

# Annual Review 2009

“At the very **centre** of our philosophy of care are the **people we serve**”



**Saint John of God Hospitaller Services is a registered charity and a not-for-profit organisation.**

The financial information within this annual review pertains to the financial year 1 April 2008 - 31 March 2009 and includes summary financial information.

A full copy of the report and accounts containing complete financial details, including:

- Trustees' statement of responsibilities with regard to the accounts
- Statement of accounting policies
- Investment policy details
- Legal and administrative details

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Registered Charity No. 1108428

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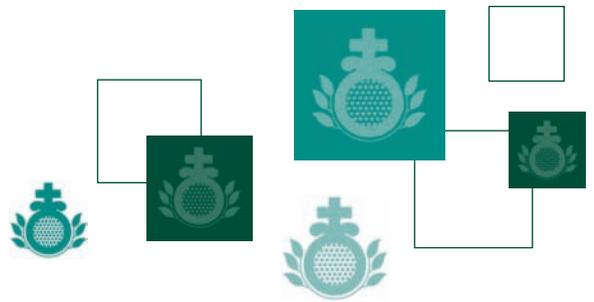


Chief Executive: Bridget Doogan



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# Welcome to our 2009 Annual Review

“The paradox of hospitality is that it wants to create emptiness, not a fearful emptiness, but a friendly emptiness where strangers can enter and discover themselves as created free; free to sing their own songs, speak their languages, dance their own dances...”

**Henri Nouwen**

I recently discovered this piece of writing from Henri Nouwen who was a Dutch-born Catholic priest and writer who authored forty books on spiritual life. More than anything else I have read and heard during my time with Saint John of God Hospitaller Services, this piece best describes what it is we are striving to offer as a charity.

As you read this annual review, you may notice a focus on our organisational values and what they mean to us in the day to day life of our services. We are determined to do everything we can to make sure that those who use our services experience **compassion, hospitality, justice, respect and trust** and this is the underpinning priority in our revised mission plan, which was launched in July this year following an extensive consultation with as many people as possible.

I am frequently asked what ‘Hospitaller’ means and what it is all about. Throughout the history of the Hospitaller Order of Saint John of God, it is in the actions more than the words that the meaning of being ‘Hospitaller’ becomes clear. Saint John of God was a man who was not prepared to ‘do’ nothing in the face of an inhospitable world. He offered practical help to those in need, but more importantly he accepted them as they were, and offered a welcome to the people the world rejected. Those of us who follow in his footsteps want to do the same. It is perhaps a sad testimony to our world today that in the five hundred years since Saint John of God began his ministry, we are still faced with the same challenges, and the world remains a hostile place for many people.

And so we do not have to look too far to see the need for **hospitality** in the world and it is this gift of **hospitality** that we want to bring to the world.

Our annual review tells the story of what has been happening for us as a charity over the past year and looks forward to the year ahead. In a year that presented us with major challenges to our very existence as a charity, as chief executive, I find myself moved and uplifted by the stories it contains. Stories that tell of achievements in the things that are so important to us and close to our hearts: our new group ‘Taking Part’, set up to facilitate genuine listening to the voices of the people who use our services; stories of responses made to ensure that the changing needs of those in our services are addressed; stories of new services to meet the needs of young people with autism and

Asperger syndrome; success stories of homeless migrants who come to Great Britain full of hope, and find that reality is not quite what they thought it would be; stories of reaching out to the community at our horticultural centre in Digswell and stories of responding to the growing need in religious communities for help with the management of services for the elderly.

As well as stories of our ‘shiny new’ services, there are stories I hear all the time from our existing services, about the work being done to ensure that there is continuous improvement and that the services are sustained for those who use them.

Some of these stories tell of achievements that to some may seem small, but to those who are in need of care and support, it is the small things that make the big difference. I sat last week with a member of staff who was telling me of how it felt to be with one of the people who used the service she worked in as he faced death. He was not left alone for one moment. I felt overwhelmed by her humility. She said she was ‘just doing her job.’ To be beside those we serve as they experience life with all its joys and fears, its challenges and opportunities, is what we do best. So I would like to take this opportunity to thank the staff, the Brothers, our funders and all those who use our services and their families for all that you do and all that you are... you are amazing.

I hope that you enjoy reading our annual review and that we can continue to count on you for your support in the years to come.

With my warmest wishes.

*Bridget Doogan*

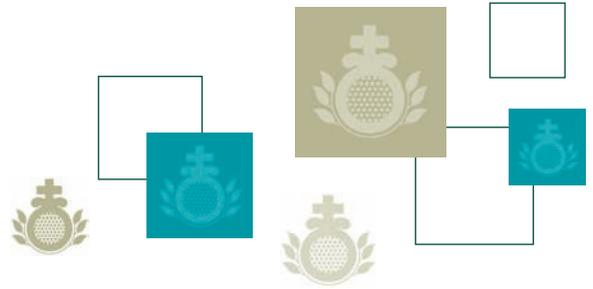




Compassion *is the basis of all morality* ▶ Arthur Schopenhauer

Compassion is 'being with' another in their distress or suffering - it is not passive but active. It may produce material responses that alleviate the stress, or it may just be the gift of a caring and understanding presence.





Providing a range of health, social care and pastoral Hospitaller Services that meet the needs of vulnerable, disadvantaged and marginalised people throughout England, Scotland and Wales.

*“We receive all those in need without exception, with great charity and generosity.”*  
**Charter of Hospitality**

## Our Vision

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

Our vision articulates the dream we have of impacting on both the lives of the people we serve and in practising our unique form of hospitality within the society we live in by offering and delivering holistic, value-based care and support in a way that not only does not discriminate, but actually challenges discrimination in our communities.

## 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 wellbeing of the people we serve, by offering compassion, hospitality, justice, respect and trust.

*“At the very centre of our philosophy of care are the people we serve.”*

## Our Values

### Compassion, Hospitality, Justice, Respect and Trust

We express these core values by adopting the following principles:

#### **Rights**

The maintenance of all entitlements associated with citizenship.

#### **Dignity**

Recognition of the intrinsic value of people, from the moment of conception until natural death, regardless of their circumstances, and having respect for their uniqueness and their individual personal needs.

#### **Choice**

Opportunities to select independently from a range of different options.

#### **Privacy**

The right to be alone and free from intrusion or public attention in relation to individuals and their affairs.

#### **Independence**

Opportunities to have freedom of choice and to exercise discretion in relation to personal decision making.

#### **Fulfilment**

The realisation of personal aspirations and abilities in all aspects of daily life.

#### **Consultation and Participation**

The people who use the Charity’s services have a right to be involved in and to influence the delivery, practice and management of services. Formal and informal consultation takes place on a regular basis.



# Introduction to our Services

At the heart of the philosophy of care in all the Charity's services is the commitment to ensure that the human and civil rights of the people who use the services are observed. Priority is given to enabling them to exercise as much independence as possible. We work in partnership with each person, their relatives and carers so that they receive an individual needs-based service of the highest quality.

