



DOING GOOD

How can we
be of help?

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Strategy

In its simplest form a strategy is just a plan that maps the path from where we are now to where we want to be in the future.

As a charity, our path has been constant, we are here to meet need, and in this we follow the example of our founder. The way that the need is met has evolved over the past 480 years, at each point using the technology of the day, and this continued development is evident within this strategy.

We have a shared legacy with the Hospitaller Order of Saint John of God and everything that we do is underpinned by catholic social teaching and our shared values of Hospitality, Compassion and Respect.

Our approach

We are driven by our purpose and our core value of hospitality. Every day we say 'Come in, you are most welcome. How can we be of help?'

We are not tied to a particular model of support, or focused on a single issue, but in all of our decision making we return to our key purpose; the question 'How can we be of help?'

That question has meant that over the past 480 years the followers of our founder have used the latest methods and technologies to meet the needs of the people in front of them. This is something that continues within this strategy.

Process

In compiling this strategy, 11 focus groups were held across the country to explore what was important to the people that we are here to serve. Colleagues were surveyed, and the findings of the survey were further developed with colleagues at face to face engagement events. The changing policy landscape, the UK demography and economic forecasts from the UK government have been reviewed, and their findings and recommendation used to inform this strategy

What is presented here is a strategic direction, with clear promises for our community to deliver.

Where are we now

SJOG is in a good place.

The last 3 years have seen us re-engage with our purpose. We are thriving because we are ambitious for the people we are here to serve. This strategy builds on the aspirations voiced by the people living and working within the charity.

What we have been GOOD at

We are better able to articulate the purpose of the charity and align the work of our colleagues on delivering on that purpose. We are here to help.

We are clear that we have expertise in working with disabled people, older communities, homeless people, and people who have been trafficked or subject to modern day slavery. This does not prevent us from working with others but this is where our expertise lies.

We have made good on our promise to be of more help to more people. Three years ago the charity was in 26 locations across England. We are now in 50 locations. Our reach continues to grow and in September 2021 we are supporting twice as many people every day as we were on the 1st January 2021

We have new services supporting disabled people and older communities. SJOG has also become the largest provider of safe houses in the UK to people who have been trafficked or subject to modern day slavery.

We have met significant need in providing housing and support. We have supported those at a time of crisis, to rest, plan for the future and then to build into the next chapter of their lives. For those with lifelong support needs we have been led by their aspirations to provide the type of support that enriches their lives and in the way that they want it to be delivered.

We've listened more to the people that we are here to serve, changing the way services are provided to reflect what they have said. SJOG now has an Advisory Council that has a fundamental role in everything from determining our policies, to quality monitoring, to the setting of this strategy.

We start the next strategy from a good place.

We recognise that the relationships between people being supported and the people offering the support are key, so we've focussed more attention on better supporting our colleagues, both employed and volunteers.

We've embraced technology as an enabler of good care and support, through the introduction of electronic care monitoring, but also through the development of initiatives like RAM (remote assistance model) and Magic Space that creates bespoke sensory therapy environments.

We've embraced technology to improve the robustness, efficiency and transparency of our back-office systems and the effectiveness of the governance arrangements.

We are better able to demonstrate the quality of what we do. This has led to the work of colleagues in finance, fundraising, services, the leadership team, and the work of the charity as a whole recognised in national awards as being amongst the very best in the sector.

We have invested in research to build our understanding of the charity as it is, what works and to highlight areas where change is needed both inside the charity and in wider society. We have developed our internal research capacity and have worked with partners to develop wider pieces of work.

We have improved the sustainability of services so that they can be of help tomorrow, as well as today. A focus on financial health has meant that reserves have grown from zero to £4million over the past 3 years.





External Context

The charity has transformed during the three years of the previous strategy 'We're here to help' and the external landscape has also changed dramatically.

Economy

In the past three years the UK has exited the European Union, removing the free movement of people, goods and services.

There has been a worldwide pandemic that resulted in the UK government amassing levels of debt not seen in a time of peace.

With higher debt levels and a smaller economy, the options for the government are to borrow more, increase taxation or reduce government spending. This is of significant importance because UK Government is the primary funder of social care either through direct contracting arrangements or through the funding they provide to local authorities.

We have made good on our promise to be of more help to more people.



Social Care Funding

The pandemic has shone a light on these funding arrangements, the diversity both in the quality and range of provision through a myriad of providers.

A positive that came from this was that the Care Quality Commission strategy recognises that care homes do not exist in isolation and has indicated that as part of its new regulatory framework the importance of community networks will be under scrutiny.

