



# nightingale hammerson

ANNUAL REVIEW

2021



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## LETTER FROM HELEN SIMMONS, CHIEF EXECUTIVE

The year has continued to be our busiest and most challenging during this journey with Covid-19. I am very proud of our highly skilled and dedicated team of care professionals and support teams, led by our expert senior leadership team. Staff teams, trustees and volunteers pulled together again, as a community and network of strength and support, for our residents. We have faced these challenges with determination, empathy, incredible hard work and support for each other, utilising our values at every turn.



**“we will be a voice for our residents and ensure their rights within society are on an equal standing to others outside of a care home setting.”**

Covid-19 will likely challenge us in the coming months and years ahead. We will continue to respond to government and medical guidance on how care homes should be managed during this time. However, we will be a voice for our residents and ensure their rights within society are on an equal standing to others outside of a care home setting. Social isolation is not acceptable and we will do all we can to ensure our residents' well-being, should we face future lockdowns.

This year, we opened Hammerson House, Wohl Campus. This was no mean feat during a pandemic, but the resilience and determination from all who were involved meant we could do so with minimal delay and disruption. This wonderful home now increases our provision of exceptional care for over 250 residents. I am very proud to have been part of realising this vision and to provide a modern and advanced, specialised care offering for the community.

Following the opening of Hammerson House, Wohl Campus, we were delighted to be nominated and win the prestigious Building Better Healthcare Awards. This award celebrates the outstanding achievements and innovation in healthcare and recognises those who are leading the way and who are transforming patient care in both the NHS and private sectors.

Nightingale House was again presented with the Quality Hallmark Award at Platinum status. This recognises the sustained practice to maintain the Gold Standards Framework for end of life care and highlights the high quality palliative care provided within our home. My congratulations to the Nightingale Hammerson Team; for their professional conduct and dedication to supporting and comforting our residents to live their best life before they die.

In November 2021, we hosted the first Care Home Research Forum at Hammerson House, Wohl Campus. We welcomed professionals within our sector to a day of presentations from experts in their fields; we thank them for sharing their knowledge, research outcomes and good care practice. It was a unique event for all and a bridge between care homes and research is now built.

The year ended with further recognition of our skilled staff teams' hard work. The Nursing Times shortlisted three teams as finalists for the Workforce Team of the Year, Overseas Nurse of the Year and Nurse Manager of the Year. Congratulations to our team members for these achievements.

I have every confidence that Nightingale Hammerson will continue to provide outstanding care for our residents, who always come first in all that we do.





LETTER FROM  
**HARVEY ROSENBLATT, PRESIDENT  
 AND MELVIN LAWSON, CHAIRMAN**

2021 has provided another milestone in our charity's 181-year history



**“enormous gratitude to our donors and supporters who enable us to continue providing exceptional care.”**

The senior leadership team continued to guide our skilled and committed care team throughout the pandemic. Their management ensured the provision of outstanding care was maintained and our exceptional care team worked with great compassion to keep residents safe. We sincerely thank everyone for their ongoing commitment to providing our high standard of care during this pandemic; it has not been an easy journey, but everyone's hard work and dedication is truly commendable.

In May, we were honoured to welcome Chief Rabbi Mirvis to Hammerson House, Wohl Campus, to perform the ceremony of Chanukat Habayit (a dedication to the house), ahead of the home's opening later that month. At the time, the country was observing the 'rule of six', as lockdown restrictions were beginning to ease for group gatherings. This small event, however, was extremely memorable and did not distract from

marking this great achievement for our charity.

None of this could have been realised without our hugely supportive and generous donors, patrons and friends of Nightingale Hammerson. The financial security they afford us, year on year, enables us to bridge the ever-growing gap between inadequate local authority funding and meeting our actual costs. This deficit can only be balanced with the generous support of the community, to whom we are incredibly grateful.

The challenging times look set to remain for the foreseeable future but we have great trust and confidence that the Nightingale Hammerson team will keep delivering our exceptional standard of care. We will continue to focus on staff well-being, attracting the best in our sector and retaining professional, high calibre staff.

Our continued and heartfelt thank you to everyone in the Nightingale Hammerson team.

# our vision, mission and values

We have a history of caring for older people in the Jewish community that goes back over 180 years. Our charity is built on the commitment to put residents first and to provide the best care possible. We strive to maintain the Care Quality Commission (CQC) status of Outstanding at Nightingale House – whilst we await our CQC rating for Hammerson House, Wohl Campus.

Never have our values been so respected and tested as they have during the pandemic. Our care and staff teams have lived and breathed our values through each day, ensuring residents are at the forefront of all that we do – but also because we needed to support each other – which we will continue to do.

**250+**  
residents are supported  
in both our homes



## OUR VISION

Our vision is to be an internationally recognised centre of care, excellence and innovation; a jewel in the crown of the Jewish community.

## OUR MISSION

Our mission is to be the leading organisation, recognised for providing the best relationship-centred care in the UK and to share what we know.

## OUR 2021-2024 STRATEGIC PRIORITIES ARE:

- We will extend our exceptional care
- We will embed continuous improvement & share expertise globally
- We will be the exemplar for Relationship Centred Care (RCC)
- We will generate the greatest impact for our residents from our resources
- We will expand our innovation programme, including the reach of our intergenerational work and use of technology
- We will be a first class employer.

## OUR VALUES

**compassion**  
**respect**  
**excellence**  
**dignity**  
**integrity**  
**teamwork**





## our charitable purpose

Nightingale Hammerson exists to be a leading provider of quality relationship-centred care for older Jewish people. We provide residential, dementia, nursing and palliative care services and treat all our residents with respect and dignity.

Our aim is to provide holistic care and support in a safe and stimulating environment using dedicated and trained staff and volunteers. We do this through the operation of two residential and nursing care homes – Nightingale House, in Clapham, and Hammerson House, Wohl Campus, in Hampstead Garden Suburb.

Nightingale House traces its origins back to 1840 in the East End of London. It moved to its current site in Clapham in the early 1900s and has continued to modernise and expand. It is fully equipped for those with residential, dementia, nursing and palliative needs. Nightingale House has 5 households and Hammerson House, Wohl Campus, 3 households (as at end of September 2021), namely:

Households	Dedicated Service	Capacity
Wine	Residential	45
Sherman	Residential Dementia	45
Osha	Residential	15
Wohl	Nursing Dementia	40
Ronson	Nursing	28
Pat	Nursing/Residential Dementia	20
Isaac Wolfson	Residential	20
Edith Wolfson	Residential	18

# acknowledgment to our patrons

We would like to thank all our donors who contribute to appeals, attend events and generously support our organisation.

