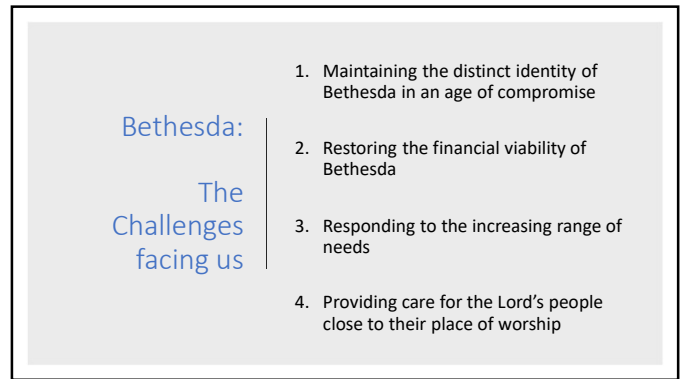
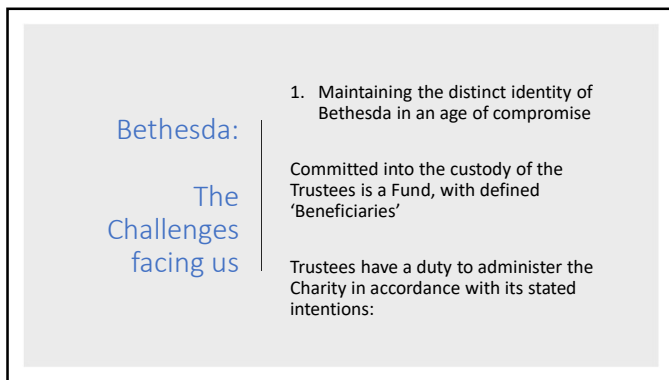


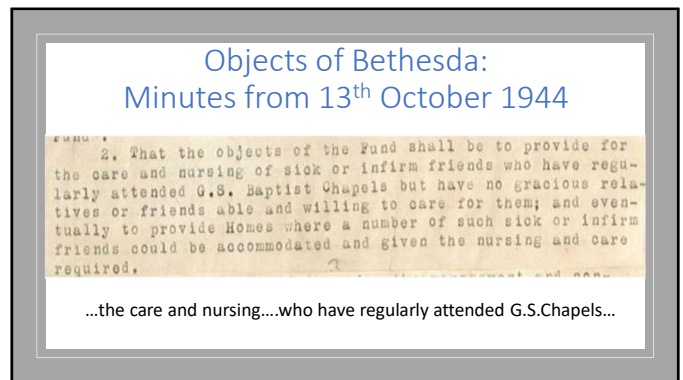
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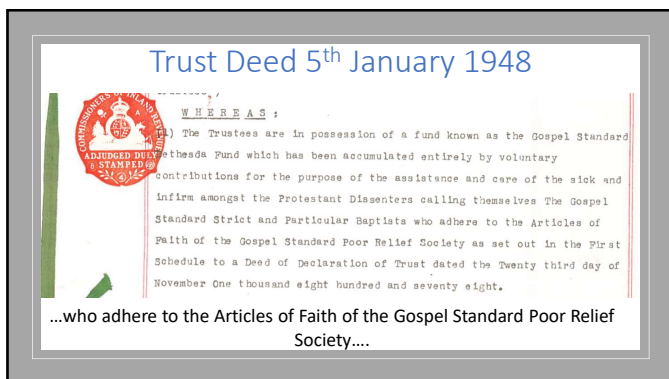
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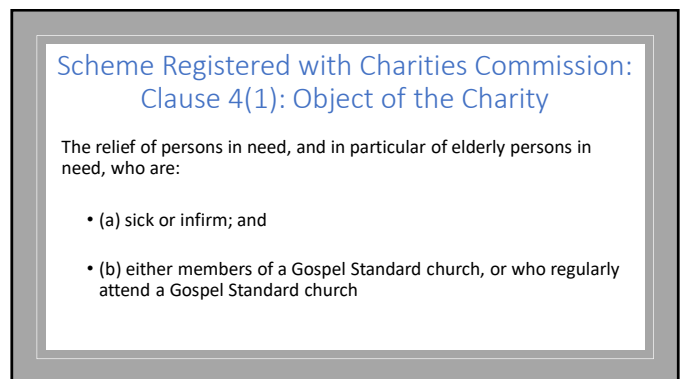
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4



5



6

Bethesda:  
  
