

Activity Report 2018



Editors: Dr. Meir Hovav, Dr. Erez Eizrachi



Inclusion for People
with Disabilities

Activity Report 2018

SHEKEL – Inclusion for People with Disabilities
11 Yad Harutzim st., P.O. Box 53105, Jerusalem 9153002, Israel
Tel: 972-2-6720157 | Fax: 972-2-6725208
E-mail: shekel@shekel.org.il
www.shekel.org.il/en

Translation: Binyamin Schwartz
Graphic design: SHEKEL Graphic Design Studio, Tel: 972-2-5480108



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Foreword from SHEKEL's CEO

SHEKEL provides professional solutions nationwide for people with disabilities and their families, via a continuum of services supporting the entirety of each individual's daily life as an integral member of the wider community. This continuum of services is geared to facilitate maximum inclusion and functioning potential for children and adults with disabilities, and their families, by providing comprehensive, individually tailored support programs. Of course, no one is required to participate in all of these programs; each individual chooses the programs that suits him. All programs are driven by SHEKEL's overall objective to provide equal opportunity for growth and self-fulfillment within the community while preserving human dignity.

SHEKEL's guiding principle in its approach towards people with disabilities is a holistic one that revolves around the individual's needs. This method places the person with the disability in the center, and the gamut of his own emotional, social, functional, and physical needs are met while accentuating his particular abilities and strengths.

Areas of activity on this continuum include the following: a sheltered-living program providing a holistic response to residents requiring intensive accompaniment; a supported-living program for residents requiring part-time accompaniment; employment centers and daycare centers providing a daily employment framework for people with disabilities living in the community, or employment placements in the general workforce; a leisure activities program facilitating and encouraging participation in cultural, leisure, and entertainment programs in the community; extended school day programs for children with moderate and severe disabilities; an accessibility center that develops municipal accessibility master plans for dozens of municipal councils, and advises how to make places of recreation, leisure, commerce, and tourism accessible for people with disabilities; emotional healthcare centers, and therapeutic centers for treating trauma and providing social-sexual education.

SHEKEL constantly works to develop and implement frameworks and treatment methods suitable to the changing needs and interests of different clientele. The treatments' objectives relate to the person comprehensively and as an individual. It focuses on achieving the following: inclusion (normalization) of the resident within the community in which he chooses to live; increasing his progress; empowering him by emphasizing his free choice and self-determination; and in strengthening his emotional welfare.



SHEKEL's target population includes any child or adult with a disability who seeks a response within the community, and was referred to SHEKEL by the local municipality, the Ministry of Social Welfare, or the Ministry of Health. This population includes people from all sectors of Israeli society: Jews, Arabs, religious and secular. Disability populations include people with intellectual development disabilities, people with significant learning disabilities and borderline intellectual abilities, people with physical disabilities, people with sensory disabilities (vision and hearing impairments), and people on the autistic spectrum (ASD).

Additional audiences who benefit from SHEKEL's programs include candidates for joining SHEKEL's different frameworks who are interested in its community programs, professionals, municipalities, and other organizations and family members seeking guidance and advanced training seminars. Each year, SHEKEL receives hundreds of referrals for advice, support, and practical instruction.

SHEKEL was established in Jerusalem in 1979. Since 1996, it functions as a nationwide organization and aspires to develop a continuum of community solutions for people with disabilities across Israel. SHEKEL expanded its activity to multiple locales in response to the growing demand among municipalities and families of people with disabilities. In 2018, we opened a daycare center for elderly with disabilities in Jerusalem; a daycare center for autistic people in Petach Tikva; two apartments in Shoham; nineteen single apartments in Ramat Gan; a group housing apartment in Givatayim; an apartment in Masuot Yitzchak; a daycare center for people on the autistic spectrum at the Kfar Shmuel Horse Ranch; a therapeutic center in Beersheva; two apartments in Jerusalem; and we expanded the supported-living program in Jerusalem and Petach Tikva.

This intensive expansion required new organizational arrangements. Over the last few years, we made changes in SHEKEL's organizational structure in order to enable administration in a more effective and conducive manner to SHEKEL's expanded activity. Together with the Executive Vice Director and the Development Manager, a suitable plan was formed dividing SHEKEL's activities into five geographic areas. Each area has its own director, a change noticeable in the 2018 Annual Report. These areas are as follows:

The Jerusalem Area includes SHEKEL's veteran programs and SHEKEL's continuum of community programs for hundreds of people with disabilities in the city and the region in independent living, employment, leisure, education, and therapeutic treatment. Hundreds of employees and volunteers work in this area.



The Petach Tikva Area is SHEKEL's second largest in scope and tenure. The programs in this area have operated since 2007 in the fields of housing, employment, leisure, and education.

The Shoham and Modi'in Area includes an employment program that began in 2007, and has recently expanded to include housing, leisure, and educational programs.

The Ramat Gan and Bat Yam Area is a relatively new area of activity. Bat Yam's activity began in 2017 and expanded to Ramat Gan in 2018. Programs include a sheltered-living program for people on the autistic spectrum, social clubs, leisure activity, and educational programming.

The Kibbutzim and Southern Israel activity began in 2015 when the first apartment opened in Kibbutz Yavneh. It has expanded lately to include additional housing, employment, and leisure programs.

Nationwide Programs: Some of SHEKEL's programs are offered on a nationwide scale and are not fixed to a particular geographic area. These include leisure activity programs, extracurricular enrichment classes, community activities for multi-disability populations, the Israel Center for Accessibility, the therapeutic centers for treating trauma and sex education.

This Report represents SHEKEL's wide array of activity – its regional activity, nationwide activity in various fields, and administrative activity.

I'd like to thank the directors who helped prepare this summary, and to Dr. Meir Hovav, who participated in the annual discussions and edited it.

I would also like to thank SHEKEL's President, Mrs. Lihi Lapid, for her noteworthy activity for the organization. Thanks also goes to Mr. Haim Ariel, Chairman of the Board, for his important activity in advancing SHEKEL. Thank you to the members of the Public Board who help us throughout the year.

Thank you to the employees of the Ministry of Welfare and Social Services, the Municipalities of Jerusalem, Petach Tikva, Bat Yam, Shoham, Hevel Modi'in, Modi'in, Tel Aviv, Haifa, Kibbutz Kvutzat Yavneh, Masu'ot Yitzchak, and Kfar Shmuel, as well as many others who participate in developing new programs.

Thank you to the National Insurance Institute/Bituach Leumi Fund for Developing Services for the Disabled, and Keren Shalem, who help us develop innovative programming, fund renovations and purchase equipment over the years.

In order to ensure continued activity on the high level of quality and quantity in which we believe, we rely on the help of many donors. Without significant financial assistance,



we are limited in our ability to continue developing services and providing the best treatment as necessary via programs not funded by state or municipal resources. Therefore, we turn to the public in Israel and abroad, and invite them to join us by donating and volunteering in order to create social change in Israel together. I would like to send heartfelt thanks to our donors and foundations in Israel and abroad. Thanks to them, we have built high quality services with high professional standards for the benefit of the population.



My thanks and profound gratitude go out to every one of the hundreds of SHEKEL employees and volunteers. Thanks to them, this great endeavor has reached impressive achievements. SHEKEL is a world of good-hearted professionals. They deal with hardships and trials, and overcome them through love, courage, care, and self-sacrifice.

Clara Feldman, CEO

SHEKEL



Continuum of Services

SHEKEL's continuum of services includes a variety of solutions regarding housing, employment, leisure activity, cultural activity, as well as an individualized response in the realms of mental health and rehabilitation. SHEKEL's vision is to provide a continuum of services to each individual and enable him to choose which solutions and locations are best for him.

'Living in the Community' Housing Program

SHEKEL's Living in the Community housing program seeks to enable every person with a disability to live with his family and/or home community. The program runs in various locations across Israel and has two subdivisions: the **Sheltered Housing Program**, which provides a comprehensive housing solution for residents with low to medium functioning, and the **Supported Housing Program** for residents with high level functioning.

The Living in the Community housing program also works to develop housing solutions within the community for various authorities, and assists groups of parents seeking a shared solution for their children's specific needs.

The program presents different models of protected housing within the community, such as shared group apartments (of four to six residents), apartments for couples, apartments for individuals etc. The level of accompaniment provided for each group is tailored to the needs of the group.