## PLATINUM BENEFACTORS

Patricia & Richard Beecham  
Janet Bloch  
Jackie & Melvin Lawson  
Sue & Leo Noé  
Linda & Harvey Rosenblatt  
Charles Wolfson Charitable Trust  
Clare Duffield Foundation  
Crankstart Foundation  
Hammerson House Trust Limited  
Leo Baeck (London) Lodge Trust  
Pears Foundation  
The Benson & Lionel Black Foundation  
The Dorfman Foundation  
The Eric & Jean Beecham Charitable Trust  
The Gerald & Gail Ronson Family Foundation  
The Israel Lazarus Charitable Trust  
The John Black Charitable Foundation  
The Joyce and Norman Freed Charitable Trust  
The Loftus Family  
The Pauline & Harold Berman Charitable Trust  
The Shahmoon Family  
The Wolfson Foundation  
The Wolfson Charitable Fund  
The Wigoder Family Foundation  
Wohl Legacy

## BENEFACTORS

Susan & John Reizenstein  
Philippa & James Strauss  
Benecare Foundation  
Carole & Geoffrey Lawson Foundation  
Four Daughters Charitable Trust  
Grahame Charitable Foundation Ltd  
J Coral Settlement Trust  
The Lawson Charitable Foundation  
The Locker Foundation  
The Lord Leonard and Lady Estelle Wolfson Foundation  
The Rayne Foundation  
The Sarah and Samuel Lipton Charitable Settlement

## GOLD PATRONS

Lisa & Paul Althasen  
Carolyn & Nicholas Balcombe  
Ruth & David Barnett  
Suzanne & Keith Barnett  
Peggy Brett  
Vanessa & Paul Crocker  
Gillian & Michael Glasser  
Sarah & James Glyn  
Carolyn & Michael Goldhill  
The Grant Family  
Susan & Stephen James  
Ruth & Stephen Leas  
Edward Lee  
Rosemary & Michael Marks CVO MBE  
The Mintz Family  
Marilyn Ofer  
Penny & Richard Peskin  
Sheila & Nigel Raine  
Nicola Solomons  
Julian Taylor  
Françoise & David Winton  
The Archie Sherman Charitable Trust  
The Craps Charitable Trust  
The R & R Shine Charitable Trust  
The Ralph Levy Charitable Company  
The Raven Charitable Trust  
The Stuart and Ellen Lyons Charitable Trust

## PATRONS

Sharon & Jonathan Goldstein  
Amanda Jacobs & Charles Gourgey  
Loretta & Ronnie Harris  
Mark Panto  
Lois Peltz  
Humanitarian Trust  
M & C Charitable Trust

## FRIENDS

Tracey & Daniel Austin  
Joan & Robin Alvarez  
John Austin  
Lisa & Andrew Barnett  
Julie & Alan Bekhor  
Malcolm Dagul  
Margaret Fingerhut & David Tyler

Lord & Lady Dyson  
Nathalie & Jonathan Esfandi  
Susi & Harvey Gilbert  
John Goodwin  
Lydia & Manfred Gorvy  
Rochelle & Nicholas Hai  
Jennifer Jankel  
David Juda  
Lord Leigh of Hurley & Lady Leigh  
Sir Stuart & Lady Lipton  
Danielle & Sam Lipton  
Tim Lipton  
Jane & David Metter  
Joanna Millan  
Karen & Jonny Myers  
Linda & Robert Payman  
Elizabeth & Daniel Peltz OBE  
Roberta & Robert Perlman  
Alan Rind CVO  
Roberta & Stephen Rosefield  
Lynne & Nigel Ross  
Nina & Roy Sandler  
Michael & Gail Seal  
Lady Sharp of Grimsdyke  
Nicky & Alex Shinder  
Carol & Rick Sopher  
Elaine & Geoffrey Springer  
Priscilla & Melvin Tillman  
Laura & Stephen Zimmerman  
Denise Cohen Charitable Trust  
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Hirschel Foundation  
Michael & Ilse Katz Foundation  
Stanley & Zea Lewis Family Foundation  
The Atkin Foundation  
The Balint Charitable Trust  
The Brian & Jill Moss Charitable Trust  
The David & Jennifer Sieff Charitable Trust  
The Derek Raphael Charitable Trust  
The Heathside Charitable Trust  
The J L Wine Charitable Trust  
The Margarethe Charitable Trust  
The Ramar Charitable Settlement  
The Rose Foundation  
The Warsaw Family Charitable Trust  
The Ziff Family

# research projects with our university partners

Nightingale Hammerson partner with many experts in the field of care so we may always further best practice. Current partners include: UCL, KCL, Darzi Fellowship, Kingston University, City University and London School of Economics and Political Sciences.

## Recent and current research projects

- Intergenerational programme in a care home co-located with a nursery
- Impact of contractures
- Care home response to Palliative care and End-of-Life care during Covid-19: integration, communication and workforce resilience
- Reducing the use of inappropriate polypharmacy in care homes
- Study into the impact of the well-being in residents
- Cleaning, catering and housekeeping staff in care homes during Covid-19: Practices, Processes and Policies
- Palliative care and rehabilitation, a multi-centre qualitative study exploring the perspectives of nurses and occupational therapists
- A survey of UK SLT and activity co-ordinator practice in residential care homes for older adults
- EMBED-Care study, which aims to develop a new approach to palliative care for people with dementia
- Visit-id: a study of care home visiting arrangements during Covid-19
- NightCAP Study
- Improving the oral health of older people in care homes: A Feasibility Study (TOPIC)
- ImFaCON Study
- Human rights during Covid-19
- Improving care services for older people in care homes.



## our statement of public benefit

In setting the aims of the charity, the directors have had regard to the guidance published by the Charity Commission in respect to the provision of public benefit by charities.

Nightingale Hammerson is committed to providing the same level of care to all older Jewish people in need, regardless of their personal financial status. A substantial proportion of residents are in receipt of local authority or other government funding and the charity raises funds from its donors and benefactors in order to meet the ever-growing shortfall between government funding and the costs of quality care provision.



**70%**  
of residents actively choose to participate in weekly exercise classes (including 1:1 sessions or a personal, tailored exercise plan)



# our trustees

AS OF 2022

The directors of the corporate trustee act as the Trustee Board of the Charity. The Trustee Board meets formerly at least five times a year. Between meetings, directors engage with the charity, its volunteers and staff in many and varied ways, such as providing guidance on projects, raising funds, serving formally on committees or supporting new initiatives.

Directors are appointed via proposal to the Nominations Committee, which gives ongoing consideration to the range of skills and experience valuable to the Board. The Nomination Committee aims to match skillsets to the charity's overall strategic goals and the terms of reference of the committees of the Board. Our Board's responsibilities and delegated authorities are set out in the Terms of Reference of both the Board and the committees. Our directors serve 3-yearly terms up to a maximum of 10 years (the first year of service is deemed an induction year).

No director received any remuneration or expenses from the charity during the year.



**30%**  
of the community's care beds for the London area are provided by Nightingale Hammerson



**SUSAN GRANT**  
VICE PRESIDENT



**CAROLYN BALCOMBE**  
TRUSTEE



**DANIEL DAYAN**  
TRUSTEE



**ROS TAYLOR**  
TRUSTEE



**GILL LIVINGSTON**  
TRUSTEE



**JO BLACK**  
TRUSTEE



**HARVEY ROSENBLATT**  
PRESIDENT



**MELVIN LAWSON**  
CHAIRMAN



**PATRICIA BEECHAM**  
VICE PRESIDENT



**JOHN REIZENSTEIN**  
TRUSTEE AND JOINT  
TREASURER



**KEITH BARNETT**  
TRUSTEE



**PAUL AKTHASEN**  
TRUSTEE AND JOINT  
TREASURER

# our committees

During the year, the Trustee Board reviewed its committee structure to ensure it can adapt and adequately respond to the evolving challenges facing the charity and the adult social care sector, as a whole. The main committees of the Board are:

- **Nominations and Governance Committee:** Provides guidance on governance, leads on the recruitment of new trustees, reviews terms, reviews terms of office, and leads on directors' induction, appraisal and training.
- **Finance Committee:** Oversees all financial matters including the financial risk register, budget setting financial performance and financial planning. This Committee is led by the Joint -Treasurers.
- **Care Committee (formerly known as Care Quality Improvement Board):** Oversees all care-related matters to ensure that all regulatory requirements are met and care standards adhered to. Our clinical standards and practices are regulated by the Care Quality Commission (CQC).
- **Audit and Risk Committee:** Oversees the organisational risk assurance framework. It is also responsible for ensuring that the Board is apprised of the principal risks and plans are put in place to mitigate those risks. The membership of this committee includes the Chair of the Care Committee and a Joint Treasurer.
- **Property Committee:** This committee oversees all major capital projects and property compliance matters, with budgetary oversight from the Treasurers.
- **Investment Committee:** Oversees the investment portfolio and provides instruction to the investment managers in line with the charity's investment policy.
- **Technology and Innovation Committee (formerly known as the Technology and Innovation Advisory Board):** oversees the development and implementation of the ICT strategy.
- **Occupancy Committee:** Created to oversee residents' admissions, occupancy levels, service offerings and pricing policy across both homes.
- **Service & Quality Committee:** Responsible for undertaking service quality audits, reporting and implementation of recommendations to enhance service quality.
- **People and Remuneration Committee:** Created to oversee the people strategy, recruitment and retention issues, as well as, the appointment and remuneration of the CEO.
- **Fundraising & Marketing Committee:** Oversees the planning and implementation of fundraising plans, marketing materials and communications externally to boost voluntary donations and capital fundraising income.

In addition to the above, there are other groups set up to provide additional support to the main committees. These are the Fee Subsidy Group, Major Donor Group, Relationship Centred Care Group, Education & Development Group and the Care Risk Group. The Board of trustees may also on occasion, set up a task and finish group to provide support to the executive team and oversee the delivery of specific tasks, over a specific period of time.

**40%**  
of residents require advanced nursing care





**100%**  
of residents are assessed and supported by the Therapies team, as required



## our volunteers

Volunteers continue to give their time, expertise and companionship to residents. The team has been resilient and resourceful in their love and commitment to supporting our residents' engagement, despite the ever-changing challenges of the pandemic.

As lockdowns lifted we welcomed volunteers back into our homes. Their support has been absolutely invaluable during the pandemic, reducing isolation and supporting mental health for both residents and staff teams. It has been encouraging to note that the majority of the volunteer team has found the confidence to return. This really demonstrates their unwavering commitment to supporting and leading regular activities.

The volunteers have been willing to explore new ways in which we can use their skills to enrich the lives of our residents. Volunteer led group engagement has included:

- ✔ Supporting the visiting programme and visitor Covid-19 testing
- ✔ Rummikub and bridge sessions
- ✔ Outings
- ✔ Discussion group
- ✔ Weekly men's group
- ✔ Reminiscence
- ✔ Story telling
- ✔ Poetry group
- ✔ French conversation group
- ✔ Musical sing-a-long
- ✔ Hamishe cookery and baking
- ✔ One to one support in digital technology
- ✔ Assisting at meal times
- ✔ Art discussion group
- ✔ Pottery

We thank each and every one of our committed volunteers. Our community hugely appreciate their time, expertise and the joy they bring to our residents and supporting our care teams at Nightingale Hammerson. Their support for our charity is immense and we could not offer our wide reaching engagement programme and outstanding care offering without them; volunteer contribution to our work is invaluable and we continue to thank them from the bottom of our hearts.

# our senior leadership team

APRIL 2022



**HELEN SIMMONS**  
CEO



**ABIOLA YUSUF**  
DIRECTOR OF FINANCE,  
PROPERTY & ICT



**NUNO SANTOS LOPES**  
DIRECTOR OF CARE



**KEVIN NOBLE**  
DIRECTOR OF PEOPLE



**FLORIAN JOURDHIER**  
DIRECTOR OF HOSPITALITY  
AND OPERATIONS



## our team

### THANK YOU

Never have such words meant so much to our team at Nightingale Hammerson. Our trustees, families and residents thank you sincerely, for all that you do. We continue to acknowledge the hard work of our dedicated care professionals, support teams and volunteers at both Nightingale House and Hammerson House, Wohl Campus.

Together, we have all gone through another year of the pandemic and everyone has continued to work so hard, supporting our residents and each other. Your dedication, day in – day out, are sincerely appreciated. We know that some days can be harder than others but each day, we recognise your contribution to making our homes the wonderful places of outstanding care that they are. Your skilled profession, which also offers comfort and companionship to residents, cannot be overestimated.

Our teams are a true representation of our values. We thank each and every one of you for all that you do.

Nightingale House is the only Jewish UK care home rated 'Outstanding' by CQC

## A SNAPSHOT OF THANKS

AN EXTRACT FROM AN OPEN LETTER TO OUR CARE TEAM DURING LOCKDOWN

...Andrew, bravely, put the fundraising team on the 'Reception Rota'. Our receptionists were shielding and phones needed answering. I was possibly not the best person for the job but I mucked in, as many did.

One day a new resident arrived, accompanied by her son. It was clear he was finding this moment hard. He said goodbye to his mother in reception (lockdown did not permit him to go any further) and seeing her being taken to her room was upsetting for him. It was only the two of us left in reception and I went to speak to him to offer some words of comfort and reassurance; I was able to look him in the eye and to say that our care teams are wonderful; they are kind and will make his mum feel welcome, safe and comfortable. I had been in his shoes before I knew what he needed to hear.

I could only say this to him, with all honesty and sincerity, because I see all of you at work every day and you are amazing. You are the backbone of our society and the heart of Nightingale Hammerson. Thank you to each and every one of you. I hope that you and your families are proud of all that you do. I know we are.

From Catherine and the Fundraising Team

## THANK YOU TO OUR AMAZING CARE TEAMS (JANUARY 2021)



# hammerson house, wohl campus

In 2012 Nightingale House and Hammerson House merged and became Nightingale Hammerson. The original Hammerson House on The Bishops Avenue later closed to make way for a new, modern and carefully designed home for the future of our community's older age care needs.

In February 2021, the architects handed over the keys to our new building. We set about making the finishing touches to the décor, moving in the furniture, affixing signage and checking that everything was working as it should to finalise the completion of our home.



**“cast me not off in the  
time of old age; when  
my strength fails, do not  
forsake me.”**

Chief Rabbi Mirvis, quoting Psalm 71:9 during the ceremony



## CHIEF RABBI EPHRAIM MIRVIS JOINS US AT HAMMERSON HOUSE, WOHL CAMPUS: THURSDAY 6TH MAY 2021

Ahead of our first resident's arrival, our President, Harvey Rosenblatt and Chairman, Melvin Lawson were honoured to welcome Chief Rabbi Mirvis to Hammerson House, Wohl Campus to affix a mezuzah to the main front door. The ceremony of Chanukat Habayit – a dedication to the house – is of very special significance and we were hugely grateful to the Chief Rabbi for his support and time.

We were also delighted that Rabbi Liss, Rabbi Friedman and Rabbi Levin were able to join us for the ceremony. This made up our maximum event number of six. The country was observing the 'rule of six' during this time, where no gathering could exceed six people, who must be socially distanced and outside in the open air. The occasion was small but one that held enormous and emotive significance to everyone involved in coming to this point.



## OUR FIRST RESIDENT MOVES INTO HAMMERSON HOUSE, WOHL CAMPUS

Later in May, we welcomed the very first resident at Hammerson House, Wohl Campus. This was a very exciting moment for everyone at Nightingale Hammerson. It was also a huge moment for our resident and her wider family. The family told us how happy they were; knowing their mother would be well cared for, that she would enjoy each day and she would always feel and be safe.



