

2011



Annual Review



Hospitaller... a way of being

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Saint John of God Hospitaller Services is a national charity helping vulnerable people to lead fulfilling lives and reach their potential.



Legal and Administrative Details

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The charity's professional advisers are as follows:

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Charity Number

England and Wales: 1108428
Scotland: SCO41314

Company Number 5324279

Trustees

Brother Robert Moore, OH
(Chair of Trustees)
Brother Laurence Kearns, OH
Brother Stanislaus Neild, OH
Douglas Ball
Anna McCann
Paolo Pezzini

Chief Executive

Bridget Doogan

Company Secretary

Mark Barnish



Our dream
is of a hospitable society
where individual
needs are met without
discrimination.



**“For the people who have no family,
Saint John of God becomes their family.”**

Michael Swaine (Michael uses the charity’s supported living services)

Welcome to our 2011 Annual Review

The family of Saint John of God has a long tradition of storytelling and as we were reviewing our year, we were struck by one story from the life of Saint John of God that we think has real parallels with what we are facing now. It relates to the beginnings of John's mission to the poor and needy of Granada in Spain. John had been given a porch to sleep in by some wealthy benefactors. When John looked around and saw the pain and suffering of the people on the streets, he was compelled to share what he had – the benefactor's porch. He filled it with people who had nowhere else to go and no-one to turn to. ...those for whom there was no welcome in the city of Granada. On discovering what John was doing, the wealthy benefactor was upset; he wanted his porch back. John appealed to him and in a very politically astute move pointed to the family motto carved above the porch. It said 'Let the Heart Command'. John through this simple interaction, made clear that words are just not enough and moved his patron to help him help others and so John's mission of offering hospitality was able to continue and flourish. John didn't want to build an empire, he just wanted to do whatever he could to help those he encountered every day with dignity and compassion. It is this mission that Saint John of God Hospitaller Services seeks to carry out in Great Britain today as part of the worldwide movement led by the Hospitaller Order of Saint John of God that remains inspired by John and his instruction to allow our hearts to command us...

In the pages that follow, we want to tell the story of how we have worked throughout the past year to make sure that we do what we say we do, and that the experience of those who use our services is one that is driven by our values and a desire to offer a welcoming space that allows those who come into it to have the quality of life that they deserve and are entitled to.



We want everyone who comes into contact with Saint John of God Hospitaller Services to experience our values: **COMPASSION, HOSPITALITY, JUSTICE, RESPECT and TRUST.**

In among the facts and figures, there are stories of how the charity has been working on the priorities set out in our mission plan which was launched in 2009. Because this plan was drawn up by involving everyone and set out the hopes and dreams of the Saint John of God family in Great Britain, we remain committed to delivering the outcomes we all said we wanted to achieve. The mission plan is the anchor for what we do and in these difficult times it has helped us to remain focussed on what is important – delivering quality services for people who need them.

There is no doubt that the past year has challenged us in many ways. We have been struggling to respond to requests for cost savings without compromising the services we deliver. We have had to close one service as the funding was completely cut. These things have been a source of pain in many quarters and this has seriously challenged our ability to be values-led to the extent we would want to be. But Hospitaller people are tough and dedicated and a highlight of the year for us was 'The Gathering' held in June to bring together a cross section of people who use our services, their families, staff, Brothers and partners to evaluate progress over the first two years of the mission plan.

The spirit of that day has stayed with us and given us hope that whatever the obstacles, we are absolutely committed to taking the mission forward. We were lucky to have in attendance that day Brother Donatus Forkan who is the prior general of the Hospitaller Order worldwide. We spent a week touring the services and visiting the 'family'. It is his words that we will end with and leave you then to read the story of our year of working to make our values not just words, but actions that have a real and lasting impact on people's lives.

“Everywhere we visited in Britain no stone was left unturned to make our visit interesting and enjoyable. The mission of the Order is central to our lives and while the mission is constant, the means of achieving it must adapt to the changing needs and circumstances. I congratulate you all on the diversity of your ministry and service being achieved across such a great geographical spread. I laud and support you for upholding the Order’s values and know that this augers well for the future.”

Brother Donatus Forkan O.H July 2011



Brother Robert Moore, OH
Chair of Trustees



Bridget Doogan
Chief Executive

Our Mission

Our mission is to respond to needs in society without discrimination. We will meet these needs by promoting the physical, psychological, emotional and spiritual well-being of the people we serve by offering compassion, hospitality, justice, respect and trust.

Our Vision

Our dream is of a hospitable society where individual needs are met without discrimination.

Our Objectives

Our mission plan provides an anchor for us as we strive for our dream of a more hospitable society. This dream of hospitality spells out our firm commitment to serve the people and the communities we work with, and to make sure that our values have real meaning in the daily life of everyone in our charity.

Our mission plan was developed following a period of listening and consulting widely with people whose lives are impacted by the work of Hospitaller services. It focuses us on the five strategic priorities agreed during this period:

1. Sustaining and developing a values-led culture
2. Sustaining and developing Hospitaller Services' assets
3. Sustaining and improving existing services
4. Developing new services
5. Influencing futures

“The people we serve are at the centre of everything we do.”

Our Services

...are as flexible and as different as each person we work with.

The Hospitaller Way...

Our approach is person-centred and inclusive, taking account of people's history and background, their families, carers and advocates. We work with each person to plan the right kind of support and using individual life plans, we develop support tailored to people's needs and wishes.



Specialist Housing Support

Employment Based Accommodation Service for Homeless Migrants

This service, based in central London, offers advice, training and short-term accommodation to support migrants who are homeless and have no recourse to public funds, so that they are able to find work and a place in society, or return to their country of origin.

Floating Drug and Alcohol Service

The floating drug and alcohol service offers specialist help and advice to people who have difficulties with drugs or alcohol, and who are experiencing problems in sustaining tenancies or home purchase arrangements. A wide range of support, organised around an individual's needs, is offered, aimed at helping people to set up and maintain tenancy or home purchase arrangements.





Leisure, Education and Training Opportunities

The charity's leisure, education and occupational services (LEOS) provide opportunities for adults with varying needs to acquire independent living and social skills to enable them to enjoy as rich and fulfilling a life as they possibly can.

Social Enterprise

Digswell Nurseries is a horticultural centre with a difference. It provides a supportive working environment and training opportunities for vulnerable people in the community. Originally a horticultural nursery owned by Welwyn and Hatfield Council, contracts are still in place and it remains a key supplier of bedding plants for parks and gardens in the areas, allowing the work of the students to be visible throughout the community.

Community Centre

Woodhall Community Centre provides services and facilities for all, but in particular, for the most vulnerable members of the community - young people, people with disabilities and older people.

Accommodation and Support

Supported Living Services and Domiciliary Care Outreach Services

Our supported living services provide people with learning disabilities and/or mental health issues, with their own supported tenancy. For some this may include support and personal care to enable each person to sustain their tenancy and live as independent a life as possible. The service can be offered to people within individual or shared houses. More recently we have been able to offer specialist supported living services to people on the autistic spectrum.