The Living in the Community program aspires to provide every special-needs resident with a house for life, specifically suited to his or her needs, while ensuring a high quality of life. The program also seeks to integrate special-needs residents into the general community by influencing societal frameworks as well as community institutions (such as neighborhood Matnas Community Centers, the workplace, neighbors in the apartment buildings etc.).

Vocational Rehabilitation

A person's ability to work is a central component of a normative life. Therefore, SHEKEL's Vocational Rehabilitation Program is a central SHEKEL program. It assesses the client's individual interests and capabilities and then seeks to provide guided





Inaugurating the Yonatan Apartment in Har Homa

employment that challenges the person with a disability, imparts basic and complex employment skills, and constantly monitors his capabilities, while ensuring a high quality of life.

SHEKEL's continuum of activity begins with a transitional employment program during the student's senior year at his special education high school, or at SHEKEL's employment-oriented day centers for people with moderate to low functioning. This continuum then progresses to SHEKEL's sheltered-employment frameworks that create sellable products or provide outsourcing services. It then provides group training in which employees temporarily transition as a group and then completely assimilate into the general workforce while receiving assistance. SHEKEL provides auxiliary employment training through courses such as computer familiarity, provided as part of the "SHEKEL College" program, and supported-employment frameworks in which clients gradually acclimate as employees in the general workforce while receiving ongoing support from SHEKEL's counselors.

Leisure, Culture and Enrichment

SHEKEL's vision is to initiate and implement enrichment, cultural, and leisure activities that are universally accessible and emphasize the needs of the person with physical, intellectual, or emotional disabilities. These activities are implemented within the general community while ensuring high quality programs and social integration. The enrichment, cultural, and leisure activities boost the participant's quality of life in multiple areas, such as physical and emotional health, self-advancement, empowerment



and self-esteem, and cognitive and motoric development. The program pursues the widest possible collaborations with local municipalities, the Ministry of Social Welfare, academic institutions, cultural institutions, foundations, municipal welfare departments, and any other body or organization that can help advance this vision.



Extended School Day Programs

SHEKEL has been operating extended school day programs in special education schools and kindergartens since 1992. The programs' goals are to ease the burden on families by allowing them to raise their children with severe disabilities at home instead of sending them to distant therapeutic frameworks that set them apart from society, and provide enrichment and leisure activity.

SHEKEL implemented extended school day programs in eight special education schools in Jerusalem, one school in Petach Tikva, and two schools in Bat Yam. Five of the schools are under the auspices of the Dept. for Cognitive Disabilities, while three are under the auspices of the Dept. for Rehabilitation. Two schools serve students recognized by both the Dept. for Cognitive Disabilities and the Dept. for Rehabilitation. SHEKEL added equipment, implemented renovations, and recruited volunteers and donations for studies for all students, not just those in the Extended School Day Program.



New Frameworks in 2018

Daycare Center for Elderly with Disabilities in Jerusalem

In order to prevent deterioration among elderly with special needs, and provide individualized therapeutic activity to help advance their skills and daily functioning – SHEKEL opened a specialized employment-oriented daycare center for dozens of participants at its Vocational Rehabilitation Center in Jerusalem. The Daycare Center combines multiple forms of employment-oriented activity with individually recommended daily therapies including movement, art, music and drama. The Center serves dozens of elderly citizens with developmental disabilities with mid-to-low functioning who require close guidance. In this manner, the Daycare Center stems the participants' cognitive deterioration and instead develops their sensory, intellectual, and communicative skills in an enjoyable social atmosphere. It provides them with a feeling of value, creativity, and community by increasing their ability to function independently within a group, producing a higher sense of self-esteem among participants.

Daycare Horse Ranch for People with Autism

In order to facilitate integration for people with severe autism into the general community, SHEKEL joined with the Gallop Organization at the Kfar Shmuel Horse Ranch to provide an innovative inclusion program for people aged 21 and up with low to mid-functioning autism. The project, called "SHEKEL's Open Space Daycare Center", combines therapies such as animal care and therapeutic gardening, and develops participants' interaction with people, nature, and animals. They also enjoy recreational activities such as hiking, horseback riding, sports, cooking, and art. The program helps them express themselves, interact with friends and clients, and adapt to a working routine. This allows them to become regular employees at the Ranch and creates the opportunity for satisfying future employment in Israel's workforce.

Daycare Center for People with Autism in Petach Tikva

The Day Center for People with Autism in Petach Tikva was founded in order to assist the municipality in providing solutions for this population. It serves adults with autism, enabling them and their families a normative daily routine, and is set to expand considerably during 2019.





New Apartments in Ramat Gan, Givatayim, Masu'ot Yitzchak, Jerusalem and Shoham

"The House on Hibat Zion" in Ramat Gan provides a unique, permanent independent living framework for twenty adults with Asperger's Syndrome, each with his own apartment. The "Ro'im Rachok" Apartment in Givatayim provides independent living for autistic young adult IDF volunteers. A new apartment in Masu'ot Yitzchak was opened for young women with intellectual development disabilities. Also, two new apartments were opened in Jerusalem and two in Shoham for special-needs residents.

The Therapeutic Center in Beersheva

In order to enable people with disabilities in Israel's south to receive sufficient specialized therapeutic treatment sessions in case of an attack, protect themselves from dangerous situations, and recognize healthy relationships - SHEKEL was chosen by the government to implement its educational, preventative, and therapeutic program in the Negev Region. No such center existed anywhere in the Negev Region. The new Beer Sheva Therapeutic Treatment Center's program duplicates SHEKEL's successful model at Hebrew University's Haruv Campus and provides the following four services for people with disabilities: therapy for victims of sexual assault; preventive social and sex education; treatment for perpetrators with special needs; and guidance for families and caregivers.



Nationwide and International Activities

The Israel Center for Accessibility

The Israel Center for Accessibility was founded in 1998 in order to increase knowledge on accessibility, improve the process of accessibility provision through planning and implementation of physical accessibility, and provide accessibility solutions for people with disabilities. Over the years, the Center's activities have generated widespread change in legislation, regulation and budgeting.

Target populations:

- Public and business entities: government ministries, local government, municipal companies, universities, the government tourism corporation, commercial companies (airlines, retail chains etc.), companies implementing architectural projects, and businesses and entrepreneurs who require accessibility approvals in order to receive a business license
- Professionals: architects and designers, construction entrepreneurs, service providers for people with disabilities
- People with disabilities: direct services for the hearing-impaired via the SHEKEL Center for the Hearing Impaired in Haifa.

Activity in 2018:

The Center continued its involvement in preparing accessibility master plans for municipalities, including public transportation and in other fields. Due to progress in implementing accessibility regulations and increased enforcement by the Commissioner for Equal Rights for People with Disabilities, there has been a significant increase in requests from businesses and entrepreneurs requiring accessibility certification and other services for buildings, infrastructure, and environmental projects. Over 150 projects have been advanced in 2018.

Two editions of SHEKEL's publication for accessibility professionals, "A Matter of Approach", were published; accessibility certification was obtained for 90 projects; and consulting services were provided for new transportation routes, public buildings, the Moriah Corporation in Jerusalem, and a transportation master plan, including





Dr. Avi Ramot on an Accessibility Evaluation in the Old City

ongoing consultation.

Thirty lectures were given at SHEKEL's Hearing-Impaired Center in Haifa, attended by 600 participants; 18 hearing tests were conducted; 20 individual consultations took place for individuals requesting hearing devices; auditory consultations were given to 21 individuals; 9 visits were conducted in homes of the elderly; and assistive devices were lent to 28 individuals.

Work Plan for 2019:

The Center will continue to develop its nationwide public transportation accessibility program, and will continue to raise awareness for accessible transportation. The Center will focus on professional development and accessibility technology, primarily in the field of transportation. The Center will also continue its involvement in Jerusalem's Old City accessibility master plan, and continue its accessibility consulting services for the planned metropolitan park system around Jerusalem. The Center will continue to provide consultations for various organizations and bodies, such as local councils, as in previous years, as well as at the Center for the Hearing Impaired in Haifa. It will expand its promotional activity for accessible public services and overall accessibility. Two editions of "A Matter of Approach" will be published during 2019.



Therapeutic Centers

SHEKEL is one of Israel's most veteran organizations specializing in emotional therapy services for children, adolescents, and adults with all forms of disabilities. SHEKEL's therapeutic centers provide professional emotional therapy, sexual therapy, and social-sexual education for people with intellectual and sensory disabilities.