## OUR HOME

Hammerson House, Wohl Campus, offers 116 large, en-suite bedrooms, with ergonomically designed furniture and a specialist bed to make life comfortable and practical. The four floors encompass six households, each specialising in a different care provision, including residential, nursing and dementia care. Each household has its own living room, activities kitchen, dining room, winter terrace and multi-sensory (Namaste) room. Every floor has a spa bathroom, which supports the work of our Therapy team.

Households have a quieter, more homely feel, set apart from the ground floor communal areas, which are a hive of activity and buzz of social interaction for residents, families, visitors, volunteers and staff teams. It is wonderful to see our community, young and old, growing and coming together in our home.

**THE CONSERVATORY, LOUNGE AND THE PEARS COMMUNAL HALL**

The Conservatory hosted its first event with Chief Rabbi Mirvis, it was the perfect venue for the occasion and wonderful to open the doors on to the beautiful courtyard garden where guests can sit in comfort outside. It was also turned into our first Sukkah; beautifully decorated, bright and welcoming, residents and staff were able to come together and enjoy the celebrations. On other days, it has become a perfect meeting spot for families and friends.

Similarly, the lounge is a comfortable, warm and perfect corner for chatting with friends, playing Bridge or enjoying the warmth by the fireside. The Pears Communal Hall also play hosts to sociable gatherings, on a grander scale, including exercise classes, group activities and hosting our first Care Home Research Forum, which brought together professionals from within the care sector, from all over the globe.



**RELIGIOUS PROGRAMME**

Our Religious Co-ordinators, Rabbi Asher and Rebbetzen Chana Bennett, have quickly become popular with residents and families, offering spiritual guidance and pastoral support. Shabbat services are held on Friday night and Saturday morning in the communal hall with Havdalah taking place on each household. Festivals have been a particular highlight for residents, with our Religious Co-ordinators and Engagement team collaborating to deliver an engaging programme.

We welcomed residents and their families to enjoy our first Chanukah at Hammerson House, Wohl Campus. The event took place in The Pears Communal Hall and lighting ceremonies upon households. Chana runs weekly group discussions around Jewish topics of interest as well as Challah baking with residents. She spends time building relationships with residents to understand their personal and spiritual needs.



**winner**  
building better  
healthcare  
awards 2021

**BUILDING BETTER HEALTHCARE AWARDS**

We were delighted that Hammerson House, Wohl Campus, won the prestigious Building Better Healthcare Awards in 2021. This award celebrates the outstanding achievements and innovation in healthcare and recognises those who are leading the way and transforming patient care in both the NHS and private sectors. It is a testament to all who were involved with realising the vision, development and building this magnificent home.

**15%**  
of our income comes  
from fundraising

**THANKING OUR FRIENDS AND DONORS**

We wish to formally recognise and offer our most sincere and heartfelt gratitude to all those who played a part in making Hammerson House, Wohl Campus, the beautiful and welcoming home that it is today. It is because of the remarkable generosity of our founding donors, as well as the vision and time of our lay and professional partners, that the building of our new home has been made possible. We are very proud that our charity is available to anyone in the community who may need our help today, but also to families and individuals who will need our support in the years to come.



## our care

### COVID-19

The care of residents at Nightingale Hammerson continued to be dictated by safe Covid-19 infection control measures. In December 2020, Nightingale House was the first care home in London to start administering Covid-19 vaccinations to residents and team members.

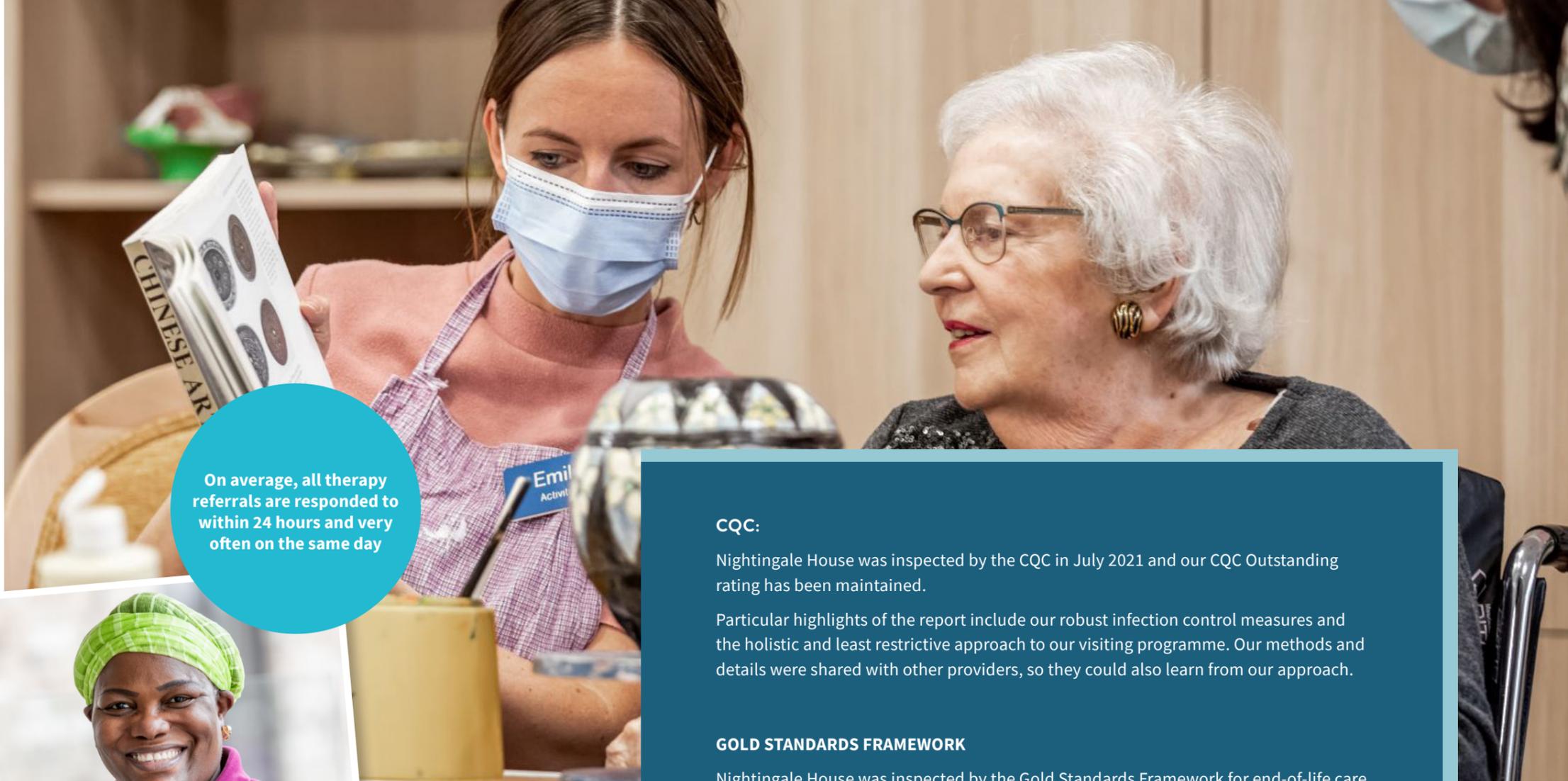
The second wave of covid-19 (between December 2020 and February 2021) was well managed. The care and support teams worked closely, facing the crisis together and supporting each other throughout the journey. There were high levels of sickness and some residents were infected. The impact, however, was managed well and our care always kept a human approach, without being too restrictive.