"I, as the tenant, am involved in deciding what support I need. I can control my own finances and decide how I want to use my own money."

The domiciliary care / outreach service provides support to people with disabilities living with a spouse or partner, or with their parents or other relatives, or in some cases alone in their own home.

Residential Care

Residential care services provide accommodation and 24-hour support for people with physical and/or learning disabilities. Most of the charity's residential care properties are small community-based homes each with between four and eight single occupancy bedrooms. The aims throughout all the residential care services are to provide a real home environment and to support and encourage each person to develop their life skills, and enable them to participate as fully as they wish in their local community.

"The service is centred round my brother and his co-residents who live there, not the other way round."
Sister of a resident within one of the charity's care homes in the North East.

"The best thing about living here is I get to choose what I want to eat and where I want to go."



Nursing Home Care

The charity provides a total of eleven registered nursing homes in Bradford, West Yorkshire. These homes are specialist facilities for the care and support of people with physical and learning disabilities, some of whom require intensive support.

"My daughter was born with profound physical and learning disabilities and requires 24-hour nursing care. The quality of the accommodation and care is second to none. The staff within Saint John of God Hospitaller Services work tirelessly to ensure she can make choices wherever possible and that her dignity is maintained at all times."

Respite Care

Our registered nursing respite service allows people in need of care and support and who live in the family home, to enjoy a break, and enable their family to have a break, by becoming one of the service's guests. The service provides 24-hour nursing care and support to people with physical disabilities, people with learning disabilities, people who have sensory impairments and people who have complex health needs.

Management Services for Religious Orders and Congregations

The charity works in partnership with other religious orders and congregations in caring for their elderly members in their own community houses, and in supporting them to meet the requirements of care standards legislation and working with lay staff. The charity also offers a consultancy service, which provides a range of advice and practical assistance.

Our Impact

Looking back... Hospitaller people on a mission

1

Sustaining and developing a values-led culture

"We want everyone who comes into contact with Saint John of God Hospitaller Services to experience our values: compassion, hospitality, justice, respect and trust, and intend to take practical steps to make the values active in everything we do and say. We will seek to equip all parts of the charity with the means to work together to achieve a society where needs are met without discrimination." Mission Plan

"Since we all share the same aim (even though each person should follow his own particular path according to God's wishes) it is a good thing we encourage one another." Saint John of God



Leading with our values...

"We are very intentional in our work to make our values-led culture a reality for all those who encounter us. To make this happen, a group called the Institute of Hospitality meets every month to develop ways of promoting what we call 'The Hospitaller Way'. Today it could be said that the Hospitaller culture brings a much needed gift to what can be a hostile society – a society where people are often judged by status or affluence. It strives to create community and a sense of belonging for those who accept it. Here are some examples of the things that the Institute has worked on over the past year." *Bridget Doogan, Chief Executive*

... by supporting people to be 'Hospitaller'.....

We believe that recruiting the right people, nurturing, valuing and developing them is central to achieving good outcomes for the people who use our services. The Institute aims to promote the Hospitaller culture and values throughout the journey of each of its staff members from recruitment, induction and development.

... by telling the Hospitaller story.....

We believe that learning and development are fundamental to sustaining our Hospitaller culture. Because of this we have continued to improve our induction process in response to feedback from our staff. This year, as well as taking part in a series of local induction programmes and activities, one hundred newly recruited staff have travelled to Darlington to hear the inspiring story of Saint John of God from those who have been steeped in the charity's culture.

... and being clear about the way we offer care and support to people in our services.....

Staff have been further supported in developing the 'Hospitaller' approach through the development and launch of policy and guidance in the practice of pastoral care. These resources describe the distinctive characteristics of our holistic approach to offering services that embrace people's physical, psychological, emotional and spiritual needs, and which reflect our faith vision in that every human life has intrinsic value and meaning.



... by developing Hospitaller service managers.....

We believe that our service managers hold the lead responsibility for establishing a values-led culture in our services. To support them with this, we designed the **Hospitaller Manager Development Programme**. The programme has at its roots the Hospitaller Order's charism of hospitality and the charismatic leadership style modelled by its founder Saint John of God. We added to this with cutting edge thinking on facilitative leadership. Thirty-two managers completed fourteen days of experiential learning, increasing their self-awareness, confidence and competence in practising a Hospitaller values-led approach to all aspects of managing services. The programme was delivered in partnership with Kinharie Institute of Facilitation (Glasgow) and trustees and staff of Saint John of God Hospitaller Services.



"On the first day it became clear this was a course with a difference! The effect was immediate. From the first few minutes, managers were encouraged and given the opportunity to reflect on their management practices and to consider how they could enhance their effectiveness. Becoming more aware of how aspects of my personality impact on the way I work and exploring the areas that feel uncomfortable to me was and still is, mind blowing! I took so much back to work from the course which I can share with my team and ultimately of course ensure that we become the best possible managers for the people in our services." Penny Southall, Service Manager, Supported Living Services, North Yorkshire

... and investing in our people.....



We are delighted to retain our Investor in People status, which recognises our commitment to our staff to support them with their learning and development in delivering high quality services across the charity.

... by using the wisdom of the people who use our services.....

Over the past year we have continued to widen the involvement of the people who use our services in decisions that affect their lives. During regularly held consultation days, staff recruitment and training have been highlighted as areas in which people wish to get involved in.

This year, the people who use the charity's services in the Southern Region, helped to choose a new head of strategy and operations.



In the words of one of the people who use our services:

"Being involved in [head of strategy and operations] recruitment was quite an experience. It is important that me and other people who use services, have a say and influence decisions as we are the charity's main stakeholders. I think that we got a good idea about their [the candidates] skills, knowledge and experience. I think the best person got the job. I hope she stays with us for some time."

David James (Herts Supported Housing - Hatfield)

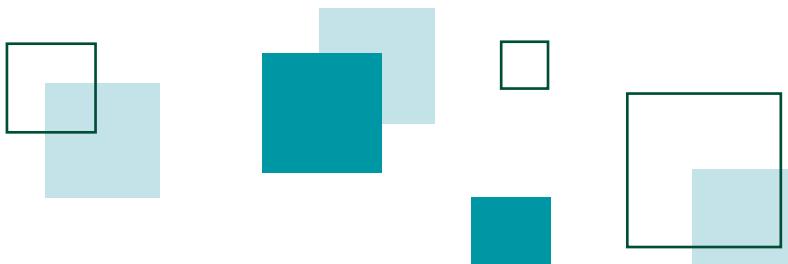


"Whilst, I could prepare for the professional interview, I knew it wasn't necessarily going to be that straight forward with the people who use the services. One of the questions posed to me by the panel was how I would take their views into account. A very good question! My response was that I had some prior knowledge of Saint John of God Hospitaller Services so I knew that involvement was a value as well as process, and something I would ensure would continue and be built on, but this did not mean that things would necessarily stay the same. My approach, as always, is to be honest with people about what we can and cannot do. Anything less would have been disrespectful."