## Residential Care

Our residential care services provide accommodation and 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 support and encourage each person to develop their life skills, and enable them to play as full a part in the local community as they wish.

## 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.

## Supported Living Services and Domiciliary Care Outreach Service

Our supported living services provide vulnerable people - 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 with autism and Asperger syndrome.

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.

## Respite Care

Our registered nursing respite service allows people in need of care and support, who live in the family home, to enjoy a break from home, becoming one of the service's guests, and enables family members to have a break from providing for the day-to-day needs of their loved ones. 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.

## Leisure, Education and Occupational Services

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 life as they possibly can. The main aim of LEOS is to provide a high quality service tailored to each individual person's needs and wishes.

## Social Enterprise

Saint John of God Horticultural Training Centre, known in the local area as 'Digswell Nursery', is a horticultural nursery with a difference. It is a full working nursery providing a real work environment in which people who are vulnerable in the work place can be supported to build their skills, whilst producing good quality products for sale by contract or to the public.



### Resettlement Services

These services provide support to individuals who are vulnerable, either because they are homeless with support needs, or have an enduring mental health issue and have left, or are getting ready to leave, hospital care. An integral part of the project is to support them in finding a permanent home and in gaining the skills to sustain it. Equally the aim is to ensure that people who use this service become fully integrated into the communities in which they establish a home.

### 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.

### Community Centre

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

### Saint John of God 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. The Charity also offers a consultancy service to religious orders and congregations, which provides a range of advice and practical assistance.

### Migrant Worker Service

This service, based in London, offers advice, training and short-term accommodation to support newly-arrived migrants, with no recourse to public funds, so that they are able to find work and a place in society, rather than falling into homelessness.

### The MedailleTrust

This is a separate registered charity founded by a number of Catholic sisters, brothers and priests from other religious orders and dioceses, including the Brothers of the Hospitaller Order of Saint John of God, with the aim of helping women and children who have been freed from the human trafficking industry in the UK. This is done by providing safe-housing and offering opportunities for physical and psychological healing and rehabilitation. Saint John of God Hospitaller Services provides a range of management and personnel resources.





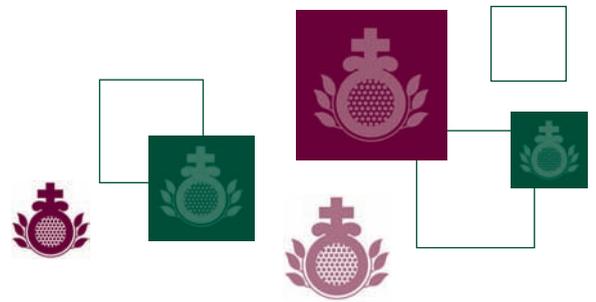
# Hospitality

*He who practises Hospitality entertains God himself*

▶ *unknown*

In our hospitality we strive to offer qualities of compassion, altruism, loving-kindness and self-giving, and offer a welcome to those in any kind of need.





## Quality Assurance

### Care Quality Commission

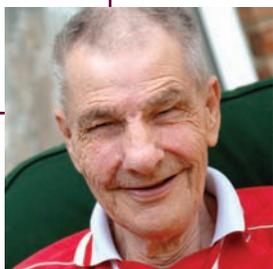
"The Care Quality Commission is the independent regulator of health and social care in England. Our aim is to make sure better care is provided for everyone, whether that's in hospital, in care homes, in people's own homes, or elsewhere. We regulate health and adult social care services, whether provided by the NHS, local authorities, private companies or voluntary organisations."

*Care Quality Commission*

The ratings awarded by the Care Quality Commission are published and available for the general public to view and provide a standard that people are able to then use when choosing a care home.

Each year the Care Quality Commission carries out a review of the inspection reports they have for all our services across the year then publishes the result as a corporate provider annual report.

75% of our services in England were rated **'Good' or 'Excellent'** by the Care Quality Commission.



"The way residents and staff get on with each other gives a comfortable and warm, friendly feeling that makes people living and visiting the home feel welcome."

**Care Quality Commission**

"The people living in the house were very positive about the opportunities they are offered and said that *we all get to do what we want and they make sure we like it before we have to do it again.*"

**Care Quality Commission**

### Hospitaller Standards of Excellence

The Hospitaller Order of Saint John of God has a distinct ethos and a tradition dating back to 1539, which it believes has significance for the promotion and practice of care and support in the twenty-first century. Consequently it has developed, and continues to develop, standards and models of Hospitaller practice that reflect the distinct nature of its mission, tradition, ethos and cultural values. These models of Hospitaller practice seek not to duplicate what is already prescribed by the Care Quality Commission's standards; rather, they aim to establish excellence of practice in matters not addressed by the Care Quality Commission's standards, or develop some of the Care Quality Commission's standards that are not currently regulated.

### Values and Culture

To ensure the values and culture of the Charity are upheld, and to develop a values-led culture in the spirit of Saint John of God, a team which comprises of the chair of trustees, the chief executive, head of pastoral care, head of the Institute of Hospitality, head of human resources and the Brother with responsibility for pastoral care/formation has been established. The group will monitor issues arising from the quality assurance process and identify action required to maintain Hospitaller standards.

# Looking Back

**Central to the ethos of the work of Saint John of God Hospitaller Services is the belief that those who use our services must be at the centre of what we do and have the right to participate in decision-making that affects them. We strive to ensure that their voices are heard and that we respond to their needs in a way that supports and empowers each individual.**

Throughout the services, opportunities are offered for consultation with the people who use the Charity's services in a variety of ways. This may be in the form of a one-to-one conversation or within a group meeting or in some cases, by the completion of a questionnaire, or simply an informal chat over coffee.

Annual events are held regionally for people from a variety of services to come together, to tell their stories and share their experiences, all of which help us to focus our energies on continuous learning and improvement as an organisation.



## 'Taking Part' Group

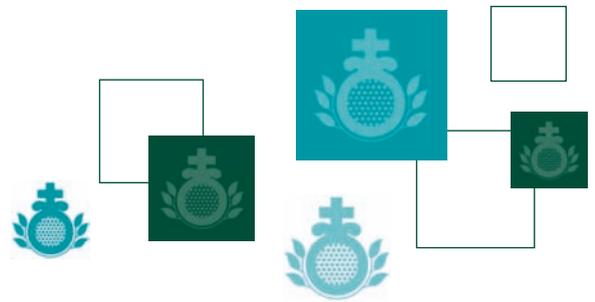
A new initiative to engage the people who use the Charity's services in participation, is the formation of a group called 'Taking Part', which consists of people who use the Charity's services and staff who want to enable more people to have greater involvement in all aspects of the services they receive and how these services are delivered. The group will collate information and opinions on a range of topics, for example recruiting staff, the consultation and participation process, and determining, in their opinion, what works well and where we need to develop and improve.

"We are constantly looking for new and creative ways in which communication, in its many forms, is used to give the people we serve the means to inform and influence the services that we provide now, and to help us shape the future."