People

The pandemic brought negative press coverage of the effectiveness of care homes, primarily older people homes, in managing the infection. This created the perception of care homes as a nexus for infection and death, a perception that was only exacerbated by legislation on mandatory vaccinations for care home workers.

This requirement was not placed on colleagues working in the same roles in the NHS and this further differentiation between social care and health is not helpful.



Pre-pandemic, in a bid to retain and recruit staff a pay deal was agreed with NHS workers promising an increase of 3.9% a year until 2024. There was no such undertaking for social care workers or nurses working in the social care system. We continue to see an increasing gap in terms and conditions of those working in health and those working in social care.

The pandemic saw an explosion in the number of people working from home, and the use of technology to facilitate this. Work patterns became more flexible and there has been wide recognition both of the benefits of working from home, and the negative impacts of isolation amongst the working population, something that before the lockdown was only a concern for older people.

The pandemic highlighted 'key-workers' as a vital part of our communities. Key workers were allowed to move around the country whilst the rest of the nation was locked down. This includes those working in social care, who continued to leave the safety of their houses every day to be of help to the people that we are here to serve.

Mental Health

The pandemic saw the imposing of restrictions on the UK population that will have long term implications on the way we work and the long-term health of the nation, with an increased focus on mental health.

The NHS long term plan stated an ambition to move more delivery into the community and away from acute care, with a larger investment in community mental health services. Pre-pandemic it predicted a need for an extra 10,300 mental health nurses at a time when the number of mental health nurses has fallen by 1,700 over the last 10 years. (Health Foundation, 2019).



An unclear future

The pandemic has created such changes in the way that we work, the society that we live in, the economic situation of the country and the way we view community. The change is so fundamental that many of the policy documents written both before and during the pandemic are either out of date, or unclear about what the future will hold.

The future is changed, and we are plotting a path forward in an uncertain and evolving policy landscape.

Doing Good. The SJOG strategy

This strategy is the work of all those who have taken part in the surveys, focus groups and face to face events, who have freely given their time and lend their voices to conversations about how SJOG could be of more help.

From these conversations three themes have developed:

Community



Quality



Impact



Community

Community is a sense of belonging.

It can be determined geographically but SJOG is also a community dispersed across the country, connected by a shared purpose and shared values.

SJOG is a community, but we are also a community of communities. The people we are here to serve, their loved ones, our colleagues who work and volunteer at the service, make up the SJOG community. They are in turn part of a geographic community with local networks of support, community resources and access to local shops, libraries, clubs, societies and faith groups.

SJOG's purpose is very simple: to be of benefit to the people we serve and the communities in which we are based, because this in turn is of benefit to the people we are here to serve, and our colleagues.

Subsidiarity is an integral part of catholic social teaching, requiring decisions to be made as close as possible to where they will have impact . As a charity our focus will be to decentralise power to provide more opportunities for each locality to develop. Support, training and funding will be there for each of our colleagues to aid these developments.

1 We will build supportive communities that recognise the needs and the abilities of all of its members.

2 We will ensure that we hear the voices of all members of the community.

3 We will support our communities to be of more help in their communities.

Our community is growing. We continue to add more services in more locations, each tailored to the needs of the communities in which they are based. As the number of services grows so does the number of colleagues that work and volunteer at SJOG.

Our new post-covid, post-Brexit environment will need further focus on supporting our colleagues better, and also on retaining and recruiting the people who can make a real difference in the lives of the people that we are here to serve. We are a charity where people support people. The ability to retain and recruit great people will determine how successful we are in being of help and we see this as being the major constraint on our ability to grow.

Consequently, we will become a real living wage employer, though this will have an impact on the sustainability of some of our services and will mean a withdrawal from areas where commissioners will not fund the real living wage. We will become a real living wage provider because there is a moral imperative, and a commercial imperative.

Pay is one aspect but belonging and a sense of value are most important. We will ensure that all of our colleagues and the people that we are here to serve recognise that they are welcome. We will ensure fair representation so that our services reflect the communities in which they are based. We will also work harder to understand the priorities of our Millennial and Gen-z colleagues to understand what is important to them in their community.

4 We will support our community to ensure fair representation from underrepresented groups.

5 We will support our colleagues better, ensuring they know that they are valued and that they belong.



Community is a sense of belonging.





We will improve quality, embracing people's lived experiences.



Quality

Quality is a measure of how good we are at delivering on our purpose, to meet need where we find it.

Social care is a heavily regulated and inspected sector and we benefit from the reassurance that external assessments of all of our services being good and outstanding brings. We have internal quality assurance measures that are in place and this focus on measurable quality has become the way we do things around here.