Jan Halliday, Head of Strategy and Operations,
Southern Region

... and communicating important messages.....

Communication is a challenge for all including the board of trustees. Over the past year, the board took its message on the road and worked with regional and service managers. They delivered a series of training sessions within the charity's Hospitaller Manager Development Programme and highlighted the need for timely and good quality information from managers to help the board make well-informed decisions that would improve the lives of those who use the charity's services.



Living our values: Hospitality...

... is about creating the time and space for people to be who they are and become who they aspire to be. It is about saying 'come in, you are very welcome' and meaning it. It is about offering someone the feeling of coming home, especially at times of difficulty. Hospitality is a gift that is offered. Because we invested in developing our staff to practise hospitality, in many cases the people who use the charity's service have experienced a level of care and support that is 'above and beyond' as staff remain inspired and prepared for working with an attitude of service.



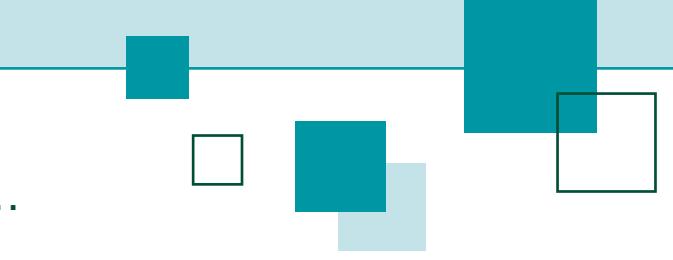
And in the year ahead we will...

Further develop our Hospitaller standards

We believe our services are good, but we also believe that they can be improved. We want everyone to be clear about what they can expect from a Saint John of God Hospitaller service, and what will be expected of those who come to work with us. To support this, we will develop clear descriptions of what the key features of our services look like in practice, to make sure that we are able to evaluate the services we offer in a consistent way.

Continue to develop our staff

We will continue to roll out our Hospitaller Manager Development Programme to new managers and to line managers in teams. We want to make sure we are always developing talent within the charity. We will develop and deliver a new Hospitaller leadership programme. We will continue to offer a high level of good quality learning and development to all our staff because we believe that developing people is central to achieving the kind of services we want to offer.



Evaluate the impact of pastoral care in services

This will be evidenced using guidelines established to develop and support the awareness and understanding of staff at all levels in the promotion and practice of pastoral care and how it can be applied in our daily lives. As pastoral care is concerned with the whole person, their physical, emotional, psychological, spiritual health and well-being, we will be present in services to see, hear and feel how care and support is offered and received. We will take time to talk to people, to make sure we ask the right questions that enable them to tell us in their own way how they experience life in a Saint of God Hospitaller service. We will listen to what people tell us and strive to improve their experience of pastoral care.

Increase involvement of people who use services in the design and development of the services they receive

"As participants of 'Taking Part' we have seen first-hand how our work has influenced decisions that affect our services and are motivated by seeing these results. We have plans, under the umbrella of 'Taking Part', to influence the design and content of a new website for Saint John of God Hospitaller Services, as well as reviewing some of the organisational policies."

Taking Part members



2

Sustaining and developing Hospitaller Services' assets

“We will ensure that the charity is equipped with financial and other assets to deliver its strategy to support existing services and to ensure its future development. Strategic funding policies will be developed and investment plans put in place to support the long term strategy.” *Mission Plan*

“We need this money he will bring me, to buy some clothes for the poor. We must also pay for meat and oil because they no longer want to give me credit since I am holding my creditors off by saying that someone will shortly be bringing some money from Malaga for me.”

Saint John of God



“Continuing to find sufficient funding to sustain the charity and continue our mission of true hospitality is more and more difficult as our funders seek to impose stringent cuts. To help make this more achievable we have worked on a number of areas.”

Mark Barnish, Head of Finance and Corporate Services

Facing financial realities...

... by setting achievable budgets.....

To ensure the security of services and make sure people are doing the best they can in tough times, we have enhanced our budgeting and forecasting procedures. We have used our finance team to improve the budgetary awareness and skills of our service managers, enabling us to continue to own and put downward pressure on costs.

... by improving financial awareness

We have worked hard to also support our service managers in developing greater financial awareness, encompassing not only cost consciousness, but the impact of their actions on cash flow too. This has enabled them to spot issues earlier and take quicker action.



... by using the trustees to help.....



“Travelling around the regions, we presented the challenges facing us in meeting our financial aspirations and jointly looked at ways to improve our financial management. Board members left these meetings with a clear idea of what can be done centrally to help managers meet financial targets. Equally, managers had an understanding of the need for tight financial controls. These sessions alone will not help us to meet all our challenges, but they will ensure that board members and managers understand each other’s roles better and see that by open communication and mutual support we can move forward as an effective organisation.”

Anna McCann, Trustee

And reviewing costs.....

Social care has been under considerable financial pressure for a number of years and many of our services have received no increases for inflation whilst others have experienced cuts in funding. We are currently undertaking a review of all of our services, focusing on those that do not cover their costs. These reviews aim to look at whether we are doing all we can in terms of cost effectiveness. We are also looking at services in terms of whether they are offering people who use them the best possible service in the best possible environment.

... but facing the most difficult challenges with a focus on those in the services.....

In April 2011 a service in Enfield which supported people with mental health issues to make the transition from medical/residential care to more independent living options regrettably had to close due to the withdrawal of funding. We stated in our mission plan that 'where change is necessary it is managed and takes account of the impact on all those it affects'. Staff put this at the heart of their work to lead the closure of the service.

Prior to the closure, staff facilitated weekly workshops to encourage and support clients who had been regular attendees at the service's social events to set up their own social group to run independently. It was with great pride that the Enfield Outgoers Group was established which many of the people who used the resettlement service joined.



"I had the privilege of joining the staff and people who had used or been involved with the Enfield Recovery and Resettlement Service as they celebrated the achievements of the service over the five years it had been in existence. It was painful to sit with people and their families and hear about their fears for the future and to be unable to help. Although the service ended due to funding cuts, the staff handled the closure in a way that was truly admirable. As well as this, I was so impressed by the way that people took up the challenge of continuing the service independently. I want to thank each and every one of them together with their families and staff for this wonderful demonstration of the Hospitaller values. I was humbled by their dignity..."

Bridget Doogan, Chief Executive

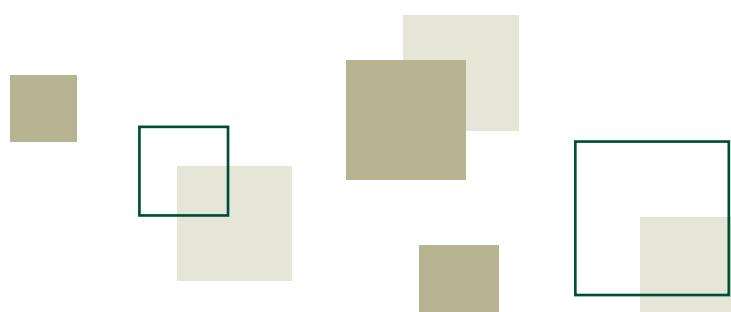
Living our values: Trust...