**Lesley Robinson, Head of Pastoral Care, Saint John of God Hospitaller Services**

"The work and mission of our founder, Saint John of God, was born out of his own personal experience of receiving care and support and seeing how others were also treated. In continuing his mission we want the personal experiences of the people using our services to influence the way in which we sustain and develop services and respond to unmet need."

**Brother John Martin, OH, Provincial – Hospitaller Order of Saint John of God**



# Consultation Day for People who use the Services - Southern Region

In November 2008, people who use the services in the Southern Region were invited to attend their annual consultation day. This forum is one of the avenues the Charity uses to gain feedback from the people who use its services about their views on the services it provides: things that are going well, things that are not, highlight areas they think need improving and identify any gaps in service provision.

People using the services were facilitated in this process, often in small group workshops and joining those which were of particular interest to them.

Feedback on the whole was very positive and people rated the services highly, but it was highlighted that people wanted to get more involved in activities such as staff recruitment, staff training and having input in the design and production of information they receive. They wanted to know more about the history of the Hospitaller Order of Saint John of God and the Brothers, and what the Charity is planning for the future. They also wanted to ensure they have involvement in preparing for their future support needs, whether that be more independence or a more supported environment.

The day provided significant feedback for the Charity to formulate ideas on how to address these areas, which has already impacted on various processes, for example provision of training days for people who use the services on recruitment and selection. People who use the services who have been involved in recruitment over the past year have also taken part in a review of how they feel their involvement has gone. As a result the Charity received feedback on areas where improvements could be made and consequently the recruitment stages have been revised to take account of increased involvement activities.

Managers who often lead on these processes have received feedback from those people who have so far been involved and are now aware of the improvements needed. We are seeking to involve people in designing adverts, short-listing of candidates and writing job descriptions in the future. Feedback from the day has also been fed into the Charity's mission planning process.

## Staff Consultation Day November 2008

A consultation day specifically for staff is also held annually to gain input from staff in a variety of roles, but especially from the people who directly deliver the care and support to the beneficiaries of the Charity's services.

"In order to ensure all areas of the services were fairly represented, a working group of ten people from different services was established. Initially we focused on the evaluation of the previous year's consultation day. The main changes were to the workshops, having fewer but longer sessions. We consulted with all staff via questionnaire as to what these workshops should cover, which included a range of topics from communication to training to self-development.

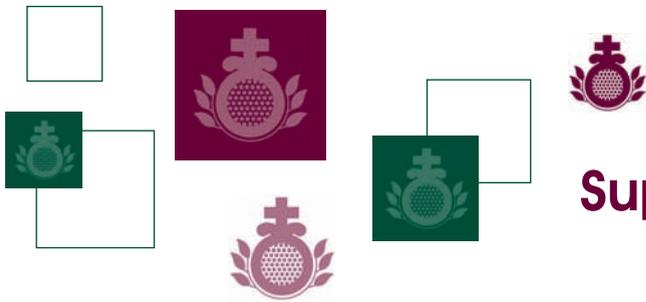
It was a challenging process at times to be part of the working group and be responsible for organising and planning a day that needed to respond to the needs of over one-hundred staff, but the day went to plan and feedback from the staff who attended was very positive.

My fondest memory of the day, and something I wished I had been able to encapsulate, was the atmosphere and spirit in the main hall which was truly magical and electrifying."

**Dawn Burlton, Staff Consultation Day Working Party Member 2008**

"Being present at this day provided me with the opportunity to hear first-hand any concerns and ideas our members of staff have. Their ideas for the future development of the Charity and its services have played an important part in the development of our new five-year mission plan."

**Bridget Doogan, Chief Executive**



## Supported Living Services

Our supported living services provide vulnerable people - people with learning disabilities, physical disabilities, mental health issues and elderly people, with their own home in a supported tenancy and the support they need to sustain this. The needs of the person using the service are paramount in the design and delivery of the support. Each package of support is developed on an individually assessed basis and can range from one or two hours a week to twenty-four hours a day. Support can include help with living skills, community living, paying bills and collecting benefits, and helping people to understand their license agreement or tenancy.

### The service is offered to people within individual or shared houses.

We are constantly reviewing the needs of each individual and how with increasing age and changes in their medical conditions, the suitability of accommodation needs to adapt accordingly.

**In Bradford** for example, the tenants who are currently living in a large four-bedroom two storey house are, because of their changing needs, moving to a fully adapted five-bedroom bungalow. The decision to make the move was made following full consultation with the tenants and their families/advocates and the staff team, who all agreed that moving property, rather than making alterations to the existing house, was the best option to obtain the most suitable accommodation.

Following months of searching for the right property, a suitable bungalow was located close to the previous house so maintaining familiar links. Situated at the end of a quiet cul-de-sac, their new home offers space and privacy for all the tenants and the accommodation will meet individuals' needs for many years to come.



**In South Tyneside**, the application to change three services from residential care services to supported living services has been withdrawn and the services will remain residential care homes. Working closely with South Tyneside Social Services, the Primary Care Team, the Care Quality Commission and through discussions with families/carers and the residents themselves via advocates where necessary, it was decided that supported living would not afford the high level of support required for the residents who have lived there for many years. Members of staff are currently supporting the residents there with refurbishing their homes both internally and externally to begin a new future and provide for their needs over the coming years.

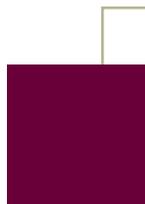
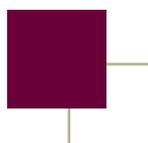


## Scotland

A new service has recently come into operation in Neilston, Scotland. Saint John of God Hospitaller Services has been working in partnership with East Renfrewshire Social Services for the past five years, initially to manage the closure of Saint Mary's Nursing Home, Barrhead and latterly to provide a supported living service for the people who lived there.

In 2007, the Brothers of the Hospitaller Order of Saint John, the founding organisation of Saint John of God Hospitaller Services, were keen to develop further services within Scotland and offered Casa Venegas, the Brothers' community home in Scotland, as a potential service. Research that had been commissioned, together with research and a report from the Scottish Executive, indicated that there was a vital need for providers to offer accommodation and support for school leavers with additional support needs.

After discussions and negotiation with East Renfrewshire Social Services, we are now providing a supported living service for two young men who were previously in residential boarding schools in Aberdeen and Ayrshire. This is Hospitaller Services' first venture for specialist autism services within Scotland, which we hope will be the start of further development for the future needs of people in Scotland.



## Gillian's Story

Our residential care home in Billingham provides twenty-four hour care and support for adults with profound learning and physical disabilities, and complex care needs. This was Gillian's home since she moved there in 1995 and until 2007 when it was identified that she would benefit greatly from being supported in her own home - something Saint John of God Hospitaller Services would hopefully be able to support her with. This was to be a new venture for the local borough council, as it was to be a shared ownership between a housing association and Gillian. It proved to be a much lengthier process than anticipated and in the meantime Gillian had to move to another residential service where she stayed for two years. However once the house was purchased, Gillian's mother contacted us again. As she thought so highly of the care we provided for her daughter whilst in our residential care home in Billingham, her wishes were for Hospitaller Services to provide the care for her once again when she moved into her new home.