The  
Challenges  
facing us

We seek to maintain the distinct identity of Bethesda in accordance with that committed into our trust

7

Bethesda:  
  
The  
Challenges  
facing us

1. Maintaining the distinct identity of Bethesda in an age of compromise
2. Restoring the financial viability of Bethesda
3. Responding to the increasing range of needs
4. Providing care for the Lord's people close to their place of worship

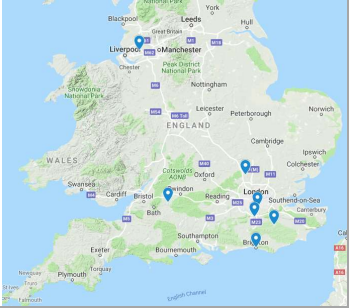
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Bethesda:  
  
The Past




9


A reasonable  
geographical spread




10

Bethesda:  
  
The Present

  
Harpenden: Built 1969

  
Brighton: Built 1971

  
Studley: Built 1987

(3 ageing homes)

11

Bethesda:  
  
The Present

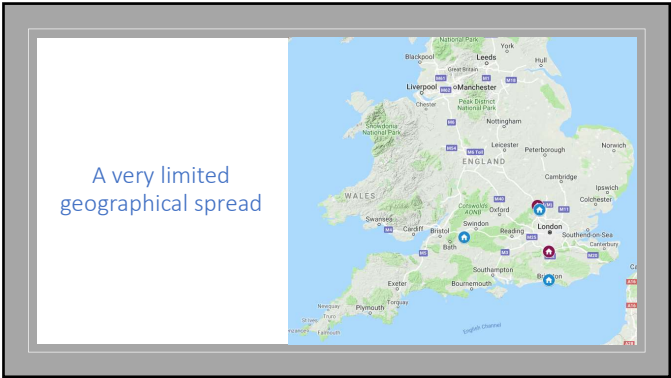
A serious 'budget deficit':

2019 Budget Forecast presented to the Trustees: -£536,409

Final 2019 'Approved' Budget: -£393,677

2019 to date: Failing to achieve budget

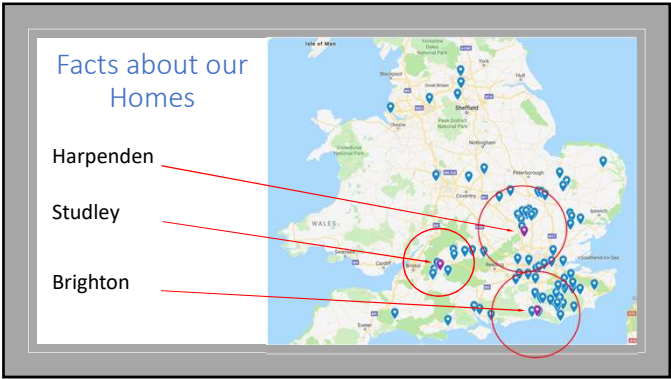
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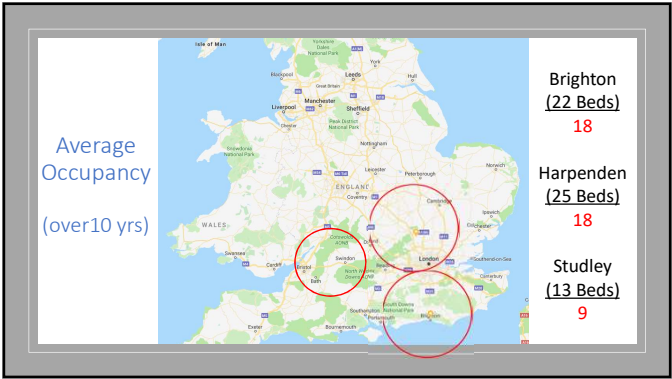
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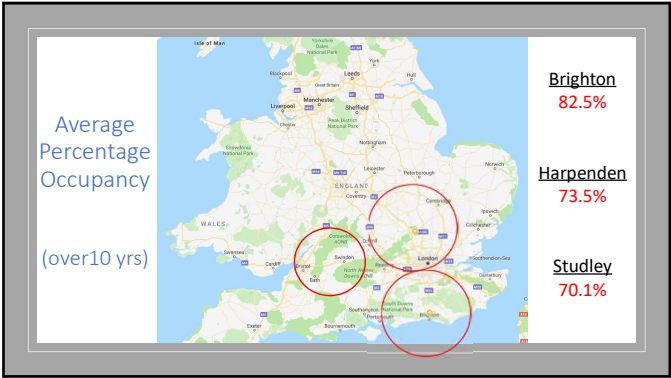
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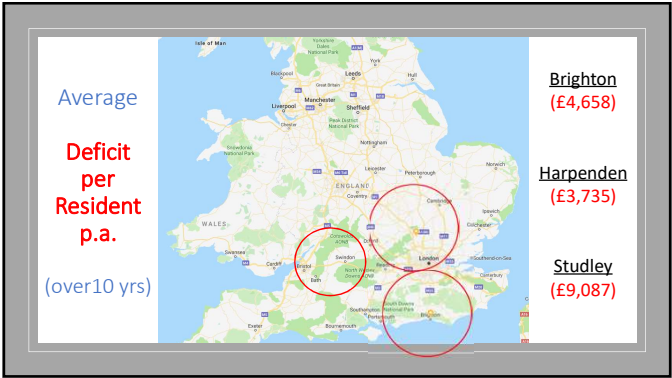
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16