... along with love, is the foundation of all life-enhancing relationships. We always seek to promote confidence in the truth, worth and reliability of one another. The people who use and commission our services trust us to make the best use of all the resources, both money and people, available to us. We have been able to rely on the voices of those in the services to help make difficult decisions, working with us to limit the impact of funding cuts. Our people have faced the difficult times together with courage, a positive attitude and an absolute determination to minimise the impact on those we serve. The impact of this is that we have managed to sustain our services and where this has not been possible we have supported people to find alternative ways of continuing to access what they need in other ways.



And in the year ahead we will...

- Implement the finance review action plan
- Develop systems and processes to respond to personalisation
- Further develop the IT infrastructure



3

3

Sustaining and improving existing services

“We want people who use our services to receive standards of care and support that are empowering and tailored to their needs, and that enable them to feel safe and secure within their own home or service. We will continuously review individual plans and service plans to ensure that what we offer is responsive to identified need. We will proactively seek to ensure that there are appropriate plans in place to meet the future needs and aspirations of the people in our existing services.” *Mission Plan*

“As my companion Angulo will be able to tell you.. you must know that I am kept very busy... repairing the whole house, which was so dilapidated throughout, that the rain was coming in.” *Saint John of God*



Keeping our services safe...

... by putting them into safe hands.....

In order to lead on our mission plan priorities of sustaining and improving existing services and developing additional services, a new post has been established. Pat Cowley, formerly the head of strategy and operations in the charity's southern region was appointed and took up her new post in January 2011.

“I am looking forward to working with services to be the very best they can be. I believe wholeheartedly in the mission of hospitality and feel it is especially relevant in this time of uncertainty and change in which we find ourselves. I bring to the job an absolute belief that people who use the charity's services have the right to play the leading role in determining how their service is delivered and that our role is therefore to listen and support.”

Pat Cowley, Head of Service Delivery and Development

... and caring about quality.....

All of our services that need to be have been re-registered with the Care Quality Commission and we are working hard to become familiar with the new standards required of registered services. Some of our services have been assessed under the new standards and have received positive reports, and we are confident that when and if a new grading system is introduced our services will continue to be rated as equivalent to the good or excellent reports they have received in the past.

“What you are achieving in terms of absolutely life-giving care to so many is really inspirational.”

Gerry Devlin, Kinharvie Institute of Facilitation

... by raising our standards.....

The charity continually reviews how services are provided to ensure that the changing needs of the people who use the services are met and adapted where necessary, so that services continually improve to meet the need.

“Towards the end of 2010, I became the service manager at the Resource Centre in Edmonton - a day service for adults with learning difficulties, some of whom also have physical disabilities. Following the review we wanted to involve everyone more fully and to offer a greater variety of activities and experiences. There were immediate changes in people's behaviour and we received feedback about how clients appeared happier. The new ways of working meant that staff had to change the way they worked. For the staff this effort has been rewarded with increased job satisfaction. They have made a tremendous effort and this has resulted in a much improved service to the people who use the centre.”

Colin Byrne, Service Manager

... and providing for unmet need.....

Oallo House is an accommodation based training and reconnections service for A10 nationals who come to Britain to work and find themselves sleeping on the streets of London. The service operates from a building in central London generously renovated by the Poor Servants of the Mother of God. The Poor Servants have also provided additional donations by way of rent rebates totalling £75,000.

Key features of the service include daily job-search, staff-led sessions assisting with finding employment, English classes (certified by ESOL – English for Speakers of Other Languages), employment workshops including CV preparation, interview skills, life skills including financial management, Level 2 Food Hygiene and the Construction Safety Certification (CSCS) course.

**"I just wanted to work
- that is why I came here."**

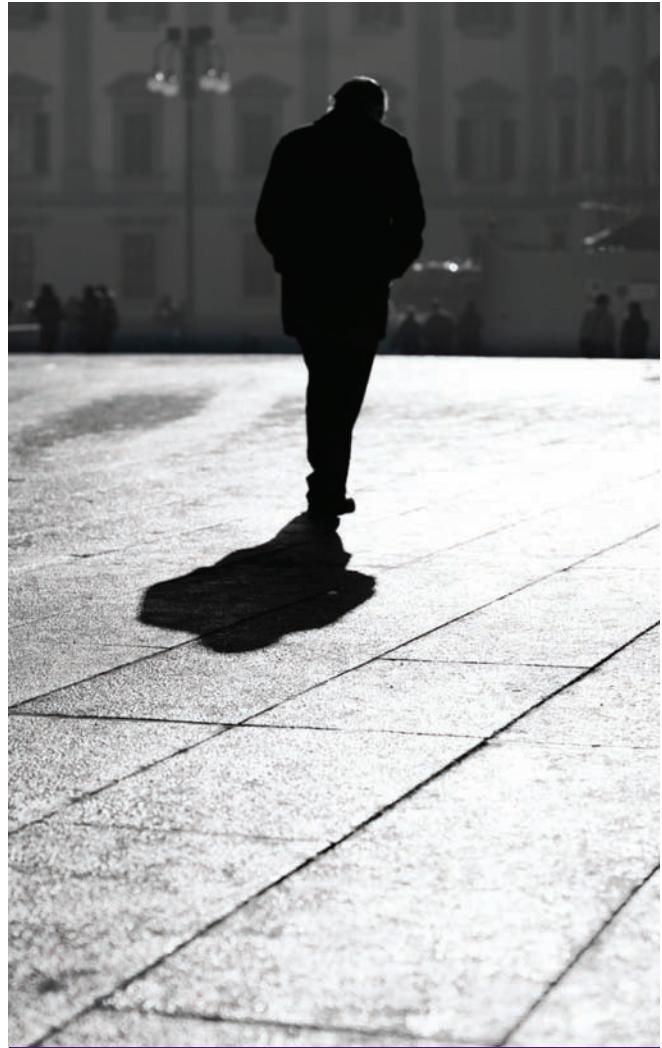
In the past year Oallo House has provided:

- **10,950** bed nights: nights individuals did not have to sleep on the street
- **32,850** meals to people who were truly destitute and would otherwise have to beg or steal to eat
- **1,400** support plans and reviews
- **520** hours of English language tuition
- **862** formal job search sessions
- **1,539** employment related actions recorded on CHAIN (London-wide database of rough sleepers)
- **5,000** hours of input from volunteers

The impact of this:

- **194** referrals and **134** clients seen
- Over **55%** of clients have successfully gained employment
- **48%** of clients have had no further CHAIN actions (based on CHAIN data 2010)
- **30%** have been positively moved on to secure legal accommodation
- In the first half of 2010 we were responsible for **a fifth** of all move-on into the private rented sector by homelessness services in London
- **48%** of clients achieved successful interventions

The long term survival of this service, which is crucial to the lives of many, depends on the willingness of people and organisations to support it financially, and to secure and campaign for further statutory funding and we are thankful to all who have supported this work.



