipate that more people than ever will need our services over the next 20 years. This represents both an opportunity to serve and a challenge to our fundraising. To meet that challenge, we will need to adapt to meet the baby boomers’ needs, not only in terms of the services we offer, but in terms of how that generation gives to charity. This challenge will be exacerbated by other changes to our community. Foremost amongst these are the increasing polarisation between the religious and secular, and the fact that younger generations are increasingly moved to support causes that contribute to society as a whole. We need to remain sustainable in every sense of the word to meet the expectations of current and future generations.

The changing need for care

As people live longer, they are seeking residential care later in life and need more specialist support than ever before. We must be ready for more people calling for shorter-term (or ‘end of life’) care. We must also be prepared to enable people to live independently with the support they need to remain active for as long as possible. We must have the necessary resources to do this and to ensure that our community services are both right for today and for the future, hence our programme of investment in independent living and in our care homes. As our community shifts from its traditional locations, we must always be there, in the most sustainable way, for those who are ‘left behind’. This means we need to change how we deliver our community services and work with other organisations to develop supportive communities which meet this need.

The changing nature of Jewishness

The ‘Jewishness’ in Jewish Care is what makes our organisation unique. We will continue to offer services that appeal as far as possible to the breadth of our entire community.

The widening care funding ‘gap’

Neither the UK, nor local government can afford to pay for the rising costs that stem from the growing need for social care services. This inevitably leads to a widening gap between the true cost of care and the public money available to pay for it. This also means that those resources that are available are increasingly needed to fund critical care.

Our model will remain the same: that of a partnership between the state, individuals, families and the voluntary sector. Members of the Jewish community understand that they will increasingly need to plan to cover much of the cost of social care as they age; that people who can afford to will have to pay for their own care; and that Jewish Care will need to continue to raise funds to care for people without the resources to pay for themselves.

The growth of regulation

Regulation is increasing across every aspect of our work – from the quality of our care to the way we raise funds and spend them. Whether this comes from the CQC, a new Fundraising Regulator or greater scrutiny from the Charity Commission, we must remain compliant throughout every area of our business. This all costs money.

The changing economic landscape

This is especially challenging on many levels. The rising cost of living in the capital and the South East has a major effect on the people who need our care, their families and of course, our paid workforce. Today’s young people are likely to be the first generation in recent history, who are less well-off than their parents.

This means we need to be mindful in our planning of the unique value we add, along with the support we can give others. While continuing to deliver our own services, we will need to work together with other organisations to develop community-based solutions. As a leading communal charity, the choices we make should positively shape the future of social care for Jewish communities.

Our Vision:

For Jewish Care to be the care and community services provider of choice for older people in the Jewish community and to support family members every step of the way.

Our vision is of Jewish communities where everyone can participate. Communities that are characterised by kindness, compassion and giving, where people are fully included, where they are not lonely or isolated and where they can get excellent care, which celebrates their Jewishness and supports them to express themselves and their culture.

We are Jewish Care

This is a place where Jewish culture and values are shared and celebrated throughout our work. The Jewish values of care and respect for others run through all we do. We will be distinguished by the Jewishness of the services we offer and people will choose us because of this.

Our Purpose

To deliver excellent care and community support services to the community that are Jewish at heart, either directly or with others.

Our Values

Our values are central to the way we work. They are what make us distinctive, and drive how we act as individuals and as an organisation. They shape our culture. They are:

**Excellence
Innovation
Compassion
Inclusiveness
Integrity**



What will our future look like?

We will need to transform the way we do things in order that people can be supported in the changing world in which we will be working. We will be guided by our values and they will need to come through in everything we do.

Four bases in the heart of the community

By 2025, we will provide care and serve the Jewish communities of North London, North West London, South Hertfordshire and East London and Essex from four community care hubs. We will also continue to provide services in Southend and Brighton.

These hubs will enable us to put our services at the heart of the places where the Jewish community lives. They will also give us bases from which we can reach out into other areas of the community, making it easy for people and organisations to engage with us when they need to.

First-class care and services

We aspire to offer high-quality services. Where they are based in our own facilities, they will always be part of a first-class environment. We will invest in our people, our buildings and in developing communities, to make this happen.

Meeting the community's real needs

We will ensure the care and services we provide meet the community's real needs. By working with other organisations, we will be able to deliver services and solutions that are both sustainable and based in the community.