Consequently Gillian moved into her own bungalow in July 2009 with the care being provided by Saint John of God Hospitaller Services. The bungalow is within walking distance for a number of her close family members enabling strong family links to be maintained.

"It is extremely satisfying to be able to provide this support for Gillian and especially good to see her enjoying her new home with one-to-one staffing to support her needs. This is a great success story of a person using our services who has moved on from residential care into her own home."

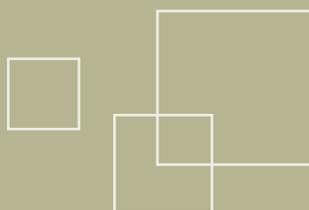
**Kay Waite, Operations Manager**

Gillian was one of the first residents to move into Hospitaller Services' residential care home in Sandown Road, Billingham. She settled in very well and lived there for twelve years. It was then decided that Sandown Road was not the right place for Gillian and she was moved to a care home, which wasn't ideal and was far from her family.

Staff at Saint John of God Hospitaller Services suggested supported living may be the best option of support for Gillian. This was then pursued and I specifically asked for Hospitaller Services to provide the care. Gillian moved to her bungalow and she is supported by two members of staff from Sandown Road who had been Gillian's key workers and had expressed they would like to look after Gillian when she moved to her new home. As Gillian had had so many unsuitable moves in her life there were more behaviour problems than expected in the first few weeks after moving.

I cannot thank the staff enough for their dedicated and unwavering support given to Gillian. I know how very difficult things were and they never complained. It is because of these lovely, caring people that Gillian is becoming much more settled and trusting, and more like her old self: happy and relaxed, and thoroughly enjoying her bungalow, her home.

**Mrs Lillian Calvert (Gillian's mother)**





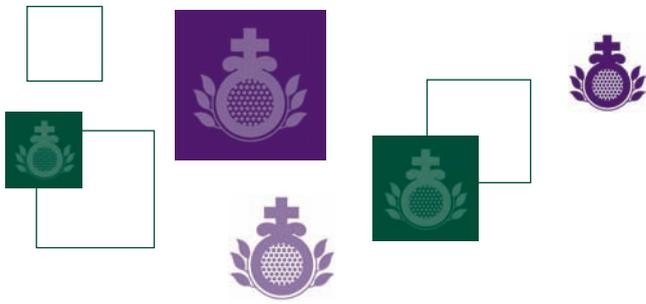
# Respect

*Let everyman be respected as an individual...*

▶ *Albert Einstein*

We respect first and foremost the dignity of each individual  
- to be born, to live in comfort, decency and with personal dignity,  
and to die with the same dignity.

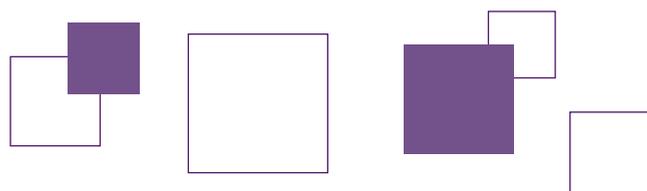
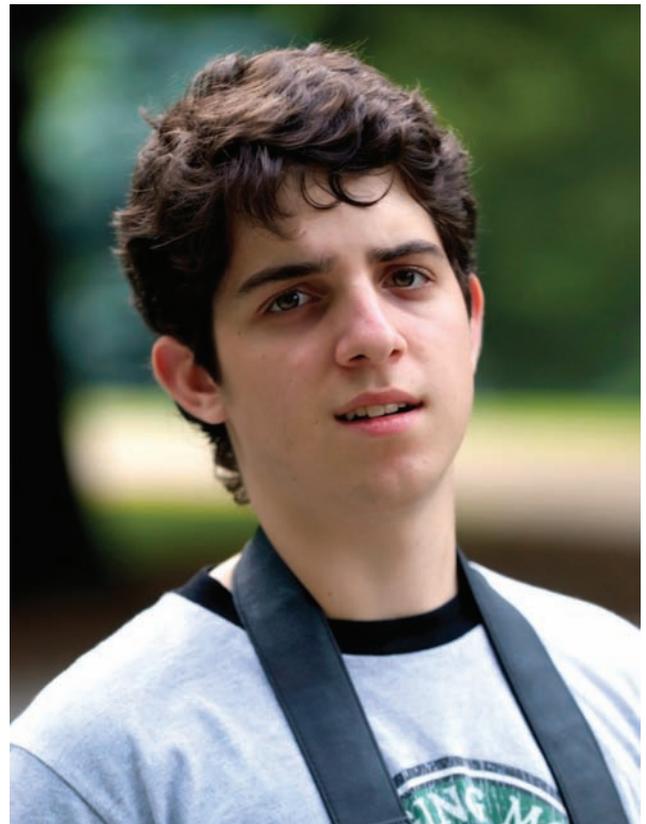




## Meeting the needs of people with autism/Asperger syndrome

Another service recently established by Saint John of God Hospitaller Services is a much needed accommodation and support service for young adults with autism/Asperger syndrome and is based in Welwyn Garden City in Hertfordshire. It has long been identified by Hertfordshire County Council that there was a need for a specialist service for people with Asperger syndrome, who do not fall neatly into the eligibility for either learning disability or mental health services. For the first time these young people will have the chance to purchase a service that understands their needs and assists them to make choices on how they live their lives and who will support them. The staff working in this service will all have advanced, specific training in how to support someone with autism/Asperger syndrome. This knowledge will then be used to develop support plans around each individual's needs and wishes.

The service will be provided in the property that once served as the community house for the Brothers based in the South, in Welwyn Garden City. The Brothers, now having moved to the Olallo Service in London, were keen to retain the property and make a provision for people who needed it.



“The common story of the people referred to us is of people in receipt of ‘Direct Payments’ (money with which they can purchase their service directly), but with no appropriate services to purchase as there are limited services available to understand and support people with autism/Asperger syndrome. The ‘In Control Scheme’ piloted by the Government, offers an alternative approach for people to control the way services are delivered and is helping people with Asperger syndrome to be able to purchase services that meet their specific needs. This approach gives the individual the ability to control the way they access the community’s resources, at a time that is convenient for them and this helps to reduce anxieties and stress. This new project will work with this new way of delivering services and we are extremely excited about this new venture.

It is a big change in someone’s life to move away from the stability and security of home, but with the support from the staff and other professionals involved, we are convinced that this much needed service will help the young adults who live in it to develop skills that enable them to move on into independent living and live the life that they choose.”

**Caroline Stockwell, Service Manager**

“ We had heard positive things about Saint John of God Hospitaller Services, but never thought about them as being an autism specific service provider. Since being introduced to the project and having met the manager and one of her team members, we are optimistic about the project for a number of different reasons. It is important to our family and especially to our son that he receives support from people who understand the needs of Asperger syndrome and/or high functioning autism. This is a hidden disability that can pervade all aspects of daily life.