"If it wasn't for the Oallo House, I would still be living on the streets of London."

We will continue to promote this service and forge ahead with campaigning for the rights of this marginalised and excluded group.

"It is good to have somewhere safe, somewhere you can look forward towards your dreams."

**"Not only changing lives,
but saving lives..."**

Natalie Cooke, Commissioning Officer
for Hammersmith and Fulham





The people who use our services are at the centre of all we do...

... and we strive to ensure that they are able to influence what we do and how we do it. This comes from our belief that as experts by experience, people who use services have insight into what is important from their point of view, and should therefore influence decisions at every level of their lives.

In my welcome to this review I spoke about how we wanted to tell the story of how we have worked to make sure that we do what we say we do and that the experience for those who use our services is driven by our values. The following pages tell the story directly from the people who use our services.



B.F. Doogan

The Gathering

“...celebrating the ‘year of the family of Saint John of God’ and brought together all parts of the family to review our progress towards achieving the outcomes as set out in our mission plan. I have been over-joyed to witness the manner in which the hospitality of Saint John of God is evident throughout the services and how this impacts so positively on the quality of the services we provide to people who need them.”

Brother Donatus Forkan, OH
Prior General of the Hospitaller Order of Saint John of God



“Everybody works together at Saint John of God.”

“I have a feeling of being involved and the future feels positive.”

“I moved house with my friends.”

“A breath of fresh air with Saint John of God running the service – very friendly atmosphere and I have more choice.”

“I enjoy going on holiday.”



We, the people who use the services, **influencing others...**

I was one of seven people who use Hospitaller services who led two workshops in June '11 at a conference hosted by Caritas Social Action Network (CSAN). We shared our experiences about how we have been involved in influencing decisions about our lives.

We were excited when we found out that we had been asked to go to the conference. We wanted to make sure that we did something that people would remember, and that we shared our experiences in our own words... It is important to us that we are given the opportunity to tell our stories ourselves – so it comes straight from the 'horse's mouth'.

Paul Santimano



I'm Harriet and I live in one of the charity's residential care homes together with seven other young adults with physical disabilities. One day per week I work in reception at Bede's House [central support services], which I really enjoy.

A fresh start

"At the beginning of year ('11), I was on an interview panel to look at a new provider for Terry Yorath House (TYH) and Saint John of God Hospitaller Services came to do a presentation. They won the contract and for weeks before the start date, staff came to meet with the people who live and work at TYH. They went through the plan they had to improve the home and talked through what we would like to do starting from the look of the home to the things we wanted to do with our lives - a fresh way to look at the whole running of our home and they made sure everyone was with them." Paul Ongley



Paul Ongley,
resident of Terry Yorath
House, Leeds

Let's get social!

“ Members of SJOG past and present, were offered an opportunity of social commitment. Those who participated were the founders of this new era, an Enfield social group we formed together. For me personally I'm in my young 20s, I lost my mum not too long ago and she's, what made me socially withdraw since her death. But SJOG social has given me new life new breath, a chance to get back out there in the community, a new start to be what and who I want to be, the door of opportunity to get back on my feet. So please feel welcome to come and meet, a friendly group who welcome all. Come along and let's get social! ”

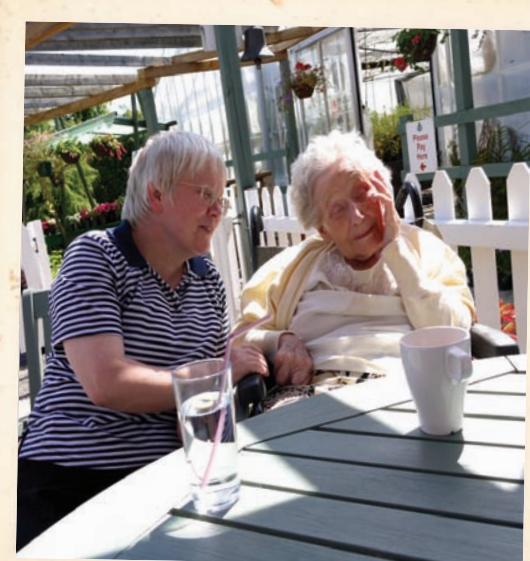


“We are so grateful that Saint John of God Religious Management Society has come in with a wealth of experience and expertise to support us in our work.”

Written on the closure of the Enfield Resettlement Service

“ Digsowell has become an important part of our lives. ”

Resident - Saint Andrew's Nursing Home



“We had a brilliant day to mark Digsowell's fifteenth anniversary which brought together people from Hospitaller services in the region and all those involved with nurseries.

Residents and staff from neighbouring Saint Andrews Nursing Home can regularly be found enjoying a coffee and a chat in the coffee shop, having previously struggled to find places to visit on foot.”



“ These have been the best years of my life and my best team of staff since my parents. ”



“ Now that Saint John of God Religious Management Services is involved, it's taken a great worry off our hands. We know that they will sort everything out for us. ”

“ Since moving here I am able to help in the running of my home. I help to clean the house, do the shopping and help with the washing. I am now much better in helping myself with personal areas of care and doing things for myself. ”



“ We had the best time... ”

Keeping our services safe...

... by being a garden centre that grows.....

Celebrating its fifteenth anniversary in 2010 provoked a regeneration at Digsowell to address the reduction of traditional funding streams and social service referrals.



The creation of the Nurseries' Happy Gardeners website has ensured that customers are able to stay in touch with what is happening at Digsowell.



"We love to come here. Not only do you have lovely plants at great value but you also have a fantastic 'secret garden' play area. Thank you."

"The plants are absolutely beautiful and everybody here is so friendly and helpful. It's the best garden centre ever!"

A number of strong partnerships have been developed which have enabled the project to grow:

- A partnership with Watford Community Garden offering horticulture training to young people from local schools.
- We are now a City and Guild registered centre and an ASDAN (Award Scheme Development and Accreditation Network) accredited centre and people who use the service have the opportunity to work towards gaining City and Guilds Level 1 and Level 2 Award in horticulture.
- Partnership with North Herts College providing the project with skilled workers to assist the staff team and provide sound work-based skills to the unemployed.
- Working with Lakeside, a school in Welwyn Garden City for children with special needs. Digsowell now provides opportunities in social enterprise activities, horticulture and retail skills.

"With 14 acres of landscaped gardens and good facilities, Digsowell set out to reach out to the community. It was recognised that the project was too valuable and too special to be reserved for just a few. Community involvement became the centre of the work we do."

Sue Beard, Service Manager



... and being very aware of health and safety.....

Following the appointment of a health and safety manager in 2009, Saint John of God Hospitaller Services continues to build on its excellent levels of health and safety across all the services. A national steering group was established in the year to oversee the charity's compliance in health and safety management standards.

"The staff teams work very hard to ensure high levels of compliance within health and safety are maintained at all times, which demonstrates a very positive culture within the services. The charity has also benefited for the fourth year in gaining the CHAS Accreditation which demonstrates that we operate under a very robust health and safety management system."