### ESSENTIAL CARE GIVERS

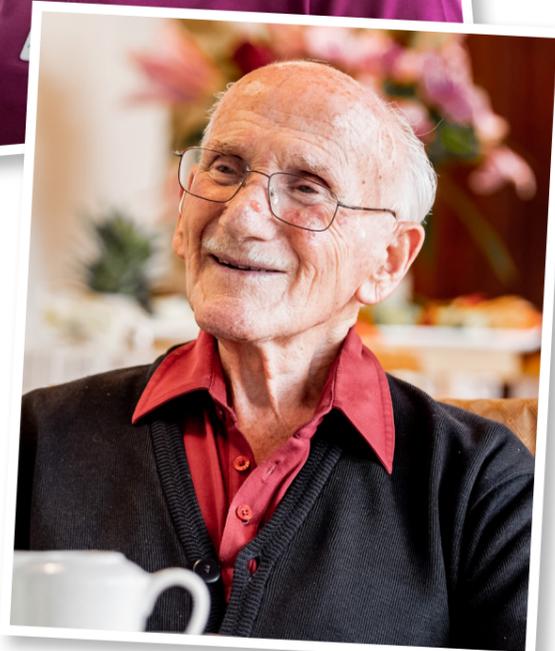
We were the first care home in the country to introduce the essential care giver role. This allowed us to enhance the emotional, social and spiritual well-being of our residents during the Covid-19 restrictions. The Department of Health followed us in their government guidance.

While other care providers were using visiting pods with screens, separating residents from relatives, we never introduced these into our homes. Instead, we provided socially distanced, private areas with and an orderly managed visitor programme, allowing for much greater quality-time for the residents and visitors. This allowed a much less stressful visiting experience for all of our residents and allowed those living with dementia to be much more at ease when they had visitors.

We had no Covid-19 cases among our residents from March until September 2021.



On average, all therapy referrals are responded to within 24 hours and very often on the same day



### CQC:

Nightingale House was inspected by the CQC in July 2021 and our CQC Outstanding rating has been maintained.

Particular highlights of the report include our robust infection control measures and the holistic and least restrictive approach to our visiting programme. Our methods and details were shared with other providers, so they could also learn from our approach.

### GOLD STANDARDS FRAMEWORK

Nightingale House was inspected by the Gold Standards Framework for end-of-life care in August 2021 and again awarded Platinum status. This is the highest accreditation that can be achieved and recognises the outstanding palliative care provided by our teams.

### HAMMERSON HOUSE, WOHL CAMPUS

In May 2021 we opened Hammerson House, Wohl Campus. Our care leading roles were undertaken by experienced team members that had previously worked at Nightingale House; thereby ensuring the continuity of our philosophy and way of providing care.

### NURSING TIMES WORKFORCE AWARDS (FINALISTS):

- ✔ Workforce Team of the Year: Nightingale Hammerson
- ✔ Nurse Manager of the Year: Clemence Muchingaguyo
- ✔ Overseas Nurse of the Year: Danae Vazoura

The hard work, passion and commitment demonstrated over the past 18 months has been recognised. Our congratulations go to each of our committed, compassionate and hard-working teams at Nightingale Hammerson. We were the only care home in these categories, alongside the big NHS Trusts across England.



## engagement

Over the last year, throughout the unfolding pandemic, the engagement team had to continually adapt the programme of activities to be responsive to the personal choices and preferences of residents. In responding to this challenge, the team worked together to find alternative, creative and safe forms of engagement; ways that have been joyful, entertaining, informative and which have kept the flame of optimism well and truly alive across our homes.

Music continues to be a great source of joy and happiness to many at Nightingale Hammerson and we were one of the first care homes in the country to break away from 'zoom concerts'. Through the risk assessed commitment of our musical partners, Live Music Now, Lost Chord and the Jewish Musical Institute, we were able to reconnect in person with a wide range of talented musicians including soloists, duos and a five piece brass ensemble.

One of our donors recently presented us with a beautiful Bechstein Piano and has sponsored a series of monthly piano recitals for residents, drawing on the musical skills of students from the Royal Academy of Music. We are very grateful for their generosity.

With the opening of Hammerson House, Wohl Campus, we have had to develop our engagement programme at a slower pace to meet the needs of a smaller number of residents. We needed to listen to residents and find out what their likes and dislikes were and introduce activities that people really enjoy. Our programme is growing and we will soon be able to offer the diverse range of engagement enjoyed at Nightingale House and add to the bridge, art, discussion groups and creative clubs that many already take part in.



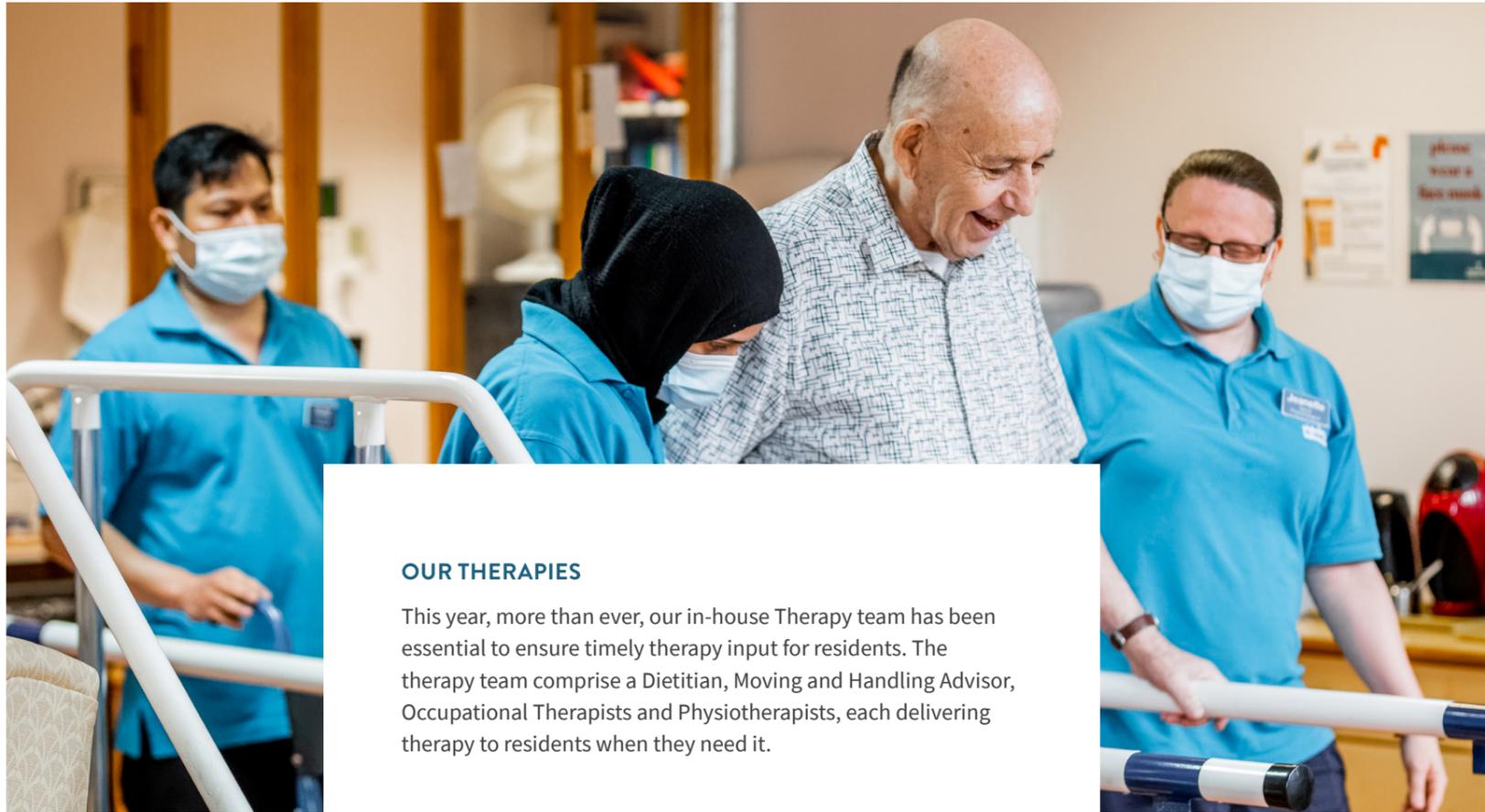
**“this year, we have been involved in the development of an exciting collaborative project with napa (national activity provider association) and the southbank centre. the aim is to inspire other healthcare providers to explore different ways of developing a culture of creativity in care home environments.”**