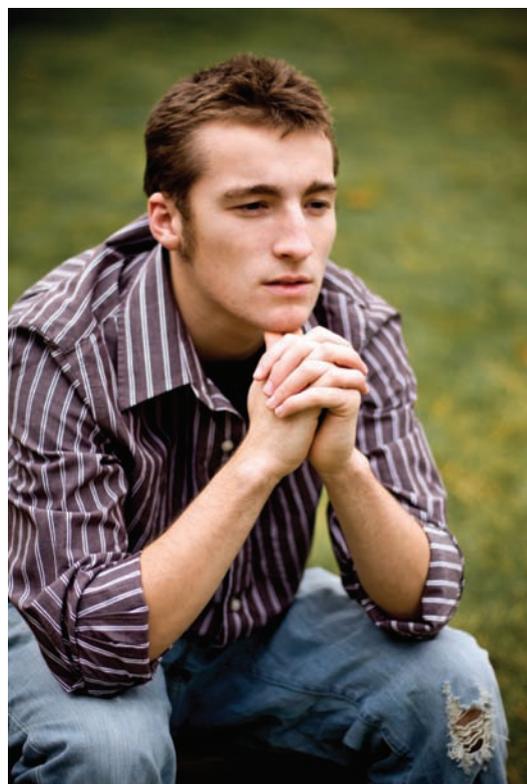
We were pleased and relieved to hear that the manager has already worked with someone with autism and Asperger syndrome, and that all staff will be trained specifically to support people with these disorders. In addition, our son has complex health needs and the staff members from Saint John of God Hospitaller Services have made every effort to engage with the family and demonstrated a thoroughness in identifying all of our son's needs, and thinking of creative ways to support him. The approach to our son's participation in this service has been positive and we hope that this is the start of a long term placement for our son in an understanding and appropriate environment where he can continue to grow and flourish. The family look forward to working with project staff in an open and transparent way, building a trusting relationship that will underpin our son's own feelings of wellbeing in his new home.”

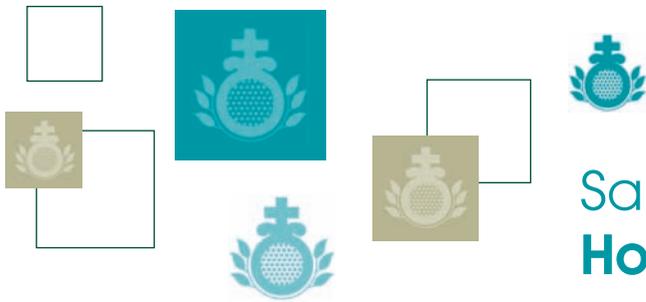
**Susan McCann (Mother of person using the service)**

## What is **Asperger syndrome**?

Asperger Syndrome is a form of autism, which is a lifelong disability that affects how a person makes sense of the world, processes information and relates to other people. Autism is often described as a 'spectrum disorder' because the condition affects people in many different ways and to varying degrees. Many people with autism/Asperger syndrome do not get diagnosed until they reach their teenage years. Schools often label people with undiagnosed autism/Asperger syndrome as being 'problematic'. This can lead to bullying and subsequent mental health problems and frustration.

Asperger syndrome is mostly a 'hidden disability', meaning that you can't tell that someone has the condition from their outward appearance. People with the condition have difficulties in three main areas: social communication, social interaction and social imagination. While there are similarities with autism, people with Asperger syndrome have fewer problems with speaking and are often of average, or above average, intelligence. They do not usually have the accompanying learning disabilities associated with autism, but they may have specific learning difficulties. With the right support and encouragement, people with Asperger syndrome can lead full and independent lives.





# Saint John of God Horticultural Training Centre

Saint John of God Horticultural Training Centre, known locally as Digswell Nurseries, offers a supportive working environment and training opportunities to vulnerable people in the community. The Centre forms a chief part of the leisure, education and occupational services, (LEOS) provision by the Charity operating in Welwyn Garden City, Hertfordshire and was originally the horticultural nursery owned by Welwyn and Hatfield Council. Contracts still in place with Welwyn and Hatfield Council allow the work of the students to be seen throughout the community, with the Centre being the main supplier of bedding plants for the parks and gardens in the area. Not only does it offer people the opportunity to participate in the day to day running of the Centre, but also encourages people to have ownership of their own project, and to actively contribute to the management and development of the Centre.

Over the past twelve months the staff team and students have worked hard to build on the past successes of the Centre in order to appeal to a wider audience of customers and attract those who had not previously heard of the Centre, with the intention that the Centre can be self-funding and offer a greater range of facilities and services for vulnerable people and the wider community. Following a period of research, it was found, for example, that in the local community of Welwyn and Hatfield, there were few places for small children to 'let off steam' in safe, peaceful and easily accessible surroundings and no where with free entry or parking. The Centre addressed this and developed a purpose-built play area for small children, which in the few months since it opened has proved a huge success.

A new coffee shop has made a welcoming area for all, but in particular residents of the local nursing home, whose daily visits there have become a regular part of their day.

A re-launch event was organised to publicise the new areas of the Centre and increase the number of customers and plant sales. 'happygardeners.org' was launched to promote the appeal of gardening and offer information about the Centre and its facilities. The event was covered by local radio station, Hertbeat FM, with a live broadcast from the Centre.

Renovation of the Centre was aided by the National Probation Services and Community Payback. The offenders under the scheme, worked hard as part of their service, renovating pathways, weeding, moving plants and laying slabs onto the new allotment area. As well as the Community Payback team, the Centre's partnership with North Hertfordshire College New Deal Placement Scheme continues, offering works and skills experience to those who are recently or long-term employed. The most recent group of placements were a great asset to the permanent staff team during the busiest period of the year and throughout the re-launch period.

"We are integrating all parts of the community at Digswell: vulnerable and elderly people, unemployed people, and parents and young children."

**Robert Locke, Operations Manager**





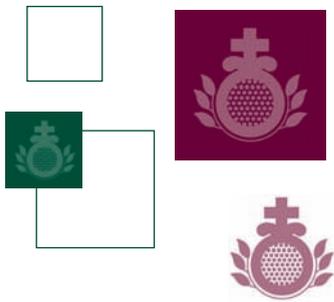
“The effect of the advertising was more than we could have expected. The nurseries were at their busiest for a long time, with a wide range of people of all ages of the local community coming to have a look at what Digswell Nurseries had to offer. Children were running riot in the play area, ladies were sampling cappuccinos from the coffee shop, and trolleys of plants were flying into car boots!”

**Sue Beard, Head of Visitor Services and Development**

“With the success of the re-launch weekend, and the weeks that followed, Digswell has had a great response with very positive feedback from the local community, and a much wider range of people visiting the nurseries. Many people have also been visiting the new website. A great success all round for the whole team, who have all worked so incredibly hard!”