Carol Marley, Health and Safety Manager



Living our values: Respect...

... means that we will do everything we can to make sure that people's rights to be born, to live in comfort and with personal dignity, and to die with the same dignity, are preserved at all times. We always work to overcome the things that threaten the quality of the services we provide, including the risk of becoming complacent ourselves, because we want to support those we serve to have respect for themselves and to experience respect from others. Our commitment is to accompany them throughout their lives and to be beside them at the end. Our pastoral approach to the delivery of care and support, a legacy of Saint John of God, promotes and protects the dignity of the individual in a holistic way and every member of staff is a resource to offer this.



And in the year ahead we will...

- Ensure that support services are prepared for the challenges in order to offer effective support to front line services.
- Continue to review all services using a bespoke audit process to ensure best value and positive impact, and act upon, where possible, unmet needs within current service provision.
- Continue to be aware of our operating environment - anticipating and managing changes to funding streams and models of service delivery.
- Maintain and improve on our good and excellent CQC ratings.
- Modernise services ready for personalisation.
- Digsowell Nurseries will continue to develop partnerships with a wide range of external agencies and individuals from across the local community. This means that the work of Saint John of God Hospitaller Services reaches as many people as we can, having a positive impact on individuals and the community as a whole.
- Decide how we support the people we serve with regard to positive risk taking, which enables people to take control of their own lives by weighing up the potential benefits and harms of exercising one choice of action over another, whilst not losing sight of potential risks, but acknowledging it is part of everyday life to allow us to grow and learn.

Developing new services

"We want to develop new services that respond to the needs of those who are marginalised in our communities. We will actively seek out new development opportunities that allow us to address unmet needs in an innovative way, both in areas where we already provide services and in new areas." Mission Plan

"Since this house is for everybody, without making any distinctions, we take in people suffering from every disease and people of every type, so that there are cripples, the maimed, mutes and the insane, paralytics, people with ringworm, and also very old people and many children - and this is without counting the large numbers of other pilgrims and wayfarers who come here and to whom we give fire, water, salt, and pots, so that they can cook. There is no income for this, but Jesus Christ looks after everything, for there is never a day in which four and a half crowns - and sometimes five - are not needed for household provisions (bread, meat, chickens and wood), not to mention medicine and clothing, which is another quite separate expense." Saint John of God



Expanding within our current areas...

... through **Supported Living Services** for two young adults with autism - 1st anniversary.....

In 2008 it was highlighted to the charity by commissioners in East Renfrewshire that there was a need for supported living services for young people with autism. The charity was able to respond to this need and established a service in a house in Scotland, owned by the Brothers of the Hospitaller Order of Saint John of God. The staff team, along with the young men and their families, worked together to adapt the house to meet expected needs and ensure that the preferences and lifestyle options of both men were met. This included constructing a roller-blading circuit within the grounds of the house, which was deemed an essential inclusion for one of the young men – a keen and expert skater.

October 2010 marked the first anniversary of two young men with autism making this their home.

"It was never going to be easy meeting Scott's complex needs in the community, but with the dedication and hard work from Saint John of God, it has been made possible."

Mrs Hamilton, mother of Scott



"We worked incredibly hard as a team to help our two new tenants to settle into their new home and lifestyle. At times it was challenging for everyone involved, but we all made progress and learnt a lot along the way. Most importantly we shared the successes and the setbacks with these two young men as they developed their new lives in a new home. Strong relationships have been built up with the team making bright futures an achievable goal."

Sharon Mafham, Head of Strategy and Operations, Northern Region

The charity also provides a supported living service in Scotland which supports a further fifteen people with learning and physical disabilities, mental health issues and people who are older.

"I would like this provider acknowledged by the local authority for the fabulous work they have undertaken with my service user and for massively improving my service user's quality of life, outcomes achieved in the support plan and for the excellent relationship they have developed with them. They have been amazing and I would thoroughly like to recommend them as they provide five hours of support a week, which is very little compared to the consequences of my service user not receiving the service."

*Tracy Jones, Care Manager,
East Renfrewshire Social Services*



... through residential care - a new service for the charity in West Yorkshire.....

Terry Yorath House located in Roundhay, Leeds is a purpose-built home providing residential and respite care and support for people aged between 18 and 65 who have physical and/or learning disabilities. Hospitaller Services was involved in a tender process to provide the service that had previously been the charge of another care provider. We were successful in our bid.

As with all the charity's services, the aim is to provide a high quality service based on the needs and wishes of each individual with particular emphasis on promoting independence and encouraging choice. Consultation that began prior to Hospitaller Services providing this service will continue to ensure that the needs and wishes of all those who live here, will be met.



... and continuing to develop Saint John of God Religious Management Services.....

The past two years have seen another period of growth for the religious management services. Not only has it continued to provide consultancy services to a greater number of religious orders and congregations in various parts of the country and increased this by a further five, but also has taken on the management of services with a provision of care and support for another four orders taking the total of fully managed services to fourteen.

"We are convinced that our decision to transfer management of care provision has had a very positive result. It has given us as a Leadership Team the confidence and reassurance that procedures demanded by CQC are followed, that standards are maintained, that staff issues are dealt with according to employment legislation, that the budget is accounted for, and above all that the provision of care remains paramount."

Provincial of congregation with whom we work in partnership



"We have developed a very good relationship with Saint John of God Hospitaller Services over the year and their availability to us is exceptional."

Sister Kathleen Neenan, member of Leadership Team liaising with Saint John of God Services

... while researching unmet needs.....

Saint Clare Abbey in Darlington is owned by the Hospitaller Order of Saint John of God and as it currently moves through the process of planning permission, a project team is continuing to carry out research to identify unmet need in the area and into the best use of this marvelous gift, which is potentially a significant resource for the local community.



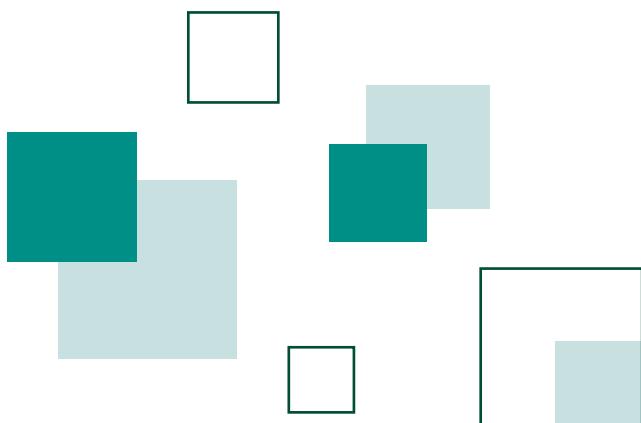
Living our values: Compassion...

... is 'being with' another in their distress or suffering. It is not passive, but active. It can be the gift of a caring and understanding presence or having a courageous conversation with another with the intention of supporting growth. When 'Hospitaller' people hear about a need they are bound to respond with compassion... it is impossible for them not to. Because of this, we have pushed at the boundaries of what we are able to provide, and fought long and hard to make sure that some of those who society wants to forget are not forgotten. Over the past year, some of those people have come to know the real impact of meeting people who practice compassion in the face of apathy and challenge. We are never satisfied and there will always be more needs than we are able to respond to... but we continue to do what we can.