The center in Jerusalem is located on the Hebrew University's Haruv Children's Campus for children who have been molested or neglected. **The Toni Eliashar SHEKEL Therapeutic Center** is the only center on campus specializing in emotional therapy for children and adults with disabilities. The Center is also authorized to provide therapy for sex offenders.

SHEKEL established another **Therapeutic Center in Beer Sheva** in November 2018. The Beersheva center provides emotional therapy, sexual therapy, and social-sexual education for people with intellectual and/or sensory disabilities for Israel's entire southern region. As part of our efforts to make these crucial services available and accessible to residents of the periphery, SHEKEL established an additional branch in Ashkelon.

Activity in 2018:

The Centers treated 262 individual patients. Hundreds more benefited from the programs, either having received parental guidance, guidance for professional staff, and/or seminars. During the year, 188 new individuals were referred to the Center, an increase of 13% in referrals. Two-thirds of these referrals were due to their need for social-sexual counseling and education. About 18% of those referred came due to traumatic experiences; 71% of referrals were male.

Work Plan for 2019:

Strengthening connections between the Therapeutic Center and SHEKEL's Specialists Unit in order to expand SHEKEL's therapeutic services provision to the community; expansion of the Center's activity in the Jerusalem Region by marketing its services to Israel's public health service providers; arranging an annual full-day seminar about the Center's activities in Southern Israel together with the Haruv Institute; implementation of an academic course entitled "Social-Sexual Education for People with Disabilities" together with an academic institution in Israel's South; publication of an annual statistical study of children and adolescents with disabilities together with Israel's Council for Higher Education; and implementation of a training course for treating people with autism together with the Center for the Study of Autism and the Magid Institute.



Leisure, Culture and Enrichment

SHEKEL's Leisure, Culture, and Enrichment Program runs hundreds of programs for people with disabilities across Israel, in order to improve their quality of life.

The Program has two main segments: **"College for All"** which focuses on courses, classes, and clubs, and **"Culture for All"** which focuses on culture, leisure, and vacations, serving approximately 1,500 people with emotional disabilities, intellectual development disabilities, communicative disabilities (autism), and/or physical disabilities.

The Program's objectives are to initiate and operate enrichment, educational, cultural, sports, and leisure programs that advance people with disabilities, help them fulfill their dreams, and promote community inclusion. The program also includes the arts, stage performances, photography, community television, and film productions.

During 2018, activities were generally implemented as planned, often exceeding expectations. High standards for participants' progress and development were maintained. Similarly, connections and cooperation with external agencies were preserved. The level of satisfaction was monitored via interviews and questionnaires (ranging from 1-10). The percentage of satisfaction was above 9 (90%). There were 1,500 direct beneficiaries.

Due to high demand for the Program's leisure segment, it was redesigned for implementation on a nationwide scale. This new layout substantially improved conditions for participants. Dozens of activities were implemented, including holiday festivities (for Sukkot, Tu Bishvat, Purim, and Passover) and vacations, including a Passover excursion and a summer camp. We initiated and facilitated vacations to Thailand, London, Greece, Eilat, and the Dead Sea, with hundreds participating and heavily praising the trips.

In light of the tragic events at Nahal Tzafit, we established a support system and honed our procedures and security guidelines for our events, based on the guidelines of the Ministries of Social Welfare and Education. Efforts were also invested in consolidating our emotional health services while focusing on collaborations and emphasizing the role of the leisure program as part of participants' rehabilitation.

We collaborated with over 45 cultural centers including Hapoel Jerusalem, the Special Olympics, Bezalel Arts Academy, and the Kagan Center, and provided accessibility and information about community cultural activity, and coordinated attendance. Over 6,500 tickets were distributed.

Thousands of instructional hours and a great deal of leisure activities were provided. Each participant attended several activities. A significant part of these activities was



implemented in cooperation with community agencies, such as The David's Tower Museum in which SHEKEL participants were trained as tour guides. Several computer, technology, and language classes were further developed and this advanced participants by strengthening their sense of affiliation and achievement. Classes transitioned into hour-and-a-half long courses similar to academic courses. Also, semester vacations at the College were set parallel to academic vacations and breaks. Professional instruction advanced considerably and guidance seminars for professionals were improved.

Film

SHEKEL produced six films with cognitive disability accessibility and/or universal accessibility for the vision-impaired, hearing-impaired, and rehabilitation populations. The films were screened at schools, clubs, community centers etc.

"Reframing Reality: The Fifth International Film Festival at the Jerusalem Cinematheque"

SHEKEL's Fifth International Film Festival was held this year in May. The timing, including various marketing strategies, brought additional audiences. Twenty films from different countries were translated into Hebrew and screened. Special screening for organizations were held separately. Guests from overseas came to participate and the audience immensely enjoyed the festival. Approximately four thousand people viewed these productions.

Arts

The project "Creating a Bond – Dialogue through Art" brought together eleven SHEKEL artists with eleven students from Bezalel Art Academy, Hadassah College, and The School of Visual Theatre. At the end of the year, participants presented their work at the Barbur Gallery.

Theater

In 2017, we began a three-year drama course at the Nisan Nativ School for Acting in Jaffa. At the course's conclusion in 2019, a professionally produced play will be shown and marketed across the country for multiple audiences.

During the first year of the program in 2017, we began a drama course for a group of ten people in conjunction with the Nisan Nativ School for Acting in Jaffa. Studies take place three mornings each week, while two afternoons during the week the group observes plays, theater instruction, and prepare presentations (i.e. they learn about a theatrical scene, and then act it out). During the course's first year, students studied drama, participated in presentations, and were instructed by counselors and second-





year students at Nisan Nativ. At the end of the year, the play *Caviale e Lenticchie* was presented before SHEKEL parents and SHEKEL's Sheltered-Living Program staff.

During the second year of the program in 2018, instruction focused on imparting knowledge, performing plays, text studies, and acting on a higher professional level.

Work Plan for 2019:

Continued preservation of the activities' high standards; inculcation of the leisure program's nationwide presence and solidification of our services in Central and Southern Israel; further advancement of solutions for people with emotional disabilities; development of "Culture for All" services and increasing relationships with cultural institutions in Central Israel; inclusion and promotion of technology in our cultural programming, including a suitable technological interface allowing for purchasing tickets and vacation packages online; implementation of activities for strengthening participants' self-esteem while exposing society to the world of people with disabilities; establishment and development of the Matchmaking Project to help facilitate relationships among people with disabilities and help them deal with loneliness; continued production of ten films for community television; continued implementation of the "Dialogue through Art" program at Bezalel, the Visual Theater, and Hadassah College; renewal and updating of the MAATZIM Program, including preparation of short films about SHEKEL participants.

During the third year of the theater program in 2019, SHEKEL's actors will present *The Little Prince* accompanied by a professional director, producer, and renowned marketer. The costumes and scenery will be created in part by the actors including two professional performing artists who are graduates of Nisan Nativ. *The Little Prince* performances will be presented across Israel.



Training Center

The objectives of the Training Center are the following: to utilize knowledge and current human resources at SHEKEL in order to initiate specialized training programs for professionals; to provide professional training for SHEKEL staff and other organizations' employees in Israel and overseas; to collect and catalog guidance materials; to create training collaborations with organizations for disabilities and others; to develop professional connections internationally in order to build collaborations; to expose SHEKEL to new populations; and to expose SHEKEL's professional activity to the professional community and the general public.

The Center targets organizations, businesses, Social Welfare Ministry employees, SHEKEL employees and volunteers, consumers of SHEKEL services, parents and family members, and overseas organizations.

Activity in 2018:

In Israel: Implementation of a two-day training orientation for new staff members; implementation of a training program for improving financial skills using a board game among SHEKEL tenants, in conjunction with the Living in the Community staff and psychologist Anat Marmor; lecture for students participating in an Organizational Management course (coordinated by Dr. Michael Ganor from David Yellin College); training and guidance for women professionals from Bethlehem in cooperation with the Variety Organization, on the yearlong course entitled "Introductions and Tools for Working with People with Special Needs"; training for nurses associated with Maccabi Health Services entitled "Effective Communication with People on the Autistic Spectrum"; participation in a social export conference; and assistance in SHEKEL's annual event and fundraising.