17



18

Locations

Homes not central to the 'catchment areas' that they are now intended to serve



19

Locations

Note: Home location -v- More realistic 'catchment areas'



20

The Reality

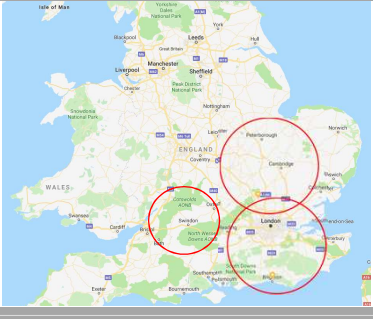
Declining numbers of Gospel Standard Chapels in England

1945	250
June 1998:	135
October 2019:	81

21

The Reality

Catchment Area: All ages Headcount (approx.)

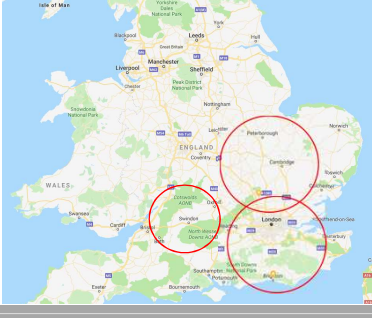


<u>Brighton</u>	676 (31/bed)
<u>Harpenden</u>	622 (25/bed)
<u>Studley</u>	197 (15/bed)

22

The Reality

Catchment Area: Aged 75+ Headcount (approx.)



<u>Brighton</u>	96 (4/bed)
<u>Harpenden</u>	94 (4/bed)
<u>Studley</u>	31 (2/bed)

23

Bethesda: The Challenges facing us

1. Maintaining the distinct identity of Bethesda in an age of compromise
2. Restoring the financial viability of Bethesda
3. Responding to the increasing range of needs
4. Providing care for the Lord's people close to their place of worship

24

Bethesda:  
  
The  
Challenges  
facing us

2. Restoring the financial viability of Bethesda

To 'do nothing' is not an option

25

Seeking a  
way for  
Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

26

Seeking a  
way for  
Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

"Trust in the Lord with all thine heart; and lean not unto thine own understanding"

"In all thy ways acknowledge him, and he shall direct thy paths"

27

Bethesda:  
  
The  
Challenges  
facing us

1. Maintaining the distinct identity of Bethesda in an age of compromise

2. Restoring the financial viability of Bethesda

3. Responding to the increasing range of needs

4. Providing care for the Lord's people close to their place of worship

28

Seeking a  
way for  
Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

• What are the increasing range of needs?

Loneliness

The grasshopper becoming a burden

Increasing Care Needs

Possibly: High Dependency Needs

29

Seeking a  
way for  
Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

How can we provide that care for the Lord's people close to where he has placed them ?

30

### Seeking a way for Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

How can we structure Bethesda in such a way so as to provide the care that meets the current and future needs of the Lord's elderly people?