And in the year ahead we will...

- Continue to research the potential for new services on the Saint Clare Abbey site.
- Continue to grow the number of people we serve through tendering for new services where we think that the Hospitaller approach can enhance the lives of the people in those services.
- Continue to promote the Olallo service for homeless A10 nationals and forge ahead with campaigning for the rights of this marginalised and excluded group.
- Explore the need for Saint John of God Hospitaller Services to develop its services in Scotland.





5

5

Influencing futures

"We have a special responsibility to challenge wherever discrimination occurs. We will dedicate ourselves to removing the barriers that prevent people from taking their rightful places in the communities in which they live, thereby enabling people to receive their full entitlement to human and civil rights." *Mission Plan*

"I wanted to let you know of my worries because I know that you will suffer over them just as I would suffer over yours and also because I know... you feel compassion for his children, the poor, this is why I am letting you know about their needs and mine." **Saint John of God**



Ensuring that the people who use our services influence what we do and how we do it...

... by listening

A key event in the year brought together many of the people who use our services, families, carers, support workers, trustees and Brothers to review together the impact of what we set out to achieve as stated in our mission plan. This gave us direct feedback from the people who use our services.

"It was a fantastic opportunity to have our voices heard."

.... by asking

We asked people to tell us what, in the last two years, has been significant for them in their lives and in the life of the charity. We asked what in the next two years they would like to happen to them and to the charity. Using communication aids, including photo symbols and in one instance, a lightwriter, we supported as many people as possible to be able to communicate and share their views. The response and feedback was inspiring.





... by involving - and 'Taking Part'

'Taking Part' is led by and for people using Saint John of God Hospitaller Services. Its aim is to directly influence the charity's national strategies, policies and procedures regarding the issues that are important to them and other people who use services.

"We are the ones living our lives, we know what is important to us."

Maria Parkhouse

"We think that it is important that we directly influence real and meaningful improvements to the quality of service people receive, after all if it wasn't for us there wouldn't be any services."

Charlie Reed



... and by leading the way to reform our complaints procedure.....

In the last year we - participants of 'Taking Part' - looked at how people raised concerns about the service they receive from the charity. Our concern was that some people might not know how to, or feel scared to speak up about their service. The key findings of the research highlighted that people who use the services do feel able and have a right to speak up to a member of staff of the charity, and that this would lead to their services getting better, although people said they would worry that this would get them into trouble in some way.

The findings were pleasing but we acknowledged that more could be done to make it easier to express concerns. A booklet 'Speaking up about your Saint John of God service' is to be produced in easy read and other formats to explain people's rights, how to raise concerns and where to go for support. The Taking Part group will design and deliver a development session for staff so that they hear this important message directly from people who use the services.

Maria Parkhouse, Charlie Reed, Paul Slater, Michael Swaine and Ken Warner - members of 'Taking Part'

... by responding to change

All the indications are that personalisation and personal budgets are here to stay and there is a government agenda to increase the numbers of personal budgets in place. The charity is seeing a relatively small number of these personal/individual budgets coming through at the moment, but we are not complacent and work is underway to redesign our website to be more accessible to people or their families who have a personal budget to spend on support and may wish to purchase it from us. Our regional teams and support services are ensuring resources are in place to enable us to work with people with personal budgets on a larger scale over time.

Living our values: Justice....

... within the family of Saint John of God, is based on a fundamental belief that all men, women and children belong to the same human family regardless of race, colour, religion, gender, age, social standing or physical and mental condition. We work to respond to, defend and promote people's rights. We have done this by continuing to work with those we serve, to listen to their voices, establish what their life hopes, aspirations and dreams are and challenge anything that is a barrier to making these a reality. We want people to have a sense of belonging to the Saint John of God family, as well as the communities they live in. We will continue to seek feedback from all those who experience what we offer so that we are directed by their voices as we seek to make the world a place of hospitality.



And in the year ahead we will...

- Develop a national strategy for involvement in order to continue to extend activity that promotes, enables and supports participation.
- Share best practice across the charity and continue innovative approaches to service delivery based on the needs of the people we serve.
- Focus on profile-raising through participation in local and national forums.

Financial Review

Summary Statement of Financial Activities for Year Ended 31 March 2011				
	Restricted Funds £,000	Unrestricted Funds £,000	Total 2011 £,000	Total 2010 £,000
Incoming Resources				
Voluntary Income (Donations, Grants and Legacies)	141	282	423	983
Activities for Generating Funds	-	246	246	240
Investment Income	-	18	18	29
Incoming Resources from Charitable Activities	6,316	16,168	22,484	19,421
Total Incoming Resources	6,457	16,714	23,171	20,673
Resources Expended				
Cost of Generating Voluntary Income	-	109	109	114
Fundraising Trading - costs of goods sold and other costs		154	154	104
Investment Management Costs	-	14	14	11
Charitable Activities	6,564	16,825	23,389	20,783
Governance Costs	-	30	30	29
Total Resources Expended	6,564	17,132	23,696	21,041
Net Incoming/(Outgoing) Resources Before Investment Gains/(Losses)	(107)	(418)	(525)	(368)
Unrealised Gains on Investments	-	124	124	561
Realised (Losses) on Investments				(1)
Net Outgoing Resources	(107)	(294)	(401)	192
Total funds brought forward	259	2,021	2,280	2,088
Total Funds as at 31 March 2011	152	1,727	1,879	2,280
Balance Sheet as at 31 March 2011				
		2011	2010 as restated	
		£,000	£,000	£,000
Fixed Assets				
Tangible Assets		1,027		1,410
Investments		1,499		1,681
Total Fixed Assets		2,526		3,091
Current Assets				
Stock	25		25	
Debtors	2,602		2,213	
Cash at Bank and in Hand	148		126	
Total Current Assets	2,775		2,364	
Creditors: amounts falling due in one year	(3,208)		(2,817)	
Net Current Liabilities		(433)		(453)
Total Assets less Current Liabilities		2,093		2,638
Creditors: amounts falling due after more than one year		(214)		(341)
Provisions for liabilities and charges		-		(17)
Net Assets		1,879		2,280
Funds				
Unrestricted Funds	1,727		2,021	
Designated Funds	-		-	
		1,727		2,021
Restricted Funds		152		259
Total Funds		1,879		2,280

Income 1 April 2010 - 31 March 2011

Chart A



Fees for accommodation and day services

97.04%

Break-down ➤

Chart B

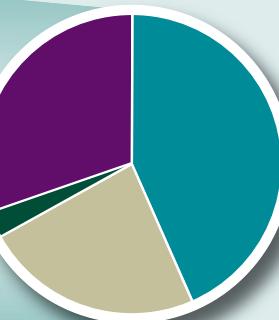


Chart A

Fees for accommodation and day services	22,484,000
Investment income	18,000
Legacies and donations	423,000
Income from activities generating funds for the charity	246,000
Total income	23,171,000