What is our aim?

We want to be the first charity donors choose to donate to and volunteer at, the first employer talented people choose to work for and the first provider that customers choose.

How will we behave?

We will be an agile and efficient sustainable organisation. We will act and respond quickly. We will use digital technology smartly to ensure our systems, processes and infrastructure enable us to be ever more efficient, so we can be more focused on our customers. Residents, families and staff will all benefit from our investment in digital technology to improve our care and services. This is already happening with our electronic care planning software.

We have been helping our community in one form or another for more than 200 years. So we will develop our resources to ensure we are here to help for the next century and beyond. We will always remember that we are here for the people who need us most, both in terms of those members of our community who cannot afford to pay for their own care and for those whose care needs are increasing.

We will partner with others

Over the coming years, all Jewish charities will need to meet the challenge of changing funding needs and an ageing population. We will work with other organisations to shape social care in and for our community, now and for the future. We already have a long and successful track record of productive partnerships and we are committed to developing more, to ensure the community's needs are met.

How will we make this happen?

Meeting the challenges of the next few years will make great demands on our organisation.

We will have to make tough choices internally and constantly challenge ourselves in order to ensure that the care we provide, the people who provide it and the systems that support it are the most efficient and the most effective every day, in every interaction. The future of Jewish Care will be characterised by outstanding engagement, excellent experience, clarity of purpose, agility, efficiency and the strength of our values.

This document sets out the priorities we want to achieve across the organisation, how we will approach them and some of the ways with which we will measure our success.

We are now embarking on an exciting new phase in the organisation's evolution. Together, we will make this vision a reality.



Partnerships

Jewish Care is defined by its partnerships. Everything we do requires the coming together of our workforce, our army of volunteers, our donors and the community at large. There are substantial partnerships which connect us locally, nationally and globally, including our ground-breaking work with Jami, the community's mental health charity, our work with the Alzheimer's Society to provide Dementia Friends and the sharing of expertise through our collaboration with World Jewish Relief and the Joint Distribution Committee in Europe and beyond

Why there will be more partnerships ?

Fundamentally, the challenges set out in this paper will drive Jewish Care to ask three critical questions:

What must Jewish Care do for the community?

What should Jewish Care do for the community together with others?

What services are best left for others to provide, given the strain on resources and the relative expertise we and others have?

An invitation

We are already working together with an enormous number of other organisations and we expect this list to grow over time. As our presence becomes embedded within the four central hubs, we are seeking partners across the spectrum of Jewish life to work with us to ensure older members of our community are supported to age well. Whether

they be Synagogues who host weekly activities together with us, Jewish schools promoting volunteering or other care providers who must work together to plan for the future needs – as the largest provider of services to the community in the UK, Jewish Care will seek out and respond to the changing landscape we are all experiencing.

Should you or your organisation want to discuss how we can work together, please do be in touch.

Efficiency and sustainability

Our community is blessed in many ways to benefit from the many hundreds of charitable organisations that deliver so many vital services. However, like you, we know that there is and will be continuing pressure to ensure donor money is maximised to ensure an efficient use of resources and ultimately a sustainable provision for generations to come. That is why we will take a leading role, together with others, to help the community plan for the future.

These hubs will enable us to put our services at the heart of the places where the Jewish community lives. They will also give us bases from which we can reach out into other areas of the community, making it easy for people and organisations to engage with us when they need to. This may take the form of making our spaces available for other organisations, using the community's assets to provide our services or even building on the framework created through our work with Jami, whereby an existing organisation retains its identity and uses its specialist expertise to develop class-leading services with the support of Jewish Care, reducing duplication at the same time.

Just some of the organisations we are proud to work in partnership with



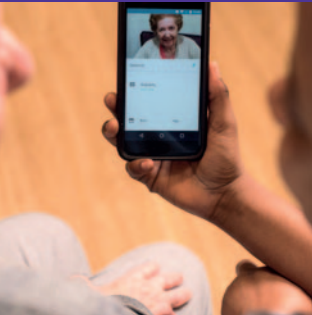
A continued leader for the community for generations to come



A Champion of Volunteering



Distinctively Jewish



Recognised for our Quality and Innovation

By 2025 Jewish Care will be known for being:



Integrated in Communities



An Employer of Choice



The Customer's Choice



Jewish Care will be... distinctively Jewish

The organisations that came before us were created by and for the Jewish community as the cornerstone of social care delivery within that community. While other care providers now offer Jewish or Jewish-style environments, for us the clue is in the name.