With the introduction of 'The SJOG Way' there is a clear line of sight between what every person in the charity does and the charity's purpose. Governance oversight in the charity is much better supported by better use of data and the charity benefits from a highly-skilled, knowledgeable and involved trustee body.

The introduction of the Advisory Council, consisting of people who we are here to support, has strengthened our governance arrangements. There will be an increasing role for the advisory council in the coming

years as we move to ensure that our services deliver as a community, and that the shaping of their communities involves both the people receiving services and the people supporting them.

6 We will improve quality, embracing people's lived experiences.

7 We will ensure that the people we are here to serve gain control over their lives and the decisions in SJOG.

The drive of technology has changed the way that we support people and the way we record the support that is given, it better informs our decision-making and through improved reporting provides better governance oversight and transparency. Technology will continue to shape the way we support people and our ability to demonstrate that every pound spent is providing benefit.

With the Care Quality Commission and the NHS both including digital in their strategies, data informed care will no longer be a choice but will become the standard, and we will be measured against this. SJOG is in a good place, with electronic care planning, E-Mars and the use of dashboards already in place, but technology also offers us new ways of supporting communities and of evidencing the impact of that support, and we'll continue to strive to use the tools of the day to meet the need that we find.

8 We will use technology to help people support people.

Impact

SJOG is in a position to replicate the services we provide so that we can be more help to more people. Our focus is not to be bigger, but to be better able to deliver on our purpose.

To achieve this we will

- 1. Increase the impact of what we do in our current services**
- 2. Deliver new services**
- 3. Share what we know to influence practice, and inform policy**

Our current services are good at what they do, and capturing the quality of what we do and how we do it will remain a focus in the coming years. Work has already begun on researching a Trauma Informed Care model to reflect the work in our homeless services, and to capture the theoretical underpinning of our current practice. We will look to learn from others and share our learning.

We are at heart a humble charity, focussing on addressing the issues that underpin our work. The work that we do has attracted attention and recognition in national awards, and this has been useful in establishing SJOG as a credible organisation with real expertise in the areas of disability, homelessness, older communities and modern-day slavery. We do a lot, we know a lot, and we could be of wider benefit by sharing what we do, and how we do it with a wider audience.

We have an increased research capacity within the organisation and we will continue to shine a spotlight on excellent practice, and research areas where we can be of use, either by ourselves or working with our partners. We will share this learning freely with think tanks, at conferences, and amongst our wider networks.

9 We will share what we know to influence practice and inform policy.



We remain ambitious for the people that we are here to serve.

We are already an organisation that is capable of replicating existing models of services, creating new models of support and embracing everyday technology to create ground-breaking initiatives. We remain ambitious for the people that we are here to serve.

Currently new initiatives are developed by a handful of people in SJOG but the coming years will see initiatives driven at a local level to deliver community wealth building initiatives that meet the needs of the local community.

There is an opportunity for SJOG to become a socially innovative, entrepreneurial organisation that builds on the experience and the genius of all of our colleagues and the people that we are here to serve. We will rely on the creativity of our colleagues to develop new services that better meet the needs of their communities, and support them with funding, entrepreneurial support, partnership, training, and in the measurement of wealth building, social impact and the building of assets in communities.

10 We will be entrepreneurial to meet the need of communities.

We recognise a shortage of organisations who provide services to people with complex needs, and fewer who do it well. We have expertise in delivering services to people with the most complex needs, and where we are aware of a need, we will respond, including services that support children in the transition to adult services.

11 We will support those in greatest need.

To fund our new initiatives, we will continue to be surplus generating, we will undertake crowdfunding and social investment, as well as reinvesting our own and others reserves to achieve a societal outcome. We will also take a longer view by 'planting trees for the future' through running legacy programmes.

We are also keen to work with others, and we are good at this. We have existing formal and informal partnerships and properly utilised they have the opportunity to deliver greater impact than SJOG can achieve by itself.

Whilst we are seeking to grow the impact of what we do, we are also seeking to reduce the impact on the planet. We have an increasing number of properties and an increasing number of vehicles.

We spoke about the sustainable development goals in our last strategy, but we have struggled to make a significant difference in the impact that our services have on the environment. We'll address this as we move through a just transition to becoming a Net Zero organisation.

12 We will transition to becoming a net zero organisation.

We'll also support our colleagues and the people that we are here to support to make changes.

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SCVO Good Governance Checkup

The NHS long- term plan

Enacting Purpose within the modern corporation EPI



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