31

### Seeking a way for Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

The Journey: started with the consultation

32

### Consultation:

The reality check:

Bethesda is now a place of 'Last Resort'

33

### Consultation:

Key issues as to why a 'Last Resort'

1. Loss of Independence
2. Leaving one's roots: own Chapel, friends or locality
3. Ability to leave an inheritance to children

34

### Consultation:

Secondary issues as to why a Last Resort:

1. Small Bedrooms
2. Inadequate bathrooms

'Desirability of Accommodation'

35

### Consultation:

Observations/Suggestions received

1. Need to increase fees
2. Need to reduce number of homes
3. That Bethesda provides more 'home care' and 'sheltered accommodation'

36

## Research

Meetings with and visits:

1. Bethany Care Home
2. Graham Care Group
3. Keychange
4. Koinonia Christian Care Home
5. LWP Homes
6. McCarthy & Stone Retirement Lifestyles Ltd

37

## Research

Meetings with and visits:

7. Mission Care
8. Oak Tree Homes Trust
9. Pilgrim Homes
10. Pilgrims' Friend Society
11. Salvation Army
12. Somerset Care

38

## Research

Key Points of Advice: 'General'

1. Become a Charitable Incorporated Organisation (CIO): a new form of legal entity designed for non-profit organisations in the United Kingdom.
2. Keep in mind the current and future needs of those Bethesda is here to serve
3. A Christian home is only viable if there are Christian people wanting to live there
4. Think afresh what is required – then consider how to get there.

39

## Research

Key Points of Advice: 'General'

5. Try to develop a flexible model that can grow or shrink or relocate to meet demand.
6. Today's model has to be fit for 30 years: a generation
7. Do not take people to the care, but take care to the people
8. Residential Care has largely had its day: think 'Independent Living'

40

## Research

Key Points of Advice: 'General'

9. 'Independent Living' works well with 'planned care packages'
10. With 'Independent Living' most people can live to 'end of days' with the right 'Care Package' in place
11. Constant needs or frequent un-planned care requirements indicates that 'Independent Living' no longer suits that individual and there is a need for 'higher dependency care' in a 'Residential Care Home' environment

41

## Research

Key Points of Advice: 'General'

12. Many 'Independent Living Homes' would be needed on the same site as a Care Home, if the intention was for the natural progression to be from those units to that home: the dwell time in flats is 10 years or more
13. 'Independent Living Homes' on the same site as a Care Home are not desirable: people do not like living on a Care Home site before the need arises

42

Research

Key Points of Advice: 'Buildings/Location'

- 14. Don't be tempted to refurbish buildings: build new
- 15. Build care provision unobtrusively into new builds: think 'Care Ready' (lines of sight, taps automatically turning off, remote isolation of equipment)
- 16. Building discreetly for dementia, enables those who may develop dementia to enjoy their own home for longer

43

Research

Key Points of Advice: 'Buildings/Location'

- 17. In any care home development, keep in mind that Dementia care in a 'Care Home' is best provided in small clusters of 6 – 8, grouped according to levels of need
- 18. Try to ensure any building is on level sites: split levels and retaining walls add significantly to development costs
- 19. For 'Independent Living' the availability of local amenities is more important than lovely countryside locations

44

Research

Key Points of Advice: 'Buildings/Location'

- 20. Demographics suggest that the future 'elderly' will include an increasing proportion of males: the 'garden shed' will be an increasing factor of independent living
- 21. Ground floor space is at a premium for residential living: consider carefully the location of communal areas (possibly up a floor?)
- 22. Lifts are not as expensive as they were and they are increasingly reliable

45

Research

Key Points of Advice: 'Buildings/Location'

- 23. Ensure appropriate planning expertise: Section 106 of the Planning Act and C2 usage implications (social care) need to be understood. Different LAs interpret in various ways - can be a costly issue
- 24. The trend is for en suite wet rooms and communal 'accessible bathrooms'
- 25. En suites must be large enough for meaningful use so as to preserve the resident's dignity

46

Research

Key Points of Advice: 'Buildings/Location'

- 26. Simplicity is the 'golden rule': the elderly do not want high-specification equipment that is confusing
- 27. Keep it homely, but attractive - not ostentatious

47

Research

Key Points of Advice: 'Care'

- 28. Remember your customer is also the family of the resident: consider technology that keeps the family up to date with the resident's daily life (e.g. Facebook, with Privacy settings)
- 29. Continuity of care is important for the elderly
- 30. The interface with the family is essential so that progression into higher dependency care can, if needed, be anticipated and more readily accepted by all

48



Research

Key Points of Advice: 'Care'

31.Today's generation is a busy one: the care required may be only a daily visit on behalf of the family, to ensure that medicines are taken and to see that all is ok

32.A franchised approach to domiciliary care may suit both Bethesda and the care workers.