Abroad: Guidance and professional support for volunteers from Taiwan; lecture for tourist donors from Taiwan; organization of a delegation to Macedonia comprised of two SHEKEL employees and a coordinator to represent SHEKEL and the Israeli Embassy during Israel's Independence Day events.

Work plan for 2019:

In Israel: Training for the "Noam – Conservative Movement Youth" organization; training for the Bnei Akiva Youth Movement; advanced training for nurses at the Maccabi Health Services emergency centers on the topic of effective communication with people on the autistic spectrum; visits in the framework of SHEKEL's employment programs surrounding ISO quality accreditation procedures; developing new advanced training programs for SHEKEL employees and professionals including seminars





Instructional Guidance for Female Professionals from Bethlehem

on SHEKEL's activity models; delivering seminars on social-sexual education and trauma; inculcating usage of simulation tools for tenants in SHEKEL apartments; implementing training seminars and orientations for new employees; assistance in producing SHEKEL's annual event and recruiting sponsors.

Abroad: Lecture for overseas volunteers under the auspices of their umbrella organizations; developing collaborations and continued joint projects with Taiwan, Singapore, and Hong Kong together with the Glory Foundation; cultivating connections with Israeli embassies overseas and foreign embassies in Israel in order to provide education about working with people with special needs; continued collaboration and training in Macedonia, Albania, and Serbia.



Major Centers of Activity

Jerusalem

SHEKEL's Jerusalem activity has existed since 1979, and includes various services for a large number of people in the realms of housing, employment, and leisure. Employment services in the Jerusalem Area in 2018 focused on bringing together different services in order to create a continuum and provide a comprehensive response for each individual's needs. In the Jerusalem Area, the Living in the Community housing system operates sheltered and supported living frameworks within the community, as well as solutions for sheltered employment and supported employment (within the general workforce), and different leisure and cultural services for these two groups. Program staff includes multiple professional therapists, including a social worker, psychiatrist, nurse, special education counselor, behavioral therapist, physical therapist, art therapist, as well as multiple volunteers.

Living in the Community

The housing program at the end of 2018 included 272 residents in 89 apartments: 248 in sheltered living frameworks, and 24 in supported living frameworks. Most residents were referred to SHEKEL by the Department for Intellectual-Developmental Disabilities. The number of elderly residents in SHEKEL's Jerusalem apartments is increasing, as well as the number of people on the autistic spectrum. The rest were sheltered-housing frameworks. Four apartments are for people with nursing-care disabilities.

Eight new apartments were opened in Jerusalem this year. 327 counselors were employed in the program. Each resident has annual personalized therapy itinerary goals to help him reach his highest potential. Almost all residents have some form of employment, many of them in the general workforce.

Vocational Rehabilitation

Jerusalem's employment framework operates on the rehabilitation continuum model. During 2018, the Vocational Rehabilitation program underwent a structural change and was divided into two separately administered departments: Sheltered-Employment & Daycare Centers, and Supported & Group Employment. The first department now includes the Daycare Center for Elderly with Disabilities, the Workshops Center, and the



Multi-Disability Factory. The Sheltered-Employment & Daycare Centers department employed 159 people with disabilities. The Supported & Group Employment department employed 117 people with another 50 employed in groups in the general workforce.

Another program, the High School Transition Program, trains special education high school seniors for seamless transition into the workforce following high school.

This year, equipment and furniture began renewal and ISO 9001 accreditation procedures began, set to conclude in 2019.

Leisure

2018 was a year full of different leisure activities, and almost every SHEKEL apartment resident participated. Also, residents routinely enjoy their free time independently such as cinema, music, cafes, museums etc. Most residents went on overnight vacations, three groups overseas. The Jerusalem Area provided leisure services for 1,500 people.

Work Plan for 2019:

Setting new goals for each resident and filling apartment vacancies; opening new apartments, beautification of current apartments, and transitioning three apartments' residents to new, renovated buildings; providing advanced training seminars for apartment staff; inculcating a new work model for each apartment group; renovations and purchasing new wheelchairs and special therapies; creating new collaborations with businesses and developing new social impact enterprises; increasing the number of employees in the general workforce, including among sheltered-employment participants; increasing connections with participants' families; building connections with additional special education high schools; and adding new training programs and placements.

Extended School Day Programs

The following extended school day programs operate in Jerusalem:

The Eddy Shore Preschool

The Eddy Shore Preschool has 50 students aged 3-7 with various degrees of intellectual development disability. Most participate in SHEKEL's extended school day program, 35 of them sponsored by the Ministry of Social Welfare. The program operates five days a week between 1:30pm-5:30pm. Activities include music, therapeutic dog training (animal care), rhythmic classes, nature classes, and field trips.



The Hettena School for Severely Disabled Children

The Hettena School for Severely Disabled Children has 54 students aged 3-21 with severe intellectual disability, multiple disabilities, CP, hearing and vision impairments, motoric problems, and sometimes various ailments. The program operates five days a week from 2pm-6pm, and about 35 children participate. Besides extracurricular enrichment, students are bathed, receive a hot meal, snack time and dinner, paramedical therapies, and field trips. In order to operate the program, volunteers and fundraising are utilized to expand both the school's and afternoon programs. Due to the complexity of the care necessary at Hettena, SHEKEL has been assisting the school for many years during the morning hours as well, in areas such as manpower. SHEKEL also provided several activities surrounding the holidays, as well as plays, and field trips thanks to donations and volunteers.

The Hadvir Hachadash School

The Hadvir Hachadash School employs an anthroposophist method and has 29 students aged 6-21 with severe intellectual development disabilities. Some children have hearing and vision impairments, some with autism. Twenty-four children receive care in the afternoon program via funding by the Ministry of Social Welfare. SHEKEL's program at Hadvir runs five times a week between 2pm-6pm. Activities include communication classes, agriculture, carpentry, movement therapy, hydrotherapy, and field trips. Due to the complexity of the care necessary at Hadvir, SHEKEL has been assisting the school for many years during the morning hours as well, in areas such as manpower. SHEKEL also provided several activities surrounding the holidays, as well as plays, and field trips thanks to donations and volunteers.

The Abu Tor Hearing Impaired Center

The Center has 70 children with various hearing impairments, 41 of whom are supported by the Ministry of Social Welfare, while the remaining students receive care funded by other sources. Students receive various services in addition to the routine classes, meals, and trips. The Center provides special activities such as speech therapy, communication therapy, capoeira, a soccer team for both boys and girls, and assistance preparing homework. It also provides special programs involving the parents and morning frameworks in order to enable continued therapy and similar conditions in every realm of the hearing-impaired child's life. The Center is equipped with the most advanced technological apparatuses in order to make the program accessible for the children. The Center runs four days a week from 1:30pm-5:30pm. Last year, a "Youth Center" was opened in which the older children were separated from the younger children and a more advanced program two days a week was implemented for them.





The Kiach School for the Hearing Impaired

The Kiach School for the Hearing Impaired was founded and operated by the Kol Yisrael Haverim Organization and teaches both Jews and Arabs. School staff members are also varied, allowing for special cultural sensitivity. SHEKEL runs the afternoon program for 50 students, 34 of whom are supported by the Ministry of Social Welfare. The program runs three days a week from 1:30pm-5:30pm, twice at the Phillip Leon Community Center, and one day a week at the school. The program includes various high level classes, such as swimming, sewing, ceramics, soccer, cooking, therapeutic dog training, and computers. All classes are taught by very experienced and authorized instructors. Besides the leisure and enrichment activity, staff focus on building a personal goals itinerary for each child in fields such as behavioral conduct, social and emotional conduct, language and communication, self-management and independence, movement and sensory improvement.

Work Plan for 2019:

Applying for RFPs; expanded marketing among parents in all schools; opening new frameworks; purchasing new equipment, particularly at the Dvir HaChadash Special Education School; seeking additional external resources for funding activities at the Eddy Shore and Hettena special education schools; seeking additional donors, foundations, and other resources; and submitting plans for therapeutic counseling procedures at Hettena.



Petach Tikva

SHEKEL's activity in the Petach Tikva area expanded over the last few years. It operates the following programs: the Nursing Care Day Center for people with moderate or severe cognitive development disabilities; the Rehabilitation Employment Factory for light cognitive development disabilities; the Daycare Center for People on the Autistic Spectrum (which opened this year); the Supported Living Program, created together with the JDC; the Extended Day Program for Children with Disabilities aged 3-6; the Multi-Disability Factory; and a daycare center for elderly with cognitive development disabilities (to open soon).