To help make this happen, we will make the following areas a priority:

Our aim is that the Jewishness of the experience we offer is clear, distinct and meets the needs and expectations of the communities we serve. We want people to experience the Jewish values of kindness, giving and welcoming in every interaction with us.

▲ Investing in the Jewishness of our services and including it in our stakeholder and customer engagement processes, so that our Jewish values and culture continue to underpin everything we do.

▲ Embedding our organisational values of excellence, innovation, compassion, inclusiveness and integrity in our customer experience training and our leadership and management frameworks.

▲ Expanding our production of kosher ready-meals, enabling us to provide more kosher ready-meals for more people in our community who want them.

▲ Working with residents, members and tenants to provide kosher food that meets their requirements and continued investment in Kashrut training.

▲ Developing a relevant and sustainable community services offering for the Jewish 'baby boomer' generation and beyond.



"It's part of a tradition of looking after the community that goes back thousands of years. Long may it continue."

Rabbi Junik, Rabbi and Jewish Care Spiritual
& Pastoral Support Worker

Jewish Care will be... recognised for quality and innovation

Everyone we serve deserves to receive the very best care in a first-class setting.

Our aim is to be the social care provider of choice for older people in the Jewish community, universally recognised for the quality of our services. Jewish Care should always deliver quality, best practice and sustain full compliance with all legal and regulatory requirements.

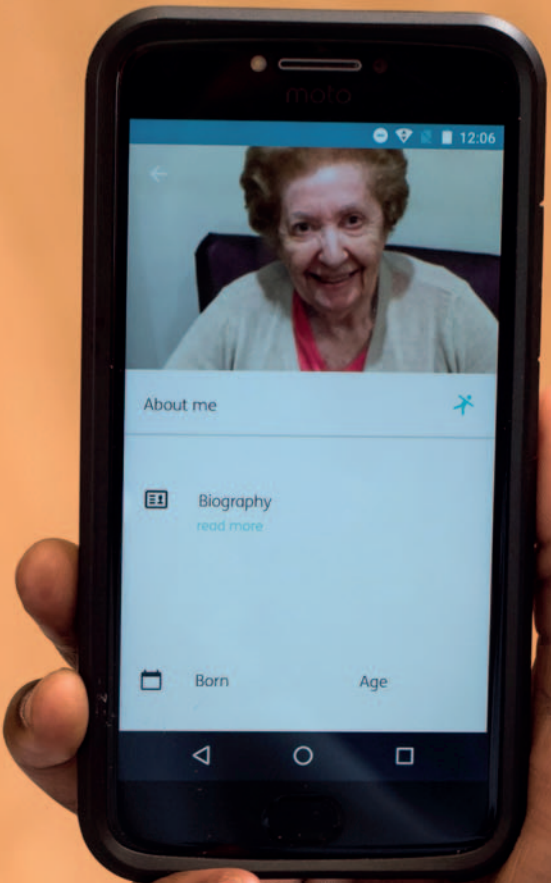


“The staff here make me feel so welcome. It’s almost as good as being looked after by your own family.”

Joseph Winton, Lady Sarah Cohen resident

To help make this happen, we will make the following areas a priority:

- ▲ Attracting and retaining the best staff, supporting them and helping them to develop. Our recruitment and learning and development plans will reflect this.
- ▲ Ensuring we have the right number of volunteers with the right skills in the right places who are well recruited and well managed.
- ▲ Continued innovation across our services.
- ▲ Our enhanced quality, compliance, best practice, auditing, training and performance frameworks will ensure we reflect best practice and remain compliant with all legal and regulatory requirements.
- ▲ Expanding the use of digital technology in our services. This will ensure our staff are more efficient, improve quality and further enable us to demonstrate compliance.
- ▲ Continued development of our state-of-the-art campus of care and community hub, Sandringham, to benefit the local and surrounding community.
- ▲ Developing a high-quality campus of care in Redbridge, that sustains our ability to serve the current and future needs of the local community.