**Pat Cowley, Head of Operations and Strategy - South**





**Olallo Service**

## Helping migrants to lead independent lives



All clients to the service come from referrals from a number of existing outreach teams. Following referral, a full risk and needs assessment is made after which an offer of accommodation is made, conditional on an agreed plan of support. This details individual actions that are specific to the needs of the client and can be timetabled and monitored by the caseworker. A final review takes place after six weeks. At this point any extensions to the stay are applied for and need to be specific and time limited. If an extension is not agreed then reconnection to their home country is put forward once again as the best option.

*“The emphasis of our work is on providing good quality and highly specialised advice, information and guidance.”*

**Dave Barratt, Project Manager**

**The Olallo Project** was born out of the concern for the increasing numbers of A10 nationals\* coming to the UK to find work, then finding themselves sleeping on the streets of London with little or no support.

\*People from Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia and Romania.

In response to this plight the Hospitaller Order of Saint John of God, the Poor Servants of the Mother of God and The Passage provided a means to address this problem: an accommodation based training and a reconnections service in Central London ran under the auspices of Saint John of God Hospitaller Services. It aims to create independence, and all who benefit from the service must be willing to engage in the support they will be given to find a job, and eventually somewhere permanent to live.



*“It was a bold and potentially high risk undertaking, but one to which the Charity is committed in order to reach out to this marginalised client group. There was no existing model to adopt so it was down to Hospitaller Services to create a new model of innovation and excellence.”*

**Bridget Doogan, Chief Executive,  
Saint John of God Hospitaller Services**





Key features of the service include daily job-search - using a specialist search engine in addition to local and national newspapers and publications, staff led sessions assisting with finding employment, English classes, employment workshops including CV preparation, interview skills, life skills including financial management, Level 2 Food Hygiene and the Construction Safety Certification (CSCS) course.

On the service's first day of opening in December 2008, nine referrals were accepted. In the first six months, fifty referrals had been made to the service, out of which thirty-three individuals were accepted into the service. The service received a higher than expected number of referrals of women and as a result the first floor area has been designated as a women only space. Again this is a vital development to ensure the most vulnerable of clients are able to safely access the service.

**Referrals by nationality:**

Polish: 36%	Romanian: 26%	Lithuanian: 18%
Latvian: 10%	Czechoslovakian: 6%	Hungarian: 4%

Out of twenty-nine residents who stayed at the Olallo Service for more than three weeks, eighteen (62%) achieved employment.

In the current economic climate obtaining sustainable employment will however continue to be a challenge.

A major area of success for the service has been the joint outreach sessions worked with the Camden Crime Reduction Initiative team. This outreach service includes making contact with verified rough sleepers and doing translation work, establishing nationality and basic needs, through to full assessments and onto targeted work to assist getting emergency help.

“We helped a Polish individual who had been assaulted and set on fire whilst rough sleeping to receive emergency medical attention and subsequent hospital admission.

We were also instrumental in getting a couple, the women being pregnant, into temporary bed and breakfast accommodation and facilitating an emergency detoxification for a client.”

Accounting for resettlement, reconnection and employment, there has been a **sixty-six percent positive move-on** which is a very good start for the service.

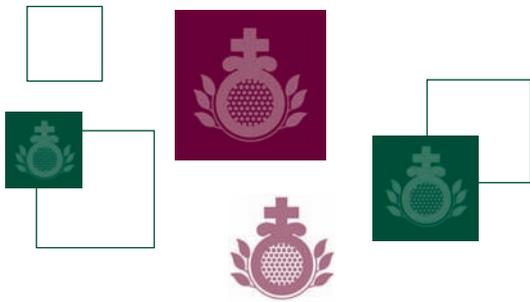
We will continue to investigate imaginative and alternative move on options as the difficulty of finding suitable private rented accommodation increases.

The service has been very successful in building external partnerships and is receiving recognition at various levels for the work we are doing. The service is now a known provider throughout homelessness services in London and has had enquiries from more than thirty organisations wanting further information about the service. In addition to exposure in the Catholic press, the service has been featured in publications as diverse as the Pavement, a user led free magazine produced by and for homeless people in London, through to an article in The Times. We were invited to be featured on Trevor McDonald's Tonight programme, but declined this as the project was in its early stages at the time.

“We are developing a reputation for quality and innovation and are becoming leaders in this field.”

**Funding**

There is limited statutory funding available for this service. A fundraising strategy is in place to ensure its financial viability. Funding to date is due to the generosity of other religious orders and congregations, trusts and partner agencies, as well as the Hospitaller Order of Saint John of God and Saint John of God Hospitaller Services. The long term survival of this hugely worthwhile service depends on the willingness of people and organisations to support it financially, and to secure and campaign for further statutory funding.



## Olallo Service ► continued

The Olallo Service has got off to a very good start. It is achieving high levels of employment outcomes and equally good positive move on statistics. It seems to be developing the right balance between focused support and empowerment, and is providing real opportunities to those who otherwise would be left destitute and with no hope. The model of the service is without doubt proving to be a success and in the future will expand its group of referral agencies. Whilst the remit remains clear, to get clients into employment, the aim of the service will be to focus on providing advice, information and guidance.

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



### \*Dawud B's Story

Dawud was referred to us via Crisis. He had been rough sleeping in Victoria for two months before going into the emergency winter shelter. Prior to this he had been drifting across Europe working and sleeping rough. He had no paperwork other than his ID card and although aware of the restrictions on Romanian workers, he did not want to return home. We initially addressed the issue of ID. He was encouraged to speak to family at home and was able to get his passport, which is essential for work in the UK, sent by secure post directly to us. With his passport we were able to get a bank account opened for him. Dawud had a good level of English, so was able to access a construction industry training course, which he passed and obtained his CSCS (Construction Skills Certificate Scheme) card. With the downturn in the economy, construction work was becoming harder to find so he looked at other options. Catering was identified as a good route. During this period he used our daily job-search sessions to look for possible employers and then registered with a number of agencies. Through an agency he was able to start work as a kitchen porter. To improve his options, he also took our internally provided course on Level 2 Food Hygiene, which he also passed. The work via the agency became more regular and he was promoted to the front of house waiting staff. David was then able to save sufficient money to move into his own private rented room and leave the service.

\*Name has been changed

The Olallo Service has been named after Blessed José Olallo Valdes, a Cuban Brother of the Hospitaller Order of Saint John.

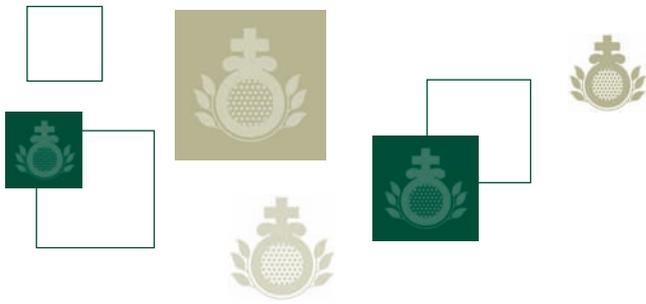


# Justice

*It is in justice that the order of society is centred* ► Aristotle

We value the 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 therefore respond to, defend and promote the rights of all.