SHEKEL works in conjunction with the Petach Tikva Municipality in providing solutions for local citizens with disabilities. It should be noted that Petach Tikva is the fifth-largest city in Israel and its population is constantly developing and expanding. The population of people with disabilities is also increasing accordingly.

Activity in 2018:

- **The Nursing Care Day Center:** The Center provides services for 48 participants with moderate, severe, or nursing-care level cognitive disabilities. Its employment program has produced multiple sellable products. Staff members gradually advance the level of activity among participants in order to help them reach their highest potential, and utilize the advanced TRX Physical Therapy Method applied in all advanced exercise rooms today. The participants also enjoyed two field trips this year.
- **The Day Center for People on the Autistic Spectrum** was founded in order to assist the municipality in providing solutions for this population. It currently serves three adults with autism, enabling them and their parents a normative daily routine. Operating the center for such a small clientele entails managerial and other challenges. We are preparing for the center's future expansion in 2019 that will enable it to reach everyone in need in Petach Tikva. We plan to move into a permanent facility by mid-2019.
- **The Rehabilitation Employment Factory:** The factory employed approximately 70 participants on different functioning levels who helped produce textiles, electronics, security equipment etc. Other groups at the factory are delineated as follows:
 - ◇ The Veteran Group is characterized by a calmer work environment. This group will soon transition to SHEKEL's future Petach Tikva Daycare Center for Elderly with Disabilities.
 - ◇ The Therapeutic Group is defined by the participants' challenging behaviors, requiring higher therapeutic attention.





On a Sailing Trip at Herzliya's Marina

- ◇ The Pre-Industrial Group is comprised of people with higher potential for joining the general workforce in the future. Some have already transitioned. Employment skills, personal responsibility, and social interaction advancement, are strongly promoted in this group.
- ◇ The Supported Employment Group is comprised of participants with higher capabilities who have advanced and are now integrated in the workforce, including in places like government offices.
- ◇ The Shiluvim Group is a group whose participants live in a youth village in Petach Tikva and combine studies with employment. The program aims to enrich the participants' level of studies according to their employment capacity.

Due to the often low level of self-esteem among people with disabilities, we discussed the need for self-acceptance this year among the participants. The employment program also included social and leisure activities that developed both the individual participants and the group as a whole.

Fifteen steady consumers are among the factory's clientele, and they were very pleased with the quality of the products and our employee retention. We held volunteer events together with the IDF, Beilinson Hospital, schools, Bnei Brith, WIZO, the Community Center Network/HaChevra L'Matnasim, Heichal Hatarbut Petach Tikva, the Police etc. We celebrated birthdays, events surrounding Jewish holidays



etc. Training for high school seniors was implemented in order to enable their seamless transition into the general workforce immediately following graduation. The factory also hired an additional National Servicewoman.

- **The Supported Living Program** is a new SHEKEL program in Petach Tikva. The project, in conjunction with the JDC, provides people with potentially higher functioning capabilities and financial independence to live a completely independent way of life. The program has also made inroads in the Haredi sector. We are also in contact with the Bnei Brak Municipality, as several people with disabilities come from this sector. Approximately 25 people participate in the program, some of whom have even succeeded in completing it and currently live completely independently with no professional intervention whatsoever. We continue to receive referrals for new participants, which in itself conveys public awareness of the success of the program as an important stage in the advancement, rehabilitation, and inclusion of people with disabilities in the community.
- **The Extended Day Program** serves 16 children with disabilities in special education schools; 2018 was its second year of activity. As school staff became increasingly familiar and fluent with SHEKEL's program, cooperation increased between school staff and SHEKEL's afternoon staff. This helped us implement daily activities.
- **The Multi-Disability Factory** continued its efforts to unite with the Rehabilitation Employment Factory into an inclusive multi-disability factory production program. Seventy people with various disabilities worked at the factory in 2018, 20 of whom are blind or have vision impairments. Others have physical disabilities, low cognitive functioning, and/or other disabilities. With help from Bituach Leumi, the factory's equipment was renewed to improve conditions for the participants, including tables, chairs, and work trollies. Raw materials were purchased for the new cosmetics production factory. The factory began ISO procedures towards accreditation. A cosmetics production line was opened and specialized employee on-site training began for its operation. We strongly sought the advancement of employees capable of off-site employment and we succeeded in transitioning several participants into the general workforce as standard full-time employees. They are doing very nicely today on their own and require no further rehabilitative instruction.

Employing suitable staff is key to the success of all aforementioned activity. Therefore, the subject of employee preservation and development is constantly on our agenda, and we strive to employ young staff members together with veteran staff due to the advantages of this combination. Like last year, we succeeded in hiring a heterogeneous staff that included young adults, IDF graduates, veteran SHEKEL employees, National



Servicewomen, and overseas volunteers from the Hagoshrim Organization in Germany, who come for a year of volunteering in Israel. We also did our best to help staff members' own development and enable each person to express their individual talents. Staff also participated in advanced training seminars over the course of the year.

Special events during 2018 included experiential educational activities for both participants and staff, thanks to the cooperation between SHEKEL and various agencies. These collaborations are increasing. For example, we enjoyed watching the initiation drills of municipal rescue and security teams, presentations on various special units, and a performance by the Musical Police Ensemble.

A full day seminar for Petach Tikva Social Services' social workers was held in order to discuss challenges and shared objectives between colleagues. In the future, we hope to include guidance seminars by SHEKEL's Training Center.

We find great importance in these events because they help us fulfill our obligation to include people with disabilities in society as best as possible.

Work Plan for 2019:

- Expansion of the Nursing Care Day Center to include people with medium-level cognitive disabilities
- Reorganization of the Rehabilitation Employment Factory's groups in order to maximize participants' advancement and future options by transitioning employment groups to the multi-disability factory, and the Veteran Group to a new daycare center program for people with disabilities. The therapeutic groups will join the daycare center.
- Expansion of the Day Center for People on the Autistic Spectrum in order to provide a citywide response, and its transition to a permanent building by the end of 2019.
- Continued inculcation of ISO procedures
- Continued development of the Supported Living Program
- The addition of two sheltered apartments in the area
- Continued manpower development for both the short- and long-term



Hevel Modi'in Regional Council

The Sheltered Employment Factory

The Sheltered Employment Factory employs 35 people, half from the Modi'in Region and half from Shoham, Lod, Gezer, and Beer Yaakov. Employees at the multi-disability factory include people with intellectual development disabilities, people on the autistic spectrum, and people with rehabilitation and emotional disabilities. Most have moderate to low functioning ability. Staff includes a coordinator and two instructors. Employment-oriented activities include categorization, assembly, and packaging. Also, an organic nursery employs six people in agricultural work. An assembly line advances soft motor skills and much concentration. Every morning, local pensioners volunteer at the Factory, individually guiding employees in accordance with each employee's specific itinerary.

This year, two groups with higher functioning moved to an industrial rehabilitation factory program, and two national servicewomen joined staff who significantly added to the program. We expanded the number of industrial tasks employed in order to provide for a wider clientele. We added customers, such as Averbuch and Ya'ad Sweets, and these businesses classify SHEKEL's factory as a permanent and steady supplier. We also worked on advancing a group of employees and preparing them for work in the general workforce, and added another seven employees.

The sheltered factory also provides a social scene for most of its employees, and we added activities this year including lectures on Jewish festivals, periodic lectures on life skills, sexuality, sports, enrichment classes, music, and a weekly yoga class.

The Social Club for Adults

The Social Club for Adults operates twice weekly between 3pm to 5pm at the Sheltered Employment Factory. Sixteen people with disabilities from the factory participate. The club's goal is to serve as a social gathering place for people in the area with disabilities, to expand and improve communication skills and enable participants to enjoy quality time and cultural activity together. Activities include sports, art, and social games. The factory has permanent volunteers who are an integral part of the staff and activities. In addition to the volunteers' individualized instruction, they regularly provide additional lectures and leisure activities. Students from the pre-military preparatory program also provide weekly activity.