Jewish Care will be... integrated in communities

It is time to return to our roots. Over the past two centuries, we have continuously evolved to provide the care that was needed. We must work together with all our communities to shape the future of care and sustain our ability to meet their changing expectations and needs, no matter how old they are or where they live.

To help make this happen, we will make the following areas a priority:

▲ Changing the way we deliver day and community services. Modernising them to create supportive communities.

▲ By 2025 we will have four campuses of care, which will provide community hubs in:

- Harrow/South Hertfordshire (Sandringham)
- Friern Barnet (Betty and Asher Loftus Centre)
- Golders Green (Maurice and Vivienne Wohl Campus)
- Redbridge

These campuses will allow the community to benefit from high-quality care, community support, independent living apartments and events, along with opportunities to volunteer to strengthen the community.

▲ We will work with volunteers and other community organisations to provide services in the most effective way in and beyond the areas covered by our hubs.

▲ We will ensure that people who live in one of our homes or independent living schemes, which are not on a campus can take part in activities in the community and at their nearest Jewish Care campus.

▲ Working with partners to enable the community to benefit from services from those best placed to deliver them. This will sustain services and community resources.

▲ Increasing our outreach work with communities and Synagogues – both to provide services and raise funds.

▲ Facilitating the development of our lay leadership in the community and creating an alumni programme for people who have been engaged in Young Jewish Care, sustaining community support for the organisation in the subsequent generations.

Our aim is that the Jewish community and Jewish Care will remain central to each other. Jewish Care will develop with members of all the communities we serve as we navigate a changing world of care. We will engage effectively with supporters, volunteers, leaders, partners and customers to respond to their needs and provide them with first-class care and services.

Jewish Care will be... the customer's choice

We operate in a fast-paced digital world of consumer choice and high expectations. We must be ready to meet those expectations. We must always be ready to respond quickly when people contact us at moments of crisis, or to make generous offers of time or money. Jewish Care must be fast, agile and customer focused to meet and exceed the expectations of our customers, volunteers, donors and staff.

When we do, people will choose us knowing they will have an excellent, quick and responsive experience and that we will be hospitable and easy to deal with. They will enjoy such a good experience that they will recommend us because of it. The quality of our customer service will be consistently high every time anyone interacts with us.

Our aim is to develop our staff and volunteers, our insights, our systems and our tools so that we become the social care provider of choice to the Jewish community. We should become known for the speed and excellence of our service.



“We chose a Jewish Care residential home as we knew it was the best place for him to be.”

Helen Zack whose father Leslie came to live at Vi & John Rubens House

To help make this happen, we will make the following areas a priority:

▲ We will make it quicker and simpler for customers to choose Jewish Care's services, by:

- Implementing Jewish Care's first Customer Engagement strategy.
- Providing a speedier and more customer focussed admissions process, so that residents and their relatives are able to access us in a faster and simpler way, whilst helping us to also reduce bed voids.
- Introduce a more open and clearer family contribution system so that all of our families are treated in an open and fairer way whilst enabling us to help bridge the growing gap that exists between local authorities and the real cost of us providing care whilst allowing us to be more financially sustainable.
- Investing in our Helpline and Social Work team, so that they are able to meet the needs of our community with a faster response time.



Joseph, resident at Lady Sarah Cohen House



Jewish Care will be... an employer of choice

Our people – both staff and volunteers – are our greatest asset. We must continue to attract and retain the best of both. Here we set out our aims for our paid workforce. Our aims for our volunteers are just as important. We talk about them in the next section.

Our aim is to be the employer of choice for talented people who share our values and have the skills we need to deliver our ambitions.



“I love working here, because I feel valued and that I can make a difference to people’s lives.”

Paula Plaskow, NW End of Life Care Social Work
& Community Support Team Manager

To help make this happen, we will make the following areas a priority:

- ▲ Attract and retain the best staff possible by effectively delivering our recruitment plan, reducing vacancies and our need to use agency personnel.
- ▲ Reward, recognise and engage our staff through:
 - A strategic approach to reward and recognition.
 - Celebrating success.
- ▲ Develop our staff and sustainable leadership capacity through:
 - Leadership and management development programmes.
 - A management framework to support performance.
 - Our Learning and Development plan.
 - Living our values.
- ▲ Ensure Jewish Care’s structures and systems allow people to work effectively and support change.
 - We will ensure structures are fit for purpose.
 - We will transform our services within a framework which allows staff to work effectively with the right tools.