49

Research

Key Points of Advice: 'Finance'

33.Any scheme must 'break-even'

34.'Break-even' must include for a 10% p.a. margin (5% for unplanned expenditure and 5% for developing the charity)

35.A scheme that clearly identifies the use of legacies will encourage giving: e.g. legacies buy independent living flats for those unable to afford to buy (i.e. legacies are not simply to balance the books)

50

Research

Key Points of Advice: 'Finance'

37.Involvement & ownership from all supporters is to be encouraged

38.LA's pay realistic rates for 'Independent Living Care' but suppressed rates for 'Residential Living'

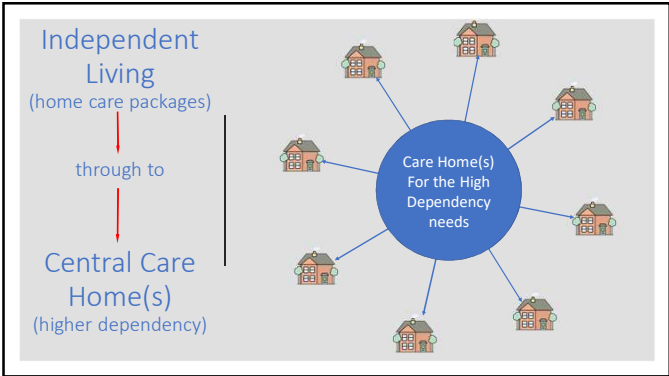
39.Event payments (e.g. 1-5% retention of sale proceeds) are an innovative way of lessening annual maintenance fees, or can be used to build a 'sink fund' for unplanned maintenance or future development