Industrial Rehabilitation Factory Activities

One instructor guides each group of six employees, who work in assembly, packaging, labelling, and assembly hauling. The Factory currently provides outsourcing for three companies: Diplomat, Novolog, and Tavlit Plastic. This year, six employees with intellectual developmental disabilities were employed and subsequently joined the general workforce.



Shoham

Social Clubs

SHEKEL began operating social clubs for people with disabilities in September 2018. The clubs are designed for multi-disability populations.

The Young Adult Social Club operates three times a week between 5pm and 7:30pm for people aged 13-21. Activities include sports, drums, dance, and multiple social activities. Staff includes two guidance counselors and many volunteers from the area, including pensioners, high school students, and youth movement participants. The Scouts Movement provides weekly activity as well. Seventeen people participate.

The Children's Social Club is designed for children between first and sixth grade and operates four times a week between 4pm-7pm. Activities include cooking, crafts, and homework preparation. Staff includes two counselors and volunteers. Seven children participate.

Living in the Community Housing

This year, two new apartments opened in Shoham for people with autism and high functioning capability, one for six male residents, and one for four female residents. Staff includes a coordinator and counselor available at all hours. Residents participate in local activities and lead independent lives with professional staff support.

Work Plan for 2019:

Introduction of a new product in which employees create from start to finish, in order to increase morale and enable employees currently incapable of joining the general workforce to utilize their own artistic talents and creative thinking; provision of a solution for people with low functioning ability; development of a daycare center; the opening of an industrial rehabilitation factory for people with higher functioning with high cognitive ability; and provision of cultural and leisure activity for additional special-needs populations.





Bocce Winners in Bat Yam

Bat Yam

SHEKEL began operating in the city of Bat Yam in 2017 in various capacities. Activity began with daycare centers and extended day school programs in special education frameworks for children and adults with disabilities.

SHEKEL's Bat Yam branch provides four services:

MEITAL – The Weizman Rehabilitative Day Center for People with Severe Disabilities

MEITAL is a leading professional rehabilitative daycare center for people with severe disabilities, offering a wide array of services in Bat Yam since 2017. The center operates under the auspices of the Ministry of Social Welfare and has 15 participants. Services are based on three central values: personal development, serviceability, and innovative ideas. What makes the center unique is its continuum of services and each person's individualized rehabilitative itinerary based on his or her specific needs and capabilities.

The center's expertise is in its provision of rehabilitation activity, education, life skills, and social, leisure, and sports activities within the general community, in correlation to the community's growing level of inclusivity.

Target populations include people with physical disabilities (muscular dystrophy, hypertonia, vision impairments, and blindness), lower cognitive abilities (due to head and spine injury, strokes, Cerebral Palsy, Multiple Sclerosis, Kostef Syndrome,



Myotonic Dystrophy, and epilepsy), and/or various emotional and mental disabilities.

The center runs from Sunday to Thursday from morning to afternoon. Its various activities stem from a rehabilitative therapeutic outlook in which every participant has the right and capacity for rehabilitation and growth. The center runs group therapy activities such as music and movement therapy, physical therapy, rehabilitative education, and guided imagery.

Since SHEKEL united with the center, much emphasis has been placed on community involvement. At the center's initiative, joint activities with city residents are held in order to include the center's participants as equals within the community, which is becoming increasingly accommodating for people with disabilities.

The center features:

- Two steady volunteers
- Sports events with teens with behavioral issues
- Cooperation with businesses who contribute to the program and volunteer with participants
- Various joint activities with municipality employees, IDF soldiers, and participants' families

The atmosphere at the center is one of development and growth in a warm, safe, and family environment.

Halmit – Extended School Day Program

SHEKEL began providing an extended school day program under the auspices of the Ministry of Social Welfare at Halmit in 2017. The program provides professional services for children from Bat Yam and the vicinity, aged 3-6, with physical handicaps and/or intellectual development disabilities. The program is unique due to its continuum of services in different functioning realms and in creating individualized functionality-building itineraries for each participant based upon his or her own interests and capabilities.

The program operates from Sunday to Thursday. Its activities throughout the week are selected based upon a therapeutic-development outlook and a belief that every child has the privilege and ability to advance and grow. The program provides a professional, warm, and safe environment.

Target populations include children with intellectual development disabilities on the light, moderate, and severe levels, as well as children with challenging behaviors, restlessness, ASD, cortical blindness, hearing impediments, and/or muscular dystrophy.



Since SHEKEL joined Halmit, much emphasis has been placed on the professional level of service and its community involvement. At the center's initiative, joint activities with city residents are held in order to convey the participants' place as equals within the community as the community becomes increasingly accommodating for people with disabilities.

Volunteers include the following:

- Academic students majoring in Special Education, who provide individual and group activity once every week
- Six at-risk youth volunteers accompanied by their Volunteering Director from Beit Hanoar Kadima, who provide weekly activities
- Four female volunteers from Bat Yam, coordinated by the City Volunteering Director, who provide four activities during the year

HaShayetet – Rehabilitative Program for Children with Delayed Development

HaShayetet is a rehabilitative program under the auspices of the Ministry of Social Welfare's Rehabilitation Department for 24 children aged 3-6 with delayed development or delayed verbal communication. The program is run by SHEKEL for children who have communication deficiencies but high functionality. Direct contact is maintained with the children's caregivers (the family's social worker, the child's preschool teacher, and the parents) as part of the child's rehabilitative process. HaShayetet accepts children following a committee decision following their referral to SHEKEL from the Ministry of Social Welfare.

HaShayetet constantly strives to improve the children's quality of life and encourages them every step of the way. Each child is assigned an individualized rehabilitative itinerary and staff members help each one achieve each his or her goals. The values guiding HaShayetet's activity are love for mankind, belief in each child's strengths, and persistence.

The program runs five days a week between 2-5 pm. It provides various extracurricular activities, including a verbal language class, life skills class, music, and preparation for first grade. Also, various seasonal social activities are held including holiday festivities as well as activities to help the children identify feelings, build self-control, and regulate their emotions.

Kalanit – A Social Community Club

The Kalanit Social Community Club serves as a social meeting place for people with intellectual development disabilities, providing enrichment and leisure activity with a therapeutic orientation in conjunction with Mercuz Keilim in Bat Yam. Participants enjoy multiple activities and enrichment classes, including creative art, life skills, physical education, sports, healthy living, and dance and movement activities.



About 40 people participate in the program (the city's largest club of its kind), 16 from the community and 24 from SHEKEL's Living in the Community program. It operates in two Matnas Community Centers in Bat Yam, Matnas Ofer and Matnas HaBonim, three days a week (Sunday, Monday, and Wednesday) from 7-9 pm.

Three guidance counselors and one coordinator run Kalanit. Participants come from different places across Bat Yam: hostels, sheltered living programs, and their families' homes.

The club's goals include the following: to become a social gathering place for participants from the community; to help participants develop communicative capabilities; to bring participants from the city together and increase awareness within the general community; to improve skills (motor skills, communicative skills etc.); to promote social-environmental-behavioral values; and to create a warm, pleasant location for expression and freedom.

Work Plan for 2019:

MEITAL Expanding the number of participants; further provision of the center's rehabilitative-therapeutic activities; development of a feeling of capability, independence, and uniqueness in every participant; and provision of a holistic response in order to deepen the rehabilitative-therapeutic process.

Halmit Expanded reach to a larger number of participants; further advancement of the children in our care; and provision of a holistic developmental response.

HaShayetet Advancing the children's progress by developing their life skills; maintaining consistent contact with each child's caregiving entities; improving physical conditions for participants and staff; provision of rehabilitative activities in the fields of enrichment and leisure activity; preservation of staff; and provision of a wider response to our target population and their families.

Kalanit Turning the club into Bat Yam's largest by increasing the number of participants while developing additional enrichment programs.



Ramat Gan and Givatayim

The House on Hibat Zion Street

The House on Hibat Zion is a unique project, the first of its kind in Israel, as an independent living framework for adults with Asperger's Syndrome. Tenants are aged 30-45. The House was founded by a parents' organization called "Hibat Zion" seeking to create a permanent living option for their children. The project was founded in conjunction with the Ministry of Social Welfare and is run by SHEKEL. Its first tenants moved into the building in April 2018. The House is nine stories high, seven of which house 20 tenants, each with an apartment that belongs to either them or their parents. One couple resides in one of the apartments. The first floor is used as a joint living room serving staff and provides a place for the tenants to meet with one another. The ninth floor and rooftop is where the kitchen is located and is used for social activities like classes, groups, parties and other events. The House's staff includes a Building Manager who is also an occupational therapist and social worker. The staff counselors are located at the House and are available at all hours.