# Saint John of God Religious Management Services

This service responds to the issues facing many religious orders and congregations today, particularly in relation to the increasing age and care needs of elderly Religious, working with lay staff and the implications of care standard legislation. The Religious Management Services offer a full complement of support to meet the needs of each individual order and congregation, whether it is assistance with payroll, recruitment, human resource issues, staff training and development, or full management of the community home, including sourcing and recruiting a complete staff team and managing the whole service.

Consultancy services cover a wide range of needs, from assistance in developing policies and procedures, recruitment, staff training, facilitation days, assessment of environments and recommendations, monthly proprietor/pastoral visits, line management, and chairing Management Advisory Boards.

*“The fact that we can contact the managers in the service at any time, as well as senior managers, is so valuable...”*

*“We really appreciate the Brothers’ active involvement with the service delivery, from contact with the Hospitaller Provincial and other Brothers’ regular attendance at service and management meetings, reinforcing the quality of spirituality and hospitality with which Saint John of God is associated.”*

**Sister of religious community**

## Looking Back

The last year has seen a period of significant growth for Saint John of God Religious Management Services with much development in service provision.

Not only has it continued to provide consultancy services to a significant number of religious orders and congregations in various parts of the country, but has taken on the management of services with a provision of care or support for another five orders, which are:

*Daughters of the Holy Spirit, Olney, Buckinghamshire  
Sisters of the Holy Cross, Gerrards Cross, Buckinghamshire  
Society of Jesus (Jesuits), Preston, Lancashire  
Fathers of the Sacred Heart, St John’s, Stockport  
Fathers of the Sacred Heart, St Joseph’s, Stockport*

The provision of management for the new services has included transfer of employment of existing staff, or recruitment of new staff teams to meet the needs of the services.

In April 2009, the small service at Bethany closed because of the decreasing number of sisters. However this small group has moved to live with their congregation at Bryn Mair Convent in Pantasaph, which the Religious Management Services will continue to work with.

To meet the ever-growing demands of the Religious Management Services, the staff team has been enhanced in number to incorporate a nominated manager for both the North and South of the country, and appropriate human resources and administrative staff to provide the necessary support for the Religious who use the services.





# Clare Abbey Darlington

When the Poor Clare Sisters moved out of their abbey in Darlington to leave the region for a new convent in Herefordshire, they gifted the abbey to the Brothers of the Hospitaller Order of Saint John of God.

The Brothers, together with the chief executive's office and management team of Saint John of God Hospitaller Services formed a project group to identify how best to utilise the potential of the abbey. A number of potential areas of unmet need have been identified and in depth research has been undertaken. One area of research has been into specialist dementia nursing for Darlington and the wider community. This research has identified a number of care homes, but these were mainly residential with a minimum number of specialist dementia care beds. The aim for the future, as part of the development of Clare Abbey, is to provide specialist care and support required to meet the needs of second stage dementia, which requires the skill and expertise of qualified nursing teams.

The need for specialist dementia care, as widely recognised, will increase during the next five to ten years as our elderly population increases and consequently the percentage of people who will suffer from dementia will increase also. It is felt therefore, that should a 'centre of excellence' for dementia nursing care provision be established, which will meet specific needs of sufferers and their relatives, because of the reputation and history of Saint John of God Hospitaller Services in this field, placement there would be the choice of many.

Another area of research surrounds the establishment of a service for children and young people, which would work with children with a wide range of needs and provide an environment and space to address their issues.

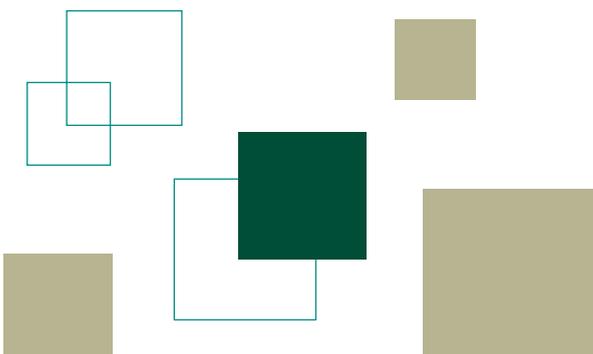


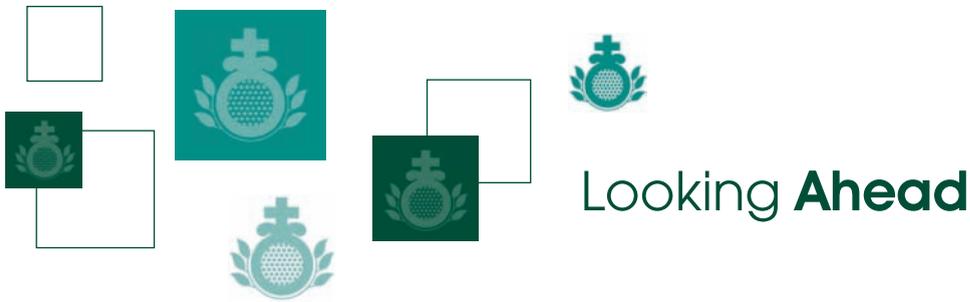
## Looking Ahead

Over the next few months, a further three services will be fully managed under Saint John of God Religious Management Services: Sisters of Saint Paul the Apostle, Selly Park, a thirty-six bed registered nursing home for sisters; Sisters of Sion, Worthing, care provision for sisters, and the Pallottine Missionary Sisters, Macclesfield, a twenty-six bed registered residential care home.

*“Working with religious orders and congregations has many demands, though these are outweighed by many rewards. Wonderful hospitality, meeting so many kind, caring, people, and being so appreciated, to name but a few.”*

**Sara Hopkins, Head of Operations and Strategy  
- Religious Management Services**





## Our future beyond 2009

This mission plan for Saint John of God Hospitaller Services has been developed to express the dreams, intentions and hoped for outcomes of those who work in and with our services and most importantly, those whose lives will be affected through using those services.

Through listening and consulting widely with many whose lives are impacted by Hospitaller Services, five strategic priorities emerged:

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

Over the next five years, these priorities will be central to our work and will help us to strive towards our dream of a hospitable society where needs are met without discrimination. This dream of Hospitality spells out our firm commitment to serve the people and communities we work with, and to make sure that our values have real life in the daily behaviours and interactions of everyone in our Charity.

### 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.

*"The people who use our services are at the centre of everything we do."*



## 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 in place to support the long term strategy.”**

## 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 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.

**“Priority is given to finding innovative and creative ways of involving people who use our services in reviewing their own care and support needs.”**

## 4 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 need in an innovative way, both in areas where we already provide a service and in new areas.