Jewish Care will be... a champion of volunteering

Simply put, without volunteers we would not exist in the way we do today. Co-ordinators, tea party hosts, befrienders... the list is almost endless and the skills they offer are infinite. We must use this gift in the best possible way.

Our aim is to enable people to enjoy a first-class experience as volunteers, making the most of these skills and the impact they make on the communities we serve.



“I’ve always wanted to give something back. That’s why I volunteered for Jewish Care. I can’t imagine life without it.”

Pam Bertschinger, Memory Way Café volunteer

To help make this happen, we will make the following areas a priority:

▲ Developing and implementing a strategic sustainable approach to volunteer and community engagement over the lifetime of this organisational strategy. Through this, over the next five years we will:

- Comprehensively review the breadth of our volunteer workforce and the activities they perform.
- Deploy volunteers with the right skills in the right places.
- Support and manage our voluntary workforce effectively.
- Shape volunteer recruitment, training and support, so that we give people the opportunity to make the most of their volunteering and are compliant with law and best practice.

▲ Recognising and rewarding the contribution our volunteers make.

▲ Planning opportunities for volunteers at our new campuses as part of our service development, and creating as many entry points to volunteering as possible.

Our strategic plan 2020-2025
A champion of volunteering



Leah, resident at Sidney Corob House
and one of our Young Jewish Care volunteers



Jewish Care will be... a continued leader for the community for generations to come

We are acknowledged within the community and more widely as a reputable, well governed leader in social care.

We shall embrace the economic, social and financial challenges presented by the changing landscape to ensure we are front and centre in shaping social care for the community. We aspire to lead the way as communal organisations look to adapt to the landscape. Our governance, expertise, resources and infrastructure provide a solid foundation for this. We will ensure that the governance, leadership, financial health, resources and reputation of the organisation continue to be robust, well managed and sustainable to allow us to be the best in class for the community for generations to come.

Our aim is to ensure that the governance, leadership, financial health, resources and reputation of the organisation continue to be robust, well managed and allow us to serve the community for generations.

To help make this happen, we will make the following areas a priority:

- ▲ Use our resources in the best way possible, avoiding waste and ensuring we obtain good value from them to benefit the community into the future.
- ▲ Create campuses which will deliver high-quality environments for the long term and strengthen social care in the Jewish community. These will allow us to sustainably and efficiently deliver high quality services and to harness local communities' engagement and support.
- ▲ Increase our partnerships so that the community benefits from efficient and integrated networks of support.
- ▲ Provide clear, transparent and sustainable fee structures for our residential homes.
- ▲ Align our independent living services as effective income producing services.
- ▲ Continue to explore different ways to increase our fundraising in line with the rising costs of providing care whilst increasing the community's awareness of the importance of legacies to our service provision.
- ▲ Manage our investment portfolio effectively to maximise returns and support service delivery.
- ▲ Maximise the benefits of our lay leadership programmes.
- ▲ Continue to hold ourselves to the highest standards of governance and implement a full governance review to ensure our governance will remain sustainably fit for our future.
- ▲ Account to our board for our progress in achieving our aims, which will be measured against internal corporate delivery plans and performance indicators.

"I chose Jewish Care because I know I can trust it because of the governance over and above it. You know that there are people who sit on the Trustee board who care."

2019 Research respondent from Independent research carried out by Goldstone Perl

Jewish Care has achieved so much over its rich history born out of working in partnership with others thanks to the incredible kindness, dedication and commitment of our supporters, volunteers, staff, committees, expert groups and members of both the community and wider community.

These are ambitious plans we are looking to achieve by 2025.
We invite you to come with us on this journey to help make our vision and these ambitions a reality.

Come and support us by calling 020 8922 2600
or email donations@jcare.org

Come and volunteer with us by calling 020 8922 2288
or email VolunteersDepartment@jcare.org

Come and lead with us by lending your skills and expertise
by joining one of our many committees by calling 020 8922 2288
or email VolunteersDepartment@jcare.org

Come and join our amazing staff team
by visiting Doyouwish.org

Come and follow us by Liking and
Sharing our posts on social media



Jewish Care, Amélie House, Maurice and Vivienne Wohl Campus
221 Golders Green Road, London NW11 9DQ

Telephone: 020 8922 2000 | jewishcare.org

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