51

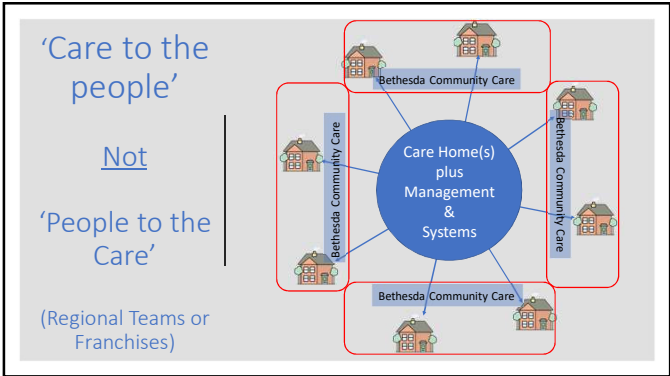
New Bethesda

A possible way forward

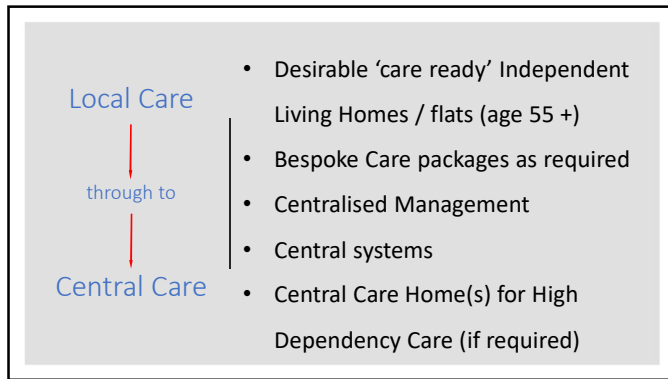
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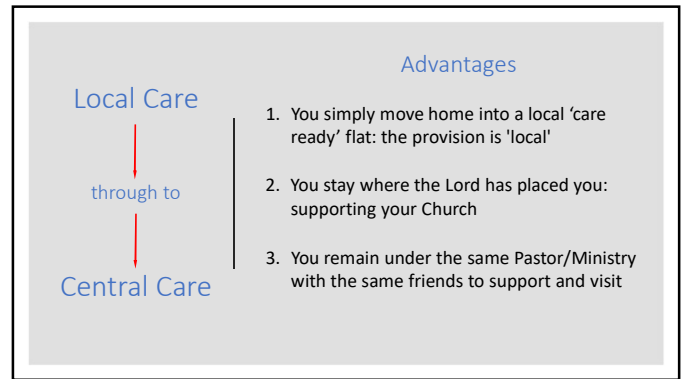
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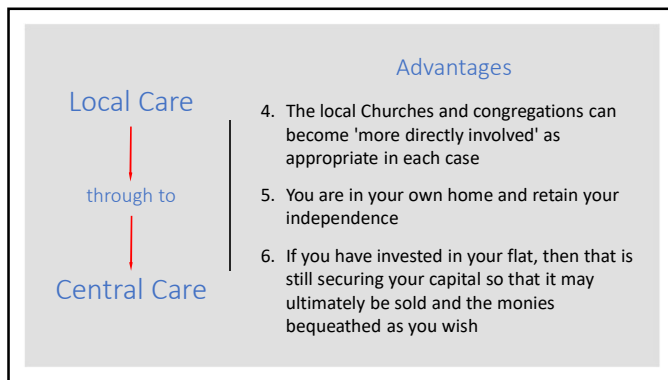
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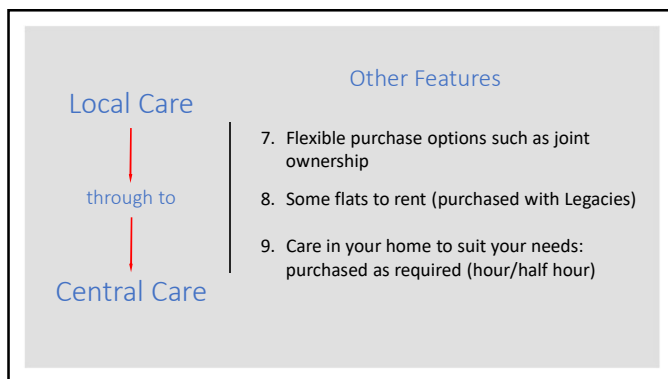
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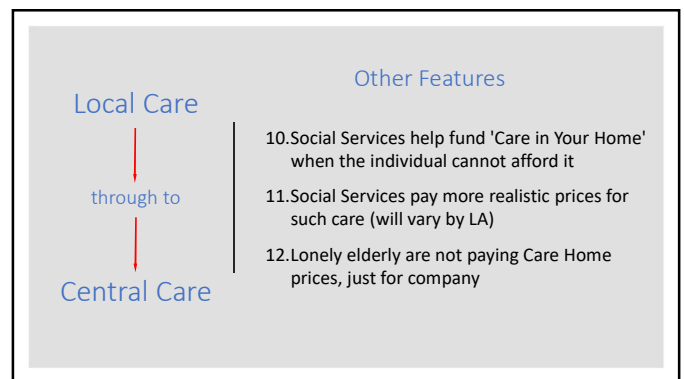
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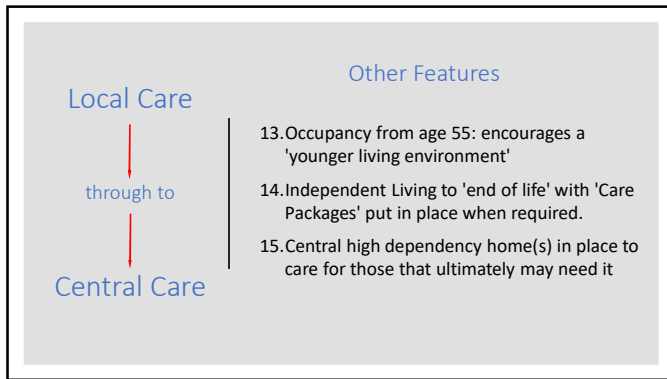
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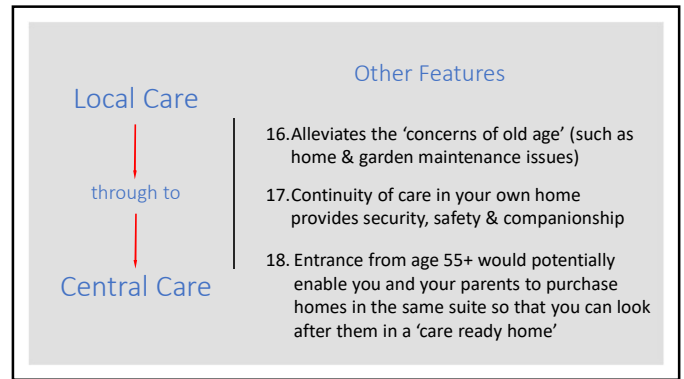