**2000**

Namaste sessions  
are offered to residents  
each year

# our therapies team



## OUR THERAPIES

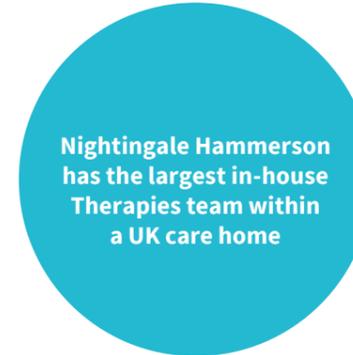
This year, more than ever, our in-house Therapy team has been essential to ensure timely therapy input for residents. The therapy team comprise a Dietitian, Moving and Handling Advisor, Occupational Therapists and Physiotherapists, each delivering therapy to residents when they need it.

## MEASURES TAKEN DURING THE PANDEMIC

Many external services could not take place during lockdown, or they had extended waiting lists. The team, however, could still meet with residents for 1:1 or group therapy, consistently meeting everyone's needs. The team showed great resilience and adapted their ways of working with a great team approach, 'can-do' attitude and flexibility; working in PPE, supporting the households and providing care wherever needed, in bedrooms, gardens, communal areas or in the therapy suites. Therapy did not stop, but rather adapted to ensure continuity of care.

It has been a challenge sourcing new equipment as production and shipping was brought to a halt, creating a backlog and delay with orders. There has been a shortage of wood and a huge demand by all health and care services. The team, however, worked well to ensure the best use of resources, meeting all residents' needs.

Guidance from the team was invaluable when designing both the living and therapy areas at Hammerson House, Wohl Campus. The team have transitioned from working at Nightingale House to being present and available at Hammerson House, Wohl Campus.



Nightingale Hammerson has the largest in-house Therapies team within a UK care home

## RESIDENTS' ENGAGEMENT

Supporting residents to engage in meaningful activity has been vital to keep morale high. To do the things that residents both want or need is crucial to maximise function and quality of life. Therapies support well-being but also reduce risks such as malnutrition, falls, pressure injuries or contractures.

The team opened the new Ronson gym, working alongside the therapy suites at both homes. They are a wonderful new addition to the therapy offering, enhancing choice and locations for exercise classes, which are very popular with residents.

Therapies also support the intergenerational programme, establishing sessions that can work under Covid-19 safety guidance, which was vital to allowing the programme to continue. They slowly graduated from zooms, then behind closed glass doors and eventually back to in-person.

## TRAINING

Training and guiding the care teams on best practice, including moving and handling, was maintained. Regular, formal training sessions for care teams continued, ensuring everyone carried out their duty of care to the highest standard.

Occupational Therapy week enabled the team to highlight the range of therapy options available to support residents to live well. Presentations to care teams showcased how we help residents with all aspects of life including daily living tasks such as eating, walking, postural support, seating or wheelchair provision and environmental alterations to support independence or falls prevention.

Mealtime matters training continued, educating care teams on the importance of hydration and nutrition being vital for everyone's good health and well-being. The annual nutrition and hydration week was a wonderful way to engage, educate and involve everyone at Nightingale Hammerson; care teams, residents, families and volunteers alike.

In November 2021, Nightingale Hammerson hosted the Care Home Research Forum. The team spoke of their everyday involvement and work with residents, highlighting what they bring to residents' lives, making every day easier and more comfortable.

**“I have made good progress thanks to excellent physio and occupational therapy for which I am very grateful. All the therapists have not only been excellent in their speciality but also compassionate and charming.”**



**“during the lockdowns, we could still maintain connections and relationships with our nightingale hammerson 'grandfriends'. we met on zoom, in the garden, through windows and glass doors. nothing was going to stop our friendships.”**

## intergenerational

This has been another challenging year but also an amazing year with many memorable highlights. We believe that Apples and Honey Nightingale with Nightingale Hammerson is the only intergenerational project in the country to maintain its programme throughout the pandemic, whether by zoom, in the garden, separated by glass doors or safely socially distanced.

Our Intergenerational friendships have continued to thrive with children and residents celebrating festivals and birthdays, sharing stories, singing, gardening, creating and even exercising together.

We continue to be leaders in the field of intergenerational work. This year, we were invited to share our successful programme internationally, speaking virtually at the bi-annual Generations United conference in the USA.

Care staff and residents tell and show us how much they look forward to their sessions with the children and what a difference it makes to have the variety provided by our Intergenerational Programme. Parents and teachers have noticed the children's social and emotional maturity and their advanced communication and language skills, benefitting greatly from the interactions they have with their Nightingale House friends.

At a time when many care homes have felt unable to welcome visitors and their residents have been isolated and unstimulated, our residents and friends have continued to have daily interactions with the nursery children, sharing life skills and laughter.



## our plans

We have been providing exceptional care for over 180 years, yet we hear time and time again from members of the Jewish Community that we are a 'Hidden Jewel' in the crown of the community when it comes to care. Nightingale House is the only Jewish Home for older people in the UK to be classified 'Outstanding' by the CQC. We therefore want to build on our strengths and successes whilst improving on our weaknesses. We also want to seek opportunities to intentionally remain a centre of excellent care. Our strategic priorities, as approved by the Board, are as follows:



Nightingale Hammerson has supported 8 generations, caring for the community, since 1840

### 1. WE WILL EXTEND OUR EXCEPTIONAL CARE

- By recruiting and retaining an exceptional staff and volunteer team at Hammerson House, Wohl Campus, to deliver care to Nightingale Hammerson's high standards
- By developing a Customer Service Strategy across the organization.

### 2. WE WILL EMBED CONTINUOUS IMPROVEMENT & SHARE EXPERTISE GLOBALLY

- By embedding our Care Home Education Centre across both sites
- By following the cycle of 'Plan, Do, Study, Act' in all that we do
- By developing a passionate and inspiring Communications Strategy.

### 3. WE WILL BE THE EXEMPLAR FOR RELATIONSHIP-CENTRED CARE (RCC)

- By developing an education programme for RCC
- By listening and responding to what matters most to the 4 key relationship groups - residents, staff, families & volunteers
- By practicing what we preach every day.

### 4. WE WILL GENERATE THE GREATEST IMPACT FOR OUR RESIDENTS FROM OUR RESOURCES

- By setting a fundraising strategy to increase donations (including a legacy campaign)
- By setting a marketing strategy to increase resident numbers.