Activity in 2018:

As the tenants moved in and became familiar with staff, a personal counselor was chosen for each one and, together with him, built a list of goals for their daily functioning and personal inspirations. Each tenant requires different forms of encouragement. Staff members help with the areas in which the tenant seeks improvement, such as assistance in preparing a shopping list, accompanying him to the supermarket, help with laundry or folding clothing, organization and cleanliness in the apartment, cooking, accompanying the tenant to the doctor or other errands, and preservation of personal hygiene. Programs also focus on providing support in different subjects such as managing a budget, free time, and in seeking relationships.

During the year, strong personal relationships are created between tenants and the counselors. This enables us to form together a routine, in-depth, skills-improvement itinerary. Counselors also help create personal relationships between tenants and encourages a shared social scene. Conversations between tenants and staff are often about personal dilemmas, creating social contacts, changes in tenants' personal lives, their relationships, families and every other topic a tenant is interested in sharing. Staff is in direct contact with the tenants' families and in organized contact with the different caregiver entities in the community, such as social workers of the Ministry of Social Welfare and the various employment services.

Leisure activities at the House include enrichment studies, movies, game board evening outings, barbeques, and a social gathering once every two weeks. On holidays,





At the House on Hibat Zion Street

festivities are arranged by the tenants who initiate and organize the events and are involved in all the decision-making. Tenants' meetings are held periodically including a Housing Committee that meets with the Building Manager in order to represent the tenants' interests and requests. Also, a Leisure Committee is responsible for initiating programs and leisure activities based on the tenants' preferences.

Work Plan for 2019:

The House on Hibat Zion will continue to ensure that all tenants enjoy independent living, together with active social lives, and advance their quality of life in different realms, both on the individual and collective levels.

On the individual level, the House of Hibat Zion will continue to accompany and encourage tenants to aspire to improve their quality of life, and help them express their interests and goals in every aspect of their lives. It will continue to advance their ability to run an independent household as much as possible as well as their leisure time and community involvement.

The House will continue to create an itinerary for shared activities, and encourage tenants to interact and advance personal relationships with other tenants. It will continue to prioritize their own ideas, activities, initiatives, and community involvement. All of this while emphasizing the fact that tenants are full participants in the building's management.



Other plans include shared planning between the Ramat Gan Municipality, SHEKEL, and the tenants in order to establish a professional center for providing services for Ramat Gan citizens on the autistic spectrum; guidance, training, and enrichment for staff in order to professionally support and assist each tenant accordingly and successfully on his own path; and development of a model for preserving and strengthening the relationship with tenants' parents and families.

The "Ro'im Rachok" Apartment

The "Ro'im Rachok" Apartment is a joint project between SHEKEL and the "Ro'im Rachok" Program. Tenants are autistic young adult IDF volunteers who serve in specific professions in which autism spectrum characteristics are an advantage, while they receive specialized training and guidance via the IDF.

Activity in 2018:

In September 2018, the first tenants moved into the apartment. Today, four tenants aged 21 live in the apartment, all of them IDF soldiers with Asperger's Syndrome. The apartment is large and spacious. It has a shared living room and individual rooms for each tenant. Staff is comprised of managerial and therapeutic SHEKEL staff, including a Project Director, occupational therapist, social worker, coordinator, and counselors.

Work Plan for 2019:

Assistance for improving tenants' quality of life in the different activity areas, both on the individual and group levels; assistance in subjects like managing a budget and free time; gradual inculcation of routine life skills; support and encouragement in creating relationships and interaction with people in their circles; helping tenants express their interests and aspirations in every realm of life; and enrichment activity in various fields to improve each tenant's quality of life.



Kibbutzim and the Southern Israel

SHEKEL is a trailblazer in assimilating people with disabilities among kibbutzim and settlement communities, a field that has developed over the past few years. Its kibbutz program is a model program across Israel, and SHEKEL staff hosts many parents and professionals interested in learning about its advantages. The program materializes SHEKEL's vision to fully integrate people with disabilities in the general community and enable their full participation in employment, leisure, and independent living. The kibbutzim note the program's great benefit for their communities in that it creates a situation in which people with disabilities living within the community becomes standard, and that it enables their children to meet special-needs residents at work, in the dining room, synagogue, at their homes, and in the communities' cultural programs.

The Kibbutzim and Southern Region activity began in 2015 when the first apartment opened at Kibbutz Kvutzat Yavneh. Additional frameworks subsequently opened in the fields of independent living, employment, and leisure activity. Today there are three independent living apartments- two in Kvutzat Yavneh and one in Masu'ot Yitzchak, as well as a daycare center for people with low functioning ability in Kfar Shmuel. Groups of special-needs children and adults also enjoy daily activities at the Kfar Shmuel Horse Ranch.

Kibbutz Kvutzat Yavneh currently has nine residents with intellectual development disabilities who live independently. Seven residents are employed on the kibbutz, and the other two work at a multi-disability factory in Gedeira. There are multiple leisure activities, including sports, music, horseback riding, arts, and more. Staff is responsible for coordinating all employment and leisure activity, including operating the apartments, and remaining in contact with parents and SHEKEL. Staff includes a director, social worker, and national servicewomen. Twenty women from the kibbutz also volunteer in providing activities.

Masu'ot Yitzchak is a religious collaborative settlement near Kiryat Malachi. The apartment for people with disabilities opened in April 2018 for six female residents with intellectual development disabilities. The residents work with the cows, at the grocery store, and at the local factory. Leisure activity includes ceramics, music, cooking, and programs with the local pre-military preparatory program. Staff includes a director, social worker, guidance counselors, and national servicewomen.

The Kfar Shmuel Horse Ranch is an employment-oriented daycare center for autistic people with moderate to low functioning ability. It opened in September 2018 and has ten participants. The Ranch is a joint program between SHEKEL and the ranch, and SHEKEL utilizes the ranch to help advance people with disabilities by caring for





the horses and other animals, overseeing the ranch's maintenance, and working in the vegetable garden. The ranch also provides horseback riding, music, and yoga classes. Professional staff includes a director, horseback riding instructor, and guidance counselors.

Work Plan for 2019:

Development and maintenance of current activity, particularly at Masu'ot Yitzchak and Kfar Shmuel, and the opening of an additional apartment in Kibbutz Alumim, set for September 2019. In response to the wishes of parents and people with disabilities to achieve full integration in the general community, we continue to seek collaborations with additional kibbutzim and religious and secular settlements in order to open new apartments, and employment and leisure programs in accordance with SHEKEL's vision for full integration for people with disabilities.



Administration

Resource Development and Public Relations

The Resource Development and Public Relations unit has two goals: fundraising for activities and program development from philanthropic resources, independent funds, and corporate collaborations; and increasing public exposure about SHEKEL by conveying a clear message about SHEKEL's pivotal role in Israeli society.

Activity in 2018:

SHEKEL's name was updated to "SHEKEL – Inclusion for People with Disabilities". Together with SHEKEL's program directors, the unit formulated a uniform organizational fundraising message, located financial challenges, and gathered material to prepare project portfolios for fundraising, marketing, and publicity. Tools were utilized for inculcating uniformed branding, including a uniform presentational structure, email signatures, and other tools. Procedures for processing donations were updated and a new model for marketing and publicity was prepared. Marketing activity, preparation of publicity materials, and continuous updating of the website with relevant information continued. A new accessible and mobile-friendly website was launched in February 2018. Updating of the SHEKEL Gift Shop website was continuous. The mailing list was expanded, and monthly newsletters about SHEKEL events were sent in a uniform design. News items were disseminated in newspapers. Groups of visitors were hosted acquainting them with SHEKEL. Old connections with donors were renewed and new connections were created. Donor details were transferred from the old computerized donations database to SHEKEL's Salesforce database. Working procedures for the computerized system database for managing donor relations were inculcated. Grant requests to foundations were prepared and community relations staff were defined. Donation reports were consulted and details analyzed to enable future oversight and categorization of resources. Online crowd funding for fundraising was implemented. Online donations platforms were improved and made more efficient. Fundraising campaigns together with SHEKEL apartment tenants' parents and families were held, as well as campaigns for SHEKEL employees and clients. Assistance was provided to facilitate better cooperation with SHEKEL's social-business partners surrounding events at SHEKEL's Harutzim Bistro for hosting lectures and groups. Assistance was provided for recruiting volunteers.