Chart B

Accommodation and Support	9,808,000
Specialist Housing Support	5,195,000
Leisure, Education and Training Opportunities	489,000
Religious Management Services	6,992,000

Expenditure 1 April 2010 - 31 March 2011

Chart C



Cost of running accommodation and day services

98.70%

Break-down ➤

Chart D



Chart C

Cost of running accommodation and day services	23,389,000
Cost of generating our funds	109,000
Fundraising trading - cost of goods sold and other costs	154,000
Investment management costs	14,000
Governance costs	30,000
Total Expenditure	23,696,000

Chart D

Accommodation and Support	10,238,000
Specialist Housing Support	5,217,000
Leisure, Education and Training Opportunities	692,000
Religious Management Services	7,242,000

Results

For the majority of the charity's operations the year ended 31 March 2011 showed further underlying improvement over the previous year. Income again rose by £2.5 million (12%) mainly through additional religious management services and an expansion of supported living services in the southern region. The underlying improvement was masked by a difficult year for Olallo House which made a deficit of £0.256 million. This was due to anticipated statutory funding and external donations not materialising. Swift action reduced the potential loss here and the service has now been secured for at least the short to medium term. Costs rose higher than income mainly due to the Olallo issue. The underlying operational deficit of £0.162 million comparable to the £0.39 million deficit in the previous years was offset by a £0.124 million gain on investments.

Cash

The operational deficit and the capital expenditure programme totalling £0.209 million led to an outflow of funds of £0.708 million. This was offset by realising £0.300 million of past investment gain and the sale of the surplus freehold property for £0.369 million. Improvements to day to day cash flow enabled the charity not only cope with the net outflow but also to reduce the bank overdraft facility to £0.400 million. This was never exceeded during the year and the charity only utilised the facility for short periods each month.

Investments

The trustees have maintained their cautious stance on investments during the year. Overall they have still generated returns which are comfortably ahead of inflation. This means the current real values of our investments have improved.

Funding and the Future

There remains huge pressure from local authorities to reduce funding. This has meant increased focus on how we deliver our services and in particular the need to be clear with our costings and be able to demonstrate the benefit of the Hospitaller way of doing things. There are though increasing opportunities as more and more services currently staffed by local authorities and health trusts are tendered out. The charity is identifying those services where our skills and expertise will best fit these opportunities and submitting competitive and high quality bids.

Trustees' Statement

The summary financial statements are a summary extract of the information contained in the unqualified audited accounts of Saint John of God Hospitaller Services Limited for the year ended 31 March 2011. These summary extracts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information the full financial statements, the auditors' report and the trustees' report should be consulted. Copies of these can be obtained from:

Marketing and Communications Department

Saint John of God Hospitaller Services, Saint Bede's House, Morton Park Way, Darlington, Co Durham, DL1 4XZ

Thank you for your support!



Thank you to all those who have given in the past year directly to Saint John of God Hospitaller Services or to our founding charity - the Hospitaller Order of Saint John of God. Whilst funding for the charity's core services comes from local authorities and social services, much of our work is only viable because of charitable giving. Any new projects or expansion of our existing services, benefit little, if at all, from any government assistance. Please consider supporting us to achieve the following:

- improve the quality of life of people with physical and learning disabilities
- extend our services for younger people with mental health problems
- develop our services helping people with drug and alcohol problems
- play a significant part in combating the loss of community in disadvantaged areas
- help homeless and destitute people to lead independent lives

Make a Donation

A one-off donation is extremely valuable to us. Please send to the address below.

A Committed Gift

Please consider making a regular donation. A standing order is a simple way of making a regular gift. An standing order form is enclosed with this review.

Gift Aid

Use Gift Aid and make your money go further. For every pound you give to us, we can get an extra 25p from the Inland Revenue. There is a Gift Aid Declaration form on the enclosed form.

Payroll Giving

Payroll Giving means that the gift is deducted from your wage before tax is paid, reducing your income tax bill with immediate effect. It also makes your money go further for the charity and £10 donation costs you only £8. If you are a higher-rate taxpayer, a £10 donation will cost you just £6.00. Please ask your employer about Payroll Giving.

Make a Lasting Difference - in Memoriam

Please consider remembering us in your will. A gift such as this makes a huge and significant difference to our charity. If one particular part of our work is of greatest interest to you, then you can specify how you would like your money to be spent.

Organise a Fundraising Event

Organise a fundraising event for us. Have fun and raise money at the same time!

Tell your Family and Friends

Tell everyone you know of the work we do. If anyone would like to receive a regular copy of our newsletter, then let us know.

Saint John of God Hospitaller Services
Saint Bede's House, Morton Park Way
Darlington, Co Durham DL1 4XZ

*Please make cheques payable to:
Saint John of God Hospitaller Services*





“Do good to yourself by
doing good to others.”

Saint John of God

Services in Great Britain



SCOTLAND

East Renfrewshire	Supported living service
-------------------	--------------------------

NORTH EAST

Jarrow	Residential care for people with learning disabilities
Hebburn	Domiciliary care service
South Shields	Residential care for people with learning disabilities
Middlesbrough	Residential care for people with physical disabilities
Billingham	Residential care for people with physical and learning disabilities
Darlington	Supported living service
	Residential care for people with physical and learning disabilities

NORTH YORKSHIRE

Scorton	Supported living service
Catterick Village	Supported living service for people with learning disabilities
Leyburn	Supported living service for people with learning disabilities

WEST YORKSHIRE

Bradford	Supported living service
Thornton	Nursing care for people with physical and learning disabilities
Clayton	Specialist residential care for people whose needs challenge services
Queensbury	Nursing care for people with physical and learning disabilities
Calderdale	Nursing care for people with physical and learning disabilities
Luddendenfoot	Nursing care for people whose needs challenge services
Leeds	Domiciliary care outreach service
	Respite nursing care service
	Residential and respite care service for people with physical and/or learning disabilities

HERTFORDSHIRE

Welwyn Garden City	Supported living service
	Saint John of God Horticultural Training Centre
Hatfield	Woodhall Community Centre
	Supported living service
	Residential care for people with learning disabilities
	Leisure and Education Outreach Service
	Floating Drug and Alcohol Support Service

LONDON

Central	Accommodation and training for homeless migrants
Enfield	Supported living service for people with learning disabilities
	Supported living service for people with mental health issues
	Saint John of God Resource Centre
	Community outreach services

SAINT JOHN OF GOD MANAGEMENT SERVICES

Providing consultancy services for religious orders and congregations

Working in partnership with other religious orders and congregations in
Pantasaph, Birmingham, Hythe, Bournemouth, Preston, Stockport, Worthing,
Olney, Bristol, Edgware, Altrincham and London.

Individual brochures are available for all of our services:
please contact the Publications Office on 01325 373704 or email: enquiries@sjog.org.uk
Information about all of our services can be found on our website: www.sjog.org.uk