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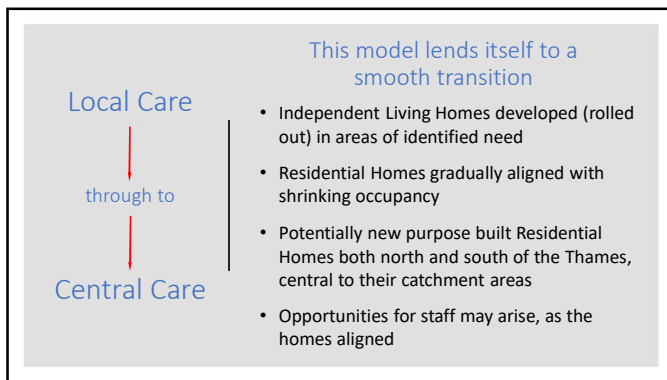
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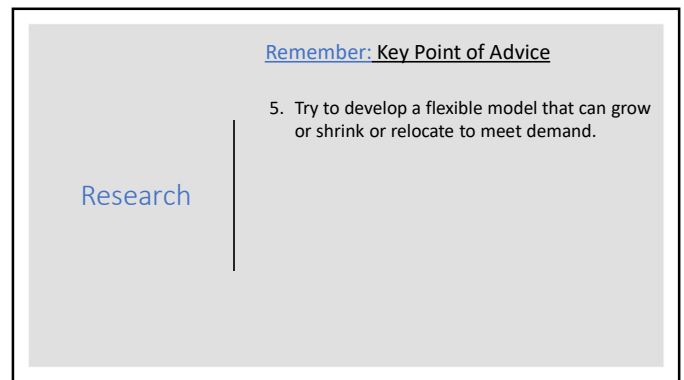
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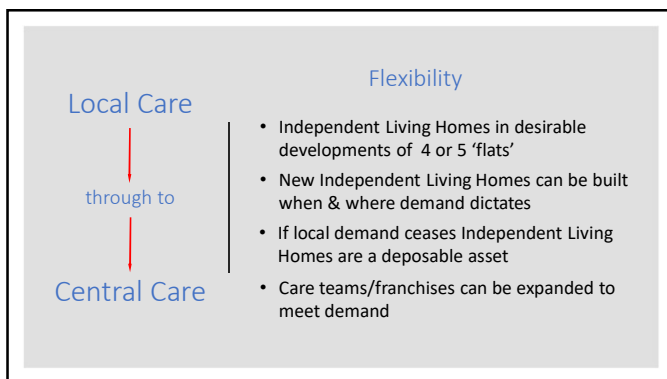
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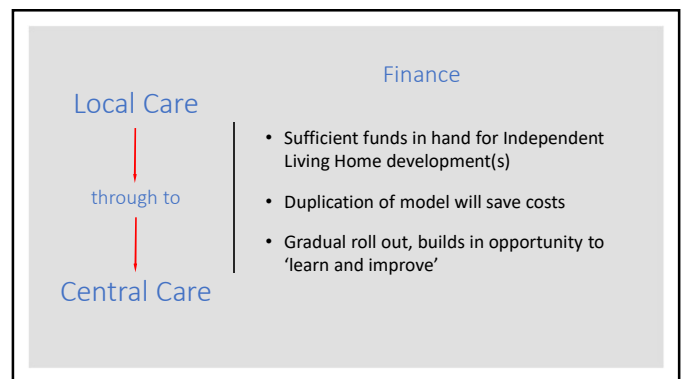
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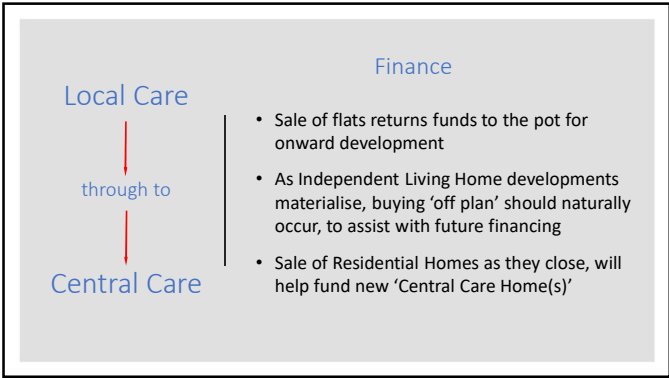
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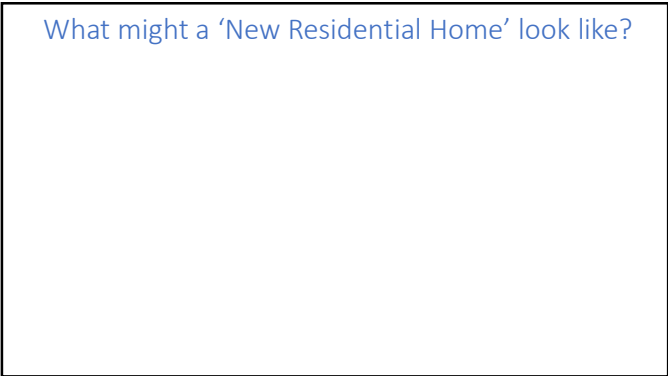
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71