### 5. WE WILL EXPAND OUR INNOVATION PROGRAMME INCLUDING THE REACH OF OUR INTERGENERATIONAL WORK AND USE OF TECHNOLOGY

- By expanding our intergenerational work to include more age groups and developing an education programme for Intergenerational work
- By working with innovative external partners
- By participating in successful research projects and investing in their implementation in our homes.

### 6. WE WILL BE A FIRST CLASS EMPLOYER

- By implementing a new people strategy that includes - well-being and enhanced staff engagement, pay and reward benchmarking, literacy and technology support, diversity and inclusion
- By striving to achieve Investors in People Gold Award
- By defining career paths for all staff team members including through our own development programme.

# financial report

2021 was a challenging year for us with the ongoing impact of the pandemic on the community we serve, our operations and our supporters. At the end of the year, our total income from charitable activities was £10.4m, a 4% increase on last year's. Although, there was a decline in resident number at Nightingale House, the re-opening of our second care home, Hammerson House, Wohl Campus, contributed to this increase, as well as, the increase in one-to-one care provision during the lockdowns.

The cost of care provision however increased by 9% to £15.6m. Our operational cost was high, mainly due to the additional resources put in place since the opening of Hammerson House, Wohl Campus, including staffing, catering and accommodation costs. Our average staff number increased from 333 last year to 346. Our vision continues to be extending exceptional care services to Hammerson House, Wohl Campus, and delivering personalised Relationship Centred Care across both homes. To minimise costs, we adopted a cross-site working policy for some administrative staff and the SLT.

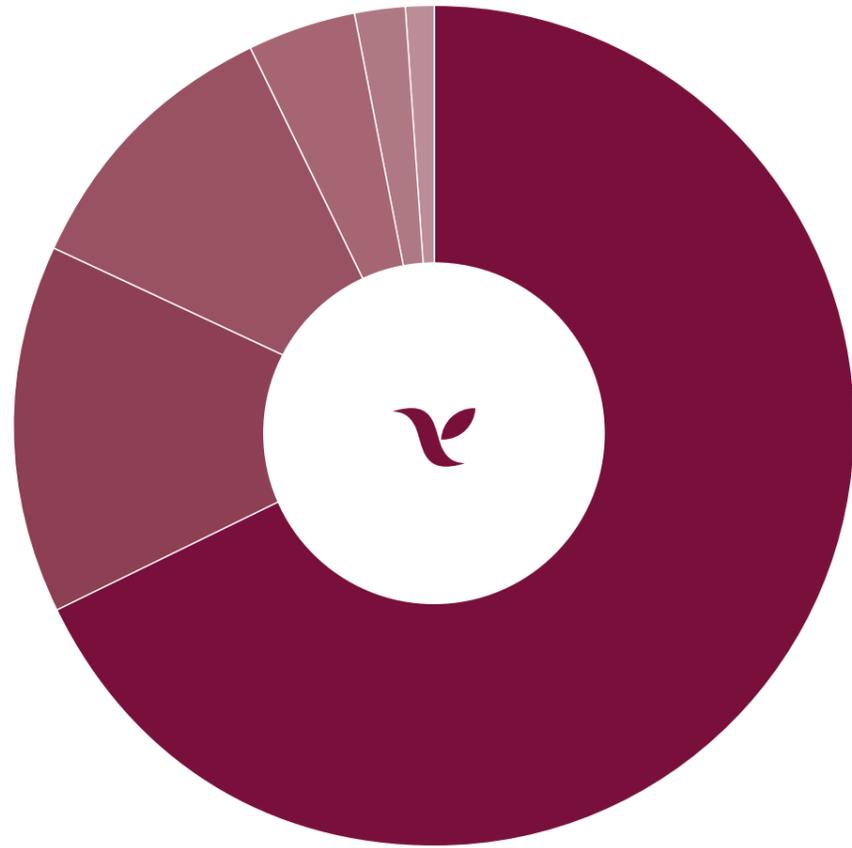
We also saw an increase in Covid-19 related costs but this was mitigated by the £0.6m (2020: £0.5m) received in government grants to mitigate the increased cost of infection control and support payment to staff isolating in line with HMRC Coronavirus Job Retention Scheme. Keeping abreast with government guidelines, we maintained a balance between the health and well-being of our residents and staff, upholding service standards in an infection-controlled environment. We continued with our rigorous testing regimes and redeployed some of our administrative staff to support essential services, enabling us to emerge as a stronger organisation.

Our operating deficit at the end of the year was £4.2m (2020: £3.4m), a 24% increase on last year's performance.

Our ability to deliver the quality of services we deliver is well aided by the generous donations we receive from our donors. In 2021, we received a net fundraising income of £1m. This was 44% lower than last year mainly because of cancelled fundraising events. We also received lower capital donations as the development of Hammerson House was in its final phase. We, however, saw a significant increase in legacy income from £0.3m to £0.9m (including accrued legacies).

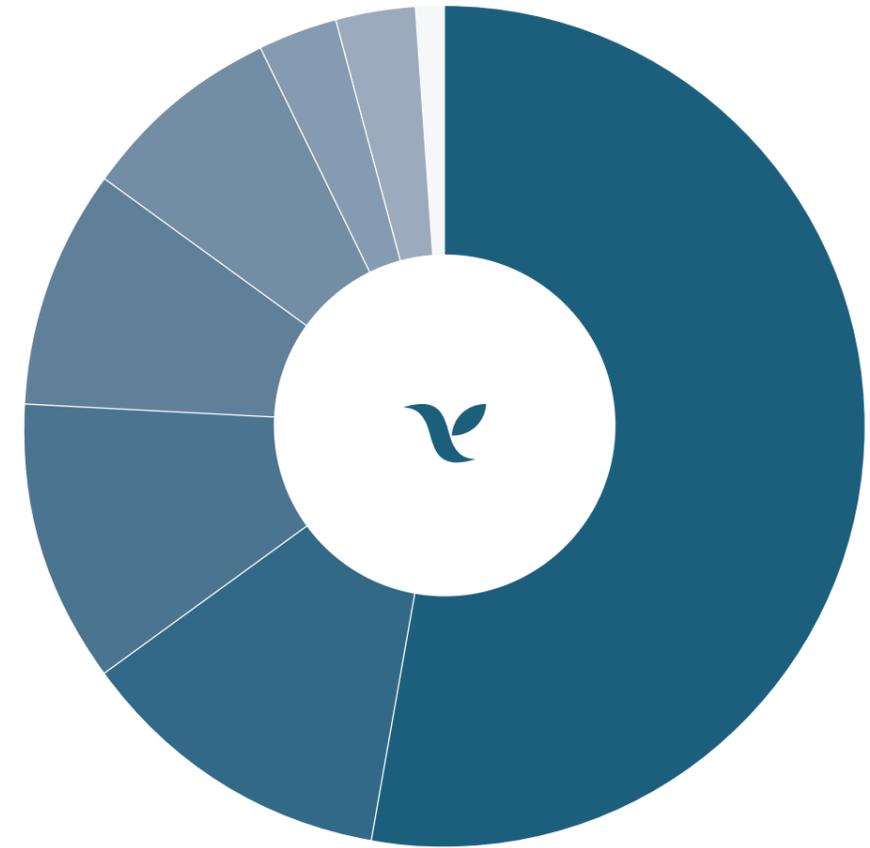
Whilst investment income was down to £0.2m (2020: £0.3m), there were favourable gains on investments howbeit unrealised. The table below provides a summary of the financial performance for the year ended 30 September 2021.