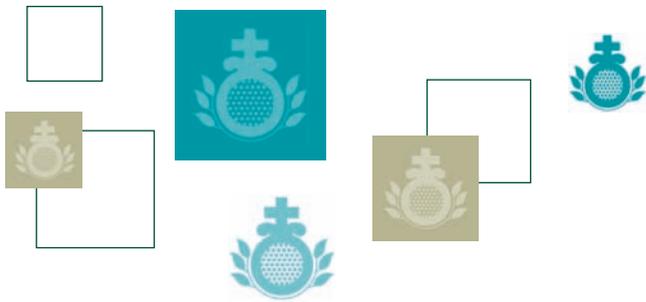
**“Unmet needs in current service provision are identified and acted on.”**

## 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.

**“The voice of the people who use our services influences decision-making at all levels in the Charity.”**





# Financial Review

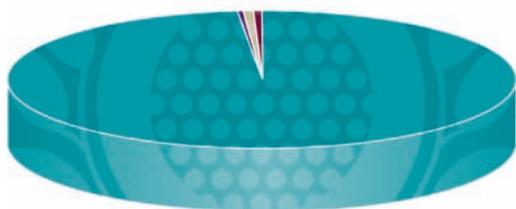
## Summary Statement of Financial Activities for Year Ended 31 March 2009

	Restricted Funds	Unrestricted Funds	Total 2009	Total 2008
	£,000	£,000	£,000	£,000
<b>Incoming Resources</b>				
Voluntary donations and legacies	99	76	175	189
Incoming resources from charitable activities	2,630	14,594	17,224	16,196
Activities for generating funds	-	145	145	169
Investment income	-	57	57	45
Transfer from Hospitaller Order	-	-	-	40
<b>Total Incoming Resources</b>	<b>2,729</b>	<b>14,872</b>	<b>17,601</b>	<b>16,639</b>
<b>Resources Expended</b>				
Cost of generating funds	-	315	315	211
Charitable activities	2,663	15,286	17,949	16,304
Exceptional costs	-	260	260	-
Investment management costs	-	14	14	4
Governance costs	-	17	17	47
<b>Total Resources Expended</b>	<b>2,663</b>	<b>15,892</b>	<b>18,555</b>	<b>16,566</b>
Incoming / (outgoing) resources	66	(1,020)	(954)	73
Net before investments movement				

## Balance Sheet as at 31 March 2009

	2009		2008	
	£,000	£,000	£,000	£,000
<b>Fixed Assets</b>				
Tangible assets		1,403		1,056
Investments		1,638		2,042
<b>Total Fixed Assets</b>		<b>3,041</b>		<b>3,098</b>
<b>Current Assets</b>				
Debtors	1,648		1,467	
Cash at bank in hand	195		348	
<b>Total Current Assets</b>		<b>1,843</b>		<b>1,815</b>
<b>Current Liabilities</b>				
Creditors amounts falling due in within one year		(2,741)		(1,309)
Creditors due after more than one year and provisions		(55)		(10)
<b>Net Assets</b>		<b>2,088</b>		<b>3,594</b>
<b>Funds</b>				
Unrestricted funds		1,639		2,961
Restricted funds		449		663
<b>Total Funds</b>		<b>2,088</b>		<b>3,594</b>

### Income 31 April 2008 - 31 March 2009



■ Fees for accommodation and day services	17,224,000
■ Investment income	57,000
■ Legacies and donations	175,000
■ Income from activities generating funds for the charity	145,000
<b>Total Income</b>	<b>17,601,000</b>

### Expenditure 31 April 2008 - 31 March 2009



■ Cost of running accommodation and day services	17,949,000
■ Cost of generating our funds	315,000
■ Exceptional costs	260,000
■ Investment management costs	14,000
■ Governance costs	17,000
<b>Total Expenditure</b>	<b>18,555,000</b>

## Results

The year ended 31 March 2009 proved a very difficult year for the Charity. On the positive side income from activities grew by 5.7%, however costs grew by 11.5%, which resulted in a large operational deficit.

The higher costs were a combination of one off exceptional costs and other large underlying cost increases. In respect of the latter in particular, the shortage of nursing staff and other key workers meant a greater reliance on agency staff. Other significant like for like cost increases were in relation to energy costs, food costs, and costs of maintaining the various premises. All in all, unbudgeted and exceptional costs added approximately £0.874 million onto the cost base.

## Cash

The financial challenge outlined above, together with an ongoing capital expenditure programme aimed at maintaining the high level of service provision, placed a significant strain on the Charity's cash and working capital facilities. Since the year end the recruitment of a new head of finance has helped to put procedures in place to ease the strain on cashflow and enable the borrowings to be restructured to better suit the Charity's needs going forward.

## Investments

The investments held by the Charity were not immune to the huge downward pressure in the global investment markets. This resulted in a reduction in the value of investments by £0.510 million, although values have recovered somewhat and the Trustees have amended their investment strategy to try to provide even greater capital protection in the future.

## The Future

The cost pressures of 2008/09 will remain. The Trustees remain focused on trying to find efficiency, as funders are increasingly reluctant to pass on inflationary increases. The Charity's principal sources of income are from Local Authorities and Primary Care Trusts in the form of individual care or supported living packages. Given the increasingly huge pressures on national and local government in relation to the spending, there is likely to be more and more squeeze on our principal funding sources. The Trustees remain optimistic however that the Charity can respond and have plotted a course for 2009/10 to return to a break even position.

## Funding

The current situation and the Charity's long record of funding and meeting unmet care needs means that increasingly the Charity's needs to widen its sources of funding and the Trustees are focusing on a strategy to do this.

## Trustees' Statement

The summary financial statements are a summary of the information contained in the unqualified audited accounts of Saint John of God Hospitaller Services Limited for the year ended 31 March 2009. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the Charity. For further information, the auditor's report and the trustees' report should be consulted. Copies of these can be obtained from:

### Publications and Marketing Department

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

Mark Barnish  
Head of Finance





# 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 migrants 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 instruction form to your bank 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 enclosed form.

*giftaid it*

## 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 Order and a £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: Hospitaller Order of Saint John of God*



# Trust

*The only way to make a man trustworthy is to trust him* ▶ Henry Stimson



Our proclaimed values demand that we value trust, for there are many who rely on the Order for much and in return, the Order relies on them. Our mutual need for one another demands that we always seek to promote confidence in the truth, worth and reliability of one another.

## Services in Great Britain

### SCOTLAND

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East Renfrewshire Supported living service

### NORTH EAST

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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  
Supported living service  
Darlington Residential care for people with physical and learning disabilities

### NORTH YORKSHIRE

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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

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

### HERTFORDSHIRE

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

### LONDON

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Central Accommodation and training for migrant workers  
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  
Recovery and resettlement services

### NORTH WALES, LANCASHIRE, BUCKINGHAMSHIRE, BIRMINGHAM, DORSET, LONDON AND KENT

Working in partnership with other religious orders and congregations

### SAINT JOHN OF GOD MANAGEMENT SERVICES

Providing consultancy services for religious orders and congregations

**THE MEDAILLE TRUST** support for women and children freed from human trafficking.

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