Adir Miller and Lihi Lapid at the annual event

Central Events

We produced and participated in cultural and sports events throughout the year in order to raise donations and awareness for SHEKEL. SHEKEL's annual fundraising event was held at Cinema City Glilot featuring a professional stand-up comedy show with about 800 donors in attendance. We participated in planning, marketing, advertising, networking, and fundraising for SHEKEL's Fifth International Film Festival "Reframing Reality". Four thousand people enjoyed one or more of the twenty films screened at the event, which was held at the Jerusalem Cinemateque and other locations and publicized dozens of times in the media. Nearly 100 runners ran in the Jerusalem Marathon for SHEKEL, including 23 residents residing in SHEKEL apartments, 18 employees, and over 60 others who helped raise funds for SHEKEL. Five ceremonial events were conducted at the inauguration of five new SHEKEL apartments for people with disabilities. The "Copyright" Evening Event in memory of Gideon Drori z"l was held at the Jerusalem Cinemateque, including films from the "Extraordinary" film staff, and prizes were awarded to SHEKEL's outstanding employees for 2018.





Nechama Rivlin z"l at the Film Festival

Achievements

The activities strengthened SHEKEL's standing and awareness in Israeli society as a leader in advancing rights and developing frameworks for people with disabilities within the general community.

SHEKEL's donations increased during 2018. One outstanding donation was the significant support of Mr. Oded Eliashar for the Toni Eliashar SHEKEL Therapeutic Center. The Jerusalem Foundation made the connection. Another large donation was donated by the Azrieli Foundation to help complete Bituach Leumi's funding for purchasing a new apartment for SHEKEL residents. Other significant donations were provided by the Matanel Foundation for the Therapeutic Day Care Center for Elderly with Disabilities; the Wolfson Foundation for the Rehabilitation Employment Center in the Modi'in Region; the Cherna Moskowitz Foundation for the SHEKEL Vocational Center in Jerusalem; and the Jewish Federation of Phoenix for the Extended Day Program at the Hettena School for Children with Severe Disabilities.

The "Round-Up" credit card project expanded significantly to include 625 monthly donations. Facebook activity expanded continuously, surpassing 11,000 fans and exposing routine activities to tens of thousands of weekly viewers.



Work Plan for 2019:

Planning and running SHEKEL's 40th Year events; producing promotional and fundraising events; applying for prizes and awards for SHEKEL activities; organizing groups of participants for the Jerusalem Marathon and the Sovev Jerusalem Bike Ride for fundraising and increasing awareness; planning fundraising campaigns together with parents and families of SHEKEL tenants, employees, and others; inculcating usage of computerized databases for managing donor relations; expanding connections overseas and checking the feasibility of creating foreign representation; holding a seminar for SHEKEL's program directors on the topic of unified organizational marketing; hosting groups for tours at SHEKEL's headquarters; participation in creating new products for SHEKEL's gift shop; and increasing the number of donors in the "Round Up" program.

Program Evaluation

Activity in 2018:

Documentation and publication – Preparation of the Annual Report for 2017 in Hebrew and participation in discussions about SHEKEL's programs with program directors and the CEO; assistance in preparing the Annual Report 2017 abstract in English; participation on the editorial board of the magazine "A Matter of Approach"; participation on the Committee for the Gideon Drori Prize for Outstanding Employee in 2018 and planning for 2019; and participation in two orientation days for new employees.

Work Plan for 2019:

Preparation of the Annual Report for 2018; continued evaluation of work procedures; guidance for employees; editorial participation in "A Matter of Approach"; delivering a lecture as part of new employees' orientations; and continued guidance for SHEKEL residents via a trustees organization.



Bat Ami Yonayov at the Copyright Event



The Volunteer Unit

The Volunteer Unit's goals include the following: recruitment of volunteers; exposure of special needs populations to the community; upgrading SHEKEL's treatment standards; creation of a database of potential employees and donors from among the volunteers by maintaining contact with them and their families.

Activity in 2018:

By the end of 2018, there were 200 steady volunteers in SHEKEL's various programs and about 500 volunteers who came for limited periods. These numbers do not include hundreds of individuals who volunteered in groups or individuals not registered as volunteers with SHEKEL.

There were 35 National Service men and women at SHEKEL, as well as 16 volunteers from abroad for periods of up to one year. In addition, there was a group of 36 students in SHEKEL programs as part of the Hebrew University's professional training program. During 2018, 20 individuals were referred to SHEKEL from the Probation Service for Adults for court-ordered community service. Each served 150 hours on average. SHEKEL received one American volunteer who came for an entire year. A new volunteer managing program was implemented that provides a unified data pool for all volunteers in Israel. Concentrated tours of National Service participants were organized. This year as well, SHEKEL collaborated with the Ruach Tovah Organization, which sent many steady volunteers to SHEKEL's activities. We also participated in the Ministry of Labor's special forum and think tank for ways to increase the number of foreign volunteers in Israel.

Work Plan for 2019:

Production of brief promotional films in order to recruit new National Service volunteers, and activities to expand recruitment of volunteers via Facebook, brochures, and by raising awareness at religious female high schools and other schools in Israel; networking with new overseas organizations from various countries; and arrangement of an event honoring SHEKEL volunteers.



Human Resources

The Human Resources Unit deals with all SHEKEL staff for whom there is an employer-employee agreement. At the conclusion of 2018, there were 616 workers at SHEKEL, up from 569 last year. The unit conducts initial interviews, employee initiations, and processing throughout the employee's tenure at SHEKEL and at its cessation. The unit also remains in contact with the Nonprofit Registrar and holds orientation days for new employees. Dozens of people with disabilities are also employed. Many freelancers, experts and professionals in various fields, are employed by SHEKEL without an employer-employee agreement.

Activity in 2018:

Activities for female employees in the framework of National Women's Day were held. The Nativ Program was inculcated, providing effective management of employee data and concentration of all information into one program. As in past years, the Gideon Drori Prize for Outstanding Employee prize was awarded to outstanding SHEKEL workers and one outstanding staff team. Gifts for the holidays were distributed to SHEKEL workers before Rosh Hashanah and Passover. Thirty people with disabilities were employed. Employee evaluations were carried out in the housing program, working procedures were updated, and an in-depth review of the organization and changes were implemented in employee contracts including internal procedures by an internal auditor.

Work Plan for 2019:

Three orientation days for new employees, including a full day of activity in order to introduce them to SHEKEL's system; awarding the Gideon Drori Prize for Outstanding Employee to four outstanding workers and two outstanding staff teams; conducting a



meeting between SHEKEL's new and veteran employees and volunteers in December; conducting employee tours of SHEKEL's activities; implementing a time clock app for employees working outside the office; and production of short promotion films and their exposure on social media in order to recruit new employees.

Finance Department

Functions of the Finance Department include recording SHEKEL's financial activity (bookkeeping); preparation of the Financial Statement; financial management vis-à-vis banks and financing institutions; implementation of payments, records, and contacts with vendors; management of consumer funds (government, municipalities, institutions and other customers); management of employees' salaries; management of minor accounts; and internal auditing of consumers, vendors, SHEKEL departments, projects, and expenses.

Activity in 2018:

SHEKEL hired a new CFO during 2018, who began learning about SHEKEL's programs and structure. Decisions were made to improve the department's efficacy while managing the department's day-to-day activity. Procedures were adjusted in response to changes in the department's structure and activity. One of the conclusions made addressed the need for organizational change in order to provide quick and accessible responses to the organization's managers, consumers, and service providers. It was decided that employees who worked on finances in SHEKEL's various departments would continue to implement their roles in the framework of the Finance Department.

Other activities included execution of the aforementioned organizational decisions; forming and implementing procedures regarding small funds, inventory processes, and invoice and payment approval processes; and preparation of the Financial Statement.

Work Plan for in 2019:

Ongoing implementation of the procedures set in 2018; implementation of the "Priority" computer system and building a model for SHEKEL's Accessibility Department, as well as a model for the Public Relations Department; building a budget applicable to daily use; and improvement of the salary system, including improvement of the computer program.