Financial Review	2021 £m	2020 £m
Income from care provision	10.4	10.0
Cost of care provision including depreciation	(15.6)	(14.0)
Government related infection control and furlough grants	0.6	0.5
Other operating income	0.4	0.1
<b>Operating Deficit</b>	<b>(4.2)</b>	<b>(3.4)</b>
Net fundraising income (excluding emergency appeal)	1.0	1.8
Legacies	0.9	0.3
Net income from investments	0.2	0.3
<b>(Deficit) before investment gains and capital fundraising</b>	<b>(2.1)</b>	<b>(1.0)</b>
Coronavirus Jewish Homes Emergency Appeal	-	0.8
Capital donations for Hammerson House, Wohl Campus	1.7	2.4
Realised gains / (losses) from investments	0.3	(0.3)
Unrealised gains from investments	3.1	1.6
Actuarial gains from pension scheme	0.8	-



**WHERE OUR INCOME CAME FROM**

- 66%** Income from care services £10,364,635
- 15%** Fundraising income £2,283,991
- 11%** Restricted income £1,668,997
- 4%** Government grant £612,943
- 2%** Investment income £333,843
- 2%** Other sources £359,678



**WHERE THE MONEY WAS SPENT**

- 52%** Staff costs £8,377,757
- 13%** Administrative & support £2,070,582
- 11%** Depreciation £1,839,543
- 11%** Catering, Medical & Welfare costs £1,767,766
- 9%** Accommodation costs £1,478,677
- 3%** Fundraising costs £398,969
- 1%** Investment fees £160,038

**FUNDRAISING FOR OUR CHARITABLE OBJECTIVES**

With the ever more complex care needs and the impact of government initiatives, such as the National Living Wage and the pension reform, the need to fundraise to support core funding has never been greater. Local authorities and the NHS, who fund a proportion of our residents, are operating under ever-tightening budgetary constraints. In order to provide the same level of care to all residents, we have to raise c£2.5m per annum through fundraising activities and legacies. This amount will increase as the differential grows between the cost of delivering care and government funding.

We are grateful that our donors and benefactors have continued to give generously. We raised £1.5m in the year to support operational costs with an additional £1.6m received towards the Hammerson House building project.

**OUR COMMITMENT TO THE FUNDRAISING CODE OF PRACTICE**

Nightingale Hammerson is registered with the Fundraising Regulator and adheres to the Code of Fundraising Practice. Following continued scrutiny of fundraising practices across the sector, we have reviewed our processes to comply with the standards set out in the Fundraising Code of Practice and the General Data Protection Regulation. We do not employ third party professional fundraisers or commercial organisations to fundraise on our behalf. We also do not take part in any intrusive or high-pressure fundraising activities such as street fundraising, door-to-door fundraising or cold-calling by telephone. We listen to feedback and investigate any complaints regarding our fundraising activities. During the year, we received no complaints about our fundraising activities.



# matched funding campaign

MARCH 2022

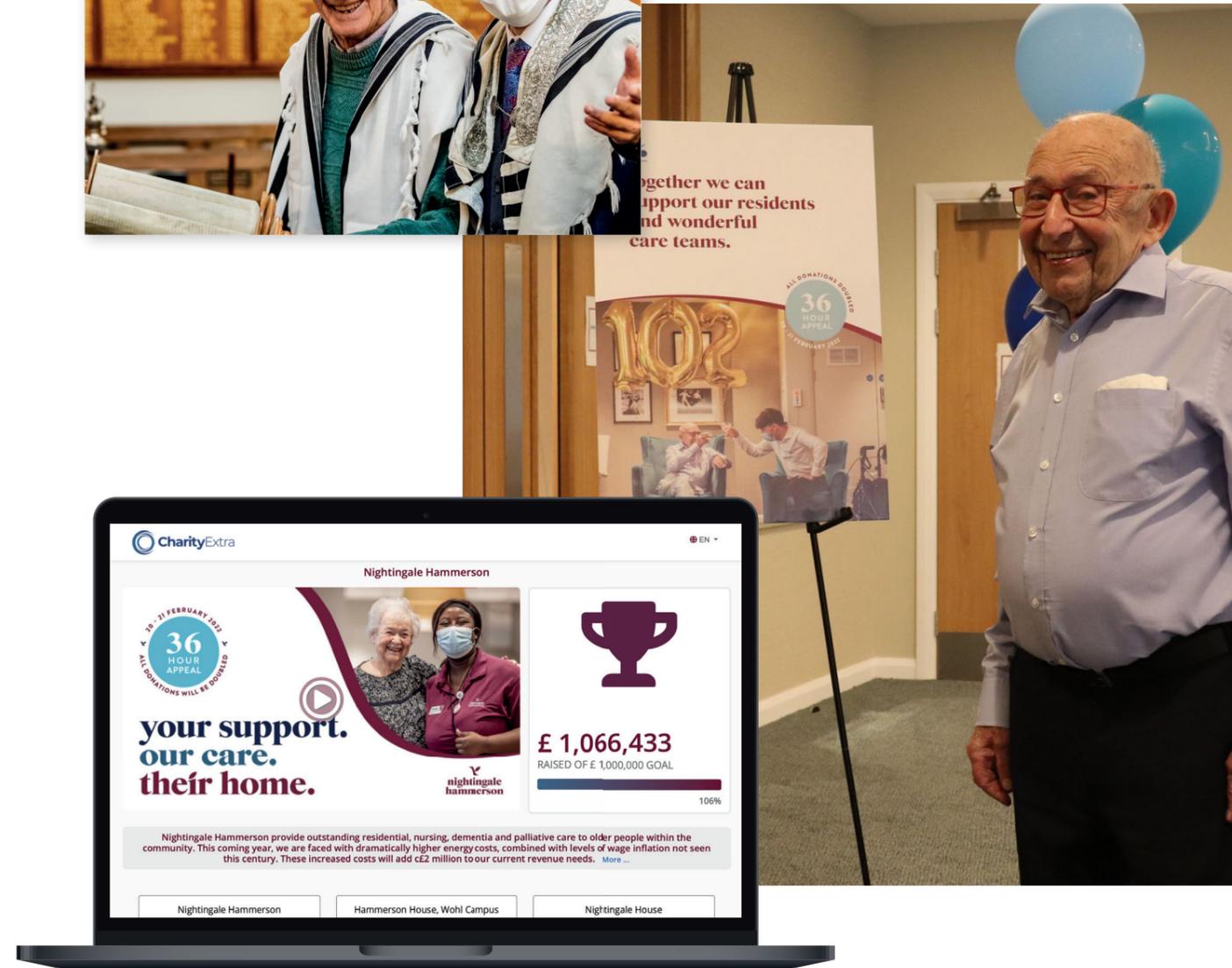


## ABOUT THE CAMPAIGN

The Nightingale Hammerson Matched Giving Campaign, which began production in the summer of 2021, took place on the 20th and 21st February 2022. It was the first event of its kind for the Fundraising team as they have still not been able to organise ‘in person’ fundraising events since the start of the pandemic.

The Campaign doubled everyone’s donations during the 2 day on line event. Everyone at Nightingale Hammerson thanks the very generous patrons who contributed to our ‘matched pot’ and who made it possible for us to run the Campaign.

We were overwhelmed with the generosity and messages of support from our friends, donors and patrons. It is heart-warming to know our charity is held with so much affection within the community.





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