72

Remember: Key Point of Advice

5. Try to develop a flexible model that can grow or shrink or relocate to meet demand.

Research

73

Maybe a 'Double Development' that can be subsequently split into two:



A double 'Acacia Court' joined by a 'removable corridor'

74

'New Residential Home' alongside New 'Independent Living Homes'



Can be divided into a 'Residential Home' and neighbouring 'Independent Living Homes'

75

Local Care

through to

Central Care

Does the Charity Commission Registration allow this wider concept?

76

**Scheme Registered with Charities Commission:  
Clause 4(2): Object of the Charity**

In furtherance of the object, the Committee may provide homes and flats for those persons who are qualified under sub-clause (1) above and are in need of such accommodation

77

**Bethesda:  
The Challenges facing us**

1. Maintaining the distinct identity of Bethesda in an age of compromise
2. Restoring the financial viability of Bethesda
3. Responding to the increasing range of needs
4. Providing care for the Lord's people close to their place of worship

78

## Bethesda: The Challenges facing us

1. Maintaining the distinct identity of Bethesda in an age of compromise
2. Restoring the financial viability of Bethesda
3. Responding to the increasing range of needs
4. Providing care for the Lord's people close to their place of worship

79

## Restoring the financial viability of Bethesda

- This wider concept currently make provision for two 'Central Care Homes'
- If we are to proceed with this concept, rationalising down to two Residential Homes would seem to be a prudent first move
- Centralise some of the administration functions to save costs and then
- Financial remodelling to take into account the outcome of these proposals.
- Followed by revised Fee Rates to be introduced from target dates:
  - new residents 1/1/20
  - existing residents 1/4/20

80

## Research

### Remember: Key Point of Advice

1. Become a Charitable Incorporated Organisation (CIO): a new form of legal entity designed for non-profit organisations in the United Kingdom.
2. Keep in mind the current and future needs of those Bethesda is here to serve
3. A Christian home is only viable if there are Christian people wanting to live there
4. Think afresh what is required – then consider how to get there.

81

## Unincorporated Charity

## Charitable Incorporated Organisation (CIO)

CIO's were launched in 2013 to combine the benefits of being a charity with those of being a company

- An 'Unincorporated Charity' is not a legal body in its own right
- It can not enter into contracts in its own name
- Nor can it register the title of land & property in its own name (it has to use a trustee's name or the name of the Custodian Trustee - GST)

82

## Unincorporated Charity

↓

## Charitable Incorporated Organisation (CIO)

- To move forward with the proposals outlined, Bethesda will need to be a legal entity that can enter contracts in its own name
- Bethesda's Auditors have recommended this route for the protection of Trustees
- The Committee has passed a motion to make the transition to a 'Foundation CIO' (the simplest model of CIO) and this is in progress

83

## Research

### Remember: Key Point of Advice

37. Involvement & ownership from all supporters is to be encouraged
38. LA's pay realistic rates for 'Independent Living Care' but suppressed rates for 'Residential Living'
39. Event payments (e.g. 1-5% retention of sale proceeds) are an innovative way of lessening annual maintenance fees, or can be used to build a 'sink fund' for unplanned maintenance or future development

84

Research

Remember: Key Point of Advice

37. Involvement & ownership from all supporters is to be encouraged

Please become subscribers – Now  
(Thank you if you already are)

This will enable us to keep you fully informed and engaged throughout this journey

85

Gospel Standard Bethesda Fund

This model spreads the responsibility for Bethesda more widely and in doing so, allows friends from many chapels to become more easily involved and to help with Bethesda

At the present many of our young people only know about Bethesda if they have a relative there or if their parent is involved in Bethesda:

Making Bethesda accessible/local encourages the young to also help, even as a Saturday job in the garden etc.

86

Gospel Standard Bethesda Fund

Let us acknowledge the Lord's provision of Bethesda and, with His help, work together to create a caring, accessible environment that people want to live in

87

Seeking a way for Bethesda

Desiring the Lord to go with us and to show us His 'Perfect Will' For Bethesda

"In all thy ways acknowledge him, and he shall direct thy paths"

88